

Secretarial Division



No. ACC/ Sec./SE/22/010
February 09, 2022

**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

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Registered Office
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121, Maharshi Karve Road
Mumbai - 400 020, India

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CIN: L26940MH1936PLC002515

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-2021.

The said presentation will also be uploaded 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

CHANGE THE STORY

ACC

**Ambuja
Cement**

HOLCIM

Two cement giants join hands
to produce their strongest product yet.

Bubbles.



Revolutionary bubble barrier technology that removes plastic and revives the Yamuna.

INVESTOR PRESENTATION

February 2022

Q4 & Year 2021

STOCK CODE

BSE: 500410 | NSE: ACC | Reuters: ACC.NS | Bloomberg: ACC:IN

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ACC at a Glance

Strategic Priorities

Economy & Sector Update

Performance Review





ACC at a Glance



Pioneers in Nation Building

Over eighty-five years
of contribution towards
India's progress

Setting new benchmarks
with Sustainability
Commitment

Driving excellence
through innovation
and digitalisation

Part of the global building products conglomerate Holcim

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

A brand that creates
sustainable value for
all stakeholders

34.5 MTPA

Installed Cement Capacity

Creating Value through Sustainability, Innovation and Inclusivity



Operational

17 Cement Plants

78 Ready Mix Concrete Plants

470 Warehouses



Sustainability

58% Clinker Factor

>90% Share of Blended Cement

7% Thermal Substitution Rate



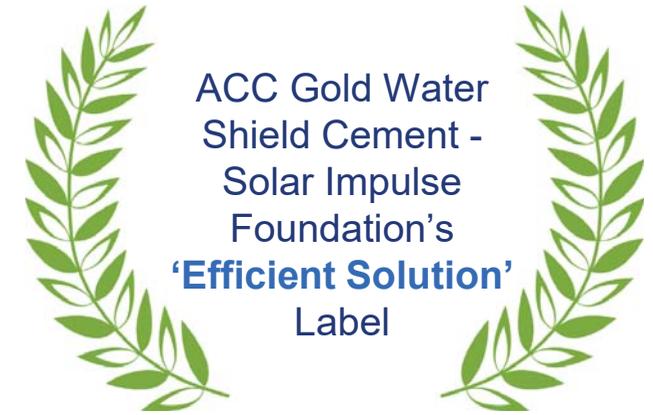
Social

>5,00,000 Lives Touched

~6,000 Employees

>56,000 Channel Partners

Awards and Accolades



Strategic Priorities

Accelerating Growth

Leading in Sustainability & Innovation

Delivering Superior Performance

SUSTAINABILITY



INNOVATION



INCLUSIVITY





Accelerating Growth



Accelerating Growth

Capacity Expansion



Sindri



Ametha



Tikaria

Sindri Brownfield Grinding Unit

Commissioned 1.4 MTPA grinding unit within a record time of 9 months

Ametha Greenfield Integrated Unit

Project implementation on track

- 2.7 MTPA Clinker
- 1.0 MTPA Cement
- 16.3 MW WHRS

Tikaria Brownfield Grinding Unit

Project implementation ahead of schedule

- 1.6 MTPA Cement

Salai Banwa Greenfield Grinding Unit

Project implementation on track

- 2.2 MTPA Cement

Accelerating Growth

Product Portfolio Expansion



Premium Products

Concrete+ Xtra Strong
Higher strength

F2R Superfast
Enables robust construction in quick time

Gold Water Shield
India's first water-repellent cement

Green Products

Green Building Products
High strength cement bricks and light weight & high strength blocks

ECOPact
Concrete with at least 30% CO₂ reduction meeting sustainable construction needs

Accelerating Growth

Ready Mix Concrete



Strong Demand Outlook

- Low penetration
- Rapid urbanisation
- Focus on Infrastructure development



ACC Well Positioned

- 78 plants across India
- Industry leading products
- Strong brand equity
- Wide network



Growth Ambition

- Strong expansion plans
- Portfolio of valued added services
- Scale up of global products



Green Products

- Further scale-up of ECO Pact
- Focus on expanding green concrete solutions

Accelerating Growth

Solutions & Products

LeakBlock range of waterproofing solutions

Integral waterproofing compound for concrete and plaster with advanced polymer technology

Xtra Strong Tile Adhesive

- Ready to use adhesive made with a special formula to fix floor tiles
- A polymer modified white cement based cementitious adhesive designed to fix marbles, stones and tiles with long-lasting strength

LeakBlock Waterproof Plaster

A ready-to-use cementitious waterproof mortar designed to meet all your internal and external plastering work needs

Admixtures range of products

Enhances usability and strength of Ready mix concrete



Accelerating Growth

Continue to Strengthen Brand



Atoot Bandhan

Saliency with BCCI partnership

Sustainability

Premiumisation

LBnW (Leave Behind no Waste)

Houses of Tomorrow

Expanding Digital, ACCHELP.in

Green Cement & Concrete



Leading in Sustainability and Innovation

Leading in Sustainability and Innovation

Net Zero Future

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



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

Leading in Sustainability and Innovation

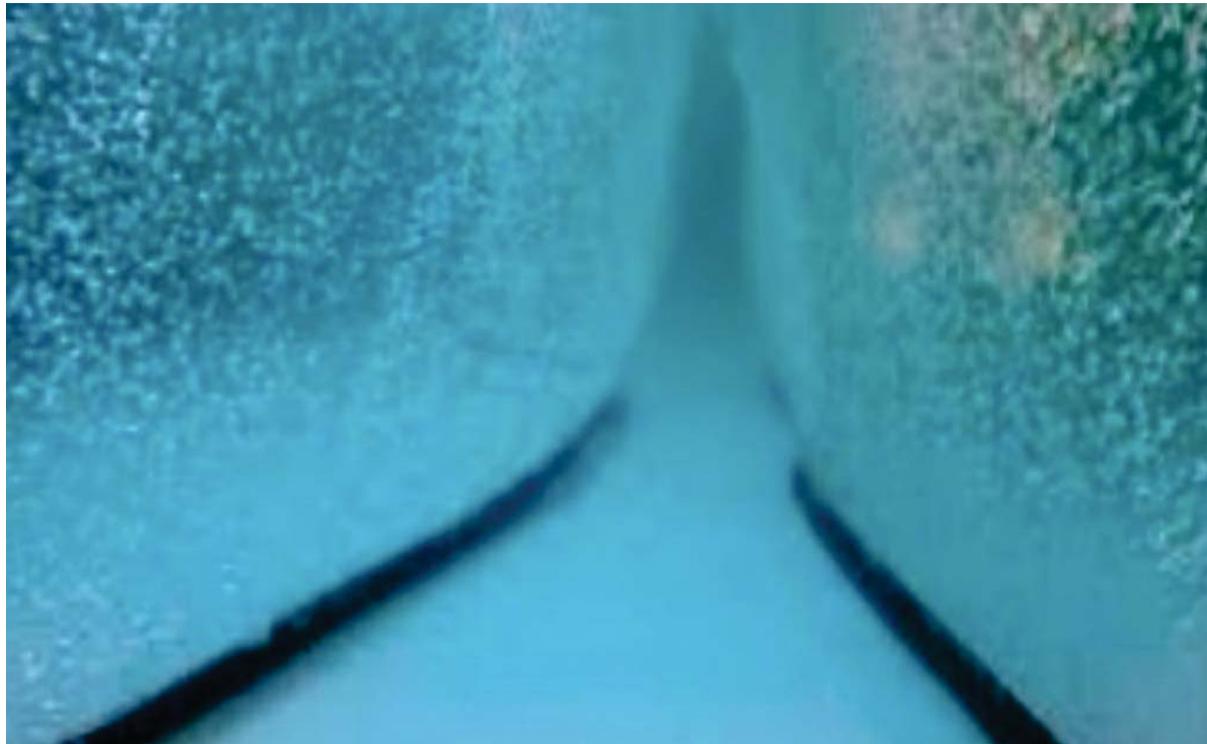
Industry Recognition



ACC Limited recognized with prestigious 'A' score for climate change by global environmental non-profit CDP

Leading in Sustainability and Innovation

Bubble Barrier Technology – Initiative towards cleaner Rivers



Building cleaner India

Non-invasive technology through bubble curtains generated by perforated tubes placed at the bottom of the water bodies, powered through solar energy

First pilot project on Mantola Canal, Agra City in 2021

500 Tons
of Plastic Waste Leakage prevented from entering Yamuna River

Leading in Sustainability and Innovation

Leave Behind No Waste #LBnW – for a Cleaner Tomorrow



Brand campaign launched in India vs New Zealand test series

Collection and responsible disposition of plastic waste through co-processing plants

2 Tons per day

Single Use plastic disposed during the India vs New Zealand test match

Leading in Sustainability and Innovation

Green Energy for a Greener Tomorrow



WRS Projects



Renewables



Geocycle Initiatives

- Journey of increasing share of green power remains on course
- Jamul, Kymore and Ametha projects on track
- Feasibility Study in progress for other plants to set up WRS

- 82 MW of Solar energy capacity
- 19 MW of wind power
- Mix of On-site as well as Off-site facilities
- Expansion plans under study

- Single-use plastics management with Leave Behind No Waste, Zero Plastic, reuse of packaging material
- Solid Waste Management
- Waste processing facilities

Leading in Sustainability and Innovation

Community Development



Sustainable Livelihood

40,000+ beneficiaries, connected through women federations, farmer producing organisation



Quality of Education

25,000+ beneficiaries, digital literacy, online education/quality education



WASH (Water, Sanitation, Health & Hygiene)

450,000+ beneficiaries, positively impacted through water conservation and sanitisation

Leading in Sustainability and Innovation

Conservation of Natural Resources



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

Focused Action for biodiversity conservation

- Implementing BMP or WCP for enhancing Biodiversity and protecting wildlife
- Green Belt Development in and around premises
- Higher use of recycled water and rainwater harvesting

Freshwater Withdrawal in cement (Litre/Ton of Cementitious material)



BMP - Biodiversity Management Plans; WCP - Wildlife Conservation Plan

Leading in Sustainability and Innovation

SD 2030 Plan - Commitment for a Better Tomorrow

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

	 Climate and energy	 Circular economy	 Environment	 Community
Target 2030	Net specific CO ₂ emissions 400 kg /t of cementitious materials	Use 30 million tons of waste derived resources per year	Water Positive Index 5 (number of times)	3.5 million Number of new beneficiaries
Performance 2021	Net specific CO ₂ emissions 488 kg /t of cementitious materials	Consumed 10 million tons of waste derived resources	>1 (number of times)	Touched 0.50 million people through community development projects
SDGs impacted	  	   	  	       



**Delivering
Superior
Performance**

Delivering Superior Performance

People - Pillars of Performance



Talent &
Succession

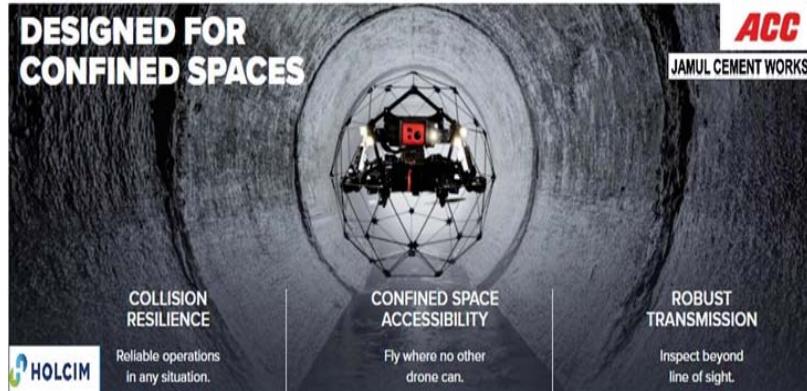
Diversity &
Inclusion

Learning for
Growth

Performance
Culture

Delivering Superior Performance

Digitalization – Enabler of Performance



Manufacturing - Plants of Tomorrow

- Data & Analytics Infrastructure: TIS, PACT, EDGE AI
- Advanced Data Analytics
- Digital Eye: Video analytics
- Mines of Tomorrow



Logistics & Sourcing

- Transport Analytics Center
- Fleet Management
- E-Tendering, reverse auction tool and supplier platform
- Leveraging BlueYonder



Commercial

- Dealer Connect
- Concrete Direct for RMX
- Revenue Management
- Sales Force Automation
- Unified CRM

CRM – Customer Relationship Management; TIS – Technical Information System; PACT – Performance and Collaboration Tool

Delivering Superior Performance

Project Parvat – Delivering Cost Efficiency



Reduce Blind Spot – After Adjusting of Mirrors



Manufacturing Excellence

- Improvement in Clinker Factor
- Energy efficiency improvement
- Improving TSR through Geocycle initiatives
- Fuel flexibility

Logistics Excellence

- Improvement in Direct dispatch
- Warehouse footprint optimisation
- Network Optimization - MSA
- Transport Analytics Center

Commercial Excellence

- Revenue & margin management
- Driving premiumisation
- Higher share of blended cement
- Enabling digitisation of Channel & Field force

MSA – Master Supply Agreement; TSR – Thermal Substitution Rate

Delivering Superior Performance – Year 2021

Another year of strong performance

28.9 MT

Cement Sales Volume

13% YoY 

2.81 Mio m³

RMX Sales Volume

24% YoY 

₹ 15,814 CRS

Net Sales

17% YoY 

₹ 2,998 CRS

EBITDA

27% YoY 

15.2 %

Op. EBIT Margin

250 bps YoY 

₹ 1,863 CRS

Profit After Tax

30% YoY 



Economy & Sector Update



Global sustainability trends



Decarbonisation to rise across industry, transport and buildings segments, supported by innovative technologies

Customer awareness and activism pushing the environment, social and governance (ESG) agenda

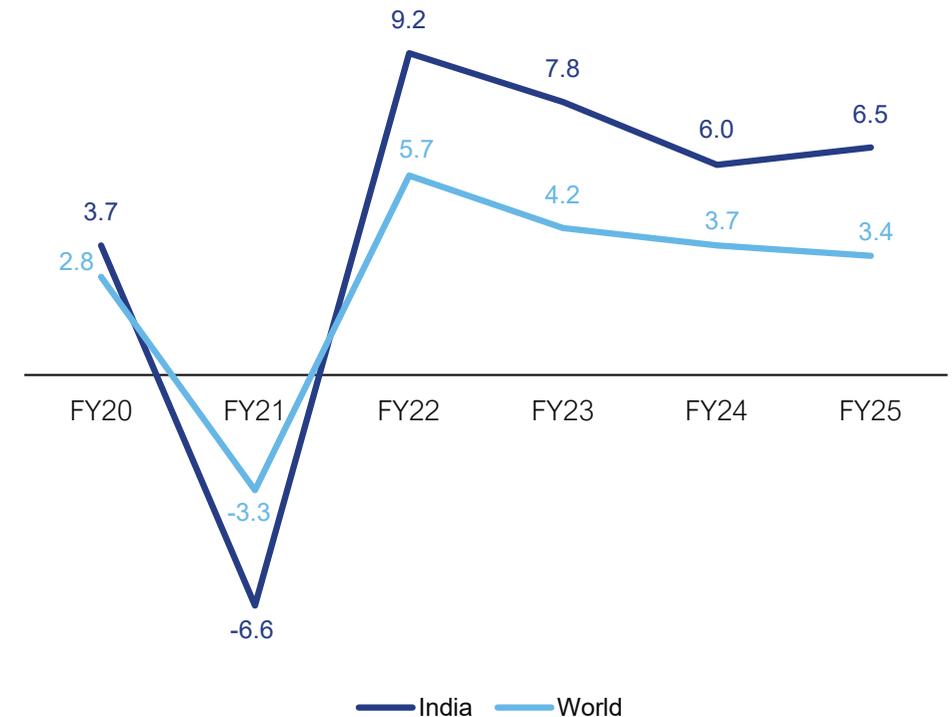
Digital tools to shape the evolution of sustainable processes leading to reduction of CO₂ emissions

Design for environment and supply chain sustainability to include an emphasis on the Scope 3 decarbonisation strategy

Sustainability as a service emerging as a strong business model to drive behavioural change and providing purpose-driven outcomes for customers

Macro-Economy Outlook

- **GDP growth estimated at 9.2% for fiscal 2022 (Apr'21 to Mar'22)**
- **In fiscal 2023, growth to be more broad-based with rapid progress in vaccination**
 - Real GDP growth in fiscal 2023 estimated at 7.8% (CRISIL)
 - Government investment to continue to largely support growth
- **Inflation projected at 5.5% for FY22, expected to remain elevated 5.2% for FY23**
- **Fiscal deficit projected at 6.9% of GDP in fiscal 2022; Medium term target of 4.5% of GDP by fiscal 2026, remains intact**
 - Fiscal deficit driven by higher socio-economic welfare expenditure
 - Fiscal deficit for fiscal 2023 projected at 6.4%
 - Government committed to broad path of fiscal consolidation



Note: FY23 onwards are forecasts

Source: S&P Global (December 2021), Global outlook is for calendar year (FY21= 2020 for World), National Statistics Office for revised estimated of GDP for FY 20 and FY 21; CRISIL

Sectoral Outlook



Housing

- Continuation of budget allocation towards PMAY scheme (Urban and Rural) in FY23
- Modernisation of building bye-laws & implementation of Town Planning Schemes - positive for urban housing
- Promising Rabi 2022 crop outlook, to positively impact rural demand



Infrastructure

- Increase of 11% in budgetary support for core infrastructure
- To construct 25000 kms highways & roads in FY23, Focus on logistics infrastructure with 4 multi-modal parks
- PM Gati Shakti enabling private investment in infrastructure



Industrial/Commercial

- Demand for warehousing space to increase sharply on the back of e-commerce boom
- Infrastructure status granted to data centers & energy storage systems, will accelerate investments
- Continuation of Production-linked incentives (PLI) to augur well in promoting private capex



Performance Review

Performance Highlights – Q4 2021

Profitability impacted due to all time high fuel cost

7.49 MT

Cement Sales Volume

-3% YoY (↓)

0.73 Mio m³

RMX Sales Volume

-1% YoY (↓)

₹ 4,137 CRS

Net Sales

2% YoY (↑)

₹ 556 CRS

EBITDA

-3% YoY (↓)

9.6%

Op. EBIT Margin

-60 bps YoY (↓)

₹ 281 CRS

Profit After Tax

-40% YoY (↓)

Performance Highlights – Year 2021

Another year of strong performance

28.9 MT

Cement Sales Volume

13% YoY 

2.81 Mio m³

RMX Sales Volume

24% YoY 

₹ 15,814 CRS

Net Sales

17% YoY 

₹ 2,998 CRS

EBITDA

27% YoY 

15.2%

Op. EBIT Margin

250 bps YoY 

₹ 1,863 CRS

Profit After Tax

30% YoY 

Financial Results – Consolidated

Particulars (₹ Crore)	Q4			Year		
	2020	2021	Change	2020	2021	Change
Net Sales	4,066	4,137	2%	13,487	15,814	17%
EBITDA [#]	572	556	-3%	2,355	2,998	27%
EBITDA Margin (%)	14.1	13.4	-70 bps	17.5	19.0	150 bps
Op. EBIT [#]	414	396	-4%	1,716	2,397	40%
Op. EBIT Margin (%)	10.2	9.6	-60 bps	12.7	15.2	250 bps
Profit After Tax (PAT)	472	281	-40%	1,430	1,863	30%
EPS (₹/share)	25.2	15.0	-40%	76.2	99.2	30%

[#]Including charge of ₹129 Cr in Q4'20 & Full Year 2020

Income Statement – Cement Business

Particulars (₹/ Ton)	Q4			Year		
	2020	2021	Change	2020	2021	Change
Sales Revenue	4,881	5,033	152	4,834	5,025	191
Other Operating Income	99	113	14	112	113	1
Total Operating Income	4,981	5,146	166	4,946	5,138	192
Cost of Materials Consumed	492	457	-35	462	510	48
Power & Fuel Cost	961	1,216	255	978	1,138	160
Freight & Forwarding Cost	1,265	1,205	-60	1,270	1,257	-13
Employee Cost	298	244	-54	294	261	-33
Change In Inventory	148	285	137	54	-59	-114
Other Expenses	896	703	-193	747	731	-16
Total Expenses[#]	4,318	4,460	141	4,071	4,150	79
EBITDA	662	687	25	875	988	113

[#]Includes purchase of traded Cement

Performance Analysis - Sales Volume

Full year growth of 13% despite muted Q4

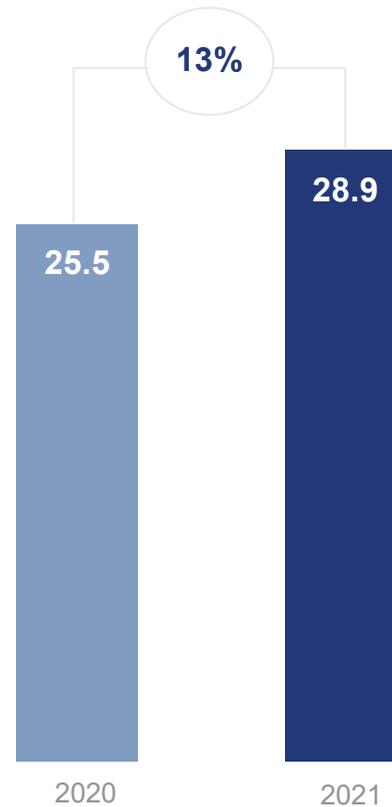
Cement Volume (Q4)

(Million tons)



Cement Volume (Annual)

(Million tons)

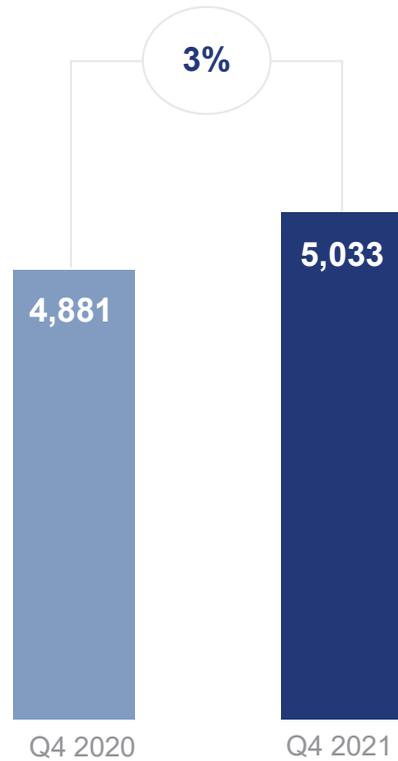


Performance Analysis – Net Selling Price

Better price realisation supported by margin levers

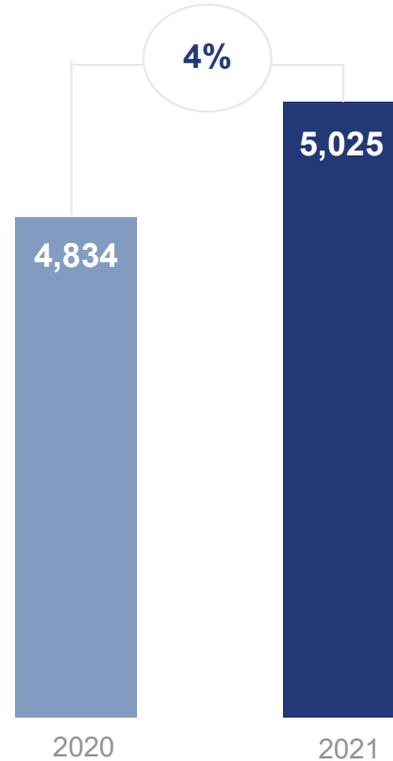
Net Selling Price (Q4)

(₹ / ton)



Net Selling Price (Annual)

(₹ / ton)

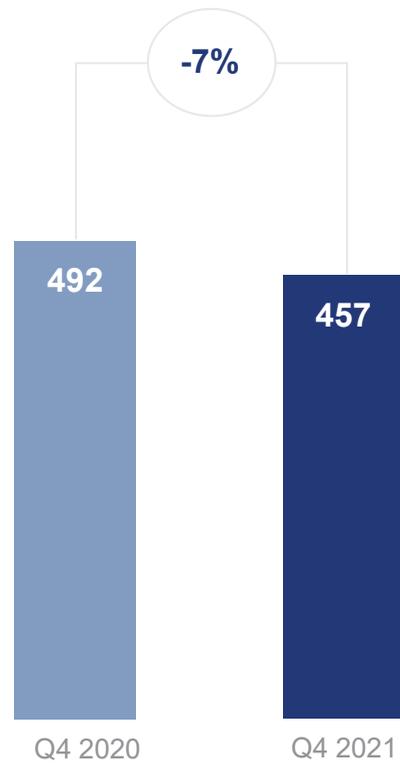


Performance Analysis – Cost of Materials Consumed

Q4 cost reduction driven by Project Parvat

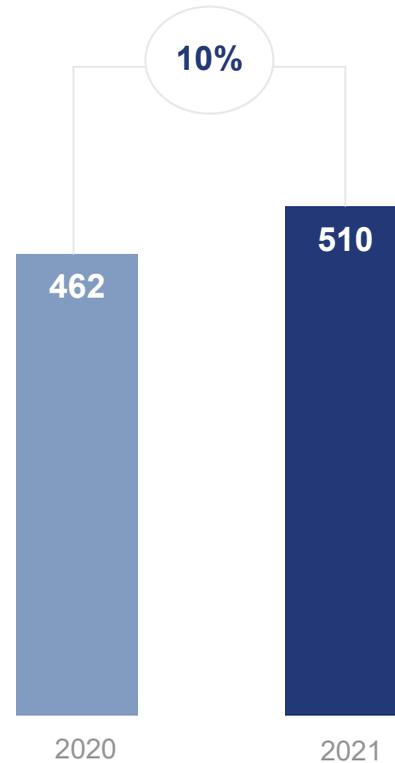
Raw Material Cost (Q4)

(₹ / ton)



Raw Material Cost (Annual)

(₹ / ton)

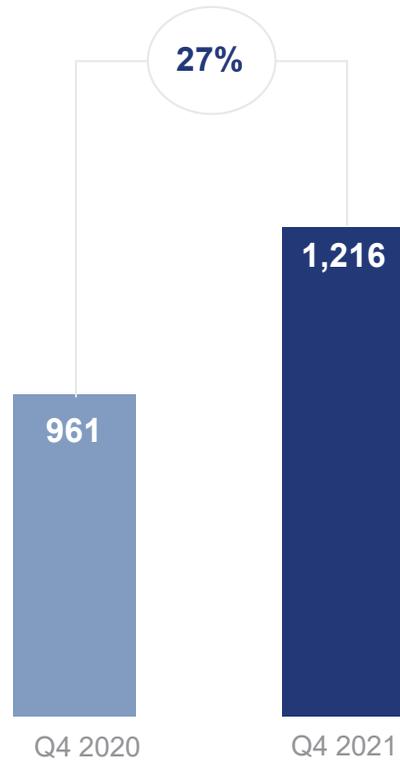


Performance Analysis – Power & Fuel Cost

Significantly impacted by surge in fuel prices

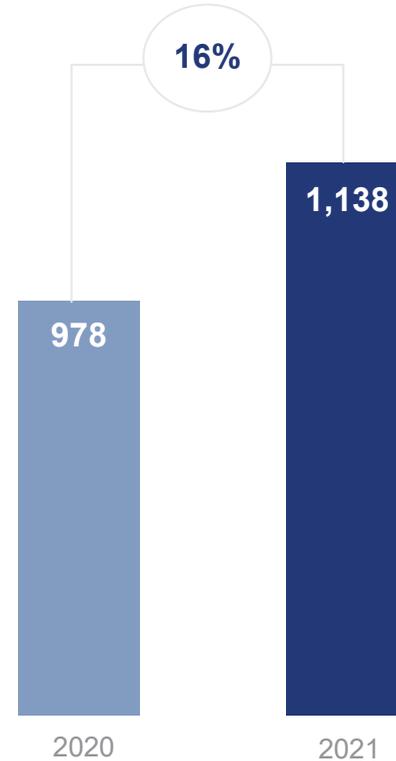
Power & Fuel Cost (Q4)

(₹ / ton)



Power & Fuel Cost (Annual)

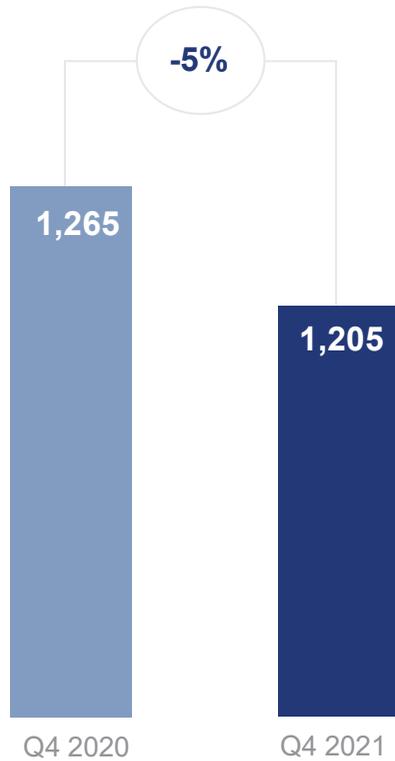
(₹ / ton)



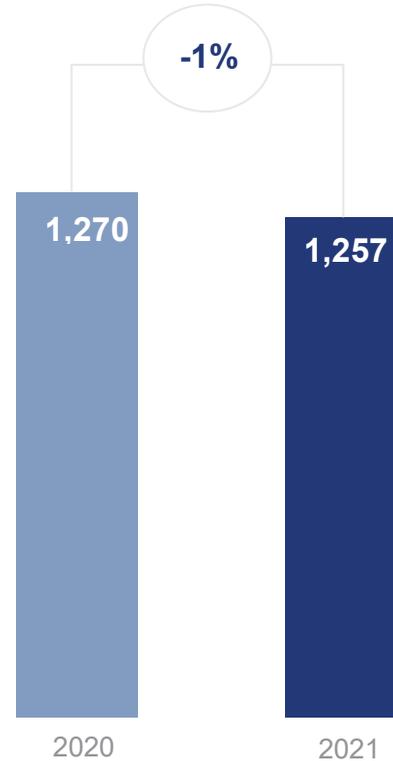
Performance Analysis – Freight & Forwarding Cost

Leveraging MSA and Network Optimisation help mitigate inflationary headwinds

Freight & Forwarding Cost (Q4)
(₹ / ton)



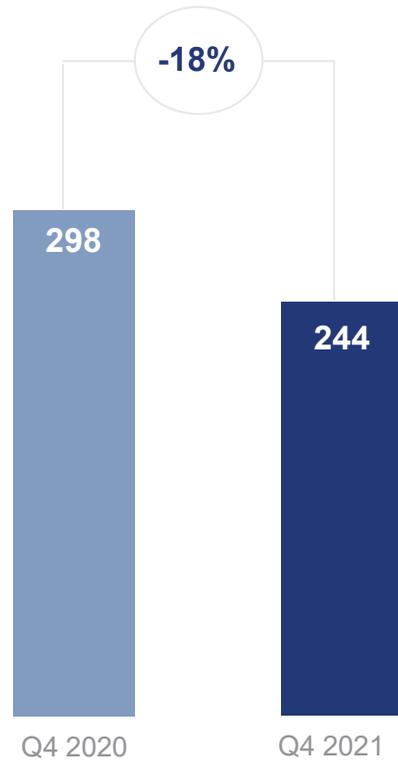
Freight & Forwarding Cost (Annual)
(₹ / ton)



Performance Analysis – Employee Cost

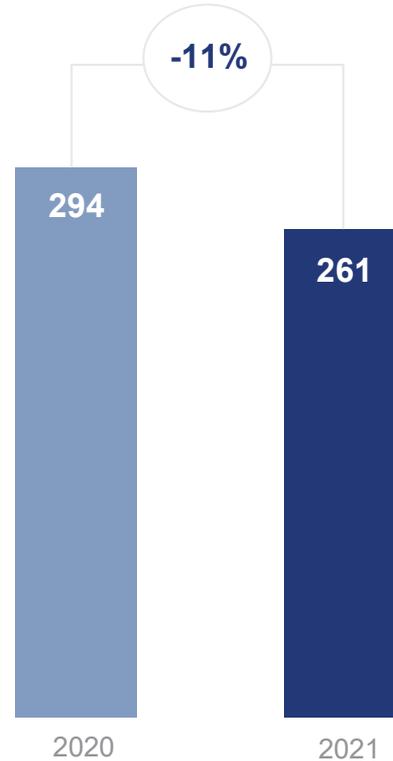
Employee Cost (Q4)

(₹ / ton)



Employee Cost (Annual)

(₹ / ton)

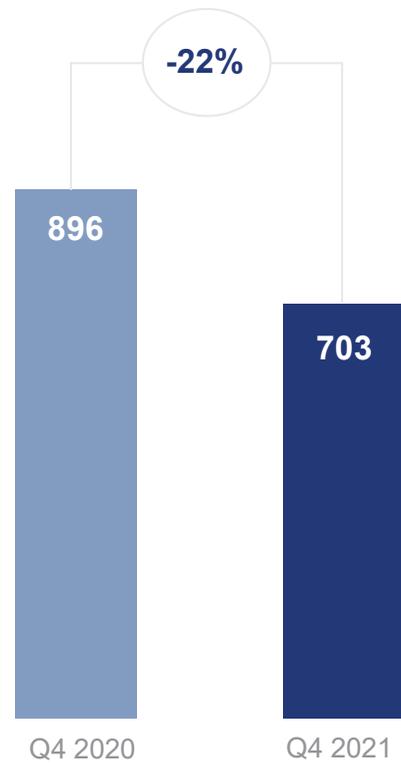


Performance Analysis – Other Expenses

Stricter control on fixed cost and SG&A

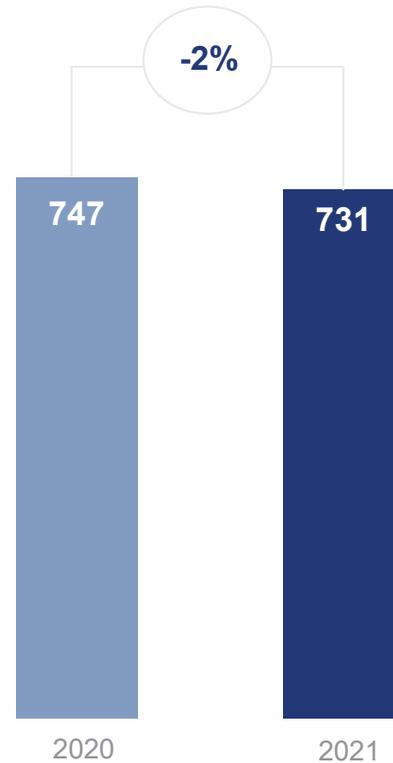
Other Expenses (Q4)

(₹ / ton)



Other Expenses (Annual)

(₹ / ton)





ACC

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