



# Investor Presentation

November 2015



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## Safe Harbour Statement:

Certain statements in this presentation concerning our future growth prospects are forward looking statements, which involve a number of risks and uncertainties that could cause actual results to differ materially from those in such forward-looking statements. The risks and uncertainties relating to these statements include, but are not limited to, fluctuations in earnings, our ability to manage growth, competitive intensity in our industry of operations including those factors which may affect our cost advantage, wage increases, our ability to attract and retain highly skilled professionals, sufficient availability of raw materials, our ability to successfully complete and integrate potential acquisitions, liability for damages on our contracts to supply products, the success of the companies in which TWL has made strategic investments, withdrawal of governmental fiscal incentives, political instability, legal restrictions on raising capital or acquiring companies outside India, and unauthorized use of our intellectual property and general economic conditions affecting our industry. TWL may, from time to time, make additional written and oral forward-looking statements, including our reports to shareholders. The Company does not undertake to update any forward-looking statement that may be made from time to time by or on behalf of the company

# About The Waterbase Limited

*Pioneers of the Aquaculture Industry in India*





# Company Overview

- First Company to enter the aquaculture business in India in a formal manner – incorporated in 1987 – operations commenced in 1993 – over two decades in the industry
- Promoted by the Karam Chand Thapar Group which has varied business interests ranging from coal, infrastructure, real estate, manufacturing and aquaculture
- Currently focused on manufacture of shrimp feed and processing of shrimp for export
- Headquartered in Chennai, Tamil Nadu with Manufacturing plant located in Nellore, Andhra Pradesh
- Processing facilities are FDA and BAP approved, EU listed and HACCP certified
- Recognized and appreciated for technical expertise, quality of product and R&D initiatives



## Robust Growth Momentum...

	FY 2012	FY 2013	FY 2014	FY 2015
Capacity (MT)	20,000	30,000	35,000	35,000
Dealers / Distributors	60	70	90	100

## ..Resulting in Strong Earnings Performance

### Standalone Financials (Rs. Cr.)

	FY11	FY12	FY13	FY14	FY15
Total Revenue	46.8	103.5	157.0	228.2	277.6
YoY Growth	69%	121%	52%	45%	22%
EBITDA	4.4	10.5	11.6	23.3	32.0
EBITDA Margin	9.3%	10.2%	7.4%	10.2%	11.5%
Profit Before Tax (PBT)	0.1	6.9	7.6	20.4	30.2
Profit After Tax (PAT)	0.7	5.6	6.0	13.6	19.5
PAT Margin	1.5%	5.4%	3.8%	5.9%	7.0%
EPS (Rs.)	0.3	2.2	2.3	4.4	5.1
Net Worth	47.6	54.3	60.3	86.7	99.17
Total Loans	25.9	20.3	30.3	13.2	12.5
Cash and Cash Equivalents	10.3	12.4	16.7	24.9	29.5
Current Market Cap (Sept' 15)					403.8

# Key Strengths

## Strong Brands

- Several popular brands which are favoured by shrimp farmers
- Enjoy high recall and are seen to be synonymous with quality and value

## Rich Legacy

- Over two decades of expertise in the business- strong connect with suppliers and farmers
- Backed by the KCT Group – has inculcated ethical business practices with long-term vision in mind

## Technical Expertise

- TWL enjoys unparalleled technical expertise in the industry as the Pioneer
- Staffed by well-qualified personnel with rich industry experience
- Products, processes, practices are viewed as gold standard by industry

## Quality Control

- Robust manufacturing processes and step by step quality control system
- Processing facilities are FDA and BAP approved, EU listed and HACCP certified
- Global best practices implemented

## R&D Focused

- Working with renowned research institutions in India and abroad for the benefit of industry
- R&D initiatives have been meaningfully converted into new products
- Have driven improvements in feed manufacture, farm practices, waste management, shrimp processing

## Financial Position

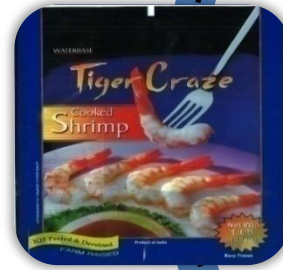
- Zero net debt – Existing Cash balances are in excess of debt
- Demonstrated financial discipline through good and bad years for industry



**Shrimp Feed**



**Processed Shrimp**





## Registered office and factory

- Ananthapuram Village, T.P. Gudur Mandal, Nellore – 524 344, Andhra Pradesh.

## Corporate Office

- No. 37, Thapar House, Montieth Road, Egmore, Chennai – 600 008

## Group Corporate Office

- Delhi
- Kolkata



- TWL's world class R&D program and high technology has enabled it to introduce innovative shrimp feeds
    - An example of R&D outcomes is the introduction of functional feeds that go beyond just meeting the basic nutritional requirements of shrimps
  - TWL's proven competence in research and unparalleled technical expertise in the industry continues to provide it with a competitive advantage
  - Has taken up efforts to train farmers and has worked with renowned research institutions in India and abroad for the benefit of industry
  - Works closely with reputed institutes who are involved in Aqua Feed Nutrition Research
- The Company continuously interacts with international experts on Shrimp feed nutrition, water quality management and development of specialized feed ingredients
  - All the Research & Development (R&D) activities are carried out in-house in collaboration with such experts/ institutes





Promoting gut health & a stable gut microflora :  
Natural antibacterial action



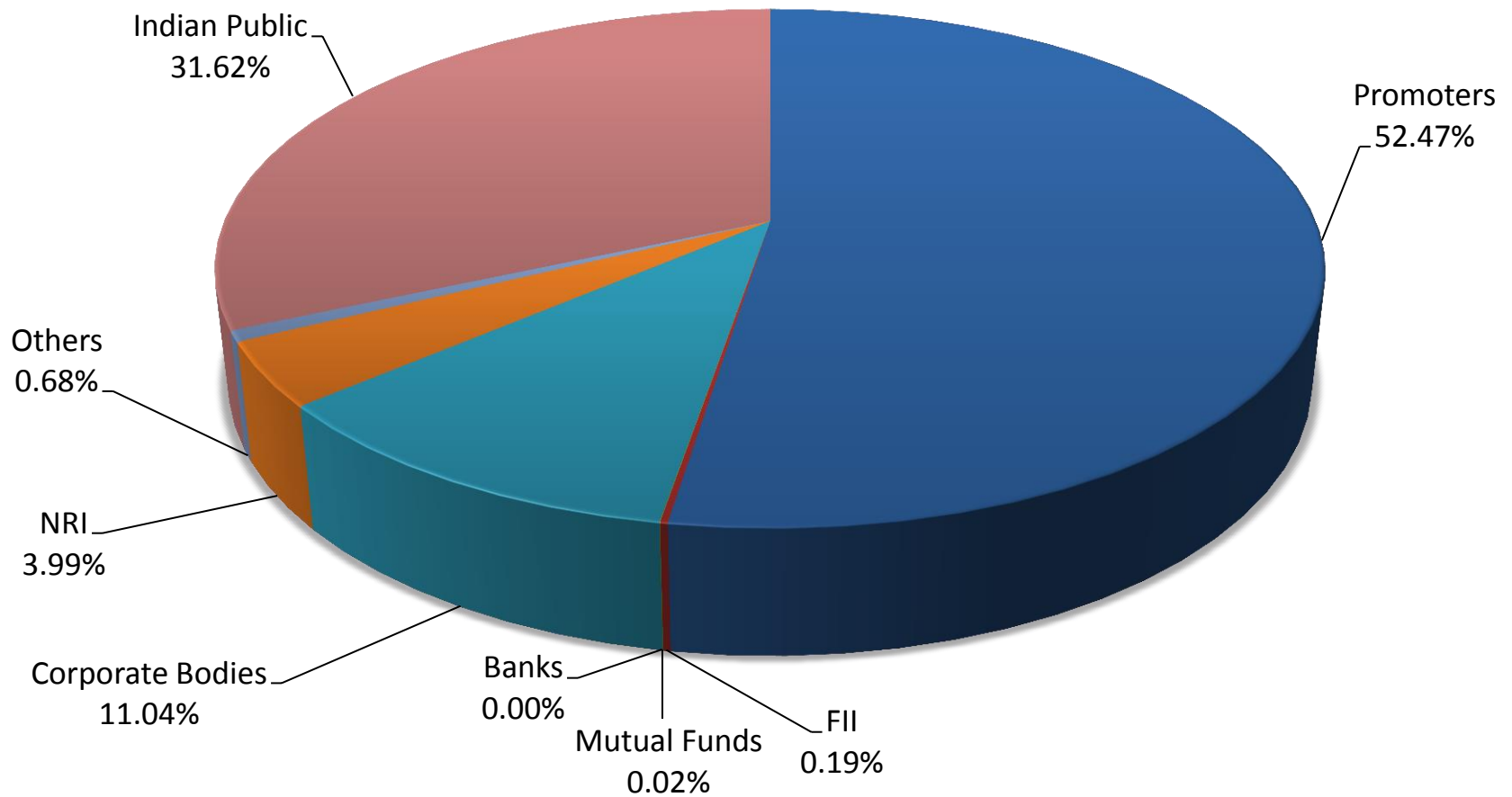
Boosting energy reserves (nutritional status  
hepatopancreas)



BAY WHITE Enriched				
USP	Improved hepatopancreas function and stabilized gut microflora through natural bacteriostatic action	Starters	Growers	Action points
Feature 1	Natural antibacterial action	Healthy GUT	Healthy GUT	Stabilization of the gut microflora using natural bacteriostatic action
Feature 2	Enhanced hepatopancreas function	HP Boost	HP Boost	Enhanced energy availability and digestive capacity for fats, improved lipid nutrition



# Shareholding Pattern



Data as on 30<sup>th</sup> Sep 2015

# Business Strategy





# Business Strategy

Increase Scale

Enhance Geographic Reach

Diversify Revenue Streams



# Business Strategy

Increase Scale

Enhance Geographic Reach

Diversify Revenue Streams

- Installed capacity at 35,000 MTPA. Post merger of PFL, combined capacity of 1,10,000 MTPA will be higher by 300%
- Increase volumes and market share by leveraging on strength of highly skilled technical manpower & brands, wider product portfolio, improved distribution network and value-added services
- Capacity constraints are no longer a hindrance – will enter new geographies and aggressively pursue customer categories to increase offtake
- Increase in scale expected to be margin accretive – incremental revenues to enhance return ratios



# Business Strategy

Increase Scale

Enhance Geographic Reach

Diversify Revenue Streams

- Widening distribution infrastructure to enhance pan-India presence – entering high potential markets like West Bengal, Gujarat and Odisha
- Will also scale up presence and reach in current strongholds of Tamil Nadu, AP & Telangana
- Deepening distribution network by adding new depots, better stocking of wider product portfolio at distributor level and enhanced after-sales service. Dealership network has increased by 35% in H1FY16 to 135+ dealers
- Also working on identifying and developing new markets for shrimp farming





# Business Strategy

Increase Scale

Enhance Geographic Reach

Diversify Revenue Streams

- Entering more verticals within the value chain – set to emerge as an integrated player from farm to fork
- Executing plans to set up hatcheries to supply good quality seeds for shrimp farming
- Will forward integrate from current set up of toll mfg. (packaging of processed shrimp) into direct exports – initial shipments despatched in Aug, 2015
- Plan to offer value-added products such as farm care products supplemental feeds, larval feeds to improve farm practices, etc.
- Larger number of customers, enhanced market presence & product portfolio and addition of revenue streams to provide natural hedge


# Value Chain – Shrimp Industry

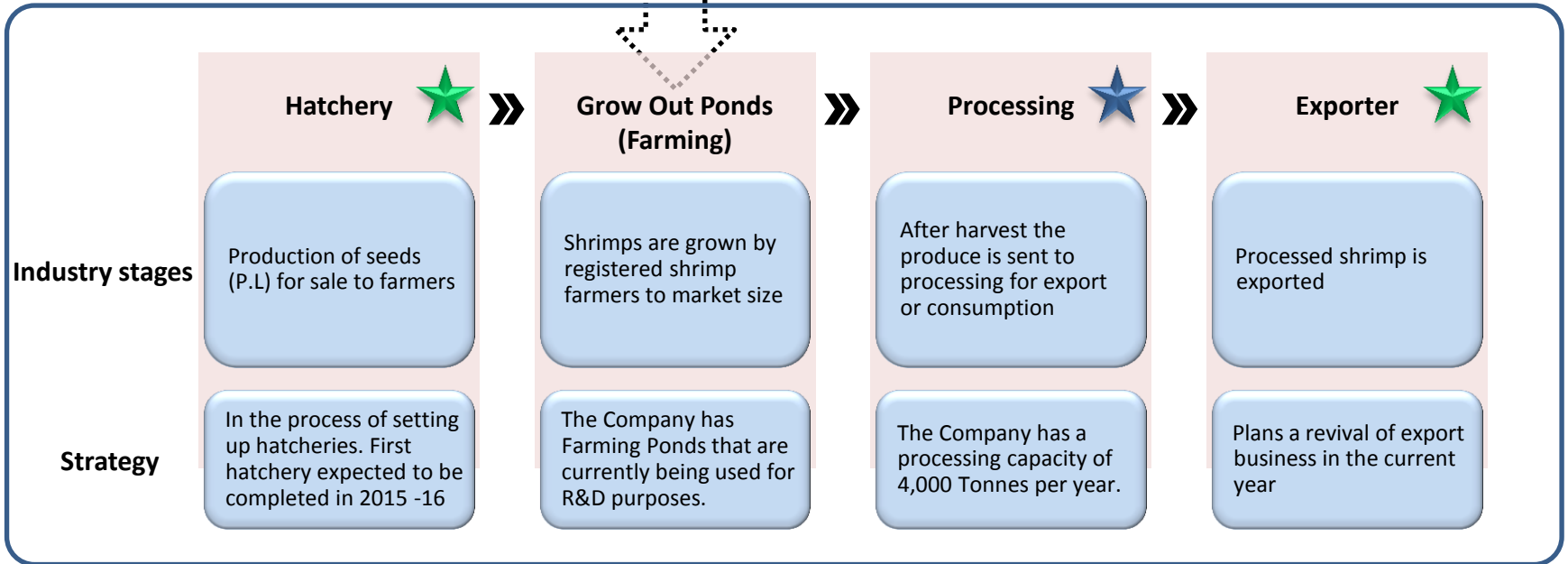
**Current Status**

- Primary business for the Company

**Strategy**

- Amalgamating Pinnae Feeds to consolidate operations which will result in tripling of capacity and allow TWL to pursue growth plans

Feed   
Manufacturing



 Current Presence     Establishing Presence

# Scheme of Amalgamation - Transaction Highlights





# Transaction Details

## SWAP-RATIO (4:17)

TWL to issue 4 fully paid up equity share of Rs.10 each for every 17 fully paid-up equity shares of Rs.10 each, held by the shareholders in PFL

## APPOINTED DATE OF SCHEME

1<sup>st</sup> August 2015

## TIMELINE

Expect completion by Q1 FY17

- Basis of Valuation: Net Assets Valuation (NAV) method and Discounted Cash Flow (DCF) methods have been used to arrive at fair value of assets
- Weightage of 1:4 for NAV: DCF respectively to covers the value in the books as well as the potential return that can be generated from these assets
- Illiquidity discount applied to PFL and valuation of PFL takes into consideration the various qualitative factors relevant to each company and the business dynamics and growth potentials of the business

## ADVISORS

<i>Scheme Consultant</i>	KPMG
<i>Fairness Opinion</i>	Saffron Capital Advisors Pvt Ltd.- Category I Merchant Bankers
<i>Legal Advisor</i>	M/s. VGB & Associates
<i>Valuation Report</i>	SSPA & Co., Chartered Accountants

The transaction is subject to satisfaction of various conditions, including obtaining necessary approvals from the shareholders, creditors and regulatory authorities including Securities and Exchange Board of India (SEBI), Bombay Stock Exchange under the Listing Agreement, and sanction of the Scheme by concerned High Courts and / or any other appropriate authority as may be necessary



# Transaction Details.. Contd.

## Equity Capital pre-amalgamation

<b>TWL</b> 3.86 crore shares	<b>PFL</b> 1.2 crore shares
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## Swap Ratio

4 : 17

## Number of shares of TWL to be issued

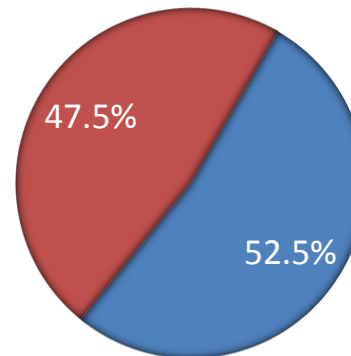
28.2 lakh shares of Rs. 10/ each

## Equity Capital post amalgamation

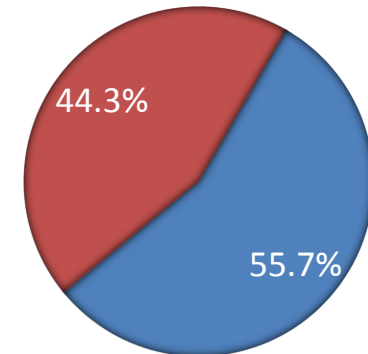
TWL: 4.14 crore shares

## Shareholders - significant value creation

### Pre-Amalgamation



### Post-Amalgamation



■ Promoter ■ Public

↔ Total No. of Shares ↔

## BENEFITS TO MINORITY SHAREHOLDERS

- Tripling of capacity without cash outgo / additional investment
- TWL was operating at full capacity – can now pursue opportunities for growth
- Value accretive for all shareholders - minority to witness limited dilution relative to capacity added

Commenting on the scheme, **Mr. Ramakanth V. Akula, CEO** said, *“This amalgamation will set the platform for the next wave of growth for the Company. In addition to the expansion in capacity for feed manufacturing, we anticipate multiple synergies from the combined operations including better utilization of resources, operating efficiencies from economies of scale, elimination of dual functions and a reduction in administrative and managerial expenditure and overheads. The combined operation will lead to further benefits in sourcing of raw materials and enable us to negotiate better terms with our suppliers.”*





# Background - Pinnae Feeds Limited

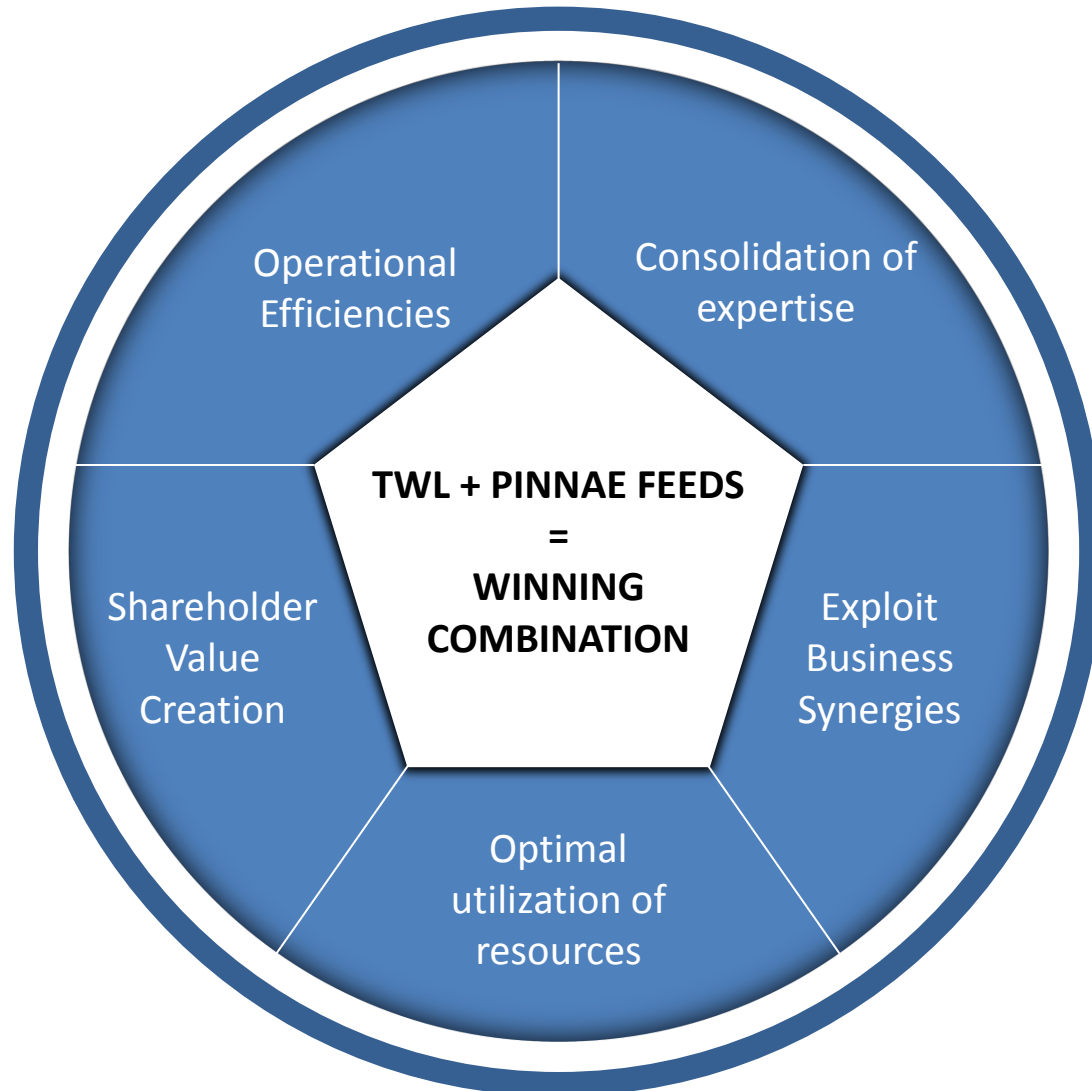
- Pinnae Feeds Ltd. is a wholly owned subsidiary of Karam Chand Thapar & Bros (Coal Sales) Limited; the flagship company of the KCT Group (promoters of TWL)
- Incorporated in July, 2012 with the objective to meet capacity expansion plans for the Feed manufacturing business
- TWL was intended to be the sole customer
- Expansion could not be undertaken within TWL due to restrictions placed by one of its bankers
- **Location :**
  - Manufacturing unit located at Nellore, Andhra Pradesh
  - ~70 Kms away from TWL's factory in Nellore
- **Producer of shrimp feeds :**
  - Expansion undertaken in 2 phases; Phase I which was completed in FY15 comprised capacity of 40,000 MTPA and Phase II which was completed in FY16 comprised the balance capacity of 35,000 MTPA
  - Commenced commercial operation in H2FY15; supplied 6,062 MTPA of feeds to TWL during FY15
  - Post completion of Phase II - Capacity of 75,000 MTPA is now fully operational
  - Aims to supply ~15,000 M.T. of feeds to TWL during FY16
- **Financials :**
  - Revenues of Rs. 36.5 crore in FY15 from supply of feed to TWL
  - Gross Block - Rs. 45.15 crore
  - As of March 31, 2015 - Debt: ~Rs. 46.8 crore (including term loans as well as working capital)





# Rationale for Amalgamation

*TWL's production capacity will increase from 35,000 MTPA to 1,10,000 MTPA*



# Industry Overview





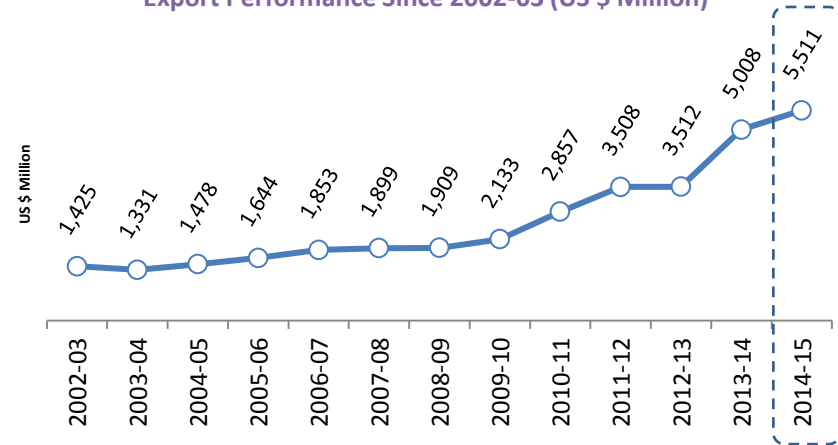
# Robust Industry Growth

- In FY15, Marine product exports from India were at an all-time high of USD \$5.5 billion.

– MPEDA envisages target of US \$ 6.6 billion for the year 2015-16

- Marine product exports crossed all previous records in quantity, rupee value and USD terms.
- USA is the largest market for Indian seafood products with a share of 26.46% in terms of USD followed by South East Asia (25.71%), European Union (20.08%), Japan (9.11%), other countries (8.58%), Middle East (6.04%) and China (4.02%).
- Exports to USA had registered a growth of 16.94% in quantity and 13.39% in USD realization and are mainly attributed to the export of Frozen Shrimp

Export Performance Since 2002-03 (US \$ Million)



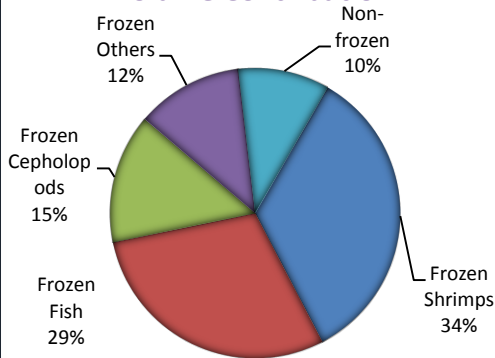
Export Details	2013-14	2014-15	Growth (%)
Quantity Tonnes	9,83,756	10,51,243	6.86
Value Rs. crore	30,213.26	33,441.61	10.69
Value US \$ Billion	5.0	5.5	10.05

Source: www.mpeda.com

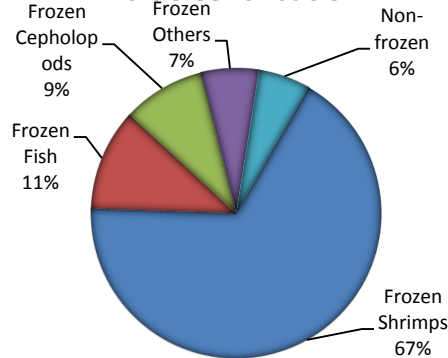


# Driven by strong growth in Shrimp Exports

**Volume Contribution**



**Value Contribution**



	Marine Exports	Shrimps Exports	Others
Quantity in MT	10,51,243	3,57,505	6,93,738
Volume (%)	100%	34%	66%
Value (in Rs. Cr.)	33,441	22,468	10,973
Value (%)	100%	67%	33%

- During 2014 -15 shrimp aquaculture has shown a tremendous growth (30.64%) and achieved highest production
- Frozen shrimp continued to be the major export item in the export basket in terms of quantity and value
- The overall export of shrimp during 2014-15 stood at 3,57,505 MT valued at Rs, 22,468 crore (\$3.7 billion)
- The export of Vannamei stood at 2,22,176 MT recording a growth of 26.90% in quantity and 18.98% in USD terms
- With Vannamei shrimps becoming a money spinner in the Indian seafood exports, the focus has shifted to farmed seafood products and the share of sea catch has come down in the total seafood export basket

	Shrimps Exports (Quantity in MT)	(%)
USA	1,12,702	32
EU	81,952	23
South East Asia	69,068	19
Japan	30,434	8
Others	63,349	18
<b>Total</b>	<b>3,57,505</b>	<b>100</b>

	Shrimps Exports	Cultured Shrimp	Others
Volume (%)	100%	76%	24%

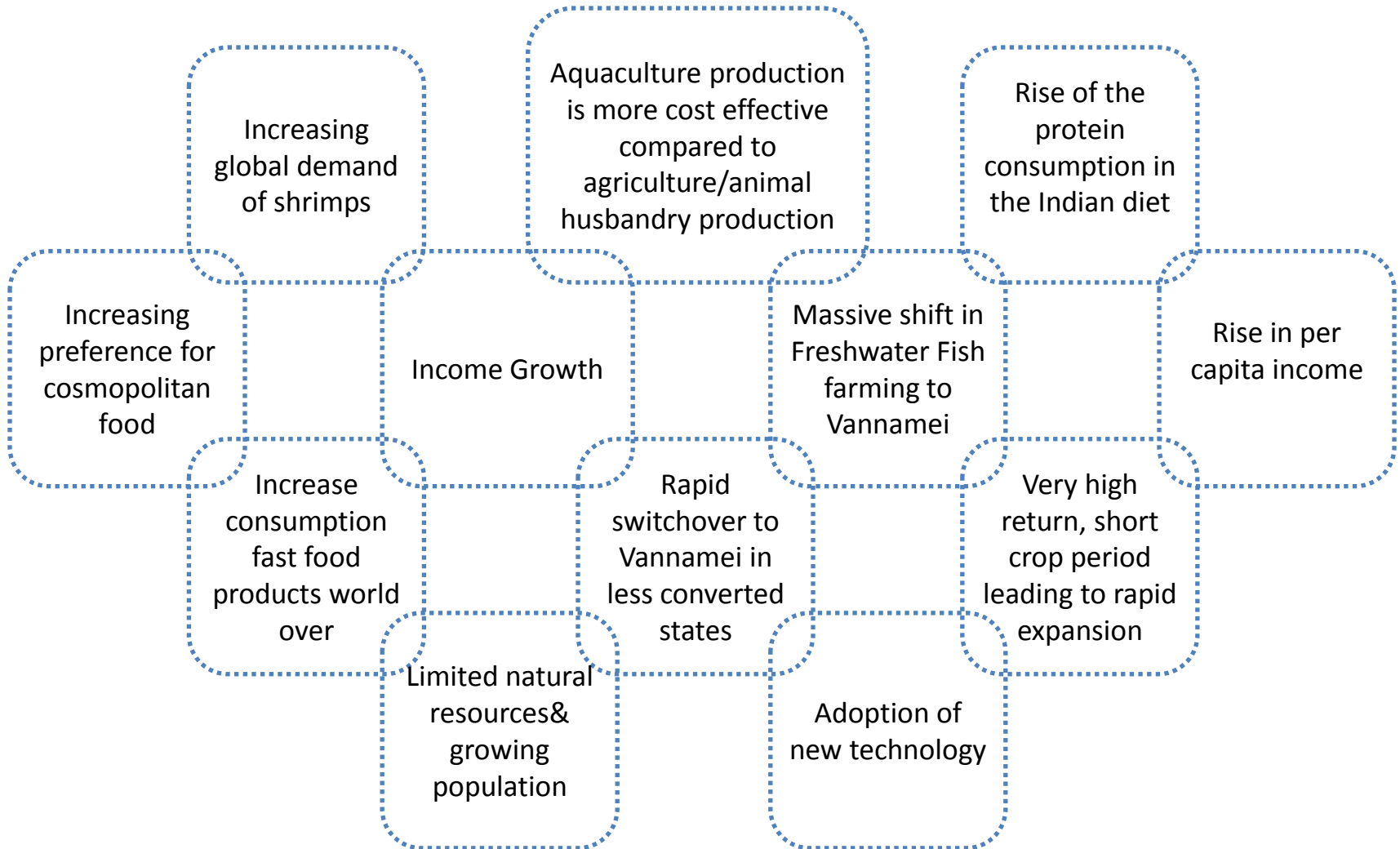


# Factors behind Success of Shrimp Farming in India





# Growth Drivers



# Financial Overview

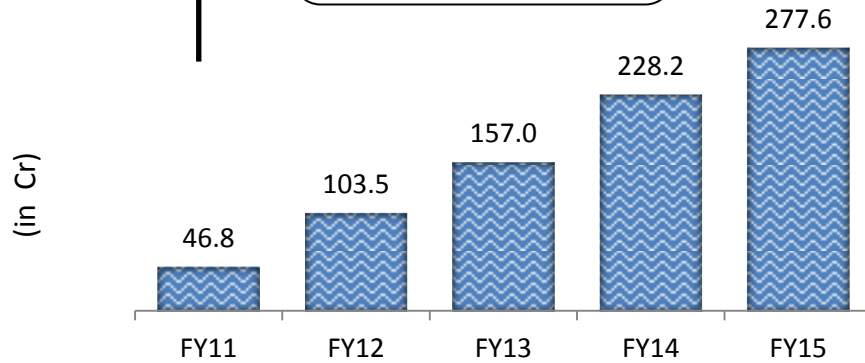




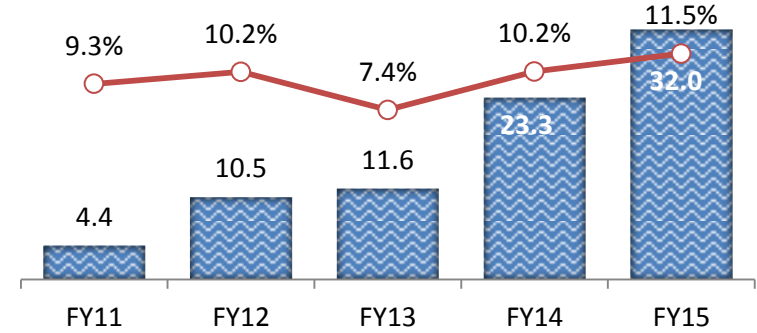
# Financial Performance

## Revenues

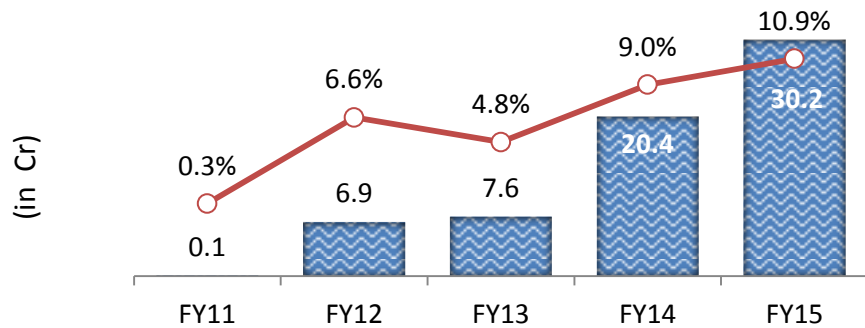
5 year CAGR : 56.1%



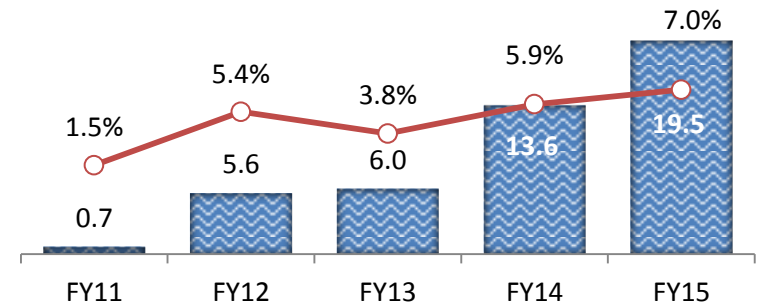
EBITDA Margins



PBT Margins



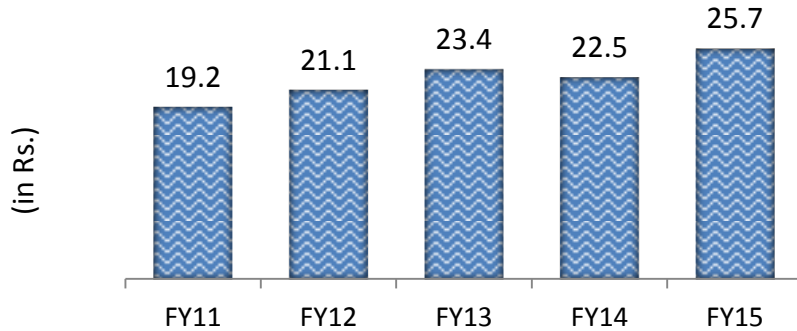
PAT Margins



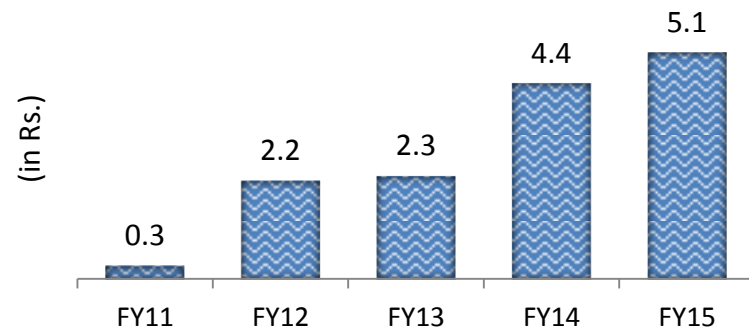


# Key Financials

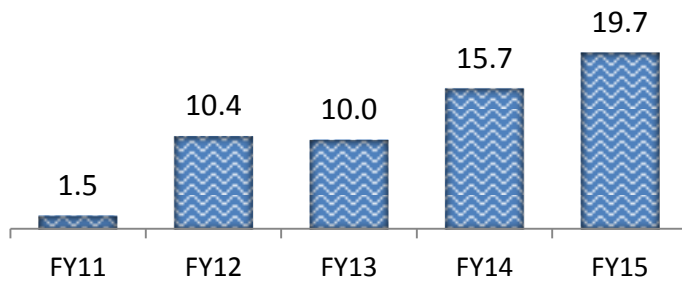
### Book Value Per Share



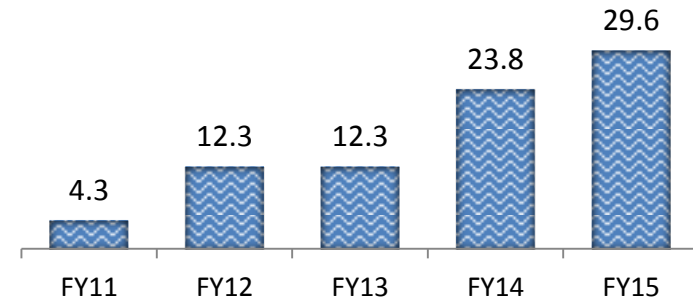
### Earnings Per Share



### Return on Net Worth (%)



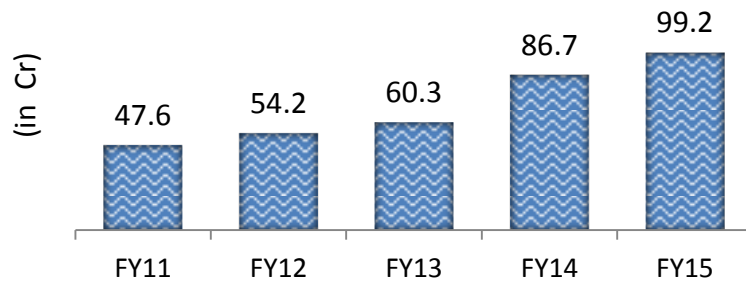
### Return on Capital Employed (%)



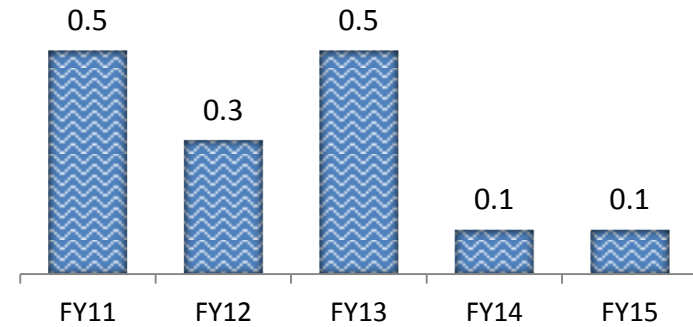


# Key Financials

### Net Worth



### Debt Equity Ratio



# Q2 & H1FY16 Performance & Updates







# Financial Performance

*INR Cr.*

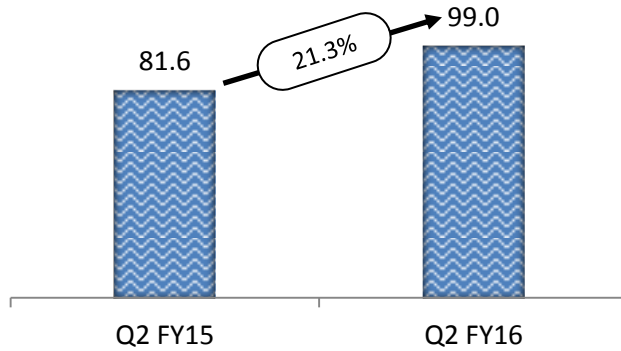
Particulars	Q2 FY16	Q2 FY15	Growth (%)	H1 FY16	H1 FY15	Growth (%)
Income from Operations	99.0	81.6	21%	200.2	167.5	20%
EBITDA	9.5	8.0	19%	22.2	19.0	17%
EBITDA Margin (%)	9.6%	9.8%	-	11.1%	11.3%	-
PAT	5.7	3.8	50%	14.0	11.3	24%
PAT Margin (%)	5.8%	4.7%	-	7.0%	6.7%	-



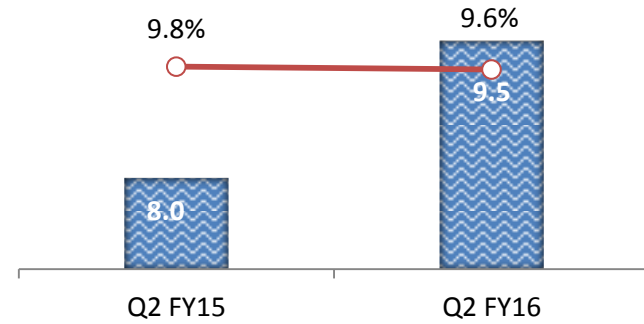
# Financial Performance

## Revenues

(in Cr)

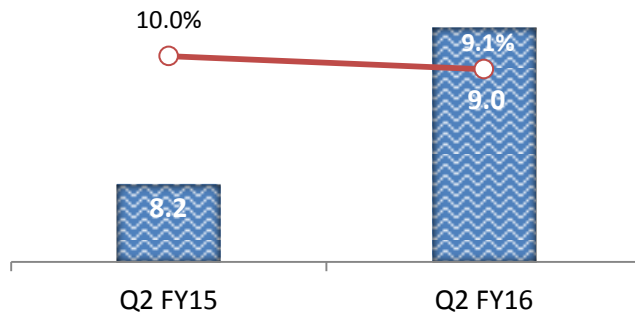


EBITDA Margins

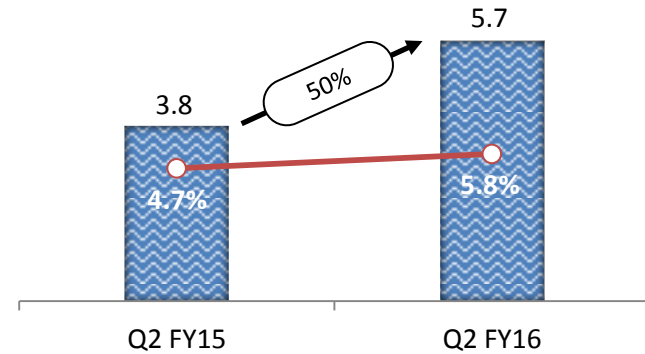


PBT Margins

(in Cr)



PAT Margins





# Q2 & H1FY16 – Business Review

## Exports :

- Resumed direct shrimp exports with shipments directed towards Europe and U.S
- Received encouraging response from leading buyers

## Hatcheries :

- Plan to set up Hatcheries is under execution – recent floods have delayed progress
- Construction work is scheduled to commence shortly and the unit is on track to be commissioned in Q1FY17

## Deepening Distribution network:

- Added 35 dealers in H1FY16
- Encouraged by response in new markets of West Bengal, Gujarat and new territories of Tamil Nadu

## Amalgamation update:

- Amalgamation of Pinnae Feeds Ltd. in progress – scheme documents submitted to stock exchanges and NOC is awaited following which submissions will be made to High Court
- Expect to complete the amalgamation by Q1FY17

## **Settlement with Canara Bank :**

- Management considered and accepted the One Time Settlement (OTS) proposal made by Canara Bank towards settlement of all the outstanding dues
  - TWL has settled its liability at Rs. 7.8 crore (which includes interest) – payments have been made on Nov 18 and Nov 19 to Canara Bank
  - Canara bank has issued a no dues certificate and both parties are in the process of withdrawing all legal proceedings

## **Disruptions due to heavy rainfall:**

- Factory located at Ananthapuram Village, Nellore was disrupted due to flooding of the factory premises caused by incessant rains and water logging
  - For safety reasons, the factory was shut down from 19th November, 2015 for few days
  - The Company is undertaking appropriate steps to restore normalcy
  - The damage is yet to be ascertained ; the factory is covered by insurance

# Risks & Outlook



- Going forward , the Company is fairly cautious on the prospects for the rest of FY16
- Production at Indian Shrimp farms has been impacted by a twin outbreak of diseases
  - There have been several incidents reported of EHP [enterocytozoon hepatopenaei] a bacteria that affects the growth of shrimps and of
  - White gut / white feces – a disease which impacts the weight gain. As a result, some farmers are harvesting early resulting in smaller sized shrimp and reduced production numbers
- Recent instances of floods in Nellore district will significantly impact the shrimp farming and production in the region
  - The heavy rains have wiped out fish and prawn ponds over about 8,000 hectares causing steep losses to farmers.
  - This has come just ahead of harvest season for aqua farmers and will have deep impact as most of the investments towards the crop have already been undertaken.
- The excessive rainfall led to flooding in the Company's factory located at Nellore
  - Due to waterlogging the factory has been shutdown for a few days
  - This has affected production and dispatches and steps are being taken to return to normal operations following which impact of this development can be ascertained.

# Glossary

SPF	Specific pathogen free
FCR	Feed conversion ratio
MPEDA	Marine Products Exports Development Authority
CAA	Coastal aquaculture authority
MTPA	Metric tonne per annum
Broodstock	a group of mature individuals used in aquaculture for breeding purposes
P. Monodon	Black Tiger
P. Vannamei	White Shrimp



# Thank You



For more information about us, please visit [www.waterbaseindia.com](http://www.waterbaseindia.com) OR contact:

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G. Venkatram (C S & CO)  
**The Waterbase India Limited**  
Phone: +91 44 30127009 Extn: 202  
Email: [gvenkatram@waterbaseindia.com](mailto:gvenkatram@waterbaseindia.com)

Mayank Vaswani / Devrishi Singh  
**CDR India**  
Phone : +91 22 6645 1230 / 1238  
Email: [mayank@cdr-india.com](mailto:mayank@cdr-india.com)  
[devrishi@cdr-india.com](mailto:devrishi@cdr-india.com)