



RALLIS INDIA LIMITED
A **TATA** Enterprise

Nurturing Land Nourishing Lives

78th Annual General Meeting

Dr. Gyanendra Shukla
MD & CEO

June 23, 2026



Our Vision, Mission & Values

VISION

Serving Farmers Through Science

MISSION

We aspire to be the preferred partner for farmers by helping improve their income & become the Industry benchmark by:

- ▶ Delivering Scalable & Sustainable Growth
- ▶ Accelerating Innovation to Market
- ▶ Driving Operational Excellence
- ▶ Empowering Talent

VALUES



Business Environment

The Macro-Environment FY 2025-26: Domestic Foundation, Global Volatility

While India's agricultural fundamentals remained robust in FY2025-26, the operating environment continued to be shaped by multiple external headwinds.

Domestic Stability (The Foundation)



7.7%
GDP Growth

Robust national economic expansion.



3.3%
Agriculture GDP

Supporting rural demand and income security.



348.65 MMT
Crop Output

Record Kharif (174.14 MMT) and Rabi (174.51 MMT) harvests reflecting expanded acreage.

Global Volatility (The Pressure)



The Triad of Headwinds

1. Erratic Climate Patterns
2. Geopolitical Instability
3. Rising Trade Barriers

Navigating the Triad of Headwinds

Translating external volatility into proactive strategic mitigation

External Volatility	Operational Impact	Strategic Response	Operational Outcome
 Climate & Rainfall Erratic weather patterns, uneven rainfall distribution, and warmer Rabi temperatures.	→ Disrupted crop cycles and missed spray cycles. Lower incidence of key pests (e.g., black thrips) led to heightened insecticide sales returns.	→ Agile recalibration of product mix and demand planning.	 Sales returns strictly controlled by 15%+ above plan via demand generation.
 Geopolitical Instability Escalating conflict and instability in West Asia.	→ Volatile energy prices, complex global trade disruptions, and logistics constraints.	→ Activated contingency frameworks.	 Strategic vendor base diversification, sourcing key raw materials from alternative global and domestic suppliers.
 Trade & Tariffs US policy actions and ~18,000 new discriminatory global trade measures since 2020.	→ Delayed export orders, heightened US demand uncertainty, and increased production costs for imported raw materials.	→ Aligned manufacturing with strict International EHS norms to bypass technical barriers.	 Reduced import dependence through domestic sourcing.

Building Structural Resilience

The pressures of FY 2025-26 have forged a more self-reliant, diversified, and agile operational model.



1. Agile Sourcing & Backward Integration

The Shift: Moving from reactive buying to proactive, domestic-first procurement.

✓ **The Result:** Establishing indigenous manufacturing at the Akola factory to mitigate margin compression and reduce import reliance.



2. Market & Customer Diversification

The Shift: Expanding the customer portfolio to reduce reliance on select key accounts (like the US).

✓ **The Result:** Crop Protection Exports grew by 18% YoY to ₹640 Cr, driven by a broader global customer base.



3. Data-Driven Pricing & Efficiency

The Shift: Transitioning from static models to dynamic, data-driven margin protection.

✓ **The Result:** Agile pricing decisions and operational efficiencies implemented to safeguard overall profitability against global inflation.

Performance Highlights FY26

Revenue

₹ 2,897 Cr

₹ 2,663 Cr PY; YOY change: 9% ↑

EBIDTA

₹ 361 Cr

₹ 287 Cr PY; YoY change: 26% ↑

PAT

₹ 184 Cr

₹ 125 Cr PY; YoY change: 47% ↑

Cash Flows from Operations

₹ 172 Cr

₹ 295 Cr PY; YoY change: 41.7% ↓

Capital Expenditure

₹ 45 Cr

₹ 73 Cr PY; YoY change: 38%

Dividend per share

₹ 3

₹ 2.5 PY; YoY change: 20% ↑



Performance Highlights FY26 *(Major Milestones)*

Net Promoter Score: **74%**

Progressive Safety Index:
91.4%
LTIFR: **0.08** | TRIFR: **0.3**

Employee Engagement Score:
83%
Diversity Ratio – M:F = **95:5**

Customers

Manufacturing

Safety

Environment

People

Digital

Capacity Utilization: **68%**

Quantity Manufactured: **45,787 MT**

Aligned with “**Project Aalingana**”

Water Recycled: **76,063 KL**

CO₂ Emission: **10%**

Renewable Energy: **37%**

DATOM Score: **2.39**
(2024)

LTIFR – Lost Time Injury Frequency Rate
TRIFR – Total Recordable Injury Frequency Rate
DATOM – Data and Analytics Target Operating Model

8.5 Mn+

 **Farmers**

7.2k

 **Dealers**

95k

 **Retailers**

Business Segment Performance

83% Revenue Share

Crop Care

Focus:

Comprehensive B2C & B2B portfolio (Herbicides, Insecticides, Fungicides and Soil & Plant Health).

Strategic Driver:

Shift toward volume-led growth and a better product mix.

Key Highlight:

Maintained resilience in the domestic market while achieving an 18% YoY surge in B2B Exports via expanded global customer bases.

17% Revenue Share

Seeds

Focus:

High-performing hybrids (Cotton, Paddy, Maize).

Strategic Driver:

Focus on elite varieties and tech-led placement.

Key Highlight:

A powerful turnaround delivering 15% YoY growth, marking a third consecutive year of stellar performance and expanding margins.

Domestic Customer Engagement

PRODUCT PROMOTION



FARMER ENGAGEMENT



CHANNEL ENGAGEMENT



Building lasting relationships with trade partners and establishing loyalty with customers

Robust Manufacturing & R&D Capabilities



Multi-Purpose Plant (MPP)

“Enabling Speed-to-Market with Smart, Multi-Stream Capability.”

Project "Aalingana"



Driving Net Zero

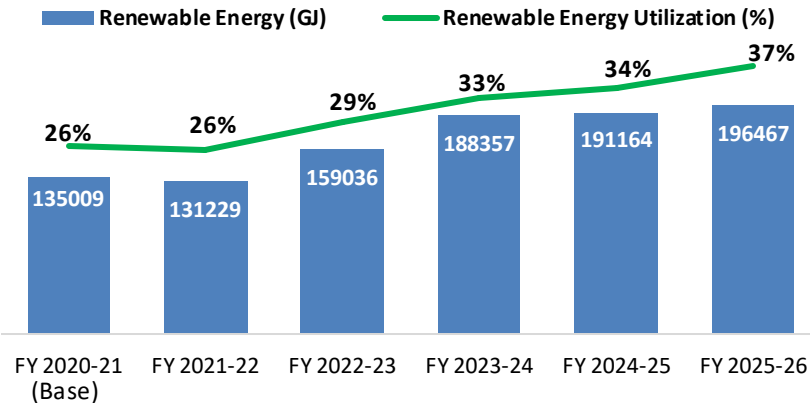
"Aalingana" Target

- Double the renewable energy by 2027
- 30% CO₂ reduction by 2030

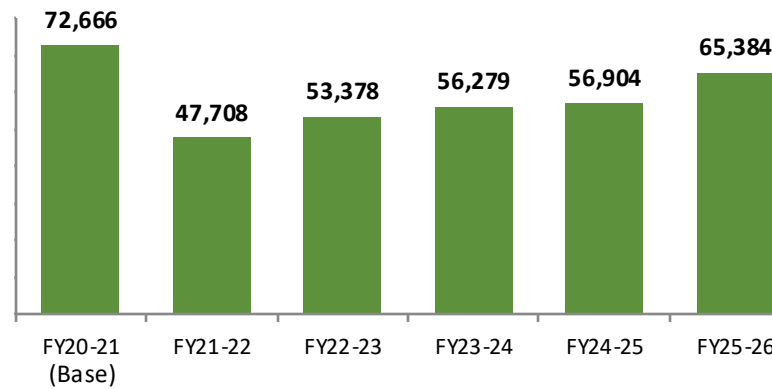


Energy & Emissions: Powering Growth Responsibly

RENEWABLE ENERGY UTILIZATION (GJ)



ABSOLUTE CO₂ EMISSIONS (MT)



KEY HIGHLIGHTS FY26



Renewable Energy Share Increased from 26% to 37%



CO₂ Emissions Reduced by 10% (vs FY21 baseline)

IMPACT EQUIVALENT



Additional renewable energy generated since FY 2020-21 is enough to power approximately 15,000 Indian households annually



Carbon emission reduction equivalent to planting nearly 800,000 trees



KEY INITIATIVES



4.4 MW Solar Capacity at Dahej



Transition from Furnace Oil to Biofuel (Briquettes)



3.5 MW solar power plant inclusion at Ankaleshwar



New technology adoption: Batch-to-continues process; dry vacuum system; variable frequency drive



Direct Seeded Rice (DSR): 20–50% lower methane emissions

Powering our growth today for a cleaner, greener tomorrow.

Project "Aalingana"



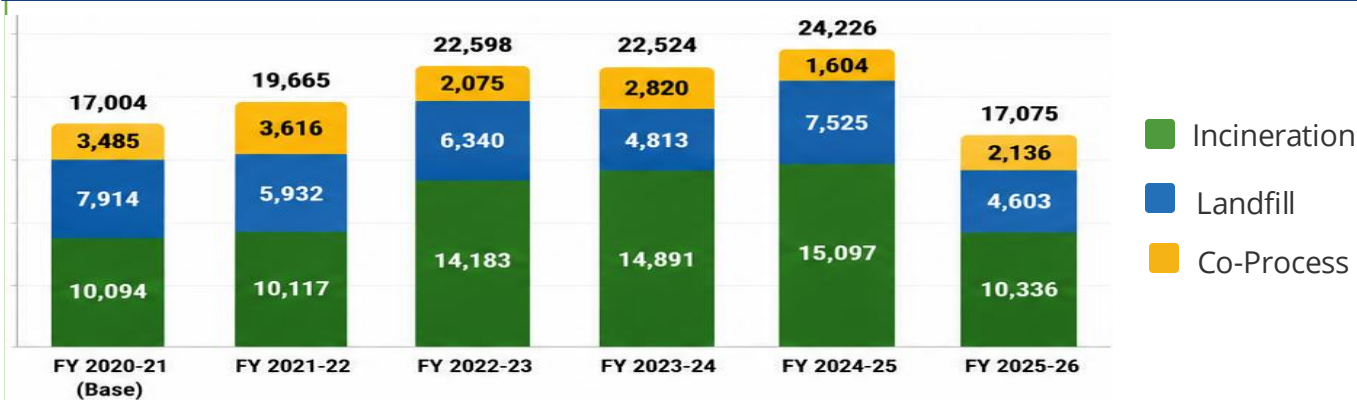
Pioneering Circular
Economics

"Aalingana" Target

- Zero landfill by 2030
- 2030 Replenish freshwater

WASTE MANAGEMENT - Towards a Circular and Zero-Landfill Future

HAZARDOUS WASTE MANAGEMENT (MT)



KEY HIGHLIGHTS FY26



LANDFILL WASTE
4,603 MT
↓ 41.8% reduction vs
FY 2020-21



TOTAL HAZARDOUS WASTE DISPOSED
17,075 MT
↓ 5.2% reduction vs FY 2020-21

IMPACT EQUIVALENT

Reduction of **3,311 MT**
landfill waste vs FY 2020-21

Equivalent to approximately
200 fully-loaded garbage
trucks



— OUR CIRCULAR ECONOMY INITIATIVES —



RESOURCE RECOVERY

Recovery of product from hazardous waste (Circular Economy)



SHARED INFRASTRUCTURE

Common facility like MEE (Multi Effect Evaporator) facility, central effluent treatment plant are used for sustainable waste management



ASH REDUCTION

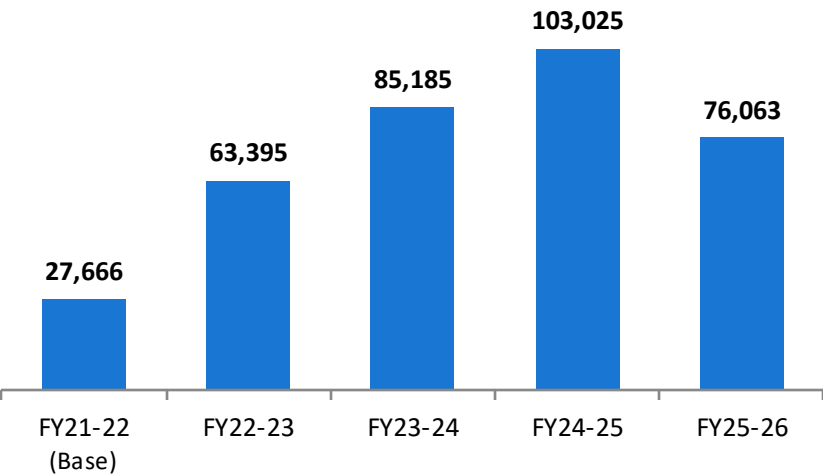
Continuous process improvement to reduce ash generation at source

We remain committed to our **Zero Landfill by 2030** goal through innovation, collaboration and responsible waste management.

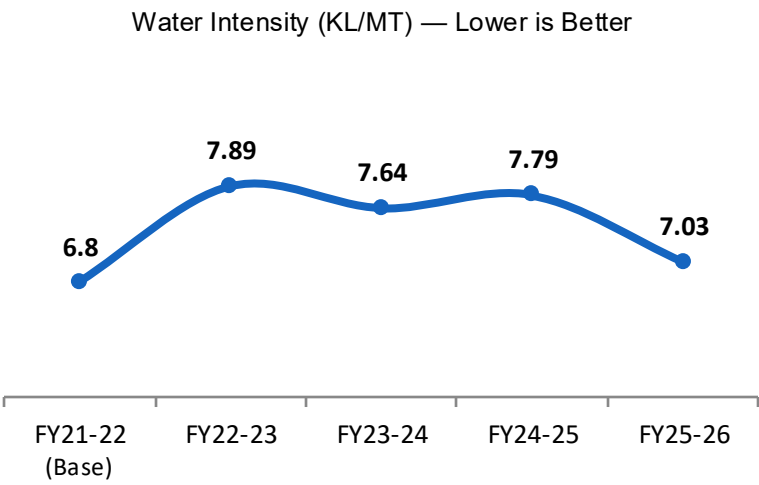
Project "Aalingana"

WATER MANAGEMENT: Conserving Today, Sustaining Tomorrow

WATER RECYCLED (KL)



WATER INTENSITY (KL)



KEY HIGHLIGHTS FY26



IMPACT EQUIVALENT



— OUR WATER MANAGEMENT INITIATIVES —



RAINWATER HARVESTING

Capturing and storing rainwater to recharge groundwater and supplement operations.
(5.24 Billion Liters)



PROCESS OPTIMIZATION

Driving efficient water use through technology upgradation and process improvements.



WATER REUSE

Maximizing reuse of treated water in processes, cooling and gardening.



DIRECET SEEDED RICE (DSR)

Saves **15–30% irrigation water** by eliminating continuous flooding, thereby supporting sustainable water management.

 We remain committed to **responsible water stewardship** and achieving more with less, every day.

Project "Aalingana" - Sustainability in Action



Preserving Nature &
Biodiversity

- 100% compliance with Tata biodiversity policy
- Conduct tree plantation & green belt development

FY 26 = 13,000 Trees Planted

Total Trees Planted (2022-23 to 2025-26) = **91,205 trees.**



Restoring
Ecosystems



Reducing Carbon
Footprint



Building a Greener
Future Together

Small Actions, Greener Tomorrow

CSR Initiatives & Impact

Water Conservation



- **Jal Dhan:** 5.24 MCM* rainwater harvested
- 11km nala de-silted

Education



- 7,260+ school students + 250 PwD students impacted
- 42 teachers supported
- 40 Schools covered (4 Special schools)



Women Empowerment and Skilling



- 501+ trainees, 55% gainful engagement
- 14 women turned "Job Creators", employing 15+ others
- 95% AA population covered

66% overall AA
population covered

14

New villages benefitted

Rural Development



- 3,950+ farmers reached through 8 FPOs* under **C-Safe*** (13% yield improvement)
- 4,500+ tribals supported under **Unnat Gram** (100% women migration stopped, reduction in male migration)
- 13,000 plantation

50,000+

People impacted

125 villages

Benefitted since 2013

Volunteering Engagement



- 45%+ employees participated across 12+ locations
- Activities: Tree plantation, blood donation, safety campaign, Education, visit to special schools & old age home; 10K Volunteering Hours

3,00,000+

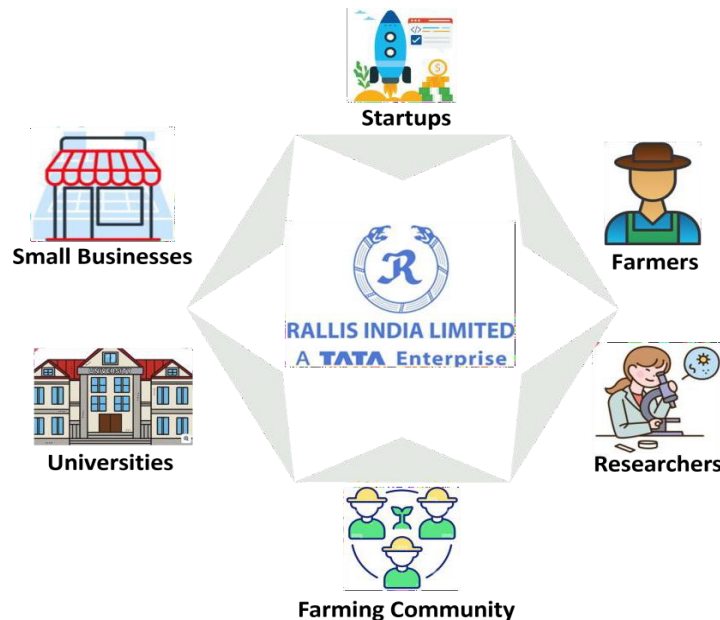
People impacted since 2013

Idea2Impact – Rallis Agri Innovation Ecosystem

Vision:

To create a transparent, collaborative and scalable innovation ecosystem that empowers farmers, researchers, startups and small enterprises to unlock the commercial potential of their innovations.

Stakeholders Ecosystem



Scope



Benefits & Impact

Innovators: Commercialisation, royalties, recognition

Rallis: Access to innovations, stronger farmer connect

Farmers: Affordable, sustainable agri-solutions

<https://idea2impact.rallis.com/>

37

Total Applications Received

Across all categories

18

Under Review

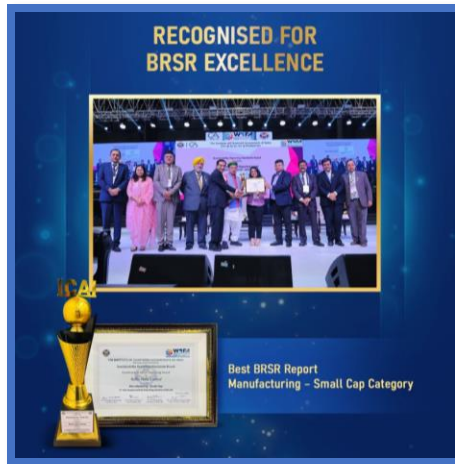
Currently being evaluated

1

In Pilot Stage

Active pilots running

Awards & Accolades



Won Best BRSR Report (Manufacturing – Small Cap) for fourth consecutive year.



Recognized for excellence in last-mile delivery in the agri sector.



Successfully recertified for Responsible Care standards till 2028.



Recognized for impactful CSR initiatives in agriculture.



Dahej Unit was recognised as Manufacturing Process Innovator of the Year for enhancing efficiency and sustainability through process innovation.



Ankleshwar Unit received Leader in Water Management for its strong focus on responsible water use and sustainability.



Akola Manufacturing Unit has been recognised for its commitment to workplace safety and employee well-being



Awarded for outstanding contribution to water conservation efforts.

Long Term Strategy

CROP CARE

Crop Protection,
Soil and Plant Health



SEEDS

Focused Crops



OVERALL:



**WIDEN REACH, EXTEND
PORTFOLIO OFFERINGS**



**TARGETED R&D
INVESTMENTS**



**DIGITAL / DATA DRIVEN
ORGANIZATION CULTURE**



**FOCUS ON COST
COMPETITIVENESS**

B2B



**BUILD STRATEGIC
ALLIANCES**



**INTENSIFY CUSTOM
SYNTHESIS
MANUFACTURING**

B2C (Domestic Brand):



**CAPTURE UNDERSERVED
CROP PROTECTION
SEGMENTS**



**ENHANCED FOCUS ON
SOIL AND PLANT HEALTH
SOLUTIONS**



**PLUG PORTFOLIO GAPS
IN MAIZE, PADDY**



**EXTEND NORTH COTTON
SUCCESS TO
OTHER MARKETS**

Customer Centricity. Leveraging Digital, Collaborations and Alliances

Strategic Priorities



Strengthen Domestic Market Position

- Drive growth through new product launches, build mega brands (New products launched over last 4 years crossed revenue of Rs 300+ Cr in FY26)
- Expand reach leveraging digital platforms and Customer Relationship Management (CRM) solutions



Accelerate Growth in Key Priority Segments

- Focus on Herbicides
- Leverage Crop Life Cycle approaches to drive volume scale up across Soil & Plant Health categories



Expand and Build a Resilient B2B Portfolio

- Improve capacity utilisation through new product introductions, drive formulations
- Build CSM pipeline with new opportunities and partnerships to help grow India B2C portfolio
- Expand customer base and enter new markets



Enhance Profitability & Capital Efficiency

- Initiatives underway to improve profitability and Return on Capital Employed (RoCE)
- Maintain robust cash control with prudent capex allocation and working capital discipline



Accelerate Digital Transformation

- 50+ digital initiatives implemented
- Rollout of SeedSure, Dealer Connect and CRM digitisation



Maximize Shareholder Returns

- Continued focus on dividend payout and capital appreciation

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Thank You

Serving Farmers Through Science