STAR CEMENT LIMITED (Formerly CEMENT MANUFACTURING COMPANY LTD)

Date: - 06.07.2020

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 fourth quarter and year ended 31st March, 2020 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

06-07-2020

Debabrata Thakurta
Company Secretary
Signed by: THAKURTA DEBABRATA

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



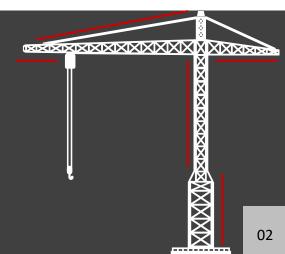
From Leveraged to Debt-Free



From Capacities to Capabilities



We are expanding the growth horizon and creating a differential.



The Birth of a Star



- ★ 2001 The Star was born
- \star 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

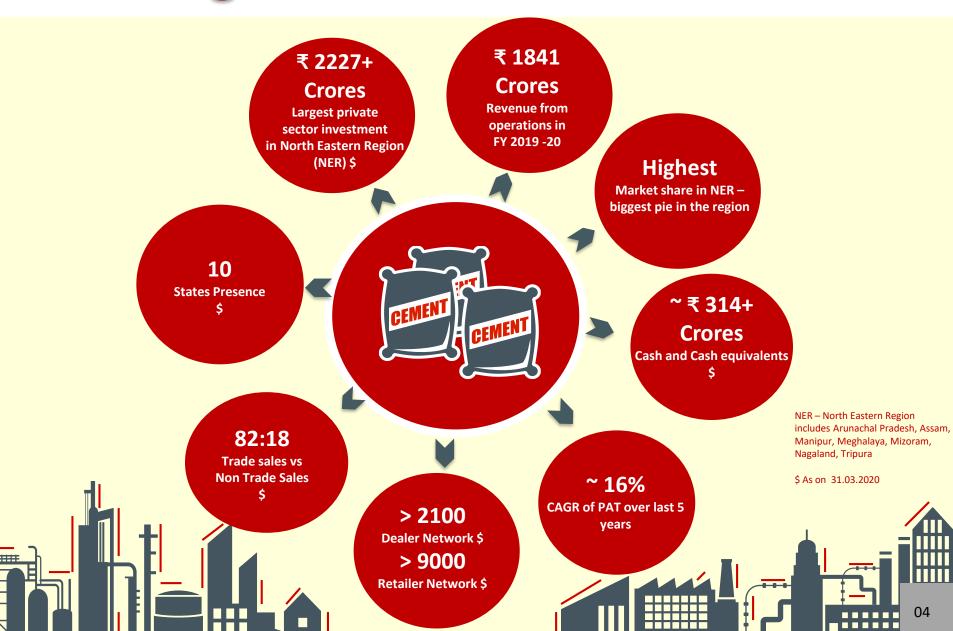






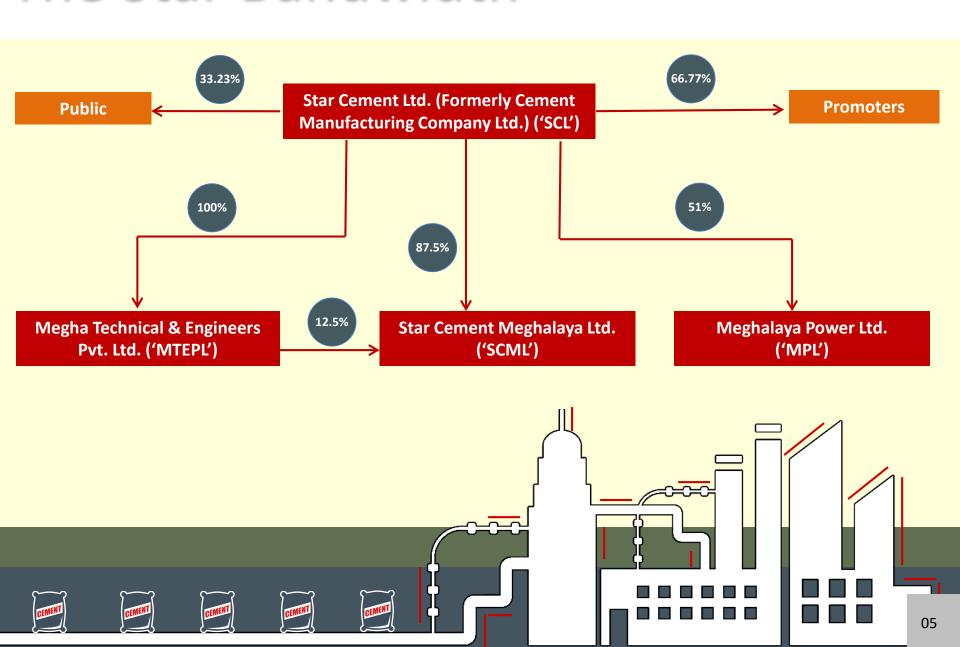
Counting the Stars





The Star Bandwidth





Strong NER Roots



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



Mr. Sajjan Bhajanka, Chairman & Managing Director



Graduate with 50 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



Mr. Rajendra Chamaria, Vice Chairman & Managing Director

Experience

Rich experience of 36 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 36 years of industry experience

Other accolades

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



Mr. Prem Kumar Bhajanka, Director

Experience

Graduate with 43 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,

Director



Mr. Sanjay Kr. Gupta, Chief Executive Officer



Mr. Manoj Agarwal, Chief Financial Officer



Mr. G.M. Krishna, *Chief Manufacturing Officer*



Education

•Chemical Engineer with experience of over 22 years

Responsibilities

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

Education & Experience

•FCA with varied experience of over 28 years with 23 years in the cement industry

Responsibilities

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

Education & Experience

 FCA with varied experience of over 27 years including 12 years in the Cement industry

Responsibilities

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

Education & Experience:

- Mechanical Engineer with experience of over 36 years in Cement and Engineering Industry.
- •Leadership roles in Thyssen Krupp, and UltraTech Cement.

Responsibilities:

 Manufacturing Operations and Projects Execution

Mr. Jyoti S. Agarwal,

President, Sales & Marketing.



Education & Experience

 M. Com with varied experience of over 39 years in cement industry

Other experience

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

Mr. Pradeep Purohit,

Senior Vice President, Supply Chain



Education & Experience

 B. Com, Graduate Dip. IIMM with varied experience of over 34 years in Cement & Engg. Industry.

Responsibilities

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

Mr. Sudipto Mandal,

Vice President, Human Resource



Education & Experience

MBA in HR from TISS, Mumbai. 22 years of exp in leading MNCs and Indian org, across Mfg., Engg, Retail, FMCG, IT and BFSI

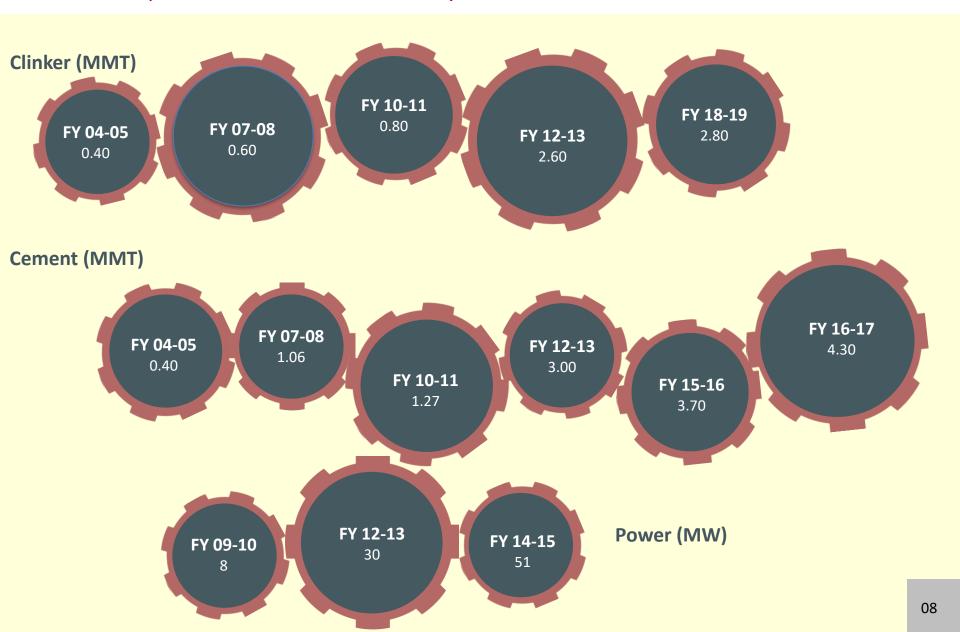
Responsibilities

HR strategy towards building a future-ready org and in maintaining its market leadership.

Journey of a Star



Cumulative capacities at the end of financial years



STARCEMENT Solid Setting

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 in WB & BH

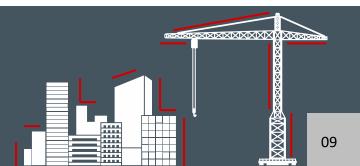
Superior Brand mix and innovative marketing strategies Market
dominance steered
by strong network
and retail-centric
business model

Strong NER roots

Successful
Financial Track
record – One of the
Highest
EBITDA margins in
the industry

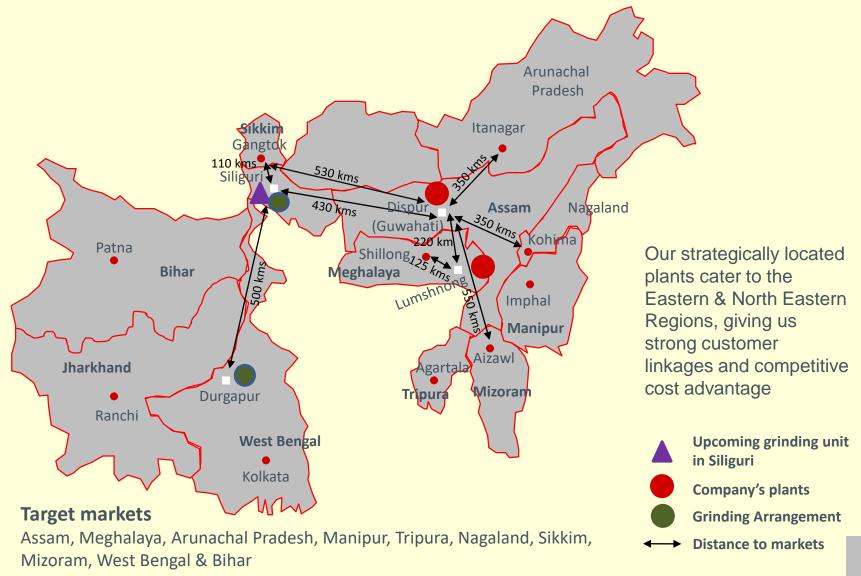
Eyes on replicating the success of NER to Eastern India

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.





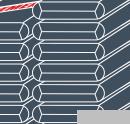
The Star Logistics Edge

- ★ 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 16% 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
- ★ 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



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	MPL
Income Tax	100% under Section 80 IE, subject to MAT	≈ 2 years	≈ 2 years	-	≈ 3 years
IGST / CGST on Clinker Cement	29% / 58% 29% / 58%	≈ 3 years -	- ≈ 3 years	≈7 years ≈7 Years	

^{**} As on 31.03.2020

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 adequate 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 ~ ₹ 3,000 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 Office of DC, Kamrup for serving food & water to the devotees at Ambubachi Mahotsav'18

Award for "Best Practices in Employee Engagement"-National HRD Network (NHRDN) in 2016 Award for 'Most preferred Cement brand' for 5 years consecutively at the North East Consumer Awards in 2015

Supply Chain & Logistics Excellence (SCALE) Award 2019 - Confederation of Indian Industry (CII) Institute of Logistics

ZEE Business "Emerging Company of the Year FY 2017-2018 Award for "Fastest Growing Company" above Rs. 1000 Crs at Economic Times Bengal Corporate Awards 2016 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 Gold award (Alternative Media – Any single execution on non-conventional OOH) and Silver award (Outdoor Media Plan of the Year -Local) at OAA 2016

Mahindra Transport
Excellence Award 2016 National Award in Mining as
well as in the Construction
segment

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, contractors, 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
- ★ Conducted Coronavirus campaign in TV and digital Media

Complete Portfolio of Grey Cement











Marketing the Star Brand



Innovative strategy, large distribution network, digital 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
- ★ Shop counter meets, Engineer meets, Contractor meet and Dhalai meets has been conducted
- ★ Toll-free Customer care number 180034534500
- ★ Business Whatsapp no 7595080005 for immediate query resolutions
- ★ Mobile application in iOS and Android for all Dealers "STAR SAATHI"
- ★ Mobile application in iOS and Android for all Engineers "STAR STELLAR"



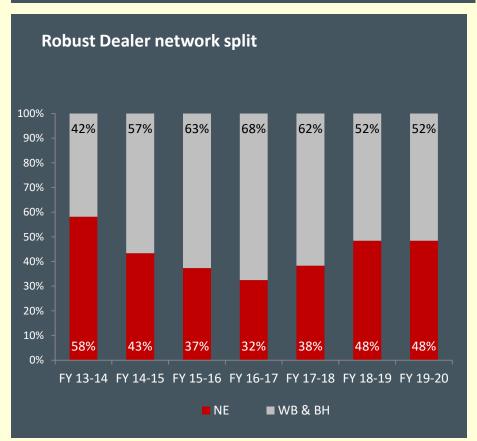




Retail-driven Marketing strategy

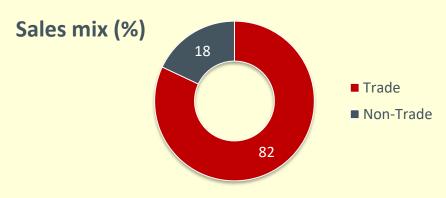


Distribution Network	
Retailers	>9,000
Dealers	>2,100



- ★ 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

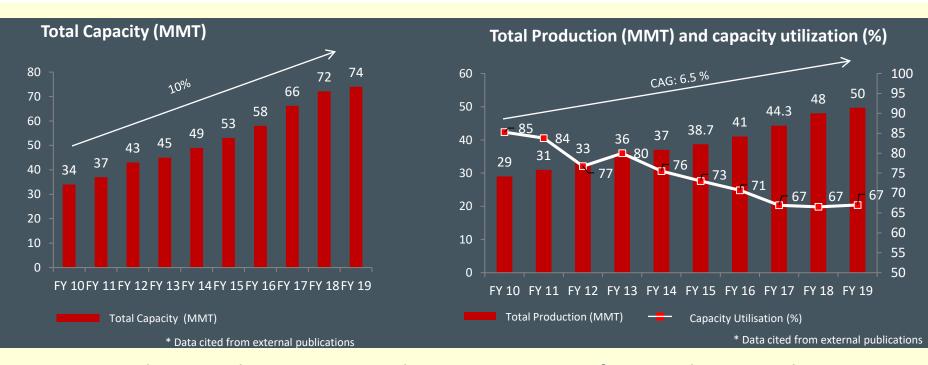
Higher proportion of trade sales resulting into higher Cement realization per ton





East India: Huge Untapped Potential

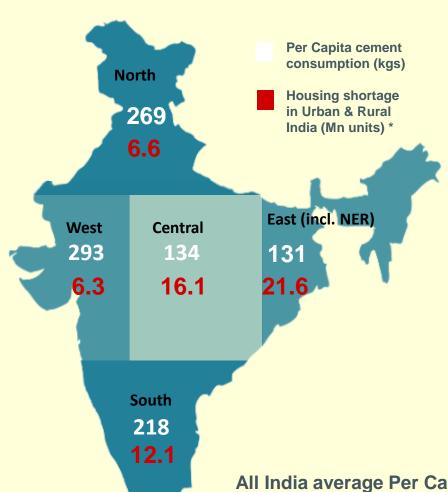




- ★ Cement production in the Eastern regions has grown at a CAGR of 6.5 % and is expected to grow at a CAGR of 7-8% in the next 5 years.
- ★ Demand is expected to grow at a steady pace through increased allocation
- ★ Government focus on infrastructure to boost growth through increased allocation in housing, metro rail service, roads, flyovers, ports, 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 and 10 nos smart cities.

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 - The Centre has sanctioned Rs 1.9 Lakh crore for road projects spanning over 14,000 km in the North East. 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. NHIDCL and NHAI has set its focus on building roads across the states of North East.



Airports - 5 sanctioned, 8 in pipeline, ₹ 5,000 Crores Investment is expected during next 10 years. Guwahati , Agartala & Manipur airports to be upgraded. Aurunachal (Hollongi airport) & Mizoram (Lengpui Airport) to be newly constructed.



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. *Gross budgetary allocation of Rs 6,549 crores in Fy'20-21 for North East Frontier Railway which includes Rs 2597 crores for new broad gauge lines* *



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 Crores
- ➤ Budget FY'19-20 Government proposed to invest Rs 100 lakh crore in infrastructure in 5 years #



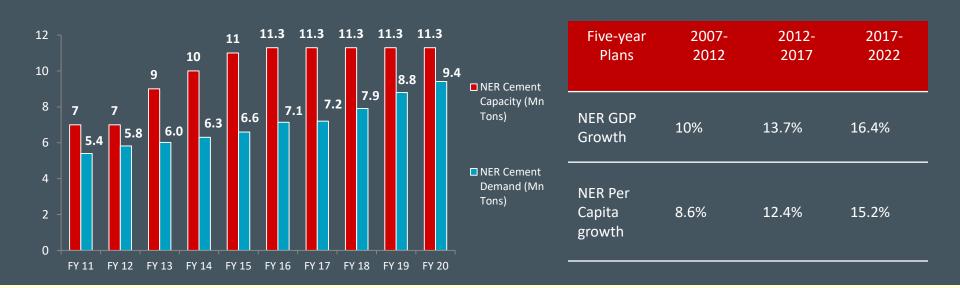
^{*}Four-lane concrete roads are expected to shore up cement demand—2,000 tonnes of building material goes into creating every 1 km of road (Source: The Hindu Business Line, January 27, 2015)

Source – Economic times, India times news 5th Feb 2020; Business Standard, 20th Feb 2020; Financial express, 26th Sep 2018;

[#] Source – Economic times – 31st Jan 2020

North East Region: Opportunities Galore





- ★ 8-9 % 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

The Star is Set to Shine Brighter: STARGE 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, upcoming Siliguri grinding unit to cater to increasing West Bengal & Bihar demand.
- 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

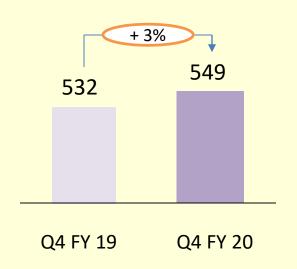


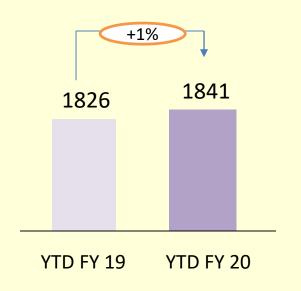
In ₹ Crores	2016-17	2017-18	2018-19	2019-20	Q4 FY 19	Q4 FY 20
Net Operating Revenue	1,552	1,629	1,826	1,841	532	549
EBIDTA	411	526	455	424	130	132
EBIDTA Margin (%)	26.89%	32.56%	24.90%	23.02%	24.47%	24.02%
Cash Profit	319	457	411	380	115	112
EBIT	293	405	349	331	105	107
PBT	215	353	335	322	103	105
PAT	195	331	299	286	90	86
PAT Margin (%)	12.75%	20.48%	16.37%	15.51%	16.86%	15.64%
Net Fixed Asset	918	820	797	931	797	931
Total Capital Employed	2,101	2,063	1,966	2,054	1,966	2,054
Long Term Debt	500	299	24	3	24	3
Share Capital	42	42	42	41	42	41
Net Worth	1,146	1,476	1,724	1,857	1,724	1,857
ROE (%)	17.00%	22.40%	17.30%	15.40%	20.80%	18.50%
ROCE (%)	13.90%	19.60%	17.80%	16.10%	21.40%	20.80%
Debt Equity Ratio	0.44	0.2	0.01	0	0.01	0
EPS	4.64	7.88	7.13	6.85	2.14	2.10



Net Revenue



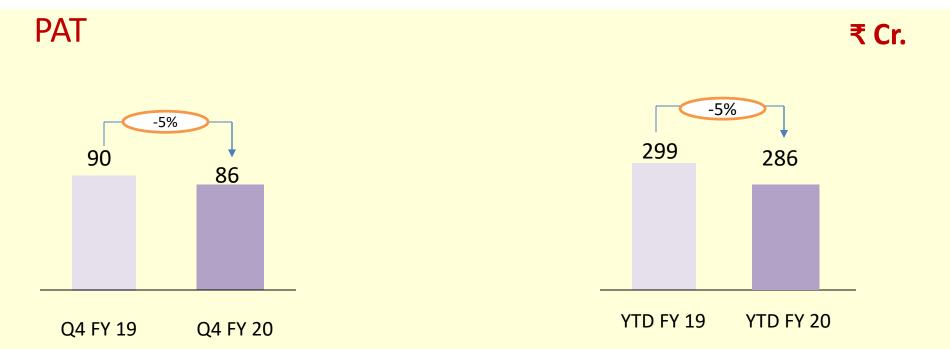












• Reduction in PAT was due to mainly due increase in fuel cost

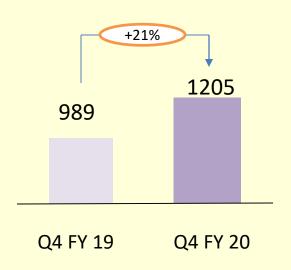


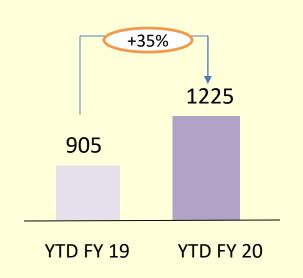




₹ / t

Power & Fuel cost analysis





Increase in fuel cost has been due to higher usage of outside coal

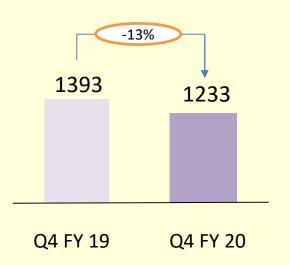


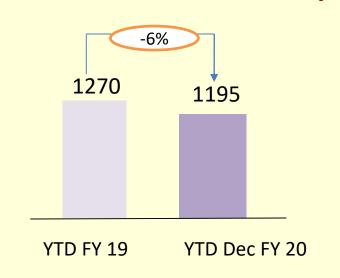




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Freight & Forwarding Cost





 Freight Cost has been optimized due to improved road condition & better availability of vehicles





CSR - Assam, Meghalaya & West Bengal

STARCEMEN'

HEALTH & SANITATION

- Around 6000 people of Lumshnong and Umsahi village are involved in Waste Management project
- ❖ Drinking water project is benefited 15000 people in Lumshnong area. Drinking water system installed 5 LP schools of Mohit Nagar area and also extended to 4 additional schools
- ❖ Health check-up and counseling for 24 highly drug addicted youth from Lumshnong village has been conducted and resulted 70% recovery
- Three number of free health Check-up Camp was organized at Lumshnong (2 nos) & Sonapur (1), covering 700 patients
- Organized Special Eye camp at Mohit Nagar area with 250 eye patient were screened and supported with spectacles
- 4 nos Toilet Blocks at Social institutions and 30 low cost household toilet completed and around 10 nos are under construction in Sonapur

LIVELIHOOD DEVELOPMENT

- Started setting up a new tailoring school at Star Usha Tailoring School located in Mohit Nagar area
- Project Surabhi (Dairy Project) is extended in Sonapur area and 35 nos farmers are involved in the project.
- ❖ Fishery, Duckery and Piggery, bee keeping with communities in Assam and Lumshnong area.
- Spice project was initiated in Mohit Nagar area with 60 farmers covering 50 bighas of land training conducted on scientific process of cultivation
- ❖ Arecanut project initiated in Lumshnong area through installation of machines for making of plates and bowls, awareness meeting conducted

















CSR – Assam, Meghalaya & West Bengal



EDUCATION

- ❖ Dance Class started at Kala Mandir- Art & Music school in Mohit Nagar
- Procurement for students support program of LP to Higher Secondary is completed i.e. dictionary, encyclopedia, copy book, class room kit, etc
- Kits like Cricket Set, Foot ball, badminton, and indoor games distributed to 19 schools and inter school competition organised in Mohit Nagar ground
- Construction of New School room at Kapalkata L.P. School and construction of roof of Chamata High School in Sonapur area, is completed.
- ❖ PRAJNAN A career Development project ended and course on digital Literacy program by IIT Guwahati for class IV and V standard completed.
- ❖ A school bus services was initiated from Bryshnot village to Khleihriat for smooth transportation of 100 students
- Coaching class for matric appearing students of Lumshnong ended which benefited 25 students ,including financial support













- Dongiew Locality hall in Lumshnong, SCML New market and Bryshnot village connecting road is under construction Construction of Umking playground is completed
- ❖ 12 Solar Street lights installation is in progress at various social institutions at Sonapur area under "Star Roshni Project".
- Reconstruction of Roypara Hari Mandir is under progress in Mohit Nagar and will help youths for sports activity
- Construction completed for Gomaria Sabhagreha, Lalmati Community Hall, public utility of Chamata, Medhikuchi Mandir, Rajagharia Siva Mandir, Nabagopal Namghar at Sonapur area





Covid-19 Related Actions



Prevention of outbreak from COVID-19

Routine Hygiene and Cleanliness

Social Distancing

Safety Measures

General Administration

Plant Quarantine

CSR Contribution towards COVID

Covid Related Actions- GGU and LUMS



Routine Hygiene and Cleanliness



All inbound vehicles / machineries disinfected on gate



Body temperature screening of every individual before each entry/ exit.



Disinfection/ Sanitization of all sections of plant



Touch free (Foot operated) hand washing basins installed at various places.



Canteens are disinfected twice daily.



Cleaning of all Washroom, Toilet, Wash-Basin, and arrangement of hand sanitizer.

Covid Related Actions- GGU and LUMS





Social distancing of minimum 1.5m



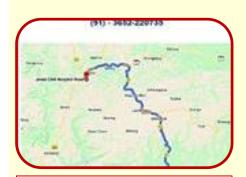
Occupancy in bus / winger restricted to 40% of passenger capacity with social distancing



Only two personnel are being allowed in lift.



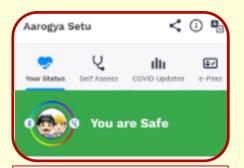
Places earmarked at Co-op Store, Milk DC and Plant Canteen for social distancing.



Address of nearest COVID-19 hospital displayed at various locations.



Do's and Don'ts and other information about COVID 19 displayed at various places.



Company employees to use Arogya setu app- it is also being monitored at main gate



Do's and Don'ts and other information about COVID 19 displayed at various places.

Covid Related Actions- GGU and LUMS



General Administration



Providing essentials like Vegetables & Fruits twice in a week at Staff Colony



Providing consumables items like Vegetables & Fruits twice in a week at Shyam Colony



Providing Grocery fortnightly for employees and for contractual workers.

Plant Quarantine



Entry of visitors forbidden. Approval of CMO & Plant Head required in any exigency.



Non-contact based attendance recording system implemented

CSR during Covid (Assam, Meghalaya & WB)

Food Security & Sanitizers



Food Security program: Food pkts distribution to families. Bengal-9000, Meghalaya-7000 Assam-5500.



Sanitizers prepared in-house and distributed among 5000 people including police.

Face Masks



Face masks were prepared by trainees of Star Usha Tailoring Schools of Assam and Meghalaya.



In Meghalaya & Assam, masks were prepared under directives of District Administration & Govt line depts.



Around 40000 masks were prepared by trainees of both schools



Around 75000 ready made masks were distributed among community and police officials and district administration

















Thank You

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