



Best Agrolife Limited

CIN : L74110DL1992PLC116773

9th February, 2026

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
CS & Compliance Officer

Encl. as above

Registered & Corporate Office : B-4, Bhagwan Dass Nagar, East Punjabi Bagh, New Delhi-110026

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Best Agrolife Limited

Q3 FY25-26





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Company Snapshot



Management Comment



Performance



Highlights



Way Ahead





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

"During Q3 FY26, our sales performance was comparatively lower on a year-on-year basis, largely due to a combination of climatic and market-related factors beyond our control.

October 2025 witnessed exceptionally high rainfall across India, with the country recording 112.2 mm, which was 49% above the long-period average, marking it as the second-highest rainfall for the month since 2001. Erratic and uneven rainfall across North, West, and Central India, coupled with floods in parts of Punjab and Haryana, disrupted the cropping cycle. Additionally, lower pest pressure in paddy significantly impacted demand in key markets.

West and Central India received higher-than-average precipitation, which adversely affected soybean spray programs in major contributing regions such as Madhya Pradesh and South Rajasthan. As a result, inventory from Q2 was carried forward into Q3, and fresh product placements could not materialize as planned.

Horticulture crops, particularly grapes and pome fruits, also witnessed a subdued season due to low pest incidence and disturbances in pruning activities. Furthermore, favorable and stable temperatures during the Rabi season resulted in minimal disease and pest pressure in crops like wheat, cumin, potato, and onion - categories that traditionally contribute meaningfully to our Q3 sales.

On the market side, elevated generic inventory at the trade level during the quarter led to increased price competition, which cannibalized sales of patented and specialty products across the industry.

Despite these short-term challenges, we remain confident in the underlying strength of our portfolio and distribution network. Our two newly launched patented combinations, Best Man™ and Fetagen™, have received strong acceptance from the farming community, each achieving more than four lakh treated acres in their very first year.

Our continued focus on cost optimization, inventory reduction, and receivables management has helped us improve margins and strengthen the balance sheet. With seasonal activities progressing well across Central, Western, Eastern, and Northern India, and budgeting exercises for FY27 already completed, we are well-positioned to accelerate growth."

Patented Products



RONFEN™ Insecticide (SC)

Pyriproxyfen - 8%
Dinotefuran - 5%
Difenthiuron - 18%

Crops - Brinjal, Cotton,
Chilli
Pests - Sucking Pests &
Mites

FY22-23



TRICOLOR™ Fungicide (SC)

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

Crops - Tomato, Paddy,
Apple
Fungus - Scab, Early & Late
Blight

FY23-24



NEMAGEN™ Insecticide (SC)

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

Crops - Brinjal
Pests - Borer



SHOT DOWN™ Herbicide (ME)

Haloxypop-R Methyl - 12.8%
Imazethapyr - 10%

Crops - Soyabean
Weeds - Grasses & Sedges

FY24-25



WARDEN EXTRA™ Insecticide + Fungicide (FS)

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

Crops - Okra, Soyabean
Pests - Aphids, Whitefly,
Leaf Hopper



FETAGEN™ Insecticide (GR)

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

Crops - Tomato
Pests - Whitefly & Fruit Borer

FY25-26



BEST MAN™ Insecticide (SC)

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

Crops - Okra, Chilli
Pests - Aphids, Jassid, Thrips,
Whitefly, Mites, Borer

PATENT POWER



Q3 & 9M FY26 Performance

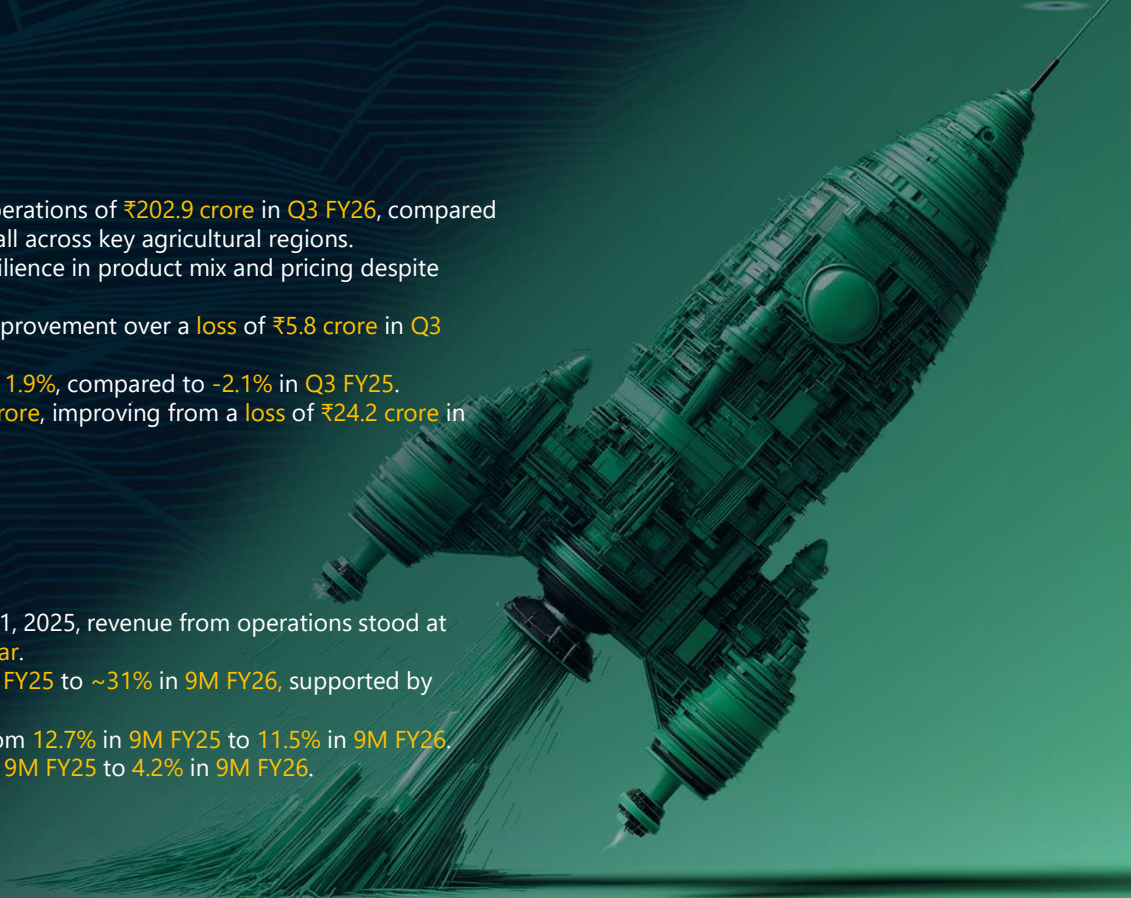


Q3 FY26 Performance

- **Revenue from Operations:** The company reported revenue from operations of ₹202.9 crore in Q3 FY26, compared to ₹274.1 crore in Q3 FY25, impacted by erratic and unseasonal rainfall across key agricultural regions.
- **Gross Margin:** Gross margin remained stable at ~32%, reflecting resilience in product mix and pricing despite softer volumes.
- **EBITDA:** EBITDA for the quarter was a gain of ₹3.8 crore, showing improvement over a loss of ₹5.8 crore in Q3 FY25.
- **EBITDA Margin:** The EBITDA margin for the quarter was recorded at 1.9%, compared to -2.1% in Q3 FY25.
- **Profit After Tax (PAT):** The company reported a PAT loss of ₹12.7 crore, improving from a loss of ₹24.2 crore in the corresponding quarter last year.

9M FY26 Performance

- **Revenue from Operations:** For the nine months ended December 31, 2025, revenue from operations stood at ₹1,100.98 crore, compared to ₹1,540 crore in the same period last year.
- **Gross Margin:** Gross margin improved, increasing from ~30% in 9M FY25 to ~31% in 9M FY26, supported by operational discipline.
- **EBITDA Margin:** The EBITDA margin remained largely stable YoY, from 12.7% in 9M FY25 to 11.5% in 9M FY26.
- **PAT Margin:** PAT margin reported a moderate decline, from 5.9% in 9M FY25 to 4.2% in 9M FY26.





Operational & Business Highlights



Operational Highlights

- Brand sales constituted 59% of Q3 FY26 revenues and 66% of 9M FY26 revenues, indicating a strong branded portfolio focus.
- **Patented Products Performance:**
 - Patented products contributed 43% of brand sales in 9M FY26, up from 29% in 9M FY25.
 - Two newly launched patented combinations, Best Man™ and Fetagen™, achieved over 4 lakh treated acres each in their first year.
- Inventory reduced by 23%, from ₹770 Cr as of Dec 31, 2024 to ₹589 Cr as of Dec 31, 2025.
- **OPEX Rationalization:**
 - Q3 FY26 OPEX (excluding finance & depreciation) reduced by 36% YoY.
 - 9M FY26 OPEX (excluding finance & depreciation) reduced by 20% YoY.
- Ronfen™ maintained its leadership position as the preferred choice among cotton growers across India.

Business Highlights

- **Secured patents for:**
 - SFP-33 (Spinosad + Fipronil + Pyriproxyfen)
 - Chlorantraniliprole + Chlormate + Clothianidin
 - Pinoxaden + Metsulfuron methyl +2,4-D
- Granted process patent for Nano-Urea, a novel nano-particulate fertilizer enhancing nutrient efficiency and crop yields.
- Awarded process patent for Para Benzoquinone.
- Received RC (468) for Isoprothiolane 15% + Trifloxystrobin 2.5% + Pymetrozine 7.5% SE.



Financial Highlights



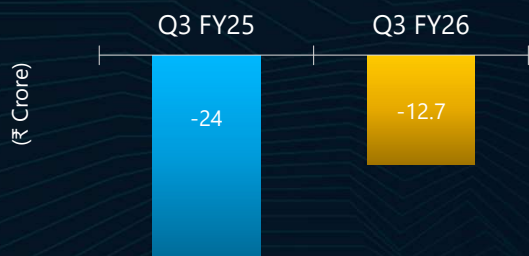
Revenue From Operations



EBITDA*



PAT



EPS



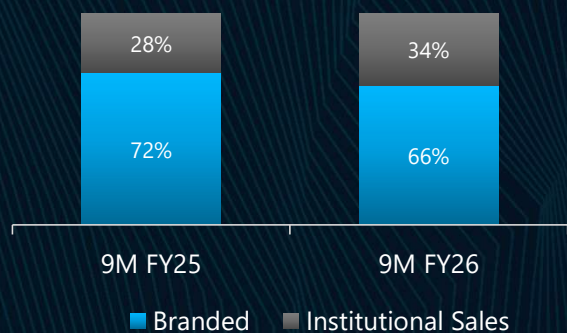
*EBITDA is calculated excluding other income



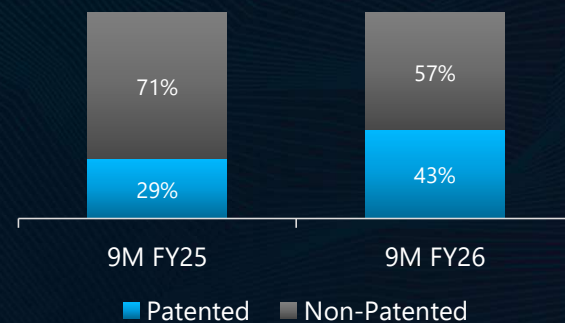
Building a Branded Business



Branded v/s Institutional Sales



Contribution of Patented products in Branded Sales





Consolidated P&L for Q3 FY26



Value (INR Cr)	Q3 FY26	Q3 FY25	YoY	9M FY26	9M FY25
Revenue from Operations	202.9	274.1	-26%	1101	1540
Gross Margin	65	89	-27%	345	468.4
EBITDA*	3.8	-5.8	165%	127	196
EBITDA Margin (%)	1.9%	-2.1%	396.89 Bps	11.5%	12.7%
Profit After Tax	-12.7	-24.2	47.3%	46	91.8
PAT Margin (%)	-6.2%	-8.8%	258.1 Bps	4.2%	5.9%

**EBITDA is calculated excluding other income*



Consolidated P&L for Q3 FY26



Value (INR Cr)	Q3 FY26	Q3 FY25	YoY	Q2 FY26
Revenue from Operations	202.9	274.1	-26%	516.8
Other Income	1.3	-0.1		-2
Total Revenue	204.2	274.1	-25.5%	515
Cost of Goods Sold	138	185.1		347
Employee Benefits Expense	25.5	28.8		24
Other Operating Expenses	35.7	66		68
Total Expenses	199.2	279.9		439
EBITDA*	3.8	-5.8		77.5
EBITDA Margin (%)	1.8%	-2.1%	-396.89 Bps	15%
Depreciation and Amortisation	10.4	10.9		10
Finance Cost	14.5	16.2		13
Profit Before Tax	-19.9	-32.9	39.4%	52
PBT Margin (%)	-9.7%	-12%	224.41 Bps	10%
Profit After Tax	-12.7	-24.2	46%	38.9
PAT Margin (%)	-6.2%	-8.8%	258.1 Bps	7.56%

*EBITDA is calculated excluding other income



Consolidated P&L for 9M FY26



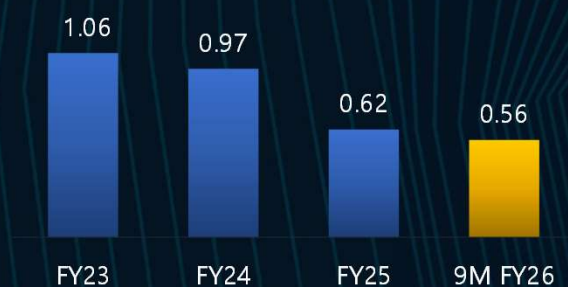
Value (INR Cr)	9M FY26	9M FY25	FY25
Revenue from Operations	1101	1540	1814
Other Income	3.5	4	5
Total Revenue	1104.5	1544	1819
Cost of Goods Sold	756	1071.6	1283
Employee Benefits Expense	74	84	107
Other Operating Expenses	144	188.5	224
Total Expenses	974	1344.1	1614
EBITDA*	127.1	195.9	200
EBITDA Margin (%)	11.5%	12.7%	11%
Depreciation and Amortisation	31	31.3	43
Finance Cost	41	48.2	66
Profit Before Tax	58.2	120.3	96
PBT Margin (%)	5.3%	8%	5%
Profit After Tax	46.1	91.8	70
PAT Margin (%)	4.2%	6%	4%
Diluted EPS	1.3	2.59	1.97

*EBITDA is calculated excluding other income

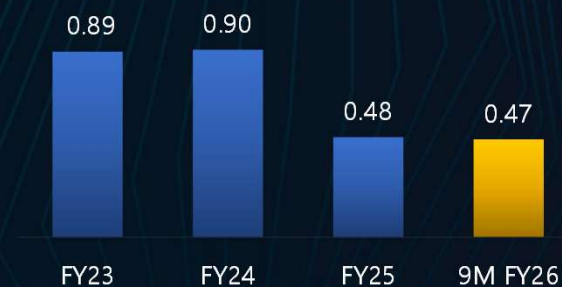
Key Ratios



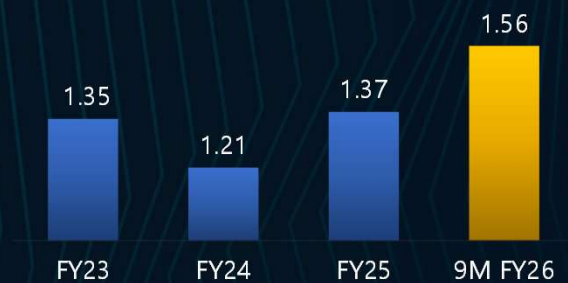
Debt to Equity (x)



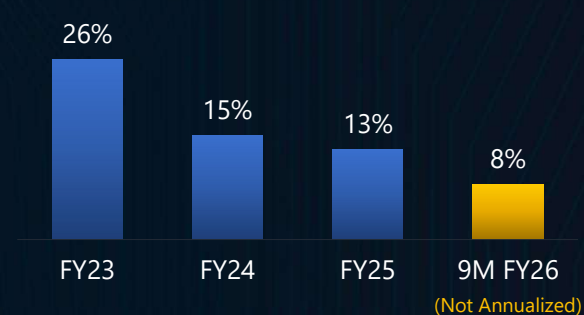
Net Debt to Equity (x)



Current Ratio (x)



ROCE



*Formulae:

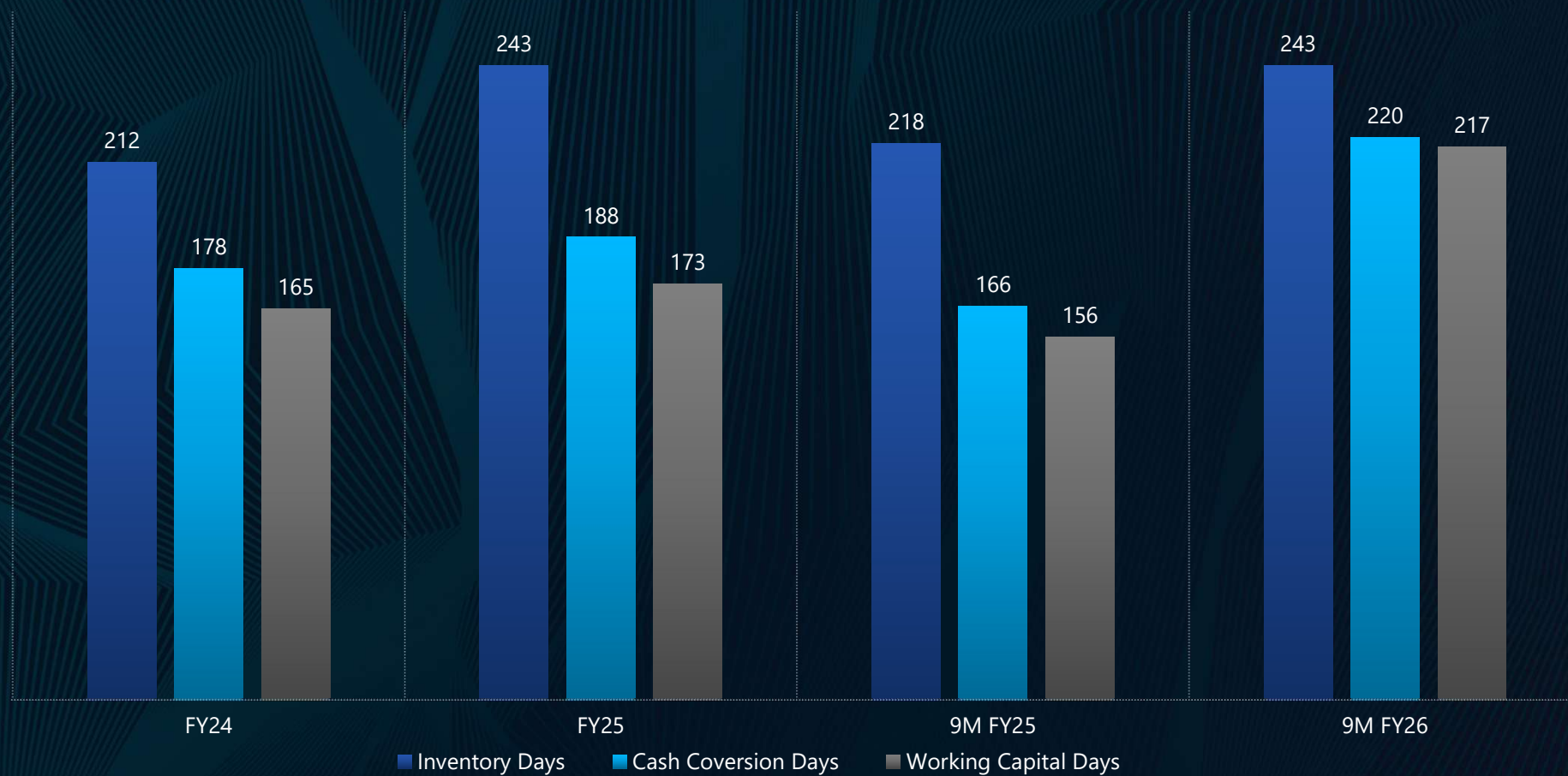
ROCE= EBIT/ Capital Employed*100 (Capital Employed = Total Assets – current liabilities + Short term borrowings)

Debt to Equity = Total Debt / Shareholders fund; Net Debt to Equity = Total Debt - Cash & Bank Balances / Shareholders fund

Current ratio = Current Assets / Current liabilities



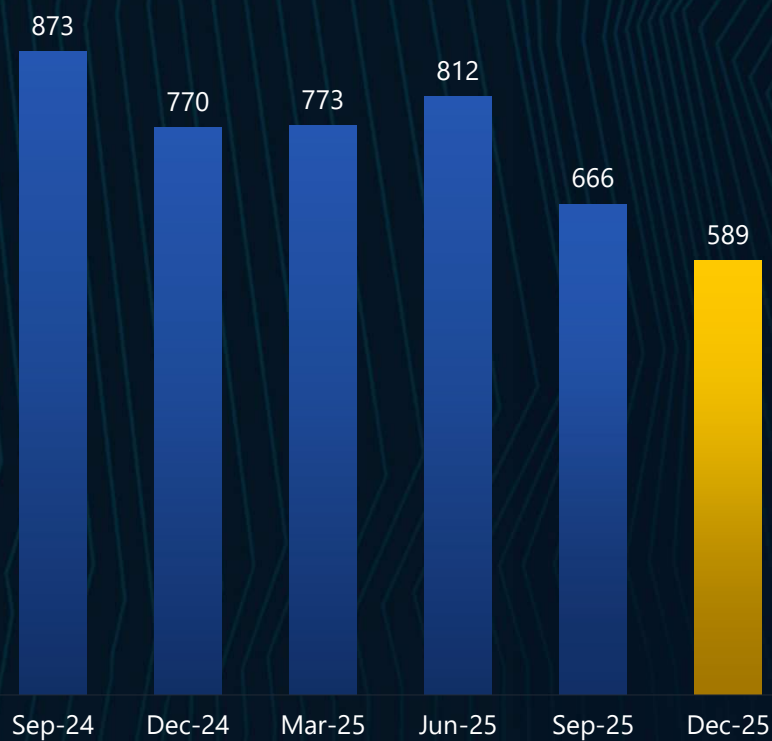
Working Capital Movement



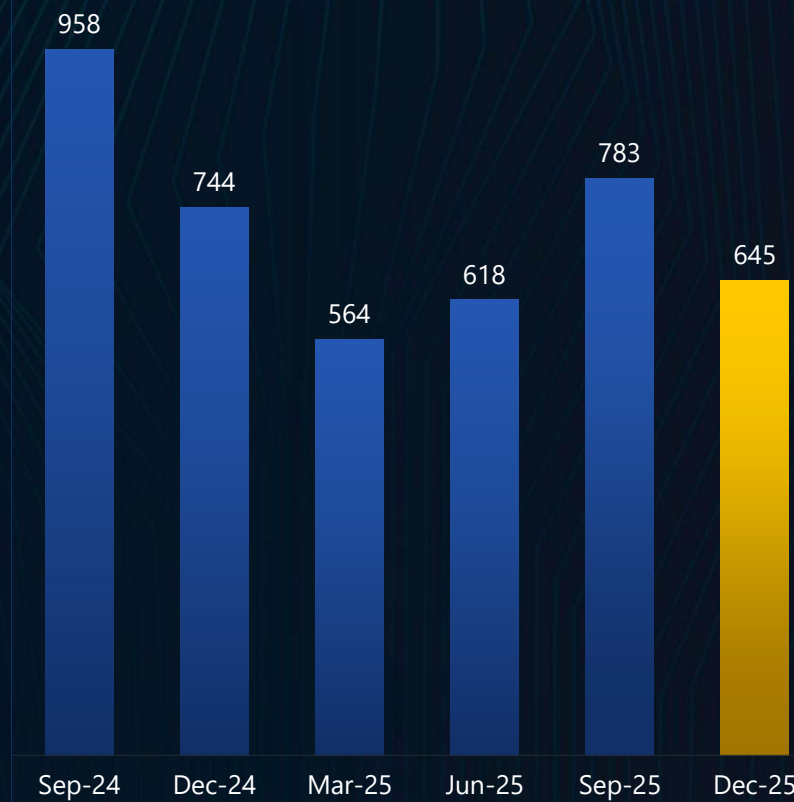


Inventory and AR

Inventory



Accounts Receivables





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 Sustainance 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:
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(Investor Relations)

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