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30th October, 2020

BSE Limited Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai – 400 001 SECURITY ID: 512070	National Stock Exchange of India Ltd. Exchange Plaza, C/1, Block G, Bandra Kurla Complex, Bandra (East) Mumbai – 400 051 SYMBOL: UPL
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Sub: Investor presentation

Dear Sir/ Madam,

Pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we are enclosing the investor presentation for the quarter and half year ended 30th September, 2020.

We request you to take the above information on records.

Thanking you,

Yours faithfully,
For **UPL Limited**

A handwritten signature in black ink, appearing to read 'Sandeep Deshmukh', is written over a light blue horizontal line.

Sandeep Deshmukh
Company Secretary and
Compliance Officer
(ACS – 10946)

Encl: As above



Q2 and H1FY2021 Results Presentation

October 2020

Safe Harbor Statement

This document contains certain forward-looking statements with respect to the financial condition, results of operations and business of UPL Limited (UPL) and certain of the plans and objectives of UPL with respect to these items. Examples of forward-looking statements include statements made about our strategy, estimates of sales growth, future EBITDA and future developments in our organic business. Forward-looking statements can be identified generally as those containing words such as “anticipates”, “assumes”, “believes”, “estimates”, “expects”, “should”, “will”, “will likely result”, “forecast”, “outlook”, “projects”, “may” or similar expressions. By their nature, forward-looking statements involve risk and uncertainty because they relate to future events and circumstances and there are many factors that could cause actual results and developments to differ materially from those expressed or implied by these forward-looking statements. These factors include, but are not limited to, domestic and global economic and business conditions, the successful implementation of our strategy and our ability to realize the benefits of this strategy, our ability to develop and market new products, changes in legislation, legal claims, changes in exchange and interest rates, changes in tax rates, raw materials and employee costs, our ability to identify and complete successful acquisitions and to integrate those acquisitions into our business, our ability to successfully exit certain businesses or restructure our operations, the rate of technological changes, political, economic and other developments in countries where UPL operates, industry consolidation and competition. As a result, UPL’s actual future results may differ materially from the plans, goals and expectations set forth in such forward-looking statements. For a discussion of factors that could cause future results to differ from such forward-looking statements, see also Risk management, of our Annual Report.

Q2-FY2021 Business Update

Diego Casanello

Q2 Highlights

₹ 8,939 cr

Revenue

+14%

₹ 1,808 cr

EBITDA

+17%

106 days

Net Working Capital

14 days

Reduction

₹ 6.07

EPS

₹ 2.17

Q2FY2020

₹ 31,817 cr.

Gross Debt

₹ 770 cr.

Reduction



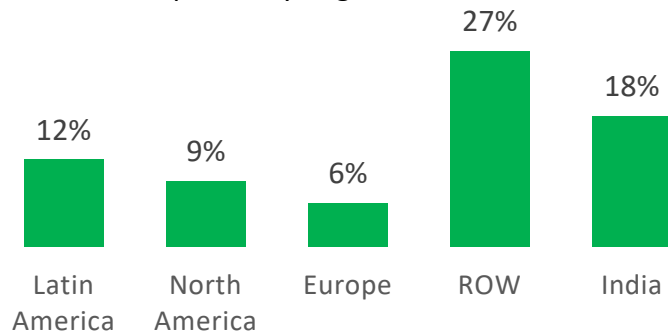
Q2 Performance Highlights

₹ crore

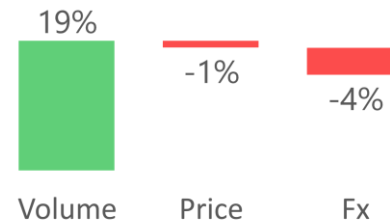
Particulars	Q2 FY 2021	Q2 FY 2020 (Proforma) ¹	B/(W) LY
Revenue	8,939	7,817	14%
Gross Margin	40%	42%	-210 bps
Fixed OH	1,742	1,730	-1%
EBITDA	1,808	1,541	17%
% Revenue	20%	20%	+50 bps

1. Purchase price allocation (PPA) effect is removed from FY2020 numbers

Revenue Development by Region



Revenue Variance



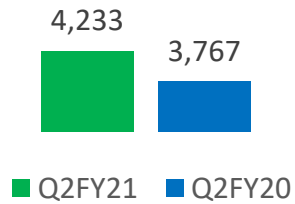
- Gaining business momentum despite COVID-19 and Fx volatility underline strength in UPL's competitive position in the market
- Market share gains in key territories combined with favorable weather patterns in Brazil, US, Andean and parts of EU (e.g. Germany) leading to volume growth
- India growth was driven by herbicides in Rice and Soybeans supported by intensification of monsoons.
- Currency devaluation in Brazil and several countries in LATAM (e.g. Mexico), impacting gross margin in quarter
- COGS savings/synergies and price increases in local currencies to offset Fx have partially offset the impact to margins
- Net working capital in days improved 14 days primarily due to accounts payable and inventory reductions. India's record cash collection were key in improvement of NWC days.

Q2 Regional Highlights

₹ crore

LATIN AMERICA

12%

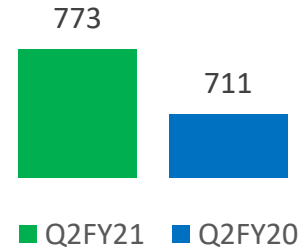


Strong Volume Momentum offsets FX Pressures

- Strong growth in Chile, Argentina and Paraguay compared to PY
- Positive revenue growth in Brazil despite devaluation from the BRL supported by pricing improvement over prior quarter
- Perito® and Sperto® were key growth drivers in Brazil

NORTH AMERICA

9%

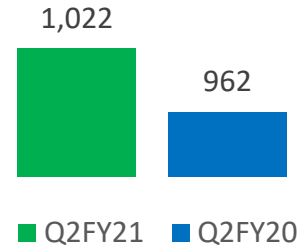


Weather & ease of China trade tensions supporting growth

- Gains in market share on top of good weather conditions
- Strong growth in Differentiated and Sustainable Solutions
- Dry conditions in Western parts of the US creating strong demand for miticides

EUROPE

6%

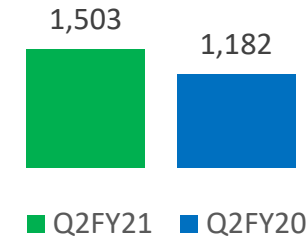


Sales Exceeds PY Despite Second Wave of COVID-19

- Strong growth in Northern Europe mainly in herbicides
- Southern Europe experienced growth with higher value differentiated products in Italy, Iberia and Turkey
- Second wave of COVID has not created major disruption to business in Europe

REST OF WORLD

27%

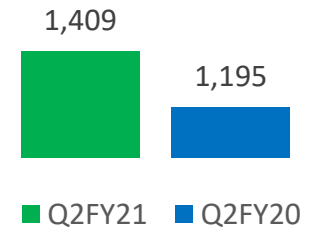


Herbicides and New China Strategy Drove Growth in ROW

- Strengthening of B2C model in China with higher focus on value brands, driving growth
- Vietnam and other countries in S.E. Asia growing strongly thanks to new product launches
- Strong performance in S. Africa, Australia and New Zealand primarily driven by a normalization of weather patterns

INDIA

18%



Sales Growth and Record Collections During Lockdown

- Robust growth in key products including pre-emergence herbicides
- Amidst corona virus lockdown, India continued with record collections

Q2 FY2021

Financial Results Update

Anand Vora

Profit and Loss Account

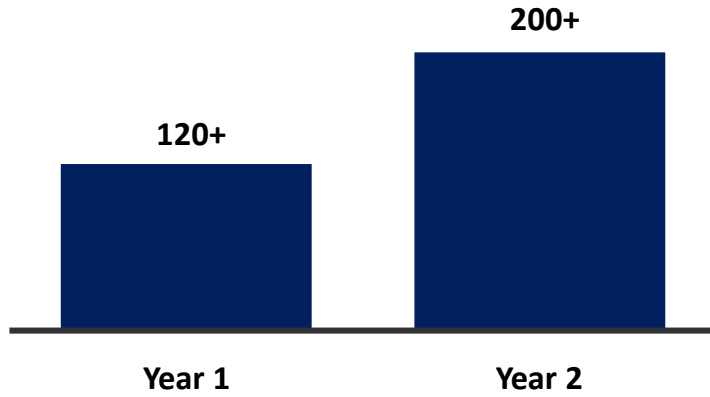
₹ crore

Particulars	Q2 FY21		Q2 FY20		Change
	Reported	%	Reported	%	%
Total Revenue from operation	8,939	100%	7,817	100%	14%
Variable Cost	5,390	60%	4,548	58%	
Gross Margin	3,549	40%	3,269	42%	9%
Fixed Overheads	1,742	19%	1,730	22%	
EBITDA	1,808	20%	1,539	20%	17%
Other Income / (Loss)	(65)		(68)		
Amortization / Depreciation	533		477		
Finance Cost	343		381		
PBT	866	10%	614	8%	41%
Tax	112		99		
PAT	754	8%	514	7%	47%
Income/(Loss) from Associate Co. and JV	(5)		(8)		
Minority Interest	74		35		
Profit After Tax, Associate Income & Minority Interest	675	8%	471	6%	43%
Exceptional Cost	211		305		
Net Profit	464	5%	166	2%	180%

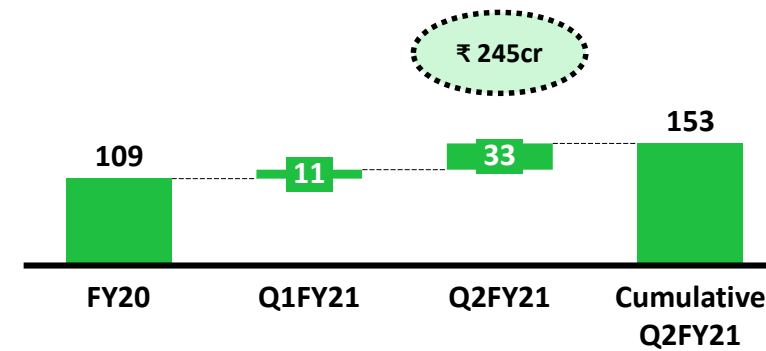
Note: In Q2 FY2020 PPA impact of 2 cr in EBITDA; adjusted EBITDA 1,541cr, and adjusted PAT after Associates Income minority and exceptional cost 168cr.

Cost and Revenue synergy targets and achievements

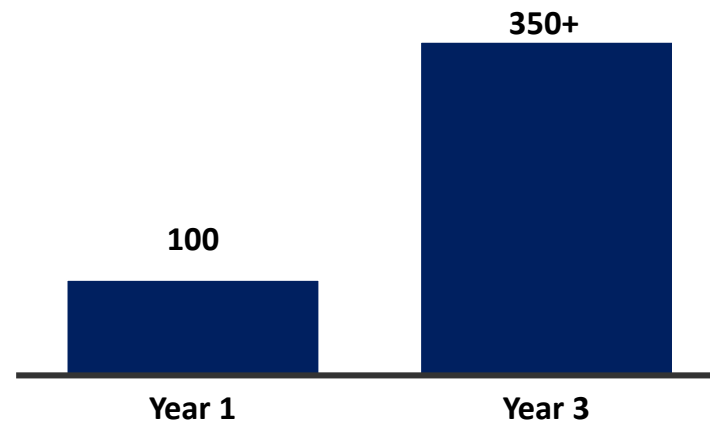
Cost Synergy Target, run rate, USD Mn



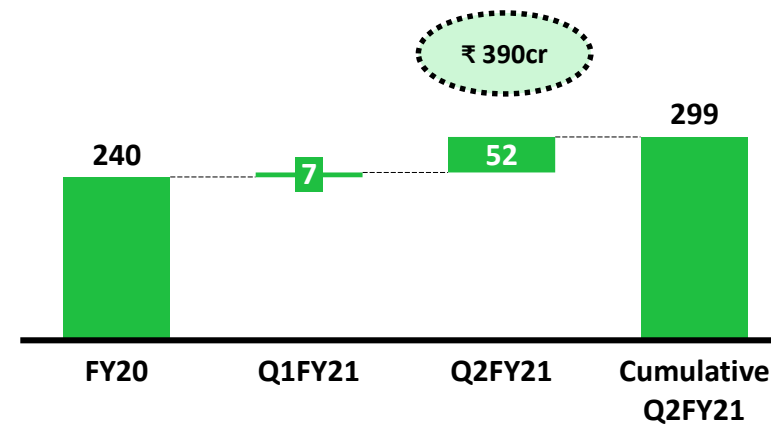
Cost Synergies Achieved, USD Mn



Revenue Synergies Target, run rate, USD Mn



Revenue Synergies Achieved, USD Mn



H1 FY2021

Financial Results Update

Anand Vora

H1 Performance Highlights

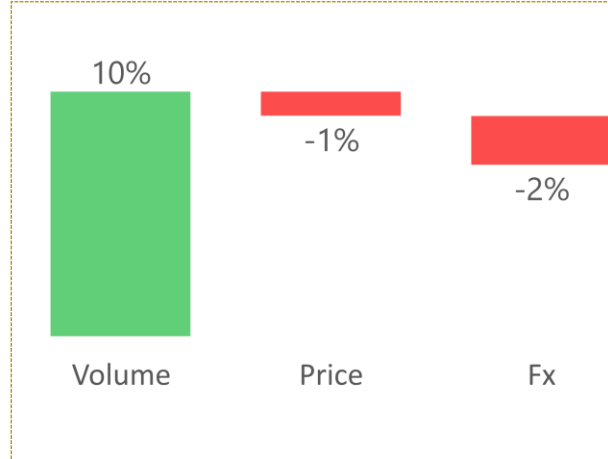
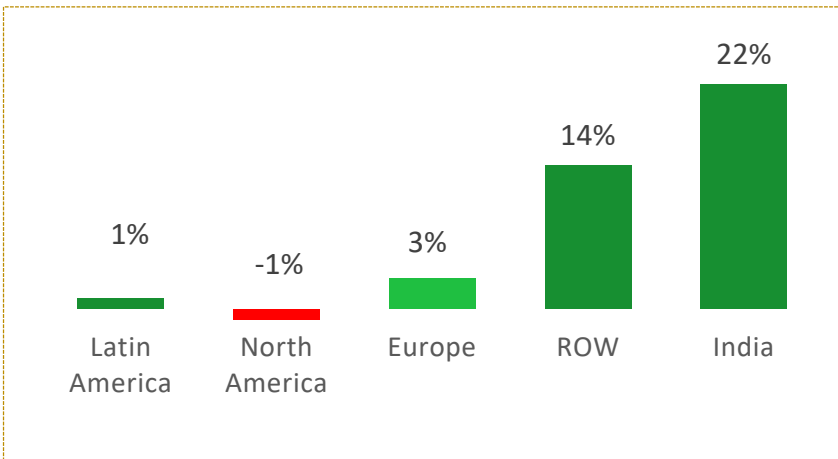
₹ crore

Particulars	H1 FY 2021	H1 FY 2020 (Proforma) ¹	B/(W) LY
Revenue	16,772	15,723	7%
Gross Margin	41%	42%	-109 bps
Fixed OH	3,420	3,470	1%
EBITDA	3,511	3,200	10%
% Revenue	21%	20%	+58 bps

1. Purchase price allocation (PPA) effect is removed from FY2020 numbers

Revenue Development by Region

Revenue Variance



- Strong volumes driving strong revenues
- Increased momentum in revenues over last quarter driven by partial increase in prices in local currencies to offset Fx
- Currency devaluation impacting margins inspite of lower costs and synergies
- SG&A savings on track and continue to trend downwards

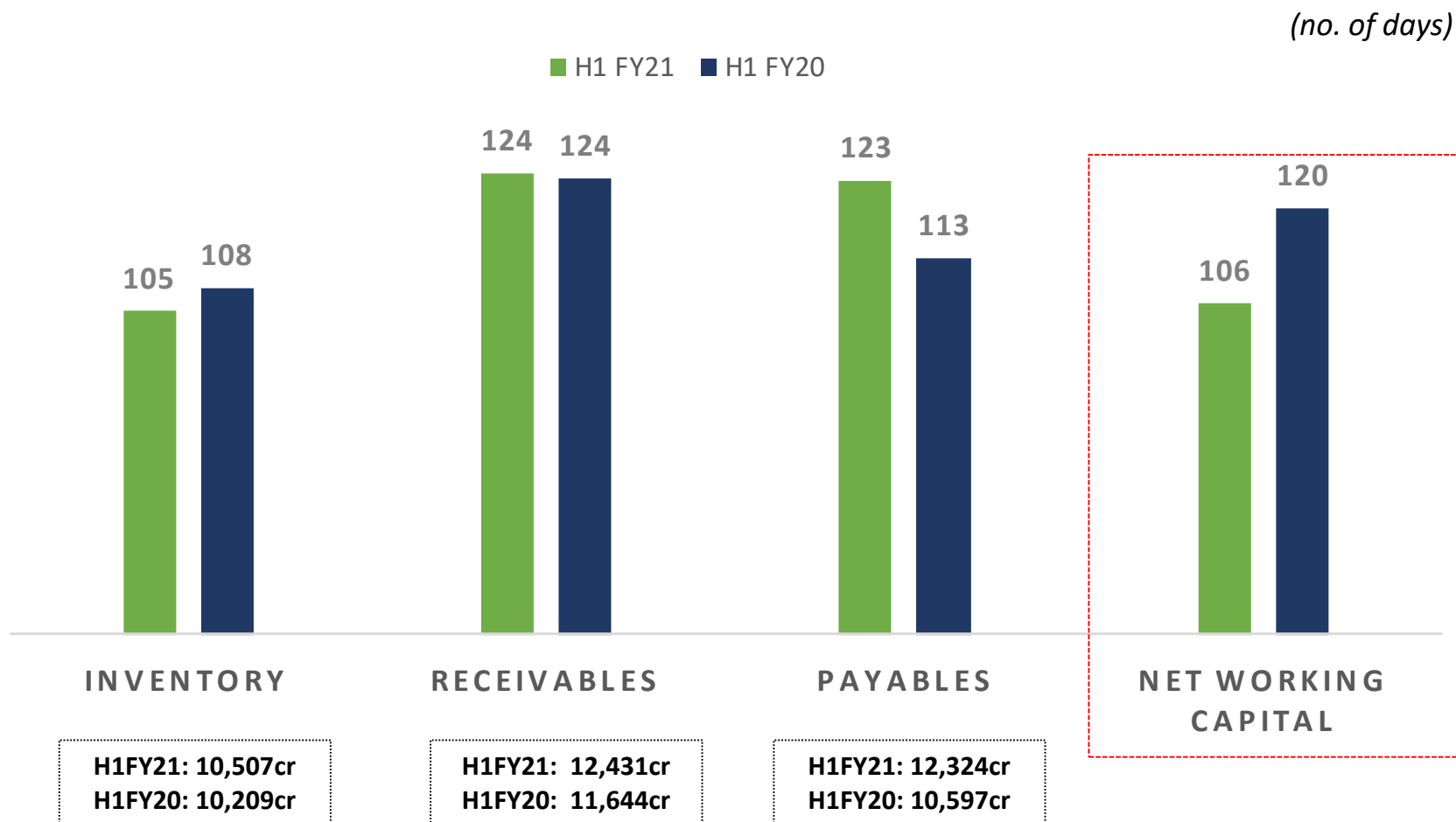
H1 Profit and Loss Account

₹ crore

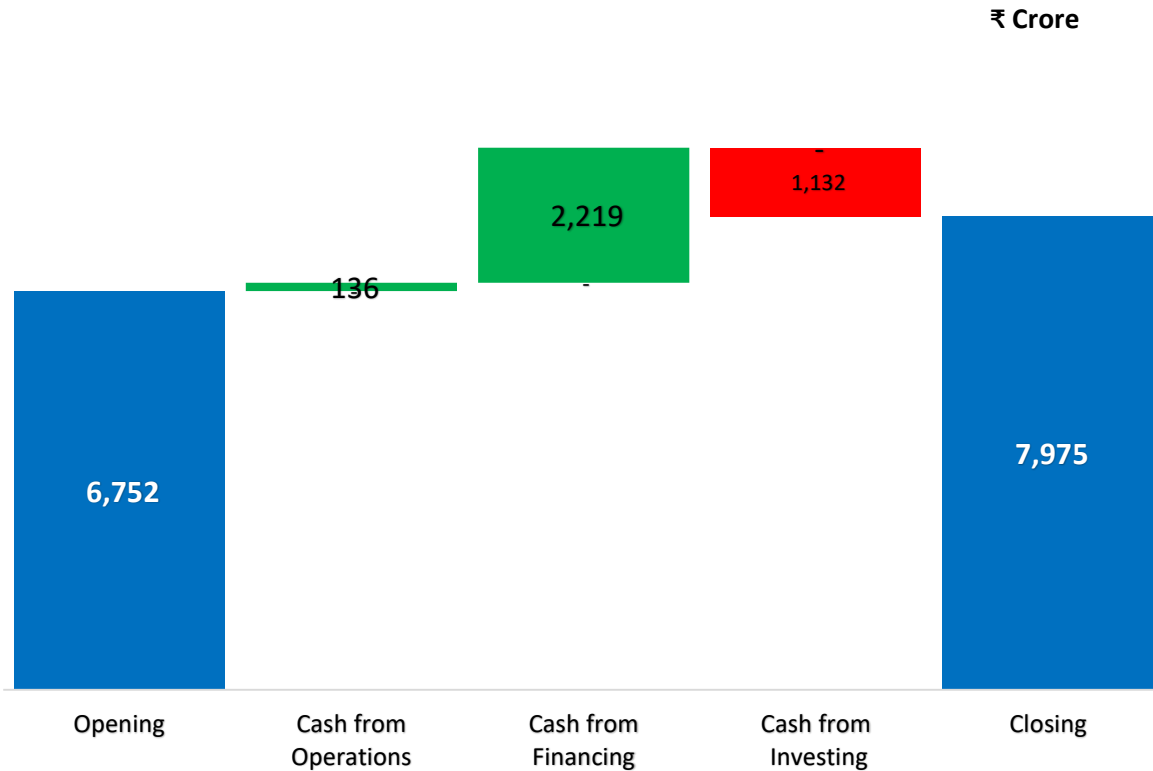
Particulars	H1 FY21		H1 FY20		Change
	Reported	%	Reported	%	%
Total Revenue from operation	16,772	100%	15,723	100%	7%
Variable Cost	9,841	59%	9,396	60%	
Gross Margin	6,932	41%	6,327	40%	10%
Fixed Overheads	3,420	20%	3,470	22%	
EBITDA	3,511	21%	2,858	18%	23%
Other Income / (Loss)	129		(35)		
Amortization / Depreciation	1,055		923		
Finance Cost	894		779		
PBT	1,692	10%	1,121	7%	51%
Tax	255		177		
PAT	1,436	9%	945	6%	52%
Income/(Loss) from Associate Co. and JV	(11)		(12)		
Minority Interest	176		104		
Profit After Tax, Associate Income & Minority Interest	1,250	7%	828	5%	51%
Exceptional Cost	236		377		
Net Profit	1,014	6%	452	3%	125%

Note: In H1 FY2020 PPA impact of 342cr in EBITDA; adjusted EBITDA 3,200cr, and adjusted PAT after Associates Income minority and exceptional cost 794 cr.

Working Capital Analysis



Cash Flow Statement (1st April 2020 to 30th Sept 2020)



- Cash flow from operating activities of 3,545 crore
- Working capital changes of (2,915) crore
- Net borrowings include 3,687 cr. 10 year bond raised in June 2020 and repayment of 866 cr. 5 year bond tendered in the tender offer and bought in market
- 948 crore spent on capex
- 147 crore on other acquisitions e.g. Yoloo, Agrospec

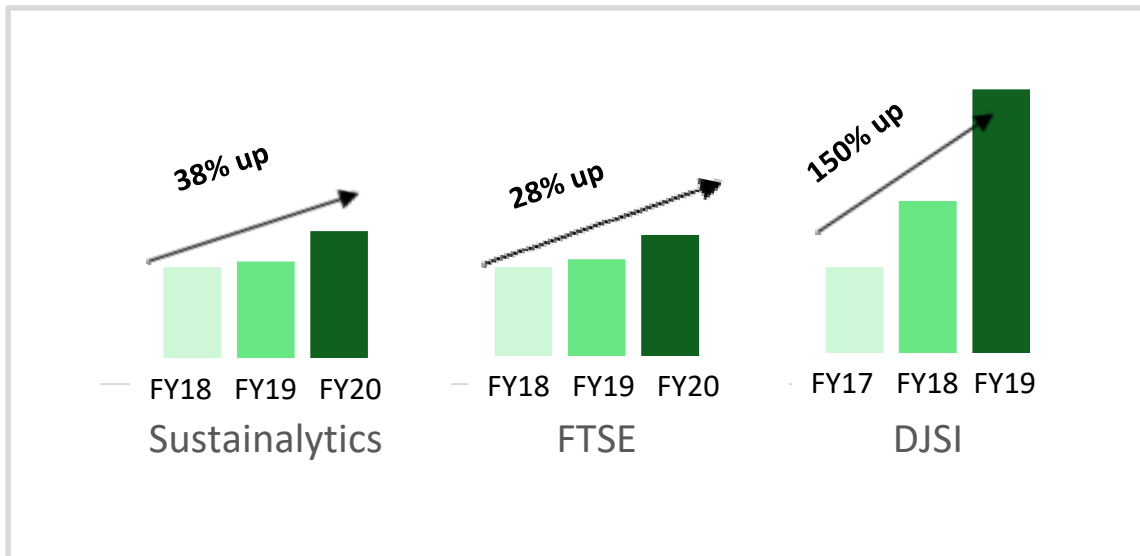
Guidance Maintained : FY2021

- Expected 6-8% revenue growth and 10-12% EBITDA growth for the full year
 - Growth to be driven by focus on differentiated solutions as well as new product launches
- COGS savings, synergies and further implementation of price increases in local currencies to support margin improvement
- Fixed cost saving opportunity from synergies and covid19 contingency measures will continue to drive gains in SG&A
- Net working capital to release in H2 and expected to be lower compared to March 2020
- Committed to debt reduction and to maintain investment grade credit rating

Sustainability Performance

Sustainability Highlights

Strong progress on ESG Performance



Sustainalytics score based on report dated 25 Sept 2020

- **Environment : Delivering on our targets**
H1 Specific (per MT) reduction vs. FY2020
 - CO2 Emission: 18%
 - Water Consumption: 17%
 - Wastewater Discharge: 21%
 - Waste Disposal: 4%
- **Health and Safety : Key to our operations**
 - H1 TRIR: 1.18
 - H1 TRFR: H1:
 - Enhanced focus on Process Safety: Creating a team of **Process Safety experts in collaboration with Gexcon AS of Norway**
- **Communities: Reaching 0.5 mn lives through initiatives across 10+countries, 70 communities**
 - Collaboration with **FIFA Foundation** to promote and raise awareness about sustainable agriculture and education
 - Won the Best Community Program Award at the 12th Global CSR Awards™ and The Good Governance Awards™

TRIR: Total Recordable Incident Rate; TRFR: Total Recordable Frequency Rate