UltraTech Cement Limited Unit: Rawan Cement Works-Captive Power Plant





Welcome to CII 22nd National Award for Excellence in Energy Management 2021

Team Members:

Mr. Shriprakash Gupta- (Sr. Gen. Manager & Energy Auditor)
 Mr. Pawan Potghan – (Manager Operation)

3. Mr. Raghvendra Mishra – (Sr. Engineer & Energy Auditor)

Company Profile



UltraTech Cement Ltd - Rawan Cement Works

- UTCL : A part of ABG which is the best employer in India and Asia Pacific region.
- Rawan Cement Works : An Unit of UTCL
- 55 MW capacity Captive Power Plant (25 + 30)
- 15.18 MW capacity WHRS unit.
- 10.8MW Solar Power Plant.
- Fullest compliance to Environment Norms.
- Certified with ISO 9001, 14001, OHSAS 18001, ISO 27001, SA8000 standards & Excellence in Energy Efficient.
- Adopted World Class Manufacturing Excellence Model.



Business Continuity plan against Covid-19: RWCW TPP



Plant operation continuity during Covid-19 scenario :

- Safe shutdown of plant & Asset preservation effectively.
- Safe restoration of the plant post lockdown (1st May'20 onwards.)
- Sustained continuous & reliable operation of TPP/WHRS.
- Practicing "Doing more with less" to optimize the productivity.
- "Idea generation" through brainstorming within team.



Rising Over COVID Knockdown

□<u>"Vajra" at TPP & WHRS</u>

- * "Vajra" structure implemented at TPP & WHRS in line with cluster guidelines to protect business continuity.
- Total 04 groups created for ensuing continuity of plant operation. (No overlap of any member)
- Total 31 "Vajras" created covering TPP & WHRS out of these four groups.

Precautionary practices against Covid-19 Avoiding hand

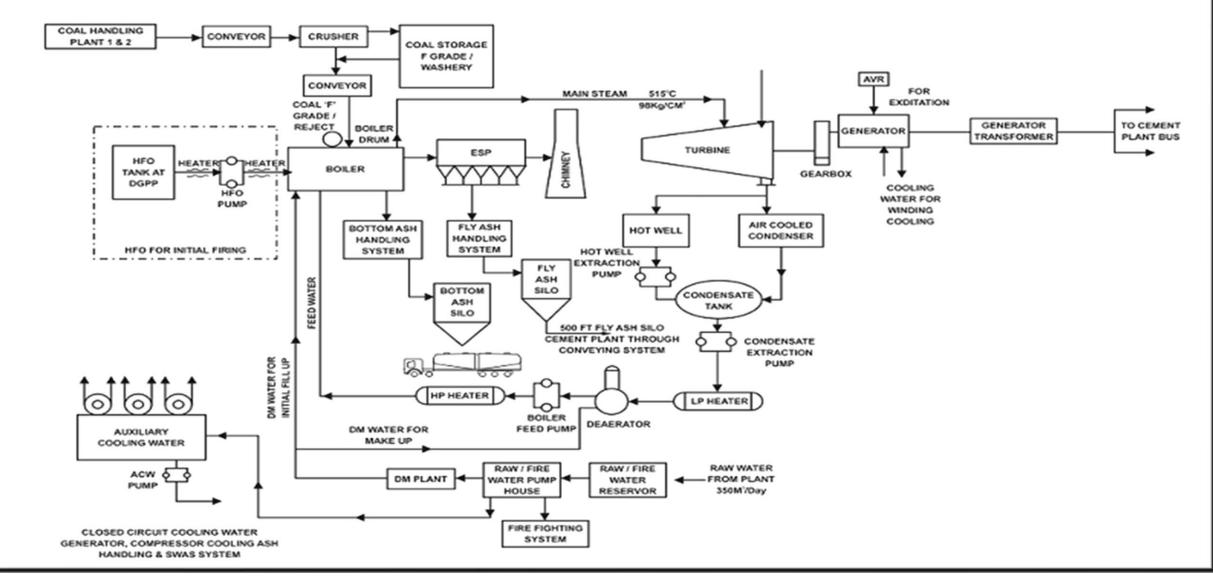


ADITYA BIRLA

Process Flow Diagram



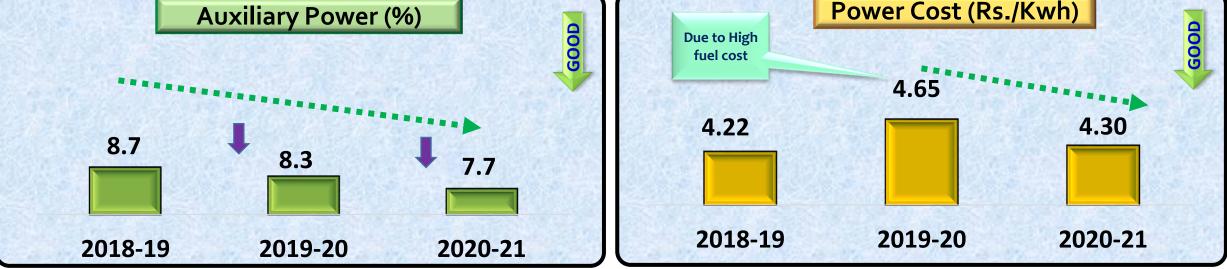
RAWAN CEMENT - FLOW DIAGRAM - THERMAL POWER PLANT



Key Performance Indicators - TPP

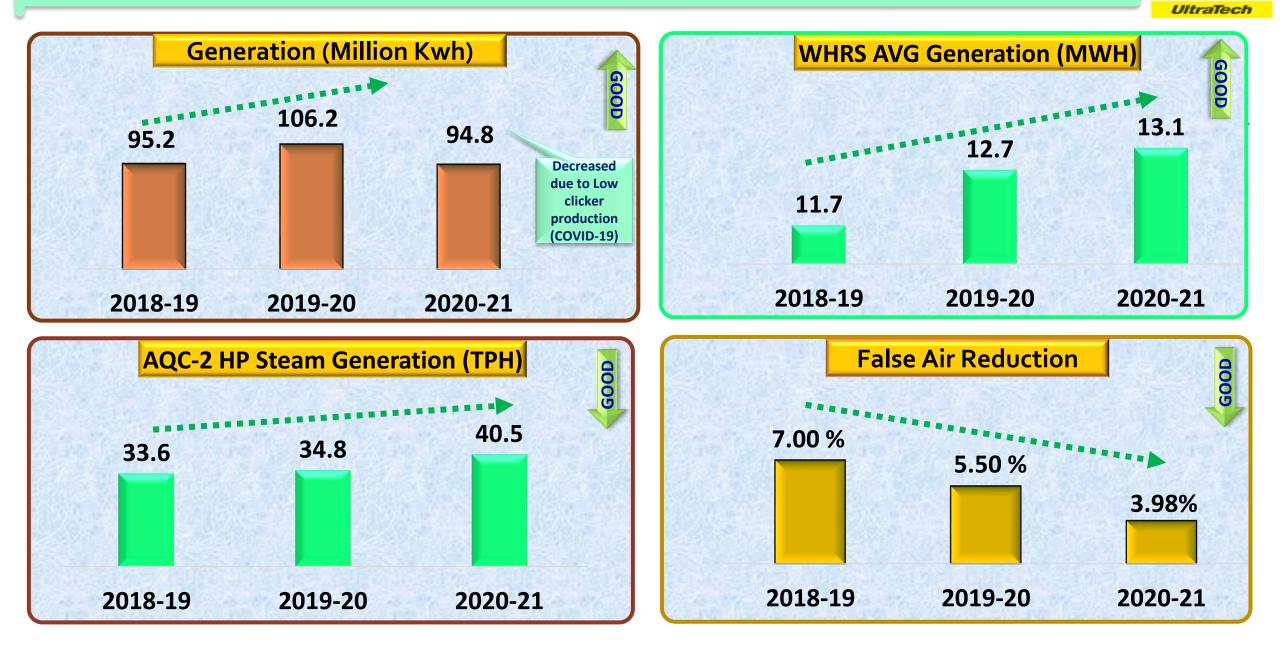




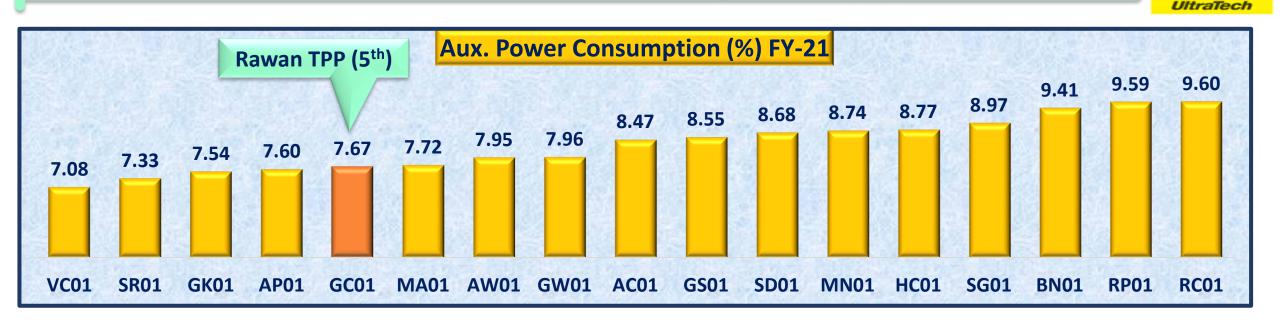


Key Performance Indicators - WHRS

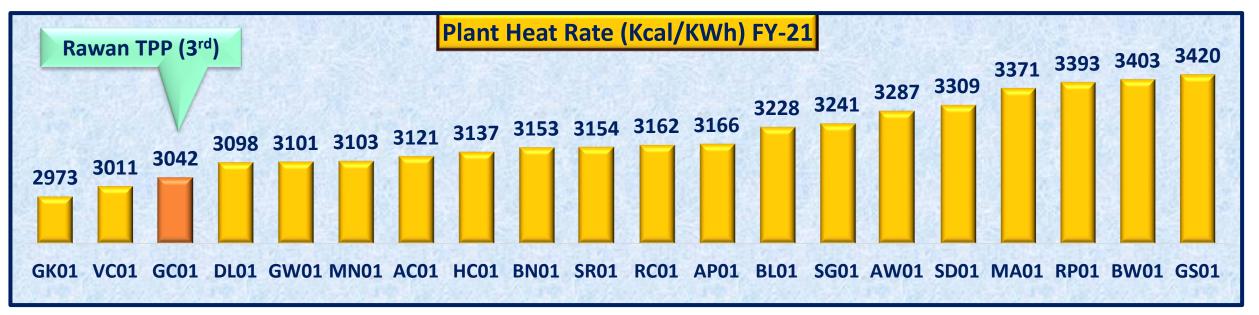
ADITYA BIRLA



Plant Performance Benchmarking With UTCL Units



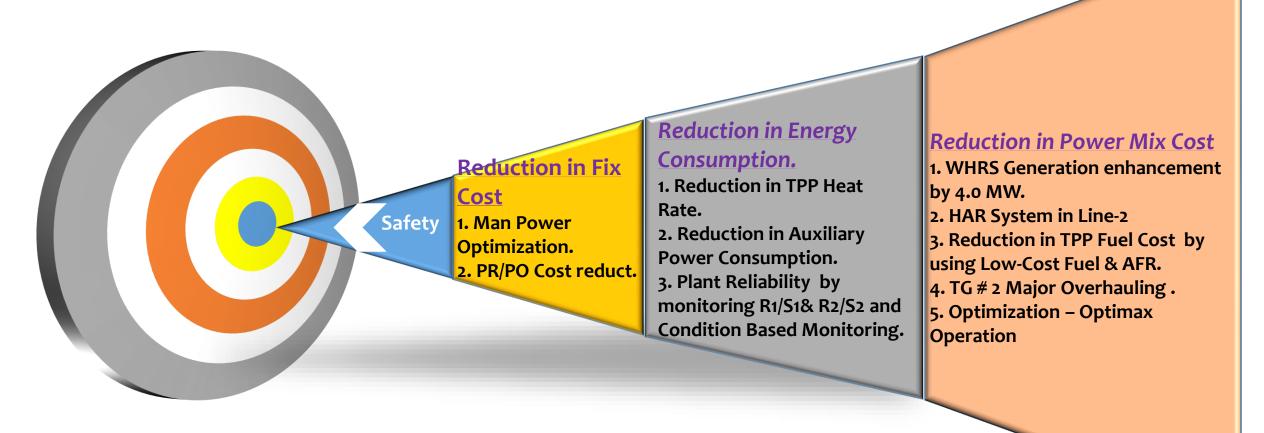
ADITYA BIRLA



Team Focus Area and Target



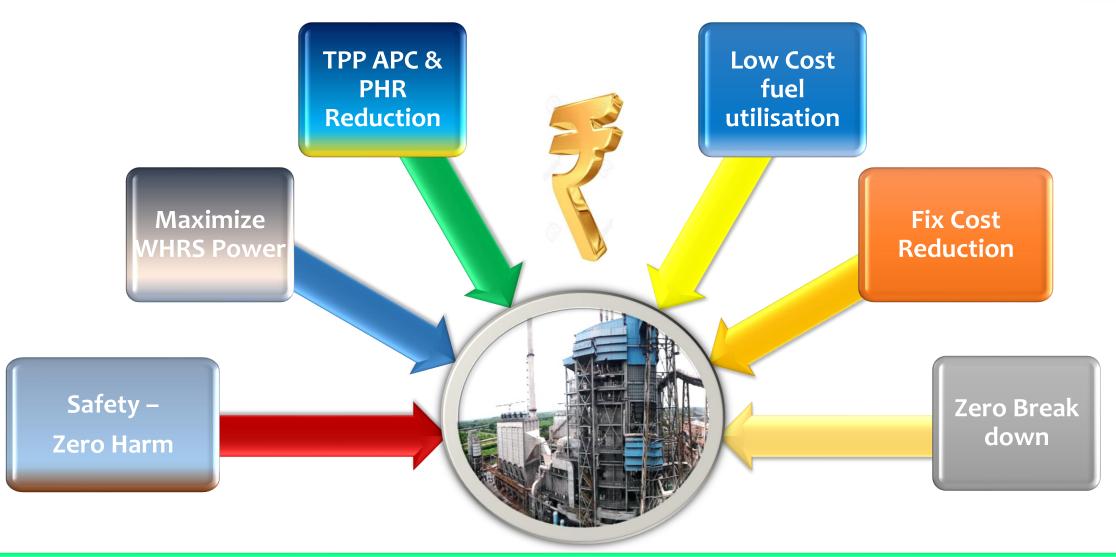
"FOCUS AREA = FUEL COST + FIXED COST + ENERGY CONSERVATION + DIGITALISATION "



| TARGET | Power Mix Cost | Fuel Cost | Aux. Cons. |
|--------|-----------------|------------------------|------------|
| TANGET | Rs. 3.18 Rs/KWH | Rs. 4.07 Rs/KWH | 7.18 % |

Platforms for Improvement Opportunity





Saving 1425.32 Lac/Annum

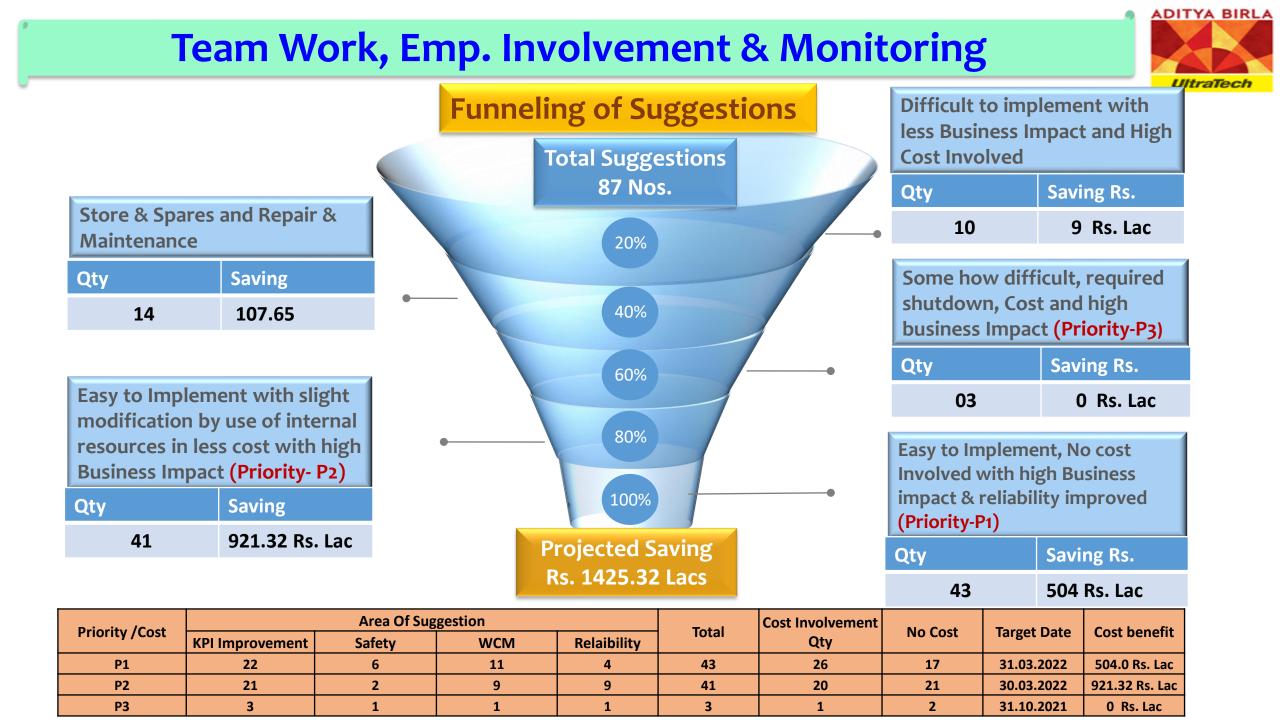
Engage to Excel – Team of Teams





| Priority | Qty. | Saving (Rs-Lacs) |
|----------|------|----------------------|
| P1 | 43 | 504 |
| P2 | 42 | 921.32 |
| P3 | 3 | 0 |
| Tota | al | 1425.32 |

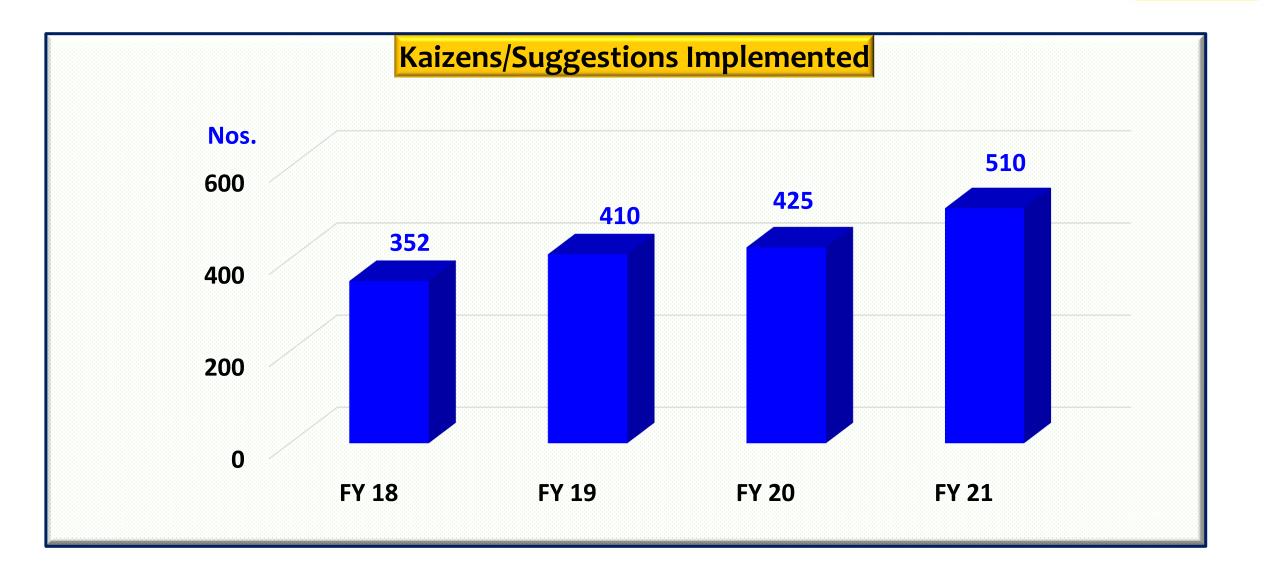
P1: Easy to Implement, No cost Involved, high business impact.
P2: Slight Modification , Legal Permission and cost involved.
P3: Moderate business Impact.



Team Work & Employee Involvement

ADITYA BIRLA

UltraTech



Major Initiative for People and Team Development

2

3



Identified of 2 Best Six sigma Project from suggestion list and cross functional team formation done for execution of project.

People skill development through on the job training , learning from other units and presentation on technical topics.

> **Promote TPP Paathshala & Margdarshan program to increase the technical knowledge of employee.**

Focus of multiskilling to reduce the BSR cost and effective utilization of manpower.

Conducting in- house classroom training program to improve the knowledge of employee on safety, behavioral and functional skills.







5

Details of Energy Saving Projects



| SN | Financial Year | Investment/ No Investment | No. of Projects | Electrical Energy (MWH) | Heat Energy Savings (TOE/Year) | Savings in Rs. Million | Invested Amount in Rs. Million |
|----|-------------------|------------------------------|--------------------|----------------------------|--------------------------------------|---------------------------|--------------------------------------|
| 1 | 2020-21 | No Investment | 15 | 2236 | 798 | 17.25 | |
| | 2020-21 | Investment | 4 | 1280 | 521 | 7.02 | 5.9 |
| 2 | 2019-20 | No Investment | 13 | 1820 | 756 | 3.63 | 12.2 |
| | | Investment | 9 | 1280 | 480 | 13.8 | |
| 3 | 2018-19 | No Investment | 17 | 1528 | 760 | 17.25 | 6.5 |
| 5 | 2010-17 | Investment | 5 | 761 | 450 | 7.02 | 0.5 |
| | - | Total | 59 | 8905 | 3765 | 65.9 | 24.6 |

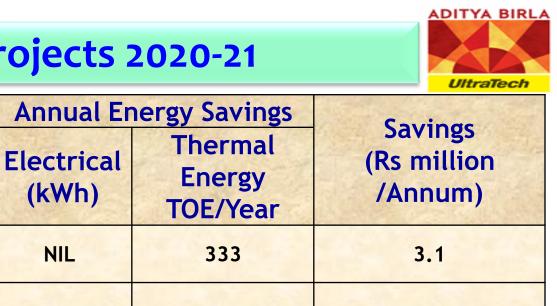
TOTAL SAVED ENERGY- 4649 TOE

Major Energy Conservation Projects 2020-21

Energy Saving Tasks

Sr.

No.



| T.I | | (((()))) | TOE/Year | /Annun) |
|-----|--|----------|----------|---------|
| 1. | Reduction in Plant Heat Rate by 20 Kcal/kwh through Fine tuning of Auto process controller in TPP-2. (Optimization of Dump loss) | NIL | 333 | 3.1 |
| 2. | Reduction in Auxiliary power consumption in Boiler Fans by 580 Kwh/day through Fine tuning of Auto process controller in TPP-2. (Optimization of oxygen in furnace.) | 191400 | NIL | 0.62 |
| 3. | Reduction in Plant Heat Rate by 12 Kcal/Kwh by Hydrojet cleaning in TPP-1 ACC. | NIL | 166 | 1.5 |
| 4. | Reduction of TPP fuel cost by 0.02 Rs/Kwh by Use of Alternate Fuel in Boiler. (10% by mass). | NIL | NIL | 6.5 |
| 5. | Reduction of TPP Plant heat rate by 60 Kcal/Kwh by the usage of surplus WHRS steam to TPP. | NIL | 1098 | 10.2 |
| 6. | Reduction in Aux. power consumption by 1500 Kwh/Day in TPP-1 ACC Fans by high pressure Hydrojet cleaning of chocked fin tubes. | 495000 | NIL | 1.61 |
| 7. | Reduction in Aux. power consumption by 800 Kwh/Day in TPP-2 ACC Fans by high pressure Hydrojet cleaning of chocked fin tubes. | 264000 | NIL | 0.86 |
| 8. | Reduction in TPP-2 Boiler Feed Pump Auxiliary Power Consumption by replacement of attemperator nozzle to reduce DP of 1.5 Kg/cm2. | 179520 | NIL | 0.583 |

Major Energy Conservation Projects 2020-21



| 1 | | Annual En | ergy Savings | Savings |
|------------|--|---------------------|-------------------------------|----------------------------|
| Sr. No. | Energy Saving Tasks | Electrical (kWh) | Thermal Energy TOE/Year | (Rs. million /Annum) |
| | Reduction in TPP-2 Boiler Feed Pump Auxiliary Power Consumption by 480 Kwh/Day through major Overhauling of pump by KSB. | 138600 | NIL | 0.450 |
| | Reduction in WHRS ACC Fan power by replacement of existing blade with new energy efficient blades. | 158400 | NIL | 0.515 |
| 12. | Reduction in Compressor Auxiliary Power Consumption by reducing Compressor SPC reduced from 4.37 to 3.20 through operational philosophy and Loss correction. | 169620 | NIL | 0.551 |
| | Reduction in TPP Boiler Fans Auxiliary Power Consumption by reducing SPC from 19.72 to 17.6 through removal of suction dampers and False air reduction. | 246840 | NIL | 0.802 |
| 14. | Optimization of CHP power consumption. | 99000 | NIL | 0.322 |
| 15. | Connected HPH-1 drain line with LPH to reduce Plant Heat Rate by 6 KCal/Kwh. | 0 | 100 | 0.9 |
| 16. | Optimized the windbox pressure from 950 to 850 mmWC @PLF <65%. | 99000 | NIL | 0.322 |
| | Total | 2041380 | 1696 | 28.82 |
| | TOTAL SAVED ENERGY- 187 | 2 TOE | | |

Major Energy Conservation Projects 2019-20



| C | | Annual E | Savings | | | |
|-----|--|------------|----------------|-------------|--|--|
| Sr. | Energy Saving Tasks | Electrical | Thermal Energy | (Rs million | | |
| No. | | (kWh) | (TOE/Year) | /Annum) | | |
| 1 | Reduction of TPP Plant heat rate by the usage of surplus WHRS steam to TPP. | 122500 | 1098 | 11.38 | | |
| 2 | Reduction in specific power consumption of K-Pump from 4.0 to 3.0 Kwh/MT by proper air balancing to the system. | 70000 | NIL | 0.32 | | |
| 3 | Reduction in BFP Power consumption by further DP Logic modif. as Per load. | 87500 | NIL | 0.39 | | |
| 4 | Reduction of false air from 5.5 % to 3.3%. | 73500 | NIL | 0.33 | | |
| 5 | Reduction of Specific power consumption of Boiler Fans Power from 21.47 to 19.95 Kwh/Mw by taking the corrective action on Air slide system of MDC System (i.e. ash recirculation system of Boiler). | 295556 | NIL | 1.33 | | |
| 6 | Optimization of lighting power consumption. | 11771 | NIL | 0.05 | | |
| 7 | Reduction of compressor Power by optimizing the air consumption in ash handling system by implementation of in-house logic for ash handling system as per load. | 46278 | NIL | 0.21 | | |
| 8 | Reduction in specific power consumption of AC from 3.63 to 2.67 Kwh/MW by installing the AC controller (6Nos.) | 186200 | NIL | 0.84 | | |
| 9 | Line-2 ESP Power consumption reduction from 500 Kwh to 300 Kwh/Day | 70000 | 132 | 0.32 | | |
| 10 | Reduction in TPP Fly ash LOI from 2.35 to 2.10 % by implementation of MDC RAV Logic with Bed temperature. | NIL | 389 | 1.31 | | |
| 11 | Wind box pressure reduced to 1040 from 1250 in Boiler-2. | 196000 | NIL | 4.74 | | |
| | Total | 4186199 | 1619 | 21.2 | | |
| | TOTAL SAVED ENERGY- 1719 TOE | | | | | |

Major Energy Conservation Projects 2018-19

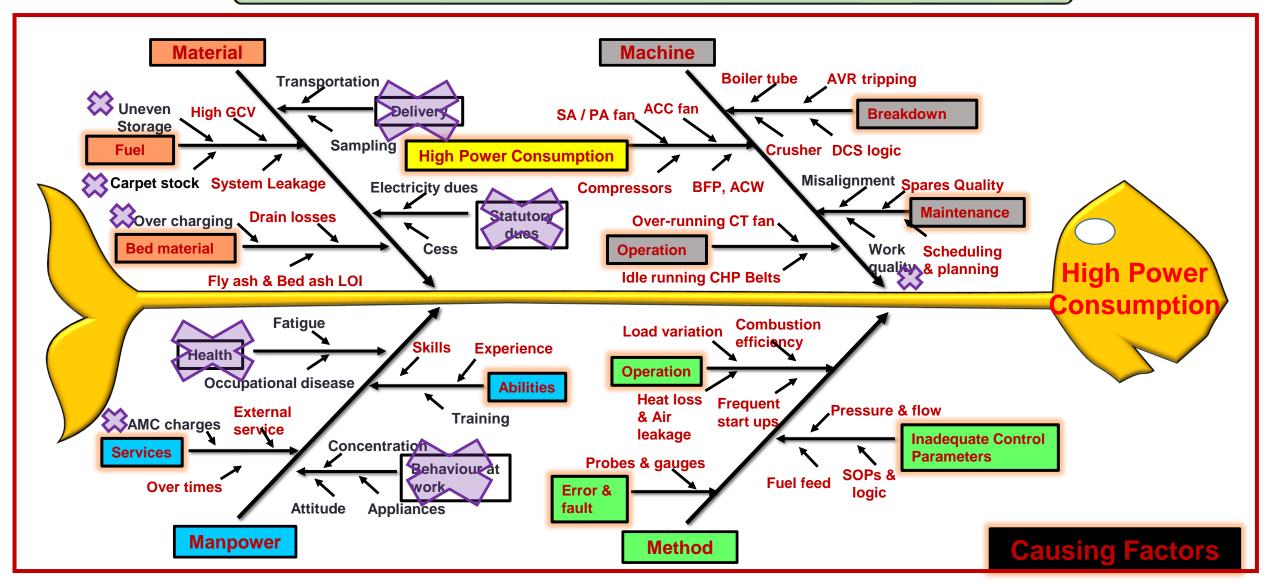


| C. | | Annual E | nergy Savings | Savings | | | |
|---|--|------------|----------------|-------------|--|--|--|
| Sr. No. | Energy Saving Tasks | Electrical | Thermal Energy | (Rs million | | | |
| 140. | | | (TOE/Year) | /Annum) | | | |
| 1 | Auto Operation of Dump steam in Line-2 | Nil | 259 | 2.22 | | | |
| 2 DM water Consumption reduced from 40 to 16 M3 in Line-2 | | Nil | 481 | 4.12 | | | |
| 3 | TPP Fly ash LOI reduction from 3 to 2% | Nil | 880 | 7.54 | | | |
| 4 | Line-2 ESP Power consumption reduction from 2000 Kwh to 950 Kwh/Day | 339465 | NIL | 1.43 | | | |
| 5 | AC Power Reduction. | 285797 | NIL | 1.21 | | | |
| 6 | Compressor Power Consumption Reduction in Line-2. | 161650 | NIL | 0.68 | | | |
| 7 | K -pump Power consumption reduction. | 276748 | NIL | 1.17 | | | |
| X | Line-1 ESP Power consumption reduction from 1940 Kwh/Day to 550 Kwh/Day. | 172916 | NIL | 0.73 | | | |
| 4 | Line-2 ESP Power consumption reduction from 930 Kwh/Day to 500 Kwh/Day. | 139019 | NIL | 0.59 | | | |
| 10 | Optimization of lighting power Cons. | 47450 | NIL | 0.20 | | | |
| | 11 PA air temp increase 7 Deg C by replacing APH tube in PA path in line-2 (150 Nos.). | | 92 | 0.78 | | | |
| 12 | BFP Auto DP logic implemented as per looking Load MW in Line2. | 484950 | NIL | 2.05 | | | |
| | Total | 1907995 | 1612 | 22.72 | | | |
| | TOTAL SAVED ENERGY- 1712 TOE | | | | | | |

Innovative Projects & Implementation – Aux. Power

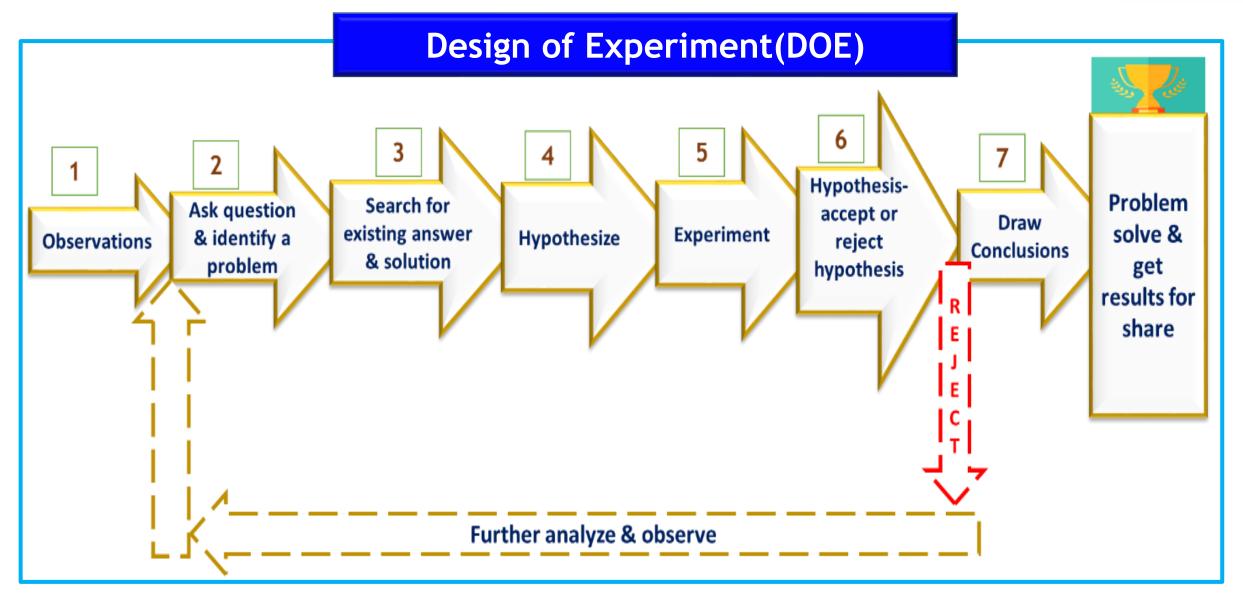


Analysis: Key Factors Causing High Power Consumption



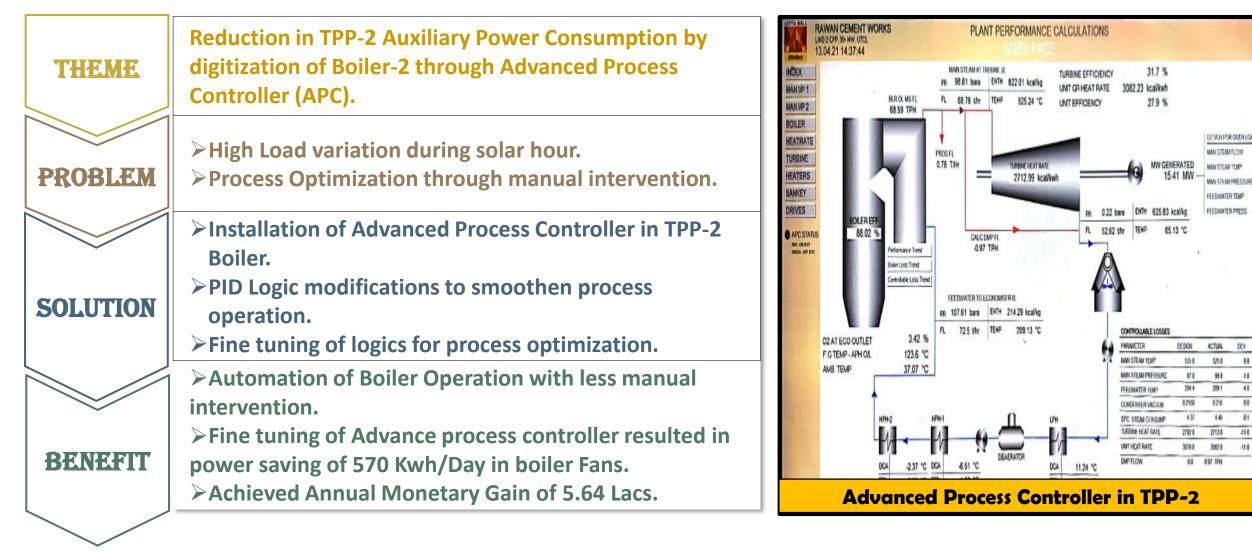
Innovative Projects & Implementation





Initiative-1: Reduction in TPP-2 Auxiliary Power Cons. By APC

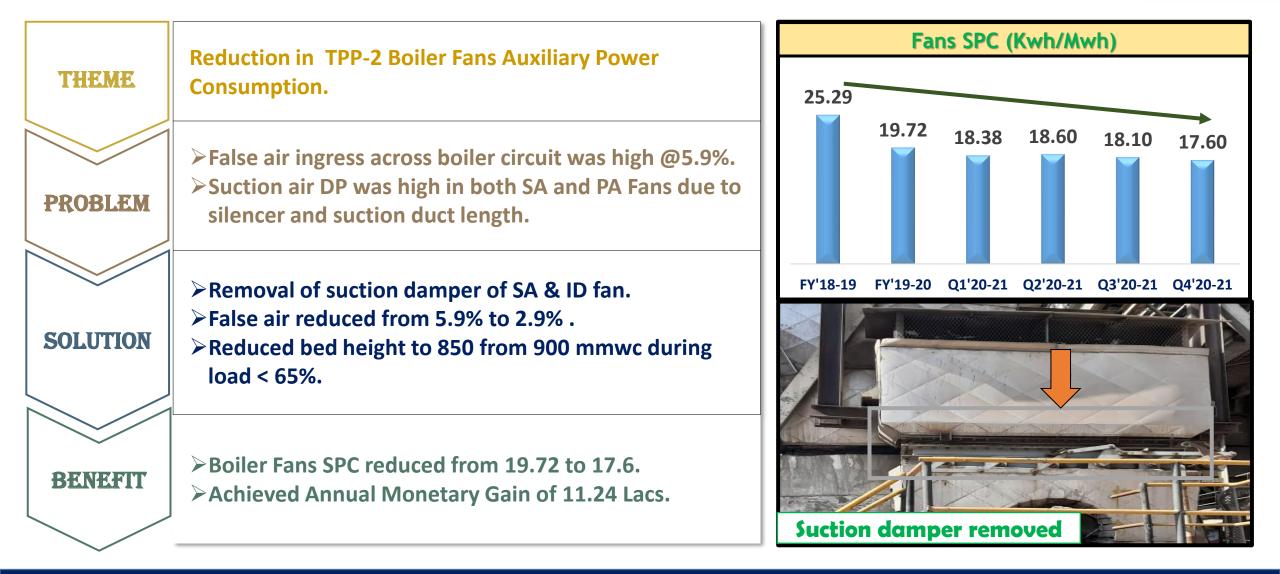




Gain of Rs. 5.64 Lacs / Annum

Initiative-2: Reduction in Boiler Fans Auxiliary Power Cons.

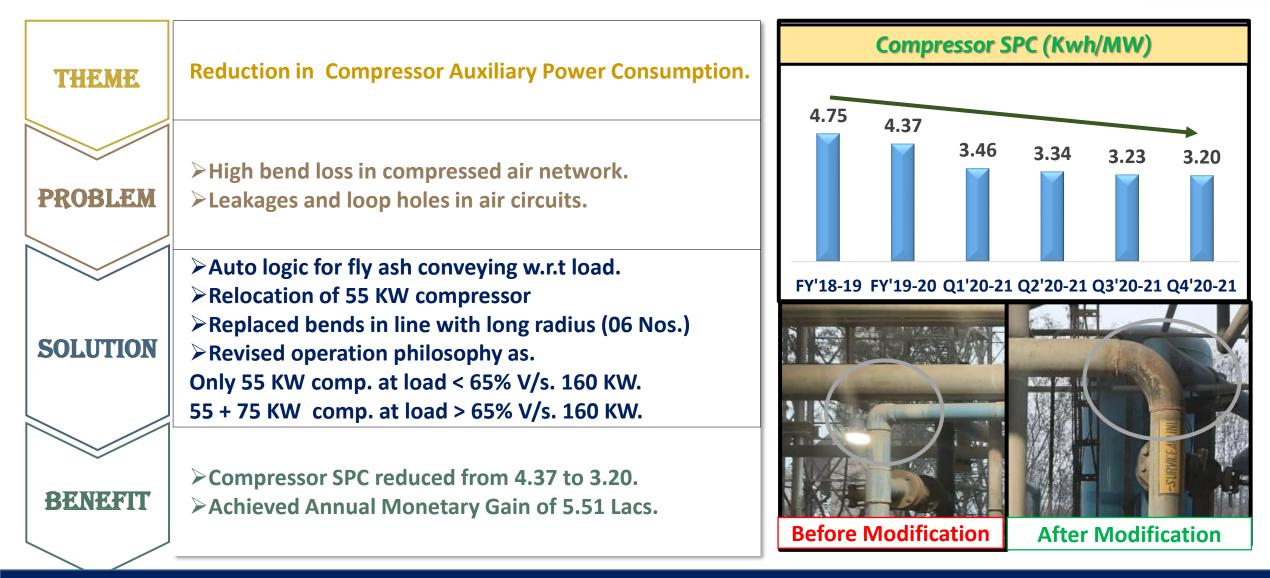




Gain of Rs. 11.24 Lacs / Annum

Initiative-3 : Reduction in Compressor Auxiliary Power Cons.

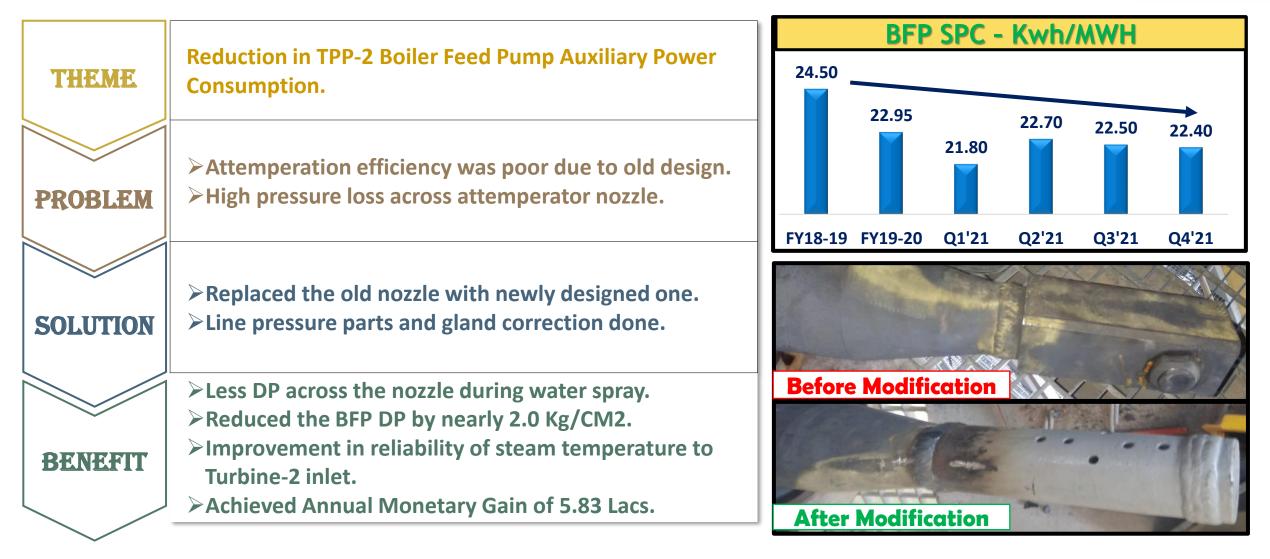




Gain of Rs. 5.51 Lacs / Annum

Initiative-4 : Reduction in TPP-2 BFP Auxiliary Power Cons.

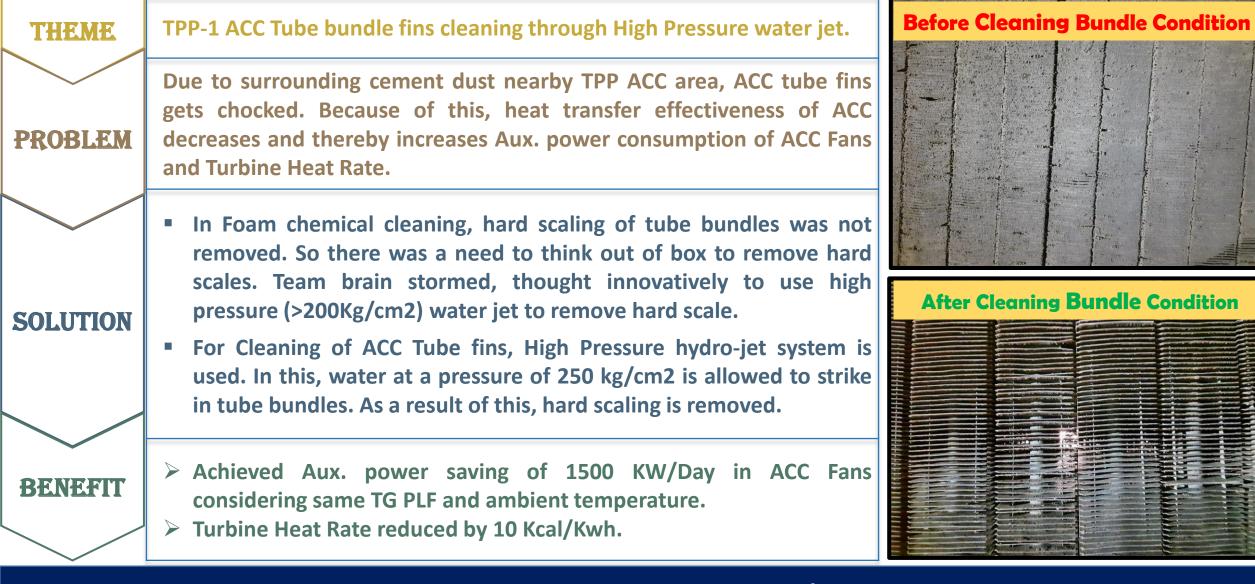




Gain of Rs. 5.83 Lacs / Annum

Initiative-5: Reduction in TPP-1 ACC Aux. Power Cons. & PHR



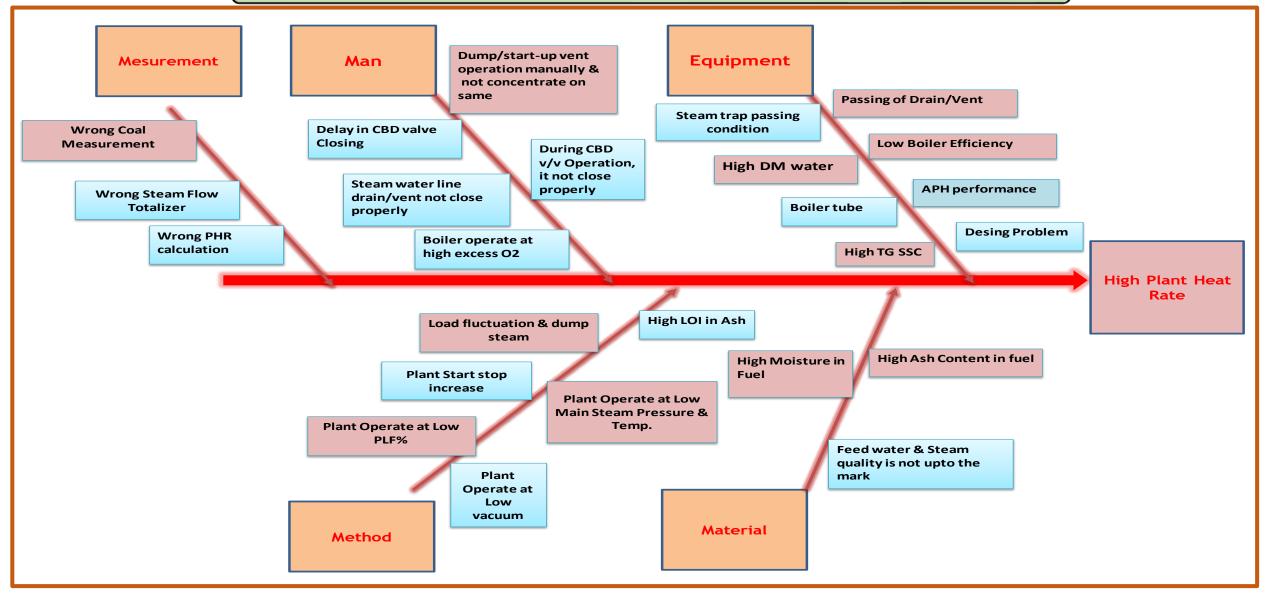


Monetary Gain of Rs. 27.32 Lacs / Annum

Innovative Projects & Implementation – Heat Rate



Analysis: Key Factors Causing High Plant Heat Rate



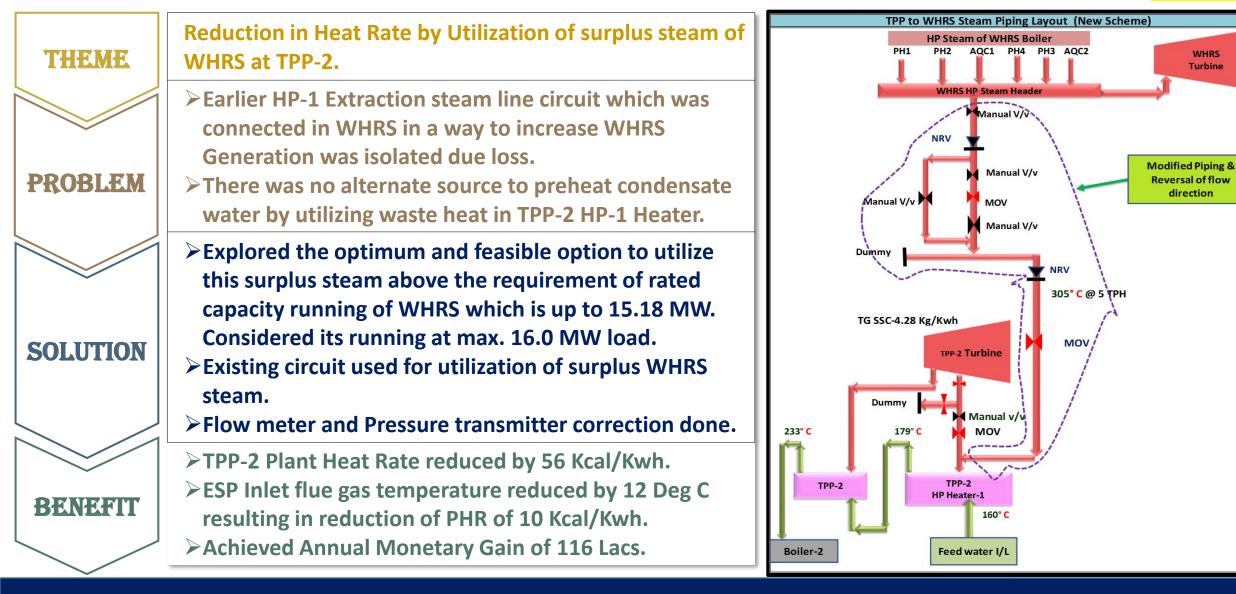
Initiative-1: Utilization of surplus steam of WHRS to reduce TPP PHR



WHRS

Turbine

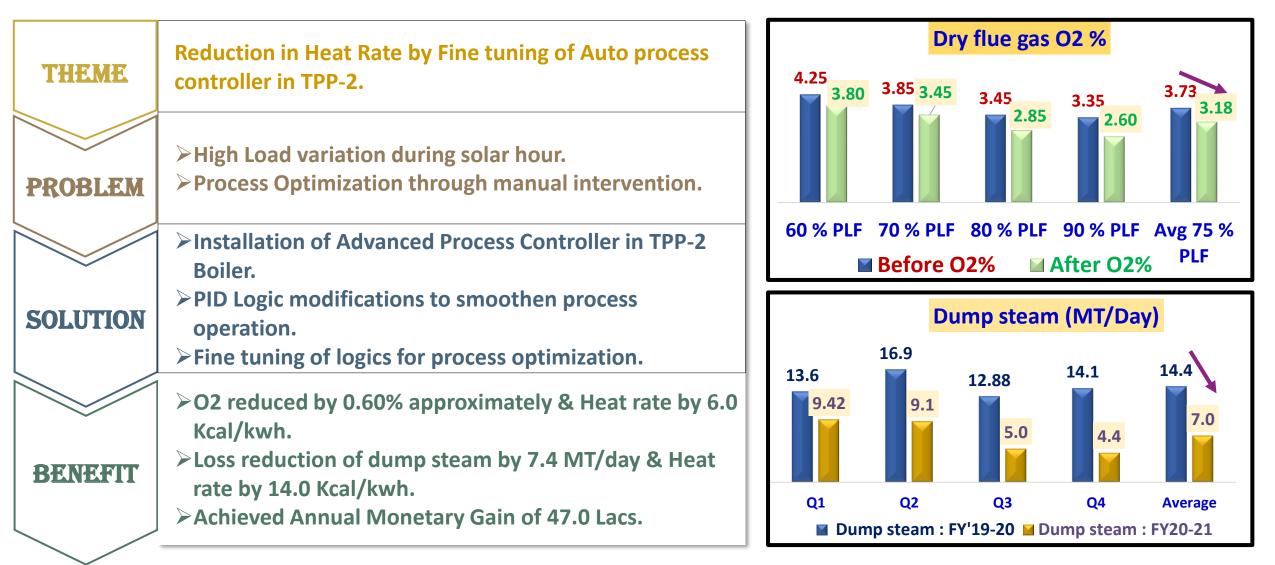
direction



Gain of Rs. 116 Lacs / Annum

Initiative-2 : Heat rate reduction by Fine tuning of APC

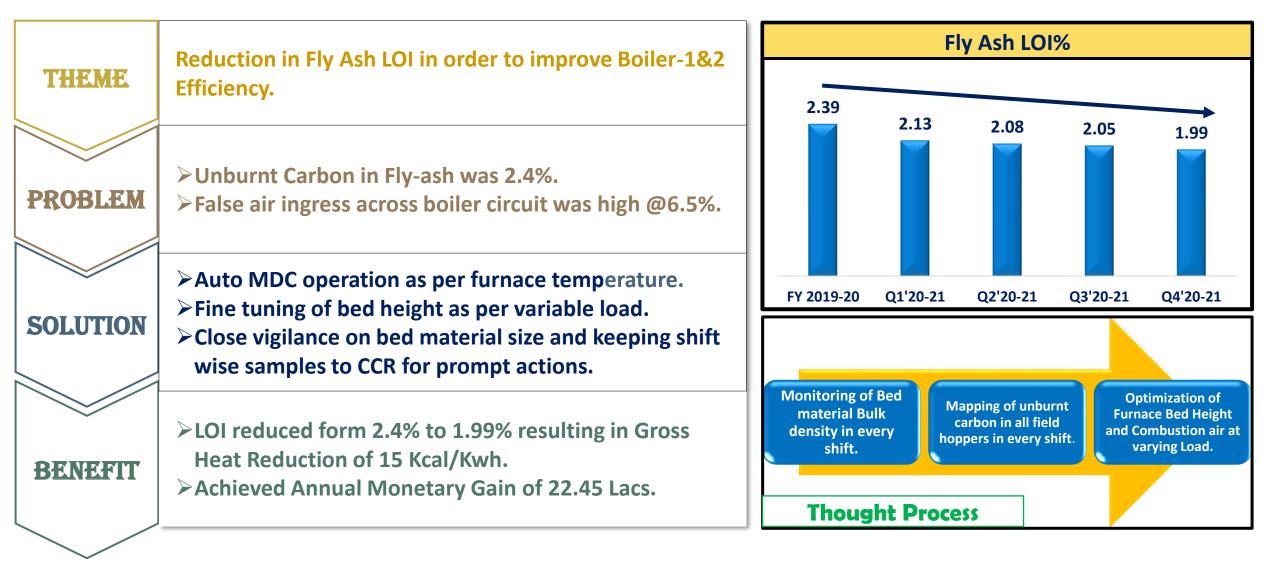




Gain of Rs. 47.0 Lacs / Annum

Initiative-3 : Heat rate reduction by Fly ash LOI % reduction





Gain of Rs. 22.45 Lacs / Annum

Renewable Energy Use



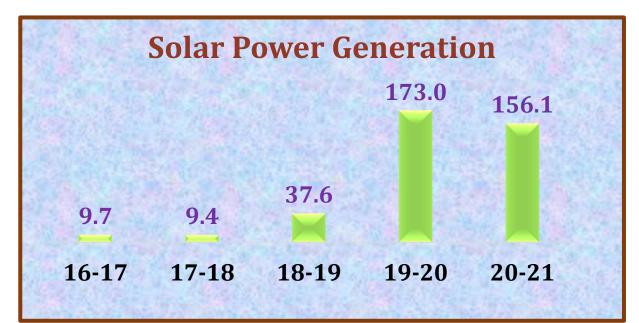
Green Township

10 MW Solar Power Generation Started from Feb'19

800 KWH Solar Panels Installed in FY 2011-12.

Colony Power requirement mainly catered through Solar power generation



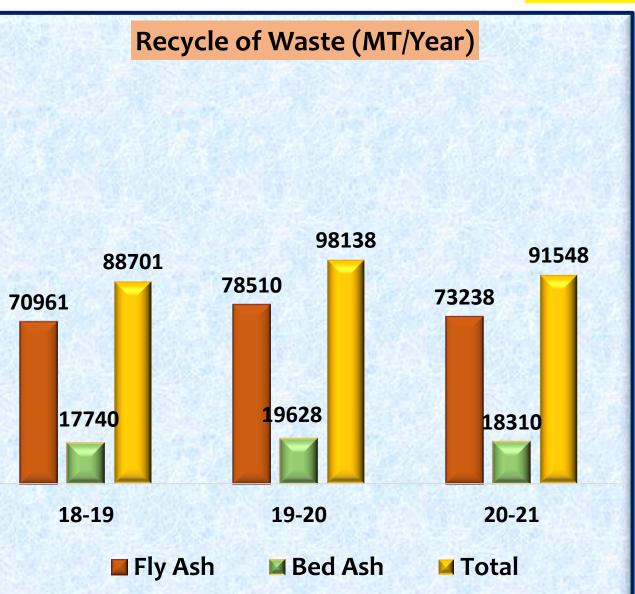




Utilisation / Recycle of Waste

Utilization of TPP fly ash & Bed ash :

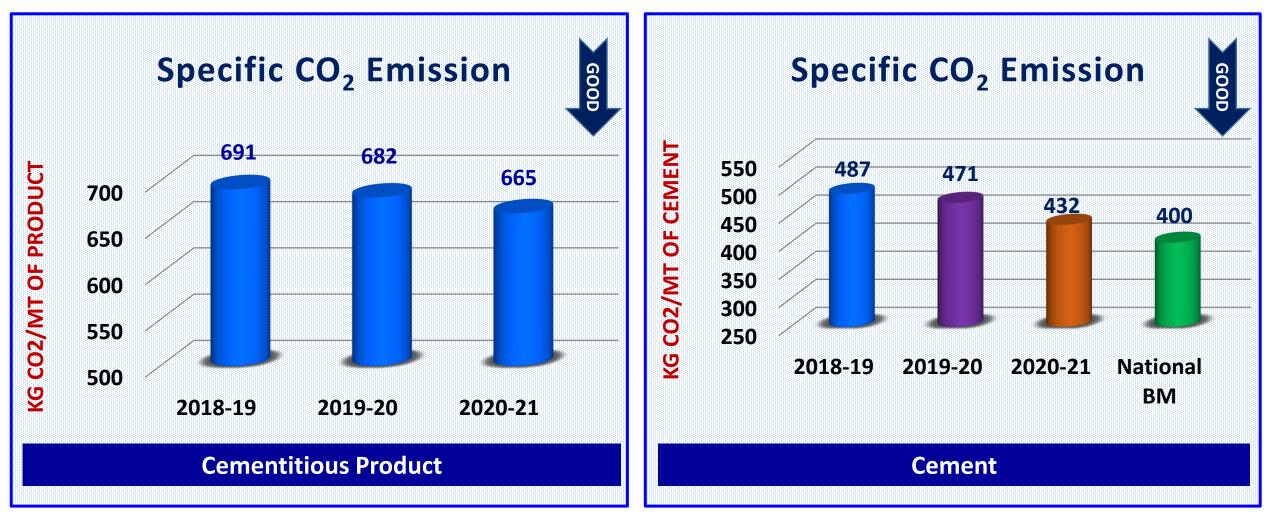
- Bed ash as well as fly ash being generated from boilers are conveyed pneumatically to silos.
- From Silos, fly ash is again transported through dense phased closed pneumatic system up to cement mill silos where it is being consumed 100% for cement manufacturing.
- Complete bed ash in storage silos is reconditioned through wet unloading system and then loaded in tipper.
- It is being used completely as a raw material for cement plant. It is added in the raw meal additive hopper for further process at cement plant.





GHG Inventorization





* Lowest Carbon Footprints/Specific Emissions among all UltraTech plants

Environment Management - Water



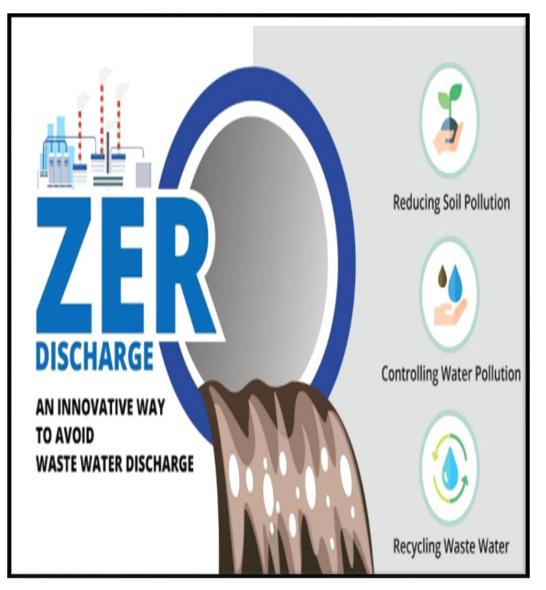
Best Practices in Water Management :

- By Meter/Measure/Manage Method
- a. Monitoring & measuring water generation & consumption on daily basis.

b. Preparing the deviation report for extra water consumption at unit level.

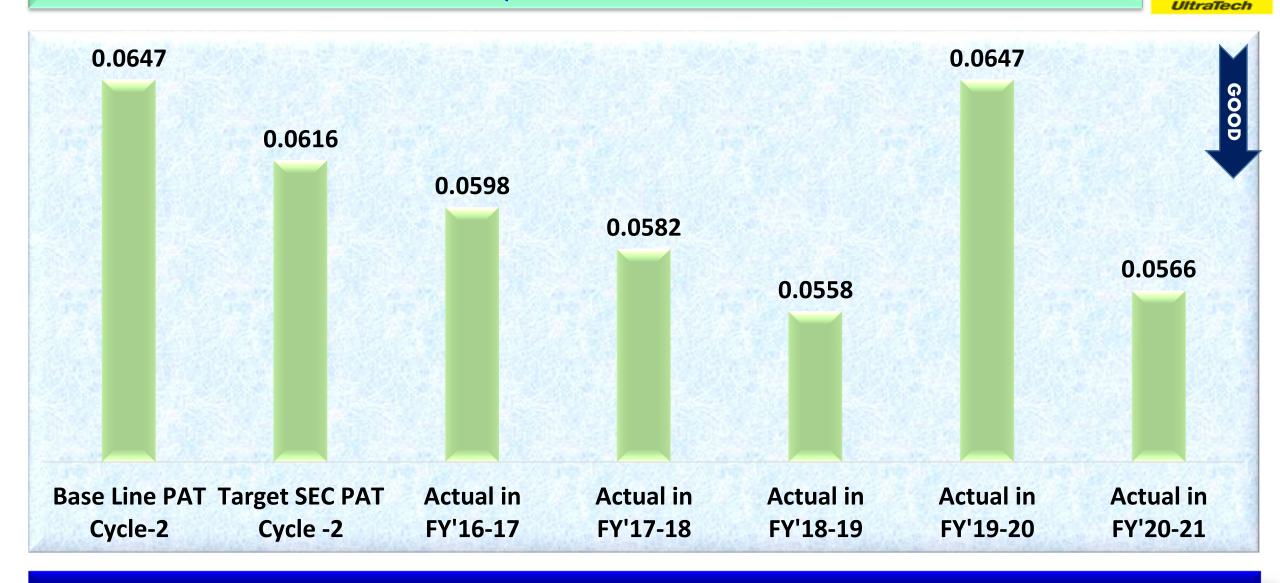
- Utilizing the boiler drain water in cooling towers.
- Stabilizing the STPs at unit colony & factory(plant)
 & using the STP water in Cooling towers.
- Treating the influent water & using it at plant green garden.
- TPP SWAS drain Water is being used at P&V system.

We are Zero Discharge Plant Are You....??????



PAT Status (TOE/Ton of Product)

ADITYA BIRLA



Save Energy - Save Money - Save the Planet

Green Supply Chain Management

ADITYA BIRLA



Projects Implemented :

- Reverse logistics Coal rake used to send Clinker to grinding Units.
- Dedicated 132 KV line between RWCW and HCW. Later, to improver further, the PMS has been hooked up between these two units.

Benefits Achieved :

- Reverse loading of rakes equals to reduction in incoming rakes and resulted in fuel saving.
- Dedicated 132 KV line along with common PMS has helped significantly to improve reliability of operation and plant performance parameters at both end.

Supplier Evaluation :

- Waste Belt Reuse/ Rebuilding
- On the basis of sustainability factors- safety, Health & Environment.
- Joint Improvement projects.

Way Forward: Energy Saving Projects



| SN | Project in Pipe Line | Gain | Energy Saving Potential | Target Date |
|----|--|----------------------|----------------------------|-------------|
| 1 | Reduction of PHR of TPP-2 Turbine by Major overhauling of TG-2. | PHR Reduction | 60 Kcal/Kwh | 31.10.2021 |
| 2 | TPP-1 Plant heat rate reduction through condensate water preheating from WHRS AQC-1 boiler outlet flue gas. | PHR Reduction | 40 Kcal/Kwh | 31.08.2022 |
| 3 | TPP-1 APH Performance improvement by False air reduction and De-choking & replacement of chocked tube. | PHR Reduction | 5 Kcal/Kwh | 31.10.2021 |
| 4 | Reduction of Power in TPP-2 SA Fan in Boiler-2. by replacement of SA fan impeller with new energy efficient (20KWH). | | 450 Kwh/Day | 31.10.2021 |
| 5 | WHRS Power enhancement of 4MW by Modification in turbine & boiler. | Power Enhancement | 4000 Kwh/Day | 31.08.2022 |
| 6 | WHRS ACC Fan power reduction by replacement of old design ACC Fan (4 nos) with energy efficient blades. | APC Reduction | 960 Kwh/Day | 30.11.2021 |
| 7 | Reduction of Aux. power consumption in TPP-1 BFP by modification in internal hydraulic in Pumps. | APC Reduction | 420 Kwh/Day | 31.03.2022 |

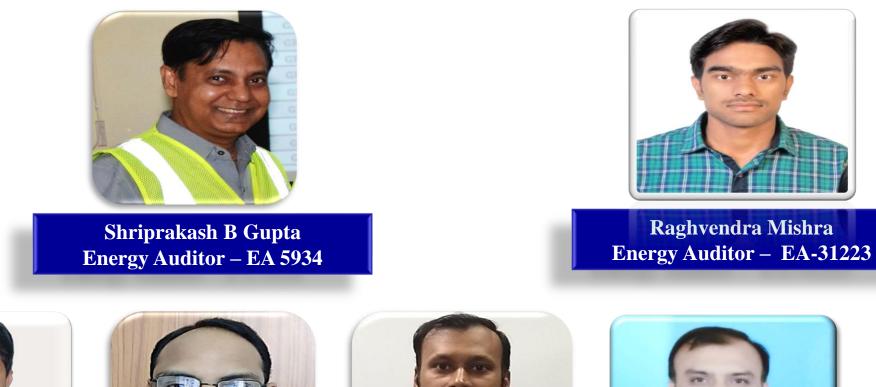
Way Forward: Energy Saving Projects



| SN | Project in Pipe Line | Gain | Energy Saving Potential | Target Date |
|----|---|---------------|--|--|
| 8 | Installation of Water Fog System below ACC Fans to improve vacuum. | PHR Reduction | 5 Kcal/Kwh | 31.10.2021 |
| 9 | TPP-2 ACC Fan replacement with energy efficient ENCON blade for 8 Fan. | APC Reduction | 1000 Kwh/Day | 31.10.2022 |
| 10 | Inter-connection of TPP-1&2 Cooling tower. | APC Reduction | 350 Kwh/Day | 31.10.2021 |
| 11 | Replacement of Old Technology ACW Pumps having Pump Efficiency (65%) with new technology high efficiency (80%) pumps in TPP-1 | APC Reduction | 400 Kwh/Day | 31.10.2022 |
| 12 | TPP-1 Cooling Tower Fill replacement work. | APC Reduction | 200 Kwh/Day | 30.09.2021 |
| | Total Energy Saving Potential | | 10 Kcal/Kwh ≈ (1829 ion = 8030 Kwh/Day rgy ≈(2094 TOE) | The second s |

Energy Auditor/Manager







Atulesh Lanjewar Energy Manager – EM-7737



P C Shekhar Rao Energy Manager –EA 20580



Vibhav Jaiswal Energy Manager – EM 3325



Dinesh Kumar Verma Energy Manager – EM 5121



Purushottam . K. Singh Energy Manager – EM 16333

Energy Management Policy



Energy Policy implemented in 2009

- Energy Policy states unit's commitment towards continual energy performance
- improvement
- Energy policy is communicated at all levels
 - Daily Review of Energy & PAT data w.r.t BEST
- Dedicated Energy Cell with fortnightly review
- Three layer Team Structure for stringent Monitoring

Energy Policy

UltraTech Cement Ltd. Unit- Rawan Cement Works.

As a way of life, we, the employees of Rawan Cement Works are committed and pledge to conserve Energy judiciously in all our activities, product and services across the organization. We shall endeavor to transformer energy conservation into a strategic business goal fully aligning with technological advancements by improving the skill and knowledge of our employees for sustainable development.

To achieve excellence, our objectives therefore will be:

- To reduce specific energy consumption in all our operations and activities.
- To conserve fossil fuels through enhanced use of renewable energy/recovered waste energy/ Alternate fuel
- To adopt energy efficient technologies/ equipments for all new projects.
- To ensure energy conservation awareness programme throughout the organization.
- To recognize efforts of our employee and their family members in energy conservation initiatives.
- To replace old energy inefficient technology/ equipments with the latest energy efficient state of art technology/ equipment continually.
- To control energy consumption by periodic review and improving our process by motivation and training practices.
- To sustain energy efficiency gains by establishing and maintaining a management information system designed to support managerial decision making.
- To conduct regular management reviews to ensure continual improvement and achieve of our goal.

Date: 01.04.2016.



Rawan Cement Works

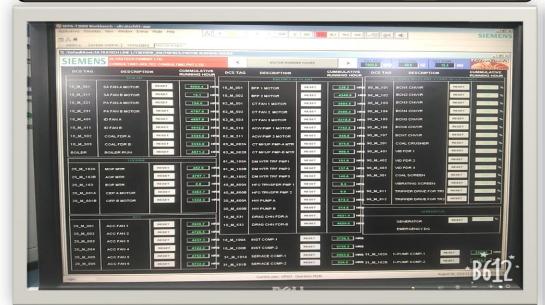
Regular Improvement Projects on Energy Conservation

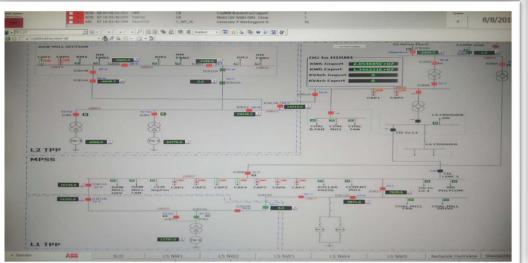
Real time power consumption data monitoring through online Energy Monitoring System

Energy Management System



Daily Energy Monitoring





Power Generation Planning for HCW & RWCW

| | | НС | W_Plant | t Running | g plan | | | | |
|----------------------|----------|----------|----------|-----------|----------|----------|----------|----------|----------|
| Time | 00 to 01 | 01 to 02 | 02 to 03 | 03 to 04 | 04 to 05 | 05 to 06 | 06 to 07 | 07 to 08 | 08 to 09 |
| Crusher -1 | | | | | | | 1.60 | 1.60 | 1.60 |
| RM-1 | 4.80 | 4.80 | 4.80 | 4.80 | 4.80 | 4.80 | 4.80 | 4.80 | 4.80 |
| RM-2 | 4.70 | 4.70 | 4.70 | 4.70 | 4.70 | 4.70 | 4.70 | 4.70 | 4.70 |
| Kiln-1 | 7.50 | 7.50 | 7.50 | 7.50 | 7.50 | 7.50 | 7.50 | 7.50 | 7.50 |
| KM-1 | 1.60 | 1.60 | 1.60 | 1.60 | 1.60 | 1.60 | 1.60 | 1.60 | 1.60 |
| CM-1 | 4.50 | 4.50 | 4.50 | 4.50 | 4.50 | 4.50 | 4.50 | 4.50 | 4.50 |
| CM-2 | 4.50 | 4.50 | 4.50 | 4.50 | 4.50 | 4.50 | 4.50 | 4.50 | 4.50 |
| Utilities | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Packing plant | 1.30 | 1.30 | 1.30 | 1.30 | 1.30 | 1.30 | 1.30 | 1.30 | 1.30 |
| Total power req. | 29.9 | 29.9 | 29.9 | 29.9 | 29.9 | 29.9 | 31.5 | 31.5 | 31.5 |
| | | RW | CW _Plar | nt Runnir | ng plan | 1 | | | |
| Line-2 | | | | | | | | | |
| Time | 00 to 01 | 01 to 02 | 02 to 03 | 03 to 04 | 04 to 05 | 05 to 06 | 06 to 07 | 07 to 08 | 08 to 09 |
| LS Crusher | 2.8 | 2.8 | 2.8 | 2.8 | 2.8 | 2.8 | 2.8 | 2.8 | 2.8 |
| Raw Mill-1 | 4.5 | 4.5 | 4.5 | 4.5 | 4.5 | 4.5 | 4.5 | 4.5 | 4.5 |
| Raw Mill-2 | 4.5 | 4.5 | 4.5 | 4.5 | 4.5 | 4.5 | 4.5 | 4.5 | 0.0 |
| Raw Mill-3 | 4.5 | 4.5 | 4.5 | 4.5 | 4.5 | 4.5 | 4.5 | 4.5 | 4.5 |
| Coal Mill | 2.2 | 2.2 | 2.2 | 2.2 | 2.2 | 2.2 | 2.2 | 2.2 | 2.2 |
| Kiln | 10.5 | 10.5 | 10.5 | 10.5 | 10.5 | 10.5 | 10.5 | 10.5 | 10.5 |
| Bulk Clinker Loading | 0.4 | 0.4 | 0.4 | 0.4 | 0.4 | 0.4 | 0.4 | 0.4 | 0.4 |
| Total power req. | 56.8 | 56.8 | 56.8 | 56.8 | 56.8 | 56.8 | 56.8 | 56.8 | 41.8 |

Energy Monitoring, Reporting & Implementation Methodology



| Energy Management Cell with clear cut responsibilitie | Monitoring & Review Formats |
|--|--|
| Daily monitoring of Energy Deviation report. | Description Formats |
| Benchmarking with National/International/ Units/Cluster units and action plan for improvement. Regular study of Equipment's on deviation and | Performance review |
| analysis. Process Evaluation & Identification of Energy Conser scope. | Review of Daily Power |
| Feasibility study of suggestions and designing propos sanctions. Promoting energy saving idea generation by shop | Points Compliance Adobe Acrobat |
| teams and time bound implementation Organizing Internal and External Energy Audit. | Energy Audit (Internal & External) Points Compliance |

Certifications





ISO 9001, 14001, OHSAS 18001

SA 8000

Awards: Journey Towards Excellence

ADITYA BIRLA





