

Manufacturers of : Bulk Drugs & Chemicals

Corporate Office : Mahendra Industrial Estate, Ground Floor, Plot No. 109-D, Road No. 29, Sion (East), Mumbai - 400 022. (India) Tel .: 022-2407 2249 / 2401 9025 (30 Lines) Fax.: 022-2407 3462 / 2407 0144 Email: admin@aartidrugs.com website: www.aartidrugs.com CIN No.:L37060MH1984PLC055433

Ref: ADL/SE/2021-22 January 31, 2022

To, Listing/ Compliance Department **BSE Limited** Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai – 400 001 To, Listing/ Compliance Department **National Stock Exchange of India Limited,** "Exchange Plaza", Bandra - Kurla Complex, Bandra (E), Mumbai - 400051

NSE SYMBOL: AARTIDRUGS

Dear Sir/Madam,

BSE CODE - 524348

Sub: Investor Presentation

Ref: Regulation 30(6) of SEBI (LODR) Regulations, 2015

Please find attached herewith Q3FY22 Results presentation of the Company for your records.

Kindly take the same on record.

Thanking you,

Yours faithfully, FOR AARTI DRUGS LIMITED

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RUSHIKESH DEOLE COMPANY SECRETARY & COMPLIANCE OFFICER ICSI M.No.: A54527





AARTI DRUGS LIMITED

Q3FY22 Investor Presentation





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Company Overview







<u>Vision</u>

We shall become the first-choice vendor of Bulk Drugs and achieve a leadership position by:

- Assuring consistent quality and timely delivery at competitive price
- Providing customized solutions and service to meet changing requirements of customers
- Aim at customer orientation through continuous technology upgrade, high business ethics and new product development
- Adopt processes supported by proven technologies, which are cost effective and safe
- Choose the best and the most flexible manufacturing practices and methods



<u>Mission</u>

- Seek global market leadership
- Focus on growth and development of the product
- Continue to create winning culture, operating in highest standards of ethics and values with co-operation among competitors
- Strive for excellence in customer service, quality and R&D





Experienced management with deep understanding of pharmaceutical sector



Chairman, MD & CEO

Shri Prakash M. Patil is Chairman, Managing Director and Chief Executive officer (CEO) of the Company and has been associated since inception of the Company's operations. He holds a degree of B.E. - Chemical from Institute of Chemical Technology (ICT) [formerly known as University Department of Chemical Technology]. He has more than 40 years of experience in the field of Chemical & Pharmaceutical Industry. He has expertise in Product Identification, Project Conceptualisation, Planning, Project Engineering & Implementation. His technical experience has helped the Company to emerge as one of the leading Pharmaceutical Company in the country.



Managing Director

Shri Rashesh C. Gogri has been appointed as Managing Director of the Company with effect from 26th September, 2014. He was the Wholetime Director of the Company since October, 2012. He holds a Production Engineering degree from Mumbai University. He has more than 16 years of experience in field of production, marketing and project implementation in chemical industry. He also serves as Vice - Chairman & Managing Director of Aarti Industries Limited.



Shri Harshit M. Savla is Joint Managing Director of the Company. He is a Commerce Graduate having more than 30 years of experience in Finance, Export and Administration. He played crucial role in expanding the export market for the products of the Company.



Shri Harit P. Shah is a Whole-time Director of the Company. He is a Commerce Graduate and has experience of over 25 years in handling commercial functions encompassing Purchases, Local Sales and Exports.

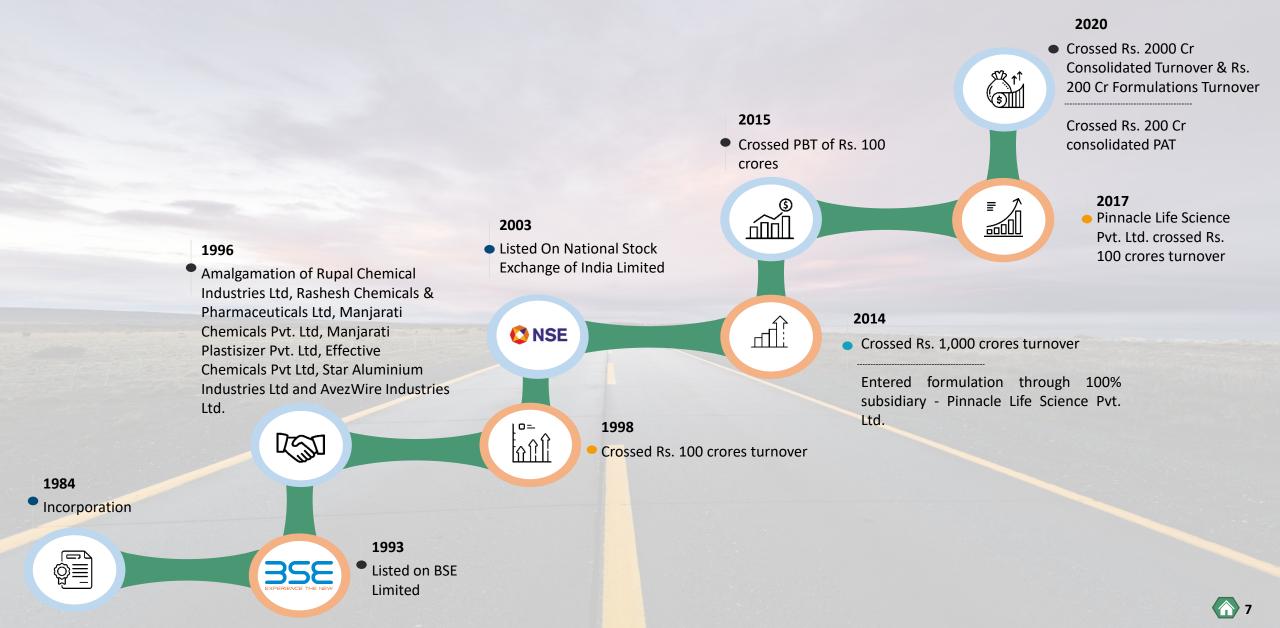


Mr. Adhish P. Patil **Chief Financial Officer**

Shri Adhish P. Patil has experience of over 16 years in the field of finance, consulting, systems engineering and Information Technology. Bachelor of Engineering (IT) from Mumbai University. He is an MBA - Finance & Marketing from University of Florida, Warrington College of Business Administration. He is the winner of prestigious 'Top 100 CFOs India 2014' award.

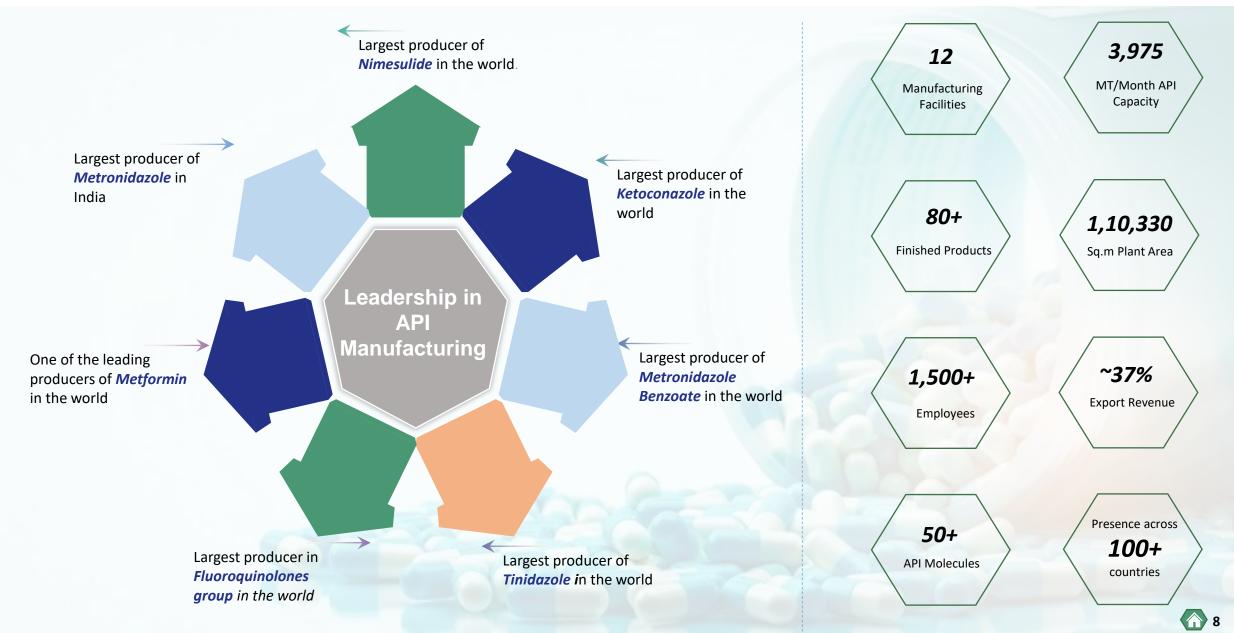














Diversified presence across segments



Presence Across API, Formulation, Specialty Chemicals, Intermediates Segments



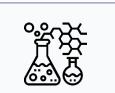
Active Pharmaceuticals Ingredients (API)

- Leading API producer of 50+ molecules for antibiotics, antiprotozoal, anti-inflammatory, antidiabetic & anti-fungal, etc.
- Largest manufacturer of 3 molecules in the world
- One of the largest manufacturer of 2 molecules in the world
- 9 manufacturing units
- Contributes ~80% revenues
- Installed capacity of 47,701 MTPA



Formulation

- Diversified into formulation through a wholly owned subsidiary Pinnacle Life Science Pvt. Ltd. in 2014
- Adopted flexible manufacturing approach with combination of in-house manufacturing as well as outsourcing model supported by strong inhouse R&D
- Manufacturing plant at Baddi, Himachal Pradesh is WHO – GMP approved
- Installed capacity of 3 billion units tablets and 300 million units capsules



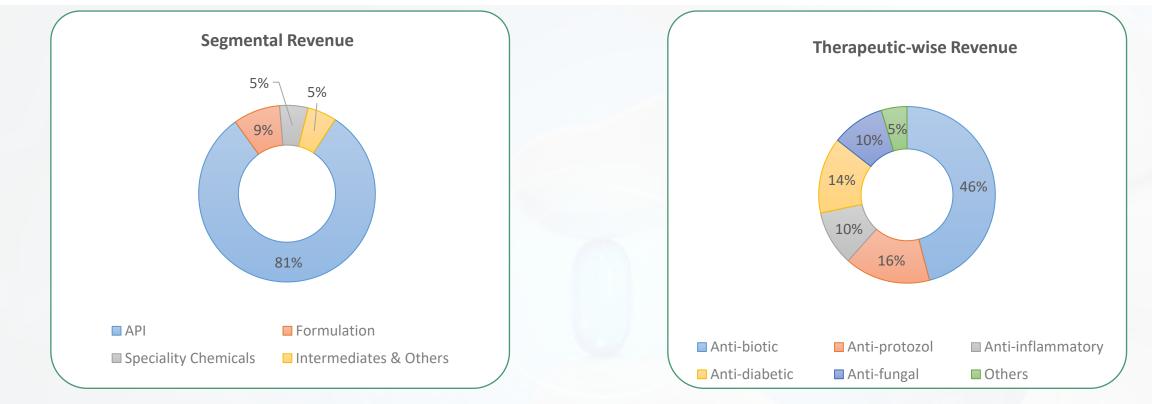
Specialty Chemicals, Intermediates & Others

- 2 manufacturing units; 2 more facilities coming up (currently under greenfield capex)
- Being backward integrated, supply intermediates of anti-biotics, anti-fungal, antiinflammatory and cardiovascular to the API manufacturers
- Manufacturer of specialty chemicals in Benzene
 & Chloro-sulphonic chemistry

Revenue Break-up



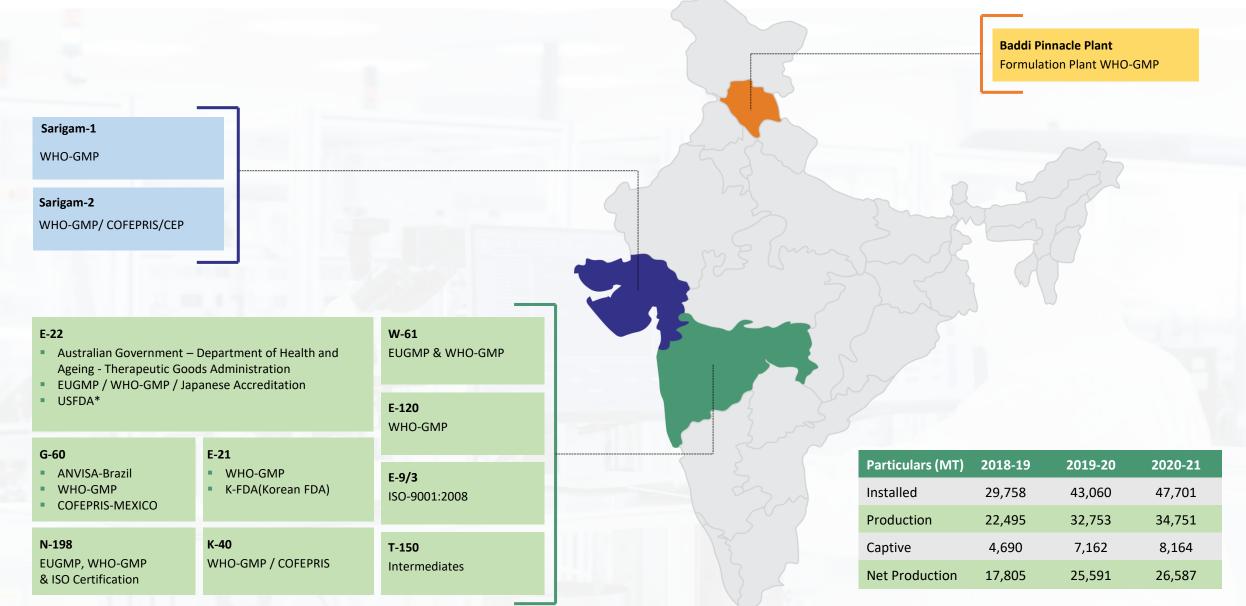




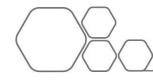
Focus on growing the contribution from lifestyle & chronic therapeutic areas, reducing share from acute therapies



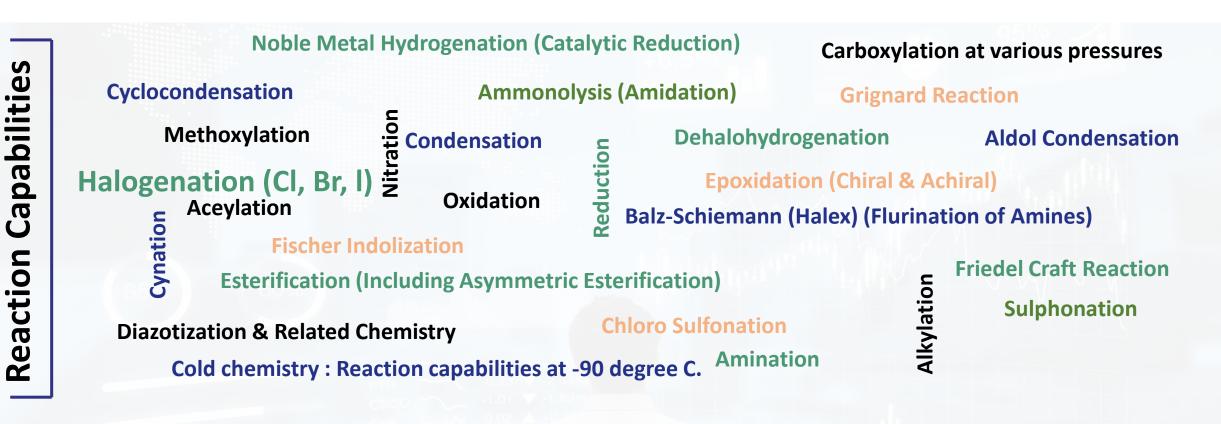








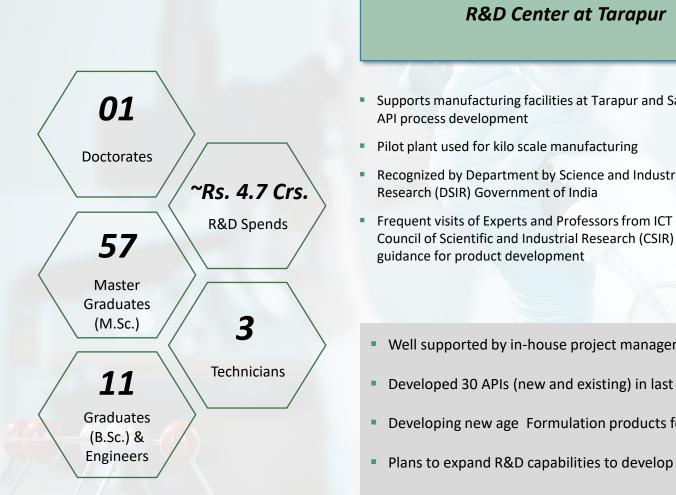




- The capacity of *Multi-purpose plant ranges from kilograms to multi tons levels*
- Long term experience of *Multi-step synthesis and fractionations at high temperatures*
- Total reaction capacity in excess of 1300 KL, consisting of SS and GL reactors across its units, varying from 0.5 KL 18 KL







- Supports manufacturing facilities at Tarapur and Sarigam on
- Recognized by Department by Science and Industrial
- Frequent visits of Experts and Professors from ICT and Council of Scientific and Industrial Research (CSIR) for

R&D Center at Turbhe, Mumbai

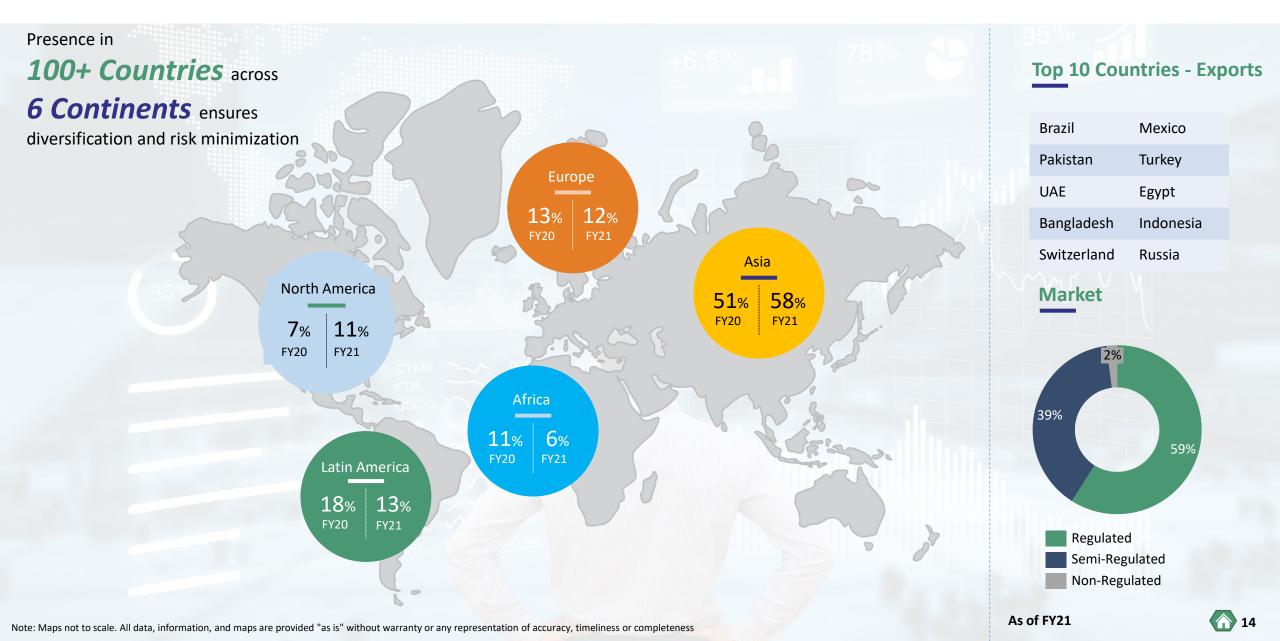
- Supports development of complex generics for in-house formulation business
- Developing complex oral solids for Regulated as well as **Emerging markets**

- Well supported by in-house project management team to ensure timely implementation of new products on commercial scale
- Developed 30 APIs (new and existing) in last 5 years
- Developing new age Formulation products for Europe, USA, Australia, Brazil, Canada & Chile for Day 1 launches
- Plans to expand R&D capabilities to develop complex Semi solids (creams & ointments) as well as Oral liquids
- Majority of products developed with integrated API provides an end-to-end control



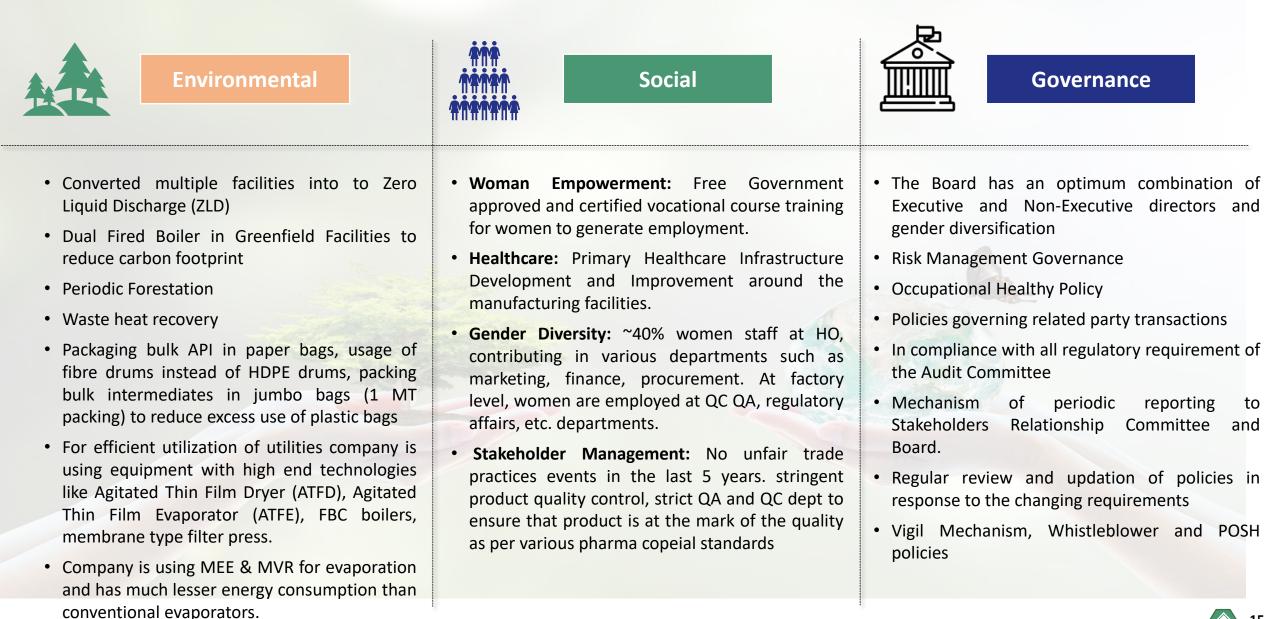
Diversified geographic presence

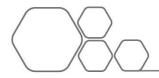












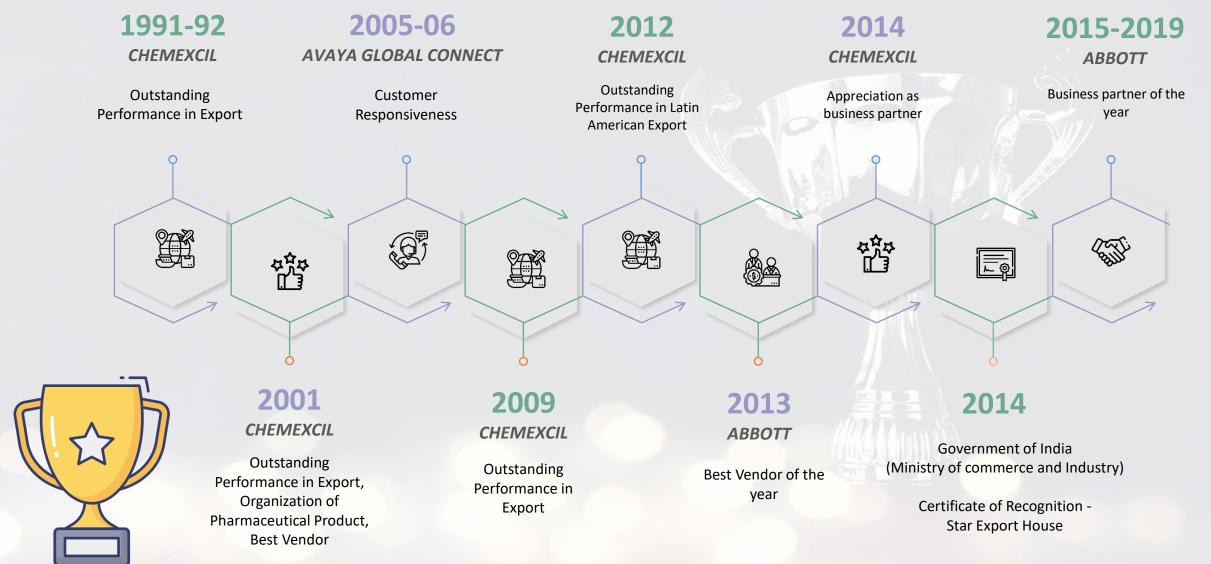






Awards & Accolades

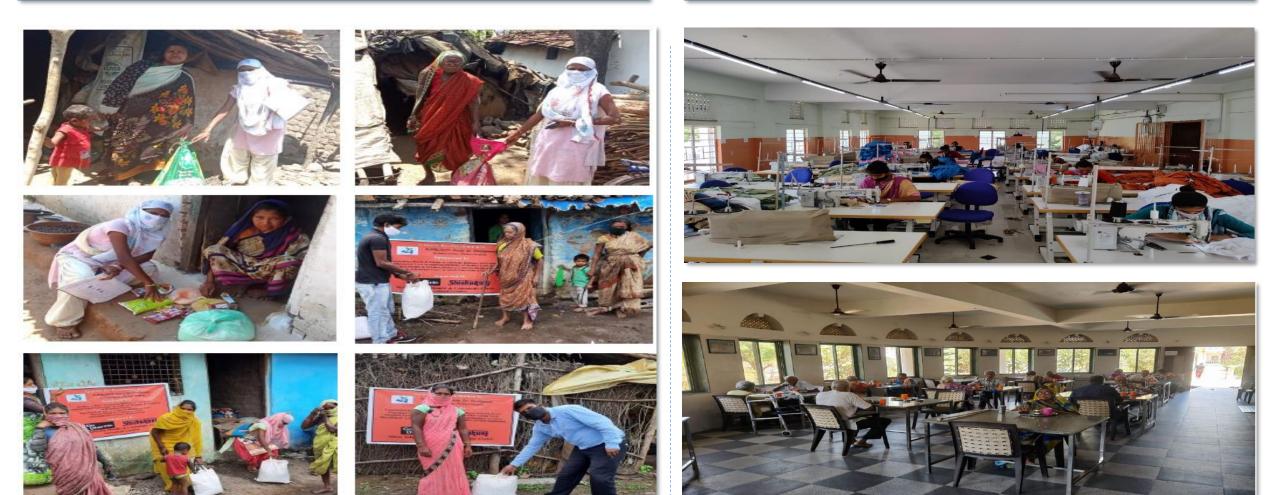








Karunah Society for Development, Partner NGO: Aarti Foundation, Mumbai Activity – Distribution of ration kits Donation to Matruvandana – Funds utilised to manufacture face masks & medical treatment of senior citizens







TRIBAL INTEGRATED DEVELOPMENT & EDUCATION TRUST (TIDE) - TIDE has projects in +7,000 villages of 16 states. Donation amounts were used for Assam tribal project by TIDE.

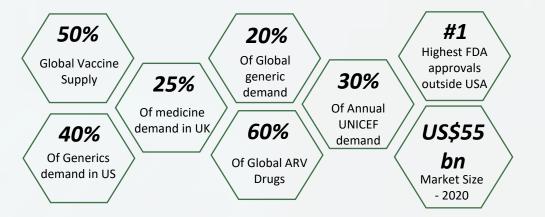


Industry Overview



Indian Pharmaceutical Industry

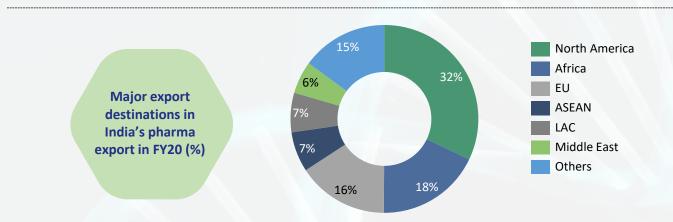




World's largest provider of generic medicines; the country's generic drugs account for **20% of global generic drug exports** (in terms of volumes). Indian drugs are exported to *more than 200 countries in the world, with the US as the key market*.

Exports, including bulk drugs, intermediates, drug formulations, biologicals, AYUSH & herbal products and surgical products, reached US \$16.28 billion in FY20. As of October 2020, India exported pharmaceuticals **worth US\$13.87 billion in FY21**.

The biggest export destination for Indian pharma product is the US. In FY20, **32.1% of India's pharma exports were to the North** *America, followed by* **17.96% to Africa and 15.70% to the European Union.**



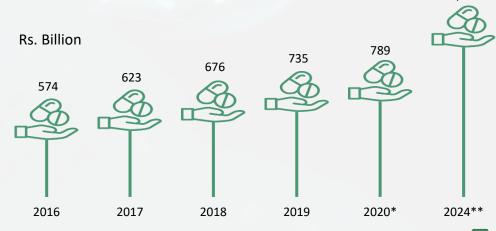
Source: Department of Commerce India, Department of Pharmaceuticals, India Business News, Global Trade Atlas, KPMG US-India Dynamic June 2018, Pharmexcil



Active Pharmaceutical Ingredient (API) Market

- India is the third largest active pharmaceutical ingredient (API) market in the Asia-Pacific region
- The API industries in India include domestic and in-house consumption as well as exports
- The Indian active pharmaceutical ingredients manufacturing segment can be divided into two sectors such as innovative or branded and generic or unbranded

Market size of Active Pharmaceutical Ingredient (API) industry in India from 2016 to 2019 with estimates until 2024 1,109



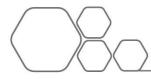
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Experienced management with deep understanding of pharmaceutical sector **Active Pharmaceutical Ingredients (APIs)** CRAMS • Domestic API consumption is expected to reach US\$ 18.8 • Fragmented market with more than 1,000 players billion by FY22 • In Apr'19, Constituted a high-level task force to create a CRAMS industry has posted 48% CAGR between FY15-18 roadmap for increasing domestic production of APIs. and expected to witness a strong growth over 25% over 2018-21 • Currently India imports over 60% of its APIs from other countries. **Formulations Biosimilars** • As on Aug'19, the moving annual turnover (MAT) for • Largest exporter of formulations in terms of volume, with biosimilar molecules sold in the domestic market stood at 14% market share and 12th in terms of export value. Rs 1,498 crore (US\$ 214.31 million). The govt. plans to • Double-digit growth is expected over the next five years. allocate US\$ 70 million for local players. • The domestic market is expected to reach US\$ 40 billion by 2030.

Notes: OTC- Over The Counter, * including biologicals Source: IBEF, RNCOS, BMI, Data monitor, Kemwell Biopharma, Chemical Pharmaceutical Generic Association, ICRA Report estimates, pharmanewsprwire.com, DGCI&S







- Rising domestic population
- Higher Insurance Coverage penetration



 100% FDI in the pharmaceutical sector under automatic route



Government Support

- Increased government spending on hospitals and healthcare
- Rs. 15,000 crores Production-Linked Incentive (PLI) Scheme for Enhancing India's Manufacturing Capabilities
- Atmanirbhar Bharat scheme for making India self reliant



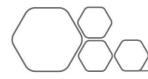
 Artificial intelligence will help the pharmaceutical industry to design new and automated algorithms which will help to achieve faster, precise, accurate, and repeatable results



 Focus to develop new complex generic drugs, supplemented by the New Drugs and Clinical Trial Rules, 2019 and the Atal Innovation Mission.



- Quality services at marginal costs compared to US, Europe, and South Asia
- Expertise in low-cost generic patented drugs and a movement towards end-to-end manufacturing





The scheme is aimed towards pushing domestic manufacturing of key starting materials (KSMs), drug intermediates and active pharmaceutical ingredients (APIs) to reduce import dependence on such input materials.

How Sector Will Benefit

- □ Objective: The objective of the scheme is to enhance India's manufacturing capabilities by increasing investment and production in the sector and contributing to product diversification to high value goods in the pharmaceutical sector. One of the further objectives of the scheme is to create global champions out of India who have the potential to grow in size and scale using cutting edge technology and thereby penetrate the global value chains.
- □ Outlay: ₹ 15,000 crore worth of incentives for 6 years (for financial years 2020-21 to 2028-29)
- □ Incentives: The rate of incentive on incremental sales (over base year) of pharmaceutical goods covered under Category 1 & 2 will be 10% for FY 2022-23 to FY 2025-26, 8% for 2026-27 and 6% for 2027-28. The rate of incentive on incremental sales (over base year) of for pharmaceutical goods covered under Category-3 will be 5% for FY 2022-23 to FY 2025-26, 4% for 2026-27 and 3% for 2027-28.
- □ Impact: Total incremental sales worth ₹2.94 trillion and incremental exports of ₹1.96 trillion expected during the six years.

How Aarti Drugs Will Benefit

- Aarti Speciality Chemicals Limited (ASCL), a wholly-owned subsidiary of the company has received an approval under PLI scheme.
- □ Received approval for 2-Methyl-5Nitro-Imidazole (2-MNI) with a committed production capacity of 4,000 MTPA and a committed investment outlay of ~ ₹78 crores under Target Segment III (Key Chemical Synthesis Based KSMs/Drug Intermediates)
- □ Expecting ~ ₹80 crores of incentives over 6 years through this scheme
- □ This will help the company to diversify its product portfolio, increasing the top-line, and enhancing the profitability & margin profile.
- □ Backed by a strong balance sheet, and robust free cash flow generation, the committed capex will be funded mostly through internal accruals



Aarti 2.0: Sustainable Growth & Long-term Value Creation









Over a decade, API manufacturing has transitioned towards highly regulated, specialized business

How API Manufacturing Has Evolved



Regulations

Stringent pharmacopoeia standards

Addition of elemental

□ Tightened impurity profiling

Rigorous carcinogenicity checks

Cost Structure

Higher capex requirements to adhere to ever rising quality, environmental & regulatory requirements High R&D costs

Impact

- □ Lower Competitive Intensity: Various small-scale manufacturers have exited due to unviability of cost structure
- □ High Entry Barriers: High entry barriers for new entrants due to cost structure and compliance requirements
- API manufacturing has evolved from a commodity business into niche, specialized and highly regulated business
- Manufacturers have carved a niche for themselves in specific products/ segments within API manufacturing space

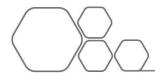
Tightened Regulations

Quality & Environmental Standards

Higher Capex Requirements

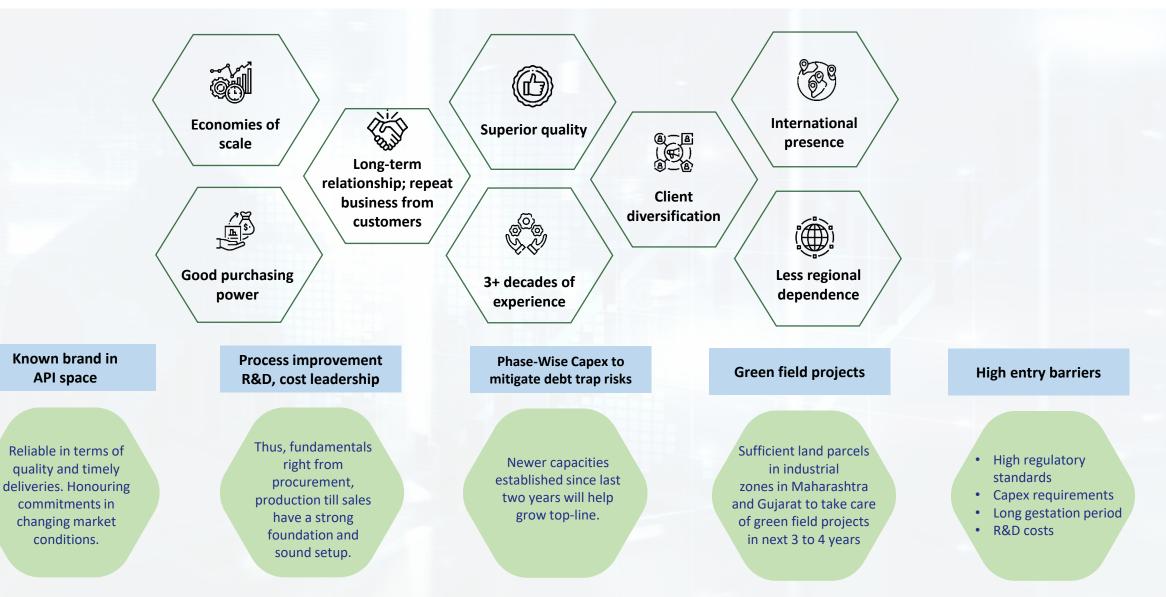
Higher Entry Barriers

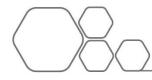
 Low Competitive Intensity



Unique Competitive Position



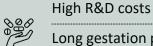






Specialised player in the highly challenging Pharmaceutical Industry

Industry's Unique Challenges



Long gestation period

Time consuming approval procedures

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Demands large variety and small batch size orders Highly complex manufacturing



Stringent quality & compliance requirements in developed markets

Highly competitive industry

Our Core Competencies

Demonstrated manufacturing excellence for 3+ decades

R&D focused, driven by continuous improvement and innovation

Ability to consistently deliver high quality products on timely basis

Meeting stringent regulatory & compliance requirements of domestic & international regulators

Long standing relationships with leading pharmaceutical companies

Fully integrated facilities – lower outside dependence for sourcing raw materials



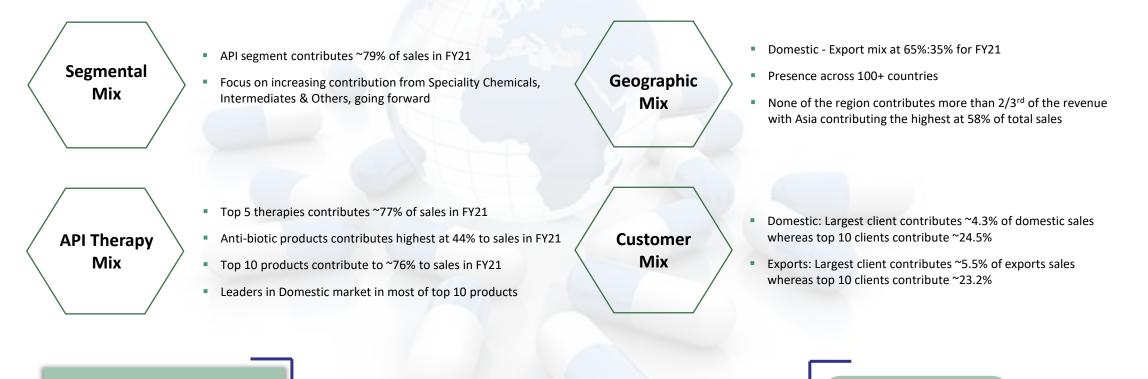


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Growth

Risk Minimization

Presence across Segments, Geographies, API Therapies & Customers to ensure Growth and Risk Minimization



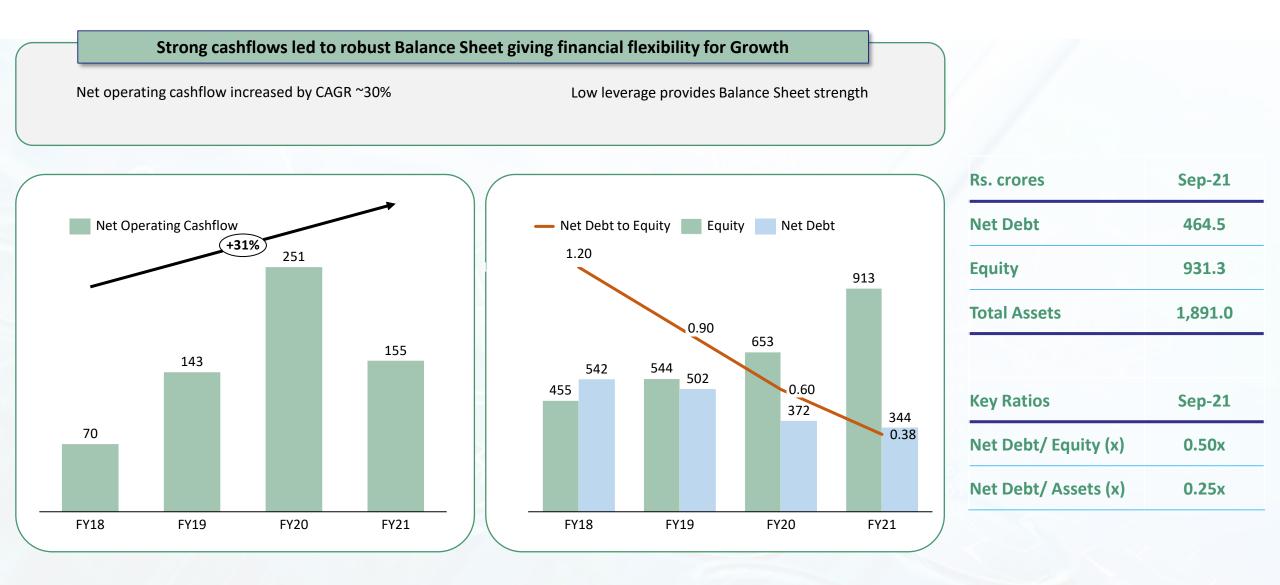
Expanding Product Portfolio

Geographic Expansion

Diversified Customer Base











Capex of Rs. 600 crores planned

Asset Turn - 2.5x

Revenue: Rs. 1,200 crores

Captive consumption:

Rs. 300 crores

Capex plans

Phase wise capex will lead to distributed investments

Majority of the capex to be funded through internal accruals and minimal debt

Brownfield expansion and debottlenecking of API facilities

Brownfield expansion at Baddi plant will lead growth for Formulation business

Backward integration to lead cost synergies



Higher RoCE

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De-bottlenecking

Backward Integration

Brownfield Capacity Expansion



Product-wise Capex Plans



Anti Diabetic

- CEP approval in 2016 which opened up European markets
- Manufacturing over 1,000 TPM making it one of the largest metformin player
- Coming up with 2,000 TPM capacity via brown field expansion in Phase I
- Launch of Gliptins will further strengthen this therapeutic category.

Fluoro-Quinolones

Further 40% brown field expansion of one antibiotic product

Antiprotozoal

- Further consolidating the position in Indian Market. Existing technology and Chinese JV.
- Incremental expansions and downstream products improvement
- Plans to further backward integrate, apply for PLI scheme.

Vitamins / Anti- Inflammatory

- Multi-purpose facility under construction. Targeting highly regulated markets.
- Brown field expansion of its existing anti inflammatory products commissioned at the end of FY20 which will drive future growth in this therapeutic category
- Installed capacity will give revenues of around Rs. 50 crores / Rs. 35 crores per annum as per product selection – currently on HOLD.
- USFDA re-inspection to be triggered soon.

Cardiovascular Products

Planning to double the capacity of one of its leading cardiovascular product

Anti - Fungal

- Further consolidation of its worldwide leading position.
- Recently expanded the capacity, further extending the lead.

Speciality Chemicals

- Incremental expansion of our multipurpose chloro-sulphonation line in existing block
- Greenfield expansion in near future

R&D Product Pipeline

- Strong pipeline of products under R&D for future growth
- Contract manufacturing of specialty chemicals and intermediates

Formulations

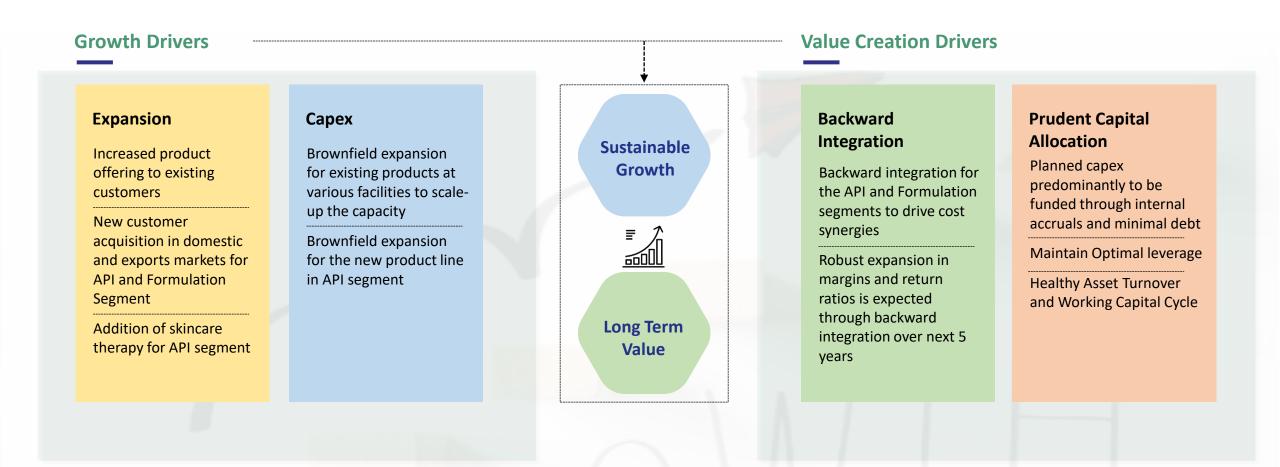
- Started with commercial operations in Latin America, selective African markets. Doing new registrations in export markets and government tenders
- Toll manufacturing of formulations. About 330 filings across 16 geographies. Foreign subsidiary to tap opportunities

Tie-ups

- Tied up with European distributor on profit sharing basis. Market authorisation of UK market for finished products of 2 molecules obtained and launched in FY19. 1 more in pipeline
- Partnered with USA company on formulation revenues wherein we would be supplying API at cost.







Full ramp-up of existing capacity and New Capacity post Rs. 600 crores capex Revenue potential: Rs. 4,200 – 4,500 crores with higher margin profile in next 5-6 years

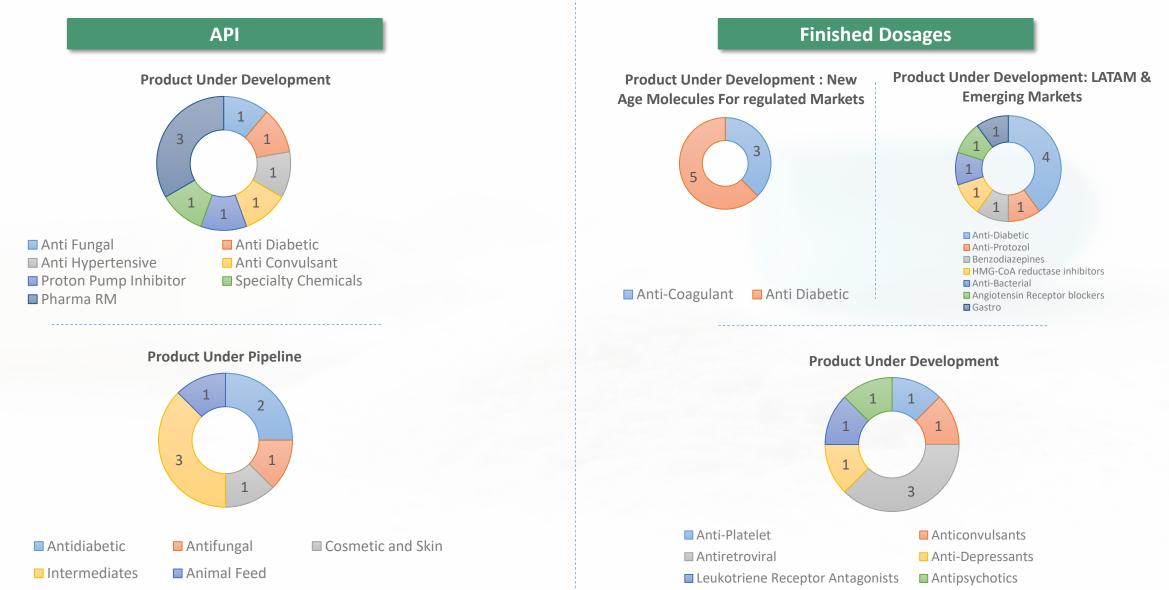


Product Pipeline



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As of 31-Dec-21



Number of products

Financial Highlights



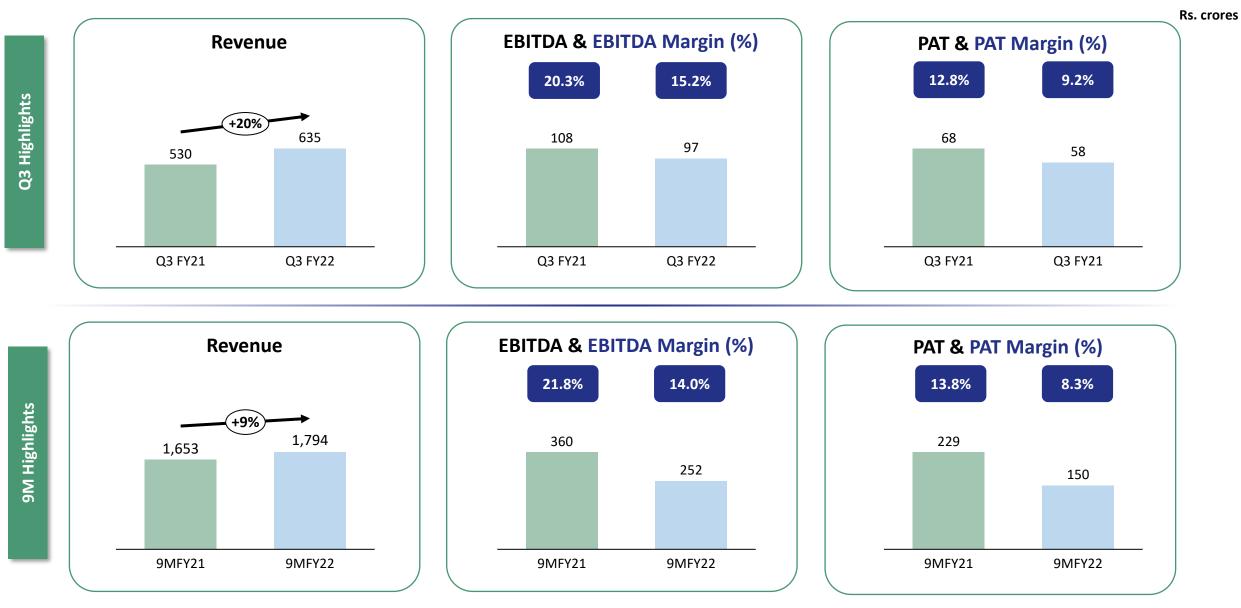


hts	Rs. 634.8 Crores Consol. Revenue	7 Crores EBITDA	Rs. 58.3 Crores Consol. PAT			
Q3 Highlights	~81% Share of API B	~9% Share of Formulation Business				
9MFY22 Higningnts	Rs. 1,794.4 Crores Consol. Revenue	A.8 Crores Rs. 149.7 Crores DI. EBITDA Consol. PAT				
9MFY2	~79% Share of API B	~12% Share of Formulation Business				



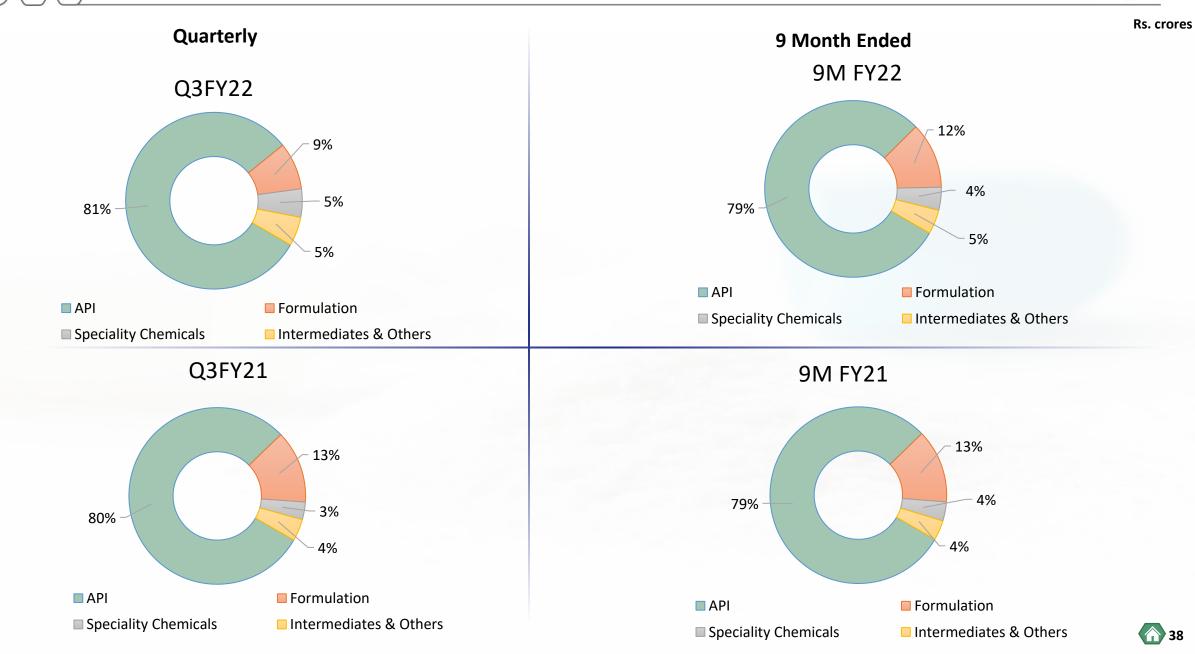
Result Highlights

Aarti Drugs Ltd



Segmental Break-up

Aarti Drugs Ltd





Consolidated Profit & Loss Statement



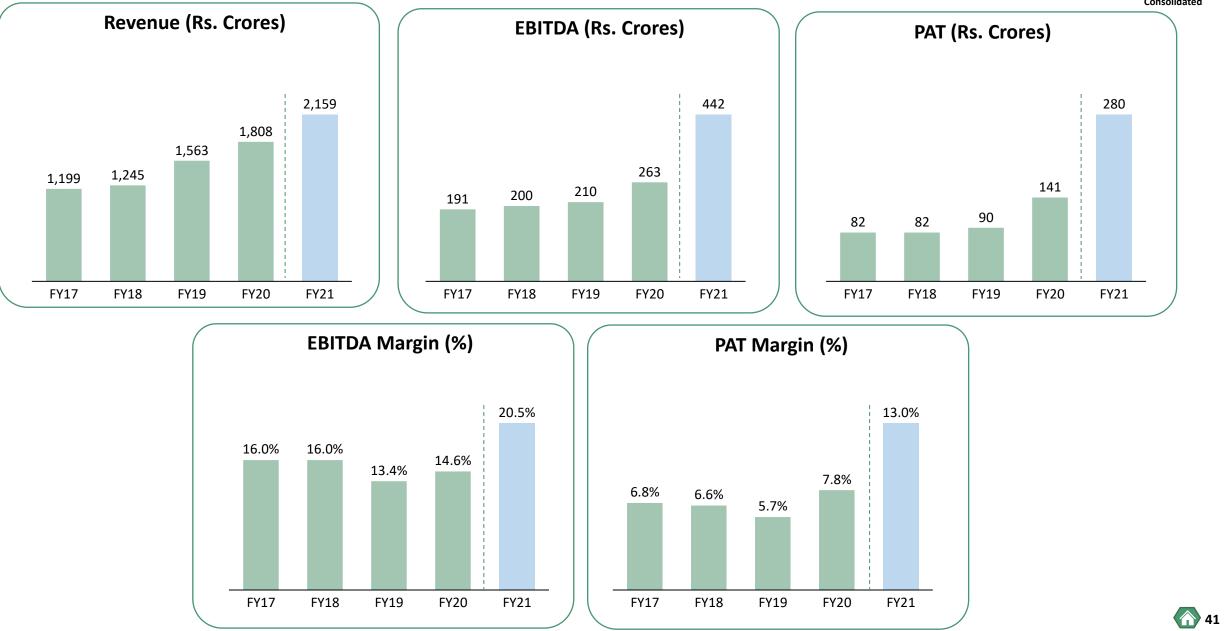
Particulars (Rs. Crores)	Q3FY22	Q3FY21	ΥοΥ%	Q2FY22	QoQ%	9MFY22	9MFY21	ΥοΥ%
Net Revenue from Operations	634.8	530.3	20%	579.6	10%	1,794.4	1,653.0	9%
Other Income	6.7	2.0		0.1		8.4	3.6	
Total Revenue	641.5	532.3		579.7		1,802.7	1,656.6	
COGS	419.4	323.8		395.5		1,211.2	1,001.5	
Gross Profit	222.0	208.5	6%	184.2	21%	591.5	655.1	(10)%
Gross Margin (%)	35.0%	39.3%	(434)bps	31.8%	320bps	33.0%	39.6%	(667)bps
Employee Expenses	20.9	19.8		20.6		61.3	60.6	
Other Expenses	104.5	80.9		89.8		278.5	234.8	
EBITDA	96.7	107.8	(10)%	73.8	31%	251.8	359.7	(30)%
EBITDA Margin (%)	15.2%	20.3%	(510)bps	12.7%	249bps	14.0%	21.8%	(773)bps
Finance Costs	5.4	5.0		5.3		14.8	18.6	
Depreciation	12.6	12.7		12.5		37.5	37.6	
Exceptional Item	0.0	-0.2		0.0		0.0	-0.2	
РВТ	78.7	90.4	(13)%	56.1	40%	199.5	303.8	(34)%
Taxes	20.4	22.3		13.5		49.8	75.0	
Reported PAT	58.3	68.0	(14)%	42.6	37%	149.7	228.8	(35)%
PAT Margin ¹ (%)	9.2%	12.8%	(365)bps	7.3%	183bps	8.3%	13.8%	(550)bps
Cash PAT	70.9	80.7		55.1		187.2	266.3	
Earnings Per Share (EPS)	6.29	7.30		4.60		16.14	24.54	

Historical Performance At A Glance



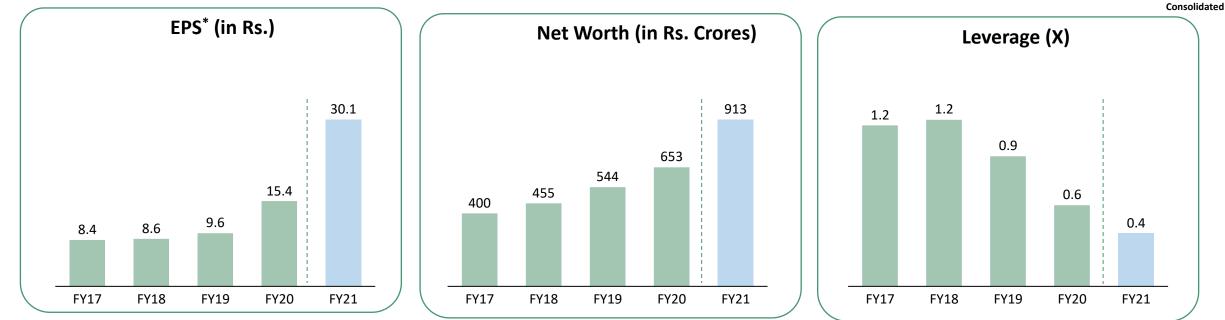


Consolidated

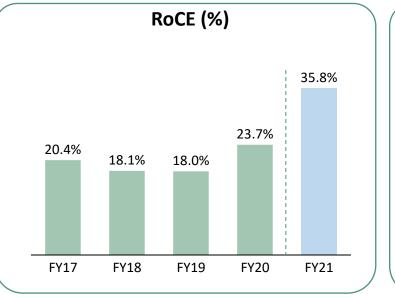


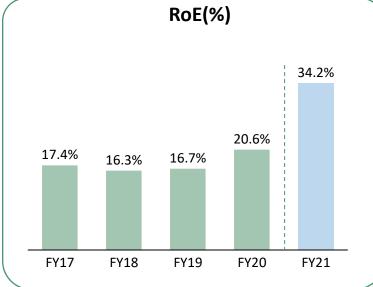






* For EPS, we have adjusted previous year's figures in proportion to bonus issue in current year

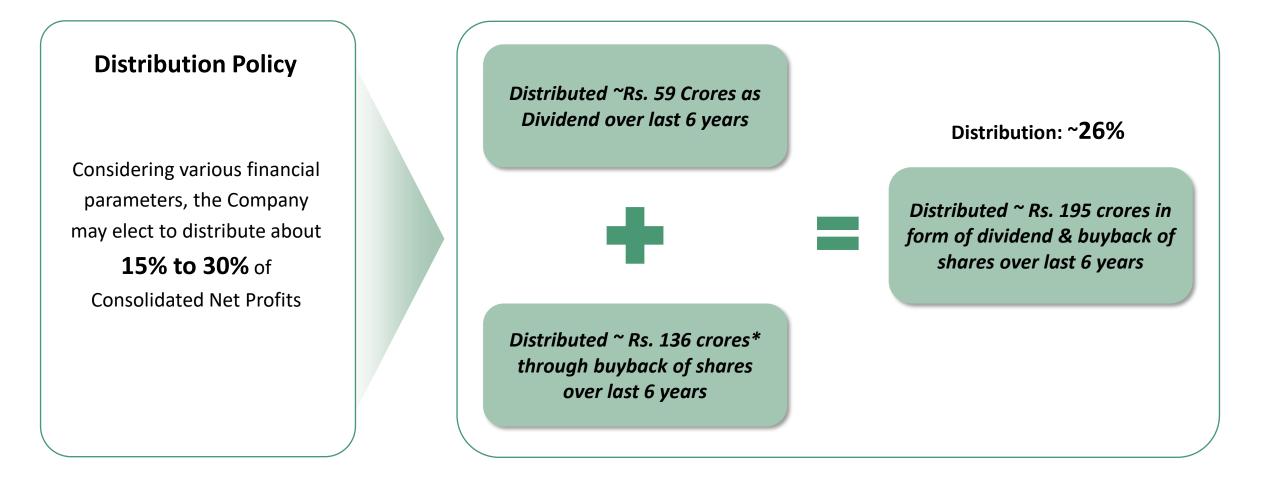








(in Rs. Crs)



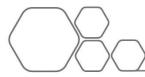




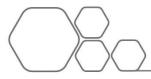
Particulars (Rs. crores)	FY21	FY20	FY19	FY18	FY17
Net Revenue from Operations	2,154.8	1,806.1	1,560.9	1,243.7	1,195.2
Other Income	4.5	1.5	2.4	1.1	4.0
COGS	1321.0	1,178.9	1,059.9	782.7	780.5
Gross Profit	838.3	628.7	503.4	462.1	418.7
Gross Margin (%)	38.9%	34.8%	32.3%	37.2%	35.0%
Employee Expenses	80.5	69.4	60.9	57.9	52.8
Other Expenses	316.1	296.0	232.7	204.6	175.0
EBITDA	441.6	263.3	209.8	199.6	190.9
EBITDA Margin (%)	20.5%	14.6%	13.4%	16.0%	16.0%
Finance Costs	23.0	33.7	40.0	35.0	36.4
Depreciation	49.9	48.8	42.6	40.1	38.5
PBT before exceptional item	368.8	180.8	129.6	125.6	120.0
Exceptional Expense/(Gain) ¹	-0.2	-4.5	3.8	0.0	0.0
РВТ	369.0	186.8	133.4	125.6	120.0
Taxes	88.6	43.8	41.2	42.2	34.2
Reported PAT	280.4	143.0	92.2	83.4	85.8
Cash PAT	330.3	191.8	134.8	123.5	124.3
PAT Margin ¹ (%)	13.0%	7.9%	5.9%	6.7%	7.2%
Earnings Per Share ² (EPS)	30.09	15.14	9.60	8.60	8.37

1. Exceptional items includes profit on sale of assets of Rs. 8.38 crores in Q4FY20 & sale of assets of Rs. 4.47 crores in FY20

2. Since March 2020 quarter, company has switched to a new tax regime



Equities & Liabilities (Rs. crores)	FY21	FY20	FY19	FY18	FY17	Assets (Rs. crores)	FY21	FY20	FY19	FY18	FY17
Equity						Non Current assets					
Equity Share capital	93.2	23.3	23.6	23.6	23.9	23.9 Property, Plant and Equipment		642.3	622.0	597.9	575.0
Other Equity	820.2	629.2	519.9	431.8	376.3	Capital work in progress	19.3	12.2	32.7	28.4	14.3
Non Controlling Interest	0.0	0.0	0.0	0.0	0.0	Intangible assets	0.3	1.5	2.9	4.5	6.1
Total Equity	913.4	652.5	543.4	455.4	400.1	Right to use assets	5.9	0.0	0.0	0.0	0.0
Financial liabilities						Financial Assets	0.0	0.0	0.0	0.0	0.0
(i) Borrowings	147.6	180.3	208.2	202.7	201.5	(i) Investments	17.3	13.4	12.4	10.8	11.9
(ii) Other Financial liabilities	10.9	14.7	10.7	11.8	14.9	(ii) Loans	0.0	0.0	0.0	0.0	0.0
Other non current Liability	0.0	0.0	0.0	0.0	0.0	Deferred Tax Assets (net)	0.0	0.0	0.0	0.0	0.0
Deferred tax liabilities (Net)	77.1	80.7	89.8	80.9	71.8	Other non-current assets		3.1	1.2	11.0	12.3
Provisions	21.7	23.6	12.3	16.9	8.4	Total Non Current Assets		672.5	671.2	652.5	619.6
Total Non Current Liabilities	257.2	299.3	321.1	312.3	296.6	Current Assets					
Financial liabilities	237.2	233.3	521.1	512.5	230.0	Inventories	415.0	325.4	246.6	278.2	209.6
(i) Borrowings	157.2	157.7	263.2	305.6	244.7	Financial Assets	0.0	0.0	0.0	0.0	0.0
	-	_				Investments	0.0	0.0	0.0	0.0	0.0
(ii) Trade Payables	330.0	329.5	242.6	258.7	197.0	(i) Trade receivables	555.2	488.6	458.5	374.9	296.8
(iii) Other financial liabilities	0.0	0.0	0.0	0.0	0.0	(ii) Cash and Bank Balances	9.8	7.6	5.6	4.3	4.2
Provisions	2.8	4.6	2.2	0.9	1.7	1.7 (iii) Loans		12.0	9.5	9.8	19.8
Other current liabilities	105.4	132.8	82.9	56.4	51.0	51.0 Current Tax Assets(Net)		0.0	0.0	0.0	0.0
Current tax liabilities (Net)	0.0	0.0	0.0	0.0	0.0	Other current assets	64.1	65.8	64.0	69.7	41.0
Total Current Liabilities	595.4	624.7	591.0	621.7	494.3	Total Current Assets	1,056.8	899.5	784.3	736.9	571.4
						Non current Asset held for sale		4.6	0.0	0.0	0.0
Total Equity and Liabilities	1,766.0	1,576.5	1,455.5	1,389.4	1,191.0	Total Assets	1,766.0	1,576.5	1,455.5	1,389.4	1,191.0





Particulars (Rs. crores)	FY21	FY20	FY19	FY18	FY17
Net Profit before Tax and Extraordinary items	369.0	185.3	131.0	124.5	116.0
Adjustments for: Non Cash Items / Other Investment or Financial Items	68.6	86.8	75.2	74.5	72.9
Operating profit before working capital changes	437.6	272.1	206.2	199.0	188.9
Changes in working capital	-186.1	19.5	-33.5	-104.8	7.2
Cash generated from Operations	251.5	291.6	172.7	94.2	196.1
Direct taxes paid (net of refund)	-96.7	-40.9	-29.6	-24.7	-21.4
Net Cash from Operating Activities	154.8	250.7	143.1	69.5	174.8
Net Cash from Investing Activities	-71.7	-33.2	-61.7	-73.5	107.0
Net Cash from Financing Activities	-81.1	-215.4	-80.1	3.9	-68.2
Net Decrease in Cash and Cash equivalents	2.0	2.1	1.4	-0.1	213.5
Add: Cash & Cash equivalents at the beginning of the period	6.8	4.6	3.3	3.4	3.6
Cash & Cash equivalents at the end of the period	8.8	6.8	4.6	3.3	217.1

For further information, please contact

Company:



CIN: L37060MH1984PLC055433

Mr. Rushikesh Deole Email: <u>investorrelations@aartidrugs.com</u> Contact no.: +91 22 24048199

www.aartidrugs.com

Investor Relations Advisor:

 $SGA^{\underline{\mathsf{Strategic}}\ \mathsf{Growth}\ \mathsf{Advisors}}$

CIN: U74140MH2010PTC204285

Mr. Jigar Kavaiya / Mr. Chinmay Madgulkar

E: jigar.kavaiya@sgapl.net / chinmay.m@sgapl.net

T: +91 9920602034 / +91 9860088296

www.sgapl.net