



1st November, 2023

То

National Stock Exchange of India Limited	BSE Limited	Luxembourg Stock Exchange
Scrip Code: AMBUJACEM	Scrip Code: 500425	Code: US02336R2004

Sub: Investor Presentation under Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations 2015

Dear Sir/Madam,

In continuation of our letter dated 29th October, 2023 regarding Analyst/Institutional call scheduled on 01st November 2023, we are enclosing herewith Presentation titled 'Operational & Financial Highlights' of the Company for the quarter and half year ended on 30th September, 2023.

The above information shall also be made available on the Company's website at <u>www.ambujacement.com</u>.

Kindly take the above on your records.

Thanking you,

Yours faithfully,

For Ambuja Cements Limited

Hitesh Marthak Company Secretary & Compliance Officer Encl.: as above.

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Operational & Financial Highlights

For the Quarter Ended September 30, 2023



Results at Glance





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Adani Group Profile



Adani Portfolio: A World class infrastructure & utility portfolio



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adani



(%): Promoter equity stake in Adani Portfolio companies (%): AEL equity stake in its subsidiaries

A multi-decade story of high growth centered around infrastructure & utility core

1. NQXT: North Queensland Export Terminal | 2. ATGL: Adani Total Gas Ltd, JV with Total Energies | 3. Data center, JV with EdgeConnex, AEL: Adani Enterprises Limited; APSEZ: Adani Ports and Special Economic Zone Limited; AESL: Adani Energy Solutions Limited; T8D: Transmission & Distribution; APL: Adani Power Limited; AGEL: Adani Green Energy Limited; AAHL: Adani Airport Holdings Limited; ARTL: Adani Roads Transport Limited; ANL: Adani New Industries Limited; AWL: Adani Wilmar Limited; ADL: Adani Digital Limited; IPP: Independent Power Producer | NDTV: New Delhi Television Ltd | PVC: Polyvinyl Chloride | 4. Cement business includes 63.19% stake in Ambuja Cement which in turn owns 50.05% in ACC Limited. Adani directly owns 6.64% stake in ACC Limited | 5. Includes the manufacturing of Defense and Aerospace Equipment I Promotors holding are as on 30th September;2023

Adani Portfolio: Decades long track record of industry best growth with national footprint adani



Note: 1. Data for FY23; 2. Margin for indian ports business only, Excludes forex gains/losses; 3. EBITDA = PBT + Depreciation + Net Finance Costs – Uther Income; 4. EBITDA Margin represents EBITDA earned from power supply 5. Operating EBITDA margin of transmission business only, does not include distribution business, PBT - Profit before tax, ATGL-Adani Total Gas Limited, AEL: Adani Enterprises Limited, APSE2: Adani Ports and Special Economic Zone Limited, AESL: Adani Forey Solutions Limited, APL: Adani Forey Solutions Limited, APL: Adani Enterprises Limited, AGEL: Adani foren Energy Limited I forwith represents the comparison with respective industry segment. 6. Growth pertains to expansion and development aligned with market growth. Growth of respective Adani port and 390 MMT (13%) between 2014 and 2023, outpacing the industry's growth from 972 MMT to 1433 MMT (4%). AGEL's operational capacity expanded from 0.3 GW to 8.1 GW (60%) between 2016 and 2023, surpassing the industry's growth from 3/41,551 ckm to 4/71,341 ckm (5%). ATGL expanded its geographical areas from 6 to 52 (31%) between 2015 and 2023, outperforming the industry's growth from 6 to 293 (21%).

Adani Portfolio: Repeatable, robust & proven transformative model of investment

Development Operations **Post Operations** . . 🏊 . . Project Management & Assurance Group AIMSI 1 Policy Strategy - Disk

Cen	enter of Excellence Project Management & Assurance Group		ter of Excellence Project Management & A		of Excellence Project Management & Assurance Group		P	olicy -Strategy	/ - Risk
	Origination	Site Development	Construction	Operation		Capital Mg	mt		
Activity	 Analysis & market intelligence Viability analysis Strategic value 	 Site acquisition Concessions & regulatory agreements Investment case development 	 Engineering & design Sourcing & quality levels Equity & debt funding at project 	 Life cycle O&M planning Asset Management plan 	of as: • Opera	signing capital s sets itional phase fun stent with asset l	ding		
DCe	India's Largest Commercial Port (at Mundra)	Longest Private HVDC Line in Asia (Mundra - Mohindergarh)	2,140 MW Hybrid cluster operationalized in Rajasthan in FY23	Energy Network Operation Center (ENOC)	• Forex	ion Risk Matchir Currency Risk M est Rate Risk ma	lanagement		
forma	Highest Margin among Peers	Highest line availability	India's first and World's largest solar- wind hybrid cluster	Centralized continuous monitoring of plants across India on a single cloud based platform		nance & Assurar			
Per	C. Barrows				Excellen	34 %	5% 11 % 15% 2%		

Note 1 Adani Environmental Resource Management Services Ltd. (additional company is being proposed)

Phase

> O&M: Operations & Maintenance, HVDC: High voltage, direct current, PSU: Public Sector Undertaking (Public Banks in India), GMTN: Global Medium-Term Notes SLB: Sustainability Linked Bonds, AEML: Adani Electricity Mumbai Ltd., AIMSL : Adani Infra Mgt Services Pvt Ltd, IG: Investment Grade, LC: Letter of Credit, DII: Domestic Institutional Investors, COP26: 2021 United Nations Climate Change Conference; AGEL: Adani Green Energy Ltd., NBFC: Non-Banking Financial Company

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adani

PSU Pvt. Banks Bonds NBFCs & FIs • DII • Global Int. Banks • PSU – Capex LC



Adani Cement (Ambuja + ACC) - Overview



Adani Cement: Builders of Progress in India









67.5[#] MTPA Cement Capacity

1,03,000 Channel partners across India

17 Integrated Units

14[#] Grinding Units

83+ Ready-Mix Concrete plants 10 Captive Ships

5 Bulk Cement Terminals

89% Share of Blended Cement

7.0% Thermal Substitution Rate

60.5% Clinker Factor

* As on 30.09.2023

In addition

1. 1 MTPA GU in Ametha expected to be commissioned in Q3 FY'24

2. Order placed for capacity expansion of 14 MnT Cement incl. 8 MnT Clinker (Bhatapara & Maratha), under implementation



Iconic brands	High Patronage	High contribution from Trade segment	National presence
AmbujaStrengthOriginal disruptor with ViratCompressiveStrengthPioneered brand building &technical servicesCCCHeritageIndia's 1st Cement CompanyInter-generationallegacyPioneeredproductdevelopment	IHB Professionals	Ambuja + ACC - 79% Industry - 65%Industry - 65% <td>% of Sales 29% 14% 27% 20%</br></td>	% of Sales 29% 14%





Performance Highlights

For the Quarter Ended September 30, 2023

03



Financial results (for the Qtr.)



KPIs	UoM	Ambu	ija Consolic	lated	Amb	uja Standa	lone	AC	C Standalo	ne
		Sep 23	Jun 23	Sep 22	Sep 23	Jun 23	Sep 22	Sep 23	Jun 23	Sep 22
Revenue from Operation	Rs. Cr	7,424 *	8,713	7,131	3,970	4,730	3,676	4,435	5,201	3,987
EBITDA (Excl. Other Income)	Rs. Cr	1,302	1,667	327	773	949	313	548	769	15
EBITDA (%)	%	17.5%	19.1%	4.6%	19.5%	20.1%	8.5%	12.4%	14.8%	0.4%
EBITDA (PMT)	Rs./Ton	995	1,082	255	1,020	1,040	443	675	816	22
Other Income	Rs. Cr	476	263	109	378	189	39	208	78	69
РВТ	Rs. Cr	1,340	1,512	39	880	867	157	516	623	(122)
РАТ	Rs. Cr	987	1,135	51	644	645	139	384	464	(91)
EPS (diluted)	Rs	3.74	4.31	0.47	3.03	3.07	0.70	20.41	24.64	(4.85)

* Net of sales between Ambuja and ACC (MSA sales)



Ambuja Cement (Consolidated) Cement Business (for the qtr.)



Sales volume growth of 2% driven by

- Micro markets management
- Expansion of Dealers network -1050
- Push on expansion of new markets, Continuous focus on improvement of quality of sales will drive growth in volume further

Revenue higher by 5% driven by

- Strong focus on enhancing brand visibility by renewed marketing campaign
- Products basket optimization with focus on premium product positioning
- Premium products as a % of trade sales has increased by 0.8 pp to 23.4%

Various initiatives on Cost leadership and efficiency improvements along with volume expansion have contributed in

- EBITDA up by Rs 949 Cr by (303%)
- Margin expansion by 13.2 pp from 4.6% to 17.8%

EBITDA PMT up 290% YoY backed by

- Cost leadership journey
- Long term tie-up for key raw materials
- Improved synergies within cement business and group

Journey of Business Excellence Continues...



Ambuja Cement (Consolidated) Cement Business (for the qtr.)





Cost increased by Rs 84 PMT due to FlyAsh, Gypsum, Limestone purchase; strategic initiatives like

- Long term sourcing of FlyAsh,
- Manufacturing of Synthetic Gypsum
- Measures for Limestone

have been initiated to reduce the costs



Power & Fuel Costs reduced due to

Increased usage of WHRS (Mix as % of

Kiln Fuel Cost reduced from Rs 2.94 to

Replacing costlier fuel with low cost

alternative

Source and mix optimisation

total power 3.4% to 11.9%)

_

source

Maximising

consumption

Rs 1.82 / 000 kCal

1,421 1.391 1,347

Jun-23

Sep-23

-3%



Other Expenses

Decline in Cost due to

Sep-22

- _ Stronger adherence to route planning
- Renegotiations of commercial terms to optimize costs
- Leveraging digitization to optimize tracking mechanism and costs
- Direct Dispatch from 44% to 49% _
- Rail Co-efficient from 26% to 28%
- Primary Road lead from 174 to 165 km

Strategic initiatives rolled out to further reduce by Rs 150 PMT

Unified Organization structure has helped to bring synergies and reduce / sustain on cost

Journey of Cost Leadership Continues...

fuel



Ambuja Cement (Standalone) Cement Business (for the qtr.)



1,020

Sep-23



Sales volume growth of 7% mainly driven by

- Micro market management
- Expansion of dealer network 520
- Improving efficiency parameters
- Push on expansion of new markets

8% higher revenue driven by

- Strong focus on enhancing brand visibility by renewed marketing campaign
- Premium product positioning in IHB segment helping in realizing higher premiums in price

Volume expansion coupled with various initiatives on Cost reduction and efficiency improvements are contributing to

- EBITDA up by Rs 460 Cr
- Higher margin by 11.0 pp (from 8.5% to 19.5%)

EBITDA PMT up 130% YoY backed by

- Cost excellence journeys
- Efficiency improvement initiatives
- Long term supply arrangements
- Improved synergies within cement business



Ambuja Cement (Standalone) Cement Business (for the qtr.)





While cost increased by Rs 60 PMT on a/c of FlyAsh, Gypsum, Clinker & Limestone purchase; strategic initiative like

- Long term sourcing of FlyAsh,
- Manufacturing of Synthetic Gypsum
- Measures for Limestone has been initiated to reduce the costs

Costs are reducing constantly by

- Mix and Source optimization
- Increased usage of WHRS from 3.9% to 15.1%
- Maximization of Alternative fuels
- Kiln Fuel Cost reduced from Rs 2.72 to Rs 1.79 /'000 kCal

Reduction trend in costs are driven by

- Minimizing deviations from route planning at micro market level
- Commercial terms renegotiations wherever potential for savings in costs
- Digitization & technical measures initiatives
- Direct Dispatch 48% to 58%

Strategic initiatives to reduce these costs further

Reduction trend of costs continues mainly driven by

- Unified Organization structure
- New operating business model led to improvement in business parameters



ACC (Standalone) Cement Business (for the qtr.)





Sales volume growth of 17% driven by

- Dealer network expansion 530
- Strong focus on micro markets

Push on expansion of new markets
 Continued focus on improvement of
 quality of sales will drive growth in
 volume further

Revenues up by 14% driven by

- Renewed marketing campaign helping to improve brand equity in micro markets
- Premium products as a % of trade sales has increased by 1.6 pp to 32.1%

Various initiatives on Cost savings $\ensuremath{\mathcal{B}}$ efficiency improvements along with volume expansion have contributed to expansion of

- EBITDA by Rs 510 Cr
- Margin expansion by 12.3 pp from 0.1% to 12.4%
- EBITDA PMT has seen consistent expansion, backed by cost & efficiency improvement initiatives.
- Cost optimization
- Long term tie-ups for key raw materials
- Improved synergies within cement business and group
- Efficiency improvement achieved backed by investments



ACC (Standalone) Cement Business (for the qtr.)



Cost increased by Rs 56 PMT due to FlyAsh, Gypsum

Strategic initiatives like

- Mix & source optimization
- Maximizing alternative เลพ material consumptions.
- Long term contract for key raw materials contributing to bringing down raw material costs.

have been initiated to reduce the costs

Reduction in power & fuel cost driven Cost reductions driven by

- bv Optimization of fuel mix, _
- 2.9% to 8.9%
- Maximizing consumption of low- GPS & other technology measures cost fuels
- Higher consumption of alternative fuels

- Detailed route planning at micro market level
- Enhanced usage of WHRS from Renegotiations of commercial terms

New operating business model and increased synergies within cement business and quorp resulting in lower other expenses



Ambuja Cement (consolidated): Financial Statement Position

Ambuja Rs Cr Cement

Particulars	30.09.23	31.03.23	Change	Key Reason for Change
Net Fixed Assets	27,097	26,077	1,019	Ametha Capitalisation of Clinker unit - Rs.1106 Crs. (Capitalistion of GU and WHRS will be done once COD is achieved)
Investment in Associates / JVs	169	186	(17)	
Non-Current Assets	4,060	3,282	778	Capital advance for Bhatapara, Maratha, Sankrail
Net Working Capital	1,740	1,329	410	Inventory and Trade Receivables
Cash and Cash Equivalents*	11,721	11,845	(134)	
Total Assets	44,786	42,719	2,067	
Equity & Networth	40,304	38,757	1,547	Profit after tax for 6 months; less Dividend paid of Rs. 585 Crs.
Non-Current Liabilities	1,598	1,451	147	Right of Use for Assets taken on Long Term Lease
Other Liabilities	1,943	1,842	101	Security Deposits from customers & Liability for Capital Expenditure
Net Tax Liabilities	941	669	272	
Total Liabilities	44,786	42,719	2,067	
Cash & Cash Fastinglasta under unique banda of	70.00.07	71 07 07	Change	

Cash & Cash Equivalents under various heads of Balance Sheet (as required under Ind AS)	30.09.23	31.03.23	Change
2 (b) (ii) Cash & Cash Equivalents	1,136	544	592
2 (b) (iii) Bank balances other than cash and cash equivalents	2.263	2,063	200
2 (b) (v) Other financial assets – Current	7,974	7,124	850
1 (g) (iii) Other financial assets – Non-Current	24	1,799	(1,775)
Free Cash (Other than Cash Lien marked)	11,397	11,530	(133)
2 (b) (iii) & (iv) Lien marked Cash (CCI and other ongoing court cases)	324	315	9
Total Cash & Cash Equivalents	11,721	11,845	(124)

Cash and Cash Equivalents Investment details	30.09.23
Fixed Deposits	10,585
Current Accounts	806
Mutual Funds	330
Total Cash & Cash Equivalents	11,721



Ambuja Cement (consolidated): Cash & Cash Equivalents position

Ambuja Cement

Synopsis of the changes in Cash & Cash Equivalent

Cash Balance	Rs. Crs
Opening balance as on 1st Apr 2023	11,530
(+) Cash flow from operations before changes in	2,782
Working Capital	
(+) Interest Cost (net of treasury income) and lease	(168)
liability	
(-) Changes in working capital	(311)
(-) Income tax paid	(417)
(-) Dividend paid (net of receipts)	(559)
(-) Capex (incl advance) (net) & Inter Corporate	(1,461)
Deposits paid	
Free Cash (other than Cash lien marked) - As on 30th	11,397
September 2023	
(+) Lien marked cash for CCI and other ongoing court	324
cases	
Total Cash & Cash Equivalents	11,721

Cash & Cash Equivalent for the last five quarters



Net worth increased by Rs. 1,547 Crs in the H1 FY 2024 and now stands at Rs. 40,304 Crs.

Company remains Debt Free



- On 3rd August 2023, Ambuja Cement announced acquisition of Sanghi Industries Limited (SIL) at an Enterprise Value of Rs. 5000 Cr, to be fully funded through internal accruals.
- Seller CPs are in the process of completion and the acquisition is expected to close in Q3 FY' $^{\rm 24}$.
- This acquisition would help to accelerate Ambuja's goal of 140 MTPA ahead of 2028 and reinforce its position as a leader in construction materials sector.



Status – Capex on improvement & expansion (Ambuja Consol)



Debottlenecking and Efficiency Improvement

Project Description	Expected timelines for completion	Project Cost	Capex incurred till date
Waste Heat Recovery System (67 MW)	Maratha - Q4 FY24 Ambujanagar - Q1 FY25 Wadi - Q2 FY25 Chanda - Q1 FY25	1,068	404
Mechanisation (various initiatives)	FY 25	1,055	127
Geo Clean (AFR)	FY 25	157	9
BCFC Rakes	FY 25	845	38
BCFC unloading & Rail Infrastructure (14 locations)	FY 25	711	44

Capacity Expansion Projects

	Clinker (MTPA)	Cement (MTPA)	Expected timelines for completion
Debottlenecking			
Bhatinda	-	1.3	Q3 FY25
Brownfield			
Bhatapara Line 3 (CU)	4.0	-	Q2 FY26
Maratha Line 2 (CU)	4.0	-	Q4 FY26
Sankrail (GU)	-	2.3	Q3 FY25
Mundra (GU)		4.6	Q2 FY26 (1st Line) Q3 FY26 (2nd Line)
Marwar (GU)	-	2.4	Q4 FY25
Sindri (GU)	-	1.6	Q2 FY25
Greenfield			
Salai Banwa (GU)	-	2.4	Q1 FY26
Farakka (GU)	-	4.6	Q3 FY25
Total Expansion Projects	8.0	19.2	





ESG Overview



Adani Cement: Stakeholder value creation



Environmental

- Strong commitment to Sustainable Development (SD) 2030 Plan
- Geoclean, EcomaxX, AFR, WHRS initiatives to build circularity & accelerate green products
- Focus on water positivity and circular economy



Society

- Spend of ~Rs 300 Cr on various social development program (direct/partnership - Rs 97/203 Cr)
- Outreach in 13+ states benefiting 2.5 Mn people through community development projects
- Focus on Agro based livelihood, Water conservation, Health & Sanitation, Women Empowerment, etc.



Governance

- Enhanced Governance In addition to the statutory committees, there are 7 additional committees/sub-committees represented by independent directors
- 1. Legal, Regulatory & Tax Committee
- 2. Corporate Responsibility Committee
- 3. Public Consumer Committee
- 4. Information Technology and Data Security Committee
- 5. Mergers and Acquisitions Committee
- 6. Commodity Price Risk Committee
- 7. Reputation Risk Committee





ESG Framework







	RATING AGENCIES	AMBUJA	ACC
S&P Dow Jones Indices	DJSI	72	66
A Division of S&P Global	CDP - CC	В	Α-
CDP		U	
CDP	CDP - WS	В	В
	Custoischutica	25.1	29.3
	Sustainalytics	Medium risk	Medium risk
	MSCI	В	



ESG Dashboard

Ambuja Cement **ACC**



Cement



Corporate Social Responsibility



CSR @ Ambuja



Water Governance & Management	 73 Roof Rainwater Harvesting Systems constructed 134 Awareness camps on water harvesting reaching 5411 people 858 Hectare land covered under micro irrigation
Skill Based Livelihoods	 2163 Youth Trained across 17 centers of 10 states 75% Placement Rate 135 trainings conducted for women on income generation reaching 4167 women
Social Inclusion	 79 new Self-Help Groups formed involving 889 women, From the newly formed SHG with 372 women from landless families & 350 from small and marginal families
Agriculture	 Working with 2.5 lakh farmers across locations (cumulative) 386 farm ponds to improve availability of irrigation water 331013 trees planted till September 5075 MT of biomass collected and supplied through local Farmer Producer Organizations
Health	 1070 awareness camps on Menstrual Hygiene Management (MHM) Institutional Delivery rate as high as 99% 5 Healthcare centers cater to healthcare needs of approx. 30134 truckers and allied population reached
Education	 279 awareness sessions on WASH 82 schools covered under sports promotion program
Awards & Accolades	 SEDI Chandrapur received Best ITI Award from Department of Skill Development, Employment, Entrepreneurship and Innovation ACF Chirawa awarded the District Level – Bhamashah Samman 2023 for its efforts in health, sanitation and education in government schools



CSR @ ACC



Community Health	 19,739 beneficiaries reached through Community Health projects like Mobile Health Unit, Weekly OPD, Health education General & specialty Health camp.
Education	 2,646 beneficiaries touched by education program which includes quality education, School up gradation, Anganwadi up gradation, coaching classes etc.
Sustainable Livelihood	 11,853 individuals benefited through sustainable agriculture, women empowerment program, entrepreneurship, Self Help Groups and farm-based interventions skilling for village youth. 375 Youth Trained & certified across 10 centers of 6 states 64 % Placement Rate
Community Infrastructure Development	 9,753 beneficiaries reached through water conservation projects includes construction of Check dam, Ponds, Roof top rainwater harvesting etc, 156 Thousand Cubic Meter additional storage created bringing 663 Hector under irrigation 10,686 additional community members benefited from other infrastructure development activities
Stakeholder Engagement	 8,827 beneficiaries reached through celebrations of National days, facilitation of Government schemes, Sports interventions. 28,275 saplings planted bringing 203 acres under green cover as part of 100 million trees pledge of Adani group







As and when



Public Consumer Committee comprise of 100% independent directors





Accolades & Awards







Recognised as Iconic Brand of India 2023 by Economic Times



Accolades & Awards





Recognised as Energy Efficiency Units at the 24th National Awards for Excellence in Energy Management by CII



Received 11 Awards at Annual Mines Safety Fortnight Awards for excellence in safety showcased by Gare Palma Safety Mines



Recognised by CII for Excellence in Safety, Health & Environment



Recognised as Energy Efficiency Units at the 24th National Awards for Excellence in Energy Management by CII





Abbreviations



Abbreviations



ATGL	Adani Total Gas Ltd
AEL	Adani Enterprises Limited
APSEZ	Adani Ports and Special Economic Zone Limited
AESL	Adani Energy Solutions Limited
APL	Adani Power Limited
AGEL	Adani Green Energy Limited
AAHL	Adani Airport Holdings Limited
ARTL	Adani Roads Transport Limited
ANIL	Adani New Industries Limited
AWL	Adani Wilmar Limited
ADL	Adani Digital Limited
NDTV	New Delhi Television Ltd
AIMSL	Adani Infra Mgt Services Pvt Ltd
GMTN	Global Medium-Term Notes
SLB	Sustainability Linked Bonds
IG	Investment Grade
LC	Letter of Credit
DII	Domestic Institutional Investors

Million Tonne
Tonne
Litre
Alternate Fuels and Raw Material
Waste Heat Recovery System
Million Tonne Per Annum
Bulk Cement Terminal
Individual Home Builder
Grinding Unit
North Queensland Export Terminal
Transmission & Distribution
Independent Power Producer
Polyvinyl Chloride
Operations & Maintenance
High voltage, direct current
Public Sector Undertaking
Non-Banking Financial Company





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