



22nd March, 2022

BSE Limited
Corporate Relationship Department
Phiroze Jeejeebhoy Towers,
Dalal Street,
Mumbai 400 001.
Tel.: 22721233/4
Fax: 022 2272 2039
Scrip Code: 532538

The Manager
Listing Department
The National Stock Exchange of India Limited
"Exchange Plaza", Bandra-Kurla Complex,
Bandra (East), Mumbai 400 051.
Tel.: 26598236
Fax: 2659 8237 / 38.
Scrip Code: ULTRACEMCO

Dear Sirs,

Sub: Disclosure under Regulation 30 of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015
Corporate Dossier

In terms of the Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find attached the Corporate Dossier of the Company. This is also being uploaded on the website of the Company.

This is for your information and records, please.

Thanking you,

Yours faithfully,
For UltraTech Cement Limited

Sanjeeb Kumar Chatterjee
Company Secretary

Luxembourg Stock Exchange
BP 165 / L – 2011 Luxembourg
Scrip Code:
US90403E1038 and
US90403E2028

Singapore Exchange
11 North Buona Vista Drive,
#06-07 The Metropolis Tower 2,
Singapore 138589
ISIN Code: US90403YAA73 and
USY9048BAA18



UltraTech Cement Limited

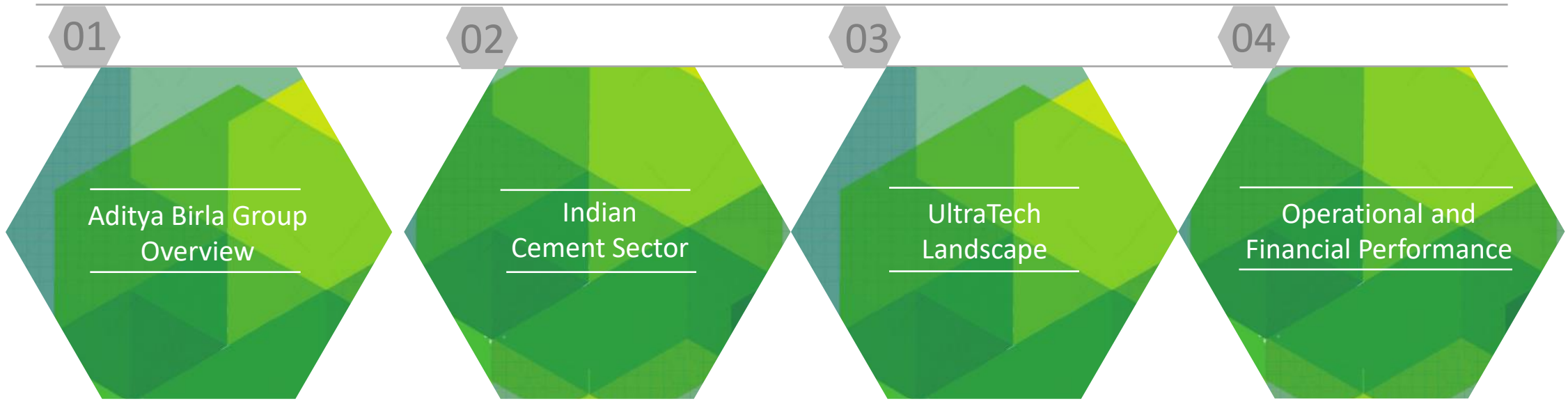
Registered Office : Ahura Centre, B – Wing, 2nd Floor, Mahakali Caves Road, Andheri (East), Mumbai 400 093, India
T: +91 22 6691 7800 / 2926 7800 | F: +91 22 6692 8109 | W: www.ultratechcement.com/www.adityabirla.com | CIN : L26940MH2000PLC128420



UltraTech Cement Limited

BIG IN YOUR LIFE

Contents



GLOSSARY: **MNT** – Million Metric Tons, **LMT** – Lakh Metric Tons, **MTPA** – Million Tons Per Annum, **MW** – Mega Watts, **Q1** – April-June, **Q2** – July-September, **Q3** – October-December, **Q4** – January -March, **CY** – Current Year period, **LY** – Corresponding period Last Year, **FY** – Financial Year (April-March)

Aditya Birla Group - Overview

Aditya Birla Group - Overview



ADITYA BIRLA GROUP

**PREMIUM GLOBAL
CONGLOMERATE**

USD ~45 billion Corporation

In the League of Fortune 500

Operating in 6 continents and 36 countries
with over 50% Group revenues from overseas

**Anchored by over 140,000 employees from
100 nationalities**

Ranked No. 1 corporate in the Nielsen's
Corporate Image Monitor FY15

AON best employer in India for 2018



- # 1 cement player in India
- # 3 largest cement player globally (ex - China)



- # 2 in VSF globally
- # 1 in chlor-alkali in India



- Leading telecom player in India



- Top fashion and lifestyle player in India
- Iconic brands across the fashion and retail segment



- Leading NBFC in India
- AUM ~ USD44bn



- A global metal powerhouse
- # 1 in aluminum rolling globally



- # 2 in carbon black globally



- A trans-national bulk commodity trading solutions provider globally

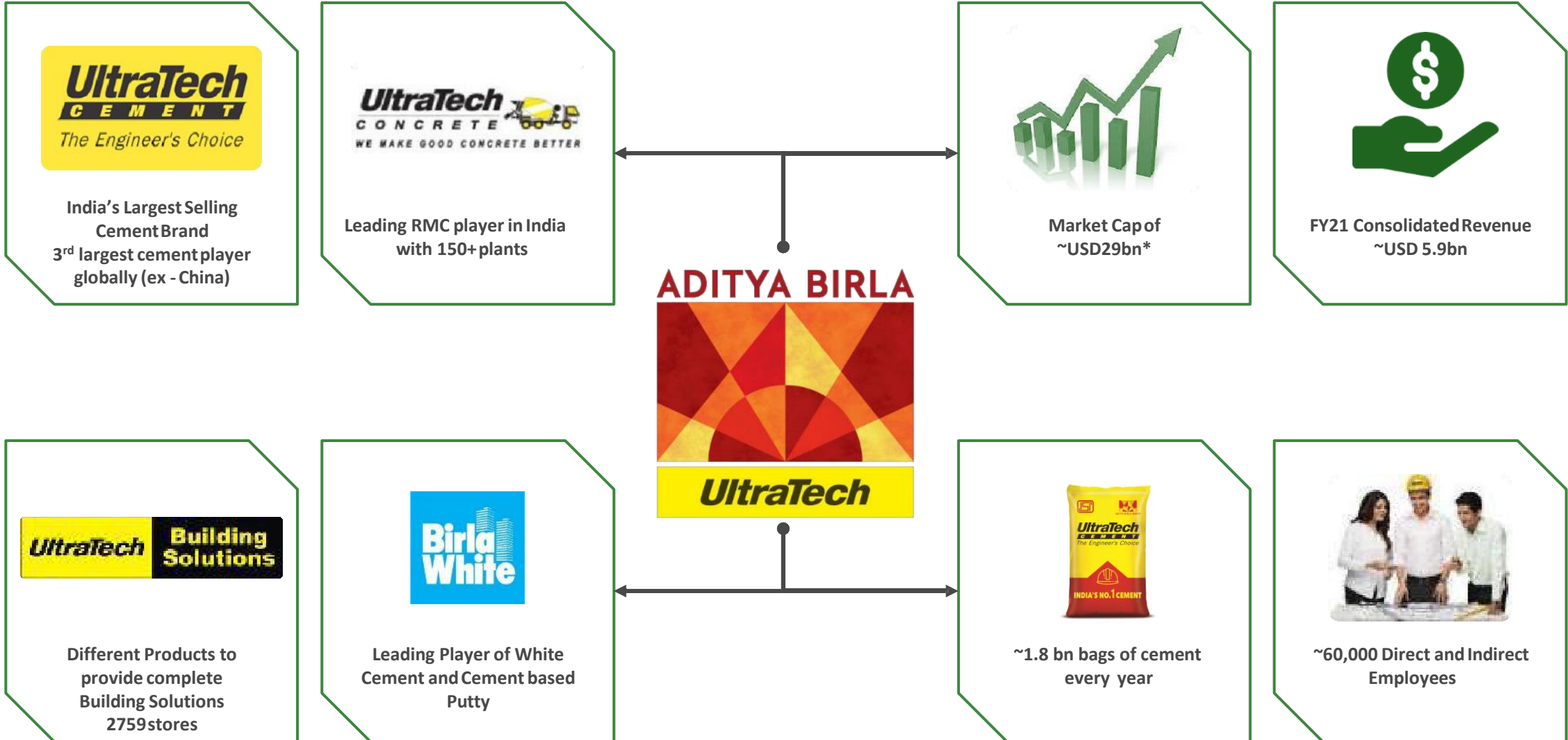


- # 1 producer of noble ferro alloys in India
- Amongst largest iron ore non- captive private mining player

OUR VALUES - INTEGRITY • COMMITMENT • PASSION • SEAMLESSNESS • SPEED

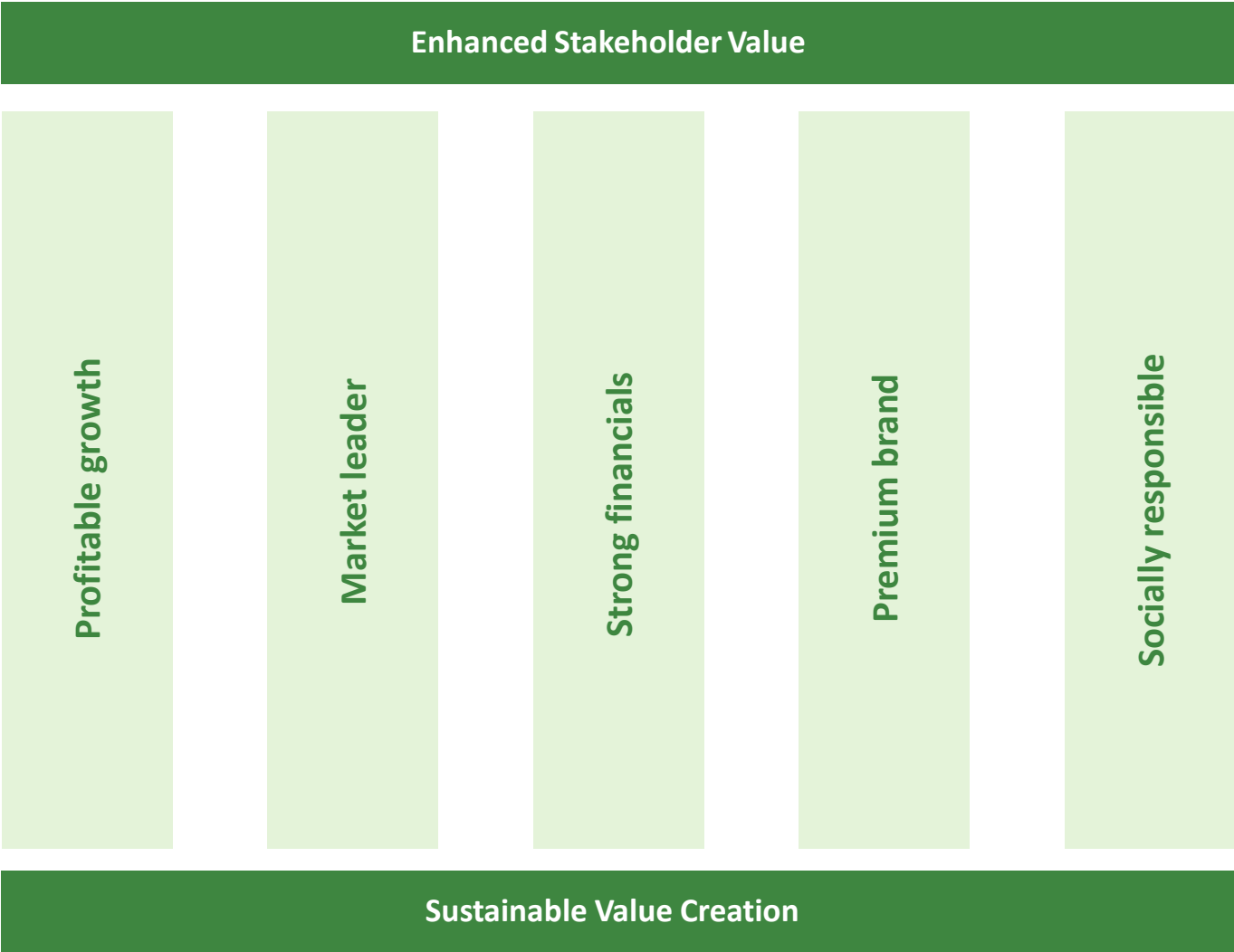
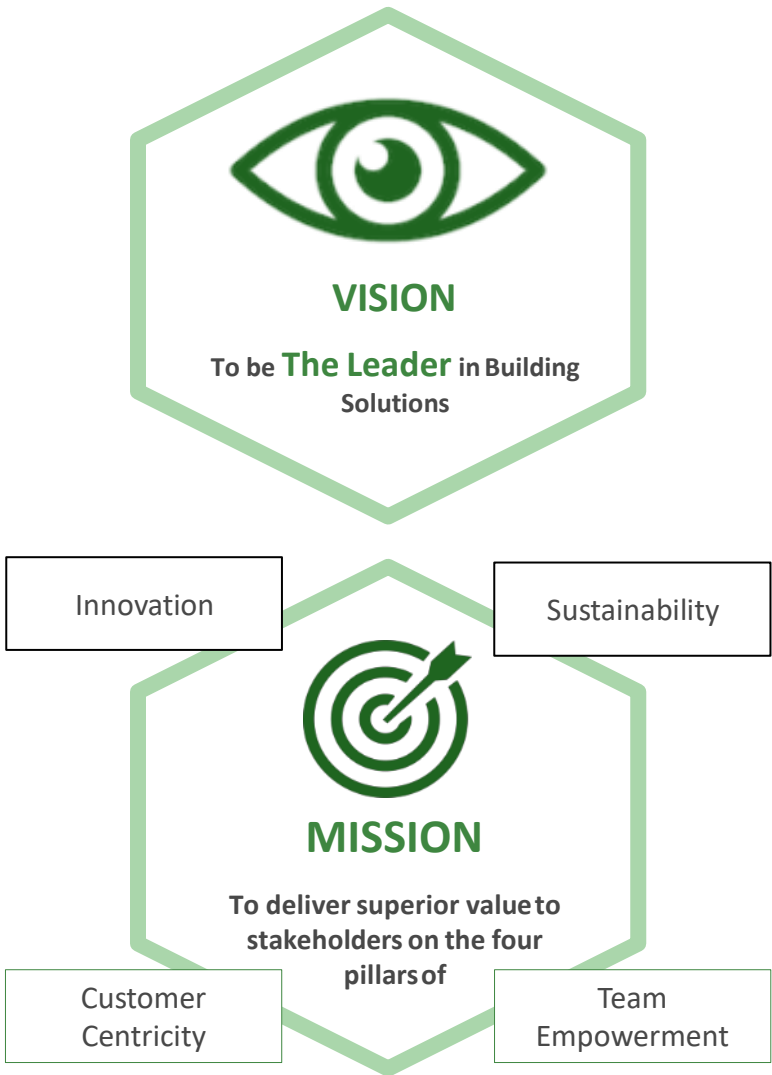
UltraTech Cement

India's largest cement company

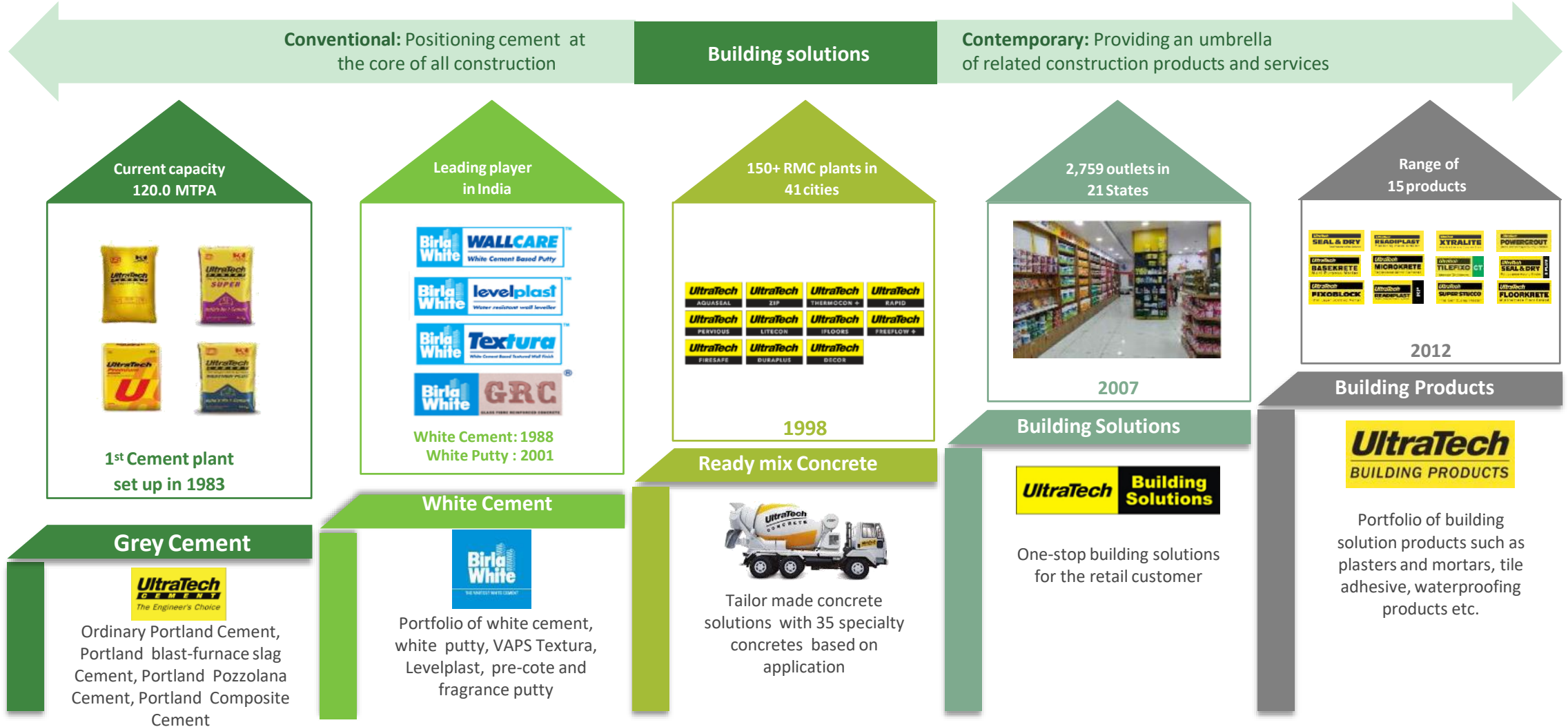


* As on 31st December, 2021

Building the Sustainable Future

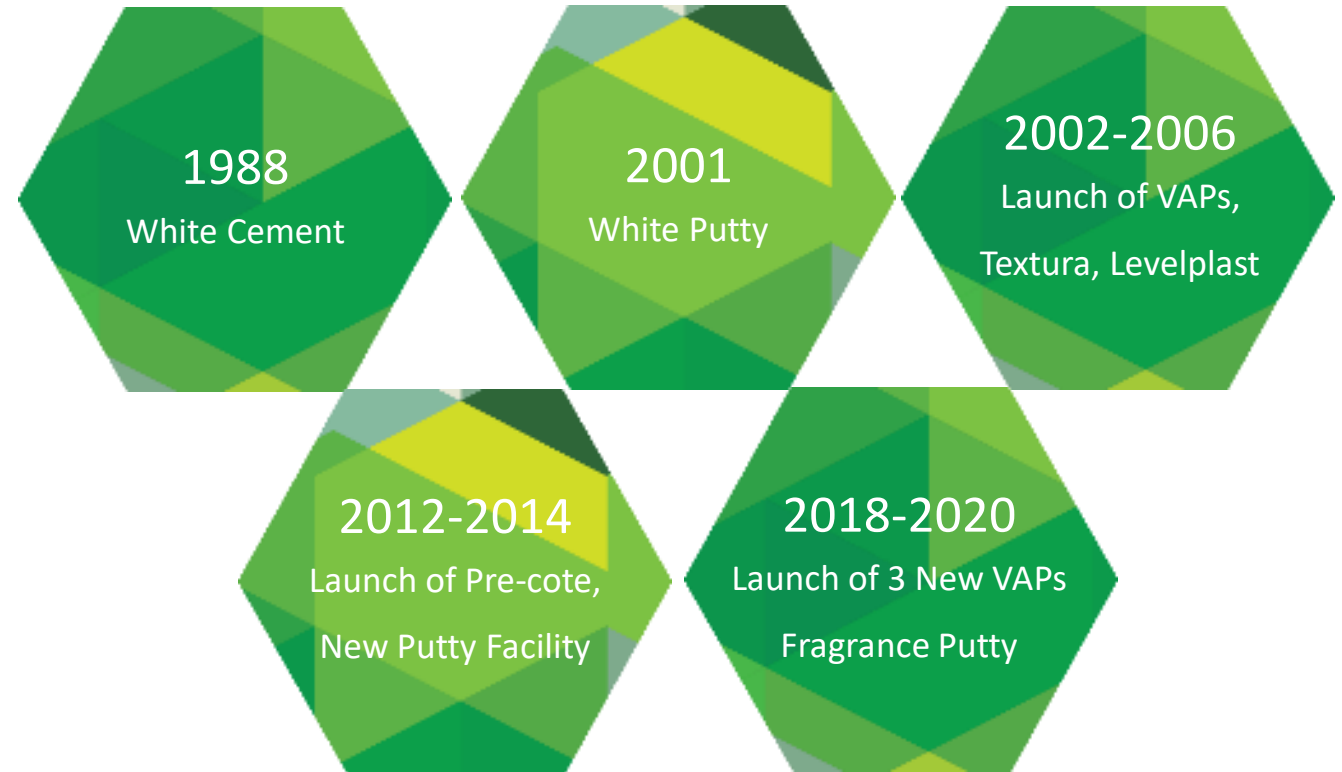


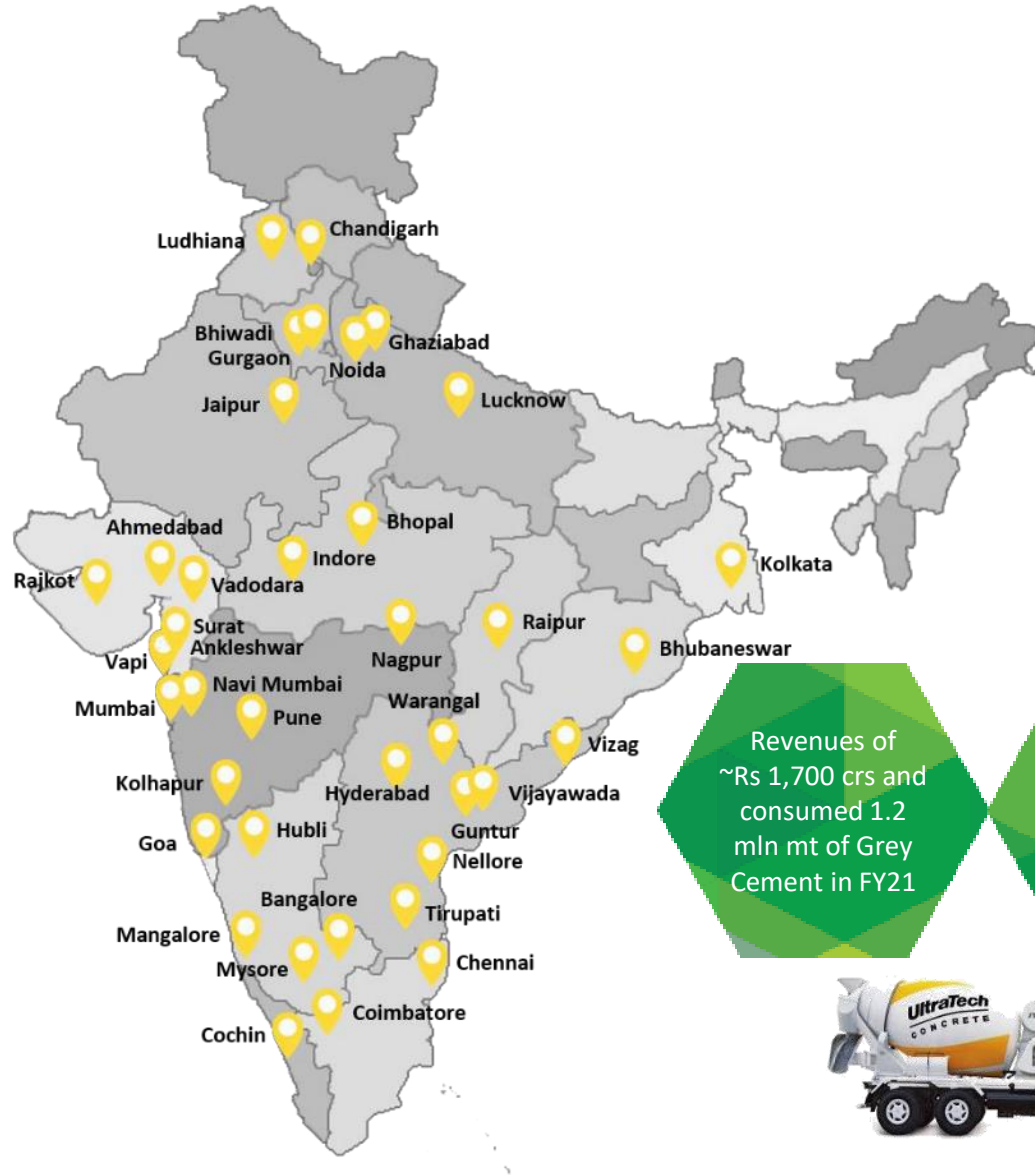
Diversified product portfolio catering a full suite of building solutions



Birla White: Building a Robust Portfolio

Products Range





Product offering based on the requirement

Performance
based Concrete

Usage based
Concrete

Decorative
Concrete

Green
Concrete

Revenues of
~Rs 1,700 crs and
consumed 1.2
mln mt of Grey
Cement in FY21

150+ RMC
plants
addressing
national
demand



- UltraTech is the first commercial RMC manufacturer in the country to adopt concrete recycling technology.
- UltraTech is India's first company to meet the requirement of LEED (Leadership in Energy and Environmental Design) and other green building rating systems as recognised by the Indian Green Building Council.
- UltraTech White Topping, an efficient and durable solution for urban roads. A concrete overlay that transforms pothole ridden tar roads in just 2 weeks.

UltraTech Building Solutions



One-stop building solution for the retail customer



2,759 UltraTech Building Solutions outlets

Helps to increase the share of customer wallet

Benefits for Home Builders

- Convenience, trust empowerment

Benefits for Dealers

- Increase in earning capacity
- Better fit with aspirations of new generation

Business partners at UltraTech Building Solutions stores

Services through UBS Outlets

Paint Preview

Pest Control

Mobile Concrere Lab

Vaastu

New Product Launches

Tiles

Power and Hand Tools

Electricals

Sanitary and Fittings

Rain Water Harvesting

Wood Ply

Dry Mix Mortars



Plasters & Mortars

Adhesives & Sealants

Flooring

Repair & Rehabilitation

Waterproofing



Liquid Waterproofing

Cementitious Waterproofing

Synergy

- In line with our vision 'To be THE LEADER in Building Solutions'
- Forward integration of the cement business
- Value-added products

Environment friendly

- Environment (M-Sand helping conserve sand beds; less water needed in curing)
- Society (Homogenous end product; batchwise consistency; IS&EN standards-compatible; construction speed faster; material and cost savings; skill training for masons / contractors)
- Economics (Helping channel partners and masons/contractors in increasing earnings)
- Certification (Certified as per Indian Green Building Council standards)

Portfolio breadth and depth

- Range of 15 products
- 10+ variants across categories

Board of Directors (Independent Directors)



Arun Adhikari
Independent Director

- Alumni of the Indian Institute of Technology, Kanpur and the Indian Institute of Management, Calcutta
- Areas of expertise - sales and marketing, culminating in general management and leadership roles



Alka Bharucha
Independent Director

- Masters in Law from the University of Bombay and University of London and Solicitor High Court Mumbai and Supreme Court of England and Wales
- Co-founded Bharucha & Partners in 2008
- Core areas of expertise are mergers and acquisitions, joint ventures, private equity, banking and finance



S.B. Mathur
Independent Director

- Chartered Accountant by profession
- Served as the Chairman of the Life Insurance Corporation of India from August, 2002 to October, 2004
- Has held Trusteeships, Advisory / Administrative Roles on Government Bodies, Authorities and Corporations



Sukanya Kripalu
Independent Director

- Graduate from St. Xavier's College and the Indian Institute of Management, Calcutta.
- Consultant in the fields of marketing, strategy, advertising and market research.



Sunil Duggal
Independent Director

- Bachelor of Technology Hons. (Electrical Engineering) and post graduate diploma in Business Management (Marketing) from the Indian Institute of Management, Calcutta
- Served as CEO of the FMCG major Dabur Limited for 17 years from 2002 till 2019
- Chaired and co-chaired numerous committees such as Indo-Turkish JBC and FICCI Committee on Food processing

Board of Directors



Kumar Mangalam Birla
Chairman

- Chairman of the Aditya Birla Group since 1995
- Chairs the Boards of all the Aditya Birla Group's major companies in India (Hindalco, Grasim, Aditya Birla Capital and UltraTech Cement) and globally; Global companies include Novelis, Birla Carbon, Aditya Birla Minerals, Aditya Birla Chemicals, Domsjö Fabriker and Terrace Bay Pulp Mill
- Professionally a Chartered Accountant and an MBA from London Business School



Rajashree Birla
Non-Executive Director

- Director on the board of Hindalco and Grasim
- Chairperson of the Aditya Birla Centre for Community Initiatives and Rural Development



K.K. Maheshwari
*Vice Chairman and
Non-Executive Director*

- Chartered Accountant and has held a variety of roles in the Aditya Birla Group
- Brought in strong execution rigor to his work and has considerably strengthened both innovation and new products development
- Scripted the growth of the Aditya Birla Group's VSF Business towards a more competitive and sustainable model



K. C. Jhanwar
Managing Director

- Chartered Accountant with over 40 years experience of which 39 years is with the Aditya Birla Group
- Operations and General Management across the Cement and Chemicals Business of the Aditya Birla Group, including greenfield and brownfield expansions



Atul Daga
*Whole-time Director and
Chief Financial Officer*

- Chartered Accountant with over 33 years experience, of which over 28 years have been with the Aditya Birla Group
- Key responsibilities include risk management, audit and compliance, planning, treasury, capital structuring and capital allocation
- Instrumental in M&A deals worth \$ 5 bn, portfolio restructuring bringing sharper focus and setting new benchmarks for raising long term borrowings in the domestic and global market, set-up 700 seats shared service centre

Management Team



Vivek Agarwal
Chief Marketing Officer

- A BE (Hons.) in Mechanical and an MBA from FMS, Delhi. He has done his AMP from Wharton
- He has an overall experience of over 37 years and with the Group for 28 years.
- A veteran with the Cement Business of the Group, he has played a key role in the Post-Merger Integrations and Brand Transitions of acquired units.
- Played key role in growing Ready Mix Concrete Business, UltraTech Building Solution Retail Outlets and Building Product Division of the Company.



ER Raj Narayanan
Chief Manufacturing Officer

- A chemical engineer with more than 36 years of experience in chemical / specialty chemicals and industrial gases segments
- He has worked in Chlor Alkali and Viscose Filament Yarn businesses. Apart from India, he has also led the manufacturing businesses based out of Thailand and China



Ramesh Mitragotri
Chief Human Resource Officer

- A postgraduate in PM and IR, he brings with him over 34 years of experience, with organizations like Owens Corning, HCC Limited and Philips India in different roles of human resources management
- He has worked in the Retail and Chemical businesses of the Group along with a small stint in cement business as Head –HR Marketing



Ashish Dwivedi
CEO – Birla White

- A chemical engineer and MBA, has been with the group for over 23 years. He has been an integral part of several strategic initiatives including mergers and acquisitions, restructuring and building up of Group processes
- Prior to this he was President of Speciality Chemicals and Business Strategy for Chemical, Fertilizer and Insulator sector of the Group. He built the downstream speciality chemicals business across multiple products and was responsible for upstream salt business



Pramod Rajgaria
President – International Operations

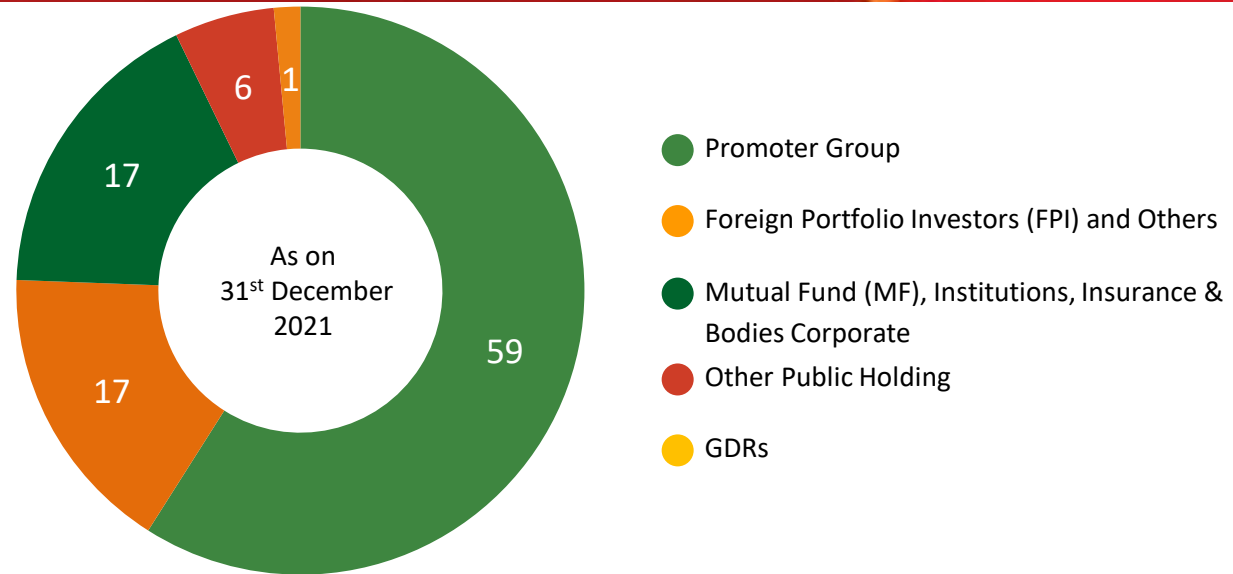
- A Chartered Accountant, Company Secretary and post graduate in Business Management.
- He has 25 years of rich experience in Cement Industry involving Strategy, mergers & acquisitions and developing Greenfield Projects. He also has extensive experience of working in different geographies and has been instrumental in domestic and international growth/expansion of UltraTech Cement.



Sujeet Jain
Chief Legal Officer

- A Lawyer, Company Secretary, Cost Accountant and MBA from Warwick Business School, UK
- He is a seasoned General Counsel with 25 years of experience and led Legal, Regulatory, Company Secretarial, Compliances and Corporate Affairs in diversified sectors like Media, Technology and Telecom in addition to the Cement.
- He has been a committee member of various industry and self – regulatory bodies

Shareholding Pattern



Key Foreign Portfolio Investors (FPI)

Name	Holding (%)
The Vanguard Group*	1.50
Aberdeen Asset Management*	1.37
Ishares*	1.01
Kuwait Investment Authority Fund*	0.84
Fidelity	0.61
Total FPI holding	15.74
Others	0.85
Total	16.59

Key Domestic Mutual Funds, Insurance & Institutional Investors

Name	Holding (%)
Life Insurance Corporation of India*	4.59
SBI Mutual Fund*	1.86
Kotak Mutual Fund*	1.43
ICICI Prudential*	1.21
Total Domestic Mutual Funds and Institutions	15.19
Body Corporate and Others	2.01
Total	17.20

*Multiple schemes

Indian Cement Sector

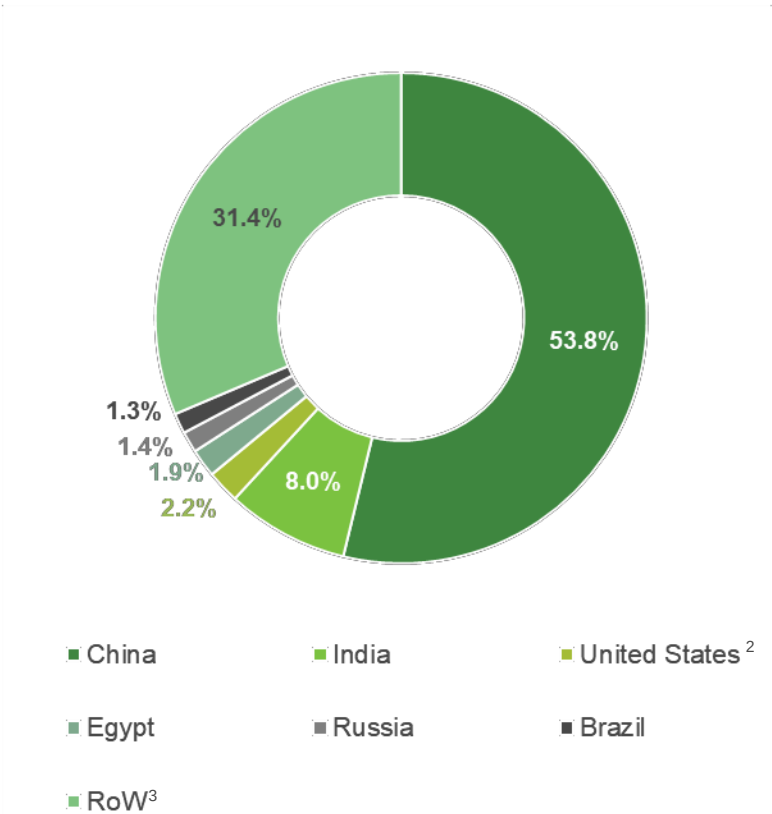
Indian Cement Industry - Overview



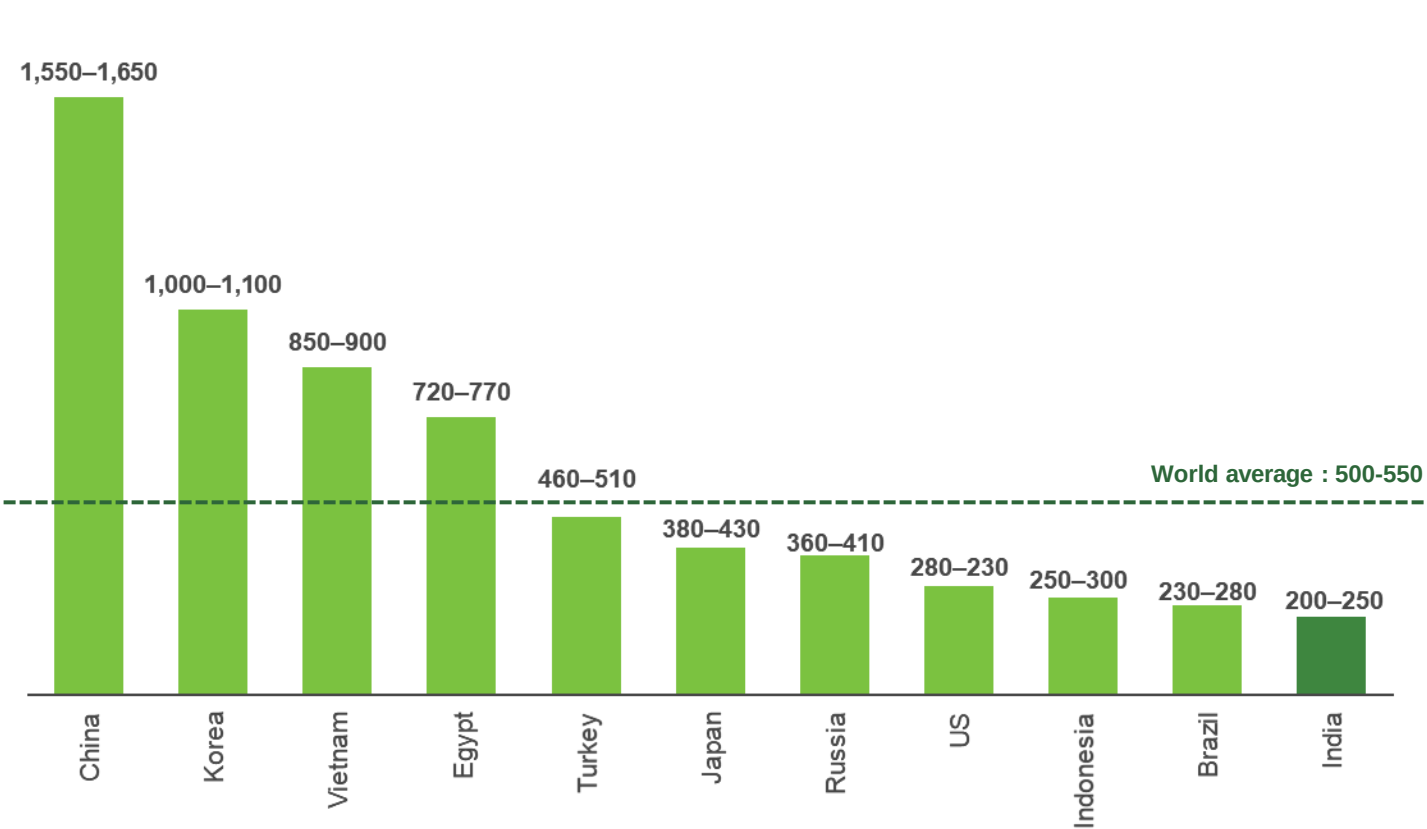
India is the second largest cement producer in the world...

...but remains a highly underpenetrated market

Global cement production



(per capita cement consumption in kg)¹



Source: CRISIL Research
Note: India production data are on a fiscal year (Apr-Mar) 2020 basis, whereas others are calendar year basis; ¹The figures mentioned are CRISIL estimates and arrived at by assessing various data points from sources such as United Nations comtrade database (for trade data of cement), US Geological survey, and World population estimates published by the UN population division; ² Includes Puerto Rico; ³ include Vietnam, Indonesia, Iran, Korea, Japan, Turkey as well as remaining countries of the world

Standalone local market sizes comparable to key cement producing countries

Latest Cement Capacity (mtpa)¹



North India: ~108 mtpa



Brazil: ~100 mtpa



East India: ~112 mtpa



Vietnam: ~119 mtpa



West India: ~71 mtpa



Italy + Germany: ~79 mtpa



Central India: ~70 mtpa



Mexico: ~60 mtpa

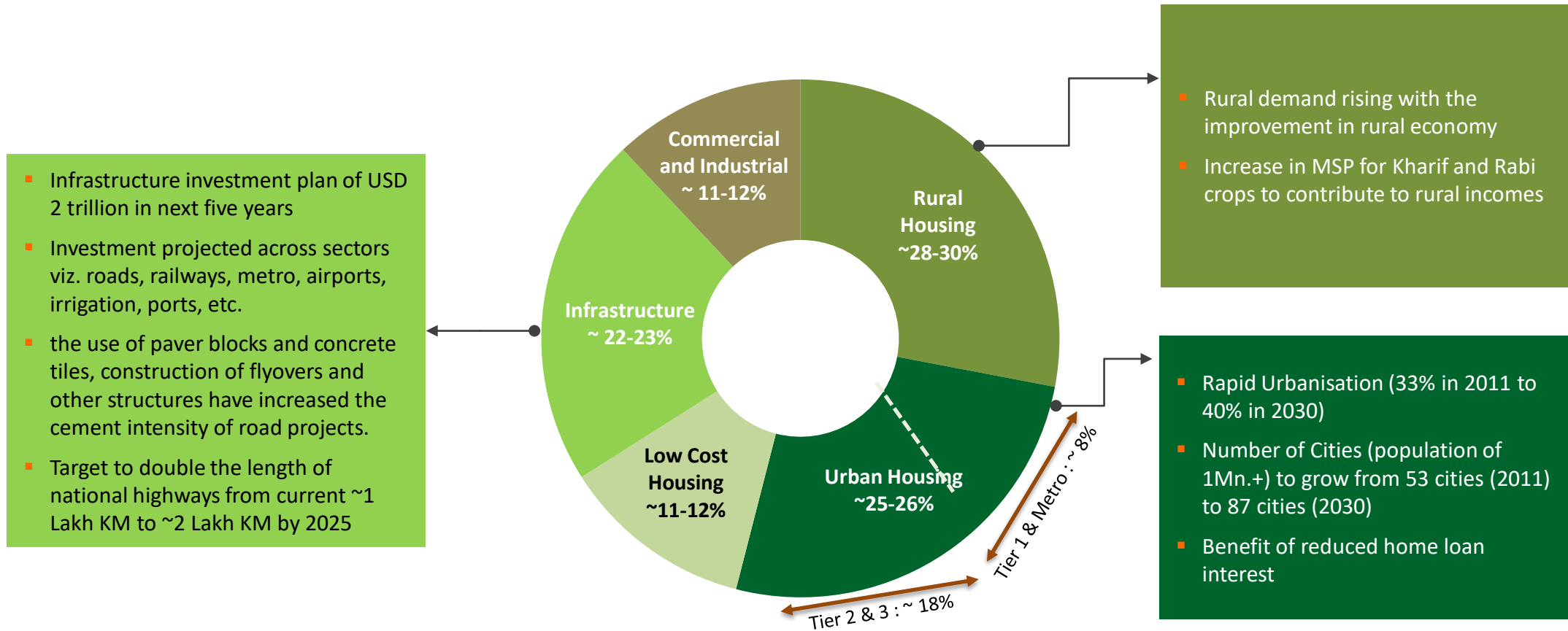


South India: ~164 mtpa



Thailand + Indonesia: ~168 mtpa

Demand Growth Drivers



Source: Industry estimates

Sector Highlights – Budget 2022

Capital expenditure plan
of Rs 7.50 Lakh crores
during FY23

Under PMAY, Rs
48,000 crores has
been set aside for
completion of 8
million residences by
FY23

National Highway
Network to be expanded
by 25,000 km during FY23

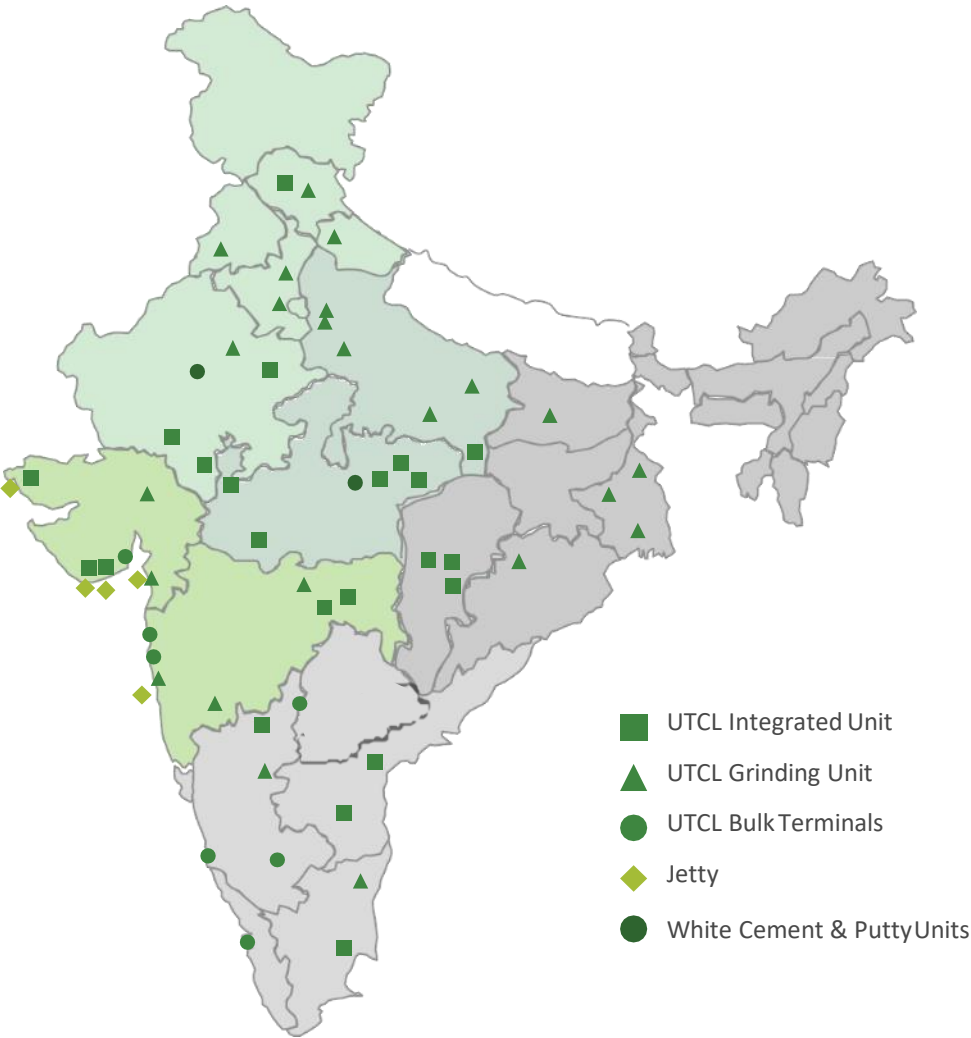
Draft DPRs for 5 river links
namely- Damanganga-
Pinjal, Par Tapi- Narmada,
Godavari-Krishna, Krishna-
Pennar, and Pennar-
Cauvery have been
finalised

Creation of unified
logistics platform and
developments of 100 new
cargo terminals in the next
three years under the PM
Gati Shakti master plan

Parvatmala's National
Ropeway Development
Program will be
implemented

UltraTech Landscape

UltraTech - India Footprint



Map is used only for representation purpose

Source: Industry estimates
Note: ¹ 22 in India and 1 clinkerization unit in Overseas; ² 23 in India and 4 in Overseas; ³ 6 in India and 1 in Overseas

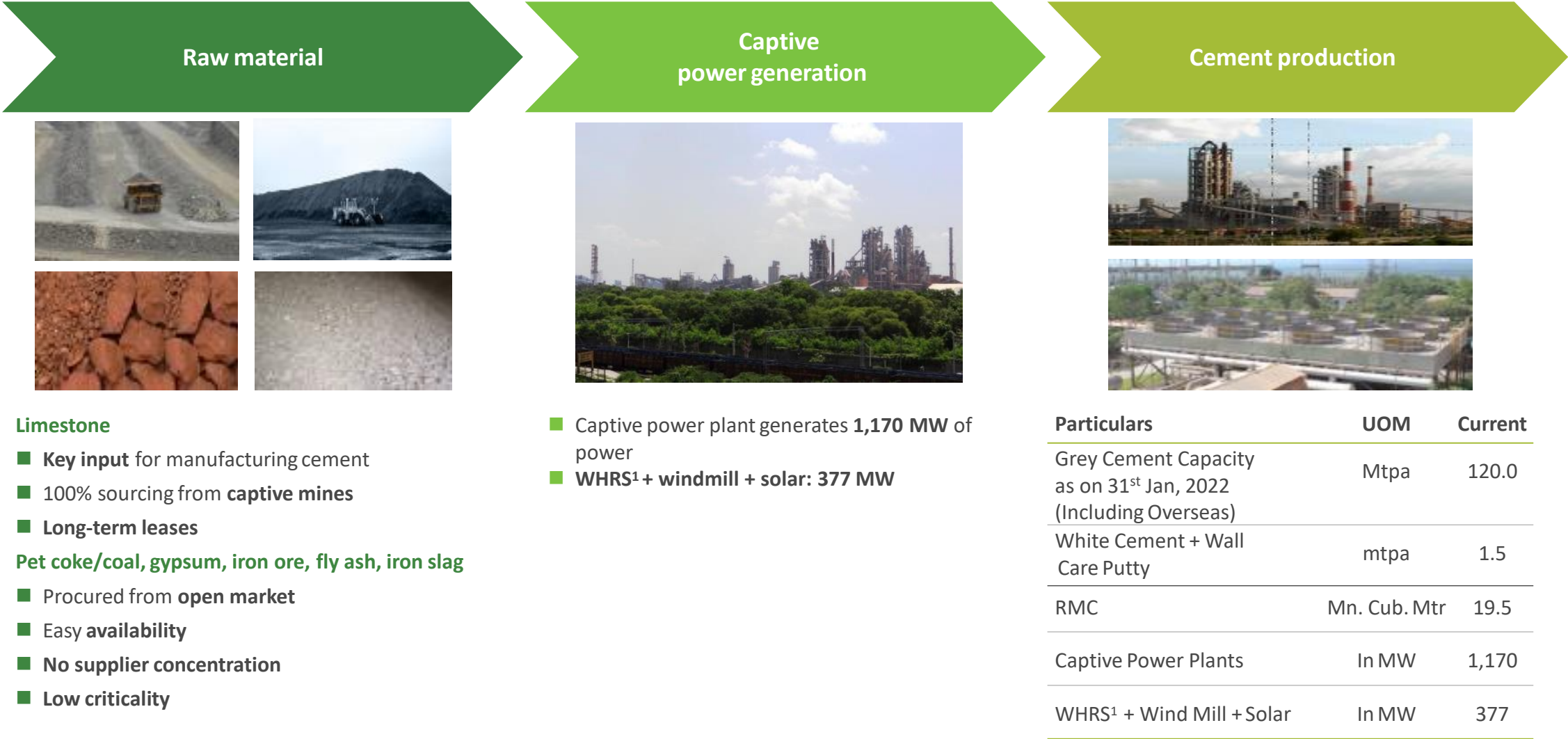
- 23 Integrated Units¹ (IU)
- 27 Grinding Units² (GU)
- 8 Bulk Packaging Terminals³ (Sea + Rail)
- 1 White Cement & 1 Putty Unit
- 5 Jetties

Zonal Capacity (mtpa)					
Zones	UTCL Capacity As on Jan'22	UTCL Mix	Industry Capacity	UTCL Share in Industry	UTCL Capacity After announced expansion*
North	23.8	21%	~111	22%	26.3
Central	25.3	22%	~70	35%	28.4
East	17.4	15%	~112	15%	26.3
West	27.7	24%	~71	39%	29.5
South	20.5	18%	~164	13%	20.5
All India	114.6	100%	~527	22%	130.9
Overseas	5.4				5.4
Total	120.0				136.3

* by Mar-23

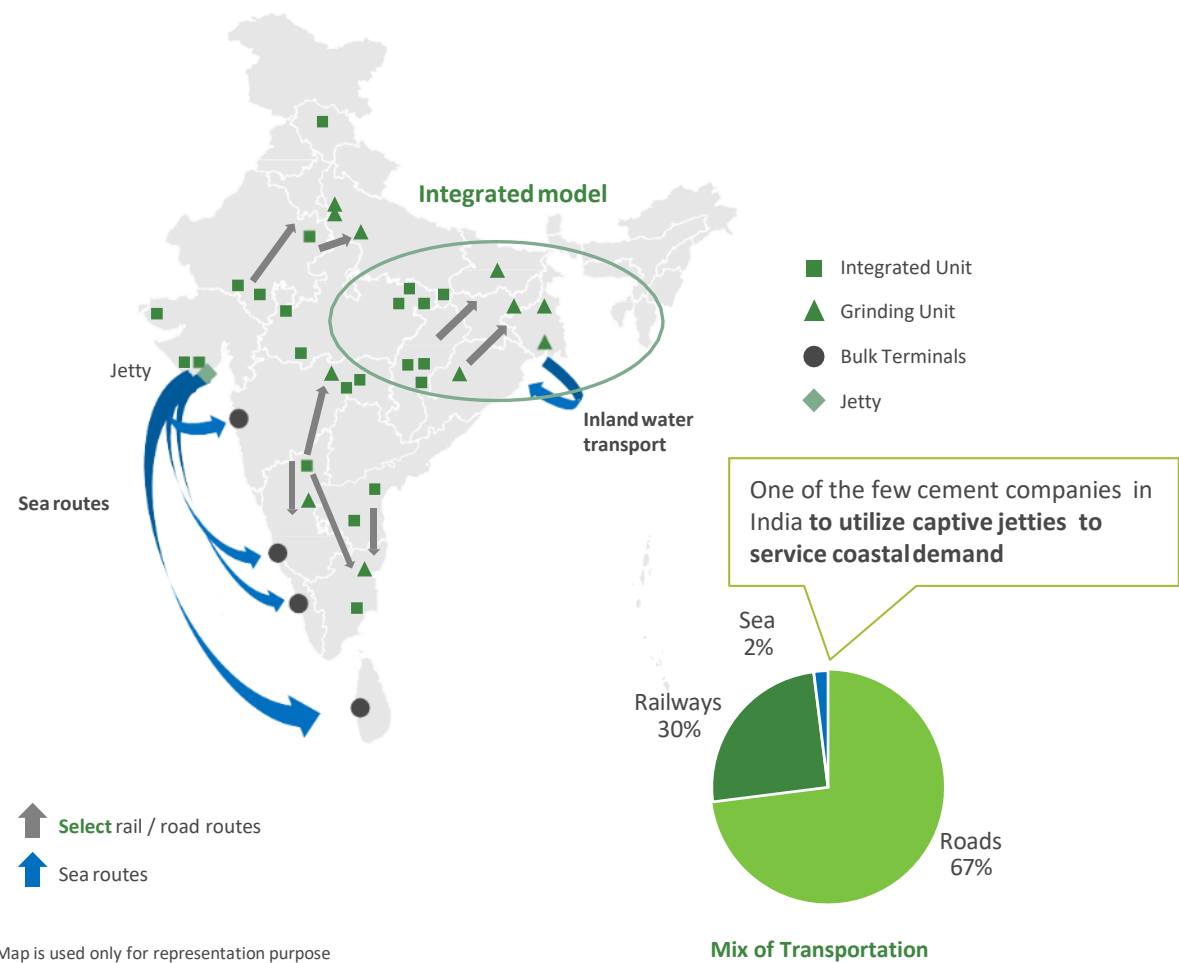
End-to-end capabilities with integrated operations

Strong manufacturing capability with control over supply chain



Note: All metrics as of 31st December, 2021; ¹ WHRS - Waste Heat Recovery System

Nationwide reach with strong logistics presence across India



~4.65mn bags per day¹

~24,000 destinations

~61% lifting by GPS enabled fleet

~25,000 orders processed daily



~8,700 trucks loaded per day



>42% Dedicated fleet



5 Specialized Carriers
4 Mini Bulk Carriers and 1 Coal Ship



35+ Rakes a day



~ 1,00,000+ Channel Partners



1400+ Warehouses
260+ Railheads

Extensive Technical Support to the Distribution Network

- Over **1,200¹** personnel deployed to provide technical support to home builders, engineers, architects, contractors
- Mobile concrete vans providing on-site testing, civil engineering, tips and advisories

Homebuilders

- Provides construction tips, virtual tools, Vastu advisory

Mason's program

- Includes site demo, meets, plant visits and training
- Builders and Contractors Meet and education seminars and programs
- On-site concrete plants covering over
- **2,600** construction sites

Engineers/architects

- Engages engineers and architects through technical meets, workshops and plant visits

Contractors

- Engages contractors and builders through meets, plant visits





- Platform to engage with dealers, retailers, masons, contractors, architects
- Instant access to latest information
- Homebuilder tips and videos
- Updates on events and contests

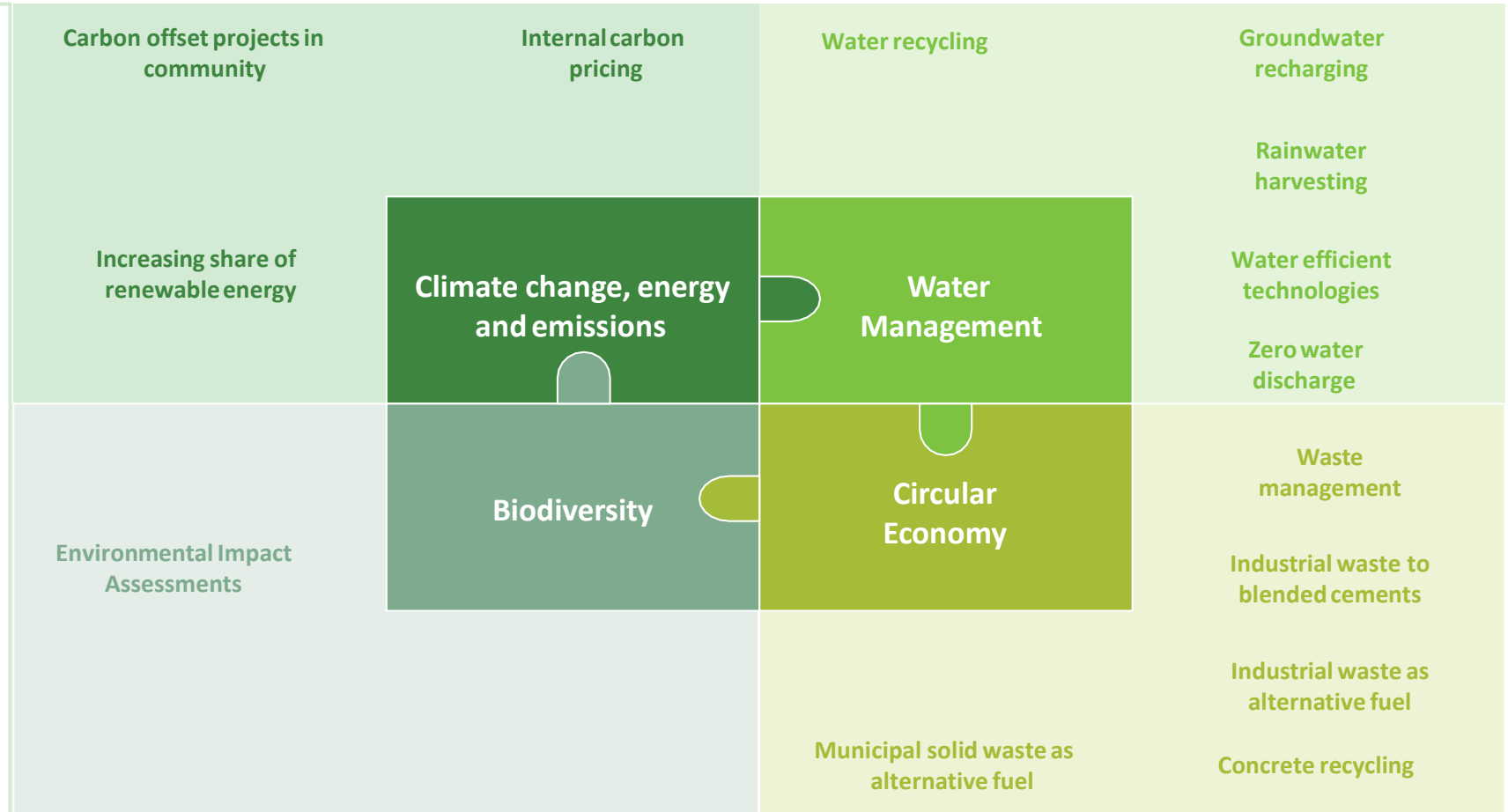


- **One UltraTech:** Easy ordering and real time tracking, single view of data across various parameters
- **UltraTech - Prashikshan Pahal:** To provide basic knowledge about construction procedures, materials and tools for all, especially for masons
- **Utec:** Access to all home building information regarding planning, designing, construction and finishing homes
- **Utec Partners:** Enables partners to connect with home builders to grow their business

ESG at UltraTech

UltraTech Sustainability Strategy

- ☐ Sustainability is an **integral** part of UltraTech's operations
- ☐ **Chief Sustainability Officer** to manage sustainability related initiatives **reporting directly to the CEO**
- ☐ The sustainability strategy is **aligned to the UN SDGs**
- ☐ The alignment enables the Company to **anticipate stakeholder expectations, identify future business opportunities and future-proof the business**
- ☐ The UN SDGs along with UltraTech's sustainability framework enables the Company to **create meaningful and measurable progress on issues relevant to its stakeholders**



UltraTech among top 10 Construction Material companies globally in DJSI

UltraTech's score in S&P's Dow Jones Sustainability Index (DJSI) **has improved 11 points to 79** in FY21 and ranked 7th globally by DJSI in the construction material sector.

UltraTech scores higher than industry average:

Environment: 126%

Social: 108%

Governance: 71%

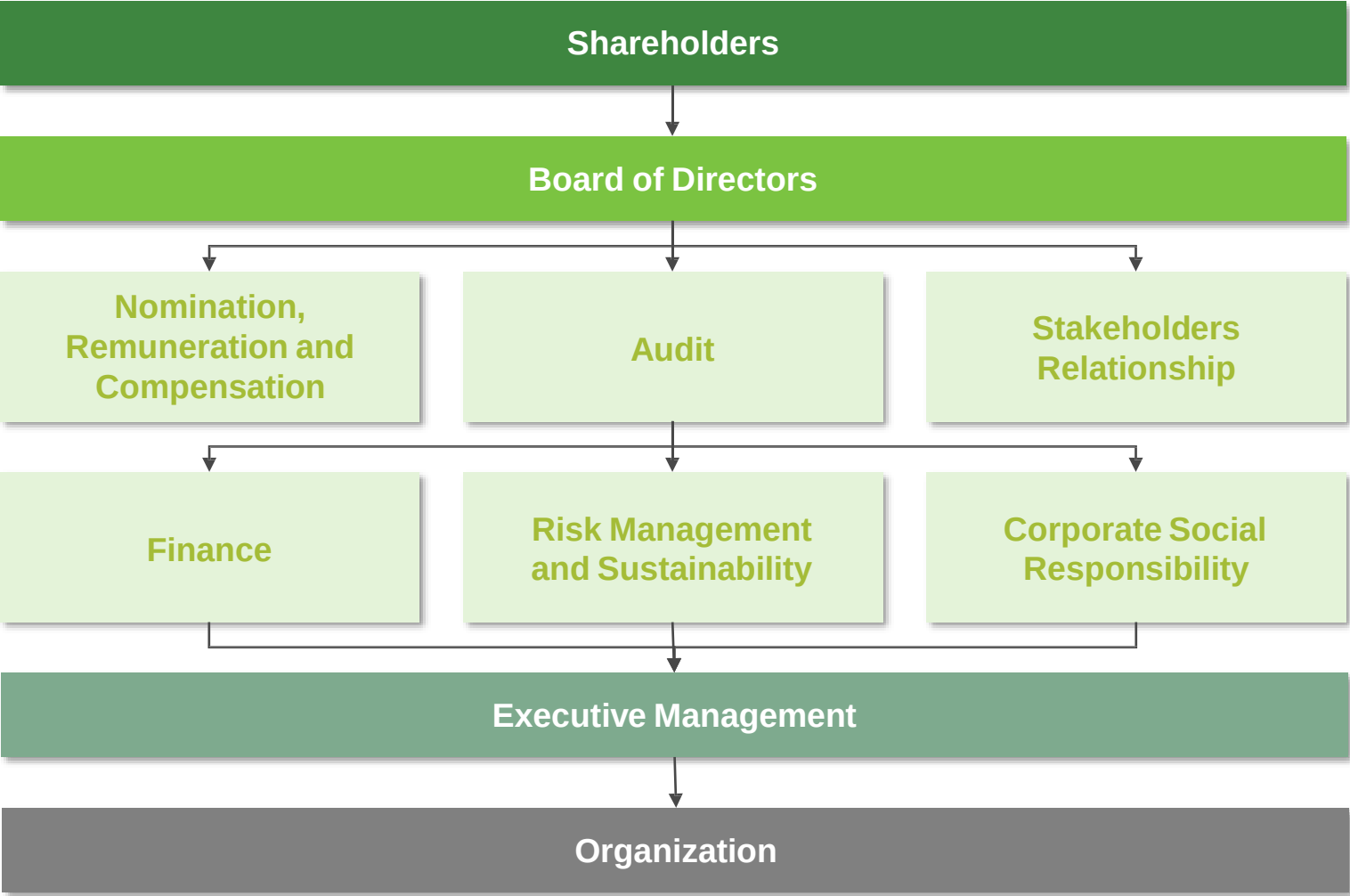


Key areas that contributed to significant improvement:

- Adoption of new policies
 - Anti-corruption and Bribery
 - Anti-discrimination policy
- Process and performance improvement against sustainable supply chain KPIs
- Adoption of TCFD framework and SBTi target validation
- Human rights due diligence
- Improved disclosure on people development metrics



Board Structure and Compliance



Independent Directors	50%
Woman Directors	30%
Board Attendance	>90%
Committee Attendance	>90%

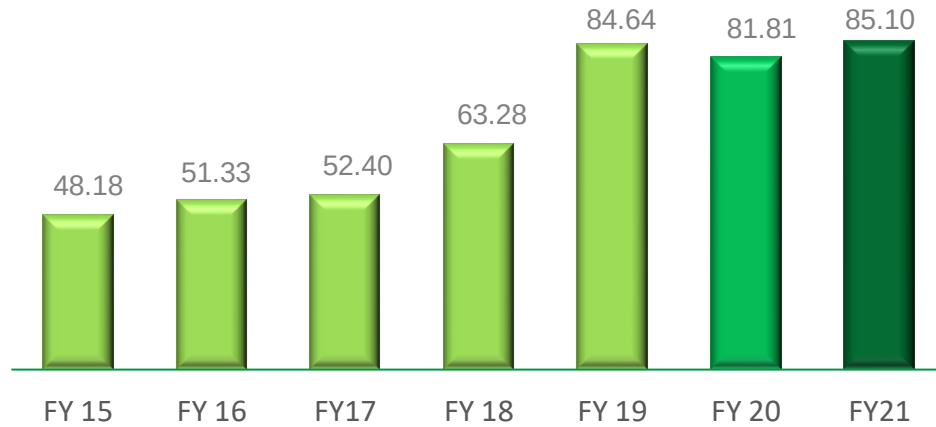
Policies governing our business

- | | |
|--|---|
| 1. Sustainability Policy | 11. Anti-Harassment and discrimination policy |
| 2. Code of Conduct | 12. Supplier Code of Conduct |
| 3. Tax Policy | 13. Human Rights Policy |
| 4. Policy on Related Party Transaction | 14. Safety Policy |
| 5. Whistleblower Policy | 15. Occupational Health Policy |
| 6. CSR Policy | 16. Energy and Carbon Policy |
| 7. Board Diversity Policy | 17. Water Stewardship Policy |
| 8. Dividend Distribution Policy | 18. Biodiversity Policy |
| 9. Internal Audit Charter | 19. Stakeholder Engagement Policy |
| 10. Anti-Corruption and Bribery policy | 20. Cyber security policy |

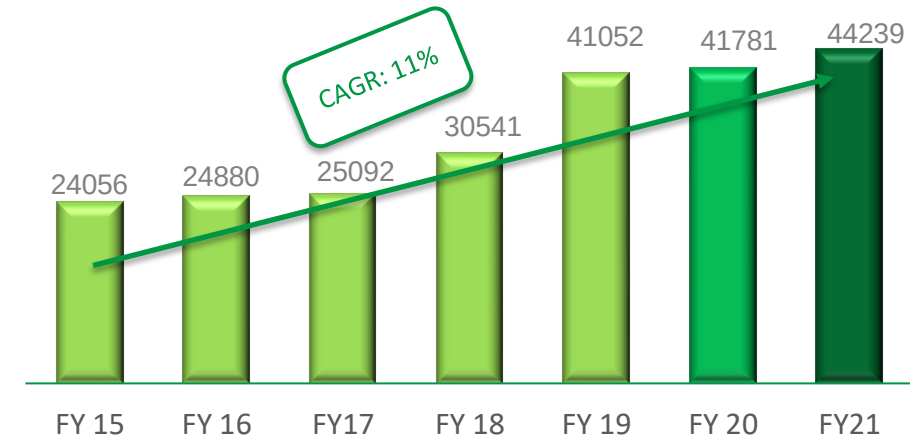
Financial Statistics

Key Performance Trends - Consolidated

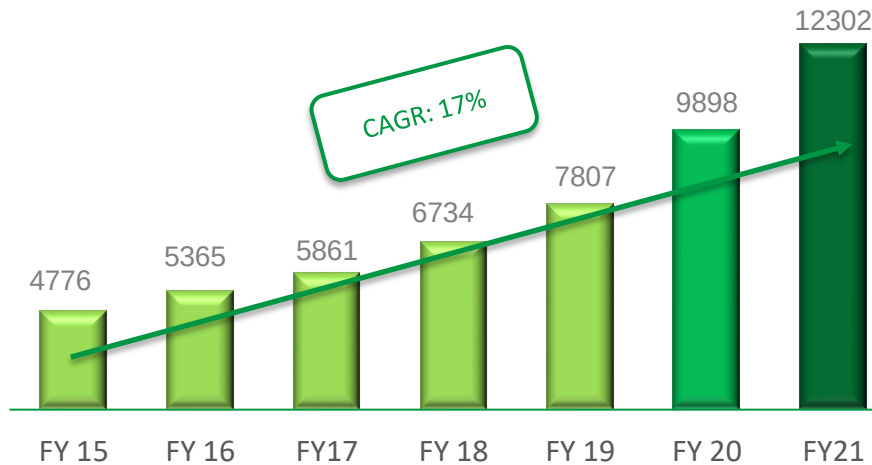
Grey Cement Sales (MnT)



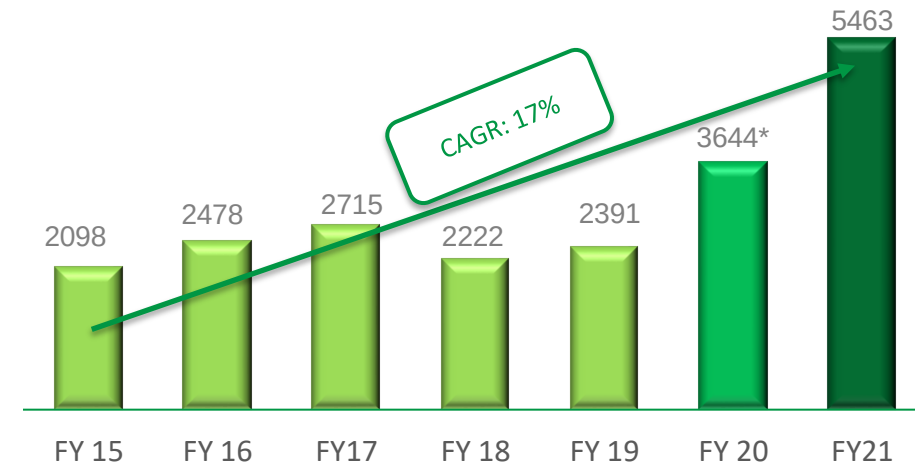
Revenue (Rs Crs)



EBIDTA (Rs Crs)



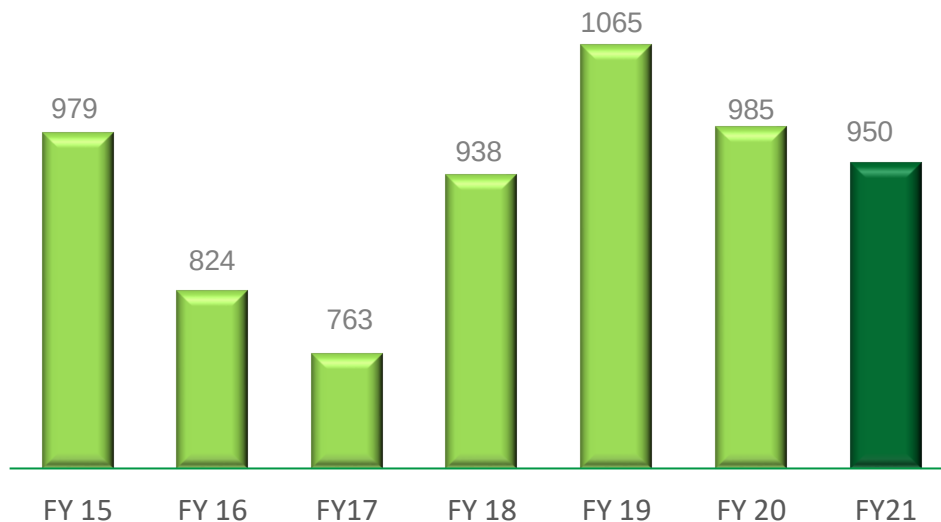
PAT (Rs Crs)



* Excludes benefit of opening Deferred tax liabilities (DTL) reversal of Rs 2112 Crs due to change in income tax rates (34.944% to 25.168%)

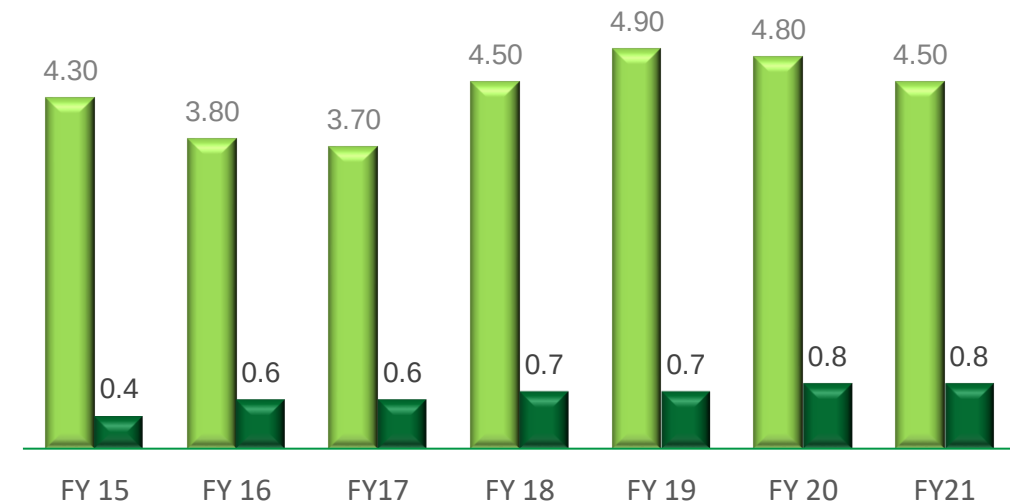
Grey Cement Cost Trends – India Operations

Energy Cost (Rs / Mt)



Fuel Mix - Kiln	FY15	FY16	FY17	FY18	FY19	FY 20	FY 21
Imported Coal	26%	20%	14%	14%	15%	17%	38%
Petcoke	52%	70%	74%	72%	68%	69%	52%
Ind. Coal & Others	22%	10%	12%	14%	17%	14%	10%

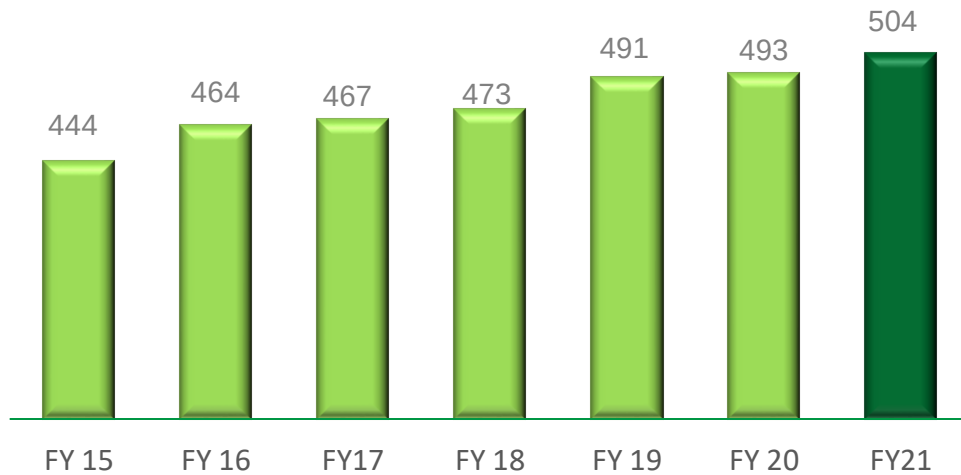
Comparative Cost (TPP / WHRS)



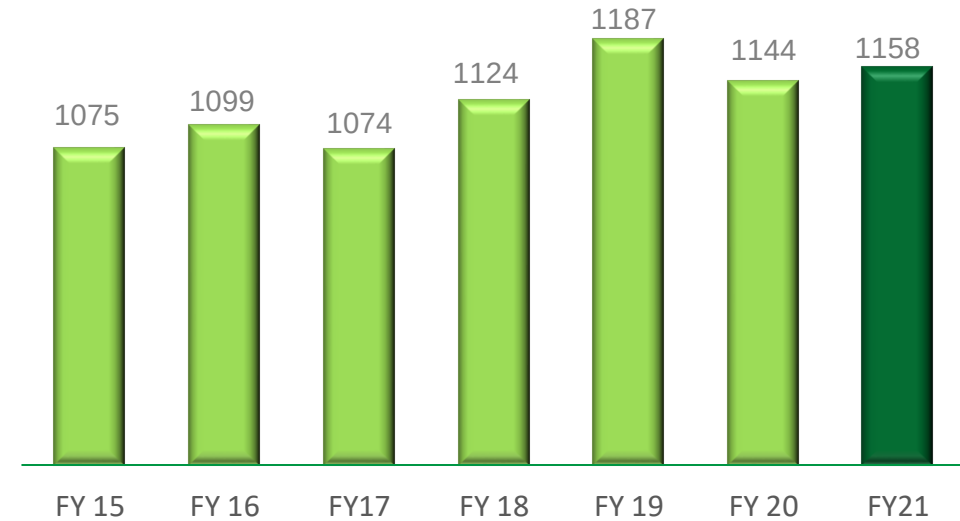
Power mix	FY15	FY16	FY17	FY18	FY19	FY 20	FY 21
TPP	82%	82%	80%	79%	75%	72%	70%
Green Power	2%	5%	7%	8%	7%	10%	13%
Others	16%	13%	13%	12%	18%	18%	17%

Grey Cement Cost Trends – India Operations

Raw Materials Cost (Rs/ Mt)



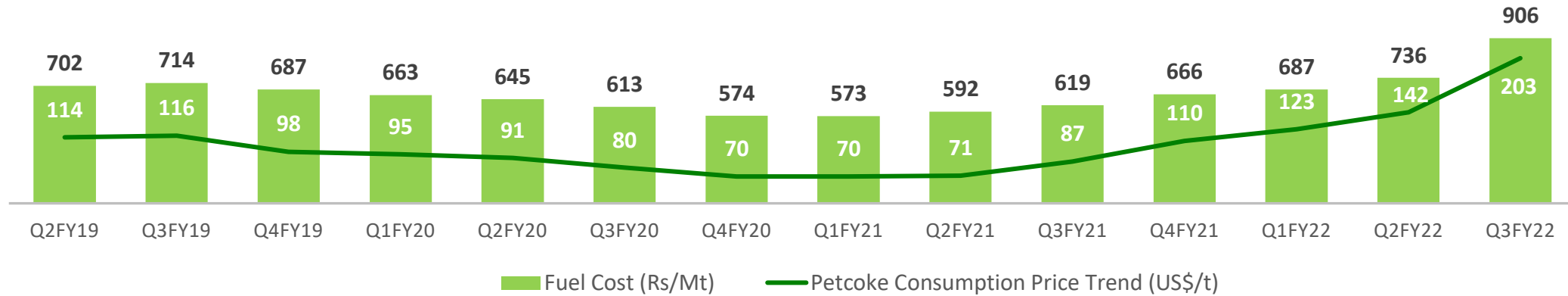
Logistics Cost (Rs/ Mt)



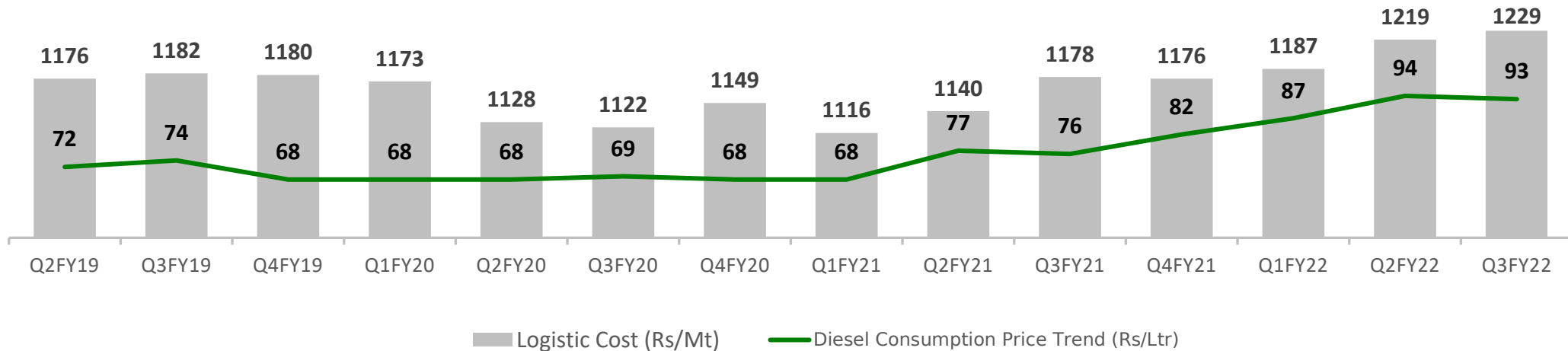
Mix	FY15	FY 16	FY17	FY18	FY19	FY20	FY21
Rail	29%	28%	25%	24%	27%	24%	26%
Road	67%	69%	72%	72%	71%	73%	72%
Sea	4%	3%	4%	3%	2%	3%	2%

Key Inputs: Historical Price Trends

Pet coke Price Trend



Diesel Price Trend



Quarterly Performance Trends – India Operations

Rs Crs

Particulars	Q3FY22	Q2FY22	Q1FY22	Q4FY21	Q3FY21	Q2FY21	Q1FY21	Q4FY20	Q3FY20
Capacity (MTPA)	112.6	111.4	111.4	111.4	111.4	111.4	111.4	111.4	109.4
Capacity Utilisation (%)	75%	71%	73%	93%	80%	66%	46%	74%	69%
Grey Sales Volume (MnT)	21.59	20.06	20.25	26.17	22.44	18.89	13.75	20.20	19.65
Net Sales	12156	11242	11299	13757	11698	9861	7262	10200	9800
Realisation (Rs/mt)	5527	5501	5503	5174	5126	5133	5209	4971	4900
EBITDA	2406	2849	3468	3687	3282	2784	2302	2592	2046
EBITDA Margin	20%	25%	31%	27%	28%	28%	32%	25%	21%
EBIDTA (Rs/mt)	1094	1394	1689	1387	1438	1449	1651	1262	1090 [^]
EBIT	1761	2199	2836	3016	2645	2138	1683	1945	1399
Profit Before Tax	1583	1974	2516	2613	2299	1869	1143	1460	940
Tax Expenses	460 ^{**}	646	834	865	753	569	367	344 [*]	291
Net Earnings	1123 ^{**}	1328	1682	1748	1546	1300	776	1117 [*]	650
Cash Earnings	1971	2010	2344	2806	2527	2197	1552	1860	1423

[^] Before provision for disputed liabilities offered under Sabka Vishwas Scheme

^{*} Excludes benefit of opening Deferred tax liabilities (DTL) reversal of Rs 2112 Crs due to change in income tax rates (34.944% to 25.168%)

^{**} Excludes reversal of provision of Tax of Rs 535 Crs pursuant to completion of prior year tax assessments

Quarterly Performance Trends – India Operations

Rs Crs

Particulars	Dec'21	Sep'21	Jun'21	Mar'21	Dec'20	Sep'20	Jun'20	Mar'20	Dec'19
FINANCIAL POSITION									
Net Fixed Assets incl. CWIP	53379	52276	51686	51281	50814	51069	51296	51748	51861
NWC + Derivative Assets	(996)	(1279)	(1626)	(2336)	(1623)	(1049)	(669)	87	571
Shareholders Fund	47124	45521	45229	43553	41735	40173	39311	38533	35346
Total Debt	10239	13608	18819	19975	21029	20931	21446	20978	22777
<i>Net Debt</i>	<i>5786</i>	<i>6005</i>	<i>5648</i>	<i>6353</i>	<i>7973</i>	<i>10741</i>	<i>12950</i>	<i>15096</i>	<i>16923</i>
Capital Employed	63461	65247	70112	69566	68411	66411	65818	64421	65062
RATIOS									
Normalized Quarterly EPS (Rs/Share)	39.0	46.0	58.3	61.8	53.6	42.3	30.7	38.7	22.5
Book value per share (Rs/Share)	1632	1577	1567	1509	1446	1392	1362	1335	1225

Annual Performance Trends – India Operations

Rs Crs

Particulars	FY21	FY20	FY19	FY18	FY17	FY16	FY15	FY14	FY13	FY12
Capacity (MTPA)	111.4	111.4	109.4	85.0	66.3	64.7	60.2	54.0	50.9	48.8
Capacity Utilisation (%)	71%	69%	76%	71%	72%	76%	75%	79%	82%	83%
Grey Cement Volume (MnT)	81.3	77.5	81.0	59.3	48.9	48.0	44.8	41.5	40.7	40.7
Net Sales	42578	39923	39257	28930	23616	23440	22648	20078	20023	18158
Realisation (Rs/mt)	5157	5069	4766	4770	4706	4757	4915	4713	4804	4359
EBITDA	12055	9724	7623	6483	5629	5107	4567	4147	4980	4519
EBITDA Margin	28%	24%	19%	22%	24%	22%	20%	21%	25%	25%
EBIDTA (Rs/mt)	1460	1251[^]	926	1051	1122	1036	992	973	1195	1085
EBIT	9482	7129	5259	4719	4347	3810	3434	3095	4035	3617
Profit Before Tax	7924	5203	3412	3302	3776	3299	2887	2776	3825	3393
Tax Expenses	2554	1570 [*]	1080	1071	1148	928	872	631	1170	947
Net Earnings	5370	3633[*]	2332	2231	2628	2370	2015	2144	2655	2446
Cash Earnings	9082	6882	5059	4580	4251	3972	3523	3269	3765	3356

Note: Figures of FY15 & prior are reported nos. as per previous Indian Accounting Standards

* Excludes benefit of opening Deferred tax liabilities (DTL) reversal of Rs 2112 Crs due to change in income tax rates (34.944% to 25.168%)

[^] Before provision for disputed liabilities offered under Sabka Vishwas Scheme

Annual Performance Trends – India Operations

Rs Crs

Particulars	Mar'21	Mar'20	Mar'19	Mar'18	Mar'17	Mar'16	Mar'15	Mar'14	Mar'13	Mar'12
FINANCIAL POSITION										
Net Fixed Assets incl. CWIP	51281	51748	51778	40782	24387	24499	23632	18650	17415	14798
NWC + Derivative Assets	(2336)	87	368	(428)	(840)	21	223	551	25	164
Shareholders Fund	43553	38533	33220	25923	23941	21632	18858	17098	15235	12860
Total Debt	19975	20978	23336	17420	6240	8250	7414	5199	5409	4153
<i>Net Debt</i>	<i>6353</i>	<i>15096</i>	<i>20112</i>	<i>12007</i>	<i>(2422)</i>	<i>1181</i>	<i>2935</i>	<i>359</i>	<i>720</i>	<i>625</i>
Capital Employed	69566	64421	62964	46517	32955	32313	29064	24593	22549	18750
RATIOS										
ROCE (PBIT/Avg. CE) (without Goodwill)	15.6%	12.3%	10.1%	10%	13%	12%	12%	13%	20%	20%
Net Debt: Equity (Times)	0.15	0.39	0.61	0.46	(0.10)	0.05	0.16	0.02	0.05	0.05
Net Debt /EBIDTA (Times)	0.53	1.55	2.64	1.85	(0.43)	0.23	0.64	0.09	0.14	0.14
Return on Equity (without Goodwill)	15.1%	11.8%	8.6%	8.9%	11.5%	11.5%	11.2%	13.0%	17.0%	19.0%
Dividend Payout on Net Profit	19.7%	10.3%	16.3%	15.6%	12.6%	13.2%	14.8%	13.5%	10.9%	10.4%
Normalized EPS (Rs/Share)	188.4	125.9	81.5	81.3	95.7	86.4	73.4	78.2	96.9	89.3
Book Value per share (Rs/Share)	1509	1335	1151	944	872	788	687	623	556	469

Note: 1. Figures of Mar'15 & prior are reported nos. as per previous Indian Accounting Standards

Quarterly Performance Trends - Consolidated

Rs Crs

Particulars	Q3FY22	Q2FY22	Q1FY22	Q4FY21	Q3FY21	Q2FY21	Q1FY21	Q4FY20	Q3FY20
Capacity (MTPA)	118.0	116.8	116.8	116.8	116.8	116.8	116.8	116.8	115.4
Capacity Utilisation (%)	75%	71%	72%	92%	81%	65%	47%	74%	69%
Grey Sales Volume (MnT)	22.7	21.3	21.2	27.4	23.5	19.7	14.5	21.4	20.8
Net Sales	12710	11743	11698	14232	12144	10264	7600	10689	10263
Realisation (Rs/mt)	5496	5425	5434	5123	5077	5120	5180	4920	4854
EBITDA	2490	2855	3512	3751	3362	2833	2356	2645	2147
EBITDA Margin	20%	24%	30%	26%	28%	28%	31%	25%	21%
EBITDA (Rs/mt)	1077	1319	1632	1350	1406	1413	1606	1217	1079[^]
EBIT	1816	2177	2853	3053	2688	2156	1705	1967	1469
Profit Before Tax	1633	1947	2526	2637	2332	1876	1153	1461	997
Tax Expenses	459 ^{**}	637	827	865	747	566	360	334 [*]	286
Net Earnings after Minority Interest	1173^{**}	1314	1703	1775	1584	1309	794	1129[*]	712
Cash Earnings	2051	2012	2382	2859	2597	2236	1594	1891	1510

[^] Before provision for disputed liabilities offered under Sabka Vishwas Scheme

^{*} Excludes benefit of opening Deferred tax liabilities (DTL) reversal of Rs 2112 Crs due to change in income tax rates (34.944% to 25.168%)

^{**} Excludes reversal of provision of Tax of Rs 535 Crs pursuant to completion of prior year tax assessments

Quarterly Performance Trends - Consolidated

Rs Crs

Particulars	Dec'21	Sep'21	Jun'21	Mar'21	Dec'20	Sep'20	Jun'20	Mar'20	Dec'19
FINANCIAL POSITION									
Net Fixed Assets incl. CWIP	55094	54016	53452	53045	52609	52856	53208	53692	53850
NWC + Derivative Assets	(486)	(869)	(1204)	(1918)	(1177)	(583)	(165)	633	1019
Shareholders Fund (Incl. Minority Interest)	47820	46163	45898	44180	42339	40757	39835	39051	35833
Total Debt	10656	14044	19243	20488	22563	22666	23440	23019	24760
<i>Net Debt</i>	<i>6147</i>	<i>6336</i>	<i>5984</i>	<i>6717</i>	<i>9436</i>	<i>12242</i>	<i>14788</i>	<i>16981</i>	<i>18709</i>
Capital Employed	64561	66312	71194	70702	70546	68727	68330	66976	67521
RATIOS									
Normalized Quarterly EPS (Rs/Share)	41.0	46	59	63	55	43	31	39	25
Book Value per share (Rs/Share)	1657	1599	1590	1531	1467	1412	1380	1353	1241

Annual Performance Trends - Consolidated

Rs Crs

Particulars	FY21	FY20	FY19	FY18	FY17	FY16	FY15	FY14	FY13	FY12
Capacity (MTPA)	116.8	116.8	115.4	89.0	70.3	67.7	63.2	57.0	53.9	51.8
Capacity Utilisation (%)	70%	69%	73%	72%	74%	77%	76%	80%	82%	84%
Grey Cement Volume (MnT)	85.1	81.8	84.6	63.3	52.4	51.3	48.2	44.7	43.6	44.0
Net Sales	44239	41781	41052	30541	25092	24880	24056	21443	21161	19077
Realisation (Rs/mt)	5119	5027	4771	4728	4671	4727	4869	4682	4739	4251
EBITDA	12302	9898	7807	6734	5861	5365	4776	4358	5143	4565
EBITDA Margin	28%	24%	19%	22%	23%	22%	20%	20%	24%	24%
EBIDTA (Rs/mt)	1424	1207[^]	907	1042	1091	1019	967	951	1152	1017
EBIT	9602	7176	5351	4765	4512	3988	3572	3219	4120	3602
Profit Before Tax	7998	5184	3456	3301	3872	3421	2986	2858	3867	3345
Tax Expenses	2539	1543 [*]	1068	1077	1159	942	884	645	1179	948
Net Earnings after Minority Interest	5463	3644[*]	2391	2222	2715	2478	2098	2206	2678	2403
Cash Earnings	9286	6985	5192	4777	4404	4166	3680	3424	3869	3370

Note: Figures of Mar'15 & prior are reported nos. as per previous Indian Accounting Standards

[^] Before provision for disputed liabilities offered under Sabka Vishwas Scheme

^{*} Excludes benefit of opening Deferred tax liabilities (DTL) reversal of Rs 2112 Crs due to change in income tax rates (34.944% to 25.168%)

Annual Performance Trends – Consolidated

Rs Crs

Particulars	Mar'21	Mar'20	Mar'19	Mar'18	Mar'17	Mar'16	Mar'15	Mar'14	Mar'13	Mar'12
FINANCIAL POSITION										
Net Fixed Assets incl. CWIP	53045	53692	53597	42296	26039	26127	25186	20090	18733	15999
NWC + Loans + Derivative Assets	(1918)	633	1135	266	(188)	667	780	902	376	420
Shareholders Fund (Incl. Minority Interest)	44180	39051	33750	26397	24402	21961	19059	17199	15308	12887
Total Debt	20488	23019	25455	19480	8474	10616	9829	7332	7342	5891
<i>Net Debt</i>	<i>6717</i>	<i>16981</i>	<i>22229</i>	<i>14062</i>	<i>(215)</i>	<i>3523</i>	<i>5195</i>	<i>2491</i>	<i>2654</i>	<i>2353</i>
Capital Employed	70702	66976	65605	49051	35649	35008	31674	26821	24551	20511
RATIOS										
ROCE (PBIT/Avg. CE) (without Goodwill)	15.3%	12.0%	10.0%	10%	13%	12%	11%	13%	18%	19%
Net Debt: Equity	0.15	0.43	0.65	0.53	(0.01)	0.16	0.27	0.14	0.17	0.18
Net Debt /EBIDTA	0.55	1.72	2.83	2.09	(0.04)	0.66	1.09	0.57	0.52	0.52
Return on Equity (without Goodwill)	15.6%	12.1%	9.0%	8.7%	11.7%	11.9%	11.0%	12.8%	17.6%	18.7%
Normalized EPS (Rs/Share)	191.7	126.6	84.0	80.9	98.9	90.3	76.5	80.5	97.7	87.7
Book Value (Rs/Share)	1531	1353	1170	961	889	800	694	627	555	468

Note: 1. Figures of Mar'15 & prior are reported nos. as per previous Indian Accounting Standards

Disclaimer

Statements in this 'presentation' describing the Company's objectives, estimates, expectations or predictions may be "forward looking statements" within the meaning of applicable securities laws and regulations. Actual results could differ materially from those expressed or implied. Important factors that could make difference to the Company's operations include global and Indian demand supply conditions, finished goods prices, feedstock availability and prices, cyclical demand and pricing in the Company's principal markets, changes in governmental regulations, tax regimes, economic developments within India and the countries within which the Company conducts business and other factors such as litigation and labour negotiations. The Company assumes no responsibility to publicly amend, modify or revise any forward-looking statement, due to any subsequent development, information or events, or otherwise.

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