DOUBLE MATERIALITY ASSESSMENT

Defining priorities for a stronger future

We integrate sustainability into business strategy through a structured double materiality assessment aligned with global standards such as SASB, and GRI, as well as stakeholder expectations. This approach evaluates both our impacts on the environment and society and the way sustainability issues influence business performance. It enables us to identify and prioritise topics with environmental, social and financial relevance, including climate-related risks and emerging opportunities. Insights from this process guide decision-making, strengthen risk preparedness and support a resilient, forward-looking strategy focussed on long-term value creation.

DOUBLE MATERIALITY ASSESSMENT PROCESS

1 Defining Scope and Stakeholder Universe

The assessment covered all operations and geographies. We identified key internal and external stakeholders, including employees, management, investors, customers, communities, regulators, industry bodies and lenders, to reflect our full ecosystem.

2 Identifying potential topics

We mapped the value chain to identify ESG themes, guided by global frameworks, ESG rating criteria, peer benchmarking and emerging industry trends.

3 Stakeholder engagement

We gathered qualitative and quantitative inputs through surveys, discussions, impact analyses and benchmarking. Engagement principles of inclusivity, materiality and responsiveness. Inputs from external stakeholders provided market perspectives, while leadership and cross-functional teams contributed internal insights.

4 Response analysis

We consolidated and analysed data to identify environmental and social impacts, assess financial risks and opportunities, and understand perception gaps.

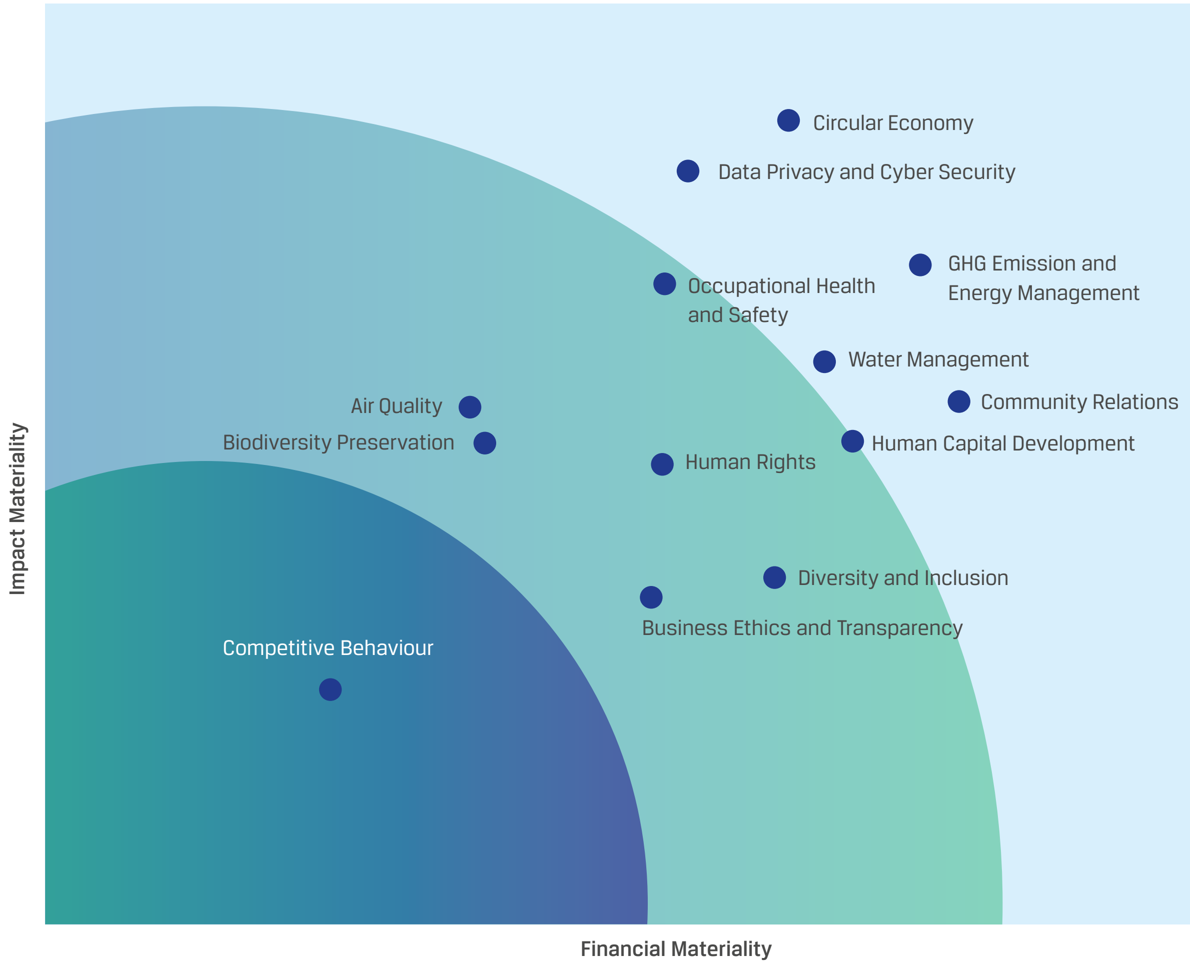
5 Prioritisation of Material Topics

Topics were assessed based on environmental and social impact and financial relevance. Senior management and Board members reviewed outcomes to ensure strategic alignment.

6 Establishing the Materiality Matrix

Findings were presented in a Materiality Matrix highlighting high-priority topics for both stakeholders and the business, forming a foundation for the ESG roadmap and integrated strategy.

DOUBLE MATERIALITY MATRIX



ADDRESSING THE MATERIAL ISSUES

Environment

Material topic	Impact
Climate change	**Risk** Cement production is a significant source of CO_2 emissions, and tighter regulations along with rising demand for low-carbon products increase the risk of higher costs, competitiveness pressure and compliance exposure. **Mitigation measures** • Committed to net-zero concrete by 2050 under the GCCA Roadmap while sustaining low emission intensity • Increasing use of alternative fuels, raw materials and clean energy • Large and growing portfolio of low-carbon products supports green procurement opportunities • Advancing decarbonisation through supplementary cementitious materials • Deploying best-available technologies such as AFR systems, WHRS and renewable energy **UNSDGs aligned:** 7, 11, 12, 13 **Financial implication:** Negative

Material topic	Impact
Enhanced energy security and reduced dependency on fossil fuels	**Opportunity** Strengthening energy security through greater use of renewable energy, waste heat recovery and alternative fuels presents a clear opportunity for the business. This direction reduces dependence on conventional fuels, improves cost efficiency and supports lower emission intensity. A gradual shift toward cleaner and waste-derived energy sources also enhances operational resilience while aligning energy use with evolving sustainability expectations. **UNSDGs aligned:** 7, 12, 13 **Financial implication:** Positive

Material topic	Impact
Biodiversity loss	**Risk** Raw material mining for cement can create financial risks through regulatory exposure, remediation costs and potential project delays arising from ecosystem and biodiversity impacts. **Mitigation measures** • Recognising biodiversity preservation and restoration as essential for ecosystem balance • Member of the Indian Business and Biodiversity Initiative (IBBI) and report performance against prescribed framework • Committed to achieving no net loss of biodiversity across operating sites • Conduct biodiversity mapping, site-level risk assessments and natural capital planning • Implement on-ground initiatives and build internal awareness on biodiversity **UNSDGs aligned:** 12, 13, 14, 15 **Financial implication:** Negative

Material topic	Impact
Habitat restoration and water harvesting	**Opportunity** Habitat restoration and water harvesting present a meaningful opportunity to strengthen water security and ecosystem health. Groundwater recharge through rainwater harvesting in mining areas improves local water availability while supporting community resilience and long-term resource sustainability. **UNSDGs aligned:** 6, 12, 13, 15 **Financial implication:** Positive

Material topic	Impact
Circular Economy	**Opportunity** The circular economy represents a core strategic opportunity for the Company, enabling resource efficiency, decarbonisation, and long-term value creation. By utilising industrial by-products that is GGBS in the production of Portland Slag Cement (PSC), the Company manufactures high-performance, low-carbon green cement with a significantly lower embodied carbon footprint compared to conventional cement. Further, the Company has extended similar circularity principles across its operations by increasing the use of AFR, enhancing energy recovery, and optimising the utilisation of industrial by-products and waste streams. These initiatives help conserve virgin natural resources, reduce dependence on fossil fuels, divert waste from landfills, and improve overall resource efficiency, while strengthening operational resilience and supporting the Company's long-term decarbonisation and sustainability ambitions. **UNSDGs aligned:** 9, 12, 13, 15 **Financial implication:** Positive

Social

Material topic | **Impact**

Human rights

Risk

Despite established human rights policies and systems, potential risks may still arise from labour practices, working conditions and wider socio-economic factors across operations.

Mitigation measures

- Zero tolerance for discrimination and support for employees against violations
- Promote employee awareness and adherence to the human rights policy
- Align workplace practices with international standards, including ILO conventions
- Follow merit-based hiring without discrimination on personal characteristics
- Conduct human rights due diligence and site-level risk assessments
- Member of the UN Global Compact, reinforcing commitment to responsible practices

UNSDGs aligned

5 Gender Equality; 8 Decent Work and Economic Growth; 10 Reduced Inequalities; 11 Sustainable Cities and Communities

Financial implication

Negative

Material topic | **Impact**

Human capital development

Opportunity

We invest in continuous learning and strong employee relations to manage succession risks, close skills gaps and ensure leadership continuity, strengthening competitiveness and readiness for industry change.

UNSDGs aligned

8 Decent Work and Economic Growth; 11 Sustainable Cities and Communities

Financial implication

Positive

Material topic | **Impact**

Community relations

Opportunity

Long-term engagement and positive local impact build stakeholder trust and support, reinforcing our social licence to operate and sustaining strong community relationships.

UNSDGs aligned

1 No Poverty; 3 Good Health and Well-Being; 4 Quality Education; 5 Gender Equality; 6 Clean Water and Sanitation; 11 Sustainable Cities and Communities

Financial implication

Positive

Material topic | **Impact**

Occupational health and safety

RISK

Despite a comprehensive health and safety system, even a single incident can disrupt operations, affect business continuity and weaken community trust and employee morale.

Mitigation measures

- Prioritising employee safety and well-being across all sites
- Conducting site audits to review health and safety practices
- Providing regular health and safety training to employees

UNSDGs aligned

3 Good Health and Well-Being; 8 Decent Work and Economic Growth; 9 Industry, Innovation and Infrastructure

Financial implication

Negative

Governance

Material topic | **Impact**

Data Privacy and Cybersecurity

Risk

Leaked sensitive information, leading to regulatory penalties, reputational harm and potential impacts on financial performance and stakeholder trust.

Mitigation measures

- Implement an enterprise-grade cybersecurity framework
- Conduct regular vulnerability assessments
- Follow secure data handling protocols
- Maintain a robust incident response plan
- Run ongoing employee awareness and cybersecurity training programmes
- Protect sensitive information across operations and the supply chain

UNSDGs aligned

9 Industry, Innovation and Infrastructure; 17 Partnerships for the Goals

Financial implication

Negative