PARTNERS IN NATION-BUILDING

1947

Grasim Corporate Presentation | June 2022
**KEY MILESTONES**

1947 - 1956
Grasim industries incorporated
Production of fabric begins at Gwalior

1957 - 1996
VSF and Pulp plants at Harihar commissioned based on in house engineering

**Caustic Soda production** commences at Nagda for Captive use

Vikram Cement, **Grasim’s first Cement plant** goes on stream at Jawad (MP)

1997 - 2006
Grasim acquires controlling stake in **UltraTech Cement Ltd.** from L&T

ABNL entered in JV with SunLife Insurance to **foray into Financial Services Business**

AV Group - First Overseas acquisition (Canada) to form a JV for **backward integration of Pulp**

**Promoted Idea Cellular jointly with Birla – Tata – AT&T Ltd**

2007 - 2017
Acquired stake in Domsjo, Sweden to **further integrate Pulp**

Commissioned the single **largest VSF plant** at Vilayat

**Consolidated the Caustic soda capacity** with merger of Aditya Birla Chemicals (India) Ltd with Grasim

2018
Merger of ABNL with Grasim and subsequent listing of Aditya Birla Capital Limited (Grasim subsidiary)

Acquisition of rights to operate and manage VFY business of Century Textiles
**KEY MILESTONES**

### 2019
- Commissioned a new state-of-the-art Lyocell plant at Kharach based on inhouse technology
- Acquired **Soktas India Private Limited** (now merged with Grasim Industries Limited)
- Acquired the **Chlor-Alkali business of KPR Industries India Limited** by way of slump sale
- Entered a **JV with Maschinenfabrik Reinhausen GmbH (MR)**, Germany for the manufacture and sale of Composite Hollow Core Insulators (‘CHCI’) to serve the power transmission and distribution industry globally

### 2020
- Launch of **Liva Antimicrobial**. An innovative fibre that gives the wearer longer lasting protection from microbes even after multiple washes
- Grasim **partners with Lubrizol Advanced Materials** to manufacture and supply chlorinated polyvinyl chloride (CPVC) resin
- **Divestment of its Fertiliser business** to Indorama India Private Limited

### 2021-22
- **Vilayat VSF brownfield expansion of 219 KTPA** commissioned taking the total capacity to **824 KTPA**
- **Caustic Soda brownfield expansion of 142 KTPA** (Rehla 91 KTPA and BB Puram 51 KTPA)
- **Chloromethane plant of 50 KTPA** at Vilayat commissioned
- **Foray into Paints Business** with pan India presence
Grasim Industries Limited | Corporate Presentation June 2022

**Market Cap (June 06th, 2022):**
- **INR 87,327 Crore** (USD 11.25 Billion)
- **INR 1.61 Lakh Crore** (USD 20.76 Billion)
- **INR 24,924 Crore** (USD 3.21 Billion)

**Top 5 Asset Management Companies**
- #1 Cement Producer in India
- #3 Global Producer (Ex-China)
- #1 In Viscose @
- #1 In Chlor-Alkali*
- #1 In Advanced Material*

[@ Leadership in India in Viscose Staple Fiber, Modal, 3rd Generation Viscose and Viscose Filament Yarn
*Leadership in India in Chlor-alkali (Caustic soda and Chlorine derivatives namely Chloro Paraffin wax, Poly Aluminium Chloride and Phosphoric Acid) and Advanced Material (Epoxy Resins);]
OUR LEADERSHIP BUSINESSES

Flagship company of Aditya Birla Group comprising of diversified businesses spread across globe

Viscose
- Through Viscose and Yarn, we are present in the eco-friendly clothing and non-woven segment

Chemicals
- Through Chemicals, we are indirectly present in various daily use products
  - New Business - Paints
    - Premium Textiles
    - Insulators
    - Renewable Power (Subsidiary)

Other Businesses
- Through Viscose and Yarn, we are present in the eco-friendly clothing and non-woven segment
- Through UltraTech Cement Ltd, we are a part of the Roads or Flyovers you tread upon

Cement
- Through UltraTech Cement Ltd, we are a part of the Roads or Flyovers you tread upon

Financial Services
- Through Aditya Birla Capital Limited, we remain committed to serve the end-to-end financial services needs of retail and corporate customers
OUR STRATEGY

LEADERSHIP ACROSS BUSINESSES
- Leadership position in our businesses gives us the advantage of scale, customer service, cost optimisation, product development, etc.
- Identifying future growth opportunities, we invest ahead of time to be well positioned when the market demand emerges.

COST OPTIMISATION
- Constantly on the quest of identifying cost optimisation measures. Targeting both variable and fixed costs.
- Backward integration for key raw materials used in the manufacturing of VSF and Caustic Soda also enable us to optimize costs.

INNOVATION AND NEW PRODUCT DEVELOPMENT
- Strong R&D capability, Launched innovative products and solutions for the customers.
- We design our products based on customers feedback with initiatives like LAPF to consumer experience.
Our Financial Strengths

Optimal Capital Structure
- Optimization of working Capital (Significant Reduction in FY22)

Value Creation
- Value creation for our shareholders

Prudent Cash Flow Management
- Constant focus on reducing Net Debt/EBITDA
- Cash Flow focus - Built multiple scenarios to periodically review treasury requirements

Key Financial Strengths

Strong Balance Sheet with AAA Rating
- Enjoy highest credit rating
- Maintains a very strong balance sheet

Return-based Approach
- Product innovation
- Constant focus to drive sales of value-added products
- Expansion of VAP Capacities

Cost-focused Approach
- Cost leadership
- Energy Mix
- Targeting key fixed costs

Industry leadership in core businesses generating strong ROCE and enjoying a AAA rating
We are 'Stronglomerate' with financial heft of a conglomerate
Entry into Paints Business

- Decorative paints market has witnessed significant growth in last few years
- The project cost of ₹10,000 Cr is reflective of our plan to accelerate capacity implementation given the optimistic growth outlook. This acceleration with revision in plant configuration achieves economies of scale, comprehensive product offering, improving lead time to serve the market

Sale of Fertiliser business

- Divested Fertiliser business to Indorama India Private Limited for lump sum cash consideration where the transaction is completed on 1st January 2022
- All assets, liabilities, litigations, brands and employees pertaining to IGF have been transferred on a slump sale basis through a scheme of arrangement

Capacity Expansion

- Creating world class capacity in both, VSF and Chemicals to maintain leadership position
- Epoxy capacity to double at 246 KTPA by FY24
• Financial Overview
**STRONG OVERALL PERFORMANCE**

**Revenue (₹ Cr.)**

- **Viscose:** 13%
- **Chemicals:** 8%
- **Cement:** 55%
- **Financial Services:** 23%
- **Others:** 1%

**FY22**

- **Revenue:** ₹95,701 Cr (~$12.63 Bn)

**EBITDA (₹ Cr.)**

- **Viscose:** 10%
- **Chemicals:** 9%
- **Cement:** 68%
- **Financial Services:** 12%
- **Others:** 2%

**FY22**

- **EBITDA:** ₹17,772 Cr (~$2.34 Bn)

**Revenue and EBITDA (₹ Cr.)**

<table>
<thead>
<tr>
<th>Viscose</th>
<th>FY20*</th>
<th>FY21</th>
<th>FY22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>₹9,235</td>
<td>₹6,965</td>
<td>₹12,210 (~$1.61 Bn)</td>
</tr>
<tr>
<td>EBITDA</td>
<td>₹1,339</td>
<td>₹1,187</td>
<td>₹1,721</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Chemicals</th>
<th>FY20*</th>
<th>FY21</th>
<th>FY22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>₹5,502</td>
<td>₹4,581</td>
<td>₹7,888 (~$1.04 Bn)</td>
</tr>
<tr>
<td>EBITDA</td>
<td>₹1,008</td>
<td>₹590</td>
<td>₹1,534</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cement</th>
<th>FY20*</th>
<th>FY21</th>
<th>FY22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>₹42,430</td>
<td>₹44,726</td>
<td>₹52,599 (~$6.94 Bn)</td>
</tr>
<tr>
<td>EBITDA</td>
<td>₹9,898</td>
<td>₹12,302</td>
<td>₹12,022</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Financial Services</th>
<th>FY20*</th>
<th>FY21</th>
<th>FY22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>₹16,605</td>
<td>₹19,190</td>
<td>₹22,094 (~$2.92 Bn)</td>
</tr>
<tr>
<td>EBITDA</td>
<td>₹1,198</td>
<td>₹1,472</td>
<td>₹2,069</td>
</tr>
</tbody>
</table>
FINANCIAL HIGHLIGHTS: CONSOLIDATED

**Revenue (₹ Cr.)**

- **14% CAGR**
- FY18: 55,894
- FY19: 77,200
- FY20: 75,141
- FY21: 76,404
- FY22: 95,701 (~$12.63 Bn)

**EBITDA (₹ Cr.)**

- **13% CAGR**
- FY18: 10,883
- FY19: 13,404
- FY20: 13,615
- FY21: 15,766
- FY22: 17,772 (~$2.34 Bn)

**Profit before tax¹ (₹ Cr.)**

- **18% CAGR**
- FY18: 6,362
- FY19: 5,134
- FY20: 5,929
- FY21: 9,582
- FY22: 12,316 (~$1.62 Bn)

**Margins (%)**

- FY18: 19.2
- FY19: 17.2
- FY20: 17.9
- FY21: 20.4
- FY22: 18.4

¹ Before exceptional items

Grasim Industries Limited | Corporate Presentation June 2022
FINANCIAL HIGHLIGHTS: STANDALONE

Revenue (₹ Cr.):
- FY18: 15,786
- FY19: 20,550
- FY20: 16,082
- FY21: 12,386
- FY22: 20,857 (~$2.75 Bn)

EBITDA (₹ Cr.):
- FY18: 3,542
- FY19: 4,639
- FY20: 2,661
- FY21: 2,078
- FY22: 4,111 (~$0.54 Bn)

Margins (%):
- FY18: 21.8
- FY19: 22.0
- FY20: 16.0
- FY21: 16.1
- FY22: 18.9

Dividend Per Share ( ₹ )
- FY18: 6.2
- FY19: 7
- FY20: 4
- FY21: 9
- FY22: 10

Grasim Industries Limited | Corporate Presentation June 2022
## FINANCIAL HIGHLIGHTS: QUARTERLY PERFORMANCE

### Standalone

<table>
<thead>
<tr>
<th></th>
<th>Revenue (₹ Cr.)</th>
<th>EBITDA (₹ Cr.)</th>
<th>PAT (₹ Cr.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1FY22</td>
<td>3,763</td>
<td>805</td>
<td>482</td>
</tr>
<tr>
<td>Q2FY22</td>
<td>4,933</td>
<td>1,504</td>
<td>979</td>
</tr>
<tr>
<td>Q3FY22</td>
<td>5,785</td>
<td>963</td>
<td>522</td>
</tr>
<tr>
<td>Q4FY22</td>
<td>6,376</td>
<td>840</td>
<td>1,068</td>
</tr>
</tbody>
</table>

### Consolidated

<table>
<thead>
<tr>
<th></th>
<th>Revenue (₹ Cr.)</th>
<th>EBITDA (₹ Cr.)</th>
<th>PAT (₹ Cr.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1FY22</td>
<td>19,920</td>
<td>4,736</td>
<td>1,667</td>
</tr>
<tr>
<td>Q2FY22</td>
<td>22,567</td>
<td>4,282</td>
<td>1,359</td>
</tr>
<tr>
<td>Q3FY22</td>
<td>24,402</td>
<td>4,107</td>
<td>1,746</td>
</tr>
<tr>
<td>Q4FY22</td>
<td>28,811</td>
<td>4,647</td>
<td>2,777</td>
</tr>
</tbody>
</table>

* Q2FY22 includes dividend income of ₹641 Cr.

**Grasim Industries Limited | Corporate Presentation June 2022**
STRONG BALANCE SHEET

**Consolidated (₹ Cr.)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Debt</th>
<th>Liquid Investments</th>
<th>Net Debt</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY20</td>
<td>29,031</td>
<td>8,149</td>
<td>20,882</td>
</tr>
<tr>
<td>FY21</td>
<td>25,879</td>
<td>17,249</td>
<td>8,630</td>
</tr>
<tr>
<td>FY22</td>
<td>15,727</td>
<td>11,427</td>
<td>4,300</td>
</tr>
</tbody>
</table>

**Standalone (₹ Cr.)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Debt</th>
<th>Liquid Investments</th>
<th>Net Debt</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY20</td>
<td>5,092</td>
<td>2,093</td>
<td>2,999</td>
</tr>
<tr>
<td>FY21</td>
<td>4,163</td>
<td>3,249</td>
<td>914</td>
</tr>
<tr>
<td>FY22</td>
<td>4,304</td>
<td>4,857</td>
<td>-553</td>
</tr>
</tbody>
</table>
• Viscose Staple Fibre – Fastest Growing Fibre
CURRENT FIBRE BASKET

Fibres from nature

Protein-based
Wool, Silk, Cashmere

Cellulose based
Cotton, Jute

Viscose Staple Fibre (VSF)

Synthetic fibres

From Synthetic Polymers
Polyester
Nylon
Polypropylene
Polyurethane
Acrylic etc.

From inorganic substances
Carbon
Ceramics
Glass
Metal

Birla Viscose Modal Lyocell

Viscose: 8 Weeks
Cotton: 15 Weeks
Synthetic: Over 200 years

Viscose is the most sustainable fibre, made from natural materials and degrades at faster pace than other fibres:
VSF: FOREST TO FASHION

FOREST WOOD | PULP | VSF
---|---|---
Sourced from Canada, Sweden & India | Manufactured in Canada, Sweden & India | India

YARN | FABRIC | GARMENT | BRAND & RETAIL
---|---|---|---
Work with value chain partners to create VSF awareness and demand
STATE-OF-THE-ART R&D CENTRES OFFER CREATIVE SOLUTIONS ACROSS VALUE CHAIN

PLANTATION

Clonal Production Centre, Harihar, India

PULP

Pulp Research, DommInnova, Domsjo Fabriker

Pulp and Fibre Innovation Centre (PFIC), Taloja, Maharashtra

FIBRE

Birla Research Institute & Next Generation Fibre Research Centre (NGFRC), Nagda, India

TEXTILE VALUE CHAIN PARTNER

Textile Research and Application Development Centre (TRADC)

Fibre Research, Kharach, Gujarat (Pilot plant)
Cotton remains the preferred fibre in India – 55% share of fibre pie as against 26% global average

Viscose share in India is 4% as against global average of 6% and China average of 7%

Huge opportunity to bridge the burgeoning cellulosic gap as cotton supply plateaus – VSF ideally suited

Globally, Viscose has been the FASTEST GROWING FIBRE with CAGR TWICE the remaining fibre
LIVA is Grasim’s **ingredient branding** with a natural fluid fashion promise to the customers. LIVA assures high quality fabric applied through accredited value chain termed as **Liva Accredited Partner forum (LAPF)**.

LIVA Eco system delivers consumers continuous innovation in top quality fluid fashionable clothing.

---

**LIVA**

Launched in 2015

- Pioneering ingredient branding for Viscose Staple Fibre

---

**LIVA Eco**

Launched in 2018

- Natural fluid fashion that is ECO-ENHANCED
- Sourced from FSC® certified sustainable forests that can be verified using end-to-end tracer

---

**LIVA Home**

Launched in 2019

- Tapping the home textiles market ~$3 Bn addressable market size
- LIVA brand extension for Home Textiles: LIVA Home (Post success of LIVA and LIVAeco)
Launched brand ‘Navyasa created by Liva’ for range of fluid sarees

Re-Positioning Saree as a ‘Garment of Choice’ with contemporary print designs

VSF current share is 1% of the saree market; Opportunity to grow this share to 7% in next 5 years

India Saree segment consumes ~10 lakh ton of fibre (Cotton, Polyester, VSF, others)
Spread between the Cotton and VSF prices is all time high which augurs well for VSF demand.
### VISCOSE PERFORMANCE

#### VSF

<table>
<thead>
<tr>
<th></th>
<th>Q1FY22</th>
<th>Q2FY22</th>
<th>Q3FY22</th>
<th>Q4FY22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales Volume (KT)*</td>
<td>112</td>
<td>154</td>
<td>157</td>
<td>179</td>
</tr>
<tr>
<td>Revenue (₹ Cr.)</td>
<td>2,103</td>
<td>3,005</td>
<td>3,335</td>
<td>3,766</td>
</tr>
<tr>
<td>EBITDA (₹ Cr.)</td>
<td>488</td>
<td>580</td>
<td>401</td>
<td>252</td>
</tr>
</tbody>
</table>

*Sales volume excluding VFY

- VAP share in overall portfolio increased to 26% in FY22 from 22% in FY21
- Share of domestic sales volume improved significantly (up 9% Q-o-Q and 20% Y-o-Y), driven by strong underlying demand
- The prices of VSF are expected to remain firm with favorable demand-supply balance, rising input costs and strong prices of all fibres e.g., Cotton and Polyester
FINANCIAL PERFORMANCE DRIVEN BY OPERATIONAL IMPROVEMENT

### Revenue (₹ Cr.)

- **FY18**: 8,374
- **FY19**: 10,325
- **FY20**: 9,235
- **FY21**: 6,965
- **FY22**: 12,210 (~$1.61 Bn)

### EBITDA (₹ Cr.)

- **FY18**: 1,680
- **FY19**: 2,052
- **FY20**: 1,339
- **FY21**: 1,187
- **FY22**: 1,721 (~$0.23 Bn)

### Capital Employed (incl. CWIP) in ₹ Cr. and ROCE

- **FY18**: 20%, 6,954
- **FY19**: 22%, 7,504
- **FY20**: 11%, 8,489
- **FY21**: 11%, 7,938
- **FY22**: 19%, 8,703 (~$1.15 Bn)

The 600TPD expansion is fully operational and reached a capacity utilisation of 83% end March-22.

Viscose financial performance FY22 impacted by rise in input cost (Pulp, Caustic soda, Coal and others due to rate increase); price hike across the suite has partially offset the cost increase.

The demand for VFY expected to remain strong on back of upcoming festive season and supply disruption in China.

---

1 Including VFY
• Chemicals
CHLOR ALKALI PORTFOLIO

Salt + Electricity

Caustic Soda
- Pulp & Paper
- Viscose Staple Fibre
- Textile Detergent And others
- Alumina

Chlorine
- Poly-Aluminium Chloride
- Chlorinated Paraffin
- Phosphoric Acid
- Stable Bleaching Powder
- Aluminium Chloride
- Chloromethane

#1 Producer in India
#1 Producer in India
#1 Producer in India
#1 Producer Globally
#1 Producer Globally
CAUSTIC SODA: CAPACITY RAMP UP

Chlor-Alkali plant in Renukoot from Kanoria Chemicals Ltd (Capacity: 129 KTPA)

Chlor-Alkali plant in Karwar from Solaris Chemtech (Capacity: 60 KTPA)

Chlor-Alkali plant in Ganjam from Jayshree Chemicals Ltd (Capacity: 57 KTPA)

Chlor-Alkali plant in Rehla (Capacity: 91 KTPA)

Brownfield expansion at Vilayat: the largest single site Caustic plant (Capacity: 182 KTPA)

Acquired under-construction Chlor-Alkali plant on East coast (Potential Capacity: 365 KTPA)

1,290 KTPA

2011

2014

2015

2019

2021-2022

Nagda 270 KTPA

Vilayat 365 KTPA

Renukoot 129 KTPA

Rehla 201 KTPA

Ganjam 91 KTPA

Karwar 91 KTPA

Veraval 91 KTPA

BB Puram 51 KTPA

Grasim Industries Limited | Corporate Presentation June 2022

FY10

FY22
STRONG PRESENCE IN HIGH GROWTH BUSINESSES: CAUSTIC SODA

Top-3 players account for about 50% of capacity

Grasim: Pan India Player

Source: Company estimates, Industry, CRISIL Research

Grasim Industries Limited | Corporate Presentation June 2022
The rise in the caustic soda prices continued owing to the supply chain disruption on account of Covid related restrictions by China and the ongoing conflict between Russia and Ukraine.

Sequential improvement in the caustic soda prices was driven by improvement in demand and higher global caustic soda price.

Chlorine realisation continues to be negative due to slowdown in demand from the end user industry.
FOCUS ON CHLORINE INTEGRATION

Key Applications of Chlorine in India

- CPW
- HCL
- Chloromethanes
- Organics
- Inorganics
- Vinyls (incl. PVC)
- Water Treatment
- Others

Our Presence

<table>
<thead>
<tr>
<th>Application</th>
<th>FY20</th>
<th>FY21</th>
<th>FY22</th>
</tr>
</thead>
<tbody>
<tr>
<td>CPW</td>
<td>2,78,827</td>
<td>2,34,128</td>
<td>2,80,357</td>
</tr>
<tr>
<td>HCL</td>
<td>28%</td>
<td>28%</td>
<td>28%</td>
</tr>
<tr>
<td>Chloromethanes</td>
<td>28%</td>
<td>28%</td>
<td>28%</td>
</tr>
<tr>
<td>Organics</td>
<td>28%</td>
<td>28%</td>
<td>28%</td>
</tr>
<tr>
<td>Inorganics</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vinyls (incl. PVC)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Others</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Water Treatment</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Company estimates
### FINANCIAL PERFORMANCE DRIVEN BY OPERATIONAL IMPROVEMENT

#### Chemicals

<table>
<thead>
<tr>
<th></th>
<th>Q1FY22</th>
<th>Q2FY22</th>
<th>Q3FY22</th>
<th>Q4FY22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales Volume (KT)*</td>
<td>238</td>
<td>254</td>
<td>279</td>
<td>273</td>
</tr>
<tr>
<td>Revenue (₹ Cr.)</td>
<td>1,436</td>
<td>1,627</td>
<td>2,338</td>
<td>2,487</td>
</tr>
<tr>
<td>EBITDA (₹ Cr.)</td>
<td>275</td>
<td>232</td>
<td>528</td>
<td>499</td>
</tr>
</tbody>
</table>

**Chlor-Alkali business reported stellar performance despite mounting cost pressure (Power and other key input costs), driven by sequential improvement in ECU.**

**The slow ramp-up of the recently commissioned capacities at Rehla and BB Puram and plant maintenance lead to lower production in Q4FY22.**

**Advanced Material business reported a normalised financial performance driven by lower realisation and continuing cost pressure.**

*Sales volume excluding Epoxy*
### CHEMICALS PERFORMANCE

#### Revenue (₹ Cr.)

<table>
<thead>
<tr>
<th></th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
<th>FY21</th>
<th>FY22</th>
</tr>
</thead>
<tbody>
<tr>
<td>₹ Cr.</td>
<td>5,004</td>
<td>6,437</td>
<td>5,502</td>
<td>4,581</td>
<td>7,888 (~$1.04 Bn)</td>
</tr>
</tbody>
</table>

#### EBITDA (₹ Cr.)

<table>
<thead>
<tr>
<th></th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
<th>FY21</th>
<th>FY22</th>
</tr>
</thead>
<tbody>
<tr>
<td>₹ Cr.</td>
<td>1,300</td>
<td>1,827</td>
<td>1,008</td>
<td>590</td>
<td>1,534 (~$0.20 Bn)</td>
</tr>
</tbody>
</table>

#### Capital Employed (incl. CWIP) in ₹ Cr. and ROCE

<table>
<thead>
<tr>
<th></th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
<th>FY21</th>
<th>FY22</th>
</tr>
</thead>
<tbody>
<tr>
<td>₹ Cr.</td>
<td>4,260</td>
<td>4,977</td>
<td>5,206</td>
<td>5,173</td>
<td>5,815 (~$0.77 Bn)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
<th>FY21</th>
<th>FY22</th>
</tr>
</thead>
<tbody>
<tr>
<td>% ROCE</td>
<td>26%</td>
<td>32%</td>
<td>14%</td>
<td>7%</td>
<td>26%</td>
</tr>
</tbody>
</table>

A significant part (~48%) of energy requirement is met through Captive power plants. As a medium to long term strategy, sourcing of renewable energy is being increased leading to cost optimization and reduction in GHG footprint.

Business focused on cost optimization, improving the power mix by increasing its share of renewable energy to 11% by FY23.
• Paints Business
PAINTS: BUSINESS PLAN UPDATE

- Project cost of ₹10,000 Cr. by FY25
  1,332 MLPA with commissioning of plants starting Q4FY24

- Acceleration of capacity implementation given changing market structure and industry growth with optimistic outlook

- Inflationary pressure on project cost is mitigated by change in the plants’ configuration

- The company aims to leverage the decades of business experience gained through Birla White WALLCARE (putty brand of Grasim's subsidiary UltraTech Cement), given the similarity of application
- Birla White already enjoys the second-largest distributor network in the paint industry when compared with ~70,000 dealer network for Asian Paints
- Ultra Tech Cement and Grasim will engage on arm’s length basis to share the distribution network

- Influencers: Applicators & Builders
- Multi location outlets

Birla White’s distribution infrastructure has 54,000 dealers
412x89

54,000

37,800 (70%)

Paints network
PAINTS: PROJECT PROGRESS UPDATE

- Land possession and registration completed for 5 sites, Land registration pending for 1 site
- EC Received: Panipat, Ludhiana and Chamarajanagar
- Basic and Detailed Engineering contract awarded for all six sites
- Civil Work commenced at Panipat and Ludhiana sites
- Overall Capex of ₹579 Cr. spent primarily on acquisition of land parcels for the Paints Business
Other Businesses
### OTHER BUSINESSES

#### Textile

<table>
<thead>
<tr>
<th></th>
<th>FY21</th>
<th>FY22</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue (₹ Cr.)</strong></td>
<td>920</td>
<td>1,696 (~$0.22 Bn)</td>
</tr>
<tr>
<td><strong>EBITDA (₹ Cr.)</strong></td>
<td>-53</td>
<td>160 (~$0.021 Bn)</td>
</tr>
</tbody>
</table>

#### Insulator

<table>
<thead>
<tr>
<th></th>
<th>FY21</th>
<th>FY22</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue (₹ Cr.)</strong></td>
<td>352</td>
<td>390 (~$0.05 Bn)</td>
</tr>
<tr>
<td><strong>EBITDA (₹ Cr.)</strong></td>
<td>21</td>
<td>28 (~$0.004 Bn)</td>
</tr>
</tbody>
</table>
• Consolidating Subsidiaries
## ULTRATECH CEMENT LIMITED

### Revenue (₹ Cr.)

<table>
<thead>
<tr>
<th></th>
<th>FY19</th>
<th>FY20</th>
<th>FY21</th>
<th>FY22</th>
</tr>
</thead>
<tbody>
<tr>
<td>MTPA</td>
<td>102.75</td>
<td>114.8</td>
<td>116.8</td>
<td>119.95</td>
</tr>
<tr>
<td>Revenue</td>
<td>41,609</td>
<td>42,430</td>
<td>44,726</td>
<td>52,599 (~$6.94 Bn)</td>
</tr>
</tbody>
</table>

### EBITDA (₹ Cr.)

<table>
<thead>
<tr>
<th></th>
<th>FY19</th>
<th>FY20</th>
<th>FY21</th>
<th>FY22</th>
</tr>
</thead>
<tbody>
<tr>
<td>₹ Cr.</td>
<td>7,810</td>
<td>9,898</td>
<td>12,302</td>
<td>12,022 (~$1.59 Bn)</td>
</tr>
</tbody>
</table>

Consolidated sales volume grew by 9% YoY to 94 MTPA in FY22, capacity utilisation for Q4FY22 stood at 90%. Revenue grew by 18% YoY to ₹52,599 Cr. and EBITDA stood at ₹12,022 Cr.

Cost Pressures across the board in Q4FY22:
- Energy cost was up 48% YoY with prices of pet coke nearly doubling;
- Logistics cost was up 4% YoY driven by higher diesel prices;
- Raw Material cost was up 7% YoY driven by prices of fly-ash, bauxite, gypsum and HSD

UltraTech added 121MW of Solar capacity and 42MW of WHRS capacity during FY22, increasing the company’s Solar capacity to 269MW and total WHRS capacity to 167MW

Consolidated Net Debt reduced from ₹6,717 Cr. in FY21 to ₹3,901 Cr. in FY22, with a Consolidated Net Debt/EBITDA of 0.32x

*Represents consolidated grey cement capacity*
ADITYA BIRLA CAPITAL LIMITED

Consolidated Revenue\(^1\) (₹ Cr.)

<table>
<thead>
<tr>
<th></th>
<th>FY19</th>
<th>FY20</th>
<th>FY21</th>
<th>FY22</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>16,570</td>
<td>17,927</td>
<td>20,453</td>
<td>23,633 (~$3.12 Bn)</td>
</tr>
</tbody>
</table>

Aggregate PAT (₹ Cr.)

<table>
<thead>
<tr>
<th></th>
<th>FY19</th>
<th>FY20</th>
<th>FY21</th>
<th>FY22</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>871</td>
<td>920</td>
<td>1,127</td>
<td>1,706 (~$0.23 Bn)</td>
</tr>
</tbody>
</table>

Lending Book (₹ Cr.)

<table>
<thead>
<tr>
<th></th>
<th>FY19</th>
<th>FY20</th>
<th>FY21</th>
<th>FY22</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>63,119</td>
<td>59,159</td>
<td>60,557</td>
<td>67,185 (~$8.86 Bn)</td>
</tr>
</tbody>
</table>

Gross Premium (₹ Cr.)

<table>
<thead>
<tr>
<th></th>
<th>FY19</th>
<th>FY20</th>
<th>FY21</th>
<th>FY22</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>8,008</td>
<td>8,882</td>
<td>11,076</td>
<td>13,867 (~$1.83 Bn)</td>
</tr>
</tbody>
</table>

\(^1\) Consolidated segment revenue; for Ind AS statutory reporting purpose, asset management and wellness business are not consolidated and included under equity accounting.
**FINANCIAL PERFORMANCE – OTHER SUBSIDIARIES**

### Aditya Birla Renewables (Solar Power)

<table>
<thead>
<tr>
<th>Particulars</th>
<th>₹ Cr.</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY20</td>
<td>FY21</td>
</tr>
<tr>
<td>Revenue</td>
<td>117</td>
</tr>
<tr>
<td>EBITDA</td>
<td>64</td>
</tr>
<tr>
<td>EBIT</td>
<td>38</td>
</tr>
<tr>
<td>Capital Employed (Incl. CWIP)</td>
<td>1,412</td>
</tr>
</tbody>
</table>

### Solar Power Capacity (MWp)

- 49 MWp solar capacity commissioned in FY22 at five locations
- 390 MWp of new capacities expected to be commissioned in FY23
• Environment
• Social
• Governance
SUSTAINABILITY: Our Approach

Holistic

Aims to achieve our green goals by employing a 360-degree sustainability approach for each business.

Materiality-Oriented

Periodically undertake assessment with our stakeholders, to define our sustainability goals and their alignment with our business aspirations, stakeholder expectations and global benchmarks.

Transparency

Focus on improving transparency and disclosure standards across the reporting framework.

Key Features of Grasim’s Approach

Leveraging Technology

Continuously adopting new processes and technologies to optimise resource consumption, increase process efficiencies and drive innovation.

Framework

Comprehensive sustainability framework aligned with business objectives, stakeholders' expectations, ABG sustainability framework and UN SDGs.
### SUSTAINABILITY HIGHLIGHTS

- Nagda plant becomes the first VSF plant globally to achieve Zero Liquid Discharge (ZLD)

- The VSF has taken target to reduce GHG emissions intensity by 50% by 2030 and achieve carbon neutrality by 2040 in scope 1,2 and 3 GHG emissions

- Increase production of Circular Products like Liva Reviva to ~100,000 Tons per annum by 2024

- Globally, rank #1 in Canopy's Hot Button Report 2020 with 'dark green shirt' rating for three consecutive years

- Standardization of ISO certification (9001, 14001, 45001, 50001, 27001 and SA8000) by TUV-Nord for 7 units expected to completed by Q4 FY22

- Zero liquid discharge: Integrated ZLD to be commissioned in BB Puram in Feb-22 (Already Implemented in 4 other plants)

- Installation of IOT based Energy Monitoring System at JST Rishra

- Significant Improvement in Higg FEM score (JST score improved from 82(CY2018) to 92(CY2020)

- The share of Renewable energy increased from 0.8% (FY20) to 13% (FY22)
## SELECT ENVIRONMENTAL TARGETS AND PERFORMANCE

### VSF

<table>
<thead>
<tr>
<th>Indicator/Parameter</th>
<th>Target</th>
<th>Baseline</th>
<th>Status in FY22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adoption of EU BAT technology for VSF manufacturing</td>
<td>EU BAT implementation at India site by C22</td>
<td>FY18</td>
<td>Implemented at 1 site (Vilayat) Work-in-progress at other 3 sites and endeavor is to complete the same by end of FY23</td>
</tr>
<tr>
<td>Reduction in water intensity in VSF manufacturing process</td>
<td>50% reduction by 2025</td>
<td>FY15</td>
<td><strong>56%</strong> Reduction achieved by FY22</td>
</tr>
<tr>
<td>Reduce pollution load to effluent</td>
<td>Reduction in COD by 2022 to meet EU BAT compliance</td>
<td>FY18</td>
<td><strong>41%</strong> Reduction achieved by FY22</td>
</tr>
<tr>
<td>Reduce Lost Time Injury frequency rate (LTIFR)</td>
<td>Reduction in LTIFR by 90%</td>
<td>FY15</td>
<td><strong>80%</strong> Reduction achieved by FY22</td>
</tr>
</tbody>
</table>

### CFI

<table>
<thead>
<tr>
<th>Indicator/Parameter</th>
<th>Target</th>
<th>Baseline</th>
<th>Status in FY22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce Specific freshwater consumption of the main product</td>
<td>30% reduction by FY25</td>
<td>FY17</td>
<td><strong>15.6%</strong> Reduction achieved by Chlor-Alkali business</td>
</tr>
<tr>
<td>Reduce GHG emissions of the main product</td>
<td>30% reduction by FY30</td>
<td>FY17</td>
<td><strong>11.4%</strong> Reduction in carbon intensity achieved by Chlor-Alkali business</td>
</tr>
</tbody>
</table>
### CARING FOR OUR COMMUNITY

<table>
<thead>
<tr>
<th>Key Focus Areas</th>
<th>Impact We Made</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education</td>
<td><strong>2,177</strong> girl children supported to pursue formal education</td>
</tr>
<tr>
<td>Health Care</td>
<td><strong>1,57,237</strong> children immunized against polio; <strong>16,817</strong> women and girl children reached through health and hygiene awareness</td>
</tr>
<tr>
<td>Sustainable Livelihood</td>
<td><strong>17,908</strong> animals vaccinated</td>
</tr>
<tr>
<td>Infrastructure Development</td>
<td><strong>5 Dams &amp; 187</strong> Rainwater Harvesting Structures Constructed</td>
</tr>
<tr>
<td>Women Empowerment</td>
<td>Key training provided by SHGs in goat farming, dairy, loom weaving, etc</td>
</tr>
</tbody>
</table>

All our CSR activities are channelised through the Aditya Birla Centre for Community Initiatives and Rural Development; led by Ms. Rajashree Birla, the Centre provides prioritisation of thrust areas, strategic direction, and performance management of the CSR activities.
R&D AN ENABLER-INVESTMENT IN FUTURE PRODUCTS

1 Corporate R&D Centre
5 exclusive R&D Centres for the VSF business
4 exclusive R&D Centres for the Chlor-Alkali, Epoxy, Insulators and Fertilisers businesses

Key Strengths

World-class Infrastructure
Consistently developing world-class labs with capabilities to serve across the entire value spectrum

Highly Experienced Researchers
Highly qualified researchers spearheading our company's development efforts on many fronts

Patent Applications
Filed 90* Patent Applications/ Patents in 16 countries belonging to 52* patent families

R&D Expenditure
Incurred ~₹300 Crore expenditure over the last three years

Our strong brand, highly experienced people, world-class infrastructure and technology, and robust processes and systems, are intangible assets that contribute to our economic success and greater value for our stakeholders

*Includes ABSTC’s patents related to VSF
Sustainable Governance

- Our comprehensive governance framework not only provides us with the transparency and accountability across management levels but also enhances our corporate image and integrity.
- Extends from the Board of Directors through to the senior management to all the working levels in each of our business units.

Policies & Standards

- Policies for our businesses are framed while holding our Group policies, values, and principles in high esteem.
- Employee empowerment - learn and apply improvement techniques to perform to standards that are the industry's best and beyond.

Board Committees

- Audit Committee
- Risk Management & Sustainability Committee
- Stakeholder's Relationship Committee
- Corporate Social Responsibility Committee
- Nomination and Remuneration Committee
- Finance Committee
- PIT Regulation Committee
EMPOWERING OUR EMPLOYEES

Recruitment and Leadership Pipeline
Ratio of 1:1 identified successors for more than 300 leadership roles across the company.

Learning and Development
Nurtured our people to realise their full potential by learning and development initiatives.

Employee Health and Well-being
OHSAS 18001 and ISO 45001 - Foundation of our occupational health and safety programmes at our sites.

Diversity and Inclusion
Provide equal opportunities at the workplace for women and physically challenged, remain unaltered.


Inherent strength of this human capital and the intellectual synergies available to us makes us a “Stronglomerate”
• Appendix
## CASH FLOW FOCUS

### Release of Working Capital (₹ Cr.)

<table>
<thead>
<tr>
<th>Year</th>
<th>FY20</th>
<th>FY21</th>
<th>FY22</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,261</td>
<td>940</td>
<td>13</td>
<td></td>
</tr>
</tbody>
</table>

### Cash from Operations (₹ Cr.)

<table>
<thead>
<tr>
<th>Year</th>
<th>FY20</th>
<th>FY21</th>
<th>FY22</th>
</tr>
</thead>
<tbody>
<tr>
<td>3,315</td>
<td>2,402</td>
<td>2,656</td>
<td></td>
</tr>
</tbody>
</table>

### Dividend Flow (₹ Cr.)

<table>
<thead>
<tr>
<th>Year</th>
<th>FY20</th>
<th>FY21</th>
<th>FY22</th>
</tr>
</thead>
<tbody>
<tr>
<td>460</td>
<td>262</td>
<td>643</td>
<td></td>
</tr>
</tbody>
</table>

### Cash Flow Movement

<table>
<thead>
<tr>
<th>Source</th>
<th>FY20</th>
<th>FY21</th>
<th>FY22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dividend &amp; Others</td>
<td>643</td>
<td>1,590</td>
<td>263</td>
</tr>
<tr>
<td>Proceed from sale of fertiliser business</td>
<td>592</td>
<td>1,353</td>
<td>592</td>
</tr>
<tr>
<td>Cash from Operations</td>
<td>3,293</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Use</th>
<th>FY20</th>
<th>FY21</th>
<th>FY22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest Paid</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dividend Paid</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Taxes Paid</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchase of Investments</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Capex&lt;sup&gt;1&lt;/sup&gt;</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<sup>1</sup> Adjusted for Liability for Capital Goods ,and Capital Advances
AWARDS & ACCOLADES – 2021-22

- Grasim received Gold Shield award for Integrated reporting and “Excellence in Financial Reporting” by Institute of Chartered Accountants of India (ICAI) for FY 20-21

- Grasim participated in S&P (DJSI) in 2021 and received a score which was at a higher percentile of 76% compared to previous year’s score (71%)

- VSF Kharach unit has been bestowed with the CII-ITC Sustainability Award 2021 for Excellence in Environment Management

- VSF Business received UNGC Award in Innovation & Supply Chain

- Grasim participated for first time in CDP (Carbon Disclosure Project) in 2021 and has received a Management band score B-

- Textile Business received CII East Region Energy Conservation Award

- Grasim ranked 7th in the most sustainable companies in India ET Futurescape Sustainability Index Report-2021

- ESG rating released by CRISIL, Grasim was assigned a score of 63 with “Strong” rating
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Particulars</th>
</tr>
</thead>
<tbody>
<tr>
<td>AAUM</td>
<td>Average Asset Under Management</td>
</tr>
<tr>
<td>CAGR</td>
<td>Compound annual growth rate</td>
</tr>
<tr>
<td>CPP/MWp</td>
<td>Captive Power Plant/ Megawatt Peak</td>
</tr>
<tr>
<td>CPW</td>
<td>Chlorinated Paraffin Wax</td>
</tr>
<tr>
<td>ECU</td>
<td>Electrochemical Unit</td>
</tr>
<tr>
<td>FY</td>
<td>Financial Year</td>
</tr>
<tr>
<td>Exchange Rate</td>
<td>Closing USD-INR : 75.7887</td>
</tr>
<tr>
<td>HCL</td>
<td>Hydrochloric Acid</td>
</tr>
<tr>
<td>IRDAI</td>
<td>The Insurance Regulatory and Development Authority of India</td>
</tr>
<tr>
<td>KTPA</td>
<td>Thousand ton per annum</td>
</tr>
<tr>
<td>MTPA</td>
<td>Million ton per annum</td>
</tr>
<tr>
<td>MWh</td>
<td>Mega Watt Hour</td>
</tr>
<tr>
<td>NBFC</td>
<td>Non-Banking Finance Company</td>
</tr>
<tr>
<td>ROCE</td>
<td>Return on Capital Employed</td>
</tr>
<tr>
<td>₹/ INR</td>
<td>Indian National Rupees</td>
</tr>
<tr>
<td>TPD</td>
<td>Ton per day</td>
</tr>
<tr>
<td>VAP</td>
<td>Value Added Products</td>
</tr>
<tr>
<td>VSF</td>
<td>Viscose Staple Fibre</td>
</tr>
<tr>
<td>ZLD</td>
<td>Zero Liquid Discharge</td>
</tr>
<tr>
<td>SRS</td>
<td>Sulphate Recovery System</td>
</tr>
</tbody>
</table>
Grasim Industries Ltd.
Aditya Birla Centre
'A' Wing, 2nd Floor, S.K. Ahire Marg ,Worli
Mumbai 400 030 ,India

Investor relations Team
Email: grasim.ir@adityabirla.com

Thank you