



Dharmaj Crop Guard Limited FY23 Investor Presentation | May 2023



Introduction to Dharmaj

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Unique Business Model Positioning

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Key Takeaways

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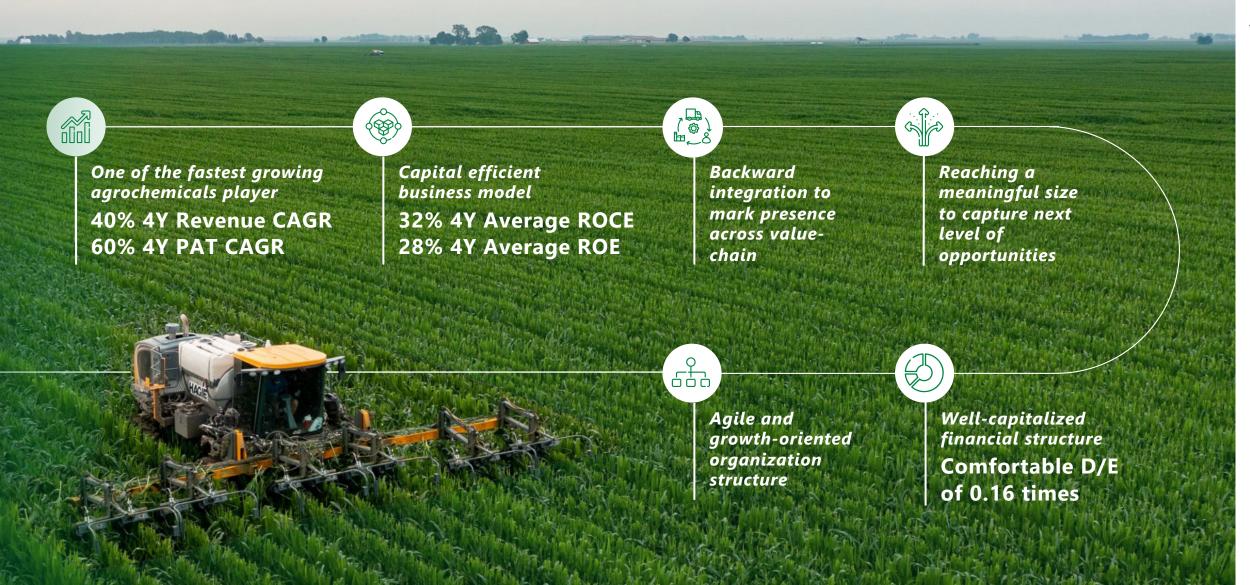
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Executive summary



Company overview



Incorporated in 2015 by
multi-decade experienced
industry professionals
(1st gen. promoters with
agrochemicals & farming background)

Began with commercial operations & agrochemical **formulation manufacturing in 2016**

Currently engaged in manufacturing and marketing agrochemical formulations, across broadly two verticals:

- Branded (B2C)
- Institutional (B2B)

Upcoming Active Ingredients manufacturing facility at Sayakha to integrate the Company's business model across the value chain

Core purpose: To provide radical solutions to human beings in such a way that they can grow with full potential and improve their prosperity.



Organisational goal set by founding team during incorporation

Become a ₹2,000 Crore Company by 2030



VISION)

We are a market-focused, process centred organization that develops and delivers innovative solutions to our customers. Our main aim is to be the most trusted and ethical source of our products across the globe.

Company in numbers



4,500+
Dealers & distributors

26
countries

8,000 MT Upcoming Technicals & Intermediates Capacity

200Export Product Registrations

190+
On-ground Sales Force

Present in
20 states
with 16 stock depots

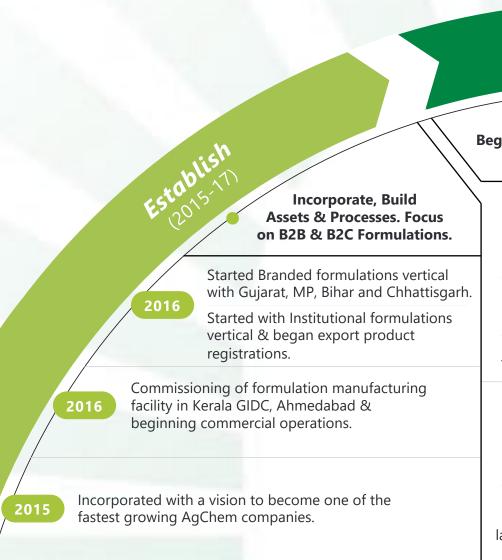
230+
Products in institutional portfolio

10 Technical

Technicals Registrations Received, **14** Under Registeration **CRISIL BBB**

Credit rating upgraded to CRISIL BBB/ Stable/CRISIL A3+ recently

Establish. Build. Expand.



Build (2018-21)

Expand Formulations Business. Begin Move Towards Active Ingredients. Begin Public Health Vertical.

2019

Achieved ₹1,000 mn in Revenue. Acquired additional land in Kerala GIDC, Ahmedabad for expansion.

Acquired Sayakha land parcel on 99 year lease to setup Technicals & Intermediates facility.

Commenced planning & made EC filings for Active Ingredients expansion.

2021

Achieved ₹3,000 mn in Revenue. Doubled formulation capacity from 11,400 MT to 25,500 MT.

Started Public Health vertical. Received NABL certification for QC laboratory as per ISO/IEC 17025:2017.

Achieve Pan-India Scale in Branded Business. **Significantly Ramp-up Export Business. Increase Engagement with** MNCs & Indian AgChem Majors. **Commission Active Ingredients Business.**

Raised first external equity capital via IPO (₹2,014 mn fresh issue). Entered 6 new states in Branded Formulations business.

> Received 10 technical product registrations with 14 more in pipeline.

> > Planned commissioning of Technicals & Intermediates facility.

Q3FY23

2022

Q3FY24

Board of Directors



Mr. RameshbhaiRavajibhai TalaviaChairman and Managing Director



Mr. Jamankumar Hansarajbhai Talavia Whole Time Director





Mr. Jagdishbhai Ravjibhai Savaliya Whole Time Director



Mr. Deepak
Bachubhai Kanparia
Independent Director



Mr. Bhaveshkumar Jayantibhai Ponkiya Independent Director



Ms. Amisha Fenil Shah Independent Director



25+ years

Of average promoter and management expertise

- Possesses nearly 3 decades of experience in the agrochemical industry.
 - Holds a bachelor's degree in agriculture.
 - Leads the overall business strategy of the Company.
- Possesses nearly 3 decades of experience in the agrochemical industry.
 - Holds a bachelor's degree in Science (Agriculture) from Gujarat Agricultural University.
 - Heads the manufacturing & purchase function of the Company.
- Possesses over 21 years of work experience.
 - Holds a bachelor's in Science from Saurashtra University.
 - Heads the research & development and production function of the Company.

- Possesses over 3 decades of experience in the agromarketing field.
 - Holds a bachelor's in Technology (Agriculture Engineering) from Gujarat Agriculture University and a diploma in Computer Applications from Data Tech.
- Possesses over 8 years of experience in audit and taxation.
 - He a Chartered Accountant and a member of ICAI, and holds a bachelor's degree in Commerce and Law from the Gujarat University.
- Possesses over 6 years of experience in secretarial matters.
 - Holds a bachelor's degree in Commerce from the Gujarat University, bachelors' degree in law from Gujarat University and is a member of ICSI.

Management Team



Mr. Rameshbhai Ravajibhai Talavia Chairman and Managing Director

Key Management Personnel



Mr. Vishal Domadia Chief Executive Officer



Mr. Vinay Joshi Chief Financial Officer



Ms. Malvika Bhadreshbhai Kapasi Company Secretary and Compliance Officer Work Experience:

30+ years **Ex:** Coromandel International,

Crop Life Science

2 Work Experience: 14+ years Ex: Excel Crop Care, Cheminova India, Sumitomo India, Crop



Life Science

25+ years **Ex:** Akar Auto Industries, IRM (Cadila Pharma Group), Karvy Comtrade, Satyam Computers, Panasonic India, Gemstone Glass

Work Experience: 6+ years

Ex: Kayel Securities, Ideal Systems and S.S.B.I. Exports



Mr. Bhupendra
Varasada
Head of Operations –
Sayakha Unit



6 Mr. Hitesh Patel Vice President – Marketing









Mr. Kalpesh
C. Patel
Senior Manager
Accounts



Mr. Mehulkumar H. Polara Manager – Institutional Sales Work Experience:
32+ years
Ex: Sabero Organic,
Heranba Industries,
UPL, Hemani
Industries

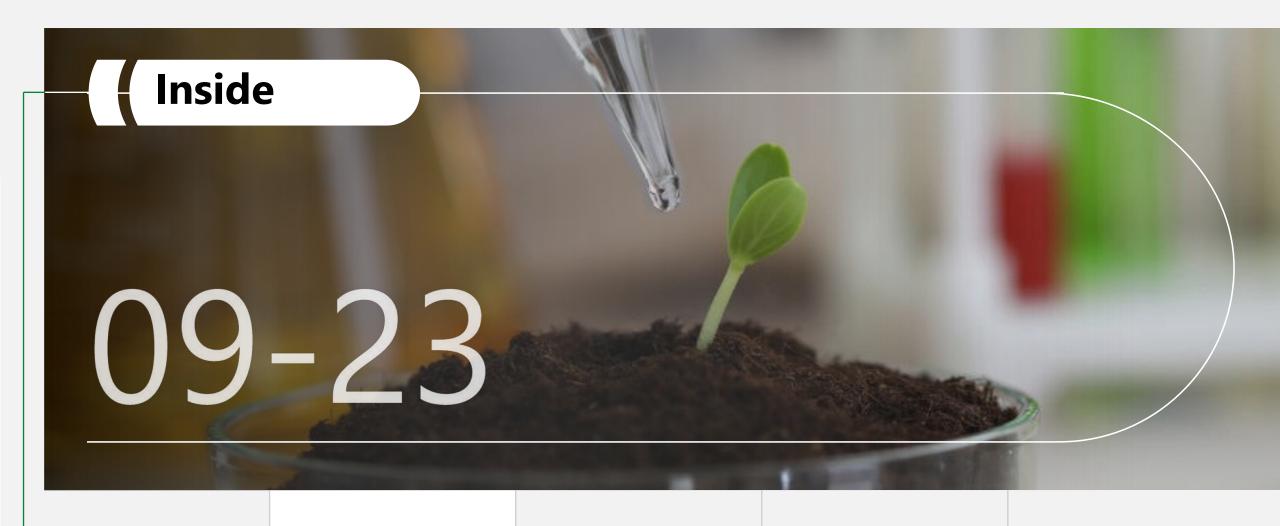
6 Work Experience:
19+ years
Ex: BASF India,
Monsanto India, Bayer
Crop Science, SML
Group

Work Experience:32+ yearsEx: MeghmaniOraganics

8 Work Experience: 28+ years Ex: Sabero Organics

Work Experience:
 15+ years
 Ex: Jyoti Power
 Corporation, Elitecore
 Technologies, Jaihind
 Projects

10 Work Experience: 13+ years Ex: Bayer India, Excel Crop Care, Akshay Seed Tech Co.



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Expanding presence in value chain

Technicals & Intermediates
Manufacturing:
Upcoming Facility

8,000 TPA Capacity

coming on-stream in Q3FY24

Integrated for key
Intermediates

Formulations Manufacturing

25,500 TPA Integrated Capacity (expanded recently in FY22)

Expanding presence across the value chain: the way forward for Dharmaj

Marketing: B2C & B2B

B2C: Growing distribution network spanning **20 states** & **13,500 touchpoints**

B2B: Actively built working relationships with entire AgChem industry in past 8 years

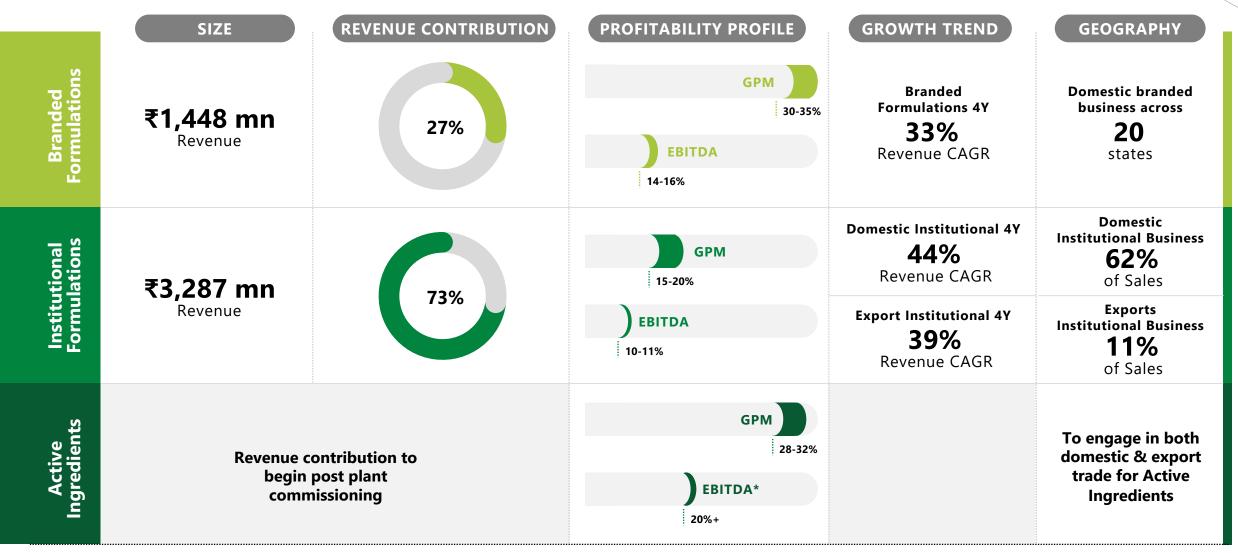
Improvement in blended margin profile with Active Ingredients operations

Will strengthen existing formulations business: **both B2B & B2C**

Will improve **cost- competitiveness** thereby openup export markets in a big way

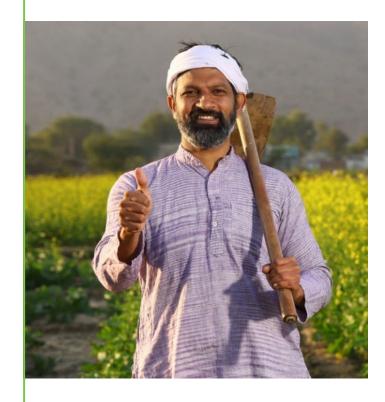
Will open up opportunities in Public & Animal Health vertical

Business model: pursuing growth on all fronts



Branded formulations (1/5)

Initial strategy



- Entering 2 new states on an average every year since incorporation, following a clustered growth approach
 - Strict focus on trade receivables & cash conversion
 - Competitive aggression in pricing and not in credit period
 - Innovative trade policies to deliver aggressive growth while adhering to working capital discipline
 - Aggressive ground-level marketing, demand generation, and brand building

Recently entered 6 states in 2022 to step-up growth: Uttar Pradesh, Punjab, Haryana, Uttarakhand, Jammu & Kashmir and Maharashtra

Distribution built in last 8 years

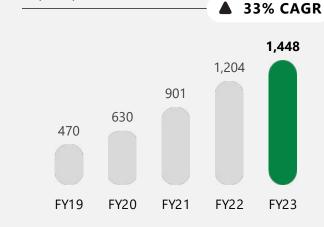
13,500 +
Retail
touchpoints

4,500 + Dealers & Distributors

20 States

16 Stock Depots

Branded Formulation Sales Trend (₹ Mn)



Branded formulations (2/5)

Aggressive demand generation & brand building

Proactive with on-ground demand generation, stakeholder engagement and brand building:



Proactive Dealer Appointments



Regular Farmer Meetings



Organising Field Days



Conducting Field Visits



Organising Product Demonstrations



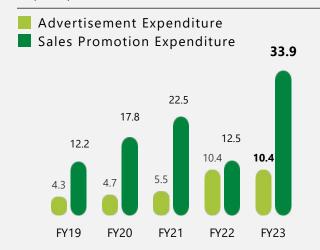
Jeep campaigns



Expansion of Sales Force

Growing Thrust On Advertisement & Sales Promotion Expenditure

(₹ Mn)



Growing On-ground Sales & Marketing Team

(#)



Branded formulations (3/5)

Robust brand portfolio

Latest Additions: Insecticides

Latest Additions: Herbicides

Best Selling Brands

121+ **Products** 350+ SKUs



















































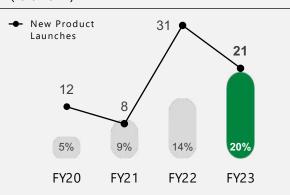




Product Innovation Index

Contribution from Newly Launched Products (CY & PY launches) & **New Product Launches**

(% and #)



- New products, combinations, and brand launches to maintain overall profitability of the portfolio
- **Product launches** a continuous function

Key Launches in Last 3 Years:

FY23

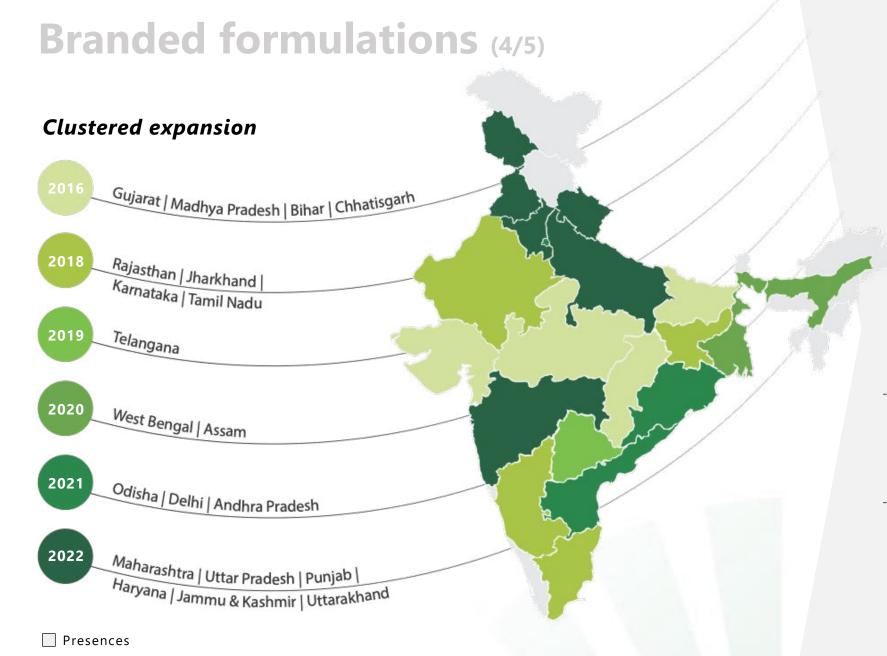
- Anteem
- Dharrise
- Suristar
- Regiment
- Pendiza

FY22

- Zeekasulf
- Dhargor
- Parthav
- Jojil
- Mosam

FY21

- Dahaad
- Sadavirum
- Kohha
- Kawayat
- Super
- Lisoton



Future Focus Areas

Strengthening position is existing markets

- Example: establishing ourselves amongst top 5 branded players by sales in Gujarat
- Working to replicate this across other states over time

Expanding into newer markets, becoming a pan-India player

20 states covered so far, after adding 6 recently in 2022

Adding new products, formulation combinations, and refreshing portfolio to maintain overall profitability

Achieving scale to tap next level of opportunities:

Begin move towards tie-ups with global innovators, in-licensed marketing model

Branded formulations (5/5)

 Implemented ERP systems

Leveraging

technology

business:

to strengthen

 Digitalisation efforts an ongoing function

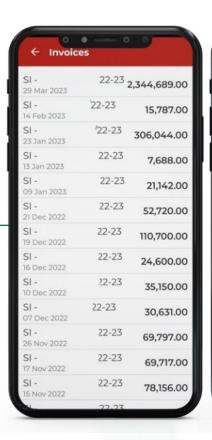
 Working on automation of workflow Completely digital interaction with distribution network:

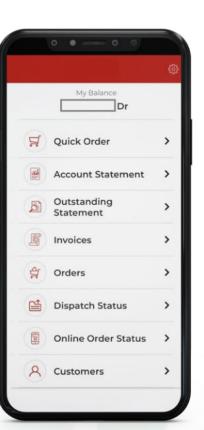
- Placing orders
- Invoicing
- Account statements & ledger generation

All key processes have been automated

 Working on the next generation of application for the distribution network

 Collaboration with a vendor having AgChem domain expertise





Institutional formulations (1/3)



Institutional formulations business is the biggest revenue vertical for the Company since incorporation

Formulations marketed in all kinds of packaging to B2B customers in India and abroad

Actively engaging with small formulators & regional players (<10 Cr sales): an underserved category

Offering 230+ products to 730+ customers of all sizes: MNCs, domestic majors, and smaller firms

Exports to 70+ institutional customers across 26 countries

Marquee clients









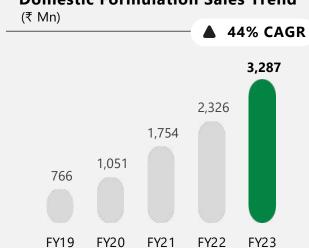




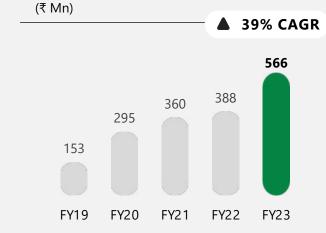








Export Formulation Sales Trend



Note: Exports Formulations Sales also includes Merchant Exports

Institutional formulations (2/3)

Our product portfolio



Insecticide

Fipronil 40% + Imidacloprid 40% WG (Bulk)

Emamectin Benzoate 5% SG (Bulk)

Acetamiprid 20% SP (Bulk)

Chlorpyriphos Technical

Chlorpyriphos 50% + Cypermethrin 5% EC (Bulk)



Herbicides

Paraquate Dichloride Technical

Glyphosate Technical

2,4-D Amine Salt 58% SL (Bulk)

Glyphosate 41% SL (Bulk)

Metribuzin 75% WG (Bulk)



Fungicides

Carbendazim 12% + Mancozeb 63% WP (Bulk)

Cymoxanil 8% + Mancozeb 64% WP (Bulk)

Azoxystrobin Technical

Azoxystrobin 11% + Tebuconazole 18.3% SC (Bulk)

Mancozeb 80% WP -Yellow (Bulk)



Micro-Fertilizers

Sulphur 65% + Zinc 18% (Bulk)

Sulphur 90% GR (Bulk)

Boron 20% (Bulk)

Zinc 12% EDTA (Bulk)



Plant Growth Regulator

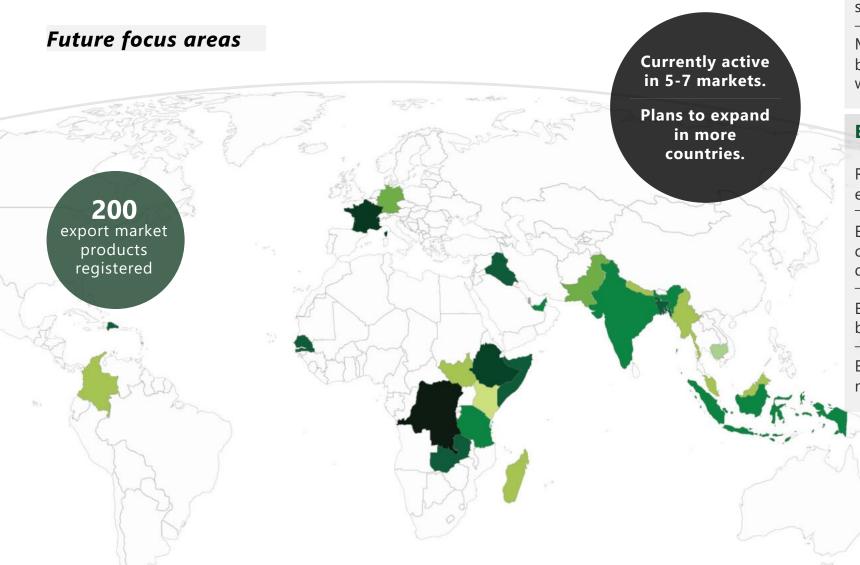
Gibberellic Acid Technical

Ethephon 39% SL (Bulk)

Silicon Adjuvent (Bulk)

Hexythiazox Technical

Institutional formulations (3/3)



Domestic Institutional

Backward integration into active ingredients to strengthen cost-competitiveness

More engagement with MNC customers post backward integration, initial orders executed with some groups

Exports Institutional

Ramp-up export market product registration efforts & investments

Expecting initial registrations to flow from certain African, Latin American, and select developed markets in the coming year

Export business to increase dramatically as backloaded product registrations come in

Efforts to grow beyond existing export markets and increase long-tail

product registrations under process

Active Ingredients (1/3)

Foraying into **Technicals** & Intermediates manufacturing through its upcoming greenfield facility at Sayakha

Synthetic Pyrethroids will be the initially targeted product basket

Key technicals (7-8):

- Deltamethrin
- Lambda Cyhalothrin
- Bifenthrin
- Alphamethrin
- Cypermethrin

Key intermediates:

- MPBD
- CMAC

3 separate production blocks:

2 dedicated intermediates manufacturing lines

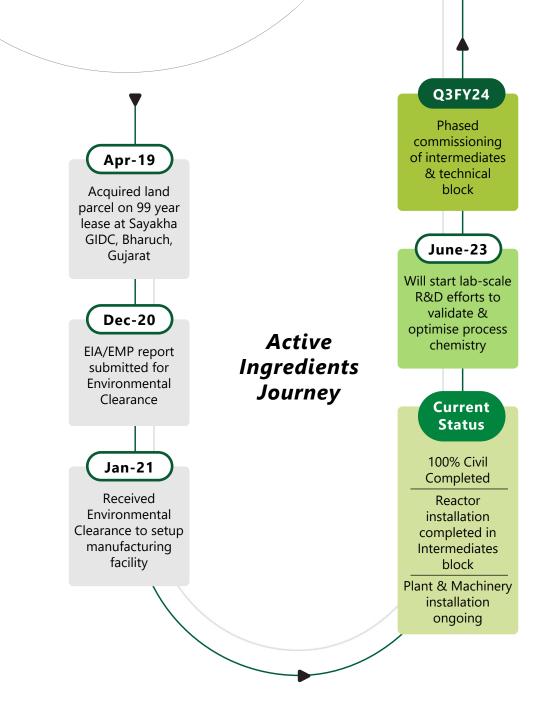
1 multi-purpose technical manufacturing block

Ability to manufacture 6 technicals simultaneously over 3 lines

Facility being setup in accordance with **export** market regulatory standards

Dedicated R&D and QC laboratory with state-ofart equipment

Head of **R&D** appointed, team building ongoing



Active Ingredients (2/3)

Manufacturing Capacity

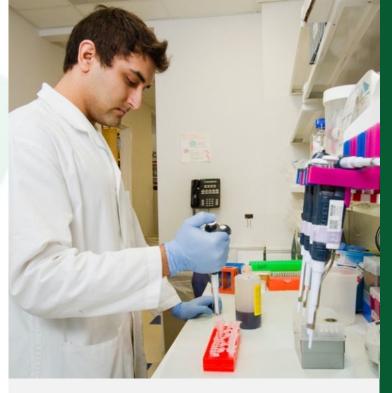
- 2,500 TPA dedicated MPBD capacity
- 2,500 TPA dedicated CMAC capacity
- 3,000 TPA cumulative, multipurpose technical capacity
- **8,000 TPA**Cumulative capacity

Project Financing

- IPO Proceeds: ₹105 Cr
- Term Loans Sanctioned:
 Up to ₹100 Cr
- Short-term borrowings to finance working capital requirements
- Internal Accruals to be deployed in both CAPEX & Working Capital

Potential ~3X

Fixed Asset Turns at Optimum Capacity Utilization & Product-Mix



Captive Consumption vs. External Sales

- 60-70% captive consumption for intermediates
- 20-25% captive consumption for technicals

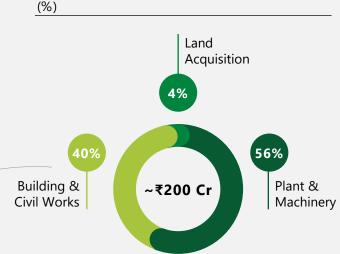
Process Optimisations

- Latest generation P&M opted for higher overall efficiency
- Improvement in solvent recovery
- Improvement in distillation process to achieve better yields & purity

Why Synthetic Pyrethroids?

- Open up Public & Animal Health vertical for the Company
- Confident of technical learning curve & plant stabilisation in this product group
- Complementary product profile to existing formulation business
- India strengthening its position as an export hub of Synthetic Pyrethroids
- High potential use in Public Health & Animal Health

Total Estimated Capital Outlay



Note: \sim 3X Asset Turns at Optimum Capacity assumes 100% external sales of output manufactured at the Sayakha plant, however, the Company will consume a part of the production as feedstock for formulations vertical.

Active Ingredients (3/3)

Status as of early April



R&D and
Administration Block



Furniture Work at R&D Laboratory and Administration Office



Reactor Installation



Technicals Block (Left Side)
Intermediates Block (Centre)



Material Storage Facilities



Reactors Installed & Piping Commenced

Formulation Manufacturing Facility

Fully integrated formulation facility

All formulations categories manufactured - EC, SC, SL, SG, WDG, WP, DP, GR, CS, ZC

Equipped with bio reactor to treat waste / sewage water to remove pollutants

Located at **Kerala GIDC**, **Ahmedabad**

Equipped with solar power plant of 85,320 KW annual capacity

Equipped with STP of 7,800 KL capacity



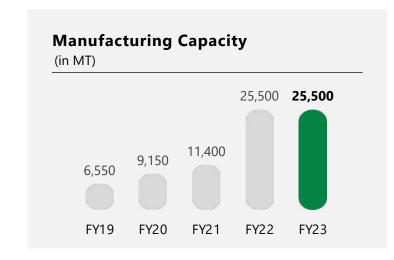
25,500 MT Manufacturing Capacity



50% Blended FY23 Capacity Utilisation



R&D centre at site QC laboratory at site







Certifications













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Key Takeaways



Keep up the pace of growth as witnessed in past: double topline every three years, pursue growth in all business verticals



Leverage potential of newly entered states in branded formulations, while strengthening position in existing markets



Build export institutional business with growing product registrations efforts, to reap backloaded results. Enter high-potential markets.

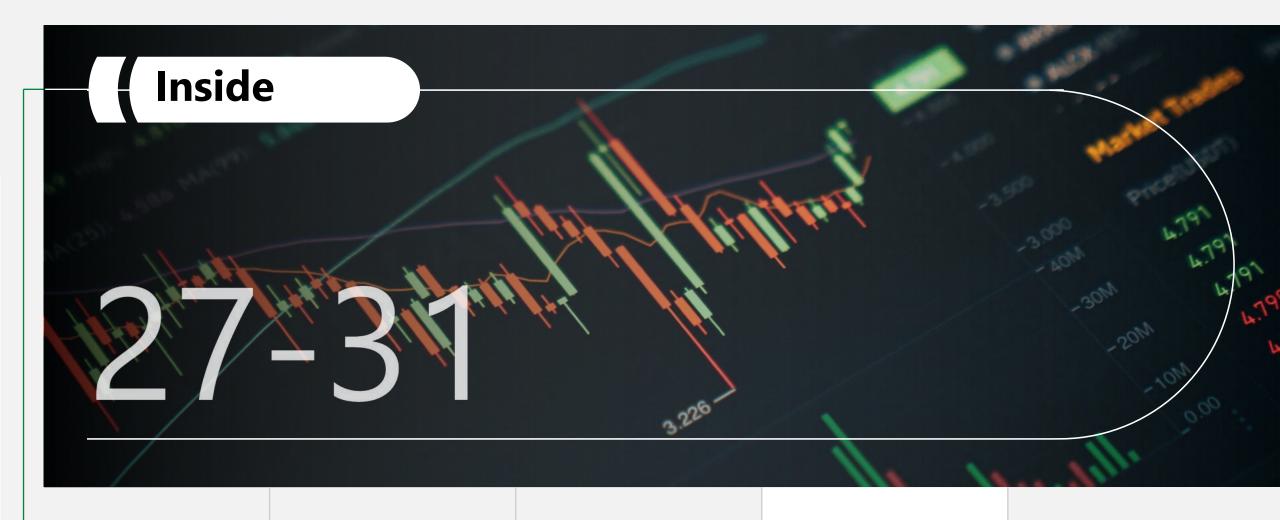


Targeting **new set of opportunities with scale:** licensed formulation marketing, tie-ups with international players, among others



Make a sucessful entry into active ingredients, stabilize plant, and achieve capacity utilization targets (3 years to fully utilize plant)





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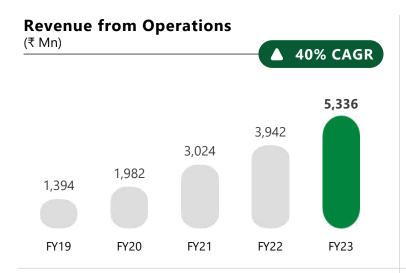
Annual Financial Highlights

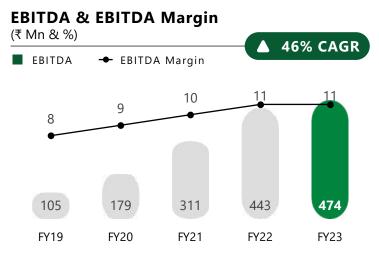
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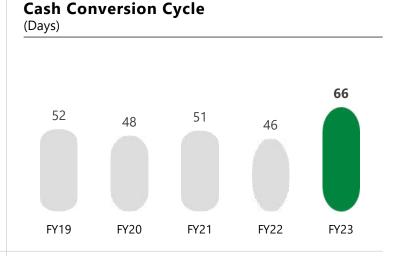
Quarterly Performance Highlights

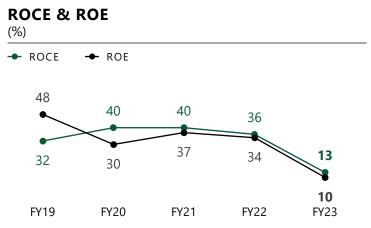
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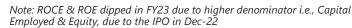
Key Performance Indicators

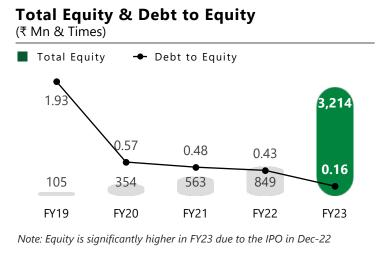


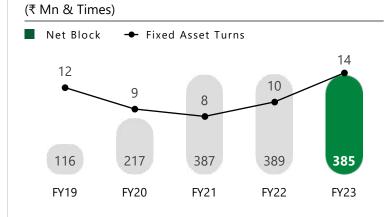












Net Block & Fixed Asset Turns

Profit & Loss Summary (5Y)

(₹ Mn)

					((((((((((((((((((((
Particulars	FY19	FY20	FY21	FY22	FY23
Revenue from Operations	1,394	1,982	3,024	3,942	5,336
Total Income	1,400	1,992	3,036	3,963	5,381
Gross Profit	285.90	428.55	630.05	799.32	955.76
Gross Profit Margin (%)	21%	22%	21%	20%	18%
Operating Expenses	181	249	319	356	482
EBITDA (Excluding OI & EI)	105	179	311	443	474
EBITDA Margin (%)	8%	9%	10%	11%	9%
Finance Cost	21	22	14	26	23
Depreciation & Amortisation	20	22	26	53	51
Profit Before Taxes (and EI)	70	145	282	385	445
Profit After Taxes	50	108	210	287	331
Profit After Taxes Margin (%)	3.59%	5.40%	6.90%	7.24%	6.15%
Earnings Per Share (₹)*	5.02	8.62	12.74	11.62	12.03

Note: *EPS not annualised

Balance Sheet Summary (5Y)

(₹ Mn)

					(\ 14111)
Particulars	FY19	FY20	FY21	FY22	FY23
TOTAL EQUITY	105	354	563	849	3,214
Non-Current Liabilities	181	65	173	280	378
Borrowings	172	51	152	253	335
Current Liabilities	190	506	552	1,067	792
Borrowings	32	151	117	116	189
Trade Payables	129	332	391	914	553
TOTAL EQUITY & LIABILITIES	477	926	1,289	2,195	4,385
Non-Current Assets	144	309	458	658	1,514
Property, plant and equipment	116	217	387	389	385
Capital work-in-progress	-	23	11	177	947
Current Assets	333	617	830	1,538	2,871
Inventories	153	276	436	629	729
Trade Receivables	170	333	362	860	741
Cash and cash equivalents	8	3	10	10	4
TOTAL ASSETS	477	926	1,289	2,195	4,385

Cash Flow Summary (5Y)

(₹ Mn)

Particulars	FY19	FY20	FY21	FY22	FY23
Cash from Operating Activities	33	20	129	164	(74)
Cash from Investing Activities	(40)	(146)	(177)	(239)	(2,073)
Cash from Financing Activities	4	121	55	75	2,142
Net Cash Flow	(3)	(5)	7	(0)	(5)
Cash at Beginning of Year	11	8	3	10	10
Cash at End of Year	8	3	10	10	4



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Profit & Loss Summary (Q4)

(₹ Mn)

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Particulars	Q4FY22	Q3FY23	Q4FY23	YoY Change	FY22	FY23	YoY Change
Revenue from Operations	1,013	1,011	737	-27%	3,942	5,336	35%
Total Income	1,023	1,016	767	-25%	3,963	5,381	36%
Gross Profit	160	202	173	8%	799	956	20%
Gross Profit Margin (%)	16%	20%	23%	764 BPS	20%	18%	-236 BPS
Operating Expenses	115	115	167	45%	356	482	35%
EBITDA (Excluding OI & EI)	45	87	6	-88%	443	474	7%
EBITDA Margin (%)	4%	9%	1%	-83%	11%	9%	-21%
Finance Cost	9	7	4	-60%	26	23	-11%
Depreciation & Amortisation	14	12	15	10%	53	51	-4%
Profit Before Taxes (and EI)	32	74	18	-45%	385	445	15%
Profit After Taxes	23	55	12	-47%	287	331	15%
Profit After Taxes Margin (%)	2.30%	5.41%	1.63%	-29%	7.24%	6.15%	-15%
Earnings Per Share (₹)*	0.95	1.63	0.45		11.62	12.03	

Note: *EPS not annualised

Management Commentary

FY23 ended as a good year for the Company despite multiple macro challenges within the agrochemical industry. Amidst all the headwinds within the industry, the Company managed to deliver a robust 35% annual sales growth, coupled with 15% net profit growth during the year. H2 ended-up being a challenging period, where several industry-level challenges such as destocking of supply chains, steep fall in prices of inputs & agrochemical products led to a standstill within the industry. On the Company level, we witnessed an average 25% reduction in price realisations in the last 5 months, which has led to degrowth in H2FY23 compared to the corresponding period in previous year, despite registering slightly higher sales volumes.

The new season for the domestic business, which typically starts around mid-March for DCGL, seems to be delayed by a month as we witnessed slower offtake in April. We are hopeful of better offtake with the onset of the new monsoon as the buying for the upcoming season kicks in.

Further, we are excited about our Branded business for the upcoming year, as the Company has tapped six new states last year where we will be operating for the first full season in H1FY24. These states will be a major driver for the Branded vertical in the coming year. On the institutional side, the Company has started initial business with some larger accounts as well, and we expect these relationships to scale up as we expand across active ingredients. We are also anticipating higher business on the exports front this year, on the back of product registrations and entry into new markets.

The work at the Sayakha Unit is going on at a brisk pace. After the completion of civil works, the team at the site has almost finished reactor installation in the intermediates block and will take up the Technicals block next. We are on track to commercialise this facility in Q3FY23. The R&D laboratory at the Sayakha unit is expected to start in June 2023. We have already appointed the head of the R&D function at Sayakha and are in the process of building the rest of the team. This team will be working on process research for our initial product basket, helping the Company optimise yields, achieve better process efficiency, and overall productivity.

As we enter the new financial year, we look forward to growth on all fronts i.e., our existing branded & institutional formulations business, while commencing our upcoming active ingredients business.

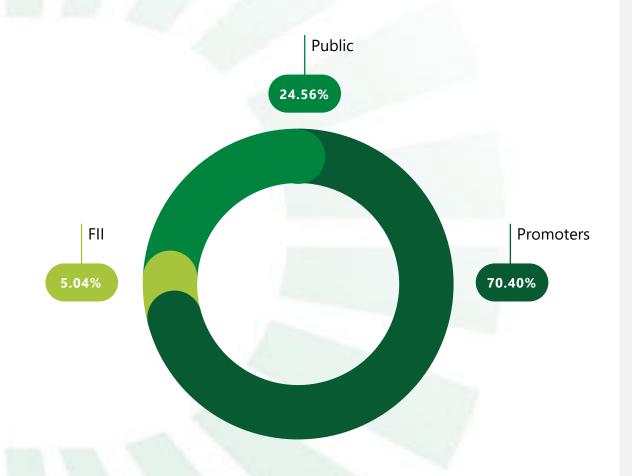


We are on track to begin commercial production at Sayakha Unit by Q3FY24. This facility will mark our entry into technical & intermediates manufacturing, which will be instrumental in our next leg of growth."

Mr. Rameshbhai Ravajibhai Talavia Chairman and Managing Director

Shareholding & Market Statistics

NSE Symbol	<u>DHARMAJ</u>
BSE Scrip Code	<u>543687</u>
IPO Issue Price Band	₹216 to ₹237
Current Market Price	₹181
52 Week High/Low	₹279 / ₹137
Shares Outstanding	3.38 Cr
Market Capitalization	₹612 Cr
Industry Classification	Pesticides & Agrochemicals



Safe Harbour

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