Operator: Ladies and gentlemen, good day and welcome to ACC Ltd. Q2 FY27 earnings conference call, hosted by Motilal Oswal Financial Services. As a reminder, all participants' lines will be in listen-only mode, and there will be an opportunity for you to ask questions after the presentation concludes. Should you need assistance during this conference call, please signal the operator by pressing '*' and then '0' on your touchtone phone. Please note that this conference is being recorded. I now hand the conference over to Mr. Sanjeev Kumar Singh from Motilal Oswal Financial Services Limited. Thank you, and over to you, sir.

Sanjeev Kumar Singh – Motilal Oswal Financial Services: Thank you. Good afternoon, everyone, and thank you for joining this call. Without much delay, I will hand over the call to Mr. Deepak Balwani, Head of Investor Relations. Over to you, sir.

Deepak Balwani – Head of Investor Relations: Thank you, Sanjeev. On behalf of ACC Ltd., it is my pleasure to welcome you all to our earnings call for Q2 FY27. ACC Ltd. is the ninth-largest cement company globally and a key part of the diversified Adani Portfolio, the country's fastest-growing portfolio of sustainable businesses. Before we begin, I would like to remind everyone that today's discussion may include certain forward-looking statements based on our current expectations and assumptions. These statements are subject to various risks and uncertainties, and actual outcomes may differ materially. At ACC Ltd., we remain committed to enhancing our transparency, strengthening our disclosure standards, and continuously raising the standards of our capital market communication in line with global best practices. We are pleased to have with us today Mr. Vinod Bahety, Chief Executive Officer, and Mr. Rohit Soni, Chief Financial Officer. With that, I would now like to invite Mr. Vinod Bahety to share his perspectives on the quarterly performance, key business developments, and our strategic priorities going forward.

Vinod Bahety – Chief Executive Officer: Thank you, Deepak. Good evening, everyone. ACC Ltd. delivered a resilient second-quarter performance for FY27, reflecting its focus on quality growth despite the headwinds of elevated fuel and logistics costs. The value focus has augured well, as trade volume has grown 8.6% year-on-year, and the trade share percentage has increased by 6% to 74%. Premium products now account for 37% of overall cement trade sales, compared to 35% last year. The share of blended cement has improved from 77% to 82%.

At the same time, we are now advancing the next phase of our growth journey. I am happy to share that we have 14 expansion projects to add approximately 30 million tons of cement capacity and 10.3 million tons of clinker capacity. The expansion includes new grinding capacities of 15.2 million tons in the West cluster, 11.6 million tons in the East cluster, and 2.9 million tons in the North cluster.

In the West cluster, we are adding 2.9 million tons each at Mundra and Hazira in Gujarat, and 2.9 million tons each at Raigad, Kalyan, and Amravati, along with 1 million ton of bulk cement terminal capacity at Dahanu in Maharashtra.

In the East cluster, we are adding capacities at Rangia and Hojai in Assam, at 2.9 million tons each; Godda in Jharkhand at 2.9 million tons; and Muzaffarpur in Bihar at 2.9 million tons.

In the North cluster, we are adding 2.9 MTPA to Dadri Line 2 in Uttar Pradesh.

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The program also includes new clinker capacities of 4 MTPA at Maratha in Maharashtra, 4 MTPA at Umrangso in Assam, and 2.25 MTPA at Mundra, strengthening the upstream network required to support the expanded grinding footprint in the most profitable, high-EBITDA markets.

Operating conditions remain challenging, with geopolitical conflict, monsoon-related headwinds, higher energy costs, global uncertainty, and constraints in domestic coal availability. Against this backdrop, we remain focused on market discipline, an improved product mix, sustainable profitability, and increasing the share of profitable trade volumes. Plant shutdowns have been successfully completed for major clinker units. This will help us achieve volume growth ahead of the industry in H2 FY27, supported by accelerated trade volumes and calibrated institutional sales.

Our strategy remains clear: creating sustainable value ahead of volume. As we move into the second half of FY27, our focus is on strengthening profitability through structural cost improvements, disciplined capital allocation, and calibrated expansion. We continue to execute against the key strategic priorities.

We remain focused on improving revenue quality through a stronger trade and premium mix. Trade volumes increased by 8.6% year-on-year, while the trade share rose by 6% to 74%. Premium products increased by 2% to 37% of trade sales, while the share of blended cement improved from 77% to 82%. Prices have sustained at Rs.255 per bag in an otherwise lean monsoon quarter. Meanwhile, we have seen good traction this month, where we have already realized Rs.10 per bag. Better receivables and inventory management have helped improve the business working capital cycle by 10 days. This is expected to sustain and help further improve profitability in the coming quarters.

Across regions, the North led in EBITDA and total volume growth year-on-year, with trade volume increasing 13% year-on-year. The Central cluster delivered the second-highest regional EBITDA alongside 9% growth in trade volume. The West recorded 14% trade volume growth and the most resilient overall EBITDA performance across the regions. The East maintained trade volume broadly in line with last year. The South grew trade volumes by 13% year-on-year and delivered a strong sequential volume recovery.

Our Ready-Mix Concrete business achieved quarterly volume of 1.07 million cubic meters, up 19% year-on-year, with a current network of almost 125 plants. We expect the pace of growth in the Ready-Mix Concrete business to accelerate in the coming quarters.

We also strengthened our market presence through differentiated brand initiatives. The Adani Ambuja Kawach and the Adani ACC Gold Water Shield Cement monsoon campaigns ran across more than 2,000 cinema screens and were supported by digital and outdoor media, reaching over 30 million consumers digitally.

We continue to strengthen the structural drivers of earnings through manufacturing excellence, energy efficiency, logistics optimization, and digitalization. Green power share stood at 61%, while net power cost was Rs.4.8 per unit compared with Rs.6 per unit in Q2 of FY26 and Rs.4.3 per unit in Q1 of FY27. We expect the share of renewable power consumption to increase in the second half, further supporting lower power costs.

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Logistics costs were moderately higher year-on-year due to higher diesel costs, which have been partly offset by a reduction in the primary lead from 265 km to 254 km. Higher utilization of the BCFC infrastructure for fly ash movement is expected to support further cost reduction of raw materials in the coming quarters.

The fuel mix improved, with a higher share of domestic coal compared with high-cost petcoke. Kiln cost stood at Rs.1.87 per 1,000 kcal in the second quarter of FY27. If I compare it with last year, it was Rs.1.60 per 1,000 kcal, and if I compare it with the previous quarter, it was Rs.1.66 per 1,000 kcal. The total cost stood at Rs.4,410 per metric ton. However, if I exclude the impact of geopolitical conflict, it comes to around Rs.4,182 per ton on a normalized basis. With these numbers and measures, we are on track to achieve our FY27 cost target of Rs.4,250 per metric ton.

Volumes are expected to grow ahead of the industry in the second half of FY27, supported by accelerated trade volumes and calibrated institutional sales. Our growth remains trade-led in line with our strategy, while we continue to strengthen the institutional business through a comprehensive solutions approach focused on value and profitability.

During the second quarter, we commissioned 4.6 million tons of capacity across Dahej, Salai Banwa, and Kalamboli: Dahej in Gujarat, Salai Banwa in Uttar Pradesh, and Kalamboli in Maharashtra. Another 3.2 million tons across Bathinda in Punjab and Jodhpur, Bhatinda-Jodhpur in Rajasthan, has stabilized, and we expect it to ramp up in the second half. In addition, the 2.4 million tons of capacity at Warsaliganj in Bihar will be commissioned in the second half of FY27. Alongside this capacity ramp-up and our expansion roadmap, we continue to focus on improving asset productivity and locating grinding capacity closer to consumption centers to improve utilization and reduce logistics intensity.

Following stro- [cut off]

Management: ...holder support. The proposed merger of ACC and Orient Cement with Ambuja Cements will now proceed to the NCLT for final approval.

Subject to the requisite regulatory, statutory, and NCLT approvals, we expect completion of the mergers within this financial year.

This brings us closer to the One Cement platform, which is expected to simplify the corporate structure, unlock operating synergies, and support long-term stakeholder value.

In addition to simplifying the corporate structure, the proposed merger is expected to be earnings-per-share accretive.

Let me now briefly summarize our consolidated Q2 financial performance.

The key highlights are:

Cement sales volume of 15.5 million metric tonnes;

Revenue from operations of Rs.9,197 crore;

Operating EBITDA of Rs.1,271 crore;

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EBITDA margin of almost 14%;

EBITDA per metric tonne of Rs.770;

PAT of Rs.236 crore;

Net worth of Rs.70,238 crore;

Cash and cash equivalents of Rs.1,070 crore.

We continue to remain debt-free, with the highest ratings of AAA for the long term and A1+ for the short term, which provides enough financial strength to support our expansion program.

Looking ahead, near-term conditions remain challenging amid geopolitical conflict, global uncertainties, higher energy costs, and a weaker monsoon.

At the same time, structural demand remains supported by infrastructure spending, urbanization, rural housing, and industrial activity.

We remain focused on premiumization, operational efficiency, network and logistics optimization, and prudent capital deployment.

With a strengthening business mix, a clear cost roadmap, a debt-free balance sheet, a well-defined expansion program, and continued progress towards the One Cement platform, we are well positioned to deliver sustainable, value-led growth.

Thank you. I will now hand over the call to the moderator.

Operator: Thank you very much. We will now begin the question-and-answer session. Anyone who wishes to ask a question may press star and one on their touchtone telephone. If you wish to remove yourself from the question queue, you may press star and two. Participants are requested to use handsets while asking a question. Ladies and gentlemen, we will wait for a moment while the question queue assembles.

The first question is from the line of Shravan Shah from Dolat Capital. Please go ahead.

Shravan Shah – Dolat Capital: Hi, sir.

Management: Hi, Shravan. Hi.

Shravan Shah – Dolat Capital: Sir, I have a couple of questions. First, to understand, what has changed such that we are now again looking at the expansion plans significantly? Also, just to get an idea, correct me if I am wrong, broadly we will be reaching close to 148-149 million tonnes by FY29 from the current 113.5 MTPA. How much capex is needed to reach 148-149 million tonnes?

Management: Thank you, Shravan. In terms of our expansion plans, even earlier we had highlighted that we would reach 155 million metric tonnes. At that time, we said that this capacity ramp-up would take an additional 2 years. Earlier, we were saying 140 million tonnes by FY28, and we had added another 15 million tonnes on account of debottlenecking, and we did mention FY30. So, this

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is not a change in any sense. We are now following the defined pathway that we had guided earlier. So, you are right: 149 million metric tonnes by FY29 and 155 million metric tonnes by FY30.

This is supported by the clinker that we have in hand. As you know, the Maratha Line 2 at Amravati is already at an advanced stage, and in the next couple of quarters you will see Maratha up and running. We have a surplus clinker facility in Sanghi, for example. We also have Penna and Jodhpur operational. In Assam, we had already announced the clinker coming in at Umrangso. At Mundra, you are aware of our investment in clinker and grinding capacity, for example. So, I think this is in line with our earlier communication and engagement.

More importantly, what also brings us greater confidence is our balancing in the channel-partner network over the last few quarters, the overall improvement in trade-side sales, and the overall focus on the institutional business in a more value-focused manner. So, I think we are now on a good trajectory to bring in more market share in a value-focused manner. This is how we had chalked out the plan.

Coming to your second question about the capex plan, we will require closer to Rs.14,500 crore for this 30 million tonnes, comprising a combination of IUs and GUs. So, this is almost Rs.7,500 crore per year for this investment.

Shravan Shah – Dolat Capital: Okay, got it. Second, given this, how should one look at the volume growth at the consolidated level overall? Although we are definitely focusing on value and trade, on a reported basis for this year and next year, how should we look at the volume growth?

Management: I will address this in a little more detail because there has been some apprehension that we are not looking at the institutional business. That is not the case. When we said in June that our larger focus was on value, we obviously had two strong brands, Ambuja and ACC, as well as a strong supply chain network, and therefore trade naturally became our preference. That has now grown to 8% year-on-year. However, as far as the institutional business is concerned, we wanted to recalibrate it. We sacrificed the negative-EBITDA volumes, for example, but what is now helping us is the overall focus on cost. As costs are now coming down, the business becomes more viable in terms of value-focused institutional sales as well.

Therefore, if I look at the June quarter, both trade and non-trade were negative year-on-year, and therefore overall volume growth was negative. If you now see the shift that has happened in Q2, trade is positive at 8%, B2B remains negative, and overall we are more or less flat. In Q3 and Q4, both segments will start becoming positive, and therefore overall volume growth will be positive. That is the entire trajectory we are following. Let me assure everyone that both segments are important, but with a clear vision and mission of focusing on value, without losing any year-on-year growth from here onwards.

Operator: Thank you. The next question is from the line of Navin Sahadeo from ICICI Securities Limited. Please go ahead.

Navin Sahadeo – ICICI Securities: Good evening, management, and thank you for the opportunity. My first question is again on the same subject. I take our discussion back to the March quarter, when we thought we would recalibrate. Since then, over the past 6 months, I think the industry

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outlook from a demand perspective has also been somewhat soft, and our volume growth has been negative in the first half. Just to understand this better, are we now looking at significantly higher volume growth, or what is driving us to initiate this capex now rather than perhaps push it by another 6 months or 2 quarters and then start the same thing? I am just trying to understand the change of heart in just 2 quarters.

Management: Navin, first of all, this quarterly performance is not influencing our capex decision. I think we were looking at the first wave of our capex program, which is almost through now. We know that we have added the commissioned capacities that I highlighted, including Salai Banwa, Penna, Jodhpur, Bathinda, and so on and so forth. I think the first wave of our capex program is almost through. Warsaliganj will be commissioned in Q3. Right?

That gives us ample opportunity to learn from our first phase and solidify our next growth phase. We had highlighted this and mentioned to you that we would come with a specific plan. In fact, in some of the calls you had highlighted this. So, we now have a specific plan. If you look at it, these capacities are again focused more on value. The West, East, and North are my primary expansions, particularly the West, which is almost 15 million tonnes, the East with almost 12 million tonnes, and the North with 3 million tonnes, for example. I think they are all value-accretive investments, particularly when you already have clinker with you. This is going to help me optimize costs because all of this will come at a very efficient manufacturing cost. They will also come at a lower cost because most of them are brownfield expansions, and therefore the risk relating to construction costs comes down substantially. That is how we gained enough confidence to move up the capacity ramp-up from 149 million tonnes to 155 million tonnes in the coming years.

As to whether your question was about the entire focus on market share or volume, we have been very clearly highlighting that we are not going to lose market share. We will focus on market share, but in a very calibrated, value-focused manner. That is now coming through the help of analytics. I think there is a market for everyone to obtain volume. We will pick up value, and we will continue with our market-share journey.

Navin Sahadeo – ICICI Securities: Understood, and thank you. I appreciate the capex plan because it is attempting to utilize the surplus clinker, whether at Jodhpur or Sanghi. That part is well appreciated. Just one question there: the grinding units at Bhatapara and Jamul, with Godda and Muzaffarpur as locations, where will the clinker for these units be sourced from? Do we have surplus clinker there as well? Thank you.

Management: That is a very good question, Navin. You have identified one of the important points. One interesting aspect of our value focus is that some of our units that are very high-cost and inefficient will be phased down, and I will have adequate clinker from my eastern plants to sustain these more efficient grinding units that are closer to the market. I think we have taken a very calibrated approach to this.

In a way, you can say that we will have some surplus grinding capacity, because that will give me ample flexibility to choose the right market at that point in time. Of course, as you know, Jamul is a very vintage asset, for example, and there will be an opportunity to recalibrate some of these vintage assets that are very high-cost or less efficient.

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Navin Sahadeo – ICICI Securities: Thank you.

Operator: Thank you. The next question is from the line of Pinakin from HSBC. Please go ahead.

Pinakin – HSBC: Thank you very much, sir. My first question is this: when we go back to the May conference call, the company highlighted two things—that it would focus on sweating the assets and on profitability. However, it seems that there has been a change in strategy, with an aggressive capex plan over the next 2 years and a focus on market share. Can we then assume that between pricing and volume growth, the company is now going to focus on volume growth and market share over profitability and pricing?

Management: Pinakin, thank you. While you are describing this as aggressive capex, we would have been aggressive in our earlier phase, but right now we are moving in a very calibrated manner without losing sight of value. Market share will also be a priority, I am re-emphasizing, without losing market share and with a clear focus on value. I think both are achievable. It is not that one would typically expect only one of them. We are going to sustain both, and that balance will remain.

Whether aggressive or less aggressive, we are following our journey from 140 million tonnes to 155 million tonnes, which we had highlighted from the beginning. We said that we would reach 140 million tonnes by FY28 and then move to 155 million tonnes. I think we are walking the talk. The balance sheet is also further strengthened, with a net worth of Rs.72,000 crores. We have enough ammunition and strength to sustain this growth. Again, to highlight, it is coming with a clear value focus, because [trails off]

Management: ...these investments are now coming into my most profitable markets, where my brand equity is very high, my market shares are already high, and my share of premium cement is very high. Look at the West, the East, and the North. Just to highlight, in the East, in many of the markets, we have almost 90% of cement as premium cement. So, I think we are now going to take much greater advantage of this trend. Therefore, this capex program is progressing very well, and it is beneficial that we have adequate clinker available in those locations.

There are also some {? opted ?} locations such as Assam, which has huge potential over the long term, and ports such as Mundra, which will give me the advantage of low cost, for example. So, I think this is a very well-defined capex program to support the value proposition.

Pinakin – HSBC: Got it. Sir, my second question is about the absolute capex amount between FY27, FY28, and FY29 that you have announced: Rs.14,500 crores plus whatever ongoing capex and maintenance capex there may be. How do you see the balance sheet changing? What is the debt component that you expect by the end of FY28 or FY29 to fund this capex?

Management: Honestly, if you ask me, we are not looking at this as a debt-funded program. This is a completely self-sustainable capex program. The cash flows over the 3 years, when I say Rs.14,500 crore of capex, for example, should allow the business to be self-sustainable. However, for any specific reason or interim requirement for funds, I think the balance sheet is strong enough to handle that, and it would be purely an interim line. Otherwise, as of now, our position is based on self-sustainability.

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Pinakin – HSBC: Got it. Thank you very much, sir. Thank you.

Management: Thank you.

Operator: Thank you. The next question is from the line of Jashandeep Chadha from Nomura. Please go ahead.

Jashandeep Chadha – Nomura: Hello?

Management: Yes, sir. You are audible.

Jashandeep Chadha – Nomura: Yes. Hi. Thank you for the opportunity, sir. My first question is largely regarding utilization. I understand that you are saying this capex plan is largely in line with your long-term vision. I wanted to understand the assets that you acquired under Penna and Sanghi earlier. What sort of utilization are they currently operating at? If you can provide that, it would give us a better understanding of how we should model this.

Management: Jashandeep, you are absolutely right. That is also my concern as of now, and it is something we are addressing. Penna and Sanghi, for example, are both closer to about 50% utilization, broadly speaking. At the overall company level also, we still have to improve in this area. That is a good opportunity for us now. When it comes to Q3 and Q4, we are looking for a good increase in the utilization of our existing capacities, including both Penna and Sanghi. Therefore, when I am looking at good volume growth for Q3 and Q4, this is also one of the opportunities for us to expand, apart from the new capacities that have been commissioned.

Jashandeep Chadha – Nomura: Understood. Understood, sir. Just one more question. While the upcoming capacity is largely focused in the East, West, and Northeast, there are other major companies that are putting up significant capacity, and your peers are also adding similar levels of capacity in these regions. Do you think that while profitability currently looks quite attractive, by the time the capacities come online or you ramp up volumes, profitability may have declined? How do you view the competitive intensity in the regions where you are adding capacity over the next couple of years?

Management: Jashandeep, I think there is a market for everyone, and it all depends on which segment you are looking at. We have been highlighting the segment we are targeting. The brand equity carried by Adani Cement is significantly higher. I am not merely highlighting this; we have also conducted some independent surveys. That is helping us improve our pricing or realization as well.

Coming back to overall profitability, my projected improvement in profitability is based more on cost optimization, Jashandeep. Prices will be determined by market sentiments and forces, but the journey to improve profitability is largely based on costs. In that area, we have made certain investments in efficiency, whether in WHRS, AFR, BCFS, or several other areas that you are well aware of.

Some of the efficient capacities are coming in, and the timing mismatch that existed between us and other major companies is going to be addressed. Therefore, when you compare us with others in terms of this timing mismatch in efficiency improvements, you will see that we have significant

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positive potential compared to them.

Jashandeep Chadha – Nomura: Understood, sir. Just one last question, if I can squeeze it in. We have given a target of around Rs.4,000 per ton of operating cost. If my understanding is right, that is largely based on our existing capacity or the capacity that we have already announced. As we add this next leg of capacities, obviously our fixed costs will increase. So, while the Rs.4,000 per ton target may be for existing capacity, will the actual deliverable cost be slightly higher than Rs.4,000? Is my understanding correct, or is the Rs.4,000 for the complete capacity after accounting for these additions?

Management: It is for the entire combined capacity, Jashandeep—existing and new. I think we cannot really fine-tune it in that manner. What is important is that for the entire combined capacity of 155 MTPA in FY30, the cost will be Rs.4,000 per metric ton. That will be the overall guidance from the company's perspective. Sorry, FY28—it was FY28, Rs.4,000, actually. So, in FY28, we will be reaching 149 MTPA, and that is how the guidance should be understood. It includes both existing and new capacity.

Jashandeep Chadha – Nomura: Understood, sir. That makes it clear. Thank you so much, sir, and I will join the queue again.

Management: Thank you.

Operator: Thank you. The next question is from the line of Ritesh Shah from Investec. Please go ahead.

Ritesh Shah – Investec: Hi, sir. Thanks for the opportunity. First of all, congratulations on a thoughtful capex plan in which the cement-to-clinker ratio is increasing sharply and the implied capex intensity is quite competitive. I have a few questions. First, is it fair to assume that all the announced projects will be eligible for state-level fiscal incentives under the current industrial policies?

Management: Mostly yes. When it comes to the Northeast, we will have a somewhat higher level of incentives, and the same applies to Uttar Pradesh. Otherwise also, you can assume that there are incentives. To add to this point, even the existing projects that are being commissioned or have completed commissioning will accrue incentives to me in the coming quarters. So, it is a combination of both the existing projects that are being commissioned and the new projects.

Ritesh Shah – Investec: Sure. Sir, my second question is about the cement-to-clinker mapping provided in the slides. There are 4 assets—Godda, Muzaffarpur, Kalamboli, and Dadri—where the clinker lead is upwards of 700 km, except Dadri to Jodhpur, which would probably be 700 km. Given this long clinker lead, how should we look at the underlying economics?

Management: [pause] Yes. Thank you. In terms of the overall transportation cost versus the overall market potential, what we have done is fairly positive: grinding closer to the market is substantially beneficial, even after accounting for the higher movement of clinker. Clinker {? gets moved ?} by rail, while cement movement by road is always better in a short-lead market.

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Ritesh Shah – Investec: Sir, let me put it the other way around. Given that the cement-to-clinker ratio will increase, are we looking to use more group-captive fly ash? We mapped a few assets, and I think this covers a lot of the requirement. What is the strategy for fly ash procurement, and what will be the ex-plant fly ash transfer pricing? I think this will also aid the economics and reduce the risk associated with a longer inbound clinker feed to the GU. If you could provide some numbers, it would be quite useful, sir.

Management: Ritesh, thank you. That is a very important point. Fly ash is one of the important synergies and strengths that the group provides to me. As you know, we have a long-term agreement with the group's thermal power plants for supplies of fly ash. This comes to me at very competitive pricing on a landed-cost basis.

This is also one of the important BCFS initiatives that we have implemented and that will be further expanded in the next 2 quarters. Fly ash will give me a competitive advantage over other players. Currently, I have tied up 20 million tons of fly ash with the group's thermal power plants. As they expand, I will have the opportunity to tie up further volumes with them. So, we will be substantially well covered.

I also have the opportunity to sell this fly ash, and I have the opportunity to move into value-added products relating to fly ash. So, I think it is a three-pronged strategy for us. Even now, you can see that we have been selling fly ash in the market, and it becomes value-accretive for me in this quarter as well as in the previous quarter. This is a very important benefit that we are going to receive.

I also want to highlight another important point that has not been discussed, relating to fuel. I am sure you would have compared my fuel cost with those of other peers, and you can see that there has been good mitigation of the escalated Middle East crisis. In terms of our fuel cost, we have successfully consumed a larger portion of domestic coal and have therefore controlled the escalation in fuel costs. This approach will continue, and the group's synergies will also help me mitigate any such aberration in energy or fuel costs. These synergies have now started to come through and help the business in terms of cost optimization.

Ritesh Shah – Investec: Sure, sir. Just one last question. Which wholly owned subsidiaries have redeemed the OCDs? Would it be possible for you to name the [cut off]

Management: ...little lower. The option to pay with OCDs is already in place, but I do not see any meaningful or material impact here. These are purely accounting structures that they would have used, right?

One would have to do the ICD of ACC, which is now covered under the merger in any case. That also carries an 8% interest rate, but with the upcoming merger, I think all of that will be sorted out.

Ritesh Shah – Investec: Sure. Thank you so much for the detailed answers. All the very best.

Operator: Thank you. The next question is from the line of Rahul Gupta from Morgan Stanley. Please go ahead.

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Rahul Gupta – Morgan Stanley: I have 2 questions. My first question is on volume growth for the second half. You guided that you would grow faster than the industry, and in your presentation, you also highlighted that you expect industry demand to be around 6%–7% for the whole of FY27. The first half has been around 8%. I am trying to understand how you are looking at industry demand for the second half, and to that extent, how should we build your second-half growth? That is the first query. Thank you.

Management: I think we are also looking slightly higher than industry growth. I would say it will be in the higher single digits, if not double digits. The effort will be to move above double digits, but as of now, higher single-digit growth is what we are looking at.

Rahul Gupta – Morgan Stanley: Got it. My second question is on cost. Now that you have guided to around Rs.160 per ton of improvement through the second half, how should we look at third-quarter costs, especially given that the current environment continues to remain inflationary?

Management: That has already been factored in, Rahul. In the third quarter, I would like to highlight some of the support that I will receive. For example, in terms of green power, I am going to have higher consumption. In terms of the BCFC infrastructure, it will add more value by reducing costs. In terms of WHRS, 18 MW is coming up in Srikalahasti in Q3, along with some other efforts. We have a proper cost-optimization plan that will help us sustain costs and then bring them down so that our overall Rs.4,250 estimate continues. This is unless there is any further escalation or aberration in the global market. However, the current trajectory has already been factored in and gives us a good level of optimism for our FY27 target.

Rahul Gupta – Morgan Stanley: Got it. Just one thing: what would be the spot fuel cost on a per-kcal basis?

Management: Your question is about the current spot cost? The current imported cost is almost Rs.2.80–Rs.2.85 per 1,000 kcal.

Rahul Gupta – Morgan Stanley: Which was 1.87 for your second quarter, right?

Management: Yes. The 1.87, for example, was a blend. It was not 1.87 for the imported fuel; it was higher. The blend was 1.87, and therefore I highlighted that we now have a greater opportunity or advantage from domestic fuel. We will therefore be able to perform better than industry peers on this factor.

Rahul Gupta – Morgan Stanley: So, sir, what would the 1.87 be on a spot basis right now?

Management: 1.87— I am not able to understand your question. Current—

Rahul Gupta – Morgan Stanley: [overlap] Sir, the fuel cost in the second quarter on a blended basis was 1.87 per kcal. What would that number be on a spot basis right now?

Management: I would say that at that point in time it would have been around 2.2, and it is now around 2.85.

Rahul Gupta – Morgan Stanley: Got it. Thank you so much. I wish you all the best.

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Management: Thank you.

Operator: Thank you. The next question is from the line of Parvez Qazi from Nuvama Group. Please go ahead.

Parvez Qazi – Nuvama Group: Hi. Good afternoon, sir. Thanks for taking my question. Now that we are expecting better-than-industry volume growth in H2, in your estimate, what would be our exit capacity utilization rate by the end of FY27?

Management: Parvez, thank you. I wish I had something much larger to share on this, but at least we are now looking at closer to 75%.

Parvez Qazi – Nuvama Group: What would that number have been in Q2?

Management: In Q2, it was somewhat lower, around 61%-62%.

Parvez Qazi – Nuvama Group: Sure. Thank you, and all the best.

Management: I also wish to highlight that when you calculate the weighted-average capacity that will be commissioned, we will obviously factor in the time at which each capacity comes online. Therefore, the volume will come through, but in terms of capacity, we will factor in the relevant portion of the time period. We will calculate it according to that weighted average, and then the ramp-up will happen.

Parvez Qazi – Nuvama Group: Sure. Thank you.

Operator: Thank you. The next question is from the line of Indrajit Agarwal from CLSA. Please go ahead.

Indrajit Agarwal – CLSA: Hi. Thank you for the opportunity. Most of my questions have been answered. I just want to understand the current cost structure once again. Over the last couple of quarters, are we comfortable with where we are in terms of our trade and non-trade mix, which has led us to announce this expansion and industry-leading volume growth in the second half? The reason I ask is that if we look at our EBITDA-per-ton differential versus the first and third players, that remains fairly elevated at about 15%-20%. In terms of bridging that gap through the mix, are we comfortable with where we are?

Management: I would put it slightly differently, in terms of the blended cement ratio. Our effort is to increase the share of blended cement. Right now, we are closer to 82%, and we would be comfortable sustaining an 80:20 ratio, broadly speaking. Obviously, when I say blended, it gives me an advantage because fly ash is available to me. This also connects to my earlier discussion: there is a very good market for blended cement in the non-trade segment as well.

So, I think we will be comfortable on this journey across both trade and non-trade by focusing more on blended cement. Our expectation is to maintain an 80:20 blended-to-OPC ratio.

Indrajit Agarwal – CLSA: Sure. Thank you.

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Operator: Thank you. The next question is from the line of Amit Murarka from Axis Capital. Please go ahead.

Amit Murarka – Axis Capital: Hi. Thanks for the opportunity. I just want to elaborate a little on the capacity plan. When I look at your FY26 numbers for production, clinker utilization is much higher than cement utilization. Clinker utilization seems to be 75% and cement utilization 67%. There is already excess grinding capacity, as I see it. We have now announced almost 3 times as much grinding capacity as clinker capacity again. I want to understand how this math will work between cement and grinding, or clinker and grinding, given that you already seem to have either a balanced or excess grinding portfolio right now.

Management: Some of our very high-cost grinding units are temporarily closed, and over time we have the opportunity to review some of the other grinding units as well. Our focus is very clear: we want efficient assets to be part of this entire growth journey. This gives us the opportunity to get closer to markets where we see good value in sales, where we have stronger brand equity and market penetration, and it will give us that flexibility over time. You may be right that we will have some surplus grinding capacity, which is good for us.

Amit Murarka – Axis Capital: Got it. Also, on the Assam capex, could you provide the capex number for the Assam plant specifically?

Management: We will discuss those specific details separately, but broadly, as I mentioned, Rs.14,500 crore is the capex program for this 13 million metric ton expansion program.

Amit Murarka – Axis Capital: Lastly, you had shared green power sales last quarter. What was the revenue from green power?

Management: Revenue from green power sales was closer to Rs.136 crores in the second quarter.

Amit Murarka – Axis Capital: How many units were sold?

Management: The units sold were closer to 352 million units.

Amit Murarka – Axis Capital: Got it. Thanks. That is all from me, and I wish you a Happy Diwali.

Operator: Thank you. The next question is from the line of Rajesh Ravi from HDFC Securities. Please go ahead.

Rajesh Ravi – HDFC Securities: Hi, sir. Good evening to the team. My first question relates to the capex plans. There were several debottlenecking projects announced earlier, but I do not see them in the current expansion plan. Most of the announced expansions are largely centered in Maharashtra and the Northeast, with a few in the Eastern region. Could you please revisit what has happened to the earlier announced debottlenecking projects?

Management: On those debottlenecking assets, we are already working with Loesche on almost 4 of them, and they are progressing very well. I will provide you with an update upon completion, which is expected in the next 4-5 months. That program is continuing in any case.

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My emphasis here is more on the 13 million tonnes. You are right that the West has been predominant. 50% is coming in the West, and that is precisely because of the Mumbai market, where we are setting up Kalyan as a grinding unit. Dahanu has an excellent market and is close to my thermal power plant, giving me an advantage. These are very important, high-EBITDA markets. Amravati in Maharashtra is another example, and it will be served from my Maratha clinker unit. The idea is to obtain the right value mix from this investment.

Rajesh Ravi – HDFC Securities: When you refer to Maharashtra and Gujarat, our understanding is that they are also very high in non-trade sales. There is a large non-trade market driven by infrastructure projects. When you ramp up these assets, would that mean your non-trade sales share would again move above 30%-35% at the portfolio level?

Management: As I said, our focus across trade and non-trade will be blended cement. You know, Rajesh, many governments are now promoting blended cement and green cement. In fact, I have an opportunity to take the leadership position in green cement, and that will be a great market for us.

It can be both. Trade is obviously blended, but if you look at it now, my blended-cement ratio is much higher than my trade percentage because a good proportion of blended cement is also going into the institutional business. I think that is a great opportunity for us because of the overall cost economics, including fly ash and other factors. With governments introducing supportive policies, many projects are now willing to qualify for blended cement. I think we are very upbeat about that.

Rajesh Ravi – HDFC Securities: Thank you. This is very useful. On this capex, have the equipment orders already been placed? A good portion of the projects would be coming up in the next 2 years. What is the progress in terms of equipment ordering?

Management: The equipment has already been ordered, and we have already appointed the PMC consultant. We have completed the preparatory work. As I told you last time, once we were ready, we would come to you. In the meantime, we have completed all the background work, which gives us confidence in an execution plan of 14-18 months. That is what I have informed you.

Rajesh Ravi – HDFC Securities: Understood. For this financial year, what capex guidance are you looking at? We have incurred close to Rs.3,000 crore in capex in the first half, so—

Management: I answered that. We had a program of Rs.6,500-Rs.7,000 crore for this year.

Rajesh Ravi – HDFC Securities: Right. 35 [cut off]

Management: [inaudible] is already through, and the balance of 35, between Rs.3,000-Rs.3,500 crore, will be incurred in the second half.

Rajesh Ravi – HDFC Securities: So, around Rs.6,000-Rs.7,000 crore this year, and Rs.7,000 crore each in the next 2 years is how one should look at it?

Management: Yes, and the second half will also include the Warsaliganj and Amravati capex programs. The Amravati address is part of this Rs.4,500 crore, but part of it is also coming in the second half.

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Rajesh Ravi – HDFC Securities: Understood. The power cost that you mentioned relates to the surplus green power that you sold. From a consolidated accounting perspective, in the consolidated books, is this part of revenue, or is it netted off at the power-cost level?

Management: No, it is part of other income in revenue, basically.

Rajesh Ravi – HDFC Securities: Operating—

Management: Other operating income.

Rajesh Ravi – HDFC Securities: It is part of other operating income, okay. Correct. Lastly, on the cost-saving journey, specifically from Q2 to Q4, we are looking at fuel costs increasing by at least Rs.50-Rs.100 per tonne, given the rise we have seen in fuel costs. What offsetting factors are you looking at that can help you reach the full-year target of around Rs.4,100? From Rs.4,410 in Q2, you would be targeting close to Rs.4,150 in Q4. That is a sharp reduction of around Rs.250. What would drive those savings, given that fuel prices are increasing?

Management: Rajesh, that is a very good question. First, our higher focus is on securing domestic coal, and that will be our primary objective. We will also operate the kilns using it because, as you know, domestic coal sometimes has high fly ash content, and therefore many companies do not operate with it. We have the skills and the opportunity to use it. That is number one.

Number two, as I mentioned, we have already factored in the current escalation. If there is any further aberration, the only opportunity is price improvement. I already mentioned that we have realized price increases in the first month. We expect more progressive hikes in the coming months because the industry will pass on some of these costs to customers if they exceed a reasonable level. So, that is the available lever.

Rajesh Ravi – HDFC Securities: Great. Okay, sir. Lastly, have the trade volumes you achieved in October been in line with your target for industry-leading growth in Q3 and Q4?

Management: No. In fact, I would say that, according to management expectations, we have significantly greater potential. Therefore, I would raise my expectation for a higher level of trade growth in Q3 and Q4.

Operator: Thank you. The next question is from the line of Ashish Jain from Macquarie Capital. Please go ahead.

Ashish Jain – Macquarie Capital: Hi, sir. Good evening. Most of my questions have been answered. I have just 2 short questions. First, you said that some of the older plants are inefficient and currently not operating. Should we assume that over time this 155 million tonnes figure will come down as some of those plants are permanently mothballed or brought down?

Management: At least a couple of million tonnes here and there, because we are still trying to conduct detailed engineering and determine how costs can be reduced for those plants. However, you can consider 2-3 million tonnes here and there within that package.

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Ashish Jain – Macquarie Capital: Secondly, the medium-term cost-saving roadmap had freight as a major driver. While we have done a phenomenal job on green power and have visibility for further increases, could you speak about our progress on freight-led cost savings and where we are in that journey?

Management: In terms of the freight-cost journey, the first step is to reduce the lead. That is one of the important initiatives. I was highlighting that when we set up plants closer to the customer base. You have seen that our lead has come down in Q2 versus Q1, and with the ramp-up of our new facilities, it will come down further in Q3 and Q4. So, the first advantage is the reduction in lead.

Second, some of our initiatives relate to electric vehicles. I am expecting almost 400 electric vehicles to start operating by March 2027. I have already shown pictures of the vehicles at Sanghi, for example. Those green vehicles are already stationed there and will start operating. The same applies to Ahmednagar and other locations. You will see those developments.

Third, although this relates more to fly ash, the use of BCFC is another initiative. As you know, the Government of India has introduced a specific incentive scheme for using BCFC. These initiatives will help us. For example, the movement of fly ash from Tiroda to Kalamboli gives me an advantage. We have a complete mapping of the logistics savings from using BCFC, apart from the incentives under the railway policy.

Another important point is overall OET, or order execution time, and the use of technology in this area. We have highlighted how we have successfully mapped DigiPrint across India. DigiPrint is the overall master database, which historically existed with ACC and Ambuja, but we have now completely revamped it. Tracking inefficiencies in backloading and conducting the right negotiations with transporters are examples. All these inefficiencies that were previously hidden are now becoming visible and helping us gain an advantage.

There is a lot involved. One aspect is investment-driven, the second is efficiency-driven, and technology will help us substantially in this area. When you visit our headquarters, we will show you CINOC, which is helping us significantly with logistics. CINOC stands for Cement Intelligent Network Operating Center.

Ashish Jain – Macquarie Capital: Great, sir. I look forward to that. Thank you so much.

Operator: Thank you. The next question is from the line of Ritesh Shah from Investec. Please go ahead.

Ritesh Shah – Investec: Hi, sir. Thanks for the opportunity again. I wanted to get some color on the fuel mix. Would it be possible for you to quantify how much linkage coal you are drawing? Second, I believe the captive Gare Palma IV/4/8 block is operational. How much are we receiving from it? I would also like to know the status of the other blocks, one being Dahegaon and the second being Saraipali East. If you could provide some timelines and volumes, it would be quite useful, sir.

Management: I will not provide specific volume details, although I have them. However, to highlight, we have a higher reliance on domestic fuel. As far as the broad percentage split between imported and domestic fuel is concerned, imported fuel is less than 40%, and domestic fuel is more than

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50%.

Ritesh Shah – Investec: Can you break down the 40% between petcoke and imported thermal coal?

Management: Broadly, I would say that petcoke is around 10%-12%, and imported coal is closer to 28% or slightly less.

Ritesh Shah – Investec: Sure. My second question is about the SLAs that we already have in place and how we should look at them. We had heard that we were looking to extend SLAs from manufacturing to logistics as well. Is there any progress on that? With this new capex announcement, how should we interpret SLAs for incremental expansions or for the overall facilities we already have in place?

Management: SLAs are progressing very well, Ritesh. As we speak, Salai Banwa and all my new grinding units are operating under SLAs with vendor partners, and we are moving very well within a strong vendor-partner ecosystem. I am happy to share that things are progressing extremely well, even better than we anticipated.

Ritesh Shah – Investec: And what about logistics?

Management: The logistics journey has started. In the case of 5 plants, we have already moved to SLAs, and the feedback is again quite positive. The automation and SLA programs are both progressing well, and you will see the benefits in Q4. The benefits of efficiency and accountability will come through over time.

Ritesh Shah – Investec: Sir, just a follow-up. This was introduced after our cost targets had already been set. Does the cost guidance we have given already factor this in, or, to ask it another way, probably [cut off]

Management: [overlap] It is all factored in. It would be very difficult to synthesize each item individually. It is all factored in. Since this is a going concern, these are all part of the guidance.

Ritesh Shah – Investec: Sure. Thank you so much. Thanks.

Management: Yes.

Operator: Thank you. The next question is from the line of Harsh Mittal from Emkay Global Financial Services. Please go ahead.

Management: Yes, please go ahead.

Operator: Harsh, please go ahead with your question.

Harsh Mittal – Emkay Global Financial Services: Hello, can you hear me?

Operator: Yes, we can hear you now. Please proceed.

Harsh Mittal – Emkay Global Financial Services: Yes. Good evening, team. Thank you for the opportunity. I have 2 bookkeeping questions. The first is on the low tax rate in this quarter. Could

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you provide some color on why it was so low?

Management: The main factor is the merger. As a result, we have the tax shields of Penna and others. Sanghi, for example, is also included as part of the merger. When I say that the merger is EPS-accretive, one component is the efficient tax rate.

Harsh Mittal - Emkay Global Financial Services: Understood. Sir, my second question is: what is the current consolidated clinker capacity and the clinker-to-cement ratio in the first half of FY25? Thank you.

Management: In terms of clinker, I have 59 million tonnes of capacity, and the clinker ratio is around 66%.

Harsh Mittal - Emkay Global Financial Services: Understood. Thank you. Those were my questions. Thank you, and all the best.

Management: Thank you.

Operator: Thank you. The next question is from the line of Satyadeep Jain from Ambit Capital. Please go ahead.

Satyadeep Jain - Ambit Capital: Hi, thank you. I have one follow-up on the capacity expansion. We have already placed the orders. Given what you have learned over the last 2 years with Chinese suppliers, and I am not sure whether the delays in Maratha are also related to delays in Chinese approvals and so on, will the Assam project also use Chinese suppliers? I am trying to understand how you are looking at the supply chain.

Management: Satyadeep, I would not specifically highlight any particular name. As a process, there is scope for improvement, and therefore we have now reinforced the execution plan. I think all our partners are willing to work in line with our defined timeline.

Satyadeep Jain - Ambit Capital: In terms of building flexibility for GUs, how would that work? Are you saying there would be opportunities where you use one GU over another, thereby moving toward more efficient GUs, or—

Management: No, not in that way, Satyadeep. That point was specific to the discussion on the East. Otherwise, across the business, there is a complete mapping of clinker and grinding. When we say there is some flexibility, it means that depending on the market and market share, we can operate both grinding units at an optimum mix instead of operating one at 100% and the other at 0%. That mix and match will be present in the business, and it gives us that opportunity.

Satyadeep Jain - Ambit Capital: Regarding Sanghi, are you gaining confidence in adding more grinding capacity tied to Sanghi because of the clinker silo that you have been building? What exactly is driving this confidence in adding more GU capacity tied to Sanghi, given the current capacity utilization?

Management: We have always had confidence in Sanghi and never had any doubt about it. Both kilns are now fully up and running, and you will see a very substantial improvement in Sanghi's

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utilization as well as cost efficiency. This is one asset for which I will provide some very positive developments regarding a complete turnaround. The same applies to Penna.

Satyadeep Jain – Ambit Capital: Okay. Thank you, ma'am.

Operator: Thank you. The next question is from the line of Navin Sahadeo from ICICI Securities Limited. Please go ahead.

Navin Sahadeo – ICICI Securities: Thank you very much for the follow-up. I have some clarifications. One is on the share of green power. In the Q2 presentation, I see that you mentioned a 61% share of green power, whereas Q1 was reported as 48%. However, when I refer to the Q1 presentation, it says 34%. I wanted to understand whether I am missing [cut off]

Management: Navin, to clarify, when I say 61%, it includes the company-level figure. There are 2 components: consumption and sale. The 61% includes both. In previous quarters, they may have shown it on a consumption basis. I have now reported it on an overall company-level basis because, in any case, I consume what I sell. At the company level, our net green power is 61%.

Navin Sahadeo – ICICI Securities: Understood. Clear. To confirm again, cash outflow from a capex perspective, including maintenance and the new capex that you have announced, is about Rs.6,000-Rs.6,500 crores this year, which is FY24, and around Rs.7,000-Rs.7,500 crores in FY25 and FY26. Is that correct?

Management: That is correct, Navin. As we said, this year's guidance was around Rs.7,000 crores. Rs.35 crores has already been incurred and the balance remains, and for the next 2 years, Rs.7,500 crores is the broad estimate, right, Navin?

Navin Sahadeo – ICICI Securities: Yes. My last question is about the deficient monsoons. ACC was the first, frankly, to highlight the potential impact of deficient monsoons, when we estimated industry growth at 4%-5%. Now that drought has been declared in states that are large markets for us, including Maharashtra, Karnataka, Andhra, and Rajasthan, how are we viewing this? In light of this impact, how should one look at demand, or do you think it should not really matter?

Management: It definitely matters, Navin, and you are right. We were the first, somewhere in the first quarter itself, to highlight the expected deficient monsoon. You are also right that a few states have declared drought. Obviously, there will be repercussions, perhaps with some lag. We will pass through Q3 and Q4, but I am told that some states may also moderate the construction cycle and related activity. We will see how that develops. As of now, we have not faced that problem, and we are waiting and hopefully will not face it, but there are such headwinds in the cement industry.

Navin Sahadeo – ICICI Securities: Very clear, sir. Very helpful. Thank you, and all the best.

Management: Thank you.

Operator: Thank you. The next question is from the line of Gaurav Nagori from Avendus Spark. Please go ahead.

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Gaurav Nagori – Avendus Spark: Thanks for the opportunity. My first question is whether it is possible to share capacity utilization in the acquired assets, specifically Penna and Sanghi, in the first half of FY24.

Management: I would prefer to complete a full revamp of those facilities in Q3 and Q4. That would be a better opportunity for us to discuss, Gaurav. However, I have indicated where we are at the company level: around 61%, and it is a good opportunity for us to ramp up these capacities without losing sight of value.

Gaurav Nagori – Avendus Spark: Sure. I have one question on realization. If we look at your 6-month realization and compare it with the Q4 average, your blended realization has grown more slowly than that of peers, even though your trade mix has increased. Non-trade has not grown as quickly as trade, yet realization growth has been quite underwhelming. Is there a reason for this? Is it due to the regional mix, or is there another reason you can highlight?

Management: The journey has started, and the benefit will come. Sometimes you have to jump-start it, and that is what we have done—a jump-start in trade. I think it will become value-accretive with every passing quarter. In my estimate, with this focus, I am getting approximately Rs.40 per ton extra compared with what I would have received otherwise. This will be Rs.40 extra per ton in each of the next 2-3 quarters, and by June, we should be getting almost Rs.150 per ton of benefit from this value benefit coming from trade. So, we are working on it.

Gaurav Nagori – Avendus Spark: Thank you.

Management: Okay.

Gaurav Nagori – Avendus Spark: Sir, just one last question.

Management: Yes, please.

Operator: Yes, please continue.

Gaurav Nagori – Avendus Spark: You started the concept of outsourcing cement operations a few years ago. Could you provide a status update on that? How much of the total cement capacity is currently operated under contract by third parties, and what is the target for the incremental capacities you are adding?

Management: As we speak, many of my new GUs are being operationalized with partners, including Kalamboli, Salai Banwa, Bathinda, Penna, Jodhpur, and Dahej. When you say third party, I would describe them as my partner or vendor partner. We now have a very strong ecosystem with them. In every successive month and quarter, you will see this becoming a defining part of our operations, as these vendor partners bring significant efficiency and experience to our business.

Gaurav Nagori – Avendus Spark: Understood. Do you have any internal target for the proportion of total consolidated capacity that you want to place with partners, or is there nothing of that sort?

Management: There is no fixed percentage target. As we become comfortable and make our partners comfortable, this will be a process of mutual progression.

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Gaurav Nagori – Avendus Spark: Understood. Thanks for the answers, sir. Thank you.

Management: Thank you.

Operator: Thank you. The next question is from the line of Shravan Shah from Dolat Capital. Please go ahead.

Shravan Shah – Dolat Capital: I have 2–3 data points, sir. How much was the fly ash revenue in Q2, which is part of other operating revenue?

Management: Shravan, fly ash revenue was closer to Rs.25 crores. That is the figure we have. Yes, Rs.25 crores.

Shravan Shah – Dolat Capital: And that roughly [cut off]

Management: Yes, Q2, Q2.

Shravan Shah – Dolat Capital: And that roughly represents 10% at the EBITDA level, while for RE it would be around 5% EBITDA on the Rs.136 crores of revenue?

Management: No, let me put it to you again, because I am not sure exactly what you are asking. Fly ash sales revenue was Rs.25 crores. As I mentioned earlier on another call, RE power sales revenue was closer to Rs.136 crores. Together, it is around Rs.150 crores, broadly speaking.

Shravan Shah – Dolat Capital: At the EBITDA level, RE would contribute around 5%, and fly ash around 10%, roughly?

Management: Together, it would be closer to almost Rs.97 per ton. That is the calculation, basically.

Shravan Shah – Dolat Capital: Okay. And RMC EBITDA would be around 6%–7%?

Management: Yes, I think it is closer to 7%.

Shravan Shah – Dolat Capital: Okay, got it, sir. Thank you, and all the best.

Management: Thank you, Shravan. Thank you.

Operator: Thank you. Ladies and gentlemen, that was the last question. I would now like to hand the conference over to the management for closing comments. Over to you, sir.

Management: Thank you. I think it has been a very interesting Q&A session, and I hope we have addressed all the questions in detail, as we usually do. Our presentation is also very exhaustive and provides much more detail. My team is available for any further questions you may have. Before I log off this call, on my behalf and on behalf of my entire team at Adani Cement, I wish you all a very Happy Dhanteras, a very Happy Diwali, and season's greetings. Thank you very much. Thank you.

Operator: Thank you. On behalf of Motilal Oswal Financial Services Limited, that concludes this conference. Thank you for joining us, and you may now disconnect your lines.

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