

Strategic priorities

In pursuit of excellence, we have established five strategic priorities that underpin our journey towards sustainable growth. These objectives encompass ensuring supply security, optimising capacity, leading in sustainable innovation, reducing costs and integrating sustainability into our core business operations.





Enhance supply chain security

Ensuring a flexible, reliable and secure supply chain in a dynamic global environment is crucial. This approach focuses on fortifying our ability to meet customer demands, diversify our raw material supply base and navigating unforeseen disruptions.



Reliable supply chain



2.89%
Inventory turnover rate

Capacity optimisation

Maximising the efficiency and productivity of our production facilities is critical to meeting growing demand while managing costs effectively. With recent, positive regulatory developments in India, we expect to greatly enhance our capacity utilisation going forward.



Utilisation of production facilities



65% Carbon
75% Advanced Materials
80% Cement

Innovation leadership

To thrive in a dynamic market, we prioritise process and raw material innovation with a strong focus on sustainability, ensuring our continued leadership in the industry over the years.



New product development



13
Total number of new products launched in 2023

Cost optimisation

Cost efficiency is vital to sustaining profitability, allowing us to invest in growth while offering competitive pricing to our customers.



Effective cost management



In 2023, cost optimisation was a key priority and will remain so in the future. Achievements such as office consolidation, plant operation optimisation and workforce streamlining will continue to yield benefits in the coming year.

Strengthen ESG commitment

Integrating sustainability into our business operations is a responsible and increasingly important expectation of our customers, shareholders and the broader community.



Enhanced ESG performance



- ▶ EcoVadis gold medal: Three subsidiaries (Germany, Belgium and Canada)
- ▶ EcoVadis silver medal: USA subsidiary
- ▶ UN Global Compact: Member since 2023