

Date: 11.11.2021

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 second quarter and half year ended 30th September, 2021 has been prepared and the same has been disseminated on 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

11-11-2021

Company Secretary
Signed by: THAKURTA DEBABRATA

Debabrata Thakurta (Company Secretary)

Encl. as stated





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STARCEMENT Solid Setting

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.

The Birth of a Star



- ★ 2001 The Star was born
- * 2005 Operations commenced
- ★ Largest Cement manufacturer in NER
- * Largest Private Sector Investment in North Bengal



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



- Quality endorsement ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018 certified
- ★ Selling different varieties of cement OPC 43, OPC 53, PPC Cement











From North East to East



From Commodity to Brand



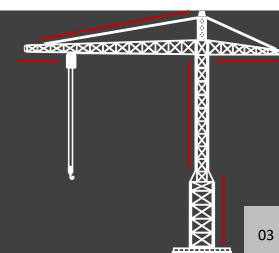
From Leveraged to Debt-Free



From Capacities to Capabilities



We are expanding the growth horizon and creating a differential.



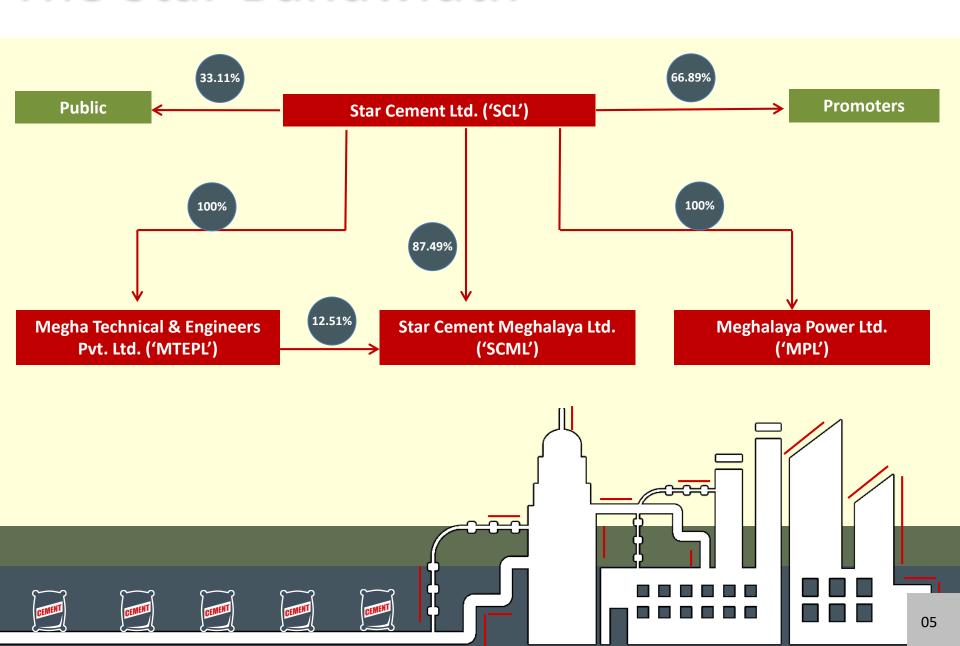
STARCEMENT Solid Setting

Counting the Stars



The Star Bandwidth





STARCEMENT Solid Setting

Strong NER Roots

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



Mr. Sajjan Bhajanka, Chairman & Managing Director

Experience

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) Itd.



Mr. Prem Kumar Bhajanka, Managing 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

- MD of Century Plyboards (I) Ltd.

Professional Management



Mr. Pankaj Kejriwal,

Director



Mr. Tushar Bhajanka CSO



Mr. Sanjay Kr. Gupta, Chief Executive Officer



Mr. Manoj Agarwal, Chief Financial Officer



Education

•Chemical Engineer with experience of over 22 years

Responsibilities

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

Education & Experience:

 MPhil in Economics from University of Cambridge with 2 years of consulting experience in London

Responsibilities:

•Responsible for driving overall HR & special 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

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



Mr. Jyoti S. Agarwal, President, Sales &

Marketing.



Mr. Pradeep Purohit,

Senior Vice President, Supply Chain



Mr. Sudipto Mandal,Vice President

Human Resource

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

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

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.

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.

07

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 in WB & BH

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

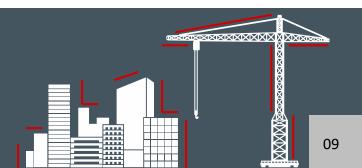
Strong NER roots

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

Eyes on replicating the success of NER to Eastern India

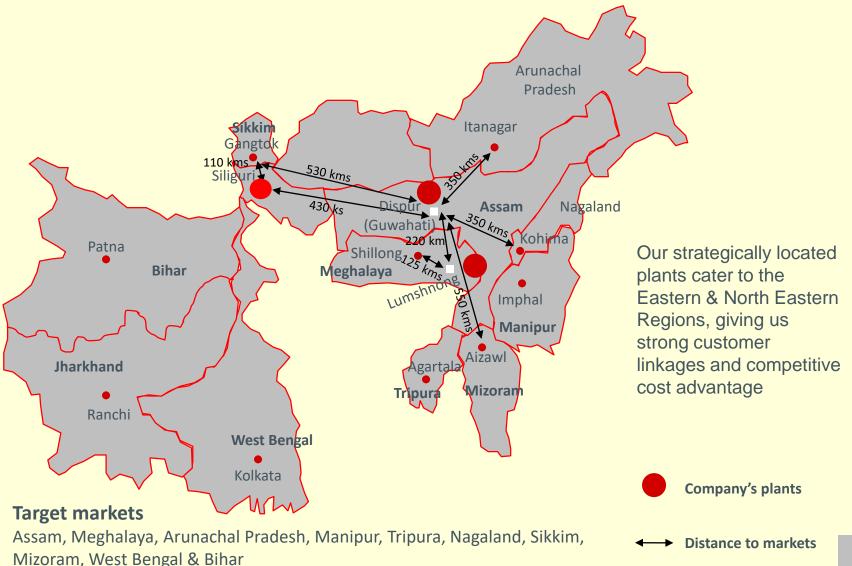
A look at each of our trigger strengths.....





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 optimize and rationalize 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 20% 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 higher than Industry Average, having sufficient limestone reserves
- ★ 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			
West Bengal	1			

Capacity	
Cement (Mn Ton)	5.7
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	≈ 1 year	≈ 1 year	-	≈ 2 year
IGST / CGST on Clinker Cement	29% / 58% 29% / 58%	≈ 2 years -	- ≈ 2 years	≈6 years ≈6 Years	

^{**} As on 30.09.2021

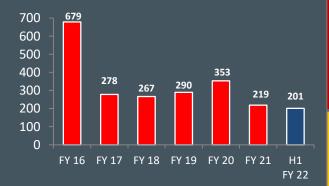
The Mark of a Star: Branding Success



- ★ 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

Akshay Kumar, as Star Cement Brand Ambassador with new TVC 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'
- + Star Cement was recognized among top 5 brands for corona virus awareness advertisements by Brand Equity.



Awards and Accolades

Supply Chain & Logistics Excellence (SCALE) Award 2020 - Confederation of Indian Industry (CII) Institute of Logistics Award for the highest Corporate Tax Payer (Non-PSUs) in NER in one of our subsidiaries – Third in FY18 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

ET NOW – "CSR Leadership Award 2019" in Manufacturing 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

Certification of Appreciation from Office of DC, Kamrup for serving food & water to the devotees at Ambubachi Mahotsav'18

Gold award (Alternative Media – Any single execution on nonconventional OOH) and Silver award (Outdoor Media Plan of the Year - Local) at OAA 2016 Mahindra Transport
Excellence Award 2016 Nnational 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', Retail Engagement program, 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 advertiseme

★ Conducted Coronavirus campaign in TV and digital Media

PPC, Anti Rust & OPC Cement









STARCEMENT Solid Setting

Hain Tayyar Hum Campaign Launch



Very aggressive and comprehensive 360° campaign in NER, WB & BH involving masses in OOH, TVC, Radio & News Media

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"







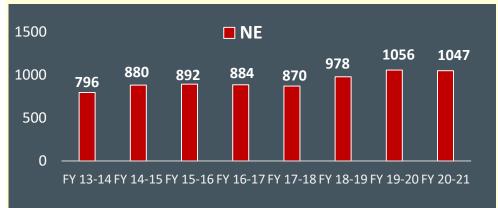


STARCEMENT Solid Setting

Retail-driven Marketing strategy

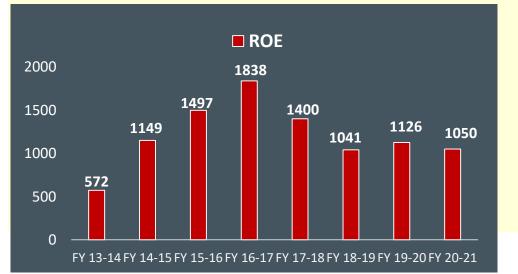


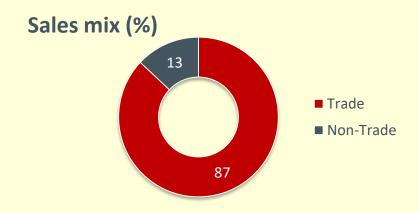




- ★ Distribution network spread across 10 states
- ★ While our peers adopted the wholesaler model, we have built on our strong network of partners over the last decade
- ★ The result Deeper penetration, greater reach, higher market share

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

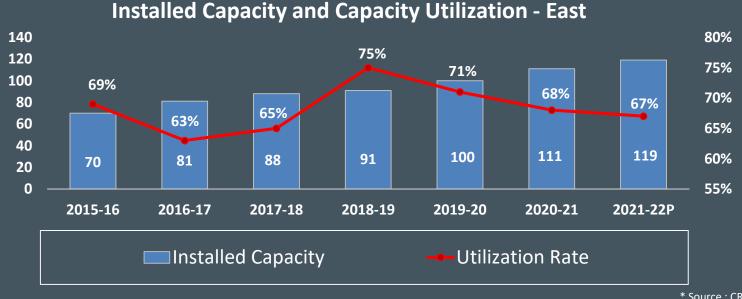






East India: Huge Untapped Potential

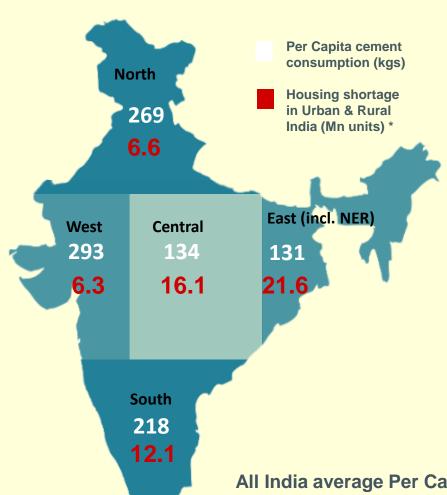




- * Source : CRISIL Research, Industry
- ★ Cement production in the Eastern regions has grown at a CAGR of 6.5 % and is expected to grow at a CAGR of 7-8% in the next 5 years.
- ★ Demand is expected to grow at a steady pace through increased allocation
- Government focus on infrastructure to boost growth through increased allocation in housing, metro rail service, roads, flyovers, ports, and commercial real estate segments will drive the cement demand
- ★ Kolkata Siliguri Highway Project gets central boost of Rs 25,000 Cr
- ★ Special focus on rural and semi-urban areas through large infrastructure and housing development projects and 16 nos smart cities in Eastern India.

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 #

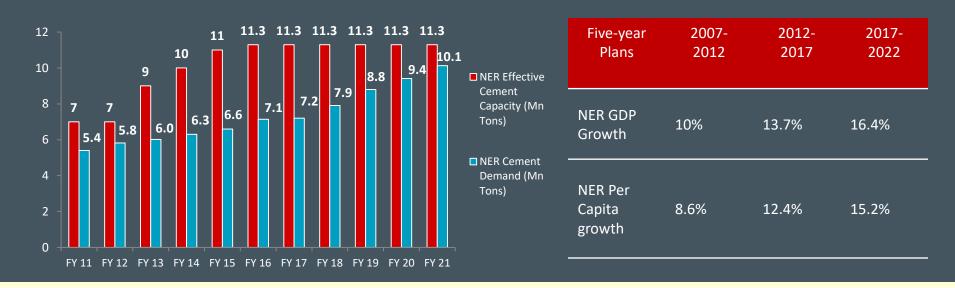


^{*}Four-lane concrete roads are expected to shore up cement demand—2,000 tonnes of building material goes into creating every 1 km of road

The budgetary allocation towards the Prime Minister Awaas Yojana Scheme for 2021-22 is Rs 8,000 crore. The Scheme approved construction of 110 lakhs Houses and already 43 lakhs houses completed construction.

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: 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
- ★ Future expansion of 3 Mn Ton clinkerization plant at Lumshnong, Meghalaya & 12 MW WHRB project
- ★ Explore and tap new markets to boost margins
- ★ To set-up new capacities to cater to incremental demands of the region
- ★ Focus on retail services
- ★ Expand technical services to enhance customer service and brand building



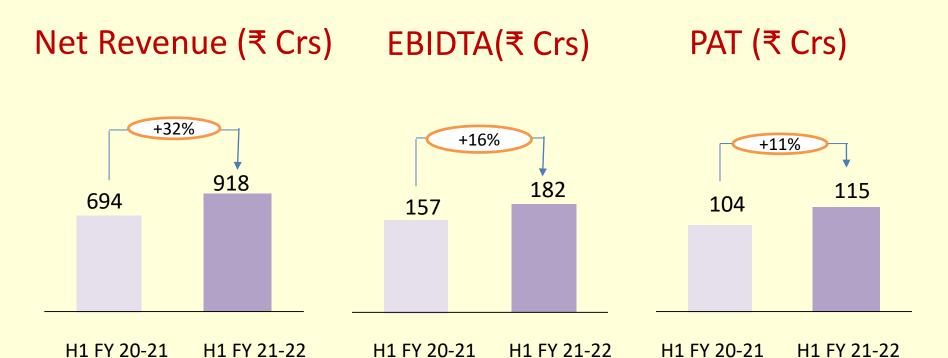
The Numbers Speak: Successful Financial Track Record



In ₹ Crores	2017-18	2018-19	2019-20	2020-21	H1 FY 20-21	H1 FY 21-22
Net Operating Revenue	1,629	1,826	1,841	1720	694	918
EBIDTA before exceptional item	526	455	424	361	157	182
EBIDTA Margin (%)	32.56%	24.90%	23.02%	20.98%	22.59%	19.78%
Cash Profit	457	411	380	277	147	169
EBIT	405	349	331	271	115	127
PBT after exceptional item	353	335	322	199	112	118
PAT	331	299	286	187	104	115
PAT Margin (%)	20.48%	16.37%	15.51%	10.88%	14.93%	12.48%
Net Fixed Asset	820	797	931	947	919	996
Total Capital Employed	2,063	1,966	2,054	2,225	2,153	2,352
Long Term Debt	299	24	3	1	2	-
Share Capital	42	42	41	41	41	41
Net Worth	1,476	1,724	1,857	2,074	1,961	2,189
ROE (%)	22.40%	17.30%	15.40%	9.0%	10.6%	10.5%
ROCE (%)	19.60%	17.80%	16.10%	12.2%	10.7%	10.8%
Debt Equity Ratio	0.2	0.01	0	0.00	0.00	0.00
EPS	7.88	7.13	6.85	4.54	2.51	2.78

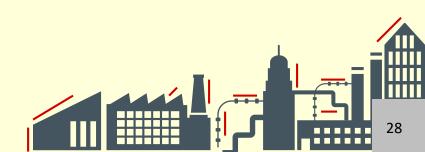


Performance Anatomy



^{*} H1 FY 21 Revenue was adversely affected by Covid & lockdown





STARCEMENT Solid Setting

CSR – Assam, Meghalaya & West Bengal

HEALTH & SANITATION

- ❖ Disinfectant Drive is going on in the villages of Meghalaya and Assam.
- ❖ A free Health Check-Up Camp was conducted at Huroi village to serve around 400 villagers.
- Dorbar Shnong was supported with a new Maruti Eco Ambulance for better medical facilities.
- STAR JALADHARA- Potable water system was established in 6 educational institute of Assam and 7 SSK Schools of West Bengal. Distribution of drinking water is also going on in Meghalaya.
- INSTITUTIONAL TOILET- Inauguration of 5 nos. of institutional toilets in Assam was done on 15th Sep, 21. Renovation of 7 nos. of institutional toilets is at it's final stage in West Bengal.
- 53 nos. of specially abled are being supported with grocery items as per their daily requirements.
- Islamia Hospital Kolkata was supported with the procurement of medical instruments required for critical treatments.
- Marwari Foundation Siliguri was supported with 25 nos. of Artificial Limbs to be given to the physically challenged kids.
- ❖ West Management Project is Meghalaya is going on as per it's schedule.

HEALTH CHECK-UP CAMP



DISINFECTANT DRIVE



INAUGURATION OF TOILET



FOOD SECURITY FOR SPECIALLY ABLED PERSONS



PUBLIC TOILET



AMBULANCE DONATION

LIVELIHOOD DEVELOPMENT

- 61 trained farmers of Brichyrnot, Pandere, Khaddum, Sakhri and Umstain were supported with goats & 55 pig farmers with piglets @ 2 piglets per farmer.
- Ducklings & Duck feed have been distributed among 90 farmers of Chakaripara, Bomani & Nepalikuthi area of Assam.
- Online classes for trainees of Star USHA Tailoring School in Meghalaya, Assam and West Bengal.
- Construction of Livelihood Hub at Mohitnagar is in final stage.
- Biofloc Farming at Mohitnagar has been started in 16 tanks. 16 youths and 60 women are engaged in this farming process and working efficiently.
- Installation of Agarbatti Making machines has been completed at Livelihood Centre, Mohitnagar.
- Construction of Bakery Unit at Livelihood Centre, Mohitnagar is at final stage.
- Setting up of Beautician training course at Livelihood Centre, Mohitnagar is in pipe line.
- Setting up of Menstrual Hygiene unit at Livelihood Centre, Mohitnagar is in final stage.
- CII North Bengal was supported to organize trainings for the beneficiaries of various REH of Darjeeling hill areas.



DAIRY PROJECT



DUCK LING DISTRIBUTION



GOAT LING DISTRIBUTION



AGARBATTI PROJECT



LIVELIHOOD CENTER



BIOFLOC FARMING



CSR – Assam, Meghalaya & West Bengal

EDUCATION

- 13 bright students of Lumshnong received scholarship of Rs 50,000/- each on 29th September 2021.
- New school bus which was procured and started its service for the local students of Star Public School.
- Shyam Shishu Mandir School classes was resumed and Annual Sports event was also organized during this reporting period.
- ❖ Online classes are going on for the students of Kala Mandir, Mohitnagar.
- School infrastructure development project was initiated in two schools of Assam and 3 schools of West Bengal.
- Khleihriat school is under construction at Meghalaya
- Computer Bus to be operated in West Bengal under Digital Literacy Program is almost ready for delivery.

RURAL DEVELOPMENT



SOLAR STREET LIGHT



MEETING WITH COMMUNITY

- Lakh Datar Seva Samity, Tinsukia was supported with fully equipped Ambulance for serving people at the time of critical care
- 1400 mt. RCC Internal road of Brichyrnot village was completed and flag off for common people was done on 25th September 2021.
- Food assistance has been offered to Covid-19 lockdown victims, economically backward people of Jaintia hills through different NGO's and Social Workers.
- Construction different public utility areas in Assam and West Bengal is in pipe line and Boundary wall and gate of Hatkhola Jame Masjid was inaugurated in the month of September, 2021
- Installation of 70 nos. of solar street lights at Mohitnagar has been completed and the same has been initiated in Assam also.
- Inauguration of stage at Hindu Milan Mandir was organized on 10th September, 21.
- Under Food Security Program, Amrit Bhog Bhandara, a voluntary organization of Assam was for offering cooked food for unorganized and needy sections of society



SCHOLARSHIP PROGRAMME



STUDENTS OF SSM



KALA MANDIR STUDENT



KALA MANDIR STUDENT



INAUGURATION OF MASIID



INAUGURATION OF ROAD



CONSTRUCTION OF ROAD



INAUGURATION OF STAGE





THANK YOU

Mr. Sanjay Kr. Gupta

<u>investors@starcement.co.in</u> www.starcement.co.in