

# Business model

## Resources utilised



### Financial capital

- ▶ Equity: ₹ 73,425 Mn
- ▶ Net debt: US\$ 778 Mn
- ▶ Capex: US\$ 72 Mn



### Manufactured capital

- ▶ Carbon plants: 13
- ▶ Advanced Materials plants: 5
- ▶ Cement plants: 2
- ▶ WHR steam plants: 4
- ▶ WHR power plants: 6
- ▶ Solar power plants: 3



### Intellectual capital

- ▶ R&D centres and laboratories: 5



### Human capital

- ▶ No. of employees: 2,508
- ▶ No. of man-hours training: 50,058



### Social and relationship capital

- ▶ CSR expenditure: ₹ 148 Mn



### Natural capital

- ▶ Water withdrawal: 6.86 Mn m<sup>3</sup>
- ▶ Energy input: 3.8 Mn MWh
- ▶ Energy consumption: 2.8 Mn MWh

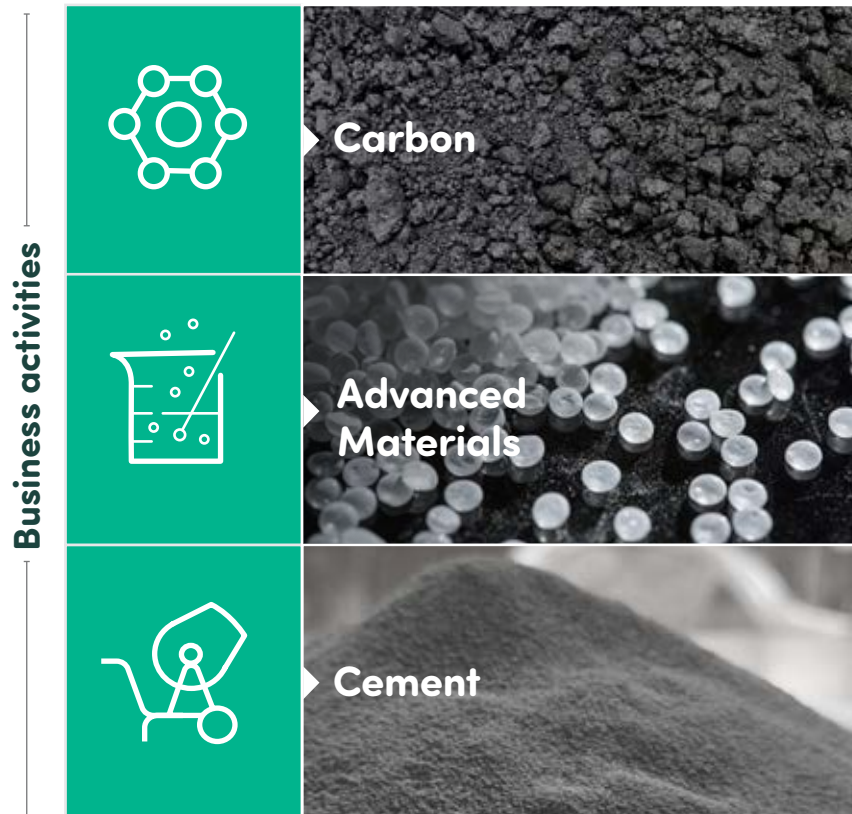
## External environment

We track and monitor macroeconomic events and industry trends to identify opportunities and risks and respond proactively.

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## Business segments



## Stakeholder engagement

We actively engage with our stakeholders in the following categories to understand their needs:

- ▶ Customers
- ▶ Employees
- ▶ Investors and shareholders
- ▶ Vendors and suppliers
- ▶ Government and regulatory bodies
- ▶ Communities

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## Strategic priorities

Through our well-defined strategies, we prioritise driving growth across our three business segments while creating value for stakeholders.

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## Value created



### Financial capital

- ▶ Revenue: ₹ 181,415 Mn
- ▶ Operating profit: ₹ 20,137 Mn

### Manufactured capital

#### Capacity utilisation

- ▶ Carbon: **65%**
- ▶ Advanced Materials: **75%**
- ▶ Cement: **80%**

### Intellectual capital

- ▶ New products launched: **13**

### Human capital

- ▶ TRIR: **0.26**

(As per OSHA guidelines for 2023 for our Carbon & Advanced Materials segments only, while our Cement segment is in the process of implementing OSHA guidelines.)

### Social and relationship capital

- ▶ No. of students benefitted: **2,458**
- ▶ No. of patients received healthcare services: **102,175**

### Natural capital

- ▶ Self-generated steam from waste heat: **0.54 Mn MWh**
- ▶ Self-generated electricity from waste heat: **0.45 Mn MWh**
- ▶ Solar power generated: **0.03 Mn MWh**

## Risk management

Our robust risk management approach allows us to proactively identify, assess and mitigate potential risks, fostering resilience and sustainability in our business operations.

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