

January 23, 2026

To,
Listing Department,
The BSE Limited,
Phiroze Jeejeebhoy Towers,
Dalal Street,
Mumbai - 400001.

Scrip Code: 540737

Dear Sir(s)/Ma'am,

Sub: Investor Presentation

With reference to the captioned subject, we enclose herewith the Investor Presentation with respect to Unaudited Financial Results of the Company for the quarter and nine months ended December 31, 2025.

Kindly take the same on your record.

Thanking You,

Yours faithfully,

For Shree Ganesh Remedies Limited

Aditya Patel
Company Secretary and Compliance Officer

Enc. a/a

Investor Presentation
Q3 & 9MFY26

Innovate.
React.
Transform.



Inside the Presentation

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Forward Looking Statement

In so far as forecasts or expectations are expressed in this presentation or where our statements concern the future, these forecasts, expectations or statements may involve known or unknown risks and uncertainties. Actual results or developments may vary, depending on changes in the operating environment. Shree Ganesh Remedies Limited does not assume an obligation to update the forecasts, expectations or statements contained in this presentation.

Quarterly Highlights

Management Commentary

04

P&L Summary

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Management Commentary

"Q3FY26 was impacted by three key factors. First, we witnessed delays in shipments due to the Christmas holiday period across select key client accounts. This has deferred revenue recognition and is expected to shift into Q4FY26. The quantum of deferment is estimated at around 10–12% of the reported topline for the quarter. Second, the demand environment in Europe remained challenging, leading to lower sales. Third, we saw heightened competitive intensity across parts of our product portfolio, resulting in price-led competition and lower realisations. Collectively, these factors contributed to the decline in topline during the quarter.

Despite this near-term pressure, our long-term outlook remains intact. As communicated earlier, FY26 is a year of consolidation, and we continue to prioritise execution and capability-building over aggressive growth. The team remains focused on driving volume improvement to offset softer realisations and sustain sales performance at levels comparable to the previous year.

Operationally, progress remains steady. Our new pilot facility is now commissioned and operational, strengthening our ability to accelerate product development and improve responsiveness to customer requirements. Our expansion programme for Block 7 is progressing as planned, with commercial production expected to commence in H1FY27. The CRAMS engagement with our Japanese client also continues to advance positively in line with the project roadmap.

Looking ahead to FY27, we expect a gradual improvement in business momentum. With the pilot facility fully active, we have increased the pace of new product development to broaden our portfolio and address pressures from competition and realisation trends. We expect the CRAMS business to gain traction during FY27, supported by ongoing project execution and customer engagement. Overall, we remain focused on disciplined growth, strengthening our platform for scale-up, and delivering sustainable profitability through the cycle."



Gunjan Kothia

Promoter, Head of Business Development & Innovation

P&L Summary

YoY Change

-22%
Revenue

-32%
EBITDA

-43%
PAT

PARTICULARS (₹ IN CRORES)	Q3FY25	Q2FY26	Q3FY26	YoY Change	QoQ Change	9MFY25	9MFY26	YoY Change
Revenue from Operations	27.05	30.32	21.11	-22%	-30%	84.16	76.09	-10%
Total Income	27.76	31.00	21.76	-22%	-30%	85.61	78.10	-9%
Operating Expenses	17.15	20.70	14.38	-16%	-31%	54.83	52.44	-4%
EBITDA (Excluding OI & EI)	9.90	9.62	6.73	-32%	-30%	29.33	23.65	-19%
EBITDA %	36.6%	31.7%	31.9%	-471 bps	16 bps	34.9%	31.1%	-378 bps
Finance Cost	0.38	1.01	0.74	96%	-27%	1.12	2.69	140%
Depreciation & Ammortization	2.70	2.59	2.67	-1%	3%	7.14	7.67	7%
PBT	7.54	6.71	3.98	-47%	-41%	22.52	15.29	-32%
PAT	5.43	4.96	3.10	-43%	-38%	16.50	11.50	-30%
EPS (₹)	4.23	3.86	2.41	-43%	-38%	12.85	8.96	-30%

Balance Sheet Summary

PARTICULARS (₹ IN CRORES)	FY25	H1FY26
Shareholders' Funds	145.19	153.57
Non-Current Liabilities	30.60	29.33
Long Term Borrowings	29.48	27.73
Current Liabilities	16.18	21.25
Short Term Borrowings	8.76	9.65
Trade Payables	5.97	9.51
Total Equity and Liabilities	191.98	204.15
Non-Current Assets	114.45	119.16
Tangible Assets	57.91	67.90
CWIP	8.34	8.78
Current Assets	77.53	84.99
Inventories	22.02	22.14
Trade Receivables	22.27	24.57
Cash & Bank Balances	9.99	14.91
Investments	18.26	18.74
Total Assets	191.98	204.15

Cash Flow Summary

PARTICULARS (₹ IN CRORES)	H1FY25	H1FY26
Cash from Operating Activities	13.64	17.66
Cash from Investing Activities	-10.35	-8.23
Cash from Financing Activities	-4.90	-5.73
Net Cash Flow	-1.61	3.70
Cash at the Beginning of Year	16.20	11.12
Cash at the End of Year	14.59	14.82

About the Business

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Excellence in Complex Chemistry



Established Expertise

Over 20 years of excellence in chemical manufacturing, specialising in pharmaceutical intermediates and speciality chemicals.



Strategic Expansions

Continuous investments in new manufacturing blocks and R&D centers to enhance production capacity and innovation.



Global Reach

Serving over 20 countries, including key markets in the EU and the US, with a robust export portfolio.



Trusted Partner

Trusted partner for leading global companies, offering reliable and high-quality custom manufacturing solutions.



Innovative Capabilities

Equipped with state-of-the-art R&D facility, enabling complex chemical synthesis and innovation.



Sustainable Practices

Committed to environmental sustainability with ISO 14001, certification and initiatives in solar energy and waste recycling.

Unparalleled Expertise in Advanced Chemical Synthesis



Core Strengths in Mastered Chemistries

Our company excels in the following core chemistries, with dedicated manufacturing blocks for each:

1. Halogenation

- **Chlorination:** Using Thionyl Chloride, Sulphuryl Chloride, Oxalyl Chloride, Mesyl Chloride, HCL gas, and Chlorine gas, and under UV light.
- **Bromination:** Employing Bromine, HBr, other bromide salts, and under UV light.
- **Iodination:** Using Iodine, KI, and Copper Iodide.

2. Reduction

- **Catalytic H₂ Reduction:** Up to 40 bar using Ra-Ni, Pt/C, Pd/C, and Rt/C.
- **Hydride Salts:** Effective reduction processes using salts of Na, Al and K.
- **Pyrophoric Reagents:** Using reagents such as Vitride and DIBAL.

3. Methylation, Alkylation & C-C Bond Formation

- **Friedel-Crafts Reaction:** Using AlCl₃ and FeCl₃ and other catalysts.
- **DMS & DES Alkylation:** From room temperature to high temperature.
- **Pd-Catalyzed Coupling:** Including Heck and Suzuki reactions.
- **Grignard Reactions:** Using Mg or AlkMgX/ether; Vinyl MgCl.

Unparalleled Expertise in Advanced Chemical Synthesis (Continued)

Additional Chemistries

While we currently do not have dedicated blocks for the following chemistries, we have established a strong foothold and are evaluating the possibility of adding dedicated blocks in the future

Oxidation:

Using TEMPO, NaOCl, Permanganate Salts, and metals such as Fe, Cu, Co, and Cr.

Low-Temperature Chemistry:

Metalorganic reactions, selective oxidations and hydrogenations, cryogenic quenching, and selective C-C bond formation.

Other Reaction Capabilities

Heterocycle Synthesis	1
Nitration	2
Chiral Resolution	3
Esterification	4
Dehalogenation	5
Diels-Alder Reaction	6
Hydrolysis	7
Silyl Derivatives	8
Oxime Formation	9

Unmatched Technology Prowess In Complex Chemical Reactions

We pride ourselves on our advanced technological capabilities, which enable us to handle some of the most complex chemical reactions with precision and efficiency. These capabilities form a core strength of our operations and set us apart in the industry.



Key Technological Capabilities

Liquid-Gas Reaction: Expertise in managing reactions involving both liquid and gas phases, ensuring optimal reaction conditions and high yields.

1

High-Pressure Reaction: Proficiency in conducting reactions under high pressure, allowing for enhanced reaction rates and the synthesis of unique compounds.

2

Cryogenic Reaction: Skilled in performing reactions at extremely low temperatures, crucial for maintaining the stability of sensitive intermediates and achieving selective transformations.

3

Photo-Catalytic Reaction: Utilisation of light to drive chemical reactions, offering an environmentally friendly approach and enabling the synthesis of complex molecules.

4

Thin-Film Distillation: Advanced techniques in thin-film distillation for the separation of high-boiling and heat-sensitive substances, ensuring product purity and quality.

5

High Fraction Distillation: Mastery in high fraction distillation processes, allowing for the precise separation of complex mixtures into their individual components.

6

Tailored Solutions Through Mastered Chemistry and Technology



Over the years, we have honed our chemistry skills and mastered complex reactions and their requisite technological capabilities. Leveraging this expertise, we have delivered bespoke solutions to our clients across the globe, catering to a wide range of industries. By mastering these chemistry skills and complex technological processes, we have positioned ourselves as a skill-based company capable of creating a diverse array of products tailored to our customers' specific needs.

Products by chemistry

Chloro-Alkyl Amines HCl Salts

Cyclopropane Derivatives

Cyclobutane Derivatives

Carboxylic Acids & Acid Chlorides

Aliphatic Chlorides & Bromides

Aliphatic Alcohols & Acetates

Furfural Derivatives

Aromatic Esters & Acetates

Industries Catered

Human and Veterinary Health

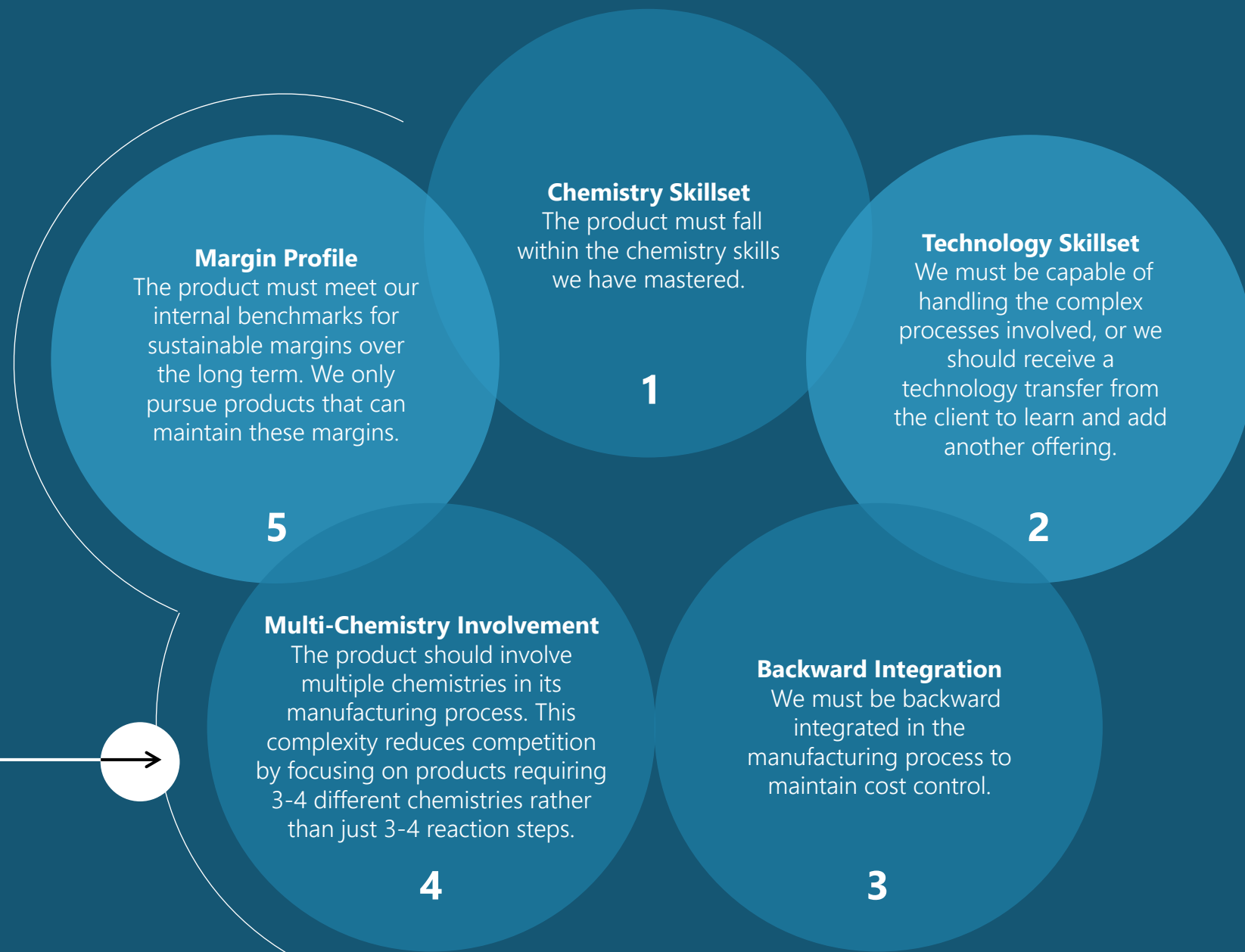
Agrochemical Industry

Polymer Industry

Electronics Industry

Strategic Product Selection Criteria

Our product selection philosophy ensures that we only engage in manufacturing products that align with our core strengths and strategic goals. Each product must meet the following criterias



Our Evolving Business Model

Pharmaceutical Intermediates

Inception

Since Company's inception in 2004

Focus

Intermediates for Off-patent and generic drugs requiring control over complex chemistry

Revenue Contribution

Previously >90%, now <60%

Regulatory Requirements

Intermediates not requiring stringent regulatory approvals

Customer Base

Established names, catering to marquee global customers

Project Sizes

Multiple Products in small batch sizes manufactured on campaign basis in multi purpose plants

Strategic Position

Manufacturing multiple products with prioritizing profitability

Speciality and Fine Chemicals

Inception

Entered in 2010

Focus

Moving towards patented molecules and customer specific innovative molecules requiring strong technical know how

Revenue Contribution

Expected to reach > 60% in coming years

Regulatory Requirements

Leveraging our extensive experience working with top European pharmaceutical companies, we have developed robust infrastructure and documentation processes, providing us with strong systematic and regulatory expertise to rapidly scale up this vertical.

Customer Base

At inflexion point, scaling up with global giants

Project Sizes

Evolved from 20-50 tonnes/year to 80-100 tonnes/year, now receiving inquiries for > 500 tonnes per year

Strategic Position

We have advanced from being the third to the second supplier for medium-sized projects for the client, further strengthening our position as the preferred custom synthesis partner of choice from India.

Collaborating With Industry Leaders



Ankleshwar Site Expansion Fuelling Our Growth Strategy

Unit 1

Production Blocks

- Currently 7 functional blocks
- Block 8 added in FY24
- Block 7: To be commissioned in H1FY27
- On going CAPEX for Plant 7
- Commissioning of all new Pilot Plant: implementing Automation and Flow Chemistries in Q4FY26

Strategic Focus

Continuing manufacture of:

- Pharmaceutical intermediates
- Complex and niche Specialty Chemicals
- Fine Chemicals
- Moving up the value chain in Fine Chemicals
- Targeting products fitting our selection criteria



Block 8

Capability & R&D Expansion - Unit 1

- Completed CAPEX of Plant 8 in FY25
- Projected CAPEX for Plant 7 is estimated at ~₹20 Crores

FY26 - ₹15 crores

CAPEX outlay for new expansion of new manufacturing block and bolstering R&D initiatives

Infrastructure at Ankleshwar Site

3

Autoclave Reactors

2000 Ltr
*3 autoclaves
(up to 40 bar)

9

Dryers

1000 to 2,500 Ltr
*Atmospheric &
vacuum dryer

8

Distillation Setup

Upto 70 Stages
*High vacuum upto 1 mbar
*Short path distillation
*Thin-film distillation

35

Glass Lined Reactors

1000 to 25,000 Ltr
*2 cryogenic (-30 Deg C)

28

Stainless Steel Reactors

1000 to 15,000 Ltr
*1 cryogenic (-40 Deg C)

4

Warehouse

Upto 500 Pallets

Dahej Land Acquisition Setting the Stage for Large Scale Projects

Site Development

- Initiated the construction of common infrastructure, utilities, and warehousing facilities

Strategic Use

- Dahej site to host projects with large corporates for custom product requirements at large scale
- Capital-intensive plants with high automation

Project Evaluation

- Multiple projects currently being evaluated and discussed with customers
- Due to signed NDAs, customer and product details cannot be disclosed at this time

Expansion Plan

- Expansion at Dahej site to be carried out in a phased manner

Land Expansion

Acquired 40,554 sq m land parcel at Dahej in 2022 for future expansion

₹ 11 crores

**Capital outlay for
land acquisition**

Driving Innovation Through Strategic R&D Investments



R&D Lab Recognition

Recognised by DSIR (Department of Scientific and Industrial Research), Central Government

R&D and Process Team Composition

40

Total Team Members

Global Expansion

Exploring the setup of R&D facilities in foreign locations to further ramp up research initiatives

R&D Head Profile

- Has 18 years of experience
- Has two patents to his name

State-of-the-Art R&D Infrastructure

Key Facilities

Advanced Analytical Labs

Equipped with cutting-edge instruments for precise analysis

Pilot Plants

For scale-up studies and process optimisation

Dedicated Synthesis Labs

For novel compound development

High-Performance Computing (HPC)

For molecular modelling and simulations

Safety and Compliance Labs

Ensuring adherence to global standards

Collaboration Spaces

For fostering innovation and teamwork



Future Plans

Continued investment in infrastructure to support advanced research

Expansion of facilities to accommodate growing R&D needs

Adding a new R&D block for pilot trials and scale-ups to speed up development.

State-of-the-Art Pilot Infrastructure

As a critical enabler of our growth strategy, our Pilot Plant stands at the forefront of innovation, bridging the gap between research and commercial production.

Vital Role in R&D and Scale-Up

- Accelerates the transition of new molecules from laboratory research to commercial scale.
- Supports technology scale-up for both new and existing molecules, ensuring seamless integration into full-scale manufacturing.

Expansion and Enhanced Infrastructure

- In response to the success of our existing Pilot Plant, we are commissioning a brand-new facility.
- The expanded Pilot Plant will feature advanced technologies and enhanced reaction capabilities, further strengthening SGRL's position as the preferred custom synthesis partner of choice from India.

Commercial Manufacturing Capabilities

- Functions as a flexible commercial site for the production of complex chemistry molecules, catering to niche and high-value projects.
- Enables rapid response to evolving market demands and client requirements.

State-of-the-Art Infrastructure

- Equipped with versatile reactors and process equipment to handle a wide spectrum of chemistries and scales.
- Designed for safety, efficiency, and compliance with international quality standards.



Pilot Facilities

12 Reactors with a Total capacity of 6900 Ltr	08 Glass Lined Reactors From 600 to 1000 Ltr	04 Stainless Steel Reactors From 600 to 1000 Ltr
03 Filter Dryers (up to 250 Ltr) ANFD, RCVD & VTD	02 Hydrogenation Reactors 2 Ltr & 25 Ltr, 100 bar	04 Reactors with a Total capacity of 6900 Ltr

Accreditations that Speak to Our Comprehensive Standards



Indian GMP Certified
Manufacturing Facility



**BUREAU
VERITAS**
ISO 9001 : 2015
Quality Management System

ISO 9001:2015 Certified
(Bureau Veritas)



**BUREAU
VERITAS**
ISO 14001 : 2015
Environmental Management System

ISO 14001:2015 Certified
(Bureau Veritas)



ISO 45001
Occupational Health And Safety
Management System

ISO 45001:2018
Certified (CCPL)



DSIR Recognised
In-house R&D Lab



Bronze Certified by
EcoVadis



ISO 14064:3 Certified
(Greenhouse Emission Control)



Halal
Certified

Driving Innovation and Growth



Chandu Kothia

Founding Promoter,
Managing Director

Qualifications: Master of Science & Chemistry

Experience: Visionary leader with multiple decades of experience in the chemical industry.

Role: Provides strategic direction and leadership to SGRL.



Gunjan Kothia

Promoter,
Head of Business Development & Innovation

Qualifications: BE in Chemical Engineering (GTU), MSc in Fine Chemicals and Polymers from University of Leeds (UK)

Experience: Commercial portfolio management, growth strategy development, and technology development.

Role: Drives commercial and technological advancements within the company.



Parth Kothia

Promoter,
Whole Time Director, CFO

Qualifications: BTech in Chemical Engineering from Dharmsinh Desai University, Masters in Global Finance from Fordham University (NYC, USA)

Experience: Finance and growth strategy implementation, strategic financial implementations.

Role: Oversees financial strategy and corporate relations.

Ensuring Health and Safety



Technical Measures

Closed charging and discharging systems

Closed sampling for safety

Air locks to avoid cross-contamination



Personal Protection Equipment

Working clothes with glasses and gloves

Full protection suits

Dust protection masks

Protection masks with filters as per gases

Forced air ventilation



Organisational Measures

HAZOP compatible study on raw materials and finished products

Regular training on safety measures

Monitoring hazardous parameters



Health Check

Regular health check-ups

Health insurance coverage for employees

Protecting the Environment With Sustainable Practices

Conversion of flue gases to by-products for environmental protection

In-house wastewater treatment for recycling of water

High-temperature incinerator for toxic waste

Biological waste water treatment plant

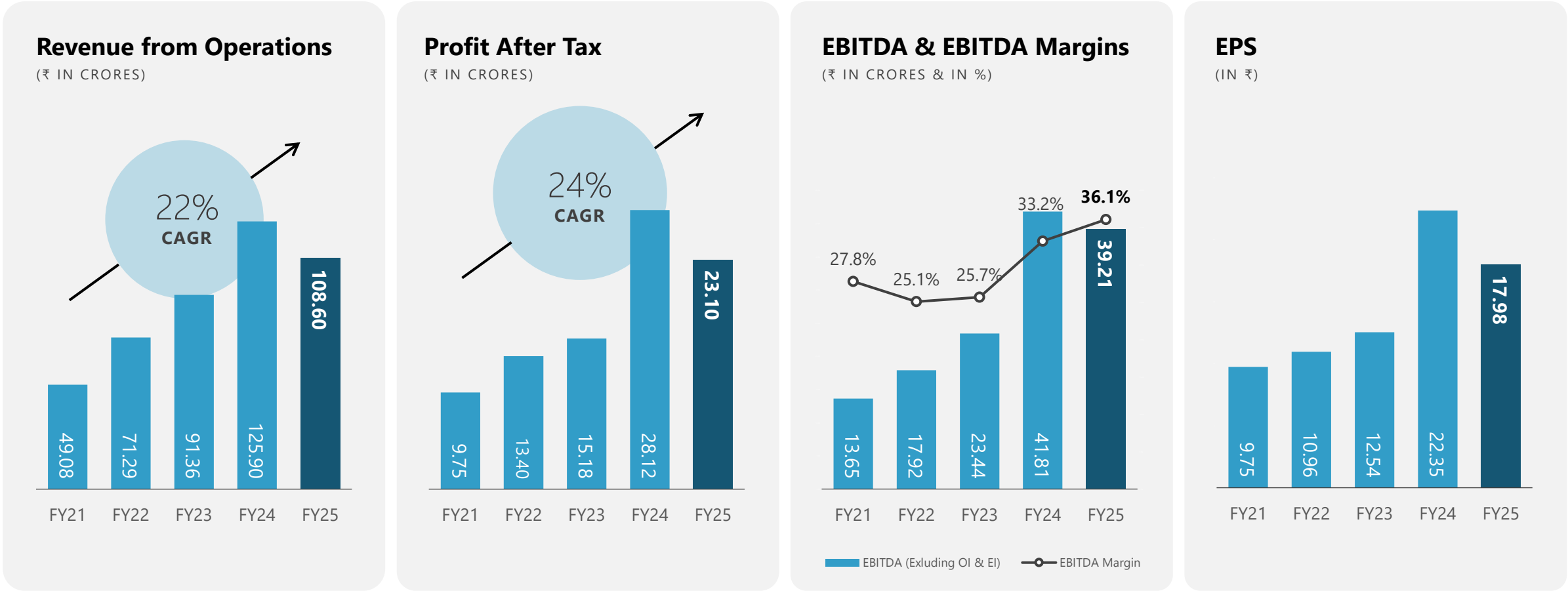
Implemented a 2.5 MW solar power park, expected to generate up to 70% of our electricity from renewable sources.

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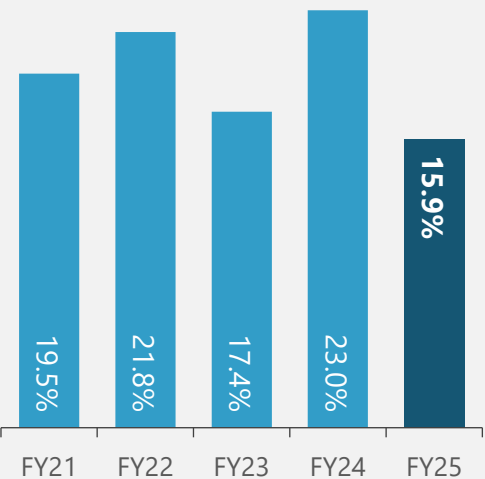
5 Year Summary



Key Ratios

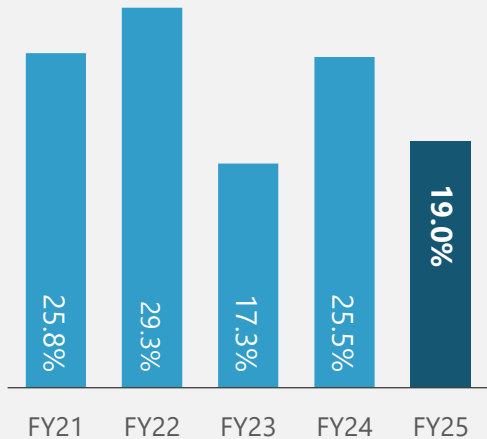
ROE

(IN %)



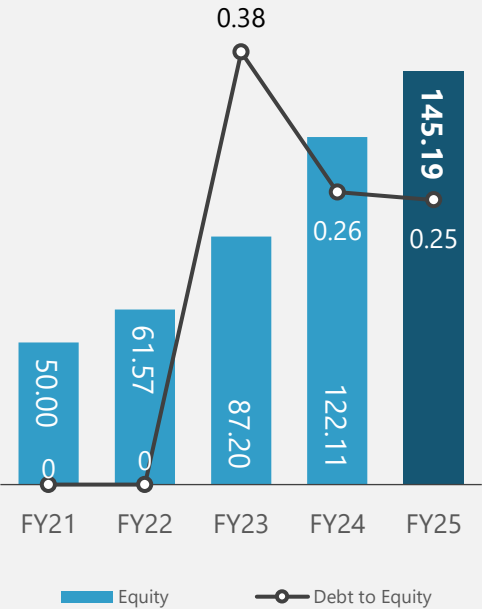
ROCE

(IN %)



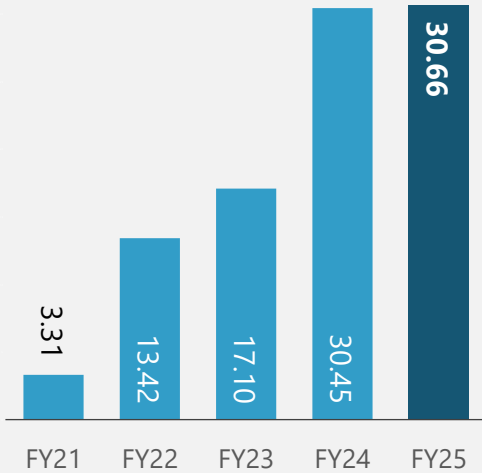
Equity & Debt to Equity Ratio

(₹ IN CRORES & IN TIMES)



Cash from Operating Activities

(₹ IN CRORES)



P&L Summary

CAGR

(FY21-25)

22%

Revenue

30%

EBITDA

24%

PAT

PARTICULARS (₹ IN CRORES)	FY21	FY22	FY23	FY24	FY25
Revenue from Operations	49.08	71.29	91.36	125.90	108.60
Total Income	51.18	74.86	92.07	128.96	112.33
Operating Expenses	35.43	53.37	67.92	84.09	69.38
EBITDA (Excluding OI & EI)	13.65	17.92	23.44	41.81	39.21
EBITDA %	27.8%	25.1%	25.7%	33.2%	36.1%
Finance Cost	0.07	0.15	0.18	0.60	2.08
Depreciation & Ammortization	2.73	3.34	3.74	6.11	9.57
PBT	12.95	18.01	20.24	38.17	31.30
PAT	9.75	13.40	15.18	28.12	23.10
EPS (₹)	9.75	10.96	12.54	22.35	17.98

Balance Sheet Summary

PARTICULARS (₹ IN CRORES)	FY21	FY22	FY23	FY24	FY25
Shareholders' Funds	50.00	61.57	87.20	122.11	145.19
Non-Current Liabilities	0.41	0.40	30.66	30.16	30.60
Long Term Borrowings	0.00	0.00	30.44	29.12	29.48
Current Liabilities	10.19	15.04	20.11	18.68	16.18
Short Term Borrowings	0.17	0.00	2.58	7.19	8.76
Trade Payables	6.21	9.47	15.44	8.19	5.97
Total Equity and Liabilities	60.60	77.02	137.97	170.94	191.98
Non-Current Assets	22.61	32.11	75.75	100.82	114.45
Tangible Assets	18.24	26.72	20.92	42.91	57.97
CWIP	2.05	3.09	15.16	16.63	8.34
Current Assets	37.99	44.91	61.20	70.13	77.53
Inventories	12.71	13.64	18.18	24.99	22.02
Trade Receivables	13.33	18.38	28.11	20.33	22.27
Cash & Bank Balances	3.47	3.88	11.54	16.19	9.99
Investments	0.00	0.00	0.00	4.66	18.26
Total Assets	60.60	77.02	137.97	170.94	191.98

Cash Flow Summary

PARTICULARS (₹ IN CRORES)	FY21	FY22	FY23	FY24	FY25
Cash from Operating Activities	3.31	13.42	17.10	30.45	30.66
Cash from Investing Activities	(0.94)	(11.91)	(51.09)	(33.09)	(35.66)
Cash from Financing Activities	(0.66)	(1.09)	38.66	9.85	(1.06)
Net Cash Flow	1.71	0.42	4.67	7.21	(6.05)
Cash at the Beginning of Year	1.75	3.47	3.88	8.66	15.86
Cash at the End of Year	3.47	3.88	8.66	15.86	9.73

Investment Merits

Investment Case

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03

Investment Case

Lean Balance Sheet:

The company maintains a strong financial position with minimal debt, ensuring financial stability and flexibility for future growth.

Experienced Management at the Helm:

Led by a seasoned management team with a proven track record, Shree Ganesh Remedies Limited benefits from strategic leadership and industry expertise.

Increasing Focus on Complex Molecules and Niche Specialty Chemicals:

The company is strategically shifting towards complex and niche specialty chemicals, positioning itself in high growth market segments.

Available Land for Further Capacity Expansions:

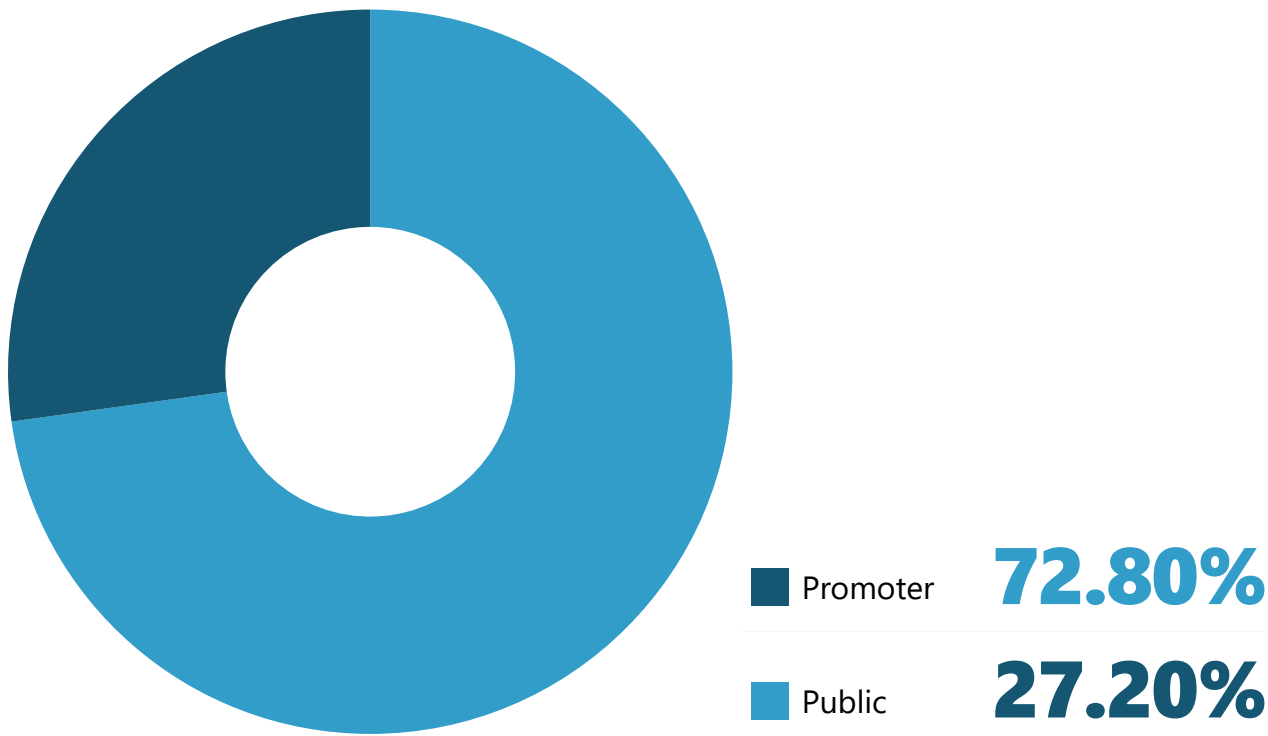
With ample land availability, Shree Ganesh Remedies Limited is well-equipped to scale operations and meet the growing demand.

Humongous Addressable Opportunity Size:

The company is poised to tap into vast market opportunities, driven by increasing demand for niche customised chemical solutions.

Market Statistics

Shareholding Pattern



Shareholding Data as on 31st December 2025

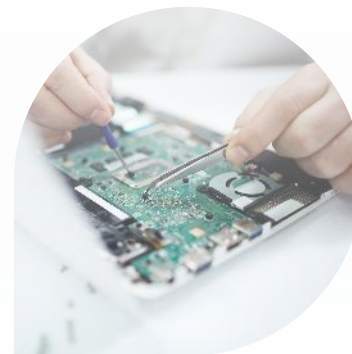
CURRENT MARKET PRICE	₹ 424.00
52 WEEK HIGH/LOW	₹ 950.00 / 399.95
MARKET CAPITALIZATION	₹ 544.20 Cr
SHARES OUTSTANDING	1.28 Cr
BSE SCRIP CODE	540737

Market Price Data as on 23rd January 2026

Contact Us

Shree Ganesh Remedies Limited

Headquarters: Plot No. 6002,
6003, 6011 & 6012,
GIDC Estate, Ankleshwar,
Gujarat India – 393002



Aditya Patel

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