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CK BIRLA GROUP

Date: May 25, 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 5th Floor, Exchange Plaza Bandra (E), MUMBAI – 400 051
Scrip Code: 509675/HIL; Through Listing Centre	**Scrip Symbol: HIL: Through NEAPS**

Dear Sir / Madam,

Sub: Transcript of Schedule of Analyst / Investor Call held on May 17, 2021.
Ref: Regulation 30(6) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (Listing Regulations).

In continuation to our letter dated May 12, 2021, Please find attached the Transcript of Analyst / Investor conference call held on May 17, 2021.

Pursuant to Regulation 46, the aforesaid intimation and Transcript of the Investor Call is also available in the Company's website i.e., ww.hil.in/investors.

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

Thanking You
for HIL LIMITED

MAHESH MADHUKAR THAKAR
Digitally signed by MAHESH MADHUKAR THAKAR
Date: 2021.05.25 15:44:00 +05'30'

Mahesh Thakar
Company Secretary &
Head of Legal.

HIL Limited
Q4 FY21 Earnings Conference Call Transcript
May 17, 2021

Siddharth Rangnekar: Thank you Steve. Good afternoon ladies and gentlemen and welcome to HIL >] u] š [• YFY21 results conference call for investors and analysts. Today we have with us Mr. Dhirup Roy Choudhary, Managing Director and CEO of the company, Mr. KR Veerappan, CFO and Mr. Ajay Kapadia, Assistant Vice President, Finance and Accounts. We will first have Mr. Dhirup Roy Choudhary make the opening comments and he will be followed by Mr. Veerappan who would take you through the financial perspective.

Before we commence, I would like to highlight that some of the statements made on today's call could be forward looking in nature and details in this regard are available in the earnings presentation which is available on the stock exchanges and the company website. I would now like to invite Mr. Dhirup to come first and share his perspectives on the performance and strategy. Over to you, Dhirup.

Dhirup Choudhary: Thank you Siddharth. Good afternoon, ladies and gentlemen. Welcome to the Q4 and FY21 earnings conference call of your company. I thank you all for taking out this time to join us on this call and hope all of you are safe.

During the last four years, we have redefined our vision, mission and core values and are in the process of transforming your company, HIL, into a ***"Global One-stop Building Materials Solutions"*** Company. Dependency on revenue from asbestos business has been reduced significantly. We have grown 3x in topline and 4x in operating profitability in the last 5 years. Working capital percentage to revenue in India has been extensively reduced from 23% in FY16 to 5% in FY21 using lean manufacturing and financial astute policies. Well planned digital roadmap execution in initiatives like IoT 4.0 in many of the factories, Ariba, RPA, Digital customer connect, Power BI, Host to Host banking, Lead management, Idea management, Workflow, Planning and Budgeting tool, etc., have all been implemented from time to time towards creating a more efficient workplace. Exceptional employee connect and treating our one HIL colleagues as our biggest asset has helped

to improve employee engagement scores significantly from 54% in FY16 to 86% in the last year, FY21. I personally complete four years with HIL this year.

Last year has been a year of transformation for your company where the organizational structure, processes, customer connect, cost and above sustainability has been challenged towards creating a new, more efficient HIL.

Let me first speak about the roofing solution segment. We closed last year very well once again, emerging as number one with a good lead in market share. While this second wave seems to be penetrating into rural sector, which threatens our business this quarter, as an organization we have learned immensely from last year on how to manage this crisis. The team has come together in building a robust process in sales acquisition, digital mapping of customers, heat maps, 3D models, and pin code mapping where 712 tehsils have been mapped.

The organization has become far more agile in identifying greener pastures and immediately rerouting its entire energy on a daily basis towards where the business potential can be managed and reaped. We have also seen that by securing 1,200 additional counters from our competition roofing last year, we have become far better in penetrating and converting a distribution push business model to a customer pull business model. The country is hoping to come out of these lockdowns soon and we are positive of pent-up demand to be seen in this sector thereafter.

In building solutions segment, all actions that the team has taken towards moving to Tier-3, Tier-4 city to labor hutments, to Covid centers, they are all genuinely rewarding our business in a big way and substantial business coming from newer customers with far safer payment terms. Lead management tool and heat maps are being used extensively to direct us to pin codes where construction activities are still on. The pandemic is currently posing a lot of headwinds as I speak, but the team is confident to come back as soon as the lockdowns are released. We have done that last year and our confidence is far better this year.

Polymer business also, which used to be primarily focused towards North and West zones earlier, have taken enough actions towards building their credibility in East and South using our Birla HIL brand. Therefore, the team is confident to redefine its focus into greener pastures and continue the growth model amidst the pandemic.

Factories have really come out exceptionally well and even when cities are getting closed, they have secured permissions to continue operations. Throughout the time we have kept our premises Covid free, and this has been applauded by the local government when they have made surprise

checks from time to time. Our Central Response Team (CRT) and Local Response Teams (LRT) at each unit have monitored the health of our HIL colleagues and their families meticulously 24/7 and supported them in time of need.

Parador, our flooring solutions subsidiary has enjoyed a robust quarter. With most European countries largely out of lockdown, there was an extreme severe snow wave that Europe witnessed last quarter. Business has returned to normal. Additionally, the resumption of export activities has put our plans for global expansion for Parador back on track. Parador has been resilient and adopted very well to the situation. As a result, the company experienced growth in top line, as well as bottom line despite other companies struggling. The various strategies adopted like DIY, e-business, online brand store, etc., have helped Parador deliver a good result. We will now shift our focus back to expanding outside Europe and target global geographies like China, US etc., while strengthening our hold in different countries of Europe as well. This will happen as soon as Covid situation relaxes.

The JV in China has had a robust start and we are very excited for what is going to come. However, we are facing a short-term challenge of availability and price of HDF boards as well as chemicals in Europe. This is mainly on account of cascading issues due to disruption of operations of suppliers in Europe in February-March when Europe witnessed heavy snowfall. This is also owing to very huge demand coming through in some of the other related products. This may have an implication on topline and bottom line in the first half of this year. However, as always, our dedicated team will leave no stone unturned to minimize this impact.

At this point, I would like to briefly speak of our other prominent achievements driven by our committed and dedicated employees. It gives me great pleasure to share with you that HIL was for the third consecutive year, this year included in the Great Place to Work listing. Today, HIL is proudly the number one cement and building materials company as certified by GPTW for 2 years in a row in India. We are also certified as Superbrands (India) during the year 2021 and this will be the fourth consecutive year with this accolade.

Lastly, while the pandemic still continues to pose headwinds in many of our businesses, I can assure all of you, that the team is together and clear about their objectives. We have great brands backed by fundamentally robust business models and highly capable team. The challenges created by the pandemic have only strengthened our resolve further. The investment decision this year to expand capacity in Eastern region for Building Solution business, is one such investment decision that we take, and this will augur well for future growth.

Finally, I would like to thank all the stakeholders for the continued trust and support you have had in your company, HIL. It has enabled us to meet the challenges posed by Covid-19 pandemic and given our experience of the last year, we are better prepared.

Thank you very much for your patient hearing. I would now like to hand over the discussion to my CFO, Mr. Veerappan, to take us through the specific numbers. I am available for further questions in the later part of this session. Veerappan, over to you.

KR Veerappan

Thank you Dhirup. Good afternoon all. I would like to thank you all again for joining us on the call today. I trust you and your families are all keeping healthy and safe in these testing times. I will be taking you all through the financial and operating highlights of the business for the quarter and year ended 31st March 2021.

Q4 was the second consecutive quarter with better performance than the pre-Covid levels. As all of you know, FY21 started as one of the most challenging years for HIL due to the pandemic. However, with extreme passion, commitment and dedication of the team, HIL was able to successfully convert this crisis into an opportunity to innovative ways of business. This has given us an immense confidence that despite greater challenges foreseen due to the second wave of Covid and nationwide lockdown currently, we will be able to continue to maintain a performance better than the pre-Covid levels.

In Q4 our roofing solution business grew by a robust 50% year-on-year. This high growth also reflects the lower base created last year on account of us having missed over 10 days of operations during the lockdown in March 2020. On a full year basis, revenue grew by 22% year-on-year. We continue to expand our geographical reach in Tier-2 and Tier-3 markets through enhanced digital connect with the customers. We also continue to enjoy the highest margin in roofing business amongst the competition.

Building solutions witnessed a healthy growth of 23% year-on-year in Q4 with the pickup in real estate activity as Dhirup mentioned. This segment has started making good progress. We are confident of continuing this growth through capacity creation. Happy to inform that profitability margins in this business have been maintained during the year, despite having severe revenue loss in the first half of the year.

Polymer solutions business registered a growth of 94% year-on-year for the quarter and 51% year-on-year for the full year. Increased capacity utilization and demand for these products are driving this business and we are on track to make it a pan-India offering by expanding our distribution network.

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Significant cost saving measures and enhanced scale of business has helped the business in delivering double digit operating margin for the first time.

Since acquisition, Parador has moved from strength to strength. The company's revenue and profitability have grown at an impressive pace, even during the lockdown in Europe when other companies were struggling to cope with the changes. The operating margins have improved significantly during the year in Parador and Parador enjoys healthy cash flows underlined by a robust business model and a vibrant brand and also strong orientation on efficiencies from HIL.

The consolidated revenue came in at Rs.844 crore during the quarter having grown by 31% year-on-year as compared to Rs.645 crore in Q4 FY20. EBITDA from continuing operations came at Rs.115 crore compared to Rs.62 crore in Q4 FY20 registering a growth of 85% year-on-year. The consolidated PAT for the quarter increased to the Rs.63 crore from Rs.23 crore growing by 174% year-on-year.

For full year FY21, consolidated revenue came in at Rs.3,043 crore compared to Rs.2,555 crore for the previous year and has grown by 19% year-on-year. EBITDA came in at Rs.427 crore compared to Rs.262 crore in FY20 registering a growth of 63% year-on-year. PAT excluding the income from discontinued operations too grew by a healthy 116% year-on-year to Rs.214 crore in FY21 as compared to Rs.99 crore in FY20. Total PAT including profit from sale of discontinued operations stands at Rs.260 crore, a whopping increase of 145% year-on-year.

HIL and subsidiary Parador both registered healthy cash flow during the quarter. We have taken some more steps towards debt reduction by paying off debt worth Rs.91 crore during Q4. Overall, in FY21 we have repaid Rs.332 crore of debt. The long term debt in India currently stands at Rs.38 crore as on 31st March 2021. We have also fully paid off the debt we had taken for the acquisition of Parador in the current year within two years of time, instead of paying it off over a six-year period. The debt to equity at a consolidated level stands at 0.41x as compared to 1.10x as on 31st March 2020.

The company's net worth has further increased to Rs.995 crore as at the end of FY21. On 31st March 2020, š Z }u‰ vÇ[• v š Á}ŒE š Z •š}} crore. The earnings per share for the full year from continued operations came in at Rs.286.12 registering a growth of 116% year-on-year in line with our aim of maximizing profitability for our investors. HIL has enjoyed another successful quarter driven by our hardworking, innovative, and dedicated teams.

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With this, I would like to conclude my opening remarks. I request the moderator to open the floor for questions. Thank you.

Moderator: Thank you very much. The first question is from the line of Bharat Sheth from Quest Investment.

Bharat Sheth: Hi Mr. Dhirup and HIL team, hearty congratulations on excellent performance on all counts. All the division and ROE, ROCE, EPS and everywhere.

Dhirup Choudhary: Thank you very much Bharat Ji, really appreciate your good words.

Bharat Sheth: Coming to our roofing solution which grew at 22%, of course because of low base and EBIT margin is also 23%+. So, if sustainable basis two years and looking at current time situation what you describe in rural market this year has been particularly affected. So how do we really look at this business and sustain? Is there any further room to improve our EBIT margin from here onwards? If you can give a little more color on that broader perspective.

Dhirup Choudhary: Sure Bharat Ji. See, we are number one in India and we have grown our market share by 1% further over the earlier year. That has strengthened our commitment to stay closer to customers and be rated as the best brand in the country and I think that gives a lot of solace to us. We are not only number one in quantity, we are also number one in price. We dictate the best price in the market in most pockets that we are there. That significant drive that we have made from a distributor push led model to a retail or consumer pull model last year, and we have used the pandemic to define this change in our model, it is really helping us very well. And April has been a further good month for us. So, that only substantiates the thought that we are absolutely on right drive.

We will continue to take profitable business. We will not harp on just quantity, will harp on quantity with a price that we want to dictate in the market as number one. And therefore, the profitability will continue. Now, profitability is a deliverance of many items. So, let me define a few. From an NSR point of view we are market leaders. We have raised the price in the market again this quarter by about Rs.3-4. Last quarter also we had raised the price by Rs.2-3. So, this is a continuous effort that we are making.

Second thing is, the fiber price is definitely going to start looking down for us from Q2 because we have already reached the peak differential pricing or a negative pricing for us, which I had been talking about in the earlier quarter. So that will help us in some way also in the material cost. The other material costs that is cement, fly ash, etc., definitely going to pose threats to us, but the NSR growth and the quantity growth will continue. The profitability is my great belief. There will be some brought back to the cost

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saving last year. We had done enormous cost saving last year. Some of it, which is relating to people cost, branding cost, which is very small in roofing and travel cost, which is also at the moment quite less because of COVID, these will come back, but we will bring them in very very considerate manner. But I think overall, we should be able to continue this margin is my view.

Bharat Sheth — Earlier we were looking industry growth of around 6%, our growth may be little higher. So shall we assume that we will be at a double digit, topline will be able to grow because of pricing as well as volume?

Dhirup Choudhary — When you are already number one, there is a finite room to grow unless the market really grows big. Let me spell that out very openly. The market has grown good last year, we have seen a 9% growth in roofing market in the country. We have grown by 14%. We have grown far excess of the market growth. Now, I would say that to be on the safe side, still consider a single digit growth in roofing market, double digit will be giving you a wrong projection. We will still strive to do that but consider a single digit, but profitable growth is what I'll recommend.

Bharat Sheth — Coming to the second, Parador. Last year of our business in rupee term has grown topline by 19%-20%, but if you can give how much in the Euro terms we have grown, because of Rupee, currency fluctuation.

Dhirup Choudhary — Thank you, Bharat Ji for asking that question. Very valid point. Even if you had not asked, I would have brought it to the investors because we have always been very transparent to all of you and we want to continue doing that. Now Parador has faced a very severe COVID condition last whole year and you would have seen the borders were blocked and about 50% of revenue of Parador comes outside Germany. Therefore, they definitely had to milk far more revenue in Germany and as I mentioned, this was done through DIY, through digital mode which they quickly changed over therefore they kept up. Parador has grown close to about 9% to 10% on the topline, which in Rupee term is showing to be 20%. My indication of Parador in Europe is normally European countries are not habitual to growing more than 3%-4%, but we will certainly drive Parador towards the 10% growth in revenue year-on-year. That's our aspiration and even more. Parador when we took over was 140 million Euro, today it is about 170 million Euro and my estimate is we will double from here in the next four to five years and therefore, we have to grow far in excess of single digit, which we do, and we will do that profitably.

Bharat Sheth — You have been always stressing that this business is where the fixed cost is very high. Is it fair that if we continue to grow, EBIT growth will be more than the topline growth and what kind of improvement rather we would expect because this year we have already reported 7% EBIT?

Dhirup Choudhary z } µ Œ • } o µ š o Ç Œ] P Z š X W Œ } Œ [• ‰ Œ } ( ] š] o topline because the fixed cost is paid. Up to 200 million topline Euro terms they have the capacity, beyond that we will have to add more CAPEX. There will be necessity of some OPEX additions from time to time because we will need teams in different countries as we try to grow. But profitability definitely will come more with topline.

Bharat Sheth Do we see any threat on the mining of the fiber than coming on any of our country from where we are procuring the material, like what we saw in Brazil?

Dhirup Choudhary You may keep your antennas open, sir, because very difficult for me to judge from here. I go with what my partners in Brazil or my suppliers in Brazil say, but they do not see any risk at all, and I am going with that.

Moderator Next question is from the line of from Baidik Sarkar from UnitiCapital.

Baidik Sarkar Congratulations to you and the entire team for the performance of last few quarters, the environment has been very difficult but > [• u } v • š Œ š] } v strength has been very heartening. Couple of questions, starting of with domestic roofing, the environment in the roofing sector seems to be rather conducive for the entire ecosystem. I am just talking about your other listed peers here. Could you help us understand how much of this is only core rural demand and how much of this is actual market share gains and what might be the status of the smaller regional players from whom you might be taking market share. How do you expect the trend to continue?

Dhirup Choudhary Mr. Sarkar, first of all, again thank you very much for your kind words. The team really would be happy to hear them. Coming back to your roofing segment, our segment is primarily on the rural sector. So, everything we achieve is from the rural sector and therefore I owe everything that we have achieved to that sector. We have been able to achieve this by both topline growth as well as improvement on market share, as the tonnage as well as the price realization. Market has grown last year. So that was favorable to us, even if we had lost about a month of sales due to COVID closure in April. There was a huge pent-up demand that happened and that has helped. The roofing demand is casted by a good rain in the earlier year. Therefore, the crops are good and therefore the available cash with the customer, with the farmers are better in the subsequent year and then they buy a lot of roofing products. So, going by that trend last year, the rains have been very good, crops have been very good at this time and plus a lot of government initiatives have happened. They have got money in their banks from the central government. All of that are very positive. There is an extreme bullishness in the rural sector and that should definitely help us in roofing business this year. While I say that there is a dampening factor, which is Covid because for the first time, the second wave, as it seems is getting into

the rural sector. What havoc it will create in the coming months, only God can know because I can't foretell that. But I am confident that as the state closures that they have announced today in many of the states open up, the demand is going to flush back, and the pent-up demand will happen again this year like last year right up to the rain and we will be able to see a good season once again this quarter.

Baidik Sarkar — How is the pricing environment in general? We understand the steel prices are up quite a bit and though not like-to-like comparison, do you reckon that might have played a bit in shifting consumption patterns from probably steel to asbestos?

Dhirup Choudhary — I do hear a lot about this steel to asbestos, but from my little four Œ • [experience, I can tell you they are quite different business segments. Customers who prefer steel go for steel. Steel is almost double the price of asbestos and therefore, to assume that someone will go for asbestos just because steel prices have gone up is a little difficult for me to say. But however, if there is a certain grip of customers who are in between selection of steel and asbestos and would like to draw to asbestos because steel prices are going up, that will definitely help the asbestos segment if the steel prices continue to go up. Second, of course is it gives us a little bit of power to raise the prices further and that we are trying to do at every significant opportunity and HIL leads the prices as I mentioned. So, all in all, I would say steel price going up, good news for asbestos.

Baidik Sarkar — What is the utilization in sheets today? And is there any update on the green roofing product? I reckon the challenge here isn't as much product chemistry, but rationalizing costs to manage asbestos cost, any update on the will help. And if I could just squeeze one more, I didn't quite understand your comment on the negative spreads emerging from Brazil. So, if you could just explain how that will work out?

Dhirup Choudhary — Sorry, your second point Y negative. What was that sir?

Baidik Sarkar — I think you hinted that raw material fiber import prices from Brazil might begin to Y

Dhirup Choudhary — All I said is, we are buying from Brazil for almost three quarters now. Initially there was a little bit of negativity because we were not getting the right mix of fiber from Brazil. That's exactly what I was talking about in the earlier two quarters to all of you. That has now settled down. R&D has worked very well for us and therefore from Quarter 2, we would definitely see benefits coming on fiber to us over last year Quarter 2. Quarter 2, it was positive remark on Brazil imported fibers for HIL that was one. Our capacity in roofing is about 1.1 million metric tons in a year. And we are far away, we are about 77% utilization at the moment. We are using part of that capacity for trials and

tests for the non-asbestos roofing Fortune product. We now have a dedicated Fortune line in Faridabad and that's helping us immensely. We have started moving good Fortune new products that is through the Humid Cure product into the market and hopefully this business is definitely going to outshine big ways in the next 2-3 years time.

Moderator: The next question is from the line of Jigar Shah from ICICI Securities.

Jigar Shah: My first question would be on Parador margins. You have improved the margin from 7% to almost 12% in FY21. Can you highlight what are the key reasons for this kind of margin conversion in last three years?

Dhirup Choudhary: I will be happy to answer this question. See, when we took Parador, we knew, I mean, it was the 175th company that we had looked through in the M&A circuit and it ticked all the boxes because I wanted a company rich on technology and brand, low on profitability. You will be amused to hear that I wanted a company with low in profitability because the multiples are then easy to be absorbed. 7.5% was the EBITDA multiple at the time for this company and our biggest and the first important focus apart from getting both the companies together culturally as well as financially was to look at profitability of the organization. We had dedicated teams of Six Sigma and lean manufacturing planted in Germany who are working with our German colleagues, enhancing their skills, and helping them to realize the low-hanging fruits. We have worked very well with them on material cost and tried to reduce that cost. We have looked at other variable costs, cost saving was a big drive like in HIL India. We did similar thing in Parador last year to try and bring that through. We have also got some help from the government in way of offsetting the manpower cost during the times when other companies were not fully running and therefore, we could get some benefits. That's a very small element though. All said and done, all elements that goes into building the fixed and variable cost of an organization was looked at minutely towards enhancing this. So the enhancement has come from within the organization. This is a good profit realization that the organization can have provided we don't have a hit on material cost and those kinds of stuffs.

Jigar Sah: Going forward, what would be the outlook? Will you be able to continue the EBITDA margin of 11-12%?

Dhirup Choudhary: For a safe consideration, I will say consider for Parador a 10% EBITDA and a higher single digit growth, but the team will try to do far better than that.

Jigar Shah: Also, you mentioned IoT, I4.0, Six Sigma, lean manufacturing, you are doing a lot of things in India in on this technology and digitalization. Would you like to highlight any specific things where you will be able to increase your efficiency and margin going forward due to all these new initiatives?

Dhirup Choudhary: These initiatives are well proven initiatives in the industry. We are not attempting on them as the only organization, but anything that we attempt on, we do it through a very stringent norm of selection where the ROIs of every investment are first looked into before we step into it. I can in a global way, commit to you that every initiative that HIL is taking, we are very confident of the returns from these initiatives. Now let's take IoT 4.0. IoT 4.0 is nothing but having a very transparent factory where you are able to see end to end on the factory and therefore the machine utilization, even right up to maintenance, preventive maintenance of the machines and everything can be seen on a palm top. We have got this done in five factories and we are getting this done in many other because it's giving a realization to the bottom-line. Similarly, you look at Ariba. It has given very good saving because it's a reverse auction tool and it's helping us. So I can take you through each one of them and everyone has a very clear mandate for cost saving. Idea Management is nothing but idea from our own colleagues on how to improve the cost base. We have got about 1200 plus ideas coming from our own colleagues, which has delivered a cost saving drive which we have taken last year. All of this are all towards that angle.

Jigar Shah: Can you quantify any specific cost saving, like amount or something like that you have come out of this?

Dhirup Choudhary: I was not prepared for this question. Very difficult to answer offhand. We will be happy to take you through in case you have a specific.

Jigar Shah: And my last question would be on Parador, what kind of return ratios you will be doing, ROCE?

Dhirup Choudhary: We should be looking at 13-14% ROCE in Parador and I think we will only enhance this further as we go.

Moderator: The next question is from the line of Naresh Kataria from Money Curve Investments.

Naresh Kataria: Thank you Dhirup and whole team. I know it is customary to say congratulations but really an exemplary performance. My only question is on the $1 billion aspirational vision which was mentioned first time in our presentation today. Very happy to note that. I wanted to understand elements of strategy what we have planned to reach $1 billion. Of course, I got part of the answer when you said our vision is to double from $170-180 million, the Parador piece. What are the other elements, because I don't think roofing is going to grow 140% to reach Rs 3000 to Rs 7,000-8000 crore. Would it mean we could look at some acquisitions or will it only be the existing segments? So just wanted some color on what's the roadmap towards 2025, $1 billion.

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Dhirup Choudhary Thank you Naresh and thank you very much for your kind words. $1 billion is my dream, and unless we have a dream in place, we can never move forward and $1 billion let me just tell you was a dream made by the team together when our organization was $140 million. This was far before Parador was taken. It was just after I moved into HIL in the year 2018 we made this dream and $140 million to $1 billion was a flight that we wanted to take by 2025-2026.

We are happy that we have come through three times of our revenue. From a Rs1000 crore we are now Rs3000 crore. From Rs3000 crore, we have to reach Rs7,000 crore. I know Indian Rupee may depreciate further maybe Rs7,000 crore will become steeper deeper with $1 billion. But let's take Rs7,000 for the sake of discussion. Indian operations is to double from here. Paladar is to double from here, straightforward. Now Parador, there will be lots of things that we will be doing. We will be moving step-by-step into more countries in Europe, strengthening our sales in there, opening up own organizations in these countries because each one of them work differently, customer preferences are different, product preferences, consumer demand, DIY, digital, everything is different in every country of Europe, even though it's collated as a very small geographic location and language plays also an important role. So, localization is important, customer service requirements are different in Europe, in different countries. So, we will be walking into that. We are also looking at North America. It's just that scratchy side at the moment. We have looked at joint venture in China and I am very hopeful that the Chinese joint venture which delivered about 3.5 million Euro last year, should be able to do about 20 million Euro in the next three to four years or even more. So, there will be a growth coming from there. So Parador will grow.

In India, pipes will grow, the polymer division, which is about Rs380 crore will become more than a Rs1000 crore, that's for sure in polymer. We are looking at the building material also that will also grow. For instance, the new CAPEX in East, will add another Rs110 crore in 2-3 Ç Œ • [š] ilarly X ^ further CAPEX, wherever that's needed to strengthen our building materials we will do it. We are trying to bring in some new products into the foray and we will talk about that as we go forward and establish that. So, those are the things.

There may be a delta of a Rs1000 crore here and there, which will need to be bridged through an M&A. And I am not losing out my attention on M&A because I believe there is 1:1 debt-equity that one should look at for a harmony of the organization. And we were 1:1 when we secured Parador. Now we have come down. If you leave out the European debt because that is at 1.8% and is easily being furnished by Parador. We are only at 0.16:1 debt-equity at the moment. There is a good bit that we can do. Let me also remind all our investors and owners of HIL that whatever debt was taken

Indiato acquire Parador has fully been repaid. So Parador now is free out. Similarly, any asset that we take, we will be working on that direction, that any debt we take, we will be furnishing out of the proceeds of that organization and together we are going to strengthen the company. So, that's the dream.

Moderator: The next question is from the line of Viraj from Securities Investment Management.

Viraj: I just have two questions on Parador. It has been towards a more deeper dive what is the share now in core market so, we have seen quite a healthy growth in FY21 because of your initiatives you have taken and what will be our share now? And what kind of opportunity or market size we are looking into rest of that year? Any color you can share on that? Second is if you look at the difference between consolidated standalone balance sheet that show Rs120 crore odd cash on Parador balance sheet. But there is sizeable amount of cash. So, if you can just provide some color on what kind of expansion plans in terms of CAPEX on any other requirements you may have in Parador for FY22-23 and what is our plan for surplus cash there?

Dhirup Choudhary: Viraj ji thank you so much again for your kind words. Look, Parador level, I just mentioned that every country by country, we will be working out the expansion plan. We have got a slight setback of about a year because of Covid because people couldn't go out of their home countries. International borders were sealed, they were worried about Covid, vaccines had not been given. Naturally, we have got a one-year setback if I may say. But our intentions are very much there, and the directions are absolutely clear. We want to grow in China. We want to grow in the Nordic countries. We want to grow in Spain. We want to grow in France. We want to grow in Switzerland. We want to grow in Austria, Germany. We want to grow in United Kingdom. So it's very well chartered. I think the team has worked out very clear, a direction towards these growths in the next 3 [illegible] investments that will be needed in way of building our team, which will be more operational, wherever there is a need for a small CAPEX we will not shade away from that. The cash in Parador is a creation of a good operational process that has been created there and the team has been energized. This year is looking tough. I must say that Quarter 1 and Quarter 2 in Parador will be very difficult because there is a very huge pressure on HDF availability, which is a board, which is not available in Europe. The prices have soared through the roof. Lumber prices in Europe are scaling through the roof. Chemical prices are scaling through the roof, which is completely unimaginable. So, we are trying to live with that. But one is the price. One is the availability. That's putting a bit of a break to the revenue growth in Parador in Quarter 1 as we see, and maybe to some part of Quarter 2. But we will make it up. This is short-term. Long-term Parador is absolutely planned out and we are going to do all these executions as we go. Part of the

cash will be used for them. There is a standard CAPEX that we use in Parador. Last year we didn't allow them to do X / š [• $5-6 million will be towards a normal CAPEX that we will be doing this year in Parador where the bottlenecks will be released and part of it is maintenance CAPEX. So overall, it's a pretty well planned out 3 to 4 years engagement in Parador which will take us further.

Viraj — Just one follow-up on this. Since we have a very clearly defined growth map for Parador. Can you kind of give some indication in terms of how big each of these markets are, when I say the rest of the Europe and it is kind of more regulated markets and hence looking to capitalize on that, any color on the market structure?

Dhirup Choudhary — I

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washed out because of Covid for most part of the year. The second half of the year saw the Europe part growing well. But the credit is given to the team that we have still grown in Paradox amidst all these challenges because we have grown in the home country and we have been able to pick up additional market in Germany and Austria and thereby growth. So, Germans and Austrians were sitting at home. They were not going in for their holidays and they were spending in their home decors or refurbishment, if I may say, and looking at DIY stores. A

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Dhirup Choudhary: Yes sir. The technology looks wonderful. We have got external consultants working with us who are world famous consultants in non-asbestos roofing solutions, and we have also got this tested at Japan and they have sent a very positive report to us. The IP has been registered and a PCT is being done in multiple countries outside India because we want to take this product outside the country.

Shantanu Basu: Then when will commercial sale begin, commercial production and sale?

Dhirup Choudhary: When they are talking about sale of 7,200, they have all been commercially sold. If you are talking about when will the big scale sales start happening, I think give it time up to October and then we will start doing it and pick them up.

Moderator: The next question is from the line of Amit Vora from PCS Securities.

Amit Vora: Just a couple of things on the CAPEX. What is the total outlay that we are going to spend for the upcoming CAPEX in Orissa?

Dhirup Choudhary: Amit ji, I hope you and your family are doing well. Thank you very much. It's Rs 82 crore that we have planned to spend on the East project.

Amit Vora: And if I recollect correctly, you mentioned that at peak utilization, we would be able to generate around Rs 110 crore from this unit?

Dhirup Choudhary: d Z š [• Œ] P Z ‰ X deliver about 150,000 meter cube of blocks. That's about 20% enhancement in the block capacity. It'll deliver about 35,000 metric ton each of panels and board which is roughly about 50% enhancement in capacity for boards and panels.

Amit Vora: Any target that you have in mind by when you would want to reach peak utilization for this one?

Dhirup Choudhary: The commercialization should be same time next year, Quarter 1 next year, because at the moment we are at the land acquisition and because of C things have slowed down immensely, so we'll have to give it time. Give that another year and a half and we should be at peak.

Amit Vora: One more question is on a Parador again, you mentioned that you would be looking at North America as a market. So, is there anything that we are doing at the moment in North America in terms of Parador?

Dhirup Choudhary: Honestly, negligible. We have two choices, like we had in China. China was the first JV I settled in immediately after we bought Parador because I had worked in China also. So, I knew the market a little bit. In America also that's where I have run a plant for almost six years, North America. Look, setting

up your own factory or your own team there with a lot of people there on ground and huge cost is not possibly the way I would like to look. So, I'll again look at a joint venture partner who shares my risk, and they have certain people on the ground, and we put additional people on the ground, strengthen the team, spread the cost, and enjoy the revenue and the profitability. So, that's the model I would like to walk into North America. So, we are looking at, we have already shortlisted one company there who are present in both the North America as well as in Canada. So, let's hope everything going for this JV should take shape sometime.

Moderator The next question is from the line of Shubham Agarwal from Aequitas India.

Shubham Agarwal I have a question relating to roofing. So, given the current situation in rural India which is our main market, and you did mention that April was good, but May is the time when most of the Covid had spread in rural India. So, what has been your experience till now in May when it comes to demand? And is any of our manufacturing unit being impacted either due to lack of oxygen or lack of labor if you can give some views on that part. Also, I would like to know the volume growth year-on-year in roofing division.

Dhirup Choudhary Mr. Agarwal, thank you very much for your kind words again. On roofing, April has been good. We have, as I mentioned, got through a far more deeper last leg connect in roofing last year which was a change in strategy. And therefore, even in May while things are not happening in the ideal way that you want, the season hasn't been able to set in because of Covid fears and other controls. We are hopeful that we will be able to make up in the coming a month and a half after the Covid relaxes or the controls relax. So, I am still very positive. And on account of that, what we have done is we have taken special approvals and kept all our factories running. Therefore, the inventory is getting built up, has been built up substantially to cater to pent-up demand when it comes before the rain. So, I keep my fingers crossed. This is a durable product, and therefore there is no issue if let's say the pent-up demand doesn't happen and we are stuck with a lot of inventory, we will have to then manage the inventory in the Q2, but it's worth the risk and I wanted to go for that. So, coming to our factories, none of the factories have had a problem with Covid at all. Yes, employees, many of them have had problems with Covid because of social circuits, where they have got it from their relatives or other social media and that is something we couldn't avoid, but we have taken full caution in the factories and we have kept all the Covid infected colleagues as safe as we could by all kinds of measures including hospitalization, oxygen, beds, and everything. Since I am on the board of

Shubham Agarwal And the volume growth year-on-year that we achieved in roofing division?

Dhirup Choudhary 14%

Shubham Agarwal And lastly, on an earlier call you had mentioned that you are working on some of the value-added products. So, any breakthrough that you would like to share, if any?

Dhirup Choudhary Mr. Agarwal, again because of Covid, it's taken a little bit of a backseat. Give me another quarter or two, we will come with good news to you, but the focus is on completely. HIL is one-stop building material solution. It's not an asbestos roofing solution anymore. In fact, the revenue contribution from asbestos which was 78% when I joined four years back is now only about 30%. The rest is non-asbestos. So, more and more you will see while asbestos roofing will grow, the contribution of asbestos will continue to come down thereby making it a far more sustainable company. And all of these new initiatives will help.

Shubham Agarwal Lastly, on the polymer division, what was the capacity utilization that we achieved for the last quarter?

Dhirup Choudhary In polymers we have been able to do well. So, we have three factories as you know. One of them is in Faridabad, one is Hyderabad, and one is in Golan. The Faridabad factory was absolutely fullest. Hyderabad was also fullest. Golan was about 40%.

Moderator The next question is from the line of from Tarun DS, an Individual Investor.

Tarun DS I am a recent investor and I just wanted to understand the landscape of the Aerocon business and if the pent-up demand and the commercial demand springs up, let's say in 6 months or so, I was just trying to understand how do our products, both wet and dry, like this fit in the real estate landscape that we can look at in the next 3 to 5 years, that can happen.

Dhirup Choudhary So, you are talking about Birla Aerocon which is a building solution.

Tarun DS Yes.

Dhirup Choudhary So, first of all, welcome to the family of HIL. And we hope you will feel very happy with your decision of being associated with this company.

Building materials have wet walling solutions and dry walling solutions. So, when we talk of wet walling, we are talking about the AAC blocks which is our biggest product. The market is half organized and half unorganized in India. And when we look at the total market size, HIL has about 18% to 19% market share. That's because there is a substantial bit of unorganized also

which we are unable to tap. We are number one in the country. We are the best-known brand. In fact, blocks are known as Aerocon block in the market. They are not known as AAC block or anything else because Aerocon is a brand well-known in the market. The Tier-2, Tier-3 cities are now growing in construction and therefore, we see that the block requirement is increasing far more in the Tier-2 Tier-3. We have our presence in South, West and North, but we were completely not there in East. And that's the reason we are now setting up a new plant in East. This business is all about adding incremental organic way factories, and then adding to your product and doing the sales. It's also about creating a market need for blocks with our technical expert teams so there's a team of 11 people in technical experts who walk across the country and work with the influencers and the construction guys and help them to understand how to get benefits from our product. So, we do mock at various places for them to understand this better. So, that's exactly the engagement that we do. We do our engagements with masons, with the influencers, with the construction companies and try to promote this product. So, that's about the blocks part of it.

Panels and boards, so we are hardly there in boards. Our main business is panels. And panels, we do about Rs 60-70 crore business and we are about 60%-70% also. That's about Rs 120 crore business totally in India. We have the majority share there. That's also a very high profitable business that we have. We are again present in Hyderabad for panels and in Faridabad for panels. So, this new bit that we are trying to create now in East will pour well for our Eastern zone panel requirement. Panels we have suddenly realized, can also get sold for the labor huts and the Covid center and we have realized this last year and we have pushed big numbers. About 42% of our revenue has come through this sector which was earlier not there in our business cycle at all. So, there is a big scope for panels to improve and we are going to do that. Boards, we are not fully into that. There are other competition of ours who are doing much better on boards. We are not so much into boards. But the new plant in Faridabad which we have set up for fortune can also make boards. And we are also trying to make boards out of our existing roofing plant in East during the off season. So, during off season our roofing plants are not fully utilized, therefore adding some CAPEX there, we can make boards out of these plants and that's exactly the route that we are going to test in the Eastern zone. So

Tarun DS

Just a small question on Parador that as I can understand that were able to really utilize the opportunity because we had an online setup, and we were able to use the e-commerce and the DIY channels very well. But I was just wondering that as the Europe is opening up now slowly, so could the offline market come back and take that pie that we have worked hard and taken in. So, how do you see that happening when the offline retailers are also back in action?

Dhirup Choudhary

Tarun ji, as things open up, my worry is far lesser. This was more towards enhancing that the revenue that I am losing from rest of the world market, which is 25% historically, we are able to fetch through home market. That was the need then. And this has helped us, this has augured well during the time of need. If that demand goes back to original feat, first of all, I don't worry about it. Second, because I am going to go to other areas also, so I am going to expand in other countries also. There's a good bit expansion that is there in the offering. We have not been able to do it that well in Parador historically and HIL will support Parador in every way to do that. Second, is you look at Germany, so when we have discarded one of the channels, so there was a three step sales, distributors and dealers, retailers and then the customers, we have shut that to a DIY and the customer. So, a lot of margin Parador has got, and we have been able to give very good prices at DIY. So, the customers ultimately will look at what is beneficial to them. Also, the online brand store that we have utilized that has a software where you are able to download the software into your mobile. Anyone of you need to understand that please get across to us, and then you can look at your own floor and with the existing furniture you can select various different versions of Parador flooring and see how it looks on your (o } } Œ X ^ } ‰]sy] ƒ[• • } customers to then go ahead and order. And I think they are not going to give that away too easily.

Moderator

The next question is from the line of Manish Dhariwal from Fiducia Capital Advisors

Manish Dhariwal

I was basically complementing on the performance not just this quarter or the year, but over the last four years, the way the organization has been transformed. I wanted to take an understanding that HIL has a leadership position in the various businesses that it has taken up. Whereas the new business of Pipes is a business which is already there in a crowded space where the already very strong players. So, what kind of an aspiration and what is the edge that we have there in making play in this business? You also said that you are taking it to a Rs 1,000 crore revenue, so could you just give me an understanding about your play in the pipes side of it?

Dhirup Choudhary

Sure, with pleasure. So, Mr. Dhariwal, first of all you are being very kind, but yes, four years has been good sprint for us and HIL has enjoyed, and I must say that there's a lot to achieve. So, we are just at the brim of a further

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expansion in the organization, and I think the whole organization enjoys this profitable expansion.

Coming to pipes, pipes is a very-very populated place. You are right. There are some very big names there in pipes who have created these names over 20-30 years, and we are just there. We have just started. So, I think, three things work in pipes as I understand it. A) The brand. Because pipes even though it gets hidden behind the wall, consumer wants to know what type it is. 'Bhai ka pipe dena' for instance, it's about the Astral pipe branded with Salman ji in west. So, they want the brand. Birla name is a very big brand in India, whether you like it or not. And we have Birla HIL brand to our pipes. There is no other Birla pipes in the country. So, that gives us an edge over others. And that's the brand pull. We have to only build it in a fashion and that's exactly what we need to do. Second, is product quality. It's so given, but the product quality has to be par excellence. Ashirvad, I believe are number one in product quality. And our product is absolutely at par with that. This is confirmed by the market experts and therefore, we are very happy to bring a product to the market which is highest of the quality. Third is people. It's the team, it's the spread, it's the connect, that you should have in the market. It's all about plumber engagement. It's all about getting to know what they want. It's all about giving them what they need. And we are doing exactly that. We are not looking at big distributors because they are not coming to us. They are already with the big guys and why would they come for us for a lower volume? So, we are going to smaller guys, going to the plumbers, developing with them, working with them, lot of plumbing exercises are being done together. During the Covid, we have gone out of the way to support them. I am not saying we are the only one. Maybe others have also done it, but we are definitely doing the right way. Our strength was North and West because we have two factories, one in Faridabad, one in Golan. We have now moved to South and East. South, we have created another factory in Hyderabad and East. At the moment, we don't have a plant, but we are supplying out of our existing factories. And we are developing even 2B, we are trying to engage the B2C. We already have a dominance by way of the spread that roofing segment gives us in Tier-3, Tier-4 cities and believe that Tier-3, Tier-4 villages, there's one store which sells everything, and pipes is amongst it. So, we have that benefit, we have the spread, we have the brand, we have the quality, we have now good set of people and we are growing every day on that. So, I think that's what's giving us the true strength of pushing pipes.

Putty is another product which works very well with pipes. There's a 42% cohesion that we see in both the businesses. So, therefore, bringing putty into the foray and joining it with pipes has helped us to secure much bigger accounts, distribution accounts, because they get a volume and that's also helping in the phase. We have grown about 64% in pipes and 51% in polymers overall last year. And I think that's been a month-to-month work

that has been done. So, every month growth over the last month. Team is fully motivated. We have everything that is needed. We are doing small brand exercise. If you are in Delhi, you would see all the three-wheelers having Birla HIL brand behind them. So, we are doing it in a very focused way, but very-very careful about the spending, but doing at the right place.

Manish Dhariwal: Another question that I had was that see we have global aspirations, and we are a leadership play in the segments that we are, and we also recognize the importance of R&D. So, one, I understand that the R&D is being done on the roofing side where we have come out with this Fortune brand, the Humid Cure. So, meaning on the R&D side, how do we kind of rank at a global scale or at a global level, meaning are we looking at some patents, are we looking at some cutting-edge thing which basically helps us, one, ensuring and strengthening our number one position and also may be looking at

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In the flooring also we don't have tiles. So, if you can talk about all these things because all these things are going to be complemented to our $1 billion aspiration.

Dhirup Choudhary Naveen ji, such a wonderful thing to hear from you, because what you are not challenging today is the performance quarter-on-quarter but actually helping me to think forward for the $1 billion. Thank you very much. That's really your company. I will love to hear from you on a personal call someday. But let me quickly answer this for the benefit of everyone.

We have done an extensive work on sanitaryware, on faucets at one time and we found that we were not able to get a good business in India which was ethically run and the multiple for world is in our reach. So, it's not that we have left it, but we have not found the right company. I would put it that way. And this is not something that I can grow from zero. I would rather have to take a company and grow it on that. Tanks is something we are definitely looking at. Tanks has a very big element of freight; therefore, it has to be on a localized area. We are looking at that concept and we will get you more details in the next quarter as the business takes some shape on that. Tiles again we have had an extensive look and we have not found a company which we could possibly invest, which was ethically run at that stage. But this is now dated, this is about 3-4 years back exercise. We are happy to take a look at it and if you have any other advice on that we'll take it. But Parador is a brand which is number one in Germany and we would not bring in any product into Parador which in any way dilutes the brand practice. So, we will be very conscious of the brand and it's getting high NSR, therefore, the customer realizations are better. Some big names like Ali Tehrani and others who are world recognized interior designers are collaborating with Parador and therefore that brand part will be of extreme importance.

On pipes, we are definitely looking at additional pipe variance. For instance, we are in CPVC, CUPVC, SWR, column and pressure pipes. We are looking at HDPE, if that is a possibility. We are looking at PEX, if that is a possibility. We are looking at different sizes of pipes, agricultural pipes, though the margins are low, whether that's an area we should walk into, different types of fittings. So, we have enhanced the fitting range immensely and as we are speaking the range is getting further enhanced. So, that will continue in our dream towards making pipes a big game.

Naveen Bothra If you can talk a little bit more about the paints foray because we have AAC blocks, we have bond, we have putty. But paints foray you spoke a little bit in the last call. If you can throw some more light, can we hear it?

Dhirup Choudhary I will. Please give me a quarter or two, I will get back to you.

Naveen Bothra — Regarding the Parador business in India, because right now we are not seeing that much of Parador in India.

Dhirup Choudhary — It is very difficult. Last whole year we have not been able to do much meaning in Parador India, because new projects where looking at high-end flooring was not at all there last whole year. For instance, we have acquired a wonderful five-star hotel in Sri Lanka for Parador. But in India we have not been able to make these breaks in a big way. Say, Parador India hasn't taken shape primarily because the need for a very high-end high variant flooring is very niche in India and because of pandemic last 12 months roughly this market has been slow. But it should pick up very soon and we will do what is necessary to build this up also.

Moderator — The next question is from the line of Kush Gangar from Care PMS.

Kush Gangar — My only question is on the polymer side. Did we have any benefit for the last couple of quarters from the rising PVC prices or the current margins at current capacity utilization are sustainable?

Dhirup Choudhary — You are searching into my internal P&L, but Gangar ji this is your company, so you need to know that. Yes, we have. We have been able to achieve roughly about 2% on the polymer segments profitability on account of securing PVC from different sources. That may not continue because PVC prices have already started sliding.

Moderator — The next question is from the line of Shreyans Jain from Quest Investment Advisors.

Shreyans Jain — In our previous interactions you had mentioned that we are completing 75 years. So, any idea on any special dividend for investors or anything on that?

Dhirup Choudhary — Dividend was announced. If you are not happy you should bring this up in the AGM. But everything else is in the hands of the board. I think I am too small a fry to talk about this. My apologies. That's not an answer I can give you.

Shreyans Jain — Just last bit on the Parador side. If I look at the Q4 numbers, if I compare Europe constant currency, so we have done 3% negative growth so what I am trying to understand is it largely because of the weather in Europe or, what I am trying to understand, have some of the peers got that, because last quarter what we mentioned was we have been able to, our model we being able to do in DIY e-commerce. So, that helped us in the last quarter for us. What I want to understand is have the other players got back some share or what is this?

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Dhirup Choudhary: The business was quite slow last quarter, Mr. Jain, if that's your question. Sorry, I couldn't hear you very well. The business was slow on account of a huge snowfall in Europe that happened last quarter and paralyzed the market completely. But Parador has still been able to continue the business. Other companies I don't think have been able to do as well as Parador.

Moderator: The next question is from the line of Anish Jobalia from Banyan Capital Advisors LLP.

Anish Jobalia: I just wanted to understand from the Parador perspective, earlier in the call you mentioned about 10% in growth and 10% margins. Given the headwinds that we have been facing in the business as you mentioned about Q1 and a part of Q2 also, and also the fact that in the last year some of this demand was also driven by people staying more at home. So, there's a possibility that they might start moving out more as compared to last year and spending on homes might come down. So, do you think that we can grow at 10% in the next year or the base that we have created for FY21, and also the fact that the investments that we have been making into the joint ventures and new initiatives might still take a bit more time?

Dhirup Choudhary: Anish ji, I am not able to at all project how Covid is going to span. At the moment it seems that Covid is relaxing in Europe, so which is good news. I don't think there is an issue on demand for the European segment Parador at the moment as we speak. It's more about delivery because we have a problem with the material availability. But it is only a few months issue. So, if you are looking at a bigger scale for Parador, nothing is changing. We are absolutely moving full ahead. Maybe in a quarter or so, the growth will be muted. That also the team is working on. I am not saying it will be muted. I am just saying the team is working extensively. We are going to do far more outside Germany also. So, the market won't be an issue at all. If we can sort out this material issue which is a few days old news to me while I was reviewing with them, and I thought it [ ] transparent enough to inform all of you. The team is working on it. I don't think the year will look at anything different than last year. We will continue to grow. We want to take Parador to 300-350 million Euro. And if we have to reach 300 million Euro, we have to do all of that.

Anish Jobalia: One question on the roofing solutions. What I understand, the industry grows during the good times and then as the monsoon comes back then it declines. So overall the industry growth is not very high, maybe around 3% to 5%. In the last year we did very strong volumes in this business. And also, there was a demand supply mismatch especially in the Q1 where were able to do better than the others. So, I have two questions here that this time maybe the competition is also equally ready with their products, their inventory, to be able to compete with us in Q1 where we had a lot of advantage in the last year. And also, the pricing as you already mentioned

that is grown by 8%, the realizations over the last year. So, can that also come under pressure because of the competition being much more normal in this year as compared to last year?

Dhirup Choudhary Answer to both your questions is no. I have answered this before. Let me just repeat for the sake of everyone else also. We have gone into far more penetration in our sales and the customer base has been walked through. We are doing a lot of digital customer acquisition. We are getting into heat maps. We are getting into BI tools. We are doing the pin code mapping. I think that's going to hold us good from a way of tapping market. Our competitors may be well prepared. They are great guys, but we will find a way to better them. That's all I can say. We have a team which will trust on, and that will continue to deliver. On market prices, they are all dictated in the market, but we are number one brand, and we always are the best in the market, and we will continue to get our premium over the rest. So, we have never been dependent on the smaller companies to decide our NSRs. We decide it based on our brand. So, I don't think this division has anything to do, provided pandemic does not go on for three more months, and closure of the country does not go on for three more months, then neither you nor I have a control.

Moderator Thank you. Ladies and gentlemen, that was the last question. I now hand the conference back to the management for closing comments.

Dhirup Choudhary Thank you very much everyone. It has been wonderful once again speaking to all of you. As you can see, we are always very transparent with everything that's happening in your company, and we want to continue that with you. This is your company. You can trust us fully. We will not let you down. There will be headwinds here and there, but Sthee

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