



We create chemistry

# Analysts / Fund Managers Meeting

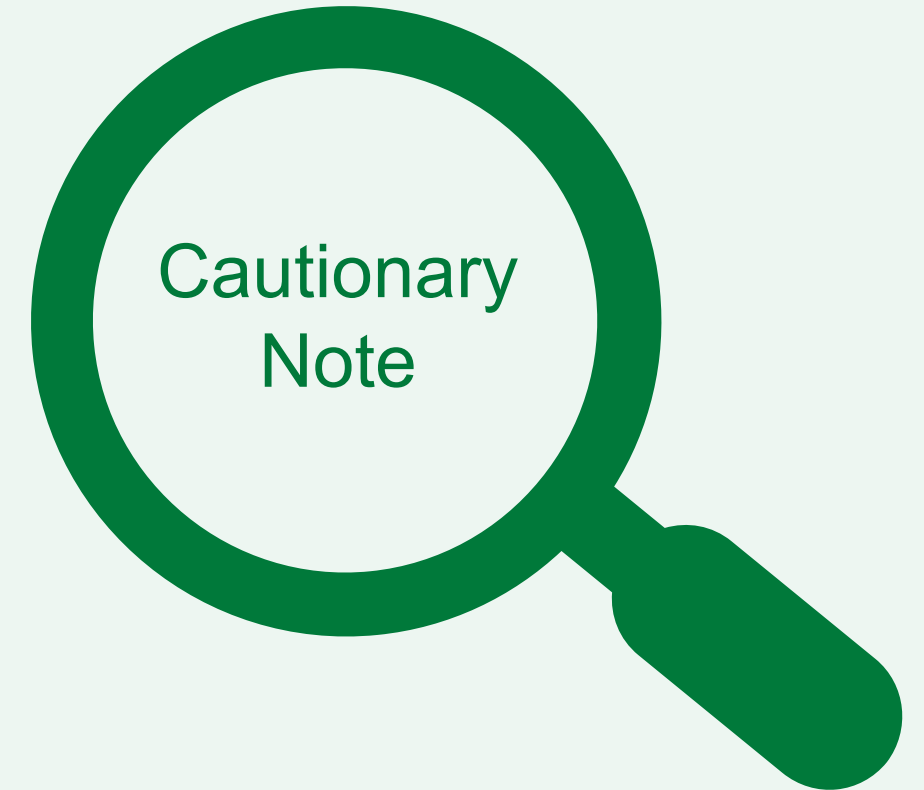
Narayan Krishnamohan  
Managing Director, BASF India Limited

Narendranath J. Baliga  
Chief Financial Officer, BASF India Limited

Mumbai, 05.03.2021

- Only matters in the public domain can be subject matter of discussion in this meeting
- As a matter of policy, we do not provide any forecast about the future business situation
- We do not comment or give guidance on future results or business outlook

## Forward looking statements





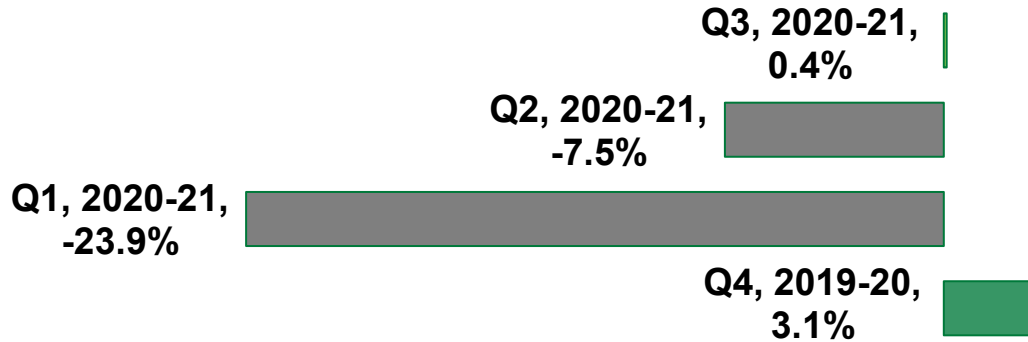


Emphasis on safe operations, people and processes is at the core of everything we do



# A recovery from the pandemic – health & economy

## India's GDP returning to positive



- Demand recovery
- Growth-oriented budget
- ~ 15 mn + vaccinated

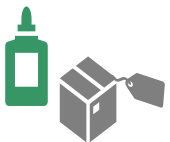
## Economy on a strong trajectory



- Record GST collection



- Record shipments / production of cars



- FMCG growth 2X 2019



- Agriculture & Allied - 3.4 % growth

# Consistent long-term effort helped us achieve strong performance

## Challenging Q1 FY 21

### Uncertain external environment

- COVID-19 Scenario
- Geopolitical tension
- Currency depreciation

### Growth hurdles

- Sluggish demand in key sectors – auto, construction, consumer
- Restrictive business environment

### Business Challenges

- Credit risk management
- Supply Chain: higher costs, delayed clearances
- Labor availability

## Strong bounce back in Q2 & Q3 FY 21

### Business Management



- Topline growth



- Margin management



- Cost control & resource optimization

### Stakeholder Engagement



- Customer



- Employee



- Government & Industry

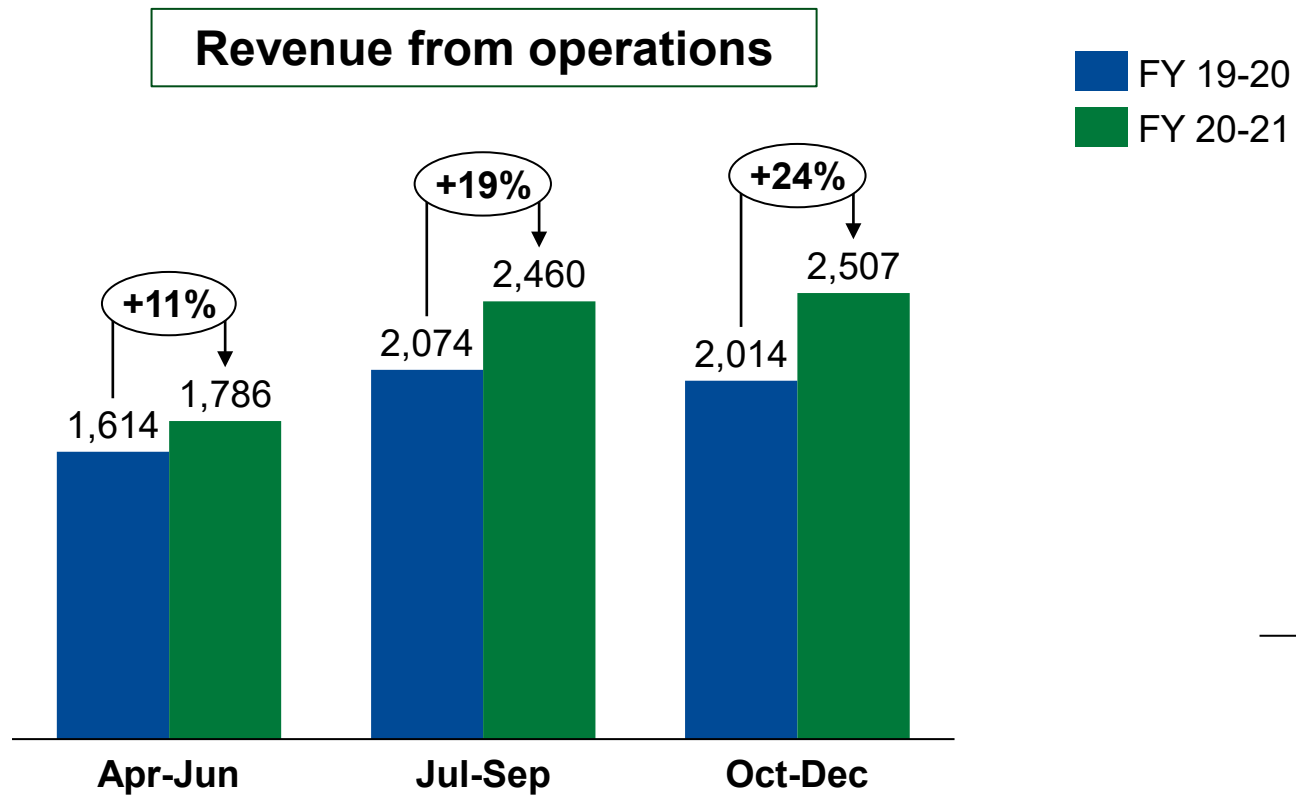


# BASF India Limited QoQ performance (Consolidated)

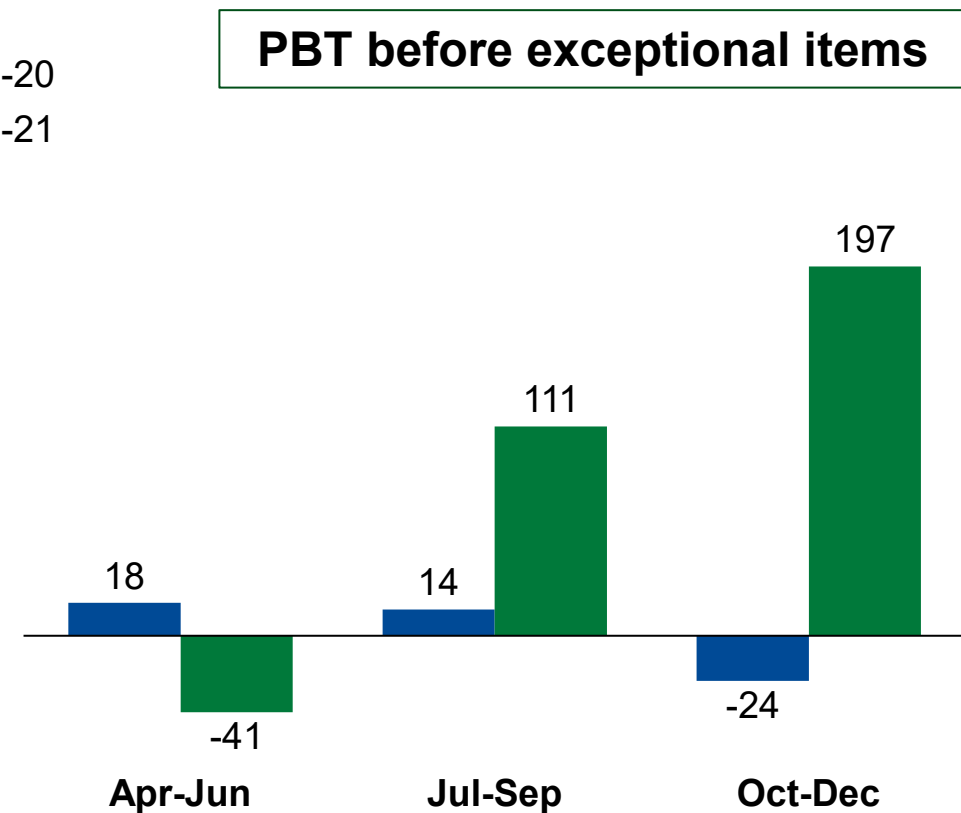
Outperformed in each quarter after a COVID impacted Q1'20-21

In Rs. Crs

## Revenue from operations

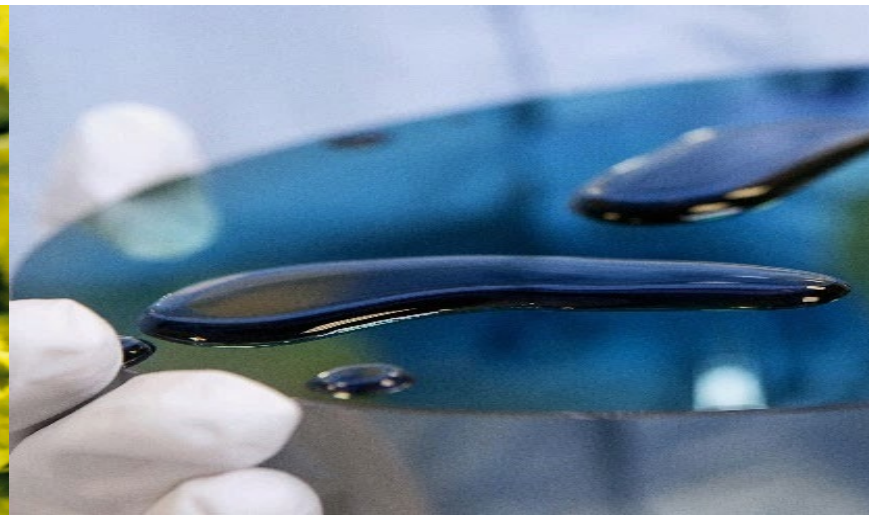


## PBT before exceptional items





**Our diverse portfolio, enhanced engagement across stakeholders and sustained efforts of process improvement helped us perform stronger**



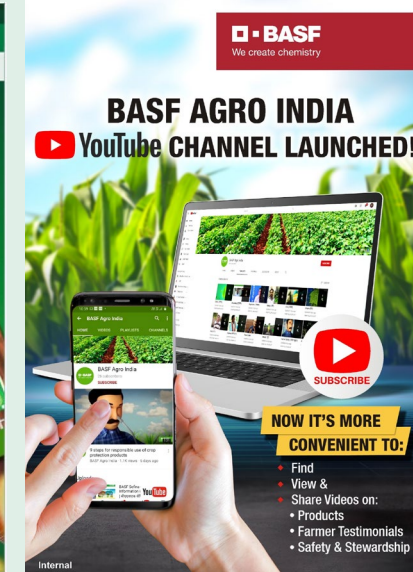
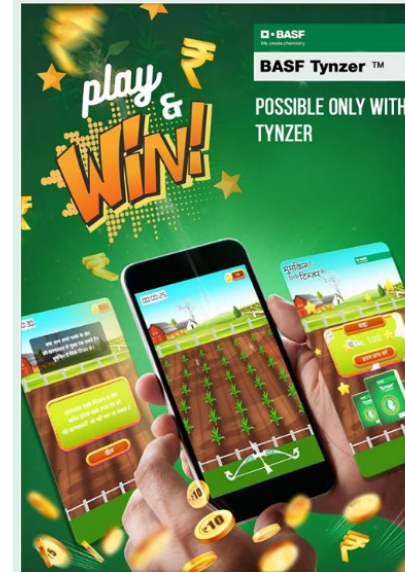


# Process efficiency & customer outreach, enabled by Technology



## Successful roll out of Net Promoter Score (NPS)

- Tools such as **NPS, Salesforce** enabling improvement in customer processes
- Internal focus on promoting **digital tools and solutions** like Business Process Automation, Robotic Process Automation, etc. to enhance productivity



## Implementing digital channels across businesses

- Virtual ideation and connect sessions with **~20 customers at the Creation Center**
- **2 Lac+ farmers** participated in Live Digital Meetings & Field days. Launched **Gamification** for product awareness & sales lead. AP India YouTube channel launched for farming community.



# Segment Revenue breakup

## Apr-Dec'20 (9 months) - Consolidated

In Rs. Crs



**Agricultural Solutions**



**Materials#**  
Performance Materials  
Monomers




**Industrial Solutions**  
Dispersions  
Performance Chemicals



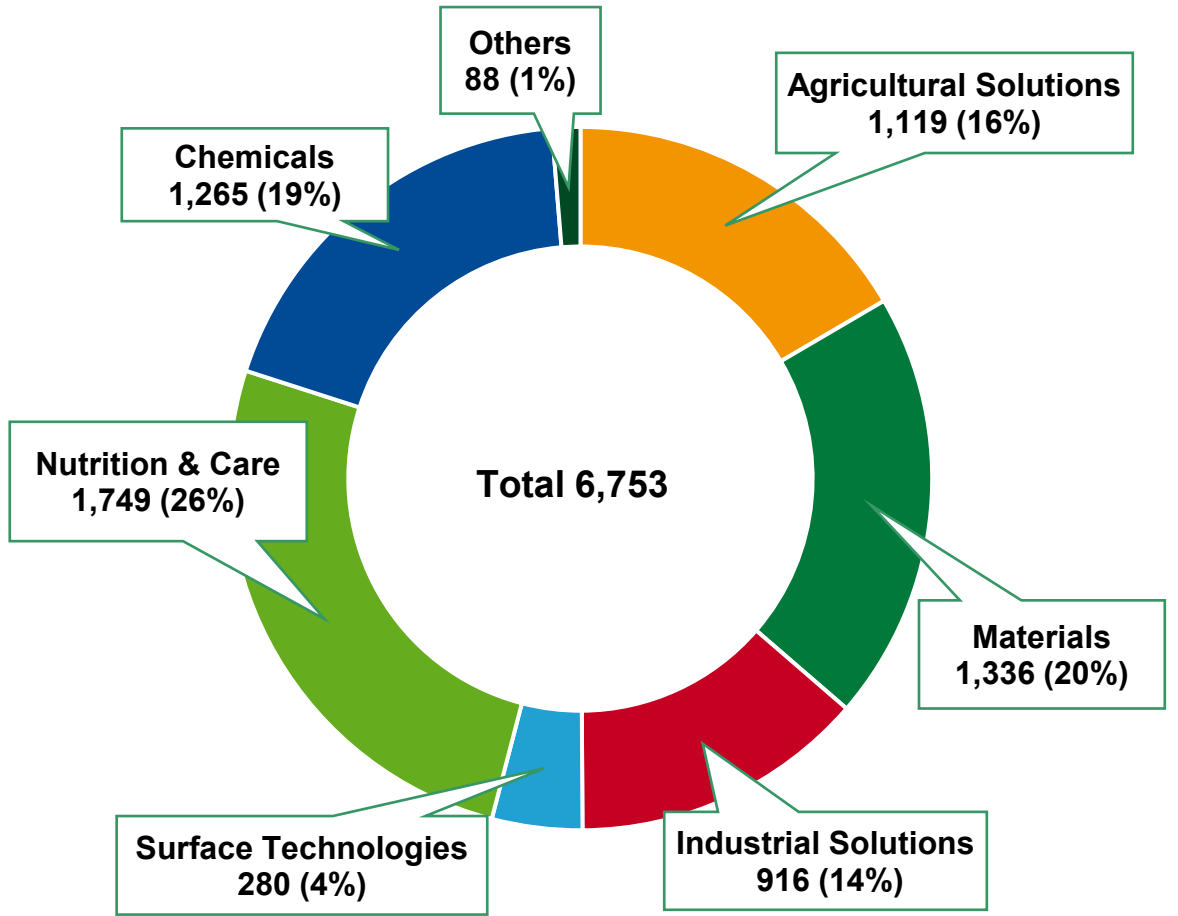
**Surface Technologies**  
Coatings  
Catalysts  
Construction Chemical\*



**Nutrition & Care**  
Care Chemicals  
Nutrition & Health



**Chemicals**  
Petrochemicals  
Intermediates



\*Construction Chemical business was divested effective 1<sup>st</sup> July 2020

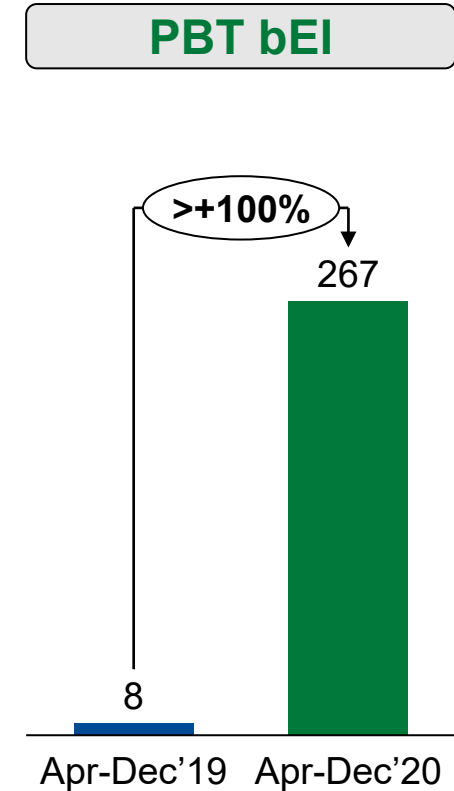
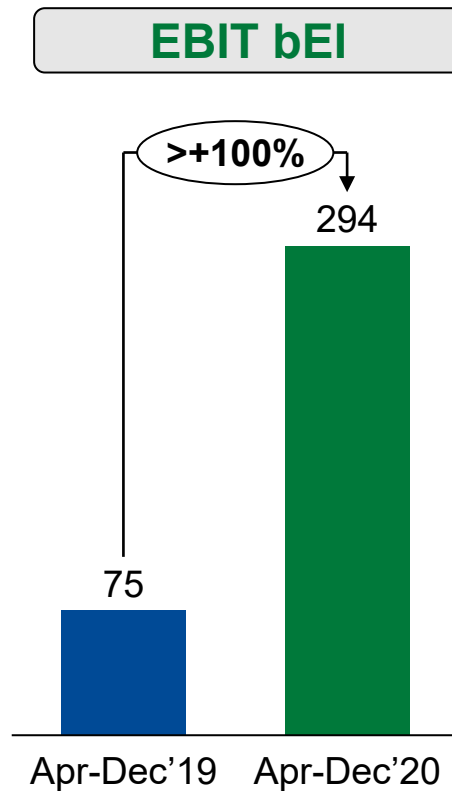
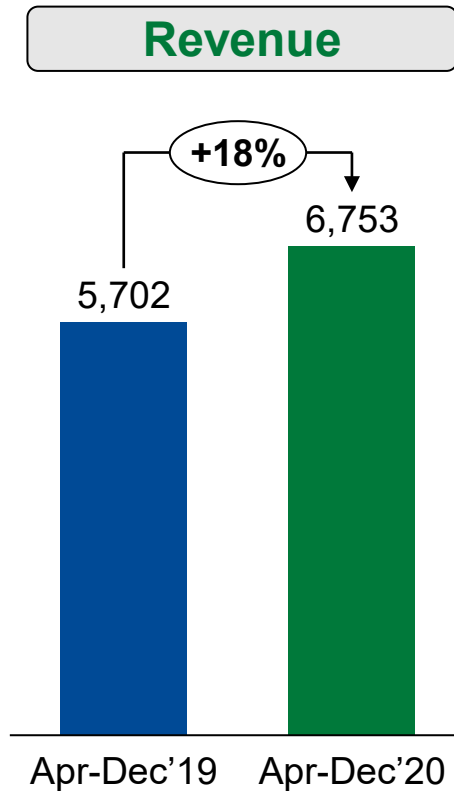
#Materials segment includes revenue of a subsidiary

BASF Performance Polyamides acquisition accounted as common control transaction effective February 1, 2020

The charts are for comparison purpose & not to scale

# Apr-Dec 20: Resilient performance (consolidated)

In Rs. Crs



- ₹ Profitable growth driven by volumes, margin & fixed cost management
- Efficient fund management helped reduce finance cost

EBIT bEI: Earnings before interest & tax before exceptional items

PBT bEI: Profit before tax before exceptional items

BASF Performance Polyamides acquisition accounted as common control transaction effective February 1, 2020

The charts are for comparison purpose & not to scale

# Business portfolio optimization to strengthen competitiveness



## Divestiture of Construction Chemicals business

- Consideration of **Rs.595 Crs**
- Profit on divestiture **Rs.465 Crs**
- Business transfer completed on July 1, 2020
- Revenue for Apr to Jun'20: **Rs.50 Crs** (FY 19-20: **Rs.473 Crs**)

## Acquisition of BASF Performance Polyamides India Pvt. Ltd (BPPIPL)

- Complementary **product portfolio**, well known **Technyl®** brand enhances growth opportunities. Wider **distribution network**, more **co-creation opportunities**
- Consideration amount **Rs.303 Crs**; Enterprise value Rs.219 Crs after netting of cash balance of Rs.84 Crs (Wholly Owned Subsidiary effective Aug'20)
- Apr to Dec'20: Revenue **Rs.163 Crs** (FY19-20: **Rs.276 Crs**)
- Merged with BIL effective February 1, 2021

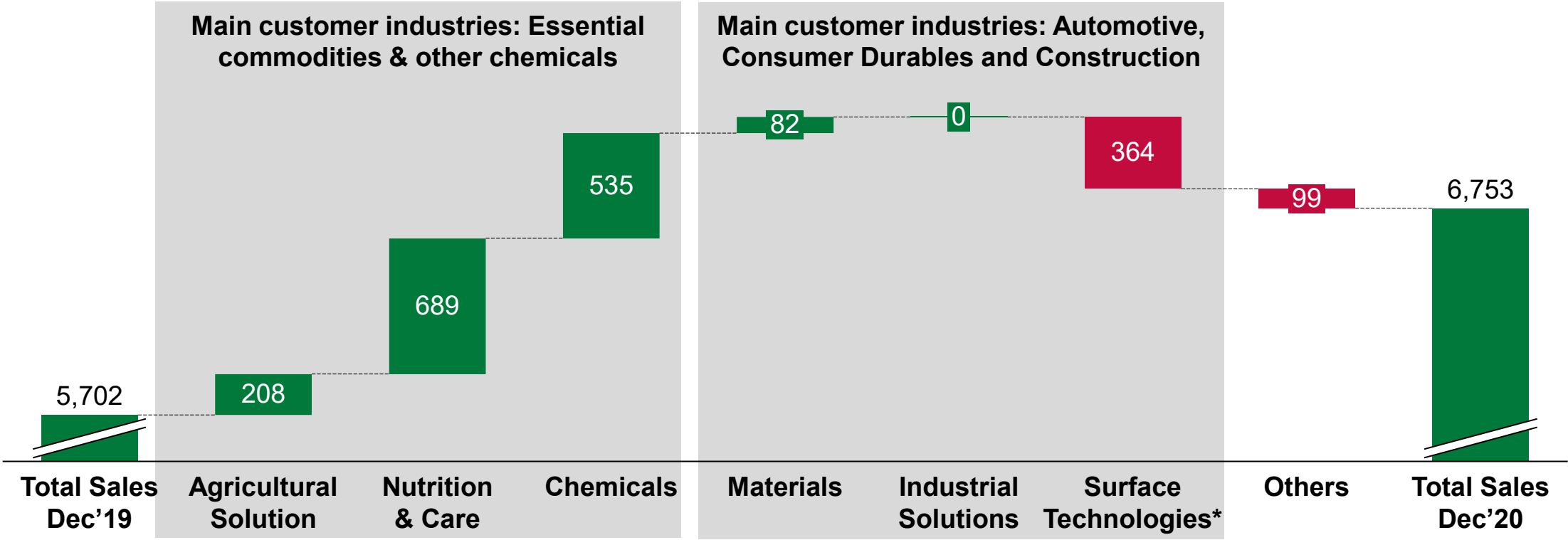
- Construction Chemicals business forms part of the Surface Technologies segment
- Performance Polyamides business forms part of the Materials segment



# Revenue development by segment

In Rs. Crs

Business performance: Apr–Dec'20 (consolidated)



Revenue Dec'20 (abs.)	1,119	1,749	1,265	1,336	916	280	88	6,753
% increase/ decrease	↑ 23%	↑ 65%	↑ 73%	↑ 7%	0%	↓ 57%	↓ 53%	↑ 18%



\*Construction Chemical business was divested effective 1<sup>st</sup> July 2020

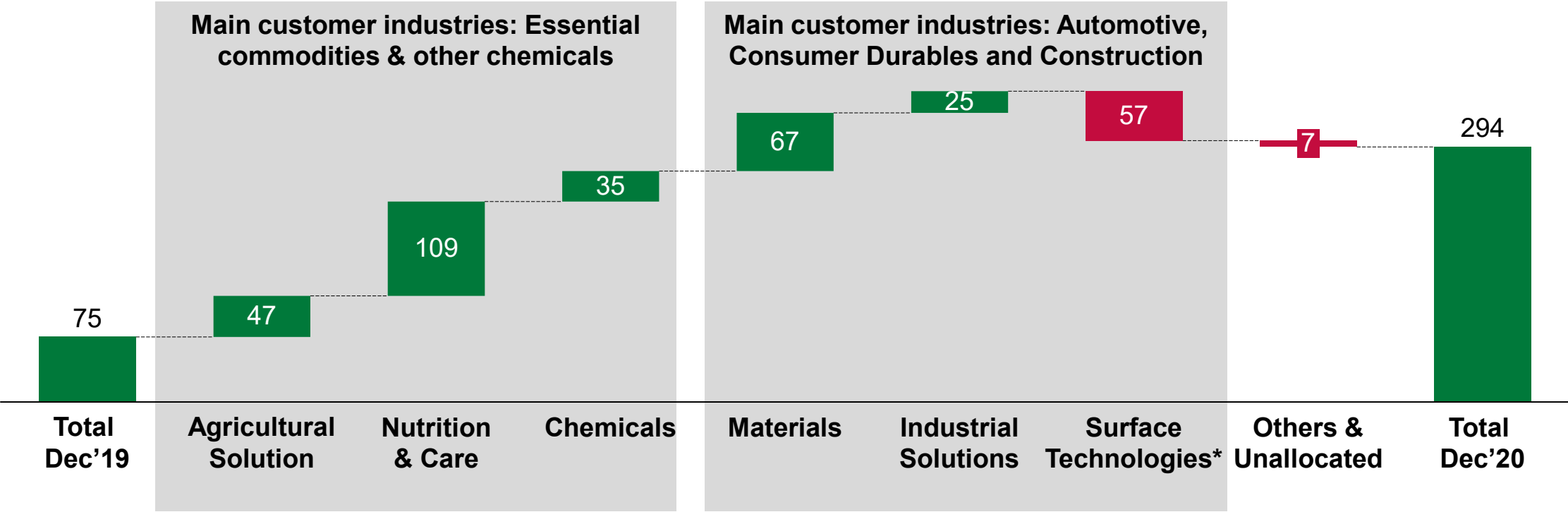
BASF Performance Polyamides acquisition accounted as common control transaction effective February 1, 2020

The charts are for comparison purpose & not to scale

# Results development by segment

In Rs. Crs

Business performance: Apr–Dec'20 (consolidated)



**Improved margins with higher volumes and better price realisation**



\*Construction Chemical business was divested effective 1<sup>st</sup> July 2020

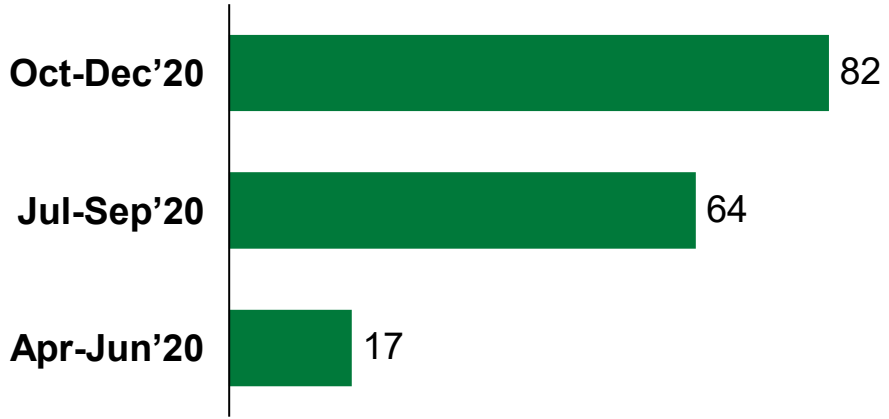
BASF Performance Polyamides acquisition accounted as common control transaction effective February 1, 2020

The charts are for comparison purpose & not to scale

# BPPIPL Performance: Apr-Dec 20

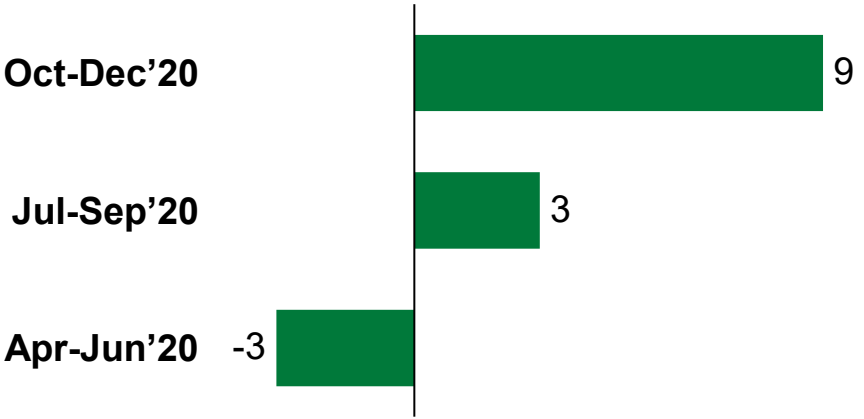
In Rs. Crs

## Revenue



Total Revenue  
Apr to Dec'20  
**Rs.163 Crs**

## PBT bEI



Total PBT bEI  
Apr to Dec'20  
**Rs.9 Crs**



Higher volumes with rebound in auto industry observed in Q3



BASF Performance Polyamides acquisition accounted as common control transaction effective February 1, 2020  
PBT bEI: Profit before tax before exceptional items

The charts are for comparison purpose & not to scale



# Highlights of strong performance

## Operational Cash Flow



- Strong EBITDA
- BPPIPL Cash accumulation

## Working Capital Management



- Optimum Inventory levels, considering business model
- Receivables well managed despite challenges

## Cost control measures



- Office consolidation
- Optimizing IT infrastructure & services
- Manufacturing fixed cost optimization
- Resource optimization

## Reduced Borrowings



### Active fund Management:

- Repayment of Commercial paper Rs.500 Crs
- Finance cost lower by Rs.40 Crs

# Endeavors for sustainable growth

## Operational efficiencies



- Topline growth
- Margin management
- Cost control & resource optimization
- Working capital
- Digitalization

## External stakeholder engagement



- Customer
- Supplier
- Government & Industry

## People



- Future of work @BASF
- Talent Development
- Diversity & Inclusion



We create chemistry