



CENTURY PLYBOARDS (INDIA) LIMITED

November
2021

Corporate
Presentation



SAFE HARBOUR

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COMPANY OVERVIEW



Company at a
Glance



One-Stop Shop
Solutions wood
panel company



CPII's products
and brands



Key Business
Moats



Pan India
Manufacturing
Prowess



Robust
Distribution
Network



Strong Brand
Presence



Key
Milestones



Our Leadership
and Execution
Team



Management
Vision

COMPANY OVERVIEW

COMPANY AT A GLANCE

35 years of Existence	10,700+ Employees	No. 1 Wood Panel company in India	Only wood panel company to be present across value chain	12 Manufacturing Plants (9 Domestic & 3 Overseas)	Largest Plywood manufacturing capacity
18,000+ SKUs	Stringent marketing policies	2,200+ Dealers	18,500+ Retailers / Touch points	Market Capitalisation: Rs 12,175 crore (USD1.6bn)	27% Market Cap CAGR over last 10 years

COMPANY OVERVIEW

ONE-STOP SHOP SOLUTIONS COMPANY

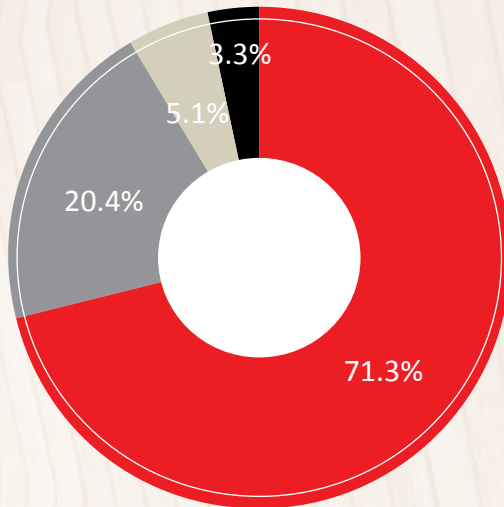
Companies	Plywood & Block Board	Doors	Deco Veneer / Plywood	Laminate	Particle Board	MDF
	✓	✓	✓	✓	✓	✓
	✓	✓	✓	✗	✗	✗
	✗	✓	✓	✓	✗	✗
	✓	✓	✓	✗	✗	✓
 <small>ECONOMY • EXCELLENCE • ETHICS</small>	✓	✓	✗	✓	✗	✗
	✗	✗	✗	✓	✗	✗
	✗	✗	✗	✓	✗	✓

COMPANY OVERVIEW

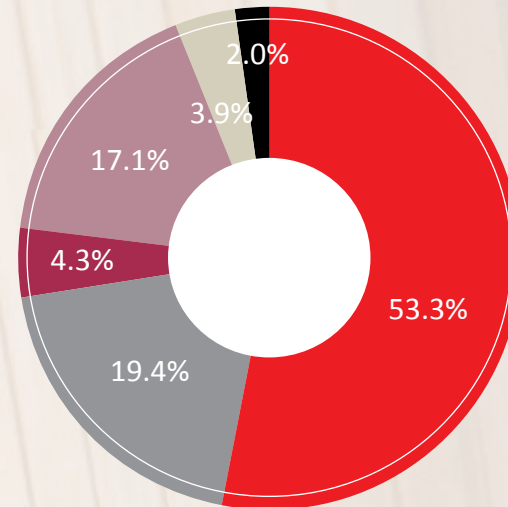
ONE-STOP SHOP SOLUTIONS COMPANY

CPIL's evolution of business model over past 5 years

FY16 revenue mix



FY21 revenue mix



■ Plywood ■ Laminates ■ PB ■ MDF ■ CFS ■ Others

Leading to:

- Diversification into allied wood panel products
- Increasing contribution of higher margin products like MDF and Particle Board

COMPANY OVERVIEW

KEY PRODUCTS AND BRANDS



ARCHITECT PLY
TRULY EVERLASTING

SAINIK 710
WATER PROOF PLY
by CENTURYPLY

CENTURYPLY CLUB PRIME

SAINIK MR
WATER RESISTANT PLY
by CENTURYPLY

CENTURYPLY BOND 710

CENTURYTEAK

CENTURYPLY WIN MR

CENTURYDOORS CLUB PRIME

CENTURYPLY BLOCKBOARD

SAINIK DOORS
by CENTURYPLY



LOOKBOOK

Lucida[®]
Kitchen Pro
Scuff Resistant Hi-Gloss Laminates

CENTURYLAMINATES
by design. by style.

star
LINE
CATALOGUE 2020 - 22

CENTURYEXTERIA[®]
Decorative Exterior Laminates



CENTURYMDF[®]
DWR | DIR
Densified Water Resistant | Densified Moisture Resistant



CENTURYPROWUD
ARTZ
DESIGNER EMBOSSED SERIES



CENTURYPROWUD[®]
MDF - The wood of the future



PREMIUM PLUS
High Density High Moisture Resistant Premium Boards



CENTURY PARTICLEBOARD[®]
PROPLANK

COMPANY OVERVIEW

KEY BUSINESS MOATS

Resilient BUSINESS MODEL with presence across products	Unprecedented focus on QUALITY	Strong BRAND recall	Strong MANUFACTURING prowess	Proven EXECUTION Capabilities	Robust and widespread Distribution NETWORK
25% MARKET SHARE in the organised PLYWOOD space	Fast IMPROVING MARKET SHARE in MDF and laminates	Strong CASHFLOW GENERATING company (Rs3.6bn in FY21)	NET CASH company in FY21	Sound BALANCE SHEET	ROCE RESILIENCE (21% in FY21) even in worst of times

COMPANY OVERVIEW

**PAN-INDIA
MANUFACTURING
PROWESS**

Manufacturing Facilities

Plywood

- 1 Bishnupur, West Bengal
- 2 Chinnappolapuram, Gummidipoondi, Tamil Nadu
- 3 Taraori, Haryana
- 4 Kamrup, Assam
- 5 Bhachau-Kachchh, Gujarat
- 6 Roorkee, Uttarakhand

Laminate

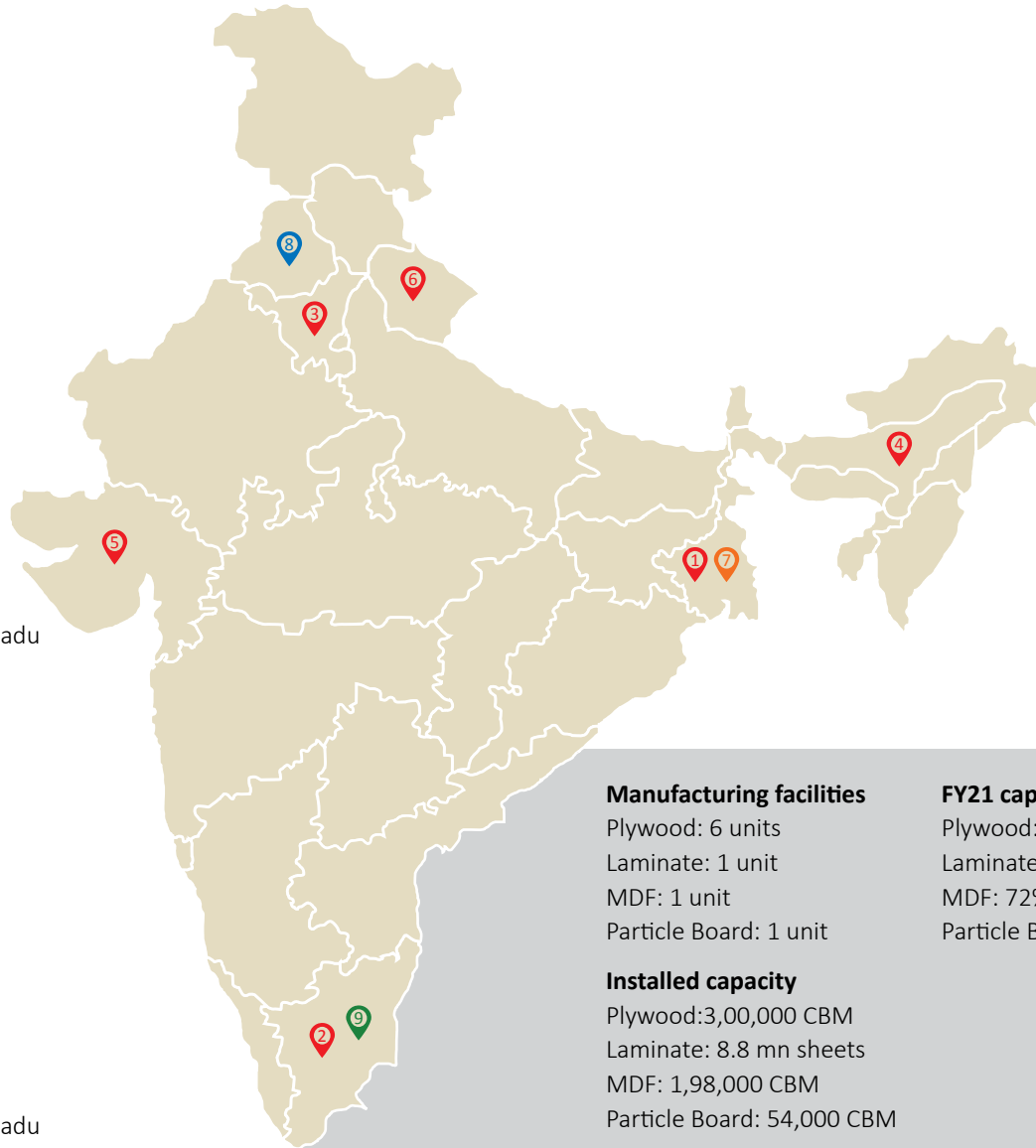
- 7 Bishnupur, West Bengal

MDF

- 8 Hoshiarpur, Punjab

Particle Board

- 9 Chinnappolapuram, Gummidipoondi, Tamil Nadu



Manufacturing facilities

Plywood: 6 units
Laminate: 1 unit
MDF: 1 unit
Particle Board: 1 unit

FY21 capacity utilisation

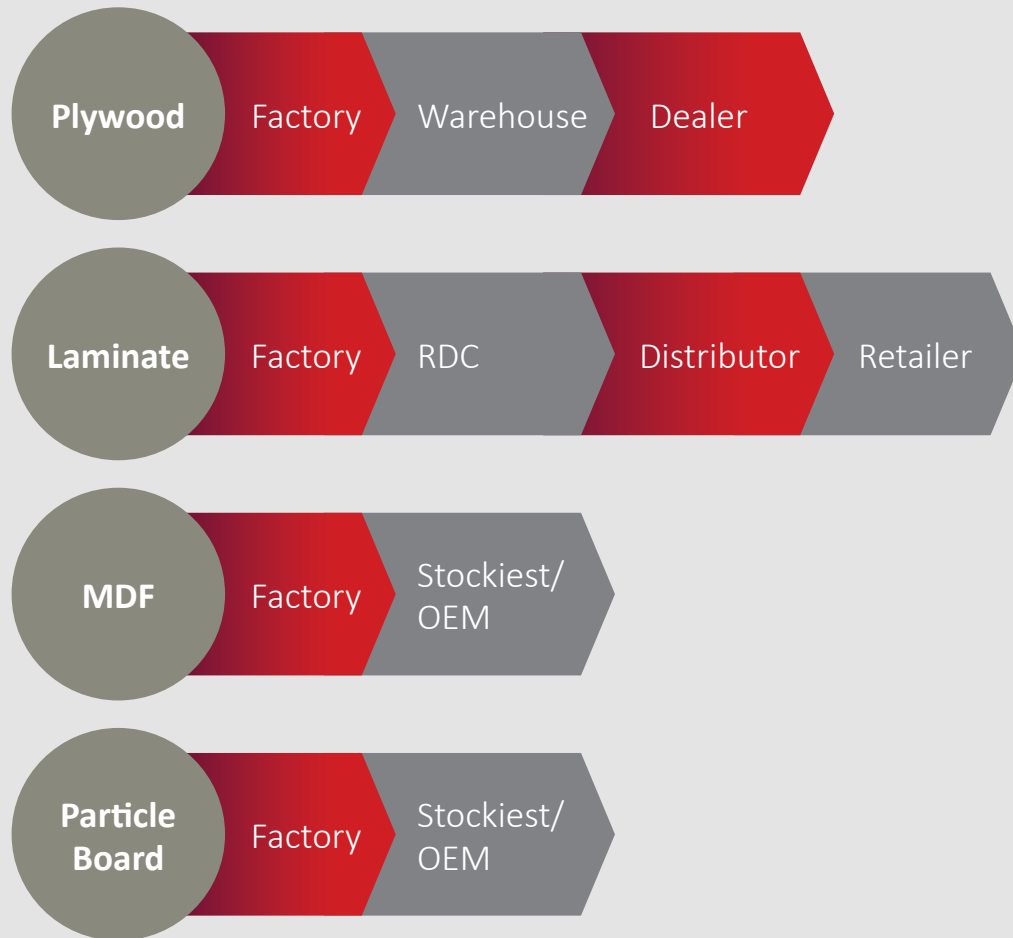
Plywood: 68%
Laminate: 74%
MDF: 72%
Particle Board: 102%

Installed capacity

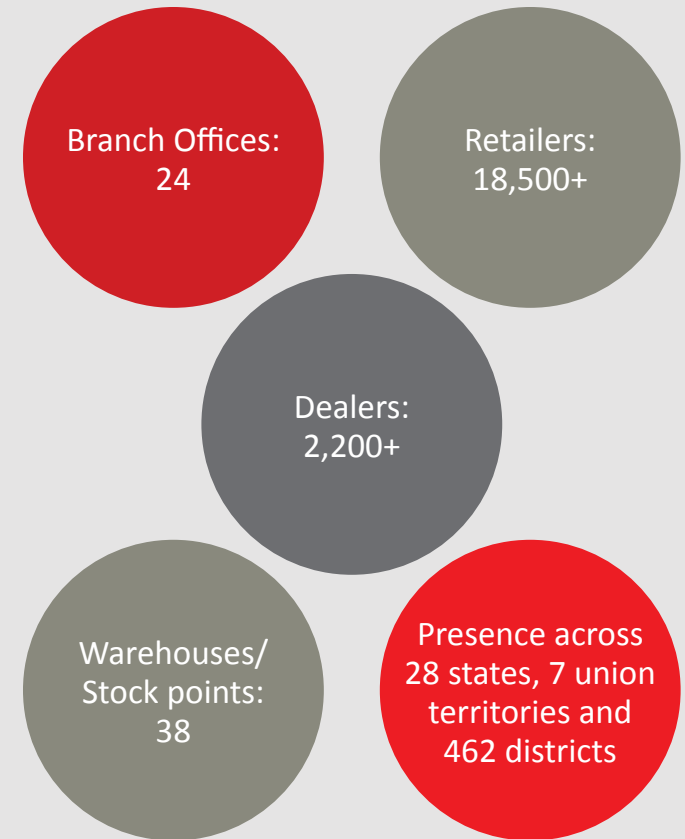
Plywood: 3,00,000 CBM
Laminate: 8.8 mn sheets
MDF: 1,98,000 CBM
Particle Board: 54,000 CBM

COMPANY OVERVIEW

DISTRIBUTION MODEL



ROBUST DISTRIBUTION NETWORK



COMPANY OVERVIEW

STRONG BRAND PRESENCE

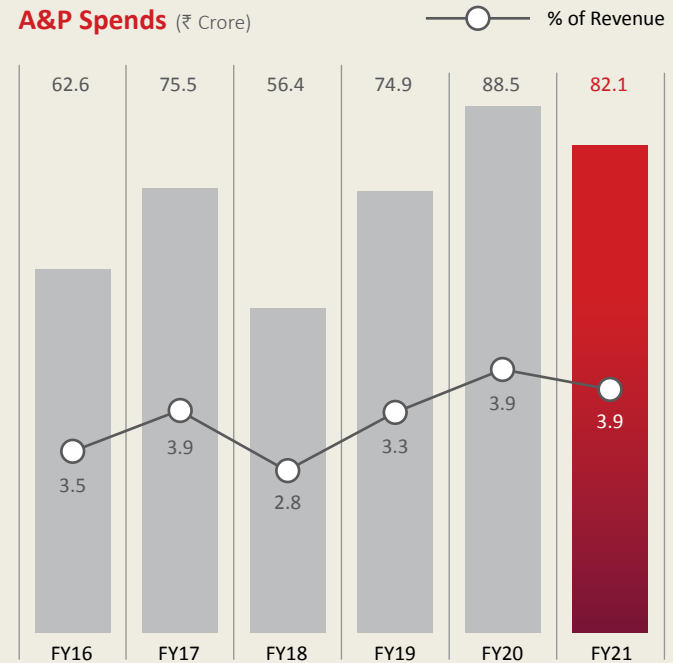
Highest A&P spends in the industry

Spent Rs 82 crore (3.9% of revenue) in FY21

Focus on premium brands across categories

Branding aggression has persisted despite sluggish market conditions over last 5 years

Aggression in brand spends



COMPANY OVERVIEW

**STRONG
BRAND
PRESENCE**

Impactful TVCs in
the past



PF Ply – 1997



Khushiyon Ka Rangmanch – 2014



Sab Sahe Mast Rahe 2 – 2016



Sab Sahe Mast Rahe – 2005



Century Laminates Brand – 2015



Sab Sahe Mast Rahe Revamp – 2017



World Anger Day – 2012



Sainik – 2015



Ply, Laminates, Doors – 2019

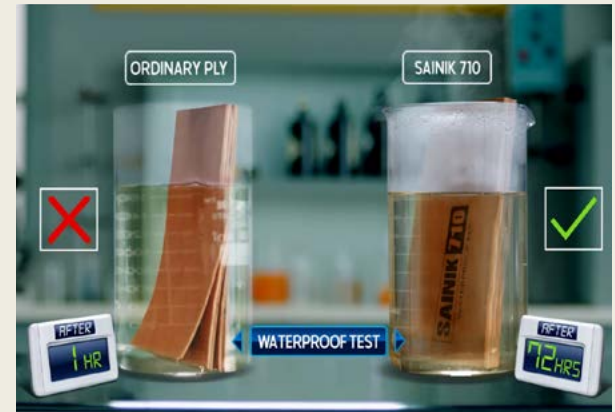
COMPANY OVERVIEW

STRONG BRAND PRESENCE

Recent TVC
campaigns driving
market disruptions/
innovations



ViroKill feature introduced – 2020



Sainik One Nation One Price
implemented – 2021



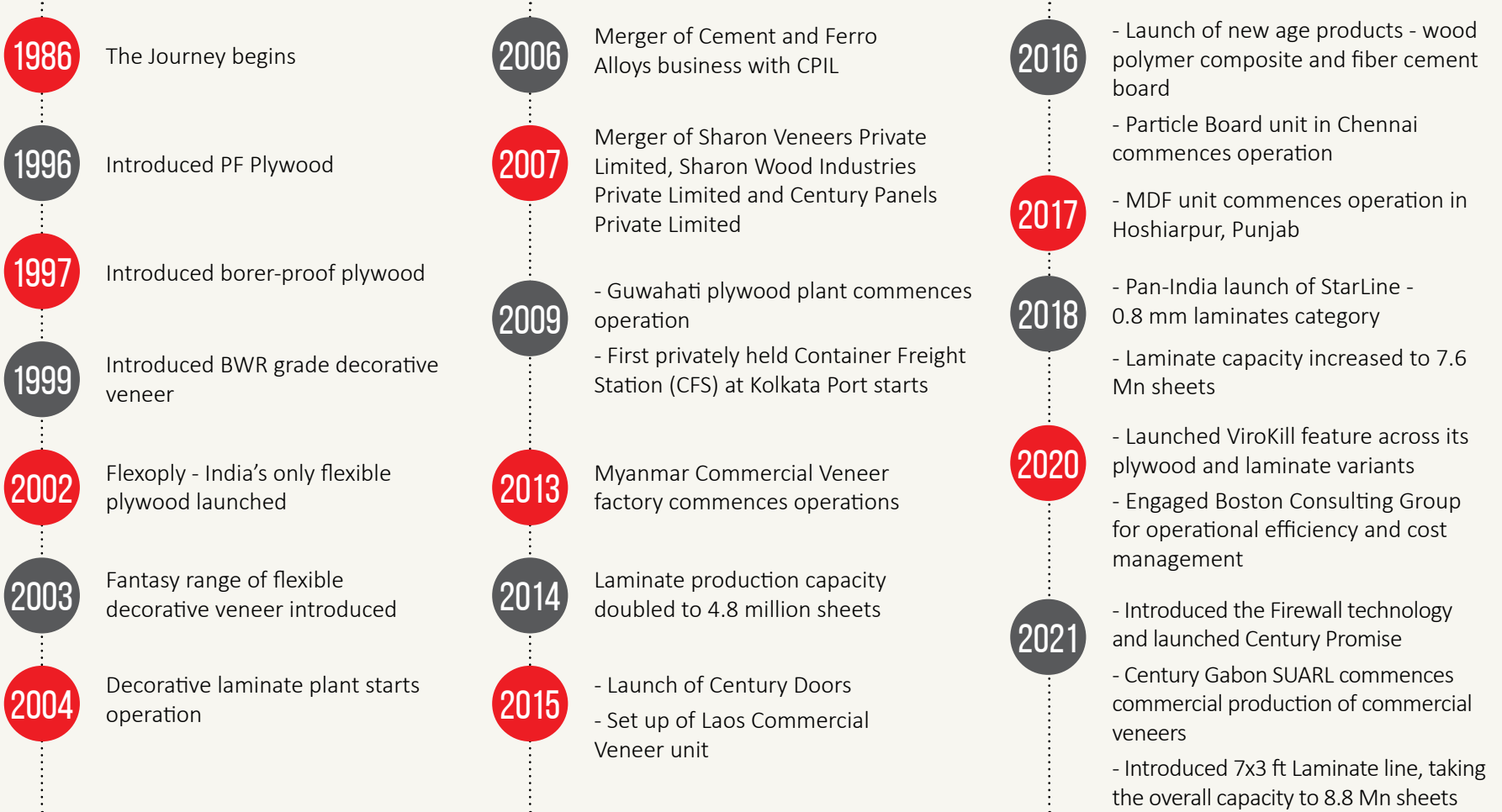
FireWall technology introduced – 2021



Innovative range of High Gloss Laminates
- Lucida – 2021

COMPANY OVERVIEW

KEY MILESTONES



COMPANY OVERVIEW

BACKED BY STRONG LEADERSHIP TEAM

Promoters/Directors



Shri Sajjan Bhajanka
Chairman & Managing Director
Age: 69 years
Experience: 42 years
Background: Commerce Graduate



Shri Sanjay Agarwal
CEO & Managing Director
Age: 60 years
Experience: 34 years
Background: Commerce Graduate



Shri Vishnu Khemani
Managing Director
Age: 69 years
Experience: 43 years
Background: Science Graduate



Shri Prem Kumar Bhajanka
Managing Director
Age: 63 years
Experience: 41 years
Background: Commerce Graduate



Shri Ajay Baldawa
Executive Director
Age: 64 years
Experience: 36 years
Background: B.E. Engg., M.Tech



Shri Keshav Bhajanka
Executive Director
Age: 32 years
Experience: 11 years
Background: Graduate in accounting and finance from University of Warwick, U. K.



Smt. Nikita Bansal
Executive Director
Age: 32 years
Experience: 10 years
Background: Graduate in Economics; Minor in Business and Mathematics from New York University



Shri Rajesh Kumar Agarwal
Executive Director
Age: 51 years
Experience: 30 years
Background: Commerce Graduate

COMPANY OVERVIEW

Independent Directors



Smt. Mamta Binani

Age: 49 years

Experience: 24 years

Background: FCS, Advocate and
Insolvency Professional

Key Positions Held:

- Ex President of the Institute of
Company Secretaries of India
- Trustee, Board of Directors of
National Foundation of Corporate
Governance, Ministry of Corporate
Affairs



Shri J. P. Dua

Age: 69 years

Experience: 44 years

Background: MA (Eco.); LLB

Key Positions Held:

- Ex CMD of Allahabad Bank
- Ex Chairman of B.I.F.R



Shri Sunil Mitra

Age: 70 years

Experience: 46 years

Background: Bachelor in Science;
IAS, 1975

Key Positions Held:

- Ex Revenue & Finance Secretary,
Govt of India



Shri Probir Roy

Age: 77 years

Experience: 52 years

Background: M.Sc. (Chemistry);
B.Sc. Chemical Engineering from
London University; M.B.A from
Leeds University

Key Positions Held:

- Ex MD of Bengal Chemicals &
Pharmaceuticals Ltd.
- Ex Sheriff of Kolkata



Shri Vijay Chhibber

Age: 65 years

Experience: 41 years

Background: Masters in History; IAS
1978

Key Positions Held:

- Ex Secretary, Ministry of Road
Transport & Highways, Govt of India



Shri Debanjan Mandal

Age: 48 years

Experience: 31 years

Background: Law Graduate

Key Positions Held:

- Main Partner, Fox & Mandal,
leading law firm of India
- Consultant of Asian
Development Bank



Shri Amit Kiran Deb

Age: 73 years

Experience: 47 years

Background: B.A. (Hons.) in
Political Science; M.A. in Political
Science; Indian Administrative
Service (IAS)

Key Positions Held:

- Ex Chief Secretary, Govt of West
Bengal



Shri Naresh Pachisia

Age: 59 years

Experience: 38 years

Background: Graduate (Commerce);
Amp From ISB, Hyderabad;
Certified Financial Planner (CFP)

Key Positions Held:

- Founder and MD of Kolkata based
SKP Securities Ltd-Leading stock
broking firm of Eastern India

COMPANY OVERVIEW

Core Professional team



Martin Alexander Cameron

Designation: MDF Head - Production & Quality

Age: 56 Years

Experience: 39 years

Past Affiliations

Advance Fibre (Thailand),
Nelson Pine Industries (New Zealand)

Educational Qualification

Diploma in Wood Panel Mfg Science



Navarun Sen

Designation: President - Panel

Age: 54 Years

Experience: 31 years

Past Affiliations

Unitech Wireless, Mahindra Holidays

Educational Qualification

MBA



Ashutosh Jaiswal

Designation: President International Trade, Shipping
and Logistics

Age: 62 Years

Experience: 40 years

Past Affiliations

Budhia Group, Dutta Exports

Educational Qualification

B.Sc Graduate



Shankho Chaudhary

Designation: President - Decoratives

Age: 60 Years

Experience: 33 years

Past Affiliations

Bycell Telecomm., Airtel

Educational Qualification

BA



Arun Julasaria

Designation: Chief Financial Officer

Age: 59 Years

Experience: 33 years

Past Affiliations

Diana Tea, Mani Group

Educational Qualification

CA, CS



Inderpaul Singh

Designation: General Manager - HR

Age: 42 Years

Experience: 20 years

Past Affiliations

Indian Army

Educational Qualification

MBA

COMPANY OVERVIEW

Core Professional team



Manik Paul

Designation: Chief Information Officer - SAP & IT
Age: 53 Years
Experience: 30 years

Past Affiliations

Vikram Solar, Threveni Earth Movers

Educational Qualification

MCA



Anirban Sanyal

Designation: General Manager - Supply Chain
Management
Age: 46 Years
Experience: 23 years

Past Affiliations

Fairtrade LLC, Reckitt Benckiser

Educational Qualification

MBA



Avtar Singh Bhullar

Designation: Senior Vice President -MDF & Particle Board
Age: 56 Years
Experience: 30 years

Past Affiliations

Cera Sanitaryware, Greenply

Educational Qualification

MBA



Mitash Chatterjee

Designation: Senior General Manager - Marketing
Age: 52 Years
Experience: 27 years

Past Affiliations

Reliance Telecom, Vodafone

Educational Qualification

MBA



Nehal Shah

Designation: Chief Strategy Officer - Finance
Age: 43 Years
Experience: 16 years

Past Affiliations

ICICI Securities, Antique Stock Broking

Educational Qualification

CA

COMPANY OVERVIEW

MANAGEMENT VISION – *“SARVADA SARVOTTAM”*

Our constant endeavour is to be ‘Sarvada Sarvottam – The Best Always’ in:



TRUST



QUALITY



INNOVATION



CUSTOMER
FOCUS



PEOPLE
DEVELOPMENT

CPIL JOURNEY SO FAR...

Particulars	*FY08-15	FY16-20	FY21
Business Cycle	Upcycle	Downcycle	Downcycle
Revenue CAGR	14.8%	8.7%	-7.4%
EBITDA CAGR	18.0%	1.8%	6.4%
PAT CAGR	19.0%	-1.8%	21.4%
Average WCap days	98	89	71
Average OCF (Rs. Crore)	47	290	359
Average Net Debt (Rs. Crore)	285	385	-105
Average RoCEs	19%	*20.4%	20.2%

*Note: RoCE during FY18-FY20 ranged between 17-18%

FY21: Year of Transformation with historical best profitability in worst of times

- Innovation and branding aggression sustained in FY21
- Intensified focus on cash collection driven by working capital discipline
- Significant deleveraging of Balance Sheet; Ended FY21 with net cash B/S
- Margins expand (despite operating deleverage) driven by production efficiencies and increasing share of MDF revenues
- RoCEs touch 20% despite the odds in FY21

RECENT GAME CHANGING INITIATIVES

Initiative	Year of Introduction	Positioning
Vector Consultants	FY18	The agency was hired in FY19. It has improved efficiency in supply chain management and distribution. It has also streamlined the allocation mix between plants and warehouses/stock points
ILP (Influencer Loyalty Program)	FY19	The Company introduced Century Pro Club, a carpenter loyalty program, making it possible for carpenters to aggregate points by scanning the QR code on the plywood through a dedicated app in exchange for a commission
SFA (Sales Force Automation)	FY20	Company implemented sales force automation with an objective to improve sales team productivity. SFA has ensured greater transparency on daily sales office movements and productivity and enhanced accuracy in sales forecasting
DMS (Distribution Management System)	FY21	DMS provides real time tracking of inventories at the distributor's end. This program enables the organisation to track the secondary sales and inventory movement at the distributor's end
ViroKill	FY21	CPIL launched a unique nanotechnology-driven feature called Virokill (Anti-Viral, Anti-fungal and Anti-Bacterial) which was embedded into plywood, blockboard, laminate and veneer products with the assurance of killing viruses on 99.99% surfaces
BCG (Boston Consultancy Group)	FY21	CPIL hired BCG for cost optimisation and throughput enhancement in Dec'20. The first phase of the project ended successfully with MDF division reporting better realisation, enhanced production and SKU rationalisation. The 2nd phase has now begun in the laminate division with focus on operations/cost optimisation and sales (Go To Market)
FireWall	FY22	Company introduced Firewall technology in its Architect and Club Prime range of plywood products to delay the spread of fire and enhance interior safety, reinforcing the Company's 'Raho befikar' promise.

BUILDING BLOCKS TO CREATE SHAREHOLDER VALUE

CPIL

Scalable Business

- Large addressable market
- CPIL only player to have presence across segments
- Focus to intensify on MDF, Laminates and PB
- CPIL's Revenue/TAM at mere ~6%

Sustainable Earnings

- Strong cashflow generation
- Lean Balance Sheet
- Capex in high growth and more organised segments
- RoCEs already at 20% despite worst of times

Strong Corporate Governance

- Experienced and Diversified professional Board
- Strong execution capabilities
- Aggressive Capex to be largely met from internal accruals

Sustainable Moats

- Most quality focused brand
- One stop-shop solutions player
- Robust distribution network
- Strong brand recall

BENCHMARKING WITH BEST CORPORATE GOVERNANCE

I. Core Values

- Experienced and diversified professional board
- Single business focus of next generation promoters
- No compromise on product quality
- Transparent and detailed communication to shareholders
- No equity dilution since past 17 years

II. Capital Allocation Strategy

- Capex to be met largely from internal accruals
- Invest only in products/ segments which fall within the wood panel space
- Invest in products/ segments which generate 20%+ RoCE

III. Deleveraging of Balance Sheet

- Lean balance sheet to accommodate growth and acquisitions
- Net cash balance sheet in FY21
- Rated AA for L.T. facilities and A1+ for S.T. facilities by ICRA

FY21: TAM VS. CPIL'S MARKET SHARE

Categories	TAM - Total Addressable Market (Rs Crore)	CPIL's Overall market share	CPIL's Organised market share
Plywood	22,500	5%	25%
Laminate	5,000	8%	15%
MDF	2,500	14%	15%
Particle Board	3,000	3%	9%
Total	33,000	6%	18%

Huge opportunity for CPIL to scale up in the wood panel space

- In FY21, CPIL's market share in overall WP space stands at mere 6%
- Aggressive Capex initiatives lined up over next 5 years
- Sustained branding aggression and recent game changing initiatives to drive market share gains for CPIL
- Unorganised (plywood & laminate) players are likely to remain under stress in near term driven by higher input costs and increase in working capital requirements

MACRO OUTLOOK

Real Estate
sector – Current
Status

Real Estate
sector – Future
Outlook

Building
Materials – Proxy
play to real
estate sector

Building
Materials –
Sustainable,
Scalable and
Structural

Building
Materials –
Wood panels yet
to unlock value

Wood Panel
sector – Current
Status

Wood Panel
sector – Future
Outlook

MACRO OUTLOOK

REAL ESTATE SECTOR — CURRENT STATUS

Residential real estate sector

- Residential segment has emerged stronger since the onset of Covid
- Low mortgage rates, Govt sops, stagnant property prices, robust hiring by IT/ITeS and continued Work-from-Home has driven resurgence in demand
- Tier I cities recorded sales of 66,548 units in Q2FY22, a 17% growth QoQ (Source: Liases Foras)
- New launches in Q2 were up 33% QoQ & 238% YoY at 62,812 units (Source: Liases Foras)
- Months inventory in major cities declined 15% QoQ and 39% YoY to 40 months (Source: Liases Foras)
- Tier I cities' unsold stock declined by 1% QoQ and 4% YOY to 896,404 units in Q2FY22 (Source: Liases Foras)
- Real estate prices have remained stagnant in tier I cities on QoQ and increased 1% on a YoY basis (Source: Liases Foras)

Commercial real estate sector

- India office net absorption has fallen to 19.9 msf in CY20 vs. 42 msf in CY19
- Grade A vacancy levels across cities have risen by over 300 bps to 16.6% till Jun'21

MACRO OUTLOOK

REAL ESTATE SECTOR — FUTURE OUTLOOK

Residential real estate sector

- Demand for residential segment is likely to remain buoyant in the near to medium term driven by low mortgage rates, stagnant real estate prices and robust hiring outlook for IT/ITeS space
- We expect unsold stock to deplete over the next 3-4 years driving significant increase in the rate of occupation of premises.
- Major real estate players have lined up significant launches from H2FY22. This is likely to drive the upturn in the real estate cycle over the next 18-24 months

Commercial real estate sector

- While the 2nd Covid wave has led to further rise in vacancy levels, we expect this trend to reverse from H2FY22
- The revival is likely to be driven by pick up in vaccinations accompanied by a gradual return to offices

MACRO OUTLOOK

BUILDING MATERIALS – AN ‘S.S.S’ OPPORTUNITY

Building Materials is a preferred proxy play to the real estate sector driven by:

Sustainability in revenue

- Gradual transition from unbranded to branded products
- Shortening of renovation cycle in India

Scalable opportunity

- Large addressable market
- Per capita consumption of major building material categories significantly lower compared to developed economies
- Inherent growth at more than 1x GDP
- Branded categories to continue to gain market share from regional / unorganised counterparts

Structural theme - Big getting bigger

- Leader leads the way in an upcycle and remains resilient in a downcycle
- Multiple product and multi-location model drive structural growth for the leader

MACRO OUTLOOK

BUILDING MATERIALS : WOOD PANELS AT DEEP VALUE?

Building Material Categories	Industry size (Rs crore)	Mcap of key listed players (Rs crore)	Mcap / Industry size (x)	Key Players
Wires, Cables and Switchgears	71,000	146,564	2.1	Havells, Polycab, KEI, Finolex Cable, Vguard
Paints	50,000	453,040	9.1	Asian Paints, Berger, Kansai, Akzo, Indigo
Fans, lighting and other consumer appliances	48,500	148,038	3.1	Havells, CG Consumer, Bajaj Electricals, V-Guard
Plastic Pipes	42,000	107,251	2.6	Astral, Supreme, Finolex, Prince, Apollo Pipes
Wood Panel	33,000	22,390	0.7	Century Plyboards, Greenpanel, Greenlam, Greenply, Rushil, Stylam
Tiles	25,000	32,613	1.3	Kajaria, Somany, Prism Johnson, AGL, OBL
Adhesives and construction chem	15,000	173,710	11.5	Pidilite, Astral
Sanitaryware	4,500	11,816	2.6	Cera, HSIL, SHIL
Asbestos cement sheet	4,000	8,904	2.2	HIL, Visaka, Everest, Ramco, Sahyadri

Note: CMP of 26th October taken in consideration for Mcap calculation

MACRO OUTLOOK

WOOD PANEL SECTOR – CURRENT STATUS

Segment	Size (Rs crore)	Normalised Growth rate
Plywood	22,500	6-8%
Laminates	5,000	10-12%
MDF	2,500	15-20%
Particle Board	3,000	10-15%
Total Wood Panel Industry	33,000	8-10%

- The size of the wood panel industry stood is pegged at Rs 33,000 crore in FY21
- Wood panel industry is getting more organised with higher growth coming from more organised segments like MDF and Laminates
- Besides occupation of premises, replacement demand continues to be a dominant growth driver for the industry
- After witnessing a subdued demand cycle over the past 4-5 years, the increasing rate of occupation of premises in the recent past has driven sharp improvement in demand for wood panel products
- MDF continues to remain the fastest growth category driven by increasing acceptance, faster replacement to cheap plywood and rising modular furniture demand

MACRO OUTLOOK

WOOD PANEL SECTOR — FUTURE OUTLOOK

The wood panel industry is expected to become further organised with incremental growth coming from more organised segments like MDF and Laminates

The industry is expected to grow in double-digits over the next 5 years driven by low base (of past 5 years), renovation demand and higher rate of occupation of premises

MDF industry would continue to grow faster at 15-20% CAGR over the next 5 years driven by rising demand for modular furniture, sustained replacement to cheap plywood and rising modular furniture exports from India

Organised plywood players are likely to witness increased growth traction over the next few years driven by strong inherent demand and market share gains from their unorganised counterparts

Unorganised plywood and laminate players are likely to remain under stress in the near term driven by sustained rise in input costs and higher working capital requirements

Input costs like phenol, melamine, paper and timber are likely to remain at elevated levels in the near term

ROADMAP: JOURNEY TO RS 5,000 CRORE REVENUE

- **Wood Panel industry likely to grow in double-digit over next 5 years**
 - MDF and Particle board industry to grow in excess of 15% CAGR
 - Organised plywood and laminate industry to grow in double-digits
- **CPIL's branding aggression to accelerate across wood panel segments**
- **Increase market share in plywood segment driven by:**
 - Recent 'Out of Box' initiatives
 - Aggressive brand spends
 - Market share gains from unorganised and regional counterparts in particular
- **Augment market share in relatively more organised segments like MDF and Laminates over the next 5 years**
 - To drive better profitability and improve overall RoCEs
- **Expect revenue to touch Rs 5,000 crore by FY26 (implied 19% Revenue CAGR over FY21-26)**

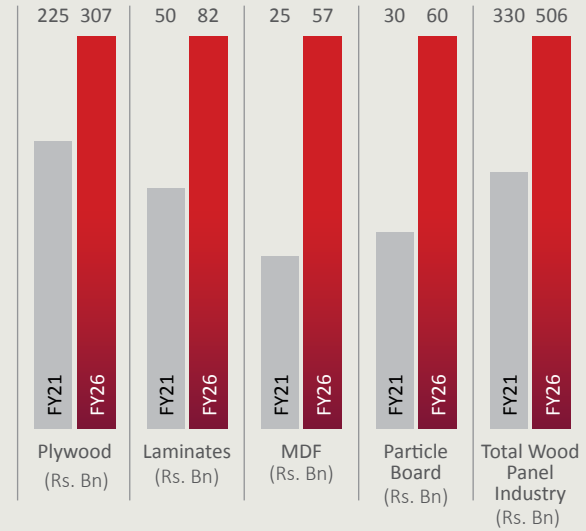
JOURNEY TO RS 5,000 CRORE

- **Large addressable market + Strong OCF = Reinvestment opportunity**
 - Current Gross Block at Rs 1,140 crore (created over past 35 years)
 - To initiate capex of Rs 1,230 crore over next 5 years – entirely from internal accruals
 - Lean balance sheet to sustain – largely debt free through the period
- **Major Capex to be initiated in higher growth and RoCE segments**
 - MDF: Rs 850 crore
 - Plywood: Rs160 crore
 - Laminate: Rs 150 crore
 - Particle Board: Rs 70 crore
- **Expect RoCEs to scale higher over the next 5 years**
 - RoCEs remained resilient in the worst of times (FY17-20)
 - Reinvesting capital in higher RoCE generating product segments
 - Sustenance of lean balance sheet despite aggressive capex plans over next 5 years

ROADMAP IN CHARTS

Industry Size

(Rs. Bn)



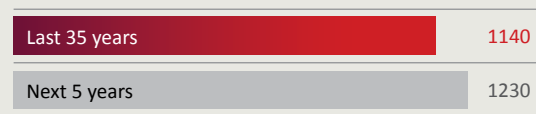
CPII's revenue to grow at 19% CAGR

(Rs. Crore)



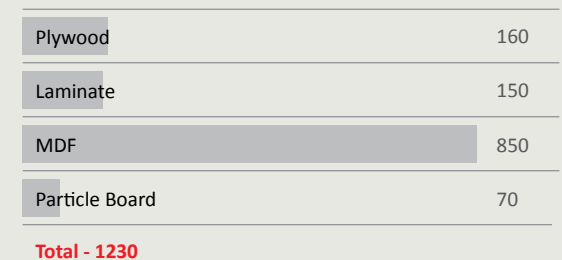
Gross block addition

(Rs. Crore)



Capex break-up over next 5 years

(Rs. Crore)



OUR CSR ACTIVITIES

Healthcare activities

- **Marwari Relief Society:** Provides support to the operations and running kitchen at the hospital
- **Dr Bholanath Chakraborty Memorial Trust:** Provides support to medical research and treatment
- **Nature Care and Yoga Centre:** Provides support to upgrade facilities in Nature Cure & Yoga Centres
- **Tata Medical Centre:** Support to the hospital for treating cancer
- **CanKids...KidsCan:** The Company has supported establishing a new centre in Kolkata and providing support to their day-to-day operations

Animal welfare activities

- **Calcutta Pinjrapole Society:** The Company provided support for building a new hospital for the treatment of cows at Sodepur

Educational support

- **Friends of Tribal Society:** The Company adopts Ekal Vidyalayas in tribal areas
- **Udayan Care:** The Company provides educational support to the girls for school / college / higher studies and vocational studies
- **Morning Glory School:** The Company provides educational and support to children with mental retardation, autism and cerebral palsy.
- **Kurpai Unnayani Society:** The Company provides financial assistance to educational infrastructure development

Environmental support

- The Company supports farmers with the supply of eucalyptus clones under its Plantation Project



ANNEXURE

OUR TRANSFORMATION OVER LAST 5 YEARS

Revenues

(₹ Crore)

FY21	2,113.48
FY20	2,282.68
FY19	2,263.83
FY18	1967.22
FY17	1782.46

EBITDA

(₹ Crore)

FY21	334.25
FY20	315.18
FY19	306.43
FY18	312.72
FY17	314.71

EBITDA Margin

(₹ Crore)

FY21	15.8%
FY20	13.8%
FY19	13.5%
FY18	15.9%
FY17	17.7%

PAT

(₹ Crore)

FY21	192.07
FY20	158.17
FY19	158.76
FY18	156.64
FY17	185.56

Interest Cover

(x)

FY21	25.17
FY20	6.65
FY19	5.75
FY18	7.09
FY17	9.16

Working Capital

(Days)

FY21	71
FY20	72
FY19	85
FY18	87
FY17	94

OUR TRANSFORMATION OVER LAST 5 YEARS

OCF

(₹ Crore)

FY21	358.9
FY20	426.0
FY19	225.9
FY18	283.4
FY17	223.0

Net Debt

(₹ Crore)

FY21	(104.54)
FY20	167.59
FY19	445.62
FY18	343.78
FY17	362.34

Debt/EBITDA

(x)

FY21	0.24
FY20	0.64
FY19	1.53
FY18	1.15
FY17	1.32

Debt/Equity

(x)

FY21	0.02
FY20	0.05
FY19	0.18
FY18	0.43
FY17	0.59

RoE

(%)

FY21	16.43
FY20	15.49
FY19	17.58
FY18	20.26
FY17	30.10

RoCE

(%)

FY21	20.00
FY20	17.60
FY19	17.88
FY18	17.21
FY17	22.89

ANY QUESTIONS?

For further information, please contact:

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