KEY MILESTONES

1947
Grasim industries incorporated

1956
Production of fabric begins at Gwalior

1957
Grasim industries incorporated

1956
VSF production commences at Nagda (MP)

1976
VSF and Pulp plants at Harihar commissioned based on in house engineering

1977
Vikram Cement, Grasim’s first Cement plant goes on stream at Jawad (MP)

1977
Caustic Soda production commences at Nagda for Captive use

1986
ABNL entered in JV with SunLife Insurance to foray into Financial Services Business

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

1997
First Overseas acquisition (Canada) to form a JV for backward integration of Pulp

2006
Promoted Idea Cellular jointly with Birla – Tata – AT&T Ltd

2006
Consolidated the Caustic capacity with merger of Aditya Birla Chemicals Ltd with Grasim

2007
Acquired stake in Domsjo, Sweden to further integrate Pulp

2007
Formed JV – Birla Jingwei Fibres Ltd in China and acquired VSF plant in China

2019
Commissioned the single largest VSF plant with in-house technology at Vilayat

2019
Consolidated the Caustic capacity with merger of Aditya Birla Chemicals Ltd with Grasim
Through Viscose and Yarn, we are present in the eco-friendly clothing and non-woven segment

Through Chemicals, we are indirectly present in various daily use products

Presence in Textiles, Fertilisers, Insulators, and Solar Power

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

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

50%

31%

19%

Revenue contribution

Standalone businesses

Subsidiaries
BIG IN YOUR LIFE

1. In Viscose Staple Fibre
2. In Caustic Soda & Specialty Chemicals
3. In Premium Fabric

- **#1** Cement Producer in India
- **#3** Global Producer (Ex-China)
- **#3** Asset Management Companies**
- **Top 5** Private Diversified NBFC

**Market Cap**
- (Sep 30, 2019): INR 48,000 Crore (USD 6.8 Billion)
- (Sep 30, 2019): INR 18,688 Crore (USD 2.7 Billion)

**Total Market Cap**
- (Sep 30, 2019): INR 1.20 Lakh Crore (USD 16.9 Billion)

*Presence In India in Viscose, Modal and 3rd generation Viscose

*Global leadership in Chlorine derivatives namely Stable Bleaching Powder and Aluminum Chloride and India leadership in Chloro Paraffin wax, PolyAluminium Chloride and Phosphoric Acid

** Excluding ETF
STRONG OVERALL PERFORMANCE

Revenue (Rs. Cr.)

- FY19: Rs72,971 Cr (~$10 Bn)
- 28% in Viscose
- 14% in Chemicals
- 9% in Other
- 5% in Cement
- 21% in Financial Services

EBITDA (Rs. Cr.)

- FY19: Rs.12,820 Cr (~$1.8 Bn)
- 36% in Viscose
- 16% in Chemicals
- 14% in Other
- 6% in Cement
- 8% in Financial Services

Revenue and EBITDA (Rs. Cr.)

- Viscose:
  - FY19: Rs7,101 Cr (CAGR 21%)
  - FY17: Rs1,439 Cr
  - FY18: Rs1,680 Cr
  - FY19: Rs2,052 Cr

- Chemicals:
  - FY19: Rs8,374 Cr (CAGR 30%)
  - FY17: Rs3,813 Cr
  - FY18: Rs5,004 Cr
  - FY19: Rs1,827 Cr

- Cement:
  - FY19: Rs10,325 Cr (CAGR 21%)
  - FY17: Rs25,375 Cr
  - FY18: Rs30,979 Cr
  - FY19: Rs37,379 Cr

- Financial Services
  - FY19: Rs5,861 Cr (CAGR 21%)
  - FY17: Rs5,861 Cr
  - FY18: Rs6,734 Cr
  - FY19: Rs7,226 Cr

- Financial Services
  - FY19: Rs9,083 Cr (CAGR 45%)
  - FY17: Rs9,083 Cr
  - FY18: Rs756 Cr
  - FY19: Rs1,060 Cr

Grasim Industries Limited | Corporate Presentation 2019
FINANCIAL HIGHLIGHTS: CONSOLIDATED

Revenue (Rs. Cr)
- FY 15: 32,847
- FY 16: 34,488
- FY 17: 36,068
- FY 18: 55,894
- FY 19: 72,971

EBITDA Margin:
- FY 15: 17.0%
- FY 16: 20.1%
- FY 17: 22.5%
- FY 18: 19.2%
- FY 19: 17.4%

Revenue has grown at a 22% CAGR from FY 15 to FY 19, reaching (~$10 Bn).

EBITDA (Rs. Cr)
- FY 15: 5,683
- FY 16: 7,066
- FY 17: 8,333
- FY 18: 10,883
- FY 19: 12,820

EBITDA (in ~$1.8 Bn)

Profit before tax*
- FY 15: 3,453
- FY 16: 4,514
- FY 17: 5,823
- FY 18: 6,795
- FY 19: 7,779

Profit before tax has grown at a 23% CAGR from FY 15 to FY 19, reaching (~$1.1 Bn).

Margins (%)
- FY 15: 7.8%
- FY 16: 9.9%
- FY 17: 11.5%
- FY 18: 7.1%
- FY 19: 6.9%

*Adjusted for exceptional items

Grasim Industries Limited | Corporate Presentation 2019
FINANCIAL HIGHLIGHTS: STANDALONE

Revenue (Rs. Cr)

- FY 15: 6,333
- FY 16: 8,980
- FY 17: 10,346
- FY 18: 15,786
- FY 19: 20,550

34% CAGR (≈$2.9 Bn)

EBITDA (Rs. Cr)

- FY 15: 1,013
- FY 16: 1,851
- FY 17: 2,629
- FY 18: 3,542
- FY 19: 4,639

46% CAGR (≈$0.7 Bn)

Margins (%)

- FY 15: 15.2
- FY 16: 19.8
- FY 17: 24.3
- FY 18: 21.8
- FY 19: 22.0

Adjusted for share split.

Dividend Per Share (Rs)

- FY 15: 3.6
- FY 16: 4.5
- FY 17: 5.5
- FY 18: 6.2
- FY 19: 7.0

46% CAGR

(≈$0.7 Bn)
### Consolidated Debt / Surplus (Rs. Cr.)

<table>
<thead>
<tr>
<th>Period</th>
<th>Debt (Rs. Cr.)</th>
<th>Liquid Investment</th>
<th>Net Debt (Rs. Cr.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY18</td>
<td>22,402</td>
<td>8,828</td>
<td>13,574 (~$1.9 Bn)</td>
</tr>
<tr>
<td>FY19</td>
<td>26,659</td>
<td>7,006</td>
<td>19,653 (~$2.8 Bn)</td>
</tr>
<tr>
<td>H1 FY20</td>
<td>31,559</td>
<td>8,467</td>
<td>23,092 (~$3.3 Bn)</td>
</tr>
</tbody>
</table>

### Standalone Debt / Surplus (Rs. Cr.)

<table>
<thead>
<tr>
<th>Period</th>
<th>Debt (Rs. Cr.)</th>
<th>Liquid Investment</th>
<th>Surplus (Rs. Cr.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY18</td>
<td>2,969</td>
<td>3,358</td>
<td>389 (~$56 Mn)</td>
</tr>
<tr>
<td>FY19</td>
<td>3,311</td>
<td>3,768</td>
<td>458 (~$66 Mn)</td>
</tr>
<tr>
<td>H1 FY20</td>
<td>4,492</td>
<td>2,652</td>
<td>1,840 (~$266 Mn)</td>
</tr>
</tbody>
</table>
CAPACITY EXPANSION PLANS

**VSF Capacity (KTPA)**

- **Vilayat expansion (219 KTPA)**
  - H2 FY21
  - (2 phases of 300 TPD each)

- **BC Kharach**
  - VSF and Specialty Fibre

- **Harihar**
- **Nagda**

<table>
<thead>
<tr>
<th>FY19</th>
<th>FY20</th>
<th>FY21+</th>
</tr>
</thead>
<tbody>
<tr>
<td>164</td>
<td>164</td>
<td>162</td>
</tr>
<tr>
<td>142</td>
<td>158</td>
<td>162</td>
</tr>
<tr>
<td>88</td>
<td>88</td>
<td>88</td>
</tr>
<tr>
<td>155</td>
<td>155</td>
<td>155</td>
</tr>
</tbody>
</table>

**Caustic Soda Capacity (KTPA)**

- **BB’Puram (146 KTPA)**
  - H2 FY21

- **Vilayat expansion (73 KTPA)**
  - H2 FY21

- **Rehla expansion (91 KTPA)**
  - H1 FY21

<table>
<thead>
<tr>
<th>FY19</th>
<th>FY20</th>
<th>FY21+</th>
</tr>
</thead>
<tbody>
<tr>
<td>365</td>
<td>365</td>
<td>438</td>
</tr>
<tr>
<td>110</td>
<td>110</td>
<td>201</td>
</tr>
<tr>
<td>91</td>
<td>91</td>
<td>91</td>
</tr>
<tr>
<td>91</td>
<td>91</td>
<td>91</td>
</tr>
<tr>
<td>129</td>
<td>129</td>
<td>129</td>
</tr>
<tr>
<td>270</td>
<td>270</td>
<td>270</td>
</tr>
</tbody>
</table>

Excludes Century Rayon Caustic capacity of 24 KTPA
CAPEX PLAN

Capex (Rs. Cr.)

- **FY15**: 506
- **FY16**: 495
- **FY17**: 438
- **FY18**: 1,105
- **FY19**: 2,092
- **FY20**: 3,814 (~$550 Mn)
- **FY21+**: 3,935 (~$560 Mn)

*Represents planned Capex*

Grasim Industries Limited | Corporate Presentation 2019
Grasim has largely outperformed the global Industry average score

- Environmental Policy & Management Systems
- Corporate Citizenship and Philanthropy
- Customer Relationship Management
- Risk & Crisis Management

Creating a Sustainability culture in the organization

1. We have set long-term goals in the areas of environment, safety, employees and society

2. We have made commitment of new investments on sustainability front

3. Focus on new areas of improvement to enhance our sustainable footprint
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): Birla Viscose, Modal, Lyocell

Synthetic fibres

- From Synthetic Polymers: Polyester, Nylon, Polypropylene, Polyurethane, Acrylic etc.
- From inorganic substances: Carbon, Ceramics, Glass, Metal

Natural base & Eco-friendly

Vibrant color depth

Breathable & Highly absorbent

Comfort and Soft feel

Highly Uniform

Static Dissipation

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

- Viscose: 8 Weeks
- Cotton: 15 Weeks
- Synthetic: Over 200 years
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
TRANSFORMING VISCOSE FIBRE

**Domestic Sales volume growth (TPD)**

<table>
<thead>
<tr>
<th>FY05</th>
<th>FY06</th>
<th>FY07</th>
<th>FY08</th>
<th>FY09</th>
<th>FY10</th>
<th>FY11</th>
<th>FY12</th>
<th>FY13</th>
</tr>
</thead>
<tbody>
<tr>
<td>608</td>
<td>611</td>
<td>621</td>
<td>653</td>
<td>566</td>
<td>664</td>
<td>654</td>
<td>590</td>
<td>631</td>
</tr>
</tbody>
</table>

**Muted growth**

<table>
<thead>
<tr>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>660</td>
<td>778</td>
<td>853</td>
<td>930</td>
<td>1,040</td>
<td>1,264</td>
</tr>
</tbody>
</table>

High backward integration, encompassing over 80% of costs thereby providing significant competitive advantage over non-integrated players.

Pioneering ingredient branding to create demand pull, enhance end-use applications and user experience through our LIVA initiative.

Maintaining leadership in all our Core businesses with a solid Capex plan to increase our Viscose capacities by 43% to 788 KTPA. Enhance Specialty share to 40% in the fibre portfolio.

With sustainability at the HEART of all decision making.
HIGH BACKWARD INTEGRATION

Input

Dissolving Grade Pulp
Caustic Soda
Power & Steam (Cogeneration)
Carbon Disulphide & Sulphuric Acid

% of Cost

54%
15%
8%
3%

Capacity

4 Manufacturing plants (India: 1 & Overseas: 3)

1,147K TPA
217 MW

Requirement Met

55% - 60%
Fully captive
Fully captive
Fully captive

Note: As of FY 2019
Power capacity includes shared capacity at Vilayat with Chemicals
STATE-OF-THE-ART R&D CENTRES OFFER CREATIVE SOLUTIONS ACROSS VALUE CHAIN

Grasim Forest Research Institute, Harihara, India

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

Birla Research Institute, Nagda, India

Textile Research and Application Development Centre (TRADC)

Pulp research, DommInnova, Domsjo Fabriker

Fibre research, Kharach, Gujarat (Pilot plant)
BIRLA CELLULOSIC FIBRE IS INGREDIENT TO MORE THAN 100 BRANDS

Servicing ~650 Customers
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.

LAUNCH OF LIVA – Creating demand pull for Viscose
Pioneering ingredient branding for Viscose Staple Fibre
Presenting LIVA, a new-age naturally created fabric that transforms not just the garment but also the person wearing it. It is comfortable, soft, 100% natural and eco-friendly. Moving from B2B TO B2B2C Business Model

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

LIVAHome – Tapping the home textiles market
~$3 Bn addressable market size
Bed sheets, Duvets & Comforters
LIVA brand extension for Home Textiles: LIVA Home (Post success of LIVA and LIVAeco)

LIVA Saree – Extending LIVA product portfolio
~$6 Bn addressable market size
Sarees reimagined with LIVA enable effortless drape & luxurious softness
LIVA: MILESTONES ACHIEVED

**LIVA Tagging (Million)**

- SS16/17: 16
- SS17/18: 24
- SS18/19: 35
- SS19/AW19: 42

**Brands**

- SS16: 22
- SS17: 32
- SS18: 38
- SS19: 40

**Out-reach**

- SS16: 1819 Stores, 147 Cities
- SS17: 2844 Stores, 190 Cities
- SS18: 3300 Stores, 220 Cities
- SS19: 3500 Stores, 220 Cities

**LIVA Available at**

- People
- melange
- soch
- cottonworld
- trends
- central
- shoppers stop
- 109°F
- fbb
- imara
- van heusen
- madame
- unlimit
- ethnic
- park avenue
- biba
- pantaloon
- beats
- aurelia

---

SS – Spring Summer  
AW - Autumn Winter
SUSTAINED FUTURE GROWTH

Global Fibre Demand (KTPA)

<table>
<thead>
<tr>
<th>Year</th>
<th>Capacity (KTPA)</th>
<th>CAGR</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>70,341</td>
<td>-1.2%</td>
</tr>
<tr>
<td>2014</td>
<td>86,484</td>
<td>2.3%</td>
</tr>
<tr>
<td>2018</td>
<td>100,343</td>
<td>0.9%</td>
</tr>
<tr>
<td>2023P</td>
<td>115,432</td>
<td>~6.5%</td>
</tr>
</tbody>
</table>

Global Fibre Demand Growth Rate:
- 2009-2014: -1.2%
- 2014-2018: 2.3%
- 2018-2023P: ~6.5%

Viscose Staple Fibre Demand (KTPA)

<table>
<thead>
<tr>
<th>Year</th>
<th>Capacity (KTPA)</th>
<th>CAGR</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>2,732</td>
<td>0.9%</td>
</tr>
<tr>
<td>2014</td>
<td>4,754</td>
<td>2.4%</td>
</tr>
<tr>
<td>2018</td>
<td>5,381</td>
<td>3.4%</td>
</tr>
<tr>
<td>2023P</td>
<td>~9,000</td>
<td>7%</td>
</tr>
</tbody>
</table>

Viscose Staple Fibre Demand Growth Rate:
- 2009-2014: 2.8%
- 2014-2018: 3.0%
- 2018-2023P: ~7%

Source: Industry & Company estimates
EXPANDING CAPACITIES IN TUNE TO GROWING DEMAND

VSF Capacity (KTPA)

<table>
<thead>
<tr>
<th></th>
<th>FY19</th>
<th>FY20</th>
<th>FY21+</th>
</tr>
</thead>
<tbody>
<tr>
<td>VSF</td>
<td>155</td>
<td>155</td>
<td>155</td>
</tr>
<tr>
<td>8 (%)</td>
<td>88</td>
<td>88</td>
<td>88</td>
</tr>
<tr>
<td>162</td>
<td>162</td>
<td></td>
<td></td>
</tr>
<tr>
<td>788</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>43%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Vilayat expansion (219 KTPA)
H2 FY21 (2 phases of 300 TPD each)

BC Kharach
- VSF and Specialty Fibre

Harihar

Nagda

Capex (Rs. Cr.)

~Rs. 3,500 Cr.
expansion Capex at Vilayat, one of the largest single location VSF site

<table>
<thead>
<tr>
<th></th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
<th>FY21+</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capex</td>
<td>302</td>
<td>182</td>
<td>206</td>
<td>421</td>
<td>1,160</td>
<td>2,026</td>
<td>2,361</td>
</tr>
<tr>
<td>Rs. Cr.</td>
<td>~$40 Mn</td>
<td>~$290 Mn</td>
<td>~$340 Mn</td>
<td>~$500 Mn</td>
<td>~$770 Mn</td>
<td>~$1,000 Mn</td>
<td>~$1,250 Mn</td>
</tr>
</tbody>
</table>

Represents planned capital expenditure
**SUSTAINABLE FASHION INITIATIVES**

**Sustainable Forestry**
- 100% of wood is certified FSC/SFI/PEFC; No purchase of wood harvested from high conservation/illegal forests
- Global leader in Canopy’s Hot Button Report with ‘Light Green Shirt’
- USDA Biobased certification for Birla Modal, Birla Excel and Birla Spunshades

**Carbon Footprint**
- Birla Cellulose is carbon neutral in scope 1 and 2 emissions
- Continuous reduction in energy consumption, chemicals consumption, COD and sulphur emission
- Verified Higg Index FEM 3.0 Scores of 85%+ all manufacturing sites

**GHG Reduction**
- Total Scope 1 and Scope 2 GHG emissions were found to be 3.22 Mt CO2e, and the total net sequestering was 3.44 Mt CO2e at forests directly managed by Birla Cellulose, completely offsetting Scope 1 and Scope 2 emissions

**EUBat Compliance**
- Plans under implementation of going beyond regulatory norms to the most stringent EU norms at all the plant sites by the end of 2022 towards close looping the viscose production
- $170 Million capex across ABG units including Grasim
SUSTAINABLE FASHION INITIATIVES

- **Lowest Water Consumption**
  - Achieved lowest water consumption per ton of VSF globally. Water consumption in FY19 reduced by 27% YoY to <20 m3/TF
  - Water Stewardship- We have set a target to bring down the consumption by about 60% by 2022 over 2015 (baseline)

- **Environment friendly Fibre**
  - Commissioned 3rd Generation 16 KTPA Specialty Fibre plant using in-house Green technology, in May’19 which will enable entry into newer end use segments with superior quality offerings
  - Strengthened our environmental credentials by launching LIVAeco: Eco-enhanced variant of LIVA with ‘End-to-end’ traceability, a first in the country

- **Circular economy/ Recycle of textile waste**
  - Achieved a breakthrough in manufacturing viscose fibre using pre-consumer waste. This addresses concern relating to textile waste generation and use it as alternate raw material
  - Efforts to build capabilities to recycle 50%+ cellulosic waste
### Viscose Performance

#### Net Revenue (Rs. Cr.)

<table>
<thead>
<tr>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>6,643</td>
<td>6,022</td>
<td>7,101</td>
<td>8,374</td>
<td>10,325 (~$1.4 Bn)</td>
</tr>
</tbody>
</table>

#### EBITDA (Rs. Cr.)

<table>
<thead>
<tr>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>459</td>
<td>923</td>
<td>1,439</td>
<td>1,680</td>
<td>2,052 (~$0.2 Bn)</td>
</tr>
</tbody>
</table>

#### Capital Employed (incl. CWIP) [Rs. Cr.] and ROCE

<table>
<thead>
<tr>
<th>ROCE</th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>6%</td>
<td>5,282</td>
<td>5,102</td>
<td>4,725</td>
<td>6,954</td>
<td>7,504 (~$1.1 Bn)</td>
</tr>
<tr>
<td>14%</td>
<td>12%</td>
<td>14%</td>
<td>20%</td>
<td>22%</td>
<td></td>
</tr>
<tr>
<td>26%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>22%</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

- Global VSF prices have weakened as expected during the year on account of extra capacity in the industry and US-China Trade War.

- Globally, VSF continues to be fastest growing fibre with projected 6-7% growth; India demand continues to be buoyant with double digit growth. Expect to restore supply-demand balance over next 12 to 18 months.

- Grasim better placed to withstand global price volatility by virtue of superior product offering, technical and customer support leading to higher realizations in India.
Chemicals
Grasim Industries Limited | Corporate Presentation 2019

CHLOR ALKALI PORTFOLIO

Salt + Electricity

Caustic Soda

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

Chlorine

- Poly-Aluminium Chloride #1 Producer in India
- Chlorinated Paraffin #1 Producer in India
- Phosphoric Acid #1 Producer in India
- Stable Bleaching Powder #1 Producer Globally
- Aluminium Chloride #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)
- Acquired under-construction Chlor-Alkali plant on East coast (Potential Capacity: 365 KTPA)
- Brownfield expansion at Vilayat: the largest single site Caustic plant (Capacity: 182 KTPA)
- Brownfield expansion at Vilayat: the largest single site Caustic plant (Capacity: 182 KTPA)

FY10

- Rehla
- Nagda
- Veraval

FY19

- Nagda 270 KTPA
- Vilayat 365 KTPA
- Renukoot 129 KTPA
- Rehla 110 KTPA
- Ganjam 91 KTPA
- Karwar 91 KTPA
- Veraval 91 KTPA

2011

350 KTPA

2014

2019
STRONG PRESENCE IN HIGH GROWTH BUSINESSES: CAUSTIC SODA

Fragment industry - 23 players
Top-3 players account for ~50% of capacity

**FY19**

- Aditya Birla: 27%
- DCM: 14%
- GACL: 10%
- Meghmani: 4%
- Others: 10%

Source: Company estimates

---

Grasim: Pan India Player

- Renukoot
- Nagda
- Rehla
- Ganjam
- Balbadrapuram
- Veraval
- Shahad
- Karwar
- Vilayat

---
**Applications of Chlorine in India**

- **CPW, 19%**
- **HCL, 18%**
- **Chloromethanes, 12%**
- **Water Treatment, 3%**
- **Organics, 15%**
- **Inorganics, 9%**
- **Vinyls (incl PVC), 8%**
- **Others, 15%**

**Captive Chlorine Consumption**

- **FY17**: 2,22,555 Tons, 28% consumption
- **FY18**: 2,41,847 Tons, 29% consumption
- **FY19**: 2,66,097 Tons, 28% consumption

**Source:** Company estimates
EXPANDING CAPACITIES IN TUNE TO GROWING DEMAND

Caustic Soda Capacity (KTPA)

- BB’Puram (146 KTPA) - H2 FY21
- Vilayat expansion (73 KTPA) - H2 FY21
- Rehla expansion (91 KTPA) - H1 FY21
- Ganjam
- Karwar
- Veraval
- Renukoot
- Nagda

Capex (Rs. Cr)

- 1,542 (~$220 Mn)
- 1,038 (~$150 Mn)

Represents planned capital expenditure
CAUSTIC SODA: LONG TERM PERFORMANCE INDICATORS

Chemical Net Revenue (Rs. Crore) vs Indexed ECU
CAUSTIC SODA: INPUT COST STRUCTURE

- **Input**
  - **Power**
    - % of Cost: 60%
    - Capacity: 257 MWh
    - Requirement Met: ~60%
  
  - **Salt**
    - % of Cost: 15%
    - Capacity: ~250 KTPA
    - Requirement Met: ~15%

*Note: As of FY 2019*

*Power capacity includes shared capacity at Vilayat with Viscose*
CHEMICALS PERFORMANCE

**Net Revenue (Rs. Cr.)**

<table>
<thead>
<tr>
<th>Year</th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue (Rs. Cr.)</td>
<td>1,701</td>
<td>3,429</td>
<td>3,813</td>
<td>5,004</td>
<td>6,436 (~$921 Mn)</td>
</tr>
</tbody>
</table>

- Consistently improvement in Power security and the share of renewables. Over the next 18 to 24 months we are set to expand our CPP capacities and adopt more wind/solar
- Salt securitization by increasing capacities at current salt fields and setting up new fields
- Expanding capacity to 1,457 KTPA from 1,147 KTPA by FY 21. Expanding the capacities of existing VAPs and entering new VAPs by H2FY21. (Capex Planned ~Rs. 2,500)
- Globally, Caustic soda price is expected to stabilize, and Indian ECU should follow suit too

**EBITDA (Rs. Cr.)**

<table>
<thead>
<tr>
<th>Year</th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>EBITDA (Rs. Cr.)</td>
<td>292</td>
<td>663</td>
<td>842</td>
<td>1,300</td>
<td>1,827 (~$261 Mn)</td>
</tr>
</tbody>
</table>

- Capital employed (incl. CWIP) [Rs. Cr.] and ROCE

<table>
<thead>
<tr>
<th>Year</th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cap. Employed (incl. CWIP)</td>
<td>1,922</td>
<td>3,741</td>
<td>3,778</td>
<td>4,261</td>
<td>4,975 (~$719 Mn)</td>
</tr>
<tr>
<td>ROCE (incl. CWIP) - Annualized</td>
<td>10%</td>
<td>12%</td>
<td>17%</td>
<td>26%</td>
<td>32%</td>
</tr>
</tbody>
</table>

- Consistently improvement in Power security and the share of renewables. Over the next 18 to 24 months we are set to expand our CPP capacities and adopt more wind/solar
- Salt securitization by increasing capacities at current salt fields and setting up new fields
- Expanding capacity to 1,457 KTPA from 1,147 KTPA by FY 21. Expanding the capacities of existing VAPs and entering new VAPs by H2FY21. (Capex Planned ~Rs. 2,500)
- Globally, Caustic soda price is expected to stabilize, and Indian ECU should follow suit too
SUSTAINABILITY

Water
Focus on water consumption through reduction, recycle and reuse in all the units. **Zero liquid discharge** at Nagda and Renukoot achieved and Rehla and Ganjam in progress.

Energy
Continuous focus on improving energy efficiency across businesses
Adding renewable mix to the overall power mix

Safety
Tracking movement of chlorine (tonner) from factory to customer’s end through our mobile application Suraksha providing real-time feedback

Circular Economy
Fly ash waste generated in power plant, being utilized in cement for blending purpose
Salt Transportation - Replace HDPE salt bag with rack/ containers
Allied Businesses
### OTHER BUSINESSES

<table>
<thead>
<tr>
<th>Industry</th>
<th>FY18 (Rs. Cr.)</th>
<th>FY19 (Rs. Cr.)</th>
<th>FY18 (US$ Mn)</th>
<th>FY19 (US$ Mn)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fertilisers</td>
<td>1,815</td>
<td>2,812</td>
<td>~$402 Mn</td>
<td>~$602 Mn</td>
</tr>
<tr>
<td>Textile</td>
<td>1,062</td>
<td>1,501</td>
<td>~$215 Mn</td>
<td>~$271 Mn</td>
</tr>
<tr>
<td>Insulators</td>
<td>390</td>
<td>434</td>
<td>~$62 Mn</td>
<td>~$75 Mn</td>
</tr>
</tbody>
</table>

**Net Revenue (Rs. Cr.)**

**EBITDA (Rs. Cr.)**

**~$402 Mn**

**~$215 Mn**

**~$62 Mn**

**~$3 Mn**
Consolidating Subsidiaries
The Indian cement industry grew approximately by 12% in FY19

- Overall focus on maintaining moderate debt and enhancing liquidity

- UltraTech completed the acquisition of Century’s cement business, with this acquisition, its manufacturing capacity stands augmented to 117.4 mtpa, including its overseas capacity

- Revival of rural housing, Affordable housing and Infra spending are some favorable factors for demand growth

- Achieved successful integration of the biggest acquisition in Indian Cement Industry (21.2 MTPA) as planned in 8 quarters
1 Includes Life Insurance and Health Insurance gross total premium (as per IRDAI reporting)
2 AAUM of Asset Management business
3 Includes NBFC and Housing Finance businesses
4 Consolidated segment revenue; for Ind AS statutory reporting purpose Asset management and wellness business are not consolidated and included under equity accounting
### OTHER SUBSIDIARIES

#### Solar subsidiaries

<table>
<thead>
<tr>
<th>Parameters (Rs. Cr.)</th>
<th>Q2FY20</th>
<th>Q1FY20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Revenue</td>
<td>Rs. Cr.</td>
<td>20</td>
</tr>
<tr>
<td>EBITDA</td>
<td>Rs. Cr.</td>
<td>10</td>
</tr>
<tr>
<td>EBITDA Margin</td>
<td>%</td>
<td>50%</td>
</tr>
<tr>
<td>EBIT</td>
<td>Rs. Cr.</td>
<td>5</td>
</tr>
<tr>
<td>Capital Employed</td>
<td>Rs. Cr.</td>
<td>973</td>
</tr>
</tbody>
</table>

#### Grasim Premium Fabrics (Brand Soktas)

<table>
<thead>
<tr>
<th>Parameters (Rs. Cr.)</th>
<th>Q2FY20</th>
<th>Q1FY20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Revenue</td>
<td>Rs. Cr.</td>
<td>45</td>
</tr>
<tr>
<td>EBITDA</td>
<td>Rs. Cr.</td>
<td>7</td>
</tr>
<tr>
<td>EBITDA Margin</td>
<td>%</td>
<td>16%</td>
</tr>
<tr>
<td>EBIT</td>
<td>Rs. Cr.</td>
<td>-3</td>
</tr>
<tr>
<td>Capital Employed</td>
<td>Rs. Cr.</td>
<td>177</td>
</tr>
</tbody>
</table>

#### Parameters

<table>
<thead>
<tr>
<th>Parameters</th>
<th>Sep 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cumulative Installed Capacity (MW)</td>
<td>182</td>
</tr>
<tr>
<td>No. of Projects</td>
<td>16</td>
</tr>
<tr>
<td>No. of Projects with Group Companies</td>
<td>11</td>
</tr>
<tr>
<td>Capacity with Group Companies (MW)</td>
<td>111</td>
</tr>
</tbody>
</table>

- Planned capacity at 500 MW by FY20
- The merger of Grasim Premium Fabric Private Limited with the Company is under process
- Post acquisition, the fair valuation exercise has been completed in Q2FY20
Appendix
CERTIFICATIONS & AWARDS

- Grasim Industries has been Ranked # 205 in the list of “Global 2000 – Growth Champions 2018” by Forbes Magazine, USA

- Grasim Industries has been ranked the #154 Top Regarded Company of the World in 2018

- Grasim Industries Limited ranks #59 in Forbes Global 2000 Best Employers List

- Harihar Pulp unit has been declared the winner of Golden Peacock Award for Sustainability – 2018
  Sustainability initiatives at Harihar like Colour reduction of Treated effluent/Pulp Unit etc. this year

- Liva- Best Use of experiential Marketing in a Loyalty Programme at 11th Customer Loyalty Summit on 1st Feb 2018

- Liva- Most admired fashion innovation of the year by India Fashion Forum
### Glossary

<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</td>
<td>Captive Power Plant</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>Avg. USD-INR : 69.905</td>
</tr>
<tr>
<td>HCL</td>
<td>Hydrochloric Acid</td>
</tr>
<tr>
<td>Ind AS</td>
<td>Indian Accounting Standards</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>Rs./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>
</tbody>
</table>
Thank you