## Limitless Growth



MAN

**Dharmaj Crop Guard Limited** FY24 Investor Presentation | May 2024



NSE: DHARMAJ | BSE: 543687 BLOOMBERG: DHARMAJ:IN



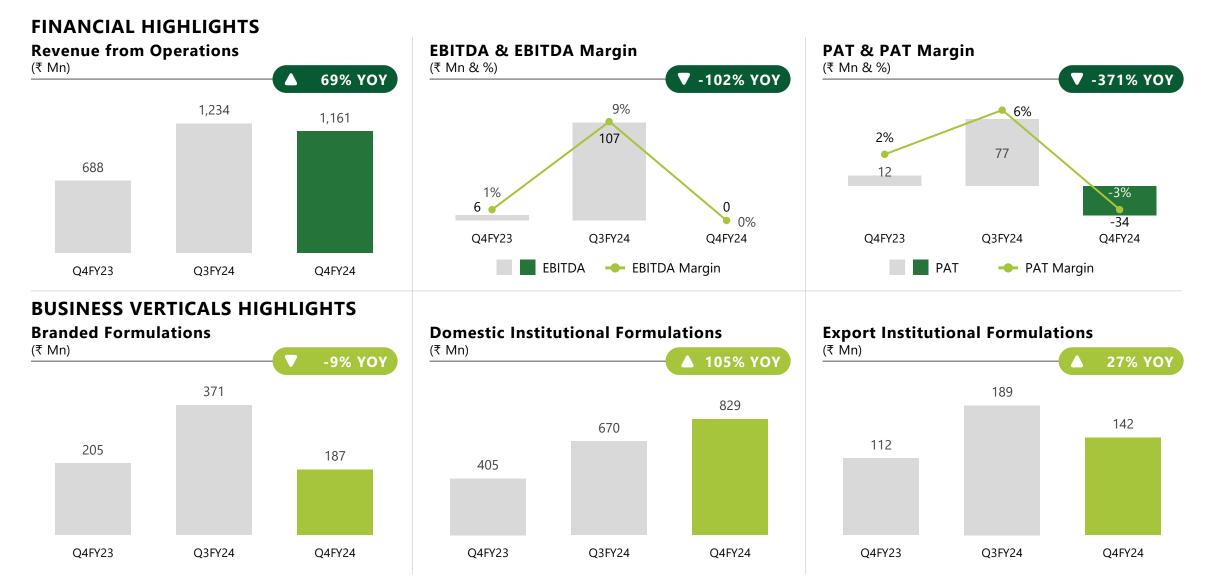
### Quarterly Financial Highlights 02

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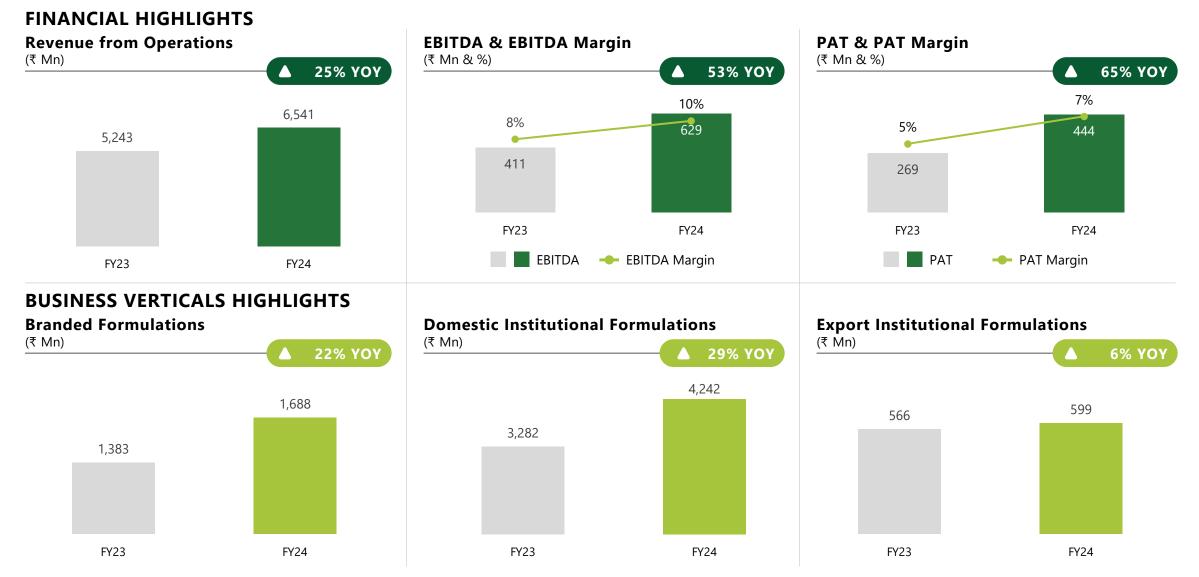
Key Takeaways **30**  Annual Financial Highlights

### **Performance Highlights (Q4)**



Note: Difference in Revenue from Operations and Sales Break-up (as per business verticals) is due to Export Incentives. Previous year figures have been restated wherever necessary for appropriate comparison.

### **Performance Highlights (12M)**



Note: Difference in Revenue from Operations and Sales Break-up (as per business verticals) is due to Export Incentives. Previous year figures have been restated wherever necessary for appropriate comparison.

### Profit & Loss Summary (Q4 & FY24)

Particulars	Q4FY23	Q3FY24	Q4FY24	YoY Change	FY23	FY24	YoY Change
Revenue from Operations	688	1,234	1,161	69%	5,243	6,541	25%
Total Income	719	1,237	1,162	62%	5,288	6,575	24%
Gross Profit	114	265	223	96%	930	1,348	287 BPS
Gross Profit Margin (%)	17%	21%	19%	16 BPS	18%	21%	287
Operating Expenses	108	158	223	106%	519	719	39%
EBITDA (Excluding OI & EI)	6	107	0	-1.02	411	629	53%
EBITDA Margin (%)	1%	9%	0%	-82 BPS	8%	10%	178 BPS
Finance Cost	4	3	20	467%	23	34	48%
Depreciation & Amortisation	15	10	31	102%	51	54	7%
Profit Before Taxes (and El)	18	96	-49	-382%	382	575	50%
Profit After Taxes	12	77	-34	-371%	269	444	65%
Profit After Taxes Margin (%)	2%	6%	-3%	-465 BPS	5%	7%	167 BPS
Earnings Per Share (₹)*	0.45	2.29	-1.00	-321%	9.76	13.13	35%

Note: \*Quarterly EPS is not annualized. Previous year figures have been restated wherever necessary for appropriate comparison.

### **Management Commentary**

I am pleased to update you on the company's performance in Q4 and FY24. Despite facing several external headwinds, including a late season start in April, lower rains in August, and challenges on the export front contributing to lower product realizations, Dharmaj Crop Guard has reported robust performance across all quarters of FY24. In a challenging year, the Company has managed 25% Revenue growth.

Profitability for Q4 has been impacted primarily because of Sayakha project commissioning, entailing higher depreciation, finance cost, and operating expenditure such as Employee Benefit Expenses, among others.

The biggest achievement for FY24 was undoubtedly the commissioning of the Saykha active ingredients facility. This pivotal project has integrated Dharmaj across the agrochemicals value chain. The plant was commissioned in January, and after initial trials followed by commercial trials, a total of 8 products have been commercialized including products beyond synthetic pyrethroids portfolio. We have achieved the desired purity levels in almost all products, and while yields are being optimized for recently launched products, initial products have stabilized on the yield front as well. This will continue to be an ongoing exercise, nonetheless.

Since this is a significant project for the company in terms of investment and scale of operations, initial front-loaded expenses have naturally been built into the P&L, partially in Q4 which will be fully rebased in Q1, thus impacting short-term profitability margins. As we scale up, these expenses should normalize as a percentage of the top line in line with industry standards.

More importantly, I am proud of the work our team has been doing at this facility. We are already eyeing an average production of 200 MT per month from this plant for the first year, which should translate into ~30% capacity utilization. This is a remarkable feat for a greenfield facility. We are not only consuming some technicals captively but also witnessing good traction from export sales, with a few export orders already dispatched to markets where we have registrations in place. The registration applications have already been applied for many larger export destinations last year, including Brazil, the US, and Europe, although these are medium to long-term initiatives with a decent gestation period.

As we move forward, the company isn't limiting itself to standard molecules but is also focusing on higher-value molecules, some of which have already been commercialized in Phase-I. While these won't be high-volume products initially, they will help us optimize our overall realizations as we scale up.

In our existing formulations business, the company has entered a new geographical cluster in South India, covering Odisha, Andhra Pradesh, Karnataka, and Telangana. New stock depots have been setup and majority of team hiring has been completed, with some hiring expected during the season. FY25 will be the first season in these states. With this geographical expansion, we have marked our presence in key markets across India. For the coming two years, we do not foresee the addition of new markets; instead, our focus will be on ramping up sales from existing markets. Subsequently, key operational expenditures have already been incurred for these markets.

FY25 looks to be a promising year for domestic markets, with a good rainfall forecast and expectations of a good sowing season. Additionally, the recent increase in price trends of synthetic pyrethroids and other technicals has been encouraging and will aid our new operations. Dharmaj is fully prepared to deliver on its growth ambitions in the coming year, primarily driven by its growing formulations business, further coupled with initial numbers from the newly launched Active Ingredients vertical.

We are already eyeing an average production of 200 MT per month from the Sayakha plant for the first year, which should translate into ~30% capacity utilization.

**Mr. Rameshbhai Ravajibhai Talavia** Chairman and Managing Director



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### **Executive summary**



One of the fastest growing agrochemicals player 36% 5Y Revenue CAGR 55% 5Y PAT CAGR



Capital efficient business model 28% 5Y Average ROCE 24% 5Y Average ROE



**Recent backward** integration marks presence across value-chain & entry into active ingredients



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Dharmaj Crop Guard Limited | Investor Presentation FY24

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Agile and growth-oriented organization structure

Well-capitalized financial structure **Comfortable D/E** of 0.31 times

## Company overview 🧔

Incorporated in 2015 by multi-decade experienced industry professionals

(1<sup>st</sup> gen. promoters with agrochemicals & farming background)

Began with commercial operations & agrochemical **formulation manufacturing in 2016**  Operations across agrochemical formulations & active ingredients, verticals:

- Branded Formulations (B2C)
- Institutional Formulations (B2B)
- Active Ingredients (B2B)

**Recently commissioned Active Ingredients MPP** at Sayakha to integrate the Company's business model across the entire 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**



**Domestic Presence** 

15,000 +**Retail touchpoints** 



**Institutional Base** 

700+

Customer base



Manufacturing Infrastructure

8,000 MT Technicals & Intermediates Capacity

**Product Registrations** 

(0

535 **Total Product** Registrations

85 Export Market Product Registrations, Additional 202 in Pipeline

15 **Technicals Registrations** Received, 28 Under Registration

**CRISIL BBB+** 

Credit rating upgraded to "CRISIL BBB+/ Stable/ **CRISIL A2**" recently

5,000+ **Dealers & distributors** 

**Present** in 24 states with 20 stock depots

Customer base spanning 29 countries

250+ Products in institutional portfolio 25,500 MT

Formulations Capacity

220 +**On-ground Sales Force** 

200

580+

**Team Strength** 

Others

### Establish. Build. Expand.

**Build** (2018-21)

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

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

2019

Acquired Sayakha land parcel on 99-year lease to setup Active Ingredients 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. Ramp-up Export Business. Increase Engagement with MNCs & Indian AgChem Majors. Commence Active Ingredients Business.

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

Surpassed ₹5,000 mn revenue benchmark despite industry headwinds.

Commissioned Active Ingredients facility. Entered southern India markets for branded vertical.

Assets & Processes. Focus on B2B & B2C Formulations.

Started Branded formulations vertical with Gujarat, MP, Bihar and Chhattisgarh

Incorporate, Build

Started with Institutional formulations vertical & began international product registrations

Commissioning of formulation facility in Kerala GIDC, Ahmedabad & beginning commercial operations

Incorporated with a vision to become one of the fastest growing AgChem companies

2016

2015

2016



2023



	25+ years	Of average promoter ar management expertise
rector	<ul> <li>Possesses nearly 3 decades of experience in the agrochemical industry.</li> </ul>	<ul> <li>Possesses over 3 decades of experience in the agro- marketing field.</li> </ul>
via	<ul> <li>Holds a bachelor's degree in agriculture.</li> <li>Leads the overall business strategy of the Company.</li> </ul>	<ul> <li>Holds a bachelor's in Technic (Agriculture Engineering) from Gujarat Agriculture Universitiand a diploma in Computer Applications from Data Technic</li> </ul>
hai aliya ector <b>nparia</b> rector	<ul> <li>Possesses nearly 3 decades of experience in the agrochemical industry.</li> <li>Holds a bachelor's degree in Science (Agriculture) from Gujarat Agricultural University.</li> <li>Heads the manufacturing &amp; projects function of the Company.</li> </ul>	<ul> <li>Possesses nearly a decade of experience in audit and taxa</li> <li>He a Chartered Accountant a member of ICAI and holds bachelor's degree in Common and Law from the Gujarat University.</li> </ul>
r ya r	<ul> <li>Possesses over 22 years of work experience.</li> <li>Holds a bachelor's in Science from Saurashtra University.</li> <li>Heads the production &amp; factory operations of the Company.</li> </ul>	<ul> <li>Possesses over a decade of experience in secretarial ma</li> <li>Holds a bachelor's degree ir Commerce from the Gujarat University, bachelors' degree law from Gujarat University is a member of ICSI.</li> </ul>

Of average promoter and

- bachelor's in Technology Iture Engineering) from Agriculture University diploma in Computer ations from Data Tech.
- ses nearly a decade of ence in audit and taxation.
- hartered Accountant and ber of ICAI and holds a or's degree in Commerce w from the Gujarat sity.

- ses over a decade of ence in secretarial matters.
- bachelor's degree in erce from the Gujarat sity, bachelors' degree in m Gujarat University and mber of ICSI.

### Management Team

Senior Management Personnel



Mr. Bhupendra Varasada Head of Operations – Sayakha Unit

Mr. Rameshbhai

Managing Director

Mr. Vishal

Domadia

Officer

Chief Executive

Chairman and

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Ravajibhai Talavia

Work Experience: 31+ years Ex: Coromandel International, Crop Life Science

Work Experience: 15+ years Ex: Excel Crop Care, Cheminova India, Sumitomo India, Crop Life Science

Work Experience: 26+ years Ex: Akar Auto Industries, IRM (Cadila Pharma Group), Karvy Comtrade, Satyam Computers, Panasonic India, Gemstone Glass

Work Experience: 33+ years Ex: Sabero Organic, Heranba Industries, UPL, Hemani Industries





Quarterly Financial Highlights **02** 

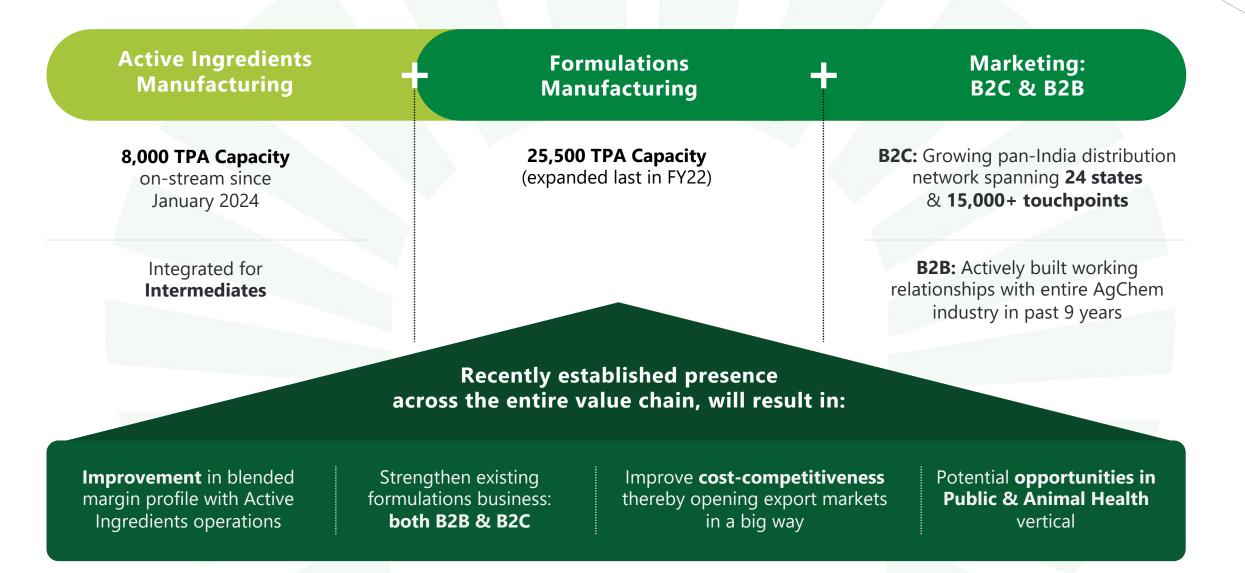
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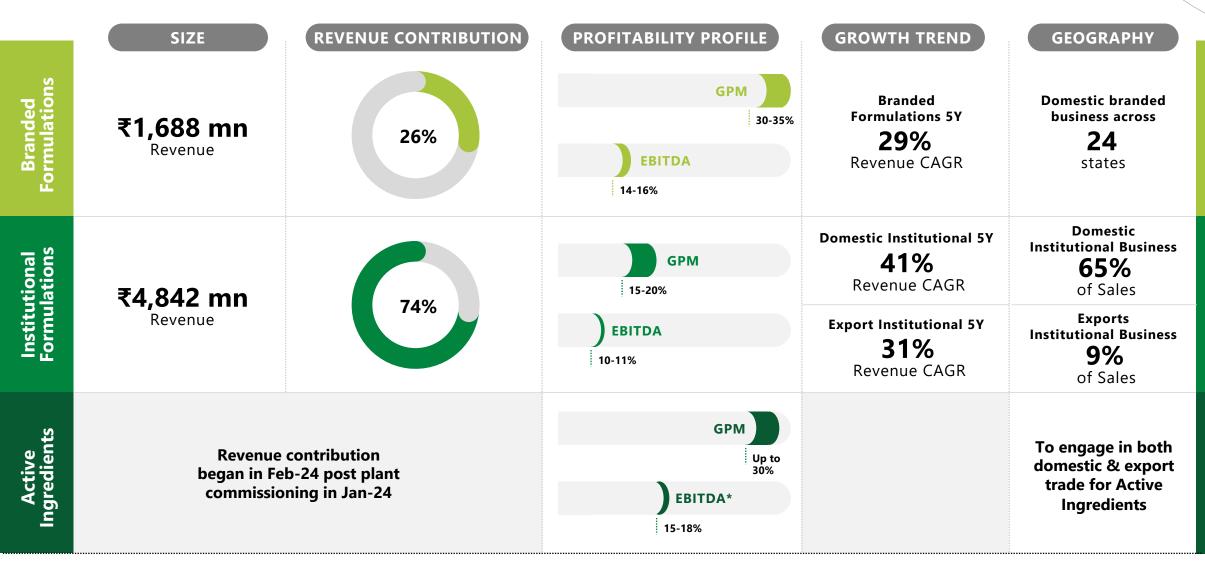
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### **Presence across the value chain**



### **Business model: pursuing growth on all fronts**



Note: Active Ingredients profitability margins as per internal estimates & projections on optimum capacity utilisation, and Branded & Institutional Formulations profitability numbers as per internal estimates based on last 5Y trend. \*Note – EBITDA (%) at optimum capacity utilization. Exports Institutional Business also includes merchant exports done by the Company.

## **Branded formulations** (1/5)

#### Initial strategy



Entering 2 new states on an average each year since incorporation, following a clustered geographical expansion

Strict focus on trade receivables & cash conversion

Competitive aggression in pricing and not in credit period

Innovative trade policies to deliver growth while adhering to working capital discipline

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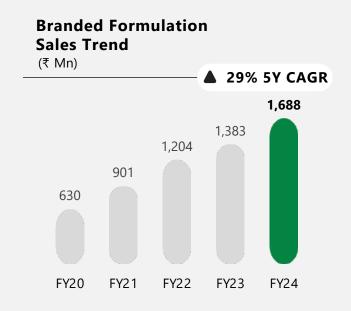
Aggressive ground-level marketing, demand generation, and brand building

Recently entered 4 states in 2024 to mark entry into South India: Odisha, Andhra Pradesh, Karnataka and Telengana

# Distribution built<br/>in last 9 years15,000+<br/>Retail<br/>touchpoints5,000+<br/>Dealers &<br/>Distributors

**24** States **20** Stock Depots

**10 Lakhs+** Farmers Directly Connected



### **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

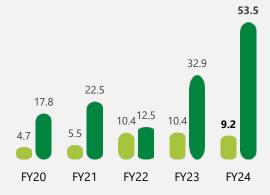


Conducting Field Visits

### Growing Thrust On Advertisement & Sales Promotion Expenditure

(₹ Mn)

Advertisement ExpenditureSales Promotion Expenditure



Growing On-ground Sales & Marketing Team (#)



Organising Product Demonstrations



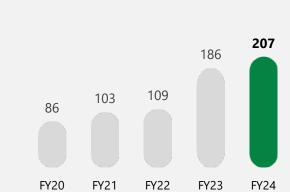
Jeep campaigns



Expansion of Sales Force

#### 65 Lakh+

Engagement with Farmer on Social Media Platforms



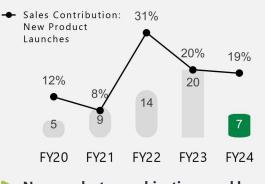
### **Branded formulations (3/5)**



#### **Product Innovation Index**

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

(% and #)



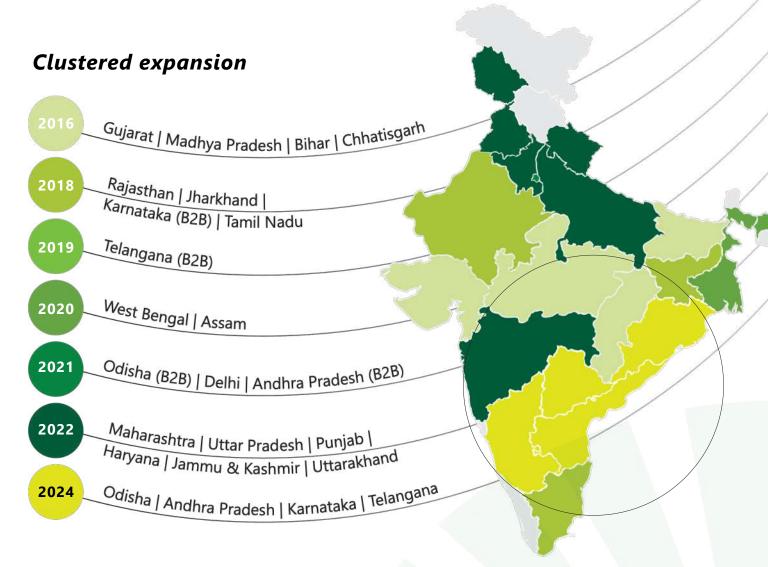
New products, combinations, and brand launches to maintain overall profitability of the portfolio

Product launches a continuous function

#### Key Launches in Last 3 Years:



### **Branded formulations** (4/5)



#### **Future Focus Areas**

### Strengthening position is existing markets

- Establishing ourselves amongst top 5 branded players (by sales) in Gujarat
- Working to replicate this across other states over time

#### Recently entered in South India markets, becoming a pan-India player

24 states covered so far (B2C), after adding 4 states in South India in 2024

### 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)**

Robust
 ERP systems

Leveraging

technology

business:

to strengthen

- Ongoing & continuous digitalisation efforts
- Working on automation of workflow

All key processes have been automated

- Completely digital interaction with distribution network:
- Placing orders
- Invoicing

3

 Account statements & ledger generation

 Key features of recently upgraded Dharmaj DMS Mobile Application:

- Show Bill Overdue
- Payments
- Previous Year Sales
- Credit Notes
- Account Ledger
- Invoice
- Real Time Data
- Dispatch Information



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COST (Output) Alc.	SGST (Output) Adt					

### **Institutional formulations (1/3)**



#### Marquee clients



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 (having <10 Cr sales): **an underserved category**

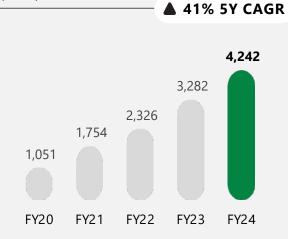
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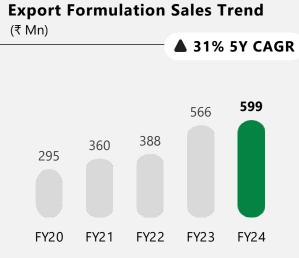
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Offering 250+ products to 700+ customers of all sizes: MNCs, domestic majors, and smaller firms

Exports to 90+ institutional customers across 29 countries







### Institutional formulations (2/3)

#### Our formulations product portfolio



- Fipronil 40% + Imidacloprid 40% WG
- Emamectin Benzoate 5% SG
- Acetamiprid 20% SP
- Fipronil Technical
- Pymetrozine 50% WG
- Thiamethoxam 12.6% + Lambda Cyhalothrin 9.5% ZC
- Imidacloprid 70% WG
- Novaluron 5.25% + Emamectin Benzoate 0.9% SC
- Fipronil 80% WG



- Paraquate Dichloride Technical
- Glyphosate 41% SL
- Tembotrione 34.4% SC
- Ammonium Salt of Glyphosate 71% SG
- Hexaconazole 5% EC
- Tebuconazole 10% + Sulphur 65% WG
- Thiophanate Methyl 70% WP
- Pendimethalin 38.7% CS
- Glufosinate Ammonium
   13.5% SL
- Metsulfuron Methyl 10% + Chlorimuron Ethyl 10% WP



#### Fungicides

- Carbendazim 12% + Mancozeb 63% WP
- Azoxystrobin 11% + Tebuconazole 18.3% SC
- Azoxystrobin Technical
- Dimethomorph Technical
- Bispyribac Sodium 10% SC
- Hexaconazole 5% EC



- Sulphur 90% GR
- Boron 20%
- Zinc 12% EDTA



• Ethephon 39% SL

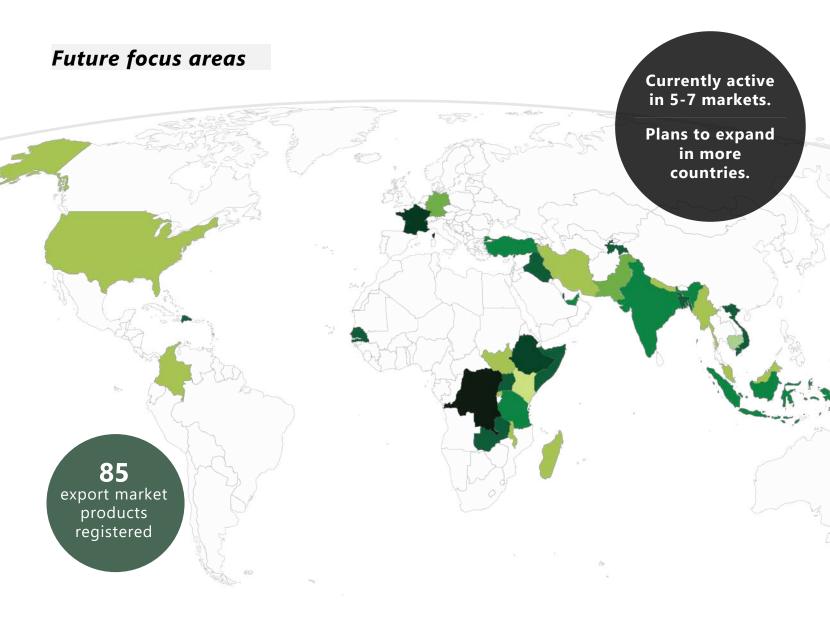
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• Silicon Adjuvent

### Institutional formulations (3/3)



#### **Domestic Institutional**

Backward integration into active ingredients to strengthen cost-competitiveness

More engagement with MNC customers with 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

Export business to increase dramatically as backloaded product registrations come in

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

#### **202** product

under process

### Active Ingredients (1/3)

Forayed into **Technicals** & Intermediates manufacturing through greenfield facility at Sayakha

Synthetic Pyrethroids and few other nonpyrethroid products targeted initially

### Commissioned in Phase-I:

- Cypermethrin
- Permethrin
- Alpha Cypermethrin
- Bifenthrin
- Lambda Cyhalothrin
- Thiamethoxam
- Pymetrozine

#### Intermediate started:

• CMAC

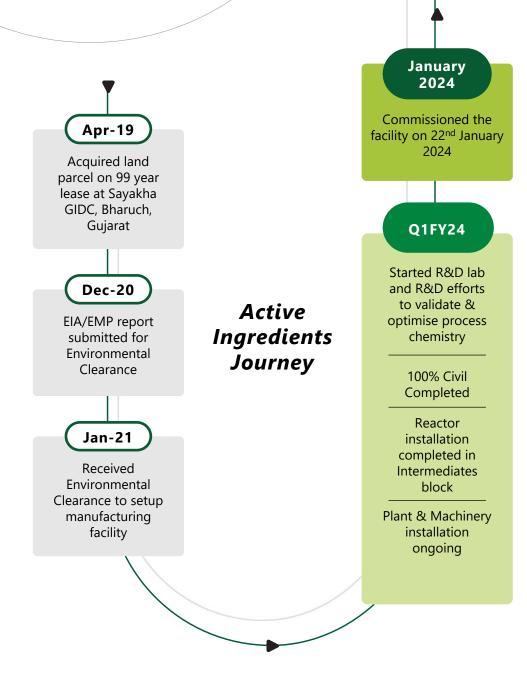
# 4 separate production blocks:

Including a multi-purpose technical manufacturing block

Ability to manufacture multiple technicals simultaneously over different manufacturing lines

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

DISR certified R&D and QC laboratory with state-of-art equipment



### Active Ingredients (2/3)

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#### Manufacturing Capacity 8,000 TPA

Cumulative production capacity

- **5,500 TPA** multipurpose technicals capacity
- 2,500 TPA dedicated intermediates capacity

### Project Financing

- Partially from IPO Proceeds: **₹105 Cr**
- Partly financed from Term Loans
- Balance funded from internal accruals
- Short-term borrowings & internal accruals to finance additional working capital requirements

**Potential ~2-2.5X Fixed Asset Turns** at Optimum Capacity Utilization & Product-Mix

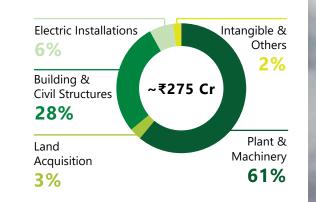
#### Captive Consumption vs. External Sales

- **70-75%** captive consumption for intermediates
- **25-30%** captive consumption for technicals

#### **Process Optimizations**

- Focus on making a multipurpose plant with higher agility to change products Latest generation P&M opted
- Latest generation P&M opte for higher overall efficiency
- Improvement in solvent recovery
- Improvement in distillation process to achieve better yields & purity

#### Project Cost





Note: ~2-2.5X Asset Turns at Optimum Capacity assumes 100% external sales of the 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)

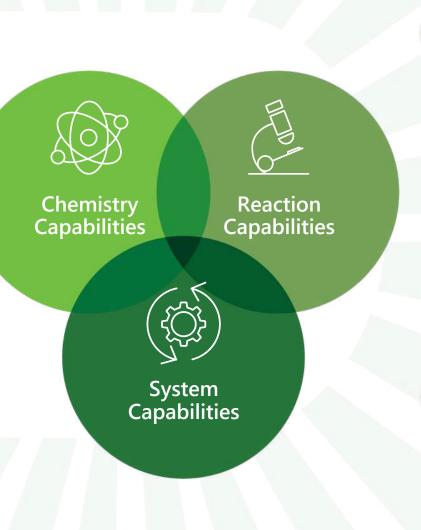
#### Status: Commissioned on 22<sup>nd</sup> January 2024



### **Active Ingredients – Plant Capabilities**

#### **Chemistry Capabilities**

- Chlorination
- Alkylation
- Friedel Crafts
- Hydrogenation
- Acetylation
- Bromination
- Esterification
- Kharasch Reaction
- Condensation
- Favorskii Rearrangement
- Acidic Hydrolysis



#### Reaction Capabilities

- Batch Reaction
- Chain Reaction
- Continuous Process Reaction
- High Pressure Reaction
- High Vacuum Distillation
- Short Path Distillation
- Fraction Distillation



• State-of-art ERP implementation

### **Formulation Manufacturing Facility**

**Fully integrated** formulation facility

Formulations expertise:

LIQUID EC SC CS SL ZC ULV FS EW POWDER WP SP WG WDG SG WS DP CG

**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** 



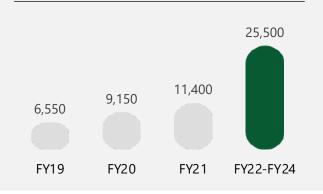
**25,500 MT** Manufacturing Capacity

**51%** Blended Capacity Utilisation (FY24)



**R&D** centre at site QC laboratory at site

#### Manufacturing Capacity (in MT)









Note – Higher formulation capacity built for catering peak H1 season demand.



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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 three business verticals



**Leverage potential of newly entered** states (9 states tapped in last 2 years) in branded formulations, while strengthening position in existing markets

<u>I</u>

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

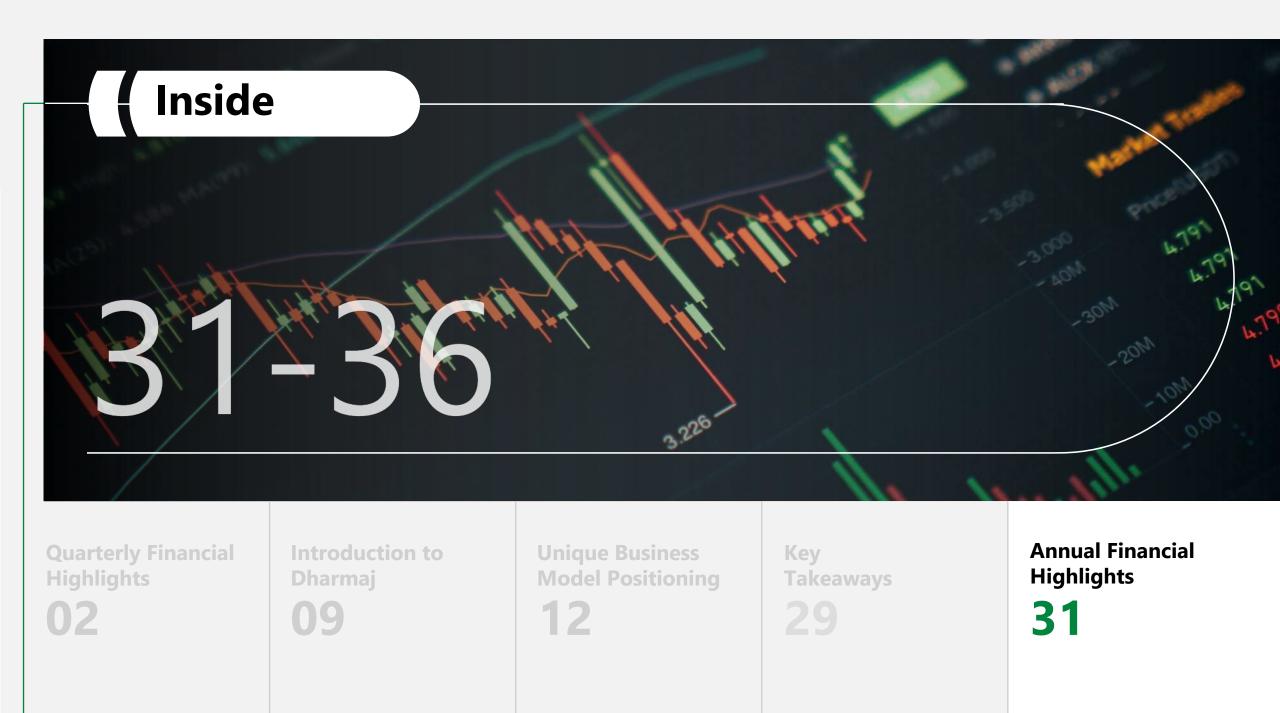


Targeting **new set of opportunities with scale:** licensed formulation marketing, tie-ups with international players, among other areas

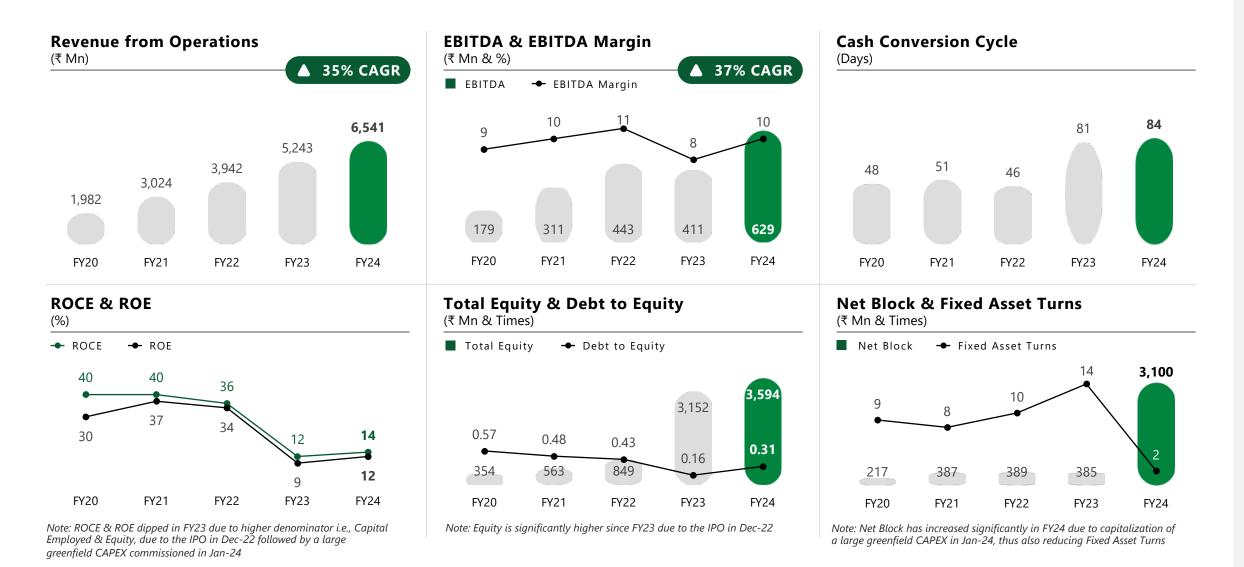


**Stabilize active ingredients plant,** achieve product level targets of Phase 1 & II, achieve overall capacity utilization targets (3 years to optimum utilization)





### **Key Performance Indicators**



### **Profit & Loss Summary (5Y)**

Particulars	FY20	FY21	FY22	FY23	FY24
Revenue from Operations	1,982	3,024	3,942	5,243	6,541
Total Income	1,992	3,036	3,963	5,288	6,575
Gross Profit	469	695	856	930	1,348
Gross Profit Margin (%)	24%	23%	22%	18%	21%
Operating Expenses	289	384	413	519	719
EBITDA (Excluding OI & EI)	179	311	443	411	629
EBITDA Margin (%)	9%	10%	11%	8%	10%
Finance Cost	22	14	26	23	34
Depreciation & Amortisation	22	26	53	51	54
Profit Before Taxes (and El)	145	282	385	382	575
Profit After Taxes	108	210	287	269	444
Profit After Taxes Margin (%)	5.40%	6.90%	7.24%	5%	7%
Earnings Per Share (₹)*	8.62	12.74	11.62	9.76	13.13

Note: Previous year figures have been restated wherever necessary for appropriate comparison.

### **Balance Sheet Summary (5Y)**

Particulars	FY20	FY21	FY22	FY23	FY24
TOTAL EQUITY	354	563	849	3,152	3,594
Non-Current Liabilities	65	173	280	341	782
Borrowings	51	152	253	335	763
Current Liabilities	506	553	1,067	830	1,257
Borrowings	151	117	116	189	358
Trade Payables	332	391	914	365	674
TOTAL EQUITY & LIABILITIES	926	1,289	2,195	4,323	5,633
Non-Current Assets	309	458	658	1,434	3,162
Property, plant and equipment	217	387	389	385	3,100
Capital work-in-progress	23	11	177	884	4
Current Assets	617	830	1,538	2,889	2,471
Inventories	276	436	629	729	934
Trade Receivables	333	362	860	727	1,187
Cash and cash equivalents	3	10	10	1,254	30
TOTAL ASSETS	926	1,289	2,195	4,323	5,633

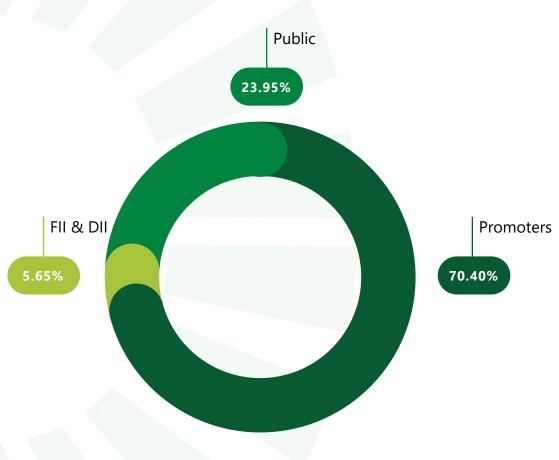
Note: Previous year figures have been restated wherever necessary for appropriate comparison.

### **Cash Flow Summary (5Y)**

Particulars	FY20	FY21	FY22	FY23	FY24
Cash from Operating Activities	20	129	164	(237)	74
Cash from Investing Activities	(146)	(177)	(239)	(1,910)	(620)
Cash from Financing Activities	121	55	75	2,142	572
Net Cash Flow	(5)	7	(0)	(5)	26
Cash at Beginning of Year	8	3	10	10	4
Cash at End of Year	3	10	10	4	30

**Shareholding & Market Statistics** 

NSE Symbol	DHARMAJ
BSE Scrip Code	<u>543687</u>
IPO Issue Price Band	₹216 to ₹237
Current Market Price	₹232
52 Week High/Low	₹290 / ₹166
Shares Outstanding	3.38 Cr
Market Capitalization	₹783 Cr
Industry Classification	Pesticides & Agrochemicals



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Note: Data as on 30 May 2024

### Safe Harbour

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