

No. ACC/ Sec./SE/23/May 25, 2023

**National Stock Exchange
of India Limited**
Exchange Plaza, 5th Floor
Plot No.C/1, G Block,
Bandra Kurla Complex,
Bandra (East), Mumbai 400 051
Scrip Code: ACC

BSE Limited
Corporate Relations
Department
P.J. Towers, Dalal Street
Mumbai 400 001
Scrip Code: 500410

Sub: Intimation of Analysts/Investor Meeting

Pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, this is to inform that the Company will interact with the investors at the Jefferies 2nd India Forum, scheduled today i.e. May 25, 2023.

The presentation to be deliberated is enclosed herewith and being uploaded on our website.

Kindly take the same on your record.

Thanking you,

Yours Sincerely
For **ACC Limited**

Vinod Bahety
Chief Financial Officer

**Ambuja
Cement**

ACC

adani
Cement

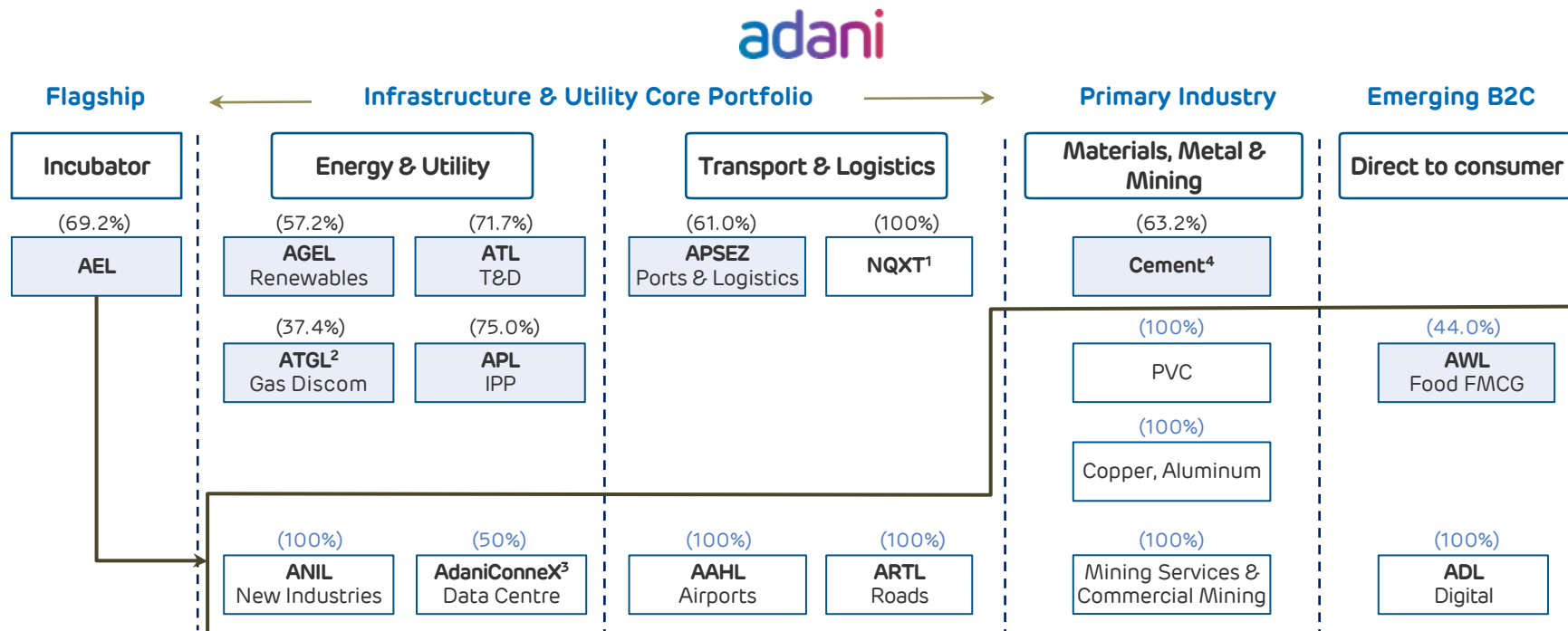
Jefferies 2nd India Forum - Investor Presentation

25th May'23

- 01 Adani Group Overview
- 02 Adani Cement (Ambuja + ACC) Profile
- 03 Operational and Financial Highlights
- 04 Way Forward & Growth Strategy
- 05 Investment Summary
- 06 Annexures

Adani Group Overview

01



(%): Promoter equity stake in Adani Portfolio companies (%): AEL equity stake in its subsidiaries

A multi-decade story of high growth centered around infrastructure & utility core

[1. **NQXT**: North Queensland Export Terminal | 2. **ATGL**: Adani Total Gas Ltd, JV with Total Energies | 3. Data center, JV with EdgeConnex, **AEL**: Adani Enterprises Limited; **APSEZ**: Adani Ports and Special Economic Zone Limited; **ATL**: Adani Transmission Limited; **T&D**: Transmission & Distribution; **APL**: Adani Power Limited; **AGEL**: Adani Green Energy Limited; **AAHL**: Adani Airport Holdings Limited; **ARTL**: Adani Roads Transport Limited; **ANIL**: Adani New Industries Limited; **AWL**: Adani Wilmar Limited; **ADL**: Adani Digital Limited; **IPP**: Independent Power Producer

4. Cement business includes 63.15% stake in Ambuja Cement which in turn owns 50.05% in ACC Limited. Adani directly owns 6.64% stake in ACC Limited

Adani Portfolio: Decades long track record of industry best growth with national footprint

Secular growth with world leading efficiency

adani

Ports and
Logistics

Growth 3x

EBITDA 70% ^{1,2}

adani

Renewables

Growth 5x

EBITDA 92% ^{1,4}

adani

Transmission

Growth 3x

EBITDA 92% ^{1,3,5}

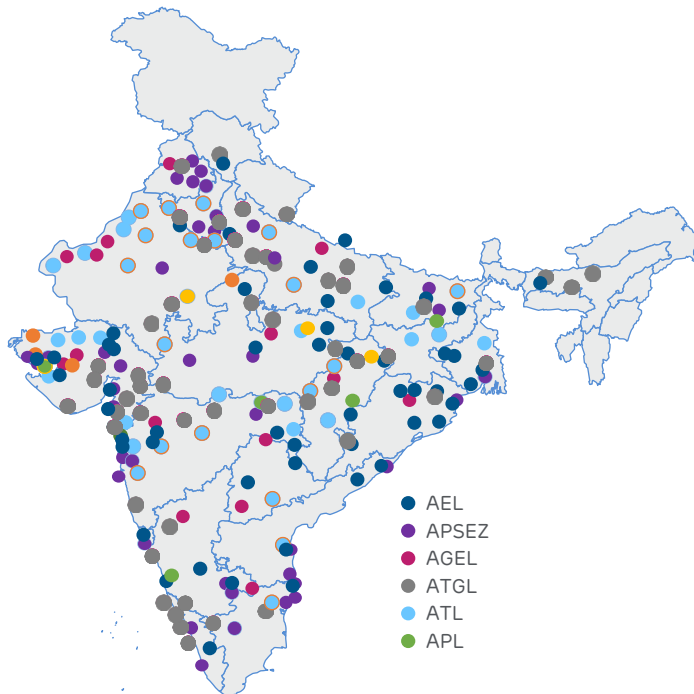
adani

Gas

Growth 1.4x

EBITDA 25% ^{1,3}

National footprint with deep coverage



adani

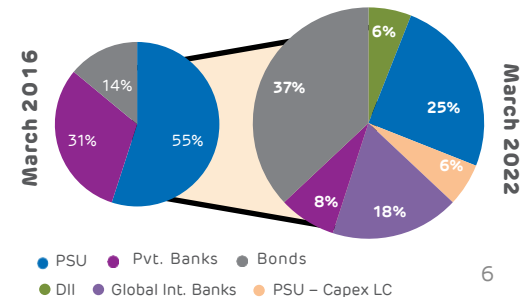
Core Portfolio

Utility 92%#

Transport 85%#

Consumers Served ~400 mn

Adani Portfolio: Repeatable, robust & proven transformative model of investment



Adani Cement (Ambuja + ACC) Profile

02





67.5 MTPA
Cement Capacity

1,11,000
Channel partners across India

14
Integrated units

16
Grinding units

88
Ready-mix concrete plants

10
Captive Ships

5
Bulk Cement Terminals

92%
Share of blended cement

8.8%
Thermal Substitution rate

57.7%
Clinker Factor

Adani Cement: Iconic brands that shaped the industry

Iconic brands

ACC

Heritage

India's 1st Cement Company, in business for more than 85 years
Pioneered product development

Ambuja Cement

Strength

Original disruptor with Virat Compressive Strength
Pioneered brand building & technical services

Price Leadership

A Band (>Rs 340+ /bag)



B Band (Rs 320-340 /bag)



C Band (<Rs 320/bag)



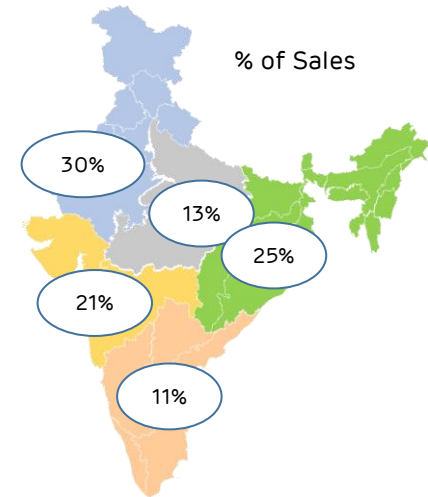
Share of Premium Products :
22% of Trade Volume

High contribution coming from IHB

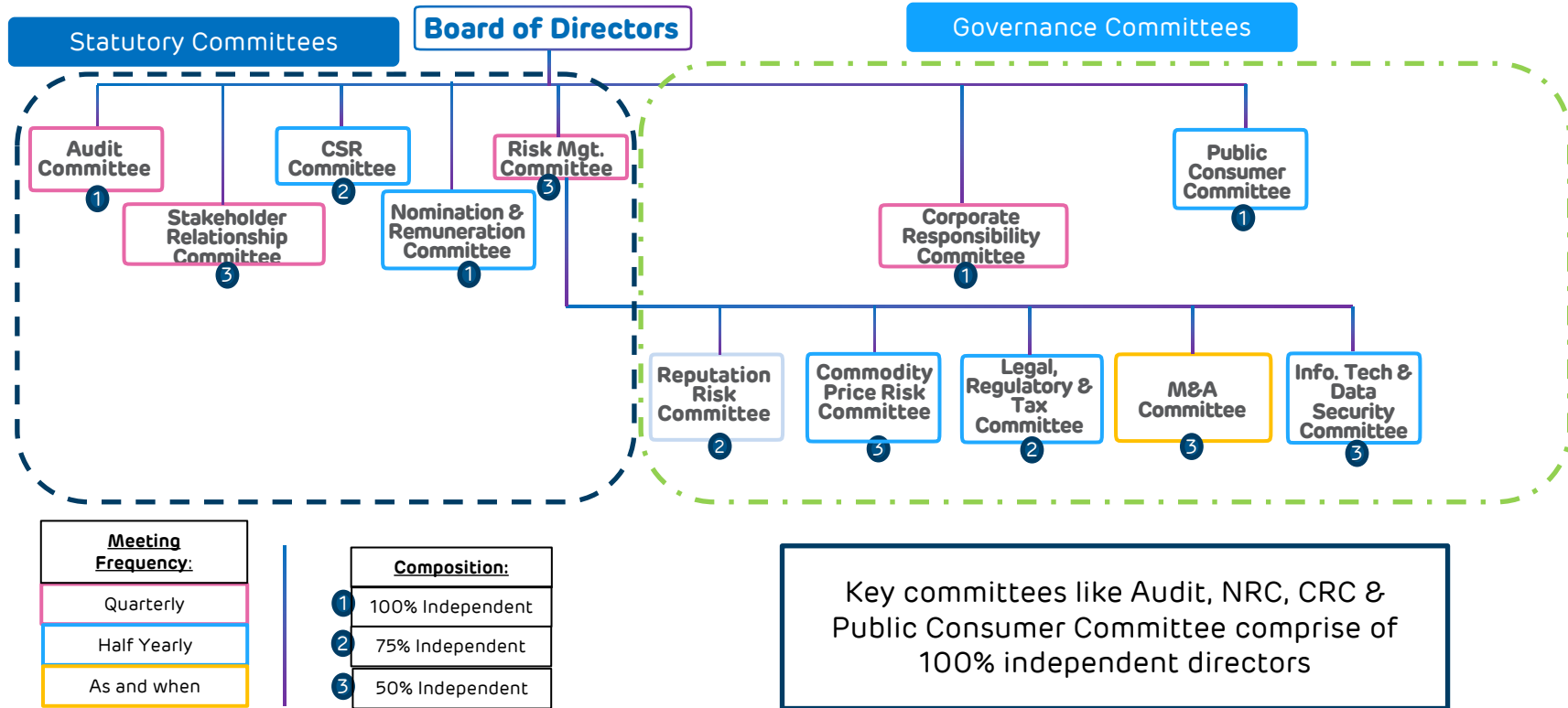
ACC + Ambuja – 80%
Industry – 65%






All India Presence - 2022



Presence In 28 states and 550+ districts (~70%)



	<div><div>DJSI</div><div><div>Dow Jones Sustainability Indexes ROBECOSAM We are Sustainability Investing.</div></div></div>	<div><div><div>CDP Climate</div></div></div>	<div><div><div>CDP Water</div></div></div>
Ambuja Cement	80	B	B
ACC	73	A-	B
Industry Max score	89	A	A
Best Possible Score	100	A	A

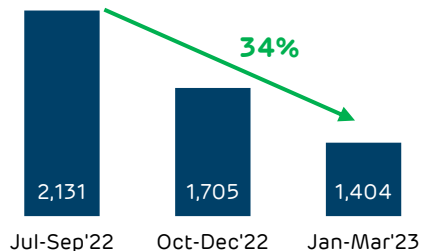
Operational & Financial Highlights

Performance improvement under new management

03

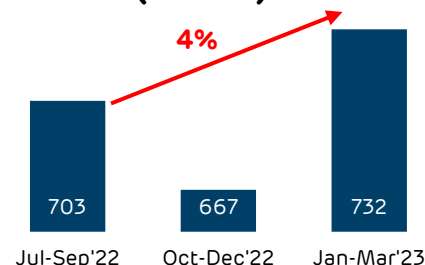
Achieved reduction in total expenses by over Rs 500/ton (~10% cost reduction)

Power & Fuel Cost (Rs./ton)



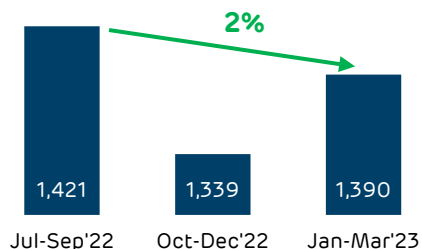
- Fuel mix optimization

Raw Material Cost (Rs./ton)



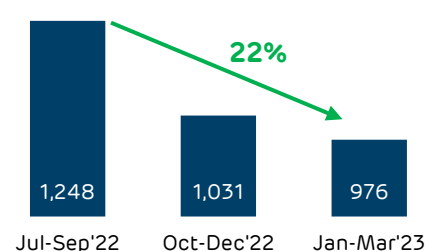
- In Dec'22 quarter, the cost reduced by 5% QoQ
- Temporary increase in cost due to closure of Himachal plants in Mar'23 quarter
- Fly ash cost (per ton) has reduced from Sep'22 quarter

Freight & Forwarding Cost (Rs./ton)



- Warehouse optimization footprint
- Rail-road mix improvement (from 26% to 30%)
- Re-negotiation of certain contracts

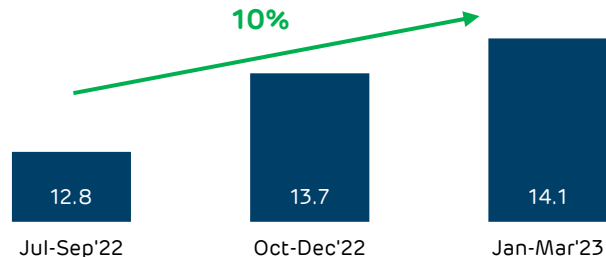
Employee & Other Expenses (Rs./ton)



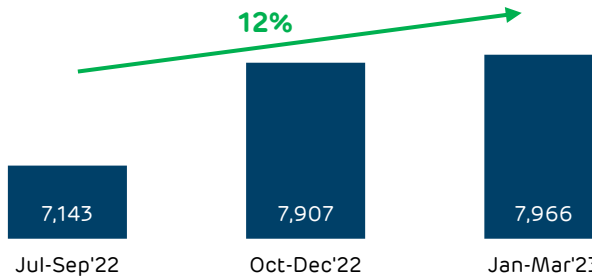
- Operating as single entity led to manpower rationalization
- Other fixed overheads optimized

Sales volume and cost optimization efforts led to material improvement in Revenue & EBITDA

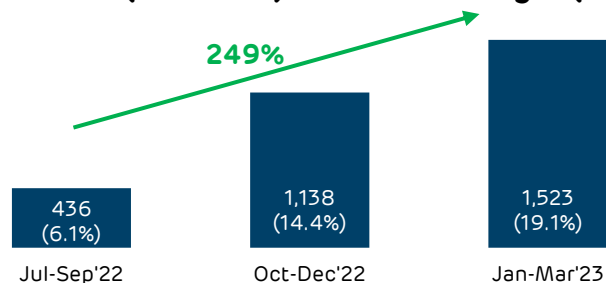
Sales volume – Clinker & Cement (MioT)



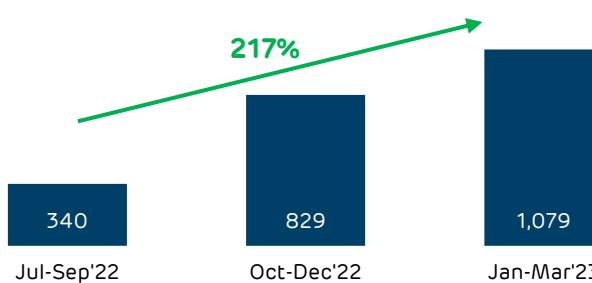
Revenue (Rs. Crore)



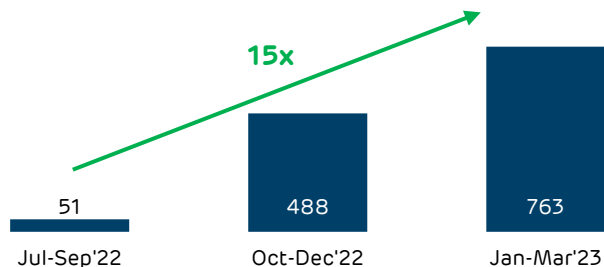
EBITDA (Rs. Crore) & EBITDA Margin (%)



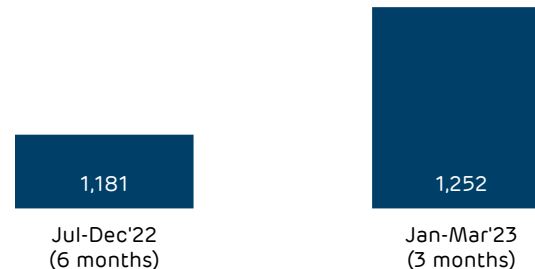
EBITDA/ton (Rs./ton)



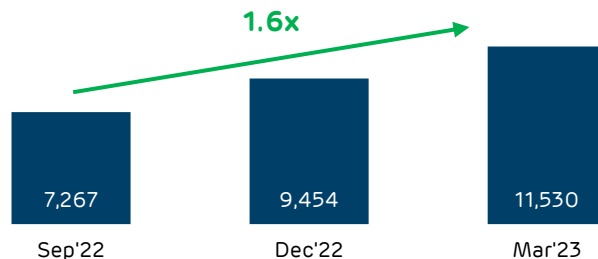
PAT (Rs. Crore)



CFO before w/c changes (Rs. Crore)



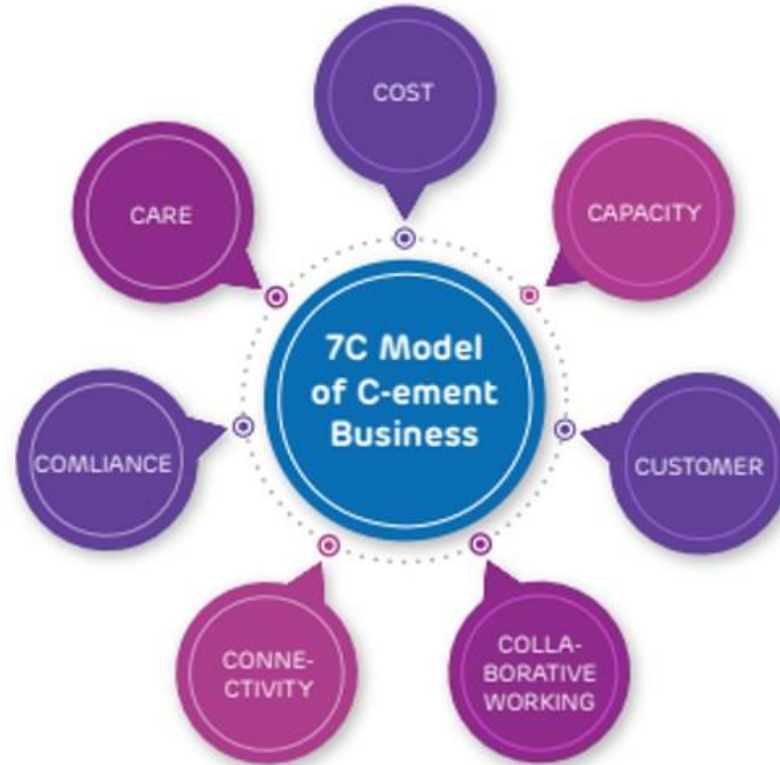
Cash & Cash Equivalents (Rs. Crore)



- Increase of Rs. 2,076 crore in cash balance QoQ in Mar'23 quarter on account of improved profitability, better management of working capital and sale of surplus assets
- Increase of gross fixed assets base by ~Rs 4,200 Crs while remaining debt free

Way Forward & Growth Strategy

04



Fly Ash

Utilization of fly ash generated from power plants operated by Adani Power (APL)



People

Talent movement within the group across verticals



Logistics

Leverage APSEZ's MMLPs to serve major demand centers and use the company's expertise in logistics to reduce cost



Coal

Use AEL / ANR expertise in procuring coal and mining operations



Power & Renewables

Leverage APL's expertise to improve CPP's operational excellence (Lakshya)



ABEX services/Digital Infra

Leverage shared services vertical of the group, along with digital infra (IT)

adani

Cost leadership through operational efficiencies (Rs 400/ton improvement in EBITDA for FY24)

Optimize Manufacturing cost (Rs 250/ton)

→ Increase in WHRS capacity from 80 MW to 175 MW

→ Increase in share of AFR in fuel mix from 8.8% currently

→ Coal extraction from newly allotted coal mine – Dahegaon Gawri

→ Focus on Renewable Energy (Solar - 200 MW) to enhance green power

→ Entering into long term Fly Ash sourcing contracts

Optimize Logistics cost (Rs 100/ton)

→ Rail-Road mix optimisation

→ Warehouse footprint optimization by increasing direct dispatch

Other optimizations (Rs 50/ton)

→ Manpower streamlining – Operating as a single entity

→ Debottlenecking initiatives to improve plant capacity

→ Change in product mix to improve realisations

- Targeting total cement capacity of ~140 MTPA by FY28
- Add ~40 MTPA of clinker capacity and ~70 MTPA of grinding capacity
- Improve TSR% to 30%
- Increase share of WHRS to 30%
- Renewable capacity addition to increase green power share
- Procurement of rakes

ESTIMATED TOTAL CAPEX OF RS 7,000 CRS IN FY24

Grinding Units*

Sankrail – 2 MTPA - Ambuja
Kharagpur – 2 MTPA - Ambuja
Hoshiyarpur – 2 MTPA - Ambuja
Bhatinda – 1 MTPA – Ambuja
Mirzapur – 2 MTPA - Ambuja
Farakka – 2 MTPA - Ambuja

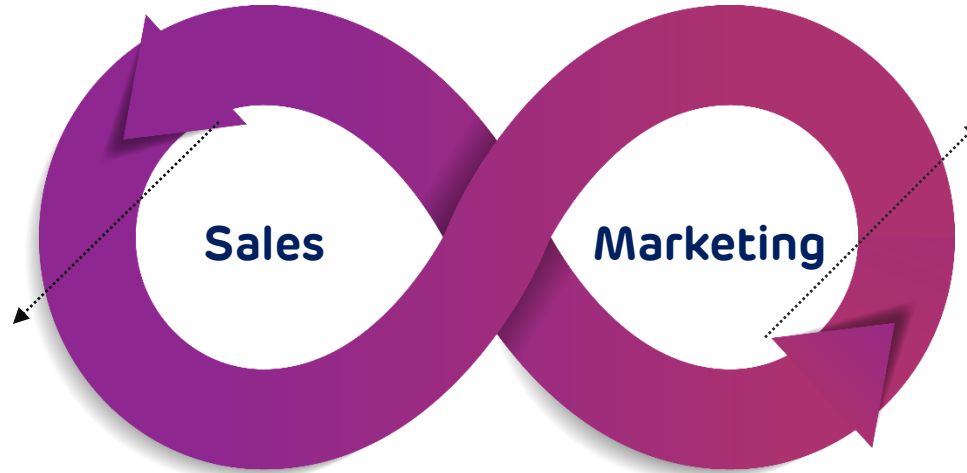
Clinker Units*

Bhatapara – 4 MTPA – Ambuja
Chandrapur – 4 MTPA - Ambuja
Mundra – 3.75 MTPA - Ambuja
Ametha – 3.3 MTPA - ACC

Other optimizations*

WHRs – 73.6 MW
Procurement of 10 rakes
Geoclean projects to improve TSR
Replacement/upgradation of coolers
Green Power – 200 MW

- Focus on 10 high growth states – GJ, RJ, PB, HP, UP, J&K, BH, JH, MH and KA
- Increase in share of B2B segment
- Increase in share of premium products
- Appoint new retailers
- Increase in the productivity of technical service team to convert IHB leads



- Improve brand awareness through differentiated regional positioning and, elevating website and social media communication. Contract with top advertising agency – Ogilvy and Mather
- Maintain local outdoor visibility through mix of impact walls and other outdoor elements
- Ambuja Knowledge Centre (AKC) - for Influencer segment
- Construction Apps for improving Brand visibility



BRAND PARTNERSHIPS WITH MARQUEE SPORTING EVENTS





Cricket

- Official Sponsor – BCCI – 2019-2023
- Team Sponsor – Women's IPL
- Team Sponsor Gulf Giants

Pro-Kabaddi & Kho-Kho

- Team Sponsor– Pro-Kabaddi League
- Partners of Gujarat Giants Team– Kho-Kho

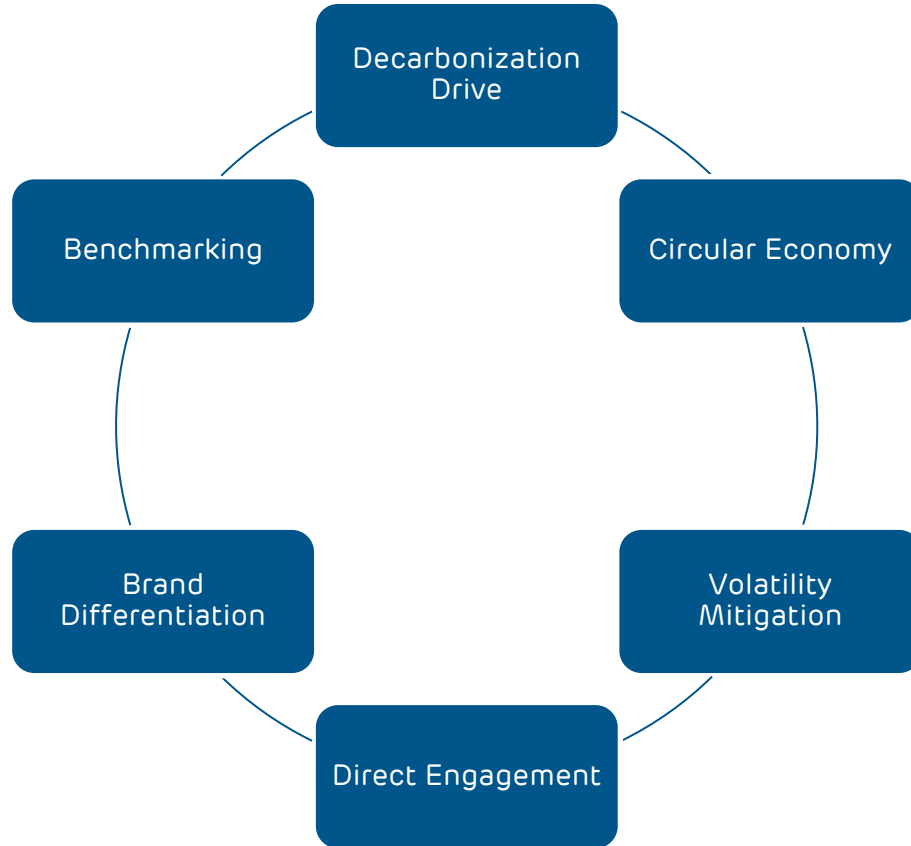
Adani Cement: ESG strategy and targets for 2030

KPIs	Ambuja Cement		ACC		Remarks
	Target 2030	Actual	Target 2030	Actual	
 Climate and energy (Net specific CO ₂ emissions) Kg/t	453	513	400	466	- Improvement in TSR by 1.1 % YoY - Accelerating Green products & Solutions - WHRS power amplified to reduce carbon footprint - Higher proportion of Blended cement
 Circular economy (Use of waste derived resources per year) Mio T	21	13	30	15	- Reduction of Clinker factor by 0.7% YoY - Higher consumption of Alternative fuel
 Environment (Fresh water consumption Ltrs / T of Cementitious material)	62	49	5	1.1	- Reduction of fresh water withdrawal - Focus on water governance - Enhanced usage of recycled water - Utilisation of harvested water
 Community (Number of new beneficiaries) Mio	3.5	2.5	3.5	1.2	Focus on sustainable livelihood & social inclusion for the community

Ambuja/ACC have made substantial progress in ESG KPIs
 Confident to achieve 2030 Target much ahead of time

Investment Summary

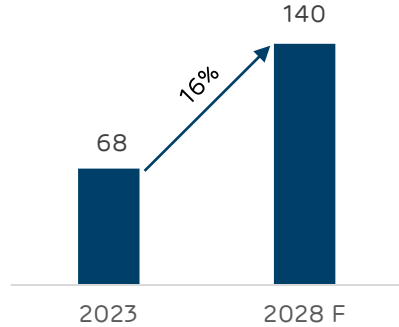
05



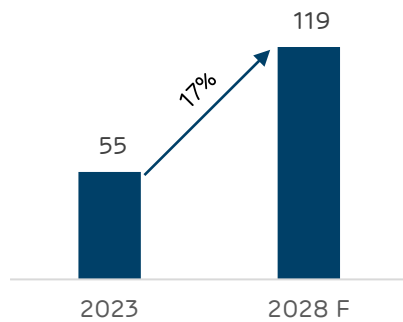
- **Decarbonize** - Use of ships / rails for carbon efficient transportation, use of renewable power, increase WHRS capacity
- **Circular Economy** – Increased use of Fly Ash, use of alternate fuel, synesthetic gypsum
- **Mitigate from the volatilities of commodity cycles** – Long term contracts for Fly Ash, captive coal mines, higher procurement of coal through linkage
- **Direct engagement with customers through digital network** – Strong digital network which will enable higher penetration of B2C
- **Brand differentiation** – Differentiate the brands on strength of quality, innovation and technical experts engaging with the influencers. Increasing the number of on-field technical experts and Knowledge Centre programs
- **Benchmarking** – Focusing on efficiencies and outsourcing of non-core activities by benchmarking within business, with competitors and with global major players.

Adani Cement: Transformational Roadmap

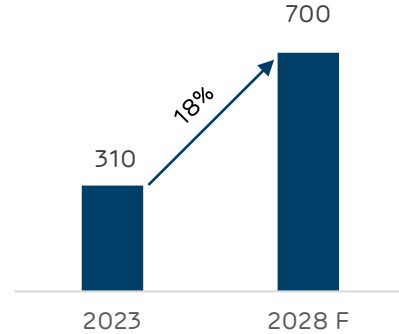
Plant Capacity (MT)



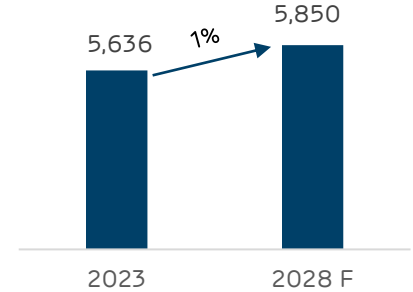
Sales Volumes (MT)



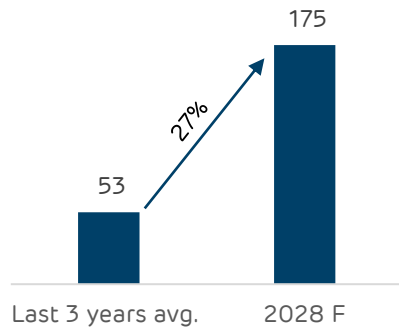
Net Sales (Rs Bn)



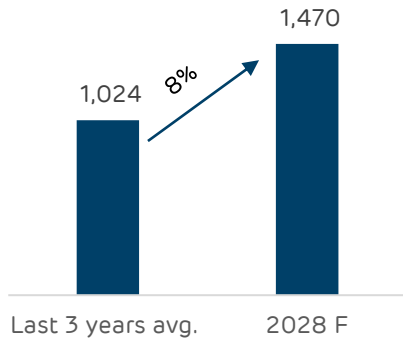
Realisations (Rs/ton)



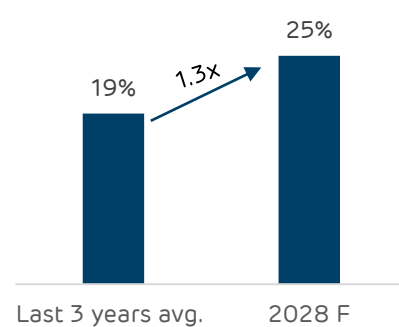
EBITDA (Rs Bn)



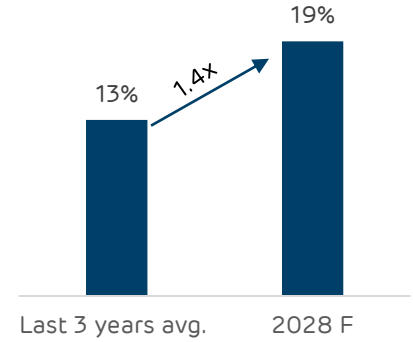
EBITDA (Rs/ton)



EBITDA Margin (%)



ROCE (%)



Capacity to
double from
**67.5 MTPA to
140 MTPA**

Growth to be funded through internal accruals

ESG focus on
reducing CO₂,
**enhance
consumption of
waste resources
and decrease
freshwater
consumption**

Net sales to grow
from Rs 310 Bn in
CY22 to **Rs ~700
Bn in FY28**

EBITDA margin to expand from 19%* to **25% in FY28**

EBITDA/ton to
grow from ~Rs
1,000* to ~Rs
1,470 in FY28

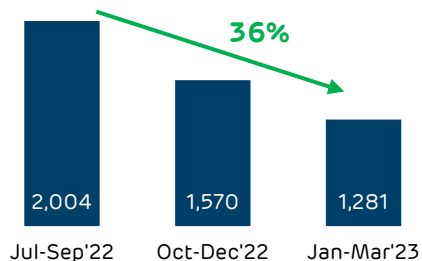
Annexures

06

Performance Highlights (Standalone)

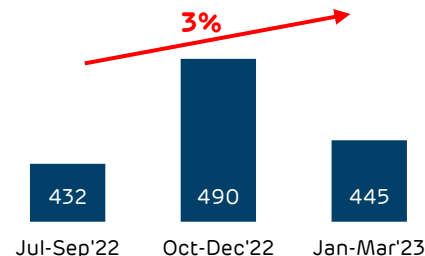
Achieved reduction in total expenses by over Rs 450/ton (~10% cost reduction)

Power & Fuel Cost (Rs./ton)



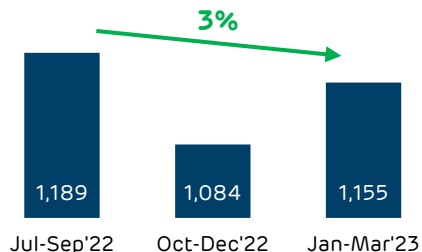
- Change in fuel basket

Raw Material Cost (Rs./ton)



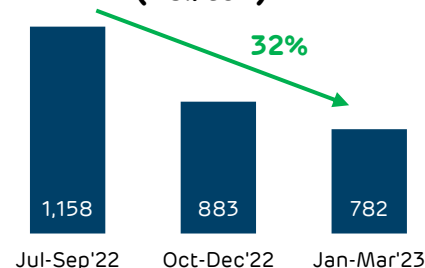
- Clinker purchase led to increase in cost during Dec'22 quarter
- In Mar'23 quarter, mix and source optimization led to 9% reduction QoQ

Freight & Forwarding Cost (Rs./ton)



- Warehouse footprint optimization
- Better route planning

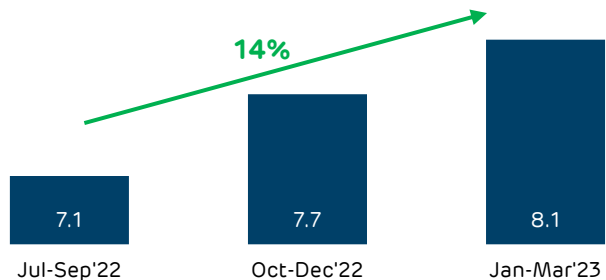
Employee & Other Expenses (Rs./ton)



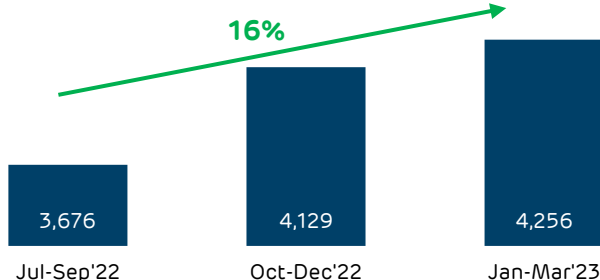
- Operating as single entity led to manpower rationalization
- Other fixed overheads optimized

Sales volume and cost optimization efforts led to material improvement in Revenue & EBITDA

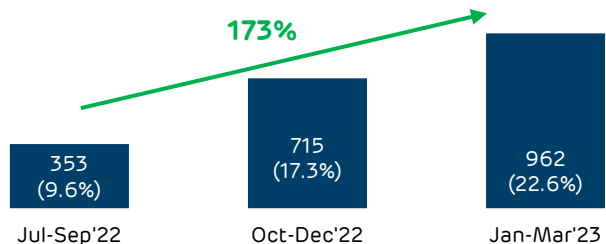
Sales volume – Clinker & Cement (MioT)



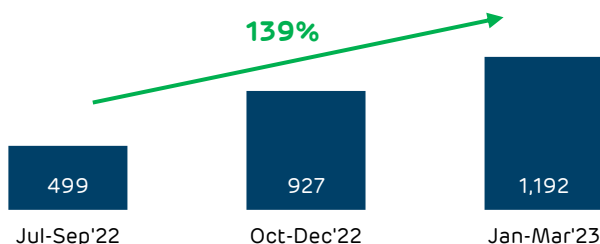
Revenue (Rs. Crore)



EBITDA (Rs. Crore) & EBITDA Margin (%)

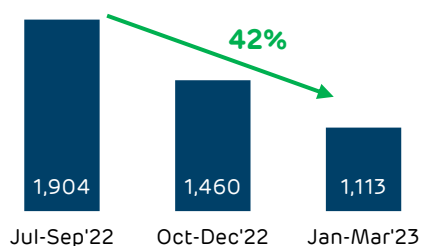


EBITDA/ton (Rs./ton)



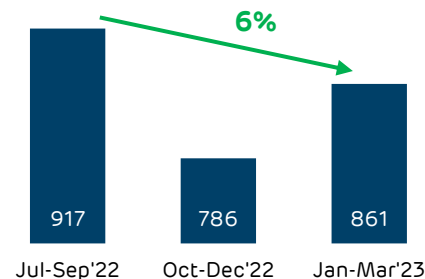
Achieved reduction in total expenses by over Rs 600/ton (~11% cost reduction)

Power & Fuel Cost (Rs./ton)



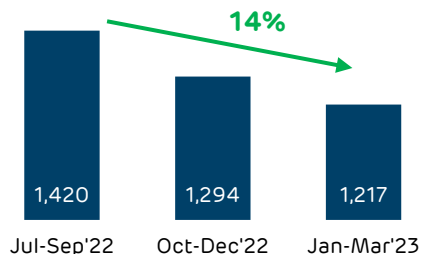
- Change in fuel basket
- Commissioning of WHRS in Kymore and Jamul plants

Raw Material Cost (Rs./ton)



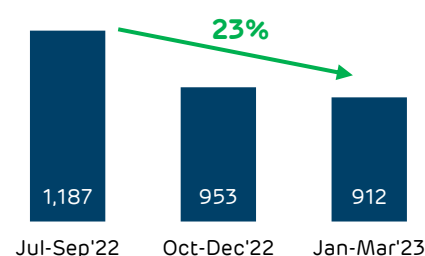
- Raw mix and source mix optimization
- In Mar'23 quarter, cost increased QoQ due to higher clinker purchase (temporary phenomenon)
- Fly ash cost (per ton) has reduced from Sep'22 quarter

Freight & Forwarding Cost (Rs./ton)



- Warehouse footprint optimization
- Better route planning
- Improvement in rail-road mix

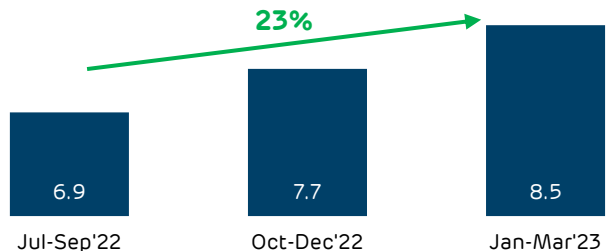
Employee & Other Expenses (Rs./ton)



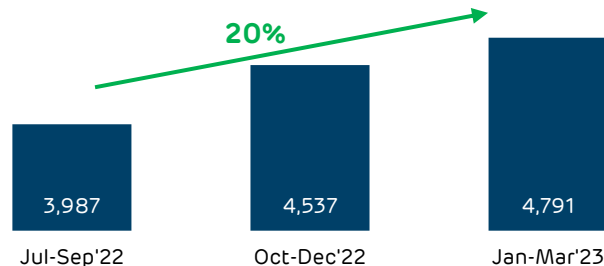
- Operating as single entity led to manpower rationalization
- Other fixed overheads optimized

Sales volume and cost optimization efforts led to material improvement in Revenue & EBITDA

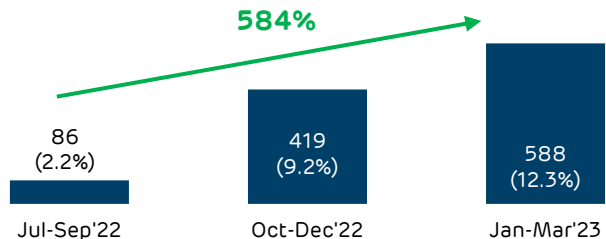
Sales volume – Clinker & Cement (MioT)



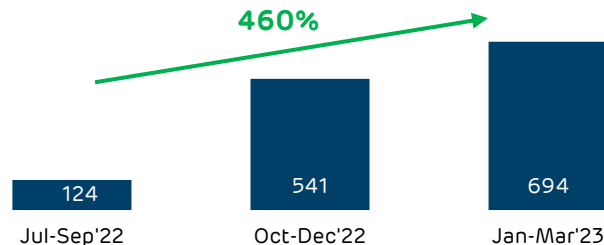
Revenue (Rs. Crore)



EBITDA (Rs. Crore) & EBITDA Margin (%)



EBITDA/ton (Rs./ton)



Certain statements made in this presentation may not be based on historical information or facts and may be “forward-looking statements,” including those relating to general business plans and strategy of Ambuja Cements Limited (“Ambuja”), the future outlook and growth prospects, and future developments of the business and the competitive and regulatory environment, and statements which contain words or phrases such as ‘will’, ‘expected to’, etc., or similar expressions or variations of such expressions. Actual results may differ materially from these forward-looking statements due to number of factors, including future changes or developments in their business, their competitive environment, their ability to implement their strategies and initiatives and respond to technological changes and political, economic, regulatory and social conditions in India. This presentation does not constitute a prospectus, offering circular or offering memorandum or an offer, or a solicitation of any offer, to purchase or sell, any shares and should not be considered as a recommendation that any investor should subscribe for or purchase any of Ambuja’s shares. Neither this presentation nor any other documentation or information (or any part thereof) delivered or supplied under or in relation to the shares shall be deemed to constitute an offer of or an invitation by or on behalf of Ambuja.

Ambuja, as such, makes no representation or warranty, express or implied, as to, and does not accept any responsibility or liability with respect to, the fairness, accuracy, completeness or correctness of any information or opinions contained herein. The information contained in this presentation, unless otherwise specified is only current as of the date of this presentation. Ambuja assumes no responsibility to publicly amend, modify or revise any forward-looking statements, based on any subsequent development, information or events, or otherwise. Unless otherwise stated in this document, the information contained herein is based on management information and estimates. The information contained herein is subject to change without notice and past performance is not indicative of future results. Ambuja may alter, modify or otherwise change in any manner the content of this presentation, without obligation to notify any person of such revision or changes.

No person is authorised to give any information or to make any representation not contained in and not consistent with this presentation and, if given or made, such information or representation must not be relied upon as having been authorised by or on behalf of Ambuja.

This presentation does not constitute an offer or invitation to purchase or subscribe for any securities in any jurisdiction, including the United States. No part of this presentation should form the basis of or be relied upon in connection with any investment decision or any contract or commitment to purchase or subscribe for any securities. None of our securities may be offered or sold in the United States, without registration under the U.S. Securities Act of 1933, as amended, or pursuant to an exemption from registration therefrom.

For Further info please contact:

MR. Charanjit Singh

Head - Investor Relations

✉ Charanjit.Singh@adani.com