

STAR CEMENT LIMITED
(Formerly CEMENT MANUFACTURING COMPANY LTD)

Date:- 06.11.2019

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

BSE Limited
Phiroze Jeejeebhoy Towers
Dalal Street
Mumbai-400 001
Stock code: 540575

Dear Sir,

Subject: Investor Presentation

An Investor Presentation for the second quarter and half year ended 30th September, 2019 has been prepared and the same has been disseminated in the Company's website www.starcement.co.in. We are enclosing herewith a copy of the Presentation for your information and record.

Thanking you,

Yours faithfully,
For Star Cement Limited

06-11-2019

X

Debabrata Thakurta
Company Secretary
Signed by: DEBABRATA THAKURTA

Debabrata Thakurta
(Company Secretary)

Encl. as stated



STARCEMENT
Solid Setting

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AN ISO 9001, ISO 14001 & OHSAS 18001 CERTIFIED COMPANY

CIN NO. L26942ML2001PLC006663



Star Cement Limited (SCL)

Investor Presentation

Cementing growth.
Branding success.



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This presentation contains certain statements of future expectations and other forward-looking statements, including those relating to our general business plans and strategy, our future financial conditions and growth prospects, and future developments in our industry and our competitive and regulatory environment. In addition to statements which are forward-looking by reason of context, the words 'may, will, should, expects, plans, intends, anticipates, believes, estimates, predicts, potential or continue' and similar expressions identify forward looking statements.

Actual results, performances or events may differ materially from these forward-looking statements including the plans, objectives, expectations, estimates and intentions expressed in forward looking statements due to a number of factors, including without limitation future changes or developments in our business, our competitive environment, technology and application, and political, economic, legal and social conditions in India. It is cautioned that the foregoing list is not exhaustive.

This presentation is not being used in connection with any invitation of an offer or an offer of securities and should not be used as a basis for any investment decision.

From North East to East



From Commodity to Brand



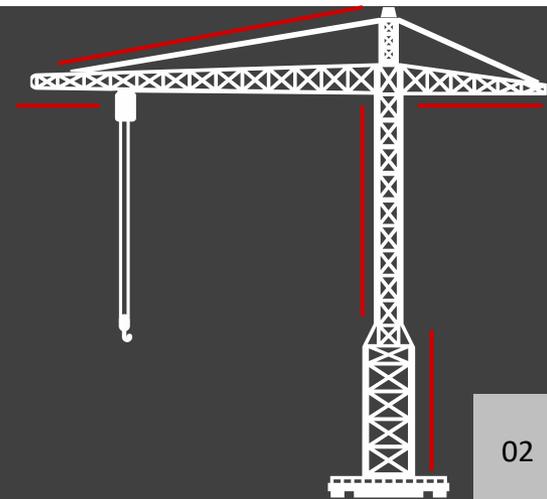
From Leveraged to Debt-Free



From Capacities to Capabilities



We are expanding the growth horizon and creating a differential.



The Birth of a Star

- ★ **2001** The Star was **born**
- ★ **2005** Operations commenced
- ★ **Largest** Cement manufacturer in **NER**



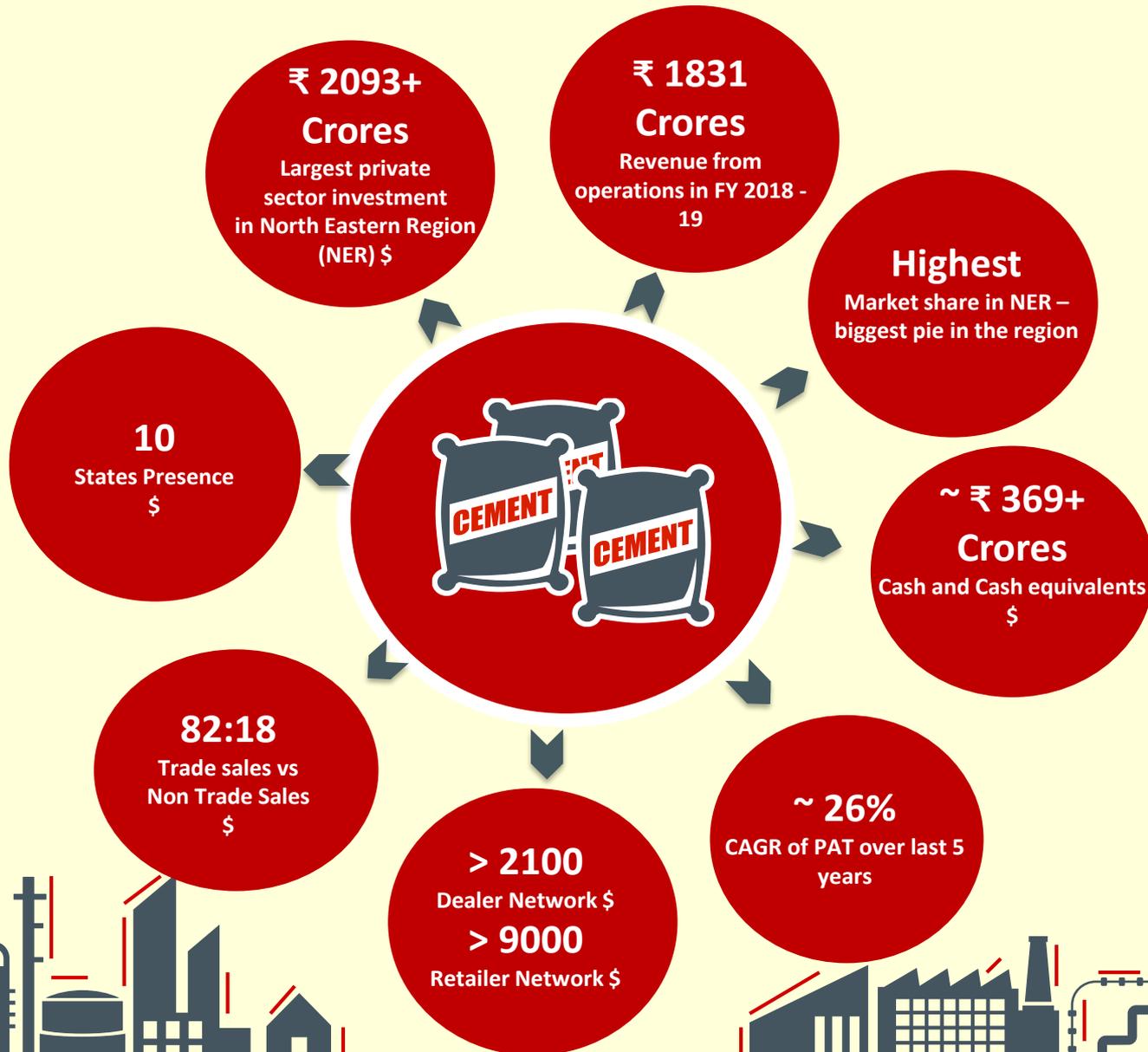
- ★ **Emerging market player** in Eastern India (WB & Bihar)
- ★ **Strategically located Cement Manufacturing Facilities**
- ★ **Cement Business operates under SCL & its subsidiaries**



- ★ **Star Anti-Rust Cement** is a **marque product** in the value-added segment – sold in **NER, West Bengal & Bihar**
- ★ **Quality endorsement** ISO 9001:2008, ISO 14001:2004 and OHSAS 18001 certified
- ★ Selling different varieties of cement **OPC, PPC & PSC Cement**



Counting the Stars

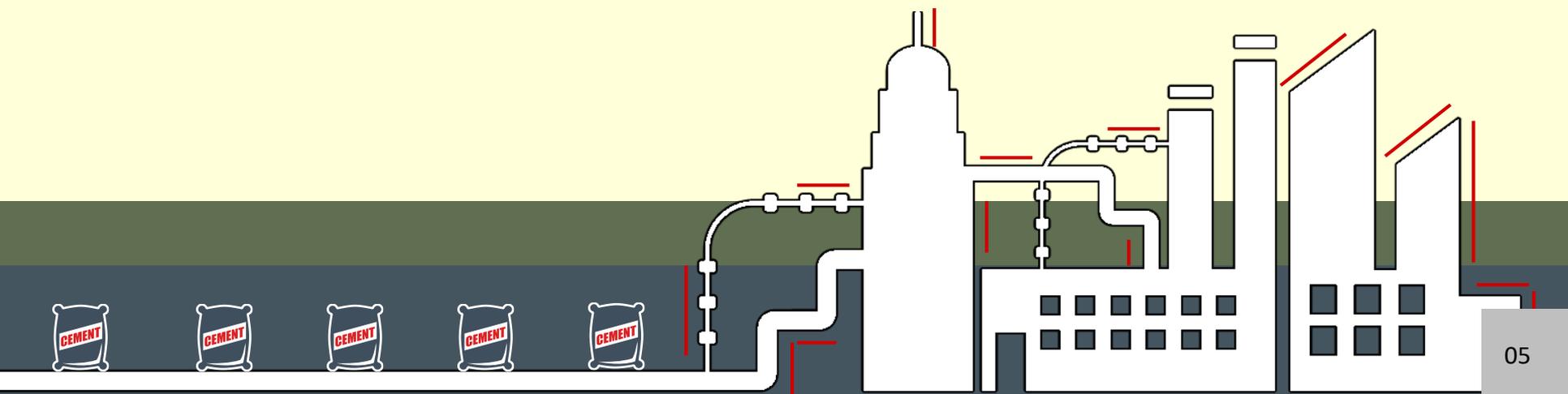
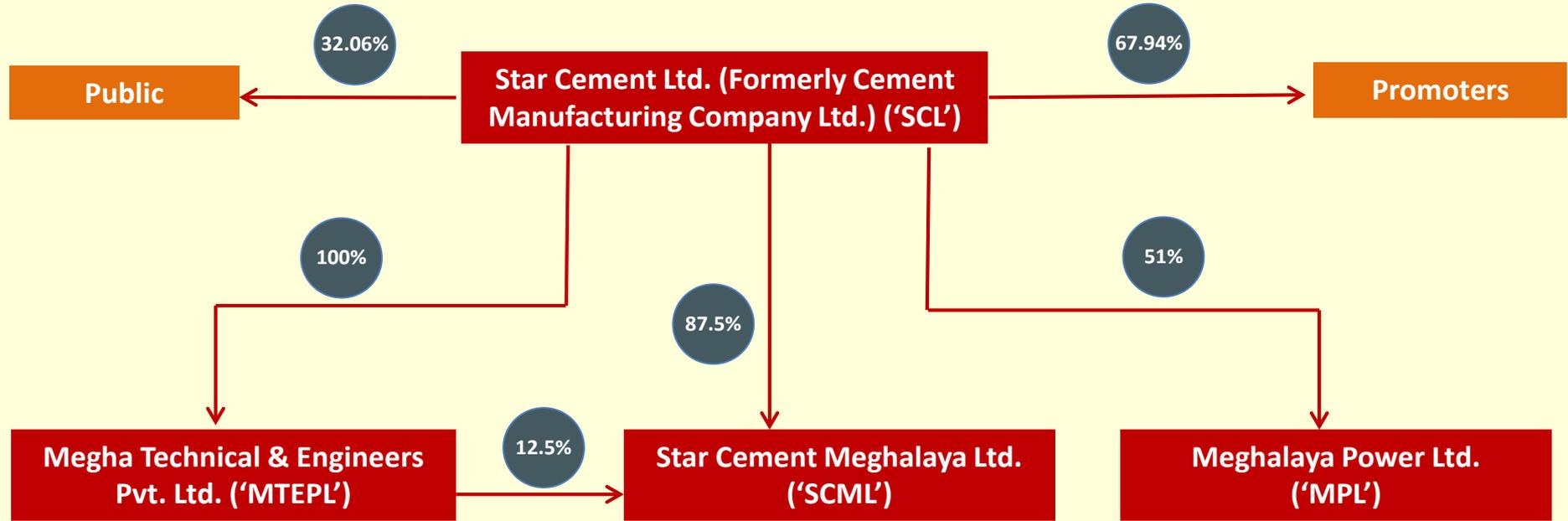


NER – North Eastern Region includes Arunachal Pradesh, Assam, Manipur, Meghalaya, Mizoram, Nagaland, Tripura and Sikkim

\$ As on 30.09.2019



The Star Bandwidth



Strong NER Roots

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

Mr. Sajjan Bhajanka, *Chairman & MD*

Experience

- ★ Graduate with 50 years of industry experience in Plywood, Laminates, Ferro-Alloys and Cement Industry

Other Memberships

- ★ Chairman of Century Plyboards (I) Ltd
- ★ Considered as icon of Indian Plywood industry
- ★ President of Federation of Indian Plywood and Panel Industry & All India Veneer Manufacturers Association
- ★ Past President of Bengal Chamber of Commerce, 'Friends of Tribals Society', Bharat Chamber of Commerce

Mr. Rajendra Chamaria, *VC & MD*

Experience

- ★ Rich experience of 35 years in cement and concrete sleepers industry with excellent project execution skill and production knowledge

Other accolades

- ★ Well conversant with all acts, bylaws and procedural matters relating to Environmental and Forest Act, Factories Act and Commercial & Labour Laws

Mr. Sanjay Agarwal, *Managing Director*

Experience

- ★ Graduate with 35 years of industry experience

Other memberships and accolades

- ★ Instrumental in successful marketing and branding of 'Century Ply' and 'Star Cement'
- ★ MD of Century Plyboards (I) Ltd.

Mr. Prem Kumar Bhajanka, *Director*

Experience

- ★ Graduate with 42 years of industry experience

Other accolades

- ★ Excellent site management and project execution skills
- ★ Instrumental in execution of SCL's projects

Professional Management

Key Management personnel running the organization in a very professional manner

Mr. Pankaj Kejriwal, *Executive Director*

Education

- ★ Chemical Engineer with experience of over 21 years

Responsibilities

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

Mr. Jyoti S. Agarwal, *President, Sales & Marketing*

Education & Experience

- ★ M. Com with varied experience of over 38 years in cement industry

Other experience

- ★ Worked at senior positions in Aditya Birla Group and Ambuja Cement Limited

Mr. Pradeep Purohit, *VP, Supply Chain*

Education & Experience

- ★ B.Com, Graduate Dip. IIMM with varied experience of over 33 years in Cement & Engg Industry.

Responsibilities

- ★ Responsible for Overall Supply chain planning, Logistics, Materials and commercial functions.

Mr. Sanjay Kr. Gupta, *CEO*

Education & Experience

- ★ FCA with varied experience of over 27 years with 23 years in the cement industry

Responsibilities

- ★ Responsible for overall growth & profitability of the company and meeting company's operating & financial goals

Mr. Manoj Agarwal, *CFO*

Education & Experience

- ★ FCA with varied experience of over 26 years including 12 years in the Cement industry

Responsibilities

- ★ Responsible for F&A, Taxation, Statutory Compliance & Vendor Management

Mr. A.K. Sinha, *Senior Technical Person*

Experience

- ★ 49 years of rich experience in cement industry

Other experience

- ★ Worked for 17 years in Birla Corp. and 19 years in CCI

Responsibilities

- ★ Contribution in project planning, process and machinery, techno-economic evaluation etc.

Journey of a Star

Cumulative capacities at the end of financial years



What Makes Star Cement Tick?

Strategic Location,
Proximity to Raw
Materials & Market

Adequate plant
capacities to cater
to the market

Dependable
raw material
source and easy
availability of
power

Beneficiaries of
fiscal incentives

Well-established
brand in NER with
strong consumer
focus

Superior Brand
mix and innovative
marketing
strategies

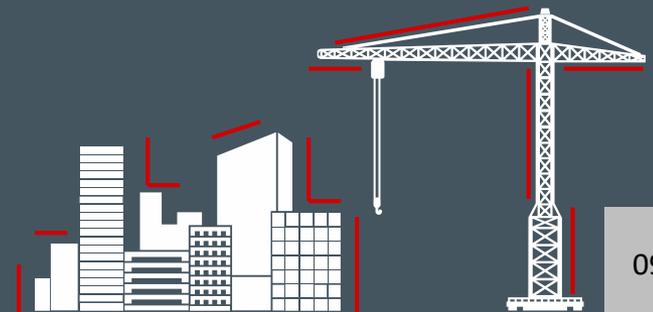
Market
dominance steered
by strong network
and retail-centric
business model

Strong NER roots

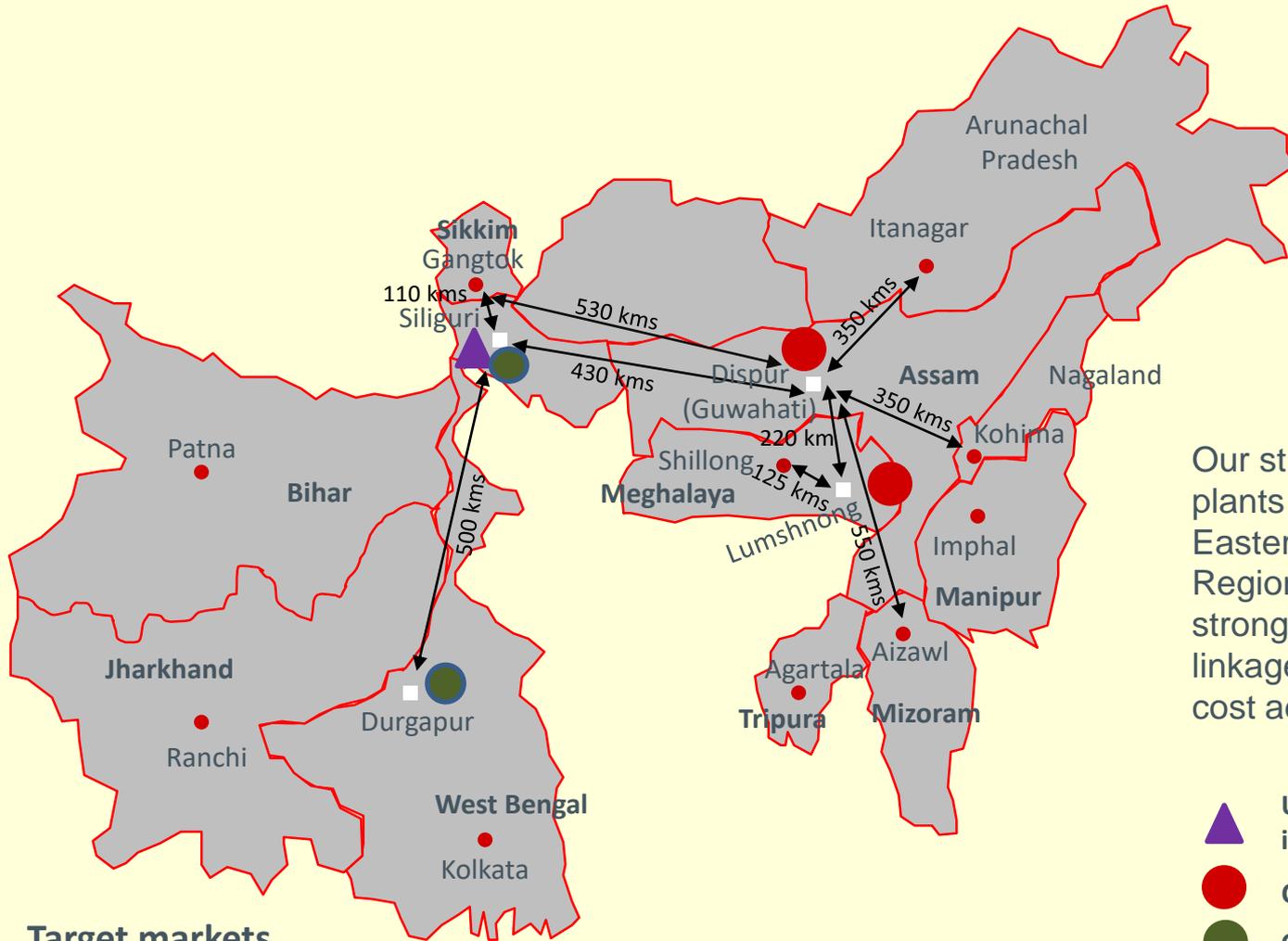
Successful
Financial Track
record - Highest
EBITDA margins in
the industry

Eyes on replicating
the success of NER
to Eastern India

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



Location Advantage: The Game Changer



Our strategically located plants cater to the Eastern & North Eastern Regions, giving us strong customer linkages and competitive cost advantage

-  Upcoming grinding unit in Siliguri
-  Company's plants
-  Grinding Arrangement
-  Distance to markets

Target markets

Assam, Meghalaya, Arunachal Pradesh, Manipur, Tripura, Nagaland, Sikkim, Mizoram, West Bengal & Bihar

The Star Logistics Edge

- ★ Limestone mines are located within 2-3 kms of our plants, providing strong raw material linkage, easy accessibility and uninterrupted supply of raw material
- ★ When compared to peers, our strategically located plants cater to the Eastern & North Eastern Regions, helping us optimise and rationalise costs.

Proximity to raw material leads to lower logistics costs, which otherwise constitute a significant component of the overall cost of production. This, coupled with the ability to supply at the doorstep of customers and end-users through a well-established dealer-distributor network, gives us a distinct advantage compared to our peers.

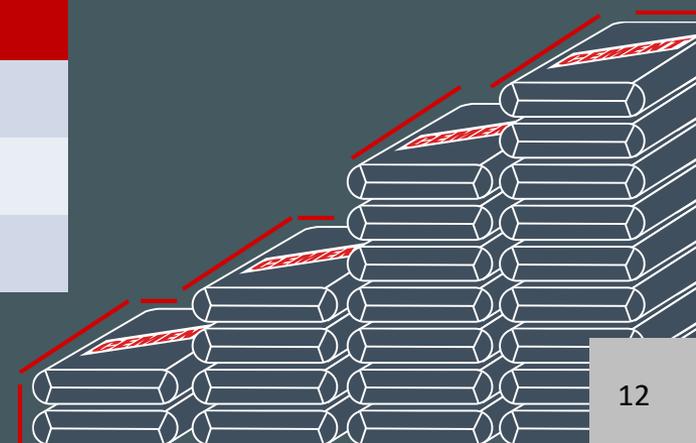


The Star Logistics Edge

- ★ Untapped NER and Eastern markets have strong potential for further growth
- ★ Over the last few years, cement arrivals in NER from mainland players has come down to 12% from 30% - owing to strong location advantage for the existing players in NER
- ★ Strong entry barriers for new players in these regions
- ★ No new significant capacities in pipeline in NER
- ★ Captive mines that are home to high quality limestone having calcium oxide content greater than 49% (higher than rest of India), having limestone reserves of more than 80 years
- ★ Availability of high quality coal in proximity
- ★ Star's established presence, extensive distribution network and high brand recall

Star enjoys the highest volume growth in NER and has adequate capacities to cater to growth targets over medium to long term , allowing it to serve the high potential market

Manufacturing	Units	Capacity	
Meghalaya	4	Cement (Mn Ton)	4.3
Assam - Guwahati	1	Clinker (Mn Ton)	2.8
WB (Hired Units)	2	Power (MW)	51



The Star Fiscal Edge: Financial Incentives

SCL's plants enjoy the following fiscal benefits granted by the Government

Exemption	Balance Exemption period**			
	SCML	SCL-GGU	SCL-LMS	
Income Tax	100% under Section 80 IE, subject to MAT	> 3 years	> 3 years	-
IGST / CGST on				
Clinker	29% / 58%	> 3 years	-	> 7 years
Cement	29% / 58%	-	> 3 years	> 7 Years

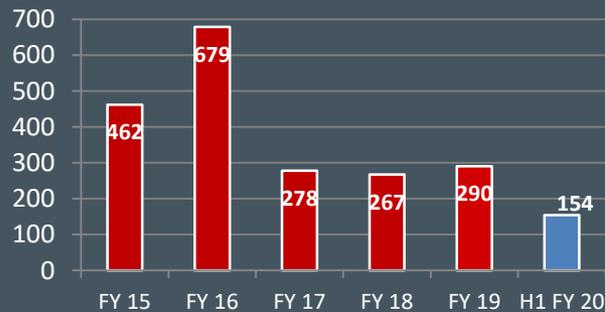
** As on 30.09.2019

The Mark of a Star: Branding Success

- ★ For Star, cement is not merely a commodity and therefore, we do not sell cement, rather we build and sell brands
- ★ Star as a Brand have a very high recall value, enabling repeat customers
- ★ STAR CEMENT is the most preferred brand in NER and is witnessing consistent growth in the markets of Bengal & Bihar

Concentrated launches in select markets backed by strong budgets, innovative aggressive marketing and sufficient plant capacities

Advertising and Brand Promotion spends annually (₹ Mn)



* FY 16-17 and later results are reclassified as per IndAS standard

Regular Brand Investment

- ★ Aggregate Brand investment of ~ ₹ 2,800 Mn in the last decade
- ★ Very aggressive campaign for Brand Launch in WB & BH

Celebrity endorsements

Bipasha Basu, Hima Das, Debojit Saha, Saurabhee Debbarma, Lou Majaw, Mami Varte, Late Bhupen Hazarika, Pranjal Saikia, Simanta Sekhar

- ★ Star Cement organized North East's first International half marathon in which more than 20000 people united for a single cause 'Run to support a clean India'
- ★ Very aggressive and comprehensive 360° campaign in NER, WB & BH involving masses in OOH, TVC, Radio & Press
- ★ Huge increase in brand awareness in outside North East, making Star Cement a household name even in markets where it is relatively new

Awards and Accolades

ET NOW – “CSR Leadership Award 2019” in Manufacturing

Certification of Appreciation from the Office of the Deputy Commissioner, Kamrup for serving food and water to the devotees during the Ambubachi Mahotsav, 2018

Award for “Best Practices in Employee Engagement”- National HRD Network (NHRDN) in 2016

Award for “Fastest Growing Company” above Rs. 1000 Crs at Economic Times Bengal Corporate Awards 2016

ZEE Business “Emerging Company of the Year FY 2017-2018

Gold award (Alternative Media – Any single execution on non-conventional OOH) and Silver award (Outdoor Media Plan of the Year - Local) at OAA 2016

Silver award at The Economic Times India Manufacturing Excellence Awards 2011 (Manufacturing and Supply Chain excellence)

Awarded first prize in the Thermal Power Station Sector - National Energy Conservation Award, 2015 & 2014

Award for the highest Corporate Tax Payer (Non-PSUs) in NER – Third in FY18

Mahindra Transport Excellence Award 2016 - National Award in Mining as well as in the Construction segment

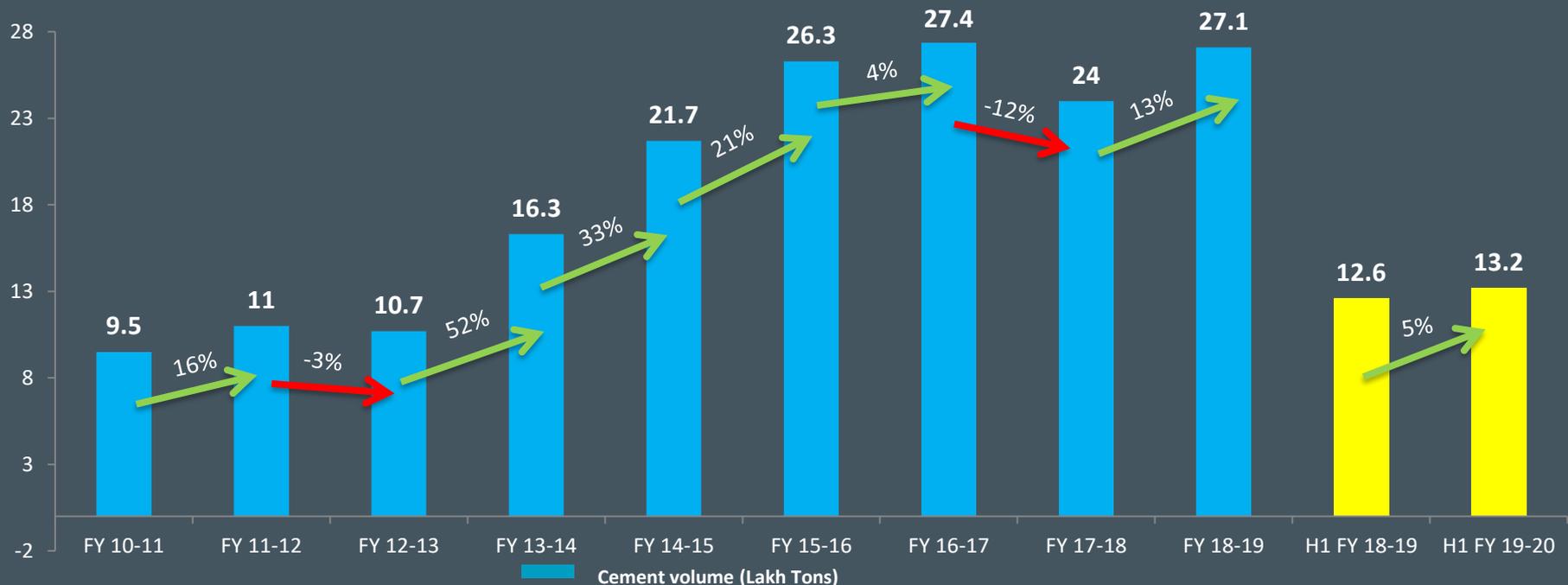
Award for ‘Most preferred Cement brand’ for 5 years consecutively at the North East Consumer Awards in 2015

Most preferred cement brand by AREIDA from 2010 to 2013



The Star Shines Bright and Strong

- ★ Enjoys a leadership position in the North East with market share of more than 23%
- ★ Gradually increasing share in the Eastern region through concerted efforts
- ★ Strong dealer and distributor network built over the years, steering year-on-year growth, enabling leadership position in market



Highest Volume in NER and adequate capacities for catering demand growth over next few years.

Marketing the Star Brand

Innovative strategy, large distribution network, pioneering initiatives

- ★ Pioneers in initiating distribution through direct network, i.e. Dealers rather than C&F agents in NER
- ★ Building the Brand aggressively and innovatively in the markets of West Bengal & Bihar
- ★ Consumer-centric strategic approach - initiated attractive schemes like 'Kismat ki Bori' offer, 'Bag Me Chandi' offer, 'Dhan Varsha', Gifts to dealers, masons, customers etc.
- ★ An out-of-the box marketing strategy to build highest recall and positive brand perception through innovation in communication and media - advertisements at important road crossings, 'Pan' Shops, local TV, in addition to the traditional billboard/hoarding advertisements
- ★ Increasing visibility through focus at Block level, Haats and village congregation points etc.

Complete Portfolio of Grey Cement

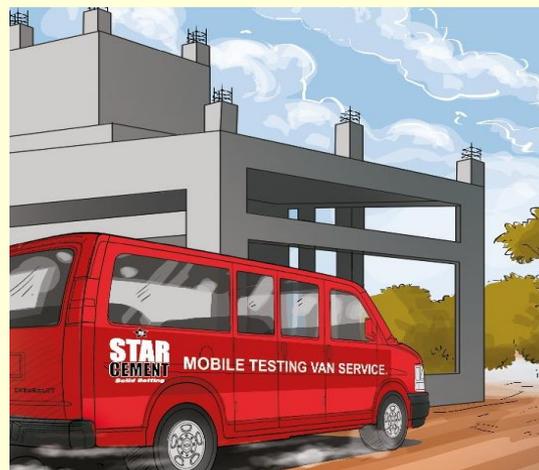
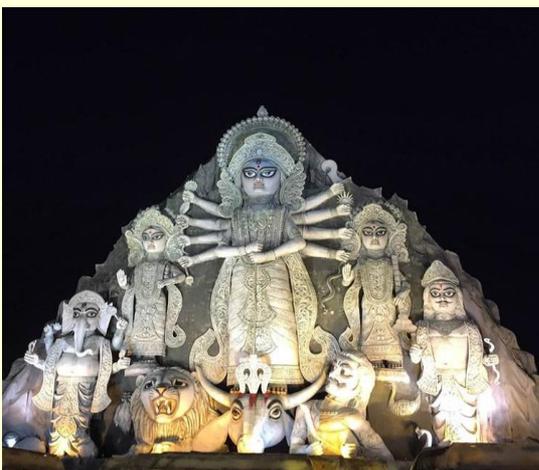


Marketing the Star Brand

Innovative strategy, large distribution network, pioneering initiatives

Technical assistance to retail consumers to ensure better connect - drives demand and builds brand confidence

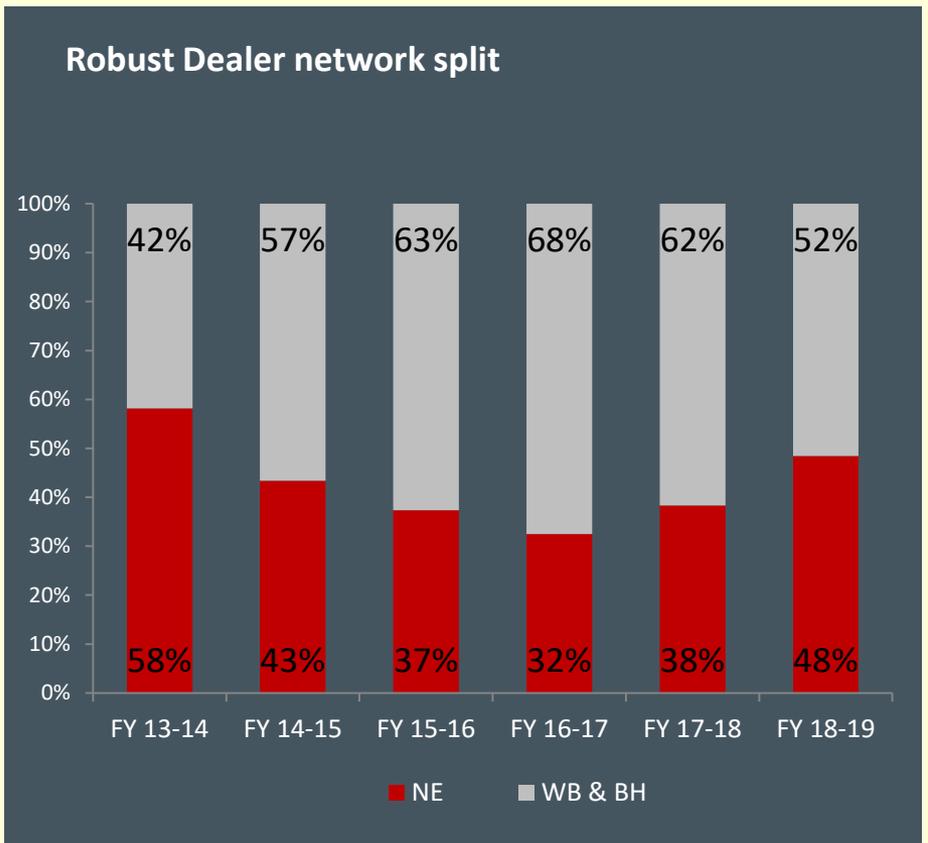
- ★ Value-enhancing technical marketing for customers
 - ★ On-site technical support to customers through unique concept of mobile vans manned by experts
-
- ★ STARTECH - a unique forum to bring together architect, engineers, professors *Star Technopedia* and experts for knowledge sharing & value enriching discussions
 - ★ Toll-free Customer care number – 180034534500
 - ★ Mobile application on iOS and Android for all Dealers “STAR SAATHI”
 - ★ Mobile application in iOS and Android for all Engineers “STAR STELLAR”



Retail-driven Marketing strategy

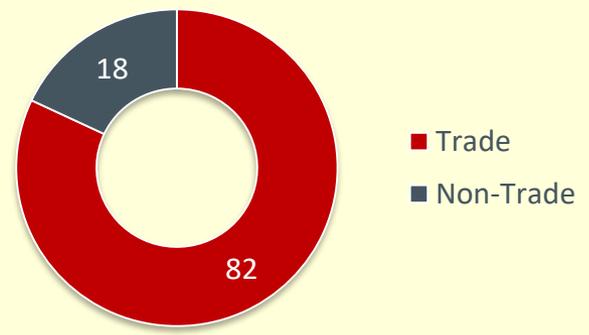
Distribution Network	
Retailers	>9,000
Dealers	>2,100

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



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

Sales mix (%)

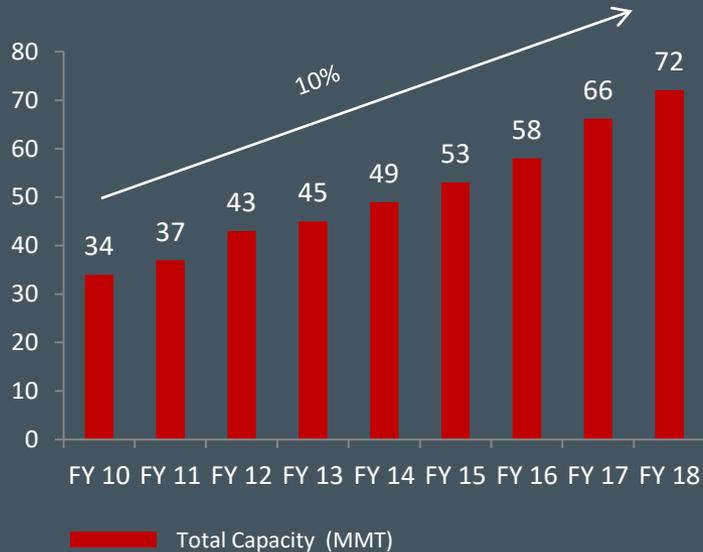


Opportunities Beckon... and Star's Journey Continues

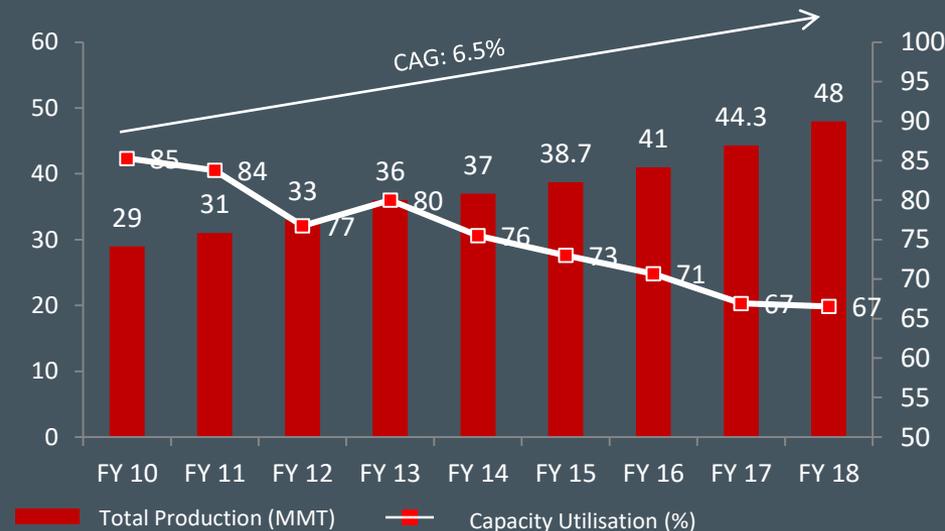


East India: Huge Untapped Potential

Total Capacity (MMT)



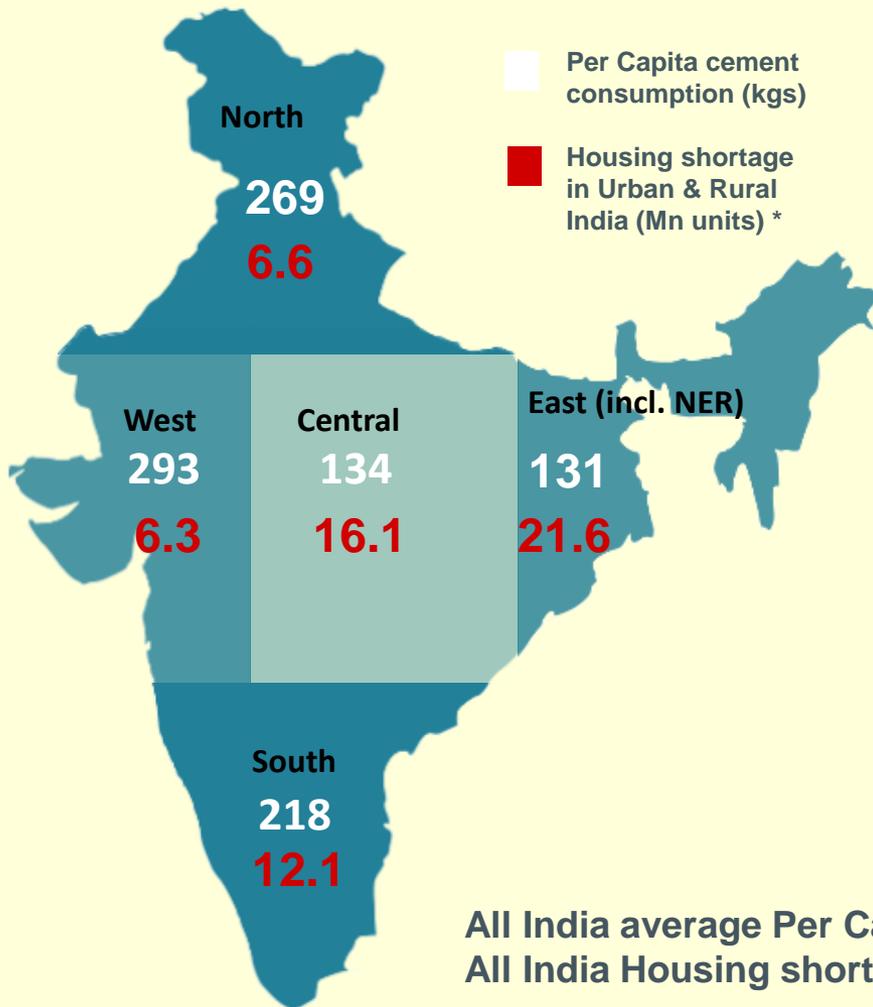
Total Production (MMT) and capacity utilization (%)



* Data cited from external publications

- ★ Cement production in the Eastern regions has grown at a CAGR of 6.5% and is expected to grow at a CAGR of 9-10% in the next 5 years
- ★ Demand is expected to grow at a steady pace through increased allocation
- ★ Government focus on infrastructure to boost growth through increased allocation in housing, infrastructure and commercial real estate segments will drive the cement demand
- ★ Special focus on rural and semi-urban areas through large infrastructure and housing development projects

East India: Huge Untapped Potential



Per capita cement consumption in East is the lowest, thus underlining huge potential for growth

Housing shortage in Urban India - Of the total housing shortages in urban India, East alone contributes to 35%. East and Central put together contributes ~60% of all India urban & rural housing shortages

At 131 kg, per capita consumption is among the lowest in East (national average – 225 kg per year)

Eastern India (including NER) account for urban housing shortage of 4.6 million units & 17 million units for rural housing shortage

Demand for cement is expected to grow in high single digits in East India

A pick-up in infrastructure development will trigger cement consumption demand in these states

All India average Per Capita cement consumption - 225 kg
 All India Housing shortage in Urban (19 mn) + Rural India (44 mn)- 63 mn units

North East Region: An Expanding Opportunity Landscape

8 states with abundant

Natural Resources

Limestone, Coal, Dolomite,
Quartz, Granite, Sandstone, Shale



Separate **Ministry for the Region** –
Doner (Development of North Eastern Region) to
boost development



Central government's infrastructure development thrust



Roads - Central government is planning to undertake highway projects worth about Rs 1.45 lakh crore, spread over 2-3 years. A total of 197 road development projects are being implemented under various programmes and schemes of the road transport and highways ministry in the north eastern states. The NEC has set its focus on building roads spanning 10,500 kilometres.



Airports - 5 sanctioned, 8 in pipeline, ₹ 5,000 Crores Investment is expected during next 10 years. Guwahati & Agartala airports to be upgraded for international operations



Railways - Indian Railways has lined up several projects worth at least ₹ 40,000 crores to connect capital cities of five North Eastern states which 20 major railway projects, encompassing 13 new lines, two gauge conversions and five doublings with a length of nearly 2,624 kilometres and several engineering marvels such as India's longest double decker rail-cum-road bridge, one of the longest tunnels in the country and the world's tallest pillar-based rail bridge.



Hydro Power - Largest Hydro power potential in India is in NER with 98% still untapped, 63000 MW of Hydro Power capacity identified; 14000 MW already allotted to Pvt. Players which will result in ~14 Mn Tons of Cement Demand

Smart Cities – Fund of Rs 14,124 crore approved for 464 projects in 8 Smart Cities in Northeast.

Non-Lapsing Central Pool of Resources – Unspent amount
of **10%** Budgetary allocation for **NER**
Infrastructural Development

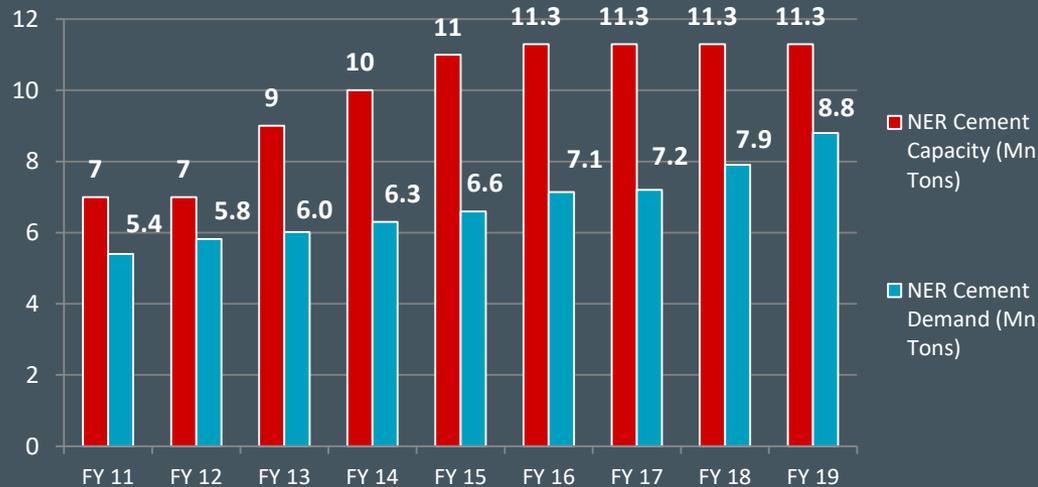


Increased Allocation to Rural Low cost
housing under **Pradhan Mantri Awaas**
Yojana – Gramin Scheme to Rs
31500 Crs



**Four-lane concrete roads are expected to shore up cement demand– 2,000 tonnes of building material goes into creating every 1 km of road
(Source: The Hindu Business Line, January 27, 2015)*

North East Region: Opportunities Galore



Five-year Plans	2007-2012	2012-2017	2017-2022
NER GDP Growth	10%	13.7%	16.4%
NER Per Capita growth	8.6%	12.4%	15.2%

- ★ 7-8 % p.a. projected growth of cement industry (CAGR of 7% in last 5 years)
- ★ Potential for growth - current per capita cement consumption is 142 kg in NER
- ★ Major players - Star Cement and two others - catering to 50-60% of cement demand and deriving benefit of economies of scale
- ★ Consolidation on the cards as small players expected to be edged out eventually
- ★ No new major capacities in pipeline in the region
- ★ Cement arrivals in NER from mainland players have come down from 30% to 12% - gives advantage to players in NER

The Star is Set to Shine Brighter: More Frontiers of Growth

- ★ Further growth in high potential areas by leveraging operational and financial efficiencies
- ★ Seize the growth opportunities in NER, Eastern Region – partner the government's initiatives to boost infrastructure
- ★ Strengthen and expand dealer/distribution network to capture Eastern markets and deepen penetration into NER
- ★ Explore and tap new markets to boost margins
- ★ Grow product portfolio with new, niche and quality brands
- ★ Set-up capacities to cater to incremental demands of the region
- ★ Focus on retail services
- ★ Expand technical services to enhance customer service and brand building
- ★ Enhance brand recall through innovative marketing strategies, more CSR initiatives



The Numbers Speak: Successful Financial Track Record

CONSOLIDATED FINANCIALS
Star Cement Ltd

In ₹ Crores	2015-16	2016-17	2017-18	2018-19	H1 FY 19	H1 FY 20
Net Operating Revenue	1,715	1,528	1,615	1,831	880	843
EBIDTA	401	411	526	455	201	192
EBIDTA Margin (%)	23.36%	26.89%	32.56%	24.83%	22.88%	22.71%
Cash Profit	311	319	457	411	185	174
EBIT	229	293	405	349	146	147
PBT	145	215	353	335	137	143
PAT	134	195	331	299	127	129
PAT Margin (%)	7.82%	12.75%	20.48%	16.32%	14.40%	15.24%
Net Fixed Asset	968	918	820	797	866	847
Total Capital Employed	2,144	2,101	2,063	1,966	1,830	2,049
Long Term Debt	575	500	299	24	51	4
Share Capital	42	42	42	42	42	42
Net Worth	1,055	1,146	1,476	1,724	1,552	1,852
ROE (%)	12.7%	17.0%	22.4%	17.3%	16.3%	13.9%
ROCE (%)	10.7%	13.9%	19.6%	17.8%	16.0%	14.3%
Debt Equity Ratio	0.54	0.44	0.20	0.01	0.03	0.00
EPS	3.20	4.64	7.88	7.13	3.02	3.07

* FY 2016-17 and later financial results are stated as per IndAS standard

CSR – Assam, Meghalaya & West Bengal

HEALTH & SANITATION

- ❖ 550+ people of Lumshnong area are involved in Waste Management project to transform Lumshnong village free from garbage
- ❖ 24 highly drug addicted youth from Lumshnong village has been admitted in Addict Care Centre of Nalbari (Assam) rehab centre for treatment.
- ❖ 8 free health Check-up Camp was organized at Mohit Nagar area, Jalpaiguri and 11 health camps were organized at Sonapur area of Assam where around 4500 patients were served with free medicines.
- ❖ 7 Number of napkin destroyer were installed at 7 high and higher secondary schools to make school premises clean and to ensure menstrual hygiene among girl student.



Media Coverage:
Health care service as
Emergency Responses
for Flood Victims

LIVELIHOOD DEVELOPMENT

- ❖ 146 trainees from Star Usha tailoring centre received sewing machine and certificate at Assam & Meghalaya to start up their new business
- ❖ Piggery and bee keeping project is been successfully run Lumshnong, Tongsenseng, Umstain and Sonapyrdi vllage of Meghalaya and Sonapur areas of Assam
- ❖ 15 Eri spinning machines were distributed among 4 groups covering 60 eri farmers
- ❖ Out of 20 dairy farmers, Artificial insemination was successfully completed in case of 3 cows with the initiative of farmers and delivery of cows are expecting within 3 months



CSR – Assam, Meghalaya & West Bengal

EDUCATION

- ❖ Remedial classes was started in Lumshnong village and benefited 108 students from class VI to IX
- ❖ PRAJNAN – A career Development Project, a venture was initiated by Star Cement and Sonapur College for conducting classes for students who would like to appear civil service examination and computer classes .
- ❖ Shyam Sishu Mandir, a school for migrant workers at Lumshnong was awarded by Telegraph group under the category of “ School for care”.
- ❖ In Sonapur, Student Support Program covered 26 schools covering more than 3500 students where students were supported with school bag, Exercise book and Anglo Assamese dictionaries etc
- ❖ Around 1000 students of 12 schools of Mohit Nagar , Siliguri were supported with Umbrellas ,aExercise Books, Pencil Boxes, Colour Pencils and stationery along with ceiling fans in 2 schools
- ❖ “Kala Mandir” a school for Music, school of Music and Art was inaugurated on 16th July, 2019 for local children



RURAL DEVELOPMENT

- ❖ Community hall of Lumshnong had inaugurated by Chair man of Star Cement on 27th September 2019
- ❖ Door Darshan NE has covered entire CSR activities on Sonapur area and telecast under Krishi Darshan Program in the month of August. Around 60000 population of 6 districts of Assam were supported with Food items during devastating flood of Assam in the month of July & August
- ❖ Around 70 Conventional and Solar Street lights were installed at Mohit Nagar, Jalpaiguri under Star Roshni Project






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Hima Das

Thank You

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