

SUSTAINABILITY STRATEGY 2026

CO-CREATING A BETTER FUTURE

With 'CO-CREATE', we present our sustainability strategy for the first time. Our strategy encompasses 7 strategic pillars that have been identified through our Group's core focus areas, our materiality assessment and sector material issues.

Standing on its seven strategic pillars, the strategy will enable us to position ourselves as a leader in the sustainability space and achieve our goal of becoming the most sustainable company in the world.

Core elements of our ESG strategy

STAKEHOLDER ENGAGEMENT + DIGITISATION

DRIVERS OF CHANGE: THE SEVEN PILLARS

		Lead KPI	FY 2020-21 (baseline)	FY 2025-26 (Target)	Other KPI targets
ENVIRONMENT	CO 1 Circular Economy Promoting reuse and recycling of resources	Waste derived resources used (MT)	5.2	10.4 100% ↑	Alternative raw materials in clinker – 5%
	C 2 Climate and Energy Reducing CO ₂ emissions	Specific Net CO ₂ emissions scope 1+2 (Kg/Tcm)	262	223 15% ↓	Green Energy – 30% TSR – 20%
	R 3 Research and Innovation Launching New & Sustainable Products & Solutions	New product launched since FY 2020-21 (Cumulative no.)	1	>20	Environment Product Declaration (EPD) for all products
	E 4 Ecosystem Restoration Preserving Water, Air & Biodiversity	Specific freshwater intensity (Lit/Tcm)	65	59 10% ↓	Biodiversity assessments and action plan for all mines, emissions within limits; zero landfilling
SOCIAL AND GOVERNANCE	A 5 Anti-corruption and business ethics Ensuring fair and ethical business practices	Code of Conduct Training imparted to employees (%)	Not assessed	100	Human rights training and assessments at 100% of sites
	T 6 Transport, supply chain and logistics Optimising & reducing impact across the value chain	Critical suppliers assessed for ESG (%)	Not assessed	>75	50% electrification of committed vehicles as per EV100
	E 7 Equality, diversity, safety and well-being Empowering Employees & Communities	Beneficiaries from CSR Interventions annually (no. in lakhs)	1.2	3.6 200% ↑	Zero Fatality, >10% Gender Diversity

The Sustainability Strategy FY26 and its targets are prepared keeping the same boundary and same baseline which were considered for Sustainability Linked Loan (SLL). While there are multiple KPIs selected under each pillar for monitoring and reporting, the most material is referred as Lead KPI. Tcm – T of cementitious materials

DIGITISATION AND STAKEHOLDER ENGAGEMENT