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SHREE CEMENT LTD.

An ISO 9001, 14001, 45001 & 50001 Certified Company

Regd. Office:

BANGUR NAGAR, POST BOX NO.33, BEAWAR 305901, RAJASTHAN, INDIA

SCL/BWR/SE/2022-23/

4th July, 2022

National Stock Exchange of India Limited,
Exchange Plaza,
Bandra – Kurla Complex, Bandra (East)
MUMBAI – 400 051

SCRIP CODE: SHREECEM EQ

Bombay Stock Exchange Ltd.
Phiroze Jeejeebhoy Towers,
25th Floor, Dalal Street,
MUMBAI – 400 023

SCRIP CODE 500387

Re:- Notice of the 43rd Annual General Meeting and Annual Report for the Financial Year 2021-22

Dear Sirs,

In terms of the provisions of Regulation 34(1) of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find attached herewith Notice of the 43rd Annual General Meeting of the Company to be held on Thursday, 28th July, 2022 at "Rangmanch Auditorium", Bangur Nagar, Beawar - 305 901, District Ajmer (Rajasthan) at 12.15 p.m. (IST) along with the Annual Report of the Company for the financial year 2021-22.

Further, in terms of Section 108 of the Companies Act, 2013 and Rule 20 of the Companies (Management & Administration) Rules, 2014 (as amended), the Company has fixed Thursday, 21st July, 2022 as the cut-off date to determine the eligibility of the members to cast their vote by remote e-voting and voting during the AGM.

Kindly find the same in order.

Thanking you,

Yours faithfully,

For SHREE CEMENT LIMITED

(S.S. KHANDELWAL)
COMPANY SECRETARY

Encl: As above

JAIPUR OFFICE : SB-187, Bapu Nagar, Opp. Rajasthan University, JLN Marg, Jaipur 302015
Phone : 0141 4241200, 4241204

NEW DELHI OFFICE : 122-123, Hans Bhawan, 1, Bahadurshah Zafar Marg, New Delhi 110002
Phone : 011 23370828, 23379218, 23370776

CORP. OFFICE : 21, Strand Road, Kolkata 700001 Phone : 033 22309601-4 Fax : 033 22434226



THE BRIGHT SIDE OF **GREY**



ABOUT THE REPORT

Introduction

We, at Shree Cement Limited (SCL), started our journey of sustainability reporting back in FY 2004-05 as the first organisation in the Indian cement industry. Since then, our annual reports and sustainability reports have been one of our key mediums of communication with our stakeholders.

In FY 2021-22, we are proud to introduce our first Integrated Annual Report that is based on the Value Reporting Foundation's Integrated Reporting <IR> Framework. The Value Reporting Foundation is a global non-profit organisation comprising International Integrated Reporting Council (IIRC) and Sustainability Accounting Standards Board (SASB).

The report discloses our performance across six capitals viz. – Financial, Manufactured, Human, Natural, Intellectual, and Social and Relationship, thereby providing insights on our value creation efforts towards our stakeholders.

Reporting principle

The non-financial performance in our report have been disclosed in accordance with the GRI Standards: Core option. We have referred to GRI Standards 2018 for GRI 303: Water and Effluents and GRI 403: Occupational Health and Safety; while the GRI Standards 2020 are referred to for GRI 306: Waste. All other non-financial disclosures have been reported as per the GRI Standards 2016. Our report

has also been aligned with the principles of the United Nations Global Compact (UNGC) as well as the United Nations Sustainable Development Goals (UN SDGs).

Sections of the Integrated Annual Report also comply with the requirements stated in the Companies Act, 2013 (including the rules made thereunder), the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 and the Secretarial Standards issued by the Institute of Company Secretaries of India. We encourage our stakeholders to read them in conjunction with the contents.

Reporting scope and boundary

The report consists of financial and non-financial reporting for our business operations across our four integrated plant locations and ten grinding unit locations in India. Additionally, our financial statements cover performance of our subsidiaries including UAE subsidiaries. The information provided in the report is of the period of 1st April, 2021 to 31st March, 2022.

Independent Assurance

The standalone and consolidated financial statements provided in the report are audited by M/s. Gupta & Dua, Chartered Accountants, statutory auditors of the Company. The non-financial data in this report have been reviewed internally through our internal control mechanisms.

Forward-looking statement

There are certain statements in this report that are forward looking statements based on assumptions and with respect to future growth. These statements may involve several risks and uncertainty as the method for predicting future data may be inaccurate. These statements include facts, data, business strategies and future objectives except for any data obtained through past analysis. Readers are cautioned not to place undue reliance on forward-looking statements as several factors could cause assumptions, actual future results, and events to differ materially from those expressed in the statements.

Feedback

We publish our reports annually. All our previously published annual and sustainability reports are available on our website www.shreecement.com. We value your feedback, which will continue to enable us to disclose relevant information in the most effective and transparent manner. We would be happy to address any queries or suggestions that you may have with respect to our performance or this report. You may write to us at investor@shreecement.com.

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Financial Statements

THE BRIGHT SIDE OF GREY



Grey is not a colour synonymous with positive symbolism, as most would say. But grey also neutralises absolutes. Like a grey attire that merges the pristineness of white with the overpowering black. Grey has the capacity to absorb and evolve. Just like the product we make. Cement.

Cement uses several mineral resources found in nature to make one of the strongest materials known to humanity. The softest of minerals like limestone and sand when forged with the strength of iron transform into a material that builds the world's tallest buildings and longest bridges. So grey is not quite grey. Grey is transformation. It is evolution.

At Shree Cement, we lean towards the brighter side of grey with our creativity, innovation and care. Our pioneering attempts at introducing sustainable production techniques for cement making, adopting circular principles of resource use and having one of the strongest lineups of green cement products are all industry trend-setters. Our care for the future stimulates our thirst for innovation.

We carry out our operations in socially responsible manner while ensuring protection and restoration of natural

ecosystem. With our world class cement manufacturing technology, we have been able to achieve high standards of operational efficiency, thereby minimising impact on the environment. Our efforts towards conservation of natural ecosystem are aligned to the United Nations Sustainable Development Goals (UN SDGs).

We believe that growth comes from social inclusion. Being cognisant and sensitive of our impact on our community has aided us in maintaining our vision of spreading happiness to our people – our employees, vendors, supply chain members, customers, investors and our community.

With our environment friendly and technologically advanced manufacturing process and our commitment towards growing a socially inclusive community, we focus on the bright side while manufacturing cement.

With this debut Integrated Report of FY 2021-22, we present to our readers our approach of looking at the bright side of the grey.

SHREE CEMENT AT A GLANCE

Making the right choices for a brighter tomorrow

We, Shree Cement Limited, are proud to be recognised as one of the top three cement groups in India in terms of production capacity. Being committed to sustainable and inclusive growth, we have installed the largest waste heat recovery based power plants in the world cement industry, next only to China. Our cement manufacturing and

grinding units span across 10 states of Bihar, Chhattisgarh, Haryana, Jharkhand, Karnataka, Maharashtra, Odisha, Rajasthan, Uttar Pradesh and Uttarakhand. We rank at 51st among the listed companies in India as on 31st March, 2022 in terms of market capitalisation. Also, we are part of Nifty50 of National Stock Exchange of India.

Growth over 10-year horizon

Parameter	FY 2011-12 (15 Months)	FY 2021-22	CAGR
Cement Production Capacity (MTPA)	13.5	46.4	13.14%
Power Generation Capacity (MW)	560	771	3.25%
Revenue from operations (₹ Crore)	5,800	14,306	11.92%
Operating Profit (EBIDTA) (₹ Crore)	1,809	4,185	11.21%
Profit After Tax (₹ Crore)	619	2,377	16.99%
Net Worth (₹ Crore) (as at the year-end)	2,734	17,271	20.24%
Market Capitalisation (₹ Crore) (as at the year-end)	10,590	86,711	23.40%



Shree Cement, as on 31st March, 2022

46.40 MTPA

Cement production capacity

771 MW

Total power generation capacity

263 MW

Green energy generation capacity (WHR, wind and solar)

4

Number of locations with integrated plants in India

10

Number of locations with standalone grinding units in India

1

Number of location with integrated plants outside India (in UAE)

Our Vision

Lead in creating prosperity and happiness for all stakeholders through innovation and sustainable practices

As an organisation, we spread happiness amongst everyone connected with our ecosystem and create wealth for investors, employees, business associates and communities where we operate by experimenting and implementing new ideas for improving efficiencies and maximising the ratio of output product to input resources

The Shree Philosophy

At Shree, we believe in the teaching of Rigveda आ नो भद्रः क्रतवो यन्तु विश्वतः which means 'Let noble thoughts come to us from all over the World' and imbibe and extend all noble thoughts across all our functions. Our ethos make us an organisation that is:

- Quality and energy conscious
- Customer responsive
- Socially responsive
- Investor rewarding
- Employee and environment friendly
- Sustainable organisation

Guiding Principles

- Enforce good corporate governance practices
- Encourage integrity of conduct
- Ensure clarity in communication
- Remain accountable to all stakeholders
- Encourage socially responsive behavior.

Our Values, Our strengths



Passion for efficiency

- Ensuring optimum outcomes in everything we do at work
- Achieve our targets consistently with minimal costs



Trust and Support

- Believing in each other with mutual respect
- Promoting honest and open communication
- Building an environment of freedom with responsibility



Creativity and Innovation

- Experimenting with new ideas to improve continuously
- Striving to take risk for adding value to the business



Simplify

- To extract the essence and keep communication simple



Dynamism

- Prioritising opportunities and challenges to enable swift decision making
- Being flexible in our approach to find effective business solutions



Care

- Being compassionate towards our communities and our environment
- Working together as one family; connect personally with each other
- Demonstrating humane touch in the way we work

SHREE CEMENT AT A GLANCE

Offering sustainable delight to customers

Our product portfolio is consciously diversified and dynamic to cater to different needs and requirements of our customers. We are constantly striving hard to create a positive impact on the planet by developing products that are sustainable. Our products are a result of rigorous Research & Development (R&D) process involving innovation and focus on quality. All our brands enjoy high recall from our customers. Our portfolio consists of varied type of cement with special focus on blended cement which contributes to circular economy.

Our diverse range of products

We provide four major types of cement for our customers based on their requirements:

- Ordinary Portland Cement (OPC):** OPC is a widely used form of cement, also known as Ordinary Portland Cement. OPC can be used in normal as well as pre-stressed construction.
- Portland Pozzolana Cement (PPC):** When the clinker and gypsum are ground/mixed with pozzolana or siliceous materials such as fly ash, PPC is formed. PPC is more durable as compared to OPC due to formation of denser

micro-structures. PPC is also known as cement of future because of its properties of sustaining hydraulic structures.

- Portland Slag Cement (PSC):** In PSC, by-product from iron blast furnace is mixed in suitable proportion with ground clinker and gypsum. Slag cement is a form of hydraulic cement and is also resistant to high temperature. It is used in sea water construction projects due to its resistance to sulphate attack.

- Composite Cement (CC):**

Composite cement is used in the production of high strength durable concrete. Composite cement is prepared by replacing a portion of Portland cement clinker with industrial by-products such as fly-ash and Granulated Blast furnace Slag (GBS).



Our valued products



Shree Jung Rodhak Cement is an all-purpose cement that provides strength and durability to all the structures through its strong corrosion resistant properties and is the most preferred choice in the segment.

Available in: OPC, PPC



Bangur Cement is used for diversified construction purpose and is developed using German technology. It is a superior quality product that meets the global standards.

Available in: OPC, PPC



Rockstrong Cement An obvious choice for any type of construction with quick setting properties, durability and is an excellent value for money.

Available in: PPC



Concrete Master Roofon Cement is one of the best concrete master that gives strong and long-lasting construction. It is suitable for all weather conditions and produces concrete that is crack resistant, thus making air-tight, water shield construction that is resistant to corrosion.

Available in: PPC, PSC, CC



Bangur Power Cement is a premium quality product meeting all international standards. It provides extra fineness, smoothness, greater coverage area, higher strength and resistance to corrosion.

Available in: PPC, PSC, CC



Shree Cement is launched as the first cement brand by the Company. High on strength, this is well established brand, time tested and offer superior quality and durability to its customers.

Available in: OPC, PPC, PSC



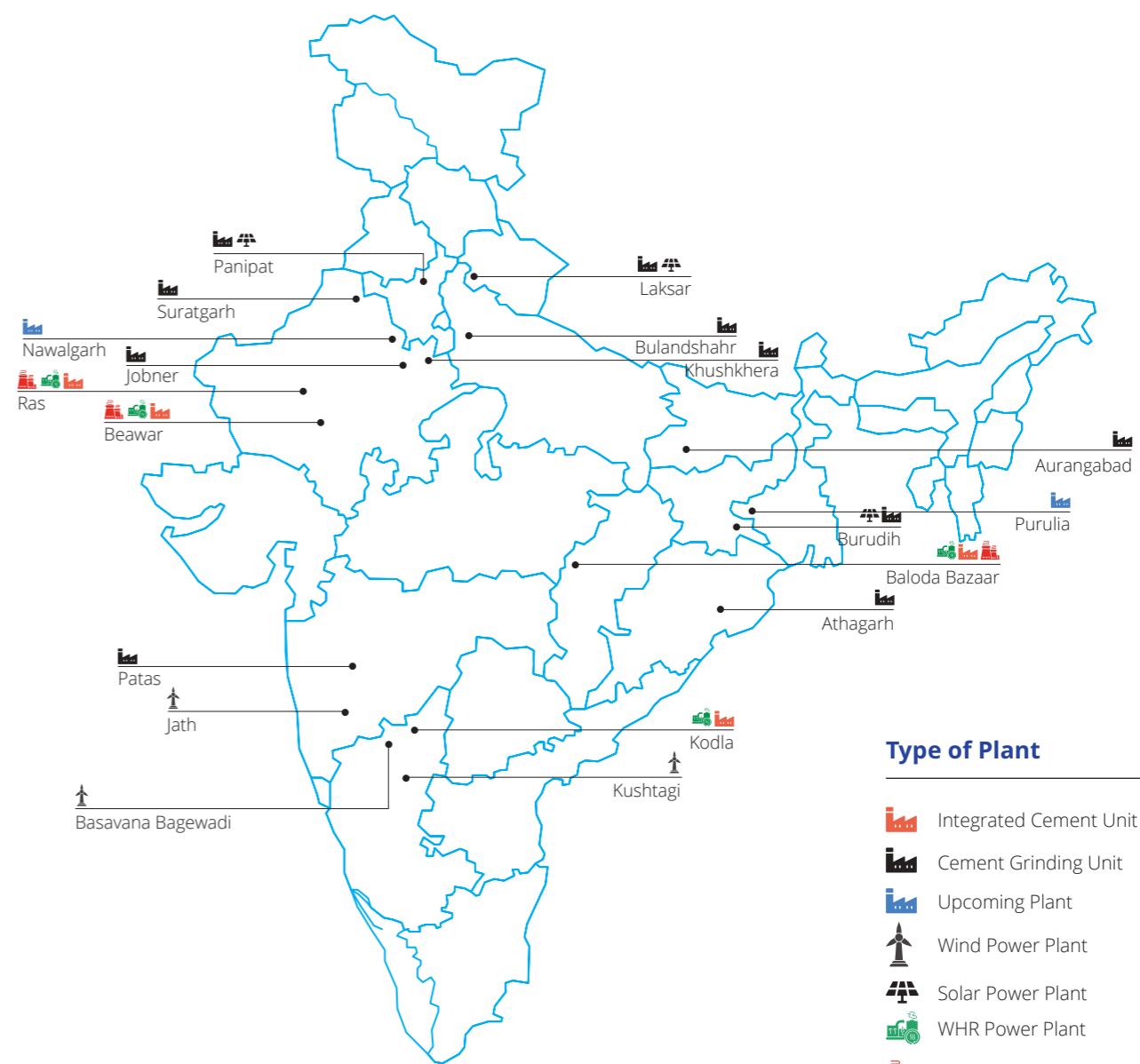
OUR OPERATIONAL REACH

Expanding wings, growing sustainably

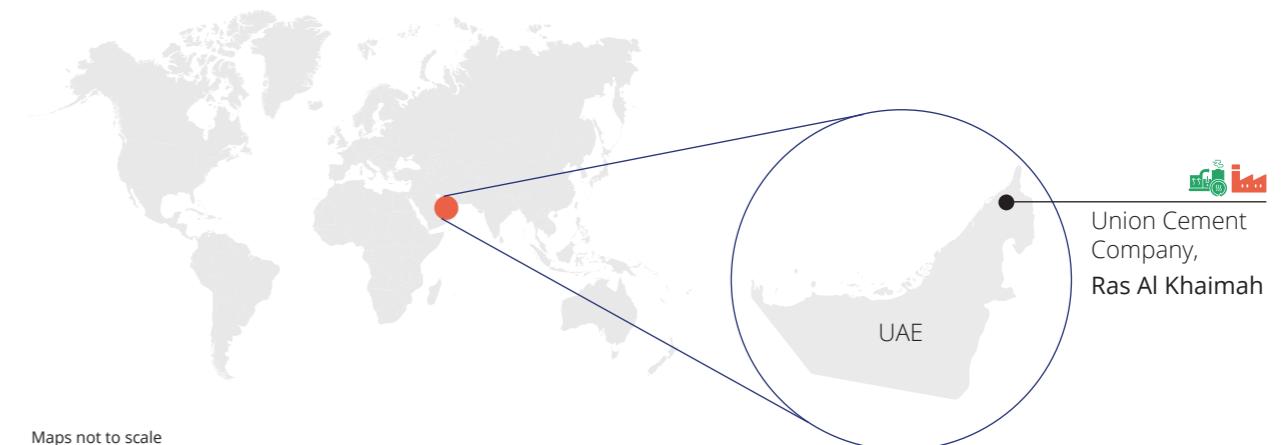
We have been growing consistently and faster than the industry over last two decades. This has led to expansion of our reach to our customers and other stakeholders and grow sustainably with them.



Footprint across India



Footprint in UAE



Maps not to scale

CHAIRMAN'S MESSAGE

A resolve to change things for the better



Dear Shareholder,

Last few years have been challenging for everyone. The impacts of the pandemic are there for all of us to see and likely to remain so for the foreseeable future. Also, the impacts of climate change, rapid resource depletion, economic inequality and human rights are increasingly undeniable. The dreadful impacts should act as a stark reminder to us all of the fragility of human life and the planet.

At Shree Cement, we have always focused on the positives and the possibilities even during the most challenging of times. Life is about duality, and the brighter side of grey is as real as the darker side. Our substantial work in the area of sustainability proves our determination to transform circumstances in our favour.

Among other priorities, climate change requires effective response through accelerated transition to a low carbon economy. Also, balancing the demands of meeting today's operating environment, while investing for the future remains the need of the hour.

We have taken several steps in response to the very visible impacts of climate change. As a member of GCCA, we are working diligently towards meeting the goal of net-zero by 2050. We aim to reduce our emissions as per levels validated under Science Based Target initiative (SBTi). We also remain committed to make our operations more sustainable, inclusive and evolving. Our continued work towards



Although, we are making good progress in meeting our sustainability goals, we continue to strengthen our focus on areas where we want to aim higher.

increasing our share of green power, enhancing ratio of low carbon cement, growing usage of alternative raw materials and fuels, making deeper engagement with suppliers and customers, creating a great place to work by 'people friendly' policies and contributing actively towards development of our local community are steps towards making our operations climate friendly and inclusive.

Although, we are making good progress in meeting our sustainability goals, we continue to strengthen our focus on areas where we want to aim higher. We shall continue our unwavering commitment to make and do things that lead to a better world.

B. G. Bangur
Chairman

MANAGING DIRECTOR'S MESSAGE

Sustainability enabling innovation

Dear Shareholder,

In the twenty first century, technology has been popularly viewed as the civilisational disruptor. Technology has run on an incremental loop, with advances made fueling the next generation of development. Reason why technology has been widely viewed as an enabler – moving society and businesses to the next level of optimisation and advancement with every wave of technological change.

I am, however, of the view that sustainability is an even greater enabler of innovation than technology. Sustainability links society and all its parts with the eternal cycle of life – of creation, degeneration and renewal. Dramatic changes in the natural world, as visible through climate change, call for review in our approach to innovation. It is necessary that new business models internalise the concept of finiteness. This has triggered a new kind of innovation – where Man is now exploring alternatives like biofuels, carbon and hydrogen transformation technologies. The quest for building more equitable, inclusive and sustainable societies has been another shaping force. Today's businesses are expected to harmonise their existence with a society that needs to be sustainable at various levels – for its people and for the planet.

For Shree Cement, sustainability has always been a primary lever for innovation. As an organisation, we have always optimised on the premise that resources are limited. We have focused on innovations that can optimise processes. We have designed operational methods that dynamically calibrate performance to achieve the highest productivity. We have always remained involved with our employees, communities and stakeholders to ensure that their interests remain aligned with ours and we can work together in mutual harmony.



At Shree Cement, we approach each challenge with zeal and dedication – for successful innovation requires an incessant ability to refresh and refocus. Our aim is to keep setting new objectives for ourselves as the world's sustainability requirements evolve.



The underlying driving force for our industry-leading performance is careful integration of sustainability as an integral part into our business. The care for our planet and concerns of our stakeholders motivate us to identify novel models and ways to bring about meaningful difference to our working. Our incessant quest to reduce carbon footprint from our operations and transforming our products from grey to green remained hallmark of our sustainability efforts in FY 2021-22. I would like to highlight some of the notable achievements of FY 2021-22 driven by the sustainability lever as under:

- Our usage of alternative raw materials has grown from 26.01% to 27.23% during FY 22. Our consumption of alternate fuels has gone up from 6.03% to 9.84% in FY 2021-22. This is a result of our firm belief the resources that we use today should also serve the needs of our future generations.
- Our share of green power in total consumption at 48.2% is amongst the best in the industry. The quest for continually increasing this share is mainly driven by our conviction that Earth's fossil fuels are finite and soon they may pose supply constraints.
- Similarly, our water positivity ratio has also grown to over 5 times our consumption. This is significant as majority of our operations are located in water stress zones.
- Our all-round improvement measures and unique initiatives towards greening of our operations have enabled us to bring down our Specific Net Scope 1 CO₂ emission to 529 Kg/ tonne of cement equivalent from 543 Kg/tonne in FY 2018-19. We aim to make meaningful cut to our emission level by targeting 12.7% reduction in our Scope 1 and 27.1% in Scope 2 emissions vis-a-vis FY 2018-19 by 2030. In order to give credence to this commitment, we have got our targets validated by Science Based Targets Initiatives (SBTi), a partnership between CDP, UN Global Compact, WRI and WWF.
- Our focus on digitalisation enhances efficiency of our processes. We have taken steps to further strengthen our digitalisation efforts that would help bring ease of operation for our channel partners as well as streamline our logistic and marketing operations. We have also initiated steps to upgrade our ERP system to make it more robust and help faster decision making.
- Our continually rising CSR spend on carefully crafted CSR programmes that take into account the needs of our communities have helped us win their hearts and made them a part of Shree family.
- Our governance model of "walking the talk" is driven by the element of trust that our shareholders have posed in us. We have completed most of our projects in scheduled time and costs.

During the year, we have reinforced our vision and commitment towards sustainability. Appointment of a high-rank senior official as Chief Sustainability Officer is testimony to our commitment towards enhanced focus on sustainability. Also, we have undertaken comprehensive review of our ESG practices with a view to further improve them with greater focus. We have strengthened our ESG policies to demonstrate our commitment towards the cause of sustainability. Areas where possibility of improvement or strengthening is possible have been identified and required actions are underway.

We believe in building capabilities and innovating solutions to manage menace of carbonisation. Towards this objective, we have initiated a dialogue with World Bank to work as knowledge partner on projects related to sustainability and climate change. Through our membership with Global Cement and Concrete Association (GCCA), we have participated through project INNOVANDI to accelerate development of enabling technologies for Carbon Capture, Usage and Utilisation.

Maintaining a sustainable world is a challenging task. The needs are in a constant state of flux, and so are the routes to equilibrium. At Shree Cement, we approach each challenge with zeal and dedication – for successful innovation requires an incessant ability to refresh and refocus. Our aim is to keep setting new objectives for ourselves as the world's sustainability requirements evolve.

The brighter side of grey, colours and inspires our perspective. We have never let a closed door defeat us, regarding barriers as opportunities to be circumvented. We have always challenged ourselves to derive innovative ways of doing established things, and that constant transformation for incremental and exceptional improvement will continue. Our first Integrated Annual Report for FY 2021-22, is a step forward towards showing our customers, our stakeholders and our industry peers all the work that we have already done in the area of sustainability, and how we envision achieving better growth and profitability given the changing global and industry scenario.

H.M. Bangur
Managing Director

JOINT MANAGING DIRECTOR'S MESSAGE

Change is the only constant to keep moving forward

Dear Shareholder,

We are operating in a constantly and rapidly changing world. Change presents unprecedented challenges for businesses. Successful businesses have always embraced change to remain competitive and grow. There is a requirement for organisations to become more flexible and responsive, constantly integrate new technologies and operate in risky, costly and more complex environments. This in turn creates opportunities.

Climate change, sustainable growth and economic inclusion are the defining challenges of our time and require wide and deep changes across operations and decision-making process. These require the businesses

to constantly search for answers as to why they are in business, who they are as a company, what their impacts on the world are, how they align their business model with the needs of society and how they engage with their people and with other stakeholders.

Change is thus inevitable; be it because of external events, internal processes, ESG aspects or otherwise. Important for organisations is to be change ready. We, at Shree Cement, however see these challenges as an opportunity of creating strategic agility into our operating model and that of transforming the performance of the organisation. We have internalised change as a way of life. People at Shree keep moving their goal post and set new performance benchmarks for themselves as a daily routine. On their way towards achieving newer benchmarks, sometimes they fail. We however encourage this as it brings new learnings and sets the tone for making the next attempt for improvement. Our mantra is that "If you don't step forward, you are always in the same place." Shree Cement's success is based on its ability to consistently adapt to new waves of change in the business environment.

Our operational approach underline large leaps as well as small steady steps to manifest growth in tandem with future outlook that's promising and achievable. Our objective is to ensure sustained value creation for all our stakeholders, including employees, vendors and suppliers, customers, investors, as well as the Mother



Change is thus inevitable; be it because of external events, internal processes, ESG aspects or otherwise. Important for organisations is to be change ready. We, at Shree Cement, however see these challenges as an opportunity of creating strategic agility into our operating model and that of transforming the performance of the organisation. We have internalised change as a way of life.



Earth. But central to this pursuit remains one of our most important stakeholders – our future generations. The reason of our existence is to build a legacy of economic prosperity founded on the rock of conserving and protecting the planet for generations to come. The success story of Shree is therefore crafted on a rich legacy of sustainable growth.

We use novel technologies and innovative solutions for continual betterment in our sustainability scorecard. Some unique practices reflecting on our sustainable growth journey are as under:

Scaling-up rapidly, creating value.

In the past two decades, our production capacity has grown at a faster rate than the industry. Our rapid progress has been marked by aggressive capacity expansion in record time and at lower costs than the industry. We've also been effective in achieving speedier stabilisation of our new plants, resulting in more consistent production and a higher return on investment. This has resulted in continuous growth in output and corresponding increase in revenues, resulting in significant value addition to shareholder wealth. A strong liquidity position and a deleveraged balance sheet give us the confidence to keep exploring newer opportunities.

Unmatched processes, uncompromised planet.

Our singular process of questioning existing ways of doing things has created a sustained and continual improvement in our productivity and efficiency levels. This reinforces our commitment to finding sustainable ways of manufacturing cement. In some cases, our productivity levels are even higher than those designed by the OEMs. It helps us save additional resources in terms of people, machines and materials and contributes towards the greening of our planet and making extra returns on our financial capital. Our initiatives like using alternative raw materials and fuels, harnessing maximum potential of WHR generation and increasing renewable energy capacity of solar and wind are enriching these efforts and bringing out constant betterment in our environment footprint.

Motivated people, bolstered productivity.

Our talent management philosophy is built around the idea that 'the more the Company does for them, the more they will do for the Company'. We continue to

invest in upskilling our teams and providing them the opportunities to grow personally and professionally. The training and development programmes designed for our employees are in line with our core philosophy, 'Care for People'. Our unique 'Shree Family' culture fosters a culture of belongingness amongst the employees and their families with the Company. Our recognition as a Great Place to Work® in India and as one of 'India's Best Workplaces' in the manufacturing sector is a testimony to our commitment to foster a diverse and inclusive culture with sustainable workplaces. With our vision to create a zero-harm environment, we promote a safe work culture for our employees.

Empowered today, enriched tomorrow.

Our commitment to community welfare dates to our inception. We emphasise on creating value for the society by protecting and supporting our communities. We closely interact with our nearby communities and design multiple programmes to improve the standards of education, provision of healthcare, vocational education, infrastructure, etc. to raise their overall status in the society.

We are aware that our actions of today will determine the course of our future. It is why we stand committed to building a better future by leveraging and building on our foundations of sustainable growth – steadily, earnestly and resolutely.

Our next phase of stakeholder value creation will come from our vision to expand our capacities while continuing our journey of reducing our carbon footprint. We are envisioning an increase in installed capacity to 80MTPA by 2030 exploring new geographies through both the organic and inorganic routes. We aim to reduce our GHG emissions in line with the targets validated by Science Based Targets initiative (SBTi).

Our mantra is to keep trying new things as we believe that with one failure, comes many successes. At Shree Cement, our continuous pursuit towards excellence gives us the optimism of creating a bright future for our stakeholders.

Prashant Bangur
Joint Managing Director

INTRODUCING OUR CAPITALS

The legacy that we build, each day, every year

At Shree Cement, we are propelled by our commitment to achieve excellence in everything we do by seeking to improve every day. This has inter-alia resulted in consistent financial performance, continuous reduction in our carbon footprint and value creation for our stakeholders.



Intellectual Capital



Manufactured Capital



Natural Capital

Signifies our innovative thinking and R&D capabilities. It includes knowledge based intangible assets and systems, procedures, protocols, knowledge to develop our products.

Comprises of processes, technologies including machinery, equipment and supporting infrastructure that we use at our mines, cement plants, power plants and grinding units. We strive to boost operational excellence, considering health and safety of the workforce.

Represents all the natural resources that we utilise to produce our goods. It includes air, water, land and fuel & minerals. We strive to make rational use of the natural resources to minimise impact on the environment.



To measure the impact of our value creation, we are embarking on our journey of Integrated Reporting whereby we present to our stakeholders our performance on wide range of aspects and describe how the same has resulted in creation of value for them.



Human Capital



Financial Capital



Social and Relationship Capital

Includes our people with diverse skill sets and expertise, their motivation to innovate, their alignment to organisation's vision and objective and competence to execute the business strategy. Through training and development programmes, we upskill our workforce and enhance their productivity and overall happiness.

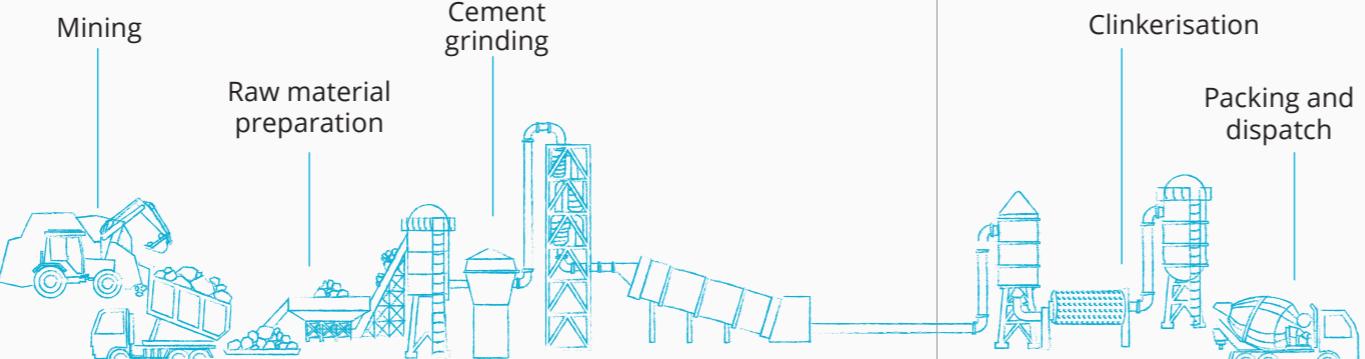
Represents financial resources that we use to manufacture and develop our products. This capital is the backbone for sustaining value across all capitals.

Includes our relationship with a diverse group of stakeholders including investors and shareholders, suppliers, trade associations, local communities, dealers, customers, and employees to enhance individual and collective well-being, which is based on the principles of transparency and equity.



BUSINESS MODEL

Creating value for stakeholders

INPUTS	VALUE CREATION	OUTPUTS	OUTCOMES	SDGs								
 Intellectual Capital Investments in Innovation: ₹ 24.85 Crore Innovation in production and business operation	The Shree Philosophy आ नो भद्राः क्रतवो यन्तु विश्वतः: <i>Let noble thoughts come to us from all over the World ~ Rigveda</i>	27.69 MMT Cement	 Intellectual Capital Improved productivity: 2 new R&D centers Patents granted: 4									
 Manufactured Capital Integrated cement plant locations: 4 Standalone grinding unit locations: 10 Cement production capacity: 46.40 MTPA Presence in number of states: 10 Total power generation capacity: 771 MW	Our Vision Lead in creating prosperity and happiness for all stakeholders through innovation and sustainable practices.	6.89 MMT OPC	 Manufactured Capital Capacity Utilisation (%): 63.7 Indirect Economic Impacts (employment generation, environmental conservation)									
 Natural Capital Raw Material consumption: Conventional: 27.08 MMT Alternative: 10.14 MMT Energy consumption: 71,009,765 GJ Water consumption: 2.28 million m³ Green energy capacity: 263 MW	Guiding Principles <ul style="list-style-type: none"> Enforce good corporate governance practices Encourage integrity of conduct Ensure clarity in communication Remain accountable to all stakeholders Encourage socially responsible behavior 	20.13 MMT PPC	 Natural Capital Enhanced alternative raw material and alternative fuel consumption Thermal substitution rate: 2.41% Reduction in specific water Consumption: 2.38% Biodiversity management Reduction in emissions (Scope 1 CO ₂ and stack emissions)									
 Human Capital Employee strength/ Strong workforce: 19,464 Investment on training and Skill development: ₹ 0.63 Crore Robust health and safety management system	Manufacturing Process 	0.28 MMT PSC	 Human Capital Ingrown leadership team Employment generation: 817 new hires Voluntary employee turnover rate: 7.48% 'Great Place to Work Survey' Score: 89 Total hours of training and skill development: 1,35,244 hours									
 Financial Capital Shareholder's equity: ₹ 17,271 Crore Net debt: Zero, i.e. cash positive	Stakeholders <table border="1"> <tr> <td>Investors and shareholders</td> <td>Trade associations</td> <td>Employees</td> <td>Government and Regulatory Authorities</td> </tr> <tr> <td>Local communities</td> <td>Customers</td> <td>Suppliers</td> <td>Media</td> </tr> </table>	Investors and shareholders	Trade associations	Employees	Government and Regulatory Authorities	Local communities	Customers	Suppliers	Media	19,108 LAC KWH Net power generation	 Financial Capital Revenue from operations: ₹ 14,306 Crore EBIDTA: ₹ 4,185 Crore PAT: ₹ 2,377 Crore ROCE: 17.2% Market capitalisation: ₹ 86,711 Crore	
Investors and shareholders	Trade associations	Employees	Government and Regulatory Authorities									
Local communities	Customers	Suppliers	Media									
 Social and Relationship Capital Investment in community development initiatives: ₹57.54 Crore Dealer base: 30,672 Depot strength: 1,156 Collaborations and partnerships	Strategic Objectives <table border="1"> <tr> <td>Cost optimisation</td> <td>Market consolidation</td> <td>Sustainable growth</td> </tr> </table>	Cost optimisation	Market consolidation	Sustainable growth	1,088 MT SOx	 Social and Relationship Capital Lives touched: 6.27 Lac Suppliers assessed on ESG criteria Sustainable procurement Customer satisfaction score: 85%						
Cost optimisation	Market consolidation	Sustainable growth										

STRATEGIC OBJECTIVES

With a view to the future

At Shree Cement, we follow an integrated approach while formulating and implementing our strategic objectives which is guided by our Vision and Values. We consider internal and external business environment as well as potential risks that can impact our business operations while formulating the strategy. Our strategy to achieve these objectives helps to create long-term sustainable value for all our internal and external stakeholders.

We have identified three Strategic Business Objectives (SBOs) which lay a strong foundation to our value-creation model. These three SBOs are i) optimising cost through continually re-imagining business processes; ii) market consolidation and gaining market share; and iii) sustainable growth while minimising environment footprint. These objectives are continuously monitored, reviewed, and revised as per the dynamic business environment which helps us stay ahead of the curve.



Our key initiatives on each of above focus areas and achievements during FY 2021-22 are as under –

Strategic Objective

Cost Optimisation

We are one of the lowest cost cement producers in the Indian cement industry. For us, cost optimisation is a continuous process rather than a target. We work on achieving optimisation through digitalisation, continuous process improvement, increasing efficiency, automation, data analytics, supply chain optimisation, etc. and this process is followed and repeated on continuous basis.

Capitals impacted



Focus area

- Maintain cost leadership and competitive edge over peers
- Achieve and improve profitability levels consistently

Achievement during FY 2021-22

- Increased usage of industrial waste as alternate fuel helped in containing fuel cost
- Higher proportion of renewable energy to optimise power costs

Market Consolidation

To achieve market consolidation, we make efforts on increasing our market share in areas where we have presence. We are also continuously looking out for venturing into new markets by setting up facilities at strategic locations. Our multi-brand strategy ensures that we meet aspirations of varied category of customer segments. Our focus is on customer-servicing and on-time delivery of our products to them.

Capitals impacted



Focus area

- Ensuring adequate and timely availability of our products to our customers
- Expanding our market reach by expansion of distribution network in our operational area
- Continue to enhance our existing brands and introduce new brands as per changing customer needs
- Add new capacity to grab newer markets and strengthen existing ones

Achievement during FY 2021-22

- Dealer network increased to 30,672 as compared to 25,860 last year
- Rise in sale of premium products by 6% in FY 2021-22
- Added new cement grinding unit in Pune district of Maharashtra
- Added one kiln at brownfield location in Chhattisgarh to augment clinker supplies for our eastern markets

Sustainable Growth

Our strategies are focused on long term goal of sustainable value creation for our stakeholders. We deploy environment friendly technologies and focus on conservation of natural resources. We continuously communicate with our stakeholders to understand their expectations and increase our engagement with them. We have been following highest level of corporate governance standards, have consistently delivered financial performance and continue to reward our stakeholders thereby optimising a circle of sustainable growth.

Capitals impacted



Focus area

- Chase sustainable growth with strong practices in waste, water, energy, emission management and use of alternate fuel and raw materials
- Judicious use and management of mines and raw materials

Achievement during FY 2021-22

- Planned a capex of approx. ₹ 500 Crore towards setting up of solar power plants which will further enhance the proportion of clean energy usage in total power consumption
- Increased usage of alternate fuel from 6.03% last year to 9.84% in FY 2021-22 to conserve natural resources
- Increased use of alternative raw materials from 26.01% to 27.23% in FY 2021-22
- Avoided approx. 6.04 million tonnes of CO₂ by producing blended cement in FY 2021-22

RISKS AND THE MITIGATION STRATEGIES

Knowing our risks, fortifying our defenses

Organisations are operating in a rapidly changing environment and must identify risks and measure impact of such rapid changes on their business operations. These risks may be all pervasive and could emerge from various sources like market, geo-political, natural, operational, legal, etc. If not properly identified, assessed, and planned beforehand, such risks may have a significant impact on our operations.



Given its importance, regulators across the globe have mandated for implementation of formal Risk Management Framework for corporate entities. At Shree Cement, however, risk management is not just a regulatory requirement fulfilled by the top management, but it is a continuous process which is embedded in all our Company's operations covering the Enterprise, Functions, and our manufacturing plants.

We identify risks inherent in the business operations of the Company considering our goals, external environment, and expectation of our stakeholders among others. This helps us in developing mitigation plans as a response to risks that pose a threat to our long-term goal of creating value for all our stakeholders. A proactive risk management approach also provides opportunities for improvement and development of new solutions that can give us a competitive advantage among our competitors.

To identify and mitigate risks, we have laid down an ERM policy and Enterprise Risk Management framework which provides guidelines to define, measure, control, mitigate and report the

identified risks at the enterprise level which impact the achievement of strategic /enterprise level objectives. It helps to identify potential risk areas in various economic, environmental, social, sectoral, sustainability related, and industrial environments in which we operate. The framework prescribes guidelines for contextualisation of risks by linking them with our business objectives and risk identification, assessment, mitigation, and governance thereof.

Enterprise Risk Management structure

We have multi-level governance structure to monitor, and report risks and relevant mitigation strategies. The structure is led by the Risk Management Committee of the Board of Directors which reviews risk policy and the mitigation measures at specified intervals. The senior executives of the Company and relevant teams, as part of the above structure, identify the risks, evaluate, and take necessary mitigating measures for the Enterprise level risks in line with the ERM policy and Framework.

Risk management process



Risk identification

Risk identification is the process of identifying major risks. It is done in number of ways such as by tracking list of leading events or key risk indicators, brainstorming, discussions with peers and internal analysis, comparison with other organisations, process flow analysis, etc.



Assess risk severity and risk prioritisation

Once risks have been identified, they are evaluated to determine which are of an unacceptable nature and which should be targeted for mitigation. The risks are calculated based on their Impact and Likelihood. The most important risks are identified by using a combination of Risk Impact from Low to Critical, and Risk Likelihood ranging from Remote to Likely.



Define mitigation plan

Mitigation consists of risk responses and control objectives. Senior Executives are responsible for their respective area of oversight and to ensure that appropriate risk responses are in place.

RISKS AND THE MITIGATION STRATEGIES

The top risks identified by us and their mitigation strategies are as follows:

Risk	Risk description	Mitigation strategy
Excess capacity in the industry ▲	Prolonged periods of excess capacity in the industry leads to under-utilisation of plant capacities and output prices falling to un lucrative levels, leading to lower profits.	<ul style="list-style-type: none"> Our continued thrust on building a brand equity through high quality products being readily available in the market has helped us consolidate our market share. To maintain and grow market share, we have been continuously adding capacities in the market where the demand-supply situation is favourable and there is no/ low cannibalisation with existing plant.
Availability of limestone ▲	Limestone is the basic raw material for cement manufacturing and its consistent availability at optimum cost is essential for existing and future plant requirements. With depleting reserves at existing mines and acquisition of new limestone mines getting uncertain due to regulatory and competition issues, availability of limestone may be a risk for continued production.	<ul style="list-style-type: none"> We have been making all efforts to optimise the usage of limestone, thereby, conserving the deposits and enhancing their life. These include use of additives in clinker production without compromising the quality, enhanced production of blended cement, deployment of latest mining techniques to reduce overburden and wastage, etc. We have been regularly participating in the auctions for the new limestone deposit and have secured such deposits in some of the auctions.
Availability of water ■	Majority of the plants are located in Northern region water deficient areas with continuously depleting water tables and as such, conserving water becomes very important.	<ul style="list-style-type: none"> In power generation, we have installed Air Cooled Condensers (ACC) in all our thermal power plants which though involve additional capital expenditure, have helped us reduce water consumption significantly. Additionally, we have installed Waste Heat Recovery Systems (WHRS) in all our clinker units thereby, eliminating the need for cooling of waste hot gases and thus, saving water. Water harvesting reservoirs have also been constructed within plant and mines area.
Input cost inflation ■	Cement manufacturing is an energy intensive process and we have witnessed a sharp rise in prices of coal, pet coke, power, etc. due to the surge in demand and geo-political situations. This can severely impact the cost of production and dent profitability.	<ul style="list-style-type: none"> All our plants have multi fuel kilns and can switch to the most economical fuel in a short period of time. We also participate in auction for securing coal linkage as and when organised by relevant authorities. We use agro-waste as well as wastes of various industries such as Pharma, Chemical, Sponge Iron as alternate fuel, thus keeping the Fuel cost under check. We took advance strides to raise our waste heat recovery plants to reduce our dependence on thermal power requiring use of coal. As a result, we have WHR capacity which is highest in the cement industry globally after China. We have been continuously investing in expanding our green energy portfolio (WHR, wind, solar) for meeting our electrical energy requirements. During FY 2021-22, we met 48.2% of electrical energy requirement from green energy sources which in turn reduced the requirement of thermal power.
Cyber Security ●	Digital transformation in majority of our business activities like logistics, marketing, and manufacturing have improved operational efficiency. However, inadequate controls to protect the system against cyber-attacks, unauthorised access, data loss, etc. can lead to disruption of operations.	We have been taking necessary measures like systematic back-up procedures, updating with latest security and firewall systems, employee trainings on preventing data leakages, and better monitoring & control mechanism to mitigate any risks arising due to digitisation.

Risk Category

▲ Sectoral Risk ■ Operational Risk ● Information and technological Risk

EMERGING RISKS

In addition to the enterprise risks listed above, we have also identified some emerging risks that are likely to have a long-term impact on our business. In some cases, they may have already begun impacting the business today. We have already planned strategies to mitigate the emerging risk.

Risk	Risk Description	Mitigation Strategy
Climate change ★	Global warming and consequent impact in the form of erratic and frequent climate change has emerged as a major risk across globe. This may impact our operations also as cement manufacturing is an energy and resource intensive process and releases CO ₂ due to calcination process and combustion of fuels. Efforts to address climate change by reducing emissions of Greenhouse Gases (GHG) through National, State, and regional laws and regulations as well as international agreements will bring about various regulatory requirements impacting the way we carry out our operations. New legislative or regulatory controls may pose risks which could include costs to purchase allowances or credits to meet GHG emission caps, costs required to procure advanced equipment to reduce emissions to comply with GHG limits or required technological standards or higher production costs. In addition, physical risks arising from extreme weather or high temperatures may impact any manufacturing sector in terms of property damage and disruption to operations.	While combating climate change requires collaborative and coordinated efforts from all, we have been continuously making efforts in this field. Efforts towards conservation of natural resources, enlarging renewable energy portfolio at various plant locations, use of efficient and state-of-art technologies in operations, etc. are testimony to the same. We have integrated sustainability as core to our operations and are thus prepared to meet new regulatory and legislative requirements resulting from climate change risks.
Health and safety of employees ■	Unsafe and unhygienic workplace conditions may lead to legal actions, workers unrest, production disruption, discipline particularly observing the safety procedures and may cause injury /fatality to employees/workers.	We continue to work on institutionalising operational and protocols, both for employees and workers. Safety Committees have been formed to oversee safety related issues and implementing best safety practices. Wellness Management Centres have been established at plant level to meet any medical emergency requirement and oversee health related issues of the employees.
Impact of regulatory changes ★	India's regulatory framework is constantly evolving, and regulations in the field of environment, taxation, competition, governance, etc. can change over time. Non-compliance of applicable regulations may lead to imposition of penalties, suspension of operations, among others apart from reputational damage. This may also hinder the pace of innovation, upgradation, transformation within the organisation.	We keep a track of the regulatory environment and take necessary actions wherever required. We regularly incur capex to upgrade operational practices so that we are in-line with the applicable regulations. We are using a statutory compliance tool to track the location-wise legal and regulatory compliance.

Risk Category

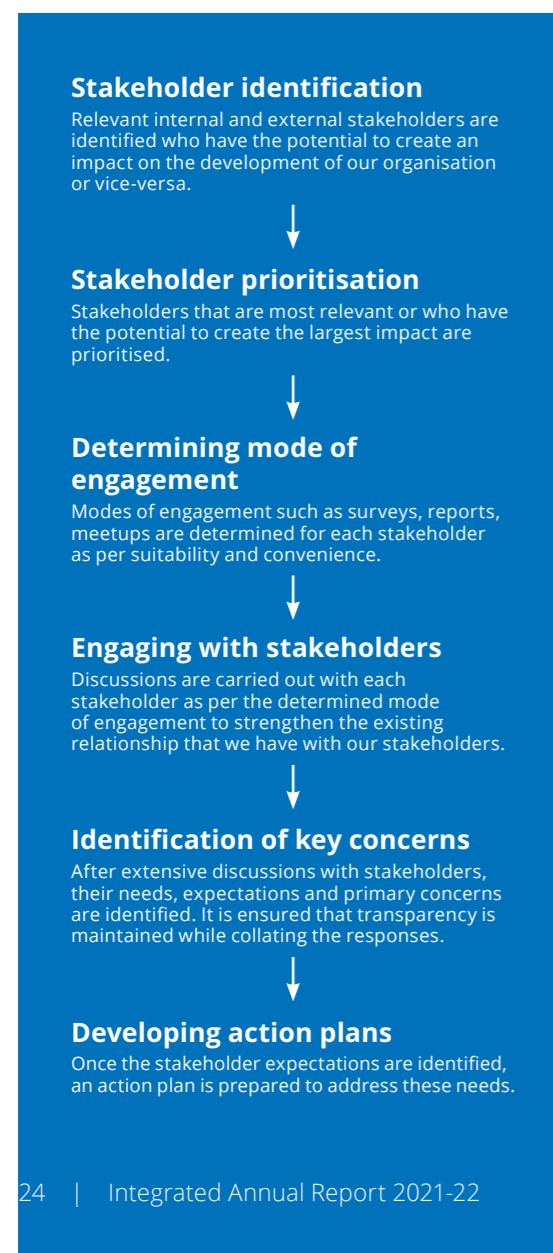
★ Sustainability Risk ■ Operational Risk

STAKEHOLDER ENGAGEMENT

Communicating for a strong sense of community

At SCL, we value the relationship with our stakeholders the most. By engaging with our stakeholders at regular intervals, we get an insight about the key concerns and issues raised by them and try to address accordingly.

To engage with our stakeholders, we carry out the below mentioned steps to ensure effective communication:



Stakeholder	Relevance	Key Concerns / Priorities	Mode of Engagement	Our Response
Customers	<ul style="list-style-type: none"> Customer satisfaction remains our motto for product development and enhancement Customer feedback helps in product quality enhancement, process improvement and cost optimisation. 	<ul style="list-style-type: none"> Product cost and quality Timely delivery Post-delivery concerns Responsible and sustainable production 	<ul style="list-style-type: none"> Online communication Meetups with customer representatives Customer satisfaction survey 	<ul style="list-style-type: none"> Customer satisfaction score of 85% Enhanced customer experience
Employees	<ul style="list-style-type: none"> Employees are our most valuable asset All round development of employees helps in obtaining better output for the business 	<ul style="list-style-type: none"> Career and personal development Training and development opportunities Smooth and effective grievance mechanism Appraisal and compensation 	<ul style="list-style-type: none"> Employees feedback survey Employee grievance mechanism Regular trainings and workshops 	<ul style="list-style-type: none"> Average training hours per employee stood at 20.98 for the reporting year ₹ 91.4 Crore spent on employee benefits (including PF, Superannuation Fund, NPS, Gratuity Fund and ESIC) Robust employee engagement Well defined trainings and skill development programmes for all round development of our workforce
Investors and Shareholders	<ul style="list-style-type: none"> Participates in our growth by providing capital for business development. Provide with business oriented inputs for achieving goals and targets 	<ul style="list-style-type: none"> Improved product value Robust corporate governance Consistent returns Enhancing revenue and market value 	<ul style="list-style-type: none"> Annual shareholders' meetup Management of investor relations Annual and quarterly reports Corporate filings with stock exchange 	<ul style="list-style-type: none"> 13% increase in revenue within the reporting year 3% increase in Profit After Tax within the reporting year
Suppliers	<ul style="list-style-type: none"> Procurement of quality supplies, raw material and services Supplier relationship helps in timely and efficient production cycle 	<ul style="list-style-type: none"> Ethical business practices Payment negotiations and timely payments. Continued business relationship Prevention of violations of human rights in the supply chain 	<ul style="list-style-type: none"> Supplier assessment Meetings with Suppliers 	<ul style="list-style-type: none"> Assessment of new suppliers on environment and social parameters
Government and Regulatory Authority	<ul style="list-style-type: none"> Obtaining necessary licenses and permits for uninterrupted business operations Maintaining legal compliances 	<ul style="list-style-type: none"> Compliance with regulatory requirements Managing the impacts of social and environmental issues. 	<ul style="list-style-type: none"> Meetings with government officials Regular filings with government 	<ul style="list-style-type: none"> Adherence to prescribed regulatory compliance
Media	<ul style="list-style-type: none"> Helps in taking the agendas of climate change and sustainability to wider range of people 	<ul style="list-style-type: none"> Transparency and relevancy of information Disclosure of confidential information Preventing the spread of inappropriate information Last mile reach of media 	<ul style="list-style-type: none"> Meetings with media representatives 	<ul style="list-style-type: none"> Increased awareness of the product Increased sales value
Local Communities	<ul style="list-style-type: none"> Local communities are our partners in development They provide us with social license to operate 	<ul style="list-style-type: none"> Maintaining environmental quality Local employment generation Local community development 	<ul style="list-style-type: none"> Meetings with local communities during CSR activities Meeting with local community representatives for dialogue 	<ul style="list-style-type: none"> ₹ 57.54 Crore spent on community development initiatives 6.27 Lac beneficiaries from community development initiatives
Trade Associations	<ul style="list-style-type: none"> Help in strengthening employee relationship Lays benchmark for ethical business practice 	<ul style="list-style-type: none"> Implementing and managing any changes. Support for managing industry events. 	<ul style="list-style-type: none"> Meeting with representatives of trade associations 	<ul style="list-style-type: none"> We witnessed no strikes or lock-outs for the reporting period and maintained cordial relations with all our union members.

Frequency of Engagement

Continuous Quarterly At regular intervals As and when required

MATERIALITY ASSESSMENT

What matters the most

Materiality assessment is the process of identifying topics across the environmental, social and governance parameters that have the greatest impact on the organisation. Material topics are identified through a wide array of procedures including communication with internal as well as external stakeholders, study of sustainability standards and assessment of industry specific material topics. The identified topics are then classified as high priority topics and low priority topics depending upon the impacts that they have on each of our internal and external stakeholders.

For FY 2021-22, SCL has identified and collated industry specific material topics along with topics provided in sustainability standards such as GRI, SASB, SDGs, and the topics that are material to the peers. These identified material topics have been shortlisted through internal discussions depending upon the impact they have on each stakeholder.

The material topics identified are:



Environment				
Topic	GRI Alignment	Performance Highlight	Related Capitals	SDG Alignment
Waste management	GRI 306: Waste	100% hazardous waste is disposed as per applicable regulatory requirements		
Water	GRI 303: Water and Effluents	0.082 M³/Tonne of cement Specific freshwater consumption		
Emissions management	GRI 305: Emissions	529 Kg CO₂/Tonne of Cement equivalent, for Specific Net Scope 1 CO₂ emissions		
Energy	GRI 302: Energy	373,020 GJ of Renewable energy consumption 48.2% Share of green power in total power consumption		
Biodiversity	GRI 304: Biodiversity	84,646 Saplings planted 90% Survival rate of saplings		
Circular economy	GRI 306: Waste	27.23% Alternate raw material consumption by weight		
Low carbon products	Non-GRI topic	75.13% of low carbon cement produced		
Climate change	GRI 302: Energy GRI 305: Emissions GRI 306: Waste GRI 303: Water	263 MW Total green energy capacity 336,458 KL of water recycled 530 Kg/Tonne of cementitious material Specific Net Scope 1 Emissions		



Manufactured Capital



Natural Capital

MATERIALITY ASSESSMENT

Social

Topic	GRI Alignment	Performance Highlight	Related Capitals	SDG Alignment
Occupational health and safety	GRI 403: Occupational Health and safety	Lost time injury Employees: 1 Contract workers: 14		
Employee relation	GRI 401: Employment	Zero cases Of Labor unrest during the year		
Training and development	GRI 404: Training and development	20.98 Hours Average training hours per employee		
Supply chain	GRI 308: Supplier Environmental Assessment GRI 414: Supplier Social Assessment	Third Party Audit of 28 of suppliers on Environment and Social parameters within past four years		
Non-discrimination	GRI 406: Non-discrimination	Zero cases Of discrimination and sexual harassment		
Customer satisfaction	Non-GRI	85% Customer Satisfaction Score		
Community development	GRI 413: Local communities	6.27 Lac Beneficiaries from community development programmes		
Resettlement and rehabilitation	GRI 411: Rights of Indigenous People	Zero incidents Of violations involving rights of indigenous people		
Human rights	GRI 405: Diversity and Equal Opportunity GRI 406: Non-discrimination GRI 408: Child Labor GRI 409: Forced or Compulsory Labor GRI 407: Freedom of Association and Collective Bargaining GRI 412: Human Rights Assessment	6,242 Man hours of training on human rights		

Human Capital

Social and Relationship Capital

Governance

Topic	GRI Alignment	Performance Highlight	Related Capitals	SDG Alignment
Regulatory compliance	GRI 205: Anti-corruption GRI 206: Anti-competitive Behavior	Regular monitoring and review of compliances		Corporate Governance Report
Cyber security	GRI 418: Customer Privacy	ZERO Cases of complaints concerning breaches of customer privacy and loss of customer data		
Governance and ethics	GRI 205: Anti-corruption GRI 206: Anti-competitive Behavior	Robust governance framework	Corporate Governance Report	
Business performance	Non GRI topic	₹14,306 CRORE Net revenue from operations		
Raw material procurement	GRI 301: Materials	27.23% Low grade material and other companies waste used as raw materials		
Procurement Practice	GRI 204: Procurement Practices	99% Local consumption of raw material and stores and spares out of total raw material and stores and spares consumption		
Indirect Economic Impact	GRI 203: Indirect Economic Impacts	₹23.53 CRORE Expenses on rural development projects including road construction and other infrastructure development		
Risk Management	Non GRI topic	Robust risk management framework		

Human Capital

Social and Relationship Capital

Intellectual Capital

Financial Capital

Manufactured Capital

Natural Capital

FY 2021-22
PERFORMANCE HIGHLIGHTS

Our work shines through in several ways

Intellectual Capital	Manufactured Capital	Natural Capital	Human Capital	Financial Capital	Social and Relationship Capital
 Intellectual Capital 	 Manufactured Capital 	 Natural Capital 	 Human Capital 	 Financial Capital 	 Social and Relationship Capital 
02 New R&D units recognised by Department of Scientific and Industrial Research (DSIR) approved R&D units available at all integrated unit locations	14 Manufacturing locations across India	2.56 GJ/TONNE Specific energy consumption (per tonne of cement produced)	6,445 Permanent employees	₹14,306 CRORE Revenue from operations (net) 13% ↑ Growth YoY	6.27 LAC Number of lives touched
₹24.85 CRORE Investment on Research and Development	46.40 MTPA Cement production capacity	0.082 M³/MT Specific water consumption (per tonne of cement produced)	13,019 Contractual workmen	₹4,185 CRORE EBIDTA	₹57.54 CRORE Amount spent on community development initiatives
04 Patents granted till date	10 Presence in number of States in India	48.2% Share of green power in total power consumption	817 New hires	₹2,377 CRORE PAT	90% Revenue from repeat customers
	2 New cement / clinker projects commissioned	263 MW Total green power capacity (Waste Heat Recovery Power Plant, Wind Power Plant and Solar Power Plant)	89 'Great place to work' survey score	₹8,601 CRORE Investments (Excluding investment in subsidiaries)	30,672 Dealers
		> 5X Water positivity	1,35,244 Hours of training and skill development	₹90 Per share (900%) dividend (including final dividend recommended)	1,156 Depots
				₹86,711 CRORE Market capitalisation (as on 31 st March, 2022)	
					17.2% Return on average capital employed