

September 20, 2021

File NO - 1010/01

BSE Limited  
P J Towers, Dalal Street,  
Fort Mumbai-400001

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

Scrip Code: 542216

**Subject: Investor Presentation – September 2021**

**Ref: Regulation 30 the SEBI (Listing Obligations and Disclosure Requirements) Regulations 2015**

Dear Sir/Madam,

Please find enclosed herewith Investor Presentation – September 2021, 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**  
Encl: As above



**Dalmia Bharat Limited**

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t 91 11 23465100 f 91 11 2331 3303 w [www.dalmiabharat.com](http://www.dalmiabharat.com) CIN : L14200TN2013PLC112346

Registered Office: Dalmiapuram, Dist. Tiruchirapalli, Tamil Nadu- 621 651, India

A **Dalmia Bharat Group** company, [www.dalmiabharat.com](http://www.dalmiabharat.com)



# INVESTOR PRESENTATION

September 2021



# 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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# 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

**30.75 MnT**

Cement Capacity



**20.7 MnT**

Sales Volume



**18.7 MnT**

Clinker Capacity



**209 MW**

Captive Power Capacity



**13**

Plants



**21**

States Served



**32,000**

Dealers and  
Sub-dealers



**5,807**

Employees



## Financials

**₹10,522 Cr**

Net Sales



**₹ 4,872**

NSR / Ton



**₹ 2,783 Cr**

EBITDA



**₹ 1,333**

EBITDA / Ton



**26.4%**

EBITDA Margin



**₹42,602 Cr\***

Market Cap



**₹1,243 Cr**

Profit After Tax

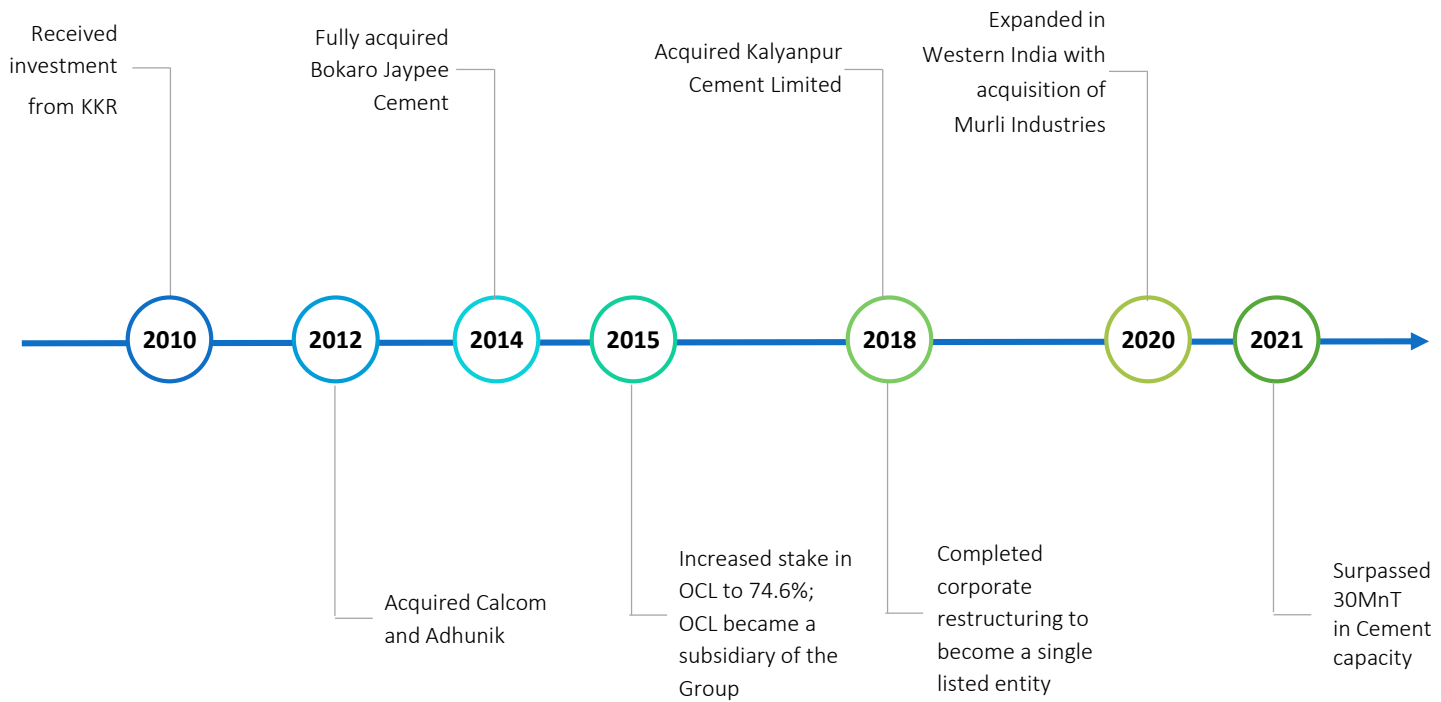


**11.8%**

PAT Margin



# Key Milestones Over The Past Decade



## Past Decade

Consistently made significant investments to expands **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

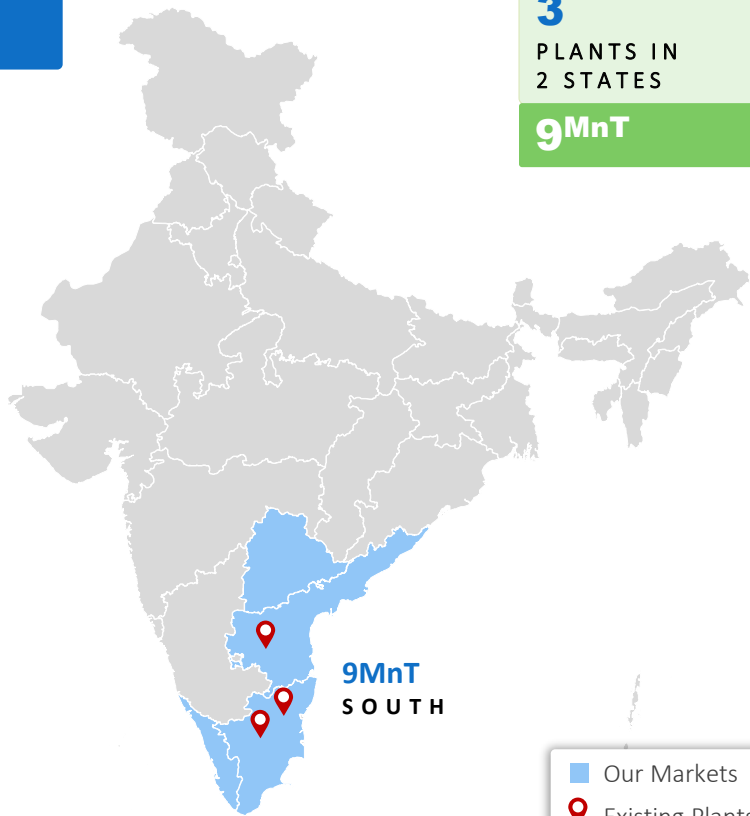
Well placed to **capitalize on growth** opportunity going forward



# Geographic Expansion

**FY11**

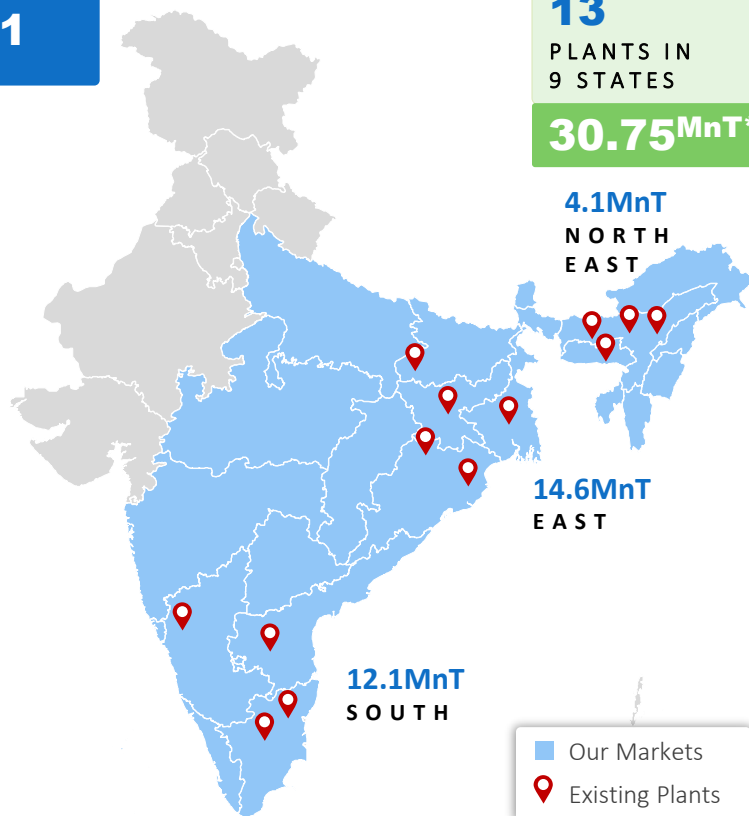
**3**  
PLANTS IN  
2 STATES  
**9MnT**



■ Our Markets  
📍 Existing Plants

**FY21**

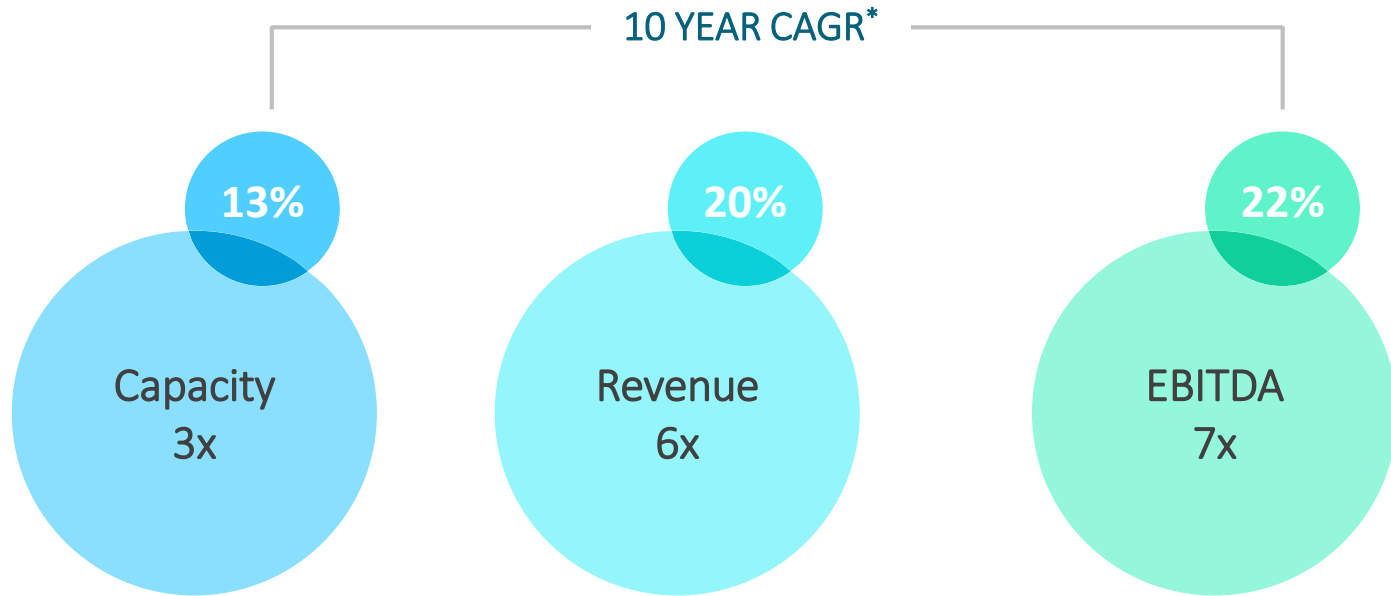
**13**  
PLANTS IN  
9 STATES  
**30.75MnT\***



■ Our Markets  
📍 Existing Plants

\*Excludes Murli Industries Acquisition

# Growth Snapshot



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



SECTION

02

# COMPANY OVERVIEW

# Company Overview

Pioneer in the Area of  
Sustainability

01

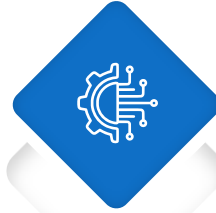


02

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 - **492 CO<sub>2</sub> emission-Kg/ton** in FY21

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

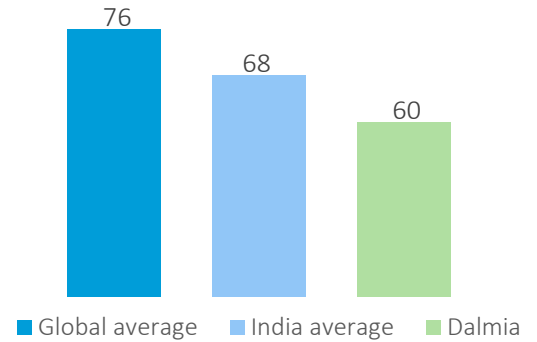
Largest producer of slag cement in India with 80% blending ratio

Pioneered usage of alternative fuel use in cement kilns

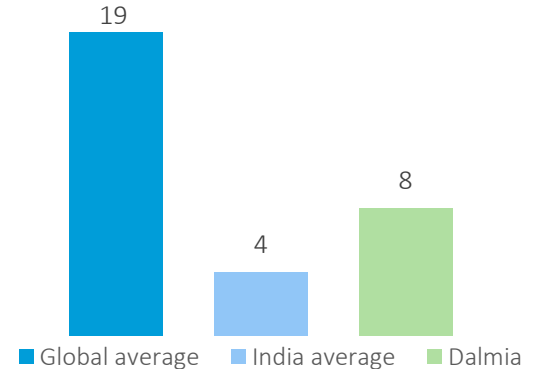
Commenced Electrical Vehicles Transition by joining EV100 and becomes first triple joiner globally (of RE100, EP100, and EV100)

Dalmia Bharat became **12x water-positive** in FY21

**Clinker Factor (%)\***



**AFR Usage (%TSR)\***



Source : GNR data for global (40% capacity) and India average (65% capacity)  
 \*Global & India Average based on latest published data; DBL data as of FY21  
 AFR → 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



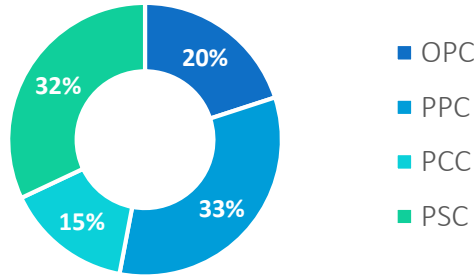
- Among the five climate defenders identified by BBC World globally



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

# Diverse Product Portfolio with Strong Brand Recognition

Product mix, FY21



## 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

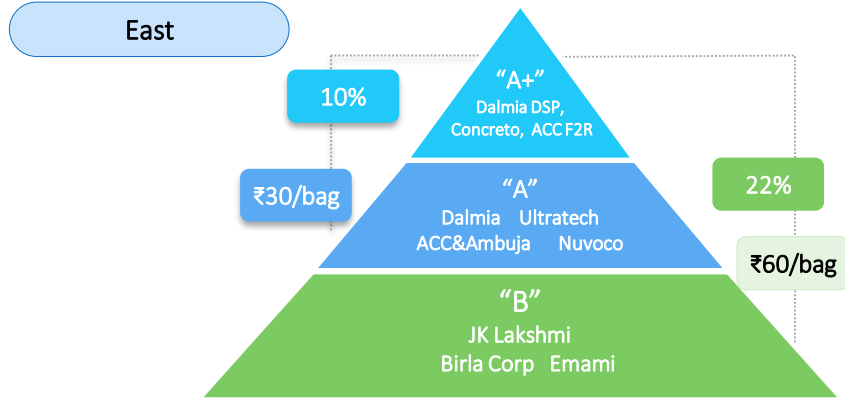


- Consumers 25% less water & requires 15-20% lower cement content to produce concrete

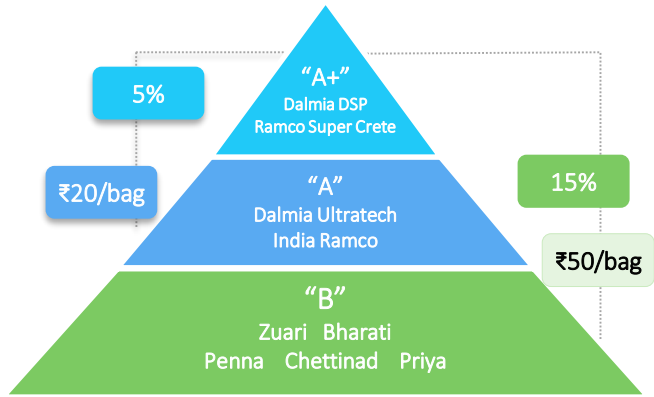


- Premium OPC Cement with lower setting-time that helps in reducing brick-lifting time

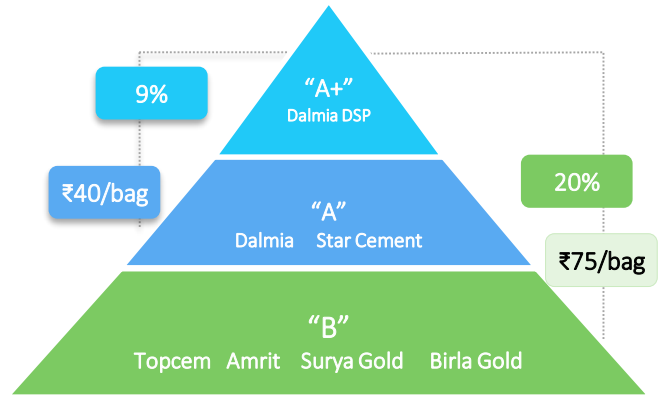
# 02 Diverse Product Portfolio with Strong Brand Recognition



**South (TN Market)**

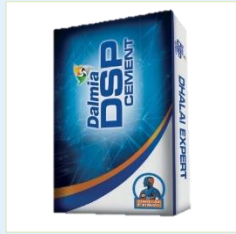


**North East**



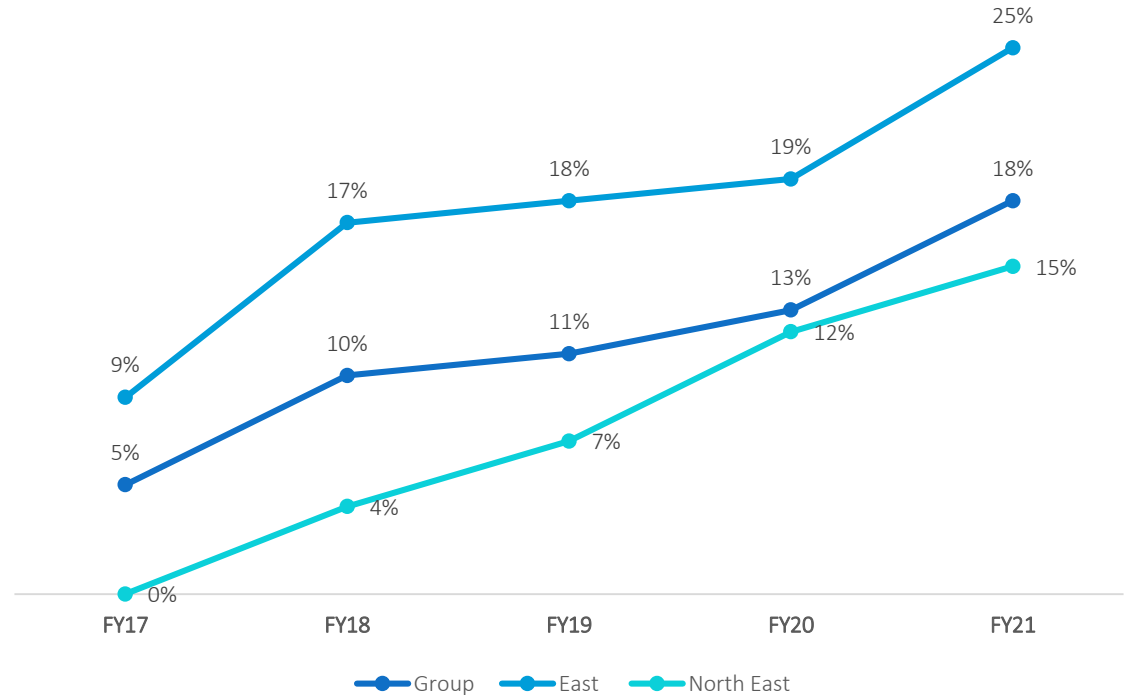


## 02 Consistent Increase in Share of Premium Product



- Since its launch, Dalmia DSP has been immensely successful in **East and North East Region**
- DSP contributes **15-20% higher profitability** than other products
- Constant **increase** in share % of trade sale
- Launched in North East region in 2018, it constituted over **15% of trade sales** in FY21

**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

03

## State of the Art Production Facilities and Supply Chain

Well Balanced Capacity staggered at central locations in Eastern (~50%), Southern India (38%) and North-Eastern (13%) states

Strategically located providing easy raw material access and maximum market coverage

Lead Distance < 280 Km; Lowest Freight cost vis-a-vis competitors in key markets - Rs. 1,102 (Dalmia) vs Rs. 1,201 (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 FY21 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 8 Captive Power Plants; Power Consumption <70 kwh/ which is one of the lowest in the industry

\*Based on FY21 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

## 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 6<sup>th</sup> Stage Pre-Heater which is equivalent to 7<sup>th</sup> 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

✓ Sp. Fuel Consumption: 651 Kcal/Kg

✓ Sp. Power Consumption: 36 Kwh/t

✓ Calcination Retention Time: 12.5 Seconds

✓ AFR: 21%

✓ Dust Emission: 8% Mg/Nm<sup>3</sup>

✓ CO<sub>2</sub> Emission: 308 kg/t

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

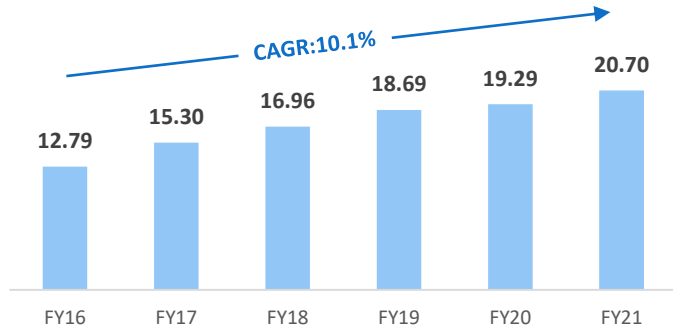


# 04 Ability to Add Capacity at Lowest Cost



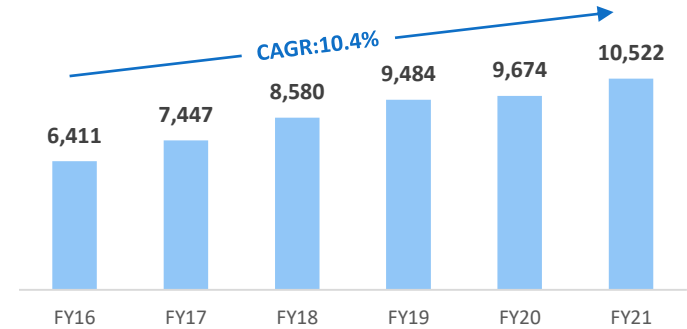
# Proven Track Record of Financial Performance

Sales Volume (MnT)

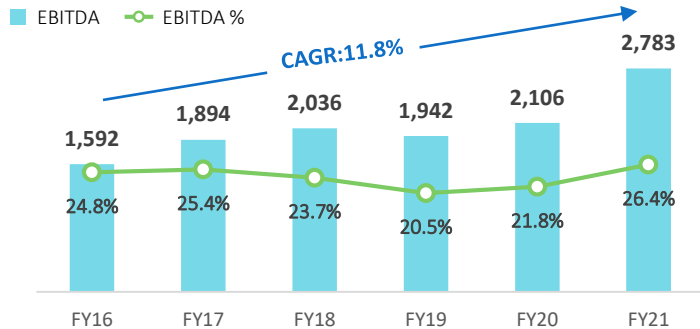


Consistent Capacity additions have enabled us drive volume and revenue growth

Sales Revenue

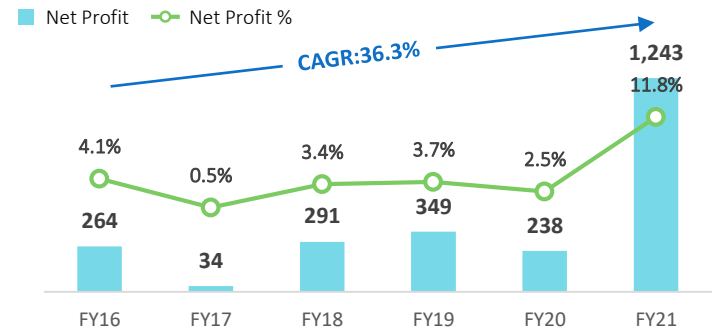


EBITDA and EBITDA%



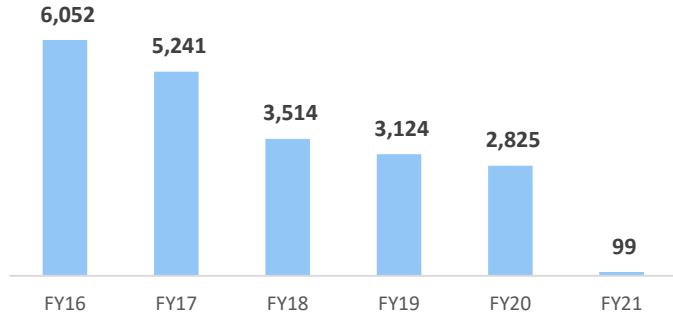
Continuous investment in supply chain and greentech has enabled us to generate high EBITDA and Profit Margin despite headwinds

Net Profit and Net Profit%



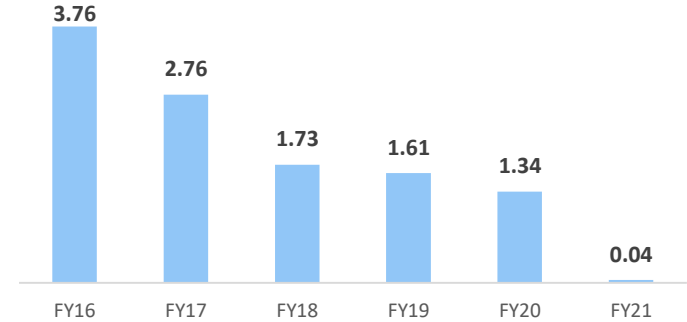
# Proven Track Record of Financial Performance

**Net Debt (Rs Cr)**

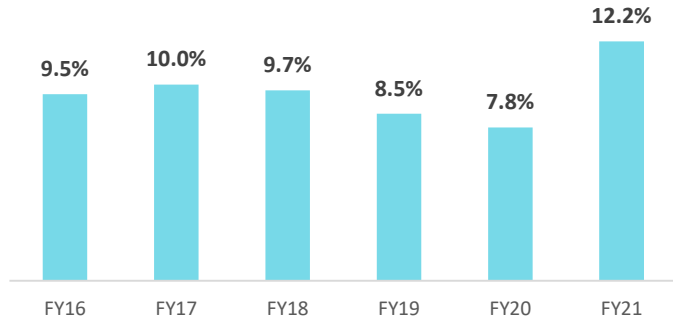


Our resiliency has enabled us to Delever our Balance Sheet and provided Flexibility for future expansion

**Net Debt/EBITDA**

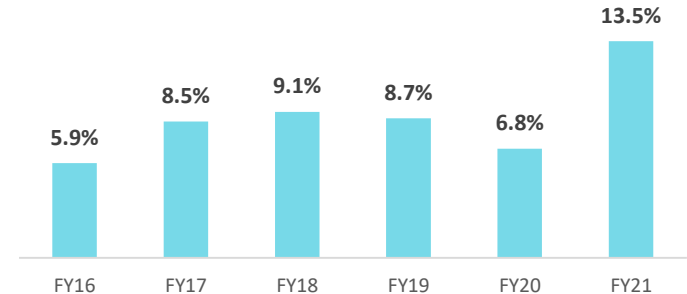


**Adjusted RoCE\***



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<sup>(1)</sup>

- East: 10.9%
- All India: 9.6%

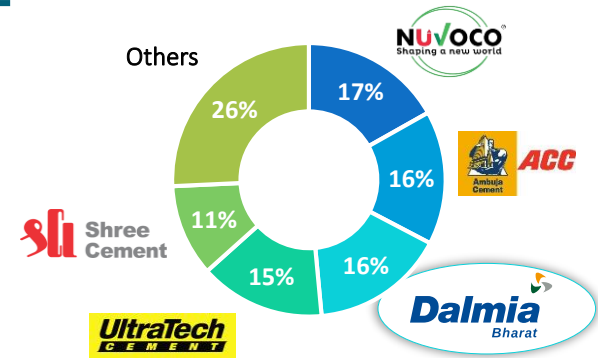
## Key demand drivers of the region

- 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

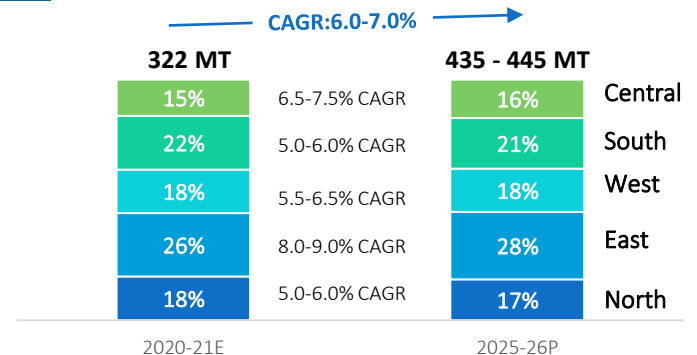
## Key Projects

- 14,000 Km NHIDCL Road Construction** (₹166,026 cr)
- Eastern Freight Corridor** (₹40,344 cr)
- Dibang hydropower project** (₹28,080 cr)
- Patna Metro** (₹13,411 cr)
- Affordable Housing in Odisha** (₹3,000 cr)
- North East Airport Upgrade** (₹3,500 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

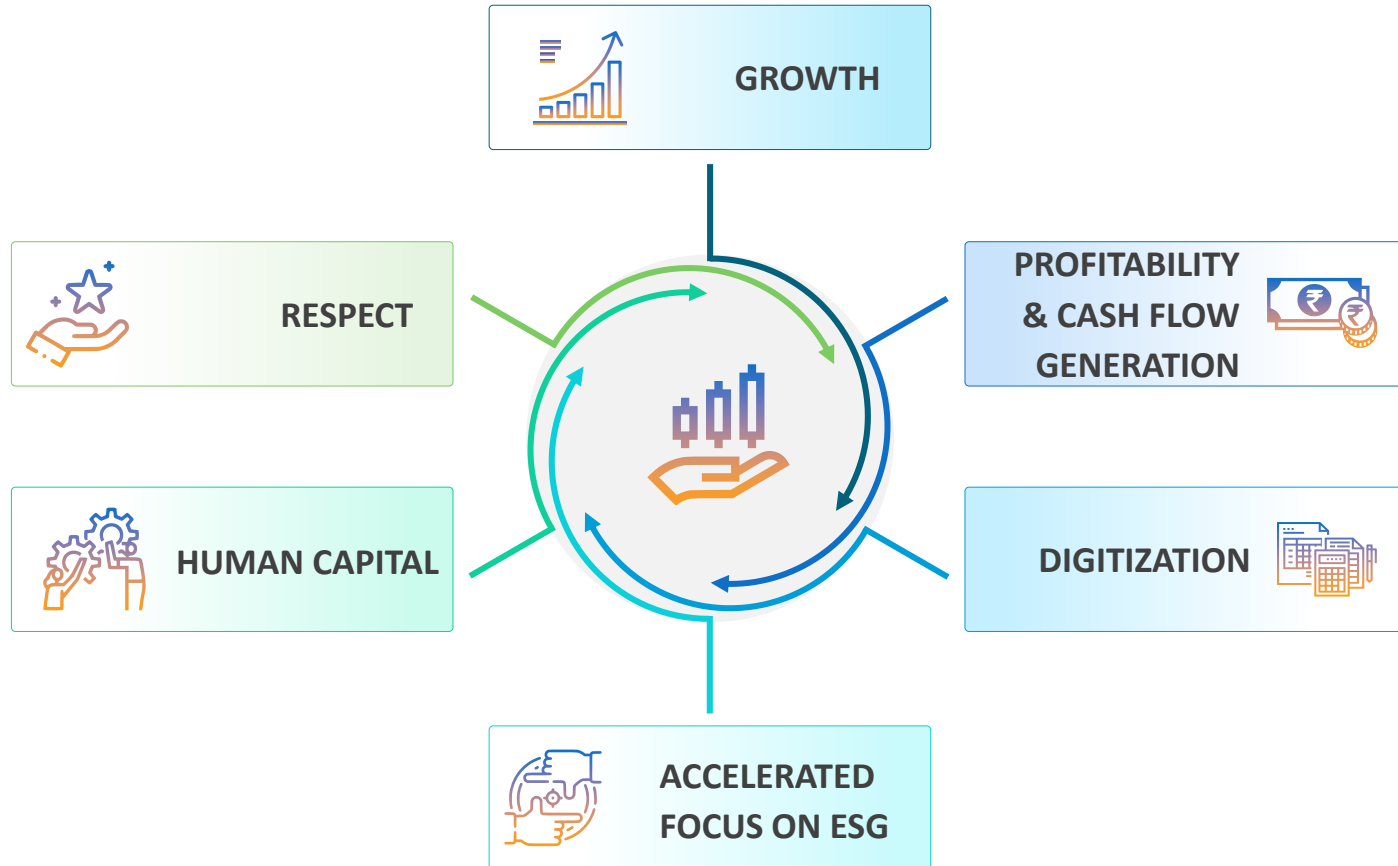


SECTION

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

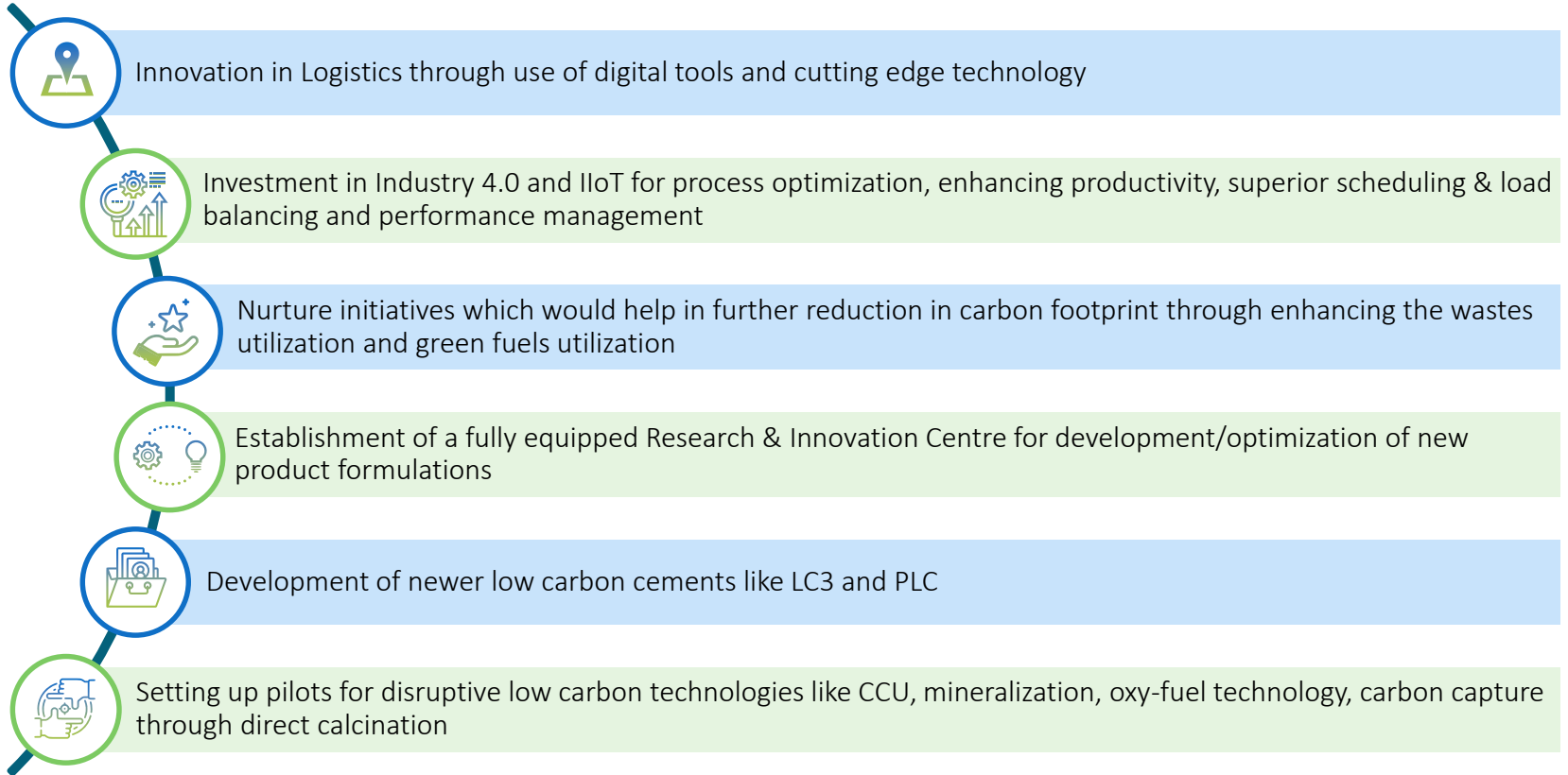
The balance available funds will be used to fund **growth** as well as **maintenance capex**

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





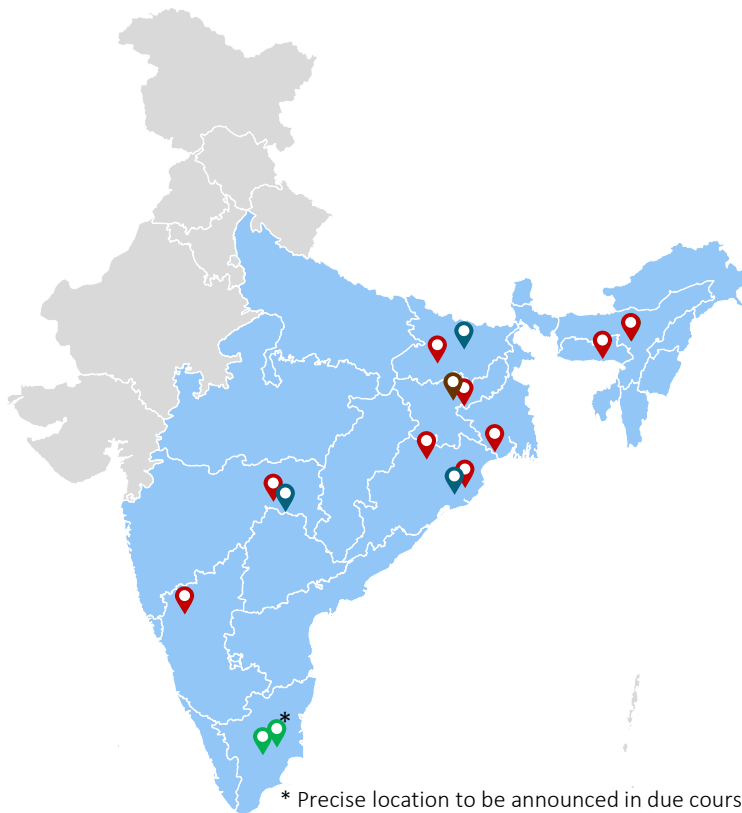


# CAPEX PLAN

# Cement Capacity Expansion Plan

## Capacity Overview

Present Capacity	30.8
Ongoing Projects	7.8
Greenfield	3.0
Brownfield	1.7
Upgradation	5.2
<b>Total Capacity</b>	<b>48.5</b>



### Ongoing Projects

West	3.0
East	4.8
	<u>7.8</u>

### Greenfield

South	3.0
-------	-----

### Brownfield

East	1.7
------	-----

### Upgradation

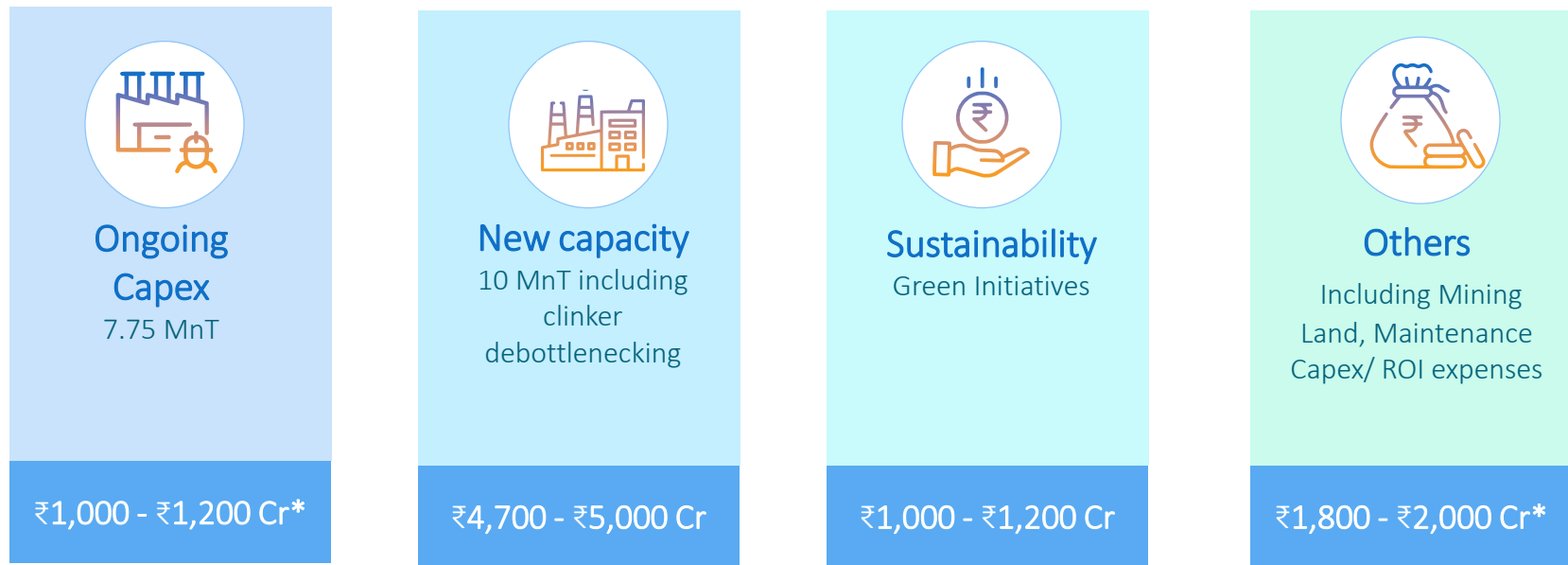
North East	1.2
West	1.0
South	0.9
East	2.1
	<u>5.2</u>

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, **492 kg CO<sub>2</sub>/tonne of cement**, are well below the world average



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



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**



With **158,171 CSR beneficiaries**, our Social responsibility initiatives spread across **nine states**, touching the lives of thousands in **712 villages**

## 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\*



**492**

Dalmia Bharat Net  
CO<sub>2</sub>Emissions



**374**

Dalmia Bharat  
Eastern Operations  
Net CO<sub>2</sub>Emissions

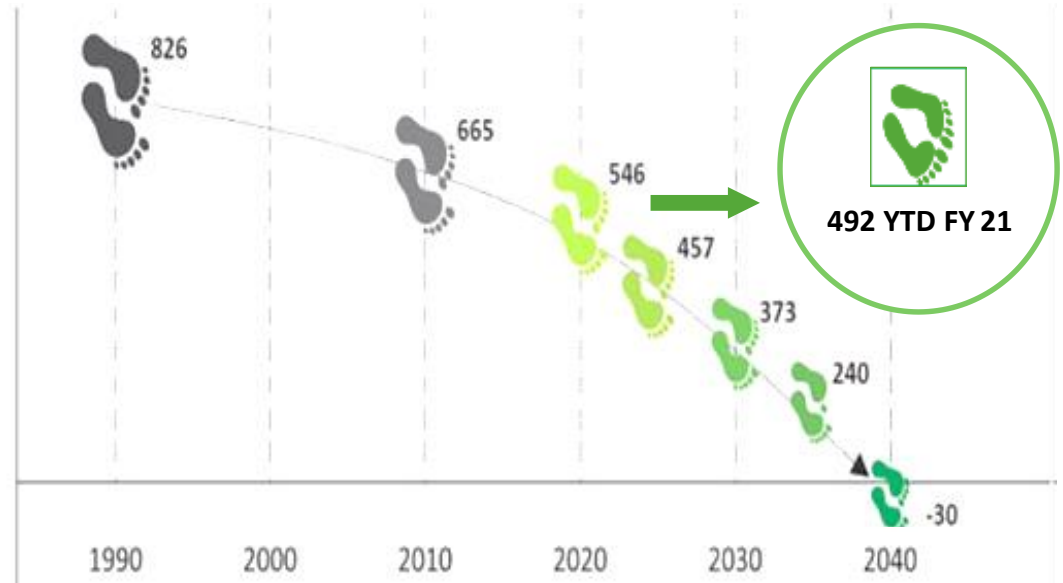
\* Source: GNR data published in 2021 representative of 22% cement production in the world.

\*\* 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

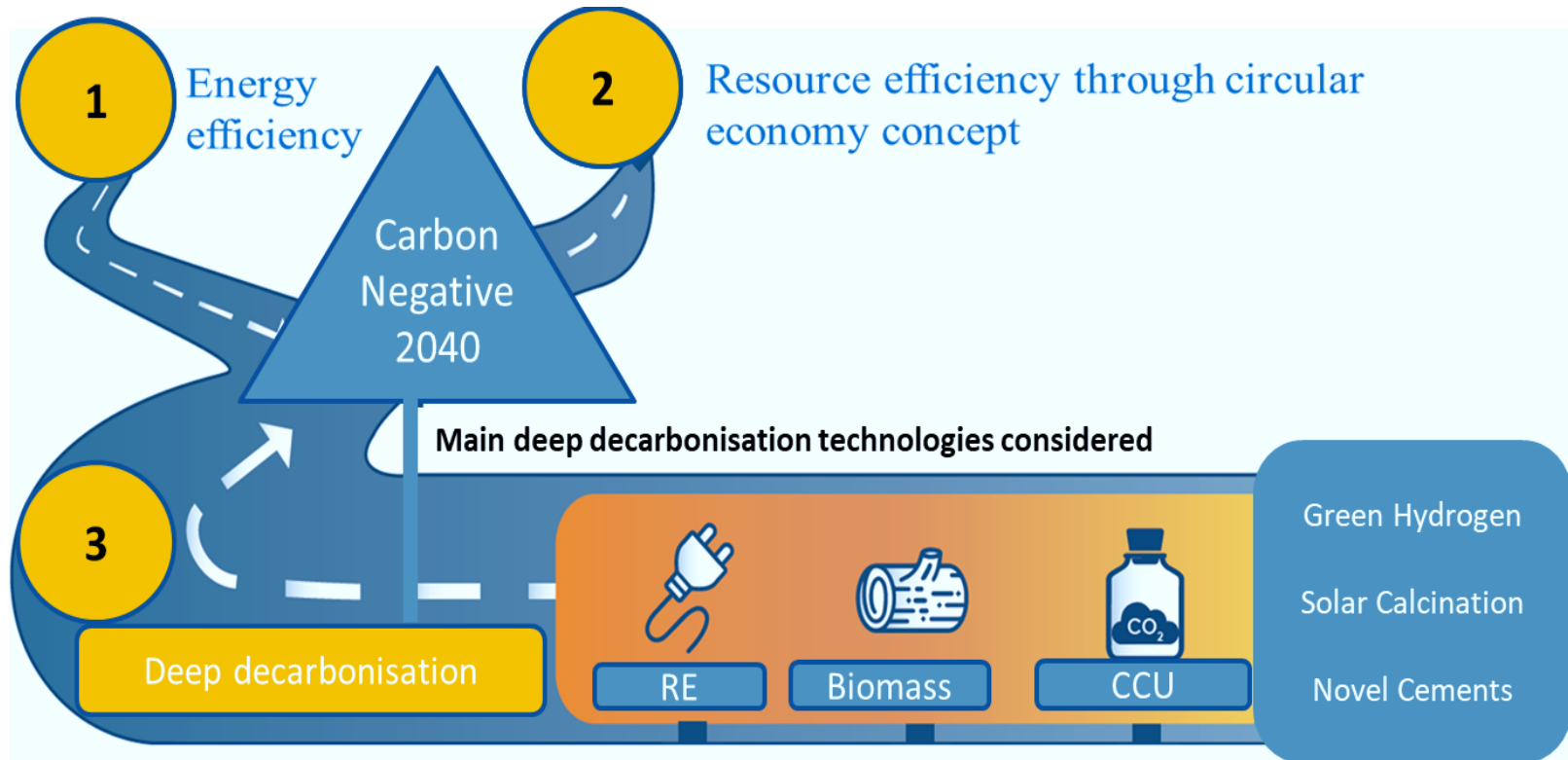
## Dalmia Determined Contribution (DDC) Grey to Green Roadmap for Carbon Negative Transition



Carbon Footprint Net CO<sub>2</sub>/ton of Cementitious Material



# Carbon Negative Roadmap



# 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



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

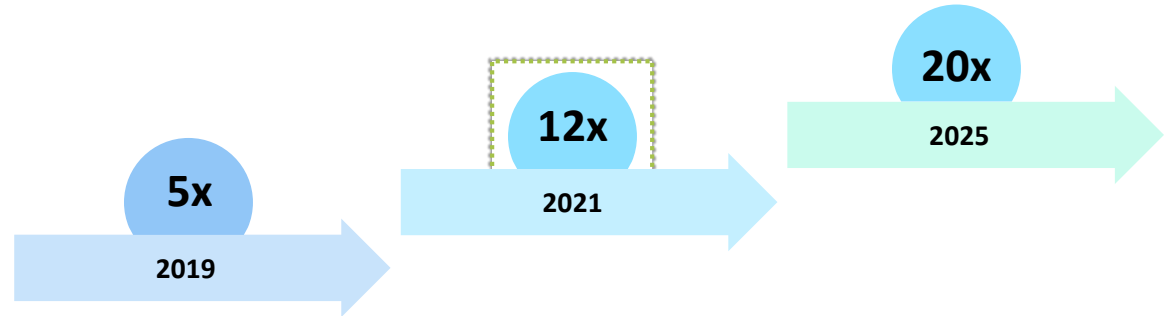


Zero water discharge at plants



Intervention program: drip irrigation, ponds, sprinklers

## OUR RESULTS



**FY21**

**Million m<sup>3</sup>**

Freshwater Water withdrawal

2.4

Total Water withdrawal

2.9

Water recycled

1.2

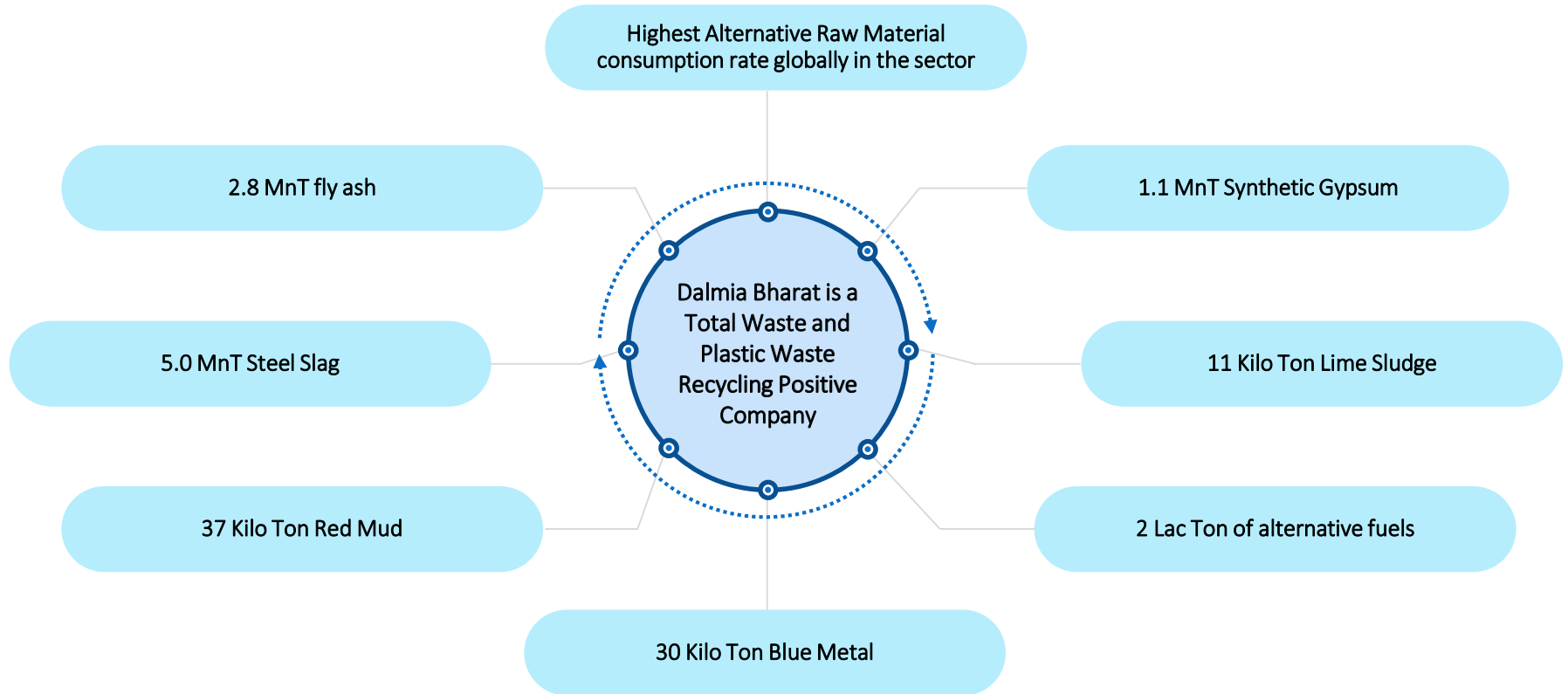
Cumulative water harvesting and conservation potential (CSR)

24.6

Aggregate rainwater harvesting potential developed (plant and mines)

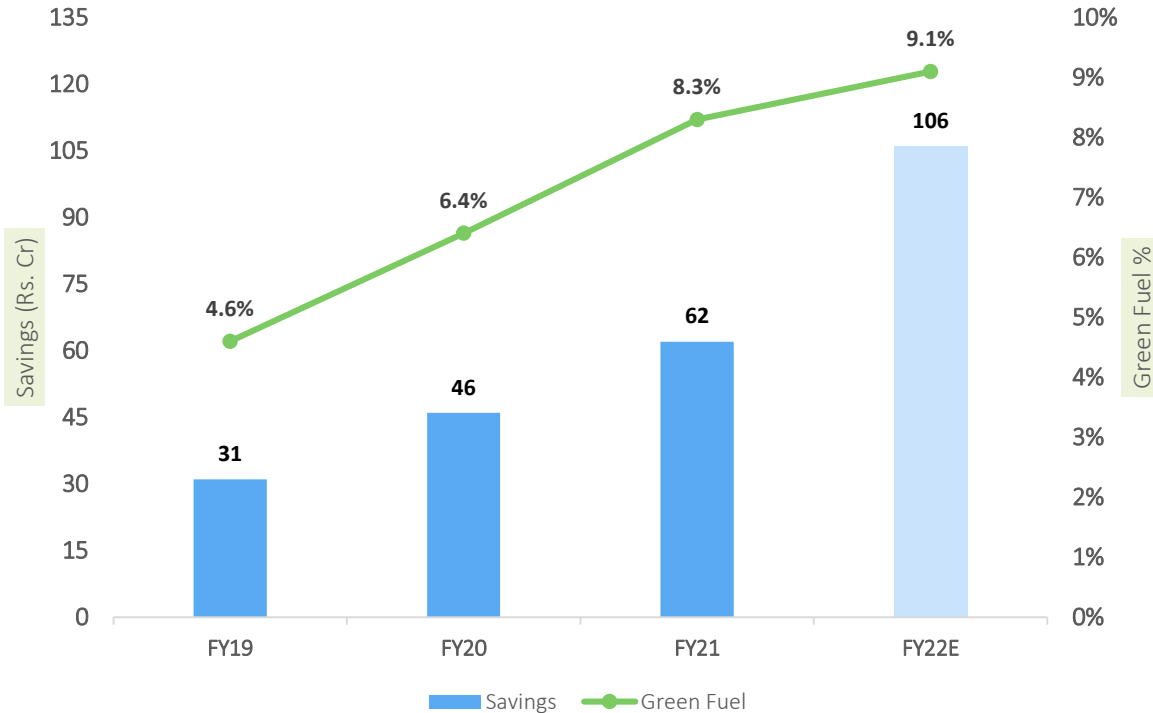
11.5

# Usage of Industrial Wastes as Raw Material or Fuels



# Significant Increase in Usage of Green Fuel

Usage of Green Fuel and Savings



- Dalmia consistently evaluates opportunities to increase usage of green fuels including **biomass and waste**
- In line with the philosophy of 'Clean and Green is Profitable & Sustainable', increased usage of green fuels has enabled the company to **generate significant savings**
- Long term vision includes enhancing the use of sustainable biomass & alternative fuel **to replace 100% fossil fuels by 2035**

# Sustainability Measures and Its Impact

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



# Sustainability - Awards & Accolades

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

Asia Sustainability and  
Environmental Stewardship Award  
International Cement Executive



Kadapa Unit Won Silver Category  
State Energy Conservation  
Award of Andhra Pradesh

5S Platinum Award for Umrangso and  
Lanka Units  
Quality Circle Forum of India

BCW and KCW units won Excellence  
Energy Efficient Unit Award  
Confederation of Indian Industry (CII)

Gold Certification Bengaluru Office  
Indian Green Building Congress

Rajgangpur Unit won Mission Energy  
Foundation Award.  
Government of India

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

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., is proposed as Statutory auditors of the company



- Segregated the family office and the corporate office
- In Process to divest Non core businesses (Refractory, IEX and Hippo Stores) and emerge as a Pure Play cement company



- 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



- Formal Code of Conduct signed and followed by every employee
- Employee handbook encouraging best practices

HIGHEST STANDARDS OF GOVERNANCE

# First Indian Cement Company - Assurance on the alignment of CSR activities with 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 @ 13 Centers | 5,251 completed training | 100% job offered with a salary of 8,000-12,000 per month as of 30th June 2021

11,184 Self Help Group (SHG) members in 963 SHGs | Supporting tribal communities in 30 villages of two states benefitting 1,000 tribal families |

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
<b>Livelihood</b>	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><b>Social</b> - Improved quality of life through access to basic services</p> <p><b>Economic</b> - Increase in income of beneficiaries resulting decline in poverty</p>
<b>Access to Clean Energy</b>	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><b>Social</b> - Less morbidity related to smoke emitted from cookstoves</p> <p><b>Economic</b> - Decrease in expenditure on account of purchase of wood/coal</p> <p><b>Environmental</b> - reduction in GHGs measured through CO2 emission reduction</p>
<b>Soil &amp; Water Conservation</b>	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 m<sup>3</sup> water harvested</p> <p>Rainfed area brought under irrigation</p> <p>Uncultivated area brought under cultivation</p>	<p><b>Social</b> - Improved quality of life through access to basic services</p> <p><b>Economic</b> - Increase in income of beneficiaries resulting decline in poverty</p> <p><b>Environmental</b> - 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

## Winner

Greentech Award 2020 & 2014

## 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

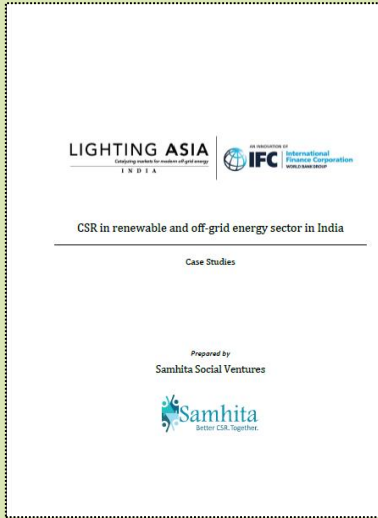
ICC Social Impact Awards  
2019

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

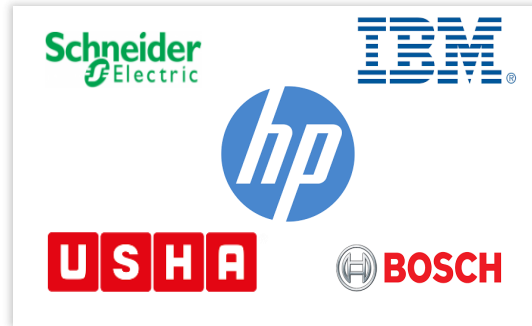
CII and NITI Aayog recognized the CSR initiatives by DBL in their report, 'Indian solutions for the world to achieve SDGs and Synergistic water conservation



## 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



# Covid Relief

Over **16,000 items of Personal Protective Equipment** distributed to local health workers, Primary Health Centers and Quarantine centers

**300 Oxygen cylinders and 6 Oxygen Generation Plants** provided to Healthcare Departments at various locations

A 65 bedded COVID Care treatment facility set-up in Rajgangpur.

Vehicle support to Doctors, medicine kits for home quarantined people, preventive medicine kits, thermal scanners, hand sanitizers, food packets to front line workers etc.

Tied-up with various hospitals for treatment during COVID related emergencies across locations







SECTION

06

**APPENDIX**

# Key Financials

	FY16	FY17	FY18	FY19	FY20	FY21
Cement Capacity - MnT	25.00	25.00	25.00	26.50	26.50	30.75
Sales Volume - MnT	12.79	15.30	16.96	18.69	19.29	20.70
Net Sales - Rs Cr	6,411	7,447	8,580	9,484	9,674	10,522
EBITDA - Rs Cr	1,592	1,894	2,036	1,942	2,106	2,783
EBITDA Margin%	24.8%	25.4%	23.7%	20.5%	21.8%	26.4%
EBITDA - Rs/MT	1,265	1,261	1,198	1,009	1,072	1,333
PBT - Rs Cr	510	108	389	339	357	1,408
PAT - Rs Cr	264	34	291	349	238	1,243
Profit Margin%	4.1%	0.5%	3.4%	3.7%	2.5%	11.8%
Debt/Equity	1.71	0.84	0.71	0.55	0.56	0.29
Net Debt	6,052	5,241	3,514	3,124	2,825	99
Net Debt/EBITDA	3.76x	2.76x	1.73x	1.61x	1.34x	0.04x

# Adjusted RoCE and RoE

<i>(in Rs Cr)</i>	REPORTED					ADJUSTED				
	FY17	FY18	FY19	FY20	FY21	FY17	FY18	FY19	FY20	FY21
EBITDA (inclusive Other Income)	2,190	2,292	2,186	2,323	2,965	2,190	2,292	2,186	2,323	2,965
Less : - Depreciation as per books	(1,226)	(1,213)	(1,296)	(1,528)	(1,262)	(1,226)	(1,213)	(1,296)	(1,528)	(1,262)
Add: Amortization on Goodwill						486	417	420	402	203
<b>EBIT</b>	<b>964</b>	<b>1,079</b>	<b>890</b>	<b>795</b>	<b>1,703</b>	<b>1,450</b>	<b>1,496</b>	<b>1,310</b>	<b>1,197</b>	<b>1,906</b>
Less: Finance Cost	856	690	551	438	295	856	690	551	438	295
<b>PBT</b>	<b>108</b>	<b>389</b>	<b>339</b>	<b>357</b>	<b>1,408</b>	<b>594</b>	<b>806</b>	<b>759</b>	<b>759</b>	<b>1,611</b>
Less: Tax expense	74	98	-10	119	165	74	98	-10	119	165
<b>PAT</b>	<b>34</b>	<b>291</b>	<b>349</b>	<b>238</b>	<b>1,243</b>	<b>520</b>	<b>708</b>	<b>769</b>	<b>640</b>	<b>1,446</b>
Equity + Reserves + Minority Interest	9,600	10,305	10,650	10,586	12,663	9,600	10,305	10,650	10,586	12,663
Less: WDV of Goodwill on merger schemes						(2,515)	(1,809)	(1,389)	(987)	(784)
<b>Total Net Worth</b>	<b>9,600</b>	<b>10,305</b>	<b>10,650</b>	<b>10,586</b>	<b>12,663</b>	<b>7,085</b>	<b>8,496</b>	<b>9,261</b>	<b>9,599</b>	<b>11,879</b>
Add: Gross Debt	8,048	7,276	5,907	5,966	3,742	8,048	7,276	5,907	5,966	3,742
<b>Capital Employed</b>	<b>17,648</b>	<b>17,581</b>	<b>16,557</b>	<b>16,552</b>	<b>16,405</b>	<b>15,133</b>	<b>15,772</b>	<b>15,168</b>	<b>15,565</b>	<b>15,621</b>
<b>RoCE%</b>	<b>6.1%</b>	<b>6.1%</b>	<b>5.2%</b>	<b>4.8%</b>	<b>10.3%</b>	<b>10.0%</b>	<b>9.7%</b>	<b>8.5%</b>	<b>7.8%</b>	<b>12.2%</b>
<b>RoE%</b>	<b>0.5%</b>	<b>2.9%</b>	<b>3.3%</b>	<b>2.2%</b>	<b>10.7%</b>	<b>8.5%</b>	<b>9.1%</b>	<b>8.7%</b>	<b>6.8%</b>	<b>13.5%</b>



# Thank You

## CONTACT INFORMATION

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