

Date: - 06.08.2019

The Listing Department,
National Stock Exchange of India Limited
Exchange Plaza, C-1, Block-G
Bandra Kurla complex, Bandra-East
Mumbai-400 051
Stock code: STARCEMENT

BSE Limited Phiroze Jeejeebhoy Towers Dalal Street Mumbai-400 001 Stock code: 540575

Dear Sir,

Subject: Investor Presentation

An Investor Presentation for the quarter ended 30th June, 2019 has been prepared and the same has been disseminated in the Company's website www.starcement.co.in. We are enclosing herewith a copy of the Presentation for your information and record.

Thanking you,

Yours faithfully, For Star Cement Limited

06-08-2019

Debabrata Thakurta Company Secretary Signed by: DEBABRATA THAKURTA

Debabrata Thakurta (Company Secretary)

Encl. as stated





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Star Cement Limited (SCL)

Investor Presentation

Cementing growth. Branding success.



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This presentation contains certain statements of future expectations and other forward-looking statements, including those relating to our general business plans and strategy, our future financial conditions and growth prospects, and future developments in our industry and our competitive and regulatory environment. In addition to statements which are forward-looking by reason of context, the words 'may, will, should, expects, plans, intends, anticipates, believes, estimates, predicts, potential or continue' and similar expressions identify forward looking statements.

Actual results, performances or events may differ materially from these forward-looking statements including the plans, objectives, expectations, estimates and intentions expressed in forward looking statements due to a number of factors, including without limitation future changes or developments in our business, our competitive environment, technology and application, and political, economic, legal and social conditions in India. It is cautioned that the foregoing list is not exhaustive.

This presentation is not being used in connection with any invitation of an offer or an offer of securities and should not be used as a basis for any investment decision.



From North East to East



From Commodity to Brand



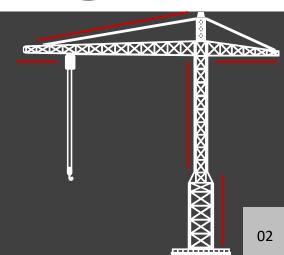
From Leveraged to Debt-Free



From Capacities to Capabilities



We are expanding the growth horizon and creating a differential.



The Birth of a Star



- ★ 2001 The Star was born
- ★ 2005 Operations commenced
- ★ Largest Cement manufacturer in NER



- ★ Emerging market player in Eastern India (WB & Bihar)
- ⋆ Strategically located Cement Manufacturing Facilities
- ⋆ Cement Business operates under SCL & its subsidiaries



- ★ Star Anti-Rust Cement is a marque product in the value-added segment sold in NER, West Bengal & Bihar
- * Quality endorsement ISO 9001:2008, ISO 14001:2004 and OHSAS 18001 certified
- ★ Selling different varieties of cement OPC, PPC & PSC Cement

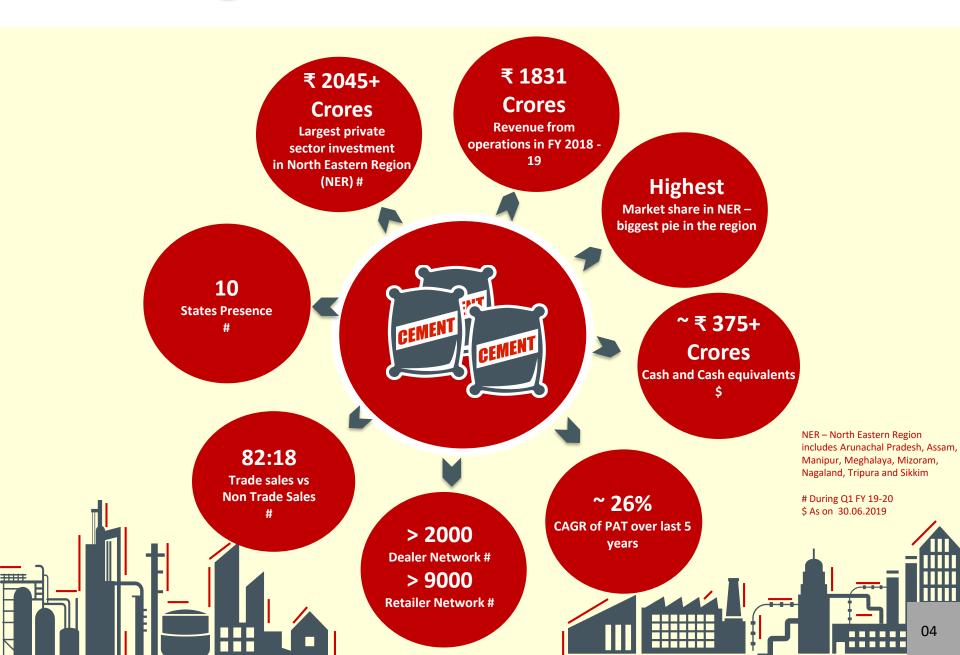






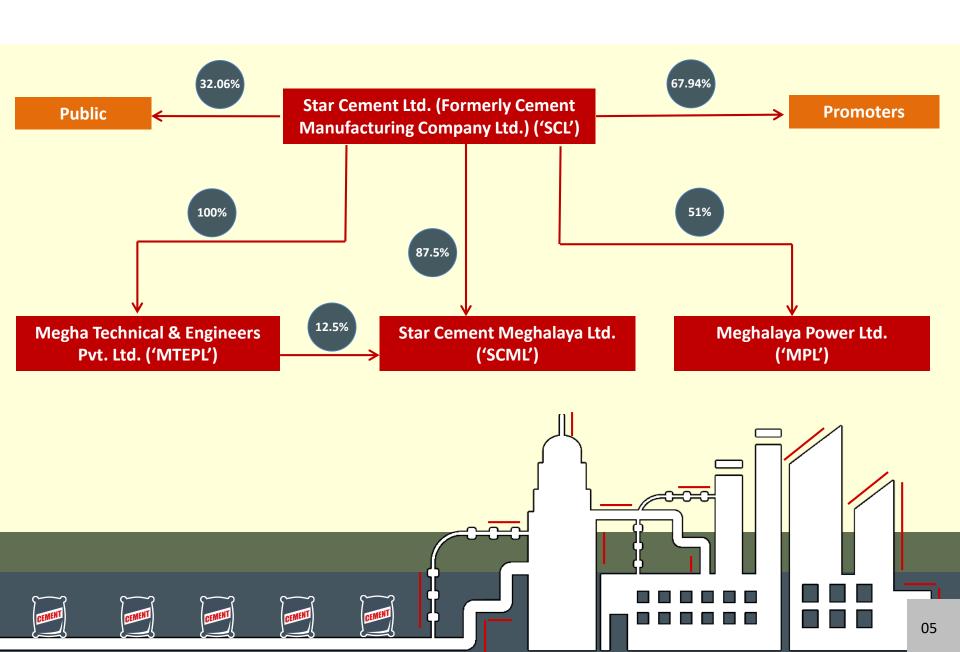
Counting the Stars





The Star Bandwidth





Strong NER Roots



Promoters have strong links with NER - a crucial factor behind SFCL's success

Mr. Sajjan Bhajanka, Chairman & MD

Experience

★ Graduate with 49 years of industry experience in Plywood, Laminates, Ferro-Alloys and Cement Industry

Other Memberships

- ★ Chairman of Century Plyboards (I) Ltd
- ★ Considered as icon of Indian Plywood industry
- President of Federation of Indian Plywood and Panel Industry & All India Veneer Manufacturers Association
- ★ Past President of Bengal Chamber of Commerce, 'Friends of Tribals Society', Bharat Chamber of Commerce

Mr. Rajendra Chamaria, VC & MD

Experience

★ Rich experience of 34 years in cement and concrete sleepers industry with excellent project execution skill and production knowledge

Other accolades

★ Well conversant with all acts, bylaws and procedural matters relating to Environmental and Forest Act, Factories Act and Commercial & Labour Laws

Mr. Sanjay Agarwal, Managing Director

Experience

★ Graduate with 34 years of industry experience

Other memberships and accolades

- ★ Instrumental in successful marketing and branding of 'Century Ply' and 'Star Cement'
- ★ MD of Century Plyboards (I) Ltd.

Mr. Prem Kumar Bhajanka, Director

Experience

★ Graduate with 41 years of industry experience

Other accolades

- ★ Excellent site management and project execution skills
- ★ Instrumental in execution of SCL's projects

Professional Management



Key Management personnel running the organization in a very professional manner

Mr. Pankaj Kejriwal, Executive Director

Education

★ Chemical Engineer with experience of over 20 years

Responsibilities

- ★ Manufacturing operation
- ★ Responsible for erection & commissioning of new projects

Mr. Jyoti S. Agarwal, President, Sales & Marketing

Education & Experience

★ M. Com with varied experience of over 34 years in cement industry

Other experience

 Worked at senior positions in Aditya Birla Group and Ambuja Cement Limited

Mr. Pradeep Purohit, VP, Supply Chain

Education & Experience

★ B.Com, Graduate Dip. IIMM with varied experience of over 32 years in Cement & Engg Industry.

Responsibilities

★ Responsible for Overall Supply chain planning, Logistics, Materials and commercial functions.

Mr. Sanjay Kr. Gupta, CEO

Education & Experience

★ FCA with varied experience of over 26 years with 22 years in the cement industry

Responsibilities

★ Responsible for overall growth & profitability of the company and meeting company's operating & financial goals

Mr. Manoj Agarwal, CFO

Education & Experience

★ FCA with varied experience of over 25 years including 12 years in the Cement industry

Responsibilities

★ Responsible for F&A, Taxation, Statutory Compliance & Vendor Management

Mr. A.K. Sinha, Senior Technical Person

Experience

★ 48 years of rich experience in cement industry

Other experience

★ Worked for 17 years in Birla Corp. and 19 years in CCI

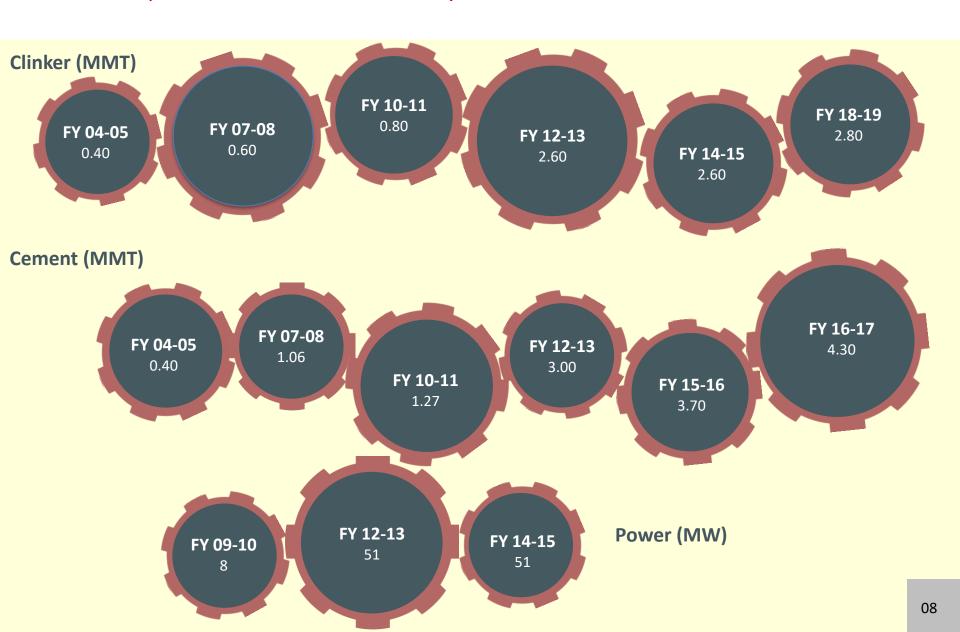
Responsibilities

★ Contribution in project planning, process and machinery, techno-economic evaluation etc.

Journey of a Star



Cumulative capacities at the end of financial years



What Makes Star Cement Tick?



Strategic Location,
Proximity to Raw
Materials & Market

Adequate plant capacities to cater to the market

Dependable raw material source and easy availability of power

Beneficiaries of fiscal incentives

Well-established brand in NER with strong consumer focus

Superior Brand mix and innovative marketing strategies Market
dominance steered
by strong network
and retail-centric
business model

Strong NER roots

Successful
Financial Track
record - Highest
EBITDA margins in
the industry

Eyes on replicating the success of NER to Eastern India

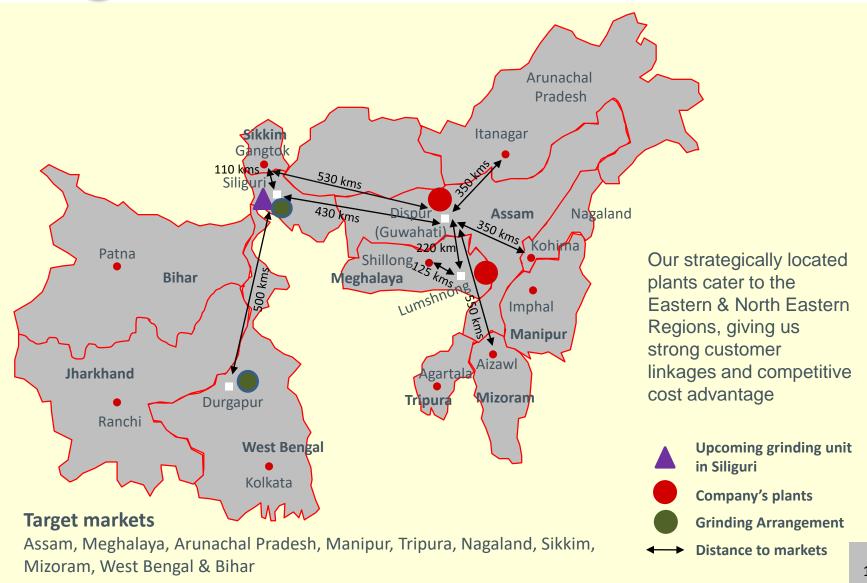
A look at each of our trigger strengths.....





Location Advantage: The Game Changer





The Star Logistics Edge



- ★ Limestone mines are located within 2-3 kms of our plants, providing strong raw material linkage, easy accessibility and uninterrupted supply of raw material
- ★ When compared to peers, our strategically located plants cater to the Eastern & North Eastern Regions, helping us optimise and rationalise costs.

Proximity to raw material leads to lower logistics costs, which otherwise constitute a significant component of the overall cost of production. This, coupled with the ability to supply at the doorstep of customers and end-users through a well-established dealer-distributor network, gives us a distinct advantage compared to our peers.



The Star Logistics Edge

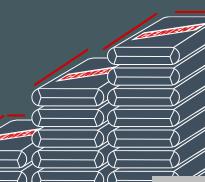


- ★ Untapped NER and Eastern markets have strong potential for further growth
- ★ Over the last few years, cement arrivals in NER from mainland players has come down to 12% from 30% owing to strong location advantage for the existing players in NER
- ★ Strong entry barriers for new players in these regions
- ★ No new significant capacities in pipeline in NER
- ★ Captive mines that are home to high quality limestone having calcium oxide content greater than 49% (higher than rest of India), having limestone reserves of more than 80 years
- ★ Availability of high quality coal in proximity
- ★ Star's established presence, extensive distribution network and high brand recall

Star enjoys the highest volume growth in NER and has adequate capacities to cater to growth targets over medium to long term, allowing it to serve the high potential market

Manufacturing	Units		
Meghalaya	4		
Assam - Guwahati	1		
WB (Hired Units)	2		

Capacity	
Cement (Mn Ton)	4.3
Clinker (Mn Ton)	2.8
Power (MW)	51



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The Star Fiscal Edge: Financial Incentives



SCL's plants enjoy the following fiscal benefits granted by the Government

	Exemption	Balance Exemption period**			
		SCML	SCL-GGU	SCL-LMS	
Income Tax	100% under Section 80 IE, subject to MAT	> 3 years	> 3 years	-	
IGST / CGST on Clinker Cement	29% / 58% 29% / 58%	> 3 years -	- > 3 years	> 7 years > 7 Years	

^{**} As on 30.06.2019

The Mark of a Star: Branding

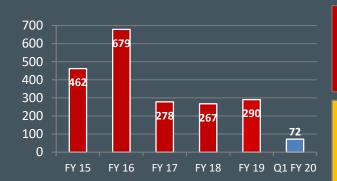


Success

- ★ For Star, cement is not merely a commodity and therefore, we do not sell cement, rather we build and sell brands
- ★ Star as a Brand have a very high recall value, enabling repeat customers
- ★ STAR CEMENT is the most preferred brand in NER and is witnessing consistent growth in the markets of Bengal & Bihar

Concentrated launches in select markets backed by strong budgets, innovative aggressive marketing and sufficient plant capacities

Advertising and Brand Promotion spends annually (₹ Mn)



* FY 16-17 and later results are reclassified as per IndAS standard

Regular Brand Investment

- Aggregate Brand investment of ~ ₹ 2,800 Mn in the last decade
- Very aggressive campaign for Brand Launch in WB & BH

Celebrity endorsements

Bipasha Basu, Hima Das, Debojit Saha, Saurabhee Debbarma, Lou Majaw, Mami Varte, Late Bhupen Hazarika, Pranjal Saikia, Simanta Sekhar

- + Star Cement organized North Easts first International half marathon in which more than 20000 people united for a single cause 'Run to support a clean India'
- + Very aggressive and comprehensive 360° campaign in NER, WB & BH involving masses in OOH, TVC, Radio & Press
- + Huge increase in brand awareness in outside North East, making Star Cement a household name even in markets where it is relatively new

Awards and Accolades



ET NOW – "CSR Leadership Award 2019" in Manufacturing Certification of Appreciation from the Office of the Deputy Commissioner, Kamrup for serving food and water to the devotees during the Ambubachi Mahotsav, 2018

Award for "Best Practices in Employee Engagement"-National HRD Network (NHRDN) in 2016

Award for "Fastest Growing Company" above Rs. 1000 Crs at Economic Times Bengal Corporate Awards 2016

ZEE Business "Emerging Company of the Year FY 2017-2018 Gold award (Alternative Media – Any single execution on nonconventional OOH) and Silver award (Outdoor Media Plan of the Year - Local) at OAA 2016 Silver award at The
Economic Times India
Manufacturing Excellence
Awards 2011
(Manufacturing and Supply
Chain excellence)

Awarded first prize in the Thermal Power Station Sector - National Energy Conservation Award, 2015 & 2014

Award for the highest Corporate Tax Payer (Non-PSUs) in NER – Third in FY18 Mahindra Transport
Excellence Award 2016 National Award in Mining as
well as in the Construction
segment

Award for 'Most preferred Cement brand' for 5 years consecutively at the North East Consumer Awards in 2015

Most preferred cement brand by AREIDA from 2010 to 2013







The Star Shines Bright and Strong



- ★ Enjoys a leadership position in the North East with market share of more than 23%
- ★ Gradually increasing share in the Eastern region through concerted efforts
- Strong dealer and distributor network built over the years, steering year-on-year growth, enabling leadership position in market

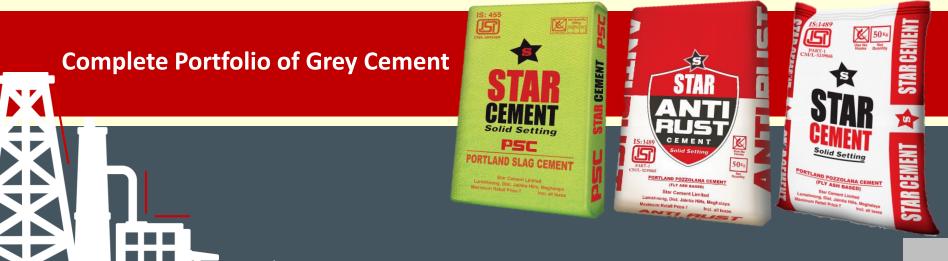


Marketing the Star Brand



Innovative strategy, large distribution network, pioneering initiatives

- ★ Pioneers in initiating distribution through direct network, i.e. Dealers rather than C&F agents in NER
- ★ Building the Brand aggressively and innovatively in the markets of West Bengal & Bihar
- ★ Consumer-centric strategic approach initiated attractive schemes like 'Kismat ki Bori' offer, 'Bag Me Chandi' offer, 'Dhan Varsha', Gifts to dealers, masons, customers etc.
- ★ An out-of-the box marketing strategy to build highest recall and positive brand perception through innovation in communication and media - advertisements at important road crossings, 'Pan' Shops, local TV, in addition to the traditional billboard/hoarding advertisements
- ★ Increasing visibility through focus at Block level, Haats and village congregation points etc.



Marketing the Star Brand

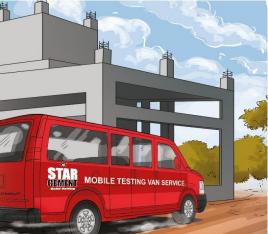


Innovative strategy, large distribution network, pioneering initiatives

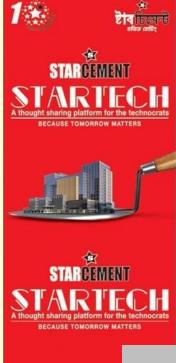
Technical assistance to retail consumers to ensure better connect - drives demand and builds brand confidence

- ★ Value-enhancing technical marketing for customers
- ★ On-site technical support to customers through unique concept of mobile vans manned by experts
- * STARTECH a unique forum to bring together architect, engineers, professors **Star Technopedia** and experts for knowledge sharing & value enriching discussions
- ★ Toll-free Customer care number 180034534500
- ★ Mobile application on iOS and Android for all dealers "STAR SAATHI"
- ★ Mobile application in iOS and Android for all engineers "STAR STELLAR"





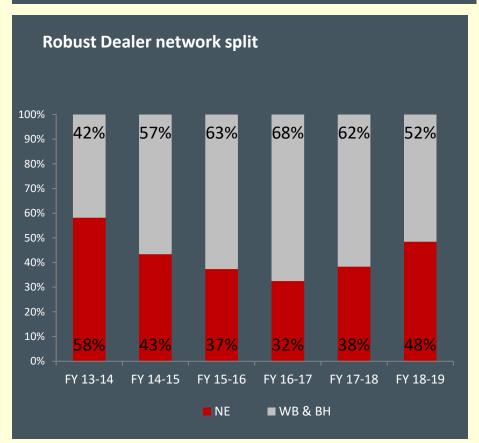




Retail-driven Marketing strategy STARCEMENT

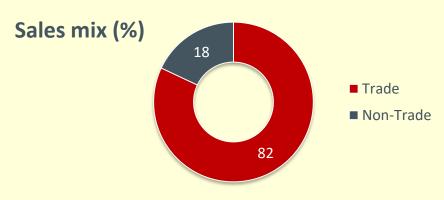


Distribution Network			
Retailers	>9,000		
Dealers	>2,000		



- Distribution network spread across 10 states
- ★ While our peers adopted the wholesaler model, we have built on our strong network of partners over the last decade
- The result Deeper penetration, greater reach, higher market share

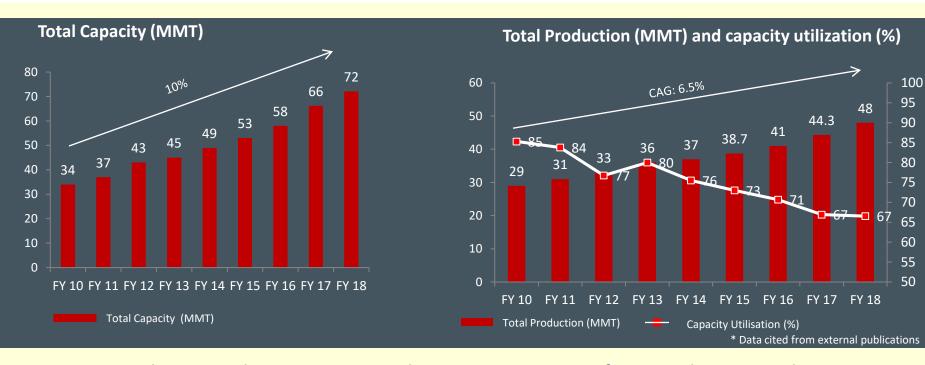
Higher proportion of trade sales resulting into higher Cement realization per ton





East India: Huge Untapped Potential

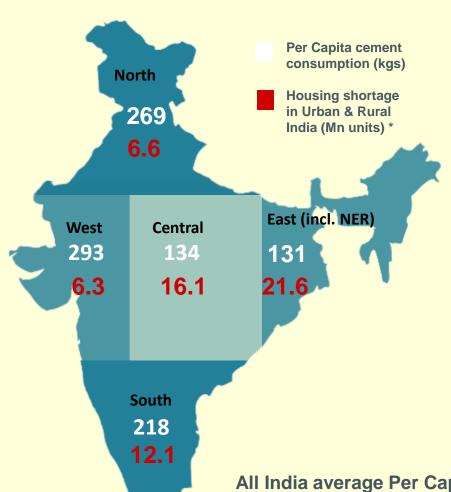




- ★ Cement production in the Eastern regions has grown at a CAGR of 6.5% and is expected to grow at a CAGR of 9-10% in the next 5 years
- ★ Demand is expected to grow at a steady pace through increased allocation
- Government focus on infrastructure to boost growth through increased allocation in housing, infrastructure and commercial real estate segments will drive the cement demand
- Special focus on rural and semi-urban areas through large infrastructure and housing development projects

East India: Huge Untapped Potential





Per capita cement consumption in East is the lowest, thus underlining huge potential for growth

Housing shortage in Urban India - Of the total housing shortages in urban India, East alone contributes to 35%. East and Central put together contributes ~60% of all India urban & rural housing shortages

At 131 kg, per capita consumption is among the lowest in East (national average – 225 kg per year)

Eastern India (including NER) account for urban housing shortage of 4.6 million units & 17 million units for rural housing shortage

Demand for cement is expected to grow in high single digits in East India

A pick-up in infrastructure development will trigger cement consumption demand in these states

All India average Per Capita cement consumption - 225 kg
All India Housing shortage in Urban (19 mn) + Rural India (44 mn)- 63 mn units

North East Region: An **Expanding Opportunity Landscape**



8 states with abundant

Natural Resources

Limestone, Coal, Dolomite, Quartz, Granite, Sandstone, Shale



Separate Ministry for the Region -Doner (Development of North Eastern Region) to boost development



Central government's infrastructure development thrust



Roads - Central government is planning to undertake highway projects worth about Rs 1.45 lakh crore, spread over 2-3 years. A total of 197 road development projects are being implemented under various programmes and schemes of the road transport and highways ministry in the north eastern states. The NEC has set its focus on building roads spanning 10,500 kilometres.



Airports - 5 sanctioned, 8 in pipeline, ₹ 5,000 Crores Investment is expected during next 10 years. Guwahati & Agartala airports to be upgraded for international operations



Railways - Indian Railways has lined up several projects worth at least ₹ 40,000 crores to connect capital cities of five North Eastern states which 20 major railway projects, encompassing 13 new lines, two gauge conversions and five doublings with a length of nearly 2,624 kilometres and several engineering marvels such as India's longest double decker rail-cum-road bridge, one of the longest tunnels in the country and the world's tallest pillar-based rail bridge.



Hydro Power - Largest Hydro power potential in India is in NER with 98% still untapped, 63000 MW of Hydro Power capacity identified; 14000 MW already allotted to Pvt. Players which will result in ~14 Mn Tons of Cement Demand

Smart Cities - Fund of Rs 14,124 crore approved for 464 projects in 8 Smart Cities in Northeast.

Non-Lapsing Central Pool of Resources – Unspent amount

of 10% Budgetary allocation for NER

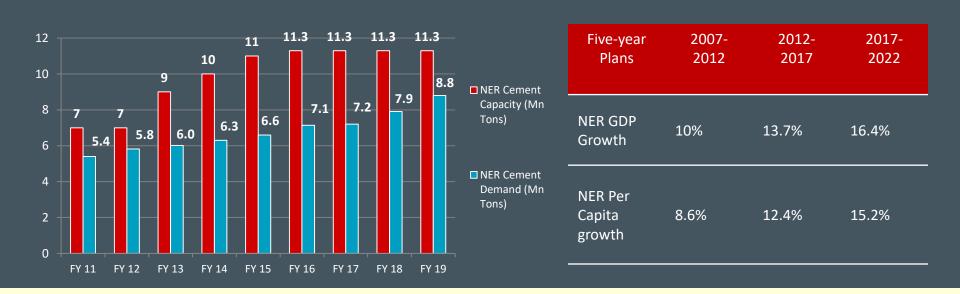
Infrastructural Development

Increased Allocation to Rural Low cost housing under Pradhan Mantri Awaas Yojana - Gramin Scheme to Rs 31500 Crs



North East Region: Opportunities Galore





- ★ 7-8 % p.a. projected growth of cement industry (CAGR of 7% in last 5 years)
- ★ Potential for growth current per capita cement consumption is 142 kg in NER
- ★ Major players Star Cement and two others catering to 50-60% of cement demand and deriving benefit of economies of scale
- ★ Consolidation on the cards as small players expected to be edged out eventually
- ★ No new major capacities in pipeline in the region
- ★ Cement arrivals in NER from mainland players have come down from 30% to 12% gives advantage to players in NER

The Star is Set to Shine Brighter: STARGEMENT More Frontiers of Growth

- Further growth in high potential areas by leveraging operational and financial efficiencies
- Seize the growth opportunities in NER, Eastern Region partner the government's initiatives to boost infrastructure
- Strengthen and expand dealer/distribution network to capture Eastern markets and deepen penetration into NER
- Explore and tap new markets to boost margins
- Grow product portfolio with new, niche and quality brands
- Set-up capacities to cater to incremental demands of the region
- Focus on retail services
- Expand technical services to enhance customer service and brand building
- Enhance brand recall through innovative marketing strategies, more CSR initiatives

The Numbers Speak: Successful Financial Track Record



In ₹ Crores	2015-16	2016-17	2017-18	2018-19	Q1 FY 19	Q1 FY 20
Net Operating Revenue	1,715	1,528	1,615	1,831	518	461
EBIDTA	401	411	526	455	132	119
EBIDTA Margin (%)	23.36%	26.89%	32.56%	24.83%	25.49%	25.93%
Cash Profit	311	319	457	411	120	106
EBIT	229	293	405	349	104	97
PBT	145	215	353	335	98	95
PAT	134	195	331	299	90	84
PAT Margin (%)	7.82%	12.75%	20.48%	16.32%	17.44%	18.20%
Net Fixed Asset	968	918	820	797	799	824
Total Capital Employed	2,144	2,101	2,063	1,966	1,844	2,012
Long Term Debt	575	500	299	24	57	3
Share Capital	42	42	42	42	42	42
Net Worth	1,055	1,146	1,476	1,724	1,567	1,808
ROE (%)	12.7%	17.0%	22.4%	17.3%	23.1%	18.6%
ROCE (%)	10.7%	13.9%	19.6%	17.8%	22.5%	19.3%
Debt Equity Ratio	0.54	0.44	0.20	0.01	0.04	0.00
EPS	3.20	4.64	7.88	7.13	2.15	2.00

^{*} FY 2016-17 and later financial results are stated as per IndAS standard

CSR – Assam, Meghalaya & West Bengal



HEALTH & SANITATION

- Provided free health service in Lumshnong village
- Waste management project benefited around 550 families
- Provided free drinking water to more than 1,00,000 pilgrims who visited Ambubachi Mela held in June, 2019
- ❖ A health Check-up Camp was organized at Roypara Sishu Siksha School, Jalpaiguri where patients underwent free health check up with free medicines











Media Coverage: Distribution of Drinking Water at Ambubabhi Mela 2019

LIVELIHOOD DEVELOPMENT

- High breed piglets distributed to select trained farmers of Assam & Meghalaya
- Vaccination was done for piglets of Meghalaya with the help of Animal Husbandry & Veterinary Department, Meghalaya
- Vocational training on Tailoring is being conducted in Meghalaya (6th Batch with 17 trainees)
- Regular training of Bee & Eri beneficiaries, producing Honey and Cocoon
- Supported Individual fish farmers and 8 Community Tanks with fish seeds and fish feed to enhance fish production
- ❖ Farmers of Sonapur area were provided with 3000 ducklings and training. The project is very successful with duckling survival rate of around 95%
- ❖ 20 dairy farmers were supported with cross breed cows.









CSR – Assam, Meghalaya & West Bengal



EDUCATION

- Teacher training program was organized for teachers of 14 Primary Schools of Meghalaya
- Student and School Support Program covered 18 schools
 more than 1500 students
- "Computer Education on Wheels Project" for class IV and V standard students in association with IIT Guwahati
- Around 700 students of 12 LP school were supported by Exercise Books, Pencil Boxs, Colour Pencils and stationery in Siliguri.
- "Kala Mandir" Music, school of Music and Art was inaugurated on 16th July, 2019 for Local children
- Two schools of Siliguri and Jalpaiguri area were supported with 8 ceiling fans to create a conducive teaching learning environment.









RURAL DEVELOPMENT



- Construction of SCML local market to encourage local entrepreneurs
- Awareness program was organized on 5th June for school students for conservation of flora and fauna
- Construction of Sonapur Sahitya Sabha Bhawan was completed
- Construction of Ganesh Mandir at Gumaria was completed







Thank You

Mr. Sanjay Kr. Gupta investors@starcement.co.in

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