



**Tough times.
Tougher Resolve.**

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BSELimited (BSE Stock Code) :	523660
AGM Date & Time :	September 29,2023 at 12 noon onwards

Market Capitalisation :	₹ 238 Crores (as on March 31, 2023)
AGM Mode :	Video Conferencing (VC) / Other Audio Visual Means (OAVM)

Just when others were thinking that the times are tough, we saw opportunities.

By restarting our shrimp export business and adding new shrimp feed products, we could keep the revenues steady.

With over 30 years of experience in shrimp aquaculture, we assure all our customers that our products comply with international standards, completely safe and are free from antibiotics and any banned substances.

This is the story of waterbase in 2022-23 and beyond.





Vision

Leverage the Company's pioneering efforts in innovation and create sustainable solutions in the entire value chain of 'Farm to Fork' to attain market leadership.

To maximize stakeholder value by consistently exceeding customers' expectations and achieving operational excellence in whatever we do.

We are fundamentally committed to developing new technologies and imparting best practices for the growth of the sector and its contribution to Indian economy.



Mission

The Company's mission is to supply products of the highest quality and deliver a superior service to its customers – farmers, shrimp feed dealers, as well as domestic and overseas buyers of processed shrimp.



Values



Integrity - We consistently adhere to ethical and fair practices with the highest degree of transparency and honesty in whatever we do.



Respect – We acknowledge and respect differences in each other, and provide a safe, supportive and balanced environment in which all individuals are valued and encouraged to engage in open two-way communication.



Collaboration – We constantly leverage collective genius by working together across teams, departments/functions, businesses and with our external partners towards a shared/common goal.



Innovation – We demonstrate thought leadership in the markets we play in, constantly striving towards forward thinking solutions for our products, processes and offerings.



Excellence – We passionately and consistently work towards developing people and setting high standard of quality in both what we do and the way we do it.



Ownership – We take personal accountability to meet business needs, improve our systems and help others improve their effectiveness. We act like owners, treating the company's assets as our own and behaving with the company's long-term success in mind.



Responsibility – We commit to developing/maintaining sustainable business practices in order to make a positive difference to our industry, environment and society.





Legacy - The company is part of Karam Chand Thapar (KCT) Group, a highly reputed and diversified Indian conglomerate with business interests in sectors ranging from Coal and Infrastructure to Real estate, and Aquaculture. Founded in 1929, the KCT Group has consistently striven to provide the highest level of service to our international and domestic customers. Waterbase is committed not only to continuing that rich business legacy, but significantly building & developing on it in the years to come.



Strong R&D setup - Having been in the industry for more than three decades, WATERBASE understands the customer needs better and meets them by implementing a code of good manufacturing practices. The company believes that quality and food safety are the cornerstones to the businesses they operate in. It continuously improves products for better performance through investment in R&D and rigorous testing. The company is committed to the promotion & growth of sustainable aquaculture in India through responsible sourcing, eco-friendly practices, innovation, and farmers' education. The Company has in-house R&D setup and have a collaboration with reputed institutes & agencies for testing and development of eco-friendly aqua feeds.

Key products

Categories	Brands
Feed	BayWhite Advanced, Tiger XL, Vanamax and Maximy Supreme
Farmcare	Baylife (Baymin, Prolyf, Oxylyf, Whitekure, PSB9, Immuguard, VC-9, Nutripond)
Hatchery	Baymax
Processed Shrimp	Prize Catch



Letter from the Chairman



Despite the various challenges encountered, your company has displayed exceptional resilience. Yet we are “Caupitistic” to tap the opportunities in this volatile and uncertain environment.



Dear Shareholders,

Tough times and “Caupitism”

I hope you and your families are doing well, and trust this message finds you in good health.

It is a great privilege to present to you the 36th Annual Report for your Company for the financial year 2022-23.

As we reflect on financial year 2022-23, it is evident that despite the various challenges encountered, your company has displayed exceptional resilience. Yet we are “Caupitistic” (cautiously optimistic) to tap the opportunities in this volatile and uncertain environment.

Our progress is credited to the tireless endeavours of our committed workforce, the proficiency of our leadership team, and the incessant support from our respected stakeholders.

Geopolitical developments including the ongoing conflict in Eastern Europe has elevated global economic uncertainty. Inflation has impacted the economies across the world and the steps undertaken by the central banks for macroeconomic stability through tight monetary policies has further dented consumer confidence across the world. The IMF is forecasting growth of around 3% for the global economy till 2028 which is below the 3.8% recorded in the past two decades. As per the IMF, the Asian economies are expected to contribute to around 70% of global growth in spite of challenges associated

with inflation, debt and other macro and micro economic factors. The Indian economy performed well and emerged as the fastest growing major economy and is expected to sustain the momentum as reflected in the GDP growth forecast of 6%-6.5% for 2023-24.

Tougher resolve by Waterbase

1. **Employee-first attitude** – Focus on employee-centricity has been a forefront agenda at Waterbase which led us to sail safely not only during the previous crisis but also during the current scenario.
2. **Customer Centricity** – We believe it is our duty to educate the aqua farmers on the best aquaculture practices. We regularly carry out campaigns and reach out to the shrimp farming community to spread awareness about sustainable production systems that lead to traceability, food safety, sustainability and also improved profitability.
3. **Robustness of systems and processes** – To scale up the business and to win customers, it is imperative to have robust systems and processes. Right from sourcing raw materials to manufacturing and selling world class products, we always strive to rise above the industry standards to deliver world class products and services.

4. **Efficient governance framework** – The Compliance team ensures that the company adheres to best-in-class regulatory framework, corporate governance, and stakeholder management. The Risk Management team comprising of cross functional members stay focussed on a comprehensive and integrated risk management framework, all the time.
5. **Building business with compassion** – Your Company strongly believes in building businesses with compassion and practices a win-win mindset.

Performance Review

FY 2022-23 was a challenging year, our consolidated revenue grew by 2% to ₹304.08 Crores. Despite the fall in shrimp production in India, our feed sales remained stable. The renovated Processing Facility was commissioned during the year and is yet to scale up.

Profitability continued to remain under pressure as feed input prices remained at elevated levels and also due to the unabsorbed overheads of the processing business. As a result, we have reported a loss after tax of ₹3.46 crore for the financial year 2022-23.

Commenced exports from our Renovated Shrimp Processing Facility.

Until now we have laid a strong focus on the feed business. Going forward and through our ongoing investment in

the processing business, we are expecting to generate a robust top-line and a healthy bottom-line in the coming years.

Food Safety & Sustainability

Waterbase is in a business with a purpose – to drive food safety and sustainability in aquaculture. Aquaculture plays an increasingly important role in safeguarding the world's food supply without the use of any antibiotics or any other prohibited substances. Driven by committed people with a desire to make a difference, our solutions make the aquaculture sector more efficient and sustainable by improving yield and resource efficiency, while mitigating the environmental impact.

At Waterbase, we are committed to adapt to the changing landscape of the aquaculture sector and seize new opportunities for long-term growth. As we embark on the journey for the next decade, our focus is on creating value by meeting the needs of our customers and stakeholders.

I hereby express my gratitude to our esteemed Board members, shareholders, customers, employees, and all other stakeholders for your unwavering support.

Warm Regards,

Vikramaditya Mohan Thapar
Chairman



CEO's Message

Dear Shareholders,

The relentless commitment and dedication of every member of the Waterbase family helped our business navigate through the many challenges during FY'23. We immensely value our relationship with the Indian aquaculture community. We commend the resilience and the relentless work put in by Indian aqua farmers to make India a global leader in shrimp aquaculture.

Performance and Operational Highlights

The global shrimp aquaculture sector is facing a challenging period of record-low prices due to oversupply caused by increased production in Ecuador. During FY'23 the global demand for shrimps started contracting due to inflationary pressures in the western countries. The international prices for shrimps remained soft thereby impacting the profitability of all the players in the supply chain.

India's shrimp exports de-grew by 2% during FY'23. The average realisation has dropped from USD 8.0/kg to USD 7.7/kg during the year. Indian shrimp production is estimated to have degrown by 4% during the year.

Rising input costs have dented the margins of feed companies as the inflation could not be passed on to the customers.

Financial Performance & Overview

We have registered a growth of 2% in revenues and reported a loss of ₹3.46 crores for FY'23 due to lower demand and rising raw materials costs.

Our decision to participate in the growing shrimp exports business is in line with the global trends of integrating all parts of the value chain. This would not only help us in boosting our revenues but also would help us to grow our feed business. During the year, the renovated and upgraded shrimp processing factory was commissioned. The plant wears a modern look with augmented capacities. The renovation and upgradation were necessitated to de-bottleneck operations, build efficiencies, strengthen quality control, and achieve scale.

The facility is equipped with state-of-the-art Plate freezers and an IQF machine. Grading machines, conveyors, condensers, and other processing equipment will ensure high quality standards and enable more efficient execution. With the upgradation, the plant now has the capacity to process over 5000 MT per annum. The Unit is designed to operate with strict adherence to EU, USFDA, HACCP, FSSAI BAP, BRC & other global standards.

Waterbase is a very well-known name among shrimp buyers globally. We have been in the business for nearly three decades. We have earned the confidence of our customers by undertaking stringent quality control measures from procurement to the final packing of the product. We are actually aware of our responsibility as a reputed sea-food processor and we accord the highest priority to Food Safety and Sustainability. We have implemented antibiotic-free procurement protocols and our team of farm technicians constantly engage with aqua farmers to enable them to produce healthy shrimps in a sustainable way. We strictly follow the HACCP principles, proper hygiene and sanitation conditions are maintained throughout the production process.

During the year, we have launched two new winning shrimp feed products, "Baywhite Advanced" Super Stimulant Vannamei Feed and "Tiger XL" Nutrition Rich Monodon Feed, to meet the need for higher performance.

Baywhite Advanced super-stimulant vannamei feed is an innovative feed developed for *Litopenaeus vannamei*, which was researched and developed with ideal combinations of natural ingredients exhibiting super-stimulant properties to attract shrimps for effective feed consumption, better growth, and improved feed conversion ratio.

Tiger XL is a nutrition rich monodon feed, specially formulated for faster growth and enhanced immune response. The select marine ingredients used in the diet promote higher nutrient utilisation, aid in attracting shrimps to the feed and improve digestibility. High protein content in Tiger XL mainly consisting of highly bioavailable amino acids, small size peptides, improves the protein digestibility, thus improving feed efficiency and growth performance.

These two new products were received very well by the farming community. However, due to poor farming conditions, we could not realise the full potential. We are quite hopeful that in the coming years, these products will receive much more traction and help us to grow our sales and customer base.

Sustainable practices

As an organization, Waterbase has remained steadfast in its commitment to delivering innovative and sustainable solutions to increase shrimp production in the country in a most economical way. We drove collaborative innovations to enhance farmers' incomes, expanding access to innovative inputs, shrimp farming techniques while swiftly mapping and resolving customers' future needs.

Promising future ahead

The business environment is undoubtedly challenging, but we are convinced that we will overcome these challenges with our deep sense of responsibility, commitment, discipline, and perseverance. We have deployed the best available resources, technologies, and processes to drive efficiencies across all business verticals.

With a loyal farmer base, wide distribution network and growing ancillary revenue streams, our business is better positioned than earlier. We can now cater to a wide range of markets across the globe with enhanced product range from the renovated processing facility.

Rising awareness on consuming healthy and nutritious foods, increasing disposable incomes led to demand surge in several countries over the past several years. A growing population and rising demand from developing countries will augur well for the sector in the foreseeable future.

The ebbs and flows of business cycles notwithstanding, we continue to focus on strengthening our core businesses, upholding the highest standards in ethical and responsible business practices, and striving towards a shared future of prosperity.

I extend my sincere appreciation to the Board and all the stakeholders for their unstinted support.

Best regards

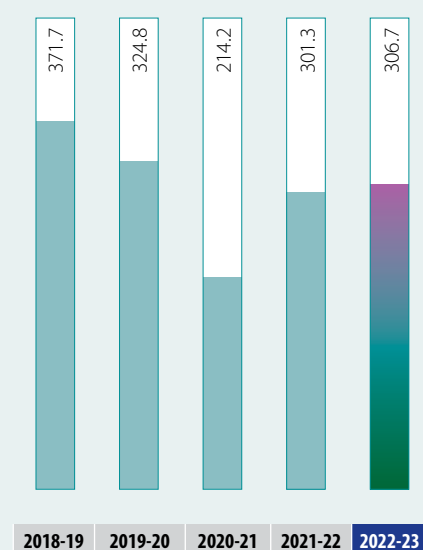
Ramakanth V Akula

Chief Executive Officer

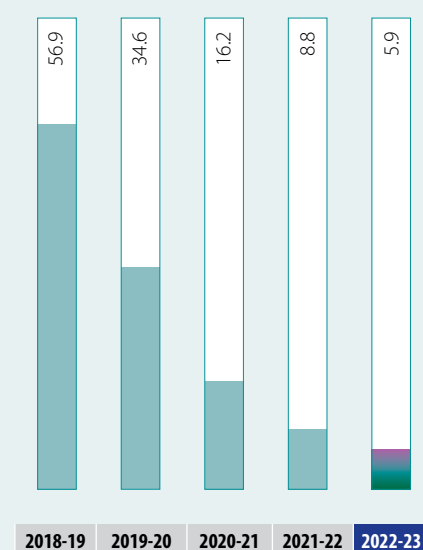
Financial metrics

The bigger picture of creating value for all our stakeholders drives our strategies and operations. We follow a customer-led approach to business, with a strong focus on sustaining margins and market share. As partners in the nation's progress, we contribute to the economy, as well as the economies of various regions, through our business with suppliers, through wages, salaries and taxes paid and long-term capital investments.

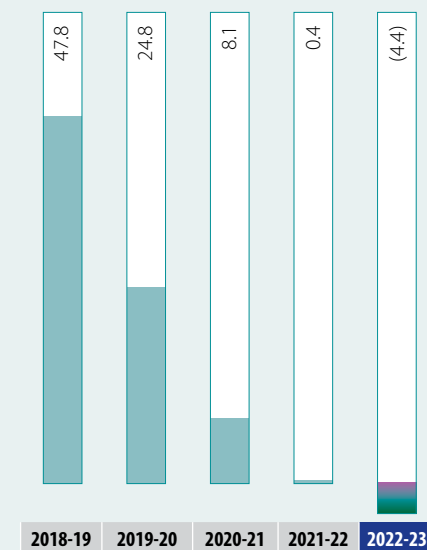
Income
(₹ in Crores)



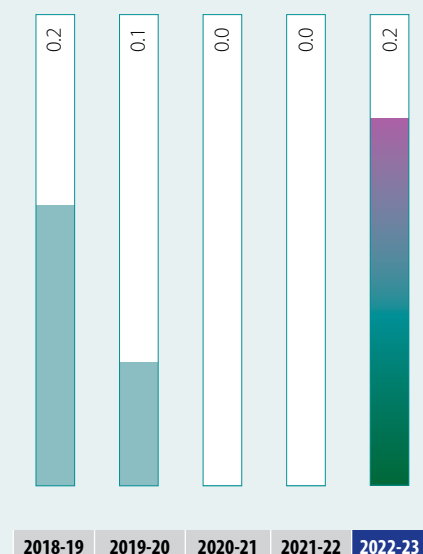
EBIDTA
(₹ in Crores)



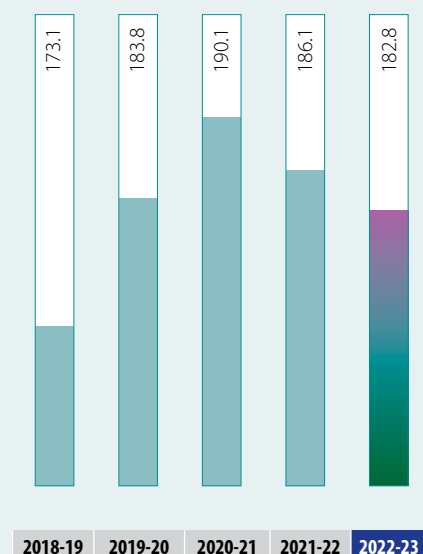
PBT
(₹ in Crores)



Debt to Equity
(Ratio)



Networth
(₹ in Crores)



Book Value
(₹ per share)

