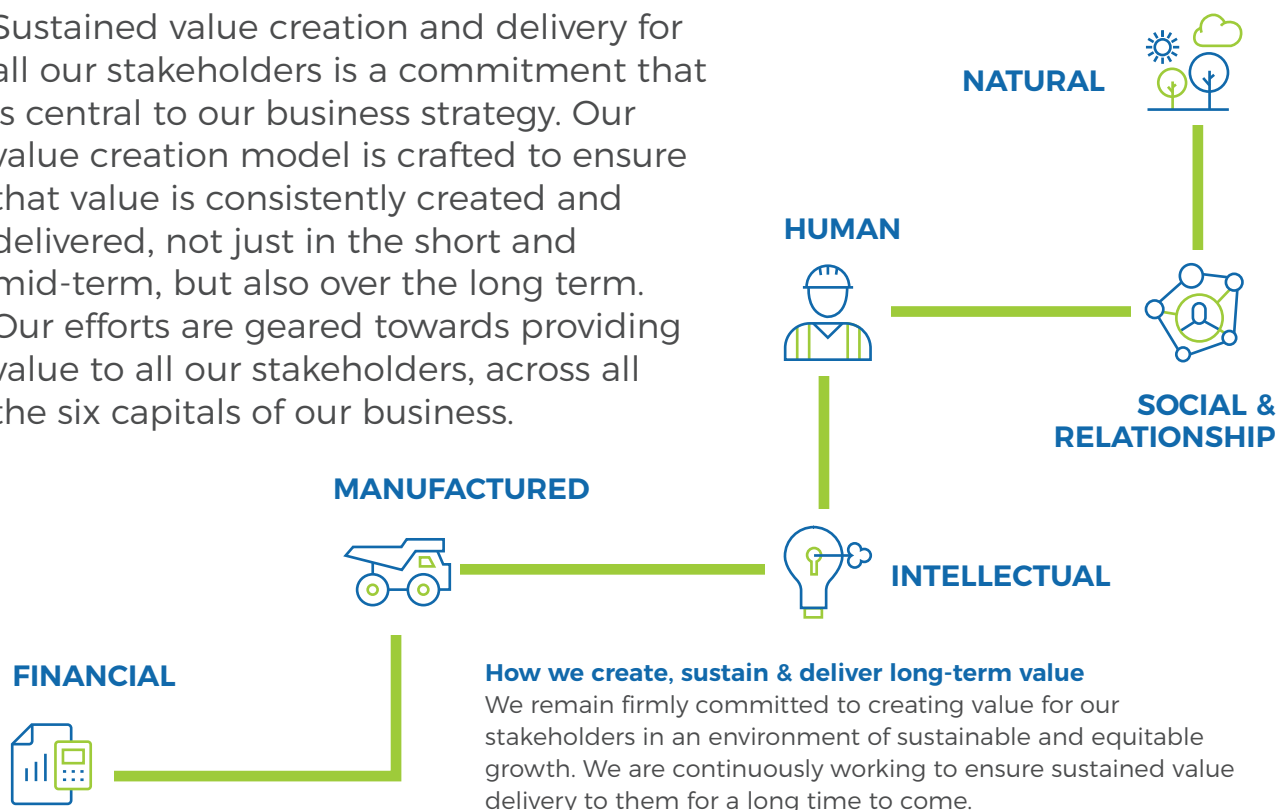


# Committed to Creating & Delivering Value Across Capitals, Across Stakeholders

Sustained value creation and delivery for all our stakeholders is a commitment that is central to our business strategy. Our value creation model is crafted to ensure that value is consistently created and delivered, not just in the short and mid-term, but also over the long term. Our efforts are geared towards providing value to all our stakeholders, across all the six capitals of our business.



## We Create Value Through

- > Core activities & assets
- > Robust mineral resources & reserves
- > Long-term mining lease agreements
- > Multiple mine licenses
- > Seamless logistics & transportation

## We Deliver Value Through

- > Integrated business approach
- > Execution agility
- > Technological & digital advancements
- > Customer-centricity
- > Consistent fiscal growth
- > Waste minimization
- > Contribution to national progress

## We Sustain Value Through

- > Operational efficiencies
- > Capital efficiencies
- > Optimal utilization of natural resources
- > Sustainability & CSR focus
- > Ethics & Governance framework
- > Effective risk management & opportunities
- > Continuous stakeholder engagement
- > Nurturance of people talent & development

## Distribution of Generated Value

We follow a collaborative approach in value distribution to our stakeholders, including our shareholders, investors, business partners, employees, government and the community. Understanding their aspirations and concerns and creating value to address the same, is a key commitment of our growth strategy. We remain steadfastly focused on delivering profitable and long-term value-led outcomes to every member of our stakeholder fraternity.

## FY 2021

## VALUE CREATED

₹ 26,831 crore

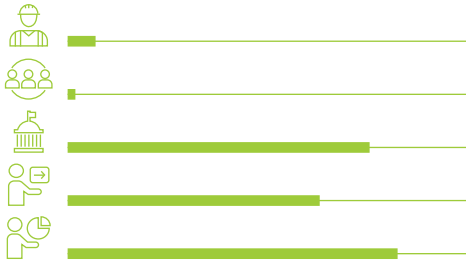
Gross Income  
(including GST)

## VALUE RETAINED

₹ 21,084 crore

Retained Earnings<sup>^</sup>

## VALUE DISTRIBUTED

₹ 760 crore  
Employees₹ 214 crore  
Community₹ 8,225 crore  
Taxes<sup>&</sup>₹ 6,856 crore  
Suppliers₹ 9,000 crore  
Shareholders

<sup>&</sup>Gross contribution to exchequer ₹ 15,008 crore including dividend of ₹ 4,717 crore

<sup>^</sup>As on 31<sup>st</sup> March, 2021

## FY 2020

## VALUE CREATED

₹ 22,850 crore

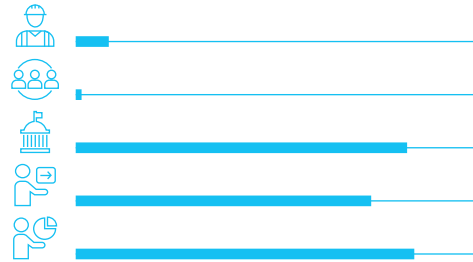
Gross Income  
(including GST)

## VALUE RETAINED

₹ 22,109 crore

Retained Earnings<sup>^#</sup>

## VALUE DISTRIBUTED

₹ 689 crore  
Employees₹ 132 crore  
Community₹ 6,837 crore  
Taxes<sup>&</sup>₹ 6,093 crore  
Suppliers₹ 6,972 crore  
Shareholders

<sup>&</sup>Gross contribution to exchequer ₹ 9,150 crore

<sup>^</sup>As on 31<sup>st</sup> March, 2020

<sup>#</sup>Includes Interim dividend paid in May 2020

