

Message from the MD & CEO

Dear Shareholders,

I am pleased and privileged to pen down my thoughts and extend my deepest appreciation for your unwavering support in advancing Indian agriculture.

Our innovation in Crop Care and Seeds, aligned with our Purpose “To Serve The Farmers Through Science,” remains at the core of our long-term growth strategy.

Our focus will continuously be on improving market share, with a thrust on future growth segments of Herbicides, Soil & Plant Health and Seeds business. Through strategic investments in digital connectivity, we are enhancing our engagement with farmers, ensuring they receive the best possible support and solutions.

Our strong brand presence and deep engagement with the farming community have enabled us to consistently introduce innovative products. We continue to enhance crop productivity while revamping our go-to market strategies. Our Farmer-First focus revolves around helping them realise their potential and enabling them to operate more profitably and sustainably.

Our domestic market demonstrated volume growth, reflecting our strong execution and commitment to delivering value. To sustain this momentum, we have taken several initiatives for strategic growth by leveraging People, Products, Partnerships and Process Excellence. We are reinforcing our focus on regenerative agriculture and climate-resilient solutions.

We are beginning to see signs of recovery in international markets. We continue to work towards expanding our product portfolio, strengthening customer alliances and driving cost efficiencies across the value chain.

Our long-term strategy is centered on widening our footprint, expanding portfolio

offerings, increasing investments in R&D and focussing on cost competitiveness and sustainability. Our research efforts put more emphasis on developing customised Crop Protection Solutions, Soil & Plant Health (“SPH”) products, while targeting non-subsidised fertilisers and seeds.

We are also progressively building a data-driven organisational culture, with an all-encompassing digital integration. We strongly believe that the investments we are making today, will significantly strengthen our competitive advantage over the long term.

In our pursuit of sustainable, inclusive and profitable growth, we have engaged with various stakeholders, updated our Mission, Vision, and Values statements, and strengthened our commitment to adding value to the agricultural ecosystem. Our Mission is to deliver on helping farmers income through Scalable and Sustainable growth, accelerating innovations to market, delivering operational excellence and empowering talent.

We added Pioneering and Speed to our Values which signifies our passion to move ahead of the competition and agility in whatever we do.

Financial Performance

We recognise that sustained growth requires prudent financial management. Therefore, we continue to optimise overhead costs, streamline our portfolio and enhance operational efficiencies across the value chain. Capital efficiency remains a top priority, with our CAPEX moderated in line with market demand.

During the year, the revenue generated from operations was ₹ 2,663 crore in FY 2024-25 as compared to ₹ 2,648 crore in FY 2023-24. We achieved an EBITDA margin of 10.8% and PAT margin of 4.7% in FY 2024-25.

Nurturing Prosperity

Our endeavour remains to drive consistent, competitive, profitable and sustainable growth. We aim to grow ahead of the industry and consistently improve our market share across all verticals.

With a refreshed portfolio, sharper go-to-market strategy, digital adoption and sustainability embedded at the core of our strategy, we are well-positioned to deliver value to all our stakeholders.

I would also like to welcome Mr. S. Padmanabhan as the new Chairman of the Company. I am confident that his experience and knowledge will help our Company reach greater heights.

Warm Regards,

Gyanendra Shukla
Managing Director & CEO

