



DWARIKESH SUGAR INDUSTRIES LIMITED

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REF: DSIL/2016-17/674

February 06, 2017

Corporate Relationship Department
Bombay Stock Exchange
Phiroze Jeejeebhoy Towers
Dalal Street, Fort, Mumbai - 400 001
Fax: 22723 2082 /3132

National Stock Exchange of India Limited
"Exchange Plaza"
Bandra - Kurla Complex,
Bandra [E], Mumbai - 400 051

Scrip Code - 532610

Scrip Code - DWARKESH

Sub : Clarification

Dear Sir,

This is with reference to NEAPS email dated February 6, 2017 pertaining to clarification on appointment of Ms. Nina Chatrath as independent Woman Director:

- Date of appointment/cessation (as applicable) & term of appointment;** - Ms. Nina Chatrath is been appointed as additional director on the Board of the Company w.e.f February 04, 2017 and she shall hold office till the next Annual General Meeting of the Company in which her appointment shall be regularized, subject to the approval of members of the company for the residual period of tenure of Ms. Malathi Mohan. (i.e. till 12.08.2019).
- Brief profile (in case of appointment);** - Ms. Nina Chatrath is a founder of Enhance Consulting, a boutique leadership consulting firm based in New Delhi. Ms. Chatrath holds a bachelor of commerce degree from Delhi University, with business management and hotel management qualifications. She has over twenty years of business and consulting experience, Ms. Chatrath focuses on the impact of leadership on business performance, organization building and the management of talent. She started leadership consulting in global search firms, and worked as a Senior Partner in Heidrick & Struggles, and earlier with Korn/Ferry International. A brief profile is annexed herewith.
- Disclosure of relationships between directors (in case of appointment of a director).** - No, she is not related to any Director.

This may be taken on record in compliance with Disclosure under regulation 30 of SEBI (Listing Obligations & Disclosure Requirements) Regulations, 2015.

Thanking you,

Yours faithfully,

B. J. Maheshwari

Whole Time Director & Company Secretary
cum Chief Compliance Officer

Encl: As above.

Nina Chatrath

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ENHANCE CONSULTING
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NEW DELHI 110013
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EXPERIENCE SUMMARY

Currently Founder-Enhance Consulting (since 2014)

Heidrick & Struggles, Partner, Leadership Consulting, India – 2013-2014

Transearch, Senior Partner, Leadership Consulting, India (brief tenure)

Korn/Ferry International, Managing Principal, Leadership & Talent Consulting, India-2007-2012

Dale Carnegie, Consultant, India – 2004-2007

QAI International, Vice-President Sales & Marketing – 2001-2003

CAREER PROFILE

- Successful track record of achieving high growth, starting new business lines, positioning and strengthening brands, creating engaged clients, and attracting, building and retaining teams.
- Excellent track record of developing solutions, managing and delivering to clients in multiple industries across India, South Asia, Middle East, Europe and the USA.
- Successfully build start-ups as part of initial crack team with strategic and execution inputs, thereby enhancing leadership and management skills.
- Build CXO relationships. Help them define business problems and architect solutions to address business issues.
- Represent and position brands through industry interventions, seminars and media interventions.

I have spent the last decade in guiding businesses to excellence, through quality and leadership initiatives, as I donned the hat of a trusted advisor to organizations. My key focus area has been to unlock organizational capabilities using business and behavioral interventions. As I work towards unlocking the potential of key leaders through coaching, I witness the effect it has on the individual performance leading to organizational excellence. While coaching high potential leaders, I also guide them to synergize organizational and individual objectives.

I focus on building the strategic momentum of the business by working with the top leaders, which is at the heart of what value an HR leader can bring to the organization. CEO Development and Succession Planning is a delivery expectation from Boards, as also having a robust process to review CEO's performance in a way that enhances his leadership and company's performance. Besides bringing C-Suite leadership perspective and human resource expertise, I can bring value in areas related to strategy formulation, operational expertise, company-relevant Industry/Market knowledge, and risk management to certain level of technical product understanding (industry dependent).

Established Enhance Consulting - A Leadership Advisory firm that works with organizations to identify the leadership risks and help structure sustainable strategies to hedge the risks, going forward. We help leaders individually and in teams, to develop their potential and ensure that their collective contribution exceeds their individual effort.

- Enhance Consulting's solutions, led by consultants with cross industry experience, help organizations align leadership and talent with their strategy.
- We believe that to identify and develop individual stars and leadership talent is no longer enough for goal achievement. It has become imperative to identify your organization's strategic demands precisely, to develop and retain effective teams, so that you supplement the missing capabilities.
- This is targeted to help organizations realize their business objectives, evident through key improvement in primary and secondary business metrics.
- Our services help them identify and nurture future leadership talent and ensure business continuity, by fueling the leadership pipeline.
- Our services are structured to provide the necessary impact at the organizational, team and the individual level in sync with the business requirement.

Nina Chatrath

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ILLUSTRATIVE KEY ASSIGNMENTS MANAGED:

Global Project delivered in US, Europe and APAC

- Business Leaders selection post acquisition in one of the world's largest organization in wind energy.
- Executive bench, succession planning exercise for one of the global telecom equipment manufacturers.
- CEO selection & coaching for 8 APAC countries for one of the world's leader in specialty chemicals.
- Developed a competency model for emerging market leaders for a global leader in medical technology.
- Part of panel to ascertain CEO pipeline for entire ASEAN region for a Global supplier of Industrial equipment.
- Leadership assessment and on-boarding coaching of country heads for migration into other geographies, as part of a global project for a Leading pharmaceutical company.

Global Projects delivered in India

- Reviewed Top Talent in face of an acquisition made by a Fortune 100 paper company, in India. This led to coaching of the top 10 leaders to settle in post acquisition.
- Instituted an Enterprise Learning program for the top leaders in a Multinational Industrial company.
- Leadership development through coaching for a Medical Insurance company, for the top team.
- Created High Potential leadership pipeline for World's No 1 Beverage company.
- Mapping Talent strategy to Growth strategy for a large IT services business.
- Visioning exercise, Organization Structure and Balanced Scorecard roll out for a Sri Lankan company
- Organization alignment with Strategy and Balanced Scorecard roll out for an Insurance company

Indian Projects delivered in India

- Instituting Leadership across 7 businesses of an Indian Conglomerate; structured coaching intervention for top 60 leaders.
- Change management to drive growth in a large IT company through Leadership Development.
- Change management to drive customer delight through Sales assessment & development for a traditional agri-machinery business.
- Exercise to ascertain leadership depth across multiple businesses for a professional board in a promoter-led organization.
- Developmental coaching intervention for top 50 leaders of a mid-size organization.
- Regular contributory thought leadership features in The Economic Times, and in HT Business edition.

PARTICIPATION IN INDUSTRY EVENTS/CONFERENCES

- Selected for **FICCI-CCG, Centre for Corporate Governance Women on Corporate Boards, Mentorship Program.**
- **CII Excellence Model** assessment team member for Bharat Petroleum & Hindustan Unilever, 2015.
- Part of the **National Jury** for the **41st edition of AIMA's National Competition for Young Managers**, 2015.
- Delivered the presidential address at the **Institute of HRD Mumbai HR Summit** on the theme '*Learning & Development Strategies for Organizational Competiveness*', 2015.
- Part of the advisory committee for **NHRD's 3rd Women Leadership Summit**. Theme '*Co-Creating Diverse Leadership: Blue Print for Action*'. Session speaker on '*Women Leader - The Key Differentiator*', 2015.
- Panelist at **Business Today Knowledge Forum** '*Why Ethical Leadership is increasingly important to employees*'.
- Key speaker at **CII HRM Summit** '*New HR Processes and Practices to Build and Reinvent Organizational Culture*'. Session titled '*Getting the Culture Right-HR's Role in Enabling Strategy and Performance*', 2014.
- Speaker at **Institute of HRD, Mumbai HR Summit 2014**. Theme-'*Aligning talent with Business Strategy Session; Talent Attraction Strategies*', 2014.
- Part of Jury at **AIMA's 6th Business Responsibility Summit- Case Study Contest**, '*Business as Partners in India's Development*', 2014.

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- External speaker for **SAP Managers Day** on 'High Performance Culture/People Management Practices'.
- Speaker at **AIMA** Interactive Session on 'Leadership 2020: Reinventing the Wheel'.
- Speaker at 49th **Federation of Hotel Restaurant Association of India** annual convention.
- Speaker at **CII National Cluster Summit**. Theme-Scaling up Clusters: Fostering Growth & Employment in SME'.
- INMA 8th South Asia Annual Conference- panelist for 'Media Companies Need to Attract Robust Talent from Different Industries'.
- **CII Assessment on Excellence Model** for Amara Raja Group (2014) Murugappa Group (2012) amongst others
- Member of **CII HR National Committee** in 2013-2014.
- Knowledge Partner at the annual **HR Retreat, AIMA**, in 2013.
- **CFO India Strategies**, 2012, panelist on 'How does a CFO move from being a Financial Controller to a Business partner to a transformation agent'.
- **CII Knowledge partner** and key speaker in HRM summit in 2011.
- **CII Sub Committee** for Human Resources, and am continuing to serve on this committee since 2005.
- **20TH ASOCIO** (Asian-Oceanic Computing Industry Organization) General Assembly and Symposium, Thailand
- Host for the Seminar series '**India-The Knowledge Corporation: Uncommon Sense for Uncertain Times**' 2002, **QAI India** partnered with **The Economic Times**.

KEY MEDIA FEATURES

Lead India: Figuring out The Finalists – The Times of India

http://articles.timesofindia.indiatimes.com/2007-12-16/india/27953263_1_lead-india-finalists-talent-management-effective-leadership

In an uncertain world, leaders need the wherewithal to Adapt to Change – The Economic Times

http://articles.economictimes.indiatimes.com/2011-09-27/news/30208337_1_gaurav-complexity-sales-numbers

Future Leaders Need To Be Learning Agile – The Economic Times

http://articles.economictimes.indiatimes.com/2012-03-20/news/31215049_1_learning-agility-development-plan

Top Team should assume Collective Responsibility – The Economic Times

http://articles.economictimes.indiatimes.com/2012-07-20/news/32764641_1_top-team-unit-head-business-units

New Leader's Toolkit-5 ways to make the best of the Top Job – The Economic Times

<http://economictimes.indiatimes.com/news/news/by/industry/jobs/New-leaders-toolkit-5-ways-to-make-the-best-of-the-top-job/articleshow/20691721.cms>

Accept Change, it's the new normal – The Mint

<http://www.livemint.com/Companies/c9A0PR69amNKdHZS8esHqL/Accept-change-its-the-new-normal.html>

Improve your behavior to bring out the best in employees – The Mint

<http://www.livemint.com/Companies/Dn6CZDzsA8yiAcB1gs4oLI/Improve-your-behaviour-to-bring-out-the-best-in-employees.html>