



Twenty Five Years of Sweet Stories



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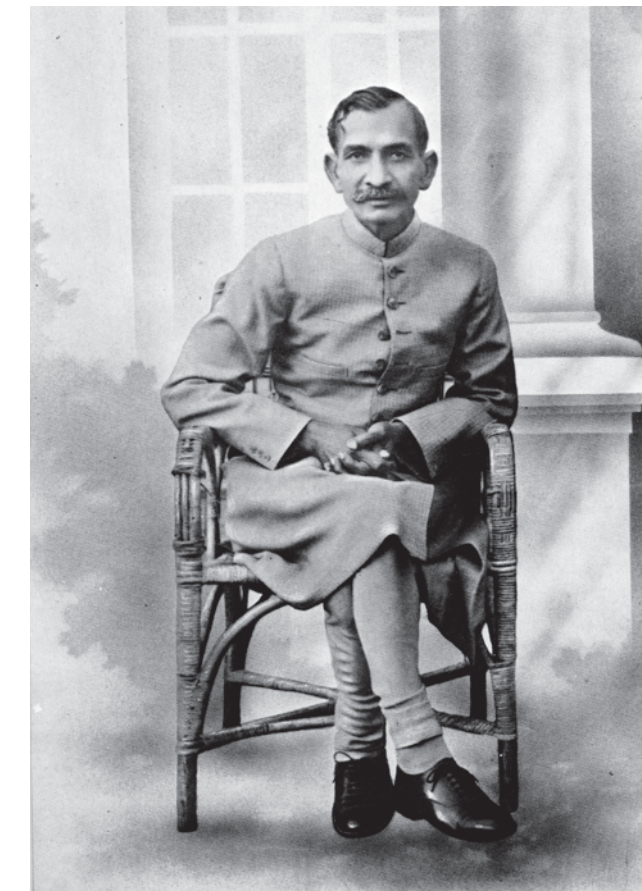
# Twenty Five Years of Sweet Stories



DCM Shriram Ltd, Plot No 82, Institutional Area, Sector 32, Gurugram, Haryana, India

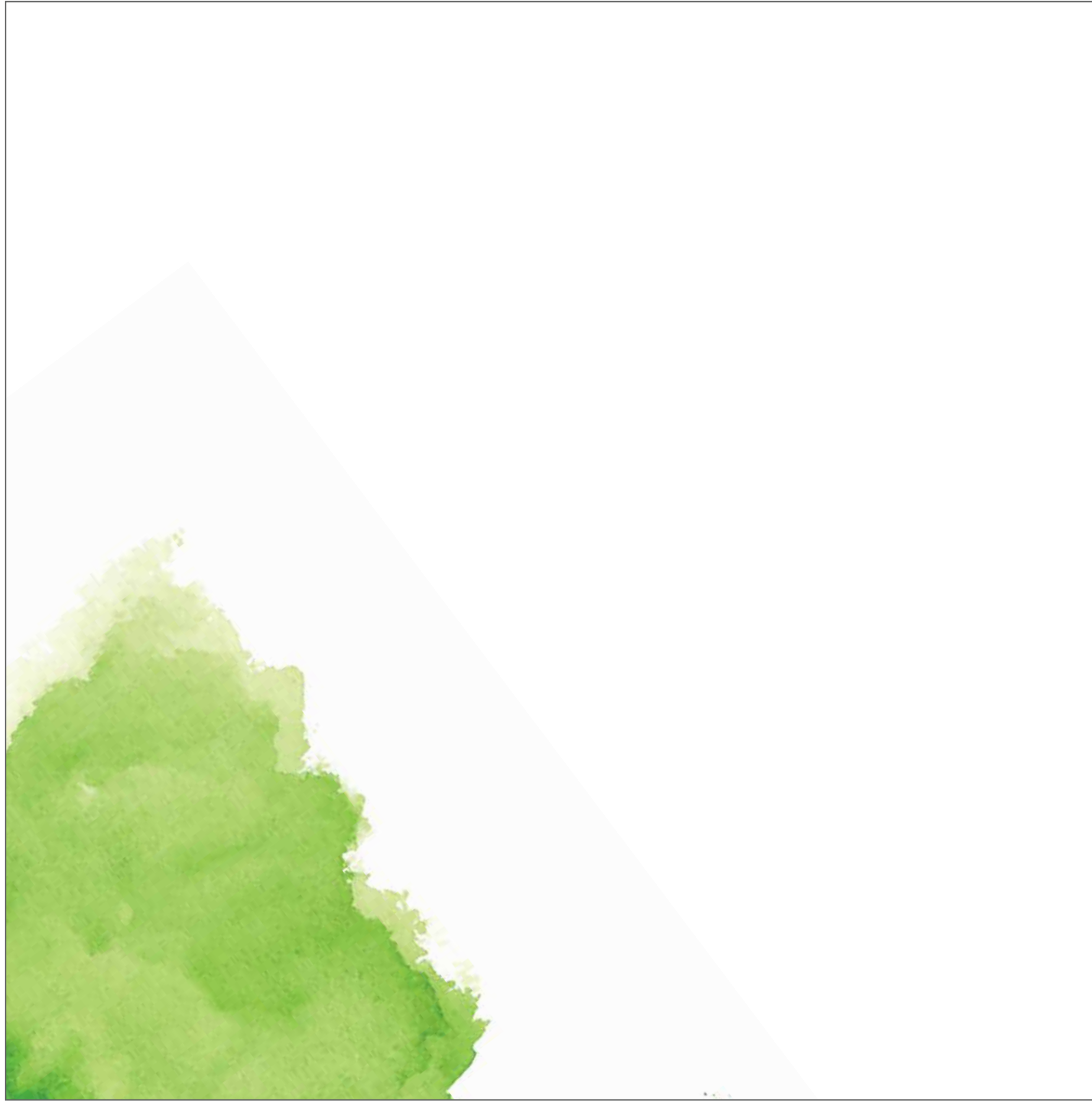


“No real or lasting success can be achieved  
in any sphere of life unless one does their best and  
in a spirit of service.”



Sir Shri Ram

*27th April, 1884 - 11th January, 1963*



A business is made of the people who built it from the ground up, or in our case, from the soil up. DCM Shriram Sugar grew in the fertile wisdom, courage and fortitude of humans. The ones who nurtured the business as its seeds were planted and the bricks were laid, and the ones who stepped in along the way to support its expansion. To celebrate our twenty-five year anniversary, what better way to tell our story than through people whose stories are closely knitted with our own? In a series of countless interviews, we have collected their thoughts and memories of the past twenty-five years. And much like sugar is extracted from cane, we have extracted some stories from these myriad interactions and put them together to tell the sweet story of DCM Shriram Sugar. Enjoy Twenty-five Years of Sweet Stories.

लक्ष्मी नारायण चौधरी

मंत्री  
गन्ना विकास एवं चीनी मिलें  
उत्तर प्रदेश



कार्यालय : 0522 - 2238388  
(सी.एच.) : 0522 - 2213276  
आवास : 0522 - 2237520  
कक्ष संख्या : 74-74 ए, मुख्य भवन  
उत्तर प्रदेश सचिवालय, लखनऊ  
आवास : 3, नया मंत्री आवास,  
विक्रमादित्य मार्ग, लखनऊ-226001  
दिनांक .....

संदेश

मुझे यह जानकर हार्दिक प्रसन्नता हो रही है कि डी0सी0एम0 श्रीराम समूह के 25 वर्ष पूर्ण होने के अवसर पर प्रदेश के गन्ना किसानों एवं चीनी उद्योग से जुड़े लोगों के कल्याणार्थ "25Years of Sweet Stories" नामक पुस्तक का प्रकाशन कराया जा रहा है।

मैं इस पत्रिका के सफल प्रकाशन एवं गन्ना एवं चीनी उद्योग से जुड़े डी0सी0एम0 श्रीराम समूह की उन्नति हेतु शुभ-कामनाएं देता हूँ। आशा करता हूँ कि आगे भी इसी सौंच के साथ व्यवसाय का विस्तार किया जायेगा, किसानों की आय दुगनी करने में अहम भूमिका निभाएगा जो कि क्षेत्र के टिकाऊ सामाजिक एवं आर्थिक विकास में सहायक होगा।

  
(लक्ष्मी नारायण चौधरी)

MESSAGE FROM MINISTER OF SUGAR MILLS AND SUGARCANE DEVELOPMENT,  
GOVERNMENT OF UTTAR PRADESH



संजीव चोपड़ा  
सचिव  
SANJEEV CHOPRA  
SECRETARY



75  
आजादी का  
अमृत महोत्सव

भारत सरकार  
खाद्य एवं सार्वजनिक वितरण विभाग  
उपभोक्ता मामले, खाद्य और सार्वजनिक वितरण मंत्रालय  
कृषि भवन, नई दिल्ली-110 001  
GOVERNMENT OF INDIA  
DEPARTMENT OF FOOD & PUBLIC DISTRIBUTION  
MINISTRY OF CONSUMER AFFAIRS  
FOOD AND PUBLIC DISTRIBUTION  
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Tel.: 011-23382349, Fax : 011-23386052  
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Dated: 19<sup>th</sup> June, 2023

**MESSAGE**

I am glad to learn that M/s. DCM Shriram Ltd. - Sugar is bringing out a coffee table book on completing its 25 years. I would like to congratulate M/s. DCM Shriram Ltd. - Sugar for their successful journey over the past quarter of a century.

2. I have also come to know that the company has actively participated in the flagship Ethanol blending program of Govt. of India and have taken various projects for diversification and value addition, which is the right way forward for the sector.

3. M/s. DCM Shriram Ltd. carries a rich legacy and since inception, they have been contributing to the overall development of the peripheral areas. I expect that they will continue to undertake similar activities for the larger benefit of the sugarcane growers and local communities

I wish them all the very best.

(Sanjeev Chopra)

MESSAGE FROM SECRETARY, DEPARTMENT OF FOOD & PUBLIC DISTRIBUTION,  
MINISTRY OF CONSUMER AFFAIRS, FOOD & PUBLIC DISTRIBUTION,  
GOVERNMENT OF INDIA



Subodh Kumar Singh, IAS  
Additional Secretary (Sugar)  
Tele: 23382512  
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75  
Azadi Ka  
Mahotsav

भारत सरकार  
उपभोक्ता मामले, खाद्य और सार्वजनिक वितरण मंत्रालय  
खाद्य और सार्वजनिक वितरण विभाग  
कृषि भवन, नई दिल्ली-110001  
GOVERNMENT OF INDIA  
MINISTRY OF CONSUMER AFFAIRS,  
FOOD & PUBLIC DISTRIBUTION  
DEPARTMENT OF FOOD AND PUBLIC DISTRIBUTION  
KRISHI BHAWAN, NEW DELHI-110001  
<http://dfpd.gov.in>

**MESSAGE**

I am Pleased to know that M/s DCM Shriram Ltd. – Sugar is bringing out a coffee table book on the auspicious occasion of their silver jubilee of the sugar business by capturing the milestones and major developments during this period.

M/s DCM Shriram Ltd has undertaken various initiatives for improving sugarcane productivity. They have established a good enabling ecosystem in the catchment area of the sugar factories to support farmers to adopt good agronomic practices

They have also expanded their capacities of Ethanol production in line with the progress of the Ethanol blending programme. To make India Atmanirbhar in petroleum, the Government's Ethanol Blending program is showing good results.

I wish them all the success in their endeavours for the time to come.

(Subodh Kumar Singh)

MESSAGE FROM ADDITIONAL SECRETARY (SUGAR), MINISTRY OF CONSUMER AFFAIRS,  
FOOD & PUBLIC DISTRIBUTION, DEPARTMENT OF FOOD & PUBLIC DISTRIBUTION,  
GOVERNMENT OF INDIA



*L-R: Mr. Ajay S Shriram, Mr. Ajit S Shriram, Mr. Vikram S Shriram*

## MESSAGE FROM THE MANAGING DIRECTORS

It's difficult to believe that 25 long years have passed by so quickly. The three of us are 25 years older - and wiser - we hope. Yet, when we look at where we started and the milestones along the way, it seems like we have accomplished so much in a short span of time.

We founded DCM Shriram Sugar in 1996. The choice of Ajbapur as the location of the first mill was fortuitous. There was potential for cane development in central and eastern UP. The erstwhile DCM group was reputed to be an employer of choice, so recruitment was easy. It is gratifying to see people who have stayed on for many years as it brings continuity, stability and demonstrates a sense of ownership.

For the company's growth, the emphasis was always on value extraction, energy conservation and wealth creation from waste. The inspiration for such value mining can be traced to the founder, Sir Shri Ram. Ethanol as a green fuel breathed new life into the industry. Thanks to expansion into products related to sugar production, it is morphing into a biologicals, energy and chemicals business, which is good for its longevity. There has been a lot of digitalization and automation in our factories. The next level is to use Artificial Intelligence and Machine Learning for predictive maintenance. This will also help in practising sustainable agriculture.

The sugar industry, uniquely, has a large social imprint. The DCM Shriram group paid an average of Rs 1,860 crore for cane over the last five years. This cash infusion over a radius of about 50 km around the factories created a multiplier effect on the local economy.

We have come a long way from those first days in Ajbapur. Over the course of 25 years our sugar business has seen it all. As we celebrate our silver jubilee, it is our great privilege to share with you many stories. Or shall we say one long sweet story in which we have tried to capture our company's history. We hope you enjoy the story as much as we enjoyed the journey.

**Mr. Ajay S Shriram, Chairman & Sr. Managing Director**

**Mr. Vikram S Shriram, Vice-Chairman & Managing Director**

**Mr. Ajit S Shriram, Joint Managing Director**



*Mr. Roshan Lal Tamak*

## MESSAGE FROM THE BUSINESS HEAD

It seems like yesterday that we were laying the foundation for our very first mill in Ajbapur. I was with DCM Shriram Sugar at its inception in 1996, living with colleagues in tents while the mill was being built. We have grown to become India's leading integrated sugar producer, at over 650 million kilograms per year.

The revenue streams of the industry have changed. The government's program to reduce dependence on imported oil by blending motor fuels with ethanol has changed the economics of the industry. I am confident that green and sustainable are the best way forward for the future. We are a bio-energy producer with green power, and over 140 million liters of ethanol annually energizing the nation's quest for greener fuel. We also produce clean, renewable power through bagasse, which contributes to the National Grid.

All this is possible because of cane. When we first started the company, cane was not a popular crop in Ajbapur. We initiated aggressive cane development. The challenge before the new factory was to teach farmers to grow cane better by planting high-yielding resilient varieties and adopting scientific agronomic practices. Seed replacement, hand-holding and trust-building created a virtuous loop of crush-capacity addition and cane output expansion chasing each other.

From 22 lakh quintals 25 years ago, the four sugar units crushed 555 lakh quintals in 2021-22. That's 25 times growth in as many years. From 38,520 farmers there are 235,497 cane suppliers now. It's a measure of their faith in the company.

I was born in a village, the son of an agriculturist, and I value the constant support I got from management. I am privileged to have this opportunity to give back to the farming community as its interest and that of the sugar business are intertwined.

As we celebrate our 25 year anniversary, we look to the future with pride and hope, and we cherish the experiences along the way that brought us to this point. I hope you enjoy the stories that have shaped the sugar industry and DCM Shriram Sugar, which has been home to me all these years.

**Mr. Roshan Lal Tamak, Executive Director & CEO - Sugar Business**



## MESSAGE FROM THE UNIT HEADS

### Mr. Kuldip Singh, Unit Head, Ajbapur

I joined Daurala Sugar Works of the erstwhile DCM group as officer trainee in 1982, and the industry has changed a lot since then. Ethanol will have a captive market in India, and I see a bright future for the industry. Growth in agricultural GDP in India has enhanced the income of farmers by transfer of money directly in their accounts. At the Loni unit, the call centre, also known as the Suvidha Kendra, is being expanded to address grievances, provide information sought by farmers, or do follow-ups. The trust of farmers is important, and the company is sincere about partnering with them.

### Mr. Prabhat Kumar Singh, Unit Head, Rupapur

I am happy that the total cultivated area has risen from 11 percent in 2002-03, when I joined, to 40 percent now. Sustainability has been an important factor in growth and production. In the past four years, water extraction for industrial and domestic consumption has been halved and there is zero liquid discharge. Boiler ash and press mud are mixed and applied to soil to increase the organic carbon content. Farmers have been persuaded to use cane waste for mulching, which reduces the number of irrigations, and consequently, water consumption.



### Mr. Pradeep Tyagi, Unit Head, Hariawan

Our unit is bustling with capacity expansion and new projects. We are adding an 8,000 TCD refinery in 2023. The ethanol production capacity was raised to 190 KLD last year. The potable liquor capacity has risen from 6,400 cases per day to 11,000 cases. We intend to produce compressed biogas from press mud. A calcium carbide plant is being contemplated to use the excess power supplied to the grid. And potassium sulphate will be produced from distillery ash by 2023. Our zero liquid discharge factory condenses vapor from sugar production to be used in the mill and power plant.

### Mr. Raja Srivastava, Unit Head, Loni

We are focused on sustainability in the unit and on the field. With various initiatives at the unit, farmers who follow our three principles of good agricultural practices - suitability, sustainability and scalability - can hope to look at revenue from sale of carbon credits. We have partnered with Boomitra for carbon capture and sequestration and intend to cover one million acres (0.4 million ha) with low carbon agriculture by 2024. Credits will be certified by Vierra. Boomitra has developed proprietary technology to remotely measure the increase in soil carbon using a 100 satellite network.





Twenty  
Five Years  
of Sweet  
Stories



*A tent colony was first established at Ajbapur for both guests and employees in 1996-97.*

## THE PANCHVATI



In October 1996, a group of men from the city, dressed in office clothes and leather shoes, stood on loose, barren earth, surveying acres of land around them. They had travelled all the way from DCM Shriram, Delhi, to a village known as Ajbapur, located in the sugar belt of Uttar Pradesh. Each of them imagined the company's first sugar mill that would one day stand before them, surrounded by tall, green fields of sugarcane.

Mr. Ajit Shriram, Dr. GC Datta Roy and Mr. Roshan Lal Tamak would spearhead the operation of setting up the factory and campaigning among local farmers to encourage cane development. But one major problem stood in their way. In the large expanse of brown soil there was not a single building for them to live or work in.

A solution sprouted up in the form of approximately forty tents, set up in the midst of mango groves. This was where the men from DCM Shriram would live for the next several months of their lives, building the company's first sugar mill.

Leaving behind their families, softer beds, home-cooked food, and big city luxuries, the men rolled up their sleeves and got to work. The tent colony had the bare minimum of amenities. "And we had only one phone, for which we had to book slots in advance to make work calls," says Mr. Tamak. To add to this, the occasional snake paid a visit to the premises. "Most were harmless, but anti-venom shots were kept handy just in case," he says.

The Panchvati was the heart and soul of this little tarpaulin township.

It was a large open hut with a thatched roof on a bamboo frame, its



name taken from the five mango trees surrounding it. “The Panchvati was central to everything we did. It was our office, dining room, conference hall, training room, workroom and leisure room,” says Mr. Tamak. By the end of the project the camaraderie and hardships shared at the Panchvati had turned colleagues into family. Together, facing each inconvenience and danger, they forged a path towards the goal of setting up the company mill.

Twenty-five years later, birthed from within the Panchvati in Ajbapur, DCM Shriram Sugar would grow from a single sugar mill into a Sugar and Bio-Energy company - its foundation built by a group of people who demonstrated unfaltering values, and commitment to a future vision, even as they lived in tents made of cloth and their office was a humble thatched hut.

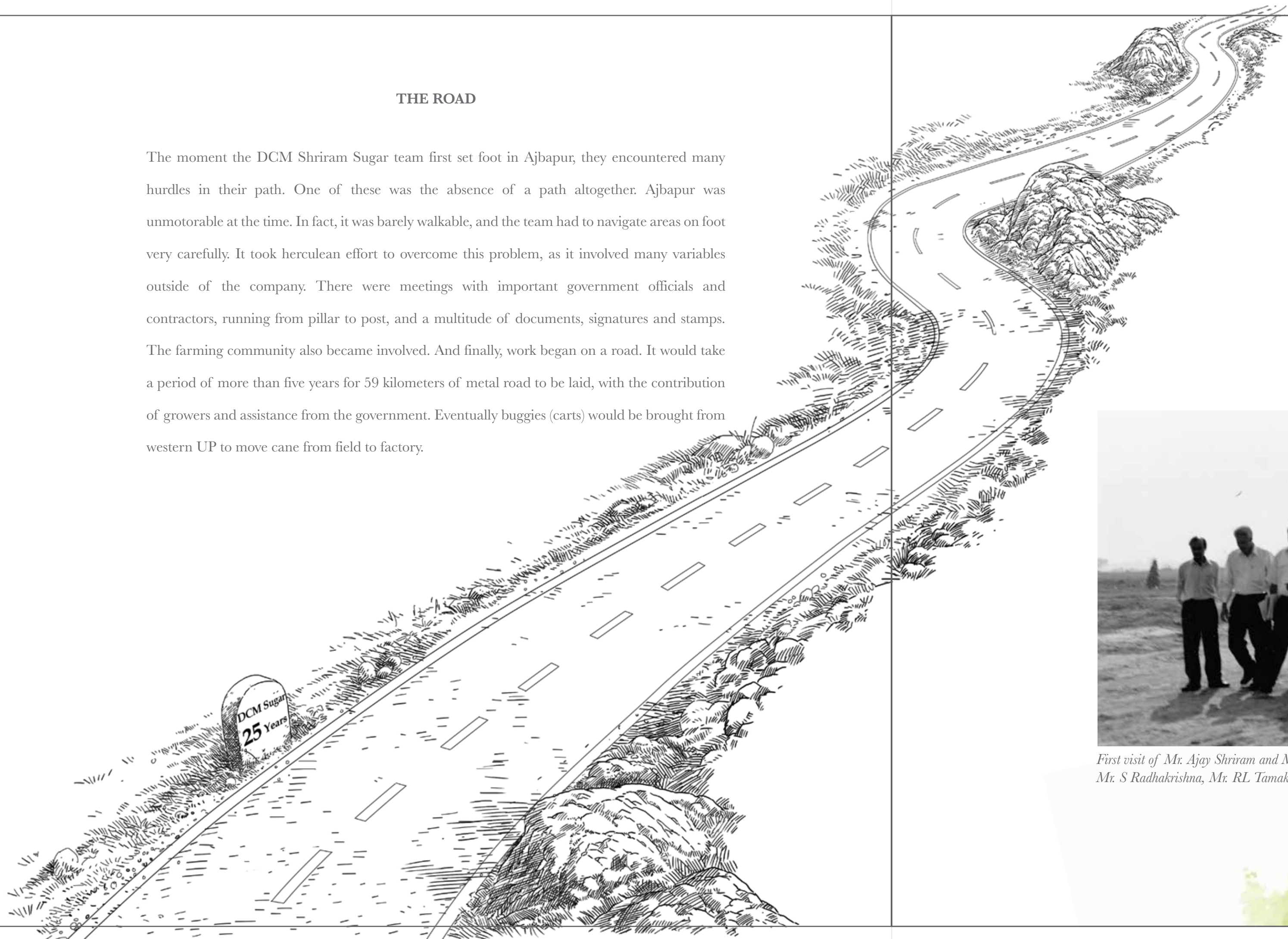


*A family get-together organized on 10th August, 1997 at the Panchvati (the hub of all activities).*



## THE ROAD

The moment the DCM Shriram Sugar team first set foot in Ajbapur, they encountered many hurdles in their path. One of these was the absence of a path altogether. Ajbapur was unmotorable at the time. In fact, it was barely walkable, and the team had to navigate areas on foot very carefully. It took herculean effort to overcome this problem, as it involved many variables outside of the company. There were meetings with important government officials and contractors, running from pillar to post, and a multitude of documents, signatures and stamps. The farming community also became involved. And finally, work began on a road. It would take a period of more than five years for 59 kilometers of metal road to be laid, with the contribution of growers and assistance from the government. Eventually buggies (carts) would be brought from western UP to move cane from field to factory.



*First visit of Mr. Ajay Shriram and Mr. Vikram Shriram with Dr. GC Datta Roy, Mr. Man Mohan, Mr. S Radhakrishna, Mr. RL Tamak and others to the Sugar Project site, Ajbapur, 1996.*



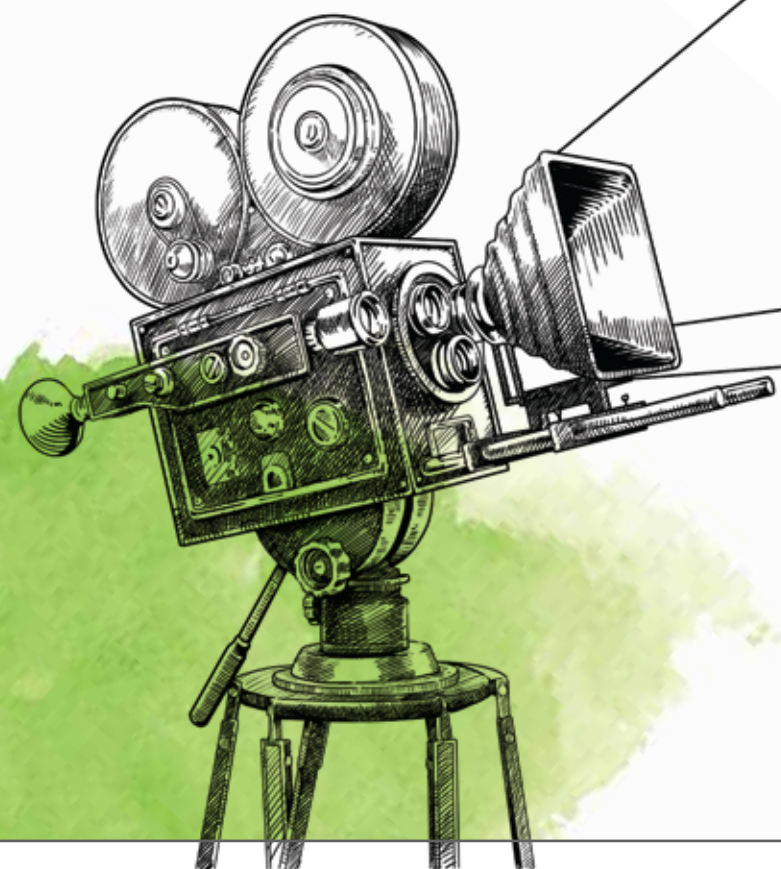
### A BIT OF DRAMA HELPS

While the Ajbapur mill was being built, there was a pressing matter to be addressed. It was one thing to have a sugar mill, but quite another to have a sugar mill up and running. A large and regular supply of sugarcane was needed, but farmers were busy growing other crops. The little cane that was available was of poor quality, and it became clear that something had to be done. Farmers had to be wooed from growing other crops to sugarcane.

Necessity, as they say, is the mother of invention, and so a massive farmer education campaign was launched. All available communication tools and technologies were extensively used. There were frequent *kisan gosthis* (farmer outreach events). Employees drove in a procession of scores of motorcycles festooned with banners and flags through villages to charge up the atmosphere and convey key messages. There were street plays. Folk singers were engaged. Video cassettes were shown in small village gatherings and audiotapes played. The campaign became a hallmark of the Ajbapur unit and was cited in the industry as an example of how cane development should be done. It would later inspire the inception of the Meetha Sona Project in 2008.



*A Sugarcane Development seminar for growers was organized by Sugar Unit, Ajbapur, on 24th January, 1997.*



## THE FIRST ATM ARRIVES

Things seemed to be falling into place. The first DCM Shriram Sugar mill was standing in all its glory at Ajbapur, UP in 1997. The farming community had been won over. Construction of the 59 km road was underway, and the mill was ready to crush its first lot of cane.

However, there was yet another hurdle to cross thanks to a new government mandate. The government had decreed that it was mandatory for all cane payments to be made through banks only. There was no bank in Ajbapur. The farmers, until then, had only dealt in cash, which was tangible and trustworthy to them. They did not believe in banks and mysterious transfers of money that they could not physically count using their own hands.

There was no way a company that was rooted in its values, would bend, let alone break any rules to facilitate payments. They would cross this hurdle the right way.

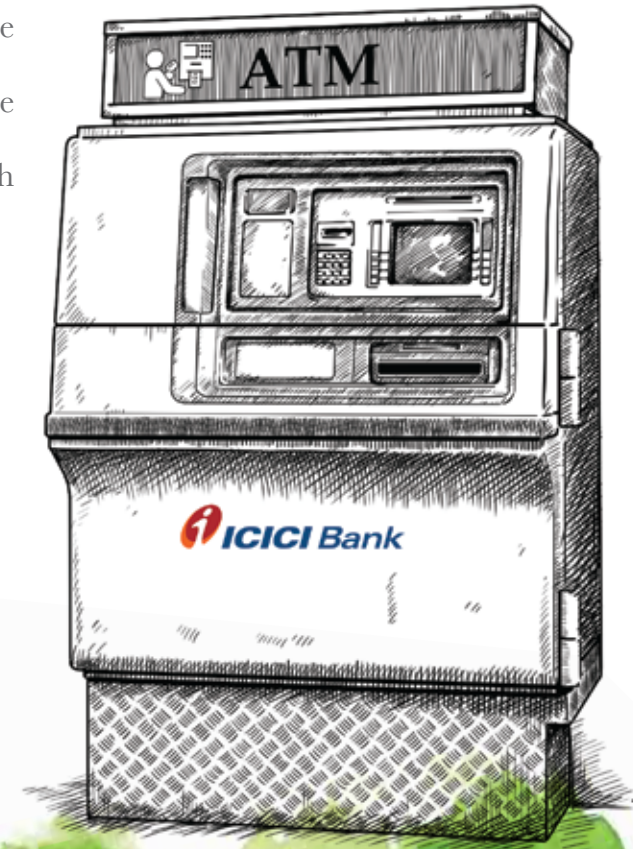
At first, farmers had no option but to supply cane to jaggery units. The company needed to work quickly to begin production. A bank was soon roped in, and the financial cogs were set in motion. It did not help matters that the farmers were unfamiliar with the paperwork that lay ahead of them in order to open bank accounts.

The company took matters into their own hands. DCM Shriram Sugar organized camps to help farmers with their applications and documentation. Bank officials were brought to these camps, photographers were hired and photocopiers were made available. Within days, many new bank accounts were created.

At the end of the crushing season, farmers were given computerized ledgers, which contained details of cane supplied and payments received. A cooperative bank was asked to set up a branch on the factory premises. It was hooked to the main server of the factory so that payments to farmers would be smooth and quick. Local banks were given computers and staff to facilitate computerization.

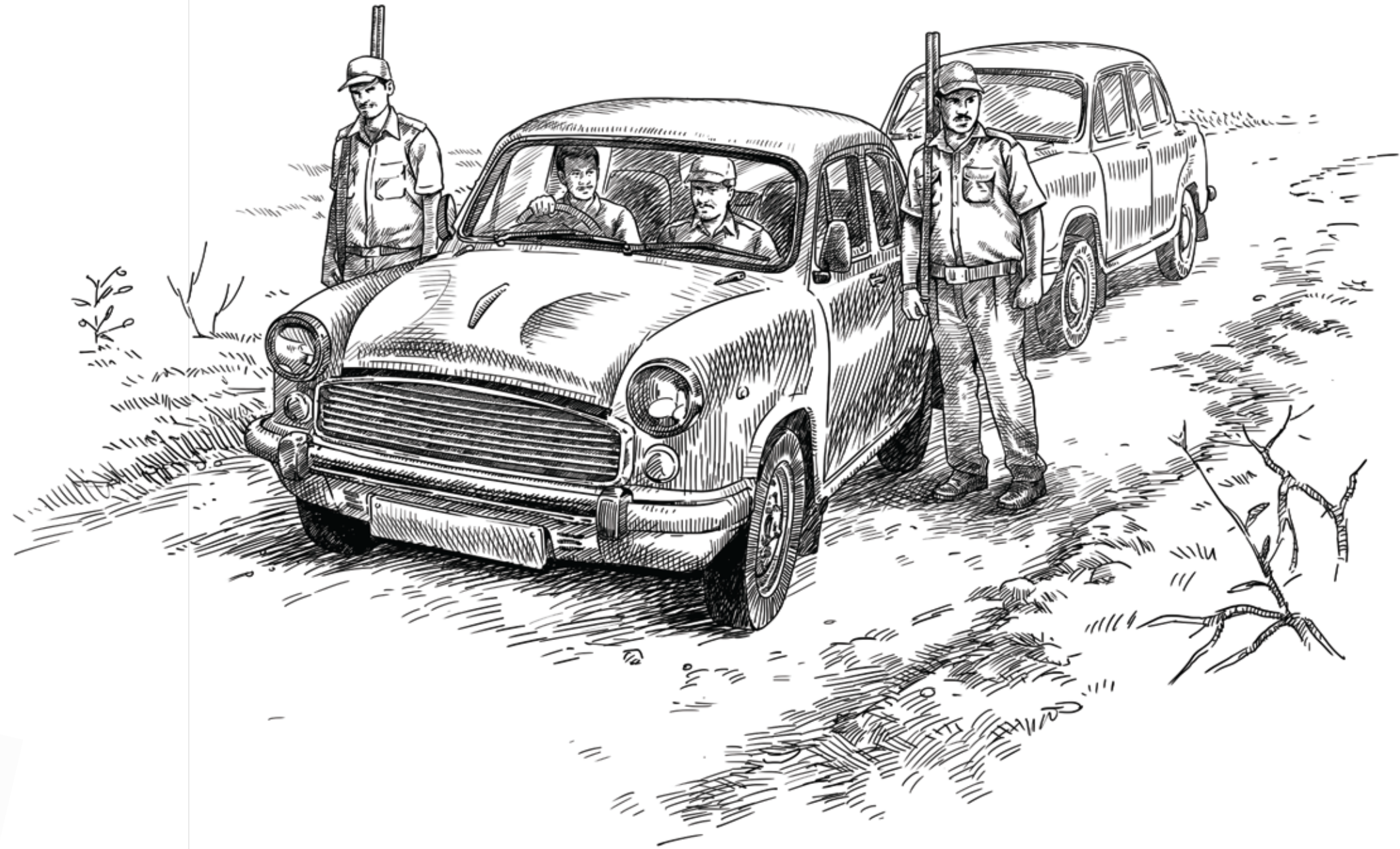
Once the accounts were created, farmers needed a simple way to access their money. Mr. Ajay Shriram urged Mr. KV Kamath, ICICI Bank's founder and Managing Director, to set up an ATM at the factory and the bank obliged. It was arguably the first ATM in rural UP.

Payments became convenient for both the company and the Ajbapur farming community. DCM Shriram Sugar also became known for regular and timely payments, no matter what the sugar industry was going through at any time in its history. Between the company and cane growers, the transparency, regularity and ease of these transactions built a relationship of loyalty and trust which flourished for years to come.



### HEIST MOVIE MATERIAL

At the Ajbapur unit, one of the stories was heist movie material. Mr. Ram Prawesh Singh, Accounts Officer, Ajbapur, remembers that period. Back when the unit was newly set up, the company made payments to suppliers, employees and farmers through the bank, as was the norm by then. However, they did not have enough cash to dispense to all these parties. Allahabad Bank was the lead bank at the time. They brought in the money from State Bank of India, Shahjahanpur, and Punjab National Bank's Currency Chest Branch at Bareilly. Mr. Singh says, "Transporting Rs 80-100 lakh every day was risky business. The money would be brought in two vehicles guarded by four gunmen." But if this were a heist movie, it would have been a failed one. "Utmost secrecy was maintained with the result that there was no theft or armed robbery. This went on till 2005," says Mr. Singh who joined the unit in 1996 as an accounts officer.





### FARMERS LEARN NEW THINGS

In 1999 cane was still not the preferred crop. The sugar belt in UP was incomparable to richer cane states like Tamil Nadu, Maharashtra and Rajasthan, which were crushing seemingly insurmountable quantities of cane. Before DCM Shriram Sugar, there was not much reason for Ajbapur farmers to grow cane. Few mills existed, and some had shut down with time.

However, people knew cane in the catchment of the Ajbapur factory. After all, they had a tradition of growing it. The earliest factories in this region – Lakhimpur Kheri, Hardoi, Sitapur and Shahjahanpur – were established in the 1930s. The challenge before the new factory was to teach farmers to grow cane better by planting high-yielding resilient varieties and adopting scientific agronomic practices.

Cane development in Ajbapur was ongoing. The plant added fresh crushing capacity, which also boosted cane development. Timely cane payments from the company were an added incentive.

Mr. Tamak says, “The company engaged Dr. DG Hapse, retired principal scientist and director of Pune-based Vasantdada Sugar Institute. He taught the farmers to plant cane in wide rows and leave bigger gaps between buds, a technique that is now popular.” The practice, which others have copied, of spraying urea and insecticides with tractor-mounted pumps, was also initiated.

New collection centers were proactively set up for smooth and convenient cane supply. Zonal offices equipped with computers and modems were opened at various places for farmers to register their complaints. ‘Factory Aapke Dwar’ was not an empty slogan but a lived reality. Local farmers were taken in buses to western UP to visit the sugar mills and learn from the cane

farmers there. They were given seed and fertilizer on credit, and implements at a discount. The farmers who excelled were recognized with rewards. “We brought up farmers like our children. They were regarded as customers to be treated with respect,” Mr. Inderpal Singh says. He is Deputy General Manager Cane, Hariawan, but he joined Ajbapur in 1999. In 1999-2000 the sugar recovery rate was 9.87 percent. It was the best in central UP. In February-March that year, it shot up to 12 percent. Mr. Ajay Shriram, Chairman and Sr. Managing Director was pleased. He sent a complimentary email to Mr. Roshan Lal Tamak: “Roshan, you and your team have converted Lakhimpur Kheri into Maharashtra.” That year sugar recovery in Maharashtra was 11.39 percent.



Over the course of 25 years, starting from the days in Ajbapur when sugarcane covered only 22 percent of farmland, it grew to 91 percent of Ajbapur's cultivable area. Cane crushed rose from 22 lakh quintals to 164 lakh quintals. And best of all, the cane farming community grew as the number of cane suppliers increased from 38,520 to 63,079.

The increase in crushed cane happened rapidly in the beginning itself. In Ajbapur, 22 lakh quintals of cane were crushed in the first year. In the second year it was 41 lakh quintals. In 1999-2000, it was nearly 51 lakh quintals. And in 2000-01, there was a steep 73 percent increase at nearly 88 lakh quintals. Within four years of the factory operating, the amount of cane crushed increased fourfold. This was due to yield improvement and area expansion which rode on farmers' desire to earn more.



*Mr. RL Tamak crushing sugarcane for first juice sample after the inauguration of the first Lab at Sugar Unit, Ajbapur on 15th December, 1996.*

### SCHOOL, MOTORCYCLE AND SUGARCANE

Seeing the success at Ajbapur, the company decided it was time to expand. After months of research and reconnaissance, Rupapur, UP, was chosen as the location for the company's second sugar mill. The company acquired a mill from Kitply in 2002 and took over operations.

In December that year, Prabhat Kumar Singh joined the Rupapur unit of DCM Shriram Sugar as Cane Head. He came there directly from the Ajbapur plant where he had worked from the beginning under Mr. Tamak's leadership. At the time of his joining, the mill was not receiving enough cane to operate efficiently. The poor variety and yield of cane in the area did not seem profitable to farmers, and so they chose, instead, to grow potato, maize, groundnut and mustard.

In charge of cane development, Prabhat had his work cut out for him. Having experienced and participated in the successful campaigns carried out in Ajbapur, he simply repeated what was done at the company's first plant. If Ajbapur was the laboratory, then the mills which came after benefited from following in its footsteps, using the pioneering ideas and innovations that were most successful at the first plant. Once again, DCM Shriram employees personally campaigned extensively among the farming community, deploying every communication tool available to reach out to Rupapur farmers. There were cavalcades, rallies, public speeches, poems and songs composed about sugarcane, field demonstrations and street corner meetings. They rode motorcycles festooned with sugarcane around the villages. To enlist women to the cause, slogans with promises of sarees, jewellery and prosperity were crafted. The benefits of growing cane were advertised extensively.

*Bacche jayenge acche school,  
Layenge motorcycle, udegi dhool.  
Trench vidhi se laga ke ganna,  
Ghar mein khil ayenge  
khushiyon ke phool.*



The campaign was a resounding success, and the company brought in about four lakh quintals of seed from Ajbapur. It was given to farmers in Rupapur on interest free credit. Against the security of cane payments, the company also provided quality fertilizers, pesticides and barbed wire to protect crops from nilgais and stray cattle. In much of the Rupapur area, the soil had to be made suitable for cane cultivation.

Farming practices in Ajbapur and Rupapur changed drastically from their inception, as growers were asked to adopt the company's scientifically developed Shriram Ganna Utpadan Taknik (technique), in which wide row planting in trenches was emphasized. After all, to produce cane of uniform height and weight, the crop would need uniform sunlight, water and nutrients.

The first farmers to adopt the new methods had to listen to taunts from those who found the methods strange and outlandish. Commenting on the wide gaps between rows of cane, they asked, "Are you going to place a *charpai* (bed) there and sleep?" But the growers had the last laugh. The Rupapur unit went from 3,500 TCD to 6,500 TCD within three years.

Sugarcane had won the hard fought battle and became the cash crop it had always promised to be. And yes, the campaign on sarees, jewellery and prosperity was a resounding success.



*Trench planting being undertaken by a farmer as good agronomic practice at Hariawan.*

## A REALLY TALL STORY

Most cane growers were receptive to the new farming techniques introduced by the company. Some obsessively gleaned and absorbed every new piece of information that could be used to their advantage. One such farmer was Mr. Anurag Shukla of village Udranpur in Shahabad tehsil. He did everything necessary to get a high yield: deep chiselling, laser-levelling and trench planting in rows 4.5 feet apart, of double line, two-bud setts with nine inch gaps between them. Before planting he ploughed two crops of *dhaincha* (a plant regarded as green manure) into the soil. Apart from chemical nutrients, he added farmyard manure and bio-agents to kill soil pests and promote the growth of beneficial soil microbes. The tallest cane was 21 feet in height, and no cane was less than 18 feet tall. The clusters had to be tied in several places with supports to ensure they stayed up instead of collapsing with the weight.

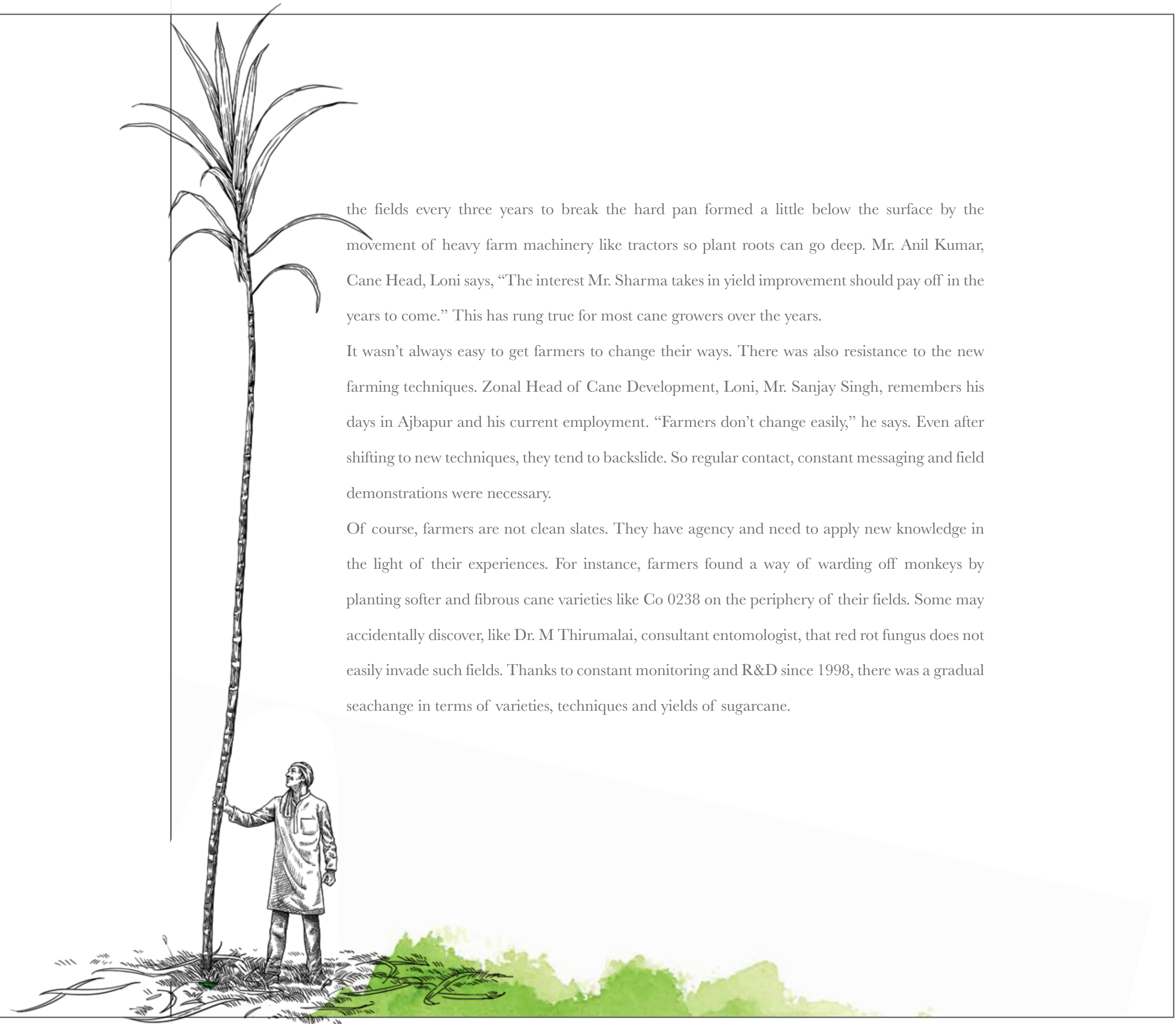
Boosted by the success of new farming techniques, Mr. Harjeet Singh's two-acre cane field in Loni was chosen as a demo plot. The reward of high yields in the demo plots would give him the *chaska* or addition of cane-growing, he says. Mr. Sanjay Shukla from Hariawan grew cane that was 18 feet tall. "The icing was the extra income of Rs 1,10,000 from potatoes, peas, garlic and mustard planted in between during the early stages of the cane crop," he says.

Exploring new farming techniques to increase quality and yield became a regular practice among cane growers associated with DCM Shriram Sugar, which has continued till date. Ram Babu Sharma of Hardoi regularly watches agriculture related programs and videos and participates in training programs at the cane research institutes in Shahjahanpur and Lucknow. He deep chisels

the fields every three years to break the hard pan formed a little below the surface by the movement of heavy farm machinery like tractors so plant roots can go deep. Mr. Anil Kumar, Cane Head, Loni says, "The interest Mr. Sharma takes in yield improvement should pay off in the years to come." This has rung true for most cane growers over the years.

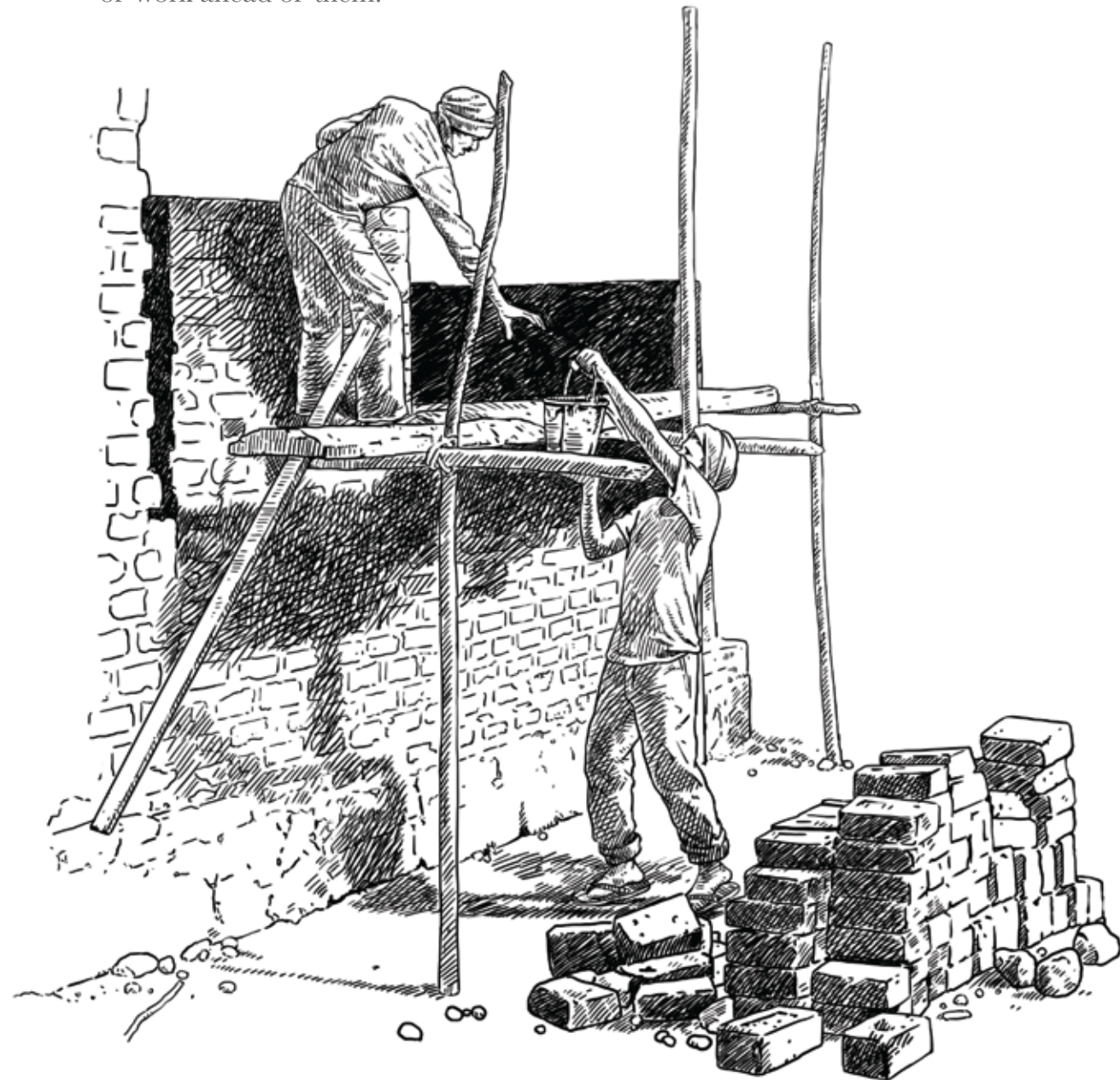
It wasn't always easy to get farmers to change their ways. There was also resistance to the new farming techniques. Zonal Head of Cane Development, Loni, Mr. Sanjay Singh, remembers his days in Ajbapur and his current employment. "Farmers don't change easily," he says. Even after shifting to new techniques, they tend to backslide. So regular contact, constant messaging and field demonstrations were necessary.

Of course, farmers are not clean slates. They have agency and need to apply new knowledge in the light of their experiences. For instance, farmers found a way of warding off monkeys by planting softer and fibrous cane varieties like Co 0238 on the periphery of their fields. Some may accidentally discover, like Dr. M Thirumalai, consultant entomologist, that red rot fungus does not easily invade such fields. Thanks to constant monitoring and R&D since 1998, there was a gradual seachange in terms of varieties, techniques and yields of sugarcane.



## ONCE AGAIN

By 2005, DCM Shriram Sugar was successfully running two sugar mills that were doing well. Both Ajbapur and Rupapur were showing high yield, and the company decided once again to expand. This time, however, they did not wait long between projects and bought land both in Loni and Hariawan, UP. While Rupapur was an existing mill at the time of purchase, Loni and Hariawan were green field projects like Ajbapur. Once again, tent colonies sprouted up, and DCM Shriram Sugar employees went about their duties as they did in Ajbapur, with few basic amenities and a lot of work ahead of them.



*A Puja was performed by the MDs on the occasion of Foundation Stone Laying Ceremony of Sugar Unit, Hariawan on 13th December, 2005.*

## SWEET GOLD

The International Finance Corporation (IFC) began investing in DCM Shriram in 2005. “In 2008, the company sought IFC’s advice on how to improve sugarcane yields and grow it sustainably for the longevity of the business and the wellbeing of the rural community,” says Ms. Suparna Jain, Lead, Agribusiness Advisory, International Finance Corporation. Water was identified as a resource to be conserved. But a business case had to be made for it. Water was available in plenty where the company’s four mills were located, but most of the farmers did not have electricity connections. They used diesel pumps. A reduction in water use would save fuel and improve the profitability of cane cultivation.

The company was also concerned about low yields as compared to western UP, where the sugar industry is entrenched. That was the genesis of Meetha Sona or Sweet Gold Project. Working on a systematic approach, the two partners developed a package of practices. IFC brought experts to train the company’s extension workers and developed a manual for them to help farmers in seed management, soil improvement, water usage, planting techniques, monitoring, and reporting.

Mr. Raja Srivastava, Unit Head, Loni, says, “To empower women, we identified the areas of non-inclusion and how to address them. We found they were engaged mainly in planting, weeding and harvesting of sugarcane. To generate additional household income, they are being encouraged to raise nurseries of single-bud plantlets. So far 74 self-help groups have been formed with 765 members. Dairy is also the preserve of women. We have taken up dairy farming as a major initiative to raise household income, empower women and improve soil health with the use of farmyard manure.”



*DCM Shriram Sugar supports Self Help Groups by women with sugarcane single bud seed development and nurseries.  
Photo dated 10th September, 2020.*

## PRESENT MA'AM

With the success of the mills, more employees and their families began settling down in towns around the factories. However, a quality education is hard to come by in small towns and villages. Some potential employees hesitated to join because the area lacked a good school for their children. This was the genesis of a school project in Shahjahanpur, UP. In the year 2006 the company persuaded the Ryan International Group of Schools to set up a school 40 kilometers away from their plant in Ajbapur. The company provided land, buildings, furniture and other infrastructure, while operation and maintenance were the responsibility of the school partner.

Employees of DCM Shriram Sugar were given special consideration. The company's extensive employee base in and around the vicinity were given a 30 percent discount in fees and preference in admission for their children. Of the school's 21 buses, four were dedicated to the commute of company children at token fares. A hostel run by the company accommodates about 70 boys and girls, where food and stay were subsidised.

When a company like DCM Shriram Sugar plants a school, the results are always sweet. Ms. Versa Agarwal, a Hindi teacher, was among the very first staff members recruited to teach at the new school. Fourteen years later, she is heading the school as its Principal, and over the years, has seen the trajectories and lives of students and their families change through education.

Many employees remain with the company while their children enjoy a world class education that would have been beyond their means otherwise. The school has changed their lives. Mr. Lakshman Singh, an electrical foreman at the Hariawan unit is one such beneficiary. His son went for higher

studies and obtained a bachelor's degree in electrical engineering, which fetched him a great job. Sometimes things come full circle. The son of a boiler assistant at the Loni plant, Mr. Shubham Rathore, studied at Ryan International. He returned as a physical education teacher in 2022 after obtaining a post-graduate degree in physical education from Chaudhary Charan Singh University in Meerut. He is now in a position to give back to the school and its students in his new capacity. Having seen the success of students passing through the hallowed halls of Ryan International School, there are some who wish to see DCM Shriram set up a degree college.

The impact of the school will be seen for generations to come – as children go out into the world with knowledge and awareness, to make their communities and the world a better place to live in.



*Ryan International School, Shahjahanpur was constructed by support of DCM Shriram in 2008 and managed by Ryan International Group of Schools.*



## FOR THE PEOPLE

DCM Shriram Sugar was never the kind of company to simply build and purchase mills and get them up and running. They were aware that they had settled into a community and a lot of the community was part of the company. Even if villagers were not directly part of the company they were impacted by its presence.

Long before there was a legal mandate for Corporate Social Responsibility (CSR), DCM Shriram was in close interaction with village communities to find ways to improve their lives. Mr. Tamak remembers the Ajbapur unit choosing 10 model villages for immunization and enrolment of children in schools through Vinobha Sewa Ashram. Health camps were set up with the help of the Rotary Club. There was a tie-up with Sitapur eye hospital. Tree plantation was undertaken. The drains were desilted with a JCB machine. This helped drain waterlogged fields.

Later, many more such initiatives were born. One of these was the Khushali Sehat Program. There was a time in countless villages like Ajbapur, when vaccines, pre and postpartum medical care, and hospital births were unheard of. When the Khushali Sehat Program began, it faced unprecedented resistance. Villagers were set in their traditional ways of caring for pregnant women, new mothers and infants - midwives were front and center during births. They were all highly suspicious of modern medicine. When health workers began their drive, they had a lot of



*Beneficiary of the Khushali Sehat Program (Mother and Child Healthcare Program)*

biases to overcome. One such health worker is Ms. Vimla Devi who works with Vinobha Sewa Ashram, DCM Shriram's health outreach partner in the Ajbapur region.

When she and her team began work in the villages, hospital deliveries were rare. She found that babies, instead of being wiped with oil and a soft cloth, were being bathed immediately after birth, putting them at risk of pneumonia. Colostrum, which builds the baby's immunity, was not given in the mistaken belief that it is viscous and will clog the infant's fragile gut. Instead, a cotton swab dipped in goat's milk was squeezed into the baby's mouth. There were difficulties in checking anaemia. Nauseous expectant mothers would not take the full course of iron and calcium tablets, and try to placate health workers by telling them they had taken the tablets. Of course, Ms. Devi did not accept their word. She personally checked the tablet strips to make sure that the tablets were taken as prescribed.

The same reluctance extended to immunization of babies. The BCG vaccine must be administered to a newborn immediately after birth or within 15 days. Pentavalent vaccines that give immunity to five infectious diseases must be taken in instalments over 18 months. But mothers made excuses saying the child was too weak or became feverish (which is normal).

With patience and commitment, and regular interaction, the workers noted a gradual change over time. Women began to demand health services. They ate healthier, as the wisely recommended foods were not a financial strain even for daily wage workers. Medicine was not as shunned as it used to be and the overall health of pregnant women and babies was greatly improved.



## A CULTURE OF CARING

As a company, DCM Shriram Sugar carries its old values into the present day. As some people will say, the company tries to help where it can when employees are having problems of their own. Mr. Ajay Kumar Shukla cannot forget the night in 2005 when the car he was returning home in met with an accident. Despite being injured Mr. Shukla managed to walk to the factory, which was about a kilometer away. He was admitted to a hospital, where a colleague donated blood, and was given special leave till his full recovery. Through the ordeal he remembers the feeling that he was not alone. His sister too was relieved, saying, "I am glad that you are in a very good company."

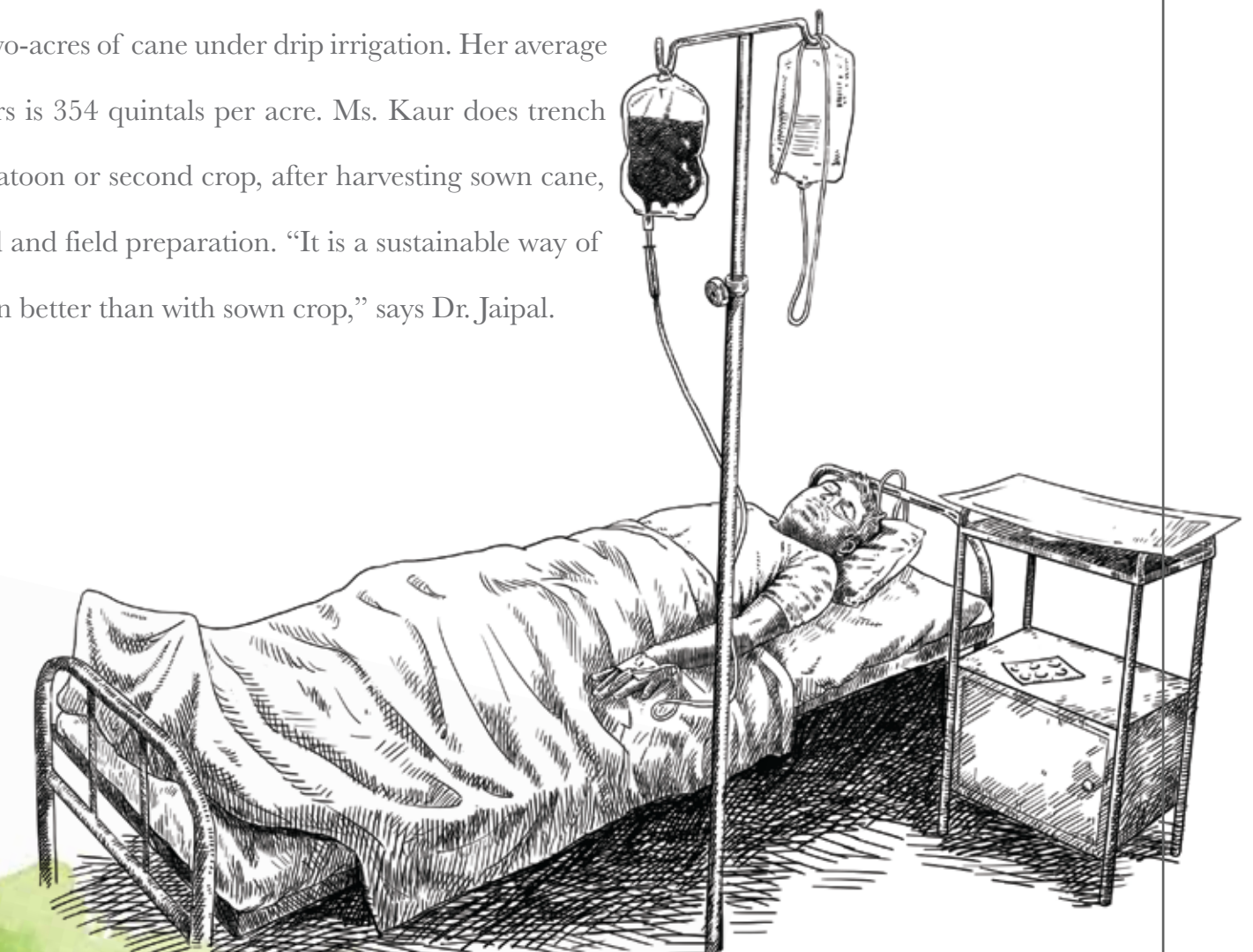
Ms. Chitra Sharma, Manager, Accounts & Finance, remembers, "In 2013 I had lost my father and brother in a span of one month. Understandably I was in a very disturbed state of mind. Even though I was not in any senior position, the MDs knew of my pain, spoke to me, consoled me, and gave me mental support. I was touched by their gesture through my tough days, and I shall remember this for the rest of my life."

Another employee remembers when his wife was in hospital having just delivered a baby. A breakdown had occurred and Mr. Ranjit Kumar Shrivastava, a Fitter at the Ajbapur unit, could not leave the plant. Mr. Roshan Lal Tamak was the unit head at the time, and he arranged for a vehicle to be sent to the hospital and had the bills paid. Mr. Tamak also arranged for the mother to be brought home. Mr. Shrivastava says, "It's a small incident and may appear trivial but is indelibly etched in my memory."

In the farming community it is uncommon to see women managing entire acres of cane alone. Yet, when her husband died in 2015, Ms. Paramjeet Kaur of Sitapur District near Hariawan, had

no option but to cultivate their 18-acre farm on her own. When Dr. Saroj Jaipal, former Additional Director of the Sugarcane Breeding Institute, Karnal, met her she was "lacking in confidence and had no clue of agricultural practices". She says, "Slowly and gradually as we stayed in her contact, she picked up the ropes." Dr. Jaipal was consulting for the International Finance Corporation and Solidaridad, a Dutch NGO, on sustainability at the time. Cane team officials of the Hariawan unit led by Mr. Anuj Chauhan were in constant touch, telling Ms. Kaur not to lose heart and helping her become a successful farmer.

Ms. Kaur was able to use new practices and techniques taught to her. She got a 27-hp tractor from the company at a discount, which she operates herself. She uses drones to spray nano urea and pesticides from above on the cane crop. The spraying is uniform, and the coverage is better than manual spraying. She has two-acres of cane under drip irrigation. Her average yield for the past three years is 354 quintals per acre. Ms. Kaur does trench planting. She also raises a ratoon or second crop, after harvesting sown cane, which saves the cost of seed and field preparation. "It is a sustainable way of raising cane. Yields are often better than with sown crop," says Dr. Jaipal.



With cane earnings Ms. Kaur has gotten three of her four eligible daughters married. A son is studying in a college in Punjab. Ms. Kaur is also part of a 12-member self-help group which raises sugarcane nurseries in trays. The winds of adversity came her way, but with the support of the company, she has withstood it all.

With a company culture that places value on its employees, there is proactive engagement with the workforce across all categories in the four units. For Mr. Naveen Kumar Bansal, Technical Head, Hariawan, it means that conflicts are resolved before they fester. The non-hierarchical structure breeds openness. There is professional satisfaction too, and he has received promotions from time to time. There is contentment also on the family front. Mr. Dinesh Sardana, Senior Vice President of Accounts & Finance is in agreement, “We have a collaborative work environment. We work like one big family and I am proud of my association.”

Mr. Sunil M Radhakrishna was the HR Head and retired as Business Head of the sugar business. He shares, “The conventional wisdom was that people did not stay in a sugar company for more than 2-3 years. We focussed on retention.” He elaborates, “We set up a school in Shahjahanpur and also provided medical facilities. The reputation of the company, the training it provided, and the schooling and medical facilities ensured that our retention rate was among the best in the industry. We recognized and felicitated people for long service. Silver salvers were given for those who completed 10 years. Now, every year hundreds of employees get them.”



*DCM Shriram supports empowering women farmers like Ms. Paramjeet Kaur, Lady Farmer, Jigniya Shivrajpur (Pisawan), Sitapur, UP. Photo dated 17th September, 2022.*

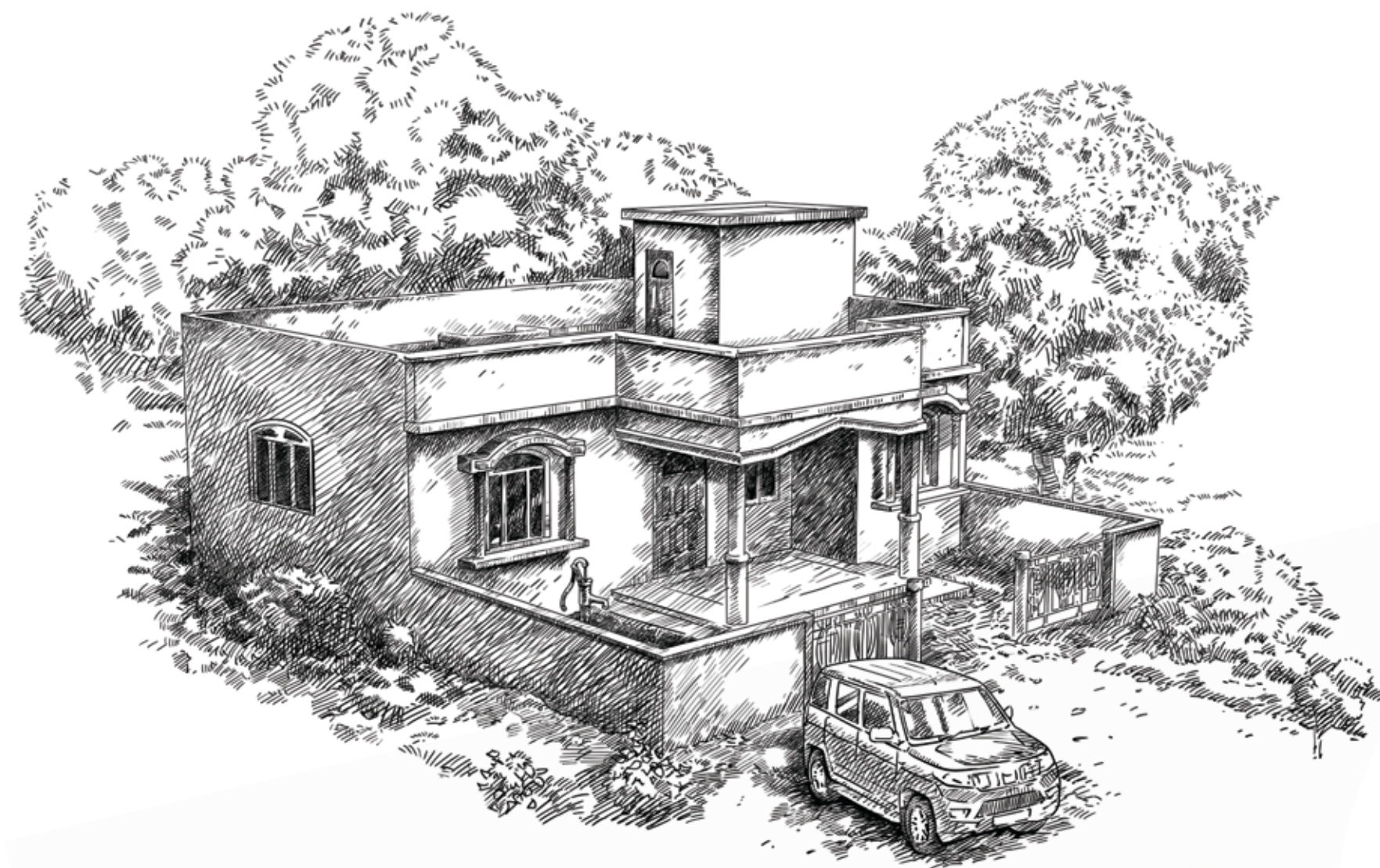
## FRUIT OF SUGARCANE

DCM Shriram Sugar is famous for regular, unfailing payments for cane, which created a steady income for many farmers. The government had fixed a higher price for sugarcane in UP than in other states. No matter what the price of sugar was in the market, DCM Shriram always paid the correct rate to their cane suppliers. Cane payments (averaging Rs 569 cr per annum over the past five years) and salaries and wages stimulated the local economy. The prosperity was visible. “Hariawan was a village, it’s now a *kasbah* (town),” says Mr. Kailash Chandra Sharma, Deputy Manager (Accounts), Hariawan.

Over the past 20 years, Mr. Diwakar Pal, a farmer from Hardoi, has built a 2,400 sq. ft house in instalments. Its flat roof is made of bricks cemented to a mesh of iron rods. Twelve people live in it. He says, “It’s because of the *chimi* (sugar) mill that we no longer live in thatched houses with mud walls.” In 2019, Mr. Pal bought a Bolero car. He has a tractor, farming accessories and a deep tubewell with an electric submersible pump. He is able to afford his son’s online coaching fee of Rs 2,300 a month for IIT entrance exams.

Dr. Ashwini Dutt Pathak, Principal Scientist, ICAR-Indian Institute of Sugarcane Research, Lucknow says, “We have partnered with DCM Shriram in many projects of National Priority, like Doubling Farmers Income and Natural Resource Conservation. In 2017, we initiated a collaborative program in association with DCM Shriram in eight villages of the command areas of its four units. In all, 4136 farming families were selected; more than 90 percent of them were small and marginal with land holdings of less than five acres. On the basis of farming system

information which emerged after doing a comprehensive benchmark survey, a detailed plan of action was developed in order to introduce identified agri-interventions. The team collectively introduced those interventions in the villages. Within a short span of 3-4 years we were able to bring considerable improvement in the overall farming scenario among farming families.”



## EQUIPPED FOR BUSINESS

In the Virpur-Hariharpur area of Farukkabad's Amritpur tehsil there seems to be no rural activity quite as profitable as farm equipment renting. Mr. Ajit Shriram, Joint Managing Director, DCM Shriram says, "Apart from training about 175 village-level entrepreneurs in renting equipment we have tied up with EM3 for equipment leasing. Most of our cane suppliers are smallholders. It would help if they consolidated their holdings cooperatively for mechanized farming operations."

Mr. Rajesh Singh Rathour says he earned Rs 9 lakh from renting farm equipment during the last sugar season. The laser-leveller he put to work 18 hours a day. He and his two brothers took turns operating it. "It can be pretty tiring with the machine raising plumes of dust and the summer sun beating down," he says. The contraption cost Rs 3.20 lakh in 2014. The state government contributed half. The company gave him Rs 35,000. The hire charges are Rs 850 per hour with diesel. An acre can be done in about three hours. Laser-levelling helps spread water and dissolved fertilizer evenly in the field for uniform cane growth.

Mr. Rathour said he started with an investment of Rs 2.20 lakh in 2010. He bought equipment worth Rs 50 lakh since. This included three tractors, a power tiller and accessories for deep chiselling, field preparation, spraying, mulching, seed placement and weeding. His two brothers worked alongside. The factory wanted to drive mechanization. It reduced drudgery and the cost of cultivation. It became necessary with fewer people opting for agricultural wage labour. Equipment renting reduced the capital cost of cultivation. It also spared farmers the debt trap. Farm equipment also came handy as the importance of sustainability grew in production.



## WASTE TO WEALTH

Solidaridad came to DCM Shriram via its investor, the International Finance Corporation. It has been a fruitful association of about a decade and a half. Dr. Shatadru Chattopadhyay, MD, Solidaridad Network Asia, says, “When we began there was little interest among civil society groups and companies to work together on sustainability. Modern practices were not widely adopted unlike in the sugar farms of Brazil and other South American countries where we work. Conservation agriculture was not heard of.”

To minimize water waste in planted cane, Solidaridad insisted on laser levelling at the field preparation stage. This was because fields levelled to fine tolerances allow water – and dissolved nutrients – to flow uniformly resulting in even growth of cane. To reduce evapotranspiration losses, they got farmers to practise trench planting, furrow irrigation and trash mulching. Inter-cropping or the planting of other crops between rows of baby cane brought in additional income and reduced the use of nitrogenous fertilizers if leguminous crops like lentils were grown. The result of these practices was sweet, as they saved or avoided the use of 560 billion liters of water over 6 years. This has been certified by the Indian Institute of Sugarcane Research (IISR), Lucknow. Among the farmers they worked with, average cane productivity per hectare rose from 35 tonnes to 69.8 tonnes.

Mr. Rakesh Kumar, a farmer from Hardoi, has installed drip irrigation on six acres. He also got a solar pump as a gift from the factory and its partners in agriculture – International Finance Corporation, a World Bank affiliate, and Solidaridad, a Dutch NGO.

The company employed innovative methods for saving water and zero waste production. Mr. Pradeep Tyagi, Unit Head, Hariawan, says ours is a zero liquid discharge factory. Sugarcane contains 70 percent water. The vapor emanating from evaporators and pans during sugar production is condensed and used in the mill and power plant. It leaves a surplus of about 20 percent. That’s 2,600 tonnes (2600 KLD) of water in a 13,000 TCD plant. Currently, the surplus water from sugar production irrigates sugarcane farms around the factory, after passing through an effluent treatment plant.



*A view of the sugar refinery and cogeneration power plant set up at Sugar Unit-Hariawan in 2018.*

Mr. Tyagi says, “Our distillery has zero liquid discharge. We use technology from the Netherlands to produce methane from wastewater. The organic matter is broken down by anaerobic bacteria in five to eight hours, against the 72 hours it normally takes. This technology has been adopted at all the four sugar units.” Because of technological development in evaporation technology and other process changes, about 39-40 percent of generated steam is used in the production of sugar, from 48-49 percent earlier. Low temperature vapors from the evaporators are used for juice heating and crystallization.

These initiatives fetched the company many awards over the years, including, for Rupapur, the Confederation of Indian Industry’s ‘Within the Fence’ award in 2020-21. Mr. Ajit Shriram says, “We are members of Bonsucro, a global platform and standard for sustainable production and use of sugarcane. We have achieved Bonsucro certification for three of our mills and over 5,000 smallholder farmers. This is the biggest certification of smallholder farmers Bonsucro had ever seen, as per a May 2021 post on its website.”

Dr. N Mohan, Director of the National Sugar Institute, Kanpur, says, “Whether it is producing plantation white sugar or refined sugar, DCM Shriram sets benchmarks in efficiency and energy saving. In energy use and conservation, it is at par with global companies.”



*DCM Shriram Sugar Business won the Bonsucro Inspire Award 2019 for Inspiring Sustainability Partnership.*



## GREEN AND CLEAN

In time, DCM Shriram Sugar grew in size and stature. Mills that had been established years ago underwent modernization and capacity expansion, with state-of-the-art technology to increase efficiency and output. As Mr. Vikram Shriram, Vice-Chairman and Managing Director says, “From the very beginning the emphasis was on value extraction, energy conservation and wealth creation from waste.”

Keeping the ethos of value extraction alive, the company soon made use of a sugar by-product. Ethanol is a valuable resource in creating clean energy in the form of biofuel. The company set up a distillery at Hariawan in 2018-19, and one in Ajbapur in 2019-20. They had tied up a loose end and made DCM Shriram Sugar a completely zero-waste company. They were now using every by-product. The ethanol was processed in the distilleries. The company was creating their own water. The bagasse that was leftover from crushing cane was used to mulch fields, which reduced the need for water by preventing evaporation. Bagasse was also used to produce electricity, of which the company supplied to the government grid.

Dr. N Mohan, Director, NSI, Kanpur, appreciates the company practices. The students at his institute have long been fascinated with DCM Shriram. “While we groom students for jobs, DCM Shriram gives them a good grounding not only in the production of sugar but also of by-products. They gain knowledge on the job which helps them advance their careers. They learn to be customer-centric and not just look at processes only from farm to factory. DCM Shriram is ideal

for competent engineers.”

Mr. Pankaj Singh, Former Unit Head, Ajbapur, says, “I believe in sustainable intensification. Sugar capacity will go up this year, and a grain-based distillery is being added to the ethanol unit. Feedstock is broken rice from mills in the area and also spoilt rice from the Food Corporation of India. After extraction of alcohol, the protein-rich dried distillers gains with solubles (DDGS) will be sold as animal feed. We also reduced water consumption in pans and centrifuges, which means greater exportable power.”

The company showed that sustainability was never an empty platitude for DCM Shriram Sugar. It was practised in reality, for the good of the company, the environment, and for the long run.



*Overview of the DCM Shriram Sugar manufacturing facility.*

## MACHINES LEARN ABOUT FARMERS

DCM Shriram Sugar was fully invested in being a green company that cared for the environment as it always had its eyes on a sustainable future. From its roots as a traditional sugar company, it crossed over into the new millennium as a modern institution with its values intact. Even while making forays into new types of technology, the purpose has always been to extract maximum value while making lives better.

During the pandemic, most of the world went digital as lockdown was enforced. For farmers it was no different. Mr. Vivek Tiwari, Cane Head, Ajbapur, says The Suvidha Kendra call centre which was started for contactless interaction with cane growers during the pandemic “is a reflection of the value we place on farmer connect.” The e-Suvidha smartphone app which provides all the information that the farmer needs for cane cultivation is a logical progression.

As Mr. Varun Shriram, Chief Strategy Officer, says, “Digitalization is engaging me. In the factory, IT solutions based on artificial intelligence and machine learning have been employed in a small but sure way for predictive analysis and preventive maintenance. In the office they are being used to shore up people’s capabilities for enterprise resource planning in a wholistic manner. In cane development digitalization is aiding agronomy and logistics.”

About 2.35 lakh farmers with 1.64 lakh hectares between them supply cane to the company. “We don’t intend to monetize the data we have of them. Rather, we want to use it to help them improve yield and output. We have tied up with Unnati, a digital start-up for supply of agri-inputs,” says Mr. Ajit Shriram.



*Creating digital solutions to address farmers’ needs.*



## LOOKING FORWARD

There are many plans in the pipeline for DCM Shriram Sugar as we complete 25 years and look forward with optimism and hope. In the world, and in India itself, there has been a sea change in technology and how business is conducted. The company has kept pace at each step and has also done pioneering work, of which many aspects have been emulated by others in the sugar industry. Yet, even in this fast-changing world, our values have remained the same as when we first started. From its beginnings with traditionally run sugar mills, the expansion of DCM Shriram Sugar into distilleries, biofuel, clean renewable energy, and other related areas, has been challenging and exciting. Our silver jubilee has given us the opportunity to reflect on how far we have come, and our rich history has energized our aspirations for the future.

In 25 years, there have been countless people and stories, however, we have encapsulated just a few for you and hope that you enjoyed our little walk down memory lane. The journey for us has been rewarding and we look forward to your continued blessings as we forge our way into the future, to create many more sweet stories in the saga of DCM Shriram Sugar.



### **Behind the Scenes**

These stories could not have been written without the invaluable efforts of Mr. Vivian Fernandes. Vivian is an accomplished journalist who has reported extensively on Indian agriculture and finance for various well-known news publications.

He travelled to many villages, towns and cities to personally interview employees and partners of DCM Shriram Sugar, from Chairmen and Directors to farmers and villagers who have long been associated with the company. Through each interaction, while he has gleaned historical and statistical data, and the personal experiences of each person, Vivian also captured the ethos and culture of the company itself. Thanks to him, as we celebrate the company's silver jubilee, we were able to build a great story that encapsulates various aspects of the growth and impact of DCM Shriram Sugar.

The DCM Shriram Archives Team was crucial in accurately bringing out the historical aspects of the book. With their constant availability, hands on support, and efficiency we were able to include people, events and dates which made this entire collection of stories better and factually correct.

### **Acknowledgements**

We would like to express our immense gratitude to the interviewees for sharing their valuable time and stories with us. While not everyone is directly mentioned, their experiences have contributed greatly in putting this entire story together.

Mr. Ajay S Shriram, Chairman & Sr. Managing Director

Mr. Vikram S Shriram, Vice-Chairman & Managing Director

Mr. Ajit S Shriram, Joint Managing Director

Mr. Roshan Lal Tamak, Executive Director & CEO, Sugar Business

Mr. Varun A Shriram, Chief Strategy Officer, Sugar Business

Mr. Raja Srivastava, Unit Head, Loni

Mr. Anoop Singh, Senior Vice President, Commercial & Procurement

Mr. Dinesh Sardana, Senior Vice President, Finance & Accounts

Ms. Chitra Sharma, Manager, Finance & Accounts

Mr. Pankaj Singh, Former Unit Head, Ajbapur

Mr. Prabhat Kumar Singh, Unit Head, Rupapur

Mr. Pradeep Tyagi, Unit Head, Hariawan

Mr. Kuldip Singh, Unit Head, Ajbapur

Dr. Ashwini Dutt Pathak, Principal Scientist, ICAR-IISR

Mr. Sunil Mohan Radhakrishna, Executive Director (Retd.)

Mr. Babloo Pradhan, Pradhan, Rupapur

Ms. Anita Katiyar, Self Help Group, Leader, Rupapur

Mr. Onkar Nath Mishra, Pradhan, Hariawan

Mr. Vivek Tiwari, Cane Head, Ajbapur

Mr. Ram Singh, Farmer, Hariawan

Mr. Rishi Pal Singh, Sr. Fitter, Loni

Ms. Veena Tiwari, Village Level Worker, Loni

Ms. Suparna Jain, Lead, Agribusiness Advisory: International Finance Corporation

Dr. Shatadru Chattopadhyay, Managing Director, Solidaridad Network Asia

Dr. Narendra Mohan, Director, National Sugar Institute, Kanpur

Ms. Versa Agarwal, Principal, Ryan International School, Shahjahanpur

Ms. Vimla Devi, Healthcare Worker, Vinobha Sewa Ashram, Ajbapur

Mr. Sanjay Kumar Shukla, Farmer, Hariawan  
Mr. Sarvesh Kumar, Fieldman, Rupapur  
Mr. Premchand Shukla, Cane Zone In-Charge, Rupapur  
Mr. Vinod Kumar Katiyar, Farmer, Pandeypur, Hardoi  
Mr. Lalit Kumar, Cane Head, Rupapur  
Mr. Diwakar Pal, Farmer, Pandeypur, Hardoi  
Mr. Rakesh Kumar, Farmer, Kaushiya, Hardoi  
Mr. Rajesh Singh Rathour, Equipment Hirer, Farukkabad  
Mr. Kailash Chandra Sharma, Deputy Manager (Accounts), Hariawan  
Mr. Laxmikant Karanwal, Additional General Manager (Engineering), Hariawan  
Mr. Inderpal Singh, Deputy General Manager, Cane, Hariawan  
Mr. Naveen Kumar Bansal, Technical Head, Hariawan  
Mr. Ajay Kumar Chaubey, Assistant (Sales), Hariawan  
Mr. Anand Kumar Dubey, Pan in-charge, Hariawan  
Mr. Laxman Singh, Electrical Foreman, Hariawan  
Mr. Sanjay Dixit, Weighment Clerk, Hariawan  
Mr. Sanjay Singh, Zonal Head (Cane Development), Loni  
Mr. Vijay Katyal, Joint Manager (Accounts), Loni  
Mr. Ajay Kumar Shukla, Cashier, Loni  
Mr. Ram Prawesh Singh, Accounts Officer, Ajbapur  
Mr. Ranjit Kumar Shrivastava, Fitter, Ajbapur  
Mr. Sushil Kumar, Cane Department Clerk, Ajbapur  
Mr. Ravi Kumar, Sr. Engineer (Instrumentation), Ajbapur

Mr. Pyarelal Yadav, Power Plant Engineer, Ajbapur  
Mr. Krishna Nand Rai, Assistant Vice President, (HR, Legal & Admin), Ajbapur  
Mr. Hari Om Mishra, Farmer, Udranpur, Hardoi  
Mr. Ramesh Babu Sharma, Budhanpur, Hardoi  
Mr. Anurag Shukla, Farmer, Udranpur, Hardoi  
Mr. Harjeet Singh, Tendva-Chaturpur, Hardoi  
Mr. Ram Mohan Shukla, Raingain, Hardoi  
Mr. Ahivaran Singh, Farmer, Semra Janipur village, Lahimpur Kheri  
Mr. Ram Prakash Mishra, Mullapur, Lahmimpur Kheri  
Mr. Tauqeer Ahmad Khan, Harrai, Shahabad, Hardoi  
Ms. Asha Devi, Daulatpur-Gangadas, Shahabad, Hardoi  
Ms. Paramjeet Kaur, Farmer, Village Jiginiya Shivraj, Tehsil Misrikh, Sitapur  
Mr. Akhilesh Kumar Gupta, Assistant Vice President, Loni

*Conceptualised, written and designed by EFGH Brand Innovations.*

