



Business Performance Update

Financial Year 2020

Q4 performance impacted by Covid-19 disruption..

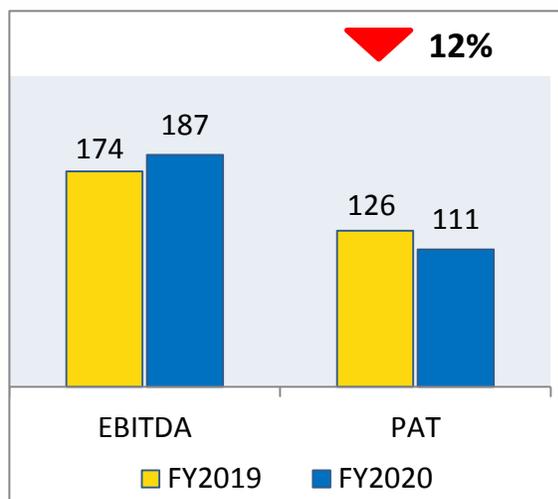
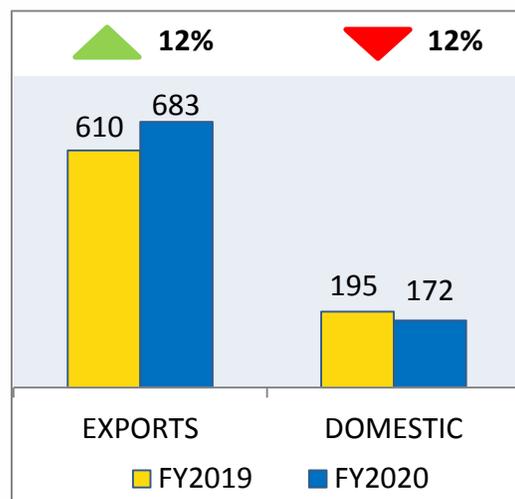
Revenue growth reduced to 6%, EBITDA remained flat; recovery expected in Q1FY21



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Fig in Crores	Q4FY19	Q4FY20	% YOY
Revenue	805	855	6%
Gross Margin	46%	47%	106 bps
Fixed Overheads	195	213	-10%
EBITDA	174	187	7%
% Revenue	22%	22%	24 bps
Net Profit	126	111	-12% 7%



- ✓ Covid-19 disrupted operations and movement of goods and resulted in partial deferment of revenue to Q1FY21. Domestic revenue was subdued due to product positioning plans getting impacted by this disruption
- ✓ Q4 Exports increased ~12% YoY despite unavailability of one multi Product and disrupted global supply chain by proactive raw material inventory management and capacity planning.
- ✓ Both domestic and export supplies have picked up pace with mfg operations and goods movement resuming in a gradual manner from early April.
- ✓ First quarter performance of Isagro Asia after acquisition was consolidated with PI. Business registered ~10% growth YoY to mark a good beginning.
- ✓ EBITDA Margin was broadly maintained despite upsurge in raw material prices on Chinese imports amid initial Covid-19 impact.
- ✓ Net Profit contracted mainly due to increased depreciation (from 24 Cr to 44 Cr).
- ✓ Sharp decline in INR Vs USD resulting in MTM losses reflecting in balance sheet
- ✓ Board recommended final dividend of Re. 1 / Share

FY20 performance though remained on course despite all odds

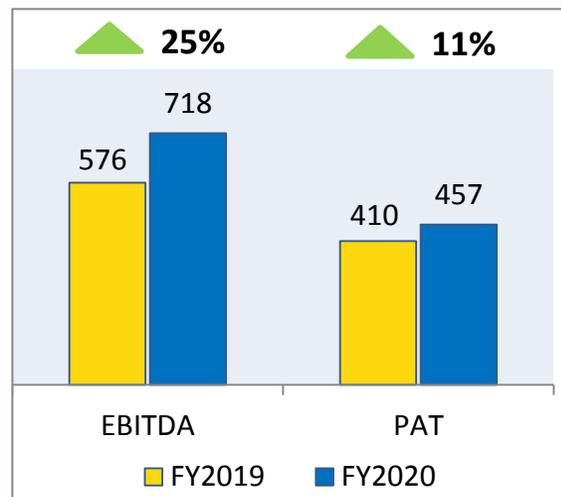
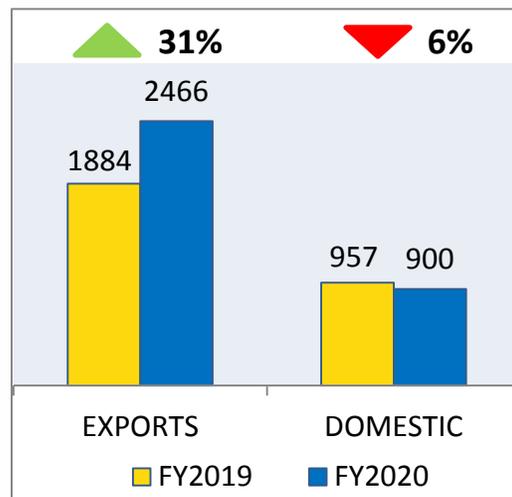
Revenue up ~19%, EBITDA up 25% YoY, PAT up 11%



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Fig in Crores	FY2019	FY2020	% YOY
Revenue	2,841	3,367	19%
Gross Margin	45%	45%	- 31 bps
Fixed Overheads	714	801	-12%
EBITDA	576	718	25%
% Revenue	20%	21%	104 bps
Net Profit	410	457	11%
EPS	29.7	33.1	11%



- ✓ Covid-19 impact on Q4 revenues kept overall growth short of internal target of ~20% YoY for full year.
- ✓ Exports registered solid ~30% growth YoY by volume scale up of few existing products and commercializing 5 new products.
- ✓ Domestic growth contracted mainly due to Covid-19. Recovery expected in Q1FY21.
- ✓ EBITDA Margin improved despite upsurge in raw material prices and initial plant commissioning impact of 2 plants.
- ✓ Net Profit margin reduced due to increased depreciation on new plants commissioned in Q4; total capitalization for the year stand at ~Rs. 635 Cr.
- ✓ NWC position marginally improved with concentrated efforts to improve business liquidity in uncertain times
- ✓ Sharp decline in INR Vs USD resulting in MTM losses

Balance Sheet position remained strong

Efficient W/C management & debt containment helping transition uncertain times..



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(Rs in Crores)	MAR 20	MAR 19
Shareholders' Funds	2,619.0	2,285.3
Non Current Liabilities	505.9	57.9
Long-term borrowings	399.4	9.9
Other long-term liabilities	83.2	19.0
Long-term provisions	13.1	29.0
Current Liabilities	1,099.7	811.5
Short – term Borrowings	108.3	39.3
Trade payables	590.9	513.0
Other current liabilities	358.8	246.6
Short-term provisions	41.7	12.6
TOTAL	4,224.7	3,154.7
Non Current Asset	2,333.9	1,575.7
Net Fixed Asset	2,056.2	1,378.5
Goodwill	82.8	-
Non-current investments	7.0	7.0
Long term Loans & advances	6.1	4.1
Other Assets	181.8	186.1
Current Asset	1,890.7	1,579.0
Inventories	798.7	535.7
Trade receivables	748.6	713.8
Cash and Bank Balances	134.5	89.2
Short-term loans and advance	39.5	31.7
Other assets	169.4	208.6
TOTAL	4,224.7	3,154.7
KEY RATIOS		
Net sales to Fixed assets	1.64	2.06
Net Sales to Working capital	3.52	3.86
Net Sales to Inventory	4.21	5.30
Current ratio	1.72	1.95
Debt Equity ratio	0.15	0.00

- Increased inventory levels at year end to securitize continuity of operations amid Covid-19 uncertainties.
- Debt increase mainly due to higher capex of ~ Rs.635 Cr in FY20. The debt / equity still remained at a very low level of 0.15x
- Debt net of surplus cash as on March'20 stood at Rs.241 Cr
- Asset Turns and ROIC indicate a dip in FY20 due to year end heavy capitalization. Expected to get normalized in FY21 with matching revenues
- ~30% increase in operating cash flow helping fund continued strategic initiatives
- Marginal improvement in NWC as at Mar-20 despite Covid-19 disruption and resultant liquidity challenges in the markets.

Key operational highlights FY20

Planned progress on strategic initiatives for sustained growth..



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Capacity Build-up

- Commissioned 2 new MPPs
- Stabilized 1st full year OPS of MPP-8
- Commenced construction of 2 new MPPs to get completed in FY22 and FY23



New Product Launch

- Launched 3 new products including one wheat herbicide "AWKIRA" and got very good market response



New Enquiry/Scale-up

- 5 new products
- >70 new enquiries; ~20% in non-agchem area
- ~60 molecules in ~R&D pipeline



Label expansion /product penetration

- Submission of reg Dossier for New miticide
- Aggr. Positioning of OSHEEN into cotton
- COSKO in rice to fill gap of Phorate 10G



Customer Acquisition & Order book

- Initiated commercial scale business with 3 new customers
- Order book position >\$1.5 billion



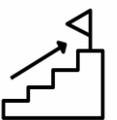
Portfolio Optimisation Strategy

- Withdrawal of 5 EOLC products from portfolio
- Signed agreement to in-license 2 new products for farm and PPM segment



Farm Application Services - Successful piloting of new business model

- 150 Spray Machines on ground sourced from Japan
- Encouraging response from farmers



Technology Scaleup

- Flow Chem, Pressure filtration, Continuous fluidized drying, etc
- Advanced analytics based tools to improve plant efficiency



Digitalisation and process improvement

- Launched M Power for field force mgmt and CRM
- Launched Track and trace App by installing QR codes in key products



M&A Transaction

- Acquired Isagro Asia
- Evaluating few other strategic option



IPR Creation

- Filed 22 patents during the year

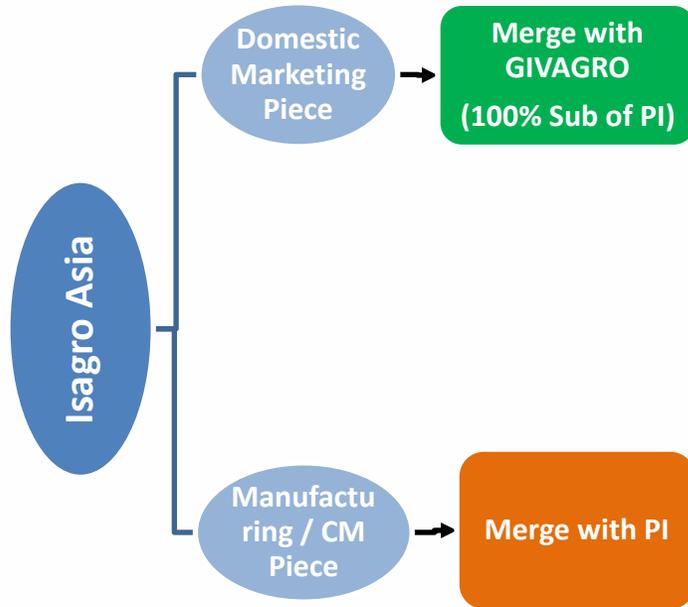
Completed Isagro Asia acquisition as planned..

Integration progressing well to unleash full potential



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The Plan



- Merger activities are expected to get completed in Q4FY21
- Repurposing of mfg site expected to get completed by end of year.

Our Aim

JIVAGRO

- To be one of the leading players in the horticulture segment in India
- >20% CAGR growth over next 4-5 years

MFG SITE

- Repurpose current mfg set up to align with PI's CSM exports
- Enhance capacity utilization from current 20-25% to >90% to more than triple the revenue generation in next couple of years.

Major Levers

- Portfolio of existing and pipeline products providing end to end crop solutions, anchored in specialty and biologicals.
- Specialized marketing channel, field force and customer connect in this segment
- Cross leveraging PI's specialized product portfolio for horticulture
- Differentiated GTM by crop, expertise based digitally enabled front-end
- Pipeline products of PI's CSM exports requiring scale up and commercialisation
- In-sourcing of some of the outsourced intermediates to build a sustainable supply chain of existing products.
- Synergies with PI's neighbouring operations in Mfg, sourcing, EHS, Quality, IT and other functions.

Great beginning with >10% growth in Q4FY20

Business outlook remains robust..

Focused progress on strategic initiatives to continue while navigating thru pandemic



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FY21 started on a positive note with entry into Pharma value chain !!

- Successfully developed and scaled up adv intermediate for a **promising Covid-19 Drug!**
- Business tied up with few large Pharma comps in Japan & India; supplies to start from Q1FY21
- R&D team working on some key technologies paving way many other intermediates / drugs

**Good start for Domestic Agri Input
Expected to do well in a growing market**

- Weatherman predicting normal South-West Monsoon...
- GOI economic package for farmers is expected to drive agriculture growth, improve liquidity
- April / May govt data shows steep growth in agri inputs sale; Increased acreages of key crops
- PI is in a good position to share market growth opportunity with renewed GTM strategy (post Isagro acquisition), Portfolio of market leading brands and experienced team.

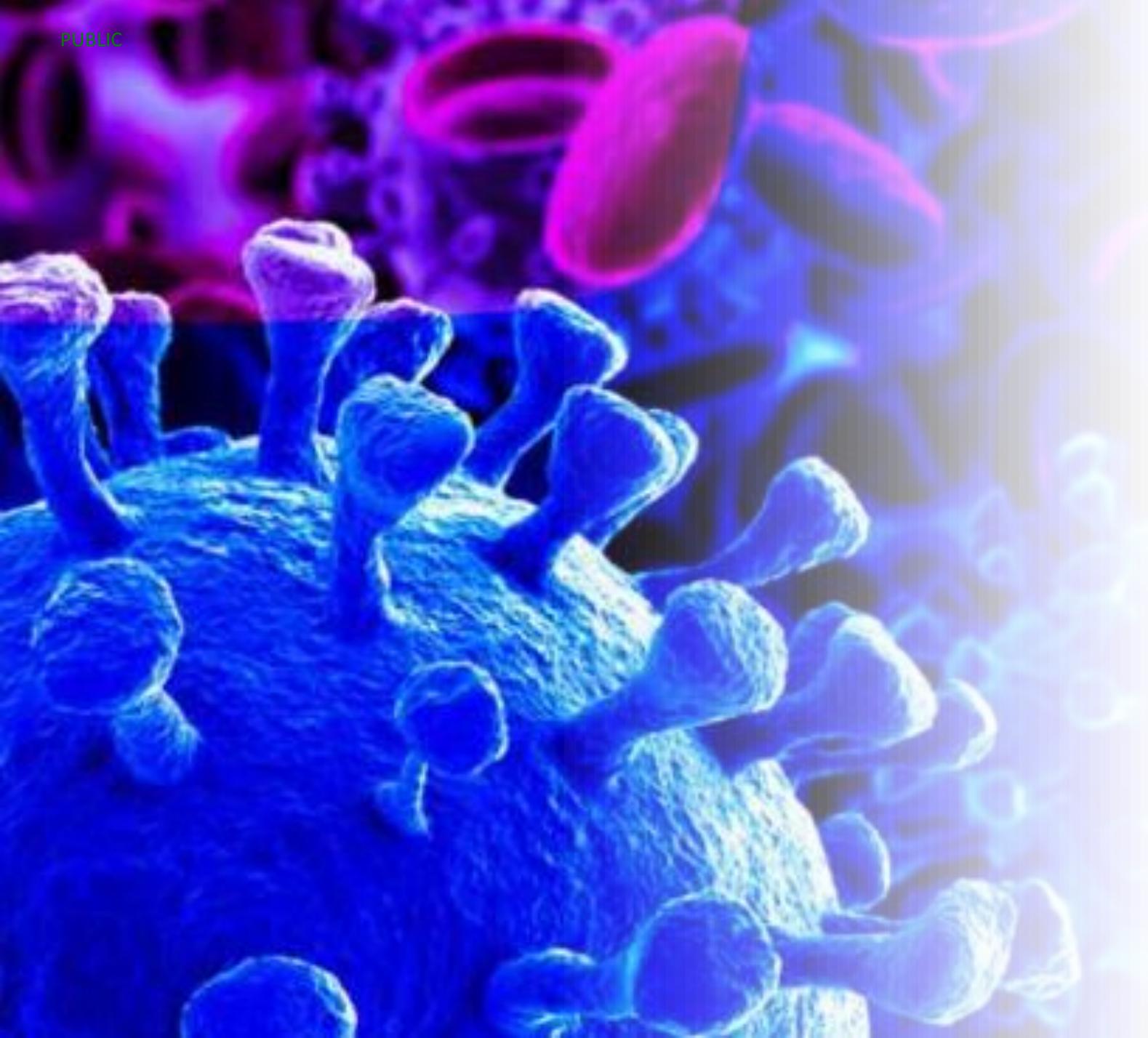
CSM Exports to continue growth momentum

- All global customers giving positive commentary; no change in demand forecast
- Volume Scale up expected for some of the products commercialized in last 1-2 years.
- 2 newly commissioned MPPs to get full scale operations in FY21
- Promising products in R&D pipeline ; progress impacted due to Covid-19, should get pace in Q2
- Order book remained robust @ ~US\$ 1.5 Bn; high visibility of sustainable growth over 3-5 yrs

Strategic direction and priorities remain intact while carefully transitioning thru Covid-19 uncertainties

- Pursue inorganic growth opportunities to diversify into adjacencies, widen technology portfolio and de-risk operations
- Build new IP building for deepening our technological capabilities, de-risking current operations and opening up newer opportunities
- Raise Capital to seize growth opportunities while maintaining strong balance sheet & liquidity in uncertain times.

Confident of achieving 20% plus growth in FY21 assuming gradual normalisation of Covid-19 curve



COVID-19 : PI's Response & Business Impact

Swift response to a sudden & unprecedented global crisis...



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Employee Connect & Safety First Assuring the team

- Formed Rapid Response Team to oversee critical business aspects on daily basis
- Regular employee engagement programs by HR
- SOPs for Return-to-work, Temporary Camps @ factory, Super hygiene & safe workplace
- Incentives for operating team working from mfg sites.
- Promoting Work from Home for non operating staff

Customer Connect to build confidence, understand demand scenario

- Proactive customer connect thru webex/MS team/zoom
- Use of digital tools to connect with large retailers / farmers
- Conducted customer surveys to assess ground reality / their needs

Tight Cash Flow Management

- Scenario Planning to be ready with Plan A & Plan B
- Reached out to customers & suppliers - improvise terms & shorten cash cycle
- Close monitoring at the highest management level

Fixed Cost Review & Rationalization

- Zero based budgeting FY21 – Freezing discretionary spend
- Taking prudent cost reduction targets
- Fresh review of new / replacement hiring

Leadership resolve to support all the stakeholders

- Frequently connecting with various stakeholders to build trust
- Joining hands with govt agencies to fight Covid-19 and support community
- Executive Board voluntarily foregoing 50-100% salary for Q1

Prudent allocation & capital conservation

- Thorough review of capex plans; deferring non strategic / non priority projects
- Taking more projects towards digitization of key business processes
- Continue with investment plans in strategic areas

.....reflecting organizational Resilience & Resolve!

Initial Impact Assessment of Covid-19..



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Market Demand Dynamics

- Positive commentary / outlook from global customers - No indication of demand slowdown
- Record domestic demand in April/May 20, prediction of normal monsoon, increased crop acreages
- Current export order book of ~\$ 1.4 Bn, Positive domestic demand provides comforts

Manufacturing & Supply Operations

- Transportation, logistical, manpower availability challenges initially – Now significantly improved
- Mfg sites at Panoli and Jambusar are now fully operational, UDR R&D site operating at lower scale
- Temporary staying facility for key employees / workers created at plant site to ensure continuity
- Increased costs due to additional arrangements for safety , manpower, transportation, etc

Raw Material Availability & Pricing

- There were challenges in Q4 with Covid-19 at peak in China
- With Covid-19 almost over in China- supply & price situation has improved in Apr/May
- Maintaining higher inventory levels / safety stocks to ensure continuity
- Flattening of curve in other countries improving the overall demand supply situation.

New Projects Progress

- Delays due to non availability of labour, material supplies
- Travel restrictions slowing the progress on strategic initiatives
- QIP postponed due to prevailing uncertainties in capital markets

Macro Economics / Govt Policy Initiatives

- GOI stimulus package for farmers / MSMEs – Positive for overall demand & liquidity
- Changing global supply chain dynamics shall provide further expansion opportunities
- Fx volatility may pose temporary balance sheet impact

..highlights no material impact on mid to long term business performance / prospects

Profitability	Barring shortfall in Q4 revenue by ~100 Cr with EBIDTA impact of ~ Rs. 22 Cr, no other major impact on financials. Shortfall also expected to get recovered in Q1FY21. Business prospects for mid to long term remained robust.
Assets Quality	Current review suggests no impairment or revaluation in the quality of fixed and current assets.
Liquidity	By taking proactive action on customer and suppliers front, the business cash cycle is very efficiently managed resulting in comfortable liquidity situation with timely payment to all the creditors, govt dues and continued investments in strategic areas. With no major debts on books, servicing was not a challenge.
Internal Controls & Reporting	With robust IT infrastructure & system in place including SAP ERP, BI, GRC, digitized work flows, collaboration tools, etc remotely available to all key employees, effectiveness of all internal controls, monitoring and reporting was seamless.
Major Contracts	quick review and interactions with customers and suppliers highlights no impact / concern on timely delivery and execution of these contracts

Joined hands with central and state govts to fight Covid-19

Doing our bit to support communities around us in the difficult time!

"This too shall pass"



Health Van stationed for our manufacturing facility in Gujarat. Free screening done for workers (approx. 300 labourers and family members) to closely monitor Covid-19 scenario



Company switched gears to manufacture and supply Sanitiser for use in villages around our plants in Jambusar and Pandharpur. Teams organised food packets for over 5,000 monthly-wage labourers around our plant location



Siti News coverage of PI's Spraying Services Intervention



Dainik Jagran



Punjab Kesari



20 News coverage of distribution of foodgrain kits by PI



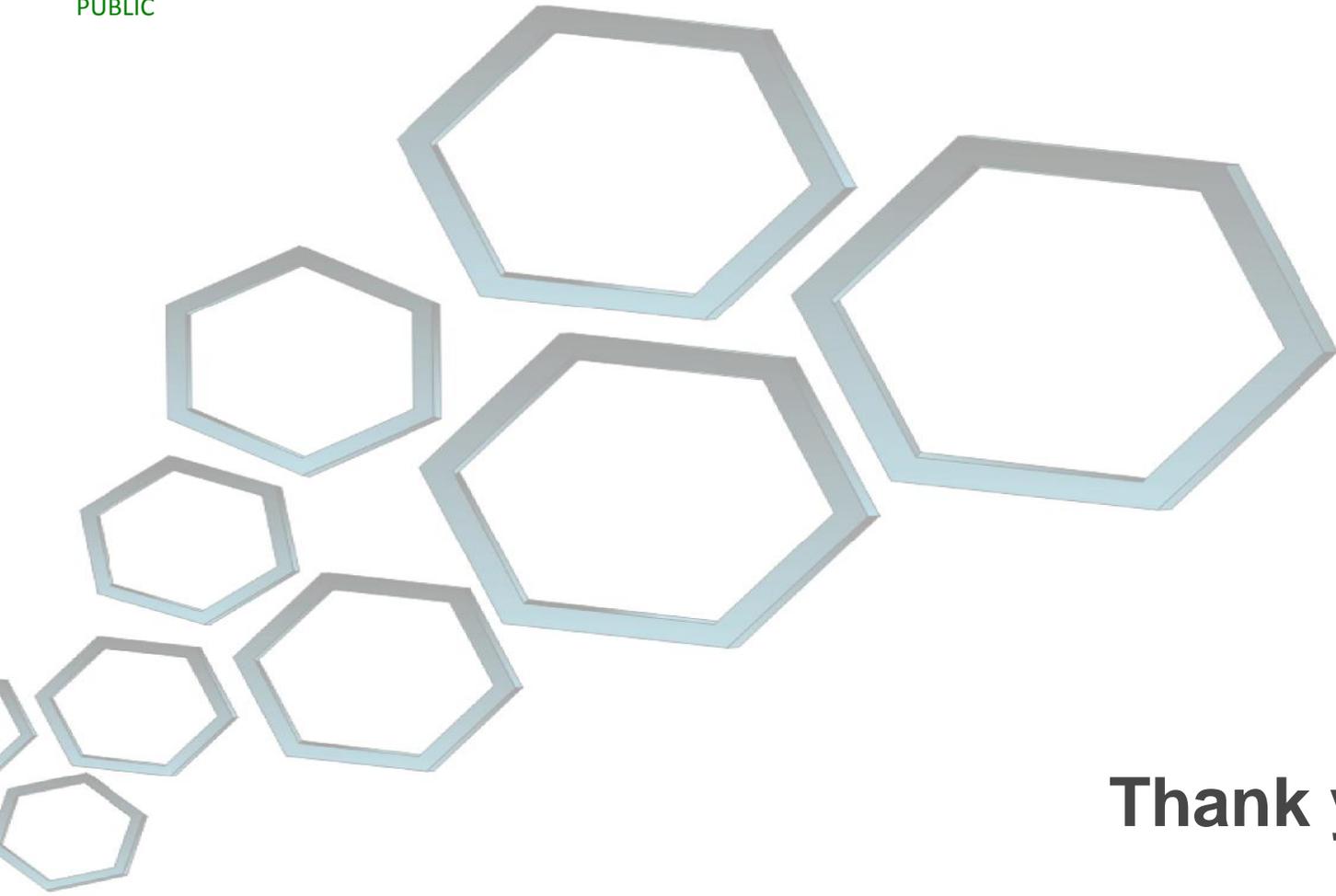
Dainik Bhaskar



Kanam News coverage of distribution of foodgrain kits by PI



Divya Bhaskar



Thank you

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