Best Agrolife Limited

CIN : L74110DL1992PLC116773

13th November, 2025

To

National Stock Exchange of India Limited
Exchange Plaza, C-1, Block-G,
Bandra - Kurla Complex
Bandra (E), Mumbai-400051

BSE Limited
25th Floor, P.J. Towers,
Dalal Street, Mumbai-400001

SCRIP CODE: 539660
SCRIP ID: BESTAGRO

Sub: Intimation under Regulation 30 Corporate Presentation

Dear Sir/Madam,

Pursuant to Regulation 30 of SEBI (Listing Obligations & Disclosure Requirements) Regulations, 2015, as amended please find the attached Corporate Presentation.

Submitted for your information and record.

Thanking You,

Yours Faithfully,

For Best Agrolife Limited

Aarti Arora

Aarti Arora
CS & Compliance Officer

Best Agrolife Limited

Encl. as above

Registered & Corporate Office : B-4, Bhagwan Dass Nagar, East Punjabi Bagh, New Delhi-110026
Phone: 011-45803300 | Fax: 011-45093518 info@bestagrolife.com | www.bestagrolife.com

MAKE IN INDIA


Serving Globe Through Agriculture
Best Agrolife Limited
Q2 FY25-26

Disclaimer

The Presentation is to provide the general background information about the company's activities as at the date of the presentation. The information contained herein is for general information purposes only and based on estimates and should not be considered as a recommendation that any investor should subscribe or purchase the company shares. The company makes no representation or warranty, express or implied, as to, and does not accept any responsibility or liability with respect to, the fairness, accuracy, completeness or correctness of any information contained herein.

This presentation may include certain "forward looking statements". These statements are based on current expectations, forecasts and assumptions that are subject to risks and uncertainties which could cause actual outcomes and results to differ materially from these statements. Important factors that could cause actual results to differ materially from our expectations include, amongst others, general economic and business conditions in India and abroad, ability to successfully implement our strategy, our research and development efforts, our growth and expansion plans and technological changes, changes in the value of the rupee and other currencies, changes in the Indian and international interest rates, change in laws and regulations that apply to the Indian and global chemical and pharmaceuticals industries, increasing competition, changes in political conditions in India or any other country and changes in the foreign exchange control regulations in India. Neither the company, nor its directors and any of the affiliates or employee have any obligation to update or otherwise revise any forward-looking statements. The readers may use their own judgment and are advised to make their own calculations before deciding on any matter based on the information given herein.

Table of Contents

Company Snapshot

15th Largest Indian Agrochemical Company*	**40** Warehouses 21 States	**9** Patented Products	**10,000+** Dealers
4 Manufacturing units 7000 MTPA Technical 35500 KL Formulation	**530+** Formulations Registrations	**800+** Employees	**14%** 3 Year Revenue CAGR

*Agropages Top 20 Indian Agrochemical Companies

Management Comment

Mr. Vimal Kumar

Managing Director

"In this Kharif season an erratic monsoon has once again shown the dependence of Indian agriculture on the quantity and timing of rains. The errant rains posed several challenges, with unexpected as well as extended heavy rainfall across key agricultural regions, which in turn impacted the overall demand pattern for agrochemicals. Despite these conditions, Best Agrolife has navigated the season through disciplined operations management, dynamic inventory control, and a strong on-ground presence. We continue to focus on leaner inventories and financial discipline.

The business is steadily progressing toward stabilization, with notable improvements in key operational areas including lower sales returns, and optimization of operating expenses (OPEX) as well as a tight control on inventory. Inventory levels have decreased by ₹207 crore, from ₹873 crore in H1 FY25 to ₹666 crore in H1 FY26, marking a 24% year-on-year reduction. Through strategic restructuring across regional operations, the company has achieved an OPEX reduction of 13% compared to Q2 FY25 and 11% compared to H1 FY25. We believe this belt tightening will be the base for our future.

Traditionally, the agrochemical industry experiences the major sales returns in the third quarter. However, driven by our revised sales return policy and in-season order placement strategy, we anticipate significantly lower sales returns in Q3 FY26.

Our focus on patented products is now contributing over half of our brand portfolio, enhancing brand value, margin profile, and competitive advantage. Despite moderation in the overall revenue, the quality of our revenue mix has improved significantly, reflecting our commitment to sustainable and value-driven long-term growth. Restructuring the sales force across the regional operations has improved the sales team productivity and led to reduction in the operating expenses."

Patented Products

RONFEN™
Insecticide (SC)

Pyriproxyfen - 8%
Dinotefuran - 5%
Diafenthiuron - 18%

Crops - Brinjal, Cotton
Pests - Sucking Pests & Thrips

FY22-23

TRICOLOR™
Fungicide (SC)

Trifloxystrobin - 10%
Difenoconazole - 12.5%
Sulfur - 3%

Crops - Tomato
Fungus - Early & Late Blight

FY23-24

ORISULAM™
Herbicide (GR)

Bispyribac Sodium - 0.25%
Penoxsulam - 0.25%
Pyrazosulfuron Ethyl - 0.20%

Crops - Transplanted Rice
Weeds - Sedges, Grasses & Broad Leaves

DEFENDER™
Insecticide + Fungicide (WG)

Pymetrozine - 30%
Dinotefuran - 10%
Pyraclostrobin - 20%

Crops - Paddy
Pests/Fungus - BPH & Blast

NEMAGEN™
Insecticide (SC)

Chlorantraniliprole - 4.5%
Novaluron - 11.5%
Emamectin Benzoate - 1.5%

Crops - Brinjal
Pests - Borer

FY24-25

WARDEN EXTRA™
Insecticide + Fungicide (FS)

Trifloxystrobin - 6%
Thiamethoxam - 24%
Thiophanate Methyl - 9.5%

Crops - Okra
Pests - Aphids, Leaf Hopper & Whitefly

FY24-25

SHOT DOWN™
Herbicide (ME)

Haloxyfop-R Methyl - 12.8%
Imazethapyr - 10%

Crops - Soyabean
Weeds - Grasses & Sedges

FETAGEN™
Insecticide (GR)

Chlorantraniliprole - 0.45%
Fipronil - 0.5%
Emamectin Benzoate - 0.18%

Crops - Tomato
Pests - Whitefly & Fruit Borer

BEST MAN™
Insecticide (SC)

Fipronil- 7%
Abamectin – 1.25%
Tolfenpyrad – 15%

Crops - Chilli
Pests - Aphids, Jassids, Thrips, Whitefly, Mites, Borer

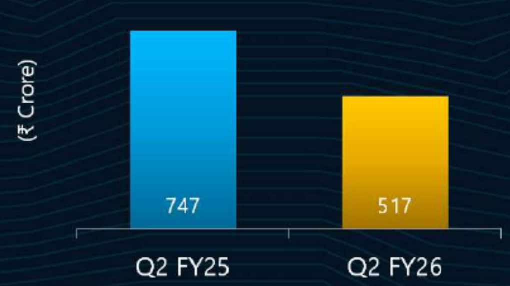
FY25-26

Business Highlights

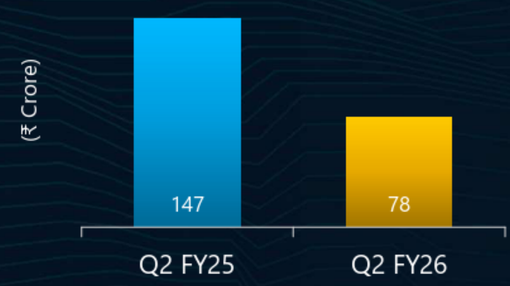
- Q2 FY26 revenue stood at ₹516.8 crore, compared to ₹746.6 crore in Q2 FY25, reflecting a 30.8% YoY decline. The reduction was due to combination of erratic rainfall and lower placements.
- The Company's ongoing efforts to stabilize operations and rationalize inventory have delivered strong results, with inventory levels reduced by ₹207 crore, from ₹873 crore in H1 FY25 to ₹666 crore in H1 FY26, representing a 24% reduction YoY.
- H1 FY26 revenue was ₹898.1 crore, compared to ₹1,265.9 crore in H1 FY25.
- Gross Margin for Q2 FY26 was ₹169.6 crores, in line with reduced topline but supported by improved mix in patented products.
- With strategic restructuring across regional operations the company has achieved OPEX reduction of 13% in comparison to Q2 FY25 and 11% in comparison to H1 FY25.
- EBITDA Margin stood at 15.0% in Q2 FY26, compared to 19.7% last year, primarily due to lower sales volume, and was partially offset by cost controls.
- H1 FY26 EBITDA Margin remained stable at 13.7%, demonstrating early benefits of efficiency measures.
- PAT for Q2 FY26 was ₹38.9 crore, compared to ₹94.7 crore in Q2 FY25.
- The share of patented products increased from 38% in Q2 FY25 to 51% in Q2 FY26, reflecting a strategic shift toward innovation, proprietary formulations, and higher-margin offerings.
- The brand segment contributed 68% and the institutional segment 32% of total revenue in FY25-26, with the former maintaining its strong share despite a softer topline and the latter showing a marginal improvement in mix share.
- Received 4 9(3) FIM Registrations and 4 Patents for innovations.

Financial Highlights

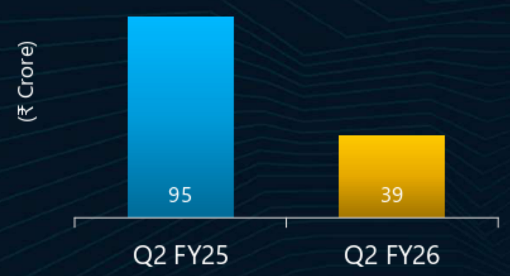
Revenue From Operations



EBITDA*



PAT

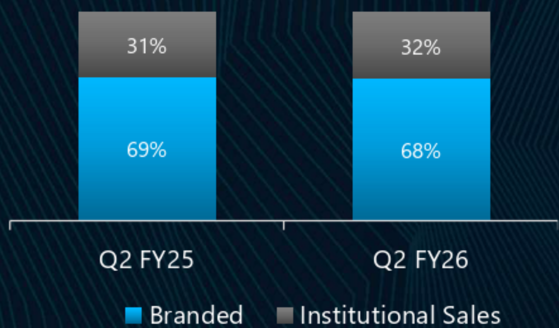


EPS

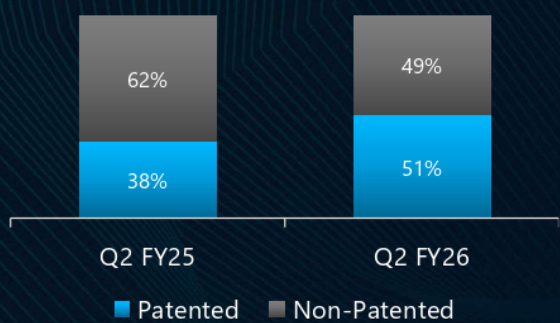
**EBITDA is calculated excluding other income*

Building a Branded Business

Branded v/s Institutional Sales



Contribution of Patented products in Branded Sales



Consolidated P&L for Q2 FY26

Value (INR Cr)	Q2 FY26	Q2 FY25	YoY	H1 FY26	H1 FY25
Revenue from Operations	516.8	746.6	-30.8%	898.1	1265.9
Gross Margin	169.6	252.1	-32.7%	280.2	379.4
EBITDA*	77.5	147.1	-47%	123.3	201.7
EBITDA Margin (%)	15%	19.7%	-470 Bps	13.7%	16%
Profit After Tax	38.9	94.7	-58.9%	58.9	115.9
PAT Margin (%)	7.56%	12.66%	-510 Bps	6.5%	9%

EBITDA is calculated excluding other income

Consolidated P&L for Q2 FY26

Value (INR Cr)	Q2 FY26	Q2 FY25	YoY	Q1 FY26
Revenue from Operations	516.8	746.6	-30.8%	381
Other Income	-2	1		4
Total Revenue	515	748	-31%	385
Cost of Goods Sold	347	495		271
Employee Benefits Expense	24	29		25
Other Operating Expenses	68	76		39
Total Expenses	439	600		335
EBITDA*	77.5	147.1		46
EBITDA Margin (%)	15%	20%	-470 Bps	12%
Depreciation and Amortisation	10	10		10
Finance Cost	13	16		14
Profit Before Tax	52	121	-57%	26
PBT Margin (%)	10%	16%	-603 Bps	7%
Profit After Tax	38.9	94.7	-58.9%	20
PAT Margin (%)	7.56%	12.66%	-510 Bps	5%

**EBITDA is calculated excluding other income*

Consolidated P&L for H1 FY26

Value (INR Cr)	H1 FY26	H1 FY25	FY25
Revenue from Operations	898	1266	1814
Other Income	2	4	5
Total Revenue	900	1270	1819
Cost of Goods Sold	618	886	1283
Employee Benefits Expense	49	55	107
Other Operating Expenses	108	123	224
Total Expenses	775	1064	1614
EBITDA*	123	202	200
EBITDA Margin (%)	14%	16%	11%
Depreciation and Amortisation	21	20	43
Finance Cost	27	32	66
Profit Before Tax	78	153	96
PBT Margin (%)	9%	12%	5%
Profit After Tax	58.9	116	33
PAT Margin (%)	7%	9%	2%
Diluted EPS	24.89	49.03	29.56

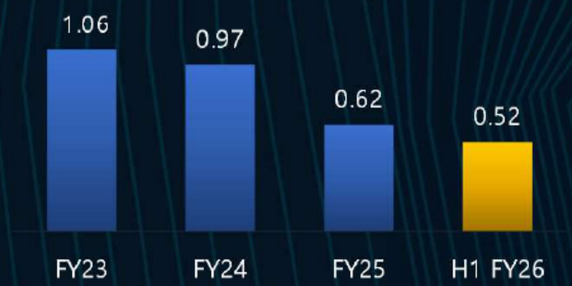
**EBITDA is calculated excluding other income*

Consolidated Balance sheet

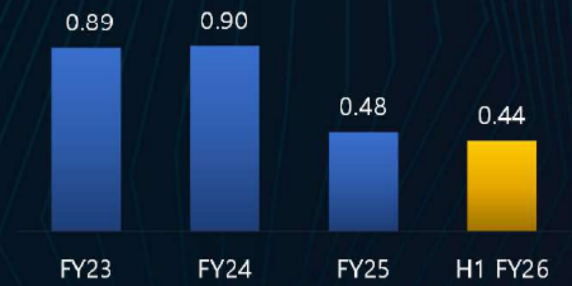
Value (INR Cr)	As on Sept 30, 2025	As on Sept 30, 2024	As on Mar 31, 2025
Equity And Liabilities			
Share Holders Fund	809	756	758
Non-current Liabilities			
• Long Term Borrowings	12	18	14
• Other Financial Liabilities	33	36	41
Total Non-current Liabilities	45	54	55
Current Liabilities			
• Short Term Borrowings	413	552	453
• Trade Payable	554	919	542
• Other Current Liabilities	142	122	142
Total Current Liabilities	1,109	1,593	1,137
Total Equity & Liability	1963	2,403	1,950
Assets			
Non-current Assets			
• Net Fixed Asset	164	163	177
• Intangible Asset	127	135	131
• Other Non Current Assets	87	102	90
Total Non-current Assets	378	400	398
Current Assets			
• Inventories	666	873	773
• Trade Receivables	783	958	564
• Cash & Bank Balance	69	119	99
• Other Current Assets	67	53	116
Total Current Assets	1,585	2,003	1,552
Total Assets	1,963	2,403	1,950

Key Ratios

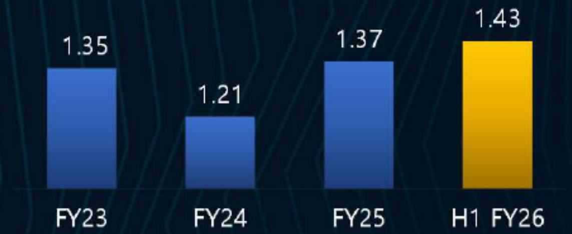
Debt to Equity (x)



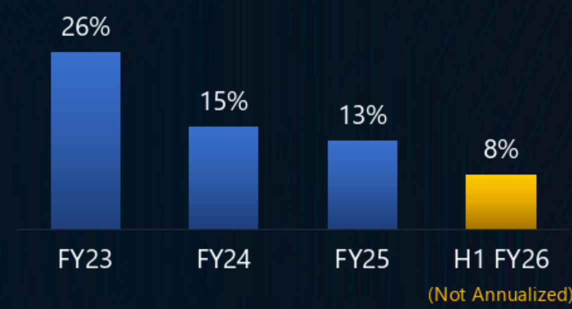
Net Debt to Equity (x)



Current Ratio (x)

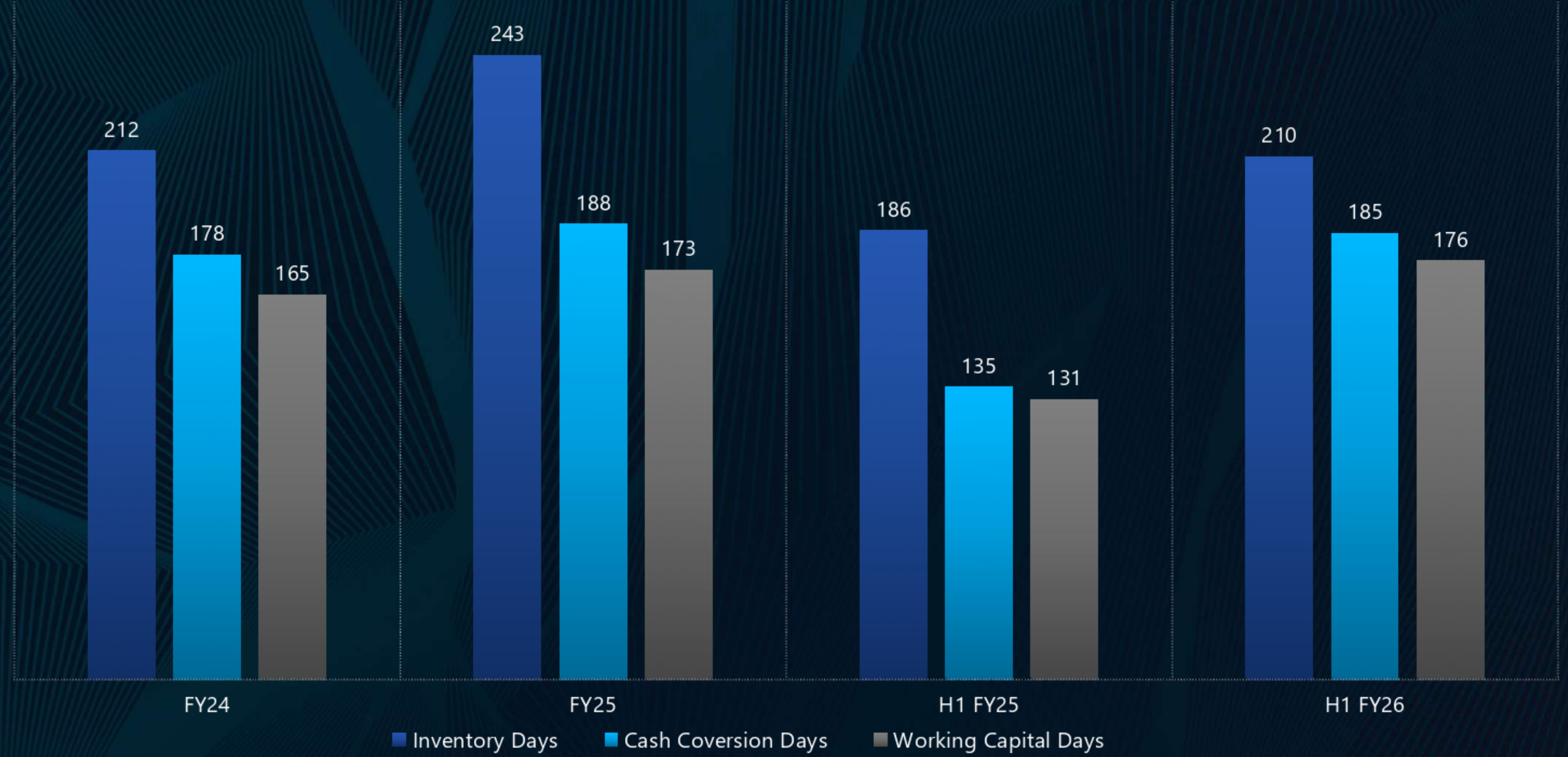


ROCE

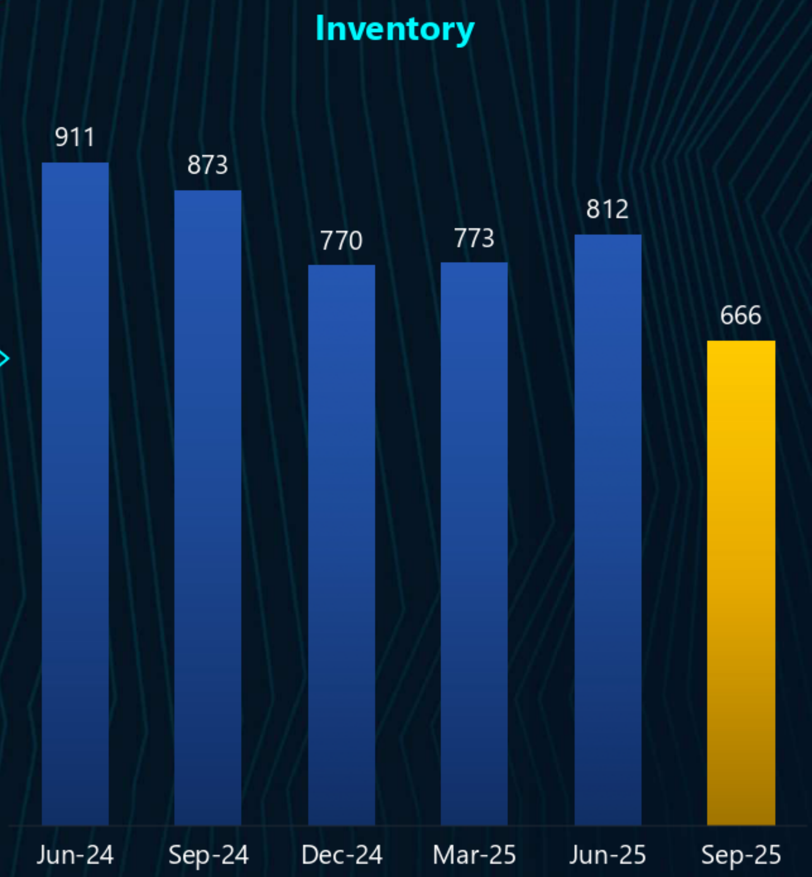


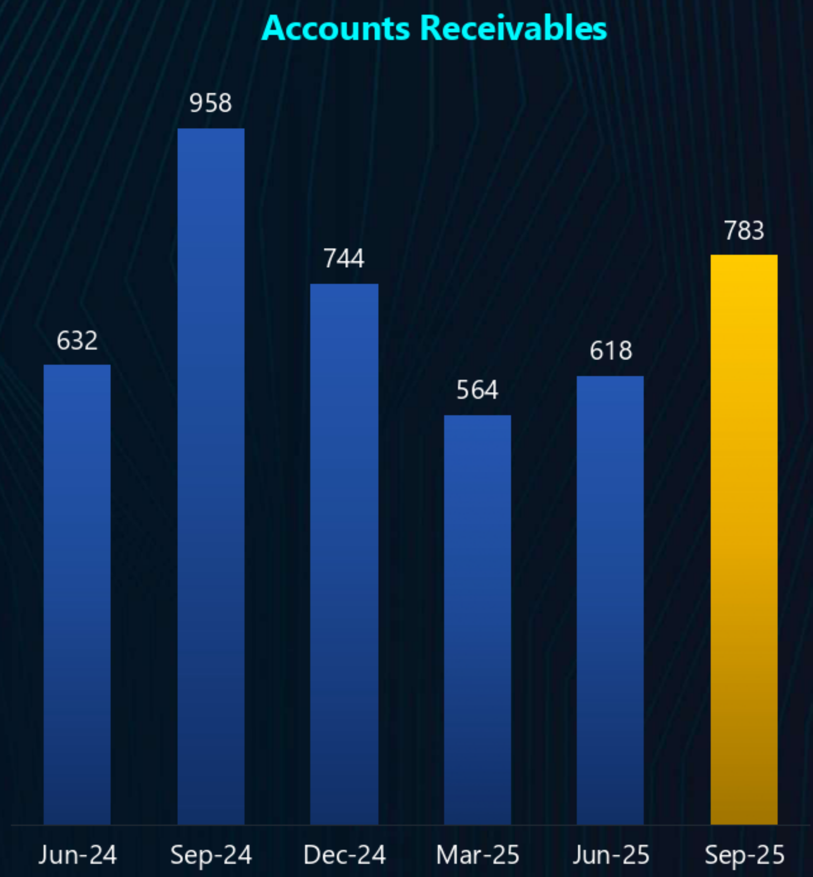
*Formulae:
ROCE= EBIT/ Capital Employed*100 (Capital Employed = Total Assets – current liabilities + Short term borrowings)
Debt to Equity = Total Debt / Shareholders fund; Net Debt to Equity = Total Debt - Cash & Bank Balances / Shareholders fund
Current ration = Current Assets / Current liabilities

Working Capital Movement



Inventory and AR





Experienced Management Team

Mr. Vimal Alawadhi

Managing Director

A true visionary and a passionate entrepreneur, Mr Vimal Alawadhi is an eminent personality with vast and rich experience in the Agrochemicals Industry. He oversees strategy, management, development, and integration of the company policies. With Best Agrolife he is pioneering endeavors to provide farmers with safe agrochemical products at economical prices.

He has been Interviewed by international magazines from "African Farming and Food Processing" to the publication Agro Pages, where he spoke on the "Taking Indian Brands and Leaders. Strides towards Make in India". In the 2018 edition of India Suppliers Guide, Mr. Vimal's views were published as "An Agrochemical Perspective from India". In 2019, he was featured in the Forbes India magazine's & in 2022 featured in Fortune India magazine.

Mr. P. N. Karlekar

Director

A chemical Engineer from UDCT- one of the top Indian Institute for Chemical Technology and a Management Graduate from Mumbai University, he has a diverse and rich professional background.

He has been associated at the apex level with reputed organizations such as -Rallis India Ltd as President Technology, thereafter worked at leadership levels including as President of the Agrochemical division of Atul Ltd, as COO of Deepak Nitrite Ltd., as Managing Director of Cheminova India Ltd from 2008 and subsequently as its President international region comprising of Asia-Pacific, Africa, Middle East. Later on, post-global acquisition of Cheminova by FMC corp (USA), he assumed the position of country head for FMC India. In these assignments he worked on strategic areas such as mergers and acquisitions and global business development etc.

Mr. N Surendra Sai

Director

A passionate technologist and entrepreneur having 31 years of extensive experience and understanding of Organizational Program Management, Business Analytics, Innovation, Startup Culture and Technology. He has held various leadership positions at private and government sectors with national and international exposure. In his 15 years stint at Wipro Technologies, held the roles of Delivery Head (PES), Program Head of Microsoft Windows Sustenance Engineering Services, Head of Cost of Delivery Optimization.

As a scientist with DRDO he worked on technology development and R&D for critical systems of national importance. He was instrumental in creating India's first Quantum Secure Communication Stack for National Agencies.

In his earlier stint with Best Group, The R&D environment created by him established a foundation for manufacturing of next generation molecules.

Mr. Vikas Jain

Chief Financial Officer

A seasoned finance professional with over two decades of experience in Accounts, Finance, Treasury, Taxation, Budgeting, MIS, Auditing, IT, and Legal. With a distinguished career including roles at ADAMA India Pvt Ltd, KPMG, and Price Waterhouse, Mr. Jain's leadership has been recognized with the 'CFO 100 Roll of Honour' Award in both 2020 and 2022. Armed with an Executive MBA (PGPMAX 2022) from the Indian School of Business (ISB) and certification in International Financial Reporting Standards (IFRS) from ACCA, UK, Mr. Jain has a profound understanding of the agrochemical industry and global financial practices.

Thank You

Contact Us:
ir@bestagrolife.com
(Investor Relations)

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