



Sumitomo Chemical India Limited



Investor Presentation

January 2020



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Leading Agrochemicals Player in India

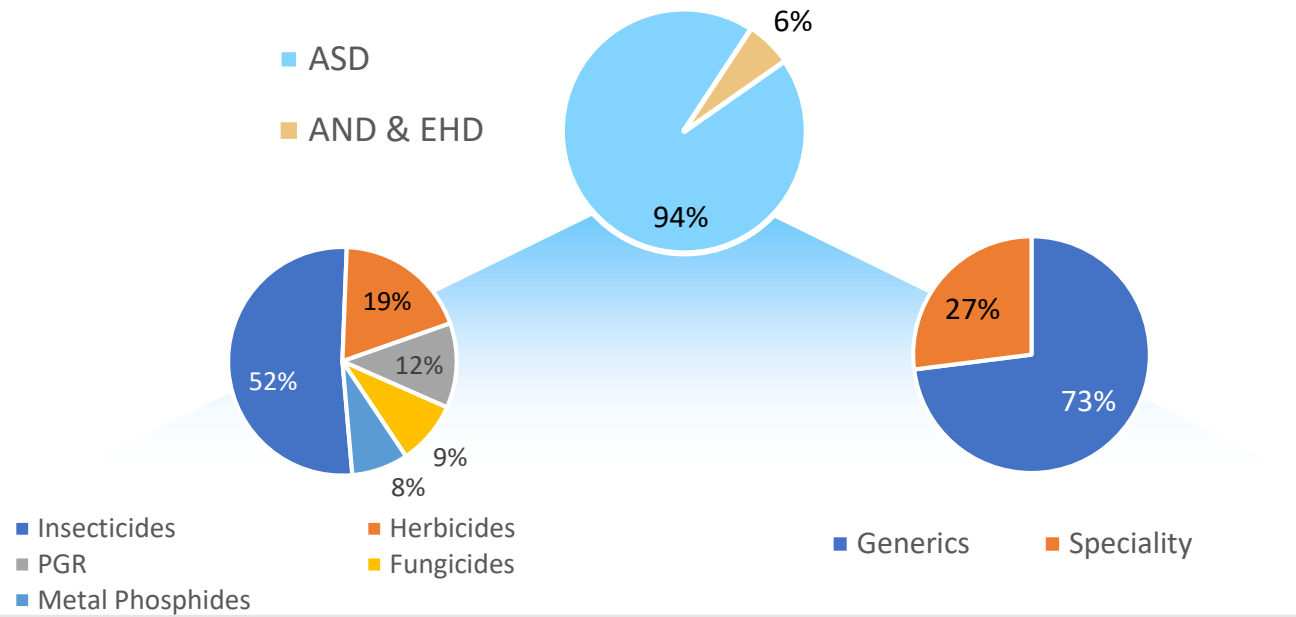


Overview

- Incorporated in 2000 as a wholly owned subsidiary of SCC, Japan to drive expansion of its Health & Crop Sciences business in India
- Primarily engaged in manufacture and sale of speciality and generic products under Agrosolutions Division (ASD), Environmental Health Division (ENH) and Animal Nutrition Division (AND)
- Strong R&D capabilities with dedicated pool of **75+** engineers and scientists capable of creating new combinations process developments and improvements
- Recently Excel Crop Care, a leading player engaged in the manufacturing and marketing of Crop Protection, Soil Nutrition, Seed Treatment and Post Harvest products merged with Sumitomo Chemical India Ltd.
- Strong track record of driving growth (11% CAGR over FY11-19 on pro-forma numbers) with strong return ratios (FY19 ROCE of 26%)



Diversified Product Portfolio & Segment Mix (FY19)



Key Products	Product Name	Product Category	Indicative Use
	Glyphosate	Herbicide	Tea Gardens, non-cropped
	Profenophos	Insecticide	Cotton, Soya bean
	Dantotsu	Insecticides	Vegetables
	Tebuconazole	Fungicides	Wheat, Soya bean, Chilli
	Progibb	Plant Growth Regulator	Citrus Fruits
	Aluminum Phosphide	Fumigant	Warehousing of Food Grains
	Chlorpyriphos	Insecticide	Paddy, Beans, Gram
	DL-Methionine	Animal Nutrition	Poultry

Stronger Together

Formidable Player in the
Indian Agrochemicals Space

Journey to 10x Growth
in India

Merger of Excel Crop Care
Unlocking Value

Autonomous Board with Vast
Industry Experience

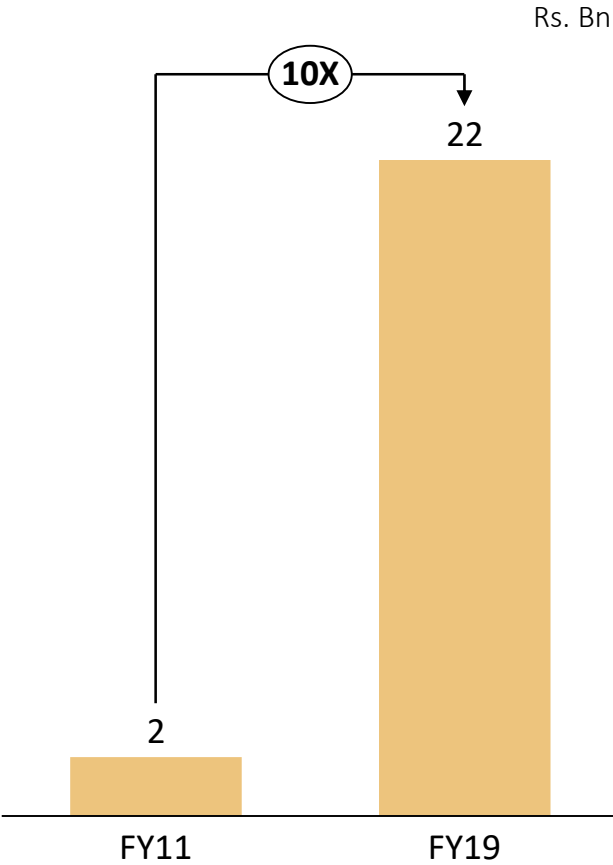
To Benefit from Strong
Parentage of SCC Japan



Formidable Player in the Indian Agrochemicals Space



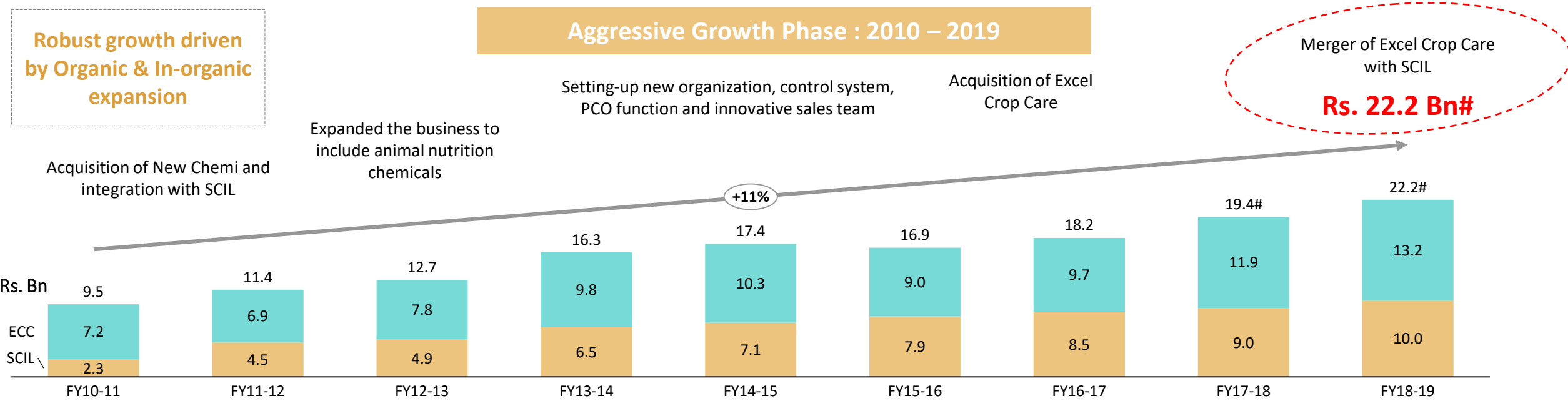
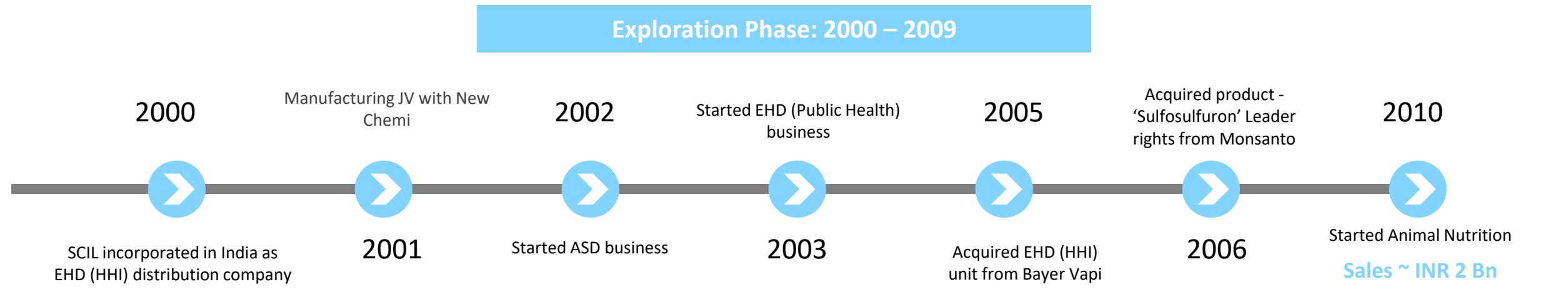
Grown 10X* over FY11-19



*On an organic basis, grown 6X



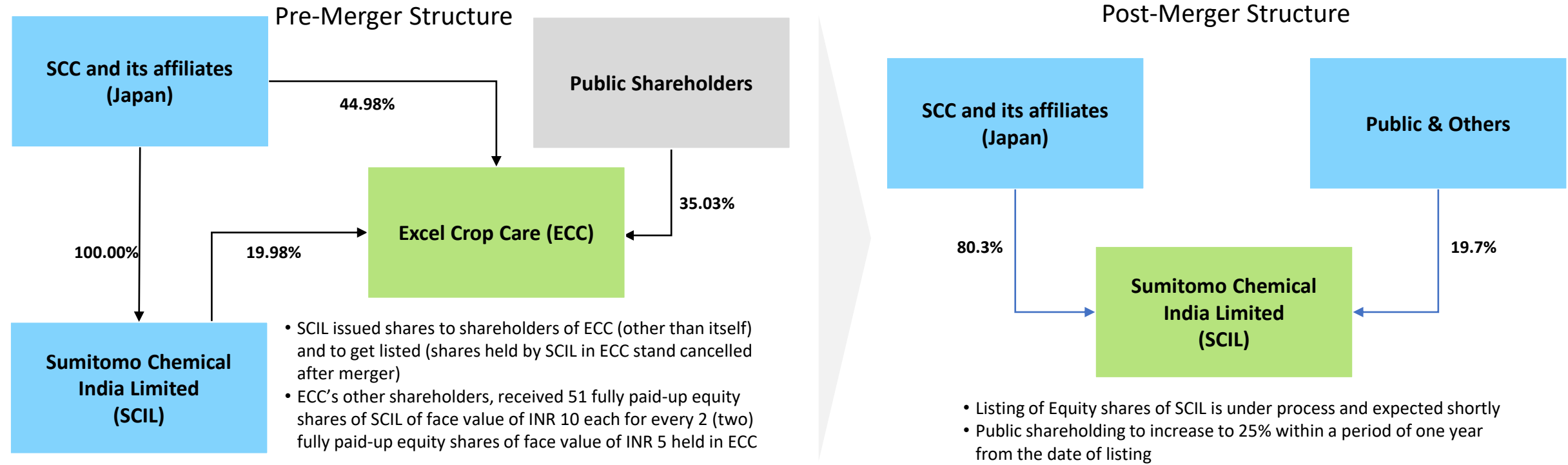
Journey to 10x Growth in India



Inter-company transactions are eliminated. Other operating income is included
HHI – Household Insecticides



Merger of Excel Crop Care to Unlock Value





Well-diversified Platform of Scale (1/2)

Parameter	ECCL	+	SCIL (Pre-Merger)	=	SCIL (Post-Merger)
Manufacturing Facilities	Plants in Gujarat (2) and Dadar & Nagar Haveli (1)		Plant in Maharashtra (1) and Gujarat (1)		5 plants in West India
Manufacturing Capability	Predominantly a formulation company with facilities for both formulation & technical		Manufacturing of formulations		Presence in both technical & formulation manufacturing
Distribution Capability	4,700+ distributors located across India		9,000+ distributors concentrated in few regions		Improved depth and breadth of the distributors
R&D Capability	3 fully equipped R&D facilities for synthesis and formulation of chemicals		Outsources R&D requirements		Creating new combinations using SCIL's chemistries
Industry Sub-segments	Insecticides (44%), Herbicides (27%), Fungicides (11%), Metal Phosphides (13%), Others* (5%)		Insecticides (63%), Fungicide (8%), Herbicide (7%) & Others*(22%)		Insecticides (52%), Herbicides (19%), Fungicides (9%), Metal Phosphides (8%), Others* (12%)

*Others - Soil Nutrition, Biological,PGR etc.



Well-diversified Platform of Scale (2/2)

Parameter	ECCL	+	SCIL (Pre-Merger)	=	SCIL (Post-Merger)
Product Capability	Major focus on Generics; nascent presence in Biopesticides		Major focus on Speciality Products		Presence across complete range of products
Business Segments	Presence only in agrochemical segment		Presence in ASD, AND and EHD segments^		ASD focused with presence in AND & EHD^
Range of Crops Served	Staple crops with major presence in Kharif season		Fruits and vegetable crops covering both Kharif and Rabi season		Well diversified product range covering Kharif & Rabi crops
Customer Concentration	Top 5 customers contributes to ~12% of sales		Top 5 customers contributes to ~15% of sales		Top 5 customers contribute ~12% of sales
S&M Capability	Strong wide-spread presence with the distributors / retailers		High degree of engagement with the farmers		Strong presence with both the retailers and farmers

^ASD – Agro-solutions Division; AND – Animal Nutrition Division; EHD – Environmental health Division



Autonomous Board with Vast Industry Experience



Dr. Mukul Govindji Asher
Chairman and Independent Director

- Professorial Fellow at Lee Kuan Yew School of Public Policy at the National University of Singapore
- Advisor to Govts in Asia on tax policy & pension reforms; and to multi-lateral institutions including IMF, Asian Development Bank, PFRDA of India, Govt of Gujarat, & World Bank
- Member of the panel to review Crawford School of Public Policy at Australian National University



Chetan Shantilal Shah
Managing Director

- Commerce graduate from the University of Mumbai and holds a master's degree in Business Administration from North Rope University in the USA
- Over 43 years of industry experience in various leadership and senior management roles



Sushil Champaklal Marfatia
Executive Director

- Chartered Accountant with over 42 years of industry experience
- Worked with New Chemi Industries Limited for 33 years which was later merged with the Company



Ninad Dwarkanath Gupte
Non-executive Director

- Experience of 43 years in management of companies operating in fine chemicals, performance chemicals, industrial chemicals & agrochemicals
- Held senior positions at Excel Industries, BASF India, Herdillia Chemicals and worked as MD of Cheminova India and Agrocel Industries and as Joint MD of Excel Crop Care



Autonomous Board with Vast Industry Experience



Bhupendranath Bhargava
Independent Non-executive Director

- Experience of over 50 years in areas including banking, project financing and credit rating
- Held directorship in several leading corporates and was on the advisory board of an independent regulatory body set up by the Government of India to work on reforms in telecommunications sector



Preeti Gautam Mehta
Independent Non-executive Director

- 30 years of experience in corporate laws, foreign investment and collaborations, mergers and acquisitions and private equity investments, banking, franchising and hospitality



Tadashi Katayama
Non-executive Director

- MBA from Vanderbilt University, U.S.A. and a Master's degree from Kyoto University in Japan
- Associated with Sumitomo Chemical, Japan since 1992 in the Health and Crop Science business unit in various positions



Hiroyoshi Mukai
Non-executive Director

- Associated with Sumitomo Chemical Group for over 30 years
- Holds a bachelor's degree from the University of Osaka, Japan



To Benefit from Strong Parentage of SCC Japan

About SCC, Japan

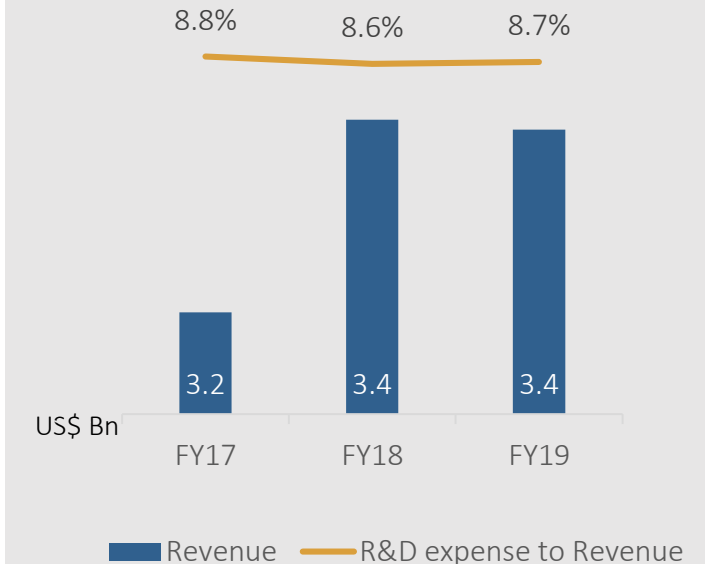
- ✓ SCC is a leading Japanese **research driven diversified chemical company** listed on the Tokyo Stock Exchange with consolidated sales revenue for FY19 of US\$ 20.8 bn and Health & Crop Sciences Sector of US\$ 3.4 bn
- ✓ Offers **diverse range of products** globally in the fields of petrochemicals, energy and functional materials, IT-related chemicals and materials, health and crop sciences products and pharmaceuticals

SCC's Health and Crop Science Sector - Undivided Focus for Leadership in India

- ✓ SCC's Health & Crop Sciences Sector manufactures specialized solutions as crop protection and enhancement products, agricultural materials, and methionine
- ✓ SCC holds **12,600+ Patents** of which **~34% are in Health & Crop Science**
- ✓ **Strong pipeline of Agro-Solutions and Environmental Health products** with business potential of ~US\$1.4 - \$1.8 bn
- ✓ **Current ownership in SCIL: 80.3%** (to reduce to 75% within a period of one year from listing date as prescribed under the applicable regulations)
- ✓ Benefits from Global presence of SCC Japan to boost exports due to global distribution channels and presence across 40 countries
- ✓ Technical expertise, financial strength and market reach to witness strong improvement
- ✓ Inculcate Japanese practices in long term strategic planning, manufacturing proficiencies, work culture, focusing on teamwork
- ✓ Development of active ingredients and broad range of formulation research
- ✓ Introduction of products manufactured globally and which are not currently present in Indian market
- ✓ Access to new active ingredients without additional capex, keeping existing SCIL facilities available for manufacture of other molecules

Focused on developing proprietary products and technologies

SCC's Health & Crop Sciences Sector is one of the leading R&D Spenders Globally – Key Differentiator



Sustainable Drivers for Growth

Diversified & De-risked
Portfolio Across the Agro-
Chem Value Chain

Strategically Located
Manufacturing Facilities

Strong Focus on R&D and
Process Innovation

Strong Brand and Well-
Entrenched Distribution
Network

Expanding Brand Visibility
and Connect using Innovative
Initiatives

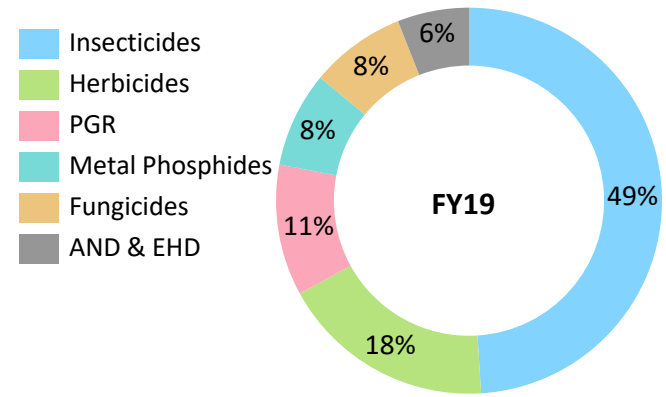
Well placed to benefit from
Sector Tailwinds

Thrust on Safety, Health and
Environment (SHE)

Diversified & De-risked Portfolio Across the Agro-Chem Value Chain

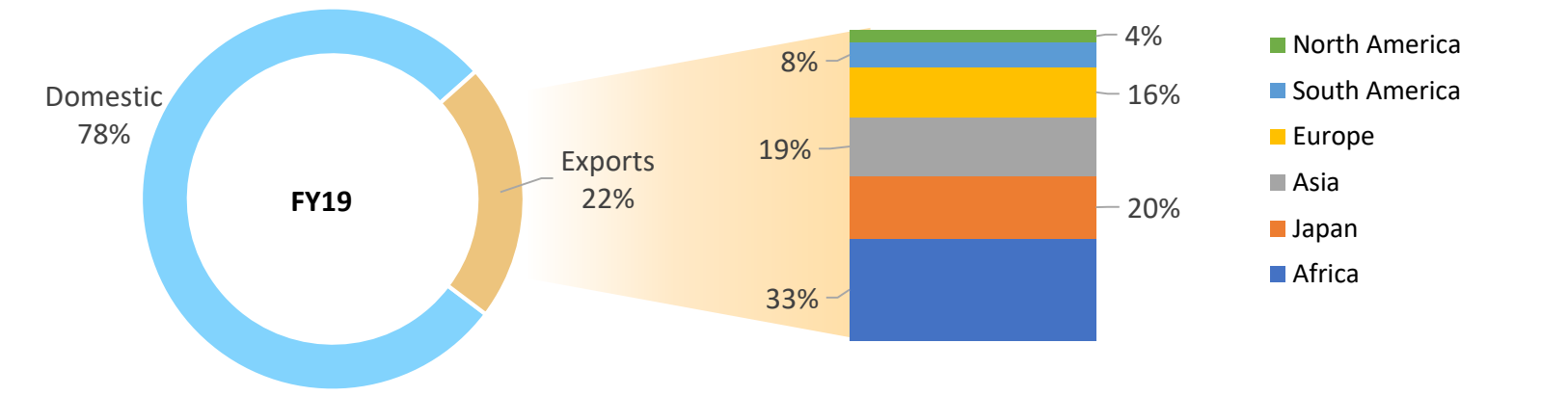


Balanced Presence Across Key Sub-Segments of the Agro-Chem Value Chain



- ✓ Greater focus on high growth, stable and high profitable segments such as Herbicides, PGR, Bio-rational products
- ✓ Concentrated efforts now on fruits & vegetables, paddy and other high growth segments
- ✓ Increasing contribution from PGR segment and offerings for both Kharif and Rabi crops to reduce seasonality in the business
- ✓ One of the highest proportion of environmentally-friendly products in the Industry

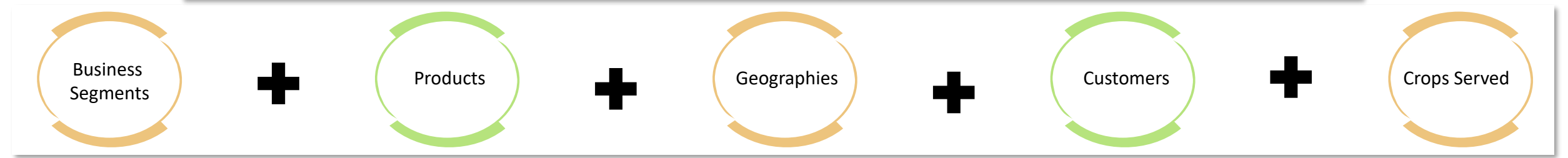
Geographic Diversification with Exports to over 60 countries



Diversified Product Portfolio with low Dependence on Individual Products

- ✓ Top 10 products contributes less than 50% of Total Revenue
- ✓ No product / molecule contributes more than 15% of Total Revenue

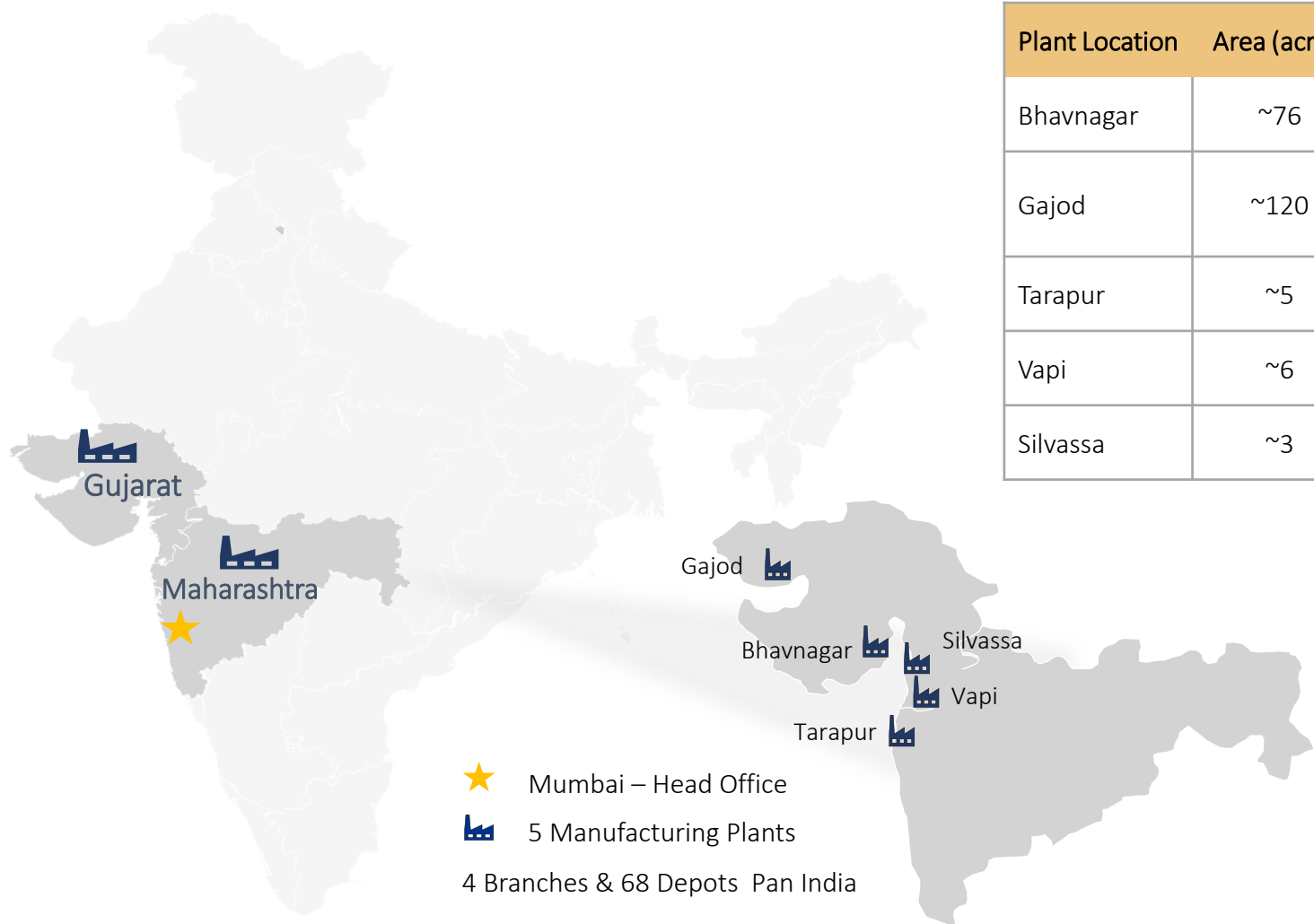
Well-Diversified across multiple dimensions





Strategically Located Manufacturing Facilities

Connectivity to Major Cities and Proximity to Main Highways, Ports Reduces Logistic Time and Costs -



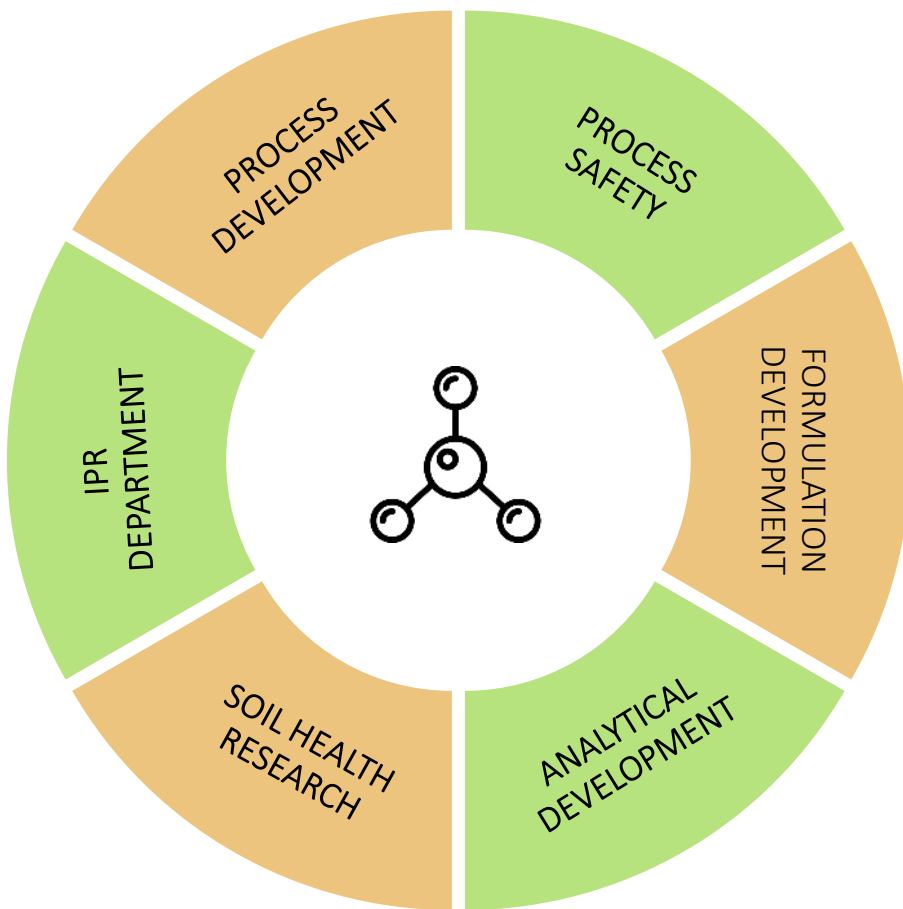
Plant Location	Area (acres)	Segment Served	Product Manufactured
Bhavnagar	~76	Manufacturing of Technical Grade Pesticides and Formulation Development	Chlorpyrifos, Profenophos, Glyphosate, Tebuconazole Tech, Quinalphos, Imidacloprid, Thiacloprid, Acetamiprid, Byspyribac Sodium, Aluminium Phosphide, Zinc Phosphide, Sulphur WDG, Fenpropathrin
Gajod	~120	Production and manufacturing of Metal Phosphides, Sulphur WDG and other WDG formulations	
Tarapur	~5	Production and manufacturing of Active Ingredients	
Vapi	~6	Formulation & Packaging	
Silvassa	~3	Formulation of Glyphosate and Other Speciality Products	



Strong Focus on R&D and Process Innovation

End-to-End Product Development Capabilities

- ✓ **3 fully equipped, DSIR approved R&D labs** located at Mumbai, Bhavnagar and Gajod capable of synthesis, technical product and formulation development
- ✓ R&D Team comprises of **75+** qualified and dedicated engineers & scientists of which 10+ are PhDs with more than 15 years of Experience
- ✓ **25+ patents** granted across various geographies; 9 applications filed
- ✓ **Pipeline of 9 new combination products /pre-mixtures** currently under development (5 insecticides, 2 fungicides, 2 PGR) and 2 **Technical products (1 Insecticide & 1 Herbicide)** for manufacturing in India
- ✓ R&D facilities to gain capability for creating new processes and new combinations using **SCC Japan's chemistries** which would help improve production processes and efficiency
- ✓ Feasibility of SCC Japan's new molecule pipeline being studied and evaluated in an Indian context



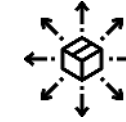


Strong Brand and Well-Entrenched Distribution Network

- ✓ **Strong brand** with market leading position across various product categories
- ✓ **Dual brand portfolio** can offer products at all price points serving multiple customer sub-segments
- ✓ **In-depth knowledge** of own research products, **proven go-to-market strategy and deep farmer connect** facilitates launch of Speciality products
- ✓ **On-field demonstration of products, training of farmers** in using the products, building awareness among stakeholders in relation to the products
- ✓ **Pan-India distribution network** ensures strong presence with both retailers and farmers and **on-time feedback mechanism**
- ✓ **Scale and diversity** of product offerings lead to **superior bargaining power** with distributors and provides **one-stop solution for farmers**



23 States



13,000+
Distributors



1 million+
Farmer Connect through
1,400+
Field / Market Development
Officers



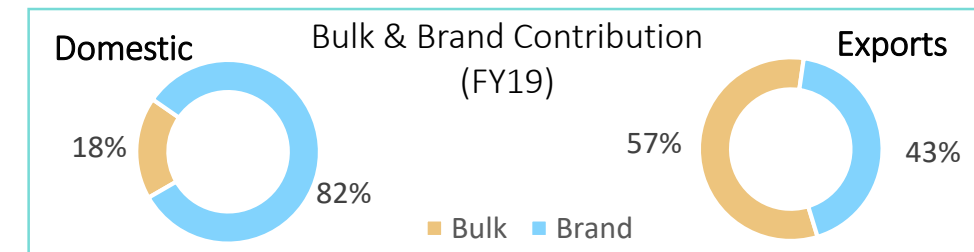
68 Depots



~40,000
Dealers



~600
Sales Team





Expanding Brand Visibility and Connect



- ✓ Wide range of **generics and speciality products** for Increased crop presence and providing crop protection solutions
- ✓ More than **1,400+ Relationship managers** connecting to **1 million+ farmers** throughout crop cycle
- ✓ Over **100 brands** covering maximum of crops and pest segments
- ✓ **13,000+ distributors, 70,000+ dealers and 68 Depots** help in expanding brand visibility and connect
- ✓ More than **500+ Qualified and skilled managers** in Sales, Marketing and customer support
- ✓ Company with **20+ mega brands** with high brand recall
- ✓ Healthy geographical Brand coverage **throughout India** including North East and J&K
- ✓ Optimum use of **advertising media** with increased Digital Platforms presence





Digital Marketing Initiatives

Develop “Digital Marketing” as a parallel support to Traditional marketing system leading to improved sales.

- ✓ Our Digital Assets : **17 websites**, currently driving about **6,342 visitors** everyday.



- ✓ Successful campaign to introduce the QR codes of <http://www.sumitomoproducts.com/> to the retailers and farmers.
- ✓ The campaign drove **44.44%** of the website visitors through QR codes.



YouTube - Advantage

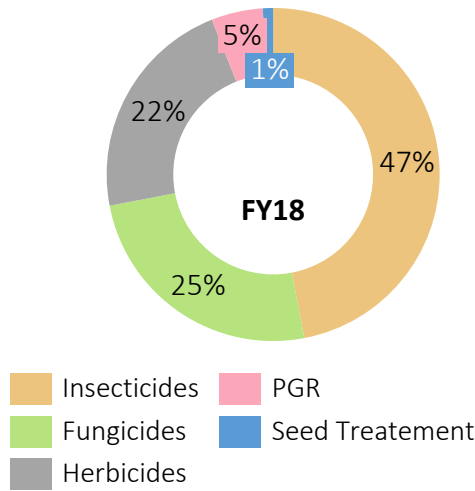


- ✓ Videos in 9 major regional languages
- ✓ 10 channels on YouTube with informative and testimonial videos

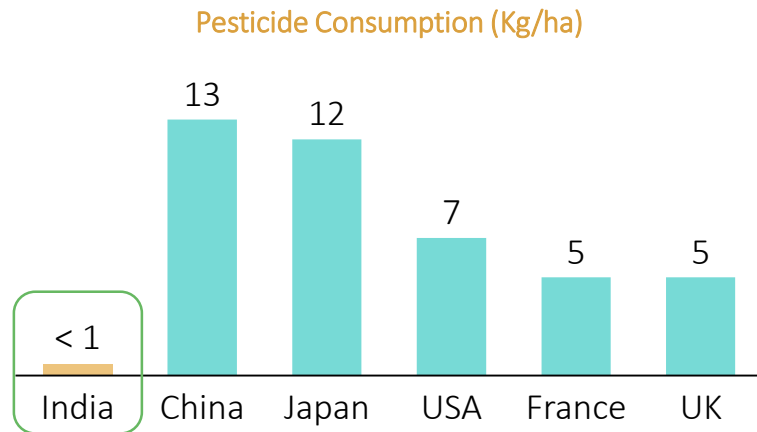


Well Placed to Benefit from Sector Tailwinds

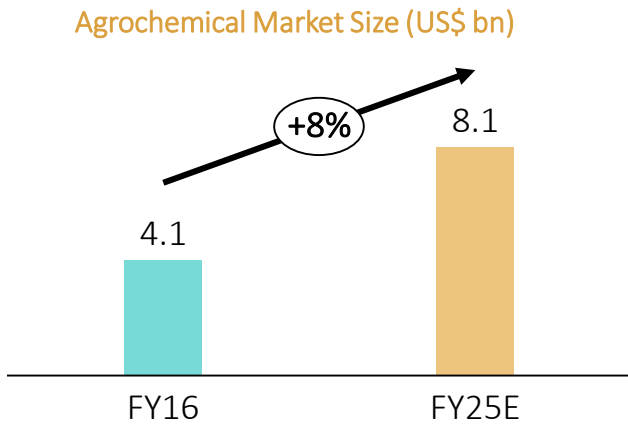
Pesticides: Market Share by Segment



Highly Underpenetrated Market



Significant growth opportunity for Indian Players



Source: Data from CLI 2018

Yield improvement is critical for increasing food production to feed growing population and hence crop protection products are critical to reduce crop losses

Advantage India

- ✓ Technically Trained Manpower
- ✓ Supportive Government Policies
- ✓ Strong Safety, Health & Environment
- ✓ Legal & Regulatory Compliance
- ✓ Strong R&D
- ✓ Customer Relations Management
- ✓ Operating Efficiencies

- ✓ Rising Population
- ✓ Increasing Food Demand
- ✓ Increasing demand of Horticulture & Floriculture

Policy Initiatives

- ✓ Increasing MSP's
- ✓ Water management and rain-water harvesting
- ✓ Enhancing exports of rice and wheat
- ✓ M-Kisan
- ✓ National e-Governance Plan
- ✓ Pradhan Mantri Fasal Bima Yojana
- ✓ Amending the Insecticides Act, 1968, to be replaced by Pesticides Management Act
- ✓ Government's plan to double farmer's Income



China's Competitiveness Eroding

- ✓ Increased Capital Costs
- ✓ Currency Appreciation
- ✓ Stricter Environment Regulations
- ✓ Reduction in government subsidies
- ✓ Global players diversifying supplier risk

Source: Data from IM



Thrust on Safety, Health and Environment (SHE)

Quality Certifications Ensure Consistent product quality and healthy working environment at manufacturing sites

- ✓ ISO:9001:2015, ISO-14001:2015 and OHSAS18001:2007 for the manufacturing sites at Bhavnagar, Gajod, Tarapur and Silvassa; ISO:9001:2015 at Vapi
- ✓ A8000 Certification for Social Accountability in Bhavnagar and Gajod
- ✓ Efforts focused on reducing effluent load and effluent treatment cost, for staying innovative and competitive in the market
- ✓ The quality of the products is maintained and upgraded to the applicable national and international standards through rigorous pursuit of Six Sigma initiative
- ✓ Focused on energy conservation and energy cost reduction: 50% of total power requirement through wind and solar power generation plants
- ✓ Expanding solar power plant capacity in line with towards green energy would also help in reducing dependence on outsourced power as well as in energy cost reduction
- ✓ 3R Principle: Recovery – Recycle – Reuse
- ✓ Safety audit, training programmes and other safety management processes and programmes are carried out/conducted at regular intervals
- ✓ All the manufacturing and warehousing sites of the Company are covered by safety audit



Abiding by SCC Japan's EHS Policies



Dr. Vikram Sarabhai award for developing green technology from department of Science and Technology, Government of Gujarat



Certificates of appreciation received ten times from jointly by Gujarat Safety Council and Dish



Government of Gujarat for achieving 10 lakh accident free man-hours



Certificates of merits received from jointly by Gujarat Safety Council and Dish Government of Gujarat for achieving 20 lakh accident free man-hours



Certificates of honour received two times jointly by Gujarat Safety Council and Dish Government of Gujarat for achieving 30 lakh accident free man-hours

Focus on purity, quality and timely delivery of products to the customer



Growth Strategies & Financial Performance

Growth Strategies

Performance Highlights

Profit & Loss Account

Balance Sheet

Cash Flow



Growth Strategies



Continued Investment in R&D and Pipeline

- Aim to invest in seamless integration of R&D between SCIL and SCC units which would help improve our production processes, enhancing yields and efficiency
- Introduce new products as per market demand



Capacity Expansion

- Driving operational efficiencies maintaining highest safety standards and Responsible Care compliances
- Invest ~10% of consolidated EBITDA every year for upgradation of manufacturing facilities and capacity expansion to cater to strong domestic/global demand



Further Brand Development

- Investments for marketing of new and existing products and brands
- On-field demonstrations, training of farmers for building ground-level demand generation supported by digital marketing
- Focus on high margin brands
- 11 products registration in process to further improve capacity utilization including product level expansion



Development of Combination Products

- Pipeline of **9 new** combination products / pre-mixtures currently under development (5 insecticides, 2 fungicides, 2 PGR) & **2 Technical products** (1 Insecticide & 1 Herbicide) for manufacturing in India
- Introduction of new molecules in speciality segment leveraging SCC's support



Expand Export Business

- Enhance exports in regions like Africa and Europe
- Leverage SCC's Global supply chain and marketing network to drive exports

Achieving Market Leadership in India

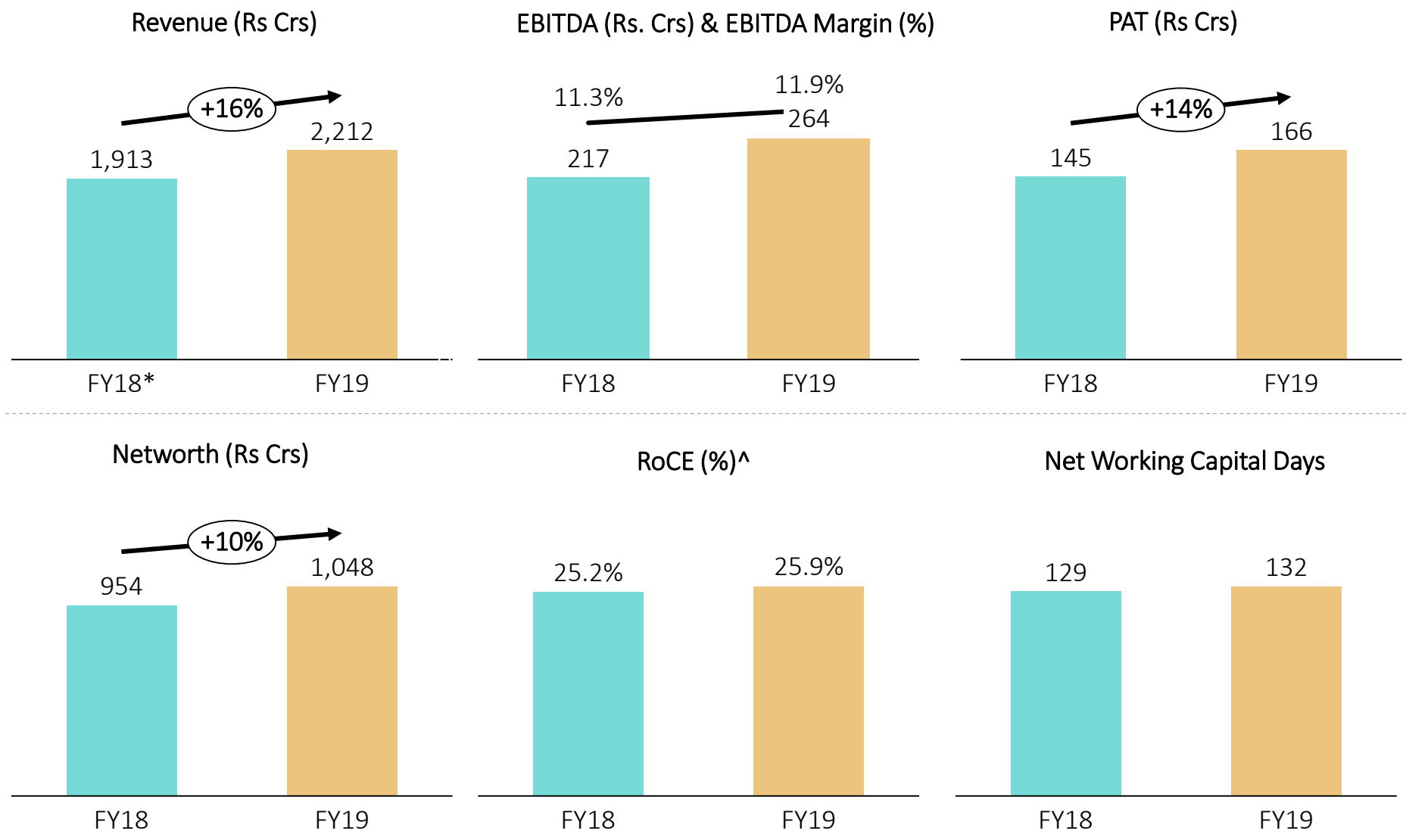
- Balanced portfolio of generic and speciality products
- Consolidate position as best agro-chemical marketer in India
- Strive for manufacturing excellence
- Set-up a strong management & team
- Lay the foundation for next generation leadership

Leverage expertise in successful product launches and capacity expansions to fuel future growth





Performance Highlights



- ✓ Combined entity ~2x in size
- ✓ Net debt free balance sheet
- ✓ Strong margin profile maintained
- ✓ Additional upside to be realized on account of synergies

1. Given the seasonality in the business, it is best monitored on an annual basis since a significant portion of revenue & PAT is recorded in the first half of the year

2. Appointed date for merger of ECC and SCIL is 1st Apr'18

*Revenue is Net of Excise Duty. ^ ROCE – {EBIT/ (Net Worth + Borrowings – Cash)}



Consolidated Profit & Loss Account Statement

Particulars (Rs. Crs)	H1 FY20	H1 FY19*	YoY	FY19	FY18	YoY
Net Revenue from Operations	1,454.5	1,369.0	6.2%	2,211.7	1,912.9**	15.6%
COGS	961.5	883.9		1,458.9	1,238.7	
Gross Profit	493.0	485.1	1.6%	752.8	674.2	11.7%
Gross Profit %	33.9%	35.4%		34.0%	35.2%	
Employee Expenses	88.2	86.1		161.5	147.5	
Other Operating Expenses	165.2	165.2		327.7	309.6	
Operating EBITDA	239.6	233.8	2.3%	263.5	217.1	21.4%
EBITDA Margin	16.5%	17.1%		11.9%	11.3%	
Other Income	18.3	13.4		27.8	23.7	
Depreciation	5.9	6.5		27.8	30.5	
EBIT	227.3	226.9	0.0%	263.5	223.8	17.7%
EBIT Margin	15.6%	16.6%		11.9%	11.7%	
Interest	3.0	1.2		3.7	2.8	
Profit Before Tax	224.2	225.6		259.8	221.0	
PBT Margin	15.4%	16.5%		11.7%	11.6%	
Tax	43.1	65.4		94.0	75.8	
Net Profit	181.1	160.2	12.8%	165.8	145.1	14.2%
Net Profit Margin	12.4%	11.7%		7.5%	7.6%	
Other Comprehensive Income	-0.5	89.3		0.0	5.1	
Total Comprehensive income for the period	180.6	249.6		165.8	150.2	
EPS	3.6	NA		3.3	2.9	

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* H1 FY19 consolidated figures are based on management accounts; **Revenue net of Excise Duty



Consolidated Balance Sheet

Assets (Rs. Crs)	Sep-19	Mar-19	Mar-18
Non-Current Assets	359.1	318.6	312.7
Property, Plant and Equipment	283.7	277.2	264.8
Capital work-in-progress	4.5	3.2	4.5
Right to use an Asset	30.9	-	-
Other Intangible Assets	1.6	2.1	1.9
Intangible Assets under Development	4.9	4.9	4.3
Financial Assets			
(i) Investments	0.1	0.1	0.1
(ii) Loans	8.6	7.8	7.3
Non-Current tax Assets (net)	19.5	18.8	24.8
Other non-current Assets	5.3	4.4	5.1
Current Assets	1,805.8	1,541.4	1,345.7
Inventories	546.7	680.6	609.3
Financial Assets			
(i) Investments	68.8	-	-
(ii) Trade receivables	1,039.0	671.0	551.8
(iii) Cash and cash equivalents	92.6	50.5	73.5
(iv) Bank balances other than (iii) above	0.9	0.9	0.8
(v) Loans	4.8	3.3	3.7
(vi) Other financial assets	11.2	17.0	10.4
Other Current Assets	41.9	118.1	96.3
Total Assets	2,164.9	1,860.0	1,658.4

Equity & Liabilities (Rs. Crs)	Sep-19	Mar-19	Mar-18
EQUITY	1,214.8	1,048.4	954.0
Equity Share Capital	274.6	274.6	274.6
Other Equity	940.2	773.8	679.4
Non-current liabilities	41.8	35.4	32.5
Financial liabilities			
Financial Liability	17.8	-	-
Provisions	16.7	15.6	12.7
Deferred tax liabilities (net)	1.5	14.6	18.1
Non-current Tax Liabilities	5.8	5.2	1.7
Current liabilities	908.2	776.1	671.9
Financial liabilities			
(i) Borrowings	-	19.7	10.1
(ii) Trade Payables	759.4	596.8	527.3
(iii) Other financial liabilities	78.6	63.2	55.6
Other current liabilities	38.6	87.1	70.1
Provisions	5.0	2.6	2.3
Current tax liabilities	26.6	6.8	6.6
Total Equity & Liabilities	2,164.9	1,860.0	1,658.4

1. Given the seasonality in the business, it is best monitored on an annual basis since a significant portion of revenue & PAT is recorded in the first half of the year
2. Appointed date for merger of ECC and SCIL is 1st Apr'18



Consolidated Cash Flow Statement

Cash Flow Statement (Rs. Cr)	Sep-19	Mar-19	Mar-18
Net Profit Before Tax	224.2	259.8	221.0
Adjustments for: Non-Cash Items / Other Investment or Financial Items	21.0	18.6	9.6
Operating profit before working capital changes	245.2	278.5	230.6
Changes in working capital	-42.0	-112.7	-100.0
Cash generated from Operations	203.3	165.8	130.6
Direct taxes paid (net of refund)	36.0	88.1	83.1
Net Cash from Operating Activities	167.3	77.7	47.4
Net Cash from Investing Activities	-87.8	-35.3	-39.6
Net Cash from Financing Activities	-36.9	-65.4	7.2
Net Decrease in Cash and Cash equivalents	42.6	-23.1	15.0
Add: Cash & Cash equivalents at the beginning of the period	50.5	73.5	58.6
Cash & Cash equivalents at the end of the period	93.0	50.5	73.6

1. Given the seasonality in the business, it is best monitored on an annual basis since a significant portion of revenue & PAT is recorded in the first half of the year
2. Appointed date for merger of ECC and SCIL is 1st Apr'18



Awards & Accolades



Jamnalal Bajaj Award for “*Fair Business and Practices*”



First ever president’s gold shield for import substitution



First award for export of organic and inorganic chemicals



ICMA award for innovation and purposeful programs for social progress



First Sir P.C. Ray award for development of products and process with indigenous technology



Punjab Haryana Delhi Chamber of Commerce and Industries award for ethical business



Winner active ingredient trophy and certificate from M/s. Bayer



Trishul award for the excellent performance for exports in international markets



Shramveer award for improvement of product efficiency received from national level Delhi



Vishwakarma Rashtriya Puraskar received for process development



National Safety Award by Labour Ministry, Government of India for safety performance



Shramveer Award to employees from Labour Ministry, state level received six times



Shram Bhushan Award to employees received five times



Shram Ratna to employees, received seven times



Shram Shri award to employees received three times



Gujarat State Safety Certificate for safety commitment



Key Takeaways

Formidable Player in the Indian Agro-chem Space

- Strong / leadership position across products and processes
- Ability to develop new combination products (9 under registrations and additional under development)

Experienced Management Team and Board of Directors

- Strong management and autonomous Board with vast experience and domain expertise
- Localized experience enables better understanding of market needs to drive growth

Well-diversified Product Portfolio Across Agro-Chem Value Chain

- Multi-product, multi-geography, multi-customer de-risking
- Access to an impressive range of own actives along with significant exposure towards speciality products resulting in product offerings at all price points serving multiple customers sub-segment

Strong Brand and Well-Entrenched Distribution Network

- 23 states, 68 depots, 13,000+ distributors, 40,000+ dealer network
- High credibility and brand recall amongst farmers and the trade on account of transparent and ethical business dealings

To Benefit from Strong Parentage of SCC Japan

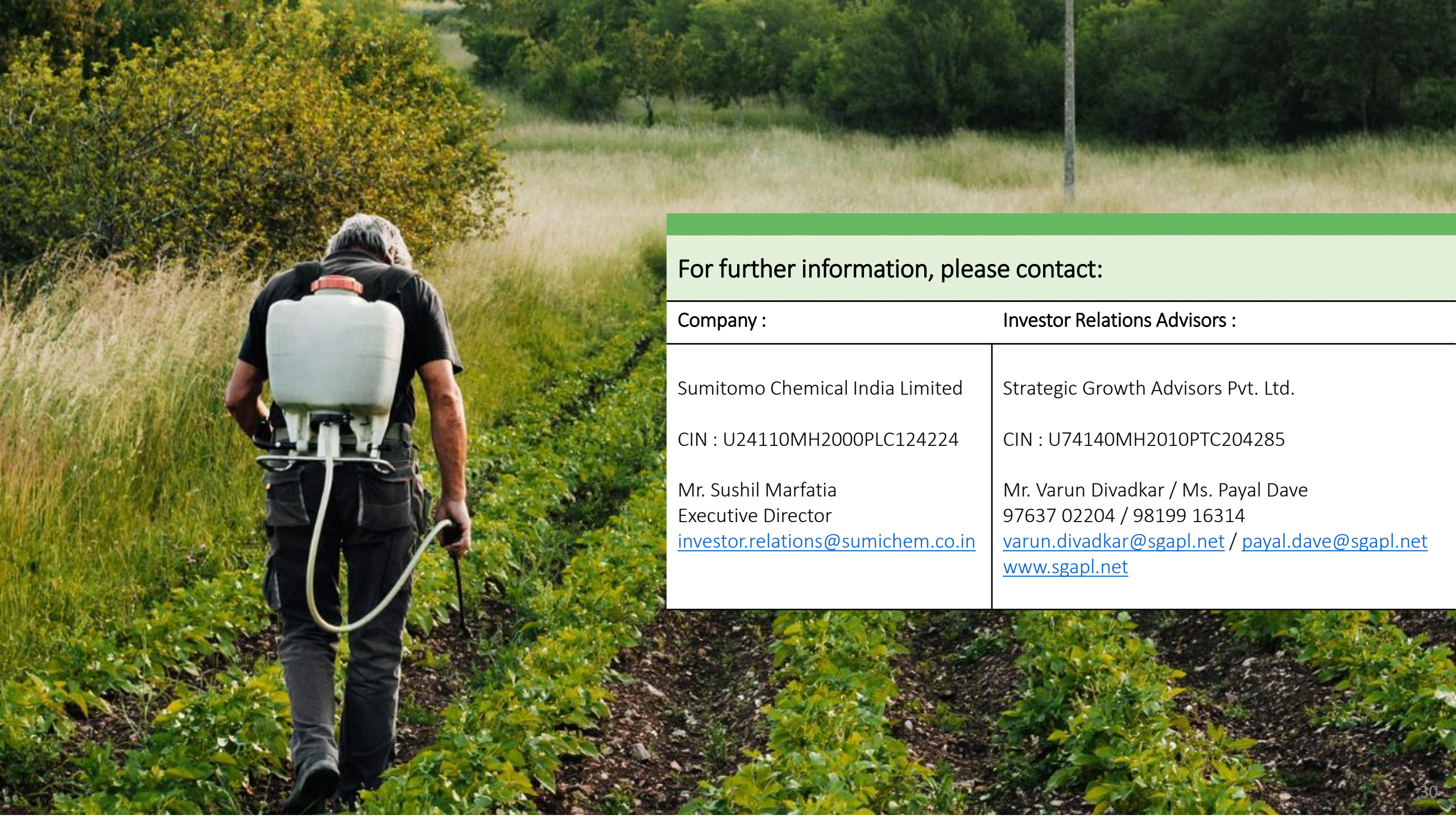
- Benefits from international standing of SCC Japan; most well revered brand renowned for its quality
- Access to SCC's global supply chain and global R&D activities (one of the largest spenders) resulting in development of actives and broad range of formulation research

State-of-the-art Manufacturing and R&D Facilities

- Operates five manufacturing facilities with state-of-the-art plants at strategic location which helps reduce logistic time and costs
- Capacity not a constraint allowing for significant growth on existing investments
- Holds 27 patents and further 9 applications filed

Strong Track Record of Driving Growth

- Grown 10X over FY11-19 driven by organic and inorganic expansion; 11% CAGR for merged entity (including Excel Crop Care) over the same period
- Debt free balance sheet with strong return ratios



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