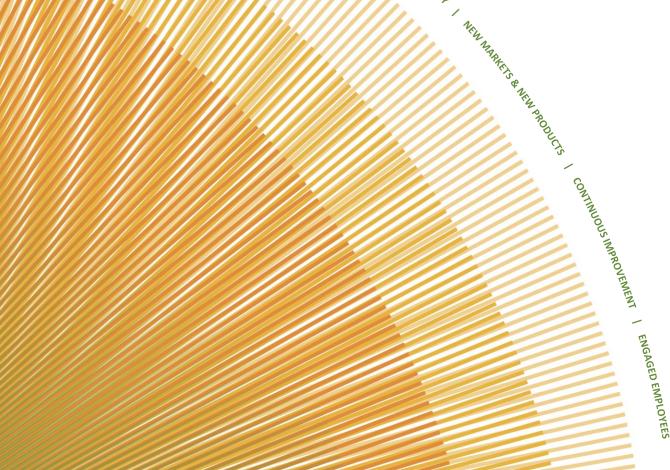




Investor Presentation

24-09-2020

STRONG FOUNDATION. ACCELERATING GROWTH.



Safe Harbor



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 semiregulated 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

Capabilities

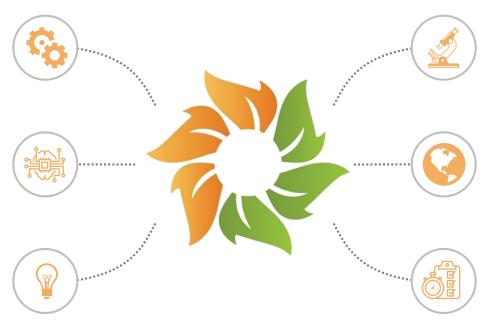
Complex chemistry capabilities including handling of catalytic hydrogenation, hydride reductions, organometallic reactions, hazardous reactions amongst others

Infrastructure

6 Globally compliant API and diversified facilities with capacity over 2000 KI

Orientation

Consciously favoring value over volumes thereby limiting pricing pressure in the long term and creating capacities after assuring demand



Research

Pipeline of 25+ products under different stages of development

Market Presence

Presence in 75+ countries,75%+ regulated market sales and 100+ Filings with 80+ products in its portfolio

Compliance

Commitment to highest levels of compliance, consistency and quality

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

EFFICIENCY

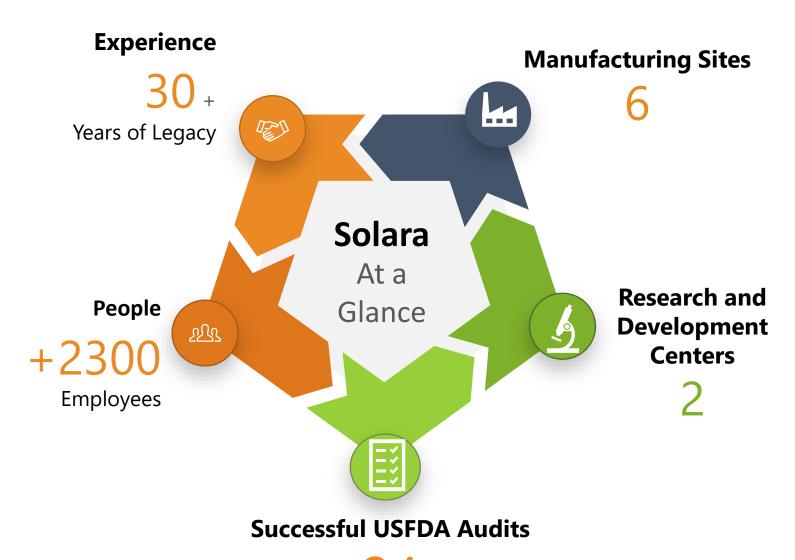
Working towards achieving a high level of efficiency in all process and systems and fulfilling the promises made to stakeholders.

TRANSPARENCY

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

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. Sesha (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)

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)

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



Swaminathan Srinivasan(Swami)

Head – Research & Development

25+ years of experience in pharmaceutical industry with vast exposure in active pharmaceutical ingredient as well the Dosage forms with deep understanding of the industry dynamics.



Sreenivasa Reddy B. (Sreeni)

Sreeni has over 24 years of experience in Pharmaceutical Industry like Manufacturing, Technology Transfer, Project Management in setting up facilities, Quality Assurance, Plant operations and Sales & Marketing.

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

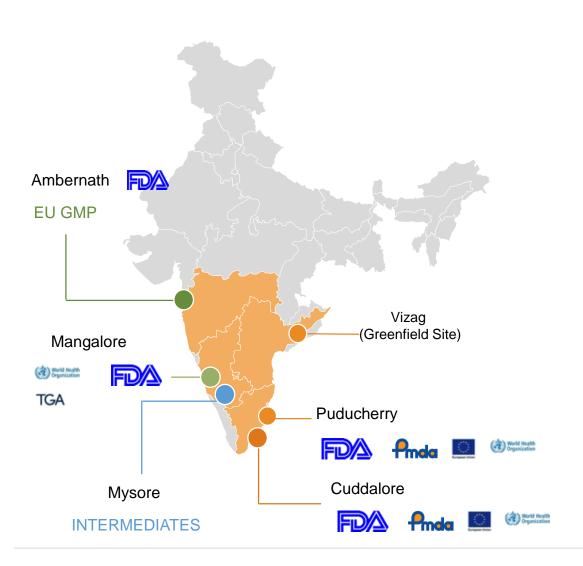
Ankur Thadani is a Principal at TPG Growth, based in Mumbai. He joined TPG in 2013 and has worked on multiple investments in Healthcare, Energy and Consumer sectors across India and the broader South-Asia region. Ankur also serves on the board of CTSI, Rhea Healthcare.



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, Hastealloy
- Temperature ranges from –90°C to +200°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 steal and Mild steal 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°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°C
- Segregated hydrogenation facility with multiple gas scrubbing systems



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 |
| TO THE PARTY OF TH | United States | Feb-2020 | Mar-2020 | Feb-2020 | Jan-2019 |
| edom | Europe | Nov-2014 | Jan-2017 | Sept-2017 | Oct-2017 |
| World Health Organization | Geneva | - | Oct-2016 | Feb-2018 | - |
| <u>CDSCO</u> | India | Jun-2019 | Nov-2019 | Jan - 2019 | Feb-2020 |
| | TGA, Australia | - | May-1998 | Feb-2013 | - |
| | United Kingdom | Jan-2017 | Jan-2017 | - | - |
| Pmda | Japan | Nov-2007 | Mar-2017 | Jul-2019 | - |
| R | egierung 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 | Ambernath |
| 식품의약품안전처 Ministry of Food and Drug Safety | MFDS, South Korea | Feb 2017 | Nov 2012 | Jul 2018 | |
| Cofepris Comisión Federal para la Protección contra Riesgae Sanitarios | Mexico | Sep 2015 | Sep 2015 | | |
| JÅZMP | Slovenia | Feb 2015 | | | |
| LÆGEMIDDELSTYRELSEN DANISH MEDICINES AGENCY | Denmark | Oct 2008 | Oct 2008 | | |
| agencia española de medicamentos y productos sanitarios | AEMPS, Spain | | | Sep 2017 | |
| An tÚdarás Rialála Táirgí Sláinte Health Products Regulatory Authority | Ireland | Nov 2014 | Nov 2014 | | |

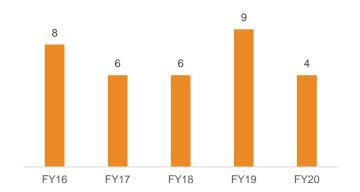
^{*} Mysore is an intermediate site and No regulatory inspection conducted so far. Site has valid GMP certificate issued by Drugs Control Department, Government of Karnataka.

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-malarias, Anti-infective, Neuromuscular Insomnia, Anti Psychotic Hyperkalemia, amongst others
- 25+ APIs under development across Anthelmintic, Anti-malarias, 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

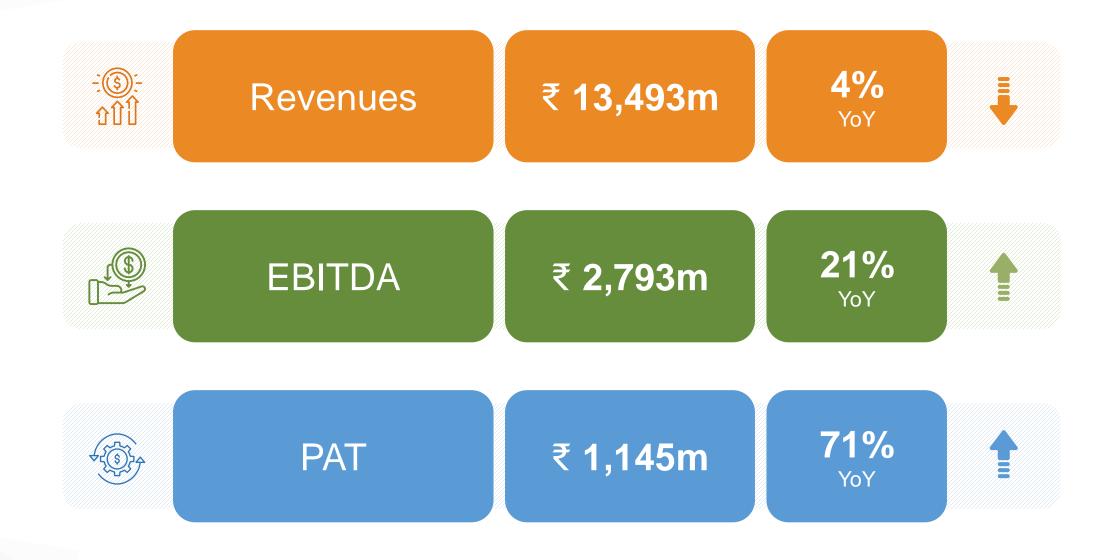




Financials

FY20 - A Solid year of operational excellence...





FY20 – A strong year for operating efficiencies and profitability



YoY Performance Highlights

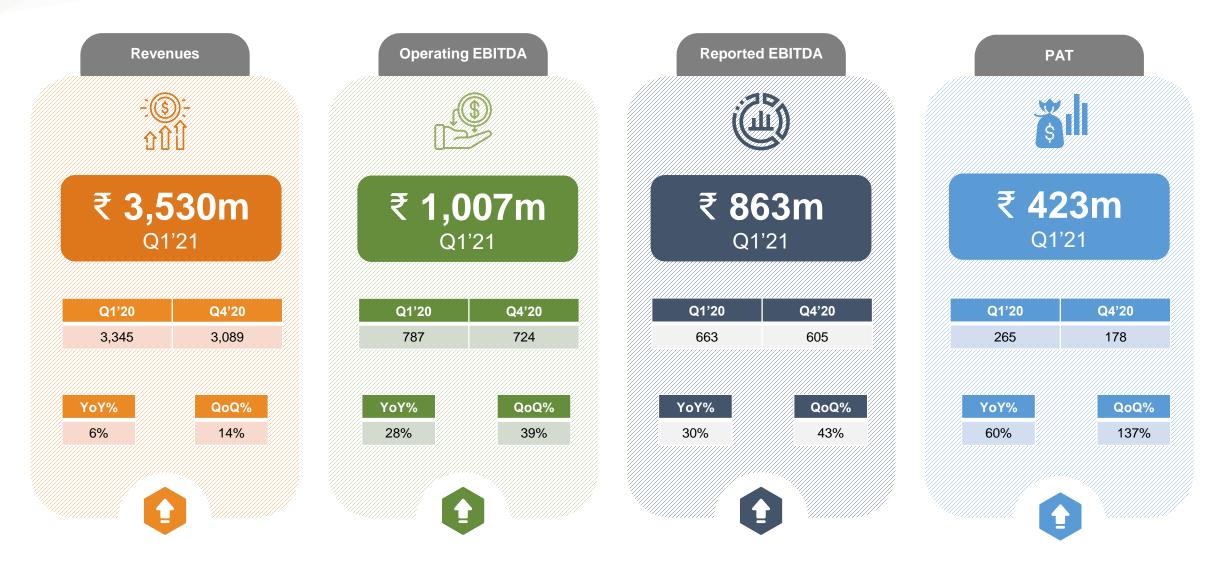
| Particulars | FY20 | FY19 | Change |
|--------------------------|--------|--------|---------|
| Revenue | 13,493 | 13,991 | -4% |
| Operating EBITDA | 3,281 | 2,862 | 15% |
| Operating EBITDA Margins | 24.3% | 20.5% | 390 bps |
| R&D Cost | -470 | -448 | |
| Forex gain/(Loss) | -17 | -98 | |
| Reported 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.

Q1FY21 - Operating leverage delivering highest ever EBITDA in a quarter with 24% EBITDA margins





In spite of a 3-week Covid-19 disruption, Solara demonstrated strong all-round performance



YoY and QoQ Performance

Year on Year Comparison

| Particulars | Q1 '21 | Q1 '20 | Change |
|--------------------------|--------|--------|---------|
| Revenue | 3,530 | 3,345 | 6% |
| Gross margins | 2,014 | 1,816 | 11% |
| Gross margins % | 57.0% | 54.3% | 277 bps |
| Operating EBITDA | 1,007 | 787 | 28% |
| Operating EBITDA Margins | 28.5% | 23.5% | 499 bps |
| R&D Cost | -140 | -115 | |
| Forex gain/(Loss) | -4 | -9 | |
| Reported EBITDA | 863 | 663 | 30% |
| Reported EBITDA Margins | 24.4% | 19.8% | 463 bps |
| PAT | 423 | 265 | 60% |
| Basic EPS (₹/Share) | 15.75 | 10.29 | |

Quarter on Quarter Comparison

| Particulars | Q1 '21 | Q4 '20 | Change |
|--------------------------|--------|--------|---------|
| Revenue | 3,530 | 3,089 | 14% |
| Gross margins | 2,014 | 1,781 | 13% |
| Gross margins % | 57.0% | 57.7% | -62 bps |
| Operating EBITDA | 1,007 | 724 | 39% |
| Operating EBITDA Margins | 28.5% | 23.4% | 510 bps |
| R&D Cost | -140 | -110 | |
| Forex gain/(Loss) | -4 | -8 | |
| Reported EBITDA | 863 | 605 | 43% |
| Reported EBITDA Margins | 24.4% | 19.6% | 480 bps |
| PAT | 423 | 178 | 137% |
| Basic EPS (₹/Share) | 15.75 | 6.78 | |

Business and Operations Update

Business

- Regulated markets represents ~76% of our quarterly revenues.
- New products launches are progressing well and are receiving traction for supply partnerships across the markets
- Long term contracts now account for >50% of our total revenues
- Newly setup CRAMS division tracking as per plan and receiving customer traction with new business inquiries

Operations

- USFDA has classified our manufacturing site at Cuddalore as "Official Action Indicated" (OAI). Solara is strongly committed to collaborating with USFDA to address the observations raised by the agency in the form 483 issued to the company(Further details on the subsequent slides)
- We took a temporary shutdown across our locations w.e.f. 23rd March 2020 and have also taken several proactive measures towards providing a safe working environment for our employees and ensure business continuity for our partners
- Operations resumed across our locations by mid of April 2020. The operational cost of ₹127 Mn incurred during the Covid-19 disruption has been accounted for.

Focus on operating leverage, working capital, and cashflows resulting into better ratios



Statement of Assets and Liabilities

Source of Funds

| Particulars Rs Mn | Mar'19 | Mar'20 | Jun'20 |
|---------------------|--------|--------|--------|
| Shareholders' funds | 9,559 | 10,859 | 11,294 |
| Less: Goodwill | -3,651 | -3,651 | -3,651 |
| Net worth | 5,908 | 7,209 | 7,643 |
| Term Loan | 3,236 | 3,530 | 3,358 |
| Working Capital | 3,625 | 3,538 | 3,723 |
| Gross Debt | 6,861 | 7,068 | 7,081 |
| Less: Cash | -2,245 | -1,068 | -1,157 |
| Net Debt | 4,616 | 6,000 | 5,924 |
| Total | 10,524 | 13,209 | 13,567 |

Utilization of Funds

| Particulars | Mar'19 | Mar'20 | Jun'20 |
|---------------------------|--------|--------|--------|
| Net Tangible Fixed Assets | 8,034 | 9,932 | 9,889 |
| Net Non-current Assets | 190 | 183 | 188 |
| Net Current Assets | 2,300 | 3,094 | 3,490 |
| Total | 10,524 | 13,209 | 13,567 |

Key Highlights



- Improvements in financial ratios led by a right sized balance sheet position
- ⇒ Net Debt to EBITDA comfortable at <2x range and Net Debt to Equity at ~0.8x
 </p>
- Ongoing Capex of Rs. 1000 million each year out of which maintenance capex will be Rs. 400 million and growth capex will be Rs. 600 million (excluding Vizag).
- As of June 30th, 2020, the Company has no outstanding Inter-Company Deposit(ICDs)
- The warrants issued to Promoters and TPG are due for subscription in Q2'21.

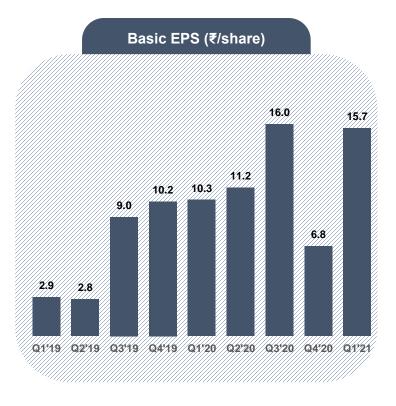
 Consequently, the cash and equivalents of the Company are expected to go up by ₹2,880 million in Q2'21. This will result into a net debt of ~₹3,000 million
- The share capital of the company will increase from **26.8 million** shares to **36.0 million** shares post the warrant conversion.

Strong momentum continues after a "one-off" Q4'20 performance









- Growth in Reported 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(49% in Q1'21 vs 29% in Q4'20)

Targeting over 25% YoY Growth in FY21 with significant expansion in EBITDA





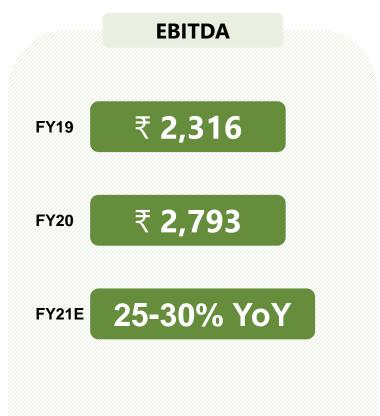


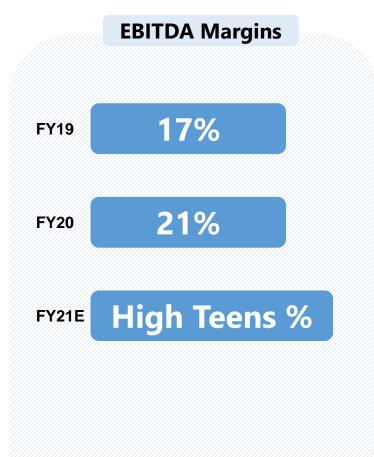






FY21E 30-35% YOY







Solara – The Road Ahead...

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



Strong foundation...

...Leading To Accelerating Growth





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.





05



INORGANIC

Grow via a "right priced" acquisition on the axes of science and or scale. Inorganic growth is n 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.



Key focus areas for the year FY 21





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



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



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

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



THANK YOU

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