

CREATING A BETTER TOMORROW

Investors Presentation – Q1 - FY 27



Know Us Better: Company Snapshot



Lumshnong IU, Meghalaya



Guwahati Grinding Unit



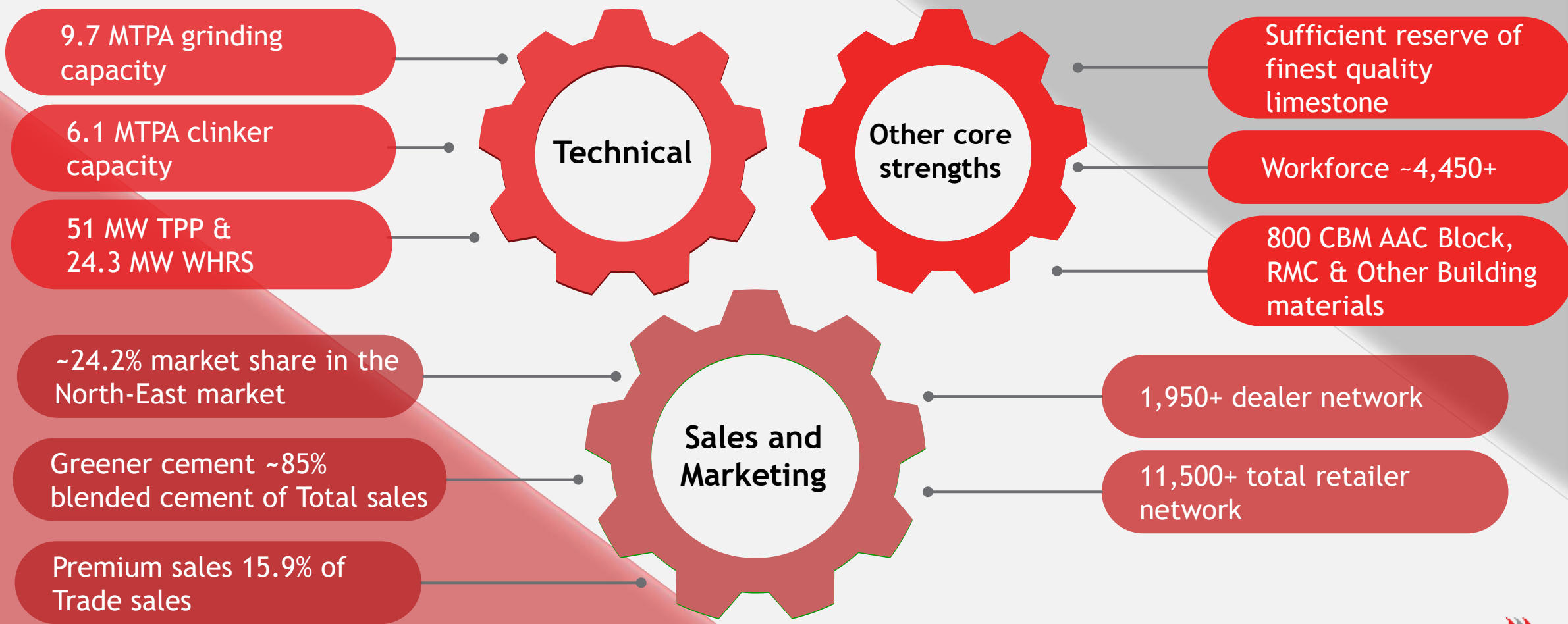
Siliguri Grinding Unit



Cachar Grinding Unit

Star Cement - Company snapshot

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 excellence, and focus on sustainable value creation provide a strong foundation for consistent and profitable long-term growth



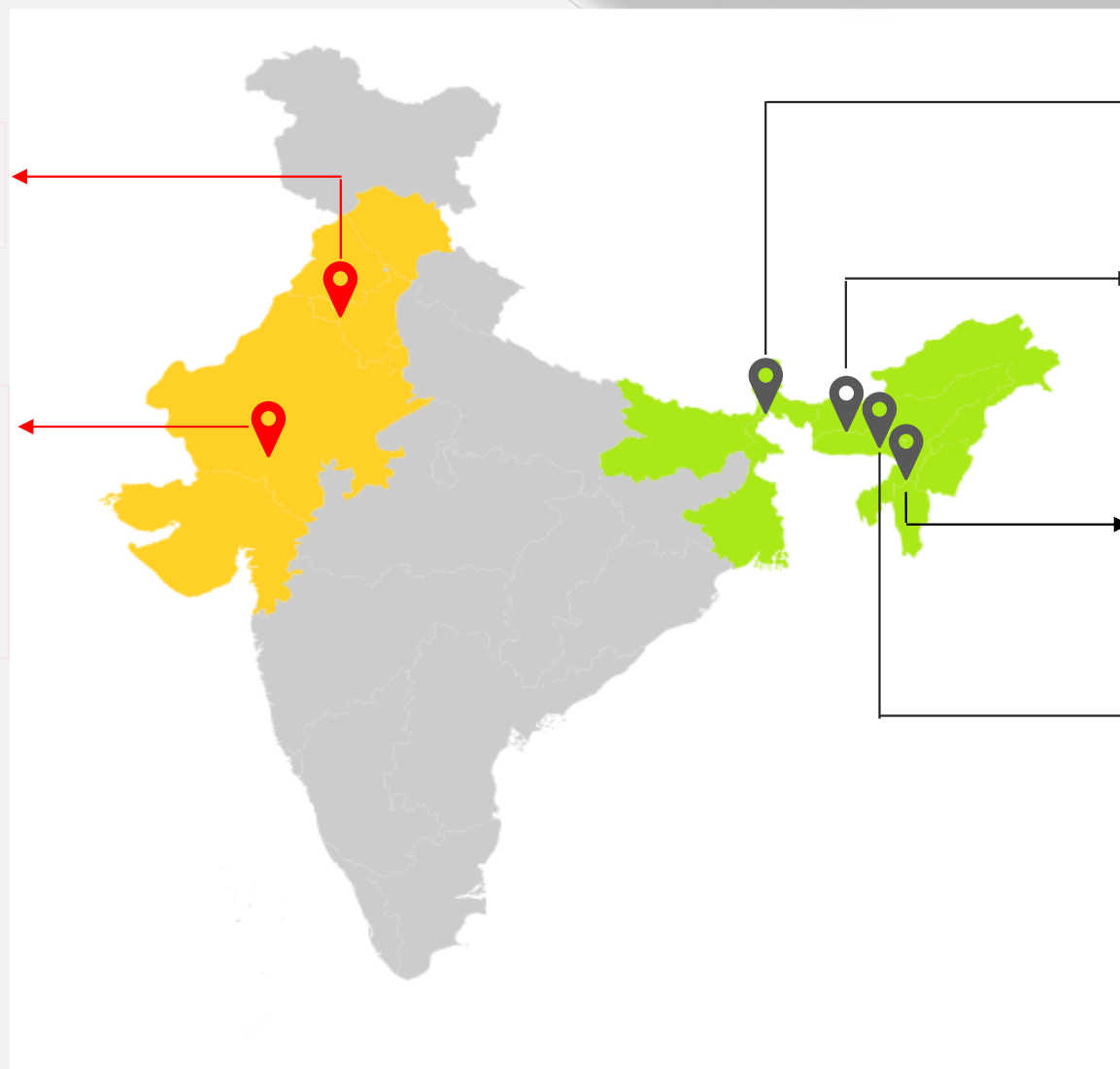
Transforming from a strong NE leader to a PAN India player

Jhajjar GU, Haryana

Cement Capacity - 2.0 MPTA (FY29)

Nimbol IU, Rajasthan

Clinker Capacity - 3.3 MTPA (FY29)
Cement Capacity - 3.0 MTPA (FY29)
~80Mn tons LS reserves secured;
target to secure addn. 40-50 Mn tons.



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



Existing



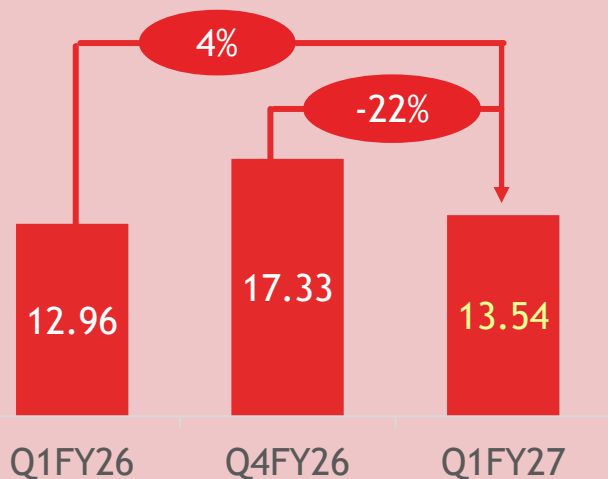
Planned

STAR
CEMENT
Solid Setting

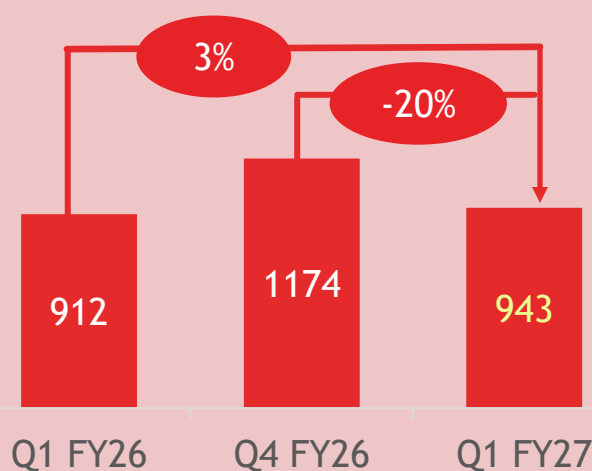


Financial Highlights

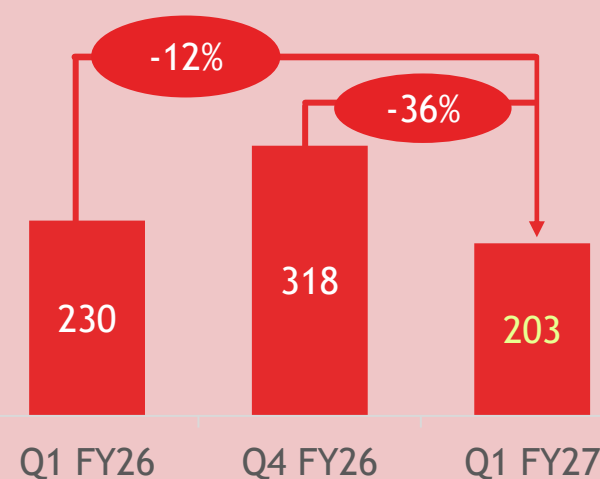
Key operational achievements of Q1 FY27



Sales Volume (lac tons)



Revenue (INR Cr.)



EBITDA (INR Cr.)

Achieved strong financial performance :

- ✓ A tepid quarter, impacted by liquidity constraints arising from delayed Central Govt fund releases, temporary demand disruptions due to the WB and Assam elections, and the ongoing West Asia crisis.
- ✓ Sales volume includes clinker sales of 52 KT.

Marketing

- ❑ Sharp growth in Premium share @**15.9%** of Trade sales. (vs 12.2% in Q1 FY26)
- ❑ Increase in market share in West Bengal (Star Operating area) from 19.4% to 22.0% despite elections.
- ❑ Intense protests and riots in Manipur have negatively impacted our sales in the region.

Operational

- ❑ Route restriction by railways in NFR; leading to challenge on supply of coal & Fly ash in NE.
- ❑ Vikram Shila Bridge collapsed at Bhagalpur - Fly ash cost impacted at Siliguri.

Strategic

- ❑ Trials for Clinker Movement through EV is ongoing in Lums - Silchar route. Expecting significant value unlock.

Financial Highlights - YoY Comparative

Particulars	Q1 FY27	Q1 FY26	YoY%	FY26
Quantity Sales (Lacs tons)				
Cement and Clinker Sales	13.54	12.96	4%	54.96
Income and Expenses (INR Cr)				
Revenue from sale of cement and Clinker*	943	912	3%	3,776
Other Revenue	8	2	358%	19
EBITDA	203	230	12%	944
Depreciation	91	85	7%	365
Interest	14	10	35%	46
Profit Before Tax	98	135	28%	532
Profit After Tax	74	98	25%	390
Gross Cash Accruals	165	183	10%	756
Per Unit details (INR/ton) - Cement & Clinker				
EBITDA	1,497	1,774	16%	1,717
Profit Before Tax	720	1,039	31%	968
Profit After Tax	546	757	28%	710

* Subsidy decreased by YoY INR 39 Cr. due to reduction of GST rate on cement & change in reimbursement mechanism.

Sales Performance Overview | Q1 FY27

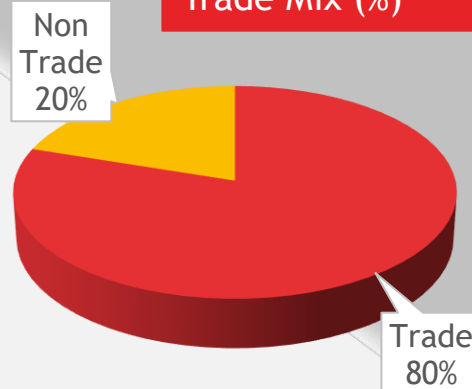
Cement Sales volume for Q1 FY27 grew by 7% YoY; NE sales was flat whereas ROE sales grew by 22%.

Cement Sales realizations during Q1 FY27 grew 1.2% YoY & 1.3% QoQ.

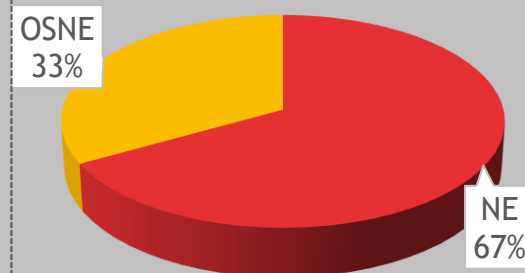
Premium sales at **15.9% of Trade sales** in Q1 FY27; up from 15.1% in Q4 FY26.

Growth in Non-trade volumes in Q1 FY27 was **~11% YoY**.

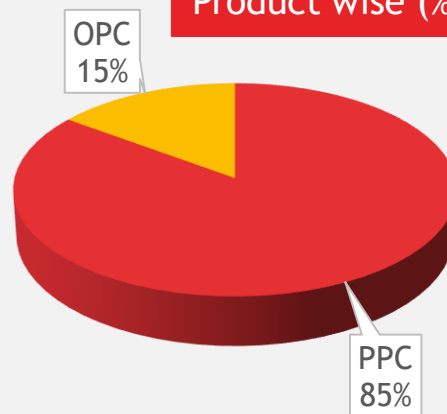
Trade Mix (%)



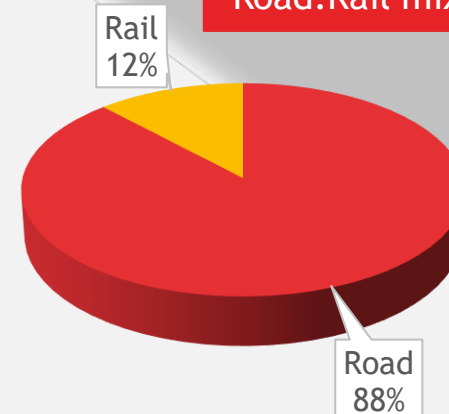
Geo-Mix (%)



Product wise (%)

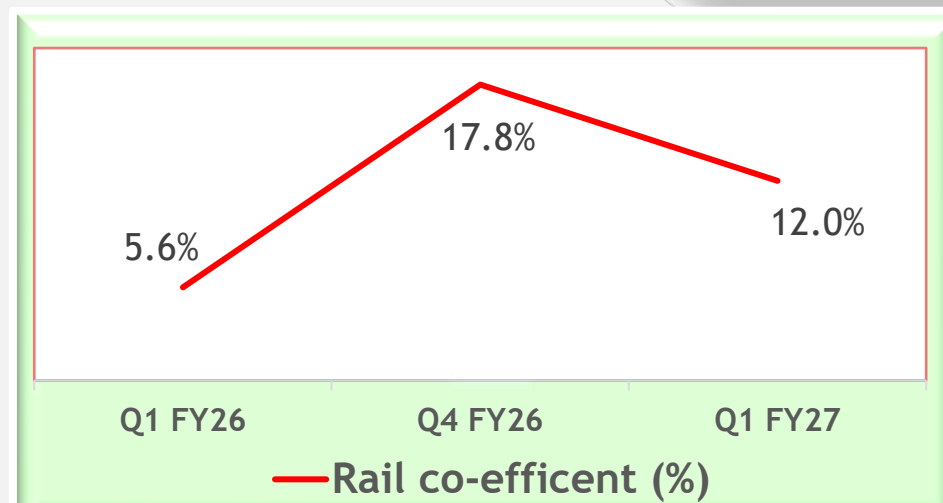
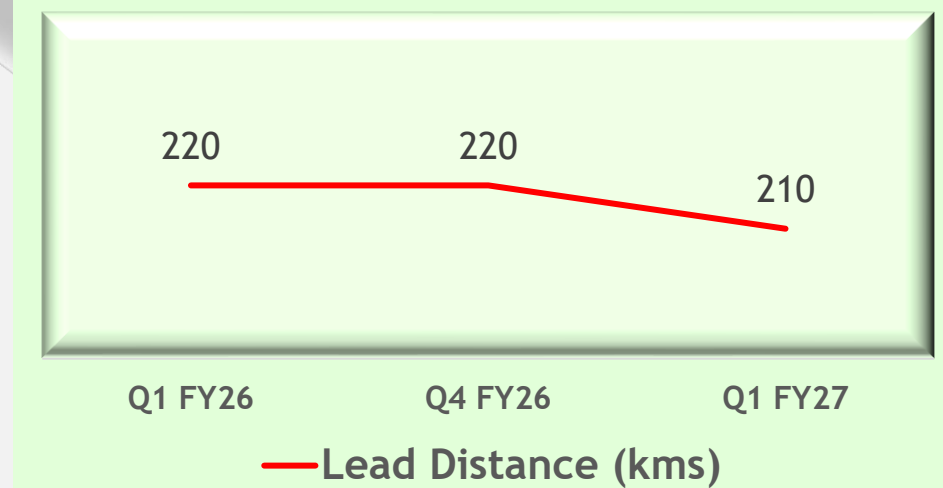
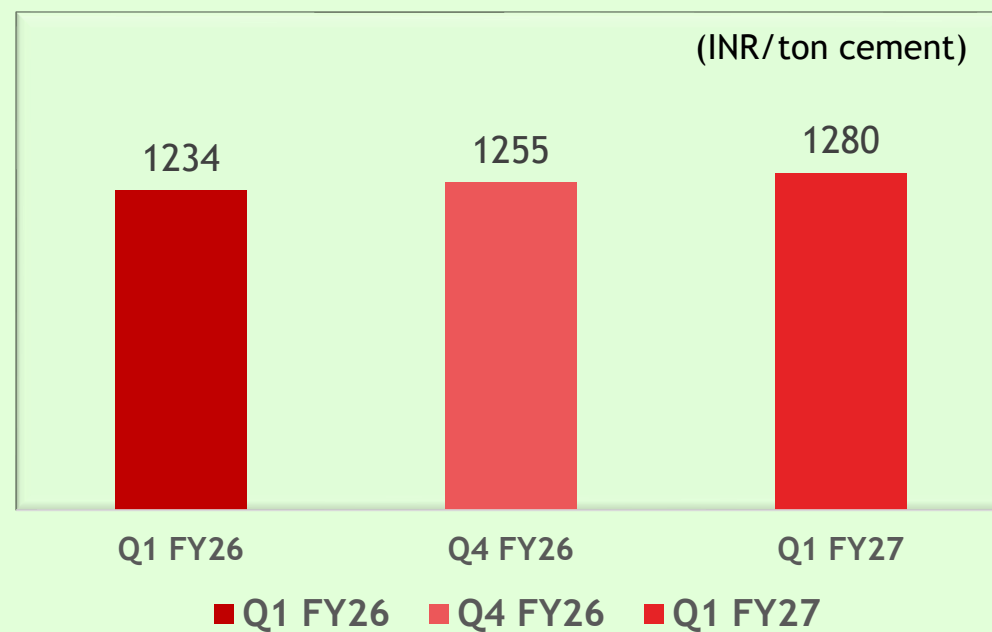


Road:Rail mix



PPC includes Premium

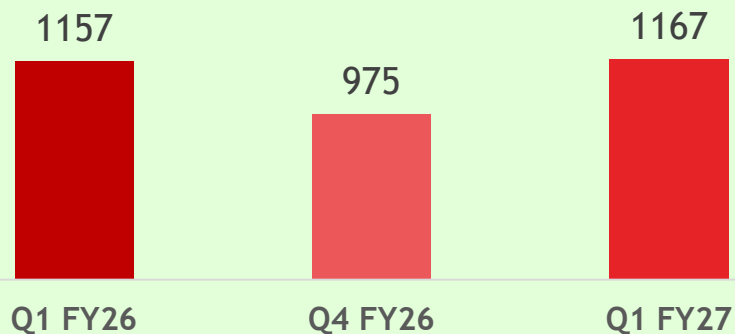
Logistics



➤ Q1 FY27 was impacted by increased diesel prices.

Power & Fuel

(INR/ton cement)



■ Q1 FY26 ■ Q4 FY26 ■ Q1 FY27

Q1 FY26

Q4 FY26

Q1 FY27

— Fuel cost (Rs./NCV)

1.50

1.33

1.55

- High fuel costs due to lower sourcing from FSA & increased reliance on coal from Nagaland/others & spot contract compared to other quarters.

29%

34%

26%

Q1 FY26

Q4 FY26

Q1 FY27

— Green Energy (%)

23%

27%

25%

Q1 FY26

Q4 FY26

Q1 FY27

— WHRS (%)



Expansion Updates

Roadmap to over 1.5x 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	9.7	14.7
- North-East	3.7	4.0	7.7	7.7	7.7	7.7
- East	-	2.0	2.0	2.0	2.0	2.0
- North	-	-	-	-	-	5.0
>2.5x over the past 6 years.				Roadmap laid out to >1.5x capacities over next 3 yrs.		

North

INR 3,080 Cr.

- Sufficient LS reserves at Nimbol to set up a 3.3 Mn tons clinker plant, centrally located in Rajasthan.
- Land acq. almost done in RJ and in progress for HR ; MoU signed with Rajasthan Govt and is at an advanced stages with Haryana Govt.
- Ground-breaking work will start from Q3 FY27 onwards.

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 with 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.)
North India							
- Nimbol IU, Rajasthan	FY29	3.3	3.0	2,500	460	1,550	490
- Jhajjar GU, Haryana	FY29	-	2.0	580	100	360	120
Tentative Cash Outlay - Projects				3,080	560	1,910	610

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 2x.
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.

Lucrative subsidies on offer in both operating states

Subsidies	Options	Subsidy available	Project cost	Time period
Rajasthan - Nimbol - Area Category 1 - Ultra Mega	i OR	• Capital subsidy @23% of EFCI, equally over 10y	2,500	10
	ii OR	• Net SGST reimbursement @75% of Net SGST for 7y		7
	iii	• Turnover Subsidy @1.65% of Total sales from Nimbol		10
	Maximum Subsidy can be availed based on above 3 options			
	Jhajjar GU, Haryana - Category C - Mega	i AND	• Net SGST reimbursement @50% of Net SGST for 10y	580
ii		• Capital subsidy @15% of EFCI, equally over 10 years	10	
Both SGST & Capital subsidy available				



Sustainability & CSR: Integrating as key
business principles

ESG Goals & Targets

Modules	Target	Present Status
Green energy (Q1 FY27 ~26%)	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; 25% of total power substituted with WHRS.
Thermal Substitution Rate (TSR)	20% by FY27	Achieved target in Q4 FY 26. Q1 FY 27 was affected due to heavy rain & supply constraint, which is expected to revert at target levels.
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	Reached ~11% of the total permanent workforce as on June'26

Standing with People of Assam during this difficult time of devastating floods



TOGETHER

— IN THE TOUGHEST TIMES —

Compassion in Action

Proud to stand with our communities
and extend help when it matters most.



WE CARE
WE SHARE
WE STAND TOGETHER



A CSR INITIATIVE
OF STAR CEMENT LIMITED

**WHEN ASSAM
NEEDED US,
WE CAME
TOGETHER.**

RELIEF THAT REACHED.
HOPE THAT STAYED.



3000+
FAMILIES REACHED
ACROSS ASSAM



80+
COMPANY OFFICIALS
ON GROUND



**DEALERS &
CONTRACTORS
STOOD TOGETHER
AS ONE**

RELIEF ITEMS DISTRIBUTED



READY-TO-USE
GROCERIES



MEKHELA
SADOR



SAREE &
PETTICOAT



SANITARY
PAD



BABY
FOOD



MATTRESS



MOSQUITO
NET



TARPAULIN &
UTENSILS



We have also initiated the process of adopting one of the flood-devastated
villages to reconstruct Assam-type houses for the neediest families who lost their homes.

OUR COMMITMENT. OUR RESPONSIBILITY.

In the face of devastation, we didn't just stand by — we stood with.
Together, we delivered not just essentials, but strength, comfort and hope.
THIS IS THE STAR CEMENT WAY.



COMPASSION
IN ACTION



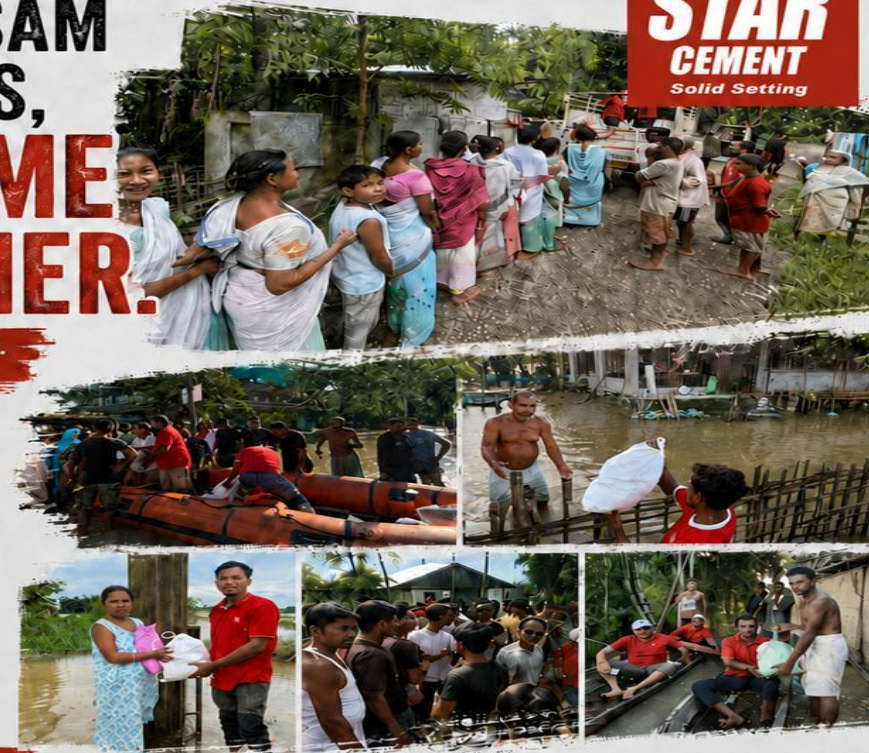
COMMUNITIES
EMPOWERED



TOGETHER FOR
A STRONGER TOMORROW

STAR CEMENT STANDS STRONG WITH ASSAM

**STAR
CEMENT**
Solid Setting



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 in local markets.



Agarbatti Unit



Beautician Unit



Star Samrath



Infra Summit



Star Ananya

Health & Sanitation

- 3 Health & Eye Check-up camps organized in Assam, providing free medical support to villagers.
- Community Drinking Water System operational in Assam for people & pilgrims including the holy period of Ambubachi
- Construction of new sanitation facilities for two educational institutions have been completed in Cachar



Health Camp



Eye Camp



Drinking Water



Sanitation Facilities



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 1,000+ students & youth across Assam and West Bengal.
- students from Govt. Schools taken to Guwahati Science City for gathering knowledge, resulting in a joyful & meaning tour & learning experience.
- Technical education benefited around 1,700 youths in Assam and West Bengal.



Kala Mandir



Computer Education



Educational Tour



School Support



Student Development

Rural Development & Biodiversity

- Black Pepper distribution programme has achieved agricultural development & enhance livelihood opportunities.
- Repairing of already installed *solar street-lights* is being done at Jalpaiguri location.
- Inauguration of MAHIMIRI WATCH TOWER has been completed



Construction of various Public Utility

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



Safe Harbour Clause

The given communication, except for historical information reflect current estimates and views of the management and no representation or warranty, express or implied, is made as to, and no reliance should be placed on, the fairness, accuracy, completeness, or correctness of such information or opinions contained herein. Certain statements made in this presentation may not be based on historical information or facts and may be ‘forward-looking statements, including those relating to the general business plans and strategy of Star Cement, its future financial condition and growth prospects, future developments in its industry, and its competitive and regulatory environment, and statements which contain words or phrases such as ‘will’, ‘expected to’, ‘horizons of growth’, ‘strong growth prospects’, among many others, or similar expressions or variations of such expressions. These forward-looking statements involve several risks, uncertainties, and other factors that could cause actual results, opportunities, and growth potential to differ materially from those suggested by the forward-looking statements. These risks and uncertainties include, but are not limited to, risks with respect to its cement business.

Star Cement may alter, modify, or otherwise change in any manner, the content of this presentation, without obligation to notify any person of such revision or changes. This presentation cannot be copied and disseminated in any manner.

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: 26th August 2026