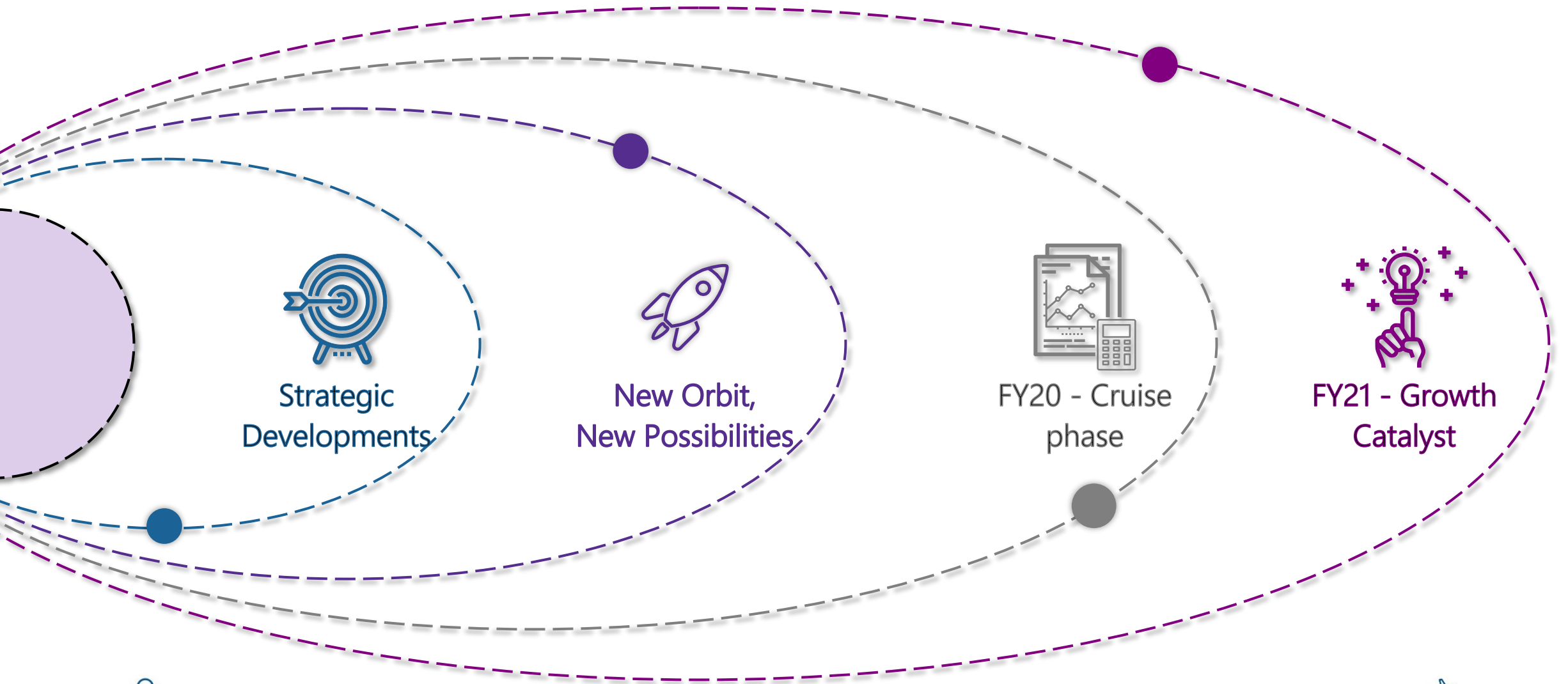


A Warm Welcome

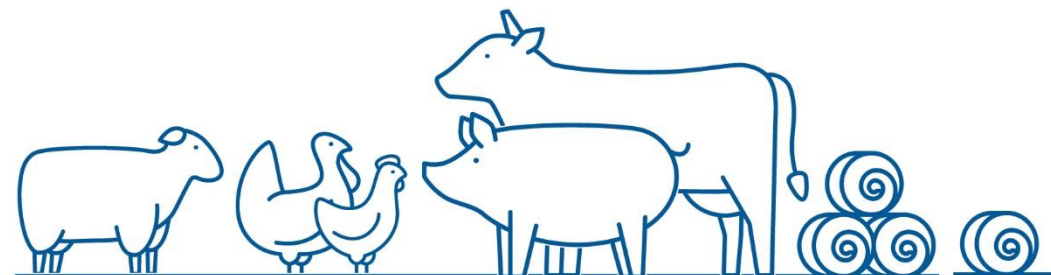
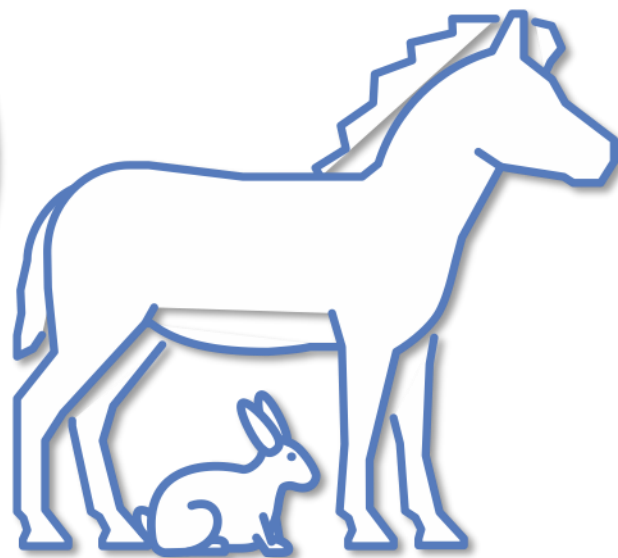
35th Annual General Meeting

25-Aug-20





Strategic developments

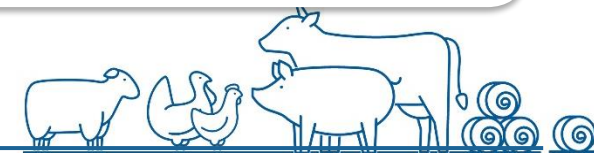


- As announced on May 8, 2020, CA Harbor Investments (The Carlyle Group) entered in Binding Agreement with the existing Promoters of the company to acquire majority stake in SeQuent Scientific Limited
- Proposed transaction triggered mandatory open offer by Carlyle Group to purchase of up to 26% equity shares of SeQuent from public at same terms

Current Status

- First tranche of transaction concluded with Carlyle acquiring 25.2% stake in SeQuent
- Open offer commenced from today, to end on 7th September

Transaction on track to conclude in September 2020



Recent Board changes

- ⑥ **Mr. Narendra Mairpady's** term as Independent Director ended on July 31, 2020
- ⑥ In view of the change in control, **Mr. Rajakumar** and **Dr S. Devendra Kumar ceased** to be Non-Executive Directors from August 17, 2020
- ⑥ **Mr. Neeraj Bharadwaj** and **Mr. Rahul Mukim** joined the Board on August 17, 2020 as Carlyle nominees

The Board and Management places its sincere gratitude and thank Mr. Mairpady, Mr. Rajakumar and Dr S. Devendra Kumar for their valuable contribution



A Warm welcome to new Directors

- Managing Director of Carlyle India Advisors Private Limited, focused on large growth capital & buyout opportunities across sectors in India
- Prior Experience: Managing Director Accel Partners', Apax Partners as Partner in the US & Managing Director/Country Head in India. Engagement Manager at McKinsey
- Board Member of Indian School of Business (ISB), Young Global Leader of the World Economic Forum (WEF), Board Member of Olympic Gold Quest (OGQ), and Member of Harvard Business School South Asia Advisory Board
- MBA with distinction from Harvard Business School, Graduated summa cum laude with a BS in economics from Wharton School of the University of Pennsylvania

Neeraj Bharadwaj



- Director at Carlyle India Advisors Private Limited, focused on India buyout opportunities
- Director at Olympus Capital, where he looked at India focused growth investments in healthcare and financial services. Morgan Stanley's hedge fund called Frontpoint and at ICICI Venture an India focused private equity fund
- MBA from IIM Lucknow and a degree in computer engineering from VJTI Mumbai

Rahul Mukim





New Orbit, New Possibilities



Creation of India's Largest animal health company, 20th Largest in the World

Unique business model driven by strong execution skills

API Business

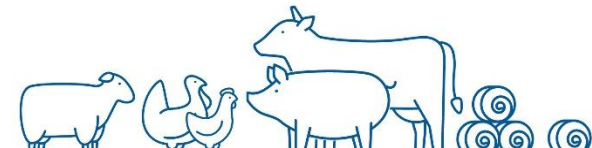
- India's 1st USFDA approved Veterinary API plant
- 3 manufacturing facilities USFDA, WHO, EUGMP approvals
- 27 commercial API's
- 18 US VMF filings and 11 CEP's
- Strong R&D capabilities with pipeline of 14 molecules under development

Formulations Business

- Diversified portfolio of 1,000+ FDFs across 12 dosage forms
- Presence across 80+ countries
- 2/3rd sales in regulated markets
- 5 global manufacturing facilities in EU, Brazil, Turkey and India
- State of Art R&D centres in India & Spain

Analytical Services

- USFDA approved analytical lab
- Comprehensive analytical services
 - Stability studies management
 - Analytical method development & Validation
 - Microbiology Testing



Geared for next-orbit growth



Largest Pureplay

Animal Health Company
from India



8 Global Manufacturing Assets

in India, Spain, Germany,
Brazil and Turkey



100+

Country Presence



27

Commercial APIs



1,000+

FDFs across 12 dosage forms



\$100 Mn

Investment in R&D,
manufacturing & market
presence



1,700+

Member Global Team



2.6x Scale

Business scale-up in 4 years



USFDA Approval

India's only USFDA approved
animal health API facility



Powered Ascent



19.6%
4-year CAGR

₹ 11,792 Mn
Revenue from operations

44.9%
4-year CAGR

₹ 1,758 Mn
EBITDA

78x
Jump from FY18

₹ 699 Mn
Profit after tax and minority interest

61x
Jump from FY17

₹ 1,272 Mn
Cash from Operations

650bps
improvement vs FY17

14.9%
EBITDA Margin

580bps
improvement vs FY18

5.9%
PAT Margin

1090bps
improvement vs FY17

14.9%
Return on Capital Employed

vs 3.8x
in FY17

1.2x
Net Debt to EBITDA

vs 0.38x
in FY18

0.29x
Net Debt to Equity





FY20 – Cruise Phase



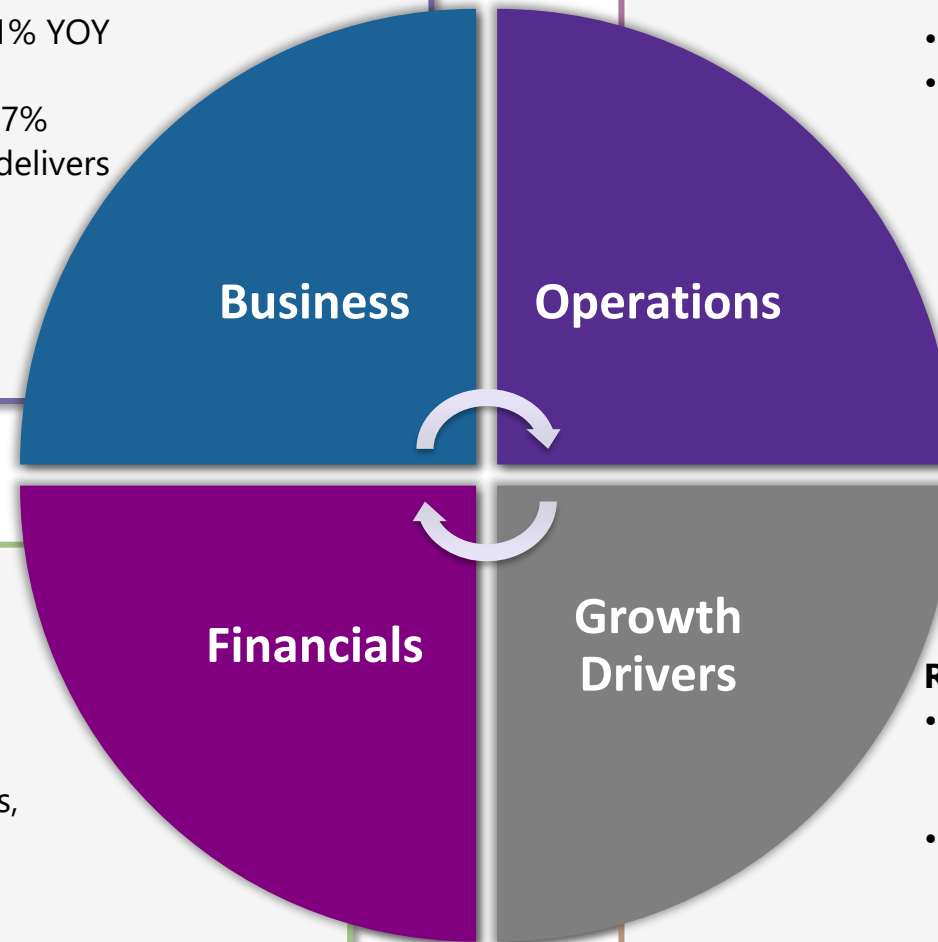
FY20 - Operational excellence delivers

Industry leading growth with ₹ 11.8 Bn Revenues, +16.4% on YOY basis

- Formulations delivers strong growth, +14.1% YOY
 - Turkey drives growth, +66.9%
 - LATAM outperformance continues, +25.7%
- API Business – Strategic Vizag investment delivers growth momentum, +21.2% YOY

Operational excellence

- Albendazole capacity enhanced by 20%
- Operationalised nutritional facility in Spain
- Injectable operations - 3x capacity expansion project initiated, key talent hired



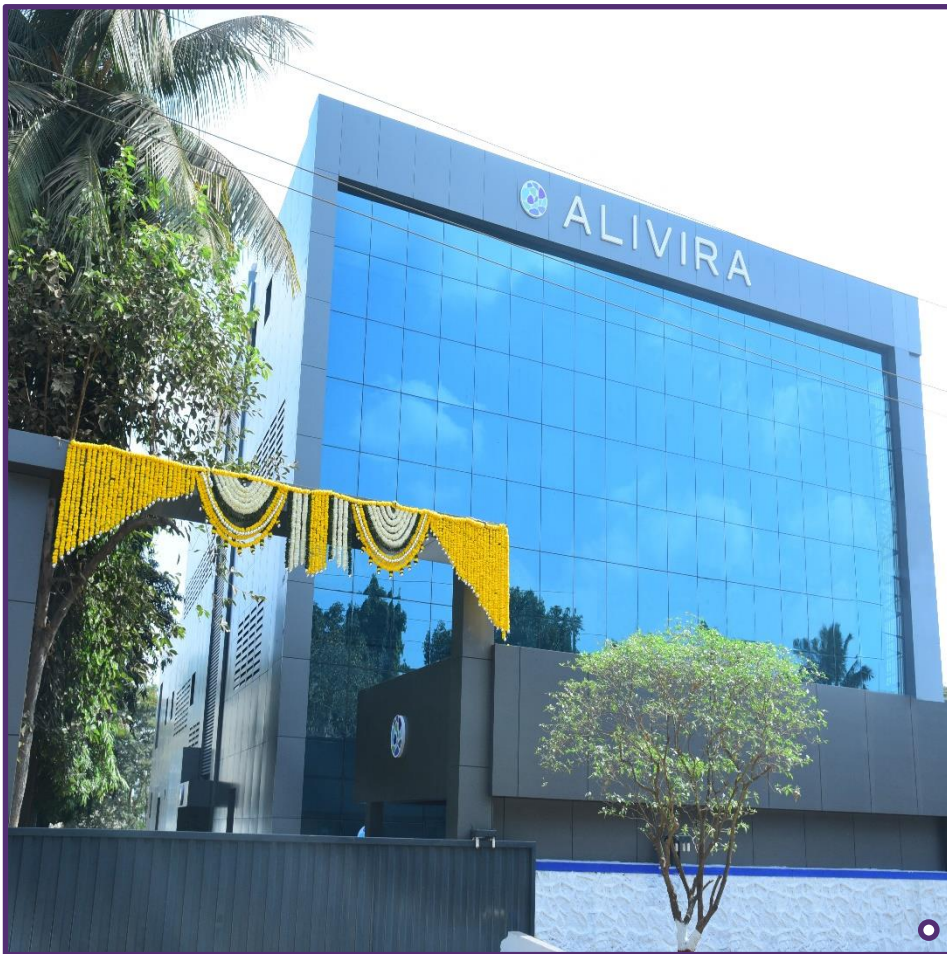
Strong performance across key financial parameters

- EBITDA grows 32.5% to ₹1,758Mn
- ₹ 1,273Mn cash generated from operations, net debt reduces to 2,155 mn
- De-risk financing: Realigned banking arrangements for cost and stability

Research and Development

- Filed world's largest animal injectable product in EU, UK and US with an addressable global market of ~USD 350mn
- State-of-Art formulation R&D centre established at Mumbai





Formulations

35+

FDFs in Pipeline

4

R&D Centres

10

New filings in
US in next 3 years

API

14+

APIs in Pipeline

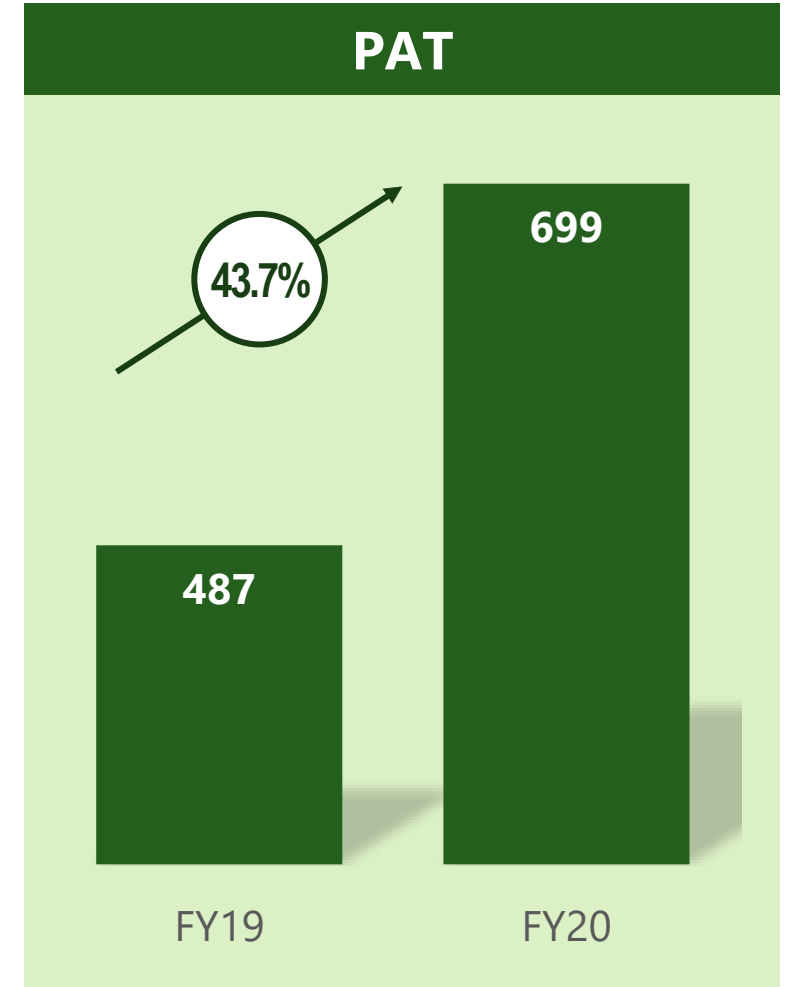
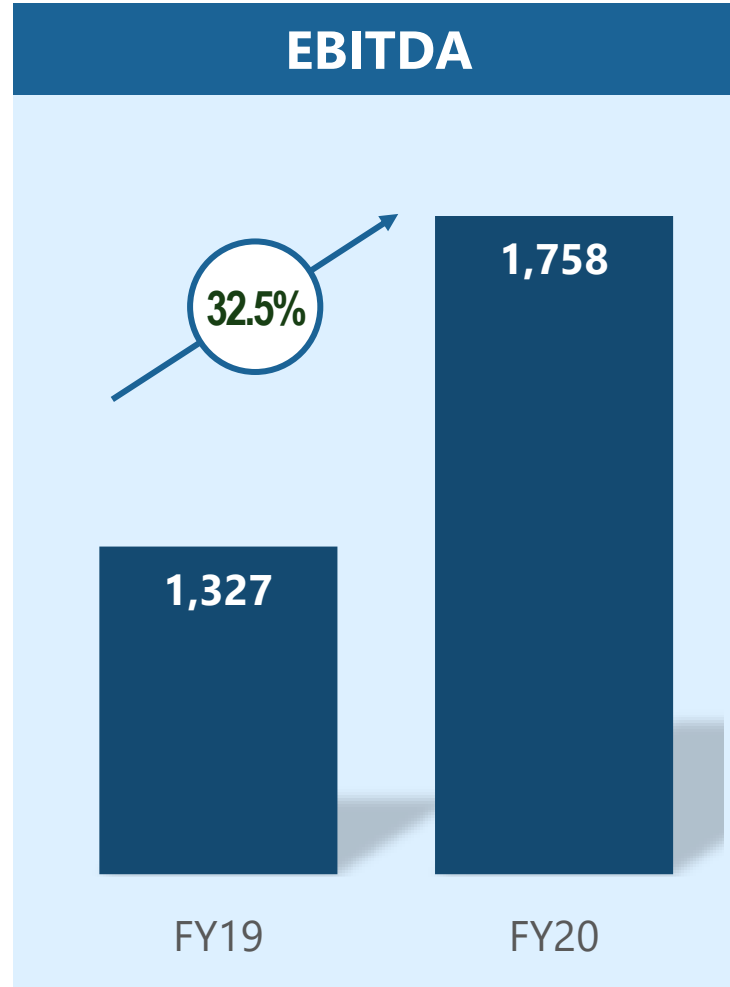
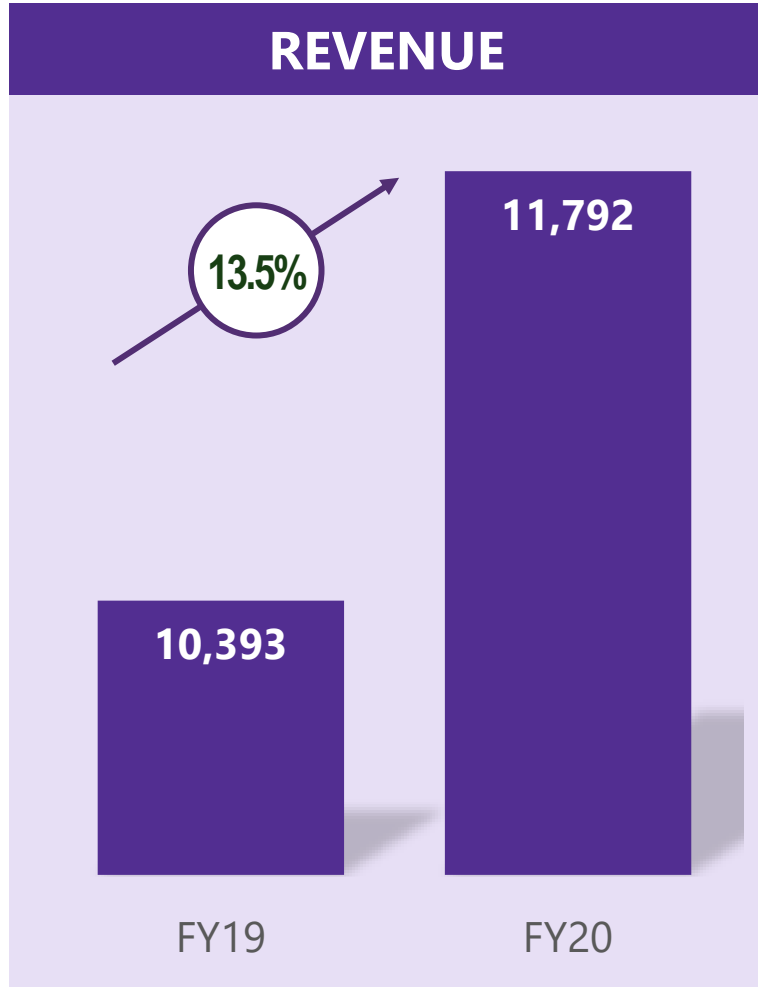
1

R&D Centre

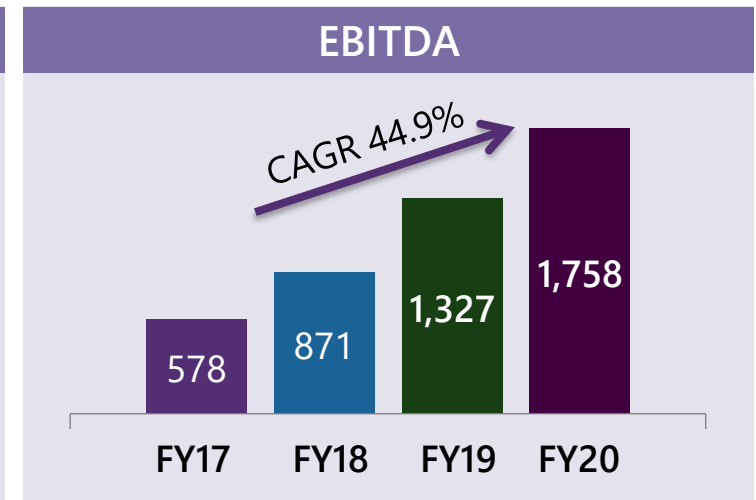
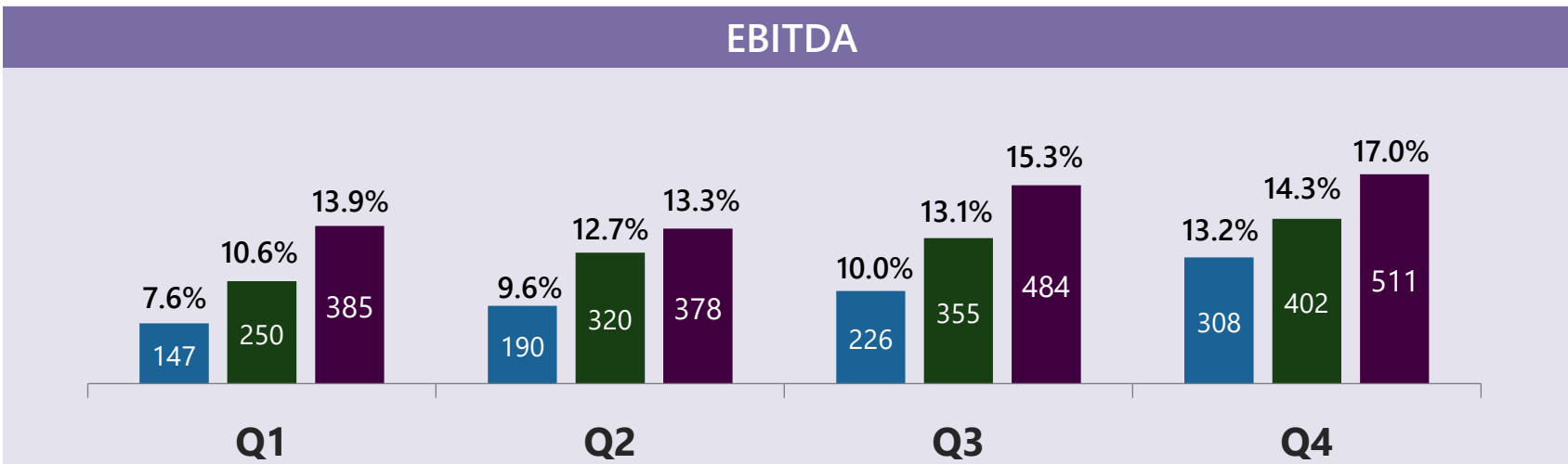
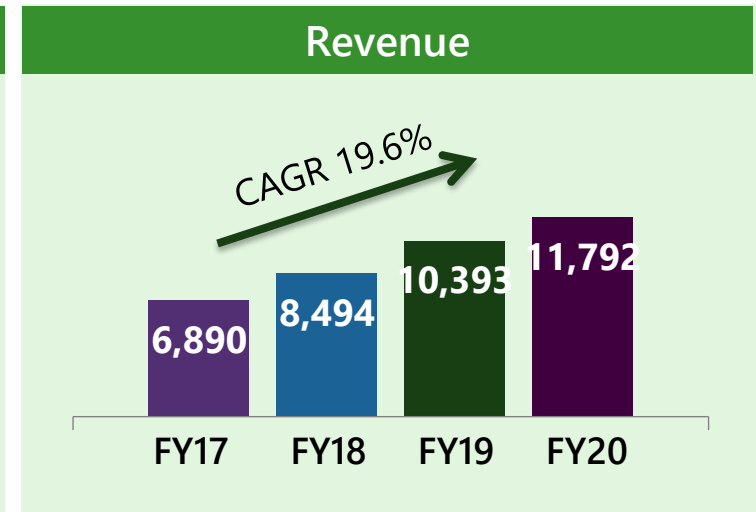
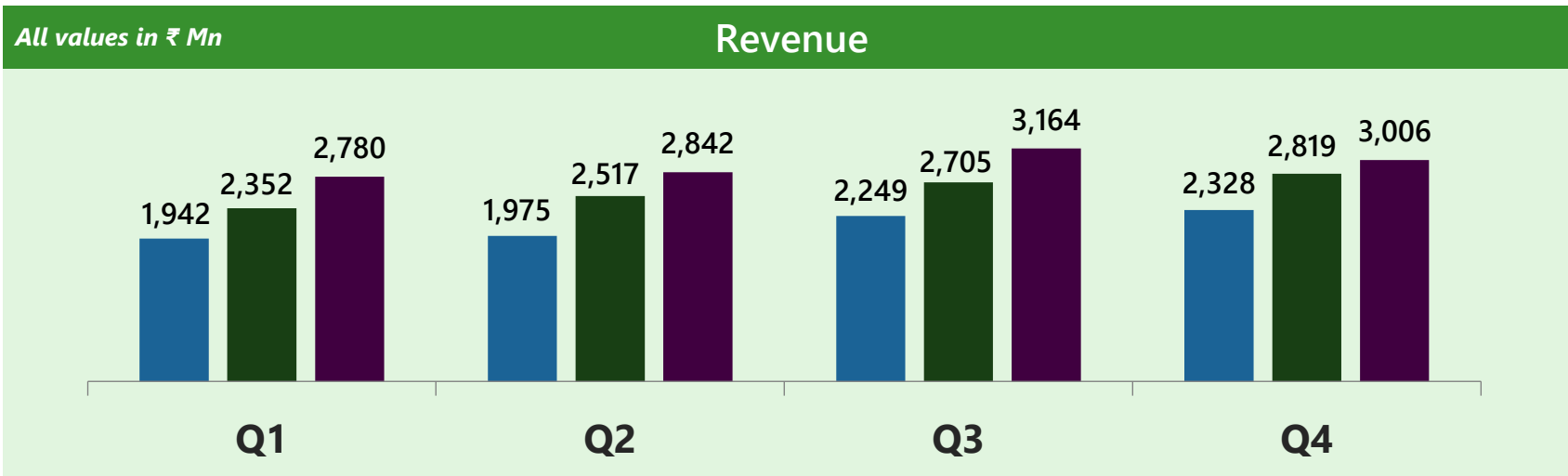
29

Filings in
US and EU





Delivering Consistently over 12 quarters



■ FY18 ■ FY19 ■ FY20

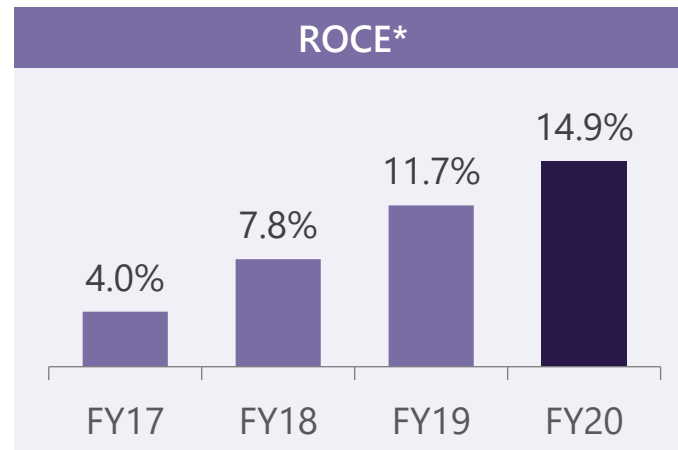


Key Balance Sheet items

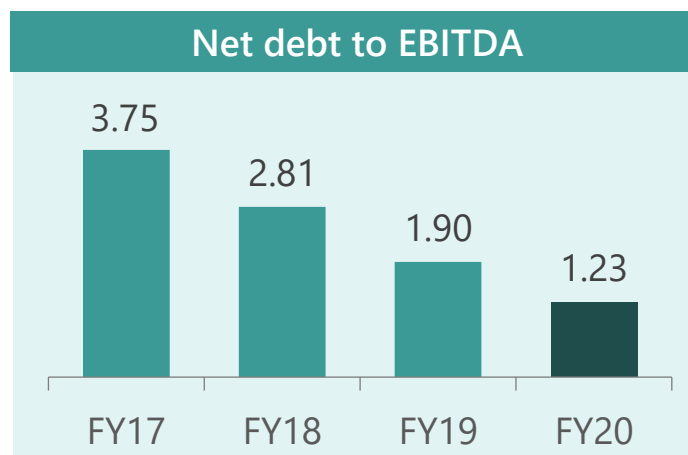
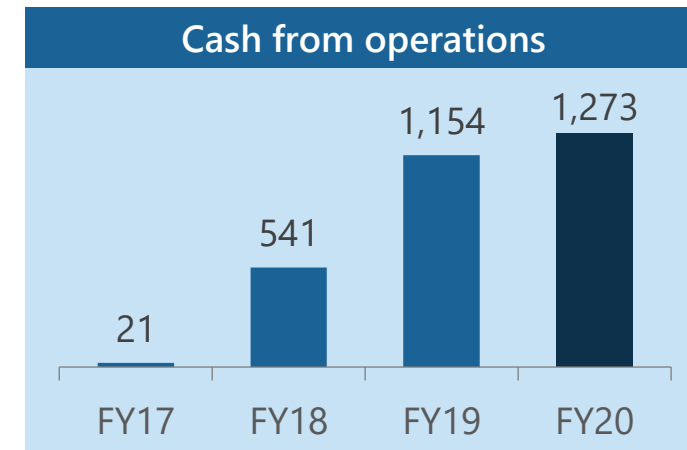
All values in ₹ Mn

Particulars	Mar-20	Mar-19
Shareholders' funds	7,428	7,067
Minority Interest	447	403
Net Debt	2,155	2,532
Investments	1,313	1,797
Tangible Assets [#]	3,560	2,442
Intangible Assets	2,897	2,765
Working Capital	3,000	2,711

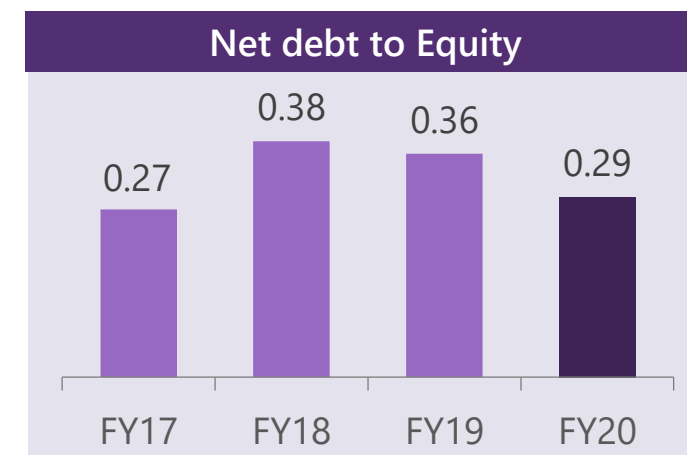
[#] Lease assets under Ind (AS) shown as Tangible assets



*Adjusted for investments



** Quarter Annualised



FY21- Positive outlook in Challenging environment





Operating challenges

- Intermittent lockdowns
- Manpower availability
- Material supply constraints
- Logistical disruption
- Customs hold-up
- Delivery cycle impact
- Project execution delays



Counter measures and Strategic actions

- Longer shifts, attendance incentives, safety measures, enhanced term & medical insurance, free medical care
- Accelerated supply chain security program for key molecules
- Dedicated logistics companies
- Welfare measures for plant staff

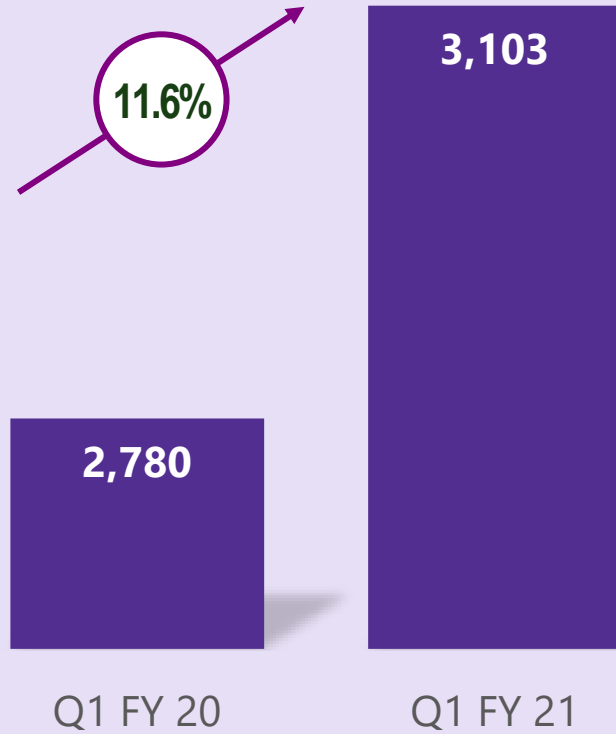
Sincere gratitude to our employees across the globe for a near flawless execution in a difficult operating environment



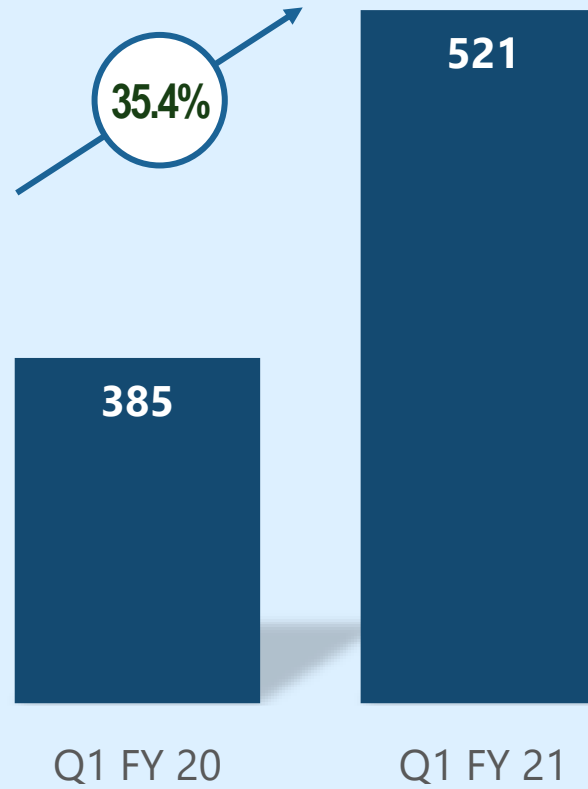
Q1 FY21 – Growth momentum continues

All values in ₹ Mn

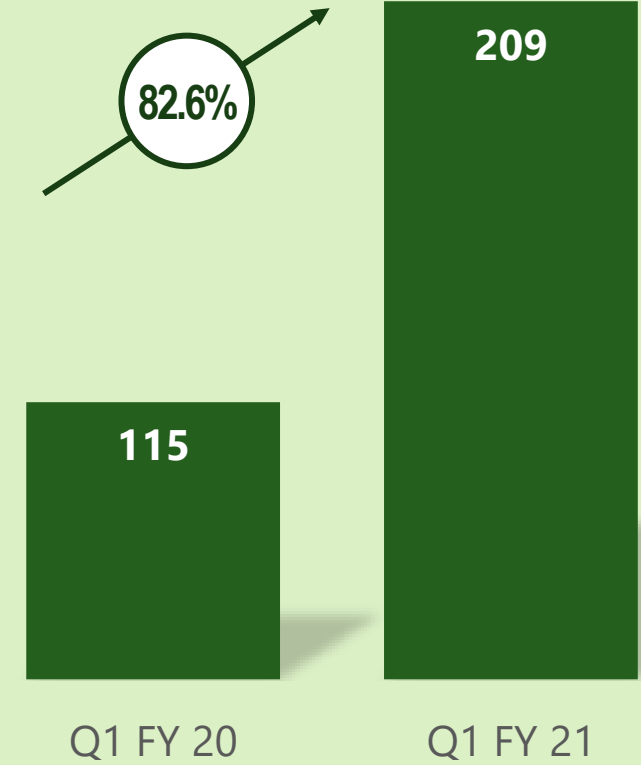
REVENUE



EBITDA



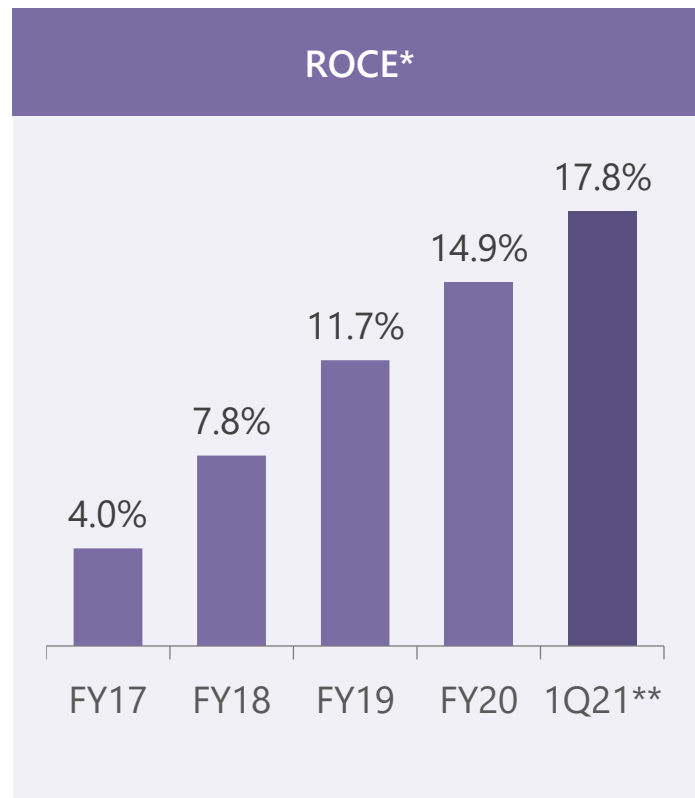
PAT



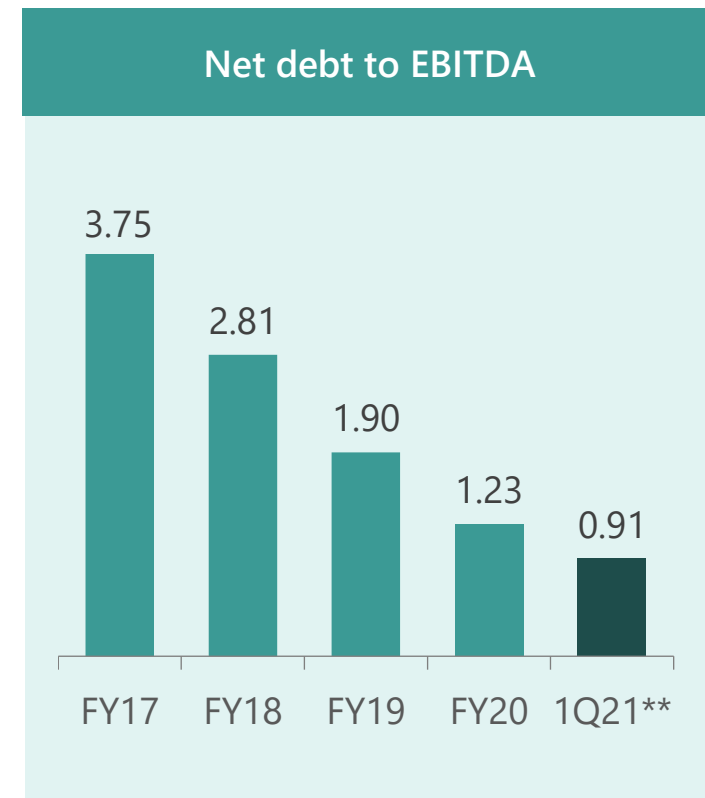
Key Balance Sheet items

All values in ₹ Mn

Particulars	Jun-20	Mar-20
Shareholders' funds	8,070	7,428
Minority Interest	478	447
Net Debt	1,903	2,155
Investments	1,723	1,313
Tangible Assets	3,522	3,560
Intangible Assets	2,862	2,897
Working Capital	3,026	3,000



*Adjusted for investments ** Quarter Annualised



Cash generated from operations is ₹409 Mn



Synergies

- Distribution agreement with Zoetis for India – Portfolio of 15 products covering both their vintage as well as the global brands

Consolidation

- Acquisition of minority stake in Turkey to be completed by end-September

Capacity

- Expansion at Vizag facility to facilitate growth in FY22 and beyond

New Frontiers

- Initiated API CDMO - One stop solution for all API needs of global leaders



THANK YOU

