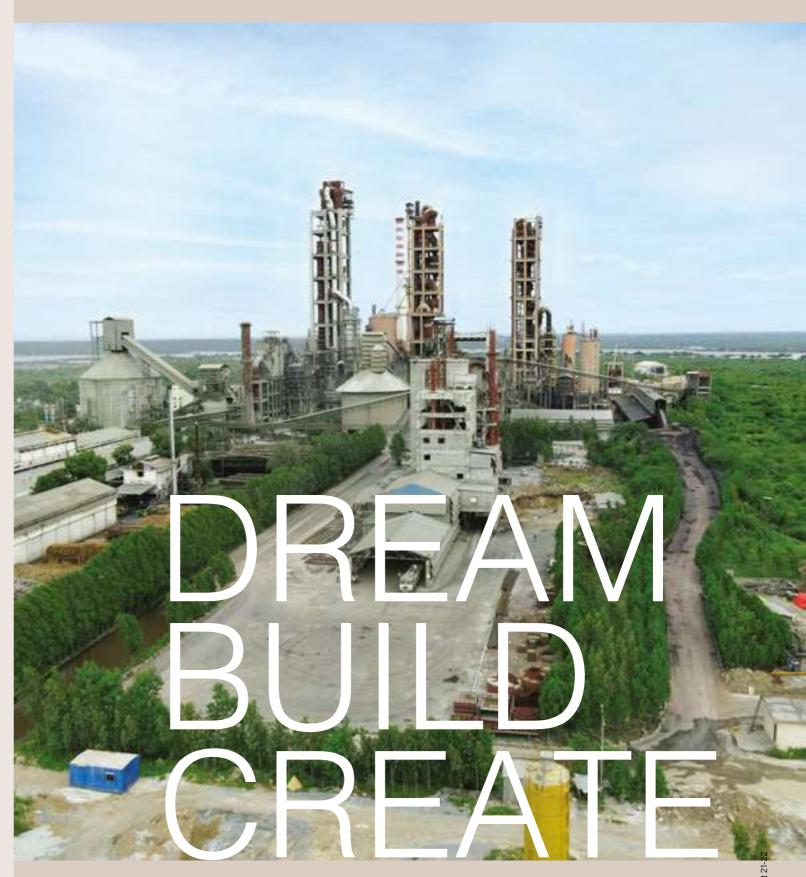


NCL Industries Limited

Annual Report 2021-22



RESILIENT.
INNOVATIVE.
FUTURE-FOCUSED.

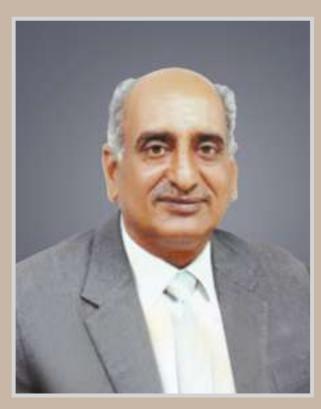


Annual Report 21-2



Contents

Overview	
About us	07
Message from The Managing Director	10
Financial Highlights	12
Our Business	
	16
RMC	18
Cement Boards	20
Doors	22
Energy	24
Beyond Business	26
Corporate Information	28
Statutory	
AGM Notice	29
Board Report	
Directors' Report	44
Report on Corporate Governance	52
Business Responsibility Report	68
Management Discussion & Analysis Report	72
Secretarial Audit Report	79
Secretatrial Compliance Report 00	
Financial Statements - Standalone	
Independent Auditor's Report	87
Balance Sheet	97
Statement of Profit & Loss	98
Cash Flow Statement	99
Statement of Changes in Equity	100
Notes	101
Financial Statements - Consolidated	
Independent Auditor's Report	140
Balance Sheet	147
Statement of Profit & Loss	148
Cash Flow Statement	149
Statement of Changes in Equity	150
Notes	151



K. Ramachandra Raju Founder (1934 - 2008)

Our founder and inspiration

The Founder of our Group, Mr. Ramachandra Raju was a pioneer in the mini cement industry. He was among the first few to venture into what at that time was a revolutionary and untested concept of mini cement plants. The Government encouraged experimentation with this low-investment low-volume solution to the chronic shortage of cement that prevailed four decades ago. Mr. Ramachandra Raju accepted the challenge with an entrepreneurial spirit, and established Nagarjuna Cements Ltd to set up a mini cement plant.

Mr. K Ramachandra Raju was one such individual. He along with Mr. Vinodrai Goradia and Mr. G Somaraju as Co-Promoters established Nagarjuna Cements Ltd. From a single commodity unit, it evolved into a multi-product NCL Group in the building materials industry. The association amongst the Co-Promoters continues to the third generation – a unique feature in itself.

The calculated risk paid off handsomely, and the company could declare a dividend of 25% for the very first full year of its operations.

Mr. Ramachandra Raju was a quintessential entrepreneur. He wanted to introduce innovative products much ahead of their times. Bison Panels from Germany, Seccolor pre-painted steel windows from Italy, Alltek paints from Sweden and pre-fab housing were examples.

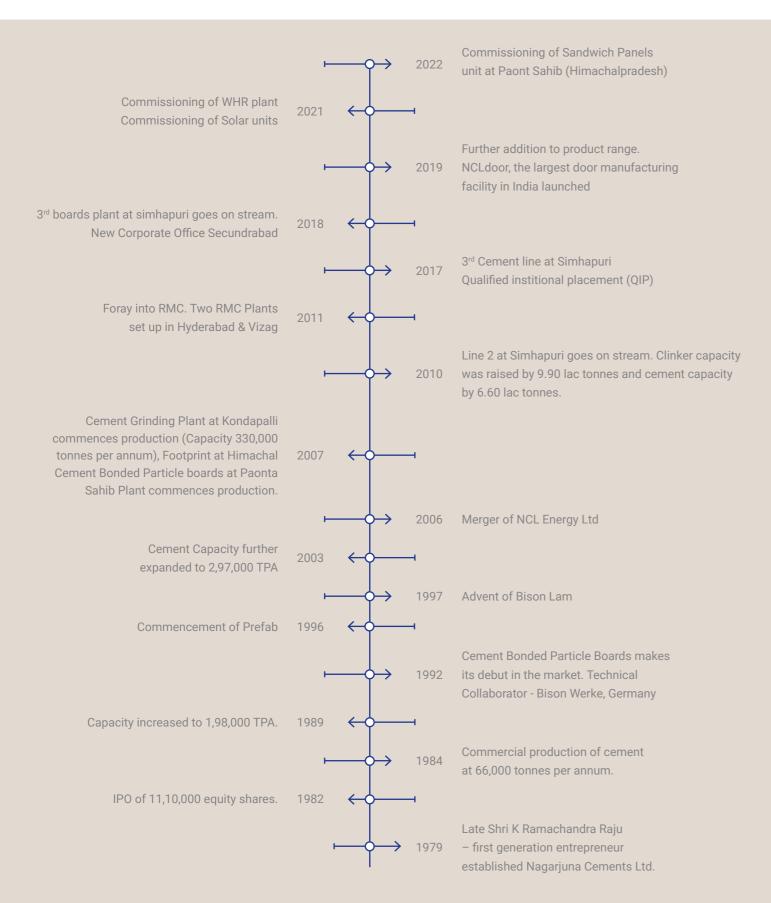
The innovative products introduced for the first time in the country overcame their teething problems, and established themselves in due course.

Today, we pay homage to this visionary, whose philosophy of Growth and Innovative Products we have inherited and internalized. They have become the credo of a corporate conglomerate in the making.



Timeline

Products and Plant Locations





NCI Industries Limited

From the Managing Director's Desk

Passing the Baton

Dear Shareholders,

In everyone's life there comes a time to pass the baton to the next generation. It happened in the year 1995, when Mr. K. Ramachandra Raju asked me to assume charge at the helm of affairs of the company he founded. After 27 years, it is my turn to do so.

As you are aware, I will be stepping down as Managing Director and handing over charge to Mr. K. Gautam, who has been chosen to lead the company from 1st October 2022. It is a natural progression for Mr. K. Gautam from the position of an Executive Director to Joint Managing Director, and then to the Managing Director. Over the years he has gained all round experience in dealing with various aspects of the operations of the company. I shall be handing over charge to him with the satisfaction that he has been groomed to the best of my ability. I hope that he will get the same support and cooperation from you that was extended to me in abundance. I shall of course be available to him as the Executive Vice Chairman to render help and guidance whenever needed.

The past 40 years have been both challenging and exhilarating. We have experienced depths of depression and heights of glory. It is a matter of immense satisfaction that we overcame every adversity with grit and determination as a team. At the same time we did not allow our successes to make us go overboard. We took each success as a stepping stoneto reach a higher, re-calibrated objective.

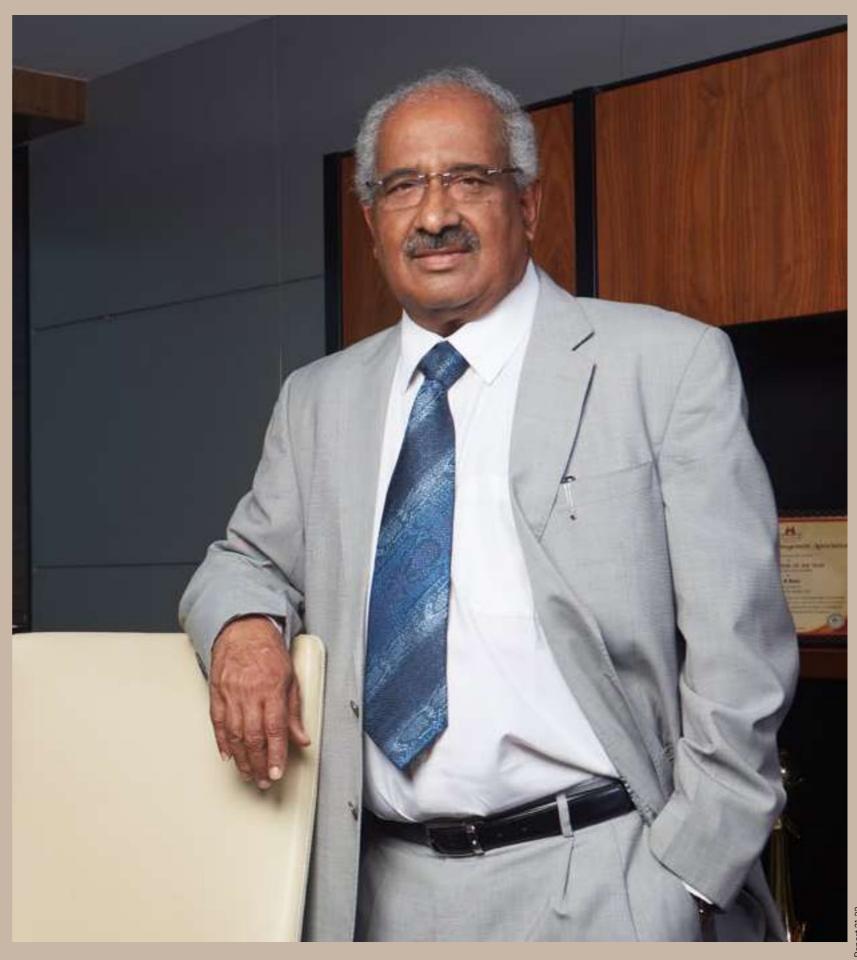
It has been a privilege to lead a team of executives, staff and workers who have shown exemplary solidarity. Moving on from a turnover of Rs. 45 crores in 1995 to Rs.2,254 crores in FY 2022, and increasing the net worth of the company from Rs.17.83 crores in 1995 to Rs.744 crores in FY 2022 would not have been possible without their steadfast support and whole hearted co-operation. I wish to take this opportunity to convey my heart-felt gratitude to them.

As I sign off, I wish to thank you, dear Shareholders, for being with the company through adversity and prosperity, and reposing confidence in me and my team. I hope we have been able to justify that confidence and live up to your expectations. I am sure that the same support and confidence will be reposed on Gautam and his team.

With warm regards,

K. Ravi

Managing Director

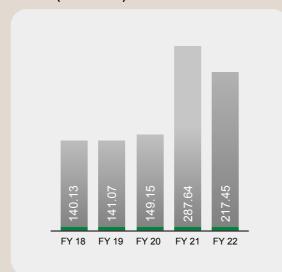


Financial Highlights

Revenue (₹ in Crores)



EBIDTA (₹ in Crores)



EPS (₹)



Dividend (%)



PBT (₹ in Crores)



PAT (₹ in Crores)



Market CAP (₹ in Crores)



Debt to Equity



Our Business Divisions









DOORS



ENERGY



nual Report 21-2

Business: Cement



Nagarjuna Cement has become a brand synonymous with quality and reliability among consumers and competitors alike across South India.

Popularly known as 'Monagadu Cement', Nagarjuna Cement is ideal for a variety of applications - from small housing to megastructures and irrigation projects. Over the past 37 years it has established itself as a premier brand, trusted by one and all.

Factories

Simhapuri (Suryapet District), Telangana. Kondapalli (Krishna District), Andhra Pradesh.

Available in various grades & options

Ordinary Portland Cement (Grades 53 & 43). Pozollona Portland Cement. A special cement (IRS Grade 53 S) for Indian Railways for making concrete sleepers. In 50 Kg HPDE bags meeting relevant specifications of BIS quality in Laminated/Paper Bags. In Bulk as per Customer's choice

Key Highlights FY21-22

₹**1,942.55** (Crores)
Cement division revenue

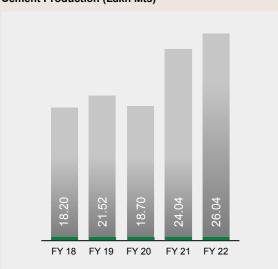
16%

Installed Capacity

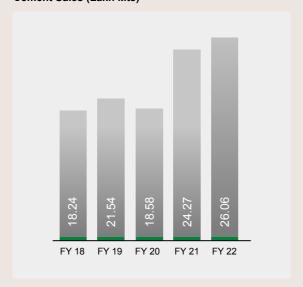
2.70

(Million Tons per Annum)

Cement Production (Lakh Mts)



Cement Sales (Lakh Mts)





Nagarjuna Cement is one of the chosen brands for Polavaram, the national irrigation project is expected to supply water and stabilize over 75 lakh acres. The dam is being built across the Godavari River in Andhra Pradesh. The project is a multipurpose major terminal reservoir project for the development of irrigation, hydropower, and drinking water facilities. Nagarjuna Cement is the single largest supplier of cement for this prestigious project.