



Investor Presentation - Sept 2023



**TOUCHING
BILLIONS OF
LIVES DAILY**

Green Chemistry
Innovative Solutions
Research and Development
Vertical Integration



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CFS 3.0



Evolution of CFS



CFS 1.0

FY07

- › Specialty chemicals business demerged from Camlin Limited to form Camlin Fine Sciences

FY12

- › Acquired **Borregaard Italia SpA**, a manufacturing facility in Italy producing HQ and catechol thereby becoming an integrated manufacturer of di-phenols

CFS 2.0

FY16

- › Started production and marketing of antioxidant blends in Brazil through 100% subsidiary '**CFS do Brazil Ltd**'
- › Launched CFS North America, LLC

FY17

- › Acquired a 65% stake in **Dresen Quimica S.A.P.I.de C.V., Mexico** along with its 5 subsidiaries to expand market reach in Central & South America along with a few parts of Latin America

FY18

- › Acquired a 51% stake in **Ningbo Wanglong Flavours and Fragrances**, and became the 3rd largest **vanillin producer** in the world
- › Preferred supply agreement with **Lockheed Martin** for the supply of Negolyte

CFS 2.0

FY19

- › JV with **Pahang Pharma Pte. Ltd., Singapore** to foray into animal nutrition in the ASEAN market
- › **Commenced construction of the di-phenols facility in Dahej**

FY21

- › Infinity Group invested \$23.4 million in the company in 2020
- › Completed the greenfield expansion and **commenced commercial production of the di-phenol facility in Dahej**

FY22

- › Acquired 80% stake in **AlgalR NutraPharms** to enter the nutraceuticals market
- › Acquired an additional 33.5% stake in **Dresen Quimica S.A.P.I.de C.V., Mexico**

FY23

- › Debottlenecking of the di-phenol facility in Dahej increased capacity from **10,000 MT to 15,000 MT and was completed in May 2022**
- › Commercialization of the **6,000 MT vanillin facility in Dahej in Q4FY23**

CFS 3.0

FY24

- › Ashish Dandekar, Infinity Group, and AvH have entered into a cooperation agreement to become co-promoters of CFS and announced open offer
- › **The open offer is completed; promoter shareholding is 48.03%**



Open Offer Update



- › Ashish Dandekar, funds advised by Convergent Finance LLP ('Convergent'), and Belgium-based Ackermans & van Haaren, through its fully-owned subsidiary Anfima NV, ('Co-promoters'), have entered into a cooperation agreement to become co-promoters of CFS.
- › Under the above-mentioned cooperation agreement, the co-promoter investors will join Ashish, CFS' current promoter, to support the company. Ashish will continue to drive CFS' strategy and will leverage the expertise of Ackermans & van Haaren ('AvH') and Convergent to help further its position as a diversified global supplier of specialty chemicals.
- › The open offer is completed, and the total promoter shareholding is 48.03%.
- › Funds advised by Convergent and AvH announced an open offer to acquire equity shares representing up to 26% stake in the company at a share price of Rs 160.00.
- › AvH and Convergent will support CFS through their global networks and industrial expertise and with matters relating to corporate governance and capital allocation.

Name of the shareholder	Revised shareholding post open offer (%)
Promoter shareholding	48.03%
Foreign institutional investors	1.58%
Domestic institutional investors	7.16%
Public shareholding*	43.22%
Total shareholding	100.00%

*Public shareholding includes a stake held by Nirmal Momaya (Managing Director) of 2.15%

About Ackermans & van Haaren (AvH)

- › Ackermans & van Haaren is active in 4 core segments: Marine Engineering & Contracting, Private Banking, Real Estate and Energy & Resources. In its Growth Capital segment, AvH also provides growth capital to sustainable companies in different sectors.
- › At an economic level, the AvH group represented in 2022 a turnover of 5.7 billion euros and employed 21,453 people through its share in the participations. AvH is listed on Euronext Brussels and is included in the BEL20 index, the BEL ESG index and the European DJ Stoxx 600 index.
- › Ackermans & van Haaren positions itself as the long-term partner of choice of family businesses and management teams to help build high-performing market leaders and contribute to a more sustainable world.



John Eric Bertrand
Co-CEO, AvH

“

We are looking forward to joining forces with Convergent, Ashish Dandekar, and CFS' management team to support the company in its further development. As an important producer of vanillin, one of the world's most consumed flavors, and antioxidants, which prevent food from decaying, the company will play a significant role in addressing the global challenge of feeding more than eight billion people in a cost-effective manner whilst minimizing food wastage.

We believe the company's high degree of vertical integration, relentless customer focus, and track record in expanding its product portfolio, including natural antioxidants, creates a robust position in diversified end markets. We are also impressed by the management team's passion and drive for innovation.

”



AvH mission and values



- › If the history of AvH has taught one thing, it is the belief that long-term value creation can be achieved by focusing on sustainable growth starting from a financially sound balance sheet, in cooperation with partners who share the same vision.
- › For AvH, sustainability is not a buzzword. For many years now, AvH has invested in companies that make an innovative contribution to solutions for societal changes such as global warming, energy transition, facilitation of international free trade, ageing population, or sustainable agriculture.
- › Not only as a shareholder, but also in its role as a company taking part in society and as an employer of more than 20,000 people, AvH is aware of the need to constantly improve its societal relations, economic performance, and ecological footprint.
- › AvH firmly believes that focusing on sustainable growth makes for motivated staff members, innovative products and services, and -ultimately- better financial results.

About Convergent Finance LLP

- › Convergent is an investment partnership at the forefront of bringing together Ideas, Capital, and passionate Entrepreneurs.
- › Convergent is led by Harsha Raghavan, an industry veteran with 27 years of investment experience, who previously founded and led Fairfax's investment activities in India. The team has a track record of investing more than \$2.5 billion over a 12-year period.
- › Convergent believes that leading companies with culturally aligned and proven management teams can achieve extraordinary results through the alignment of incentives.
- › Funds advised by Convergent had invested \$23.4 million in CFS in 2020 and was a shareholder with a 21.6% stake preceding the open offer as well.



Harsha Raghavan
Managing Partner,
Convergent Finance LLP

“

We are delighted to become co-promoters and increase our ownership stake in CFS as we strongly believe in the business' underlying fundamentals. Our partnership with Ashish and AvH is firmly grounded in our mutual and enduring vision for the company's future.

Since our initial investment in 2020, CFS has exhibited remarkable progress as a company. The recent commercialization of the vanillin facility in Dahej further solidifies our conviction that the company is poised to enter its next stage of growth. The management team's multifaceted perspective equips them to adeptly recognize and harness an array of promising opportunities thereby ensuring sustainable shareholder value creation in the long term.

”



Convergent guiding principles



Objectives

- › **Purpose:** win-win outcomes for clients, employees, stakeholders and community
- › **Risk/ Reward:** take calculated risks to generate alpha

Core Values

- › **Integrity:** ethics will never be compromised
- › **Communication:** transparency, honesty and promptness in communication
- › **Entrepreneurial culture:** work nimbly and entrepreneurially
- › **Teamwork:** collaborative approach without egos, agendas, or hierarchy
- › **Excellence:** quest for continuous excellence by "sharpening the saw"
- › **Social Impact:** leave a meaningful impact on society through our efforts

Comments from Management



Ashish Dandekar
Chairman and Managing
Director, CFS

“

I am delighted that funds advised by Convergent and AvH have agreed to join and support me as CFS' co-promoters. Harsha and his team have displayed a deep commitment to the company and have been instrumental in shaping critical decisions at CFS. AvH is a distinguished conglomerate known for its acumen in fostering business enterprises. Aligned with our corporate ideals and ethos, AvH's partnership with CFS holds immense promise for the future.

Their decision to become co-promoters is a vote of confidence in the company's vision and strategy, and I look forward to working with their respective teams to help CFS strengthen its position as a diversified, global supplier of specialty chemicals.

”



Nirmal Momaya
Managing Director, CFS

“

We stand at an inflection point as a company as we embark upon this partnership, which signifies not only a validation of our strategic direction, but also an infusion of fresh perspectives and resources that will undoubtedly invigorate the company's trajectory.

Their expertise and resources seamlessly converge with our strategic objectives, and we believe that this alliance will propel the company to new heights of growth and innovation.

”

Board of Directors



Name	Profile
Ashish Dandekar Chairman & Managing Director	<ul style="list-style-type: none"> Over three decades of experience in pharmaceuticals and specialty chemical products including business planning, information systems, research & development, product development, and marketing Holds a BA in Economics and Management studies from Temple University, USA
Nirmal Momaya Managing Director	<ul style="list-style-type: none"> Qualified Chartered Accountant with over three decades of experience in finance, taxation, audit, and management consultancy Founder at Pagoda Advisors Pvt. Ltd, with a focus on consulting for various businesses as well as advising CFS on important business and strategic matters since 2009
Arjun Dukane Executive Director - Technical	<ul style="list-style-type: none"> Chemical Engineer with over three decades of experience in the chemical industry Has been associated with CFS for more than 14 years
Harsha Raghavan Non-Executive Non-Independent Director	<ul style="list-style-type: none"> Managing Partner of Convergent Finance LLP and ex-founding MD & CEO of Fairbridge Capital (a Fairfax Company) Holds an MBA & MSc in industrial engineering from Stanford University and a B.A from University of California, Berkeley
Anagha Dandekar Non-Executive Non-Independent Director	<ul style="list-style-type: none"> President & co-founder of Hardware Renaissance, a manufacturer of handcrafted door hardware and accessories Holds an MBA in Finance from the University of South Carolina, USA
Amol Shah Independent Director	<ul style="list-style-type: none"> Managing Director of the MJ Group with over three decades of experience in the industry covering human healthcare, flavors/fragrances compounds, plant protection, and water treatment chemicals Holds an MBA from the University of Southern California and a Bachelor's in Engineering from the University of Kent
Joseph Conrad D'souza Independent Director	<ul style="list-style-type: none"> Erstwhile Member of Executive Management and Chief Investor Relations Officer of HDFC Ltd Board member of various HDFC group companies, Chalet Hotels, Nations Trust Bank, and Asianet Satellite Communications Ltd Holds an M.com from Mumbai University and an MBA from South Gujarat University
Pradip Kanakia Independent Director	<ul style="list-style-type: none"> Qualified Chartered Accountant (both England, Wales and India) with over three decades of experience Held leadership position in PWC & KPMG, and currently Board member of Torrent Gas and Fable Fintech
Sutapa Banerjee Independent Director	<ul style="list-style-type: none"> Gold medalist in economics from XLRI India, and an Economics honors graduate from Presidency College Kolkata Over two decades of experience in the financial services industry and currently serves as an Independent Director on the boards of several companies
Mahabaleshwar Palekar Independent Director	<ul style="list-style-type: none"> Over two decades of experience with corporates in India (Polychem & Atul) and MNCs (Unilever India and Rhodia India) Chemical engineer with a degree from the Institute of Chemical Technology (ICT) in Mumbai, India



Promoter directors



Independent directors

Senior Management Team



Name	Profile
Ashish Dandekar Chairman & Managing Director	<ul style="list-style-type: none">› Over three decades of experience in pharmaceuticals and specialty chemical products including business planning, information systems, research & development, product development, and marketing› Holds a BA in Economics and Management studies from Temple University, USA
Nirmal Momaya Managing Director	<ul style="list-style-type: none">› Qualified Chartered Accountant with over three decades of experience in finance, taxation, audit, and management consultancy› Founder at Pagoda Advisors Pvt. Ltd, with a focus on consulting for various businesses as well as advising CFS on important business and strategic matters since 2009
Arjun Dukane Executive Director- Technical	<ul style="list-style-type: none">› Chemical Engineer with over three decades of experience in the chemical industry› Has been associated with CFS for more than 14 years
Santosh Parab Chief Financial Officer	<ul style="list-style-type: none">› Over three decades of experience working across various accounting firms› Previously worked at B.K. Khare & Co, an Indian accounting firm› Qualified Chartered Accountant with a Bachelor's degree in commerce
Eric Santos Vice President	<ul style="list-style-type: none">› Over two decades of industry experience, previously worked as a commercial director at Solvay S.A.› Holds a Bachelor's degree in chemistry
Massimo Cupello Head - Italy operations	<ul style="list-style-type: none">› Over three decades of experience in varied industries including food chocolate and private equity› Previously worked at Ferrero Chocolate, Unopiu (Sinergo & CCP) in Europe› Holds an MBA in International Business and a Bachelor's degree in Science
Jose Arturo Paulin Head - Mexico operations	<ul style="list-style-type: none">› Over two decades of experience in the feed market (premix, feed additives, pet food, and rendering)› Previously worked at Trouw Nutrition and Kemin Inc in Mexico› Qualified agriculture engineer
Jennifer Igou Head - USA operations	<ul style="list-style-type: none">› Over two decades of experience in food and pet-food space particularly in anti-oxidants & Hydrocolloids› Previously worked at Kemin Inc. USA & FMC› Holds a Bachelor's degree in Chemistry and Biology with an emphasis in Biomedicine





CFS 3.0: Co-promoters' vision



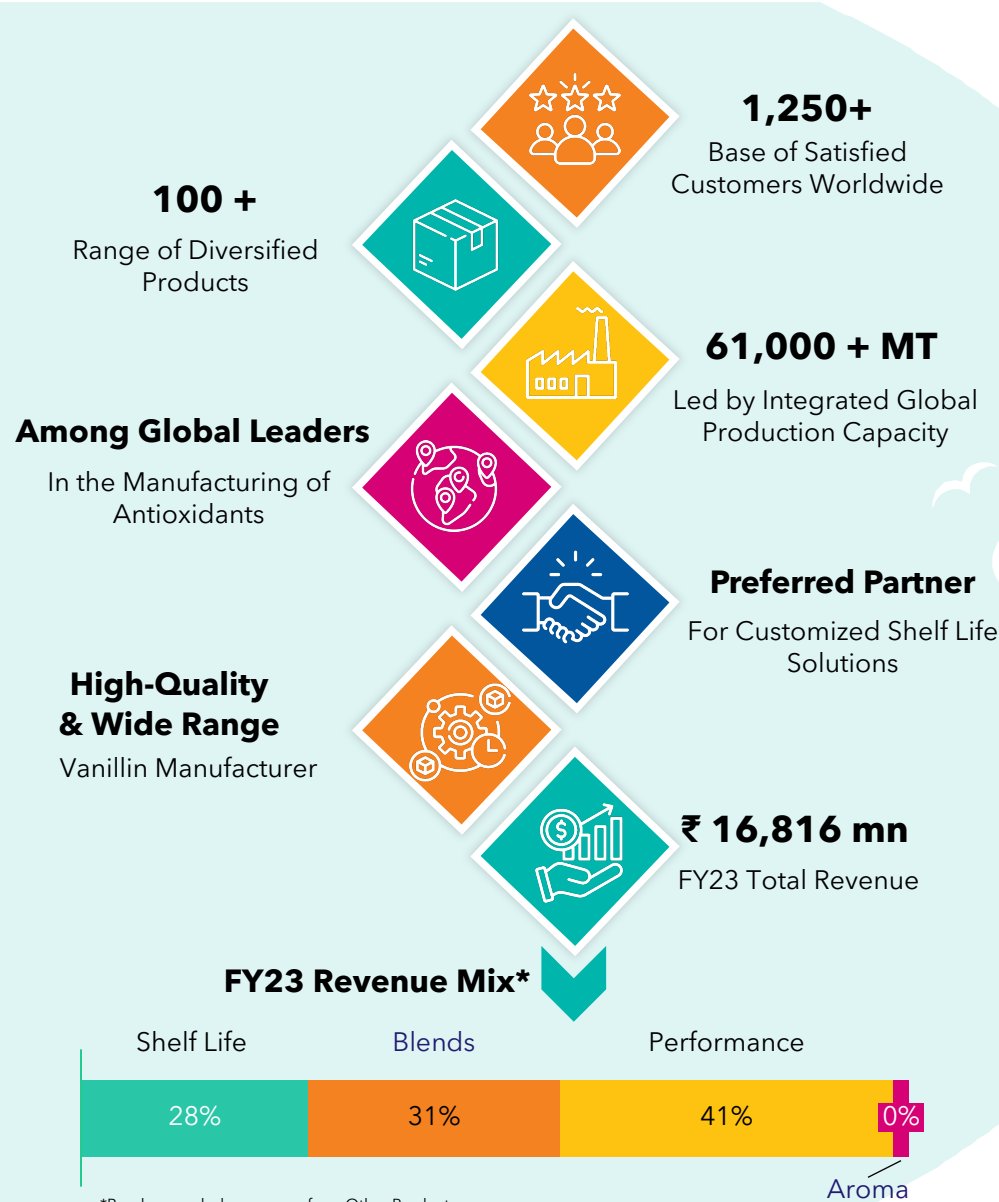
“Relentless focus on **innovation** and **capital allocation**”

- › Harnessing strengths across the **di-phenol** (hydroquinone and catechol) **chain** through a heightened emphasis on value-added downstream products to intensify the growth of core business.
- › Ramping up the **blends business** segment by actively pursuing contract bids in all identified potential markets.
- › Focusing on developing a **portfolio of natural products** and concurrently increasing market presence among existing clientele.
- › Identifying synergistic bolt-on acquisitions and novel project opportunities with a potential for substantial returns on capital employed.
- › **Strengthening of R&D capabilities** and product portfolio in the shelf-life extension, aroma, and performance chemicals business.
- › Engaging the global advisor network of Convergent and AvH to augment and fortify our management cadre.
- › **Ensuring top-tier governance and practices**, with an unwavering dedication to shareholder value creation.





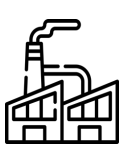
Company Overview



Catering Diverse Industries



Global Footprint



9

Global Manufacturing Facilities



5

Application Laboratories



2

R&D Centres



80+

Countries Global Sales Network

CFS has multiple operational facilities, R&D centers and application laboratories located across multiple continents to cater to the needs of customers.

Manufacturing Strength

- Leveraging the power of vertical integration, CFS possesses state-of-the-art facilities that enable large-scale production while upholding rigorous quality benchmarks
- Existing facilities across four continents have a total capacity of 61,000+ MT
- The backbone of vertically integrated production coupled with R&D and Application Laboratory efforts has been the key driver to reach out to diverse industries and numerous markets

Capacity (in MT)



31,000

Camlin Fine Sciences, India



12,000

CFS Europe SpA, Italy



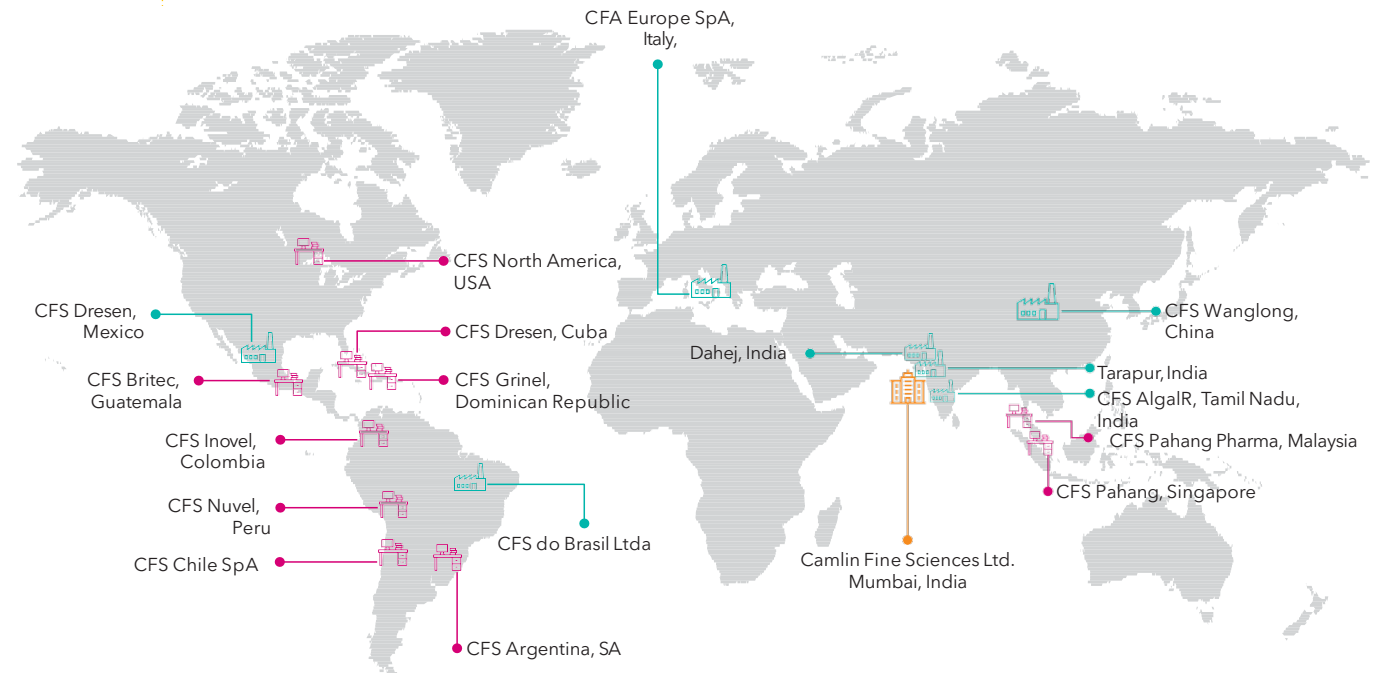
6,000

CFS do Brasil



12,000

CFS Dresen, Mexico



Headquarter



Manufacturing site & Sales office



Sales office

Product Highlights



FY23 Sales Mix%

Key Products

End User Industries

Key Brands

Shelf-Life Solutions Straights Blends	28%	<ul style="list-style-type: none"> › TBHQ › BHA › Ascorbyl palmitate (ASP) 	<ul style="list-style-type: none"> › Pet Food › Livestock Nutrition › Food & Beverages › Fish Meal › Animal Feed Mills › Biodiesel › Aquaculture › Rendering 	
	31%	<ul style="list-style-type: none"> › 200+ custom formulations, encompassing both traditional and natural solutions (forward-integrated antioxidant blends) 	<ul style="list-style-type: none"> › These formulations are specifically tailored to meet the diverse needs of the industry › Aim to increase focus on high-value blends and additives 	
Performance Chemicals	41%	<ul style="list-style-type: none"> › HQ derivatives products like Chloranil, MEHQ, HQEE, TBHQ, PDMB, CME, › CT derivative products like 4 TBC, Guethol, Veratrole, Guaiacol, 1, 2MDB 	<ul style="list-style-type: none"> › Petrochemicals › Dyes & Pigments › Agrochemicals › Polymers › Pharmaceuticals › Acrylates › Electroplating › Printing Inks 	
Aroma Ingredients	0%	<ul style="list-style-type: none"> › Vanillin, Ethyl Vanillin and Vanillin ex-clove (adorr™) 	<ul style="list-style-type: none"> › Food & Beverages › Chocolate & Confectionary › Pharmaceutical › Perfume & Incense › Flavors & Fragrance › Bakery › Personal Care › Animal Feed 	
Health & Wellness	0%	<ul style="list-style-type: none"> › Omega-3 fatty acids from micro-algae 	<ul style="list-style-type: none"> › Pharmaceutical & Nutraceuticals › Dietary Supplement › Functional Foods › Pet Food › Food and Beverages › Animal Feed 	



Vertical Integration | Green Chemistry | R&D | Innovative Solutions

Vertical Integration



Backward Integrated through Italy & Dahej Facilities for captive consumption and for Downstream Progression

From Source, to Quality Solutions

- Efforts in both organic and inorganic expansions, showcases company's commitment to fortifying position in the market
- Strategic focus on captive consumption ensures utilization of raw materials for downstream products
- Strategic forward integration into Blends and Vanillin swings company's business model to high-value additives / solutions

Green Chemistry



Green chemistry goals at CFS

- Promoting use of energy-efficient processes
- Minimizing the generation of waste during chemical
- Synthesis Supporting end consumers clean-label demands

The integration of green chemistry encompasses the following

- Finding ways to adopt new ecosystems to include new materials, processes, and alternatives to nature's finite resources like briquette instead of coal as an energy source
- Solvent, one of the largest waste components in the manufacturing process is recovered, purified and repurposed for manufacturing process
- Through fermentation technology, company work on developing products like nutritional lipids in a sustainable form for the food and beverage, pet food, and animal nutrition industries

R&D



2

R&D centres



India | Italy

5

Application laboratories



India | Italy | Brazil | USA | Mexico

Exploring new horizons

- Add value to existing products
- Integrate customized, enhanced applications
- Develop derivatives for Hydroquinone and Catechol
- Improve current process for efficient manufacturing and better products
- Develop new products for a more comprehensive and robust portfolio

Innovative Solution



Expanding Innovative Solutions

Building a purposeful portfolio

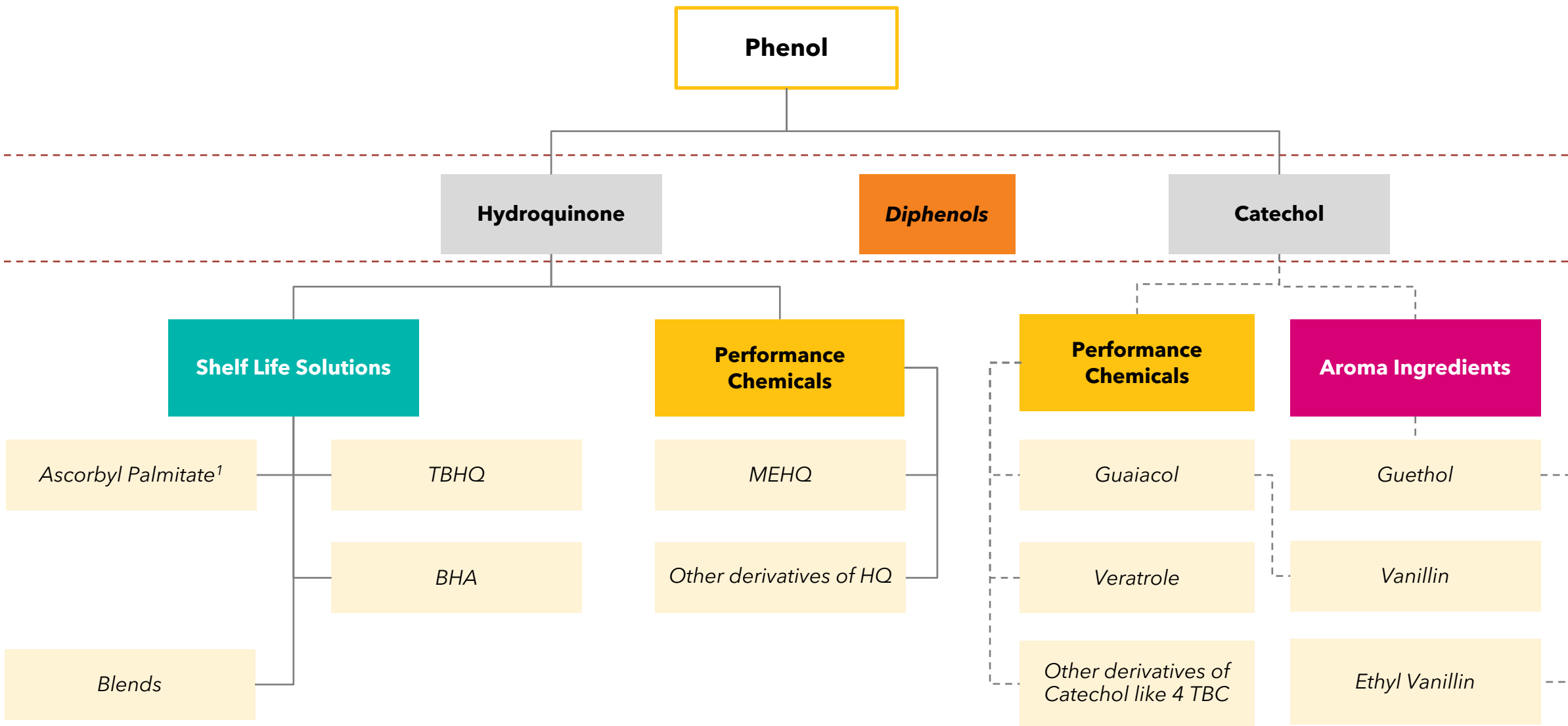
- Establishing CFS as a strong player across food and feed protection, safety solutions, sensory sciences, functional excellence, performance chemicals, health and nutrition
- Vertically integrated across the value chain, giving customers complete control
- An extensive global footprint enabling us to make a localized impact through enhanced accessibility, customer convenience, and a wide array of sustainable solutions



Integration Chain



Manufactured In-house



¹ Ascorbyl Palmitate is not a part of HQ / Catechol value-chain and is manufactured from ascorbic acid

As a responsible corporate, CFS understand the importance of Environmental, Social and Governance (ESG) practices in conducting business ethically. Company's commitment to ESG extends beyond compliance with regulations and laws. Company aims to minimize environmental impact, promote social responsibility and ensure good governance.

Environment



- Dedicated to sustainability and done few initiatives from reducing food waste to sourcing clean energy
- Constantly seeking new ways to promote eco-friendliness
- **Main goal by 2030 is to switch to renewable electricity for all manufacturing facilities.** Currently, company is exploring different options to achieve this goal
- Specifically target food segments that require improved shelf life
- Offer solutions for improving nutrition, health, and hygiene in livestock, resulting in enhanced Food Conversion Ratio (FCR) and overall animal performance



Social



- Supported Akhil Bharatiya Vanavasi Kalyan Ashram, Vanvasi Kalyan Ashram, Vivekananda Rock Memorial & Kendra, Aai Day Care Sanstha, and Sangopita to improve quality of life and sustain humanity
- Employee Wellness Initiatives to provides nutritionist consulting, diet planning, gym access, and frequent health monitoring to boost employee wellness



Governance



- Have a Governance Board that comprises highly skilled and visionary leaders from diverse backgrounds, bringing a wealth of technical and business expertise to the table
- Actively participate in brainstorming sessions with the aim of formulating comprehensive strategies and policies



Shelf-Life Solutions

- Maintaining market leadership for Antioxidants
- Increasing focus on high margin blends and additives. These formulations are specifically tailored to meet the diverse needs of the industry
- Widen portfolio to provide a comprehensive solution for the food, pet food, biodiesel, livestock and aquaculture industries



Performance Chemicals

- Aim to expand Diphenol chain, specifically focusing on expanding downstream products
- Introduction of new products like CME, Chloranil, Napthol etc.
- Increasing manufacturing capacity of existing products through debottlenecking (MEHQ)
- Aim to give a major impetus to the 'Make in India' initiative by launching exciting products



Aroma Ingredients

- Introduce specialized and customized products within the vanillin range, catering to diverse application needs
- Actively pursuing an expansion in the aroma industry
- The upcoming production of Ethyl Vanillin and vanillin ex-clove (natural vanillin) completes comprehensive range of Vanillin offerings for the market
- Poised to achieve optimum capacity utilization in coming years



Health and Wellness

- Improving process stability, laying the framework for expanding into new markets, and investigating potential applications in existing ones are currently top priorities for TM Biosus DHA
- Aim is to establish a formidable presence in prominent markets such as Europe and the United States.





**TOUCHING
BILLIONS OF
LIVES DAILY**

Thank You!



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