



ETERNAL SPIRIT  
A JOURNEY OF 90 YEARS  
AND COUNTING



FLASHBACK AND FAST FORWARD  
ANNUAL REPORT 2022-23

# CHEERS AT 90



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online version at  
[https://tilind.com/  
investors-financial-  
reporting/](https://tilind.com/investors-financial-reporting/)

We extend A Warm Welcome  
to our FY 23 Annual Report, a  
journey of 90 years and a legacy  
we are proud of.

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## and counting...

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**In the dynamic world of business, only a few companies endure the test of time, while being able to continuously adapt and thrive amidst changes and challenges.**

At Tilaknagar Industries (TI), we are at the cusp of a momentous milestone, commemorating 90 years of existence. Reflecting upon our humble beginnings, we find ourselves marvelling at the countless accomplishments and memories that define our illustrious corporate legacy. Our 90-year corporate legacy has been all about overcoming challenges and attaining victories, valour and resilience, adaptability and excellence. More importantly, it has been about the profound impact that we have made on the people, customers and the communities.

Tilaknagar's story has been one of inspiration, centred around building an organisation with a solid foundation and a forward-looking ethos that we are today. Even as we cherish our past and present that have shaped our identity, we look ahead to the exciting journey that lies before us, brimming with new opportunities and boundless possibilities.

With our feet grounded and sights set on the horizon, we are ready to build upon our past achievements, forge new paths, and continue leaving a positive imprint on industries, communities, and lives.

Together, we embrace the journey ahead, guided by our unwavering commitment to innovation, sustainability, and creation of lasting value for all stakeholders.

We invite all stakeholders to join us as we embark on a flashback through time and fast forward into the future.





# Kal, Aaj aur Kal

## The illustrious Dahanukar Family



**Shri Mahadeo Laxman Dahanukar (popularly known as Babasaheb)**  
(December 13, 1889 to December 19, 1969)

### First Generation

Our venerable founder, who made up in imagination and determination what he lacked in formal education and financial resources. The Company owes an immeasurable gratitude to his vision and initiatives.



**Smt Parvati Mahadeo Dahanukar**

She was an incarnation of nobility and a paragon of virtue.



**Shri Dattatreya Mahadeo Dahanukar (popularly known as Dadasaheb)**  
(December 21, 1911 to October 30, 1999)

### Second Generation

Winner of the prestigious Padmashri award and a visionary par excellence, he led TI for over five decades with unflinching devotion, dedication and hard work.



**Smt Malati Dattatreya Dahanukar**

She had extra-ordinary insight, intelligence, high moral values and unimpeachable character.



**Shri Arun Dattatreya Dahanukar**  
(April 23, 1945 to May 19, 2000)

### Third Generation

A brilliant and dynamic industrialist, he spear headed TI into a modern industrial house, for three decades from 1968 to 2000



**Dr. Smt. Sharadini Arun Dahanukar**  
(October 17, 1945 to August 04, 2002)

She was the Chairperson of the Company for a period of two years from June 2000 to August 2002.





## **Shri Amit Arun Dahanukar and Mrs. Shivani Amit Dahanukar**

### **Fourth Generation**

Shri Amit Dahanukar is our current Chairman & Managing Director who has led the Company for more than two decades and provides the strategic direction for TI's initiatives.

Mrs. Shivani Amit Dahanukar is our current Executive Director who also guides all the community and welfare initiatives of the Company.



## **Sanaya Amit Dahanukar**

### **Fifth Generation**

A passionate marketing enthusiast, Sanaya looks after product development, packaging and communication strategies.

# Journey of 90 Years

## 1933

**This is how we were born as  
Maharashtra Sugar Mills Ltd  
(MSM) !!!!**

### **An inspiring beginning**

One day Shri Lokmanya Balgangadhar Tilak spoke with the young Shri Mahadeo Laxman Dahanukar that India was importing sugar in vast quantities despite having the potential to produce all the sugar it needed. Even though it was a challenging task, our young founder was a visionary and his conversation with Shri Tilak was all the inspiration he needed for setting up a sugar factory.



## 1933-1973

**Visionary plants and businesses  
ventured by our founders**

To fully utilise every bit of the sugarcane it used, including the molasses that most sugar cane factories then treated as waste, MSM put up, in 1947, a distillery to manufacture industrial alcohol.

Further, MSM forayed into the manufacturing of sugar cubes and was the one of the only two Companies in India in this venture.



### **Next Logical step : Alcohol**

In 1968, the distillery diversified into the production of potable liquors, both foreign and traditional varieties

### **MSM formation**

MSM was incorporated in 1933 with a modest capital of ₹ 5 lacs. The original factory started with a crushing capacity of 400 tonnes of cane a day.

The farm area grew from 1,250 acres to nearly 11,000 acres of which 4,250 acres were devoted to the cultivation of sugarcane.







# 1973

## How MSM became Tilaknagar Industries Ltd?

To address the threat of nationalisation of the sugar industry, MSM segregated its non-sugar business activities and transferred Potable Liquor Manufacture, Distillery and Sugar Cube to its wholly owned subsidiary M.R.E. (Maharashtra Radio and Electronics Private Ltd) from September 1973. This necessitated a change in M.R.E's name to Tilaknagar Distilleries and Industries Ltd (TDI). As a result, MSM became the holding company of TDI.

In 1974, MSM made a Rights Issue and offered its shareholding in TDI to MSM shareholders in the ratio of 5:4. The Rights Issue met an overwhelming response and TDI became an independent public limited company.

BSE permitted TDI to list with the condition that it should offer to the public at least 23% of the issued capital. TDI management brought to the notice of Comptroller and Capital Issues of India that it would be unfair to existing shareholders if new investors were allotted shares at just the face value since the former were entitled to reap the benefit of its huge reserves and long period of holding. The CCI appreciated this exceptional stand and permitted the new issue at a 100% premium i.e. ₹ 20 for every share of ₹ 10, which was oversubscribed on the first day itself on November 02, 1981

Post closure of its sugar business, the Company's focus shifted to manufacture of spirit, Indian-made foreign liquor (IMFL) and Extra Neutral Alcohol (ENA). For administrative convenience, TDI was amalgamated with MSM effective from 4<sup>th</sup> August 1993, and MSM's name was changed to Tilaknagar Industries Limited with effect from 6<sup>th</sup> August 1993.

# 1974-2000

## Beginning of new saga

After exiting the sugar business, TI promptly shifted its focus towards the IMFL business. It launched its flagship brands, including Mansion House Brandy (MHB) and Courier Napoleon Brandy (CNB), and steadily gained a foothold in the Indian market with the growing acceptance of its products.

## Backward Integration

Since good quality glass bottles were difficult to come by the Company decided to set up its own Glass Division in 1974.

In 1977, the Company set up a new Chemical Division to manufacture essential chemicals





# 2002-2015

## The Growth years

### A 20 X massive sales growth

Spread our wings in the entire Southern India states and turnover increased by a whopping 20x from ₹ 60 cr in 2002-2003 to ₹ 1,220 crores in 2015.

### Distillery expansion

Molasses multi pressure distillery plant set up in 2009

Grain distillery plant set up in 2010

### Brand strategies

TI expanded its portfolio to 40 exquisite brands.

TI enlisted itself in Canteen Stores Department (CSD) markets in 2003-2004 paving its way for new growth.

TI acquired key Alcobrew brands in 2011 and IFB Agro brands in 2015.

### Subsidiaries

TI expanded its footprints by forming strategic subsidiaries in the key states of Andhra Pradesh, Karnataka and Punjab

# 2015-2020

## The Troubled years

TI faced a series of business setbacks in certain markets leading to blockage of working capital and financial duress post 2015 onwards. Subsequently, it went through financial restructuring process that lasted for almost five long years, setting back TI's expansion plans.

Prag, a wholly owned subsidiary also went into liquidation in 2017 which further accentuated our financial crisis.

# 2020 onwards

## The turnaround story

**The come back is always stronger than the setback.**

TI with its inbuilt resilience and fighting spirit committed itself to come out of the financial stress and entered into a Master Restructuring Arrangement with Edelweiss in 2020 and financial settlements with banks.

TI raised ₹ 311 crores through three rounds of preferential issues. This turnaround helped the Company to recapitalise, deleverage, regain its volumes and propel itself to growth and expansion.



# MHHB



We will always remember 2023 for two reasons, India is now on the moon and TI is over the moon celebrating its 90<sup>th</sup> anniversary



# When our Founders walked tall amongst the tallest in the Country



Shri and Smt M. L. Dahanukar greeting Sardar Vallabhbhai Patel, the then Home Minister, soon after Independence of India, at a reception by Indian Merchants Chamber



Shri S. Radhakrishnan, President of India, Shri Jawaharlal Nehru and Shri D. M. Dahanukar addressing a gathering



A huge political gathering at M. L. Dahanukar guest house



Shri M. L. Dahanukar welcoming Shri Pandit Jawaharlal Nehru, the first Prime Minister of India



Shri Arun Dahanukar, Deputy Managing Director presenting a cheque of ₹ 50,000 as donation from the Company towards the welfare fund of the families of those jawans who laid down their lives in the Indo-Pak War in August 1965.



Shri D. M. Dahanukar and Shri Arun Dahanukar sharing a pose with Shri Lal Bahadur Shastri, former Prime Minister of India and Shri Y. B. Chavan, first Chief Minister of Maharashtra