

A value chain of win-win

We have been a dominant and integral part of the cement value chain in our areas of operation for decades. Through our empathetic, value-based partner/distributor/supplier relationships, we have been able to turn these ties into a strong competitive advantage. We are helped by our strong brand identity, which is associated with quality and trust, and ensures a strong connect with our customers and value-chain partners.

Sustained customer experience

Despite the challenges during FY2022, we grew our customer base by 3% during the year.

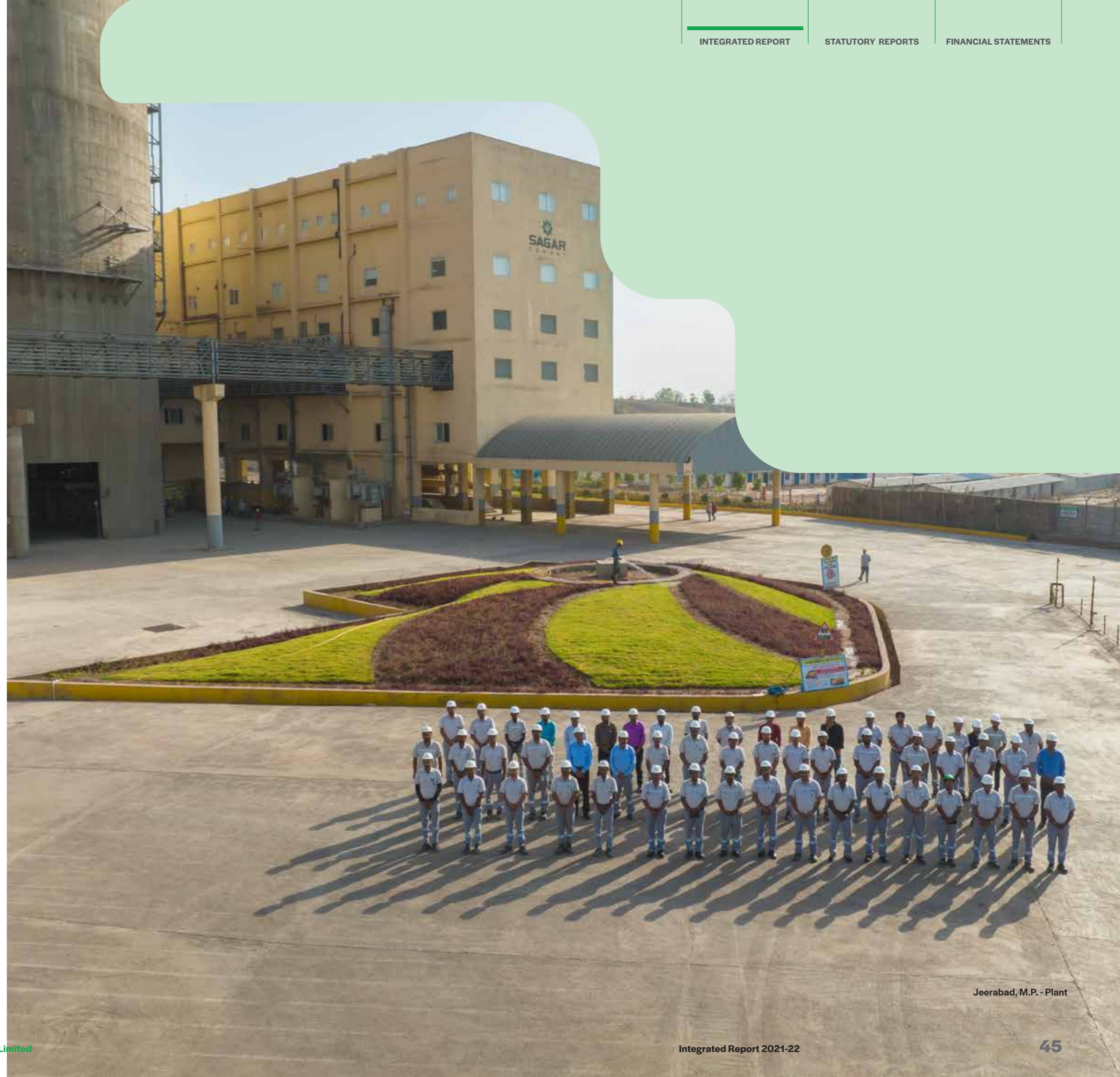
| Customers | FY2022 |
|------------------------------|--------|
| Customer Satisfaction Score | 100% |
| Customer complaints resolved | 100% |
| Customer acquisition | |
| Customers | 19,618 |
| YoY growth of customer base | 3% |
| Order fulfilment | 100% |
| Stock-outs | 0 |
| Average fulfilment rate | 100% |

Strong connect with channel partners

During the year, we further invested to deepen our relationship with our business partners and helped onboard hundreds of new vendors, while increasing our distribution muscle through the addition of 634 distributors.

| Vendor engagement | FY2022 |
|---|--------|
| Vendors / Suppliers onboarded to ERP system | 944 |
| Distribution presence | |
| New distributors | 634 |
| Transport and logistics | |
| Average Lead Distance | 294 KM |
| Road accidents | 0 |

| Supplier engagement | FY2022 |
|---|--------|
| Quality and reliability of suppliers | |
| Suppliers | 8,616 |
| Average supplier availability | 95% |
| Supplier defect rate | 2% |



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