

File No: 1010/02

May 15, 2025

BSE Limited
P J Towers, Dalal Street,
Fort Mumbai - 400001
Scrip Code: 542216

National Stock Exchange of India Limited
“Exchange Plaza”, Plot No. C-1, Block G
Bandra - Kurla Complex, Bandra (East),
Mumbai - 400 051
Symbol: DALBHARAT

Subject: Investor Presentation – Q4 FY25

Ref: Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

Dear Sir/Madam,

Please find enclosed herewith Investor Presentation – Q4 FY25, which is proposed to be shared with Analysts / Investors.

We request you to take the same on record.

Thanking you,

Yours Sincerely,
For Dalmia Bharat Limited

Rajeev Kumar
Company Secretary

Enc: a/a.

Dalmia Bharat Limited

11th & 12th Floors, Hansalaya Building, 15, Barakhamba Road, New Delhi-110 001, India
t 91 11 23465100 f 91 11 2331 3303 w www.dalmiabharat.com CIN : L14200TN2013PLC112346
Registered Office: Dalmiapuram, Dist. Tiruchirapalli, Tamil Nadu- 621 651, India
A **Dalmia Bharat Group** company, www.dalmiabharat.com



Investor Presentation– Q4 FY25

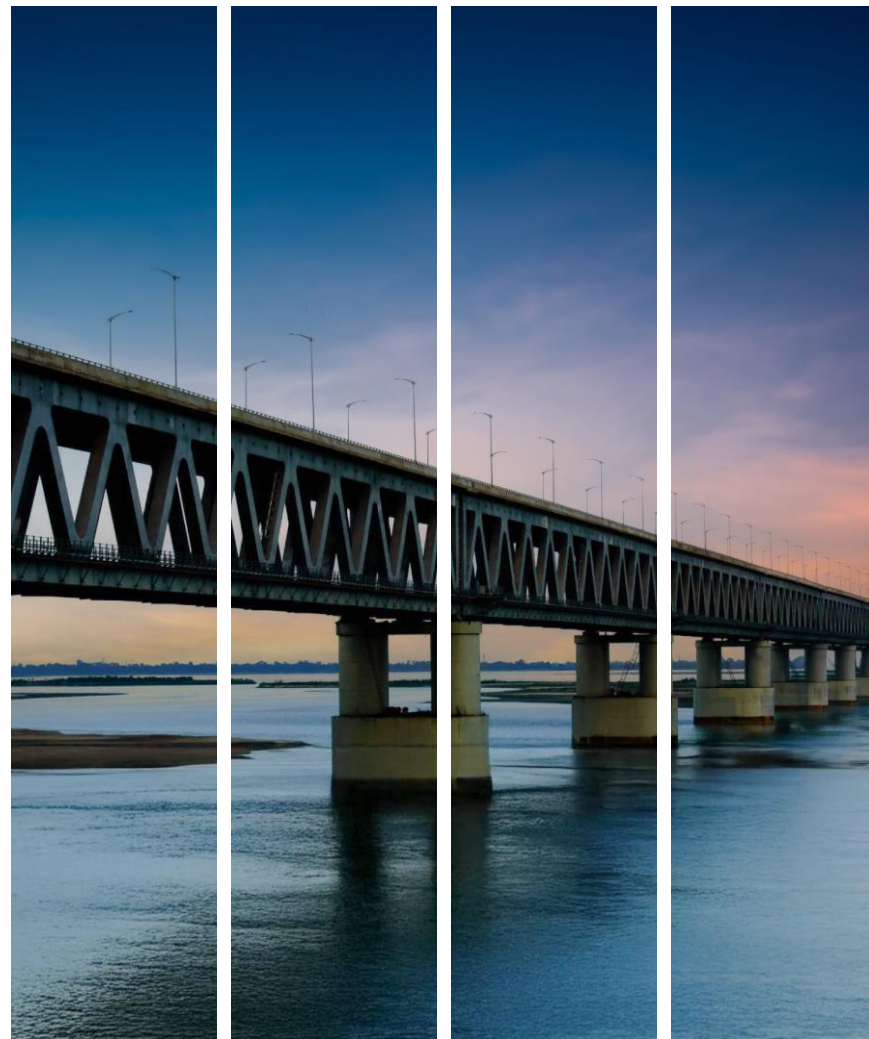
Certain statements in this presentation describing the Company's objectives, projections, estimates and expectations may be 'forward looking statements' within the meaning of applicable laws and regulations.

Although our expectations are based on reasonable assumptions, these forward-looking statements may be influenced by numerous risks and uncertainties that could cause actual outcomes and results to be materially different from those expressed or implied. The Company takes no responsibility for any consequence of decisions made based on such statements and holds no obligation to update these in the future.

The past financial figures have been regrouped or rearranged as per the current grouping, wherever necessary.

Data is for FY25 unless otherwise stated

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Dalmia Bharat Overview



Dalmia Bharat Group Overview



Fourth largest cement
manufacturing company in
India



One of the fastest growing
cane-based multi-product
companies



Home construction &
improvement products &
services retailer



Expanding CSR programs
and projects of Dalmia
Bharat Group since 2009



Proud 'Monument Mitra' of
one of India's most iconic
landmarks - The Red Fort



Our Vision

To unleash the potential of everyone we touch



Our Mission

To be in the top two in all our businesses on the strength of our people and the speed of our innovation



Our Values

- Integrity
- Humility
- Trust & Respect
- Commitment

Dalmia Bharat Limited by the Numbers

Fundamentals

49.5 MnT

Cement Capacity



29.4 MnT

Sales Volume



23.5 MnT

Clinker Capacity



479 MW#

Power Capacity



15

Plants



23

States Served



49,300+

Channel Partners



5,763

Employees



Financials

₹13,980 Cr

Net Sales



₹ 4,763

NSR / Ton



₹ 2,407 Cr

EBITDA



₹ 820

EBITDA / Ton



17.2%

EBITDA Margin



₹34,166 Cr

Market Cap



₹699 Cr

Profit After Tax



5.0%

PAT Margin



Key Milestones Over The Past Decade

Expansion into North East
through Acquisition of
Calcom and Adhunik

11.8 MnTPA

FY13

Increased stake in OCL to
74.6%; OCL became a
subsidiary of the Group

24.0 MnTPA

FY15

- Completed corporate restructuring to become a single listed entity
- Acquired Kalyanpur Cement (1.1 MnTPA)

26.5 MnTPA

FY19

Commenced production of Line
2 at Medinipur (2.3 MnTPA)

30.8 MnTPA

FY21

FY24

44.6 MnTPA

Multiple expansion including Line 2 at
Bokaro (2.5 MnTPA) and greenfield
plant at Sattur (2 MnTPA)

FY23

38.6 MnTPA

Multiple capacity expansion
through debottlenecking

FY22

35.9 MnTPA

Commenced commercial production
at Murli (2.9 MnTPA) and Line 2 at
Kapilas (2.25 MnTPA)

FY25

49.5 MnTPA

Capacity expansion at Lanka (2.4 MnTPA), Kadapa (1
MnTPA), Ariyalur (1 MnTPA) and Kalyanpur (0.5 MnTPA)

Strategic Imperatives

PAN India Pure Play Cement Company

Significant presence in every market wherein Dalmia operates

Grow capacity at a CAGR of 14% - 15% over the next decade to reach 110-130 MnT by 2031

Target of 75 MnT by FY2028

Maintain a strong balance sheet along with highest standards of corporate governance

Continue building a great organizational culture and a strong value system

Empowering Progress Through Our Pillars




Financial performance

- Sales volumes grew 2% YoY to 29.4 MnT in FY25
- EBITDA stood at Rs 2,407 Crore in FY25
- Net Debt to EBITDA at 0.3x as on Mar 31, 2025



Growth

- Achieved milestone of 49.5 MnTPA for Installed Cement Capacity
- Announced Cement capacity expansion of 6 MTPA (mainly for new markets in West India)



Organization Building

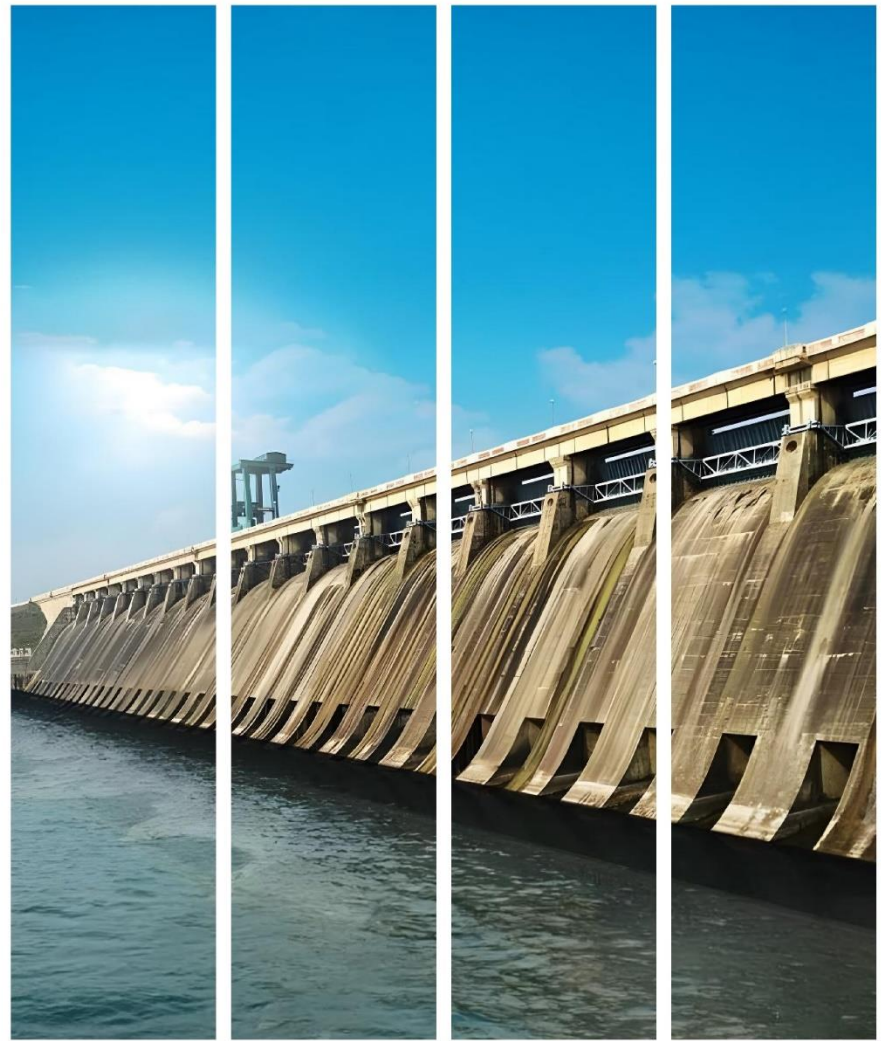
- Strengthening leadership by hiring top industry talent
- Enhanced digital capabilities across operations with Initiatives such as Transport Management and Vendor Invoice Management



Sustain Trust

- Continued transition to greener operations with 36% RE consumption in FY25
- S&P Global CSA Score (2024) improved by 4 points to 64

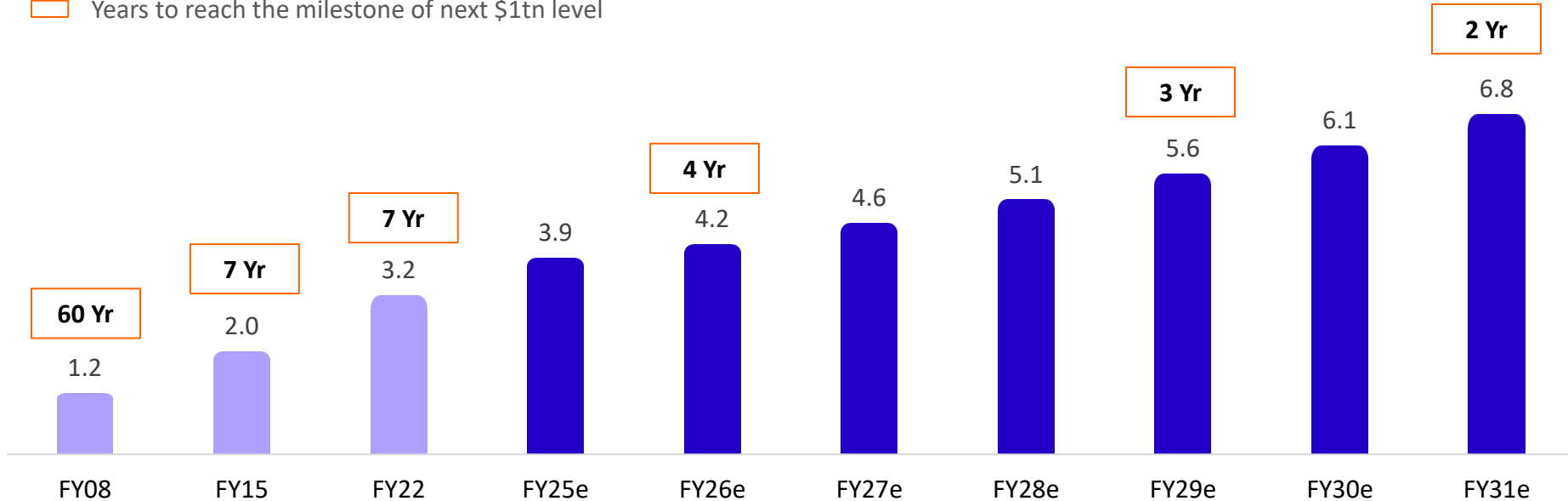
Indian Economy



INDIA – Adding every progressive Trillion Dollar faster..

■ India GDP, current prices (US\$ Tn)

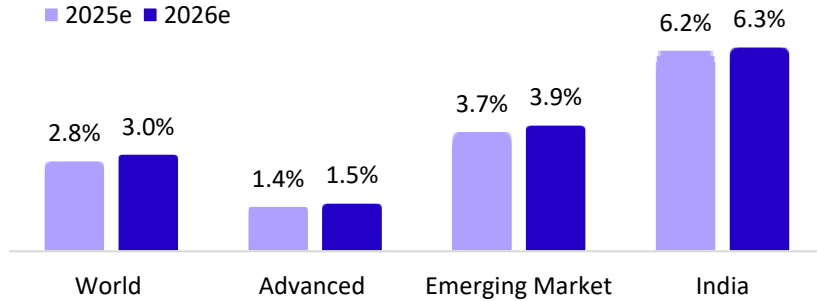
□ Years to reach the milestone of next \$1tn level



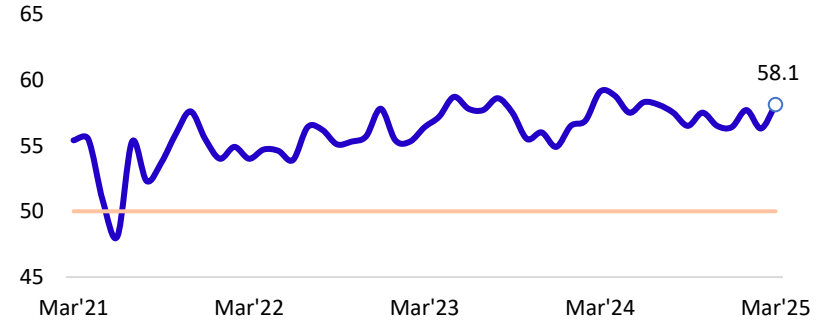
India is adding each trillion dollar to its economy faster than ever — and the momentum is only accelerating

Growing resilience in the Indian Economy

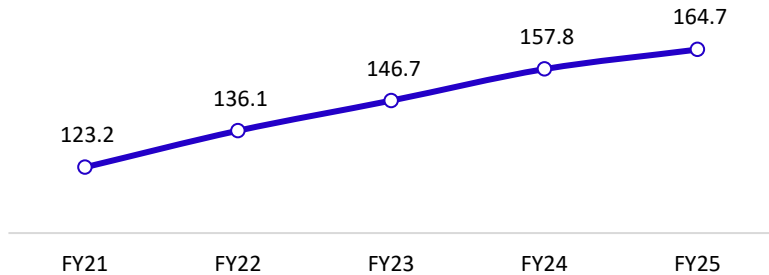
Economic Growth projections



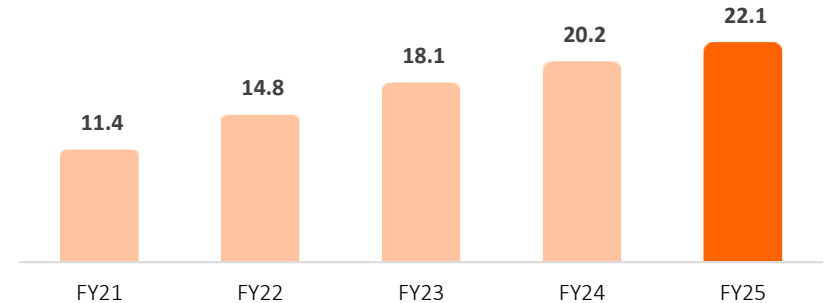
S&P Global India Manufacturing PMI



Production of 8 Core Industry (Indexed)

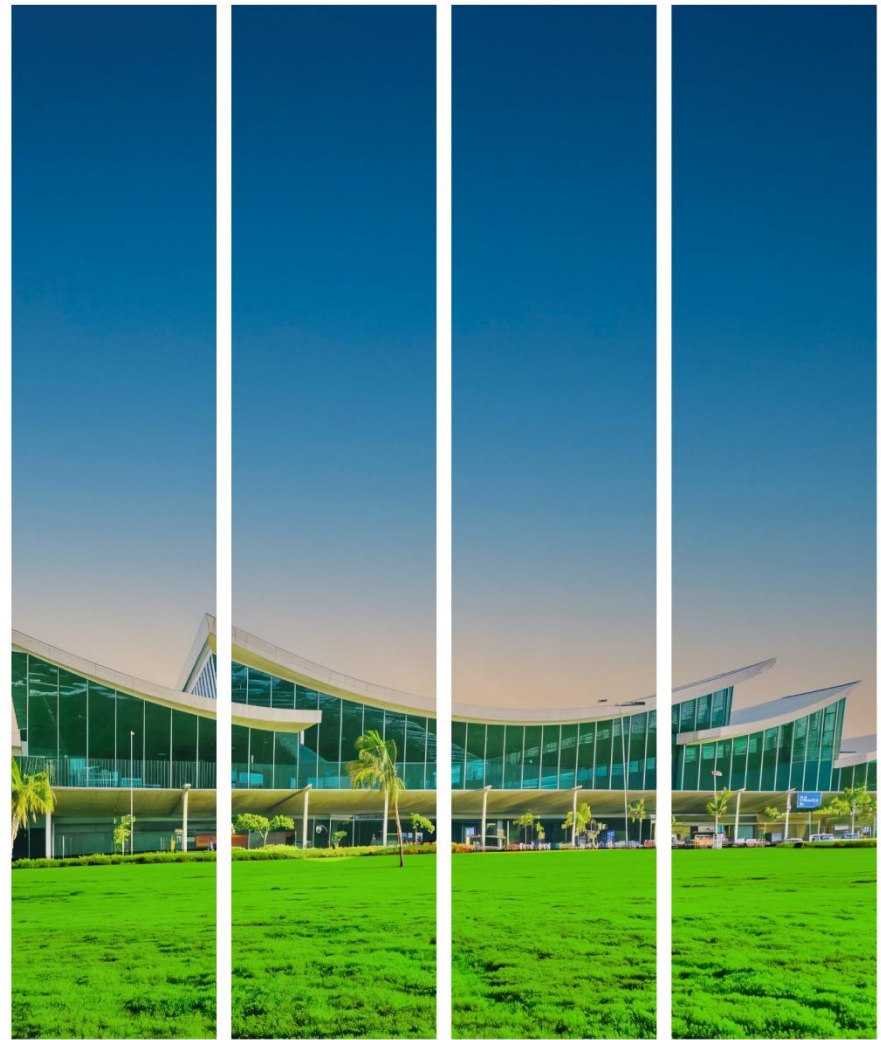


Annual GST Collection (Rs Lac Crore)

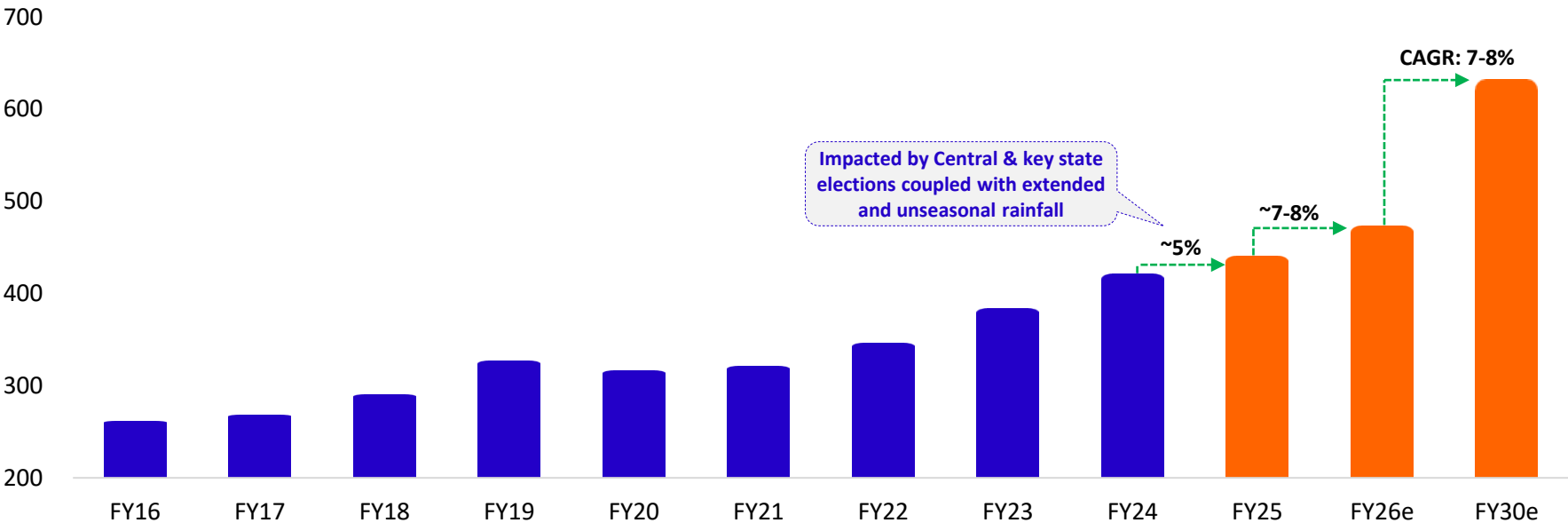


Demonstrating buoyancy in the face of geopolitical uncertainties

Cement Demand



Industry Cement Demand (MnT)



The demand trajectory remains favorable and is anticipated to grow consistently in short to medium term

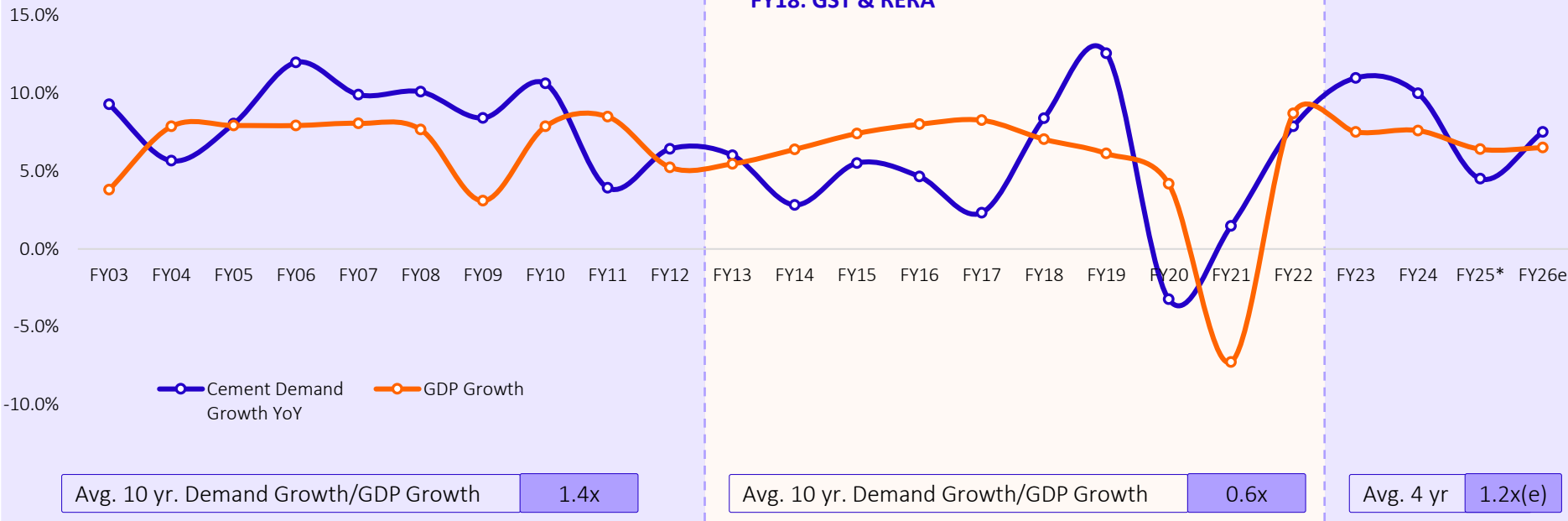
Cement Demand Growth - a multiple of GDP growth

Housing + Capex Cycle

FY14: Taper tantrum
FY17: Demonetization
FY18: GST & RERA

FY20: Credit Tightness
FY21: COVID-19 pandemic

- Housing Cycle
- Capex Cycle

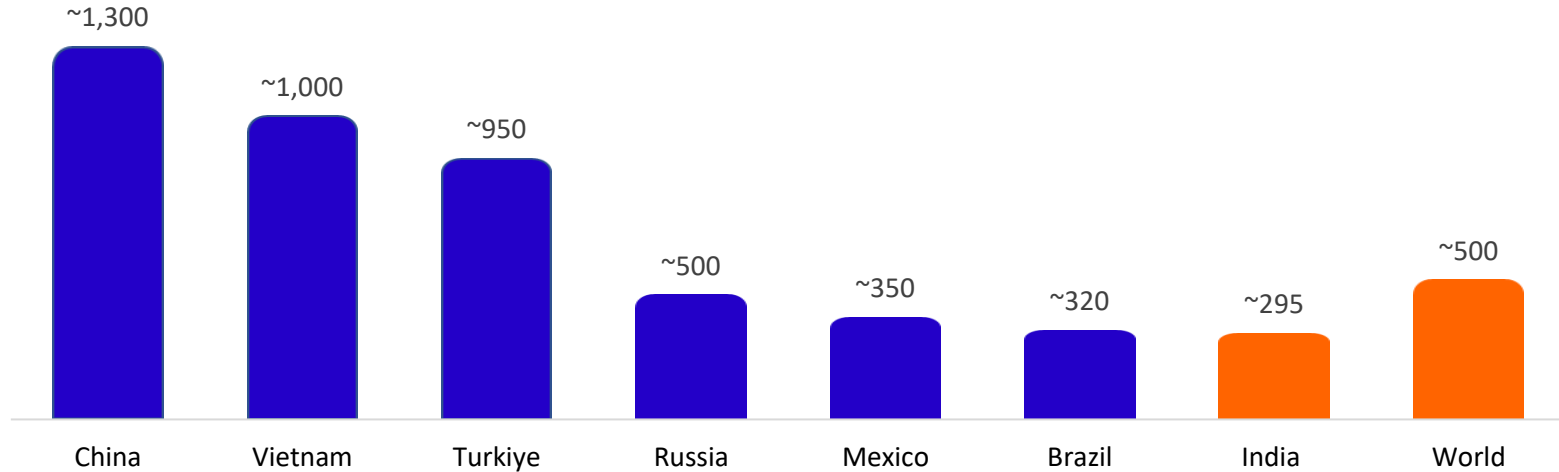


After a slowdown in last decade, Cement Demand is reviving driven by a fresh Housing and Capex Cycle

*Cement demand in FY25 was impacted by Central & key state elections coupled with extended and unseasonal rainfall

Low per capita Consumption offers high growth potential

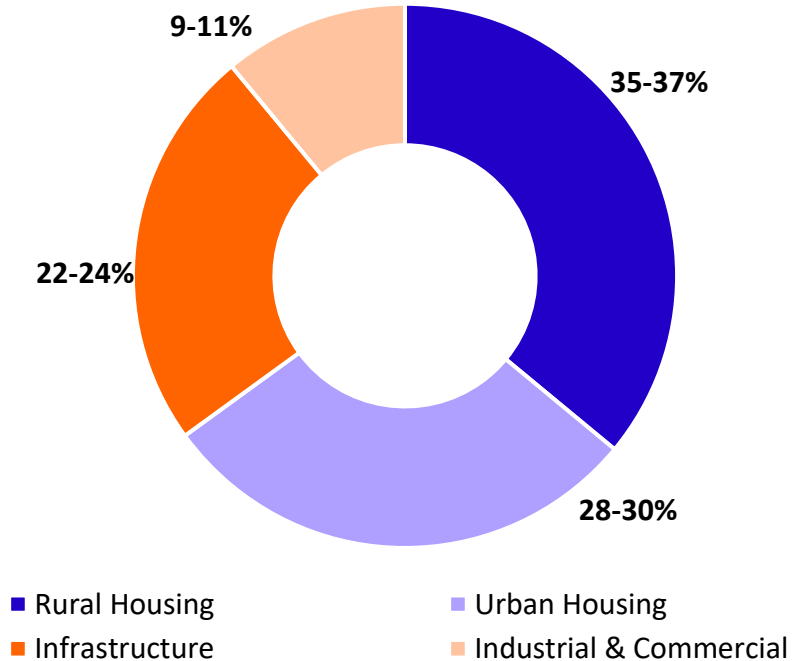
Per Capita Cement Consumption in Emerging Markets (Kg)



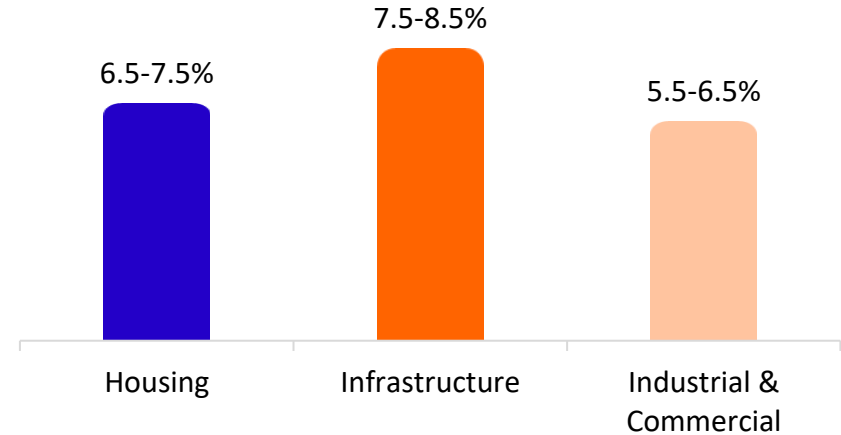
India's low per capita Cement consumption driving robust demand growth

Broad based demand growth drivers

Segmental demand share



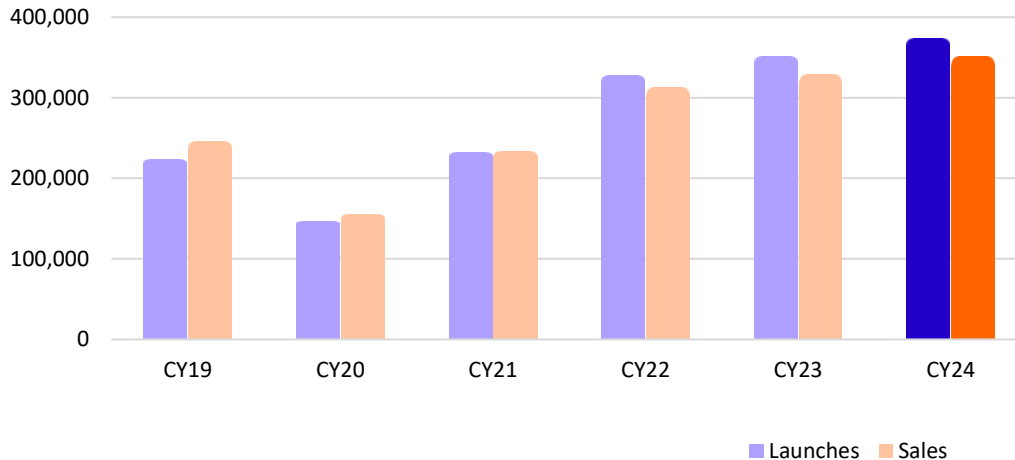
Segmental growth outlook (FY26)



Upswing in the Housing sector

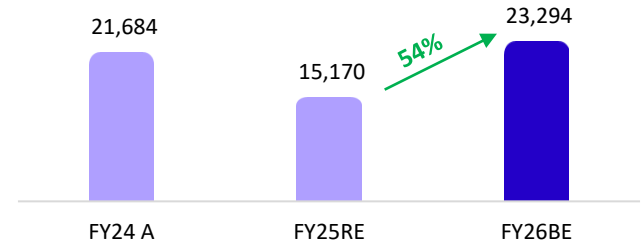
Urban Housing

Residential Unit Sales and Launches in Top 8 Cities in India

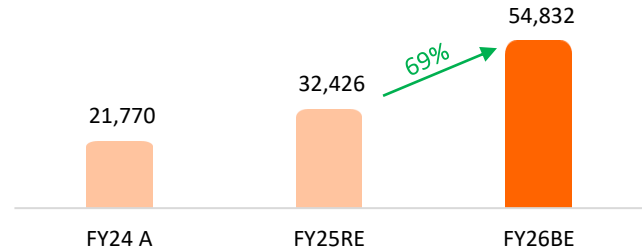


Affordable Housing

PMAY – Urban (Budgetary allocation) *(Fig in Rs Cr)*



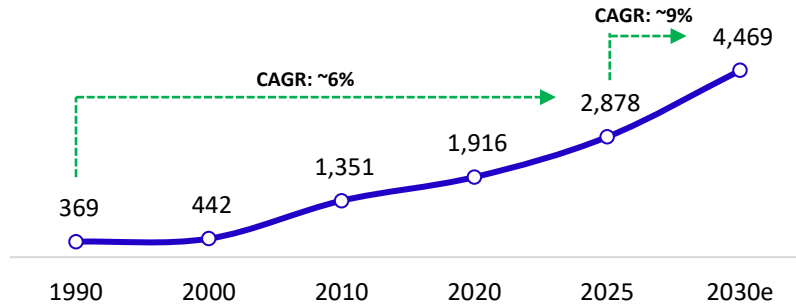
PMAY – Rural (Budgetary allocation)



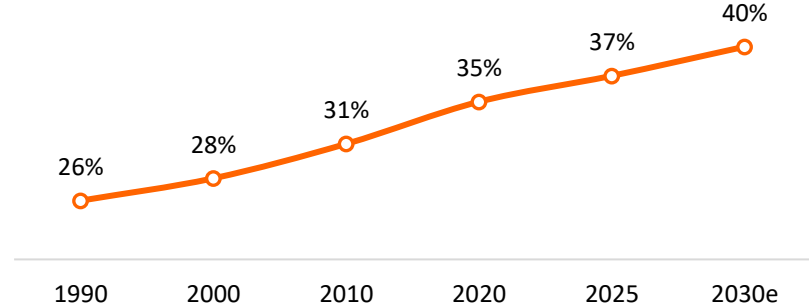
- Sales and launches have been above the range of 3 Lacs per year in CY22-24, underpinning strong real estate demand
- Government focus continues to be on the affordable housing segment – both urban and rural

Housing Sector Outlook Remains Promising

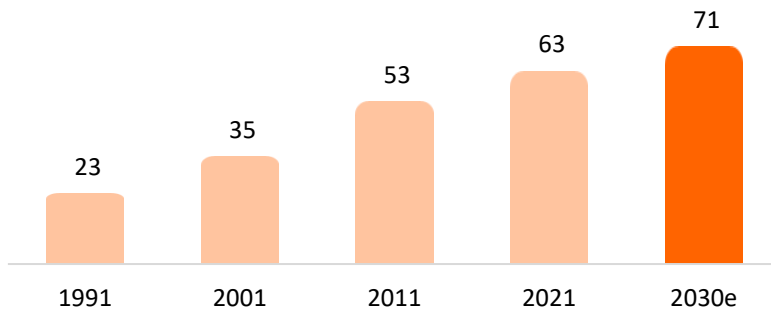
India's Per Capita GDP (\$)



Urbanization %



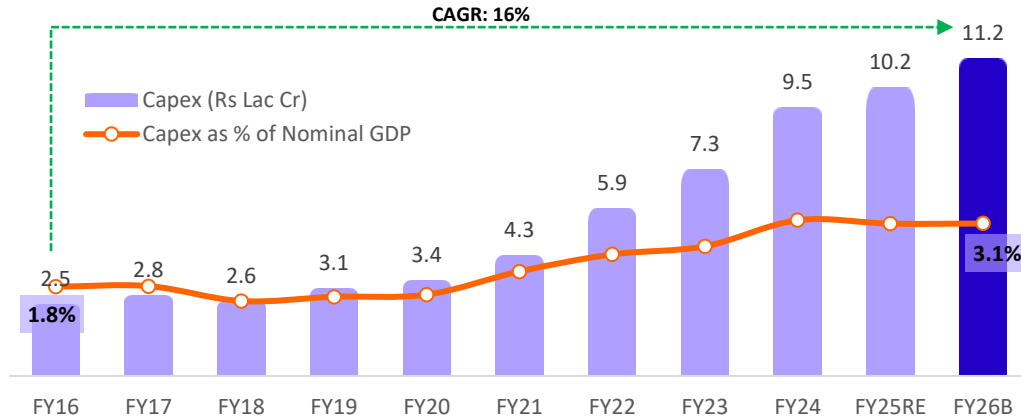
No. of cities with 1 Mn population in India



- Improving India's per capita GDP will enhance consumers' purchasing power and enable broader home ownership
- Rising urbanization and growing population in smaller cities indicate increasing need for urban infrastructure and housing

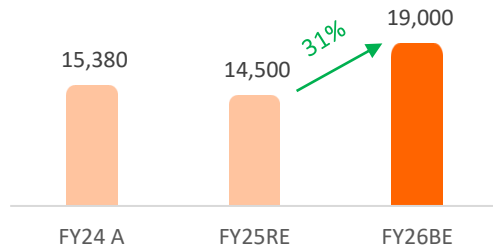
Capex Push by the Government

Central Government's Capital Expenditure

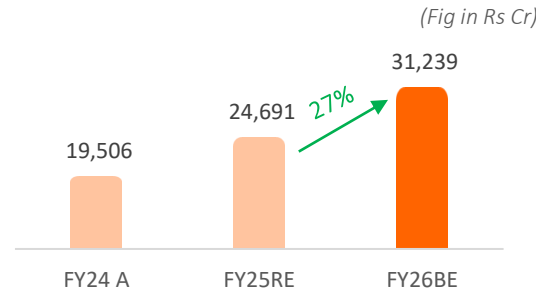


- Capital expenditure is increasing at a CAGR of 16% since FY16
- Share of Capex in the overall GDP has significantly increased from FY16 to FY26, underpinning government's continuous focus on infrastructure building and job creation
- FY26 Budget also aims to increase capex, boost consumption through tax cuts and maintain the path of fiscal consolidation
- Cement intensive sectors like PM Gram Sadak Yojana and Metro projects witnessed high budget allocations

PMGSY (Budgetary Allocation)



Metro Projects (Budgetary Allocation)



(Fig in Rs Cr)



Smart & Sustainable Cities

- Aims to improve quality of life and promote economic growth in 100 selected cities by providing efficient services, robust infrastructure and sustainable solutions
- Seventeen cities have completed 100% of their projects



Logistics & Industrial Corridors

- 11 industrial corridors planned under NICDP with aim to create a network of industrial cities and nodes to boost manufacturing and attract investment
- Approved new 12 Industrial Nodes/Cities with an investment of ~Rs 28,600 Cr



Urban Transit Infrastructure

- Rapid expansion of metro rail networks (Tier 1 & 2 cities)
- Regional Rapid Transit Systems (e.g. Delhi–Meerut RRTS)
- Integration of multimodal transport hubs



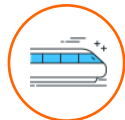
Expressways, Highways & Bharatmala

- Bharatmala Pariyojana is India's largest infrastructure program to develop 34,800 km of National Highway
- Development of 25 greenfield expressways and access-controlled corridors of over 9,100 km



Next-Gen Airports & Regional Connectivity

- Increasing operational airports to 300 by 2047, doubling the current number, to handle an eight-fold increase in passenger traffic
- UDAN scheme boosting Tier II/III city air networks



High-Speed Rail & Vande Bharat

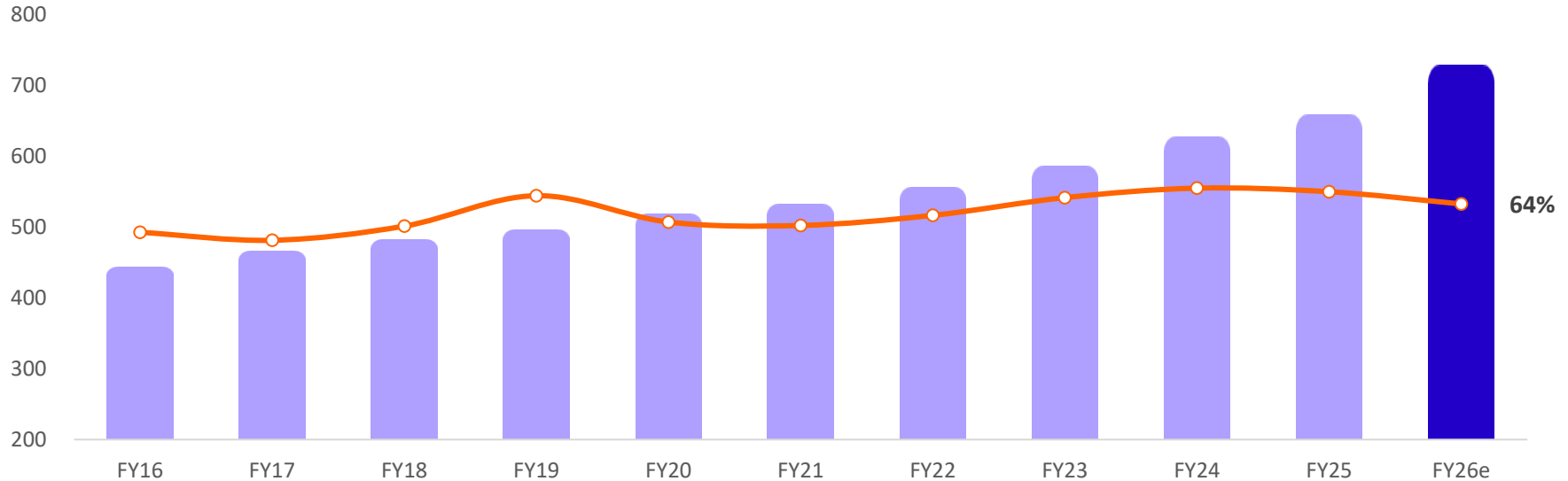
- India's first HSR corridor - Mumbai–Ahmedabad Bullet Train
- Vande Bharat Express: Indigenous semi-high-speed trains expanding rapidly across India

Cement Supply



Supply Growth trailing Demand momentum

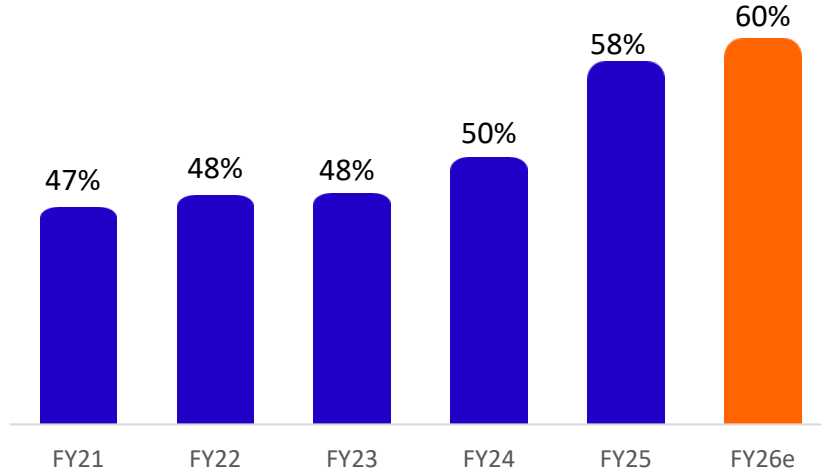
Industry Cement Supply (MnT) & Capacity Utilization



- Industry supply is expected to grow at 6.5-7% CAGR in medium term
- Capacity utilization should thereby gradually improve with cement demand growth surpassing supply growth

Consolidation remains in Play!

Capacity Share of Top 4 Cement players



Entry Barriers for New players

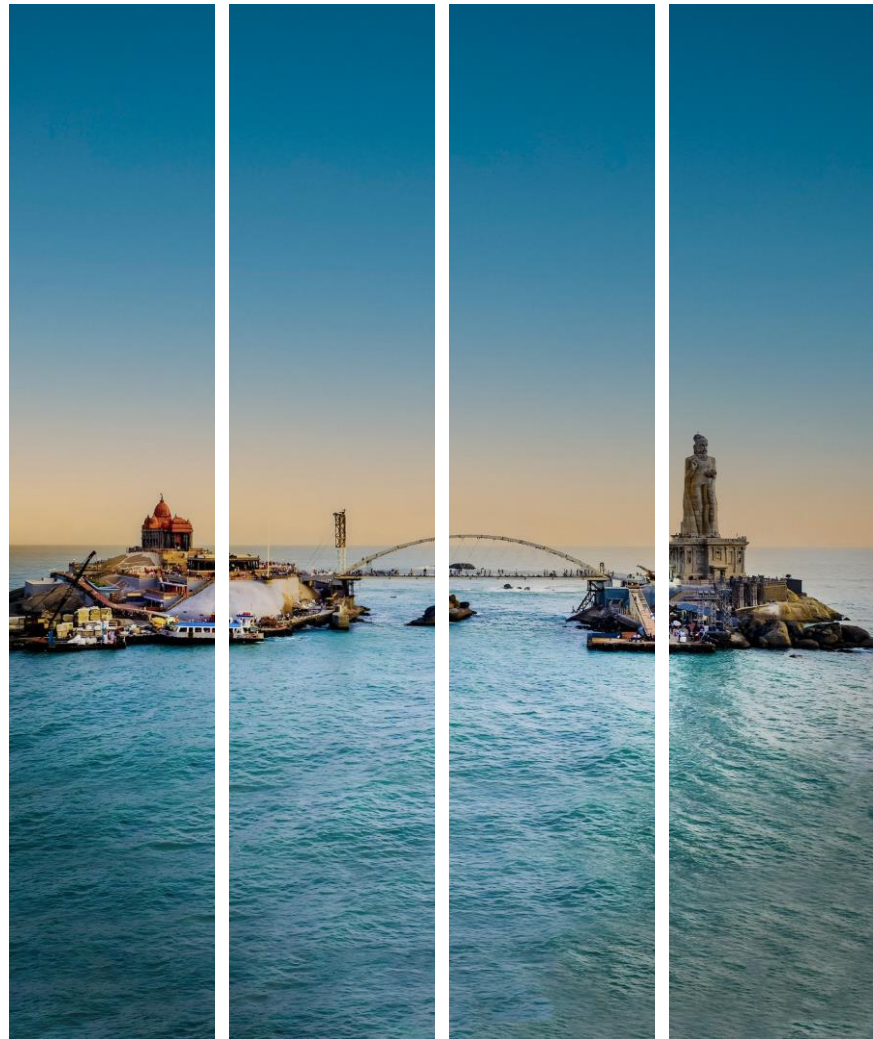
Transparent Limestone Auction

Longer lead in Land Acquisition

Tight Credit Availability

- Share of Top 4 players in the cement supply capacity is expected to reach 60% by end of FY26
- Rising entry barriers for new players will further support consolidation of Industry to the Top players

Value Creation



Growth Potential

Driving growth potential through strategic expansion and market penetration

Financial Health

Robust balance sheet and return ratios enabling long-term growth

Brand Equity

Enhancing brand equity with improvement in realization & Quality of Sales

Robust Management

Experienced leadership with Strong Governance Structure

Cost Leadership

Deepening competitive advantage through cost efficiencies

ESG & Safety

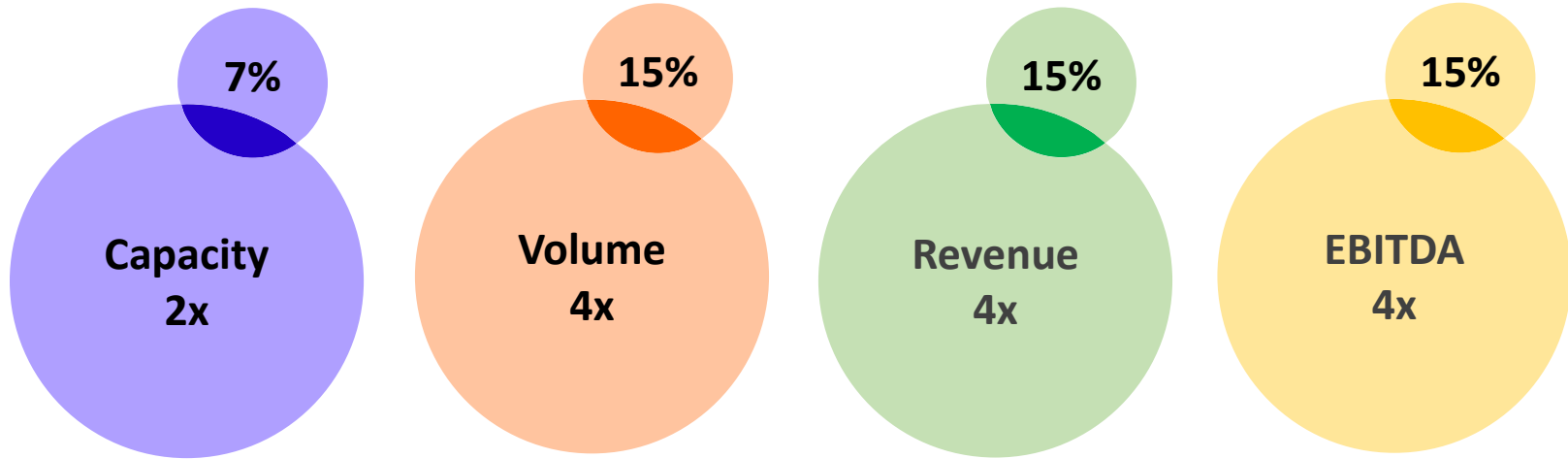
Commitment to sustainable practices and highest safety standards

01

Growth Potential



10 Year Growth Snapshot

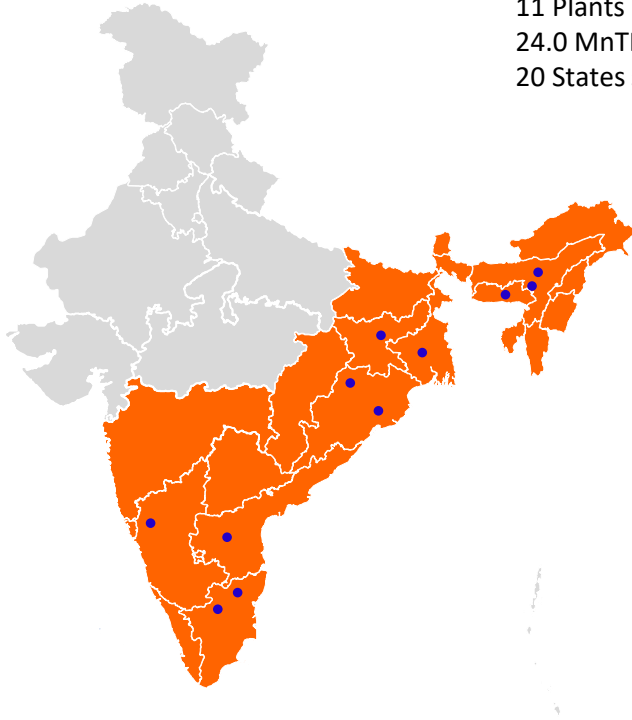


Aggressive Yet Sustainable Growth Enabled Us to Emerge as the 4th Largest Cement Player In India

Expanding footprint through consistent & strategic growth

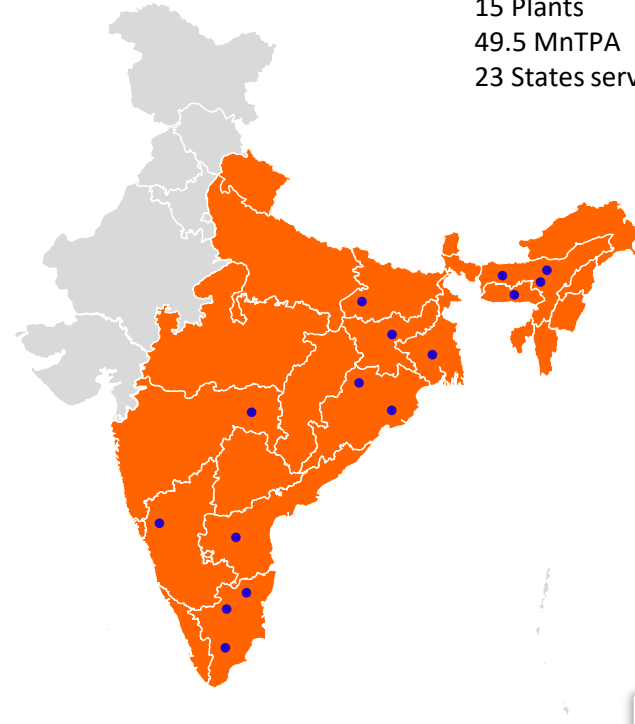
FY15

11 Plants
24.0 MnTPA
20 States served



Present

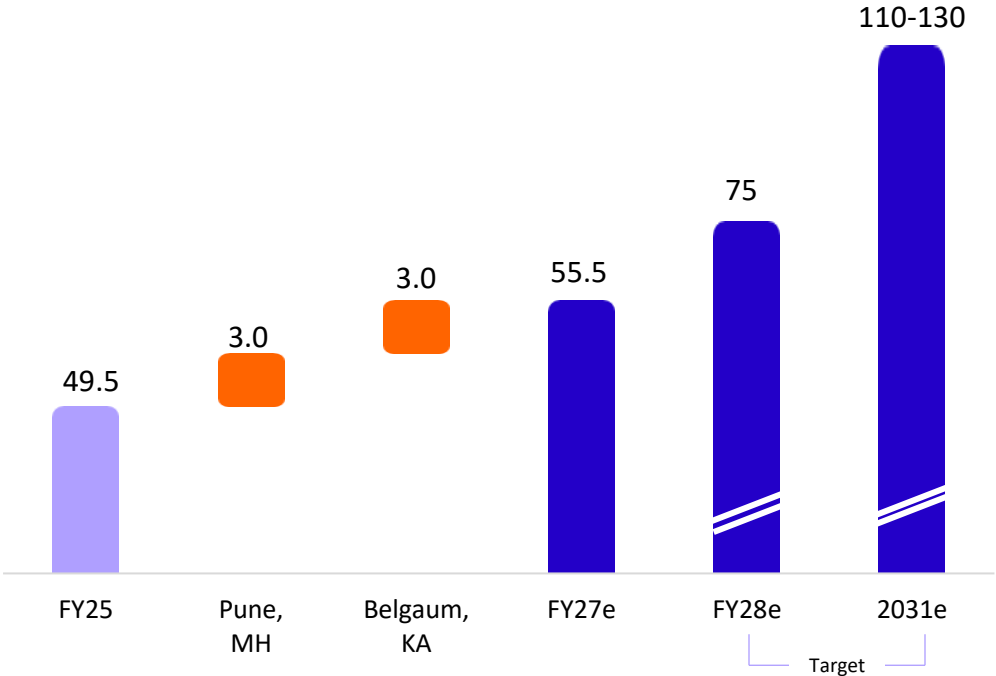
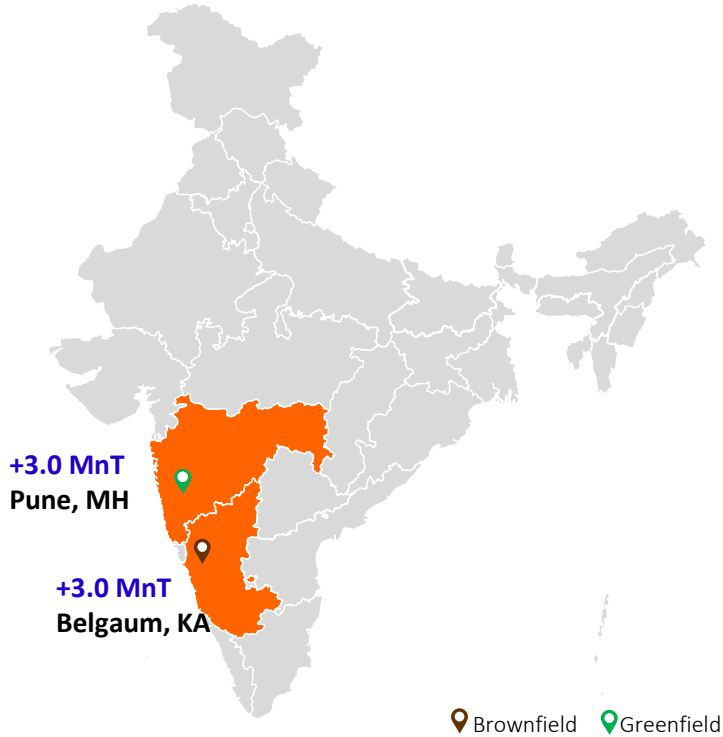
15 Plants
49.5 MnTPA
23 States served



■ Our Markets
● Existing Plants

Future Growth Plans ensures PAN India player

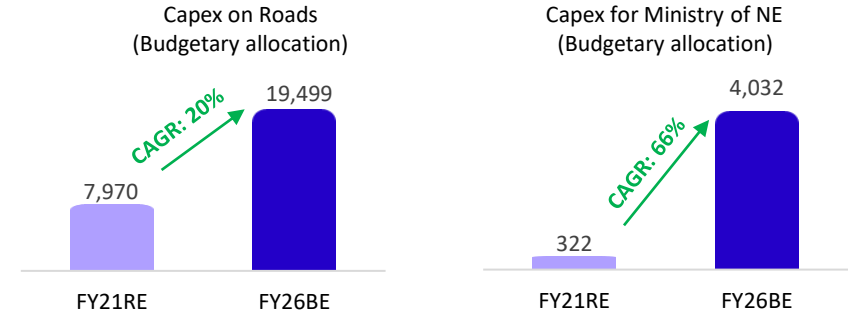
(in MnTPA)



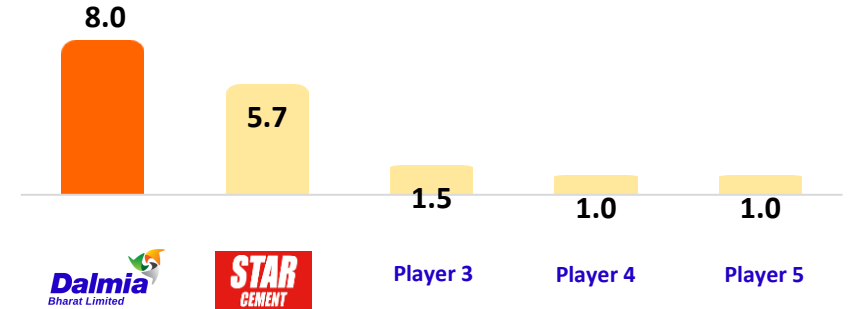
Market Leader in Highly Attractive North-Eastern Region

- The government is prioritizing developing the North Eastern Region (NER) of India because of its strategic location and potential to drive economic growth
- **Northeast Special Infrastructure Development Scheme:** 100% funding by the Central Govt. for the projects involving physical infrastructure in water supply, power, connectivity and social infrastructure for primary and secondary sectors of education & health
- Special accelerated road development program (SARDP-NE) to develop the road network in the states
- Approval of Shillong-Silchar Greenfield High-Speed Corridor, Four-Lane Highway with an investment of Rs 22,864 Cr
- India's exploitable hydropower potential is ~133GW, of which NER accounts for about 46%

Capital spending in NER (Rs Cr)

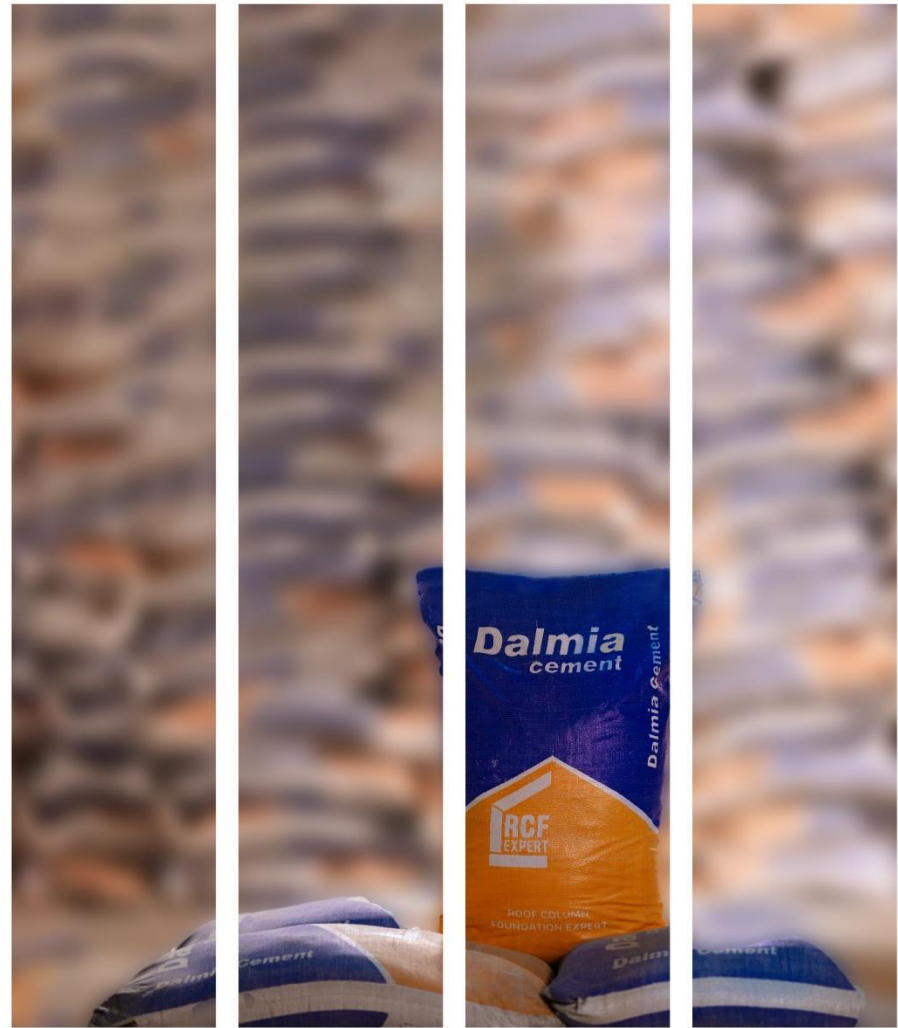


Dalmia has the leading capacity (FY25)



02

Brand Equity



Serving Every Need with a Diverse Product Range...

Retail Offerings



- AA+ Category premium product for high strength concrete applications



- Dalmia Supreme help building a Strong & Durable home



- Produced using superior ingredients to provide high strength construction



- Protects the construction from harsh environmental conditions

Institutional Offerings



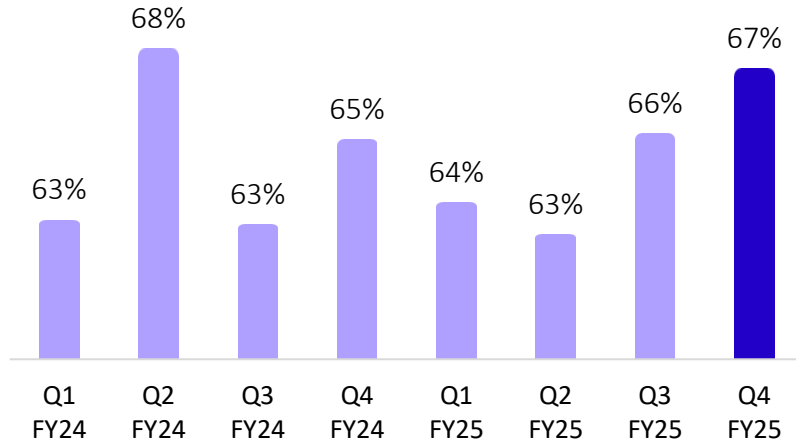
- Dalmia Infra Pro, known for consistency, high strength and performance



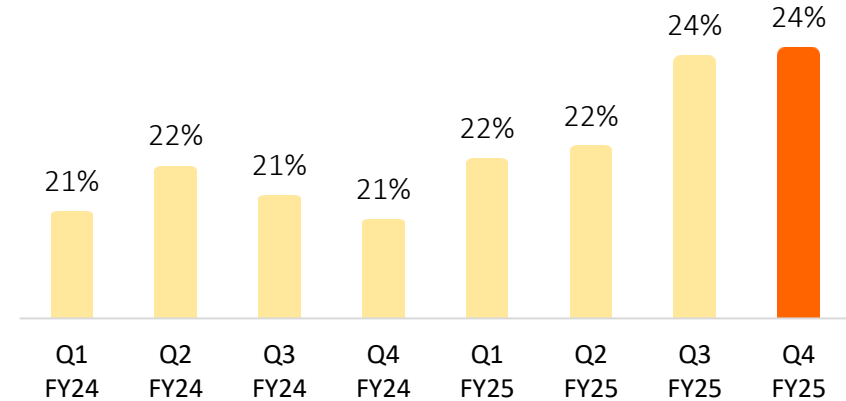
- Dalmia Insta Pro is a unique blend of special additives for the preparation of solid blocks, hollow blocks, paver blocks & various other pre-cast items

...with focus on improving the Quality of Sales

Share of Trade Sales



Share of Premium Products



- Since its launch, DSP has been immensely successful in East and North East Region
- DSP contributes meaningfully higher profitability than other products

Expanding Visibility: Strengthening Brand Recall



- **1,500+ In-Shop Brandings**
Enhanced brand visibility inside stores
- **7,000+ Signages Installed**
Captured consumer attention at high-footfall locations
- **5,000+ Shop Paintings Completed**
Transformed storefronts into vibrant brand canvases

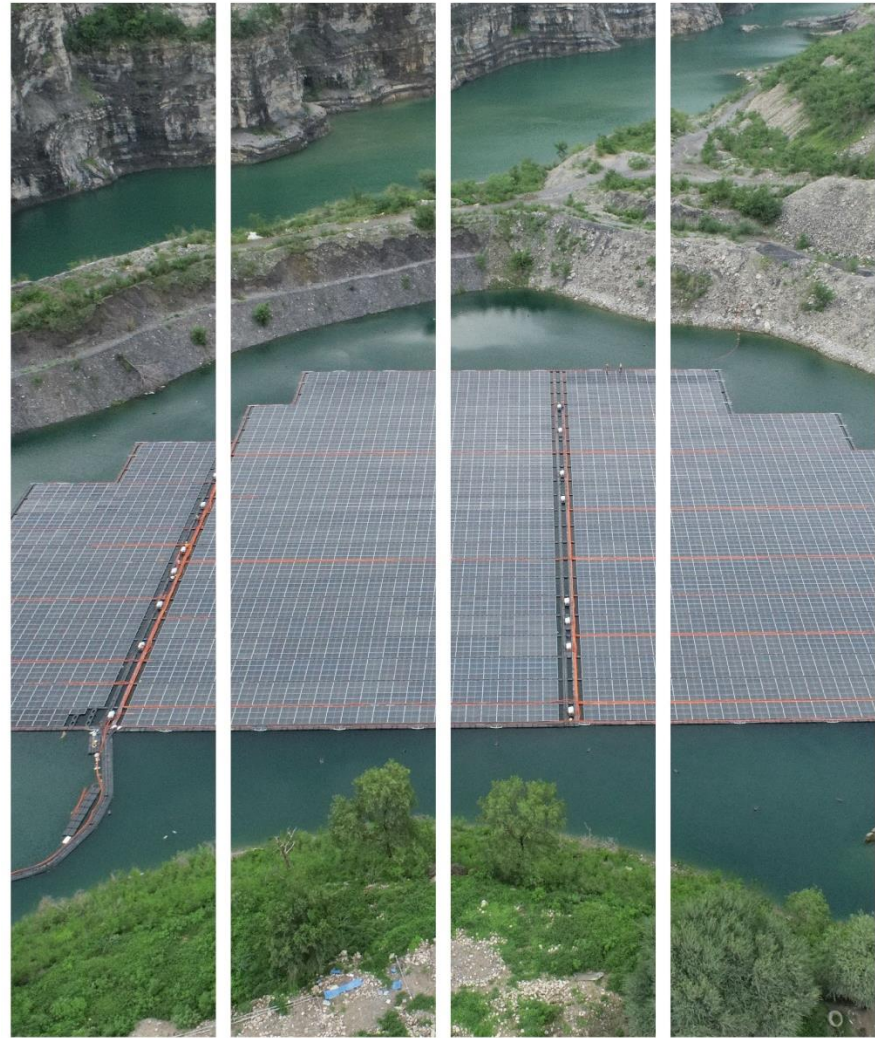
Merchandiser Kits: Building Brand Presence

- Well crafted Branded merchandiser kits for retailers and dealers
- Delivered 21,000+ kits to 19,000+ counters across key markets
- Enhanced Brand Visibility & Strengthened in-store presence and recall at the point of sale



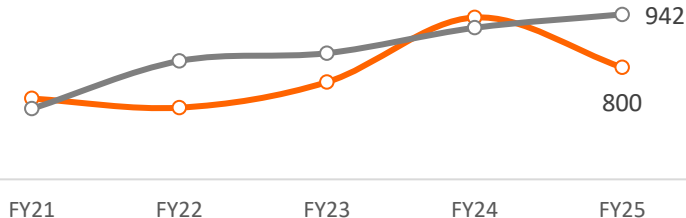
03

Cost Leadership

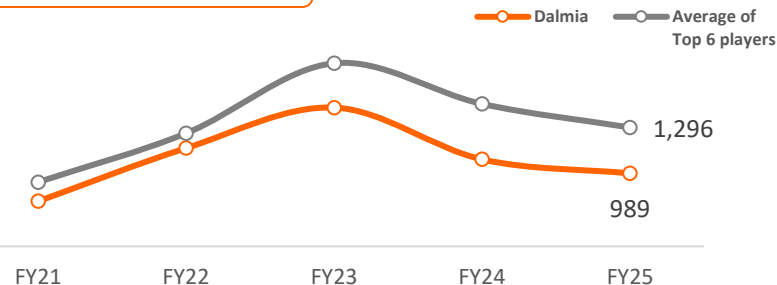


One of the Lowest Cost Producers in India

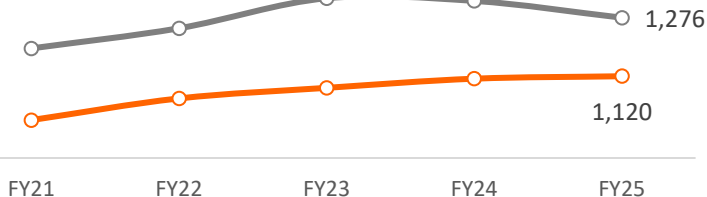
Raw Material Cost/T



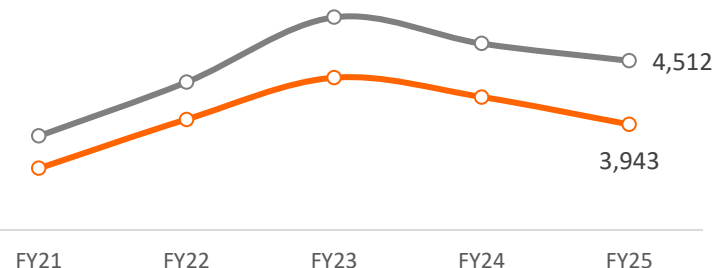
Power & Fuel Cost/T



Freight Cost/T



Total Cost/T



Key drivers including Long term tie-ups with suppliers, investment in Renewable Energy & other ROI projects, coupled with higher share of blended cement

Driving efficiency in Raw Material cost

Strategically located cement plants

Only company to have Clinker Unit in Bihar

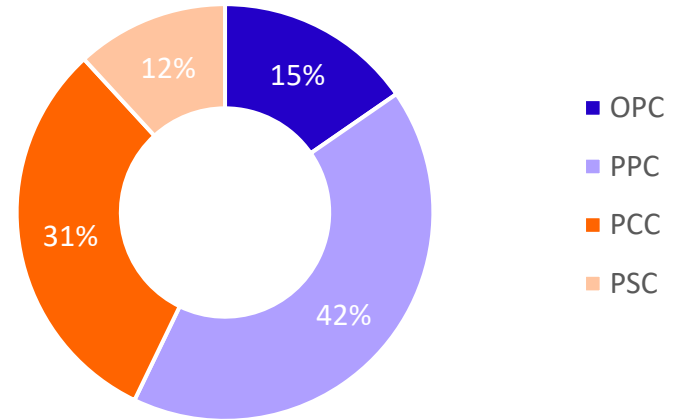
Average Life of Limestone Mines: 20+ years across majority plants

Securing Long-term tie-ups for Slag & FlyAsh

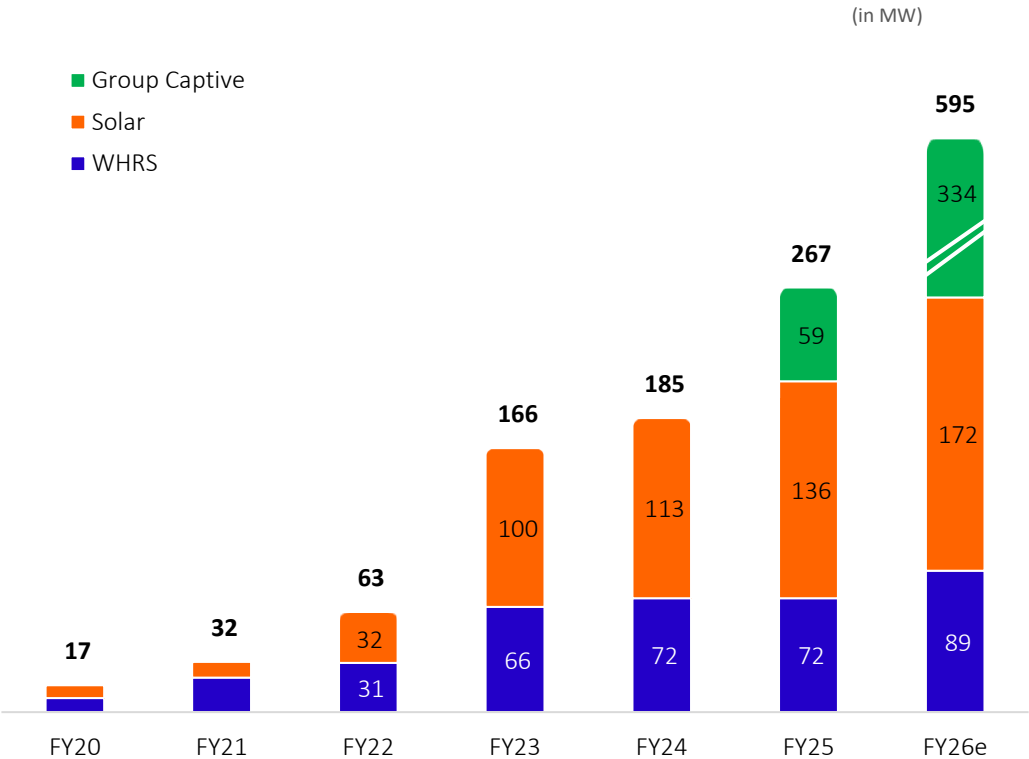
One of the largest producer of Slag cement & blended cement

Fungible plants that are equipped with Multi Fuel Kilns & Boilers

Product Mix (FY25)



Accelerating Renewable Power Expansion



Added 23 MW of captive solar capacity in FY25 at Sattur, Medinipur and Lanka

Commissioned 59 MW of group captive renewable energy in FY25

Operational RE capacity is expected to reach 595 MW by the end of FY26



Demonstrating Resilience in Supply Chain

- Higher utilization of trucks by fast channeling Dedicated Fleets
- Improvement in Direct Dispatch: 57% in FY25 from 54% in FY24
- Warehouse Optimization through better inventory management
- Deployment of 11 dedicated wagons, reducing clinker freight
- 32 LNG vehicles deployed at plants
- Pilot 3 EVs in Lanka plant for Direct Deliveries

Usage of Smart Technology

Zero Trust Access

01

Multi-factor authentication ensures only authorized users can access systems, significantly reducing cybersecurity risks

PR approvals from Mobile

03

Enables real-time Purchase Request approvals via mobile devices, reducing delays and improving procurement efficiency

Vendor Invoice Management

05

Automates invoice processing using OCR and AI, improving accuracy, speed, and control over vendor payments



CO Project

Automates product cost calculations and reporting, improving cost transparency, audit readiness, and operational control

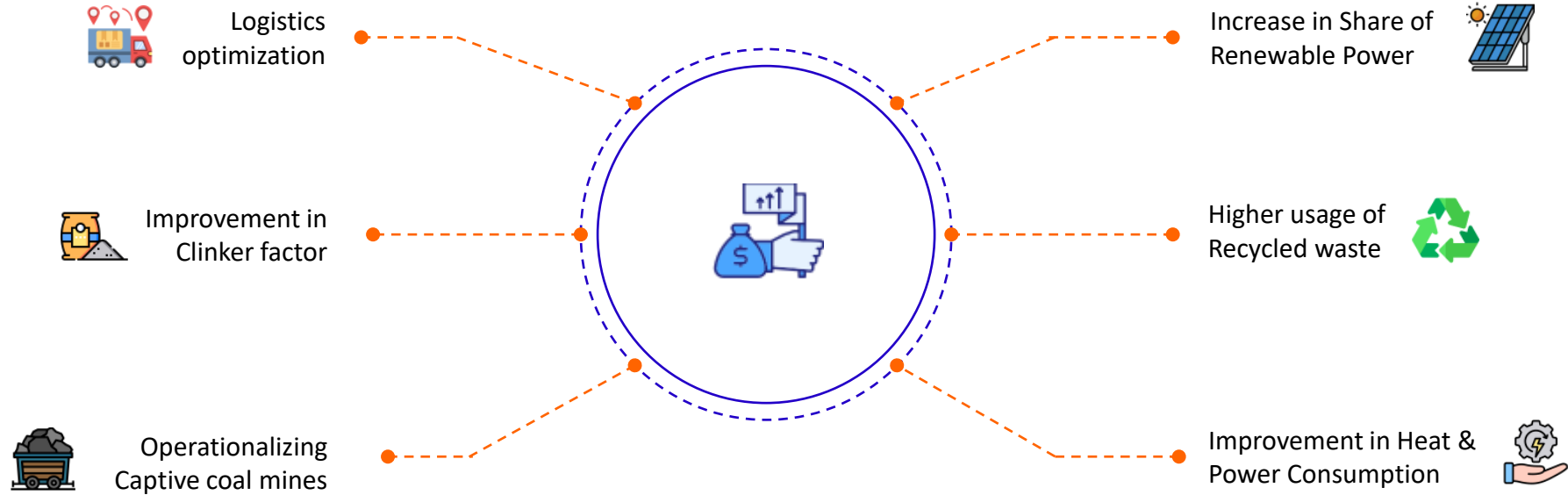
People Strong

Digitizes HR functions like onboarding, payroll, and attendance, enhancing compliance and workforce visibility

Production Booking Automation

Captures production and energy data in real time, ensuring accurate reporting, compliance, and process efficiency

Efficiency levers deepening Cost Leadership



Target to gain Rs 150-200/T by FY27 through cost efficiency levers

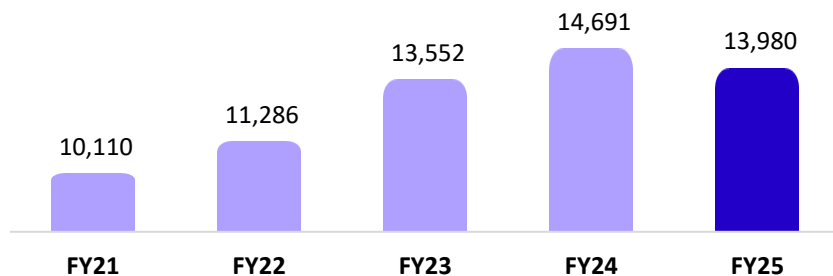
04

Financial Health

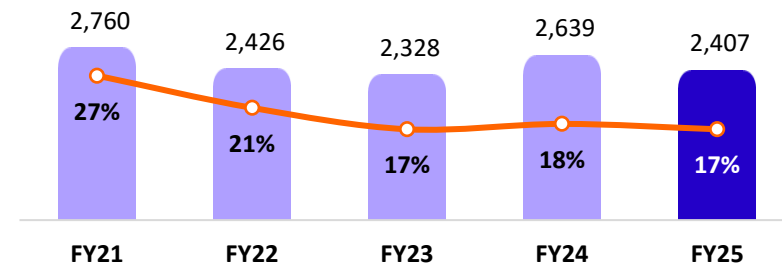


Financial Performance

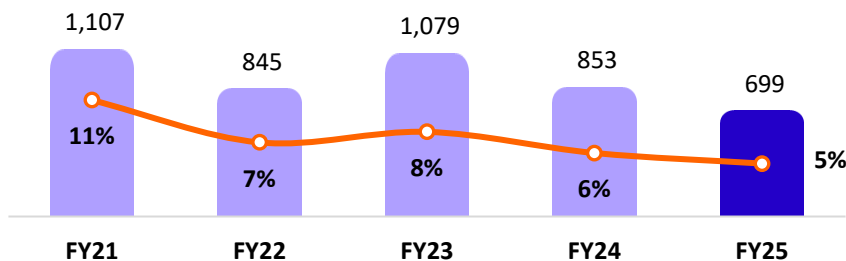
Revenue (Rs Cr)



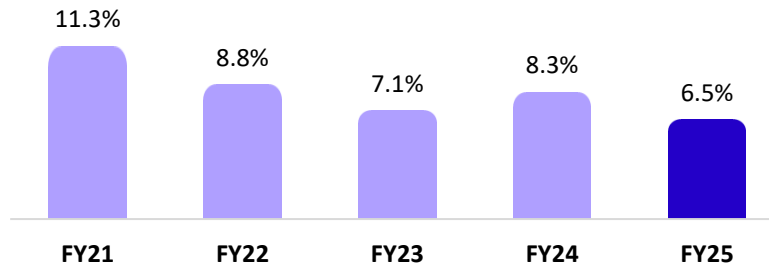
EBITDA (Rs Cr) & EBITDA Margin



PAT (Rs Cr) & PAT Margin



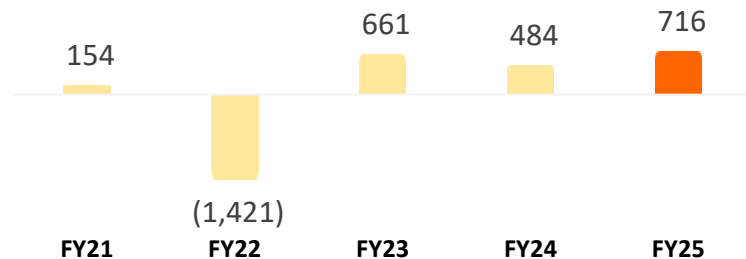
Adjusted* ROCE (%)



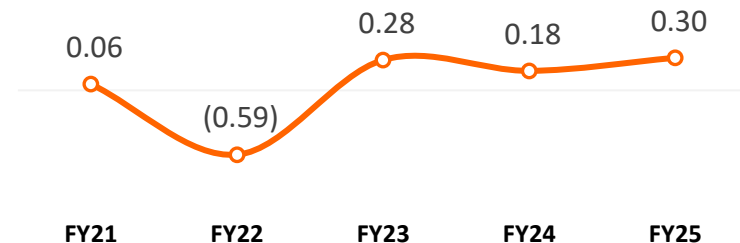
Softened cement prices primarily impacted the performance of the company in FY25

Robust Balance Sheet

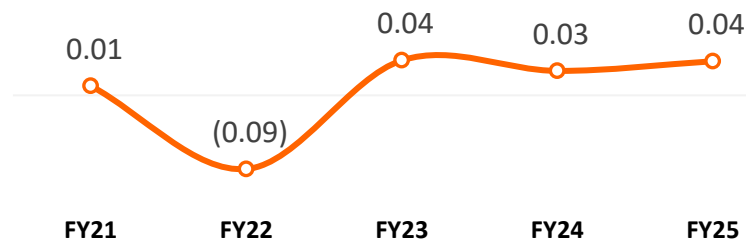
Net Debt (Rs Cr)



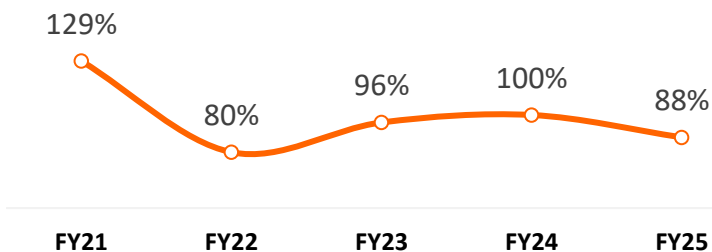
Net Debt to EBITDA



Net Debt to Equity



Cash Conversion %



Strong Balance Sheet with a healthy leverage ratio ensures we are well-positioned to pursue the next phase of expansion

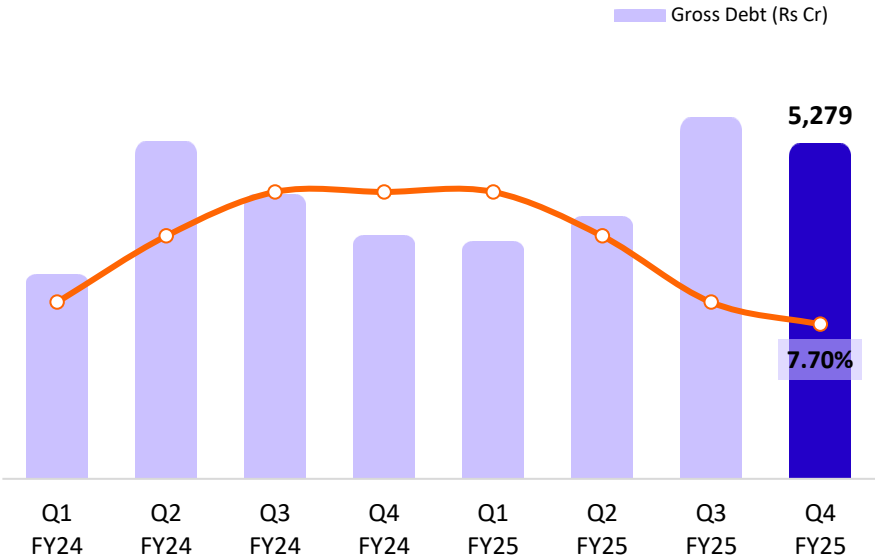
Disciplined and Value Focused Capital Allocation



Capital Allocation Framework

- Up to **10% of the Operating Cash Flow towards shareholders' return** which would include a mix of both dividend & share buy-backs
- Up to **10% of Operating Cash Flow towards an Innovation & Green Energy Fund** which would be channelized towards focused R&D in the areas of Climate changes and technology advancements
- The **balance available funds will be used to fund growth as well as maintenance capex**
- Target Net Debt / EBITDA < 2.0x*
- Target ROCE of 14-15% over next few years
- Treasury will be governed by our **Board Approved Treasury Policy**

Cost of borrowings (%)



AA+
Stable Outlook



AA+
Stable Outlook



AA+
Stable Outlook

Robust credit ratings and prudent debt strategy driving competitive cost of borrowings

05

Robust Management



Overseen by a Reputed Board

Independent Directors



**Paul Heinz
Hugentobler**

- Served as CEO of Siam City Cement Public Company Ltd. in Bangkok From Jan'02 till retirement in Feb'14
- Civil Engineer from ETH and degree in Economic Science from the University of St. Gallen



**Anuradha
Mookerjee**

- A bureaucrat for over three decades in revenue services
- Topper of the 1986 batch of the Indian Revenue Service
- B.Sc (Botany), M.Sc. & M. Phil Social Anthropology



**Anuj
Gulati**

- CEO of Care Health Insurance
- Member of General Insurance Council (GIC) with 26 years of industry experience
- Chemical Engineer from IIT Delhi and MBA from IIM Bangalore



**Haigreave
Khaitan**

- Managing Partner of Khaitan & Co
- Also acts as an advisor to companies across sectors on corporate matters including M&A, Private Equity investments, Corporate Restructuring and Governance

Non-Independent Directors



**Yadu Hari
Dalmia**
Chairman

- 47+ years of experience in the cement industry and has earlier served as President of the Cement Manufacturers Association
- B.Com (Hons) & Chartered Accountant



**Niddodi
Subrao Rajan**
*Non-Executive
Director*

- Serves as Co-Chief Executive Officer at IDFC Foundation; previously held leadership positions with IDFC First Bank and Tata Sons
- Doctorate from IIT Delhi, PDGBA from XLRI, Jamshedpur and graduation from Loyola College



**Gautam
Dalmia**
*Managing
Director*

- 31+ years of experience in Cement and Sugar industries; pioneered the Group's ESG initiatives
- Holds a B.S and an M.S. degree in Electrical Engineering from Columbia University



**Puneet
Dalmia**
*Managing
Director & CEO*

- Spearheading Dalmia's transformation journey through his vision of nation-building since 2004
- Co-founded JobsAhead.com in 1999, one of the most successful dotcom businesses
- B.Tech from IIT Delhi and Gold Medalist, MBA from IIM Bangalore

Managed by a Diverse Leadership Team



Puneet Dalmia
*Managing Director &
CEO*

- Spearheading Dalmia's transformation journey through his vision of nation-building since 2004
- Co-founded JobsAhead.com in 1999, one of the most successful dotcom businesses
- B.Tech from IIT Delhi and Gold Medalist, MBA from IIM Bangalore



**Dharmender
Tuteja**
*Chief Financial Officer
Dalmia Bharat*

- 37+ years of experience in various facets of Finance & Accounts function and Business Management in diverse industries
- Cost Accountant & Company Secretary



Yatin Malhotra
*Chief Financial Officer
Dalmia Cement
(Bharat)*

- 24+ years of experience driving company's financial strategy, risk management and operational finance
- Former COO of Reliance Retail – Electronics Own Brand, CFO of ACC & Whirlpool India
- Chartered Accountant, Cost Accountant & Company Secretary



Navin Tewari
*Chief Marketing
Officer
(Head – Sales,
Marketing, Logistics)*

- 26+ years of experience in Financial Services, Cement, Food & FMCG Industry
- Former MD & CEO of Capital Foods Pvt Ltd.
- Chartered Accountant



**Ganesh
Wamanrao
Jirkuntwar**
Head - Manufacturing

- 31+ years of experience in manufacturing and plant operations across geographies including North America and Europe
- MBA from Warwick Business School



K.C. Birla
*Head – Growth &
Expansion*

- 39+ years of experience in the cement industry
- Erstwhile CFO of Ultratech Cement
- Chartered Accountant



Rajiv Choubey
*Group General
Counsel*

- 26+ years of experience in Manufacturing & IT
- Erstwhile associated with companies like Ambuja, ACC & HCL Infosystems
- Alumnus of the Faculty of Law, Indian Law Institute and ICSI












Udayi Khanna
Head – HR

- 31+ years of experience in HR across industries including IT, BFSI, Retail and Consumer Electronics
- MBA from XLRI Jamshedpur

Multi-Tier Governance Structure



Majority of the Committees led by Independent Directors

Committee	Chairperson	Members
Audit Committee	 Paul Heinz Hugentobler	 Anuradha Mookerjee  Anuj Gulati
Nomination & Remuneration Committee	 Anuradha Mookerjee	 Paul Heinz Hugentobler Niddodi Subrao Rajan
Corporate Social Responsibility Committee	Niddodi Subrao Rajan	Yadu Hari Dalmia Gautam Dalmia  Anuradha Mookerjee
Stakeholders Relationship Committee	Yadu Hari Dalmia	 Paul Heinz Hugentobler Gautam Dalmia
Risk Management Committee	 Paul Heinz Hugentobler	Niddodi Subrao Rajan Gautam Dalmia  Anuj Gulati

 *Independent Director*

06

ESG & Safety



Pioneer in the Area of Sustainability

Environment

- Led by sustainable business practices, our intent is to become **Carbon Negative Cement Group by 2040**
- First cement company globally to **embark on EP100, EV100 and RE100 collectively**
- First company from emerging economies in heavy-industry sector to **join First Movers Coalition (FMC) as founding member**
- One of the lowest specific net emissions at **465^a kg CO₂/T of cement** in the Global Industry in FY25

Social

- Sustainability strategy **aligned to the UN Sustainable Development Goals (SDGs) and Paris Climate Agreement**
- CSR initiatives **positively impacting ~1.25 lacs individuals** every year across eleven states **covering over 350 villages**
- Received the prestigious VO 1A grading from CRISIL, reflecting its **"Very Strong Delivery Capability and High Financial Proficiency"**
- Key outreach programs include DIKSHa, DHRUSHTI and Gram Parivartan

Governance

- Institutionalized good governance led by **robust Corporate Governance Guidelines**, a Code of Conduct and Financial Ethics
- First Indian cement company to announce a **formal Capital Allocation Framework and a Treasury Policy**
- Internal Auditor – Ernst & Young (EY)
- Statutory Auditor - Walker Chandniok & Co. (member firm of Grant Thornton)

Globally Recognized for our Focus on Sustainability

Founding Member



Member



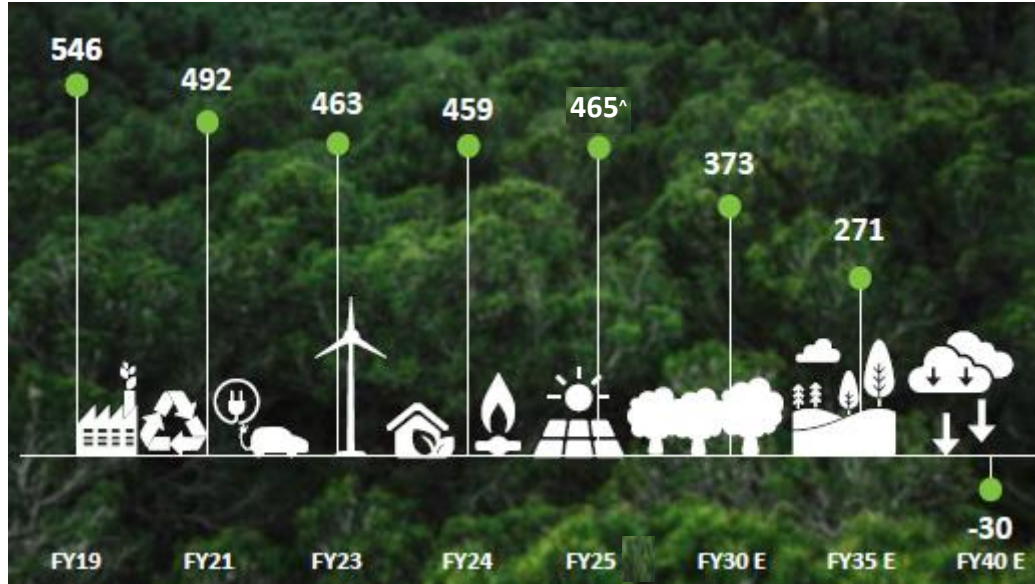
Business Leaders



Captive Solar Power Plant
Place: Lanka, Assam

Carbon Negative Roadmap

Net Carbon Negative Roadmap (Kg CO₂/T of Cementitious Material)



Carbon Negative Roadmap is our ambition and subject to advancement of external conducive levers for a Clean, Green, Profitable and Sustainable transition.

RE 100 commitment to fourfold renewable power consumption by 2030 and 100% in long term

EP 100 commitment to double energy productivity by 2030

EV 100 commitment for sizable Electric Vehicle transition by 2030

Use of renewable biomass, incinerable waste, hydrogen and MSW to fully replace fossil fuel by 2035

Adoption of Carbon Capture & Utilisation (CCU) and other advanced green technologies

VISION

We aspire to set a global benchmark by creating the safest work environment and encourage individuals to make safety a part of life

MISION

To continuously promote and maintain safe working environment through:



Awareness



Engagement



Collaboration



Empowerment

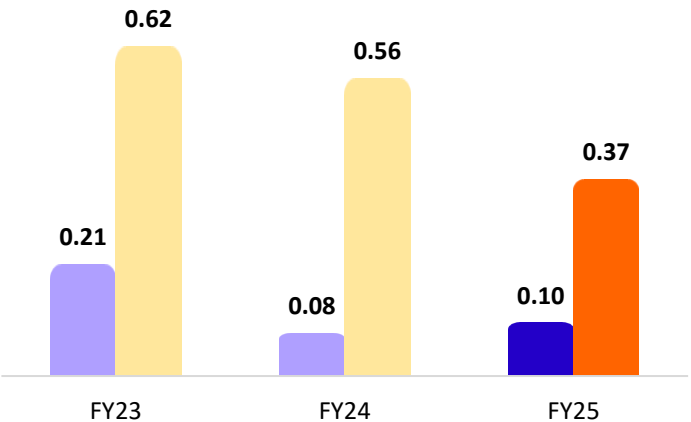


Enforcement

Injury Frequency Rate (IFR)

(per one million-person hours worked)

■ Lost Time IFR
■ Total Recordable IFR



An Excellence Program “Safety – Dalmia Way of Life” - launched in partnership with Ernst & Young (EY)

Driving Safety Excellence through Strategic Interventions

Leveraging Technology

- AI-driven solutions for hazard identification and mitigation
- Boots On Ground: QR code and geo-fencing technology to enhance field monitoring and inspection effectiveness
- e-learning modules to standardize training on safety standards, procedures, and guidelines
- Drone-based inspections for efficient monitoring of high-risk and inaccessible areas

Building Capabilities

- Engaging grassroots teams through daily Toolbox Talks to drive safety awareness and culture
- Development of Model areas with zero unsafe conditions
- Monthly theme-based safety campaigns with integrated reward and recognition programs
- Paperless weighbridge system to enhance logistics safety



KAVACH - Digital Reporting Platform - designed to track and report Unsafe Acts, Unsafe Conditions and Incidents



Special PPE – deployed for high-risk tasks to enhance protection and reduce exposure to critical hazards

Highest standards of Corporate Governance



- First cement company in India to formally announce a Capital Allocation framework
- Formal Treasury Policy - At least 80% of the money should be invested in AAA rated debt instruments, while the balance 20% can be in AA+ rated debt instruments



- Internal Auditor – Ernst & Young (EY)
- Statutory Auditor - Walker Chandiok & Co. (member firm of Grant Thornton)



- Completed divestment of Hippo Stores (retail business)
- Completed divestment of Refractory business
- Continue to evaluate divestment of other non-core assets









- Use of SAP and Oracle across organization has strengthen operational checks and balances
- Implemented a organization wide Risk Framework
- Employee handbook encouraging best practices

- Code of Conduct for Directors and Senior Management Personnel
- Policy on Related Party Transactions
- Nomination and Remuneration Policy
- Corporate Social Responsibility Policy
- Whistle Blower Policy and Vigil Mechanism
- Policy on Determination of Materiality of Events
- Stakeholders Engagement Policy
- Human Rights Policy
- Occupational Health and Safety Policy
- Tax Policy

- Code of Fair Disclosure of unpublished price sensitive information
- Code of Conduct for prevention of Insider Trading
- Dividend Distribution Policy
- Policy for Destruction of Documents and Archival
- Policy on Determination of Material Subsidiary
- Risk management Policy
- ESG Policy
- Anti Bribery and Corruption Policy
- Anti-harassment and Discrimination policy



ESG Ratings

	ICRA ESG Rating	78, Strong
	S&P Global CSA Score (2024)	64
	CDP Climate (2023)	A-
	CDP Water (2023)	B
	CRISIL ESG Score (April 14, 2025)	57
	Sustainalytics (Dec 25, 2024)	29.8

Climate Action:

- Promoting bamboo cultivation as a biofuel source while creating additional income opportunities for farmers. 3,300+ farmers are engaged, having planted 1.85 lakh bamboo shoots
- A 20m-wide check dam was constructed in Dalmiapuram to support nearby farmers by conserving 1.11 lakh KL of water annually



Social Infrastructure :

- 4,200+ individuals were screened under Project DHRUSHTI - providing eye screening, surgeries and corrective eyewear to underserved communities
- ~4,000 students and youth have been trained in digital literacy and basic computer skills under HP WoW project



Livelihood:

- DIKSHa trains youth in sectors like healthcare and IT, with 19 centers across 9 states, training 5,068 youth this year, 50% of whom are women
- Project Gram Parivartan aims to boost household incomes by ₹1,00,000 annually, impacting ~36,000 households through 54,000+ interventions



'Shuttle by Dalmia Bharat', dedicated to the nation



Project Name : Shuttle By Dalmia Bharat
Inaugurated on : 12th December

"Shuttle by Dalmia Bharat" is a High-Performance Centre in Odisha, dedicated for excellence in badminton. This architectural marvel, inspired by the design of a shuttlecock, is the first of its kind globally. Designed and constructed by us, the facility stands as a testament to our commitment of promoting excellence in badminton and building world-class infrastructure for the sport.

World Heritage Day Celebration



- Under the initiative of Indian government – ‘Adopt a Heritage’ project – Dalmia Bharat is a proud Monument Mitra of one of India’s most iconic landmarks - The Red Fort
- To mark the occasion of World Heritage Day, we hosted a special evening that brought the monument to life - beginning with a curated heritage walk led by historian and storyteller Anas Khan, followed by the world-acclaimed ‘Jai Hind’ Light & Sound Show.
- The experience marked the presence of about 40 media professionals and cultural influencers, including representatives from India Today Digital, Times of India, PTI, Artyoga, Fantastic Delhi, Curly Tales, Dilli Shahar Mein, and many others - helping us share the magic of the Red Fort across digital platforms and audiences.

Sustainability Awards



Mines Environment & Mineral Conservation Awards

- 1st Prize in Sustainable Mining Operations – Dalmiapuram Mines
- Best Waste Dump Management – Rohtash Mines



National Safety Council of India Award

- Certificate of Appreciation for Excellence in Safety - Lanka



FAME National Award

- Excellence in Safety Culture and Environmental Excellence – Meenakshi Cement Works
- Excellence in Occupational Health Safety – Rohtash Cement Works

Annexure



Financial Performance

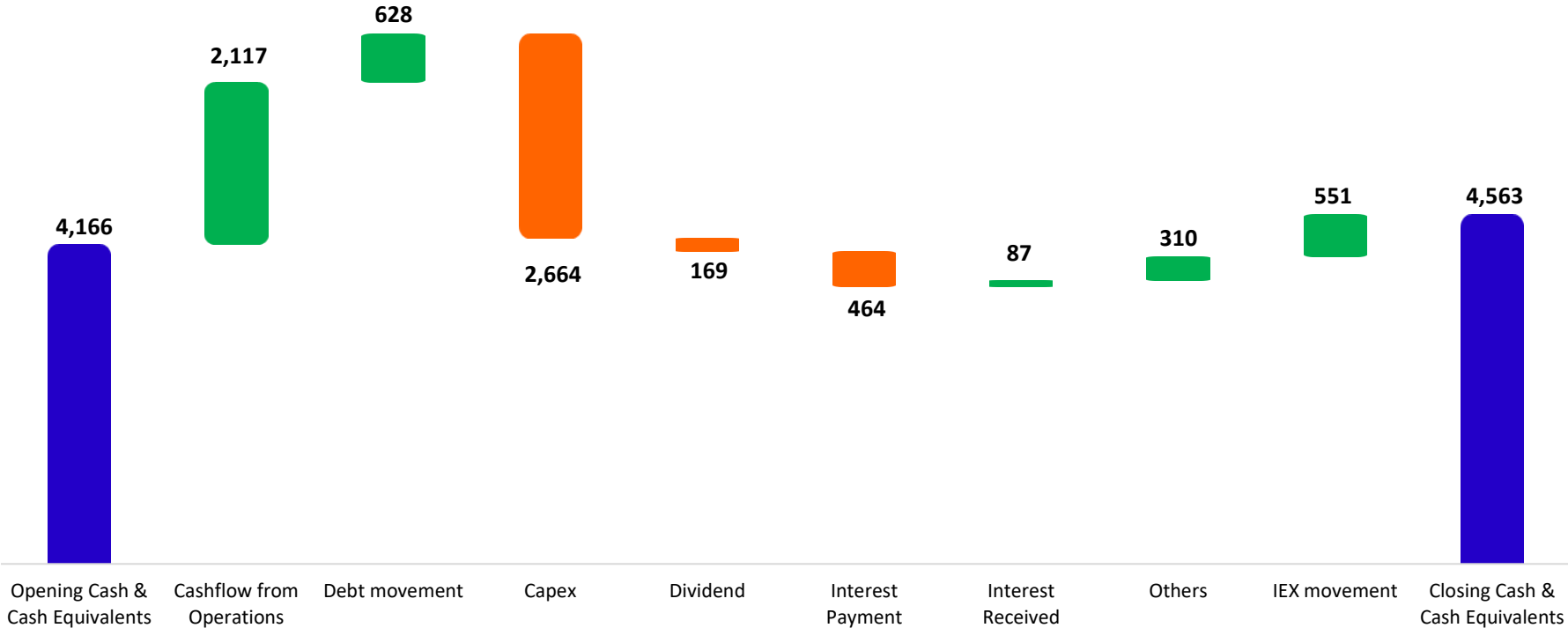
(in Rs Cr)

(Rs Crores)	31.03.2021	31.03.2022	31.03.2023	31.03.2024	31.03.2025
Fixed Assets [^]	14,905	15,336	16,745	18,153	19,937
Investments [^]	740	1,305	1,389	590	675
Net Working Capital	(846)	(652)	(549)	(591)	(798)
Other Assets	454	670	925	1,139	1,245
Total Assets	15,254	16,660	18,510	19,291	21,059
Net Equity	13,546	16,133	15,744	16,507	17,500
Gross Debt	3,726	3,140	3,763	4,651	5,279
Less: Cash and Cash Equivalents	(3,573)	(4,561)	(3,102)	(4,166)	(4,563)
Net Debt	154	(1,421)	661	484	716
Deferred Tax Liabilities (net)	1,082	1,564	1,610	1,758	1,981
Other Liabilities	471	383	495	542	862
Total Liabilities	15,254	16,660	18,510	19,291	21,059

[^]including Assets held for sale Net Working Capital: Total Current Assets (excluding Cash & Cash Equivalents) minus Total Current Liabilities (excluding current borrowings)

Movement in Cash & Cash Equivalents - FY25

(in Rs Cr)



Key Financials

Particulars	UoM	FY21	FY22	FY23 [#]	FY24 [#]	FY25
Cement Capacity	MnT	30.8	35.9	38.6	44.6	49.5
Sales Volume	MnT	20.7	22.2	25.7	28.8	29.4
Net Sales	Rs Cr	10,110	11,286	13,552	14,691	13,980
EBITDA	Rs Cr	2,760	2,426	2,328	2,639	2,407
EBITDA Margin	%	27.3%	21.5%	17.2%	18.0%	17.2%
EBITDA	Rs/T	1,333	1,091	904	917	820
PBT*	Rs Cr	1,344	1,152	1,325	1,070	817
PAT [^]	Rs Cr	1,107	845	1079	853	699
Profit Margin	%	10.9%	7.5%	8.0%	5.8%	5.0%
Net Debt	Rs Cr	154	-1,421	661	484	716
Net Debt/EBITDA	x	0.06x	(0.59x)	0.28x	0.18x	0.30x

* From Continuing Operations

[^]Profit from Continuing & Discontinuing Operations

[#] Capacity doesn't includes tolling capacity from JaiPrakash Associates

Adjusted RoCE and RoE

	Reported					Adjusted*				
(in Rs Cr)	FY21	FY22	FY23	FY24	FY25	FY21	FY22	FY23	FY24	FY25
EBITDA (including Other Income)	2,949	2,586	2,454	2,954	2,660	2,949	2,586	2,454	2,954	2,660
Less : - Depreciation as per books	1,266	1,235	1,305	1,498	1,331	1,266	1,235	1,305	1,498	1,331
Add: Amortization on Goodwill						203	203	203	203	153
EBIT	1,683	1,351	1,149	1,456	1,329	1,886	1,554	1,352	1,659	1,482
PBT	1,344	1,152	1,325	1,070	817	1,547	1,355	1,528	1,273	970
PAT^	1,107	845	1079	853	699	1,310	1,048	1282	1,056	852
Equity + Reserves + Minority Interest	13,546	16,133	15,744	16,507	17,500	13,546	16,133	15,744	16,507	17,500
Less: WDV of Goodwill on merger schemes						784	580	377	174	22
Total Net Worth	13,546	16,133	15,744	16,507	17,500	12,762	15,553	15,367	16,333	17,478
Add: Gross Debt	3,726	3,140	3,763	4,651	5,279	3,726	3,140	3,763	4,651	5,279
Capital Employed	17,272	19,273	19,507	21,158	22,779	16,488	18,693	19,130	20,984	22,757
RoCE%	9.6%	7.4%	5.9%	7.2%	6.0%	11.3%	8.8%	7.1%	8.3%	6.5%
RoE%	8.8%	5.7%	6.8%	5.3%	4.1%	11.3%	7.4%	8.3%	6.7%	4.9%

*Adjustment on account of goodwill amortization

^Profit After Tax from Continuing & Discontinuing Operations

Thank You

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