



## STRATEGIC PRIORITIES

# DESIGNING OUR PATH TO EXCELLENCE

Our strategic priorities are defined with the aim to drive our organisation towards sustained growth. They guide our decision-making processes, ensuring that every action aligns with our long-term vision. By focusing on these key areas and through innovation, we aim to enhance our competitive edge, deepen our market penetration, and foster a culture of continuous improvement.

## LEADERSHIP ACROSS BUSINESSES

We are committed to maintaining our leadership in key sectors such as cellulosic fibres, chemicals, premium textiles, cement, and financial services, by capitalising on industry trends. We are the premier player in the cellulosic fibres and chemicals sector in India. Our focus includes modernising existing facilities, investing in new production units, and adopting sustainable practices to ensure industry success.

### Material Topics

- Employee Training and Skill Development
- Quality and Customer Satisfaction
- Customer Health and Safety
- Business Ethics and Compliance
- Diversity and Inclusion

### Capitals Impacted

- Financial Capital
- Manufactured Capital
- Human Capital
- Social and Relationship Capital

### SDGs



## FY 2023-24 PROGRESS

During the year, our Cellulosic Fibres, Chlor-Alkali, and Cement businesses achieved their highest-ever volumes.

## FUTURE PLANS

We have set our vision to become the second-largest profitable player in the Indian Decorative Paints market.

## INNOVATION

We intend to focus on premiumisation by adopting innovation and through the introduction of specialty products. We encourage innovation across various domains, including process enhancement, data analytics, development of new products, expansion of facilities and improvement in customer experiences.

### Material Topics

- Product Stewardship
- Innovation and R&D
- Digitalisation, Data Privacy and Security

### Capitals Impacted

- Financial Capital
- Manufactured Capital
- Intellectual Capital
- Natural Capital

### SDGs



## FY 2023-24 PROGRESS

- Development of indigenous Lyocell, marking an advancement in sustainable fibre technology.
- Short-cut fibres for flushable wipes have met with commercial acceptance.
- Innovative products developed by Paints R&D.

## FUTURE PLANS

- Cellulosic Fibres is pursuing collaborative research for Bamboo/Jute pulping,
- Chemical business is developing new products and further enhancing its chlorine derivate portfolio.

## SUSTAINABILITY

We are dedicated to reducing our environmental impact through sustainable manufacturing practices, eco-friendly product designs, and a commitment to responsible resource management.

### Material Topics

- Air and Soil Pollution
- Energy Consumption and GHG Emissions
- Water and Effluents
- Waste Management
- Climate Change Adaptation
- Human Rights
- Occupational Health, Safety
- Biodiversity and Land Use

### Capitals Impacted

- Manufactured Capital
- Intellectual Capital
- Social and Relationship Capital
- Natural Capital

### SDGs



## FY 2023-24 PROGRESS

- Renewable energy usage reached 6.7% in FY 2023-24, up from 5.6% in FY 2022-23.
- Renewable power share stood at 11% in FY 2023-24, up from 8% in FY 2022-23
- Share of recycled water in total consumption stood at 50% in FY 2023-24, up from 46% in FY 2022-23

## FUTURE PLANS

- Committed to Net Zero Carbon Emissions Target by 2050
- Increasing Renewable power share
- Decreasing share of freshwater withdrawal in total water consumption.

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### CAPITAL ALLOCATION

We remain committed to upholding financial discipline through prudent cash flow management, such as efficient capital allocation, optimised working capital, and careful debt management. These efforts have been recognised with high credit ratings from reputable agencies. Our approach to debt is conservative, relying primarily on internal accruals to fund operations and growth. We thoroughly assess our business portfolio, embracing a disciplined approach to expansion and entry into new ventures, guided by detailed market research and analysis.

#### Material Topics

- Organisational Resilience
- Empowering Communities
- Financial Performance

#### Capitals Impacted

- Financial Capital
- Manufactured Capital
- Intellectual Capital
- Natural Capital

#### SDGs



#### FY 2023-24 PROGRESS

- Achieved highest-ever capital expenditure of ₹5,900 crore for FY 2023-24. Growth Capex stood at 86%.
- Maintained a strong balance sheet with a net debt/equity ratio of 0.11x.

#### FUTURE PLANS

- Maintaining prominence and excel in core businesses.
- Introduction of new products Speciality Chemicals Development of Chlorine Derivatives for increasing consumption of Chlorine.

### COST LEADERSHIP

We anticipate that maintaining cost leadership will significantly contribute to expanding our product market share, enhancing margins, and driving profitability. Ongoing efforts to reduce operating costs underscore our commitment to operational efficiency, a foundational element of our business strategy to sustain a competitive edge and long-term growth.

#### Material Topics

- Resource Efficiency
- Responsible Supply Chain
- Stakeholder Engagement

#### Capitals Impacted

- Financial Capital
- Manufactured Capital
- Intellectual Capital

#### SDGs



#### FY 2023-24 PROGRESS

- Paints business has built right size of plants with backward integration and automation.
- Chlorine Integration stood at the highest levels of 62%.
- Lean production and efficiency in manufacturing for Cellulosic Fibres with strong backward integration for caustic, pulp, power and steam

#### FUTURE PLANS

- Improve Chlorine Integration to 70% once planned projects are commenced.
- Reduction of Power costs through focus on improving renewable energy mix.

