Birla Corporation Limited
Corporate Office:
1, Shakespeare Sarani,
A.C. Market (2nd Floor), Kolkata 700 071
P: 033 6603 3300-02
F: +91 332288 4426
E: Coordinator@birlacorp.com

15th September, 2025

BSE Limited	**National Stock Exchange of India Ltd.**
Phiroze Jeejeebhoy Towers,	'Exchange Plaza', C-1, Block G,
Dalal Street,	Bandra-Kurla Complex, Bandra (East)
Mumbai- 400 001	Mumbai- 400 051
Scrip Code: 500335	**Scrip Symbol: BIRLACORPN**

Dear Sir(s),

Sub: Chairman's Speech at the 105th Annual General Meeting of the Company

Please find enclosed a copy of the Speech delivered by the Chairman at the 105th Annual General Meeting of the Company held on Monday, 15th September, 2025 at 10:30 A.M.

This is for your information and record.

Yours faithfully,
For **BIRLA CORPORATION LIMITED**

MANOJ MEHTA
Digitally signed by MANOJ MEHTA
Date: 2025.09.15 16:58:50 +05'30'

(MANOJ KUMAR MEHTA)
Company Secretary & Legal Head

Encl: As above

BIRLA CORPORATION LIMITED

CHAIRMAN'S SPEECH

105TH ANNUAL GENERAL MEETING- 15TH SEPTEMBER, 2025

Good morning, ladies and gentlemen. Welcome to the 105th Annual General Meeting of Birla Corporation.

The financial year 2024-25 was a year of unprecedented pricing pressure. Cement prices fell 11% through the first eight months of the year, and even the recovery towards the end of the year was modest. Despite unfavourable market conditions, the company's cement division maintained a capacity utilization of 91% and registered sales growth of 2.5% by volume.

The sale of our premium products grew by 11% despite the difficult conditions. Our flagship brand, Perfect Plus, alone grew 15%, taking our sales of premium brands to 60% of our total sales through trade channels. Perfect Plus now commands a premium in pricing over competitors in our core market of Uttar Pradesh.

Our Mukutban plant, which was commissioned three years ago, has been steadily scaling up its capacity utilization and now contributes meaningfully to our profits. With the company stabilizing its expansions at Mukutban and Chanderia, and maintaining capacity utilization at over 90% in a sustained manner, we decided that it was time to launch our next phase of growth.

As you must be aware - in May this year, the boards of Birla Corporation and its wholly owned subsidiary RCCPL approved an investment of 4,335 crore rupees to scale up our consolidated production capacity from 20 million tons to 27.6 million tons by 2028-29. RCCPL will invest 2,300 crore rupees to expand the clinker production capacity of its Maihar unit, which in turn, will feed three new grinding units, to be set up at Prayagraj, Gaya and Aligarh. We have budgeted for an investment of a little over 2,035 crore rupees for these new units.

We expect cement demand in India to grow at CAGR of 6-7% over the next few years. The recently announced GST rate cut on cement from 28% to 18%, coupled with rationalization of taxes on other building materials, is expected to boost demand for housing. It isn't immediately clear to what extent the GST cut will improve the profitability of cement manufacturers, but it will certainly shore up demand for real estate, and therefore, boost cement prices as well across regions.

The government has taken several other initiatives to boost consumption and investment. The government announced a massive capital investment outlay of 11 lakh crore in this year's budget, while the Reserve Bank cut repo rate thrice between February and June. Policy rate has been reduced by 100 basis points to 5.5%. Inflation has remained under control and well within 4%. In June, the Reserve Bank also announced a staggered reduction in cash reserve ratio, or CRR, which will result in injection of 2.5 lakh crore rupees of primary liquidity.

The macroeconomic scenario appears to be conducive to expand our operations through the next three years. But before we embark on the journey, we have also made sure that our own finances are at a comfortable state to support the capital expenditure. Thanks to robust cash flow, our net debt has been brought down to a little over 2,200 crore rupees from 3,000 crore rupees a year earlier. Our cost of borrowing at the end of the last financial year was 7.56%, down 35 basis points from a year earlier.

However, the volatile and fluid geo political and economic environment has led to a lot of uncertainties and we have to be cautious in our approach. In the past two years, the Indian cement industry benefitted substantially from the benign power and fuel costs. But geopolitical tensions could impact energy costs at any time and cause serious issues for companies such as ours.

Let us now turn to the current financial year. Our first quarter results show we are continuing to maintain high capacity utilization, while pushing for growth in the premium segment. Our sales by volume grew 9% year-on-year despite outages and maintenance shutdowns, which resulted in a fall in clinker production. Faced with clinker shortage, we chose to purchase clinker from external sources to protect our market share.

Perfect Plus performed well: its sales in the June quarter grew 19%, driven by healthy growth in Rajasthan, Madhya Pradesh, Uttar Pradesh, Maharashtra and West Bengal. Sales of Unique Plus, another premium brand, grew 37% during the quarter, albeit on a lower base. Realization from these premium brands was substantially higher than our popular brands, and significantly boosted profitability.

Our sales during the June quarter grew significantly in the east and west. We are a new entrant in the west but we are making rapid progress. Our sales in the east grew 18%, followed closely by the west, where our sales went up 15%. In our traditional markets in the central and northern regions, our sales grew 7-8%. But the healthy start to the year was partially marred by early arrival of monsoons, followed closely by unusually high rainfall during the months of southwest monsoons.

For years, we have been working on improving efficiency across all functions. Driven by our credo of Heart and Strength, our key focus now is to make our operations even more environmentally efficient by cutting back emissions and fossil fuel consumption. We have been ramping up our consumption of green power. In financial year 2024-25, the share of green power in our total power consumption was 24.8%, up one percentage point from the previous year. In the June quarter of the current year, the share of green power went up to 27%.

At the same time, we are three times water positive, Rainwater harvesting remains one of our key pursuits aimed at making our operations sustainable. We have also undertaken afforestation drives at various plants. In the last financial year, we planted more than 80,000 trees in and around our manufacturing facilities.

Most of you are aware of the MP Birla Group's strong commitment to serve society especially the weaker sections. With the support of our operating companies, we have been constantly expanding our educational institutions and healthcare establishments, which are run as non-profits through independent trusts and societies. The latest addition to our facilities is Bombay Hospital, Jaipur, a multi specialty hospital which has commenced operations with 250-beds.

Alongside, we have been expanding our CSR activities across all our plants. Through this we have managed to bring about significant social transformations through many of our initiatives. Our CSR initiatives are now spread across 410 villages in six states and benefit at least 1.25 million people. All our initiatives are carefully chosen and aligned to the United Nations Social Development Goals.

Our CSR initiatives are focused on creating access to quality education and healthcare, livelihood development and women empowerment, creating rural infrastructure and promoting environmental sustainability.

Let me finally turn to our roots: our jute business. It is a matter of pride that Birla Jute Mills is the only operating jute mill that has remained under the same management from its inception in 1919. And unlike many other legacy businesses, the future of jute holds out a lot of promise as the world becomes more environmentally conscious and shuns synthetics. It is also a matter of pride that the jute mill is a source of close to 4,300 direct jobs.

We have been working on various parameters of operation such as raw jute procurement, conversion cost and order execution with the aim of improving profitability.

These initiatives have started yielding results. In the past two quarters, Birla Jute Mills has delivered cash profits as sales grew sharply and operations became more efficient. We are now extending our drive to increase use of green power to jute as well. We are in the process of setting up solar power generation facility at Birla Jute Mills. It is expected to start generating power by the end of the current financial year.

Alongside, we are retiring old looms and replacing them with advanced machines to increase productivity and cut operating costs. We are also collaborating with various institutes with the aim of developing more varieties of value-added jute products through research. Our aim is to turn Birla Jute Mills into an efficient processing unit, which can lead the fight for the jute industry against synthetic products.

My best wishes to you and your families for the upcoming festive season.

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