One of the youngest global company in the crop protection chemicals industry
UPL AT A GLANCE
UPL – From local to a global player

<table>
<thead>
<tr>
<th>Year</th>
<th>The beginning</th>
<th>Growth through product diversification</th>
<th>End to end global agri input presence</th>
</tr>
</thead>
<tbody>
<tr>
<td>1969</td>
<td>• Phosphorus based industrial chemicals</td>
<td>• Diversified into agrochemicals and specialty chemicals</td>
<td>• Patented, proprietary, post-patent</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Post patent portfolio</td>
<td>• Seeds to pre and post harvest</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Products across segments:</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Herbicides, Insecticides and Fungicides</td>
</tr>
<tr>
<td>1980</td>
<td></td>
<td></td>
<td>• Focus on innovative formulations</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Creating brands</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>• Customer engagement</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>• Market expansion through own</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>registrations</td>
</tr>
<tr>
<td>2000</td>
<td></td>
<td></td>
<td>• Exports to over 120 countries</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Direct presence in major markets</td>
</tr>
<tr>
<td></td>
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<td>with own distribution &amp; sales</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>force in &gt; 40 nations</td>
</tr>
<tr>
<td>2016</td>
<td></td>
<td></td>
<td>• Exports to over 120 countries</td>
</tr>
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<td></td>
<td></td>
<td>force in &gt; 40 nations</td>
</tr>
</tbody>
</table>

**Product portfolio**

- Phosphorus based industrial chemicals
- Diversified into agrochemicals and specialty chemicals
- Post patent portfolio

**Strategy**

- Import substitution
- Global manufacturing
- Cost competitiveness
- Achieving market share
- Exports
- Focus on innovative formulations
- Creating brands
- Customer engagement
- Market expansion through own registrations
- Exports to over 120 countries
- Direct presence in major markets with own distribution & sales force in > 40 nations

**Presence**

- Presence only in the protected Indian market
- Exports to 63 countries
- Exports to over 120 countries
- Direct presence in major markets with own distribution & sales force in > 40 nations

**Revenues**

- c. $4mm in 1979-80
- c. $200mm 1999-2000
- c. $1,985mm 2015-16
- 39% International revenues
- 82% International revenues

UPL has successfully transformed into a global player in the crop protection space

Note: 1 Fx USD/INR: 67.0
Key milestones

Well balanced organic & inorganic growth

- Acquisition of MTM Agrochemical UK – First international acquisition for entry into Europe, Herbicides portfolio
- Operations commenced on the Jhagadia plant, UPL’s largest manufacturing site with Agrochemicals capacity of 125,000 MT/annum and specialty chemicals capacity of 115,000 MT/annum
- Started Red Phosphorus
- Entry into Agrochemicals
- First Exports
- Started production of Yellow Phosphorus - Ankleshwar

- Devrinol acquisition for entry into US, Japan and ROW markets – US Distribution Access
- Started Caustic Chlorine Plant

- RiceCo helped leverage global sales and marketing network in taking product offerings to global rice markets – Crop Focus
- Manzate Fungicide Business along with manufacturing and formulation production facilities – Segment Diversification
- SWAL acquisition for scale and distribution in India – Parallel Distribution network in India
- First EMR registered (SAAF)

- Acquisition of Cerexagri boosting revenues significantly – Global Distribution Network
- Got listed on BSE/NSE through IPO in 2007
- Reposo acquisition for entry into Argentina
- Advanta acquisition for exposure to seeds business and diversification – Seeds, the future of Agriculture

- Crossed US$2bn in revenue
- Crossed 5,000 mark in registrations
- Merger with former associate Advanta seeds
- Crossed INR 100bn mark in Revenues
- Introduction of Unizeb Gold
- DVA Agro and SIB acquisition in Brazil – Entry into Brazil the largest single country market

Global Agro Solutions Company

3rd
Largest post-patent agrochemicals company globally

120+
Countries with sales presence

28
Manufacturing facilities

4,804
Employee base globally

1,388
Formulations

25+
Successful acquisition integrations in the past 20 years

136
Granted patents

4,976
Registrations

US$2.0bn\(^1\)
Operating revenue (FY16)

18%
Revenue CAGR over FY11-16

21%
EBITDA margin (FY16)

1.8x
Average Debt/EBITDA over FY11-16

Note: All numbers as of 31-Mar, 2016, Fx USD/INR: 67.0
\(^1\) Does not include Advanta revenue
Sector / Industry Update
Industry has strong fundamental growth drivers

### Crop protection - Sizeable market with stable growth

<table>
<thead>
<tr>
<th></th>
<th>2015A</th>
<th>2020E</th>
<th>CAGR (15–20E)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Herbicides</td>
<td>13,713</td>
<td>16,244</td>
<td>2.7%</td>
</tr>
<tr>
<td>Insecticides</td>
<td>14,330</td>
<td>16,129</td>
<td>3.4%</td>
</tr>
<tr>
<td>Fungicides</td>
<td>21,644</td>
<td>24,598</td>
<td>2.4%</td>
</tr>
<tr>
<td>Others</td>
<td>51,210</td>
<td>58,712</td>
<td>2.6%</td>
</tr>
</tbody>
</table>

Source: Philip McDougall, 2015

### Strong fundamental growth drivers

- Growing population leading to higher need for agri output
- Reduction in arable land due to increasing urbanization - focus on yield/ productivity
- Changing dietary preferences driving higher demand for protein and nutrients
- Food security is a key focus area for all countries
- Intensification of agriculture in emerging markets
Crop Protection industry, market position

UPL is #3 post-patent player with a strong position in the overall crop protection market

Note: UPL excludes revenues of US$186mm from Advanta

² Turnover as on 31st March 2016
³ 2014 Data: Philip McDougall Oct. 2015
⁴ 2015 Data: Company Reports
Post patent products have been gaining market share

- Highly consolidated industry with the innovator companies (Syngenta, Bayer, BASF, Dow, Monsanto and DuPont) accounting for c.77% of the conventional crop protection industry’s sales\(^1\) in 2015

- Innovators built economies of scale and focused on innovation with brands - barriers for new entrants

- Post patent players have been consolidating their position by acquisitions, entering into cooperative agreements with other Post patents, acquiring brands from innovators etc.

- Post-patent players actively working on newer formulations, mixtures and combination products which are gaining market share due resistance issues

- The rate of new product introductions have been steadily declining over the last few years

- Post patent products accounted for 58% of the world markets in 2014 compared to 30% in 2000

- Lower rate of introduction of new active ingredients

- Several patented active ingredients expected to go off patent form an attractive opportunity for post patent/off patent companies

Source: Philip McDougall
\(^1\) Total = US$51.2bn (source Philip McDougall)
## Favorable industry dynamics towards post-patent space

<table>
<thead>
<tr>
<th>Industry characteristics</th>
<th>Key success factors</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Consolidated market</strong></td>
<td>• Strategic shift to bigger molecules</td>
</tr>
<tr>
<td>• Highly consolidated market</td>
<td>• Integration of crop protection, seeds and traits</td>
</tr>
<tr>
<td>• ~77% of market share¹ with Syngenta, Bayer, BASF, Dow, Monsanto and DuPont</td>
<td>• Exit from smaller molecules segment</td>
</tr>
<tr>
<td><strong>Off-patent market</strong></td>
<td>• Owning registrations key driver to success</td>
</tr>
<tr>
<td>• 79%+² of the total market is off-patent products</td>
<td>• Organic growth opportunities driven by expanding generics market</td>
</tr>
<tr>
<td>• Multiple products coming off-patent in the next few years</td>
<td>• Leveraging existing relationship with distributors and vendors critical for geographical expansion</td>
</tr>
<tr>
<td><strong>Distributor controlled</strong></td>
<td>• Part of food chain specially in emerging markets</td>
</tr>
<tr>
<td>• Agrochemical market is controlled by distributors with bargaining power</td>
<td>• Significant investment in registration and facilities</td>
</tr>
<tr>
<td><strong>Barriers to entry</strong></td>
<td>• Barriers to entry encourage consolidation</td>
</tr>
<tr>
<td>• Significant investment in registration and facilities</td>
<td>• Already established players enjoy an advantage</td>
</tr>
<tr>
<td>• Long gestation period</td>
<td>• Highly regulated</td>
</tr>
</tbody>
</table>

Source: Philip McDougall, May 2013

¹ Total = US$51.2bn (source Philip McDougall, as of 2015); ² As of 2014
Significant consolidation is driving few companies to emerge as leaders

- Consolidation has caused an industry shift
- More stable pricing environment
- Scale driven benefits
- Improved capacity planning & investments
- Balance of R&D spend between Seeds, Traits, and Crop protection

Source: Philip McDougall, 2015

1 Total = US$51.2bn (source Philip McDougall), 2 Including announced transactions which are not yet completed
UPL’S VALUE PROPOSITION
UPL is best placed in the industry

Well supported by its key pillars and a strong foundation

**R&D and product innovation**
- Focused R&D approach to create value added products
- Ability to combine off-patent products to create a new branded product
- Differentiation through Innovative and customized products

**Registration capabilities**
- Local registration capabilities
- Registrations across multiple geographies
- Flexibility through multiple registrations for products
- Faster time to market

**Global manufacturing and supply chain capabilities**
- Global manufacturing facilities with flexibility to alter product mix
- Ability to manufacture complex products + cost competitive manufacturing
- Global sourcing and logistics

**Market access**
- Marketing push though own sales force and extensive network of distributors
- Market new products at minimal incremental cost through existing network
- Value-added services to farmers such as advisory/farm services

**Prudent acquisition strategy**
- Driven by purpose of realizing synergies through coverage of
  - Geography
  - Product
  - Crop
- Conservative valuations
- Successful integration of 28 acquisitions over 20 years

**Prudent financial management**
- Conservative leverage
- Sustainable & profitable growth
- Capex investment decisions with payback not exceeding 3-5 years
Well diversified geographical footprint

Global footprint with presence across 120+ countries

- Sales presence across 120+ countries that account for 90% of the world’s food basket
- Physical presence in 40+ countries through subsidiaries and associates
- Manufacturing presence across 28 sites including 2 JVs (13 in India and 15 international)

UPL revenues, by region: FY 2016
Well diversified and strong product portfolio – across Agri-inputs

Full suite of crop solutions including seeds and crop protection products

Seeds & Seeds Treatment

Crop protection

Storage

Post Harvest

Steadily evolving into an all encompassing product portfolio

<table>
<thead>
<tr>
<th></th>
<th>FY94</th>
<th>FY03</th>
<th>FY09</th>
<th>FY14</th>
<th>FY16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Herbicides</td>
<td>52%</td>
<td>44%</td>
<td>28%</td>
<td>27%</td>
<td>24%</td>
</tr>
<tr>
<td>Insecticides</td>
<td>48%</td>
<td>27%</td>
<td>18%</td>
<td>20%</td>
<td>12%</td>
</tr>
<tr>
<td>Fungicides</td>
<td>5%</td>
<td>4%</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
</tr>
<tr>
<td>Others</td>
<td>1%</td>
<td>1%</td>
<td>1%</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>Seeds (Advanta)</td>
<td>10%</td>
<td>7%</td>
<td>7%</td>
<td>7%</td>
<td>7%</td>
</tr>
</tbody>
</table>

Primary use

- Seeds: Provide added value to farmers through superior genetics
- Herbicides: Prevent or reduce weeds which hamper crop growth and harvest
- Insecticides: Control insect pests which reduce crop yields and quality
- Fungicides: Prevent and cure fungal plant diseases
- Others: Pest control
- Seeds (Advanta): Technical applications like special coatings

Key products

- Sorghum, Corn, Canola, Sunflower, Vegetables
- Propanil, Asulam, Metribuzin, Glutocir, Pendimethalin, S-Met
- Acephate, Mono, Imida, Synpyrothin
- Mancozeb, Copper, Sulphur
- Aluminum Phosphide (ALP)
- Magnesium Phosphide
- Natural coatings
- CIPC

Key brands

- Advanta, Alta, Pacific, Golden, Nutrisun
- Stam, Devrinol Tricor, Asulax, Lifeline, Satellite, Lagaam, Saathi, Mocasin
- Lancer Gold, Ulala, Phoskill, Batus Gold, Banter
- Manzate, Vondozeb, Microthial, Unizeb Gold, Glory, BB20, TBCS40, Saaf
- Weevilcide, Quickphos
- Oorja
Well diversified and strong product portfolio – across Crops

Products catering to all crop sectors

- Diversified portfolio of crops with products catering to more than 10 major crop sectors
- Soybean and oil crops are the major crop segment in Brazil with a revenue share of ~53%; whereas in rest of Latin America they contribute ~26% to the revenue
- USA and AME sees maximum product sales in the sector of fruits and vegetables - ~60% and ~66% of revenue respectively comes from this crop segment
- India has a more balanced portfolio with Cotton, rice and F&V contributing 31%, 25% and 16% respectively

Note: Fruits & Vegetables Include Decco sales; Rice includes RiceCo sales; Fx USD/INR: 67.0
## Advanta seeds – Global portfolio

<table>
<thead>
<tr>
<th>Crop</th>
<th>Countries of presence:</th>
<th>Leadership position in</th>
<th>Strong value creation through</th>
<th>Countries of presence:</th>
<th>Collaboration with elite genetics supplier and</th>
<th>Strong strategic synergies with UPL’s crop protection business</th>
<th>Countries of presence:</th>
<th>Differentiation from competitors as a “Forage solutions provider”</th>
<th>Wheat</th>
<th>Markets growing as more EPR due to new variety adoption</th>
<th>Breeding and development of WA (35% acreage)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sorghum</td>
<td>USA, Mexico, Australia,</td>
<td>Argentina and strong</td>
<td>wide spectrum of proprietary</td>
<td>Argentina, Asia, Africa,</td>
<td>Brazil, India</td>
<td>UPL’s crop protection business</td>
<td>Argentina, Asia,</td>
<td>UPL’s crop protection business</td>
<td>Wheat</td>
<td>Markets growing as more EPR due to new variety adoption</td>
<td>Breeding and development of WA (35% acreage)</td>
</tr>
<tr>
<td>Corn</td>
<td>Thailand, SE Asia, Brazil,</td>
<td>breeding efforts for</td>
<td>herbicide tolerant</td>
<td>Brazil</td>
<td></td>
<td></td>
<td>Thailand, India,</td>
<td></td>
<td>Wheat</td>
<td>Markets growing as more EPR due to new variety adoption</td>
<td>Breeding and development of WA (35% acreage)</td>
</tr>
<tr>
<td>Sunflower</td>
<td>Eastern European</td>
<td>major Eastern European</td>
<td>technologies</td>
<td>Australia, South America,</td>
<td>South Africa</td>
<td></td>
<td>Russia</td>
<td></td>
<td>Wheat</td>
<td>Markets growing as more EPR due to new variety adoption</td>
<td>Breeding and development of WA (35% acreage)</td>
</tr>
<tr>
<td>Canola</td>
<td>Australia,</td>
<td>markets</td>
<td></td>
<td>Australia</td>
<td></td>
<td></td>
<td>Russia</td>
<td></td>
<td>Wheat</td>
<td>Markets growing as more EPR due to new variety adoption</td>
<td>Breeding and development of WA (35% acreage)</td>
</tr>
<tr>
<td>Soybeans</td>
<td>Brazil</td>
<td>state of the art GMO</td>
<td></td>
<td>Brazil</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Wheat</td>
<td>Markets growing as more EPR due to new variety adoption</td>
<td>Breeding and development of WA (35% acreage)</td>
</tr>
<tr>
<td>Forages</td>
<td>USA, India, LATAM</td>
<td>proprietary herbicide</td>
<td></td>
<td>Australia</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Wheat</td>
<td>Markets growing as more EPR due to new variety adoption</td>
<td>Breeding and development of WA (35% acreage)</td>
</tr>
<tr>
<td>Vegetables</td>
<td>Strong focus in</td>
<td>technologies</td>
<td></td>
<td>Australia</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Wheat</td>
<td>Markets growing as more EPR due to new variety adoption</td>
<td>Breeding and development of WA (35% acreage)</td>
</tr>
</tbody>
</table>
## Key characteristics / trends of the market
- Market size: US$ 5.9 billion
- Top countries: US, Columbia, Thailand, Indonesia, China, India and Nigeria
- Increase in input intensification

## UPL’s industry positioning
- Crop focused approach across NA, LATAM, Asia, Africa and Europe
- Leader in herbicide with new product (insecticide & fungicide)
- Portfolio positioned for value with Rice value chain

## UPL’s portfolio
### Key Brand
- Eros gold, Stam, Londax

### Key crop
- Rice

### Seed & Seedlings treatment
- Imida + Tebuconazole
- Germi Gold

### Nursery Stage
- Imida + Tebuconazole
- Insecticide – Fipronil / Thiometoxam

### Transplanting, Vegetative growth & Reproductive stage
- Early Post Emergence Herbicides
- Granular Insecticides
- Post Emergence Herbicides
- Sheath Blight
- Sheath Blight & Blast
- Leaf Folders & BPH
- Dirty panicle
- Herbicide: Propanil

### Maturity & Post harvest
- Zinc Phosphide (Ratol)
- ALP (Quickphos)

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**Note**: Fx USD/ INR: 67.0

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**Well diversified and strong product portfolio - Rice**

### RiceCo’s Sales

<table>
<thead>
<tr>
<th></th>
<th>FY12</th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
</tr>
</thead>
<tbody>
<tr>
<td>US$mm</td>
<td>39</td>
<td>56</td>
<td>55</td>
<td>59</td>
<td>64</td>
</tr>
</tbody>
</table>

CAGR: 13%

---

**RiceCo – Rice centric solutions**
Well diversified and strong product portfolio - Decco

**Decco – Post harvest solutions**

### Key characteristics / trends of the market
- Top countries include US, Italy, Spain, Israel, India, Mexico, Costa Rica, South Africa and China
- Portfolios for fresh fruit coatings and Controlled Atmosphere (CA)
- Prevents potato sprouting

### Overview and presence
- Provides smart protection post-harvest and storage solutions
- Products include coatings, fungicides, cleaners, sanitizers, growth regulators and anti scald

#### Decco’s Sales

<table>
<thead>
<tr>
<th></th>
<th>FY12</th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
</tr>
</thead>
<tbody>
<tr>
<td>US$mm</td>
<td>50</td>
<td>50</td>
<td>52</td>
<td>83</td>
<td>83</td>
</tr>
</tbody>
</table>

CAGR: 14%

#### UPL’s industry positioning
- Excellent working in customer environment
- Business model to service customer like Pack houses
- Innovation formulation customized to support multiple need of different fresh fruits
- Leader in post harvest application of potatoes to prevent sprouting

### Product Segments
- Sprout Inhibitor
- Equipment
- Fungicides/ Disinfectants
- Antiscalds
- Coatings

### Key crops
- Apple
- Citrus
- Potatoes
- Grains

### Key Brands
- Decco
- Citrashine
- Oorja
- Quickphos

*(x): number of countries; Note: Fx USD/ INR: 67.0*
Fumigant market shows promising growth potential

<table>
<thead>
<tr>
<th>Year</th>
<th>US$mm</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY11</td>
<td>148</td>
</tr>
<tr>
<td>FY12</td>
<td>154</td>
</tr>
<tr>
<td>FY13</td>
<td>176</td>
</tr>
<tr>
<td>FY14</td>
<td>197</td>
</tr>
<tr>
<td>FY15</td>
<td>205</td>
</tr>
<tr>
<td>FY16</td>
<td>218</td>
</tr>
<tr>
<td>FY17</td>
<td>244</td>
</tr>
<tr>
<td>FY18</td>
<td>276</td>
</tr>
<tr>
<td>FY19</td>
<td>304</td>
</tr>
</tbody>
</table>

CAGR ‘11-’15: 8%
CAGR ‘16-’19: 12%

Fumigants – Regional share FY15

- North America 23.0%
- Europe 20.0%
- Latin America 15.0%
- India 13.0%
- Brazil 4.0%
- ROW 25.0%

Key products

- Quickphos fumigation tablets
- Quickphos fumigation blanket
- Quickphos Bags

FY 16
- UPL share
  - 3,185MT ~ US$33mm
- Market share ~ 15%

FY 19
- UPL share
  - 7,000MT ~ US$77mm
- Market share ~ 25%

Well diversified and strong product portfolio - ALP

Global leader in ALP
UPDT (Zeba®)

- ZEBA absorbs and releases water as needed by plants
  - Reduces plant stress caused by heat and limited water availability
  - Maximizes crop input investments by absorbing and releasing soil nutrients, water-soluble fertilizer and chemicals

Benefits of UPDT (Zeba®)

<table>
<thead>
<tr>
<th>Income</th>
<th>Environment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yield</td>
<td>Water conservation</td>
</tr>
<tr>
<td></td>
<td>Reduced number of applications</td>
</tr>
<tr>
<td>Constant moisture</td>
<td>Reduced losses due to leaching and evaporation</td>
</tr>
<tr>
<td>Less fertilizers</td>
<td>Reduced nutrients</td>
</tr>
<tr>
<td>Improved germination</td>
<td>Less applications</td>
</tr>
<tr>
<td>Availability of nutrients</td>
<td>Constant moisture</td>
</tr>
</tbody>
</table>

ZEBA on Vegetables

- **ZEBA on Potatoes**
  - 9% more yield after treatment
  - 10% more usable volumes after treatment

- **ZEBA on Onions**
  - 16% more yield after treatment

- **ZEBA on Tomatoes**
  - 10% increase in yield
Well diversified and strong product portfolio - Biologicals

Vector control and biological technologies

Vector Control technologies

• Technology to limit or eradicate the mosquito or insects carrying disease pathogens
• Complete portfolio of natural formulations:
  - Natular XRT
  - Natular DT
  - Natular T30

Biological technologies

• Offers complete solution to farmers by creating a portfolio of Biologicals/Stimulants/Nutrients
• UPL provides global marketing access to all niche companies from Innovators/Bio companies to Technology providers
• Has set up a dedicated division focusing on biologicals and are testing products across the world
• Bio Control products will be launched under the umbrella brand “Livo”

Market estimate

Market size 2015: US$ 4.7bn
Market size 2020: US$ 11.0bn

Key products
Presence across value chain

End-to-end process competence

Process value chain ->

- Research & Development
- Global product development
- Registration
- Active ingredient manufacturing
- Formulation and packaging
- Marketing and distribution
Strong R&D capabilities and product innovation driving competitive advantage

**Strong in-house R&D capabilities**

- Innovating process technology of post-patent molecules
- Innovating product through differentiated eco-friendly formulation, combinations & mixtures
- Strong field R&D capabilities
- Supporting manufacturing activities - Cost reduction and effluent treatability
- Supporting registration (chemistry data); Develop new analytical method
  - India (3) – Synthesis, Formulation, Specialty Chemicals
  - KOP, USA (1) – Formulations development
  - Rotterdam, Netherlands (1) – Formulation & GLP Studies (5 batch, Phys. chem)
  - Le Canet, France (1) – Copper and Sulfur formulation
  - Ituverava, Brazil (1) - Formulation
- 16 research stations and 2 biotech centres
- Over 300 environments with testing areas worldwide
- Over 60 years of research in plants genetics
- Germplasm bank consists of:
  - Proprietary developed germplasm
  - Public accessions and wild species
  - Different sources of traits for biotic and abiotic stresses
- Advanta Seeds hybrids are a suitable carrier of added value technologies like GMs, chemical seeds treatments, microbial seeds treatments and many other potential novel technologies

**Innovation rates (sales of new products/ overall sales)**

- FY14: 2.5%
- FY15: 5.0%
- FY16: 14.0%

**R&D expense as % of sales (2014)**

- Sumitomo: 7.8%
- FMC: 5.2%
- UPL: 3.1%
- Nufarm: 1.3%
- Adama: 1.1%

Source: Philip McDougall
## Local registrations expertise in key geographies

**Product registration process serves as a key barrier to entry**

<table>
<thead>
<tr>
<th>Market</th>
<th>Indicative duration</th>
<th>Key highlights of product registration process</th>
</tr>
</thead>
</table>
| USA    | 3 – 3.5 years       | • Federal approval followed by individual state approvals  
• Decisions at federal level take 1.5 years while individual states have different approval processes / timeframes |
| Europe | 4 - 5 years         | • Active ingredients (AI) are first evaluated by the European Food Safety Authority (EFSA) whose findings are put to vote to the European Commission for the AI to be added to a positive list  
• The product then needs to be approved by national authorities of individual member states (most of which require 1-2 years to grant approval) |
| Japan  | 8 - 9 years         | • Entire process strictly regulated in accordance with the Agricultural Chemicals Regulation Law  
• Food and Agricultural Materials Inspection Center under Ministry for Agriculture, Forestry and Fisheries (MAFF) conducts evaluation on efficacy, phytotoxicity, safety, and quality of the agricultural chemicals  
• Particular emphasis on preventing residues in crops and soil, harm to humans, livestock, and aquatic organisms due to water pollution |
| Brazil | 2 - 5 years         | • In the process of developing its formal registration process  
• In the meantime, has set relatively stringent cut-off criteria (e.g. some AIs available in neighboring countries can’t be used in Brazil etc.)  
• Federal approval followed by individual state approvals  
• Off patent product can be registered but cannot be sold into the market until the patent expires |
| India  | 1 - 2 years         | • Scientific data on different parameters such as Bio-efficacy, Toxicology, Packaging, Chemistry are to be generated in Indian condition and compiled in the form of dossier which is then submitted to Central Insecticide Board & Registration Committee (CIB & RC). Thereafter, CIB & RC evaluates the dossier which takes time to grant the registration |
World-class manufacturing facilities & efficient supply chain driving cost leadership

Manufacturing capabilities creating leadership position in Crop Protection market

- UPL operates manufacturing facilities globally - India, Europe and Latin America
- Large manufacturing facilities for Mancozeb, Aluminium Phosphide, Pendimethalin and Acephate capacities, translating into economies of scale and competitive costs
- Flexible capacity making it possible to alter the product mix on demand
- Progressively reinvested in manufacturing assets
  - Substantial capacities have been added in the past 5 years.
  - 50% of its manufacturing locations are located overseas.
- Continued focus on reliability, energy conservation and margin improvement
- Quality assurance measures
  - Monitoring of quality at vendor, manufacturing, transportation and customer ends.
- Effective safety measures across all aspects of operation
  - Minor incidents reported and corrected diligently
World-class manufacturing facilities & efficient supply chain driving cost leadership

Ankleshwar, India  Haldia, India  Rotterdam, Netherlands

Vapi, India  Bassens, France  Barranquilla, Colombia

Jammu, India  Sandbach, UK  Ituverava, Brazil
### Continued focus on safety
- Focus on capturing leading indicators
- Increased participation of employees
- On time reporting for minor incidents to aid prevention
- Stringent induction program for fresh hires
- Robust investigative procedures for all deviations
- ERT—employees trained at various sites in Fire Fighting, Rescue Operation, First Aid

### Key safety initiative
- Safety talk in the beginning of each shift
- Behavior based safety management
- Capturing near miss incidents
- HAZOP analysis for key manufacturing processes
- Implementation of 5S system

### Awards for safety and environment
- Jhagadia—Golden Peacock Safety and Environment Awards
- Ankleshwar—National Safety Council Awards
- Vapi—Awarded by the Factories Inspectorate for Safety
- Jammu—Golden Peacock Safety and Environment Awards
- Vietnam—National Gold Environment Award—Vietnam Govt.
- Rotterdam—Awarded “Most Successful Chemical Plant in Netherlands”

### Audit by MNCs
- DuPont
- Dow Agro Science
- Syngenta
- Bayer Crop Science
- Chevron

### Safety audit by recognised agencies
- Chill worth
- Director of industrial safety and hygiene (Government)
- National Safety Council (Government)
- Frost and Sullivan
- Future Generali
- TATA AIG
- BVQi–OHSAS: 18001
- Intertek, UK
- FIKE, US
Extensive sales, distribution and marketing setup with ability to create strong brands

Exclusive global sales force and network of distributors creating a demand pull

Sales and marketing workforce in the region

North America
Sales – 31
Marketing - 5

Europe
Sales – 46
Marketing - 12

AME
Sales – 20
Marketing - 3

India
Sales – 480
Marketing - 72

LATAM
Sales – 57
Marketing - 6

Brazil
Sales – 124
Marketing - 43

RiceCo
Sales – 15
Marketing - 2

Decco
Sales – 23

Asia
Sales – 50
Marketing - 18
Extensive sales, distribution and marketing setup with ability to create strong brands

Farmer engagement

Adarsh Farm Services

Farmer Engagement Initiatives

Trust++ Program

Adarsh Kisan Center

Farmer Advisory Initiatives
Branded sales and cost control driving best-in-class profitability

Price competitiveness through increasing share of Branded sales

Branded sales contribution in various target markets

Branded sales as % of total sales

North America | Europe | Latin America | India | RoW | Overall
---|---|---|---|---|---
6% | 10% | 5% | 22% | 25% | 15%
94% | 90% | 95% | 78% | 75% | 85%

FY14 | FY15 | FY16
---|---|---
75% | 80% | 85%
FINANCIALS
Financial Highlights – FY 2016

- Revenues up by 10%
- Best growth rate in industry globally
- PAT up by 14%
- Consistently delivering profitable growth
- EBITDA at 20.4%
- Improvement of 90 bps over last year
- ROCE 20.07%
- Improvement of 42 bps over last year
Working Capital Analysis

<table>
<thead>
<tr>
<th>Days</th>
<th>FY 2016</th>
<th>FY 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inventory</td>
<td>90</td>
<td>90</td>
</tr>
<tr>
<td>Receivables</td>
<td>112</td>
<td>125</td>
</tr>
<tr>
<td>Payables</td>
<td>116</td>
<td>124</td>
</tr>
<tr>
<td>Net Working Capital</td>
<td>86</td>
<td>91</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Rs. in Crore</th>
<th>FY 2016</th>
<th>FY 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turnover</td>
<td>13,083</td>
<td>11,911</td>
</tr>
</tbody>
</table>
Superior Performance with Conservative Approach

**Sales (INR in cr)**
- FY 2013: 9,010
- FY 2016: 13,083
- CAGR 13%

**PAT (INR in cr)**
- FY 2013: 812
- FY 2016: 1,299
- CAGR 17%

**EBITDA (%)**
- FY 2013: 18.96%
- FY 2016: 20.40%

**ROCE (%)**
- FY 2013: 14.80%
- FY 2016: 20.07%
## Comparative Results – H1 FY 2017

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Half Year Ending September 16</th>
<th>Half Year Ending September 15</th>
<th>Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Crores</td>
<td>%</td>
<td>Crores</td>
</tr>
<tr>
<td>Gross Revenues</td>
<td>7,302</td>
<td>100%</td>
<td>6,528</td>
</tr>
<tr>
<td>Domestic Revenues</td>
<td>2,220</td>
<td>30%</td>
<td>2,010</td>
</tr>
<tr>
<td>International Revenues</td>
<td>5,082</td>
<td>70%</td>
<td>4,518</td>
</tr>
<tr>
<td>Cost of Goods Sold</td>
<td>4,398</td>
<td>60%</td>
<td>3,991</td>
</tr>
<tr>
<td>Gross Margin</td>
<td>2,903</td>
<td>39.8%</td>
<td>2,537</td>
</tr>
<tr>
<td>Overheads</td>
<td>1,580</td>
<td>22%</td>
<td>1,392</td>
</tr>
<tr>
<td>EBITDA</td>
<td>1,323</td>
<td>18.1%</td>
<td>1,145</td>
</tr>
<tr>
<td>Other Income / (Loss)</td>
<td>(39)</td>
<td>-1%</td>
<td>4</td>
</tr>
<tr>
<td>Depreciation &amp; Amortisation</td>
<td>323</td>
<td>4%</td>
<td>311</td>
</tr>
<tr>
<td>Interest &amp; Finance Charges</td>
<td>233</td>
<td>3%</td>
<td>229</td>
</tr>
<tr>
<td>Profit Before Tax</td>
<td>729</td>
<td>10%</td>
<td>609</td>
</tr>
<tr>
<td>Tax provision</td>
<td>86</td>
<td>1%</td>
<td>109</td>
</tr>
<tr>
<td>Profit After Tax</td>
<td>643</td>
<td>9%</td>
<td>500</td>
</tr>
<tr>
<td>Income from Associates</td>
<td>(29)</td>
<td>0%</td>
<td>(7)</td>
</tr>
<tr>
<td>Minority Interest</td>
<td>3</td>
<td>0%</td>
<td>(4)</td>
</tr>
<tr>
<td>Profit before Excp &amp; prior period</td>
<td>611</td>
<td>8%</td>
<td>497</td>
</tr>
<tr>
<td>Exceptional items &amp; Prior Period</td>
<td>84</td>
<td>1%</td>
<td>32</td>
</tr>
<tr>
<td>Net Profit for the period</td>
<td>527</td>
<td>7.2%</td>
<td>465</td>
</tr>
</tbody>
</table>
THANK YOU