

# SUDARSHAN

28<sup>th</sup> October, 2024

BSE Limited  
Phiroze Jeejeebhoy Towers,  
Dalal Street, Mumbai – 400 001  
**Scrip Code – 506655**  
**Scrip Code NCDs - 974058**

National Stock Exchange of India Limited  
Exchange Plaza, C-1, Block G,  
Bandra Kurla Complex,  
Bandra (East), Mumbai – 400 051  
**Scrip Symbol - SUDARSCHEM**

Dear Sir / Madam,

## **Sub : Results Earnings Call Q2 –H1 FY25 – Investors Presentation**

Pursuant to the provisions of Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we attach herewith a copy of the Presentation to be made at the Call with Analysts and Investors to discuss Unaudited Financial Results (Stand-alone and Consolidated) for the quarter and half year ended 30<sup>th</sup> September, 2024, scheduled on Tuesday, 29<sup>th</sup> October, 2024 at 10:30 a.m. (IST).

Kindly take the same on record.

Thanking You,  
Yours Faithfully,  
For SUDARSHAN CHEMICAL INDUSTRIES LIMITED

MANDAR VELANKAR  
GENERAL COUNSEL AND COMPANY SECRETARY

Encl : As above

**Sudarshan Chemical Industries Limited**

**Registered Office:**

7<sup>th</sup> Floor, Eleven West Panchshil, Survey No. 25,  
Near PAN Card Club Road, Baner, Pune – 411 069,  
Maharashtra, India

Tel. No.: +91 20 682 81 200

Email: [contact@sudarshan.com](mailto:contact@sudarshan.com)

[www.sudarshan.com](http://www.sudarshan.com)

Corporate Identity No.: L24119PN1951PLC008409



**SUDARSHAN**

**Investor  
Presentation**

**Q2 | H1 FY25**

## SAFE HARBOR STATEMENT

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



## **COMPANY OVERVIEW**

# Our Company at Glance

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



## CONSOLIDATED REVENUES

~\$307Mn  
(FY24)



## INFRASTRUCTURE

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



## PEOPLE

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



## BUSINESS FOCUS

Pigment Focus. Don't compete with customers

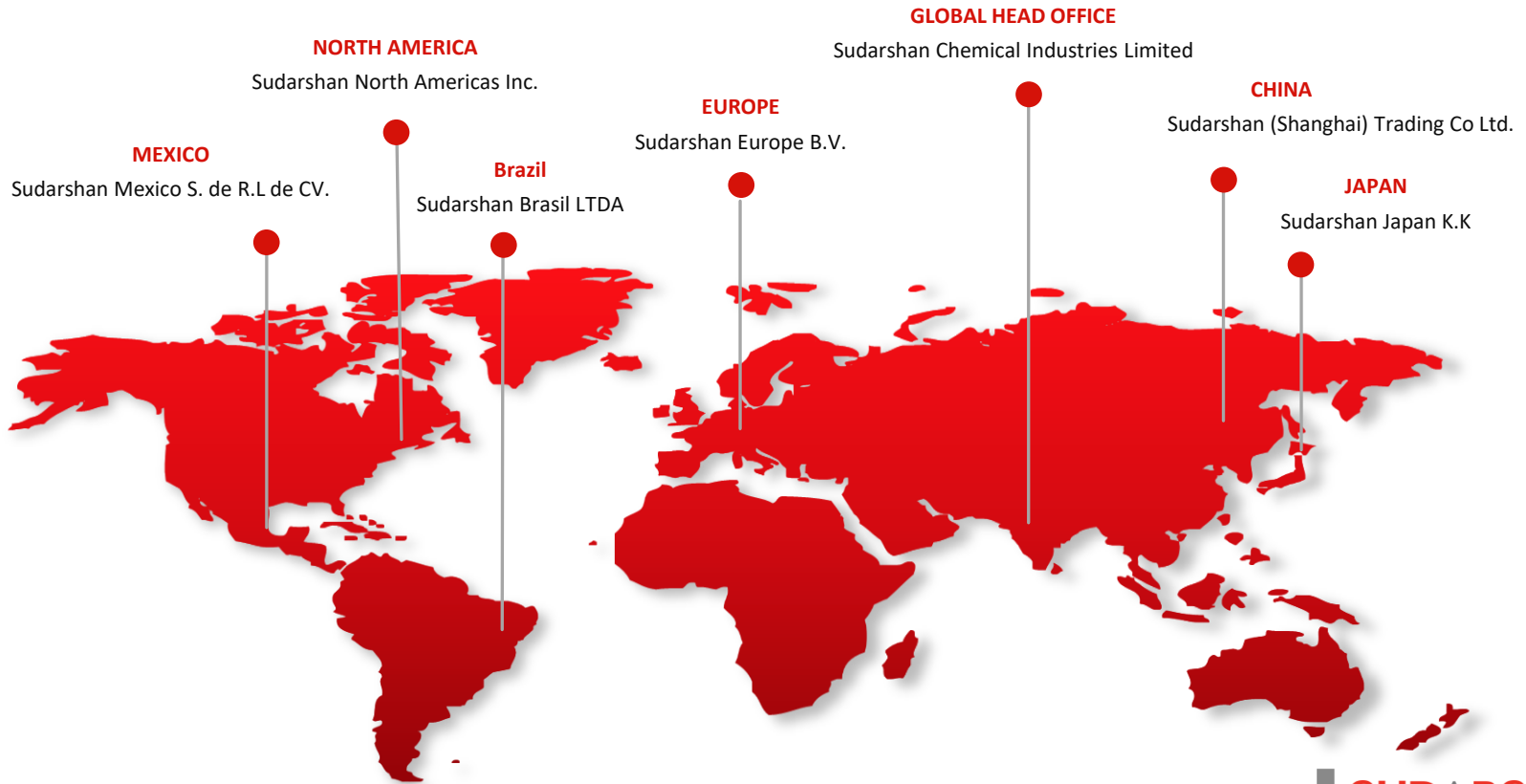


## GEOGRAPHIC REACH

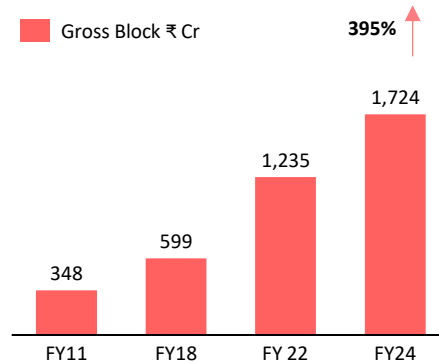
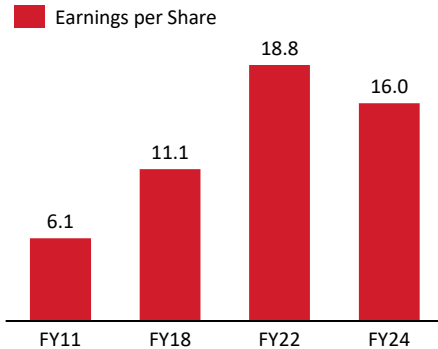
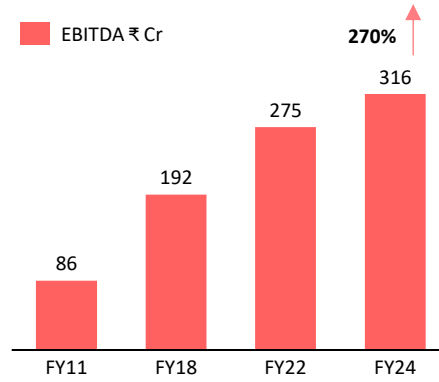
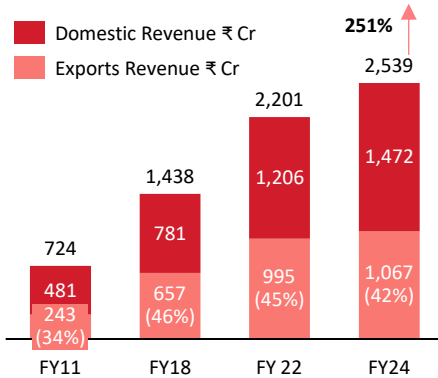
Largest pigment producer in India.  
Exports to 85+ countries

# Our Global Presence

We Export to 85+ countries with 50+ sales members



# A journey towards a leading world class color solutions provider



A consistent performance with **Sales growing at a CAGR of 10%** and **Operating profit growing at a CAGR of 11%** despite exiting some of the businesses.

FY 24 is a milestone year for Pigment business with highest ever operative revenue and EBIDTA.

FY11	FY24
Pigment, Agro Chemical, Masterbatch businesses	A pure play <b>Pigment focus</b>
Amongst top 20 pigment player	<b>3<sup>rd</sup> largest</b> pigment producer globally
Domestic market share estimate ~ @ 30%	Domestic market share estimate ~ @ <b>35%</b>
R&D lab: India	R&D labs: <b>Dedicated R&amp;D Lab</b>
Organic and Inorganic pigments with revenues largely from Azo and Phthalo pigments	Development & strong growth of <b>High Performance and Cosmetics product range</b>
Renewable energy: 0%	Renewable energy: ~ <b>35%</b>

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

# Pigments Application - a global \$8.6bn market opportunity

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

## COATINGS



*High performance and special effect for the coating industry*

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

## PLASTICS



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

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

## INKS



*General purpose and high performance pigments for inks*

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

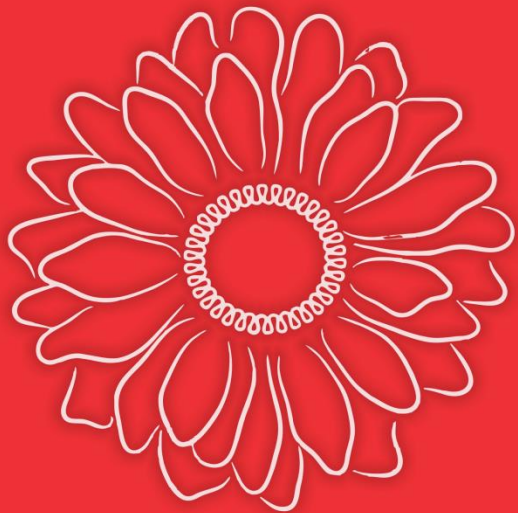
## COSMETICS



*Effect pigments for cosmetics & personal care applications*

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

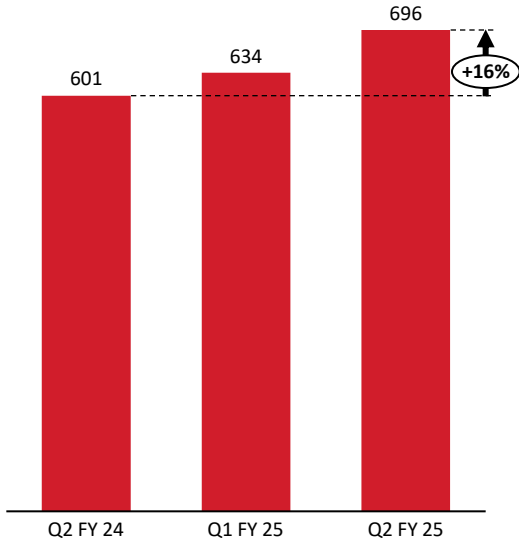




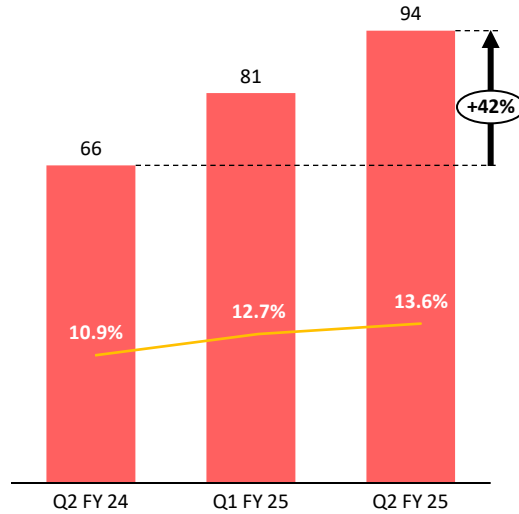
# Quarterly Performance

# Quarterly Performance Highlights - Consolidated Financials

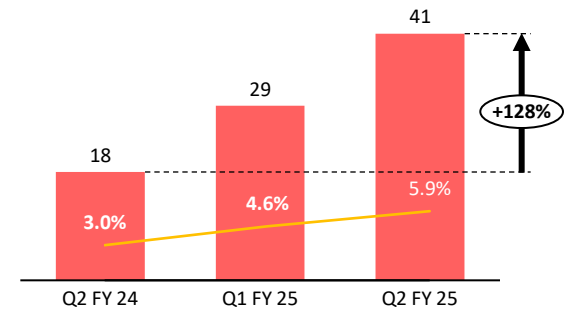
### Income from Operations (In ₹ Cr)



### EBITDA\* (In ₹ Cr & Margin%)



### PAT^ (In ₹ Cr & Margin%)

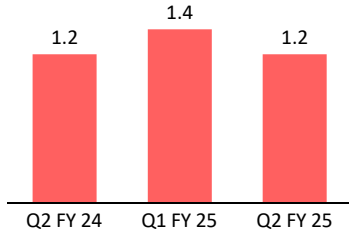


\* EBITDA as percent to Total Income from operations (excluding other income)

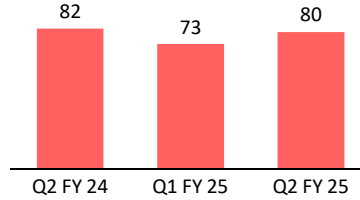
^ PAT excluding exceptional items

# Quarterly Performance Highlights - Key Ratios

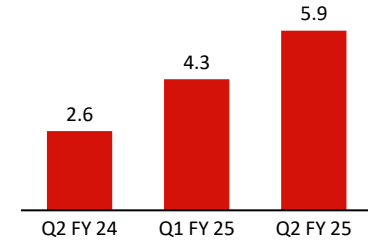
Current Ratio



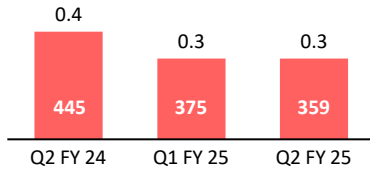
Cash conversion cycle



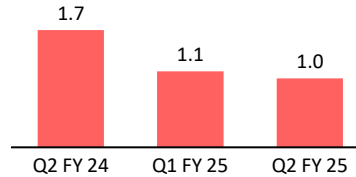
Earnings per Share ^



Net Debt to Equity Ratio Debt\* ₹ Cr



Net Debt to EBITDA (Annualised)

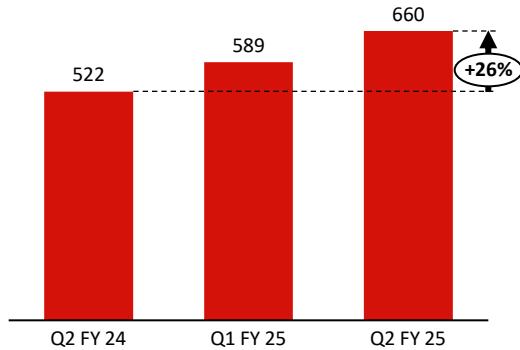


^ Earnings per Share is calculated excluding exceptional items.

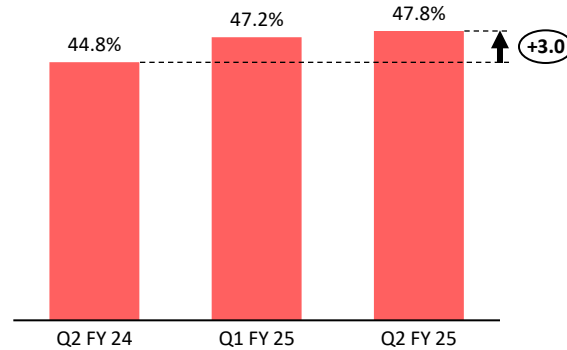
\* Debt is net of short-term investment & cash & cash equivalents.

# Quarterly Performance Highlights - Pigment Business

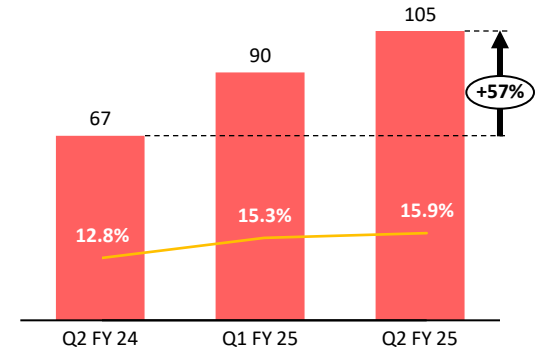
Income from Operations (In ₹ Cr)



Gross margin %



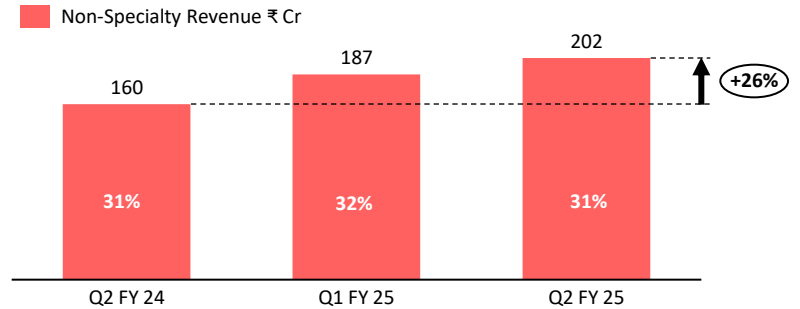
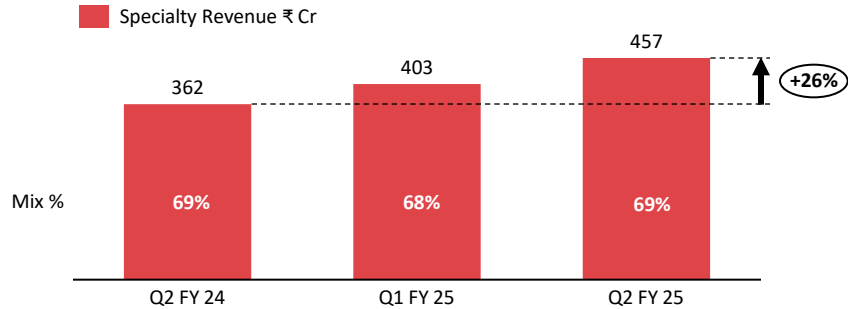
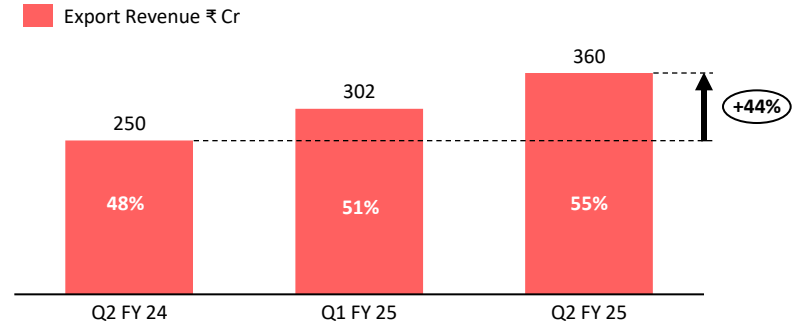
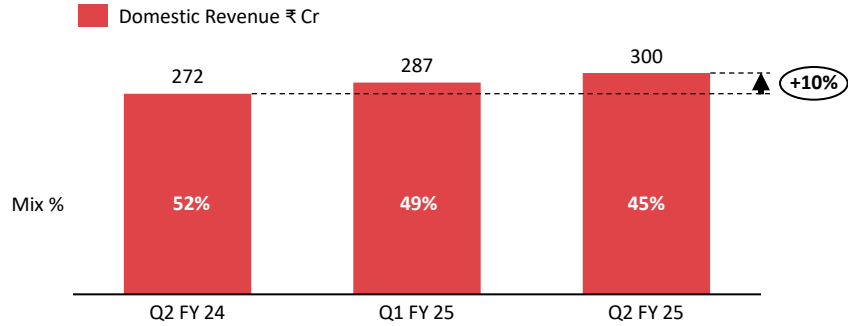
EBITDA\* (In ₹ Cr & Margin%)



➤ 7th consecutive quarter of sales growth on YoY basis

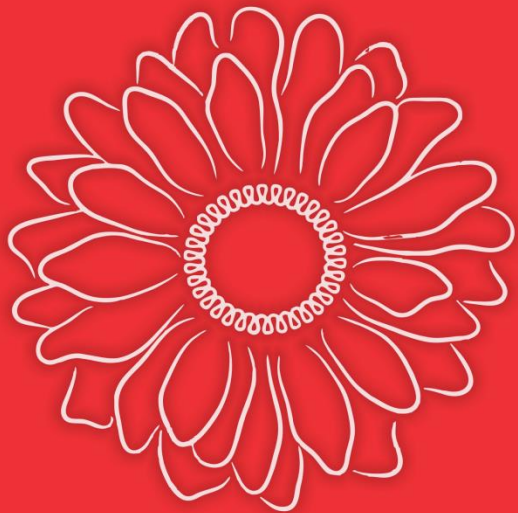
\* EBITDA as percent to Total Income from operations (excluding other income)

# Quarterly Performance Highlights - Pigment Business



➤ Robust YoY and QoQ growth in export regions

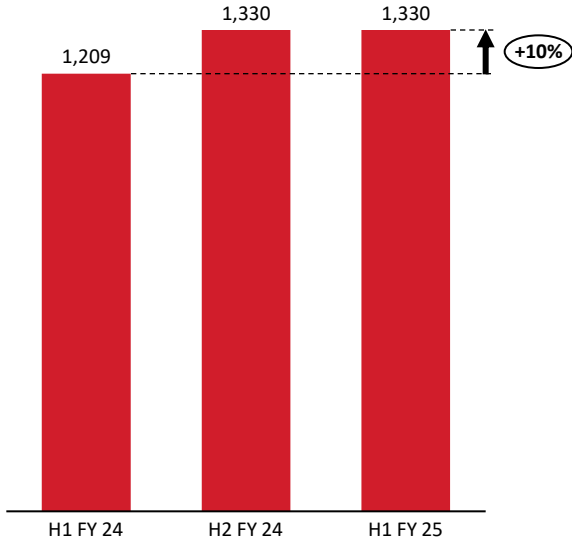
Revenue includes Revenue from Operations and Other operating income of Pigment business



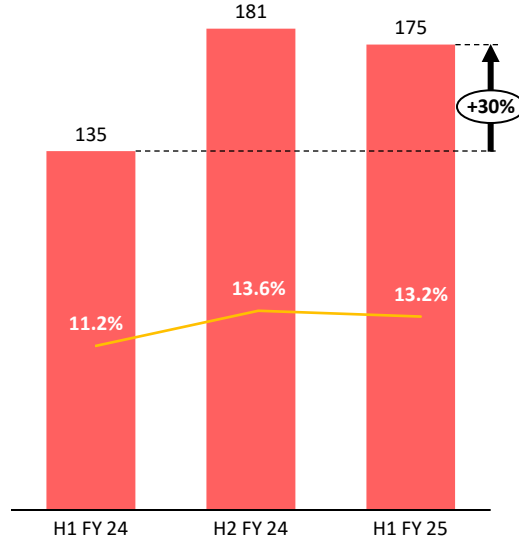
# Half Yearly Performance

# Half Yearly Performance Highlights - Consolidated Financials

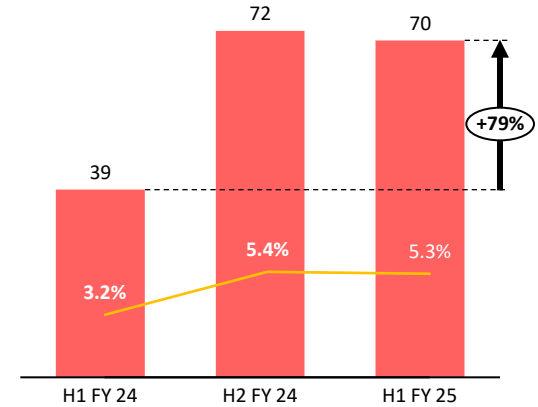
Income from Operations (In ₹ Cr)



EBITDA\* (In ₹ Cr & Margin%)



PAT^ (In ₹ Cr & Margin%)

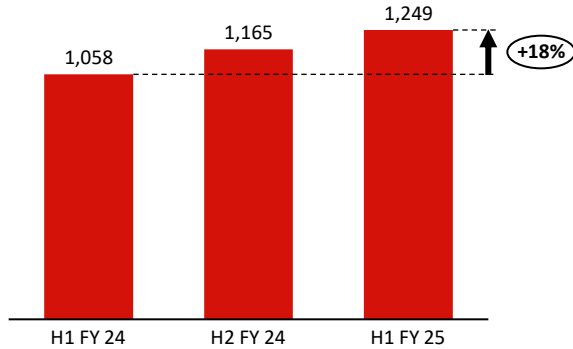


\* EBITDA as percent to Total Income from operations (excluding other income)

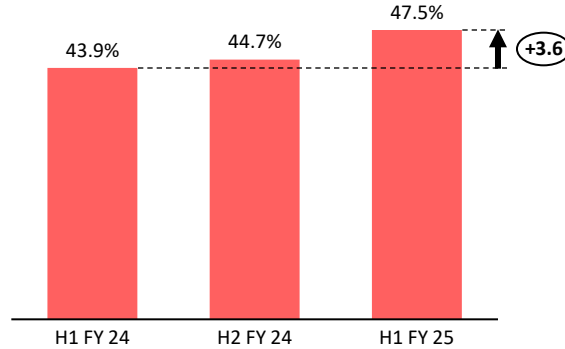
^ PAT excluding exceptional items

# Half Yearly Performance Highlights - Pigment Business

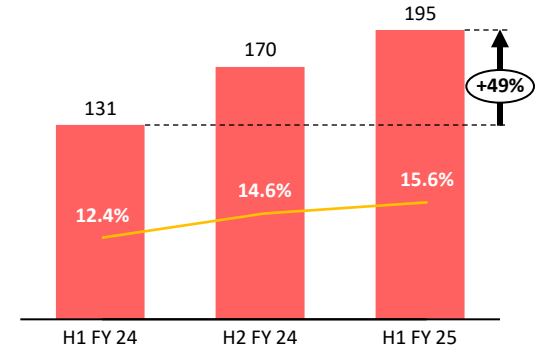
Income from Operations (In ₹ Cr)



Gross margin %



EBITDA\* (In ₹ Cr & Margin%)

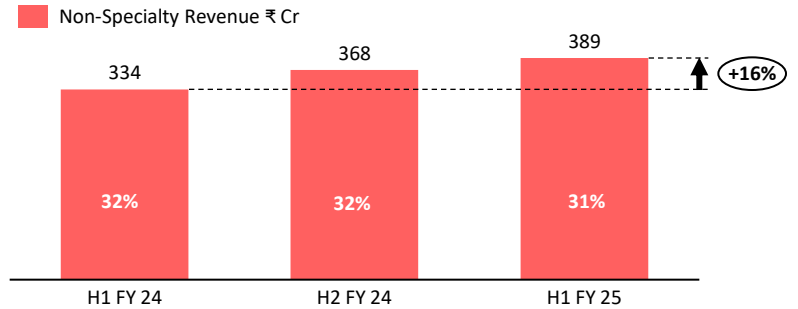
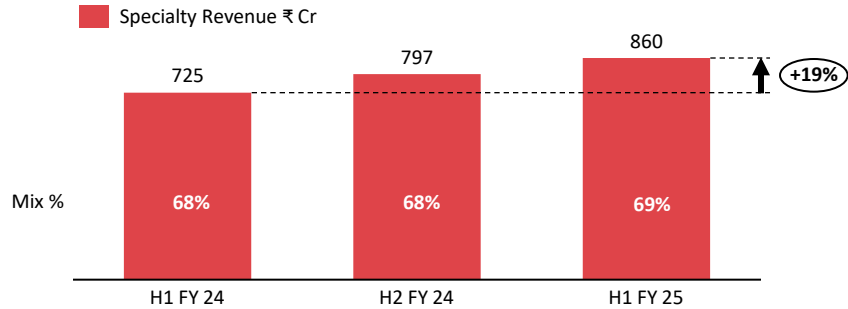
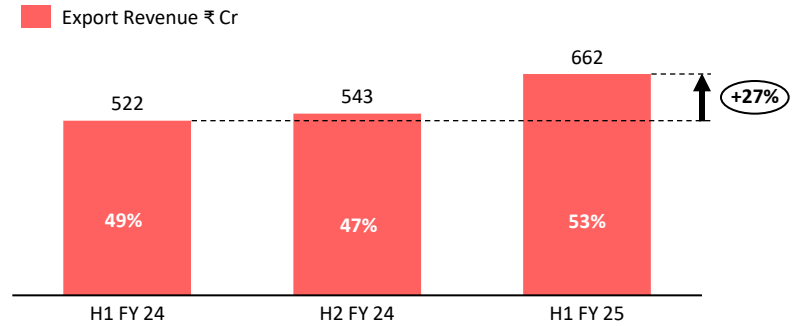
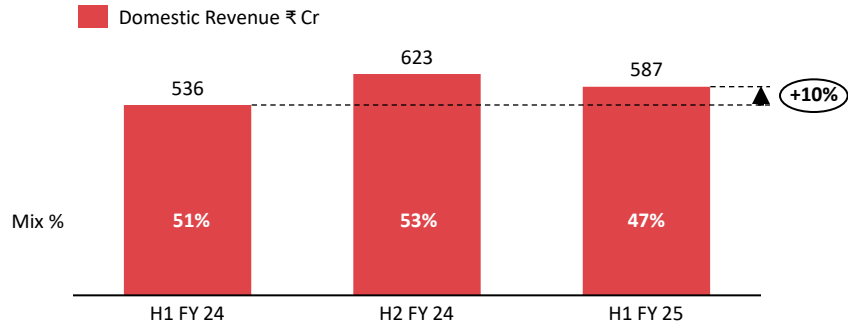


- Gross margin improvement with growth in the speciality pigments portfolio
- YoY volume growth leading to operating leverage reflecting in EBITDA margins

\* EBITDA as percent to Total Income from operations (excluding other income)

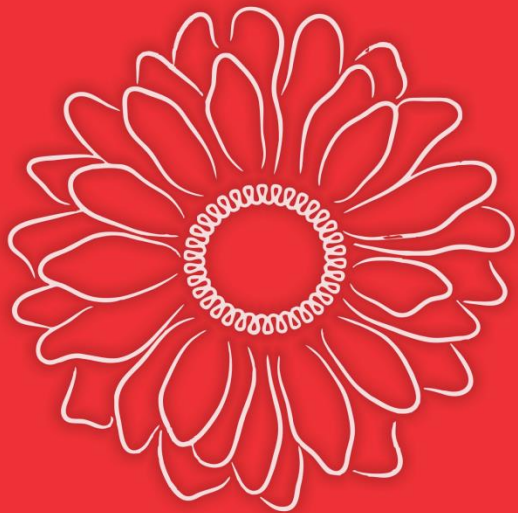


# Half Yearly Performance Highlights - Pigment Business



➤ Gradual shift in the Export and Domestic mix. Export sales at 53%

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



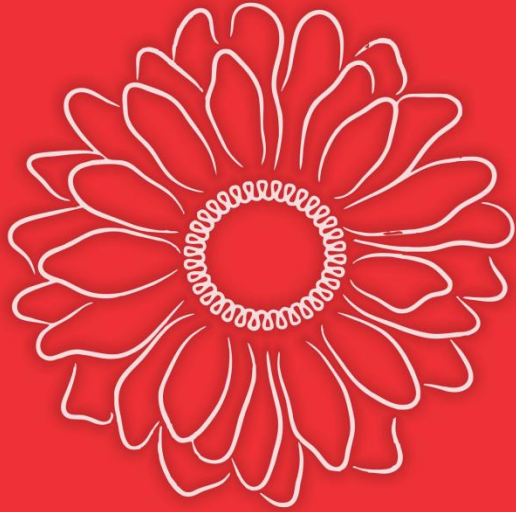
# **Business Outlook**

# Business Outlook - FY25 and beyond

Capex program to drive future growth and bring in EBITDA improvement	Business mix change to continue	Efficiency and continuous improvement focus
<ul style="list-style-type: none"> <li>• Capitalize on the strong breadth of product portfolio at par with Tier 1 players</li> <li>• Accelerate sales ramp-up of new Capex's expected to drive growth</li> <li>• Evaluation of cost improvement and value chain integration projects</li> </ul>	<ul style="list-style-type: none"> <li>• Continue expanding product portfolio to build globally competitive and comprehensive range</li> <li>• Deeper penetration in select international geographies and applications like coatings</li> <li>• Focus shift towards higher share specialty segment resulting in deeper customer engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Building one of the world class pigment manufacturing sites in India and globally, with strong focus on product consistency and reliability.</li> <li>• Well defined sustainability roadmap and increasing focus in chemicals driven by change in consumer preferences towards eco-friendly products</li> </ul>
<p align="center"><b>Focus to improve Return on Capital Employed will continue as a key initiative</b></p>		

# Heubach deal came as golden opportunity for Sudarshan to meet it's global aspirations

Why we are excited about this deal	Deal Facts	Confident and Excited to create value for all our stakeholders
<ul style="list-style-type: none"> <li>• <b>Sudarshan gets global asset footprint</b> - 17 manufacturing facilities in 11 countries</li> <li>• This transaction is potentially <b>EBITDA and EPS accretive deal</b></li> <li>• <b>Access to state of art technology</b></li> <li>• A truly global business spread across all <b>major geographies</b> and all <b>major industry segments</b></li> <li>• All <b>manufacturing sites are well maintained</b> and respectable capacity utilization level</li> </ul>	<p><b>Deal Structure:</b></p> <ul style="list-style-type: none"> <li>• Asset Purchase Agreement with Insolvent entities in Germany</li> <li>• Share Purchase Agreement to acquire Solvent entities of Heubach group</li> </ul> <p><b>Financials:</b></p> <ul style="list-style-type: none"> <li>• Purchase price : ₹ 1,180 Cr / EUR 127.5 Mn on debt free basis</li> <li>• Cash infusion for working capital, restructuring, meeting regulatory requirements etc. : ~ ₹ 925 Cr / EUR 100 mill</li> <li>• Acquisition would be through a cash consideration funded by a mix of debt &amp; equity</li> </ul> <p><b>Timelines:</b></p> <ul style="list-style-type: none"> <li>• Deal expected to close in first quarter of CY2025, subject to regulatory clearances</li> </ul>	<p>We at Sudarshan are very confident of making this acquisition a great success</p> <ul style="list-style-type: none"> <li>• <b>Integrate</b> all entities into one <b>unified Organisation</b></li> <li>• <b>Capture synergies</b> across SG&amp;A, manufacturing and procurement</li> <li>• Strong focus on <b>working capital</b> and <b>cash management</b></li> <li>• Create a culture of <b>Customer centricity (Sevā)</b> with agility and efficiency</li> <li>• Build a <b>high performing management team</b> with quality execution skills and technical competency</li> </ul>



**ABOUT SUDARSHAN**

# Our Vision, Mission & Values

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



## MISSION

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



## VISION

To be amongst the top  
three pigment players  
in the world



## VALUES

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

# Our Journey

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

**Establishing the Business**  
1952 - 1989

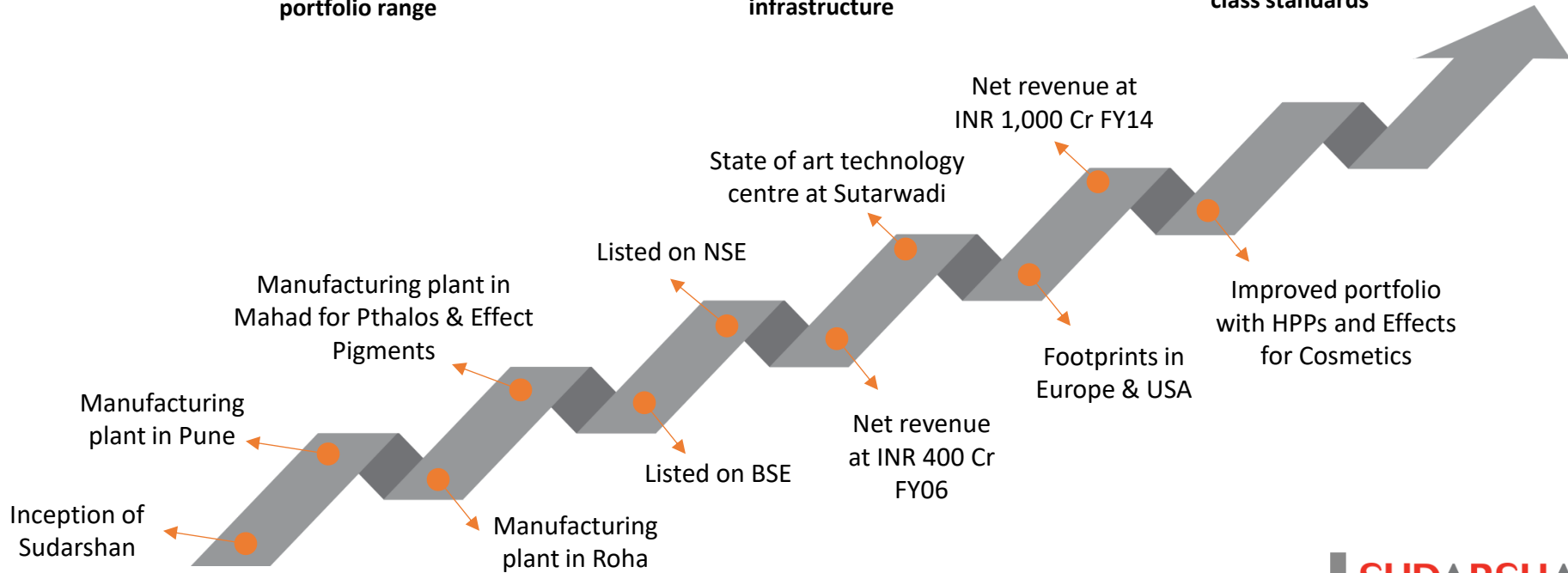
Efforts largely domestic with limited portfolio range

**Next leap in Technology**  
1989 - 2006

Building technical capabilities & infrastructure

**Going Global**  
2006 - 2018

Scaled up infrastructure to world class standards



# Our Governance Structure - Board Of Directors

**Mr. Pradeep Rathi**  
(Chairman)

**Mr. Rajesh Rathi**  
(Managing Director)

**Mr. Ashish Vij**  
(Whole Time Director)

**Mr. D. N. Damania**  
(Non-Executive,  
Independent Director)  
(until 6th August 2024)

**Mr. S. Padmanabhan**  
(Non- Executive,  
Independent Director)  
(until 6th August 2024)

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

**Mrs. Rati F. Forbes**  
(Non-Executive,  
Independent Director)  
(until 6th August 2024)

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

**Mr. Sanjay K. Asher**  
(Non-Executive,  
Independent Director)  
(until 6th August 2024)

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

**Mrs. Anu Wakflu**  
(Non-Executive,  
Independent Director)  
(effective 2<sup>nd</sup> August 2024)

**Ms. Bhumika Batra**  
(Non-Executive,  
Independent Director)  
(effective 2<sup>nd</sup> August 2024)

**Mrs. Sudha Navandar**  
(Non-Executive,  
Independent Director)  
(effective 2<sup>nd</sup> August 2024)



# Our Products Portfolio

## Organic Pigments

Azo  
Phthalos  
HPPs  
Dispersions

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

## Inorganic Pigments

Chromes  
Cadmiums  
Iron Oxides

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

## Effect Pigments

Mica base for  
industrial and  
cosmetics

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

# The Pigment Approval Cycle

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

## COATINGS



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

**Automotive: 1 to 5 years**

**Decorative: 6 months to 1 year**

## PLASTICS



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

**Plastics: 3 to 6 months**

## INKS



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

**Inks: ~ 1 month**

## COSMETICS



*Proven track record with significant growth for Sudarshan's progress*

**Cosmetics: 1 to 2 years**

# Our Technical Capability

## PEOPLE

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



## INFRASTRUCTURE

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

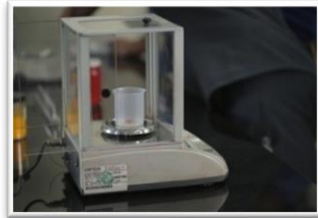


## PROCESS

- Stage Gate Process
- DOE approach to solutions



# Our Infrastructure



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

## **Manufacturing Site: Roha**

Built in 1973; 1100+ trained team members.

Products Manufactured: AZO, HPP, Effect Pigments, Dispersions



## **Manufacturing Site: Mahad**

Built in 1993; 500+ trained team members.

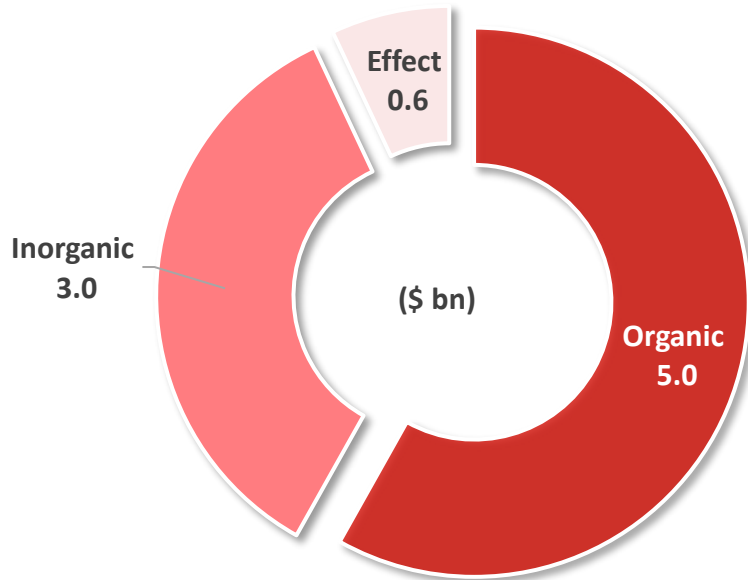
Products Manufactured: B&G, HPP, Effect Pigments



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

# Global Pigments Market Overview

## Global Colour Pigment Market\* - Relevant to Sudarshan



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

\* Excludes Black, White and Metallic Pigments.  
Based on internal Pigment industry study and various market research reports

# Our Pillars Of Growth

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

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01



## Product Portfolio

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

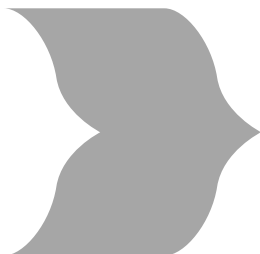
02



## Application Focus

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

03



## Geographic Presence

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

# Building Capabilities

We focus on building capabilities across functions to achieve our vision



## STRENGTHEN R&D

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



## MANUFACTURING & OPERATIONS EXCELLENCE

Lean & Six Sigma, Capex expansion, strengthening supply chain



## COMMERCIAL EXCELLENCE

Improving reach, channel management and customer experience



## ENVIRONMENT SUSTAINABILITY

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

# Our Competitive Advantage

## We achieve excellent product and process reliability

### Product Consistency & Process Control

800+ tests  
4000+ specifications

### Reliable technical information

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

### Reliable Service

Recognized for operational excellence in Supply Chain Management

### Environment & Occupational Health

Ensure safety of our plant operatives

## Our Certifications

ISO 9001  
Six Sigma

Oliver Wight Class  
A Certificate

ISO 17025:2001

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



# Empowering our society and safeguarding our environment

## “SUDHA” (Sudarshan’s Holistic Aspiration)

### Women Empowerment

1,000+ women

8+ villages

Livelihood initiatives through Paper Bags making projects, Stitching Projects

### Health and Community Development

20 Asha Workers (Health Workers) working in 22 villages

Distribution of water purifiers to 38+ rural schools

Clean and safe drinking water facilities to 38+ rural schools

Sanitary Napkins Vending machines in 4 Girls schools

### Education

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

Providing education to 376 children in Pune Slum area

Digitalization of 28 rural schools

### Environment

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

## Our EHS initiatives

### Effluent Treatment

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

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

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

Suspended Particulate matter less than 50mg/Nm3

Uninterrupted power supply to process consistent quality of product

High efficiency will result in less fuel consumption

### Wealth Out of Waste

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

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

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

# Our ESG Focus

To be the global leader in Pigment industry by operating responsibly and growing sustainably

## Environmental Responsibility

- ❖ Air Emission and Quality
- ❖ Biodiversity
- ❖ Energy Management
- ❖ Waste Management
- ❖ Water and Effluents

## Strengthening Social Inclusiveness

- ❖ Employee Safety and Wellbeing
- ❖ Human Capital Development
- ❖ Sustainable Communities
- ❖ Sustainable Supply Chain

## Manufacturing Excellence

- ❖ Automation, Innovation and Technology Upgradation
- ❖ Product Stewardship
  - Lifecycle Approach
  - Product Quality and Excellence
  - Product Safety

## Business Accountability

- ❖ Business Ethics and Conduct
- ❖ Corporate Governance and Compliance
- ❖ Data Privacy and Security

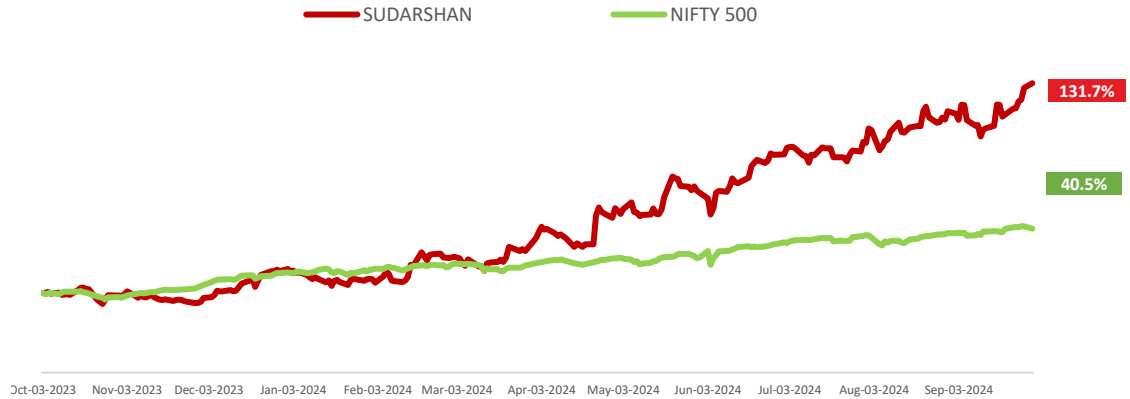
# Shareholder Information

## Share Information (as at 30<sup>th</sup> September 2024)

NSE Ticker	SUDARSCHEM
BSE Ticker	506655
Market Cap (₹ mn)	77,379
% free-float	69.45%
Free-float market cap	53,740
Shares Outstanding	69,227,250
3M ADTV (Shares)	333,398
3M ADTV (₹ mn)	326.3
Industry	Specialty Chemicals

## Shareholding Pattern (as at 30<sup>th</sup> September 2024)

Promoters	30.55%
FII and FPIs	8.34%
Mutual Funds	19.43%
Others	41.68%



# Recognition



Sudarshan has achieved EcoVadis Gold rating. We are now among the top 3 percentile company in the chemical sector.



Score of B (Management Band) on CDP Climate Change and CDP Water Security Assessments 2023

The company also received "B" Rating on CDP (formerly known as Carbon Disclosure Project) for Climate Change and Water Security.

# Awards And Accolades



**Mahatma Award 2024 for ESG Excellence**



**"Significant Achievement in HR Excellence Award"**



**The EEF Global Sustainability Award 2023 in the Platinum Category**



**Navabharat CSR Awards 2023 for Excellence in CSR Activities**



**National CSR Excellence Award for 'Integrated Village Development Project'**



**Best Waste Management CSR Film Award by Socio Corpo India Pvt Ltd**



**Brands of Maharashtra**

# THANK YOU

## Investor Relations at Sudarshan:

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**CIN: L24119PN1951PLC008409**

**www.sudarshan.com**

### **Sudarshan Chemical Industries Limited**

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Near PAN Card Club Road, Baner,

Pune – 411 069, Maharashtra, India



- Spiritually fulfilling
- Socially just
- Environmentally sustainable