

Estimate change	↔
TP change	↔
Rating change	↔

CMP: INR699 **TP: INR730 (+5%)** **Neutral**

Stable 3QFY26; industry headwinds keep outlook cautious

Operating performance above our estimates

- UPL Ltd (UPLL) posted a steady 3Q operating performance, with EBITDA growing 12% YoY to INR24.3. This was led by a broad-based EBITDA growth across platforms, higher capacity utilization, and lower COGS (gross margin up 120bp YoY). Revenue grew 12% to INR122.7b (led by 8% YoY volume growth).
- While the global agrochemical markets continue to face headwinds from geopolitical uncertainties, shifting trade dynamics, continued tariff-driven volatility, pricing pressure, and softer commodity prices, UPLL's diversified geographical and product portfolio provides a hedge. The company expects to sustain its EBITDA growth guidance of 12-16% for FY26.
- We broadly maintain our FY26/FY27/FY28 estimates. **We reiterate our Neutral rating on the stock with a TP of INR730.**

Volume-led growth offsets pricing pressure

- UPLL reported revenue of INR122.7b (est. INR115.5b) in 3QFY26, up 12.5% YoY (**volume growth: 8%, price down: 3%, forex up: 7%**). EBITDA stood at INR24.3b (est INR22.7b), up 12.5% YoY. EBITDA margin stood at 19.8% (flat YoY. Adj PAT came at INR6.3b (est. INR5b) in 3QFY26, down 37% YoY (adj. PAT is adjusted for exchange difference, extraordinary expenses, and the impact of labor law of around INR590m).
- For 9MFY26, the company's revenue/EBITDA /adj. PAT grew 8%/22%/93% to INR335b/INR59.4b/INR14b.
- Net debt stood at INR233b in 3QFY26 vs INR258b/ INR238b in 3QFY25/2QFY26.
- **The India** revenue rose 4% YoY to INR11.5b, led by a strong performance in the seeds business, further supported by the crop protection business. **North America's** revenue grew 3% YoY to INR16.2b, despite continued tariff-related uncertainties. **LATAM's** revenue grew 7% to INR51.4b, led by herbicides and corn in Argentina. **The European** business grew 21% YoY to INR15.5b, driven largely by herbicide volumes, while the ROW business grew 32% to INR28b.
- **Advanta's** revenue increased 22% YoY to INR15.7b, driven by strong demand for corn (India, Argentina, other Latin American countries, Indonesia) and sunflower (Argentina). The company also reported a robust 3Q and 9M performance in its post-harvest business. **UPL SAS's** revenue grew 4% YoY in 3QFY26, driven by volumes and lower sales returns. **SUPERFORM's** revenue declined 11% YoY to INR27b.
- Net working capital days stood at 116 vs. 118 days in 2QFY26.

Bloomberg	UPLL IN
Equity Shares (m)	843
M.Cap.(INRb)/(USDb)	589.6 / 6.4
52-Week Range (INR)	812 / 580
1, 6, 12 Rel. Per (%)	-8/3/9
12M Avg Val (INR M)	1829

Financials & Valuations (INR b)

Y/E Mar	2026E	2027E	2028E
Sales	504.5	539.2	580.6
EBITDA	94.5	105.1	113.2
PAT	29.0	43.4	49.7
EBITDA (%)	18.7	19.5	19.5
EPS (INR)	37.9	51.5	59.1
EPS Gr. (%)	51.6	35.8	14.7
BV/Sh. (INR)	637	700	777

Ratios

Net D/E	0.5	0.4	0.2
RoE (%)	9.5	12.8	13.3
RoCE (%)	10.4	12.5	13.0
Payout (%)	47.2	25.7	22.4

Valuations

P/E (x)	18.4	13.6	11.8
EV/EBITDA (x)	8.0	6.9	6.1
Div Yield (%)	1.9	1.9	1.9
FCF Yield (%)	0.4	10.9	11.0

Shareholding Pattern (%)

	Dec-25	Sep-25	Dec-24
Promoter	33.5	33.5	33.5
DII	16.7	17.2	18.9
FII	41.0	39.9	35.5
Others	8.8	9.5	12.1

Note: FII includes depository receipts

Key highlights from the management commentary

- **Advanta:** Its planned IPO will be executed as an OFS, with KKR divesting 2.2% of its stake and UPL selling 7.8%. The proceeds received by UPL will be applied toward deleveraging the group's balance sheet.
- **Industry outlook:** While volumes are seeing a gradual uptick, persistent price pressure and structural overcapacity in China continue to limit value growth and margin recovery, delaying a stronger market rebound.
- **Debt repayment:** Net debt fell by USD427m YoY to USD2.59b. The net debt-to-EBITDA improved to 2.5x (from 3.8x) and net debt-to-equity to 0.6x (from 0.8x).
- **New product:** The company continues to strengthen the new product pipeline and is on track to exceed our USD130m revenue target for new product launches this year.

Valuation and view

- UPLL has demonstrated a stable performance in 3QFY26 despite continued macro headwinds. While the global crop protection industry is expected to experience a slow recovery with volumes showing modest growth, we anticipate the recovery to be limited, led by the geopolitical uncertainties shifting trade dynamics, continued tariff-driven volatility, pricing pressure, and softer commodity prices.
- We broadly retain our FY26/FY27/FY28 estimates and expect a revenue/EBITDA/Adj. PAT CAGR of 8%/12%/37% over FY25-28. **We reiterate our Neutral rating on the stock with a TP of INR730.**

Cons.: Quarterly Earnings Model

(INRb)

Y/E March	FY25				FY26			FY25	FY26E	FY26E	Var
	1Q	2Q	3Q	4Q	1Q	2Q	3Q		3Q	%	
Net Sales	90.7	110.9	109.1	155.7	92.2	120.2	122.7	466.4	504.5	115.5	6%
YoY Change (%)	1.2	9.0	10.3	10.6	1.6	8.4	12.5	8.2	8.2	5.9	
Total Expenditure	79.2	95.2	87.5	123.4	79.1	98.1	98.4	385.2	410.0	92.8	
EBITDA	11.5	15.8	21.6	32.4	13.0	22.1	24.3	81.2	94.5	22.7	7%
Margins (%)	12.6	14.2	19.8	20.8	14.1	18.3	19.8	17.4	18.7	19.6	
Depreciation	6.6	7.0	6.9	7.1	7.3	7.7	8.3	27.5	31.7	7.8	
Interest	9.1	10.7	7.3	9.1	10.1	7.8	7.7	36.3	32.7	6.5	
Other Income	1.0	1.1	1.7	1.1	1.4	2.5	0.9	4.9	5.9	1.2	
Exch. difference on trade rec./payable	0.5	2.2	2.1	0.5	-0.9	2.0	1.2	5.2	2.3	0.0	
PBT before EO expense	-3.7	-3.0	7.1	16.8	-2.0	7.0	8.1	17.1	33.7	9.6	
Extra-Ord expense	0.5	0.1	0.8	2.8	0.1	-1.4	0.6	4.1	-0.8	0.0	
PBT	-4.2	-3.1	6.3	14.0	-2.1	8.4	7.5	13.0	34.5	9.6	
Tax	0.7	1.4	-5.0	3.0	-0.1	1.7	1.8	0.1	5.9	1.6	
Rate (%)	-17.0	-44.2	-79.0	21.2	6.7	20.5	24.1	0.7	17.0	17.0	
MI & P/L of Asso. Cos.	-1.1	-0.1	3.0	2.1	-1.1	1.1	1.8	4.0	5.1	2.9	
Reported PAT	-3.8	-4.4	8.3	9.0	-0.9	5.5	4.0	9.0	23.6	5.0	
Adj PAT	-2.0	-0.6	9.9	11.9	1.0	6.8	6.3	19.1	29.0	5.0	25%
YoY Change (%)	-155.2	-159.3	-267.9	225.5	-147.6	-1,181.7	-36.8	672.6	51.6	-49.4	
Margins (%)	-2.2	-0.6	9.1	7.6	1.0	5.7	5.1	4.1	5.8	4.4	

Key Performance Indicators

Y/E March	FY25				FY26E			FY25	FY26E
Consolidated	1Q	2Q	3Q	4Q	1Q	2Q	3Q		
Sales Growth Split									
Volume (%)	16.0	16.0	9.0	11.0	-1.0	7.0	8.0	13.0	8.0
Price (%)	-14.0	-7.0	5.0	1.0	1.0	-2.0	-3.0	-3.0	0.2
Exchange Impact (%)	-1.0	0.0	-4.0	-1.0	2.0	3.0	7.0	-2.0	0.0
Cost Break-up									
RM Cost (% of sales)	49.9	52.5	48.9	54.9	45.2	47.9	47.6	51.9	47.7
Staff Cost (% of sales)	14.7	12.1	10.9	9.3	14.3	12.2	11.2	11.4	11.3
Other Cost (% of sales)	22.8	21.2	20.5	15.0	26.3	21.6	21.3	19.3	22.2
Gross Margins (%)	50.1	47.5	51.1	45.1	54.8	52.1	52.4	48.1	52.3
EBITDA Margins (%)	12.6	14.2	19.8	20.8	14.1	18.3	19.8	17.4	18.7
EBIT Margins (%)	5.4	7.9	13.5	16.3	6.2	11.9	13.1	11.5	12.5

Key exhibits

Exhibit 1: Quarterly revenue trend

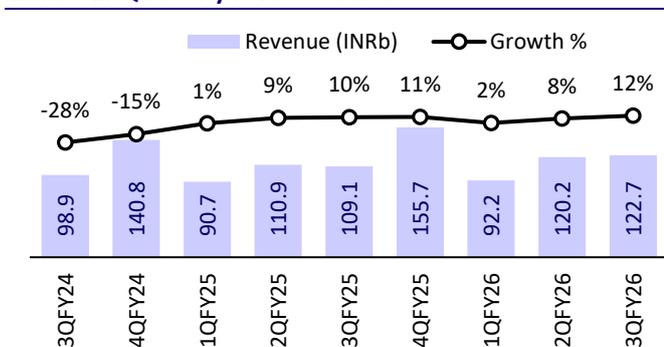


Exhibit 2: Quarterly EBITDA trend

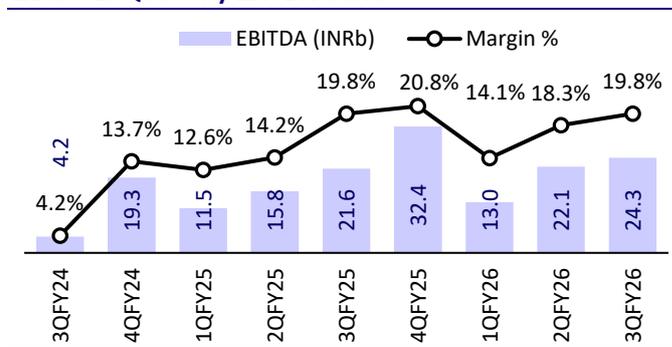


Exhibit 3: Quarterly adjusted PAT trend

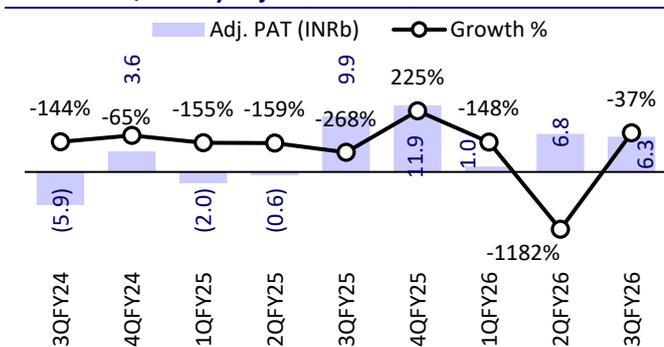


Exhibit 4: Quarterly and annual growth breakup

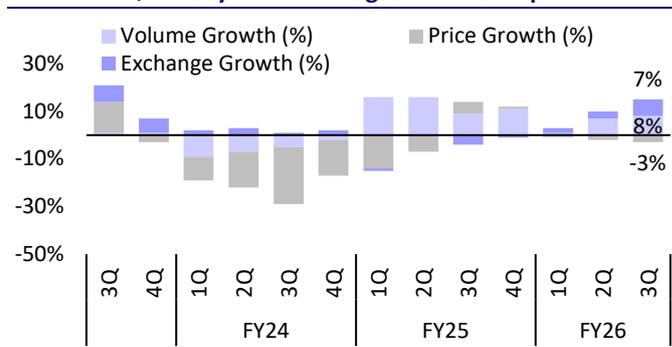


Exhibit 5: Quarterly revenue trend – India

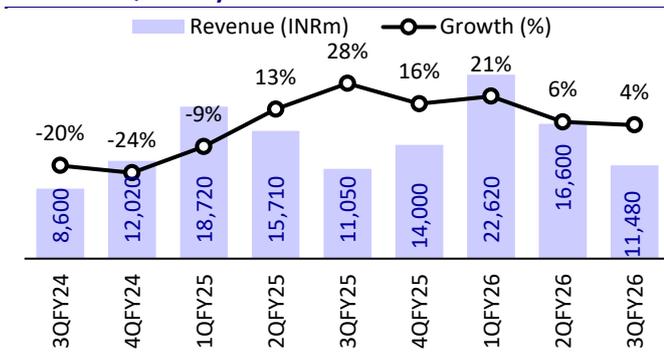


Exhibit 6: Quarterly revenue trend – LATAM

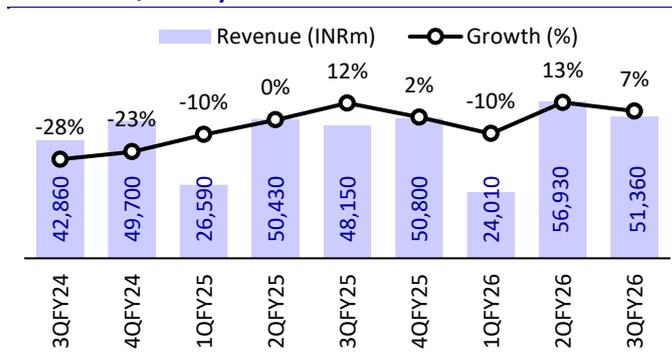
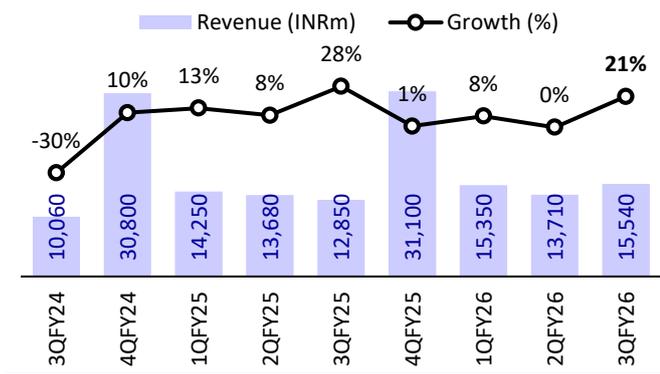
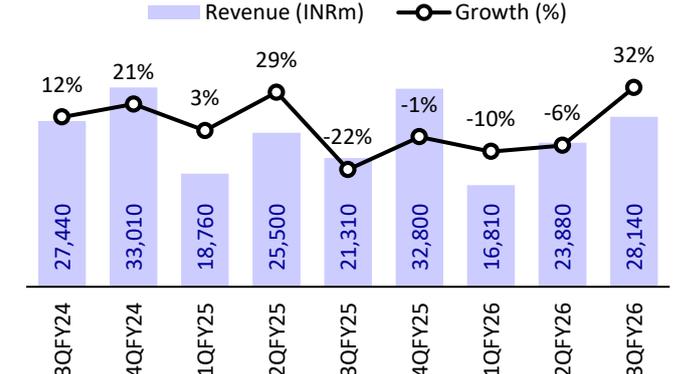


Exhibit 7: Quarterly revenue trend – Europe



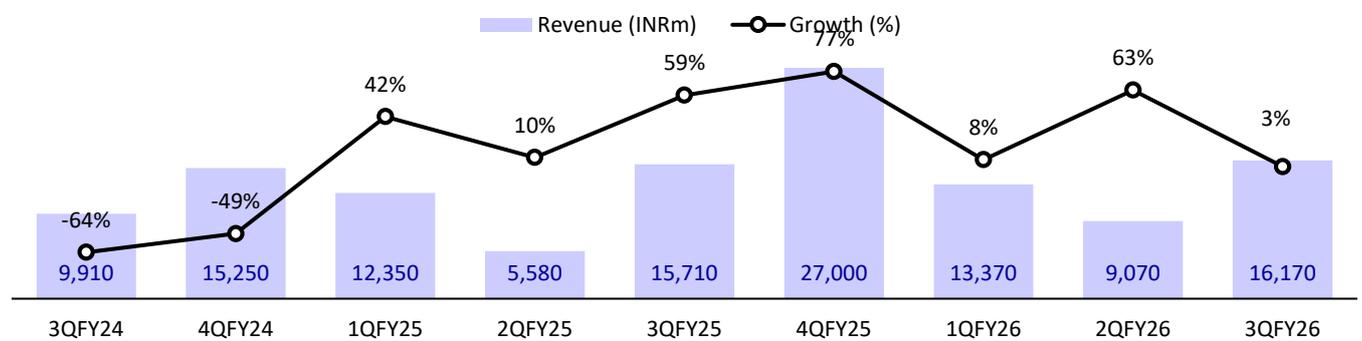
Source: Company, MOFSL

Exhibit 8: Quarterly revenue trend – RoW



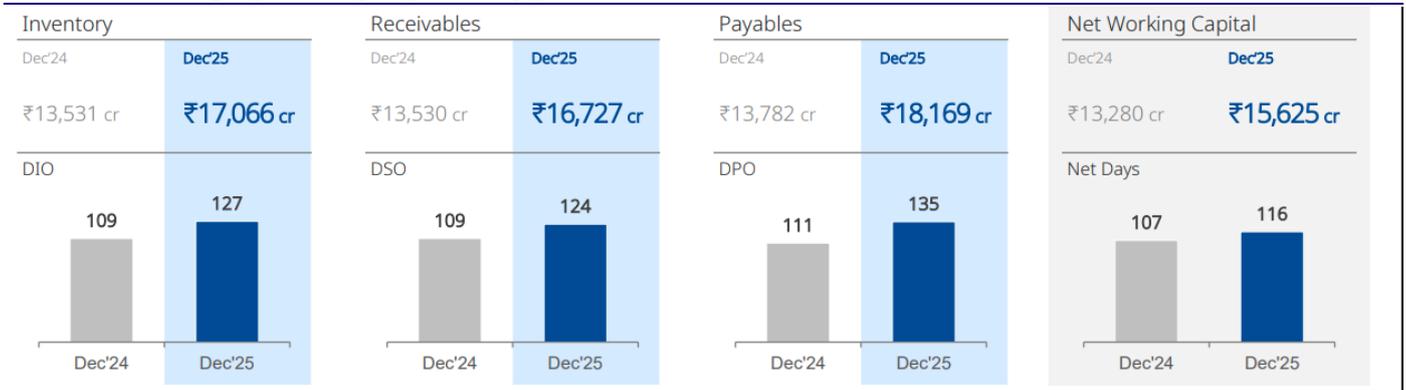
Source: Company, MOFSL

Exhibit 9: Quarterly revenue trend – North America



Source: Company, MOFSL

Exhibit 10: Working capital analysis (no. of days)



Source: Company, MOFSL



Highlights from the management commentary

Outlook and guidance

- The crop production value chain continues to remain under some pressure from geopolitical uncertainties, shifting trade dynamics, continued tariff-driven volatility, pricing pressure, and softer commodity prices.
- The Crop protection market continues to experience a slow recovery, with volumes showing modest growth along with persistent pricing pressure in most molecules, limiting value recovery and holding back a stronger rebound.
- The crop protection market is anchored by continued overcapacity in China and low commodity prices for growers, pressuring margins.
- Building on the momentum of the first three quarters of this financial year, the company remains fully confident in delivering on its FY26 commitments and maintains its full year guidance of 4 to 8% revenue growth in revenue and 12 to 16% EBITDA growth.
- Management expects a strong volume-led quarter supported by in-season demand of products in key markets and higher revenues from the new product launches.
- The company continues to strengthen the new product pipeline and is on track to exceed our USD130m revenue target for new product launches this year.
- The management anticipates growth across all regions in 4QFY26, and the company has geared its supply chain.

Debt

- Second significant reduction in net finance costs, down from INR7.04b to INR6.39b this year, through debt prepayment of around USD250m in Mar'25.
- Net debt reduced by USD427m YoY to USD2.59b.
- Net debt-to-EBITDA improved from 3.8x to 2.5x.
- Net debt-to-equity improved from 0.8x to 0.6x.

Operational performance

- Despite continued operational headwinds over the year, UPL delivered yet another record quarter, building on the solid foundation of last year's strong base.
- The growth in 3Q was led by broad-based growth across platforms, driving improved profit before tax and operating profit.
- Revenue was driven by a strong 8% increase in volumes, favorably supported by exchange, impact, and partially offset by pricing pressure.
- At a regional level, growth was broad-based, with all regions growing versus last year. Impressively
- Growth in Latin America was led by herbicides and corn in Argentina, while some pressure in Brazil due to insecticides on a nine-month basis.
- In North America, revenue is up by 3% despite the continued tariff-related uncertainties.
- Europe grew strongly by a robust 21% year on year for the quarter, driven largely by herbicide volumes.
- Products launched in the last nine months are already delivering exceptional results, led by strong traction in Brazil and across Latin America.

UPL Corp

- Revenue growth of 8% was driven by higher volume and favorable forex impact
- Strong growth across all key regions, including North America

- The advantages of the diversified regional footprint and benefits gained from the continued focus on operational excellence enabled the company to effectively offset headwinds such as pricing pressure in Brazil and US tariff impacts.
- Herbicides delivered strong and resilient results across Latin America, North America, and Europe.
- The insecticides portfolio, particularly in Brazil, where UPL holds a leading position, has continued to face intense competition and pressure, resulting in price erosion in the premium brand.
- The company is preparing a major new product launch for next year, a new insecticide successor. The field trial results and the feedback from growers who have visited the trials give the company confidence that this product will be a high-impact addition to the pest portfolio.

Advanta

- Draft Red Herring Prospectus (DRHP) filed on January 19, 2025, for the seeds business platform, representing the first step in the company's 1–3-year plan to evaluate corporate actions, including IPOs and restructuring for all platforms. Further details pending regulatory approval.
- Advanta delivered a strong 22% growth versus last year, fueled by a robust volume expansion of 14% in the seed segment.
- The Growth driven mainly by field corn (India, Latin America, Thailand, and Indonesia).
- The valuation of Advanta is expected to be finalized. Based on a clearly defined price discovery or book-building process.
- The IPO will be an OFS and not primary; the selling shareholders are KKR and UPL.
- The IPO has three objectives. There is a deleveraging for UPN. 2) value unlocking for KKR and 3) strategy of Advanta, both for organic and inorganic value creation

Superform

- Super-specialty chemicals up by 42%, driven by contract manufacturing and cyanide derivatives
- Overall, the platform recorded a strong EBITDA margin, driven by an improved share of specialty chemical business to 27%, up from 18% last year.

Others

- The improvement in PBT was led by lower losses from associates and joint ventures from INR2.7b to INR810m in this period.
- The net working capital as at Dec'25 stood at 156.25b or around 116 days
- Elevated working capital versus previous year is a function of increase in sales on a year-to-date basis and in anticipation for the upcoming Q4 sales.
- Working capital days would be in line with the guidance given during the capital market days of around 70 days.
- The company is witnessing some price headwinds on products that are in the differentiated portfolio.
- The EU trade deal is not expected to have a significant impact on the companies' operations.

Valuation and view

- UPLL has demonstrated a stable performance in 3QFY26 despite continued macro headwinds. While the global crop protection industry is expected to experience a slow recovery with volumes showing modest growth, we anticipate the recovery to be limited, led by the geopolitical uncertainties shifting trade dynamics, continued tariff-driven volatility, pricing pressure, and softer commodity prices.
- We broadly retain our FY26/FY27/FY28 estimates and expect a revenue/EBITDA/Adj. PAT CAGR of 8%/12%/37% over FY25-28. **We reiterate our Neutral rating on the stock with a TP of INR730.**

Exhibit 11: Our revised estimates

Particulars (INR b)	Old			New			Change		
	FY26E	FY27E	FY28E	FY26E	FY27E	FY28E	FY26E	FY27E	FY28E
Revenue	497	532	573	505	539	581	1%	1%	1%
EBITDA	93	104	112	95	105	113	2%	1%	1%
Adj. PAT	31	43	50	29	43	50	-5%	1%	0%

Financials and valuations

Consolidated - Income Statement							(INRb)		
Y/E March	FY20	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E	FY28E
Total Income from Operations	358	387	462	536	431	466	505	539	581
Change (%)	63.7	8.2	19.5	15.9	-19.6	8.2	8.2	6.9	7.7
EBITDA	74	86	102	112	55	81	95	105	113
Margin (%)	20.8	22.3	22.0	20.8	12.8	17.4	18.7	19.5	19.5
Depreciation	20	22	24	25	28	28	32	33	33
EBIT	54	65	78	86	28	54	63	72	80
Int. and Finance Charges	15	21	23	30	39	36	33	21	18
Other Income	1	3	3	5	5	5	6	5	6
Exchange diff on trade rec. & payables	3	2	6	10	10	5	2	0	0
PBT bef. EO Exp.	37	45	52	52	-16	17	34	57	68
EO Items	10	3	3	2	3	4	-1	0	0
PBT after EO Exp.	28	41	48	50	-18	13	35	57	68
Total Tax	6	7	5	7	-2	0	6	8	12
Tax Rate (%)	21.2	16.6	10.9	14.7	11.3	0.7	17.0	14.0	18.0
Prior Period Items - Income / (Expenses) - Net	0	0	0	0	0	0	0	0	0
Share of (profit)/loss of ass. & JV	0	0	-1	-2	2	5	2	3	3
Minority Interest	4	6	8	8	-7	-1	3	3	3
Reported PAT	18	29	36	36	-12	9	24	43	50
Adjusted PAT	27	35	49	45	3	19	29	43	50
Change (%)	8.4	29.9	39.9	-7.8	-93.7	583.6	51.6	49.5	14.7
Margin (%)	7.5	9.0	10.5	8.4	0.6	4.1	5.8	8.0	8.6

Consolidated - Balance Sheet							(INRb)	(INR m)	
Y/E March	FY20	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E	FY28E
Equity Share Capital	2	2	2	2	2	2	2	2	2
Total Reserves	161	177	215	267	247	291	320	352	391
Net Worth	163	179	217	269	248	292	321	354	392
Minority Interest	33	37	46	56	49	56	89	92	96
Total Loans	288	238	259	230	284	237	212	182	152
Perpetual bonds	30	30	30	30	30	30	0	0	0
Total Loans (Including Perpetual bond)	318	268	289	260	314	267	212	182	152
Deferred Tax Liabilities	28	27	25	25	24	20	20	20	20
Capital Employed	542	510	576	609	636	635	643	648	660
Gross Block	260	281	311	345	370	392	425	452	478
Less: Accum. Deprn.	95	117	141	166	194	221	253	286	319
Net Fixed Assets	164	164	170	179	176	171	172	166	158
Goodwill on Consolidation	182	177	184	199	202	207	207	207	207
Capital WIP	21	21	25	28	30	25	18	16	16
Total Investments	6	6	19	16	22	23	23	23	23
Curr. Assets, Loans&Adv.	328	337	429	463	446	454	437	470	509
Inventory	79	94	131	140	128	103	109	121	131
Account Receivables	119	126	153	183	164	155	180	192	207
Cash and Bank Balance	68	49	61	61	60	95	46	49	55
Loans and Advances	63	68	83	80	95	100	102	108	116
Curr. Liability & Prov.	159	194	250	277	240	245	214	234	253
Account Payables	102	125	166	176	157	109	115	129	139
Other Current Liabilities	55	60	77	94	76	130	91	97	105
Provisions	1	9	8	7	7	6	8	9	9
Net Current Assets	169	142	178	186	206	209	222	236	256
Appl. of Funds	542	510	576	609	636	635	643	648	660

Financials and valuations

Ratios

Y/E March	FY20	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E	FY28E
Basic (INR)									
EPS	34.9	45.4	63.5	58.5	3.7	25.0	37.9	51.5	59.1
Cash EPS	61.2	73.8	142.8	139.0	60.3	92.4	120.2	151.0	164.7
BV/Share	213.0	234.0	429.2	531.8	491.2	578.5	636.5	700.3	776.8
DPS	5.8	10.0	10.0	10.0	11.0	14.0	13.2	13.2	13.2
Payout (%)	25.8	27.7	21.9	22.3	-72.9	124.1	47.2	25.7	22.4
Valuation (x)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
P/E	20.0	15.4	11.0	11.9	190.9	27.9	18.4	13.6	11.8
Cash P/E	11.4	9.5	4.9	5.0	11.6	7.6	5.8	4.6	4.2
P/BV	3.3	3.0	1.6	1.3	1.4	1.2	1.1	1.0	0.9
EV/Sales	2.3	2.0	1.7	1.4	1.9	1.6	1.5	1.3	1.2
EV/EBITDA	10.8	9.0	7.7	6.8	14.7	9.0	8.0	6.9	6.1
Dividend Yield (%)	0.8	1.4	1.4	1.4	1.6	2.0	1.9	1.9	1.9
FCF per share	85.6	64.7	30.5	31.2	-13.5	97.8	2.7	76.4	77.0
Return Ratios (%)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
RoE	17.2	20.3	24.5	18.4	1.1	7.1	9.5	12.8	13.3
RoCE	9.5	12.1	15.1	15.0	5.3	10.4	10.4	12.5	13.0
RoIC	9.6	12.2	15.4	15.1	4.8	10.5	10.0	11.1	11.6
Working Capital Ratios	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Fixed Asset Turnover (x)	1.4	1.4	1.5	1.6	1.2	1.2	1.2	1.2	1.2
Inventory (Days)	156	180	216	190	190	155	165	165	165
Debtor (Days)	121	119	121	125	139	121	130	130	130
Creditor (Days)	203	239	274	239	234	164	175	175	175
Leverage Ratio (x)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Net Debt (incl perpetual bonds)/Equity	1.5	1.2	1.0	0.7	1.0	0.6	0.5	0.4	0.2

Consolidated - Cash Flow Statement

Y/E March	FY20	FY21	FY22	FY23	FY24	FY25	(INR m)		(INR m)
							FY26E	FY27E	FY28E
OP/(Loss) before Tax	28	42	50	52	-21	8	34	57	68
Depreciation	20	22	24	25	28	28	32	33	33
Interest & Finance Charges	15	21	23	30	34	36	33	21	18
Direct Taxes Paid	-8	-7	-10	-13	-11	-10	-6	-8	-12
(Inc)/Dec in WC	31	-2	-18	-14	-13	36	-63	-11	-14
CF from Operations	85	75	68	81	16	98	30	92	92
Others	3	-3	-4	-3	2	2	-2	-3	-3
CF from Operating incl EO	87	72	65	78	18	101	28	89	90
(Inc)/Dec in FA	-19	-21	-41	-53	-29	-23	-26	-25	-25
Free Cash Flow	68	51	24	25	-11	78	2	64	65
(Pur)/Sale of Investments	2	0	-13	3	-5	-2	0	0	0
Others	-9	0	16	35	9	6	30	0	0
CF from Investments	-26	-21	-38	-15	-25	-18	5	-25	-25
Issue of Shares	0	0	0	0	0	0	17	0	0
Inc/(Dec) in Debt	-29	-42	13	-46	48	-54	-25	-30	-30
Interest Paid	-16	-17	-19	-23	-34	-33	-63	-21	-18
Dividend Paid	-5	-5	-8	-8	-7	-1	-11	-11	-11
Others	28	-4	-5	15	-5	40	0	0	0
CF from Fin. Activity	-22	-67	-19	-62	1	-48	-82	-62	-59
Inc/Dec of Cash	39	-19	10	2	-1	35	-49	2	6
Opening Balance	29	68	51	59	61	60	95	46	49
Closing Balance	68	49	61	61	60	95	46	49	55

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NOTES

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BUY	>=15%
SELL	< - 10%
NEUTRAL	< - 10 % to 15%
UNDER REVIEW	Rating may undergo a change
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Nainesh Rajani

Email: nainesh.rajani@motilaloswal.com

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Grievance Redressal Cell:

Contact Person	Contact No.	Email ID
Ms. Hemangi Date	022 40548000 / 022 67490600	query@motilaloswal.com
Ms. Kumud Upadhyay	022 40548082	servicehead@motilaloswal.com
Mr. Ajay Menon	022 40548083	am@motilaloswal.com
Mr. Neeraj Agarwal	022 40548085	na@motilaloswal.com
Mr. Siddhartha Khemka	022 50362452	po.research@motilaloswal.com

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