

File No: 1010/1

June 07, 2022

BSE Limited
P J Towers, Dalal Street,
Fort Mumbai - 400001
Scrip Code: 542216

National Stock Exchange of India Limited
“Exchange Plaza”, Plot No. C-1, Block G
Bandra - Kurla Complex, Bandra (East),
Mumbai - 400 051
Symbol: DALBHARAT

Subject: Investor Presentation - June 2022

Ref : Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

Dear Sir/Madam,

Please find enclosed herewith Investor Presentation – June 2022, which is proposed to be shared with Analysts / Investors.

We request you to please take the same on record.

Thanking you,

Yours faithfully,
For Dalmia Bharat Limited



Dr. Sanjeev Gemawat
Group General Counsel &
Company Secretary
Membership No. F3669

Dalmia Bharat Limited

11th & 12th Floors, Hansalaya Building, 15, Barakhamba Road, New Delhi-110 001, India
t 91 11 23465100 f 91 11 2331 3303 w www.dalmiabharat.com CIN : L14200TN2013PLC112346
Registered Office: Dalmiapuram, Dist. Tiruchirapalli, Tamil Nadu- 621 651, India
A **Dalmia Bharat Group** company, www.dalmiabharat.com



INVESTOR PRESENTATION

June 2022



Disclaimer

Certain statements in this presentation describing the Company's objectives, projections, estimates and expectations may be 'forward looking statements' within the meaning of applicable laws and regulations.

Although our expectations are based on reasonable assumptions, these forward-looking statements may be influenced by numerous risks and uncertainties that could cause actual outcomes and results to be materially different from those expressed or implied. The Company takes no responsibility for any consequence of decisions made based on such statements and holds no obligation to update these in the future.

The past financial figures have been regrouped or reclassified as per the current grouping, wherever necessary.

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SECTION

01

DALMIA AT A GLANCE



Our Vision

To unleash the potential of everyone we touch



Our Mission

To be in the top two in all our businesses on the strength of our people and the speed of our innovation



Our Values

- Integrity
- Humility
- Trust & Respect
- Commitment

People. Planet. Performance

At Dalmia Bharat, we believe that the interplay of our commitment to people, planet and profit makes us profitable for the moment and sustainable for the future.

Dalmia by the Numbers

Fundamentals

35.9 MnT

Cement Capacity



22.2 MnT

Sales Volume



18.9 MnT

Clinker Capacity



272 MW*

Captive Power Capacity



14

Plants



22

States Served



32,000

Dealers and
Sub-dealers



5,507

Employees



Financials

₹11,286 Cr

Net Sales



₹ 5,059

NSR / Ton



₹ 2,426 Cr

EBITDA



₹ 1,091

EBITDA / Ton



21.5%

EBITDA Margin



₹28,023 Cr

Market Cap



₹1,160 Cr

Profit After Tax



10.3%

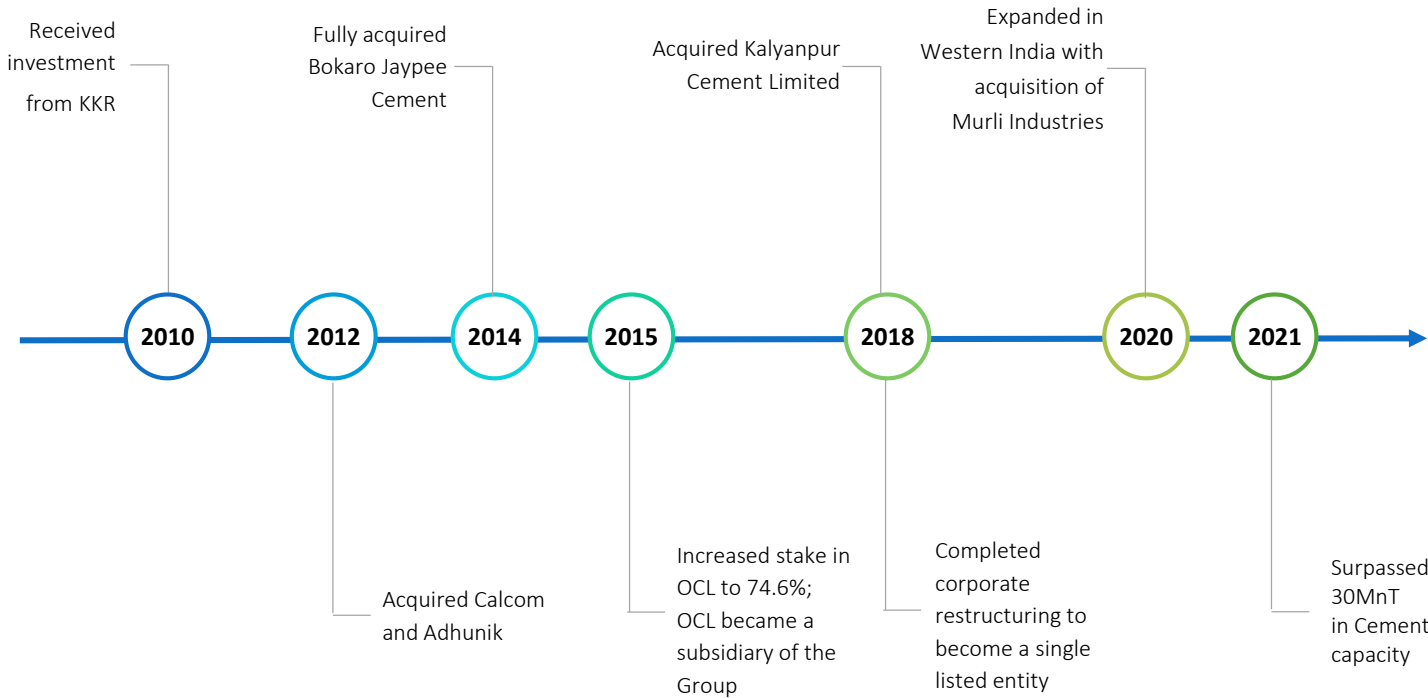
PAT Margin



Data as of Mar-31, 2022

*Includes commercialized capacity as on Mar-31.-2022

Key Milestones Over The Past Decade



Past Decade

Consistently made significant investments to expand **capacity** and **diversify geographic footprint**.

Today

Enjoys **leading market position** in highly attractive **East, North-East and South region**.

Continued focus to develop scale, build brand, leverage digital technology and sustainability

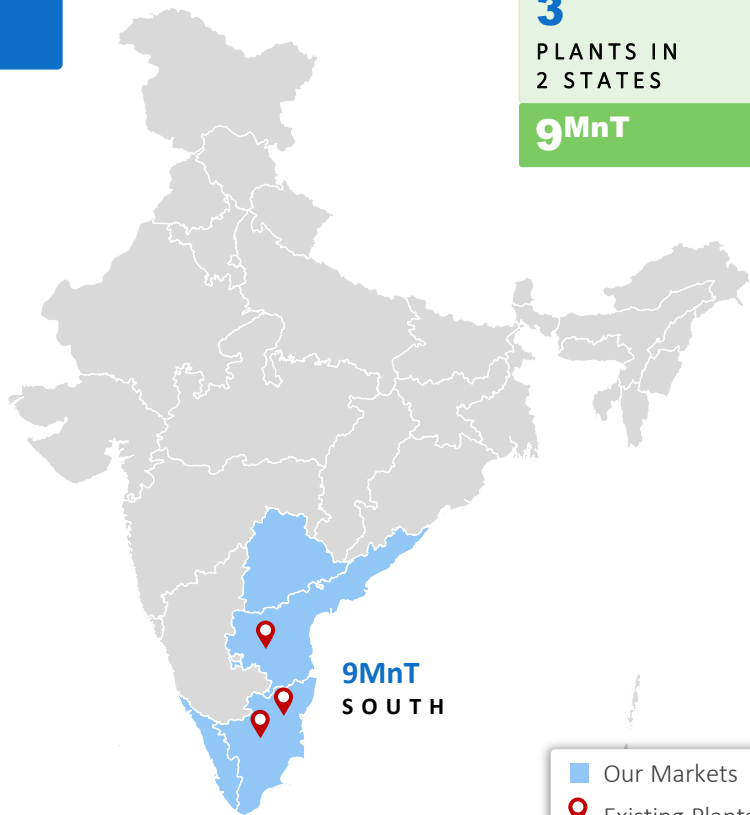
Well placed to **capitalize on growth** opportunity going forward

Geographic Expansion

FY11

3
PLANTS IN
2 STATES

9MnT

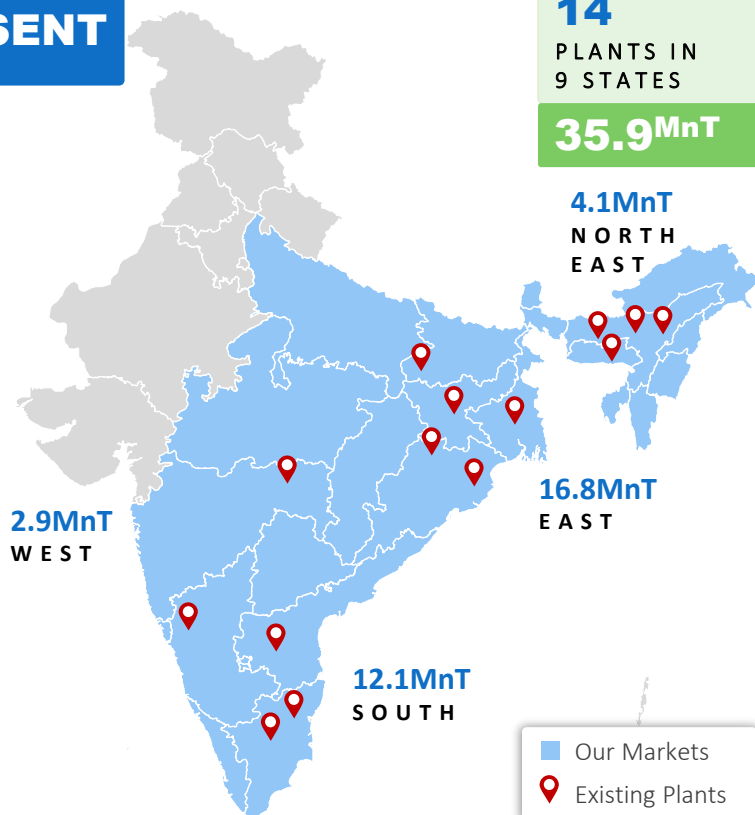


■ Our Markets
📍 Existing Plants

PRESENT

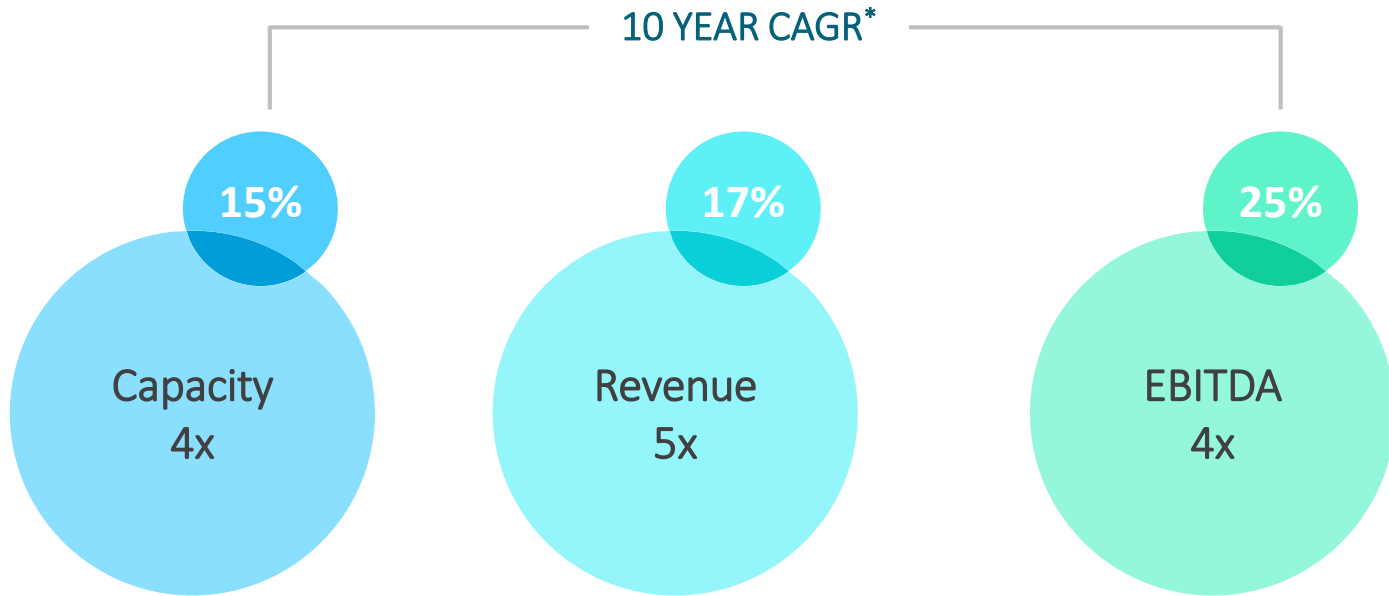
14
PLANTS IN
9 STATES

35.9MnT



■ Our Markets
📍 Existing Plants

Growth Snapshot



Aggressive Yet Sustainable Growth Enabled Us to Evolve as the 4th Largest Cement Player In India



SECTION

02

COMPANY OVERVIEW

Company Overview

Pioneer in the Area of
Sustainability

01

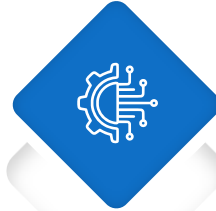


02

Diverse Product Portfolio with
Strong Brand Recognition

State-of-the-Art Production
Facilities and Supply Chain

03



04

Ability to Add Capacity at Lowest
Cost

Proven Track Record of Financial
Performance

05



06

Market Leader in Highly
Attractive East India Market

Multi-tier Governance Structure
Overseen by Diverse Board

07



01 Pioneer in the Area of Sustainability

Dalmia has one of the lowest net carbon footprint in Global cement industry - **489 CO₂ emission-Kg/ton in FY22***

First cement group to commit to become **carbon negative by 2040**

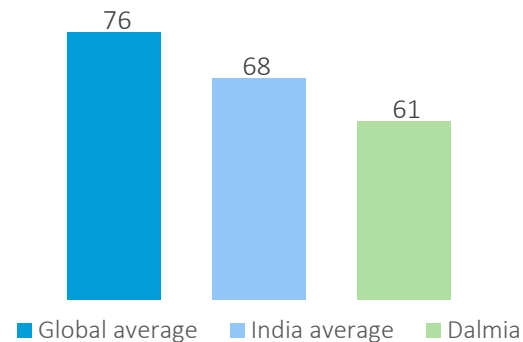
Largest producer of slag cement in India with ~80% blending ratio

Pioneered usage of alternative fuel use in cement kilns

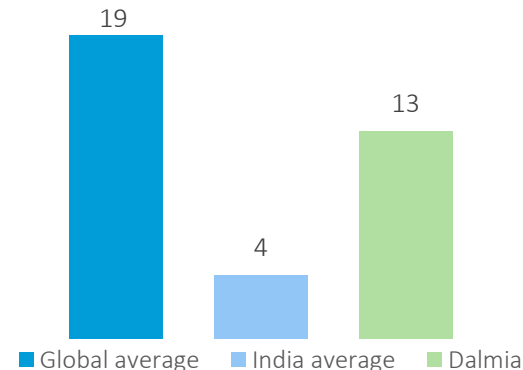
Commenced Electrical Vehicles Transition by joining EV100 and becomes first triple joiner globally (of RE100, EP100, and EV100)

Dalmia Bharat became **12.6x water-positive in FY22***

Clinker Factor (%)*



Green Fuel %



Source : GNR data for global (40% capacity) and India average (65% capacity)

*Global & India Average based on latest published data; DBL data as of FY22

Green Fuel → Alternate fuel and raw material; TSR → Thermal Substitution Rate

01

Globally Recognized for its Focus on Sustainability

DALMIA BELIEF

Clean and Green is
Profitable
& Sustainable



- COP 26 Business Leader - one of the 16 Global Companies (only 2 from India)



- Ranked #1 by CDP in global cement sector on business readiness for a low carbon economy transition



- Only cement company in the world to be invited to participate at the UN Climate Action Summit in 2019 and UN Climate Ambition Summit in 2020



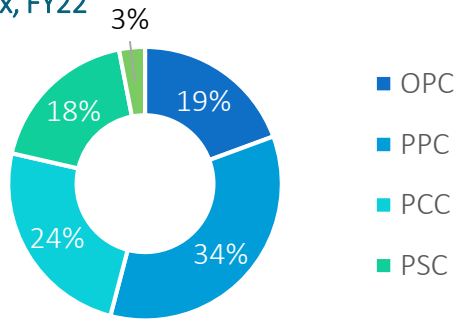
- Among the five climate defenders identified by BBC World globally



- Member of The Alliance of CEO Climate Leaders by World Economic Forum

Diverse Product Portfolio with Strong Brand Recognition

Product mix, FY22



Largest producer of Portland Slag Cement (PSC) in India

- Manufactured by blending ground clinker with slag and fly ash
- Reduced clinker factor for enhanced sustainability

Category leader in super-specialty cements

- Portfolio includes Railway Sleeper Cement, Oil Well Cement and special cements for air strips and nuclear power plants construction
- Largest producer of Oil Well Cement in India

Consumer Brands



- AA+ Category premium product for high strength concrete applications



- Produced using superior ingredients to provide high strength construction



- Protects the construction from harsh environmental conditions

Institutional Brands



- Superior ingredients and a Robotic Quality control process



- Consumers 25% less water & requires 15-20% lower cement content to produce concrete

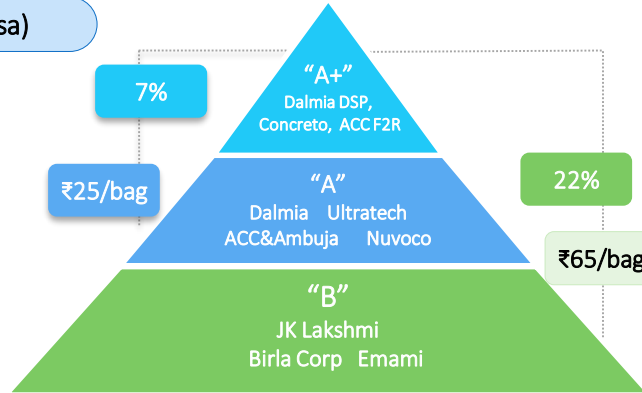


- Premium OPC Cement with lower setting-time that helps in reducing brick-lifting time

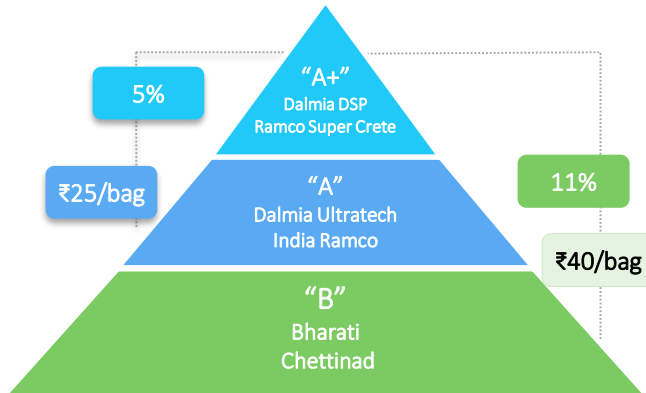
02

Diverse Product Portfolio with Strong Brand Recognition

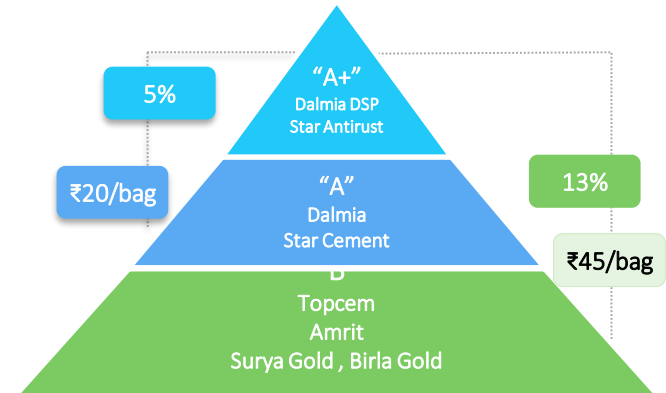
East (Orissa)



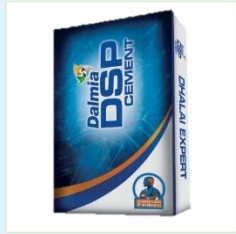
South (TN Market)



North East

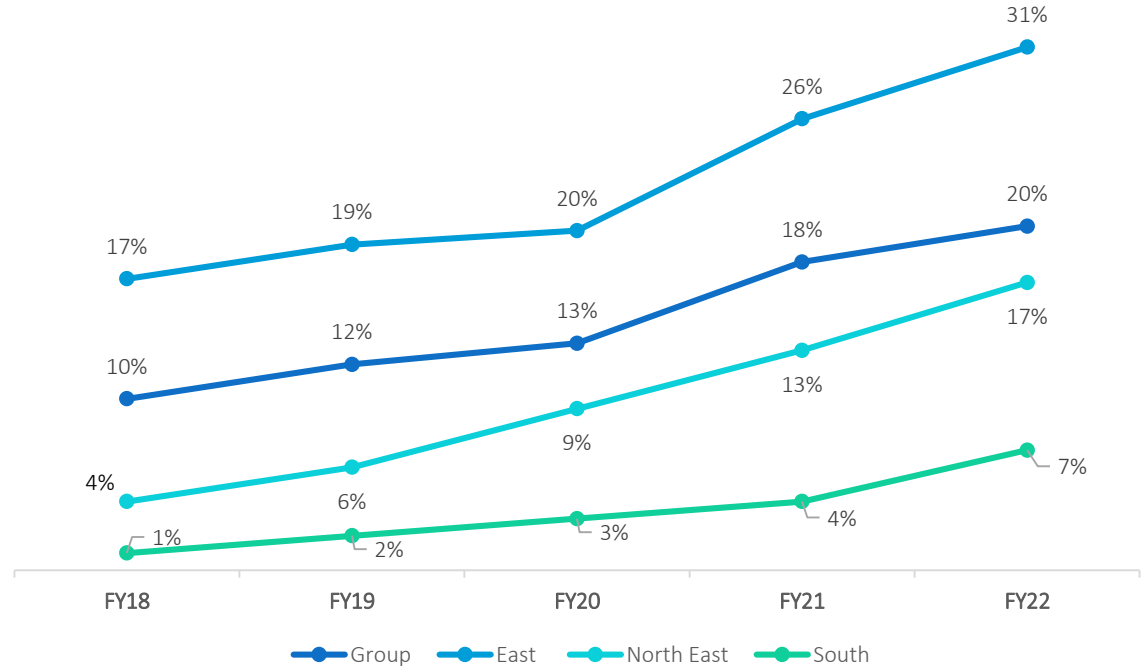


02 Consistent Increase in Share of Premium Product



- Since its launch, Dalmia DSP has been immensely successful in **East and North East Region**
- DSP contributes **10-15% higher profitability** than other products
- Constant **increase** in share % of trade sale
- Witnessed healthy growth in South and constituted **7% of trade sales** in FY22

DSP % of Trade Sales



A testament of the quality of our cement is its usage in construction of some of the breakthrough projects in the country



Bogibeel Bridge, Assam
The largest Rail and Road Bridge in India



Hirakud Dam, Odisha
World's longest dam



Chennai Metro, Tamil Nadu
14 lakh daily passengers



Dhola-Sadiya Bridge, Assam
The largest road bridge in Asia



Salt Lake Stadium, Kolkata
India's Largest Football Ground



Indian Air Force landing strip, Arunachal Pradesh
Highly Advanced Air Strip



Bangalore Mysore Highway



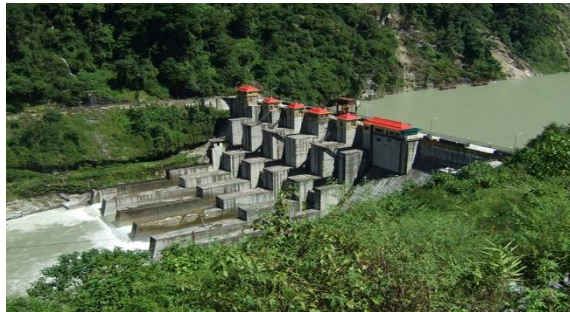
Bangalore Metro
5.2 lac Passengers per day.



Kundankulam Nuclear Plant



Subansiri HE Project
2000 MW project in Arunachal Pradesh



Teesta Hydro Electric Project
500 MW project



Kalinga Stadium
Multi Purpose International Stadium

03

State of the Art Production Facilities and Supply Chain

Well Balanced Capacity staggered at central locations in Eastern (~47%), Southern India (34%), North-Eastern (11%) and Western (8%) states

Strategically located providing easy raw material access and maximum market coverage

Lead Distance ~300 Km; Lowest Freight cost vis-a-vis competitors in key markets - Rs. 1,060 (Dalmia) vs Rs. 1,192 (Market Average)*

Fungible plants that are equipped with Multi Fuel Kilns & Boilers which enabled us to have the lowest power and fuel cost per ton in FY22 even with rising input costs

State-of-the-Art machinery with superior compressor along with variable frequency drives, and turbo blowers

~2/3 of power need met by 10 Captive Power Plants; Power Consumption <65 Kwh/ which is one of the lowest in the industry

*Based on FY22 data of Top 7 cement players In India



Only Company To Have Clinker Unit In Bihar



Clinker Capacity of Dalmia Constitutes ~75% of Total Clinker Capacity in Orissa

03

Line 3 (Clinker Unit) at RGP – Best in Technology



Longest Kiln (Dry Process) - 81m for 5m diameter

Maximum guaranteed capacity of 8,000 TPD

CCX cyclone for 6th Stage Pre-Heater which is equivalent to 7th Stage PH

Latest Jetflex Burner (Biggest Size) for Kiln Firing

First in the world - saved 30% Radiation Losses by aluminizing internal & external surface of complete PH along with extra hysil insulation

03

Supply Chain based on Smart Technology

Focused on automation and mobility and cloud solutions, strengthening supply chain management

Plant Logistics

Developed an in-house app to track and control the entire logistical value chain

Plant's yard gate-in → yard gate-out → better utilization → lower turnaround time.

01

02

Transaction Lifecycle (Suidha App)

Dealers get access real-time information about payments, discount earnings, their monthly accounts statements

04

Sales (Smart-D App)

Acts as a one-stop solution for the sales team to place orders on behalf of customers, track customer performance and satisfaction indices

03

Delivery (Driver Sathi App)

Enables Dalmia Bharat to track delivery times and status, when there are multiple deliveries across several points, ensuring secure delivery by generating OTPs.

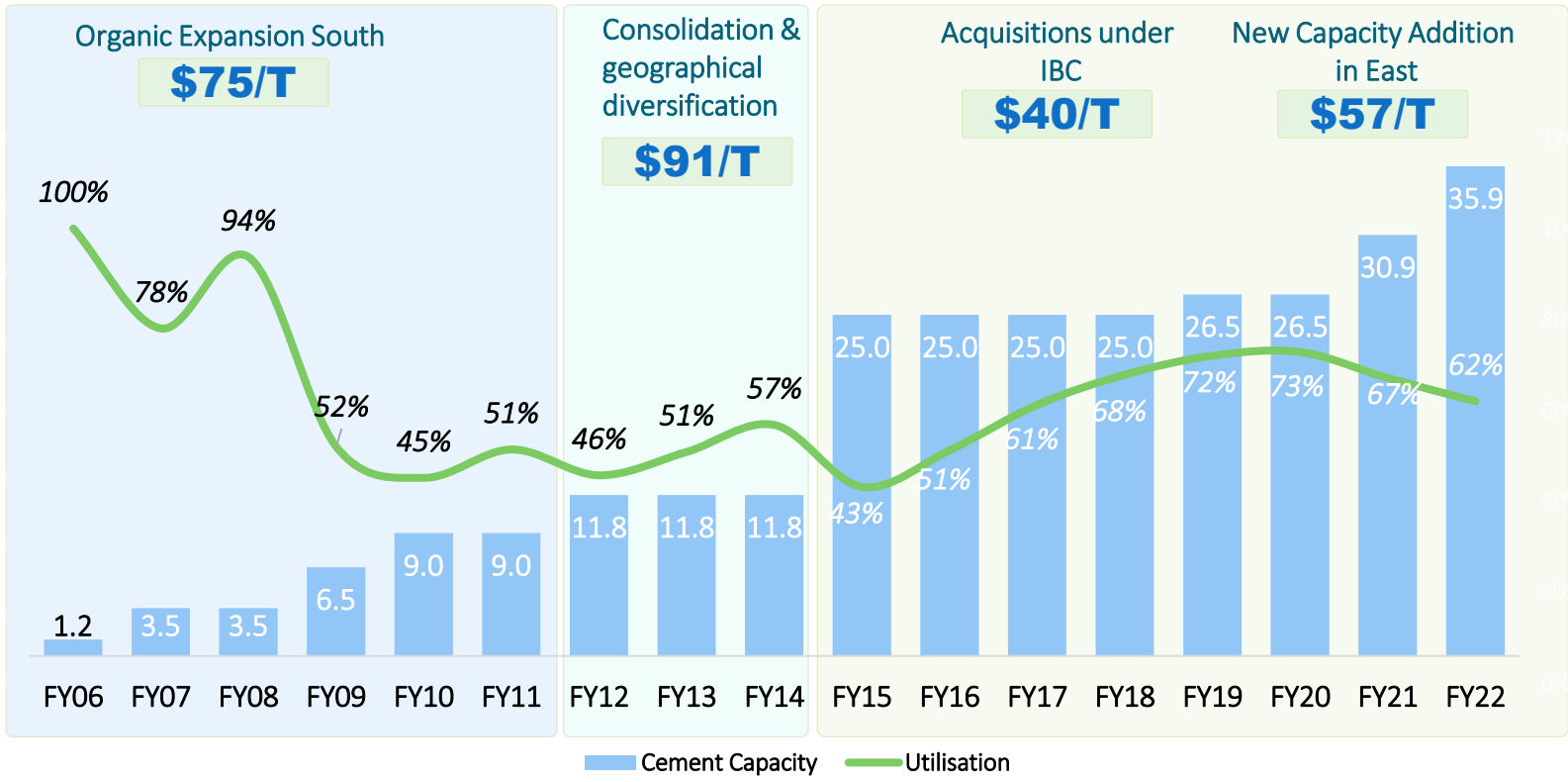


ANALYTICS: Integrates data from multiple applications through process automation and provide real time insights

Technology Stack



04 Ability to Add Capacity at Lowest Cost

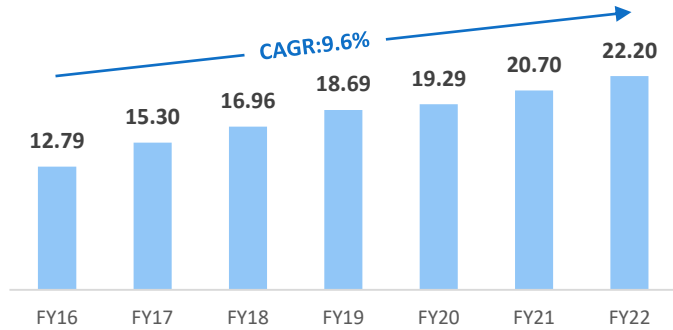


Current Capacity
35.9 MnT

Average Cost
\$64/T

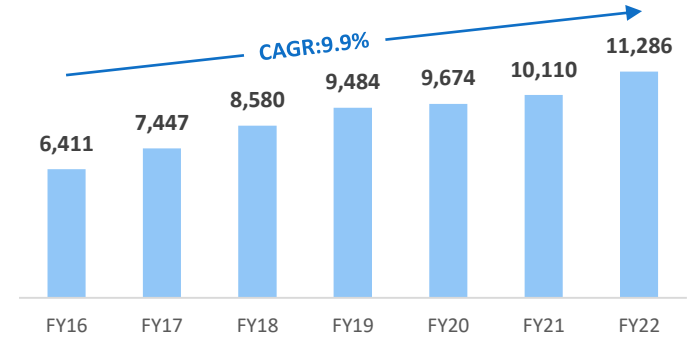
05 Proven Track Record of Financial Performance

Sales Volume (MnT)

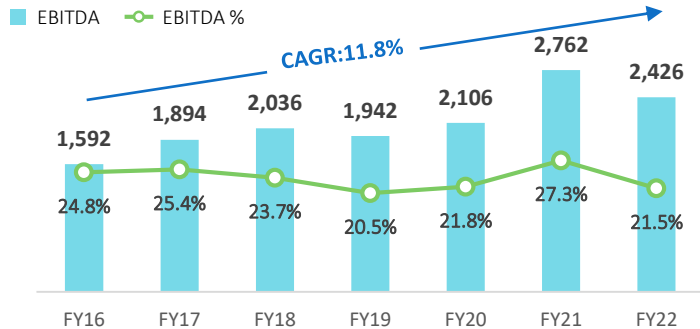


Consistent Capacity additions have enabled us drive volume and revenue growth

Sales Revenue

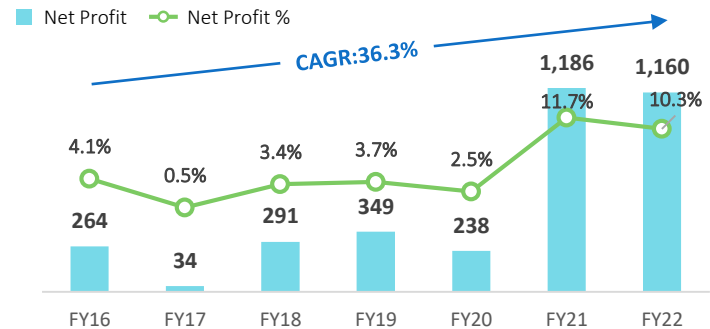


EBITDA and EBITDA%



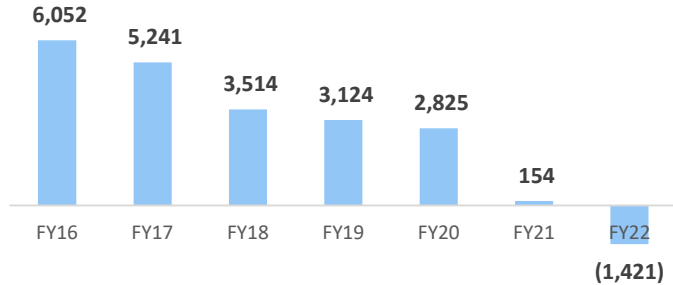
Continuous investment in supply chain and greentech has enabled us to generate high EBITDA and Profit Margin despite headwinds

Net Profit and Net Profit%



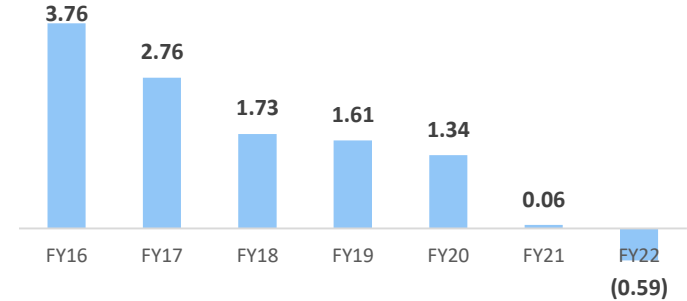
Proven Track Record of Financial Performance

Net Debt (Rs Cr)

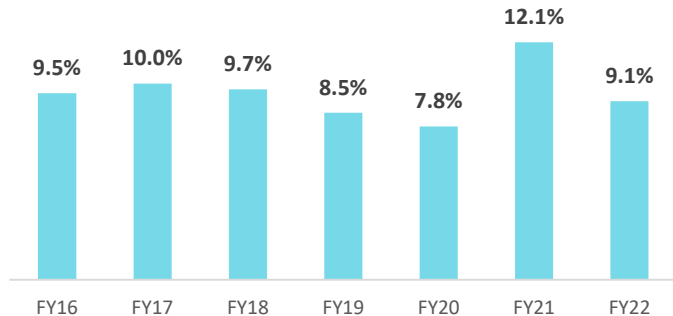


Our resiliency has enabled us to Delever our Balance Sheet and provided Flexibility for future expansion

Net Debt/EBITDA

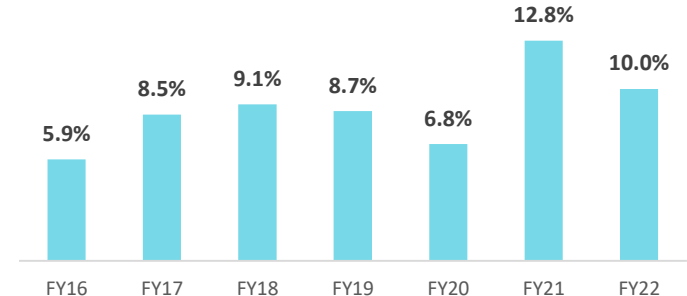


Adjusted RoCE*



Our consistent focus on efficiency have translated into attractive Return Ratios for our stakeholders

Adjusted RoE*



*Adjusted for goodwill arising due to past restructuring of business

Market Leader in Highly Attractive East India Market

Per capita cement consumption of the eastern regions is well below Pan-India

- East 150 – 175 kg
- All India 225 – 250 kg
- World 500 – 550 kg

GDP growth of eastern regions is well above Pan-India GDP growth⁽¹⁾

- East: 10.9%
- All India: 8.7%

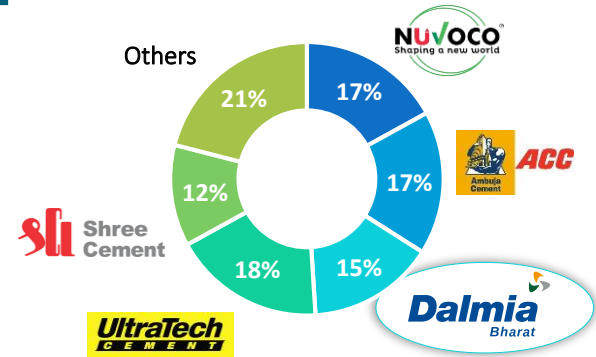
Key demand drivers of the region

- Shortage of housing units - **45% PMAY** houses constructed till now are in East region
- With Eastern region playing a ever-increasing role in national security, government has initiated **large pipeline of Infrastructure projects**
- 21 out of 110 cities** selected under Smart City Mission are located in East Region

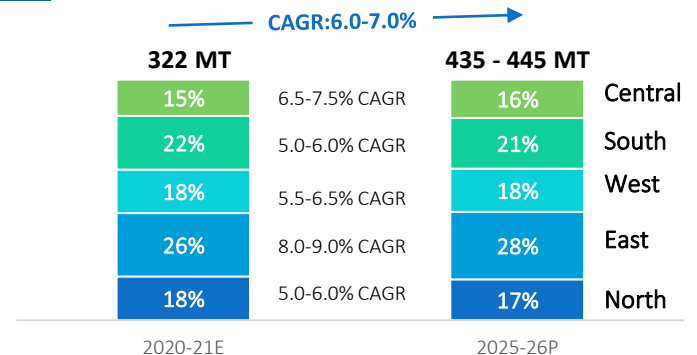
Key Projects

- East West Dedicated Freight Corridor Project (₹73,084 cr)
- Smart City (Bilaspur) Project (₹8,000cr)
- Western Dock (Paradip Port) Project(₹3,025 cr)
- Patna Metro (₹13,366 cr)
- Airport City (Durgapur) Project (₹3,000 cr)
- Coastal Road (Gopalpur-Digha) Project (₹8,000 cr)

Capacity Break Up - East



Region Wise Demand Outlook



(Source: CRISIL Research)

Multi-Tier Governance Structure



DBL is the only company among the Top 7 cement players in India to appoint one of the Big4 Accounting Firms to completely outsource Internal Audit Function

Reputed and Diverse Board



Pradip Kumar Khaitan
Chairman & Independent Director

- Serves as senior partner of Khaitan & Co., an eminent firm of lawyers and member of the Bar Council of India, Bar Council of West Bengal and Indian Council of Arbitration, New Delhi
- Areas of specialization are commercial and corporate laws, tax laws, arbitration, intellectual property, foreign collaboration and M&A



Yadu Hari Dalmia
(Non-Executive Director)

- Has over 46 years of experience in the cement industry and has earlier served as President of the Cement Manufacturers Association
- Bachelor of Commerce (Hons) & Chartered accountant



Gautam Dalmia
Managing Director

- Has over 29 years of experience in cement and sugar industries.
- Holds a B.S and an M.S. degree in Electrical Engineering from Columbia University



Puneet Dalmia
Managing Director

- Has over 20 years of experience in cement industry.
- Government appointed Chairman of 25 member Development council for cement industry
- B.Tech from Indian Institute of Technology- Delhi and Gold-Medalist, M.B.A from IIM-Bangalore



Sudha Pillai
Independent Director

- Served Indian Administrative Services and held key positions at various Government bodies such as Planning Commission and NHAI
- Master's degree in Public Administration from Harvard University, USA



Virendra Singh Jain
Independent Director

- Previously served as CEO at Jindal Stainless Ltd. and Chairman of Steel Authority of India Ltd.
- Chartered accountant and a Cost accountant



Niddodi Subrao Rajan
(Non-Executive Director)

- Serves as Co-Chief Executive Officer at IDFC Foundation; previously held leadership positions with IDFC first Bank and Tata Sons.
- Holds doctorate from Indian Institute of Technology New Delhi and a graduate degree from Xavier School of Management

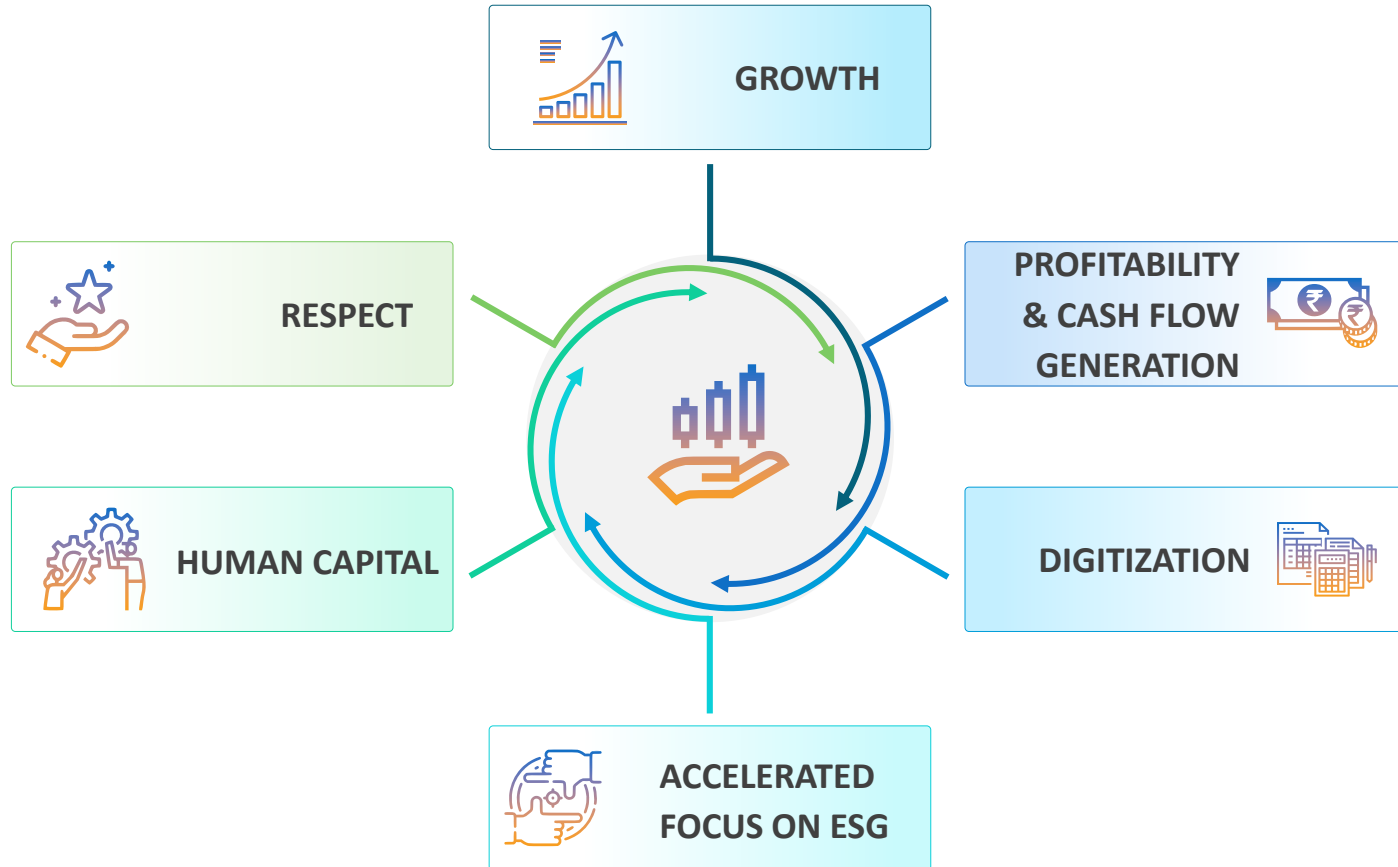


SECTION

03

SHAREHOLDER VALUE AND CAPITAL ALLOCATION

Drivers of Value Creation



Strategic Imperatives

Strategic Vision



- PAN India Pure Play Cement Company



- Significant presence in every market wherein Dalmia operates



- Grow capacity at a CAGR of 14% - 15% over the next decade to reach 110-130 MnT by 2031



- Emerge as one of the most profitable & environment friendly company in cement sector in India



- Maintain a strong balance sheet along with highest standards of corporate governance



- Continue building a great organizational culture and a strong value system

Disciplined and Value Focused Capital Allocation

Capital Allocation Framework

Up to 10% of the Operating Cash Flow towards **shareholders' return** which would include a mix of both dividend & share buy-backs

Up to 10% of Operating Cash Flow towards an **Innovation & Green Energy Fund** which would be channelized towards focused R&D in the areas of Climate changes and technology advancements

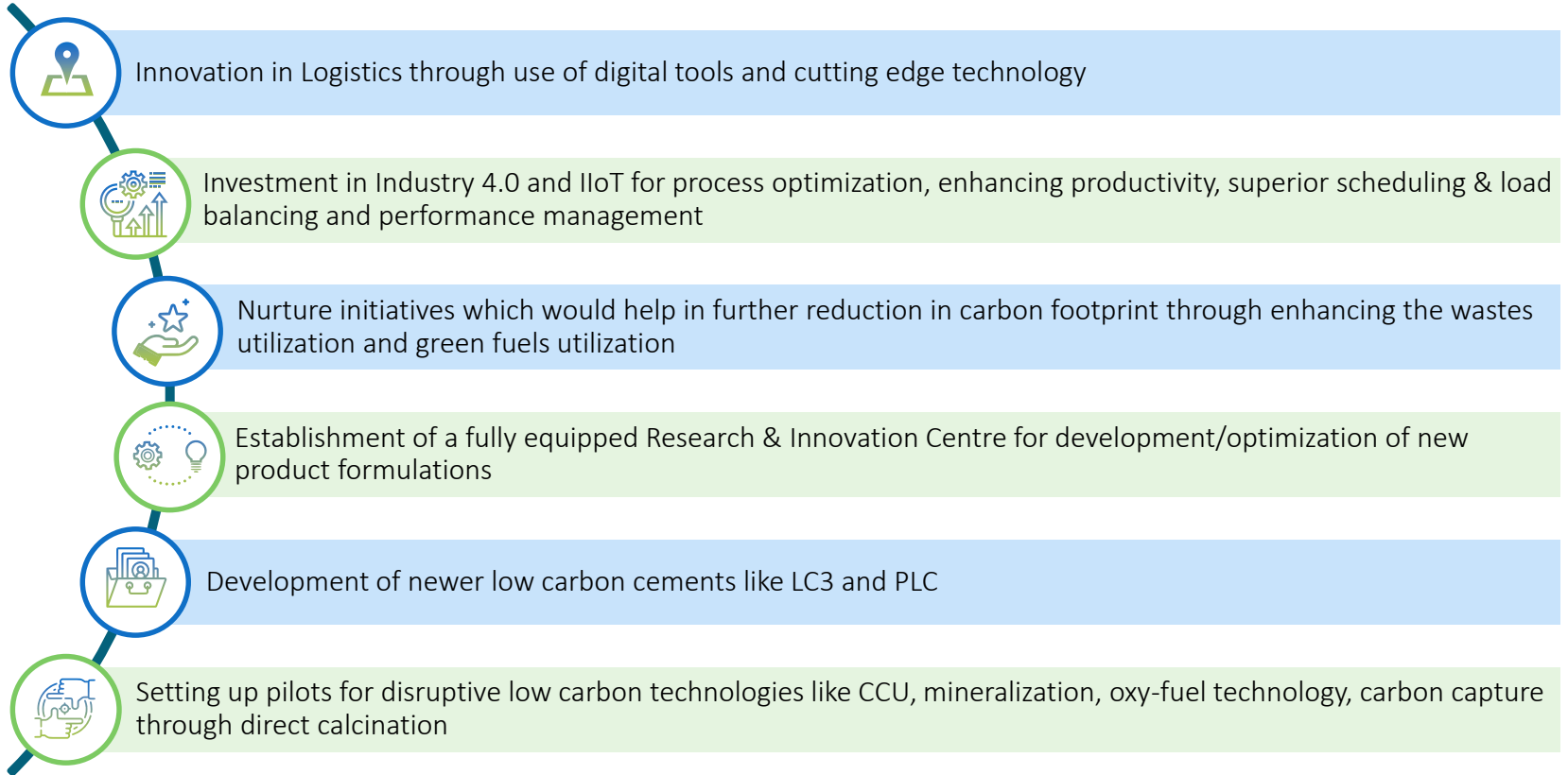
The balance available funds will be used to fund **growth** as well as **maintenance capex**

Target Net Debt / EBITDA < 2.0x*

Target ROCE of 14-15% over next few years

Treasury will be governed by our Board Approved Treasury Policy

Innovation and Green Energy Fund





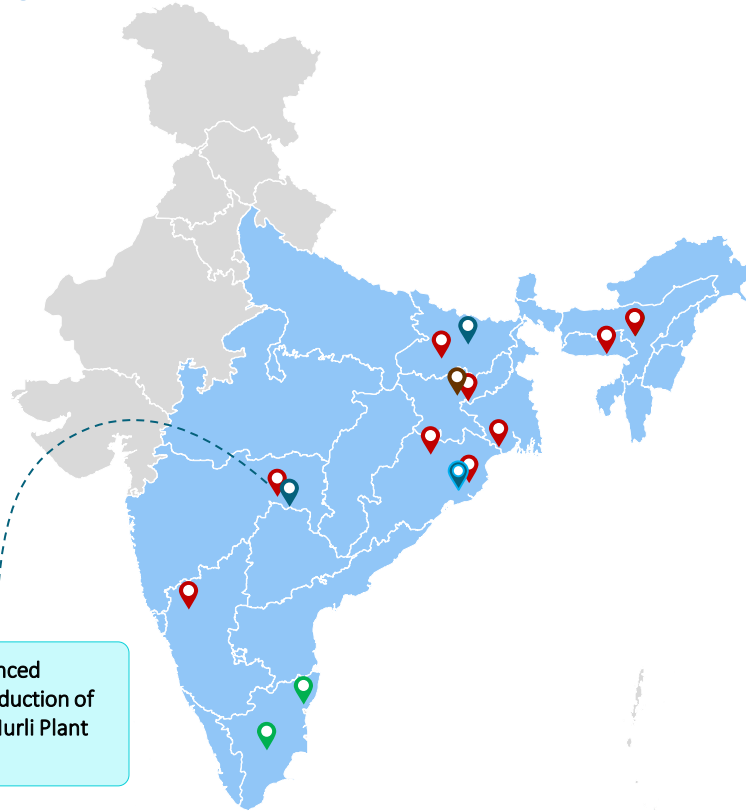
CAPEX PLAN

Cement Capacity Expansion Plan

Capacity Overview

Present Capacity	35.9
Ongoing Projects	2.5
Greenfield	3.0
Brownfield	1.7
Upgradation	5.3
Total Capacity	48.5

Jan'22: Commenced commercial production of 2.9 MnT at its Murli Plant in Maharashtra



Phase 1 - Ongoing Projects

- East 2.5

Greenfield

- South 3.0

Brownfield

- East 1.7

Upgradation

- North East 1.2
- West 1.1
- South 0.9
- East 2.1
- 5.3

Estimated Closing Capacity FY23 – ~40 MnT
 Total Cement Capacity Post Expansion – 48.5 MnT

Clinker Capacity Expansion Plan



Estimated Capex Breakdown



*Augmentation for limestone mining land in East was earlier classified as “Ongoing Capex” whereas it is now correctly been classified as “Others”



SECTION

04

ESG

Environmental, Social and Governance (ESG)

Environmental, Social & Corporate Governance (ESG) has been an central pillar of our business strategy

Environmental



Our specific net emissions, **489 kg CO₂/tonne of cement**, are well below the world average



First global cement company to embark on **EP100, EV100** and **RE100** collectively

First company from emerging economies in heavy-industry sector to join **First Movers Coalition (FMC)** as founding member



Led by sustainable business practices, we aim to become **carbon negative by 2040** and **20 times water positive by 2025**

Social



Corporate Social Responsibility activities assessed on **ISO 26000**, a first for an Indian cement company



Aligned our sustainability strategy to the **UN Sustainable Development Goals (SDGs)**. The **Dalmia Bharat Foundation**, our CSR arm, helps meet our commitments to the **UN SDGs**



Our CSR program reaches out to over **10 lac individuals** spread across **eleven states**

Governance



Institutionalized good governance led by robust **Corporate Governance Guidelines, a Code of Conduct**, and **Financial Ethics**



Through tools such as Oracle and SAP, Code of Conduct for Directors and Senior Management covers **conflict of interests, honest and ethical conduct, confidentiality, protection and proper use of the company's assets**, and **compliance with laws**



A formal **Capital Allocation Policy** and a **Treasury Policy** along with appointment of **EY as Internal Auditor** is a testament of our focus on Governance

Leading the Cement World Globally in Carbon Emissions



608

Global Average*



560

India Average*



489

Dalmia Bharat Net
CO₂Emissions



374

Dalmia Bharat
Eastern Operations
Net CO₂Emissions

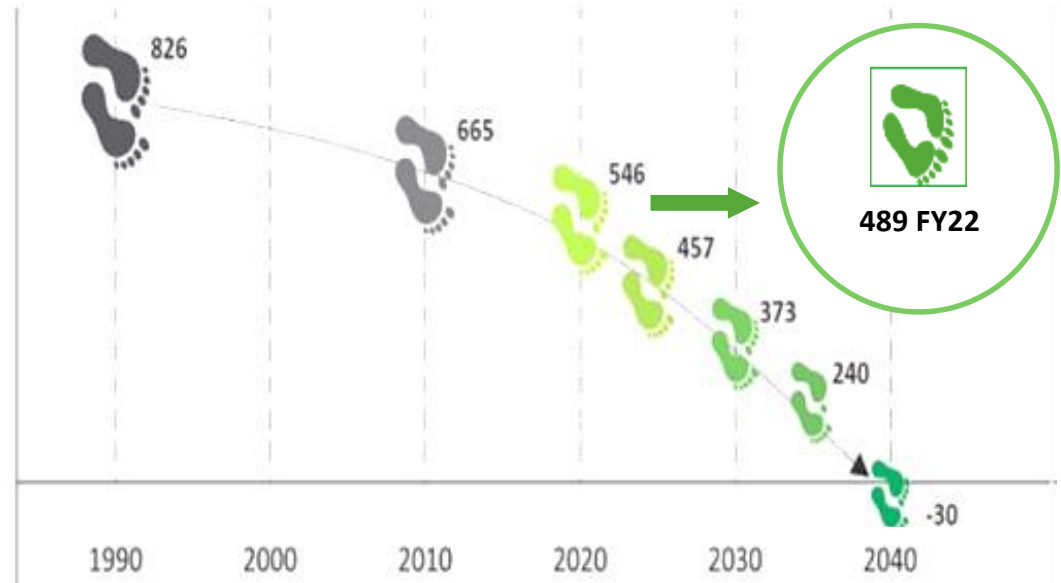
* Source: GNR data published in 2021 representative of 22% cement production in the world.

** Source: GNR data published in 2021 representative of 55% cement production in India

Carbon Negative Roadmap

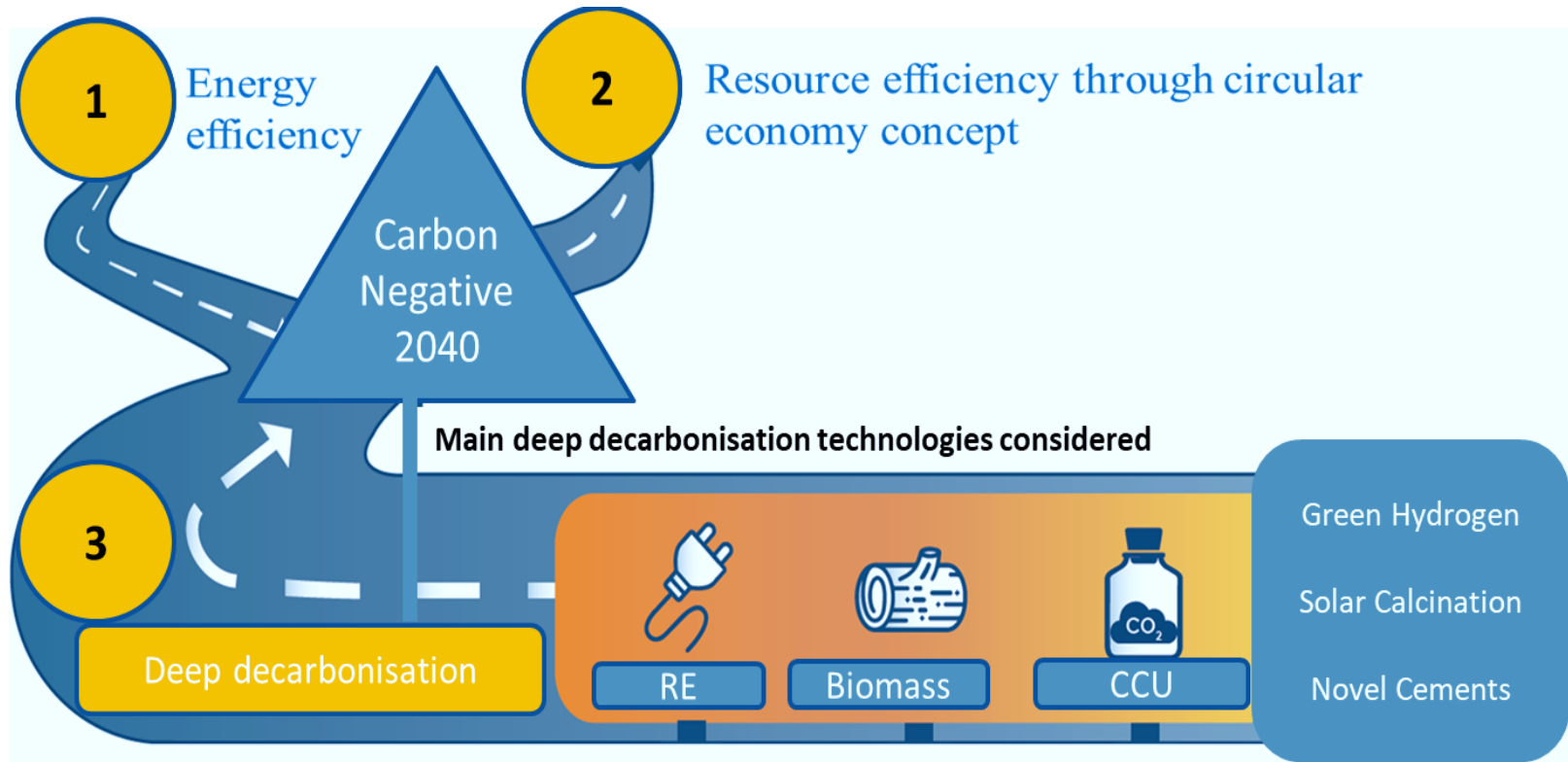
- ✓ 100% blended cement production by 2025
- ✓ RE 100 commitment to transition to 100% renewable power by 2030
- ✓ EP 100 commitment to double energy productivity by 2030
- ✓ EV 100 commitment for sizable Electric Vehicle transition by 2030
- ✓ Use of renewable biomass, hazardous waste, hydrogen and MSW to fully replace fossil fuel by 2035
- ✓ Development of Carbon Sinks / Carbon Sequestration
- ✓ Adoption of CCU and other advanced green technologies by 2035

Dalmia Determined Contribution (DDC) Grey to Green Roadmap for Carbon Negative Transition

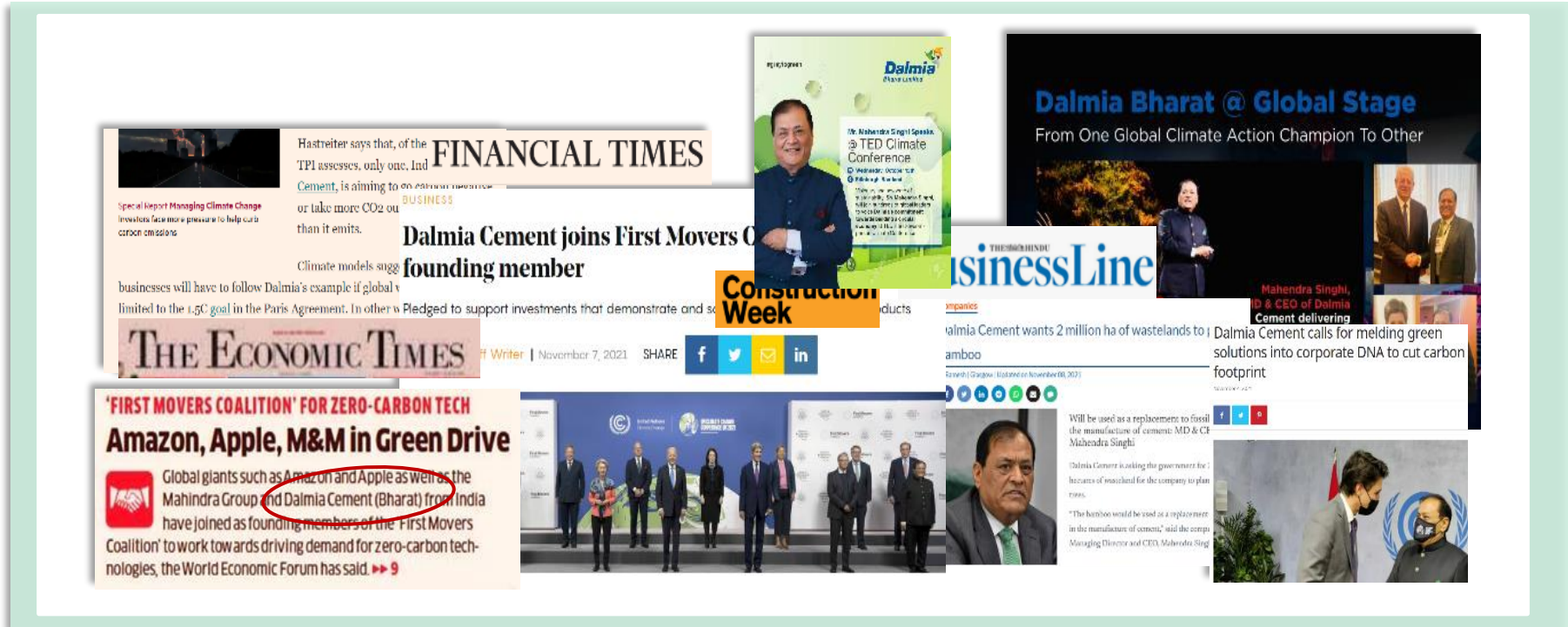


Carbon Footprint Net CO₂/ton of Cementitious Material

Carbon Negative Roadmap



Dalmia at UN Climate Conference (COP-26)



FINANCIAL TIMES
Special Report: Managing Climate Change
Investors face more pressure to help cut carbon emissions

Hastreiter says that, of the TPI assesses, only one, Ind Cement, is aiming to do... or take more CO2 out than it emits.

Business Line
Dalmia Cement joins First Movers Coalition as founding member
Climate models suggest businesses will have to follow Dalmia's example if global limited to the 1.5C goal in the Paris Agreement. In other words, pledged to support investments that demonstrate and so products

Construction Week

Business Line
Dalmia Cement wants 2 million ha of wastelands to plant bamboo
Suresh G. Gargava | Updated on November 09, 2021

THE ECONOMIC TIMES
'FIRST MOVERS COALITION' FOR ZERO-CARBON TECH
Amazon, Apple, M&M in Green Drive
Global giants such as Amazon and Apple as well as the Mahindra Group and Dalmia Cement (Bharat) from India have joined as founding members of the 'First Movers Coalition' to work towards driving demand for zero-carbon technologies, the World Economic Forum has said. >>> 9

THE ECONOMIC TIMES
Mahendra Singh, MD & CEO of Dalmia Cement delivering

Business Line
Dalmia Cement calls for melding green solutions into corporate DNA to cut carbon footprint
November 11, 2021

World Economic Forum
'FIRST MOVERS COALITION' FOR ZERO-CARBON TECH
Amazon, Apple, M&M in Green Drive
Global giants such as Amazon and Apple as well as the Mahindra Group and Dalmia Cement (Bharat) from India have joined as founding members of the 'First Movers Coalition' to work towards driving demand for zero-carbon technologies, the World Economic Forum has said. >>> 9

World Economic Forum
Dalmia Cement is looking for government incentives to plant trees.
"The bamboo would be used as a replacement in the manufacture of cement," said the company Managing Director and CEO, Mahendra Singh.

World Economic Forum
Dalmia Cement is looking for government incentives to plant trees.
"The bamboo would be used as a replacement in the manufacture of cement," said the company Managing Director and CEO, Mahendra Singh.

- First company from emerging economies in heavy-industry sector to join First Movers Coalition (FMC) as founding member
- Launched formally in COP-26 and backed by US Government, it will emerge as a platform to shape public and private sector green procurement commitments and policies

MoU with FLSmidth, Denmark

To Develop Breakthrough Innovations To Support Sustainability In Cement Industry, Dalmia Cement Signs MoU With FLSmidth, Denmark Under Green Strategic Partnership Of India And Denmark Government



- The company has signed a MoU with FLSmidth A/S, a leading supplier of technology solutions and equipment for cement and mining processing industry on 3rd May 2022 at Copenhagen in the presence of Prime Minister of India and Prime Minister of Denmark
- Both sides commit to contribute ideas, research and development for an industrial scale cement production facility in order to develop breakthrough innovations to significantly accelerate the development of sustainability in cement and construction industry

First Triple Joiner Globally of RE 100, EP 100 and EV 100

RE 100

A global initiative bringing together businesses committed to 100% renewable electricity by 2030

EP 100

A global campaign to double Energy Productivity by 2030

EV 100

A global global initiative to accelerate the transition to Electric Vehicles

One of the First Cement Company to join Globally

One of the First Companies in India

1.5°C - First Cement Company to join Globally



BENNETTS
ASSOCIATES

DECATHLON

Glovo!



ignitis
group

globesight

L'ORÉAL

airtel



BUSINESS
AMBITION FOR **1.5°C**   OUR ONLY
FUTURE

A global campaign
towards a 1.5°C
future at UN Climate
Action Summit



Globally ranked No. 1 by CDP



RANK: **1**
SCORE: **4.64**



RANK: **2**
SCORE: **5.62**



RANK: **3**
SCORE: **5.90**



RANK: **4**
SCORE: **5.91**



RANK: **5**
SCORE: **6.03**



In line with the Paris Agreement, Dalmia emerged as one of the world's greenest cement manufacturing companies



Out of the 13 cement majors globally, Dalmia Bharat ranked at the top of the Cement Sector League Table



Best performance in emissions intensity, clinker ratio and exposure to downstream regulation

Industry Leading Water Positive Operations

OUR STRATEGY



Air cooling instead of water cooling in CPP



Rain water harvesting

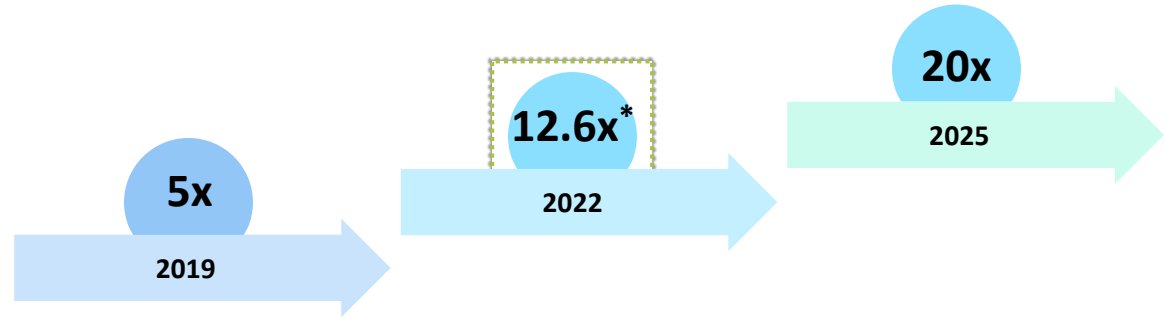


Zero water discharge at plants



Intervention program: drip irrigation, ponds, sprinklers

OUR RESULTS



FY22*

Million m³

Freshwater Water withdrawal

3.0

Total Water withdrawal

4.0

Water recycled

1.1

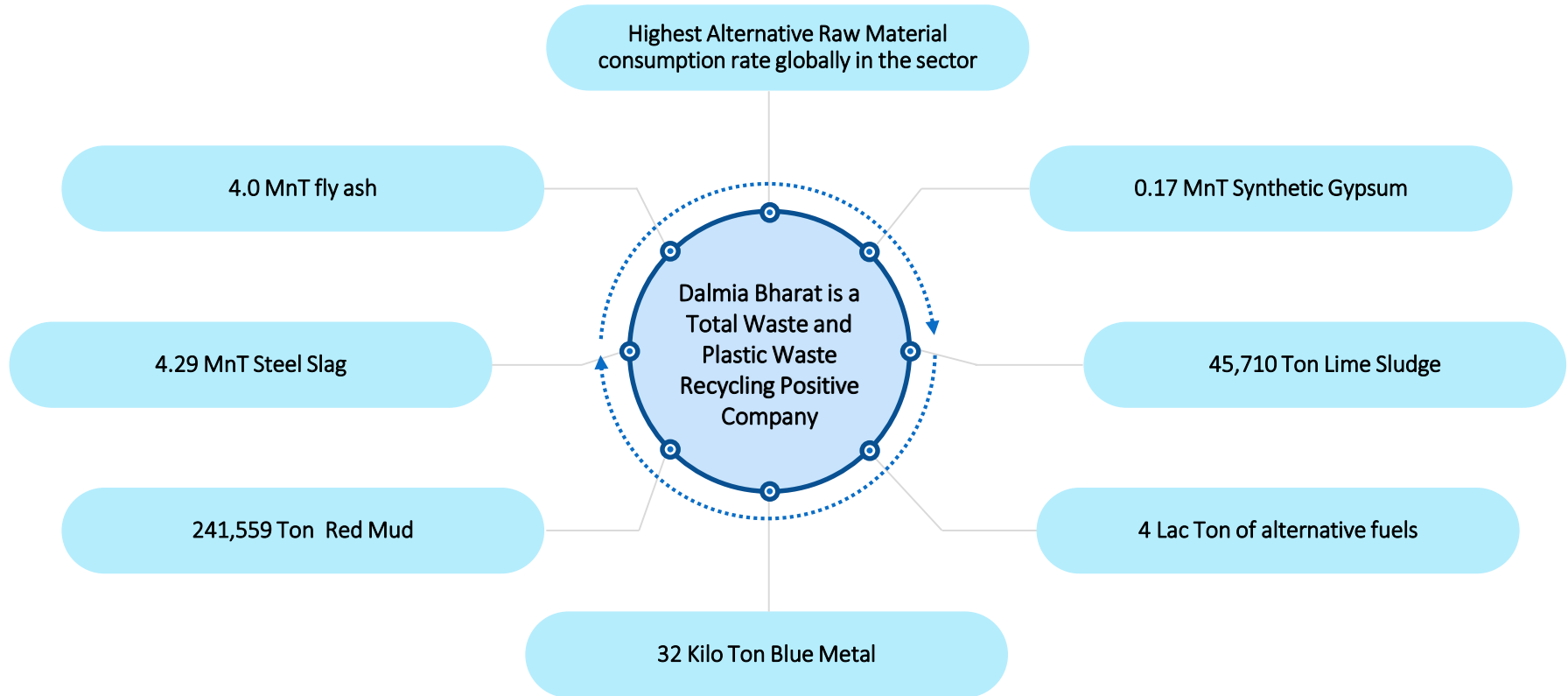
Cumulative water harvesting and conservation potential (CSR)

33.69

Aggregate rainwater harvesting potential developed (plant and mines)

13.25

Usage of Industrial Wastes as Raw Material or Fuels



Sustainability Measures and Its Impact

Measures	Impact
<ul style="list-style-type: none"> ▪ Natural resource conservation by optimal use of Industrial wastes from other industries such as Steel, Thermal Power, Aluminum ▪ Strategic acquisitions of cement companies to further optimize the low carbon cement production – Blended Cements 	<ul style="list-style-type: none"> ▪ Less Limestone and energy consumption /ton of cement ▪ Became largest producer of Portland Slag cement in India - A lowest carbon footprint cement
<ul style="list-style-type: none"> ▪ Commissioned state-of-the-art new cement plants with latest available technologies ▪ Plant-wise/unit-wise monthly GHG footprint monitoring and target settings 	<ul style="list-style-type: none"> ▪ One of the best energy efficiency ratings globally resulted in energy demand reduction ▪ GHG emissions monitoring with discussions on opportunities for improvement
<ul style="list-style-type: none"> ▪ Accelerated the alternative fuel use in cement kilns ▪ New power plants based on renewable energy such as solar, wasted heat from kiln off-gases ▪ Targeted to become water positive cement group 	<ul style="list-style-type: none"> ▪ Replacement of fossil fuels ▪ Renewable power to replace fossil fuel based electricity ▪ Better relations with local communities, community wide GHG reductions and more than 5 times water positive cement group.

Sustainability - Awards & Accolades

Dalmia Bharat has been consistently respected and recognized for its focus on Sustainability

Green Accreditation

Green Product Rating for Integrated Habitat Assessment (GRIHA) council

GreenPro Ecolabelling Certificate
Indian Green Building Council (IGBC)

Asia Sustainability and
Environmental Stewardship Award
International Cement Executive

KCW unit became the 'First Grinding Unit in the Country' to achieve CII 'GreenCo Platinum' rating
Confederation of Indian Industry (CII)



Dalmiapuram Unit won Best Environmental Excellence in Limestone Mines
NCCBM

Corporate Category: Sustainability in Cement Sector
Apex India Green Leaf Award

Gold Certification Bengaluru Office
Indian Green Building Congress

Rajgangpur Unit won Mission Energy Foundation Award.
Government of India

Ariyalur Unit won Best Electrical Energy Performance
NCCBM

Redefining Corporate Governance



- First cement company in India to formally announce a Capital Allocation Policy
- Formal Treasury Policy - At least 85% of the money should be invested in AAA rated debt instruments, while the balance 15% can be in AA+ rated debt instruments



- Appointed one of the Big4 accounting firms, EY, as its Internal Auditors
- Dhruva Advisors and EY has been selected for auditing all Related Party Transactions (RPTs)
- Member firm of Grant Thornton, Walker Chandio & Co., appointed as Statutory auditors of the company



- Segregated the family office and the corporate office
- Completed Sale of Hippo Stores (retail business)
- Completed Restructuring of Refractory business
- Continue to divest stake in IEX



- Use technology to track and monitor every dimension of business as well as to minimize human intervention and errors
- Use of SAP and Oracle across organization has strengthen operational checks and balances



- Implemented a organization wide Risk Framework
- Employee handbook encouraging best practices

HIGHEST STANDARDS OF GOVERNANCE

First Indian Cement Company to Have its CSR Processes Assured on ISO 26000

Major Initiatives

- **Dalmia Institute of Knowledge & Skill Harnessing (DIKSHa)**, a skill training center, actively involved in imparting skill trainings in farm and non-farm sector, building Community based organizations and enabling access to finance
- **Extended livelihood training** - designed a focused group to address the specific needs of tribal communities
- **Development programs** - Education, Health, Sanitization and Literacy

DIKSHa @ 11 Centers in 7 States | 7,134 completed training | 5,335 job offered as of 31st March, 2022

Improving livelihood through 2 Wadi development project, 6 Farmer Producer Companies, Bamboo cultivation, micro-enterprises | ~11,000 Self Help Group (SHG) members in 963 SHGs

Organized 600+ Health Camps, benefitting more than 45,000 people | 131 school sanitation blocks & 5000+ individual sanitary latrines benefitting over 30,000 people

Theory of Change Designed to Ensure CSR Initiatives Help Achieve Our Vision & Mission

	Creating Opportunities	Activities	Expected Outcome	Impact
Livelihood	Skill training in the farm sector aiming at improving the agriculture and allied activities	Farm Schools for skilling DIKSHA and allied training facilities	% increase in yield pre and post intervention	<p>Social - Improved quality of life through access to basic services</p> <p>Economic - Increase in income of beneficiaries resulting decline in poverty</p>
Access to Clean Energy	Facilitating use of cleaner fuel in the kitchens Facilitating use of renewable energy for domestic and agricultural purposes.	Promotion of Fuel Efficient Cookstoves and solar powered equipment	Access to Cleaner fuel and reduction in consumption of wood/coal as fuel	<p>Social - Less morbidity related to smoke emitted from cookstoves</p> <p>Economic - Decrease in expenditure on account of purchase of wood/coal</p> <p>Environmental - reduction in GHGs measured through CO2 emission reduction</p>
Soil & Water Conservation	Making more water available for agriculture and domestic use to the communities through rainwater harvesting	Integrated Watershed Management, Roof-top rainwater harvesting, Recharging borewells	<p>50 million m³ water harvested</p> <p>Rainfed area brought under irrigation</p> <p>Uncultivated area brought under cultivation</p>	<p>Social - Improved quality of life through access to basic services</p> <p>Economic - Increase in income of beneficiaries resulting decline in poverty</p> <p>Environmental - Reduction in vulnerability to climate related extreme events</p>

CSR Program - Awards & Accolades

Our CSR Program has been consistently recognized by several institutional bodies and forums

Commendation for Significant Achievement in CSR

CII-ITC Sustainability Awards 2019, 2017, 2016, 2014, 2013

NABARD Assam

Winner Best Tribal Development Fund 2022

ET 2 GOOD 4 GOOD:

Achieving Distinction in the pillars of Corporate Governance, Strategy, Monitoring & Evaluation, 2015-16

ET NOW CSR Leadership Awards
2018 & 2016



Special Mention

The IICA-NGOBOX Good Practice Recognition 2015 Awards

FICCI-CSR Awards

for Creating Sustainable Environment, 2020

Greentech Award

Winner 2020 & 2014

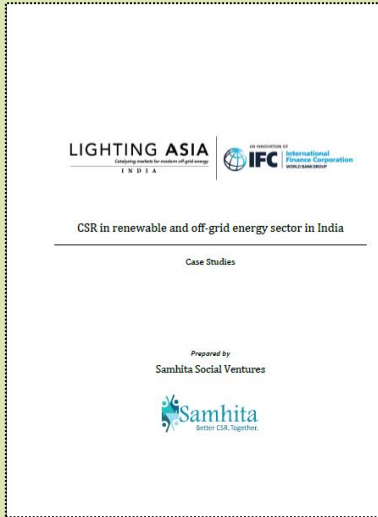
CSR Community Initiatives Award

Odisha CSR Forum, 2018

NGO Box

CSR Foundation of the Year - 2016

CSR Programs Covered by International Publications



Case Study report published by IFC

The CSR initiatives taken up by DBL appeared in the Case Study report published by IFC named, 'CSR in renewable and off-grid energy sector in India'.



Recognition from CII and NITI Aayog

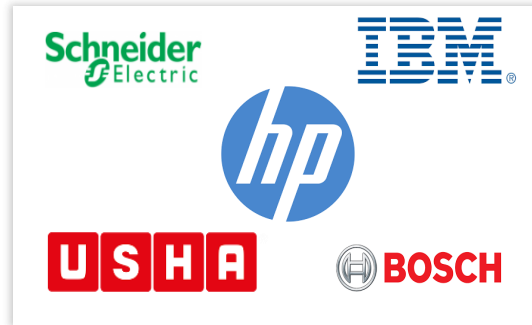
CII and NITI Aayog recognized the CSR initiatives by DBL in their report, 'Indian solutions for the world to achieve SDGs and Synergistic water conservation



Case Study published by Harvard Business Review

The initiatives taken up by DBL in soil and water conservation to promote sustainability were presented as a Case Study in HBR

Our CSR Partners





SECTION

06

APPENDIX

Key Financials

	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Cement Capacity - MnT	25.00	25.00	25.00	26.50	26.50	30.75	35.9
Sales Volume - MnT	12.79	15.30	16.96	18.69	19.29	20.70	22.2
Net Sales - Rs Cr	6,411	7,447	8,580	9,484	9,674	10,110	11,286
EBITDA - Rs Cr	1,592	1,894	2,036	1,942	2,106	2,762	2,426
EBITDA Margin%	24.8%	25.4%	23.7%	20.5%	21.8%	27.3%	21.5%
EBITDA - Rs/MT	1,265	1,261	1,198	1,009	1,072	1,333	1,091
PBT - Rs Cr	510	108	389	339	357	1,364	1,146
PAT - Rs Cr	264	34	291	349	238	1,186	1,160
Profit Margin%	4.1%	0.5%	3.4%	3.7%	2.5%	11.7%	10.3%
Net Debt – Rs Cr	6.052	5,241	3,514	3,124	2,825	154	(1,421)
Net Debt/EBITDA	3.76x	2.76x	1.73x	1.61x	1.34x	0.06x	(0.59x)

Adjusted RoCE and RoE

(in Rs Cr)	REPORTED					ADJUSTED				
	FY18	FY19	FY20	FY21	FY22	FY18	FY19	FY20	FY21	FY22
EBITDA (inclusive Other Income)	2,292	2,186	2,323	2,943	2,581	2,292	2,186	2,323	2,943	2,581
Less : - Depreciation as per books	(1,213)	(1,296)	(1,528)	1,250	1,236	(1,213)	(1,296)	(1,528)	1,250	1,236
Add: Amortization on Goodwill						417	420	402	203	203
EBIT	1,079	890	795	1,693	1,345	1,496	1,310	1,197	1,896	1,548
Less: Finance Cost	690	551	438	295	197	690	551	438	295	197
PBT	389	339	357	1,364	1146	806	759	759	1,601	1,351
Less: Tax expense	98	-10	119	178	(14)	98	-10	119	178	-14
PAT	291	349	238	1,186	1,160	708	769	640	1,389	1,363
Equity + Reserves + Minority Interest	10,305	10,650	10,629	12,844	15,759	10,305	10,650	10,629	12,844	15,759
Less: WDV of Goodwill on merger schemes						(1,809)	(1,389)	(987)	(784)	(581)
Total Net Worth	10,305	10,650	10,629	12,844	15,759	8,496	9,261	9,642	12,060	15,178
Add: Gross Debt	7,276	5,907	5,966	3,726	3,140	7,276	5,907	5,966	3,726	3,140
Capital Employed	17,581	16,557	16,595	16,570	18,899	15,772	15,168	15,608	15,786	18,318
RoCE%	6.1%	5.2%	4.8%	10.2%	7.6%	9.7%	8.5%	7.8%	12.1%	9.1%
RoE%	2.9%	3.3%	2.2%	10.1%	8.1%	9.1%	8.7%	6.8%	12.8%	10.0%



Thank You

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