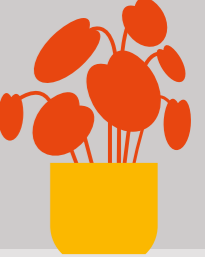
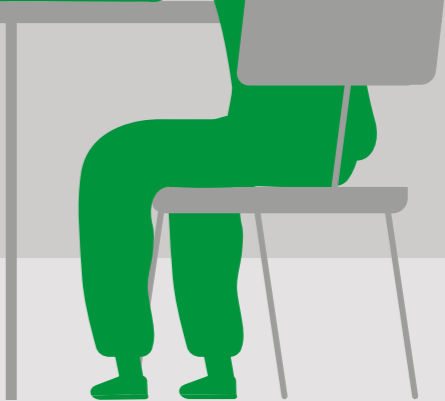
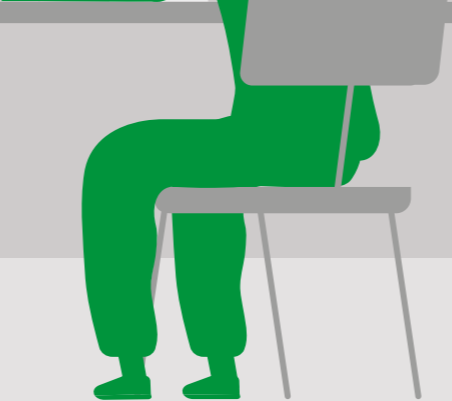
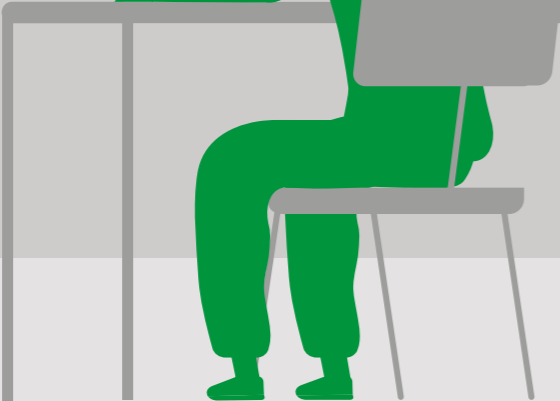
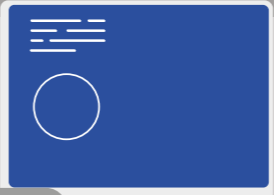
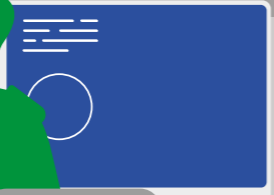
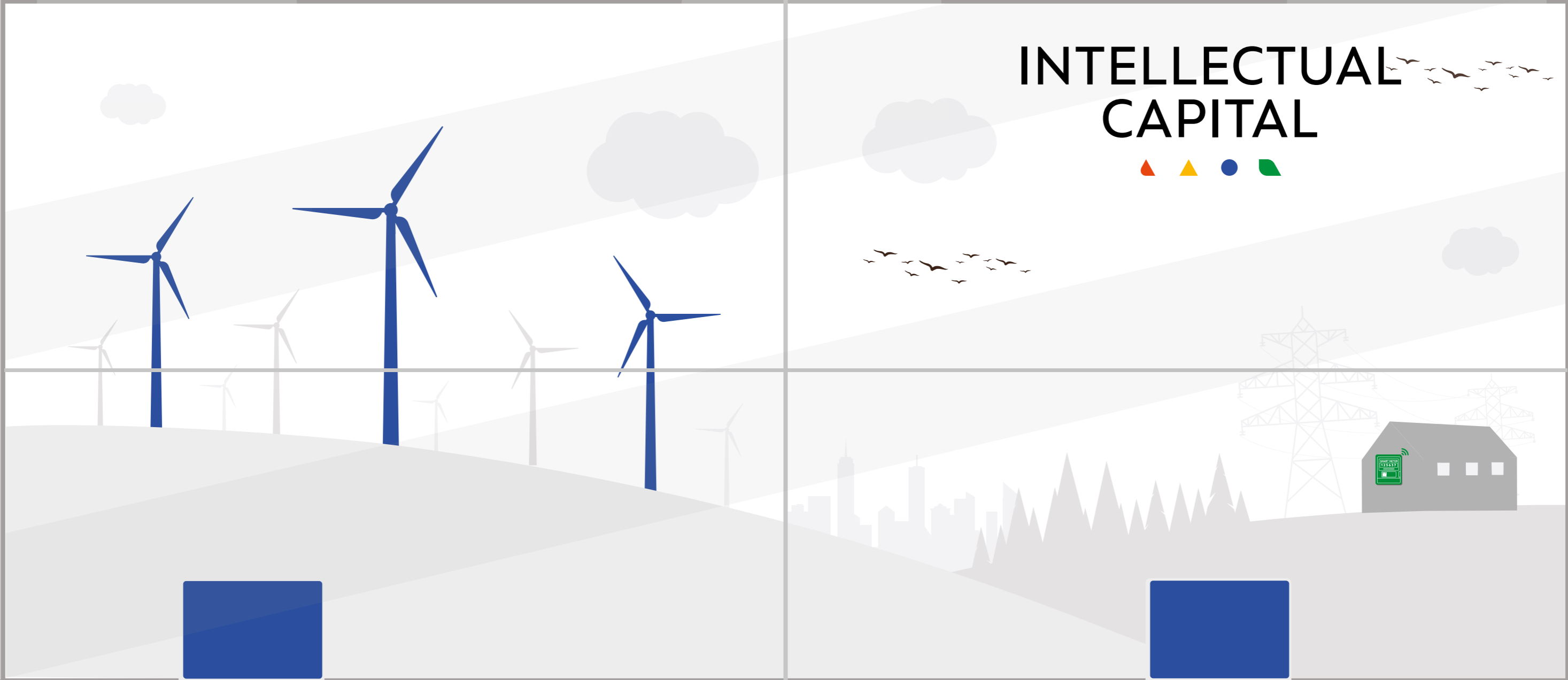
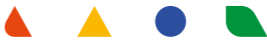


INTELLECTUAL CAPITAL



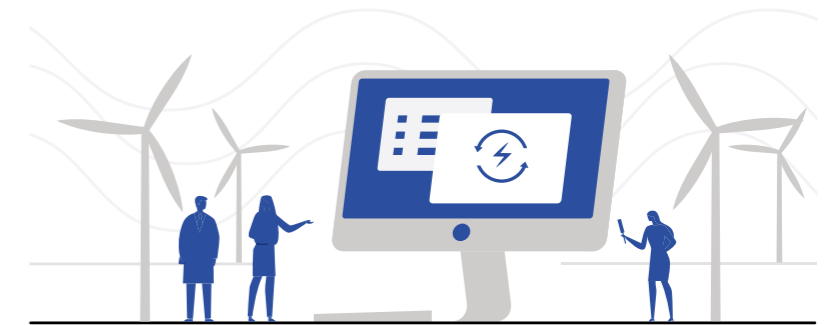


Central Monitoring Facility (CMF) for Wind and Solar Assets at Corporate Office, Mumbai

INTELLECTUAL CAPITAL

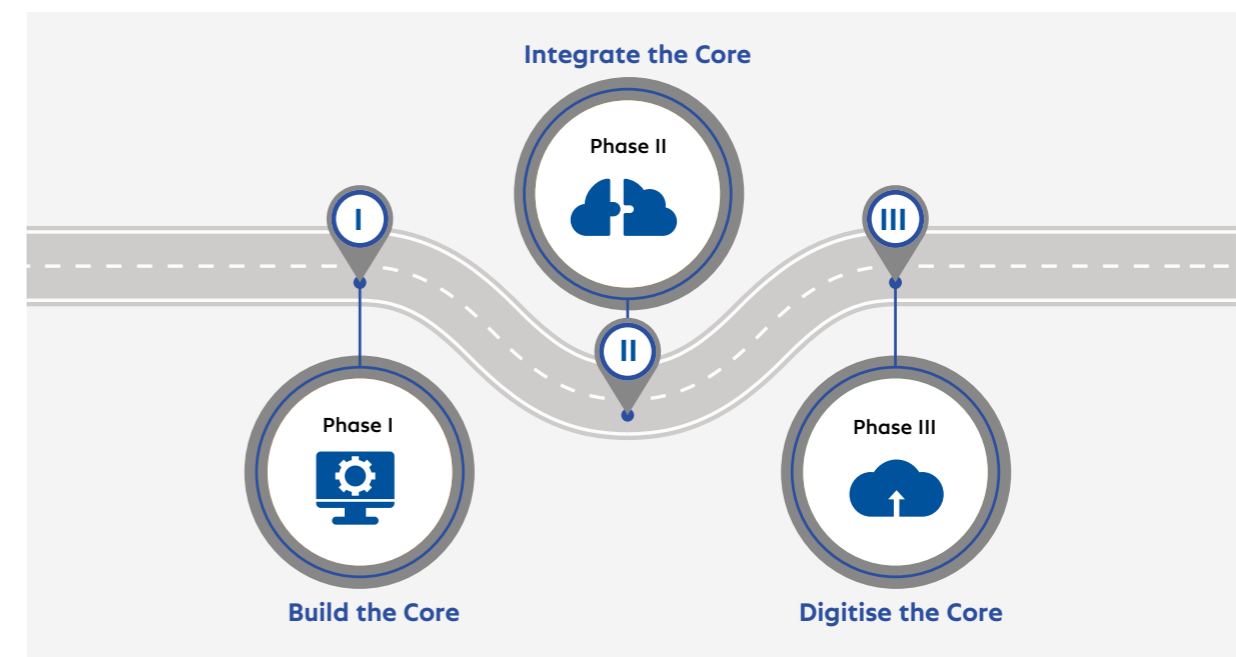
A digitally advanced and empowered organisation is imperative to grow and thrive in an ever-evolving world that is steered by technology. Cognisant of this, Aprava Energy is working towards operating on ONE integrated business platform as a strategic pillar in its long-term vision of being a clean energy player. Our digitisation aspirations are just as immense as our larger goal of contributing to an energy-rich world. All our digital initiatives are strongly backed and supported by our leadership team which fully understands the criticality of being able to leverage digital tools to navigate challenging environments and achieve organisational goals to have a distinct competitive edge.

- Material Topics**
- Digital Transformation
 - Data Security
 - Risk Management



We have made significant strides in developing our technological capabilities and fostering a culture of innovation within the organisation. In the previous year's Integrated Report, we had laid out our long-term digitisation ambition. Through a three-phased programme involving incremental integrations at every step, we intend to create a holistic core that provides the organisation with the wherewithal to make informed decisions. This long-term ambition is translated into several short- and medium-term plans that are being implemented across the Company, speaking ONE language with ONE set of definitions.














Roadmap to Digitalisation



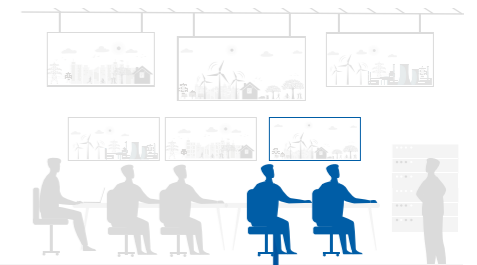
Progressing towards ONE Operating Platform

DigiVartan, a three-year roadmap focused on digital transformation, is one such endeavour that is part of the larger vision. It aims at enhancing our operational efficiency, creating a competitive edge and supporting the growth of our business. We are proud to report that the first milestone of building core along this journey and in the larger scheme of digitisation, has been achieved. In August 2022, we went live with a greenfield, cloud-hosted ERP solution which enables us to create and sustain business value to make more effective enterprise-wide decisions. Despite the challenges of a hybrid mode of execution, we were successfully able to complete the implementation of the solution within the stipulated time and budgets.

Objectives and Outcomes of DigiVartan

| Objectives of DigiVartan | Outcomes of DigiVartan |
|---|---|
|  Operating on ONE integrated business platform |  Increased transparency |
|  Harmonising and simplifying business processes leveraging ONE system |  Improved flexibility |
|  Reducing clutter and driving transparency through ONE set of master data |  Better employee engagement |
|  Speaking ONE language with ONE set of definitions |  Increased opportunities |
|  Speeding up and improving decision making with ONE source of truth |  Increased flexibility and agility |
|  Enabling the streamlining and synergising of activities across the business and functions |  Improved competitive edge |
| |  Better operating model |

Further, in line with the core objectives of DigiVartan, we are working towards harmonising, standardising and simplifying business processes. We have successfully automated and integrated our highly complex Renewable Energy (RE) billing system for all our renewable sites and for the gypsum and fly ash sales system at JPL.



Migration to greenfield ERP solution to achieve paperless processes

In August 2022, Aprava Energy shifted to a greenfield ERP system with a view to automating all business processes and going paperless.

It involved the following:

- Identifying all processes that were being done manually, which included budget planning, gate passes, ash, coal and scrap handling, the bidding process (sourcing), receiving and inspection, Purchase Requisition (PR) approvals and budget control, Request for Quote (RFQ), financial approvals, Purchase Orders, Enterprise Asset Management (EAM), finance processes, and coal accounting among others

- Bringing all manual processes within the ambit of the ERP system and integrating it deeply within the organisation's operations, resulting in improved efficiency, accuracy and transparency



We have been able to digitise the procurement process, right from the initial request of quotations to issuance of the purchase order. The approval process is now workflow-based i.e., the process is automatically routed to the appropriate person for review and approval based on defined approval hierarchy levels, minimising additional follow-ups. To remain paperless, we have also adopted digital signatures in the procurement process.

Similarly, inventory processes from material receiving to inspection and delivery have also gone digital, with provisions for system generated memos (excess, short or rejection, etc.), eliminating manual letter writing and reducing errors. The next process that is all set for complete digitisation is the bidding process.

Creating Value through Digital Innovation

We have undertaken several other innovative measures keeping in mind the requirements of multiple stakeholders. These include initiation of a central monitoring facility at all of our RE sites, an IT service management tool for tracking all IT services and incidents, safety incident reporting at JPL, end-user protection services and software suites Board Leaders Integrated Software Solution (BLISS) and Diligent for paperless board meetings, among others.



Central Control Room (CCR) at JPL

Strengthening Cybersecurity

Technology can both be an enabler as well as a deterrent. Deeply aware of this fact, while we are transitioning to better and more efficient digital tools, we are equally committed to safeguarding the organisation, its assets and people from cyber hazards.

With widespread adoption of digital technologies comes the vulnerability to cyber attacks. We have taken various measures to address these challenges through implementation of cybersecurity policies and procedures, IT security practices, and regular cybersecurity awareness training for all employees, vulnerability assessments to identify vulnerabilities, threats, and risks to our assets. Our data protection infrastructure rigorously checks and manages our systems to ensure maximum security, regardless of the geographical location or device used to access and process data.

That is not all. With the support of our leadership that strongly backs change for good, we have been able to implement digital literacy initiatives and workshops on enhancing digital skills. We have invited external speakers to our leadership meetings for familiarisation talks on the digital literacy across levels.

But digital literacy is not just limited to organisational leadership. We have been able to conduct cybersecurity awareness initiatives across the Company with 100% employees having participated in some workshop or the other. Apart from periodic workshops and sessions, a group of employees from various business functions have come together to create Cyber Heroes. These Cyber Heroes put together weekly cyber awareness tips that are circulated to all employees, reinforcing the importance of being cyber aware.

Internal Communication on Cybersecurity Awareness

