



KPMG True Value Case Study HOLCIM/AMBUJA CEMENT LTD.



Ambuja Cement Ltd, headquartered in Mumbai, is one of India's leading cement manufacturers and a subsidiary of Holcim, the world's second largest producer of cement with annual revenues of CHF 19.7 billion (US\$20.3 billion). In 2013, Ambuja accounted for 7 percent of Holcim's group revenues. It has an 11 percent share of India's fast-growing US\$13 billion cement market.

An ambition to secure long-term corporate value prompted the company to review its operations through the KPMG True Value approach. In 2012, Ambuja started a True Value project with support from KPMG as its knowledge partner. The project's aim was two-pronged: firstly to take into account the company's effects on society and the environment, and secondly to maximize future profitability.

"Ambuja Cement is proud to be the first company to estimate its True Value."

Ajay Kapur, CEO Ambuja

In line with KPMG's True Value methodology, Ambuja went through three steps:

- 1. QUANTIFY AMBUJA'S ECONOMIC VALUE-ADD, AND SOCIAL AND ENVIRONMENTAL EXTERNALITIES**
in financial terms in order to calculate its 'true' earnings
- 2. UNDERSTAND FUTURE EARNINGS AT RISK**
from the internalization of externalities through regulation, stakeholder action and changing market dynamics
- 3. IDENTIFY STRATEGIC INITIATIVES**
to create both corporate and societal value.

STEP 1 / Ambuja delivers positive 'true' earnings

Ambuja has been recognized as one of the pioneers of sustainability and corporate responsibility in India. By continuously reducing the resource intensity of its manufacturing process and investing in the communities in which it operates, Ambuja has made significant strides towards its long-term ambition of leaving no trace behind.

The 'true' earnings bridge, which combines the company's financial profits with its monetized positive and negative externalities, fits neatly into this ambition. The calculation of Ambuja's 'true' earnings showed that, on balance, Ambuja generated net-positive socio-environmental value in 2012, that is to say its 'true' earnings were greater than its financial profit alone. (See Figure 1).

Examples of Ambuja's positive externalities include:

- Harvesting more water than it uses in its manufacturing ('Water Positive'),

through check dams, river linking, and turning former quarries into manmade lakes or wetlands

- Using waste from other industries in its manufacturing process, avoiding the need for landfill disposal
- Supporting income-generating activities for members of the local community

Examples of Ambuja's negative externalities include:

- Emissions of greenhouse gases
- Other emissions such as fine particles
- Extracting groundwater

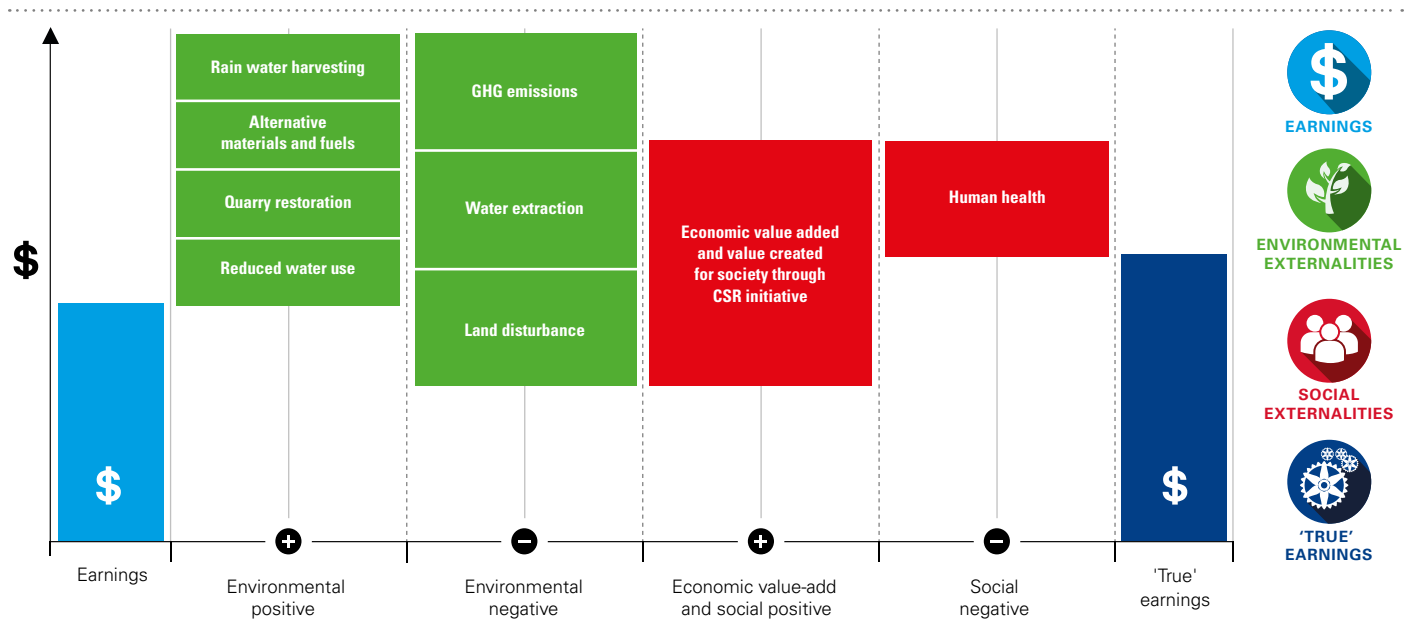
To ensure that this new approach to understanding company performance was broadly supported, and to generate ideas for improving the 'true earnings' of the company over time, senior staff across the company were involved throughout the process.

AMBUJA CEMENT FOUNDATION'S SOCIAL RETURN ON INVESTMENT

Ambuja invests in the communities in which it operates through the Ambuja Cement Foundation. The Foundation's activities range from helping farmers increase their incomes by promoting agriculture-based livelihoods, micro-irrigation and water resource management to providing healthcare and education for the families living around the company's production sites.

Inspired by the KPMG True Value methodology, Ambuja asked KPMG to help it develop a 'true' earnings calculation for the Foundation. The results confirmed the Foundation's important contribution to the company's CSR strategy: for every rupee spent in 2012, 8.5 rupees of socio-environmental value were created.

Figure 1 / Ambuja Cement 'true' earnings bridge



Source: Verdantix, Ambuja Cements, KPMG



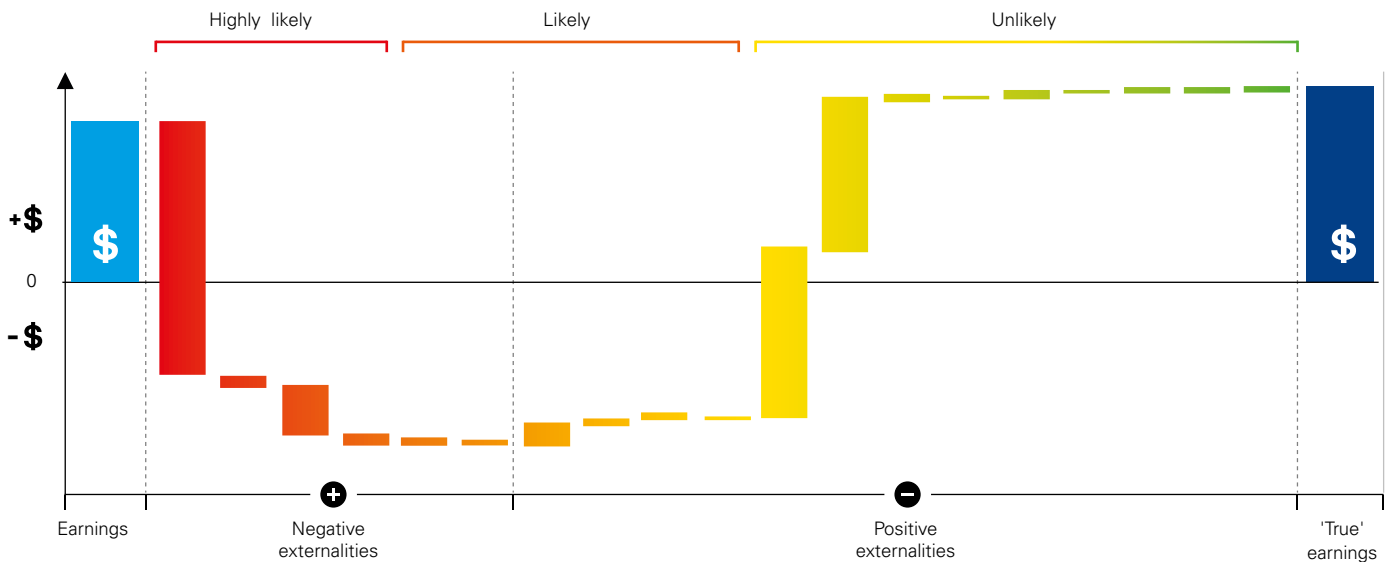
STEP 2 / Impact of internalization on profitability assessed

The calculation of Ambuja’s ‘true’ earnings in Step 1 formed the starting point for a strategic discussion about the company’s future profitability.

Detailed analysis of each of the company’s key externalities revealed that the negative externalities were more likely to be internalized than the positive externalities. (See Figure 2).

Drivers of internalization for Ambuja include increasing water scarcity in India and the introduction of regulation to increase industrial energy efficiency and reduce greenhouse gases and other emissions. These drivers were assessed both qualitatively and quantitatively to understand their potential impact on Ambuja’s future profitability.

Figure 2 / Key externalities prioritized by likelihood of internalization



Source: Ambuja Cements Limited (2014). *Sustainable Development Report 2013*.

STEP 3 / Future investments prioritized to create societal value as well as corporate value



“In the quest to create value beyond business, our people are focused on creating enduring results in all three aspects of our future – social, environmental and economic.”

Narotam Sekhsaria
Chairman, Ambuja Cement

The cement industry is highly capital intensive and Ambuja has to select investments carefully in order to maintain profitability and competitiveness.

The KPMG True Value methodology enabled Ambuja to make a comprehensive assessment of return-on-investment that included returns resulting from the likely internalization of externalities as well as direct financial returns. By taking this approach, Ambuja identified a number of financially attractive, positive NPV projects that would benefit local communities, society and the environment, and boost future profitability. In effect, the company is taking ‘value creation at risk’ and turning it into a source of competitive advantage.

The projects identified include measures to reduce greenhouse gas emissions that will also cut costs and capital outlays by reducing fuel intensity and the use of limestone. Other projects will see Ambuja reduce its use of scarce and increasingly expensive water. Additionally, its on-going investment in communities and the local environment could secure its license-to-operate, enhance talent attraction, and facilitate access to new mining sites.

If all identified projects are implemented, Ambuja could boost its ‘true’ earnings substantially above the baseline scenario by 2020.

Taking true value forward

Going through the KPMG True Value methodology has been a powerful process for Ambuja. Bringing together the numbers and presenting them in such a visual manner provided valuable insights, which helped to get company staff engaged.

The process has helped Ambuja in its decision-making and the company plans to fully integrate the KPMG True Value approach in its business processes.

The company’s ambition is to continuously increase its ‘true’ earnings. It will do this by reducing its negative externalities, but also by creating more positive societal value. The water harvesting program is a good example of the latter, but the company could go further by developing products that help its customers to improve their own socio-environmental footprints.

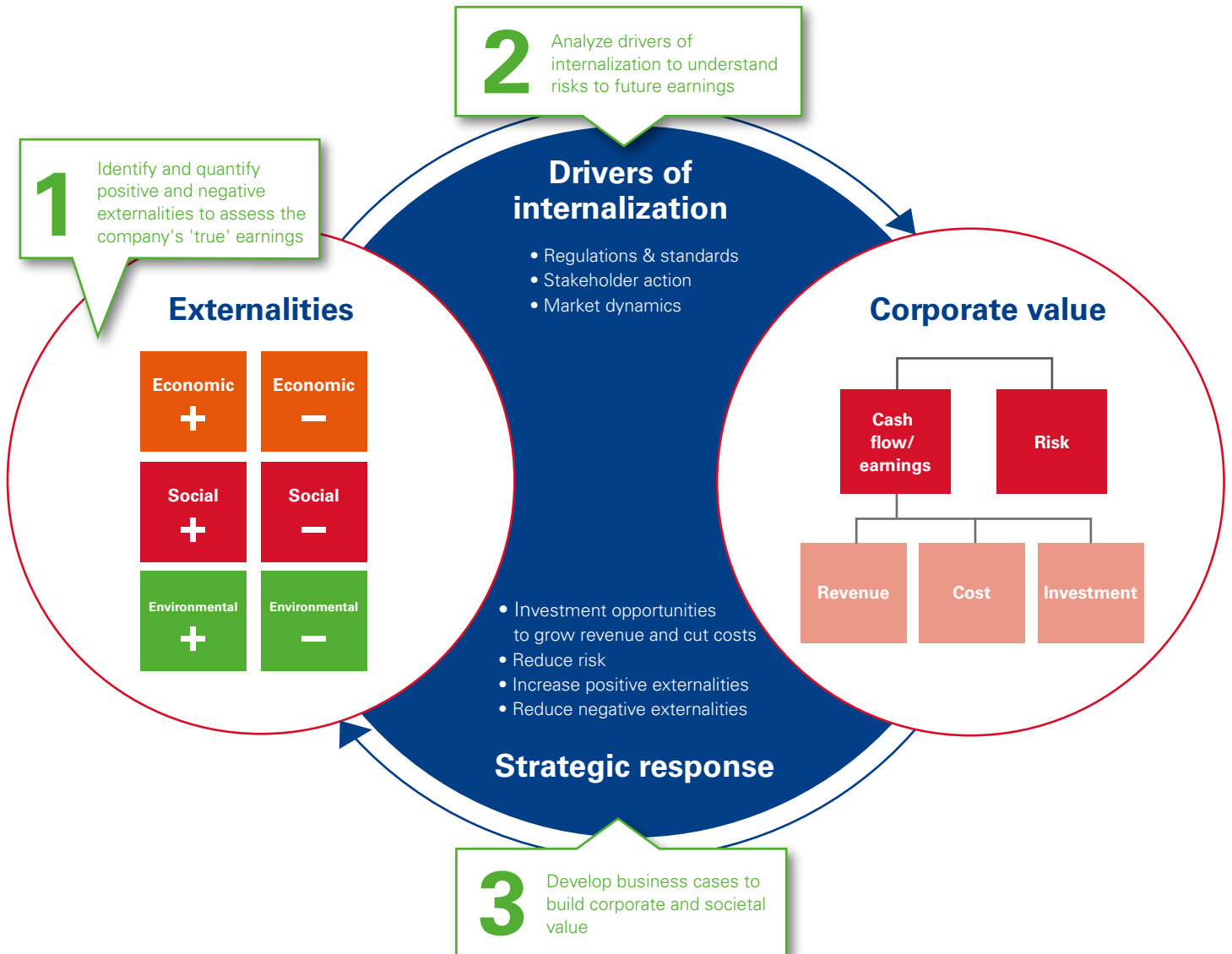
Ambuja realizes that it cannot achieve this ambition in isolation, so it will be pro-actively engaging stakeholders – such as customers and the government – in discussions to communicate the results of the project and to explore how they can work together to create more socio-environmental value.

What is KPMG True Value?

KPMG True Value is a tool to understand how the value a business creates and reduces for society is likely to affect the value it creates for shareholders. This knowledge provides a new lens for decision-making to improve performance, inform strategy and increase influence.

KPMG True Value is a 3-step process that can be applied across sectors and geographies. It is scalable and can be applied to a whole company, a division or a specific project.

Figure 3 / KPMG's three step True Value methodology



Source: KPMG (2014). *A New Vision of Value: Connecting corporate and societal value creation.*

To find out more about how KPMG True Value can help your organization, contact your local KPMG member firm professional:

Argentina

Martin Mendivelzua
mmendivelzua@kpmg.com.ar

Australia

Adrian V. King
avking@kpmg.com.au

Chi Mun Woo

chiwoo@kpmg.com.au

Austria

Peter Ertl
pertl@kpmg.at

Azerbaijan

Vugar Aliyev
valiyev@kpmg.az

Baltics

Gregory Rubinchik
grubinchik@kpmg.com

Belgium

Mike Boonen
mboonen@kpmg.com

Brazil

Ricardo Zibas
rzibas@kpmg.com.br

Canada

Bill J. Murphy
billmurphy@kpmg.ca

Chile

Luis Felipe Encina
lencina@kpmg.com

China

Leah Jin
leah.jin@kpmg.com

Colombia

Maria T. Agudelo
magudelo@kpmg.com

Cyprus

Iacovos Ghalanos
iacovos.ghalanos@kpmg.com.cy

Czech Republic

Michal Bares
mbares@kpmg.cz

Denmark

Christian Honoré
chhonoré@kpmg.com

Finland

Tomas Otterström
tomas.otterstrom@kpmg.fi

France

Philippe Arnaud
parnaud@kpmg.fr

Germany

Simone Fischer
simonefischer@kpmg.com

Greece

George Raounas
graounas@kpmg.gr

Hungary

István Szabó
istvan.szabo@kpmg.hu

India

Santhosh Jayaram
santhoshj@kpmg.com

Indonesia

Iwan Atmawidjaja
iwan.atmawidjaja@kpmg.co.id

Ireland

Eoin O'Lideadha
eoin.olideadha@kpmg.ie

Israel

Oren Grupi
ogrupi@kpmg.com

Italy

Piermario Barzaghi
pbarzaghi@kpmg.it

Japan

Kazuhiko Saito
kazuhiko.saito@jp.kpmg.com

Yoshitake Funakoshi

yoshitake.funakoshi@jp.kpmg.com

Kazakhstan

Gregor Mowat
gmowat@kpmg.ru

Luxembourg

Jane Wilkinson
jane.wilkinson@kpmg.lu

Malaysia

Lamsang Hewlee
hewlee@kpmg.com.my

Mexico

Jesus Gonzalez
jesusgonzalez@kpmg.com.mx

Netherlands

Barend van Bergen
Global Head of Sustainability Advisory
vanbergen.barend@kpmg.nl

Bernd Hendriksen

hendriksen.bernd@kpmg.nl

New Zealand

Gabrielle Wyborn
gwyborn@kpmg.co.nz

Nigeria

Tomi Adepoju
t.adepoju@kpmg.com

Norway

Per Sundbye
per.sundbye@kpmg.no

Philippines

Henry D. Antonio
hantonio@kpmg.com

Poland

Krzysztof Radziwon
kradziwon@kpmg.pl

Portugal

Filipa Rodrigues
filiparodrigues@kpmg.com

Romania

Gheorghita Diaconu
gdiaconu@kpmg.com

Russia, Ukraine, Georgia & Armenia

Igor Korotetskiy
ikorotetskiy@kpmg.ru

Singapore

Sharad Somani
sharadsomani@kpmg.com.sg

Slovakia

Quentin Crossley
qcrossley@kpmg.sk

South Africa

Neil Morris
neil.morris@kpmg.co.za

Shireen Naidoo

shireen.naidoo@kpmg.co.za

South Korea

Sungwoo Kim
Regional leader: Asia Pacific
sungwookim@kr.kpmg.com

Spain

Jose Luis Blasco Vazquez
Regional leader: Europe, Middle East & Africa
jblasco@kpmg.es

Sri Lanka

Ranjani Joseph
ranjanijoseph@kpmg.com

Sweden

Daniel Dellham
daniel.dellham@kpmg.se

Jenny Fransson

jenny.fransson@kpmg.se

Switzerland

Silvan Jurt
sjurt@kpmg.com

Taiwan

Charles Chen
charleschen@kpmg.com.tw

Niven Huang

nivenhuang@kpmg.com.tw

Thailand

Paul Flipse
pflipse1@kpmg.co.th

U.A.E.

Sudhir Arvind
sarvind@kpmg.com

U.A.E. and Oman (Lower Gulf)

Paul Callaghan
pcallaghan@kpmg.com

UK

Vincent Neate
vincent.neate@kpmg.co.uk

US

John R. Hickox
Regional leader: Americas
jhickox@kpmg.com

Venezuela

Jose O. Rodrigues
jrodrigues@kpmg.com

Vietnam & Cambodia

Paul Bahnisch
pbahnisch1@kpmg.com.vn

KPMG's Global Center of Excellence for Climate Change and Sustainability
sustainabilityservices@kpmg.com

The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavor to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.

© 2015 KPMG International Cooperative ("KPMG International"), a Swiss entity. Member firms of the KPMG network of independent member firms affiliated with KPMG International. KPMG International provides no client services. No member firm has any authority to obligate or bind KPMG International or any other member firm vis-à-vis third parties, nor does KPMG International have any such authority to obligate or bind any member firm. All rights reserved. The KPMG name, logo and "cutting through complexity" are registered trademarks or trademarks of KPMG International.

Publication name: KPMG True Value Case Study

Publication number: 132326-G

Publication date: March 2015

Printed in the Netherlands

kpmg.com/socialmedia



kpmg.com/app

