

# Value creation model

## Inputs

## Our added value

## Outputs

### Financial

- Net indebtedness – Rs 28.8bn (35.09% Gearing)
- Total equity – Rs 53.3bn
- Net cash flows from operating activities – Rs 3.1bn

### Manufactured

- Total assets - Rs 98.8bn
- EBITDA - Rs 7.5bn
- Net cash flows from investing activities - Rs 3.1bn
- Investment properties additions – Rs 1.6bn

### Human

- 7,369 employees
- 62% men and 38% women

### Social & Relationship

- +5,000 participants in our social inclusion programmes
- 38 partners on myENL card (including 11 from outside the group)
- +12,500 surveyed respondents to improve brand health and customer experience

### Intellectual

- 217 registered trademarks
- 139,956 hours invested in training

### Natural

- 21,500 arpents of strategically located land
- 4,082 MWh of renewable energy produced and shared on the national grid
- 5 hectares reforested/afforested (including 32,347 trees planted)
- 26,544 tonnes of waste diverted from landfill

**PURPOSE**  
The relentless pursuit of value creation, sustainably

We **connect** with our stakeholders to better understand their needs and expectations

We **commit** to performing to the highest standards

We **innovate**, embracing change and continuously improving our work methods and processes

**PROMISE**  
Enabling possibilities

We are driven by a sense of possibility that sustains our spirit of enterprise and leads us to create value for all our stakeholders over time.

### OUR AMBITION TO 2026

Grow ENL's operating cash flows through high-performance teams that develop our businesses and create shared long-term value.

Enabled by the following strategic focus areas:

**Employee experience | Customer experience**  
**Sustainable practices | Operational efficiency | Business growth**

### Engagement with stakeholders

We create sustainable value by making every effort to engage with our stakeholders and to serve their needs and aspirations with commitment and innovation.

### Governance structure

ENL operates under a Unitary Board of Directors, supported by the Corporate Governance, Audit, and Risk Committees, ensuring cohesive decision-making, financial integrity, and effective risk management, fostering accountability and transparency.

### Sustainability Pillars

- Energy transition
- Circular economy
- Biodiversity
- Inclusive development
- Vibrant communities
- Diversity, equity, and inclusion

### UN Sustainable Development Goals (SDGs)

