

# Parivaar

July 2023 | Issue Q1

## India Integration Together, We Rise!

### Inside

India Regional Business  
Conference 2023

Record breaking site performances

Sneak peek into Global Shared  
Services - India

BIG 6 Initiatives

In conversation with Regional Head,  
Marketing & Solutions



# Message from MD & CEO

In FY23, we remained committed to further strengthening our market leadership in India and ramped up our capacity with the acquisition of Dalmia OCL and Hi-Tech Chemicals. These acquisitions aim to help us serve our customers with a local-for-local approach and evolve India as a hub to serve other regions. We are well on track to achieve our integration synergy targets through these acquisitions, and we are excited for the future. Our financial performance during the year continued the growth trajectory with healthy topline and EBITDA. We will continue to focus on improving profits of the newly integrated entity.



**Parmod Sagar**  
MD & CEO  
RHI Magnesita  
India Ltd.

## India Financials

FY 2022-23

### Revenue

**2,741 Cr**  
2,005 Cr (FY21-22)

### EBITDA\*

**439 Cr**  
393 Cr (FY21-22)

## Mission €1 billion

RHI Magnesita is looking at exponential growth in India and the larger region of West Asia and Africa. We are turbo-charging our growth by integrating the newly acquired manufacturing plants in India. We now have more than 500 kTons of available production capacity within the region, of which about 150 kTons are unutilized capacity, providing us an opportunity to expand our supplies to not just Indian but the regional markets. Together, we will take our regional business to reach 1 billion Euro revenue by 2026. To achieve this goal, we need to work together and focus on 5 key areas:



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

## Operational Efficiency Building

- Fixed Cost Reduction
- Productivity Improvement
- Modernization and Automation
- Recycling Raw Material Share Increment

FOCUS  
AREA  
1



## Improvements at Customer Sites

- Performance Improvement
- Consumption Control
- Avoid slow / non-mover Inventories
- Improvement in Site Profitability

FOCUS  
AREA  
2



## New Business Development

- Tapping opportunities arising from conversion of BOF to EAF
- Tapping opportunities in DRI
- Developing Iron Making business
- Focus on Composite Industrial Projects

FOCUS  
AREA  
3



FOCUS  
AREA  
4



FOCUS  
AREA  
5



## Pricing and Working Capital Management

- Maintain Price Leadership
- Drastically improve AR – overdue situation
- Maintain optimal level of Inventory
- Improve Profitability

## Continue to increase female employee share

Target 15% Female Employee Share by 2025



# Safety

## Our utmost priority

### Delivering Successfully on the Safety KPIs

RHI Magnesita values safety, health and well-being of our people and people we work with. They are an integral part of our culture; we know they are our strength, and our target is nothing else than zero accidents. We are committed to ensure 100% hazard-free and highly productive working environment. The highlights of our safety performance for the previous quarter across our plant operations are–

- ☆ No major accidents have been reported, keeping the Lost Time Injury Frequency (LTIF) at zero
- ☆ Health Project Ratio (HPR) has been well within the target range
- ☆ Total Recordable Injury Frequency (TRIF) and Total Incidents Recorded (TIR) have been zero for all the plants which is a good sign
- ☆ Prevention Rate (PR) closing percentage was observed to be well above the target for 4 of our plants with resolution of 100% of the unsafe conditions reported in Jamshedpur and the remaining plants are catching up to reach the target (currently, at 80% against 90%)

### World Day for Safety and Health at Work

The World Day for Safety & Health at Work promotes the prevention of occupational accidents and diseases in the workplace. It focuses international attention on how creating an excellent safety culture can help reduce the number of work-related injuries.

Our colleagues at plants and customer sites came together to renew our commitment to make safety a universal language at our workplace and continue to promote a culture of safety that transcends language and cultural differences and unites us in our common goal of ensuring that everyone goes home safe and healthy at the end of the day.





## 52nd National Safety Week Campaign

On the occasion of 52nd National Safety Week in India, our colleagues across 9 manufacturing plants and more than 30 customer sites in India, West Asia & Africa region kicked-off the week-long safety campaign. The celebrations began by hoisting safety flag and taking safety pledge to abide by the safety rules and promote self- and colleague care. Our EHS teams organized workshops, live demonstration on fire prevention & control and other engagement activities such as poster making and slogan writing competitions, safety quiz, safety speech and skits for our colleagues throughout the week. A prize-distribution ceremony for active participants and event winners marked the end of the campaign.

## Best Safety Performance Award to Vizag Plant

In the 2nd edition of Confederation of Indian Industry (CII) Andhra Pradesh Industrial Safety Excellence Awards 2022, our Visakhapatnam plant has been recognized as the Best Safety Performer (in Category-3 Industry - Ports, Logistics, Warehouses, Manufacturing, Automobile) and won the Bronze award in the category out of the total of 40 participant industries.

The team was awarded the trophy and certificate by Neeraj Sarada, Chairman CII Andhra Pradesh in a ceremony held at Visakhapatnam.



# Safety Recognition from our Customers

On the occasion of the 52nd National Safety Week, our customers recognized the efforts of various stakeholders in contributing to safety at their workplace.



## JSW Dolvi

During the ceremony at JSW Dolvi, our site team was awarded as the Winner for Best Safety Performance for the year 2022. It is for the 3rd time that our team has been able to secure this prestigious award. In addition, Site safety officer Rahul Ray has also been awarded for his significant contribution in leading the team's safety efforts.

## JSW Salem

Our site team at JSW Salem has been awarded the Best Safety Excellence award for the year 2022 by Mr. Senthil Kumar M.E., Director Industrial Safety & Health, Govt. of Tamil Nadu. Our team member, Surya Thambu was also recognized as the best safety officer during the ceremony.





# India Integration

## Together, We Rise!

With the acquisition of two of India's leading refractory makers, RHI Magnesita initiated Project Milan exclusively focusing on integration of the three companies. The project was kicked off on Dec 1, 2022. The project team comprising of workstream experts worked under the strategic direction of a steering committee which included Stefan Borgas, Simone Oremovic, Gustavo Franco, Parmod Sagar, Simon Kuchelbacher and Alexander Schillinger. During the initiation and planning stage of the project, various aspects like scope, budget, timeline, risks, stakeholders, communication plan etc. were clearly defined. Post the completion of acquisition of both the companies, the team was expanded to include colleagues from the newly acquired entities. Project Milan team was successful in ensuring smooth transition and effective communication to our stakeholders with minimum disruption to the ongoing business.

## New Organization Structure

The integration provided us a great opportunity to relook at our organization structure to make it future ready – an organization that is customer focused, agile, efficient and performance driven with capabilities to deliver on our growth potential. It brought to us a pool of best of the resources from the three earlier companies who were delivering great results for their respective organizations. With the new Regional Leadership Team (RLT) at the helm, Project Milan workstreams well supported by the P&C team worked on understanding the skills and capabilities of individuals to devise the full organizational structure. Keeping up with our continued focus on being customer centric, with the new Org structure, we have been able to represent ourselves as one team to our customers. For the detailed Org Structure, please refer to the India, West Asia & Africa channel of our MyRHIMag App.



**Left to Right:** Abhijit Borah (Regional Head – Communications), Eduardo Matos (Head – Steel Sales West Asia & Africa), Jyotirmoy Bhattacharjee (Head – Steel Sales India), Stefan Borgas (CEO – RHI Magnesita), Parmod Sagar (President – India, West Asia & Africa), Bruno Juncioni (Regional Head – Industrial Sales), Thomas Mathew (Regional Head – Marketing & Solutions), Sanat Ganguli (Regional Head – Business Development), Vijaya Gupta (Regional Head – Finance), Abhishek Sharma (Regional Head – Operations), Narendra Mishra (Regional Head – R&D), K T Rao (Regional Head – People & Culture) and Mayank Kulshreshtha (Regional Head – SCM, Procurement & Commercial)



# Celebrating the biggest integration in the Indian refractory industry

With a collective resolve to **RISE Together** and drive the Indian refractory industry, we are committed to work as one team to strengthen our position as a **responsible** market leader that invests in **innovative** technology across the value chain to make our network more modern and **sustainable** and, build a strong talent pool in India to service the global refractory industry by **empowering** our people. We celebrated our integration with all our stakeholders including employees, customers, business partners and vendors through the months of Feb-Apr'23.



## With our Employees

On Feb 8, along with our CEO Stefan Borgas, BU President Parmod Sagar and the new Regional Leadership Team (RLT), the CEO-4 colleagues came together at a central location in Gurugram, India which was connected virtually to all 9 plants, 30+ customer sites and offices across the country to celebrate this momentous occasion.

## With our Customers

The India Integration celebrations would have been incomplete without our customers being a part of this watershed moment in the Indian business history. On Feb 9, more than 60 top executives from Steel, Cement, Glass and NFM industries joined us to build an "Atmanirbhar" ("self-reliant") Indian refractory industry that is well-equipped to serve its stakeholders with a local-for-local approach.



Scan QR to see the highlights of the celebration with employees and customers

## With our Business Partners

### Manthan Sammelan 2023

We have onboarded more than 25 dealers (SMB Partners) from across the country, who will help us reach the small and medium enterprises whom we are not selling directly through our regular sales network. The partners will help us cater to the untouched customer segments and markets. Our team played host to the dealers for a day full of energizing brainstorming sessions at New Delhi on Mar 3. Together, we explored new ideas and strategies on how we can improve our performance to better meet the needs of our customers and defined a clear growth roadmap to double the revenue from this segment in 2023.

## With our Vendors

### Bandhan 2023

Our supply partners play a crucial role in our drive towards excellence in customer satisfaction. To celebrate our partnership and to recognize their contributions in our growth journey, we hosted Bandhan 2023 – the RHI Magnesita India Supply Partner Meet and India Supplier Excellence Awards at New Delhi on Apr 21. More than 200 of our partners joined us to engage in insightful discussions on defining our common growth path ahead. We presented the India Procurement Vision 2025 and highlighted the goals of our company and sought their support in achieving those.



# Project Milan: **Key Highlights so far**

The project team has been working incessantly towards setting a strong foundation for our growth ambitions in the region. In addition to bringing together people, the team partnered with different stakeholders to harmonize and secure processes and systems, while keeping the existing business moving forward. Some of the milestones from the journey so far are –

- ☆ Mapping and optimization of our products and services, recipes and brands
- ☆ Mapping of our regional footprint and generation of ideas for product transfers, few of which are already implemented
- ☆ Upgradation of IT infrastructure is in advanced stage of completion, ensuring one ecosystem while preventing cyber security threats
- ☆ Implementation of SAP S4 HANA in Jamshedpur
- ☆ Standardization of customer facing processes and internal processes
- ☆ Validation of synergies with more than 30% upward potential from the base case

## The future ahead...

After more than 8 months of facing the heat continuously, on 21st July 2023, with the advice of the SteerCo, the Project Milan was successfully closed. This is the first major delivery under our “Big 6” initiatives. The project team worked with the vision to integrate the three companies to build “a Responsible Market Leader” in the region.

Hand-over to the regional leadership team has been done and the hyper care phase has begun with a well-defined governance model to ensure that we do not lose the momentum and realize all the intended benefits of the integration. As a part of the project deliverables, many ideas, synergies have been validated and multiple projects have been conceptualized, each of these termed as a hand-over point. Delivery of these will be carried out during the hyper care phase. The hyper care structure will be driven by the regional leadership team and progress will be reviewed by IMO until December 2023. **A few of the deliverables are –**

- ☆ Harmonization of BPG levels and policies
- ☆ Unified management accounting and reporting
- ☆ Completion of the ongoing process harmonization ideas
- ☆ Reduction of Brands in combined portfolio
- ☆ Execute validated product transfers and Capex
- ☆ Data Integration of newly integrated operations with RHI Magnesita ERP
- ☆ Synergy Realization

With the closure of the project, we are setting up a solid foundation for the next chapter of growth and organizational development in India and the larger region. Stepping into their shoes with a clear resolve to realize highly ambitious growth plans for our region, let's come together to **RISE Together!**



# In conversation

## Bringing together our strengths to serve our customers better

Insights on the integration, the opportunities and challenges

### Thomas Mathew

Regional Head  
- Marketing & Solutions



**As you complete 5 years in RHI Magnesita and over 28 years in the refractory industry, how would you define your journey so far? Please share with us some of your key learnings from your experience thus far.**

Frankly, I never felt that it's been 28 years in this industry especially the last 5 years. Every day has been exciting in terms of challenges, responsibilities and deliverables. In this long journey, I have learnt a lot from my colleagues and our customers and got the opportunities to contribute to the organizations I worked with.

I am thankful to RHI Magnesita Indian management team, my teammates and colleagues and especially to our President for the support, guidance and cooperation all along. Throughout this journey, I have witnessed drastic changes in the customer expectations and meeting the ever-changing demands is always a big challenge. I also have learnt that we need to change our ways of working based on the requirement of the industry. We should also have a keen mind to unlearn and relearn, basis our experiences. Also, having an open mind to embrace newer thoughts, insights and technology advancement certainly helps.



**As leader of one of the Workstreams in Project Milan, we would like to hear about the Go-to-Market areas implementations. Please reflect on some of the challenges faced and successes achieved while driving change.**

Project Milan was a herculean task as the magnitude of the work which had to be done for integrating not one but two big entities with another bigger entity was huge. Go-to-Market workstream had to analyze the potential synergies beyond the base case and harmonize the entire business process. While most of the harmonization is either delivered or being executed, going forward, delivery of calculated synergies would be the key task. Whereas integrating processes is much simpler, we also have the challenge of integrating the culture and minds. I'm happy that we have progressed to a great extent here. Evaluation of the GTM team and picking up the right talent to deliver future growth was also a key challenge.



**With enhanced product portfolio post the integration, what advantages do we have in the market now? Please elaborate on some of the areas where we can leverage this integration to serve our customers better.**

This integration has provided us with the unique benefit of being a single entity to serve the entire refractory needs of Iron, Steel, Flow Control and Industrial segments. Along with the value-added products, our customers can also immensely benefit from the support functions like R&D, metallurgical solutions, engineering/design, equipment, digitalization and application support. Only a few refractory suppliers can provide these added benefits to their customers. We need to leverage on the enhanced experience the customer may derive when they choose RHI Magnesita as the preferred refractory partner. All the three entities which are now integrated, had their own niche products and credentials which we should be able to leverage best. The integration would certainly bring us much closer to our target of 1 billion Euro by 2026.



**The new Marketing & Solutions under your leadership is a much-enlarged function now with new departments added to it. What is the company vision and expectations from the function and how is the team going to realize this?**

The thought behind enlarging the Marketing and Solutions function is to support the Sales function with all the ammunition they require so that RHI Magnesita can continue to be the market leader and improve its revenue. The department is now categorized based on the customer processes so that the accountability is clear and measured. Addition of new functions like Technical Excellence for Industrial and Engineering and Design is also in line with RHI Magnesita's aim to bring global capabilities to our region. Refractory Services is also a part of the Marketing and Solutions function to ensure seamless coordination between the technical team and service team so that the customer gets benefitted.

As far as the expectations are concerned, the enlarged team should be working together with Sales, be a unified force for the customer and should focus on improving the revenue and profitability. The recent drive initiated by our President towards the specific consumption reduction and profitability improvement at sites is a great example of the expected deliverables.



**In past few months, our Site teams in collaboration with Sales & Technical Excellence have been able to achieve new record performances. Please throw some light on ground-breaking project(s), ongoing or completed, which you think will make bring-in long term value to us and our customers.**

I would like to take this opportunity to congratulate the entire team for their outstanding contribution to some of the remarkable performance achievements so far.\* However, we still have a long way to go. In Flow control, although we are the market leader in long products (read Bloom and Billet), our presence in the flat segment (read Slab/Thin slab) was not substantial. We have done major successful trials using the latest products and mechanics in this area, some of which include Thin slab refractories, Tube changers, Tundish and Ladle Slide Gates, Cold Setting Tundish Masses and customized Tundish furnitures, etc. This along with the recently acquired state-of-the-art new manufacturing facility at Jamshedpur can provide the long-awaited reliable second source to our customers.

In addition to the Purge Plug manufacturing line at our Bhiwadi unit, indigenous Tap Hole sleeves and Magnesita Carbon bricks also add a lot of value in terms of product performance and supply chain management for our customers. Our capabilities in terms of equipment's and digitalization is unparalleled. This along with the Robotic Solutions would certainly be a game changer in the industry.

\*Read in detail about our performances at customer sites in the next page.

# Record-breaking Performances at Sites

We Learn,  
We Improve,  
We Deliver!

Our Refractory Services team in collaboration with the Sales and Technical Services team has successfully been able to innovate, improve and break their own performance records. Some highlights from our sites from last few months are as under –

## JSPL, Raigarh

- ☆ Highest purging duration with Bhiwadi-made Purge Plugs: Our team at JSPL Raigarh recently achieved the **highest purging duration of 47 hours 20 minutes (2840 minutes)** with heat shrink 410 mm Purge Plug made in our Bhiwadi plant. The record exceeds an average of about 2000 minutes of purging duration otherwise achieved from regular plugs. The team has been able to take 32 heats with our purge plug against the average of 22 heats.



The newly set-up Purge Plug making unit at Bhiwadi plant which was developed as part of a technology transfer arrangement with our Urmitz plant (Germany) in August last year has been crucial in the execution of our Local-for-Local strategy while also delivering performance at par with the global products.

- ☆ Achieved highest-ever **steel ladle life of 164 heats** at SMS II.





## JSL, Jajpur

Highest-ever **furnace life of 682 heats** in EAF-1 surpassing the previous record of 666 heats. The team celebrated this achievement along with senior officials of JSL – K Gurubaxani, HoD – SMS, Amulya Veer, GM – Operations, Bhagwan Singh, DGM – Operations, the EAF Operations team and the RED team at JSL, Jajpur.



## JSW BPSL, Jharsuguda

Achieved highest-ever **EAF life of 606 heats** against the guaranteed life of 550 heats. This is the highest-ever achieved in the customer site surpassing the previous record of 530 heats. It was only during December last year that our team began the operations of its first Full Line Solutions (FLS) contract (for Steel Ladle, followed by EAF) with JSW BPSL.

## RINL, Vizag

- ☆ Achieved **5626 heats** with 14 Mt of gunning in **LD1 converter** at SMS II against the previous best of CNML 4750 heats with 172 Mt gunning consumption. This is the highest-ever heats in the converter at the customer site.
- ☆ Achieved highest-ever life in **RH degasser** with **108 heats** against the previous record of 92 heats. This achievement by our team is the all-time high life recorded at the customer site.



## ElectroSteel, Bokaro

Achieved highest-ever sequence of **L+40** in **open Tundish** with monotube and the cast duration of 29 hours surpassing the previous highest of L+36 with 25 hours 47 minutes of cast duration.



## JSW ISPL, Raigarh

- ☆ Achieved highest-ever **life in EAF of 637 heats** against the previous best of 628 heats in December'22. In addition, the site team was successful in achieving highest EBT life on the same EAF with record 452 heats, surpassing the previous high of 385 heats.
- ☆ Achieved highest sequence with **casting duration** on single Tundish at **L+19 heats** and **1236 minutes**. This is the highest-ever achieved sequence at the customer site.

## Rimjhim Ispat, Kanpur

Achieved the highest-ever Tundish back-up life of **1501 heats** against the previous best of 1208 heats.



## Jayaswal Neco, Raipur

From mounting the base plate, to slide gate installation and successful cold trials, our team commissioned the world-class **INTERSTOP® S1** at SMS #1



## SAIL BSP, Bhilai

- ☆ Successful trial of our world-class Tundish Gate Submerged Nozzle Changer **INTERSTOP® STG 33** in SMS II slab caster no. 6. The trial is the first one to be executed in India. Against the guarantee of 17 heats, our team was able to achieve a record 47 heats, logged this new record surpassing the previous best of 45 heats.
- ☆ Achieved highest-ever **Ladle life of 82 heats** exceeding the previous high of 81 heats.



## TATA Steel, Kalinganagar

- ☆ Reached highest-ever **torpedo life of 2121 heats** with no brick repair and only intermediate gunning, surpassing the previous highest of 2109 heats.

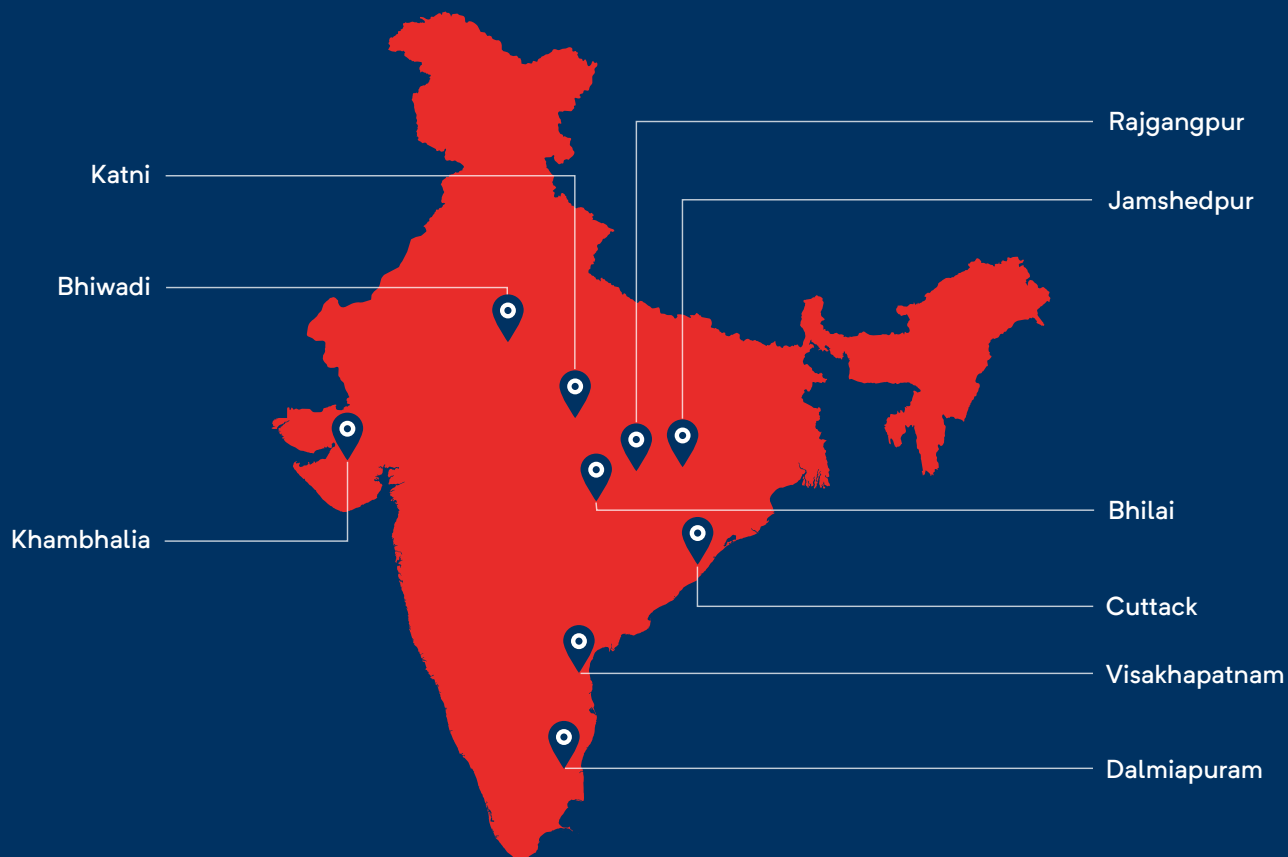


RHI Magnesita takes pride in the hard work and consistent efforts of each of its employees working incessantly to **serve our customers better**.

Congratulations to the respective Site In-charges and their teams involved in adding value and taking our customer services to **1200°C and beyond!**



# Our Production Network



Plant	Capacity (MTA)	Products
Bhiwadi	59,883	Flow Control, Purge Plugs
Rajgangpur	121,140	FC, MGG, NGG, MGU, NGU, NU, Silica Bricks, Purge Plugs, Lances
Jamshedpur	61,800	Advanced ISO, Nozzle filling compound, Tap Hole Clay, Darts and Pretap Plugs
Visakhapatnam	85,200	NU, NGG
Dalmiapuram	63,600	NGG, NU, NGU
Bhilai	1,800	Lances
Khambhalia	66,000	NGG, NU
Cuttack	30,000	MGU
Katni	48,000	NU (Advanced Monolithics)
<b>Total</b>	<b>5,37,423</b>	

# From Our Plants

## Tap Hole Clay Production At Jamshedpur

In a major boost to augment our local production capabilities and make in India, Tap Hole Clay (THC) manufacturing line has been shifted to our Jamshedpur plant from Bhiwadi, consolidating our operations in this new segment. The production of THC with technical know-how from our plant in Contagem (Brazil), will help us expand our business in Iron-making segment in India. The quality of our product has also been acknowledged as the best-in-class by some of our customers



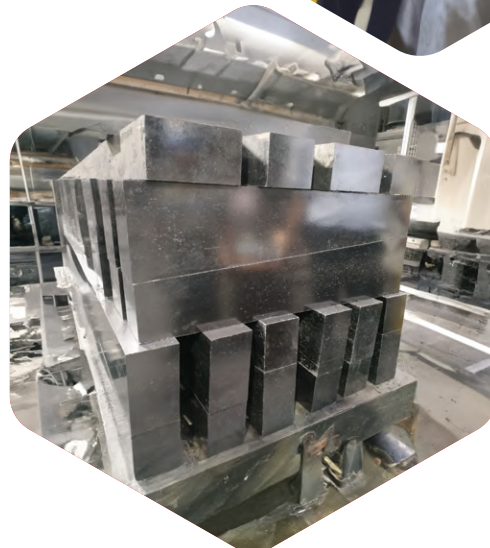
## Modern Mixer Operationalized At Rajgangpur

In line with our modernization and process improvement initiatives, the first of the three, state-of-the-art inclined intensive mixer has been installed in our MGG production line at Rajgangpur. The other two mixers are expected to be put in service later this year. These mixers help us in improving product consistency and reducing variability



## Successful Converter Bricks Trial Production At Cuttack

Our Cuttack plant successfully completed the trial production of converter MGU bricks in the newly installed Laeis 2000T with encouraging test properties. This will help us boost our local production capabilities and offer quick supply to our customers, as against the previously imported bricks from China. The team was able to produce and supply EAF bricks upto 650 mm length to Evonith Steel Limited in the month of Jun'23



# Installation of Wet Scrubber and Dust Collector at Bhiwadi

In a significant step towards achieving one of our strategic goals of reducing CO2 emissions, an innovative and effective air pollution control system, wet scrubber and dust collector facilities have been installed at Bhiwadi.

Before the installation of the wet scrubber system, fumes contaminated with carbon sediments were released from the exhaust flue line of the Tar Tempering Kilns directly into the atmosphere. With the help this facility, the carbon sediments and other hazardous substances are filtered out and clean air is released to the atmosphere.

The new dust collector was inaugurated by our CTO Rajah Jayendran at ISO 1 mixing unit during his visit to the plant. With the focus on reducing air pollution and ensuring employee well-being, the system will help us improve the overall operational efficiency, increase productivity and control spillage in the work area.



## Energy Saving Campaign

Sustainability is one of RHI Magnesita's strategic focal points. In 2023, we would like to focus on small-scale (individual) energy saving behaviors. Driven by our global team, we had initiated a 15-day long Lean campaign — “Be Energy SMART: Small actions can have a big impact when we take them together” in April'23, across all our plants.

Beginning each day with a “Tip of the Day”, the Plant managers during their morning meetings and respective supervisors during the daily shift handover meetings recommended and discussed some of the individual actions to save energy and reduce energy wasting behaviors. In addition, posters and checklists with energy saving tips along with a set of stickers at designated locations as a reminder of actions to be taken before leaving that space were collectively displayed and discussed among our colleagues. Employees also participated in Energy Conservation Competition where they shared innovative ideas to save energy in their respective work areas.





# Enhancing India R&D expertise

Continuing with our commitment towards improving customer deliveries with speed, RHI Magnesita India operationalised a world-class Scanning Electron Microscope (SEM) at our R&D Centre in Bhiwadi. With this equipment, our R&D team in India will now be able to analyze and determine the root cause of refractory failures, previously being done at our R&D Centre in Leoben, Austria. It will ensure faster response time to our customer requirements and help us deliver ever better customer value.



One of the fundamental drivers of our business model is innovation and R&D which is also reflected in our mission of taking innovation to 1200°C and beyond. We will continue to invest in industry-leading R&D to improve our product-offerings with tailored solutions and strengthen our customer relationships.

– Parmod Sagar, BU President

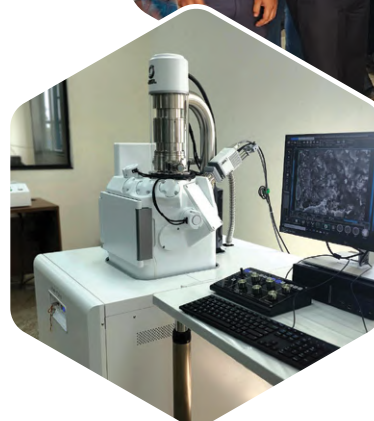


It's been more than a year since the inauguration of R&D facility in Bhiwadi and we are proud of the fact that we have achieved significant strides in delivering great customer value. Today, our R&D Centre is well-equipped with latest technology and equipment to cater to our customer needs. We have laid out plans to further invest in world-class equipment currently unavailable in India to develop next generation refractory solutions with faster R&D delivery.

– Dr. Narendra Mishra, Head R&D

## About SEM

Scanning Electron Microscope (SEM) is a modern instrument that uses a beam of highly energetic electrons to examine the surface and phase distribution of specimens on a micro-scale through the live imaging of secondary electrons (SE) and back-scattered electrons (BSE) images and EDX. With high-resolution composition details of the refractories it helps with identification of gaps in structure, scaling of pores, etc.



# Sales Performance

| Steel



Shipment

**89.15 K**

B 59.76 K (+49%)



Revenue

**776.83 Cr**

B 493.19 Cr (+58%)



Standard Margin

**166.57 Cr**

B 90.93 Cr (+83%)

\*B - Budgeted **Figures: Apr'23 — Jun'23**

## Highlights of the quarter:

### Jindal Steel & Power Ltd., Raigarh

- ☆ Received 20t trial order for blast furnace Tap Hole Clay
- ☆ Received an order for 16 sets of Steel Ladles (~INR 4.5 Cr in value), MGU to be supplied from Cuttack
- ☆ Order for 2 sets of Torpedo Ladles received, worth INR 2.7 Cr
- ☆ Received an order for 15 sets of RH Degasser (13 sets from Rajgangpur and 2 sets from our plant in Dalian, Germany)
- ☆ We got almost 25% in SMS -II (new entry) and 100% SMS -III for total refractory management in SGPP

### Mukund, Hospet

- ☆ Received repeat order for EOF Management for a year (~INR 40.7 Cr in value)
- ☆ Renewal order received for Tundish Management Contract, Slide Gate and Purging for 9 months (~INR 19.9 Cr in value)

### AMNS, Hazira

- ☆ Order for 12,690t of ANKERHARTH NN 25 received with significant price increase

### Jindal Stainless, Odisha

- ☆ Received order of 5 sets of EAF total management (~INR 6.3 Cr in value)
- ☆ Received order of 4 sets of AOD, first time with 30% share (INR 4.1 Cr in value)

### JSW Group

- ☆ Received order for total Tundish management in JSW plants with 5% increased share (~INR 117.8 Cr in value)

### JSW, Toranagallu & JSW, Salem

- ☆ Received 150t Nozzle filling compound trial order, a new entry due to synergy

### JSW, Toranagallu

- ☆ RH Degassers Bricks and Snorkel order received for supplies from Rajgangpur plant (~INR 47.1 Cr in value)

### SESA (Vedanta), Goa

- ☆ Received 600t Tap Hole Clay order worth INR 5.7 Cr

# Sales Performance

## Industrial



Shipment

**8.83 K**

B 13.06 K (-32.38%)



Revenue

**80.25 Cr**

B 155.70 Cr (-48.47%)



Standard Margin

**25.72 Cr**

B 38.39 Cr (-32.89%)

\*B - Budgeted **Figures: Apr'23 — Jun'23**

## Cement

- ☆ Received an order for the full project of NGG and NU from UltraTech, Tadipatri worth INR 15 Cr
- ☆ Received a project order of rotary kiln at Star Cement, about INR 6.5 Cr in value
- ☆ Closed an order of MGG, NGG and NU with Birla Corporation with INR 35 Cr
- ☆ Contract of 2000 MT finalized with Ramco Cement



## NFM & Process industries

- ☆ Currently supplying one of the largest Coke Oven battery green field project in Paulwirth - AMNS, Hazira. The order consists of 5,600 MT Fireclay bricks from our Khambhalia plant
- ☆ Supply of refractory for new green field project in Kutch Copper Ltd., Mundra. Main order consists of supply of approx. 6,093 MT from China, Europe and Visakhapatnam plant
- ☆ Received an order for High Chrome from Reliance Syngas Ltd., about INR 64 Cr in value
- ☆ Received an order for 782 MT castables from Paulwirth - JSL, Jajpur, worth INR 2.69 Cr
- ☆ 168 MT CCR unit order received from Kutch Copper Ltd. with revenue of INR 7.8 Cr
- ☆ About 82.79 MT of Sic Castable order received from DC - BMM Ispat with revenue of INR 1.28 Cr





# Business Development

To drive the exponential growth ambitions of our business, a newly created function of Business Development has been set up to strengthen and support our new business development initiatives particularly in Iron making and DRI segment.

## Highlights of the quarter:

### NU Business:

- ☆ First greenfield project of 410 TPD DRI successfully commissioned at Shyam Steel, Bankura, in addition to many successful DRI Kiln supply and application throughout India.
- ☆ Completed first turnkey Pellet Plant project in Rungta Mines of 0.6 MTPA
- ☆ Highest sales of castable in DRI segment, reached 1500 MT
- ☆ Highest life achieved at Kirloskar Ferrous – 142,800 MT direct hot metal throughput in the runner
- ☆ Herath life expansion by shotcrete in Tata Steel — 2.5 years and counting
- ☆ Highest number of AQC BOILER orders from Thyssenkrupp & UTCL, we have been the most preferred vendor for 2 years
- ☆ First time entry in CFBC Boiler in JSPL Angul, where RHIM Seven will do shotcrete in boiler for the very first time

### Dealer Business:

- ☆ We have onboarded 30 dealers for small and medium businesses to provide reach for some of our products and services in the untouched customer segments and markets across the country. For the very first time, we have a published price list for all products including bricks, castables, neutral ramming mass and flow control for the dealers.
- ☆ NU Business growth continues in Dealer segment and touched 600 MT/month.

### Foundry Business:

Many successful trials in Neutral Ramming Mass (K 85) and our patching materials (M64) paving the way for growth in this segment.

### **First-ever robotic shotcreting by RHIM Seven in record time**

RHIM Seven, the new joint venture between RHI Magnesita India Limited and Seven Refractories GesmbH, has successfully been able to execute the job of monolithics application with robotic shotcrete technology to help resume the operations of Blast Furnace-2 at Electrosteel Bokaro. The team mobilized the required machines, manpower and materials in record time to execute the entire job within 10 days of receiving the order, much less than that offered by our competitors. From equipment preparation to robot insertion, washing and cleaning, robotic shotcreting and equipment dismantling, the team executed the entire process in 20 hours of effective time. In addition to exponentially increasing safety, the shotcrete robot used for the job ensured smooth surface application with 360-degree rotation which ensures high-quality installation and increased production rate



# Know our Customer



## Not just a supplier but a strong partner...

“In the past 18 years of its operation, IISCO Steel Plant, a new entrant into steel manufacturing post modernization, considers RHI Magnesita not just a supplier of refractories but a strong partner who collaborated with us with excellent support in stabilizing the teething issues during the initial phase. The team has proved to be reliable in terms of supply and quality and providing effective technical inputs. They have not only achieved significant performance improvements in Tundish, Steel Ladles, Converters, Torpedo but also have been supporting us in the field of safety, 5S, lean management, etc. In the backdrop of many players entering the industry and steel sector going through a lean phase, we expect RHI Magnesita to focus on timely adherence of deliveries with cost competitiveness. With the new acquisitions and energized teams, we wish to continue our partnership to achieve greater heights in the future.”

### **K Ramakrishna**

Chief General Manager SMS  
SAIL ISP

## About SAIL ISP

IISCO Steel Plant (ISP), a full-fledged integrated steel plant is one of India's oldest. Established as an industrial enterprise in 1918, IISCO produced iron from an open-top blast furnace at Hirapur (Burnpur) in West Bengal for the first time in 1922. The plant was progressively upgraded to a capacity for production of 4.26 lakh tonnes of saleable steel and 2.54 lakh tonnes of pig iron annually. After undergoing a modernisation-cum-expansion programme, the crude steel capacity of the plant has been raised to 2.5 million tons per year.\*

## Products & Solutions of SAIL ISP

The plant manufactures a range of products, some of which holds exclusive market dominance. Iron & steel produced by it has been acknowledged as being of the finest quality. ISP produces a large number of steel structures and special sections as well as pig iron. The plant pioneered the production of centre-sill Z-section used in the fabrication of wagon and Z-type sheet piling section used in construction of barrages, bridge foundations and other projects and colliery arch section used for roof support in collieries.\*

\*Source: <https://sail.co.in/en/plants>

## RHI Magnesita Business with SAIL ISP

RHI Magnesita has been associated with ISP from many years now. Our teams have been able to successfully collaborate to achieve record performance with significant improvements seen in the average life of BOF, Tundish working lining and ladle shrouds in the past year. In collaboration with the ISP team, we had conducted a training program on Safety and Six Sigma Lean Management for the senior officials of the customer last year.



## Highest-ever sequence length of Billet Caster achieved at ISP

With the achievement of 43 heats, our site team exceeded not only its own previous record (35 heats) but also the highest-ever at IISCO attained by one of our competitors (37 heats). This has been the highest sequence length of Billet Caster achieved so far at ISP, Burnpur. In addition, our team also achieved highest-ever torpedo ladle (TLC #1) lining life of 2002 heats against the guaranteed life of 1500 heats. This remarkable achievement is the highest-ever at ISP, Burnpur, exceeding the previous high of 1908 heats by one of our competitors.

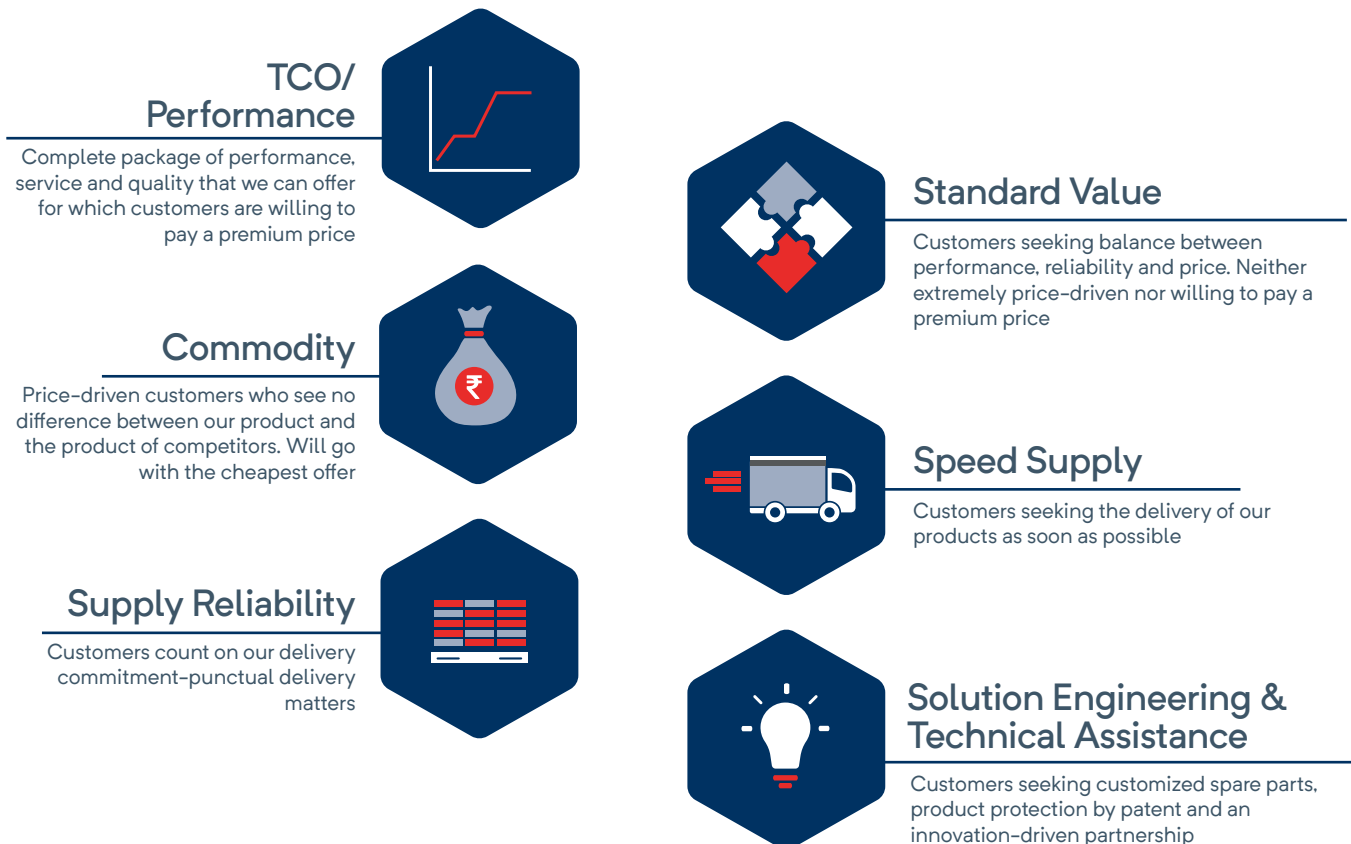


# End-to-End Value Chain

The End-to-End Value Chain Project is translating the customer needs into our internal flows and prioritization. This shall ensure the company delivers what matters the most for the customers whilst focusing on being aligned with our business goals. By aligning our processes and systems to the End-to-End Value Chain approach, we ensure that the customer's value remains at the heart of everything we deliver in the future: it is our license to exist.

To facilitate a smooth transition, the program team is actively collaborating with global and regional teams. Together, they are developing a comprehensive blueprint implementation plan, which will be finalized and delivered by August. This plan will serve as a guiding framework for implementing the End-to-End Value Chain across all regions, fostering a unified and customer-centric approach throughout the organization. At present, we are implementing "Commodity" Value chain in the India, West Asia & Africa region.

## 6 Customer Value Chains



It's time to live the customer value chains and make them a part of our day-to-day business.  
To know more talk to your RLT leader or write to [Communications.india@rhimagnesita.com](mailto:Communications.india@rhimagnesita.com)

# BIG 6

## Initiatives

RHI Magnesita wants to sustainably manage heat for our customers to build a better world. For this we need to perfect the end-to-end interactions with our customers, suppliers and our business partners across all geographies, end markets and product lines. Our operational delivery in our plants, at our customer sites and in the end-to-end supply chain can still improve dramatically. Our product portfolio can be consolidated significantly without wearing our customer offering. The many acquisitions must be integrated in our E2E chain seamlessly so that we can harvest all synergy without any loss of market share. We need to use ONE set of information and one suite of globally interacting business processes across the RHI Magnesita world to make timely, reliable and good quality operational decisions.

As the backbone of the BIG 6, E2E value chain serves as the fundamental basis of the six new priorities of the organization. Six large projects will be executed over the next 3 years. They all are connected to each other and require much of our attention. **The BIG 6 will clearly be our priority!**

### The BIG 6 are:



#### CoRe Program:

Our Complexity Reduction: CoRe is about reducing the complexity of our raw material and product portfolio where it counts to be faster in reacting to the needs of our customers at the lowest costs.



#### Operations Excellence Program:

This project is about cost reduction and productivity improvement in the plants through harmonization of KPIs and capabilities in our footprint.



#### Project Everest:

It is the complete redesign of our Supply Chain Planning processes and tools. By integrating the existing solutions and going from manual to digital, flexible and timely planning for our customers.



#### DigiT Program:

This Digital Transformation will lead RHI Magnesita in its digital future and transform our business model and daily lives. Amongst other, it is about the change of our core systems in SAP to S4 Hana and the installation of an integrator software.



#### Global Shared Services:

This GSS Upgrade: is the initiative within the area, seeking the Standardization of our business processes, so we can spend less money and have more efficiency in administrative matters.



#### Integration of Acquisitions:

Ensuring business continuity and delivering the step ups required to unlock the synergy, delivery of the business plans out of the acquisitions done by the group.

# Global Shared Services – India

Global Shared Services (GSS) India, the 5th Service Centre in the Global network of RHI Magnesita, has got operational with four processes. Headed by Dheeraj Vij, GSS India is live now with the core processes of – Purchase to Pay (PTP), Order to Cash (OTC), Record to Report (RTR) and Attract to Grow (ATG).

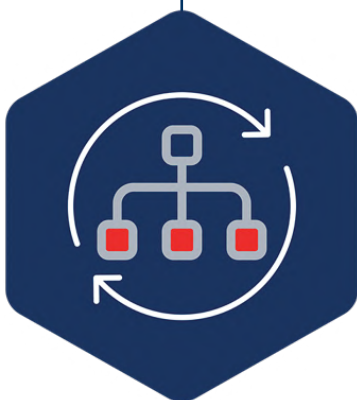
**Procure to Pay (PTP)** Workstream includes 2 categories namely – Accounts Payable and PO management.

- ☆ Accounts Payable (AP) workstream includes invoice validation and parking, invoice posting and processing payment, taking invoice queries, reconciliation and maintaining reports.
- ☆ PO Management (Process Lead – **Sunit Dwivedi**) includes processing Purchase Orders, sending PO to vendor, vendor management and report of open PO and PR.



**Order to Cash (OTC)** Workstream includes 2 categories namely Order Management & Transport and Accounts Receivable (AR).

- ☆ Order Management & Transport (Process Lead – **Praveen Jha**) include processing and servicing Sales Orders, tracking order status, order book management, creating and monitoring Sales Orders, managing consignments, inter-warehouse transfers, order acknowledgement and third-party Sales Orders (excluding depot sales and CPT sites)
- ☆ Account Receivable (AR) (Process Lead – **Varun Kumar**) includes a wide-range of services including book consignment consumption, TRM business and handle letter of credit, manage cash – perform cash application, partially monitor customer accounts and compile AR reports and manage export documentation and incentives.





**Attract to Grow (ATG)** Workstream (Process Lead- **Nikita Celly**) includes services such as recruitment and onboarding of new talent, employee data management, managing employee grievances and concerns of the existing employees, employee administration, rewards and employee benefits.



**Report to Record (RTR)** Workstream includes Fixed Asset accounting and Intercompany accounting which is managed by **Deenbandhu Deshmukh**. The workstream also includes Period close & consolidation, General Ledger accounting & statutory reporting.



**In picture:** PTP and OTC workstream go-live ceremony being attended by CFO Ian Botha, BU President Parmod Sagar, Head of Digital Transformation Alexander Schillinger, along with all the colleagues from GSS India and Gurugram head office.

In alignment with our Global business processes and keeping up with the transformational growth in India, GSS India aims at streamlining and standardizing our processes and capabilities. We are upgrading our regional business processes, making them more standard, efficient and consistent with our group's global business processes and with better controls.

**Dheeraj Vij**  
Head, GSS India

# For our Communities

## Impacting 100,000 beneficiaries through 11 major CSR projects

RHI Magnesita strongly believes in the upliftment of the communities we live and work with. We are committed to support vulnerable and underprivileged communities with focus on their inclusive growth and empowerment. We operate a comprehensive community investment program in all of our key operational areas with each project aimed at bringing long-lasting social improvements.

As a market leader in the refractory industry, we have set a benchmark by achieving 100% utilization of Corporate Social Responsibility budget. We took up 11 major community development projects, positively impacting the lives of more than 100,000 underprivileged people. The activities were focused in the vicinity of our operations, particularly in regions like Visakhapatnam, Cuttack and Bhiwadi to promote healthcare, education, infrastructure development and women empowerment. About 51% of our CSR spend last year was dedicated for the implementation in the priority focus area of Education and Health Care.



Near Cuttack, we are building a  
**1.8 km cemented road**  
that connects Damaka village with  
the National Highway benefitting  
**400 rural families**  
along with the neighboring villages.



In Cuttack, we have built  
**two new classrooms**  
in a rural high school benefitting  
**350 children** from nearby  
villages including Uchapada, Bainchua,  
Popada, Rajakana, Kadei, etc.



**A public bus stand**  
in Bhiwadi, that was in a  
dilapidated condition,  
**has been renovated.**  
It is also being used now for  
promoting girl child education.



At a village near Visakhapatnam,  
**we support a local trust**  
in running a health-care centre providing  
free services to **more than 500**  
**patients** every month.

700 families are getting  
**safe drinking water**  
supply every day from the  
two RO water plants at  
Venkatapuram and Bharinikam  
villages near Visakhapatnam.



For women and child safety,  
we have been running  
**awareness campaigns**  
in Alwar district covering  
**more than 70,000**  
**women** and children so far.

We have regularly been providing  
**free study materials**  
**to underprivileged**  
**students** and supporting the  
rural schools with quality infrastructure  
at Venkatapuram Govt. School and T  
Sirasapalli Anganwadi near Visakhapatnam.



We are **funding**  
the construction of a hostel  
building at LV Prasad Eye  
Institute in Visakhapatnam  
to house eye-care trainees  
who service the  
**underprivileged**  
**communities.**



We are **supporting**  
National Association  
for the Blind (NAB) in  
conducting breast cancer  
detection trainings for  
**5000 blind**  
**women** from the slums  
of Delhi NCR.



# India Regional Business Conference 2023

RHI Magnesita hosted the second edition of its annual Conference at Gurugram. As we continue to integrate the three leading Indian refractory makers, the conference provided us an opportunity to collaborate and align ourselves with the common goal of taking our customer services to the next level.

For the opening ceremony of the conference, we were joined by the Chairman Dr. Vijay Sharma, Independent, Non-Executive Directors Mr. Nazim Sheikh and Mrs. Sonu Chadha from the Board of the Indian legal entity – RHI Magnesita India Ltd., Gustavo Franco and Ticiana Kobel from the EMT. A team led by Jyotirmoy Bhattacharjee and Sanat Ganguli prepared and performed the theme song “One Billion” in 4 different languages – English, Hindi, Portuguese and Arabic – symbolizing our commitment to the target set for the region in letter and spirit.

During the 3-day conference, we had in-depth and open discussions on the current challenges and opportunities to improve our customer service effectiveness under the guidance of our CCO Gustavo Franco and BU President Parmod Sagar. The Sales and Site leaders from the India, West Asia and Africa region together with Marketing & Solutions, Operations, R&D, SCM, Finance and other functional leaders deliberated upon the current level of performance and identified key action points to work on for the year ahead.





## Business Excellence Awards

We also hosted the second edition of our much-revered Business Excellence Awards wherein we recognized and awarded the efforts of our colleagues who had excelled in delivering great value to the company in last one year. A total of 32 individual / teams won in 7 award categories from across all the functions.

### Excellence in Sales Strategy Execution



**Anurag Agarwal**  
(Steel Sales India)



**Raj Kumar Kaul**  
(Steel Sales India)



**Barend Vanheerden**  
(Steel Sales WA/A)



**Ramy Sherif**  
(Steel Sales WA/A)



**Dejan Radivojevic**  
(Industrial Sales)



**Shivraj Vichare**  
(Industrial Sales)

### Excellence in Customer Value Creation



**Implementation of Dolomite  
Ladles at Emirates Steel  
Project Team**



**Deployment of indigenous ISOJET C Tap  
Hole Sleeve at Tata Steel Meramandali  
Project Team**



**Yield Improvement through indigenous  
I-BOS at TATA Steel Kalinganagar  
Project Team**

## Excellence in Sales Support



**Sudhanshu Ranjan**  
(R&D)



**Sudip Paul**  
(Operations)



**Wessel Zietsman**  
(M&S WA/A)



**Quotations Team**



**Debashish Basu**  
(Commercial India)



**Sujoy Das**  
(Commercial WA/A)



**Ajesh Kumar Patel**  
(IT)



**Tamisra Mukherjee**  
(People & Culture)



**Manish Singh**  
(Finance)

## Excellence in Safety



**SAIL ISP Burnpur Site**



**JSW Dolvi Site**



**Visakhapatnam Plant**



## Excellence in Promoting Recycling



**Carl Naude**  
(Steel Sales WA/A)



**Bidyut Bhakat**  
(Steel Sales India)



**Harish Suddapalli**  
(Industrial Sales)



**Cuttack Plant**

## Excellence in Innovation



**Deployment of customized STG  
33 PP with indigenous Slide Gate  
refractories at SAIL Bhilai**  
Project Team



**Innovative Slide Gate preparation  
stand design at JSW Toranagallu**  
Project Team



**Promotion of Made-in-India  
Purge Plugs at JSPL Angul**  
Project Team

## Young Star Award



**Bobby Mehndiratta**  
(Secretarial)



**Clinton Thorpe**  
(NFM WA/A)



**Sanchita Ailawadhi**  
(Communications)



**Suvadip Samanta**  
(M&S India)

# Events & Exhibitions

## World Earth Day 2023

RHI Magnesita has outlined sustainability and decarbonization as one of its key corporate priorities. With the collective vision of protecting our environment, our employees across the 9 plants and corporate offices came together to show support for the planet and bring awareness to the pressing environmental issues while promoting solutions for a sustainable future. This World Earth Day, we organized a series of activities like drawing competition among the children of our employees in our manufacturing facilities and plant donation drives in nearby schools, hospitals, places of worship to spread the message of making a collaborative effort towards our environment. The top 3 drawing entries were rewarded during the celebrations.



## IFEX 2023

RHI Magnesita participated in the 19th International Exhibition on Foundry Technology, Equipment, Supplies and Services concurrent with 71st Indian Foundry Congress — IFEX 2023 held at Noida, Uttar Pradesh. More than 200 customers visited our booth and engaged with our new integrated sales team comprising during the three days to explore RHI Magnesita's complete range of products and solutions offerings for the foundry segment.

At the leading fair of the foundry industry, we created a large interactive video wall to showcase our refractory portfolio including solutions for different types of furnaces, ladles, AOD converters and tundish materials in an engaging environment. Apart from this, we displayed our wide range of castables with focus on the new and innovative liquid binder castables — Neutral ramming mass and Compac sol



# International Women's Day

We celebrated the achievements of our women with a renewed commitment to work together towards a more equitable and inclusive workplace. On this occasion, colleagues across our 9 plants and offices took the opportunity to thank all the women who work with us for their hard work, dedication and contributions to the society.

In his address, Parmod Sagar said, "In our regional BU of India, West Asia and Africa we increased our women employee count from 34 to 91 in last one year. That is great work by all of you and speaks for the commitment you have shown towards making us a more diverse organization. We now have some very strategic functions within the region like Finance, Internal Audit Risk & Compliance, Quotations, Commercial being led by highly efficient women leaders. We in fact now have an all-women department — our Regional Quotations team." He further added, "One year back, we made a commitment of hiring at least 33% new women employees in the region. This means, minimum of one-third of all the open positions in each department / function needs to be filled by women hires. Let us renew that commitment and continue to work towards that. I urge our new Regional Leadership Team and team leaders below them, to prioritize the hiring of female candidates."

Celebrations were held in our plants and offices through the week with arrangement of special lunch and gifts for our women colleagues.



## Recognition for our commitment towards gender diversity

RHI Magnesita has been recognized by The Economic Times as one of India's "Best Organizations for Women". It motivates us to accelerate our efforts towards building a more inclusive and diverse workplace.

Representing the company, Vijaya Gupta, Regional Head of Finance, India, West Asia & Africa and Pooja Chauhan, India Talent Acquisitions Lead, received the trophy from Honorable Governor of the state of Telangana and Lieutenant Governor of the Union Territory of Puducherry Dr. Tamilisai Soundararajan in an event held on March 24 in Mumbai.



# World Environment Day 2023

Along with the rest of the world, our colleagues across plants and customer sites celebrated the World Environment Day on June 5 and encouraged people to adopt lifestyle practices that can help combat plastic pollution in our environment. A series of workshops and activities were organized as a part of the celebration. With the resolve to #BeatPlasticPollution, awareness workshops, distribution of jute bags, plantation drives, and poster making competitions were organized. Our Visakhapatnam plant also launched Mission LiFE — an India-led global mass movement to push individual and community actions to protect and preserve the environment



## Beach Cleaning Drive at Visakhapatnam

As a socially responsible corporate, our team at Visakhapatnam plant participated in a beach cleaning drive promoting sustainable and climate resilient blue economy at RK Beach, Visakhapatnam. The Ministry of Environment, Forest & Climate Change has called for large-scale community participation to promote clean beaches and pollution-free oceans as a part of "Jan Bhagidari" — an initiative to promote local participation in civic governance.

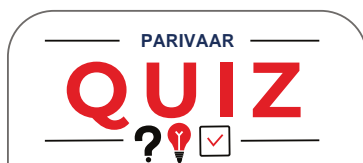


## Business Today Best CEO: Parmod Sagar

Our MD & CEO has been awarded the prestigious "Best CEO" in the Industrial sector award at the Business Today (BT) Mindrush 2023 event held in Mumbai. The award is based on the BT-PwC India's Best CEO ranking published annually. Jyotiraditya Scindia, Minister of Civil Aviation and Steel in the Indian Government and Aroon Purie, Chairman of India Today Group handed over the award to Parmod in a ceremony organized in April'23.

## Amongst the top 100 emerging companies in India

RHI Magnesita India Ltd. breaks into the top 100 in the 2023 edition of the annual list of Fortune India The Next 500 published by the renowned Fortune magazine. The company is positioned at No. 98, a substantial jump of 20 ranks from the previous year. We are the top-ranked refractory company for the second consecutive year. The evaluations were based on our performance during the Indian financial year of 2021-22.



**Q1. We are the refractory partner for one of the largest Coke Oven battery greenfield project at \_\_\_\_\_.**

- a) Kutch Copper      b) JSPL Raigarh      c) AMNS Hazira      d) Reliance Syngas

**Q2. Which of the following customer segmentation involves attaining balance between performance, reliability and price?**

- a) TCO/Performance      b) Standard Value      c) Supply Reliability      d) Solution Engineering & Technical Assistance

**Q3. Which one of the following is not a key deliverable in the "hyper-care phase" of the integration project?**

- a) Reduction of Brands in combined portfolio      c) Synergy Realization  
b) Data Integration of newly integrated operations      d) Setting up the CEO-5 structure

**Q4. Which of the following is not a core process associated with GSS India?**

- a) Order to Cash      b) Idea to Market      c) Purchase to Pay      d) Attract to Grow

**Q5. Which are the top 2 focus segments for the newly created Business Development function?**

- a) Energy and Aluminium      c) Stainless Steel making & Foundry  
b) Non-Ferrous Metals & Glass      d) Iron Making and DRI



# Stay informed everywhere & anytime



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From corporate news to regional updates to social wall featuring stories from colleagues all over the globe, MyRHIMagnesita offers you a platform to keep yourself informed about all the strategic and relevant updates in your company.

## How to join MyRHIMagnesita?

- ☆ Download the App (iOS / Android) or access the web version — [refractories.staffbase.com](https://refractories.staffbase.com)
- ☆ Click on "Sign In"
- ☆ If you have a rhimagnesita email address: use Single Sign-On (SSO) and your Windows credentials to join
- ☆ If you don't have a company email address: use your personal number and personal access code which will be provided by the Communications team
- ☆ Accept the data privacy statement
- ☆ Complete your profile (use your personal email address if no company address is available) and set a new password
- ☆ Enjoy the app and share your stories!

## Do Reach Us

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

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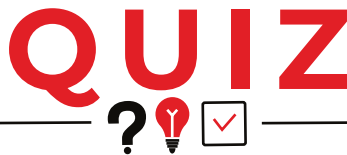


iOS



### HOW TO PARTICIPATE

PARIVAAR



Tick the correct answers against the questions overleaf. Write your name, phone number and location below

Tear this chit and submit it with your answers to your respective HR personnel or email a copy to

[communications.india@rhimagnesita.com](mailto:communications.india@rhimagnesita.com)

The correct entries will undergo a draw of lots

Ten lucky winners will win exciting prizes

Name: ..... Mobile: .....

Location: .....