



CUSTOMER CENTRICITY | NEW MARKETS & NEW PRODUCTS | CONTINUOUS IMPROVEMENT | ENGAGED EMPLOYEES

Solara – On The Road To Success

Investor Presentation

07-01-2021

STRONG
FOUNDATION.
ACCELERATING
GROWTH.

Except for the historical information contained herein, statements in this presentation and the subsequent discussions, which include words or phrases such as "will", "aim", "will likely result", "would", "believe", "may", "expect", "will continue", "anticipate", "estimate", "intend", "plan", "contemplate", "seek to", "future", "objective", "goal", "likely", "project", "should", "potential", "will pursue", and similar expressions of such expressions may constitute "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 ability to successfully implement our strategy, our growth and expansion plans, obtain regulatory approvals, our provisioning policies, technological changes, investment and business income, cash flow projections, our exposure to market risks as well as other risks. The Company does not undertake any obligation to update forward-looking statements to reflect events or circumstances after the date thereof.

Solara Is A Young BUT An Experienced Company...

Demonstrated operational excellence over 3 decades



- Demerged the select API business of Strides Shasun to integrate with human API business of SeQuent
- Expansion across the regulated markets with key approvals and compliance record
- Investments across the facilities to focus on quality and EHS
- Leadership position in key API's with scale of manufacturing from Low Volume to Mid to High Volume



- Demerged Human API business from SeQuent to operate as Pure Play animal healthcare company
- Organic growth with over 80% regulated market business along with profit sharing partnerships
- Strategic recourse to focus on mature APIs offering supply chain security for the regulated markets
- Started Journey to expand foot print in semi-regulated markets as an unregulated API manufacturer



Solara's Business Model Is Well Suited To Benefit From Emerging Trends...

While the opportunity is growing, it needs a focused play



USFDA's increasing oversight on APIs

- FDA's increased oversight on resulting in 483s, warning letters and import alerts



Supply chain diversification

- Regulatory requirements are tightening and will likely continue to do so with a push for more transparency in the supply chain. This could result in requiring certification for good manufacturing practices for key intermediates and raw materials*
- In light of recent events related to the Covid-19 pandemic, this topic has become a top priority for many pharma companies



IP conflicts and competing interests

- Forward integration interest of majority API players has led to concerns around potential competition with international customers along with issues around IP security and conflict

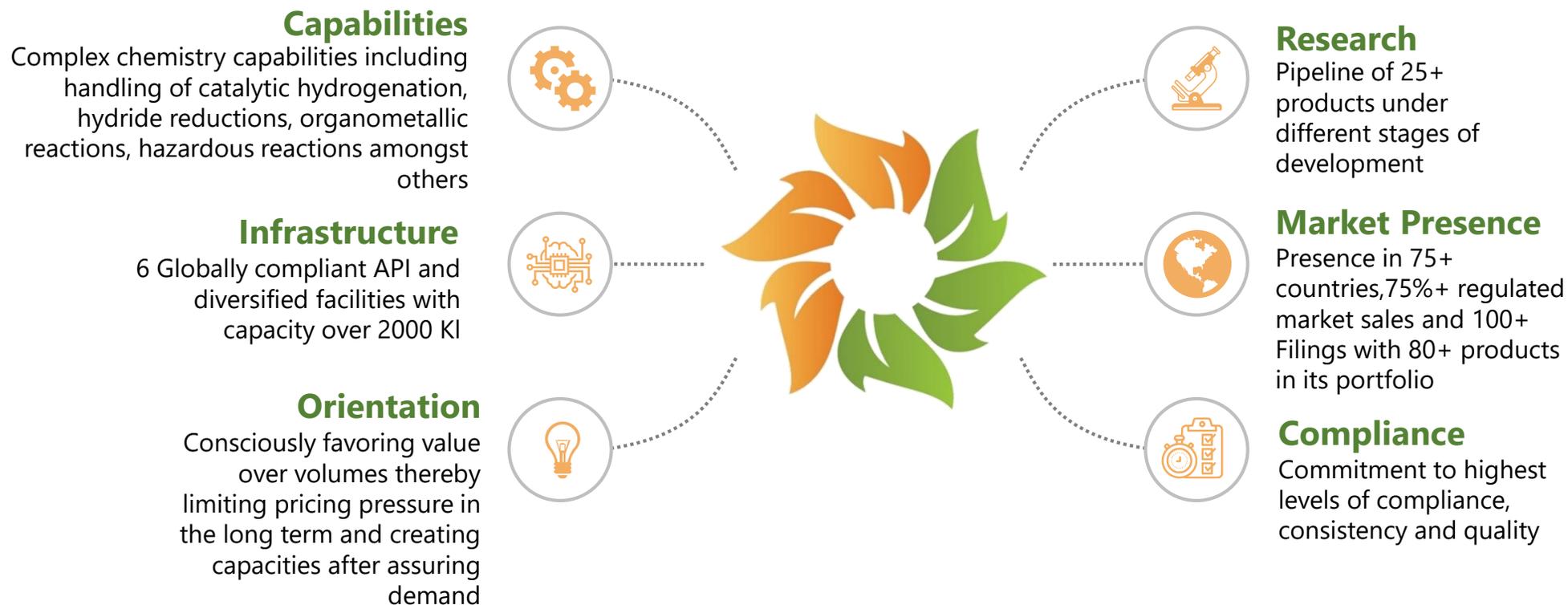


Increasing Pollution and Environmental Concerns

- Governments' increasing focus on pollution controls and zero liquid discharge
- Environmental regulations, especially in China, are putting pressure on corporations to remedy pollution problems. Some plants are being shut down or moved, causing capacity issues and supply chain interruptions from raw materials to intermediates and APIs
- The Indian govt is actively working to promote Indian Pharma industry in light of above trends in the industry.

Solara's Business Model Is Underpinned By Its Scale Of Operations and Depth In Capabilities...

API business model with large scale infrastructure, wide products and established customer relationships



Strong And Anchored Values Drive Actions Towards Positive Engagements With All Its Stakeholders...

RESPECT

We at Solara respect our Employees, Customers and Partners. Here we ensure that our client's expectations are consistently met



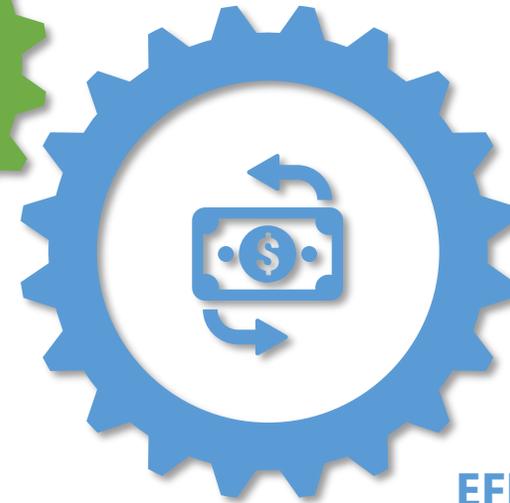
INTEGRITY

Our business stands on the pillar of integrity, honesty and fairness. Everything we do here stands the test of public scrutiny



TRANSPARENCY

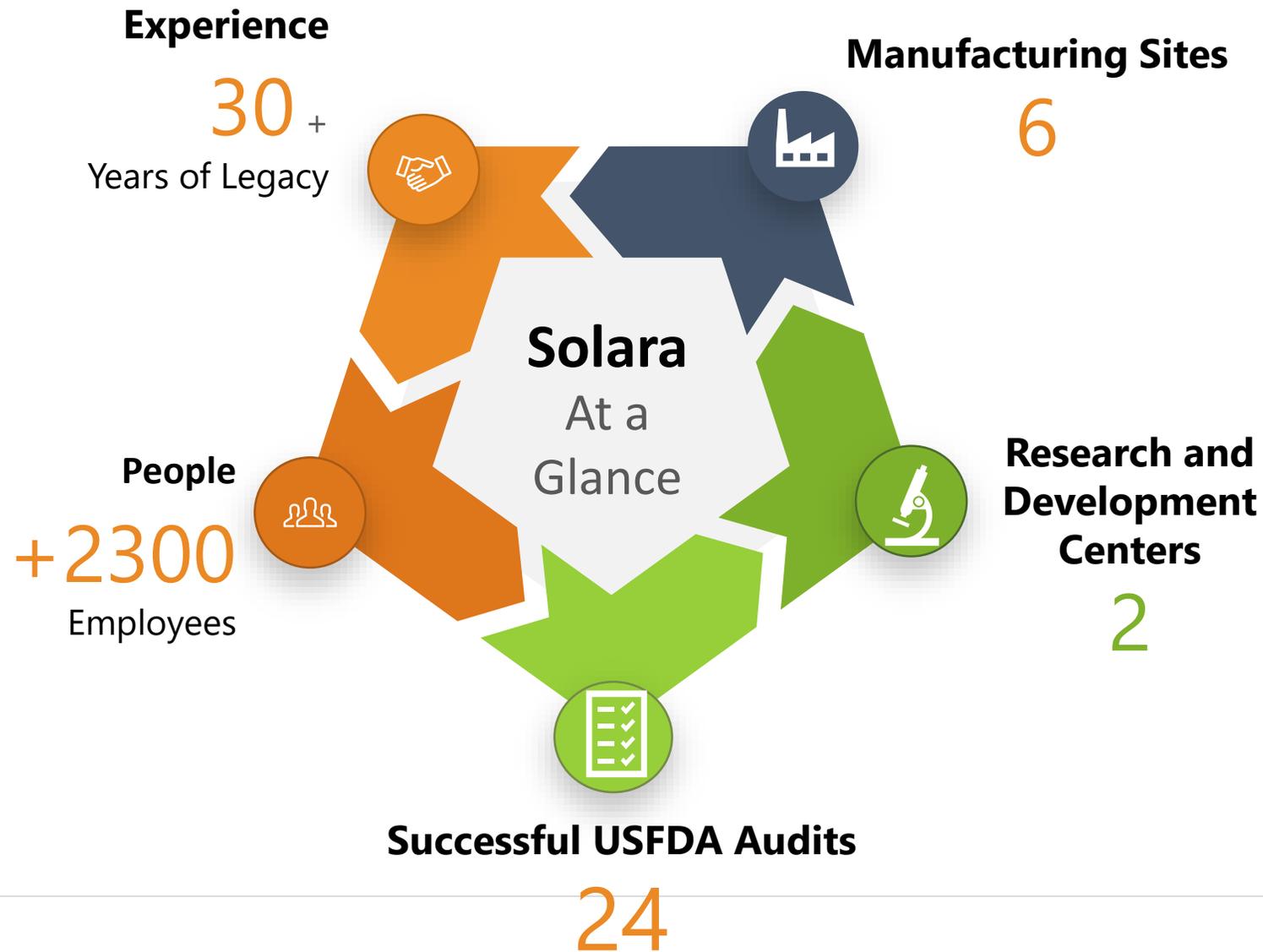
Regularly engage with investors, suppliers, customers, and stakeholders by providing regular financial and business updates.



EFFICIENCY

Working towards achieving a high level of efficiency in all process and systems and fulfilling the promises made to stakeholders.

Solara Brings Solid Infrastructure In Both Manufacturing And R&D...



Solara Leadership Team Has More Than A Century Of Collective And Relevant Experience



Bharath R. Sesa (Bharath)

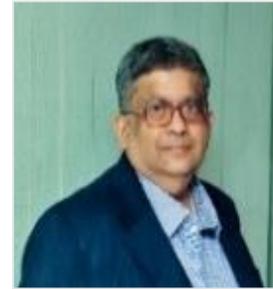
MD & CEO



Bharath has over two decades of experience across diverse industries. His expertise spans across the pharmaceutical, healthcare and material sciences industries. He has operated in countries like USA, Hongkong, China, Middle East, Africa and Europe. He has held CXO level positions in companies like DSM Sinochem Pharmaceuticals and Royal DSM NV.

Hariharan S. (Hari)

Executive Director



Hariharan is a Cost Accountant with rich and varied experience of more than 30 years in field of Corporate Finance, Accounts and Strategic planning.

Subhash Anand (Subhash)

CFO



Subhash is a qualified AICWA (India) & Certified Management Accountant (CMA) from the Institute of Management Accountants (USA) with 30+ years of managerial and professional experience with Multinational and Indian companies. His last held position was as President & CFO at PI Industries Ltd (PIIL). Prior to PIIL, he worked in Whirlpool, Sterlite Industries, Hindustan Copper Ltd and Calcom in senior finance roles.

Rajesh Salwan (Rajesh)

COO



Rajesh brings with him vast experience spanning more than 2 decades in operational leadership roles. He has led and managed global teams across projects, operations, technology and operational centre of excellence at DSM, DSP and Centrient. He has experience on Chemical, Biochemical & Fermentation synthesis, across Intermediate, API & Drug product manufacturing & is conversant with CMO(Contract Manufacturing) dynamics.

Solara Leadership Team Has More Than A Century Of Collective And Relevant Experience



Roy Joseph

CHRO

Roy has over 30 years of multifaceted experience in industrial Relations, Compensation, Selection, Organizational Development, Change Management and Performance Management.



Sundara Moorthy V. (Sundar)

CQO

Sundar has rich and diversified experience of 23 years in the Quality Management, Regulatory Affairs and Compliance functions.



Dr. Sudhir Nambiar

CSO

Dr Sudhir Nambiar comes with 25 years of experience in API Research & Development, spanning global majors and Indian pharma, both in the innovator and generic space. He has set up and led world class Process Research & Development (API) units in India for Novartis/Sandoz and AstraZeneca.



Solara Board Of Directors Guide The Organization Based On Their Diverse And Rich Experience



Deepak Vaidya

Non-Exec. Director & Chairman

Fellow member of the ICA in England and Wales. He has previously worked as the Country Head of Schroder Capital Partners (Asia) Pte. Ltd. for over 12 years. He is experienced in the corporate financial services industry in India and abroad.



Nirmal Bhogilal

Independent Director

Chairman of the Batliboi Group. He was Past President and Committee Member of the Indian Machine Tool Manufacturers Association. He has been Chairman of various committees in CII and its Western Region



R. Ramakrishnan

Independent Director

He is a practicing Chartered Accountant and a Management Consultant at Bangalore having an experience of 36 years in Direct tax matters, Audit and Assurances. He was nominated by KSIIDC for few listed Companies and currently holds directorships in reputed companies



Ronald Tjeerd de Vries (Ron)

Independent Director

Mr. Ronald Tjeerd de Vries (Ron) is a MsC in Chemical Engineering and IMD executive Leadership Alumni. He has 25 years' experience in the MNC Corporate Sector in Pharma and Food Presently he is Owner and MD of RDV Consulting based at Auckland (NZ).



Dr. Kausalya Santhanam

Independent Director

Founder of SciVista, she is a Patent attorney registered with IPO as well as the US PTO. She has a Ph.D in Cell biology and Immunology and her Post Doctoral training was in Cancer Biology at Center for Cellular and Molecular Biology



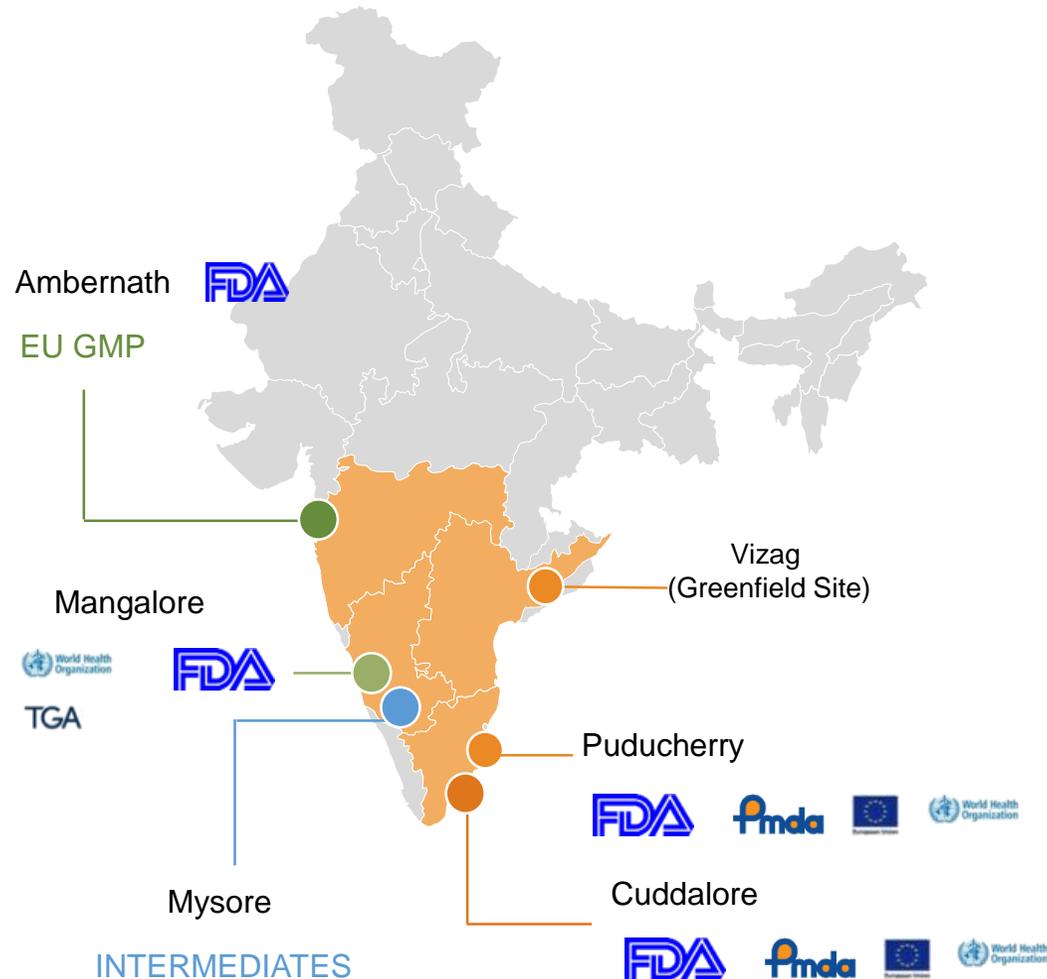
Ankur Thadani

Independent Director

Ankur Thadani is a Principal at TPG Growth, based in Mumbai. He joined TPG in 2013 and has worked on multiple investments in Healthcare, Energy and Consumer sectors across India and the broader South-Asia region. Ankur also serves on the board of CTSI, Rhea Healthcare.

Solara Well Poised For Accelerated Growth

Solara Has Robust Manufacturing Capabilities...



Core focus

- Provide reliability to customers via mirror facilities for key products
- Deploy systems that are highly automated for ensuring consistent operations
- Focus on technology and production processes that represent a clear advantage against the industry standard

Capabilities

2000 KL capacity with capabilities in high vacuum distillation, hydrogenation, halogenation, Grignard reaction, polymer chemistry amongst others

Key Approvals

Globally compliant API facilities with all regulatory approvals and adherence to the highest quality standards

Facilities Offer Wide Ranging Capabilities Suited For A Diverse Product Portfolio...



Pondicherry Facility

- The buildings for the manufacturing of Intermediates and isolation of final drug substance are separate.
- Packing sections are controlled and meets ISO Class - 8 requirements.
- Reactors are in the range of 1200 L to 12,500 L of size with MOC of SS, MSGL, GL
- Highly flexible pilot plant with a broad range of equipment



Multipurpose Cuddalore Facility

- FDA inspected cGMP multi purpose API and intermediate facility.
- Broad range of reactor sizes with flexible containment and LEV facilities. The facility has reactors varying in size from 250 L to 12500 L
- Different material of construction SS, GL, SS-GL, MS-GL, Hastelloy
- Temperature ranges from -90°C to $+200^{\circ}\text{C}$
- Segregated hydrogenation facility with multiple gas scrubbing systems

Facilities Offer Wide Ranging Capabilities Suited For A Diverse Product Portfolio...



Multipurpose Mangalore Facility

- Multi purpose cGMP API and intermediate facility inspected by DCD, USFDA, WHO, EDQM, MFDS, TGA, AEMPS, ISO-14001
- 6 Full fledged cleanrooms meeting ISO class-8 slandered can hand six products simultaneously
- Broad range of stainless steel and Mild steel glass lined reactors of size from 250 L to 6300L
- Self contained "Pilot facility" having SS, GL and all glass reactors of size 20 Lit to 250Lt
- Pressure reaction facility, Operating temperature ranges from -20°C to $+130^{\circ}\text{C}$



Multipurpose Ambernath Facility

- FDA inspected cGMP multi purpose API and intermediate facility
- The facility has reactors varying in size from 250 L to 8000 L
- Different material of construction SS, GL, SS-GL, MS-GL
- Temperature ranges from -20°C to $+130^{\circ}\text{C}$
- Segregated hydrogenation facility with multiple gas scrubbing systems



Solara announces commencement of phase 1 of its new greenfield facility at Vizag, India

Phase 1 goes on stream for Ibuprofen



- **3,600 TPA** new capacity goes on stream from **Q2'21**
- Ibuprofen capacity for Solara augments to **8,400 TPA** with significant capacity commitments and long-term contracts
- **DCS controlled automation** with **compliance of 21CFR part 11.**
- **Peak capacity** expected to reach in **four quarters** as the site would undergo **customary regulatory process** and **partner approvals** for qualification

Phase 2 designed for multipurpose API capabilities



- **Phase 2 capacity** designed to augment capabilities in **campaign-based niche APIs**
- Most modern and modular design for **efficiencies, expansion and flexible production campaigns**

About the Vizag Facility



- Located in **APIIC – APSEZ ,Atchutapuram**, an upcoming manufacturing hub
- Strategically located for convenience on **allied services and logistical support**
- Site area of **17 acres** with potential future expansion
- Total investment of **₹2,500 Mn**



In House R&D Brings Significant Speed And Capabilities To Enable Continuous Launch Of New Products

Two India based R&D Centre for best in class product development



Our R&D Centre in Chennai

- ✓ **Technical Expertise**
Strong technical leadership to develop high-quality pharma products that create strategic value for our partners and customers
- ✓ **Product Selection**
Focus on differentiated products characterized by complex formulations across diverse therapeutic categories
- ✓ **Development**
R&D capability to develop over an entire cycle with new and better technologies at competitive cost
- ✓ **Regulatory Filings**
Strong IP assessment capabilities and strong global regulatory expertise



Our R&D Centre in Bangalore

A Strong Track Record Of Regulatory Approvals Provides Peace Of Mind To Our Customers...

Regulatory Agency	Latest Inspections at			
	Puducherry	Cuddalore	Mangalore	Ambernath
 United States	Feb-2020	Mar-2020	Feb-2020	Jan-2019
 Europe	Nov-2014	Jan-2017	Sept-2017	Oct-2017
 Geneva	-	Oct-2016	Feb-2018	-
 India	Jun-2019	Nov-2019	Jan - 2019	Feb-2020
 TGA, Australia	-	May-1998	Feb-2013	-
 United Kingdom	Jan-2017	Jan-2017	-	-
 Japan	Nov-2007	Mar-2017	Jul-2019	-
 Regierung von Oberbayern Germany	Apr-2019	-	-	-

A Strong Track Record Of Regulatory Approvals Provides Peace Of Mind To Our Customers...

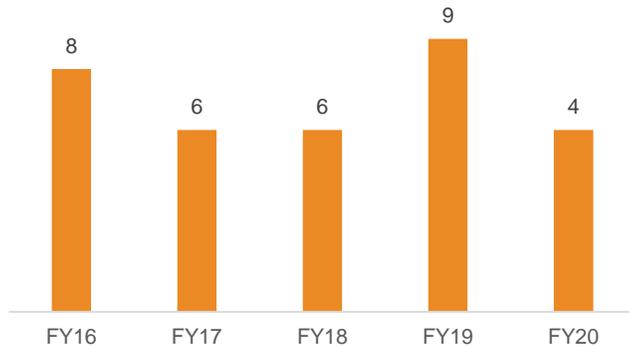
Regulatory Agency		Latest Inspections at			
		Puducherry	Cuddalore	Mangalore	Ambarnath
	MFDS, South Korea	Feb 2017	Nov 2012	Jul 2018	---
	Mexico	Sep 2015	Sep 2015	---	---
	Slovenia	Feb 2015	---	---	---
	Denmark	Oct 2008	Oct 2008	---	---
	AEMPS, Spain	---	---	Sep 2017	---
	Ireland	Nov 2014	Nov 2014	---	---

* Mysore is an intermediate site and No regulatory inspection conducted so far. Site has valid GMP certificate issued by Drugs Control Department, Government of Karnataka.

A Growing Product Portfolio Enables Wider Opportunities And Stronger Customer Relationships

Rich basket of niche high value products for the global markets

DMF FILING RUN RATE



- 80+ Commercial APIs predominantly in Anthelmintic, Anti-malarials, Anti-infective, Neuromuscular Insomnia, Anti Psychotic Hyperkalemia, amongst others
- 25+ APIs under development across Anthelmintic, Anti-malarials, Beta blockers, Muscle relaxants, Novel Oral Anti-Coagulants, Anti-infective and other niche segments
- 150+ DMFs filed

GEOGRAPHY WISE FILINGS



82



11



22



08



14



05



06



14

Financials

FY20 - A Solid year of operational excellence...



Revenues

₹ 13,493m

4%
YoY



EBITDA

₹ 2,793m

21%
YoY



PAT

₹ 1,145m

71%
YoY



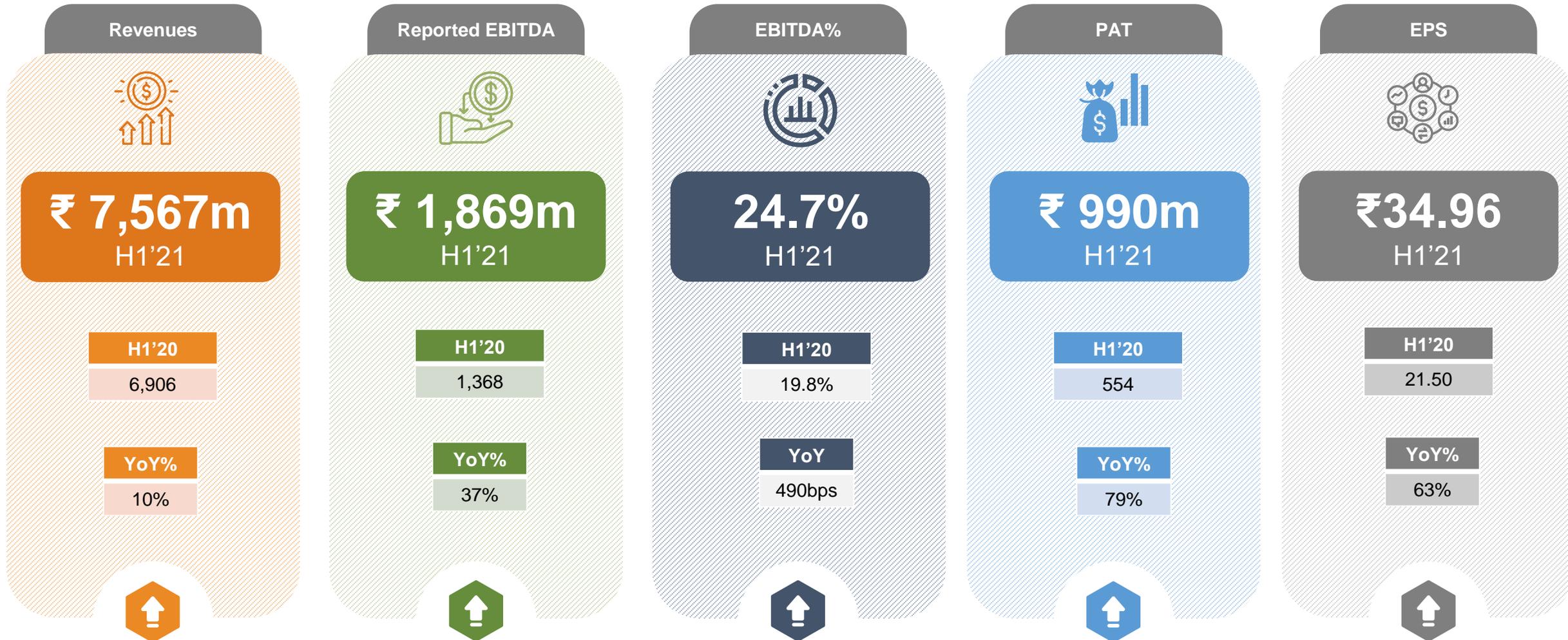
YoY Performance Highlights

Particulars	FY20	FY19	Change
Revenue	13,493	13,991	-4%
Operating EBITDA	3,281	2,862	15%
Operating EBITDA Margins	24.3%	20.5%	390 bps
R&D Cost	-470	-448	
Forex gain/(Loss)	-17	-98	
Reported EBITDA	2,793	2,316	21%
Reported EBITDA Margins	20.7%	16.6%	420 bps
PAT	1,145	671	71%
Basic EPS (₹/Share)	44.29	24.87	

Business and Operations Update

- ➔ **Optimal product mix, favorable outcomes of cost improvement programs** and revenues from new products led to a 390-basis point improvement in the Operating EBITDA margins over FY19 despite a marginal drop in revenue.
- ➔ **Successful completion of USFDA inspection** at our Cuddalore facility during Jul'19 and Puducherry and Mangalore facilities during Feb'20 with zero 483s
- ➔ **Reported highest ever PAT at ₹1,145 Mn in FY20**, up by 71% over FY19
- ➔ **Reported EBITDA margins** in FY20 are at 20.7%, which is a 420-basis point expansion over FY19
- ➔ **Regulated markets** represents ~76% of FY20 revenues.
- ➔ Filed **four new DMFs in the US market in FY20** and Market extensions were done for six of our existing products to nine new markets in FY20
- ➔ **New products launched** over the last few quarters are progressing well, and their percentage in the quarterly revenues were at ~7%
- ➔ **Top ten customers and ten products account for 50% and 77%** of revenues respectively in FY20.

Strategic play delivers the highest ever revenues and profitability for Solara in H1'21



H1 performance demonstrates a healthy base for the future growth and outlook

Half yearly Performance

Particulars	H1 '21	H1 '20	Change
Revenue	7,567	6,906	10%
Gross margins	4,277	3,657	17%
Gross margins %	56.5%	53.0%	358 bps
Operating EBITDA	2,120	1,605	32%
Operating EBITDA Margins	28.0%	23.2%	480 bps
R&D Cost	-251	-226	
Forex gain/(Loss)	-	-12	
EBITDA	1,869	1,368	37%
EBITDA Margins	24.7%	19.8%	490 bps
PAT	990	554	79%
Basic EPS (₹/Share)	34.96	21.50	

Business and Operations Update

- ➔ Regulated markets revenues at **₹ 5,774 million**, up by **12% YoY** and contributed **76%** of H1'21 revenues
- ➔ Other markets revenues at **₹ 1,793 million**, up by **2% YoY**
- ➔ Revenue growth of **10% YoY** is majorly driven by growth in volumes.
- ➔ **2 New products** commercialised during H1'21
- ➔ New products contributed **8%** of H1'21 revenues

Significantly strong balance sheet for an efficient growth going forward

Statement of Assets and Liabilities

Source of Funds

Particulars Rs Mn	Mar'20	Jun'20	Sep'20
Shareholders' funds	10,859	11,294	14,748
Less: Goodwill	-3,651	-3,651	-3,651
Net worth	7,209	7,643	11,097
Term Loan	3,530	3,358	3,254
Working Capital	3,538	3,723	3,666
Gross Debt	7,068	7,081	6,921
Less: Cash	-1,068	-1,157	-4,089
Net Debt	6,000	5,924	2,832
Total	13,209	13,567	13,929

Utilization of Funds

Particulars	Mar'20	Jun'20	Sep'20
Net Tangible Fixed Assets	9,932	9,889	10,011
Net Non-current Assets	183	188	336
Net Current Assets	3,094	3,490	3,582
Total	13,209	13,567	13,929

Key Highlights



- ➔ The warrants issued to Promoters and TPG were subscribed in Q2'21. Consequently, the cash and equivalents of the Company had gone up by **₹2,880 Million** in Q2'21. This had resulted into a net debt of **₹2,832 Million**.
- ➔ Net Debt to EBITDA comfortable at **<1x range** versus >4x in FY18
- ➔ Net Debt to Equity at **~0.2x** post the receipt of warrant subscription.
- ➔ Fixed Assets Turnover ratio at **1.70x**
- ➔ CRISIL credit ratings upgraded from **BBB+ Positive** to **A- Stable**

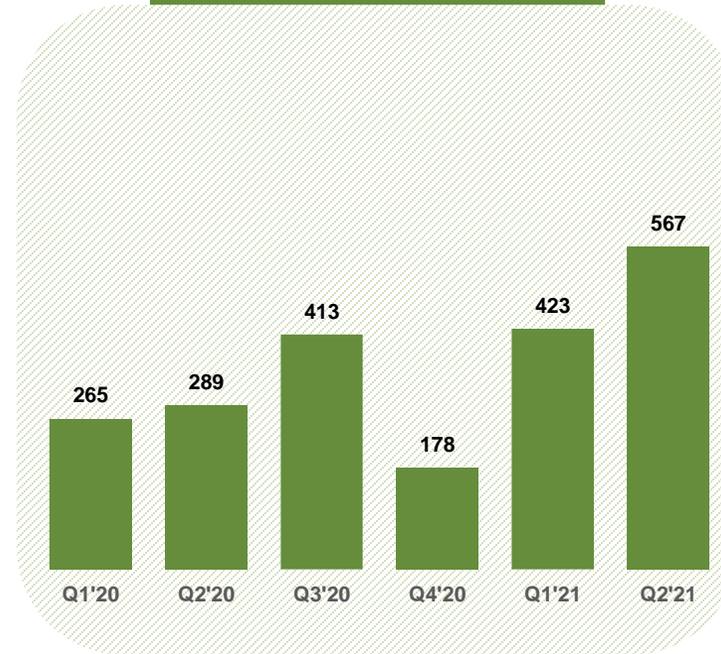
* ROCE for H1'21 is computed by annualising the results of H1'21 and using average capital employed
 ** ROE for H1'21 is computed by annualising the results of H1'21 and considering 35.8 million equity shares
 # Fixed Assets Turnover for H1'21 is computed by annualising the results of H1'21 and using average fixed assets

Strong momentum continues in growth, PAT and EPS

EBITDA (₹ Million)



Profit After Tax (₹ Million)



Basic EPS (₹/share)



- ➔ **Growth in EBITDA margins** Quarter on Quarter with Q4 FY'20 being an exception due to COVID-19
- ➔ Strong leverage situation supporting better **EBITDA to EPS conversion(56% in Q2'21 vs 49% in Q1'21)**

Guidance: Reaffirming revenue growth outlook and increasing EBITDA guidance from ~25-30% earlier to ~40-42% YoY growth



Revenues

₹ 13,991m

₹ 13,493m

~25-30% YoY

~25-30% YoY



EBITDA

₹ 2,316m

₹ 2,793m

~25-30% YoY

~40-42% YoY



EBITDA Margins

17%

21%

High teens

~23%-25%

FY19
Performance

FY20
Performance

FY21E
Previous Guidance

FY21E
Revised Guidance

Solara – The Road Ahead...

The Growth Strategy Is Along Five Levers, Complimenting And Amplifying Each Other ...

Strong foundation...

...Leading To Accelerating Growth

01 CUSTOMER CENTRICITY



Solara has strong customer relationships lasting many years. We will continue to leverage this to introduce new products to our customers. We have always approached our key customers with a strategic view and this has and will enable us to continue to grow with them.

02 CONTINUOUS IMPROVEMENT



At Solara continuous improvement is in the culture of the company. We have delivered year on year improvements in costs and the company is well positioned to carry this momentum forward.

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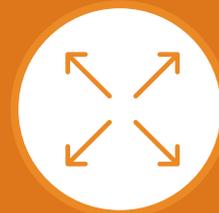


INORGANIC

Grow via a "right priced" acquisition on the axes of science and or scale. Inorganic growth is an important element of our future growth

NEW PRODUCTS/MARKETS 04

In a short span of 2 years Solara has established a foothold not only in key regulated markets but also in all important markets across the world. We have invested in dedicated teams and focused approach to win in these markets with both existing and new products.



CRAMS 03

Building the business from our legacy customer base ,non-compete position , strong foundation on quality and environment and investing in new technologies,, Solara has unique advantages to scale up the business to be one of the strong pillar of growth.





GROWTH & SUSTAINING THE EXISTING BUSINESS

- Transitioning to a strategic relationship with customers based on high advocacy and supply assurance driven by backward integration
- Expand new markets and new customers for Existing Business
- Continued investments to drive quality and compliance to the next level



R&D

- Focus on new products under NCE-1, Validation supplies, market specific and quick to launch.
- Proactive cost improvement programs to stay competitive and for contributing to sustainable growth & margin expansion



NEW GROWTH LEVERS NEW PRODUCTS & CRAMS



- Expand share of New Product launches in the past years to new markets and new customers
- Expanding market access for our existing products to increase sales and gross margins
- CRAMS Services across the entire value chain of a new chemical entity which covers from Pre-Clinical to Commercial Phase



Quality & EHS

- Continued investments to drive quality and compliance to the next level

Based On A Strong Foundation, Solara Is Well Poised To Significantly Accelerate Growth and Value Creation...

Deep and diverse capabilities across the spectrum of manufacturing and R&D

Strong market presence across the world with sales in 75+ countries

Growing product portfolio with 40+ active products covering a host of therapeutic areas

Long and loyal customer relationships built on a consistent strategic approach and reliable supply chain performance

The strong foundation enables Solara to focus on accelerating growth via the growth levers identified



SOLARA
Active Pharma Sciences

THANK YOU

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