



SUDARSHAN

Investor Presentation

Q4 FY22

SAFE HARBOR STATEMENT

- This presentation may contain statements which reflect Management's current views and estimates and could be construed as forward-looking statements
- These forward-looking statements involve a number of risks, uncertainties and other factors that could cause actual results to differ materially from those suggested by the forward-looking statements
- These risks and uncertainties include, but are not limited to our exposure to changes in general economic conditions, market, Foreign currency and other risks, changes in government policies/regulations, tax regimes as also technological changes
- The company assumes no responsibility to publicly amend, modify or revise any forward-looking statements, on the basis of subsequent development, information or events or otherwise



COMPANY OVERVIEW

Our Company at Glance

We are a leading world-class color solutions provider with a focus on exceptional and sustainable results



CONSOLIDATED REVENUES

~\$295 Mn
(FY22)



INFRASTRUCTURE

2 Manufacturing plants
in Mahad & Roha and a
dedicated R&D center in
the outskirts of Pune



PEOPLE

50+ sales team
60+ channel partners
2,000+ global workforce



BUSINESS FOCUS

Pigment
Focus. Don't compete
with customers

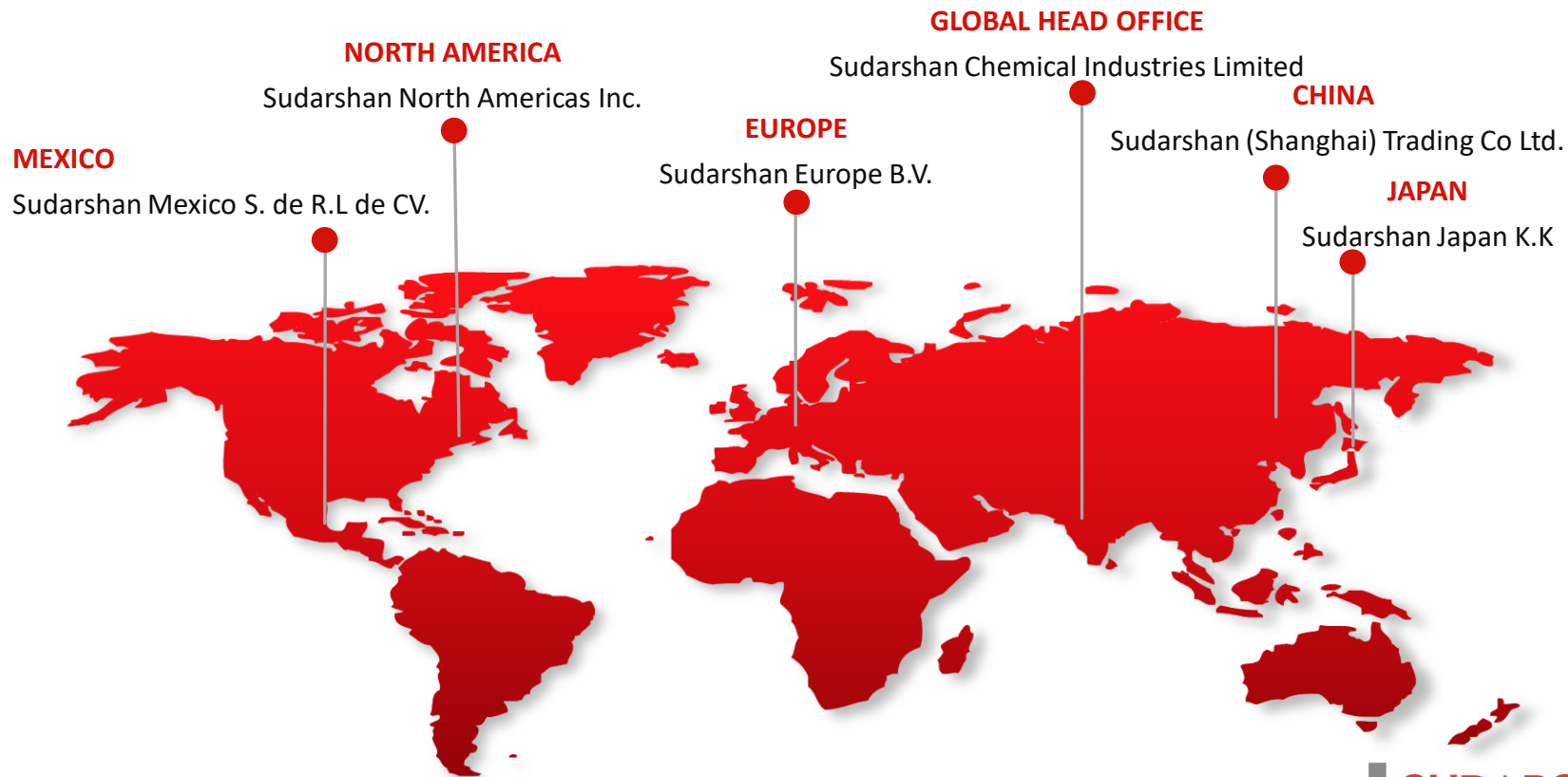


GEOGRAPHIC REACH

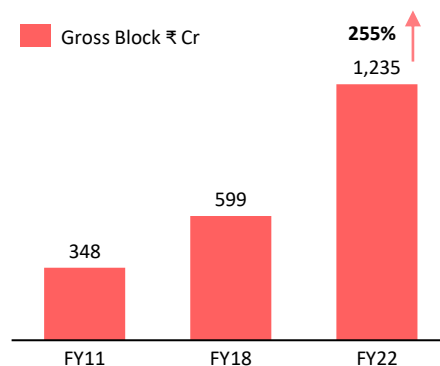
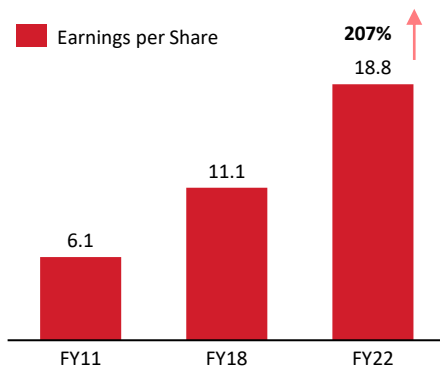
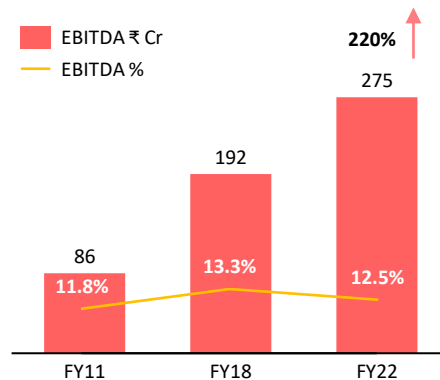
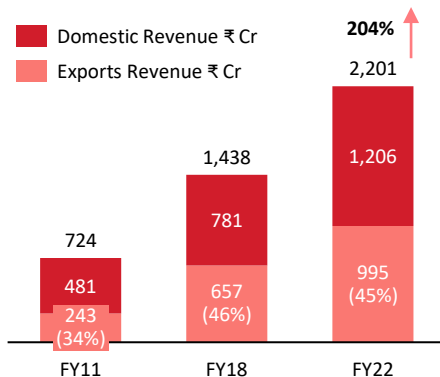
Largest pigment producer
in India.
Exports to 85+ countries

Our Global Presence

We Export to 85+ countries with 50+ sales members



A journey towards a leading world class color solutions provider



A Consistent performance with **Sales** and **Operating profit** growing at a **CAGR of 11%** despite exiting some of the businesses

FY11	FY22
Pigment, Agro Chemical, Masterbatch businesses	A pure play Pigment focus
Amongst top 20 pigment player	3rd largest pigment producer globally
Domestic market share estimate ~ @ 30%	Domestic market share estimate ~ @ 35%
R&D lab: India	R&D labs: India & Germany
Organic and Inorganic pigments with revenues largely from Azo and Phthalo pigments	Development & strong growth of High Performance and Cosmetics product range
Renewable energy: 0%	Renewable energy: ~30%

Revenue includes Revenue from Operations and Other operating income | EBITDA as percent to Total Income from operations (excluding other income) | EPS is calculated excluding profit/loss from exceptional and extraordinary items | Gross block excluding CWIP at end of period

Pigments Application - a global \$8.6bn market opportunity

We are uniquely placed to offer a comprehensive range high performance and speciality pigments

COATINGS



High performance and special effect for the coating industry

Our key focus area with targeted significant growth in the automotive and decorative segments

PLASTICS



A palette with a wide spectrum of colors and performance for plastic applications

Leadership position in plastics segment in multiple geographies; attributed to our detailed know-how of the industry

INKS



General purpose and high performance pigments for inks

Focus on niche applications in the ink industry with necessary expertise in offset and liquid ink segments

COSMETICS



Effect pigments for cosmetics & personal care applications

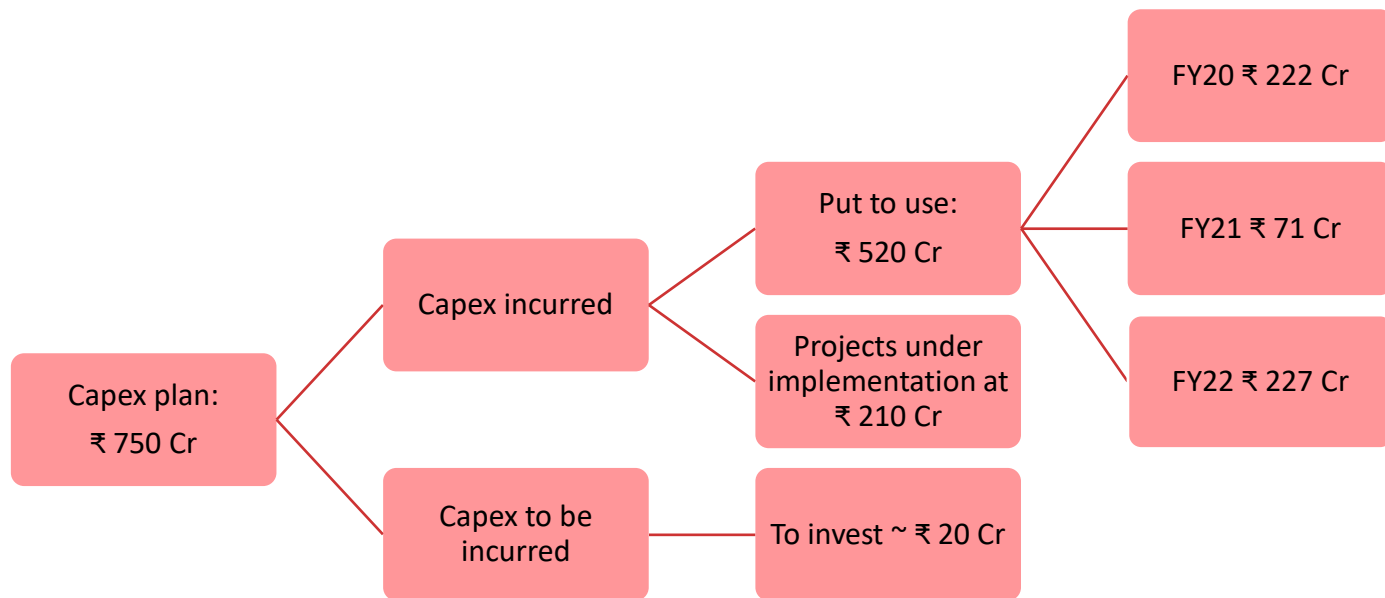
An important growth area for Sudarshan; we continue building capabilities in end application

Pigment Industry View

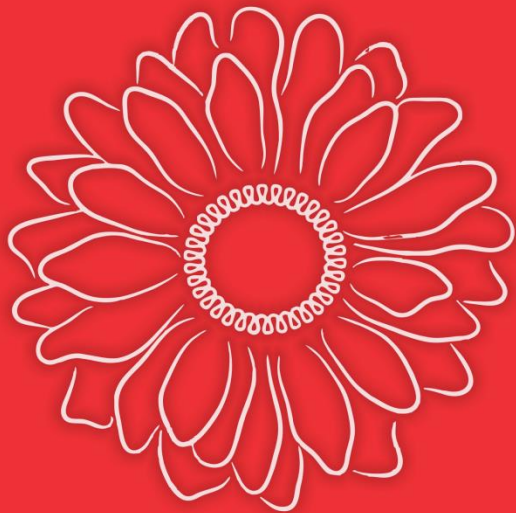
- Input costs continue at an elevated level across multiple intermediates
- Sharp increase in energy costs
- Logistics disruptions continuing leading to cost escalations and tight container availability
- Industry consolidation trend continued
- Geo-political risk for potential cost inflation and demand side impacts



Investing for growth of our Pigment business



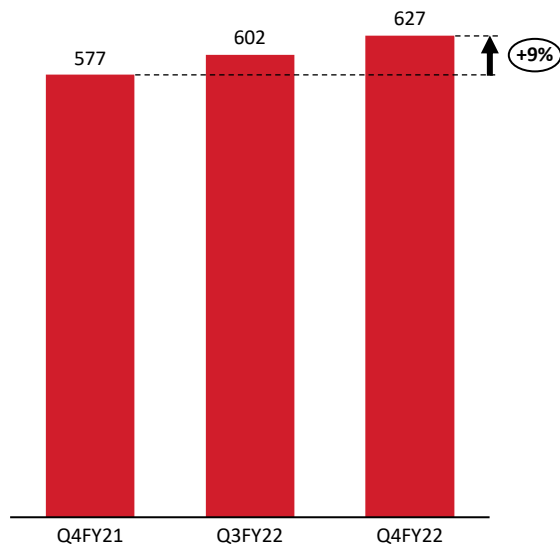
Capex overall revenue potential estimated at ~ ₹ 1,500 Cr at full capacity ramp up over three years



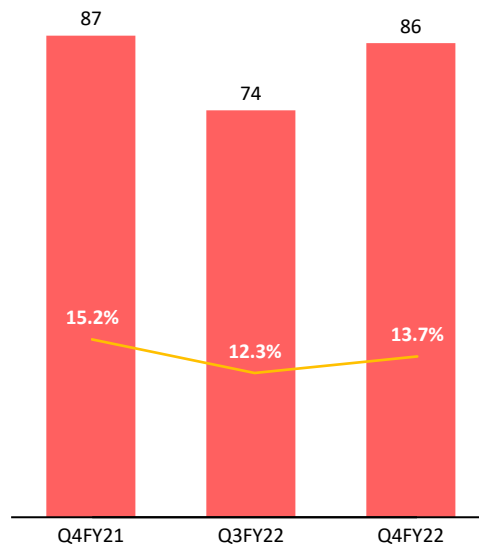
Quarterly Financials

Quarterly Performance Highlights - Consolidated Financials

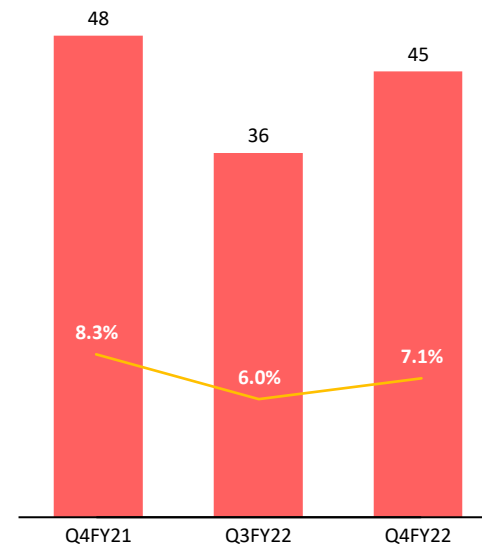
Income from Operations (In ₹ Cr)



EBITDA* (In ₹ Cr & Margin%)



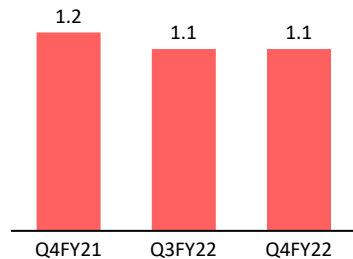
PAT (In ₹ Cr & Margin%)



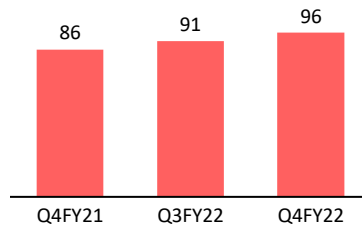
* EBITDA as percent to Total Income from operations (excluding other income) | PAT is excluding profit/loss from exceptional and extraordinary items

Quarterly Performance Highlights - Key Ratios

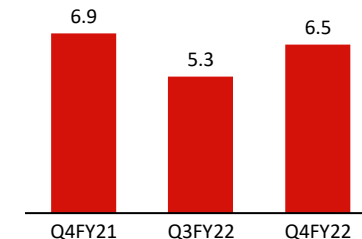
Current Ratio



Cash conversion cycle

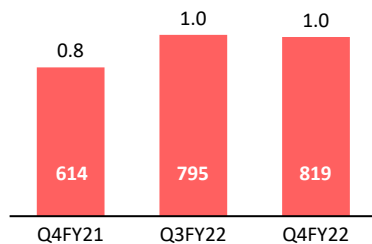


Earnings per Share

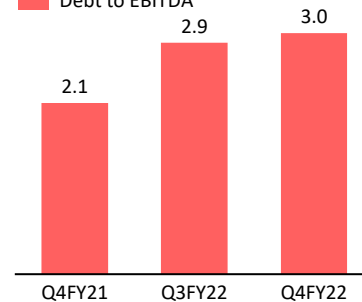


Debt to Equity Ratio

Debt ₹ Cr



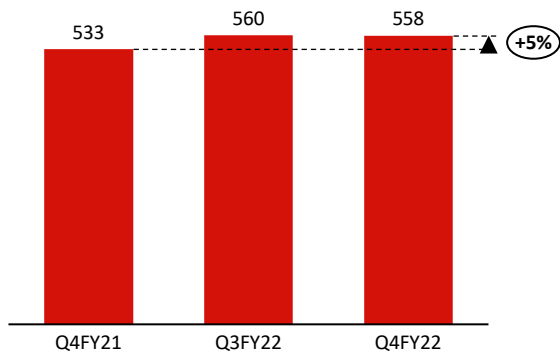
Debt to EBITDA



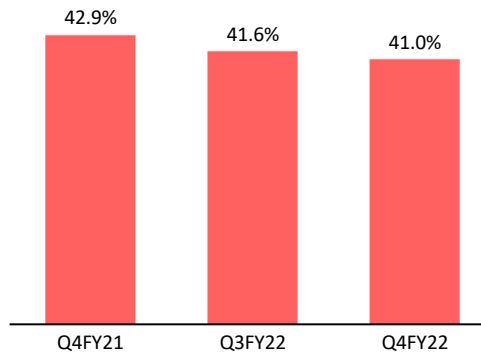
EPS is calculated excluding profit/loss from exceptional and extraordinary items and not annualised

Quarterly Performance Highlights - Pigment Business

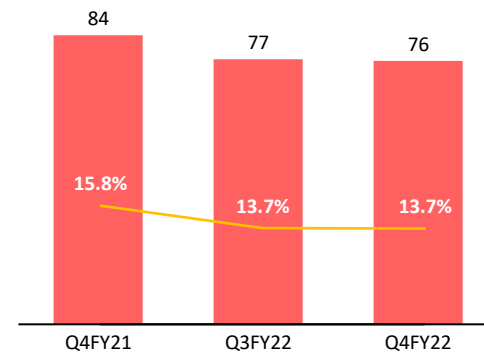
Income from Operations (In ₹ Cr)



Gross margin %



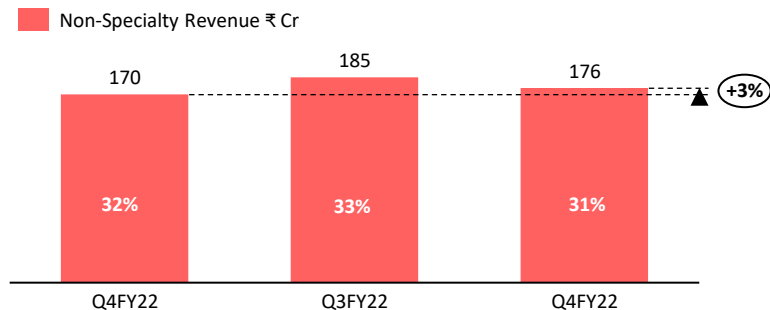
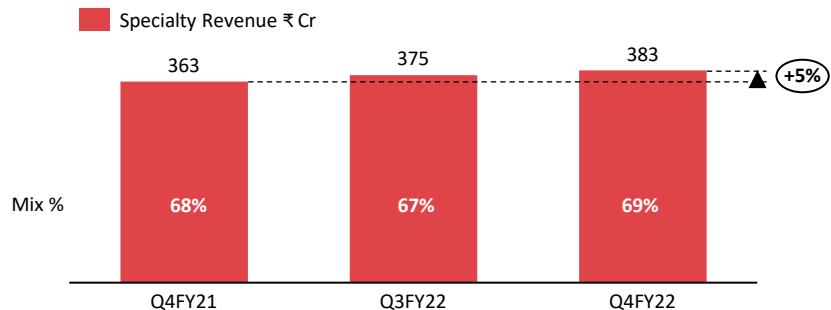
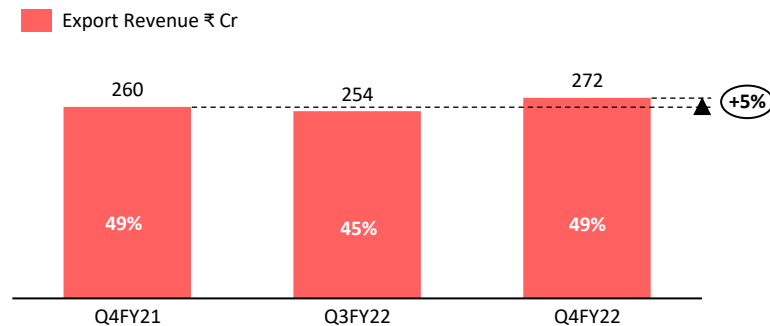
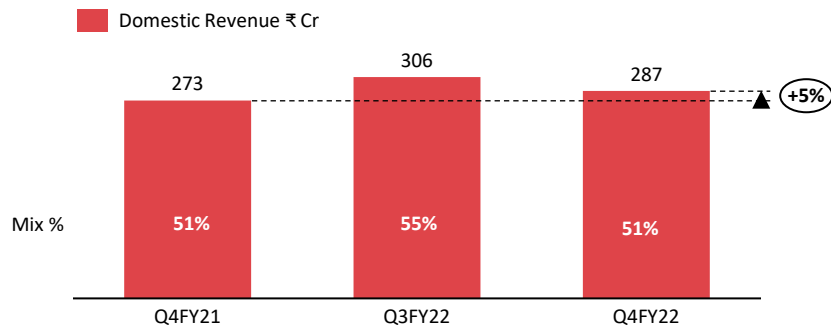
EBITDA* (In ₹ Cr & Margin%)



- Capacity[^] utilisation during Q4FY22 was at ~ 76% of operating capacity
- Intermediates price increase pass through continued through Q4FY22
- Impacts due to coal and logistics cost escalation continuing

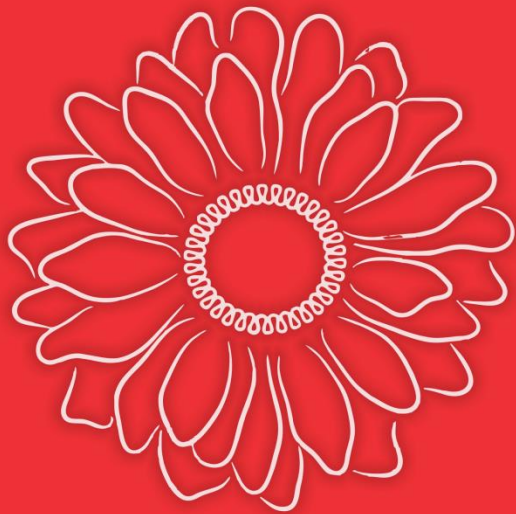
* EBITDA as percent to Total Income from operations (excluding other income) | ^ Excluding capex projects commissioned during FY22

Quarterly Performance Highlights - Pigment Business



- Modest impact due to third wave of Covid in the Domestic market
- Exports have grown by 7% sequentially over Q3FY22

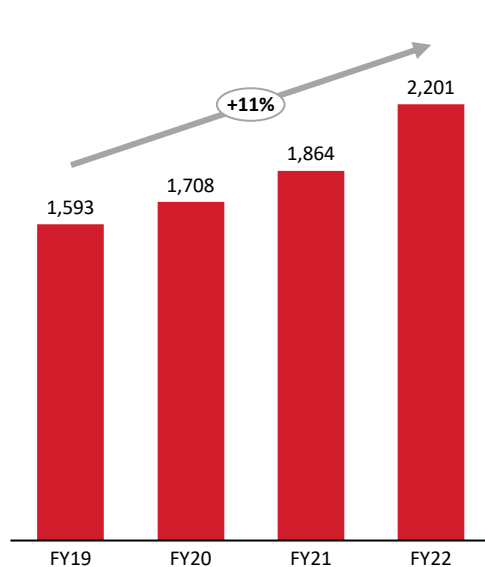
Revenue includes Revenue from Operations and Other operating income of Pigment business



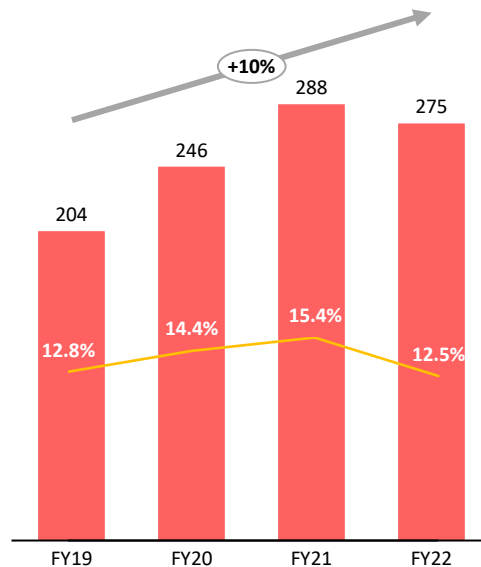
Annual Performance

Annual Performance Highlights - Consolidated Financials

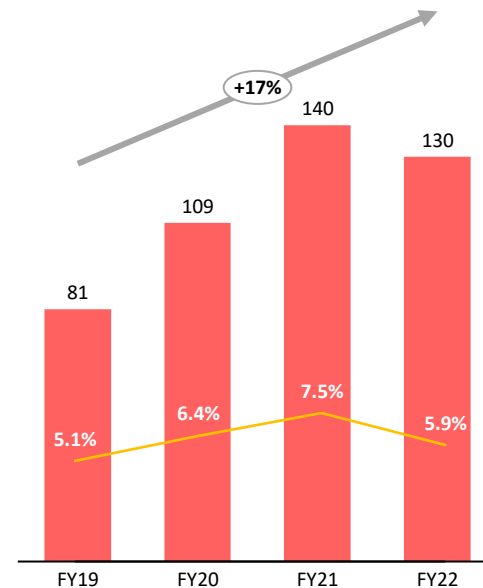
Income from Operations (In ₹ Cr)



EBITDA* (In ₹ Cr & Margin%)



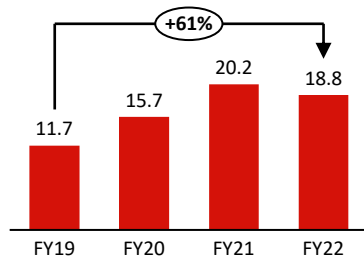
PAT (In ₹ Cr & Margin%)



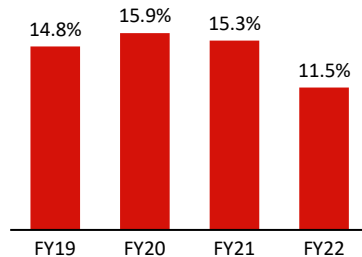
Financial results include results of the wholly owned subsidiary RIECO Industries Limited which was earlier classified under 'discontinued operations'. | Previous quarter / year figures have been regrouped wherever necessary to meet current period's classification. | * EBITDA as percent to Total Income from operations (excluding other income) | PAT is excluding profit/loss from exceptional and extraordinary items

Financial Highlights

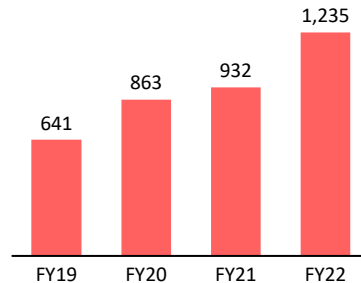
Earnings per Share



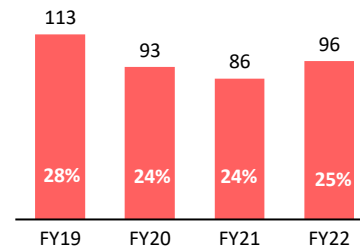
Return on Capital Employed



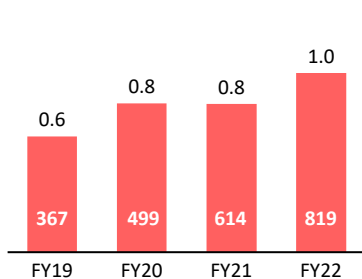
Gross Block ₹ Cr



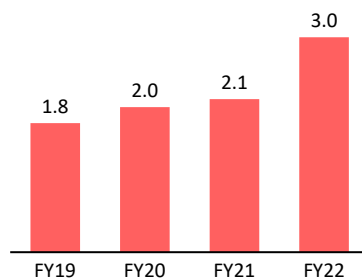
Cash conversion cycle Working capital % to Income from Operations



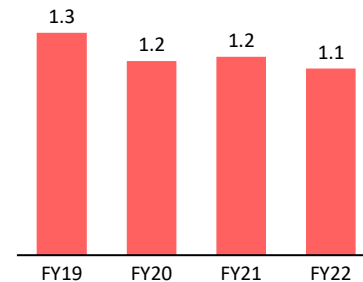
Debt to Equity Ratio Debt ₹ Cr



Debt to EBITDA



Current Ratio

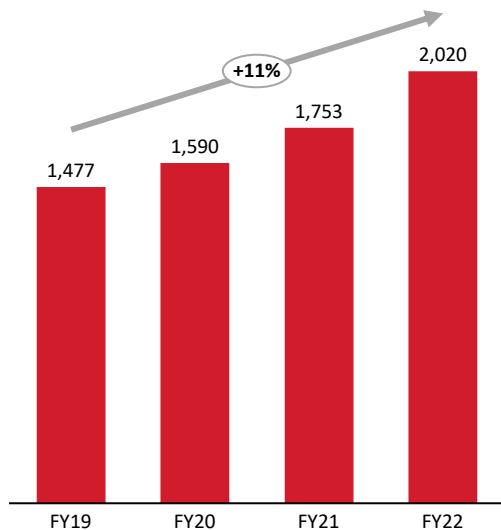


- Sudarshan has invested for growth in last three years
- Earnings per Share has increased by 61%

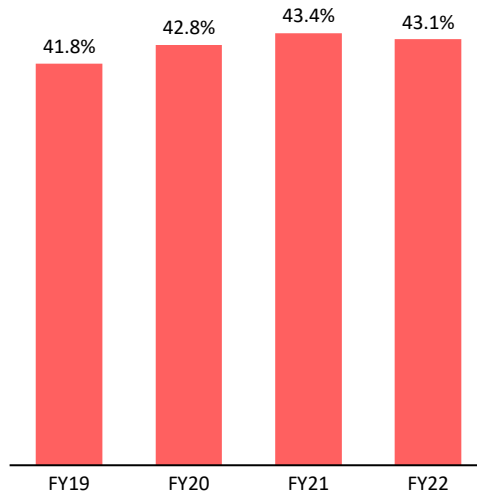
EPS is calculated excluding profit/loss from exceptional and extraordinary items | ROCE calculated as per requirements of Schedule III disclosure

Annual Performance Highlights - Pigment Business

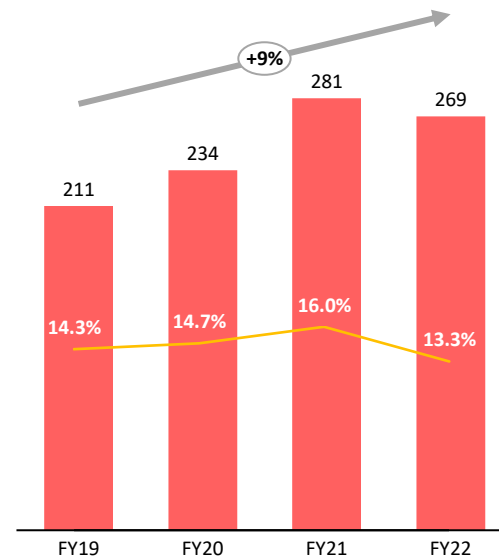
Income from Operations (In ₹ Cr)



Gross margin %

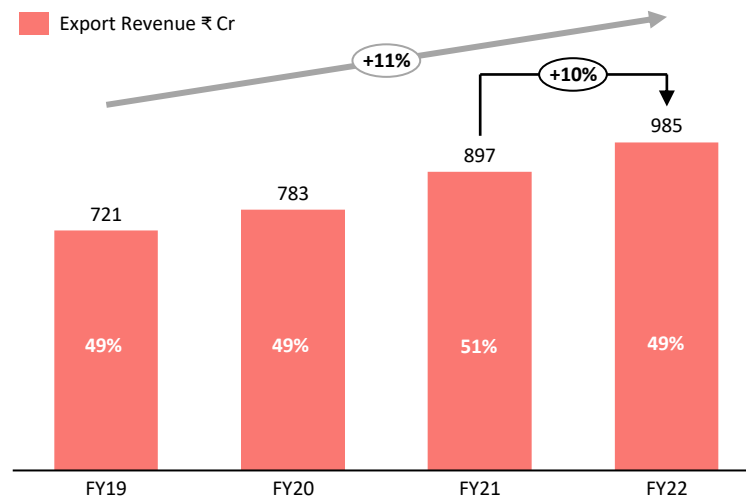
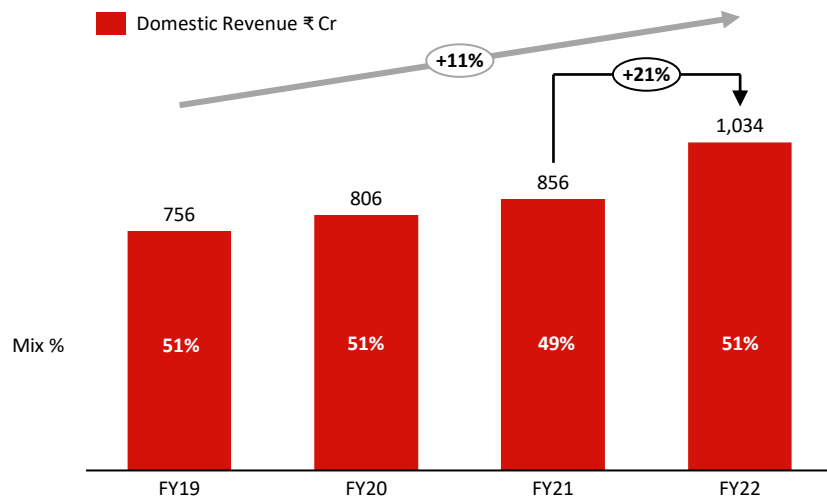


EBITDA* (In ₹ Cr & Margin%)



➤ A steady growth in Pigment revenues with stable gross margins

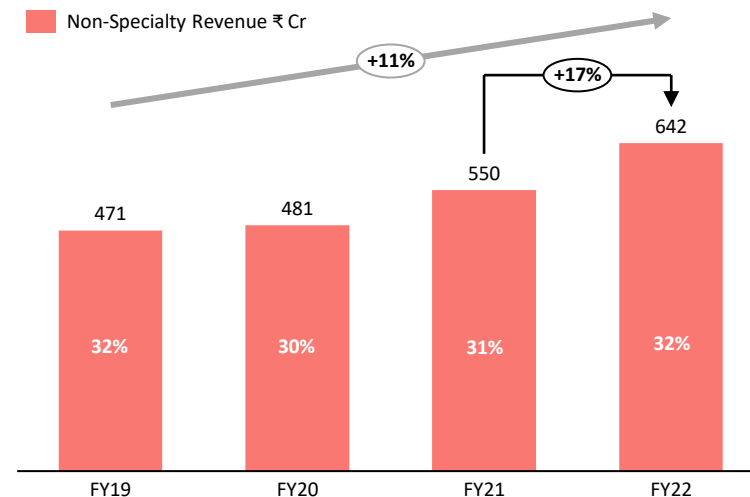
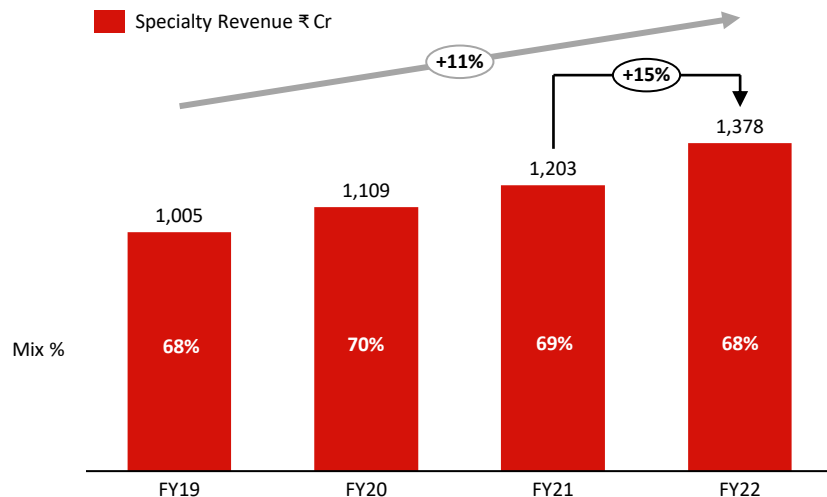
Pigment Business: Overseas geographies continue to have steady growth



- With the investment in infrastructure and sales force in the international geographies, share of exports will continue to grow
- Domestic business achieved milestone crossing annual revenue mark of ₹ 1,000 Cr
- A strong focus on product quality and supply chain management practices continues to serve demand opportunities in both the markets

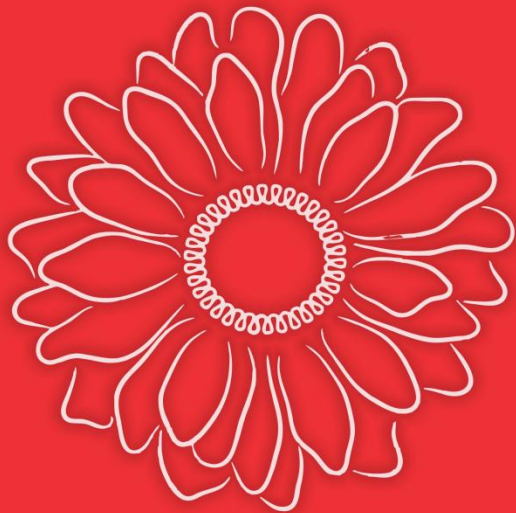
Revenue includes Revenue from Operations and Other operating income of Pigment business

Pigment Business: Shift towards Specialty to continue



- Focus on growing our Specialty pigments portfolio is shifting revenue mix favourably
- Optimum utilisation of capacities and cost competitiveness will help in keeping steady growth in Non-Specialty portfolio

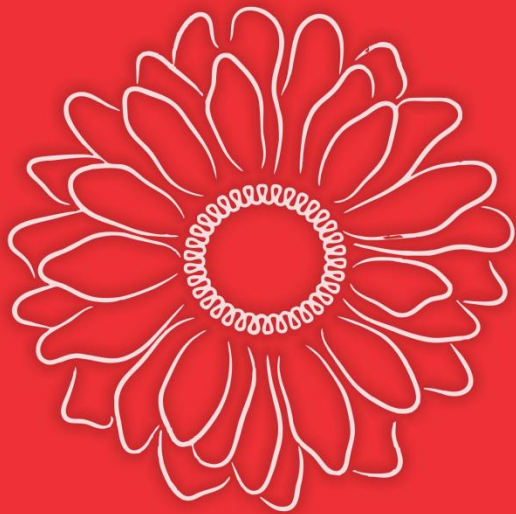
Revenue includes Revenue from Operations and Other operating income of Pigment business



Business Outlook

Business Outlook - FY23 and beyond

Capex program to drive future growth and bring in EBITDA improvement	Business mix change to continue	Efficiency and continuous improvement focus
<ul style="list-style-type: none">• Gradual sales ramp-up of new Capex's expected to drive growth• New businesses to move into plant commissioning and sales ramp up phase• Commencing execution of cost improvement and value chain integration projects	<ul style="list-style-type: none">• Expanding product portfolio to build globally competitive and comprehensive range• Deeper penetration in select International geographies	<ul style="list-style-type: none">• Building one of the most efficient chemical complexes in India and globally, with strong focus on EHS and sustainability• Focus on controlling net working capital and inventories to optimize cash conversion cycle
Focus to improve Return on Capital Employed will continue as a key initiative		



ABOUT SUDARSHAN

Our Vision, Mission & Values

Our growth is fueled by an immense drive to be a leading player in our field



MISSION

World class Global
Color Solution provider
with an innovative and
vibrant culture



VISION

To be amongst the top
three pigment players
in the world



VALUES

Seva (Service), Courage,
Commitment and
Passion, Respect,
Trust

Our Journey

Evolution of Sudarshan from a local player to a global player is result of a well crafted strategy

Establishing the Business 1952 - 1989

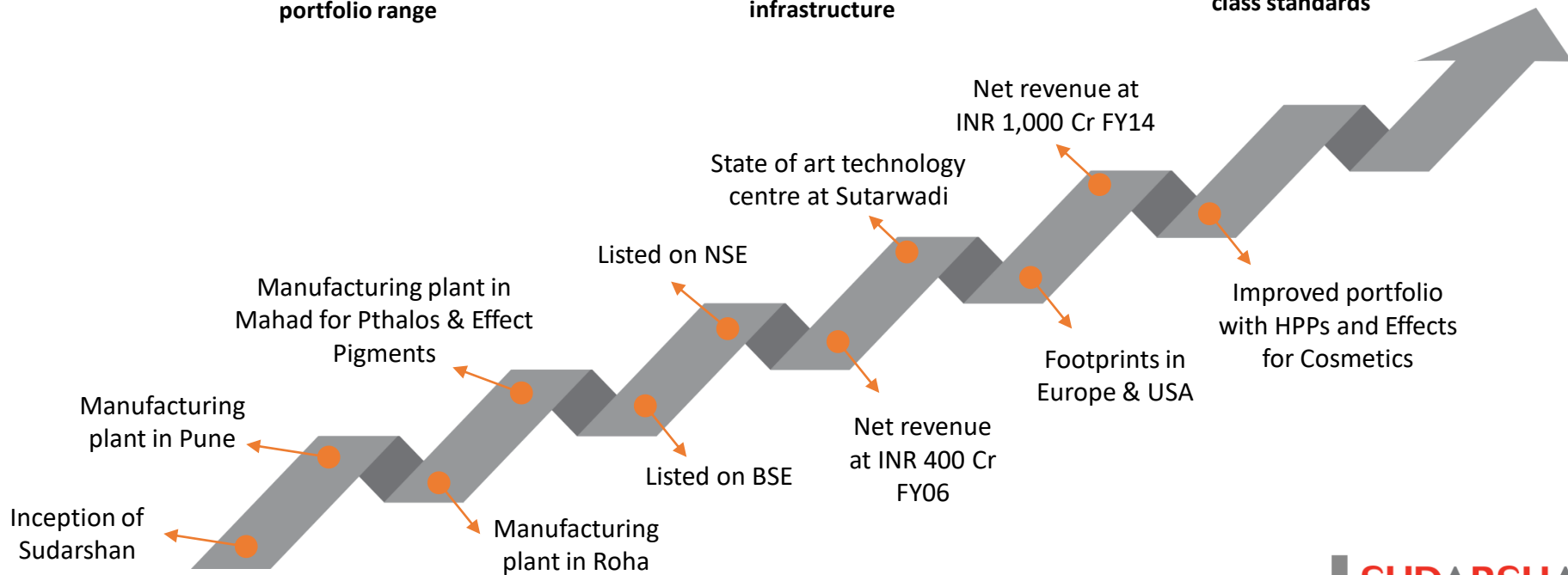
Efforts largely domestic with limited
portfolio range

Next leap in Technology 1989 - 2006

Building technical capabilities &
infrastructure

Going Global 2006 - 2018

Scaled up infrastructure to world
class standards



Our Governance Structure - Board Of Directors

Mr. Pradeep Rathi
(Chairman)

Mr. Rajesh Rathi
(Managing Director)

Mr. Ashish Vij
(Whole Time Director)

Mr. D. N. Damania
(Non-Executive,
Independent Director)

Mr. S. Padmanabhan
(Non- Executive,
Independent Director)

Mrs. Shubhalakshmi A. Panse
(Non-Executive,
Independent Director)

Mr. Naresh T. Raisinghani
(Non-Executive,
Independent Director)

Mr. Sanjay K. Asher
(Non-Executive,
Independent Director)

Mr. Anuj N. Rathi
(Non-Executive,
Non-Independent
Director)

Mrs. Rati F. Forbes
(Non-Executive,
Independent Director)

Dr. Deepak Parikh
(Non-Executive,
Independent Director)

Our Products Portfolio

Organic Pigments

Azo
Phthalos
HPPs
Dispersions

Coloured material made of organic compound with pigment properties. Commonly used for Coatings, plastics, Inks & Textile applications

Inorganic Pigments

Chromes
Cadmiums
Iron Oxides

Made up of mineral compounds. Are mainly oxides, sulphides of one or more than one metals. Used for plastics and industrial coatings

Effect Pigments

Mica base for
industrial and
cosmetics

Pigments with mica base and coated with oxides to give shimmer and glow. Mainly used in plastics, automotive coatings, cosmetics applications

The Pigment Approval Cycle

Approval cycle for pigment sales varies across products and Sudarshan Chemicals is well placed in this regard

COATINGS



Coatings remains a prominent focus area with Automotive and Decorative being the key segments

Automotive: 1 to 5 years

Decorative: 6 months to 1 year

PLASTICS



Market leaders in multiple geographies offering wider spectrum of colours and pigment grades.

Plastics: 3 to 6 months

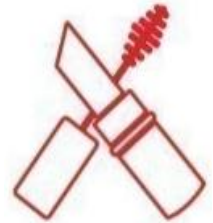
INKS



Focus on niche applications like liquid inks to build competency and strong market share

Inks: ~ 1 month

COSMETICS



Proven track record with significant growth for Sudarshan's progress

Cosmetics: 1 to 2 years

Our Technical Capability

PEOPLE

- 100+ Scientists & Technical resources
- Global experts' panel for competency enhancement
- Analytical & Application Lab experts

INFRASTRUCTURE

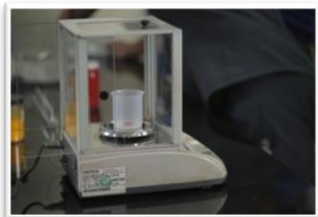
- Dedicated site for R&D with investments > USD 10Mn
- State of art equipment for characterization and composition analysis
- Ability to handle crystal modification & surface treatments
- Ability to ensure reproducibility in end application

PROCESS

- Stage Gate Process
- DOE approach to solutions



Our Infrastructure



SCIL is focused on building capabilities across research, development & technical service.

Manufacturing Site: Roha

Built in 1973; 1100+ trained team members.

Products Manufactured: AZO, HPP, Effect Pigments, Dispersions



Manufacturing Site: Mahad

Built in 1993; 500+ trained team members.

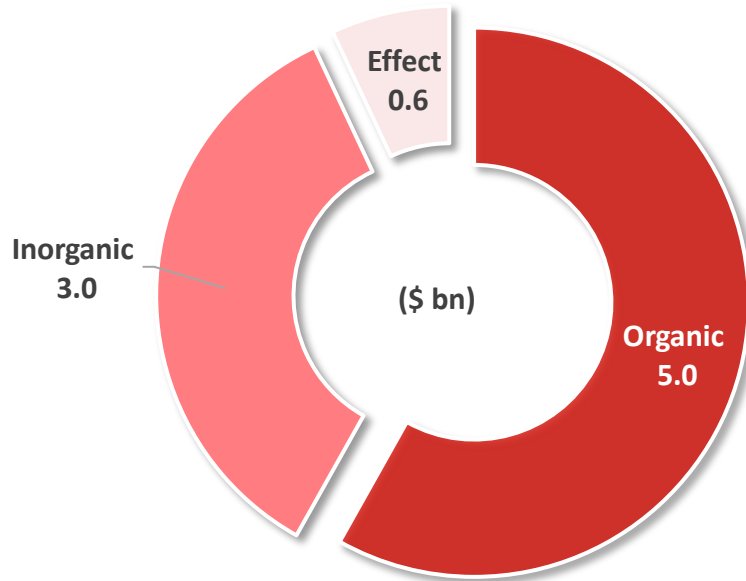
Products Manufactured: B&G, HPP, Effect Pigments



Our Manufacturing Plants with Modern Water Treatment Facility and Certified by BSC and having won Sword of Honour for Safety

Global Pigments Market Overview

Global Colour Pigment Market* - Relevant to Sudarshan



- Our estimate of the Global Colour Pigments Market is ~\$ 10B, market opportunities open to Sudarshan are ~\$ 8.6B.
- Global Organic Pigment market is expected to grow at ~3% CAGR over the next 5 years.
- India is set for strong, sustainable growth in pigment manufacturing with substantial export opportunities.
- Sudarshan is well placed to expand market share for all its applications.
- We expect this strong growth to come from our coatings, inks, plastics and cosmetics segments.

* Excludes Black, White and Metallic Pigments.

Based on internal Pigment industry study and various market research reports

Our Pillars Of Growth

We believe Growth will come from a focused approach to broaden product portfolio and renewed application focus

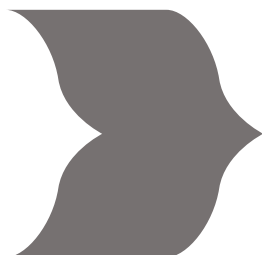
01



Product Portfolio

- Enhance Product Portfolio across
 - Organic (especially HPPs and Inks)
 - Inorganic HPPs
 - Effect Pigments
 - Solvent Dyes
-

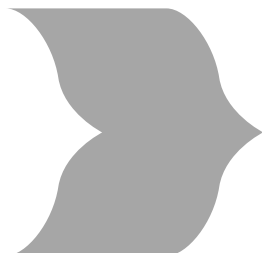
02



Application Focus

- Continued focus on decorative coatings and plastics
 - Additional focus on automotive coatings, industrial effects & cosmetics
-

03



Geographic Presence

- Expand global footprint to newer geographies, and gain market shares in US, EU and China

Building Capabilities

We focus on building capabilities across functions to achieve our vision



STRENGTHEN R&D

Faster launch of new and innovative products, faster turnaround time on technical issues.



MANUFACTURING & OPERATIONS EXCELLENCE

Lean & Six Sigma, Capex expansion, strengthening supply chain



COMMERCIAL EXCELLENCE

Improving reach, channel management and customer experience



ENVIRONMENT SUSTAINABILITY

Best in class safety practices, continued efforts towards sustainable energy sources such as solar, windmill etc.

Our Competitive Advantage

We achieve excellent product and process reliability

Product Consistency & Process Control

800+ tests
4000+ specifications

Reliable technical information

Laboratories certified by the
National Accreditation Board
for Testing & Calibration
Laboratories

Reliable Service

Recognized for operational
excellence in Supply Chain
Management

Environment & Occupational Health

Ensure safety of our
plant operatives

Our Certifications

ISO 9001
Six Sigma

Oliver Wight Class
A Certificate

ISO 17025:2001

ISO 14001
OHSAS 18001
British Safety Council
5 Star Rating Sword of
Honour

Empowering our society and safeguarding our environment

"SUDHA" (Sudarshan's Holistic Aspiration)

Women Empowerment

1,000+ women

8+ villages

Livelihood initiatives through Paper Bags making projects, Stitching Projects

Health and Community Development

20 Asha Workers (Health Workers) working in 22 villages

Distribution of water purifiers to 38+ rural schools

Clean and safe drinking water facilities to 38+ rural schools

Sanitary Napkins Vending machines in 4 Girls schools

Education

The J. M. Rathi High School provides education to over 2,000 students

Providing education to 376 children in Pune Slum area

Digitalization of 28 rural schools

Environment

Waste Management – Working with 4,000+ families and 9 villages

Our EHS initiatives

Effluent Treatment

Our state of the art effluent treatment facilities and the standards of operation are recognized throughout the region as most stringent

Co-Gen Facility (Steam & power co-generation plant)

Estimated CO2 emission reduction approx. 480,000 Kg/Day

Suspended Particulate matter less than 50mg/Nm3

Uninterrupted power supply to process consistent quality of product

High efficiency will result in less fuel consumption

Wealth Out of Waste

Reduction in green house gases due to installation of Anaerobic Hybrid Reactor

Installed both primary and secondary sludge where secondary sludge is used in cogen plant as a fuel

Sudarshan Received Global CSR Award 2020 in Platinum Category for an outstanding achievement in implementing CSR Programme for strengthening core business with Social Commitment

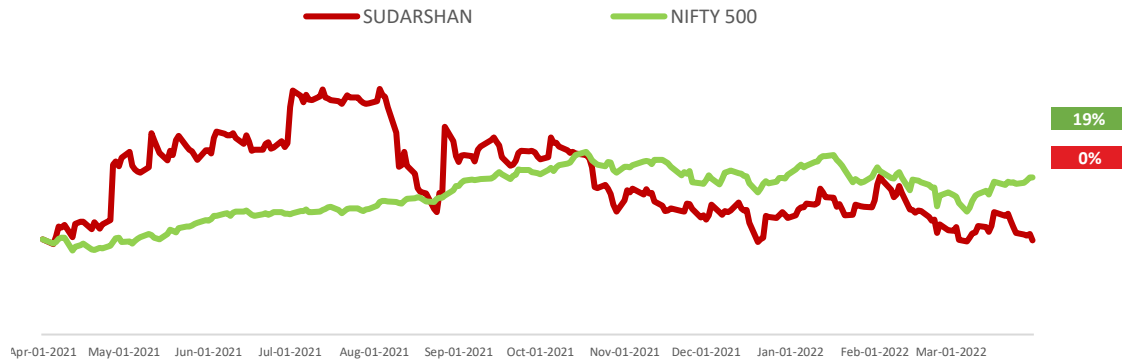
Shareholder Information

Share Information (as at 31st March 2022)

NSE Ticker	SUDARSCHEM
BSE Ticker	506655
Market Cap (INR mn)	36,350
% free-float	64.18%
Free-float market cap	23,329
Shares Outstanding	6,92,27,250
3M ADTV (Shares)	1,15,065
3M ADTV (INR mn)	66.0
Industry	Specialty Chemicals

Shareholding Pattern (as at 31st March 2022)

Promoters	35.82%
FII and FPIs	7.92%
Mutual Funds	9.29%
Others	46.97%



Awards And Accolades



Brands of Maharashtra



Mahatma Awards 2020 in CSR Excellence



Global CSR Award 2020 Platinum Category



HR Excellence Award 2018
1st in Chemicals & Fertilizer Sector



Global Clean Village Award -
Energy & Environment
foundation



Global WasteMet Award 2018
- Gold Category



DMAI Award for Energy
Conservation Initiative 2017-18



'Dream Company to Work For'
in Chemical Sector
World HRD Congress 2017

THANK YOU

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