Ambuja Cements | BUY

Cementing vision for FY28

We recently interacted with the management of Ambuja Cements during a visit to the Marwar Mundwa plant in Rajasthan. The key takeaways from the interaction are: (1) the company reiterated its cement capacity expansion targets of 118mt by FY26 and 140mt by FY28 (from ~103mt currently); (2) it aims to enhance market share from ~14% currently to 17–18% by FY28 and over 20% by FY30; (3) it has a cost reduction target of INR 500–550/tn, bringing cost/tn down to INR 3,650 by FY28; and (4) the long-term strategic focus is on integrating operations under its "One Business, One Company" vision. We maintain our BUY rating on Ambuja Cements with a Mar'26 target price of INR 635/share, based on 18x FY27 EV/EBITDA. We continue to like the company for its strong pan-India presence, dominant market position, industry-leading volume growth, and robust balance sheet.

- Targeting clinker/cement capacity of ~107mt/140mt and 17–18% market share by FY28: Since the acquisition of Holcim's stake in Sep'22, Ambuja Cements has expanded its cement capacity by over 35mt (>50%), with ~28mt (~80% of the addition) coming through the inorganic route. This has taken the group's total capacity >100mt milestone. The company remains committed to its aggressive expansion strategy, targeting cement capacity of 140mt and clinker capacity of ~107mt by FY28. Of this, ~16mt is currently under execution, with plans to add another 21mt. The planned capacity additions are expected to come at a competitive capital cost of USD 75–80/tn. Ambuja's current capacity market share is ~14%, which it aims to lift to ~15% by FY26 and to 17–18% by FY28 and over 20% by FY30.
- Reaffirms cost optimisation target to achieve INR 3,650/tn by FY28: Ambuja Cements reiterated its cost reduction roadmap, aiming to lower cost/tn by INR 500–550 to INR 3,650/tn by FY28. Key levers include: (1) savings of INR 280–300/tn in power and fuel costs, driven by scaling up green power capacity from 375MW to 1GW by Jun'26 (targeting ~60% of power requirement from green sources by FY28 vs. 23% in FY25) and increasing AFR usage to 27% by FY28 (from 9% in FY25); (2) logistics savings of INR 100/tn through network optimisation, reduction in lead distance, and increasing the share of sea logistics by 500bps to 10%; (3) raw material savings of INR 100/tn via long-term tie-ups for fly ash and slag; and (4) overhead and administrative savings of INR 50–100/tn. A significant portion of these savings is expected to materialise from FY27 onwards. Premium products contribute ~30% of trade sales and it is targeting 50% share in the near term. These products generate an EBITDA premium of ~INR 400/tn. The management has reaffirmed its guidance of achieving EBITDA/tn of INR 1,500 by FY28.
- "One Business, One Company" strategy driving portfolio consolidation: The Adani Group is actively consolidating its cement operations under a unified structure. The ongoing mergers of Sanghi Industries and Penna Cement are expected to be completed by 3QFY26. A potential merger between Ambuja and ACC remains under consideration. The recent acquisition of Orient Cement was executed smoothly, with no disruption to volumes—around 60% of Orient's dealers have already begun selling Ambuja and ACC products.

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We acknowledge the support of **Piyush Kedia** (piyush.kedia@imfl.com) in preparation of this report

Recommendation and Price Target	
Current Reco.	BUY
Previous Reco.	BUY
Current Price Target (12M)	635
Upside/(Downside)	6.8%
Previous Price Target	635
Change	0.0%

Key Data – ACEM IN	
Current Market Price	INR594
Market cap (bn)	INR1,463.6/US\$17.1
Free Float	27%
Shares in issue (mn)	2,463.1
Diluted share (mn)	2,484.8
3-mon avg daily val (mn)	INR1,554.8/US\$18.1
52-week range	707/453
Sensex/Nifty	83,410/25,453
INR/US\$	85.7

Price Performance			
%	1M	6M	12M
Absolute	7.0	8.1	-14.2
Relative*	3.5	2.6	-17.7

* To the BSE Sensex

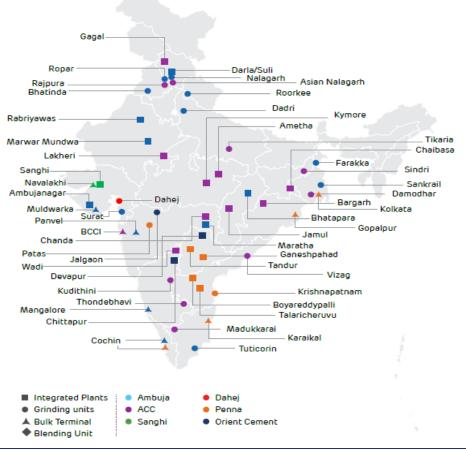
Financial Summary					(INR mn)
Y/E March	FY24A	FY25A	FY26E	FY27E	FY28E
Net Sales	325,298	336,977	419,829	484,061	556,520
Sales Growth	-15.3%	3.6%	24.6%	15.3%	15.0%
EBITDA	63,995	51,443	76,242	98,316	121,975
EBITDA Margin	19.3%	15.0%	17.9%	20.0%	21.6%
Adjusted Net Profit	33,652	14,239	27,377	38,680	50,950
Diluted EPS (INR)	15.3	5.8	11.0	15.6	20.5
Diluted EPS Growth	4.8%	-62.2%	90.6%	41.3%	31.7%
ROIC	12.4%	3.7%	6.1%	7.4%	8.8%
ROE	9.2%	3.0%	4.9%	6.5%	8.1%
P/E (x)	38.8	102.8	53.9	38.2	29.0
P/B (x)	3.1	2.7	2.6	2.4	2.3
EV/EBITDA (x)	21.8	28.5	19.9	15.9	12.8
Dividend Yield	0.3%	0.3%	0.1%	0.2%	0.3%

Source: Company data, JM Financial. Note: Valuations as of 02/Jul/2025

JM Financial Research is also available on: Bloomberg - JMFR <GO>, Thomson Publisher & Reuters, S&P Capital IQ, FactSet and Visible Alpha

Please see Appendix I at the end of this report for Important Disclosures and Disclaimers and Research Analyst Certification.

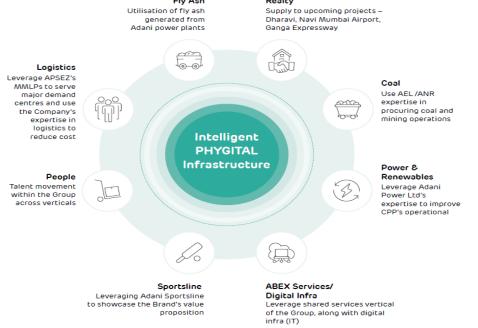
Exhibit 1. Adani Cement's presence in 31 states and UTs across 635+ districts



Source: Company, JM Financial

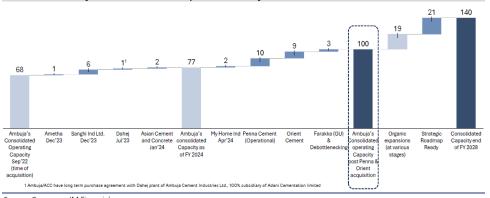
Exhibit 2. Potential benefits of Adani Group synergies

Fly Ash Realty



Source: Company, JM Financial

Exhibit 3. Ambuja Cements' roadmap to 140mt by FY28



Source: Company, JM Financial

Exhibit 4. We maintain BUY with TP of INR 635/sh, based on Mar'27 EV/E of 18x						
EV/E method						
Mar'27E Consolidated EBITDA (INR bn)	98					
EV/E multiple (x)	18					
EV (INR bn)	1,755					
Mar'26 Consolidated Net debt (INR bn)	(44)					
Equity value (Consolidated)	1,799					
ACC- 50% stake	(202)					
Orient Cement- 28% stake	(20)					
SOTP value	1,577					
No. of shares (mn)	2,485					
Mar'26 Target Price (INR)	635					

Source: JM Financial

									CA	.GR
Key Assumptions	CY20	CY21	15MFY23	FY24	FY25	FY26E	FY27E	FY28E	CY19-FY25	FY25-28E
Capacity (mt)	63.1	66.3	66.3	77.4	103.8	114.4	124.0	133.6	10.5	13.5
Volumes (mt)	48.9	56.4	69.0	59.2	65.2	80.2	91.5	104.3	3.9	26.4
Utilisation (%)	77	85	104	76	63	70	74	78	(5.9)	11.4
Blended Realisation (INR/tn)	5,017	5,134	5,643	5,602	5,246	5,311	5,367	5,408	0.8	1.5
EBITDA/tn (INR/tn)	1,051	1,101	742	1,081	789	950	1,075	1,170	(1.6)	21.8
P&L (INR bn)										
Revenue	245	290	389	332	342	426	491	564	4.8	28.4
EBITDA	51	62	51	64	51	76	98	122	2.3	54.0
Adj. Net Profit	22	29	29	34	14	27	39	51	(5.0)	89.2
Balance Sheet (INR bn)										
Equity	228	254	317	415	534	573	609	656		
Net Debt	(89)	(117)	(115)	(160)	(101)	(44)	(12)	(21)		
Net Debt/EBITDA (x)	(1.7)	(1.9)	(2.3)	(2.5)	(2.0)	(0.6)	(0.1)	(0.2)		
Net Debt/Equity (x)	(0.4)	(0.5)	(0.4)	(0.4)	(0.2)	(0.1)	(0.0)	(0.0)		
Cash Flow (INR bn)										
OCF	51	54	9	63	22	44	56	76		
Capex	(17)	(23)	(41)	(63)	(128)	(100)	(100)	(80)		
FCF	33	31	(32)	0	(106)	(56)	(44)	(4)		
Return ratios (%)										
RoE	9.6	12.1	10.2	9.2	3.0	4.9	6.5	8.1		
RoCE	9.7	12.1	10.1	7.6	2.6	4.4	5.7	6.8		
RoIC	7.5	9.4	8.2	8.4	2.8	4.4	5.6	6.7		
Valuations (x)										
PE						53.9	38.2	29.0		
EV/EBITDA						19.3	15.6	12.8		
EV/tn						151	144	137		

Source: Company, JM Financial

Exhibit 6. Annual analysis on a per-tonne basis									
INR/tonne	15MFY23	FY24	FY25	FY26E	FY27E	FY28E			
Blended realisation	5,565	5,496	5,166	5,232	5,292	5,337			
% YoY		(1.2)	(6.0)	1.3	1.1	0.8			
Raw materials consumed	741	832	1,016	996	986	976			
Power & fuel costs	1,704	1,370	1,264	1,239	1,214	1,202			
Freight costs	1,380	1,352	1,273	1,260	1,246	1,233			
Staff costs	269	229	215	200	195	190			
Other expenses	806	739	689	667	651	637			
Total OpEx	4,900	4,521	4,457	4,361	4,292	4,239			
% YoY		(7.7)	(1.4)	(2.1)	(1.6)	(1.3)			
Other operating income	78	106	80	79	75	71			
Blended EBITDA	742	1,081	789	950	1,075	1,170			
% YoY		45.6	(27.1)	20.5	13.1	8.8			

Source: Company, JM Financial





Source: Bloomberg, JM Financial

Source: Bloomberg, JM Financial

Financial Tables (Consolidated)

Income Statement				((INR mn)
Y/E March	FY24A	FY25A	FY26E	FY27E	FY28E
Net Sales	325,298	336,977	419,829	484,061	556,520
Sales Growth	-15.3%	3.6%	24.6%	15.3%	15.0%
Other Operating Income	6,299	5,207	6,340	6,867	7,436
Total Revenue	331,596	342,184	426,169	490,927	563,956
Cost of Goods Sold/Op. Exp	49,228	66,298	79,915	90,192	101,791
Personnel Cost	13,528	14,034	16,054	17,844	19,833
Other Expenses	204,846	210,409	253,958	284,576	320,357
EBITDA	63,995	51,443	76,242	98,316	121,975
EBITDA Margin	19.3%	15.0%	17.9%	20.0%	21.6%
EBITDA Growth	24.9%	-19.6%	48.2%	29.0%	24.1%
Depn. & Amort.	16,234	24,783	31,227	35,287	39,874
EBIT	47,761	26,659	45,015	63,029	82,101
Other Income	11,664	15,446	5,792	5,503	5,227
Finance Cost	2,764	2,159	2,915	3,236	3,592
PBT before Excep. & Forex	56,662	39,946	47,892	65,296	83,737
Excep. & Forex Inc./Loss(-)	0	0	0	0	0
PBT	56,662	39,946	47,892	65,296	83,737
Taxes	11,626	15,929	11,255	15,345	19,678
Extraordinary Inc./Loss(-)	2,116	27,435	0	0	0
Assoc. Profit/Min. Int.(-)	11,841	10,042	9,578	11,652	13,565
Reported Net Profit	35,768	41,674	27,377	38,680	50,950
Adjusted Net Profit	33,652	14,239	27,377	38,680	50,950
Net Margin	10.1%	4.2%	6.4%	7.9%	9.0%
Diluted Share Cap. (mn)	2,197.7	2,463.1	2,484.8	2,484.8	2,484.8
Diluted EPS (INR)	15.3	5.8	11.0	15.6	20.5
Diluted EPS Growth	4.8%	-62.2%	90.6%	41.3%	31.7%
Total Dividend + Tax	4,395	4,926	2,053	2,901	3,821
Dividend Per Share (INR)	2.0	2.0	0.8	1.2	1.5

Balance Sheet					(INR mn)
Y/E March	FY24A	FY25A	FY26E	FY27E	FY28E
Shareholders' Fund	414,551	534,433	572,773	608,551	655,681
Share Capital	4,395	4,926	4,970	4,970	4,970
Reserves & Surplus	410,155	529,506	567,803	603,582	650,711
Preference Share Capital	0	0	0	0	0
Minority Interest	93,908	103,682	101,265	110,900	122,224
Total Loans	368	268	13,368	30,868	30,868
Def. Tax Liab. / Assets (-)	15,491	24,076	9,043	9,238	9,438
Total - Equity & Liab.	524,318	662,458	696,449	759,557	818,210
Net Fixed Assets	350,469	523,982	592,754	657,467	697,594
Gross Fixed Assets	344,361	444,670	554,490	663,328	751,283
Intangible Assets	82,193	108,561	108,561	108,561	108,561
Less: Depn. & Amort.	102,669	127,453	158,680	193,966	233,840
Capital WIP	26,585	98,204	88,384	79,545	71,591
Investments	58,155	59,565	35,957	36,837	36,837
Current Assets	244,354	225,908	209,078	216,166	247,057
Inventories	36,086	42,480	35,347	48,244	60,487
Sundry Debtors	12,131	15,903	17,733	21,360	24,683
Cash & Bank Balances	110,689	61,722	41,018	25,961	34,720
Loans & Advances	85,449	105,803	114,980	120,602	127,167
Other Current Assets	0	0	0	0	0
Current Liab. & Prov.	128,660	146,996	141,341	150,913	163,278
Current Liabilities	31,088	27,595	37,759	42,355	49,435
Provisions & Others	97,573	119,401	103,582	108,558	113,843
Net Current Assets	115,694	78,912	67,737	65,253	83,779
Total – Assets	524,318	662,458	696,449	759,557	818,210

Source: Company, JM Financial

Source: Company, JM Financial

Cash Flow Statement					(INR mn)
Y/E March	FY24A	FY25A	FY26E	FY27E	FY28E
Profit before Tax	56,662	39,946	47,892	65,296	83,737
Depn. & Amort.	16,234	24,783	31,227	35,287	39,874
Net Interest Exp. / Inc. (-)	-9,369	-24,339	-5,792	-5,503	-5,227
Inc (-) / Dec in WCap.	1,941	-34,012	-11,592	-12,907	-10,130
Others	147	19,643	-7,198	-10,938	-12,745
Taxes Paid	-9,156	-3,802	-11,255	-15,345	-19,678
Operating Cash Flow	56,458	22,219	43,283	55,890	75,830
Capex	-44,825	-86,871	-100,000	-100,000	-80,000
Free Cash Flow	11,634	-64,651	-56,717	-44,109	-4,170
Inc (-) / Dec in Investments	-31,820	11,002	23,607	-880	0
Others	44,377	-51,238	5,792	5,503	5,227
Investing Cash Flow	-32,268	-127,107	-70,600	-95,377	-74,773
Inc / Dec (-) in Capital	66,610	83,391	0	0	0
Dividend + Tax thereon	-5,848	-5,630	-2,053	-2,901	-3,821
Inc / Dec (-) in Loans	-241	-11,711	13,100	17,500	0
Others	-3,633	-10,130	-4,432	9,830	11,523
Financing Cash Flow	56,888	55,920	6,614	24,429	7,702
Inc / Dec (-) in Cash	81,078	-48,967	-20,703	-15,058	8,759
Opening Cash Balance	29,610	110,689	61,722	41,018	25,961
Closing Cash Balance	110,689	61,722	41,018	25,961	34,720

Dupont Analysis								
Y/E March	FY24A	FY25A	FY26E	FY27E	FY28E			
Net Margin	10.1%	4.2%	6.4%	7.9%	9.0%			
Asset Turnover (x)	0.7	0.6	0.6	0.7	0.7			
Leverage Factor (x)	1.3	1.3	1.2	1.2	1.2			
RoE	9.2%	3.0%	4.9%	6.5%	8.1%			

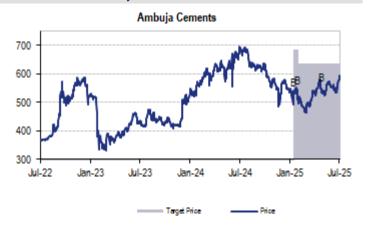
Key Ratios					
Y/E March	FY24A	FY25A	FY26E	FY27E	FY28E
BV/Share (INR)	188.6	217.0	230.5	244.9	263.9
ROIC	12.4%	3.7%	6.1%	7.4%	8.8%
ROE	9.2%	3.0%	4.9%	6.5%	8.1%
Net Debt/Equity (x)	-0.4	-0.2	-0.1	0.0	0.0
P/E (x)	38.8	102.8	53.9	38.2	29.0
P/B (x)	3.1	2.7	2.6	2.4	2.3
EV/EBITDA (x)	21.8	28.5	19.9	15.9	12.8
EV/Sales (x)	4.2	4.3	3.6	3.2	2.8
Debtor days	13	17	15	16	16
Inventory days	40	45	30	36	39
Creditor days	42	35	39	39	41

Source: Company, JM Financial

Source: Company, JM Financial

History of Recommendation and Target Price					
Date	Recommendation	Target Price	% Chg.		
14-Jan-25	Buy	685			
29-Jan-25	Buy	635	-7.2		
29-Apr-25	Buy	635	-0.1		

Recommendation History



APPENDIX I

JM Financial Institutional Securities Limited

Corporate Identity Number: U67100MH2017PLC296081

Member of BSE Ltd. and National Stock Exchange of India Ltd.

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Definition of	Definition of ratings				
Rating	Meaning				
Buy	Total expected returns of more than 10% for stocks with market capitalisation in excess of INR 200 billion and REITs* and more than 15% for all other stocks, over the next twelve months. Total expected return includes dividend yields.				
Hold	Price expected to move in the range of 10% downside to 10% upside from the current market price for stocks with market capitalisation in excess of INR 200 billion and REITs* and in the range of 10% downside to 15% upside from the current market price for all other stocks, over the next twelve months.				
Sell	Price expected to move downwards by more than 10% from the current market price over the next twelve months.				

^{*} REITs refers to Real Estate Investment Trusts.

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