

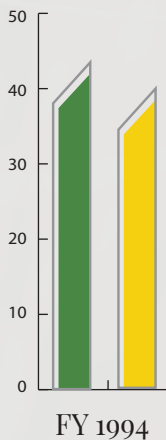
The contrarian world of UPL.

1. It would have been easy focusing on India, one of the largest agricultural economies globally. *We widened our footprint instead.*
2. It would have been simpler focusing on one large crop segment. *We selected to focus on a diversified basket instead.*

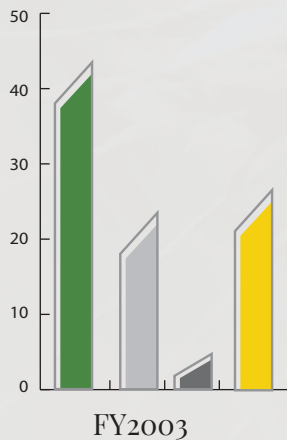
Geography-wise performance

Region	Latin America	India	North America	Europe	Rest of the World
Sales (H crore)	5,692	3,189	3,083	2,305	3,109
Human resources	1,155	4,784	291	479	726
Product registrations	1,455	940	363	1,460	1,963

3. UPL could have focused its attention on one segment of the product basket. *We widened our attention across a range of the business, emerging as a broad-based company across the value-chain instead.*



■ Insecticides 52%
■ Others 48%



■ Insecticides 44%
■ Herbicides 24%
■ Fungicides 5%
■ Others 27%