

# Empower Our Brand: Participate on Social Media!

Our Culture is at the heart of RHI Magnesita. It shapes our actions, defines our identity, and drives our success. While our core values remain, we aim to breathe new life into our culture worldwide, valuing your ideas and voices. As we re-energize our culture, we strive for greater transparency on social media, fostering openness and timely communication. Engage with our social media pages and become brand ambassadors to share our journey, achievements, and innovations with the world, showcasing the incredible work each of you contributes to our success.

**Follow Us:** Make sure you're following our official social media accounts and encourage your colleagues and interested friends to do the same.

**Engage:** Like, comment, and share our posts to boost engagement and help spread the word about our company.

**Share Your Stories:** If you have any exciting projects, achievements, or experiences to share, let us know! Your stories can inspire others and highlight our collective success.

**Be our Brand Ambassador!**

## Do Reach Us

We would love to get your feedback & contribution regularly. Please write to us at :

**RHI Magnesita India**

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RHI MAGNESITA

# Parivaar

July 2024

**Safety First!**  
**Always.**

## Inside

Advanced safety protocols  
and ongoing initiatives

Global Board of Directors'  
Visit to India

Regional Business  
Conference 2024

Insights on Ironmaking, DRI &  
Pellet business and beyond

Our customer:  
JSW Steel Ltd.





## Message from the President

We have excelled by strategically enhancing our operational efficiencies, driving remarkable and sustained growth. The seamless integration of recent acquisitions has unlocked significant synergies, reflected in the impressive rise in profitability.

**Our EBITDA and revenue saw substantial year-on-year growth of 49% and 39% respectively.** Our rigorous cost optimization initiatives have led to outstanding year-on-year margin improvements this quarter. As we expand our strong presence in iron-making, pellet, and DRI, we are poised to continue leveraging our extensive market reach, diverse product portfolio, and exceptional expertise in Total Refractory Management and Services.

### Parmod Sagar

MD & CEO — India  
President — India,  
West Asia & Africa

Income  
**3,781 Cr**  
2,726 Cr (FY22-23)

39%

EBITDA\*  
**556 Cr**  
374 Cr (FY22-23)

49%

\*Earnings Before Interest, Taxes,  
Depreciation, and Amortization

## RISE Together Go Beyond

At the forefront of our journey is a steadfast **commitment to safety**. Ensuring the highest safety standards in our workplace is not just a priority but a non-negotiable core value that underpins every aspect of our operations. We recognize that a robust safety culture is fundamental to our success and growth. Over the past year, we have seen tremendous progress, particularly with the seamless integration of our newly acquired companies. As we reflect on our achievements and look to the future, it's clear that we are well-positioned to explore new opportunities. With our combined strength, we are poised to transcend the status quo and reach new heights.



### Market Share Expansion

Our strategic focus on gaining market share in India, West Asia, and Africa is a key component of our business strategy. In India alone, in next 2-3 years we aim to take our market share to 40% from the current level of 30%. Our region presents significant growth opportunities, and we are committed to expanding our presence and influence in these markets.



### Operational Excellence

Achieving operational excellence is a top priority. We are focused on reducing fixed costs by optimizing inventory and accounts receivables, streamlining processes, and improving productivity. These efforts will enhance our efficiency and profitability.



### New Business Development

We are exploring untapped markets such as Ironmaking, DRI, Pellet making, reheating furnaces, etc. These ventures will allow us to diversify our offerings and tap into new revenue streams, further solidifying our market position.



### Innovation and Collaboration

Our commitment to innovation and cross-functional collaboration remains unwavering. By fostering an environment of openness and creativity, we can explore infinite possibilities and drive our company forward.

Together, we must aim to push boundaries and set new standards as we explore new horizons and seize emerging opportunities.



### Specialty Product Readiness

In addition, we are ready to offer specialty products like Coke oven, Tap Hole Clay, Runner mass, etc. These products will meet the diverse needs of our customers and showcase our ability to innovate and adapt to market demands.

# Safety First! Always.

At RHI Magnesita, we believe a safe workplace is a fundamental right of our employees. Safety isn't just about rules and regulations, it's about creating a culture where every individual feels responsible for their own safety and for the safety of their colleagues. The recent incidents at some of our workplaces around the globe have reinforced our determination to achieve the highest safety standards. With a renewed commitment to ensuring these events never occur again, we are on a mission to achieve 100 percent safety at work.



## Initiatives

We understand that safety isn't just a checklist; it's a mindset. In our plants and sites, we have implemented a series of proactive measures to enhance safety awareness. From displaying clear safety signage to incorporating safety discussions into our daily meetings, we are leaving no stone unturned in our pursuit of excellence in safety.



## Scan Me: Digital Emergency Response System

The team has introduced a QR code to enhance employee safety, providing quick access to essential information during emergencies. By scanning the QR code, one can retrieve details such as emergency contacts, blood group, training information, and employment location. This system, initially developed for helmets, ensures that helpers have immediate access to vital information in case of accidents.



## First Aid Training

We recognize the critical importance of equipping employees with essential first-aid skills and have thus organized comprehensive first-aid training sessions at sites. These sessions are designed to ensure that employees are prepared to respond effectively to medical emergencies, thereby enhancing workplace safety and potentially saving lives.



## Cross-functional Safety Audit at Sites

This audit aims to identify any gaps, inefficiencies, or safety concerns across different sites. By leveraging the expertise of diverse teams, the audit ensures a thorough evaluation of processes, promoting a culture of continuous improvement. The insights gained from these audits help in streamlining operations, enhancing productivity, and ensuring compliance with industry standards.



# Industry Accolades for Safety Commitment

We are thrilled to announce a series of prestigious awards and recognitions that underscore our unwavering commitment to safety and excellence in the industry. These accolades highlight our dedication to maintaining the highest safety standards across all our operations. Here's a glimpse of our recent achievements:

**Received 5-Star rating** in the external audit of Contractor Safety Management (CSM) at Tata Steel Long Products Limited (TSLP), marking a historic moment for our company as the **first-ever refractory partner** across all the TATA Steel units to attain this highest rating. In addition, our site team **received 4-Star rating** in TATA Steel NINL, within just one year of operationalization of the service contract.

Awarded the prestigious title of **"Safe Contractor of the Year 2024"** by JSPL Raigarh, marking our first win in four years! Additionally, we've been honored as the **"Best Safety Performer for 2023"** for the fourth consecutive time by JSW Dolvi.

Our teams at SAIL Durgapur, JSW Salem, Tata Steel Long Products and Tata Steel Meramandali sites have been recognized for their outstanding contributions in the past years by **World Refractory Association** under its **Safety Recognition Scheme for the year 2023**. Key assessment criteria included maintaining a Lost Time Injury (LTI) free workplace and being top performers in Health, Safety, and Environment (HSE) leading indicators.



Received the **"Best Safety Excellence Award 2023"** by JSW Salem, marking our second consecutive win.

Received the **"Best Safety Performance Contractor Award for Calendar Year 2023"** by AMNS Hazira

Received the **"Best Agency Safety Officer Award"** by SAIL Rourkela






# From our Plants



## Highlights:

Figures: Jan'24 — May'24 \*T — Target \*B — Budgeted

	 Production	 Recycling Rate	 Scrap Rate
Bhiwadi	<b>20,048 MT</b> T 20,703 MT (-3%)	<b>22.12 %</b> T 21% (+5%)	<b>0.70 %</b> B 0.80% (+12.50%)
Cuttack	<b>11,537 MT</b> T 11,463 MT (+1%)	<b>9.49 %</b> T 14.40% (-34%)	<b>4.30 %</b> B 3.50% (-23%)
Visakhapatnam	<b>26,225 MT</b> T 24,414 MT (+7%)	<b>15.42 %</b> T 18% (-14%)	<b>3.50 %</b> B 7.40% (+53%)
Jamshedpur	<b>14,109 MT</b> T 12,710 MT (+11%)	<b>8.21 %</b> T 5.40% (+52%)	<b>0.30 %</b> B 0.90% (+67%)
Rajgangpur	<b>22,695 MT</b> T 20,773 MT (+9%)	<b>9.91 %</b> T 11.50% (-14%)	<b>10.20 %</b> B 10.40% (+2%)
Dalmiapuram	<b>12,492 MT</b> T 12,474 MT (0%)	<b>10.61 %</b> T 12% (-12%)	<b>5.30 %</b> B 6.50% (+18%)
Khambhalia	<b>14,223 MT</b> T 13,957 MT (+2%)	<b>9.63 %</b> T 10.50% (-8%)	<b>5.30 %</b> B 6.70% (+21%)
Katni	<b>9,185 MT</b> T 9,100 MT (+1%)	<b>18.61 %</b> T 16.40% (+13%)	<b>0.20 %</b> B 0.10% (-100%)

**Note:** The Bhilai plant has been closed, and we have optimized our network by shifting the production of lances from Bhiwadi to Rajgangpur.

# Pioneering Excellence: BIG 6 Regional Updates

BIG 6 – the six priorities to prepare RHI Magnesita for the next level of excellence. We aim to sustainably manage heat for our customers and build a better world. For this, we need to perfect interactions with customers, suppliers, and partners across all regions, markets, and product lines. Our operations (OES) and supply chain (Everest) can improve significantly, and our product portfolio (CoRe) can be consolidated without affecting customer offerings. Seamless **integration of acquisitions** is crucial to harness synergies while increasing market share. Using one set of information (DigiT) and globally interacting business processes (GSS), we can make timely, reliable, and high-quality decisions.

## Operations Excellence System (OES)

The Operations Excellence Program ensures uniform processes and standards across all plants. Using the 5 building blocks methodology, it allows for seamless comparability of plant performance through standardized data, financial analysis, and key performance indicators. After initial pilots, the program will roll out to the Rajgangpur plant in India and other global locations.

**Fencing in Mixer Machine Sample Collection Gate**

**Guarding of Press Overhead Pulley**

**Green Pathway**

**Big Bags Stacking**

**OES**

Launch of global guidelines on **6S requirements** and **Safe Storage and Handling of FIBCs (Big Bags)** help implement the framework for the highest standards in operations by standardizing manufacturing and associated processes in all production units. This standardization will increase safety, and efficiency and improve results.

OES rollout has commenced in **Bhiwadi plant** (March 2024) and **Visakhapatnam plant** (May 2024). The kickoff began with a thorough health checkup of the plant, followed by idea generation and training weeks. Moreover, enthusiasm and excitement regarding the implementation of OES houses were evident during the pillars training (HSE, 6S, Process Productivity, Lean Basics). The team also conducted a **Quality toolkit training at Bhiwadi**. This marks a positive start to the rollout, and we look forward to continued momentum and success in the coming stages.



## Complexity Reduction (CoRe)

CoRe project team, along with NGG/NGU and NU experts, visited India. The trip aimed to onboard regional leadership in the CoRe Methodology, identify portfolio optimization opportunities in the plants, and promote streamlining and rebranding initiatives from the Dalmia integration.

Starting in Gurugram with BU President Parmod Sagar and regional leaders, the team visited five facilities: Khambhalia, Bhiwadi, Rajgangpur, Visakhapatnam, and Dalmiapuram. These visits covered 60% of NU and 100% of NGG, NGU, and MGG production in India, leading to discussions on raw materials and portfolio complexity, and identifying 37 actions with high savings potential.



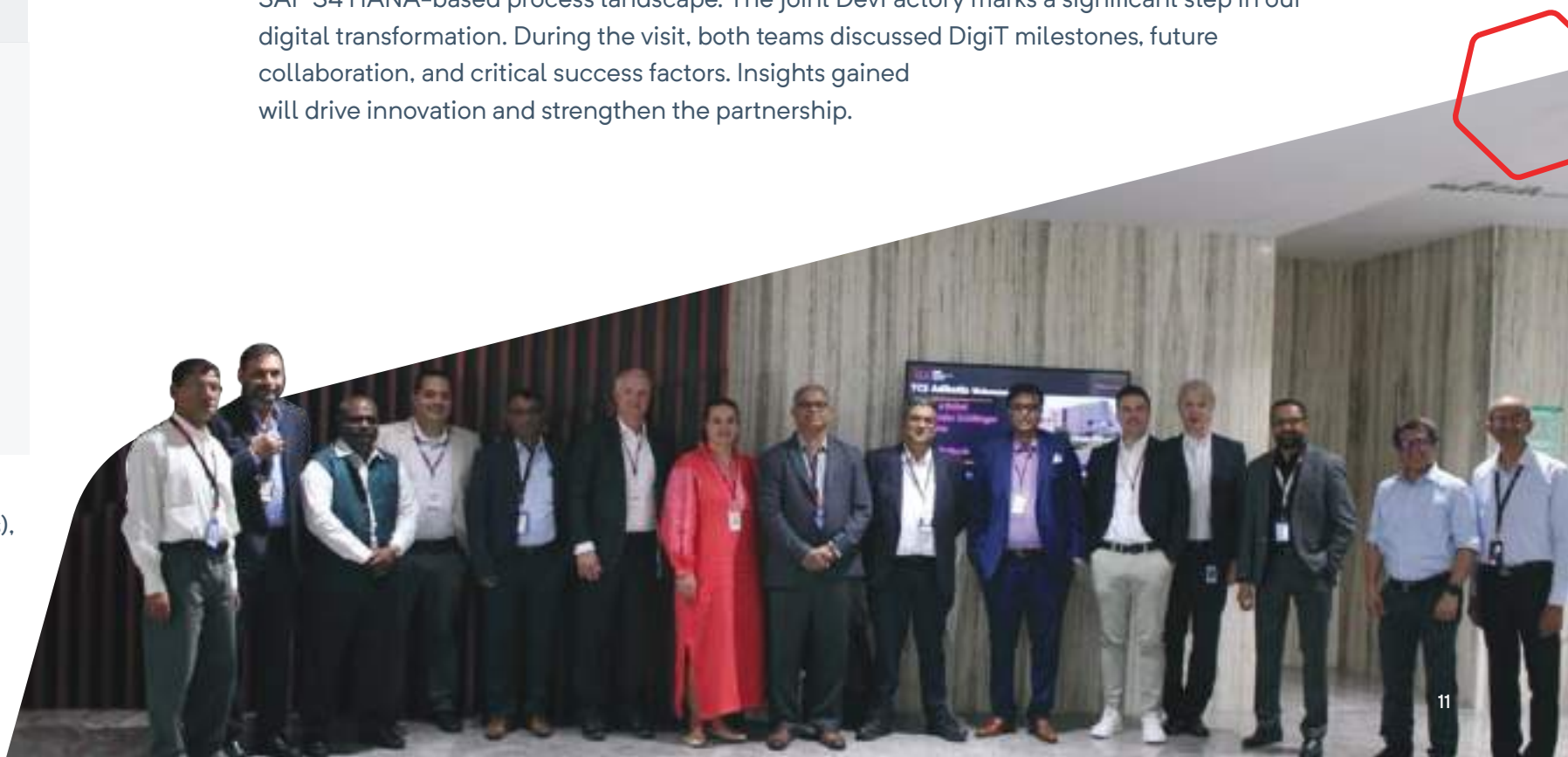
## Digital Transformation (DigiT)

DigiT is a multi-year program aimed at standardizing RHI Magnesita's business processes and transforming its digital landscape by migrating ERP systems to a modern cloud architecture, enabling continuous automation and rapid expansion.

DigiT Program leadership team visited Tata Consultancy Services (TCS) in Hyderabad for the unveiling of the new **Development Factory (DevFactory)**. TCS is a key partner in implementing our new SAP S4 HANA-based process landscape. The joint DevFactory marks a significant step in our digital transformation. During the visit, both teams discussed DigiT milestones, future collaboration, and critical success factors. Insights gained will drive innovation and strengthen the partnership.



Other plants are gearing up to incorporate all the guidelines and Standard Operating Procedures (SOPs), optimizing internal operations enabling sustainable growth and continuous improvement.

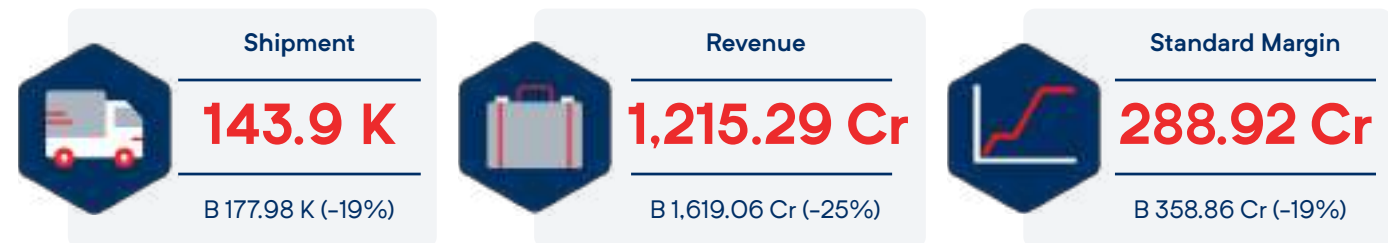


# Sales Performance

## I Steel

Figures: Jan'24 - May'24

\*B - Budgeted



## Highlights:

### JSW Group

- Received orders for lining segment from different shops (~INR 632.48 Cr) to be supplied in 2024
- Received orders for Slide Gate and Purging Management for 2024 - 2025 (~INR 66.82 Cr)

### JSW Toranagallu

- Received Slide Gate management order with Caster robotics for SMS #4 (~INR 21.67 Cr) — **first order for robotics in India**
- Received confirmation of 100% refractory management for Slide Gate and Purging including robotics at SMS #4 for next 5 years

### JSW BMM

- Received 1 year order for Slide Gate management starting February 2024 (~INR 2.7 Cr)

### Jindal Steel & Power Ltd., Raigarh

- Contract for EAF management finalized. We were awarded 100% refractory management at SMS #3 and 75% at SMS #2 (~INR 70-80 Cr depending on production), a significant increase in share
- Received Slide Gate and Purging order for next one year (~INR 18 Cr)

### Tata Steel Jamshedpur

- Got 27% share in Steel Ladle Slag Zone MGU (~INR 16.24 Cr) amid stiff price competition
- For the first time, we have received an order for conducting trial at CNC nozzle in LD#1 (current share is with two of our competitors)

### RINL (Vizag Steel)

- We have secured L1 position in Steel Ladle for SMS #2 with an order of approximately 90 sets valued around INR 22.62 Cr, to be supplied from Cuttack plant

### AMNS

- Received higher share as well as higher price in Slide Gate & Purging order for 2 years (~INR 41.62 Cr)

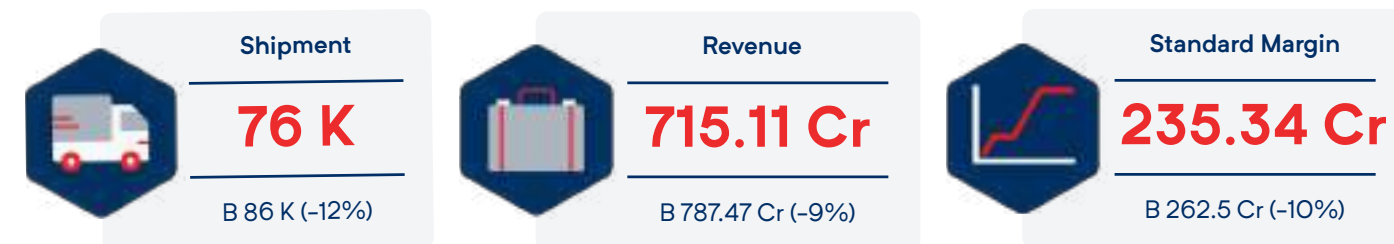
### SAIL Bokaro

- We have got Letters of Acceptance for a paid trial of 50 sets of total Tundish management (~INR 1.8 Cr), and for 10 sets (1 set = 100 heats) of multi-heat Slide Gate and Purging system in SMS #1 (~INR 1.6 Cr)

## I Industrial

Figures: Jan'24 - May'24

\*B - Budgeted



## Cement

- Shree Cement's annual rate contract for NGG & NU concluded for around INR 27.15 Cr, representing a 200% increase in market share
- Dalmia Cement's annual rate contract for all plants concluded for ~INR 58.84 Cr
- UltraTech's MGG project orders for three plants were released for ~INR 18.1 Cr. Additionally, UltraTech Cement finalized an order of 3000 MT SiC bricks for ~INR 24.44 Cr
- India Cement's annual rate contract of 2500 MT of NGG & NU was finalized
- The Adani Group released NU orders after two years
- The full supply of Chettinad Cement's project for NGG, NU, Anchors, and Calcium Silicate Boards was completed for ~INR 36.2 Cr

## NFM, Glass & EEC\*

- Lime kiln orders were received for the first time from JSL in Jajpur (full kiln), JSW Dolvi, and Tata Steel Kalinganagar (full kiln)
- A warehousing solution for imported materials was provided to Reliance to ensure business continuity
- The technology transfer of key products, including High Chrome for EEC (Visakhapatnam, Rajgangpur), was implemented to increase business efficiency

\*Environment, Energy, Chemistry

# In Their Own Words: JSW Steel on Our Collaboration



Our longstanding relationship with RHI Magnesita has been marked by their unwavering commitment to innovation and excellence in refractory solutions. The recent contract for our SMS#4 expansion project at JSW Vijayanagar Metallurgy is a testament to their expertise and dedication. We are confident that this collaboration will enhance our operational efficiency and safety standards, paving the way for a more automated and modernized steelmaking process. This partnership not only supports our vision but also highlights RHI Magnesita's role as a key technology partner in our growth and success. We look forward to many more milestones together.

## Sanjay Sharma

EVP, Steel  
JSW Steel Ltd.

# Revolutionizing Steel Production with Robotics

Our team has achieved a significant milestone by securing a landmark contract to introduce robotics technology in the Indian steel industry. This project includes the latest generation SX3 slide gate, EMLI LadleSlag sensors as well as robotic cells on the CCM for ladle shroud handling and tundish sampling and probing as part of a long-term contract with JSW Vijayanagar Metallurgy Ltd. This achievement not only marks our first robotics installation in an Indian steel plant but also underscores RHI Magnesita's commitment to innovation and technological leadership.

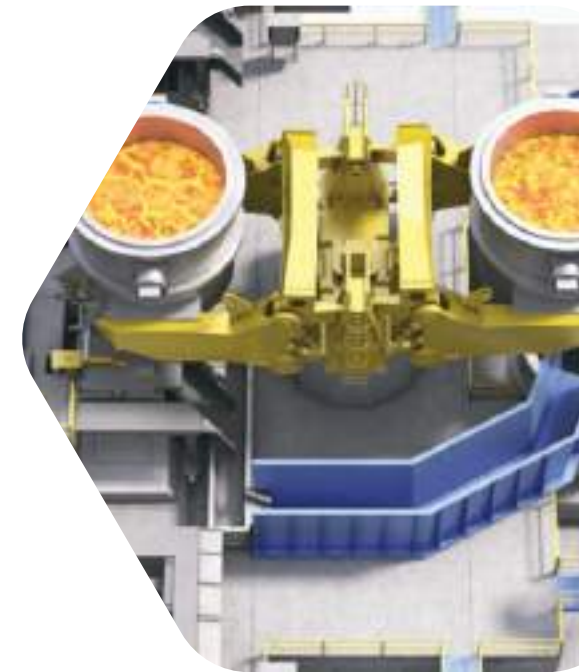
## Customer Confidence

To build customer confidence, we invited key personnel to visit a European steel plant where the robotics system was operational. This visit, facilitated by RHI Magnesita's top officials, allowed the customer officials to see the technology in action and verify the company's claims. This hands-on experience built significant customer confidence and demonstrated the practical benefits of our products and solutions.

Beyond the Flow Control order, we have also secured additional contracts and introduced, for the first time in India, innovative digitalization and automation projects for ladle lining - a Scissor Table for Ladle Lining and the VISIR LadleSafe for Ladle Monitoring System.

## Conclusion

The introduction of advanced digital solutions in the Indian steel industry not only establishes RHI Magnesita's technical leadership but also reaffirms its focus on innovation and customer-centric values. This landmark contract strengthens our position as a premier technology provider in the Indian refractory industry, setting a new standard and securing significant business against its competitors.



# In Conversation

## Forging New Frontiers: Insights from the Head of Ironmaking, DRI, Pellet & Dealer Business

An In-Depth  
Conversation with  
Sanat Ganguli,  
Driving Innovation  
and Expansion at RHI  
Magnesita India



**Q: Can you give us an overview of the new Ironmaking, DRI, and Pellet business segment? What motivated the company to venture into this area?**

A: Ironmaking is essential for Steel production, and with India planning to increase Steel output from 120-130 million tonnes (MT) to 500 MT by 2047, the Ironmaking sector must also grow. Currently, India produces 90 MT of Hot Metal, 60 MT of Pellets, and 40 MT of DRI, offering significant market potential. Additionally, in West Asia and Africa, there is an upsurge in demand for DRI and Pellet production. However, our presence in this market has been limited, except in regions like South America.

Recent acquisitions, such as Seven Refractories, Dalmia OCL, and PD, have strengthened our Ironmaking capabilities, particularly in areas such as Blast furnaces, Taphole clay, Shotcreting, Gunning, and robotic repairs. Our manufacturing base for silica and alumina bricks for Coke ovens has also been bolstered by acquisitions in India.

We have developed a comprehensive new business segment that includes DRI, Pellets, Coke ovens, Blast furnaces, Torpedo ladles, and Hot Metal ladles. This integrated approach positions us well for future growth and complements our existing strengths in converter/EAF Steelmaking, RH degassing, Steel ladles, and tundish. Our goal is to tap into previously untapped markets and drive the next phase of our growth.

**Q: What unique opportunities and challenges does this segment present compared to our traditional refractory business?**

A: The opportunities in this new segment are significant. Historically, our presence in the Ironmaking market has been limited to the Hot Metal transport segment, such as Torpedo and Hot Metal Ladle (about €15-20 million). However, this year we have set an ambitious target of €55 million, aiming to reach €80 million in the next three years, positioning

ourselves as a strong leader in this segment. On the other hand, we have another unique opportunity in our dealer business. With a network of 27 dealers across the country, we aim to grow this segment from €4 million last year to €7 million this year, with the potential to reach €15-20 million in the next three years. This year, we secured a couple of annual rate contracts (ARCs) with end customers through our dealers, particularly in new growth areas, further exploring uncharted territories for us.

However, we face several challenges. Internally, we need to build expertise to understand customer requirements and provide tailor-made solutions, especially in the service-oriented areas of Blast furnace maintenance. We are working on strengthening our service team and ensuring consistent customer interaction. While we have made multiple acquisitions, the know-how remains mostly locally organized. We need to integrate and leverage our technical expertise globally, which we are starting to address through initiatives like building a common platform with the Alumina Monolithics Solution (AMS) global team.

Externally, any disruption in Blast furnace operations is costly for Steel plants, making customers reluctant to change to a new supplier. Our challenge is to conduct successful trials to gain customer confidence and establish our leadership. Focusing on these trials is key to our success.



**Q: Could you share some of the key achievements and milestones we have reached in this segment so far?**

A: In the past six months, we have made significant progress in this business segment, achieving nearly INR 136.09 Cr in sales in Blast furnaces, Bricks, and Coke ovens. We secured a major order for about INR 48 Cr from one of the largest Pellet plant in recent times. Additionally, we are venturing into large DRI rotary kilns (650 and 900 TPD), which will open a substantial market.

On the Ironmaking front, we obtained three contracts from a leading steel manufacturer, including a major contract for BF 2. The addition of Jamshedpur plant in our network has enabled us to secure 1,600 tons of THC (15-20% market share) from one of our major customers.

**Q: How do we plan to further penetrate and expand in this untapped market?**

A: In the last 6–8 months, our go-to-market initiatives, including participation in seminars and government forums, have significantly increased our visibility in this segment. As a result, we have started receiving inquiries, and our participation in this market is substantially improving.

We have structured our teams to focus on specific areas: one team handles Blast furnace and Coke oven projects with a focused OEM customer base offering specialized solutions. Another team focuses on DRI and Pellet projects, operating in highly competitive alumina castable markets, including broader regions like South Africa and Bahrain. Additionally, we have a dedicated team for Ironmaking maintenance, including shotcreting, and another for the dealer and foundry markets.

To further penetrate the market, we will emphasize differentiating factors such as speedy deliveries and tailor-made contracts. Active communication and engagement with potential customers enhance our market intelligence and facilitate deeper market penetration.

**Q: On a personal note, what are your aspirations and goals as the leader of this new business segment?**

A: To begin with, my primary aspiration is to elevate this business segment to the level of our Steel business, aiming for at least a 30% market share within the next 3–5 years. Achieving this will ensure that our presence is firmly recognized by customers. Looking further ahead, we aim to develop a comprehensive offering that spans from ironmaking to the end of casting, including the mill-side of the business. Eventually, our goal is to create a business model that instills complete confidence in our customers, making RHI Magnesita their preferred partner for all refractory needs.



# Performance Breakthroughs at Sites

## Our Commitment to Continuous Improvement and Exceptional Delivery

Our Refractory Services team, in partnership with the Sales and Technical Services teams, has successfully innovated, improved, and surpassed their own performance records. Here are some of the recent highlights from our customer sites, showcasing their dedication to continuous improvement and service excellence:

### Sunflag Steel Site

- **Record EAF Lifespan:** Our team achieved an exceptional lifespan of 966 heats for the Electric Arc Furnace (EAF) at Sunflag, with minimal repairs and operating in 90% arching mode. Initially, Sunflag planned to shut down the furnace at 750 heats, but upon request, they extended operations to 850–900 heats before completing this record-breaking run.
- **EAF Roof Delta Longevity:** The EAF Roof Delta (PCPF) achieved an impressive lifespan of 885 heats in two phases. The first phase lasted for 628 heats, after which the shell was changed in April 2024. The team then reused the Delta, achieving an additional 257 heats, showcasing expertise in maximizing the life of critical components

### RINL Site

Achieved the highest record life of 10,891 heats in converter(D) vessel and a smooth shutdown process. Further, the team is planning LD-2 target life around 10,000 heats based on their analysis and condition of the vessel.

### Tata Steel Kalinganagar Site

Successfully commissioned a TBD machine in presence of the customer officials. Additionally, the team has completed the first ISOJET C type Taphole change in BOF-2.



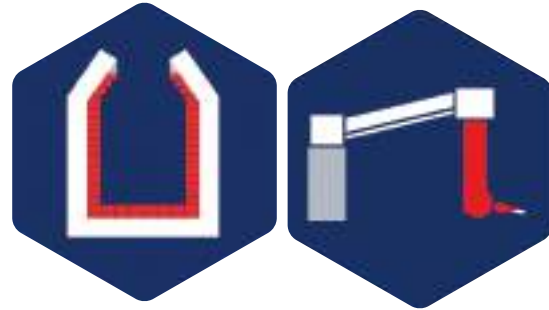


## JSL Jajpur Site

Highest-ever operational life of 721 heats in DRI furnace (EAF #1) surpassing the previous record of 706 heats achieved in August 2023. The team celebrated this achievement along with senior officials of JSL team.

## Qatar Steel Company Site

Achieved a new EAF lining record life of 1428 heats with RHIM refractory material and Terminator.



## JSW Dolvi Site

Successfully completed the 600 TPD kiln arch lining



## Emirates Steel Arkan Site

An unprecedented milestone has been achieved at the SMP2 plant with a record-breaking Doloma ladle single-shot life of 119 heats. This achievement is particularly significant given the complex challenges faced, including varied steel grades, variable treatment and casting times.

# Innovation in Action: RHI Magnesita India Conducts First Laser Evaluation Scan (LES)

Our Technical Excellence and Solutions team has achieved a significant milestone by successfully performing its first Laser Evaluation Scan (LES) for a cement customer in India. This cutting-edge technique marks a major advancement in kiln evaluation, offering a superior alternative to traditional methods such as drilling.

This method of evaluation during the cement kiln shutdown substitutes the traditional ones, like drilling. It is fast, precise and consolidates all the information (Kiln's panoramic pictures, 3D Kiln navigation in the software, Leftover Thickness (LOT), customer specific Heatmap Thresholds) in a single platform. This strongly supports customers in the decision-making.

During the customer's cement kiln shutdown, the RHI Magnesita team employed this innovative method, providing an interactive presentation of the results on the LES platform along with a detailed report. This comprehensive approach offers a clear and precise overview of the kiln's status, facilitating informed decision-making for the customer.



# Re-energizing our Culture Campaign



As part of RHI Magnesita's ongoing commitment to refining its organizational culture and revitalizing its vision, mission, and purpose, our company is embarking on a transformative journey. This campaign aims to rejuvenate our spirit, encouraging a reconnection with core values while also challenging us to think beyond. The goal is to foster collaboration and inspire innovation across the organization.

The campaign was formally launched during a regional townhall meeting, led by the President **Parmod Sagar** and the Head of People & Culture **KT Rao**. Following the kick-off, Culture Champions have been conducting workshops across various locations. To date, more than 18 sessions have been held, involving over 300 colleagues in the region.

Based on the feedback gathered by the Culture Champions, RLT culture days will be introduced in the next phase of the campaign. As "Re-energizing Our Culture" continues to unfold, all employees are encouraged to actively engage in discussions and participate in the workshops and events at their locations.

Active involvement is key to building a stronger company culture. Together, let's create a resilient, forward-thinking organization ready to meet the challenges of tomorrow.



## Global Board of Directors' India visit

Over four productive days, the Board engaged in a comprehensive agenda which provided them valuable insights into our production capabilities in India and underscored its commitment to local operations. The members visited three manufacturing facilities in India, had fruitful discussions with the Regional Leadership Team (RLT), and a distinctive customer interaction during their visit to the Tata Steel plant. The visit also featured presentations from the RLT, providing valuable insights into the company's strategic initiatives and market dynamics in India.

### Plant Tour and CEO Townhall

Highlights included tours of our manufacturing facilities in Bhiwadi, the newly integrated Jamshedpur, and Rajgangpur, offering firsthand impressions of our operations. One of the highlights of the tours was the townhall session with the CEO at the plant sites, where employees had the opportunity to engage directly with top leadership, fostering a sense of transparency and unity.





## Customer Visit: Tata Steel Plant

The Board and members of the EMT had the opportunity to interact with senior leadership of one of our strategic partners, Tata Steel, during their visit to Jamshedpur plant. The interactions at the customer plant and the subsequent dinner celebrated the partnership which now spans over 50 years and our enduring commitment to collaborative success.

## GSS India Centre Visit and Chairman's Regional Townhall

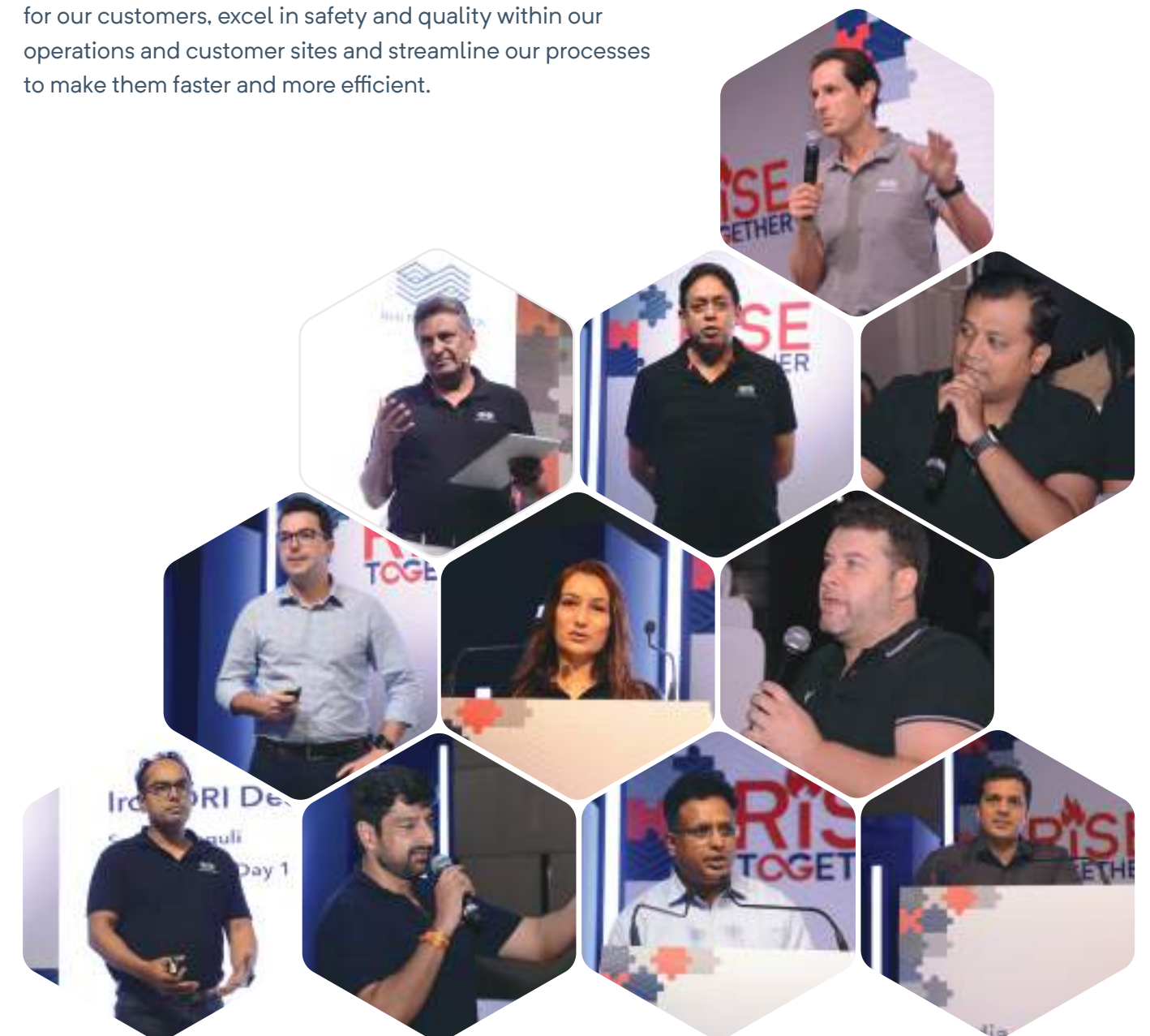
The visit ended with a tour of our regional headquarters in Gurugram, home to our newly established 5th Global Shared Services (GSS) centre. The regional headquarters served as the perfect backdrop for a townhall led by Dr. Herbert Cordt, Chairman of the Board, reaffirming our collective vision and objectives and signaling a strong commitment to the company's stakeholders in India.

Overall, the BoD visit showcased not only RHI Magnesita's dedication to its operations in India but also the willingness to engage with employees and stakeholders at every level, building a great momentum for RHIM's future endeavors in the region.



# India Regional Business Conference 2024

Over three days, 100 of our senior leaders from across the **India, West Asia & Africa** region gathered to explore innovative strategies and propel transformational changes for our future in the recently concluded third edition of our annual regional business conference. Facilitated by our CCO Gustavo Franco and BU President Parmod Sagar, the discussions went **beyond the obvious** as we deliberated on how to maximize value creation, ensure supply security for our customers, excel in safety and quality within our operations and customer sites and streamline our processes to make them faster and more efficient.





## Business Excellence Awards

In addition to the enriching discussions, we were proud to host our **Business Excellence Awards** ceremony. This special segment celebrated our dedicated employees who have done tremendous work over the past year. a total of 10 individuals and teams won in 5 award categories.

### Value Creation



Localization of Purge Plug business in India



Performance & cost efficiency improvement at Sulb Steel

### Sustainability & Safety



Scan Me: Digital Emergency Response system



Increasing recycled material usage in Alumina Monolithics

### Safety Moment of the Year



Implementation of safety measures for preventing hand injury



Outstanding safety leadership and achievements at JSW Salem

### Young Star



Niloy Dutta



Jaya Mourya

### Culture



Demonstration of exemplary customer centricity by Cuttack Plant



Project Milan



Special recognition was given to Aparna Kirpal, Head of Internal Audit, Risk & Compliance, for her exceptional role in advancing the company's Corporate Social Responsibility (CSR) activities. Her dedication to driving CSR initiatives/ projects has made a significant impact on the community and enhanced the company's reputation.

# Shaping the Future: Building a Skilled Pool of Future Refractory Leaders

## Welcoming the Graduate Engineer Trainee (GET) Batch 2024

At RHI Magnesita, our commitment to nurturing and developing future leaders in the refractory industry remains steadfast. Launched in 2021, our Graduate Engineer Trainee (GET) program hires and grooms talented students from premier technical education institutions in India. This year, we are excited to welcome the GET Batch 2024, comprising 22 bright graduates, including 2 exceptional young women.

The rigorous selection process targeted students specializing in ceramic, mechanical, and metallurgical and materials engineering from top institutes nationwide. These young professionals began their journey with an intensive onboarding program in July 2024 at Gurugram.

The onboarding included sessions on company overview, compliances, policies, and departmental functions, led by the Regional Leadership Team under BU President Parmod Sagar. This training equips our new hires with essential knowledge and skills.

The program also features technical training on our products and immersive factory visits, providing practical insights and hands-on experience. After this training period, each trainee will be evaluated and placed in various departments within our organization.

We are confident that the GET Batch 2024 will bring fresh perspectives and innovative ideas, driving our mission forward and reinforcing our leadership in the refractory industry. Welcome aboard, future leaders!



# For our Communities

## Impacting Over 11,000 Lives with 20 Major Projects and INR 5.7 Cr CSR Spend in FY23-24

RHI Magnesita is committed to unique and impactful interventions that create sustainable social benefits in communities, collaborating with local leaders, governments, and NGOs. Our comprehensive community investment program operates in most of our key operational areas, targeting long-lasting social improvements. Our CSR initiatives prioritize education, healthcare, rural transformation, and skill development.



## Education

Restoration and maintenance of 5 Government schools to improve the infrastructure and provide a pleasant learning environment to children. Distribution of educational study materials and necessary school supplies enabling students to access essential educational resources.



### Khanpur School Upgradation Project

Reconstructed the government school infrastructure including **boundary wall extension, roof repairs, wall plastering, kitchen and Anganwadi rooms renovation, construction of toilet block, new furniture, main gate renovation** and equipped students with essentials like school bags, shoes, etc. Conducted dynamic workshops like sports day, safety day, drawing competition and Good Touch Bad Touch awareness sessions.



## Health Care Services

In partnership with VRD Trust Hospital, Chikitsa, and Southeast Asia Institute - Provided support and funds to **three hospitals/clinics** across various locations, where **over 2000+ patients** underwent various medical treatments. Supplied essential medical equipment and infrastructure to these hospitals and frontline workers, supporting the daily livelihood requirements of the poor and needy.



## Skill Development

In partnership with Don Bosco Technical Training Centre, National Association of Blind (NAB) Centre for Women, and Chahat Beautician Centre - we supported short-term technical training and job placement for local youth. At the Don Bosco centre, 547 students were trained, with 267 employed and 178 are currently undergoing training. At Chahat Beautician Centre, 34 girls were trained; 22 have started their own ventures and 10 are employed.



## Rural Transformation

Implementation of infrastructure projects around RHIM operations to improve service accessibility and living standards. This includes road construction and repairs, renovation of buildings, community centers, bus shelters, burial grounds, and drinking water facilities.

## Events & Exhibitions

### World Environment Day 2024

With the collective vision of protecting our environment, our employees across the plants and corporate offices came together to contribute to a greener planet by planting Tulsi (Basil) seeds from seed papers. From planting to nurturing these seeds, our teams demonstrated their commitment to fostering a healthier environment. This initiative symbolizes our belief that small actions can lead to significant change. **Nurturing the Nature, One Seed at a Time!**



### 6th India International DRI Summit 2024

As RHI Magnesita ventures into new market segments, participation in industry summits becomes increasingly valuable. Our involvement in the 6th India International DRI Summit 2024, organized by the Sponge Iron Manufacturers Association and the Ministry of Steel, themed "Multi Pathways for Mitigation of Carbon Footprints," underscores this commitment. In the session, we discussed the role of refractories in DRI and its future challenges.





## ICRJ 2024

RHI Magnesita participated in the 8th edition of the International Conference on Refractories (ICRJ) in Jamshedpur, underscoring our commitment to advancing industry knowledge and innovation. Our team demonstrated their expertise through dynamic panel discussions and compelling technical presentations to industry leaders, manufacturers, researchers, and end-users.



## AUCBM 2024

RHI Magnesita showcased the latest advancements in refractory technology at the 26th Arab International Cement & Building Materials Conference and Exhibition (AICCE) in Cairo. The event featured a wide array of high-performance refractory products designed to enhance efficiency and productivity in the cement industry. Attendees had the opportunity to connect with our heat management experts to discuss custom solutions for their specific needs.



## IFEX 2024

RHI Magnesita participated in the 20th International Exhibition on Foundry Technology, Equipment, Supplies and Services concurrent with 72nd Indian Foundry Congress — IFEX 2024 at Bangalore, engaging with over 100 industrial professionals at our booth. We showcased our refractory portfolio on a large interactive video wall, featuring solutions for various furnaces, ladles, AOD converters, and tundish materials. The event featured insightful discussions and a deep understanding of customers' pain points, highlighting our commitment to addressing their needs.



# In our Parivaar

## “Honesty & Integrity”

Honesty the rarest wealth  
 Carry this Character till the death  
 Live the life with Integrity  
 Make the world more Beauty  
 A Corruption free nation what we dream  
 With honesty & Integrity , we can win  
 Let's live with truthful life  
 Not which is easy but what is right  
 We were not sincere in our attempt or try  
 We were ignorant and asked why!!  
 It is just bond that takes life course further  
 Swim or sink, joy or pain is shared equally and together  
 The Joy of honesty is like heaven  
 Untruthfulness makes one incontinent  
 To lead an honest life is tough at times  
 But truth prevails no matter what the climes

**Ashish Banerjee**  
 (Refractory Services)



**Sanjib Kumar**  
 (Jamshedpur Operations)



**S. Vishnuhasan**  
 Son of Selvakumar Natarajan  
 (Dalmiapuram Operations)



**Pradyot Maharana**  
 Son of Manoj Maharana  
 (Marketing & Solutions)



**D.M. Megnalini**  
 Daughter of Damodharan Gunasekaran  
 (Dalmiapuram Operations)

## MY CLASSMATES

Remembering my classmates after few years,  
 My eyes were filled with tears.  
 Everyone now is busy a lot,  
 No one escaped destiny's plot....

Project reviews to campus interviews,  
 Nickname to last bench games!  
 Cultural rehearsals to love proposals,  
 Short term crushes to classroom blushes....

Everything is fresh in our mind,  
 Wish life could just rewind.  
 Let's laugh, play, and rejoice!  
 Once become a school guy!!!!

Chatting and laughing we all were in elation,  
 Till the painful moment of separation.  
 When it was time to part,  
 We returned with a heavy heart....

Today life is full of commitments,  
 And too many worries,  
 But the cherished moments,  
 Will live forever in our memories....

**Seles Sabatini**  
 (Dalmiapuram)



**Rinkal Kumari**  
 Sister of Rekha Kumari  
 (GSS India)



**Rudra Rahul Deshmukh**  
 Son of Deenbandhu Deshmukh  
 (GSS India)



**Animesh Pandey**  
 (Jamshedpur Operations)



**Anwsha Patel**  
 Daughter of Vishal Patel  
 (SCM)



**Srinivasa Rao Nambari**  
(Refractory Services)



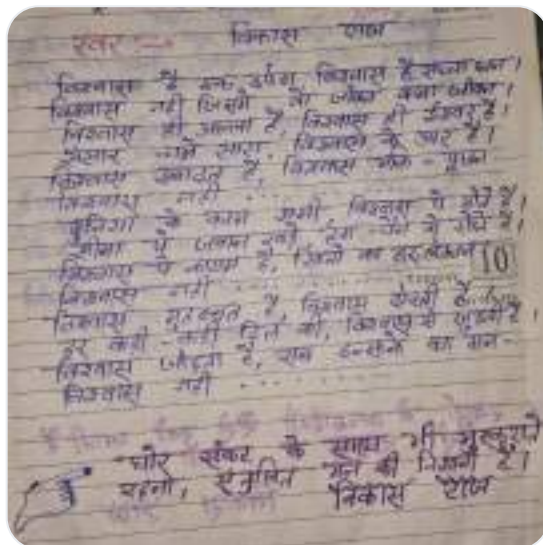
**Jay Prakash Kumar**  
(Bhiwadi Operations)



**Purba Saha**  
(Marketing & Solutions)

लहरों से डर कर नौका पार नहीं होती  
कोशिश करने वालों की हार नहीं होती  
नहीं चींटी जब दाना लेकर चलती है  
चढ़ती दीवारों पर, सौ बार फिसलती है  
मन का विश्वास रंगों में साहस भरता है  
चढ़कर गिरना, गिरकर चढ़ना न अखरता है  
आखिरी उसकी मेहनत बेकार नहीं होती  
कोशिश करने वालों की हार नहीं होती  
दुबकियां सिंधु में गोताखोर लगाता है  
जा जा कर खाली हाथ लौटकर आता है  
मिलते नहीं सहज  
ही मोती गहरे पानी में  
बढ़ता दुग्गा उत्साह इसी हैरानी में  
मुझे उसकी खाली हर बार नहीं होती  
कोशिश करने वालों की हार नहीं होती  
असफलता एक चुनौती है, स्वीकार करो  
क्या कमी रह गई, देखो और सुधार करो  
जब तक न सफल हो, नींद चीन को त्यागो तुम  
संघर्ष का मैदान छोड़ मत भागो तुम  
कुछ किये बिना ही जय जय कार नहीं होती  
कोशिश करने वालों की हार नहीं होती

**Aishwarya Trivedi**  
(Bhiwadi Operations)



**Vikash Kumar (R&D)**



**Shaik Ahyana**  
Daughter of Shaik Allabhakshu  
(GSS India)



**Krishendra & Avyukt**  
Sons of Pratibha Mourya  
(SCM)



Ansh Agarwal scored 99.55 percentile in  
MHTCET Engineering Entrance Exam 2024  
**Son of Anurag Agarwal**  
(Steel Sales)

Let's goooo to the other side,  
Were you will be there with me by my side.

Even in the dark night,  
You will be there with me by my side.

Wherever you are,  
I'll be right there by your side holding tight,  
And you will be by my side.

Even if you've gone away,  
I know you're here with me till this day!

**Vaanya Negi**  
Daughter of Aparna Kirpal  
(IAR&C)



**Preet Duary**  
Son of Prasanta Duary  
(Refractory Services)



I would like to extend my heartfelt appreciation to each one of you for your wonderful contributions to our magazine, which have truly enriched our publication and made it a vibrant reflection of our collective spirit and talent.

I encourage all of you to continue sharing your experiences, ideas, and talents with us. Let's keep celebrating our achievements, appreciating the diverse talents within our RHI Magnesita family, and building a stronger, more connected community."

**KT Rao,**  
Head of People & Culture

## VACANCY!!!

OK, so I pretty much rightly guess that I grabbed your attention. This word “vacancy” in itself gives off a vibe lowkey, like an alarm ringing in my ears, just a little less annoying than the Monday morning alarm! The buzz of the corporate, the consistent pull and push of competition, the inner urge to prove yourself the better and the best takes your attention to “VACANCY” in a firm, office whatever –just another job opportunity! I know, what this senses like, being in your early 20s (or even not), from being the protagonists of our own stories till the time we are in our academics to now (as of me!), exposed to the real world, like a little hairless, featherless, chicken, hatched out of its shell, trying to find its Mama around, but every little living thing grows! Right?

But let me just fumble my fingers through the strings of your mind..... because now that I feel a little wiser of a person and having indulged you into reading this far, I don't know if this happens with everyone at some point in life, when you are yourself in a vacancy! I mean in a vacant space, by which I do not attribute it to the “physical space”, but rather a state of mind or emotions, if I am being more correct (to describe it).

A space when you don't know what drive or CD to run in your mind – it's empty! Even your social circle is empty! So ultimately, you're a moving “hollow” flesh & bones! I don't know how many of you can resonate with me on this but honestly, it's a prison! You want to escape it to the highest of limits because you just see no light. Being gifted with a working set of eyes, you are blind! Any guesses, how? Hint–I have already answered it! Yes, because there is no light and in the darkest of those headspaces is when somewhere, for a bit of a spark lasting just for some milliseconds, is a divine intervention that happens (that's what I would call it).

Describing it would be like how old a little 5-year-old kid would elate seeing the night sky full of lanterns, floating across the huge darkness.

Gradually, you TREAD, TREAD across the path, all those gloomy days, hoping to see that sky once again. Days pass, you heal. You may or may not see those golden lanterns floating across the sky again, but the vacancy that was set in your heart is now gone. You're back to “O” from nothingness. You are breathing, you have no pain, you smile, you laugh like a baby again– you can't be more grateful! All of this interpretation might seem like a piece of hallucination, but the lanterns was personified as hope (literally it's metaphorized, but I would call it personified.), because hope is living.

**HOPE is where TRUST breeds, that treks up to BELIEF and builds FAITH.**

Simran Janotra  
(R&D)

**Note:** If you wish to get articles, essays, poems, achievement(s) of your family members or anything of your interest, featured in the next issue of our Parivaar magazine, please share with us at [Communications.India@RHIMagnesita.com](mailto:Communications.India@RHIMagnesita.com)

## Quiz ?

**Q1. Which of the following is NOT a focus area of the OES rollout?**

- A. Standardization of manufacturing processes
- B. Implementation of global guidelines on 6S
- C. Launching new product lines across all plants
- D. Ensuring safe storage and handling of FIBCs

**Q2. What should you do if you identify a potential safety hazard at work?**

- A. Ignore it and continue working
- B. Report it to your supervisor immediately
- C. Try to fix it yourself without any training
- D. Wait until the next safety meeting to mention it

**Q3. If a co-worker is injured, what is the first step you should take?**

- A. Call for medical help
- B. Move them to a different location
- C. Fill out an accident report
- D. Inform their family

**Q4. What should you do before lifting a heavy object?**

- A. Bend your back
- B. Lift quickly to get it over with
- C. Assess the weight and use proper lifting techniques
- D. Ask a co-worker to lift it for you

**Q5. What should you do if you receive a suspicious email at work?**

- A. Open it to see what it says
- B. Forward it to a colleague
- C. Delete it immediately
- D. Report it to the IT department

### Participate in the Quiz and Win Exciting Prizes!

Simply submit your answers along with your name, department, and location to your respective P&C representative or email them to [communications.india@rhimaginesita.com](mailto:communications.india@rhimaginesita.com).

All correct entries will undergo a draw of lots, and ten lucky winners will receive exciting prizes. All the best!