



Date: 05th June, 2026

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

To,
The Listing Department
BSE Limited
Phiroze Jeejeebhoy Towers
Dalal Street
Mumbai-400 001

Symbol -: STARCEMENT

Scrip code: 540575

Dear Sir/Madam,

Subject: Investor Presentation for the 4th Quarter and Year ended 31st March, 2026

Pursuant to the Regulation 30 of Securities and Exchange Board of India (Listing obligations and Disclosures Requirements) Regulation, 2015, an Investors Presentation for the 4th Quarter and Year ended 31st March, 2026 has been prepared and the same has been disseminated on the Company's website at <https://www.starcement.co.in/investors-presentation#main>. We are enclosing herewith a copy of the Presentation for your information and record.

Request you to kindly take this communication on record.

Thanking you,

Yours faithfully,
For Star Cement Limited

DEBABRATA THAKURTA
Digitally signed by
DEBABRATA
THAKURTA
Date: 2026.06.05
11:33:29 +05'30'

Debabrata Thakurta
Company Secretary
(M. No.: F6554)

Encl. as stated

STAR CEMENT LIMITED

Century House, P-15/1 CPT Colony, Taratala Road, Kolkata -700088. Email: kolkata@starcement.co.in

Registered Office & Works: Village & PO – Lumshnong, P.S. Khliehriat, District – East Jaintia Hills, Meghalaya – 793210. Phone: 03655-278215/16/18. Fax Number: 03655-278217.

Email: lumshnong@starcement.co.in. Website: www.starcement.co.in

ISO 9001:2015, ISO 14001:2015 & ISO 45001:2018 CERTIFIED COMPANY.

CIN : L26942ML2001PLC006663

CREATING A BETTER TOMORROW

Investors Presentation – Q4 - FY 26

Know Us Better: Company Snapshot



Lumshnong IU, Meghalaya



Guwahati Grinding Unit

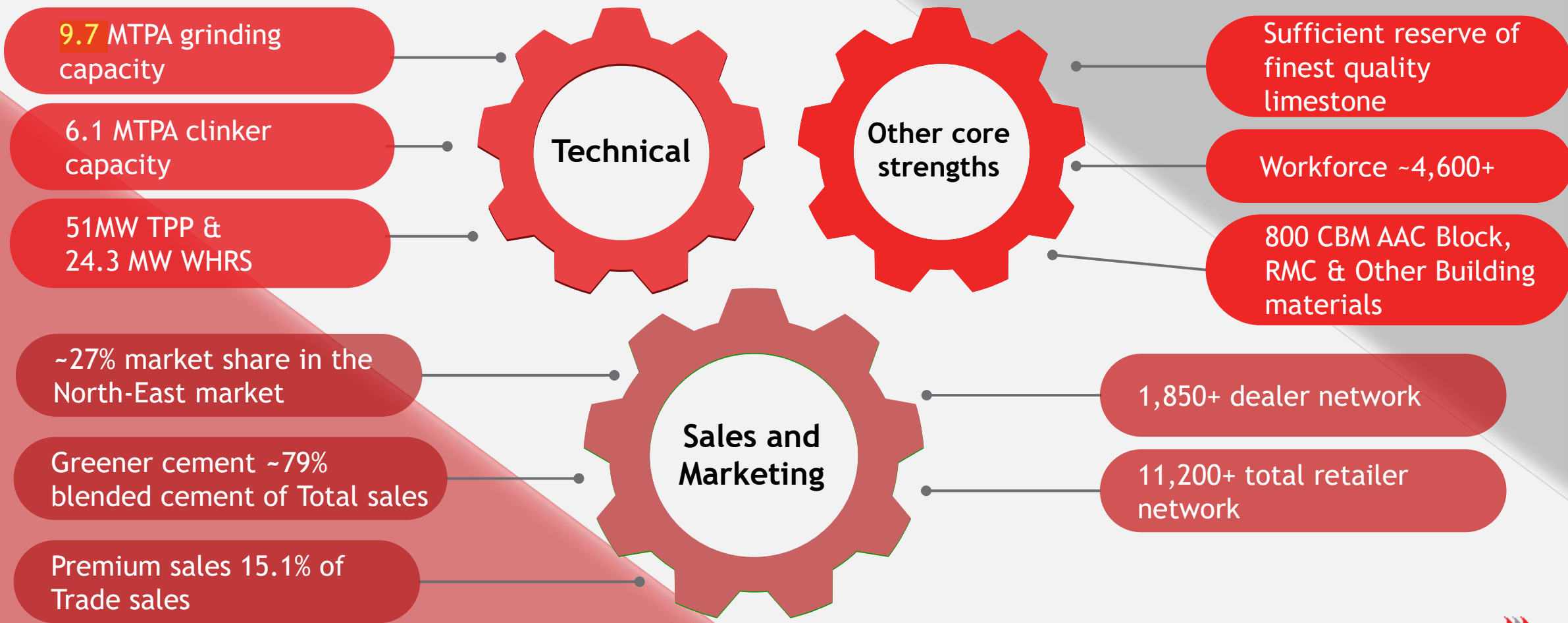


Siliguri Grinding Unit



Cachar Grinding Unit

Star Cement Limited is a leading Eastern India-focused cement company with strong brand equity, superior product quality, and an extensive distribution and logistics network. Its disciplined expansion strategy, operational efficiency, and commitment to stakeholder value creation provide a robust platform for sustained earnings growth.



Haryana GU

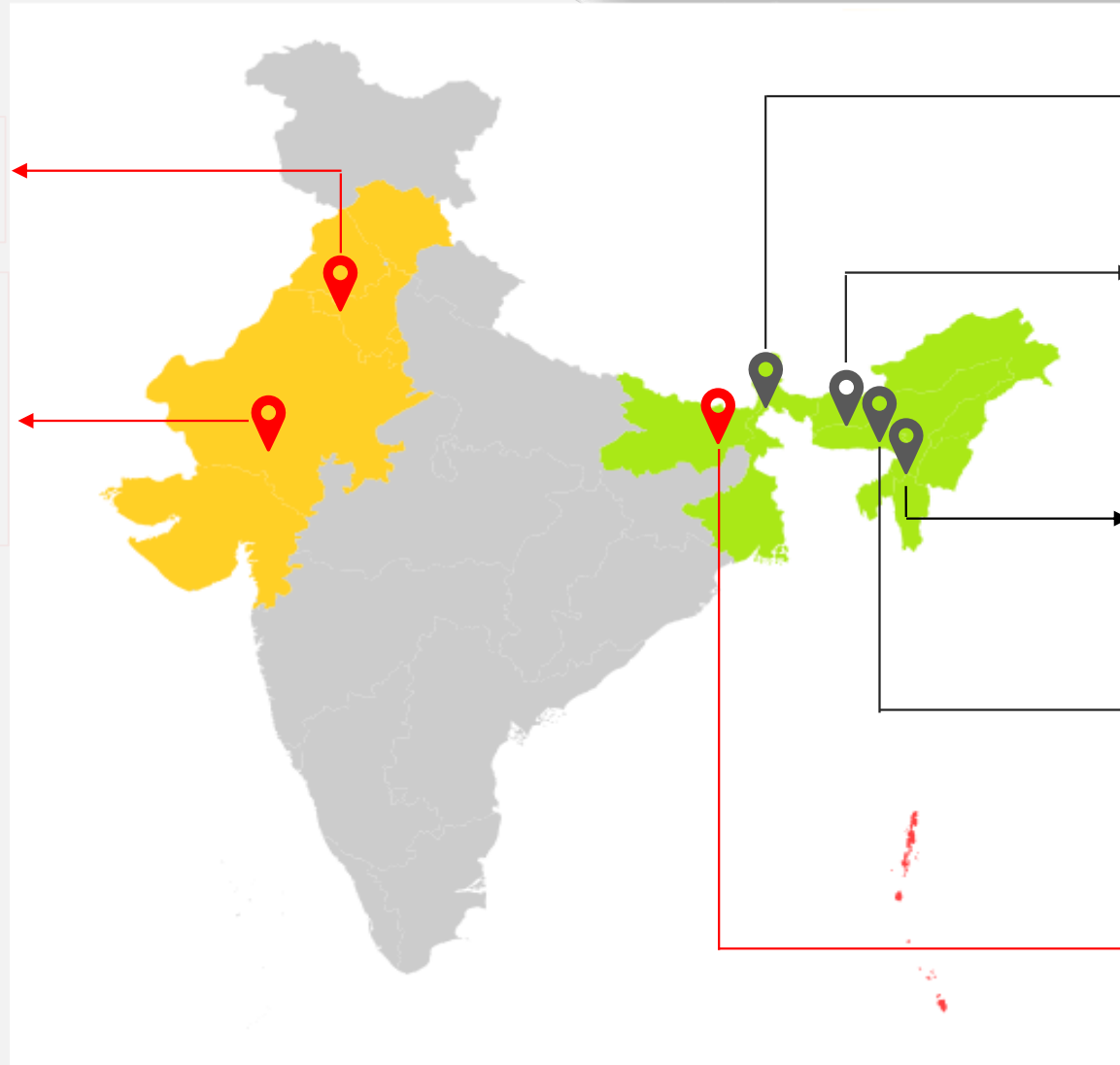
Planned - 2.5 MPTA (FY29)

Nimbol IU, Rajasthan

Clinker Capacity - 3.3 MTPA (FY29)
Cement Capacity - 2.5 MTPA (FY29)
~80Mn tons LS reserves secured;
target to secure addn. 40-50 Mn tons.

Expansion Update

- CAPEX for the year FY27 estimated ~INR 700Cr. incl operational Capex.
- Cachar GU commissioned on 19th Feb.



Siliguri GU, WB

Cement Capacity - 2.0 MTPA

Guwahati GU, Assam

Cement Capacity - 4.0 MTPA
800 CBM AAC Block

Cachar GU, Assam

Cement Capacity - 2.0 MPTA (Feb'26)

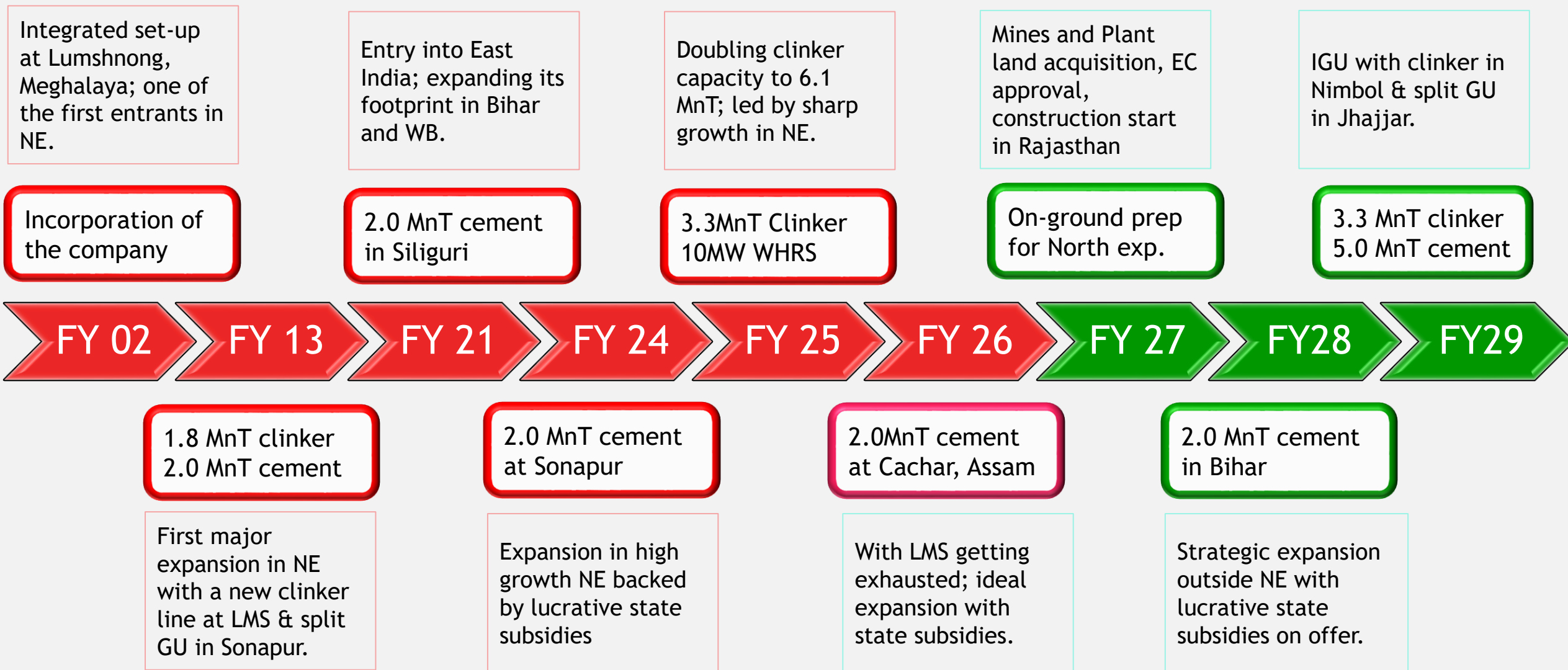
Lumshnong IU, Meghalaya

Clinker Capacity - 6.1 MTPA
Cement Capacity - 1.7 MTPA
TPP - 51 MW + WHRS - 24.3 MW

Bihar GU

Planned - 2.0 MPTA (FY28)

Foundation laid for doubling GU capacity: FY25 - 7.7; FY29 - 16.7 MTPA



Roadmap to almost double capacities over the next 3 years

| Capacities | FY19 | Additions - FY20 to FY26 | FY26 | FY27 | FY28 | FY29 |
|------------------------------|------|--------------------------|------|--|------|------|
| Clinker capacity | 2.8 | 6.1 | 6.1 | 6.1 | 6.1 | 9.4 |
| - North-East | 2.8 | 3.3 | 6.1 | 6.1 | 6.1 | 6.1 |
| - North | - | - | - | - | - | 3.3 |
| Cement capacity | 3.7 | 9.7 | 9.7 | 9.7 | 11.7 | 16.7 |
| - North-East | 3.7 | 4.0 | 7.7 | 7.7 | 7.7 | 7.7 |
| - East | - | 2.0 | 2.0 | 2.0 | 4.0 | 4.0 |
| - North | - | - | - | - | - | 5.0 |
| >2.5x over the past 5 years. | | | | Roadmap laid out to almost double capacities over next 3 yrs. | | |

| | | |
|-------------------------------|---------------|---|
| North-East¹ | INR 100 Cr. | <ul style="list-style-type: none"> Cachar GU commissioned on 19th Feb'26. Ground-work for future expansion in Northeast to be laid out. |
| East | INR 650 Cr. | <ul style="list-style-type: none"> Bihar GU positioned as a natural extension of current market footprint in East. Land acquisition in progress; MoU applied; planned commissioning by FY28. |
| North | INR 2,900 Cr. | <ul style="list-style-type: none"> Sufficient LS reserves at Nimbol and Jaisalmer to set up a 3.3Mn tons clinker plant. Land acq. in progress at RJ and HR ; MoU with both State Govt at advanced stages. |

1. Planned expansion in NE: Real-time assessment of demand in the North-East to guide the actual timing and scale of expansion.
2. Above expansion has been planned with internal accruals and reasonable gearing in the books of accounts.

Planned Investment Outflow for plant expansion

| Expansion Regions | Comm. year | Clinker capacity | Cement capacity | CAPEX outlay ¹ | FY27 | FY28 | FY29 |
|----------------------------------|------------|------------------|-----------------|---------------------------|-----------|-----------|-----------|
| | (Year) | (MTPA) | (MTPA) | (INR Cr.) | (INR Cr.) | (INR Cr.) | (INR Cr.) |
| East India | | | | | | | |
| - Bihar | FY28 | - | 2.0 | 650 | 150 | 350 | 150 |
| North India | | | | | | | |
| - Nimbol IU | FY29 | 3.3 | 3.0 | 2,250 | 350 | 950 | 650 |
| - Haryana GU | FY29 | - | 2.0 | 650 | 100 | 100 | 400 |
| Tentative Cash Outlay - Projects | | | | 3,650 | 600 | 1,400 | 1,200 |

1. Currently we are planning to fund all future expansion through internal accruals and debt financing. We target to maintain fiscal prudence and remain below Net debt/EBITDA of 1.5x.
2. NE expansion - To be evaluated in line with the evolving market demand and business conditions in Northeast. We remain firmly committed to protect our base in Northeast and are making it ground ready in Umrangso and Jorhat to keep ourselves ready for scale up.

ESG Goals & Targets

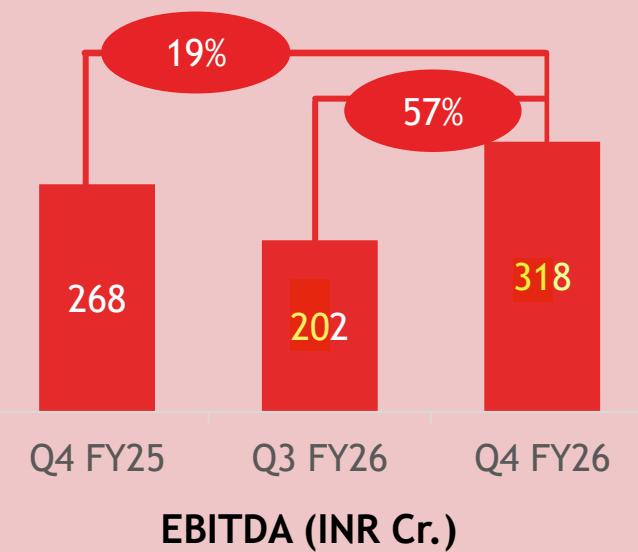
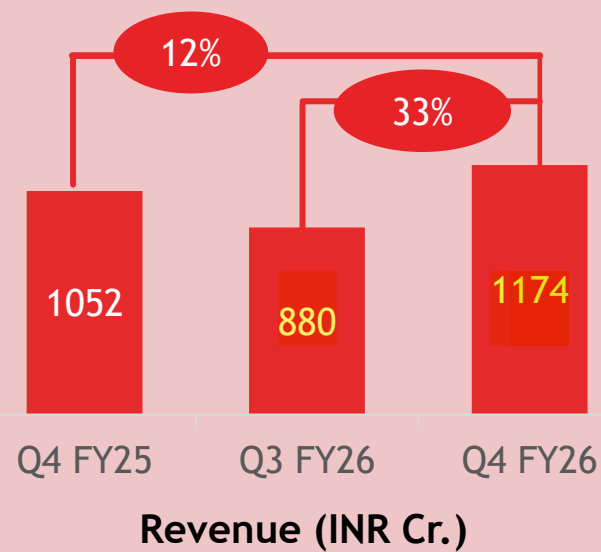
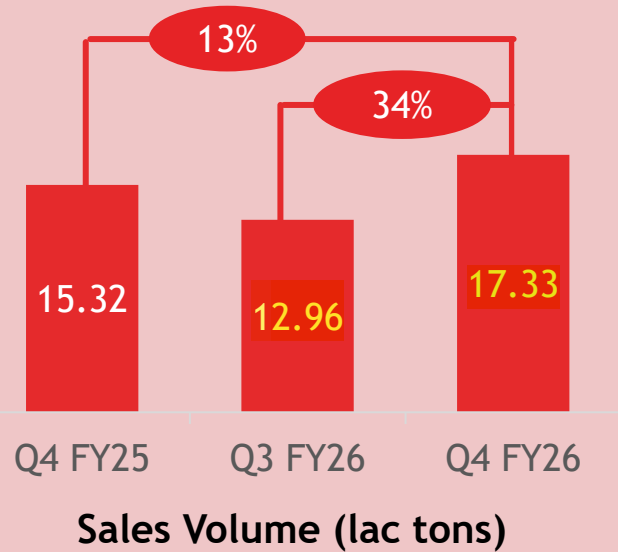
| Modules | Target | Present Status |
|--|--|---|
| Green energy (Q4 FY26~33.8%) | Green energy share of 60% by FY28. | Evaluating RE with various combinations like rooftop & behind-the-meter solar, Group Captive, Wind power. WHRS- 24.3MW; 27.4% of total power substituted with WHRS. |
| Thermal Substitution Rate (TSR) | 20% by FY27 | Achieved target and plan to maintain that going forward. |
| Water positivity | 2x water positive by FY28 | 1. 1.60x water positive with construction of new water reservoir at Lumshnong. 2. Collaboration with communities for rainwater harvesting via pond and to assist in agriculture using drip irrigation. |
| Diversity and Inclusion | 12% women of permanent workforce by FY27 | Head count raised from 168 in July'23 to 246 in Mar'26 (rising from 8% to ~11% of the total permanent workforce) |

**STAR
CEMENT**
Solid Setting



Financial Highlights

Key operational achievements of Q4 FY26



Q4 FY26 Highlights

Achieved strong financial performance :

- ✓ Robust quarter with strong sales volume growth despite the West Asia crisis escalation.
- ✓ Highest ever EBITDA for 4th quarter.
- ✓ Sales volume includes clinker sales of 114 KT.
- ✓ Premium Sales 15.1% of trade, lower QoQ with Q3'FY26 at 17.1% but higher YoY Q4'FY25 at 12.2%.

Higher Annual EBITDA

Highest ever Annual EBITDA
FY26 EBITDA - INR 944 Cr. Vs INR 589 Cr. In
FY25 (Increased 60% YoY)

Sonapur Line 2 refund

Disbursement from Assam Govt
towards refund has started.

Expansion plans

Fast tracking Bihar and Rajasthan
expansion with an integral target to
complete land acquisition within next
4-5 months



Building Materials - Performance | FY26

Plant commissioned on 2nd Jun'25
Revenue - INR 43Cr.

Major - Cost Impact

West Asia crisis - largely leading to
escalation in Packing bags and Diesel cost.
Rake availability - Route restriction by
railways in NFR; leading to fuel cost
escalations. (Coal availability impacted)

Cachar Grinding Unit

Cachar Grinding Unit (CGU) commissioned
on 19th Feb'26 and contributed to fulfil high
Q4 demand.

Sales Performance Overview | Q4 FY26

Cement Sales volume for Q4 FY26 grew 10% YoY; NE sales grew by 2% whereas ROE sales grew by 32%

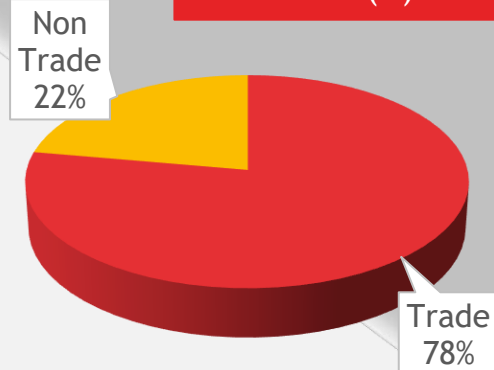
Cement Sales realizations during Q4 FY26 grew 4.7% YoY.

Premium sales at **15.1% of Trade sales** in Q4 FY26; up from 12.2% in Q4FY25.

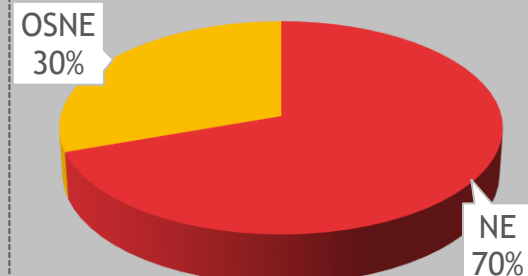
In Q4 FY26 - Utilization of new grinding unit in Guwahati was **95%** & improved SGU Utilization to **86%**.

Growth in Non-trade volumes in Q4 FY26 was **~25%** YoY.

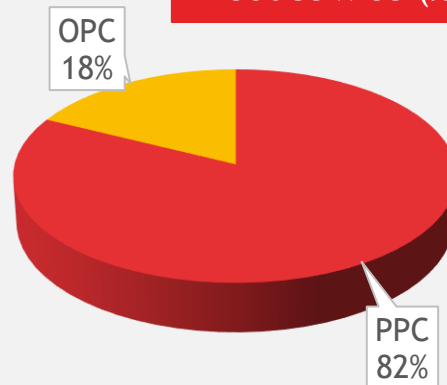
Trade Mix (%)



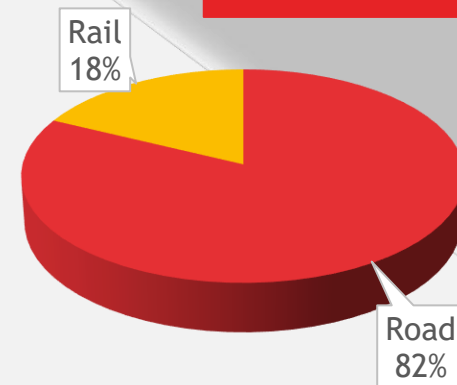
Geo-Mix (%)



Product wise (%)

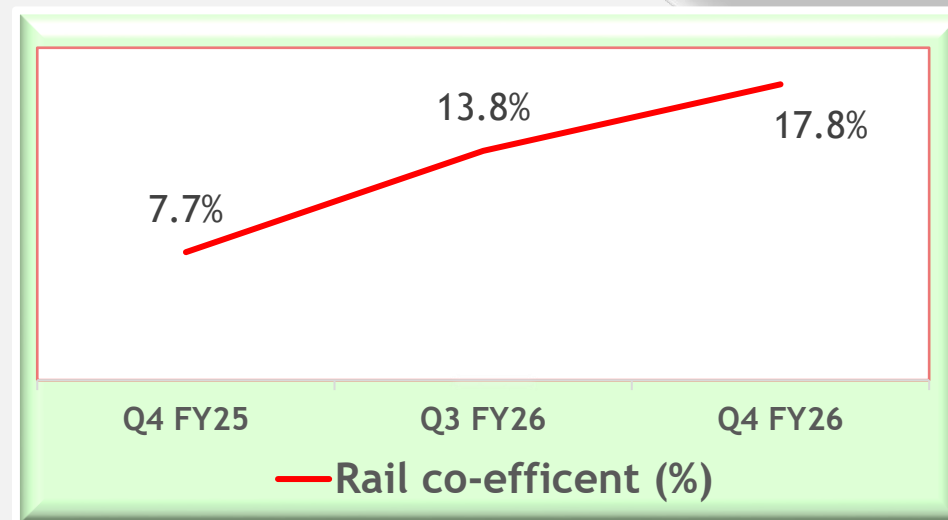
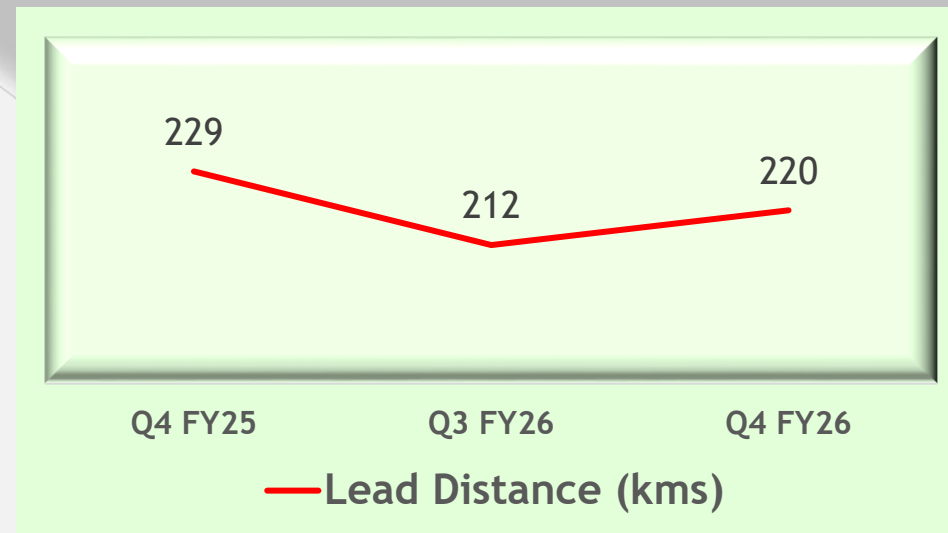
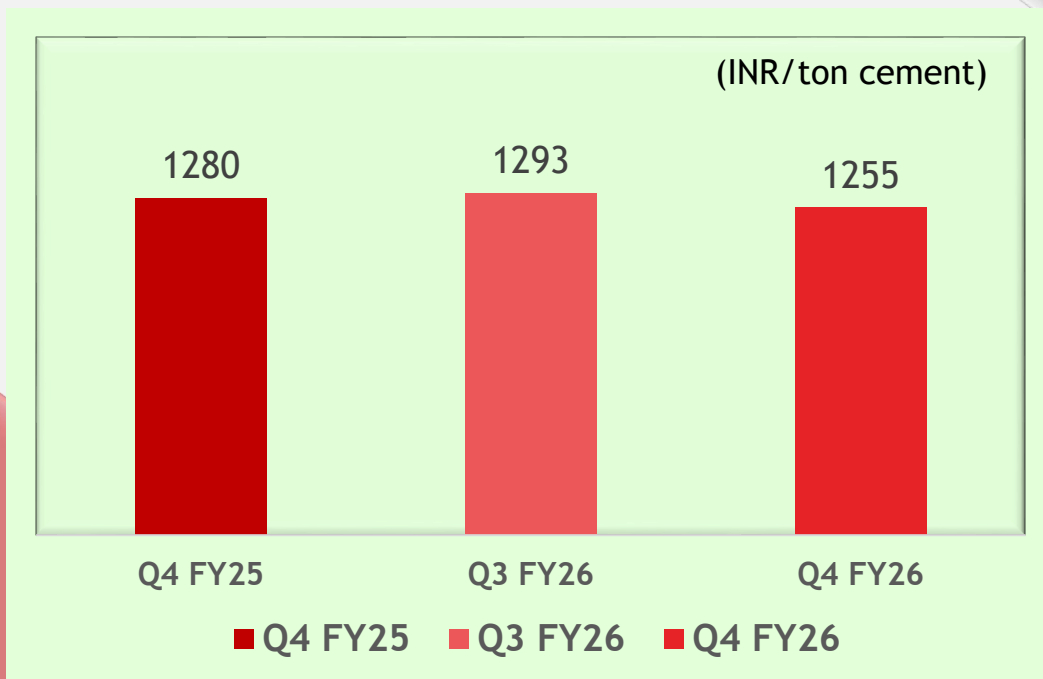


Road:Rail mix



PPC includes Premium

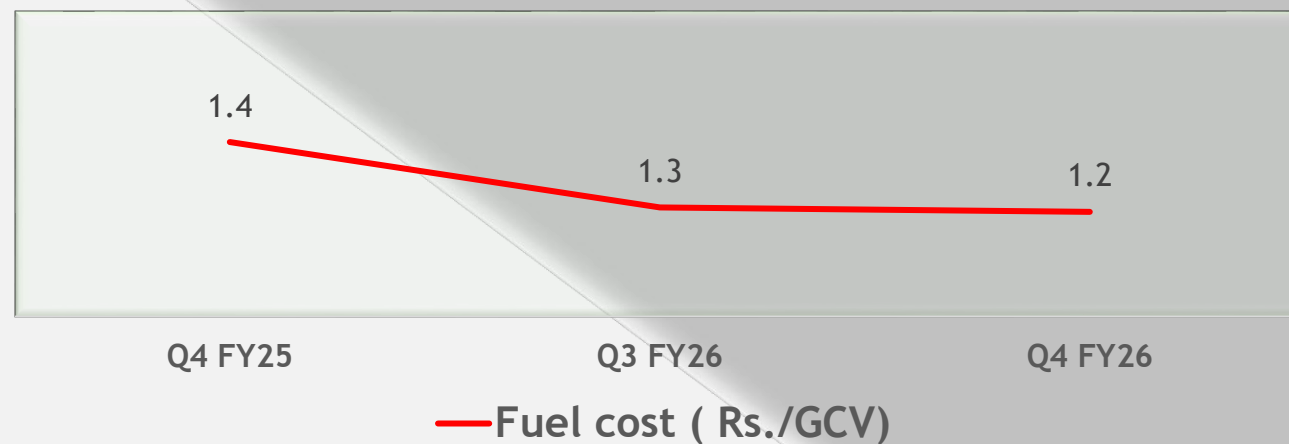
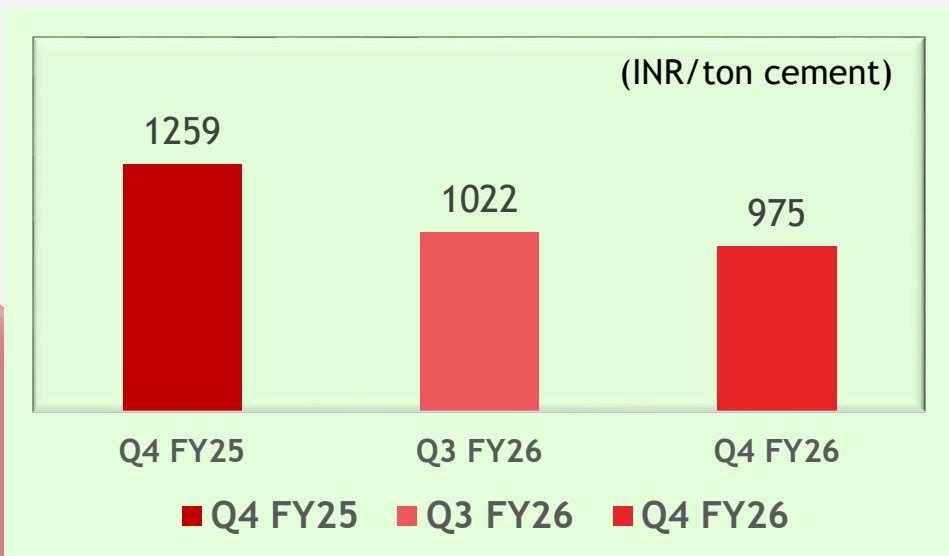
Logistics



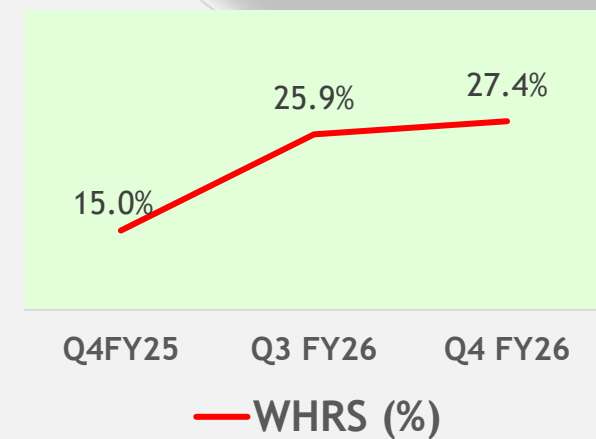
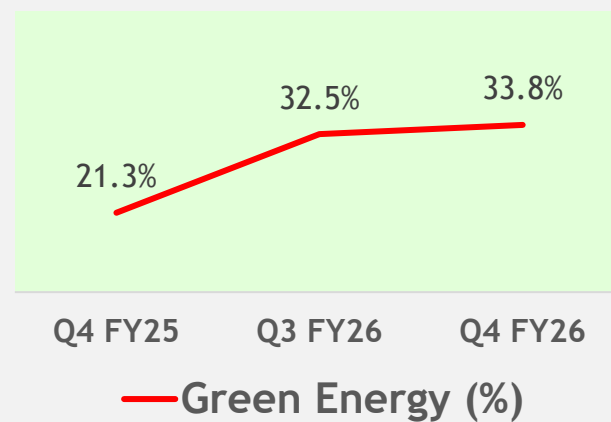
Logistics cost rationalization QoQ due to:

- Q3 was impacted by logistics disruption due to strikes.

Power & Fuel



- Increase in WHRS as a % of total power mix to ~27.4%.
- Low fuel costs attributable to a high % of coal sourcing being done from FSA.
- Coal availability impacted; fuel costs may rise in Q1 FY27.



Financial Highlights - YoY Comparative

| Particulars | Q4 FY26 | Q4 FY25 | YoY% | FY26 | FY25 |
|--|------------|------------|------------|------------|------------|
| Quantity Sales (Lacs tons) | | | | | |
| Cement and Clinker Sales | 17.33 | 15.32 | 13% | 54.96 | 47.31 |
| Income and Expenses (INR Cr) | | | | | |
| Revenue from sale of cement and Clinker | 1,174 | 1,052 | 11% | 3,776 | 3,163 |
| Other Revenue | 9 | 5 | 81% | 19 | 11 |
| EBITDA | 318 | 268 | 19% | 944 | 589 |
| Depreciation | 99 | 87 | 13% | 365 | 332 |
| Interest | 13 | 9 | 47% | 46 | 32 |
| Profit Before Tax | 207 | 171 | 21% | 532 | 226 |
| Profit After Tax | 147 | 123 | 20% | 390 | 169 |
| Gross Cash Accruals | 246 | 211 | 17% | 756 | 501 |
| Per Unit details (INR/ton) - Cement & Clinker | | | | | |
| EBITDA | 1,838 | 1,748 | 5.2% | 1,717 | 1,245 |
| Profit Before Tax | 1,193 | 1,119 | 6.7% | 968 | 477 |
| Profit After Tax | 849 | 804 | 5.6% | 710 | 357 |



Sustainability & CSR: Integrating as key business principles

Social Initiatives

Livelihood and Skill Building

- Srijani livelihood hub operates Agarbatti, Tailoring & Beautician units.
- STAR SAMARTH supports around 1,000 entrepreneurs through, skill-building programs, website support, and trade fair participation.
- STAR ANANYA in Assam & West Bengal empowers 35 women by converting rejected cement bags into carry bags, enhancing brand visibility.



Agarbatti Unit



Embroidery Course



Star Samrath



Bloc Painting



Star Ananya

Health & Sanitation

- 7 Health & Eye Check-up camps organized in Assam, providing free medical support to villagers.
- Free spectacles distribution to the villagers.
- Food security support provided to 80 especially abled persons and nutritional aid to 100 TB patients under NI-Kshay Mitra.



Health Camp



Eye Camp



Spectacles Distribution



Eye Camp



Food Security

Social Initiatives

Education

- Kala Mandir are engaging 331 students, including recognition at an All-India Art Competition.
- Computer Education on Wheels is benefiting 1,700+ students & youth across Assam and West Bengal.
- 15+ educational institutions are undergoing infrastructure development & renovation.
- Technical education benefited around 1,700 youths in Assam and West Bengal.



Kala Mandir



Computer Education



School Development



School Support



*Student
Development*

Rural Development

- Construction & renovation of 50 rural projects have started across Assam & WB.
- Need Assessment, impact & SROI studies have been conducted at SCNEL Cachar & Chamata GUs.
- Street Art has been performed by the team of Srijani and Kala Mandir on Jalpaiguri Utsav.



Construction of various Public Utility

Awards & Accolades



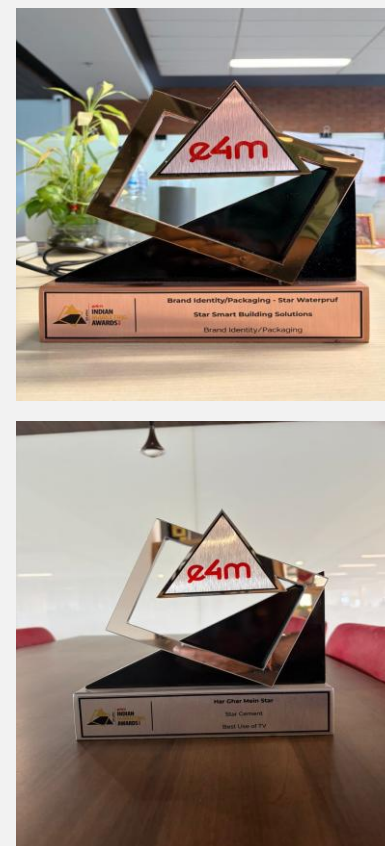
In Q3, Star has been recognized with four Awards.

Gold Award: Best Conference of the Year (International) ADC.

Bronze award - Best Product Launch - Star Dhalai Master

Bronze award - Best Annual Dealers Meet, Malaysia 2025

Bronze award - Best Use of AI in Experiences under Red Carpet 2025 award Categories.



In Q4, SCL has been recognized with four Awards namely

Gold Award - Transformational Growth to Star Weather Shield.

Silver Award - Best Use of TV for Har Ghar Mein Star.

Bronze Award - Best Use of Omni Channel Marketing.

Marketing - Digital Marketing for Exchange4Media.

Brand Identity/Packaging - Star Waterproof

Bronze - Brand Identity/Packaging - Star Waterproof

Star Cement took the initiative of **celebrating our local celebrities** by initiating association with some of the trailblazers of different sports categories as the company's Brand Ambassadors.

The collaboration with these local celebrities aligns with Star Cement's long-standing ethos, epitomized by the slogan "Har Ghar Mein Star"

The celebrated sports partner are :

1. Mirabai Chanu - Padmashri and Olympic medalist in Weight-lifting
2. Riyan Parag - Indian National Team Cricketer
3. Lovelina Borgoin - Olympic medalist in Boxing
4. Baichung Bhutia - Former Indian Team Football Captain
5. Association with Shillong Lajong FC - one of the premier football clubs in India.
6. Association with Sikkim Football Association - for all their League and national matches



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Star Cement Limited

www.starcement.co.in

E-mail: investors@starcement.co.in

Mobile No.: + 91 91474 15110

CIN: L26942ML2001PLC006663

NSE Ticker: STARCEMENT | BSE Ticker: 540575

Corporate Office:

Century House, 2nd Floor, P-15/1, Taratala Road,
CPT Colony, Taratala,
Kolkata - 700088

Date: June 2026