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**EXECUTIVE SUMMARY**

**Second largest cement market**
- With nearly 390 million tonnes of cement production capacity in 2015, India is the second largest cement producer in the world. By 2025, cement production will reach to 550 million tonnes.

**Dominated by private players**
- Of the total capacity, 98 per cent lies with the private sector and the rest with public sector, with the top 20 companies accounting for around 70 per cent of the total production.

**Higher share of large plants**
- 209 large cement plants together account for 97 per cent of the total installed capacity, while 365 small plants account for the rest.

**Large concentration in South and West**
- Of the total 209 large cement plants in India, 77 are located in the states of Andhra Pradesh, Rajasthan and Tamil Nadu.

*Source: Business Standard, Ministry of External Affairs, TechSci Research, Ministry of External Affairs (Investment and Technology Promotion Division)*
CEMENT

ADVANTAGE INDIA

JANUARY 2016
Growing demand
For updated information, please visit www.ibef.org

Source: Ministry of External Affairs (Investment and Technology Promotion Division), DIPP, TechSci Research
Notes: FY20E – Estimated market size for 2020

Advantage India

**Robust demand**
- Robust infrastructure growth during 12th Five Year Plan to drive growth
- Demand is expected to be boosted by growth in real estate sector, initiative to build 100 smart cities to give a further stimulus

**Long-term potential**
- Oligopoly market, where large players have partial pricing control
- Low threat from substitutes
- Improvement in the sector is expected if government led projects gets translated into execution mode.

**Increasing investments**
- Robust investments are being made by the existing players to expand their capacity
- FDI inflow in Cement & Gypsum products reached to USD3.1 billion during April 2000 to September 2015
- Use of alternate fuels to lower production costs and emissions

**Attractive opportunities**
- The North-East, which is witnessing a construction boom, offers attractive investment opportunities
- Large planned investments in infrastructure and housing is likely to boost demand for cement in the coming years as well

**Advantage India**

**FY15**
Production capacity: 390 million tonnes

**FY25E**
Production capacity: 550 million tonnes
CEMENT

OVERVIEW OF THE INDIAN CEMENT INDUSTRY

Cement industry (FY15)

Large cement plants
- Cement plants: 209
- Installed capacity: 378.3 mtpa
- Cement production: 246.34 mt*

Mini and white cement plants
- Cement plants: 365
- Installed capacity: 11.7 mtpa
- Cement production: 33.66 mt

Source: Cement Manufacturers’ Association (CMA), TechSci Research
Notes: mtpa - Million Tonnes Per Annum, mt – Million Tonnes
* Indicated (April 2014-February 2015)
India is the 2nd largest cement producer as well as consumer in the world led by the enormous growth in the infrastructure and construction sector for the last two decades.

India is already the second largest producer of cement, accounting for around 6.7 per cent of world’s output.

**Top cement producers in FY16**, (million tonnes)

<table>
<thead>
<tr>
<th>Country</th>
<th>Cement Production (million tonnes)</th>
</tr>
</thead>
<tbody>
<tr>
<td>China</td>
<td>2483.18</td>
</tr>
<tr>
<td>India</td>
<td>285.83</td>
</tr>
<tr>
<td>USA</td>
<td>80.36</td>
</tr>
<tr>
<td>Iran</td>
<td>77.95</td>
</tr>
<tr>
<td>Indonesia</td>
<td>74.32</td>
</tr>
<tr>
<td>Brazil</td>
<td>72.57</td>
</tr>
<tr>
<td>Turkey</td>
<td>71.63</td>
</tr>
<tr>
<td>Russia</td>
<td>67.39</td>
</tr>
<tr>
<td>Vietnam</td>
<td>66.81</td>
</tr>
<tr>
<td>Japan</td>
<td>55.35</td>
</tr>
</tbody>
</table>

**Top cement consumers in FY16**, (million tonnes)

<table>
<thead>
<tr>
<th>Country</th>
<th>Cement Consumption (million tonnes)</th>
</tr>
</thead>
<tbody>
<tr>
<td>China</td>
<td>2511</td>
</tr>
<tr>
<td>India*</td>
<td>280</td>
</tr>
<tr>
<td>USA</td>
<td>93</td>
</tr>
<tr>
<td>Brazil</td>
<td>78</td>
</tr>
<tr>
<td>Russia</td>
<td>73</td>
</tr>
<tr>
<td>Spain</td>
<td>11</td>
</tr>
</tbody>
</table>

*As of June 2015, FY16* - As on August 2015

As India’s current per capita consumption of cement (190 kg as of March 2015) is much lesser than the developed and other developing economies, there is a significant business opportunity to cater to the unmet and rising demand.

In order to meet the rising demand, cement companies are expected to pent up production by around 56 MT in the next three years.

Cement intensity, As of 2014 ended (grams per USD of PPP GDP)

*As of March 2015; E-Estimated
CEMENT PRODUCTION IN INDIA HAS BEEN GROWING AT A FAST PACE

Production of cement (million tonnes)

Cement production increased at a CAGR of 6.7 per cent to 270.32 million tonnes over FY07–15

As per the 12th Five Year Plan, production is expected to reach 407 million tonnes by FY17

Availability of fly-ash (from thermal power plants) and use of advance technology has increased production of blended cement

The environment-friendly blended cement is more cost-efficient to produce, as it requires lesser input of clinker and energy

Source: Department of Industrial Policy & Promotion, Office of the Economic Advisor, TechSci Research
FY16*: April-September 2015
Domestic cement consumption is to reach 280 million tonnes in FY15 from 165.63 million tonnes in FY11.

The consumption is further expected to increase at a CAGR of 15.7 per cent during FY11-17 and reach 398 million tonnes.

Demand will be supported by infrastructure development in tier 2 and tier 3 cities.

The country's per capita consumption is around 190 kg as of 2015, compared to the world average of over 350 kg per capita, which shows great potential for growth.

The cement consumption growth rate in the country has witnessed a decline from 9.56% in 2001 – 02 to 5.50% in 2014 – 15.

Domestic cement consumption (million tonnes)

Source: CMA, CMIE Database, TechSci Research
Notes: E – Estimate, CAGR - Compound Annual Growth Rate
Cement production capacity increased from 323 million tonnes in FY11 to 390 million tonnes in FY15.

Production capacity is expected to increase at a CAGR of 7.9 per cent during FY11-20E and reach 550 million tonnes.

Cement production capacity (million tonnes)

FY11 FY12 FY13 FY14 FY15 FY16E FY17E FY20E
323 336.1 349.6 366 390 441 479 550

Notes: E - Estimate, CAGR - Compound Annual Growth Rate
Cement capacity utilisation rate is expected to touch around 75 per cent in FY16E from 77 per cent in FY11

The utilisation rate is at 73 per cent in FY15

Cement capacity (million tonnes) and utilisation rate (%)

Source: ACC Limited Corporate Presentation, TechSci Research
Notes: E - Estimate, CAGR - Compound Annual Growth Rate
Currently, India has 209 large cement plants across states and is among the top ten exporters both by value and volume.

Andhra Pradesh is the leading state with 40 large cement plants, followed by Tamil Nadu and Rajasthan having 21 and 20 plants, respectively.

Major cement clusters include Satna (Madhya Pradesh), Gulbarga (Karnataka), Yerranguntla (Andhra Pradesh), Nalgonda (Andhra Pradesh) and Chandoria (Rajasthan).
THE INDUSTRY IS SPLIT INTO FIVE GEOGRAPHIC SEGMENTS

Cement industry

- South
  - Installed capacity: 132.7 mtpa
  - Key markets: Tamil Nadu, Andhra Pradesh and Karnataka

- North
  - Installed capacity: 85.6 mtpa
  - Key markets: Rajasthan, Punjab, Haryana and the NCR

- East
  - Installed capacity: 49.4 mtpa
  - Key markets: West Bengal, Chhattisgarh, Orissa and Jharkhand

- West
  - Installed capacity: 57.6 mtpa
  - Key markets: West Bengal, Chhattisgarh, Orissa and Jharkhand

- Central
  - Installed capacity: 52.8 mtpa
  - Key markets: Uttar Pradesh, Madhya Pradesh

Source: Indian Minerals Year Book by Indian Bureau of Mines, TechSci Research
Notes: mtpa - Million Tonnes Per Annum, E- Estimates

For updated information, please visit www.ibef.org
Increasing presence of cement players

- Presence of small and mid-size cement players across regions is increasing, which helps to diminish market concentration of industry leaders
- A large number of foreign players have also entered the market owing to the profit margins, constant demand and right valuation.
- Cement companies will go for the global listings either through the FCCB route or the GDR route.

Tie – up with overseas

- India has joined hands with Switzerland to reduce energy consumption and develop newer methods in the country for more efficient cement production, which would help India meet its rising demand for cement in the infrastructure sector.

Housing for All

- As per the Union Budget 2015 – 16, there has been a boost for low – cost housing
- Thrust on infrastructure development and Housing for All with 2 crore houses in Urban areas and 4 Rural areas is likely to revive the demand for cement sector
- Housing sector is considered to drive the cement industries in India to a great extent, which held nearly 67 per cent of the total cement consumption in India.

Source: Union Budget 2015 – 16, Emkay Global Financial Services
CAPACITY EXPANSION PLANS BY KEY PLAYERS ... (1/2)

Holcim
• In 2015, Holcim, a Switzerland-based cement company, announced acquisition of Lafarge to create the biggest cement group in the world.
• In India, Holcim and Lafarge has a combined capacity of 67 mtpa.

ACC
• The subsidiary of Holcim, has plans for a USD500 million capacity expansion in India
• ACC will upgrade and expand its Jamul unit in Chattisgarh and its grinding unit in Jharkhand. This will increase ACC’s capacity to 38 million tonnes per annum (mtpa) from 30 mtpa in a phased manner by 2016 and 55 million tonnes per annum (MTPA) in 2020

Ambuja Cements
• Ambuja Cements is targeting an investment of USD580 million for capacity expansion in Rajasthan, Madhya Pradesh and Uttar Pradesh
• The proposed project in Rajasthan is expected to add 5 million tonnes (MT) to Ambuja Cements’ existing production capacity of 28.5 mtpa

Dalmia Cement
• Dalmia Cement is planning an investment of USD333.3 million to ramp up its manufacturing capacity to 21 mtpa from the existing 17 mtpa over the next two years.
• Dalmia has started up its operation at its new 2.5 million tonne (MT) greenfield unit at Belgaum in Karnataka. It also plans to scale up its two plants in North-East India for a total value of USD239 million and USD9.2 million, respectively

Source: TechSci Research
Heidelberg Cement, a Germany-based cement manufacturer has commissioned Phase-I of its Jhansi grinding unit.
- The company has undertaken an investment worth USD259.4 million for expanding its capacity to 2.9 million tonnes (MT).
- Heidelberg aims to ramp up the operational capacity to 6 MT at its Damoh plant in Madhya Pradesh, striving to add an additional 9 MT by 2017.

France-based, Vicat Group plans to invest USD600 million for 5.5 MT capacity by FY19.
- It is negotiating an acquisition of uncontrolled 47 per cent stake in the joint venture Vicat Sagar Cement (Chattrasal, Karnataka) for an enterprise value of about USD680 million.
- The joint venture Vicat Sagar has 2.8 MT capacity as on 2015.

Amrit Cement India Ltd (ACIL) has announced the launch of Amrit Cement in the North-Eastern market.
- The company plans to achieve a production level of 5 million tonnes per annum by 2015–16 through capacity expansion in North-Eastern Bihar and Nepal.

Source: TechSci Research
CONDUCTIVE INDUSTRY FORCES SUPPORT LONG-TERM ATTRACTIVENESS

- High – Huge capital investments required present substantial barriers to entry and achieving economies of scale

- Low – The Indian cement market is oligopolistic in nature, characterised by tacit collusion, where large players partially control supply for better price discipline

- Moderate – Cement players have to depend on the railways for carriage outward and local coal companies for fuel, although diversification of freight options and fuel sources is diminishing the suppliers’ power

- Low – Although there are partial substitutes such as asphalt, glass, steel, wood, etc; practically cement has no direct substitutes

- Low – Substantial market concentration among large players ensures low bargaining power of buyers

Source: TechSci Research
Cement

Strategies Adopted

Adoption of cement instead of Bitumen

- The Government of India has decided to adopt cement instead of bitumen for the construction of all new road projects on the grounds that cement is more durable and cheaper to maintain than bitumen in the long run.

Increase in Clean Energy Cess

- The Schedule Rate of Clean Energy Cess, levied on coal is being increased from Rs. 100 per tonne to Rs. 300 per tonne.
- The increase in the clean energy cess may lead to rise of power and fuel cost in the cement companies.

Ready-mix concrete

- Companies are trying to develop a niche market for RMC (Ready Mix Concrete).
- Penetration of RMC has been low at about 8 per cent (USA: 88 per cent; China: 33 per cent; Brazil: 32 per cent) because retail sales comprise mostly of bag cement**

Source: Ministry of External Affairs, Union Budget 2015 – 16, HDFC Bank annual report
## STRONG DEMAND DRIVERS IN THE NEAR TERM

<table>
<thead>
<tr>
<th>Housing growth</th>
<th>Infrastructure growth</th>
<th>Commercial real estate growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>• The Housing segment accounts for a major portion of the total domestic demand for cement in India</td>
<td>• The government is strongly focused on infrastructure development to boost economic growth and is aiming for 100 smart cities</td>
<td>• The government is strongly focused on infrastructure development to boost economic growth</td>
</tr>
<tr>
<td>• Real estate market is expected to grow at a CAGR of 17.2 per cent over 2011–15 to USD126 billion</td>
<td>• It plans to increase investment in infrastructure to USD1 trillion in the 12th Five Year Plan (2012–17), compared with USD514 billion under the 11th Five Year Plan (2007–12)</td>
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</tr>
<tr>
<td>• Growing urbanisation, an increasing number of households and higher employment are primarily driving the demand for housing, accounting for 67 per cent of the total consumption</td>
<td>• Infrastructure projects such as Dedicated Freight Corridors as well as new and upgraded airports and ports are expected to further drive construction activity,</td>
<td>• Infrastructure projects such as Dedicated Freight Corridors as well as new and upgraded airports and ports are expected to further drive construction activity</td>
</tr>
<tr>
<td>• Initiatives by the government are expected to provide an impetus to construction activity in rural and semi-urban areas through large infrastructure and housing development projects respectively</td>
<td>• The government intends to expand the capacity of the railways and the facilities for handling and storage to ease the transportation of cement and reduce transportation costs</td>
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</tr>
</tbody>
</table>

### Government Initiatives towards New Schemes
- Initiatives by the new government such as housing for all, smart cities, Swachh Bharat campaign, infrastructure spending, concrete roads initiative and an increase in allocation of funds to states are likely to see a positive impact on the industry in the next three-six months.
- The government’s recent focus on road projects and an increase in state allocations will drive infrastructure and housing demand which will indeed drive the market for cement industry.
- Projects like smart cities and Atal Mission for Rejuvenation and Urban Transformation (AMRUT) is expected to lead a surge in the demand for cement.

### Development in Metro, Roads, Airports
- The metro rail projects in Mumbai, Bangalore and Hyderabad and the expansion phase in Delhi drives cement demand.
- Airports modernisation across major cities will also expand demand for cement industry.
- The latest development in the Ahmedabad Metro Rail Project has also driven the cement demand to a large extent.

### Urbanisation and industrialisation development in the country
- The new urban development mission will focus on development of 500 cities having population of more than 100,000 and some cities of religious and tourist importance.
- Infrastructure is a priority for the government’s economic policy; funding from private as well as public sectors is set to increase sharply in the near term which would anticipate the demand of cement industry in India.

Demand for cement is highly correlated with cyclical activities like construction and development.

Housing sector accounts for a significant 67 per cent of the total cement demand (USA: 22 per cent; China: 25 per cent; Brazil 56 per cent)^.

Real estate market is expected to grow at a CAGR of 17.2 per cent during 2011–15 to USD126 billion. It is anticipated to reach USD180 billion by 2020.

The rapidly increasing real estate industry in India is expected to push the demand for cement.

- Residential real estate demand is driven by rising population and growing urbanisation.
- Rising income levels are leading to higher demand for luxury projects.
- Demand for affordable housing is growing in order to meet the demand from lower income groups.

Commercial real estate demand will be driven by growth in IT/ITeS sector and organised retail.

**Major cement demand drivers (FY15)**

- Housing Sector: 67%
- Infrastructure: 11%
- Commercial: 13%
- Industrial: 9%

*Source: TechSci Research, Ministry of External Affairs (Investment and Technology Promotion Division), ^Cement Vision 2025, AT. Kearney*
INVESTMENT IN INFRASTRUCTURE DRIVING SECTOR’S GROWTH

• Investment in infrastructure is the main growth driver for the cement industry

• The NITI Aayog estimates total infrastructure spending to be about 9 per cent of GDP during the 12th Five Year Plan (2012-17), up from 7.2 per cent during the previous plan (2007-12)

• India’s investment in infrastructure is estimated to double to about USD1 trillion during the 12th Five Year Plan (2012–17) compared to the previous plan

**Infrastructure spending as % of GDP**

<table>
<thead>
<tr>
<th>10th Five Year Plan</th>
<th>11th Five Year Plan</th>
<th>12th Five Year Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY08</td>
<td>5.2%</td>
<td>FY08</td>
</tr>
<tr>
<td>FY09</td>
<td>7.20%</td>
<td>FY09</td>
</tr>
<tr>
<td>FY10</td>
<td>7.50%</td>
<td>FY10</td>
</tr>
<tr>
<td>FY11</td>
<td>7.90%</td>
<td>FY11</td>
</tr>
<tr>
<td>FY12</td>
<td>8.40%</td>
<td>FY12</td>
</tr>
<tr>
<td>FY13</td>
<td>7.40%</td>
<td>FY13</td>
</tr>
<tr>
<td>FY14</td>
<td>7.60%</td>
<td>FY14</td>
</tr>
<tr>
<td>FY15</td>
<td>7.90%</td>
<td>FY15</td>
</tr>
<tr>
<td>FY16</td>
<td>8.40%</td>
<td>FY16</td>
</tr>
<tr>
<td>FY17</td>
<td>9.00%</td>
<td>FY17</td>
</tr>
</tbody>
</table>
UTILISATION RATES ESTIMATED TO IMPROVE ...

Source: CMA (Cement Manufacturers Association), Centrum Report, TechSci Research
Note: F- Forecast,

For updated information, please visit www.ibef.org
Total capacity of 390 million tonnes is being produced in FY15.

The strong momentum in capacity addition is not surprising given the sharp growth in construction, infrastructure and real estate in Indian economy.

Hence, the 12th Five Year Plan is estimated to have an additional capacity requirement of 139.7 million tonnes by FY17.

The total FDI in cement and gypsum products had reached USD3.1 billion between April 2000-September 2015.

**Capacity creation as per the 12th Five Year Plan (million tonnes)**

<table>
<thead>
<tr>
<th></th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
<th>FY16E</th>
<th>FY17E</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>10</td>
<td>35.3</td>
<td>65.5</td>
<td>101</td>
<td>139.7</td>
</tr>
</tbody>
</table>

Source: DIPP (Department of Industrial Policy and Promotion)
Notes: Additional capacity creation estimates are based on increase in base lines, roads, housing and fiscal support, E – Estimates.
# CASES OF SUCCESSFUL USE OF ALTERNATE FUELS IN CEMENT PRODUCTION

<table>
<thead>
<tr>
<th>Company/Plant</th>
<th>Strategy</th>
<th>Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Madras Cement’s Alathiyur plant</td>
<td>Use bioenergy through burning of coffee husk and cashew nut shells</td>
<td>Annual cost savings of USD1.7 million</td>
</tr>
<tr>
<td>India Cements Ltd’s Dalavoi plant</td>
<td>Use Low Sulphur Heavy Stock (LSHS) sludge as alternate fuel</td>
<td>Annual savings of USD6,500 approx</td>
</tr>
<tr>
<td>UltraTech’s Gujarat Cement Works</td>
<td>Use tyre chips and rubber dust as alternate fuel</td>
<td>Reduction of about 30,000 tonnes of carbon emissions annually</td>
</tr>
<tr>
<td>Lafarge’s Arasmeta plant</td>
<td>Substitute 10 per cent of coal used in kilns with rice husk</td>
<td>Higher energy savings and lower carbon emissions</td>
</tr>
</tbody>
</table>

Source: CMA, TechSci Research
NORTH-EAST INDIA: A LAND OF OPPORTUNITIES FOR CEMENT FIRMS

NE India: Cement demand

- The North Eastern (NE) region has consistently been in cement deficit for several years
- At present, cement demand in the NE is about 5.2 mtpa

NE India: Cement supply

- Cement manufactured locally is inadequate to meet the local demand for cement
- The deficit is met through cement purchased from other parts of India
- High transportation costs cause the landed costs of cement to increase considerably

NE India: Cement demand-supply gap

- Estimated Demand: 5.2 mtpa
- Available Supply: 3.0 mtpa
- Deficit of 2.2 mtpa

Source: Industry Sources, TechSci Research
Note: mtpa - Million Tonnes Per Annum
The Government has approved a package of fiscal incentives and other concessions for the North Eastern Region, namely the North East Industrial and Investment Policy, 2007, effective from 1 April, 2007.

The major policy and fiscal initiatives are expected to catalyse infrastructure and industrial development in the region, spurring the demand for cement.

Dungsam Cement, a Bhutan-based player, is entering the Indian market, targeting mainly North-East market.

**NE states projected GDP growth at constant prices**

- XI 5-yr Plan: 10.0%
- XII 5-yr Plan: 13.7%
- XIII 5-yr Plan: 16.4%

**NE states projected per capita income growth**

- XI 5-yr Plan: 8.6%
- XII 5-yr Plan: 12.4%
- XIII 5-yr Plan: 15.2%
UltraTech is India’s largest exporter of cement clinker spanning export markets in countries across the Indian Ocean, Africa, Europe and the Middle East

UltraTech and its subsidiaries have a presence in five countries through 12 integrated plants, 1 white cement plant, one clinkerisation plant, 17 grinding units, two rail and three coastal terminals, and 101 RMC plants

It has an annual capacity of 64 MT

Projects: Mumbai Metro, Bangalore Metro Rail, Kolkata Metro Rail, Monorail, Coastal Gujarat Power

**Milestones**
- 2004 – Acquisition of L&T’s Cement Business: UltraTech Cement Ltd
- 2006 – Narmada Cement Company Limited amalgamated with UltraTech
- 2010 – Samruddhi Cement Limited amalgamated with UltraTech Cement Limited
- 2012 – Acquisition of Adhunik Cement’s Meghalaya plant
- 2013 – Buys Jaypee Cement’s Gujarat unit
- 2015 – Commissioned 6000 TPD Clinkerisation line at Aditya Cement, (Rajasthan)

**Revenue and Profit After Tax (PAT) in USD billion**

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue (USD Billion)</th>
<th>Profit After Tax (PAT)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY08</td>
<td>1.4</td>
<td>0.3</td>
</tr>
<tr>
<td>FY09</td>
<td>1.4</td>
<td>0.2</td>
</tr>
<tr>
<td>FY10</td>
<td>1.4</td>
<td>0.3</td>
</tr>
<tr>
<td>FY11</td>
<td>2.8</td>
<td>0.4</td>
</tr>
<tr>
<td>FY12</td>
<td>3.6</td>
<td>0.4</td>
</tr>
<tr>
<td>FY13</td>
<td>3.9</td>
<td>0.5</td>
</tr>
<tr>
<td>FY14</td>
<td>3.6</td>
<td>0.4</td>
</tr>
<tr>
<td>FY15</td>
<td>4</td>
<td>0.3</td>
</tr>
<tr>
<td>FY16*</td>
<td>2</td>
<td>0.2</td>
</tr>
</tbody>
</table>

**CAGR**: 4.56%

Source: Company website, TechSci Research
Notes: RMC – Ready-Mix Concrete
CAGR*: For Revenue
FY16*: Revenue for April-September 2015

For updated information, please visit [www.ibef.org](http://www.ibef.org)
Ambuja Cements Ltd (ACL) is one of the leading cement manufacturing companies in India.

The company, initially called Gujarat Ambuja Cements Ltd, was founded by Narotam Sekhsaria in 1983.

Ambuja Cements is the second largest cement manufacturer in India, with nearly 10 per cent of the market share of total installed capacity.

It is the market leader in Northern India with 29 per cent of the total installed capacity.

**Milestones**

- 2010 – Started cement plant at Nalagarh, Himachal Pradesh and Dadri, Uttar Pradesh with a capacity of 1.5 million tonnes
- 2011 – Acquired 85 per cent stake in Nepal-based Dang Cement
- 2012 – Expansion of Sankrail Grinding Unit, thereby increasing the capacity from 1.5 mtpa to 2.4 mtpa
- 2013 – Acquiring Holderind Investments Ltd, Mauritius (Holcim), These transactions will result in Ambuja holding 50.01 per cent stake in ACC
- 2015 – Ambuja Cement becomes the leading water positive cement company in India with 4.03 times water positive factor

**REVENUE (USD billion)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue</th>
<th>PAT</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY08</td>
<td>1.5</td>
<td>0.3</td>
</tr>
<tr>
<td>FY09</td>
<td>1.5</td>
<td>0.3</td>
</tr>
<tr>
<td>FY10</td>
<td>1.5</td>
<td>0.3</td>
</tr>
<tr>
<td>FY11</td>
<td>1.9</td>
<td>0.3</td>
</tr>
<tr>
<td>FY12</td>
<td>2.1</td>
<td>0.3</td>
</tr>
<tr>
<td>FY13</td>
<td>1.7</td>
<td>0.3</td>
</tr>
<tr>
<td>FY14</td>
<td>1.7</td>
<td>0.2</td>
</tr>
<tr>
<td>FY15</td>
<td>1.2</td>
<td>0.1</td>
</tr>
</tbody>
</table>

Source: Company website, TechSci Research

Notes: mtpa – Million Tonnes Per Annum
CAGR*: is for Revenue
Cement Manufacturers’ Association
CMA Tower, A-2E, Sector 24 NOIDA – 201 301
Uttar Pradesh, India
Phone: 91-120-2411955, 2411957, 2411958
Fax: 91-120-2411956
E-mail: cmand@vsnl.com
Website: www.cmaindia.org/index.html
Indian Concrete Institute
Ocean Crest 79, Third Main Road, Gandhi Nagar, Adyar, Chennai – 600 020
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National Council for Cement and Building Materials
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Fax: 91-129-2242100; 2246175
E-mail: nccbm@vsnl.com; info@ncbindia.com
GLOSSARY

＊ CMA: Cement Manufacturers' Association
＊ GDP: Gross Domestic Product
＊ GoI: Government of India
＊ INR: Indian Rupee
＊ MTPA: Million Tonnes Per Annum
＊ NE India: North-East India
＊ FY: Indian Financial Year (April to March)
  ＊ So FY10 implies April 2009 to March 2010
＊ USD: US Dollar
＊ Wherever applicable, numbers have been rounded off to the nearest whole number
## Exchange Rates

### Exchange rates (Fiscal Year)

<table>
<thead>
<tr>
<th>Year</th>
<th>INR equivalent of one USD</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004–05</td>
<td>44.81</td>
</tr>
<tr>
<td>2005–06</td>
<td>44.14</td>
</tr>
<tr>
<td>2006–07</td>
<td>45.14</td>
</tr>
<tr>
<td>2007–08</td>
<td>40.27</td>
</tr>
<tr>
<td>2008–09</td>
<td>46.14</td>
</tr>
<tr>
<td>2009–10</td>
<td>47.42</td>
</tr>
<tr>
<td>2010–11</td>
<td>45.62</td>
</tr>
<tr>
<td>2011–12</td>
<td>46.88</td>
</tr>
<tr>
<td>2012–13</td>
<td>54.31</td>
</tr>
<tr>
<td>2013–14</td>
<td>60.28</td>
</tr>
<tr>
<td>2014–15</td>
<td>61.06</td>
</tr>
<tr>
<td>2015-16(Expected)</td>
<td>61.06</td>
</tr>
</tbody>
</table>

### Exchange rates (Calendar Year)

<table>
<thead>
<tr>
<th>Year</th>
<th>INR equivalent of one USD</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>43.98</td>
</tr>
<tr>
<td>2006</td>
<td>45.18</td>
</tr>
<tr>
<td>2007</td>
<td>41.34</td>
</tr>
<tr>
<td>2008</td>
<td>43.62</td>
</tr>
<tr>
<td>2009</td>
<td>48.42</td>
</tr>
<tr>
<td>2010</td>
<td>45.72</td>
</tr>
<tr>
<td>2011</td>
<td>46.85</td>
</tr>
<tr>
<td>2012</td>
<td>53.46</td>
</tr>
<tr>
<td>2013</td>
<td>58.44</td>
</tr>
<tr>
<td>2014</td>
<td>61.03</td>
</tr>
<tr>
<td>2015(Expected)</td>
<td>63.72</td>
</tr>
</tbody>
</table>

Source: Reserve bank of India, Average for the year
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