

Value creation model

Resources

Financial capital

- Equity: **₹76,908 Mn**
- Net debt: **US\$837 Mn**
- Capital expenditure: **US\$53 Mn**

Manufactured capital

- Carbon plants: **13**
- Advanced Materials plants: **5**
- Cement plants: **2**
- WHR power and steam plants: **10**
- Solar power plants: **10**

Intellectual capital

- R&D centres and laboratories: **6**
- Proprietary processes and formulations
- Technical know-how and patents

Human capital

- Employees: **2,300**
- Training man-hours: **68,900+**
- Skilled technical and operational workforce

Social and relationship capital

- CSR and other related donations: **₹161 Mn**
- Community development initiatives
- Stakeholder partnerships

Natural capital

- Water withdrawal: **8.68 Mn m³**
- Energy input: **3.35 Mn MWh**
- Raw material consumption

How we utilise resources



We utilise our financial resources through investments in capacity expansion, efficiency improvements, asset maintenance and strategic initiatives aligned with long-term value creation.



We leverage our integrated manufacturing assets to enable scale, operational reliability and cost-efficient production across business segments.



We deploy our research capabilities and technical expertise to drive product innovation, process optimisation and quality enhancement.



We develop and empower our workforce through continuous capability building, safety practices and a culture of operational excellence.



We strengthen long-term relationships with communities and stakeholders through responsible operations, engagement and social initiatives.



We manage natural resources responsibly by improving efficiency, reducing emissions and advancing circular and renewable energy practices.

Our business activities

- Allocation of capital across business segments
- Funding for plant expansions, upgrades and debottlenecking
- Support for sustainability and compliance-related investments
- Production of carbon products, advanced materials and cement
- Capacity utilisation and operational efficiency initiatives
- Integration of waste-heat recovery and renewable energy systems
- Research and development activities
- Process optimisation and yield improvement
- Development of new and customised products
- Workforce training and skill development
- Implementation of safety and health practices
- Leadership development and succession planning
- Community development and education initiatives
- Healthcare and social welfare programmes
- Stakeholder engagement and grievance redressal
- Energy and water efficiency initiatives
- Emissions control and wastewater management
- Waste-to-energy and renewable energy integration

Value we created

Financial capital

- Revenue generated: **₹169,458 Mn**
- EBITDA: **₹22,749 Mn**
- Improved capital efficiency and returns
- Strengthened balance sheet resilience

Manufactured capital

- Improved operational reliability
- Enhanced asset productivity and lifecycle optimisation

Intellectual capital

- New products launched: **12**
- Strengthened technology leadership
- Enhanced customer value propositions

Human capital

- TRIR: **0.11**
- Improved productivity and safety performance
- Higher employee engagement and retention

Social and relationship capital

- Students benefitted: **2,647**
- Patients receiving healthcare services: **80,561**
- Strengthened stakeholder trust and social licence to operate

Natural capital

- Self-generated energy from waste heat: **1.09 Mn MWh**
- Renewable energy generated: **0.03 Mn MWh**
- Reduced environmental footprint