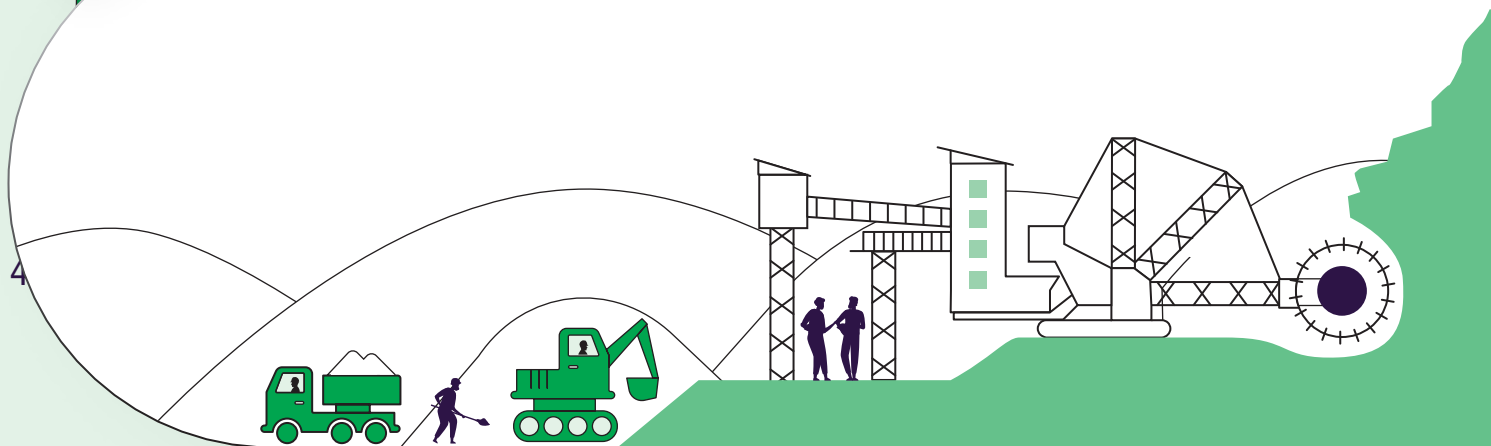


Progressing from **Strength to Strength**



Progressing from strength to strength

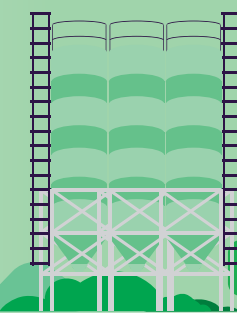
At Sagar Cements, we are powered by our aspirations, operational excellence, and commitment, to uphold the highest standards of responsibility. Since our inception in 1981, every passing decade has seen us deliver on our promise of doubling our installed capacities, growing our market presence, and creating consistent value for all our stakeholders.

Throughout our journey of more than 40 years as one of the premier cement companies of the country, we have grown and fortified our strengths, contributing to the local economy, and in turn, setting in motion a virtuous cycle. FY2022 has been a true testament to this, with new facilities being operationalised, stronger relationships being built, and greater commitments being made.

Here is what has kept us growing:

Ambitious

- Production capacity increase
- Venturing into newer geographies
- Organic and inorganic pathways to growth

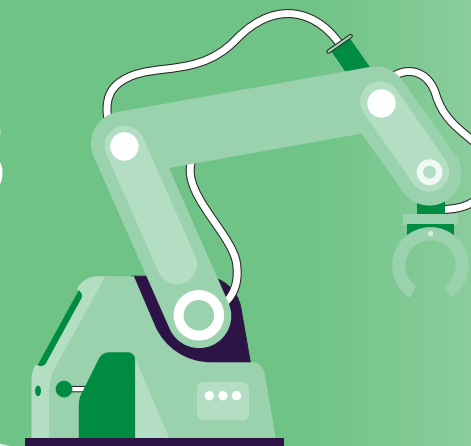


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Technology-enabled

- Using state-of-the-art technology in cement production
- Increasing automation in our processes
- Use of Industry 4.0 (AI/ML) technologies

Trusted Relationships

Creating a value-accretive business environment for all stakeholders

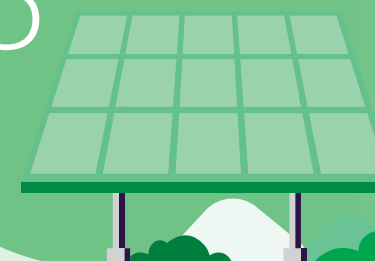
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Environmentally Sensitive

- Proactively taking measures to mitigate environmental impact
- Energy efficiency
- Commitment to carbon targets
- Green products
- Roadmap for Net Carbon Zero by 2050

About this report

This is the third annual integrated report of Sagar Cements Limited (Sagar Cements, SCL, we, us), guided by the principles and content elements of the International Integrated Reporting <IR> Framework published by the International Integrated Reporting Council (IIRC) (now the Value Reporting Foundation). The report has been prepared in accordance with GRI Standards: Core option.

The objective of the report is to communicate how SCL creates, retains and enhances its stakeholder value. This report provides details of the organisation's credentials and the environment in which the Company operates. It articulates how the Company, through its strong financial and non-financial performance, is able to meet shareholders' expectations by leveraging good governance practices, a robust business model, future-forward strategic framework, and sustainability commitments.

Reporting boundary and scope

This report presents information on SCL, its material subsidiaries, and its integrated and grinding units located in various parts of India. It also covers information on the multiple resources and external services that the Company is dependent on, to create value and impact.

The Company has commenced operations of its new units in Madhya Pradesh and Odisha, which is a material addition to its overall operations. There are no restatements of information from the previous reports.

* Environmental parameters are for Mattampally, Bayyavaram and Gudipadu units only.

Reporting period

This report covers the disclosures that happened between 1st April 2021 to 31st March 2022 (FY2022) unless otherwise specifically mentioned.

Statutory disclosures and financial statements

The sections of this report comply with the following requirements:

- The Companies Act, 2013
- Indian Accounting Standards
- The Securities and Exchange Board of India (SEBI) Regulations 2015
- Secretarial Standards issued by the Institute of Company Secretaries of India

Readers are invited to read them in conjunction with the contents prepared using the <IR> format to get a 360 degree view of our performance and future direction.

Responsibility statement

The Board of Directors, and the Management, together acknowledge their responsibility towards the integrity of the information presented in this integrated report, to the best of their knowledge. This report is approved for public release on 3rd June, 2022.

Safe Harbour

Certain matters discussed in this report may contain statements regarding the Sagar Cement's (the Company) market opportunity and business prospects that are individually and collectively forward-looking statements. Such forward-looking statements are not guarantees of future performance and are subject to known and unknown risks, uncertainties and assumptions that are difficult to predict. These risks and uncertainties include, but are not limited to, the performance of the Indian economy and of the economies of various international markets, the performance of the cement industry in India and world-wide, competition, the Company's ability to successfully implement its strategy, the Company's future levels of growth and expansion, technological implementation, changes and advancements, change in revenue, income or cash flows, the Company's market preferences and its exposure to market risks, as well as other risks. The Company's actual results, levels of activity, performance or achievements could differ materially and adversely from results expressed in or implied by this presentation. The Company assumes no obligation to update any forward-looking information contained in this communication. Any forward – looking statements and projections made by third parties included in this communication are not adapted by the company and the Company is not responsible for such third party statements and projections.

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FY2022 Highlights

₹ 1,59,687 Lakhs
Revenue

₹ 27,577 Lakhs
EBITDA

₹ 5,915 Lakhs
Profit After Tax

36,00,309 MT
Cement produced

81,796 Mwh
Green energy generated

100%
Water recycled

Specific Power Consumption

75.93 Kwh /MT

Specific Water Consumption

91 Litre/MT

Thermal Substitution Rate

3.76%

Specific Co₂/Tonne

603.35 Kg/MT
Scope 1 excluding onsite power

Specific Thermal Energy

2,982.22 Mjoule/MT
(712.77 Kcal/kg)
of Clinker

Zero
Fatalities

₹ 255 Lakhs
CSR spending

42,000+
Number of CSR beneficiaries

37.5%
Independent Directors

100%
Average attendance
in Board meetings

** All specific consumption is for cementitious material

Material issues

Environment

- M1 Climate and energy
- M2 Waste management and circular economy
- M3 Responsible consumption
- M4 Responsible sourcing and alternate raw materials
- M5 Renewable energy
- M6 Biodiversity management
- M7 Sustainable land use, relocation and rehabilitation (after mine closures)

Governance

- M16 Tax and economic contribution
- M17 Fair business operations, business ethics and good governance
- M18 Compliance
- M19 Interest payments
- M20 Risk management
- M21 Brand and reputation
- M22 Public policy and advocacy

Social

- M8 Occupational health, wellbeing and safety
- M9 Employee work-life balance and human rights
- M10 Supplier engagement
- M11 Social responsibility and engagement
- M12 Employee training and development
- M13 Employee relations and engagement
- M14 Benefits, fair compensation, and social security
- M15 Local economic value creation

Economic

- M23 Economic performance and profitability
- M24 Vendor engagement and training
- M25 Return on investment
- M26 Business growth
- M27 Customer satisfaction
- M28 Technology and process innovation
- M29 Customer acquisition
- M30 Order fulfillment
- M31 Transport and logistics
- M32 Distribution presence

Strong growth. Stronger prospects.

We are a leading cement manufacturer with our base in the Krishna river belt in southern India. Over the past four decades since our establishment, we have earned a strong brand leadership in our areas of operations. In recent years, we have expanded our footprint by undertaking greenfield expansions in Madhya Pradesh and Odisha, which competitively positions us to serve the rising demand for building materials in Central and Eastern India.



Jeerabad, M.P. - Plant



Our Vision

To provide foundations for the society's future



Our Mission

To be India's most respected and attractive company in our industry – creating value for all our stakeholders

Sagar at a glance

66.85 MW

Total captive power capacity

4.75 MTPA

Clinker capacity

8.25 MTPA

Total cement capacity

625.05 MnT

Limestone reserves

4,501

Sub dealers

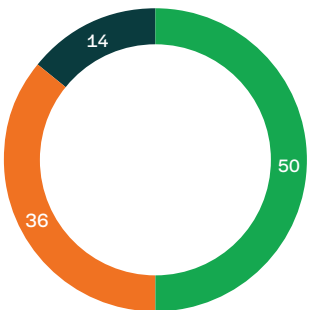
2,244

Dealers

58

C&F agents

Shareholding pattern (%)



- Promoters
- Non-institutions
- Institutions

Green products certification

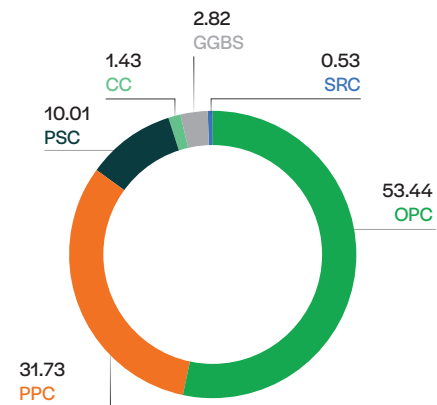
Description of Product	Plant @ Mattampally	Plant @ Gudipadu	Plant @ Bayyavaram
GreenCo Certification	Gold	Gold	Platinum
GreenPro Certification			
PPC (Portland Pozzolana Cement)	✓	✓	✓
Composite Cement			✓
PSC (Portland Slag Cement)		✓	✓
GGBS (Ground Granulated Blast Furnace Slag)			✓

Product portfolio

We manufacture:

- Ordinary Portland Cement (OPC)
- Portland Pozzolana Cement (PPC)
- Portland Slag Cement (PSC)
- Composite Cement (CC)
- Ground Granulated Blast-furnace Slag (GGBS)
- Sulphate Resistant Cement (SRC)

Our product mix (%)



We have come a long way

Over the years, our robust strategy and focus on value-creation have helped us achieve several milestones.

Installation of separate line calciner with five-stage pre-heater and jaw crusher



1993

Installed a KIDS cooler, which is a clinker inlet distribution system



1998

Acquired BMM Cement having 1.0 MTPA capacity



2015

Bayyavaram capacity ramp up by 1.20 MTPA making total 1.5 MTPA



Commissioning of WHRS 8.80 MW and 1.25 MW solar power



2017

1985

1996



Additional cement mill and tertiary crusher



Plant commissioned with 200 TPD kiln four-stage preheater technology.

2008



Reached 2.75 MTPA capacity

2016



0.30 MTPA Acquired Bayyavaram unit

2019



65% stake in Sagar Cements (M) Private Limited, MP, and 100% stake in Jajpur Cements Private Limited, Odisha

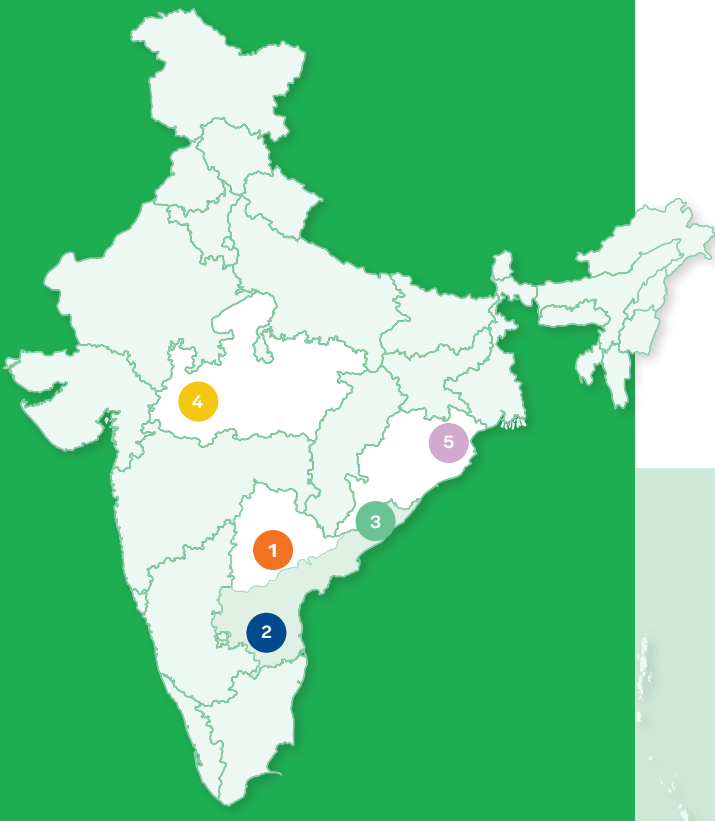
2022



Commissioning of 1.0 MTPA integrated plant, at Jeerabad near Indore 1.5 MTPA grinding unit at Jajpur in Odisha

Expanding our presence

We are present in five operational locations, which include our grinding units and our recently commissioned units at Jeerabad and Jajpur in Madhya Pradesh and Odisha, respectively.



1 Mattampally, Telangana



3.0 MTPA Capacity	54% Capacity utilisation	28.13 MW Captive power
18.00 MW Thermal Power	10.13 MW Green energy	401.28 MnT Limestone reserves

Andhra Pradesh, Telangana, Tamil Nadu,
Odisha, Maharashtra
Markets served

2 Gudipadu, Andhra Pradesh



1.25 MTPA Capacity	74% Capacity utilisation	25 MW Captive power
25 MW Thermal Power	160.93 MnT Limestone reserves	

Andhra Pradesh,
Karnataka, Tamil Nadu
Markets served

3 Bayyavaram, Andhra Pradesh



1.5 MTPA Capacity	61% Capacity utilisation	8.42 MW Captive power
8.30 MW Hydro Power	120 kW Solar Power	

Vizag, Srikakulam, South Odisha
Markets served

4 Jeerabad, Madhya Pradesh



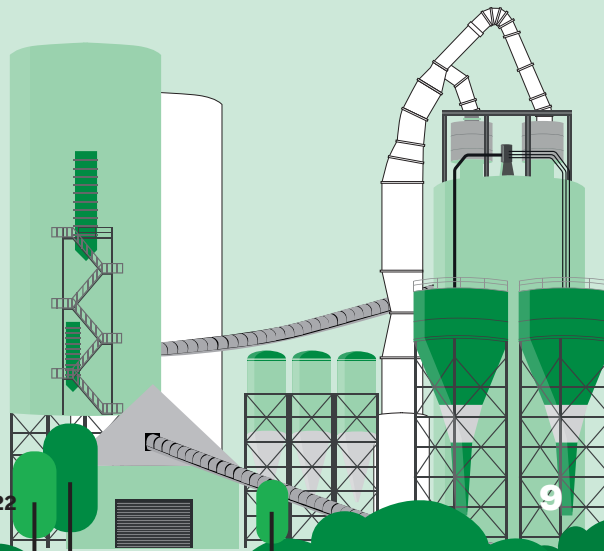
1.0 MTPA Capacity	62.82 MnT Limestone reserves	5.3 MW WHRS Power plant
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Western Madhya Pradesh, Gujarat and Maharashtra
(adjacent to Western Madhya Pradesh)
Markets served

5 Jajpur, Odisha



1.5 MTPA Capacity	Central/ Coastal Odisha, Bihar, Jharkhand, West Bengal Markets served
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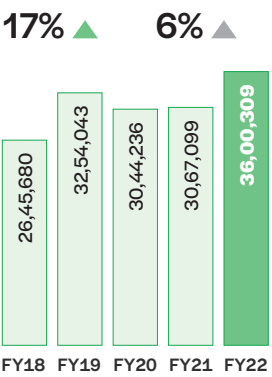


Resilient and resurgent performance

In FY2022, we continued to deliver a strong performance despite rising input costs, and a volatile market sentiment. We were also able to utilise our facilities more efficiently and create sustained stakeholder value.

Operational metrics

Cement production (in MT)

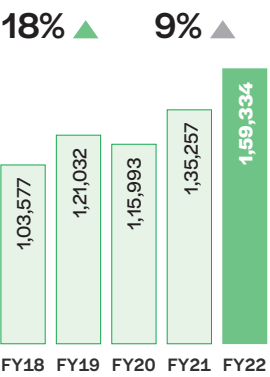


Clinker production (in MT)

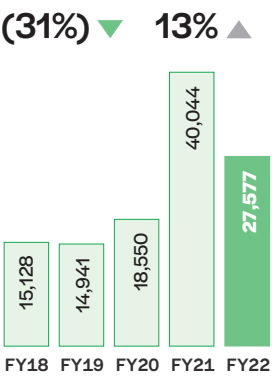


Financial metrics

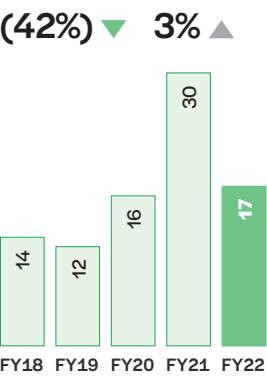
Net sales (₹ Lakhs)



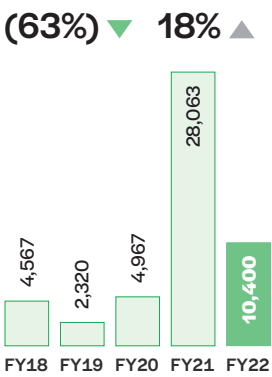
EBITDA (₹ Lakhs)



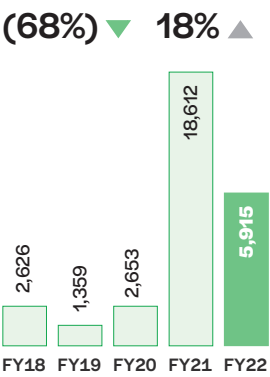
EBITDA margin (%)



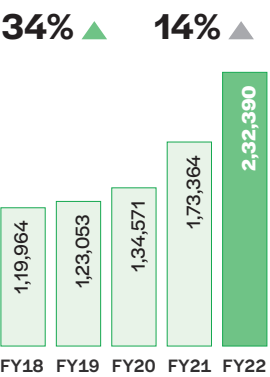
Profit before tax (₹ Lakhs)



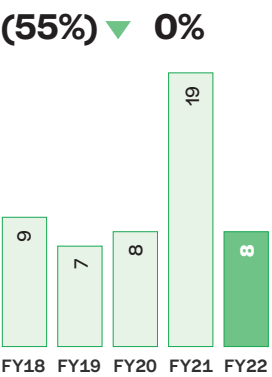
Profit after tax (₹ Lakhs)



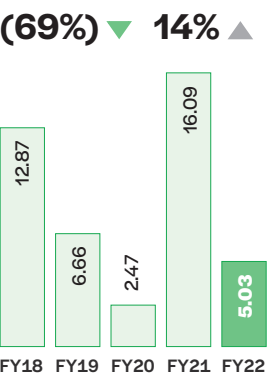
Average capital employed (₹ Lakhs)



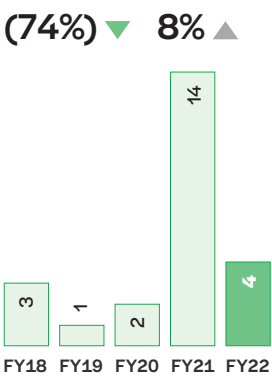
Average Return on Capital Employed (RoCE) (%)



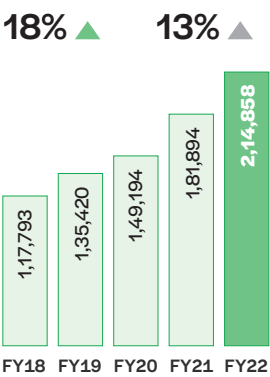
Earnings per share (₹)



PAT margin (%)



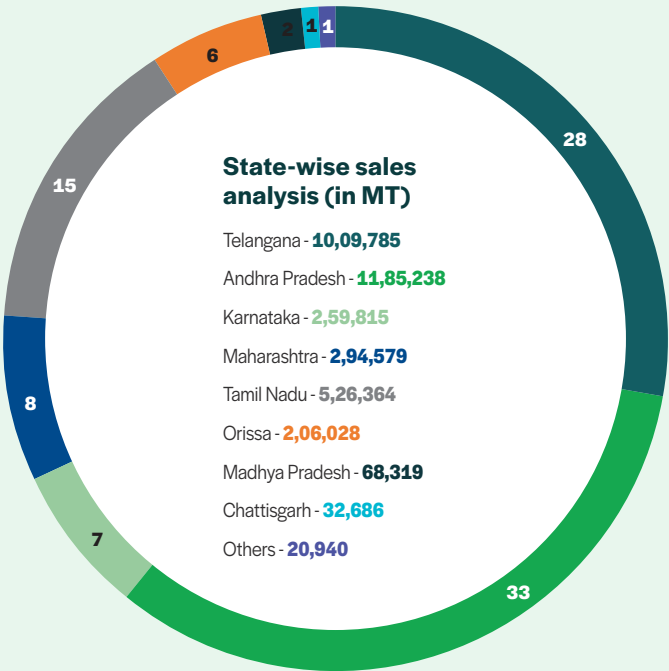
Net fixed assets* (₹ Lakhs)



* includes goodwill

▲ YoY growth ▲ 5-year CAGR

Consolidated State -Wise Sales (%)



Direct economic value generated and retained 2021-22 (₹ Lakhs)

A Direct Economic Value Generated	
Gross Revenue from Operations	2,04,035
Other Income	1,342
Total	2,05,377
B Economic Value Distributed	
Operating Expenses (Excluding Employee Wages and Benefits)	1,28,504
Employee wages and benefits	8,555
Payment to providers of Capital	9,836
Payment to government	51,726
Total	1,98,621
C Economic Value Retained (A-B)	
Profit Before Tax	10,400
Profit After Tax	5,915
Earnings Per Share	5.03
Financial assistance received from government	
Benefits received under State Investment Promotion	-

Opportunities and optimism



I am proud to say that this year saw us commissioning our greenfield projects in Madhya Pradesh and Odisha. Together, these increased our installed capacity by over 40%.



Dear Stakeholders,

I write to you at a time when the worst of the pandemic seems to be behind us, even though spurts in COVID-19 cases now and then make a case for practising caution.

Reviewing the external environment, I can say with fair optimism that we are poised for times of great opportunity. The mettle of organisations was tested during the pandemic, and the resultant reorganisation, digitalisation and overall preparedness of companies have set them up for accelerated growth in a buoyant market scenario. This is especially true for companies such as Sagar Cements, which continue to maintain a strong long-term value focus.

Reviewing the economic environment

In FY2022, the Indian economy is estimated to have grown by 8.9% (Source: NSO), a significant bounce-back in real terms compared to the last fiscal. This was enabled by strong government expenditure and the release of pent-up consumer demand. Projects under the National Infrastructure Plan (NIP) and initiatives, such as the Production Linked Incentive scheme, have reinvigorated economic activity, acting as force multipliers. However, the economy faces downside risks in terms of elevated inflation and higher fiscal deficit, which could push the Reserve Bank to move away from its accommodative stance.

Strong prospects for cement

The Union Budget has earmarked 35% more capex and proposed infrastructure spend of over ₹ 10 Lakh Crores during FY2023. This indicates a reinforced commitment from the government towards infrastructure growth, which augurs well for the cement industry. The government's plan to construct 25,000 km of highways and roads in FY2023, together with continued execution of projects under the Bharatmala Pariyojna (BMP) and other infrastructure programmes, are welcome developments for the industry.

On the retail and housing front, the Pradhan Mantri Awas Yojana (PMAY) is attracting strong focus. Further, following a resurgent real estate demand, new projects across a combined area of 450 million sq ft are expected to be launched during FY2022-24 in the top 10 cities in India.

With the strong growth across sectors and user industries, cement is expected to experience buoyant demand in the

coming years. Industry players are, accordingly, announcing greenfield and brownfield projects, which are expected to capitalise on these encouraging prospects. The sector is also expected to witness mergers and acquisitions, with some room for consolidation.

While ripe with opportunities, FY2022 witnessed significant volatility in input prices, particularly with respect to fuel and this has narrowed the operating margins for players in the industry.

Sagar Cements in FY2022

Resilience and growth underlined FY2022 for Sagar Cements. On an annual basis, we were able to maintain an EBITDA margin of 17%, driven by our cost efficiency measures and operational excellence that helped us meet increasing demand. However, the margin was less compared to 30% a year ago, predominantly as a result of rising input costs.

I am proud to say that this year also saw us commission our greenfield projects in Madhya Pradesh and Odisha. Together, they increased our installed capacity by over 40%. The projects also assume significance from a strategic point of view, as they give us solid entry points to the Central and Eastern markets, which are ripe with opportunities. They are thus critical to our transition from being a predominantly South India-based player, to transforming into a more geographically diversified cement company.

ESG and climate action

One of the biggest realities of today is climate change, which needs immediate attention from everyone, especially those in core sectors, such as cement. The recently concluded UN Climate Change Conference

in Glasgow (COP26), and preceding report by the Intergovernmental Panel on Climate Change (IPCC) portends a 'Code Red' for humanity and calls for concerted action across governments and across sectors. India has supported this mission and committed to Net Carbon Zero by 2070. At SCL, we are reducing our overall carbon footprint through structured initiatives, increased blending and are in the process of charting our own net zero roadmap. We are also charting stringent targets on various ESG parameters, which we believe will guide us towards improved sustainability as an organisation.

A future of opportunities

My outlook for the immediate and the long-term remains highly optimistic, with regards to India, the cement industry, and Sagar Cements, in particular. There are substantial opportunities for growth and impact, and we are well-placed to deliver on our strategy and commitments. In fact, in FY2022, in recognition of our continued performance, Premji Invest, the private equity and investment arm of one of India's largest philanthropic endowments, has acquired a 10% equity stake in our business.

I would like to take this opportunity to thank all our employees who have continued to raise the bar at Sagar Cements, and have helped us in realising our vision every day. I also express my sincere gratitude to all our investors, customers, partners, communities and other stakeholders, who continue to repose their faith in Sagar Cements and our journey.

Best regards,

K. Thanu Pillai
Chairman

Expanding our wings, responsibly



Dr. S. Anand Reddy
Managing Director

Mr. S. Sreekanth Reddy
Joint Managing Director



FY 2022 was a year of strategic growth for us at Sagar Cements. We could complete and commission our projects in Madhya Pradesh and Odisha, both of which add to our overall geographic presence, market access, production capacity and sustainability goals.

Dear Stakeholders,

At the outset, we would like to thank every one of you, who has stood with us in times thick and thin, and especially through testing times such as the pandemic. With your support, we continue to grow, deliver and create shared value for everyone.

FY2022 was a year of strategic growth for us at Sagar Cements. We could complete and commission our projects in Madhya Pradesh and Odisha, both of which add to our overall geographic presence, market access, production capacity and sustainability goals. The kickstarting of the plants at these locations also marks an important milestone in our journey to achieve our FY 2025 goal of hitting 10 MTPA in installed capacity.

FY 2022 was also equally a year of resilience. We can say with fair confidence that we had resurged with the market in the previous fiscal, and the journey continues, enabled by a buoyant demand scenario, and increased public expenditure. However, this year was marked by headwinds in terms of input costs, which tapered our profitability compared to a year ago. Through targeted cost measures, inventory management, and strategic sourcing, we were able to cushion the impact to the best possible extent.

Operational performance

- Volume growth of 14% over previous year
- 46% of cement produced belongs to the blended cement category

Plant		Capacity utilisation
Mattampally	Gudipadu	Bayyavaram
54%	74%	61%
Jeerabad	Jajpur	
29%	9%	

- 3.6 million tons of finished goods were transported by road while 0.0068 million tonnes of cement were moved via rail. Yearly lead distance factor stood at 294 km
- Additional cost impact from input prices
- Steps taken to lower cost of operation, such as using a mixture of petcoke and coal to mitigate pricing risks, reducing freight costs and improving margins through the completion of our plants in MP and Odisha

Financial performance

Financial performance was led by a buoyant environment, cost control, and efficiency improvement.

FY2021	FY2022
Revenue: ₹1,371 Crores	₹1,597 Crores 16% ▲
Operating profit: ₹400 Crores	₹276 Crores (31%) ▼
PAT: ₹186 Crores	₹59 Crores (68%) ▼

Our net worth has increased 5X in the past Ten years.

ESG is central to everything we do

As an established player in the cement space, we understand the role we can play in mitigating carbon emissions in our value chain. Towards this end, we are progressively increasing the percentage of blended cement in our portfolio, which

will reduce the amount of clinker per tonne of cement. This is enabled by our recent expansion into markets, which commonly use blended cement. Together with other initiatives, we are thus reducing our overall carbon intensity, which stood at 603.35 kg net Co2/MT (Scope1) excluding onsite power.

Our state-of-the-art technology also enables us to reduce our overall stack emissions and waste, by re-directing our waste and wastewater into effective recycling. In FY2022, we also harvested 30% of rainwater received.

We continue to promote the interests of our communities that offer us our social licence to operate. Our involvement with our communities is one of meaning and trust, that goes beyond the construct of transactional CSR.

A future of transition and growth

As we look forward, we can say with reasonable confidence that our industry, and our Company, will significantly impact the way the future shapes up. The cement sector will continue to play a critical role in meeting India's infrastructure needs at the national, institutional, and retail levels. A sustained focus on sustainability will see more innovations and technology adoption that will lead the industry into low-carbon pathways, and contribute to the strengthening of a nation-wide circular economy. At Sagar Cements, we are aligned to these prospects, with our strategic priorities and ESG commitments guiding us in our journey.

As we continue to grow and deliver responsibly, we request your continued support.

Best regards,

**Dr. S. Anand Reddy and
S. Sreekanth Reddy**

How we generate value

Our market-tested operating model continues to focus on optimal utilisation of capitals, continuously delivering value-accretive outcomes for our stakeholders.

Inputs

Financial capital

Equity: ₹ 2,350 Lakhs
Debt: ₹ 1,50,335 Lakhs
Retained earnings: ₹ 65,316 Lakhs
Capital commitment as on 31st March, 2022: ₹ 7,386 Lakhs

Manufactured capital

Number of Integrated cement plants: 3
Number of grinding units: 2
Total installed capacity of cement production: 8.25 MTPA
Total installed capacity of clinker production: 4.75 MTPA
Number of thermal power plants: 2
Number of solar stations: 3
Number of waste heat recovery plants: 2
Total waste heat recovery capacity: 14.10 MW
Total solar power capacity installed: 1.45 MW
Total hydro power capacity: 8.30 MW
Number of offices: 10
Number of warehouses: 58
Total value of net fixed assets: ₹ 2,14,858 Lakhs
One of the lowest cost cement producers in India

Intellectual capital

Technology collaborations: Taking collaboration as per development projects and as required
Use of robotics in plant operations: 2 Integrated plants +2 Grinding Units.
Total Investment in R&D: ₹ 78 Lakhs
Digitalisation initiatives: ₹ 70 Lakhs

Human capital

Employees: 2,603
Total hours of training provided: 18,216 hrs
People employed for >10 years within SCL: 318
Employees belonging to local communities: 80%

Social and relationship capital

Total CSR expenditure: ₹ 255 Lakhs
Distributors: 2,244

Natural capital

Total limestone mine reserves: 625.05 MnT
Limestone mined: 3.97 MnT
Total coal used: 0.37 MnT
Freshwater withdrawal: 1,61,440.60 kL
Direct energy consumed at kilns: 8,054.26 TJ
Indirect energy consumed: 56,211.80 Mwh
Solar power consumed (net): 1,594.307 Mwh
Thermal substitution rate: 3.76%
Fly ash consumed: 0.37 MnT
Gypsum consumed: 0.11 MnT
Slag consumed: 0.34 MnT

Vision and Mission

Governance

Activities

Upstream activities

- Mining
- Raw material procurement
- Inbound logistics
- Clinker production
- Grinding

Downstream activities

- Packaging
- Outbound logistics
- Distribution and marketing
- End use
- Waste collection and recycling

Support functions

- Human resources and administration
- IT and digital
- Quality
- Environment management
- Research and development
- Secretarial and legal
- Finance and accounts
- Energy management

Outputs

19,24,236 MT
Ordinary Portland Cement (OPC)
11,42,686 MT
Portland Pozzolana Cement (PPC)
3,60,585 MT
Portland Slag Cement (PSC)
19,320 MT
Sulphate Resistant Cement (SRC)
51,733 MT
Composite Cement(CC)
1,01,749 MT
Ground Granulated Blast Furnace Slag (GGBS)
29,43,173 MT
Clinker Produced
38,29,193 MT
Cementitious Produced

Emissions

SOx: 0.14 Kg/MT
NOx: 0.94 Kg/MT
Dust: 0.052 Kg/MT
GHG: Cementitious Material
Scope 1 excluding on site power: 603.35 kg net CO₂/MT
on site power generation - 64.86 kg net CO₂/MT
Scope 2: 12.72 kg net CO₂/MT
Scope 3: 22.15 kg net CO₂/MT

Solid waste

Steel scrap: 1,141 MT
Tyres, oils, grease, and others: 123 MT

Liquid waste

Zero Effluent discharge: 0

Outcomes

Revenue: ₹ 1,59,687 Lakhs
EBITDA: ₹ 27,577 Lakhs
PAT: ₹ 5,915 Lakhs
ROE: 5%
RoCE: 8%
EPS: 5.03
Dividend declared: 35%
Capacity utilisation: 58%
Plant availability: 100%
Increase in the production of high-margin products: 4%
Key process improvements achieved during the year: Improved TSR ratio, improved blended cements volume.
Cost savings from digitalisation: In implementation
LTIFR: 0
Fatalities: 0
Number of safe man-hours: 40,55,113
Per-tonne productivity per employee: 1,403
Employee retention rate: 90%
Employees promoted: 175
Beneficiaries of CSR activities: 42,000+
Vendors engaged with: 944
Customer complaints resolved: 100%
Credit rating: IND A/RWE
Contribution to the exchequer: ₹ 51,726 Lakhs
Wastewater recycled: 39,332 kL
Waste heat recovered: 42,863 MWh (Mattampally)
Solid waste recycled: 8,48,167 MT
Waste to landfill: 0

Strategy and resource allocation

Performance

Risk management

External environment