

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

Business activities

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



Carbon



Advanced Materials



Cement

Stakeholder engagement




Read more on **Page 60**

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

Strategic priorities

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



Inbound logistics



Raw materials



Manufacturing process



Finished products



Outbound logistics

Waste management



Emissions control




Wastewater management



Waste-to-energy generation

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**