

Sagar Cements Limited





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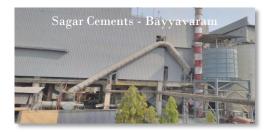
Corporate Overview



Sagar Cement has created a niche in Southern markets and in making inroads in to Eastern markets









- Established in 1985, Sagar Cement Limited ("SCL") with its current capacity of 5.75 MTPA tones (including 1.25 mn tones post acquisition of Sagar Cements (R) Ltd, (SC (R) (Previously BMM Cements Ltd) is a dominant cement player in South India
 - Strong presence across all the five key states AP, Telangana, Tamil Nadu, Kerala and Karnataka
 - Expanding geographic presence in Maharashtra and Odisha
- Primarily manufactures the OPC, PPC, PSC & SRC variety of cement from its plants situated in the Suryapet district of Telangana & at Bayyavaram, Vizag District of Andhra Pradesh and from its subsidiary's Plant SC (R) located at Gudipadu, Tadipatri, Ananthapur Dist. Andhra Pradesh.
- Company has built a strong brand "Sagar Cement" over a period of last 3 decades

Facilities at a glance

Cement		
Location	Clinker MTPA	Cement MTPA
Sagar Cements – Mattampally, Suryapet, Telangana	2.80	3.00
$SC\left(\mathbf{R}\right) -Gudipadu,Anantapur,Andhra\ Pradesh$	1.00	1.25
${\bf Sagar\ Cements\ -Bayyavaram.\ Vizag,\ Andhra\ Pradesh}$	-	1.50
Total	3.80	5.75

Captive Power Plants	
Facility	Capacity in MW
Sagar Cements - Waste Heat Recovery Power Plant	8.80
Sagar Cements – Thermal Power Plant (Under Implementation. Expected Commissioning June 2019)	18.00
Sagar Cements – Solar Power Plant	1.25
SC (R) – Thermal Power Plant	25.00
Sagar Cements - Hydro Power Plant (4.3 MW at Guntur & 4 MW at Kurnool in Andhra Pradesh, India)	8.30
Total	61.35













- Fully integrated & automated facilities
- Distribution Strong network of ~2,150 dealers
- · Channel Mix: Trade 70%: Non Trade 30%
- Track Record of consistent profits, inorganic and organic expansions
- Strong Financials Performance

<u>s</u>	Capacity	3.0 MTPA
ar Cemeni Limited, attampall ₎	Location	Mattampally , Telangana
Sagar Cements Limited, Mattampally	Markets Catered	AP, Telangana, Odisha, Maharashtra
ÿ -	Limestone Reserves	> 600 mn Tonnes
	Capacity	1.25 MTPA
Sagar Cements (R) Limited, Gudipadu	Location	Gudipadu , AP
r Cement Limited, Gudipadu	Markets Catered	AP , Karantaka , TN
agar L G	Limestone	174.7 mn Tonnes (20 Yrs Lease)
o,	Captive Power Plant	25 MW
a rts	Capacity (Grinding)	1.5 MTPA
agar Cement Limited, Bayyavaram	Location	Vizag , AP
Sagar Cements Limited, Bayyavaram	Markets Catered	Visakhapatnam, Vizag, Srikakulam and parts of Odisha



Fully Automated and Integrated Cement Plants





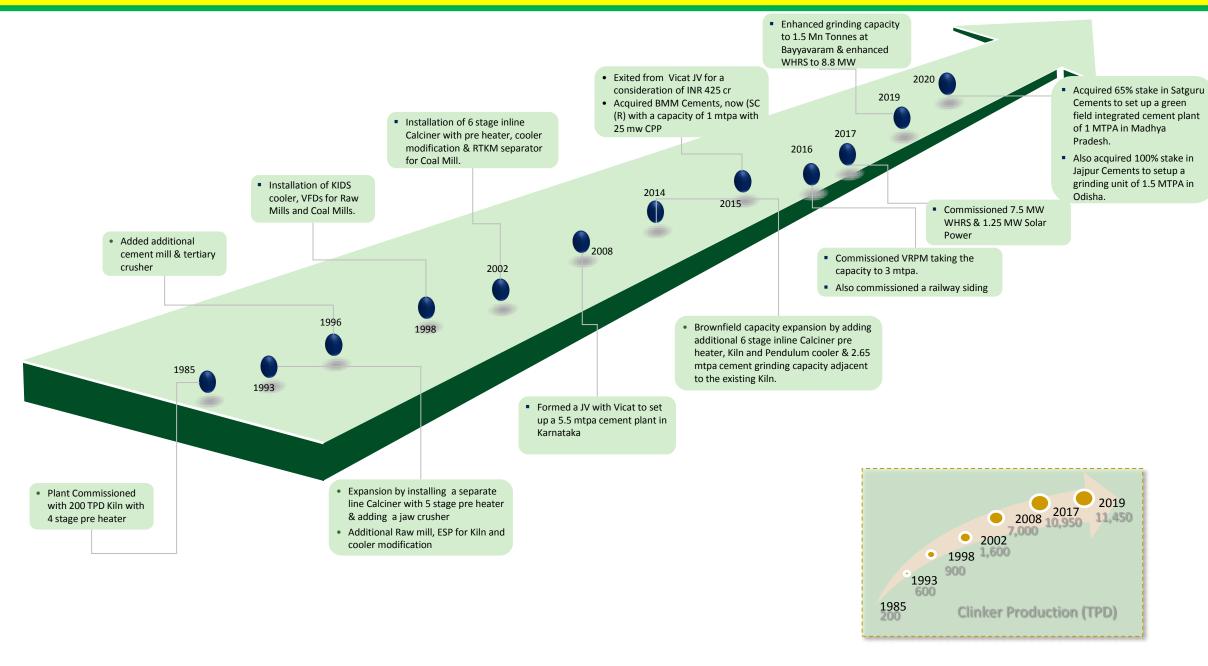






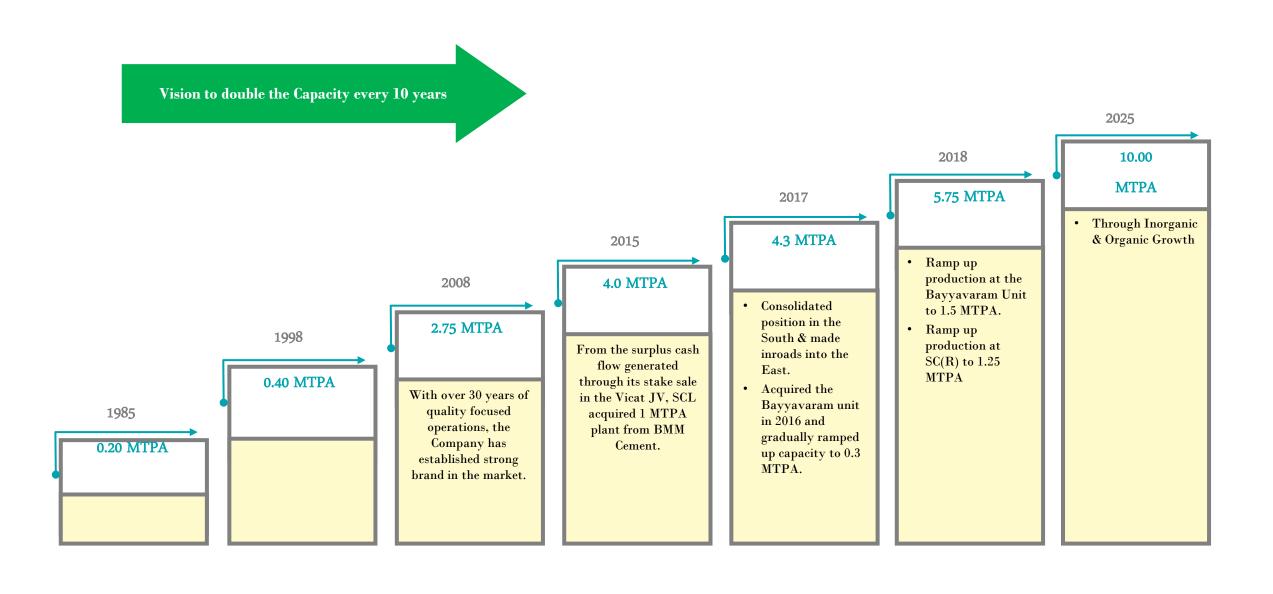






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Distribution Network – Focused on South

Distribution & Consignment Agents # 60

Dealers

2150













Strong Brand Equity & Recall



















Resources

- · Part of Nalgonda & Yerraguntla Cement
- Strong limestone reserves:
- · Over 600 mn tons at Mattampally
- Over 174 mn tons at Anantapur (SC(R))
- · Geographic location with proximity to coal mines (Major Fuel) and ports (less than 150 kms from the plant)
- · Packing Material primarily sourced from a promoter entity





Market

- Plants located in close proximity to major markets in the South and select markets in Maharashtra and Odisha
 - Avg lead distance below 400 kms
 - Strong sales network 2,150 dealers
- Acquisition of SC(R) and Bayyavaram plants to increase market reach and depth
- SC(R) Better margins and reach into the Southern markets
- Bayyavaram Capture north AP and South Odisha markets

Well positioned to accelerate growth

State-of-the-art plants

- Fully automated 3.00 MTPA plant in Mattampally
- Highly advanced 1.25 MTPA plant in Anantapur
- 1.50 MTPA unit in Bayyavaram,
- Group captive power generation of ~45 MW, to be expanded to over 60 MW

- Net worth increased over 10x in the last 7
- D/E of ~0.6; Long term debt rating of A-(India ratings)
- · Consistent profits; Revenue and EBITDA CAGR at 18% and 21% (FY06-17)
- · Consistent track record of dividends



Dr.S.Anand Reddy *Managing Director*

 Inducted on the Board in 1991, and later appointed as a Whole-time Director (Marketing and Projects) in 1992 and as Managing Director in 2018.

Mr S. Sreekanth Reddy Joint Managing Director

- After having gained industrial experience of over 15 years, he joined Sagar Cements as its Technical Consultant in 2002 and later was inducted in the Board as a Whole-time Director and appointed as Joing Managing Director in 2018.
- B.E. (I&P)
- Holds PG Dip in Cement Technology

Mr K Ganesh GroupPresident

- Has more than 30 years of experience in Project execution and Operations of Cement Plants.
- Holds B.E (Mechanical)
- Served as Senior Engineer in Bhagawati Priya consulting Engineers Limited, Mumbai

Mr K Prasad CFO

- Has more than 20 years of experience.
- Heading the Finance & Accounts function of the Group.
- Holds M.Com., ACA
- He served as Senior Manager in Sagarsoft (India) Limited

Mr.P.S.Prasad President - Marketing

- Has 35 years of experience in Marketing
- Holds Bachelor Degree in Arts
- Worked in various organisations in different levels
- Had served as General Manager (Marketing) in Sri Vishnu Cements Limited

R. Soundararajan
Company Secretary,
Compliance Officer

- Has more than 40 years of experience.
- Holds FCS, ACMA and a Law degree.
- Heading the Secretarial & Compliance functions of the Group.



Mr O. Swaminatha Reddy Chairman & Independent Director

A Financial and Management consultant, known for his acumen in corporate finance. He has been associated with the Board since 1983. Earlier he had served as Chairman of Andhra Bank and AP State Finance Corporation. He is also on the Board of several reputed companies. B.Com.(Hons) ACA

Executive Directors

Dr. S. Anand Reddy Managing Director

Inducted on the Board on 23rd November 1991, was later appointed as a Whole-time Director (Marketing and Projects) in 1992 and as Managing Director in 2018. He has been instrumental for promoting erstwhile the subsidiary company, Sagar Power Limited, of which he is presently the Managing Director.

Mr S. Sreekanth Reddy Joint Managing Director

After having gained industrial experience of over 15 years, he joined Sagar Cements as its Technical Consultant in 2002 and was inducted in the Board as a Whole-time Director and as Joint Managing Director in 2018.

- B.E. (I & P)
- PG Dip in Cement Technology

Mr K. Thanu Pillai Independent Director Mr John-Eric Bertrand Non-executive Directors Director

- Appointed as Director on 27th February 1997. He has more than 30 years of experience in Banking and retired as Managing Director of State Bank of Hyderabad. He is also on the Board of several companies.
- M.B.A., CAIIB

Mr V.H. Ramakrishnan

- Investment Manager at Ackermans & van Haaren NV. Before joining AVH, he worked as Senior Consultant at Roland Berger Strategy Consultants.
- Commercial Engineer & MBA

Independent Director

- Extensive experience for more than 35 years in both Domestic and International Banking during his career with Bank of India. Retired as its General Manager (International) in April, 2001 ■ BSC, ACA, ACMA
- Smt. S. Rachana Director
- is Executive Director in Panchavati Poly Fibre Limited

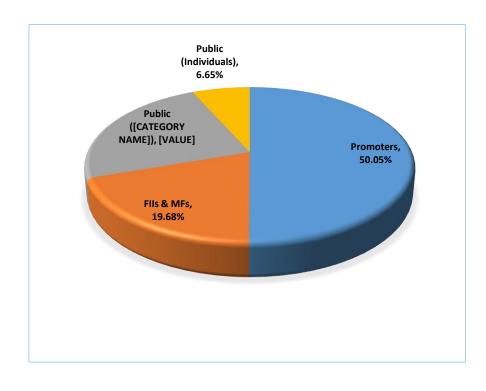
Mr T.Nagesh Reddy Nominee Director

Holds Bachelor Degree in Science

Nominee Director of APIDC



Shareholding Pattern (As on March 31, 2019)



Select Public Investors		
SN	Shareholders	% Holding
1	AVH Resources India Pvt Limited	17.57
2	Mutual Funds	12.42
3	Twinvest Financial Services	3.99

Capital Structure

Particulars	Nominal Amount (Rs.)
Authorised Share Capital (2,20,00,000 equity Shares of Rs.10/- each)	22,00,00,000
Issued, Subscribed and Paid up Share Capital (2,04,00,000 equity Shares of Rs.10/- each)	20,40,00,000





RV Consulting

- Reputed Turn Key Solutions provider (Design, Engineering & Project Management) to Cement Industry & Small Hydro Power Projects
- Select Customers include:
 - Bharathi Cement Corporation Limited, Vicat Sagar Cement Private Limited, Maruthi Cements Limited, Nepal, Keerthi Industries Limited, Hyderabad, Super Hydro Electric Private Limited, Syrian Cement Co., Aleppo, Alchaba Cement, Syria, Trotus Cement, Syria, Amrit Cement, Meghalaya



Sagar Soft (India) Limited

- Incorporated in 1996, engaged in providing software development and consultancy services in India and the United States
- Primarily offerings include mobility, enterprise solutions, as well as research and data mining, social media engagement, financial
 analytic and business intelligence, testing and quality assurance, and technology related solutions across sectors
- Sagarsoft provides its services using onsite, offsite, offshore and hybrid delivery models
- Listed on BSE Limited



Sagar Power Limited

- Engaged in operating hydroelectric power generation. The company was incorporated in 1994
- Projects:
 - Wind Power: 1.65 MW capacity on June 2nd 2009 at Theni Dist., Tamil Nadu and expected PLF is 32%
- Owns 100% stake in Super Hydro Electric Pvt Ltd., which is implementing Hydro Power Generation Plants of combined capacity of 28.3 MW in Uttarakhand



Panchvati Polyfibers Limited

- Incorporated in 1984, Engaged in manufacturing PP Fabric / Woven Sacks for Cement Industries
- Capacity: Manufacturing of Woven Sacks with a capacity of 58.50 Million sacks with 90 Looms
- Select Customers include:
 - Sagar Cements, My Home Cements, Penna Cements and other Cement Industries in Andhra Pradesh



Key Investment Highlights



 $Strategic\ Expansion\ Plan-Rightly\ Timed\ and\ Well\ Thought-out$

Well Positioned to Capture the Demand Revival in South

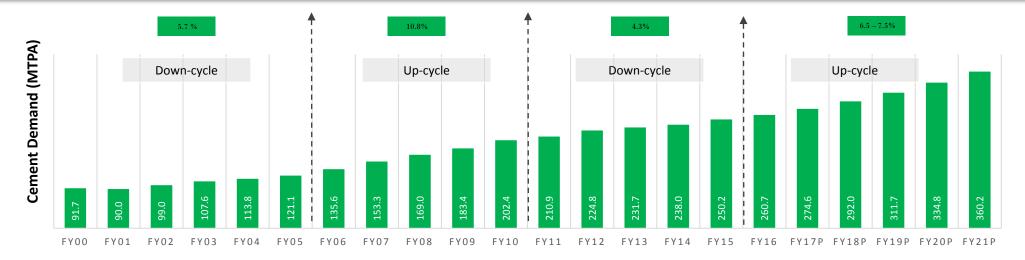
Acquisition Synergies to Derive Multiple Benefits

Strong Financials

Professional Management with Strong Execution Track Record



Sagar Cement, with BMM & Bayyavaram grinding unit acquisitions at current capacity of 4.2MTPA is strongly positioned to derive full benefit in the Cement Up cycle



Strategic Expansion Plan

Capturing up-cycle in South Markets

 BMM Strategic acquisition providing superior access and short lead distance to increase profitability

Expand market reach in Eastern Markets

- Coastal Slag Market Leveraging lead time with grinding unit at Vizag with minimal capex
- Bayyvaram grinding unit's strategic location with slag availability and clinker from mother plant
- Expansion to 1.5 MTPA

Cost Optimisation & Energy Efficiency

Improving operation efficiencies in fuel & freight $% \left(\mathbf{k}\right) =\mathbf{k}^{\prime }$

- A Captive power plant with all units ensuring power security at reasonable prices
 - 25MW Captive plant at BMM
 - 8.8 MW Waste Heat Recovery plant
 - 1.25 MW Solar Power Plant
 - 8.3 MW Hydro Power
 - 18 MW Thermal Power Captive plant at Mattampally (Under construction)
- Railway Siding for logistics advantage

Financial Prudence

- Expansion not at the expense of Financial Strength
- Minimal leveraging & intent to keep capex cost escalation below inflation

Future Expansion

- To Double the existing capacity at every 10
 Years in targeted markets through
 - Debottlenecking Up gradation
 - Organic & Inorganic expansion

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Major capacity Addition Post FY07

Demand subdued till FY16 resulting in excess capacity
Capacity utilization declined to 54%

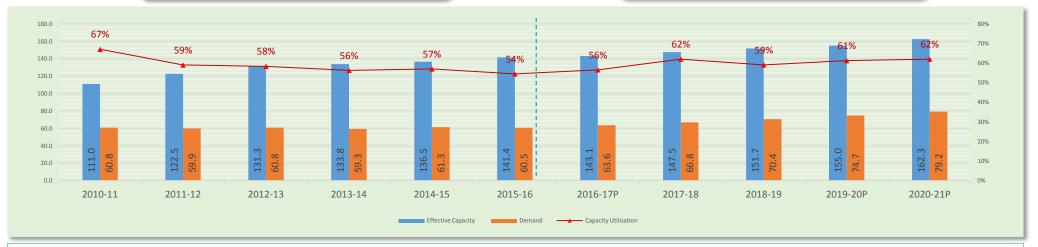
Limited incremental capacity, political stability, formation of new state augurs well for demand spurt

Capacity utilization to reach 60% in next three years

- Capacity Addition CAGR (FY11-16) 5.0%
- Demand CAGR (FY11-16) (0.1 0.0) %
- Average Utilization 57%

- Capacity Addition CAGR (FY16-21E) 2.8%
- Demand CAGR (FY16-21E) 5.0- 6.0%
- Average Utilization 59%

MTPA

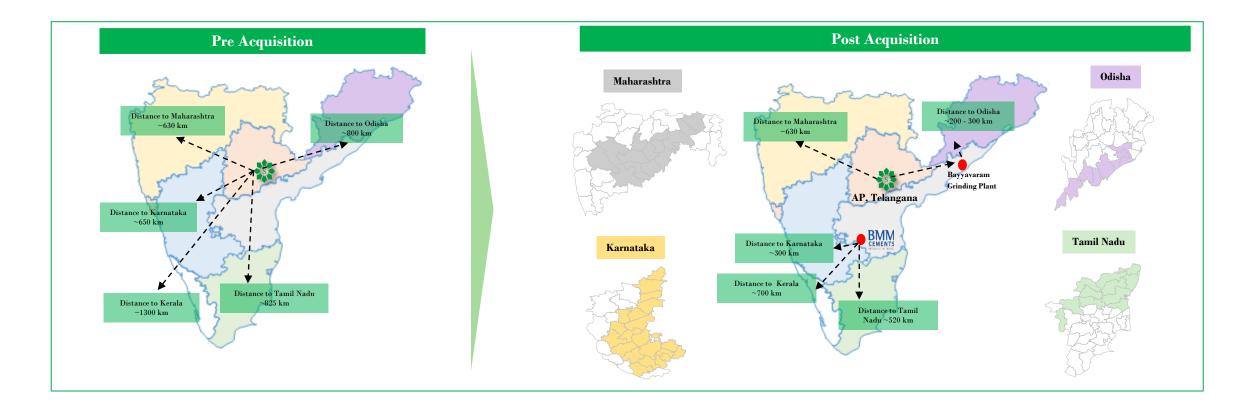


"Key Growth Drivers"

- Growth Recovery in Cement Demand Post Formation of Telangana Driven by 2-BHK housing scheme and demand from Infra projects especially road and irrigation projects
- Double Digit Growth in Andhra Pradesh driven by development of commercial and government infrastructure in Amaravati Capital
- States with muted growth in past such as Tamil Nadu and Karnataka are expected to witness some upward bias on back of growth in some pockets such as North Karnataka
- Key infrastructure projects in South include Kakatiya and Bhagiratha mission, Low Cost Housing / Smart Cities, Metro Rail Projects, Large NHAI projects amongst others

Limited capacity additions and an anticipated pick-up in construction and irrigation projects going forward is expected to drive demand in southern markets





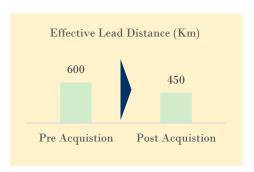
Q2 FY 16	SC (R) (Formerly BMM Cements)	BMM Acquisition leading to better access & significant costs synergies will act as the key catalyst for Sagar to emerge as a strong force in southern markets with superior lead distance
Q3 FY 17	SCL, Bayyavaram	The Acquisition to act as vehicle for eastern access starting with Southern Odisha market. With clinker from mother plant at Mattamplay, capacity utilization at mother plant to significantly improve and provide operational synergies

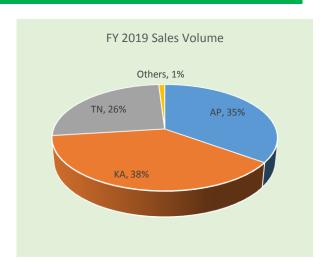


	Asset Details	
Capacity	1.25 MTPA	
Location	Karnataka & AP Border	
Power	25 MW CPP	
Limestone	174.7 mn Tonnes	
Revenue (FY17)	INR 343 Cr	

Locational Advantage - Reduced Lead Distance

Key Mkt	Lead Dista	nce (Appox.)
Tamil Nadu	From 825 km	To 520 km
Karnataka	From 650 km	To 300 km
Kerala	From 1300 km	To 700 km

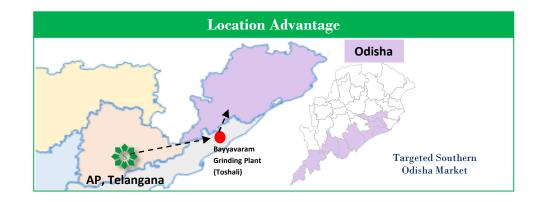




Synergies		
Market Reach	Post BMM acquisition—Tamil Nadu, Karnataka & Kerala markets can now be serviced through a shorter lead distance	
Freight Cost Improvement	 Freight /tonne is expected to reduce from ~INR 1200/tonne for these markets, company expects a total freight saving of ~INR 140-150/tonne on a blended basis 	
Reduction in Power Cost	 Reduction in power cost – Excess capacity in SC (R) power generating plant (25MW) to be supplied to Mattampally plant and remaining to be sold to third parties to generate additional revenue 	
Future Expansion	• Limestone reserves adequate to support any expansions for SC (R) - blended raw material costs to further reduce going forward	



	Asset Details
Capacity	0.2 MTPA Grinding unit
Location	Bayyavaram, Vizag, AP
Product	Portland Slag Cement
Key markets	Vizag, Vizianagaram, Srikakulam, South of Odisha
Cost (INR cr)	60



Asset Road Map	Phase I (Q4 FY17) – Expansion to 0.3 MTPA with some additional investment and by optimizing the equipment already available at the grinding unit as well as through sourcing spare equipment from the company's plant at Mattampally								
	Phase II – Expansion to 1.5 MTPA with a capital expenditure of INR 168 Cr								
	Synergies								
	Bayyavaram unit will enable deeper reach in North Eastern coastal AP Districts & Southern districts of Odisha markets can now be serviced through a shorter lead distance. In addition the acquisition will act as a vehicle for further penetration in the eastern market								
Market Reach	• Cement demand in the east to outpace most other regions at 9-10% CAGR, from 2016-21 against 6.5-7.0% CAGR in 2011-16. States such as West Bengal (rural roads) & Odisha (Biju Pacca Ghar scheme) are expected to maintain healthy growth, leading to regional growth of 8.5-9.5% in FY17								
Portland Slag Cement	 Product – Introduction of popular Slag Cement for the coastal markets. Slag is available in ample quantity. Clinker to be supplied by the mother plant at Mattampally, Suryapet Dist. 								

Grinding plant acquisition to act as vehicle for eastern access starting with Southern Odisha market. With clinker from Mattampally plant, capacity utilization at the mother plant to significantly improve and provide operational synergies

Source: Crisil Research Annual Review November 2016



Dr.S.Anand Reddy
Managing Director

Mr K Ganesh
Group President

Mr.P.S.Prasad
President Marketing

Mr S. Sreekanth Reddy
Joint Managing Director

Mr K Prasad
CFO

R. Soundararajan
Company Secretary, Compliance Officer

Professional Management with over 3 decades of experience & in-depth understanding of Market and Customer behaviour

Proven track record of setting-up Greenfield plants (e.g. Joint Venture with Vicat)

Ability to acquire and integrate plants and processes

Most of the Senior Management personnel have been with the Company for more than a decade



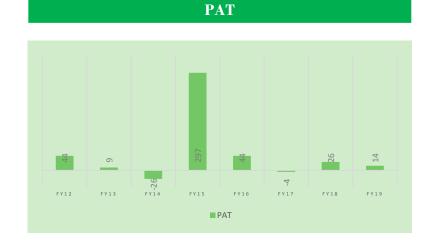
Financial Summary







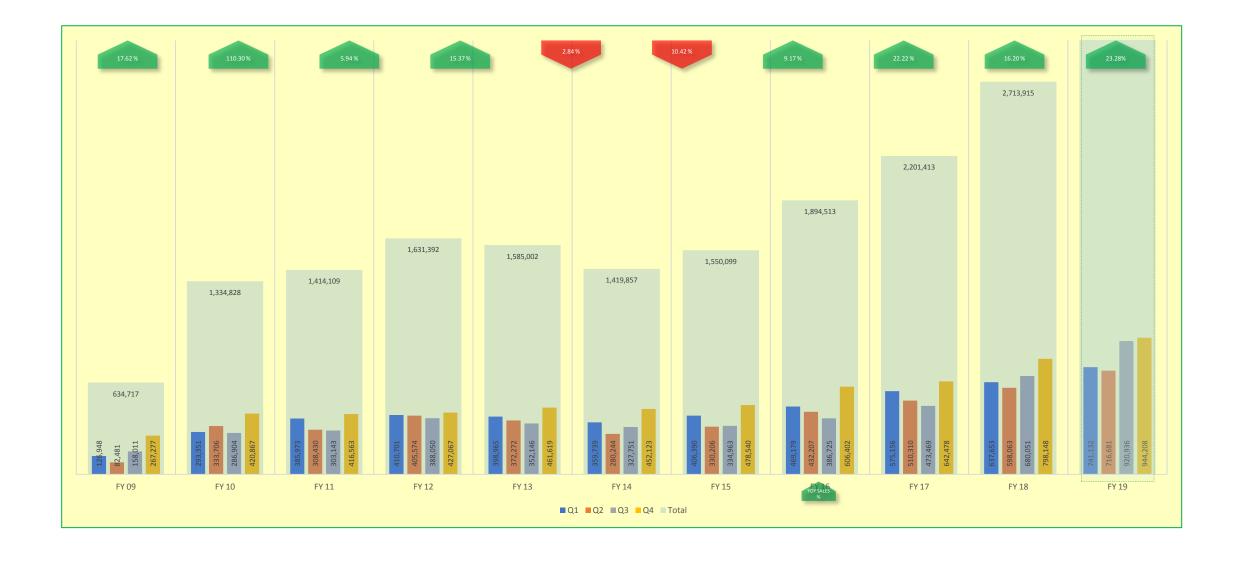
EBITDA



Revenue on an upward trend driven by volume growth, coupled with margin improvement

 $Note:\ FY15,\ PAT\ includes\ INR\ 280.52\ crores\ on\ account\ of\ sale\ of\ investments\ in\ the\ JV.\ All\ figures\ in\ INR\ Crore$





Performance Highlights FY19



	Q1 FY	19	Q2 FY 19		Q3 FY 19		Q4 FY 19		FY 19		FY 18	
in Rs. Lakhs	Consolidated	Standalone	Consolidated	Standalone	Consolidated	Standalone	Consolidated	Standalone	Consolidated	Standalone	Standalone	Consolidated
Revenue	27,544	20,208	25,834	20,659	31,992	23,621	36,673	27,219	1,22,043	91,707	79,461	1,08,502
	▲ 5.52%	8,824	▲9.04%	6,745	▲27.53%	10,035	▲ 23.63%	11,219	▲12.48%	36,825	34,374	▲ 14.80%
	3,698	2,538	2,172	2,411	3,095	1,986	6,264	4,504	15,229	11,439	13,912	15,858
EBITDA	▲ (13.00)%	1,478	▲ (46.09)%	82	▲ (6.38)%	1,430	▲ 54.46%	2,073	▲ (3.97%	5,063	3,130	▲39.28%
PAT	582	706	(801)	262	(297)	4	1,875	1,690	1,359	2,662	4,919	2,614
		(83)	(801)	(1,022)		(260)		227		(1,139)	(2,141)	
Plant Capacity (%)	64 acity (%) 67	64	52	51 52 56	62	57	64	61	61	58	59	62
		80	32		UZ	81		78		74	70	

Sagar

SC(R)



Income Statement (Consolidated)

Particulars (INR cr)2111	FY14	FY15	FY16	FY17	FY18	FY19
Net Sales	488.9	548.1	753.42	813.83	1077.72	1217.55
Other Income	17.8	363	4.08	3.52	7.30	2.88
Total Income	506.8	911.1	757.51	817.36	1085.02	1220.43
Total Expenses	487.6	488.4	630.31	703.47	926.44	1068.14
EBITDA	19.1	422.7	127.20	113.89	158.58	152.29
Interest	29.5	23.1	41.86	62.08	59.29	63.39
Depreciation	26.9	21.5	34.72	47.59	53.62	65.70
PBT	-37.4	378.1	50.62	4.22	45.67	23.20
Tax	-11.8	81.4	6.35	8.14	19.41	9.61
PAT	-25.6	296.7	44.27	-3.92	26.26	13.59

Balance Sheet (Consolidated)

Particulars (INR cr)	FY14	FY15	FY16	FY17	FY18	FY19
Equity Share Capital	17.4	17.4	17.4	20.4	20.4	20.4
Reserves	223.5	503.9	531.7	742.6	758.8	823.4
Long Term Loans	111.4	121.1	295.4	349.7	329.7	305.8
Non Current Liabilities	100.2	107.3	95.3	80.6	97.2	105.3
Short Term Borrowings	66.4	88	87.0	95.6	115.3	138.9
Other Current Liabilities	148.5	158.9	241.4	244.4	249.2	367.3
Non Current Assets	507.2	520.1	1,051.6	1,125.4	1279.0	1422.4
Cash & Cash Eq.	4.6	219.3	3.0	161.8	41.0	17.9
Inventories	41.8	62.3	90.5	110.3	94.9	145.0
Other Current Assets	113.8	195.4	123.1	135.7	155.7	175.8

Historical Financial Performance

S.no34	Year	Production	Net worth	Turnover	PBID	NPAT	Dividend %	D/E Ratio	Book Value Per Share (INR)
1	Dec-85	75,919	375	941	243	88	10.00	1.54	12.78
2	Dec-86	111,389	545	1,307	338	167	10.00	1.06	18.79
3	Dec-87	111,890	584	1,276	322	47	12.00	1.01	20.21
4	Mar-89	150,813	594	1,626	282	33	10.00	1.20	20.59
5	1989-90	122,074	597	1,340	254	31	10.00	0.97	20.72
6	1990-91	120,633	698	1,605	393	144	15.00	0.60	24.31
7	1991-92	130,407	754	1,829	388	102	16.00	0.34	26.31
8	1992-93	154,878	1,834	2,488	543	151	16.00	0.60	21.81
9	1993-94	180,973	1,786	2,827	251	-85	-	0.77	21.31
10	1994-95	256,901	1,951	4,202	706	154	-	0.91	23.43
11	1995-96	256,691	2,350	6,260	1,189	551	20.00	0.63	28.39
12	1996-97	278,827	2,669	7,079	1,111	455	16.00	0.53	32.38
13	1997-98	305,541	2,898	7,381	916	297	16.00	0.48	35.25
14	1998-99	296,109	3,016	6,766	708	124	-	0.42	36.77
15	1999-00	340,107	3,371	7,575	543	50	-	0.65	37.77
16	2000-01	393,509	3,624	9,553	1,154	347	12.00	0.52	32.18
17	2001-02	386,545	3,868	10,074	1,074	223	0.00	0.51	34.68
18	2002-03	312,887	3,007	8,120	-17	-727	0.00	0.74	26.96
19	2003-04	355,004	3,019	11,134	950	65	0.00	0.73	27.07
20	2004-05	341,118	3,170	12,378	1,089	172	10.00	0.19	28.43
21	2005-06	279,500	3,299	15,443	848	283	10.00	0.04	29.58
22	2006-07	276,400	8,211	24,802	4,384	2,767	25.00	0.17	59.63
23	2007-08	282,242	11,683	27,561	5,759	3,096	25.00	1.80	84.15
24	2008-09	431,250	21,243	33,511	5,986	1,646	20.00	1.00	141.60
25	2009-10	1,120,351	23,746	52,979	8,646	1,912	25.00	0.73	158.28
26	2010-11	1,490,662	22,165	55,395	8,139	1,741	20.00	0.72	148.16
27	2011-12	1,625,336	25,970	75,469	12,469	4,412	30.00	0.44	149.36
28	2012-13	1,587,419	26,645	72,120	6,822	878	10.00	0.54	153.24
29	2013-14	1,419,943	24,087	63,071	1,913	-2,558	0.00	0.51	138.52
30	2014-15	1,551,598	52,133	63,180	42,266	29,665	75.00	0.27	299.82
31	2015-16 *	1,834,837	54,907	86,242	12,720	4,427	50.00	0.63	315.77
32	2016-17	2,190,907	76,296	94,159	11,389	-392	15.00	0.51	373.99
33	2017-18	2,645,677	77,920	108,502	15,858	2,626	40.00	0.47	403.83
34	2018-19	3,254,038	84,383	1,22,043	15,229	1,359	25.00	0.43	413.64

^{*} Consolidated from FY 2015-16 onwards

In Rs. Lakh

⁽except Dividend, D/E Ratio, EPS, Book Value per Share)



Awards & Accolades

- Best Employer Award from Telangana State Government for the Year 2015 and 2017
- State Level award for overall performance during Mines Safety week from Director General of Mines







Certifications

ISO 9001 : 2000 QMSISO 14001 : 2004 EMSOHSAS 18001 : 2005

■ RMF & ICD for SOX Compliance

NABL accreditation for our Mattampally Lab

