

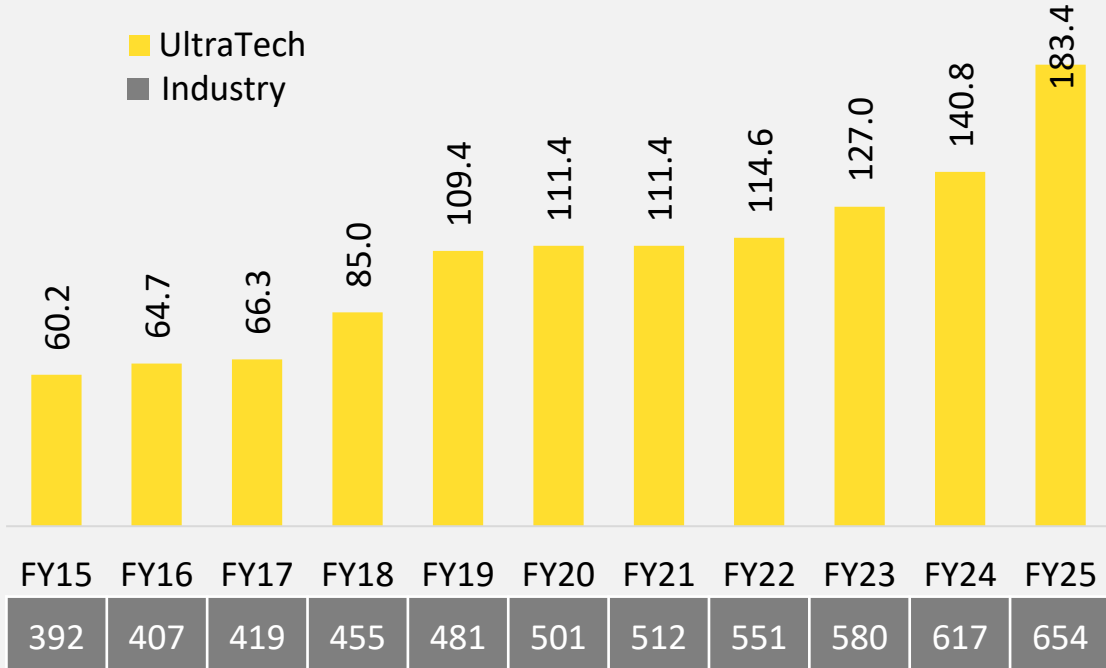


UltraTech Cement Limited

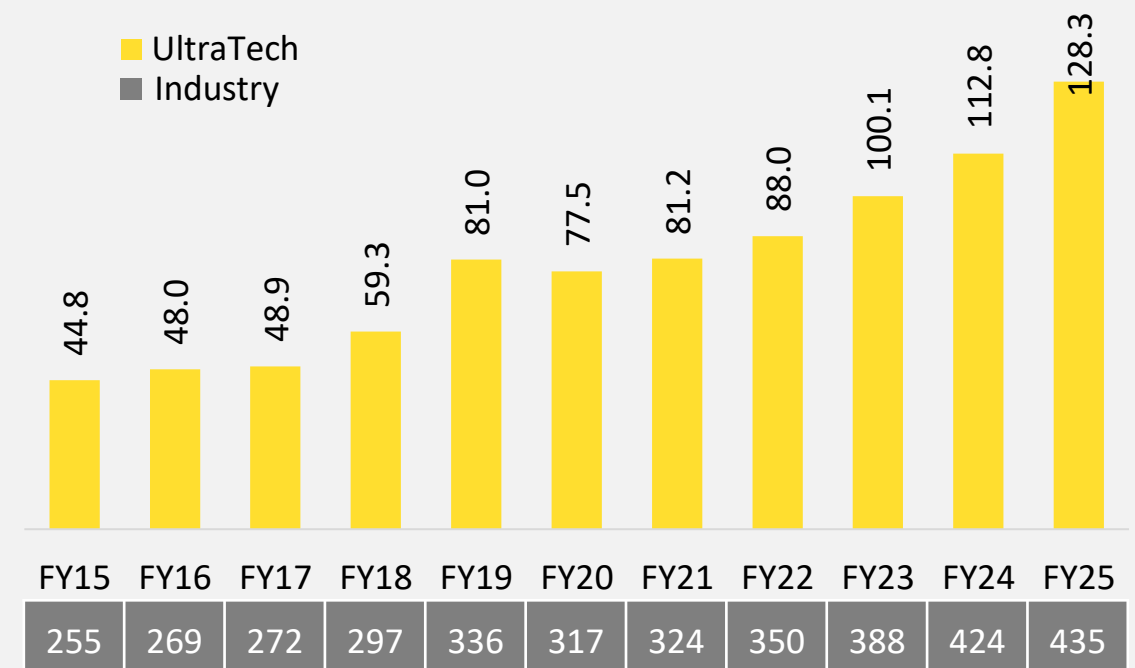
Speeding ahead towards
Viksit Bharat 2047

UltraTech is consistently outpacing the industry

India Capacity (mtpa)



Grey Cement Volume (Mnt)



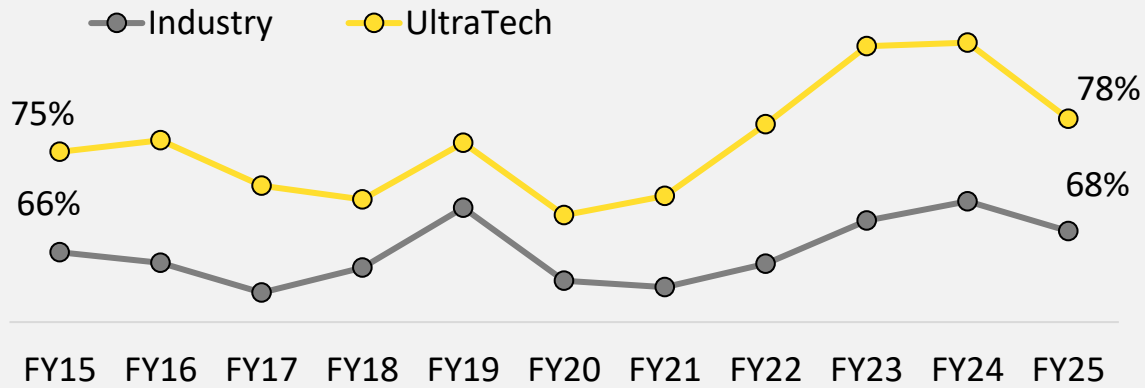
10 year
CAGR

~5%
Industry

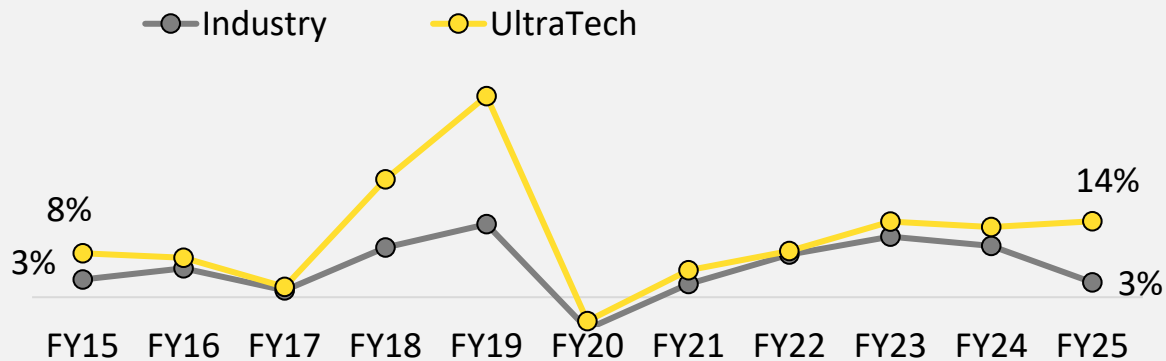
~12%*
UltraTech

Efficiency + Execution = Market Leadership

India Capacity utilization



India Volume growth



UltraTech

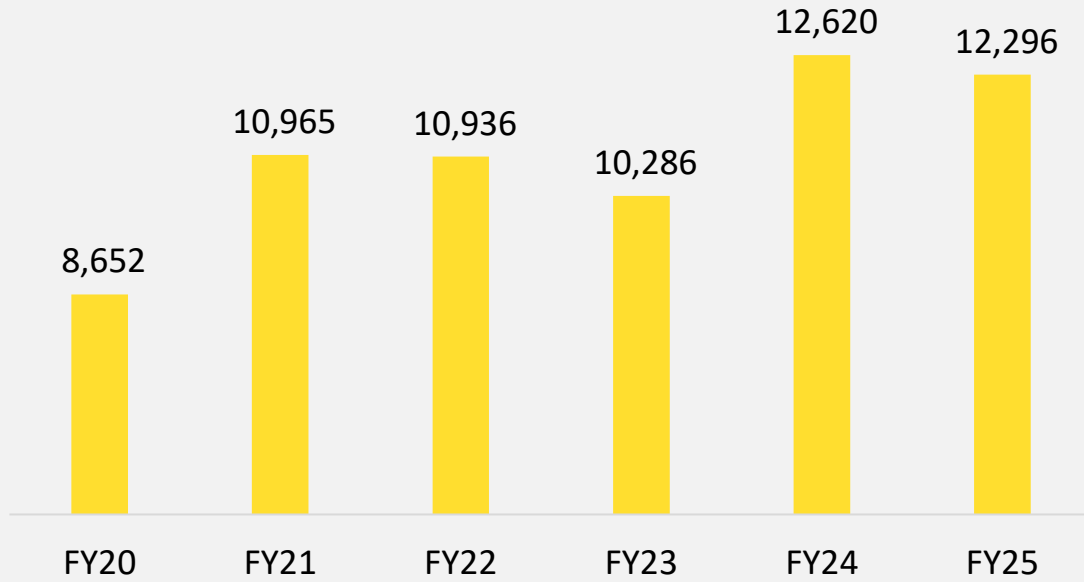
~28%

FY25 capacity share

Translating efficiency & scale to sustainable profits

Operating EBITDA

UltraTech^



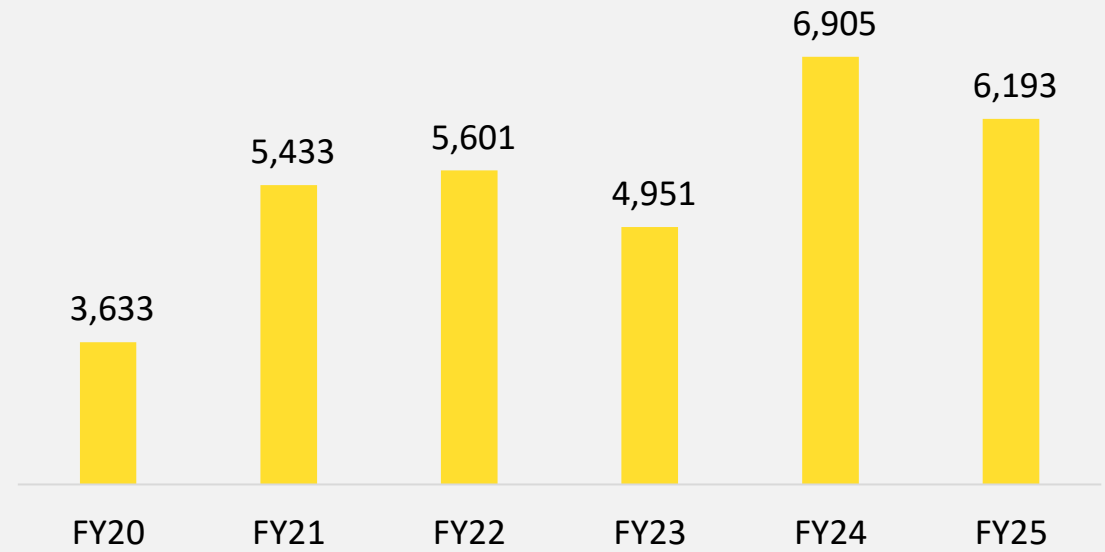
5 year
CAGR

~2%
Industry*

~7%
UltraTech

Normalised PAT

UltraTech^

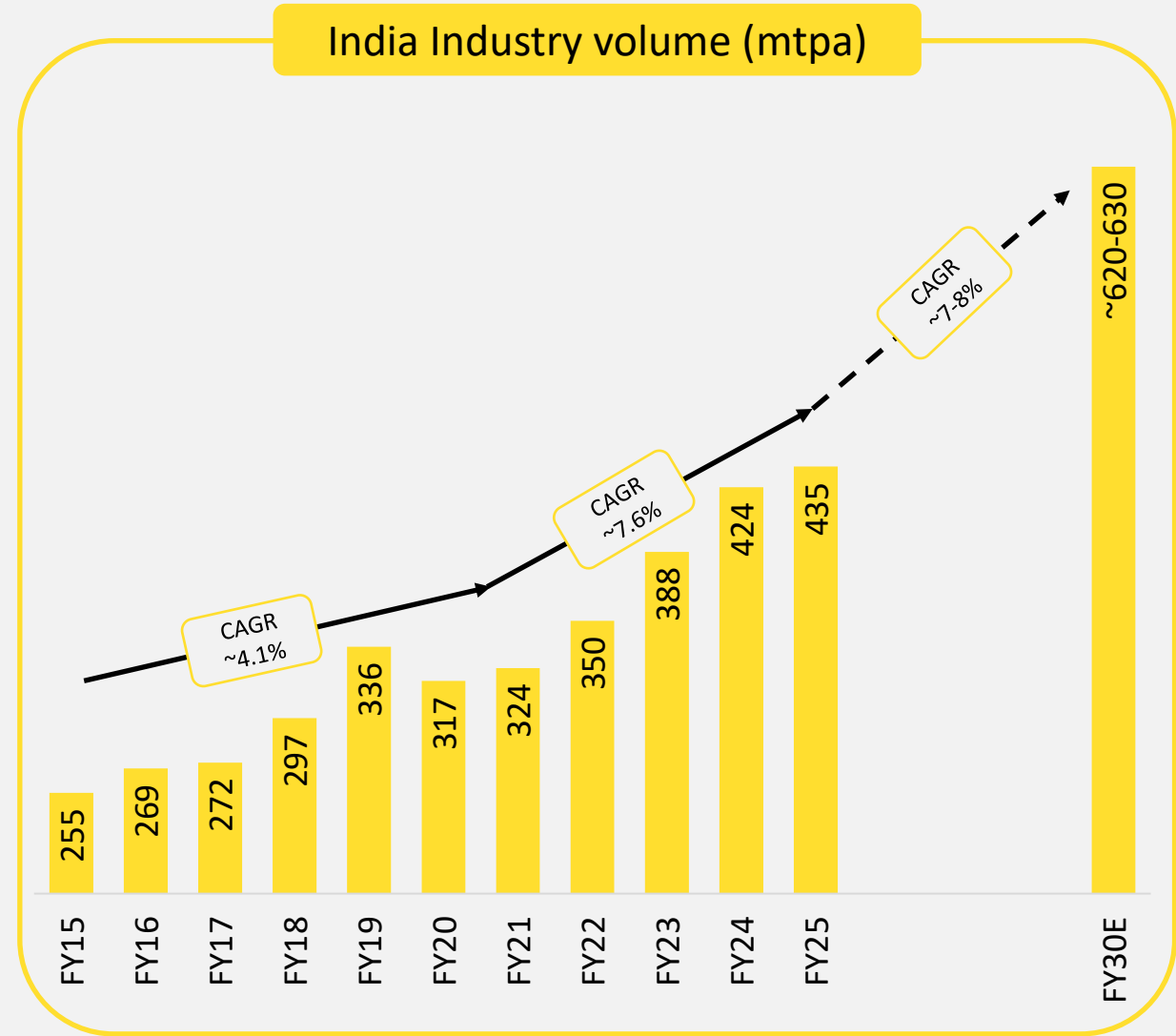
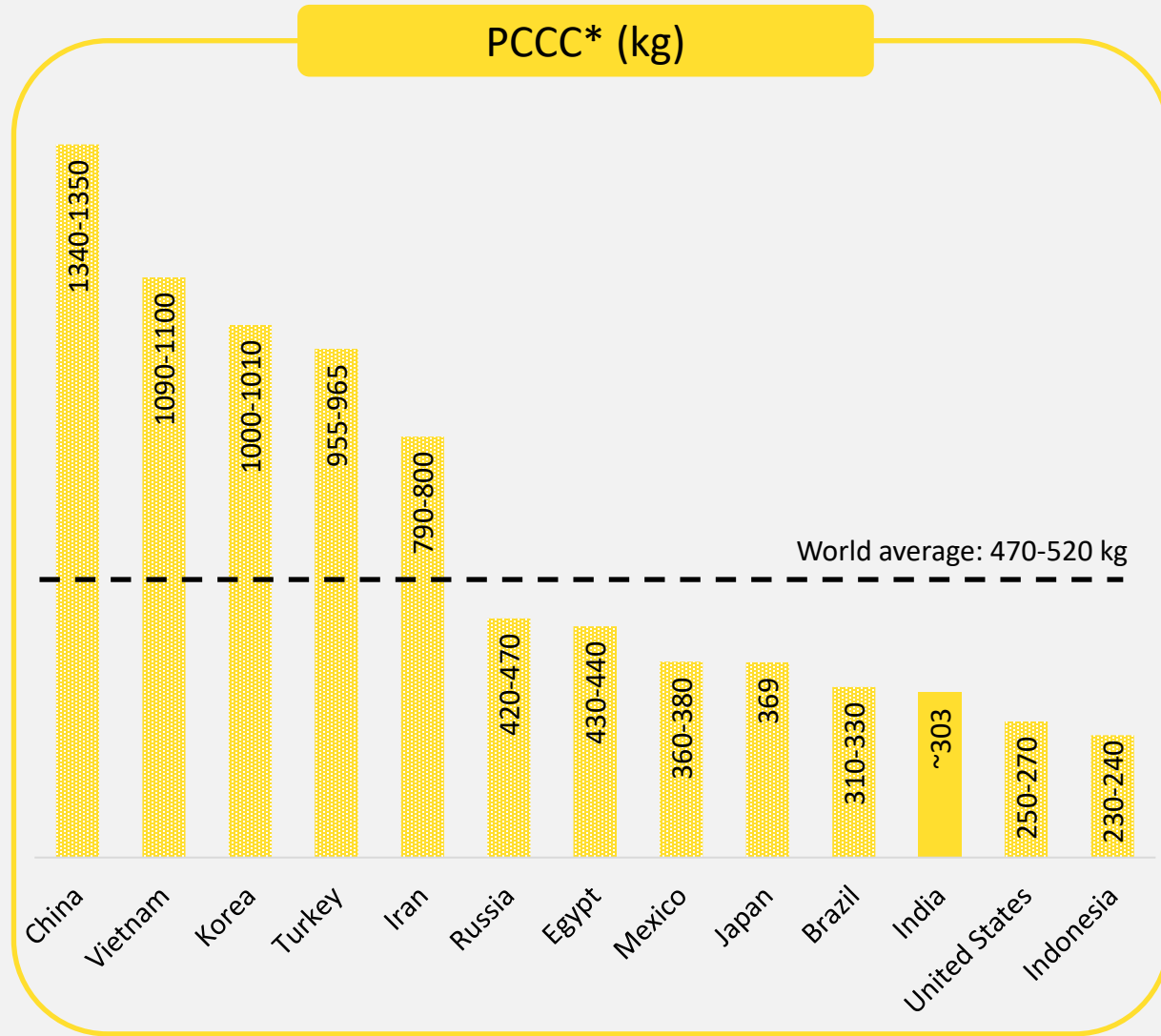


5 year
CAGR

~1%
Industry*

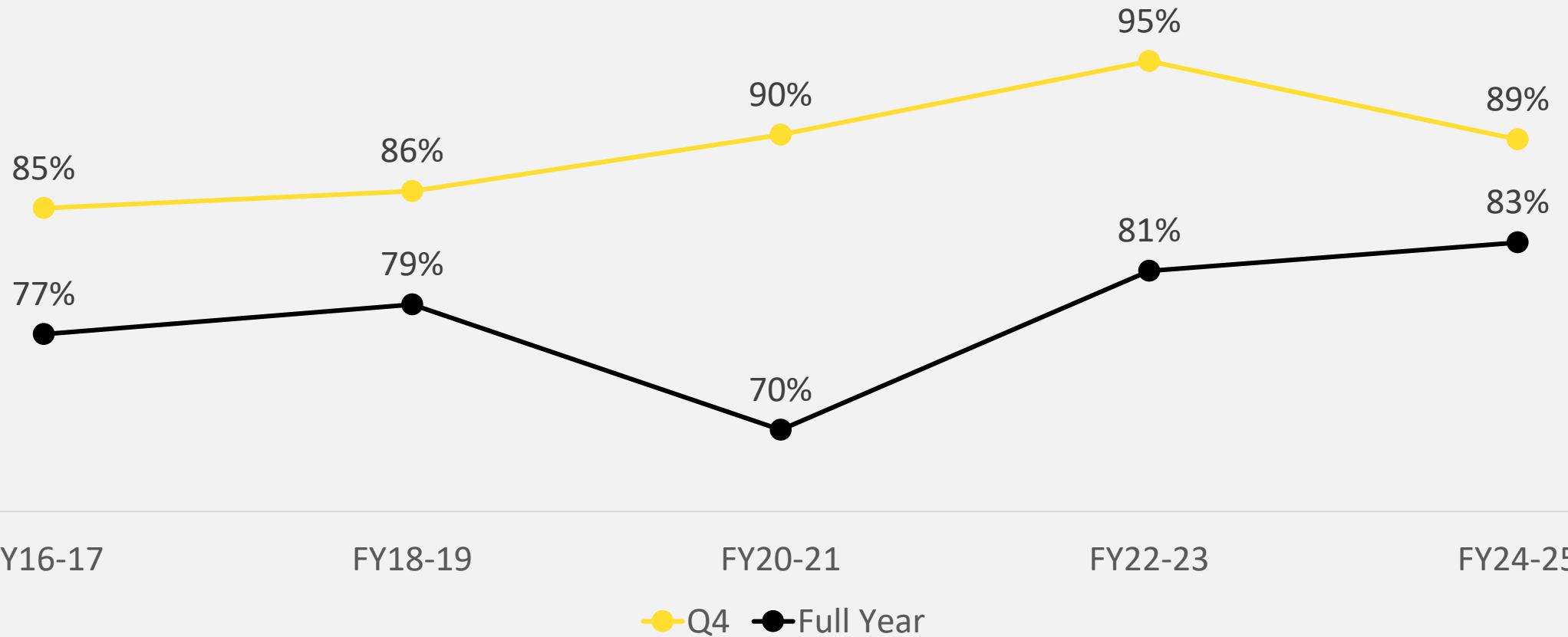
~11%
UltraTech

Long runway of growth ahead



UltraTech's existing capacity reaching peak

Capacity Utilization (North + Gujarat)



UltraTech poised for robust growth

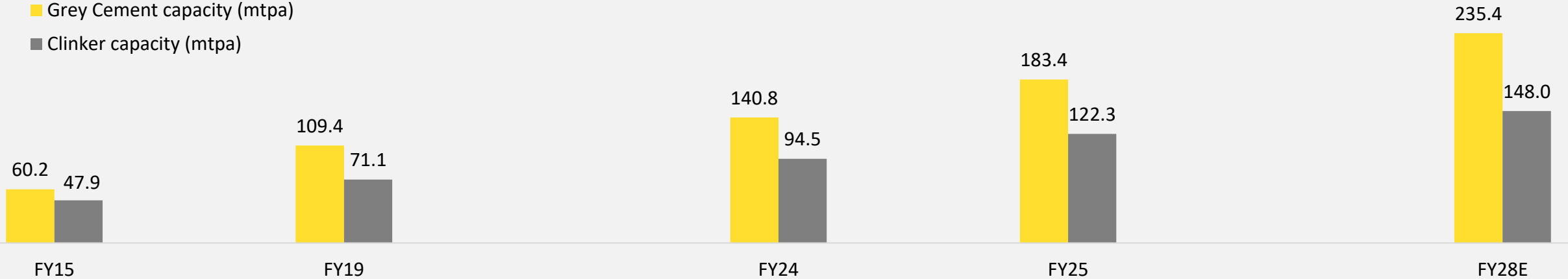
We consolidated

We grew

We further consolidated

Time for growth

■ Grey Cement capacity (mtpa)
■ Clinker capacity (mtpa)




Inorganic Growth
42.05 mtpa

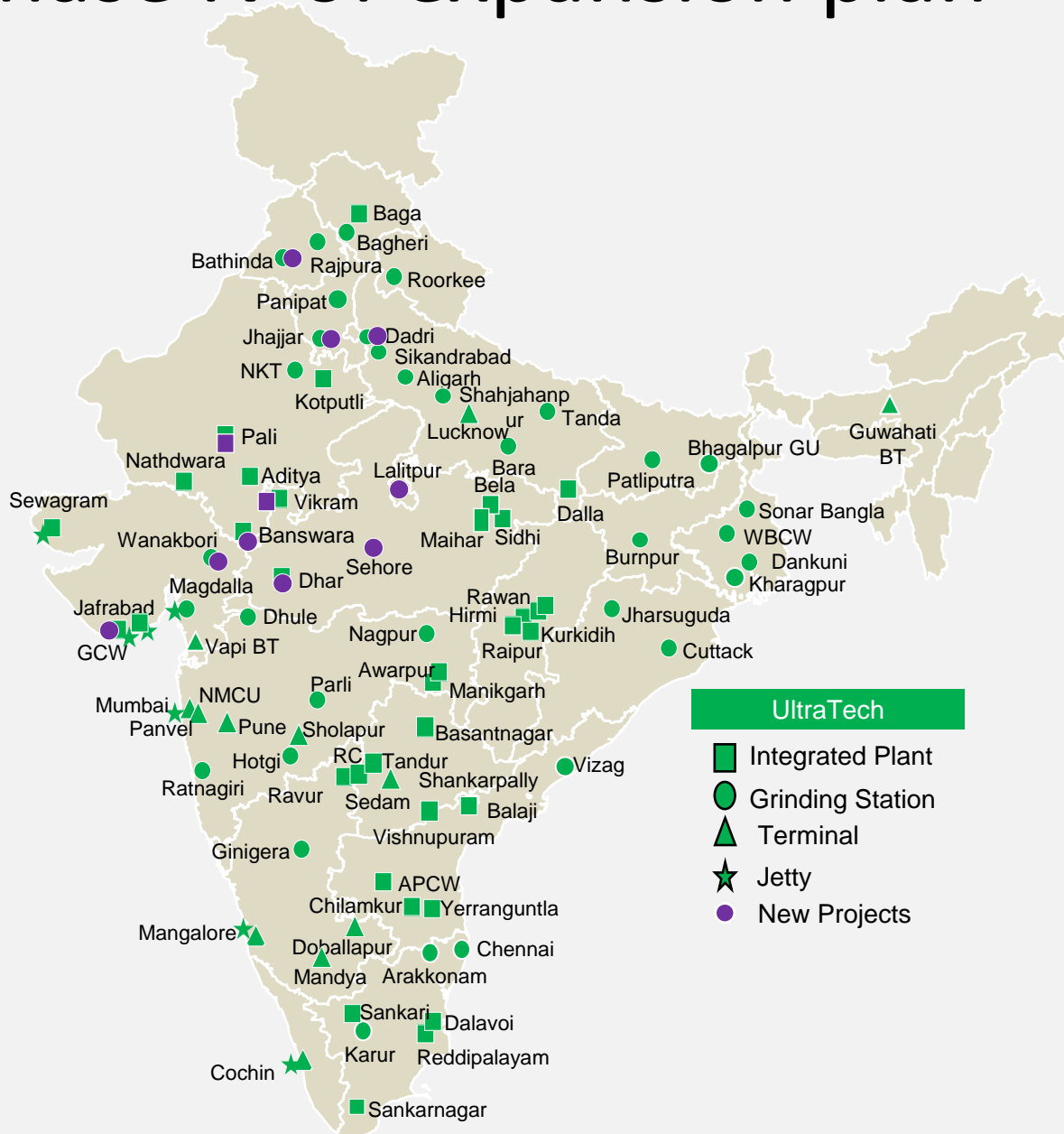
Volume growth: 39%
EBITDA growth: 76%
PAT growth: 66%

Inorganic Growth
25.2 mtpa

Capacity
Sales volume
Profitability



Phase IV of expansion plan



Grey cement capacity (mtpa)

Zones	Exit Sep-25	Oct to Mar-26	FY27	Phase IV FY28	Exit Mar-28
North	36.3	3.0	2.7	18.0	60.0
Central	32.9	-	-	-	32.9
East	33.3	2.5	6.6	-	42.4
West	34.0	1.8	-	4.8	40.6
South	50.5	3.3	5.8	-	59.6
All India	186.9	10.6	15.1	22.8	235.4
Overseas	5.4	-	-	-	5.4
Total	192.3	10.6	15.1	22.8	240.8

Expansion plan details (UltraTech: 22.2 mtpa; India Cements: 0.6mtpa)

Location	Greenfield (G) Brownfield (B)	Cement Capacity (mtpa)
Phase IV Expansion:		
Vikram, Madhya Pradesh	B	1.4
Sehore, Madhya Pradesh	G	3.0
Dhar, Madhya Pradesh	B	1.4
Lalitpur, Uttar Pradesh	G	1.8
Dadri, Uttar Pradesh	B	2.7
Jhajjar, Haryana	B	2.7
Bhatinda, Haryana	B	1.4
Pali, Rajasthan	B	3.0
Banswara, Rajasthan (ICL)	B	0.6
North		18.0
Kovaya, Gujarat	B	2.4
Wanakbori, Gujarat	B	2.4
West		4.8
Total		22.8

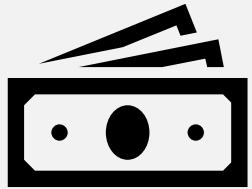
Particulars	Clinker Capacity (mtpa)
Brownfield expansion – North	8.04
Debottlenecking:	
North	3.05
West	2.05
Central	2.54
Total	15.68

Expected Timeline

FY28

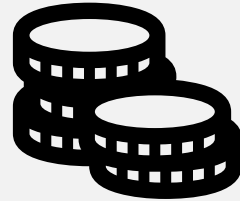
Capex to be funded by internal accruals

Capex



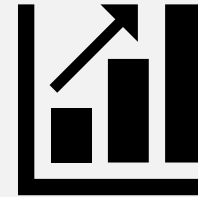
UltraTech:
₹10,063 Crores
ICL: ₹192 Crores

Cost



~\$52/t

Return



>20%
IRR

Net-debt/EBITDA



< 1x
(FY28)

Disclaimer



Statements in this ‘presentation’ describing the Company’s objectives, estimates, expectations or predictions may be “forward looking statements” within the meaning of applicable securities laws and regulations. Actual results could differ materially from those expressed or implied. Important factors that could make difference to the Company’s operations include global and Indian demand supply conditions, finished goods prices, feedstock availability and prices, cyclical demand and pricing in the Company’s principal markets, changes in governmental regulations, tax regimes, economic developments within India and the countries within which the Company conducts business and other factors such as litigation and labour negotiations. The Company assumes no responsibility to publicly amend, modify or revise any forward-looking statement, due to any subsequent development, information or events, or otherwise.

UltraTech Cement Limited

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