

## Pl Industries Ltd. Investor Presentation

Nov, 2021

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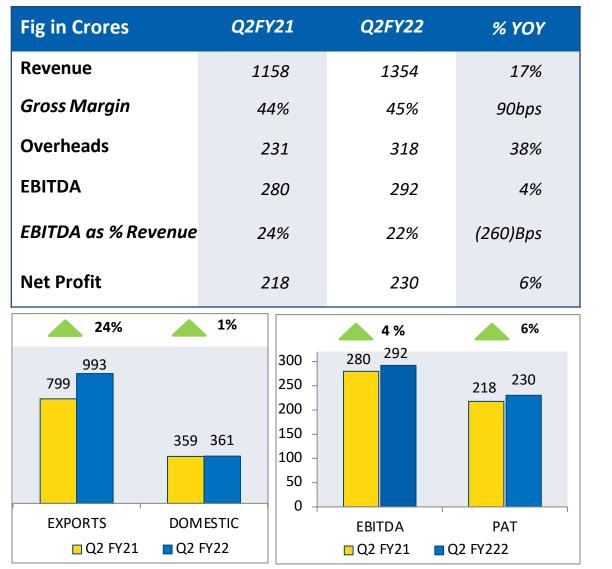


## Performance Highlights Q2' FY22

## **Growth continues in Q2'FY22**

YoY Revenue up by 17%, EBITDA by 4%, PAT by 6%

#### CONSOLIDATED



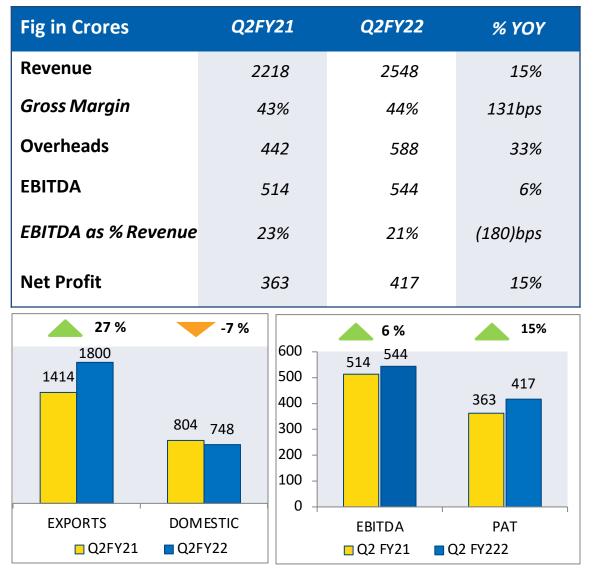


- ✓ **17%** Y-o-Y revenue growth primarily driven by:
  - ~24% growth in Exports contributed by strong volume growth in key products
  - Domestic business growth remained flat on account of global supply chain disruptions impacting imports, adverse weather events in certain herbicide geographies, etc.
- ✓ Gross Margin maintained despite sharp increase in input costs and curtailed export incentives by ~ 1.5%, mainly on account of favourable product mix. Price correction being done to maintain gross margin
- ✓ Overheads increase of **38%** is mainly attributable to sharp increase in fuel and related utilities, one-time expenses pertaining to several strategic initiatives and other Covid19 management costs
- ✓ 4% increase in EBITDA reflects rising input cost.

## H1'FY 22 Performance

YoY Revenue up by 15%, EBITDA by 6%, PAT by 15%

#### CONSOLIDATED





- ✓ **15%** Y-o-Y revenue growth primarily driven by:
  - ~27% growth in Exports contributed by strong volume growth in key products
  - Domestic business impacted due to disruption in global supply chains, adverse weather events impacting herbicide sales in certain geographies, etc
- ✓ Gross Margin improvement reflects increase in input costs, curtailed export incentives by ~ 1.5% and favourable product / business mix.
- ✓ Overheads increase of 33% is mainly attributable to sharp increase in fuel and related utilities, travel cost, one-time expenses pertaining to several strategic initiatives, other Covid19 management costs and reflects in softer EBIDTA improvement.
- ✓ Net profit improved by **15%** YoY with lower ETR

## **Strong liquidity position**

#### showing resilience & growth appetite

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(Rs in Cr.)	Sep-21	Mar-21	Sep-20
Shareholders' Funds	5,736	5,342	5,014
Non Current Liabilities	359	403	579
Long-term borrowings	214	257	416
Other long-term liabilities	145	146	163
Current Liabilities	1444	1257	1431
Short – term Borrowings	95	70	46
Trade payables	872	796	913
Other current liabilities	477	391	472
TOTAL	7,539	7,002	7,024
Non Current Asset	2,587	2,509	2,503
Net Fixed Asset	2,414	2,343	2,149
Good Will	83	83	83
Non-current investments	24	21	23
Other Assets	66	62	248
Current Asset	4,952	4,493	4,521
Inventories	1,316	1,053	990
Trade receivables	959	852	754
Cash, Bank & Investments	2,371	2,327	2393
Other assets	306	261	384
Total	7,539	7,002	7,024
Key Ratios (%) (Annualised)	Sep-21	Mar-21	Sep-20
Net Sales to Fixed Assets	2.04	1.89	1.99
Net Sales to Working capital	3.63	4.13	5.34
Debt/Equity Ratio	0.05	0.06	0.09



- ✓ Net sales to Fixed Asses ratio improved to 2.04 (Sep'21) Vs 1.89 (Mar'21)
- ✓ Positive operating Cash flow of Rs. ~208 crore
- ✓ Increased inventory levels maintain to avert supply chain disruptions and meet customer supply schedules / continued operations.
- ✓ Surplus cash net of debt of Rs. ~2,062 crore (including QIP proceeds)
- ✓ QIP funds remains invested into deposits and debt mutual funds with SLR philosophy while final deployment aligned with PI's longer term growth strategy is underway

## **Key Operational Highlights H1'FY22**

#### **Progress on strategic initiatives continues for sustained growth**



	Capacity Build-up	<ul> <li>Production throughput improved through process efficiencies releasing 15 production days accommodated the growth of other products</li> <li>Agreements on non-conventional energy sourcing executed</li> </ul>		Farm Application Services	<ul> <li>Additional machines procured</li> <li>Strategic partnership with a manufacturer of international repute exclusively for service</li> <li>Evaluating Drone application trials</li> </ul>
Ø	New Enquiry/ Scale-up	<ul> <li>3 new products commercialized for exports</li> <li>&gt;40 products at different scale up stages</li> <li>R&amp;D pipeline has &gt;20% non ag-chem products</li> </ul>		Digitalization, Process Improvements	<ul> <li>Rolled out Suppliers Life Cycle Portal of ARIBA</li> <li>Jivagro was integrated with PI Tech Stack and digital tools rolled out.</li> </ul>
	Customer Acquisition & Order Book	<ul> <li>Initiated manufacturing of electronic chemicals with global customers</li> <li>Seeing an upsurge in new business enquiries - &gt;20 enquiries in last 2 quarters</li> <li>Order book remained robust at ~\$ 1.4 Bn</li> </ul>		Product Penetration	<ul> <li>Rice herbicide (Nominee Gold) dominant share maintained</li> <li>Expanded herbicide share</li> <li>Expansion in horticulture segment with a focused strategy</li> </ul>
	Technology Scale-up	<ul> <li>Flow chemistry pilot facility operational</li> <li>Bio-chemical process for manufacturing of pharma intermediates in pilot phase</li> <li>Implemented technology to improve solvent recovery</li> </ul>	$(\mathfrak{Q})$	Human Capital and Culture	<ul> <li>PI new operating model in place - Roll out plan in the next few quarters</li> <li>Elevation of home grown leaders</li> </ul>
		0)1/0	w products launche Dne new Insecticide	ed e for leaf folder in rice	

Market

✓ One new fungicide for Sheath Blight control

## Update on Pharma Acquisition Deal..

#### Background:



- PI signed a business transfer agreement with Ind Swift Laboratory Ltd (ISLL) to acquire their pharma API and Intermediate business on slump sale going concern basis on 30<sup>th</sup> July, 2021.
- The consummation of the transaction and integration into corporate structure of PI was expected to be completed by 31<sup>st</sup> Oct, 2021 being the long stop date subject to fulfilment of pre-agreed closing conditions and regulatory approvals
- As ISLL was not able to complete several of the vital pre-agreed condition precedents before the long stop date and also started renegotiating the pre-agreed terms, the consummation of the deal could not happen before the long stop date and the BTA got terminated.

#### What Next:

- Pls' long term strategy to strengthen presence in custom synthesis exports through diversification into adjacencies including Pharma remains intact.
  - ✓ Advanced technology platforms, digital and backward integration for cost leadership and IP generated by PI continue to hold immense potential
  - Strong underlying momentum in R&D scale ups and investments in established technology partnerships gives added confidence and will provide opportunities to build and scale pharma vision
  - ✓ Continue to vigorously evaluate inorganic options enough opportunities present in the market to provide immediate scale up
- Strong synergy with PI's Core technology Platforms, best-in-class manufacturing competence, and partnerships experience and track record with global innovators will help replicate CSM model in adjacencies.

#### PI's pharma strategy remains unhindered; focused initiatives are on to create differentiated technology play

## **Business outlook remains robust**

#### Targeted expansion backed by solid growth visibility to support momentum Continuous focus on new strategic initiatives to elevate performance



Domestic: Focus on portfolio diversification with launch of novel offerings	<ul> <li>Positive outlook for owing to late rains and adequate water level at reservoirs</li> <li>2 new products expected to be launched between Q3 and Q4</li> <li>Positive momentum for Awkira adoption and scale up in Wheat herbicide segment</li> <li>Jivagro - Smooth transition to new packaging in ~Q2, improving efficiency &amp; branding</li> </ul>
CSM Export: R&D focused approach to drive incremental business	<ul> <li>~6 new molecules planned to be commercialized in FY22, out of which 3 molecules are planned in H2.</li> <li>1 MPP has commissioned in Q2 and another MPP is planned for commissioning in Q3</li> <li>Order book continues to remain robust with high visibility of sustainable growth for the next 3 years</li> </ul>
Efforts to drive strategic initiatives continues	<ul> <li>Acquisition of API &amp; Intermediate business undertaking of ISLL called off amid non fulfillment of vital CPs, renegotiation of deal</li> <li>Signed a technology partnerships under joint venture structure in bio-chemical space with a foreign partner. Scale up is expected to start from FY23.</li> <li>Investing in a new R&amp;D facility for deepening our technological capabilities, de-risking current operations and opening up newer opportunities</li> </ul>
Pl's product & research efforts yielding promising results	<ul> <li>Two promising leads; one novel fungicide and a novel broad spectrum insecticide, having sizable potential market opportunity progressing to development phase</li> <li>One new process innovation is being commercialized</li> <li>Discussions are underway with global innovators for development partnership</li> </ul>

#### Maintain original guidance of >15% revenue growth in FY22 and resolutely progressing on that path

## Pl's New Compass



SP)	Purpose		Reimagining a healthier planet
	Vision		ology and human ingenuity to address latent nutrition and health needs of the planet
- Č	Spiky Capabilities	Partner CentricScience and Technology drivenDigital EdgePeople FirstESG Anchored	First to identify and deliver on latent needs of our customers and partnersSustainable solutions by early adoption of cutting-edge sciences/technologiesIntegrated digital solutions to gain competitive advantageBest opportunities for employees to learn and growESG a way of life
	Values	Act with integrity and be     accountable     Be o     char	CuriousCreativeCreativeCarestion conventional wisdom pen and adaptable to nge elop intellectual curiosity• Differentiate by connecting new dots• Be transparent and bring the best out of people• Collaborate and experiment to bring new thinking forward• Continually innovate processes 

## Preparing PI for its next phase of growth

 Our ambition, in keeping with the times and stakeholder expectations, is to embark on rapid, differentiated, organic and inorganic growth which is resilient by being ahead scientifically and technologically



#### Leadership Announcements

- CSM Exports
  - ✓ Dr. Atul Gupta CEO

#### Domestic Ag Chem Brands

- Prashant Hegde CEO Domestic Agri & Nominee Director, Jivagro
- Jivagro

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- ✓ Parmanand Pandey CEO & Executive Director Jivagro
- Technology Development & Scale up
  - ✓ Dr. P V Srinivas CTO. & Nominee
     Director, PI Fermachem

#### Health Sciences build up

Dr. Saswata Lahiri - Head, Pharma R &D

• With enormous and pervasive technological changes all around, along with the challenges our Planet Earth faces, we recognize we need to make deep changes to make an significant impact

- By Reimaging a Healthier Planet, setting an audacious Vision to address expressed and latent needs of People, by bringing out the genius in our talented and motivated work force, we aim to grow not only rapidly and sustainably
- Implementing a new Operating Model that enables us to continue growing our current businesses, establish new businesses and also continually add new ideas, technologies, scientific discoveries and more to make PI a resilient, resourceful and successful enterprise.
- Empower and enable our home grown leaders and new talent we have acquired to bring out their best whilst ensuring proper and effective accountability. Elevating leaders with demonstrated success to lead Business Units, which make up our Delivery fold while backing them up with the requisite talent, empowering them to succeed.

#### **Restructuring of the Board / Committees and induction of new Independent directors in process.**

## ESG principles deeply rooted in PI's culture and way of doing business

- CII-National Award for 'Excellence in Water Management 2020'
- 99 out of 100 score on TfS assessment won customer award
- Established process for identifying climate risks both, physical & transition
- Accredited environmental management systems & infrastructure
- Sustainability Council with effective framework focusing on ESG goals
- Board & committee composition, Separate roles for NEC and MD, performance linked remuneration structures, etc ensuring high governance standards.
- Revenue growth in FY21 by 30% YoY
- No Penalties imposed for material noncompliance w.r.t Corporate governance
- Robust information & cyber security infrastructure / ISO 27001 certification
- Disclosure of material issues in public reporting.
- Assured per AA1000 Assurance Standard on ESG indicators





- Gold Star Rating: Ecovardis Survey
- Hazardous waste reduction by 35% YoY
- Increase in Renewable energy consumption by 6X YoY
- Water consumption (specific) reduced by 17% YoY

- Winner at World Leadership Congress CSR Programme of Year for Direct Seeding Rice Initiative
- Won Global Excellence HR Award 2020
- Committed to Responsible Care<sup>®</sup> & Human Rights
- 99% workforce training on Code of Conduct
- NIL fatality cases reported in 2020-21
- Employment rate increased by 24% YoY
- Extensive efforts on product stewardship
- Significant spend on social projects impacting women empowerment, skill dev., health and sustainable agriculture.
- Share of women in STEM positions @ 10%

## **Pl's value proposition**



	2	3	4	5	6
Favorable dynamics driving Indian chemical industry growth	Business model ready to go beyond Ag-Chem	Offerings across the value chain driven by strategic partnership	Strong tangibles: R&D, manufacturing, extensive network of intangibles: Brands	Quality governance, talent & learning skills	Performance over a long term period
<ul> <li>Global specialty chemicals market expected to grow at 6.4% CAGR<sup>1</sup></li> <li>Increasing focus on CSM as innovators shift focus to core competencies, developing new active ingredients and outsource production</li> <li>M&amp;A activities boosting specialized CSM players</li> <li>Emerging new areas of innovative applications</li> <li>Global supply chain risk diversification: China facing issues – pollution, trade wars, safety issues</li> </ul>	<ul> <li>Business built on end-to- end partnerships with global innovators</li> <li>~90% CSM revenues from patented molecules; 70%+ domestic revenues from in- licensed molecules</li> <li>Proven capabilities in agrochemicals; now ready to be replicated across other fine chemicals segments</li> <li>Envisaging expeditious scaleup of <b>pharma vertical</b> via strategic acquisition of API &amp; intermediates business</li> </ul>	<ul> <li>Integrated and innovative services to provide</li> <li>Comprehensive solutions by partnerships</li> <li>Relationships with 20+ global innovators built on IP protection</li> </ul>	<ul> <li>Globally certified with use of Technology, 4 manufacturing facilities, 16 production blocks</li> <li>6 formulation facilities</li> <li>R&amp;D team of ~350 researchers and scientists</li> <li>Digital technology enabled in domestic process in business processes</li> </ul>	<ul> <li>Professionals with expertise across various technical and business functions</li> <li>Senior management team of qualified experienced professionals</li> </ul>	<ul> <li>Revenue CAGR (FY18- FY21) of 25.6%<sup>2</sup></li> <li>EBITDA CAGR (FY18-FY21) of 27.2%<sup>3</sup></li> <li>Pre-tax RoCE of more than 20% over last 4 years<sup>4</sup></li> </ul>

#### Well-positioned to capture value from changing market landscape

Note: (1) FY19-24 CAGR;Source: Frost & Sullivan; (2) Revenue = Revenue from operating - excise duty; (3) EBITDA = Revenue - Cost of Materials consumed - Purchase of Stock in Trade - Changes in Inventories of FG, WIP and stock in trade - Employee Benefits expense - Other Expenses; (4) Pre-tax RoCE%= (EBITDA – D&A) / Average Capital Employed (CE); CE=Net Debt + Total Equity.

## Track record of building several successful businesses, partnerships and industry leading brands



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Inception		New Business		New Geography		New Partnership	
Founded as The Mewar Oil and General Mills Ltd.	1961 1971 1976 1985	Ag-Chem Formulation and Marketing Mining later hived off First Technical Manufacturing plant Energy Metering, later hived off	2004 2007 2008	PI Life Science Research Ltd. Established Subsidiary in Japan (PI Japan Co. Ltd) Started New Rep Office in China (Shanghai)	2011 2011 2014 2015	<ul> <li>GLP Certification</li> <li>Inauguration of PI-Sony Research Centre</li> <li>Germany office</li> <li>Formulation site setup at Panoli (Gujarat)</li> </ul>	
	1992 1993	Name Changed to PI Industries Limited Facility at Panoli (Gujarat)			2016	Joint Venture – Solinnos New R&D Centre at Udaipur	

1993 PILL Finance and Investment Ltd.

implement SAP

1946

- 1995 Polymer Compounding later divested
- 1996 Custom Synthesis & Manufacturing 1st company in the Ag-chem to 2001
  - **Continuingly creating value propositions for the stakeholders**

M&A – acquired Isagro Asia

QIP fund-raise Rs. 2000cr

2017

2019

2020

Joint Venture – PI Kumiai Pvt. Ltd.

## Business model built on the principles of respect for IP and established relationships

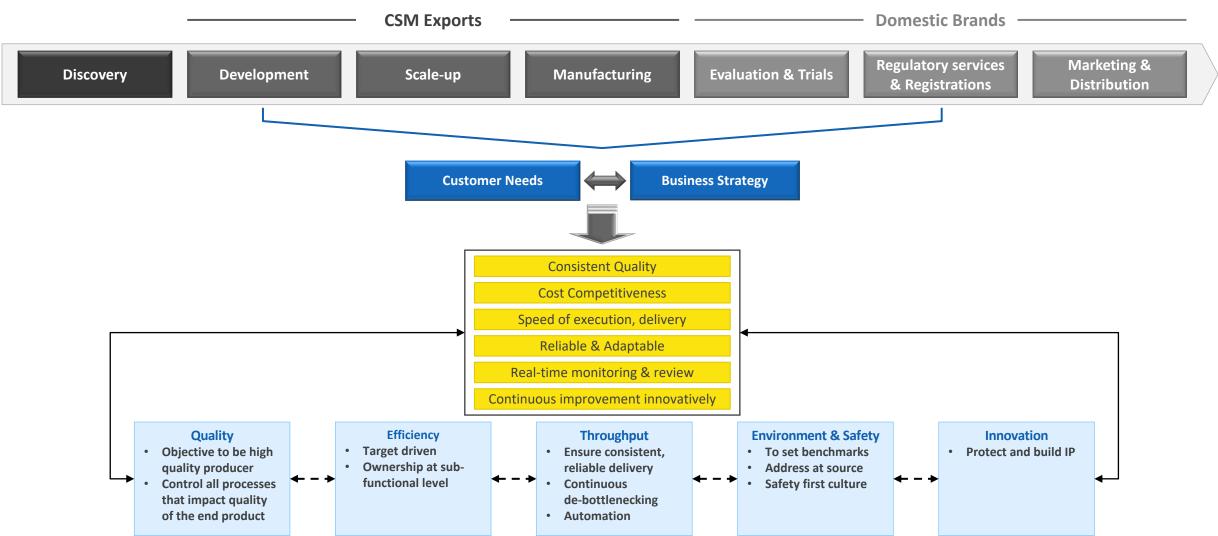


D	omestic Brand Market	Leading Ag-chem Distribution Company in India with leading market share in certain crops	India's largest CRAMS with over 90% Revenu Patented Products		Exports Market	Inspired by Science
demonstra experier	raging our Pan India network, ting brand building capabilities a nced team to deliver in-licensed, generics & co-marketed product	R	&D ership	and manufa	on chemistry process resea acturing capabilities caterin ators; Partnering for IP Cre	ng to
global inn • Ensure lor • Develop s	ng new products, partnering with	g Common In Develop k products, processe different comp	C APPROACH ofrastructure nowledge, es and experience in olex chemistries Opportunities	• Ea • Cc • Pr	stom Synthesis & M arly stages of their life cycles omplex Chemistries rocess development Protection & Generation	•
	<ul> <li>State of the Art R&amp;D facilities         <ul> <li>~350 researchers and scientists</li> <li>Accredited for GLP and 'Norms on OECD Principles' by NGCMA</li> </ul> </li> </ul>	<ul> <li>To service its customers</li> <li>1 R&amp;D Facility</li> <li>4 Manufacturing Sites</li> <li>Domestic Brand Distribution <ul> <li>28 stock points</li> <li>10,000+ distributors</li> <li>70,000 retail points</li> </ul> </li> </ul>	<ul> <li>3 Global locations</li> <li>Japan for business development activities</li> <li>China for Sourcing</li> <li>Germany for Knowledge Management</li> </ul>		nsistent track record of ancial performance	

Non conflicting business model ... well respected by Global Innovators as Partners

## Presence across the agchem value chain

Strong focus on customer needs and continuous innovation

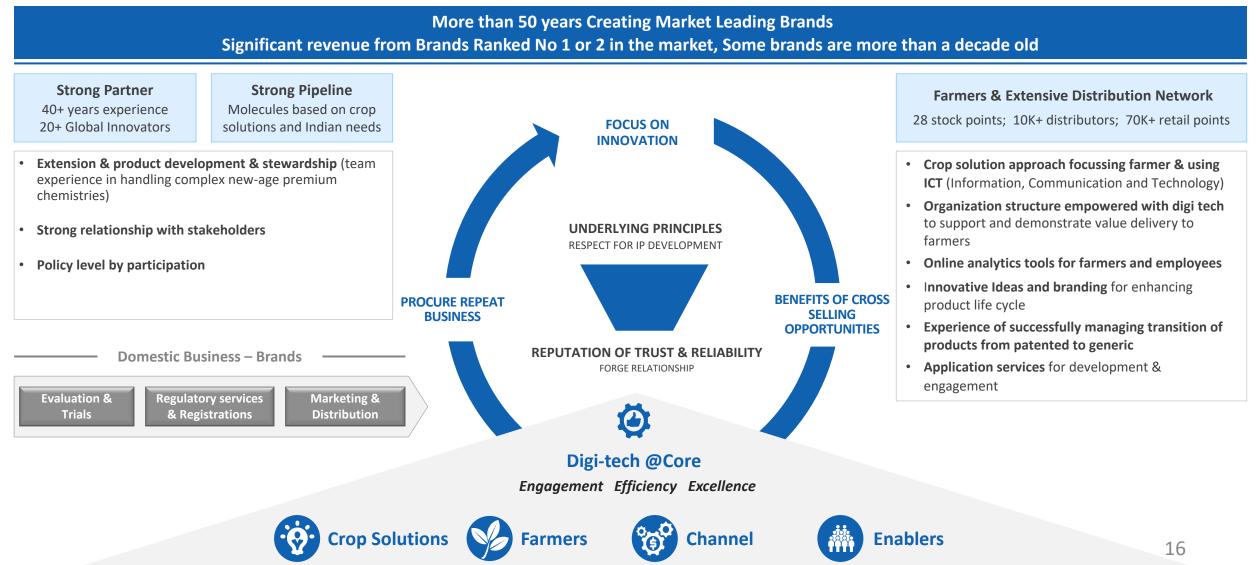


**Inspired by Science** 

## **Differentiated domestic distribution model**

#### Driven by unique solutions thru global partnerships, brands building capabilities and market reach

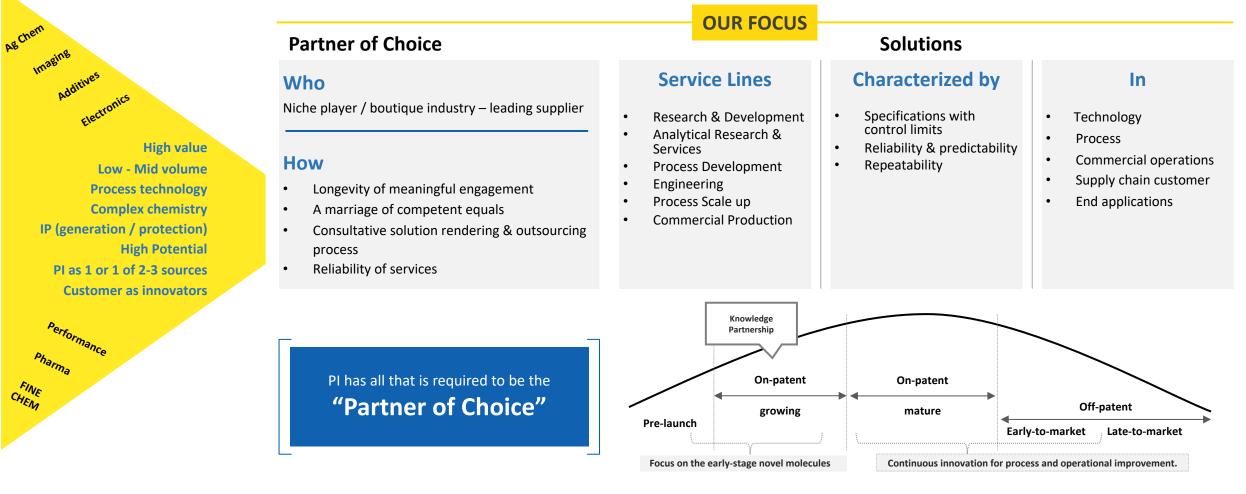




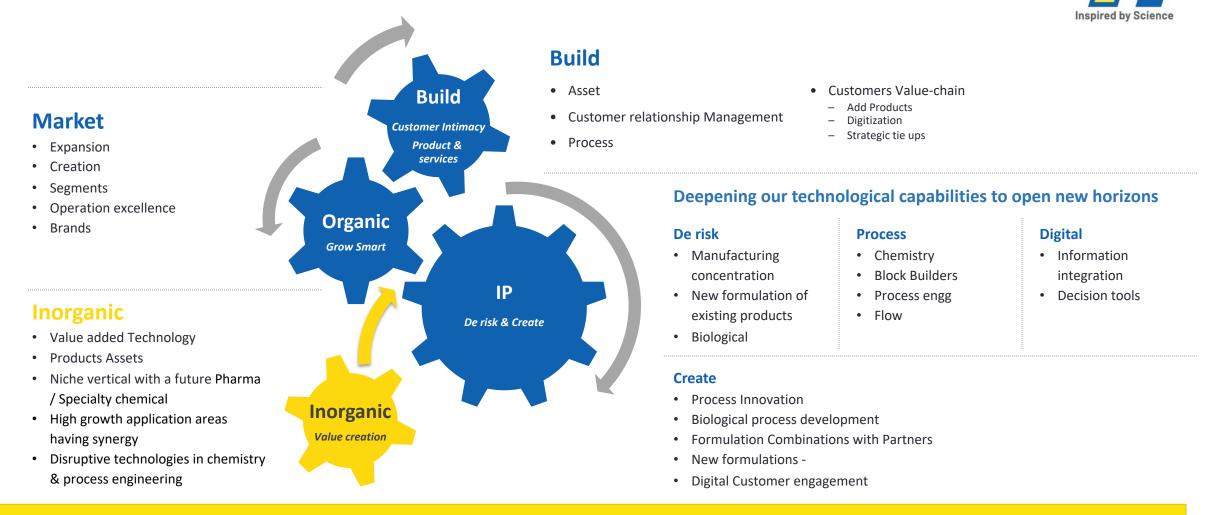
### Custom Synthesis & Manufacturing (CSM) model is centered around our technological capabilities, high sustainability quotient and world class infrastructure



To be the lifelong Partner of Choice for the Global Chemicals Industry by building innovative, knowledge-based solutions through speed, efficiency, straightforwardness & just dealings, respect for intellectual property, society & environment



## Global tailwinds offering opportunities for aggressive and multi-pronged growth strategy



Prudent financial management in place to ensure that long term shareholder value creation remains at the heart of the strategy

## Domestic agri input market is expected to grow fast and PI is well positioned to capitalize this opportunity



8-10% projected CAGR between 2020 to 2025

Ingredients in place for PI to capitalize this opportunity

Strong novel offerings with focus on in-licensing

3 / 4 exclusive launches

- 25+ products in the pipeline
- Supported by new product launches

Dedicated verticals for horticulture crops through Jivagro

 >25% CAGR growth estimated over next 4-5 years

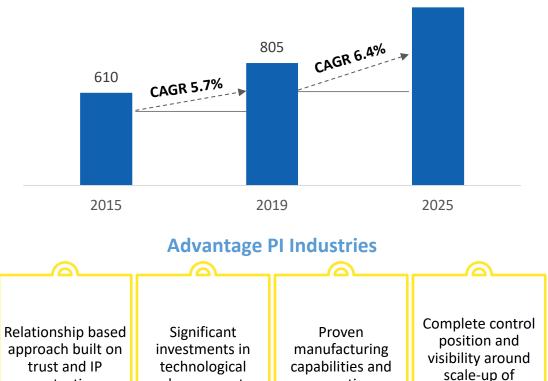
- Extensive Distribution Network
- Robust brand building capabilities
- Leadership position in key crops



# With Indian gaining good market share of the global Specialty Chemical market, PI is consolidating its position with diversification into adjacencies

protection

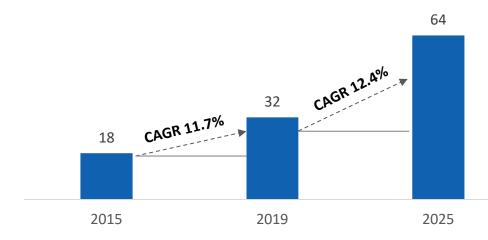
Global Specialty Chemicals Industry size (USD bn) 1,171



expertise

advancements

Indian Specialty Chemicals Industry size (USD bn)



#### Factors that will elevate growth for Indian Companies

India's emergence as an export hub for global innovators	Increase in outsourcing manufacturing activities to India	Leadership position in select niche molecules and chemistries	Benefits accruing out of supply chain diversification	Focus on green chemistry through adoption of sustainable manufacturing practices

*Source:* FICCI Report on Indian Specialty Chemicals Industry

molecules

### **Proactive initiatives contained Covid-19 disruption** SOPs in place with regular reviews / vigilant oversight to ensure safety of employees and continuity of operations



SOPs have been instituted to focus on alleviation of suffering of the citizenry, reassurance of customer base and maintenance of business momentum

**Stringent protocols for streamlining operating and non-operating processes are in place**. Workplace hygiene and safety steps have been taken to underline minimal disruption to routine functionality

**Customer commitment is a hallmark of our business approach**. Through pro-active communication clients are being reassured and their needs are getting assessed, in real-time basis. Deployment of digital methods last year helped achieve **connect with farmers** and key constituents of the distribution chain, these are being activated again

Manufacturing facility level processes have been augmented. **Inventories of critical feedstock and ingredients are being optimally maintained such that the chain of dispatches remains un-broken.** Measures to attend to the needs of the associated workforce are also in place

Government-based organizations and NGOs are being supported to mitigate hardships and facilitate care, where it is most required. Various employee welfare initiatives such as **providing insurances**, **vaccination drives**, **safe employee bio-bubble**, **oxygen concentrators/cylinders**, **salary advances**, etc. are also undertaken









## Doing our bit to support govt effort and communities around us to fight Covid-19



Setting-up of 5 Oxygen Generation Plants	Provision for Oxygen Concentrators	Financial assistance in setting up Covid Isolation Centres	Assistance to procure CT Scan machine	Support of Medicines for Underprivileged	Awareness Campaigns	PI Volunteers for community support
<ul> <li>Amidst the deadly second wave coupled with shortage of medical oxygen, PI Industries quickly rolled out for setting up of 5 oxygen generation plants across 5 hospitals in Gujarat, Rajasthan and Delhi</li> </ul>	<ul> <li>Financial assistance to the Udaipur Chamber of Commerce and Industry (UCCI) for procuring oxygen concentrator machines during this crisis</li> </ul>	<ul> <li>Provided 50 beds and requisite medical equipment to Covid-19 Isolation Centre at Jambusar &amp; assistance to Vasant Vihar Welfare Association, New Delhi for running Covid Isolation Centre</li> </ul>	<ul> <li>Financial assistance to Arogya dham Hospital, Gwalior to procure CT Scan machine to facilitate better diagnostics &amp; treatment for Covid 19 patients</li> </ul>	<ul> <li>Financial assistance to Rotary welfare Trust, Bharuch for procuring expensive lifesaving medicines to support the underprivileged community</li> </ul>	<ul> <li>3 Mobile Med. Vans</li> <li>Community outreach programs covered &gt;46,000 people in 64 villages</li> <li>~300 people are screened daily</li> <li>Free Health Camps on Gynecology &amp; RCH</li> </ul>	<ul> <li>PI employees are volunteering to support the community (family and friends of employees) by forming self-help groups that are working round the clock to provide assistance in sharing updated and verified information</li> </ul>



# Our CSR efforts have focused on Community welfare & Environment



#### PI's CSR strategy focuses on:

- Creating a positive impact for marginalized communities via environmentally sustainable approach
- Interventions align with several Sustainable Development Goals (SDG)
- Continuous life cycle evaluation of products and product stewardship to minimize ecoimpact

#### Implementation

Sustainable Agriculture Practice	<b>700K+</b> Hectares of Farmlands benefitted by DSR technique thereby saving <b>1.7 trillion</b> litres of Water annually
Healthcare, Hygiene and Sanitation Interventions	<b>100K+</b> Lives impacted using Mobile Healthcare Vans under <b>PI's 'Swasthya Seva"</b> Initiative and Blood Bank services
Women Empowerment	<b>15K+</b> Women across <b>82</b> villages in Bharuch Area benefitted through PI's women empowerment program
Education Interventions	<b>18K+</b> Govt. school children across <b>125 Schools</b> benefitted through PI's Learning Enhancement Programmes
Skill Development	<b>2.0K+</b> Youth employed through large scale Skill Development Programmes

#### **Key Programmes and Initiatives**

- Water conservation through sustainable agriculture practices & farm engagement activities
- SWASTHYA Seva Initiative Aim to provide access to preventive, promotive & curative health care to underprivileged
- Learning enhancement programmes for government school children in 135 schools
- Certified vocational training & employability linked skill enhancement program for underprivileged youth
- Entrepreneurship development & livelihood promotion through sustained agriculture, dairy value chain & skill training for rural women
- Community Drinking Water
   Initiative and construction of
   school toilets







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