Crystal Crop Protection Limited

Agri Inputs · Crop Protection Chemicals & Hybrid Seeds

A Delhi-based maker of the sprays that protect crops from weeds, insects and disease, and of hybrid seeds, sold to Indian farmers through 14,717 distributors.

Anchor book Tuesday 17 November 2026 · Opens Wednesday 18 November 2026 · Closes Friday 20 November 2026 · Expected listing Thursday 26 November 2026 · BSE and NSE

RATING	INVESTMENT HORIZON	PRICE BAND
NEUTRAL	**No action recommended**	**₹259 – ₹272** Lot of 55 shares · Minimum application ₹14,960 at the cap price

Recommendation

We rate the Crystal Crop Protection offer **NEUTRAL**. Three facts carry the call. First, the business has improved: revenue grew from ₹2,230 crore in FY24 to ₹3,152 crore in FY26, and the operating margin (EBITDA, the profit before interest, tax and depreciation) widened from 9.4% to 14.5% (RHP p.101, p.186). Second, the price already pays for that improvement. Third, the company is listing into the weakest farm season since 2015, and its latest audited numbers stop on 30 June 2026, before that season played out.

At ₹272 the company is valued at ₹4,438 crore. That is 24.6 times FY26 earnings per share as the RHP states them, and 30.5 times once the same profit is spread over every share that will exist after the offer. The five listed peers averaged 20.1 times on 9 November 2026; Rallis India, the closest in size, product mix and returns, stood at 19.9 times (RHP p.184–185). Crystal earns 7.1% on its net worth; four of the five peers earn 15–19%. On earnings the price is full. On operating profit it is ordinary, at 10.5 times, because ₹198 crore a year of depreciation, much of it on brands the company bought, pulls reported profit down. Full on one measure and ordinary on the other is what a fair price looks like.

This is not an AVOID: sales, margins and the credit rating have all moved the right way, and IFC, which invested at ₹240.99 a share in 2022, is not selling a share. It is not a SUBSCRIBE either. Cash from operations fell to 56% of EBITDA in FY26, the auditor has qualified its opinion in each of the last three years, and a CBI charge sheet against the company and two promoters is pending. We would move to SUBSCRIBE if the valuation fell to the peer average of about 20 times post-issue earnings, or if FY27 shows cash from operations above 80% of EBITDA with receivable days at or below 70. We would move to AVOID on an adverse order in the ₹109.4 crore export-refund case, or if first-half FY27 EBITDA margin falls below the 11.7% of FY25.

> **The season this issue lists into.** The 2026 monsoon delivered 87% of normal rain, the lowest since 2015 (India Meteorological Department, 30 September 2026). Winter sowing stood 11.3% behind last year on 13 November 2026 (Ministry of Agriculture and Farmers Welfare). Rallis India has reported flat September-quarter sales and Bayer CropScience a 19% fall. None of this is yet visible in Crystal's audited numbers.

> **Who this issue suits.** Investors who already own farm-input shares, can sit through one or two weak seasons, and want a branded Indian player at a price close to fair. It does not suit applicants looking for a listing-day gain, or anyone uncomfortable with a qualified audit opinion and an open criminal case.

1. Issue Snapshot

Particulars	Details	Particulars	Details
Issue size	₹455.72 crore at the cap price	**Fresh issue**	₹355.00 crore (77.9%)
Offer for sale	₹100.71 crore (22.1%) · 37,02,694 shares	**Total shares offered**	1,67,54,274 at the cap price
Price band	₹259 – ₹272	**Face value**	₹10
Lot size / minimum application	55 shares / ₹14,960	**Retail maximum**	13 lots / ₹1,94,480
Issue allocation	QIB not more than 50% · NII not less than 15% · Retail not less than 35% of the net offer	**Employee reservation**	Up to ₹2.50 crore
Selling shareholder	Ankur Aggarwal, promoter — ₹100.71 crore	**Pre-IPO placement**	₹84.29 crore at ₹272.07 a share, 26–27 October 2026
Book running lead managers	IIFL Capital Services · DAM Capital Advisors · Motilal Oswal Investment Advisors	**Registrar**	MUFG Intime India
Statutory auditor	Walker Chandiok & Co LLP — opinion **qualified** for FY24, FY25, FY26 and Q1 FY27	**Monitoring agency**	CRISIL Ratings
Credit rating	CRISIL A+/Stable (long term); CRISIL A1 (short term) — long-term rating raised from CRISIL A/Stable during FY26	**Listing**	BSE and NSE (NSE designated)
Market capitalisation at cap	**₹4,438 crore**	**P/E at cap**	**24.6x** FY26 diluted EPS · **30.5x** on post-issue shares
EV/EBITDA at cap	**10.5x** FY26	**Price to post-issue book**	**1.7x**
Post-issue EPS (FY26 profit)	₹8.93	**Promoter and promoter group holding**	84.92% before · 75.85% after
Shares pledged	Nil	**Type of document**	Red Herring Prospectus dated 12 November 2026

Source: RHP cover page, p.55, p.97, p.113–120, p.123, p.137, p.144, p.183–185, p.608. Price band and lot size as announced by the company on 13 November 2026. Market capitalisation, multiples and post-issue figures computed at ₹272; workings in Section 9.

Issue timetable

Event	Date
Anchor investor bidding	**Tuesday, 17 November 2026**
Offer opens	**Wednesday, 18 November 2026**
Offer closes	**Friday, 20 November 2026**
Basis of allotment	**Monday, 23 November 2026**

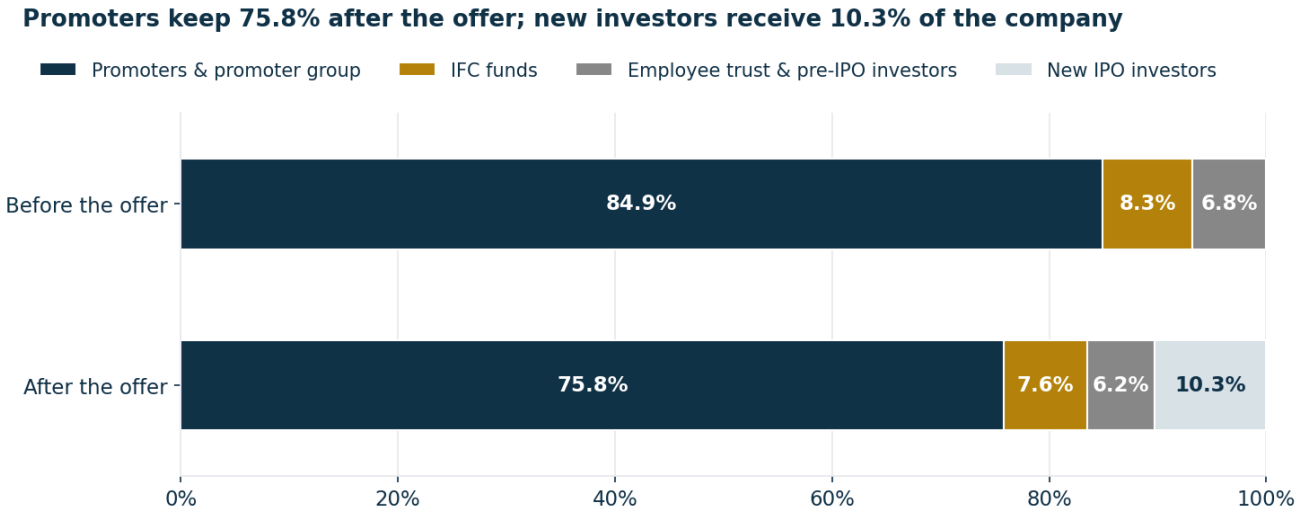
Event	Date
Refunds and credit of shares	**Wednesday, 25 November 2026**
Listing	**Thursday, 26 November 2026**

Source: RHP cover page, p.654. Dates after the close are indicative.

2. Shareholding Pattern

Shareholder	Pre-issue shares	Pre-issue %	Post-issue %
Promoters — Nand Kishore Aggarwal, Ankur Aggarwal, Komal Aggarwal, Ankur Aggarwal KNK Family Trust	12,03,73,224	80.19	**71.50**
Promoter group	70,90,427	4.72	**4.35**
International Finance Corporation and IFC Emerging Asia Fund	1,24,48,810	8.29	**7.63**
Crystal Crop Protection Employees Welfare Trust	71,06,260	4.73	**4.36**
Pre-IPO placement investors (WhiteOak Capital funds and individuals)	30,97,979	2.06	**1.90**
Public — new investors in this offer	—	—	**10.27**
Total	**15,01,16,700**	**100.00**	**100.00**

Source: RHP p.97, p.137, p.144–145, p.195–197, p.608. Post-issue percentages use 16,31,68,280 shares, computed at the ₹272 cap price (1,30,51,580 new shares), and are indicative pending the basis of allotment. Only Ankur Aggarwal sells in the offer; IFC, the employee trust and the pre-IPO investors do not.



Source: RHP p.97, p.144-145; post-offer figures computed at the ₹272 cap price, indicative pending allotment

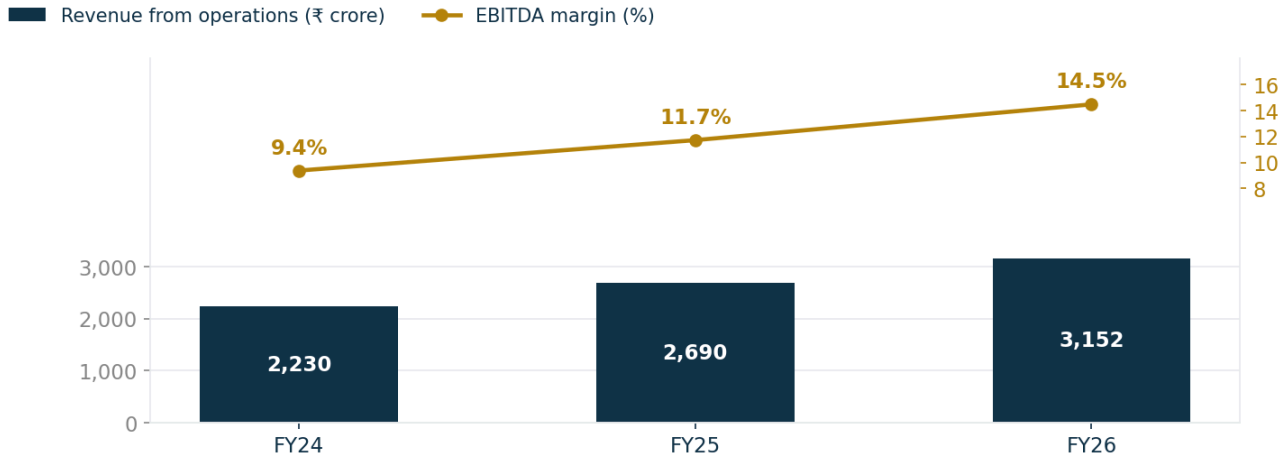
3. Key Financials at a Glance

	FY24	FY25	FY26	Q1 FY27*
Revenue from operations (₹ crore)	2,229.9	2,690.5	**3,152.0**	1,197.1
EBITDA margin	9.38%	11.72%	**14.47%**	20.20%
Profit after tax (₹ crore)	87.2	118.4	**144.9**	135.8
Diluted EPS (₹)	7.02	9.37	**11.06**	9.72
Return on equity	6.59%	8.31%	**7.94%**	6.91%

	FY24	FY25	FY26	Q1 FY27*
Net debt to equity (times)	0.41	0.65	**0.41**	0.41
Cash from operations as % of EBITDA	162%	121%	**56%**	18%

*Source: RHP p.101–104, p.186. *Three months to 30 June 2026, not annualised; the June quarter carries most of the year's cotton and millet seed sales.*

EBITDA margin widened 509 basis points in two years as revenue compounded at 18.9%



Source: RHP p.101, p.186

4. Company Overview

Crystal Crop Protection sells two things a farmer buys every season. The first is crop protection: the liquids, powders and granules sprayed on a field to kill weeds, insects and fungal disease. The second is hybrid seed. The company was incorporated in 1994, runs its business from Delhi, and in FY26 earned 95.4% of its revenue inside India (RHP p.32, p.304).

Physically, it is a chain of nine plants. Two, at Dahej in Gujarat and Nagpur in Maharashtra, make the concentrated chemical itself. Four, at Sonipat in Haryana, Anand in Gujarat and two in Jammu, dilute, blend and pack that chemical into the bottles and pouches a farmer recognises. Three more, in Hyderabad and Bengaluru, clean, grade and pack seed. A research centre at Sonipat develops new mixtures (RHP p.306–307). The goods travel through 34 distribution centres to 14,717 independent distributors across 23 states and four union territories. About 3,000 people work on the company's rolls, with 2,095 contract workers beside them (RHP p.59, p.68, p.307).

The single most important fact about Crystal is that it is a buyer of brands. Since 2011 it has bought, from multinationals, the Indian rights to names farmers already asked for at the shop counter: Bavistin from BASF, Proclaim, Tilt, Blue Copper and Gramoxone from Syngenta, Furadan from FMC, Dursban from Dow, and seed businesses from Bayer and Syngenta. It counts eight such purchases in crop protection and five in seeds (RHP p.327–328, p.338). Each time, it pushed the acquired name through its own, much wider, dealer network. Bavistin sold ₹54.5 crore in the first financial year after its purchase and ₹93.9 crore in FY26 (RHP p.329).

That habit explains the shape of the accounts. Bought brands sit on the balance sheet as intangible assets, ₹782 crore at March 2026, and are written off over five to ten years. The write-off is why a business with a 14.5% operating margin reports a net profit margin of only 4.6% (RHP p.99, p.186, p.469).

> **A name to keep separate.** Under SEBI's definition, the promoter group includes Insecticides (India) Limited, HPM Chemicals and Fertilizers Limited and other entities that sell farm chemicals (RHP p.55, p.443). They are separate companies. A buyer of this offer owns no part of them, and they may compete with Crystal.



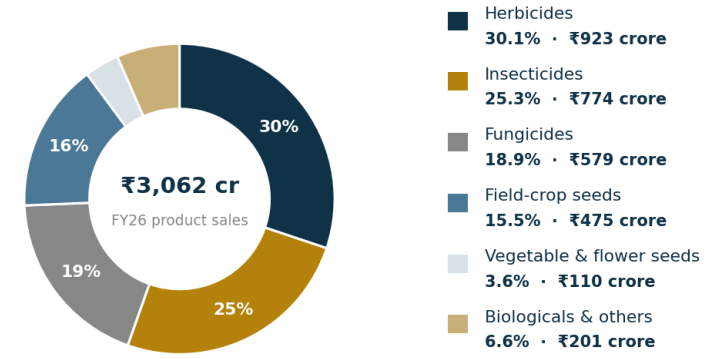
One of Crystal's crop-protection manufacturing units — pipe racks carry liquid chemicals between the reaction, blending and packing blocks. Source: RHP p.345

5. Business Segments and Products

Segment	What it is, in one line	FY26 revenue (₹ crore)	% of product sales
Herbicides	Sprays that kill weeds	922.7	30.1
Insecticides	Sprays and granules that kill crop-eating insects	774.1	25.3
Fungicides	Treatments for fungal crop disease	579.1	18.9
Field-crop seeds	Hybrid seed for cotton, millet, maize, fodder, mustard	475.0	15.5
Vegetable and flower seeds	Hybrid seed for chilli, tomato, capsicum, marigold	110.2	3.6
Biologicals and other chemicals	Plant nutrition, natural products, solvents	200.6	6.6
Total		**3,061.8**	**100.0**

Source: RHP p.332. Figures are before sales-return provisions and exclude ₹92.8 crore of royalty income.

Three chemical categories bring in 74% of product sales; seeds add 19%



Source: RHP p.332

Herbicides — ₹923 crore, 30% of sales. A herbicide is a weed killer. The farmer mixes a capful into a tank of water and sprays it, much as a gardener sprays a path, except that a field herbicide must kill the weed and spare the crop growing beside it. Its job is to replace hand-weeding, which costs more every year as farm labour gets scarce. If it fails, weeds drink the crop's water and fertiliser and the yield falls; if it is the wrong product, it scorches the crop itself. Crystal's range runs from Amora, its own mixture for soybean, now used on about 12 lakh acres, to Gramoxone, bought from Syngenta in 2023 (RHP p.319, p.328). This is the fastest-growing line, up 57% in two years. Much of it is ordinary chemistry, though: glyphosate and paraquat, old molecules any licensed company may make, supply four of Crystal's ten largest products (RHP p.332–333).



Amora, Crystal's own weed killer for soybean — the label names the two active chemicals it combines. Source: RHP p.319

Insecticides — ₹774 crore, 25% of sales. These kill the caterpillars, borers and sap-sucking insects that feed on a crop; think of a pest-control visit, but for a field. An infestation can strip a cotton or paddy field within days and the farmer gets no second attempt that season, which is why he pays for a name he trusts. Crystal's names include Proclaim and Furadan, both bought, and Jivora, launched in 2025 for cotton (RHP p.311, p.329). It is the slowest line: sales rose 13% in two years and its share of the total fell from 31.3% to 25.3% (RHP p.332).

Fungicides — ₹579 crore, 19% of sales. A fungicide is medicine for a plant, used against diseases such as blast in rice. Some prevent infection and some cure it. If it fails, disease spreads across the field and the harvest shrinks. The flagship is Bavistin, a fifty-year-old brand. Sales here rose 29% in two years (RHP p.332). The pricing power sits in the name on the packet, not in the chemical inside, which is generic.



Bavistin, bought from BASF in 2016 — a fifty-year-old fungicide brand that farmers ask for by name. Source: RHP p.319

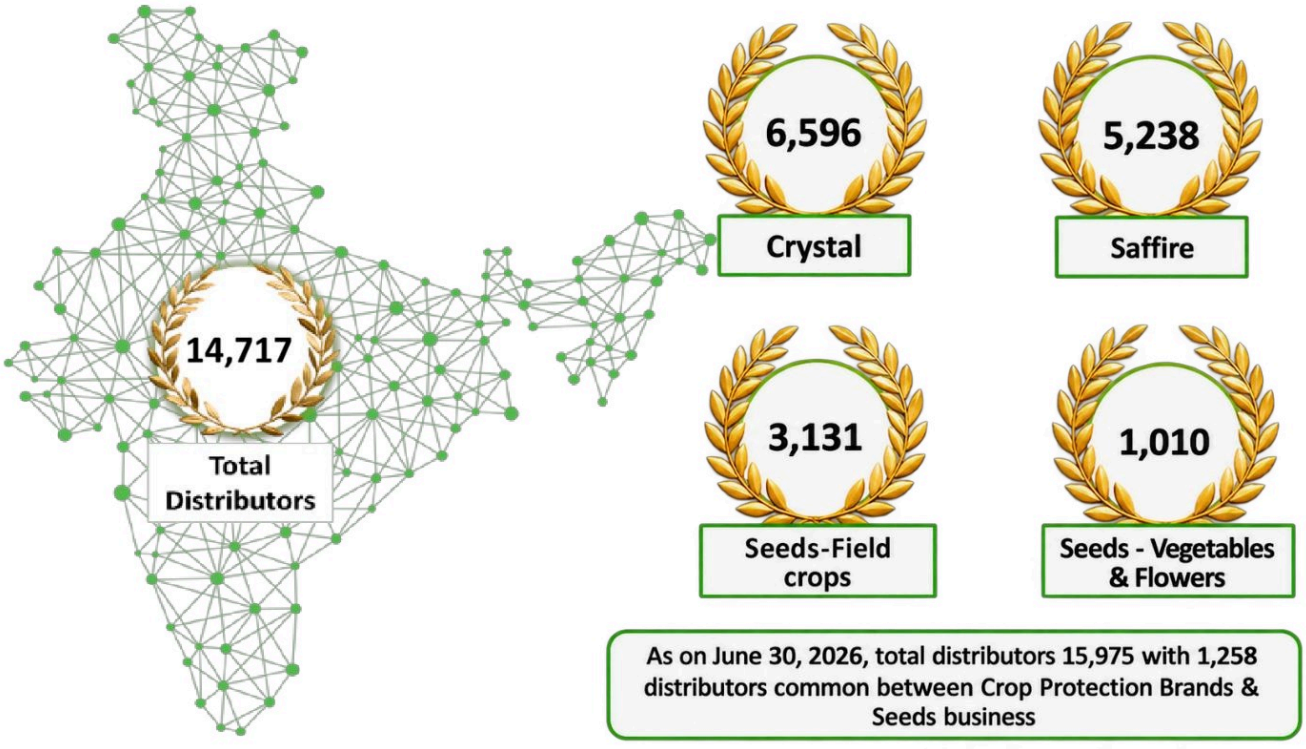


Inside a seed processing unit — harvested seed is cleaned, graded by weight, treated and packed here. Source: RHP p.347

Field-crop seeds — ₹475 crore, 15.5% of sales. A hybrid seed is bred from two parent lines to yield more, but the grain it produces cannot be re-sown with the same result, so the farmer buys fresh seed every year. If it fails to sprout, the season is lost. Cotton (₹153 crore), pearl millet (₹127 crore) and maize (₹62 crore) lead; Crystal ranks among the top three in pearl millet seed with a 20–22% share, on Frost & Sullivan's estimate (RHP p.306, p.333). Two limits apply. Government caps the price of cotton seed, at ₹864 a packet from 2024 (RHP p.56). And unsold stock comes back from dealers: June-quarter sales are stated before an ₹88 crore provision for sales returns and inter-company adjustments (RHP p.306).

How the money is made

Money comes in by three routes. Branded packs sold through distributors to farmers brought in 69.3% of FY26 sales. Bulk sales to other companies brought in 29.0% and exports 1.7% (RHP p.330–331). The accounts also show ₹595 crore of raw material resold in the form it was bought, a trading activity the RHP itself calls non-core (p.81, p.506). On top sits ₹92.8 crore of royalty from Bayer AG, which began after Crystal bought the Sunrice herbicide brand and its know-how from Bayer in December 2024 (RHP p.392, p.562). Demand recurs every season and 99% of revenue comes from repeat buyers, but nobody signs a long-term contract. Distributors normally get 90 days to pay, and up to 180 days on some products (RHP p.35, p.80).



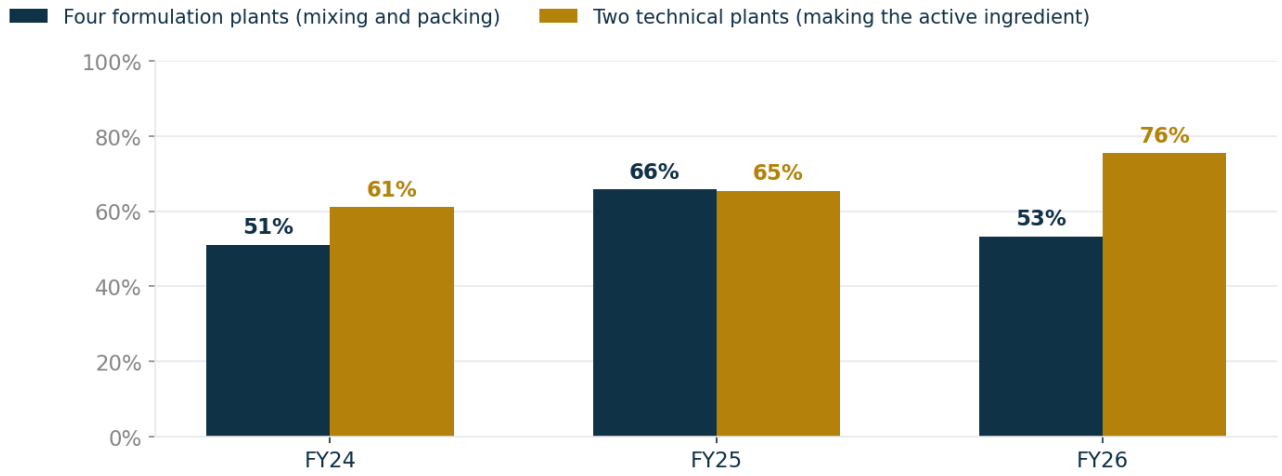
The dealer network at 30 June 2026 — 14,717 distributors, counted once where a dealer sells both chemicals and seed. Source: RHP p.308

The physical shape of the company

Facility	What it does	FY26 utilisation	Status
Sonipat, Haryana	Blends and packs granules, liquids, powders	44%	Operating; the largest unit
Anand, Gujarat	Blends and packs liquids and powders	72%	Operating
Jammu Unit 1	Blends and packs	77%	Operating
Jammu Unit 2	Blends and packs	38%	Operating
Dahej, Gujarat	Makes herbicide active chemicals	76%	Operating
Nagpur, Maharashtra	Makes insecticide and fungicide active chemicals	76%	Operating; capacity raised in Q1 FY27
Hyderabad, Telangana (two units)	Processes field-crop seed	29% and 48%	Operating
Bengaluru, Karnataka	Processes vegetable and flower seed	29%	Operating; leased
Jhagadia, Gujarat	Proposed new plant	—	Land transferred November 2025; not funded by this offer

Source: RHP p.307, p.327, p.343–346.

Formulation plants ran at 53% of available capacity in FY26, down from 66% a year earlier



Source: RHP p.343; plant-level production and available capacity aggregated

Crystal makes part of its active chemical and buys the rest. Imports were 42% of raw-material purchases in FY26 and 61% in the June 2026 quarter, with China the main source (RHP p.43). Output at the four blending plants fell 19% in FY26 even as crop-protection sales rose 12.5% and inventory rose 25% (RHP p.99, p.332, p.343). Revenue per employee on the rolls is about ₹98 lakh.

Customer profile

	FY24	FY25	FY26
Branded sales to farmers through distributors (% of sales)	64.87	67.11	**69.28**
Bulk sales to other companies (% of sales)	32.87	31.16	**29.00**
Exports (% of sales)	2.25	1.74	**1.72**
Active distributors (number)	8,992	12,581	**13,952**

	FY24	FY25	FY26
Share of branded chemical sales from products launched in the last four years (%)	16.02	18.03	**19.56**
Crop-protection revenue from repeat customers (%)	99.87	99.97	**99.77**

Source: RHP p.35, p.186–187, p.330–331. The RHP carries no table of sales to its largest customers; it states that the company does not depend significantly on any single customer (p.605).

6. Investment Rationale

The case for	The case against
Revenue up 18.9% a year for two years; EBITDA margin up from 9.4% to 14.5%	The 2026 monsoon was 13% short and the audited numbers end on 30 June 2026
Farmer brands with decades of recall, bought from multinationals	Most of the chemistry underneath is generic; patented products are 7.8% of revenue
14,717 distributors, up 64% since March 2024	Cash from operations was 56% of EBITDA in FY26; payable days doubled to 91
Seed business growing fastest, with top-three positions in millet and mustard	₹92.8 crore of royalty supplies about half the margin gain
CRISIL A+/Stable; net debt falls to about ₹372 crore after the offer	Audit opinion qualified three years running; CBI charge sheet pending
IFC paid ₹240.99 a share in 2022 and is not selling	30.5 times post-issue earnings against 20.1 times for peers; return on net worth 7.1%

Source: RHP p.29–31, p.45–49, p.55, p.73, p.99–104, p.184–187, p.195, p.306; India Meteorological Department.

1 Brands farmers ask for by name

₹93.9 crore

Bavistin sales in FY26, against ₹54.5 crore in the first year after its purchase

A farmer who has seen a product save his crop buys it again by name. Crystal owns a shelf of such names, and every bought brand listed in the RHP except one sells more today than when it arrived: Proclaim, Tilt and Blue Copper together rose from ₹138 crore to ₹201 crore (RHP p.329). A rival can copy the chemical next season, because it is off patent. It cannot copy twenty to fifty years of recall, and the multinationals that built these names have already sold them. **Verdict: a real head start in brand, not a barrier in chemistry.** Branded crop protection is 52% of sales.

2 A dealer network that widened by two-thirds in two years

14,717

Active distributors at June 2026, against 8,992 in March 2024

Crystal sells through two separate dealer chains, Crystal and Saffire, each with its own sales team, which lets it sign up more dealers in the same market; 1,218 sales staff stand behind them (RHP p.307–308). Among listed peers only Sumitomo Chemical India reports a comparable count, above 15,000; Rallis reports about 7,100 and Dhanuka above 6,500 (RHP p.191). A well-funded rival could match this in three to five years. Field-assistant expenses of ₹59.8 crore in FY26 were paid to Aviral Crop Science, a promoter-group company (RHP p.107). **Verdict: a head start that money and time can match.**

3 Margins that rose with the branded share of sales

38.5%

Gross margin in FY26, against 31.1% in FY24

Branded sales rose from 64.9% to 69.3% of the total, and gross margin, the share of each rupee left after paying for materials, rose with it (RHP p.186, p.561). One qualification matters. Royalty from Bayer AG was nil in FY24 and ₹92.8 crore in FY26. If that royalty carries no direct cost, EBITDA margin without it moved from 9.4% to 11.9%, not to 14.5%. **Verdict: genuine improvement, about half of it resting on one income stream.**

4 A seed business that is harder to copy than the chemicals

28.5% a year

Seed revenue growth, FY24 to FY26, on Frost & Sullivan's count

Seed is the most defensible fifth of the company. Breeding a new hybrid takes five to seven years and starts from a library of parent lines; Crystal holds 17,206 for field crops and 14,493 for vegetables (RHP p.37, p.306–307). A rival cannot buy that time. The limits are a capped cotton price and the fact that part of the growth was purchased: I&B Seeds cost ₹243 crore in October 2024 (RHP p.393). **Verdict: a real barrier, on 19% of sales.**

7. Industry Overview and Outlook

India's crop-protection market was worth about US$6.0 billion in FY26, up from US$4.3 billion in FY21, and Frost & Sullivan, in the industry study prepared for this offer, expects US$9.3 billion by FY31 (RHP p.329). That is 6.9% a year behind us and 9.2% a year ahead, against real economic growth the same study puts at 6.4% for FY27 (RHP p.227). The seed market, at US$4.3 billion, is projected to grow 7.4% a year. Growth above the economy is plausible for a plain reason: the same study shows Indian fields yielding far less per hectare than fields abroad, and labour to weed them by hand is getting scarce.

What creates demand is physical. A farmer sprays when weeds, insects or disease appear, and how much he sprays depends on rain, on the area sown and on what his crop will fetch. Insecticides are still the largest category at 42.5% of the branded market by value; herbicides have risen from 16.2% to 22% in five years as hand-weeding became costlier (RHP p.254). The industry is crowded. Multinationals own the newer patented molecules; Indian companies compete on older ones that anyone may register. Crystal's branded chemicals grew 46% between FY24 and FY26 against 10–13% for the industry, on Frost & Sullivan's estimate (RHP p.305). That gap is market share taken from others, not a rising tide.

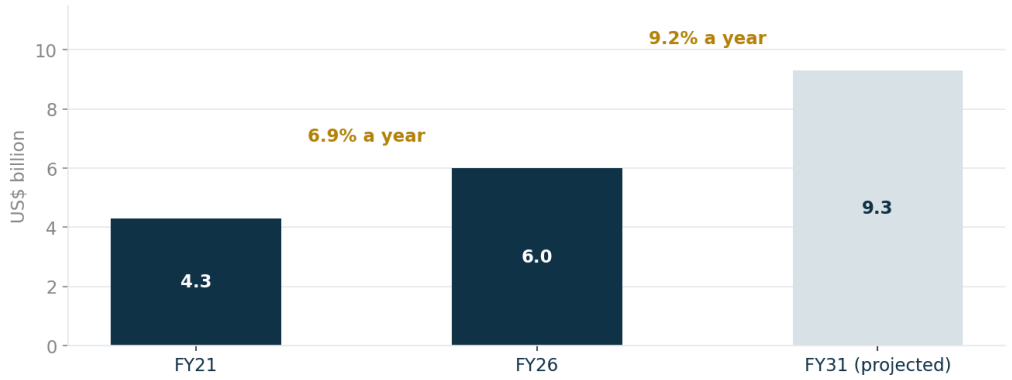
Regulation is the entry ticket. Every product must be registered under the Insecticides Act, 1968, a process that takes years and keeps casual entrants out (RHP p.254). A draft Pesticides Management Bill, 2025, released for comment in January 2026, and a draft Seeds Bill would replace the old laws; neither is yet in force (RHP p.18). Cotton seed prices are set by government order. GST refunds for production in Jammu, worth ₹9.8 crore in FY24, fell to nil by June 2026 (RHP p.506).

The present season is the weakest in over a decade, and it is the heart of this note. The monsoon delivered 87% of normal rain, with June 35% short (India Meteorological Department). Reservoirs held 70.9% of capacity on 8 October 2026, 79% of last year's level (Central Water Commission). Winter sowing is running 11.3% behind, and mustard, where Crystal is a top-three seed seller, was about 25% behind on 6 November. One unconventional signal points the other way: tractor registrations rose 3.1% in October, and 5.8% in rural markets (FADA), which says farm cash flow has bent rather than broken. For Crystal the translation is direct. Dealers took seed and chemicals in April to June on credit; a poor season means slower collection and more returns in the months the RHP does not cover.

Indicator	A year earlier	Latest	Change
Kharif (summer) area sown, lakh hectares, as on 4 September	1,104.00	1,086.31	**−1.6%**
Cotton area sown, lakh hectares, as on 4 September	109.87	109.17	**−0.6%**
Rabi (winter) area sown, lakh hectares, as on 13 November	201.04	178.25	**−11.3%**
Tractor retail registrations, October (units)	76,898	79,285	**+3.1%**
Rallis India, September-quarter revenue (₹ crore)	861	858	**−0.3%**
Dhanuka Agritech, September-quarter revenue (₹ crore)	598.2	657.5	**+9.9%**
Bayer CropScience, September-quarter revenue (₹ crore)	—	1,250.7	**−19%**

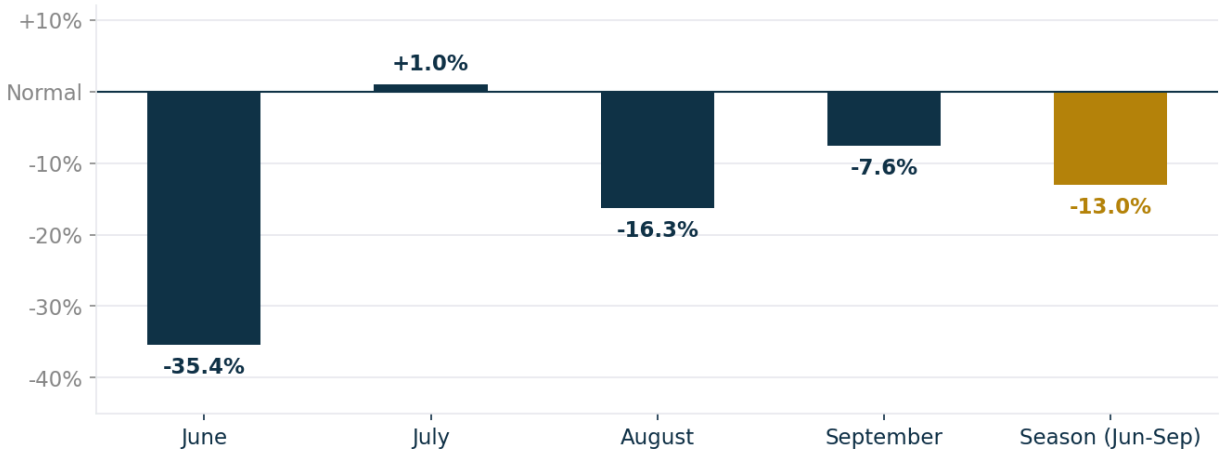
Source: Ministry of Agriculture and Farmers Welfare weekly sowing reports (4 September and 13 November 2026); Federation of Automobile Dealers Associations, October 2026; companies' published results for the quarter ended 30 September 2026.

India's crop-protection market is projected to grow from US$6.0 billion to US$9.3 billion by FY31



Source: Frost & Sullivan industry report commissioned for the offer, as cited in RHP p.329; growth rates computed

The 2026 monsoon ended 13% below normal — the weakest since 2015, with June 35% short



Source: India Meteorological Department, end-of-season statement, 30 September 2026

A counterweight on costs. Chinese prices for glyphosate, the chemical behind several of Crystal's largest products, climbed to about 29,000 yuan a tonne in October 2026 (China's National Bureau of Statistics and industry reports). Crystal imports much of its raw material from China. Dearer inputs arriving in a season of weak demand squeeze margins from both sides.

Verdict: a long-run tailwind and a present headwind. Crystal's growth depends more on taking share than on the market expanding.

8. Financial Performance

₹ crore	FY24	FY25	FY26	2-year CAGR	Q1 FY27
Revenue from operations	2,229.9	2,690.5	**3,152.0**	18.9%	1,197.1
Growth	—	20.7%	**17.2%**		
Gross profit	693.4	922.6	**1,213.1**	32.3%	457.3
Gross margin	31.10%	34.29%	**38.49%**		38.20%
EBITDA	209.1	315.3	**456.2**	47.7%	241.8
EBITDA margin	9.38%	11.72%	**14.47%**		20.20%
Adjusted EBITDA	209.1	322.6	**477.2**	51.1%	241.8
Adjusted EBITDA margin	9.38%	11.99%	**15.14%**		20.20%
Depreciation and amortisation	95.6	127.1	**198.4**	44.0%	50.8
Finance costs	49.0	61.8	**89.2**	34.8%	20.6
Profit before tax	106.2	167.4	**193.4**	34.9%	182.3
Tax	19.0	49.0	**48.5**		46.5
Profit after tax	87.2	118.4	**144.9**	28.9%	135.8
PAT margin (on total income)	3.84%	4.33%	**4.56%**		11.23%
PAT attributable to owners	89.2	119.4	**145.7**	27.8%	135.9
Diluted EPS (₹)	7.02	9.37	**11.06**	25.5%	9.72

Source: RHP p.101–102, p.186. Adjusted EBITDA adds back the change in fair value of convertible debentures (₹20.9 crore in FY26, ₹7.4 crore in FY25). Royalty income was nil, ₹21.7 crore and ₹92.8 crore in FY24, FY25 and FY26. FY26 carries a ₹4.1 crore exceptional charge. Q1 FY27 is not annualised.

Revenue grew ₹461 crore in FY26. Royalty added ₹71 crore of that and the vegetable-and-flower seed business bought in October 2024 added another ₹71 crore, so roughly 31% of the year's growth was acquired, not organic (RHP p.332, p.506). Margin rose on mix, meaning more branded sales, and on the royalty. Depreciation has doubled in two years because bought brands and know-how are being written off, which is why profit after tax grew 28.9% a year while EBITDA grew 47.7%.

The June 2026 quarter alone earned ₹135.8 crore, 94% of all of FY26's profit. That is the seed season, not a new run-rate. Seeds were 36% of that quarter's sales against 19% for a full year, and they are sold to dealers before anyone knows what the monsoon will do (RHP p.32, p.101).

Balance sheet

₹ crore	March 2024	March 2025	March 2026	June 2026	Comment
Net worth (total equity)	1,324.7	1,424.4	**1,825.7**	1,964.4	FY26 includes ₹312 crore of IFC debentures reclassified as equity
Total borrowings	577.3	947.0	**820.0**	952.0	FY25 rise paid for Bayer assets and I&B Seeds
Lease liabilities	40.0	46.8	**77.6**	75.6	
Cash and equivalents	29.7	24.3	**75.0**	141.1	

₹ crore	March 2024	March 2025	March 2026	June 2026	Comment
Net debt	547.6	922.7	**745.1**	810.9	
Property, plant and equipment	229.2	276.1	**270.8**	295.3	
Other intangible assets	370.8	908.7	**782.1**	745.7	Bought brands and know-how
Inventories	744.8	1,103.2	**1,379.1**	1,571.3	Up 85% in two years
Trade receivables	579.5	663.0	**604.6**	810.7	
Trade payables	265.8	724.0	**784.6**	1,121.4	Nearly tripled
Total assets	2,541.9	3,538.4	**3,927.2**	4,498.3	

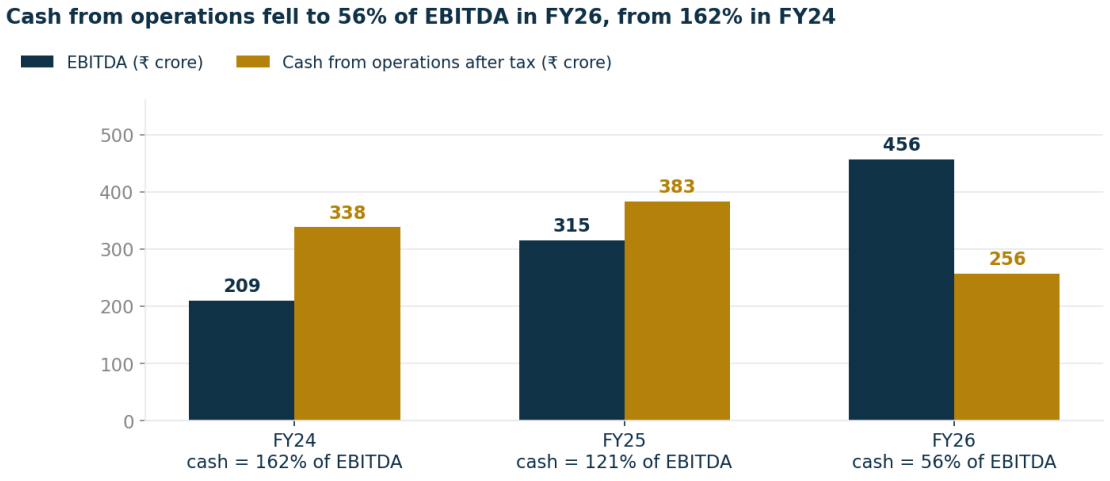
Source: RHP p.99–100, p.498. Net debt is borrowings less cash and cash equivalents, as the company defines it.

Two lines tell the story. Inventory rose 85% in two years against a 41% rise in revenue. It was paid for by suppliers: trade payables went from ₹266 crore to ₹785 crore. Intangible assets are 43% of net worth, so a good part of what shareholders own is the value placed on bought names.

Cash flow

₹ crore	FY24	FY25	FY26	Q1 FY27	Comment
Cash from operations, after tax	337.8	383.0	**256.4**	43.5	
Capital expenditure	(130.8)	(98.1)	**(77.5)**	(29.0)	
Purchase of right-of-use assets	—	—	**(77.4)**	—	
Free cash flow before acquisitions	207.0	285.0	**101.5**	14.5	
Acquisitions of assets and businesses	(27.0)	(726.4)	**—**	—	Bayer assets ₹483 crore; I&B Seeds ₹243 crore
Net cash used in investing	(229.7)	(673.4)	**(215.9)**	(90.7)	
Net cash from / (used in) financing	(95.1)	278.8	**10.2**	113.4	

Source: RHP p.103–104, p.538.



Source: RHP p.104, p.186

Cash against profit is the finding that matters most. Cash from operations was 162% of EBITDA in FY24, 121% in FY25, 56% in FY26 and 18% in the June 2026 quarter. FY25 was flattered by a ₹460 crore rise in what the company owed suppliers; FY26 absorbed a ₹281 crore build-up of stock. Over the three years together, cash of ₹977 crore almost equals EBITDA of ₹981 crore, so the profit has been real. The direction has turned, and FY27 has to turn it back.

Ratios

	FY24	FY25	FY26	Direction
Return on equity	6.59%	8.31%	**7.94%**	Flat
Return on capital employed	10.39%	16.38%	**16.06%**	Up, then flat
Net debt to EBITDA (times)	2.62	2.93	**1.63**	Better
Net debt to equity (times)	0.41	0.65	**0.41**	Better
Receivable days	95	90	**70**	Better
Inventory days	122	150	**159**	Worse
Payable days	44	98	**91**	Stretched
Net working capital days	174	141	**139**	Better, on supplier credit
Fixed asset turnover (times)	9.7	9.7	**11.6**	Better
Research spend as % of revenue	2.14%	2.21%	**2.20%**	Flat

Source: RHP p.62, p.80, p.186, p.563; net debt to EBITDA, payable days and fixed asset turnover computed from RHP p.99–101.

Working capital days improved from 174 to 139, but only because suppliers now wait 91 days against 44. Interest on supplier-financing arrangements rose from ₹1.1 crore to ₹15.6 crore (RHP p.61). After the offer, net debt of ₹811 crore at June 2026 falls to about ₹372 crore once the ₹439 crore of new money is applied.

One check comes out clean. The costs that should move with volume did so: power and fuel rose 42% and outward freight 32% over two years, against revenue growth of 41% (RHP p.509).

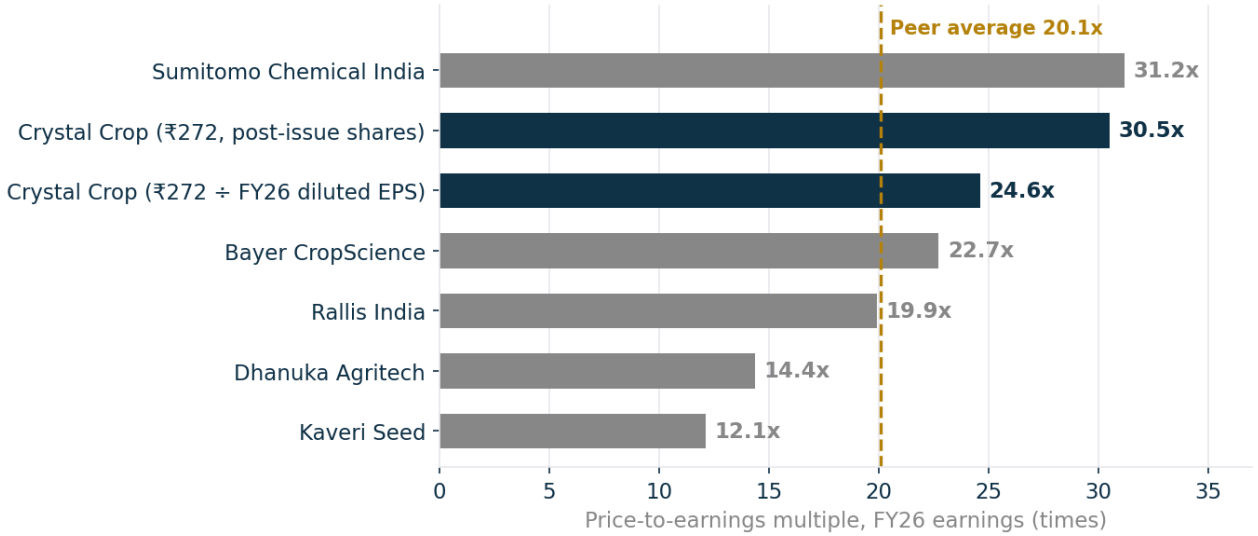
9. Peer Comparison and Valuation

Company (FY26)	Revenue (₹ crore)	EBITDA margin	PAT margin	Return on net worth	Net debt / equity	P/E	Market value / EBITDA	Comparable on · not on
Crystal Crop Protection (at ₹272)	**3,152**	**14.5%**	**4.6%**	**7.1%**	**0.41**	**24.6x · 30.5x post-issue**	**10.5x**	**—**
Rallis India	2,897	12.5%	6.3%	6.2%	0.03	19.9x	10.1x	Size, chemicals plus seeds, similar returns · larger exports, no debt
Sumitomo Chemical India	3,238	20.7%	16.0%	15.0%	0.00	31.2x	25.3x	Size, dealer reach · multinational parent's own molecules
Bayer CropScience	5,675	15.4%	11.9%	19.2%	—	22.7x	17.9x	Chemicals plus seeds · patented products, larger
Dhanuka Agritech	2,020	20.0%	13.9%	17.7%	0.02	14.4x	10.2x	Domestic branded chemicals · no seed business

Company (FY26)	Revenue (₹ crore)	EBITDA margin	PAT margin	Return on net worth	Net debt / equity	P/E	Market value / EBITDA	Comparable on · not on
Kaveri Seed	1,395	24.2%	20.8%	16.1%	—	12.1x	10.7x	Seeds · no chemicals
Peer average	3,045	18.5%	13.8%	14.8%		**20.1x**	14.8x	

Source: RHP p.184–185, p.191. Peer prices are BSE closing prices on 9 November 2026. Peer market value is P/E multiplied by FY26 profit; because the peers carry almost no debt, market value to EBITDA is a close stand-in for EV/EBITDA. Crystal's 10.5x is EV/EBITDA.

At ₹272 Crystal asks 24.6 times FY26 earnings against a peer average of 20.1 times



Source: RHP p.183-185 (peer prices as of 9 November 2026); Crystal multiples computed at the ₹272 cap price

The maths. After the offer there will be 16.32 crore shares: 15.01 crore today plus 1.31 crore new ones (₹355 crore divided by ₹272). At ₹272 that is a market value of ₹4,438 crore. Divide ₹272 by the RHP's FY26 diluted EPS of ₹11.06 and the multiple is 24.6 times. Divide the FY26 profit belonging to shareholders, ₹145.7 crore, by all 16.32 crore shares and EPS is ₹8.93, a multiple of 30.5 times. Repaying ₹335 crore of debt at about 7% saves roughly ₹17.5 crore after tax; add that back and the multiple is 27.2 times. Enterprise value is ₹4,438 crore plus ₹372 crore of remaining net debt, ₹4,810 crore, or 10.5 times FY26 EBITDA. Post-issue net worth is about ₹160 a share, so the price is 1.7 times book.

Why the gap in profitability exists. Crystal's EBITDA margin is four points below the peer average and its net margin nine points below. The second gap is wider because depreciation and interest take 9.1% of Crystal's revenue. Both are the cost of buying brands with borrowed money, and the peers carry almost no debt. The gap is explicable; it is also real, because a company that grows by buying brands must keep buying them.

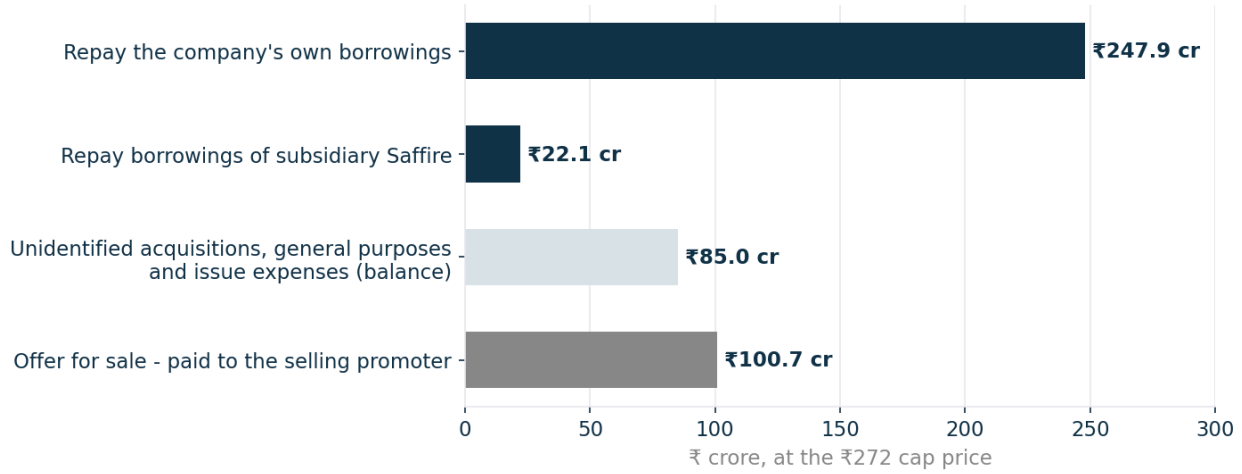
Why neither side has the edge. On earnings, Crystal sits 23% above the peer average, and 52% above on post-issue shares, for returns half as high. On operating profit it sits level with Rallis, Dhanuka and Kaveri at about ten times. The pre-IPO investors paid ₹272.07 three weeks ago, and IFC's ₹240.99 entry in 2022 means the cap price is 12.9% above a four-year-old price, about 3% a year. That is discipline in pricing and also a measure of how little value per share was added. The comparison is directional: several large competitors are unlisted, and no peer mixes bought brands, trading and royalty as Crystal does. We read the price as fair, which is what **NEUTRAL** means.

10. Objects of the Issue

Object	₹ crore	% of fresh issue	Deployment
Repay or prepay the company's borrowings	247.94	69.8%	FY27
Invest in subsidiary Saffire Crop Science to repay its borrowings	22.06	6.2%	FY27
Unidentified acquisitions, strategic initiatives and general corporate purposes, after issue expenses	up to 85.00	up to 23.9%	FY27–FY28
Fresh issue	**355.00**	**100.0%**	
Pre-IPO placement, already received — ₹65.00 crore used to repay borrowings, ₹19.29 crore for general purposes	84.29	—	Used
Offer for sale — paid to Ankur Aggarwal	100.71	—	Not received by the company

Source: RHP cover page, p.159–163. The last object is the balance and will be fixed once issue expenses are known; the offer for sale is valued at ₹272.

Seventy-six paise of every rupee the company raises goes to repay debt; none funds new capacity



Source: RHP cover page, p.159-160; offer-for-sale value computed at the ₹272 cap price

Of every rupee raised in this offer, 78 paise reaches the company and 22 paise goes to the selling promoter. Of the company's 78 paise, about 59 paise repays debt and the rest is kept for acquisitions not yet identified and for general purposes. Those two uses are capped at 25% of gross proceeds each and 35% together (RHP p.160).

No money goes into a new plant or a new product. The loans being repaid are short-term working-capital loans costing 6.1% to 7.3% a year (RHP p.163–166), and the RHP says plainly that such loans may be drawn again as the season requires (p.80). The repayment tidies the balance sheet on listing day; whether it stays tidy is a question for March 2027.

CRISIL Ratings is the monitoring agency (RHP p.120). No bank or institution has appraised the uses. Saffire is a wholly owned subsidiary, and no promoter entity receives any part of the fresh issue. Because no project is being built, the rule that requires most of a project's other funding to be tied up in advance does not arise.

11. Promoters and Management

The Aggarwal family has run Crystal for two generations and holds 84.9% with its group before the offer. The promoters are not the founders of the legal entity; they took control of a company incorporated in 1994 by others (RHP p.80). They brought in IFC as an investor in 2022. This is the family's second attempt at a listing: the

company filed draft papers for an IPO in April 2018, as the Press Trust of India reported at the time, and did not proceed.

Name	Role	Background
Nand Kishore Aggarwal	Promoter; Chairman Emeritus (honorary; left the board on 14 November 2025)	75; B.Sc., University of Delhi; over 30 years in crop protection; holds 33.24%
Ankur Aggarwal	Promoter; Chairman and Managing Director	44; with the company since 2006; M.Sc. (strategic marketing), De Montfort University; Harvard Owner/President Management Program; Chairman, CropLife India; the selling shareholder
Anil Jain	Executive Director, Strategy and Operations	71; IIM Ahmedabad; earlier with Bayer CropScience and CropLife India; 42 years in agriculture
Kavishwar Vitthalrao Kalambe	Whole-time Director, Technical Manufacturing	47; chemical engineer; joined April 2025
Sangeeta Kapiljit Singh	Independent Director	66; also on the boards of Galaxy Surfactants and Laxmi Organic Industries
Sartaj Sewa Singh	Independent Director	69
Chetan Rameshchandra Desai	Independent Director	75; chartered accountant; also on the boards of Sula Vineyards and Ramkrishna Forgings
Board	Six directors	Three executive, three independent, one woman

Source: RHP p.309, p.415–418, p.438.

Their conduct around this offer is mostly reassuring. No promoter share is pledged (RHP p.137). The family sells 2.5% of the company and keeps 75.8%. The selling promoter's shares cost him ₹23.51 each on average, so ₹272 is 11.6 times his cost, on ₹100.7 crore of proceeds (RHP cover page).

Three items deserve a second look. The company paid a promoter-group entity, Aviral Crop Science, ₹59.8 crore in FY26 as field-assistant expenses, a sum equal to 41% of that year's profit after tax (RHP p.107). The corporate office is rented from another promoter-group company at ₹50.9 lakh a month (RHP p.55). And two promoters, with the company, are accused in the CBI case described under Risks. One independent director, Mr Desai, was barred by the National Financial Reporting Authority in December 2024 from acting as an auditor for five years; the order does not stop him serving as a director (RHP p.36–37).

> **Pedigree is a signal, not a guarantee.** IFC's presence and the Managing Director's chairmanship of the industry body speak to standing. They do not settle a charge sheet, which only a court can, and they should not be priced as if they did.

12. Key Risks

1 **A weak season after the last audited date.** The RHP's numbers end on 30 June 2026. The monsoon then finished 13% short and winter sowing is 11.3% behind. Receivables rose ₹209 crore in the June quarter, whose sales are stated before an ₹88 crore provision for returns (RHP p.103, p.306). How much stock comes back from dealers is not yet known.

2 **Valuation.** At ₹272 the offer is priced at 30.5 times FY26 earnings on post-issue shares against 20.1 times for peers, while return on net worth is 7.1% against a peer average of 14.8% (RHP p.184–185). A disappointing first-half result has little cushion.

3 **A qualified audit opinion, three years running.** The auditor states that a ₹16.3 crore insurance claim, rejected by the insurer and now before the Supreme Court, should not be carried as an asset under Ind AS 37, the accounting rule for uncertain claims, and reports a material weakness in internal financial controls on this point. The FY24 opinion was also qualified on the export-refund matter (RHP p.45–49).

4 **The export-refund case.** The foreign-trade authority has demanded back ₹109.4 crore of duty refunds with 15% interest from November 2019; simple interest for seven years would itself exceed ₹110 crore. The CBI has charge-sheeted the company, Nand Kishore Aggarwal and Ankur Aggarwal for ₹75.5 crore, and the Enforcement Directorate has attached ₹30.2 crore of deposits. No provision is held, and the demand sits outside the ₹113.3 crore table of contingent liabilities, the list of sums that may fall due if disputes are lost (RHP p.29–31, p.106, p.513, p.612).

5 **Cash conversion and supplier credit.** Cash from operations was 56% of EBITDA in FY26. Inventory days rose from 122 to 159 and payable days from 44 to 91 (RHP p.62, p.99–104). If suppliers shorten credit, borrowings rise again.

6 **Earnings quality.** Royalty of ₹92.8 crore equals 47% of FY26 profit before tax and exceptional items, and ₹595 crore of revenue is raw material resold (RHP p.101, p.506). The royalty is earned in euros and hedged with euro borrowings; the hedge showed a ₹49.2 crore loss in FY26, recorded outside the profit figure (RHP p.101, p.526).

7 **China and input prices.** Imports were 61% of raw-material purchases in the June 2026 quarter, with China the main source; the two largest suppliers alone provided ₹293 crore, and most suppliers have no long-term contract (RHP p.43–44). Chinese glyphosate prices have risen since September 2026.

8 **Related parties and group competitors.** Related-party transactions were ₹102.4 crore in FY26, 3.2% of total income (RHP p.34). Promoter-group entities sell competing products, and the RHP records no conflict today but cannot rule one out (RHP p.55).

9 **Idle capacity and a generic portfolio.** The blending plants ran at 53% in FY26 and the largest at 44%, while a new plant is planned (RHP p.343, p.346). Patented products are 7.8% of revenue; the rest can be copied (RHP p.73).

13. Outlook and Recommendation

Crystal is a better business than it was two years ago. It owns names farmers trust, it counts more distributors than all but one listed peer, and its seed arm has something the chemical arm lacks: a product that takes years to copy. A lender's view supports that; CRISIL raised its long-term rating to A+ during FY26. Over a full crop cycle those strengths should compound, and the market the company sells into is growing faster than the economy.

The market backdrop cuts both ways as well. New listings have been well received this year; NSE's Nifty IPO index was up about 21% for 2026 as of mid-November. Farm-input shares have had no such run: the five peers trade between 12 and 31 times earnings, and the two closest to Crystal in business mix at 14 to 20 times.

The other side of the ledger is as specific. Half of the margin gain rests on one royalty stream. Growth was paid for with supplier credit and with ₹726 crore of purchases in FY25. The audit opinion carries a qualification and the promoters carry a court case. And the offer arrives in the one kind of year that tests exactly these weak points: a poor monsoon stretches dealer credit, returns seed and leaves stock in warehouses. The September-quarter results, which peers have already published and Crystal has not, will show how well its dealers have held up.

Against that, ₹272 is neither a bargain nor a stretch. It is the price private investors paid three weeks ago, and it leaves the stock on an ordinary multiple of operating profit and a full multiple of earnings.

RECOMMENDATION: NEUTRAL

For a long-term investor the better course is patience: wait for first-half FY27 numbers and the March 2027 balance sheet, then judge the business on cash, not on margin. For an applicant seeking a listing-day gain, the pricing against peers and the season give no reason to expect one.

14. What to Monitor After Listing

What to watch	The number that confirms or denies it
First-half FY27 results, the first after listing	EBITDA margin at or above FY26's 14.5%; sales-return provision against ₹88 crore in Q1 FY27
Cash conversion for FY27 (annual results, May 2027)	Cash from operations above 80% of EBITDA, against 56% in FY26; inventory days below 150, against 159
Dealer credit at 31 March 2027	Receivable days at or below 70; allowance for doubtful debts against ₹20.2 crore in FY26
Royalty income in FY27	At or above FY26's ₹92.8 crore (₹28.8 crore earned in Q1 FY27)
Net debt at 31 March 2027	At or below ₹400 crore, against ₹745 crore a year earlier — proof the repaid loans were not redrawn
Legal and audit	Outcome of the discharge applications in the CBI court; whether the FY27 audit opinion is still qualified

Source: bases from RHP p.62, p.80, p.99–104, p.186, p.306, p.506, p.509.

Questions we would put to management: How long does the Bayer royalty run, and on what volumes? How much June-quarter seed came back from dealers after the monsoon failed? Why did plant output fall 19% in a year when stock rose 25%?

15. Disclosures

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