



3<sup>rd</sup> December, 2020

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**Scrip Code: 532538**

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

**Sub: Disclosure under Regulation 30 of the Securities and Exchange Board of India  
(Listing Obligations and Disclosure Requirements) Regulations, 2015 -  
Outcome of Board Meeting**

Dear Sirs,

We write to inform you that the Company's Board of Directors, at its meeting held today, approved increasing the Company's capacity by 12.8 mtpa, with a mix of brown field and green field expansion.

A copy of the press release and investor presentation are attached. These are also being uploaded on the Company's website.

The same is for your information and records, please.

Yours faithfully,  
For UltraTech Cement Limited

Sanjeeb Kumar Chatterjee  
Company Secretary

Encl. a/a.



**UltraTech Cement Limited**



Mumbai, 3<sup>rd</sup> December, 2020

**Press Release**

**Aditya Birla Group Cement Flagship Company, UltraTech Cement announces Rs. 5,477 crores investment towards 12.8 MTPA capacity expansion**

The Board of Directors at its meeting held today, approved increasing capacity by 12.8 mtpa with a mix of brown field and green field expansion. The additional capacity will be created in the fast-growing markets of the east, central and north regions of the country.

**Mr. Kumar Mangalam Birla, Chairman, Aditya Birla Group** said *"This significant investment in a core infrastructure sector will accelerate the wheels of economic activity and aid the kickstart of the private investment cycle. The capital outlay, given the current economic backdrop, is aligned with the Government's Atmanirbhar Bharat program. It is also a marker of UltraTech's ascent from being India's No.1 cement player to a national champion."* He added that *"The cement industry has been witnessing healthy volumes post relaxation of lockdown, on the back of the Government's thrust on infrastructure, underlying demand from the rural economy and individual home builders. Given its pan-India presence which will be further strengthened by the capacity expansion, UltraTech will be well positioned to support the rising demand for cement in the country."*

This expansion includes the existing approval for the cement plant at Pali in Rajasthan, in addition to the Company's 6.7 mtpa capacity expansion currently underway in Uttar Pradesh, Odisha, Bihar and West Bengal, which has picked up pace and is expected to get commissioned by FY22, in a phased manner.

A handwritten signature in blue ink, appearing to be the initials "MB", is located at the bottom right of the page.

Given the Company's history of setting up capacities in record time, commercial production from the new capacities is expected to go on stream in a phased manner, by Q4FY23. This capacity addition will not impact the ongoing deleveraging program which is on track to make UltraTech debt free by the time the expansion program is completed.

Upon completion of the latest round of expansion, the Company's capacity will grow to 136.25 mtpa, reinforcing its position as the third largest cement company in the world, outside of China.

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**UltraTech Cement Limited**

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Website: [www.ultratechcement.com](http://www.ultratechcement.com) / [www.adityabirla.com](http://www.adityabirla.com) CIN: L26940MH2000PLC128420

# Building solutions

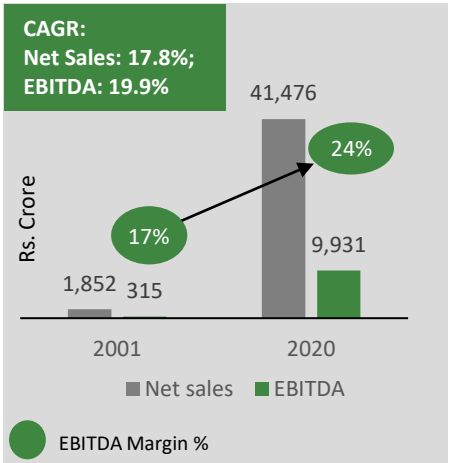
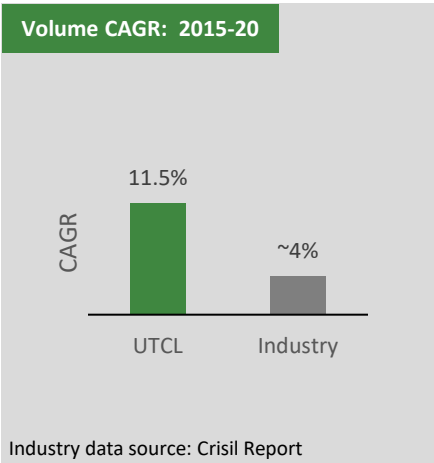
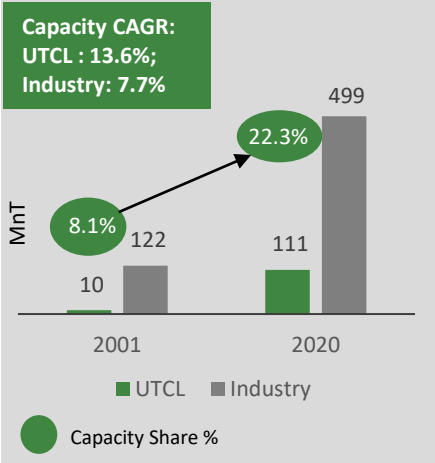
How this commitment is helping build  
UltraTech in a sustainable way



# UltraTech: Building the future

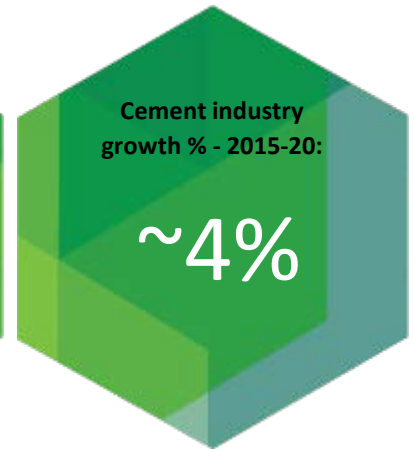
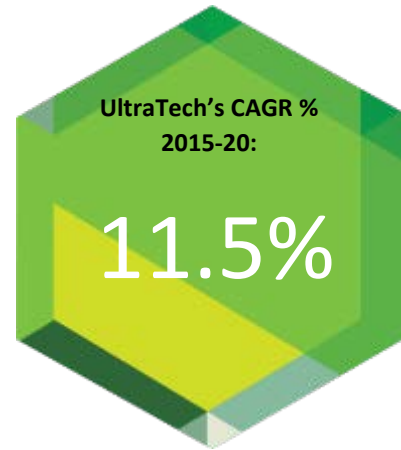
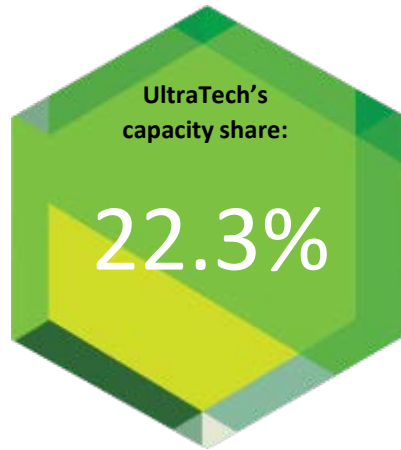


# UltraTech: Overview



- Continues to outperform the cement industry in India
- Outperforms its retrospective benchmarks

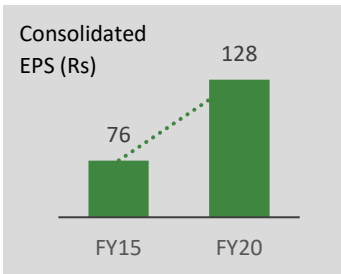
# 'Building Solutions' and how this positioning catalysed our growth



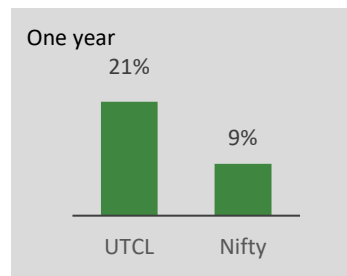
# Building Solutions business and value-creation, FY 2020



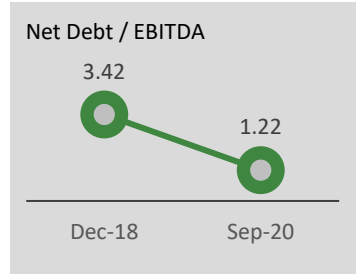
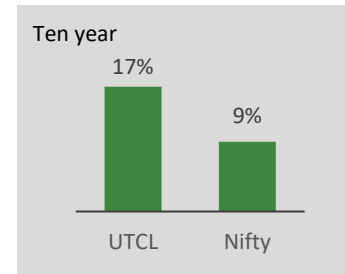
## Enhancing Shareholder Value



## Total Shareholder Returns



## Total Shareholder Returns





# Distinctive passion

This outperformance has been generated from a distinctive UltraTech passion and pride

The UltraTech passion: 'The good can always be made better'

Most visibly reflected in speedily transforming the viability of acquired assets and enhancing value from its Building Solutions commitment

# Passion at work at UltraTech

## Commissioning of an integrated unit with quality project execution

### Dhar plant

- Commissioned the 3.5 MTPA Dhar plant in record time
- Asset commissioning cost lower than industry average
- Zero abandonment / absenteeism; Zero safety incidents

### Plant commissioning tenure

**20** Months, usual industry commissioning time

**12** Months, UltraTech's Dhar plant commissioning time

### Plant commissioning cost

**90** \$ per ton asset commissioning cost (industry average)

**<70** \$ per ton asset commissioning cost (UltraTech average)

## Turnaround acceleration of acquired cement units

### Jaypee Cement

Before acquisition

**18**

Per cent capacity utilisation

Following acquisition

**~70**

Per cent capacity utilisation

### Binani

Before acquisition

**<100**

EBITDA per mt (Rs)

Following acquisition

**>1500**

EBITDA per mt (Rs)

### Century Cement

Before acquisition

**75**

Per cent capacity utilisation

Following acquisition

**~90**

Per cent capacity utilisation

# Building Solutions: Central to global, national and corporate sustainability

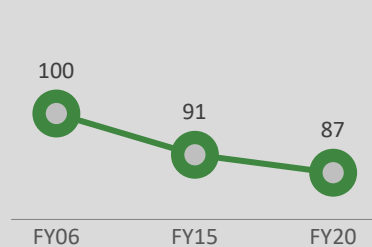
In line with the Company's vision of 'To be The Leader in Building Solutions'

Country: Integral to the India growth story; catalysing efficient consumption

Environment: Lower CO<sub>2</sub> emissions + Green power + Lower energy consumption

Built on a foundation of best-in-class operational excellence and focused on clean environment

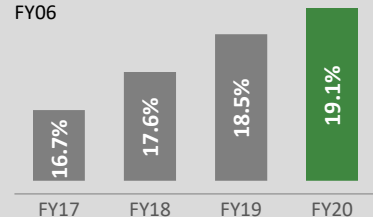
## Clinker Factor Index



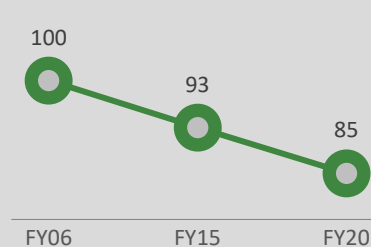
On a scale of 100

## CO<sub>2</sub> emission reduction

Reduction Over FY06

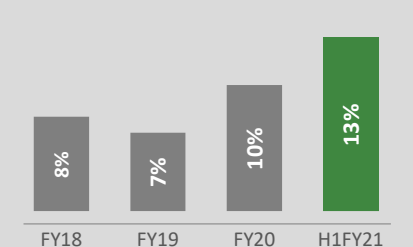


## Power Consumption Index

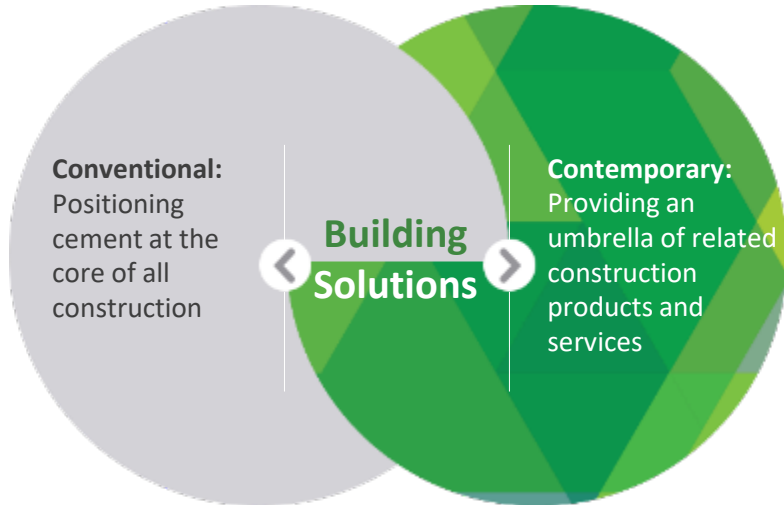


On a scale of 100

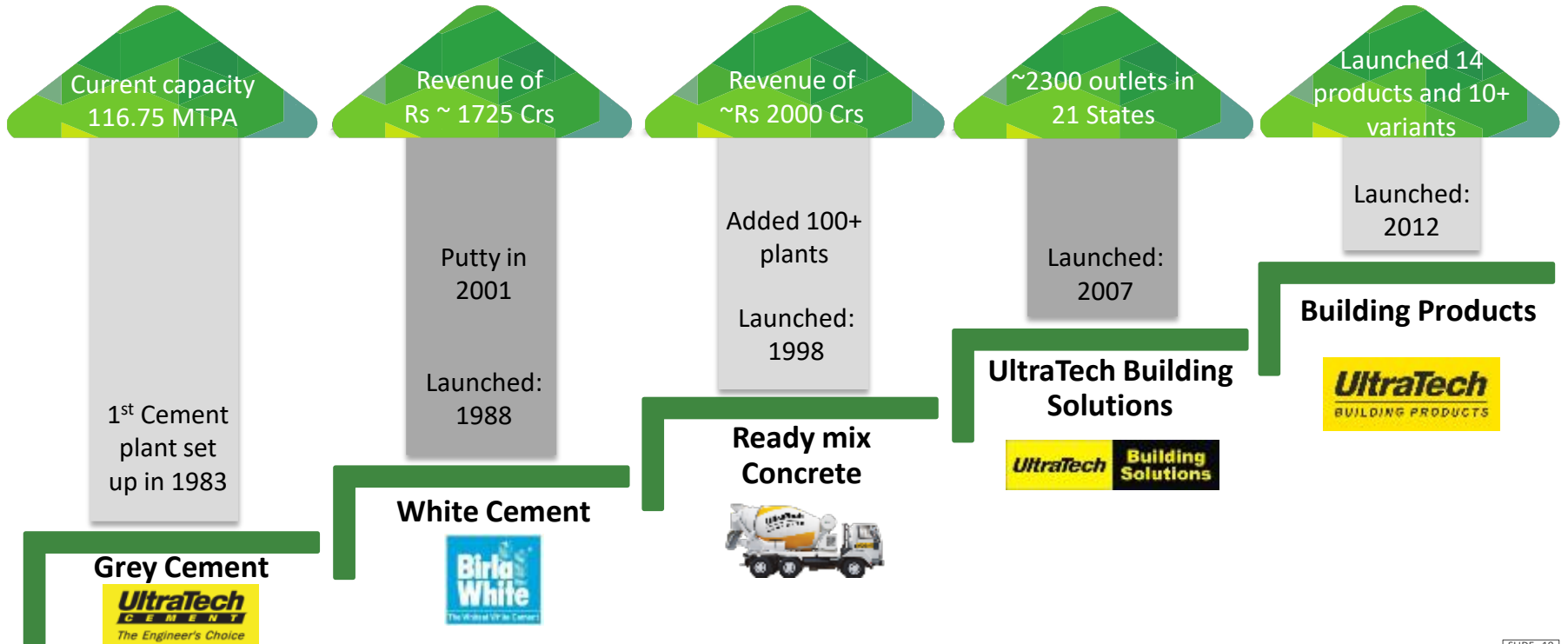
## Green power



# UltraTech: spreading its wings



# 'Building Solutions' and UltraTech's growth journey

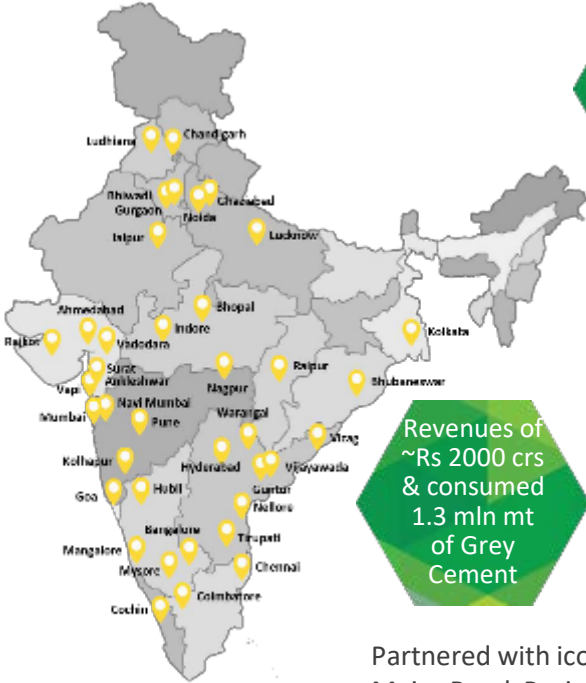


# Birla White: Building a robust portfolio

## Products range



# UltraTech RMC: 38 cities and more than 20 products



Revenues of ~Rs 2000 crs & consumed 1.3 mln mt of Grey Cement

100+ RMC plants addressing national demand

### Our Product Portfolio

<b>UltraTech</b> AQUASEAL	<b>UltraTech</b> ZIP	<b>UltraTech</b> THERMOCON +	<b>UltraTech</b> RAPID
<b>UltraTech</b> PERVIOUS	<b>UltraTech</b> LITECON	<b>UltraTech</b> IFLOORS	<b>UltraTech</b> FREEFLOW +
<b>UltraTech</b> FIRESAFE	<b>UltraTech</b> DURAPLUS	<b>UltraTech</b> DECOR	

Partnered with iconic projects like Bandra - Worli Sea Link, Mumbai International Airport, All Metro Rail Projects, Major Road Projects, Port Projects in Mumbai & Cochin

# UltraTech: UBS

## Addressing the future

First and only Indian cement company to launch a retail chain – servicing a product

Retail chain developed with the objective to provide quality products and services to consumers

Relationship-driven approach through the construction cycle

End-to-end solution provider; empathetic expert assisting customers for construction needs

Partners leading brands to provide quality construction products for individual home builders

### Footprint

21

Number of States presence

### Coverage

2300+

UltraTech Building Solution outlets

### Penetration

70

Percentage of outlets in rural and Tier 3 geographies

### Fulfilment

60+

Percentage of customer needs addressed by UltraTech





# UltraTech: UBS

## One-Stop-Shop for all your construction needs

### Services:

Paint Preview  
Vaastu  
Masonry  
Electricals  
Plumbing  
Carpentry  
Pest Control  
Home Finance

### Construction Material:

Paints  
Tiles  
Steel  
Water Tanks  
Construction Chemicals  
PVC Products  
Sanitary ware  
Wood Ply

### Value Added Products:

White Cement  
Putty  
Dry mix  
Water proofing &  
Building Products Range



# UltraTech Building Products

## Dry Mix Mortars



Plasters & Mortars

Adhesives &  
Sealants

Flooring

Repair &  
Rehabilitation

## Waterproofing



Liquid Waterproofing

Cementitious Waterproofing

### Synergy

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

### Portfolio breadth and depth

- 14 core products
- 10+ variants across categories

### All BPD products environment friendly

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

# UltraTech:

## Exciting sustainable potential



- Second largest cement sector in the world
- Per capita consumption 55% below global average
- Indian cement market grew ~4% (global market degrew ~0.5%) in last 5 years



- Growing government focus on infrastructure spending
- Infrastructure demand to grow at ~8% in 2021-25

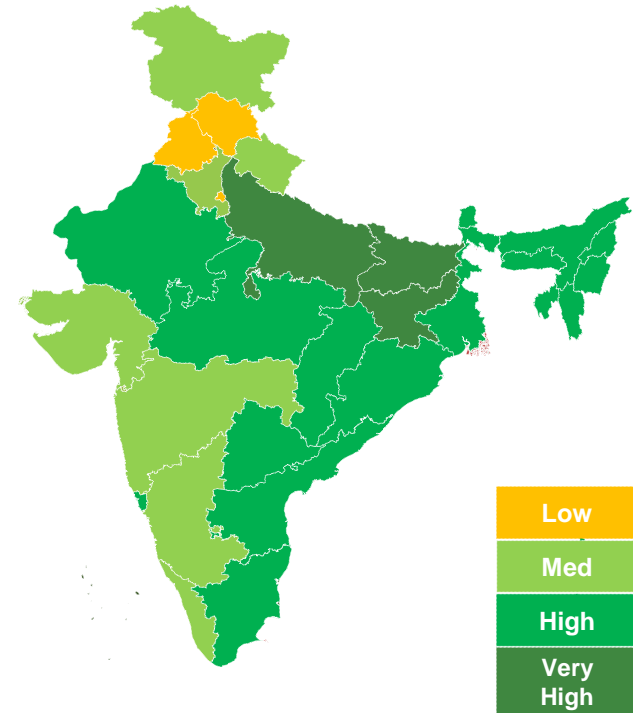


- East and Central India to drive long-term demand on low base
- Extensive social infrastructure deficit to drive long-term cement demand
- Disproportionate funds allocation to East and Central India (both regions fund execution on LCH and Infra, highest in India)

# Favorable Outlook: Central & East have Highest Potential to outperform among all zones

Macro Economic- Potential	North	Central	East*	West	South	India
Rural Population (FY 20E)	67%	75%	77%	53%	54%	67%
PCC (Kg) – FY 20LE	231	173	203	273	263	227
Housing Shortage (FY20E) (Mn) ^	10	8	9	7	12	50
Road Density (kms/ per lac people) #	294	244	307	469	401	358
Power Density (kWh/Capita)	1233	700	820	1758	1461	1181

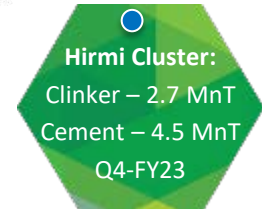
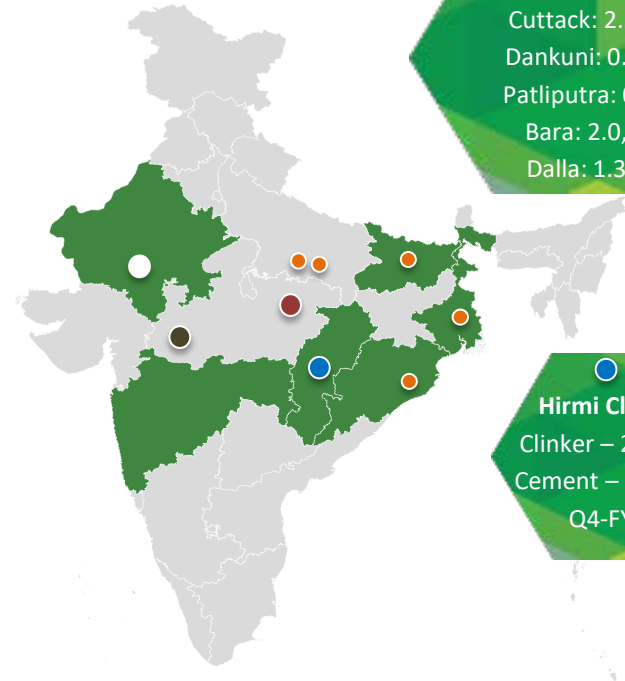
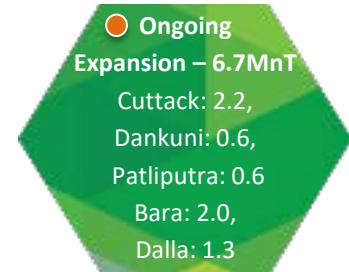
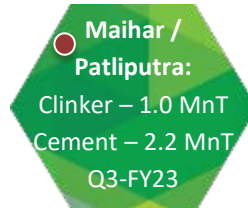
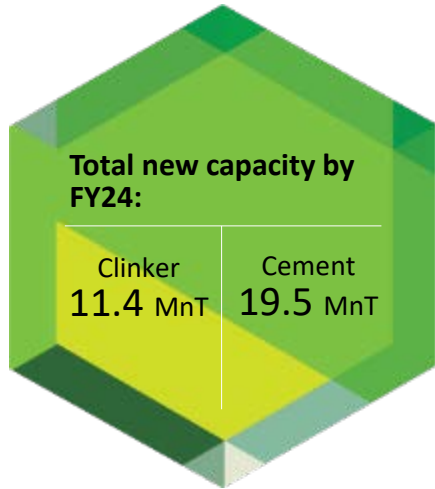
\* Excl. North-East



^ Source – Calculated basis data from NSSO reports on Education, Health and Water. Social Infra deficit for each state is calculated based on scoring the states on each parameter and then weighting the score

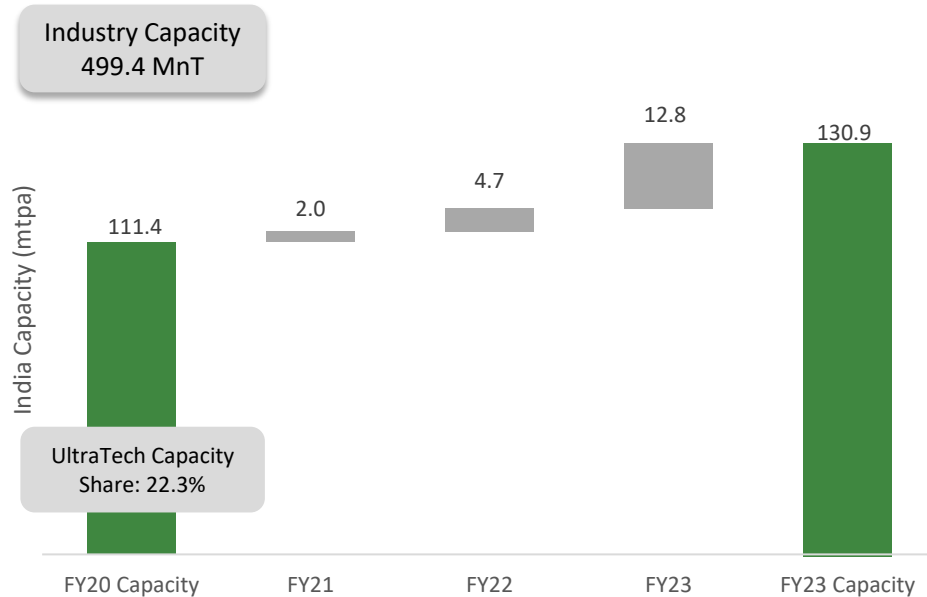
# Includes Panchayat Road. #Housing shortage is estimate from Base number of FY12, additions in number of households, houses built between FY12-FY20 and impact of reverse migration during COVID

# How UltraTech is addressing the growth opportunity in the country



Ongoing expansion (6.7mtpa) & Proposed Expansion (12.8 mtpa): 19.5 mtpa

# UltraTech capacity addition to enhance capacity share



## ONGOING Expansions

Zone	State	Cement Capacity (mtpa)
Cuttack	Orissa	2.2
Bara & Dalla	UP	3.3
Dankuni	WB	0.6
Patliputra	Bihar	0.6
<b>Total</b>		<b>6.7</b>

## PROPOSED Expansions

Cluster	State	Cement Capacity	Grinding Capacity (mtpa)
Hirmi	CG	4.5	Cuttack: 2.2, Durgapur: 0.6, Sonar Bangla: 0.6, Jharsuguda: 0.6, Hirmi: 0.6
Dhar	MP	4.2	Dhar: 1.8, Dhule: 1.8 & Neem ka Thana: 0.6
Pali	Raj	1.9	Pali
Patliputra	Bihar	2.2	Patliputra
<b>Total</b>		<b>12.8</b>	

Capital outlay for ONGOING expansion (Rs 1050 crs) PROPOSED expansion (Rs 5477 crs): Rs 6527 crs

# The key elements of UltraTech's growth blueprint



## Enhanced Balance Sheet value

- Funding through internal accruals
- Prioritize plants having substantial locational advantage to reduce lead & increase EBITDA
- Ideal clinker locations and their GU
- **Project IRR ~15%**
- Strengthening overall ROCE



## Low capex expansion

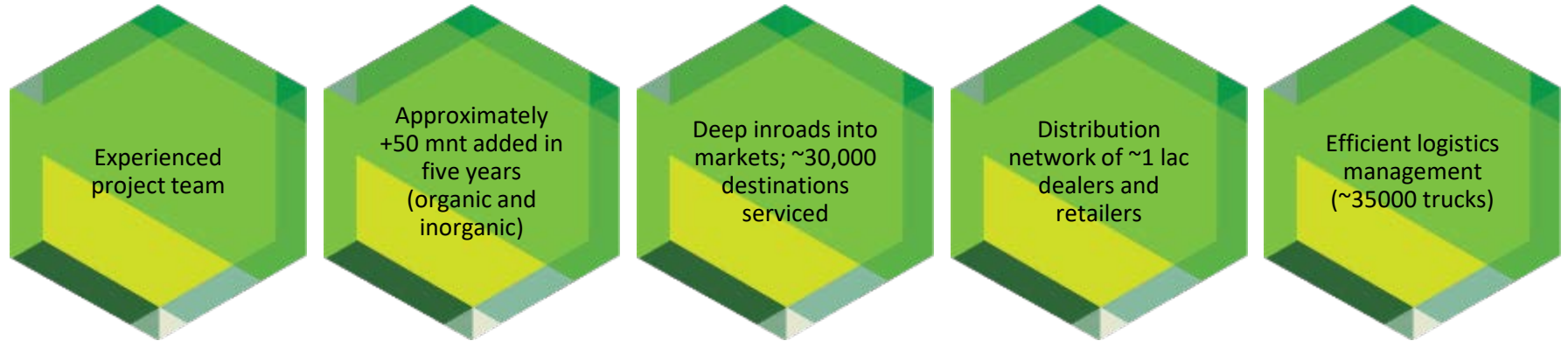
- Largely brownfield expansion (72%)
- Average capex cost of **< \$60 per ton**
- Average capex outflow of ~ **Rs 2500 crs p.a.** including growth capex



## Without endangering the environment

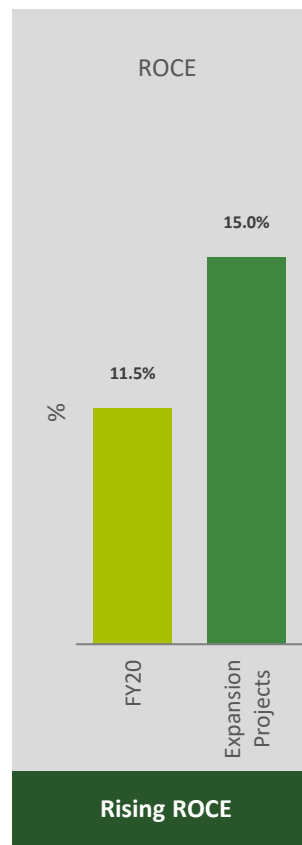
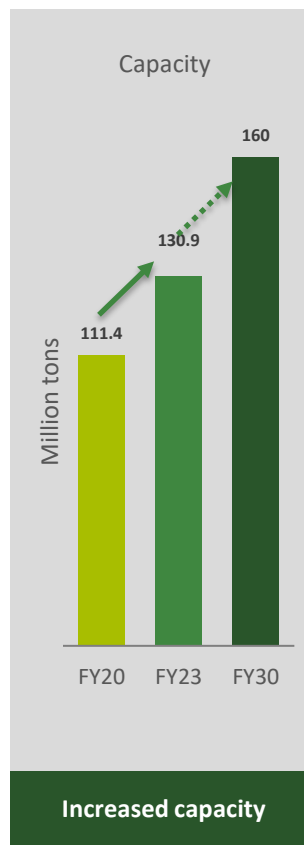
- WHRS to address ~40% power requirement
- Higher blended percentage as majority of capacity expansion to cater East and Central demand
- Conversion ratio to improve

# UltraTech bandwidth: Equipped to manage growth needs





# UltraTech: Positioned to outperform



# UltraTech: Positioned as the backbone of India's infrastructural growth



Addressing large  
infrastructure  
needs

Addressing  
individual home  
builder needs

Helping building  
India top-down  
and bottom-up

Positioned to  
widen national  
leadership

# Disclaimer

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



## UltraTech Cement Limited

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*Corporate Identity Number L26940MH2000PLC128420*

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Thank you