

## STRENGTHS

# Foundations for the future value creation

We have consistently translated foresight into businesses and businesses into stakeholder value. We achieve this, supported by the depth of our operating model and the strengths that give us an edge. As we advance to the next phase of our journey, with the corporate restructuring, this solid foundation will continue to drive our long-term growth and maximise value creation.



- » 90+ years of incubating businesses with a proven discipline of scaling and unlocking value from them:
  - Divested stake in turbine business (Triveni Turbine Limited) to monetise non-core assets and unbundle businesses
  - TPTL demerger and SSEL amalgamation extend the same playbook, aiming to simplify structure and value creation
- » ₹ 1,378 crores wealth returned to shareholders via dividends and buybacks over FY 22-26, including a record ₹ 800 crores buyback in FY 23

### » Strong positions built across businesses:

- Among India's leading integrated sugar and ethanol manufacturers with world-class infrastructure
- Leading manufacturer of high-speed gears and gearboxes in India, South Asia, and Southeast Asia, with a growing global presence; an approved supplier to the Indian Navy and Coast Guard

### » Strong domestic position as a water and wastewater solutions provider

### » Operating in industries with high entry barriers and long gestation periods, which creates a natural barrier to competition

## LEADING WITH SCALE AND EXPERTISE



All businesses positioned at the intersection of a global shift and an Indian imperative, positioning them to benefit from the nation's growth, including:

- » Focus on rural economic growth, farmer prosperity and agriculture modernisation
- » Opportunities driven by energy security and transition through ethanol; import substitution, Make in India and indigenisation initiatives in power transmission and defence segments

- » Advanced technologies deployed across all businesses, from farms to factories, and corporate functions to customer-facing systems
- » Enterprise resource planning system deployed organisation-wide to support analytics with real-time dashboards
- » Using technologies to drive farm modernisation and productivity and optimise supply chains
- » PTB is advancing towards smart factory implementation and leveraging advanced analytics
- » Water business deploys IoT-enabled real-time monitoring of plants, SCADA integration and predictive maintenance for treatment infrastructure

## SMARTER, TECH-POWERED OPERATIONS



## SPECIALISED, FUTURE-READY TALENT



- » Professional, qualified, and sectorally specialised talent across businesses
- » Expert engineering team supporting high-profile OEM customer engagements
- » Building future-ready talent through continuous learning, upskilling, and competency development in advanced technologies

- » A multi-generation leadership legacy with foresight and a proven track record of value creation across diverse sectors and economic cycles
- » A robust Board comprising independent members from diverse and distinguished backgrounds
- » Executed two demergers in the last two decades, representing disciplined value-unlock for shareholders
- » Robust corporate governance practices, including transparent stakeholder communication and timely regulatory compliance

## STRONG LEADERSHIP AND GOVERNANCE PRACTICES



## SOLID FINANCIAL FOUNDATION



- » Strengthened balance sheet over the past five years, enhancing risk-return profile, while supporting both growth investment and shareholder returns
- » Demonstrated ability to incubate and scale businesses while ensuring balance sheet integrity
- » Improved net debt-to-equity of 0.63 and debt service coverage ratio of 2.40, ensuring financial flexibility to pursue growth opportunities while maintaining balance sheet resilience
- » ICRA long-term credit rating of AA+(Stable)

### Sustainable farming

- » Two sugar units (Chandanpur and Khatauli) are Bon Sucro certified, a global benchmark for economic, social, and environmental practices
- » Supporting farmers in adopting sustainable and tech-enabled agronomic practices

### Resource efficiency and circular value chains

- » Using sugar by-products, including bagasse as fuel for steam and power generation, molasses for ethanol production and supplying press mud to farmers as a bio-fertiliser
- » Promoting refurbishing and parts replacement over full gearbox replacement

### Supporting water conservation

- » 12,200 MLD water & wastewater treatment capacity created

### Optimising carbon footprint

- » Supporting ethanol blending, cogeneration, and renewable energy integration
- » High-efficiency gearboxes optimise energy use and reduce emissions

## SUSTAINABILITY AT THE CORE



# STRENGTHENING THE CORE

HOW TRIVENI IS BUILDING TO  
CREATE VALUE FOR THE FUTURE