

**Hum Karke  
Dikhate Hain**

**89<sup>th</sup> Annual General Meeting - ACC  
26<sup>th</sup> June 2025**

# Content



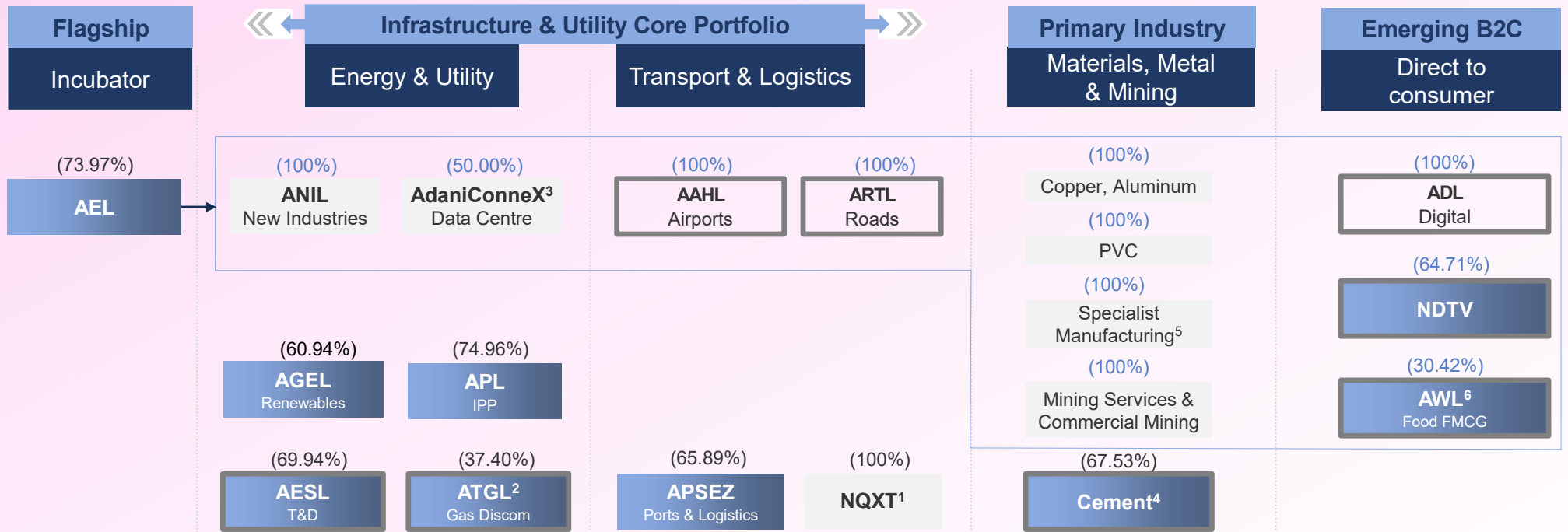


# Adani Group Profile

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01

# Adani: A World Class Infrastructure & Utility Portfolio



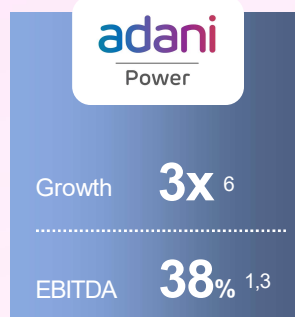
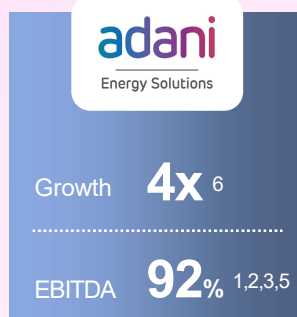
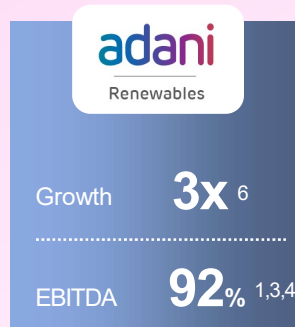
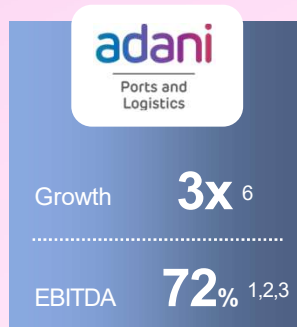
(%): Adani Family equity stake in Adani Portfolio companies    (%): AEL equity stake in its subsidiaries    **Listed cos**    **Direct Consumer**

## A multi-decade story of high growth centered around infrastructure & utility core

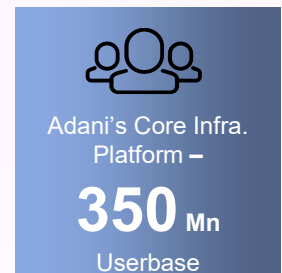
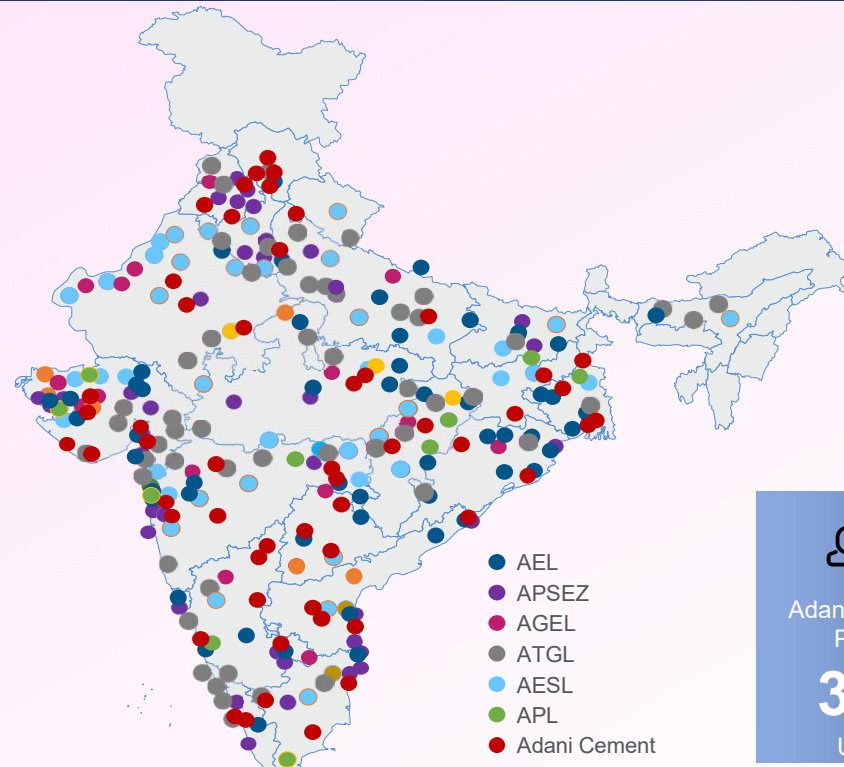
1. NQXT: North Queensland Export Terminal. On 17<sup>th</sup> Apr'25, BOD have approved the acquisition of NQXT by APSEZ. | 2. ATGL: Adani Total Gas Ltd, JV with Total Energies | 3. Data center, JV with EdgeConnex, | 4. Cement includes 67.53% (67.57% on Voting Rights basis) stake in Ambuja Cements Ltd. as on 31<sup>st</sup> Mar'25 which in turn owns 50.05% in ACC Limited. Adani directly owns 6.64% stake in ACC Limited. Ambuja Cements Ltd. holds 58.08% stake in Sanghi Industries Ltd, Ambuja Cements Ltd. holds 46.66% stake in Orient Cement Ltd. w.e.f 22<sup>nd</sup> Apr'25. | 5. Includes the manufacturing of Defense and Aerospace Equipment | 6. AWL Agri Business Ltd. : AEL to exit Wilmar JV, diluted 13.50% through Offer For Sale (13<sup>th</sup> Jan'25), residual stake dilution is pursuant to agreement between Adani & Wilmar Group. | AEL: Adani Enterprises Limited; APSEZ: Adani Ports and Special Economic Zone Limited; AESL: Adani Energy Solutions Limited; T&D: Transmission & Distribution; APL: Adani Power Limited; AGEL: Adani Green Energy Limited; AAHL: Adani Airport Holdings Limited; ARTL: Adani Roads Transport Limited; ANIL: Adani New Industries Limited; AWL: Adani Wilmar Limited; ADL: Adani Digital Labs Pvt. Limited; IPP: Independent Power Producer | NDTV: New Delhi Television Ltd | PVC: Polyvinyl Chloride | Promoter's holdings are as on 31<sup>st</sup> March, 2025.

# Adani Portfolio: Decades long track record of industry best growth with national footprint

## Secular growth with world leading efficiency



## National footprint with deep coverage



Note: 1. Provisional data for FY25 ; 2. Margin for Indian ports business only | Excludes forex gains/losses; 3. EBITDA: Earning before Interest Tax Depreciation & Amortization | EBITDA: PAT + Share of profit from JV + Tax + Deferred Tax + Depreciation + Finance Cost + Forex Loss / (Gain) + Exceptional Items 4. EBITDA Margin represents EBITDA earned from power supply 5. Operating EBITDA margin of transmission business only, does not include distribution business | 6. Growth pertains to expansion and development aligned with market growth. Growth of respective Adani portfolio company vs. Industry growth is as follows: **APSEZ's** cargo volume surged from 113 MMT to 430.6 MMT (13%) between 2014 and 2025, outpacing the industry's growth from 972 MMT to 1,593 MMT (5%). **AGEL's** operational capacity expanded from 0.3 GW to 14.2 GW (54%) between 2016 and 2025, surpassing the industry's growth from 46 GW to 172.4 GW (16%). **AESL's** transmission length increased from 6,950 ckm to 26,696 ckm (16%) between 2016 and 2025, surpassing the industry's growth from 3,41,551 ckm to 4,94,424 ckm (4%). **APL's** operational capacity expanded from 10.5 GW to 17.6 GW (6%) between 2016 and 2025, outperforming the industry's growth from 185.2 GW to 221.8 GW (2%). PBT: Profit before tax | ATGL: Adani Total Gas Limited | AEL: Adani Enterprises Limited | APSEZ: Adani Ports and Special Economic Zone Limited | AESL: Adani Energy Solutions Limited | APL: Adani Power Limited | AGEL: Adani Green Energy Limited | Growth represents the comparison with respective industry segment. Industry source: APSEZ (domestic cargo volume): <https://shipmin.gov.in/> | Renewable (operational capacity): <https://cea.nic.in/installed-capacity-report/?lang=en> | AESL (ckms): <https://npp.gov.in/dashBoard/trans-map-dashBoard> | APL (operational capacity): [https://cea.nic.in/wp-content/uploads/installed/2025/03/IC\\_March\\_2025\\_allocation\\_wise.pdf](https://cea.nic.in/wp-content/uploads/installed/2025/03/IC_March_2025_allocation_wise.pdf) | ckms: circuit kilometers |



# Adani Portfolio: Repeatable, robust & proven transformative model of investment



Note : 1 ITD Cementation Ltd. : Acquired 20.83% shares from public through open offer. In process of complying with conditions for acquisition of 46.64% shares from existing promoters. PSP Projects Ltd. : Adani Infra (India) Limited has agreed to acquire shares from the existing promoter group of PSP Projects such that pursuant to the acquisition of shares from the public under open offer, AAIL and existing promoters shall hold equal shareholding. Transaction is pending for regulatory approvals. | 2 Adani Environmental Resource Management Services Ltd. (additional company is being proposed) | O&M: Operations & Maintenance | HVDC: High voltage direct current | PSU: Public Sector Undertaking (Public Banks in India) | GMTN: Global Medium-Term Notes | SLB: Sustainability Linked Bonds | AEML: Adani Electricity Mumbai Ltd. | AIMSL : Adani Infra Mgt Services Pvt Ltd | IG: Investment Grade | LC: Letter of Credit | DII: Domestic Institutional Investors | COP26: 2021 United Nations Climate Change Conference | AGEL: Adani Green Energy Ltd. | NBFC: Non-Banking Financial Company | AAIL: Adani Infra (India) Ltd. | AOCC : Airport Operations Control Center

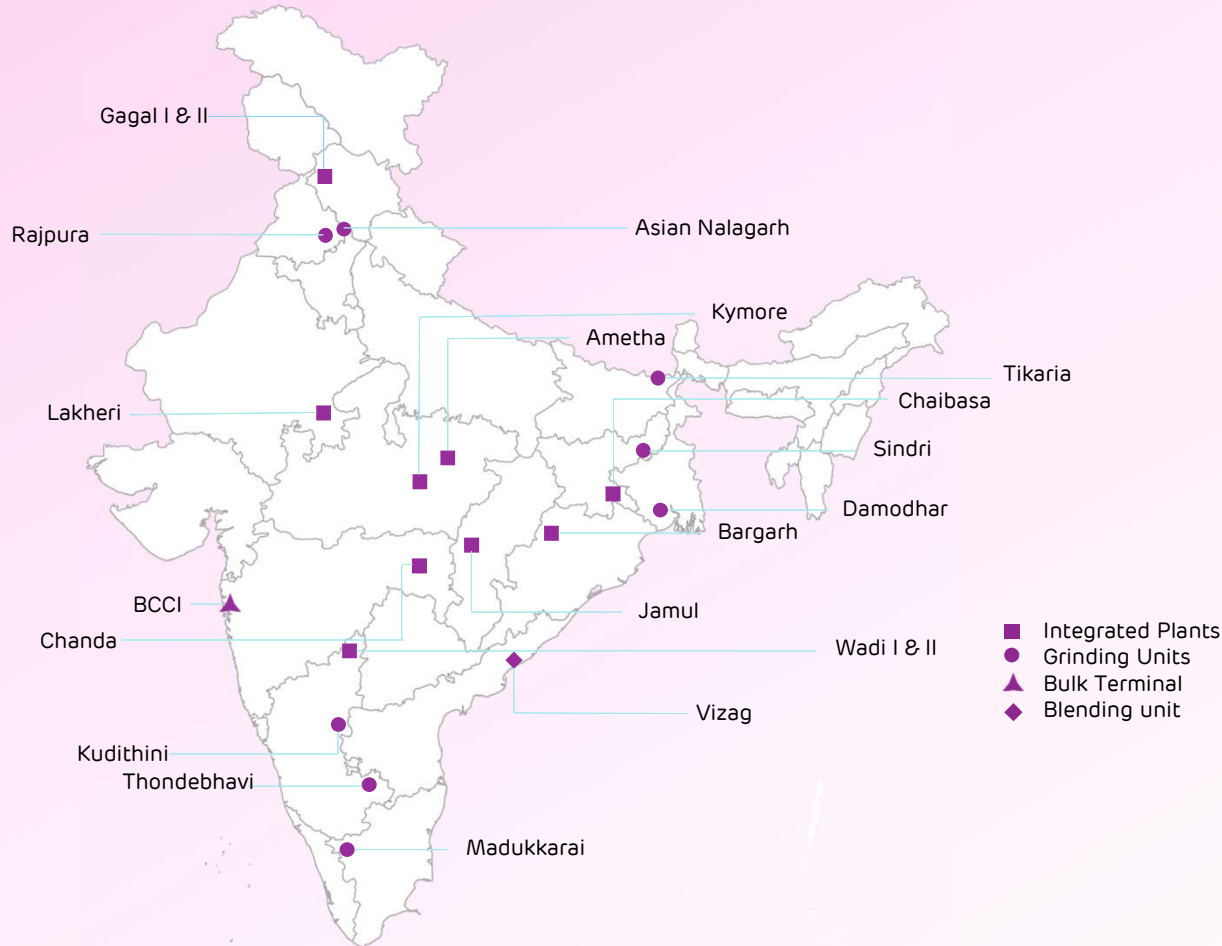


# ACC Overview

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02

## ACC : Presence in 13 states



38.55 MTPA  
**Cement Capacity**

57,100+  
**Channel partners across India**

11  
**Integrated units**

9  
**Grinding & Blending units**

101+  
**Ready-mix concrete plants**








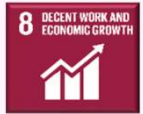










# ESG Overview

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03

# ESG Highlights FY25

Material Topic	2030 Targets	FY'25 Performance	Key Performance Indicators FY'25	UN SDGs
<b>Climate &amp; Energy</b> 	Gross specific CO <sub>2</sub> emissions* <b>421 kg /t</b> of Cementitious materials	FY'24 : 503 FY'25 : 484	<b>A) Climate and Energy</b> <ul style="list-style-type: none"> <li>• <b>Scope 1:</b> 484 kg/tonne of cementitious material</li> <li>• <b>Thermal Energy</b> – 734 Kcal/kg of clinker</li> <li>• <b>Electrical Energy</b> – 75 kWh/t of cement</li> <li>• <b>Green Energy Source</b> : 18.0 %  <b>WHRS:</b> 11.9% ; <b>Solar:</b> 5.0% ; <b>Wind/Bio:</b> 1.1%</li> <li>• <b>Thermal Substitution Rate</b> – 10.5 %</li> <li>• <b>Clinker factor</b> – 58.2 %</li> </ul>	 
<b>Circular Economy</b> 	Consume <b>30 million tons</b> of waste derived resources per year	FY'24 : 12.7 FY'25 : 12.0	<b>B) Circular Economy</b> <ul style="list-style-type: none"> <li>• <b>Alternate Fuels</b> – 0.55 million ton</li> <li>• <b>Alternate raw materials</b> – 11.44 million ton</li> </ul>	 
<b>Water &amp; Nature</b> 	Water Positive <b>5</b> Number of times	FY'24 : 1.0 FY'25 : 1.04	<b>C) Water and Nature</b> <ul style="list-style-type: none"> <li>• <b>Water Positive:</b> 1.0 times</li> <li>• <b>Water intensity in cement mfg</b>– 172 l/ton of cementitious material</li> </ul>	 
<b>People &amp; Community</b> 	<b>3.5 million</b> Number of beneficiaries annually	FY'24 : 1.4 FY'25 : 2.1	<b>D) People &amp; Community</b> <ul style="list-style-type: none"> <li>• <b>LTIFR</b> – 0.41 ; <b>Fatality</b> - 1</li> </ul>	 
				 

\* CO2 emissions are excluding CPP emission  
 MnT- Million Tonne Clk – Clinker  
 WB – West Bengal CMT - Cement



# Governance Overview

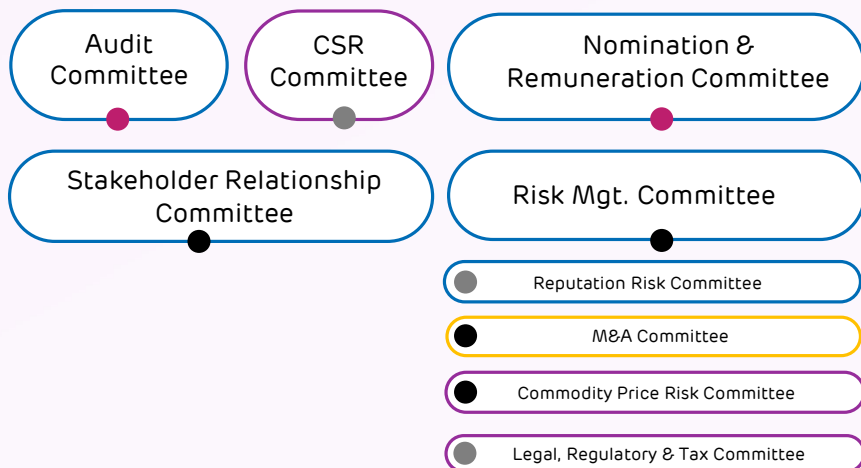
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# Board & Committee Structure\*

## Board of Directors

### Statutory Committees



### Governance Committees



Key committees like Audit, NRC, CRC & Public Consumer Committee comprise of 100% independent directors

#### Meeting Frequency:

- Quarterly
- Half Yearly
- As and when

#### Composition:

- 100% Independent
- >50% / < or = 75% Independent
- 50% Independent

\* Every year independent evaluation of Independent Directors  
96.47% attendance in Board and Committee Meetings



# Performance Highlights

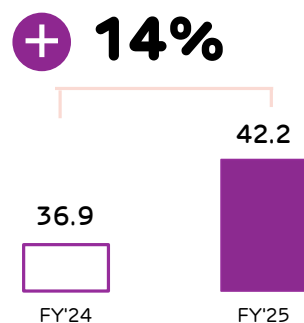
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For the year ended 31<sup>st</sup> March, 2025

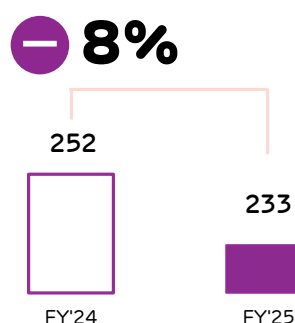
# 05

## ACC (Consolidated) Cement Business (% Change YoY)

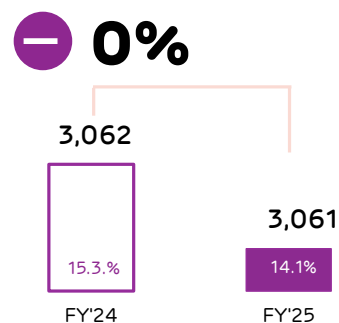
### SALES VOLUME - CLC (MnT)



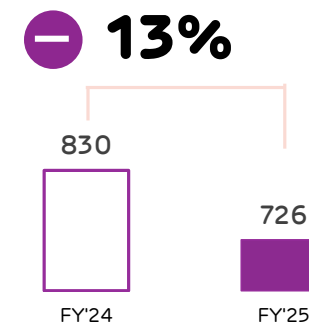
### NSP (₹/bag Cement)



### EBITDA (Incl. RMX) (Excl. Other Income) (₹ Cr & Margin)



### EBITDA (Excl. Other Income) (₹/ton)



Various initiatives taken on ground level have led to higher volume growth and improved realization

- Active engagement of Technical support team with influencers
- Offering of value-added solution beyond Cement
- Focused branding and promotion activities
- Improved Physical infrastructure
- Higher Premium products share

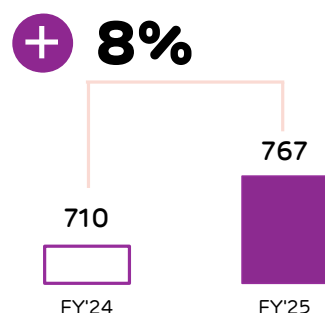
Continuous focus on maximization of premium product share will contribute to improvement of realization

Consistent endeavor on cost reduction and efficiency improvements coupled with volume expansion, synergies between cement business and Group will help in improved profitability and margin



## ACC (Consolidated) Cement Business (% Change YoY)

### RAW MATERIAL (₹/ton)

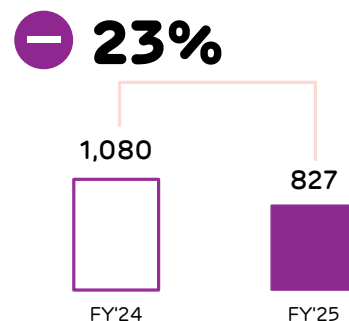


Costs are higher mainly due to higher purchased clinker consumption (which are beneficial on tco basis). Besides constant endeavors to

- Minimizing consumption of costlier raw materials through raw mix & source mix optimization
- Improved physical infrastructure for BCFC rakes
- Long term arrangements for major raw materials

Will further bring down the costs in coming quarters

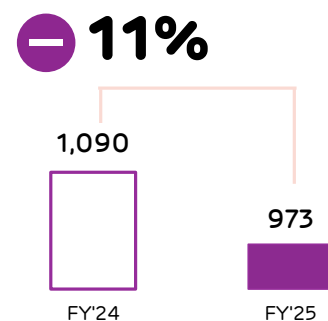
### POWER AND FUEL (₹/ton)



Power and Fuel costs have reduced by 23% (Rs 253/t) mainly driven by,

- WHRS share of total power up by 3.3 pp to 12%
- Green power mix up by 5 pp @18%
- Maximization of linkage & Captive coal consumption resulted in lower fuels costs from Rs 1.94 to Rs 1.61/'000 kCal
- Maximization alternative fuel consumption leading to higher TSR by 1.5 pp @10.5%

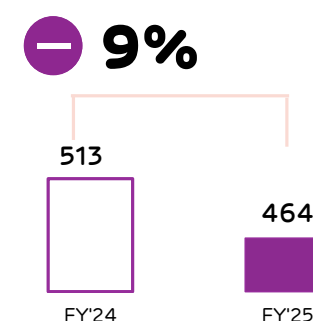
### FREIGHT AND FORWARDING (₹/ton)



Freight and forwarding costs reduced by 11% & expected to reduce further in coming quarters with various initiatives like

- Renegotiation & Reverse bidding for freight
- Wheeler rationalization leading to higher direct dispatch and lower freight costs
- Digitization enabling efficiency improvement & better control mechanism

### OTHER EXPENSES (₹/ton)



Other expenses have been reduced mainly due to

- Revamping the Business model with new and lean business structure
- Challenging every spend and only business critical spends allowed
- Automation and Digitization
- synergies with group company resulting in better negotiated rates wherever possible



# Way Forward & Growth Strategy

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06

## ACC : Synergies with Adani Group

### Fly Ash

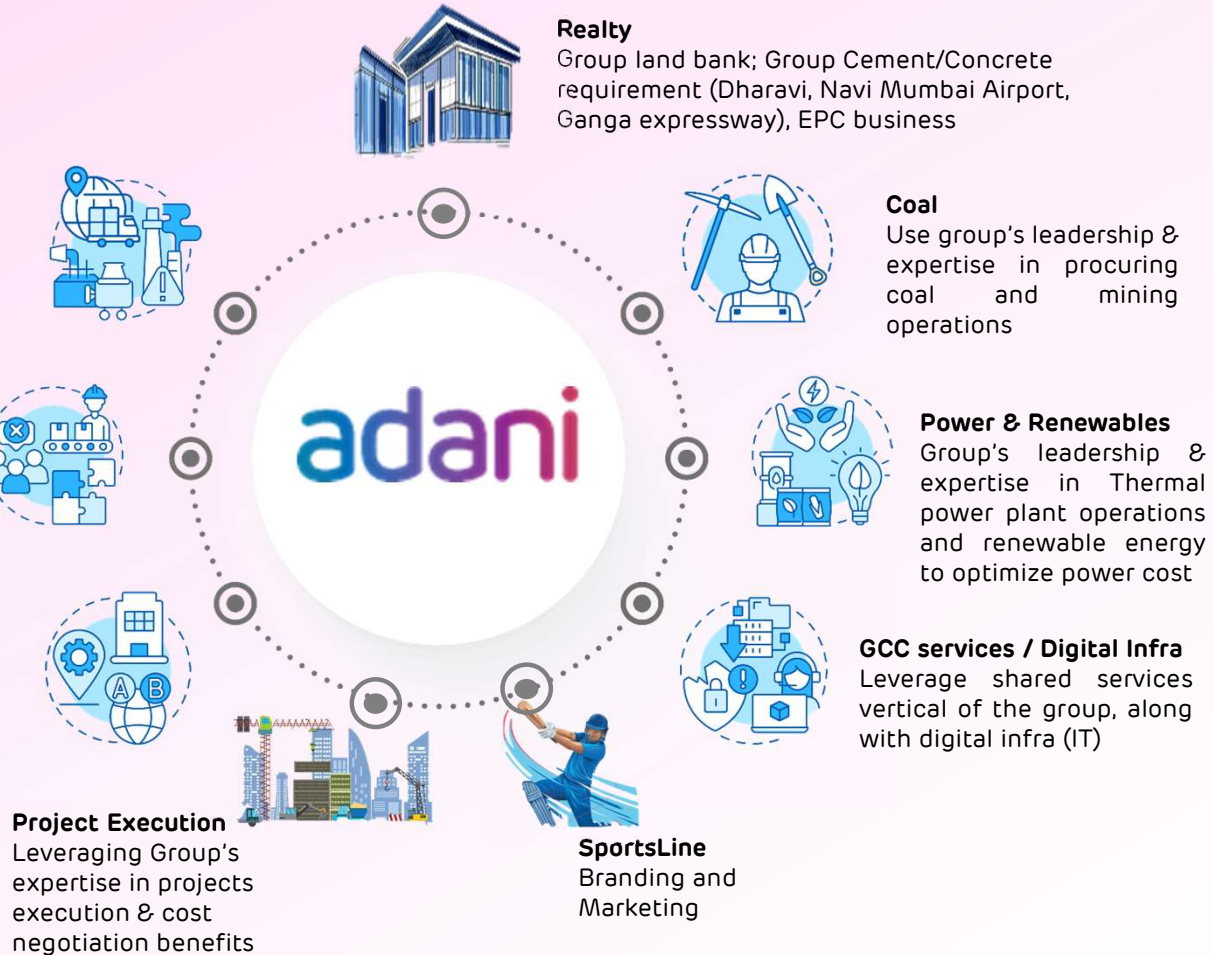
Fly ash sourced from group's power plants ensures assured timely supply with optimized cost and advantage of BCFC rakes can be optimised

### People

With diversified operations of Group, this will also enable optimization of resources with right talent at right place, training & development

### Logistics

Distribution cost can be further optimized with group company's expertise in all modes of logistics & port operations





# Accolades & Awards

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07

## Accolades & Awards



- 01 IACC's Jamul Site receives the IconSWM-CE Excellence Award 2024 for excellence in co-processing and AFR.
- 02 ACC clinches Gold at the Arogya World Healthy Workplace Awards 2024
- 03 'Most Engaging Loyalty Program' & 'Loyalty Champion Award' at the Digital Customer Experience Confex 2024
- 04 Industrial Safety & Occupational Health Award by ICC & Govt of Odisha

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