

Date: May 14, 2021

To The Department of Corporate Services –CRD Bombay Stock Exchange Ltd P.J.Towers, Dalal Street MUMBAI – 400 001	To National Stock Exchange of India Limited 5 <sup>th</sup> Floor, Exchange Plaza Bandra (E), MUMBAI – 400 051
<b>Scrip Code: 509675/HIL; Through Listing Centre</b>	<b>Scrip Symbol: HIL: Through NEAPS</b>

Dear Sir / Madam,

**Sub: Investors' presentation for the quarter and Year ended March 31, 2021**

**Ref: Intimation under regulation 30 of SEBI (LODR) Regulation, 2015**

Pursuant to Regulation 30 of SEBI (Listing Obligation and Disclosure Requirement), Regulation 2015 (the "Regulation"), kindly find enclosed Investors' Presentation for the quarter and Year ended March 31, 2021.

You are requested to kindly take the same on record and acknowledge the receipt.

Thanking You  
for HIL LIMITED

MAHESH  
MADHUKA  
R THAKAR

Digitally signed by  
MAHESH MADHUKA  
THAKAR  
Date: 2021.05.14  
17:37:37 +05'30'

Mahesh Thakar  
Company Secretary &  
Head of Legal.

# Financial Results Presentation

Q4 & FY2021



TOGETHER  
**WE BUILD**

**HIL progressively advancing towards “One-Stop” Global Building Material & Solution provider**

# Disclaimer

## Cautionary statement regarding forward-looking statements

This presentation may contain certain forward-looking statements relating to HIL Ltd. (“HIL”, or “Company”) and its future business, development and economic performance. These statements include descriptions regarding the intent, belief or current expectations of the Company, its subsidiaries and associates and their respective directors and officers with respect to the results of operations and financial condition of the Company, subsidiary or associate, as the case may be. Such forward-looking statements are not guarantees of future performance and are subject to known and unknown risks, uncertainties and assumptions that are difficult to predict. These risks and uncertainties include, but are not limited to (1) competitive pressures; (2) legislative and regulatory developments; (3) global, macroeconomic and political trends; (4) fluctuations in currency exchange rates and general financial market conditions; (5) delay or inability in obtaining approvals from authorities; (6) technical developments; (7) litigation; (8) adverse publicity and news coverage, which could cause actual development and results to differ materially from the statements made in this presentation. Company assumes no obligation to update or alter forward-looking statements whether as a result of new information, future events or otherwise. Any forward-looking statements and projections made by third parties included in this presentation are not adopted by the Company and the Company is not responsible for such third party statements and projections.

This presentation has been prepared by the Company based on information and data which the Company considers reliable, but the Company makes no representation or warranty, express or implied, whatsoever, and no reliance shall be placed on, the truth, accuracy, completeness, fairness and reasonableness of the contents of this presentation. This presentation may not be all inclusive and may not contain all of the information that you may consider material. Any liability in respect of the contents of, or any omission from, this presentation is expressly excluded.

This presentation and its contents are confidential and should not be distributed, published or reproduced, in whole or in part, or disclosed by recipients directly or indirectly to any other person.

# Strategic Overview

# CK Birla Group – 160+ Years of Rich Legacy

Over **US\$2.4 billion**  
Conglomerate



Present across  
**Five** Continents



Over **25,000**  
Employees



Focus on **Long-term**  
Values, Trust-based



Numerous  
Patents & Awards



Relationships &  
Philanthropy





# HIL Overview

## Strong brand equity



- Fibre Cement Sheets
- Coloured Steel Sheets
- "Charminar +" Coloured Fibre Cement Sheets

**BIRLA  
AEROCON**

### Dry Wall:

- Solid Wall Panels
- C- Boards
- Flex-O-Boards
- SmartBond
- Designer Board

### Wet Wall

- AAC Blocks
- Block Jointing Mortar

**BIRLA | HIL  
PIPES & PUTTY**

### Pipes & Fittings:

- UPVC Pipes and Fitting
- CPVC Pipes and Fitting
- SWR Pipes and Fitting
- Column Pipes
- Pressure Pipes

### Wall Putty



**Non-Asbestos  
Cement Roofing Sheets**

- Next Gen Non-asbestos Corrugated Roofing Sheets

**PARADOR**

- Engineered Wood Flooring
- Laminate Flooring
- Resilient Flooring
  - LVT
  - ModularOne
  - SPC
- Skirting, Wall & Ceiling Panel and Accessories

Over 7 decades experience in handling of Chrysotile: Blemish-free health & safety record

Unique product attributes driving competitive advantage: Highest strength, Least breakage, Durable across lifetime

*Leader in Transformation*

# HIL's Agenda for Growth

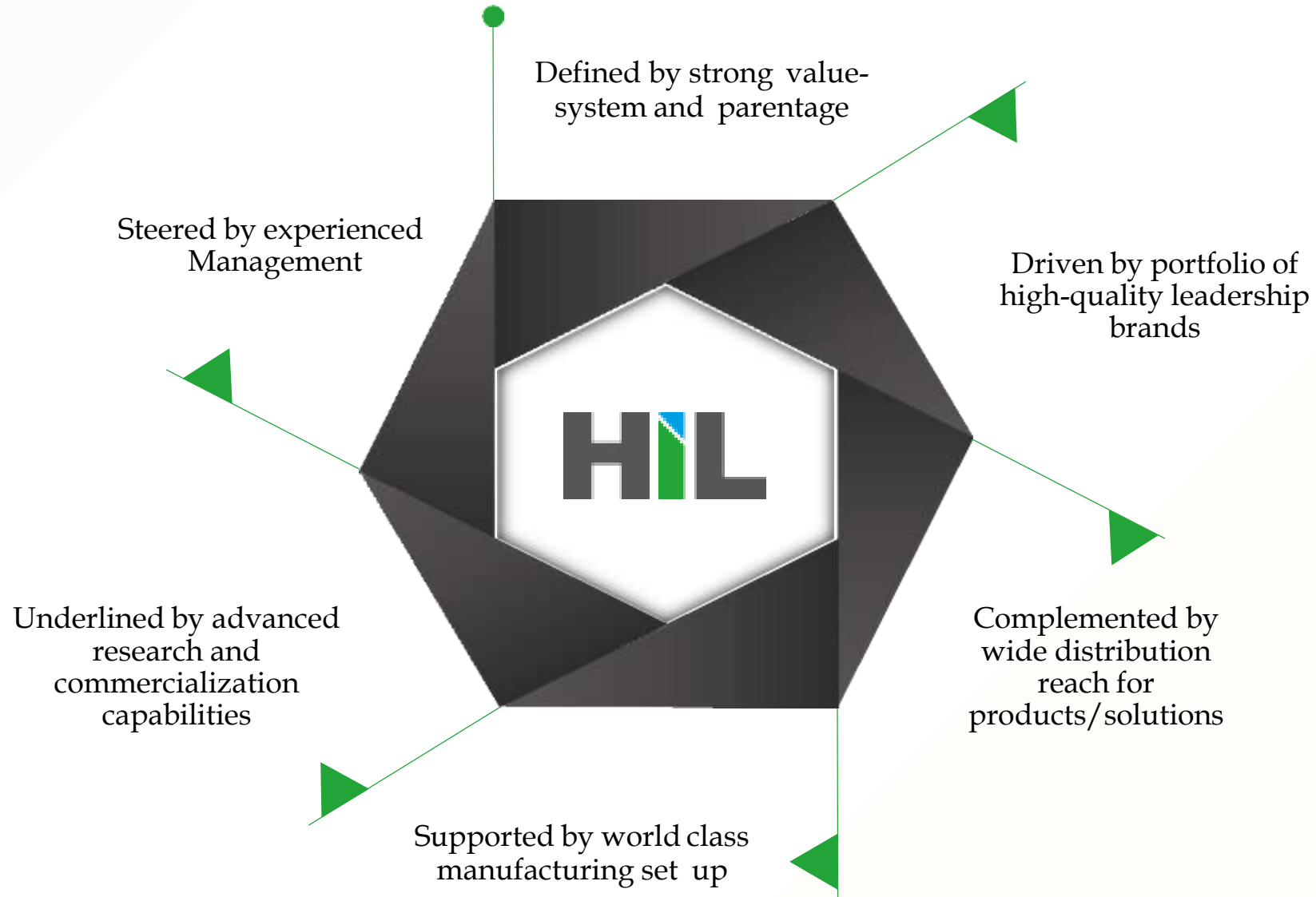
- Established brands
- Committed dealership
- Momentum in margins through sustainable efficiencies
- Great Place to Work with diverse and competent workforce



- Drive organic expansion
- Augment non-roofing portfolio
- Launch research based green solutions

- Develop adjacent complementarities
- Diverse and sustainable portfolio
- Harness existing core strengths

# HIL's Strengths





# The Superbrands

HIL has been enjoying the Superbrand status for the past 4 consecutive years



*A Superbrand is a recognition of a brand's commitment to quality and excellence of products and services.*

*Birla Aerocon and Charminar of HIL have been bestowed upon with the status of 'CONSUMER SUPERBRAND' this year. Both have been ranked one of the top brands across all categories in India.*

*Both Birla Aerocon and Charminar offer customer advantages and benefits over its competitors and also contribute to the development of the society promoting eco- friendly products.*

# HIL a Trendsetter

**Trendsetter in the building material industry by creating new benchmark in Quality, Processes and Products**



# Distribution Spread

## Key competitive advantage

- 22 Manufacturing facilities
- 40 Sales depots
- 3 sales offices
- 2,500 loyal stockiest/distributors
- 6,500 sub-dealers
- Deeper market penetration – Rural
- Urban real estate markets & green building products
- Low cost, high strength & best quality roofing products

*Building the nation through high quality, cost effective products*



# Manufacturing Prowess



*World-class facilities. Transparent operations*



# Vision

**“To be a leading, global, innovative, and eco-friendly, building and infrastructure solutions company and create sustainable value for our stakeholders”**

# Mission





# Value, Vision and Lineage

## Our Values

Accountability

Integrity

Respect

Teamwork

Excellence

Innovation



### Mr. CK Birla:

*Business must be conducted with highest standards of excellence, values, respect for the environment and human health. Business is the means to develop a better society and provide care to all. HIL will play its role in the infrastructure and construction sectors as a leader, shaping the future of this industry with practices and products that are eco - friendly and technologically advanced*

# Awards Won Recently



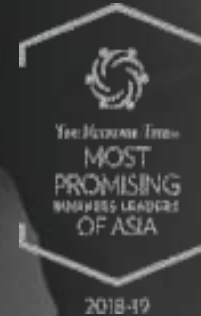
Superbrands  
(India) of the year  
– 2021



"One Ground Design  
Edition" in the category  
Product Design 2021



Muse Design Award for  
One Ground Edition




Most Promising  
Business Leaders of  
Asia , 2020  
- The Economic Times




Fortune  
The Next 500




# Award Won Recently





Best Workplaces  
in Manufacturing



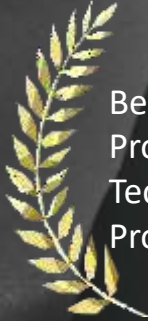

ICONIC  
AWARDS FOR  
INNOVATIVE  
INTERIOR  
PARADOR  
2020





Brand of the year  
– CEO magazine




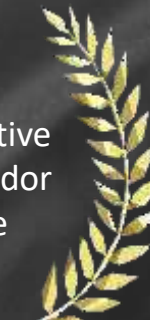
Top Challenger  
Award 2020



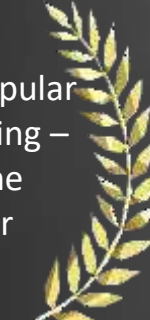
Best Information Security  
Project ” & “Best Modern  
Technology Infrastructure  
Project”



Highest innovative  
strength – Parador  
WELT Magazine



Germany's Most Popular  
Provider - Life & Living –  
Parador - ntv and the  
German Institute for  
Service Quality





# Parador: Suite of Products

Laminate  
Flooring



Engineered  
wood flooring



Resilient Floor  
Covering



ModularOne  
Flooring



# HIL Growth Story – Last 4 years

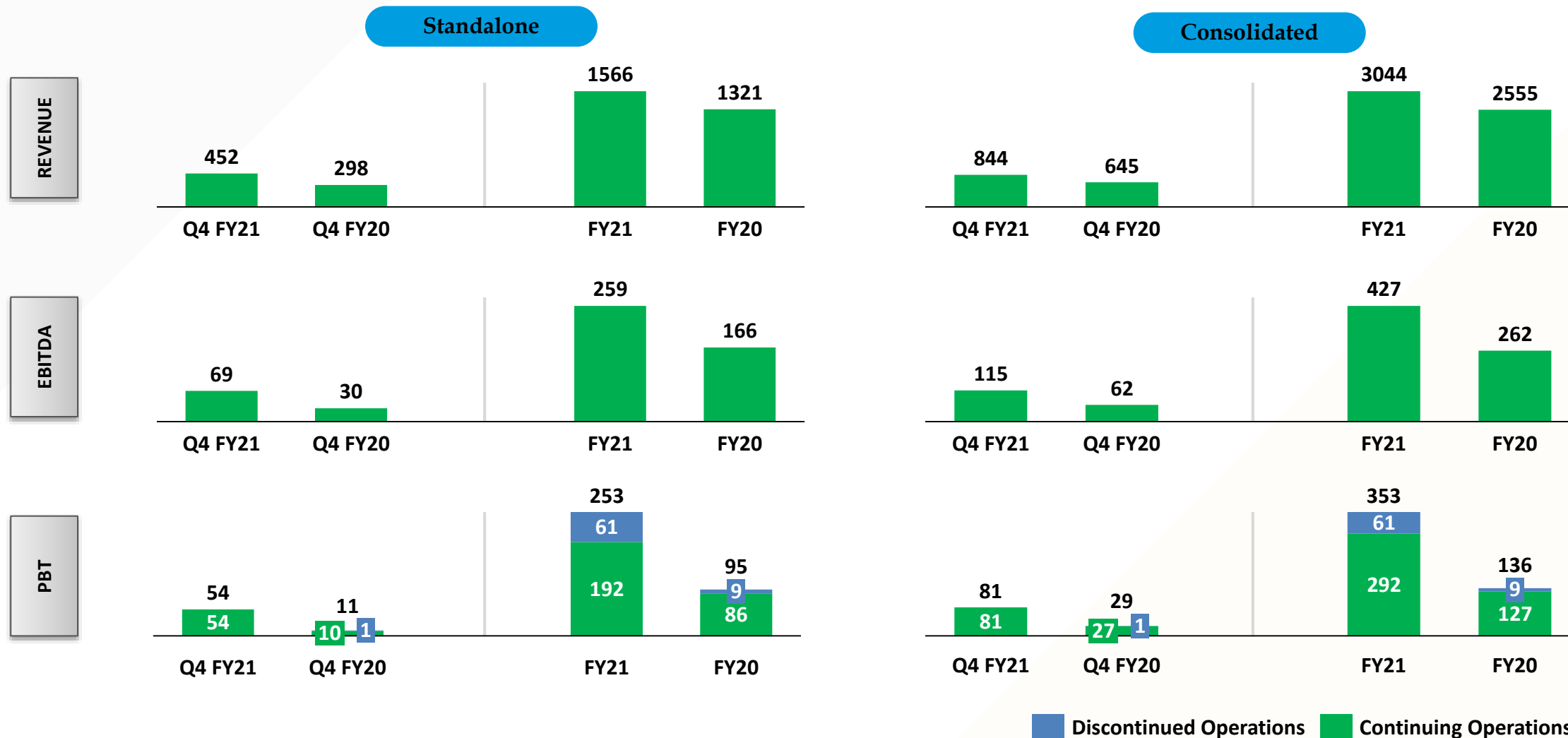
- Re-defined Vision, Mission and Core Values – \$1 billion by 2025
- HIL goes Global – towards a “One-stop Building Material Solutions” company
- Reduce the dependency of revenue from asbestos business – from > 80% in FY16 to < 30% in FY21
- Delivered consistent growth from Rs.1,096 crore revenue in FY16 to Rs.3,044 crore in FY21 (~3x in 5 years)
- Operating Profitability (EBITDA) significantly improved from Rs.112 crore in FY16 to Rs.427 crore in FY21 (~4x in 5 years)
- Working capital % to revenue extensively reduced from 23% in FY16 to 5% in FY21 in India using lean manufacturing and financial astute policies
- Exceptional branding efforts towards enhancing HIL and its products brands through various ATL & BTL route – from an asbestos company to a household name
- Well planned digital roadmap execution – IoT 4.0, Ariba, RPA, Digital customer connect, Power BI, Host to host banking, Lead management, Idea management, AP Workflow, Planning & Budgeting tool, etc.
- Exceptional employee connect – Employee engagement significantly improved from 54% in FY16 to 86% in FY21
- HIL awarded number one cement and building materials company by GPTW for 2 years in a row

# Quarterly Discussion



# Highlights of Q4 & FY21 Performance

In Rs. Crore



# Financial Statements – P&L

## Standalone

## Consolidated

In Rs. Crore

	Q4 FY21	Q4 FY20	Y-o-Y	FY21	FY20	Y-o-Y	Q4 FY21	Q4 FY20	Y-o-Y	FY21	FY20	Y-o-Y
<b>Total Revenue</b>	457	309	48%	1,592	1,357	17%	847	651	30%	3,062	2,580	19%
<b>Total Expenditure</b>	388	279	39%	1,332	1,191	12%	732	589	24%	2,635	2,318	14%
<b>EBITDA</b>	69	30	130%	260	166	56%	115	62	85%	427	262	63%
<b>PBT (for continuing operations)</b>	54	10	443%	192	86	123%	81	27	195%	292	127	130%
<b>PAT (for continuing operations)</b>	41	8	402%	142	70	104%	63	23	174%	214	99	116%
<b>EPS (for continuing operations)</b>	54.12	10.78	402%	189.97	93.29	104%	83.55	30.58	173%	286.12	132.40	116%
<b>Total PBT</b>	54	11	389%	253	95	167%	81	29	184%	353	136	160%
<b>Total PAT</b>	41	9	353%	188	77	145%	63	24	163%	260	106	145%
<b>EPS (for continuing &amp; discontinued operations)</b>	54.12	11.98	352%	250.74	102.62	144%	83.55	31.78	163%	346.89	141.73	145%

Complied as per Ind AS

# Results discussion - Segmental

In Rs. Crore

Particulars	Q4 FY21	Q4 FY20	Y-o-Y	FY21	FY20	Y-o-Y
Revenue	844	645	31%	3,044	2,555	19%
Roofing Solutions	230	153	50%	894	733	22%
Building Solutions	96	78	23%	277	319	-13%
Polymer Solutions	122	63	94%	384	254	51%
Flooring Solutions	393	348	13%	1,481	1,239	20%
Others	4	3	27%	9	13	-31%

*Complied as per Ind AS*

**Roofing Solutions comprises:** Fibre Cement Sheets and Coloured Steel Sheets.

**Building Solutions:** Dry/Wet walling products

**Polymer Solutions:** Pipes and Fittings and Wall Putty

**Flooring Solutions:** Laminate Flooring, Engineered Wood Flooring, Resilient Flooring, Skirtings and Accessories

**Others comprises:** Wind Power and Material Handling and Processing Plant and Equipment

*All numbers are exclusive of discontinued operations of Thermal Insulation business*

- Roofing Solutions demand was in line with expectation anticipating a good season ahead
- Building Solutions witnessed improvement in performance. All plants are operating at more than 90% capacity utilization
- Polymer Solutions continue to grow at a pan India level, supported by the strong product mix
- Parador witnessed healthy growth with improving contribution from E-business and DIY segments and further deepening its presence in newer markets
- Asbestos dependence on revenue is less than 30%

# Results discussion

In Rs. Crore

## Standalone

## Consolidated

	Q4 FY21	Q4 FY20	Y-o-Y	FY21	FY20	Y-o-Y	Q4 FY21	Q4 FY20	Y-o-Y	FY21	FY20	Y-o-Y
<b>EBITDA</b>	69	30	130%	259	166	56%	115	62	85%	427	262	63%
<b>EBITDA Margin</b>	15.1%	9.7%	543 Bps	16.3%	12.2%	405 Bps	13.6%	9.5%	403 Bps	14.0%	10.2%	380 Bps
<b>PBT</b>	54	10	443%	192	86	123%	81	27	195%	292	127	130%
<b>PBT Margin</b>	11.9%	3.2%	864 Bps	12.0%	6.3%	571	9.6%	4.2%	535 Bps	9.5%	4.9%	461 Bps
<b>PAT</b>	41	8	402%	142	70	104%	63	23	174%	214	99	116%
<b>PAT Margin</b>	8.9%	2.6%	627 Bps	8.9%	5.1%	380 Bps	7.4%	3.5%	388 Bps	7.0%	3.8%	316 Bps

*HIL has been successful in converting a challenging year in to a best performing year....*

- Focus on employee health and safety remains paramount with the onslaught of second wave of Covid in April
- HIL continues to employ effective cash flow management to maintain the health of the business
- Focus on strict cost control measures to continue
- Agile and dedicated teams to help deliver optimal solutions for unforeseen events
- Healthy customer mix helped deliver positive performance in the initial wave, and the same will help us overcome the second wave too

# Financial Statements – Balance Sheet

Particular (Rs. Crore)	Standalone		Consolidated	
	31.03.2021	31.03.2020	31.03.2021	31.03.2020
<b>A) Equity &amp; Liabilities</b>				
Shareholder's funds	876	705	995	743
Non-current liabilities	128	256	422	606
Current liabilities	397	576	696	805
<b>TOTAL EQUITY &amp; LIABILITIES</b>	<b>1,401</b>	<b>1,537</b>	<b>2,113</b>	<b>2,154</b>
<b>B) Assets</b>				
Non-current assets	1,003	1,049	1,226	1,214
Current assets	398	488	887	940
<b>TOTAL ASSETS</b>	<b>1,401</b>	<b>1,537</b>	<b>2,113</b>	<b>2,154</b>

- Net worth increased to Rs. 995 crore as on Mar 31, 2021 from Rs.743 crore as on Mar 31, 2020
- Net Debt reduced by Rs. 91 crore during Q4 and Rs. 332 crore in FY21
- Net Debt to Equity at 0.41x as on Mar 31, 2021 vs. 1.0x as on Mar 31, 2020
- Continue to take measures to strengthen the Balance Sheet

# Covid implications and measures

- Country wide lockdown and Covid infection spread posing severe headwinds on employee health and business
- Plants are operated under Govt. guidelines with fullest social distancing & reduced manpower
- Central Response Team (CRT) and Local Response Team (LRT) are active 24x7 advocating proactive measures and guidelines
- Doctors are available 24x7 for all employees and their families: counseling and supporting with hospitals and other necessities from time to time – a thorough vigilance
- Financial support being provided by insurance and medical advance for the employees and their families who have been hospitalized – as also one time allowance for covering the domiciliary medical expenses
- Smart Videos of 120 sec, to capture various do's & don'ts in a much user friendly manner for easy grasp of employees
- “Your Dost”, a counselling support services for employees and their family members are available for 24x7 where they can connect with 900+ experienced psychologists



# Building a Covid-19 proof, robust Business Model

- With the second wave of COVID-19 emerging in parts of the country, HIL is better prepared to face the challenges than last year
  - The business has not been impacted yet as our manufacturing units are still functioning, and most states and cities have not implemented full lockdowns
  - Having learned from the past, our teams have improved upon the various initiatives that were undertaken last year, such as the Zero Based Planning, daily huddle meets, digital connect with the customers and daily cash-flow monitoring which will be able to implement them even better this time
- HIL continues to actively look for newer markets to unlock and capitalize on these opportunities, so as to reduce the risk to business in case of further lockdowns being announced
- With most of Europe out of lockdown, Parador has seen a significant improvement in performance over the last few months and re-opening of trade routes has furthered progress in the company's expansion outside Europe

*Commitment and Passion from employees continue to drive business sustenance under several adverse condition*

# Message from Managing Director & CEO



**Dhirup Roy Choudhary**

“During the last 4 years, we have re-defined our Vision, Mission and Core Values and made HIL a Global company towards a “One-stop Building Material Solutions”. Dependency on revenue from asbestos business reduced significantly. We have grown 3x in top line and 4x in operating profitability in last 5 years.

The tenacity of team HIL through the pandemic makes me proud. With the theme of ‘protect, prime-up and prevail’ they have helped steer the model through particularly inclement weather. Despite being a seasonally softer quarter, we have performed well in the second half of the fiscal. The journey ahead will certainly be challenging but I am sure, just as rewarding.

With a dedicated, new facility to boot, our green-roofing solution, Charminar Fortune is rapidly establishing itself in the institutional segment. An in-house, research backed ‘Humid Cure’ technology has allowed us to lower the cost of production while broadening accessibility and applicability for the product. This manufacturing technique is proprietary to us and lays the foundation of a completely de-risked roofing business.

Building Solutions have shown remarkable growth, where business analytics and superior customer engagement capability have distinguished our line in the marketplace. With high utilization, smart distribution and a solutions oriented approach we are looking at augmenting capacities in order to grow this business higher with profitability.

We have always been excited about our Polymer Solutions business, where not only maintaining momentum but also enhancing our earnings footprint. As we expand the SKUs on offer and further optimize levers of cost, I am certain we would be able to achieve a handsome growth ahead of plan. A distinguished brand proposition and synergy with our existing SBU, will aid in this objective.

Flooring Solutions has been most impressive. A potent combination of far-sightedness in business approach, hi-tech product design and widespread reach and play within and outside its core markets, will help us steer this segment towards success. We have pioneered a DIY approach coupled with robust online engagement while maintaining relationship with the most niche architectural and interior design houses of Europe. Our aspiration is to entrench the brand globally and have found several receptive markets.

I am glad to share that HIL has once again gained the honour of being certified a Great Place to Work for the 3<sup>rd</sup> consecutive time. We can only move upward and onwards when our teams do as well.

As India contends with a menacing resurgence of the pandemic we are once again battenning down, ready as always to stay the course. I am confident that we are also better equipped to deal with the second wave of the pandemic, having gained valuable experience from the past and will be able to manage our business better without compromising the health of our employees, which remains a paramount concern for us in these unprecedented times.”

# Outlook

Growth from leadership roofing business through optimised distribution and stronger marketing

Investment in creating opportunities for growth in AAC Blocks, Panels and Boards by way of capacity expansion

Focus on driving non-roofing portfolio comprising Building, Polymer & Flooring Solutions

Established advanced research based non-asbestos roofing solutions to focus on institutional & MNC customers in India and overseas market

Build a sustainable distribution network by establishing Sales Joint Ventures / subsidiaries in selected markets

*Committed to driving profitability momentum in coming quarters*

# GPTW Certified Company – 3<sup>rd</sup> Consecutive year



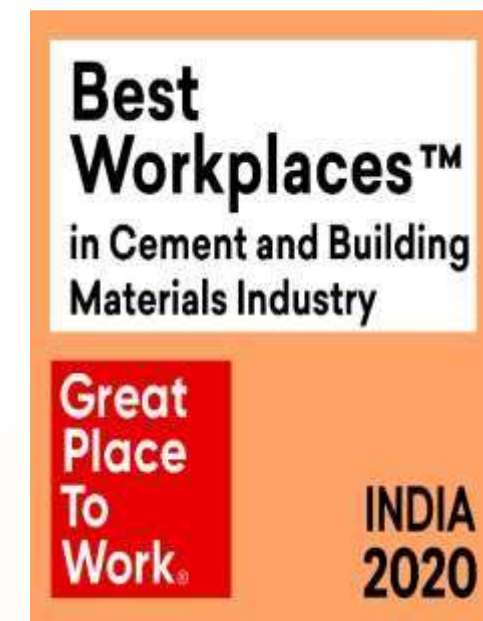
Recognized as “India’s Best Companies to Work For 2020”, Ranked at 67



Recognized as Top 30 of India's best workplaces in Manufacturing 2020



Certified 3rd year in a row with satisfaction score at 86% (from 82% in 2020)



Recognized as Best Workplaces in Cement and Building Materials Industry 2020



# Contact Us

Ajay Kapadia

AVP Finance

HIL Ltd

Tel: +91 40 68249121/ +91 40 30999121

Email: [ajay.kapadia@hil.in](mailto:ajay.kapadia@hil.in)

Siddharth Rangnekar/Karl Kolah

CDR India

Tel: +91 22 6645 1209/1220

Email: [siddharth@cdr-india.com](mailto:siddharth@cdr-india.com)

[karl@cdr-india.com](mailto:karl@cdr-india.com)

## About Us:

Founded in 1946 and having completed 70 glorious years HIL Limited is an integral part of a burgeoning marketplace. It is the flagship company of the C K Birla Group, which is a growing US\$2 billion conglomerate with diversified interests. With over 25,000 employees, 41 manufacturing facilities and numerous patents and awards, the Group's businesses operate in five continents.

Today, HIL is the acknowledged leader in the Building Material space in India. HIL has been honored with the title of "Asia's Most Trusted Building Material Company for last 2 consecutive years by IBC INFOMEDIA. HIL also holds two consumer SuperBrand title and ranks amongst the top 20% of all other SuperBrands across all categories in India.

HIL manufactures a comprehensive range of products. Its Charminar brand is an established market leader in roofing solutions. Birla Aerocon, provides Green Building Solutions that includes Dry Walling, Wet Walling and Plumbing solution. Parador, the category leader in design & innovations, covers wooden flooring solutions. These are easy to install, energy efficient along with being superior in quality.

HIL's strength lies in its state-of-the-art manufacturing facilities, an unmatched distribution network and diligent customer care. HIL exports its products and machinery worldwide. The company is committed to support and provide environment-friendly products by following green and safe practices. With reference to the health surveillance records of our employees, HIL can safely claim that our AC sheets do not pose a health hazard to its workers, people who live under them, and the general population at large.

In its quest for excellence, HIL has developed a world-class R&D facility with a team of highly qualified and dedicated professionals to develop and refresh technologies and processes continuously redefining industry standards leading to solutions that are enriched, cost-effective and environmentally friendly.

HIL has surged ahead with a deep commitment to re-greening the world: it has adopted a unique "five- way green" philosophy to ensure that our products and processes are environmentally friendly from end-to-end. Over 30% of our energy needs are met from renewable sources. The company sources green raw materials with a low carbon footprint and processes them using green manufacturing that produces least effluents, byproducts and emissions. Finally, our end products are green, recyclable and have minimal environmental impact.

HIL is truly dedicated to providing smart choices that ensure environmentally sustainable Solutions.

With HIL we can explore a world of possibilities in building our dreams for a greener and safer tomorrow.

Additional information on the Company is available at the following link; <http://www.hil.in>

# Thank You