

No. ACC/Sec./SE/21/0064
October 19, 2021

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Mumbai - 400 020, India

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of India Limited**
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Scrip Code: ACC

BSE Limited
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Dear Sir/Madam,

Sub: Regulation 30 of SEBI (Listing Obligations & Disclosure Requirements) Regulations, 2015 - Investor Presentation

In terms of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and other applicable provisions, please find enclosed the Investor Presentation Q3CY21 Results.

The said Investor Presentation will be simultaneously posted on the Company's website at www.acclimited.com.

You are requested to take note of the same.

Yours Sincerely
For **ACC Limited**

Rajiv Choubey
Chief Legal Officer & Company Secretary
ACS-13063

Encl.: As Above



Investor Presentation : Q3 2021

October 2021

ACC

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ACC at a Glance

Committed for a Net Zero Future

First Indian Cement Company to Sign Net Zero Pledge with Science based Targets



Climate and Energy



ACC has become the **first and only** Indian cement company to sign the **Business Ambition for 1.5°C** along with Science Based Targets.

ACC has committed to reduce

- Scope 1 GHG emissions **21.3%** per ton of cementitious material by 2030 from a 2018 base year and
- Scope 2 GHG emissions **48.4%** per ton of cementitious material within the same timeframe.

The target boundary includes biogenic emissions and removals from bioenergy feedstocks

Partner in India's Progress



ACC has been pioneer in the journey of nation building and continues to remain front-runner with its pan-India presence



Consistently setting new benchmarks with our relationship-first approach, breakthrough innovation and commitment to long-term sustainability



Legacy of active contribution to India's progress spanning over eight decades

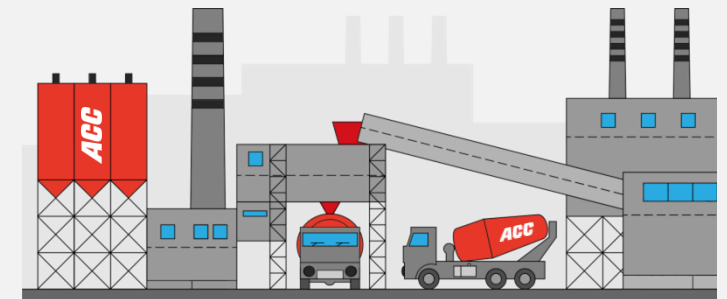


Focused on retail (contributes ~80% of revenue), driven by a robust distribution network

A brand that enhances long-term value creation for all stakeholders

34.45 MTPA

Installed cement capacity



Vision

To be one of the most respected companies in India; recognised for challenging conventions and delivering on our promises

Purpose

To be a driving force in creating a confident future for our people, our customers, our shareholders and our nation

Sustainable Value Creation through Scale and Innovation



Operational

17
Cement plants

79
Ready mix concrete plants

~79%
Capacity utilisation

Social

~6,000
Employees

56,000
Channel partners

>2,00,000
Lives touched

Environment and governance

58%
Clinker Factor

7%
Thermal Substitution Rate

50%
Independent Directors

All data on YTD (9M 2021) basis

Delivering Sustainable Growth



Continued focus on differentiated products & solutions catering to specific consumer needs to drive pricing premium

Deploying whole new gamut of digital tools - both for better consumer connect & technical assistance, to enhance overall consumer experience



RMX business coming out of Covid blues and witnessing demand & resultant margin revival

ECOPact (*the advanced low CO₂ concrete solutions*) volume share accelerated



Project Parvat continues to remain flagship programme to reinvigorate culture of Cost Consciousness

Various cost measures [Best Cost country (BCC) sourcing, target best costing, efficiency improvements] in full swing



Signed **Net Zero Pledge** and **Business Ambition for 1.5°C** with validated Science-based targets, the first cement company in India to do so

Won ESG India Leadership Award, organized by ESG Risk.ai



Working capital maintained at optimum level through robust monitoring mechanism

Investment outlay in both growth and efficiency projects on track



Digital drive

Manufacturing: Plants Of Tomorrow progressing well

Logistics & Sourcing: Various tools like Transport Analytics Centre (TAC) at various stages of implementation for efficiency improvement

Commercial: Various consumer-centric digitization tools adding value to customers

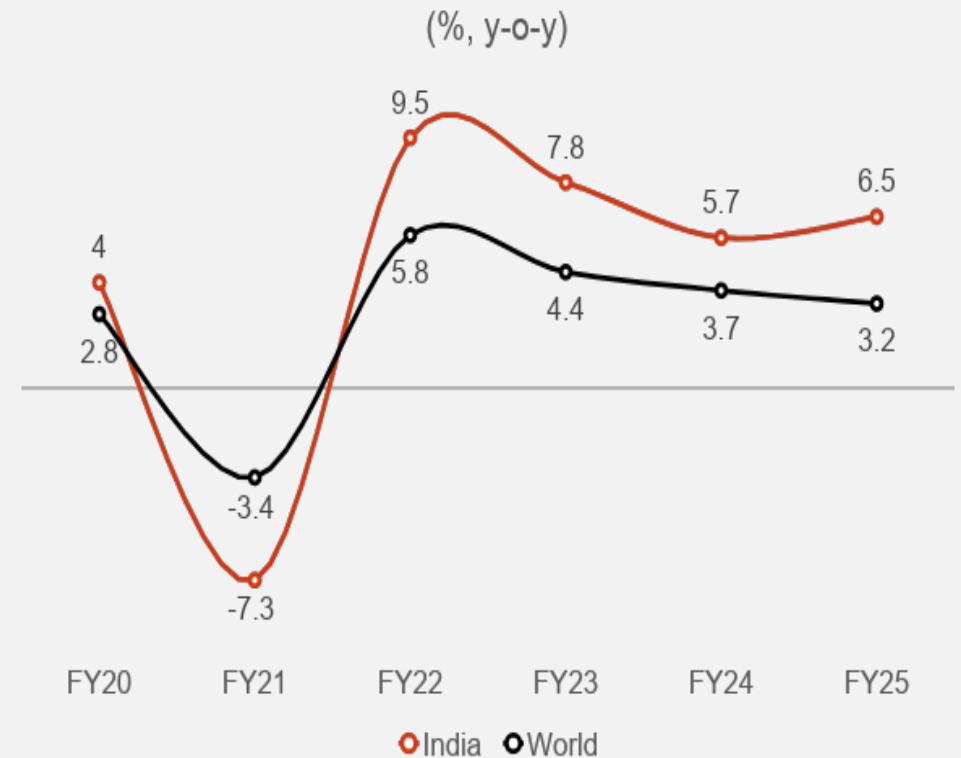


Economy & Sector Update

GDP to sharply rebound on account of low base

- GDP forecast at 9.5% for fiscal 2022 (April'21 to Mar'22)
 - Largely on account of low base
 - Budgetary focus on capex to support growth in short term and also create platform for medium term growth
- India's GDP growth is expected to see base effect driven 'sharp rebound' until fiscal 2023
- In fiscal 2023, we expect growth to remain strong and become more broad-based, as a sufficient proportion of population gets vaccinated by then
- Inflation projected at close to 6% for fiscal 2022: core inflation sticky
- Beyond fiscal 2023, growth expected to average ~6% annually

Source: Crisil



GDP – Gross Domestic Product

Source: S&P Global (September 2021), Global outlook is for calendar year (FY21= 2020 for World), NSO, CRISIL

Sectoral Outlook

2021- 22 (E)

2022- 23 (E)

Housing



- Urban housing and real estate to witness growth on low base
- Timeline relief in terms of 6 months extension, granted to builders by RERA due to COVID
- Funding under PMAY-R expected to moderate in FY22
- Budgetary allocation towards PMAY-U scheme for 2021-22 at ₹ 8,000 crore
- Government on track to complete the target of 11.3 million houses by FY23

2021- 22 (E)

2022- 23 (E)

Infrastructure



- National Infrastructure Pipeline projects worth 1.5 trillion USD over next 5 years
- 70% of the investments to focus on urban, energy, road and rail sectors
- Increased budgetary allocation of ~10% in FY22BE over fiscal 2021RE towards roads and highways
- Higher union & state budget allocation by 125% & 49% on Water Supply & Sanitation in FY22BE over FY21RE to support cement demand
- Budgetary support to railways by ~34% higher than previous budget (highest ever allocation of ₹ 2.15 trillion)

2021- 22 (E)

2022- 23 (E)

Industrial /Commercial



- Industrial and commercial construction demand to witness revival on back of:
 - Deferred investments from previous fiscal flowing into FY22 & FY33
 - Implementation of time bound PLI (Production Linked Incentive) scheme
 - Warehousing space projected to more than double over next 5 years due to e-commerce boom

■ Moderate
 ■ Healthy
 ■ Strong

Abbreviations - PMAY-R :Pradhan Mantri Awas Yojana – Rural, PMAY-U :Pradhan Mantri Awas Yojana – Urban, NHAI: National Highway Authority of India; PMGSY: Pradhan Mantri Gram Sadak Yojana



Strategic Priorities



Spurring Growth



Capacity Expansion Projects

Capacity expansion projects at Ametha (Clinker 2.7 MTPA and cement grinding 1.0 MTPA) in Madhya Pradesh and split cement grinding units (3.8 MTPA) in the state of Uttar Pradesh



WHRs Projects

- Company's committed journey of increasing share of green power remains on course
- Both Jamul (10MW) and Kymore (14MW) projects on track
- Feasibility Study in progress for other plants to set up WHRS



Cost Efficiency Projects

- Fly Ash Dryer projects at 3 plant locations on track
- Fuel Flexibility projects at 3 plant locations on Track
- New Geocycle Projects
 - Chanda operational and delivering TSR as planned
 - Jamul and Kymore under execution and on track

Innovating Responsibly



Existing Portfolio

- Leveraging premium products' share to drive price premium
 - Innovative TV campaign supported by media innovation
 - Demand generation driven by on-site trials and demonstration
 - Digital marketing leveraged to generate higher leads



ECOPact

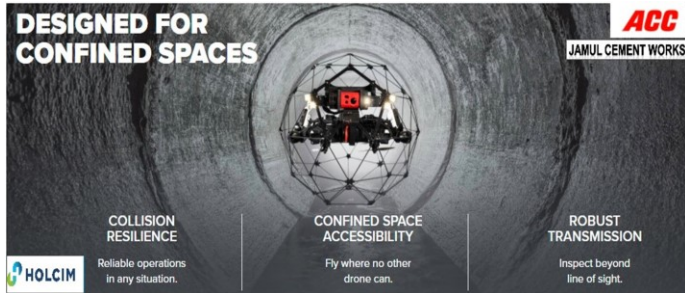
- Low CO₂ sustainable concrete 'ECOPact' gained wider acceptance in different markets
- Differentiated positioning further strengthened with more penetration into key customers
- Weather branding amplification on News Channel



New initiatives pipeline

- To further reinforce premium positioning
- New innovative and Green cement & concrete range under development
- Value added dry mix range of products launched
- Various customer-friendly tools rolled out and further tools under development for value creation for customers

Progressing Digitally



Manufacturing - Plants of Tomorrow

- TIS & PACT implemented & adopted at all plants
- MoT pilot initiated at Jamul plant
- Projects in progress a) Predictive Maintenance of Belt Conveyor & b) Ball Mill Slide Shoe
- Pilot Drone project successful and now being rolled out at other plants
- VRM failure prediction project in progress



Logistics & Sourcing

- TAC :continuous improvement in dashboard for operational efficiency
- BlueYonder & TAC integration in progress
- EPOD pilot to be rolled out soon
- Procurement Dashboard in progress






Commercial

- Dealer adoption of total order bookings at an encouraging pace
- In RMX business, Concrete Direct App customization in progress
- Smooth rollout of SFA for better customer engagement

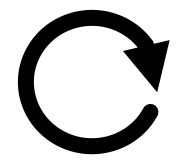
TIS - Technical Information System; PACT - Performance and Collaboration Tool; MoT - Mines of Tomorrow

SD 2030 Goals are our Core Priority

Our sustainability strategy is led by our Sustainable Development (SD) 2030 Plan and aligned with Holcim

<p>Target 2030</p> <hr/> <p>Performance 9M'21</p> <hr/> <p>SDGs impacted</p>	<p>Climate and energy </p> <p>Net specific CO₂ emissions : 400 kg/t of cementitious materials</p> <hr/> <p>Net specific CO₂ emissions : 495 kg/t of cementitious materials</p> <hr/> 	<p>Circular economy </p> <p>Use 30 million tonnes of waste derived resources per year</p> <hr/> <p>Consumed 7.6 million tonnes of waste derived resources</p> <hr/> 	<p>Environment </p> <p>Water Positive Index – 5 (number of times)</p> <hr/> <p>>1 (number of times)</p> <hr/> 	<p>Community </p> <p>3.5 million – Number of new beneficiaries</p> <hr/> <p>Touched 0.83 million people through community development projects in 2020; on track for 9M 2021</p> <hr/> 
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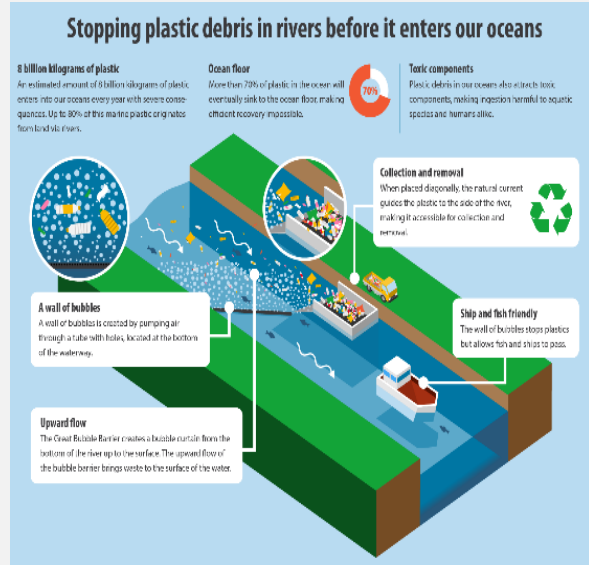
Driving towards achieving circular economy



Circular Economy



PARTNERING FOR CLEANER INDIA: Geocycle Bubble Barrier



First Pilot Successfully Commissioned in Mantola Canal, Agra.

Co-processing is a 'zero residue' technology.

- Enhanced usage of MIC (Material in Cement) components (Fly ash, Slag and artificial gypsum)
- Co-processing of wastes helps recycle mineral components and promote energy recovery. 100% waste input is recycled and recovered without producing any residue
- Through co-processing, significant quantity of industrial, municipal and plastic wastes moved away from landfills



Protects Marine ecosystem



Promotes Circular Economy



Cleaner Environment



Social Impact

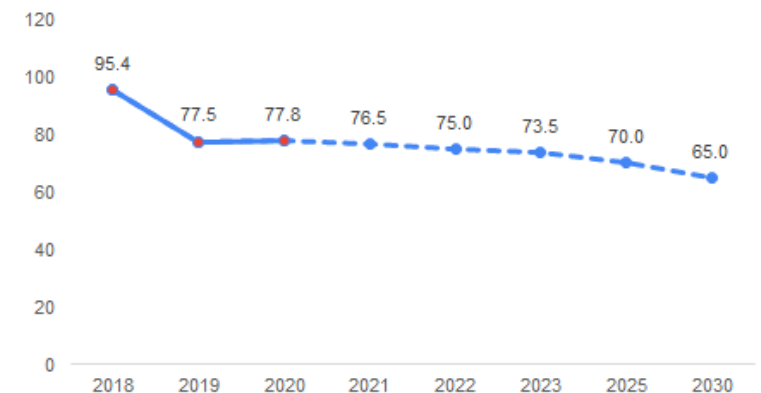
- In Agra, significant quantity of plastics prevented from leaking into river Yamuna
- New bubble barriers being set up in Varanasi and Gujarat

Environment Conservation



- Reducing freshwater withdrawal through process optimisation, reusing & recycling
- Enhance our water harvesting efforts within premises and communities
- Close monitoring of water withdrawal consumption and harvesting
- Biodiversity Assessment, through Biodiversity Indicator and Reporting System (BIRS) tool, of all its quarries
- Implementing Biodiversity Management Plans (BMP) or Wildlife Conservation Plan for enhancing Biodiversity and protecting wildlife
- Implementation of B Buzz Projects
- Green Belt Development in and around premises

Freshwater Withdrawal in cement (L / T of Cementitious material)



Target to achieve the Water Positivity Index of at least 5 times by 2030
Aim to further strengthen our “Positive Impact on Biodiversity” by 2030

Caring for the Community

Sustainable Livelihood



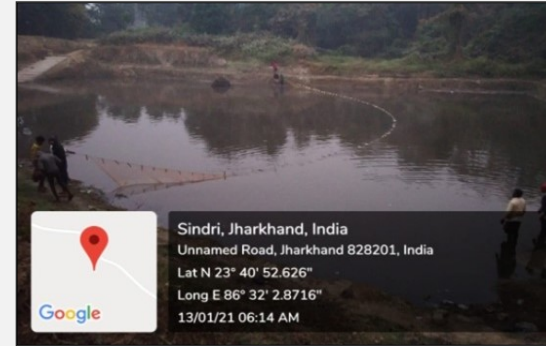
- New DISHA centre at Chaibasa inaugurated
- Cumulatively 23 watershed structures/water conservation structures created
- Cumulatively 1,722 women entrepreneurs supported
- Cumulatively 2293 farmers benefitted through farming interventions

Quality Education



- 17,418 children provided quality education
- Cumulatively 1606 students attended online classes

WASH (Water, Sanitation, Health & Hygiene)



- 5,538 people provided drinking water facilities
- 7,888 people benefitted through General & Special Health camps

Malnutrition Mitigation



- Cumulatively 12,411 children below 5 years, benefitted
- 305 Anganwadi centres (AWC) supported

Caring for the Community

New Beneficiaries



- 45,278 new beneficiaries reached through CSR efforts.
- Cumulatively since January 2021, through Housing & Infrastructure projects 33,035 beneficiaries reached
- Cumulatively since January 2021, through Education and Skills projects 33,602 beneficiaries reached



- Cumulatively since January 2021, through Health (WASH)+(COVID) projects 1,44,658 beneficiaries reached.
- Cumulatively since January 2021, through Environment, Cultural, Recreational, Other (Sanrakshit Paryavaran + DRONA+ Others) projects 19,382 beneficiaries reached



Supporting the society during the pandemic

Community health infrastructure support



- **3 Oxygen Plants** installation complete at Tikaria, Thondebhavi and Chanda;
- Installation of **5 Oxygen Plants** underway at Bargarh, Wadi, Gagal, Lakheri & Ametha new project, to be completed by the end of this year
- Actively partnering with Govt for pushing vaccination drive - 23,523 community members vaccinated in partnership with local body
- 16 COVID-care centers supported with essential support items

Awareness



- 3,49,064 masks produced and 3,29,883 masks distributed
- 1,01,353 people through tele-counseling, loudspeakers and posters
- Cumulatively 1,67,618 people reached through Sanitization drive

CSR Highlights



MD & CEO, ACC Limited, visited Lakheri



Farmers Meeting in Progress



Empowering Women by Capacity Building



Strengthening Local Health Systems For Mitigating Malnutrition



IMMUNIZATION DAY
ଶକାକରଣ ଦିବସ
A CSR INITIATIVE OF BARGARH CEMENT WORKS



Safe drinking Water Support to Community



Performance Review

Performance Highlights – Q3 2021 (Consolidated)

ACC delivers strong results amidst cost headwinds



Cement Sales Volume
6.6 mt
(1% YoY)



RMX Sales Volume
0.68 Mio m³
(46% YoY)



Net Sales
INR 3,653 crs
(5% YoY)



EBITDA
INR 712 crs
(6% YoY)



Op. EBIT Margin
15.4%
(0.7pp YoY)



Profit After Tax
INR 450 crs
(24% YoY)

Performance Highlights – 9M 2021 (Consolidated)

Strong performance driven by Project Parvat



Cement Sales Volume
21.4 mt
(20% YoY)



RMX Sales Volume
2.08 Mio m³
(36% YoY)



Net Sales
INR 11,677 crs
(24% YoY)



EBITDA
INR 2,442 crs
(37% YoY)



Op. EBIT Margin
17.1%
(3.3pp YoY)



Profit After Tax
INR 1,582 crs
(65% YoY)

Financial Results – Consolidated

Particulars	Quarter Ended September 2021			Nine Months Ended September 2021			
	(all amount in ₹ Crore)	Q3 2020	Q3 2021	Change	9M 2020	9M 2021	Change
Net Sales		3,468	3,653	5%	9,421	11,677	24%
EBITDA		671	712	6%	1,783	2,442	37%
EBITDA Margin (%)		19.4	19.5	0.1pp	18.9	20.9	2.0pp
Op. EBIT		511	562	10%	1,302	2,002	54%
Op. EBIT Margin (%)		14.7	15.4	0.7pp	13.8	17.1	3.3pp
Profit After Tax (PAT)		364	450	24%	958	1,582	65%
EPS (₹/share)		19.4	24.0	24%	51.0	84.3	65%

Income Statement – Cement Business

Particulars (₹/ Ton)	Quarter Ended September 2021			Nine Months Ended September 2021		
	Q3 2020	Q3 2021	Change per ton	9M 2020	9M 2021	Change per ton
Sales Revenue	4,877	5,058	180	4,814	5,022	208
Other Operating Income	102	140	38	118	113	-5
Total Operating Income	4,980	5,198	218	4,932	5,135	204
Expenses						
Cost of Materials Consumed	435	490	55	449	529	79
Power & Fuel Cost	925	1,165	240	984	1,110	125
Freight & Forwarding Cost	1,242	1,234	-8	1,272	1,276	4
Employee Cost	278	297	19	293	268	-25
Change In Inventory	99	-177	-276	15	-181	-196
Other Expenses	649	769	120	684	741	57
Total Expenses#	3,965	4,171	206	3,966	4,041	75
EBITDA	1,015	1,027	12	965	1,094	129

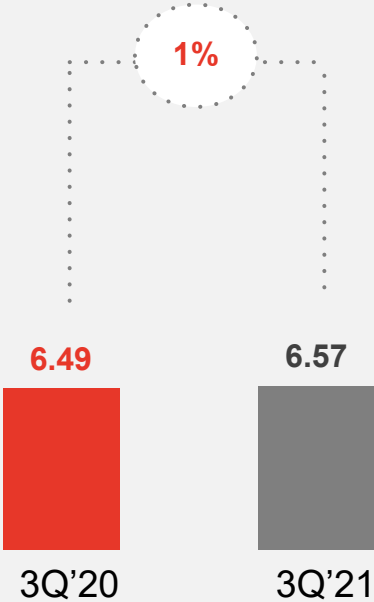
#Includes purchase of traded cement

Performance Analysis - Sales Volume

Delivered Growth despite subdued demand environment

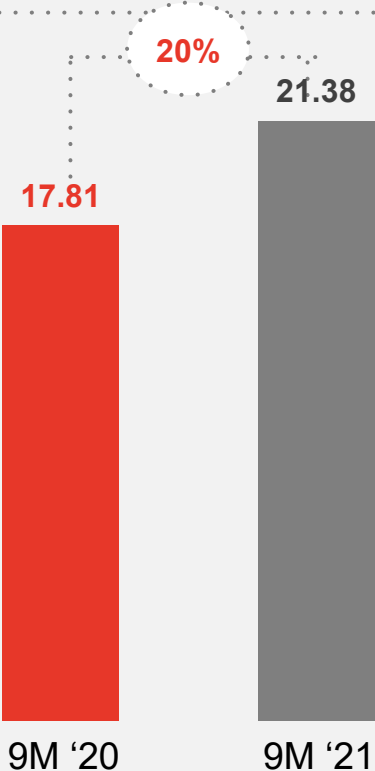
Cement Volume (Q3)

(Million tonnes)



Cement Volume (9M)

(Million tonnes)

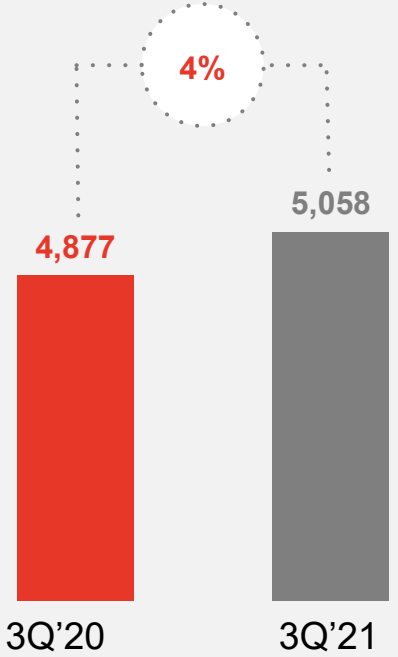


Performance Analysis – Net Selling Price

Better Price Realization led by commercial margin levers

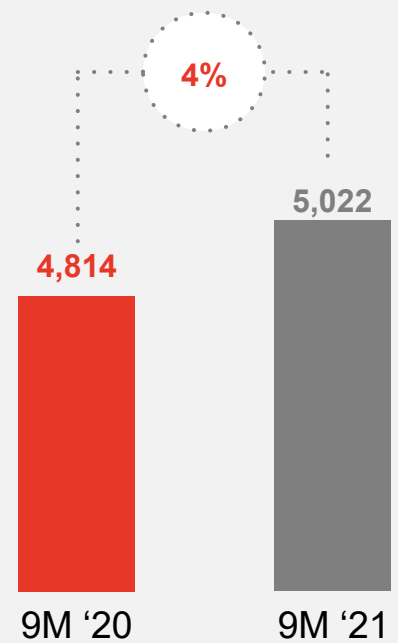
Net Selling Price (Q3)

(₹/ton)



Net Selling Price (9M)

(₹/ton)

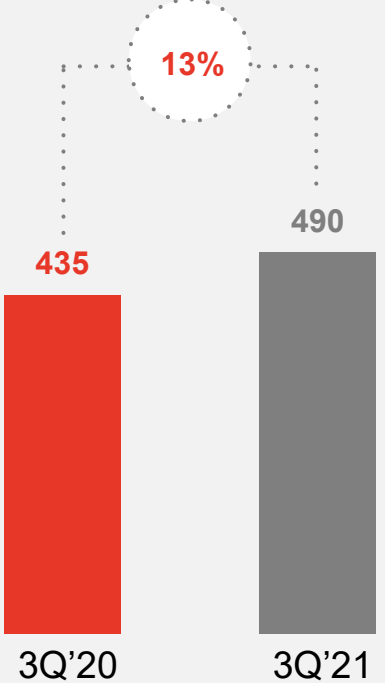


Performance Analysis – Cost of Materials Consumed

Inflationary impact partially mitigated through Project Parvat

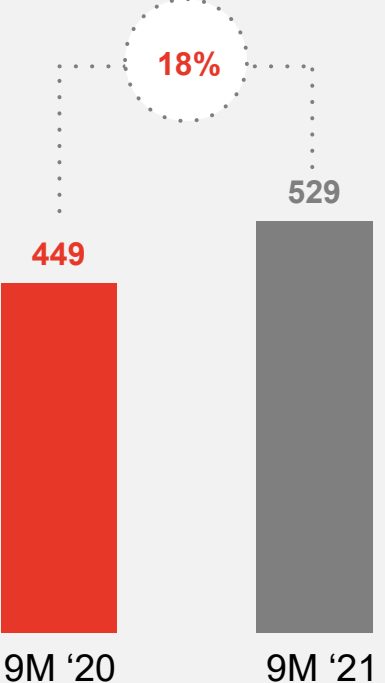
Raw Material Cost (Q3)

(₹/ton)



Raw Material Cost (9M)

(₹/ton)

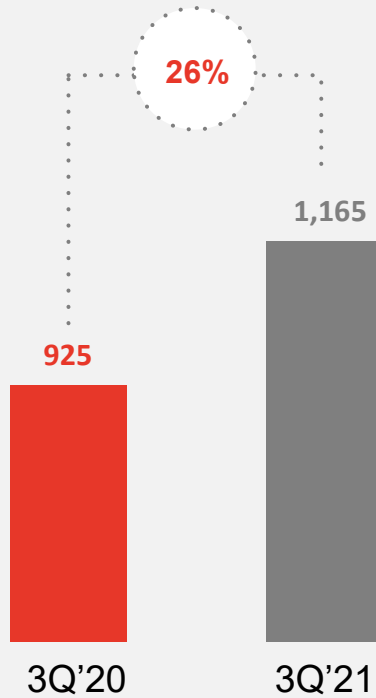


Performance Analysis – Power & Fuel Cost

Impacted by global fuel cost headwinds

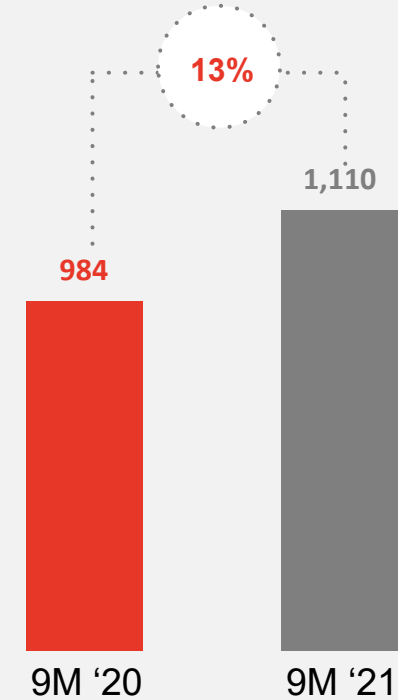
Power & Fuel Cost (Q3)

(₹/ton)



Power & Fuel Cost (9M)

(₹/ton)

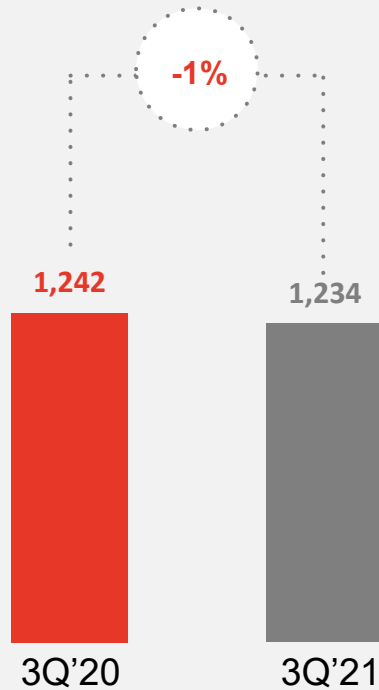


Performance Analysis – Freight & Forwarding Cost

Network optimization, lead & geo-mix improvement mitigated effect of steep rise in fuel prices

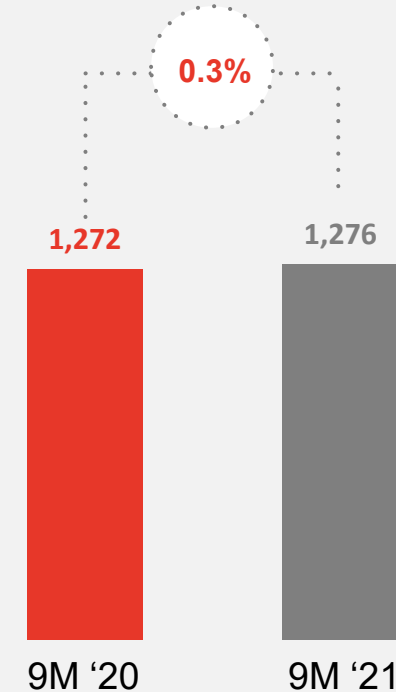
Freight & Forwarding Cost (Q3)

(₹/ton)



Freight & Forwarding Cost (9M)

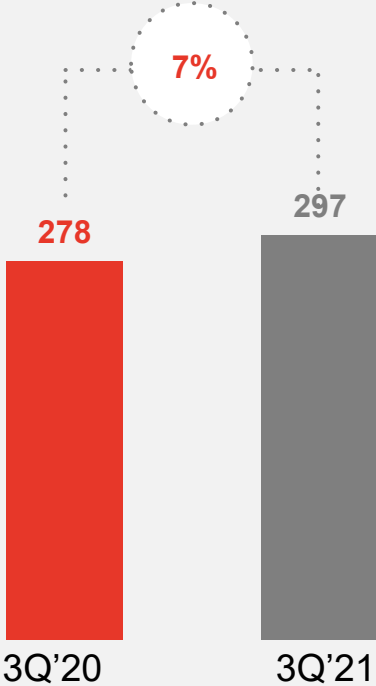
(₹/ton)



Performance Analysis – Employee Cost

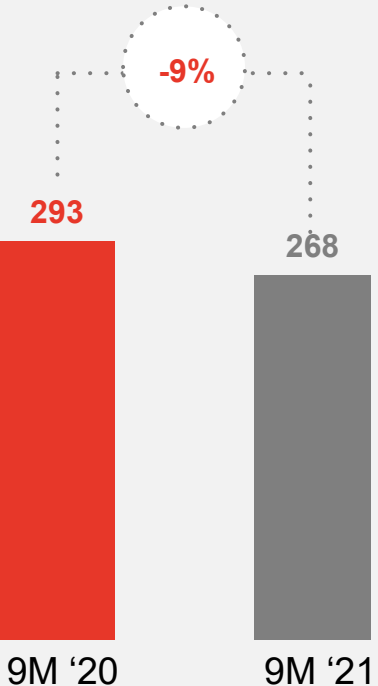
Employee Cost (Q3)

(₹/ton)



Employee Cost (9M)

(₹/ton)

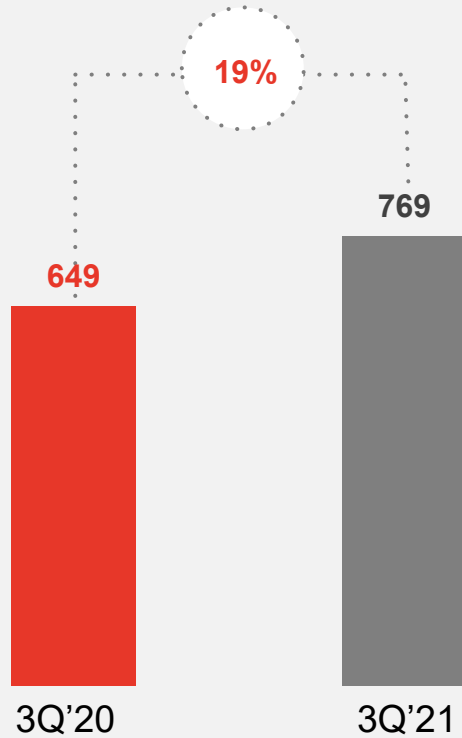


Performance Analysis – Other Expenses

Increase led by general inflation, higher packing materials & maintenance cost

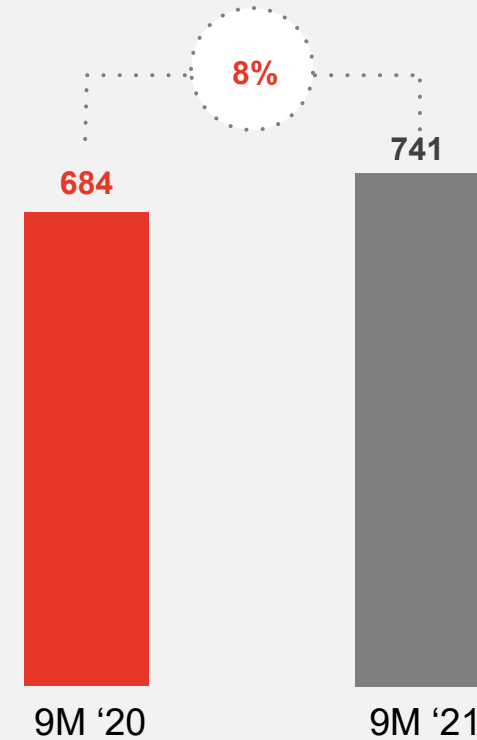
Other Expenses (Q3)

(₹/ton)



Other Expenses (9M)


(₹/ton)





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ACC