

## 5-Day Cement Industry Training Course In

# CEMENT INDUSTRY FINANCE AND INVESTMENT MANAGEMENT

Dubai - UAE, 20 – 24 July 2026

### COURSE LEVEL: ADVANCED

### COURSE OVERVIEW:

Finance and investment management in the cement industry is the specialized application of corporate finance principles to the capital intensive and cyclical nature of cement manufacturing. This course defines the financial metrics and valuation models required to manage large scale assets and multi-million dollar capital projects. It establishes a robust framework for making data driven decisions regarding plant expansions, greenfield investments, and operational cost optimization.

The scope of this training involves the detailed analysis of project financing, working capital management, and the impact of fluctuating energy and raw material prices on profitability. It covers the evaluation of Capital Expenditure (CAPEX) vs. Operational Expenditure (OPEX), focusing on the Return on Capital Employed (ROCE) and Net Present Value (NPV). Furthermore, the course addresses the complexities of "Cement Commodity Trading," hedging strategies for fuels, and the financial implications of carbon credits and environmental taxes.

Coverage includes detailed modules on cost accounting specifically for cement production (Variable vs. Fixed costs), feasibility studies for plant modernization, and the management of mergers and acquisitions (M&A). Participants will explore the role of "Economies of Scale" in market competitiveness and the impact of logistical costs on the final product margin. Through the study of financial risk assessment and strategic investment planning, attendees will gain the expertise required to ensure the long term financial sustainability of a cement business.

### COURSE OBJECTIVES:

After completion of this course, the participants will be able to:

- Analyze the financial statements of a cement company (P&L, Balance Sheet, Cash Flow).
- Calculate the "Cash Cost" of cement production and identify cost drivers.
- Evaluate investment opportunities using NPV, IRR, and Payback methods.
- Manage CAPEX budgets for plant revamping and modernization projects.
- Understand the "WACC" (Weighted Average Cost of Capital) in heavy industry.
- Perform a "Financial Feasibility Study" for a new greenfield cement plant.
- Optimize "Working Capital" by managing clinker and cement inventories.
- Implement "Strategic Cost Management" to improve EBIT and EBITDA margins.
- Assess the financial risks of energy price volatility and currency fluctuations.
- Understand the role of "Debt vs. Equity" in project financing.

- Evaluate the impact of "Logistics Costs" on the market-delivered price.
- Prepare comprehensive "Investment Proposals" for board-level approval.

#### TARGET AUDIENCE:

This course is intended for Finance Managers, General Managers, Project Directors, Investment Analysts, and Senior Accountants in the cement sector.

#### TRAINING COURSE METHODOLOGY:

A highly interactive combination of lectures, discussion sessions, and case studies will be employed to maximize the transfer of information, knowledge, and experience. The course will be intensive, practical, and highly interactive. The sessions will start by raising the most relevant questions and motivating everybody to find the right answers. The attendants will also be encouraged to raise more of their questions and to share in developing the right answers using their analysis and experience. There will also be some indoor experiential activities to enhance the learning experience. Course material will be provided in PowerPoint, with necessary animations, learning videos, and general discussions.

The course participants shall be evaluated before, during, and at the end of the course.

#### COURSE CERTIFICATE:

National Consultant Centre for Training LLC (NCC) will issue an Attendance Certificate to all participants completing a minimum of 80% of the total attendance time requirement.

#### COURSE OUTLINE / COURSE CONTENT:

##### MODULE 1: CEMENT INDUSTRY ECONOMIC FUNDAMENTALS

- Global and regional market trends: Supply vs. Demand dynamics.
- Understanding the "Cyclical Nature" of the cement business.
- Impact of infrastructure spending and GDP on cement consumption.
- The "Barriers to Entry" in the cement industry (Capital and Permits).
- Competitive landscape: Global players vs. Local producers.

##### MODULE 2: FINANCIAL STATEMENT ANALYSIS FOR CEMENT

- Key Performance Indicators: EBITDA, ROCE, and Asset Turnover.
- Analyzing the "Depreciation and Amortization" of heavy plant assets.
- Understanding "Impairment" of assets and goodwill.
- Debt ratios and "Interest Coverage" for leveraged plants.
- Benchmarking financial performance against industry peers.

##### MODULE 3: COST ACCOUNTING AND MARGIN MANAGEMENT

- Breaking down the "Total Manufacturing Cost" (TMC).
- Variable costs: Fuel, Power, Raw Materials, and Consumables.
- Fixed costs: Labor, Maintenance, Insurance, and Taxes.
- Calculating the "Contribution Margin" per cement type.

- Implementing "Standard Costing" and variance analysis.

#### MODULE 4: CAPEX AND INVESTMENT APPRAISAL

- Developing a "Capital Expenditure" (CAPEX) strategy.
- Technical vs. Financial evaluation of equipment upgrades.
- Modeling "Net Present Value" (NPV) for long-term investments.
- Understanding "Hurdle Rates" and the cost of capital.
- Sensitivity analysis: Assessing the impact of "Fuel Price" changes on IRR.

#### MODULE 5: PROJECT FINANCING AND STRUCTURE

- Role of Development Banks and Commercial Loans in plant funding.
- "Export Credit Agency" (ECA) financing for machinery imports.
- Structured finance and "Special Purpose Vehicles" (SPVs).
- Managing "Covenants" and lender requirements.
- Equity financing: Private equity vs. Public listing (IPO).

#### MODULE 6: WORKING CAPITAL AND INVENTORY MANAGEMENT

- Optimizing the "Cash Conversion Cycle" in the cement plant.
- Financial impact of "Clinker Inventory" on the balance sheet.
- Managing "Spare Parts Inventory" vs. Risk of downtime.
- Credit management for distributors and construction contractors.
- Liquidity management and "Cash Flow" forecasting.

#### MODULE 7: LOGISTICS, DISTRIBUTION, AND MARKET FINANCE

- Analyzing the "Freight Cost" as a percentage of the delivered price.
- Financial evaluation of "Distribution Terminals" and "Grinding Stations."
- Impact of "Bulk vs. Bagged" sales on profit margins.
- Managing the "Logistics Fleet": Lease vs. Buy decisions.
- Pricing strategies in a "Commoditized" market environment.

#### MODULE 8: PROCUREMENT AND HEDGING STRATEGIES

- Strategic sourcing of Coal, Petcoke, and Electricity.
- Financial instruments for "Fuel Price Hedging."
- Managing "Foreign Exchange" (FX) risk for imported spares.
- Long-term contracts vs. "Spot Market" purchasing.
- Evaluation of "Alternative Fuel" economics and incentives.

#### MODULE 9: SUSTAINABILITY, CARBON TAXES, AND ESG

- The financial cost of "CO2 Emissions" and Carbon Credits (ETS).
- Investing in "Green Cement" and carbon capture technologies.
- "Environmental, Social, and Governance" (ESG) reporting for investors.
- Impact of "Environmental Levies" on the bottom line.
- Financing "Waste Heat Recovery" (WHR) through green bonds.

#### MODULE 10: MERGERS, ACQUISITIONS, AND VALUATION

- Valuation techniques: EV/EBITDA and "Replacement Cost" method.
- Performing "Financial Due Diligence" on target plants.
- Synergy analysis: Cost savings and market share expansion.
- Integration challenges and "Post-Merger" financial management.
- Divestment strategies for non-core assets.