STAR CEMENT
Solid Setting

Date: 03rd September, 2024

To,
The Listing Department,
National Stock Exchange of India Limited
Exchange Plaza, C-1, Block-G
Bandra Kurla Complex, Bandra-East
Mumbai-400051
Stock code: STARCEMENT

The Listing Department
BSE Limited
Phiroze Jeejeebhoy Towers
Dalal Street
Mumbai-400001
Stock code: 540575

Dear Sir(s)/Madam(s),

Sub: Annual Report, Accounts together with Notice of the 23rd Annual General Meeting ('AGM') of the Company for the Financial Year 2023-24 in terms of requirements of Regulation 30 & 34 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended ('LODR Regulations')

Pursuant to Regulation 30 & 34 of the LODR Regulations, we enclose herewith a copy of the Annual Report, Accounts together with the Notice of 23rd Annual General Meeting of the Company scheduled to be held on Thursday, 26th September, 2024 at 11:30 A.M. (IST) through Video Conferencing ("VC") and Other Audio Visual Means ("OAVM").

The copy of the Annual Report, Accounts together with Notice of 23rd Annual General Meeting are available on the following link:
https://www.starcement.co.in/upload/images/files/Annual-Report-2023-24.pdf

This is for your information and record.

Thanking you,
For Star Cement Limited

DEBABRATA THAKURTA
Digitally signed by DEBABRATA THAKURTA
Date: 2024.09.03 21:45:47 +05'30'

STAR CEMENT LIMITED KOLKATA

Debabrata Thakurta
(Company Secretary)

Encl: as above

STAR CEMENT
Solid Setting

Expanding capacities. Enhancing competitiveness.

STAR CEMENT LIMITED | ANNUAL REPORT 2023-24

Contents

Investor information

Market capitalisation as at March 31, 2024: ₹9,385 Crore

CIN: L26942ML2001PLC006663

BSE code: 540575

NSE symbol: STARCEMENT

AGM date: September 26, 2024 at 11:30 a.m

AGM venue: Video Conferencing ('VC')/ Other Audio Visual Means ('OAVM')

Disclaimer: This document contains statements about expected future events and financial of Star Cement Limited ('The Company'), which are forward-looking. By their nature, forward-looking statements require the Company to make assumptions and are subject to inherent risks and uncertainties. There is a significant risk that the assumptions, predictions, and other forward-looking statements may not prove to be accurate. Readers are cautioned not to place undue reliance on forward-looking statements as several factors could cause assumptions, actual future results and events to differ materially from those expressed in the forward-looking statements. Accordingly, this document is subject to the disclaimer and qualified in its entirety by the assumptions, qualifications and risk factors referred to in the Management Discussion and Analysis section of this Annual Report.

Six principal messages of this Annual Report

1. Star Cement continued to invest in manufacturing capacities ahead of the demand curve.

2. This translated into increased market share and a widening market leadership.

3. The Company outlined its next cement expansion programme, across two new locations.

4. This will deepen the Company's presence in locations proximate to cement consumption markets.

5. This expansion will also reduce logistics costs and the Company's carbon footprint.

6. The Company will continue to remain under-borrowed, growing its business through net worth.

PART 1

What we are.

What we do.

CORPORATE SNAPSHOT

Star Cement Limited.

The largest cement brand in North East India.

Respected for its cement quality: 'If you are buying Star, you are buying a peace of mind.'

Respected for proximate availability: 'There is always a Star dealer or retailer wherever one is present in North East India.'

Respected for its environment commitment: 'The Company is taking a proactive step in moderating its carbon footprint and enhancing business sustainability.'

The Company is strengthening its leadership by expanding manufacturing capacity and enhancing competitiveness

Our vision

To become the fastest rising and most competitive company in the East India cement industry.

To be recognised with high level of integrity and value.

To achieve a manufacturing capacity of 15 MTPA capacity over next five years.

Our mission

To deliver the highest level of consumer satisfaction through top-quality products and excellent customer support.

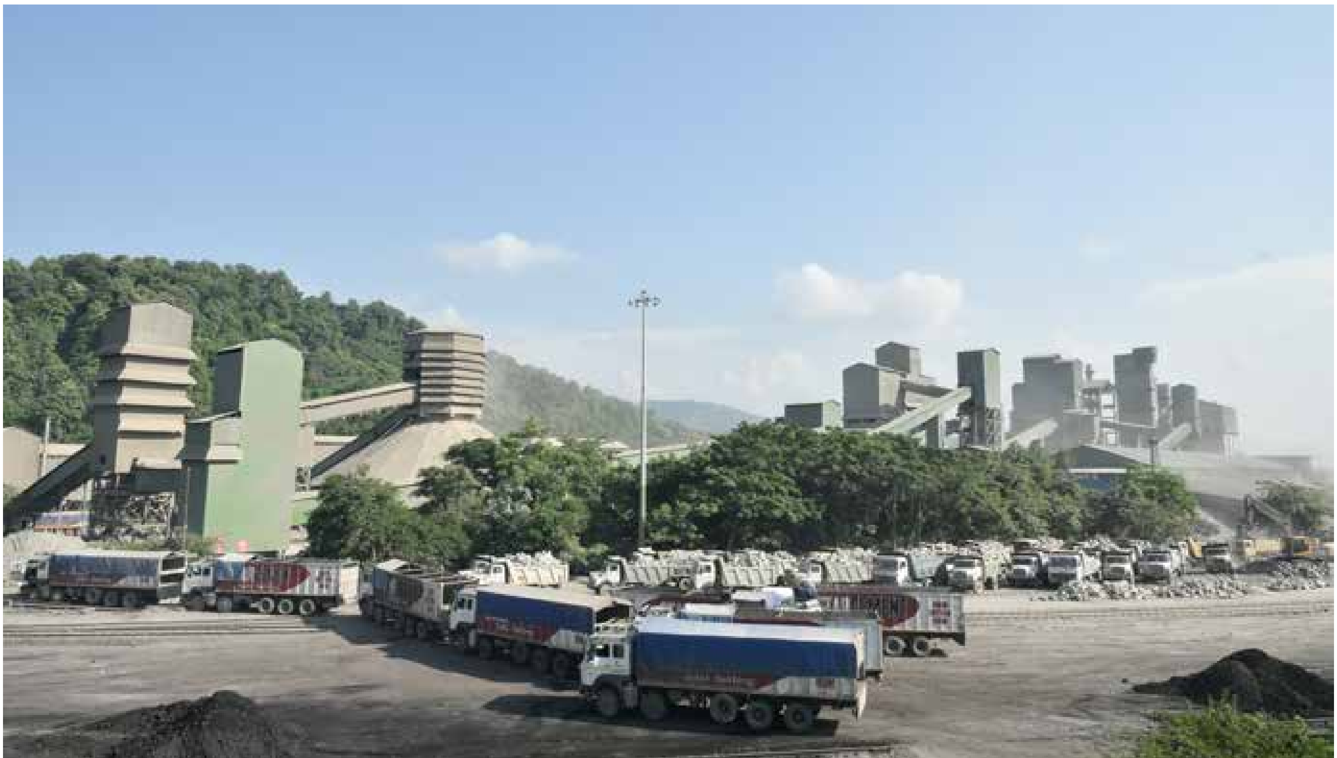
To constantly improve our products by embracing innovations and integrating new technologies, ensuring the highest quality at the lowest cost.

To protect and increase the value for our shareholders.

To respect the dignity of all employees and collectively contribute to the nation's development by protecting the environment.

To utilise the surpluses for the welfare of employees and society at large.

Our Guwahati plant



Our Guwahati plant

The Company along with its subsidiary has three standalone grinding (cement manufacturing) units. Two are in Sonapur near Guwahati and another one at Mohitnagar near Siliguri, each with a capacity of 2 MTPA.

Manufacturing facilities

Spread across 200 hectares, the Company operates an integrated plant for the production of cement and clinker and one clinker plant of its subsidiary in Lumshnong (Meghalaya). These two plants comprise 2.80 MTPA of clinker capacity and 1.67 MTPA of cement manufacturing capacity.

The Company along with its subsidiary has three standalone grinding (cement manufacturing) units. Two, cement units in Sonapur near Guwahati and another at Mohitnagar near Siliguri, each possess a capacity of 2.0 MTPA.

As on March 31, 2024, the Company along with its subsidiaries, possessed an installed capacity of 2.80 MTPA of clinker and 7.67 MTPA of cement.

Our products basket

Our product mix comprises Ordinary Portland Cement (OPC 43-Grade and OPC 53-Grade) and Portland Pozzolana Cement, Portland Slag Cement and value-added premium cement (Anti Rust and Weather Shield). These comprise value-added and general cement grades for a range of construction needs. The Company's product mix makes it a preferred choice for customers, engineers, contractors and dealers.

Listing

Star Cement Limited is listed on the National Stock of Exchange (NSE) and Bombay Stock of Exchange (BSE) with a market capitalisation of ₹9,385 Crore as on March 31, 2024.

Talent

The Company possessed a workforce of 3,800+ as of March 31, 2024. The average age of this employee base stood at 38 years and 45% of it had been associated with the Company for more than five years.

Certifications

The Company is certified for the following certifications:

- ISO 9001:2015
- ISO 14001:2015
- ISO 45001:2018
- OHSAS 18001

Our growth journey

Past

FY 04-05
The Company commissioned its first plant in Lumshnong, Meghalaya.

FY 07-08
The Company commercialised a new cement unit in Lumshnong, Meghalaya.

FY 10-11
The Company expanded its cement and clinker capacity at Lumshnong.

FY 12-13
The Company commissioned a new clinker unit in Meghalaya with a capacity of 1.8 MTPA. The Company also commissioned a new cement unit with a 2 MTPA capacity at Sonapur, Guwahati.

FY 16-17
The Company expanded its cement capacity in Lumshnong, Meghalaya, to 1.67 MTPA.

FY 18-19
The Company enhanced its clinker production capacity to 2.8 MTPA.

FY 20-21
The Company commissioned a new cement unit in Mohitnagar, Siliguri, with a capacity of 2.0 MTPA.

FY 22-23
The Company commissioned a 12.3 MW waste-heat recovery system plant at Lumshnong, Meghalaya.

FY 23-24
The Company commissioned a new cement unit at Sonapur with a capacity of 2.0 MTPA.

How we grew our manufacturing capacity across the years

(in MTPA)

Financial Year	FY19	FY20	FY21	FY22	FY 23	FY 24	FY25	FY26	FY27
Clinker capacity	2.8	2.8	2.8	2.8	2.8	2.8	6.1	6.1	6.1
Cement capacity	3.67	5.67	5.67	5.67	5.67	7.67	7.67	9.67	11.67

Proposed

FY 24-25
The Company plans to set up a new clinker unit with 3.3 MTPA capacity and a 12MW waste-heat recovery system. The Company also plans to set up an autoclaved aerated concrete blocks manufacturing unit with 800 CBM capacity per day and CCM manufacturing unit with 600 MT capacity per day.

FY 25-26
The Company plans to set up a new cement unit (2.0 MTPA) in Silchar, Assam.

FY 26-27
The Company plans to set up a new cement (2.0 MTPA) unit in Jorhat, Assam.

Operational performance scorecard

7.67

MTPA, Grinding capacity as on March 31, 2024

3.67

MTPA, Grinding capacity as on March 31, 2019

15.88

%, 5-year CAGR

63.3

MW, Thermal power plant and waste heat recovery plant capacity as on March 31, 2024

51

MW, Thermal power plant capacity as on March 31, 2019

4.42

%, 5-year CAGR

44.45

Lakh Tons, cement production, FY 23-24

24.58

Lakh Tons, cement production, FY 18-19

12.58

%, 5-year CAGR

44.04

Lakh Tons, cement sales by volume, FY 23-24

27.10

Lakh Tons, cement sales by volume, FY 18-19

10.20

%, 5-year CAGR

28.05

Lakh Tons, clinker production, FY 23-24

20.37

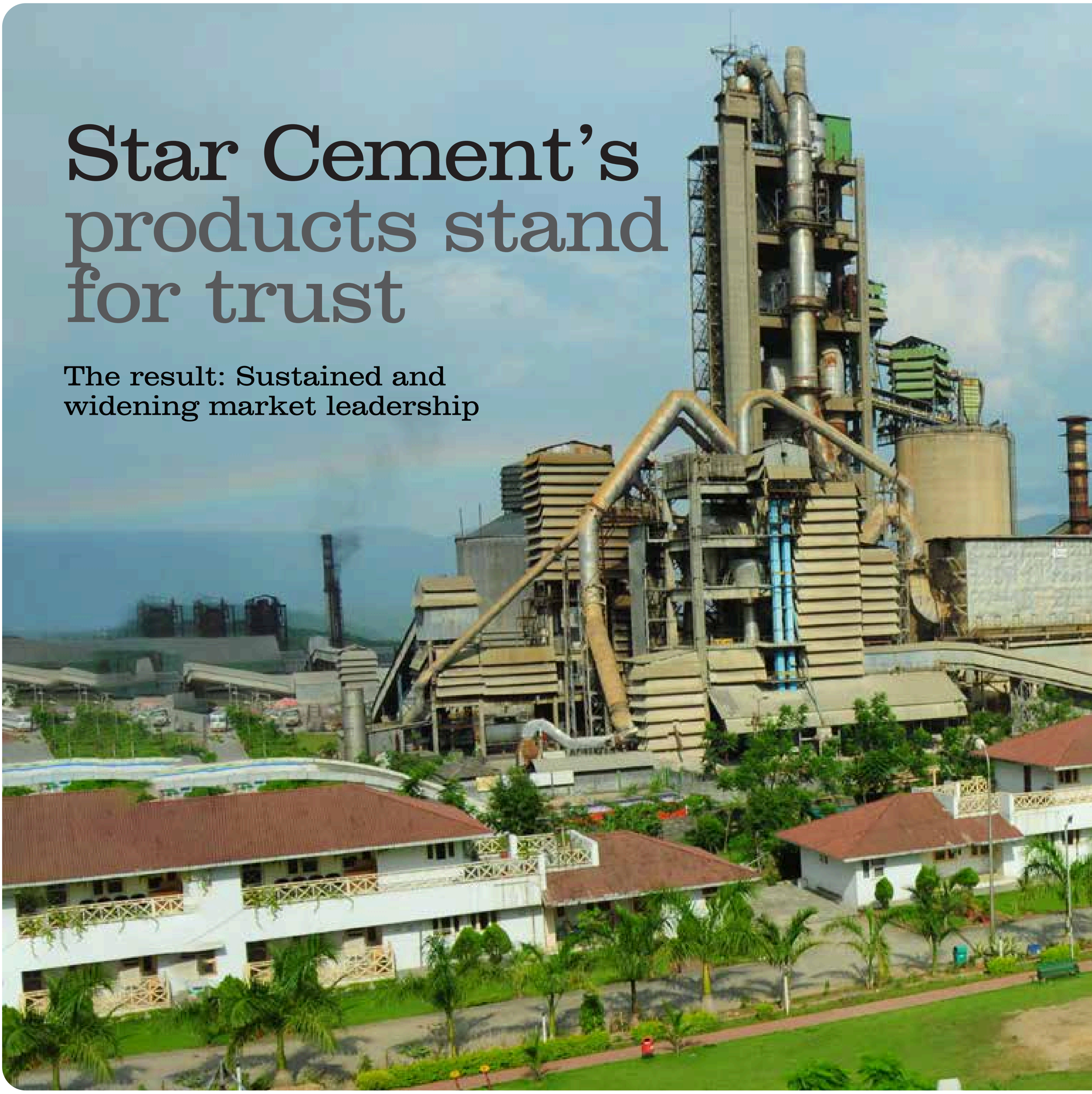
Lakh Tons, clinker production, FY 18-19

6.61

%, 5-year CAGR

Star Cement's products stand for trust

The result: Sustained and widening market leadership



Ordinary Portland Cement

OPC 43: Suitable for construction projects requiring concrete grades up to M-30, ensuring a compatibility with various structural requirements.

OPC 53: Delivers high strength and durability to structures, featuring optimal particle size distribution and a superior crystallised structure for enhanced performance.

Portland Pozzolana Cement

Ideal for extensive concreting works, masonry mortar and plastering. Offers resistance to chemical attacks, enhances durability, and improves strength cum viscosity. Possesses a lower permeability and better cohesiveness.

Anti-Rust Cement

A standout innovation from Star Cement. This anti-rust cement variety is crafted through rigorous research and development to provide anti-rust and anti-corrosive properties that reinforce bars, extending the durability and service life of structures.

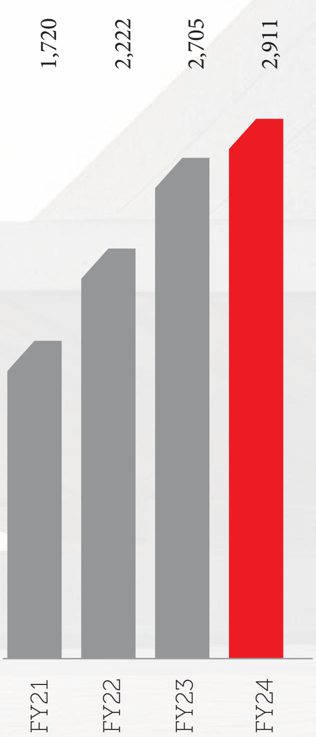
Weather Shield Cement

Star Weather Shield Cement represents a breakthrough in innovation by Star Cement Ltd., offering exceptional weather-resistant properties. This super-premium product is designed to endure severe weather conditions, ensuring long-lasting structural integrity.

Key highlights

Revenue from operations

(₹ Crore)

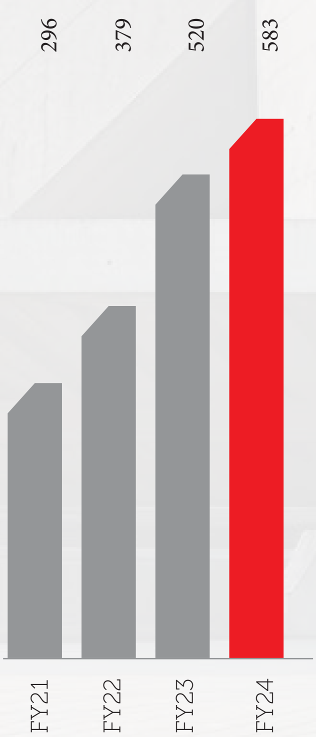


Why we measure
This measure represents the result of our ability to understand market trends and service customers with corresponding cement or clinker quality, timeliness, technology and supply chain management.

How we performed
Our aggregate revenues from operations increased by 8% to ₹2,911 Crore in FY 23-24 on account of higher volumes coupled with an increase in average realisations per tonne.

EBITDA

(₹ Crore)

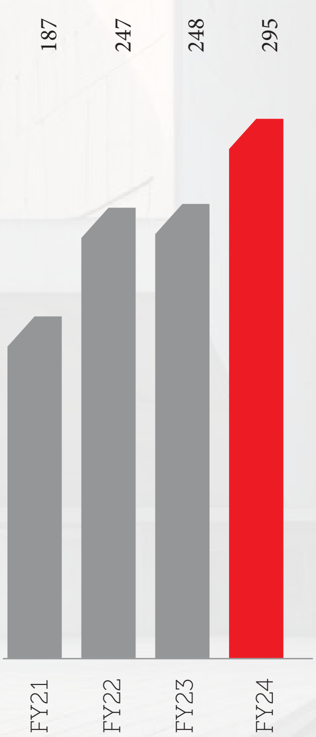


Why we measure
It highlights the strength of the business model in generating value for stakeholders.

How we performed
The Company reported a 12% growth in its EBITDA in FY 23-24 on account of higher sales volume along with increase in average realisation per tonne.

Profit after tax

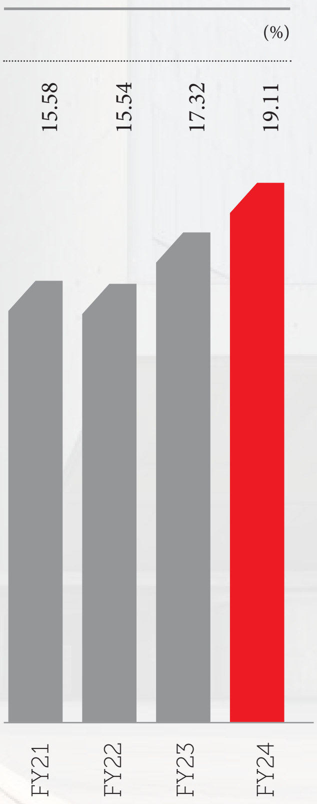
(₹ Crore)



Why we measure
It highlights the strength of the business model in generating value for shareholders.

How we performed
The Company reported a 19% growth in net profit in FY 23-24. This came as a result of increase in revenue from operations partly offset by increase in cost.

EBITDA margin



Why we measure
The EBITDA margin provides an idea of how much a company earns (before accounting for interest and taxes) on each rupee of revenue.

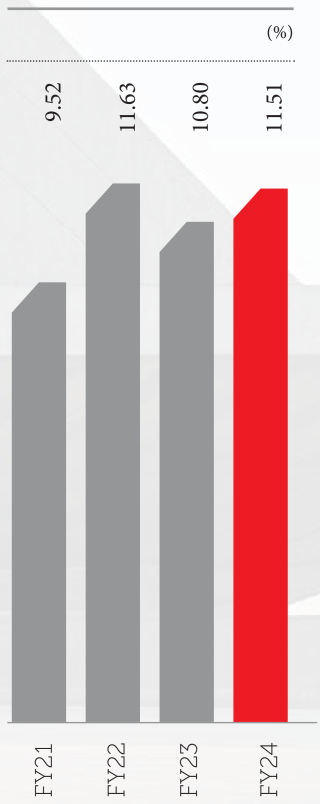
How we performed
The Company reported a 179 bps increase in EBITDA margin in FY 23-24.

RoCE

Why we measure
RoCE is a useful metric for comparing profitability across companies based on the amount of capital they use, especially in the capital-intensive sectors.

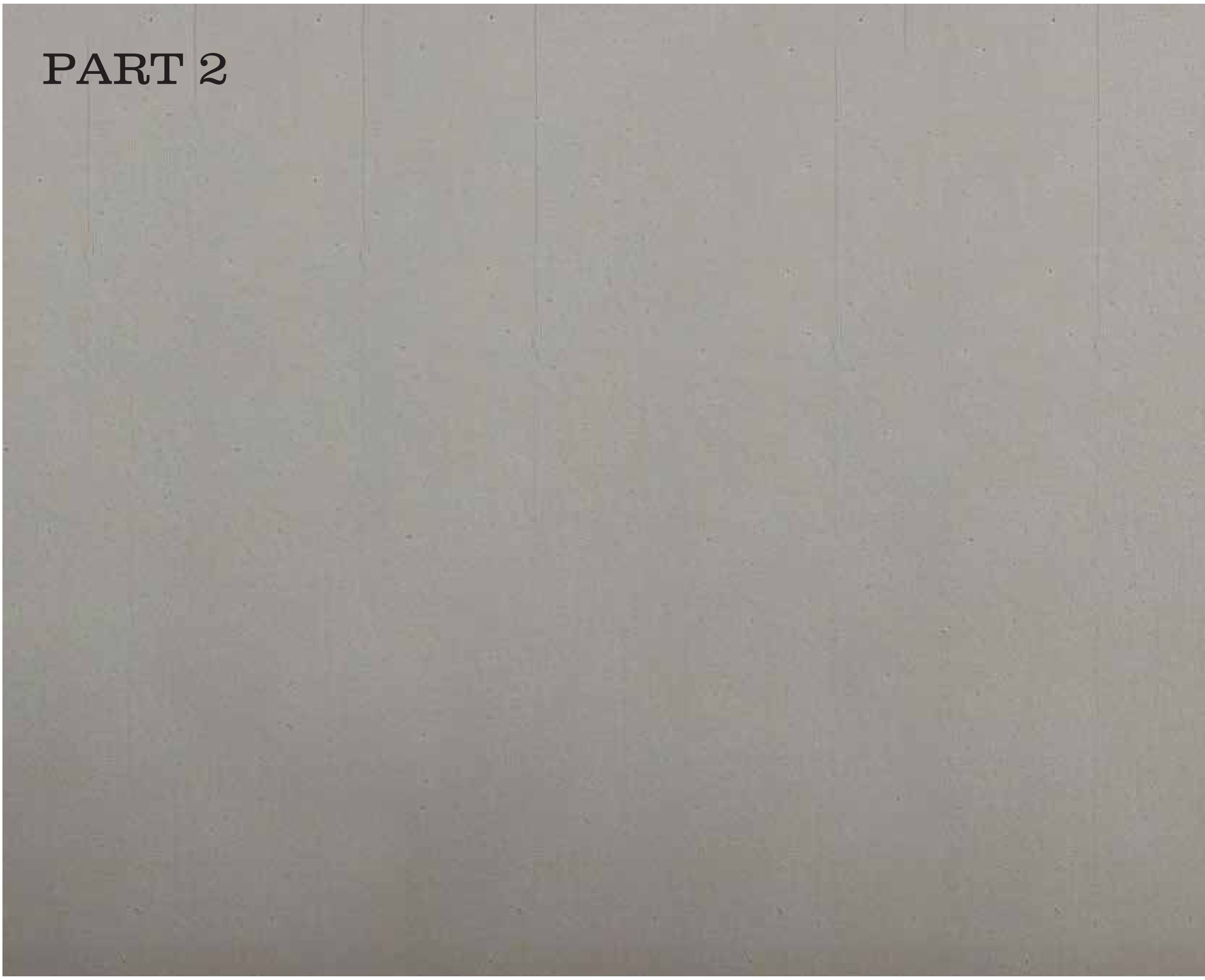
How we performed
The Company reported a 36 bps decline in RoCE in FY 23-24 due to deployment of funds in capex projects that will translate into growth only across the foreseeable future.

RoE



Why we measure
RoE is a gauge of the Company's efficiency to generate profits against capital invested. The higher the RoE, the better a Company is at converting its equity into profits.

How we performed
The Company reported a 71 bps increase in RoE in FY 23-24.



PART 2

Pride and Personality

Spirit
of Star Cement

A courage to embrace challenges

A commitment to extend beyond

A resolve to generate more from less

A determination to become the benchmark

Spirit of Star Cement

We were challenged by the need to increase cement output from our clinker

Our team of engineers said ‘Let us go to the mine for a change’

The operative term at our Company is ‘clinker factor.’

This refers to the quantum of cement of that can be produced from a given clinker without compromising the quality of cement.

The lower the clinker used – clinker factor - the better.

The general industry consensus was that gains at best would be marginal.

The engineering team at Star Cement felt otherwise.

One of them said: ‘The answer to this does not lie in the plant; it lies in the mines.’

The next four months were spent studying limestone across three mines.

The grades. The variations. The raw mix.

Once this raw mix – iron, alumina, coal and limestone - had been homogenised, the team prepared to address the stacker and reclaimer.

The clinker factor declined to 66% against an all-industry average of more than 75%.

The Company generated more from less.

The spirit of the Company prevailed.

Spirit of Star Cement

Our varying coal quality put a premium on cement consistency

Our engineers said 'Let us look elsewhere for a solution'

One of the challenges at Star Cement was a variation in coal quality.

The local Nagaland coal comprised high sulphur with low coal ash. The coal accessed from Eastern Coalfields was the opposite – low sulphur with high coal ash.

Each time the coal quality varied, there would be a challenge in generating a consistent end product.

The engineers at the Company got down to addressing what looked – at least initially – an insurmountable challenge.

They began to work with coal procurement team. They developed an understanding of where the coal was mined. They began to study mine characteristics. They began to forecast coal characteristics (gross calorific value) based on prospective supplies.

Now that they knew what coal they were likely to get, the team addressed the next frontier: the kind of change in the raw mix they needed to make in line with the change in coal quality.

The focus on product standardisation paid off.

Quality variations declined. The team developed an understanding of what raw mix change would be needed for what kind of coal.

The result is that end product variations moderated. Product quality consistency increased.

Someone from the market sent a message: 'Kya cement quality banaya. Mazaa aa gaya!'

The spirit of the Company prevailed.

Spirit of Star Cement

Someone said, 'Power consumption per tonne of cement is unlikely to decline further'

Our team set out to prove that expert wrong

Some years ago, the amount of power consumed at Star Cement appeared to have bottomed out.

Someone in the industry said: 'This is the best they can do.'

The engineers at Star Cement: 'We need to prove them wrong.'

That started an exercise to moderate electricity consumption – unit by unit.

The team examined grinding aid chemicals. Studied resource characteristics. Focused on enhancing clinker quality. Addressed raw mix design. Examined kiln operations matrix over the year.

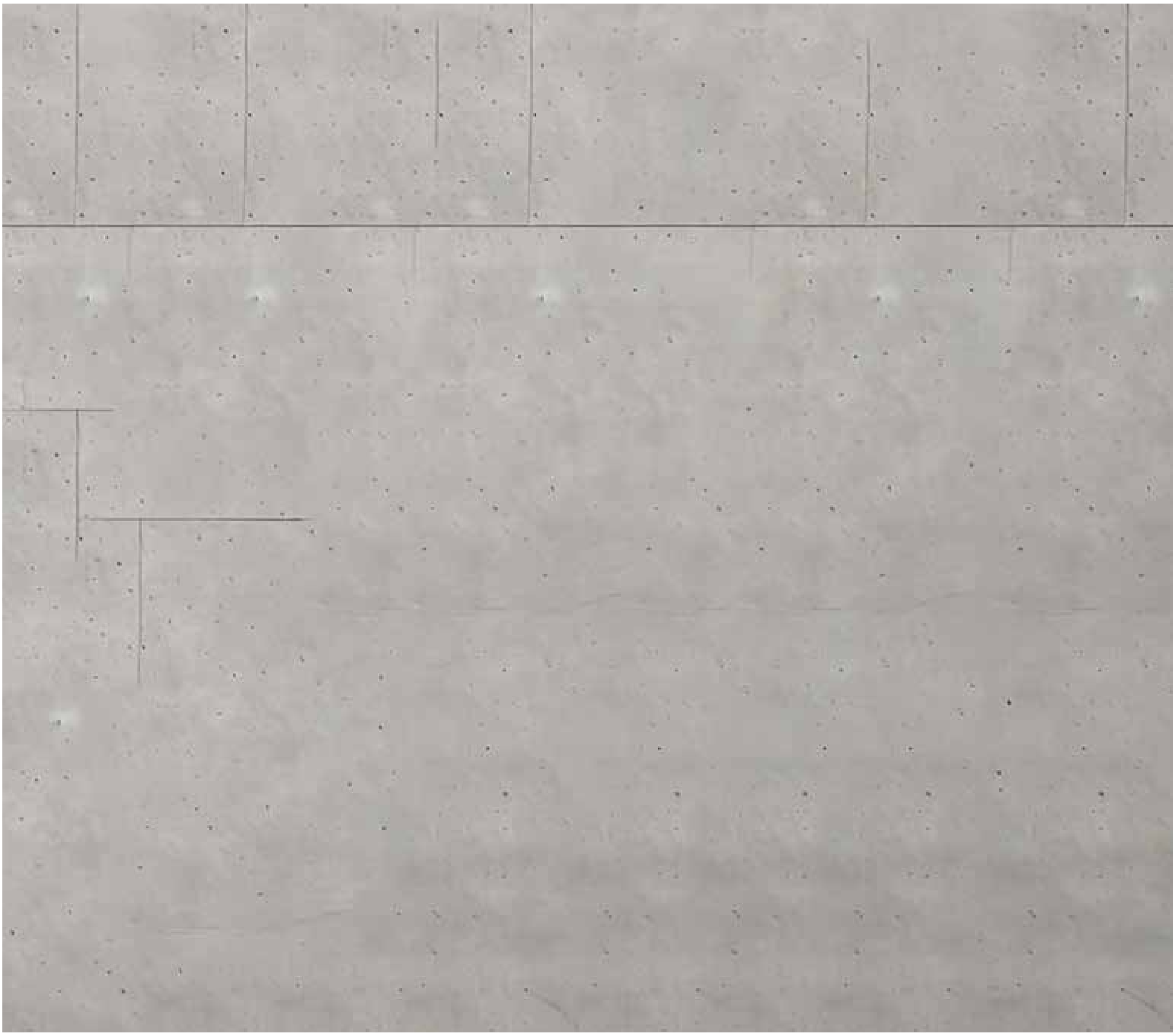
The result was that clinker grindability improved.

The electricity consumed per tonne of pozzolana portland cement declined.

From 70.8 units per tonne of cement manufactured to 68.4 units.

The spirit of the Company prevailed.

PART 3



The operating context of the Company

Expanding capacities. Enhancing competitiveness.

Our team is driven by the twin objectives of enhancing volume and volume

At Star Cement, we are focused on achieving two objectives.

To emerge bigger (expanding capacities). By investing in additional manufacturing capacities of clinker and cement.

To emerge better (enhancing competitiveness). By commissioning additional capacities closer to consuming markets. By moderating logistic costs. By enhancing manufacturing efficiencies.

In the pursuit of deepening capacities and competitiveness, we are optimistic of enhancing value for all our stakeholders in a sustainable way.

Our growth catalyst

Riding India's growth story

India is the fifth largest economy in the world. India is also the world's fast-growing major economy.

India is passing through a phase of unprecedented optimism. This optimism is being derived from a convergence of government policies, increased disposable incomes, and an unprecedented national investment in infrastructure creation.

The India story

India's infrastructure industry is undergoing sweeping change, with an unprecedented infrastructure capex cycle strengthening the foundation for sustainable growth that could transition the country from the fifth largest to the third largest before this decade has been completed.

The impact of infrastructure build-out on national growth is evident in a revealing reality: In the three decades before liberalisation the Indian GDP grew seven times on a smaller base; in the three decades following liberalisation, India's GDP has grown 14 times on a larger base.

Successive governments following the liberalisation of the country in 1991 played a catalytic role in India's infrastructure growth. Between 1991 and 2014, India created an infrastructure foundation; in the decade that followed, India's infrastructure broadbased and deepened, strengthening its economic growth story.

National Infrastructure Pipeline

This growth story has been catalysed by India's National Infrastructure Pipeline, drawing participation from public and private sectors. The NIP outlined an investment of ₹111 Lakh Crore between FY 19-20 and FY 24-25, representing an eagle perspective of over 9,000, infrastructure projects comprising sectors like energy, logistics, water, airports and social infrastructure.

Gradually over the last decade a virtuous cycle has helped facilitate a growing investment in the country's infrastructure: decline in corporate tax rates that has left a wider room for corporates to restructure their Balance Sheets and reinvest in building infrastructure; there has been a decline in the current account deficit from 3.5% of GDP to 0.8% of GDP, acerating infrastructure build out.

Unprecedented infrastructure growth

The result is unprecedented infrastructure growth, reflecting in multi-lane highways and expressways, construction projects of scale across the country, larger number of active or growing ports, green energy investments cum evacuation infrastructure, dedicated freight corridors, modern airports, new metro rail networks and trans-sea links. The complement of these realities represents the emergence of a new India with enhanced operational efficiency likely to deepen national competitiveness and accelerate wealth creation. As India's infrastructure investment multiplies GDP growth faster, we see renewed infrastructure spending across the coming decade exceeding USD 2.5 trillion.

Infrastructure development

During the last few years, the Indian government raised its infrastructure spending; Government infrastructure spending more than doubled from FY 20-21 to FY 23-24. The government allocated ₹11.11 Lakh Crore for capital expenditure for 2024-25 (3.4% of GDP). The government encouraged States to increase their infrastructure spending; it provided ₹1.5 Lakh Crore in interest-free loans to assist States and promote private sector investments through viability gap funding. Rapid infrastructure development, driven by government investments and initiatives, catalysed economic growth. As the government constructs highways, bridges, and public transit systems, the demand for cement is expected to grow rapidly.

Increasing housing demand

Star Cement is positioned to capitalise on retail growth of the Indian housing market. This market grew by a record 4,92,000 units during FY 23-24, a 30% increase over the previous year. With new launches during the same period surpassing 1,00,000 units and a significant increase expected in the number of units, ranging from 2,80,000 to 2,90,000 in FY 24-25, the demand for construction materials is likely to accelerate. The top 30 tier-II cities of the nation recorded an 11% year-on-year growth in housing sales as the number jumped to 2.08 Lakh units in FY 23-24 on the back of a higher consumer demand propelled by robust economic growth, infrastructure development and want for home ownership.

Tier II cities demand outperformed that in Tier I cities due to affordable property prices and greater potential. These cities made home ownership more affordable for the middle-class. The economic surge in these areas, driven by the establishment of small and medium enterprises (SMEs) and industries, enhanced their appeal. Government initiatives to enhance infrastructure played a significant role in increasing demand in Tier II cities. Collectively, these elements contributed to a bullish investment environment.

The scarcity of Ready-to-Move-In (RTMI) properties, along with price hikes in gated communities, shifted buyer preferences towards under-construction projects, resale properties, and individual homes. Resale properties were particularly appealing, offering reasonable living spaces without the lengthy wait or steep interior design costs. Meanwhile, under-construction properties were favoured due to their potential for price appreciation upon completion.

Given these dynamics, Star Cement's portfolio of quality and green cement products stands to benefit. The shift towards individual homes increased the potential for higher cement consumption. Star Cement's operations could see enhanced profitability thanks to the government's sustained infrastructural initiatives and encouraging economic policies.

Look ahead to 2050

It took India 58 years to get to its first trillion dollars in GDP, 12 years to get to the next trillion and just five years for the third trillion. Given this momentum, India could start adding a trillion dollars to its GDP every 12 to 18 months as per an estimate. The result is that India could emerge as a USD 5 trillion economy before this decade is out and emerge as a $10 trillion economy less than a decade from now and a projected $30 trillion by 2050 (as per estimates), probably a globally unmatched value creation opportunity anywhere.

(Sources: Business Standard, Economic Times, Hindustan Times, Financial Express)

Government infrastructure spending more than doubled from FY 20-21 to FY 23-24. The government allocated ₹11.11 Lakh Crore for capital expenditure for 2024-25 (3.4% of GDP).

Big numbers

5.4
%, Annual growth in India's per capita income from 2024 to 2033

11.11
₹ Lakh Crore, Capital expenditure allocated to infrastructure for Budget FY 24-25

1.5
₹ Lakh Crore, interest-free loans provided by the Central government to the State government, Budget FY 24-25

4,92,000
Housing units sold in India, FY 23-24

2.08
Lakh units, Housing units sold in top 30 tier-II cities of India, FY 23-24

>1,00,000
New residential units launched, FY 23-24

2.8-2.9
Lakh units, expected new residential units to be launched, FY 24-25

Our growth catalyst

India and the growing construction sector

Star Cement services the construction sector, capitalising on infrastructure development and residential building.

The 2024 Union Budget strengthened this trajectory by allocating nearly ₹11.11 trillion (USD 134 billion) for infrastructure creation, representing 3.4% of GDP. India's construction industry was valued at approximately USD 778 billion in 2023, with a projection to reach ~USD 1.393 trillion by 2033. This robust growth is likely to be driven by a government focus on infrastructure, increasing foreign investments, rapid urbanisation, and sector expansion.

Accounting for about 9% of the nation's GDP, India's construction sector is one of its fastest-growing industries. The real estate segment comprises residential, office, retail, hotel, and leisure park projects, whereas urban development comprises water supply, sanitation, urban transport, schools, and healthcare facilities.

The construction industry is a major beneficiary of foreign direct investment (FDI), ranking sixth overall with over USD 32 billion received since 2000. It thrives on a strong real estate market and is a significant player in cement and steel manufacturing. The real estate sector alone is expected to reach a market size of USD 1 trillion by 2030 and an estimated USD 5.8 trillion by 2047, accounting for 15.5% of the total economic output.

By 2030, India's urban areas are anticipated to contribute 70% of India's GDP, with about 600 million people residing in urban centres. This urban growth is expected to spur demand for an additional 25 million mid-end and affordable housing units.

The rapid expansion of India's construction industry, particularly in infrastructure and real estate development, presents significant opportunities for the cement industry, including companies like Star Cement.

The Company is attractively positioned within a growing market, promising a steady cement demand pipeline. Besides, by deepening its sustainability focus, the Company is placed to capitalise on the construction industry's growing appetite for responsible durability in modern construction projects. *(Sources: Research and Markets, Atradius, Fortune Business, World Construction Network)*

Big numbers

778
USD billion, Indian construction market size, 2023

1.393
USD trillion, Indian construction market size, 2033

~9
%, contribution of the construction sector to India's GDP

600
million, urban population in India, 2036 (forecasted)

The biggest cement consumers in India

Rural housing (around 30%)	Urban housing (around 25%)	Infrastructure projects (around 23%)
Low-cost housing (around 12%)	Commercial projects (around 11%)	*(Source: Statista)*

Our growth catalyst

Why North-East India is positioned as the next big market

At Star Cement, we have deepened our investment in a growing North-East India.

The India story

The Central government invested ₹5 Lakh Crore in the North-East region from 2014 to 2024. An additional ₹11 Lakh Crore will be invested in the region's infrastructure.

Starting with a modest budgetary allocation of ₹29,087.93 Crore in FY 15-16, the North-East frontier of the nation witnessed a nominal budget increase the following year. This was followed by a substantial leap in FY 17-18 with an allocation of ₹43,244.64 Crore, indicating a strategic shift towards enhanced funding. This trend of increased allocations continued, with a notable jump in FY 23-24, where the budget allocation for the region grew to ₹94,679.53 Crore, a growth of 30.52%.

For the fiscal year 2024-25, the central government allocated a peak ₹1,00,893.23 Crore to the North-East region, triple of the budget allocated ten years ago (FY 15-16). This consistent rise reflects a strong commitment to funded initiatives, aiming to achieve significant infrastructure and development goals in the region.

Over the last ten years, ₹1,00,000 Crore was invested in North East India's road projects; the number of projects in this region increased from 9 to 17. The region achieved a rail construction milestone connecting Akhaura (Bangladesh) to Agartala (Tripura). There was increased development of waterways in the region.

Railways: In the Union Budget FY 24-25, ₹14,183.69 Crore was allocated to the North-East Frontier Railway. The Budget prioritised safety with ₹1.08 Lakh Crore dedicated on this account to upgrades for track replacements and signalling improvements.

Roads: Some 78 km of National Highways were constructed across North East Indian States. An expenditure of ₹2,859 Crore was made on NER's national highways in the first quarter of FY 24-25.

Waterways: The Indian Government emphasised the waterways of the North-East frontier. Under the Sagarmala Project, projects worth over ₹1,000 Crore were developed for States in the region. A total of 20 waterways are operating, 19 added over the last 10 years.

At Star Cement, we invested proactively in line with this unfolding potential and the Company engaged a ~24% market share in the cement market in the region in FY 23-24.

(Sources: Economic Times, pib.gov.in, New Indian)

Big numbers

5
₹ Lakh Crore, Investment made by the central government in North-East India, 2014 to 2024

11
₹ Lakh Crore, Planned investments to be made by the central government to the North-East region from 2024

1
₹ Lakh Crore, Investments made in North-East road projects, 2014 to 2024

14,183.69
₹ Crore, Allocation made to the North-East Frontier Railway, Union Budget FY 24-25

9
Airports in North-East India, 2014

17
Airports in North-East India, 2024

20
Waterways in the North-East region

19
Waterways added over the last 10 years

Budget allocation for North East India

Year	Budget allocation (₹ Crore)
2015-16	29,087.93
2016-17	29,124.79
2017-18	43,244.64
2018-19	47,994.88
2019-20	59,369.90

Year	Budget allocation (₹ Crore)
2020-21	60,112.11
2021-22	68,020.24
2022-23	72,540.28
2023-24	94,679.53
2024-25	1,00,893.23

(Sources: Press Information Bureau, India Budget)

Our growth catalyst

Star Cement and the hydropower play in North-East India

Overview

Renewable energy is being preferred over conventional fossil fuels. There has been a growth in hydropower energy investments in North-East India. The region's total hydropower generation potential was 55,930 MW in February 2024, making it the hydropower hub of India.

Star Cement has capitalised on this reality.

India plans to spend USD 1 billion to construct 12 hydro dams in Arunachal Pradesh.

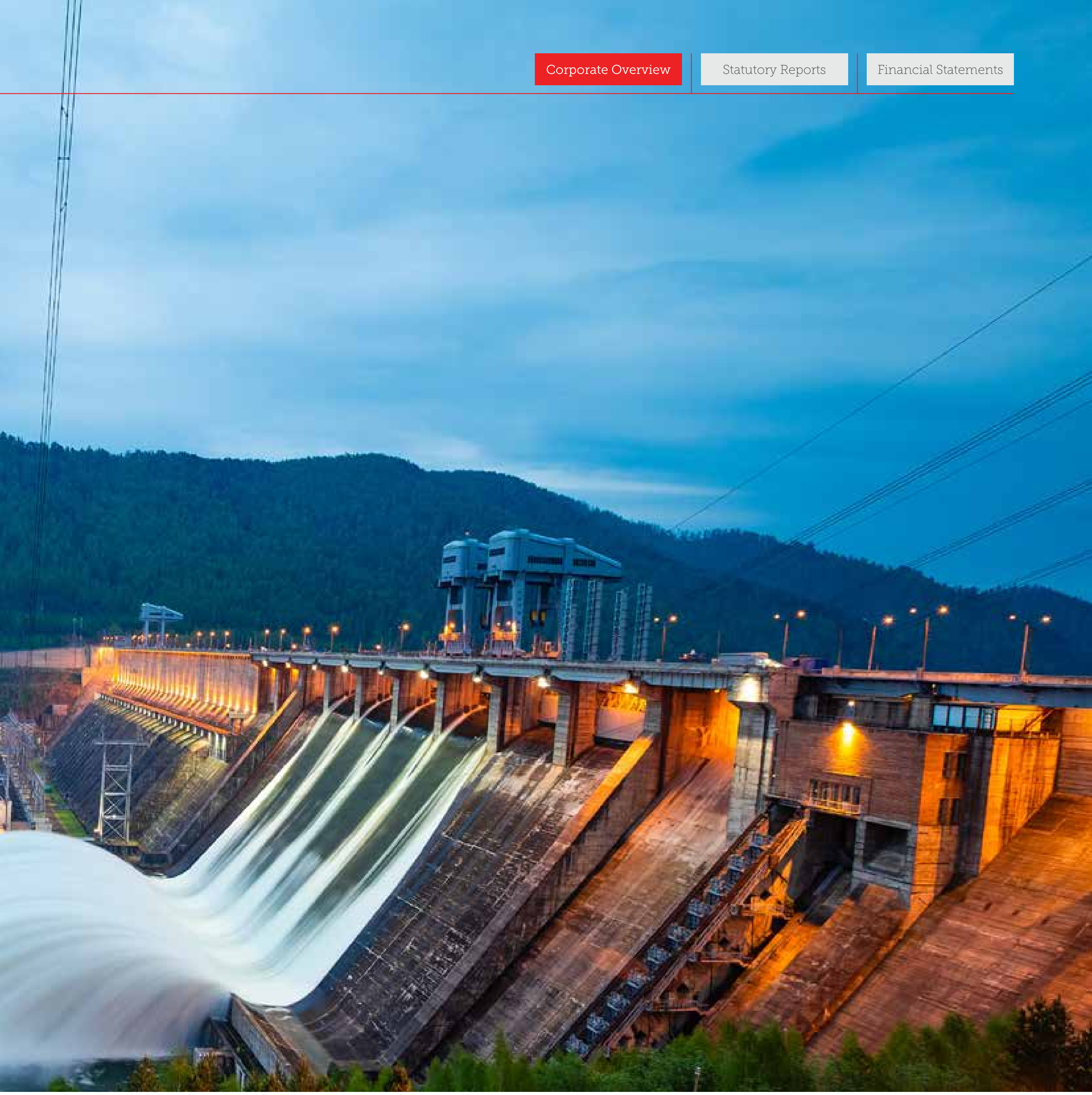
Star Cement was used in the construction of various hydel projects of NHPC in North-East.

As India deepens its hydro power investment, the demand for building materials like cement could rise. Star Cement is strategically positioned to capitalise on this growth.

The construction of hydropower projects requires substantial quantities of cement for building dams, reservoirs, and other infrastructural components. As these projects expand to meet India's renewable energy targets, Star Cement is positioned to leverage its production capabilities and distribution networks to supply necessary cement by quantity and quality.

By providing quality cement for the construction of durable and environmentally compliant hydropower facilities, Star Cement is set to play a pivotal role in India's renewable energy transition.

(Source: News 18, Renewable Watch, Asia Financial)



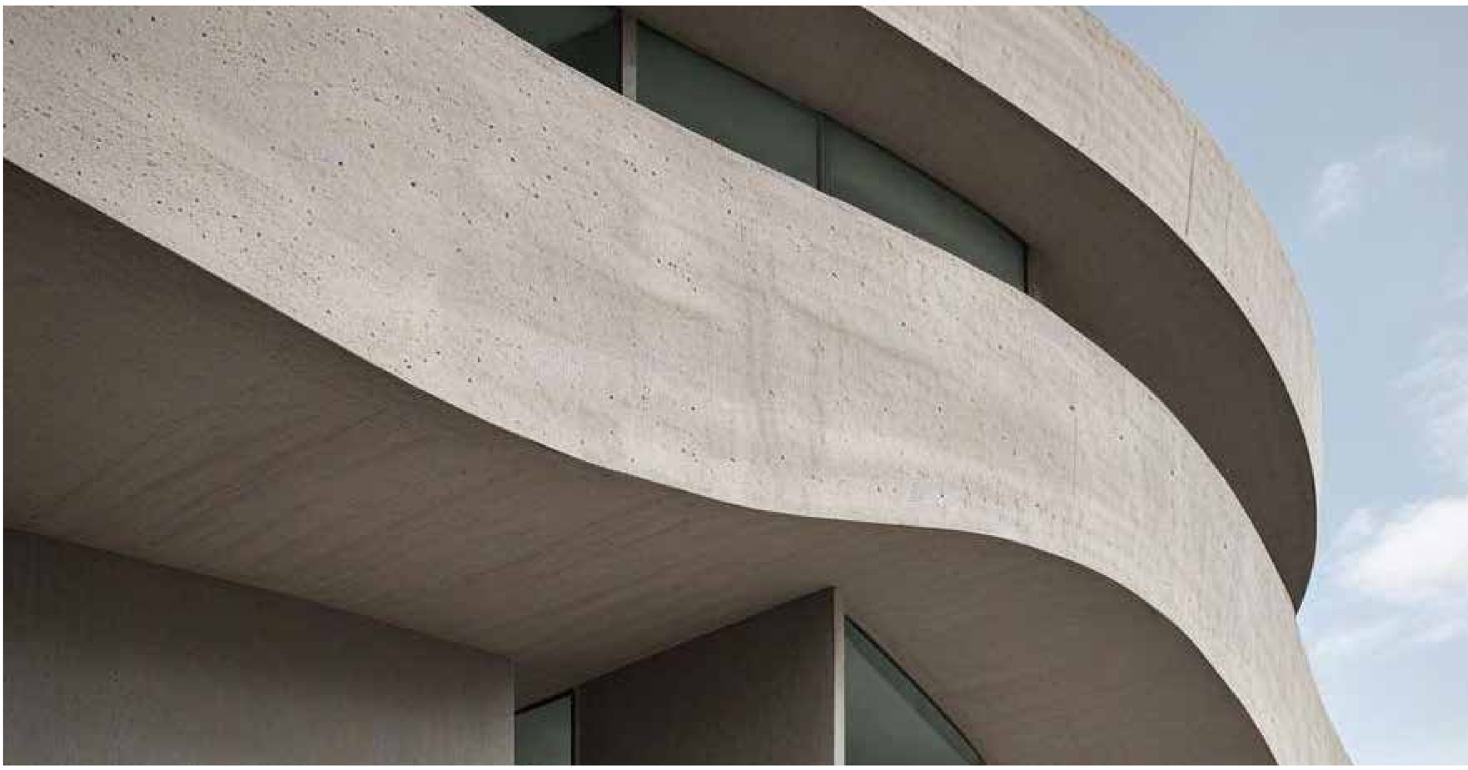
Subansiri Lower Hydroelectric Project, Arunachal Pradesh: The largest hydroelectric project in India. The estimated annual energy generation from this project could be 7,421.59 million units. Considered as one of the more environmentally compatible models of utilising hydropower.

Dibang Project, Arunachal Pradesh: Expected to emerge as the biggest hydropower project in India and the tallest dam in India (288 metre).

The Union Minister of Ports, Shipping & Waterways Sonowal confirmed an investment of ₹1126 Crore to improve the waterways connectivity in North East India

India's Sagarmala programme identified 400 projects at a cost of ₹2.55 Lakh Crore for the development of the eastern coast of India.

PART 4



The Perspectives of our Management

The Company is creating a manufacturing cum distribution web directed to enhance market share, status and leadership

Overview

At Star Cement, we have grown attractively by being consistent in our endeavour to invest in the future.

This commitment has extended from a commitment to invest singularly in incremental manufacturing capacities to a broadbased investment in people, processes, resources and Balance Sheet.

This integrated preparedness has empowered the Company to stay ahead of the industry curve and deepen its competitiveness in the right place at the right time.

During the year under review, your Company sustained this commitment. The Company invested in manufacturing capacities ahead of the demand curve as one way to deter prospective competition from enhancing capacity, inspiring trade confidence that we possess adequate product capacity to respond to their unforeseen needs (shrinking the gap between market growth and available supply) and creating the foundation for prospective economies of scale.

This was visible during the last financial year when the Company engaged in an unprecedented expansion of its clinker and cement capacity, deepening its regional leadership and establishing a first-mover's advantage related to incremental capacities. The Company graduated from the conventional response of supply chasing demand; by launching ahead of competition and by enhancing capacity sizably in one go, the Company created a scenario marked by supply-driven growth. In doing so, the Company deepened a multi-year foundation for business leadership and sustainability.

The rationale for this aggressive capacity growth was that cement is largely a regional play in India. Even as brands have become progressively national in visibility and relevance, the viable supply of cement from a manufacturing facility is usually circumscribed within a catchment area of 250-300 kms. Given the Company's longstanding presence in North East India – retrospective and prospective – there was a premium to sustain regional investments and deepen undisputed regional leadership.

This proactive capacity creation, which was intended to generate long-term gains in regional leadership, began to generate enhanced market share within months of being commissioned; the upsides had already become visible in the first quarter of the current financial year as market share rises from ~24% to ~27%.

At Star Cement, we believe that the capacity expansion was not only advisable but necessary. India's per capita consumption of cement was 260 kg during the year under review. North East India accounted for 3.76% of India's population and 7.9% of India's land mass and negligible proportion of its cement consumption.

The skew in these numbers is already reflecting in a positive divergence in cement offtake growth within North East India and the rest of the country. In FY 23-24, the 9% growth in cement demand in North East India was higher than the all-India average of 8%, indicating attractive growth room.

We believe that it is only a matter of time when a sustained increase in disposable incomes translates into even more enhanced cement consumption in the region, putting a premium on the ability of branded prominent brands to service that growing market with speed and cost-effectiveness. The Company expanded its manufacturing capacity of cement by 35.27% in FY 23-24, strengthening growth readiness.

At Star Cement, we believe that North East India is likely to attract an unprecedented investment in renewable energy. The mountainous nature of the region coupled with high precipitation provides the region with an attractive hydro-electric energy platform. The world is passing through a decisive and dramatic energy shift from the extensive use of fossil fuels to clean energy sources. North East India is attractively placed in the regard; the region comprises the potential to construct hydro-electric dams, creating a foundation to progressively replace the use of thermal energy. In addition to this, there is a growing appetite for cement from the region's housing and infrastructure building sectors.

At Star Cement, we possess a structured approach in enhancing and deepening our regional presence. During the year under review, we expanded our grinding capacities at existing locations; concurrently we charted out a program to commission grinding units that would manufacture cement in Silchar and Jorhat. By the later part of the calendar year of 2026 and 2027, we expect to commission 2.0 MTPA at each of these new locations. We believe that by increasing the number

The Company's market share in North-Eastern India has risen from 24% to 27% in the first quarter of current financial year.

of clinker grinding units across North Eastern India we are creating a distribution network where each unit is suited to its location, enhancing scale, competitiveness and environment responsibility.

The commissioning of these units is expected to deepen the Company's competitive advantages. The commissioning of these plants close to their respective consumption markets is expected to shrink the time and distance related to the last mile delivery of cement to the consumption markets. This is expected to enhance the confidence of trade partners that the proximity of these two manufacturing facilities will help service their needs faster, empowering them to moderate their cement inventory and enhance working capital efficiency.

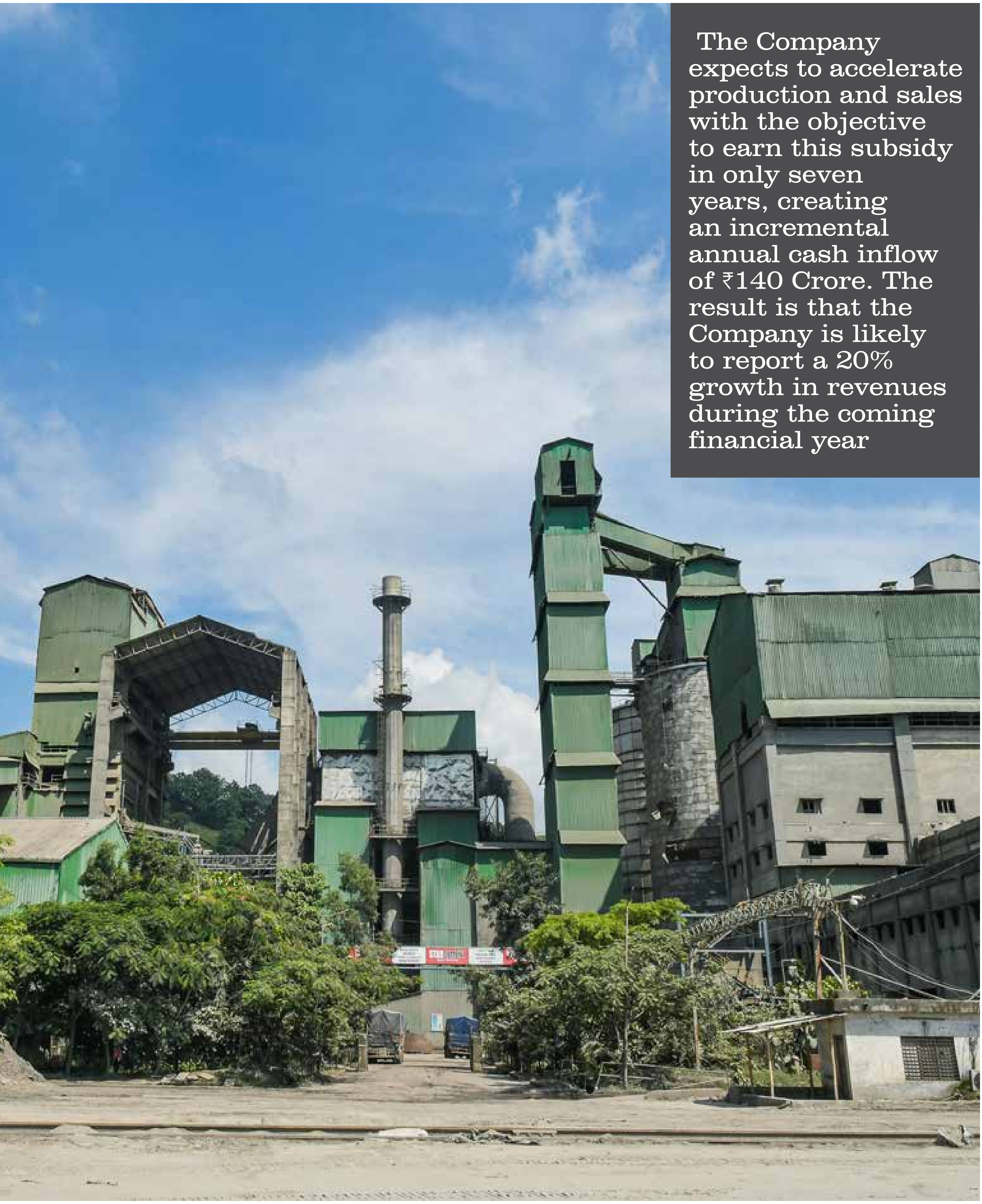
The present expansion of the Company's cement grinding units from three to four on the overall and from two to three in North East India is expected to generate a logistical advantage. By venturing to commission these grinding units closer to consuming markets, the Company expects to moderate cement delivery distances and carbon footprint. Besides, the fly ash that would be delivered from Bihar to the cement manufacturing unit in Guwahati will, over time (when two new cement manufacturing units are commissioned), be delivered to the two proposed units directly. The progressive replacement of road-based logistical connectivity with rail is expected to moderate transportation costs and carbon footprint.

At Star Cement, we are not just increasing our manufacturing capacities of clinker and cement; we are also moderating the use of fossil fuels and increasing the use of green fuels. The Company intends to grow its energy mix through a complement of renewable energy (solar and wind), waste heart recovery systems and the increased use of bamboo (over coal) and other alternate fuel like medical waste, plastic wastes etc. Over the foreseeable future, we expect to increase the proportion of green energy sources to 55% of our energy mix by 2026, deepening our brand recall for responsible resource use and the manufacture of green cement.

At Star Cement, we have consistently focused on protecting the robustness of our Balance Sheet while enhancing our manufacturing capacities. This strategic consistency will sustain. By the virtue of making this industrial investment in the State of Assam India, the Company is entitled to a government subsidy equivalent to 200% of investment to be received across 20 years. The Company expects to accelerate production and sales with the objective to earn this subsidy in only seven years, creating an incremental annual cash inflow of ₹140 Crore. The result is that the Company is likely to report a 20% growth in revenues during the coming financial year, coupled with a proportionately higher EBITDA, validating its commitment to sustainably profitable growth.

At the close of the year under review, the Company possessed ₹130 Crore in total debt and ₹2,710 Crore in net worth. The addition of incremental profits arising from the capacity expansion cum market share in addition to the subsidy inflow is expected to strengthen the Company's financial foundation. This foundation could then be progressively leveraged to expand cement manufacturing capacity outside North East India across the coming years, creating a pan-India personality.

Sajjan Bhajanka,
Chairman & Managing Director



The Company expects to accelerate production and sales with the objective to earn this subsidy in only seven years, creating an incremental annual cash inflow of ₹140 Crore. The result is that the Company is likely to report a 20% growth in revenues during the coming financial year

A financial perspective into our business

How we maintained business growth in FY 23-24 and created a new foundation

Big picture: The big picture message that the Company seeks to communicate is that it balanced the need to sustain momentum during the year under review and created a new foundation for the next growth round. This scenario presented cash flow and capital allocation priorities, in addition to talent bandwidth management challenges. Any under-delivery in any of these variables could have had project commissioning and profitability implications. The fact that the Company reported a revenue growth of 8%, EBITDA growth of 12%, and PAT growth of 19% indicates a competence in addressing stakeholders needs in a sustainable manner. The Company commissioned an expansion of 2.0 MTPA of cement at its Guwahati plant in 2024 (in around thirteen months).

Capital expansion: The principal challenge comprised the need for timely project implementation of the proposed ₹1,750 Crore expansion programme, the largest in the Company's existence. The expansion programme comprised an expansion in the Company's clinker capacity from 2.8 MTPA to 6.1 MTPA as well as the cement manufacturing capacity from 5.67 MTPA to 7.67 MTPA. The related challenges of this unprecedented expansion warranted a prudent financing structure while protecting the Company's liquidity. Besides, the Company was required to address the challenges of the day, comprising resource inflation, protecting the brand in the face of rising production, and safeguarding liquidity.

Capital expenditure

Year	FY 22	FY 23	FY 24
Capital expenditure (₹ Crore)	199	572	1,036

Profitable growth: During the last decade, the Company scaled its business profitably, validating its resilience. The Company reported 8% revenue growth (compared with the Indian GDP growth of 8.2%). The Company reported a 19% increase in PAT.

Profitable growth

Year	FY 22	FY 23	FY 24
Revenue growth %	29	22	8
EBITDA growth %	28	37	12

Rating: The highlight of the Company's performance was how it was perceived by demanding credit rating agencies. Your Company improved its credit rating from AA- to AA for term borrowings as appraised by CRISIL. This protection represents a validation of the Company's performance, promoter and prospects. This creditable rating is likely to generate positive spin-offs: empowering the Company to mobilise low-cost debt across longer tenures and strengthening its respect as a credible recruiter.

Year	FY 22	FY 23	FY 24
Credit rating	**Long Term Rating:** ICRA AA-/ Stable **Short Term Rating:** ICRA A1+	**Long Term Rating:** CRISIL AA-/Positive **Long Term Rating:** ICRA AA-/ Positive **Short Term Rating:** ICRA A1+	**Long Term Rating:** CRISIL AA/Stable **Short Term Rating:** CRISIL A1+

Capital efficiency: The Company reported creditable profitability during the year under review. EBITDA margin strengthened by 179 bps to 19.11% (arguably among the highest among cement companies in India), reflection of an improvement in volumes, economies, working capital management and brand integrity. Return on Capital Employed declined by 36 bps to 16.51%; RoE improved from 10.80% to 11.51% despite capital investments. The Company protected the overall integrity of its Balance Sheet while reporting record financials. The Company generated an average 11.51% Return on Equity as against a prime lending rate within the Indian economy of 10.25%.

The overall improvement in the health of the business was the result of long-term priorities: enhanced economies of scale through progressive investments in manufacturing capacity and brand, brand promotion, attractive subsidy by the virtue of investments in North-East India coupled with disciplined working capital management.

Across the foreseeable future, we expect to generate a return superior to what our risk partners (shareholders) would be able to generate if they invested in alternative asset classes. Following the expansion, we are optimistic of enhancing capital efficiency through equity-funded growth, timely projects commissioning, investment in cutting-edge technologies, environment-focused investment and value-addition. The Company focused on creating a sustainable financial foundation related to its expansion programme. The ₹1,036 Crore project was funded through ₹912 Crore of net worth. All the net worth was mobilised through earnings. Our investment has been in locations that are proximate to markets and railheads, widening our resource and market access, strengthening our prospective profitability.

Revenues: The Company generated a 8% growth in revenues during the year under review to ₹2,911 Crore. The Company remained predominantly retail-driven, riding a distribution network across North-East India. In turn, this translated into a high proportion of revenues from North-East India. The Company's digitalisation helped it respond quicker to dealer needs, strengthening offtake. The sustained expansion programmes generated attractively subsidy inflows from the government, strengthening cash flows and providing the Company with the financial heft to fund its next expansion.

As on March 31	FY 22	FY 23	FY 24
Revenues (₹ Crore)	2,222	2,705	2,911
Retail sales as a % of total sales	86%	89%	88%
North-East India sales as a % of total sales	74%	72%	74%

Margins: During the last financial year, the Company's EBITDA margin strengthened following a consistent focus on value-added cement grades, stringent working capital management and preference for selling the majority of output relatively close to the manufacturing units. The improved margins also represented a validation of our volume- and value-driven approach, and activity-based costing. The margins increase was also on account of the Siliguri grinding plant turning around into profit during the year under review.

As on March 31	FY 22	FY 23	FY 24
EBITDA margin %	15.54	17.32	19.11

Operating costs: The improvement in margins was also driven by a commitment to moderate costs rising from the efficient use of the waste heat recovery system, use of bamboo and briquettes and a prudent blending of available coal with coal from Nagaland that translated into an annual saving of ₹73 Crore. There was a decline in the resource logistic costs from Meghalaya to Siliguri by around ₹300 per tonne of delivered material. The implementation of SAP helped enhance informed decision-making that reduced costs. Going ahead, the Company intends to invest in trucks, strengthening its capacity to service markets quicker, reduce dependence on external vendors and moderate costs. The progressive increase in renewable energy is expected to moderate operational costs.

As on March 31	FY 22	FY 23	FY 24
Operating costs as a % of revenues	84.46	82.68	80.89
Power costs as a % of revenues	18.76	19.99	19.07
Power consumption per tonnes of cement produced (KWH)	77.2	70.8	68.4

Liquidity: As a policy, the Company maximised the use of accruals in business growth, eliminating the use of borrowed funds. This has worked best: the enhanced cash flows have been utilised by the business to commission larger manufacturing capacities, a virtuous cycle. We place a premium on liquidity, preferring it over profitability when the alternative is between maximum revenues with stretched liquidity and centrist revenues with enhanced liquidity.

Working capital as a proportion of the total employed capital was 23% (FY 22-23) and 17% (FY 23-24) in the last two years. The working capital tenure reduced from 87 days of turnover equivalent in FY 22-23 to 65 days in FY 23-24. The Company's receivables were 16 days of turnover equivalent during the year under review.

The result was that the Company drew only 14.37% of the sanctioned short-term loans from banks (on average), which made it possible to moderate interest outflow and enhance profitability. The Company enhanced working capital hygiene: shrinking receivables through better terms of trade with primary customers (trade partners), marketing products with quick offtake that supplemented cash flows and graduating to a value-added product mix. Over the years, the Company has worked with an under-borrowed Balance Sheet, marked by, rising interest cover, strong gearing and lower net debt/EBITDA. The Company focused on strengthening terms of trade, leveraging cash in hand to generate raw material discounts and addressing fresh capital expenditure (less incremental debt). The result of this financial discipline was that the Company invested ₹912 Crore in brownfield projects through net worth during the last financial year. The Company will continue to prioritise the efficient use of working capital following the expansion.

Year	FY 22	FY 23	FY 24
Working capital as % of total capital employed	33.5	23.1	16.5
Cash and cash equivalents (₹ Crore)	385	312	97

Debt management: The Company's total debt was ₹130 Crore in FY 23-24 with ₹97 Crore of cash in hand. Net worth strengthened from ₹2,416 Crore to ₹2,710 Crore; debt-equity ratio stood at 0.05 in FY 23-24 compared to 0.01 in FY 22-23 as the Company grew net worth and used moderate long-term debt to fund its Guwahati grinding expansion and short-term debt to address working capital requirements. The cost of debt on the Company's books was 5.97% during the year under review (7.35% in the previous year), which we consider to be reasonable. The preference for net worth was value-accretive, maximizing cash flows and creating a war chest for prospective investments. Long-term debt accounted for 55.53% of the Company's total debt as on March 31, 2024; short-term debt accounted for 44.47% of the Company's total debt as on that date.

Debt status

Year	FY 22	FY 23	FY 24
Gross debt (₹ Crore)	5.38	26.10	129.83
Net debt (₹ Crore)	(379.29)#	(285.64)#	32.49
Average debt cost %	5.20	7.35	5.97

#Negative net debt represents net cash position

Debt-equity ratio*

Year	FY 22	FY 23	FY 24
Debt-equity ratio	-	0.01	0.05

**Debt-equity ratio is calculated as gross debt divided by equity*

Accruals management: The Company generated ₹442 Crore in cash profit during the year under review. Of what was left, the Company invested ₹442 Crore (100%) in its business. The accruals are likely to assist the Company finance cement manufacturing expansions in Silchar and Jorhat across the next two years.

Year	FY 22	FY 23	FY 24
% capital expenditure from accruals	10%	25%	41%
Business reinvestment of cash profits (₹ Crore)	368	379	442

Way forward: The corporation enjoyed a strong financial position at the end of the fiscal year under review. The Company's net worth stood at ₹2710 Crore as on March 31, 2024 with modest ₹72 Crore long-term debt and ₹58 Crore in short-term debt. The Company's large net worth was the outcome of a long-term build-up of surpluses. In an unpredictable world, this significant net worth bias implies relative de-risking; it provides the Company resilient long-term capital to finance growth and weather short-term sectorial challenges.

The optimism is that cement demand in North-East India is growing around 400 bps higher than the all-India average. Infrastructure spending in Assam is expected to increase following the 2025 elections in addition to additional spending by National Hydro Power Corporation and the building of a highway connecting North East India with Thailand.

The Company plans to commission a 2.0 MTPA grinding unit in the second half of FY 25-26 and a 2.0 MTPA grinding unit in Jorhat in the second half of FY 26-27. The indicative capital expenditure of ₹1,000 Crore is likely to be largely funded through internal accruals. When completed, the expansions will position the Company as the undisputed cement leader in North-East India with an attractive lead over the second largest in that zone (following the competitor's expansion that is presently in progress). Besides, the new grinding units are expected to moderate logistical costs, creating a compelling volume cum cost-efficiency opportunity.

SUSTAINABILITY REVIEW

At Star Cement, our focus extends beyond our financial goals. The Company firmly believes in being a sustainable company that contributes to environment protection

Overview

At Star Cement, Environment, Social and Governance (ESG) considerations are integral to its operational philosophy and business strategy.

Environmentally, Star Cement has committed to ESG principles to drive sustainability across its operations. This involves not only reducing carbon emissions and enhancing energy efficiency but also ensuring robust environmental stewardship.

Socially, the Company is dedicated to improve life quality for the communities around its plants through various developmental projects that address education, health, and economic development.

Governance at Star Cement is characterised by transparency, ethical business practices, and compliance, ensuring accountability and building trust with stakeholders.

By prioritizing ESG, Star Cement aligns with global sustainability goals, making it a more attractive choice for environmentally-conscious investors and customers.

Perspective

Cement is a crucial material in the production of concrete, making it the second most consumed substance globally after water. Its production process is highly energy-intensive, involving high temperatures and significant emissions. Producing one ton of traditional cement results in approximately 0.8 to 0.9 tons of carbon dioxide emissions, contributing to about 8% of global CO_2 emissions. In 2022, India ranked second in the world for carbon dioxide emissions from cement production, releasing 164.3

million tons, up from 22.3 million tons in 1990.

This increase of carbon emissions across the globe warrants decarbonisation, which makes ESG critical to operations. At Star Cement, we are committed to minimise our carbon footprint, particularly through investments in waste heat recovery from our kilns converted into renewable energy.

Strengths

As a cement company committed to nation-building, we aim to achieve this in a sustainable manner by reducing our carbon footprint. We are continuously working to reduce our greenhouse gas (GHG) emissions. Key highlights of our GHG reduction initiatives are outlined below:

A 12.3-megawatt Waste Heat Recovery System (WHRS) plant was commissioned in Lumshnong, Meghalaya. The Company plans to build another 12.5 MW WHRS, expected to be operational by October 2024, which will increase the proportion of renewable energy in our energy mix.

The Company has embarked on a major shift from fossil fuel-based energy sources to greener alternatives. The green energy mix grew from 1043 TJ to 1191 TJ in FY 23-24. In addition to WHRS energy sources, the Company utilised municipal solid waste and biomass. We also plan to add wind and solar power to our energy mix by FY 25-26.

The Company's blended cement sales accounted for 90.9% in the Company's overall sales mix.

The Company developed ESG policies in line with national and international reporting framework and indices. They are:

- Bio-diversity Policy
- Climate Stewardship Policy
- Water Stewardship Policy
- Equal Opportunity Policy
- OHS Policy
- Grievance Mechanism Policy

Challenges faced and initiatives

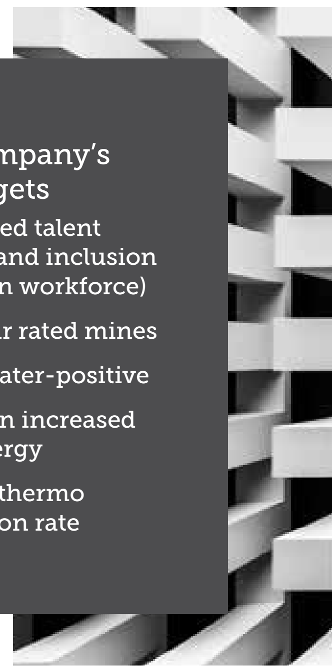
The Company encountered (and overcame) ESG challenges in FY 23-24. The Company complied with the law and regulations through the following interventions:

One, optimum safety. At Star Cement, safety is a workplace priority. Each day the Company seeks to improve it with the help of better processes and practices.

Two, maintain process continuity in a challenging environment.

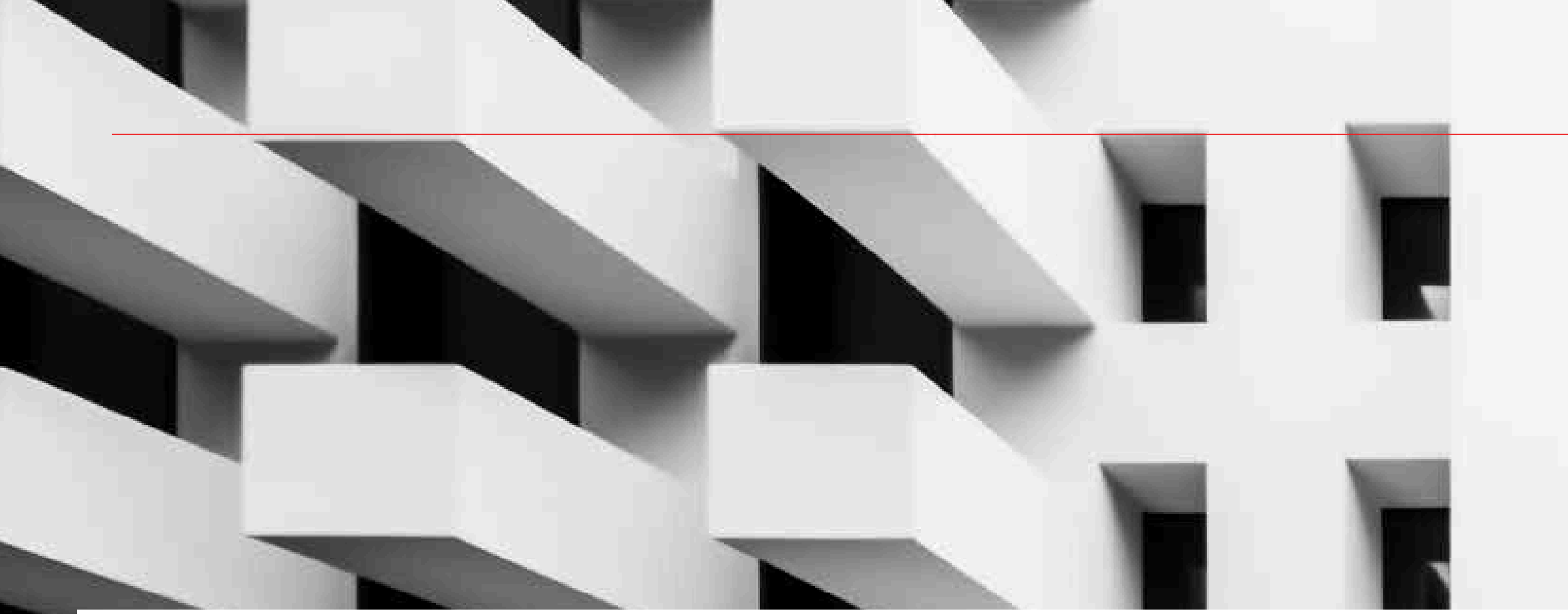
The Company engaged in the following counter-initiatives.

One, the Company contributed to its communities through health and sanitation camps, livelihood and skill building, education and rural development. During the year under review, the Company organised eight health camps, incubation centre for 30 entrepreneurs, infrastructure development for seven schools and constructed or renovated footpaths, among other initiatives. This enhanced the social aspect of the Company's environment-social-governance.



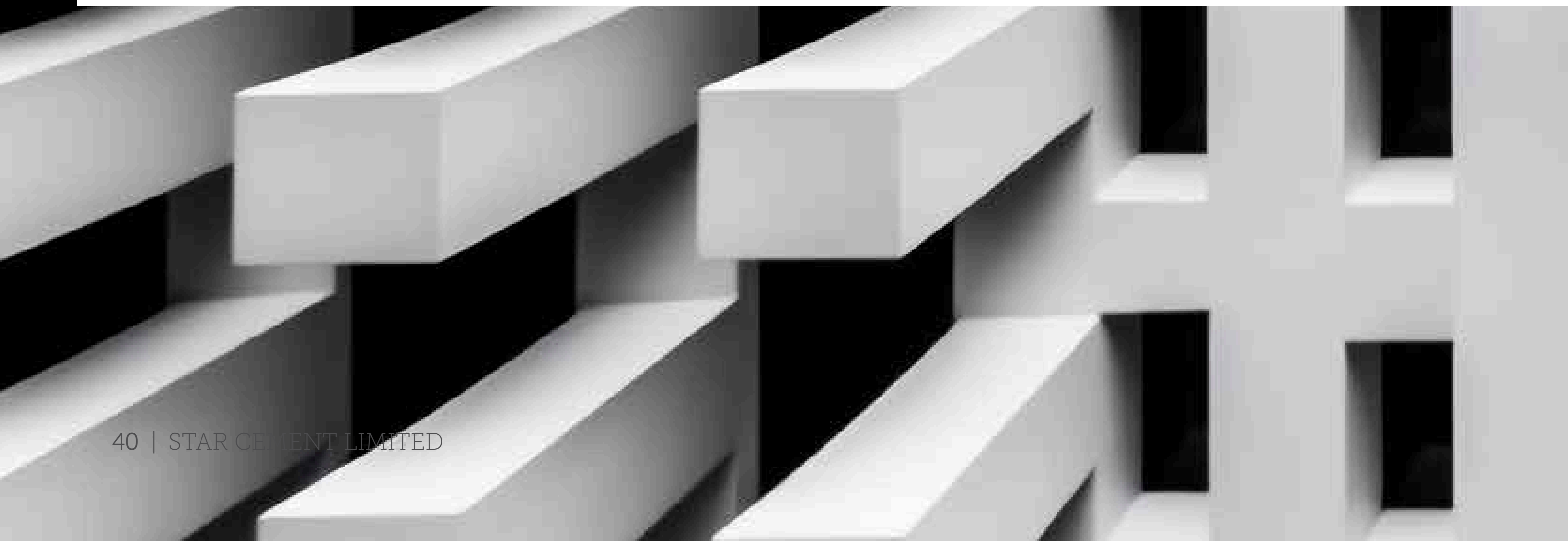
The Company's ESG targets

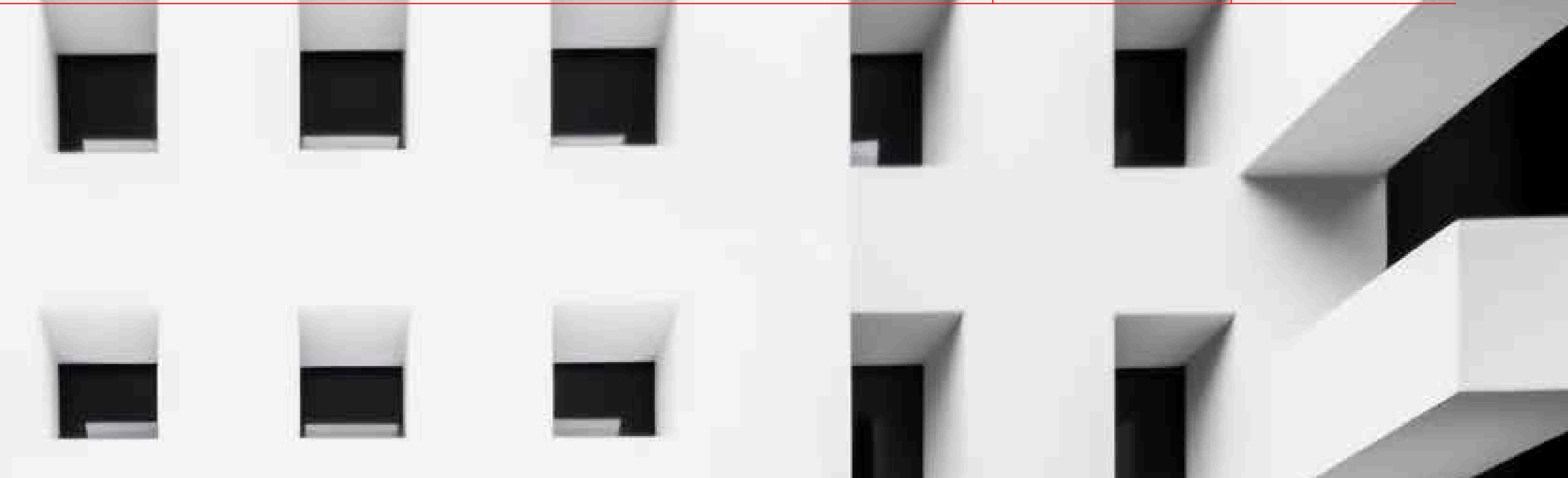
- **Enhanced talent diversity and inclusion (women in workforce)**
- **Five-star rated mines**
- **To be water-positive**
- **Focus on increased green energy**
- **Higher thermo substitution rate**



ESG goals and targets

Modules	Target	Present status
Green energy	To increase the green energy share to 55% by FY 25-26	The Company has a WHRS plant capacity of 12.3 MW, with a 12 MW clinker plant in the pipeline.
Thermal substitution rate	15% by FY 24-25	The design and engineering of the thermal power plant has been completed. The equipment order was placed; site construction is in progress. We have already achieved 5.7%.
Water positivity	The Company targets 2x water positivity by 2025	0.64x water positive as of FY 23-24 The Company is constructing a new water reservoir at Lumshnong. The Company is collaborating with communities for rainwater harvesting through its ponds and assists in agriculture with the use of drip irrigation.
Mine area 5-star rating	All mines to achieve a 4-star rating	Self-assessment and inspection was completed for our mines. For FY 23-24, self-assessment and inspection will be conducted in Q3 FY 24-25.
Diversity and inclusion	The Company targets 12% of its workforce addressed by women by 2027.	Percentage of female in total workforce is 8%





Our key ESG targets

55

% share of green energy in the total power mix, FY 25-26

15

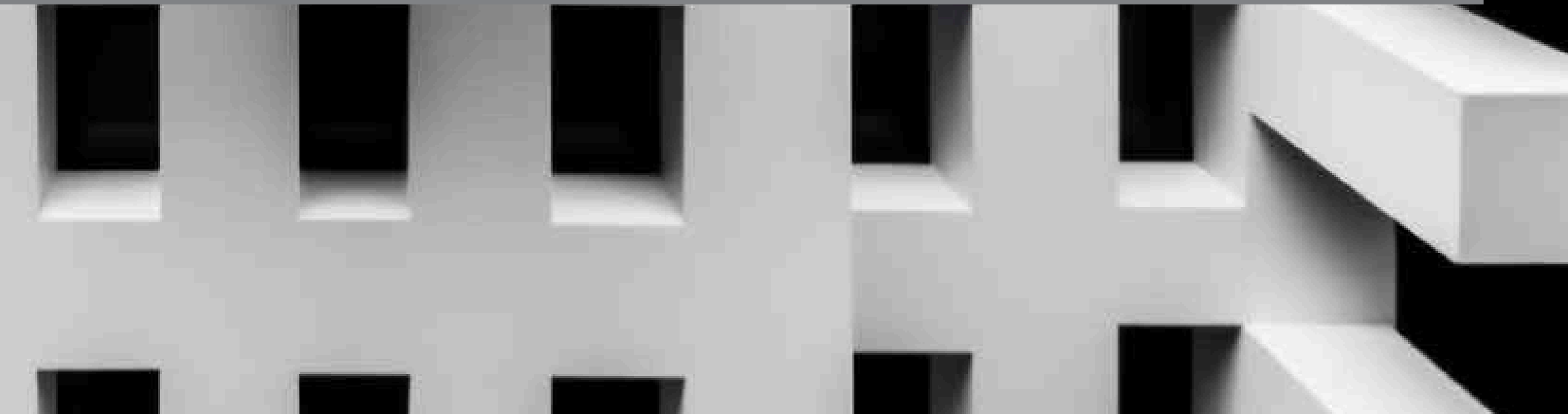
% thermal substitution rate, FY 24-25

2

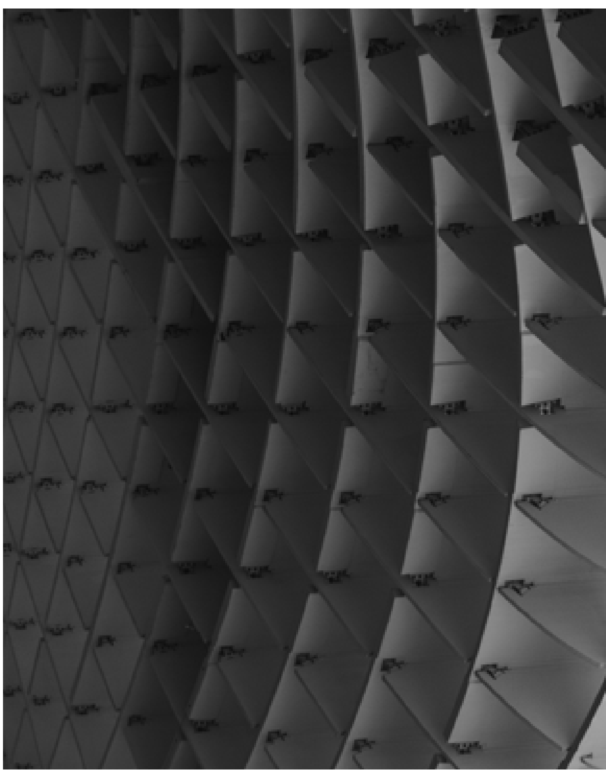
X, water positivity target, 2025

12

%, targeted women workforce as a % of total workforce, 2027



PART 5



Value Creation for Our Stakeholders

VALUE CREATION

At Star Cement, we have structured our business to enhance stakeholder value in a sustainable way

Overview

Star Cement has set benchmarks in the manufacture of eco-friendly products, inclusive growth and governance practices. Star Cement's Integrated Value-Creation Report details the tangible and intangible aspects of its operations, comprising financial performance, management insights, governance, compensation, and sustainability.

The report underscores a comprehensive evaluation of corporate performance, extending beyond traditional profit metrics towards management commentary, remuneration, and sustainability. This holistic approach provides a deeper understanding of the Company's impact on all stakeholders (employees, customers, suppliers, business partners, communities, shareholders, lenders and regulators).

The Integrated Value-Creation Report serves as a comprehensive communication tool, capturing the multifaceted contributions of Star Cement to its diverse stakeholders.

Our stakeholder value-creation scorecard, FY 23-24

Employee value

₹215 Crore
Employee expenses, FY 23-24

₹197 Crore
Employee expenses, FY 22-23

Customer value

₹2,911 Crore
Revenue from operations, FY 23-24

₹2,705 Crore
Revenue from operations, FY 22-23

Vendor value

₹2,123 Crore
Cost of goods sold, FY 23-24

₹2,057 Crore
Cost of goods sold, FY 22-23

Shareholder value

₹295 Crore
Profit after tax, FY 23-24

₹248 Crore
Profit after tax, FY 22-23

₹7.30
Earnings per share, FY 23-24

₹6.13
Earnings per share, FY 22-23

Community value

₹11.65 Crore
CSR spending, FY 23-24

₹8.50 Crore
CSR spending, FY 22-23

Exchequer value

₹1,422 Crore
Tax payment, FY 23-24

₹1,377 Crore
Tax payment, FY 22-23

Our sustainability framework

Strategy
- Deepening our sustainability through eco-friendly practices
- Capitalising on government incentives
- Growing our North-East market share

Manufacturing excellence
- Achieving a superior clinker factor (more cement per tonne of clinker) without compromising quality
- Shift from 'repair what malfunctions' approach to 'replace before it fails' commitment
- Enhancing the environment-friendly component of its manufacturing infrastructure

Financial structure
- Net cash positive business
- Strong gearing ratio
- High capital efficiency

Geographic footprint
- Sales across 10 states in India
- Multi-locational manufacturing; widened sales presence

Brand and customer capital
- High unaided recall of 'best quality'
- Sustained quality and standards
- Servicing evolving customer needs

Logistical advantage
- Moderating logistics cost as a % of revenues
- Shifting product delivery from road to rail to the extent possible
- Servicing proximate markets first and fastest

People competence
- Improving women workforce in the team
- Process-driven performance evaluation

Community focus
- Focus on integrated community development
- Engage in sustainable way for extended impact
- Addressing under-addressed needs of the society

VALUE CREATION

How we created value for our stakeholders in FY 23-24

Input category	Description	Inputs
Financial Capital	It refers to the financial resources that the Company holds or acquires through financing	▪ Net worth – ₹2,710 Crore ▪ Capital Employed (core business) – ₹2,840 Crore
Manufacturing Capital	It refers to the tangible assets employed by the Company to facilitate its business activities	▪ Number of manufacturing facilities (owned / leased / OEMs) – 7 ▪ Number of branch offices – 6 ▪ Warehouses and depots (number and area) – 143 ▪ Gross block of assets – ₹2,651 Crore.
Intellectual Capital	It refers to the assets based on knowledge and expertise	▪ R&D expenditure – ~₹3 Lakh ▪ Brand promotion expenditure - ~₹33 Crore
Human Capital	It refers to employee expertise, abilities, experience and motivation	▪ Employees – 1,341 ▪ Workers – 790 ▪ Total training hours – 23,407
Social and Relationship Capital	It refers to the capacity to engage and collaborate with stakeholders, fostering community development and welfare	▪ Distributors – 19 ▪ Dealers – 1,941 ▪ Retailers – 12,368 ▪ Value chain partners – 14,633 ▪ Touchpoints –98,365 ▪ CSR expenditure – ₹11.65 Crore
Natural Capital	It refers to the natural resources used or affected by the Company's activities	▪ Energy consumption – 68.4 units per tonne of cement produced ▪ Water consumption – 562 litres per tonne of cement produced

Outcomes / Outputs	Stakeholders impacted	Initiatives
▪ Revenue from operations – ₹2,911 Crore ▪ EBITDA – ₹583 Crore ▪ PAT – ₹295 Crore ▪ EPS – ₹7.30 ▪ Shareholders' payout – Nil ▪ Contribution to exchequer – ₹1,422 Crore ▪ Return on net worth – 11.51% ▪ Return on Capital Employed – 16.51%	▪ Shareholders ▪ Government	▪ Prudent capital allocation ▪ State-of-the-art R&D ▪ Value engineering across supply chain ▪ Process automation ▪ Robust corporate governance in the letter and spirit
▪ Capacity utilisation: Cement - 76.91% Clinker- 100%	▪ Employees ▪ Suppliers	▪ Prudent capital allocation ▪ State-of-the-art R&D ▪ Value engineering across supply chain ▪ Process automation ▪ Robust corporate governance in the letter and spirit
▪ Number of SKUs launched – 1	▪ Consumers	▪ Prudent capital allocation ▪ State-of-the-art R&D ▪ Value engineering across supply chain ▪ Process automation ▪ Robust corporate governance in the letter and spirit
▪ LTIFR –0.16 ▪ New employees onboarded during FY 23-24 –171 ▪ % of employees associated for 5+ years –45% ▪ Attrition rate (%) – 18	▪ Employees	▪ Prudent capital allocation ▪ State-of-the-art R&D ▪ Value engineering across supply chain ▪ Process automation ▪ Robust corporate governance in the letter and spirit
▪ Lives impacted – 4,31,835 ▪ Vendors procured from – 1,408	▪ Value chain partners ▪ Community	▪ Prudent capital allocation ▪ State-of-the-art R&D ▪ Value engineering across supply chain ▪ Process automation ▪ Robust corporate governance in the letter and spirit
▪ Electricity consumed from renewable energy – 69.23 MUs ▪ % of electricity consumed from renewable energy – 30% ▪ Water recycled – 7,97,262 KL ▪ Water positivity ratio – 0.64x	▪ Communities ▪ Employees	▪ Prudent capital allocation ▪ State-of-the-art R&D ▪ Value engineering across supply chain ▪ Process automation ▪ Robust corporate governance in the letter and spirit

VALUE CREATION

How Star Cement enhances stakeholder value through superior Capital outcomes

Financial capital	Investors	▪ Shareholders' dividend payout – Nil
	Customers	▪ An enhanced price-value proposition ▪ Enhancing customer experience through quicker turnaround, quality and service
	Employees	▪ Providing competitive wages and benefits ▪ Maintaining a safe and healthy work environment
	Value chain partners	▪ Remunerating fair and timely payments ▪ Collaboration and innovation
	Communities	▪ CSR expenditure: ₹11.65 Crore
	Government and regulatory bodies	▪ Contribution to exchequer: ₹1,442 Crore

Manufacturing capital	Investors	▪ Growing profitably and sustainably ▪ Innovation and competitive advantage ▪ Gross Block: ₹2,651 Crore
	Customers	▪ Improved product quality and consistency ▪ Upgraded product features and functionality ▪ Shorter lead times
	Employees	▪ Skill development and training ▪ Empowering work practices ▪ Enhanced working conditions
	Value chain partners	▪ Increased collaboration and innovation
	Communities	▪ Local sourcing and employment opportunities ▪ Sustainable production methods
	Government and regulatory bodies	▪ Regulatory compliance ▪ Job creation and economic development

Intellectual capital	Investors	▪ Innovation and sustained growth ▪ Robust brand reputation and competitive edge
	Customers	▪ Creative advancements ▪ Enhanced product offerings ▪ Educational materials and resources
	Employees	▪ Sharing of knowledge and collaborative efforts ▪ Skill development and training programs ▪ Acknowledgment of new ideas ▪ Rewards and recognition
	Value chain partners	▪ Collaborative research and development ▪ Knowledge exchange and capability building
	Communities	▪ Public knowledge sharing and teamwork
	Government and regulatory bodies	▪ Partnership on public initiatives

Human capital	**Investors**	**▪ A motivated and committed workforce** **▪ Innovation and effective problem-solving**
	Customers	▪ Outstanding customer service ▪ Expertise in product knowledge ▪ Customer-focused culture
	Employees	▪ Empowerment and accountability ▪ Work-life balance and well-being ▪ Career advancement and growth prospects
	Value chain partners	▪ Teamwork and knowledge sharing ▪ Support for talent acquisition and development
	Communities	▪ Commitment to diversity and inclusion ▪ Volunteer initiatives and community involvement
	Government and regulatory bodies	▪ Partnering with government agencies to tackle social or environmental issues

Social and relationship capital	**Investors**	**▪ Robust connections with the investment community (enhanced visibility among potential investors)** **▪ Adaptive investment strategies**
	Customers	▪ Solid brand reputation and customer loyalty
	Employees	▪ Positive work environment and high employee engagement ▪ Employee recognition and social interaction ▪ Employee advocacy and strong employer branding
	Value chain partners	▪ Mutual trust and collaborative partnerships ▪ Sustainable sourcing practices
	Communities	▪ Advocacy for positive change
	Government and regulatory bodies	▪ Investing in local communities

Natural capital	**Investors**	**Sustainability and resource efficiency:** Positioning the Company favourably with environmentally conscious investors seeking businesses with lower risks related to resource scarcity or environmental regulations **Transparency and impact reporting:** Promotes openness with investors in response to increasing demands for ESG reporting
	Customers	▪ Eco-friendly cement products ▪ Making use of sustainable labelling that helps customers make informed purchasing decisions ▪ Sustainability initiatives and educational efforts
	Employees	▪ Environmental awareness and involvement ▪ Green practices
	Value chain partners	▪ Sustainable sourcing and supply chain management
	Communities	▪ Environmental stewardship and conservation efforts
	Government and regulatory bodies	▪ Advocacy and compliance

MANUFACTURING EXCELLENCE

How we deepened a culture of manufacturing excellence

Overview

At Star Cement, we pride on our culture of manufacturing excellence.

Over the years, the subject of manufacturing excellence at the Company has extended from mere 'manufacture as much as we can' to 'manufacture as efficiently and responsibly as possible'.

This sensitive evolution is the result of transforming global realities that have translated into corporate priorities.

At the core of this holistic commitment is a differentiated approach to team building. In the transformed Star Cement, there is a priority on the recruitment of subject matter experts, passionate young professionals, team-based operations, cross-functional collaboration and an overriding commitment to collective targets, goals and objectives.

The ferment of this transformed team is reflected in an evolved operations culture. This culture is defined by big thinking, pursuit of excellence benchmarks, measured risk-taking, engagement and responsibility allocation, data crossflows, informed decision making and extensive empowerment.

The one decisive change to have transpired in the last few years has been a shift from a conventional 'repair what malfunctions' approach to 'replace before it fails' commitment. This shift was inspired by the commitment to always be in a state of continuous uptime, the benefits of which would fair outweigh the costs incurred to make that happen.

The result is that proactive maintenance is now a mantra across the Company's shopfloors, ensuring that each component or manufacturing sub-system is analysed for its operating hygiene, the last time it was serviced or replaced and likely running life. This has transformed the shopfloor focus from managing downtime with speed to preventing it from transpiring in the first place.

The result is that asset utilisation increased across the principal manufacturing facilities. The Company reported a 70 bps increase in capacity utilisation at the Lumshnong clinker manufacturing unit; the Company reported an 184 bps increase in capacity utilisation at the Guwahati cement manufacturing unit (both being considered before their expansions during the year under review). The improvements carried out across both manufacturing units translated into increased output, sales and related economies.

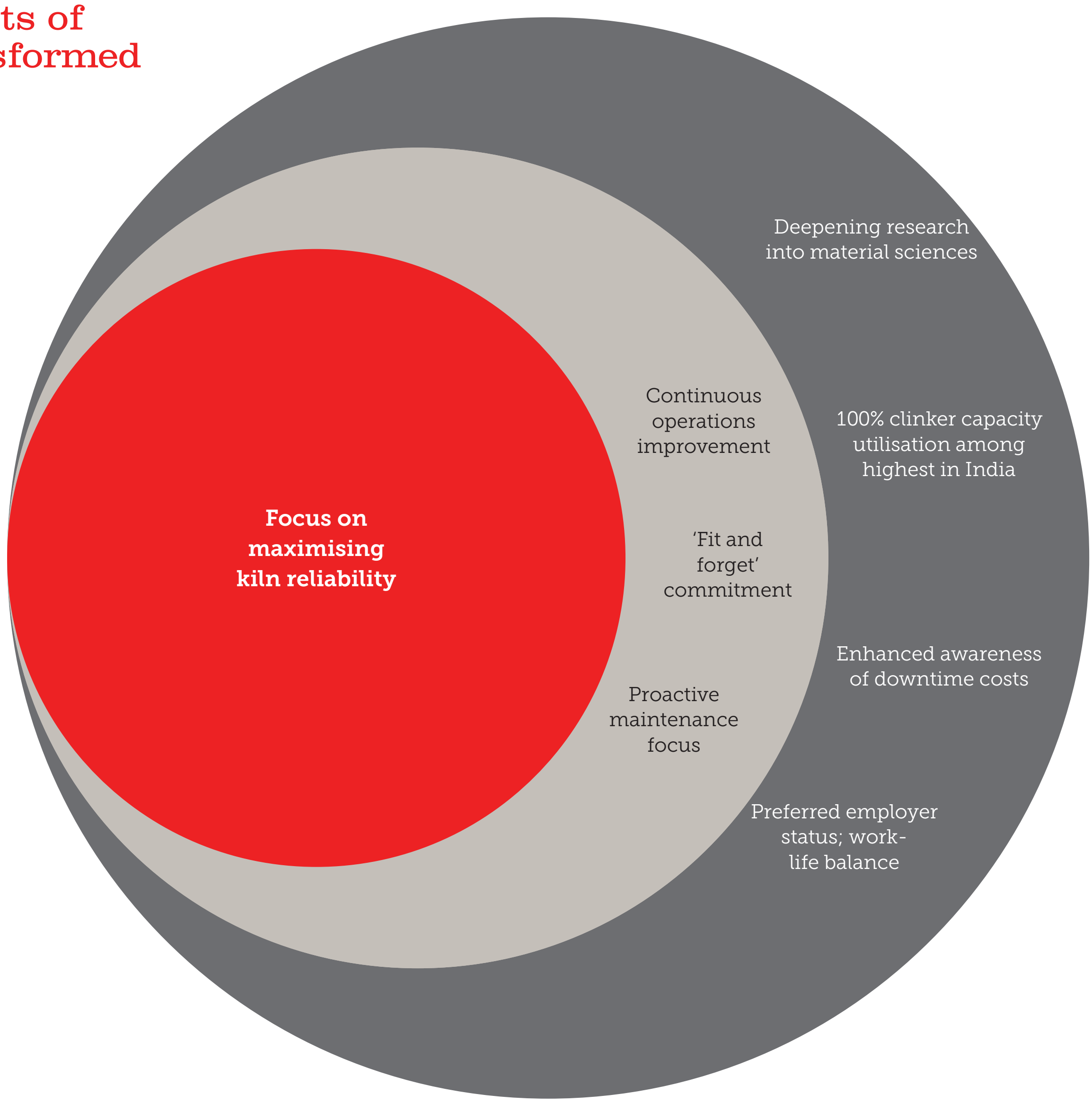
The Company generated a superior clinker factor, implying that it generated more cement per tonne of clinker manufactured without compromising quality. The Company moderated energy consumption per tonne during the year under review. The Company reviewed and re-assessed resource consumption across the board, examining improvement possibilities.

The Company made a conscious investment in enhancing the environment-friendly component of the resources used to manufacture clinker. The complement of fly ash use, waste heat recovery and enhanced proportion of alternative fuel resources increased the green quotient of the Company's end product. The Company is entering into a fund-based partnership with a large renewable energy producing company that should result in enhanced green energy use.

During the current financial year, the Company intends to commission a 10,000 TPD clinker capacity in Lumshnong, increase the proportion of alternative fuel resource, enhance steam generation from the waste heart recovery system and increase the capacity utilisation of its expanded clinker cum cement manufacturing capacities.

Going ahead, the Company does not intend to add thermal capacity, diversifying its power portfolio towards fossil-free alternatives by setting up green power projects based on waste heat recovery, renewable energy and alternative fuel resources.

Highlights of our transformed culture



Big numbers

20.37
Lakh Tons of clinker produced, FY 18-19

28.05
Lakh Tons of clinker produced, FY 23-24

24.58
Lakh Tons of cement produced, FY 18-19

44.45
Lakh Tons of cement produced, FY 23-24

70
% clinker factor, FY 18-19

66
% clinker factor, FY 23-24

67
% cement capacity utilisation, FY 22-23

77
% cement capacity utilisation, FY 23-24

LOGISTICAL COMPETITIVENESS

Reinventing our presence around logistical excellence

How we are engaged in creating a transformed distribution chassis in North-East India for long-term leadership

Challenges

Logistics cost as a % of revenues 400 bps higher than the all-India average

Challenging mountainous terrain; longer lead times for delivered cement

Footprint of seven States, each with their respective socio-economic complexities

Under-penetrated road, rail and waterways network in North-East India

Lower permitted truckloads on account of the terrain

Some North-East India terrains affected by insurgency

Counter-challenges

Increasing the ownership of trucks, moderating logistics cost as a % of revenues

Addressing longer lead times for delivered cement with proactive capacity expansion

Commissioning manufacturing capacities across North-Eastern States, closer to markets

Commissioning proprietary railway sidings within each plant to accelerate product evacuation

Moving a large part of the products delivery to rail

Leveraging terrain understanding to sell safer, quicker and at better realisations

Overview

Star Cement is based in North-East India, the most complex logistical market for cement in India.

A complement of realities make this market challenging to negotiate – high rain for a third of the year, relatively low penetration of transportation modes when compared with the all-India average, dispersed cement markets across North-East India distant from clinker manufacturing clusters, skew between peak, normal and sub-normal cement demand seasons and a premium on the need to be present at right place at the right time to generate the highest realisation.

Over the years the Company realised that the retention of market leadership would not be as simple as increasing manufacturing capacity in line with projected demand; the Company needed to create the right capacity of the right product (clinker or cement) at the right time in the right location to maximise market share.

Capacity expansion

At Star Cement, we launched a decisive initiative to deepen our brand for the long-term during the last financial year.

The Company increased cement capacity from 5.67 million tonnes per annum to 7.67 million TPA during the last financial year. The capacity expansions were carried out in North-East India. Following commissioning, the Company retained its position as the largest clinker and cement manufacturer in North-East India. By the time the second largest player in the region increases manufacturing capacities across the foreseeable future, Star Cement is likely to be attractively placed to hold on to its enhanced market share, transforming a small growth window (before competition increases capacity) into a sustainable competitive advantage.

Differentiated approach

In the past, the Company increased manufacturing capacities in established factory locations. This approach empowered the Company to leverage economies of scale, moderate manufacturing costs and deliver cement across the entire North-East.

There has been a change from this conventional approach. During the last year, the Company enhanced its cement manufacturing capacity at an existing location (Guwahati) and announced its intention to commission cement manufacturing plants (2 million TPA) in Jorhat and Silchar across the next two to three years – the first time that the Company will manufacture cement in non-Guwahati locations.

This extension from a validated 'all cement capacity in one location' approach to dispersed locations marks the beginning of a new strategic direction at the Company. In this strategy, the Company seeks to commission cement manufacturing facilities within or proximate to consuming markets; besides, the Company seeks to commission manufacturing capacity larger than the immediate capacity of the hinterland to consume.

The two approaches – proximity and surplus – represent a lateral Star Cement approach in carving out a larger share and presence in North-East India.

Rationale for differentiation

Surplus capacity: The decision of the Company to commission surplus manufacturing capacity than what is likely to be sold cross the foreseeable future is justified on various counts. The manufacturing capacity has been planned around peak demand in the hinterland proximate to the proposed manufacturing facility. In a business where brand loyalty is deepened based on a cement company's capacity to service peak demand, this decision is expected to reinforce the recall of Star Cement as a reliable cement provider. The spillover effect of this enhanced goodwill is likely to translate into enhanced offtake in the non-peak seasons as well. By possessing surplus cement capacity, the Company is confident of servicing the anytime needs of its trade partners, encouraging them to inventorise a lower cement quantity and maximise working capital efficiency. Besides, the surplus capacity is expected to deter prospective capacity creation by competitors; the first-mover response is likely to strengthen long-term brand visibility and market share.

Capacity dispersal: The decision of the Company to disperse its manufacturing presence across the region, proximate to consuming markets, is expected to enhance the confidence of trade partners. The 'plant nazdeek hai' confidence will empower these trade partners to believe that the cement they receive will be fresh and that periodic stock replenishment will make it possible for them to work with lower stock, strengthening their capital efficiency. The ability of the Company to service markets first and fastest is expected to emerge as an enduring competitive advantage. Besides, the market proximity could empower the Company to maximise cement sales within a 200 km radius, moderating logistics costs and carbon footprint. In view of this, the proximity-driven approach is expected to emerge as good for the Company and ecology. This strategic priority is expected to graduate the Company from brand-based competition to plant-based competition, an edge over national brands (larger and nationally more visible but ineffective in competing with the Company's dispersed plant-based approach).

Our differentiated go-to market approach is likely to enhance market effectiveness

The Company reported disproportionate gains following its logistics-driven market expansion approach in FY 23-24 and in the first quarter of the current financial year.

Star Cement enhanced market share from 24% to 28%.

Investments

The Company is investing in this direction beyond cement manufacturing facilities to logistical supports.

Railway sidings: The Company is investing in a railway siding in each of its cement manufacturing units. This infrastructure – making the Company one of few cement manufacturing facilities in India to invest in railway sidings – will enhance market serviceability in North-East during peak demand periods, help in graduating material inflows and outflow from road (high cost) to rail (low cost). Besides, this switch is expected to moderate the Company's carbon footprint, deepening its commitment to responsible citizenship.

Dispatch vehicles: The Company is increasing the ownership of transportation vehicles (trucks), strengthening its capacity to service markets beyond rail access. The availability of these vehicles is expected to enhance dispatch flexibility, speed and competitiveness.

Parking yards: The Company is investing in modern vehicle parking yards, marked by digital infrastructure related to in-plant vehicle movement and security.

Technology: The Company is investing in Artificial Intelligence interventions intended to enhance proactive flexibility in vehicle allocation, on-road monitoring and in-plant vehicle traffic management.

Projected outcomes

The combination of the two approaches is expected to transform the Company's market coverage, competitiveness and market share.

The Company is expected to moderate the weighted average lead distance from around 220 kms in FY 23-24 to below 200 kms in the next few years.

This is expected to moderate logistics costs as a percentage of the total costs: against an all-India average of 27%, the Company's logistics intensity was placed at 32% during the year under review. Following the commissioning of two proposed cement manufacturing plants (Silchar and Jorhat), the Company expects to moderate its logistics intensity to around 200 bps below the all-India average.

Outlook

As the Company's hub-and-spoke (hub standing for a centralised clinker capacity and spoke standing for dispersed cement manufacturing locations) plays out by 2030, the Company is expected to create a high competitive entry barrier, broadbase volumes and deepen a low-cost presence, the basis of any market viability, profitability and sustainability.

This is expected to moderate logistics costs as a percentage of the total costs: against an all-India average of 27%, the Company's logistics intensity was placed at 32% during the year under review.

Our conventional approach

Invest after demand creation	Get supply to chase demand	Compete for market share	Eliminate capacity surplus	Aggregate manufacture in a single location

Our revised approach

Invest before demand creation	Get demand to chase supply	Create market share	Create a manufacturing capacity surplus	Manufacture close to markets

Today	Long-term
220	**<200**
Km, weighted average lead distance in cement sales	Km, weighted average lead distance in cement sales

EXCELLENCE DRIVER

How we leveraged our branding and marketing function

FY 18-19	FY 19-20
21.28 ₹ Crore, investment in advertising and brand promotion	2 % of premium products as a proportion of total product sales
FY 23-24	**FY 23-24**
32.94 ₹ Crore, investment in advertising and brand promotion	6 % of premium products as a proportion of total product sales

Overview

At Star Cement, branding and marketing are deepening the Company's reputation as a leading provider of quality cement products. By consistently communicating its core values of durability, reliability and sustainability, Star Cement has differentiated itself from competition and connected emotionally with its target market.

Our priorities

- Increasing market share
- Product premiumisation
- Widening our footprint
- Digital transformation
- Customer and employee engagement

Our strengths

Team: The Company's sales team comprises achievers drawn from India's cement industry.

Rich experience: The Company possesses a rich understanding of market dynamics, which has helped catalyse innovation across the planning, execution and post-sale functions.

Customer-centric approach: The Company focuses on enhancing customer engagement through innovative and personalised interactions.

Premiumisation: The Company improved its product mix with a growing focus on premium cement products (increased from 2% in FY 19-20 to 6% in FY 23-24).

Data: The Company is committed to data-driven decision-making; the Company is integrating digital and technological solutions to streamline operations and improve efficiency.

Market positioning: Our approach emphasises strategic market positioning to enhance competitiveness. The Company developed a comprehensive go-to-market strategy leading to a deeper market presence.

Challenges we faced and how we mitigated

Premium product sales: At the beginning of the FY 23-24, the sale of premium products were still in the early stages. To increase impact, the Company enhanced focus and aligned all sales initiatives around premiumisation. The Company introduced its super-premium Star Weather Shield and deepened investments in enhancing premium products demand

Technical services workforce: To address manning for technical services, the technical services team was restructured into a larger business development team, enhancing an emphasis on influencers, demand generation, site visits and related activities.

Network expansion: The Company expanded its secondary channel network and enhanced engagement. The Company appointed additional RSSDs to support dealer demand, enhanced its customer relationship management budget, increasing activities and funding for sub-dealers.

Unstructured non-trade sector: Initially, the non-trade sector was unstructured. The Company organised it by concentrating on non-trade sales growth, strengthening client acquisition and market share.

Achievements, FY 23-24

The Company developed dashboards to enhance marketing workflow and real-time data access, conducting root-cause analysis coupled with faster decision-making.

The Company's go-to-market approach helped customise efforts around regional dynamics, ensuring effective penetration and growth.

The Company launched AI-based e-greeting cards for dealers, individual house builders and influencers (engineers and contractors).

The Company promoted Star Weather Shield, a super-premium cement grade with a 360-degree approach through television cum cable advertisements and other social media platforms.

The Company engaged in out-of-home advertising, wall-wraps, surrogate, mass painting and retail branding.

The Company's digital campaigns were promoted on social media platforms (Facebook, Instagram, YouTube and LinkedIn) to around 5.92 Crore social media users in North-East India, West Bengal and Bihar.

Three ways in which the marketing function has transformed

Enhanced data analytics and targeted strategy development: The Company implemented analytics tools such as Power business intelligence dashboards and SLCT related input models to gain a deeper market understanding and facilitate data-driven decisions (schemes and sales incentives).

Communication development: The Company introduced applications (WhatsApp chatbot, Star Link and Star Saathi app) that support more than 9,000 retail secondary sales dealers

Strengthening dealer relationships: The Company enhanced its CRM through the Dealer Loyalty Program and Dealer Mediclaim Initiative (Star Suraksha) designed to strengthen dealer relationships.

Outlook, FY 24-25

The Company will seek to implement its go-to-market activities and apply micro-market strategies to address challenges in weaker markets.

The Company will continue its product premiumisation approach to monitor goals, along with a digitisation approach to engage with customers and drive sales.

The Company seeks to enhance user experience and personalisation with frequently monitoring and upgrading user interface in Star Saathi App to improve navigation, simplicity and visual appeal. Moreover, the Company introduced loyalty programs, rewards (Star Saathi Rewards) and gamification elements to enhance customer retention and engagement.

Case study: The digital order management system app – Star Saathi

Requirement: The goal of the Company was to streamline its order management process, reduce manual errors and improve customer experience.

Challenge: The Company faced numerous challenges in managing orders, tracking deliveries and providing real-time updates to customers.

Solution: The Company came up with the Star Saathi App. Through this app:

- The Company enabled the customers to place the orders digitally.
- The Company automated order processing and tracking.
- The Company provided a real-time update on its delivery status.
- The Company integrated its existing SAP systems for seamless data flow.

Results

- 40% reduction in order processing time
- 25% reduction in manual errors
- 30% increase in customer satisfaction
- 20% increase in sales

Big numbers

27
%, market share in North-East India

5.92
Crore, social media users engaged with Star Cement on social media (North-East, West Bengal and Bihar)

9,000
Retail secondary sales dealers supported through Star Cement Business WhatsApp, Star Link and Star Saathi

TECHNOLOGICAL EDGE

How we enhanced our intangible assets to contribute to a sustainable growth of the Company

Overview

Intellectual capital represents the intangible assets and resources that contribute to a company's competitive advantage by fostering innovation, knowledge, and skill development within the organisation. In today's knowledge-driven economy, intellectual capital is increasingly recognised as a critical driver of long-term sustainability and growth, enabling the Company to innovate and adapt in rapidly changing markets.

For Star Cement, intellectual capital is pivotal to maintaining its leadership in the competitive cement industry. Star Cement emphasises advanced production techniques and robust R&D facilities, underpinning its capability to innovate eco-friendly cement products, aligning with the global sustainability trends.

Cutting-edge technologies

At Star Cement, we have positioned our presence around a technology company engaged in the manufacture of cement as opposed to the conventional positioning of a cement company utilising technology to support operations.

There is a growing premium on the role of cutting-edge technology in the cement manufacturing industry for its role in generating more from less, enhancing product quality and environment sustainability. Besides, this need has been emphasised on account of 88% of the Company's revenues being derived from retail trade, making it imperative to understand where and when the Company's cement was sold.

Over the years, the Company invested in a complement of advanced technologies - automated controls, real-time monitoring, and data analytics – that strengthened competitiveness, reduced costs, greened the product, strengthened productivity, pared energy consumption and enhanced customer delight.

The technology team was pivotal in driving digital transformation, reshaping operational structures and enhancing value delivery. Transitioning to cloud-based solutions boosted agility, scalability

and cost-efficiency, enabling a quick adaptation to market shifts, facilitating remote work and enhancing team collaboration. By integrating technologies like artificial intelligence, machine learning, and automation, the Company optimised costs and enhanced productivity.

The technology team strengthened cybersecurity by fortifying digital assets and security protocols. These include advanced threat detection systems, regular security audits, and deepening a cybersecurity culture. This protective framework not only secured sensitive data but also fostered trust among stakeholders.

The technology team deepened capabilities in data analytics, equipping the organisation with robust tools to transform data into valuable insights. By implementing cutting-edge analytics platforms and business intelligence tools, the Company enabled data-driven decision-making that optimised strategies, enhanced customer experiences, and uncovered opportunities. This data-centric approach deepened the Company's competitive edge in a dynamic market landscape.

Business-strengthening focus

In the last few years, the Company's technology team played a significant role in transforming and empowering the organisation.

Mobile app: The technology team launched the Star Saathi app in August 2018; during the year under review, this app serviced more than 2000 dealers. The fact that app coverage extended to all the Company's dealers transformed what used to be a push-based sales approach into a pull-driven traction. In turn, this app extended to a coverage of more than 10,000 sub-dealers (retailers) that helped the Company capture precious offtake-related data from the marketplace. In turn, this data helped the Company prepare for replenishment-driven sales, circumventing the need for overstocking, product dumping and probable price erosion.

Sales / Logistics Control Tower: The Company created a consolidated and converged auto dashboard of information scattered across departments and locked in silos. The enhanced data availability on a consolidated platform empowered informed decision-making.

SalesForce automation: The Company automated the performance reporting of its field force. A cause-and-effect linkage enhanced a deeper understanding of roles, responsibilities leading to a per person productivity increase by 20-30%.

Customer engagement: The Company leveraged the WhatsApp platform to seek customer feedback and address queries. This confidence-enhancing platform strengthened the Company's recall as a customer-committed brand

Net Promoter Score: The Company created the groundwork for the implementation of the Net Promoter Score in FY 24-25 that is expected to enhance appraisal of the Company by customers.

Star Stellar Programme: The Company launched this programme to enhance an engagement with engineers recommending cement brands for their principals or customers

Highlights and outlook

In FY 23-24, the Company implemented SCLT, revamped the customer portal to enhance the web engagement experience, implemented Star Saathi for retailers and strengthened the dealer loyalty program (Star Saathi Rewards). In FY 24-25, the Company intends to launch the e-Proof of delivery on the app, strengthening logistics and trade confidence.

Why trade partners trust our brand

- "My order was addressed within 24 hours"
- "I have started keeping a lower cement stock because Star Cement replenishes sales with speed"
- "All accounting details are there on the smartphone – no hassles"
- "We don't need to engage with anyone in Star Cement for our accounts or cash discounts any more – it is all automatically captured on the system"
- "I was surprised to get a call from the Company asking 'You have not been stocking adequately for three months. Is there any way we can help?"
- "The Star Saathi app has enhanced confidence related to the Company's transparency and process integrity"

Technology-driven investments at Star Cement

Made the smartphone the principal engagement platform with trade partners	Focused on working with weaker trade partners to catalyse their sales	Immediate access to order cum accounts status for each trade partner	Decline in manual engagement and related errors; enhanced systemic integrity

Superior technology outcomes at Star Cement

Enhanced responsiveness to increased market demand	Decline in trade receivables	Decline in truck waiting and related demurrage	Smoothened order curves across weekends	Enhanced brand respect

Our technology architecture

- Enhancing cybersecurity infrastructure
- Strengthening network infra-structure
- Advancing data analytics
- Integrating agile methodol-ogies
- Enhanced IT service manage-ment
- Increased automation of routine pro-cesses
- Comprehensive user training and support

29
Days, receivables of turnover equivalent, FY 18-19

16
Days, receivables of turnover equivalent, FY 23-24

The apps that provide us a technological edge

Star Saathi App for dealers and retailers (14,400+ users): Enhancing our distribution channels, the app offers dealers and retailers the convenience of tracking orders and managing payments seamlessly, significantly improving service efficiency.

Star Link App (16,028+ users): This app supports a loyalty program for masons, rewarding them with points for using Star Cement in their projects. These points can be redeemed for a variety of gifts, fostering loyalty and encouraging consistent use of Star Cement.

Star Stellar App (2,300+ users): Aimed at civil engineers, this app enhances job performance by providing a login facility for technical employees and civil engineers. It also supports a loyalty program specifically tailored to their professional needs.

Salesforce Automation App (860+ users): This tool is instrumental in tracking the daily attendance of employees and managing various activities, including field visits by our sales, branding, and technical teams, thereby, optimising field operations.

Business WhatsApp: Star Cement's official Business WhatsApp number offers a direct and efficient communication channel for resolving queries from customers and channel partners within 48 hours, making it the preferred mode of interaction with stakeholders.

Customer Web Portal: The portal facilitates dealers in generating ledgers, invoices, and debit/credit notes with secure OTP authentication, streamlining financial transactions.

Implemented Enterprise Resource Management – SAP: Our adoption of SAP has significantly enhanced operational efficiency across the Company, including improvements in inventory and sales management, contributing to our overall enhanced performance.

ENVIRONMENT-SOCIAL-GOVERNANCE

Deepening our Environment-Social-Governance commitment

At Star Cement, Environment, Social and Governance (ESG) is integral to the Company's business philosophy and strategy

Overview

As a leading manufacturer of cement in North-Eastern India, our commitment to Environmental, Social, and Governance (ESG) principles is fundamental to our business.

Environmentally, we invest in state-of-the-art technologies that enhance energy efficiency, reduce CO_2 emissions, optimise waste and deepen environmental stewardship.

Socially, the Company is dedicated to improving life quality for communities around its manufacturing plants through developmental projects, safety measures and education, health and economic development.

Governance at Star Cement is characterised by transparency, ethical business practices and compliance, ensuring accountability and trust building with stakeholders.

Our commitment to ESG principles helps mitigate risks and comply with rigorous environmental standards; it deepens stakeholder trust and enhances operational efficiency. Conversely, failing to comply with ESG standards could lead to severe legal and financial consequences, damaging the Company's reputation, interrupting operations, and resulting in environmental harm.

How we enhanced our ESG commitment through investments

Our ESG commitment was marked by business investments directed to enhance sustainability.

The Company invested in infrastructure, equipment and talent; its initiatives comprised the construction of fly ash sheds, installation of fire alarm cum smoke detector systems, and enhanced air quality and dust emission monitoring systems.

The Company invested in health and safety, featuring first aid rooms, bio-toilets and tyre washing systems. The Company's social accountability was supported by audit and certification fees. Infrastructure enhancements like check dams, RCC drains, and paver blocks were implemented. Safety induction training and the installation of variable frequency drives in bag filter fans underscored the Company's operational excellence.

A major capital outlay - ₹225.03 Crore from 2021 to 2024 - was directed towards waste heat recovery systems, deepening the Company's commitment to environment sustainability.

Big number

225.03

₹ Crore, investment in waste heat recovery system, 2021 to 2024

Our Environment commitment

Star Cement recognises the intrinsic value of environment capital, which encompasses finite resources (water, air, fossil fuels and limestone). As a responsible cement manufacturer, the Company is committed to responsibly managing these natural resources, minimising its environment impact through optimised operational efficiency.

The Company's approach comprises the use of alternative fuels and raw materials, as well as deploying cutting-edge technologies to reduce emissions and energy consumption. These initiatives are integral to compliance with environmental regulations and alignment with international sustainability standards, securing operational sustainability and a license to operate.

The Company not only addressed environment concerns but also deepened its competitive edge. Its proactive management of natural resources safeguarded assets for prospective use and reinforced its market position and brand as a sustainability-driven company in the Indian cement industry.

Significance of environmental management in the North-East region

Environmental management is crucial for cement manufacturing companies in North-Eastern India due to the area's geographical and ecological reality. Characterised by rich biodiversity, sensitive ecosystems and various water resources, the North-East frontier demands that companies implement stringent environmental practices to moderate their impact. The high energy consumption and greenhouse gas emissions associated with cement production requires advanced strategies to mitigate environmental effects and comply with regulatory standards.

At Star Cement, operating in this ecologically sensitive region underscores the necessity of customising environmental management around local realities. Implementing effective environmental practices not only helps preserve the region's natural resources but also supports the Company's sustainability objectives, enhances operational efficiency, and reduces costs related to resource use and waste management.

The Company manages the impact on the region's delicate ecosystems, complying with the local environmental regulations, and incorporating sustainable practices cost-effectively. Additionally, waste disposal, energy efficiency, and emissions control help deepen environment stewardship and foster sustainable growth within this distinctive geographical context.

Achievements

- The Company achieved a 0.64x water positivity ratio
- The Company made substantial investments in renewable energy (12.3 MW waste heat recovery system and a proposed 18 MW group captive PPA hybrid energy system).
- The Company surpassed its thermal substitution rate target (5.7%).

Big number

0.64

x, Water positivity ratio, FY 23-24

5.7

%, thermal substitution rate, FY 23-24

Our environment conservation initiatives

Water treatment: During the year under review, Star Cement advanced its environmental conservation commitment by retaining its zero liquid discharge status across operations and treating wastewater through effluent treatment plants and sewage treatment plants. The reclaimed water is repurposed for automobile washing and dust suppression. The Company promoted rainwater harvesting for the development of a green belt and dust control. Technical enhancements, including advanced water purification systems and hardware interlocks, led to substantial energy conservation.

Low-carbon strategy: The Company enhanced its low-carbon strategy by investing in energy-efficient technologies, including the installation of variable frequency drives and equipment replacements, resulting in substantial energy savings.

Green energy: The Company focused on increasing green energy use, following the installation of a 12.3 MW waste heat recovery system capacity, with another 12.5 MW of WHRS capacity in pipeline and a proposed 18MW group captive hybrid energy system (wind and solar).

Clinker factor: The Company reduced its clinker factor from 66.7% in FY 22-23 to 65.9% in FY 23-24 by incorporating alternative raw materials (fly ash and slag) into cement products.

Sustainable resource utilisation: In mining operations, the Company adopted sustainable practices by using covered sheds for the storage of raw materials. Moreover, Star Cement optimised transportation routes, embraced multi-modal transport, upgraded its fleet and reduced empty mile runs, all of which helped reduce emissions and enhance operational efficiency.

Waste management: The Company's waste management strategy emphasises effective waste segregation and disposal, aligning with the goal to reduce landfill waste and improve environment responsibility.

Big number

12.3
MW, WHRS capacity installed, FY 23-24

12.5
MW, WHRS capacity in pipeline

18
MW, proposed capacity for group captive hybrid energy (wind and solar)

65.9
%, Clinker factor, FY 23-24

66.7
%, Clinker factor, FY 22-23

Case study: The key shift in our material resources

Initiative: Star Cement is moderating carbon footprint associated with limestone calcination by progressively reducing the clinker content in cement and replacing it with alternative materials (fly ash and slag). Blended cement, constituting over 90% of the Company's portfolio, is integral to our climate action plan.

Result:

The clinker factor decreased from 66.7% in FY 22-23 to 65.9% in FY 23-24.

Operational pollutants involved in our business

The operational pollutants involved in cement manufacture comprise solid and liquid wastes as well as air and noise pollution. The Company minimises pollutants across environment dimensions.

Solid waste

Dust and particulate matter, by-products of the clinkerisation and cement-making processes.

Mitigation: The Company reduces solid waste through waste management. Dust and particulate matter (prevalent byproducts in clinker and cement production) are managed using baghouse filters and electrostatic precipitators. The overburden and other solid wastes are segregated and handled according to rigorous standards to minimise landfills.

Liquid waste

Wastewater is generated from cleaning equipment, cooling systems and various operational activities.

Mitigation: Star Cement adheres to zero-liquid discharge. Wastewater from industrial and domestic sources is processed in dedicated effluent and sewage treatment plants and reused into operational and domestic use. This strategy not only prevents the release of liquid waste into external water bodies but also aligns with the Company's commitment to sustainable water management.

Air pollution

Emissions from fuel combustion and processing activities include particulate matter (dust), nitrogen oxides (NOx), sulphur dioxide (SO2). These emissions result from handling, grinding cum transporting raw materials and finished products.

Mitigation: The Company implemented advanced air pollution control technologies, such as baghouse filters and electrostatic precipitators, to capture particulate matter. Dust emissions from material handling cum storage are minimised using telescopic chutes and sprinkler systems. Regular monitoring of stack emissions and ambient air quality ensures an adherence with Central Pollution Control Board (CPCB) standards, complemented by an online system for continuous environmental monitoring.

Noise pollution

The operation of machinery (crushers, mills and conveyors) generates noise, adding to the overall noise within and surrounding the production facilities.

Mitigation: The Company employs sound-dampening equipment and integrates noise control technologies within machinery and processing areas. Regular maintenance and timely equipment upgrades help reduce noise.

Key raw materials utilised in production

Star Cement consumes key resources essential for cement manufacturing operations:

Limestone: As the primary raw material in clinker production, limestone is sourced from the Company's mines.

Electricity: Electricity consumption is optimised through energy efficiency measures like installing variable frequency drives and waste heat recovery systems to reduce costs.

Chemicals: Various chemicals are utilised in the treatment of raw materials and throughout the manufacturing process to improve product quality and enhance efficiency. These chemicals are essential in water treatment, dust suppression and material conditioning.

Water: Star Cement practices responsible water management, employing rainwater harvesting and zero water discharge policies to ensure its sustainable use in cooling, dust suppression and operational requirements.

Alternative materials: Star Cement uses alternative materials (fly ash and slag) in sustainable and green cement manufacturing.

Our waste management system

Plastics: The Company, in line with Plastic Waste Management Rules, 2022, collects and recycles post-consumer plastic waste through its authorised vendor.

E-waste: The Company does not deal in electronic consumer goods; however, e-waste is produced from office operations. This e-waste is sold to registered recycling facilities.

Hazardous waste: Hazardous waste is managed by disposing through registered recyclers or disposers with permissions from State Pollution Control Boards.

Biomedical waste: Biomedical waste is incinerated by registered recyclers or disposers with permission from State Pollution Control Boards.

Battery use: Battery waste is recycled by authorised recyclers or disposers following permissions from state pollution control boards.

Other non-hazardous waste: Other non-hazardous waste - metal and rubber scrap - is responsibly addressed through authorised waste handlers.

Water conservation

Star Cement acknowledges the critical importance of water as a scarce and vital resource for its operations and the nearby communities. The Company is dedicated to a sustainable future characterised by efficient water use, conservation and recycling within its processes.

By enhancing water use efficiency, and expanding rainwater harvesting and wastewater recycling, the Company strives to sustain operations, enhance environment stewardship and sustain community well-being.

Our water conservation vision

To realise the vision of zero groundwater withdrawal, Star Cement conducts water risk assessments to identify potential water-related challenges and devise optimal strategies:

- Utilising surface water from unrestricted sources and maintaining a substantial reservoir (80,000 m^3 capacity).
- Treating and reusing all wastewater through on-site sewage treatment plants.
- Employing extensive rainwater harvesting, including the construction of ponds and rooftop water collection systems.

Our water conservation initiatives

Star Cement implemented several initiatives:

- The Company set up effluent and sewage treatment plants to treat and recycle all waste water, eliminating groundwater use.
- The Company established comprehensive rainwater harvesting systems, including ponds with capacities of 2100 m^3 and 1200 m^3 each to collect rainwater for greenbelt development and dust control
- The Company installed 13 rooftop water harvesting pits to recharge groundwater.

Big numbers

80,000
m^3, Water reservoir capacity maintained

~3,300
m^3, Total capacity of ponds

Numbers that defined our sustainability commitment in FY 23-24

78,288
TJ, energy consumption

0.018
TJ/MT, (cementitious material), energy intensity

25.89
Lakh tCO2e, GHG emissions released

0.599
tCO2e/MT, (cementitious material), GHG intensity

24.28
Lakh kl, water consumption

0.562
Kl/MT, (cementitious material), water intensity

7,97,262
kl, water recycled

0.64
x, water positivity

6,305
MT, plastic waste reclaimed

Our social commitment

At Star Cement, we prioritise employee safety and well-being through extensive training programs and safety measures, promote a diverse and inclusive workplace, and engage with local communities to support social initiatives.

The Company's contributions have earned accolades, which include:

- National Award for Safest Workplace (Large Enterprises – Cement Sector) for 2023
- Environmental Excellence, and Health and Safety Excellence award at the 3rd Edition of the National Awards on Cement and Concrete Industry and Net Zero Conclave
- 11th Global Safety Summit hosted by the World Safety Forum, United Kingdom

Human resources

Human capital is a key asset for any organisation, encompassing the workforce skills, knowledge and abilities that deepen its competitive advantage. In a sector as dynamic and technically demanding as the cement industry, the value of human capital cannot be overstated.

A company with a skilled workforce is in a better position to innovate, improve operational efficiencies, and adapt to the changing market conditions and regulatory environments. The significance of human capital extends beyond productivity; it influences the corporate culture, drives innovation and enhances customer satisfaction.

Star Cement is committed to create a supportive and engaging work environment that encourages long-term career growth and personal development. Furthermore, 23,407 training hours were provided to employees and workers.

Our HR policy

To establish an enabling HR framework that supports in advancing the organisation's mission and vision.

Our HR priority

The Company prioritises digitising HR processes to improve and accelerate services, thereby enhancing the employee experience. Moreover, this prepares the organisation to focus on reskilling and upskilling.

Our HR goals

The goals of the Company's human resource function are to:

- Design, develop and deploy employment value proposition
- Build processes and structures to improve transparency in information flows
- Enhance employee experience

Our HR practices

The Company holds a quarterly Town Hall for all organisation employees, where important information is shared to unite talent towards a common goal. To gather employee feedback on our policies and practices, several groups participate in focused group discussions. These discussions include representatives from every level, function, and location within the Company. The insights help develop employee value propositions.

Our HR initiatives

- The Company implemented a behavioural competency framework integrated at various stages of the employee lifecycle.
- The Company launched the PACE Program (People Advancement Curating Excellence) for 18 employees to develop a talent pipeline for the mid- to senior-level positions.
- The Company digitised its Performance Management System.
- The Company introduced Mettl Psychometric Assessments for hiring.

Training

Our commitment to employee development is evident through the implementation of comprehensive training programs designed to meet the diverse needs of employees. To address different learning preferences, the Company offers the following training formats:

In-person workshops: Led by industry experts, these workshops offered practical, hands-on learning experiences in an interactive setting.

Online courses: These flexible and convenient courses are available at all times, enabling employees to learn at their preferred pace from anywhere.

Virtual Reality simulations: Employing cutting-edge VR technology, these simulations offer immersive training experiences, ideal for developing practical skills.

The following training initiatives were taken by the Company during the year under review:

Star Gurukul: The Company established a framework to harness the internal knowledge of its employees.

Advanced curriculum: The Company developed training programs tailored to needs, created in collaboration with in-house subject matter experts.

Expert trainers: The Company collaborated with industry-leading professionals and certified trainers to provide top-tier education and guidance.

Ongoing assessment: The Company utilised continuous evaluation and feedback systems to track progress and adjust training materials, ensuring that all learning goals were achieved.

Learning

The Company took various initiatives to emerge as a better learning organisation, including the following:

Leadership commitment: Our leaders emphasised the importance of learning by actively participating in training sessions and promoting a culture of knowledge sharing.

Microlearning: Our bite-sized learning modules were designed to be easily accessible and manageable, enabling employees to learn at their preferred pace.

Cross-functional projects: We encouraged employees to engage in cross-functional teams that drew on insights from departments, enhancing collaboration and innovation.

Enhancing the work-life balance of our employees

The Company adopted a comprehensive approach to promoting a healthy work-life balance, implementing various initiatives to support this goal. These included:

- Regular health checks
- Activity sessions (zumba, yoga and meditation)
- Sports activities
- Family picnics
- Dietary sessions by experts

Our Equal Opportunity Recruitment Policy

Star Cement is committed to gender equality, whether in technical roles, support functions or sales cum business development. Female employees represented 8% of our workforce in FY 23-24 and this is expected to reach 12% by 2027.

Big numbers, FY 23-24

23,407

Training hours provided

~8

% of women as a proportion of the total workforce

Our talent dashboard

Total workforce	2023-24
Employees	1341
Workers	790

Employees by gender	2023-24
Male	1250
Female	91

Workers by gender	2023-24
Male	694
Female	96

Employees by age group	2023-24
Less than 30	281
30-50	929
More than 50	131

Workers by age group	2023-24
Less than 30	388
30-50	242
More than 50	160

Career development	2023-24
Employees	100%
Workers	100%

Turnover rate (%)	2021-22	2022-23	2023-24
Employees	15%	11%	20%
Workers	1%	1%	6%

Health and safety

Overview

In the cement manufacturing industry, employees are exposed to health risks, comprising dust, particulate matter, chemicals, noise, and ergonomic hazards. The Company is involved in activities that could compromise health, comprising working in confined spaces, exposure to fire hazards, scaffolding, heavy lifting, and handling chemicals that could lead to respiratory problems, falls and accidents.

To mitigate these risks, the Company established dust control systems, supplied personal protective equipment and adhered to strict safety protocols. We prioritised regular training for our employees, conducted ergonomic assessments, and offer mental health support to maintain a safe and healthy workplace. The Company implemented the 5S system at the grinding units and is in the process of introducing it at our Lumshnong plant.

Safeguards included a comprehensive policy, protocols and management system that addressed hazards identification, risk assessment, emergency response procedures and improvements. Key strategies involved engineering controls, administrative measures, and the distribution of personal protective equipment. Standard operating procedures were displayed at the workplace; continuous training programs, safety audits, and drills ensured that employees were equipped to address workplace risks.

Our health facilities

Star Cement offered health services at its plants and offices, including occupational health centres that provide daily consultations with doctors and regular medical checks. The Company provided health insurance coverage to employees, ensuring financial assistance for medical expenses. A substantial portion of the workforce was covered under this policy, demonstrating the Company's dedication to employee well-being.

In-plant: Our cement manufacturing plants featured on-site occupational health centres, staffed with healthcare professionals to deliver medical attention. We provided comprehensive occupational health services, including routine health screenings and vaccinations, to safeguard against occupational diseases. Emergency response stations and rest areas were strategically placed to ensure employee safety.

In office: At each office location, we maintained first-aid facilities. Our offices were designed ergonomically to enhance employee comfort with healthy eating options. We prioritised emergency preparedness and offered fitness and recreational facilities. The Company installed ergonomic workstations for office employees to prevent musculoskeletal issues.

Health risks

Safety critical areas: Safety is crucial in several operational areas, such as cement grinding and manufacturing zones, where heavy machinery operates, chemical storage and handling areas, and maintenance and repair sections that involve high-risk activities. Tasks in confined spaces, heavy lifting, scaffolding work, and fire hazard management also present significant safety challenges. Proper management in these areas is essential to prevent severe incidents.

Musculoskeletal injuries: Confined spaces pose risks such as machinery malfunctions, chemical exposures, slips, trips, falls, fire hazards, hazardous atmospheres and entrapment. Incorrect heavy lifting can lead to musculoskeletal injuries; scaffolding activities are associated with the risk of falls. Uncontrolled fire hazards could cause injuries or damage to property.

Health initiatives

The Company implemented initiatives to enhance team health and safety. These initiatives include health awareness programs, gym memberships, healthy meal options and the Safety Star Award (Golden Helmet) to comply with safety protocols. The Company offers behavioural safety training and promotes a safety culture through campaigns, committees, and employee engagement programs.

Star Rating system: The Star Rating System engages top executives in assessing and enhancing the safety culture. Extensive training programs, regular risk evaluations and the creation of customised risk mitigation strategies deepened hazard management.

Dust control systems: We installed high-efficiency dust extraction and filtration systems across production facilities.

Personal Protective Equipment (PPE): We provided PPE to employees and reinforced its regular use through awareness programmes and supervision.

Noise reduction: We installed noise barriers and soundproofing around machinery that generated noise.

Regular health screenings and monitoring: A comprehensive health check schedule assessed employee lung function, hearing, and health.

Health and awareness: Our wellness initiatives included regular yoga and zumba classes, fitness challenges and nutrition workshops.

Mediclaim insurance policy: A Mediclaim insurance policy covered 100% eligible employees. Coverage under Employee State Insurance was operative under this Mediclaim insurance policy.

Ergonomic training: The Company provided ergonomic training, improving heat stress management practices to ensure employee safety in demanding settings.

Leading and lagging indicators: The use of leading and lagging indicators, safety audits and drills have enhanced the monitoring of safety performance. Employee engagement, recognition programs and comprehensive health and wellness services ingrained safety as a fundamental organisational value, boosting workforce well-being and operational sustainability.

Our leading and lagging indicators

The success of health initiatives at Star Cement was evaluated using leading indicators, such as safety training completion rates and hazard identification reports, as well as lagging indicators, including injury rates, lost-time injuries, accident free-hours and near-miss incidents.

The Company undertook risk assessments and employed the Why-Why analysis to investigate accidents. In five years, there has been a favourable trend in health and safety performance, marked by an increase in near-miss reporting and decline in lost-time injuries. Ongoing monitoring and feedback ensured continuous improvement.

Health measures

The Company implemented the following health measures for its workers during the year under review:

Health and Safety Policy: The Company's comprehensive health and safety policy encompassed all facets of workplace safety, including hazard identification, risk assessment, emergency response and ongoing enhancement. This policy helped create a safe working environment.

Certifications: The Company obtained multiple safety-related certifications, such as ISO 45001:2018, pertaining to occupational health and safety management. This certification underscored the Company's compliance with international safety management best practices and its dedication to fostering a safe and healthy workplace.

Safety emphasis: Safety is integral to Star Cement's strategic direction.

The Company embedded safety within its operational strategies to minimise risks and safeguard employee well-being, underscoring its dedication to a secure workplace.

Structured team for safety oversight: Within a clearly defined team structure, safety responsibilities were meticulously assigned. Safety officers and plant committees were responsible for the effective implementation and ongoing management of safety protocols.

Board engagement and prioritisation: Safety is a priority for the Board of Directors, who set a strong leadership tone and ensured that safety remained a key aspect of the Company's governance. The Board reviewed safety metrics and championed safety measures.

Enhancing safety awareness and communication: The Company promoted safety awareness through communication channels, including safety campaigns, toolbox talks and internal newsletters. This communication helped retain safety as a focus.

Team engagement and governance structure: The Company has a robust governance framework to effectively manage health and safety initiatives. Central to this framework was the Environment, Health, and Safety (EHS) department, which oversaw the implementation of health and safety policies across the organisation. Collaborating with the safety officers and committees at each plant, the EHS department ensured that policies were rigorously enforced and compliance is maintained.

Comprehensive reporting: A comprehensive reporting system is in place, with monthly safety Management Information System (MIS) reports generated at each plant to detail safety performance and incidents, reviewed by the Plant Head and forwarded to the Chief Manufacturing Officer's office. This structured communication facilitated informed decision-making at the management and Board levels.

Regular reporting to stakeholders: The Company provides safety performance updates to internal and external stakeholders. These reports, featuring leading and lagging indicators, near-miss incidents, and accident analyses, demonstrated the Company's transparency and commitment to continuous safety improvement.

Audit system: The Company utilises a comprehensive audit system to maintain compliance with both internal guidelines and external regulatory standards. Regular internal audits assessed the Company's adherence to established safety protocols, and external audits from regulatory bodies and certification agencies offered further oversight. These audits were crucial for confirming that safety practices met industry standards and regulatory requirements, facilitating compliance and consistent improvement.

Focused recruitment: The Company recruits experienced safety professionals. These professionals brought extensive expertise and a strong track record in developing and implementing effective safety programs and fostering a safety-conscious culture.

Ongoing training initiatives: The Company conducts comprehensive safety training, covering critical topics like firefighting, proper PPE use, and hazards recognition. These sessions equipped employees with knowledge and skills to sustain workplace safety.

Emergency preparedness through mock drills: Regular mock drills, including fire drills and confined space entry scenarios, are conducted to prepare employees for emergencies, enhancing their readiness and improving response times.

Continuous investment in safety infrastructure: Star Cement is committed to upgrade safety infrastructure, including fire hydrant systems, fire alarms, and emergency exits, alongside providing high-quality safety equipment and PPE.

Enhancement of safety equipment and tools: The Company invests in advanced safety equipment and monitoring systems, such as updated PPE and safety apparatus, to minimise risks and bolster safety across operations.

Annual Safety Week Observance: Safety Week is observed annually at Star Cement, featuring a range of events and activities designed to heighten safety awareness and strengthen safety practices throughout the organisation. This dedicated week highlighted the Company's commitment to safety and involved employees in safety-oriented actions.

Achievements, FY 23-24

- The Company's on-the-job training led to a significant reduction in workplace accidents.
- The Company installed a lifeline system in the truck-loading area to prevent falls from heights.
- Through holistic training and updated protocols, the Company reduced incidents with respect to confined spaces.
- The Company registered an increase in near-miss reporting.
- The Company marked a decrease in its lost-time injuries.

How we address safety violations

Safety violations are managed through a systematic process that includes investigations using the Why-Why analysis method to identify the underlying causes. Corrective and preventive measures were outlined and assigned specific deadlines for completion. Department heads were responsible for overseeing the implementation of these actions, while the Environment, Health, and Safety (EHS) department confirmed an adherence to safety standards. To prevent recurring violations, training sessions conducted, safety protocols reinforced, and disciplinary actions taken. Regular audits and reviews were performed to ensure continuous compliance with safety procedures and protocols..

Big numbers

1
Health and safety incidents, FY 23-24

100
%, Safety training completion rate, FY 23-24

0.16
LTIFR, FY 23-24

Fire management

Effective fire management is crucial at Star Cement, given the risks associated with cement manufacture, high temperatures and combustible materials. Robust fire management not only prevents potential loss of life and property but also ensures uninterrupted production and operational continuity.

By implementing stringent fire safety protocols, regular training on fire response and maintaining state-of-the-art fire suppression systems, Star Cement upholds a safe working environment. This commitment to fire safety reflects the Company's overarching commitment to employee well-being and operational resilience.

Fire prevention is critical in processes like clinkerisation, fuel handling cum storage, grinding cum cement storage, as well as handling cum flammable chemical storage. Fire prevention measures are essential in areas with electrical and mechanical equipment to ensure safety and mitigate risks.

Measures taken: To safeguard against fires, the Company implemented fire detection systems, including smoke detectors and heat sensors, for rapid hazard identification. The facility is outfitted with fire suppression systems and extinguishers to quickly manage any fire incidents. Regular fire safety training and drills are provided to ensure that employees are prepared for emergency situations. Ongoing maintenance and inspections of equipment and facilities are conducted to avert malfunctions and reduce fire risks. The Company invested in advanced fire extinguishers, fire alarms and fire hydrant systems. It established ventilated storage rooms designed for flammable materials. It implemented strict adherence to fire safety protocols and drills. It engaged with external auditors for unbiased safety audits, receiving reviews and updates of fire safety practices based on audit findings.

The Company provided fire safety training covering 90% employees. Over 250 person-days were invested in fire safety training annually, covering all facilities.

Big numbers

0
Fire mishaps reported between FY 20-21 to FY 23-24

Social responsibility

Overview

Since inception, the Company's CSR policy was centred around the sustainable holistic development of communities. This comprised the implementation of community welfare projects (livelihoods, health, education, environment, biodiversity, and rural infrastructure development).

Our CSR vision

To establish a framework that ensures a positive impact on the society, enabling it to progress alongside the Company.

Our CSR priorities

To provide neighbouring communities with alternative livelihood opportunities that complement their indigenous skills.

To guarantee quality education, enhance digital literacy, develop educational infrastructure and promote adult education.

To provide neighbouring residents with both preventive and curative healthcare services.

To improve the quality of life and social well-being of individuals in and around the plant's operational area.

Health and sanitation: The Company organised health and eye check-up camps with free checks, medicines and spectacles for the beneficiaries. Other initiatives included developing a drinking water system that comprised ring well and water reservoir, and supporting patients with grocery.

Livelihood and skill building: The Company established STAR SAMARTH, an incubation centre for entrepreneurs launched to assist emerging entrepreneurs in North-East India.

The Company also built the Srijani: Livelihood and skill-building hub, located in Mohitnagar, Jalpaiguri, featuring multiple production and skill-building units on a single campus, and operational to provide alternative livelihood sources for the local residents, particularly women.

STAR UPABAN, a nursery development project, was launched in Assam to provide employment to the local youths. These individuals received training in nursery technology and have been equipped with the necessary tools to start their own commercial nurseries.

Education: The Company developed infrastructure in seven schools, and provided classes for computer education called Shyam Shishu Mandir and Kala Mandir.

Rural development: The Company constructed and renovated a footpath, RCC road, RCC bridge, CC steps, basketball ground, public utility areas, children's park etc. under rural development initiatives.

Outlook, FY 24-25

- Establishment of Srijani in Assam within the livelihood sector
- Ongoing and expanded implementation of Star Samarth in the North-East Region
- Continued and broadened reach of the Star Upaban Project in Assam and West Bengal
- Extension of the Computer Education on Wheels Program in Assam and Bengal
- Major campaign to raise awareness on reproductive health and sanitation

Big numbers, FY 23-24

1,165.02
₹ Lakh, CSR spending, FY 23-24

4,31,835
Total CSR beneficiaries in FY 23-24

Governance

Overview

Governance serves as a fundamental pillar of Star Cement, underpinned by its core values. The governance structure is spearheaded by a Board of Directors, distinguished by their expertise in various fields. The Board comprises 16 Directors, including 8 Independent Directors and 2 Non-executive Directors.

Star Cement fortified its governance framework to guarantee transparency, accountability and ethical behaviour. The Company is guided by a diverse and experienced Board of Directors, who provide strategic direction and its improved risk management processes ensure readiness for various business challenges. These accomplishments demonstrate Star Cement's leadership in sustainability, social responsibility and governance, affirming its status as a resilient and conscientious leader in the industry.

Ethics: Our stakeholders acknowledge us as a company that operates with integrity and ethical commitment. We are dedicated to uphold established moral standards, ensuring that our actions reflect the highest levels of ethical behaviour. This commitment is demonstrated through our strict adherence to anti-corruption, anti-bribery and gender equality, a zero-tolerance policy towards sexual harassment, uncompromising stance against unethical behaviour, fair recruitment practices, respect for human dignity, and stringent compliance with environmental regulations.

Holistic approach: At Star Cement, we prioritise the well-being of all our stakeholders. Our holistic strategy ensures that customers receive efficient and cost-effective solutions; employees experience a deep sense of ownership and purpose; investors enjoy superior returns; communities benefit from our contributions; governments appreciate our contributions through tax revenues and job creation; vendors flourish by partnering us.

Endurance: The resilience, adaptability and success of Star Cement are rooted in its focus on long-term value over short-term gains. This guiding principle influences the Company's decisions across recruitment, technology investments, location selection and customer engagement.

Board of Directors: With a wealth of knowledge and experience, our Board members significantly enhance our operations. Our 16 members of the Board of Directors includes 8 Independent Directors and 2 non-executive Directors.

Controlled growth: At Star Cement, we believe in sustainable growth. With the help of moderated net debt, attractive capital efficiency and reduction in carbon footprint, the Company was able to achieve profitable growth, while increasing its share in the cement market of North-East India.

Delight: At Star Cement, we uphold a commitment to customer satisfaction by understanding and responding to the needs of our customers. This commitment consistently resulted in Star Cement being perceived as a provider whose solutions exceed customer expectations.

Frugality: At Star Cement, we practice responsible frugality. Our growth in fixed expenses has consistently been at or below historical inflation rates.

Focus: At Star Cement, we choose specialisation over generalisation. This sharp focus enhanced our business insights, which are integrated into our products. Consequently, our offerings promoted a culture of compliance—crucial for companies to maintain their regulatory licenses.

Audit and compliance-driven: At Star Cement, our commitment extends beyond providing products that promote compliance; we embody this principle in our operations. We are steadfast in our commitment to audit and compliance, transitioning our processes from paper-based systems to a digital framework marked by alerts and systematic issue escalation.

At Star Cement, we prioritise the well-being of all our stakeholders. Our holistic strategy ensures that customers receive efficient and cost-effective solutions

Big numbers

16

Directors

8

Independent Directors

Corporate Information

CIN: L26942ML2001PLC006663

Board of Directors

Mr. Sajjan Bhajanka
Chairman & Managing Director
(CEO till May 19, 2023)

Mr. Rajendra Chamaria
Vice Chairman & Managing Director

Mr. Sanjay Agarwal
Managing Director

Mr. Prem Kumar Bhajanka
Managing Director

Mr. Tushar Bhajanka
Deputy Managing Director
(w.e.f. August 8, 2023)

Mr. Keshav Bhajanka
Director
(w.e.f. November 9, 2023)

Mr. Pankaj Kejriwal
Executive Director

Mr. Brij Bhushan Agarwal
Director

Mr. Nirmalya Bhattacharyya
Independent Director

Mr. Amit Kiran Deb
Independent Director

Mrs. Plistina Dkhar
Independent Director

Mrs. Ibaridor Katherine War
Independent Director

Mr. Deepak Singhal
Independent Director

Mr. Vivek Chawla
Independent Director
(w.e.f. April 1, 2023)

Mr. Jagdish Chandra Toshniwal
Independent Director
(w.e.f. April 1, 2023)

Mr. Ramit Budhraja
Independent Director
(w.e.f. May 1, 2023)

Statutory Auditors

M/s. Singhi & Co.
Chartered Accountants
161, Sarat Bose Road,
Kolkata- 700026

Secretarial Auditors

M/s MKB & Associates
Company Secretaries
Shantiniketan Building,
5th Floor, Room No-511
8, Camac Street, Kolkata- 700017

Cost Auditors

M/s B G Chowdhury & Co.
'Sree Apartments', Flat- 4A,
11/47A, Panditia Road,
Kolkata- 700029

Chief Executive Officer

Mr. Vinit Kumar Tiwari
(w.e.f May 20, 2023)

Chief Financial Officer

Mr. Manoj Agarwal

Company Secretary

Mr. Debabrata Thakurta

Bankers & FI's

State Bank of India
Indian Bank
DBS Bank India Ltd.
Kotak Mahindra Bank
Axis Bank Ltd.
IndusInd Bank
ICICI Bank Ltd.

Registrars & Share Transfer Agents

Maheshwari Datamatics Pvt. Ltd.
23, R. N. Mukherjee Road, 5th Floor,
Kolkata – 700001

Registered Office:

Vill.: Lumshnong, P.O. Khaliehriat
Dist.: East Jaintia Hills
Meghalaya – 793210

Corporate Office:

Century House, 2nd Floor
'P-15/1, Taratala Rd, CPT Colony,
Taratala, Kolkata- 700088, Phone :
+91-33 24015555
Email : investors@starcement.co.in

Website : www.starcement.co.in

Guwahati Office:
Mayur Garden, 2nd Floor,
Opp. Rajiv Bhawan,
G. S. Road
Guwahati – 781005, Assam

Delhi Office:
Unit No. – DSM-517 to DSM-521,
5th Floor,, D L F Tower, Shivaji Marg
Najafgarh Road,
Delhi - 110015

Gurgaon Office:
'Oberoi Centre', 4th Floor,
Building 11, DLF Cyber City,
Sector - 24, 25 & 25A
Gurugram – 122001, Haryana

Lumshnong Plant
Vill: Lumshnong, P.O. Khaliehriat
Dist.: East Jaintia Hills
Meghalaya – 793210

Sonapur Plant
Gopinath Bordoloi Road
Vill.: Chamta Pathar
P.O. Sonapur
Kamrup, Assam – 782402

Siliguri Plant
Chaurangi More, Teyyature Road,
Patkata Colony, Mohit Nagar,
Jalpaiguri, West Bengal - 735102

DIRECTORS' REPORT AND MANAGEMENT DISCUSSION & ANALYSIS

Dear Shareholders,

Your Directors have pleasure in presenting Twenty-Third Annual Report of the Company together with the Audited Standalone & Consolidated Balance Sheet as at March 31, 2024 and the Statement of Profit & Loss for the year ended on that date.

FINANCIAL PERFORMANCE

The highlights of the financial performance of the Company for the financial year ended March 31, 2024 as compared to the previous financial year are as under:

(₹ in Lakhs)

Particulars	Consolidated		Standalone	
	2023-24	2022-23	2023-24	2022-23
Total Income	**2,93,713.22**	2,75,692.95	**2,93,338.83**	2,73,415.39
Profit before Interest, Depreciation and Tax and exceptional items	58,277.79	52,047.47	43,363.79	33,886.92
Finance Cost	1,260.12	969.50	1,295.27	1251.13
Depreciation and Amortization Expense	14,659.77	13,111.22	8,174.64	7,751.63
Profit before exceptional items and tax	**42,357.90**	37,966.75	**33,893.88**	24,884.16
Exceptional Items	-	-	-	-
Profit before Tax	**42,357.90**	37,966.75	**33,893.88**	24,884.16
Provision for taxation:				
- Current Tax	7,859.94	6,721.57	5,922.15	4,397.01
- Tax for earlier years	(585.36)	(759.74)	(487.76)	(772.82)
- Deferred Tax	5,572.29	7,244.51	6,389.70	4,857.92
Net Profit after Tax	**29,511.03**	24,760.41	**22,069.79**	16,402.05
Other comprehensive income for the year	(136.96)	33.76	(131.99)	30.94
Total comprehensive income for the year	**29,374.07**	24,794.17	**21,937.80**	16,432.99
Net profit attributable to:				
Owners of the company	**29,511.03**	24,760.41	-	-
Non-controlling interest	-	-	-	-
Total	**29,511.03**	24,760.41	-	-
Other Comprehensive Income attributable to:				
Owners of the company	(136.96)	33.76	-	-
Non-controlling interest	-	-	-	-
Total	(136.96)	33.76	-	-
Total Comprehensive Income attributable to:				
Owners of the company	29,374.07	24,794.17	-	-
Non-controlling interest	-	-	-	-
Total	29,374.07	24,794.17	-	-

OPERATIONAL REVIEW

The Indian cement market is poised for significant growth in the years to come. As of 2023, the India cement market stood at 396.7 Million Tons. It is anticipated that growth in the market, estimating to reach 599.7 Million Tons by 2032. This indicates a Compound Annual Growth Rate (CAGR) of 4.7% during the period of 2024-2032.

Various Government initiatives like "Housing for All" and the Smart Cities Mission provide a structured framework for development, creating sustained demand for cement. Increasing Government initiatives and investments in infrastructure projects play a crucial role in boosting the demand for cement. Large-scale infrastructure projects such as the National Infrastructure Pipeline (NIP), Bharatmala Pariyojana and development of roads, bridges, railways, airports, and housing schemes will not only improve connectivity but also stimulate demand for cement across different regions of the country. Ongoing innovations in cement production techniques contribute to the efficiency and sustainability of cement industries. Adoption of advanced technologies enhances productivity and reduces environmental impact. Growing awareness of environmental concerns, particularly related to carbon emissions and sustainability, is driving the adoption of greener cement production methods. Regulatory measures aimed at reducing carbon footprint and promoting sustainable practices also influence market dynamics.

The announcement of cement corridors under the Indian Railways represents a strategic initiative aimed at improving logistics efficiencies, reducing transportation costs, and promoting sustainable multimodal connectivity in the cement industry.

Overall, the positive outlook for the Indian cement industry is underpinned by a combination of demographic trends, urbanization, and government-led initiatives aimed at fostering growth and development.

Despite the growth prospects, challenges such as fluctuating raw material prices, regulatory hurdles, and intense competition within the industry could impact market dynamics.

During the year under review, your Company has manufactured 7,60,300 MT. of Cement Clinker as against 7,59,263 MT. recorded during the FY 2022-23. Company's subsidiary M/s. Star Cement Meghalaya Limited has produced 20,44,837 MT of Clinker as against 19,62,393 MT. during the FY 2022-23. On consolidated basis total clinker production during the year was at 28,05,137 MT. as against 27,21,656 MT. during FY 2022-23. Your Company recorded overall growth in its performance during the year.

In terms of capacity utilization, clinkerization unit of your Company was able to utilize 76% of its installed capacity as against 75.93% during the FY 2022-23. M/s. Star Cement Meghalaya Limited has fully utilized its capacity during the FY 2023-24 like FY 2022-23 On consolidated basis clinkerization units was fully utilized its capacity during the FY 2023-24 and 97.20% utilisation in FY 2022-23.

Your Company has been able to maintain the performance on grinding front too. During the year under review, total cement production on consolidated basis was at 44,44,538 MT. as against 40,56,452 MT. during the FY 2022-23.

Similarly, your Company has been able to achieve sales volume of 44,04,208 MT of Cement as against 40,13,643 MT. during the previous financial year.

UPCOMING/NEW PROJECTS

The Company has successfully commenced commercial production on April 21, 2024, from its' New Clinker Line of 3.3 MTPA Capacity situated at Lumshnong, Meghalaya. Company's 12.5 MW WHRB projects in Lumshnong is underway. The 2 MTPA Cement Grinding unit of the Company's subsidiary M/s Star Cement North East Limited at Sonapur, Assam has started its commercial operation on the 12th Day of March, 2024. Star Cement North East Limited, a subsidiary Company's project for 2 MTPA cement plant in Silchar with Railway sliding is in progress. Upon completion of the projects overall strength and position of your Company in cement market will be improved.

DIVIDEND

The Board of Directors of your company, after considering holistically the requirement of funds for Company's and its subsidiary's upcoming projects at Lumshnong and Silchar and the relevant circumstances has decided that it would be prudent, not to recommend any Final Dividend for the Financial Year 2023-24 (Previous year NIL).

INDIAN ECONOMY AND OUTLOOK – AT A GLANCE

India's economic journey is indeed remarkable. Despite facing significant challenges such as the COVID-19 pandemic and existing macroeconomic imbalances, the country has maintained a strong growth trajectory. With a current GDP estimate of $3.7 trillion for FY24, India has emerged as the fifth-largest economy in the world.

Moody's, a global rating agency, has revised its GDP growth projection for India in the calendar year 2024 to 6.8 percent, an increase from the earlier projection of 6.1 percent. This adjustment is primarily attributed to India's strong economic performance in 2023 and the reduction in global economic challenges due to certain geopolitical issues.

India's economy outperformed expectations during the October-December quarter, with growth reaching 8.4 percent, surpassing analysts' forecasts of 6.6 percent. This growth was fueled by increased government capital spending and robust manufacturing activity.

Looking ahead, India's ambition to achieve a $5 trillion GDP by 2027 is driven by continued economic reforms, infrastructure development, and leveraging its demographic dividend. If successful, this growth trajectory will position India as the third-largest economy in the world, further solidifying its status as a major global economic player.

Strong domestic demand remains the main strenght for the growth. Higher reliance on domestic demand cushioned India from multiple external headwinds. With strong domestic demand, India remains the fastest growing major economy in the world.

It is anticipated that India will maintain its position as the fastest-growing economy amongst G-20 nations.

India's interim budget for financial year 2024- 2025 targets a capital expenditure allocation of ₹11.1 lakh crore, representing 3.4 percent of GDP, which is 16.9 percent higher than the estimates for financial year 2023- 2024.

India's successful hosting of the G20 Summit in 2023 has bolstered its position on the global market, enhancing stability and fostering optimism for its future growth prospects. The country continues to be an attractive investment destination, supported by its vast market size, diverse operational opportunities, abundant skilled workforce and advancements in technology and innovation.

In parallel, India has undertaken substantial reforms to improve its ease of doing business environment. These reforms have focused on simplifying and digitizing regulatory compliance processes across the entire business lifecycle from incorporation to the cessation of operations.

The sector mix within the industry comprises the housing sector (57%-59%), infrastructure sector (27%-29%), and industrial/commercial (13%-15%) sector. The housing segment demand is expected to be moderate over the next five years and will remain a key contributor for the development of the cement sector. Even as housing will continue to be the key volume contributor, infrastructure will expand its share in the next five years. The production-linked incentive (PLI) schemes implemented by the Government of India have played a significant role in revitalizing the manufacturing sector. These schemes have facilitated the development of critical value chains and industrial clusters. The Government is considering extending the PLI scheme to additional sectors, likely labor-intensive industries to foster growth and development in the segments.

The Interim Budget for 2024-25 increased the target under PMAY-(G) by 20 million houses for next five years under the Government's initiative for rural low-cost housing. This would contribute for incremental cement demand of at least 15 MTPA.

The Government has allocated substantial funds for the construction of highways, railways, airports and advancement of other critical infrastructure development projects. This investment is expected to create new business opportunities, employment generation, enhance connectivity and stimulate economic growth of the Country. More cities will get Namo Bharat and Metro Rail infrastructure projects, to promote the e-vehicle ecosystem, charging infrastructure will be supported by the Government.

The aforesaid initiatives will have positive impact on cement demand of the country in the period to come.

CEMENT INDUSTRY OVERVIEW

India holds a significant position as the second-largest producer of cement globally with more than 8% of the world's installed capacity. This indicates the country's substantial contribution towards meeting global demand for cement.

India's infrastructure and construction sectors are poised for substantial development, which is expected to drive demand for cement. Initiatives of the Government like development of smart cities contribute to this growth trajectory, creating opportunities for increased cement consumption. Cement consumption in India has been consistently growing, partly fueled by increasing demand for rural housing. Strong expansion in industrial sector acts as a key driver for cement demand, reflecting the broader economic recovery of the country.

The ready availability of essential raw materials such as limestone and coal further supports the growth of the cement industry. This ensures a stable supply chain and reduces production costs, enhancing the industry's competitiveness.

Significant capacity additions and moderation in cement volume growth are expected to constrain Pan India average capacity utilization levels below 70% over the medium term.

In recent years, the cement industry has benefitted from high volume growth, majorly driven by good demand from the housing sector, numerous infrastructure projects such as construction of roads, expressways, airports, metro rail, and generous rural demand.

Cement volume growth is expected to moderate to 5% to 6.5% compounded annual growth rate over FY25 and FY26 on the high base of earlier three fiscals. The slowdown in demand growth is also from rural housing with a high base of growth observed over the recent past on account of the PMAY-(G) scheme.

Cement demand from housing construction is expected to be moderate at around 4-5% over the next three fiscal years while demand from infrastructure is expected to grow

In the latest Budget 2024 announcement, a substantial increase in the allocation of ₹11.11 lakh crore for infrastructure development would boost the cement demand. The Pradhan Mantri Awas Yojana has the second-highest allocation in 2024-25 at ₹80,671 crore, an increase of 49.1% over the revised estimate of 2023-24.

The launch of PM Gati Shakti aims to enhance multimodal connectivity and develop a world-class transport network in India. This initiative is anticipated to boost demand for cement, particularly in infrastructure projects related to transportation and logistics.

The allocation of funds for Urban Rejuvenation Mission (AMRUT), Smart Cities Mission, and Swachh Bharat Mission underscores the Government's focus on urban development.

Overall, aforesaid Government initiatives signal a favorable environment for private sector cement companies, providing them with opportunities for growth and investment in line with the country's infrastructure development goals. The combination of factors such as infrastructure development, rising demand, industrial recovery, foreign investment, and raw material availability etc., posed India's cement sector for sustained growth in the long term. Continued Government budgetary support and conducive policies can further catalyze this growth trajectory, making the industry a promising investment opportunity.

EAST & NORTHEAST SCENARIO – GATEWAY OF OPPORTUNITIES

The Government of India prioritizes North-east development due to its strategic location. Various initiatives have been launched, leading to improved health, education, infrastructure, and industrialization. These efforts are aiming to uplift these regions and enhance their infrastructure and socio-economic prospects.

The Ministry of Road Transport and Highways has played a pivotal role in enhancing the road network across the North Eastern Region. Over the past nine years (2014-2023), a total of 4,950 km of the National Highway Network has been developed for ₹41,459 crores. In addition, the Ministry of Development of the North Eastern Region has sanctioned 77 road projects under schemes like NESIDS and NERSDS, amounting to ₹3,372.58 crore.

The North East Special Infrastructure Development Scheme (NESIDS) has received a total approved outlay of ₹8,139.50 crore for the period spanning from 2023 to 2026. In 2023-24, allocation of ₹2491.00 crore has been designated for both the NESIDS-Road and NESIDS-Other Than Road Infrastructure components.

Infra projects with a length of 1,772 km of ₹45,090 crores are planned for 2024-25. A four-lane connectivity to Itanagar with a length of 166 km has been awarded for ₹5,481 crore with 162 km completed so far. Further, a four-laning Numaligarh – Dibrugarh highway of 183 km has been approved with a budget of ₹5,653 crores with 129 km completed so far. Additionally a 4-lane bridge is under construction over the Brahmaputra River between Dhubri and Phulbari on NH 127B with a total length of 19 km for ₹4,997 crore.

With the objective of improving railway connectivity, in 2023-24, a budget of ₹10,269 crores have been allocated, highlighting the government's dedication to advancing rail infrastructure in the region. 60 stations in the Northeast are being redeveloped with world-class amenities and facilities.

The Union Cabinet has approved the Uttar Poorva Transformative Industrialization Scheme (UNNATI), 2024 to foster industrial growth and employment generation in the northeast. The scheme's total cost is ₹10,037 crores, covering 10 years with an additional 8 years for committed liabilities. All eligible Industrial Units are to commence their production or operation within 4 years from the grant of registration.

As per the Union Budget (2024-25) of West Bengal, a total of ₹6,859 crores have been allocated for PMAY – Rural, ₹5,108 crore has been allocated for capital outlay on roads and bridges and ₹2,846 crore has been allocated for assistance to local bodies corporations, urban development authorities. The government had also announced a major investment of ₹2,550 crores for the Kolkata Metro Rail. Under PMAY 1,164,782 houses are still under construction.

As per the union Budget of Bihar, ₹5,092 crore has been allocated towards MGNREGS, ₹2,071 crore has been allocated towards Pradhan Mantri Gram Sadak Yojana. ₹2,103 crore has been allocated towards PM Awas Yojana-Urban, ₹640 crore has been allocated towards the Smart City Mission and ₹3,819 crore has been allocated for capital outlay on roads and bridges. Under PMAY 88,483 houses are still under construction.

The aforesaid projects will help to increase cement demand in the Region which is likely to have positive impact on the Companies operating in the Region.

Market Development

East India cement demand is expected to grow with a CAGR of 9% by 2024-2026 estimated. West Bengal and Bihar is the strongest cement consuming state in the eastern-region accounts with more than one-fourth of the region's total demand at ~23 million tonnes and 22 million tonnes estimated respectively. Cement demand in West Bengal and Bihar has grown by 1% YOY, however with ongoing thrust on infrastructure these States are likely to witness strong demand in the years to come.

North East Market continued to be the focus market for your company. Cement demand was good throughout the year. Demand increased by 7.5% in NER against an all India average of ~7% estimated.

During the year under review your company was able to sell overall 4.40 Million Tonnes. of cement as against 4.02 Million Tonnes during the FY 23-24.

Overall Cement demand in North East accounted for 14 Mn Tonnes in FY 23-24 as against 13 Mn Tonnes in FY 22-23.

As a market leader in NER your Company has further consolidated dealers and sub dealer's network. Currently your Company is associated with 2,000 dealers and 11,000 sub dealers.

Company is running mobile application for dealers, influencers, sales, branding and technical team as follows:

i) Star Saathi App for Dealers

ii) Star Saathi App for Rising Sub Dealers

iii) Customer Web Portal for Dealers

iv) Loyalty program for Dealers

v) Star Link App for Mason and Contractors

vi) Star Steller App for Engineers

vii) Sales Force Automation App for Sales, Branding and Technical department.

Major achievements of your Company during the year are follows:

- At NER Star Cement has grown by 13% and overall industry has grown by 7.5 % in FY 23-24
- At NER Star Cement Non Trade sales has grown by 34% in FY'23-24 over FY'22-23
- Focused on Premium product sale and resulted grown by 53%
- Added 1900 plus cement counters during FY'23-24
- Launch of Weather Shield Super premium Cement
- First ever International Annual Dealer Conference

This year your Company launched the Maverick Product Star Weather Shield –the super-premium product developed with water resistant properties for the tough weather conditions of North East & Eastern region. This product likely to set a new standard in cement industry.

As a part of the digital initiative, an Artificial Intelligence based greeting card was launched for our network to send out personalized e-greeting card to their friends & families which is again one of its kind used by any Cement Brand in the industry.

This year we also initiated a digital marketing campaign called "Best Ethnic Dress Contest & continued with "Happy Pic Lucky Pic Contest" for our Facebook and Instagram users. The total engagement we had generated was for more than 6 million users in Facebook & Instagram from these campaigns.

PRODUCTION AND COST DEVELOPMENTS

Fly Ash

Increased Flyash procurement was done as the sales target of FY'24 were higher as compared to the previous years. In the process we have procured 13.1 Lakh MT of Fly Ash which is 3% higher as compared to FY'23.

Various cost saving initiatives were implemented through out the year to negate the impact of Rail freight subsidy reduction in North Eastern Region. Sourcing from other sources with lower landed cost as well as cost reduction of existing sources enabled the Company to maintain optimum cost.

Logistics & Freight

Your company steered through these challenges to ensure that supplies to market are ensured while keeping the cost in control.

Logistics Cost Efficiency was further improved through sustained efforts of key initiatives such as monthly and daily e-bidding, PTPK Outlier corrections, Wheeler Wise & Segment Wise freight. Weighted average lead distance continued to remain at 220 KM range.

Your Company has always focused on giving best Logistics services to our customers for timely delivery at the most economical costs & for the same many new initiatives were implemented such as Stock on Wheels (SoW) at all locations, Enhanced Bidding Portal, GPS enabled fleet monitoring as well as Juggler rake for wagon wise delivery at various sidings. To further enhance the serviceability and efficiency for customer demand, 20 no. new small fleet were ordered whereas as 100 no. new 16 Wheelers were ordered to ensure continued clinker availability at optimized market freight at our Grinding units.

Power cost

During the year under review, your Company continued to source its power requirement for its Lumshnong unit from its wholly owned subsidiary M/s. Meghalaya Power Limited (merged with Star Cement Meghalaya Limited) under long term arrangement for supply of quality power at competitive rates and thus, has been able to reduce dependency on State utility/grid power. Cost of coal has a direct bearing on fuel cost. In view of increasing fuel cost due to increase in price of coal and to optimize the power cost and to reduce dependency on State utility / grid power, your Company has been able to source its power requirement of its Grinding Unit at Guwahati and integrated cement plant at Lumshnong from Indian Energy Exchange (IEX). The blend of sourcing has not only reduced power cost for your Company but also its quality and dependability. By inclining towards procurement of Renewable Power like Solar & Wind from Indian Energy Exchange, your company has shown its commitment towards promotion of renewable resources and reduction of consumption of electricity generated from fossil based fuel. Use of bio mass and bamboo also helped to reduce dependence on traditional sources.

Sourcing of Coal through FSA for 10 years period was successfully allotted to your company The Company also procured good quantity of Coal on spot auctions from CIL during the year, keeping the overall cost in control.

KEY PERFORMANCE HIGHLIGHTS

- Consolidated cement production was at 44.45 Lakhs MT during the year as against 40.56 Lakhs MT during the previous financial year.

- Consolidated net sales at ₹2888.17 Crores during the year under review as compared to ₹2,575.55 Crores during the financial year 2022-23.
- Consolidated EBIDTA was at ₹582.77 Crores during the year under review as compared to ₹520.47 Crores during the immediate previous financial year before exceptional items.
- Consolidated profit before tax during the year 2023-24 was at ₹423.57 Crores as against a profit of ₹379.67 Crores in the year 2022-23.
- Consolidated Exceptional items during the year was Nil as against Nil recorded in previous year.

OPPORTUNITIES & THREATS, RISKS AND CONCERNS

Marketing strength of Star Cement lies on strong dealers network. Company's aggressive marketing strategies and strong branding network also contributed to establish its position as the market leader in the region. Company's new projects alongwith expansion plan would contribute to strengthen its position in the market. Locational advantages helped to procure raw materials at affordable prices.

Company's dependence on domestic market and business concentration on regional market for a longer period of time may adversely affect the growth of the Company. Increased input cost and logistical costs impacts profitability of the Company. Environmental impact and other force majure events may affect the operations of the Company. To overcome from the problem accumulated due to regional concentration, the Company is also planning to reach in other region of the country.

Government's budgetary allocation and various initiatives like Make in India, Housing for all, development of Ports, Roads and Highways, dam & irrigation project, National Highway Development programme, Bharat Nirman Yojana, dedicated Freight Corridors, Gauge conversion Projects undertaken by Railways, development in the area of alternative source of energy viz. Hydro and Solar Power and other infrastructure projects is expected to boost Cement and Power Demand of the country. Government's special drive for development of the North Eastern Region has been helping the sustained development of the region.

Competition in the cement industry is very high apart from the large players there are also small players in the market. Competition from the foreign players may lead to tougher competition to the domestic players. This allows limited market share in the industry. Constant increase in diesel costs leads to high transportation cost. Availability of coal at a affordable cost became a constraint factor. The industry currently is very dependent on uninterrupted supply of coal which might create problem in the procurement process. In order to tackle the situation your Company optimally utilising its reserved coal and entering Fuel Supply Agreement with various suppliers. Cement Industry is highly fragmented and it is also highly regionalized, transportation of low volume of cement over long distances become uneconomical.

Cement and power industry being majorly dependent upon availability of raw materials at affordable cost. Policies of the Government as well as Central and State Laws may adversely affect the availability of lime stone, coal etc. Any major changes in Government's Environmental and Forest regulations may affect limestone and coal availability to cement plants. However, your Company is sourcing raw materials from alternate sources so that raw materials availability risks is mitigated. Company's vast dealer's network across the States also helping to mitigate the risk. Rising concern of carbon emissions due to cement sectors, is pushing the industry to come up with cleaner/greener processes. As the Government is looking for regulations to reduce carbon emissions it will further make things difficult for small players to compete with the larger Companies. Therefore, companies are focusing on green cement which will be produced by various techniques to reduce carbon emissions.

Your Company has evolved a risk management framework to identify, assess and mitigate the key risk factors of the business. The Board of Directors of the Company is kept informed about the risk management of the Company. The Board of Directors have formed a Risk Management Committee inter alia, to oversee the risk assessing and mitigation process of the Company and advice the management in this regard.

SHARE CAPITAL

The paid up Equity Share Capital of the Company as on March 31, 2024 was ₹40,41,80,417 divided into 40,41,80,417 equity shares of ₹1 each. During the year under review, the Company has neither issued any shares with differential voting rights nor granted stock options or sweat equity shares.

SHARES IN SUSPENSE ACCOUNT

Disclosures of the shares lying in Company's Unclaimed Shares Suspense Account are given in the Report of Corporate Governance.

INVESTOR EDUCATION AND PROTECTION FUND

As per Companies Act, dividends that are unclaimed/unpaid for a period of seven (7) years from the date of their transfer are required to be transferred to the Investor Education and Protection Fund ('IEPF') administered by the Central Government.

The tentative date for transfer of unclaimed and unpaid dividends to the IEPF, declared by the Company are as under:

Financial Year	Date of Declaration	Tentative Date for transfer to IEPF
2017-18 (Final)	31.07.2018	06.09.2025
2019-20 (Interim)	06.02.2020	14.03.2027

Members who have not encashed their dividend so far in respect of the aforesaid periods are requested to make their claims to Maheshwari Datamatics Private Limited, Registrar and Share Transfer Agent of the Company ('RTA') or to the Company Secretary of the Company, at the Company's Registered Office/ Corporate Office, well in advance of the above due dates. Pursuant to the provisions of IEPF Authority (IEPF) (Accounting, Audit, Transfer and Refund) Rules, 2016 ('IEPF Rules'), the Company has uploaded the details of unpaid and unclaimed amounts lying with the Company as on September 28, 2023 (date of the last AGM) on the website of the Company at www.starcement.co.in and also on the website of the Ministry of Corporate Affairs at www.mca.gov.in.

Further, pursuant to the provisions of Section 124 of the Act, read with the relevant Rules made thereunder, shares on which dividend has not been paid or claimed for seven (7) consecutive years or more shall be transferred to the IEPF Authority as notified by the Ministry of Corporate Affairs.

The Interim Dividend declared for the Financial year 2015-16 and the underlying equity shares of the Company were transferred to the IEPF Authroity. The details are available on the web site of the Company at www.starcement.co.in

Further, the fractional shares entitlement account on which the amount has not been paid or claimed for seven (7) consecutive years or more shall be transferred to the IEFP Authority as notified by the Ministry of Corporate Affairs. Accordingly, the fractional share entitlement account for the FY 2017-18 which was unpaid for seven consecutive years aggregating to ₹50,460.50 will be transferred by the Company to the IEPF Authority after following the required provisions of the Rules on or after 06th September, 2024.

The shareholders whose dividend/Fractional share amount/shares have been/ will be transferred to the IEPF Authority may claim the shares or apply for refund by making an application to the IEPF Authority by following the procedure as detailed in the IEPF Rules and as enumerated on the website of IEPF Authority at http://www.iepf.gov.in/IEPF/refund.html.

ANNUAL RETURN

In terms of requirement of section 134 (3) (a) read with Section 92(3) of the Companies Act, 2013, the Annual return of the Company has been placed on the Company's website and can be accessed at the web link: https://www.starcement.co.in/upload/images/files/Annual-Return-FY-23-24.pdf

MEETINGS OF THE BOARD

During the year four (4) Board Meetings and four (4) Audit Committee Meetings were convened and held on 19th May, 2023, 08th August, 2023, 9th November, 2023 and 07th February, 2024 respectively. The intervening gap between the Meetings was within the period prescribed under the Companies Act, 2013 and SEBI (LODR) Regulations, 2015. The details of the Board meeting and the Committee meeting are provided in the Corporate Governance Report.

MEETINGS OF INDEPENDENT DIRECTORS

During the year under review, a meeting of Independent Directors was held on 27th March, 2024 wherein the performance of the Non-Independent Directors and the Board as a whole, its committees were reviewed. The Independent Directors at their meeting also inter alia assessed the quality, quantity and timeliness of flow of information between the Company management and the Board of Directors of the Company.

COMMITTEES OF THE BOARD

The composition and terms of reference of the Audit Committee, Nomination and Remuneration Committee, Corporate Social Responsibility Committee, Stakeholders Relationship Committee, Risk Management Committee and Finance Committee have been furnished in the Corporate Governance Report forming part of this Annual Report. There has been no instance where the Board has not accepted the recommendations of the Audit Committee and Nomination and Remuneration Committee.

WHISTLE BLOWER POLICY/ VIGIL MECHANISM

The Company has a Whistle Blower Policy/ Vigil Mechanism as required under Section 177 of the Companies Act, 2013 and as per Listing Obligations and Disclosures Requirements Regulations, 2015 formulated by Securities and Exchange Board of India (SEBI). The Vigil (Whistle Blower) mechanism provides a channel to the employees and Directors to report to the management, concerns about unethical behavior, actual or suspected fraud or violation of the Code of Conduct or policy. The mechanism provides for adequate safeguards against victimization of employees and Directors to avail the mechanism and also provide for direct access to the Chairman of the Audit Committee in exceptional cases. The said policy may be referred to at the Company's website at the web link: https://www.starcement.co.in/upload/images/files/Whistle-Blower-Policy-4.pdf

POLICY ON APPOINTMENT AND REMUNERATION OF DIRECTORS, KEY MANAGERIAL PERSONNEL AND SENIOR MANAGEMENT EMPLOYEES

The Board has framed a Remuneration Policy for selection, appointment and remuneration of Directors, Key Managerial Personnel and Senior Management Employees. The remuneration policy aims to enable the Company to attract, retain and motivate highly qualified members for the Board and at other executive levels. The remuneration policy seeks to enable the Company to provide a well-balanced and performance-related compensation package, taking into account shareholder interests, industry standards and relevant Indian corporate regulations. The details on the same are given in the Corporate Governance Report. The said policy may be referred to at the Company's website at the web link: https://www.starcement.co.in/upload/images/files/Remuneration-Policy.pdf

DIVIDEND DISTRIBUTION POLICY

In terms of Regulation 43A of the Listing Regulations, your Board has framed and adopted a Dividend Distribution Policy. The object of the policy is to sharing profit of the Company with the shareholders appropriately and also to ensure funds are available for the growth of the Company. The policy inter alia describes the circumstances under which the shareholders may or may not expect dividend, the financial parameters that shall be considered while declaring dividend, internal and external factors that shall be considered for declaration of dividend, policy for utilization of retained earnings and the parameters with respect to different classes of shares for the purpose of declaration of dividend. The said policy may be referred to at the Company's website at the web link: https://www.starcement.co.in/upload/images/files/Dividend-policy.pdf

CODE OF CONDUCT

With intent to enhance integrity, ethics & transparency in governance of the Company your Company had adopted a Code of Conduct for Directors and Senior Management Personnel. The Code has been displayed on the Company's website www.starcement.co.in

COMPLIANCE WITH THE SECRETARIAL STANDARDS AND INDIAN ACCOUNTING STANDARDS (IND AS)

The Company has complied with the applicable Secretarial Standards as recommended by the Institute of Company Secretaries of India. The Company has also complied with all relevant Indian Accounting Standards (Ind AS) referred to in section 133 of the Companies Act, 2013 read with Companies (Indian Accounting Standards) Rules, 2015 while preparing the financial statements.

DIRECTORS' RESPONSIBILITY STATEMENT

Pursuant to requirement of Section 134 (3) (c) read with Section 134 (5) of the Companies Act, 2013, the Directors hereby confirm and state that:

- In the preparation of Annual Accounts, the applicable Accounting Standards have been followed along with the proper explanation relating to material departures, if any;
- The Directors have selected such accounting policies and have applied them consistently and made judgments and estimates that are reasonable and prudent so as to give a true and fair view of the state of affairs of the Company as at 31st March, 2024 and of the profit of the Company for the year under review;
- The Directors have taken proper and sufficient care for the maintenance of adequate accounting records in accordance with the provisions of this Act for safeguarding the assets of the Company and for preventing and detecting fraud and other irregularities;
- The Directors have prepared the annual accounts on going concern basis;
- The Directors have devised proper systems to ensure compliance with the provisions of all applicable laws and that such systems were adequate and operating effectively.
- The Directors have laid down internal financial controls to be followed by the Company and that such internal financial controls are adequate and were operating effectively.

AUDITORS & AUDITORS' REPORT

M/s Singhi & Co., Chartered Accountants (Firm Registration Number: 302049E), Statutory Auditors of the Company have been appointed by the members at the Twenty-First Annual General Meeting of the members of the Company and shall hold office for a period of 5 years from the date of such meeting held on 27th September, 2022.

The Statutory Auditors' Report "with an unmodified opinion", given by M/s. Singhi & Co., on the Standalone and Consolidated Financial Statements of the Company for the Financial Year ended 31st March, 2024, is appended in the Financial Statements forming part of this Annual Report.

The notes to the accounts referred to in the Auditors' Report are self-explanatory and, therefore, do not call for any further comments.

COST AUDITORS

Pursuant to Section 148 of the Companies Act, 2013 read with the Companies (Cost Records and Audit) Amendment Rules, 2014, the cost audit records maintained by the Company in respect of its manufacturing activity is required to be audited. Your Directors have, on the recommendation of the Audit Committee, appointed Messrs B. G. Chowdhury & Co., Cost Accountants, (Firm Registration Number: 000064) as Cost Auditors of the Company for the financial year ended 31st March, 2024 in the Board Meeting held on 19th May, 2023. The remuneration proposed to be paid to them for the Financial year 2023-24, as recommended by audit committee, was ratified in the meeting of shareholders held on 28th September, 2023.

M/s B. G. Chowdhury & Co., Cost Accountants, (Firm Registration Number: 000064) have expressed their willingness to be re-appointed as Cost Auditors of the Company for ensuing financial year. The Board, on recommendation of the audit committee has re-appointed M/s. B. G. Chowdhury & Co., Cost Accountants, (Firm Registration Number: 000064) as Cost Auditors of the Company for the Financial year 2024-25 subject to ratification of their remuneration by shareholders in the General Meeting of the Company.

As per the provisions of the Companies Act, 2013, the remuneration payable to the Cost Auditors is placed before the Members in a General Meeting for their ratification. Accordingly, a Resolution seeking Members' ratification for the remuneration payable to M/s. B. G. Chowdhury & Co., Cost Auditors for the Financial year 2024-25 is included in the Notice convening the Annual General Meeting.

The Cost Audit report for the Financial Year 2022-23 was filed with the Ministry of Corporate Affairs on 7th September, 2023.

SECRETARIAL AUDIT

Pursuant to the provisions of Section 204 of the Companies Act, 2013 and the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, the Company has appointed M/s. MKB & Associates, a firm of Practising Company Secretaries, (Firm Registration Number: P2010WB042700) to undertake the Secretarial Audit of the Company. The Secretarial Audit Report is annexed herewith and marked **Annexure-1**. The report is self-explanatory and do not call for any further comments.

In terms of Regulation 24A of LODR, Star Cement Meghalaya Limited, a material subsidiary is under secretarial audit and report submitted by the Secretarial Auditors is annexed herewith and marked **Annexure – 1A.** The report is self-explanatory and do not call for any further comments.

REPORTING OF FRAUD

The Auditors of the Company have not reported any fraud as specified under section 143(12) of the Companies Act, 2013.

BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT

As required under Regulation 34 of SEBI Listing Regulations 2015, the Business Responsibility and Sustainability Report of the Company for the financial year ended March 31, 2024 is attached as part of the Annual Report.

PARTICULARS OF LOANS, GUARANTEES OR INVESTMENTS

During the year under review, your Company has not made any investment or provided guarantee or security in connection with a loan to any person exceeding the limit specified in Section 186 of the Companies Act, 2013.

Details of Guarantees and Investments covered under the provisions of Section 186 of the Companies Act, 2013 are given in notes to the financial statements.

RELATED PARTY TRANSACTIONS

All related party transactions are entered on arm's length basis, in the ordinary course of business and are in compliance with the applicable provisions of the Companies Act, 2013. There are no materially significant related party transactions made by the Company with Promoters, Directors, Key Managerial Personnel or other designated persons which may have a potential conflict with the interest of the Company at large. In terms of Section 134 of the Act read with Rule 8 of the Companies (Accounts) Rules, 2014, the particulars of the material contract or arrangement entered into by the Company with related parties as referred to in section 188 in form AOC-2 is attached as **Annexure – 2** of this report. However, the details of the transactions with the Related Party are provided in the Company's financial statements in accordance with the Accounting Standards.

All Related Party Transactions are presented to the Audit Committee and the Board. Omnibus approval is obtained for the transactions which are foreseen and repetitive in nature. A statement of all related party transactions is presented before the Audit Committee on a quarterly basis, specifying the nature, value and terms and conditions of the transactions.

A policy on 'Related Party Transactions' has been devised by the Company which may be referred to at the Company's website at the weblink: https://www.starcement.co.in/upload/images/files/Revised-Related-Party-Policy.pdf

RESERVES

During the year under review no amount was transferred to reserves.

ENERGY CONSERVATION, TECHNOLOGY ABSORPTION AND FOREIGN EXCHANGE EARNINGS AND OUTGO

The information on conservation of energy, technology absorption and foreign exchange earnings and outgo as stipulated in section 134 (3) (m) of the Act and rules framed there under is mentioned below:

(A) Steps taken toward Conservation of energy:

- Replacement of overrated Tertiary Crusher motor from 400 kW to 325 kW, resulted in annual savings of 1,22,640 kWh (units).
- Installation of 45 kW VFD in Material Handling bag filter fans, resulted in annual savings of 69,120 kWh (units).
- Installation of 132 kW VFD in the bulker unloading compressor, resulted in annual savings of 150,356 kWh (units).
- Installation of 110 kW VFD in the Mill compressor, resulted in annual savings of 73,669 kWh (units).
- Replacement of 110 kWh compressor by 55 kW VFD-operated compressor for packer operation, resulted in annual savings of 28,600 kWh (units).

(B) Steps taken toward Technical Absorption:

a. **Steps taken towards technical innovation: -**
  - Installation of 5.5 kW VFD for the SCL kiln thruster pump to regulate kiln thruster pressure effectively.
  - Installation of the standby VFDs at the coal mill vent fan and Cement Mill-2 dynamic
  - Separator.
  - Installation of 4 kW Variable Frequency Drives (VFDs) in the travel drive of 10 Truck Loaders, helped in reducing breakdowns, and enhanced machine performance.
  - Implemented hardware interlocks in 38 bag filter and air slide fan enclosures, saving 38,304 kWh of power in FY-23-24.

b. **Steps taken towards technical absorption: -**
  - Installation of Solid-State Relays (SSRs) in place of power contactors for the hydraulic motor drive of Truck Tipplers No-1 & 2, resulting in smoother operation and reduced downtime.
  - Replacement of 3 kW drum motors with 2.2 kW Geared Motors, resulting in fewer breakdowns of Truck Loaders.
  - Frequent tripping of Intelligent Motor Control Centre (IMCC) drives due to communication failures mitigated by replacing 100mbps switches with 1Gbps switches, leading to improved communication speed and eliminating further stoppages.

c. **Steps taken towards technical adoption: -**
  - Upgradation of the coal mill static separator with a dynamic separator to enhance performance.
  - Installed a 500 KVAR / 200/100 KVAR APFC capacitor bank panel in LT loads and distribution transformers, improving the power factor from 0.989 to 0.994. This resulted in an additional rebate of ₹8.97 lakhs in the financial year 23-24.
  - The modification of the 220-volt AC power line communication system in the packer, using the Devolo Kit, has effectively reduced the occurrence of frequent communication faults within the power circuit
  - Installation of on-line cleaning of lubrication oil unit in Mill main gear box and Roller lubrication system resulted in increased life of oil by 2 years.
  - The Company has developed a Research & Development cell for carrying out R&D Projects in the plant with specific objective of development of advanced systems for quality improvement. During the year under review, your Company incurred Capital expenditure of ₹9.35 Lakhs (P.Y. ₹6.70 Lakhs) and Revenue Expenditure of ₹0.37 Lakhs (P.Y. ₹22.74 Lakhs) in Research & Development.

(C) Foreign Exchange Earnings And Outgo:

During the period under review, Foreign Exchange Earning was NIL (Previous Year – NIL) and the Foreign Exchange Outgo was ₹808.43 Lakhs (Previous Year ₹2,597.86 Lakhs).

CORPORATE SOCIAL RESPONSIBILITY INITIATIVES (CSR)

Star Cement Ltd has continually been the precursor of CSR performance in North-Eastern and Eastern region of the country. The Company's CSR policy mainly focuses on the need based sustainable holistic development of the neighbouring society since the day of its commencement. The Company's social responsibility approach is offering several community welfare services in the ground of Health, Education, Livelihood, Environment and Biodiversity, Rural infrastructure development and emergency response for the local inhabitants of plant operational areas throughout the year 2023-24 to progress the excellence and standard of living.

Your Company is always pioneer in various social welfre activities and has been undertaking several welfare activities for the benefit of the community at large. Towards achieving long term stakeholder value creation, the Company continues to respect the interests of and be responsive towards our key stakeholders - the communities, especially those from socially and economically backward Groups, the underprivileged and marginalized. Your Company's CSR activities always goes beyond the statutory requirements for the reasons excess contributions made every year are never set off against the CSR liability.

Pursuant to Section 135 of the Companies Act, 2013 read with Schedule VII thereof and Rules made thereunder, your Company's social responsibility policy is offering number of community welfare services in the field of Health, Education, Livelihood, Environment and Biodiversity, Rural infrastructure development and emergency response etc., for the local inhabitants of plant operational areas during the year 2023-24 to improve the quality and standard of living. Your Company undertook various activities during the year 2023-24 under review in line with its CSR Policy.

The composition of CSR Committee of your Company, attendance at the said Meeting, terms of reference of the CSR Committee and other relevant details have been provided in the Corporate Governance Report forming part of the Annual Report. The CSR Committee has confirmed that the implementation and monitoring of CSR Policy is in conformity with CSR objectives and policy of the Company and in compliance with Section 135 of the Companies Act, 2013.

Your Company's Policy on Corporate Social Responsibility can be accessed on the Company's website at https://www.starcement.co.in/upload/images/files/CSR-Policy-2021-1.pdf

Annual Report on CSR as required to be annexed in terms of requirement of Section 135 of Companies Act, 2013 and rules framed thereunder is annexed herewith and marked Annexure- 3.

EVALUATION OF THE BOARD'S PERFORMANCE

In accordance with the requirements of the Companies Act 2013, the performance evaluation of the Board was carried out during the year under review. The Board follows a formal mechanism for the evaluation of the performance of the Board as well as Committee. The evaluation reflected the overall engagement of the Board and the Committee.

A structured questionnaire was prepared after taking into consideration inputs received from the Directors, covering various aspects of the Board's functioning such as adequacy of the composition of the Board and its Committees, Board culture, execution and performance of specific duties, obligations and governance etc.

The Nomination and Remuneration Committee at its meeting established the criteria based on which the Board evaluate the performance of the Directors.

A separate exercise was carried out to evaluate the performance of individual Directors including the Chairman of the Board, on parameters such as level of engagement and contribution, independence of judgment, safeguarding the interest of the Company and its minority shareholders, etc. The performance evaluation of the Non-Independent Directors and Board as a whole was also carried out by the Independent Directors.

The Directors had expressed their satisfaction over the evaluation process and results thereof.

DIRECTORS AND KEY MANAGERIAL PERSONNEL

The tenure of Mr. Sajjan Bhajanka, Mr. Rajendra Chamaria, Mr. Sanjay Agarwal Mr. Prem Kumar Bhajanka, Managing Directors of the Company and Mr. Pankaj Kejriwal, Executive Director of the Company were due to expire on 31st March, 2024. On the recommendation of Nominaton & Remuneration Committee, the Board at its meeting held on 08th August, 2023, re–appointed Mr. Sajjan Bhajanka, Mr. Rajendra Chamaria, Mr. Sanjay Agarwal Mr. Prem Kumar Bhajanka as the Managing Directors of your Company and Mr. Pankaj Kejriwal, as Executive Director of the Company for further period of three years with effect from 1st April, 2024 till 31st March, 2027. The Company in its Annual General Meeting held on 28th September, 2023 has taken approval of the shareholders for the above re-appointments.

On the recommendation of the Nomination & Remuneration Committee, the Board of Directors in its meeting held on 8th August, 2023, appointed Mr. Tushar Bhajanka (DIN: 09179632) as an Additional Director in Executive category and designated as the Deputy Managing Director of the Company with effect from 8th August, 2023 for a period of 3 years till 7th August, 2026. In terms of Regulation 17(1C) of the Listing Regulations, the listed entity is required to obtain approval of the shareholders for the appointment of new Director at the next General Meeting or within a time period of three months from the date of appointment, whichever is earlier. Accordingly, The Company in its Annual General Meeting held on 28th September, 2023 has taken approval of the shareholders for the above appointment.

On the recommendation of the Nomination & Remuneration Committee, the Board of Directors in its meeting held on 9th November, 2023, appointed Mr. Keshav Bhajanka (DIN: 03109701) as an Additional Director in Non-Executive category of the Company with effect from 9th November, 2023. In terms of Regulation 17(1C) of the Listing Regulations, the listed entity is required to obtain approval of the shareholders for the appointment of new Director at the next General Meeting or within a time period of three months from the date of appointment, whichever is earlier. Accordingly, The Company by way of special resolution through Postal Ballot dated 19th January, 2024 has taken approval of the shareholders for the above appointment.

In accordance with the provisions of Companies Act, 2013 and in terms of the Memorandum and Articles of Association of the Company, Mr. Brij Bhushan Agarwal (DIN: 01125056) and Mr. Prem Kumar Bhajanka (DIN: 00591512) will retire by rotation and being eligible, offer themselves for re-appointment. In view of their considerable experience, your Directors recommend the re-appointment of Mr. Brij Bhushan Agarwal and Mr. Prem Kumar Bhajanka as Directors of the Company.

DECLARATION BY INDEPENDENT DIRECTORS

All Independent Directors have given declarations that they meet the criteria of independence as laid down under Section 149(6) of the Companies Act, 2013 and they have complied with the Code for Independent Directors prescribed in Schedule IV to the Act and the Listing Regulations. Mr. Nirmalya Bhattacharyya, Mrs. Ibaridor Katherine War, Mrs. Plistina Dkhar, Mr. Amit Kiran Deb, Mr. Deepak Singhal, Mr. Vivek Chawla, Mr. Jagdish Chandra Toshniwal and Mr. Ramit Budhraja are Independent Directors on the Board of your Company. In the opinion of the Board and as confirmed by these Directors, they fulfill the conditions specified in section 149 of the Act and the Rules made thereunder and the Listing Regulations about their status as Independent Director of the Company.

Your Board of Directors formed opinion that the Independent Directors of the Company are maintaining highest standard of integrity and possessing expertise, requisite qualifications and relevant experience in the fields of Administration, General management, Accounts & Finance, Audit , Internal Audit, Taxation, Risk, Board procedures, Governance etc., for performing their role as Independent Directors of the Company. Regarding proficiency, all Independent Directors have registered themselves in the Data Bank maintained with the Indian Institute of Corporate Affairs (IICA), Manesar. In terms of Section 150 of the Act read with Rule 6(4) of the Companies (Appointment & Qualification of Directors) Rules, 2014, the Independent Directors are required to undertake online proficiency self- assessment test conducted by the IICA within a period of 2 (two) years from the date of inclusion of their names in the data bank. Mr. Amit Kiran Deb, Mrs. Ibaridor Katherine War, Mrs. Plistina Dkhar, Mr. Deepak Singhal, Mr. Vivek Chawla, Mr. Jagdish Chandra Toshniwal and Mr. Ramit Budharaja, Independent Directors are exempted from qualifying 'online proficiency test' due to their relevant experience in listed companies and the Companies with Paid up equity Capital is ₹10 crores and more. Mr. Nirmalya Bhattacharyya had appeared in 'online proficiency test' within the period of 2 (two) years from the date of inclusion of his names in the data bank and have successfully qualified the test.

FAMILIARIZATION PROGRAMME FOR INDEPENDENT DIRECTORS

In order to enable the Independent Directors to perform their duties optimally, the Board has devised a familiarization programme for the Independent Directors to familiarize them with the Company, their roles, rights, responsibilities in the Company, nature of the industry in which the Company operates, business model of the Company, etc. They are periodically updated about the development which takes place in the Company. Periodic presentations are made at the Board and Committee Meetings, updates of the Company, business strategy and risks involved. Site visits are arranged, whenever required. At the time of appointment of an Independent Director, the Company issues a formal letter of appointment setting out in detail, the terms of appointment, duties, responsibilities and commitments etc. The familiarization program is available on the Company's website under the web link:

https://www.starcement.co.in/upload/images/files/Familiarization-Programme.pdf

SUBSIDIARIES AND ASSOCIATE COMPANY

M/s. Star Cement Meghalaya Limited, M/s. Star Century Global Cement Private Limited, M/s. Star Cement (I) Limited (formerly, Star Cement Lumshnong Limited) and M/s. Star Cement North East Limited continue to remain subsidiaries of the Company.

Star Cement Meghalaya Limited, a material subsidiary, is engaged in manufacturing of Cement Clinker and has a Clinkerization plant with an installed capacity of 1.8 MTPA. During the year under review, the Company manufactured of 20,44 837 MT clinker as against 19,62,393 MT in FY 2022-23.

Star Cement North East Limited, a subsidiary Company having 2 MTPA Cement Grinding plant has started its commercial operation on the 12th Day of March, 2024, the Company manufactured 88,328 MT of cement during the year.

Star Century Global Cement Private Limited a wholly-owned subsidiary in Myanmar is yet to commence its operations.

M/s. Star Cement (I) Limited (formerly, Star Cement Lumshnong Limited) subsidiary is yet to start commercial operations.

In terms of the Scheme of Amalgamation filed before the Hon'ble National Company Law Tribunal, Guwahati bench by M/s. Meghalaya Power Limited, Megha Technical & Engineers Private Limited and NE Hills Hydro Limited (Transferor Companies) and Star Cement Meghalaya Limited (Transferee Company) and as per order passed by the Hon'ble National Company Law Tribunal dated

10th May, 2024, the respective Transferor Companies have been merged with the Star Cement Meghalaya Limited. The Scheme of Amalgamation has been effective on 20th May, 2024 with effect from the Appointed date i.e. 01st April, 2023.

CHANGES IN NATURE OF BUSINESS, IF ANY

There has not been any change in the nature of business.

AUDITED FINANCIAL STATEMENTS OF THE COMPANY'S SUBSIDIARIES

Pursuant to sub-section (3) of section 129 of the Act, the statement containing the salient features of the financial statement for the year ended 31st March, 2024 for each of the Company's subsidiaries viz. Star Cement Meghalaya Limited (SCML), Star Century Global Cement Private Limited (SCGCPL), Star Cement (I) Limited (formerly, Star Cement Lumshnong Limited) and Star Cement North East Limited are annexed in the Form AOC – 1 and marked as **Annexure-4.**

CONSOLIDATED FINANCIAL STATEMENTS

The Consolidated Financial Statements of the Company have been prepared in accordance to requirements of the Companies Act, 2013 and Ind AS as prescribed by the Institute of Chartered Accountants of India and has been included as a part of this Annual Report.

The detailed financial statements and audit reports of each of the subsidiaries of the Company are available for inspection at the Registered Office of the Company during office hours between 11:00 A.M. and 01:00 P.M. The Company will arrange to send the financial statements of the subsidiaries upon written request from a shareholder to the registered address of the said shareholder.

DEPOSITS

During the year under report, the Company has not accepted any deposits from public or from any of the Directors of the Company or their relatives falling under ambit of Section 73 of the Companies Act, 2013.

SIGNIFICANT MATERIAL ORDERS PASSED BY THE COURTS OR REGULATORS

(i) The Company (along with present and former Directors, Key Managerial Personnel and former Statutory Auditors) had submitted applications with the Registrar of Companies, North Eastern Region, under Section 441 of the Companies Act, 2013 (the "Act") for compounding of certain alleged offences u/s 134, 129 read with AS-4, 92 and 143(3) of the Companies Act, 2013. Accordingly, The Regional Director (North Eastern Region), vide its orders dated February 6, 2024, has compounded the alleged offences. The total compounding fees of ₹14,50,000 (Rupees Fourteen Lakhs Fifty Thousands), which comprises of ₹2,00,000 (Rupees Two Lakh) in respect of the Company and ₹50,000 (Rupees Fifty Thousand) each of the present and former Directors, Key Managerial Personnel and former Statutory Auditors has been paid.

(ii) In respect of demand notice dated 19th February, 2020 received by the Company from Director of Mineral Resources, Meghalaya, for payment of royalty, MEPRF, VAT/GST for ₹4,184.06 Lakhs in pursuance to the National Green Tribunal (NGT) order dated 17-01-2020 passed in O.A. No. 110(TCH)/2012 for alleged illegal coal procurement. By passing the said order NGT has accepted the Recommendation of the 5th Interim Report of the Independent Committee set up by NGT, which has suggested imposition of penalty on Cement Companies and Thermal Power Plants in Meghalaya.

The Company did not purchase any illegal coal and had complied with all disclosure requirements of the various Government Departments. The Report of NGT Committee has been founded on the basis of assumptions and views of the Committee and not on hard facts. Further to note, that neither the Company has been issued a show-cause nor any opportunity of being heard was given to the Company before submitting the Interim reports by the Independent Committee to NGT. Even NGT has not served any notice on the Company before passing the impugned order dated 17-01-2020 which is clear violation of principles of natural justice.

Accordingly, the Company had preferred an appeal, being C.A. No.3280 of 2020, before the Apex Court. The Apex court vide it's order dated 02.05.2023 restored the proceeding in relation to the Company back to the file of the NGT, at the stage, at which they stood prior to the passing of the judgement dated 17.01.2020.

Subsequently the matter was transferred to the NGT, Eastern Zone Bench and re-numbered as OA No. 154/2023/EZ. The Company has appeared in the case through it's counsel and filed Affidavit in the case and the said case is now listed for hearing before the NGT, Kolkata on 02.08.2024 . (Refer Note No 46(a) of Notes to Accounts).

(iii) During the previous year the Company had received a demand notice dated 20th March, 2023 from the Divisional Mining Officer (DMO), Directorate of Mineral Resources, Meghalaya, Jowai towards outstanding dues of royalty & Cess on Coal, Sandstone, Clay and Shale procured/consumed by the Company in certain specific periods between F.Y. 2009-10 to F.Y. 2022-23 amounting to ₹2650.31 Lakhs (including ₹1552.61 Lakhs towards Penal Interest). As per the provisions of the Mines and Minerals (Development and Regulation) Act, 1957, the liability for payment of royalty in respect of any mineral removed/ consumed from the mining lease arises on the holder of the mining lease and not on the purchaser of such mined minerals. Hence, there is no obligation of the Company to pay royalty/cess in case the minerals are procured from third party vendors. On 27th February 2024, the Office of DMO has issued the no dues certificates for payment of Royalty and Cess on Shale purchased from Local suppliers during the period from Dec, 2019 to Jan, 2024, and as such, the Department has admitted that there is no liability of the Company towards payment of Royalty and Cess on Shale. Accordingly the company has written back Cess liability on Shale lying in the books of accounts amounting to ₹47.96 lakhs during the year and reduced contingent liability pertaining to Royalty and cess on Shale amounting to ₹601.12 lakhs (including penal interest amounting to ₹260.07 lakhs). However, as an abundant precaution, the Company has kept liability towards Royalty & Cess on others mineral products amounting to ₹439.92 Lakhs. Since the liability to pay royalty & Cess itself is not applicable to the Company, hence provision for differential amount of demand amounting to ₹268.77 Lakhs and penal interest amounting to ₹1292.54 Lakhs has not been provided and shown as contingent liability. The Company shall contest the above demand and based on the legal opinion obtained in this regard, it believes the said demand raised by the DMO is not tenable and the matter shall be disposed off in the favour of the Company. (Refer Note No 46(b) of Notes to Accounts).

Other than the aforesaid, there have been no significant and material orders passed by the Courts/ Regulators impacting the going concern status and future operations of the Company.

MATERIAL CHANGES AND COMMITMENTS AFFECTING THE FINANCIAL POSITION OF THE COMPANY

No material changes or commitments have occurred between the end of the financial year and the date of this Report which affect the financial statements of the Company in respect of the reporting year.

CREDIT RATINGS

Your Company enjoys a sound reputation for its prudent financial management and its ability to meet financial obligations. On the request of the Company ICRA Limited, has withdrawn its working capital ratings assigned to the Company's short term and the long term fund based limits. The CRISIL ratings for the Long term and Short Term fund based limits are in force. CRISIL has affirmed the short term fund based limits rating as CRISIL A1+ (pronounced as CRISIL A One Plus). CRISIL Ratings for the long term fund based limits has been upgraded from 'CRISIL AA-/Positive' (pronounced CRISIL double A minus) to 'CRISIL AA/Stable' (pronounced CRISIL double A).

ADEQUACY OF INTERNAL FINANCIAL CONTROL

The Company has an Internal Control System, commensurate with the size, scale and complexity of its operations. To maintain its objectivity and independence, the Internal Audit function reports to the Chairman of the Audit Committee of the Board.

The Board of Directors of the Company on the recommendation of the Audit Committee, appointed an in-house team of employees headed by Mr. Anik Chakrabarty, Chartered Accountant as the Internal Auditors of the Company to conduct Internal Audit for the Financial Year 2023-24. The Internal Auditors monitors and evaluates the efficacy and adequacy of internal control system in the Company, its compliance with operating systems, accounting procedures and policies at all locations of the Company. Based on the report of internal audit function, process owners undertake corrective action in their respective areas and thereby strengthen the controls. Significant audit observations and recommendations, if any, along with corrective actions thereon are presented to the Audit Committee of the Board.

INTERNAL CONTROL OVER FINANCIAL REPORTING

The Company has in place adequate internal financial controls commensurate with the size, scale and complexity of its operations. During the year, such controls were tested and no reportable material weakness in the design or operations were observed. The Company has policies and procedures in place for ensuring proper and efficient conduct of its business, 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.

DETAILS OF SIGNIFICANT CHANGES (I.E., CHANGES OF 25% OR MORE) IN KEY FINANCIAL RATIO AND CHANGE IN RETURN ON NETWORTH ALONGWITH DETAILED EXPLANATIONS

Key Financial ratios	F. Y. 2023-24	F. Y. 2022-23	% change	Explanation for Significant Changes
Debtors Turnover ratio	27.43	23.15	18.47	Increase on account of higher sales
Inventory Turnover ratio	20.03	19.81	1.11	NA
Interest Coverage ratio	33.48	27.09	23.58	Increase on account of higher net profit achieved during the year.
Current ratio	0.51	0.96	(46.46)	NA
Debt Equity ratio	0.05	0.03	113.89	Change is due to increase in borrowings during the year.
Operating Profit Margin (%)	12.16	9.65	26.01	Change on account of higher profit before interest and tax
Net Profit Margin (%)	7.68	6.26	22.74	Change on account of higher Profit durig the year.
Return on Net Worth (%)	14.03	11.87	18.15	NA

MANAGERIAL REMUNERATION AND PARTICULARS OF EMPLOYEES

The disclosures with respect to the remuneration of Directors and employees as required under Section 197 of Companies Act, 2013 read with Rule 5 (1) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 along with a statement containing particulars of employees as required under Section 197 of Companies Act, 2013 read with Rule 5 (2) and (3) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 is annexed herewith and marked Annexure- 5 and forms part of this report.

DETAILS OF APPLICATION MADE OR ANY PROCEEDING PENDING UNDER THE INSOLVENCY AND BANKRUPTCY CODE, 2016

There was no application made or proceeding pending against the company under the Insolvency and Bankruptcy Code, 2016, during the year under review.

DETAILS OF DIFFERENCE IN VALUATION

The requirement to disclose the details of difference between amount of the valuation done at the time of onetime settlement and the valuation done while taking loan from the Banks or Financial Institutions along with the reasons thereof, is not applicable.

POLICY ON PREVENTION OF SEXUAL HARASSMENT

The Company values the integrity and dignity of its employees. The Company has put in place a 'Policy on Prevention of Sexual Harassment' as per the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 ("Sexual Harassment Act") and has constituted the Committee with internal and external members. We affirm that adequate access has been provided to any complainants who wish to register a complaint under the policy. No complaint was received during the year.

CORPORATE GOVERNANCE

The Company has complied with the corporate governance requirements as stipulated under the Listing Obligations and Disclosures Requirements Regulations, 2015 formulated by Securities and Exchange Board of India (SEBI). A separate section on corporate governance, along with a certificate from the auditors confirming the compliance, is annexed and forms part of the Annual Report. This certificate will be forwarded to the Stock Exchanges along with the Annual Report of the Company.

CHIEF EXECUTIVE OFFICER (CEO) /CHIEF FINANCIAL OFFICER (CFO) CERTIFICATION

As required under Regulation 17(8) of the Listing Obligations and Disclosures Requirements Regulations, 2015 formulated by Securities and Exchange Board of India (SEBI), the CEO/CFO certification has been submitted to the Board and a copy thereof is contained in this Annual Report.

RISK MANAGEMENT

Risk management refers to the practice of identifying potential risks in advance, analyzing them and taking precautionary steps to reduce the risk. The Company has evolved a risk management framework to identify, assess and mitigate the key risk factors of the business. The Board of the Company is kept informed about the risk management of the Company.

HUMAN RESOURCE DEVELOPMENT & INDUSTRIAL RELATIONS

As the custodian of Star Cement's values and aspirations, Human Resource department remains steadfast in its commitment to fostering a positive and engaging work environment that propels us towards our collective goals.

Throughout the past year, we have dedicated ourselves to initiatives aimed at nurturing our most valuable asset –people. Our efforts have revolved around Talent Management, Training & Development, Reward & Recognition, HR Automation, and Employee Wellbeing, all in alignment with the overarching vision of our company.

With an objective of nurturing talent and building talent pipeline, a leadership development program PACE (People Advancement – Curating Excellence) was launched where a cohort of high potential employees were identified, assessed and taken through a leadership development journey by way of coaching, mentoring and assigning action learning projects.

To foster a learning culture and leverage expertise & knowledge, we rolled out Star Gurukul program in which internal talents who are subject matter experts were identified, groomed and certified as "Trainers" to share their knowledge and skills to the larger team.

Recognizing the vital role of employee engagement in our success, we introduced initiatives like the "Employee of the Quarter" program and integrated gratitude and appreciation into our workplace culture through 'Thank You' cards.

In line with our theme of "Better & Faster," we streamlined HR operational processes through automation, ensuring efficiency and data-driven decision-making across the employee lifecycle.

Our commitment to employee wellbeing remains unwavering. This year, we prioritized health with the introduction of Pre-Employment and Annual Health Check-ups, alongside various wellness activities like zumba classes and yoga sessions.

In our pursuit of hiring the best talent, we introduced graded psychometric assessments to ensure cultural fit and alignment with Star Cement's ethos.

With proactive measures taken to address welfare-related concerns across all plant locations our employee relations have remained robust.

As we look ahead, we wish to continue to uphold the values that define us and strive for excellence in all our endeavours.

Industrial Relations have been effective with several interventions & good practices. During the year gone by, there has not been any material changes in human resources and industrial relations as proactively employee welfare related aspects across plant locations were addressed and taken care of.

AWARDS AND ACCOLADES

During the year Star Cement was awarded the prestigious "Entrepreneur Influencer Award 2023 in Best Use of Video Content" for the Brand Journey video of Star Cement Ltd which was showcased during "Star Sitaron ka Milan 2023 Annual Dealers Conference Meet" held at Pattaya, Thailand. This year Star Cement has been awarded Brand of the Decade 2024 by BARC Asia in cement category nationwide.

GREEN INITIATIVES IN CORPORATE GOVERNANCE

Ministry of Corporate Affairs has permitted Companies to send copies of Annual report, Notices, etc., electronically to the email IDs of shareholders. Your Company has arranged to send the soft copies of these documents to the registered email IDs of the shareholders, wherever applicable. In case, any shareholder would like to receive physical copies of these documents, the same shall be forwarded upon receipt of written request in this respect.

The Ministry of Corporate Affairs has taken 'Green Initiative in the Corporate Governance' by allowing paperless compliances by the Companies and has issued circulars stating that service of notice/documents including Annual Report can be sent by e-mail to its members for the financial year 31st March, 2024. A newspaper advertisement in this regard is being published.

Your Company prefers e demand module for transportation of material through Indian Railways which helps for carbon saving. It is the amount of saving of carbon emission in Tonnes of CO_2 on account of transportation of goods by railways instead of road.

CAUTIONARY STATEMENT

Statements in this report describing the Company's objectives, expectations or predictions, may be forward looking within the meaning of applicable securities laws and regulations. Actual results may differ materially from those expressed in the statement. Important factors that could influence the Company's operations include: global and domestic demand and supply conditions affecting selling prices, new capacity additions, availability of critical materials and their cost, changes in Government policies and tax laws, economic development of the country, our business, the businesses of our customers, vendors and partners and other factors which are material to the business operations of the Company.

ACKNOWLEDGEMENT

Your Directors take this opportunity to express their deep sense of gratitude to Banks, Central and State Governments and their departments and the local authorities, customers, vendors, business partners/ associates for their continued guidance and support.

Your Directors would also like to place on record their sincere appreciation for the commitment, dedication and hard work put in by every member of the Company and dedicates the credit for the Company's achievements to them. Last but not least, your Directors express their gratitude to the shareholders of the Company for reposing their confidence and faith in the Management of the Company and look forward for their support in future.

For and on behalf of the Board of Directors

Sajjan Bhajanka
Chairman
(DIN: 00246043)

Place: Lumshnong
Date: 22nd May, 2024

Annexure - 1

FORM NO. MR-3
SECRETARIAL AUDIT REPORT

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2024

[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,
STAR CEMENT LIMITED

We have conducted the secretarial audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by **STAR 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.

The Company's Management is responsible for preparation and maintenance of secretarial records and for devising proper systems to ensure compliance with the provisions of applicable laws and regulations.

Based on the verification of the 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 and considering the relaxations granted by Ministry of Corporate Affairs and Securities and Exchange Board of India, we hereby report that in our opinion, the Company has, during the audit period covering the financial year ended on 31st March, 2024, generally complied with the statutory provisions listed hereunder and also that the Company has proper Board processes and compliance mechanism in place to the extent, in the manner and subject to the reporting made hereinafter:

We have examined the books, papers, minute books, forms and returns filed and other records maintained by the Company for the financial year ended on 31st March, 2024, to the extent applicable, according to the provisions of:

i) The Companies Act, 2013 (the Act) and the rules made thereunder;

ii) The Securities Contracts (Regulation) Act, 1956 and Rules made thereunder;

iii) The Depositories Act, 1996 and Regulations and Bye-laws framed thereunder;

iv) The Foreign Exchange Management Act, 1999 and the Rules and Regulations made thereunder to the extent of Overseas Direct Investments, Foreign Direct Investments and External Commercial Borrowings;

v) The Regulations and Guidelines prescribed under the Securities & Exchange Board of India Act, 1992 ("SEBI Act") or by SEBI, to the extent applicable:

   a) The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011;

   b) The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations 2015;

   c) The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018;

   d) The Securities and Exchange Board of India (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;

   f) The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 1993;

   g) The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021;

   h) The Securities and Exchange Board of India (Buyback of Securities) Regulations, 2018;

   i) The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015

vi) Other than fiscal, labour and environmental laws, which are generally applicable to all companies, the following laws/acts are specifically applicable to the Company:

a) The Air (Prevention & Control of Pollution) Act 1981;

b) The Water (Prevention & Control of Pollution Act) 1974;

c) The Environment Protection Act, 1986;

d) The Petroleum Act, 1934;

e) The Legal Metrology Act, 2009;

f) The Mines & Minerals (Development and Regulation) Act, 1957;

g) The Mines & Minerals (Contribution to District Mineral Foundation) Rules, 2015;

We have also examined compliance with the applicable clauses of the Secretarial Standards issued by The Institute of Company Secretaries of India.

During the period under review the Company has generally complied with the provisions of the Act, Rules, Regulations, Guidelines, Standards, etc. mentioned above.

We further report that:

a) The Board of Directors of the Company is duly constituted with proper balance of Executive Directors, Non-Executive Directors and Independent Directors. The changes in the composition of the Board of Directors that took place during the period under review were carried out in compliance with the provisions of the Act and Listing Regulations.

b) 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, 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.

c) None of the directors in any meeting dissented on any resolution and hence there was no instance of recording any dissenting member's view in the minutes.

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 the Company (along with present and former Directors, Key Managerial Personnel and former Statutory Auditors) had submitted applications with the Registrar of Companies, North Eastern Region, under Section 441 of the Companies Act, 2013 (the "Act") for compounding of certain alleged offences u/s 134, 129 read with AS-4, 92 and 143(3) of the Companies Act, 2013 Accordingly, the compounding fees of ₹14,50,000 (Rupees Fourteen Lakhs Fifty Thousands), which comprises of ₹2,00,000 (Rupees Two Lakh) in respect of each application for each alleged offence by the Company and ₹50,000 (Rupees Fifty Thousand) by each of the present and former Directors, Key Managerial Personnel and former Statutory Auditors for each alleged offence has been paid. After payment of the Compounding fees, the Regional Director (North Eastern Region) vide its orders dated February 6, 2024 (received on February 9, 2024) has compounded the alleged offences.

We further report that during the audit period, the Company has passed the following special resolutions

a. Appointment of Mr. Vivek Chawla (DIN: 02696336) as an Independent Director of the Company with effect from 01st April, 2023 upto 31st March, 2026.

b. Appointment of Mr. Jagdish Chandra Toshniwal (DIN:01539889) as an Independent Director of the Company with effect from 01st April, 2023 upto 31st March, 2026.

c. Appointment of Mr. Ramit Budhraja (DIN:00053723) as an Independent Director of the Company with effect from 01st May, 2023 upto 30th April, 2026.

d. Increase in the limit on maximum number of Directors from 15(Fifteen) to 20 (Twenty).

e. Revision in the remuneration payable to Mr. Prem Kumar Bhajanka, Managing Director (DIN: 00591512) w.e.f. 01st April, 2023 for remaining period of his present term of appointment.

f. Appointment of Mr. Tushar Bhajanka (DIN: 09179632) as Director of the Company w.e.f 08th August, 2023, liable to retire by rotation.

g. Appointment of Mr. Tushar Bhajanka (DIN: 09179632) as Deputy Managing Director of the Company w.e.f 08th August, 2023 upto 07th August, 2026.

h. Re-appointment of Mr. Prem Kumar Bhajanka (DIN: 00591512) as Managing Director of the Company for a period of three years w.e.f. 01st April, 2024.

i. Re-appointment of Mr. Sajjan Bhajanka (DIN: 00246043) as Chairman and Managing Director of the Company who has attained the age of 71 years for a period of three years w.e.f. 01st April, 2024.

j. Re-appointment of Mr. Sanjay Agarwal (DIN: 00246132) as Managing Director of the Company for a period of three years w.e.f. 01st April, 2024.

k. Re-appointment of Mr. Rajendra Chamaria (DIN: 00246132) as Managing Director of the Company for a period of three years w.e.f. 01st April, 2024.

l. Change in designation of Mr. Pankaj Kejriwal (DIN: 00383635) from "Whole time Director & Chief Operating Officer" to Executive Director of the Company w.e.f 19th May, 2023 for his remaining tenure of appointment.

m. Re-appointment of Mr. Pankaj Kejriwal (DIN: 00383635) as Executive Director of the Company for a period of three years with effect from 01st April, 2024.

n. Payment of Commission to Independent Directors of the Company for each financial year beginning from Financial year 2022-23 and distributed between such Directors in such a manner as the Board of Directors may from time to time determine within the overall maximum limit of 1% (one percent) of the net profits of the Company for that financial year computed in accordance with the provisions of Section 198 of the Act.

o. Appointment of Mr. Keshav Bhajanka (DIN: 03109701) as a Non-Executive Director w.e.f. 09th November, 2023, liable to retire by rotation.

This report is to be read with our letter of even date which is annexed as **Annexure-I** which forms an integral part of this report.

For MKB & Associates
Company Secretaries
Firm Reg No: P2010WB042700

Raj Kumar Banthia
Partner
Membership no. 17190
COP no. 18428
Peer Review Certificate No.: 1663/2022

Date: 22nd May, 2024
Place: Kolkata
UDIN: A017190F000421649

Annexure- I

To
The Members,
STAR CEMENT LIMITED

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 MKB & Associates
Company Secretaries
Firm Reg No: P2010WB042700

Raj Kumar Banthia
Partner
Membership no. 17190
COP no. 18428
Peer Review Certificate No.: 1663/2022

Date: 22nd May, 2024
Place: Kolkata
UDIN: A017190F000421649

Annexure - 1A

FORM NO. MR-3
SECRETARIAL AUDIT REPORT

FOR THE FINANCIAL YEAR ENDED 31ST MARCH, 2024

[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,
STAR CEMENT MEGHALAYA LIMITED

We have conducted the secretarial audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by **STAR CEMENT MEGHALAYA 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.

The Company's Management is responsible for preparation and maintenance of secretarial and other records and for devising proper systems to ensure compliance with the provisions of applicable laws and Regulations.

Based on our verification of the 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 and considering the relaxations granted by Ministry of Corporate Affairs, we hereby report that in our opinion, the Company has, during the audit period covering the financial year ended on 31st March, 2024 generally complied with the statutory provisions listed hereunder and also that the Company has proper Board processes and compliance mechanism in place to the extent, in the manner and subject to the reporting made hereinafter:

We have examined the books, papers, minute books, forms and returns filed and other records maintained by the Company for the financial year ended on 31st March, 2024, to the extent applicable, according to the provisions of:

i) The Companies Act, 2013 (the Act) and the rules made thereunder;

ii) The Securities Contracts (Regulation) Act, 1956 and Rules made thereunder [Not applicable to the Company during the audit period];

iii) The Depositories Act, 1996 and Regulations and Bye-laws framed thereunder;

iv) The Foreign Exchange Management Act, 1999 and the Rules and Regulations made thereunder to the extent of Foreign Direct Investment, Overseas Direct investment and External Commercial Borrowings;

v) The Regulations and Guidelines prescribed under the Securities & Exchange Board of India Act, 1992 ("SEBI Act") or by SEBI were not applicable.

vi) Other than fiscal, labour and environmental laws which are generally applicable to all manufacturing companies, the following laws/acts are also, inter alia, applicable to the Company:

   a) The Environment (Protection) Act, 1986

   b) The Water (Prevention and Control of Pollution) Act, 1974

   c) The Air (Prevention and Control of Pollution) Act, 1981

   d) The Legal Metrology Act, 2009

   e) The Petroleum Act, 1934

   f) The Mines And Minerals (Development And Regulation) Act, 1957

We have also examined compliance with the applicable clauses of the Secretarial Standards issued by The Institute of Company Secretaries of India.

During the period under review the Company has generally complied with the provisions of the Act, Rules, Regulations, Guidelines, Standards, etc. mentioned above.

We further report that

a) 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 period under review.

b) 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, 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.

c) None of the directors in any meeting dissented on any resolution and hence there was no instance of recording any dissenting member's view in the minutes.

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.

This report is to be read with our letter of even date which is annexed as **Annexure – I** which forms an integral part of this report.

For MKB & Associates
Company Secretaries
Firm Reg No: P2010WB042700

Raj Kumar Banthia
Partner
Membership no. 17190
COP no. 18428
Peer Review Certificate No.: 1663/2022

Date: 22nd May, 2024
Place: Kolkata
UDIN: A017190F000421693

Annexure- I

To
The Members,
STAR CEMENT MEGHALAYA LIMITED

Our report of even date is to be read along with this letter.

1. It is management's responsibility to identify the Laws, Rules, Regulations, Guidelines and Directions which are applicable to the Company depending upon the industry in which it operates and to comply and maintain those records with same in letter and in spirit. Our responsibility is to express an opinion on those records based on our audit.
2. We have followed the audit practices and process 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 process and practices we followed provide a reasonable basis for our opinion.
3. We have not verified the correctness and appropriateness of financial records and Books of Accounts of the Company.
4. Wherever required, we have obtained the Management's Representation about the compliance of Laws, Rules, Regulations, Guidelines and Directions and happening events, etc.
5. 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 MKB & Associates
Company Secretaries
Firm Reg No: P2010WB042700

Raj Kumar Banthia
Partner
Membership no. 17190
COP no. 18428
Peer Review Certificate No.: 1663/2022

Date: 22nd May, 2024
Place: Kolkata
UDIN: A017190F000421693

Annexure – 2

FORM NO. AOC-2

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

Form for disclosure of particulars of contracts/arrangements entered into by the company with related parties referred to in sub-section (1) of section 188 of the Companies Act, 2013 including certain arm's length transactions under third proviso thereto

1. Details of contracts or arrangements or transactions not at arm's length basis – **NIL**

   All transactions entered into by the Company during the year with related parties were on arm's length basis.

2. Details of material contracts or arrangement or transactions at arm's length basis

   (a) Name(s) of the related party and nature of relationship – Star Cement Meghalaya Limited (SCML), Subsidiary Company

   (b) Nature of contracts / arrangements / transactions –

   (i) Sale, purchase or supply of any goods or materials [Section 188(1) (a) of Companies Act, 2013]

   (ii) Availing and Rendering of Services [Section 188(1)(d) of Companies Act, 2013]

   (c) Duration of the contracts / arrangements / transactions –

   On-going transaction (Continuous)

   (d) Salient terms of the contracts or arrangements or transactions including the value, if any:

   The transaction with Star Cement Meghalaya Limited includes:

   (i) Purchase of Clinker, Iron Ore, Shale, Coal, Store and Spares Materials, Fixed Asset Items

   (ii) Sale of Store and Spare Materials, Cement, Limestone

   (iii) Services availed and rendered - The transaction value for the financial year 2023-24 with SCML was ₹1,01,974.77 Lacs.

   (e) Date(s) of approval by the Board, if any: Since these RPTs are in the ordinary course of business and are at arm's length basis, approval of the Board is not applicable. However, these are reported to the Audit Committee/ Board at their quarterly meetings.

   (f) Amount paid as advances, if any: NIL

For and on behalf of the Board of Directors

Sajjan Bhajanka
Chairman
(DIN: 00246043)

Place: Lumshnong
Date:22nd May, 2024

ANNEXURE – 3

REPORT ON CORPORATE SOCIAL RESPONSIBILITY (CSR) ACTIVITIES/ INITIATIVES

[Pursuant to Section 135 of the Act & Rules made thereunder]

1. A brief outline on the Company's CSR policy:

The Company has framed a CSR Policy in compliance with the provisions of the Companies Act, 2013 and as per The Companies (Corporate Social Responsibility Policy) Rules, 2014 as and when amended. Your company's CSR strategy ensures compliance with ethical standards in business practices; minimising environmental impacts and waste; addresses the challenges of improved access to education, health, sports, drinking water, sanitation and livelihood opportunities; and helping underprivileged communities to become resilient and self-reliant.

2. The composition of the 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	Mr. Sanjay Agarwal	Chairman (Executive Director)	2	1
2	Mr. Sajjan Bhajanka	Member (Executive Director)	2	2
3	Mr. Vivek Chawla	Member (Independent Director) w.e.f. 1st April, 2023)	2	2

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:

The Composition of CSR Committee, CSR Policy and CSR projects as approved by the Board are available on the Company's website under the following weblink:

CSR Committee	www.starcement.co.in/upload/images/files/Composition_of_Board_Committee_Structure_09_11_23.pdf
CSR Policy	https://www.starcement.co.in/upload/images/files/CSR-Policy-2021-1.pdf
CSR Projects	

4. Provide the executive summary along with the web-link(s) of Impact assessment of CSR projects carried out in pursuance of sub-rule (3) of rule 8 of the Companies (Corporate Social Responsibility Policy) Rules, 2014, if applicable (attach the report). Not Applicable

5. (a) **Average Net Profit of the Company for last 3 financial year as per section 135(5) :** ₹19,712 Lacs
   (b) **Two percent of average net profit of the company as per section 135(5):** ₹394.23 Lacs
   (c) **Surplus arising out of the CSR projects or programs or activities of the previous financial Years:** NIL
   (d) **Amount required to be set off for the financial year, if any:** NIL
   (e) **Total CSR obligation for the financial year (b+c-d):** ₹394.23 Lacs

6. (a) **Amount spent on CSR Projects (both Ongoing Project and other than Ongoing Project):** ₹898.11 Lacs
   (b) **Amount spent in Administrative Overheads:** Nil
   (c) **Amount spent on Impact Assessment, if applicable:** Nil
   (d) **Total amount spent for the Financial Year (a+b+c):** ₹898.11 Lacs

(e) CSR amount spent or unspent for the financial year:

Total Amount Spent for the Financial Year (in ₹)	Amount Unspent (in ₹)				
	Total Amount transferred to Unspent CSR Account as per 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
₹898.11 Lacs	NIL				

(f) Excess amount for set off, if any

Sl. No.	Particular	Amount (₹ in Lacs)
(1)	(2)	(3)
(i)	Two percent of average net profit of the company as per section 135(5)	394.23
(ii)	Total amount spent for the Financial Year	898.11
(iii)	Excess amount spent for the financial year [(ii)-(i)]	503.88
(iv)	Surplus arising out of the CSR projects or programmes or activities of the previous financial years, if any	Nil
(v)	Amount available for set off in succeeding financial years [(iii)-(iv)]	503.88

7. Details of Unspent CSR amount for the preceding three financial years:

1	2	3	4	5	6		7	8
Sl. No.	Preceding Financial Year(s)	Amount transferred to Unspent CSR Account under section 135 (6) (in ₹)	Balance Amount in Unspent CSR Account under section 135(6) (in ₹)	Amount spent in the Financial Year (in ₹)	Amount transferred to any fund specified under Schedule VII as per section 135(5), if any		Amount remaining to be spent in succeeding financial years. (in ₹)	Deficiency, if any
					Amount (in ₹)	Date of transfer		
		NIL						
	Total							

8. Whether any capital assets have been created or acquired through Corporate Social Responsibility amount spent in the Financial Year: Not Applicable

☐ 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		
(1)	(2)	(3)	(4)	(5)	(6)		
					CSR Registration Number, if applicable	Name	Registered address

(Note: All the fields should be captured as appearing in the revenue record, flat no., house no., Municipal Office/Municipal Corporation/Gram panchayat are to be specified and also the area of the immovable property as well as boundaries)

9. Specify the reason(s), if the company has failed to spend two percent of the average net profit as per section 135(5): Not Applicable

For and on behalf of the Board of Directors

Place: Lumshnong
Date: 22nd May, 2024

Vinit Kumar Tiwari
Chief Executive Officer

Sanjay Agarwal
Chairman – CSR Committee

Annexure-4

ANNEXURE TO DIRECTORS' REPORT

FORM AOC -1

[Pursuant to first proviso to sub-section (3) of section 129 read with rule 5 of Companies (Accounts) Rules, 2014]
Statement containing salient features of the financial statement of subsidiaries

Part "A": Subsidiaries

(₹ in Lakhs)

Sl. No.	Name of the subsidiary	Star Cement Meghalaya Ltd	Star Century Global Cement Pvt Limited	Star Cement (I) Limited	Star Cement North East Limited
1	Reporting period for the subsidiary concerned, if different from the holding company's reporting period	N.A	N.A	N.A	N.A
2	Reporting currency and Exchange rate as on the last date of the relevant Financial year in the case of foreign subsidiaries.	N.A	N.A	N.A	N.A
3	Share Capital	2,981.78	20.03	5.00	1,005.00
4	Equity share Suspense	825.14	-	-	-
5	Other Equity	1,28,574.70	(4.31)	(88.45)	9,560.41
6	Total Assets	1,43,586.12	16.58	4,359.78	54,433.36
7	Total Liabilities	1,43,586.12	16.58	4,359.78	54,433.36
8	Investments	4,038.02	-	-	-
9	Turnover	1,01,492.74	-	-	5,441.21
10	Profit before taxation	11,060.60	(3.69)	(118.20)	675.15
11	Provision for taxation	2,368.10	-	(29.75)	114.74
12	Profit after taxation	8,692.50	(3.69)	(88.45)	560.41
13	Proposed Dividend	-	-	-	-
14	% of shareholding	100.00	100.00	60.00	60.00

The Hon'ble National Company Law Tribunal, Guwahati bench vide its order dated 10th May, 2024 have merged M/s. Meghalaya Power Limited, M/s. Megha Technical & Engineers Private Limited and M/s. NE Hills Hydro Limited (Transferor Companies) with Star Cement Meghalaya Limited (Transferee Company). The Scheme of Amalgamation has been effective on 20th May, 2024 with effect from the Appointed date i.e. 01st April, 2023.

The following information shall be furnished:-

1 **Names of subsidiaries which are yet to commence operations :** Star Century Global Cement (P) Ltd.

2 **Names of subsidiaries which have been liquidated or sold during the year :** N.A

Part "B": Associates and Joint Ventures

The Company does not have Associate/Joint Venture, hence, the requirements under this part is not applicable to the Company.

For and on behalf of the Board of Directors

Vinit Kumar Tiwari
Chief Executive Officer

Sajjan Bhajanka
Chairman & Managing Director
DIN:00246043

Manoj Agarwal
Chief Financial Officer

Rajendra Chamaria
Vice-Chairman & Managing Director
DIN:00246171

Place: Lumshnong
Date: 22nd May, 2024

Debabrata Thakurta
Company Secretary

Annexure - 5

PARTICULARS OF MANAGERIAL REMUNERATION

Statement pursuant to 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 ratio of the remuneration of each Director to the median remuneration of the employees and percentage increase in remuneration of the Directors and Key Managerial Personnel of the Company for the financial year:**

Name of Directors & Key Managerial Personnel	Designation	Percentage Increase in Remuneration	Ratio to median remuneration
Mr. Sajjan Bhajanka	Managing Director and Chief Executive Officer (CEO) [CEO till 19.05.2023]	NIL	35.67:1
Mr. Sanjay Agarwal	Managing Director	NIL	35.67:1
Mr. Rajendra Chamaria	Managing Director	NIL	54.80:1
Mr. Prem Kumar Bhajanka	Managing Director	NIL	35.67:1
Mr. Pankaj Kejriwal	Executive Director	NA	54.05:1
Mr. Brij Bhushan Agarwal	Non–executive Director	NA	NA
Mr. Amit Kiran Deb	Independent Director	NA	1.06:1
Mr. Nirmalya Bhattacharyya	Independent Director	NA	0.95:1
Mrs. Ibaridor Katherine War	Independent Director	NA	0.45:1
Mrs. Plistina Dkhar	Independent Director	NA	0.45:1
Mr. Deepak Singhal	Independent Director	NA	0.81:1
Mr. Vivek Chawla	Independent Director	NA	0.88:1
Mr. Jagdish Chandra Toshniwal	Independent Director	NA	0.36:1
Mr. Ramit Budhraja	Independent Director	NA	0.45:1
Mr. Tushar Bhajanka	Deputy Managing Director	NA	NA
Mr. Keshav Bhajanka	Non – Executive Director	NA	NA
Mr. Vinit Kumar Tiwari*	Chief Executive Officer [CEO w.e.f. 20.05.2023]	NA	-
Mr. Manoj Agarwal	Chief Financial Officer	19.12%	-
Mr. Debabrata Thakurta	Company Secretary	8.60%	-

**Since this information is for the part of the financial year 2023-24, the same is not comparable.*

*** None of the Non-Executive Directors receive any remuneration from the Company and the Independent Directors are paid Commission along with the sitting fees for attending the meeting of the Board or Committee thereof.*

(i) **Percentage increase in the median remuneration of employees in the Financial Year:** 10.17%

(ii) **The number of permanent employees on the roll of the Company :** 855

(iii) **Average percentile increase already made in the salaries of employees other than the managerial personnel in the last financial year and its comparison with the percentile increase in the managerial remuneration and justification thereof and point out if there are any exceptional circumstances for increase in the managerial remuneration:**

The average percentile increase in the salaries of non-managerial employees in the Financial Year 2023-24 was 10.17% while the average percentile increase in the Managerial remuneration for Mr. Sajjan Bhajanka, Mr. Prem Kumar Bhajanka, Mr. Rajendra Chamaria, Mr. Pankaj Kejriwal and Mr. Sanjay Agarwal was NIL.

(iv) **It is hereby affirmed that the remuneration paid during the year is as per the Remuneration Policy of the Company.**

Annexure – 5 (Contd.)

Statement of Particulars of Employees pursuant to the Section 197 of the Companies Act, 2013 read with Rule 5(2) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014

Sl. No.	Name of the Employees	Designation	Remuneration Received (₹ in Lacs)	Nature of Employment	Qualification	Experience (Years)	Date of commencement of employment	Age (Years)	Last Employment	% of Equity Share held in the Company	Relation with Director, if any
1	Mr. Vinit Kumar Tiwari	Chief Executive Officer	348.60	Permanent	MBA, B.SC.	32	20.05.2023	55	Nuvoco Cement	NIL	None
2	Mr. Pradeep Purohit	Chief Operating Officer	226.46	Permanent	B.Com GDIMM	37	15.11.2004	58	T&I Limited	Nil	None
3	Mr. Sundaram Srinivasan	Chief Manufacturing Officer	203.05	Permanent	B-Tech (Mechanical)	36	29.08.2022	59	Zuari Cement	NIL	None
4	Mr. Manoj Agarwal	Chief Financial Officer	118.79	Permanent	CA, CS, LLB	28	27.07.2009	52	Reliance Retail Limited	Nil	None
5	Mr. Munjala Laxmaiah	Joint President	107.98	Permanent	B-Tech (Mech). MBA (Finance)	35	18.09.2020	59	My Home Cement	NIL	None
6	Mr. Samar Banerjee	Chief Human Resource Officer	104.74	Permanent	PGDPM&IR, BA(Eco)	27	24.05.2022	53	Berger Paints	Nil	None
7	Mr. Mukesh Saxena	Joint President	85.06	Permanent	B.E. Mechanical	31	20.02.2012	57	A.B.G.Cement Ltd.	NIL	None
8	Mr. Kanak Kumar Chhangani	Chief Mineral Resource officer	78.49	Permanent	B.E in Mining	26	22.05.2023	48	Nu Vista	NIL	None
9	Mr. Ranvir Singh	Vice President	76.53	Permanent	B.Tech, MBA	32	12.08.2022	55	ACC Cement	NIL	None
10	Mr. Manoj Kumar Shovasaria	Assistant Vice President	68.79	Permanent	MBA in Finance	26	01.10.2002	51	Barak Valley Cement Ltd	NIL	None

For and on behalf of the Board of Directors

Sajjan Bhajanka
Chairman
DIN:00246043

Date :22nd May, 2024
Place: Lumshnong

REPORT ON CORPORATE GOVERNANCE FOR THE YEAR 2023-24

The Directors present the Company's Report on Corporate Governance.

Company's Philosophy on Corporate Governance

The company's philosophy on Corporate Governance is to enhance the long-term economic value of the Company at large and its stake holders. It emphasizes the need for full transparency, accountability and compliances with laws and regulations in all its transactions and interactions with its stakeholders, employees, lenders and the Government etc., without compromising the environment and health of society at large. Your Company has complied with the requirements of Corporate Governance as laid down under SEBI Regulations.

BOARD OF DIRECTORS

Composition

As on the date of this report, the Board consists of Sixteen Directors, including and headed by an Executive Chairman, five Executive Directors, two Non-Executive Directors and eight Independent Directors out of which two are women Directors. The Board members are expert in different disciplines of corporate working. The Independent Directors are expert professionals with high credentials and actively contribute in the deliberations of the Board.

None of the Directors is a member of the Board of more than twenty Companies or a Member of more than ten Board-level Committees or a Chairman of more than five such Committees. Further, none of the Directors is a member of the Board in more than seven listed entities and Independent Directors of the Company are not serving as an Independent Director in more than seven listed entities. None of the Managing Directors of the Company are serving as an Independent Director in more than three listed entities.

Mr. Sajjan Bhajanka resigned as Chief Executive Officer and Key Managerial Personnel of the Company with effect from close of the business hours of 19th May, 2023 however he is continuing as Chairman & Managing Director of the Company.

Mr. Vinit Kumar Tiwari is the Chief Executive Officer and Key Managerial Personnel of the Company with effect from 20th May, 2023.

Mr. Manoj Agarwal is the Chief Financial Officer of the Company.

The Composition of Board of Directors as at 31st March, 2024 and changes made till the date of report

Name of the Director	Designation	Category
Mr. Sajjan Bhajanka	Chairman, Managing Director	Promoter – Executive
Mr. Rajendra Chamaria	Vice-Chairman & Managing Director	Promoter – Executive
Mr. Sanjay Agarwal	Managing Director	Promoter – Executive
Mr. Prem Kumar Bhajanka	Managing Director	Promoter – Executive
Mr. Pankaj Kejriwal	Executive Director	Non-Independent- Executive
Mr. Brij Bhushan Agarwal	Director	Non- Executive
Mr. Amit Kiran Deb	Director	Independent
Mr. Nirmalya Bhattacharyya	Director	Independent
Mrs. Plistina Dkhar	Director	Independent
Mrs. Ibaridor Katherine War	Director	Independent
Mr. Deepak Singhal	Director	Independent
Mr. Vivek Chawla*	Director	Independent
Mr. Jagdish Chandra Toshniwal*	Director	Independent
Mr. Ramit Budhraja**	Director	Independent
Mr. Tushar Bhajanka#	Deputy Managing Director	Non-Independent-Executive (Promoter Group)
Mr. Keshav Bhajanka##	Director	Non-Independent -Non-Executive (Promoter Group)

** Mr. Vivek Chawla and Mr. Jagdish Chandra Toshniwal were appointed as Independent Directors of the Company w.e.f. 1st April, 2023.*

*** Mr. Ramit Budhraja was appointed as an Independent Director of the Company w.e.f. 1st May, 2023.*

 # Mr. Tushar Bhajanka was appointed as an Additional Director in Executive category designated as Deputy Managing Director with effect from 8th August, 2023 for a period of 3 years till 7th August, 2026 and the same has been regularized in the 22nd Annual General Meeting of the Company held on 28th September, 2023.

Mr. Keshav Bhajanka was appointed as an Additional Director in Non- Executive category with effect from 9th November, 2023 and the same has been regularized by Postal Ballot dated 19th January, 2024.

Directorship, Committee membership and Chairmanship

The details of each member of the Board along with the number of Directorship(s) / Committee Membership(s) and Committee Chairmanship/ name of listed entities where he/she is a Director and category of Directorship as on date of this report are provided herein below:

Name of the Director	Number of Directorship of other Unlisted Public Limited Companies *	Number of Membership including Chairmanship of Board Committee(s) **	Name of listed entities where he/ she is a Director and category of Directorship
Mr. Sajjan Bhajanka	6	4	Century Plyboards (India) Limited - Managing Director
Mr. Sanjay Agarwal	7	1	Century Plyboards (India) Limited - Managing Director & CEO
Mr. Rajendra Chamaria	1	-	-
Mr. Prem Kumar Bhajanka	6	-	Century Plyboards (India) Limited - Executive Director
Mr. Pankaj Kejriwal	1	-	-
Mr. Brij Bhushan Agarwal	3	-	Shyam Metallics and Energy Limited - Managing Director
Mr. Amit Kiran Deb	2	7 (4 as Chairman)	1. Century Plyboards (India) Limited - Independent Director 2. Skipper Limited – Independent Director 3. B & A Limited - Independent Director 4. Emami Realty Limited – Independent Director 5. Emami Paper Mills Limited – Independent Director
Mrs. Plistina Dkhar	1	-	Shyam Century Ferrous Limited – Independent Director
Mrs. Ibaridor Katherine War	-	-	-
Mr. Nirmalya Bhattacharyya	4	5 (3 as Chairman)	Shyam Century Ferrous Limited- Independent Director
Mr. Deepak Singhal	-	-	-
Mr. Vivek Chawla	-	3 (1 as Chairman)	Emami Paper Mills Limited- Whole-time Director & CEO
Mr. Jagdish Chandra Toshniwal	-	2	Shiva Cement Limited- Independent Director
Mr. Ramit Budhraja	-	-	-
Mr. Tushar Bhajanka	4	1	-
Mr. Keshav Bhajanka	8	-	Century Plyboards (India) Limited - Whole-time Director

** Includes Private Limited Companies which are subsidiaries of Public Limited Companies, Unlimited Liability Companies, Companies registered under Section 8 of the Companies Act, 2013, Membership of Managing Committees of Chambers of Commerce/Professional Bodies but excludes Foreign Companies.*

** * Only Audit Committee and Stakeholders' Relationship Committee have been considered as per SEBI Regulations.*

The list of core skills/ expertise/competencies as identified by the Board of Directors as required in the context of business and sector for it to function effectively and those actually available with the Board of Directors

Industry, Leadership, Accounts & Finance, Taxes, Production, Technical, Logistics, Legal, Sales, Marketing, Branding, Risks, Administration and General Management, Board procedures and Governance.

List of Directors possessing the skills/expertise and competencies:

Name of Directors	Skills/Expertise and Competencies
Mr. Sajjan Bhajanka	Industry, Leadership, Accounts & Finance, Production, Technical, Logistics, Legal, Sales, Marketing, Branding, Board procedures and Governance
Mr. Sanjay Agarwal	Industry, Leadership, Accounts & Finance, Production, Technical, Logistics, Legal, Sales, Marketing, Branding, Board procedures and Governance.
Mr. Rajendra Chamaria	Industry, Leadership, Accounts & Finance, Production, Technical, Logistics, Legal, Sales, Marketing, Branding, Board procedures and Governance
Mr. Prem Kumar Bhajanka	Industry, Leadership, Accounts & Finance, Production, Technical, Logistics, Sales, Marketing, Branding, Board procedures and Governance.
Mr. Pankaj Kejriwal	General management, Project management and Operational Integrity, Industry, Leadership, Production, Technical, Logistics, Legal, Sales, Marketing, Risk, Board procedures and Governance.
Mr. Brij Bhushan Agarwal	Managing Business, Strategic Planning, Future Expansion, Business Development, Marketing, Human Resources and Corporate Affairs
Mr. Amit Kiran Deb	Administration, General management, Accounts & Finance, Risk, Board procedures and Governance
Mr. Nirmalya Bhattacharyya	Administration, Banking, Personality Development, Human Behaviors
Mrs. Ibaridor Katherine War	Administration and General management, Board procedures, Governance, Legal etc.
Mrs. Plistina Dkhar	Administration and General management, Board procedures, Governance etc.
Mr. Deepak Singhal	General Administration, Industrial Management, Engineering, Planning, Taxation, Finance etc.,
Mr. Vivek Chawla	Management, Operations, Manufacturing, Strategy Sales & Marketing, Projects, Logistics, Commercial and Mining
Mr. Jagdish Chandra Toshniwal	Manufacturing & plant operations, innovations and optimization of process, project planning, engineering, execution and project management, cost optimization and bringing new concept for plant capacity upgradation and optimization
Mr. Ramit Budhraja	Expert practitioner in Strategy, Marketing, Transformation, Innovation and Mergers.
Mr. Tushar Bhajanka	Industry, Leadership, Technical, Board procedures and Governance, Operations and Management of the Company.
Mr. Keshav Bhajanka	Industry, Leadership & Management, Financial & Accounting, Technical Operations & Information Technology, Sales and Marketing.

In the opinion of the Board of Directors, the Independent Directors fulfill the conditions specified in the listing regulations and are independent of the management.

Board Meetings and Procedures

The Board meets at regular intervals to discuss and decide on the policies and strategies with respect to the business of the Company apart from normal business. The Board generally meets at least once every quarter to review the Quarterly results. Additional meetings are held as and when necessary.

All the meetings are scheduled well in advance and notices are sent to all the Directors at their address registered with the Company. In case a meeting is called at shorter notice to transact urgent business, requirements of Section 173(3) are complied with. The agenda of the meeting are backed by necessary supporting information and documents to enable the Board to take informed decisions. Agenda also includes minutes of the meetings of all the Board Committees and Subsidiaries for the information of the Board. Additional agenda items in the form of "Other Business" are included with the permission of the Chairman and consent of the members. Drafts minutes of the proceedings of the Board/Committee Meetings are circulated in advance and comments, if any, received from the Directors are incorporated in the minutes in consultation with the Chairman. The Board periodically reviews compliance reports of all laws applicable to the Company. Information about major events/items is placed before the Board and approval of the Board is taken on all such matters wherever such approval is required. Senior executives of the Company are invited as and when required to provide additional inputs or clarifications required on agenda items being discussed in the Board Meeting.

Number and dates of Board Meetings held during the year

Four (4) Board Meetings were held during the Financial Year 2023-24 and the gap between two meetings did not exceed 120 days. The Meetings were held on 19th May, 2023; 8th August, 2023; 9th November, 2023 and 7th February, 2024. The attendance at the Board Meetings during the financial year 2023-24 and at the previous Annual General Meeting is as under:

Name of Director	No. of Board Meeting Attended	Last AGM Attended
Mr. Sajjan Bhajanka	4	Yes
Mr. Sanjay Agarwal	2	Yes
Mr. Rajendra Chamaria	4	Yes
Mr. Pankaj Kejriwal	4	Yes
Mr. Prem Kumar Bhajanka	4	Yes
Mr. Brij Bhushan Agarwal	2	No
Mr. Nirmalya Bhattacharyya	4	Yes
Mrs. Plistina Dkhar	1	No
Mrs. Ibaridor Katherine War	1	No
Mr. Amit Kiran Deb	4	Yes
Mr. Deepak Singhal	4	Yes
Mr. Vivek Chawla	4	Yes
Mr. Jagdish Chandra Toshniwal	3	Yes
Mr. Ramit Budhraja	4	Yes
Mr. Tushar Bhajanka	2	Yes
Mr. Keshav Bhajanka	2	NA

Separate Meeting of Independent Directors

As stipulated by the Code for Independent Directors under the Companies Act, 2013, a separate meeting of the Independent Directors of the Company was held on 27th March, 2024 to review the performance of Non-Independent Directors (including the Chairman) and the Board as a whole. The Independent Directors also reviewed the quality, content and timeliness of the flow of information between the Management and the Board and Committees, which is necessary to effectively and reasonably perform and discharge their duties.

Induction and Familiarization Program for Directors

As per the Listing Regulations, the Company shall provide suitable training to the Directors to familiarize them with the Company, nature of the industry in which the Company operates etc. The members of the Board of Directors are well acquainted with the industry and are provided necessary reports, documents and other presentations including interactive session with the Chairman, CEO and other heads of the Company. Efforts are made to familiarize the Directors about their roles, rights, and responsibilities. The Directors are regularly updated on the changes in policies, laws and regulations and other developments in the business. The details of the Director's induction and familiarization are available on the Company's website at https://www.starcement.co.in/upload/images/files/Familiarization-Programme.pdf

Performance Evaluation

Pursuant to the provisions of the Companies Act, 2013 the Board has carried out the annual performance evaluation of its own performance, as well as the evaluation of the working of its Committees. A structured questionnaire for evaluation was prepared after taking into consideration inputs received from the Directors, covering various aspects of the Board's functioning such as adequacy of the composition of the Board and its Committees, Board culture, execution and performance of specific duties, obligations and governance.

A separate exercise was carried out to evaluate the performance of individual Directors on parameters such as attendance, contribution and independent judgment. The performance evaluation of the Chairman and the Non-Independent Directors and Board as a whole was also carried out by the Independent Directors.

The results of the Evaluation were shared with the Board, Chairman of respective Committees and individual Directors. The Directors expressed their satisfaction over the evaluation process.

Resume of Directors proposed to be re-appointed/ appointed

The brief resume of Directors retiring by rotation and seeking re-appointment/appointment is appended in the notice convening the ensuing Annual General Meeting.

COMMITTEES OF THE BOARD

Currently, the Board has six committees: Audit Committee, Nomination and Remuneration Committee, Stakeholders Relationship Committee, Corporate Social Responsibility Committee, Finance Committee and Risk Management Committee. The terms of reference of these Committees are determined by the Board and their relevance reviewed from time to time. Meetings of each of these Committees are convened by the respective Chairman of the Committee, who also informs the Board about the summary of discussions held in the Committee Meetings. The Minutes of the Committee Meetings are sent to all Directors individually and tabled at the Board Meetings.

AUDIT COMMITTEE

The Audit Committee is governed by a Charter which is in line with the regulatory requirements mandated by the Companies Act, 2013 and the Listing Regulations. The Committee is responsible for the effective supervision of the financial reporting processes to ensure accurate, timely, and proper disclosures and transparency, integrity and quality of financial reporting.

The terms of reference of the Audit Committee are broadly inter alia as follows:

i. Oversight of the company's financial reporting process and the disclosure of its financial information to ensure that the financial statement is correct, sufficient and credible;

ii. Recommendation for appointment, remuneration and terms of appointment of auditors of the company;

iii. Approval of payment to statutory auditors for any other services rendered by the statutory auditors;

iv. 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

  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

v. Reviewing, with the management, the quarterly financial statements before submission to the Board for approval;

vi. 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 utilized for purposes other than those stated in the offer document / prospectus / notice and the report submitted by the monitoring agency monitoring the utilization of proceeds of a public or rights issue, and making appropriate recommendations to the Board to take up steps in this matter;

vii. Review and monitor the auditor's independence and performance, and effectiveness of audit process;

viii. Approval or any subsequent modification of transactions of the company with related parties;

ix. Scrutiny of inter-corporate loans and investments;

x. Valuation of undertakings or assets of the company, wherever it is necessary;

xi. Evaluation of internal financial controls and risk management systems;

xii. Reviewing, with the management, performance of statutory and internal auditors, adequacy of the internal control systems;

xiii. 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;

xiv. Discussion with internal auditors of any significant findings and follow up there on;

xv. 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;

xvi. Discussion with statutory auditors before the audit commences, about the nature and scope of audit, audit observations as well as post-audit discussion to ascertain any area of concern;

xvii. 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;

xviii. To review the functioning of the Whistle Blower mechanism;

xix. Approval of appointment of CFO (i.e., the whole-time Finance Director or any other person heading the finance function or discharging that function) after assessing the qualifications, experience and background, etc. of the candidate;

xx. To review utilization of loans and/ or advances by holding company in subsidiary companies exceeding ₹100.00 crores or 10% of asset size of subsidiary whichever is lower.

xxi. Carrying out any other function as is mentioned in the terms of reference of the audit committee.

Composition, number of Meetings and Attendance

The Audit Committee met four (4) times during the Financial Year 2023-24. The Audit Committee's composition meets with requirements of Section 177 of the Companies Act, 2013 and the Listing Regulations. Members of the Audit Committee possess financial / accounting expertise/ exposure. The Committee is chaired by Mr. Amit Kiran Deb. The meetings were held on 19th May, 2023; 8th August, 2023; 9th November, 2023 and 7th February, 2024.

The composition of the Audit Committee and the details of meetings attended by the Directors are as under:

Name	Category	No. of Committee Meetings Attended
Mr. Amit Kiran Deb	Chairman - Independent Director, Non-Executive	4
Mr. Sajjan Bhajanka	Member - Non-Independent Director, Executive	4
Mr. Vivek Chawla*	Member – Independent Director, Non-Executive	4

**Appointed as member of the Committee from 1st April, 2023.*

Audit Committee meetings are attended by the Chief Financial Officer of the Company and Representatives of Statutory Auditors and Internal Auditors, are invitees for the relevant meetings. The Company Secretary acts as the Secretary of the Audit Committee.

NOMINATION AND REMUNERATION COMMITTEE

The Nomination and Remuneration Committee determines on behalf of the Board and shareholders as per agreed term of reference, the Company's policy on specific remuneration packages for Executive Directors, Key Managerial Personnel and other employees. The Chairman of the Committee is an Independent Director and the Members on the Committee are Non-Executive Directors.

The broad terms of reference of the Committee inter alia are as follows:

i. Formulation of the criteria for determining qualifications, positive attributes and independence of a Director and recommend to the Board a policy, relating to the remuneration of the Directors, Key Managerial Personnel and other employees;

ii. Formulation of criteria for evaluation of performance of Directors

iii. Devising a policy on Board diversity;

iv. Identifying persons who are qualified to become directors and who may be appointed in senior management in accordance with the criteria laid down, and recommend to the Board their appointment and removal;

v. Recommending/reviewing remuneration of the Managing Director(s) and Whole-time Director(s) based on their performance and defined assessment criteria.

vi. To recommend all remuneration payable to Senior Management in whatever form.

Remuneration Policy

The Company has formulated a remuneration policy with a focus on attracting talent and rewarding performance based on review of achievements.

The remuneration policy provides a framework for remuneration paid to the members of the Board of Directors ("Board"), Key Managerial Personnel ("KMP") and the Senior Management Personnel ("SMP") of the Company (collectively referred to as "Executives"). The expression "senior management" shall mean officers/ personnel of the listed entity who are members of its core management team excluding board of directors and normally this shall comprise all members of management one level below the Chief Executive Officer/Managing Director/Whole time Director/Manager (including Chief Executive Officer/Manager, in case they are not part of the board) and shall specifically include Company Secretary and Chief Financial Officer.

The remuneration to be paid to the Executive Directors is recommended by the Nomination & Remuneration Committee based on the Net Profits of the Company which are then approved by the Board of Directors of the Company and the Shareholders of the Company in their respective meetings. The remuneration paid to the Executive Directors was determined and based on the industry benchmark, performance of the Company to the industry performance. Independent Non-Executive Directors are appointed for their performance expertise in their individual capacity as individual Professionals/ Business Executives.

In terms of Section 197 of the Companies Act, 2013 read with Rules made thereunder and Regulation 17 of the Listing Regulations, the Independent Non-Executive Directors of the Company are paid Sitting Fees for attending the meeting of the Board of Directors and of the Committee thereof. Independent Directors are also entitled to receive commission within the limits prescribed in Section 197 of the Companies Act, 2013 and as may be recommended by the Nomination and Remuneration Committee and subsequently approved by the Board of Directors and approved by the Members of the Company.

The appointment of the Executive Directors, if any is governed by the resolutions passed by the Board and shareholders. The service agreement is entered into with them. There is no provision for payment of severance fee under the resolutions governing appointment of Executive Directors. A notice period of three months is required to be given by the Executive Director seeking to vacate the office. The Company has no stock option plans and such option is not included in the remuneration package. During the year under review, none of the Directors was paid any bonus, pension or performance bonus. Formal appointment letter is issued to the Independent Directors and the terms and conditions of the appointment of Independent Directors is available on the web site of the Company. The Nomination & Remuneration Committee to recommend all remuneration payable to the Senior Management.

The Remuneration Policy of the Company is available on the Company's website at: https://www.starcement.co.in/upload/images/files/Remuneration-Policy.pdf

Composition, number of Meetings and Attendance

The composition of the Nomination and Remuneration Committee is in accordance with the regulatory requirements specified by Section 178 of the Companies Act, 2013 and the Listing Regulations. The Company Secretary acts as Secretary to the Committee. The Remuneration Committee meetings were held on 19th May, 2023; 08th August, 2023 and 09th November, 2023 during the Financial Year 2023-24.

The composition of the Nomination and Remuneration Committee and the details of meetings attended by the Directors are as under:

Name of the Member	Category	No. of Committee Meetings Attended
Mr. Amit Kiran Deb	Chairman - Independent Director, Non-Executive	3
Mr.Nirmalya Bhattacharyya	Member- Independent Director, Non-Executive	3
Mr. Vivek Chawla*	Member - Independent Director, Non-Executive	3

**Appointed as member of the Committee from 01st April, 2023.*

Remuneration paid to the Directors

The details of remuneration paid to Directors for the Financial Year 2023-24 is provided below:

Sl. No.	Name of the Director	Designation	Salary (₹)	Sitting Fees (₹)	Commission (FY 2022-23) (₹)	No. of Shares held as on 31.03.2024
1.	Mr. Sajjan Bhajanka	Chairman & Managing Director	1,98,00,000	-	-	4,78,86,362
2.	Mr. Sanjay Agarwal	Managing Director	1,98,00,000	-	-	1,76,23,185
3.	Mr. Rajendra Chamaria	Vice - Chairman & Managing Director	3,04,20,000	-	-	1,95,34,116
4.	Mr. Prem Kumar Bhajanka	Managing Director	1,98,00,000	-	-	4,11,84,765
5.	Mr. Pankaj Kejriwal	Executive Director	2,00,00,000	-	-	98,862
6.	Mr. Brij Bhushan Agarwal	Director	-	-	-	13,58,413
7.	Mr. Amit Kiran Deb	Independent Director	-	3,90,000	2,00,000	-
8.	Mr. Nirmalya Bhattacharyya	Independent Director	-	3,30,000	2,00,000	-
9.	Mrs. Plistina Dkhar	Independent Director	-	50,000	2,00,000	997
10.	Mrs. Ibaridor Katherine War	Independent Director	-	50,000	2,00,000	-

Sl. No.	Name of the Director	Designation	Salary (₹)	Sitting Fees (₹)	Commission (FY 2022-23) (₹)	No. of Shares held as on 31.03.2024
11.	Mr. Deepak Singhal	Independent Director	-	2,50,000	2,00,000	-
12.	Mr. Vivek Chawla	Independent Director	-	4,90,000	-	-
13.	Mr. Jagdish Chandra Toshniwal	Independent Director	-	2,00,000	-	-
14.	Mr. Ramit Budhraja	Independent Director	-	2,50,000	-	-
15.	Mr. Tushar Bhajanka	Deputy Managing Director	-	-	-	10,32,041
16.	Mr. Keshav Bhajanka	Director	-	-	-	1,58,317

None of the Directors of the Company / Key Managerial Personnel had any pecuniary relationship with the Company during the year.

STAKEHOLDERS' RELATIONSHIP COMMITTEE

In compliance with the provisions of Section 178 of the Companies Act, 2013 and the SEBI Regulations, the Board has constituted "Stakeholders Relationship Committee".

The Committee's responsibility is to overseas Share Transfers and addressing to and redressal of shareholders' grievances etc. The Committee also evaluates performance and service standards of the Registrar and Share Transfer Agents of the Company.

The terms of reference of the Committee shall, inter alia, include:

i. Review the process and mechanism of redressal of investor grievance and suggest measures of improving the system of redressal of investor grievances.

ii. Consider and approve all requests from shareholders regarding transfer & transmission of shares, issue of duplicate share certificate, consolidation of shares, demat, remat, split & folio consolidation etc.

iii. Review and resolve the pending investors complaints, if any, relating to transfer of shares, non-receipt of share certificate(s), non-receipt of interest dividend warrants, non-receipt of annual report and any other grievance/complaints with Company or any officer of the Company arising out in discharge of his duties.

iv. Oversee the performance of the Registrar & Share Transfer Agent and also review and take note of complaints directly received and resolve them.

v. To review measures for effective voting rights, adherence to service standards adopted by the Registrars & Share Transfer Agent and measures undertaken for reducing quantum of unclaimed dividend.

The Composition of Stakeholders Relationship Committee and the details of the meeting attended by the members are as follows:

Name of the Member	Category	Designation	No. of Committee Meetings attended
Mr. Vivek Chawla*	Non-Executive, Independent	Chairman	2
Mr. Sajjan Bhajanka	Executive, Non-Independent	Member	4
Mr. Sanjay Agarwal	Executive, Non-Independent	Member	4

*Appointed as Chairman of the Committee from 1st April, 2023.

The Company Secretary acts as Secretary to the Committee.

Meetings and Attendance

The Stakeholder Relationship Committee meeting held on 19th May, 2023, 27th June, 2023, 9th November, 2023 and 30th November, 2023 during the Financial Year 2023-24.

Status of Pending Complaints

The Company has received 1 (One) Complaints during the Financial Year 2023-24, which was duly addressed. Hence, there were no complaints pending at the beginning and at the end of the Financial Year. However, during the year under review letters on various matters were received and were duly addressed.

CORPORATE SOCIAL RESPONSIBILITY COMMITTEE

The Company has constituted Corporate Social Responsibility Committee (CSR) Committee as required under Section 135 of the Companies Act 2013. The Committee consists of three Directors out of which one director is an Independent Director. The Company Secretary acts as Secretary to the Committee

The terms of reference of the Committee are as follows:

i. To formulate and recommend to the Board a CSR policy which shall indicate the activities to be undertaken by the Company as specified in Schedule VII of the Companies Act, 2013.

ii. To formulate and recommend to the Board an annual action plan in pursuance of CSR Policy.

iii. To recommend the amount of expenditure to be incurred on CSR activities

iv. To oversee that Company's CSR Implementing Agencies are registered with the Ministry of Corporate Affairs.

The Corporate Social Responsibility Committee comprises of the following three members and details of the meeting attended by them are given below:

Name of the Member	Category	Designation	No. of Committee Meetings attended
Mr. Sanjay Agarwal	Executive, Non-Independent	Chairman	1
Mr. Sajjan Bhajanka	Executive, Non-Independent	Member	2
Mr. Vivek Chawla*	Non-Executive, Independent	Member	2

**Appointed as member of the Committee from 1st April, 2023.*

Meetings and Attendance

The Corporate Social Responsibility Committee meetings held on 19th May, 2023 and 7th February, 2024 during the Financial Year 2023-24. All the Members of the Committee attended the meeting.

The CSR Policy of the Company is available on the Company's website at: https://www.starcement.co.in/upload/images/files/CSR-Policy-2021-1.pdf

There was no instances where recommendations of the Committee not accepted by the Board of Directors.

FINANCE COMMITTEE

The Company has constituted a Finance Committee. The Finance Committee deals within the terms of reference defined by the Board and ensures their expeditious implementation.

The terms of reference of the Committee are as follows:

i. To approve the opening of and modification in operation of bank accounts, including closure thereof.

ii. Borrow money by way of loan for the purpose of financing new projects, refinancing the existing debt, capital expenditure, general corporate purposes including working capital requirements and possible strategic investments and take necessary actions connected therewith.

iii. Provide corporate guarantee/performance guarantee from the Company for credit facilities availed by its subsidiaries or by any other entity.

iv. Opening, modification and closure of trading and demat accounts required for securities, derivatives and all other Options.

v. Monitoring of loans and advances granted by the Company as approved by the Board of Directors from time to time.

vi. Approve availing of online banking facilities in all forms including but not limited to viewing rights, transaction rights, application for Letters of Credit, Bank Guarantees, Buyers Credit and carry out all trade related transactions through internet.

vii. Take decisions in connection with any arrangement, document or matter necessary, ancillary, incidental or desirable to give effect to all its powers and authority.

viii. Any other financial issues or other matters, whether out of and incidental to these functions or not, as may be assigned by the Board.

The Finance Committee comprises of the following three members and details of the meeting attended by them are given below:

Name of the Member	Category	Designation	No. of Committee Meetings attended
Mr. Sajjan Bhajanka	Executive, Non-Independent	Chairman	8
Mr. Sanjay Agarwal	Executive, Non-Independent	Member	8
Mr. Rajendra Chamaria	Executive, Non-Independent	Member	Nil

Meetings and Attendance

The Finance Committee meetings were held on 12th June, 2023, 9th August, 2023, 31st October, 2023, 30th November, 2023, 04th January, 2024, 20th January, 2024, 29th January, 2024 and 7th February, 2024 during the Financial Year 2023-24 and attendance of members are given herein above.

RISK MANAGEMENT COMMITTEE

The Company has constituted a Risk Management Committee (RM) Committee as per requirement of SEBI (Listing Obligations & Disclosure Requirements) Regulation, 2015 as amended in 2018 effective from 1st April, 2019. The Committee consists of three members who are Directors.

The terms of reference of the Committee are as follows:

i. To assess the Company's risk profile and key areas of risk in particular.

ii. To recommend the Board and adoption of risk assessment and rating procedures.

iii. To articulate the Company's policy for the oversight and management of business risks.

iv. To examine and determine the sufficiency of the Company's internal processes for reporting on and managing key risk areas.

v. To assess and recommend the Board acceptable levels of risk.

vi. To develop and implement a risk management framework and internal control system.

vii. To review the nature and level of insurance coverage.

viii. To have special investigations into areas of corporate risk and break-downs in internal control.

ix. To review management's response to the Company's auditors' recommendations those are adopted.

x. To report the trends on the Company's risk profile, reports on specific risks and the status of the risk management process.

xi. To ensure cyber security system is adequate to protect the Company's IT system.

During the Financial Year 2023-24, meetings of the Committee was held on 11th July, 2023 and 6th January, 2024 and attendance of members are given below:

The Risk Management Committee comprises of the following members as given below:

Name of the Member	Category	Designation	No. of Committee Meetings attended
Mr. Sanjay Agarwal	Managing Director	Chairman	2
Mr. Nirmalya Bhattacharyya	Non-Executive – Independent	Member	1
Mr. Vivek Chawla*	Non-Executive – Independent	Member	1

*Appointed as member of the Committee from 1st April, 2023.

PARTICULARS OF SENIOR MANAGEMENT

The details of the Senior Management of the Company other than Directors are mentioned hereinbelow:

Sr. No.	Name	Designation
1	Mr. Vinit Kumar Tiwari	Chief Executive Officer (KMP)
2	Mr. Manoj Agarwal	Chief Financial Officer (KMP)
3	Mr. Debabrata Thakurta	Company Secretary (KMP)
4	Mr. Sundaram Srinivasan	Chief Manufacturing Officer
5	Mr. Pradeep Purohit	Chief Operating Officer
6	Mr. Samar Banerjee	Chief Human Resource Officer
7	Mr. Kanak Chhangani	Chief Mineral Resource Officer

During the year under review there were no changes in the senior management.

CYBER SECURITY

Star Cement Limited is dedicated to fostering a culture of heightened risk awareness across all organizational levels. We are steadfast in our commitment to continuously enhancing our cyber security measures to address the ever-evolving landscape of cyber threats.

Our comprehensive Cyber Security Risk Management Framework is aligned with industry-standard methodologies and control frameworks, ensuring a robust and proactive approach to cyber security. We employ advanced network firewall protections and utilize IPSEC tunnels for secure data exchange between our cloud servers. Additionally, our role-based SAP ERP data access control ensures that only authorized personnel can access our systems, either from within our office premises or through a secure VPN connection, provided their user access and roles are duly configured.

We have implemented endpoint detection and response systems for all users, further strengthening our defenses. Our cyber security measures are subject to regular reviews and updates, ensuring their effectiveness and relevance in mitigating risks associated with cyber threats. We regularly partner with industry experts to evaluate and re-evaluate our security posture, addressing any identified lapses promptly. Additionally, we undergo IT General Controls (ITGC) audits to implement preventive measures against potential security vulnerabilities.

Through these ongoing efforts, we aim to safeguard our assets, data, and systems, maintaining a resilient security posture.

VIGIL MECHANISM / WHISTLE BLOWER POLICY

The Board of Directors of the Company has adopted a Vigil Mechanism Policy. This mechanism provides a tool in the hands of Employees and Directors to report to the Management, concerns about unethical behavior, actual or suspected fraud or violation of the Codes of conduct or policy, leakage of unpublished price sensitive information etc., The mechanism provides for adequate safeguards against victimization of employees and Directors to avail of the mechanism and also provide for direct access to the Chairman of the Audit Committee in exceptional cases.

GENERAL BODY MEETINGS

Particulars of last three Annual General Meetings:

Financial Year	Venue	Date and time
2022-23	Through Video Conferencing (Deemed Location: Village Lumshnong, PO: Khaliehriat, Dist. East Jaintia Hills, Meghalaya – 793210)	28th September, 2023 at 11:30 A.M.
2021-22	Through Video Conferencing (Deemed Location: Village Lumshnong, PO: Khaliehriat, Dist. East Jaintia Hills, Meghalaya – 793210)	27th September, 2022 at 11:30 A.M.
2020-21	Through Video Conferencing (Deemed Location: Village Lumshnong, PO: Khaliehriat, Dist. East Jaintia Hills, Meghalaya – 793210)	30th September, 2021 at 11:30 A.M.

Details of Special Resolution passed in the last three Annual General Meetings

AGM	Date	Matter
20th	30.09.2021	1. Appointment of Mr. Prem Kumar Bhajanka [DIN: 00591512] as Managing Director. 2. Re-appointment of Mr. Sajjan Bhajanka [DIN:00246043] as Managing Director. 3. Re-appointment of Mr. Sanjay Agarwal [DIN: 00246132] as Managing Director. 4. Re-appointment of Mr. Rajendra Chamaria [DIN: 00246171] as Managing Director. 5. Place for keeping register of Members and copies of annual return etc., other than Registered Office of the Company. 6. Giving Loans/ Guarantees or providing securities for and on behalf of Companies and / or making investments in Companies. 7. Enhancement of Borrowing Power. 8. Creation of charges or mortgages and hypothecations.
21st	27.09.2022	1. Appointment of Mr. Deepak Singhal [DIN: 00957347] as Independent Director 2. Revision in remuneration of Mr. Prem Kumar Bhajanka, [DIN: 00591512] Managing Director of the Company
22nd	28.09.2023	1. Appointment of Mr. Tushar Bhajanka [DIN: 09179632] as Director of the Company. 2. Appointment of Mr. Tushar Bhajanka [DIN: 09179632] as Deputy Managing Director of the Company. 3. Re-appointment of Mr. Prem Kumar Bhajanka [DIN: 00591512] as Managing Director of the Company. 4. Re-appointment of Mr. Sajjan Bhajanka [DIN: 00246043] as Chairman and Managing Director of the Company. 5. Re-appointment of Mr. Sanjay Agarwal [DIN: 00246132] as Managing Director of the Company. 6. Re-appointment of Mr. Rajendra Chamaria [DIN: 00246171] as Managing Director of the Company.

AGM	Date	Matter
		7. Change in designation of Mr. Pankaj Kejriwal [DIN: 00246171] from 'whole-time director & Chief Operating Officer (COO)' to 'Executive Director'. 8. Re-appointment of Mr. Pankaj Kejriwal (DIN: 00383635) as Executive Director of the Company. 9. Payment of Commission to Independent Directors of the Company.

Details of Special Resolution passed through Postal Ballot:

The Company had sought approval of the shareholders by way of Special Resolutions through notice of postal ballot dated April 27, 2023 for the following resolutions:

1. Appointment of Mr. Vivek Chawla (DIN: 02696336) as an Independent Director of the Company
2. Appointment of Mr. Jagdish Chandra Toshniwal (DIN: 01539889) as an Independent Director of the Company
3. Appointment of Mr. Ramit Budhraja (DIN: 00053723) as an Independent Director of the Company
4. Increase the limit on maximum number of Directors from 15 (Fifteen) to 20 (Twenty)
5. Revision in the remuneration payable to Mr. Prem Kumar Bhajanka (DIN: 00591512), Managing Director

The above resolutions were duly passed and the results of which were announced on June 5, 2023. The Company extended remote e-voting facility through National Securities Depository Limited (NSDL). Md. Shahnawaz (Membership No. ACS 21427 and Certificate of Practice No. 15076) of M Shahnawaz and Associates, Practicing Company Secretaries, was appointed as the Scrutinizer to scrutinize the postal ballot and remote e-voting process in a fair and transparent manner. The voting pattern on the said resolution is as under:

Resolution 1: Appointment of Mr. Vivek Chawla (DIN: 02696336) as an Independent Director of the Company

- % of votes cast in favour of the Resolution : 99.99%
- % of votes cast in against the Resolution: 0.01%

Resolution 2: Appointment of Mr. Jagdish Chandra Toshniwal (DIN: 01539889) as an Independent Director of the Company

- % of votes cast in favour of the Resolution : 99.67%
- % of votes cast in against the Resolution: 0.33%

Resolution 3: Appointment of Mr. Ramit Budhraja (DIN: 00053723) as an Independent Director of the Company

- % of votes cast in favour of the Resolution : 99.99%
- % of votes cast in against the Resolution: 0.01%

Resolution 4: Increase the limit on maximum number of Directors from 15 (Fifteen) to 20 (Twenty)

- % of votes cast in favour of the Resolution : 99.63%
- % of votes cast in against the Resolution: 0.37%

Resolution 5: Revision in the remuneration payable to Mr. Prem Kumar Bhajanka (DIN: 00591512), Managing Director

- % of votes cast in favour of the Resolution : 99.99%
- % of votes cast in against the Resolution: 0.01%

The Company had sought approval of the shareholders by way of Special Resolutions through notice of postal ballot dated November 9, 2023 for the following resolutions:

Appointment of Mr. Keshav Bhajanka (DIN: 03109701) as a Non-Executive Director

The above resolutions were duly passed and the results of which were announced on January 20, 2024. The Company extended remote e-voting facility through National Securities Depository Limited (NSDL). M/s MKB & Associates, Practicing Company Secretaries, (Firm Registration No.- P2010WB042700) was appointed as the Scrutinizer to scrutinize the postal ballot and remote e-voting process in a fair and transparent manner. The voting pattern on the said resolution is as under:

Resolution 1: Appointment of Mr. Keshav Bhajanka (DIN: 03109701) as a Non-Executive Director:

- % of votes cast in favour of the Resolution : 99.98%
- % of votes cast in against the Resolution: 0.02%

Details of Special Resolution proposed to be conducted through Postal Ballot:

During the year under review, no resolution are proposed to be transacted through postal ballot.

Procedure for Postal Ballot:

- In terms of the requirements specified in the MCA Circulars, the Company had sent the Postal Ballot Notice in electronic form only to those Members whose e-mail addresses were registered with the Company/ Depositories/ Registrar and Share Transfer Agents. Accordingly, physical copy of the Notice along with Postal Ballot Form and pre-paid business reply envelope were not being sent to the Members for this Postal Ballot. The members had the option to vote only through remote e-voting and voting through physical ballot was not available. The communication of the assent or dissent of the Members has also taken place through the remote e-voting system.
- The Scrutinizer submitted his report to the Chairman of the Company, who on the basis of the report announced the results, and

- The Company had engaged the services of National Securities Depository Limited (NSDL) for providing e-voting facility to its shareholders.

No Extra-Ordinary General meeting of the Shareholders was held during the year.

DISCLOSURES

No materially significant related party transactions took place between the Company and its subsidiaries, its Promoters, Directors or the Management and their relatives which have a bearing on interests of the Company at large. Other Related Party transactions as per requirements of IND AS 24 have been reported in Notes to Accounts annexed to the financial statements. The policy on related party transaction has been placed on the Company's website at https://www.starcement.co.in/upload/images/files/Revised-Related-Party-Policy.pdf

- There has been no instance of non-compliance by the Company on any matter related to capital markets and hence no penalties or strictures have been imposed on the Company by the Stock Exchanges, SEBI or other statutory authorities relating to the above.
- There has been no instance where the Board of Directors had not accepted any recommendation of any Committee of the Board which is mandatorily required in the relevant financial year.
- The Company has a well-defined risk management framework and the Board is kept informed about the risk assessment and minimization procedures. The risk policy provides for identification of risk, its assessments and procedures to minimize risk. The risk management policy is reviewed periodically to ensure that the executive management controls the risk as per decided policy.
- The Company's policy on Vigil mechanism is placed on the Company's website at https://www.starcement.co.in/upload/images/files/Whistle-Blower-Policy-4.pdf. We hereby affirm that no personnel have been denied access to the audit committee.
- The Directors of the Company are not related inter-se except Mr. Tushar Bhajanka, Deputy Managing Director who is son of Mr. Prem Kumar Bhajanka, Managing Director and Mr. Keshav Bhajanka, Director who is son of Mr. Sajjan Bhajanka, Managing Director.
- The Financial statements of the Company are prepared in accordance with the IND AS stipulated under the Companies Act.
- During the year under review, the Company has not raised any money through public issue.
- During the year under review no instances of sexual harassment reported.
- The Company's policy on "material subsidiary" is placed on the Company's website at https://www.starcement.co.in/upload/images/files/Policy-on-Material-Subsidiary.pdf
- A Certificate from a Company Secretary in Practice confirming that none of the Directors on the Board of your Company have been debarred or disqualified from being appointed or continuing as Directors of companies by the Securities and Exchange Board of India/ Ministry of Corporate Affairs or any such Statutory Authority forms part of this Annual Report.
- Total consolidated fees paid for all services rendered by the Statutory Auditors to the Company, its subsidiaries and all other network entities where Statutory Auditors is a part during the year under review amounting to ₹58.21 lacs.
- Policy on Board Diversity: This Policy aims to set out the approach to achieving diversity for the Board of Directors of the Company. The Company believes that benefits of a professional board that possesses a balance of skills, experience, expertise will enhance the decision-making power of the Board which in turn will benefit the stakeholders of the Company.
- During the year the Company and its subsidiaries have not given any loans & advances to a Company where Directors are interested.
- Star Cement Meghalaya Limited, a material subsidiary, was incorporated on 22nd December, 2005 in Meghalaya in the name of "Meghalaya Logistics Limited". The name of the Company was changed on 12th March, 2007 from 'Meghalaya Logistics Limited' to 'Star Cement Meghalaya Limited'. M/s Singhi & Co., Chartered Accountants are the statutory auditors of the Company appointed for a period of 5 years.
- The status of compliance with discretionary requirements specified in Part E of Schedule II of the Listing Regulations is provided below:

  a) **Non-Executive Chairman's Office:** The Company does not have Non–Executive chairperson.

  b) **Shareholders' Rights:** As the quarterly, half yearly and annual results of the Company along with significant events, if any, are published in the newspapers and also posted on the Company's website and the Stock Exchanges where shares of the Company are listed, the same are not being sent individually to the shareholders.

  c) **Modified Opinion in Audit Report:** The Company's financial statement for the year ended 31st March, 2024 does not contain any modified audit opinion.

  d) **Separate posts of Chairman and CEO:** The positions of Chairman and Chief Executive Officer (CEO) are separate w.e.f. 20th May, 2023.

  e) **Reporting of Internal Auditor:** The Internal Auditor reports directly to the Audit Committee.

- The Company has complied with the requirements specified in Regulation 17 to 27 and Clauses (b) to (i) of sub regulation (2) of regulation 46 of the LODR.

CREDIT RATING

Your Company enjoys a sound reputation for its prudent financial management and its ability to meet financial obligations. On the request of the Company ICRA Limited, has withdrawn its working capital ratings assigned to the Company's short term and the long term fund based limits. The CRISIL ratings for the Long term and Short Term fund based limits are in force. CRISIL has affirmed the short term fund based limits rating as CRISIL A1+ (pronounced as CRISIL A One Plus). CRISIL Ratings for the long term fund based limits has been upgraded from 'CRISIL AA-/ Positive' (pronounced CRISIL double A minus) to 'CRISIL AA/Stable' (pronounced CRISIL double A).

CODE OF CONDUCT

In pursuance of the SEBI Regulations, the Board has approved the 'Code of Conduct for Board of Directors and Senior Management' and same has been circulated and posted on the Company's website www.starcement.co.in. The Directors and Senior Management personnel have affirmed compliance with the provisions of above Code of Conduct. The declaration by the Chief Executive Officer to this effect is also attached to this Report.

MEANS OF COMMUNICATION

The Company's quarterly financial results, after their approval by the Board of Directors, are promptly issued to all the Stock Exchanges with whom the Company has listing arrangements. These financial results, in the prescribed format, as per SEBI Regulations, are published in prominent English and Khasi (Regional language) newspapers usually in 'Financial Express' and 'Hima'. The quarterly financial results, annual results, annual report and official news are posted on the website of the Company - www.starcement.co.in.

The audited financial statements form a part of the Annual Report which is sent to the Members well in advance of the Annual General Meeting. The Annual Report of the Company, the quarterly / half yearly and the annual results of the Company are also placed on the Company's website: www.starcement.co.in and can be downloaded.

All periodical compliance filings like shareholding pattern, corporate governance report, investor presentations, media releases, among others are filed electronically on NSE Electronic Application Processing System (NEAPS), NSE Digital Exchange Portal and BSE's Listing Centre which are web-based applications designed by NSE and BSE respectively for corporates and are displayed on the Company's website.

The Company has designated the following email ID exclusively for investor servicing: investors@starcement.co.in

MANAGEMENT DISCUSSION AND ANALYSIS

A Management Discussion and Analysis Report, forms a part of the Directors' Report.

GENERAL SHAREHOLDER INFORMATION

Annual General Meeting

Date and Time	**Thursday, 26th September, 2024 at 11.30 A.M**
Venue	Annual General Meeting be conducted through Video Conferencing/ Other Audio Visual Means facility. [Deemed venue of Meeting at Registered Office at Star Club, Village : Lumshnong, PO: Khaliehriat, Dist. East Jaintia Hills, Meghalaya – 793210]
Dates of Book Closure	20th September, 2024 to 26th September, 2024 (Both days inclusive)

Financial Calendar (for the year 2024-25)

The Company follows financial year starting from 1st of April of the financial year and ending on 31st March of the following year.

Proposed date for approval of financial results

First Quarter ended 30th June, 2024	Within 45 days from the end of quarter
Second Quarter ended 30th September, 2024	Within 45 days from the end of quarter
Third Quarter ended 31st December, 2024	Within 45 days from the end of quarter
Fourth/Last Quarter ended 31st March, 2025	Within 60 days from the end of quarter

Listing on Stock Exchanges

The Shares of the Company are presently listed on the following Stock Exchanges:-

a) National Stock Exchange of India Limited (NSE)

Exchange Plaza, Bandra –Kurla Complex, Bandra (E)
Mumbai- 400 051
Stock Code - STARCEMENT

b) BSE Ltd. (BSE)

Phiroze Jeejeebhoy Towers,
Dalal Street, Fort,
Mumbai – 400 001
Stock Code - 540575

The Company has paid listing fees to NSE and BSE for the year 2024-25.

Annual Custody/Issuer fee for the year 2023-24 & 2024-25 have been paid by the Company to NSDL and CDSL.

ISIN Allotted to the Company by the Depositories

The Company has signed Depository agreement with both National Securities Depository Limited and Central Depository Services (India) Limited. The ISIN allotted to the Company is INE460H01021.

Corporate Identity Number

L26942ML2001PLC006663

Market Information

Market Price Data: High, Low (based on the closing prices) and volume of shares traded at BSE and NSE, for the financial year 2023-24 are as follows:

Month	Bombay Stock Exchange			National Stock Exchange		
	High (₹)	Low (₹)	Volume	High (₹)	Low (₹)	Volume
April, 2023	119.05	109.65	2,48,641	117.50	109.70	32,31,827
May, 2023	139.75	118.00	11,35,224	139.70	118.50	1,67,49,881
June, 2023	150.25	130.05	14,08,964	150.00	132.00	1,66,74,719
July, 2023	153.80	140.25	6,27,689	153.90	140.10	80,05,483
August, 2023	169.95	141.55	21,85,929	169.95	143.25	2,54,76,841
September, 2023	168.20	147.45	9,50,242	168.50	147.40	1,31,24,919
October, 2023	182.35	147.20	16,83,534	182.35	147.00	2,61,59,942
November, 2023	173.50	153.00	9,50,862	173.50	152.75	1,47,66,372
December, 2023	183.05	162.30	11,26,545	183.00	162.25	1,65,90,994
January, 2024	190.00	169.80	12,51,895	190.00	169.55	1,41,28,756
February, 2024	219.45	184.25	16,89,881	219.50	184.50	2,56,46,570
March, 2024	241.85	182.65	7,92,179	241.70	181.00	1,30,34,264

Performance of the Shares of the Company in comparison to BSE Sensex is as under

Month	BSE Sensex		Company's Share	
	Closing	% Change	Closing	% Change
April, 2023	61,209.46	3.76	116.35	4.07
May, 2023	63,036.12	2.98	132.65	14.01
June, 2023	64,768.58	2.75	141.10	6.37
July, 2023	67,619.17	4.40	145.15	2.87
August, 2023	66,658.12	(1.42)	157.25	8.34
September, 2023	67,927.23	1.90	153.25	(2.54)
October, 2023	66,592.16	(1.97)	156.60	2.19
November, 2023	67,069.89	0.72	165.05	5.40
December, 2023	72,484.34	8.07	176.25	6.79
January, 2024	73,427.59	1.30	186.25	5.67
February, 2024	73,413.93	(0.02)	206.85	11.06
March, 2024	74,245.17	1.13	226.25	9.38

Registrars and Share Transfer Agents

M/s. Maheshwari Datamatics Private Limited
23, R.N. Mukherjee Road,
5th Floor, Kolkata - 700001
Phone: 033 22435029/22482248
Fax - 033 22484787
Email - mdpldc@yahoo.com

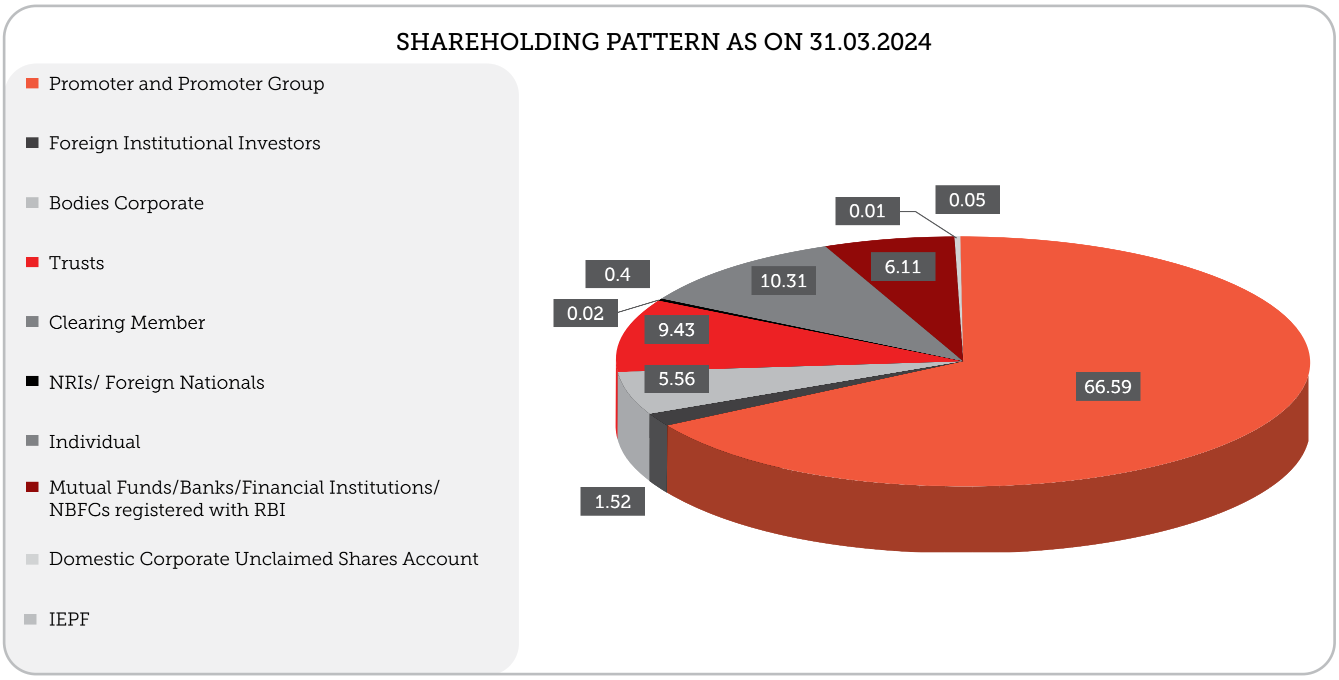
Share Transfer System

Requests for transfer of shares can be lodged either at the office of the Company or at the office of the Registrar. The transfers are normally processed within a maximum period of 15 days from the receipt of documents, complete in all respect.

Transfer of Shares in dematerialized form is duly processed by NSDL/CDSL in electronic form through the respective Depository participants. Dematerialization is required to be done within a period of 15 days from the date of lodgment of dematerialization request, complete in all respect, with the Depository Participant of the Shareholder.

Distribution of Shareholding of Ordinary Shares as on 31st March, 2024

Shareholding	Total No. of Shareholders	%	No. of Shares	%
1- 500	53319	92.99	3670287	0.91
501-1000	1857	3.24	1479318	0.37
1001-5000	1581	2.76	3654934	0.90
5001-10000	235	0.41	1788046	0.44
10001- 20000	115	0.20	1731927	0.43
20001 and above	231	0.40	391855905	96.95
Total	**57338**	**100**	**404180417**	**100**



Shareholding Pattern as on 31st March, 2024

Category	Number of Shareholders*	Number of Shares	% of total Share Capital
Promoter and Promoter Group	49	26,91,44,693	66.59
Foreign Institutional Investors	64	61,54,706	1.52
Bodies Corporate	239	2,24,92,042	5.56
Trusts	4	3,81,00,605	9.43
Clearing Member	16	88,823	0.02
NRIs/ Foreign Nationals	1053	16,19,144	0.40
Individual	55,207	4,16,64,925	10.31
Mutual Funds/Banks/Financial Institutions/ NBFCs registered with RBI	7	2,46,98,230	6.11
Domestic Corporate Unclaimed Shares Account	1	23,940	0.05
IEPF	1	1,93,309	0.05
TOTAL	**56,641**	**40,41,80,417**	**100.00**

***Note** : In terms of SEBI Circular no. SEBI/HO/CFD/CMD/CIR/P/2017/128 dated 19.12.2017 shareholding of the promoter and promoter group, public shareholders and non-public non-promoter shareholders has been consolidated on the basis of the PAN and folio number.

Dematerialisation of shares and liquidity

The Company's shares are compulsorily traded in dematerialised form and are available for trading on both the Depositories in India – National Securities Depository Limited (NSDL) and Central Depository Services (India) Ltd. (CDSL).

40,37,41,616 Ordinary Shares of the Company representing 99.89% of the Company's share capital are dematerialised as on 31st March, 2024.

The Company has never issued any GDR/ADR/ warrants or any convertible instruments.

RECONCILIATION OF SHARE CAPITAL AUDIT:

i. Pursuant to Regulation 40(9) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, certificates on annual basis, have been issued by a Company Secretary-in-Practice for due compliance of share transfer formalities by the Company.

ii. A Practicing Company Secretary carries out the reconciliation of Share Capital of the Company for every Quarter to reconcile the total capital admitted with National Securities Depository Limited and Central Depository Services (India) Limited(' Depositories') and the total issued and listed capital of the Company. The Audit confirms that the total issued /paid up Capital is in agreement with the aggregate of the total number of shares in physical form and the total number of shares in dematerialized form.

DISCLOSURES WITH RESPECT TO UNCLAIMED SHARES SUSPENSE ACCOUNT

Details as required under Schedule V of the Listing Regulations in respect of unclaimed shares transferred to the demat account "Star Cement Limited –Unclaimed Suspense Account" is as follows:

Particulars	No. of shareholders	No. of shares
Aggregate number of Shareholders and outstanding shares held in the Unclaimed Suspense Account as on 01.04.2023	9	23,940
Aggregate number of Shareholders and outstanding shares transferred to Unclaimed Suspense Account	NIL	NIL
Number of shareholders who approached the Company for transfer of shares from Unclaimed Suspense Account	NIL	NIL
Number of shareholders to whom shares were transferred from Suspense Account to IEPF during the year	NIL	NIL
Aggregate number of Shareholders and outstanding shares held in the Unclaimed Suspense Account as on 31.03.2024	9	23,940
Voting rights in respect of the aforesaid shares held in Unclaimed Suspense Account will remain frozen till the time such shares are transferred from the Unclaimed Suspense Account to the concerned shareholders/legal heirs		

DISCLOSURE WITH RESPECT TO UNCLAIMED/ UNPAID DIVIDEND ACCOUNT

Dividend drafts in respect of Final Dividend declared for the FY 2017-18 and Interim Dividend declared for the FY 2019-20 have been dispatched to the shareholders at the addresses registered with the Company. Those shareholders who have not yet received the same may please write to the Company or its RTA for further information on this behalf. Shareholders who have not encashed the drafts are requested to do so by getting them revalidated from the company or its RTA.

Further, the fractional shares entitlement account on which the amount has not been paid or claimed for seven (7) consecutive years or more shall be transferred to the IEFP Authority as notified by the Ministry of Corporate Affairs. Accordingly, the fractional share entitlement account for the FY 2017-18 which was unpaid for seven consecutive years aggregating to ₹50,460.50 will be transferred by the Company to the IEPF Authority after following the required provisions of the Rules on or after 06th September, 2024.

The tentative date for transfer of unclaimed and unpaid dividends to the IEPF for the aforesaid financial years declared by the Company has been provided in the Director's Report.

COMMODITY PRICE RISK OR FOREIGN EXCHANGE RISK AND HEDGING ACTIVITIES

Commodities form a major part of the raw materials required for Company's products and hence, commodity price risk is one of the important market risk for the Company. The Company has mechanism to ensure that the organization is protected from market volatility in terms of price and availability of raw materials and prefers long term arrangement with the suppliers. The Company does not hedge its exposure to commodity price risks.

The Company also does not hedge foreign exchange risks.

Plant Locations:

Lumshnong Plant

Vill: Lumshnong, P.O. Khaliehriat
Dist.: East Jaintia Hills
Meghalaya – 793210

Sonapur Plant

Gopinath Bordoloi Road
Vill: Chamta Pathar
P.O. Sonapur
Kamrup, Assam
Pin: 782402

Siliguri Plant

Chaurangi More, Teyyature Road,
Patkata Colony, Mohit Nagar,
Jalpaiguri, West Bengal - 735102

Address for Correspondence:

a) Corporate Office:

The Company Secretary & Compliance Officer
Star Cement Limited, 'Century House',
2nd floor, P-15/1, Taratala Road, Kolkata-700 088
Phone: 033 2401-5555
Email: investors@starcement.co.in
Website: www.starcement.co.in

b) Registered Office: Village: Lumshnong, P.O. Khaliehriat, Dist. East Jaintia Hills, Meghalaya – 793210

For and on behalf of the Board of Directors

Sajjan Bhajanka
Chairman
(DIN: 00246043)

Place: Lumshnong
Date:22nd May, 2024

Independent Auditors' Certificate on Corporate Governance

To
The Members of
Star Cement Limited

This Certificate is issued in accordance with the terms of our engagement with Star Cement Limited ('the Company').

We have examined the compliance of conditions of Corporate Governance by the Company, for the year ended March 31, 2024 as stipulated in Regulations 17 to 27 and clauses (b) to (i) & (t) of Regulation 46(2) and Para C, D and E of Schedule V of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended ("Listing Regulations").

Managements' Responsibility

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 the Listing Regulations.

Auditor's Responsibility

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

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.

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), to the extent relevant, 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.

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

Based on our examination of the relevant records and according to the information and explanations provided to us and the representations provided by the Management, we certify that the Company has complied with the conditions of Corporate Governance as stipulated in Regulations 17 to 27 and clauses (b) to (i) & (t) of Regulation 46(2) and Para C, D and E of Schedule V of the Listing Regulations during the year ended March 31, 2024.

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

Restriction on use

The certificate is addressed and provided to the members of the Company solely for the purpose to enable the Company to comply with the requirement of the Listing Regulations, and it should not be used by any other person or for any other purpose. Accordingly, we do not accept or assume any liability or any duty of care for any other purpose or to any other persons to whom this certificate is shown or into whose hands it may come without our prior consent in writing.

For Singhi & Co.
Chartered Accountants
Firm Registration No.302049E

(Gopal Jain)
Partner
Membership No. 059147
UDIN: 24059147BKEGTN8603

Place: Kolkata
Dated: 22nd May, 2024

Compliance with Code of Business Conduct and Ethics

As provided under Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended it is hereby declared that all Board members and Senior management personnel of the Company have affirmed the compliance of the Code of Conduct for the year ended 31st March, 2024.

Place: Lumshnong
Date:22nd May, 2024

Vinit Kumar Tiwari
Chief Executive Officer

CERTIFICATE BY CHIEF EXECUTIVE OFFICER AND CHIEF FINANCIAL OFFICER

To,
The Board of Directors
Star Cement Limited

We the undersigned, in our respective capacities as Chief Executive Officer (CEO) and Chief Financial Officer (CFO) of Star Cement Limited ('the Company"), to the best of our knowledge and belief certify that:

a. We have reviewed the financial statements and the cash flow statement for the Financial year ended 31st March, 2024 and based on our knowledge and belief, we state that:

   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 IND AS, applicable laws and regulations;

b. To the best of our knowledge and belief, no transactions entered into by the Company during the year are fraudulent, illegal or violative of the Company's code of conduct.

c. We accept responsibility for establishing and maintaining internal controls for financial reporting. We have evaluated the effectiveness of the internal control systems of the Company pertaining to financial reporting. Deficiencies in the design or operation of such internal controls, if any, of which we are aware, have been disclosed to the auditors and the Audit Committee and steps have been taken to rectify these deficiencies.

d. We have indicated, based on our most recent evaluation, wherever applicable, to the Auditors and Audit Committee:

   i) significant changes, if any, in internal control over financial reporting during the year;

   ii) significant changes, if any, in accounting policies made during the year and that the same has been disclosed in the notes to the financial statements; and

   iii) instances of significant fraud of which we have become aware and the involvement therein, if any, of the management or any employee having a significant role in the Company's internal control system over financial reporting.

Place: Lumshnong
Date:22nd May, 2024

Vinit Kumar Tiwari
Chief Executive Officer

Manoj Agarwal
Chief Financial Officer

CERTIFICATE OF NON-DISQUALIFICATION OF DIRECTORS

(pursuant to Regulation 34(3) and Schedule V Para C clause (10)(i) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015)

To
The Members,
Star Cement Limited
Vill: Lumshnong, P.O-Khaliehriat
Dist-East Jaintia Hills – 793 210
Meghalaya

We have examined the relevant disclosures received from the Directors and registers, records, forms, returns maintained by Star Cement Limited (CIN: L26942ML2001PLC006663) having its Registered office at Vill: Lumshnong, P.O. Khaliehriat, Dist- East Jaintia Hills – 793 210, Meghalaya (hereinafter referred to as 'the Company'), produced before us by the Company for the purpose of issuing this Certificate, in accordance with Regulation 34(3) read with Schedule V Para-C Sub clause 10(i) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

In our opinion and to the best of our information and according to the verifications [including Directors Identification Number (DIN) status at the portal www.mca.gov.in] as considered necessary and explanations furnished to us by the Company and its officers, we certify that following are the Directors on the Board of the Company as on 31st March 2024:

Sl. No.	DIN	Name	Designation	Date of appointment
1.	00246043	Mr. Sajjan Bhajanka	Chairman & Managing Director	16.11.2002
2.	00246171	Mr. Rajendra Chamaria	Vice Chairman & Managing Director	01.04.2012
3.	00246132	Mr. Sanjay Agarwal	Managing Director	16.11.2002
4.	00591512	Mr. Prem Kumar Bhajanka	Managing Director	16.11.2002
5.	00383635	Mr. Pankaj Kejriwal	Executive Director	26.03.2003
6.	02696336	Mr. Vivek Chawla	Independent Director	01.04.2023
7.	03107920	Mrs. Ibaridor Katherine War	Independent Director	08.04.2017
8.	01375361	Mrs. Plistina Dkhar	Independent Director	08.04.2017
9.	09037566	Mr. Nirmalya Bhattacharyya	Independent Director	01.02.2022
10.	02107792	Mr. Amit Kiran Deb	Independent Director	01.04.2020
11.	01125056	Mr. Brij Bhushan Agarwal	Non-Executive Director	01.02.2022
12.	00957347	Mr. Deepak Singhal	Independent Director	29.06.2022
13.	09179632	Mr. Tushar Bhajanka	Deputy Managing Director	08.08.2023
14.	03109701	Mr. Keshav Bhajanka	Non-Executive Director	09.11.2023
15.	00053723	Mr. Ramit Budhraja	Independent Director	01.05.2023
16.	01539889	Mr. Jagdish Chandra Toshniwal	Independent Director	01.04.2023

We further certify that none of the aforesaid Directors on the Board of the Company for the financial year ended on 31st March 2024 have been debarred or disqualified from being appointed or continuing as Directors of companies by the Securities and Exchange Board of India, Ministry of Corporate Affairs, or any such other Statutory Authority.

Ensuring the eligibility for the appointment / continuity of every Director on the Board is the responsibility of the management of the Company. Our responsibility is to express an opinion on these based on our verification. This certificate is neither an assurance as to the future viability of the Company nor of the efficiency or effectiveness with which the management has conducted the affairs of the Company.

For MKB & Associates
Company Secretaries
Firm Reg No: P2010WB042700

Raj Kumar Banthia
Partner
Membership no. 17190
COP no. 18428
Peer Review Certificate No.: 1663/2022

Date: 22nd May, 2024
Place: Kolkata
UDIN: A017190F000421594

BUSINESS RESPONSIBILITY & SUSTAINABILITY REPORTING

Table of Content

Section A: General disclosure

I. Details of the listed entity

1	Corporate Identity Number (CIN) of the Listed Entity	L26942ML2001PLC006663
2	Name of the Listed Entity	Star Cement Limited
3	Year of incorporation	02nd November, 2001
4	Registered office address	Vill: Lumshnong, P.O. Khaliehriat, Dist. East Jaintia Hills, Meghalaya-793 210
5	Corporate address	Star Cement Limited, 'Century House', 2nd floor, P-15/1, Taratala Main Road, CPT Colony, Kolkata-700 088, West Bengal
6	Email	investors@starcement.co.in
7	Telephone	+91-33 24015555
8	Website	www.starcement.co.in
9	Financial year for which reporting is being done	1st April 2023 to 31st March, 2024
10	Name of the Stock Exchange(s) where shares are listed	National Stock Exchange of India Limited (NSE), BSE Limited (BSE)
11	Paid-up Capital	₹40,41,80,417
12	Name and contact details (telephone, email address) of the person who may be contacted in case of any queries on the BRSR report	Mr. Debabrata Thakurta Company Secretary Email id: debabratathakurta@starcement.co.in
13	Reporting boundary	Consolidated
14	Name of assurance provider	Not Applicable
15	Type of assurance obtained	Not Applicable

II. Products / services

16. Details of business activities (accounting for 90% of the turnover):

Sl. No.	Description of Main Activity	Description of Business Activity	% of Turnover of the entity
1.	Manufacturing	Cement and Clinker manufacturing	99%

17. Products/Services sold by the entity (accounting for 90% of the entity's Turnover):

Sl. No.	Product/service	NIC Code	% of total Turnover contributed
1.	Manufacturing of Cement and Clinker	23941	99%

III. Operations

18. Number of locations where plants and/or operations/offices of the entity are situated:

Location	Number of plants	Number of offices	Total
National	7	7	14
International	0	1	1

19. Market served by the entity:

a. Number of locations

Locations	Number
National (No. of States and UTs)	10*
International (No. of Countries)	-

**The Ten states include Assam, Arunachal Pradesh, Bihar, Manipur, Meghalaya, Mizoram, Nagaland, Sikkim, Tripura, and West Bengal.*

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

NIL

c. A brief on types of customers

The Company serves a diverse range of customers from various sectors, including retail customers, contractors, builders, government agencies involved in infrastructure projects such as bridges and roads, institutional clients and industrial customers like educational institutions, hospitals and religious institution that utilize cement for construction and maintenance needs.

IV. Employees

20. Details as at the end of Financial Year

a. Employees and workers (including differently abled):

Sl. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B/A)	No. (C)	% (C/A)
	Employees					
1.	Permanent (D)	1341	1250	93.21%	91	6.79%
2.	Other than permanent (E)	533	464	87.05%	69	12.95%
3.	**Total employees (D+E)**	1874	1714	91.46%	160	8.54%
	Workers					
4	Permanent (F)	790	694	87.85%	96	12.15%
5	Other than permanent (G)	1653	1554	94.01%	99	5.99%
6	**Total workers (F+G)**	2443	2248	92.02%	195	7.98%

b. Differently abled Employees and workers:

Sl. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B/A)	No. (C)	% (C/A)
	Differently abled Employees					
1.	Permanent (D)	-	-	-	-	-
2.	Other than permanent (E)	-	-	-	-	-
3.	**Total employees (D+E)**	-	-	-	-	-
	Differently abled Workers					
4	Permanent (F)	-	-	-	-	-
5	Other than permanent (G)	-	-	-	-	-
6	**Total workers (F+G)**	-	-	-	-	-

21. Participation/Inclusion/Representation of women

	Total (A)	No. and percentage of Females	
		No. (B)	% (B/A)
Board of Directors	16	2	12.50%
Key Management Personnel	3	-	-

22. Turnover rate for permanent employees and workers

	FY 2023-24			FY 2022-23			FY 2021-22		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent employee*	21%	2%	20%	11%	2%	11%	16%	4%	15%
Permanent workers*	6%	5%	6%	1%	0%	1%	1%	0%	1%

** In FY 2022-23, SCL has published BRSR report on standalone basis while in FY 2023-24, the report is on consolidated basis. Hence, turnover data are changed*

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

23. Names of holding / subsidiary / associate companies / joint ventures

Sl. No.	Name of the holding / subsidiary / associate companies / joint ventures	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.	Star Cement Meghalaya Limited*	Subsidiary	100%	No, however the company mentioned participated in Corporate Social Responsibility (CSR) activities as per their requirement
2.	Star Cement North East Limited**	Subsidiary	60%	
3.	Star Cement (I) Limited**	Subsidiary	60%	
4.	Star Century Global Cement Private Limited	Subsidiary	100%	

** Pursuant to the order dated 10th May, 2024, passed by the Hon'ble National Company Law Tribunal (NCLT), Guwahati Bench, M/s Meghalaya Power Limited, M/s Megha Technical & Engineers Private Limited and M/s. NE Hills Hydro Limited, wholly owned subsidiaries of M/s Star Cement Limited ('the Company') have been merged with M/s Star Cement Meghalaya Limited, a Material Subsidiary of the Company. The Scheme has been effective on 20th May, 2024 with effect from the Appointed Date i.e. 01st April, 2023.*

***40% of shares are held by M/s Star Cement Meghalaya Limited, a Material Subsidiary of M/s Star Cement Limited.*

VI. CSR details

24. **(i) Whether CSR is applicable as per section 135 of Companies Act, 2013:** Yes

(ii) Turnover: ₹2,93,713.22 Lacs

(iii) Net worth: ₹2,71,011.63 Lacs

VII. Transparency and Disclosures Compliances

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

Stakeholder group from whom complaint is received	Grievance Redressal Mechanism in Place (Yes/No) (If yes, then provide web-link for grievance redressal policy)	FY 2023-24			FY 2022-23		
		Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks	Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks
Communities	Yes * https://www.starcement.co.in/shareholders-grievance-contact	_	_	None	_	_	None
Investor (other than shareholders)		_	_	None	_	_	None
Shareholders		1	_	None	7	_	None
Employees and workers		_	_	None	_	_	None
Customers		2113	-	-	1232	-	Pending Resolution at the close of the FY 22-23 was resolved during the current financial year.
Value chain partners		-	-	None	-	-	None

**The Company's business responsibility policy covers the aspect related to grievance redressal for various stakeholders. The policy can be accessed through - https://www.starcement.co.in/upload/images/files/Business-Responsibility-Policy.pdf*

26. Overview of the entity's material responsible business conduct issues

Please indicate material responsible business conduct and sustainability issues pertaining to environmental and social matters that present a risk or an opportunity to your business, rationale for identifying the same, approach to adapt or mitigate the risk along-with its financial implications, as per the following format:

Sl. 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.	Air Quality	Risk	Air emissions including dust (PM10 and PM2.5), nitrogen oxides (NOx), sulfur dioxide (SO2) from cement manufacturing plants result in adverse effects on the environment and public health.	Adherence to national and state regulations is ensured through the installation of Continuous Emission Monitoring Systems (CEMS) and Continuous Ambient Air Quality Monitoring Stations (CAAQMS).	**Negative:** Punitive actions taken by regulatory authorities due to non-compliance.
2.	Biodiversity	Risk	Maintaining the natural ecological equilibrium and preserving habitats of fauna and flora in and around mines and plants	Biodiversity management plan in place that caters to the safeguarding natural habitats surrounding the facilities	**Negative:** 1.Punitive measures from regulatory bodies for non-compliance.
3.	Energy and GHG Emissions	Risk	Increase in reliance of fossil fuels and subsequent green house gas emissions result in the Company being exposed to physical and transition risks	1. Utilizing alternative materials to decrease the clinker factor 2. Enhancing energy efficiency 3. Improving waste heat recovery and incorporating Renewable Energy (RE) 4. Optimizing fuel composition and utilizing waste as an alternative fuel	**Negative:** This encompasses costs related to compliance, harm to reputation, higher operational expenditures, supply chain interruptions, and effects on profitability and shareholder value.
4.	Innovation and Sustainable Product design	Opportunity	Developing innovative products to mitigate negative impacts on the environment and society at large	-	**Positive:** Investing in innovative and sustainable product design results in high initial capital investments, but yields long-term benefits such as energy efficiency, reduced operational expenses, and market expansion.

Sl. 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)
5.	Materials	Risk	The cement manufacturing industry faces risks such as raw material availability fluctuations, fuel storage hazards and environmental contamination.	To adapt and mitigate material-related risks in the cement industry the Company and its subsidiaries has initiated following measures: 1. Ensure reliable supply and quality of raw materials, explore alternatives. 2. Optimize inventory, implement efficient storage and handling practices. 3. Control dust through systems and protective equipment. 4. Manage hazardous materials safely with proper storage and training. 5. Continuously assess risks, implement safety management systems and promote a culture of safety and sustainability	**Negative:** 1. increase in material input cost 2. Increase in inventory management cost
6.	Transport and Logistics	Opportunity	Enhancing supply chain resilience by incorporating cost-effective and environmentally friendly alternatives.	-	**Positive:** Minimize transportation expenses to improve product margins while simultaneously lowering greenhouse gas emissions.
7.	Waste management and Circular Economy	Opportunity	Use of waste material as an alternative to fuel and raw material reduces burden on natural resources and subsequently reduces the Company's greenhouse gas emissions	-	**Positive** 1. Reduce material cost 2. Enhanced profitability

Sl. 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)
8.	Water Management	Opportunity	Cement production is water-intensive, particularly in the quarrying and manufacturing processes. Implementing efficient water management practices, such as recycling and reusing process water, can reduce overall water consumption and operational costs.	-	**Positive** Implementing water-efficient technologies and practices can lead to significant cost savings by reducing water consumption, wastewater treatment costs, and energy expenses associated with water pumping and treatment.
9.	Community Engagement	Opportunity	Building trust and nurturing positive relationships with communities through initiatives that enhance economic empowerment and social well-being is essential for maintaining uninterrupted business operations.	Not applicable	**Positive** Through strategic investments in community welfare initiatives, the Company strengthens stakeholder relationships and fosters a resilient business environment. This approach drives long-term, inclusive growth and prosperity for all stakeholders, including community members.
10.	Human rights	Risk	Failure to uphold labour rights can lead to legal liabilities, reputational damage, supply chain disruptions, and loss of investor confidence.	1. Internal review of documents related to labour laws 2. Compliance with the Human Rights Policy and the revised and applicable Labor Codes	**Negative:** Violation of laws can face fines, penalties, and legal actions.

Sl. 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)
11.	Occupational health and safety	Risk	Prevention of work-related injuries and ill health through provision of safe and conducive work environment	Star Cement's measures to ensure a safe and healthy workplace: 1. Regular health and safety training 2. Fostering safety commitment through awareness campaigns and safety committees 3. Effective healthcare services with qualified medical personnel and worker engagement 4. Rigorous accident investigation system using Why-Why analysis and corrective/preventive action plans. 5. Recognition for safest workplace, environmental excellence and health and safety excellence	**Negative** 1. Increased healthcare costs including medical treatment, rehabilitation and workers' compensation. 2. Loss in employee productivity can result in increased opportunity costs.
12.	Talent Development	Opportunity	The Company is committed to provide attractive compensation, a conducive work environment and avenues for career development to its employees and workers . This attracts top talent within the industry, enhance productivity, foster innovation and facilitating growth.	Not applicable	**Positive:** Reduce recruitment and training expenses. Additionally, this will increase productivity among workforce, leading to higher output and efficiency
13.	Customer Centricity	Opportunity	Maintaining customer trust, upholding transparency and ensuring their satisfaction are fundamental pillars for fostering business growth.	Not applicable	**Positive** Boost profitability and revenue by increasing sales and expanding the market penetration of value-added products.

Sl. 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)
14.	Data privacy and security	Risk	The increasing reliance on digital tools and applications heightens the susceptibility to potential cyberattacks and associated digital risks.	Measures taken to mitigate digital risks include: 1. Establishing a robust disaster recovery system to ensure business continuity. 2. Reliance on secured networks and enterprise systems such as SAP and AWS to safeguard critical data and applications	**Negative** The loss of personal and customer data can result in legal penalties and significantly erode the trust of key stakeholders.
15.	Digitalisation	Opportunity	Harnessing the power of emerging technologies to optimize operations and enhance customer experiences.	-	**Positive** Reduce operational cost High Capital expenses in short run.
16.	Supplier Sustainability	Risk	Ensuring suppliers are compliant with the applicable laws and regulations is essential for business continuity	Integrate relevant ESG considerations within our evaluation criteria and assess supplier	**Negative** Disruption of supply chain resulting in decrease in revenue
17.	Business Ethics	Risk	To carry business with transparency and accountability and prevent events of corruption, fraud and bribery.	1. Senior management's commitment to the Code of Conduct. 2. Adherence to Anti-Bribery and Anti-Corruption Policy. 3. Whistle-blower system	**Negative** 1. Disciplinary measures by regulators and legal authority 2. Impacts reputation and trust of the company
18.	Labour Management	Risk	Resolving conflicts within co-workers and employees amicably	Works Committee in place	**Negative** Disruption in operations leading to lower production
19.	Diversity and Inclusion	Opportunity	To provide equal opportunity and build a safe space for workforce	Not applicable	**Positive** Improved employee productivity resulting in improved turnover can reduce employee retention cost

Section B: Management and process disclosures

This section is aimed at helping businesses demonstrate the structures, policies and processes put in place towards adopting the NGRBC Principles and Core Elements.

Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
Policy and management processes									
1.a. Whether your entity's policy/policies cover each principle and its core elements of the NGRBCs. (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
b. Has the policy been approved by the Board? (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
c. Web Link of the Policies, if available	Policies are available at the website of the Company at https://www.starcement.co.in/investor/investor-information								
2. Whether the entity has translated the policy into procedures. (Yes / No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
3. Do the enlisted policies extend to your value chain partners? (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
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 IS 269:2015, IS 1489 (Part-1):2015	ISO 45001	-	-	ISO 14001	-	SA 8000	-

5& 6. Specific commitments, goals and targets set by the entity with defined timelines, if any.	Principles	Targets	Mandatory / Voluntary	Performance of the entity against the specific commitments, goals, and targets along-with reasons in case the same are not met
	Principle 6	Achieve green energy proportion of 15% by 2027	Voluntary	2% green energy in total green energy portfolio
	Principle 6	2x water positive	Voluntary	0.64x water positive
	Principle 6	All mines to achieve 4- star rating	Voluntary	As per internal assessment, all mines have achieved 4-star rating
	Principle 6	TSR = 4%	Voluntary	Achieved TSR 5.7%
	Principle 3	12% women of total workforce	Voluntary	8% women in the total workforce

Governance, leadership and oversight

7. **Statement by director responsible for the business responsibility report, highlighting ESG related challenges, targets and achievements.**

   Dear Stakeholders,

   As we reflect on our journey towards sustainability, it's clear that our commitment to environmental, social and governance (ESG) principles is not just a responsibility but a defining trait of who we are as a company. As we embark on our second Business Responsibility and Sustainability Report (BRSR), I am honored to share some reflections on our progress and our path forward.

   At Star Cement Limited, we recognize that our operations have a significant impact on the society around us. As a leading cement manufacturing Company, we have a responsibility to not only meet the demands of our customers but also to do so in a way that minimizes harm to the environment, enhances the well-being of our communities, and upholds the highest standards of governance.

   Over the past year, we have made significant strides in advancing our sustainability agenda. Through innovative technologies, process improvements, and strategic partnerships, we endeavor to become water positive, reduce our carbon footprint, enhance diversity amongst workforce, adhere to safety standards and create positive social impact through multipronged interventions in the areas of health, education, livelihood, skill enhancement, rural development etc.

   We are proud to announce that we have achieved National Award for Safest Workplace (Large Enterprises – Cement Sector) Year 2023, 11th Global Safety Sumit Powered by World Safety Forum, UK and Environmental Excellence & Health and Safety Excellence in cement manufacturing, "3rd Edition of National Awards on Cement and Concrete Industry and Net Zero Conclave" Powered by Quality circle Forum of India.

   These efforts are not just about meeting regulatory requirements; they are a testament to our unwavering commitment to sustainability leadership.

   As leaders, it's incumbent upon us to set the tone for our Company. We must lead by example, demonstrating integrity, transparency and accountability in all that we do. We must empower our teams to think creatively, act boldly and challenge the status quo. And we must never lose sight of the impact of our decisions on the society around us.

   I want to express my deepest gratitude to each and every member of the Star Cement Limited team. Your hard work, dedication and passion are the driving force behind our success and I am proud to stand alongside you as we continue to build a more sustainable future.

   Together, I am confident that we can overcome any challenge, seize any opportunity and leave a lasting legacy for generations to come.

Regards

Sajjan Bhajanka
Chairman & Managing Director

8. **Details of the highest authority responsible for implementation and oversight of the Business Responsibility policy(ies).**

Particulars	Details
DIN Number	00246043
Name	Mr. Sajjan Bhajanka
Designation	Chairman & Managing Director
Telephone number	+91-33 24015555
E-mail ID	investors@starcement.co.in

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, the Board level Risk Management Committee is responsible for decision-making on sustainability related issues and overseeing Business Responsibility policy(ies).

The following are the members of Risk Management committee of the Board.

- Mr. Sanjay Agarwal, Managing Director, DIN: 00246132
- Mr. Nirmalya Bhattacharyya, Independent Director, DIN: 09037566
- Mr. Vivek Chawla, Independent Director, DIN: 02696336**

***Mr. Vivek Chawla have been appointed as the new Member of the Committee with effect from 1st April, 2023.*

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	Yes, the Risk Management Committee is responsible for review of the Company's performance against the above policies									Annual								
Compliance with statutory requirements of relevance to the principles and rectification of any non-compliances	Yes, the Audit Committee is responsible for review of the Company's statutory compliances through the internal audit Mechanism									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.**

The Company routinely conducts internal audits of its policies and monitors implementation of corrective actions for gaps identified in the processes and procedures.

12. **If answer to question (1) above is "No" i.e., not all Principles are covered by a policy, reasons to be stated:**

	P1	P2	P3	P4	P5	P6	P7	P8	P9
The entity does not consider the principles material to its business (Yes/No)	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.

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

17 PARTNERSHIPS FOR THE GOALS

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	Key elements of the nine National Guidelines on Responsible Business Code principles were familiarized upon along with their relevance to business and other stakeholders for an overall understanding of the implementation of ESG-related policies, procedures and targets on operational and strategic level.	100%
Key Managerial Personnel	1	All nine principles prescribed under the National Guidelines on Responsible Business Code's were familiarized upon in a comprehensive manner, along with the implications in business and other stakeholders in the development of relevant risk management strategies.	100%
Employees other than BoD and KMPs	1	In order for business and other stakeholders to be aware of their responsibilities in adherence to the Company's commitment and to ensure effective implementation of the policies, the major elements under the nine principles of the National Guidelines on Responsible Business Code and their significance to business was familiarized upon.	100%
Workers	1		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:

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	-	-	-	-	-
Compounding fee	P1	Regional Director, North Eastern Region	₹14.50 Lakhs	The Registrar of Companies, NE Region had initiated 3 cases against the Company, Directors and KMPs and 1 case against the Statutory Auditors alleging violation of certain provisions of the Companies Act, 2013. The Company preferred appeal before the Meghalaya High Court for quashing order of lower court/ challenging the merit of the cases. The Hon'ble Meghalaya High Court has stayed all the orders of the Lower Court till further direction. The Company had preferred filing of Compounding Applications. The Regional Director on the hearings has pronounced the order and directed to pay the compounding fees. The Company has duly paid all the fees against all the matters. The Regional Director, North Eastern Region, vide its orders dated February 6, 2024 'disposed off' the compounding application.	No

Non-Monetary					
	NGRBC Principle	Name of the regulatory/ enforcement agencies/ judicial institutions	Amount (In ₹)	Brief of the Case	Has an appeal Been preferred? (Yes/No)
Imprisonment	-	-	-	-	-
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
-	-

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.**

   The Company has adopted an Anti-Corruption and Anti-Bribery policy. The policy serves as a framework to ensure compliance with applicable anti-bribery laws and regulations while fostering a culture of integrity within Company's business operations. Through this Policy the Company taken commitment on "zero tolerance towards bribery and corruption. Additionally, Through Whistle Blower/ Vigil Mechanism employees and value chain partners are empowered to notify the management regarding suspected misconduct, frauds, bribery, corruption, or any other unethical misbehaviour without the fear of any disciplinary action or unfair treatment to the Chairman, Audit Committee. The policy can be accessed through the link give below: https://www.starcement.co.in/upload/images/files/AntiCorruptionAntiBriberyPolicy.pdf

5. **Number of Directors/KMPs/employees/workers against whom disciplinary action was taken by any law enforcement agency for the charges of bribery/ corruption:**

	FY 2023-24	FY 2022-23
Directors	-	-
KMPs	-	-
Employees	-	-
Workers	-	-

6. **Details of complaints with regard to conflict of interest:**

	FY 2023-24		FY 2022-23	
	Number	Remarks	Number	Remarks
Number of complaints received in relation to issues of Conflict of Interest of the Directors	-	-	-	-
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.**

   There have been no recorded incidents of fines, penalties or regulatory actions imposed by authorities or judicial institutions in relation to cases involving corruption or conflicts of interest.

8. **Number of days of accounts payables {(Accounts payable *365) / Cost of goods/services procured} in the following format:**

	FY 2023-24	FY 2022-23
Number of days of accounts payables	43	44

9. **Open-ness of business**

   Provide details of concentration of purchases and sales with trading houses, dealers and related parties along-with loans and advances & investments, with related parties, in the following format:

Parameter	Metrics	FY 2023-24	FY 2022-23
Concentration of Purchases	a. Purchases from trading houses as % of total purchases	13%	13%
	b. Number of trading houses where purchases are made from	323	333
	c. Purchases from top 10 trading houses as % of total purchases from trading houses	73%	45%

Parameter	Metrics	FY 2023-24	FY 2022-23
Concentration of Sales	a. Sales to dealers / distributors as % of total sales	87%	89%
	b. Number of dealers / distributors to whom sales are made	1853	1912
	c. Sales to top 10 dealers / distributors as % of total sales to dealers / distributors	13%	14.5%
Share of RPTs in	a. Purchases (Purchases with related parties / Total Purchases)	2%	3%
	b. Sales (Sales to related parties / Total Sales)	0.003%	0.013%
	c. Loans & advances (Loans & advances given to related parties / Total loans & advances)	-	-
	d. Investments (Investments in related parties / Total Investments made)	-	-

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	Key facets of the nine principles included in the National Guidelines on Responsible Business Code were discussed, along with their pertinent impacts on them.	100%

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.

The Company has implemented a Code of Conduct for Directors and Senior Management, delineating guidelines concerning conflicts of interest. According to this Code, Directors and Senior Management are prohibited from participating in any activity, business, or relationship that could conflict with or harm the Company's interests.

Additionally, the Company has established a procedure for managing potential conflicts of interest within the Board. Under this protocol, directors are required to provide an annual declaration to the Board at the start of each financial year, disclosing any affiliations or interests they hold with other entities. Should there be any updates or alterations to the initial declaration, directors are obligated to promptly inform the Board by submitting the revised declaration.

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 2023-24	FY 2022-23	Details of improvements in environmental and social impacts
R&D	-	-	-
Capex	9%	1%	1. Capex incurred for WHRS 2. Online Ambient Air Quality Monitoring Station. Construction of Fly ash storage Sheds. Installation of Variable frequency drives. Dust Emission monitoring System etc.

2. a. **Does the entity have procedures in place for sustainable sourcing? (Yes/No)**

Yes, Star Cement Limited is committed to promoting the safe and efficient utilization of resources across the entire lifecycle of its products. In line with the commitment, the Company has developed a Product Stewardship Policy. Aligned with this policy, the Company is currently working on establishing procedures to evaluate suppliers according to environmental and social parameters.

b. **If yes, what percentage of inputs were sourced sustainably?**

The Company is yet to initiate supplier assessment on environmental and social parameters.

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 adheres to circularity principles throughout its operations and end-use stages, aiming to minimize waste generation and ensure responsible disposal. To achieve this, the following mechanisms have been implemented for waste treatment:

Plastics (including packaging)	The Company recycles its pre and post-consumer plastic waste through CPCB authorized plastic recycler.
E-waste	The Company is not in the business of electronic consumer goods. However, the E-waste produced during the office operations is sold to the registered recyclers.
Hazardous waste	The hazardous waste generated is disposed through the registered recyclers or disposers having permissions from State Pollution Control Boards.
Other waste	The Company channelizes all non-hazardous waste for final disposal through vendors or authorized recyclers.

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, Plastic Extended Producer Responsibility (EPR) is applicable to SCL. In line with the plastic EPR requirements, the Company has developed collection action plan and onboarded an authorized recycler to collect, transport and recycle the plastic packaging waste.

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
The Company is yet to conduct life cycle assessment of its products					

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.

   Not applicable

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	FY 2023-24	FY 2022-23
Clinker (replaced by fly ash and slag)	28.59%	30.25%
Chemical gypsum proportion of total gypsum	87%	65%

** In FY 2022-23, SCL has published BRSR report on standalone basis while in FY 2023-24, the report is on consolidated basis. Hence, the data for FY 2022-23 has been revised.*

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 2023-24 (MT)			FY 2022-23 (MT)		
	Reused	Recycled	Safely disposed	Reused	Recycled	Safely disposed
Plastic waste	-	-	6304.98	-	-	1694.89
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
Packaging	100%

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	
		No. B	% (B/A)	No. C	% (C/A)	No. D	% (D/A)	No. E	% (E/A)	No. F	% (F/A)
Permanent employees											
Male	1250	1250	100%	1250	100%	-	-	-	-	-	-
Female	91	91	100%	91	100%	91	100%	-	-	-	-
Total	1341	1341	100%	1341	100%	91	100%	-	-	-	-
Other than permanent employees											
Male	464	464	100%	464	100%	-	-	-	-	-	-
Female	69	69	100%	69	100%	69	100%	-	-	-	-
Total	533	533	100%	533	100%	69	100%	-	-	-	-

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	
		No. B	% (B/A)	No. C	% (C/A)	No. D	% (D/A)	No. E	% (E/A)	No. F	% (F/A)
Permanent workers											
Male	694	694	100%	694	100%	-	-	-	-	-	-
Female	96	96	100%	96	100%	96	100%	-	-	-	-
Total	790	790	100%	790	100%	96	100%	-	-	-	-
Other than permanent workers											
Male	1554	1554	100%	1554	100%	-	-	-	-	-	-
Female	99	99	100%	99	100%	99	100%	-	-	-	-
Total	1653	1653	100%	1653	100%	99	100%	-	-	-	-

c. Spending on measures towards well-being of employees and workers (including permanent and other than permanent) in the following format:

	FY 2023-24	FY 2022-23
Cost incurred on well-being measures as a % of total revenue of the company	0.07%	0.08%

2. Details of retirement benefits, for Current Financial Year and Previous Financial Year.

Benefits	FY 2023-24			FY 2022-23		
	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/N.A.)	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/N.A.)
PF	100%	100%	Y	100%	100%	Y
Gratuity	100%	100%	Y	100%	100%	Y
ESI	3%	100%	Y	3%	100%	Y
NPS	13%	-	Y	13%	-	Y

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.

The Company, at present does not have any differently abled employee as per the Rights of Persons with Disabilities Act, 2016 but provisions such as ramps for ease of walking and wheelchairs are in place at the premises of the Company.

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.

Yes, the Company has formulated Employee Welfare Policy, which commit towards promoting equality of opportunity and employment in the workplace without bias towards an individual's gender, age, caste, ethnicity, sexual orientation, political opinions, marital status or religious beliefs.

As an equal opportunity employer and through the enforcement of the Policy the Company ensures all employees from the time of hiring and induction as well as throughout the course of employment till the time of separation are treated equally and are provided with sound infrastructure and facilities, thereby creating a safe and an enabled work environment.

Link to policy - https://www.starcement.co.in/upload/images/files/BRSRPolicy.pdf

5. Return to work and Retention rates of permanent employees and workers that took parental leave.

	Permanent employees		Permanent workers	
	Return to work rate*	Retention rate*	Return to work rate*	Retention rate*
Male	-	-	-	-
Female	-	-	-	-
Total	-	-	-	-

** In FY 2023-24, no employees or workers have taken parental leave.*

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 employees	Yes, Star Cement Limited has mechanism in place to receive and redress the grievances. It includes: (i) **Work Committees:** The Company has established work committees at the operations level to address grievances from plant-level workers and employees. (ii) **Internal Complaints Committee:** Star Cement Limited has a dedicated Internal Complaints Committee to address grievances related to sexual harassment. These measures demonstrate Star Cement Limited's commitment to being a responsible, employee-centric organization that values its workforce and strives to maintain a safe, healthy and inclusive work environment.
Other than permanent employees	
Permanent workers	
Other than permanent workers	

7. Membership of employees and worker in association(s) or Unions recognised by the listed entity:

Category	FY 2023-24			FY 2022-23		
	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	1341	-	0%	1164	-	0%
Male	1250	-	0%	1078	-	0%
Female	91	-	0%	86	-	0%
Total Permanent Workers	790	-	0%	770	-	0%
Male	694	-	0%	682	-	0%
Female	96	-	0%	88	-	0%

** In FY 2022-23, SCL has published BRSR report on standalone basis while in FY 2023-24, the report is on consolidated basis. Hence, the data for FY 2022-23 has been revised.*

8. Details of training given to employees and workers:

Category	FY 2023-24					FY 2022-23				
	Total (A)	On health & safety measures		On skill upgradation		Total (D)	On health & safety measures		On skill upgradation	
		No. (B)	% (B/A)	No. (C)	% (C/A)		No. (E)	% (E/D)	No. (F)	% (F/D)
Employees										
Male	1250	1063	85%	1063	85%	1078	917	85%	917	85%
Female	91	77	85%	77	85%	86	73	85%	73	85%
Total	**1341**	**1140**	**85%**	**1140**	**85%**	**1164**	**990**	**85%**	**990**	**85%**
Workers										
Male	694	625	90%	625	90%	682	614	90%	614	90%
Female	96	87	91%	87	91%	88	80	90%	80	90%
Total	**790**	**712**	**90%**	**712**	**90%**	**770**	**694**	**90%**	**694**	**90%**

** In FY 2022-23, SCL has published BRSR report on standalone basis while in FY 2023-24, the report is on consolidated basis. Hence, the data for FY 2022-23 has been revised.*

9. Details of performance and career development reviews of employees and worker:

Category	FY 2023-24			FY 2022-23		
	Total (A)	No. (B)	% (B/A)	Total (C)	No. (D)	% (D/C)
Employees						
Male	1250	1250	100%	1078	1078	100%
Female	91	91	100%	86	86	100%
Total	1341	1341	100%	1164	1164	100%
Workers						
Male	694	694	100%	682	682	100%
Female	96	96	100%	88	88	100%
Total	790	790	100%	770	770	100%

** In FY 2022-23, SCL has published BRSR report on standalone basis while in FY 2023-24, the report is on consolidated basis. Hence, the data for FY 2022-23 has been revised.*

10. Health & safety management system

a. **Whether an occupational health and safety management system has been implemented by the entity? (Yes/ No). If yes, the coverage such system?**

Yes, the Occupational Health and Safety Management System (ISO 45001:2018) has been implemented across all manufacturing facilities.

b. **What are the processes used to identify work-related hazards and assess risks on a routine and non-routine basis by the entity?**

Star Cement Limited has implemented a robust process to identify work-related hazards and assess risks on a routine and non-routine basis. The Company conducts comprehensive risk assessments for occupational health and safety throughout the financial year, led by qualified professionals utilizing recognized methodologies to identify potential hazards and evaluate associated risks. The findings from these assessments inform the development of tailored risk mitigation strategies and standard operating procedures (SOPs) to minimize or eliminate identified risks, encompassing engineering controls, administrative controls, and personal protective equipment (PPE). Clear guidance on safe task execution and emergency response are provided through the established SOPs.

Hazard identification and risk assessment (HIRA) is conducted for all jobs, with dedicated training programs and workshops to enhance employee competency in this domain. Key identified risks, such as working in confined spaces, fire hazards, scaffolding and heavy lifting, are addressed through mitigation strategies outlined in SOPs prominently displayed at the workplace. In the event of accidents or incidents, a thorough investigation is carried out using the Why-Why analysis method, with corrective and preventive actions documented in reports and overseen by departmental heads to ensure compliance and safety verification by the safety department.

c. **Whether you have processes for workers to report the work-related hazards and to remove themselves from such risks. (Y/N)**

Yes, Star Cement Limited has established processes to enable workers to report work-related hazards and remove themselves from such risks. Employees and workers are encouraged to intervene and address unsafe behaviour or conditions they observe, proactively preventing potential incidents.

d. **Do the employees have access to non-occupational medical and healthcare services? (Yes/ No)**

Yes, Star Cement Limited provides its employees with access to non-occupational medical and healthcare services. The Company has an onsite occupational health centre with daily doctor consultations, conducts regular medical check-ups, and offers ESI and health insurance coverage. Additionally, the Company makes financial contributions towards employees' medical expenses. By providing these comprehensive healthcare services, the company prioritizes the well-being of its employees and workers both at work and outside of work, ensuring that they have access to quality medical care and support.

11. Details of safety related incidents, in the following format

Safety Incident/Number	Category	FY 2023-24	FY 2022-23
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)	Employees	0.16	0.45
	Workers	-	-
Total recordable work-related injuries	Employees	1	1
	Workers	-	-
No. of fatalities	Employees	-	-
	Workers	1	-
High consequence work-related injury or ill-health (excluding fatalities)	Employees	-	-
	Workers	-	-

** In FY 2022-23, SCL has published BRSR report on standalone basis while in FY 2023-24, the report is on consolidated basis. Hence, the data for FY 2022-23 has been revised.*

12. **Describe the measures taken by the entity to ensure a safe and healthy workplace.**

Star Cement Limited has taken numbers of measures to ensure a safe and healthy workplace. This includes:

(i) Regular health and safety training sessions (151 sessions, 1869 training man-hours) on topics like fire-fighting, PPE, permit to work, behaviour-based safety, working at height, confined space entry, near-miss reporting, etc.

(ii) Introduction of the Safety Star Award (Golden Helmet) to recognize and encourage employees and workers who adhere to safety protocols.

(iii) Conducting behavioural-based safety training programs to cultivate a safety-oriented culture.

(iv) Ensuring the effectiveness of healthcare services through qualified medical personnel, recognized medical standards, and engaging with workers to understand their needs.

(v) Promoting fitness programs and sports activities to support healthy lifestyles and reduce employee stress.

(vi) Rigorous accident investigation system using Why-Why analysis and corrective/preventive action plans.

13. **Number of Complaints on the following made by employees and workers.**

	FY 2023-24			FY 2022-23		
	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	-	-	-	-	-	-
Health and safety	-	-	-	-	-	-

14. **Assessment of the year**

	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Working Conditions	100%
Health and safety	100%

15. **Provide details of any corrective action taken or underway to address safety-related incidents (if any) and on significant risks / concerns arising from assessments of health & safety practices and working conditions.**

Accident details	Corrective / preventive actions	Control type
Star Cement Limited, Lumshnong Cause of the incident: Fire extinguisher blast resulted into major injury of the trainer	1. Check fire-extinguishers physical condition before operating. 2. Never operate without proper training 3. Monthly inspection of fire-extinguishers	1. Administrative control 2. Human behavioural control

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).**

Employees	Yes
Workers	Yes

2. **Provide the measures undertaken by the entity to ensure that statutory dues have been deducted and deposited by the value chain partners.**

All contractual commitments with value chain partners include the deduction and timely payment of statutory dues like PF, ESI, among others. Clear contractual obligations are outlined to ensure compliance with these statutory requirements.

3. **Provide the number of employees / workers having suffered high consequence work-related injury / ill-health / fatalities (as reported in Q11 of Essential Indicators above), who have been rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment:**

	Total no. of affected employees/ workers		No. of employees/workers that are rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment	
	FY 2023-24	FY 2022-23	FY 2023-24	FY 2022-23
Employees	-	-	-	-
Workers	-	-	-	-

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, the Company offers employment opportunity to retired employees on fixed term basis.

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	The Company does not undertake assessment of value chain partners on health and safety and working conditions.
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.**

The Company is yet to conduct assessment for value chain partners on health and safety and working conditions parameters.

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.**

The Company upholds its BRSR (Business Responsibility and Sustainability Reporting) policy, emphasizing the critical importance of meaningful engagement with stakeholders to strengthen decision-making processes and bolster accountability. The Company identifies its key stakeholder groups based on factors such as dependency, immediacy, responsibility and influence, the Company ensures a systematic and regular engagement approach.

This commitment entails prioritizing structured interactions with stakeholders to cultivate trust, foster transparency in business operations and adeptly manage risks. The key stakeholder groups encompass customers, investors, employees, community, government/regulatory bodies, vendors/suppliers and dealers.

2. **List stakeholder groups identified as key for your entity and the frequency of engagement with each stakeholder group.**

Stakeholder Group	Whether identified as Vulnerable & Marginalized Group (Yes/ No)	Channels of communication (Email, SMS, Newspaper, Pamphlets, Advertisement, Community Meetings, Notice Board, Website), Other	Frequency of engagement (Annually/ Half yearly/ Quarterly / others – please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
Customers	No	1. Regular engagement through e-mails, calls, SMS, brochures, and catalogues 2. Site visits by company civil engineers 3. Exhibitions and events 4. Customer feedback 5. Social media communication 6. Marketing campaigns 7. SAP ERM implementation	Daily	1. Branded products 2. Assured quality and product pricing 3. Regular supply and timely delivery 4. Seamless customer service 5. Customer satisfaction and retention
Investors	No	1. E-mails, one-on-one and group meetings 2. Town hall meetings 3. Employee engagement initiatives 4. Star Sujhaav 5. Cultural events 6. Training and development workshops 7. Health initiatives 8. Performance appraisals 9. Grievance redressal Mechanisms	Quarterly	1. Economic performance 2. Sustainable business performance 3. Risk management 4. Ethical business practices and good corporate governance 5. Regular pay out either as dividend or buyback 6. ESG integration into strategy and operations 7. Transparent reporting and disclosure
Employees	No	1. E-mails, one-on-one and group meetings 2. Town hall meetings 3. Employee engagement initiatives 4. Star Sujhaav 5. Cultural events 6. Training and development workshops 7. Health initiatives 8. Performance appraisals 9. Grievance redressal Mechanisms	Daily	1. Training and development 2. Health and safety matters 3. Diverse, open, non-discriminatory and safe working environment 4. Fair practices, work life balance and timely remuneration 5. Performance evaluation and recognition

Stakeholder Group	Whether identified as Vulnerable & Marginalized Group (Yes/ No)	Channels of communication (Email, SMS, Newspaper, Pamphlets, Advertisement, Community Meetings, Notice Board, Website), Other	Frequency of engagement (Annually/ Half yearly/ Quarterly / others – please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
Communities	Yes	1. CSR initiatives 2. Focus on health, education, livelihood and generation of secondary source of income 3. Skill development and training workshops 4. Employee volunteering	Daily	1. Infrastructure development 2. Local employment 3. Education with a focus of inclusiveness criteria (covering marginalised and tribal people) 4. Social upliftment 5. Community welfare initiatives 6. Environment conservation 7. Healthcare to the neighbouring community and underprivileged
Government/ Regulatory Bodies	No	1. Meetings, presentation, reports and networking in different forums organised by regulatory authorities 2. Mandatory regulatory filings 3. Periodical submission of business performance 4. Annual report 5. Written communications	Need basis	1. Compliance with laws and regulations 2. Timely reporting through various compliance-based forms 3. Active participation in industry and regulatory working groups
Vendors/ Suppliers	No	1. Phone, e-mail or in person engagement 2. Suppliers' meet, regular meetings, seminars, and workshops 3. Capacity building and sustainability for suppliers	Daily	1. Fair and ethical procurement & engagement practices 2. Knowledge programmes to reduce supplier's risks 3. Pricing and favourable terms of payment 4. Timely clearance 5. Addressing supplier grievances

Stakeholder Group	Whether identified as Vulnerable & Marginalized Group (Yes/ No)	Channels of communication (Email, SMS, Newspaper, Pamphlets, Advertisement, Community Meetings, Notice Board, Website), Other	Frequency of engagement (Annually/ Half yearly/ Quarterly / others – please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
Dealers	No	1. Annual dealer/channel meetings 2. Conferences 3. Marketing meetings and sales calls 4. Channel satisfaction survey 5. WhatsApp for Business 6. Call Centre 7. Sales incentive schemes 8. App related support	Daily	1. Level of customer satisfaction 2. Dealers' network 3. Maintaining brand reputation 4. Assured quality 5. Support in sales promotion 6. Regular supply and timely delivery 7. Profitability and return on investment

Leadership Indicators

1. **Provide the process for consultation between stakeholders and the Board on environmental and social topics or if consultation is delegated, how is feedback from such consultations provided to the Board.**

   The Company's cross functional teams engage with stakeholders to understand their viewpoints and develop policies and strategies which strengthens the relationship. Interaction with the stakeholders create an opportunity to co-create long term solutions for mitigating environmental, social and governance risks.

   The feedback received through such consultations are incorporated into the Company's strategy and policies and taken forward to the Board for their consideration.

2. **Whether stakeholder consultation is used to support the identification and management of environmental, and social topics (Yes / No). If so, provide details of instances as to how the inputs received from stakeholders on these topics were incorporated into policies and activities of the entity.**

   Yes, stakeholder consultation provides a mechanism for the identification and management of environmental and social topics. The feedback received serves as a valuable input for the Company in developing strategies, which encompass policy formulation, goal establishment, and target setting. These strategies are designed to align with the Company's overarching objectives. Once established, these targets and goals are systematically implemented with monitoring mechanisms put in place as deemed necessary to ensure effective execution and progress tracking.

3. **Provide details of instances of engagement with and actions taken to, address the concerns of vulnerable/ marginalized stakeholder groups.**

   The Company makes conscious efforts towards inclusion of vulnerable communities residing in the proximity of its manufacturing units. Engaging with these communities is approached through a needs-based method, involving attentive listening to community voices, prioritizing their requirements in line with the CSR policy and executing programs in partnership with non-profit organizations. Throughout the reporting period, the Company has contributed towards programmes focussed on livelihood, education, healthcare, rural infrastructure development, and environmental management sectors.

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 2023-24			FY 2022-23		
	Total (A)	No. of employees/ workers covered (B)	% (B/A)	Total (C)	No. of employees/ workers covered (D)	% (D/C)
Employees						
Permanent	1341	1341	100%	1164	1164	100%
Other than permanent	533	533	100%	336	336	100%
Total employees	1874	1874	100%	1500	1500	100%
Workers						
Permanent	790	790	100%	770	770	100%
Other than permanent	1653	1653	100%	1238	1238	100%
Total workers	2443	2443	100%	2008	2008	100%

** In FY 2022-23, SCL has published BRSR report on standalone basis while in FY 2023-24, the report is on consolidated basis. Hence, the data for FY 22-23 has been revised.*

2. **Details of minimum wages paid to employees and workers, in the following format:**

Category	FY 2023-24					FY 2022-23				
	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	1341	-	-	1341	100%	1164	-	-	1164	100%
Male	1250	-	-	1250	100%	1078	-	-	1079	100%
Female	91	-	-	91	100%	86	-	-	86	100%
Other than permanent	533	-	-	533	100%	336	-	-	336	100%
Male	464	-	-	464	100%	292	-	-	292	100%
Female	69	-	-	69	100%	44	-	-	44	100%

Category	FY 2023-24					FY 2022-23				
	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)
Workers										
Permanent	790	-	-	790	100%	770	-	-	770	100%
Male	694	-	-	694	100%	682	-	-	682	100%
Female	96	-	-	96	100%	88	-	-	88	100%
Other than permanent	1653	-	-	1653	100%	1238	-	-	1238	100%
Male	1554	-	-	1554	100%	1159	-	-	1159	100%
Female	99	-	-	99	100%	79	-	-	79	100%

** In FY 2022-23, SCL has published BRSR report on standalone basis while in FY 2023-24, the report is on consolidated basis. Hence, the data for FY 22-23 has been revised.*

3. a. **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*	8	4,70,000	2	2,50,000
Key managerial personnel**	9	1,98,00,000	0	0
Employees other than BoD and KMP	1241	19,22,931	91	17,92,539
Workers	694	3,48,060	96	3,29,060

**The Board of Directors includes 8 Independent Directors and 2 Non-Executive Directors.*

*** Key Managerial Personnel includes both Executive Directors and Non-Board KMPs.*

b. **Gross wages paid to females as % of total wages paid by the entity, in the following format:**

	FY 2023-24	FY 2022-23
Gross wages paid to females as % of total wage	5%	3%

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)**

The HR Head of each business division provides top-tier executive oversight in managing human rights concerns for the employees and workers of the Company. At the plant level, the Company has instituted a Works Committee with equal representation from management and workers to effectively address and resolve grievances related to human rights in a balanced and cooperative manner (ICC).

Additionally, the Company has Internal Complaints Committee (ICC) in place to address grievances related to sexual harassment.

5. **Describe the internal mechanisms in place to redress grievances related to human rights issues.**

The Company acknowledges the significance of human rights and has integrated relevant provisions into its BRSR policy and Prevention of Sexual Harassment (POSH) policy.

As a conscientious organization prioritizing employee welfare, the Company has established diverse channels to address human rights-related grievances of its workers and employees. Employees and workers have avenues to address their grievances by:

(i) Engaging with the Works Committee, which comprises equal representation from workmen and managerial staff.

(ii) Voicing concerns to the departmental or plant HR personnel. If concerns remain unresolved, they can be escalated to the Corporate HR head.

(iii) Reporting grievances related to sexual harassment to the ICC.

6. Number of Complaints on the following made by employees and workers:

	FY 2023-24			FY 2022-23		
	Filled during the year	Pending resolution at the end of year	Remarks	Filled during the year	Pending resolution at the end of year	Remarks
Sexual harassment	-	-	-	-	-	-
Discrimination at workplace	-	-	-	-	-	-
Child labour	-	-	-	-	-	-
Forced labour	-	-	-	-	-	-
Wages	-	-	-	-	-	-
Other human rights related issues	-	-	-	-	-	-

7. Complaints filed under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, in the following format:

	FY 2023-24	FY 2022-23
Total Complaints reported under Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH)	-	-
Complaints on POSH as a % of female employees / workers	-	-
Complaints on POSH upheld	-	-

8. Mechanisms to prevent adverse consequences to the complainant in discrimination and harassment cases.

The Vigil (Whistle Blower) mechanism serves as a secure channel for employees and Directors to report concerns regarding unethical conduct, actual or suspected fraud, or breaches of the Code of Conduct or policy to the management. The mechanism incorporates adequate safeguards against victimization of employees and Directors who choose to utilize it, and also provides for direct escalation to the Chairman of the Audit Committee in exceptional circumstances. The Whistle Blower Policy is publicly available on the Company's website at the following link: https://www.starcement.co.in/upload/images/files/Whistle-Blower-Policy-4.pdf

Furthermore, the Company has instituted a comprehensive policy on Prevention of Sexual Harassment ("POSH") in the workplace. This policy is aimed at deterring harassment of employees, contractors, and vendors, and outlines clear guidelines for identifying, reporting and preventing any form of sexual harassment. Concerns regarding such incidents can be addressed confidentially by reporting to the Internal Complaints Committee (ICC).

9. Do human rights requirements form part of your business agreements and contracts?

Yes, human right requirements are covered in business agreements and contracts. All suppliers and contractors are required to abide by the terms and conditions prescribed in the agreement and contract to maintain the highest standards of ethics and integrity.

10. Assessment of the Year

	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Child labour	100%
Forced labour	100%
Sexual harassment	100%
Discrimination at workplace	100%
Wages	100%

11. Provide details of any corrective actions taken or underway to address significant risks / concerns arising from the assessments at Question 9 above.

Not any

Leadership Indicators

1. **Details of a business process being modified / introduced as a result of addressing human rights grievances/complaints.**

   No significant changes to business processes have been made during the reporting period.

2. **Details of the scope and coverage of any Human rights due diligence conducted.**

   The Company has obtained SA 8000 certificate which is based on internationally recognized standards of decent work, including the Universal Declaration of Human Rights, ILO conventions and national laws. SA 8000 includes elements such as Child labour, forced or compulsory labour, health and safety, freedom of association and right to collective bargaining, discrimination, disciplinary practices, working hours, remuneration and management system.

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, the Company ensures accessible infrastructure for all. The Company strives to provide a multifaceted infrastructure by providing differently abled people with access to wheelchairs and ramp facilities to ensure ease in navigation within its premises.

4. **Details on assessment of value chain partners:**

	% of plants and offices that were assessed (by entity or statutory authorities or third parties)
Child labour	The Company does not undertake assessment of value chain partners on human right issues.
Forced labour	
Sexual harassment	
Discrimination at workplace	
Wages	
Others – Please specify	

5. **Provide details of any corrective actions taken or underway to address significant risks / concerns arising from the assessments at Question 4 above.**

   The Company has not identified human right risks in the value chain during the reporting period.

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 2023-24	FY 2022-23
From renewable sources		
Total electricity consumption (A)	261 TJ	4 TJ
Total fuel consumption (B)	930 TJ	1039 TJ
Energy consumption through other sources (C)	0	0
Total energy consumed from renewable sources (A+B+C)	**1,191 TJ**	**1,043 TJ**
From non-renewable sources		
Total electricity consumption (D)	351 TJ	322 TJ
Total fuel consumption (E)	76,746 TJ	64,123 TJ
Energy consumption through other sources (F)	0	0
Total energy consumed from non-renewable sources (D+E+F)	**77,097 TJ**	**64,445 TJ**
Total energy consumed (A+B+C+D+E+F)	**78,288 TJ**	**65,489 TJ**
Energy intensity per rupee of turnover (Total energy consumed / Revenue from operations)	0.267 TJ/₹ Lakhs	0.238 TJ/₹ Lakhs
Energy intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total energy consumed / Revenue from operations adjusted for PPP	6.099 TJ/₹ Lakhs	5.435 TJ/₹ Lakhs
Energy intensity in terms of physical output	0.018 TJ/MT (Cementitious material)	0.016 TJ/MT (Cementitious material)

** PPP rate considered for calculation = 22.88 as per OECD data*

** In FY 2022-23, SCL has published BRSR report on standalone basis while in FY 2023-24, the report is on consolidated basis. Hence, the data for FY 2022-23 has been revised.*

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.

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, PAT is applicable to Star Cement Limited. The Company had achieved targets under PAT schemes in FY 2023-24.

3. **Provide details of the following disclosures related to water, in the following format:**

Parameter	FY 2023-24 (kl)	FY 2022-23 (kl)
Water withdrawal by source (in kilolitres)		
Surface water	8,86,406	7,85,716
Ground water	2,00,852	2,09,642
Third party water	0	0
Seawater / desalinated water	0	0
Other (Recycled water)	7,97,262	4,19,369
Harvested rainwater	5,43,802	4,08,777
Total volume of water withdrawal (in kilolitres)	24,28,322	18,23,504
Total volume of water consumption (in kilolitres)	24,28,322	18,23,504
Water intensity per rupee of turnover (Total water consumption / Revenue from operations)	8.268 kl/₹ Lakhs	6.614 kl/₹ Lakhs
Water intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total water consumption / Revenue from operations adjusted for PPP	189.181 kl/₹ Lakhs	151.347 kl/₹ Lakhs
Water intensity in terms of physical output	0.562 kl/MT (Cementitious material)	0.447 kl/MT (Cementitious material)

** PPP rate considered for calculation = 22.88 as per OECD data*

** In FY 2022-23, SCL has published BRSR report on standalone basis while in FY 2023-24, the report is on consolidated basis. Hence, the data for FY 2022-23 has been revised.*

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.

4. **Provide the following details related to water discharged:**

Parameter	FY 2023-24 (Current Financial Year)	FY 2022-23 (Previous Financial Year)
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	-	-
(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)	-	-

5. **Has the entity implemented a mechanism for Zero Liquid Discharge? If yes, provide details of its coverage and implementation.**

Yes, the Company maintains Zero Liquid Discharge (ZLD) across its entire operational network. Within its facilities, it operates both an Effluent Treatment Plant (ETP) and a Sewage Treatment Plant (STP) to effectively treat industrial and domestic wastewater, respectively. The reclaimed water from the ETP is utilized for automobile washing, while the treated water from the STP is repurposed for gardening and dust suppression through sprinkler systems.

6. **Please provide details of air emissions (other than GHG emissions) by the entity, in the following format**

Parameter	Please specify unit	FY 2023-24	FY 2022-23
NOx	MT/Annum	2474	1086
Sox	MT/Annum	3451	2032
Particulate Matter (PM)	MT/Annum	315	240

** In FY 2022-23, SCL has published BRSR report on standalone basis while in FY 2023-24, the report is on consolidated basis. Hence, the data for FY 2022-23 has been revised.*

7. **Provide details of greenhouse gas emissions (Scope 1 and Scope 2 emissions) & its intensity, in the following format:**

Parameter	Unit	FY 2023-24	FY 2022-23
Total Scope 1 emissions (Break-up of the GHG into CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, if available)	Metric tonnes of CO2 equivalent	25,19,759	23,52,787
Total Scope 2 emissions (Break-up of the GHG into CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, if available)	Metric tonnes of CO2 equivalent	69,847	63,636
Total Scope 1 and Scope 2 emissions intensity per rupee of turnover (Total Scope 1 and Scope 2 GHG emissions / Revenue from operations)	Metric tonnes of CO2 equivalent	8.817 tCO2e/ ₹ Lakhs	8.765 tCO2e/ ₹ Lakhs
Total Scope 1 and Scope 2 emission intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total Scope 1 and Scope 2 GHG emissions/ Revenue from operations adjusted for PPP)		201.746 tCO2e/ ₹ Lakhs	200.559 tCO2e/ ₹ Lakhs
Total Scope 1 and Scope 2 emission intensity in terms of physical output	tCO2e/tonne	0.599 tCO2e/ MT (Cementitious material)	0.592 tCO2e/ MT (Cementitious material)

** PPP rate considered for calculation = 22.88 as per OECD data*

** In FY 2022-23, SCL has published BRSR report on standalone basis while in FY 2023-24, the report is on consolidated basis. Hence, the data for FY 2022-23 has been revised.*

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

8. **Does the entity have any project related to reducing Green House Gas emission? If yes, then provide details.**

Star Cement Limited recognises the growing impact of climate change on its operations and believes it has a significant role in delivering the nations' promise towards achieving net zero by 2070. Thus, as a climate steward, the Company takes proactive measures with the intention of cutting down on the energy used in the operations, which also reduces the GHG emissions. The following measures form an integral part of the Company's low carbon strategy

i. **Energy Efficient Initiatives:** The Company invests in several energy conservation measures Initiatives that involve adopting new technologies and upgraded existing infrastructure to reduce its energy intensity.

ii. **Enhancing green energy:** While the Company strives to improve upon its operational efficiency through identification and implementation of energy saving opportunities, it believes integrating green energy into operations to not only overcome challenges as a result of availability of fuel, but also build resilience against the rising fuel prices. Star Cement focusses at enhancing utilisation of green energy in the form of solar power and waste heat recovery to replace coal-based power. In this endeavour, the Company has installed 24.8 MW WHRS capacity in its Lumshnong plant.

iii. **Clinker Factor Reduction:** By gradually lowering the amount of clinker in cement products and using alternative raw materials like fly ash and slag, the Company is able to lower the carbon footprint associated with the calcination of limestone. Approximately, more than 90% of the Company's cement portfolio comprises of blended cement which is an integral part of our climate strategy. As a result, clinker factor reduced from 66.7% to 65.9% in FY 2023-24.

9. **Provide details related to waste management by the entity, in the following format:**

Parameter	FY 2023-24 (kl)	FY 2022-23 (kl)
Total waste generated (MT)		
Plastic waste	1647.14	1451.04
E-waste	5.256	3.85
Bio-medical waste	0.210	0.853
C&D waste	0	0
Battery waste	15.357	4.11
Other hazardous waste. Please specify if any	Used Oil- 24.021 Waste oil – 0.10 Discarded Containers- 12.59 ETP Sludge- 0.772	Used oil- 10.88 Waste oil- 0.11 Used container – 0.8 ETP Sludge- 5.43
Other Non-hazardous waste generated (H). Please specify, if any.	Metal Scrap-835.719 Bags-658.07 Rubber Scrap-51.66 Wooden Pellets-12.88	Metal Scrap- 652.38 Rubber scrap-55.01 Refractory bricks-534 Overburden-1,45,000 Bags – 596.38
Total waste generated	3,263.77	1,48,314.84
Waste intensity per rupee of turnover (Total waste generated / Revenue from operations)	0.011 MT/ ₹ Lakhs	0.538 MT/ ₹ Lakhs
Waste intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total waste generated / Revenue from operations adjusted for PPP)	0.254 MT / ₹ Lakhs	12.310 MT / ₹ Lakhs
Waste intensity in terms of physical output	0.001 MT/ MT (Cementitious material)	0.036 MT/ MT (Cementitious material)
For each category of waste generated, total waste recovered through recycling, re-using or other recovery operations (in MT)		
Category of waste		
Recycled	1,652.396	2073
Reused	0	1,45,534
Other recovery option	0	0
Total	1,652.396	1,47,607
For each category of waste generated, total waste disposed by nature of disposal method (in MT)		
Category of waste		
Incineration	0.210	0.82
Landfilling	0	0.03
Other disposal options	1,611.164	769
Total	1,611.374	769.85

** PPP rate considered for calculation = 22.88 as per OECD data*

** In FY 2022-23, SCL has published BRSR report on standalone basis while in FY 2023-24, the report is on consolidated basis. Hence, the data for FY 2022-23 has been revised.*

10. **Briefly describe the waste management practices adopted in your establishments. Describe the strategy adopted by your company to reduce usage of hazardous and toxic chemicals in your products and processes and the practices adopted to manage such wastes.**

Star Cement Limited has implemented a waste management strategy in line with the Company's vision of reducing landfill waste through a practical and sustainable system. To operationalize this vision, Star Cement Limited has developed comprehensive waste standard operating procedures (SOPs) to guide the proper handling of both hazardous and non-hazardous waste, adhering to applicable regulations.

The company places significant emphasis on waste segregation and storage. To achieve this goal, Star Cement Limited has established separate scrap yards at the plant level to store hazardous and non-hazardous waste in segregated manners, complete with proper labelling. For waste disposal, Star Cement Limited has engaged authorized vendors for the disposal of hazardous waste, while non-hazardous waste is managed through local vendors.

11. **If the entity has operations/offices in/around ecologically sensitive areas (such as national parks, wildlife sanctuaries, biosphere reserves, wetlands, biodiversity hotspots, forests, coastal regulation zones etc.) where environmental approvals / clearances are required, please specify details in the following format:**

Sl. 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
-	-	-	-

12. **Details of environmental impact assessments of projects undertaken by the entity based on applicable laws, in the current financial year:**

Name and brief details of Project	EIA Notification No	Date	Whether conducted by independent external agency (Yes / No)	Results communicated in public domain (Yes / No)	Relevant Web Link
-	-	-	-	-	-

13. **Is the entity compliant with the applicable environmental law/ regulations/ guidelines in India; such as the Water (Prevention and Control of Pollution) Act, Air (Prevention and Control of Pollution) Act, Environment protection act and rules thereunder (Y/N). If not, provide details of all such non-compliances, in the following format:**

Sl. No.	Specify the law / regulation / guidelines which was not complied with	provide details of the noncompliance	Any fines / penalties / action taken by regulatory agencies such as pollution control boards or by courts	Corrective action taken, if any
Yes, the Company abides by all relevant environmental laws, rules and guidelines in India, including the Water (Prevention and Control of Pollution) Act, Air (Prevention and Control of Pollution) Act and Environment Protection Act and Rules thereunder. Star Cement follows the State Pollution Control Board's procedures for reducing pollution by increasing production efficiency and technological advancement. In accordance with the Water Act, Air Act, EPA, etc. The Company has also secured consent for establishment and Consent To Operate (CTO) and renews its CTO as required.				

Leadership Indicators

1. **Water withdrawal, consumption and discharge in areas of water stress (in kilolitres):**

For each facility / plant located in areas of water stress, provide the following information:

(i) **Name of the area**

(ii) **Nature of operations**

(iii) Water withdrawal, consumption and discharge in the following format:

Parameter	FY 2023-24	FY 2022-23
Water withdrawal by source (in kilolitres)		
(i) Surface water	-	-
(ii) Groundwater	-	-
(iii) Third party water	-	-
(iv) Seawater / desalinated water	-	-
(v) Treated / Recycled Water	-	-
(i) Rainwater from reservoir	-	-
Total volume of water withdrawal (In kilolitres)	-	-
Total volume of water consumption (In kilolitres)	-	-
Water intensity per rupee of turnover (Water consumed / turnover)	-	-
Water intensity (optional) – the relevant metric may be selected by the entity	-	-
Water discharge by destination and level of treatment (in kilolitres)	-	-
(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)	-	-

2. **Please provide details of total Scope 3 emissions & its intensity, in the following format:**

Parameter	Unit	FY 2023-24	FY 2022-23
Total Scope 3 emissions (Break-up of the GHG into CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, if available)	Metric tonnes of CO2 equivalent	SCL will explore scope of estimating Scope 3 emissions in future.	
Total Scope 3 emissions per rupee of turnover	Metric tonnes of CO2 equivalent		
Total Scope 3 emission intensity (optional) – the relevant metric may be selected by the entity	Metric tonnes of CO2 equivalent		

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.

3. **With respect to the ecologically sensitive areas reported at Question 11 of Essential Indicators above, provide details of significant direct & indirect impact of the entity on biodiversity in such areas along-with prevention and remediation activities.**

Not applicable

4. If the entity has undertaken any specific initiatives or used innovative technology or solutions to improve resource efficiency, or reduce impact due to emissions / effluent discharge / waste generated, please provide details of the same as well as outcome of such initiatives, as per the following format:

Sl. No.	Initiative undertaken	Details of the initiative (Web-link, if any, may be provided along-with summary)	Outcome of the initiative
1	Replacement of seven nos. Air Cooled Condenser Fan blade by FRP Blade	Conservation of energy	Resulted in annual savings of 15,006KWh (units)
2	Raw water mono block feed pump of 11 KW in RO plant replaced with 5.5 KW motor	Conservation of energy	Resulted in annual savings of 2,676 KWh. (units)
3	Replacement of overrated Tertiary Crusher motor from 400 kW to 325 kW	Conservation of energy	Resulted in annual savings of 1,22,640 kWh (units).
4	Installation of 45 kW VFD in Material Handling bag filter fans	Conservation of energy	Resulted in annual savings of 69,120 kWh (units).
5	Installation of 132 kW VFD in the bulker unloading compressor	Conservation of energy	Resulted in annual savings of 150,356 kWh (units).
6	Installation of 110 kW VFD in the Mill compressor	Conservation of energy	Resulted in annual savings of 73,669 kWh (units).
7	Replacement of 110 kWh compressor by 55 kW VFD-operated compressor for packer operation	Conservation of energy	Resulted in annual savings of 28,600 kWh (units).
8	Commissioning of Waste heat recovery system. Gross Generation from WHRS in FY 23-24 is 72,399 MWh	Conservation of energy	
9	Installation of 90 Kw VFD in Reverse Air fan system	Conservation of energy	Resulted in power saving of 53 kWh per day.
10	Installation of Proxy pulser in all long belt conveyors	Steps taken toward Technical Absorption	To prevent the proximity and avoided tripping of conveyors.
11	Stand by VFD of 132 kw,160 kw,180 kw installed in Cooler fans	Steps taken toward Technical Absorption	To avoid the tripping of kiln
12	Installation of 5.5 kW VFD for the SCL kiln thruster pump to regulate kiln thruster pressure effectively	Steps taken towards technical innovation	
13	Installation of the standby VFDs at the coal mill vent fan and Cement Mill-2 dynamic separator	Steps taken towards technical innovation	
14	Installation of 4 kW Variable Frequency Drives (VFDs) in the travel drive of 10 Truck Loaders	Steps taken towards technical innovation	Helped in reducing breakdowns and enhanced machine performance.
15	Implemented hardware interlocks in 38 bag filter and air slide fan enclosures	Steps taken towards technical innovation	Saving 38,304 kWh of power in FY-23-24.
16	Installation of Solid-State Relays (SSRs) in place of power contactors for the hydraulic motor drive of Truck Tipplers No-1 & 2	Steps taken towards technical absorption	Resulting in smoother operation and reduced downtime.

Sl. No.	Initiative undertaken	Details of the initiative (Web-link, if any, may be provided along-with summary)	Outcome of the initiative
17	Replacement of 3 kW drum motors with 2.2 kW Geared Motors.	Steps taken towards technical absorption	Resulting in fewer breakdowns of Truck Loaders.
18	Frequent tripping of Intelligent Motor Control Centre (IMCC) drives due to communication failures mitigated by replacing 100mbps switches with 1Gbps switches	Steps taken towards technical absorption.	Leading to improved communication speed and eliminating further stoppages.
19	Upgradation of the coal mill static separator with a dynamic separator to enhance performance.	Steps taken towards technical adoption	-
20	Installed a 500 KVAR / 200/100 KVAR APFC capacitor bank panel in LT loads and distribution transformers, improving the power factor from 0.989 to 0.994.	Steps taken towards technical adoption	This resulted in an additional rebate of ₹8.97 lakhs in the financial year 23-24.
21	The modification of the 220-volt AC power line communication system in the packer, using the Devolo Kit.	Steps taken towards technical adoption	The modification has effectively reduced the occurrence of frequent communication faults within the power circuit.
22	Installation of on-line cleaning of lubrication oil unit in Mill main gear box and Roller lubrication system	Steps taken towards technical adoption	Resulted in increased life of oil by 2 years.

5. Does the entity have a business continuity and disaster management plan? Give details in 100 words/ web link.

Embedded within Star Cement Limited operational framework is a profound acknowledgment of potential accidents that may escalate into emergencies, posing significant threats to both individuals and our operational landscape. These hazards, arising from human actions such as fires, leaks, structural failures and acts of terrorism, or from natural disasters like earthquakes, floods and cyclones, necessitate the implementation of robust emergency procedures.

Star Cement's emergency plan is structured around several key objectives:

- Swift containment of hazardous situations.
- Mitigation of risks and reduction of incident impact.
- Evaluation of the adequacy of the systems and resources for managing emergencies.
- Provision of necessary training for SCL's personnel as deemed necessary.
- Establishment of an efficient notification and communication system during emergencies.

6. Disclose any significant adverse impact to the environment, arising from the value chain of the entity. What mitigation or adaptation measures have been taken by the entity in this regard.

The Company has not undertaken an assessment of value chain partners on environmental parameters, and it has not identified any environmental risks in the value chain during the reporting period.

7. Percentage of value chain partners (by value of business done with such partners) that were assessed for environmental impacts.

The Company has not undertaken an assessment of value chain partners on environmental parameters.

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.**

   The Company is affiliated with four 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.**

Sl. No.	Name of the trade and industry chambers/ associations	Reach of trade and industry chambers/ associations (State/National)
1	Bharat Chamber of Commerce	National
2	Cement Manufacturer's Association	National
3	Indian Chamber of Commerce	National
4	Advertising Standards Council of India	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 case	Corrective action taken
The Company had received a notice from the Director General of Competition Commission of India (CCI) seeking various information on alleged cartelization. SCL filed application before CCI for recall/ review of the order by which CCI registered the case and ordered investigation. As complete information sought by CCI was not received within reasonable time, CCI imposed a penalty of ₹5 lakhs upon SCL. Challenging the order of penalty, the Company filed Writ Petition and challenging the order of investigation and registration of Case by CCI, the Company also preferred Writ Petition before Guwahati High Court. The Company has received stay order on both the Writ Petitions. CCI has filed Affidavits in Opposition in both the cases and also filed petitions for vacation of the stay orders. The Company has filed Affidavits. Final hearing in the cases have concluded and the cases are reserved for passing judgement.		

Leadership Indicators

1. **Details of public policy positions advocated by the entity:**

Sl. No.	Public policy advocated	Method resorted for such advocacy	Whether information available in public domain? (Yes/No)	Frequency of Review by Board (Annually/ Half yearly/ Quarterly / Others – please specify)	Web Link, if Available
The Company has not resorted to any such advocacy for or against any policies					

PRINCIPLE 8 Businesses should promote inclusive growth and equitable development.

Essential Indicators

1. Details of Social Impact Assessments (SIA) of projects undertaken by the entity based on applicable laws, in the current financial year.

Name and brief details of project	SIA Notification No.	Date of notification	Whether conducted by independent external agency (Yes / No)	Results communicated in public domain (Yes / No)	Relevant Web link
Not applicable					

2. Provide information on project(s) for which ongoing Rehabilitation and Resettlement (R&R) is being undertaken by your entity.

Sl. No.	Name of Project for which R&R is ongoing	State	District	No. of Project Affected Families (PAFs)	% of PAFs covered by R&R	Amounts paid to PAFs in the FY (In ₹)
The Company has no ongoing Rehabilitation and Resettlement (R&R) at any site						

3. Describe the mechanisms to receive and redress grievances of the community

Star Cement Limited has established a robust mechanism to receive and address community grievances through its Welfare and Development Committee. The committee, which comprises representatives from the local administration, local citizen forum and Star Cement management, serves as the primary channel for handling community concerns.

For grievances related to quality issues, the company ensures a swift resolution process, with grievances being addressed within 10 days. However, for grievances pertaining to the functioning of services provided, a more comprehensive approach is adopted. In such cases, a joint committee meeting is convened and a thorough investigation is conducted to identify the root causes and develop appropriate solutions.

To gain a deeper understanding of local needs and priorities, Star Cement employs Participatory Rural Appraisal (PRA) tools and organizes Focus Group Discussions. This community-centric approach allows the company to gather valuable insights and feedback directly from the stakeholders.

4. Percentage of input material (inputs to total inputs by value) sourced from suppliers:

	FY 2023-24	FY 2022-23
Directly sourced from MSMEs/ small producers	18.47%	12.89%
Sourced directly from within the India	87.77%	97.71%

5. Job creation in smaller towns – Disclose wages paid to persons employed (including employees or workers employed on a permanent or non-permanent / on contract basis) in the following locations, as % of total wage cost.

Location	FY 2023-24	FY 2022-23
Rural	0%	0%
Semi-urban	50%	50%
Urban	4%	5%
Metropolitan	46%	45%

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
-	-

2. Provide the following information on CSR projects undertaken by your entity in designated aspirational districts as identified by government bodies.

Sl. No.	State	Aspirational District	Amount spent (In ₹)
-	-	-	-

3. a) **Do you have a preferential procurement policy where you give preference to purchase from suppliers comprising marginalized /vulnerable groups? (Yes/No)**

   Yes, Star Cement's "Inclusive Growth & Equitable Development" policy focuses on empowering local suppliers to improve their livelihoods and stimulate economic growth in the regions where the Company operates. The Company is committed to establishing a sustainable value chain that supports the development of small-scale enterprises and generates employment opportunities for disadvantaged and marginalized communities. To realize this vision, the Company makes substantial investments in collaborating with MSMEs, local suppliers, and vendors to enhance diversity within its supply chain. In the future, the Company aims to empower women entrepreneurs by fostering partnerships with businesses led by them.

   b) **From which marginalised/vulnerable groups do you procure?**

   None

   c) **What percentage of total procurement (by value) does it constitute?**

   NIL

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.

Sl. No.	Intellectual Property based on traditional knowledge	Owned/ Acquired (Yes/No)	Benefit shared (Yes / No)	Basis of calculating benefit share
1.	SRIJANI	Yes	No	NA
2.	STAR AAC	Yes	No	NA
3.	STAR LOTUS	Yes	No	NA
4.	STAR STELLAR	Yes	No	NA

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
Not applicable	

6. **Details of beneficiaries of CSR Projects**

Sl. No.	CSR Project	No. of persons benefited from CSR projects	% of beneficiaries from vulnerable and marginalized groups
1	Health and Sanitation	1,56,300	85%
2	Education	25,680	90%
3	Livelihood & Skill Building	2,355	90%
4	Rural Development & Emergency Relief	2,47,000	95%
5	Environment & Biodiversity	500	95%

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.**

Star Cement Limited has established efficient mechanisms for receiving and addressing complaints and feedback from customers, dealers and sub-dealers. Utilizing platforms such as Business WhatsApp, Customer Care and India Mart, the Company ensures accessibility and responsiveness to stakeholder concerns.

Upon receipt of a query, the Company conducts a thorough analysis, verifying customer details and categorizing the query based on its nature. Subsequently, the concern is routed to the relevant department for resolution. To facilitate transparent and streamlined resolution processes, each query is assigned a unique ticket number for tracking purposes. This allows for diligent monitoring of progress and enables timely communication of updates to the customer.

The Company proactively follows up with customers after 48 hours to provide status updates on their complaints, demonstrating a commitment to transparency and customer satisfaction. Upon successful resolution, the generated ticket is promptly closed and marked as resolved in the system, ensuring meticulous record-keeping and closure of the matter.

Through these systematic processes, the Company upholds its commitment to efficient complaint handling, fostering trust and confidence among stakeholders and enhancing overall customer satisfaction.

2. **Turnover of products and/ services as a percentage of turnover from all products/service that carry information about:**

	As a percentage to total turnover
Environmental and social parameters relevant to the product	100%
Safe and responsible usage	100%
Recycling and/or safe disposal	100%

3. Number of consumer complaints in respect of the following:

	FY 2023-24			FY 2022-23		
	Received during the year	Pending resolution at end of year	Remarks	Received during the year	Pending resolution at end of year	Remarks
Data privacy	-	-	None	-	-	None
Advertising	-	-	None	-	-	None
Cyber-security	-	-	None	-	-	None
Delivery of essential services	-	-	None	-	-	None
Restrictive Trade Practices	-	-	None	-	-	None
Unfair Trade Practices	-	-	None	-	-	None
Other	2113	-	None	1232	-	None

4. Details of instances of product recalls on account of safety issues:

	Number	Reasons for recall
Voluntary recalls	-	None
Forced recalls	-	None

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, Star Cement Limited recognizes the importance of protecting its digital infrastructure from cyber security threats and preventing breach of person data in compliance with the Digital Personal Data Protection Act. Accordingly, the Company safeguards its systems through the establishment of the Information Security Policy and incorporating IT security aspects in its Business Responsibility Sustainability Policy available on the Company's website at (https://www.starcement.co.in/public/upload/images/files/IT-POLICY-Revised-Version-1.2.pdf

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.**

Throughout the reporting year, Star Cement Limited has remained vigilant, with no reported instances concerning advertising and the delivery of essential services, cybersecurity and data privacy of customers, or re-occurrences of product recalls. Similarly, no penalties or regulatory actions were imposed by authorities regarding the safety of our products or services.

7. **Provide the following information relating to data breaches:**

a. Number of instances of data breaches – Nil

b. Percentage of data breaches involving personally identifiable information of customers – Nil

c. Impact, if any, of the data breaches – None

Leadership indicators

1. **Channels / platforms where information on products and services of the entity can be accessed (provide web link, if available).**

The Company employs a multifaceted approach to communicate its product offerings, utilizing its website (https://www.starcement.co.in/home), along with product launches, advertisements and promotions across various social media platforms. Moreover, in a concerted effort to enhance operational efficiency, Star Cement Limited has significantly expanded its digital footprint through the development of various in-house applications.

Notable introductions include:

- Implementation of WhatsApp for Business to effectively address inquiries from channel partners and customers. Real time query resolution of dealers, retailer, customers and influencers enabled by Star Business WhatsApp Number.
- Deployment of the Star Saathi App to fortify distribution channels, leveraging a vast network of 1,800 dealers. This app helps to dealers to Place & Track Order, Ledger & Outstanding, Dealer Target versus achievement metrics, Schemes, Tour and Engagement requirements.
- Star SFA App is exclusively crafted to cater to the sales, technical and branding requirements, such as counter & site visits, price Capturing – Wholesale and Retail selling price, geo-mapping of counters, secondary sale capturing and attendance.
- Launched Star Stellar App, aimed at facilitating a loyalty program for over 2,200 engineers throughout their professional journey.
- Introduced Star-Link, to cater to masons with a comprehensive loyalty program. Offering seamless registration, easy bag lifting entries and enticing reward points, the app revolutionizes the mason experience. With exciting gifts redemption, it fosters lasting partnerships, enhancing satisfaction and efficiency in construction projects.

2. Steps taken to inform and educate consumers about safe and responsible usage of products and/or services.

The Company actively engages with customers to foster awareness regarding the responsible usage and proper disposal of its products. Its product labels are meticulously designed to provide comprehensive information on product quality, ingredients and safe handling procedures. This commitment ensures adherence to regulations governing customer health, safety, as well as marketing and labelling practices.

3. Mechanisms in place to inform consumers of any risk of disruption/discontinuation of essential services.

The Company's product portfolio does not fall under Essential Services Maintenance.

4. Does the entity display product information on the product over and above what is mandated as per local laws? (Yes/No/Not Applicable) If yes, provide details in brief.

Yes, Star Cement Limited adheres strictly to the regulations set forth by the Bureau of Indian Standards (BIS). In compliance with BIS mandates, the Company is committed to transparency through meticulous product labelling and information dissemination, ensuring clarity and eliminating any potential for consumer confusion.

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)

Central to the Company's operational ethos is the unwavering dedication to customer satisfaction. To this end, the Company employs a multi-faceted approach to engage with customers across various platforms, including social media campaigns, customer loyalty programs and brand equity surveys. These endeavours serve as vital touchpoints through which we glean invaluable insights into the evolving needs and preferences of our customer base.

By actively listening to and engaging with customers, the Company designs its products to better address their needs. This proactive approach not only enhances customer satisfaction but also fosters enduring brand loyalty and strengthens our relationships with our valued customers

Standalone Financial Statements

INDEPENDENT AUDITOR'S REPORT

To
The Members of
Star Cement Limited

Report on the Audit of the Standalone Financial Statements

Opinion

We have audited the accompanying Standalone Financial Statements of Star Cement Limited ("the Company"), which comprise the Balance Sheet as at March 31 2024, the Statement of Profit and Loss (including other comprehensive income), the Statement of Cash Flow and the Statement of changes in Equity for the year then ended, and notes to the Standalone Financial Statements, including a summary of material accounting policies and other explanatory information. (hereinafter referred to as the "Standalone Financial Statements").

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid Standalone Financial Statements give the information required by the Companies Act, 2013 ("the Act") in the manner so required and give a true and fair view in conformity with the Indian Accounting Standards prescribed under section 133 of the Act read with the Companies (Indian Accounting Standard) Rules 2015, as amended (Ind AS) and other accounting principles generally accepted in India, of the state of affairs of the Company as at March 31, 2024, its profit including other comprehensive income, its cash flows and the changes in equity for the year ended on that date.

Basis for Opinion

We conducted our audit of the Standalone Financial Statements in accordance with the Standards on Auditing (SAs), as specified under section 143(10) of the Act. Our responsibilities under those Standards are further described in the 'Auditor's Responsibilities for the Audit of the Standalone Financial Statements' section of our report. We are independent of the Company in accordance with the 'Code of Ethics' issued by the Institute of Chartered Accountants of India 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 we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the Standalone Financial Statements.

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 for the year ended March 31, 2024. These matters were addressed in the context of our audit of the Standalone Financial Statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. We have determined the matters described below as Key audit matters to be communicated in our report.

Key audit matters	How our audit addressed the key audit matter
Revenue recognition - Discounts, incentives, rebates, etc.	
See Notes 1(D)(xvii) and 30 to Standalone Financial Statements	
❍ Revenue of company primarily comprises of revenue from sale of cement. Revenue is measured net of discounts, incentives, rebates etc. given to the customers on the 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.	Our audit procedures included but were not limited to the following: ❍ Assessed the Company's accounting policies relating to revenue, discounts, incentives and rebates by comparing with applicable accounting standards. ❍ 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. ❍ Verified 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.

Key audit matters	How our audit addressed the key audit matter
❍ Company also focuses on revenue as a key performance measure, which could create an incentive for overstating revenue by influencing the computation of rebates and discounts. ❍ Considering the materiality of amounts involved and complexity and judgement required to assess the provision for discounts, incentives and rebates, the same has been considered as a key audit matter	❍ Verified, on a sample basis, the underlying documentation for discounts, incentives and rebates recorded and disbursed during the year. ❍ Compared the historical trend of payments and reversal of discounts, incentives and rebates to provisions made to assess the current year accruals. ❍ Examined the manual journals posted to discounts, rebates and incentives to identify unusual or irregular items
Recoverability of deferred tax assets	
See Notes 1(D)(xx) and 7 to Standalone Financial Statements	
❍ As on March 31, 2024, the company has Deferred Tax Assets pertaining to Minimum Alternate Tax (MAT) credit entitlement of ₹9641.47 lakhs. Carryforward of this credit is subject to taxable profits in the coming years. ❍ The recognition and measurement of deferred tax assets requires determination of deductible temporary differences and carry forward of unused tax credits that are recoverable in future periods. ❍ Assessment of recoverability of Deferred Tax Assets is done by the management at the close of each financial year taking into account forecast of future taxable profits. ❍ We have considered the assessment of deferred tax assets as a key audit matter due to the importance of management's estimation & judgment and the materiality of amount involved.	Our audit procedures included but were not limited to the following: ❍ The key audit matter was addressed by performing audit procedures which involved assessment of underlying process and evaluation of internal financial controls with respect to measurement of deferred tax and assessment of the items leading to recognition of deferred tax in light of prevailing tax laws and applicable financial reporting standards. ❍ Audit procedure also includes verification of management assessment regarding the future taxable profits. ❍ Furthermore, we assessed the adequacy and appropriateness of the disclosures in the standalone financial statements.
Litigation, Claims and Contingent Liabilities	
See Notes 1(D)(xxii) and 46 to Standalone Financial Statements	
❍ 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 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.	Our audit procedures included but were not limited to the following: ❍ Obtained an understanding of management's process and evaluated design and tested the operating effectiveness of management's key internal controls over assessment of litigations to ensure the accounting and disclosures are in compliance with the requirements of applicable accounting standards; ❍ 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. ❍ 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.

Key audit matters	How our audit addressed the key audit matter
❍ These estimates and outcome could change significantly over time as new facts emerge and each legal case progresses. ❍ As on March 31, 2024, the Company has disclosed significant pending legal cases and other material contingent liabilities [Refer Note 46 to the Standalone financial statements] ❍ 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	❍ 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. ❍ Assessed the adequacy of the Company's disclosures in respect of contingent liabilities for various legal matters

Information other than the Standalone Financial Statements and Auditor's Report thereon

The Company's Board of Directors is responsible for the preparation of the other information. The other information comprises the information included in the Company's Directors Report, Management Discussion & Analysis Report, Corporate Governance report and Business Responsibility and Sustainability Report but does not include the Standalone Financial Statements and our auditor's report thereon.

Our opinion on the Standalone Financial Statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the Standalone Financial Statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Standalone Financial Statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Management's Responsibility for the Standalone Financial Statements

The Company's Board of Directors is responsible for the matters stated in section 134(5) of the Act with respect to the preparation of these Standalone Financial Statements that give a true and fair view of the financial position, financial performance including other comprehensive income, cash flows and changes in equity of the Company in accordance with the accounting principles generally accepted in India. This responsibility also includes maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding of the assets of the Company and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and 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 Standalone Financial Statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the Standalone Financial Statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The Board of Directors are also responsible for overseeing the Company's financial reporting process.

Auditor's Responsibility for the Audit of the Standalone Financial Statements

Our objective is 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 Standalone Financial Statements in place and the operating effectiveness of such controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management and Board of Directors of the company.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the Standalone Financial Statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern and,
- 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.

Materiality is the magnitude of misstatements in the Standalone Financial Statements that, individually or in aggregate, makes it probable that the economic decisions of a reasonably knowledgeable user of the Standalone Financial Statements may be influenced. We consider quantitative materiality and qualitative factors in (i) planning the scope of our audit work and in evaluating the results of our work; and (ii) to evaluate the effect of any identified misstatements in the Standalone Financial Statements.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the standalone financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

1. As required by the Companies (Auditor's Report) Order, 2020 ("the Order"), issued by the Central Government of India in terms of sub-section (11) of section 143 of the Companies Act, 2013, 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. 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 except for the matters stated in the paragraph 2(i)(vi) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules 2014;

   (c) The Balance Sheet, the Statement of Profit and Loss including Other Comprehensive Income, the Statement of Cash Flows and Statement of Changes in Equity 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 Indian Accounting Standards specified under Section 133 of the Act, read with Companies (India Accounting Standards) Rules 2015 as amended;

(e) On the basis of the written representations received from the directors as on March 31, 2024 taken on record by the Board of Directors, none of the directors is disqualified as on March 31, 2024 from being appointed as a director in terms of Section 164 (2) of the Act;

(f) With respect to maintenance of accounts and other matters connected therewith, reference is made to our remarks in paragraph 2(i)(vi) below on reporting under Rule 11(g) of the Rules.

(g) With respect to the adequacy of the internal financial controls with reference to Standalone Financial Statements of the Company and the operating effectiveness of such controls, refer to our separate Report in "Annexure B" to this report. Our report expresses an unmodified opinion on the adequacy and operating effectiveness of the Company's internal financial controls with reference to the Standalone Financial Statements;

(h) With respect to the other matters to be included in the Auditor's Report in accordance with the requirements of the section 197(16) of the Act, as amended, in our opinion and to the best of our information and according to the explanation given to us, the managerial remuneration for the year ended March 31, 2024 has been paid / provided by the Company to its directors in accordance with the provisions of section 197 read with Schedule V to the Act;

(i) With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, as amended in our opinion and to the best of our information and according to the explanations given to us:

i. The Company has disclosed the impact of pending litigations on its financial position in its financial statements - Refer Note 46 to the Standalone Financial Statements;

ii. The Company did not have any long-term contracts including derivative contracts for which there were any material foreseeable losses;

iii. There was no amounts which were required to be transferred to the Investor Education and Protection Fund by the Company.

iv. a. The management has represented that, to the best of its knowledge and belief, as disclosed in the note no.52 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 to or in any other person or entity, including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, whether, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries;

b. The Management has represented that, to the best of its knowledge and belief, as disclosed in the note no. 52, no funds have been received by the Company from any person or entity, including foreign entity ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Company shall, whether, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries; and

c. Based on 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 (a) and (b) above, contain any material misstatement.

v. The Company has not declared any dividend in the previous year which has been paid in the current year. Further, no dividend has been declared in the current year.

vi. The reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014 is applicable from 1 April 2023. Based on our examination which included test checks and in accordance with the requirements of Implementation Guide on Reporting on Audit Trail under Rule 11 (g) of the Companies (Audit and Auditors) Rule, 2014, we report that the Company has used accounting software for maintaining its books of account, which has a feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software except Audit trail feature is not enabled for certain data changes to the data for users with certain access rights to a third party software. Further, where audit trail (edit log) facility was enabled and operated throughout the year, we did not come across any instance of audit trail feature being tampered with during the course of our audit.

As proviso to Rule 3(1) of the Companies (Accounts) Rules, 2014 is applicable from April 1, 2023, reporting under Rule 11 (g) of the Companies (Audit and Auditors) Rules, 2014 on preservation of audit trail as per the statutory requirements for record retention is not applicable for the year ended March 31, 2024.

For Singhi & Co.
Chartered Accountants
Firm's Registration No. 302049E

(Gopal Jain)
(Partner)
Membership No. 059147
UDIN: 24059147BKEGTS5273

Place: Kolkata
Date: May 22 , 2024

ANNEXURE “A” TO INDEPENDENT AUDITOR'S REPORT

(Referred to in paragraph 1 with the heading ‘Report on Other Legal and Regulatory Requirements’ section of our report of even date in respect to Statutory Audit of Star Cement Limited for the year ended March 31, 2024)

We report that:

I. (a) (A) The Company has maintained proper records showing full particulars, including quantitative details and situation, of property, plant & equipment.

(B) The Company has maintained proper records showing full particulars of intangible assets.

(b) The Company has regular programme of physical verification of its property, plant and equipment by which property, plant and equipment are verified in a phased manner over a reasonable period of time, which in our opinion, is reasonable having regard to the size of the company and nature its property, plant and equipment. In accordance with this programme, certain property, plant & equipment were physically verified during the year. No material discrepancies were noticed on such verification.

(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 properties where the Company is a lessee and the lease agreements are duly executed in favour of the lessee), are held in the name of the Company except as detailed below: Refer note 2.1 g to the standalone financial statements.

<table>
<tr><th>Description of property</th><th>Gross carrying value (₹ in lakhs)</th><th>Held in the name of</th><th>Whether held by promoter, director or their relative or employee</th><th>Period held- indicate range, where appropriate</th><th>Reason for not being held in the name of the Company.</th></tr>
<tr><td>Free Hold Land</td><td>1103.17</td><td>Ms. Sailyne Suja</td><td>No</td><td>FY 23-24</td><td rowspan="2">The title deeds are in the process of transfer in the name of the company.</td></tr>
<tr><td>Free Hold Land</td><td>678.10</td><td>Government of West Bengal</td><td>No</td><td>FY 23-24</td></tr>
</table>

(d) The Company has not revalued any of its Property, Plant and Equipment (including Right of Use assets) and intangible assets during the year.

(e) According to information and explanations given to us, 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, has been physically verified by the management during the year. As the Company’s inventory of raw materials which comprises mostly of bulk materials such as Clinker, Fly Ash, Gypsum, Coal, etc. requiring technical expertise for quantification, the Company has hired an independent agency for the physical verification of the stock of these materials. In respect to goods in transit, evidence of subsequent receipts has been verified and linked with the goods-in-transit. In our opinion, the frequency of verification by the management is reasonable and the coverage and procedure for such verification is appropriate. Discrepancies of 10% or more in aggregate for each class of inventory were not noticed on physical verification of such inventories.

(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 been sanctioned working capital limits in excess of five crore rupees, in aggregate, from banks or financial institutions on the basis of security of current assets. In our opinion, the quarterly returns or statements filed by the Company with such banks or financial institutions are not in agreement with the books of account of the Company as stated below: (Refer note – 53 to the Standalone Financial Statements): -

Name of bank	Quarter	Particulars	Amount as reported in the quarterly return/ statement	Amount as per books of account	Amount of difference	Reason or variance
• DBS Bank • State Bank of India • Indian Bank • Kotak Mahindra Bank	March'24	Net Current Assets	8,757.05	2,498.137	6,258.92	As explained by the management, the differences are because, the statements filed with the lenders are based on financial statements prepared on provisional basis and also due to audit/accounting adjustment entries carried out subsequently along with certain debtors; inter company (Group) balances were not considered by bank
	December'23	Net Current Assets	12,090.26	1,400.82	10,689.44	
	September'23	Net Current Assets	7,410.13	(3,698.89)	11,109.02	
	June'23	Net Current Assets	9,233.44	(9,318.59)	18,552.03	

iii. (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 provided any guarantee or security or granted any loans or advances in the nature of loans, secured or unsecured to companies, firms, limited liability partnership or any other parties during the year except as mentioned below:

Particulars	Loan (₹ in lakhs)	Guarantee (₹ in lakhs)
Aggregate amount granted / renewed during the year	16,266.76	37,500.00
- To Subsidiaries	14,516.00	37,500.00
- To others	1,750.76	-
Balance outstanding as at the balance sheet date in respect of above cases	3,953.35	37,500.00
- To Subsidiaries	2,242.71	37,500.00
- To others	1,710.64	-

(b) During the year the company has made further investment in one of its subsidiaries. In our opinion and according to the information and explanation given to us, the terms and conditions of investment made and grant of loans and guarantee 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, the repayment of principal and payment of interest has been stipulated and the repayments or receipts have been regular as per the terms of Loan granted.

(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 granted by the company that have fallen due during the year, which has been renewed or extended or fresh loans granted to settle the overdue of existing loans given to same parties except in case of loan granted to a company, other than its subsidiaries, which has fallen due in current year and further renewed and the details are as follow:

Name of the Parties	Aggregate amount of existing loans renewed (₹ in lakhs)	Percentage of the aggregate to the total loans granted during the year
North East Carriers Private Limited	1,750.76	10.76%

(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 either repayable on demand or without specifying any terms or period of repayment to companies, firms, Limited Liability Partnerships or any other parties.

iv. In our opinion and according to the information and explanations provided to us, the Company has not granted any loans or provided any guarantees or security to the parties covered under Section 185 of the Act. The Company has complied with the provisions of Section 186 of the Act in respect of investments made or loan granted by the company.

v. The Company has not accepted any deposits or amounts which are deemed to be deposits within the meaning of Sections 73 to 76 of the Act and the Companies (Acceptance of Deposits) Rules, 2014 (as amended). Accordingly, the reporting under clause 3(v) of the Order is not applicable to the Company.

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. We, however, have not carried out a detailed examination of the records with a view to determine whether these are accurate or complete.

vii. According to the information and explanations given to us and on the basis of our examination of the books of account:

(a) The company is generally regular, except as stated below, in depositing with appropriate authorities undisputed statutory dues including Provident fund, Employees' State Insurance, Income-tax, Sales-tax, Service Tax, Goods and Services tax, Duty of customs, Duty of excise, Value Added Tax, Cess and Other Statutory Dues applicable to it. In our opinion, no undisputed amounts payable in respect of Provident fund, Employees' State Insurance, Income-tax, Sales Tax, Service Tax, Goods and Service tax, Duty of customs, Duty of excise, Value added tax, Cess and Other Statutory Dues were outstanding, at the year end, for a period of more than six months from the date they became payable except non-payment of Royalty & cess on boulder amounting to ₹58.76 lakhs.

(b) Details of statutory dues referred to sub clause (a) above which have not been deposited as on March 31, 2024 on account of any dispute are given below:

Name of the statute	Nature of dues	Amount (₹ in lakhs) *	Period to which the amount relates	Forum where the dispute is pending
Income tax Act, 1961	Income Tax	49.61	A.Y 2017-18	National Faceless Appeal Centre (NFAC) , New Delhi
Income tax Act, 1961	Income Tax	2.56	A.Y 2018-19	National Faceless Appeal Centre (NFAC) , New Delhi
The Central Excise Act,1944	Excise Duty	48.57	F.Y. 2009-10 to 2013-14	Customs, Excise and Service Tax Appellate Tribunal
MMDR ACT, 1957, (#) GST ACT, 2017 & VAT ACT	Royalty, MEPR (##), GST/VAT	4,184.06	F.Y. 2014-15 to 2018-19	The National Green Tribunal Eastern Zone Bench, Kolkata
MMDR ACT, 1957 (#)	Royalty & Cess on Coal, Sandstone and Clay	1,561.30	F.Y. 2009-10 to FY. 2022-23	Divisional Mining officer, West Jaintia hills, Jowai
MMDR ACT, 1957 (#)	District Mineral Foundation (DMF) Charges on Royalty	647.21	FY 2021-22, FY 2022-23 & FY 2023-24	Directorate of Mineral resources, Shillong
Customs Act, 1962	Custom Duty	22.51	F.Y. 2012-13	Commissioner of Custom (preventive) Bhubaneswar
CGST Act, 2017	Transitional Credit of GST	16.29	As on 30th June'17	Assistant Commissioner, Guwahati, Division-II

Name of the statute	Nature of dues	Amount (₹ in lakhs) *	Period to which the amount relates	Forum where the dispute is pending
Central Goods and Services Tax Act, 2017 & State Goods and Services Tax Act, 2017	GST on reverse charge mechanism	2,200.91	July'17 to Dec'18	Joint/Additional Commissioner of Central Goods & Service Tax, Central GST Commissionerate, Shillong
The Finance Act, 1994	Service Tax on Royalty/DMF/NMET	383.19	Apr'16 to June'17	Joint Commissioner, CGST, Shillong
The Finance Act, 1994	Service Tax	216.58	Oct'14 to June'17	Custom, Excise and Service Tax Appellate Tribunal

(#) MMDR: Mines And Minerals (Development And Regulation) Act, 1957

(##) Meghalaya Environment Protection & Restoration Fund

** Net of deposit / deposit under protest and to the extent quantified by the relevant authorities.*

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.

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 borrowings or in the payment of interest thereon to any lender during the year.

(b) According to the information and explanations given to us and on the basis of our audit procedures, we report that the Company has not been declared Willful Defaulter by any bank or financial institution or government or government authority.

(c) In our opinion and according to the information and explanations given to us by the management, term loans were applied for the purpose for which the loans were obtained.

(d) 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 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. The company does not have any associate or joint venture.

(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. The company does not have any associate or joint venture.

x. (a) The Company has not raised any money 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) The Company has not made any preferential allotment or private placement of shares or fully or partly convertible or optionally convertible debentures during the year. Accordingly, clause 3(x)(b) of the Order is not applicable.

xi. (a) During the course of our examination of the books and records of the Company, carried out in accordance with the generally accepted auditing practices in India, and according to the information and explanation given to us, we have neither come across any instance of fraud by the Company or on the Company which has been noticed or reported during the year, nor have we been informed of any such case by the management.

(b) During the course of our examination of the books and records of the Company, carried out in accordance with the generally accepted auditing practices in India, and according to the information and explanation given to us, a report under Section 143(12) of the Act in Form ADT-4 as prescribed under rule 13 of Companies (Audit and Auditors) Rules, 2014 was not required to be filed with the Central Government. Accordingly, the reporting under clause 3(xi)(b) of the Order is not applicable to the Company.

(c) As represented to us by the management, there are no whistle blower complaints received by the Company during the year.

xii. In our opinion and according to the information and explanations given to us, the Company is not a Nidhi Company. Accordingly, clause3(xii) of the Order is not applicable to the Company.

xiii. According to the information and explanations given to us and based on our examination of the records of the Company, transactions with related parties are in Compliance with sections 177 and 188 of the Act where applicable and details of such transactions have been disclosed in the standalone financial statements, as required by the applicable accounting standards. Refer note no. 48 to the Standalone Financials Statement of the company.

xiv. (a) Based on information and explanations provided to us and our audit procedures, in our opinion, the Company's internal audit system is 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. According to the information and explanations given to us and as represented to us by the management and based on our examination of the records of the Company, the Company has not entered into non- cash transactions with directors or persons connected with him. Accordingly, clause 3(xv) of the Order is 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, the reporting under clause 3(xvi)(a) & (b) of the Order is not applicable to the Company.

(b) The Company is not a Core Investment Company (CIC) as defined in the regulations made by the Reserve Bank of India. Accordingly, reporting under clause 3(xvi)(c) of the Order is not applicable to the Company.

(c) Based on the information and explanations provided by the management of the Company, the Group does not have any CIC's, which are part of the Group. Accordingly, reporting under clause 3(xvi)(d) of the Order is not applicable to the Company.

xvii. The Company has not incurred any 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, reporting under 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 (refer note – 51 to the standalone financial statements), ageing and expected dates of realization of financial assets and payment of financial liabilities, other information accompanying the standalone financial statements, our knowledge of the Board of Directors and management plans and based on our examination of the evidence supporting the assumptions, nothing has come to our attention, which causes us to believe that any material uncertainty exists as on the date of the audit report that 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. The Company has fully spent the required amount towards Corporate Social responsibility (CSR) and there are no unspent CSR amounts for the year requiring a transfer to a fund specified in Schedule VII of the Act or special account in compliance with the provision of sub-section (6) of Section 135 of the Act. Accordingly, reporting under clause 3(xx) of the Order is not applicable for the year.

For Singhi & Co.
Chartered Accountants
Firm's Registration No. 302049E

(Gopal Jain)
(Partner)
Membership No. 059147
UDIN: 24059147BKEGTS5273

Place: Kolkata
Date: May 22 , 2024

ANNEXURE - B TO THE INDEPENDENT AUDITOR'S REPORT

(Referred to in paragraph 2(g) with the heading 'Report on Other Legal and Regulatory Requirements' section of our report of even date in respect to Statutory Audit of **Star Cement Limited** for the year ended March 31, 2024)

Report on the Internal Financial Controls under Clause (i) of Sub-section 3 of Section 143 of the Companies Act, 2013 ("the Act")

We have audited the internal financial controls with reference to Standalone Financial Statements of **Star Cement Limited ("the Company")** as of 31st March 2024 in conjunction with our audit of the Standalone Financial Statements of the Company for the year ended on that date.

Management's Responsibility for Internal Financial Controls

The Company's management is responsible for establishing and maintaining internal financial controls based on the internal control with reference to Standalone Financial Statements criteria established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls with reference to Financial Reporting issued by the Institute of Chartered Accountants of India ('ICAI'). These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to 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 Companies Act, 2013.

Auditor's Responsibility

Our responsibility is to express an opinion on the Company's internal financial controls with reference to Standalone Financial Statements based on our audit. We conducted our audit in accordance with the Guidance Note on Audit of Internal Financial Controls with reference to Financial Reporting (the "Guidance Note") and the Standards on Auditing, issued by ICAI and deemed to be prescribed under section 143(10) of the Companies Act, 2013, to the extent applicable to an audit of internal financial controls, both applicable to an audit of Internal Financial Controls and both issued by the Institute of Chartered Accountants of India. 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 Standalone Financial Statements was established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls system with reference to Standalone Financial Statements and their operating effectiveness. Our audit of internal financial controls with reference to Standalone Financial Statements included obtaining an understanding of such internal financial controls, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement including the assessment of the risks of material misstatement of the 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 system with reference to Standalone Financial Statements.

Meaning of Internal Financial Controls with reference to Standalone Financial Statements

A company's internal financial control with reference to Standalone 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 control with reference to Standalone Financial Statements includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of Standalone Financial Statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorizations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the company's assets that could have a material effect on the Standalone Financial Statements.

Inherent Limitations of Internal Financial Controls with reference to Standalone Financial Statements

Because of the inherent limitations of internal financial controls with reference to Standalone 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 Standalone Financial

Statements to future periods are subject to the risk that the internal financial control with reference to Standalone Financial Statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Opinion

In our opinion to the best of our information and according to the explanation given to us, the Company has, in all material respects, an adequate internal financial controls system with reference to Standalone Financial Statements and such internal financial controls were operating effectively as at 31st March 2024, based on the internal control with reference to Standalone Financial Statements criteria established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls with reference to Financial Reporting issued by the Institute of Chartered Accountants of India.

For Singhi & Co.
Chartered Accountants
Firm's Registration No. 302049E

(Gopal Jain)
(Partner)
Membership No. 059147
UDIN: 24059147BKEGTS5273

Place: Kolkata
Date: May 22 , 2024

Standalone Balance Sheet as at March 31, 2024

(₹ in lakhs)

Particulars	Note No.	As at March 31, 2024	As at March 31, 2023
A. Assets			
Non-current assets			
(a) Property, plant and equipment	2.1	47,033.90	48,427.22
(b) Capital work-in-progress	2.2	1,00,427.11	36,014.24
(c) Right-of-use assets	2.3	1,482.25	1,083.51
(d) Intangible assets	2.4	244.56	396.07
(e) Intangible assets under development	2.5	255.00	-
(f) Investment in subsidiaries	3	33,779.77	27,779.77
(g) Financial assets			
(i) Investments	4	164.73	6,892.65
(ii) Loans	5	3,953.35	-
(iii) Other financial assets	6	1,536.06	1,778.75
(h) Deferred tax assets (net)	7	12,331.39	18,162.43
(i) Non-current tax assets (net)	8	102.19	105.87
(j) Other non-current assets	9	7,975.41	12,135.39
Total non-current assets		**2,09,285.72**	**1,52,775.90**
Current assets			
(a) Inventories	10	11,856.14	16,826.19
(b) Financial assets			
(i) Trade receivables	11	11,188.99	9,755.83
(ii) Cash and cash equivalents	12	2,860.87	11,641.48
(iii) Other bank balances	13	477.09	9,110.29
(iv) Loans	14	-	3,916.49
(v) Other financial assets	15	2,952.61	2,387.31
(c) Other current assets	16	5,163.84	6,147.29
Total current assets		**34,499.54**	**59,784.88**
Total assets		**2,43,785.26**	**2,12,560.78**
B. Equity and liabilities			
Equity			
(a) Equity share capital	17	4,041.80	4,041.80
(b) Other equity	18	1,64,265.84	1,42,328.04
Total equity		**1,68,307.64**	**1,46,369.84**
Liabilities			
Non-current liabilities			
(a) Financial liabilities			
(i) Borrowings	19	5,618.08	2,913.08
(ii) Lease liabilities	20	1,092.72	446.86
(b) Provisions	21	983.33	579.82
(c) Other non current liabilities	22	710.18	21.80
Total non-current liabilities		**8,404.31**	**3,961.56**
Current liabilities			
(a) Financial liabilities			
(i) Borrowings	23	3,630.33	847.18
(ii) Lease liabilities	24	425.26	177.53
(iii) Trade payables	25		
(a) Total outstanding dues of micro enterprises and small enterprises		2,844.34	840.62
(b) Total outstanding dues of trade payable other than micro enterprises and small enterprises		17,702.66	26,008.70
(iv) Other financial liabilities	26	35,332.67	28,955.99
(b) Other current liabilities	27	6,654.57	5,126.55
(c) Provisions	28	217.66	166.88
(d) Current tax liabilities (net)	29	265.82	105.93
Total current liabilities		**67,073.31**	**62,229.38**
Total liabilities		**75,477.62**	**66,190.94**
Total equity and liabilities		**2,43,785.26**	**2,12,560.78**
Material accounting policies	1		

The accompanying notes are an integral part of the standalone financial statements.

As per our report of even date

For and on behalf of Board of Directors of Star Cement Limited

For Singhi & Co.
Chartered Accountants
Firm Registration No.302049E

(Gopal Jain)
Partner
Membership No. 059147

Place : Kolkata/Lumshnong
Date : May 22, 2024

Vinit Kumar Tiwari
Chief Executive Officer

Manoj Agarwal
Chief Financial Officer

Debabrata Thakurta
Company Secretary

Sajjan Bhajanka
Chairman & Managing Director
DIN:00246043

Rajendra Chamaria
Vice-Chairman & Managing Director
DIN:00246171

Standalone Statement of Profit and Loss for the year ended March 31, 2024

(₹ in lakhs unless otherwise stated)

	Particulars	Note No.	For the year ended March 31, 2024	For the year ended March 31, 2023
I)	Income			
(a)	Revenue from operations	30	2,89,369.13	2,70,747.82
(b)	Other income	31	3,969.70	2,667.57
	Total Income		**2,93,338.83**	**2,73,415.39**
II)	Expenses			
(a)	Cost of materials consumed	32	1,21,765.67	1,14,659.42
(b)	Puchase of stock in trade		2,652.20	2,093.53
(c)	Changes in inventories of finished goods and work-in- progress	33	1,666.76	(1,768.71)
(d)	Employee benefit expense	34	15,123.82	13,410.52
(e)	Finance costs	35	1,295.27	1,251.13
(f)	Depreciation and amortisation expense	36	8,174.64	7,751.63
(g)	Power and fuel expense		26,623.23	23,823.33
(h)	Carriage outward expense			
	- on finished goods		48,126.21	50,754.03
	- on internal clinker transfer		906.27	1,761.20
(i)	Other expenses	37	33,973.63	35,845.41
(j)	Captive consumption of cement		(862.75)	(1,050.26)
	Total expenses		**2,59,444.95**	**2,48,531.23**
III)	**Profit before exceptional items and tax (I-II)**		**33,893.88**	**24,884.16**
IV)	**Exceptional items**		**-**	**-**
V)	**Profit before tax (III-IV)**		**33,893.88**	**24,884.16**
VI)	**Tax expenses**	38		
	- Current tax		5,922.15	4,397.01
	- Deferred tax		6,389.70	4,857.92
	- Tax for earlier years		(487.76)	(772.82)
	Total tax expenses		**11,824.09**	**8,482.11**
VII)	**Profit for the year (V-VI)**		**22,069.79**	**16,402.05**
VIII)	**Other comprehensive income**	39		
	Items that will not be reclassified to profit or loss:			
	- Remeasurement of defined benefit plans		(202.89)	47.56
	- Income tax related to above		70.90	(16.62)
	Other comprehensive income for the year		**(131.99)**	**30.94**
IX)	**Total comprehensive income for the year (VII+VIII)**		**21,937.80**	**16,432.99**
X)	**Earnings per equity share (face value of ₹1 each)**	40		
	Basic (in ₹)		**5.46**	**4.06**
	Diluted (in ₹)		**5.46**	**4.06**
	Material accounting policies	1		

The accompanying notes are an integral part of the standalone financial statements.

As per our report of even date

For and on behalf of Board of Directors of Star Cement Limited

For Singhi & Co.
Chartered Accountants
Firm Registration No.302049E

Vinit Kumar Tiwari
Chief Executive Officer

Sajjan Bhajanka
Chairman & Managing Director
DIN:00246043

(Gopal Jain)
Partner
Membership No. 059147

Manoj Agarwal
Chief Financial Officer

Rajendra Chamaria
Vice-Chairman & Managing Director
DIN:00246171

Place : Kolkata/Lumshnong
Date : May 22, 2024

Debabrata Thakurta
Company Secretary

Standalone Statement of Changes in Equity for the year ended March 31, 2024

A. Equity share capital

(₹ in lakhs)

Particulars	Amount
As at April 1, 2022	**4,041.80**
Changes during the year	-
As at March 31, 2023	**4,041.80**
Changes during the year	-
As at March 31, 2024	**4,041.80**

B. Other equity

(₹ in lakhs)

Particulars	Reserves and surplus				Total
	Capital redemption reserve account	Capital reserve	General reserve	Retained earnings	
As at April 1 ,2022	**150.49**	**643.53**	**3,187.83**	**1,21,913.20**	**1,25,895.05**
Profit for the year (a)	-	-	-	16,402.05	16,402.05
Other comprehensive income(net of tax)					
-Re-measurement of defined benefit plans (b)	-	-	-	30.94	30.94
Total comprehensive income for the year (a+b)	**-**	**-**	**-**	**16,432.99**	**16,432.99**
Balance as at March 31, 2023	**150.49**	**643.53**	**3,187.83**	**1,38,346.19**	**1,42,328.04**
Balance as at April 1, 2023	150.49	643.53	3,187.83	1,38,346.19	1,42,328.04
Profit for the year (a)	-	-	-	22,069.79	22,069.79
Other comprehensive income(net of tax)			-		
-Re-measurement of defined benefit plans (b)	-	-	-	(131.99)	(131.99)
Total comprehensive income for the year (a+b)	**-**	**-**	**-**	**21,937.80**	**21,937.80**
Balance as at March 31, 2024	**150.49**	**643.53**	**3,187.83**	**1,60,283.99**	**1,64,265.84**

The accompanying notes are an integral part of the standalone financial statements.

As per our report of even date

For and on behalf of Board of Directors of Star Cement Limited

For Singhi & Co.
Chartered Accountants
Firm Registration No.302049E

(Gopal Jain)
Partner
Membership No. 059147

Place : Kolkata/Lumshnong
Date : May 22, 2024

Vinit Kumar Tiwari
Chief Executive Officer

Manoj Agarwal
Chief Financial Officer

Debabrata Thakurta
Company Secretary

Sajjan Bhajanka
Chairman & Managing Director
DIN:00246043

Rajendra Chamaria
Vice-Chairman & Managing Director
DIN:00246171

Standalone Statement of Cash Flow for the year ended March 31, 2024

(₹ in lakhs)

Particulars	For the year ended March 31, 2024	For the year ended March 31, 2023
A. Cash flow from operating activities		
Profit before tax	33,893.88	24,884.16
Adjustments for :		
Depreciation and amortisation expenses	7,696.56	7,541.03
Depreciation on right -of-use assets	478.08	210.60
(Profit) / loss on sale of property, plant and equipment (net)	(1,947.70)	0.13
Provision for Obsolence on inventory	52.81	-
Allowance for doubtful trade receivables	139.15	204.73
Liabilities/provisions no longer required written back	(310.44)	-
Interest income	(1,526.00)	(2,505.62)
Finance costs	1,295.27	1,251.13
Fair valuation (gain) / loss on investments	(7.86)	(6.76)
Operating profit before working capital changes	**39,763.75**	**31,579.39**
Adjustments for :		
(Increase) /decrease in trade receivables	(1,572.31)	2,917.27
(Increase) / decrease in inventories	4,917.24	(7,198.08)
(Increase) / decrease in other assets	1,200.44	4,325.11
Increase / (decrease) in trade and other payables	(6,302.32)	4990.92
Increase / (decrease) in other liabilities and provisions	8,469.78	499.61
Cash generated from operations	**46,476.58**	**37,114.22**
Income tax paid (net of refunds)	(5,732.80)	(4,494.04)
Net cash flow from operating activities	**40,743.78**	**32,620.18**
B. Cash flow from investing activities		
Purchase of property, plant and equipment and intangible assets (including CWIP)	(65,906.63)	(41,642.05)
Sale of property, plant and equipment	11.71	93.81
Loan (given)/repaid back	(36.86)	(2,230.43)
Redemption / (investments) in fixed deposits (net)	8,601.67	19,614.57
(Purchase)/ sale of investments (net)	1,935.78	4,939.47
Interest received	2,254.10	3,006.43
Net cash used in investing activities	**(53,140.23)**	**(16,218.20)**
C. Cash Flow from financing activities		
Proceeds from long term borrowings	3,330.00	800.00
Repayments of long term borrowings	(625.00)	(5,105.00)
Proceeds from / (repayment of) short term borrowings (net)	2,783.15	441.81
Interest paid	(1,278.78)	(1,251.13)
Payment of lease liabilities (including interest)	(593.53)	(123.63)
Net cash generated from / (used in) financing activities	**3,615.84**	**(5,237.95)**
Net increase/(decrease) in cash and cash equivalents (A+B+C)	**(8,780.61)**	**11,164.03**
Cash and cash equivalents at the beginning of the year	**11,641.48**	**477.45**
Cash and cash equivalents at the end of the year	**2,860.87**	**11,641.48**

Notes :

1. The above Standalone statement of cash flow has been prepared under the "Indirect Method" as set out in the Indian Accounting Standard (Ind AS-7).

Standalone Statement of Cash Flow for the year ended March 31, 2024

2. For the purpose of statement of cash flow, cash and cash equivalents comprises the followings:

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Cash on hand	66.17	42.93
Cheques on hand	73.86	12.10
Balance with banks	2,720.84	11,586.45
Total	**2,860.87**	**11,641.48**

3. Figures for the previous year have been regrouped wherever considered necessary.
4. Income tax paid are treated as arising from operating activities and are not bifurcated between investing and financing activities.
5. As per Ind AS 7, the Company is required to provide disclosures that enable users of financial statements to evaluate changes in liabilities arising from financing activities, including both changes arising from cash flows and non-cash changes. The Company did not have any material impact on account of these changes in the statement of cash flows, therefore such reconciliation has not been given.

The accompanying notes are an integral part of the standalone financial statements.

As per our report of even date

For Singhi & Co.
Chartered Accountants
Firm Registration No.302049E

(Gopal Jain)
Partner
Membership No. 059147

Place : Kolkata/Lumshnong
Date : May 22, 2024

For and on behalf of Board of Directors of Star Cement Limited

Vinit Kumar Tiwari
Chief Executive Officer

Sajjan Bhajanka
Chairman & Managing Director
DIN:00246043

Manoj Agarwal
Chief Financial Officer

Rajendra Chamaria
Vice-Chairman & Managing Director
DIN:00246171

Debabrata Thakurta
Company Secretary

Notes to Standalone Financial Statements for the year ended March 31, 2024

Note 1: Corporate Information and Material Accounting Policies

A. Corporate Information

Star Cement Limited ("the Company") is a public limited company domiciled in India and incorporated on November 2, 2001 as per the provisions of the Companies Act. The Company is engaged in the manufacturing and selling of Cement Clinker & Cement. The manufacturing units are located at Lumshnong, Meghalaya, Guwahati, Assam & Siliguri, West Bengal. The Company is selling its product across north eastern and eastern states of India.

B. Statement of Compliance

The financial statements of the Company have been prepared in accordance with Indian Accounting Standards (Ind AS) notified under the Companies (Indian Accounting Standards) Rules, 2015 (as amended from time to time) and presentation requirements of Division II of Schedule III to the Companies Act, 2013, (Ind AS compliant Schedule III).

These standalone financial statements were approved for issue in accordance with the resolution of the Board of Directors on May 22, 2024.

C. New Accounting Pronouncements

(i) Adoption of new accounting pronouncements

(a) Definition of accounting estimates - amendments to Ind AS 8

The amendments clarify the distinction between changes in accounting estimates, changes in accounting policies and the correction of errors. It has also been clarified how entities use measurement techniques and inputs to develop accounting estimates. The amendments had no impact on the company's standalone financial statements.

(b) Disclosure of accounting policies - amendments to Ind AS 1

The amendments aim to help entities provide accounting policy disclosures that are more useful by replacing the requirement for entities to disclose their 'significant' accounting policies with a requirement to disclose their 'material' accounting policies and adding guidance on how entities apply the concept of materiality in making decisions about accounting policy disclosures. The amendments have had an impact on the Company's disclosures of accounting policies, but not on the measurement, recognition or presentation of any items in the Company's financial statements.

(c) Deferred tax related to assets and liabilities arising from a single transaction - amendments to Ind AS 12

The amendments narrow the scope of the initial recognition exception under Ind AS 12, so that it no longer applies to transactions that give rise to equal taxable and deductible temporary differences such as leases. The amendment had no impact on the Company's standalone financial statements.

(ii) Application of new amendments issued but not yet effective

Ministry of Corporate Affairs ("MCA") has not notified any new Ind AS or amendments to the existing Ind AS which are effective from April 1, 2024.

D. Material Accounting Policies

(i) Basis of preparation & presentation

The accounting policies are consistently followed by the Company and changes in accounting policy are separately disclosed.

(a) Historical cost convention

The financial statements have been prepared on a historical cost basis, except for the following:

- Net defined benefit asset/liability which is measured at fair value of plan assets less present value of defined benefit obligations
- Investment in bonds is measured at amortised cost
- Investment in equity shares, other than investment in subsidiaries is measured at fair value
- Certain financial assets and financial liabilities that are measured at fair value / amortized cost.

(b) Current and non-current classification

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 realized, 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 realize 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 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 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) Rounding off amounts

(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 have been rounded off in decimals to the nearest ₹ in lakhs, unless otherwise stated. All amounts disclosed in the financial statements and notes have been rounded off in decimals to the nearest lakhs as per the requirement of Schedule III, unless otherwise stated.

(ii) Use of estimates

The preparation of financial statements is in conformity with Indian Accounting Standards (Ind AS) notified under the Companies (Indian Accounting Standards) Rules, 2015 (as amended from time to time) and presentation requirements of Division II of Schedule III to the Companies Act, 2013 which require management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent liabilities as at the date of the financial statements and the results of operations during the reporting period. Although these estimates are based upon management's best knowledge of current events and actions, actual results could differ from these estimates.

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.

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future period, if the revision affects current and future period. Revisions in estimates are reflected in the financial statements in the period in which changes are made and, if material, their effects are disclosed in the notes to the financial statements.

The Company makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that may have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are summarised below:

Notes to Standalone Financial Statements for the year ended March 31, 2024

a) **Classification of legal matters and tax litigation**

Management judgement is required for estimating the possible outflow of resources, if any, in respect of contingencies/ claims/ litigations against the Company as it is not possible to predict the outcome of pending matters with accuracy.

b) **Defined benefit obligations**

The cost of defined benefit plan and present value of such obligation are determined using actuarial valuation. An actuarial valuation involves making various assumptions that may differ from actual developments in the future. These include the determination of the discount rate, future salary increases, mortality rates and attrition rate. Due to the long- term nature of the plan, such estimates are subject to significant uncertainty. All assumptions are reviewed at each reporting date.

c) **Useful life of property, plant and equipment**

The determination of depreciation and amortization charge depends on the useful lives for which judgements and estimations are required. The residual values, useful lives, and method of depreciation of property, plant and equipment and intangible assets are reviewed at each financial year end and adjusted prospectively, if appropriate.

d) **Leases Ind AS 116**

The Company has exercised judgement in determining the lease term as the non-cancellable term of the lease, together with the impact of options to extend or terminate the lease if it is reasonably certain to be exercised.

Where the implicit rate in the lease is not readily available, an incremental borrowing rate is applied. This incremental borrowing rate reflects the rate of interest that the lessee would have to pay to borrow over a similar term, with a similar security, the funds necessary to obtain an asset of a similar nature and value to the right of-use asset in a similar economic environment. Determination of the incremental borrowing rate requires estimation.

e) **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 / Adjusted Net Assets Value method. 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.

f) **Discounts / rebate to customers**

The Company provides discount and rebates on sales to certain customers. Revenue from these sales is recognised based on the price charged to the customer, net of the estimated pricing allowances, discounts, rebates, and other incentives. In certain cases, the amount of these discount and rebates are not determined until claims with appropriate evidence is presented by the customer to the Company, which may be some time after the date of sale. Accordingly, the Company estimates the amount of such incentives basis the terms of contract, incentive schemes, historical experience adjusted with the forward looking, business forecast and the current economic conditions. To estimate the amount of incentives, the Company uses the most likely method. Such estimates are subject to the estimation uncertainty.

g) **Physical verification of Inventory**

Bulk inventory for the Company primarily comprises of coal, fly ash and clinker which are primarily used during the production process at the manufacturing locations. Determination of physical quantities of bulk inventories is done based on volumetric measurements and involves special considerations with respect to physical measurement, density calculation, moisture, etc. which involve estimates / judgments.

h) **Deferred tax assets**

The recognition of deferred tax assets requires assessment of whether it is probable that sufficient future taxable profit will be available against which deferred tax asset can be utilized. The Company reviews at each balance sheet date the carrying amount of deferred tax assets.

(iii) Foreign currency transactions and balances

Items included in the financial statements of the Company are measured using the currency of the primary economic environment in which the entity operates ('the functional currency'). The Company's standalone financial statements are presented in Indian Rupees which is the Company's functional currency.

Transactions in foreign currencies entered into by the Company are accounted at the exchange rates prevailing on the date of the transactions. Exchange differences arising on settlement /restatement of short–term foreign currency monetary assets and liabilities of the company are recognized as income or expenses in the Statement of Profit and Loss All foreign exchange gains and losses are presented in the statement of profit and loss on a net basis within other income or other expenses.

Non-monetary assets and liabilities denominated in foreign currencies that are measured at fair value are retranslated to the functional currency at the exchange rate at the date that the fair value was determined. Non-monetary assets and liabilities denominated in a foreign currency and measured at historical cost are translated at the exchange rate prevalent at the date of transaction.

(iv) Property, plant and equipment

Property, plant and equipment are stated at their cost of acquisition, installation or construction (net of any recoverable amount, wherever applicable) less accumulated depreciation, amortization and impairment losses if any, except freehold land which is carried at cost. Cost comprises the purchase price, installation and attributable cost of bringing the asset to working condition for its intended use.

Subsequent expenditures are included in the asset's carrying amount or recognised 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. When significant parts of plant and equipment are required to be replaced the Company depreciates them separately based on their specific useful lives. All other repairs and maintenance are charged to the statement of profit and loss during the reporting period in which they are incurred.

Capital work in progress

Capital work in progress is carried at cost and includes any directly attributable cost incurred during construction period.

Property, plant and equipment not ready for their intended use as on the balance sheet date are disclosed as "Capital work-in-progress". Such items are classified to the appropriate category of property, plant and equipment when completed and ready for their intended use. Advances given towards acquisition/ construction of property, plant and equipment outstanding at each balance sheet date are disclosed as Capital Advances under "Other non-current assets"

Expenditure during construction period

In case of new projects and substantial expansion of existing units, expenditure incurred including trial production expenses net of revenue earned, and attributable interest and financing costs, prior to commencement of commercial production/completion of project are capitalised.

Depreciation

Depreciation on Property, plant and equipment is provided on written down value (WDV) method in accordance with the provisions of Schedule II to the Companies Act, 2013 and considering the useful lives for computing depreciation specified in Part 'C' thereof or as reassessed by the company based on technical evaluation except in case of following:

Notes to Standalone Financial Statements for the year ended March 31, 2024

- Corporate office building, which is owned by the company and depreciated using the straight- line method over the period of lease of land on which it is constructed.
- Mines development expenses incurred on free hold mining land are depreciated in proportion of actual quantity of minerals extracted to the estimated quantity of extractable mineral reserves.
- Railway sidings the ownership of which vests with the Railway authorities are depreciated over the period of agreement with Railway Authorities.

Depreciation is provided on components that have homogenous useful lives. In respect of an asset for which impairment loss is recognized, depreciation is provided on the revised carrying amount of the assets over its remaining useful life. Depreciation method, useful life and residual values are reviewed at each financial year end and adjusted if appropriate. Estimated useful lives so determined are as follows:

Assets	Useful Lives
Buildings and roads	3 - 60 years
Plant and machinery	1 - 45 years
Railway sidings	5 - 15 years
Furniture and office equipment	3 - 10 years
Tools and tackles	5 -15 years
Vehicles	8 - 15 years
Computer	3 - 6 years

Derecognition of property plant and equipment

An item of property, plant and equipment and any significant part initially recognised is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is recognised in the statement of profit and loss when the asset is derecognised.

(v) Intangible Asset

An intangible asset is recognized when it is probable that the future economic benefits that are attributable to the asset will flow to the Company and the cost of the asset can be measured reliably.

Amortization of intangible assets

The amortization amount of an intangible asset is allocated over its estimated useful life. Expenditure on purchased software and IT related expenditure is written off over a period of three years.

Impairment of non-financial assets

The carrying amounts of assets are reviewed at each Balance Sheet date if there is any indication of impairment based on internal / external factors. An impairment loss will be recognized wherever the carrying amount of an asset exceeds its recoverable amount. The recoverable amount is greater of the asset's net selling price and value in use. In assessing value in use, the estimated future cash flows are discounted to the present value by using weighted average cost of capital. A previously recognized impairment loss is further provided or reversed depending on changes in circumstances.

(vi) Research and development expenditure

Research expenditure is recognised as an expense when it is incurred. Development costs are capitalised only after the technical and commercial feasibility of the asset for sale or use has been established. Thereafter, all directly attributable expenditure incurred to prepare the asset for its intended use are recognised as the cost of such assets.

(vii) Lease-

As a lessee:

The Company applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Company recognizes lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

The Company recognizes right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are initially measured at cost. The cost of right-of-use assets includes the amount of lease liabilities recognized, initial direct costs incurred, an estimate of costs to be incurred in dismantling and removing or restoring the underlying asset and lease payments made at or before the commencement date less any lease incentives received. After the commencement date, the Right of use assets are measured applying the cost model. They are subsequently measured at cost, less any accumulated depreciation, adjustments for any remeasurement of the lease liabilities and impairment losses. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets.

At the commencement date of the lease, the company recognizes lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees.

In calculating the present value of lease payments, the company uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is re-measured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

As a lessor:

Lease income from operating leases where the Company is a lessor is recognised in income on a straight-line basis over the lease term unless the receipts are structured to increase in line with expected general inflation to compensate for the expected inflationary cost increases. The respective leased assets are included in the balance sheet based on their nature.

Leases are classified as finance leases when substantially all of the risks and rewards of ownership transfer from the Company to the lessee. Amounts due from lessees under finance leases are recorded as receivables at the Company's net investment in the leases. Finance lease income is allocated to accounting periods so as to reflect a constant periodic rate of return on the net investment outstanding in respect of the lease. Operating lease payments are recognised as an income in the statement of profit and loss on a straight-line basis over the lease term, unless the receipt from lessee is structured to increase in line with expected general inflation and compensate for the lessor's expected inflation cost increase.

(viii) Government grants and subsidies

Government grants and subsidies are recognized when there is reasonable certainty that the same will be received. Revenue grants in the nature of recoupment/ reimbursement of any particular item of expenses are recognized in the Statement of Profit and Loss as deduction from related item of expenditure. Grants related to assets which are recognized in the Balance Sheet as deferred income, are recognized to the Statement of Profit and Loss on a systematic basis over the useful life of the related assets by netting off with the related expense.

(ix) Inventories

Raw materials, stores and spare parts, fuel and packing material:

Raw materials, stores and spares and fuel and packing material are valued at lower of cost and net realisable value. Cost includes purchase price, other costs incurred in bringing the inventories to their present location and condition, and taxes for which credit is not available. However, materials and other items held for use in the production of inventories are not written down below cost if the finished products in which they will be incorporated are expected to be sold at or above cost. Cost is determined on weighted average basis.

Work-in-progress, finished goods and stock in trade:

Work-in-progress, finished goods and stock in trade are valued at lower of cost and net realisable value. Cost includes direct materials and labour and a proportion of manufacturing overheads based on normal operating capacity, but excluding borrowing costs. Cost of Stock-in-trade includes cost of purchase and other cost incurred in bringing the inventories to the present location and condition. Cost is determined on weighted average basis.

Net realisable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and estimated costs necessary to make the sale.

(x) Investment in subsidiaries

The Company's investments in its subsidiaries are carried at cost less accumulated impairment losses, if any. Where an indication of impairment exists, the carrying amount of the investment is assessed and written down immediately to its recoverable amount. On disposal of investments in subsidiaries or the loss of significant influence over associates, the difference between net disposal proceeds and the carrying amounts are recognized in the statement of profit and loss.

a) Investments and other financial assets

Classification

The Company classifies its financial assets in the following measurement categories:

- those to be measured subsequently at fair value (either through other comprehensive income, or through profit or loss), and
- those measured at amortised cost

The classification depends on the Company's business model for managing the financial assets and the contractual terms of cash flows.

Measurement

At initial recognition, the company measures a financial asset at its fair value. Transaction costs of financial assets carried at fair value through profit or loss are expensed in profit or loss.

Debt instruments

Subsequent measurement of debt instruments depends on the Company's business model for managing the asset and the cash flow characteristics of the asset. The company classifies its debt instruments into the following categories:

- **Amortised cost:** Assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Interest income from these financial assets is included in finance income using the effective interest rate method.
- **Fair value through other comprehensive income (FVOCI):** Assets that are held for collections of contractual cash flows and for selling the financial assets, where the assets' cash flows represent solely payments of principal and interest, are measured at fair value through other comprehensive income (FVOCI). Interest income from these financial assets is included in other income using the effective interest rate method.
- **Fair value through profit or loss (FVTPL):** Assets that do not meet the criteria for amortised cost or FVOCI are measured at fair value through profit or loss. Interest income from these financial assets is included in other income.

Equity instruments

The Company subsequently measures all equity investments (except subsidiary, associate and joint venture) at fair value through profit or loss. However, where the Company's management makes an irrevocable choice on initial recognition to present fair value gains and losses on specific equity investments in other comprehensive income, there is no subsequent reclassification of fair value gains and losses to profit or loss.

Impairment of financial assets

The Company measures the expected credit loss associated with its assets based on historical trend, industry practices and the business environment in which the entity operates or any other appropriate basis. The impairment methodology applied depends on whether there has been a significant increase in credit risk.

Derecognition of financial assets

A financial asset is derecognised only when

- The company has transferred the rights to receive cash flows from the financial asset, or
- Retains the contractual rights to receive the cash flows of the financial asset, but assumes a contractual obligation to pay the cash flows to one or more recipients.

Where the Company has not transferred substantially all risks and rewards of ownership of the financial asset, the financial asset is not derecognised.

Where the Company has neither transferred a financial asset nor retains substantially all risks and rewards of ownership of the financial asset, the financial asset is derecognised if the company has not retained control of the financial asset.

(xi) Trade receivables

Trade receivables that do not contain any significant financing component are recognized initially at transaction price. Upon initial recognition of a receivable from a contract with a customer, any difference between the measurement of the receivable in accordance with Ind AS 109 and the corresponding amount of revenue recognised shall be presented as an expense. Subsequently, the trade receivables are measured at cost less expected credit losses. The Company calculates the expected credit losses on trade receivables using a provision matrix on the basis of its historical credit loss experience. The Company follows the simplified approach permitted by Ind AS 109 – Financial Instruments for recognition of impairment loss allowance. The loss allowance is measured at an amount equal to lifetime expected credit losses.

(xii) Cash and cash equivalents

Cash and cash equivalents in the balance sheet comprise cash at bank and in hand and demand deposits with banks and other short-term highly liquid investments/deposits that are readily convertible into cash which are subject to insignificant risk of changes in value with an original maturity of three months or less.

(xiii) Financial liabilities

Initial recognition and measurement

The Company recognises all the financial liabilities on initial recognition at fair value minus, in the case of a financial liability not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition or issue of the financial liability.

The Company's financial liabilities include trade and other payables, loans and borrowings including bank overdrafts.

Subsequent measurement

All the financial liabilities are classified as subsequently measured at amortised cost, except for those measured at fair value through profit or loss.

De-recognition of financial liabilities

The Company de-recognises financial liabilities when, and only when, the Company's obligations are discharged, cancelled or they expire.

(xiv) Borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in profit or loss over the period of the borrowings using the effective interest method.

Borrowings are removed from the Balance Sheet when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss as other income or finance costs.

Notes to Standalone Financial Statements for the year ended March 31, 2024

Borrowings are classified as current liabilities unless the company has an unconditional right to defer settlement of the liability for at least 12 months after the reporting period. Where there is a breach of a material provision of a long-term loan arrangement on or before the end of the reporting period with the effect that the liability becomes payable on demand on the reporting date, the entity does not classify the liability as current, if the lender agreed, after the reporting period and before the approval of the financial statements for issue, not to demand payment as a consequence of the breach.

(xv) Borrowing costs

Borrowing costs that are attributable to the acquisition, construction or production of a qualifying asset is capitalized as part of cost of such asset till such time the asset is ready for its intended use. A qualifying asset is an asset that necessarily requires a substantial period of time to get ready for its intended use. All other borrowing costs are recognized as expense in the period in which they are incurred. Borrowing cost includes exchange differences arising from relevant foreign currency borrowings to the extent that they are regarded as an adjustment to the interest cost.

(xvi) Trade and other payables

These amounts represent liabilities for goods and services provided to the company prior to the end of financial year which are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition. Trade and other payables are presented as current liabilities unless payment is not due within 12 months after the reporting period. They are recognised initially at their fair value and subsequently measured at amortised cost using the effective interest method.

(xvii) Offsetting financial instruments

Financial assets and liabilities are offset and the net amount is reported in the balance sheet where there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously. The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in the event of default, insolvency or bankruptcy of the Company or the counterparty.

(xviii) Revenue recognition

(A) Sale of goods

The Company recognizes revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the entity and specific criteria have been met for each of the Company's activities as described below. The Company bases its estimates on historical results, taking into consideration the type of customer, the type of transaction and the specific of each arrangement.

Revenue from sale of goods is recognized when control of the products being sold is transferred to the customer and when there are no longer any unfulfilled obligations. The Performance Obligations in sales contracts are fulfilled at the time of dispatch, delivery or upon formal customer acceptance depending on terms with customers.

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 on account of various discounts and schemes offered by the Company as part of the contract. This variable consideration is estimated based on the expected value of outflow. Revenue (net of variable consideration) is recognized only to the extent that it is highly probable that the amount will not be subject to significant reversal when uncertainty relating to its recognition is resolved.

Transaction price is the amount of consideration in the contract to which the Company expects to be entitled in exchange for transferring the promised goods or services.

The Company does not expect to have any contracts where the period between transfer of promised goods or services to the customer and payment by customer exceeds one year. As a consequence, the Company does not adjust any of the transaction prices for the time value of money.

Contract balances

Trade receivables and contract assets

A trade receivable is recognized when the products are delivered to a customer and consideration becomes unconditional. Contract assets are recognized when the company has a right to receive consideration that is conditional other than the passage of time.

Contract liabilities

Contract liabilities is a Company's obligation to transfer goods or services to a customer which the entity has already received consideration. Contract liabilities are recognized as revenue when the company performs under the contract.

(B) Other income

Interest income is recognized using the effective interest rate (EIR) method.

Interest income from a financial asset is recognized when it is probable that the economic benefits will flow to the Company and the amount of income can be measured reliably. Interest income is accrued on a time basis, by reference to the principal outstanding and at the effective interest rate applicable, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to that asset's net carrying amount on initial recognition.

Dividend income is recognized when right to receive dividend is established (provided that it is probable that the economic benefits will flow to the Company and the amount of income can be measured reliably).

(xix) Employee benefits

(i) Short-term obligations

Liabilities for wages and salaries, including non-monetary benefits that are expected to be settled wholly within 12 months after the end of the period in which the employees render the related service are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled.

(ii) Defined contribution plan

Employees benefits in the form of provident fund, ESIC and other labour welfare fund are considered as defined contribution plan and the contributions are charged to the Statement of Profit and Loss for the year when the contributions to the respective funds are due.

(iii) Defined benefit plan

Retirement benefits in the form of gratuity is considered as defined benefits obligations and are provided for on the basis of an actuarial valuation, using the projected unit credit method, as at the Balance Sheet date

Remeasurement gains and losses arising from experience adjustments and changes in actuarial assumptions are recognised in the period in which they occur, directly in other comprehensive income and transferred to retained earnings.

(iv) Other long-term benefits

Long-term compensated absences are provided for on the actuarial valuation, using the projected unit credit method, as at the Balance Sheet date. Remeasurement gains and losses arising from experience adjustments and changes in actuarial assumptions are recognised in the period in which they occur, in the statement of Profit or Loss.

(xx) Tax expenses

Tax expense comprises current tax and deferred tax. Provision for the current tax is made on the basis of taxable income for the current accounting year in accordance with the provisions of Income Tax Act, 1961.

Notes to Standalone Financial Statements for the year ended March 31, 2024

Deferred tax is computed on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the standalone financial statements. Deferred tax is not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting profit nor taxable profit (tax loss). Deferred tax is determined using tax rates (and laws) that have been enacted or substantially enacted by the end of the reporting period and are expected to apply when the related deferred tax asset is realised or the deferred tax liability is settled.

Deferred tax assets are recognised for all deductible temporary differences and unused tax losses only if it is probable that future taxable amounts will be available to utilise those temporary differences and losses.

Deferred tax liabilities are not recognised for temporary differences between the carrying amount and tax bases of investments in subsidiaries, branches and associates and interest in joint arrangements where the company is able to control the timing of the reversal of the temporary differences and it is probable that the differences will not reverse in the foreseeable future.

Deferred tax assets are not recognised for temporary differences between the carrying amount and tax bases of investments in subsidiaries, branches and associates and interest in joint arrangements where it is not probable that the differences will reverse in the foreseeable future and taxable profit will not be available against which the temporary difference can be utilised.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets and liabilities and when the deferred tax balances relate to the same taxation authority. Current tax assets and tax liabilities are offset where the entity has a legally enforceable right to offset and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Current and deferred taxes are recognised in the statement of profit and loss, except to the extent that they relate to items recognised in other comprehensive income or directly in equity. In this case, the taxes are recognised in other comprehensive income or directly in equity, respectively.

The deferred tax in respect of temporary differences which originate during the tax holiday period and is likely to reverse during the tax holiday period, is not recognized to the extent income is subject to deduction during the tax holiday period as per the requirements of the Income Tax Act, 1961.

Minimum Alternate Tax credit is recognised as deferred tax asset only when and to the extent there is convincing evidence that the Company will pay normal income tax during the specified period. Such asset is reviewed at each Balance Sheet date and the carrying amount of the MAT credit asset is written down to the extent there is no longer convincing evidence to the effect that the Company will pay normal income tax during the specified period.

(xxi) Earnings per share

Basic earnings per share are calculated by dividing the net profit or loss before other comprehensive income for the period attributable to equity shareholders by the weighted average number of equity shares outstanding during the period.

For the purpose of calculating diluted earnings per share, the net profit or loss before other comprehensive income for the period attributable to equity shareholders and the weighted average number of shares outstanding during the period are adjusted for the effects of all dilutive potential equity shares.

(xxii) Provisions and contingencies

A Provision is recognized for a present obligation as a result of past events if it is probable that an outflow of resources will be required to settle the obligation and in respect of which a reliable estimate can be made. Provisions are measured at the present value of management’s best estimate of the expenditure required to settle the present obligation at the end of the reporting period. The discount rate used to determine the present value is a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as interest expense. Liabilities which are material and whose future outcome cannot be ascertained with reasonable certainty are treated as contingent and disclosed by way of notes to the accounts. Contingent assets are also disclosed by way of notes to the accounts.

(xxiii) Mines restoration provisions

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.

(xxiv) Segment reporting

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.

Notes to Standalone Financial Statements for the year ended March 31, 2024

Note 2.1- Property, plant and equipment

(₹ in lakhs)

Particulars	Freehold land & site development	Mines development	Buildings	Plant & machinery	Railway Siding	Furniture & fixtures	Office equipments	Computers	Vehicles	Tools & tackles	Total
Gross carrying value											
As at April 1 ,2022	**6,397.20**	**1,685.16**	**19,048.12**	**41,912.87**	**3,892.16**	**940.28**	**516.80**	**462.01**	**2,985.75**	**331.74**	**78,172.08**
Additions during the year	14.82	175.11	3,003.85	380.00	2,442.19	88.61	70.58	105.23	1,556.94	18.90	7,856.23
Disposal during the year	-	-	-	96.30	-	-	0.20	0.13	11.33	-	107.96
As at March 31, 2023	**6,412.02**	**1,860.27**	**22,051.97**	**42,196.57**	**6,334.35**	**1,028.89**	**587.18**	**567.11**	**4,531.36**	**350.64**	**85,920.35**
Additions during the year	1,958.12	-	1,176.79	2,323.18	-	613.01	207.34	234.58	440.41	130.09	7,083.53
Disposal during the year	(428.43)	-	(0.82)	(468.12)	-	(3.84)	(0.29)	-	(378.14)	(69.97)	(1,349.61)
As at March 31, 2024	**7,941.71**	**1,860.27**	**23,227.94**	**44,051.63**	**6,334.35**	**1,638.06**	**794.23**	**801.69**	**4,593.63**	**410.76**	**91,654.27**
Accumulated depreciation											
As at April 1 ,2022	**-**	**-**	**4,075.36**	**21,414.84**	**1,462.23**	**540.27**	**387.48**	**306.69**	**1,571.05**	**196.69**	**29,954.61**
Charge for the year	-	37.11	1,680.25	4,191.68	714.34	110.16	65.85	97.38	619.28	35.95	7,552.00
Disposal during the year	-	-	-	3.99	-	-	0.07	0.13	9.29	-	13.48
As at March 31, 2023	**-**	**37.11**	**5,755.61**	**25,602.53**	**2,176.57**	**650.43**	**453.26**	**403.94**	**2,181.04**	**232.64**	**37,493.13**
Charge for the year	-	28.04	1,743.73	3,623.30	1,340.16	153.35	90.18	142.57	800.42	48.62	7,970.37
Disposal during the year	-	-	(0.03)	(417.95)	-	(3.76)	(0.27)	-	(353.82)	(67.30)	(843.13)
As at March 31, 2024	**-**	**65.15**	**7,499.31**	**28,807.88**	**3,516.73**	**800.02**	**543.17**	**546.51**	**2,627.64**	**213.96**	**44,620.37**
Net carrying value:											
As at March 31, 2023	**6,412.02**	**1,823.16**	**16,296.36**	**16,594.04**	**4,157.78**	**378.46**	**133.92**	**163.17**	**2,350.32**	**118.00**	**48,427.22**
As at March 31, 2024	**7,941.71**	**1,795.12**	**15,728.63**	**15,243.75**	**2,817.62**	**838.04**	**251.06**	**255.18**	**1,965.99**	**196.80**	**47,033.90**

Note 2.1 a) : There are no proceedings initiated or pending against the Company for holding any Benami property under Benami Transaction (Prohibition) Act 1988 and rules made their under.

Note 2.1 b) : The company has not revalued its property plant & equipment, right of use assets and intangible assets during the current year and previous year.

Note 2.1 c) : Railway siding which was constructed in previous year, has been on the land owned by Government-Local Authorities. The Company has entered an agreement with the Railway Authorities to use siding for specified period as per the terms of agreement.

Note 2.1 d) : Depreciation for the year includes ₹ 441.26 lakhs (March 31,2023 - ₹ 126.15 lakhs) which has been capitalised as pre-operative expenses in capital work-in-progress.

Note 2.1 e) : Refer note 48 for purchase and sale transactions of capital goods with related parties.

Note 2.1 f) : The company has carried out impairment test in respect property, plant and equipments and based on the management's assessment regarding future projection, no impairment is necessary at the balance sheet date.

Note 2.1 g) : Title deeds of all immovable properties are held in the name of the Company except for the following

Note 2.1 - Property, plant and equipment *(contd.)*

(₹ in lakhs)

SL No.	Relevant Line item in the Balance Sheet	Description of item of property	Gross carrying value (₹ in lakhs)	Title deeds held in the name of	Whether title deed holder is a promoter, director or relative of promoter/ director or employee of promoter/director	Property held since which date	Reason for not being held in the name of the company
1	Property, plant & equipment	Free hold land	1,103.17	Ms. Sailyne Suja	No	Fresh purchase during the F.Y. 2023-24	The Title deeds are in the process of transfer in the name of the company. However, necessary permission of transfer of land in the name of the company from the appropriate authority has already been obtained.
2	Property, plant & equipment	Free hold land	678.10	Government of West Bengal	No	Fresh purchase during the F.Y. 2023-24	During the year, the Company has received permission for conversion of lease hold land amounting to ₹486.01 lakhs (carrying value) to freehold land by payment of conversion charges amounting to ₹192.09 lakhs. Hence the same has been transferred to freehold land during the year. The title deed is in process of transfer in the name of the company.

Note 2.2- Capital work-in-progress

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Balance at the beginning of the year	**36,014.24**	**5,297.66**
Add : expenditure incurred during the year	67,708.03	37,966.30
Less : capitalised during the year	(2,827.06)	(7,249.72)
Less : transfer to stores inventory/ others	(468.10)	-
Balance at the end of the year	**1,00,427.11**	**36,014.24**

Ageing of capital work-in-progress

(₹ in lakhs)

Particulars	Amount in Capital Work-in-Progress for a period of				Total
	Less than 1 Year	1 - 2 Years	2 - 3 Years	More than 3 Years	
As at March 31, 2024					
Projects in progress	84,403.86	15,397.43	265.34	360.48	1,00,427.11
Projects temporarily suspended	-	-	-	-	-
As at March 31, 2023					
Projects in progress	34,102.94	577.40	132.70	1,201.20	36,014.24
Projects temporarily suspended	-	-	-		-

Note 2.2 (a)-There is no project whose cost has exceeded its budget or has overrun its completion time at each reporting date.

Notes to Standalone Financial Statements for the year ended March 31, 2024

Note 2.2- Capital work-in-progress *(Contd.)*

Note 2.2 (b) During the year, the Company has incurred directly attributable expenditure related to acquisition/ construction of property, plant and equipment / capital work-in-progress and therefore accounted for the same as pre-operative expenses under capital work-in-progress.

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Balance at the Beginning of the year included in capital work-in-progress:	**2,466.37**	**664.22**
Add: expenditure incurred during the year		
Power and fuel expenses	219.91	49.23
Employee benefit expenses	2,179.77	533.32
Depreciation and amortisation expenses	441.26	126.15
Heavy vehicle / equipment running expenses	2,181.64	214.64
Finance Cost (refer note 35. 2)	229.31	144.33
Consumption of stores and spares	76.48	92.14
Miscellanous expenses (refer note below)	1,809.75	642.34
Less: capitalised during the year	-	-
Balance at the end of the year included in capital work-in-progress	**9,604.49**	**2,466.37**

Note: Miscellaneous expenses includes insurance, professional consultancy etc.

Note 2.3- Right-of-use assets

(₹ in lakhs)

Particulars	Lease hold Non Factory Building	Lease Hold Land	Total
Gross carrying value			
As at April 1 ,2022	**1,316.12**	**501.29**	**1,817.41**
Additions during the year	132.05	-	132.05
Disposal during the year	(80.00)	-	(80.00)
As at March 31, 2023	**1,368.17**	**501.29**	**1,869.46**
Additions during the year	1,142.45	255.54	1,397.99
Disposal during the year (refer note - 2.1 g)	(98.02)	(501.29)	(599.31)
As at March 31, 2024	**2,412.60**	**255.54**	**2,668.14**
Accumulated deprecation			
As at April 1 ,2022	**593.44**	**5.16**	**598.60**
Charge for the year	205.54	5.06	210.60
Disposal during the year	(23.25)	-	(23.25)
As at March 31, 2023	**775.73**	**10.22**	**785.95**
Charge for the year	387.84	90.22	478.06
Disposal during the year (refer note - 2.1 g)	(62.84)	(15.28)	(78.12)
As at March 31, 2024	**1,100.73**	**85.16**	**1,185.89**
Net carrying value			
As at March 31, 2023	**592.44**	**491.07**	**1,083.51**
As at March 31, 2024	**1,311.87**	**170.38**	**1,482.25**

Notes to Standalone Financial Statements for the year ended March 31, 2024

Note 2.4- Intangible assets

(₹ in lakhs)

Particulars	Computer Software
Gross carrying value	
As at April 1 ,2022	**91.90**
Additions during the year	501.07
Disposal during the year	-
As at March 31, 2023	**592.97**
Additions during the year	19.82
Disposal during the year	-
As at March 31, 2024	**612.79**
Accumulated amortisation	
As at April 1 ,2022	**68.85**
Charge for the year	128.05
Disposal during the year	-
As at March 31, 2023	**196.90**
Charge for the year	171.33
Disposal during the year	-
As at March 31, 2024	**368.23**
Net carrying value	
As at March 31, 2023	**396.07**
As at March 31, 2024	**244.56**

Note 2.5- Intangible assets under development (Software)

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Balance at the beginning of the year	-	450.83
Add : expenditure during the year	255.00	44.02
Less : capitalised during the Year	-	(494.85)
Balance at the end of the year	**255.00**	**-**

Ageing wise amount breakup of intangible assets under development

(₹ in lakhs)

Particulars	Amount in Intangible asset 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, 2024					
Projects in progress	255.00	-	-	-	255.00
Projects temporarily suspended	-	-	-	-	-

Note 2.5 (a) : Ageing of intangible asset under development as on March 31, 2023 has not been disclosed in view of Nil balance

Note 2.5 (b) : There is no project whose cost has exceeded its budget or has overrun its completion time at each reporting date.

Notes to Standalone Financial Statements for the year ended March 31, 2024

Note 3- Investment in subsidiaries (measured at cost)

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Investment in unquoted equity shares		
Megha Technical & Engineers Private Limited (refer note 3.2) Nil units (2,73,46,400 as at March 31, 2023) equity shares of ₹10/- each fully paid up	-	2,734.64
Star Century Global Cement Private Limited 300 (300 as at March 31, 2023) equity shares of USD 100 each fully paid up	20.03	20.03
Star Cement Meghalaya Limited (refer note 3.2) 3,80,69,223 (2,60,88,656 as at March 31, 2023) equity shares of ₹10 each fully paid up	27,753.74	17,414.67
Meghalaya Power Limited (refer note 3.2) Nil units (1,71,30,620 as at March 31, 2023) equity shares of ₹10 each fully paid up	-	7,597.43
NE Hills Hydro Limited (refer note 3.2) Nil units (70,000 as at March 31, 2023) equity shares of ₹10 each fully paid up	-	7.00
Star Cement (India) Limited 30,000 (30,000 equity as at March 31, 2023) equity share of ₹10 each fully paid up	3.00	3.00
Star Cement North East Limited 60,30,000 (30,000 as at March 31, 2023) equity share of ₹10 each fully paid up	6,003.00	3.00
	33,779.77	**27,779.77**
Aggregate amount of unquoted investments	**33,779.77**	**27,779.77**
Aggregate amount of impairment in value of investments in unquoted equity shares	**-**	**-**

Note 3.1: Details of subsidiaries in accordance with Ind AS 112 " Disclosure of interest in other entities"

Name of the subsidiary Company	Country of Incorporation	Proportion of ownership interest/ voting right held by the company	
		As at March 31, 2024	As at March 31, 2023
Star Century Global Cement Private Limited	Myanmar	100%	100%
Megha Technical & Engineers Private Limited (refer note no 3.2)	India	-	100%
Meghalaya Power Limited (refer note 3.2)	India	-	100%
NE Hills Hydro Limited (refer note 3.2)	India	-	100%
Star Cement Meghalaya Limited (refer note 3.2)	India	100%	87.49%
Star Cement India Limited	India	60%	60%
Star Cement North East Limited	India	60%	60%

Note 3.2 : The National Company Law Tribunal (NCLT) Guwahati Bench vide order dated May 10, 2024 has approved the scheme for amalgamation of Meghalaya Power Limited (MPL), Megha Technical & Engineers Private Limited (MTEPL) & NE Hills Hydro Private Limited (NHHL) (collectively referred as ""transferor companies"") with Star Cement Meghalaya Limited (SCML) pursuant to sections 230 to 232 of Company Act, 2013 and the appointed date of the scheme is April 01, 2023.

As per approved amalgamation scheme, 1,19,80,567 equity shares of Star Cement Meghalaya limited (SCML) shall be issued to the shareholders of transferor companies. As the company being the sole shareholder of all these transferor companies, the company will receive 1,19,80,567 shares of SCML against its investment in MPL, MTEPL and NHHL

Based on above, the Company has aggregated its total investments of ₹10,339.07 lakhs in transferor companies viz MPL (no.of equity shares 1,71,30,620 of value ₹7,597.43 lakhs), MTEPL (no.of equity shares 2,73,46,400 of value ₹2,734.64 lakhs) and NHHL (no.of equity shares 70,000 of value ₹7.00 lakhs) with its investment in SCML.

Note 3.3 : Refer note 48 for sale of investments to related parties.

Notes to Standalone Financial Statements for the year ended March 31, 2024

Note 4- Investments (non-current)

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
A. Investment in unquoted equity instruments at fair value through profit or loss (FVTPL)		
Adonis Vyapaar Private Limited 3,55,509 (3,55,509 as at March 31, 2023) equity shares of ₹10 each fully paid up	40.60	39.03
Apanapan Viniyog Private Limited 3,55,509 (3,55,509 as at March 31, 2023) equity shares of ₹10 each fully paid up	40.60	39.03
Ara Suppliers Private Limited 3,55,509 (3,55,509 as at March 31, 2023) equity shares of ₹10 each fully paid up	40.42	38.86
Arham Sales Private Limited 3,55,509 (3,55,509 as at March 31, 2023) equity shares of ₹10 each fully paid up	40.64	39.07
	162.26	**155.99**
B. Investment in quoted equity instruments at fair value through profit and loss (FVTPL)		
Reliance Power Limited 8,743 (8,743 as at March 31, 2023) equity shares of ₹10/- each fully paid up	2.47	0.87
	2.47	**0.87**
C. Investment in quoted bonds - measured at amortised cost		
9.90% ICICI Bank Limited SR Perpetual Bond` Nil units (As at March 31, 2023- 100 units of face value ₹10 Lakh each)	-	1,024.42
9.15% ICICI Bank Limited SR Perpetual Bond Nil units (As at March 31, 2023- 270 units of face value ₹10 Lakh each)	-	2,711.07
9.56% State Bank of India Series 1 Perpetual Bond Nil units (As at March 31, 2023-244 units of face value ₹10 Lakh each)	-	2,490.17
9.37% State Bank of India Series II BD Perpetual Bond Nil units (As at March 31, 2023- 50 units of face value ₹10 Lakh each)	-	510.13
	-	**6,735.79**
Total non-current investments (A+B+C)	**164.73**	**6,892.65**
Aggregate market value of quoted investment	2.47	6,831.49
Aggregate carrying amount of quoted investment	2.47	6,736.66
Aggregate amount of unquoted investments	162.26	155.99
Aggregate amount of impairment in value of investments	-	-

Note 5- Loans (non-current)

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Unsecured, considered good unless otherwise stated.		
Loans to related parties	2,242.71	-
Loans to body corporate (other than related parties)	1,710.64	-
	3,953.35	**-**

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

Notes to Standalone Financial Statements for the year ended March 31, 2024

Note 5- Loans (non-current) *(Contd.)*

Type of borrower	As at March 31, 2024			As at March 31, 2023		
	Loan outstanding As at March 31, 2024	Maximum balance outstanding during the year	Rate of interest	Loan outstanding As at March 31, 2023	Maximum balance outstanding during the year	Rate of interest
Loan to subsidiary companies:						
1) Star Cement North East Limited	434.60	9,534.59	8.49%	-	-	-
2) Star Cement India Limited	1,808.11	1,808.11	8.49%	-	-	-
Loan to others:						
1) North East Carriers Private Limited	1710.64	1,750.76	6.00%	-	-	-

Note 5.2: The above loans have been re-classified to non-current loans in the current year from current loans as disclosed in the previous year due to change in the terms of loans (refer note 14.5).

Note 5.3 : There are no outstanding loans from any director or officers of the company as on the each reporting date

Note 5.4 : The above Loans have been granted for general business purpose.

Note 6- Other financial assets (non- current)

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Unsecured, considered good (unless otherwise mentioned)		
Security deposits	1,504.53	578.75
Share application money for investment in a subsidiary company (refer note 6.1)	-	1,200.00
Deposits with banks due to mature after twelve months from the reporting date (refer note 6.2)	31.53	-
	1,536.06	**1,778.75**

Note 6.1 - In previous year the Company has applied for equity shares in one of its subsidiary company i.e. Star Cement North East Limited (SCNEL) which was subsequently allotted to the Company on April 26,2023.

Note 6.2 : Fixed deposits with banks include fixed deposits of ₹31.53 lakhs (as at March 31, 2023 ₹ Nil) which have been held as margin money with banks against bank guarantees given by them.

Note 7- Deferred tax assets (net)

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Deferred tax assets (A)		
On provision for employee benefits	381.18	225.01
On allowance for credit losses on trade receivables	140.82	92.19
On temporary differences related to property, plant and equipment & intangible assets	1,890.78	1,423.13
On MAT credit entitlement	9,641.47	16,261.66
Others	277.14	160.44
	12,331.39	**18,162.43**
Deferred tax liabilities (B)	**-**	**-**
Deferred tax assets (net) (A-B)	**12,331.39**	**18,162.43**

Note 7- Deferred tax assets (net) *(Contd.)*

Note 7.1 : - Movement in deferred tax assets

(₹ in lakhs)

Particulars	Property, plant and equipment & intangible Assets	Allowance for credit losses on trade receivables	Provision for employee benefits	MAT credit entitlement	Others	Total
As at April 1, 2022	**1,650.39**	**-**	**157.50**	**20,456.75**	**-**	**22,264.64**
(Charged)/credited:						
- to statement of profit and loss (refer note 7.3)	(227.26)	92.19	84.13	(4,195.09)	160.44	(4,085.59)
- to other comprehensive income	-	-	(16.62)	-	-	(16.62)
As at March 31, 2023	**1,423.13**	**92.19**	**225.01**	**16,261.66**	**160.44**	**18,162.43**
(Charged)/credited:						
- to statement of profit and loss	467.65	48.63	85.27	(6,620.19)	116.70	(5,901.94)
- to other comprehensive income	-		70.90			70.90
As at March 31, 2024	**1890.78**	**140.82**	**381.18**	**9,641.47**	**277.14**	**12,331.39**

Note 7.2 : The carrying amount of deferred tax assets are reviewed at each balance sheet date. Based on the management's estimate regarding the future projection, company expects to have sufficient future taxable profits against which above deferred tax asset shall be realized.

Note 7.3 : Based on the legal opinion obtained by the company in previous financial year, MAT credit entitlement of ₹984.63 lakhs pertaining to earlier years was recognised during the previous year based on its availability and further a sum of ₹212.29 lakhs has been charged off during the previous year.

Note 7.4 : Section 115 BAA of the Income Tax Act, 1961, introduced by the Taxation Laws (Amendment) Act, 2019 gives a one-time irreversible option for payment of income tax at reduced rate with effect from financial year commencing April 01, 2019 subject to certain conditions. The Company has made an assessment of the impact of the above amendment and decided to continue with the existing tax structure until utilisation of accumulated minimum alternative tax ("MAT"). The company shall, however, continue to review its profitability forecast at regular intervals and shall carry out necessary remeasurement adjustments to deferred tax/liabilities as per Ind As -12 " Income Taxes" upon assessment of reasonable certainty to avail the option under section 115 BAA.

Note 8- Non-current tax assets (net)

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Advance income tax and TDS receivables (net)	102.19	105.87
	102.19	**105.87**

Note 9- Other non-current assets

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Unsecured and considered good		
Deposits with Statutory/Government Authorities	36.20	29.02
Capital advances		
Secured and considered good	251.15	2,156.23
Unsecured, considered good (refer note 9.1)	7,688.06	9,950.14
	7,975.41	**12,135.39**

Note 9.1 -Capital advances includes advance against land of ₹ 4,423.84 lakhs (March 31, 2023 - ₹ 5,176.61 lakhs).

Notes to Standalone Financial Statements for the year ended March 31, 2024

Note 10- Inventories (valued at lower of cost or net realisable value, unless otherwise stated)

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Raw materials (including in transit as at March 31, 2024 -₹1,271.17 lakhs and March 31, 2023 -₹149.21 lakhs)	3,640.60	5,058.83
Work-in-progress	559.68	1,561.84
Finished goods (including in transit as at March 31, 2024 -₹314.11 lakhs and March 31, 2023 -₹1,008.09 lakhs)	1,460.09	2,124.69
Fuels (including in transit as at March 31, 2024 -₹ Nil and March 31, 2023 -₹341.24 lakhs)	1,150.54	3,405.69
Packing materials (including in transit as at March 31, 2024 -₹ Nil and March 31, 2023 -₹31.55 lakhs)	677.90	597.99
Stores and spares (refer note 10.1)	4,367.33	4,077.15
	11,856.14	**16,826.19**

Note 10.1: The Company follows provisioning norms for writing down the value of inventories towards slow moving, non-moving and obsolete inventory. Provision for obsolescence of stores and spares as on March 31, 2024 is ₹66.83 lakhs (March 31, 2023 – ₹14.02 lakhs). There has been no reversal of such write down in current and previous year.

Note 10.2- Refer note 23 in respect of charge created against borrowings.

Note 11- Trade receivables

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Trade receivables considered good-secured	5,595.95	6,137.59
Trade receivables considered good-unsecured	5,047.23	2,928.46
Trade receivables which have significant increase in credit risk	948.79	953.61
Trade receivables -credit impaired	-	-
	11,591.97	10,019.66
Less: Allowance for credit losses on trade receivables	(402.98)	(263.83)
	11,188.99	**9,755.83**

Ageing of outstanding trade receivables as on March 31, 2024 from due date of payment

(₹ in lakhs)

Particulars	Not due	Less than 6 months	6 months - 1 year	1 - 2 years	2 - 3 years	More than 3 years	Total
Undisputed trade receivables							
Considered good	9,503.28	541.14	199.27	385.29	14.20	-	10643.18
Which have significant increase in credit risk	-	-	-	-	10.71	-	10.71
Credit impaired	-	-	-	-	-	-	-
Disputed trade receivables							
Considered good	-	-	-	-	-	-	-
Which have significant increase in credit risk	-	-	-	20.18	239.36	678.54	938.08
Credit impaired	-	-	-	-	-	-	-
Less: Allowance for credit losses on trade receivables							(402.98)
Total trade receivables	**9,503.28**	**541.14**	**199.27**	**405.47**	**264.27**	**678.54**	**11,188.99**

Note 11- Trade receivables *(Contd.)*

Ageing of outstanding trade receivables as on March 31, 2023 from due date of payment

(₹ in lakhs)

Particulars	Not due	Less than 6 months	6 months - 1 year	1 - 2 years	2 - 3 years	More than 3 years	Total
Undisputed trade receivables							
- Considered good	8,132.50	488.03	409.34	36.18	-	-	9,066.05
- Which have significant increase in credit risk	-	-	-	-	-	-	-
- Credit impaired	-	-	-	-	-	-	-
Disputed trade receivables							
- Considered good	-	-	-	-			-
- Which have significant increase in credit risk	-	-	34.46	236.05	19.49	663.61	953.61
- Credit impaired	-	-	-	-	-	-	-
Less: Allowance for credit losses on trade receivables							(263.83)
Total trade receivables	**8,132.50**	**488.03**	**443.80**	**272.23**	**19.49**	**663.61**	**9,755.83**

Note 11.1 : There is no unbilled receivables at each reporting date .

Note 11.2 : Refer note 23 in respect of charge created against borrowings.

Note 11.3 : 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.

Note 11.4 : Refer note 44 A (i) for details in movement of loss allowance.

Note 12- Cash and cash equivalents

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Cash on hand	66.17	42.93
Cheques on hand	73.86	12.10
Balance with banks:		
- In current accounts/cash credit accounts	1,620.84	665.28
- In Fixed Deposits with Banks with original maturity of less than 3 months	1,100.00	10,921.17
	2,860.87	**11,641.48**

Note 13- Other bank balances

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Earmarked bank balances for unpaid dividend	9.15	9.29
Fixed deposits with banks with remaining maturity of less than 12 months (refer note 13.1)	467.94	9,101.00
	477.09	**9,110.29**

Note 13.1 : Fixed deposits with banks include fixed deposits of ₹66.93 lakhs (As at March 31, 2023 ₹99.09 lakhs) which have been held as margin money with banks against bank guarantees given by them.

Notes to Standalone Financial Statements for the year ended March 31, 2024

Note 14- Loans (current)

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Unsecured, considered good (unless otherwise mentioned)		
Loans to related parties (refer note 14.5)	-	2,235.79
Loans to body corporates (other than related parties)	-	1,680.70
	-	**3,916.49**

Note 14.1 : Disclosure of loans or advances to specified persons as per requirement of Schedule III of the Companies Act, 2013

Type of Borrower	As at March 31, 2024		As at March 31, 2023	
	₹ in lakhs	%	₹ in lakhs	%
Promoters	-	-	-	-
Directors	-	-	-	-
Key managerial personnel	-	-	-	-
Related parties	-	-	2,235.79	57.09%
Total for March 31, 2024	**-**	**-**	**2,235.79**	**57.09%**

Note 14.2 : 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 lakhs)

Type of Borrower	For the year ended March 31, 2024			For the year ended March 31, 2023		
	Loan outstanding as at March 31, 2024	Maximum balance outstanding during the year	Rate of interest	Loan outstanding as at March 31, 2023	Maximum balance outstanding during the year	Rate of interest
Loan to subsidiary companies:						
1) Star Cement North East Limited	-	-	-	2,052.28	3,008.65	7.19%
2) Star Cement India Limited	-	-	-	183.51	183.51	7.19%
Loan to others:						
1) North East Carriers Private Limited	-	-	-	1,680.70	1,680.70	6.00%

Note 14.3 : There are no outstanding loans from any director or officers of the company as on the each reporting date

Note 14.4 : The above loans have been granted for general business purpose.

Note 14.5 : The above loans have been re-classified to non-current loans in the current year from current loans as disclosed in the previous year due to change in the terms of loans (refer note: 5.2).

Notes to Standalone Financial Statements for the year ended March 31, 2024

Note 15- Other financial assets (current)

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Unsecured, considered good (unless otherwise mentioned)		
Security deposits	135.96	194.93
Interest accrued but not due on:		
- Fixed deposits	24.29	371.41
- Loan	-	74.21
- Bonds	-	306.77
Subsidies and incentives receivable	349.01	1,439.99
Other receivables (refer note 15.1)	2,443.35	-
	2,952.61	**2,387.31**

Note 15.1: Above mentioned other receivables includes amount receivable for sale of land to a related party, Refer note 48.

Note 16- Other current assets

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Unsecured, considered good (unless otherwise mentioned)		
Advances for supply of goods and services	3,082.33	2590.16
Advances to employees	167.27	75.99
Stamp papers on hand	0.01	2.06
Balances with statutory and government authorities	1,452.82	2,868.19
Prepaid expenses	461.41	610.89
Unsecured, considered doubtful		
Doubtful advances for supply of goods and services	7.09	7.49
Less- allowance for bad & doubtful advances	(7.09)	(7.49)
	5,163.84	**6,147.29**

Note 17- Equity share capital

(₹ in lakhs unless otherwise stated)

Particulars	As at March 31, 2024	As at March 31, 2023
Authorized capital 83,00,00,000 (83,00,00,000 as at March 31, 2023) equity Shares of ₹1/- each fully paid	8,300.00	8,300.00
	8,300.00	**8,300.00**
Issued, subscribed and fully paid-up shares 40,41,80,417 (40,41,80,417 as at March 31, 2023) equity shares of ₹1/- each fully paid	4,041.80	4,041.80
	4,041.80	**4,041.80**

a) **Terms/rights attached to equity shares**

The Company has only one class of equity shares having par value of ₹1/- per share. Each holder of equity shares is entitled to one vote per share. The Company declares and pays dividend in Indian rupees. 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 of the Company, the holders of the equity shares will be entitled to receive remaining assets of the Company, after distribution of all preferential amounts. The distribution will be in proportion to the number of equity shares held by the shareholders.

Notes to Standalone Financial Statements for the year ended March 31, 2024

Note 17- Equity share capital *(Contd.)*

b) In the period of five years immediately preceding March 31, 2024, the Company had bought back and extinguished a total of 1,50,48,580 fully paid-up equity shares of face value ₹1 each from the stock exchange. The Company has only one class of equity shares in the last five financial years.

c) Reconciliation of the equity shares outstanding at the beginning and at the end of the reporting period.

Particulars	As at March 31, 2024	As at March 31, 2023
Number of shares at the beginning of the year	40,41,80,417	40,41,80,417
Movement during the year	-	-
Number of shares at the end of the year	40,41,80,417	40,41,80,417

d) Details of shareholders holding more than 5% of equity share capital

Sr no	Name of the shareholders	As at March 31, 2024		As at March 31, 2023	
		No of shares	% of holding	No of shares	% of holding
1	Sajjan Bhajanka	4,78,86,362	11.85%	4,78,86,362	11.85%
2	Prem Bhajanka	4,11,84,765	10.19%	3,94,85,295	9.77%
3	SBI Flexicap Fund (including SBI Small Cap Fund & SBI Long Term Advantage Fund-Series VI)	2,42,28,857	5.99%	2,38,27,667	5.90%

e) Details of shares held by the promoters at the end of the year

Sr no	Name of the shareholders	As at March 31, 2024		As at March 31, 2023		% Change during the year
		No of shares	% of holding	No of shares	% of holding	
1	Sajjan Bhajanka	4,78,86,362	11.85%	4,78,86,362	11.85%	-
2	Prem Kumar Bhajanka	4,11,84,765	10.19%	3,94,85,295	9.77%	4.30%
3	Rajendra Chamaria	1,95,34,116	4.83%	1,95,34,116	4.83%	-
4	Sanjay Agarwal	1,76,23,185	4.36%	1,76,23,185	4.36%	-
5	Rajesh Kumar Agarwal	35,15,625	0.87%	35,15,625	0.87%	-

f) Details of shares held by the promoters group at the end of the year

Sr no	Promoters group name	As at March 31, 2024		As at March 31, 2023		% Change during the year
		No of shares	% of holding	No of shares	% of holding	
1	Divya Agarwal	1,86,60,196	4.62%	1,86,60,196	4.62%	-
2	Santosh Bhajanka	1,77,88,483	4.40%	1,77,88,483	4.40%	-
3	Sachin Chamaria	74,91,941	1.85%	79,93,015	1.98%	-6.27%
4	Rahul Chamaria	35,97,511	0.89%	45,72,785	1.13%	-21.33%
5	Yash Bala Bhajanka	45,07,778	1.12%	45,07,778	1.12%	-
6	Laxmi Chamaria	26,41,635	0.65%	39,48,080	0.98%	-33.09%
7	Renu Chamaria	30,03,146	0.74%	32,03,146	0.79%	-6.24%
8	Hardeo Das Kamakhya Prasad HUF	30,93,580	0.77%	30,93,580	0.77%	-
9	Kailash Prasad Chamaria	29,60,293	0.73%	29,60,293	0.73%	-
10	Gouri Shankar Kailash Prasad HUF	28,08,225	0.69%	28,08,225	0.69%	-
11	Amritansh Chamaria	26,07,800	0.65%	26,07,800	0.65%	-
12	Bhawna Agarwal	22,81,776	0.56%	22,81,776	0.56%	-
13	Rajendra Udyog (HUF)	14,88,687	0.37%	21,92,465	0.54%	-32.10%
14	Hari Prasad Agarwala And Others	16,81,270	0.42%	16,81,270	0.42%	-

Note 17- Equity share capital *(Contd.)*

Sr no	Promoters group name	As at March 31, 2024		As at March 31, 2023		% Change during the year
		No of shares	% of holding	No of shares	% of holding	
15	Gayatri Chamaria	15,67,362	0.39%	15,67,362	0.39%	-
16	Snigdha Chamaria	15,08,972	0.37%	15,08,972	0.37%	-
17	Komal Chamaria	14,90,046	0.37%	14,90,046	0.37%	-
18	Sonu Kajaria	13,26,560	0.33%	13,26,560	0.33%	-
19	Sumitra Devi Agarwal	12,99,930	0.32%	12,99,930	0.32%	-
20	Payal Agrawal	12,87,908	0.32%	12,87,908	0.32%	-
21	Vinay And Company	11,11,722	0.28%	11,22,598	0.28%	-0.97%
22	Kamakhya Chamaria	10,07,086	0.25%	11,00,126	0.27%	-8.46%
23	Shraddha Agarwal	10,89,718	0.27%	10,89,718	0.27%	-
24	Ratna Chamaria	10,40,124	0.26%	10,55,124	0.26%	-1.42%
25	Tushar Bhajanka	10,32,041	0.26%	10,32,041	0.26%	-
26	Suchita Agarwal	9,50,190	0.24%	10,07,698	0.25%	-5.71%
27	Sneh Lohia	9,82,041	0.24%	9,82,041	0.24%	-
28	Sarika Jalan	8,31,967	0.21%	8,41,967	0.21%	-1.19%
29	Prahlad Rai Chamaria	6,20,538	0.15%	6,30,538	0.16%	-1.59%
30	Prahlad Rai Chamaria (HUF)	4,00,000	0.10%	4,00,000	0.10%	-
31	Nancy Choudhary	2,24,367	0.06%	1,64,621	0.04%	36.29%
32	Keshav Bhajanka	1,58,317	0.04%	1,58,317	0.04%	-
33	Saroj Kejriwal	1,02,274	0.03%	1,02,274	0.03%	-
34	Brijdham Merchants Pvt Ltd	1,01,30,086	2.51%	1,01,30,086	2.51%	-
35	Sri Ram Vanijya Pvt Ltd	99,47,476	2.46%	99,47,476	2.46%	-
36	Sumangal International Pvt Ltd	88,29,253	2.18%	88,29,253	2.18%	-
37	Sumangal Business Pvt Ltd	78,17,091	1.93%	78,17,091	1.93%	-
38	Sri Ram Merchants Pvt Ltd	76,57,056	1.89%	76,57,056	1.89%	-
39	Auroville Investments Pvt Ltd	23,76,194	0.59%	23,76,194	0.59%	-

Note:- The above shareholding represents both legal and beneficial ownership based on the records of the Company, including its register of shareholders/members and other declaration received from shareholders regarding beneficial interest.

g) No ordinary shares have been reserved for issue under options and contracts/ commitments for the sale of shares/ disinvestment as at the Balance Sheet date.

h) No securities convertible into equity/ preference shares have been issued by the Company during the year.

i) No calls are unpaid by any director or officer of the Company during the year

Note 18- Other equity

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Capital reserve		
Opening balance	643.53	643.53
Movement during the year	-	-
	643.53	**643.53**
Capital redemption reserve account		
Opening balance	150.49	150.49
Movement during the year	-	-
	150.49	**150.49**

Notes to Standalone Financial Statements for the year ended March 31, 2024

Note 18- Other equity *(Contd.)*

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
General reserve		
Opening balance	3,187.83	3,187.83
Movement during the year	-	-
	3,187.83	**3,187.83**
Retained earnings		
Opening balance	1,38,346.19	1,21,913.20
Profit for the year	22,069.79	16,402.05
Other comprehensive income:		
Remeasurement of defined benefit plans (net of tax)	(131.99)	30.94
Total comprehensive income for the year	**21,937.80**	**16,432.99**
	1,60,283.99	**1,38,346.19**
Total other equity	**1,64,265.84**	**1,42,328.04**

Nature and purpose of reserves

Capital reserve

This reserve has been created pursuant to scheme of amalgamation between company and Star Ferro and Cement Limited and can be utilized in accordance with the provisions of the Companies Act, 2013.

Capital redemption reserve

In accordance with section 69 of the Companies Act, 2013, the Company creates capital redemption reserve equal to the nominal value of the shares bought back as an appropriation from retained earnings.

General reserve

The Company had transferred a portion of the net profit of the Company before declaring dividend to general reserve pursuant to the earlier provisions of Companies Act 1956. Mandatory transfer to general reserve is not required under the Companies Act 2013.

Retained earnings

Retained earnings represents accumulated profit of the Company as on reporting date. Such profits are after adjustment of payment of dividend, transfer to any reserves and adjustment for remeasurement gain/loss on defined benefit plan.

Note 19- Borrowings (non-current)

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Loans from related party (unsecured)		
From a subsidiary company [refer note 19.1]	5,618.08	2,913.08
	5,618.08	**2,913.08**

Note 19.1: Term loan from a subsidiary company is long term in nature and it is payable in 5 years and the rate of interest is 8.49% (March 31, 2023: 7.19%). Refer note 48

Note 19.2: The Company has not made any default in loan repayment and interest payments at each reporting period.

Note 20- Lease liabilities

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Lease liabilities- non-current portion (refer note 45)	1,092.72	446.86
	1,092.72	**446.86**

Note 21- Provisions (non-current)

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Provisions for employee benefits		
- Gratuity (refer note 41)	475.48	165.42
- Leave encashment	397.69	311.63
Provision for site restoration (refer note 21.1)	110.16	102.77
	983.33	**579.82**

Note 21.1: Provision for site restoration has been created based on present value of estimated future cash outflow of site restoration expenses. Movement of provisions for site restoration during the year is as under :

Particulars	As at March 31, 2024	As at March 31, 2023
Opening balance	102.77	-
Add: provision during the year	-	95.87
Less: utilised during the year	-	-
Add: unwinding of discount on mines restoration provision	7.39	6.90
	110.16	**102.77**

Note 22- Other non current liabilities

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Non-current portion of deferred government grant (refer note 22.1 and note 27)	710.18	21.80
	710.18	**21.80**

Note 22.1 : Movement of government grants

Particulars	Opening as at April 1, 2023 (Including current portion)	Recognised during the year ended March 31, 2024	Transfer to Statement of Profit and Loss	Closing as at March 31, 2024 (including current portion)
Financial assistance under Capital Investment subsidy clause towards the capital expenditure under North-East Industrial and Investment Promotion Policy, 2007.	25.69		3.89	21.80
Government grant in the form deferment of custom duty on import of capital goods under Manufacturing and Other Operations in Warehouse Regulations Scheme,2019	-	691.60	-	691.60

Note 22.2 : There has been no unfulfilled conditions or any other contingencies with respect to above government grants.

Notes to Standalone Financial Statements for the year ended March 31, 2024

Note 23- Borrowings

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Secured-		
Working capital facilities from banks repayable on demand [refer note 23.1 to note 23.4]		
- Cash credit	519.29	847.18
Buyers credit from banks [refer note 23.5 to note 23.6]	3,111.04	-
	3,630.33	**847.18**

Note 23.1 : Working capital facilities of ₹103.77 lakhs (March 31 2023: ₹27.03 lakhs) from banks are secured by first pari passu charge on current assets of the company's cement grinding unit at Guwahati, Assam.

Note 23.2 : Working capital facilities of ₹406.83 lakhs (March 31 2023: ₹591.34 lakhs) from banks are secured by first pari passu charge on current assets of the Company's manufacturing facility at Lumshnong, Meghalaya.

Note 23.3 : Working capital facility of ₹8.69 lakhs (March 31 2023: ₹228.81 lakhs) from a bank is secured by hypothecation of all current assets of the Siliguri Grinding Unit on first charge basis.

Note 23.4 : The rate of interest for the above cash credit borrowings ranges between 8.25% to 9.77% (March 31, 2023- 6.60% to 9.20%)

Note 23.5 : Buyer's credit for capex from a bank amounting to ₹3,111.04 lakhs (March 31, 2023-Nil) is secured by way of exclusive charge on machinery imported under the facility sanctioned by the bank.

Note 23.6 : Buyer's credit carrys interest @ 6 months EURIBOR + 0.40% to 0.45% p.a (March 31, 2023- NA) for capex and it is repayable in 180 days.

Note 24- Lease liabilities

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Lease liabilities- current portion (refer note 45)	425.26	177.53
	425.26	**177.53**

Note 25- Trade payables

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Total outstanding dues of micro enterprises and small enterprises	2,844.34	840.62
Total outstanding dues of trade payable other than micro enterprises and small enterprises	17,702.66	26,008.70
	20,547.00	**26,849.32**

Ageing of outstanding trade payables as on March 31, 2024 from due date of payment

Sr No	Particulars	Unbilled	Not Due	Less than 1 year	1- 2 years	2 - 3 years	More than 3 years	Total
(i)	Undisputed- micro and small enterprises	-	2,844.34	-	-	-	-	**2,844.34**
(ii)	Undisputed- others	1,923.39	14,202.68	962.32	97.31	57.41	19.63	**17,262.74**
(iii)	Disputed- micro and small enterprises	-	-	-	-	-	-	**-**
(iv)	Disputed- others	-	-	-	439.92	-	-	**439.92**
	Total	**1,923.39**	**17,047.02**	**962.32**	**537.23**	**57.41**	**19.63**	**20,547.00**

Notes to Standalone Financial Statements for the year ended March 31, 2024

Note 25- Trade payables *(Contd.)*

Ageing of outstanding trade payables as on March 31, 2023 from due date of payment

Sr No	Particulars	Unbilled	Not Due	Less than 1 year	1- 2 years	2 - 3 years	More than 3 years	Total
(i)	Undisputed- micro and small enterprises	-	690.18	145.64	4.80	-	-	840.62
(ii)	Undisputed- others	2,976.04	10,963.53	11,207.46	64.66	29.32	279.81	25,520.82
(iii)	Disputed- micro and small enterprises	-	-	-	-	-	-	-
(iv)	Disputed- others	-	-	487.88	-	-	-	487.88
	Total	**2,976.04**	**11,653.71**	**11,840.98**	**69.46**	**29.32**	**279.81**	**26,849.32**

Note 26- Other financial liabilities (current)

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Interest accrued but not due on borrowings	16.49	-
Unclaimed dividend (refer note 26.1)	9.15	9.29
Other payables		
Capital creditors	4,634.62	3,965.97
Retention money	1,272.35	538.95
Security deposits	18,738.00	16,630.73
Discounts and incentives payable	8,995.73	6,373.07
Employees related liabilities	1,529.58	1,268.69
Other liabilities	136.75	169.29
	35,332.67	**28,955.99**

Note 26.1: The same is not due for payment to Investor education and protection fund as on the Balance Sheet date.

Note 27- Other current liabilities

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Statutory liabilities	5,212.53	4,008.53
Revenue received in advance	367.07	-
Contract liabilities - advance from customers (refer note 27.1)	1,071.75	1,114.13
Current portion of deferred government grant (refer note 22.1)	3.22	3.89
	6,654.57	**5,126.55**

Note 27.1 : Revenue of ₹1,114.13 lakhs (March 31,2023 : ₹2,386.43 lakhs) is recognised during current financial year that was included in contract liabilities - advance from customers outstanding at the beginning of the year.

Note 28- Provisions

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Provisions for employee benefits		
- Gratuity (refer note 41)	126.07	83.62
- Leave encashment	91.59	83.26
	217.66	**166.88**

Notes to Standalone Financial Statements for the year ended March 31, 2024

Note 29- Current tax liabilities (net)

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Provision of taxation (net)	265.82	105.93
	265.82	**105.93**

Note 30- Revenue from operations

(₹ in lakhs)

Particulars	For the year ended March 31, 2024	For the year ended March 31, 2023
Sale of goods:		
- Cement	2,81,343.75	2,56,650.61
- Clinker	1,005.82	-
- Others	4,884.03	5,358.02
	2,87,233.60	**2,62,008.63**
Other operating income		
- Sale of scrap	470.23	253.59
- Incentives and subsidies	1,665.30	8,485.60
	2,89,369.13	**2,70,747.82**

Note 30.1 : Primary business of the company is manufacturing and sale of cement. All other activities of the company are related to its primary business. The product shelf life being short, all sales are made at a point in time and the revenue is recognised upon satisfaction of the performance obligations which is typically upon dispatch / delivery.

Note 30.2 : The Company has a credit evaluation policy based on which the credit limits for the trade receivables are established, the Company does not give a significant credit period resulting in no significant financing component. The normal Credit period is 30 days.

Note 30.3 : The company operates within the geographical areas of India.

Note 30.4 : Reconciliation of revenue as per contract price and as recognised in statement of profit and loss :

(₹ in lakhs)

Particulars	For the year ended March 31, 2024	For the year ended March 31, 2023
Revenue as per Contract Price	3,17,943.03	2,87,571.20
Discount and Incentives	(30,709.43)	(25,562.57)
Revenue as per statement of profit and loss	**2,87,233.60**	**2,62,008.63**

Note 31- Other income

(₹ in lakhs)

Particulars	For the year ended March 31, 2024	For the year ended March 31, 2023
Interest income (using the effective interest rate method)		
- On bank deposits	578.27	1,627.95
- On loans	672.17	212.80
- On bonds	223.63	664.87
- On security deposits	51.93	-
Gain on fair valuation of non-current investment through profit or loss	7.87	6.76
Liabilities/provisions no longer required written back	310.44	-
Gain on sale of property, plant and equipment (net) (refer note 31.1)	1,947.70	-
Miscellaneous income	177.69	155.19
	3,969.70	**2,667.57**

31.1 Includes ₹2,014.92 lakhs gain on sale of land to a subsidiary (March 31, 2023: Nil)

Notes to Standalone Financial Statements for the year ended March 31, 2024

Note 32- Cost of materials consumed

(₹ in lakhs)

Particulars	For the year ended March 31, 2024	For the year ended March 31, 2023
Opening stock	5,058.83	3,150.36
Add: Purchases during the year	1,20,347.44	1,16,567.89
	1,25,406.27	**1,19,718.25**
Less : Closing stock	3,640.60	5,058.83
	1,21,765.67	**1,14,659.42**

Note 32.1: Refer note 47(a) & 47 (b)

Note 33- Changes in inventories of finished goods and work- in- progress

(₹ in lakhs)

Particulars	For the year ended March 31, 2024	For the year ended March 31, 2023
Work in process		
Opening stock	1,561.84	241.27
Closing stock	559.68	1,561.84
	1,002.16	**(1,320.57)**
Finished goods		
Opening stock	2,124.69	1,676.55
Closing stock	1,460.09	2,124.69
	664.60	**(448.14)**
(Increase)/decrease	**1,666.76**	**(1,768.71)**

Note 34- Employee benefit expense

(₹ in lakhs)

Particulars	For the year ended March 31, 2024	For the year ended March 31, 2023
Salaries and wages	14,132.18	12,396.57
Contribution to provident fund and other funds	453.60	392.57
Employees welfare expenses	538.04	621.38
	15,123.82	**13,410.52**

Note 34.1 : Employees cost is inclusive of remuneration paid to directors and key management personnels (refer note 48)

Note 34.2 : Salaries and wages expenses of ₹2,179.77 lakhs (March 31, 2023- ₹533.32 lakhs) related to employees deployed in projects, has been transferred to capital work-in-progress during the year.Refer note 2.2 (b)

Note 35- Finance costs

(₹ in lakhs)

Particulars	For the year ended March 31, 2024	For the year ended March 31, 2023
Interest expense:		
- On Borrowings (measured at amortised cost)	321.19	385.05
- On lease liabilities	132.78	42.90
- On unwinding of discount on site restoration provision	7.39	6.90
- Others (including interest on dealer's deposits)	736.03	693.63
Other borrowing costs	97.88	122.65
	1,295.27	**1,251.13**

Note 35.1: Interest to others include interest on income tax ₹12.40 lakhs (March 31, 2023- ₹15.56 lakhs)

Note 35.2 : Interest of ₹229.31 lakhs (March 31, 2023- ₹144.33 lakhs) is capitalised during the year as pre- operative expenses in capital work in progress. Refer note no 2.2 (b). Also includes applicable loss on foreign currency transaction/ translation of ₹62.12 lakhs (March 31, 2023: Nil).

Note 35.3 : For applicable interest rate, refer note - 19.1, note 23.4 and note 23.6.

Notes to Standalone Financial Statements for the year ended March 31, 2024

Note 36- Depreciation and amortisation expense

(₹ in lakhs)

Particulars	For the year ended March 31, 2024	For the year ended March 31, 2023
Depreciation on property, plant and equipments	7,525.23	7,412.98
Depreciation on right-of-use- assets	478.08	210.60
Amortisation of intangible assets	171.33	128.05
	8,174.64	**7,751.63**

Note 36.1 :Depreciation on property, plant and equipments is net off amortisation of government grant of ₹3.89 lakhs (March 31, 2023- ₹12.87 lakhs) and capitalised depreciation of ₹441.26 lakhs (March 31, 2023- ₹126.15 lakhs) to Capital work in progress pertaining to pre-operative expenses. Refer note 2.2 (b)

Note 37- Other expenses

(₹ in lakhs)

Particulars	For the year ended March 31, 2024	For the year ended March 31, 2023
Consumption of stores & spares (refer note 37.1)	4,837.08	3,226.98
Packing materials	7,668.79	8,579.41
Repairs & maintenance		
- Building	165.46	167.97
- Plant & machinery	340.00	904.84
- Others	753.60	1,150.74
Heavy vehicle / equipment running expenses	1,932.15	2,028.60
Rent	236.90	269.46
Travelling and conveyance	1,219.08	974.67
Insurance	446.62	311.68
Rates & taxes	1,990.07	3,456.27
Research & development expenses	0.37	21.23
Charity & donation (refer note 37.2)	970.95	707.13
Allowance for credit losses on trade receivables	139.15	204.73
Professional & consultancy fees	1,478.37	2,791.62
CSR expenses (refer note 49)	898.11	649.77
Advertisement & publicity	3,075.97	3,423.48
Sales promotion expenses	2,300.11	1,232.93
Brokerage & commission	1,688.26	1,665.16
Loss on sale of Property plant and equipment	-	0.13
Miscellaneous expenses (Includes auditors remuneration, refer note 37.3)	3,832.59	4,078.61
Total	**33,973.63**	**35,845.41**

Note 37.1: Consumption of stores and spares includes provision for obsolescence of inventory.

Note 37.2: Donation to political parties

(₹ in lakhs)

Particulars	For the year ended March 31, 2024	For the year ended March 31, 2023
Donation to Beltola Block Congress Committee	1.00	-
Donation to Bharatiya Janata Party	500.00	-
Donation to All India Trinamool Congress	100.00	-
	601.00	**-**

Note 37.3 : Payment to auditors

(₹ in lakhs)

Particulars	For the year ended March 31, 2024	For the year ended March 31, 2023
i) Statutory audit fees	13.00	13.00
ii) Limited Review Fees (#)	8.00	7.50
iii) In other capacity:		
Certification Fees and other services	3.10	-
Tax Audit fees	5.75	5.75
Reimbursement of expenses	2.71	0.72
	32.56	**26.97**

includes ₹1.50 lakhs paid in previous year to erstwhile Auditor.

Note: 38 - Tax expenses

(₹ in lakhs)

Particulars	For the year ended March 31, 2024	For the year ended March 31, 2023
(a) Current tax		
Current tax on profits for the year	5,922.15	4,397.01
Total current tax expense	**5,922.15**	**4,397.01**
(b) Deferred tax		
Deferred tax	6,389.70	4,857.92
Total deferred income tax expense/(benefit)	**6,389.70**	**4,857.92**
(c) Tax in respect of earlier years	(487.76)	(772.82)
Tax expenses	**11,824.09**	**8,482.11**

38.1 Reconciliation of tax expense and the accounting profit multiplied by corporate tax rate:

(₹ in lakhs)

Particulars	For the year ended March 31, 2024	For the year ended March 31, 2023
Profit before tax	33,893.88	24,884.16
Tax at the corporate tax rate of 34.944% (March 31, 2023 - 34.944%)	**11,843.87**	**8,695.52**
Items not deductible under Income Tax Act, 1961	224.79	232.26
Tax on income at special Rate	(261.10)	-
Related to earlier years	(487.76)	(772.82)
Others	504.29	327.15
Tax expenses	**11,824.09**	**8,482.11**

Note 38.2 : The corporate tax rate used for the financial year 2023-24 and 2022-23 for above reconciliation is 34.944% (30%+ surcharge @12% + education cess @4%) payable on taxable profits under the Income Tax Act, 1961.

Note 38.3 : During the year, the Company has not surrendered or disclosed any income in the tax assessments under the Income Tax Act, 1961 (such as search or survey or any other relevant provision of the Income tax Act, 1961). Accordingly, there are no transactions which are not recorded in the books of accounts.

Note: 39 - Components of other comprehensive income (net of taxes)

(₹ in lakhs)

Particulars	For the year ended March 31, 2024	For the year ended March 31, 2023
Items that will not be reclassified to Statement of Profit and Loss		
- Remeasurement of defined benefit plans	(202.89)	47.56
- Income tax on above	70.90	(16.62)
	(131.99)	**30.94**

Notes to Standalone Financial Statements for the year ended March 31, 2024

Note: 40 - Earnings per share

₹ in lakhs unless otherwise state

Particulars	For the year ended March 31, 2024	For the year ended March 31, 2023
(i) Profit attributable to equity holders of the company used in calculating basic and diluted earning per share	22,069.79	16,402.05
(ii) Weighted average number of equity shares used as the denominator in calculating basic earnings per share (in no)	40,41,80,417	40,41,80,417
(iii) Weighted average number of equity shares used as the denominator in calculating diluted earnings per share (in no)	40,41,80,417	40,41,80,417
(iv) Earning per share (in ₹)		
Face value of equity shares	1.00	1.00
Basic	5.46	4.06
Diluted	5.46	4.06

Note : 41 - Employees benefit obligations

Post-employment obligations

(A) Gratuity

The Company has a defined benefit gratuity plan. Every employee who has completed five years or more of service is entitled to gratuity based on entitlement not less than as per the provisions of The Payment of Gratuity Act, 1972. The scheme is funded with an insurance Company.

(i) The amounts recognised in the Balance sheet and the movements in the net defined benefit obligation over the year are as follows:

(₹ in lakhs)

Particulars	Present value of obligation	Fair value of plan assets	Net amount
As at April 1, 2022	608.71	(431.06)	177.65
Current service cost	104.74	-	104.74
Interest expense/(income)	43.22	(29.01)	14.21
Total amount recognised in profit or loss	**147.96**	**(29.01)**	**118.95**
Remeasurements:			
Return on plan assets, excluding amounts included in interest expense/(income)	-	(0.02)	(0.02)
Actuarial (gain)/loss from change in financial assumptions	5.53		5.53
Actuarial (gain)/loss from unexpected experience	(53.07)	-	(53.07)
Total amount recognised in other comprehensive income	**(47.54)**	**(0.02)**	**(47.56)**
Employer contributions/ premium paid			
Benefit paid	(44.96)	44.96	-
As at March 31, 2023	**664.17**	**(415.13)**	**249.04**

(₹ in lakhs)

Particulars	Present value of obligation	Fair value of plan assets	Net amount
As at April 1 , 2023	664.17	(415.13)	249.04
Current service cost	127.90	-	127.90
Interest expense/(income)	49.15	(27.43)	21.72
Total amount recognised in profit or loss	**177.05**	**(27.43)**	**149.62**

Note : 41 - Employees benefit obligations *(Contd.)*

(₹ in lakhs)

Particulars	Present value of obligation	Fair value of plan assets	Net amount
Remeasurements:			
Return on plan assets, excluding amounts included in interest expense/(income)	-	1.06	1.06
Actuarial (gain)/loss from change in financial assumptions	101.58	-	101.58
Actuarial (gain)/loss from unexpected experience	100.25	-	100.25
Total amount recognised in other comprehensive income	**201.83**	**1.06**	**202.89**
Employer contributions/ premium paid	-	-	-
Benefit paid	(88.99)	88.99	-
As at March 31, 2024	**954.06**	**(352.51)**	**601.55**

Net liability / (asset) recognised in the balance sheet

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Present value of defined benefit obligation	954.06	664.17
Fair Value of Plan Assets	(352.51)	(415.13)
Net liability / (asset) in the balance sheet	**601.55**	**249.04**
Current liability / (asset)	126.07	83.62
Non-current liability / (asset)	475.48	165.42

(ii) Significant estimates: actuarial assumptions

The significant actuarial assumptions were as follows:

Particulars	As at March 31, 2024	As at March 31, 2023
Discount rate	7.10%	7.40%
Expected return on plan asset	7.10%	7.40%
Salary growth rate	7.00%	6.00%
Withdrawal rate	1% to 8%	1% to 8%
Mortality rate	IALM (2012-14) Table	IALM (2012-14) Table

(iii) Sensitivity analysis

The sensitivity of the defined benefit obligation to changes in the weighted principal assumptions is:

(₹ in lakhs)

Particulars	Increase/(decrease) in defined benefit obligation			
	As at March 31, 2024		As at March 31, 2023	
	1% rate increase	1% rate decrease	1% rate increase	1% rate decrease
Discount rate	(68.37)	82.40	(49.13)	59.41
Salary growth rate	69.50	(60.13)	57.10	(48.52)
Withdrawal rate	2.05	1.60	5.84	(3.71)

The above sensitivity analysis is based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions the same method (present value of the defined benefit obligation calculated with the projected unit credit method at the

Notes to Standalone Financial Statements for the year ended March 31, 2024

Note : 41 - Employees benefit obligations *(Contd.)*

end of the reporting period) has been applied as when calculating the defined benefit liability recognised in the balance sheet.

The methods and types of assumptions used in preparing the sensitivity analysis did not change compared to the prior years.

(iv) The major categories of plan assets

The defined benefit plans are funded with Insurance Company of India. The Company does not have any liberty to manage the funds provided to insurance company. Thus the composition of each major category of plan assets has not been disclosed.

Major Categories of Plan Assets as a percentage of total plan assets (₹ in lakhs)

Particulars	Gratuity (funded)	
	As at March 31, 2024	As at March 31, 2023
Funds managed by insurer	100%	100%

(v) Risk exposure

Through its defined benefit plans the Company is exposed to a number of risks, the most significant of which are detailed below:

Investment risk:

The present value of the defined benefit plan liability is calculated using a discount rate determined by reference to the Government of India bonds. If the return on plan asset is below this rate, it will create a plan deficit.

Interest risk:

A decrease in the interest rate on plan assets will increase the plan liability.

Life expectancy:

The present value of the defined benefit plan liability is calculated by reference to the best estimate of the mortality of plan participants both during and at the end of the employment. An increase in the life expectancy of the plan participants will increase the plan liability.

Salary growth risk

The present value of the defined benefit plan liability is calculated by reference to the future salaries of plan participants. An increase in the life expectancy of the plan participants will increase the plan liability.

(vi) Defined benefit liability and employer contributions

Expected contributions to post-employment benefits plans for the year ending March 31, 2025 are ₹164.40 lakhs (March 31, 2024 - ₹126.12 lakhs)

The weighted average duration of the defined benefit obligation is 4.61 years (March 31, 2023: 5.56-5.77 years). The expected maturity analysis of undiscounted gratuity is as follows:

(₹ in lakhs)

Particulars	Less than 1 year	Between 1- 5 years	Over 5 years
As at March 31, 2024	126.07	135.53	215.23
As at March 31, 2023	83.62	74.52	267.99

(B) Defined contribution plan:

In respect of defined contribution plan with respect to provident fund contribution and pension fund contribution, an amount of ₹421.64 lakhs (March 31, 2023: ₹360.60 lakhs) has been recognised as expenses in the statement of profit and loss during the year.

Note : 42 - Capital management

Risk management

The primary objective of capital management is to ensure the maintenance of healthy capital ratio in order to support its business and maximise shareholders value. The Company manages its capital structure according to changing economic conditions. No changes were made in the objectives, policies or processes during the year ended March 31, 2024 as compared to previous year. There have been no breaches of financial covenants of any interest bearing loans and borrowings for the reported year. The Company monitors capital structure on the basis of debt to equity ratio. For the purpose of Company's capital management, equity includes paid up equity share capital and other equity, and debt comprises long-term and short-term borrowings including current maturities of long term borrowings. The following table summarizes debt and equity of the Company.

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Long term borrowings	5,618.08	2,913.08
Short-term borrowings	3,630.33	847.18
Less: Cash and cash equivalent	2,860.87	11,641.48
Less: Bank balances other than cash and cash equivalent	477.09	9,110.29
Net debt	**5,910.45**	**(16,991.51)**
Total equity	**1,68,307.64**	**1,46,369.84**
Total capital including net debt	1,74,218.09	1,29,378.33
Gearing ratio	0.04	-

To maintain or adjust the capital structure, the Company review the fund management at regular intervals and take necessary actions to maintain the requisite capital structure.

Note : 43 - Financial instruments by category

(₹ in lakhs)

Particulars	As at March 31, 2024			As at March 31, 2023		
	Amortised cost	Fair Value through Profit or Loss (FVTPL)	Carrying amount	Amortised cost	Fair Value through Profit or Loss (FVTPL)	Carrying amount
Financial assets						
(i) Investments	-	164.73	164.73	6,735.79	156.86	6,892.65
(ii) Loans	3,953.35	-	3,953.35	3,916.49	-	3,916.49
(iii) Trade receivables	11,188.99	-	11,188.99	9,755.83	-	9,755.83
(iv) Cash and cash equivalent	2,860.87	-	2,860.87	11,641.48	-	11,641.48
(v) Balance with banks {other than (iv) above}	477.09	-	477.09	9,110.29	-	9,110.29
(vi) Other financial assets	4,488.67	-	4,488.67	4,166.06	-	4,166.06
	22,968.97	**164.73**	**23,133.70**	**45,325.94**	**156.86**	**45,482.80**
Financial liabilities						
(i) Borrowings	9,248.41	-	9,248.41	3,760.26	-	3,760.26
(ii) Lease liabilities	1,517.98	-	1,517.98	624.39		624.39
(iii) Trade payable	20,547.00	-	20,547.00	26,849.32	-	26,849.32
(iv) Other financial liabilities	35,332.67	-	35,332.67	28,955.99	-	28,955.99
	66,646.06	**-**	**66,646.06**	**60,189.96**	**-**	**60,189.96**

Notes to Standalone Financial Statements for the year ended March 31, 2024

Note : 43 - Financial instruments by category *(Contd.)*

(i) Fair value hierarchy

The Company uses the following hierarchy for determining and/or disclosing the fair value of financial instruments by valuation techniques:

Level 1: This level includes those financial instruments which are measured by reference to quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2: The fair value of financial instruments that are not traded in an active market is determined using valuation techniques which maximise the use of observable market data and rely as little as possible on entity-specific estimates. 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.

(ii) Valuation technique used to determine fair value

The fair values of the financial assets and liabilities are included at the amount that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

The following methods and assumptions were used to estimate the fair values:

(a) The fair value of cash and cash equivalents, trade receivables and payables, short-term loans, current financial liabilities and assets and borrowings approximate their carrying amount largely due to the short-term nature of these instruments. The management considers that the carrying amounts of financial assets and financial liabilities recognised at nominal cost/amortised cost in the financial statements approximate their fair values. In respect of non current trade receivables and loans, fair value is determined by using discount rates that reflect the present borrowing rate of the company .

(b) Investments (other than Investments in Subsidiaries) traded in the active market are determined by reference to the quotes from the Stock exchanges as at the reporting date. Quoted Investments for which quotations are not available have been included in the market value at the face value/paid up value, whichever is lower except in case of bonds where the net present value at current yield to maturity have been considered. Unquoted investments in shares have been valued based on historical net asset value as per the latest audited financial statements after considering the impact of fair valuation of immovable properties which is based on valuation report from an independent valuer.

(iii) Fair value of financial assets and liabilities measured at fair value - recurring fair value measurements

(₹ in lakhs)

Particulars	As at March 31, 2024			As at March 31, 2023		
	Level 1	Level 2	Level 3	Level 1	Level 2	Level 3
Financial assets						
Investment in equity instruments (Quoted)	2.47	-	-	0.87	-	-
Investment in equity instruments (Unquoted)	-	-	162.26	-	-	155.99
Total financial assets	**2.47**	**-**	**162.26**	**0.87**	**-**	**155.99**

During the reporting year ending March 31, 2024 and March 31, 2023 there was no transfer between level 1, level 2 and level 3 fair value measurement.

The carrying amount of cash and cash equivalents, bank balances (other than cash and cash equivalents), investment in bonds, security deposits, loans and other financial assets, trade receivables, trade payables, security deposits and retention money and other financial liabilities approximate their carrying amounts largely due to the short-term maturities of these instruments.

Note : 43 - Financial instruments by category *(Contd.)*

(iv) Fair value of financial assets and liabilities measured at amortised cost

(₹ in lakhs)

Particulars	As at March 31, 2024		As at March 31, 2023	
	Carrying amount	Fair value	Carrying amount	Fair value
Financial assets				
(i) Investments	-	-	6,735.79	6,830.62
(ii) Loans	3,953.35	3,953.35	3,916.49	3,916.49
(iii) Trade receivables	11,188.99	11,188.99	9,755.83	9,755.83
(iv) Cash and cash equivalent	2,860.87	2,860.87	11,641.48	11,641.48
(v) Balance with banks { Other than (iv) above}	477.09	477.09	9,110.29	9,110.29
(vi) Other financial assets	4,488.67	4,488.67	4,166.06	4,166.06
Total financial assets	**22,968.97**	**22,968.97**	**45,325.94**	**45,420.77**
Financial liabilities				
(i) Borrowing	9,248.41	9,248.41	3,760.26	3,760.26
(ii) Lease liabilities	1,517.98	1,517.98	624.39	624.39
(iii) Trade payable	20,547.00	20,547.00	26,849.32	26,849.32
(iv) Other financial liabilities	35,332.67	35,332.67	28,955.99	28,955.99
Total financial liabilities	**66,646.06**	**66,646.06**	**60,189.96**	**60,189.96**

(v) Significant estimates

The fair value of financial instruments that are not traded in an active market is determined using valuation techniques. The Company uses its judgement to select a variety of methods and make assumptions that are mainly based on market conditions existing at the end of each reporting year. For details of the key assumptions used see 43(ii).

Note : 44 - Financial risk management

The Company's activities are exposed to a varieties of financial risks viz credit risk, liquidity risk and market risk (i.e. foreign currency risk, interest rate risk and price risk).This note explains the sources of risk which the entity is exposed to and how the entity manages the risk.

(A) Credit risk

Credit risk is the risk that counterparty will not meet its obligations under a financial instrument or customer contract, leading to a financial loss. The Company is exposed to credit risk from its operating activities (primarily trade receivables) and from its financing activities including deposits placed with banks and financial institutions and other financial instruments.

i) Trade receivables

Customer credit risk is managed as per the Company's established policies, procedures and defined controls relating to customer credit risk management. Trade receivables are non-interest bearing and are generally carrying 30 days credit terms. Outstanding customer receivables are regularly monitored and the Company receives security deposits from its customers which mitigates the credit risk. No single customer accounted for 10% or more of the Company's net sales. Therefore, the Company does not expect any material risk on account of non-performance by any of its counterparties.

For expected credit loss as at each reporting date, the Company assesses the risk profile of trade receivables and categorises risk profile viz. trade receivables for which credit risk has not been significantly increased from initial recognition, trade receivables for which credit risk has increased significantly but are not credit impaired and for trade receivables for which credit risk has increased significantly and are credit impaired.

Notes to Standalone Financial Statements for the year ended March 31, 2024

Note : 44 - Financial risk management *(Contd.)*

The Company has adopted simplified approach model to compute credit loss allowance based on a provision matrix. The provision matrix is prepared based on historically observed default rates over the expected life of trade receivables and is adjusted for forward-looking estimates. At each reporting date, the historically observed default rates and changes in the forward-looking estimates are updated. Accordingly, 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 following table summarises the change in the loss allowances measured using simplified approach model expected credit loss assessment.

(₹ in lakhs)

As at April 1, 2022	**59.10**
Provided during the year	204.73
Amount utilised	-
Reversal of Provision	-
As at March 31, 2023	**263.83**
Provided during the year	139.15
Amount utilised	-
Reversal of Provision	-
As at March 31, 2024	**402.98**

ii) Financial instruments and deposits

Credit risk pertaining to balances with banks and financial institutions is managed by the Company's Treasury department in accordance with Company's policy. Surplus funds are parked only within approved investment categories with well defined limits. Investment category is periodically reviewed by the Company's Board of Directors.

Credit risk arising from short term liquid funds, other balances with banks and other cash equivalents is limited because the counterparties are banks and recognised financial institutions with high credit ratings assigned by the credit rating agencies. None of the financial instruments of the Company result in material concentration of credit risks.

Other financial assets mainly include incentives receivable from the government, fixed deposits, loans & interest thereon and security deposits given. There are no indications that defaults in payment obligations would occur in respect of these financial assets."

The Company's maximum exposure to credit risk for the components of the Balance Sheet as at March 31, 2024 and March 31, 2023 is the carrying amounts as given in Note 43.

(B) Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset.

Prudent liquidity risk management implies maintaining sufficient cash and marketable securities and the availability of funding through an adequate amount of committed credit facilities to meet obligations when due. Due to the nature of the underlying business, the Company maintains sufficient cash and liquid investments available to meet its obligation.

Note : 44 - Financial risk management *(Contd.)*

Management monitors rolling forecasts of the Company's liquidity position (comprising the undrawn borrowing facilities below) and cash and cash equivalents on the basis of expected cash flows. The management also considers the cash flows projection and level of liquid assets necessary to meet these on a regular basis.

(i) Financing arrangements

The Company had access to the following undrawn borrowing facilities at the end of the reporting period:

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Floating Rate		
Expiring within one year (including non-fund based undrawn limits of ₹644 lakhs as on March 31, 2024)	6,968.00	9,252.82
	6,968.00	**9,252.82**

The bank overdraft facilities may be drawn subject to available drawing power at any time and may be terminated by the bank without notice. Subject to the continuance of satisfactory credit ratings, the bank loan facilities may be drawn at any time in Indian Rupee (INR).

Maturities of financial liabilities

The tables below analyse the Company's financial liabilities into relevant maturity groupings based on their contractual maturities for all financial liabilities.

The amounts disclosed in the table are the contractual undiscounted cash flows. Balances due within 12 months equal their carrying balances as the impact of discounting is not significant.

Contractual maturities of financial liabilities - March 31, 2024 (₹ in lakhs)

Particulars	Less than 1 year	Between 1 to 5 years	More than 5 years	Total
Borrowing	3,630.33	5,618.08	-	9,248.41
Trade payables	20,547.00	-	-	20,547.00
Lease liabilities	536.36	1,096.26	324.69	1,957.31
Other payables	35,332.67	-	-	35,332.67
Total financial liabilities	**60,046.36**	**6,714.34**	**324.69**	**67,085.39**

Contractual maturities of financial liabilities - March 31, 2023 (₹ in lakhs)

Particulars	Less than 1 year	Between 1 to 5 years	More than 5 years	Total
Borrowing	847.18	2,913.08	-	3,760.26
Trade payables	26,849.32	-	-	26,849.32
Lease liabilities	225.87	342.48	176.09	744.44
Other payables	28,955.99	-	-	28,955.99
Total financial liabilities	**56,878.36**	**3,255.56**	**176.09**	**60,310.01**

(C) Market risk

(i) Foreign currency risk

The risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Company deals with international vendors with respect to stores, coal and capital goods procurement, which rises exposure of the company to foreign exchange risk. In view of low proportion of import, as compared to the overall operations, the exposure of the Company to foreign exchange risk is also not considered to be material. The risk is measured through a forecast of highly probable foreign currency cash flows.

Notes to Standalone Financial Statements for the year ended March 31, 2024

Note : 44 - Financial risk management *(Contd.)*

Foreign currency denominated balances lying in the books of accounts as on March 31, 2024 and March 31, 2023 are as follows:

(₹ in lakhs)

Currency	Nature	As at March 31, 2024	As at March 31, 2023
EURO	Letter of Credit	-	3,031.43
EURO	Buyer's Credit	3,111.04	-
Net exposure to foreign currency risk		**3,111.04**	**3,031.43**

(b) **Sensitivity**

Profit or loss is sensitive to higher/lower change as a result of changes in foreign exchange fluctuation as below:

(₹ in lakhs)

Particulars	Impact on profit before tax	
	For the year ended March 31, 2024	For the year ended March 31, 2023
Foreign exchange fluctuation – Strengthening of INR by 5%	155.55	151.57
Foreign exchange fluctuation – Weakening of INR by 5%	(155.55)	(151.57)

(ii) 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 exposure to the risk of changes in market interest rates relates primarily to the Company debt obligations with floating interest rates.

The Company's main interest rate risk arises from with variable rates, which expose the Company to cash flow interest rate risk. During March 31, 2024 and March 31, 2023 , the Company's borrowings at variable rate were denominated in Indian Rupee (INR).

The Company's Deposit taken from dealers is at fixed rate and measured at amortised cost. They are therefore not subject to interest rate risk as defined in Ind AS 107, since neither the carrying amount nor the future cash flows will fluctuate because of a change in market interest rates.

(a) **Interest rate risk exposure on financial liabilities**

The exposure of the Company's financial liabilities to interest rate risk is as follows: (₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Variable rate borrowings	9,248.41	3,760.26
Total borrowings	**9,248.41**	**3,760.26**

(b) **Sensitivity**

Profit or loss is sensitive to higher/lower interest expense from borrowings as a result of changes in interest rates as below:

(₹ in lakhs)

Particulars	Impact on profit before tax	
	For the year ended March 31, 2024	For the year ended March 31, 2023
Interest expense rates – increase by 50 basis points*	(46.24)	(18.80)
Interest expense rates – decrease by 50 basis points*	46.24	18.80

** Interest rate sensitivity has been calculated assuming the borrowing outstanding at the reporting date have been outstanding for the entire year.*

Note : 44 - Financial risk management *(Contd.)*

(iii) Price risk

The risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer or by factors affecting all similar financial instruments traded in the market.

The Company's exposure to equity securities price risk arises from investments held by the company in equity securities and classified in the Balance Sheet as at fair value through profit and loss. The Company has investment in quoted and unquoted equity securities as per details in note no 43. Investment is done in accordance with the limits set by the Company. The Company's Board of Directors reviews and approves all investment decisions.

Sensitivity

The table below summarizes the impact of increases/decreases of the investment in equity securities:

(₹ in lakhs)

Particulars	Impact on profit before tax	
	For the year ended March 31, 2024	For the year ended March 31, 2023
Increase by 5%*	8.24	7.84
Decrease by 5%*	(8.24)	(7.84)

** Holding all other variables constant*

Note : 45 - Lease

a) The Company has entered into lease agreements with different parties for taking offices and land on lease and license basis for business operation. The lease term of different contracts varies in a range of 2 to 9 years and price is on fixed rental basis with escalation clauses in the lease agreements.

b) The Company also has certain leases of buildings with lease terms of 12 months or less. The Company applies the 'short-term lease' recognition exemptions for these leases.

c) The weighted average incremental borrowing rate for lease liabilities are between 8.48% to 8.68% (March 31, 2023: 4.76% to 7.80%). Set out below are the carrying amounts of lease liabilities included under financial liabilities and its movement during the year.

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Opening balance	**624.39**	**748.01**
Additions	1,397.99	132.05
Deletions	(43.65)	(174.94)
Add: Interest recognised during the year	132.78	42.90
Less: Payments made	(593.53)	(123.63)
Closing balance	**1,517.98**	**624.39**
Non current lease liability	**1092.72**	**446.86**
Current lease liability	**425.26**	**177.53**

d) **Amount recognized in Profit or Loss related to lease contracts** (₹ in lakhs)

Particulars	For the year ended March 31, 2024	For the year ended March 31, 2023
Interest expense on lease liabilities	132.78	42.90
Depreciation expense of right-of-use assets	478.06	210.60

Notes to Standalone Financial Statements for the year ended March 31, 2024

Note : 45 - Lease *(Contd.)*

e) Future payment of lease liabilities on an undiscounted basis

As per the requirement of Ind AS-107, maturity analysis of lease liabilities have been shown under maturity analysis for financial liabilities under Liquidity risk {refer note 44(B)}. The below table provides details regarding the contractual maturities of lease liabilities on undiscounted basis:

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Less than one year	536.36	225.87
One to two years	476.30	122.42
Two to five years	619.96	220.06
More than five years	324.69	176.09
Total undiscounted lease liabilities	**1,957.31**	**744.44**

The Company does not face a significant liquidity risk with regard to its lease liabilities as the current assets are sufficient to meet the obligation related to lease liabilities as and when they fall due.

Note : 46 - Contingent liability and capital commitments

i) Contingent Liability

(₹ in lakhs)

Sl. No	Particulars	As at March 31, 2024	As at March 31, 2023
	Claims against the company not acknowledged as debts :		
1	- Income tax demand	52.17	65.67
2	- Excise duty demand	51.43	617.47
3	- Royalty & cess demand {refer note 46 (a)}	4,184.06	4,184.06
4	- Royalty & cess demand {refer note 46 (b)}	1,561.30	2,162.43
5	- Demand of Custom Duty	22.51	22.51
6	- Service tax demand	599.77	599.77
7	- Goods & service tax demand {refer note 46 (c)}	2,217.21	2,217.21
8	- Others	138.27	138.27
		8,826.72	**10,007.39**

Note: Based on legal opinion / decisions in similar cases, the Company believes that the Company has a fair chance of favourable decisions in cases mentioned here-in-above and hence no provision is considered necessary.

ii) Commitments

(₹ in lakhs)

Sl. No	Particulars	As at March 31, 2024	As at March 31, 2023
1	Estimated amount of contracts remaining to be executed on capital account and not provided for (net of advances)	12,699.06	39,806.17

(a) Earlier the Company had received a demand notice dated February 19 , 2020 from the Director of Mineral Resources, Meghalaya, for payment of royalty, MEPRF, VAT/GST for ₹4,184.06 lakhs in pursuance to the National Green Tribunal (NGT) order dated January 17, 2020 for alleged illegal coal procurement. By passing the said order NGT had accepted the recommendation of 5th Interim Report of the Independent Committee set up by NGT, which then suggested imposition of penalty on Cement Companies and Thermal Power Plants in Meghalaya.

Note : 46 - Contingent liability and Capital commitments *(Contd.)*

The Company did not purchase any illegal coal and had complied with all disclosure requirements of the various Government Departments. The Report of NGT Committee was based on the assumptions & views of the Committee and not on hard facts. Moreover neither the Company has been issued a show-cause nor any opportunity of being heard was given to the Company before submitting the Interim reports by the Independent Committee to NGT. Further NGT did not serve any notice on the Company before passing the impugned order which is a clear violation of principles of natural justice.

In the previous year on an appeal by the Company, the Apex Court vide it's order dated May 2, 2023 restored the proceeding back to NGT, at the stage, as it stood prior to the passing of the judgement dated January 17, 2020. Subsequently the matter has been transferred to the NGT, Eastern Zone Bench, and the Company has filed necessary affidavits and the matter is subjudice. No provision has been considered necessary at this stage ."

(b) As reported in the previous year, the Company had received a demand notice dated March 20, 2023 from the Divisional Mining Officer (DMO), Directorate of Mineral Resources, Meghalaya, Jowai towards outstanding dues of royalty & Cess on Coal, Sandstone, Clay and Shale procured/consumed by the Company in certain specific periods between F.Y. 2009-10 to F.Y. 2022-23 amounting to ₹2650.31 lakhs (including ₹1552.61 lakhs towards penal interest) against which a provision amounting to ₹487.88 lakhs was made in earlier years on account of abundant precaution. As per the provisions of the Mines and Minerals (Development and Regulation) Act, 1957, the liability for payment of royalty in respect of any mineral removed/ consumed from the mining lease arises on the holder of the mining lease and not on the purchaser of such mined minerals. Hence, there is no obligation of the Company to pay royalty/cess in case the minerals are procured from third party vendors. During the year the office of DMO has withdrawn and issued no dues certificates towards its demand for payment of Royalty & Cess on Shale and accordingly provision lying in the books amounting to ₹47.96 lakhs have been written back. Since the liability to pay royalty & cess itself is not applicable to the company, no provision of differential demand of ₹1561.30 lakhs (including penal interest ₹1292.54 lakhs & net of provision kept in the books) has not been provided and shown as contingent liability. Based on the legal opinion received in this regard, the Company has disputed the demand and believe that the said demand is not tenable and the matter shall be disposed off in the favour of the Company.

(c) The Company had received a demand notice from the Director General of Goods & Service Tax Intelligence (DGGI), Shillong towards non-payment of GST under reverse charge mechanism (RCM) amounting to ₹861.23 lakhs on payment of Royalty, DMF, NMET & Mineral cess and ₹239.23 lakhs towards ineligible input tax credit (ITC) availed by the company under RCM during certain specific periods between July 2017 to December 2018 (along with penalty amounting to ₹861.23 & ₹239.23 lakhs and interest thereon).

The Company has made the adequate payment of GST under RCM amounting to ₹239.23 lakhs @ 5% applicable rate, before the issuance of demand notice, which has not been taken in cognizance by DGGI and imposed a demand of ₹861.23 lakhs based on a higher rate of 18% based on CBIC circular no 164/20/2021-GST dated October 6, 2021 with retrospective effect. By giving a reference of a Tribunal decision on a similar case in the favour of assessee, the company has submitted its reply to DGGI and sought for disposal of the matter in its favour and no communication has been received from DGGI since then and the matter is pending. The company considers the above demand non tenable and deserves to be set aside. Based on the legal opinion received, the Company believes that it has a good case in this matter and no provision is required at this stage.

Note 46 A: Financial Guarantees

During current financial year, the company has issued financial guarantees to banks amounting to ₹37,500 lakhs on behalf of and in respect of loan facilities availed by one of the subsidiary company. The following are the loan amount outstanding against such guarantees:

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Actual loan amount availed and balance outstanding against such financial guarantees.	9,301.35	-

In respect of financial guarantee contracts, no amounts are recognised based on the results of the liability adequacy test for likely deficiency / defaults by the entities on whose behalf the Company has given guarantees. Refer note 48 for related party disclosure.

Notes to Standalone Financial Statements for the year ended March 31, 2024

Note 47 (a): Cost of material consumed (refer note 32) includes the various expenses relating to mining of limestone. The nature and segregation of such expense are as follows:

(₹ in lakhs)

Sl. No.	Particulars	For the year ended March 31, 2024	For the year ended March 31, 2023
(i)	Consumption of stores & spares	154.85	94.00
(ii)	Heavy vehicle /equipment running expenses	334.13	389.27
(iii)	Rate & Taxes	1038.39	728.98
(iv)	Miscellaneous expenses	326.81	1,542.34
	Total	**1,854.18**	**2,754.59**

Note 47 (b): From current year, Freight on internal clinker transfer, has been presented separately with corresponding impact in cost of materials consumed to bring in line with industry practices of disclosures. The above regrouping in the previous year has no impact on the reported equity of the preceding financial year.

Note : 48 - Related party disclosures

A) List of related parties :

Names of the related parties	Nature of relationship
Star Cement Meghalaya Limited (SCML)	Subsidiary Company
Star Century Global Cement Private Limited (SCGCPL)	Subsidiary Company
Star Cement (I) Limited (SCIL)	Subsidiary Company
Star Cement North East Limited (SCNEL)	Subsidiary Company
Others related parties	
I. Entities controlled/jointly controlled or significantly influenced by key managerial personnel or close family member of key managerial personnel :	
Century Plyboards (India) Limited (CPIL)	Entities controlled/jointly controlled or significantly influenced by key managerial personnel or close family member of key managerial personnel
Shyam Century Ferrous Limited (SCFL)	
Shyam Sel & Power Limited. (SSPL)	
Shyam Metalics And Energy Limited (SMEL)	
Profound Cement Works Limited (PCWL)	
Century LED Limited (CLL)	
Namchic Tea Estate Private Limited (NTEPL)	
Nefa Udyog (NU)	
Lumshnong Village Local Area Charitable Trust	
Star cement Charitable trust	
II. Key management personnel	
Mr. Sajjan Bhajanka	Chairman & Managing Director & CEO (CEO till May 19, 2023)
Mr. Rajendra Chamaria	Vice Chairman & Managing Director
Mr. Sanjay Agarwal	Managing Director

Notes to Standalone Financial Statements for the year ended March 31, 2024

Note : 48 - Related party disclosures *(Contd.)*

Names of the related parties	Nature of relationship
Mr. Prem Kumar Bhajanka	Managing Director
Mr. Tushar Bhajanka	Deputy Managing Director (w.e.f August 8, 2023)
Mr. Pankaj Kejriwal	Whole Time Director & Chief Operating Officer(COO) (upto May 19, 2023), Executive Director (w.e.f May 19, 2023)
Mr. Deepak Singhal	Independent Director (w.e.f June 29, 2022)
Mr. Brij Bhushan Agarwal	Director
Mr. Keshav Bhajanka	Director (w.e.f November 9, 2023)
Mrs. Plistina Dkhar	Independent Director
Mr. Amit Kiran Deb	Independent Director
Mrs. Ibaridor Katherine War	Independent Director
Mr. Nirmalya Bhattacharya	Independent Director
Mr. Pramod Kumar Shah	Independent Director (upto March 31, 2023)
Mr. Vinit Kumar Tiwari	Chief Executive Officer (w.e.f May 20, 2023)
Mr. Vivek Chawla	Independent Director (w.e.f April 1, 2023)
Mr. Ramit Budhraja	Independent Director (w.e.f May 1, 2023)
Mr. Jagdish Chandra Toshniwal	Independent Director (w.e.f April 1, 2023)
Mr. Manoj Agarwal	Chief Financial Officer (CFO)
Mr. Debabrata Thakurta	Company Secretary (CS)
III. Close family members of key management personnel	
Mr. Rahul Chamaria	Son of Mr. Rajendra Chamaria, Vice Chairman & Managing Director
Mr. Sachin Chamaria	Son of Mr. Rajendra Chamaria. Vice Chairman & Managing Director
Mr. Tushar Bhajanka	Son of Mr. Prem Kumar Bhajanka, Managing Director
Mrs. Renu Chamaria	Spouse of Mr. Rajendra Chamaria, Vice Chairman & Managing Director
Rahul Chamaria (HUF)	HUF of Mr. Rahul Chamaria, son of Rajendra Chamaria, Vice Chairman & Managing Director
Rajendra Udyog (HUF)	HUF of Mr. Rajendra Chamaria, Vice Chairman & Managing Director
Mrs.Yash Bala Bhajanka	Spouse of Mr. Prem Kumar Bhajanka, Managing Director

Notes to Standalone Financial Statements for the year ended March 31, 2024

Note : 48 - Related party disclosures *(Contd.)*

B) Details of transactions between the Company and related parties :

(₹ in lakhs)

Nature of transactions	Subsidiaries		Entities controlled/jointly controlled or significantly influenced by Key managerial personnel or close family member of key managerial personnel		Key management personnel and their close family members	
	For the year ended March 31, 2024	For the year ended March 31, 2023	For the year ended March 31, 2024	For the year ended March 31, 2023	For the year ended March 31, 2024	For the year ended March 31, 2023
1. Purchase transactions						
SCML (refer note 48.1)	94,679.58	96,591.38	-	-	-	-
CLL	-	-	53.05	10.09	-	-
2. Sale transactions						
SCML (refer note 48.1)	3,961.20	4,868.20	-	-	-	-
SCNEL	1,186.34	95.76	-	-	-	-
CPIL	-	-	8.26	23.44	-	-
NTEPL	-	-	-	3.28	-	-
Mr. Prem Kumar Bhajanka	-	-	-	-	-	7.38
3. Services rendered						
SCML (refer note 48.1)	6.00	0.10	-	-	-	-
SCNEL	40.59	-	-	-	-	-
4. Service received						
SCML (refer note 48.1)	3,318.55	2,213.90	-	-	-	-
CPIL	-	-	122.44	132.58	-	-
NU	-	-	-	1.36	-	-
Rahul Chamaria (HUF)	-	-	-	-	10.25	10.86
Rajendra Udyog (HUF)	-	-	-	-	10.10	10.10
Mrs. Renu Chamaria	-	-	-	-	29.29	31.05
Mrs.Yash Bala Bhajanka	-	-	-	-	12.45	12.50
5. Purchase of Capital Goods						
SCML (refer note 48.1)	9.44	150.01	-	-	-	-
SMEL	-	-	78.67	-	-	-
SSPL	-	-	1,769.98	3,898.93	-	-
6. Sale of investment						
SCML (refer note 48.1)	-	4.00	-	-	-	-
7. Sale of land						
SCNEL	2,443.35	-	-	-	-	-
8. Loan repayment						
SCML (refer note 48.1)	625.00	5,105.00	-	-	-	-
9. Loan taken						
SCML (refer note 48.1)	3,330.00	800.00	-	-	-	-
10. Loan given						
SCNEL	12,891.00	3,937.29	-	-	-	-
SCIL	1,625.00	183.51	-	-	-	-
11. Loan received back						
SCNEL	14,508.69	1,910.00	-	-	-	-
SCIL	0.39	-	-	-	-	-

Note : 48 - Related party disclosures *(Contd.)*

(₹ in lakhs)

Nature of transactions	Subsidiaries		Entities controlled/jointly controlled or significantly influenced by Key managerial personnel or close family member of key managerial personnel		Key management personnel and their close family members	
	For the year ended March 31, 2024	For the year ended March 31, 2023	For the year ended March 31, 2024	For the year ended March 31, 2023	For the year ended March 31, 2024	For the year ended March 31, 2023
12. Donation paid						
Star Cement Charitable Trust	-	-	726.34	514.44	-	-
Lumshong Village Welfare Trust	-	-	221.58	266.45	-	-
13. Security deposit given						
Rahul Chamaria HUF	-	-	-	-	-	5.12
Rajendra Udyog (HUF)	-	-	-	-	-	5.05
Mrs. Renu Chamaria	-	-	-	-	-	14.65
14. Interest Paid						
SCML (refer note 48.1)	420.37	459.73	-	-	-	-
15. Interest received						
SCNEL	444.23	108.45	-	-	-	-
SCIL	127.10	2.95	-	-	-	-
16. Commission on financial guarantee given						
SCNEL	375.00	-	-	-	-	-
17. Investment in equity share application						
SCNEL	4,800.00	1,200.00	-	-	-	-
18. Remuneration paid						
Mr. Sajjan Bhajanka	-	-	-	-	198.00	198.00
Mr. Rajendra Chamaria	-	-	-	-	304.20	304.20
Mr. Sanjay Agarwal	-	-	-	-	198.00	198.00
Mr. Prem Kumar Bhajanka	-	-	-	-	198.00	366.33
Mr. Pankaj Kejrewal	-	-	-	-	200.00	200.00
Mr Vinit Kumar Tiwari	-	-	-	-	357.50	-
Mr. Rahul Chamaria	-	-	-	-	60.00	60.00
Mr. Sachin Chamaria	-	-	-	-	60.00	60.00
Mr. Manoj Agarwal	-	-	-	-	123.22	95.92
Mr. Debabrata Thakurta	-	-	-	-	37.50	31.39
Sitting fees :						
Mrs. Ibaridor Katherine War	-	-	-	-	0.50	0.25
Mrs. Plistina Dkhar	-	-	-	-	0.50	0.25
Mr. Vivek Chawla	-	-	-	-	4.40	-
Mr. Amit Kiran Deb	-	-	-	-	3.40	2.40
Mr. Nirmalya Bhattacharyya	-	-	-	-	2.80	2.50
Mr. Pramod Kumar Shah	-	-	-	-	-	4.20

Notes to Standalone Financial Statements for the year ended March 31, 2024

Note : 48 - Related party disclosures *(Contd.)*

(₹ in lakhs)

Nature of transactions	Subsidiaries		Entities controlled/jointly controlled or significantly influenced by Key managerial personnel or close family member of key managerial personnel		Key management personnel and their close family members	
	For the year ended March 31, 2024	For the year ended March 31, 2023	For the year ended March 31, 2024	For the year ended March 31, 2023	For the year ended March 31, 2024	For the year ended March 31, 2023
Mr. Jagdish Chandra Towhniwal	-	-	-	-	1.50	-
Mr. Ramit Budhraja	-	-	-	-	2.00	-
Mr.Deepak Singhal	-	-	-	-	2.00	1.75
Commission to Directors :						
Mrs. Ibaridor Katherine War	-	-	-	-	2.00	-
Mrs. Plistina Dkhar	-	-	-	-	2.00	-
Mr. Vivek Chawla	-	-	-	-	0.50	-
Mr. Amit Kiran Deb	-	-	-	-	2.50	-
Mr. Nirmalya Bhattacharyya	-	-	-	-	2.50	-
Mr. Jagdish Chandra Towhniwal	-	-	-	-	0.50	-
Mr. Ramit Budhraja	-	-	-	-	0.50	-
Mr.Deepak Singhal	-	-	-	-	2.50	-

C) Balance outstanding as at March 31, 2024 :

(₹ in lakhs)

Nature of balances	Subsidiary Company		Entities controlled/jointly controlled or significantly influenced by key managerial personnel or close family member of key managerial personnel		Key management personnel and their close family members	
	As at March 31, 2024	As at March 31, 2023	As at March 31, 2024	As at March 31, 2023	As at March 31, 2024	As at March 31, 2023
(a) Trade and other payable						
SCML (refer note 48.1)	7,353.12	6,246.47	-	-	-	-
CPIL	-	-	11.84	26.66	-	-
CLL	-	-	6.23	-	-	-
SSPL	-	-	6.79	1,040.51	-	-
Mrs.Yash Bala Bhajanka	-	-	-	-	0.01	-
Rajendra Udyog (HUF)	-	-	-	-	1.82	-
Mrs. Renu Chamaria	-	-	-	-	5.27	-
Lumshong Village Local Area Welfare Trust	-	-	-	1.94	-	-
(b) Advance given						
SMEL	-	-	0.22	-	-	-
Star Cement Charitable Trust		-	1.61	1.61	-	-

Note : 48 - Related party disclosures *(Contd.)*

(₹ in lakhs)

Nature of balances	Subsidiary Company		Entities controlled/jointly controlled or significantly influenced by key managerial personnel or close family member of key managerial personnel		Key management personnel and their close family members	
	As at March 31, 2024	As at March 31, 2023	As at March 31, 2024	As at March 31, 2023	As at March 31, 2024	As at March 31, 2023
(c) Trade and other receivables						-
SCNEL	3,054.85	125.88	-	-	-	-
SCML (refer note 48.1)	287.45	3.72	-	-	-	-
SCIL	1.13	-		-	-	-
(d) Security deposit given						
Rahul Chamaria HUF	-	-	-	-	5.12	5.12
Rajendra Udyog (HUF)	-	-	-	-	5.05	5.05
Mrs. Renu Chamaria	-	-	-	-	14.65	14.65
(e) Loans taken						
SCML (refer note 48.1)	5,618.08	2,913.08	-	-	-	-
(f) Loans given						
SCNEL	434.60	2,052.29	-	-	-	-
SCIL	1,808.11	183.51	-	-	-	-
(g) Financial guarantees given (refer note 46A)						
SCNEL	37,500.00	-	-	-	-	-
(h) Investments						
SCML (refer note 48.1)	27,753.74	27,753.74	-	-	-	-
SCNEL (including share application monies)	6,003.00	1,203.00	-	-	-	-
SCIL	3.00	3.00	-	-	-	-
SCGCPL	20.03	20.03	-	-	-	-
(i) Remuneration payable						
Mr. Sajjan Bhajanka	-	-	-	-	10.58	10.57
Mr. Rajendra Chamaria	-	-	-	-	12.44	16.32
Mr. Sanjay Agarwal	-	-	-	-	4.52	4.97
Mr. Prem Kumar Bhajanka	-	-	-	-	10.58	20.23
Mr. Pankaj Kejrewal	-	-	-	-	11.38	10.73
Mr Vinit Kumar Tiwari	-	-	-	-	14.22	-
Mr. Rahul Chamaria	-	-	-	-	1.78	3.24
Mr. Sachin Chamaria	-	-	-	-	2.62	3.24
Mr. Manoj Agarwal	-	-	-	-	6.38	5.87
Mr. Debabrata Thakurta	-	-	-	-	3.33	1.70

Note: 48.1 As mentioned in Note no 3.2, Hon'ble National Company Law Tribunal ,Guwahati Bench has approved scheme for amalgamation of MTEPL, MPL, and NHHL with SCML vide order dated May 10, 2024 and appointed date of the amalgamation is April 1,2023. Based on this order, the Company has reported all transactions with MPL, MTEPL and NHHL and their balances, by aggregating with SCML transactions and balances. So, in above related party reporting of current and previous financial year, SCML transactions and balances includes transactions and balances with MPL, MTEPL and NHHL.

Note 48.2: The above mentioned transaction values excludes goods & services tax and other taxes, if any wherever applicable. Previous year figures have been regrouped accordingly.

Notes to Standalone Financial Statements for the year ended March 31, 2024

Note : 48 - Related party disclosures *(Contd.)*

D) Key management personnel compensation

(₹ in lakhs)

Particulars	For the year ended March 31, 2024	For the year ended March 31, 2023
Short-term employee benefits	1753.51	1525.19
Post-employment benefits (refer note below)	-	-
Long-term employee benefits	-	-
Total compensation	**1,753.51**	**1,525.19**

Note: Post-employment benefits and other long-term benefits related to KMPs is being disclosed based on actual payment made on retirement /resignation of services, but does not includes provision made on actuarial basis as the same is available for all employees together. Further, in view of applicability of such benefits only to CEO, CFO & CS of the Company, the amount of provision made on actuarial basis are not significant considering the nature of operation and size of the Company.

E) Terms and conditions of transactions with related parties:

(i) The sales and purchases transaction with related parties (including transactions related to 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.

(ii) Refer note 5, 14 and 19 for details (viz payment terms and rate of interest) of inter corporate loans and inter corporate borrowings.

(iii) For the year ended March 31, 2024, 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.

(iv) The remuneration of directors is determined by the Nominations & Remuneration Committee having regard to the performance of individuals and market trends.

Note 49: Disclosure of corporate social responsibility expenditure

(₹ in lakhs)

Particulars	For the year ended March 31, 2024	For the year ended March 31, 2023
(a) Gross amount required to be spent by the company during the year	394.23	395.62
(b) Carry forward amount from previous year (shortfall)/ Surplus	-	-
(c) Amount spent during the year on :		
(i) Construction/acquisition of any asset	-	-
(ii) On purpose other than above	898.11	649.77
(d) Short fall during the year	-	-
(e) Payment made	898.11	649.77
(f) Yet to be paid	-	-
(g) The nature of CSR activities undertaken by the Company	Making available Promoting Healthcare, Education, Sports upliftment, Animal Welfare, Rural development program, Flood/ Disaster Relief, Livelihood & skill building and Environment Sustainability	Making available Promoting Healthcare, Education, Sports upliftment, Animal Welfare, Rural development program, Flood/ Disaster Relief, Livelihood & skill building and Environment Sustainability "
(h) Related Party transaction as per Ind AS 24 in relation to CSR expenditure (refer note 49.1)	778.53	608.90

Note 49: Disclosure of Corporate Social Responsibility expenditure *(Contd.)*

Note 49.1 : The Company has paid donations of ₹947.92 lakhs (March 31, 2023: ₹780.89 lakhs) to Lumshnong Village Local Area Charitable Trust and Star cement Charitable trust, out of which ₹778.53 lakhs (March 31, 2023: ₹608.90 lakhs) is utilised for the purpose of CSR activities as per Companies Act, 2013

Note : 50A - Compliance under section 22 of Micro, Small and Medium Enterprises Development Act, 2006

Based on the information/documents available with the Company, information as per the requirement of Section 22 of The Micro, Small and Medium Enterprises Development Act, 2006 are as under:

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
(i) Principal amount remaining unpaid to any supplier at the end of the accounting year	2844.34	840.62
(ii) Interest due on above	-	3.92
Total of (i) & (ii)	2,844.34	844.54
(i) Amount of interest paid by the Company to the suppliers in terms of Section 16 of the Act.	7.67	14.91
(ii) Amount paid to the suppliers beyond the respective appointed date.	153.17	246.51
(iii) Amount of interest due and payable for the period of delay in payments (which have been paid but beyond the due date during the year) but without adding the interest specified under the Act.	-	-
(iv) Amount of interest accrued and remaining unpaid at the end of accounting year.	4.70	3.92
(v) Amount of further interest remaining due and payable even in the succeeding years, until such date when the interest dues as above are actually paid to the small enterprise, for the purpose of disallowance as a deductible expenditure under Section 23 of this Act.	-	-

Above information has been determined to the extent such parties have been identified on the basis intimation received from the suppliers regarding their status under the Micro, Small and Medium Enterprises Development Act, 2006

Note 50B. Segment information

(i) Cement is the only identified operating segment of the Company. There is no separate reportable segment as required by Ind AS 108 'Operating Segments'. There are no such customers which contribute 10 per cent or more of the Company's total revenue during the current and previous year.

(ii) Geographical information

The entire revenue of the Company has been generated by way of domestic sales .

(₹ in lakhs)

Geographical Location	As at March 31, 2024	As at March 31, 2023
India (country of domicile)	2,89,369.13	2,70,747.82
Outside India	-	-
Total	**2,89,369.13**	**2,70,747.82**

All the non-current assets (Property, plant and equipment, capital work-in-progress, intangible assets, right of use assets and other non-current assets) of the Company are within India.

Note -50C -Previous year's figures have been regrouped and /or rearranged wherever necessary to conform for current year classification. However, such regrouping and /or reclassification has no impact on the Equity for the previous financial year.

Notes to Standalone Financial Statements for the year ended March 31, 2024

Note: 51 - Financial Ratios

Sl. No.	Ratio	Numerator	Denominator	FY 2023-24	FY 2022-23	% Variance
1	Current ratio (in times) #	Current assets	Current liabilities	0.51	0.96	-46.46%
2	Debt- equity ratio (in times)^	Total debt (long term + short term borrowing)	Equity (share capital + other equity)	0.05	0.03	113.89%
3	Debt service coverage ratio (in times)$	Earnings available for debt service	Debt service (g)	3.12	6.00	-48.00%
4	Return on equity ratio (%)	Net profit	Average shareholders equity	14.03%	11.87%	18.15%
5	Inventory turnover ratio (in times)	Sales	Average inventory (a)	20.03	19.81	1.11%
6	Trade receivables turnover ratio (in times)	Sales	Average trade receivable (b)	27.43	23.15	18.47%
7	Trade payables turnover ratio (in times)	Purchases	Average trade payable (c)	6.66	6.35	4.88%
8	Net capital turnover ratio (in times)*	Sales	Working capital= current assets- current liabilities	(8.82)	(107.18)	-91.77%
9	Net profit ratio (%)	Net profit	Sales	7.68%	6.26%	22.74%
10	Return on capital employed (%)	Earning before interest & tax (EBIT)	Capital employed (d)	19.87%	17.45%	13.86%
11	Return on investment (%)**	Gain/(loss) on investment	Average investment (f)	10.34%	7.96%	29.84%

(a) Average Inventory -: (opening inventory+closing inventory)/2

(b) Average trade receivable -: (opening trade receivable+closing trade receivable)/2

(c) Average trade payable -: (opening trade payable+closing trade payable)/2

(d) Capital employed -: (equity (incl. Other equity-intangible assets- intangible assets under development) + current borrowing + non current borrowing

(e) Average shareholders equity-: (opening equity (incl. Other equity) +closing equity (incl. Other equity))/2

(f) Average Investment -: (opening investment + closing investment)/2

(g) Debt Service -: interest + lease payments + principal repayments

Explanation for variances exceeding 25% :

Decrease due to decline in cash and cash equivalents by 75.43% & other bank balances by 94.76%

^ Increase in borrowing by 145.95%

$ Increase in borrowing by 145.95%

*Change in ratio is mainly on account of increase in sales and in increase working capital.

**% Increased due to decline in average investments by 54.57%

Note: 52 - Other statutory information

i) The Company has not advanced or loaned or invested funds to any other person or entity, including foreign entities (Intermediaries) with the understanding that the Intermediary shall:

(a) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company (Ultimate Beneficiaries); or

(b) provide any guarantee, security or the like to or on behalf of the Ultimate Beneficiaries.

ii) The company has not been declared as wilful defaulter by any bank of financial institution or other lender.

iii) The Company have not traded or invested in Crypto currency or Virtual currency during the current financial year and previous financial year.

iv) The Company has not received any fund from any person or entity, including foreign entities (Funding Party) with the understanding (whether recorded in writing or otherwise) that the Company shall :

(a) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party (Ultimate Beneficiaries); or

(b) provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

v) 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

vi) The Company has not entered into 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).

vii) Struck off Company: Transactions with the struck off companies under section 248 of the Companies Act,2013 is as under -:

(₹ in lakhs)

Name of Company	Nature of Transactions	Transactions during the year ended March 31, 2024	Balance Outstanding as at March 31, 2024	Relationship with the company
Deori's Mercantile Private Limited	Payables	14.73	-	Vendor (non - related)
Great Eastern Trading Co Ltd	Payables	10.13	-	Vendor (non - related)

(₹ in lakhs)

Name of Company	Nature of Transactions	Transactions during the year ended March 31, 2023	Balance Outstanding as at March 31, 2023	Relationship with the company
Deori's Mercantile Private Limited	Payables	236.78	14.73	Vendor (non - related)
Digaru Construction Private Limited	Payables	8.00	-	Vendor (non - related)
Ramdhenu Engineering Private Limited	Payables	8.19	-	Vendor (non - related)
Digaru Construction Private Limited	Receivables	0.07	-	Customer (non - related)

Notes to Standalone Financial Statements for the year ended March 31, 2024

Note: 52 - Other statutory information *(Contd.)*

viii) There are no charges for which charge satisfaction/creation forms are pending to be filed with Registrar of Companies, except for following:

Description of charges	Satisfaction/ creation	Location of registrar	Due date of registration	₹ in lakhs	Reason for delay in registration
Cash credit facility	Satisfaction	ROC-Shillong	July 6, 2023	20,100	The no-objection certificate is awaited from the bank in order to file the satisfaction with the MCA.
Letter of credit-capex	Satisfaction	ROC-Shillong	January 20, 2024	900	The no-objection certificate is awaited from the bank in order to file the satisfaction with the MCA.

Note: 53 - Quarterly Statement for working capital facilities from Banks

The Company has filed quarterly statements with the banks in compliance of the sanctioned working capital facilities, and the differences with the books of account are as stated below : (₹ in lakhs)

Name of the Bank	Quarter ended	Particulars	Amount as per quarterly statements	Amount disclosed per books of account	Differences	Reason for variance
State Bank of India, Indian Bank, Kotak Mahindra Bank and DBS Bank Limited	March'24	Trade receivable	11,574.10	11,188.99	385.11	The differences are because the statements filed with the lenders are based on financial statements prepared on a provisional basis and also due to audit/ accounting adjustment entries carried out subsequently along with certain debtors, inter-company(group) balances were not considered by the Banks.
		Inventory	10,350.77	11,856.14	(1,505.37)	
		Trade payable	13,167.82	20,547.00	(7,379.18)	
	December'23	Trade receivable	12,432.53	12,307.07	125.46	
		Inventory	14,328.28	14,417.35	(89.07)	
		Trade payable	14,670.55	25,323.60	(10,653.05)	
	September'23	Trade receivable	11,016.85	10,353.82	663.03	
		Inventory	16,858.09	17,271.19	(413.10)	
		Trade payable	20,464.81	31,323.90	(10,859.09)	
	June'23	Trade receivable	10,746.90	10,955.14	(208.24)	
		Inventory	13,426.40	16,826.19	(3,399.79)	
		Trade payable	14,939.86	37,099.92	(22,160.06)	
	March'23	Trade receivable	11,345.10	9,755.83	1,589.27	
		Inventory	14,740.59	16,826.19	(2,085.60)	
		Trade payable	14,752.72	26,849.32	(12,096.60)	

Note: 53 - Quarterly Statement for working capital facilities from Banks *(Contd.)*

Name of the Bank	Quarter ended	Particulars	Amount as per quarterly statements	Amount disclosed per books of account	Differences	Reason for variance
	December'22	Trade receivable	12,412.39	16,161.12	(3,748.73)	
		Inventory	14,095.01	13,459.05	635.97	
		Trade payable	6,494.85	19,870.00	(13,375.15)	
	September'22	Trade receivable	11,525.38	13,807.41	(2,282.03)	
		Inventory	10,392.98	9,398.31	994.67	
		Trade payable	7,353.03	19,918.00	(12,564.97)	
	June'22	Trade receivable	10,144.54	13,640.16	(3,495.62)	
		Inventory	12,992.56	12,660.71	331.85	
		Trade payable	10,657.99	20,568.84	(9,910.85)	

Note: 54- Audit trail

The Company has been using accounting software ERP SAP S4HANA for maintaining its books of account which has a feature of recording audit trail (change log) facility and the same has operated throughout the year for all relevant transactions except Audit trail feature is not enabled for certain data changes to the data for users with certain access rights to a third party software.

Note: 55

These financial statements have been approved by the Board of Directors of the Company on May 22, 2024 for issue to the shareholders of the Company for the adoption.

As per our report of even date

For and on behalf of Board of Directors of Star Cement Limited

For Singhi & Co.
Chartered Accountants
Firm Registration No.302049E

Vinit Kumar Tiwari
Chief Executive Officer

Sajjan Bhajanka
Chairman & Managing Director
DIN:00246043

(Gopal Jain)
Partner
Membership No. 059147

Manoj Agarwal
Chief Financial Officer

Rajendra Chamaria
Vice-Chairman & Managing Director
DIN:00246171

Place : Kolkata/Lumshnong
Date : May 22, 2024

Debabrata Thakurta
Company Secretary

Consolidated Financial Statements

INDEPENDENT AUDITOR'S REPORT

To
The Members of
Star Cement Limited

Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the accompanying Consolidated Financial Statements of **Star Cement Limited** ("herein referred to as the Holding Company"), and its subsidiaries (the Holding Company and its subsidiaries together referred to as "the Group"), which comprise the Consolidated Balance Sheet as at March 31, 2024, the Consolidated Statement of Profit and Loss (including the statement of Other Comprehensive Income), Consolidated Statement of Cash Flow and the Consolidated Statement of Changes in Equity for the year then ended, and notes to the Consolidated Financial Statements, including a summary of material accounting policies and other explanatory notes for the year ended on that date (hereinafter referred to as "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 the reports of other auditor on separate financial statements of a subsidiary referred to in the other matter paragraph section below, the aforesaid Consolidated Financial Statements give the information required by the Companies Act, 2013 ("the Act") in the manner so required and give a true and fair view in conformity with the Indian Accounting Standards prescribed under section 133 of the Act read with the Companies (Indian Accounting Standard) Rules 2015, as amended (Ind AS) and other accounting principles generally accepted in India, of the state of affairs (financial position) of the Group as at 31st March, 2024, and their consolidated profit (financial performance including other comprehensive income) and its consolidated statement of cash flows and the consolidated statement of changes in equity for the year ended on that date.

Basis for Opinion

We conducted our audit of the Consolidated Financial Statements in accordance with the Standards on Auditing (SAs) specified under section 143(10) of the Companies Act, 2013. Our responsibilities under those Standards are further described in the Auditors' Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Group in accordance with the 'Code of Ethics' issued by the Institute of Chartered Accountants of India (ICAI) together with the ethical requirements that are relevant to our audit of the Consolidated Financial Statements under the provisions of the Act and the Rules made there under, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ICAI's Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the Consolidated Financial Statements.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the Consolidated Financial Statements for the financial year ended March 31, 2024. These matters were addressed in the context of our audit of the Consolidated Financial Statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. We have determined the matters described below as Key audit matters to be communicated in our report.

Key audit matters	How our audit addressed the key audit matter
Revenue recognition - Discounts, incentives, rebates, etc.	
See Notes 1(D)(xx) and 28 to Consolidated Financial Statements	
❍ Revenue of group primarily comprises of revenue from sale of cement. Revenue is measured net of discounts, incentives, rebates etc. given to the customers on the sales. ❍ The Group'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.	Our audit procedures included but were not limited to the following: ❍ Assessed the Group's accounting policies relating to revenue, discounts, incentives and rebates by comparing with applicable accounting standards. ❍ Assessed the design and implementation and tested the operating effectiveness of Group's internal controls over the provisions, approvals and disbursements of discounts, incentives and rebates.

Key audit matters	How our audit addressed the key audit matter
❍ Therefore, there is a risk of revenue being misstated as a result of variations in the assessment of discounts, incentives, and rebates. ❍ Holding Company also focuses on revenue as a key performance measure, which could create an incentive for overstating revenue by influencing the computation of rebates and discounts. ❍ Considering the materiality of amounts involved and complexity and judgement required to assess the provision for discounts, incentives and rebates, the same has been considered as a key audit matter	❍ Verified the computations for accrual of discounts, incentives and rebates, on a sample basis, and compared the accruals made with the approved schemes and underlying documents. ❍ Verified on a sample basis, the underlying documentation for discounts, incentives and rebates recorded and disbursed during the year. ❍ Compared the historical trend of payments and reversal of discounts, incentives and rebates to provisions made to assess the current year accruals. ❍ Examined the manual journals posted to discounts, rebates and incentives to identify unusual or irregular items.
Recoverability of deferred tax assets	
See Notes 1(D)(xxii) and 6 to Consolidated Financial Statements	
❍ As on March 31, 2024, the group has deferred tax assets pertaining to Minimum Alternate Tax (MAT) credit entitlement of ₹19,896.19 lakhs. Carry forward of this credit is subject to taxable profits in the future coming years ❍ The recognition and measurement of deferred tax assets requires determination of deductible temporary differences and carry forward of unused tax credits that are recoverable in future periods. ❍ Assessment of recoverability of deferred Tax assets is done by the management of the respective companies included in the group at the close of each financial year taking into account forecast of future taxable profits. ❍ We have considered the assessment of deferred tax assets as a key matter due to the importance of respective company's management's estimation & judgment and the materiality of amount involved.	Our audit procedures included but were not limited to the following: ❍ The key matter was addressed by performing audit procedures which involved assessment of underlying process and evaluation of internal financial controls with respect to measurement of deferred tax and assessment of the items leading to recognition of deferred tax considering prevailing tax laws and applicable financial reporting standards. ❍ Audit procedure also includes verification of management assessment regarding the future taxable profits. ❍ Furthermore, we assessed the adequacy and appropriateness of the disclosures in the separate financial statements.
Litigation, Claims and Contingent Liabilities	
See Notes 1(D)(xxiv) and 42 to Consolidated Financial Statements	
❍ The Group 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 tax proceedings, legal proceedings, including regulatory and other government/ department proceedings, as well as investigations by authorities and commercial claims. ❍ The Group 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 but were not limited to the following: ❍ Obtained an understanding of management's process and evaluated design and tested the operating effectiveness of management's key internal controls over assessment of litigations to ensure the accounting and disclosures are in compliance with the requirements of applicable accounting standards; ❍ Gained an understanding of outstanding litigations against the Group from the Group's inhouse legal department and other key managerial personnel who have knowledge of these matters.

Key audit matters	How our audit addressed the key audit 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. ❍ As on March 31, 2024, the Company has disclosed significant pending legal cases and other material contingent liabilities [Refer Note 42 to the Consolidated financial statements] ❍ 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	❍ Read the correspondence between the Group and the various indirect tax/legal authorities and the legal opinions of external legal advisors, where applicable, for significant matters. ❍ Tested the completeness of the litigations and claims by examining, on a sample basis, the Group's legal expenses and minutes of the board meetings. ❍ Assessed the adequacy of the Group's disclosures in respect of contingent liabilities for various legal matters.

Information other than the Consolidated Financial Statements and Auditor's Report thereon

The Holding Company's Board of Directors is responsible for the other information. The other information comprises the information included in the Company's Director Report, Management Discussion and Analysis Report, Corporate Governance Report and Business Responsibility and Sustainability Report but does not include the Consolidated Financial Statements and our auditors' report thereon.

Our opinion on the Consolidated Financial Statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the Consolidated Financial Statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Consolidated Financial Statements or our knowledge obtained during the course of our audit or otherwise appears to be materially misstated. If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Management's Responsibility for the Consolidated Financial Statements

The Holding Company's Board of Directors is responsible for the matters stated in section 134(5) of the Act with respect to the preparation of these Consolidated Financial Statements that give a true and fair view of the Consolidated financial position, Consolidated financial performance (including other comprehensive income), Consolidated Cash Flows and Consolidated Changes in Equity of the Group in accordance with the accounting principles generally accepted in India, including the Indian Accounting Standards (Ind AS) specified under section 133 of the Act read with the Companies (Indian Accounting Standards) Rules, 2015, as amended. The respective Board of Directors of the companies included in the Group are responsible for maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding of the assets of the group and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the Consolidated Financial Statement 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 directors of the Holding company, as aforesaid.

In preparing the Consolidated Financial Statements, the respective Board of Directors of the companies included in the Group are responsible for assessing the Group Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the group or to cease operations, or has no realistic alternative but to do so.

The respective Board of Directors of companies included in the Group are also responsible for overseeing the Group's financial reporting process.

Auditors' Responsibility 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 auditors' 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 financial control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the Holding Company has adequate internal financial controls with reference to Consolidated Financial Statements in place and the operating effectiveness of such controls;
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management and Board of Directors;
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the Consolidated Financial Statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group to cease to continue as a going concern;
- Evaluate the overall presentation, structure and content of the Consolidated Financial Statements, including the disclosures, and whether the Consolidated Financial Statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information/ financial statements of the entities or business activities within the Group to express an opinion on the Consolidated Financial Statements. We are responsible for the direction, supervision and performance of the audit of the financial statement/ financial information of such entities or business activities included in the Consolidated Financial Statements of which we are the independent auditors. For the other entities or business activities included in the Consolidated Financial Statements, which have been audited by the other auditors, such other auditors remain responsible for the direction, supervision and performance of the audits carried out by them. We remain solely responsible for our audit opinion.

Materiality is the magnitude of misstatements in the Consolidated Financial Statements that, individually or in aggregate, makes it probable that the economic decisions of a reasonably knowledgeable user of the Consolidated Financial Statements may be influenced. We consider quantitative materiality and qualitative factors in (i) planning the scope of our audit work and in evaluating the results of our work; and (ii) to evaluate the effect of any identified misstatements in the Consolidated Financial Statements.

We communicate with those charged with governance of the Holding Company 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 of the Holding Company 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 of the Holding Company, 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

I. We did not audit the Financial Statements/ financial information of one foreign subsidiary, whose Financial Statements/ financial information reflect total assets and net assets of ₹16.58 lakhs and ₹15.72 lakhs respectively as at March 31, 2024, total revenue is Nil, total net loss after tax of ₹3.97 lakhs and total comprehensive income of ₹(3.69 lakhs) for the year ended on that date and net cash outflows of ₹5.57 lakhs for the year ended March 31, 2024 as considered in the Consolidated Financial Statements. This Financial Statements/ financial information have been prepared in accordance with accounting principles generally accepted in its country and which have been audited by other auditor under generally accepted auditing standards applicable in their country. The Holding Company's management has converted the Financial Statements of this subsidiary located outside India from accounting principles generally accepted in its respective country to accounting principles generally accepted in India. The Holding company's management has also carried out Fit for consolidation adjustment in the Financial Statements of this subsidiary. We have reviewed these conversion adjustments made by the Holding company's management. Our conclusion in so far as it relates to the balances and affairs of such subsidiary located outside India is based on the report of other auditor and the conversion adjustments prepared by the management of the holding company and reviewed by us.

II. Our opinion on the Consolidated Financial Statements, and our report on Other Legal and Regulatory Requirements below, is not modified in respect of the above matters with respect to our reliance on the work done and the reports of the other auditor.

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 sub-section (11) of section 143 of the Companies Act, 2013, we give in the **"Annexure A"** a statement on the matters specified in paragraphs 3(xxi) of the Order, to the extent applicable.

2. As required by Section 143(3) of the Act, we report that:

   (a) We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit 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 except for the matters stated in the paragraph 2(i)(vi) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules 2014;

   (c) The Consolidated Balance Sheet, the Consolidated Statement of Profit and Loss including Other Comprehensive Income, the Consolidated Statement of Cash Flow and Consolidated Statement of Changes in Equity dealt with by this Report are in agreement with the relevant books of accounts maintained for the purpose of preparation of the Consolidated Financial Statements;

   (d) In our opinion, the aforesaid Consolidated Financial Statements comply with the Accounting Standards specified under section 133 of the Act, read with Companies (Indian Accounting Standards) Rules 2015 as amended from time to time;

   (e) On the basis of the written representation received from the directors of the Holding Company and subsidiary companies incorporated in India as on March 31, 2024 taken on record by the Board of Directors of the Holding Company and subsidiary companies incorporated in India, none of the directors of Group Companies are disqualified as on March 31, 2024 from being appointed as a director in terms of Section 164(2) of the Act.

   (f) With respect to maintenance of accounts and other matters connected therewith, reference is made to our remarks in paragraph 2(i)(vi) below on reporting under Rule 11(g) of the Rules.

   (g) With respect to the adequacy of the internal financial controls with reference to the Consolidated Financial Statements of the Holding Company and the operating effectiveness of such controls, refer to our separate Report in **"Annexure B"** which is based on the auditor's report of Holding Company and Subsidiaries incorporated in India. Our report expresses an unmodified opinion on the adequacy and operating effectiveness of the Group's internal financial controls with reference to the Consolidated Financial Statements.

(h) With respect to the other matters to be included in the Auditor's Report in accordance with the requirements of the section 197(16) of the Act, as amended, in our opinion and to the best of our information and according to the explanation given to us, the managerial remuneration for the year ended March 31, 2024 has been paid / provided by the Holding Company and subsidiary companies incorporated in India to its directors in accordance with the provisions of section 197 read with Schedule V to the Act;

(i) With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, as amended in our opinion and to the best of our information and according to the explanations given to us:

i. The Group has disclosed the impact of pending litigations on its financial position in its Consolidated Financial Statements - Refer Note 42 to the Consolidated Financial Statements;

ii. The Group did not have any long-term contracts including derivative contracts for which there were any material foreseeable losses;

iii. There was no amount which were required to be transferred to the Investor Education and Protection Fund by the Holding Company and subsidiary companies incorporated in India.

iv. a. The respective management of the Holding Company and subsidiary companies incorporated in India whose Financial Statements have been audited under the Act, have represented that, to the best of its knowledge and belief, as disclosed in the note no. 50 (iii) 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 Subsidiary Companies incorporated in India to or in any other person or entity, including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, whether, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Holding Company or by such Subsidiary Companies ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries;

b. The respective management of the Holding Company and subsidiary companies incorporated in India whose Financial Statements have been audited under the Act, have represented that, to the best of its knowledge and belief, as disclosed in the note no. 50 (iv) to the Consolidated Financial Statements, no funds have been received by the Holding Company or Subsidiary Companies incorporated in India from any person or entity, including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Holding Company or by such Subsidiary Companies shall, whether, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries; and

c. Based on the audit procedures performed by us 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 (a) and (b) above, contain any material misstatement.

v. The Holding Company or any of its Subsidiary Companies have not declared any dividend in the previous year which has been paid in the current year. Further, no dividend has been declared in the current year.

vi. The reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014 is applicable from 1 April 2023. Based on our examination which included test checks and in accordance with the requirements of Implementation Guide on Reporting on Audit Trail under Rule 11 (g) of the Companies (Audit and Auditors) Rule, 2014, we report that the Holding company and Subsidiary companies incorporated in India have used accounting software for maintaining its books of account, which has a feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software except Audit trail feature is not enabled for certain data changes to the data for users with certain access rights to a third party software. Further, where audit trail (edit log) facility was enabled and operated throughout the year, we did not come across any instance of audit trail feature being tampered with during the course of our audit.

As proviso to Rule 3(1) of the Companies (Accounts) Rules, 2014 is applicable from April 1, 2023, reporting under Rule 11 (g) of the Companies (Audit and Auditors) Rules, 2014 on preservation of audit trail as per the statutory requirements for record retention is not applicable for the year ended March 31, 2024.

For Singhi & Co.
Chartered Accountants
Firm's Registration No. 302049E

(Gopal Jain)
(Partner)
Membership No. 059147
UDIN: 24059147BKEGTR7154

Place: Kolkata
Date: May 22, 2024

ANNEXURE "A" TO THE INDEPENDENT AUDITOR'S REPORT ON CONSOLIDATED FINANCIAL STATEMENTS

(Referred to in paragraph 1 with the heading 'Report on Other Legal and Regulatory Requirements' section of our report of even date in respect to Statutory Audit of Star Cement Limited for the year ended March 31, 2024)

As required by paragraph 3(xxi) of the CARO 2020, we report that the auditors of the following companies have given qualification or adverse remarks in their CARO report on the standalone financial statements of the respective companies included in the Consolidated Financial Statements of the Company:

Sr. No.	Name	CIN	Holding Company / Subsidiary Company	Clause number of the CARO report which is qualified or adverse
1.	Star Cement Limited	L26942ML2001PLC006663	Holding Company	I(c), II(b), VII(a)
2.	Star Cement Meghalaya Limited	U63090ML2005PLC008011	Subsidiary Company	I(c), II(b), VII(a)
4.	Star Cement North East Limited	U26999AS2021PLC021391	Subsidiary Company	I(c)
5.	Star Cement (I) Limited	U26999ML2021PLC013780	Subsidiary Company	I(c)

For Singhi & Co.
Chartered Accountants
Firm's Registration No. 302049E

(Gopal Jain)
(Partner)
Membership No. 059147
UDIN: 24059147BKEGTR7154

Place: Kolkata
Date: May 22, 2024

ANNEXURE "B" TO THE INDEPENDENT AUDITOR'S REPORT ON CONSOLIDATED FINANCIAL STATEMENTS

(Referred to in paragraph (g) with the heading 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

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 Companies Act, 2013 ("the Act")

In conjunction with our audit of the consolidated financial statements of the Holding Company as of and for the year ended March 31, 2024, we have audited the internal financial controls with reference to the consolidated financial statements of Star Cement Limited (hereinafter referred to as "the Holding Company") as of that date.

Management's Responsibility for Internal Financial Controls

The respective Board of Directors of the Holding Company and Subsidiary Companies incorporated in India are responsible for establishing and maintaining internal financial controls based on the internal control with reference to the consolidated financial statements criteria established by the Holding Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India (ICAI). 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 Holding 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 Companies Act, 2013.

Auditor's Responsibility

Our responsibility is to express an opinion on the internal financial controls with reference to the consolidated financial statements based on our audit. We conducted our audit in accordance with the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting (the "Guidance Note") issued by the Institute of Chartered Accountants of India and the Standards on Auditing, prescribed under Section 143(10) of the Companies Act, 2013, to the extent applicable to an audit of internal financial controls. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to the consolidated financial statements was established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls system with reference to the consolidated financial statements and their operating effectiveness. Our audit of internal financial controls with reference to the consolidated financial statements included obtaining an understanding of internal financial controls with reference to the consolidated financial statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the internal financial controls system with reference to the consolidated financial statements.

Meaning of Internal Financial Controls with reference to the consolidated financial statements

A company's internal financial control with reference to the consolidated financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial control with reference to the consolidated financial statements includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorizations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Inherent Limitations of Internal Financial Controls with reference to the consolidated financial statements

Because of the inherent limitations of internal financial controls over financial reporting, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to the consolidated financial statements to future periods are subject to the risk that the internal financial control with reference to the consolidated financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Opinion

In our opinion, to the best of our information and according to the explanation given to us, the Holding Company and its subsidiaries incorporated in India have, in all material respects, an adequate internal financial controls system with reference to the consolidated financial statements and such internal financial controls over financial reporting were operating effectively as at March 31, 2024, based on the internal control with reference to the consolidated financial statements criteria established by the Holding company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls over Financial Reporting issued by the Institute of Chartered Accountants of India.

For Singhi & Co.
Chartered Accountants
Firm's Registration No. 302049E

(Gopal Jain)
(Partner)
Membership No. 059147
UDIN: 24059147BKEGTR7154

Place: Kolkata
Date: May 22, 2024

Consolidated Balance Sheet as at March 31, 2024

(₹ in lakhs)

Particulars	Note No.	As at March 31, 2024	As at March 31, 2023
A. Assets			
Non-current assets			
(a) Property, plant and equipment	2.1	1,39,641.68	87,325.95
(b) Capital work-in-progress	2.2	1,01,904.93	55,062.00
(c) Right-of-use assets	2.3	1,703.36	1,370.07
(d) Intangible assets	2.4	247.72	398.12
(e) Intangible assets under development	2.5	255.00	-
(f) Financial assets			
(i) Investments	3	198.75	17,254.93
(ii) Loans	4	1,710.64	-
(iii) Other financial assets	5	2,135.86	5,325.71
(g) Deferred tax assets (net)	6	24,008.31	28,903.96
(h) Non- current tax assets (net)	7	1,060.12	1,057.31
(i) Other non-current assets	8	10,801.14	16,699.32
Total non-current assets		**2,83,667.51**	**2,13,397.37**
Current assets			
(a) Inventories	9	33,496.35	37,411.16
(b) Financial assets			
(i) Trade receivables	10	15,077.79	10,469.11
(ii) Cash and cash equivalents	11	4,778.69	12,162.23
(iii) Other bank balances (other than (ii) above)	12	4,955.48	19,012.06
(iv) Loans	13	325.00	1,730.70
(v) Other financial assets	14	1,191.77	4,105.40
(c) Other current assets	15	16,744.70	14,851.97
Total current assets		**76,569.78**	**99,742.63**
Total assets		**3,60,237.29**	**3,13,140.00**
B. Equity and liabilities			
Equity			
(a) Equity share capital	16	4,041.80	4,041.80
(b) Other equity	17	2,66,969.83	2,37,595.76
Total equity		**2,71,011.63**	**2,41,637.56**
Liabilities			
Non-current liabilities			
(a) Financial liabilities			
(i) Borrowings	18	7,210.26	-
(ii) Lease liabilities	19	1,266.47	483.84
(b) Provisions	20	1,317.88	772.53
(c) Other non current liabilities	21	1,327.76	745.12
Total non-current liabilities		**11,122.37**	**2,001.49**
Current liabilities			
(a) Financial liabilities			
(i) Borrowings	22	5,772.64	2,610.35
(ii) Lease liabilities	19	444.92	440.86
(iii) Trade payables	23		
(a) Total outstanding dues of micro enterprises and small enterprises		3,708.35	942.31
(b) Total outstanding dues of trade payable other than micro enterprises and small enterprises		18,261.85	26,803.72
(iv) Other financial liabilities	24	39,995.96	30,308.75
(b) Other current liabilities	25	9,291.84	8,087.96
(c) Provisions	26	261.74	197.58
(d) Current tax liabilities (net)	27	365.99	109.42
Total current liabilities		**78,103.29**	**69,500.95**
Total liabilities		**89,225.66**	**71,502.44**
Total equity and liabilities		**3,60,237.29**	**3,13,140.00**
Material accounting policies	1		

The accompanying notes are an integral part of the consolidated financial statements.

As per our report of even date

For and on behalf of Board of Directors of Star Cement Limited

For Singhi & Co.
Chartered Accountants
Firm Registration No.302049E

(Gopal Jain)
Partner
Membership No. 059147

Place : Kolkata / Lumshnong
Date : May 22, 2024

Vinit Kumar Tiwari
Chief Executive Officer

Manoj Agarwal
Chief Financial Officer

Debabrata Thakurta
Company Secretary

Sajjan Bhajanka
Chairman & Managing Director
DIN:00246043

Rajendra Chamaria
Vice-Chairman & Managing Director
DIN:00246171

Consolidated Statement of Profit and Loss for the year ended March 31, 2024

(₹ in lakhs unless otherwise stated)

Particulars		Note No.	For the year ended March 31, 2024	For the year ended March 31, 2023
1)	**Income**			
	Revenue from operations	28	2,91,066.71	2,70,484.68
	Other income	29	2,646.51	5,208.27
	Total income		**2,93,713.22**	**2,75,692.95**
2)	**Expenses**			
	Cost of materials consumed	30	46,292.87	35,925.61
	Changes in inventories of finished goods and work- in-progress	31	1,660.80	(1,786.32)
	Employee benefit expense	32	21,479.49	19,693.13
	Finance costs	33	1,260.12	969.50
	Depreciation and amortisation expenses	34	14,659.77	13,111.22
	Power and fuel expenses		55,509.74	54,064.66
	Freight and forwarding expenses:			
	- on finished goods		48,966.59	50,673.91
	- on internal clinker transfer		25,175.24	28,433.35
	Other expenses	35	37,989.26	37,901.22
	Captive consumption of cement		(1,638.56)	(1,260.08)
	Total expenses		**2,51,355.32**	**2,37,726.20**
3)	**Profit before exceptional items and tax (1-2)**		**42,357.90**	**37,966.75**
4)	**Exceptional items**		-	-
5)	**Profit before tax (3-4)**		**42,357.90**	**37,966.75**
6)	**Tax expenses**	36		
	- Current tax		7,859.94	6,721.57
	- Deferred tax		5,572.29	7,244.51
	- Tax for earlier years		(585.36)	(759.74)
	Total tax expenses		**12,846.87**	**13,206.34**
7)	**Profit for the year (5-6)**		**29,511.03**	**24,760.41**
8)	**Other comprehensive income**	37 A		
	(a) Items that will not be reclassified to profit or loss:			
	- Remeasurements of defined benefit plan		(213.20)	48.02
	- Equity instruments through other comprehensive income		1.35	1.62
	- Income tax related to above		73.73	(15.88)
	(b) Items that will be reclassified to profit or loss:			
	- Foreign currency translation reserve		1.16	-
	- Income tax related to above		-	-
	Other comprehensive income for the year {(a)+(b)}		**(136.96)**	**33.76**
9)	**Total comprehensive income for the year (7+8)**		**29,374.07**	**24,794.17**
10)	**Earnings per equity share (face value of ₹1 each)**	37B		
	Basic (in ₹)		**7.30**	**6.13**
	Diluted (in ₹)		**7.30**	**6.13**
	Material accounting policies	1		

The accompanying notes are an integral part of the consolidated financial statements

As per our report of even date

For and on behalf of Board of Directors of Star Cement Limited

For Singhi & Co.
Chartered Accountants
Firm Registration No.302049E

Vinit Kumar Tiwari
Chief Executive Officer

Sajjan Bhajanka
Chairman & Managing Director
DIN:00246043

(Gopal Jain)
Partner
Membership No. 059147

Manoj Agarwal
Chief Financial Officer

Rajendra Chamaria
Vice-Chairman & Managing Director
DIN:00246171

Place : Kolkata / Lumshnong
Date : May 22, 2024

Debabrata Thakurta
Company Secretary

Consolidated Statement of Changes in Equity for the year ended March 31, 2024

A. Equity share capital

(₹ in lakhs)

Particulars	Amount
As at April 1, 2022	**4,041.80**
Changes during the year	-
As at March 31, 2023	**4,041.80**
Changes during the year	-
As at March 31, 2024	**4,041.80**

B. Other equity

(₹ in lakhs)

Particulars	Reserve and surplus				Other comprehensive income		Total
	Capital redemption reserve	Capital reserve	General reserve	Retained earnings	Equity instrument through other comprehensive income	Foreign currency translation reserve	
Balance as at April 1, 2022	**150.49**	**3,631.19**	**3,187.83**	**2,05,803.74**	**28.35**	**-**	**2,12,801.60**
Profit for the year	-	-	-	24,760.41	-	-	24,760.41
Other comprehensive income (net of tax)	-	-	-	32.14	1.62	-	33.76
Total comprehensive income for the year	**-**	**-**	**-**	**24,792.55**	**1.62**	**-**	**24,794.17**
Balance as at March 31, 2023	**150.49**	**3,631.19**	**3,187.83**	**2,30,596.28**	**29.97**	**-**	**2,37,595.76**
Profit for the year	-	-	-	29,511.03	-	-	29,511.03
Other comprehensive income (net of tax)				(139.00)	0.88	1.16	(136.96)
Total comprehensive income for the year	**-**	**-**	**-**	**29,372.03**	**0.88**	**1.16**	**29,374.07**
Balance as at March 31, 2024	**150.49**	**3,631.19**	**3,187.83**	**2,59,968.31**	**30.85**	**1.16**	**2,66,969.83**

The accompanying notes are an integral part of the consolidated financial statements.

As per our report of even date

For and on behalf of Board of Directors of Star Cement Limited

For Singhi & Co.
Chartered Accountants
Firm Registration No.302049E

Vinit Kumar Tiwari
Chief Executive Officer

Sajjan Bhajanka
Chairman & Managing Director
DIN:00246043

(Gopal Jain)
Partner
Membership No. 059147

Manoj Agarwal
Chief Financial Officer

Rajendra Chamaria
Vice-Chairman & Managing Director
DIN:00246171

Place : Kolkata / Lumshnong
Date : May 22, 2024

Debabrata Thakurta
Company Secretary

Consolidated Statement of Cash Flow for the year ended March 31, 2024

(₹ in lakhs)

Particulars	For the year ended March 31, 2024	For the year ended March 31, 2023
A. Cash flow from operating activities		
Profit before tax	42,357.90	37,966.75
Adjustments for :		
Depreciation and amortisation expenses	14,179.05	12,894.59
Depreciation on right-of-use- assets	480.72	216.63
Liabilities/ provisions no longer required written back	(470.76)	(550.29)
(Profit)/ loss on sale of property, plant and equipment	115.02	(1.83)
Interest income	(1,952.19)	(4,334.79)
Finance costs	1,260.12	969.50
Fair valuation (gain)/ loss on investments	(11.53)	(6.76)
Provision for obsolescence on inventory	81.70	-
Allowance for doubtful trade receivables	150.50	204.73
Operating profit before working capital changes	**56,190.53**	**47,358.53**
Adjustments for :		
(Increase)/decrease in trade receivables	(4,759.18)	2,201.08
(Increase)/decrease in inventories	3,833.11	(17,881.64)
(Increase)/ decrease in other assets	(1,848.62)	2,808.42
Increase/(decrease) in trade and other payables	(5,775.83)	12,120.49
Increase/(decrease) in other liabilities and provisions	8,958.38	(3,992.04)
Cash generated from operations	**56,598.39**	**42,614.84**
Income tax paid (net of refunds)	(7,623.73)	(6,771.02)
Net cash flow from operating activities	**48,974.66**	**35,843.83**
B. Cash flow from investing activities		
Purchase of property, plant and equipment and intangible assets (including CWIP)	(1,03,645.51)	(57,185.81)
Sale of property, plant and equipment	37.96	241.40
Loan (given)/repaid back	(304.94)	1,679.07
Redemption/(investments) in fixed deposits/margin money (net)	18,433.50	18,647.11
(Purchase)/ sale of investments (net)	17,044.83	6,468.82
Interest received	3,427.93	4,659.93
Net cash used in investing activities	**(65,006.23)**	**(25,489.47)**
C. Cash flow from financing activities		
Proceeds from long term borrowings	7,210.26	-
Proceeds from /(repayment of) short term borrowings (net)	3,162.29	2,072.57
Interest paid	(1,071.44)	(969.50)
Payment of lease liabilities (including interest)	(653.08)	(102.75)
Net cash flow from financing activities	**8,648.03**	**1,000.32**
Net increase/(decrease) in cash and cash equivalents (A+B+C)	**(7,383.54)**	**11,354.68**
Cash and cash equivalents at the beginning of the year	12,162.23	807.55
Cash and cash equivalents at the end of the year	**4,778.69**	**12,162.23**

Notes :

1. The above consolidated statement of cash flow has been prepared under the “Indirect Method” as set out in the Indian Accounting Standard (Ind AS-7).

Consolidated Statement of Cash Flow for the year ended March 31, 2024 (Contd.)

2. For the purpose of consolidated statement of cash flow, cash and cash equivalents comprises the followings:

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Cash on hand	77.15	85.69
Cheques on hand	207.33	123.26
Balance with banks	4,494.21	11,953.28
	4,778.69	**12,162.23**

3. Figures for the previous years have been regrouped wherever considered necessary.
4. Income tax paid are treated as arising from operating activities and are not bifurcated between investing and financing activities.
5. As per Ind AS 7, the Group is required to provide disclosures that enable users of financial statements to evaluate changes in liabilities arising from financing activities, including both changes arising from cash flows and non-cash changes. The Group did not have any material impact on account of these changes in the consolidated statement of cash flow therefore such reconciliation has not been given.

The accompanying notes are an integral part of the consolidated financial statements.

As per our report of even date

For and on behalf of Board of Directors of Star Cement Limited

For Singhi & Co.
Chartered Accountants
Firm Registration No.302049E

(Gopal Jain)
Partner
Membership No. 059147

Place : Kolkata / Lumshnong
Date : May 22, 2024

Vinit Kumar Tiwari
Chief Executive Officer

Manoj Agarwal
Chief Financial Officer

Debabrata Thakurta
Company Secretary

Sajjan Bhajanka
Chairman & Managing Director
DIN:00246043

Rajendra Chamaria
Vice-Chairman & Managing Director
DIN:00246171

Notes to the Consolidated Financial Statements for the year ended March 31, 2024

Note 1: Corporate Information and Material Accounting Policies

A. Corporate Information

Star Cement Limited ("the Group" or "the Parent") is a public limited Company domiciled in India and incorporated on November 2, 2001 as per the provisions of the Companies Act. The Parent and its subsidiaries (together referred to as "the Group") is engaged in manufacturer of Cement Clinker & Cement. The manufacturing units are located at Lumshnong, Meghalaya, Guwahati, Assam & Siliguri, West Bengal. The Group is selling its product across northeastern and eastern states of India.

B. Statement of Compliance

Consolidated Financial Statements of the Group have been prepared in accordance with Indian Accounting Standards (Ind AS) notified under the Companies (Indian Accounting Standards) Rules, 2015 (as amended from time to time) and presentation requirements of Division II of Schedule III to the Companies Act, 2013, (Ind AS compliant Schedule III).

These Consolidated financial statements were approved for issue in accordance with the resolution of the Board of Directors on May 22, 2024.

C. New Accounting Pronouncements

(i) Adoption of new accounting pronouncements

(a) Definition of accounting policies - amendments to Ind AS 8

The amendments clarify the distinction between changes in accounting estimates, changes in accounting policies and the correction of errors. It has also been clarified how entities use measurement techniques and inputs to develop accounting estimates. The amendments had no impact on the Group's consolidated financial statements.

(b) Disclosure of Accounting Policies - Amendments to Ind AS 1

The amendments aim to help entities provide accounting policy disclosures that are more useful by replacing the requirement for entities to disclose their 'significant' accounting policies with a requirement to disclose their 'material' accounting policies and adding guidance on how entities apply the concept of materiality in making decisions about accounting policy disclosures. The amendments have had an impact on the Group's disclosures of accounting policies, but not on the measurement, recognition or presentation of any items in the Group's financial statements.

(c) Deferred tax related to assets and liabilities arising from a single Transaction - amendments to Ind AS 12

The amendments narrow the scope of the initial recognition exception under Ind AS 12, so that it no longer applies to transactions that give rise to equal taxable and deductible temporary differences such as leases. The amendment had no impact on the Group's consolidated financial statements.

(ii) Application of new amendments issued but not yet effective

Ministry of Corporate Affairs ("MCA") has not notified any new Ind AS or amendments to the existing Ind AS which are effective from April 1, 2024.

D. Material accounting Policies

(i) Basis of preparation & presentation

The accounting policies are consistently followed by the Group and changes in accounting policy are separately disclosed.

(a) Historical cost convention

The consolidated financial statements have been prepared on a historical cost basis, except for the following:

- Net defined benefit asset/liability which is measured at Fair value of plan assets less present value of defined benefit obligations
- Investment in bonds is measured at amortised cost

- Investment in equity shares is measured at fair value
- Certain financial assets and financial liabilities that are measured at fair value / amortised cost.

(b) Current and non-current classification

The Group has ascertained its operating cycle as twelve months for the purpose of Current / non-current classification of itsassets and liabilities.

For the purpose of Balance Sheet, an asset is classified as current if:

(i) It is expected to be realized, 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 realize 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 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 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) Rounding off amounts

(i) The consolidated financial statements are presented in Indian Rupees, which is the functional currency of the Group and the currency of the primary economic environment in which the Group operates.

(ii) Figures have been rounded off in decimals to the nearest ₹ in lakhs, unless otherwise stated. All amounts disclosed in the consolidated financial statements and notes have been rounded off in decimals to the nearest lakhs as per the requirement of Schedule III, unless otherwise stated.

(ii) Basis of Consolidation

Details of the Group's subsidiaries at the end of the reporting period considered in the preparation of the consolidated financial statements is presented in Note no. 47.

The consolidated financial statements incorporate the financial statements of the company and entities controlled by the company i.e., its subsidiaries. Control is achieved where the company:

- has power over the investee.
- is exposed to, or has rights, to variable returns from its involvement with the investee; and
- has the ability to use its power to affect its returns

The Company reassess whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control listed above.

When the Company has less than the majority of the voting rights of an investee, it has power over the investee when the voting rights are sufficient to give it the practical ability to direct the relevant activities of the investee unilaterally. The Company considers all relevant facts and circumstances in assessing whether or not the Company's voting rights in an investee are sufficient to give it power, including;

- the size of the Company's holding of voting rights relative to the size and dispersion of holdings of the other vote holders;
- potential voting rights held by the Company, other vote holders or other parties;
- rights arising from other contractual arrangements; and
- any additional facts and circumstances that indicate that the Company has, or does not have, the current ability to direct the relevant activities at the time that decisions need to be made, including voting patterns at previous shareholders' meetings.

Consolidation of a subsidiary begins when the Company obtains control over the subsidiary and ceases when the Company loses control of the subsidiary. Specifically, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated statement of profit and loss and other comprehensive income from the date the Company gains control until the date when the Company ceases to control the subsidiary.

Consolidated financial statements are prepared using uniform accounting policies for like transactions and other events in similar circumstances. If a member of the Group uses accounting policies other than those adopted in the consolidated financial statements for like transactions and events in similar circumstances, appropriate adjustments are made to that Group member's financial statements in preparing the consolidated financial statements to ensure conformity with the Group's accounting policies.

Consolidation procedure

Combine like items of assets, liabilities, equity, income, expenses and cash flows of the parent with those of its subsidiaries. For this purpose, income and expenses of the subsidiary are based on the amounts of the assets and liabilities recognized in the consolidated financial statements at the acquisition date.

Offset (eliminate) the carrying amount of the parent's investment in each subsidiary and the parent's portion of equity of each subsidiary. Business combinations policy explains how to account for any related goodwill.

Eliminate in full intragroup assets and liabilities, equity, income, expenses and cash flows relating to transactions between entities of the group (profits or losses resulting from intragroup transactions that are recognized in assets, such as inventory and property, plant and equipment, are eliminated in full). Intragroup losses may indicate an impairment that requires recognition in the consolidated financial statements. Ind AS 12, Income Taxes applies to temporary differences that arise from the elimination of profits and losses resulting from intra group transactions.

Profit or loss and each component of other comprehensive income are attributed to the owners of the Company and to the non-controlling interests. Total comprehensive income of subsidiaries is attributed to the owners of the Company and to the non-controlling interests even if this results in the non-controlling interests having a deficit balance.

(iii) Use of estimates

The preparation of consolidated financial statements is in conformity with Indian Accounting Standards (Ind AS) notified under the Companies (Indian Accounting Standards) Rules, 2015 (as amended from time to time) and presentation requirements of Division II of Schedule III to the Companies Act, 2013 which require management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent liabilities as at the date of the financial statements and the results of operations during the reporting period. Although these estimates are based upon management's best knowledge of current events and actions, actual results could differ from these estimates.

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.

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future period, if the revision affects current and future period. Revisions in estimates are reflected in the consolidated financial statements in the period in which changes are made and, if material, their effects are disclosed in the notes to the consolidated financial statements.

The Group makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that may have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are summarised below:

a) **Classification of legal matters and tax litigation**

Management judgement is required for estimating the possible outflow of resources, if any, in respect of contingencies/ claims/ litigations against the Group as it is not possible to predict the outcome of pending matters with accuracy.

b) **Defined benefit obligations**

The cost of defined benefit plan and present value of such obligation are determined using actuarial valuation. An actuarial valuation involves making various assumptions that may differ from actual developments in the future. These include the determination of the discount rate, future salary increases, mortality rates and attrition rate. Due to the long- term nature of the plan, such estimates are subject to significant uncertainty. All assumptions are reviewed at each reporting date.

c) **Useful life of property, plant and equipment**

The determination of depreciation and amortization charge depends on the useful lives for which judgements and estimations are required. The residual values, useful lives, and method of depreciation of property, plant and equipment and intangible assets are reviewed at each financial year end and adjusted prospectively, if appropriate.

d) **Leases (Ind AS 116)**

The Group has exercised judgement in determining the lease term as the non-cancellable term of the lease, together with the impact of options to extend or terminate the lease if it is reasonably certain to be exercised.

Where the implicit rate in the lease is not readily available, an incremental borrowing rate is applied. This incremental borrowing rate reflects the rate of interest that the lessee would have to pay to borrow over a similar term, with a similar security, the funds necessary to obtain an asset of a similar nature and value to the right of-use asset in a similar economic environment. Determination of the incremental borrowing rate requires estimation.

e) **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 / adjusted net assets value method. 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.

f) **Discounts / rebate to customers**

The Group provides discount and rebates on sales to certain customers. Revenue from these sales is recognised based on the price charged to the customer, net of the estimated pricing allowances, discounts, rebates, and other incentives. In certain cases, the amount of these discount and rebates are not determined until claims with appropriate evidence is presented by the customer to the Group, which may be some time after the date of sale. Accordingly, the Group estimates the amount of such incentives basis the terms of contract, incentive schemes, historical experience adjusted with the forward looking, business forecast and the current economic conditions. To estimate the amount of incentives, the Group uses the most likely method. Such estimates are subject to the estimation uncertainty.

g) **Physical verification of Inventory**

Bulk inventory for the Group primarily comprises of coal, fly ash and clinker which are primarily used during the production process at the manufacturing locations. Determination of physical quantities of bulk inventories is done based on volumetric measurements and involves special considerations with respect to physical measurement, density calculation, moisture, etc. which involve estimates / judgments.

h) **Deferred tax assets**

The recognition of deferred tax assets requires assessment of whether it is probable that sufficient future taxable profit will be available against which deferred tax asset can be utilized. The Group reviews at each balance sheet date the carrying amount of deferred tax assets.

(iv) Foreign currency transactions and balances

Items included in the financial statements of the Group are measured using the currency of the primary economic environment in which the entity operates ('the functional currency'). The Group's consolidated financial statements are presented in Indian Rupees which is the Group's functional currency.

Transactions in foreign currencies entered into by the Group are accounted at the exchange rates prevailing on the date of the transactions. Exchange differences arising on settlement /restatement of short–term foreign currency monetary assets and liabilities of the Group are recognized as income or expenses in the Statement of Profit and Loss. All foreign exchange gains and losses are presented in the consolidated statement of profit and loss on a net basis within other income or other expenses.

Non-monetary assets and liabilities denominated in foreign currencies that are measured at fair value are retranslated to the functional currency at the exchange rate at the date that the fair value was determined. Non-monetary assets and liabilities denominated in a foreign currency and measured at historical cost are translated at the exchange rate prevalent at the date of transaction.

(v) Property, plant and equipment

Property, plant and equipment are stated at their cost of acquisition, installation or construction (net of any recoverable amount, wherever applicable) less accumulated depreciation, amortization and impairment losses if any, except freehold land which is carried at cost. Cost comprises the purchase price, installation and attributable cost of bringing the asset to working condition for its intended use.

Subsequent expenditures are included in the asset's carrying amount or recognised 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. When significant parts of plant and equipment are required to be replaced the Group depreciates them separately based on their specific useful lives. All other repairs and maintenance are charged to the consolidated statement of profit and loss during the reporting period in which they are incurred.

Capital work in progress

Capital work in progress is carried at cost and includes any directly attributable cost incurred during construction period.

Property, plant and equipment not ready for their intended use as on the balance sheet date are disclosed as "Capital work-in-progress". Such items are classified to the appropriate category of property, plant and equipment when completed and ready for their intended use. Advances given towards acquisition/ construction of property, plant and equipment outstanding at each balance sheet date are disclosed as Capital Advances under "Other non-current assets"

Expenditure during construction period

In case of new projects and substantial expansion of existing units, expenditure incurred including trial production expenses net of revenue earned, and attributable interest and financing costs, prior to commencement of commercial production/completion of project are capitalised.

Depreciation

Depreciation on property, plant and equipment is provided on written down value (WDV) method in accordance with the provisions of Schedule II to the Companies Act, 2013 and considering the useful lives for computing depreciation specified in Part 'C' thereof or as reassessed by the Group based on technical evaluation except in case of following:

- Corporate office building, which is owned by the Group and depreciated using the straight- line method over the period of lease of land on which it is constructed.
- Mines development expenses incurred on free hold mining land are depreciated in proportion of actual quantity of minerals extracted to the estimated quantity of extractable mineral reserves.
- Railway sidings the ownership of which vests with the Railway authorities are depreciated over the period of agreement with Railway Authorities.

Depreciation is provided on components that have homogenous useful lives. In respect of an asset for which impairment loss is recognized, depreciation is provided on the revised carrying amount of the assets over its remaining useful life. Depreciation method, useful life and residual values are reviewed at each financial year end and adjusted if appropriate. Estimated useful lives so determined are as follows:

Assets	Useful Lives
Buildings and roads	3 - 60 years
Plant and machinery	1 - 45 years
Railway sidings	5 - 15 years
Furniture and office equipment	3 - 10 years
Tools and tackles	2 -15 years
Vehicles	2 - 15 years
Computer	3 - 6 years

Derecognition of property plant and equipment

An item of Property, Plant and Equipment and any significant part initially recognised is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is recognized in the consolidated statement of profit and loss when the asset is derecognised.

(vi) Intangible asset

An intangible asset is recognized when it is probable that the future economic benefits that are attributable to the asset will flow to the Group and the cost of the asset can be measured reliably.

Amortization of intangible assets

The amortization amount of an intangible asset is allocated over its estimated useful life. Expenditure on purchased software and IT related expenditure is written off over a period of three years.

Impairment of non-financial assets

The carrying amounts of assets are reviewed at each Balance Sheet date if there is any indication of impairment based on internal / external factors. An impairment loss will be recognized wherever the carrying amount of an asset exceeds its recoverable amount. The recoverable amount is greater of the asset's net selling price and value in use. In assessing value in use, the estimated future cash flows are discounted to the present value by using weighted average cost of capital. A previously recognized impairment loss is further provided or reversed depending on changes in circumstances.

(vii) Research and development expenditure

Research expenditure is recognised as an expense when it is incurred. Development costs are capitalised only after the technical and commercial feasibility of the asset for sale or use has been established. Thereafter, all directly attributable expenditure incurred to prepare the asset for its intended use are recognised as the cost of such assets.

Notes to the Consolidated Financial Statements for the year ended March 31, 2024

(viii) Lease-

As a lessee:

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognizes lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

The Group recognizes right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are initially measured at cost. The cost of right-of-use assets includes the amount of lease liabilities recognized, initial direct costs incurred, an estimate of costs to be incurred in dismantling and removing or restoring the underlying asset and lease payments made at or before the commencement date less any lease incentives received. After the commencement date, the Right of use assets are measured applying the Cost model. They are subsequently measured at cost, less any accumulated depreciation, adjustments for any remeasurement of the lease liabilities and impairment losses. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets.

At the commencement date of the lease, the Group recognizes lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees.

In calculating the present value of lease payments, the Group uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is re-measured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

As a lessor:

Lease income from operating leases where the Group is a lessor is recognised in income on a straight-line basis over the lease term unless the receipts are structured to increase in line with expected general inflation to compensate for the expected inflationary cost increases. The respective leased assets are included in the balance sheet based on their nature.

Leases are classified as finance leases when substantially all of the risks and rewards of ownership transfer from the Group to the lessee. Amounts due from lessees under finance leases are recorded as receivables at the Group's net investment in the leases. Finance lease income is allocated to accounting periods so as to reflect a constant periodic rate of return on the net investment outstanding in respect of the lease. Operating lease payments are recognised as an income in the statement of profit and loss on a straight-line basis over the lease term, unless the receipt from lessee is structured to increase in line with expected general inflation and compensate for the lessor's expected inflation cost increase.

(ix) Government grants and subsidies

Government grants and subsidies are recognized when there is reasonable certainty that the same will be received. Revenue grants in the nature of recoupment/ reimbursement of any particular item of expenses are recognized in the consolidated statement of profit and loss as deduction from related item of expenditure. Grants related to assets which are recognized in the Balance Sheet as deferred income, are recognized to the consolidated statement of profit and loss on a systematic basis over the useful life of the related assets by netting off with the related expense.

(x) Inventories

Raw materials, stores and spare parts, fuel and packing material:

Raw materials, stores and spares, fuel and packing material are valued at lower of cost and net realisable value. Cost includes purchase price, other costs incurred in bringing the inventories to their present location and condition, and taxes for which credit is not available. However, materials and other items held for use in the production of inventories are not written down below cost if the finished products in which they will be incorporated are expected to be sold at or above cost. Cost is determined on weighted average basis.

Work-in-progress, finished goods and stock in trade:

Work-in-progress, finished goods and stock in trade are valued at lower of cost and net realisable value. Cost includes direct materials and labour and a proportion of manufacturing overheads based on normal operating capacity, but excluding borrowing costs. Cost of Stock-in-trade includes cost of purchase and other cost incurred in bringing the inventories to the present location and condition. Cost is determined on weighted average basis.

Net realisable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and estimated costs necessary to make the sale.

(xi) Business combination and goodwill

The Group except for combination of group entities which are under common control applies the acquisition method in accounting for business combinations. The consideration transferred by the Group to obtain control of a subsidiary is calculated as the sum of the acquisition-date fair values of assets transferred, liabilities incurred and the equity interests issued by the Group, which includes the fair value of any asset or liability arising from a contingent consideration arrangement. Acquisition costs are expensed as incurred. Assets acquired and liabilities assumed are generally measured at their acquisition date fair values.

In case of combination of entities under control, business combination is accounted for under pooling of interest method whereby the assets and liabilities are combined at the carrying amount and no adjustments are made to reflect their fair values or recognize any new assets or liabilities.

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. For the purpose of impairment testing, goodwill acquired in a business combination is, from the combination date, allocated to each of the Group's cash-generating units that are expected to benefit from the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those units.

(xii) Investments and other financial assets

Classification

The Group classifies its financial assets in the following measurement categories:

- those to be measured subsequently at fair value (either through other comprehensive income, or through profit or loss), and
- those measured at amortised cost

The classification depends on the Group's business model for managing the financial assets and the contractual terms of cash flows.

Measurement

At initial recognition, the Group measures a financial asset at its fair value. Transaction costs of financial assets carried at fair value through profit or loss are expensed in profit or loss.

Debt instruments

Subsequent measurement of debt instruments depends on the Group's business model for managing the asset and the cash flow characteristics of the asset. The Group classifies its debt instruments into the following categories:

- Amortised cost: Assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Interest income from these financial assets is included in finance income using the effective interest rate method.

- Fair value through other comprehensive income (FVOCI): Assets that are held for collections of contractual cash flows and for selling the financial assets, where the assets cash flows represent solely payments of principal and interest, are measured at fair value through other comprehensive income (FVOCI). Interest income from these financial assets is included in other income using the effective interest rate method.
- Fair value through profit or loss (FVTPL): Assets that do not meet the criteria for amortised cost or FVOCI are measured at fair value through profit or loss. Interest income from these financial assets is included in other income.

Equity instruments

The Group subsequently measures all equity investments at fair value through profit or loss. However, where the Group's management makes an irrevocable choice on initial recognition to present fair value gains and losses on specific equity investments in other comprehensive income, there is no subsequent reclassification of fair value gains and losses to profit or loss.

Impairment of financial assets

The Group measures the expected credit loss associated with its assets based on historical trend, industry practices and the business environment in which the entity operates or any other appropriate basis. The impairment methodology applied depends on whether there has been a significant increase in credit risk.

Derecognition of financial assets

A financial asset is derecognised only when

- The Group has transferred the rights to receive cash flows from the financial asset, or
- Retains the contractual rights to receive the cash flows of the financial asset, but assumes a contractual obligation to pay the cash flows to one or more recipients.

Where the Group has not transferred substantially all risks and rewards of ownership of the financial asset, the financial asset is not derecognised.

Where the Group has neither transferred a financial asset nor retains substantially all risks and rewards of ownership of the financial asset, the financial asset is derecognised if the Group has not retained control of the financial asset.

(xiii) Trade receivables

Trade receivables that do not contain any significant financing component are recognized initially at transaction price. Upon initial recognition of a receivable from a contract with a customer, any difference between the measurement of the receivable in accordance with Ind AS 109 and the corresponding amount of revenue recognised shall be presented as an expense. Subsequently, the trade receivables are measured at cost less expected credit losses. The Group calculates the expected credit losses on trade receivables using a provision matrix on the basis of its historical credit loss experience. The Group follows the simplified approach permitted by Ind AS 109 – Financial Instruments for recognition of impairment loss allowance. The loss allowance is measured at an amount equal to lifetime expected credit losses.

(xiv) Cash and Cash Equivalents

Cash and cash equivalents in the Balance Sheet comprise cash at bank and in hand and demand deposits with banks and other short-term highly liquid investments/deposits that are readily convertible into cash which are subject to insignificant risk of changes in value with an original maturity of three months or less.

(xv) Financial liabilities

Initial recognition and measurement

The Group recognises all the financial liabilities on initial recognition at fair value minus, in the case of a financial liability not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition or issue of the financial liability.

The Group's financial liabilities include trade and other payables, loans and borrowings including bank overdrafts.

Subsequent measurement

All the financial liabilities are classified as subsequently measured at amortised cost, except for those measured at fair value through profit or loss.

De-recognition of financial liabilities

The Group de-recognises financial liabilities when, and only when, the Group's obligations are discharged, cancelled or they expire.

(xvi) Borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in profit or loss over the period of the borrowings using the effective interest method.

Borrowings are removed from the Balance Sheet when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss as other income or finance costs.

Borrowings are classified as current liabilities unless the Group has an unconditional right to defer settlement of the liability for at least 12 months after the reporting period. Where there is a breach of a material provision of a long-term loan arrangement on or before the end of the reporting period with the effect that the liability becomes payable on demand on the reporting date, the entity does not classify the liability as current, if the lender agreed, after the reporting period and before the approval of the financial statements for issue, not to demand payment as a consequence of the breach.

(xvii) Borrowing costs

Borrowing costs that are attributable to the acquisition, construction or production of a qualifying asset is capitalized as part of cost of such asset till such time the asset is ready for its intended use. A qualifying asset is an asset that necessarily requires a substantial period of time to get ready for its intended use. All other borrowing costs are recognized as expense in the period in which they are incurred. Borrowing cost includes exchange differences arising from relevant foreign currency borrowings to the extent that they are regarded as an adjustment to the interest cost.

(xviii) Trade and other payables

These amounts represent liabilities for goods and services provided to the Group prior to the end of financial year which are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition. Trade and other payables are presented as current liabilities unless payment is not due within 12 months after the reporting period. They are recognised initially at their fair value and subsequently measured at amortised cost using the effective interest method.

(xix) Offsetting financial instruments

Financial assets and liabilities are offset and the net amount is reported in the balance sheet where there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously. The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in the event of default, insolvency or bankruptcy of the Group or the counterparty.

(xx) Revenue recognition

(A) Sale of goods

The Group recognizes revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the entity and specific criteria have been met for each of the Group's activities as described below. The Group bases its estimates on historical results, taking into consideration the type of customer, the type of transaction and the specific of each arrangement.

Revenue from sale of goods is recognized when control of the products being sold is transferred to the customer and when there are no longer any unfulfilled obligations. The Performance obligations in sales contracts are fulfilled at the time of dispatch, delivery or upon formal customer acceptance depending on terms with customers.

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 on account of various discounts and schemes offered by the Group as part of the contract. This variable consideration is estimated based on the expected value of outflow. Revenue (net of variable consideration) is recognized only to the extent that it is highly probable that the amount will not be subject to significant reversal when uncertainty relating to its recognition is resolved.

Transaction price is the amount of consideration in the contract to which the Group expects to be entitled in exchange for transferring the promised goods or services.

The Group does not expect to have any contracts where the period between transfer of promised goods or services to the customer and payment by customer exceeds one year. As a consequence, the Group does not adjust any of the transaction prices for the time value of money.

(B) Sale of power

Revenue from contracts with customers is recognized on supply of power to the customers at an amount that reflects the consideration to which the Group is entitled as per the contract executed with respective customers and no significant uncertainty exists regarding the amount of the consideration that will be derived from the sale of power.

Sale of power is billed monthly with specified due dates and accounted for at rates agreed with respective customers.

Contract balances

Trade receivables and contract assets

A trade receivable is recognized when the products are delivered to a customer and consideration becomes unconditional. Contract assets are recognized when the Group has a right to receive consideration that is conditional other than the passage of time.

Contract Liabilities

Contract liabilities is a Group's obligation to transfer goods or services to a customer which the entity has already received consideration. Contract liabilities are recognized as revenue when the Group performs under the contract.

(C) Sale of services

(D) Other income

Interest income is recognized using the effective interest rate (EIR) method.

Interest income from a financial asset is recognized when it is probable that the economic benefits will flow to the Group and the amount of income can be measured reliably. Interest income is accrued on a time basis, by reference to the principal outstanding and at the effective interest rate applicable, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to that asset's net carrying amount on initial recognition.

Dividend income is recognized when right to receive dividend is established (provided that it is probable that the economic benefits will flow to the Group and the amount of income can be measured reliably).

(xxi) Employee benefits

(i) Short-term obligations

Liabilities for wages and salaries, including non-monetary benefits that are expected to be settled wholly within 12 months after the end of the period in which the employees render the related service are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled.

(ii) Defined contribution plan

Employees benefits in the form of provident fund, ESIC and other labour welfare fund are considered as defined contribution plan and the contributions are charged to the consolidated statement of profit and loss for the year when the contributions to the respective funds are due.

(iii) Defined benefit plan

Retirement benefits in the form of gratuity is considered as defined benefits obligations and are provided for on the basis of an actuarial valuation, using the projected unit credit method, as at the Balance Sheet date

Remeasurement gains and losses arising from experience adjustments and changes in actuarial assumptions are recognised in the period in which they occur, directly in other comprehensive income and transferred to retained earnings.

(iv) Other Long-term benefits

Long-term compensated absences are provided for on the actuarial valuation, using the projected unit credit method, as at the Balance Sheet date. Remeasurement gains and losses arising from experience adjustments and changes in actuarial assumptions are recognised in the period in which they occur, in the statement of Profit or Loss.

(xxii) Tax expenses

Tax expense comprises current tax and deferred tax. Provision for the current tax is made on the basis of taxable income for the current accounting year in accordance with the provisions of Income Tax Act, 1961.

Deferred tax is computed on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. Deferred tax is not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting profit nor taxable profit (tax loss). Deferred tax is determined using tax rates (and laws) that have been enacted or substantially enacted by the end of the reporting period and are expected to apply when the related deferred tax asset is realised or the deferred tax liability is settled.

Deferred tax assets are recognised for all deductible temporary differences and unused tax losses only if it is probable that future taxable amounts will be available to utilise those temporary differences and losses.

Deferred tax liabilities are not recognised for temporary differences between the carrying amount and tax bases of investments in subsidiaries, branches and associates and interest in joint arrangements where the Group is able to control the timing of the reversal of the temporary differences and it is probable that the differences will not reverse in the foreseeable future.

Deferred tax assets are not recognised for temporary differences between the carrying amount and tax bases of investments in subsidiaries, branches and associates and interest in joint arrangements where it is not probable that the differences will reverse in the foreseeable future and taxable profit will not be available against which the temporary difference can be utilised.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets and liabilities and when the deferred tax balances relate to the same taxation authority. Current tax assets and tax liabilities are offset where the entity has a legally enforceable right to offset and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Current and deferred taxes are recognised in the consolidated statement of profit and loss, except to the extent that they relate to items recognised in other comprehensive income or directly in equity. In this case, the taxes are recognised in other comprehensive income or directly in equity, respectively.

The deferred tax in respect of temporary differences which originate during the tax holiday period and is likely to reverse during the tax holiday period, is not recognized to the extent income is subject to deduction during the tax holiday period as per the requirements of the Income Tax Act, 1961.

Minimum Alternate Tax credit is recognised as deferred tax asset only when and to the extent there is convincing evidence that the Group will pay normal income tax during the specified period. Such asset is reviewed at each Balance Sheet date and the carrying amount of the MAT credit asset is written down to the extent there is no longer convincing evidence to the effect that the Group will pay normal income tax during the specified period.

(xxiii) Earnings per share

Basic earnings per share are calculated by dividing the net profit or loss before other comprehensive income for the period attributable to equity shareholders by the weighted average number of equity shares outstanding during the period.

For the purpose of calculating diluted earnings per share, the net profit or loss before other comprehensive income for the period attributable to equity shareholders and the weighted average number of shares outstanding during the period are adjusted for the effects of all dilutive potential equity shares.

(xxiv) Provisions and Contingencies

A Provision is recognized for a present obligation as a result of past events if it is probable that an outflow of resources will be required to settle the obligation and in respect of which a reliable estimate can be made. Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the end of the reporting period. The discount rate used to determine the present value is a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as interest expense. Liabilities which are material and whose future outcome cannot be ascertained with reasonable certainty are treated as contingent and disclosed by way of notes to the accounts. Contingent assets are also disclosed by way of notes to the accounts.

(xxv) Mines restoration provisions

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 consolidated 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 consolidated statement of profit and loss.

(xxvi) Segment reporting

An operating segment is a component of the Group that engages in business activities from which it may earn revenues and incur expenses, whose operating results are regularly reviewed by the Group'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 Group's performance and allocates resources based on an analysis of various performance indicators by business segments and geographic segments.

Notes to Consolidated Financial Statements for the year ended March 31, 2024

Note 2.1- Property, plant and equipment

(₹ in lakhs)

Particulars	Land & site development	Mines development	Building	Plant & machinery	Railway siding	Furniture & fixtures	Office equipments	Computers	Vehicles	Tools & tackles	Total
Gross carrying value											
As at April 1 ,2022	**10,928.49**	**2,027.44**	**32,081.61**	**94,817.39**	**3,892.16**	**1,053.20**	**550.52**	**560.46**	**11,927.61**	**668.07**	**1,58,506.95**
Additions during the year	695.33	282.81	3,122.63	448.12	2,442.19	101.65	70.69	124.33	2,479.87	51.36	9,818.98
Disposals during the year	-	-	-	(448.30)	-	-	(0.20)	(0.13)	(194.56)	(6.40)	(649.59)
As at March 31, 2023	**11,623.82**	**2,310.25**	**35,204.24**	**94,817.21**	**6,334.35**	**1,154.85**	**621.01**	**684.66**	**14,212.92**	**713.03**	**1,67,676.34**
Additions during the year	7,732.14	14.72	6,214.25	51,272.64	-	648.28	244.67	260.24	482.87	186.82	67,056.63
Disposals during the year	(2.99)	-	(6.97)	(566.90)	-	(3.84)	(0.29)	(0.01)	(951.77)	(69.97)	(1,602.74)
As at March 31, 2024	**19,352.97**	**2,324.97**	**41,411.52**	**1,45,522.95**	**6,334.35**	**1,799.29**	**865.39**	**944.89**	**13,744.02**	**829.88**	**2,33,130.23**
Accumulated depreciation											
As at April 1 ,2022	-	-	**9,898.45**	**50,398.51**	**1,462.23**	**603.69**	**404.12**	**367.99**	**4,199.28**	**343.54**	**67,677.81**
Charge for the year	-	46.15	2,340.88	6,840.00	714.34	123.60	69.91	120.04	2,726.54	98.66	13,080.12
Disposals during the year	-	-	-	(285.89)	-	-	(0.07)	(0.13)	(118.88)	(2.57)	(407.54)
As at March 31, 2023	-	**46.15**	**12,239.33**	**56,952.62**	**2,176.57**	**727.29**	**473.96**	**487.90**	**6,806.94**	**439.63**	**80,350.39**
Charge for the year	-	81.88	2,470.92	7,803.78	1,340.16	168.00	95.89	163.42	2,362.68	95.68	14,582.41
Disposals during the year	-	-	(4.37)	(484.83)	-	(3.77)	(0.27)	-	(883.71)	(67.30)	(1,444.25)
As at March 31, 2024	-	**128.03**	**14,705.88**	**64,271.57**	**3,516.73**	**891.52**	**569.58**	**651.32**	**8,285.91**	**468.01**	**93,488.55**
Net carrying value											
As at March 31, 2023	**11,623.82**	**2,264.10**	**22,964.91**	**37,864.59**	**4,157.78**	**427.56**	**147.05**	**196.76**	**7,405.97**	**273.41**	**87,325.95**
As at March 31, 2024	**19,352.97**	**2,196.94**	**26,705.64**	**81,251.38**	**2,817.62**	**907.77**	**295.81**	**293.57**	**5,458.11**	**361.87**	**1,39,641.68**

Note 2.1 a) : There are no proceeding initiated or pending against the Group for holding any benami property under Benami Transaction (Prohibition) Act 1988 and rules made their under.

Note 2.1 b): The Group has not revalued its property plant & equipment, right of use assets and intangible assets during the year and previous year.

Note 2.1 c): Railway siding was constructed on land owned by government authorities in previous year. The Group has entered an agreement with the railway authorities to use the siding for a specified period as per the terms of agreement.

Note 2.1 d): Depreciation for the year includes ₹443.84 lakhs (March 31, 2023 - ₹180.23 lakhs) which has been capitilised as pre-operative expenses in capital work-in-progress.

Note 2.1 e): Refer note 45 for purchase and sale transactions of capital goods with related parties.

Note 2.1 f): Refer note 18 and note 22 for charge created against borrowing.

Notes to the Consolidated Financial Statements for the year ended March 31, 2024

Note 2.2- Capital work-in-progress

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Balance at the beginning of the year	**55,062.00**	**10,454.95**
Add : expenditure incurred during the year	1,04,365.62	53,028.00
Less : capitalised during the year	(56,948.86)	(8,420.95)
Less : transfer to stores inventory/ others	(573.83)	-
Balance at the end of the year	**1,01,904.93**	**55,062.00**

Ageing of Capital work-in-progress

(₹ in lakhs)

Particulars	Amount in capital work-in-progress for a period of				Total
	Less than 1 Year	1 - 2 Years	2 - 3 Years	More than 3 Years	
At March 31, 2024					
Projects in progress	85,658.31	15,465.03	265.73	515.86	1,01,904.93
Projects temporarily suspended	-	-	-	-	-
At March 31, 2023					
Projects in progress	51,943.85	1,453.89	150.39	1,513.87	55,062.00
Projects temporarily suspended	-	-	-	-	-

Note 2.2 (a) : There is no project whose cost has exceeded its budget or has overrun its completion time at each reporting date.

Note 2.2 (b) During the year, the Company has incurred directly attributable expenditure related to acquisition/ construction of property, plant and equipment / capital work-in-progress and therefore accounted for the same as pre-operative expenses under capital work-in-progress.

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Balance at the beginning of the year included in capital work-in-progress:	**3,791.53**	**874.87**
Add: expense during the year		
Power and fuel expenses	731.34	183.75
Employee benefit expense	2,729.05	654.42
Depreciation and amortisation expense	443.90	182.30
Heavy vehicle/ equipments running expenses	2,183.75	351.56
Finance cost (refer note 33.2)	178.91	104.25
Consumption of stores & spares	248.24	113.33
Miscellaneous expenses (refer note below)	2,777.10	1,327.05
Less: capitalised during the year	(4,443.05)	-
Balance at the end of the year included in capital work-in-progress	**8,640.77**	**3,791.53**

Note: Miscellaneous expenses includes insurance, professional consultancy, repair & maintenances, travelling & conveyance, etc.

Note 2.3- Right-of-use assets

(₹ in lakhs)

Particulars	Non factory building	Leasehold land	Total
Gross carrying value			
At April 1 ,2022	**1,619.56**	**501.29**	**2,120.85**
Additions during the year	138.67	49.88	188.55
Disposals during the year	(80.00)	-	(80.00)
As at March 31, 2023	**1,678.23**	**551.17**	**2,229.40**
Additions during the year	1,196.15	137.41	1,333.56
Disposals during the year {refer note 2.3 (a)}	(98.55)	(501.29)	(599.84)
At March 31, 2024	**2,775.83**	**187.29**	**2,963.12**
Accumulated deprecation			
At April 1 ,2022	**623.82**	**5.16**	**628.98**
Charge for the year	246.86	6.73	253.59
Disposals during the year	(23.25)	-	(23.25)
As at March 31, 2023	**847.43**	**11.89**	**859.32**
Charge for the year	427.55	53.17	480.72
Disposals during the year {refer note 2.3 (a)}	(63.36)	(16.92)	(80.28)
At March 31, 2024	**1,211.62**	**48.14**	**1,259.76**
Net carrying Value			
As at March 31, 2023	**830.80**	**539.28**	**1,370.07**
At March 31, 2024	**1,564.21**	**139.15**	**1,703.36**

Note 2.3 (a): During the year, the Parent Company has received permission for conversion of lease hold land amounting to ₹486.01 lakhs (carrying value) to Freehold land by payment of conversion charges amounting to ₹192.09 lakhs. Hence the same has been transferred to freehold land during the year.

Note 2.4- Intangible assets

(₹ in lakhs)

Particulars	Intangible Assets
Gross carrying value	
At April 1 ,2022	**105.64**
Additions during the year	501.38
Disposals during the year	-
At March 31, 2023	**607.02**
Additions during the year	22.20
Disposals during the year	-
At March 31, 2024	**629.22**
Accumulated amortisation	
At April 1 ,2022	**79.39**
Charge for the year	129.51
Disposals during the year	-
At March 31, 2023	**208.90**
Charge for the year	172.60
Disposals during the year	-
At March 31, 2024	**381.50**
Net carrying value	
At March 31, 2023	**398.12**
At March 31, 2024	**247.72**

Note 2.4 a) : During the year, Group has charged depreciation for the year ₹0.06 lakhs (March 31 ,2023 ₹0.40 lakhs) which has been capitalised as pre-operative expenes in capital work in progress.

Notes to the Consolidated Financial Statements for the year ended March 31, 2024

Note 2.5- Intangible assets under development (Software)

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Balance at the beginning of the year	-	450.83
Add : expenditure incurred during the year	255.00	44.02
Less : capitalised during the year	-	494.85
Balance at the end of the year	**255.00**	**-**

Ageing of Intangible assets under development

(₹ in lakhs)

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	
At March 31, 2024					
Projects in progress	255.00	-	-	-	255.00
Projects temporarily suspended	-	-	-	-	-

Note 2.5 a) : Ageing of intangible assets under development as on March 31, 2023 has not been disclosed in view of Nil balance.

Note 2.5 b) : There is no project whose cost has exceeded its budget or has overrun its completion time at each reporting date.

Note 3- Investments

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Investment at fair value through other comprehensive income (FVOCI)		
Investment in unquoted equity instruments		
Ribhoi Engineering Co. Pvt. Ltd. 27,000(27,000 as at March 31, 2023) equity share of ₹10/- each fully paid up	34.02	32.67
Investment at fair value through profit or loss (FVTPL)		
Investment in unquoted equity instruments		
Adonis Vyapaar Pvt. Ltd. 3,55,509 (3,55,509 as at March 31, 2023) equity shares of ₹10/- each fully paid up	40.60	38.13
Apanapan Viniyog Pvt. Ltd. 3,55,509 (3,55,509 as at March 31, 2023) equity shares of ₹10/- each fully paid up	40.60	38.13
Ara Suppliers Pvt Ltd 3,55,509 (3,55,509 as at March 31, 2023) equity shares of ₹10/- each fully paid up	40.42	37.90
Arham Sales Pvt. Ltd. 3,55,509 (3,55,509 as at March 31, 2023) equity shares of ₹10/- each fully paid up	40.64	38.17
	196.28	**185.00**
Investment in quoted equity instruments		
Reliance Power Limited 8,743 (8,743 as at March 31, 2023) equity shares of ₹10/- each fully paid up	2.47	0.87
	2.47	**0.87**

Note 3- Investments *(Contd.)*

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Investment measured at amortised cost		
Investment in quoted bonds		
9.56% State Bank of India Series 1 Perpetual Bond Nil units (March 31, 2023 - 594 units)	-	6,062.01
9.37% State Bank of India Series I NCD Perpetual Bond Nil units (March 31, 2023 - 200 units)	-	2,037.96
9.90% ICICI Bank Limited SR Perpetual Bond Nil units (March 31, 2023 - 100 units)	-	1,024.42
9.15% ICICI Bank Limited SR Perpetual Bond Nil units (March 31, 2023 - 720 units)	-	7,229.56
9.45 % State Bank of India Series 1 NCD Perpetual Bond Nil units (March 31, 2023 - 70 units)	-	715.11
	-	**17,069.06**
Total	**198.75**	**17,254.93**
Aggregate market value of quoted investements	**2.47**	**17,187.10**
Aggregate carrying amount of quoted investements	**2.47**	**17,069.93**
Aggregate carrying amount of unquoted investements	**196.28**	**185.00**
Aggregate amount of impairment in value of investments	**-**	**-**

Note 4- Loans (non-current)

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Unsecured, considered good unless otherwise stated		
Loans to a body corporate (other than related parties)	1,710.64	-
	1,710.64	**-**

Note 4.1 : Disclosure of loans and advances as per Section 186 of the Companies Act, 2013

Type of Borrower	As at March 31, 2024			As at March 31, 2023		
	Loan outstanding	Maximum balance outstanding during the year	Rate of interest	Loan outstanding	Maximum balance outstanding during the year	Rate of interest
Loan to others:						
1) North East Carriers Private Limited	1710.64	1,750.76	**6.00%**	-	-	-

Note 4.2 : The above loans have been re-classified to non-current loans in the current year from current loans as disclosed in the previous year due to change in the terms of loans (refer note 13.4).

Note 4.3 : There are no outstanding loans from any director or officers of the company as on the each reporting date.

Note 4.4 : The above loans have been granted for general business purpose.

Notes to the Consolidated Financial Statements for the year ended March 31, 2024

Note 5- Other financial assets (non-current)

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Unsecured, considered good (unless otherwise mentioned)		
Security deposits	2,059.29	608.18
Deposits with banks due to mature after twelve months from the reporting date (refer note 5.1)	75.03	4,452.09
Interest accrued on deposits with banks held as margin money due to mature after twelve months from the reporting date	1.54	265.44
	2,135.86	**5,325.71**

Note 5.1 : Fixed deposits with banks include fixed deposits of ₹75.03 lakhs (previous year ₹177.09 lakhs) which have been held as margin money with banks against bank gurantees given by them.

Note 6- Deferred tax assets (net)

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Deferred tax assets (A)		
On MAT credit entitlement	19,896.19	28,311.15
On temporary differences related to property, plant and equipment & intangible assets	2,685.91	-
On provision for employee benefits	459.61	280.47
On allowance for credit losses doubtful trade receivables	140.82	92.19
On carry forward losses under Income Tax Act, 1961	29.75	246.55
Others	796.03	372.50
	24,008.31	**29,302.86**
Deferred tax liabilities (B)		
On temporary differences related to property, plant and equipment & intangible assets	-	398.90
	-	**398.90**
Deferred tax assets (net) (A-B)	**24,008.31**	**28,903.96**

Note 6.1 : - Movement in deferred tax assets

(₹ in lakhs)

Particulars	Property, plant and equipment and intangible Assets	MAT credit entitlement	Provision for employee benefits	Loss allowance on trade receivables	Carry forward losses	Others	Total
As at April 1, 2022	(128.78)	34,724.82	184.33	-	412.56	199.08	35,392.01
(Charged)/credited:							
- to statement of profit and loss (refer note 6.3)	(270.12)	(6,413.67)	112.02	92.19	(166.01)	173.42	(6,472.17)
- to other comprehensive income	-	-	(15.88)	-	-	-	(15.88)
As at March 31, 2023	**(398.90)**	**28,311.15**	**280.47**	**92.19**	**246.55**	**372.50**	**28,903.96**
(Charged)/credited:							
- to statement of profit and loss	3,084.81	(8,414.96)	104.94	48.63	(216.80)	424.00	(4,969.38)
- to other comprehensive income	-	-	74.2	-	-	(0.47)	73.73
As at March 31, 2024	**2,685.91**	**19,896.19**	**459.61**	**140.82**	**29.75**	**796.03**	**24,008.31**

Note 6- Deferred tax assets (net) *(Contd.)*

Note 6.2 : The carrying amount of deferred tax assets are reviewed at each Balance sheet date. Based on the management's estimate regarding the future projection, the Group expects to have sufficient future taxable profits against which above Deferred tax asset shall be realized.

Note 6.3 : Based on the legal opinion obtained by the Group in previous financial year, MAT Credit entitlement of ₹984.63 lakhs of pertaining to earlier years was recognised during the previous year based on its availability and a sum of ₹212.29 lakhs has been charged off during the year.

Note 6.4 : Deferred tax expenses charged to statement of profit and loss for the year ended March 31, 2024 includes ₹1930.59 lakhs towrads deferred tax assets recognised by a subsidiary company on timing difference in respect of property, plant and equipment which was not recognised earlier considering the tax holiday period as a matter of prudence. The same has been recognised based on the profitability projection of such subsidiary and management is confident to utilise the same against the taxable profits in future periods.

Note 7- Non- current tax assests (net)

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Advance income tax and TDS receivables (net)	1,060.12	1,057.31
	1,060.12	**1,057.31**

Note 8- Other non-current assets

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Secured and considered good		
Capital advances	386.46	2,156.23
Unsecured and considered good		
Capital advances	10,143.92	14,479.09
Deposit with statutory/government authorities	270.76	63.58
Others	-	0.42
	10,801.14	**16,699.32**

Note 8.1: Capital advances includes advance against land of ₹4,838.57 lakhs (March 31, 2023 - ₹7,867.55 lakhs).

Note 9- Inventories

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Raw materials (including in transit as at March 31, 2024 -₹1,490.05 lakhs and March 31, 2023 -₹149.21 lakhs)	5,445.01	5,484.63
Work-in-progress	1,482.76	2,875.08
Finished goods (including in transit as at March 31,2024 -₹410.55 lakhs and March 31,2023 -₹1,434.60 lakhs)	2,078.36	2,346.84
Fuel materials (including in transit as at March 31,2024 -₹64.67 lakhs and March 31, 2023 -₹341.24 lakhs)	15,303.12	18,658.39
Packing materials (including in transit as at March 31,2024 -Nil and March 31, 2023 -₹31.55 lakhs)	800.75	599.51
Stores & spares (refer note 9.1)	8,386.35	7,446.71
	33,496.35	**37,411.16**

Note 9.1 : The Group follows provisioning norms for writing down the value of Inventories towards slow moving, non-moving and obsolete inventory. Provision for obsolescence of stores and spares as on March 31, 2024 is ₹109.00 lakhs (March 31, 2023 – ₹27.30 lakhs). There has been no reversal of such write down in current and previous year.

Note 9.2 : Refer note 22 in respect of charge created against borrowing.

Note 9.3 : Finished goods include power inventory with MePDCL of ₹154.03 lakhs (March 31, 2023: ₹154.48 lakhs)

Notes to the Consolidated Financial Statements for the year ended March 31, 2024

Note 10- Trade receivables

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Trade receivables considered good-secured	5,628.47	6,168.03
Trade receivables considered good-unsecured	8,903.50	3,599.95
Trade receivables which have significant increase in credit risk	1,049.64	1,054.45
Trade receivables -credit impaired	-	-
	15,581.61	10,822.43
Less: Allowance for credit losses on trade receivables	(503.82)	(353.32)
	15,077.79	**10,469.11**

Ageing of outstanding trade receivables as on March 31, 2024 from due date of payment

(₹ in lakhs)

Particulars	Not Due	Less than 6 months	6 months - 1 year	1 - 2 years	2 - 3 years	More than 3 years	Total
Undisputed trade receivables							
- Considered good	13,355.88	545.63	199.60	385.48	14.19	0.75	14,501.53
- significant increase in credit risk	-	-	-	-	10.72	-	10.72
- Credit impaired	-	-	-	-	-	-	-
Disputed trade receivables							
- Considered good	-	-	-	-	-	30.44	30.44
- significant increase in credit risk	-	-	-	20.18	254.08	764.66	1,038.92
- Credit impaired	-	-	-	-	-	-	-
	13,355.88	**545.63**	**199.60**	**405.66**	**278.99**	**795.85**	**15,581.61**
Less: Allowance for credit losses							(503.82)
Total trade receivables	**13,355.88**	**545.63**	**199.60**	**405.66**	**278.99**	**795.85**	**15,077.79**

Ageing of outstanding trade receivables as on March 31, 2023 from due date of payment

(₹ in lakhs)

Particulars	Not Due	Less than 6 months	6 months - 1 year	1 - 2 years	2 - 3 years	More than 3 years	Total
Undisputed trade receivables							
- Considered good	8,781.39	507.48	411.74	36.18	-	0.75	9,737.54
- significant increase in credit risk	-	-	-	-	-	-	-
- Credit impaired	-	-	-	-	-	-	-
Disputed trade receivables							
- Considered good	-	-	-	-		30.44	30.44
- significant increase in credit risk	-	-	34.45	250.77	19.49	749.74	1,054.45
- Credit impaired	-	-	-	-	-	-	-
	8,781.39	**507.48**	**446.19**	**286.95**	**19.49**	**780.93**	**10,822.43**
Less: Allowance for credit losses on trade receivables							(353.32)
Total trade receivables	**8,781.39**	**507.48**	**446.19**	**286.95**	**19.49**	**780.93**	**10,469.11**

Note 10.1 : Refer note 22 in respect of Charge created against borrowings.

Note 10.2 : No trade receivables are due from directors or other officers of the Group, 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.

Note 10.3 : Refer note 41 A (i) for details in movement of loss allowance.

Note 10.4 : There are no unbilled receivables at each reporting date .

Notes to the Consolidated Financial Statements for the year ended March 31, 2024

Note 11- Cash and cash equivalents

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Cash on hand	77.15	85.69
Cheques on hand	207.33	123.26
Balance with banks:		
- In current accounts/cash credit accounts	3,394.21	1,032.11
- In fixed deposits with banks with original maturity of less than three months	1,100.00	10,921.17
	4,778.69	**12,162.23**

Note 12- Other bank balances

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Earmarked bank balances for unpaid dividend	9.15	9.29
Fixed deposits with banks with remaining maturity of less than 12 months (refer note 12.1)	4,946.33	19,002.77
	4,955.48	**19,012.06**

Note 12.1: Fixed Deposits with banks includes fixed deposits of ₹270.47 lakhs (March 31, 2023 ₹151.86 lakhs) which have been held as margin money with banks against bank guarantees given by them.

Note 13- Loans(current)

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Unsecured, considered good (unless otherwise mentioned)		
Loans to body corporate (other than related parties)	325.00	1,730.70
	325.00	**1,730.70**

Note 13.1 : Disclosure requirement under section 186(4) of Companies Act, 2013

(₹ in lakhs)

Type of Borrower	For the year ended March 31, 2024			For the year ended March 31, 2023		
	Loan outstanding as at March 31, 2024	Maximum balance outstanding during the year	Rate of interest	Loan outstanding as at March 31, 2023	Maximum balance outstanding during the year	Rate of interest
Loan to others:						
1) North East Carriers Private Limited (NECPL)	-	-	-	1,680.70	1,680.70	6.00%
2) Shyam Trade & Finance Pvt Ltd.	275	500	9.00%	-	-	-
3) Goodview Agencies Pvt. Ltd.	50	50	10.00%	50.00	63.71	10.00%
4) Lalwani Ferro Alloys Ltd.	-	-	-	-	200.00	10.00%

Notes to the Consolidated Financial Statements for the year ended March 31, 2024

Note 13- Loans(current) *(Contd.)*

Type of Borrower	For the year ended March 31, 2024			For the year ended March 31, 2023		
	Loan outstanding as at March 31, 2024	Maximum balance outstanding during the year	Rate of interest	Loan outstanding as at March 31, 2023	Maximum balance outstanding during the year	Rate of interest
5) Saburi Panels Pvt. Ltd.	-	-	-	-	100.00	10.00%
6) Subham Capital Pvt Ltd.	-	-	-	-	1,000.00	8.50%
7) Suhag Overseas Trading Pvt. Ltd.	-	-	-	-	135.00	8.50%
8) Tiru Complex LLP	-	-	-	-	250.00	10.00%

Note 13.2 : There are no outstanding loans from any directors or other officers of the Group as on the each reporting date.

Note 13.3: The above loans have been granted for general business purpose.

Note 13.4 : In reference to previous year, loan balance of ₹1,680.70 lakhs given to NECPL, this has been reclassified to non-current loan in current financial year based on payment terms mentioned in relevant loan agreements. (refer note 4.2)

Note 14- Other financial assets

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Unsecured, considered good (unless otherwise mentioned)		
Security deposits	202.06	212.50
Interest accured but not due on :		
- Fixed deposits	520.89	852.21
- loans	33.88	137.25
- bonds	-	777.15
Subsidies and incentives receivable	434.94	2,126.29
	1,191.77	**4,105.40**

Note 15- Other current assets

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Unsecured, considered good (unless otherwise mentioned)		
Advances to supply of goods & services	9,376.53	10,469.84
Stamp papers on hand	0.01	2.06
Advances to employees	208.81	115.72
Balances with statutory/government authorities	6,336.19	3,367.35
Prepaid expenses	823.16	896.52
Others	-	0.48
Unsecured, considered doubtful:		
Advances for supply of goods and services	17.10	17.77
Less- allowance for bad & doubtful advances	(17.10)	(17.77)
	16,744.70	**14,851.97**

Note: 16- Equity share capital

₹ in lakhs unless otherwise stated

Particulars	As at March 31, 2024	As at March 31, 2023
Authorised Capital		
83,00,00,000 (83,00,00,000 as at March 31, 2023) equity shares of ₹1/- each fully paid	8,300.00	8,300.00
	8,300.00	**8,300.00**
Issued, Subscribed & fully paid -up shares	4,041.80	4,041.80
40,41,80,417 (40,41,80,417 as at March 31, 2023) equity shares of ₹1/- each fully paid	**4,041.80**	**4,041.80**

a) **Terms/rights attached to equity shares**

The Parent Company has only one class of equity shares having par value of ₹1/- per share. Each holder of equity shares is entitled to one vote per share. The Parent Company declares and pays dividend in Indian rupees. 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 of the Parent Company, the holders of the equity shares will be entitled to receive remaining assets of the Parent Company, after distribution of all preferential amounts. The distribution will be in proportion to the number of equity shares held by the shareholders.

b) In the period of five years immediately preceding March 31, 2024, the Parent Company had bought back and extinguished a total of 1,50,48,580 fully paid-up equity shares of face value ₹1 each from the stock exchange. The parent Company has only one class of equity shares in the last five financial years.

c) **Reconciliation of the equity shares outstanding at the beginning and at the end of the reporting period**

Equity shares	As at March 31, 2024	As at March 31, 2023
	No. of Shares	No. of Shares
At the beginning of the year	40,41,80,417	40,41,80,417
Movement during the year	-	-
At the end of the year	**40,41,80,417**	**40,41,80,417**

d) **Details of Shareholders holding more than 5% of equity share capital**

Particulars	As at March 31, 2024		As at March 31, 2023	
	No of shares	% of holding	No of shares	% of holding
Sajjan Bhajanka	4,78,86,362	11.85%	4,78,86,362	11.85%
Prem Kumar Bhajanka	4,11,84,765	10.19%	3,94,85,295	9.77%
SBI Flexicap Fund (including SBI Small Cap Fund & SBI Long Term Advantage Fund- Series VI)	2,42,28,857	5.99%	2,38,27,667	5.90%

e) **Details of equity shares held by the promoters at the end of the year**

Sr no	Promoter Name	As at March 31, 2024		As at March 31, 2023		% Change during the year
		No of shares	% of holding	No of shares	% of holding	
1	Sajjan Bhajanka	4,78,86,362	11.85%	4,78,86,362	11.85 %	-
2	Prem Kumar Bhajanka	4,11,84,765	10.19%	3,94,85,295	9.77 %	4.30%
3	Rajendra Chamaria	1,95,34,116	4.83%	1,95,34,116	4.83%	-
4	Sanjay Agarwal	1,76,23,185	4.36%	1,76,23,185	4.36 %	-
5	Rajesh Kumar Agarwal	35,15,625	0.87%	35,15,625	0.87 %	-

Notes to the Consolidated Financial Statements for the year ended March 31, 2024

Note: 16- Equity share capital *(Contd.)*

f) Details of equity shares held by the promoters group at the end of the year

Sr no	Promoter Name	As at March 31, 2024		As at March 31, 2023		% Change during the year
		No. of Shares	% holding	No. of Shares	% holding	
1	Divya Agarwal	1,86,60,196	4.62%	1,86,60,196	4.62%	-
2	Santosh Bhajanka	1,77,88,483	4.40%	1,77,88,483	4.40%	-
3	Sachin Chamaria	74,91,941	1.85%	79,93,015	1.98%	-6.27%
4	Rahul Chamaria	35,97,511	0.89%	45,72,785	1.13%	-21.33%
5	Yash Bala Bhajanka	45,07,778	1.12%	45,07,778	1.12%	-
6	Laxmi Chamaria	26,41,635	0.65%	39,48,080	0.98%	-33.09%
7	Renu Chamaria	30,03,146	0.74%	32,03,146	0.79%	-6.24%
8	Hardeo Das Kamakhya Prasad HUF	30,93,580	0.77%	30,93,580	0.77%	-
9	Kailash Prasad Chamaria	29,60,293	0.73%	29,60,293	0.73%	-
10	Gouri Shankar Kailash Prasad HUF	28,08,225	0.69%	28,08,225	0.69%	-
11	Amritansh Chamaria	26,07,800	0.65%	26,07,800	0.65%	-
12	Bhawna Agarwal	22,81,776	0.56%	22,81,776	0.56%	-
13	Rajendra Udyog (HUF)	14,88,687	0.37%	21,92,465	0.54%	-32.10%
14	Hari Prasad Agarwal and Others	16,81,270	0.42%	16,81,270	0.42%	-
15	Gayatri Chamaria	15,67,362	0.39%	15,67,362	0.39%	-
16	Snigdha Chamaria	15,08,972	0.37%	15,08,972	0.37%	-
17	Komal Chamaria	14,90,046	0.37%	14,90,046	0.37%	-
18	Sonu Kajaria	13,26,560	0.33%	13,26,560	0.33%	-
19	Sumitra Devi Agarwal	12,99,930	0.32%	12,99,930	0.32%	-
20	Payal Agarwal	12,87,908	0.32%	12,87,908	0.32%	-
21	Vinay and Company	11,11,722	0.28%	11,22,598	0.28%	-0.97%
22	Kamakhya Chamaria	10,07,086	0.25%	11,00,126	0.27%	-8.46%
23	Shraddha Agarwal	10,89,718	0.27%	10,89,718	0.27%	-
24	Ratna Chamaria	10,40,124	0.26%	10,55,124	0.26%	-1.42%
25	Tushar Bhajanka	10,32,041	0.26%	10,32,041	0.26%	-
26	Suchita Agarwal	9,50,190	0.24%	10,07,698	0.25%	-5.71%
27	Sneh Lohia	9,82,041	0.24%	9,82,041	0.24%	-
28	Sarika Jalan	8,31,967	0.21%	8,41,967	0.21%	-1.19%
29	Prahlad Rai Chamaria	6,20,538	0.15%	6,30,538	0.16%	-1.59%
30	Prahlad Rai Chamaria (HUF)	4,00,000	0.10%	4,00,000	0.10%	-
31	Nancy Choudhary	2,24,367	0.06%	1,64,621	0.04%	36.29%
32	Keshav Bhajanka	1,58,317	0.04%	1,58,317	0.04%	-
33	Saroj Kejriwal	1,02,274	0.03%	1,02,274	0.03%	-
34	Brijdham Merchants Private Limited	1,01,30,086	2.51%	1,01,30,086	2.51%	-
35	Sri Ram Vanijya Private Limited	99,47,476	2.46%	99,47,476	2.46%	-
36	Sumangal International Private Limited	88,29,253	2.18%	88,29,253	2.18%	-
37	Sumangal Business Private Limited	78,17,091	1.93%	78,17,091	1.93%	-
38	Sri Ram Merchants Private Limited	76,57,056	1.89%	76,57,056	1.89%	-
39	Auroville Investments Private Limited	23,76,194	0.59%	23,76,194	0.59%	-

Note : The above shareholding represents both legal and beneficial ownership based on the records of the Company, including its register of shareholders/members and other declaration received from shareholders regarding beneficial interest.

Note: 16- Equity share capital *(Contd.)*

g) No ordinary shares have been reserved for issue under options and contracts/ commitments for the sale of shares/ disinvestment as at the Balance Sheet date.

h) No securities convertible into equity/ preference shares have been issued by the Company during the year.

i) No calls are unpaid by any director or officer of the Company during the year

Note 17- Other equity

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Capital reserve		
Opening balance	3,631.19	3631.19
Movement during the year		
Closing balance of capital reserve	**3,631.19**	**3631.19**
Capital redemption reserve		
Opening balance	150.49	150.49
Movement during the year		
Closing balance of capital redemption reserve	**150.49**	**150.49**
General reserve		
Opening balance	3,187.83	3,187.83
Movement during the year		
Closing balance of general reserve	**3,187.83**	**3,187.83**
Retained earnings		
Opening balance	2,30,596.28	2,05,803.74
Profit for the year	29,511.03	24,760.41
Other comprehensive income:		
Remeasurement of defined benefit plan (net of tax)	(139.00)	32.14
Total comprehensive income for the year	**29,372.03**	**24,792.55**
Closing balance of retained earnings	**2,59,968.31**	**2,30,596.28**
Other comprehensive income		
Equity instruments through other comprehensive income		
Opening balance	29.97	28.35
Recognised during the year	0.88	1.62
Foreign currency translation reserve		
Opening balance	-	-
Recognised during the year	1.16	-
	32.01	**29.97**
Total other equity	**2,66,969.83**	**2,37,595.76**

Nature and purpose of reserves

Capital reserve

This reserve has been created pursuant to a scheme of amalgamation in an earlier year and can be utilized in accordance with the provisions of the Companies Act, 2013.

Capital redemption reserve

In accordance with section 69 of the Companies Act, 2013, the Group created capital redemption reserve equal to the nominal value of the shares bought back as an appropriation from retained earnings.

General reserve

The Group had transferred a portion of the net profit of the Group before declaring dividend to general reserve pursuant to the earlier provisions of Companies Act 1956. Mandatory transfer to general reserve is not required under the Companies Act 2013.

Notes to the Consolidated Financial Statements for the year ended March 31, 2024

Note 17- Other equity *(Contd.)*

Retained earnings

Retained earnings represents accumulated profit of the Group as on reporting date. Such Profits are after adjustment of payment of dividend, transfer to any reserves and adjustment for remeasurement Gain/loss on defined benefit plan.

Other comprehensive income

The group has elected to recognise changes in the fair value of certain investments in equity instruments in other comprehensive income. These changes are accumulated within the Equity Instrumenst through other comprehensive income. The Group transfers amounts from this reserve to retained earnings when the relevant equity instruments are derecognised.

Foreign currency translation reserve

Exchange differences arising on translation of assets, liabilities, income and expenses of the Group's foreign subsidiary are recognised in other comprehensive income and accumulated separately in foreign currency translation reserve. The amounts recognised are transferred to the consolidated statement of profit and loss on disposal of the related foreign subsidiary.

Note 18- Borrowings

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Term loans (secured)		
Rupee term loan from banks	7,210.26	-
	7,210.26	**-**

Note 18.1: Applicable interest rate on term loan of ₹6,210.26 lakhs (March 31, 2023-Nil) is repo rate + 1.50% p.a (March 31, 2023- N.A). The loan is repayable in 24 quarterly installment starting from March 31, 2026 and is secured by the 1st pari pasu charge on all of its present and future fixed assets pertaining to grinding unit of one subsidiary company located at Sonapur,Guwahati with other term lenders.

Note 18.2: Applicable interest rate on term loan of ₹1,000.00 lakhs (March 31, 2023-Nil) carries interest @ 1 month T-Bill + 1.30% p.a (March 31, 2023 - N.A). The loan is repayable in 24 quarterly installment starting from March 31, 2026 and is secured by the 1st pari pasu charge on all of its present and future fixed assets pertaining to the grinding unit of one subsidiary company located at Sonapur, Guwahati with other term lenders.

Note 18.3: The Group has not made any default in loan repayment and interest payments as at each reporting date.

Note 19- Lease liabilities

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Lease liabilities - non current portion (refer note 44)	1,266.47	483.84
Lease liabilities - current portion (refer note 44)	444.92	440.86

Note 20- Provisions

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Provisions for Employee Benefits		
- Gratuity (refer note 38)	635.04	225.23
- Leave encashment	511.60	403.08
Provision for site restoration (refer note 20.1)	171.24	144.22
	1,317.88	**772.53**

Note 20- Provisions *(Contd.)*

Note 20.1 : Provision for Site restoration has been created based on present value of estimated future cash outflow of site restoration expenses .Movement of provisions for site restoration during the year is as under :

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Opening balance	144.22	-
Add: provision during the year	15.59	134.25
Less: utilised during the year	-	-
Add: unwinding of discount on mines restoration provision	11.43	9.97
	171.24	**144.22**

Note 21- Other non current liabilities

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Deferred government grant (refer note 21.1)	1,327.76	745.12
	1,327.76	**745.12**

Note 21.1 : Movement of government grants

Particulars	Opening as at April 1, 2023 (Including current portion)	Recognised during the year ended March 31, 2024	Transfer to Statement of Profit and Loss	Closing as at March 31, 2024 (including current portion)
Financial assistance under Capital Investment subsidy clause towards the capital expenditure under North-East Industrial and Investment Promotion Policy (NEIPP), 1997 & NEIPP 2007.	877.14	-	132.05	745.09
Government Grant in the form deferrement of custom duty on import of capital goods under Manufacturing and Other Operations in Warehouse Regulations Scheme,2019	-	691.60	-	691.60

Note 21.2: There has been no unfulfilled conditions or any other contingencies with respect to above government grants.

Note 22- Borrowings

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Secured borrowings		
Working capital facilities from banks (refer note 22.1 to note 22.5)		
- Cash credit	570.51	2,610.35
Buyers credit from banks (refer note 22.6 to note 22.8)	5,202.13	-
	5,772.64	**2,610.35**

Note 22.1 : Working capital borrowings of ₹103.77 lakhs (March 31, 2023: ₹27.03 lakhs) from banks are secured by pari passu first charge on current assets of the Parent company's cement grinding unit at Guwahati, Assam.

Notes to the Consolidated Financial Statements for the year ended March 31, 2024

Note 22- Borrowings *(Contd.)*

Note 22.2 : Working capital borrowings of ₹406.83 lakhs (March 31, 2023: ₹591.34 lakhs) from banks are secured by first pari passu charge on current assets of the Parent Company's manufacturing facility at Lumshnong, Meghalaya.

Note 22.3 : Working capital borrowings of ₹51.22 lakhs (March 31, 2023 ₹1,763.17 lakhs) from a bank is secured by pari passu first charge on current assets of the one of the subsidiary's cement clinker unit at Lumshnong, Meghalaya.

Note 22.4 : Working Capital facilities of ₹8.69 lakhs (March 31, 2023: ₹228.81 lakhs) from a bank is secured by hypothecation of all current assets of the Parent Company's Siliguri Grinding Unit on first charge basis.

Note 22.5 : The rate of interest for the above borrowings ranges between 7.15% to 9.77% (March 31, 2023 - 6.60% to 9.20%)

Note 22.6 : Buyer's credit for capex from banks amounting to ₹5,202.13 lakhs (March 31, 2023-Nil) are secured by way of exclusive charge on machinery imported under the facility sanctioned by the bank.

Note 22.7 : Applicable interest rate on buyer's credit of ₹3,111.04 lakhs is 6 months EURIBOR + 0.40% to 0.45% p.a (March 31, 2023- NA) and it is repayable in 180 days.

Note 22.8 : Applicable interest rate on buyer's credit of ₹2,091.09 related to one of the subsidiary company is 3 months EURIBOR + 0.45% p.a (March 31 2023- NA) and it is repayable in 90 days.

Note 23- Trade payables

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Total outstanding dues of micro enterprises and small enterprises	3,708.35	942.31
Total outstanding dues of trade payable other than micro enterprises and small enterprises	18,261.85	26,803.72
	21,970.20	**27,746.03**

Ageing of outstanding trade payables as on March 31, 2024 from due date of payment

Sr No	Particulars	Unbilled Due	Not Due	Less than 1 year	1 - 2 years	2 - 3 years	More than 3 years	Total
(i)	Undisputed - micro and small enterprises	-	3,708.35	-	-	-	-	**3,708.35**
(ii)	Undisputed - others	2,685.34	11,826.22	1,248.25	166.47	60.04	32.50	**16,018.82**
(iii)	Disputed - micro and small enterprises	-	-	-	-	-	-	**-**
(iv)	Disputed dues - others	-	-	-	636.15	-	1,606.88	**2,243.03**
	Total	**2,685.34**	**15,534.57**	**1,248.25**	**802.62**	**60.04**	**1,639.38**	**21,970.20**

Ageing of outstanding trade payables as on March 31, 2023 from due date of payment

Sr No	Particulars	Unbilled Due	Not Due	Less than 1 year	1 - 2 years	2 - 3 years	More than 3 years	Total
(i)	Undisputed - micro and small enterprises	-	690.17	247.34	4.80	-	-	942.31
(ii)	Undisputed - others	3,140.86	8,359.56	12,430.68	113.12	29.53	310.48	24,384.23
(iii)	Disputed - micro and small enterprises	-	-	-	-	-	-	-
(iv)	Disputed dues - others	-	-	701.45	111.16	-	1,606.88	2,419.49
	Total	**3,140.86**	**9,049.73**	**13,379.47**	**229.08**	**29.53**	**1,917.36**	**27,746.03**

Note 24- Other financial liabilities (current)

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Interest accrued but not due on borrowings	33.85	-
Unclaimed dividend (refer note 24.1)	9.15	9.29
Creditors for capital goods	7,529.49	4,810.11
Retention money	1,737.06	822.34
Security deposits	18,786.03	16,669.68
Discounts and incentives payable	9,633.45	6,373.07
Employees related liabilities	2,028.24	1,334.05
Other liabilities	238.69	290.21
	39,995.96	**30,308.75**

Note 24.1: Unclaimed dividend is not due for payment to Investor Education and Protection Fund as on the Balance Sheet date.

Note 25- Other current liabilities

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Statutory liabilities	7,764.71	6,828.96
Contract liabilities-advance from customers (refer note 25.1)	1,418.20	1,122.20
Current portion of deferred government grant (refer note 21.1)	108.93	132.02
Other liabilities	-	4.78
	9,291.84	**8,087.96**

Note 25.1 : Revenue of ₹1,122.20 lakhs (March 31, 2023 : ₹2,410.11 lakhs) is recognised during current financial year that was included in contract liabilities - advance from customers outstanding at the beginning of the year.

Note 26- Provisions

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Provisions for employee benefits		
- Gratuity (refer note 38)	159.84	106.36
- Leave encashment	101.90	91.22
	261.74	**197.58**

Note 27- Current tax liabilities (Net)

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Provision for taxation (net)	365.99	109.42
	365.99	**109.42**

Note 28- Revenue from operations

(₹ in lakhs)

Particulars	For the year ended March 31, 2024	For the year ended March 31, 2023
Sale of goods:		
Cement	2,85,733.15	2,56,708.22
Clinker	2,006.36	10.18
Power	129.68	292.00

Notes to the Consolidated Financial Statements for the year ended March 31, 2024

Note 28- Revenue from operations *(Contd.)*

(₹ in lakhs)

Particulars	For the year ended March 31, 2024	For the year ended March 31, 2023
Others	917.50	433.66
Sale of services:		
Fleet operating income	30.88	111.07
	2,88,817.57	**2,57,555.13**
Other Operating Income		
- Sale of scrap	583.84	390.41
- Incentives and subsidies	1,665.30	12,539.14
	2,91,066.71	**2,70,484.68**

Note 28.1 : Primary business of the Group is manufacturing and sale of cement. All other activities of the Group are related to its primary business. The product shelf life being short, all sales are made at a point in time and the revenue is recognised upon satisfaction of the performance obligations which is typically upon dispatch or delivery based on terms & condition of the contract

Note 28.2 : The Group has a credit evaluation policy based on which the credit limits for the trade receivables are established, the Group does not give a significant credit period resulting in no significant financing component. The normal credit period is 30 days.

Note 28.3 : The Group operates within the geographical areas of India.

Note 28.4 : Reconciliation of revenue as per contract price and as recognised in statement of profit and loss:

Particulars	For the year ended March 31, 2024	For the year ended March 31, 2023
Revenue as per contract price	3,20,198.61	2,83,117.70
Discount and incentives	(31,381.04)	(25,562.57)
Revenue as per statement of profit and loss	**2,88,817.57**	**2,57,555.13**

Note 29- Other income

(₹ in lakhs)

Particulars	For the year ended March 31, 2024	For the year ended March 31, 2023
Interest income (using the effective interest rate method)		
- On bank deposits	1,213.54	2,936.11
- On loans	113.70	137.33
- On bonds	573.02	1,261.35
- On security deposits	51.93	-
Interest income on income tax refund	38.71	-
Gain on fair valuation of investment through profit or loss	11.53	6.76
Liabilities/ provisions no longer required written back	470.76	550.29
Gain on sale of property,plant and equipment	-	1.83
Miscellaneous income (refer note 29.1)	173.32	314.60
	2,646.51	**5,208.27**

Note 29.1: Includes refund of cement cess amounting to ₹ Nil lakhs (March 31, 2023 : ₹108.22 lakhs)

Notes to the Consolidated Financial Statements for the year ended March 31, 2024

Note 30- Cost of materials consumed

(₹ in lakhs)

Particulars	For the year ended March 31, 2024	For the year ended March 31, 2023
Inventory at the beginning of the year	5,484.63	4,725.04
Add: Purchases	46,253.25	36,685.20
	51,737.88	**41,410.24**
Less :Inventory at the end of the year	5,445.01	5,484.63
	46,292.87	**35,925.61**

Note 30.1: Refer note 43(a) & 43 (b)

Note 31- Changes in inventories of finished goods and work- in- progress

(₹ in lakhs)

Particulars	For the year ended March 31, 2024	For the year ended March 31, 2023
Work in process		
- Opening stock	2,875.08	1,565.20
- Closing stock	1,482.76	2,875.08
	1,392.32	**(1,309.88)**
Finished goods		
- Opening stock	2,346.84	1,870.40
- Closing stock	2,078.36	2,346.84
	268.48	**(476.44)**
(Increase)/decrease	**1,660.80**	**(1,786.32)**

Note 32- Employee benefit expense

(₹ in lakhs)

Particulars	For the year ended March 31, 2024	For the year ended March 31, 2023
Salaries & wages	20,153.39	18,288.65
Contribution to provident fund and other funds	568.69	659.33
Employees welfare expenses	757.41	745.15
	21,479.49	**19,693.13**

Note 32.1 : Employee cost is inclusive of remuneration paid to Directors and Key management personnels (refer note 45)

Note 32.2 : Salaries & wages expense of ₹2,729.05 lakhs (March 31, 2023- ₹654.42 lakhs) related to employees deployed in project has been transferred to Capital work-in-progress.

Note 33- Finance costs

(₹ in lakhs)

Particulars	For the year ended March 31, 2024	For the year ended March 31, 2023
Interest expense		
-On loans measured at ammortised cost	183.52	18.76
- On lease liability	143.40	62.97
- On unwinding of discount on site restoration provision	11.43	9.97
- On others (including interest on dealer's deposit)	744.49	693.63
Other borrowing costs	177.28	184.17
	1,260.12	**969.50**

Note 33.1 : Interest to others include interest on income tax ₹12.40 lakhs (March 31, 2023- ₹16.05 lakhs)

Note 33.2 : Interest of ₹178.91 lakhs (March 31, 2023- ₹104.25 lakhs) is capitalised during the year as pre- operative expenses in capital work in progress. The rate of interest capitalised is ranging from 6.60% to 9.20%. Capitalised interest includes applicable loss on foreign currency transaction/translation of ₹115.86 lakhs (March 31, 2023 - Nil)

Note 33.3 : For applicable interest rate refer note 18.1, note 18.2, note 22.5, note 22.7 and note 22.8.

Notes to the Consolidated Financial Statements for the year ended March 31, 2024

Note 34- Depreciation and amortisation expenses

(₹ in lakhs)

Particulars	For the year ended March 31, 2024	For the year ended March 31, 2023
Depreciation on property plant and equipment	14,006.52	12,730.19
Depreciation of right-of-use- assets	480.72	251.92
Amortisation of intangible assets	172.53	129.11
	14,659.77	**13,111.22**

Note 34.1 : Depreciation on property, plant and equipments is net off amortisation of Government Grant of ₹132.05 lakhs (₹169.69 lakhs as at March 31, 2023) and capitalised depreciation of ₹443.84 lakhs (March 31, 2023 - ₹180.23 lakhs).

Note 34.2 : Amortasion of intangible assets is net off ₹0.06 lakhs (March 31, 2023 ₹0.40 lakhs) which has been capitilised as pre-operative expenses in capital work in progress.

Note 34.3 : Depreciation of right-of-use- assets of ₹ Nil lakhs (March 31, 2023 - ₹1.67 lakhs) is capitalized as Pre-operative expenses in capital work in progress.

Note 35- Other expenses

(₹ in lakhs)

Particulars	For the year ended March 31, 2024	For the year ended March 31, 2023
Consumption of stores & spares (refer note 35.1)	7,356.17	4,544.10
Packing materials	7,887.89	8,989.26
Repairs & maintenance		
- Building	207.08	239.14
- Plant & machinery	973.53	1,311.59
- Others	879.16	1,281.96
Heavy vehicle / equipment running expenses	2,875.17	3,785.00
Rent	258.59	272.52
Travelling and conveyance	1,317.10	1,082.00
Insurance	770.74	487.75
Rates & taxes	406.23	497.72
Research & development expenses	0.37	22.74
Charity & donation (refer note 35.2)	996.40	913.14
Allowance for credit losses on trade receivables	150.50	204.73
Professional & consultancy fees	1,815.99	3,050.94
CSR expenses	1,165.02	850.29
Advertisement and publicity	3,076.66	3,423.62
Sales promotion expenses	2,356.35	1,259.10
Brokerage & commission	1,732.43	1,676.39
Loss on sale of property, plant and equipments	115.02	-
Miscellaneous expenses	3,763.86	4,009.25
Total	**37,989.26**	**37,901.22**

Note 35.1: Consumption of stores and spares includes provision for obsolescence of inventory.

Note 35.2: Charity and donation includes following donation to political parties:

Particulars	For the year ended March 31, 2024	For the year ended March 31, 2023
Donation to Beltola Block Congress Committee	1.00	-
Donation to Bhartiya janata party	500.00	-
Donation to All India Trinamool Congress	100.00	-
	601.00	**-**

Note: 36 Income tax expense

(₹ in lakhs)

Particulars	For the year ended March 31, 2024	For the year ended March 31, 2023
(a) Current tax		
Current tax on profits for the year	7,859.94	6,721.57
Total current tax expense	**7,859.94**	**6,721.57**
(b) Deferred tax		
Deferred tax	5,572.29	7,244.51
Total deferred income tax expense/(benefit)	5,572.29	7,244.51
(c) Tax in respect of earlier years	(585.36)	(759.74)
Tax expenses	**12,846.87**	**13,206.34**

36.1 Reconciliation of tax expense and the accounting profit multiplied by corporate tax rate:

(₹ in lakhs)

Particulars	For the year ended March 31, 2024	For the year ended March 31, 2023
Profit before tax	42,357.90	37,966.75
Tax at the corporate tax rate of 34.944% (March 31, 2023 - 34.944%)	**14,801.54**	**13,267.10**
Items not deductible under Income Tax Act, 1961	359.13	285.28
Effect on allownaces/ tax holiday for tax purpose	-	(50.39)
Tax on income at special rate	(261.10)	-
Different tax rate	(120.08)	-
Related to earlier years	(585.36)	(759.74)
Others	(1,347.26)	464.09
Tax expenses	**12,846.87**	**13,206.34**

Note 36.2 : The corporate tax rate used for the year 2023-24 and 2022-23 for above reconciliation is 34.944% (30%+ surcharge @12% + education cess @4%) payable on taxable profits under the Income Tax Act, 1961.

Note 36.3 : During the year, the Group has not surrendered or disclosed any income in the tax assessments under the Income Tax Act, 1961 (such as search or survey or any other relevant provision of the Income tax Act, 1961). Accordingly, there are no transactions which are not recorded in the books of accounts.

Note 36.4: Section 115 BAA of the Income Tax Act, 1961, introduced by the Taxation Laws (Amendment) Act, 2019 gives a one-time irreversible option for payment of income tax at reduced rate with effect from financial year commencing April 1, 2019 subject to certain conditions. The Group has made an assessment of the impact of the above amendment and decided to continue with the existing tax structure for all the companies included in the group, except in case of SCNEL, until utilisation of accumulated minimum alternative tax ("MAT"). The Group shall, however, continue to review its profitability forecast at regular intervals and shall carry out necessary remeasurement adjustments to deferred tax/ liabilities as per Ind As -12 " Income Taxes" upon assessment of reasonable certainty to avail the option under section 115 BAA.

Note 36.5: During the year, Star Cement North-East Limited (SCNEL) has started commercial production at it's grinding unit located at Sonapur, Guwahati on March 12, 2024. SCNEL has opted to pay tax under section 115BAB of Income Tax Act, 1961 and impact of lower tax rate in reconciliation of tax expense for the year ended March 31, 2024 is ₹120.08 lakhs.

Notes to the Consolidated Financial Statements for the year ended March 31, 2024

Note: 37A Components of other comprehensive income (net of taxes)

(₹ in lakhs)

Particulars	For the year ended March 31, 2024	For the year ended March 31, 2023
Items that will not be reclassified to Statement of Profit and Loss:		
Remeasurement of defined benefit plans	(213.20)	48.02
Equity instrument through other comprehensive income	1.35	1.62
Income tax on above	73.73	(15.88)
Items that will be reclassified to Statement of Profit and Loss:		
Foreign currency translation reserve	1.16	-
Income tax on above	-	-
	(136.96)	**33.76**

Note: 37B Earnings per share

₹ in lakhs unless otherwise state

Particulars	For the year ended March 31, 2024	For the year ended March 31, 2023
(i) Profit attributable to equity holders of the company used in calculating basic and diluted earning per share	29,511.03	24,760.41
(ii) Weighted average number of equity shares used as the denominator in calculating basic earnings per share (in no.)	40,41,80,417	40,41,80,417
(iii) Weighted average number of equity shares used as the denominator in calculating diluted earnings per share (in no.)	40,41,80,417	40,41,80,417
(iv) Earning per share (in ₹):		
Face value of Equity shares	1.00	1.00
Basic	7.30	6.13
Diluted	7.30	6.13

Note: 38 Employees benefits

(a) Post-employment obligations

A) Gratuity

The Group has a defined benefit gratuity plan. Every employee who has completed five years or more of service is entitled to Gratuity on terms not less than the provisions of The Payment of Gratuity Act, 1972. The scheme of respective companies under the Group (except in case of Star Cement North-East Limited) are funded with the insurance companies.

(i) The amounts recognised in the Balance Sheet and the movements in the net defined benefit obligation over the year are as follows:

(₹ in lakhs)

Particulars	Present value of obligation	Fair value of plan assets	Net amount
April 1, 2022	993.92	(719.45)	274.47
Current service cost	109.83	-	109.83
Interest expense/(income)	53.05	(47.74)	5.31
Total amount recognised in profit or loss	**162.88**	**(47.74)**	**115.14**
Remeasurements:			
Return on plan assets, excluding amounts included in interest expense/(income)	-	0.33	0.33
Actuarial (gain)/loss from change in financial assumptions	4.43	-	4.43
Actuarial (gain)/loss from unexpected experience	(52.78)	-	(52.78)
Total amount recognised in other comprehensive income	**(48.35)**	**0.33**	**(48.02)**
Employer contributions/ premium paid	-	(10.00)	(10.00)
Benefit paid	(95.86)	95.86	-
March 31, 2023	**1,012.59**	**(681.00)**	**331.59**

Note: 38 Employees benefits *(Contd.)*

(₹ in lakhs)

Particulars	Present value of obligation	Fair value of plan assets	Net amount
April 1, 2023	1,012.59	(681.00)	331.59
Current service cost	221.52	-	221.52
Interest expense/(income)	74.57	(46.00)	28.57
Total amount recognised in profit or loss	**296.09**	**(46.00)**	**250.09**
Remeasurements:			
Return on plan assets, excluding amounts included in interest expense/(income)	-	1.30	1.30
Actuarial (gain)/loss from change in financial assumptions	145.74	-	145.74
Actuarial (gain)/loss from unexpected experience	66.16	-	66.16
Total amount recognised in other comprehensive income	**211.90**	**1.30**	**213.20**
Employer contributions/ premium paid	-	-	-
Benefit paid	(108.90)	108.90	-
March 31, 2024	**1,411.68**	**(616.80)**	**794.88**

Net liability /(asset) recognised in the balance sheet

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Present value of Defined Benefit Obligation	1,411.68	1,012.59
Fair Value of Plan Assets	(616.80)	(681.00)
Net liability /(asset) in the Balance Sheet	**794.88**	**331.59**
Current liability/(asset)	159.84	106.36
Non-Current liability/(asset)	635.04	225.23

(ii) Significant estimates: actuarial assumptions

The significant actuarial assumptions were as follows:

Particulars	As at March 31, 2024	As at March 31, 2023
Discount rate	7.10%	7.40%
Expected return on plan asset	7.10%	7.40%
Salary growth rate	7.00%	6.00%
Withdrawal rate	1% to 8%	1% to 8%
Mortality rate	IALM (2012-14) Table	IALM (2012-14) Table

(iii) Sensitivity analysis

The sensitivity of the defined benefit obligation to changes in the weighted principal assumptions is:

(₹ in lakhs)

Particulars	Increase / (Decrease) on defined benefit obligation			
	As at March 31, 2024		As at March 31, 2023	
	1% rate increase	1% rate decrease	1% rate increase	1% rate decrease
Discount rate	(107.83)	130.35	(77.68)	94.13
Salary growth rate	114.31	(97.90)	91.27	(77.44)
Withdrawal rate	3.82	1.66	10.07	(6.84)

Notes to the Consolidated Financial Statements for the year ended March 31, 2024

Note: 38 Employees benefits *(Contd.)*

The above sensitivity analysis is based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions the same method (present value of the defined benefit obligation calculated with the projected unit credit method at the end of the reporting period) has been applied as when calculating the defined benefit liability recognised in the Balance Sheet.

The methods and types of assumptions used in preparing the sensitivity analysis did not change compared to the prior period.

(iv) The major categories of plan assets

The defined benefit plans are funded with insurance companies of India. The Group does not have any liberty to manage the funds provided to insurance companies. Thus the composition of each major category of plan assets has not been disclosed.

Major categories of plan assets as a percentage of total plan assets (₹ in lakhs)

Particulars	Gratuity (Funded)	
	As at March 31, 2024	As at March 31, 2023
Funds managed by Insurer	100%	100%

(v) Risk exposure

Through its defined benefit plans the Group is exposed to a number of risks, the most significant of which are detailed below:

Investment risk:

The present value of the defined benefit plan liability is calculated using a discount rate determined by reference to the Government of India bonds. If the return on plan asset is below this rate, it will create a plan deficit.

Interest risk:

A decrease in the interest rate on plan assets will increase the plan liability.

Life expectancy:

The present value of the defined benefit plan liability is calculated by reference to the best estimate of the mortality of plan participants both during and at the end of the employment. An increase in the life expectancy of the plan participants will increase the plan liability.

Salary growth risk

The present value of the defined benefit plan liability is calculated by reference to the future salaries of plan participants. An increase in the life expectancy of the plan participants will increase the plan liability.

(vi) Defined benefit liability and employer contributions

Expected contributions to post-employment benefits plans for the year ending March 31, 2025 are ₹217.69 lakhs. (March 31, 2024 : ₹176.50 lakhs)

The expected maturity analysis of undiscounted gratuity is as follows:

(₹ in lakhs)

Particulars	Less than a year	Between 1- 5 years	Over 5 years
March 31, 2024	159.84	161.91	298.54
March 31, 2023	108.16	110.25	374.50

(B) Defined contribution plan:

In respect of defined contribution plan with respect to provident fund contribution and pension fund contribution, an amount of ₹529.72 lakhs (March 31, 2023: ₹483.61 lakhs) has been recognised as expenses in the Consolidated statement of Profit and loss during the year.

Note : 39 - Capital management

Risk management

The primary objective of capital management is to ensure the maintenance of healthy capital ratio in order to support its business and maximise shareholder value. The Group manages its capital structure according to changing economic conditions. No changes were made in the objectives, policies or process during the year ended March 31, 2024 as compared to previous year. There have been no breaches of financial covenants of any interest bearing loans and borrowings for the reported year. The Group monitors capital structure on the basis of debt to equity ratio. For the purpose of Group's capital management, equity includes paid up equity share capital and other equity, and debt comprises long and short term borrowings including current maturities of long-term borrowings. The following table summarizes debt and equity of the Group.

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Long term borrowings	7,210.26	-
Short-term borrowings	5,772.64	2,610.35
Less: Cash and cash equivalent	4,778.69	12,162.23
Less: Bank balances other than cash and cash equivalent	4,955.48	19,012.06
Net debt	**3,248.73**	**(28,563.94)**
Total equity	2,71,011.63	2,41,637.56
Capital and net debt	**2,74,260.36**	**2,13,073.62**
Gearing ratio	0.01	-

To maintain or adjust the capital structure, the Group review the fund management at regular intervals and take necessary actions to maintain the requisite capital structure.

Note : 40 - Financial instruments by category

(₹ in lakhs)

Particulars	As at March 31, 2024				As at March 31, 2023			
	Amortised cost	Fair Value through Profit or Loss (FVTPL)	Fair Value through other comprehensive income (FVOCI)	Carrying amount	Amortised cost	Fair Value through Profit or Loss (FVTPL)	Fair Value through other comprehensive income (FVOCI)	Carrying amount
Financial assets								
(i) Investments	-	164.73	34.02	198.75	17,069.06	153.20	32.67	17,254.93
(ii) Loans	2,035.64	-	-	2,035.64	1,730.70	-	-	1,730.70
(iii) Trade receivables	15,077.79	-	-	15,077.79	10,469.11	-	-	10,469.11
(iv) Cash and cash equivalents	4,778.69	-	-	4,778.69	12,162.23	-	-	12,162.23
(v) Balance with banks {other than (iv) above}	4,955.48	-	-	4,955.48	19,012.06	-	-	19,012.06
(vi) Other financial assets	3,327.63	-	-	3,327.63	9,431.11	-	-	9,431.11
	30,175.23	**164.73**	**34.02**	**30,373.98**	**69,874.27**	**153.20**	**32.67**	**70,060.14**
Financial liabilities								
(i) Borrowings	12,982.90	-	-	12,982.90	2,610.35	-	-	2,610.35
(ii) Trade payables	21,970.20	-	-	21,970.20	27,746.03	-	-	27,746.03
(iii) Lease liabilities	1,711.39	-	-	1,711.39	924.70	-	-	924.70
(iv) Other financial liabilities	39,995.96	-	-	39,995.96	30,308.75	-	-	30,308.75
	76,660.45	**-**	**-**	**76,660.45**	**61,589.83**	**-**	**-**	**61,589.83**

Notes to the Consolidated Financial Statements for the year ended March 31, 2024

Note : 40 - Financial instruments by category *(Contd.)*

(i) Fair value hierarchy

The Group uses the following hierarchy for determining and/or disclosing the fair value of financial instruments by valuation techniques:

Level 1: This level includes those financial instruments which are measured by reference to quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2: The fair value of financial instruments that are not traded in an active market is determined using valuation techniques which maximise the use of observable market data and rely as little as possible on entity-specific estimates. 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.

(ii) Valuation technique used to determine fair value

The fair values of the financial assets and liabilities are included at the amount that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

The following methods and assumptions were used to estimate the fair values:

(a) The fair value of cash and cash equivalents, trade receivables and payables, short-term loans, current financial liabilities and assets and borrowings approximate their carrying amount largely due to the short-term nature of these instruments. The management considers that the carrying amounts of financial assets and financial liabilities recognised at nominal cost/amortised cost in the financial statements approximate their fair values. In respect of non current trade receivables and loans, fair value is determined by using discount rates that reflect the present borrowing rate of the Group .

(b) Investments traded in the active market are determined by reference to the quotes from the Stock exchanges as at the reporting date. Quoted Investments for which quotations are not available have been included in the market value at the face value/paid up value, whichever is lower except in case of bonds where the net present value at current yield to maturity have been considered. Unquoted investments in shares have been valued based on historical net asset value as per the latest audited financial statements after considering the impact of fair valuation of immovable properties which is based on valuation report from an independent valuer.

(iii) Fair value of financial assets and liabilities measured at fair value - recurring fair value measurements

(₹ in lakhs)

Particulars	As at March 31, 2024			As at March 31, 2023		
	Level 1	Level 2	Level 3	Level 1	Level 2	Level 3
Financial assets						
Investment in equity instruments (Quoted)	2.47	-	-	0.87	-	-
Investment in equity instruments (Unquoted)	-	-	196.28	-	-	185.00
Total financial assets	**2.47**	**-**	**196.28**	**0.87**	**-**	**185.00**

During the reporting period ending March 31, 2024 and March 31, 2023, there was no transfer between level 1 and level 2 fair value measurement.

The carrying amount of Cash and cash equivalents, Bank balances (other than cash and cash equivalents), investment in bonds, security deposits, loans and other financial assets, trade receivables, trade payables, security deposits and retention money and other financial liabilities approximate their carrying amounts largely due to the short-term maturities of these instruments

Note : 40 - Financial instruments by category *(Contd.)*

(iv) Fair value of financial assets and liabilities measured at amortised cost

(₹ in lakhs)

Particulars	As at March 31, 2024		As at March 31, 2023	
	Carrying amount	Fair value	Carrying amount	Fair value
Financial assets				
(i) Investments	-	-	17,069.06	17,186.23
(ii) Loans	2,035.64	2,035.64	1,730.70	1,730.70
(iii) Trade receivables	15,077.79	15,077.79	10,469.11	10,469.11
(iv) Cash and cash equivalents	4,778.69	4,778.69	12,162.23	12,162.23
(v) Balance with banks {other than (iv) above}	4,955.48	4,955.48	19,012.06	19,012.06
(vi) Other financial assets	3,327.63	3,327.63	9,431.11	9,431.11
	30,175.23	**30,175.23**	**69,874.27**	**69,991.44**
Financial liabilities				
(i) Borrowings	12,982.90	12,982.90	2,610.35	2,610.35
(iii) Trade payables	21,970.20	21,970.20	27,746.03	27,746.03
(iv) Lease Liabilities	1,711.39	1,711.39	924.70	924.70
(v) Other financial liabilities	39,995.96	39,995.96	30,308.75	30,308.75
	76,660.45	**76,660.45**	**61,589.83**	**61,589.83**

(v) Significant estimates

The fair value of financial instruments that are not traded in an active market is determined using valuation techniques. The Company uses its judgement to select a variety of methods and make assumptions that are mainly based on market conditions existing at the end of each reporting year. For details of the key assumptions used see 40(ii)

Note : 41 - Financial risk management

The Group's activities are exposed to a varieties of financial risks viz credit risk, liquidity risk and market risk (i.e. foreign currency risk, interest rate risk and price risk).This note explains the sources of risk which the entity is exposed to and how the entity manages the risk.

(A) Credit risk

Credit risk is the risk that counterparty will not meet its obligations under a financial instrument or customer contract, leading to a financial loss. The Group is exposed to credit risk from its operating activities (primarily trade receivables) and from its financing activities including deposits placed with banks and financial institution and other financial instruments.

i) Trade receivables

Customer credit risk is managed as per the Group's established policies, procedures and defined controls relating to customer credit risk management. Trade receivables are non-interest bearing and are generally carrying 30 days credit terms. Outstanding customer receivables are regularly monitored and the Group receives security deposits from its customers which mitigates the credit risk. . No single customer accounted for 10% or more of the Group's net sales. Therefore, the Group does not expect any material risk on account of non-performance by any of its counterparties.

For expected credit loss as at each reporting date, the Group assesses the risk profile of trade receiavbles and categorises risk profile viz. trade receiavbles for which credit risk has not been significantly increased from initial recognition, trade receivables for which credit risk has increased significantly but are not credit impaired and for trade receivables for which credit risk has increased significantly and are credit impaired.

Notes to the Consolidated Financial Statements for the year ended March 31, 2024

Note : 41 - Financial risk management *(Contd.)*

The Group has adopted simplified approach model to compute credit loss allowance based on a provision matrix. The provision matrix is prepared based on historically observed default rates over the expected life of trade receivables and is adjusted for forward-looking estimates. At each reporting date, the historically observed default rates and changes in the forward-looking estimates are updated. Accordingly, 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 following table summarises the change in the loss allowances measured using simplified approach model expected credit loss assessment:

(₹ in lakhs)

As at April 1, 2022	**148.59**
Provided during the year	204.73
As at March 31, 2023	**353.32**
Provided during the year	150.50
As at March 31, 2024	**503.82**

ii) **Financial instruments and deposits**

Credit risk pertaining to balances with banks and financial institutions is managed by the Group's Treasury department in accordance with Group's policy. Surplus funds are parked only within approved investment categories with well defined limits. Investment category is periodically reviewed by the respective Companies.

Credit risk arising from short term liquid funds, other balances with banks and other cash equivalents is limited because the counterparties are banks and recognised financial institutions with high credit ratings assigned by the credit rating agencies. None of the financial instruments of the Group result in material concentration of credit risks.

Other financial assets mainly include incentives receivable from the government, fixed deposits, loans & interest thereon and security deposits given. There are no indications that defaults in payment obligations would occur in respect of these financial assets."

The Group's maximum exposure to credit risk for the components of the Balance Sheet as at March 31, 2024 and March 31, 2023 is the carrying amounts as illustrated in Note 40.

(B) Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset.

Prudent liquidity risk management implies maintaining sufficient cash and marketable securities and the availability of funding through an adequate amount of committed credit facilities to meet obligations when due. Due to the nature of the underlying business, the Group maintains sufficient cash and liquid investments available to meet its obligation.

Management monitors rolling forecasts of the Group's liquidity position (comprising the undrawn borrowing facilities below) and cash and cash equivalents on the basis of expected cash flows. The management also considers the cash flows projection and level of liquid assets necessary to meet these on a regular basis.

(i) **Financing arrangements**

The Group had access to the following undrawn borrowing facilities at the end of the reporting period:

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Floating Rate		
- Expiring within one year (including non-fund based undrawn limits of ₹7,440.06 lakhs as on March 31, 2024, ₹6,930 lakhs as on March 31, 2023)	18,213.84	23,779.82
	18,213.84	**23,779.82**

Note : 41 - Financial risk management *(Contd.)*

The bank overdraft facilities may be drawn subject to available drawing power at any time and may be terminated by the bank without notice. Subject to the continuance of satisfactory credit ratings, the bank loan facilities may be drawn at any time in Indian Rupee (INR).

Maturities of financial liabilities

The tables below analyse the Group's financial liabilities into relevant maturity groupings based on their contractual maturities for all financial liabilities.

The amounts disclosed in the table are the contractual undiscounted cash flows. Balances due within 12 months equal their carrying balances as the impact of discounting is not significant.

Contractual maturities of financial liabilities - March 31, 2024 (₹ in lakhs)

Particulars	Less than 1 year	Between 1 to 5 years	More than 5 years	Total
Borrowings	5,772.64	7,210.26	-	12,982.90
Trade payables	21,970.20	-	-	21,970.20
Lease Liabilities	564.69	1,277.03	390.23	2,231.95
Other payables	39,995.96	-	-	39,995.96
Total financial liabilities	**68,303.49**	**8,487.29**	**390.23**	**77,181.01**

Contractual maturities of financial liabilities - March 31, 2023 (₹ in lakhs)

Particulars	Less than 1 year	Between 1 to 5 years	More than 5 years	Total
Borrowings	2,610.35	-	-	2,610.35
Trade payables	27,746.03	-	-	27,746.03
Lease Liabilities	554.48	400.54	176.09	1,131.11
Other payables	30,308.75	-	-	30,308.75
Total financial liabilities	**61,219.61**	**400.54**	**176.09**	**61,796.24**

(C) Market risk

(i) Foreign currency risk

The risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Group deals with international vendors with respect to stores, coal and capital goods procurement, which rises exposure of the Group to foreign exchange risk. In view of low proportion of import, as compared to the overall operations, the exposure of the Group to foreign exchange risk is not significant. The risk is measured through a forecast of highly probable foreign currency cash flows.

Foreign currency denominated balances lying in the books of accounts as on March 31, 2024 and March 31, 2023 are as follows:

The Group's exposure to foreign currency risk at the end of the reporting period expressed in INR are as follows: -

(₹ in lakhs)

Currency	Nature	As at March 31, 2024	As at March 31, 2023
USD	Letter of credit	967.50	2,079.96
EURO	Buyer's credit	5,202.13	3,031.43
Net exposure to foreign currency risk		6,169.63	5,111.39

Notes to the Consolidated Financial Statements for the year ended March 31, 2024

Note : 41 - Financial risk management *(Contd.)*

Sensitivity

Profit or loss is sensitive to higher/lower change as a result of changes in foreign exchange fluctuation as below:

(₹ in lakhs)

Particulars	Impact on profit before tax	
	For the year ended March 31, 2024	For the year ended March 31, 2023
Sensitivity		
Foreign exchange fluctuation – Strengthening of INR by 5% *	308.48	255.57
Foreign exchnage fluctuation – Weakening of INR by 5%*	(308.48)	(255.57)

** Holding all other variables constant*

(ii) 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 exposure to the risk of changes in market interest rates relates primarily to the Group debt obligations with floating interest rates.

The Group's main interest rate risk arises from with variable rates, which expose the Group to cash flow interest rate risk. During March 31, 2024 and March 31, 2023 , the Group's borrowings at variable rate were denominated in Indian Rupee (INR).

The Group's deposit taken from dealers is at fixed rate and measured at amortised cost. They are therefore not subject to interest rate risk as defined in Ind AS 107, since neither the carrying amount nor the future cash flows will fluctuate because of a change in market interest rates.

(a) Interest rate risk exposure

On Financial Liabilities:

The exposure of the Group's financial liabilities to interest rate risk is as follows: (₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Variable rate borrowings	12,982.90	2,610.35
Total borrowings	**12,982.90**	**2,610.35**

(b) Sensitivity

Profit or loss is sensitive to higher/lower interest expense from borrowings as a result of changes in interest rates as below: (₹ in lakhs)

Particulars	Impact on profit before tax	
	For the year ended March 31, 2024	For the year ended March 31, 2023
Interest expense rates – increase by 50 basis points	(64.91)	(13.05)
Interest expense rates – decrease by 50 basis points	64.91	13.05

** Interest rate sensitivity has been calculated assuming the borrowing outstanding at the reporting date have been outstanding for the entire year*

(iii) Price risk

The risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer or by factors affecting all similar financial instruments traded in the market.

The Group's exposure to equity securities price risk arises from investments held by the Group in equity securities and classified in the Balance Sheet as at fair value through profit and loss and fair value through other comprehensive income . The Group has investment in quoted and unquoted equity securities as per details in note 40. Investment is done in accordance with the limits set by the Group. The Group's Board of Directors reviews and approves all investment decisions.

Note : 41 - Financial risk management *(Contd.)*

Sensitivity

The table below summarizes the impact of increases/decreases of the investment in Group equity securities:

(₹ in lakhs)

Particulars	Impact on total comprehensive income	
	For the year ended March 31, 2024	For the year ended March 31, 2023
Increase by 5%*	9.94	9.29
Decrease by 5%*	(9.94)	(9.29)

** Holding all other variables constant*

Note : 42 - Contingent liability & commitments

i) Contingent liability

(₹ in lakhs)

Sl. No	Particulars	As at March 31, 2024	As at March 31, 2023
	Claims against the Group not acknowledged as debts :		
1	Income tax demand	3,597.78	2,535.70
2	Excise duty demand	63.60	873.82
3	Royalty & cess demand {refer note 42 (a)}	25,681.91	25,681.91
4	Royalty & cess demand {refer note 42 (b)}	7,234.39	9,639.23
5	Demand on Custom Duty {refer note 42 (c)}	403.82	426.33
6	Demand on Custom Duty	22.51	22.51
7	Service tax demand	651.08	651.08
8	Goods & service tax demand {refer note 42 (d)}	3,583.02	3,558.18
9	VAT & CST demand {refer note 42 (e)}	2,276.53	-
10	Others	216.89	216.89
		43,731.53	**43,605.65**

Note: Based on legal opinion / decisions in similar cases, the Group believes that the Group has a fair chance of favorable decisions in cases mentioned here-in-above and hence no provision is considered necessary.

ii) Commitments

(₹ in lakhs)

Sl. No	Particulars	As at March 31, 2024	As at March 31, 2023
1	Estimated amount of contracts remaining to be executed on capital account and not provided for (net of advances)	15,920.17	50,371.69

Note: Based on legal opinion / decisions in similar cases, the Group believes that the Group has a fair chance of favorable decisions in cases mentioned here-in-above and hence no provision is considered necessary.

(a) Earlier the Group had received a demand notice dated February 19, 2020 from the Director of Mineral Resources, Meghalaya, for payment of royalty, MEPRF, VAT/GST for ₹25,681.91 lakhs in pursuance to the National Green Tribunal (NGT) order dated January 17, 2020 for alleged illegal coal procurement. By passing the said order NGT had accepted the recommendation of 5th Interim Report of the Independent Committee set up by NGT, which then suggested imposition of penalty on Cement Companies and Thermal Power Plants in Meghalaya.

The Group did not purchase any illegal coal and had complied with all disclosure requirements of the various Government Departments. The Report of NGT Committee was based on the assumptions & views of the Committee and not on hard facts. Moreover neither the Group has been issued a show-cause nor any opportunity of being heard was given to the Group before submitting the Interim reports by the Independent Committee to NGT. Further NGT did not serve any notice on the Group before passing the impugned order which is a clear violation of principles of natural justice.

Notes to the Consolidated Financial Statements for the year ended March 31, 2024

Note : 42 - Contingent liability & commitments *(Contd.)*

In the previous year on an appeal by the Group, the Apex Court vide it's order dated May 2, 2023 restored the proceeding back to NGT, at the stage, as it stood prior to the passing of the judgement dated January 17, 2020. Subsequently the matter has been transferred to the NGT, Eastern Zone Bench, and the Group has filed necessary affidavits and the matter is subjudice. No provision has been considered necessary at this stage .

(b) As reported in the previous year, the Group had received a demand notice dated March 20, 2023 from the Divisional Mining Officer (DMO), Directorate of Mineral Resources, Meghalaya, Jowai towards outstanding dues of royalty & Cess on Coal, Limestone ,Sandstone, Clay and Shale procured/consumed by the Group in certain specific periods between F.Y. 2009-10 to F.Y. 2022-23 amounting to ₹12,058.73 lakhs (including ₹7202.85 lakhs towards Penal Interest) against which a provision amounting to ₹2,419.50 lakhs was made in the earlier years on account of abundant precaution. As per the provisions of the Mines and Minerals (Development and Regulation) Act, 1957, the liability for payment of royalty in respect of any mineral removed/ consumed from the mining lease arises on the holder of the mining lease and not on the purchaser of such mined minerals. Hence, there is no obligation of the Group to pay royalty/cess in case the minerals are procured from third party vendors. During the year the office of DMO has withdrawn and issued no dues certificates towards its demand for payment of Royalty & Cess on Shale and accordingly provision lying in the books amounting to ₹176.47 lakhs have been written back. Since the liability to pay royalty & cess itself is not applicable to the group, no provision of differential demand of ₹7234.39 lakhs (including penal interest ₹6167.64 lakhs & net of provision kept in the books) has been provided and shown as contingent liability. Based on the legal opinion received in this regard, the Group has disputed the demand and believe that the said demand is not tenable and the matter shall be disposed off in the favour of the Group.

(c) During the previous year, the Commissioner of Customs (Port)- Kolkata has issued a demand cum show cause notice (D&SCN) dated October 22, 2022 to one of subsidiary company for differential custom duty amounting to ₹403.82 lakhs & interest & penalties thereon (as applicable) for non-fulfilment of export obligations (EO) against Import of Capital goods in the year 2009 to 2011 under four EPCG licenses as per Export Promotion Capital Goods (EPCG) scheme. In previous financial year, on April 26, 2022, the Deputy Director, DRI, Shillong Regional Unit had also seized certain machineries of such subsidiary company valuing ₹5027.01 lakhs alleging non-fulfilment of EO as mentioned above but later allowed to continue the use of the seized machinery. In the said D&SCN, the subsidiary company has been asked to reply as to why the seized imported machineries as above should not be confiscated and why differential Custom duty foregone shall not be demanded along with applicable interest & penalties. The D&SCN as above also disputed the EO fulfilled by the subsidiary company against two EPCG licenses either by itself or through its group Company in earlier years. In its reply to the Commissioner of Customs (Port)- Kolkata, the subsidiary company has claimed that it has fulfilled all its EO as required against all the four EPCG licenses and further paid the differential custom duty & interest thereon where there was shortfall in fulfilling the EO and hence the said demand is not tenable. The subsidiary company has further stated that fulfilment of EO through the group Company was well within the ambit of Foreign Trade Policy. The subsidiary company firmly believes that it has a good case in this matter and hence no provision has been made in the books of accounts.

Further in the previous year, Additional Director General of Foreign Trade, Guwahati had imposed a penalty of ₹311.56 lakhs on the similar grounds as mentioned above in case of one EPCG license. On its appeal before Director General of Foreign Trade, Delhi (DGFT), DGFT vide its order dated August 08, 2022 has remanded back the matter to Regional Authority, Guwahati for de-novo consideration and the matter is pending at the DGFT, Guwahati. No further communication has been received in this regard.

(d) The Group had received a demand notice from the Director General of Goods & Service Tax Intelligence (DGGI), Shillong towards non-payment of GST under Reverse Charge Mechanism (RCM) amounting to ₹1277.03 lakhs on payment of Royalty, DMF, NMET & Mineral cess and ₹483.43 lakhs towards ineligible Input Tax Credit (ITC) availed by the Group under RCM during certain specific periods between July 2017 to December 2018 (along with penalty amounting to ₹1277.03 & 483.43 lakhs and interest thereon).

The Group has made the adequate payment of GST under RCM amounting to ₹483.43 lakhs @ 5% applicable rate, before the issuance of demand notice, which has not been taken in cognizance by DGGI and imposed a demand of ₹1277.03 lakhs based on a higher rate of 18% based on CBIC circular no 164/20/2021-GST dated October 6, 2021 with retrospective effect. By giving a reference of a Tribunal decision on a similar case in the favour of assessee, the Group has submitted its reply to DGGI and sought for disposal of the matter in its

Note : 42 - Contingent liability & commitments *(Contd.)*

favour and no communication has been received from DGGI since then and the matter is pending. The Group considers the above demand non tenable and deserves to be set aside. Based on the legal opinion received, the Group believes that it has a good case in this matter and no provision is required at this stage.

(e) During the year, the Superintendent of Taxes, East Jaintia Hills District, Khliehriat has raised a demand of ₹1885.67 lakhs and ₹390.86 lakhs towards Meghalaya Value Added Tax (MVAT)and Central sales tax (CST) respectively on its scrutiny of tax returns submitted by one of the subsidiary company under Section 39 of the Meghalaya Value Added Tax Act, 2003 & Section 9 of Central Sales Tax Act 1956 for the period from June 2007 to June 2017. The Subsidiary company has disputed both the matters and filed the writ petition before the Hon'ble High Court of Meghalaya mainly on the ground that the above demand is time barred and not tenable under the applicable law. On hearing the matter, the court has passed an interim order that no coercive action shall be taken against the subsidiary Company if the Company deposits a sum of ₹200.00 lakhs within stipulated time. Based on the direction of the court, a sum of ₹200.00 lakhs has been deposited as a deposit and the matter is subjudice.

Based on the legal opinion received, the group is of view that since the notices & assessment orders have been issued much after the period of limitation as prescribed under the provisions of CST Act & MVAT Act, the demand is not tenable and no provision is required at this stage.

Note 43 (a) : Cost of material consumed (refer note 30) includes the various expenses relating to mining of limestone & shale. The nature and segregation of such expense are as follows:

Particulars	For the year ended March 31, 2024	For the year ended March 31, 2023
Consumption of stores & spares	839.33	699.09
Heavy vehicle/equipment runnning expenses	2,047.22	980.81
Rates & Taxes	6,272.66	5,265.24
Service charges for mining operations	528.85	-
Miscellaneous	847.88	1,051.96
	10,535.94	**7,997.10**

Note 43 (b): From current year, Freight on internal clinker transfer, has been presented seperately with corresponding impact in cost of materials consumed to bring in line with industry practices of disclosures. The above regrouping in the previous year has no impact on the reported equity of the preceeding financial year.

Note 43 (c) : Following natural head expenses related to fleet operations of the Group are included in cost of materials consumed, freight and forwarding expenses and power and fuel expenses :-

Particulars	For the year ended March 31, 2024				For the year ended March 31, 2023			
	Cost of materials consumed	Freight and forwarding expenses on finished goods	Power and fuel	Freight and forwarding expenses on internal clinker transfer	Cost of materials consumed	Freight and forwarding expenses on finished goods	Power and fuel	Freight and forwarding expenses on internal clinker transfer
Fuel consumption	738.46	167.80	1,696.66	3,522.55	822.32	245.41	1,550.16	2,805.70
Consumption of stores and spares	40.91	10.51	127.74	253.86	30.59	12.43	65.96	140.13
Repairs & Maintenance	53.46	13.73	166.93	331.75	45.48	18.49	98.06	208.33
Insurance expenses	10.31	2.65	32.19	63.97	10.39	4.22	22.40	47.60
Rates & Taxes	10.04	2.58	31.34	62.28	8.95	3.64	19.31	41.02
Fleet operation charges	253.77	70.39	698.31	1,130.87	306.13	113.33	548.52	1,000.14
Toll expenses	81.20	16.26	225.77	331.47	89.68	38.74	161.89	290.78
Miscellenous expenses	3.31	0.85	10.35	20.56	1.20	0.49	2.58	5.48
	1,191.46	**284.77**	**2,989.29**	**5,717.31**	**1,314.74**	**436.75**	**2,468.88**	**4,539.18**

Notes to the Consolidated Financial Statements for the year ended March 31, 2024

Note 44: Leases

a. The Group has entered into lease agreements with different parties for taking offices and land on lease and license basis for business operation. The lease term of different contracts varies in a range of 2 to 9 years and price is on fixed rental basis with escalation clauses in the lease agreements.

b. The Group also has certain leases of buildings with lease terms of 12 months or less. The Group applies the 'short-term lease' recognition exemptions for these leases.

c. The weighted average incremental borrowing rate for lease liabilities are between 4.76% to 9.84% (March 31, 2023: 4.76% to 7.80%). Set out below are the carrying amounts of lease liabilities included under financial liabilities and it's movements during the year.

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Opening balance	924.70	1,027.45
Additions	1,333.56	188.55
Deletions	(37.19)	(252.14)
Add: Interest recognised during the year	143.40	62.97
Add: Amount transfer to capital work in progress	-	0.62
Less: Payments made	(653.08)	(102.75)
Closing balance	**1,711.39**	**924.70**
Non current lease liability	1,266.47	483.84
Current lease liability	444.92	440.86

d. **Amount recognized in Profit or Loss**

(₹ in lakhs)

Particulars	For the year ended March 31, 2024	For the year ended March 31, 2023
Interest expense on lease liabilities	143.40	62.97
Depreciation expense of right-of-use assets	480.72	251.92

e. **Amount transferred to capital work in progress**

(₹ in lakhs)

Particulars	For the year ended March 31, 2024	For the year ended March 31, 2023
Interest expense on lease liabilities	-	0.62
Depreciation expense of right-of-use assets	-	1.67

f. **Future payment of lease liabilities on an undiscounted basis**

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Less than one year	564.69	554.48
One to two years	503.54	180.49
Two to five years	773.49	220.05
More than five years	390.23	176.09
Total undiscounted Lease Liabilities	**2,231.95**	**1131.11**

Note : 45 - Related party disclosures

A) List of related parties :

Names of the related parties	Nature of relationship
I. Entities controlled/jointly controlled or significantly influenced by key managerial personnel or close family member of key managerial personnel :	
Century Plyboards (India) Limited (CPIL)	Entities controlled/jointly controlled or significantly influenced by key managerial personnel or close family member of key managerial personnel
Shyam Century Ferrous Limited (SCFL)	
Shyam Sel & Power Limited (SSPL)	
Shyam Metalics And Energy Limited (SMEL)	
Profound Cement Works Limited (PCWL)	
Century LED Limited (CLL)	
Namchic Tea Estate Private Limited (NTEPL)	
Nefa Udyog (NU)	
Lumshnong Village Local Area Charitable Trust	
Star cement Charitable trust	
II. Key Management Personnel	
Mr. Sajjan Bhajanka	Chairman & Managing Director & CEO (CEO till May 19, 2023)
Mr. Rajendra Chamaria	Vice Chairman & Managing Director
Mr. Sanjay Agarwal	Managing Director
Mr. Prem Kumar Bhajanka	Managing Director
Mr. Tushar Bhajanka	Deputy Managing Director (w.e.f August 8, 2023)
Mr. Pankaj Kejriwal	Whole Time Director & Chief Operating Officer(COO) (upto May 19, 2023), Executive Director (w.e.f May 19, 2023)
Mr. Deepak Singhal	Independent Director (w.e.f June 29, 2022)
Mr. Brij Bhushan Agarwal	Director
Mr. Keshav Bhajanka	Director (w.e.f November 9, 2023)
Mrs. Plistina Dkhar	Independent Director
Mr. Amit Kiran Deb	Independent Director
Mrs. Ibaridor Katherine War	Independent Director
Mr. Nirmalya Bhattacharya	Independent Director
Mr. Pramod Kumar Shah	Independent Director (upto March 31, 2023)
Mr. Vinit Kumar Tiwari	Chief Executive Officer (w.e.f May 20, 2023)
Mr. Vivek Chawla	Independent Director (w.e.f April 1, 2023)
Mr. Ramit Budhraja	Independent Director (w.e.f May 1, 2023)
Mr. Jagdish Chandra Toshniwal	Independent Director (w.e.f April 1, 2023)
Mr. Manoj Agarwal	Chief Financial Officer (CFO)
Mr. Debabrata Thakurta	Company Secretary (CS)

Notes to the Consolidated Financial Statements for the year ended March 31, 2024

Note : 45 - Related party disclosures *(Contd.)*

Names of the related parties	Nature of relationship
III. Close family members of key managerial personnel	
Mr. Rahul Chamaria	Son of Mr. Rajendra Chamaria, Vice Chairman & Managing Director
Mr. Sachin Chamaria	Son of Mr. Rajendra Chamaria. Vice Chairman & Managing Director
Mr. Tushar Bhajanka	Son of Mr. Prem Kumar Bhajanka, Managing Director
Mrs. Renu Chamaria	Spouse of Mr. Rajendra Chamaria, Vice Chairman & Managing Director
Rahul Chamaria (HUF)	HUF of Mr. Rahul Chamaria, son of Rajendra Chamaria, Vice Chairman & Managing Director
Rajendra Udyog (HUF)	HUF of Mr. Rajendra Chamaria, Vice Chairman & Managing Director
Mrs.Yash Bala Bhajanka	Spouse of Mr. Prem Kumar Bhajanka, Managing Director

B) Details of transactions between the Company and related parties :

(₹ in lakhs)

Nature of Transactions	Entities controlled/jointly controlled or significantly influenced by key managerial personnel or close family member of key managerial personnel		Key management personnel and their close family members	
	For the year ended March 31, 2024	For the year ended March 31, 2023	For the year ended March 31, 2024	For the year ended March 31, 2023
1. Purchase transactions				
CLL	90.54	27.42		
SMEL	51.97	-		
SSPL	1,925.79	-		
2. Sale transactions				
CPIL	8.26	23.44		
NTEPL	-	3.28		
Mr. Prem Kumar Bhajanka			-	7.38
3. Services received				
NU	-	1.36		-
CPIL	122.44	132.58		-
Mrs.Yash Bala Bhajanka			12.45	12.50
Rahul Chamaria (HUF)			28.89	29.50
Rajendra Udyog (HUF)			31.95	31.95
Renu Chamaria			29.29	31.05
4. Purchase of capital goods				
SSPL	1,769.98	3,898.93		-
SMEL	78.67	-		-

Note : 45 - Related party disclosures *(Contd.)*

(₹ in lakhs)

Nature of Transactions	Entities controlled/jointly controlled or significantly influenced by key managerial personnel or close family member of key managerial personnel		Key management personnel and their close family members	
	For the year ended March 31, 2024	For the year ended March 31, 2023	For the year ended March 31, 2024	For the year ended March 31, 2023
5. Donation				
Star Cement Charitable Trust	726.34	514.44		
Lumshong Village Welfare Trust	477.76	466.89		
6. Security deposits given				
Rahul Chamaria HUF			-	5.12
Rajendra Udyog (HUF)			-	5.05
Mrs. Renu Chamaria			-	14.65
7. Remuneration paid				
Mr. Sajjan Bhajanka			198.00	198.00
Mr.Rajendra Chamaria			304.20	304.20
Mr.Sanjay Agarwal			198.00	198.00
Mr. Prem Kumar Bhajanka			198.00	366.33
Mr. Tushar Bhajanka			160.00	174.67
Mr. Pankaj Kejriwal			200.00	200.00
Mr Vinit Kumar Tiwari			357.50	-
Mr. Rahul Chamaria			60.00	60.00
Mr. Sachin Chamaria			60.00	60.00
Mr. Manoj Agarwal			123.22	95.92
Mr. Debabrata Thakurta			37.50	31.39
8. Sitting fees :				
Mrs. Ibaridor Katherine War			0.50	0.25
Mrs. Plistina Dkhar			0.50	0.25
Mr. Vivek Chawla			4.40	-
Mr. Amit Kiran Deb			3.78	2.80
Mr. Nirmalya Bhattacharyya			3.13	3.13
Mr. Pramod Kumar Shah			0.45	5.48
Mr. Jagdish Chandra Towhniwal			1.50	-
Mr. Ramit Budhraja			2.00	-
Mr.Deepak Singhal			2.00	1.75
9. Comission to Directors :				
Mrs. Ibaridor Katherine War			2.00	-
Mrs. Plistina Dkhar			2.00	-
Mr. Vivek Chawla			0.50	-
Mr. Amit Kiran Deb			2.50	-
Mr. Nirmalya Bhattacharyya			2.50	-
Mr. Jagdish Chandra Towhniwal			0.50	-
Mr. Ramit Budhraja			0.50	-
Mr.Deepak Singhal			2.50	-

Notes to the Consolidated Financial Statements for the year ended March 31, 2024

Note : 45 - Related party disclosures *(Contd.)*

C) Balance Outstanding as at March 31, 2024 :

(₹ in lakhs)

Nature of Transactions	Entities controlled/jointly controlled or significantly influenced by key managerial personnel or close family member of key managerial personnel		Key management personnel and their close family members	
	As at March 31, 2024	As at March 31, 2023	As at March 31, 2024	As at March 31, 2023
7. Balance Outstanding				
(a) Trade and other payable				
Mrs.Yash Bala Bhajanka			0.01	-
CPIL	11.84	26.66	-	-
SSPL	6.79	1,040.51	-	-
CLL	6.85	-	-	-
Rahul Chamaria (HUF)			-	7.69
Rajendra Udyog (HUF)			1.82	9.01
Renu Chamaria			5.27	-
Lumshong Village Welfare Trust	-	1.94		
(b) Advances given				
SMEL	0.22	-		
Star Cement Charitable Trust	1.61	1.61		
(d) Security deposit given				
Rahul Chamaria HUF			14.44	14.44
Rajendra Udyog (HUF)			15.98	15.98
Mrs. Renu Chamaria			14.65	14.65
(e) Remunaration payable				
Mr. Sajjan Bhajanka			10.58	10.57
Mr. Rajendra Chamaria			12.44	16.32
Mr.Sanjay Agarwal			4.52	4.97
Mr. Prem Kumar Bhajanka			10.58	20.23
Mr. Pankaj Kejriwal			11.38	10.73
Mr Vinit Kumar Tiwari			14.22	-
Mr. Rahul Chamaria			1.78	3.24
Mr. Sachin Chamaria			2.62	3.24
Mr. Tushar Bhajanka			13.33	-
Mr. Manoj Agarwal			6.38	5.87
Mr. Debabrata Thakurta			3.33	1.70

Note :- The above mentioned transaction values excludes goods & services tax and other taxes, if any. Previous year figures have been regrouped accordingly.

Note : 45 - Related party disclosures *(Contd.)*

D) Key management personnel compensation

(₹ in lakhs)

Particulars	For the year ended March 31, 2024	For the year ended March 31, 2023
Short-term employee benefits	1,932.67	1,720.16
Post-employment benefits	-	-
Long-term employee benefits	-	-
Total compensation	**1,932.67**	**1,720.16**

E) Terms and conditions of transactions with related parties:

(i) The sales and purchases transaction with related parties (including transactions related to 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.

(ii) For the year ended March 31, 2024, 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.

(iii) The remuneration of Directors is determined by the Nominations & Remuneration Committee having regard to the performance of individuals and market trends.

F) Post-employment benefits and other long-term benefits related to KMPs is being disclosed based on actual payment made on retirement /resignation of services, but does not includes provision made on actuarial basis as the same is available for all employees together. Further, in view of applicability of such benefits only to CEO, CFO & CS of the Company, the amount of provision made on actuarial basis are not significant considering the nature of operation and size of the Group.

Note : 46 - 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.

SL No	Name of the Company	Net assets (total assets minus total liabilities)		Share in profit or loss		Share in other comprehensive income		Share in total comprehensive income	
		For the year ended March 31, 2024		For the year ended March 31, 2024		For the year ended March 31, 2024		For the year ended March 31, 2024	
		As % of consolidated net assets	(₹ in lakhs)	As % of consolidated profit or loss	(₹ in lakhs)	As % of consolidated OCI	(₹ in lakhs)	As % of consolidated TCI	(₹ in lakhs)
	Parent								
	Star Cement Limited	62.10%	1,68,307.64	74.78%	22,069.79	96.34%	(131.99)	74.68%	21,937.80
	Indian Subsidiaries								
1	Star Cement Meghalaya Limited	48.85%	1,32,381.15	29.46%	8,692.50	3.83%	(5.25)	29.57%	8,687.25
2	Star Cement (I) Limited	-0.03%	(83.45)	-0.30%	(88.45)	0.00%	-	-0.30%	(88.45)
3	Star Cement North East Limited	3.90%	10,565.41	1.90%	560.41	0.00%	-	1.91%	560.41
	Foreign Subsidiary								
1	Star Century Global Cement Private Limited	0.01%	15.72	-0.01%	(3.97)	-0.20%	0.28	-0.01%	(3.69)
	Adjustments on consolidation	-14.82%	(40,174.84)	-5.83%	(1,719.25)	0.00%	(0.00)	-5.85%	(1,719.25)
	TOTAL	**100%**	**2,71,011.63**	**100%**	**29,511.03**	**100%**	**(136.96)**	**100%**	**29,374.07**

Notes to the Consolidated Financial Statements for the year ended March 31, 2024

Note : 46 - 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. *(Contd.)*

SL No	Name of the Company	Net assets (total assets minus total liabilities)		Share in profit or loss		Share in other comprehensive income		Share in total comprehensive income	
		As at March 31, 2023		For the year ended March 31, 2023		For the year ended March 31, 2023		For the year ended March 31, 2023	
		As % of consolidated net assets	(₹ in lakhs)	As % of consolidated profit or loss	(₹ in lakhs)	As % of consolidated OCI	(₹ in lakhs)	As % of consolidated TCI	(₹ in lakhs)
	Parent								
	Star Cement Limited	60.58%	1,46,369.84	66.24%	16,402.05	91.66%	30.94	66.28%	16,432.99
	Indian Subsidiaries								
1	Star Cement Meghalaya Limited	51.19%	1,23,694.37	34.70%	8,592.40	8.33%	2.81	34.67%	8595.21
2	Star Cement (I) Limited	0.00%	5.00	0.00%	-	0.00%	-	0.00%	-
3	Star Cement North East Limited	0.83%	2,005.00	0.00%	-	0.00%	-	0.00%	-
	Foreign Subsidiary								
1	Star Century Global Cement Private Limited	0.01%	19.41	-0.01%	(1.39)	0.00%	-	-0.01%	(1.39)
	Adjustments on consolidation	-12.60%	(30,456.06)	-0.94%	(232.65)	0.04%	0.01	-0.94%	(232.64)
	TOTAL	**100%**	**2,41,637.56**	**100%**	**24,760.41**	**100%**	**33.76**	**100%**	**24,794.17**

Note 46.1: The above figures are from Standalone Financial Statements of the respective companies and before eliminating intra group transaction and balances

Note : 47 - Interest in other entities

Subsidiaries

The group's subsidiaries as at March 31, 2024 are set out below. Unless otherwise stated, they have share capital consisting solely of equity shares that are held directly by the group, and the proportion of ownership interests held equals the voting rights held by the group. The country of incorporation or registration is also their principal place of business.

Name of the entity	Place of business/ country of incorporation	Ownership interest held by the group		Ownership interest held by non-controlling interests		Principal actvities
		March 31, 2024 %	March 31, 2023 %	March 31, 2024 %	March 31, 2023 %	
Star Cement Meghalaya Limited (SCML)	India	100%	100%	0%	0%	Manufacture of clinker, Cement and generation of power.
Star Cement (I) Ltd. (refer note 47.1) (SCIL)	India	100%	100%	0%	0%	Manufacture of cement
Megha Technical & Engineers Private Limited (MTEPL)	India	-	100%	-	0%	Manufacture of cement
Meghalaya Power Limited (MPL)	India	-	100%	-	0%	Generation of Power

Note : 47 - Interest in other entities *(Contd.)*

Name of the entity	Place of business/ country of incorporation	Ownership interest held by the group		Ownership interest held by non-controlling interests		Principal actvities
		March 31, 2024 %	March 31, 2023 %	March 31, 2024 %	March 31, 2023 %	
NE Hills Hydro Limited (NHHL)	India	-	100%	-	0%	Generation of Power
Star Cement North East Limited (refer note 47.1) (SCNEL)	India	100%	100%	0%	0%	Manufacture of cement
Star Century Global Cement Private Limited (SCGCPL)	Myanmar	100%	100%	0%	0%	Export of Clinker

Note 47.1: The above percentage shares held by Group Companies also.

Note 47.2: These Consolidated Financial Statements include the financial statements of its subsidiaries Star Cement Meghalaya Limited (SCML), Star Century Global Cement Private Limited (SCGCPL), Star Cement (I) Limited (SCIL) and Star Cement North East Limited(SCNEL). In the Board meetings held on February 2, 2023,the respective Board of Directors of SCML,MTEPL,MPL and NHHL had approved a scheme of amalgamation of MTEPL,MPL & NHHL into SCML with effect from April 1,2023. In view of the approval of National Company Law Tribunal (NCLT) dated May 10, 2024 and filling of NCLT order to Registrar of Companies on May 20, 2024 MTEPL, MPL and NHHL have been merged with SCML w.e.f appointed date April 1, 2023. Necessary impact of the scheme has been given in this consolidated financial statements however, there is no significant impact of the merger in the consolidated financial statement as these subsidiaries were also consolidated earlier with the Parent company.

Note 48. Segment information

(i) Cement is the only identified operating segment of the Group. There is no separate reportable segment as required by Ind AS 108 'Operating Segments'. There are no such customers which contribute 10 per cent or more of the Group's total revenue during the current and previous year.

(ii) Geographical information

The entire revenue of the Group has been generated by way of domestic sales . (₹ in lakhs)

Geographical Location	As at March 31, 2024	As at March 31, 2023
India (Country of Domicile)	2,91,066.71	2,70,484.68
Outside India	-	-
Total	**2,91,066.71**	**2,70,484.68**

All the non-current assets (Property, plant and equipment, capital work-in-progress, intangible assets, right of use assets and other non-current assets) of the Group are within India.

Note 49: Previous year's figures have been regrouped and /or rearranged wherever necessary to conform for current year classification. However, such regrouping and /or reclassification has no impact on the Equity for the previous financial year.

Note 50 -: Other statutory information

i) The Group has not been declared as wilful defaulter by any bank of financial institution or other lender.

ii) The Group have not traded or invested in Crypto currency or Virtual currency during the current financial year and previous financial year.

Notes to the Consolidated Financial Statements for the year ended March 31, 2024

Note 50 -: Other statutory information *(Contd.)*

iii) The Group has not advanced or loaned or invested funds to any other person or entity, including foreign entities (Intermediaries) with the understanding that the Intermediary shall:

(a) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Group (Ultimate Beneficiaries); or

(b) provide any guarantee, security or the like to or on behalf of the Ultimate Beneficiaries.

iv) The Group has not received any fund from any person or entity, including foreign entities (Funding Party) with the understanding (whether recorded in writing or otherwise) that the Group shall :

(a) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party (Ultimate Beneficiaries); or

(b) provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

v) The Group 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.

vi) The Group has not entered into 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.

vii) Struck off Company: Transaction with the struck off company is as under -:

(₹ in lakhs)

Name of Company	Transaction entered by	Nature of Transactions	Transactions during the year ended March 31, 2024	Balance Outstanding as at March 31, 2024	Relationship with the company
Deori's Mercantile Private Limited	Star Cement Limited	Payables	14.73	-	Vendor (non - related)
Great Eastern Trading Co Ltd	Star Cement Limited	Payables	10.13	-	Vendor (non - related)

Name of Company	Transaction entered by	Nature of transactions	Transactions during the year ended March 31, 2023	Balance outstanding as at March 31, 2023	Relationship with the company
Deori's Mercantile Private Limited	Star Cement Limited	Payables	236.78	14.73	Vendor (non - related)
Digaru Construction Private Limited	Star Cement Limited	Payables	8.00	-	Vendor (non - related)
Ramdhenu Engineering Private Limited	Star Cement Limited	Payables	8.19	-	Vendor (non - related)
Digaru Construction Private Limited	Star Cement Limited	Receivables	0.07	-	Customer (non - related)

Note: 51 - Quarterly statements for working capital facilities from Banks.

The Parent Company has filed quarterly statements with the banks in compliance of the sanctioned working capital facilities and the differences with the books of accounts are as stated below:

(₹ in lakhs)

Name of the Bank	Quarter ended	Particulars	Amount as per quarterly statements	Amount as per books of account	Differences	Reason for variance
State Bank of India, Indian Bank, Kotak Mahindra Bank and DBS Bank Limited	March'24	Trade Receivable	11,574.10	11,188.99	385.11	The differences are because the statements filed with the lenders are based on financial statements prepared on a provisional basis and also due to audit/ accounting adjustment entries carried out subsequently along with certain debtors, inter-company(group) balances were not considered by the Banks
		Inventory	10,350.77	11,856.14	(1,505.37)	
		Trade Payable	13,167.82	20,547.00	(7,379.18)	
	December'23	Trade Receivable	12,432.53	12,307.07	125.46	
		Inventory	14,328.28	14,417.35	(89.07)	
		Trade Payable	14,670.55	25,323.60	(10,653.05)	
	September'23	Trade Receivable	11,016.85	10,353.82	663.03	
		Inventory	16,858.09	17,271.19	(413.10)	
		Trade Payable	20,464.81	31,323.90	(10,859.09)	
	June'23	Trade Receivable	10,746.90	10,955.14	(208.24)	
		Inventory	13,426.40	16,826.19	(3,399.79)	
		Trade Payable	14,939.86	37,099.92	(22,160.06)	
	March'23	Trade Receivable	11,345.10	9,755.83	1,589.28	
		Inventory	14,740.59	16,826.19	(2,085.61)	
		Trade Payable	14,752.72	26,849.32	(12,096.60)	
	December'22	Trade Receivable	12,412.39	16,161.12	(3,748.73)	
		Inventory	14,095.01	13,459.05	635.97	
		Trade Payable	6,494.85	19,870.00	(13,375.15)	
	September'22	Trade Receivable	11,525.38	13,807.41	(2,282.03)	
		Inventory	10,392.98	9,398.31	994.67	
		Trade Payable	7,353.03	19,918.00	(12,564.97)	
	June'22	Trade Receivable	10,144.54	13,640.16	(3,495.62)	
		Inventory	12,992.56	12,660.71	331.85	
		Trade Payable	10,657.99	20,568.84	(9,910.85)	

Notes to the Consolidated Financial Statements for the year ended March 31, 2024

Note 52: Audit trail

The Holding company and its subsidiaries incorporated in India have been using accounting software ERP SAP S4HANA for maintaining its books of account which has a feature of recording audit trail (change log) facility and the same has operated throughout the year for all relevant transactions except Audit trail feature is not enabled for certain data changes to the data for users with certain access rights to a third party software.

Note 53: These financial statements have been approved by the Board of Directors of the Company on May 22, 2024 for issue to the shareholders of the Company for the adoption.

As per our report of even date

For Singhi & Co.
Chartered Accountants
Firm Registration No.302049E

(Gopal Jain)
Partner
Membership No. 059147

Place : Kolkata / Lumshnong
Date : May 22, 2024

For and on behalf of Board of Directors of Star Cement Limited

Vinit Kumar Tiwari
Chief Executive Officer

Sajjan Bhajanka
Chairman & Managing Director
DIN:00246043

Manoj Agarwal
Chief Financial Officer

Rajendra Chamaria
Vice-Chairman & Managing Director
DIN:00246171

Debabrata Thakurta
Company Secretary

STAR CEMENT LIMITED

CIN: L26942ML2001PLC006663
Regd. Office: Vill: Lumshnong, P.O.: Khaliehriat, Dist.: East Jaintia Hills, Meghalaya – 793210
Corporate Office: 'Century House', 2nd floor, P 15/1, Taratala Road, Kolkata-700 088
Tel: 033- 24015555, Email: investors@starcement.co.in
Website: www.starcement.co.in

NOTICE TO THE SHAREHOLDERS

NOTICE is hereby given that the **TWENTY THIRD ANNUAL GENERAL MEETING** of the Members of **Star Cement Limited** will be held on **Thursday, 26th September, 2024 at 11:30 A.M**. (IST) through Video Conferencing ("VC")/ Other Audio-Visual Means ("OVAM") facility to transact the following business:

ORDINARY BUSINESS:

1. To receive, consider and adopt the Audited Financial Statements (including Audited Consolidated Financial Statements) of the Company for the Financial Year ended 31st March, 2024 and the Reports of Board of Directors and Auditors thereon.

2. To appoint a Director in place of Mr. Brij Bhushan Agarwal (DIN: 01125056), who retires by rotation and being eligible, offers himself for re-appointment.

3. To appoint a Director in place of Mr. Prem Kumar Bhajanka (DIN: 00591512), who retires by rotation and being eligible, offers himself for re-appointment.

4. **To revise the remuneration of Statutory Auditors of the Company**

   To consider and if thought fit, to pass, with or without modification(s), the following resolution as an **Ordinary Resolution:**

   "RESOLVED THAT pursuant to the provisions of Sections 142 and other applicable provisions, if any, of the Companies Act, 2013 read with the Companies (Audit and Auditors) Rules, 2014, including any statutory modification(s) or re-enactment(s) thereof for the time being in force and pursuant to the recommendations of the Audit Committee and the Board of Directors, the remuneration payable to M/s. Singhi & Co., Chartered Accountants (Firm Registration Number: 302049E), Statutory Auditors of the Company which was fixed at the 21st Annual General Meeting of the Company held on 27th September, 2022 for a period of 5 years, be and is hereby revised effective from Financial year 2024-25 for remaining period of its tenure as set out in the Explanatory Statement annexed to this notice."

SPECIAL BUSINESS:

5. **Re-appointment of Mr. Amit Kiran Deb as an Independent Director**

   To consider and if thought fit, to pass, with or without modification(s), the following Resolution as a **Special Resolution:**

   "RESOLVED THAT pursuant to the provisions of Sections 149, 150, 152, and any other applicable provisions, if any, of the Companies Act, 2013 ("Act") read with Schedule IV to the Act (including any statutory modification(s) or re-enactment(s) thereof, for the time being in force) and the Companies (Appointment and Qualification of Directors) Rules, 2014, as amended from time to time and applicable provisions of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended and Articles of Association of the Company and pursuant to the recommendation of Nomination and Remuneration Committee and approval of the Board of Directors, Mr. Amit Kiran Deb (DIN: 02107792), aged about 76 years, who holds office of Independent Director up to 31st March, 2025, and who has submitted a declaration that he meets the criteria for independence as provided under Section 149(6) of the Act and Regulation 16(1)(b) of the Securities Exchange Board of India (Listing Obligation and Disclosure Requirements) Regulations, 2015 and in respect of whom the Company has received a notice in writing under Section 160(1) of the Act from a Member, signifying his intention to propose Mr. Amit Kiran Deb's candidature for the office of Director, be and is hereby re-appointed as an Independent Director of the Company, not liable to retire by rotation, for a second term of 3 (three) consecutive years commencing from 1st April, 2025 upto 31st March, 2028 and that approval be and is hereby also accorded for his continuation as an Independent Director even if he has attained the age of 75 years;

   RESOLVED FURTHER THAT the Board of Directors of the Company (including its Committee thereof) and/or Company Secretary of the Company, be and are hereby severally authorized to do all such acts, deeds, matters and things as may be considered necessary, desirable or expedient to give effect to this resolution."

6. **Re-appointment of Mr. Deepak Singhal as an Independent Director**

   To consider and if thought fit, to pass, with or without modification(s), the following Resolution as a **Special Resolution:**

   "**RESOLVED THAT** pursuant to the provisions of Sections 149, 150, 152, and any other applicable provisions, if any, of the Companies Act, 2013 ("Act") read with Schedule IV to the Act (including any statutory modification(s) or re-enactment(s) thereof, for the time being in force) and the Companies (Appointment and Qualification of Directors) Rules, 2014, as amended from time to time and applicable provisions of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended and Articles of Association of the Company and pursuant to the recommendation of Nomination and Remuneration Committee and approval of the Board of Directors, Mr. Deepak Singhal (DIN: 00957347) aged about 65 years who holds office of Independent Director up to 28th June, 2025, and who has submitted a declaration that he meets the criteria for independence as provided under Section 149(6) of the Act and Regulation 16(1)(b) of the Securities Exchange Board of India (Listing Obligation and Disclosure Requirements) Regulations, 2015 and in respect of whom the Company has received a notice in writing under Section 160(1) of the Act from a Member, signifying his intention to propose Mr. Deepak Singhal's candidature for the office of Director, be and is hereby re-appointed as an Independent Director of the Company, not liable to retire by rotation, for a second term of 3 (three) consecutive years commencing from 29th June, 2025 upto 28th June, 2028;

   RESOLVED FURTHER THAT the Board of Directors of the Company (including its Committee thereof) and/or Company Secretary of the Company, be and are hereby severally authorized to do all such acts, deeds, matters and things as may be considered necessary, desirable or expedient to give effect to this resolution."

7. **Payment of Commission to the Independent Directors of the Company**

   To consider and if thought fit, to pass, with or without modification(s), the following Resolution as **Special Resolution:**

   "**RESOLVED THAT** pursuant to the provisions of Section 149(9), 197 and any other applicable provisions of the Companies Act, 2013 ('the Act') [including any statutory modification(s) or re-enactment(s) thereof for the time being in force] and Regulation 17(6) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended from time to time, consent of the members be and is hereby accorded for payment of commission to the Independent Directors of the Company (i.e., Directors other than the Managing Director and/or Whole Time Directors/Non-Executive Director) for the financial year ended 31st March 2024 and distributed between such Directors in such a manner as the Board of Directors may from time to time determine within the overall maximum limit of 1% (one percent) of the net profits of the Company for that financial year computed in accordance with the provisions of Section 198 of the Act;

   RESOLVED FURTHER THAT the above remuneration shall be in addition to fees payable to the Director(s) for attending the meetings of the Board or Committees thereof or for any other purpose whatsoever as may be decided by the Board of Directors and reimbursement of expenses for participation in the Board and other meetings;

   RESOLVED FURTHER THAT the Board of Directors of the Company be and is hereby authorised to do all such acts, deeds, matters and things including deciding on the manner of payment of commission and settle all questions or difficulties that may arise with regard to the aforesaid resolution as it may deem fit and to execute any agreements, documents, instructions, etc. as may be necessary or desirable in connection with or incidental to give effect to the aforesaid resolution."

8. **Ratification of Remuneration payable to the Cost Auditors for the Financial Year ending March 31, 2025**

   To consider and if thought fit, to pass, with or without modification(s), the following Resolution as an **Ordinary Resolution:**

   "**RESOLVED THAT** pursuant to the provisions of Section 148(3) and other applicable provisions, if any, of the Companies Act, 2013 read with the Companies (Audit and Auditors) Rules, 2014 and the Companies (Cost Records and Audit) Rules, 2014 (including any statutory modification(s) or re-enactment(s) thereof, for the time being in force), the consent of the Members of the Company be and is hereby accorded to ratify and confirm the remuneration of ₹1,10,000 (Rupees One Lakh Ten Thousand only) plus applicable taxes and re-imbursement of out of pocket expenses incurred, if any to be paid to M/s. B. G. Chowdhury & Co., Cost Accountants, (Firm Registration number 000064) appointed by the Board of Directors on the recommendation of the Audit Committee as the Cost Auditors to conduct the audit of the cost records of the Company for the Financial Year ending 31st March, 2025;

RESOLVED FURTHER THAT the Board of Directors of the Company and/or Company Secretary of the Company, be and are hereby severally authorised to do all acts and take all such steps as may be necessary, proper or expedient to give effect to this resolution."

9. **Approval for Material Related Party Transactions**

To consider and if thought fit, to pass, with or without modification(s), the following Resolution as an **Ordinary Resolution:**

"**RESOLVED THAT** pursuant to Section 188 and other applicable provisions, if any, of the Companies Act, 2013 read with the Companies (Meeting of Board and its Powers) Rules, 2014 and in terms of Regulation 23 and other applicable provisions of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 as amended from time to time (including any statutory modification(s) or enactment thereof for the time being in force) ("Listing Regulations"), and pursuant to the consent of the Audit Committee and the Board of Directors obtained at their respective meetings, consent and approval of the Members of the Company be and is hereby accorded to the Board of Directors (which term shall include any Committee constituted by the Board or any person(s) authorized by the Board to exercise its power, including the powers conferred by this Resolution) to enter into the arrangements/ transactions/ contracts (including any other transfer of resources, giving and taking loans, advances, securities, services, receipt of Brand Royalty or obligations etc.,) upto an amount of ₹2,500 crores in a Financial Year entered or to be entered into by the Company with Star Cement Meghalaya Limited, a related party within the meaning of Section 2(76) of the Companies Act, 2013 and Regulation 2(1)(zb) of the Listing Regulations as applicable, in the ordinary course of business and on arms' length basis as set out in the explanatory statement annexed to the notice convening this meeting, for the financial year 2024-25 & 2025-26;

RESOLVED FURTHER THAT the consent of the Members of the Company be and is hereby accorded to the Board of Directors of the Company, to do all such acts, deeds, matters and things as may be necessary, expedient or desirable including any negotiation/ renegotiation/ modification/ ratification/ amendments to or termination thereof, of the subsisting arrangements/ transactions/ contracts or any future arrangements/ transactions/ contracts and to make or receive/ pay monies or to perform all other obligations in terms of such arrangements/ transactions/ contracts with the Related parties."

10. **Approval for Material Related Party Transactions**

To consider and if thought fit, to pass, with or without modification(s), the following Resolution as an **Ordinary Resolution:**

"**RESOLVED THAT** pursuant to Section 188 and other applicable provisions, if any, of the Companies Act, 2013 read with the Companies (Meeting of Board and its Powers) Rules, 2014 and in terms of Regulation 23 and other applicable provisions of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 as amended from time to time (including any statutory modification(s) or enactment thereof for the time being in force) ("Listing Regulations"), and pursuant to the consent of the Audit Committee and the Board of Directors obtained at their respective meetings, consent and approval of the Members of the Company be and is hereby accorded to the Board of Directors (which term shall include any Committee constituted by the Board or any person(s) authorized by the Board to exercise its power, including the powers conferred by this Resolution) to enter into the arrangements/ transactions/ contracts (including any other transfer of resources, giving and taking loans, advances, securities, services or obligations etc.,) upto an amount of ₹20 crores in a Financial Year entered or to be entered into by the Company with Shyam Century Ferrous Limited, a related party within the meaning of Section 2(76) of the Companies Act, 2013 and Regulation 2(1)(zb) of the Listing Regulations as applicable, in the ordinary course of business and on arms' length basis as set out in the explanatory statement annexed to the notice convening this meeting, for the financial year 2024-25 & 2025-26;

RESOLVED FURTHER THAT the consent of the Members of the Company be and is hereby accorded to the Board of Directors of the Company, to do all such acts, deeds, matters and things as may be necessary, expedient or desirable including any negotiation/ renegotiation/ modification/ ratification/ amendments to or termination thereof, of the subsisting arrangements/ transactions/ contracts or any future arrangements/ transactions/ contracts and to make or receive/ pay monies or to perform all other obligations in terms of such arrangements/ transactions/ contracts with the Related parties."

11. **Approval for Material Related Party Transactions**

To consider and if thought fit, to pass, with or without modification(s), the following Resolution as an **Ordinary Resolution:**

"**RESOLVED THAT** pursuant to Section 188 and other applicable provisions, if any, of the Companies Act, 2013 read with the Companies (Meeting of Board and its Powers) Rules, 2014 and in terms of Regulation 23 and other applicable provisions of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 as amended from time to time (including any statutory modification(s) or enactment thereof for the time being in force) ("Listing Regulations"), and pursuant to the consent of the Audit Committee and the Board of Directors obtained at their respective meetings, consent and approval of the Members of the Company be and is hereby accorded to the Board of Directors (which term shall include any Committee constituted by the Board or any person(s) authorized by the Board to exercise its power, including the powers conferred by this Resolution) to enter into the arrangements/ transactions/ contracts (including any other transfer of resources, giving and taking loans, advances, securities, services, receipt of Brand Royalty or obligations etc.,) upto an amount of ₹1,000 crores in a Financial Year entered or to be entered into by the Company with Star Cement (I) Limited, a related party within the meaning of Section 2(76) of the Companies Act, 2013 and Regulation 2(1)(zb) of the Listing Regulations as applicable, in the ordinary course of business and on arms' length basis as set out in the explanatory statement annexed to the notice convening this meeting, for the financial year 2024-25 & 2025-26;

RESOLVED FURTHER THAT the consent of the Members of the Company be and is hereby accorded to the Board of Directors of the Company, to do all such acts, deeds, matters and things as may be necessary, expedient or desirable including any negotiation/ renegotiation/ modification/ ratification/ amendments to or termination thereof, of the subsisting arrangements/ transactions/ contracts or any future arrangements/ transactions/ contracts and to make or receive/ pay monies or to perform all other obligations in terms of such arrangements/ transactions/ contracts with the Related parties."

12. **Approval for Material Related Party Transactions**

To consider and if thought fit, to pass, with or without modification(s), the following Resolution as an **Ordinary Resolution:**

"**RESOLVED THAT** pursuant to Section 188 and other applicable provisions, if any, of the Companies Act, 2013 read with the Companies (Meeting of Board and its Powers) Rules, 2014 and in terms of Regulation 23 and other applicable provisions of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 as amended from time to time (including any statutory modification(s) or enactment thereof for the time being in force) ("Listing Regulations"), and pursuant to the consent of the Audit Committee and the Board of Directors obtained at their respective meetings, consent and approval of the Members of the Company be and is hereby accorded to the Board of Directors (which term shall include any Committee constituted by the Board or any person(s) authorized by the Board to exercise its power, including the powers conferred by this Resolution) to enter into the arrangements/ transactions/ contracts (including any other transfer of resources, giving and taking loans, advances, securities, services, receipt of Brand Royalty or obligations etc.,) upto an amount of ₹1,500 crores in a Financial Year entered or to be entered into by the Company with Star Cement North East Limited, a related party within the meaning of Section 2(76) of the Companies Act, 2013 and Regulation 2(1)(zb) of the Listing Regulations as applicable, in the ordinary course of business and on arms' length basis as set out in the explanatory statement annexed to the notice convening this meeting, for the financial year 2024-25 & 2025-26;

RESOLVED FURTHER THAT the consent of the Members of the Company be and is hereby accorded to the Board of Directors of the Company, to do all such acts, deeds, matters and things as may be necessary, expedient or desirable including any negotiation/ renegotiation/ modification/ ratification/ amendments to or termination thereof, of the subsisting arrangements/ transactions/ contracts or any future arrangements/ transactions/ contracts and to make or receive/ pay monies or to perform all other obligations in terms of such arrangements/ transactions/ contracts with the Related parties."

Registered Office:
Vill: Lumshnong, P.O.: Khaliehriat
Dist.: East Jaintia Hills
Meghalaya - 793210

Date: 9th August, 2024
Place: Kolkata

By Order of the Board of Directors
For Star Cement Limited

Debabrata Thakurta
Company Secretary
Membership No.: F6554

NOTES:

1. **AN EXPLANATORY STATEMENT PURSUANT TO SECTION 102(1) OF THE COMPANIES ACT, 2013 RELATING TO THE SPECIAL BUSINESS TO BE TRANSACTED AT THE MEETING IS ANNEXED HERETO.**

   Additional information, pursuant Regulation 36(5) to the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended with respect to increase in remuneration of the Statutory Auditors of the Company, as proposed under Item No. 4 of this Notice under Ordinary Business, is also provided in the Explanatory Statement.

   The Board of Directors of the Company at its meeting held on 9th August, 2024 considered that the special businesses as specified in the Notice convening the meeting under Item Nos. 5 to 12 being considered unavoidable, be transacted at the Twenty Third Annual General Meeting.

2. The Ministry of Corporate Affairs ("MCA") has vide its General Circular No. 09/2023 dated September 25, 2023 and the Securities and Exchange Board of India ('SEBI') vide its circular No. SEBI/HO/CFD/CFD-PoD-2/P/CIR/2023/167 dated October 7, 2023 and other circulars issued from time to time (hereinafter collectively referred to as 'Circulars') permitted the holding of the Annual General Meeting ("AGM") through VC / OAVM facility, without the physical presence of the Members at a common venue. In compliance with the provisions of the Companies Act, 2013 ("Act"), SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations") read with MCA and SEBI Circulars, the **23rd AGM of the Company is being held through VC / OAVM on Thursday, 26th September, 2024 at 11:30 A.M IST**. The deemed venue for the Twenty Third Annual General Meeting shall be the Registered office of the Company.

3. Pursuant to the provisions of the Act, a member entitled to attend and vote at the AGM is entitled to appoint a proxy to attend and vote on his/her behalf and the proxy need not be a Member of the Company. Since this AGM is being held pursuant to the MCA and SEBI Circulars through VC / OAVM, physical attendance of Members has been dispensed with. Accordingly, the facility for appointment of proxies by the Members will not be available for the AGM and hence the Proxy Form, Attendance Slip and Route Map of the AGM venue are not annexed to this Notice.

4. Pursuant to Section 113 of the Act, Institutional / Corporate Shareholders (i.e., other than individuals / HUF, NRI, etc.) are required to send a scanned copy (PDF/JPG Format) of its Board or Governing body Resolution/Authorization etc., authorizing its representative to attend the AGM through VC / OAVM on its behalf and to vote through remote e-voting. The said Resolution/Authorization shall be sent to the Scrutinizer by email through its registered email address to scrutinizermkb@gmail.com with a copy marked to evoting@nsdl.co.in.

5. Institutional/Corporate shareholders (i.e., other than individuals, HUF, NRI etc.) can also upload their Board Resolution / Power of Attorney / Authority Letter etc. by clicking on **"Upload Board Resolution / Authority Letter"** displayed under **"e-Voting"** tab in their login.

6. Pursuant to the MCA circulars, Members attending the AGM through VC / OAVM shall be counted for the purpose of reckoning the quorum under Section 103 of the Act.

7. Details as required in Regulation 36(3) of the SEBI Listing Regulations, Companies Act, 2013 and Secretarial Standard on General Meeting (SS-2) of ICSI in respect of the Director seeking appointment/ re-appointment at the Annual General Meeting, forms an integral part of the Notice. Requisite declarations have been received from the Directors for seeking appointment/ re-appointment.

8. The Board has not recommended any dividend for the year ended 31st March, 2024.

9. The Company has transferred the unpaid/unclaimed Interim dividend for the financial year 2015-16 on respective due date to the Investor Education and Protection Fund (IEPF) established by the Central Government. The Company has sent reminders to those members having unpaid/unclaimed dividends and has also simultaneously published notice in the leading newspapers before such transfer to the IEPF. The Company has also uploaded the details of unpaid/ unclaimed amounts lying with the Company, on the website of the Company i.e., www.starcement.co.in and also on the website of the Ministry of Corporate Affairs. The Members, whose unclaimed dividends/ shares have been transferred to IEPF, may claim the same by making an application to the IEPF Authority in Form No. IEPF-5 available on www.iepf.gov.in.

   Further, the fractional shares entitlement account on which the amount has not been paid or claimed for seven (7) consecutive years or more shall be transferred to the IEFP Authority as notified by the Ministry of Corporate Affairs. Accordingly, the fractional share entitlement account for the FY 2017-18 which was unpaid for seven consecutive years aggregating to ₹50,460.50 will be transferred by the Company to the IEPF Authority after following the required provisions of the Rules on or after 06th September, 2024.

The shareholders whose dividend/Fractional share amount/shares have been/ will be transferred to the IEPF Authority may claim the shares or apply for refund by making an application to the IEPF Authority by following the procedure as detailed in the IEPF Rules and as enumerated on the website of IEPF Authority at http://www.iepf.gov.in/IEPF/refund.html.

10. Members are requested to note that dividends if not encashed for a consecutive period of 7 years from the date of transfer to Unpaid Dividend Account of the Company, are liable to be transferred to the Investor Education and Protection Fund (IEPF). The shares in respect of which dividends have not been encashed consecutively for a period of 7 years, are also liable to be transferred to the demat account of the IEPF Authority. In view of this, Members are requested to claim their dividends from the Company, within the stipulated timeline. The Company has transferred the shares for the financial year 2015-16, who's Dividend are remain unpaid for the period of 7 years.

11. Pursuant to Section 124 of the Companies Act, 2013, the unpaid dividends that are due to transfer to the Investor Education and Protection Fund (IEPF) are as follows:

Financial Year	Date of Declaration	Tentative Date for transfer to IEPF
2017-18 (Final)	31.07.2018	06.09.2025
2019-20 (Interim)	06.02.2020	14.03.2027

Members who have not encashed their dividend warrants/drafts pertaining to the aforesaid years may approach the Company/its Registrar, for obtaining payments thereof atleast 30 days before they are due for transfer to the said fund.

12. Pursuant to Regulation 12 of SEBI (LODR) payment of dividend, will be made only by electronic mode directly into the bank account of Members and no dividend warrants or demand drafts will be issued without bank particulars. Please submit bank details along with an original cancelled cheque or Xerox copy of the cheque to our Registrars in case you hold shares in physical form and to your Depository Participants in case shares held in demat. This will facilitate to make payment of dividend as per aforesaid Regulation as and when declared. Members holding shares in the physical form are requested to notify changes in address, email id, bank mandate and bank particulars, if any, under their signatures to M/s. Maheshwari Datamatics Pvt. Ltd., 23 R. N. Mukherjee Road, 5th Floor, Kolkata – 700001, the Registrars and Share Transfer Agents (RTA) of the Company, quoting their Folio numbers. Members holding shares in electronic form may update such information with their respective Depository Participants.

13. SEBI, vide its Master Circular dated May 7, 2024 has also mandated that the Members whose folio(s)/ demat account(s) do not have PAN, Contact details (Postal Address with PIN and Mobile Number), Bank A/c details, Specimen signature for their corresponding folio numbers and other KYC details updated, shall be eligible for any payment including dividend, interest or redemption in respect of such folios/demat accounts, only through electronic mode with effect from April 1, 2024, upon their furnishing all the aforesaid details in entirety. If a Member updates the above-mentioned details after April 1, 2024, then such Member would receive all the dividends, etc., declared during that period (from April 1, 2024, till the date of updation) pertaining to the shares held after the said updation automatically.

14. Members are also informed that pursuant to Circular No.SEBI/HO/OIAE/OIAE_IAD-1/P/CIR/2023/131 dated July 31, 2023, read with a Corrigendum No. SEBI/HO/OIAE/ OIAE_IAD-1/P/CIR/2023/135 dated August 4, 2023, Master Circular No. SEBI/HO/OIAE/OIAE_IAD-1/P/CIR/2023/145 dated July 31, 2023 (updated as on August 11, 2023), and Circular No. SEBI/HO/OIAE/OIAE_IAD-3/P/CIR/2023/191 dated December 20, 2023, SEBI has introduced a common Online Dispute Resolution ("ODR") mechanism to facilitate the online resolution of all kinds of disputes arising in the Indian securities market. Members can access the SEBI Circulars on the website of SEBI at https://www.sebi.gov.in/ and the same are also available on the website of the Company at https://www.starcement.co.in/investor/investor-information

15. As per the provisions of Section 72 of the Act and SEBI Circular, the facility for making nomination is available for the Members in respect of the shares held by them. Members who have not yet registered their nomination are requested to register the same by submitting Form No. SH-13. If a member desires to opt out or cancel the earlier nomination and record a fresh nomination, he/she may submit the same in ISR-3 or SH-14 as the case may be. The said forms can be downloaded from the Company's website under Investors Information - KYC Details & Nomination at https://www.starcement.co.in/investor/investor-information and is also available on the website of the RTA at https://www.mdpl.in/. Members are requested to submit the said details to their Depository Participants in case the shares are held by them in dematerialized form and to the Company's Registrar and Share Transfer Agent ('RTA') in case the shares are held by them in physical form, quoting their folio number.

16. Members holding shares in physical form, in identical order of names, in more than one folio are requested to send to the Company's RTA, the details of such

folios together with the share certificates along with the requisite KYC documents for consolidating their holdings in one folio. Requests for consolidation of share certificates shall be processed in dematerialized form.

17. To prevent fraudulent transactions, Members are advised to exercise due diligence and notify the Company of any change in address or demise of any Member as soon as possible. Members are also advised to not leave their demat account(s) dormant for long. Periodic statement of holdings should be obtained from the concerned Depository Participant and holdings should be verified from time to time.

18. Members are requested to intimate changes, if any, pertaining to their name, postal address, e-mail address, telephone/mobile numbers, Permanent Account Number ('PAN'), mandates, nominations, power of attorney, bank details such as, name of the bank and branch details, bank account number, MICR code, IFS code, etc.,

19. **For shares held in electronic form:** To their Depository Participant only and not to the Company's RTA. Changes intimated to the Depository Participant will then be automatically reflected in the Company's records which will help the Company and its RTA provide efficient and better service to the Members.

    - **For shares held in physical form: to the Company's RTA in prescribed Form.**

Form for registration of PAN, email address, bank account details, mobile number, registered address and other KYC details or changes/update thereof	Form ISR -1
Update signature of securities holder	Form ISR -2
For nomination as provided in the Rule 19(1) of Companies (Share Capital and Debentures) Rules, 2014	Form SH-13
Declaration to opt-out from nomination	Form ISR-3
Cancellation of nomination by the holder(s) (along with ISR-3)/ Change of Nominee	Form SH-14

The above forms can be downloaded from the Investors Information - KYC Details & Nomination available on the Company's website at https://www.starcement.co.in/investor/investor-information and is also available on the website of the RTA at https://www.mdpl.in/.

SEBI vide its Circular No. SEBI/HO/MIRSD/MIRSD-PoD-1/P/CIR/2023/37, dated March 16, 2023 has simplified the process for servicing investor requests Accordingly, the companies shall process the following service requests viz. issue of duplicate securities certificate; renewal/exchange of securities certificate; endorsement; sub division/ splitting of securities certificate; consolidation of securities certificates/folios; transmission and transposition in dematerialised form only. In view of the same and to eliminate all risks associated with physical shares and avail various benefits of dematerialisation, Members are advised to dematerialise the shares held by them in physical form. Members can contact the Company or RTA, for assistance in this regard. As per the aforesaid circulars SEBI has mandated all listed Companies to record/update the KYC details i.e., PAN, Nomination and Bank Account details of the first holder for the shares held in physical mode. Members holding shares in physical form are requested to ensure the aforesaid KYC details are updated with the Company's Registrar and Share Transfer Agents, M/s. Maheswari Datamatics Pvt. Ltd. ("RTA"). The said folios shall be frozen. In case, the folios continue to remain frozen, till December 31, 2025, the same shall be referred to the Administering Authority under the Benami Transactions (Prohibitions) Act, 1988 and Prevention of Money Laundering Act, 2002.

20. Members may please note that SEBI vide its Circular No. SEBI/HO/MIRSD/ MIRSD_RTAMB/P/CIR/2022/8 dated January 25, 2022 has mandated the listed companies to issue securities in dematerialized 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. Accordingly, Members are requested to make service requests by submitting a duly filled and signed Form ISR-4. The said form can be downloaded from the Investors Information - KYC Details & Nomination available on the Company's website at https://www.starcement.co.in/investor/investor-information and is also available on the website of the RTA at https://www.mdpl.in/. It may be noted that any service request can be processed only after the folio is KYC Compliant.

21. SEBI vide its notification dated January 24, 2022 has amended Regulation 40 of the SEBI Listing Regulations and has mandated that all requests for transfer of securities including transmission and transposition requests shall be processed only in dematerialised form. In view of the same and to eliminate all risks associated with physical shares and avail various benefits of dematerialization, Members are advised to dematerialize the shares held by them in physical form. Members can contact the Company

or RTA, for assistance in this regard. A guidance notes on procedure for dematerialization of shares held in physical form is also placed on the website of the Company under 'Investors' section.

22. Members seeking any information with regard to the financial statements or any other matter to be placed at the 23rd AGM, can send the same at Company's email address at investors@starcement.co.in from their registered email address, mentioning their name, DP ID and Client ID number /folio number and mobile number on or before 18th September, 2024 by 05:00 p.m. The same will be replied by the Company suitably.

23. Electronic copies of the documents referred to in the Notice of the 23rd AGM of the Company and the Explanatory Statement shall be available for inspection by the members in electronic mode. Members may inspect the same by sending an email to investors@starcement.co.in.

24. In compliance with the MCA Circular and SEBI Circular issued from time to time the Notice of the AGM along with the Annual Report for FY 2023-24 is being sent only through electronic mode to those Members whose email addresses are registered with the Company/Depositories. Members may note that the Notice of the AGM and the Annual Report will also be available on the Company's website at www.starcement.co.in and may also be accessed from the relevant section of the websites of the Stock Exchanges i.e. BSE Limited and National Stock Exchange Limited for their download. The Notice will also be available on the website of NSDL at www.evoting.nsdl.com.

    - For Members whose Email ID's are not registered:

    a) Members holding shares in physical mode and who have not registered / updated their email address with the Company are requested to register / update the same by writing to the Company with details of folio number and attaching a self-attested copy of PAN card at investors@starcement.co.in or to M/s. Maheswari Datamatics Pvt. Ltd. at mdpldc@yahoo.com or members may send the "E-communication registration form" enclosed with this Notice to the Company or to the RTA.

    b) Members holding shares in dematerialized mode are requested to register / update their email addresses with the relevant Depository Participant.

25. Members holding shares in physical form, in identical order of names, in more than one folio are requested to send to the Company or its RTA, the details of such folios together with the share certificates and self-attested copies of the PAN for consolidating their holdings in one folio. A consolidated share certificate will be issued to such Members after making requisite changes. Members holding shares in physical form are requested to consider converting their holdings to dematerialized form to eliminate all risks associated with physical shares and for ease of portfolio management. Members can contact the Company or its RTA for assistance in this regard.

26. The Register of Members and Share Transfer Books of the Company will remain closed from **Friday, 20th September, 2024 to Thursday, 26th September, 2024 (both days inclusive)**.

27. During the 23rd AGM, Members may access the scanned copies of Register of Directors and Key Managerial Personnel and their shareholding maintained under Section 170 of the Act, the Register of Contracts or Arrangements in which the directors are interested, maintained under Section 189 of the Act and the Memorandum and Articles of Association of the Company, upon Log-in to NSDL e-Voting system at https://www.evoting.nsdl.com.

28. In compliance with the provision of Section 108 of the Companies Act, 2013, read with Rule 20 of the Companies (Management and Administration) Rules, 2014, as amended read with relevant MCA and SEBI circulars and Regulation 44 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 as amended, and the Circulars issued by the Ministry of Corporate Affairs, the Company is pleased to provide the facility of remote e-voting and e-voting during the AGM to all the Members to enable them to cast their vote electronically in respect of business to be transacted at the Meeting, for which the Company has engaged the services of National Securities Depository Limited (NSDL). The Members holding shares either in physical form or in dematerialized form, desiring to vote through electronic mode may refer to the detailed procedure on e-voting given hereinafter.

29. The Members, whose names appear in the Register of Members / list of Beneficial Owners as on **19th day of September, 2024** are entitled to vote on the Resolutions set forth in this Notice and a person who is not a member as on cut-off date should treat this notice for information purpose only. The Members may cast their votes on electronic voting system from place other than the venue of the meeting (remote e-voting). Members who have acquired shares after the dispatch of the Notice of Annual General Meeting and before the cut-off date may approach the Company for issuance of the User ID and Password for exercising their right to vote by electronic means.

30. The Companies (Management and Administration) Rules, 2014, as amended provides that the electronic voting period shall remain open for at least three days and shall close at 5.00 p.m. on the date preceding the date of the AGM. Accordingly, the remote e-voting period shall commence at **9.00 a.m. on Sunday, 22nd September, 2024 and will end at 5.00**

p.m. on Wednesday, 25th September, 2024. The Company has appointed M/s MKB & Associates, Practicing Company Secretary (Firm Registration No.- P2010WB042700), to act as the Scrutinizer, for conducting the scrutiny of the votes cast. The Members desiring to vote through electronic mode may refer to the detailed procedure on e-voting.

31. The Scrutinizer shall after the conclusion of Annual General Meeting, first download/ the votes cast at the meeting and thereafter unblock the votes cast through remote e-voting and shall submit the consolidated scrutinizer's report, within 2 (two) working days of conclusion of General Meeting to the Chairman or any other person authorized by the Board. The results declared along with the consolidated scrutinizer's report shall be placed on the website of the Company i.e., www.starcement.co.in and also be displayed on the Notice board of the Company at its registered office and on the website of NSDL i.e. www.nsdl.co.in immediately after the results are declared. The results shall simultaneously be communicated to the Stock Exchanges.

32. Subject to receipt of requisite number of votes, the Resolutions shall be deemed to be passed on the date of the Meeting i.e., Thursday, 26th September 2024.

33. **PROCEDURE FOR REMOTE E-VOTING**

The Company has entered into an arrangement with National Securities Depository Limited (NSDL) for facilitating e-voting for AGM. The instructions for remote e-voting are as under:

1. In view of the massive outbreak of the COVID-19 pandemic, social distancing is a norm to be followed and pursuant to the Circular No. 14/2020 dated April 08, 2020, Circular No.17/2020 dated April 13, 2020 issued by the Ministry of Corporate Affairs followed by Circular No. 20/2020 dated May 05, 2020 and Circular No. 02/2021 dated January 13, 2021 and all other relevant circulars issued from time to time, physical attendance of the Members to the AGM venue is not required and general meeting be held through video conferencing (VC) or other audio visual means (OAVM). Hence, Members can attend and participate in the ensuing AGM through VC/ OAVM.

2. Pursuant to the Circular No. 14/2020 dated April 08, 2020, issued by the Ministry of Corporate Affairs, the facility to appoint proxy to attend and cast vote for the members is not available for this AGM. However, the Body Corporates are entitled to appoint authorised representatives to attend the AGM through VC/OAVM and participate there at and cast their votes through e-voting.

3. The Members can join the AGM in the VC/ OAVM mode 15 minutes before and after the scheduled time of the commencement of the Meeting by following the procedure mentioned in the Notice. The facility of participation at the AGM through VC/OAVM will be made available for 1000 members on first come first served basis. This will not include large Shareholders (Shareholders holding 2% or more shareholding), Promoters, Institutional Investors, Directors, Key Managerial Personnel, the Chairpersons of the Audit Committee, Nomination and Remuneration Committee and Stakeholders Relationship Committee, Auditors etc. who are allowed to attend the AGM without restriction on account of first come first served basis.

4. The attendance of the Members attending the AGM through VC/OAVM will be counted for the purpose of reckoning the quorum under Section 103 of the Companies Act, 2013.

5. Pursuant to the provisions of Section 108 of the Companies Act, 2013 read with Rule 20 of the Companies (Management and Administration) Rules, 2014 (as amended) and Regulation 44 of SEBI (Listing Obligations & Disclosure Requirements) Regulations 2015 (as amended), and the Circulars issued by the Ministry of Corporate Affairs dated April 08, 2020, April 13, 2020 and May 05, 2020 the Company is providing facility of remote e-Voting to its Members in respect of the business to be transacted at the AGM. For this purpose, the Company has entered into an agreement with National Securities Depository Limited (NSDL) for facilitating voting through electronic means, as the authorized agency. The facility of casting votes by a member using remote e-Voting system as well as venue voting on the date of the AGM will be provided by NSDL.

6. In line with the Ministry of Corporate Affairs (MCA) Circular No. 17/2020 dated April 13, 2020, the Notice calling the AGM has been uploaded on the website of the Company at www.starcement.co.in. The Notice can also be accessed from the websites of the Stock Exchanges i.e. BSE Limited and National Stock Exchange of India Limited at www.bseindia.com and www.nseindia.com respectively and the AGM Notice is also available on the website of NSDL (agency for providing the Remote e-Voting facility) i.e. www.evoting.nsdl.com.

7. AGM has been convened through VC/OAVM in compliance with applicable provisions of the Companies Act, 2013 read with MCA Circular No. 14/2020 dated April 08, 2020 and MCA Circular No. 17/2020 dated April 13, 2020, MCA Circular No. 20/2020 dated May 05, 2020, MCA Circular No. 2/2021 dated January 13, 2021 and further extension provided in the latest MCA General Circular No. 9/2023 dated September 25, 2023.

THE INSTRUCTIONS FOR MEMBERS FOR REMOTE E-VOTING AND JOINING GENERAL MEETING ARE AS UNDER:-

The remote e-voting period begins on Sunday, September, 22, 2024 at 09:00 A.M. and ends on Wednesday, September 25, 2024 at 05:00 P.M. The remote e-voting module shall be disabled by NSDL for voting thereafter. The Members, whose names appear in the Register of Members / Beneficial Owners as on the record date (cut-off date) i.e. 19th September, 2024 may cast their vote electronically. The voting right of shareholders shall be in proportion to their share in the paid-up equity share capital of the Company as on the cut-off date, being 19th September, 2024.

How do I vote electronically using NSDL e-Voting system?

The way to vote electronically on NSDL e-Voting system consists of "Two Steps" which are mentioned below:

Step 1: Access to NSDL e-Voting system

A) **Login method for e-Voting and joining virtual meeting for Individual shareholders holding securities in demat mode**

In terms of SEBI circular dated December 9, 2020 on e-Voting facility provided by Listed Companies, Individual shareholders holding securities in demat mode are allowed to vote through their demat account maintained with Depositories and Depository Participants. Shareholders are advised to update their mobile number and email Id in their demat accounts in order to access e-Voting facility.

Login method for Individual shareholders holding securities in demat mode is given below:

Type of shareholders	Login Method
Individual Shareholders holding securities in demat mode with NSDL.	1. Existing **IDeAS** user can visit the e-Services website of NSDL Viz. https://eservices.nsdl.com either on a Personal Computer or on a mobile. On the e-Services home page click on the **"Beneficial Owner"** icon under **"Login"** which is available under 'IDeAS' section , this will prompt you to enter your existing User ID and Password. After successful authentication, you will be able to see e-Voting services under Value added services. Click on **"Access to e-Voting"** under e-Voting services and you will be able to see e-Voting page. Click on company name or **e-Voting service provider i.e. NSDL** and you will be re-directed to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. 2. If you are not registered for IDeAS e-Services, option to register is available at https://eservices.nsdl.com. Select **"Register Online for IDeAS Portal"** or click at https://eservices.nsdl.com/SecureWeb/IdeasDirectReg.jsp 3. Visit the e-Voting website of NSDL. Open web browser by typing the following URL: https://www.evoting.nsdl.com/ either on a Personal Computer or on a mobile. Once the home page of e-Voting system is launched, click on the icon "Login" which is available under 'Shareholder/Member' section. A new screen will open. You will have to enter your User ID (i.e. your sixteen digit demat account number hold with NSDL), Password/OTP and a Verification Code as shown on the screen. After successful authentication, you will be redirected to NSDL Depository site wherein you can see e-Voting page. Click on company name or **e-Voting service provider i.e. NSDL** and you will be redirected to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. 4. Shareholders/Members can also download NSDL Mobile App **"NSDL Speede"** facility by scanning the QR code mentioned below for seamless voting experience. NSDL Mobile App is available on App Store Google Play

Type of shareholders	Login Method
Individual Shareholders holding securities in demat mode with CDSL	1. Users who have opted for CDSL Easi / Easiest facility, can login through their existing user id and password. Option will be made available to reach e-Voting page without any further authentication. The users to login Easi /Easiest are requested to visit CDSL website www.cdslindia.com and click on login icon & New System Myeasi Tab and then use your existing my easi username & password. 2. After successful login the Easi / Easiest user will be able to see the e-Voting option for eligible companies where the evoting is in progress as per the information provided by company. On clicking the evoting option, the user will be able to see e-Voting page of the e-Voting service provider for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. Additionally, there is also links provided to access the system of all e-Voting Service Providers, so that the user can visit the e-Voting service providers' website directly. 3. If the user is not registered for Easi/Easiest, option to register is available at CDSL website www.cdslindia.com and click on login & New System Myeasi Tab and then click on registration option. 4. Alternatively, the user can directly access e-Voting page by providing Demat Account Number and PAN No. from a e-Voting link available on www.cdslindia.com home page. The system will authenticate the user by sending OTP on registered Mobile & Email as recorded in the Demat Account. After successful authentication, user will be able to see the e-Voting option where the evoting is in progress and also able to directly access the system of all e-Voting Service Providers.
Individual Shareholders (holding securities in demat mode) login through their depository participants	You can also login using the login credentials of your demat account through your Depository Participant registered with NSDL/CDSL for e-Voting facility. upon logging in, you will be able to see e-Voting option. Click on e-Voting option, you will be redirected to NSDL/CDSL Depository site after successful authentication, wherein you can see e-Voting feature. Click on company name or e-Voting service provider i.e. NSDL and you will be redirected to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting.

Important note: Members who are unable to retrieve User ID/ Password are advised to use Forget User ID and Forget Password option available at abovementioned website.

Helpdesk for Individual Shareholders holding securities in demat mode for any technical issues related to login through Depository i.e. NSDL and CDSL.

Login type	Helpdesk details
Individual Shareholders holding securities in demat mode with NSDL	Members facing any technical issue in login can contact NSDL helpdesk by sending a request at evoting@nsdl.com or call at 022 - 4886 7000
Individual Shareholders holding securities in demat mode with CDSL	Members facing any technical issue in login can contact CDSL helpdesk by sending a request at helpdesk.evoting@cdslindia.com or contact at toll free no. 1800-21-09911

B) Login Method for e-Voting and joining virtual meeting for shareholders other than Individual shareholders holding securities in demat mode and shareholders holding securities in physical mode.

How to Log-in to NSDL e-Voting website?

1. Visit the e-Voting website of NSDL. Open web browser by typing the following URL: https://www.evoting.nsdl.com/ either on a Personal Computer or on a mobile.

2. Once the home page of e-Voting system is launched, click on the icon "Login" which is available under 'Shareholder/Member' section.

3. A new screen will open. You will have to enter your User ID, your Password/OTP and a Verification Code as shown on the screen.

   Alternatively, if you are registered for NSDL eservices i.e. IDEAS, you can log-in at https://eservices.nsdl.com/ with your existing IDEAS login. Once you log-in to NSDL eservices after using your log-in credentials, click on e-Voting and you can proceed to Step 2 i.e. Cast your vote electronically.

4. Your User ID details are given below :

Manner of holding shares i.e. Demat (NSDL or CDSL) or Physical	**Your User ID is:**
a) For Members who hold shares in demat account with NSDL.	8 Character DP ID followed by 8 Digit Client ID For example if your DP ID is IN300*** and Client ID is 12****** then your user ID is IN300***12******.
b) For Members who hold shares in demat account with CDSL.	16 Digit Beneficiary ID For example if your Beneficiary ID is 12************** then your user ID is 12**************
c) For Members holding shares in Physical Form.	EVEN Number followed by Folio Number registered with the company For example if folio number is 001*** and EVEN is 101456 then user ID is 101456001***

5. Password details for shareholders other than Individual shareholders are given below:

   a) If you are already registered for e-Voting, then you can user your existing password to login and cast your vote.

   b) If you are using NSDL e-Voting system for the first time, you will need to retrieve the 'initial password' which was communicated to you. Once you retrieve your 'initial password', you need to enter the 'initial password' and the system will force you to change your password.

   c) How to retrieve your 'initial password'?

      (i) If your email ID is registered in your demat account or with the company, your 'initial password' is communicated to you on your email ID. Trace the email sent to you from NSDL from your mailbox. Open the email and open the attachment i.e. a .pdf file. Open the .pdf file. The password to open the .pdf file is your 8 digit client ID for NSDL account, last 8 digits of client ID for CDSL account or folio number for shares held in physical form. The .pdf file contains your 'User ID' and your 'initial password'.

      (ii) If your email ID is not registered, please follow steps mentioned below in process for those shareholders whose email ids are not registered.

6. If you are unable to retrieve or have not received the " Initial password" or have forgotten your password:

   a) Click on **"Forgot User Details/Password?"** (If you are holding shares in your demat account with NSDL or CDSL) option available on www.evoting.nsdl.com.

   b) **Physical User Reset Password?"** (If you are holding shares in physical mode) option available on www.evoting.nsdl.com.

   c) If you are still unable to get the password by aforesaid two options, you can send a request at evoting@nsdl.com mentioning your demat account number/folio number, your PAN, your name and your registered address etc.

   d) Members can also use the OTP (One Time Password) based login for casting the votes on the e-Voting system of NSDL.

7. After entering your password, tick on Agree to "Terms and Conditions" by selecting on the check box.

8. Now, you will have to click on "Login" button.

9. After you click on the "Login" button, Home page of e-Voting will open.

Step 2: Cast your vote electronically and join General Meeting on NSDL e-Voting system.

How to cast your vote electronically and join General Meeting on NSDL e-Voting system?

1. After successful login at Step 1, you will be able to see all the companies "EVEN" in which you are holding shares and whose voting cycle and General Meeting is in active status.

2. Select "EVEN" of company for which you wish to cast your vote during the remote e-Voting period and casting your vote during the General Meeting. For joining virtual meeting, you need to click on "VC/OAVM" link placed under "Join Meeting".

   3. Now you are ready for e-Voting as the Voting page opens.

   4. Cast your vote by selecting appropriate options i.e. assent or dissent, verify/modify the number of shares for which you wish to cast your vote and click on "Submit" and also "Confirm" when prompted.

   5. Upon confirmation, the message "Vote cast successfully" will be displayed.

   6. You can also take the printout of the votes cast by you by clicking on the print option on the confirmation page.

   7. Once you confirm your vote on the resolution, you will not be allowed to modify your vote.

General Guidelines for shareholders

1. Institutional shareholders (i.e. other than individuals, HUF, NRI etc.) are required to send scanned copy (PDF/JPG Format) of the relevant Board Resolution/ Authority letter etc. with attested specimen signature of the duly authorized signatory(ies) who are authorized to vote, to the Scrutinizer by e-mail to scrutinizermkb@gmail.com with a copy marked to evoting@nsdl.com. Institutional shareholders (i.e. other than individuals, HUF, NRI etc.) can also upload their Board Resolution / Power of Attorney / Authority Letter etc. by clicking on "Upload Board Resolution / Authority Letter" displayed under "e-Voting" tab in their login.

2. It is strongly recommended not to share your password with any other person and take utmost care to keep your password confidential. Login to the e-voting website will be disabled upon five unsuccessful attempts to key in the correct password. In such an event, you will need to go through the "Forgot User Details/Password?" or "Physical User Reset Password?" option available on www.evoting.nsdl.com to reset the password.

3. In case of any queries, you may refer the Frequently Asked Questions (FAQs) for Shareholders and e-voting user manual for Shareholders available at the download section of www.evoting.nsdl.com or call on.: 022 - 4886 7000 or send a request to Ms. Pallavi Mhatre, Senior Manager at evoting@nsdl.com

Process for those shareholders whose email ids are not registered with the depositories for procuring user id and password and registration of e mail ids for e-voting for the resolutions set out in this notice:

1. In case shares are held in physical mode please provide Folio No., Name of shareholder, scanned copy of the share certificate (front and back), PAN (self attested scanned copy of PAN card), AADHAR (self attested scanned copy of Aadhar Card) by email to investors@starcement.co.in

2. In case shares are held in demat mode, please provide DPID-CLID (16 digit DPID + CLID or 16 digit beneficiary ID), Name, client master or copy of Consolidated Account statement, PAN (self attested scanned copy of PAN card), AADHAR (self attested scanned copy of Aadhar Card) to investors@starcement.co.in. If you are an Individual shareholders holding securities in demat mode, you are requested to refer to the login method explained at **step 1 (A) i.e. Login method for e-Voting and joining virtual meeting for Individual shareholders holding securities in demat mode.**

3. Alternatively shareholder/members may send a request to evoting@nsdl.com for procuring user id and password for e-voting by providing above mentioned documents.

4. In terms of SEBI circular dated December 9, 2020 on e-Voting facility provided by Listed Companies, Individual shareholders holding securities in demat mode are allowed to vote through their demat account maintained with Depositories and Depository Participants. Shareholders are required to update their mobile number and email ID correctly in their demat account in order to access e-Voting facility.

THE INSTRUCTIONS FOR MEMBERS FOR e-VOTING ON THE DAY OF THE AGM ARE AS UNDER:-

1. The procedure for e-Voting on the day of the AGM is same as the instructions mentioned above for remote e-voting.

2. Only those Members/ shareholders, who will be present in the AGM through VC/OAVM facility and have not casted their vote on the Resolutions through remote e-Voting and are otherwise not barred from doing so, shall be eligible to vote through e-Voting system in the AGM.

3. Members who have voted through Remote e-Voting will be eligible to attend the AGM. However, they will not be eligible to vote at the AGM.

4. The details of the person who may be contacted for any grievances connected with the facility for e-Voting on the day of the AGM shall be the same person mentioned for Remote e-voting.

INSTRUCTIONS FOR MEMBERS FOR ATTENDING THE AGM THROUGH VC/OAVM ARE AS UNDER:

1. Member will be provided with a facility to attend the AGM through VC/OAVM through the NSDL e-Voting system. Members may access by following the steps mentioned above for **Access to NSDL e-Voting system**. After successful login, you can see link of "VC/OAVM" placed under **"Join meeting"** menu against company name. You are requested to click on VC/OAVM link placed under Join Meeting menu. The link for VC/OAVM will be available in Shareholder/ Member login where the EVEN of Company will be displayed. Please note that the members who do not have the User ID and Password for e-Voting or have forgotten the User ID and Password may retrieve the same by following the remote e-Voting instructions mentioned in the notice to avoid last minute rush.

2. Members are encouraged to join the Meeting through Laptops for better experience.

3. Further Members will be required to allow Camera and use Internet with a good speed to avoid any disturbance during the meeting.

4. Please note that Participants Connecting from Mobile Devices or Tablets or through Laptop connecting via Mobile Hotspot may experience Audio/Video loss due to Fluctuation in their respective network. It is therefore recommended to use Stable Wi-Fi or LAN Connection to mitigate any kind of aforesaid glitches.

5. Shareholders who would like to express their views/ have questions may send their questions in advance by 18th September, 2024 mentioning their name demat account number/folio number, email id, mobile number at investors@starcement.co.in. The same will be replied by the company suitably.

6. Members, who would like to express their views as a speaker at the Meeting are requested to register themselves by sending their request from their registered email address mentioning their name, DP ID and Client ID number/folio number and mobile number, to reach the Company's email address investors@starcement.co.in by 23rd September, 2024 by 05:00 p.m. (IST). Only those Members who have registered themselves as a speaker shall be allowed to express their views during the 23rd AGM. The Company reserves the right to restrict the number of questions and number of speakers depending on the availability of time for smooth conduct of the AGM.

7. When a registered speaker is invited to speak at the meeting but he / she does not respond, the next speaker will be invited to speak. Accordingly, all speakers are requested to get connected to a device with a video/ camera along with good internet speed.

8. In case of joint holders attending the Meeting, the Members whose name appears as the first holder in the order of the names as per the Register of Members of the Company will be entitled to vote electronically at the AGM.

Registered Office:
Vill: Lumshnong, P.O.: Khaliehriat
Dist.: East Jaintia Hills
Meghalaya - 793210

Date: 9th August, 2024
Place: Kolkata

By Order of the Board of Directors
For Star Cement Limited

Debabrata Thakurta
Company Secretary
Membership No.: F6554

EXPLANATORY STATEMENT

(Pursuant to section 102(1) of the Companies Act, 2013)

Item No. 4

The shareholders of the Company in their meeting held on 27th September, 2022 has appointed M/s. Singhi & Co., Chartered Accountants (Firm Registration no. 302049E), as the Statutory Auditors of the Company for a period of five years till the conclusion of the 26th AGM at an annual remuneration of ₹21,00,000 (Rupees Twenty One lakhs only) plus applicable taxes and reimbursement of out-of-pocket expenses payable to the Statutory Auditors.

In accordance with the provisions of Section 142 of the Act read with the Companies (Audit and Auditors) Rules, 2014 and the SEBI (Listing Obligations & Disclosure Requirements), Regulations, 2015 (including any statutory modification(s) or re-enactment thereof, for the time being in force), the remuneration payable to the Statutory Auditors of the Company be fixed in the General Meeting and the proposed fees payable to the Statutory Auditors shall be included in the explanatory statement to the Notice.

The Audit Committee in its meeting held on 22nd May, 2024, considering the amount of time spent and nature of expertise offered by the Statutory Auditors of the Company has recommended to increase the remuneration of Statutory Auditors from ₹21,00,000 (Rupees Twenty One lakhs only) to ₹25,00,000 (Rupees Twenty Five Lakhs only) plus applicable taxes, reimbursement of out-of-pocket expenses and other certification expenses payable to the Statutory Auditors of the Company. The Board of Directors have also at its meeting held on 22nd May, 2024 approved the increase in remuneration of statutory auditors as stated above.

None of the Directors or Key Managerial Personnel of the Company and their relatives are concerned or interested, financially or otherwise, in Resolutions set out at Item no. 4.

The Board recommends this Resolution for your approval.

Item No. 5

Pursuant to the recommendation of Nomination and Remuneration Committee, the Board of Directors of the Company at its Board Meeting held on 6th February, 2020 appointed Mr. Amit Kiran Deb (DIN: 02107792) as an Additional Director (Category – Independent) of the Company for a period of 5 (five) years with effect from 1st April, 2020 upto 31st March, 2025, whose appointment was approved by the Shareholders of the Company at the Annual General Meeting held on 29th September, 2020. His office as Independent Director of the Company will come to an end on 31st March, 2025 ("first term") in line with the explanation to Sections 149(10) and 149(11) of the Companies Act, 2013).

The Board of Directors, based on the performance evaluation of Mr. Amit Kiran Deb and as per the recommendation of the Nomination and Remuneration Committee, considers that, given his background and experience and contributions made by him during his tenure, the continued association of Mr. Amit Kiran Deb as an Independent Director on the Board of the Company would be beneficial to the Company and it is desirable to continue to avail his services as Independent Director. Accordingly, it is proposed to re-appoint Mr. Amit Kiran Deb as an Independent Director of the Company, not liable to retire by rotation and to hold office for a second term of 3 (three) consecutive year on the Board of the Company effective from 1st April, 2025 upto 31st March, 2028. Mr. Amit Kiran Deb meets the criteria of independence as provided in Section 149(6) of the Act read with SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 as amended.

Further, as per Section 149(11) provides that an independent director may hold office for up to two consecutive terms provided that re-appointment shall be done on passing of a special resolution by the company and disclosure of such appointment in the Board's report.

Accordingly, the Board of Directors on recommendation of Nomination and Remuneration Committee, in their meeting held on August 9, 2024 has re-appointed Mr. Amit Kiran Deb as an Independent Director of the Company. However, such re-appointment is subject to approval of the shareholders by way of a special resolution.

Details of Mr. Amit Kiran Deb whose re-appointment as Independent Director is proposed at Item No. 5 is provided in the "Annexure" to the Notice pursuant to the provisions of (i) the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and (ii) Secretarial Standard on General Meetings ("SS-2"), issued by the Institute of Company Secretaries of India.

The Company has received from Mr. Amit Kiran Deb (i) consent in writing to act as director in Form DIR 2 pursuant to Rule 8 of Companies (Appointment & Qualification of Directors) Rules, 2014, (ii) intimation in Form DIR 8 in terms of Companies (Appointment & Qualification of Directors) Rules, 2014, to the effect that he is not disqualified under sub-section (2) of Section 164 of the Companies Act, 2013 and (iii) a declaration to the effect that he meets the criteria of independence as provided in sub-section (6) of Section 149 of the Companies Act, 2013 and SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 as amended.

Further, Mr. Amit Kiran Deb is currently 76 years of age. As per Regulation 17(1A) of SEBI (Listing Obligations and Disclosure Requirements) (Amendment) Regulations, 2018 notified on May 09, 2018, no listed entity shall appoint a person or continue the directorship of any person as a non-executive director who has attained the age of 75 years unless a special resolution is passed to that effect. Considering the vast expertise and knowledge of Mr. Ami Kiran Deb the Board proposed his re-appointment by way of special resolution

Notice under Section 160(1) of the Companies Act, 2013 along with requisite deposit has been received from a Member, signifying his intention to propose the re-appointment of Mr. Amit Kiran Deb as Independent Director of the Company.

Copy of the draft appointment letter of Mr. Amit Kiran Deb as an Independent Director of the Company setting out the terms and conditions of appointment are available for inspection by the members at the Registered Office as well as Corporate Office of the Company on all working days between 11:00 A.M. to 1:00 P.M. till the date of the Annual General Meeting (AGM).

The Board, based on the recommendation of Nomination and Remuneration Committee and considering benefits of the expertise of Mr. Amit Kiran Deb, has recommended the resolution for approval of shareholders by way of special resolution.

None of the Directors or Key Managerial Personnel of the Company and their relatives, other than Mr. Amit Kiran Deb for his re-appointment, are concerned or interested, financially or otherwise, in Resolutions set out at item no. 5.

Item No. 6

Pursuant to the recommendation of Nomination and Remuneration Committee, the Board of Directors as per circular resolution has appointed Mr. Deepak Singhal, IAS (Retd.) (DIN: 00957347) as an Additional Director (Category – Independent) of the Company for a period of 3 (Three) years with effect from 29th June, 2022 upto 28th June, 2025, whose appointment was approved by the Shareholders of the Company at the Annual General Meeting held on 27th September, 2022. His office as Independent Director of the Company will come to an end on 28th June, 2025 ("first term") in line with the explanation to Sections 149(10) and 149(11) of the Companies Act, 2013).

The Board of Directors, based on the performance evaluation of Mr. Deepak Singhal and as per the recommendation of the Nomination and Remuneration Committee, considers that, given his background and experience and contributions made by him during his tenure, the continued association of Mr. Deepak Singhal as an Independent Director on the Board of the Company would be beneficial to the Company and it is desirable to continue to avail his services as Independent Director. Accordingly, it is proposed to re-appoint Mr. Deepak Singhal as an Independent Director of the Company, not liable to retire by rotation and to hold office for a second term of 3 (three) consecutive year on the Board of the Company effective from 29th June, 2025 upto 28th June, 2028. Mr. Deepak Singhal meets the criteria of independence as provided in Section 149(6) of the Act read with SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 as amended.

Further, as per Section 149(11) provides that an independent director may hold office for up to two consecutive terms provided that re-appointment shall be done on passing of a special resolution by the company and disclosure of such appointment in the Board's report.

Accordingly, the Board of Directors on recommendation of Nomination and Remuneration Committee, in their meeting held on August 9, 2024 has re-appointed Mr. Deepak Singhal as an Independent Director of the Company. However, such re-appointment is subject to approval of the shareholders by way of a special resolution.

Details of Mr. Deepak Singhal whose re-appointment as Independent Director is proposed at Item No. 6 is provided in the "Annexure" to the Notice pursuant to the provisions of (i) the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and (ii) Secretarial Standard on General Meetings ("SS-2"), issued by the Institute of Company Secretaries of India.

The Company has received from Mr. Deepak Singhal (i) consent in writing to act as director in Form DIR 2 pursuant to Rule 8 of Companies (Appointment & Qualification of Directors) Rules, 2014, (ii) intimation in Form DIR 8 in terms of Companies (Appointment & Qualification of Directors) Rules, 2014, to the effect that he is not disqualified under sub-section (2) of Section 164 of the Companies Act, 2013 and (iii) a declaration to the effect that he meets the criteria of independence as provided in sub-section (6) of Section 149 of the Companies Act, 2013 and SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 as amended.

Notice under Section 160(1) of the Companies Act, 2013 along with requisite deposit has been received from a Member, signifying his intention to propose the re-appointment of Mr. Deepak Singhal as Independent Director of the Company.

Copy of the draft appointment letter of Mr. Deepak Singhal as an Independent Director of the Company setting out the terms and conditions of appointment are available for inspection by the members at the Registered Office as well as Corporate Office of the Company on all working days between 11:00 A.M. to 1:00 P.M. till the date of the Annual General Meeting (AGM).

The Board, based on the recommendation of Nomination and Remuneration Committee and considering benefits of the expertise of Mr. Deepak Singhal, has recommended the resolution for approval of shareholders by way of special resolution.

None of the Directors or Key Managerial Personnel of the Company and their relatives, other than Mr. Deepak Singhal for his re-appointment, are concerned or interested, financially or otherwise, in Resolutions set out at item no. 6.

Item No. 7

With the enhanced Corporate Governance requirements under the Act and the SEBI Listing Regulations coupled with the size and complexity of operations of the company, the role and responsibilities of the Board, particularly Independent Directors has become more onerous, requiring greater time commitments, attention and a higher level of oversight.

The Company's Independent Directors are professionals with high level of expertise and have rich experience in functional areas such as business strategy, marketing, business development, corporate governance, finance & taxation, security-IT domain expertise, risk management amongst others and are actively involved in various decision-making process and are making valuable contributions towards business development, governance, long term strategy and compliances.

In view of the above, the Nomination and Remuneration Committee, Audit Committee and the Board of Directors at their respective meetings held on 22nd May, 2024 recommended and approved payment of commission for the financial year 2023-24 and distributed between such Directors in such a manner as the Board of Directors may from time to time determine within a range of ₹2,00,000 to ₹5,00,000 each Independent Director within the overall maximum limit of 1% (one percent) of the net profits of the Company for that financial year computed in accordance with the provisions of Section 198 of the Act. Regulation 17(6) of the SEBI Listing Regulations authorises the Board of Directors to recommend all fees and compensation, if any, paid to Independent Directors and the same would require approval of members in general meeting.

This commission has been/will be distributed amongst all Independent Directors, taking into consideration parameters such as attendance at Board and Committee meetings, contribution at or other than at meetings, etc. in accordance with the directions given by the Board as prescribed under the Remuneration Policy of the Company.

The above commission shall be in addition to fees payable to the Director(s) for attending meetings of the Board/ Committees or for any other purpose whatsoever as may be decided by the Board and reimbursement of expenses for participation in the Board and other meetings.

The Board recommends the Special Resolution set out at Item No. 7 of the Notice for approval by the members.

Accordingly, members' approval is sought by way of a special Resolution for payment of commission to the Independent Directors as set out in the said resolution.

None of the Directors, Key Managerial Personnel or their respective relatives, are concerned or interested in the Resolution mentioned at Item No. 7 of the Notice, except the Independent Directors, to the extent of the commission that may be received by them, including for Financial Year 2023-24.

Item No. 8:

The Board of Directors, on the recommendation of Audit Committee, has approved at their meeting held on 22nd May, 2024, the re-appointment of M/s. B. G. Chowdhury & Co., Cost Accountants, (Firm Registration number 000064) as the Cost Auditor of the Company to conduct the Cost Audit of the Company for the Financial Year 2024-25 at a remuneration of ₹1,10,000 (Rupees one lakh ten thousand only) plus applicable taxes and re-imbursement of out of pocket expenses incurred in connection with cost audit, if any.

In accordance with the provisions of Section 148 of the Act read with the Companies (Audit and Auditors) Rules, 2014 and the Companies (Cost Records and Audit) Rules, 2014, (including any statutory modification(s) or re-enactment thereof, for the time being in force), the remuneration payable to the Cost Auditors has to be ratified by the shareholders of the Company.

None of the Directors, Key Managerial Personnel of the Company and their relatives are, in any way, concerned or interested, financially or otherwise, in the proposed resolution.

The Board recommends the Ordinary Resolution set out at Item No. 8 of the Notice for approval by the Shareholders.

Item No. 9

Pursuant to Section 188 of the Companies Act, 2013 ('the Act'), read with the Companies (Meetings of Board and its Powers) Rules, 2014 ('Rules'), the Company is required to obtain consent of the Board of Directors and prior approval of the Members by way of ordinary resolution, in case certain transactions with related parties exceeds such sum as is specified in the Rules. The aforesaid provisions are not applicable in respect of transactions which are in the ordinary course of business and on arm's length basis.

Pursuant to Regulation 23 of the Securities Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('Listing Regulations'), prior approval of the Members through ordinary resolution is required for all related party transactions which are material, even if they are entered into, in the ordinary course of business and on arm's length basis. For this purpose, a transaction with a Related Party shall be considered 'material', if such transaction(s) to be entered into individually or taken together with previous transactions during a financial year, exceed ₹1,000 crores or 10% of the annual consolidated turnover of the Company as per the last audited financial statements of the Company, whichever is lower.

All the Related Party Transactions entered into by the Company are at arm's length basis and in the ordinary course of business and approval of the Audit Committee/ Board is obtained, wherever required. In accordance with the change in materiality threshold and the Company's revised 'Policy on Related Party Transactions', the transactions proposed to be entered into by the Company with Star Cement Meghalaya Limited, subsidiary company for the F.Y. 2024-25 & 2025-26 may qualify to be a Material Related Party transaction under Listing Regulations, hence approval of the Members by way of ordinary resolution is being sought.

The key details as required under Rule 15 of the Companies (Meetings of Board and its Powers) Rules, 2014, including the information required to be disclosed in the Explanatory Statement pursuant to the SEBI Circular No. SEBI/HO/CFD/CMD1/CIR/P/2021/662 dated November 22, 2021, are as below:

Name of the Related Party	Star Cement Meghalaya Limited
Nature of relationship with the company or its subsidiary, including nature of its concern or interest (financial or otherwise)	Subsidiary of the Company
Type, material terms and particulars of the contract or arrangement/Proposed RPTs	Sale, purchase or Supply of Goods including Capital Goods or Materials and availing and rendering of any services from time to time and to enter into the arrangements/ transactions/ contracts (including any other transfer of resources, giving and taking loans, advances, securities, services, receipt of Brand Royalty or obligations etc.,) by the Company in its ordinary course of business and on arm's length basis.
Tenure of the Proposed Transaction	Recurring Transactions for the FY 2024-25 & 2025-26
Estimated Value of the Proposed Transaction	₹2,500 crores for each Financial Year
Percentage of the Company's annual consolidated turnover (including other income) for the immediately preceding financial year that is represented by the value of the proposed transaction	85.12%
Details of the source of funds in connection with the proposed transaction	NOT APPLICABLE
Where any financial indebtedness is incurred to make or give loans, inter-corporate deposits, advances or investments • **nature of indebtedness;** • **cost of funds; and** • **tenure;**	
Applicable terms, including covenants, tenure, interest rate, repayment schedule, whether secured (nature of security) or unsecured	
Purpose for which funds will be utilized	
Justification as to why the RPT is in the interest of the Company	The transactions are aimed at achieving synergies and economies of scale; reduce operational costs; strengthen sustainability; and conserve natural resources.
Statement that the valuation or other external report, if any, relied upon by the listed entity in relation to the proposed transaction will be made available through registered email address of the shareholder.	NA
Name of the Director or KMP who is related, if any	Mr. Sajjan Bhajanka, Mr. Sanjay Agrawal, Mr. Rajendra Chamaria, Mr. Prem Kumar Bhajanka, Mr. Tushar Bhajanka, Mr. Pankaj Kejriwal, and Mr. Nirmalaya Bhattacharya may deemed to be related by virtue of being common Directors.
Any other information	NIL

Except Mr. Sajjan Bhajanka, Mr. Sanjay Agrawal, Mr. Rajendra Chamaria, Mr. Prem Kumar Bhajanka, Mr. Tushar Bhajanka, Mr. Pankaj Kejriwal and Mr. Nirmalaya Bhattacharya and their respective relatives none of the Directors, Key Managerial Personnel of the Company and their relatives are, in any way, concerned or interested, financially or otherwise, in the proposed resolution.

The Members may note that in terms of the provisions of the SEBI Listing Regulations, no Related Party shall vote to approve the Ordinary Resolution set forth at Item No. 9 of the Notice, whether the entity is a Related Party to the particular transaction or not.

The Board recommends the Ordinary Resolution set out at Item No. 9 of the Notice for approval of the shareholders.

Item No. 10

Pursuant to Section 188 of the Companies Act, 2013 ('the Act'), read with the Companies (Meetings of Board and its Powers) Rules, 2014 ('Rules'), the Company is required to obtain consent of the Board of Directors and prior approval of the Members by way of ordinary resolution, in case certain transactions with related parties exceeds such sum as is specified in the Rules. The aforesaid provisions are not applicable in respect of transactions which are in the ordinary course of business and on arm's length basis.

Pursuant to Regulation 23 of the Securities Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('Listing Regulations'), prior approval of the Members through ordinary resolution is required for all related party transactions which are material, even if they are entered into, in the ordinary course of business and on arm's length basis. For this purpose, a transaction with a Related Party shall be considered 'material', if such transaction(s) to be entered into individually or taken together with previous transactions during a financial year, exceed ₹1,000 crores or 10% of the annual consolidated turnover of the Company as per the last audited financial statements of the Company, whichever is lower.

All the Related Party Transactions entered into by the Company are at arm's length basis and in the ordinary course of business and approval of the Audit Committee/ Board is obtained, wherever required.

In accordance with the change in materiality threshold and the Company's revised 'Policy on Related Party Transactions', the transactions proposed to be entered into by the Company with Shyam Century Ferrous Limited for the F.Y. 2024-25 & 2025-26, may qualify to be a Material Related Party transaction under Listing Regulations, hence approval of the Members by way of ordinary resolution is being sought.

The key details as required under Rule 15 of the Companies (Meetings of Board and its Powers) Rules, 2014, including the information required to be disclosed in the Explanatory Statement pursuant to the SEBI Circular No. SEBI/HO/CFD/CMD1/CIR/P/2021/662 dated November 22, 2021, are as below:

Name of the Related Party	Shyam Century Ferrous Limited
Nature of relationship with the company or its subsidiary, including nature of its concern or interest (financial or otherwise)	Common Director
Type, material terms and particulars of the contract or arrangement/Proposed RPTs	Sale, purchase or Supply of Goods including Capital Goods or Materials and availing and rendering of any services from time to time and to enter into the arrangements/ transactions/ contracts (including any other transfer of resources, giving and taking loans, advances, securities, services or obligations etc.,) by the Company in its ordinary course of business and on arm's length basis.
Tenure of the Proposed Transaction	Recurring Transactions for the FY 2024-25 & 2025-26.
Estimated Value of the Proposed Transaction	₹20 crores for each Financial Year
Percentage of the Company's annual consolidated turnover (including other income) for the immediately preceding financial year that is represented by the value of the proposed transaction	0.68%

Details of the source of funds in connection with the proposed transaction	NOT APPLICABLE
Where any financial indebtedness is incurred to make or give loans, inter-corporate deposits, advances or investments • **nature of indebtedness;** • **cost of funds; and** • **tenure;**	
Applicable terms, including covenants, tenure, interest rate, repayment schedule, whether secured (nature of security) or unsecured	
Applicable terms, including covenants, tenure, interest rate, repayment schedule, whether secured (nature of security) or unsecured	
Purpose for which funds will be utilized	
Justification as to why the RPT is in the interest of the Company	The transactions are aimed at achieving synergies and economies of scale; reduce operational costs; strengthen sustainability; and conserve natural resources.
Statement that the valuation or other external report, if any, relied upon by the listed entity in relation to the proposed transaction will be made available through registered email address of the shareholder.	NA
Name of the Director or KMP who is related, if any	Mr. Nirmalaya Bhattacharyya and Mrs. Plistina Dkhar may deemed to be related by virtue of being common Directors.
Any other information	NIL

Except Mr. Nirmalaya Bhattacharyya and Mrs. Plistina Dkhar and their respective relatives none of the Directors, Key Managerial Personnel of the Company and their relatives are, in any way, concerned or interested, financially or otherwise, in the proposed resolution.

The Members may note that in terms of the provisions of the SEBI Listing Regulations, no Related Party shall vote to approve the Ordinary Resolution set forth at Item No. 10 of the Notice, whether the entity is a Related Party to the particular transaction or not.

The Board recommends the Ordinary Resolution set out at Item No. 10 of the Notice for approval of the shareholders.

Item No. 11:

Pursuant to Section 188 of the Companies Act, 2013 ('the Act'), read with the Companies (Meetings of Board and its Powers) Rules, 2014 ('Rules'), the Company is required to obtain consent of the Board of Directors and prior approval of the Members by way of ordinary resolution, in case certain transactions with related parties exceeds such sum as is specified in the Rules. The aforesaid provisions are not applicable in respect of transactions which are in the ordinary course of business and on arm's length basis.

Pursuant to Regulation 23 of the Securities Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('Listing Regulations'), prior approval of the Members through ordinary resolution is required for all related party transactions which are material, even if they are entered into, in the ordinary course of business and on arm's length basis. For this purpose, a transaction with a Related Party shall be considered 'material', if such transaction(s) to be entered into individually or taken together with previous transactions during a financial year, exceed ₹1,000 crores or 10% of the annual consolidated turnover of the Company as per the last audited financial statements of the Company, whichever is lower.

All the Related Party Transactions entered into by the Company are at arm's length basis and in the ordinary course of business and approval of the Audit Committee/ Board is obtained, wherever required.

In accordance with the change in materiality threshold and the Company's revised 'Policy on Related Party Transactions', the transactions proposed to be entered into by the Company with Star Cement (I) Limited (formerly, Star Cement Lumshnong Limited), subsidiary of the Company for the F.Y. 2024-25 & 2025-26 may qualify to be a Material Related Party transaction under Listing Regulations, hence approval of the Members by way of ordinary resolution is being sought.

The key details as required under Rule 15 of the Companies (Meetings of Board and its Powers) Rules, 2014, including the information required to be disclosed in the Explanatory Statement pursuant to the SEBI Circular No. SEBI/HO/CFD/CMD1/CIR/P/2021/662 dated November 22, 2021, are as below:

Name of the Related Party	Star Cement (I) Limited (formerly, Star Cement Lumshnong Limited)
Nature of relationship with the company or its subsidiary, including nature of its concern or interest (financial or otherwise)	Subsidiary of the Company
Type, material terms and particulars of the contract or arrangement/Proposed RPTs	Sale, purchase or Supply of Goods including Capital Goods or Materials and availing and rendering of any services from time to time and to enter into the arrangements/ transactions/ contracts (including any other transfer of resources, giving and taking loans, advances, securities, services, receipt of Brand Royalty or obligations etc.,) by the Company in its ordinary course of business and on arm's length basis.
Tenure of the Proposed Transaction	Recurring Transactions for the FY 2024-25 & 2025-26.
Estimated Value of the Proposed Transaction	₹1,000 crores for each Financial Year
Percentage of the Company's annual consolidated turnover (including other income) for the immediately preceding financial year that is represented by the value of the proposed transaction	34.05%
Details of the source of funds in connection with the proposed transaction	NOT APPLICABLE
Where any financial indebtedness is incurred to make or give loans, inter-corporate deposits, advances or investments • **nature of indebtedness;** • **cost of funds; and** • **tenure;**	
Applicable terms, including covenants, tenure, interest rate, repayment schedule, whether secured (nature of security) or unsecured	
Purpose for which funds will be utilized	
Justification as to why the RPT is in the interest of the Company	The transactions are aimed at achieving synergies and economies of scale; reduce operational costs; strengthen sustainability; and conserve natural resources.
Statement that the valuation or other external report, if any, relied upon by the listed entity in relation to the proposed transaction will be made available through registered email address of the shareholder.	NA
Name of the Director or KMP who is related, if any	Mr. Tushar Bhajanka and Mr. Keshav Bhajanka may deemed to be related by virtue of being common Directors.
Any other information	NIL

Except Mr. Tushar Bhajanka, Mr. Prem Kumar Bhajanka being father of Mr. Tushar Bhajanka, Mr. Keshav Bhajanka, Mr. Sajjan Bhajanka being father of Mr. Keshav Bhajanka & Mr. Sanjay Agarwal being relative of Director of Star Cement (I) Limited, none of the Directors, Key Managerial Personnel of the Company and their relatives are, in any way, concerned or interested, financially or otherwise, in the proposed resolution.

The Members may note that in terms of the provisions of the SEBI Listing Regulations, no Related Party shall vote to approve the Ordinary Resolution set forth at Item No. 11 of the Notice, whether the entity is a Related Party to the particular transaction or not.

The Board recommends the Ordinary Resolution set out at Item No. 11 of the Notice for approval of the shareholders.

Item No. 12:

Pursuant to Section 188 of the Companies Act, 2013 ('the Act'), read with the Companies (Meetings of Board and its Powers) Rules, 2014 ('Rules'), the Company is required to obtain consent of the Board of Directors and prior approval of the Members by way of ordinary resolution, in case certain transactions with related parties exceeds such sum as is specified in the Rules. The aforesaid provisions are not applicable in respect of transactions which are in the ordinary course of business and on arm's length basis.

Pursuant to Regulation 23 of the Securities Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('Listing Regulations'), prior approval of the Members through ordinary resolution is required for all related party transactions which are material, even if they are entered into, in the ordinary course of business and on arm's length basis. For this purpose, a transaction with a Related Party shall be considered 'material', if such transaction(s) to be entered into individually or taken together with previous transactions during a financial year, exceed ₹1,000 crores or 10% of the annual consolidated turnover of the Company as per the last audited financial statements of the Company, whichever is lower.

All the Related Party Transactions entered into by the Company are at arm's length basis and in the ordinary course of business and approval of the Audit Committee/ Board is obtained, wherever required.

In accordance with the change in materiality threshold and the Company's revised 'Policy on Related Party Transactions', the transactions proposed to be entered into by the Company with Star Cement North East Limited, subsidiary of the Company for the F.Y. 2024-25 & 2025-26 may qualify to be a Material Related Party transaction under Listing Regulations, hence approval of the Members by way of ordinary resolution is being sought.

The key details as required under Rule 15 of the Companies (Meetings of Board and its Powers) Rules, 2014, including the information required to be disclosed in the Explanatory Statement pursuant to the SEBI Circular No. SEBI/HO/CFD/CMD1/CIR/P/2021/662 dated November 22, 2021, are as below:

Name of the Related Party	Star Cement North East Limited
Nature of relationship with the company or its subsidiary, including nature of its concern or interest (financial or otherwise)	Subsidiary of the Company
Type, material terms and particulars of the contract or arrangement/Proposed RPTs	Sale, purchase or Supply of Goods including Capital Goods or Materials and availing and rendering of any services from time to time and to enter into the arrangements/ transactions/ contracts (including any other transfer of resources, giving and taking loans, advances, securities, services, receipt of Brand Royalty or obligations etc.,) by the Company in its ordinary course of business and on arm's length basis.
Tenure of the Proposed Transaction	Recurring Transactions for the FY 2024-25 & 2025-26.
Estimated Value of the Proposed Transaction	₹1,500 crores for each Financial Year
Percentage of the Company's annual consolidated turnover (including other income) for the immediately preceding financial year that is represented by the value of the proposed transaction	51.07%

Details of the source of funds in connection with the proposed transaction	NOT APPLICABLE
Where any financial indebtedness is incurred to make or give loans, inter-corporate deposits, advances or investments • **nature of indebtedness;** • **cost of funds; and** • **tenure;**	
Applicable terms, including covenants, tenure, interest rate, repayment schedule, whether secured (nature of security) or unsecured	
Purpose for which funds will be utilized	
Justification as to why the RPT is in the interest of the Company	The transactions are aimed at achieving synergies and economies of scale; reduce operational costs; strengthen sustainability; and conserve natural resources.
Statement that the valuation or other external report, if any, relied upon by the listed entity in relation to the proposed transaction will be made available through registered email address of the shareholder.	NA
Name of the Director or KMP who is related, if any	Mr. Tushar Bhajanka, Mr. Keshav Bhajanka may deemed to be related by virtue of being common Directors and Mr. Manoj Agarwal & Mr. Debabrata Thakurta may deemed to be related by virtue of Key Managerial Personnel.
Any other information	NIL

Except Mr. Tushar Bhajanka, Mr. Prem Kumar Bhajanka being father of Mr. Tushar Bhajanka, Mr. Keshav Bhajanka, Mr. Sajjan Bhajanka, being father of Mr. Keshav Bhajanka & Mr. Sanjay Agarwal being relative of Director of Star Cement North East Limited and Mr. Manoj Agarwal and Mr. Debabrata Thakurta being the Key Managerial Personnel and their relatives none of the Directors, Key Managerial Personnel of the Company and their relatives are, in any way, concerned or interested, financially or otherwise, in the proposed resolution.

The Members may note that in terms of the provisions of the SEBI Listing Regulations, no Related Party shall vote to approve the Ordinary Resolution set forth at Item No. 12 of the Notice, whether the entity is a Related Party to the particular transaction or not.

The Board recommends the Ordinary Resolution set out at Item No. 12 of the Notice for approval of the shareholders.

Registered Office:
Vill: Lumshnong, P.O.: Khaliehriat
Dist.: East Jaintia Hills
Meghalaya - 793210

Date: 9th August, 2024
Place: Kolkata

By Order of the Board of Directors
For Star Cement Limited

Debabrata Thakurta
Company Secretary
Membership No.: F6554

ANNEXURE TO ITEM NO. 2, 3, 5 & 6 OF THE NOTICE

Details of Director seeking appointment/ re-appointment/ any change in terms at the forthcoming Annual General Meeting

[Pursuant to Regulation 36(3) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, Companies Act, 2013 and Secretarial Standard on General Meeting]

Name of the Director	Mr. Brij Bhushan Agarwal	Mr. Prem Kumar Bhajanka	Mr. Amit Kiran Deb	Mr. Deepak Singhal
DIN	01125056	00591512	02107792	00957347
Age (Years)	51	66	76	65
Nationality	Indian	Indian	Indian	Indian
Qualification	Commerce Graduate	Commerce Graduate	Master Degree in Political Science and IAS (Retired)	IAS (Retd.) Graduate in Engineering from IIT, Roorkee (Gold Medalist) and Post Graduate from IIT, Delhi.
Experience (years)	32	44	51	42
Expertise in special functional Area	Managing Business, Strategic Planning, Future Expansion, Business Development, Marketing, Human Resources and Corporate Affairs	Industry, Leadership, Accounts & Finance, Production, Technical, Logistics, Legal, Sales, Marketing, Branding, Board procedures and Governance	Administration, General management, Accounts & Finance, Risk, Board procedures and Governance	General Administration, Industrial Management, Engineering, Planning, Taxation, Finance etc.,
Date of First Appointment on the Board of the Company	01/02/2022	16.11.2002	01.04.2020	29.06.2022
Terms & condition of appointment/ re-appointment	Director, Liable to retire by rotation	Managing Director up to 31st March, 2027, liable to retire by rotation	1st Term of Independent Director upto 31st March, 2025. Not liable to retire by rotation	1st Term of Independent Director upto 28th June, 2025. Not liable to retire by rotation
Details of remuneration sought to be paid and remuneration last drawn (₹)	None	Remuneration last drawn: ₹16,50,000 per month	Commission as approved by the Board and Shareholders of the Company Commission of ₹2,00,000 received for FY 2022-23.	Commission as approved by the Board and Shareholders of the Company Commission of ₹2,00,000 received for FY 2022-23.
Shareholding in the Company [Equity share of face value ₹1 each] (as at 31st March, 2024)	13,58,413	4,11,84,765	NIL	NIL

ANNEXURE TO ITEM NO. 2, 3, 5 & 6 OF THE NOTICE (Contd.)

Relationship between the Directors inter se and other Key Managerial Personnel	None	Father of Mr. Tushar Bhajanka.	None	None
No. of Board Meetings attended during the year	2	4	4	4
List of Directorship held in other Companies (excluding Foreign Company)	1. Shyam Century Cement Industries Limited 2. Shyam Sel And Power Limited 3. Shyam Metalics And Energy Limited	1. Century Plyboards (India) Ltd. 2. Namchic Tea Estate Pvt. Ltd. 3. Auro Sundram Ply and Door Pvt. Ltd. 4. Star Cement Meghalaya Ltd. 5. Century Adhesives & Chemicals Limited 6. Century Float Glass Limited	1. B & A Limited 2. Century Plyboards (India) Ltd. 3. Emami Paper Mills Limited 4. Skipper Limited 5. Bengal Ambuja Housing Development Ltd. 6. Emami Realty Limited	Nil
Membership/ Chairmanships of Committees of Boards of other Companies. (Only Audit Committee and Stakeholders' Relationship Committee have been considered)	Nil	Nil	**Audit Committee:** **Member:** 1. Emami Paper Mills Limited 2. Skipper Limited (Chairman) 3. Bengal Ambuja Housing Development Ltd. 4. Emami Realty Limited (Chairman) **Stakeholders Relationship Committee:** **Member:** Skipper Limited (Chairman)	Nil

E-COMMUNICATION REGISTRATION FORM

(Only for members holding shares in physical form)

To,
MAHESHWARI DATAMATICS PRIVATE LIMITED
UNIT: Star Cement Limited
23, R N Mukherjee Road, 5th Floor,
Kolkata - 700 001.
Phone No. 033- 22435029/2248-2248
Email: mdpldc@yahoo.com

Dear Sir / Madam,

I hereby register / update my email address provided below for receiving all communication from the Company through electronic mode:

Folio No. / DP ID & Client ID	
Name of the First Registered Holder	
Name of the Joint Holder(s), (if any)	
Registered Address	
Email ID (to be Registered)	
Signature of the First Registered Holder	
Date:	

Notes:

1. On registration/ updation, all the communications will be sent to the registered e-mail ID.
2. The form is also available on the website of the Company www.starcement.co.in under the "Investors" section.
3. Members holding shares in electronic mode are requested to ensure to keep their e-mail ID updated with the Depository Participants with whom they are holding their Demat Account.
4. Members are requested to keep their depository participants / Company's Registrar- Maheshwari Datamatics Private Limited informed as and when there is any change in the e-mail ID. Unless, the email ID given hereunder is changed by you by sending another communication in writing, the Company will continue to send all the communication to you on the above mentioned email ID.
5. Members are requested to attach a self-attested scanned copy of PAN card, self-attested scanned copy of any document (such as /Aadhar card/latest Electricity Bill/latest Telephone/Mobile Bill/Driving License/Passport/Voter ID Card/Bank Passbook particulars) along with this form.

A TRISYS PRODUCT
info@trisyscom.com

STAR CEMENT LIMITED

Registered Office:
Vill: Lumshnong, P.O.: Khaliehriat, Dist: East Jaintia Hills, Meghalaya - 793 210

Corporate Office:
Century House, 2nd Floor, P-15/1 Taratala Main Road,
CPT Colony, Taratala, Kolkata 700 088, West Bengal

www.starcement.co.in
CIN: L26942ML2001PLC006663