

How UPL is addressing the evolving sectoral landscape

Long-term: At UPL, we have built the business around long-term sustainability rather short-term profitability. The Company invested in raw material supply assurance, enhanced process efficiency and environment conservation initiatives.

Credible: At UPL, we have embraced the highest degree of corporate governance and transparency. We have built a portfolio of responsible products providing optimal returns to farmers. Our proactive investment towards

guaranteeing workplace safety has reinforced our business commitment.

Strategic: At UPL, we believe that strategic clarity represents the foundation of our business model. We have created manufacturing units in India as well as 13 global locations to leverage cost arbitrage on the one hand and enhance customer proximity on the other. We continuously undertake cost optimisation to strengthen competitiveness.

Integrated: To become an efficient manufacturer with a strong control on quality and pricing, we invested in the captive manufacture of key raw materials, including power generation.

Stable: We believe efficient management of that the funds is crucial in boosting business sustainability. We focus on strengthening our Balance Sheet to create long-term stability. We consistently refinanced high-cost debt with low-cost alternatives to enhance viability.

UPL’s foundation of intangibles



Brand: Over the decades, the Company generated a distinctive recall: ethical (fairness and compliance), reliable (consistent delivery) and dependable (stakeholder welfare).



Innovation: The Company established a reputation for being a pioneer. The Company was the first to manufacture groundbreaking products like Zeba.



Research: The Company invested in reinforcing R&D capabilities coupled with focusing on off-patent molecules. The Company has filed 500+ patents globally for products and processes.



Technology: UPL embraced cutting-edge technologies to enhance operating efficiency. The Company was among the first in the industry to focus on optimising output quality and emerge leakage-free.



People: The Company’s pool of knowledgeable functional experts across areas (chemical engineering, project management, operations, farmer engagement, supply chain management, quality control, marketing, strategic direction and financial management) has allowed it to stay ahead of the curve. The Company had 7,435 employees on its payroll as on 31st March 2018 with a >95% retention rate at the managerial level.