VALUE CREATION MODEL

Resources utilised

Financial capital

Equity: ₹68,250 Mn

Net debt: US\$773 Mn

Capex: US\$78 Mn

Manufactured capital

Carbon plants: 13 Advanced Materials plants: 5 Cement plants: 2 WHR steam plants: 4 WHR power plants: 6 Solar power plants: 10

Intellectual capital

R&D centres and laboratories: 6

Human capital

No. of employees: 2,394 No. of person-hours training: 56,700+

Social and relationship capital

CSR and other related donations: ₹187 Mn

Natural capital

Water withdrawal: 7.08 Mn m³

Energy input: 3.56 Mn MWh

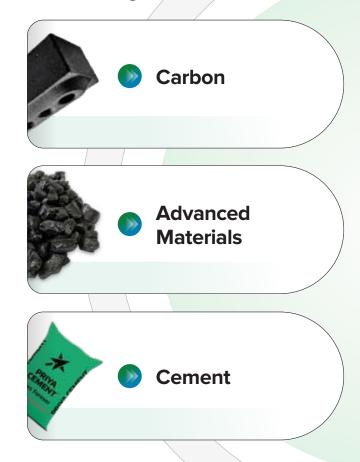
Energy consumption: 2.81 Mn MWh

External environment

(+) Read more on Page 66

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

Business segments



Stakeholder engagement + Read more on Page 60

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

- Customers
- Vendors and suppliers
- Employees Investors and

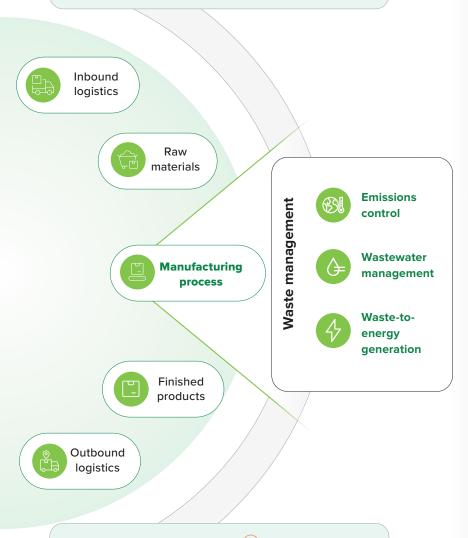
Business activities

- Government and regulatory bodies
- shareholders
 - Communities

Strategic priorities

+ Read more on Page 74

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



Risk management

(+) Read more on Page 70

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

Value created

Financial capital

Revenue: **₹153,744 Mn** Operating profit: **₹14,981 Mn**

Manufactured capital

Capacity utilisation Carbon: **71%** Advanced Materials: **63%** Cement: **71%**

Intellectual capital

Products launched: 9

Human capital

TRIR: **0.13** As per OSHA guidelines

Social and relationship capital

Students benefitted: **2,599** Patients received healthcare services: **86,424**

Natural capital

Self-generated steam from waste-heat: **0.18 Mn MWh** Self-generated electricity from waste-heat: **0.14 Mn MWh** Solar power generated: **0.03 Mn MWh**