

PIIL:SEC:NSE/BSE: 07/2025-26

May 19, 2025

BSE Limited Corporate Relationship Department PJ Towers, 25<sup>th</sup> Floor,

Dalal Street, Mumbai - 400 001

National Stock Exchange of India Ltd. Exchange Plaza, Plot No. C/1, G-Block Bandra Kurla Complex, Bandra (East), Mumbai – 400 051

Code No. PIIND

Code No.523642

Dear Sir/ Madam,

Sub: Press Release on the performance of the Company for the quarter and financial year ended March 31, 2025

Pursuant to the provisions of Regulation 30 read with Part A of Schedule III and Regulation 46 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we are enclosing herewith a copy of Press Release on the performance of the Company for the quarter and financial year ended March 31, 2025.

Further, please note that the said press release is also made available on the Company's website at <a href="https://www.piindustries.com/investor-relations/co-go/press-release/">https://www.piindustries.com/investor-relations/co-go/press-release/</a>

This is for your information and record please.

Thanking you,

Yours faithfully, For **PI Industries Limited** 

Shruti Joshi Company Secretary and Compliance Officer

Encl: As above.

## Pl Industries Ltd.

Investor Presentation
Q4 FY25 Result

#### **CDR** India

Siddharth Rangnekar siddharth@cdr-india.com

Nishid Solanki
nishid@cdr-india.com
Tel: +91 22 6645 1221 /1209
Fax: +91 22 6645 1213

#### PI Industries Limited

Rajnish Sarna r.sarna@piind.com

Sanjay Agarwal sanjay.agarwal@piind.com

Tel: +91 22 6266 5600 Fax: +91 22 6266 5765

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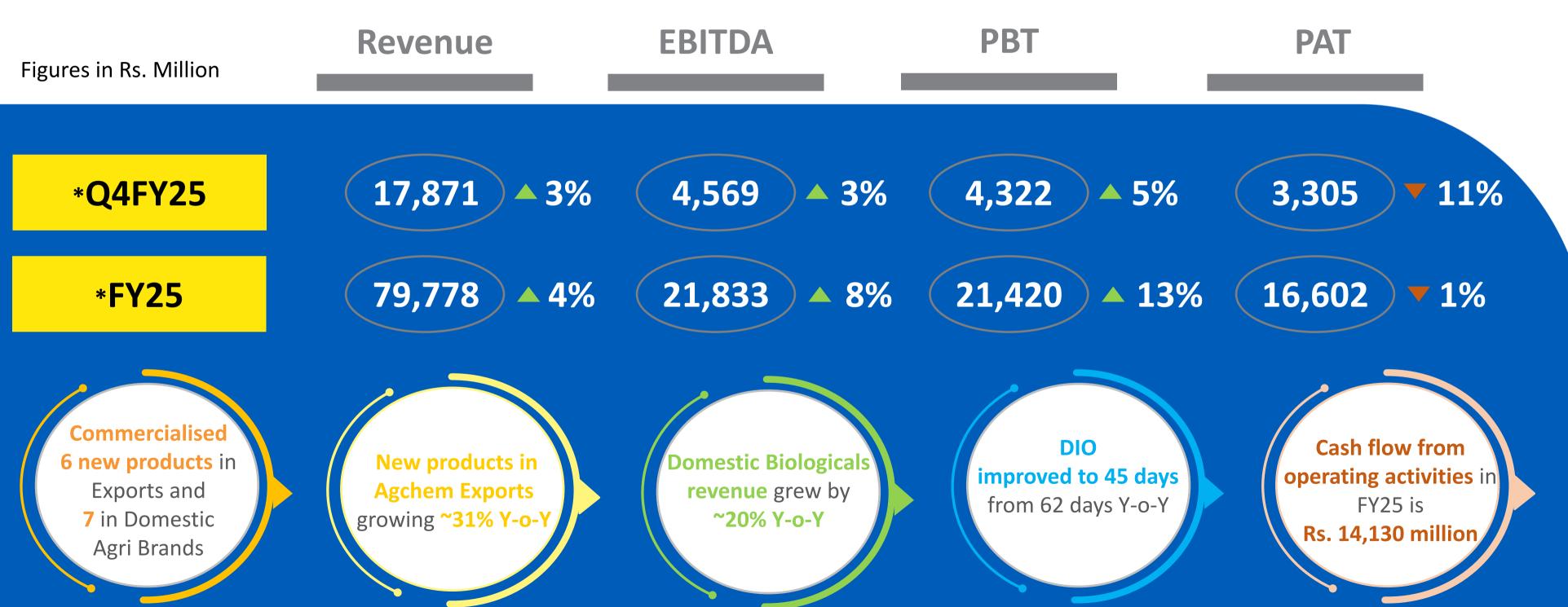


#### AGENDA

- Consolidated Financial Performance
- Key Updates
- Business Model and Strategy
- ESG Credentials
- Rewards & Recognition

## Resilient performance amid global industry headwinds... New growth drivers taking shape



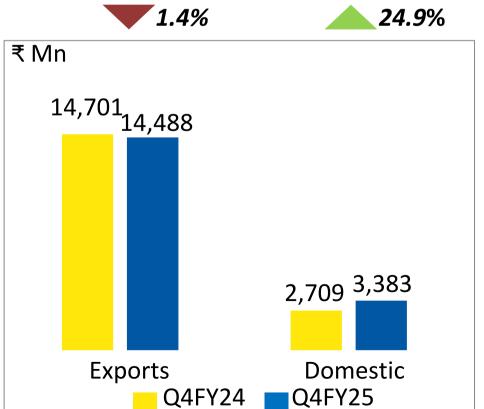


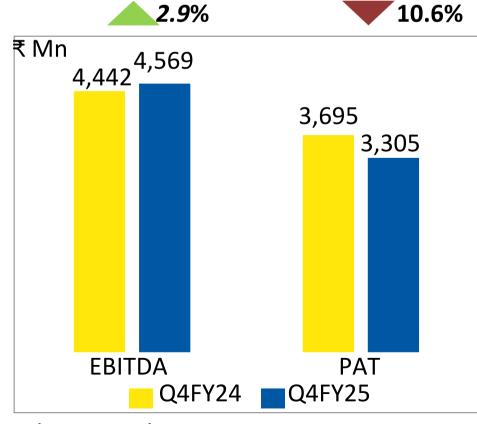
\*Consolidated Financials

## Surge in domestic brands led the growth in Q4... .. offsetting modest exports



Fig in Rs. Million	Q4FY24	Q4FY25	% YOY
Revenue	17,410	17,871	3%
Gross Margin	54%	55%	121 bps
Overheads	4,958	5,285	7%
EBITDA	4,442	4,569	3%
EBITDA as % of Revenue	26%	26%	5 bps
Net Profit	3,695	3,305	(11)%





<sup>&</sup>lt;sup>1</sup> New products are newly commercialised products over last 3-years

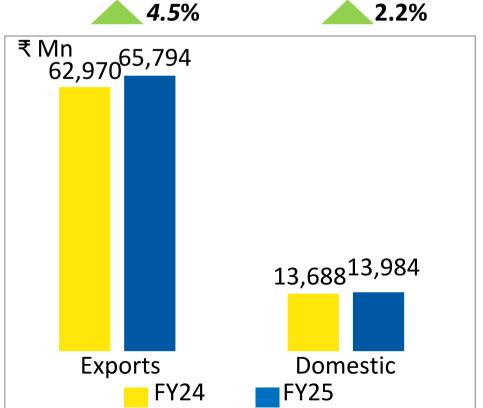
- Revenue Y-o-Y growth ~3% (3-year Q4 CAGR 9%).
- ~5% decline in Agchem Exports (Volume +~7%) and New products<sup>1</sup> growth ~23% Y-o-Y.
  - Volume growth offset by price erosion due to input cost softening;
  - 15+ molecules commercialised over the last 3-years.
- Domestic branded revenue grew by ~21% Y-o-Y (Volume up ~24%).
  - Robust volume growth supported by a strong Rabi season, marked by increased acreage in wheat, rice, and pulses.
- Biologicals products driving growth and revenue increased by ~10% Y-o-Y.
  - Led by launch of new products;
  - Increased adoption of sustainable crop solutions at farmer-level.
- Pharma<sup>2</sup> contributed ~6% of total Exports revenue. Q-o-Q growth of 33% (sequential).
- ETR increased from 10.2% to 23.5%.
- The Board has approved **final dividend for FY24-25 of Rs 10 per share** (total dividend for FY24-25 of Rs 16 per share including interim dividend).

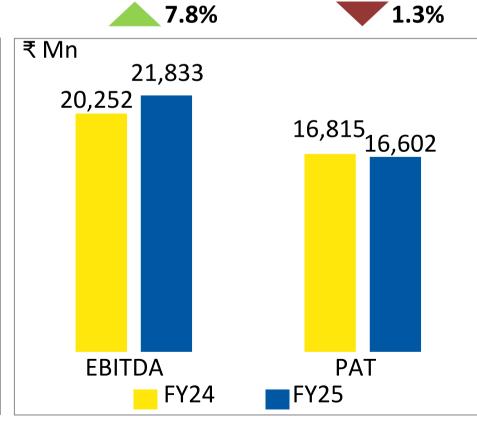
<sup>&</sup>lt;sup>2</sup> Pharma: PI Health Sciences Ltd. ("PIHSL") Consolidated including overseas subsidiaries

### New launches and biologicals featuring as key growth drivers of FY25



Fig in Rs. Million	FY24	FY25	% YOY
Revenue	76,658	79,778	4%
Gross Margin	50%	53%	279 bps
Overheads	18,135	20,277	12%
EBITDA	20,252	21,833	8%
EBITDA as % of Revenue	26%	27%	95 bps
Net Profit	16,815	16,602	(1)%





- ~5% growth in Agchem Exports over a high base and New products growth ~31% Y-o-Y.
- Domestic branded revenue grew by ~6% (Volume up ~9%).
  - Delayed and erratic rainfall during the Kharif season along with pricing pressures from generics moderated the overall growth.
- Biologicals products grew by ~20% Y-o-Y.
  - Continued investment in R&D, partnerships and expansion of biological portfolio helped in the growth.
- Commercialisation of 6 new products in Exports and 7 in Agri Brands.
- Gross Margin improved to 53% due to better product mix.
- Overheads increase attributable to promotion expenses for the launch of the new products and adding resources to build the Pharma<sup>2</sup> business and PHC integration.
- Increase in ETR from 11.2% to 22.5%.

Overall 4% Y-o-Y revenue growth (3-year FY25 CAGR 15%).

<sup>&</sup>lt;sup>2</sup> Pharma: PI Health Sciences Ltd. ("PIHSL") Consolidated including overseas subsidiaries

## Strong balance sheet & stable cashflows supporting growth investment...

..steady surplus ensures future flexibility

Fig in Rs. Million	Mar-24	Mar-25
Shareholders Fund	87,310	1,01,570
Non Current Liabilities	3,224	3,920
Long term borrowings	617	780
Other long term liabilities	2,607	3,140
<b>Current liabilities</b>	17,106	17,277
Short term borrowings	662	337
Trade payables	11,484	12,102
Other current liabilities	4,960	4,838
Total	1,07,640	1,22,767
Non Current Asset	40,854	53,245
Net Fixed Asset	34,453	42,050
Goodwill	3,611	5,539
Non current investments	903	2,716
Other assets	1,887	2,940
<b>Current Assets</b>	66,786	69,522
Inventories	13,012	9,839
Trade receivables	9,299	14,058
Contract assets	1,612	4,268
Cash, Bank & Investments	39,499	37,594
Other assets	3,364	3,763
Total	1,07,640	1,22,767
Key Ratios (%) Annualised		
Net Sales to Trade Working Capital	6.16	4.97
Debt/ Equity Ratio	0.01	0.01
Net Sales to Net Fixed Assets	2.23	1.90
ROCE <sup>3</sup>	35.1%	28.9%

<sup>&</sup>lt;sup>3</sup> ROCE computed excluding Cash, Bank & Investments

#### **Highlights of FY25**

- Increase in Net worth by Rs. 14,260 million to Rs. 101,570 million.
- Total capex for FY25 is Rs. 9,280 million including ~Rs 1,275 million capex in PIHS (FY24 Rs. 5,851 million).
- Trade working capital<sup>4</sup> in terms of Days of Sales increased to 73 days vs. 54 days as on 31-Mar-24. This is due to higher growth in Agri branded revenue and phasing of Agchem Exports in Q4, temporarily impacting the receivables.
- Inventory levels of Rs. 9,839 million, reduced in terms of Days of Sales to approx. 45 days vs. 62 days as on 31-Mar-24.
- Cash flow from operating activities is Rs. 14,130 million.
- Surplus cash net of debt is Rs. 40,926 million (vs. Rs. 38,825 million as on 31-March-24).

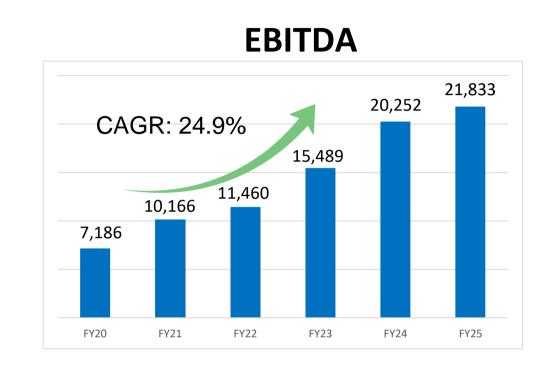
<sup>&</sup>lt;sup>4</sup> Trade working capital includes Contract assets

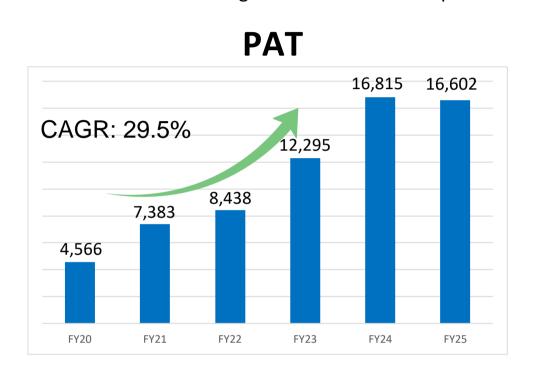
## Decades of outperformance, profitable growth and value



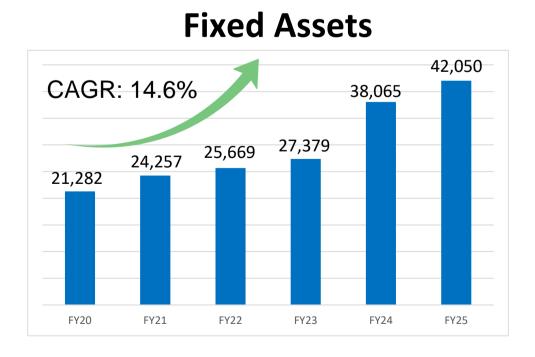
creation across cycles continues...

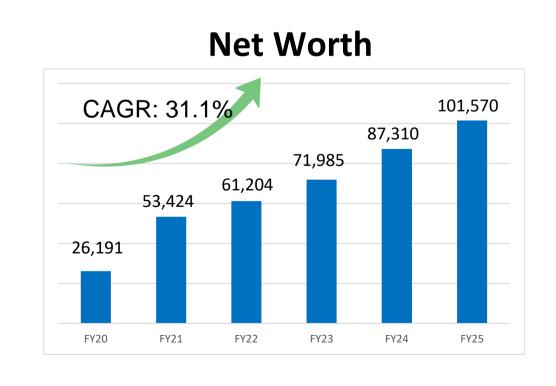
Revenue 79,778 76,658 CAGR: 18.8% 64,920 45,770 33,665

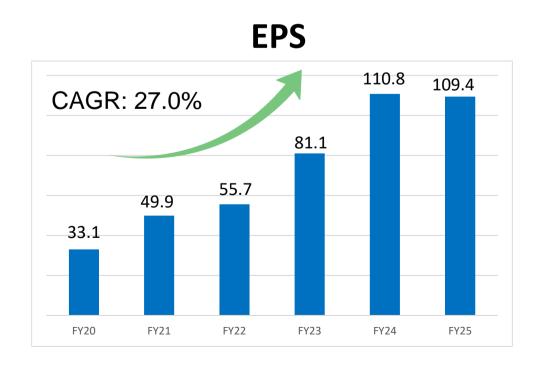




Figures in Rs Million except EPS







## Plis transforming from Agchem Leader to

Life Sciences

Powerhouse...

#### **Past**

Pioneered bringing Innovative
Agchem Products to Indian
Farmers & achieved Scale

- Built world-class research & process development capability
- Best Financial Metrics in the Global Ag Industry
- Impeccable Reputation built on Trust & Integrity
- Constant Passion & Investments in Science & Technology to differentiate

### Addressing

## 10X BIGGER

## **Opportunities**

- R&D
- 2 Agchem Exports
- Agchem Brands
- **4** Biologicals
- 5 Pharma

#### **Present**

A fully integrated Innovated AgScience Company from Discovery to Distribution with deep-rooted partnerships

- Scaling up CSM play in Ag and diversifying into new product areas
- Leveraging Tech Platforms & Capabilities to build differentiated new business models
- Strong relationships in the Chemical sector, deepening & widening
- A Global benchmark in the ESG space
- Industry-leading Revenue CAGR of ~19% and EBIDTA CAGR ~25% over last 5 years, with ROCE >30%



#### **Future**

Global Technology platform Leader in Biologicals;
Differentiated CRDMO player in Pharma

- Consolidate Leadership position in global CSM and Agri distribution in India
- Bring new NCEs from India to the World with Global Partnerships
- Diversified Specialty Chemicals portfolio to participate in newer verticals
- Chasing a much larger 10X market opportunity across diversified Life Sciences verticals

■ Institutionalize High Quality Research & Development



## World-class R&D set-up delivering innovative and disruptive solutions



State-of-the-art R&D Labs at 4 locations NABL ISO17025 and GLP certified

**New ICP-OES** 

Addition of **UPLC-CAD** 

(Charged Aerosol Detector)

700+ Scientists
200+ Doctorates

R&D

70+ projects at different development stages

210+ Patents

till date with 44 Patents in FY25



with a vast array of knowledge resources

1st Indian company to receive approval from International Organization for Standardization (ISO) for groundbreaking insecticide named "PIOXANILIPROLE"

Phase 1-2	Phase 3
Additional leads in the pipeline	"PIOXANILIPROLE"

#### **AgChem Labs**





#### **Pharma Labs**





# Robust product portfolio and pipeline providing long term growth visibility for CSM Exports

### ..non-AgChem projects gaining traction



15+ molecules have been commercialized over the last 3-years



90+ molecules are currently in active pipeline with > 45% in advanced stages of development



Increased Contribution of Revenue from New Products Freshness Index# ~15% (FY25)



Ramp-up in Pipeline from Diversified Segments.

Non-AgChem's share in new enquiries has increased from ~20% (FY21) to ~40% (FY25)





Agchem continues to Grow; Diversifying Portfolio with new segments like Electronic & Specialty Chemicals..



## Agchem CSM, a global leader, backed by strong



technological strengths



**Technology pioneer** with technological and IP based interventions in global contract manufacturing



15 Fully automated Multipurpose
Plants (MPPs) with Distributed Control
System (DCS) spread across 5 locations



Product portfolio consists of early stage molecules with continued thrust to adapt sustainable practices



Extensive experience in handling Hazardous
Chemistry with over 130 unit processes



Amongst Top 25 global chemical companies part of the S&P Global Sustainability Yearbook

- ✓ ISO-certifications
- ✓ Golden Batch Tool
- ✓ 2 dedicated scale-up facilities at Udaipur and Panoli
- ✓ Completely online documentation for input traceability and digital batch logs
- ✓ World-class Environment Management Facilities



# Domestic Agri Brands to continue growth momentum through launching new products and focusing on Crop Solution approach

Over 6 Decades creating Industry-Leading Brands

#### **Pan-India Distribution Network**

- 15,000+ distributors
- 100,000+ retail points

Focusing on 8 strategic crops as a part of crop solution approach

## Growth through Innovation, Biologicals & leveraging Partnerships

- New product launches
- Expansion of Biologicals portfolio

Robust pipeline of 20+ products at different stages of development and registration

Reinventing the
Ag Input space
through
Innovative
Solutions

...Constantly Investing to bring Innovative & Technological Solutions through Research Partnerships, Global Innovators and Inhouse Development....



FOCUS ON INNOVATION

**UNDERLYING PRINCIPLES** 

**RESPECT & DEVELOP IP** 

PROCURE REPEAT BUSINESS

REPUTATION OF TRUST & RELIABILITY

**FORGE RELATIONSHIP** 





Digi-Tech @Core

**Engagement Efficiency Excellence** 









## Momentum for launching new innovative products continued...





Provide®
Herbicide
for Cotton



Dinoace™

Dual action
insecticide for cotton



Sectin®
Combination
Fungicide



Brofreya® Revolutionary Insecticide



Ultimare®
Novel Model
of action



Taurus®
Nematicide for
Vegetable crops



Tomatough®
Biological product
for plant health



**Claret**®

nique combination of systemic and contact insecticide



Eketsu ™ 1<sup>st</sup> 3-way Rice Herbicide



Kadett®
Combination
Fungicide



Pilin®
Bio-fungicide with
Novel Mode Of Action



Aminogrow Activ™
Amino acid &
Peptides product



Campana™ New systematic insecticide



Pressedo®

Broad-spectrum novel insecticide



Osheen Ultra®

Superior quality formulation for sucking pest control



Solju™ Gr & Solju™ SP

Unique microbial biofertilizer



**Dorito**® Broad spectrum

Insecticide



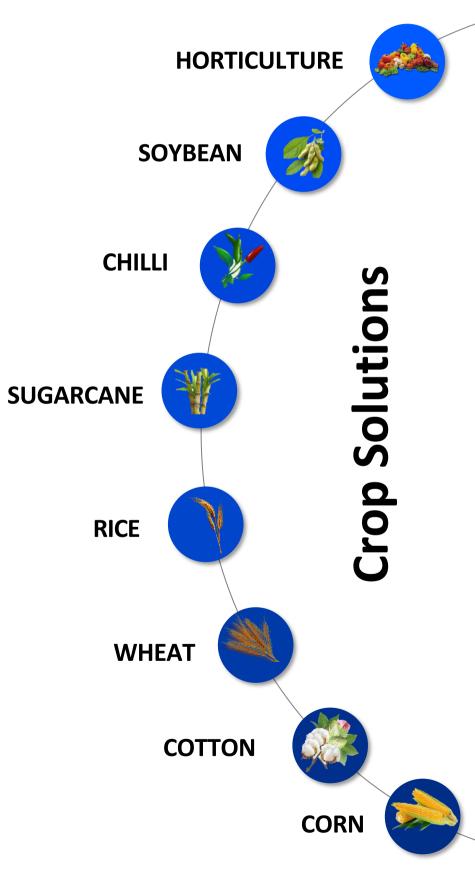
BYROCK® Fungicide



Kaprigin®
Organic Fertiliser



Vachan™ Insecticide for Leps management





## Deep engagement with farmers and channels with innovative approaches

## Farmer Connect

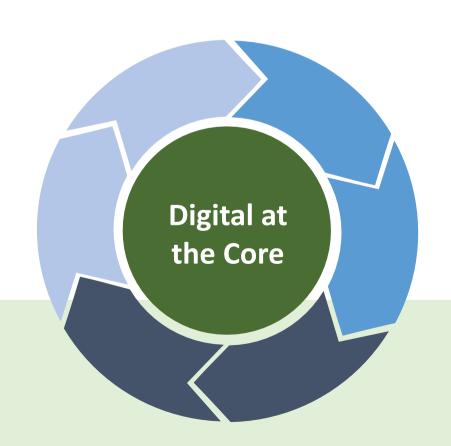
- 7 product launches
- 20+ innovative product campaigns
- **50,000**+ product demos
- 1.6+ million farmers connected across 45,000 villages
- 6.3+ million acreages covered





## **Channel Connect**

 80,000+ retailer connect across multiple marketing campaigns



## **Precision Farming Services**

- 10,000+ farmers served across
   600+ villages with spraying machines
- ~0.5 million acreages covered







## Biologicals - Pl's future growth engine...



### ..our passion for over 2 decades

### **Aspiration Milestone**

PI's global biologicals revenue to grow 5x over 5-years

### **Scale-up Plans**

**Introduce Products through New Technology** platforms

**Leverage India Distribution** 

### **Research & Development**

**Complement Seattle Tech Center with R&D** Center in India by adding infrastructure & capabilities

Acquire complementary technologies & expand portfolio

#### **Leadership Team to build products & markets**



Rafael Del Rio Chairperson 30+ yr. exp.



**Jagresh Rana** Global CEO 30+ yr. exp.



**Piyush Nagar** Head, BD & Strategy 22+ yr. exp.



**Anne Suty-Heinze Global Biological Solutions** Lead 30+ yr. exp.



**Zhongmin Wei** Peptide technology lead 25+ yr. exp.

25 Years of "Passion for **Biologicals**" now going **GLOBAL** 





Intellectual Property

Distribution

**PREtec Technology Platform** 

Derived from natural proteins, PREtec is an environment friendly technology that stimulates crop growth, ability to withstand abiotic stresses, improves disease control, plant health & yield

- State of the art R&D Centre in Seattle USA
- Unique technology: Harpin αβ
- Patented peptide products
- Sales in USA, Brazil, Mexico, UK, EU
- Global Tech Development team formed as Center of Excellence for field trials, sales support and product recommendation

**Global Product Portfolio** 

Harpin (Obrona®) Protein technology – Environmentally friendly

Saori®

Innovative biological seed treatment for control of critical soybean disease

Teikko®

Control of root-lesion nematode

## Pharma - Long term growth engine under strategic buildout

#### **PIHS TODAY**

- Solution platform from Discovery through Commercialization
- Knowledge Driven Partnerships
- Global Leadership Team



**Dr. Ramesh Subramanian** Global CEO; 21+ yr. exp.



**Mr. Franco Moro** Global COO; 40+ yrs. exp.



**Dr. Mahavir Prashad** CDO; 35+ yrs. exp



**Dr. Simon Haydar** CSO; 20+ yrs. Exp.



**Mr. Alessio Piccoli** CCO; 24+ yrs. exp.

- Leveraging Technologies (Flow Chemistry & BioCatalysis)
- State of the art R&D Center, Hyderabad
- Manufacturing sites that combine the best of East (India) and West (Italy)



Evaluating OEB 5, HP-PI, Peptide, ADCs, Large Molecules...

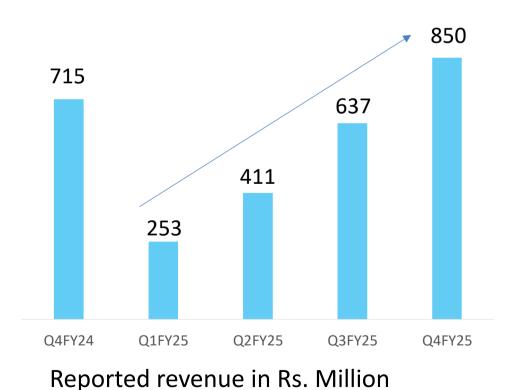
## Financials reflect transition to CRDMO delivery model...



### ..margin drag is one-off and developmental...

Fig in Rs. Million	Q4FY24	Q4FY25	FY24	FY25
Revenue	715	850	3,149	2,151
Gross Margin	62%	41%	65%	52%
Overheads	618	806	2,268	3,067
<b>PBT</b> 5	(390)	(667)	(1,104)	(2,494)

<sup>&</sup>lt;sup>5</sup> Post intercompany eliminations



Revenue accelerated in Q4FY25

#### FY25 update

- Revenue degrowth is mainly on account of inventory pile-up and deferred offtake of key products.
- QoQ sequential revenue growth clearly reflecting gradual normalization of product offtake.
- Gross Margin drop due to one-time impact of old inventory write-off.
- Overheads increase driven by development spending, doubtful debt provision and other one-off cost.
- Capex ~Rs. 1,275 million of which spend in Lodi ~Rs. 675 mn for Kilo-facilities, R&D Hyderabad is ~Rs 370 mn and Jaipur facility is ~Rs 230 mn.

#### **Outlook**

- Good traction of new CRDMO enquiries
- Commissioning of Kilo-facilities in Lodi, Italy in Q1FY26
- Improved order book / business visibility over next 1-2 years
- Expecting to achieve > 75% revenue growth in FY26 with improved margins

## Navigating transitory headwinds with focused growth plays...

### ..targeting single-digit revenue growth for FY26 with sustained margins...





Focus on portfolio diversification with high quality revenue



Technology focused approach to drive incremental business



Building a differentiated play in Pharma CDMO space



Progressing on strategic initiatives in line with plan

- Stable commodity prices coupled with favourable monsoon forecast to drive Agri-sector
- New launches and focus on biologicals to drive growth
- Overall price pressure expected to persist in the generics space
- Focus on quality revenue growth alongside prudent NWC management
- Scale-up of products commercialized over the last 3-years
- Aggressive commercialization of new products in FY26: 8-10 new products
- Continued momentum in new enquiries and conversions
- Cautious optimism despite destocking of inventory and uncertain US tariff regime
- GMP Kilo-facilities to begin operations
- Build-up of pipeline projects for CRO and CDMO
- Global business development team in place to intensify leads
- Progressing on the mid to long term growth path
- Technology development to build new frontiers of growth
- Commercialisation of Pl's own NCEs; other leads progressing well
- Strong pipeline of Biological products at different stages of development
- Several inorganic growth opportunities under evaluation

## PI the Company

An organization that is committed to excellence in whatever it does . . .

known for over 2 decades to be the Top wealth creator . . .

Outshines competitors in delivering business needs of the customers by unlocking value & fearlessly reinventing ourselves



## A Trusted Brand & Partnerships

- 5+ decades of relationship with Global innovator companies
- Zero conflicts till date

## **Successful Product Brands & Services**

- Amongst **Top 3** in the world in Agchem CSM
- **70%** + revenue from proprietary products

#### **ESG Anchored**

- ESG, the way of life
- Featured in the S&P
   Global Sustainability
   Yearbook 2025



#### **High on Governance**

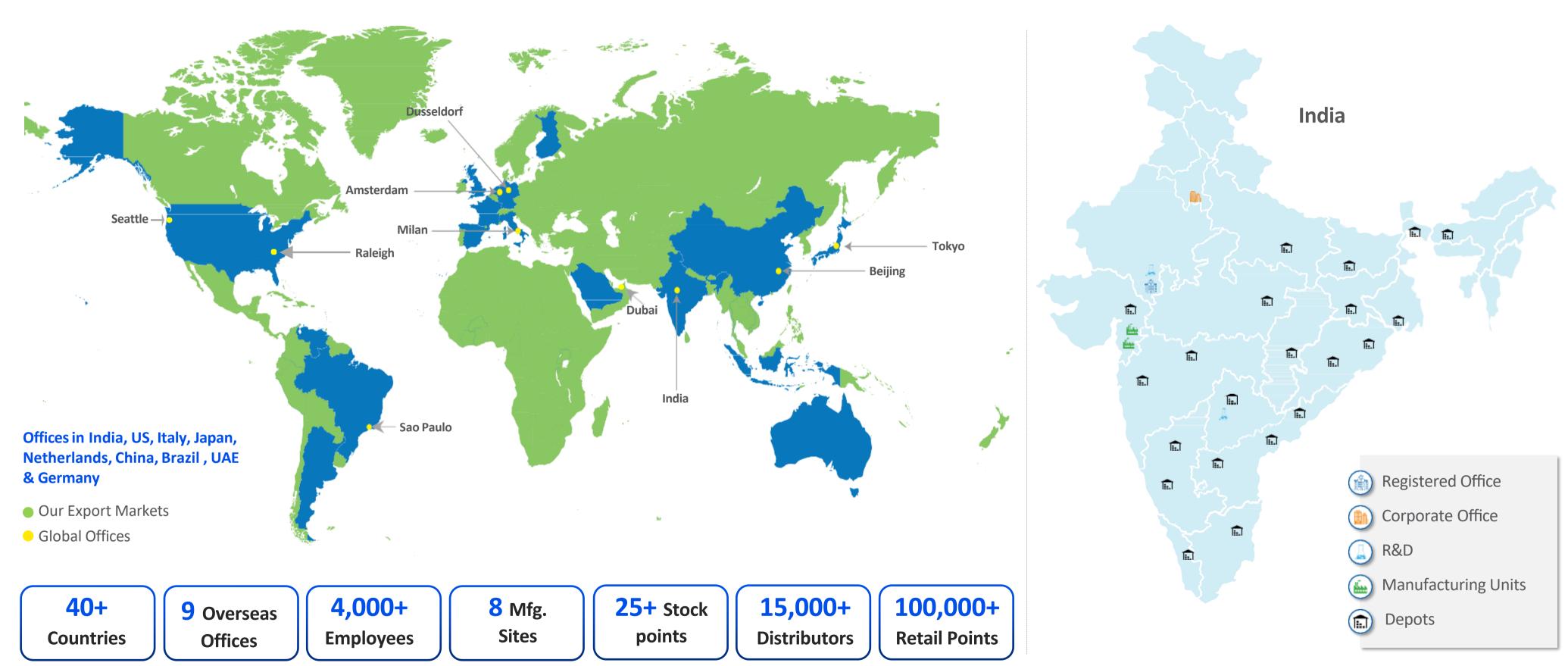
- Non-Executive Chairperson
- 44% of Board Members are **Independent Directors**
- External evaluation of Board performance

## Investing Ahead Of Time

- Focused on Innovation
- Establishing new frontiers
   of Horticulture, Biologicals,
   Health Sciences
- Building up capabilities in advance – people, digital, technology etc.

### **Our Global Presence**





Strong understanding of international work culture with >6 decades of experience & deep-rooted relationships

## Reimagining a healthier planet!



"Lead with science, technology and human ingenuity to create transformative solutions in life sciences"



#### COURAGEOUS

Think **Bold**, act with **Integrity** and be **Accountable**.



#### **CURIOUS**

Question conventional wisdom, be Open-minded, Adaptable and Curious



Differentiate, Collaborate, Experiment and Execute ideas at speed.



Be Transparent, build Trust, bring the best out of People and embrace Sustainability.



#### **Partner Centric**

First to identify & deliver on latent needs of our customers



## Science & Tech Driven

Sustainable solutions by early adoption of cutting-edge science/technology



#### Digital Edge

Integrated digital solutions to gain competitive advantage



#### **People First**

Best opportunities for employees to learn & grow



**ESG Anchored** 

**ESG the way of life** 

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



#### **Domestic Brand Market**

Leveraging our Pan India network,
demonstrating brand building capabilities and
experienced team to deliver in- licensed,
branded generics & co-marketed products

#### **IN-LICENSING**

- Introducing new products, partnering with global innovators
- Ensure longer product cycles by brand building
- Develop solutions for the Indian Ag-chem Industry with the partnership approach

Leading AgChem Distribution
Company in India with
leading market share in
certain crops

India's largest CRAMS Company with majority revenue from Patented Products

#### **Exports Market**

R&D
Partnership

**SYNERGISTIC APPROACH** 

Common Infrastructure
Develop knowledge,
products, processes and experience in
different complex chemistries
Cross-Selling Opportunities

Leveraging on chemistry process research and manufacturing capabilities catering to Global Innovators; Partnering for IP Creation.

#### **Custom Synthesis & Manufacturing**

- Early stages of their life cycles
- Complex Chemistries
- Process development
- IP Protection & Generation

- State of the Art R&D facilities
  - Accredited for GLP and 'Norms on OECD Principles' by NGCMA

- To service its customers
- 1 R&D Facility
- 5 Manufacturing Sites
- Domestic Brand Distribution
  - o 25+ stock points
  - o 15,000+ distributors
  - o 100,000+ retail points

- 3 Global locations
- Japan for business development activities
- China for Sourcing
- Germany for Knowledge Management

• Consistent track record of financial performance



## Multipronged strategy to sustain the growth momentum backed by multiple growth engines & aggressive M&A

## Market Expansion

Creation

Segments

Operation excellence

**Brands** 

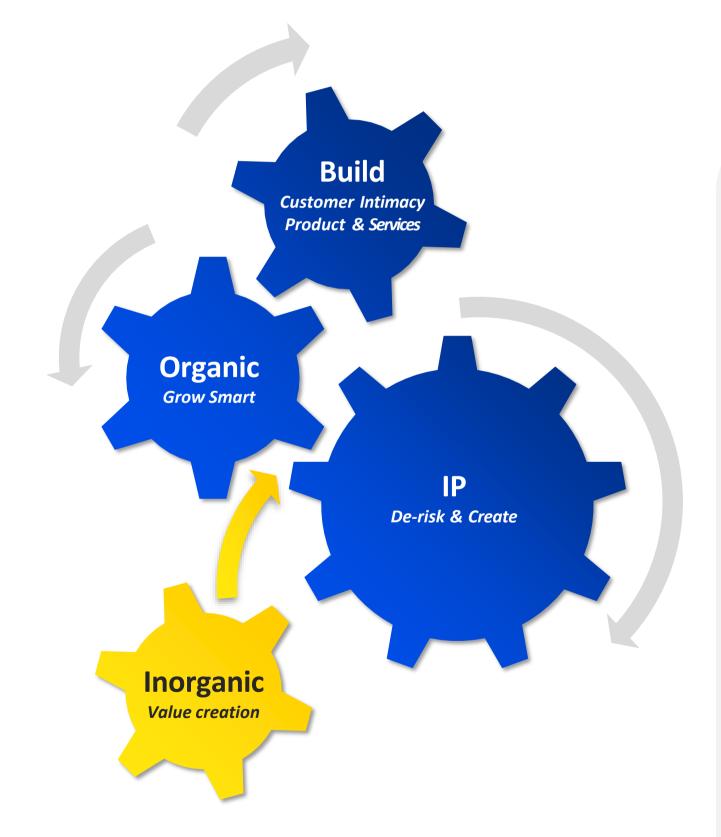
#### Inorganic

Disruptive Value added Technologies

**Products Assets** 

Niche vertical with a future Pharma/ Specialty chemical

High growth application areas having synergy



## Deepening our technological capabilities to open new horizons

#### **De-risk**

- Manufacturing concentration
- New formulation of existing products
- Biological

#### **Process**

- Chemistry
- Block Builders
- Process engineering
- Flow

#### **Digital**

- Information integration
- Decision tools

#### **Multiple Growth Engines / Levers**

- Research and process innovation with global partnerships
- Marketing & Distribution Product Pipeline
- Biologicals
- Horticulture Specialist

PI Health Sciences - CRDMO

## PI in the S&P Global Sustainability Yearbook 2025...

### ..ranked among the Top 3 percentile of ESG Rated companies globally





	SDG Alignment	Key Highlights*
13 CLIMATE ACTION	Environment – Climate change	Reduced CO <sub>2</sub> emission intensity by ~45% from FY22
13 CLIMATE ACTION	Environment – Climate change	Reduced Chemical Oxygen Demand by ~47% from FY22
7 AFFORDABLE AND CLEAN ENERGY	Environment – Energy management	~7% renewable energy as a share of total electricity consumption
6 CLEAN WATER AND SANITATION	Environment – Water management	Reduced Water intensity by ~39% from FY22
11 SUSTAINABLE OFFICES AND COMMUNITIES	Lost Time Injury Frequency Rate (LTIFR)	<ul><li>0 for permanent employees</li><li>0 for contractual workers</li></ul>

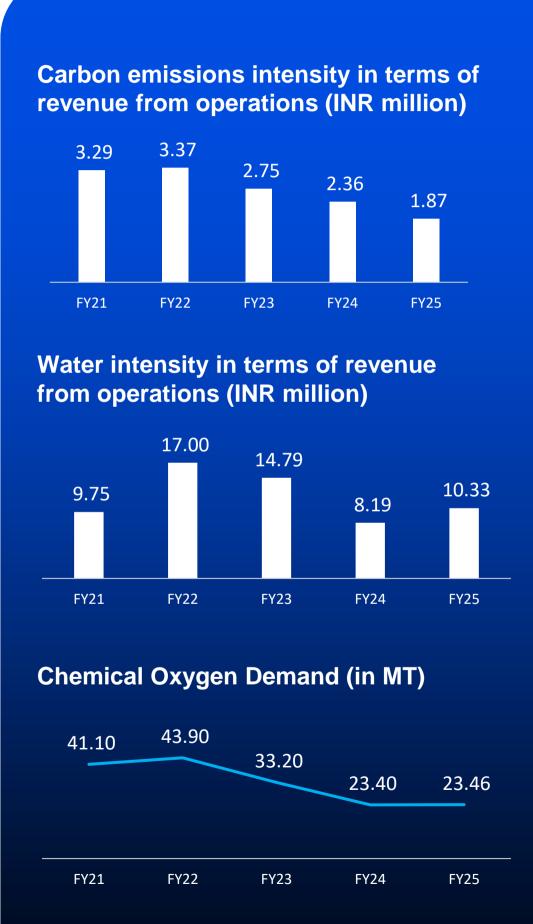




Featured in the S&P Global
Sustainability Yearbook 2025
for the second consecutive year







## Our CSR efforts focused on community welfare & environment...



CSR policy directed towards inclusive development that creates value for the society

#### **Health & Hygiene**

## Health & wellness support for rural communities

- Supporting communities in 64
  villages in Swasthya Seva
  Program, 85,000+ beneficiaries
  reached in FY25
- Supporting 50+ children from underserved communities suffering from congenital heart defects



## Women Empowerment

- Program running in 80 rural villages
- 6,500+ women smallholders directly benefitted in Q3, FY25
- ~25% income levels have increased through this program



## Education & Skill Development

## Introducing digital learning & smart classes in rural India

- Program supporting 135 schools to improve learning outcomes of children
- 6,300+ students reached and
  1,400+ youth trained in FY25



## **Environment Sustainability**

## Promoting Sustainable Farming Practices & Biodiversity Conservation

- 30,000+ farmers reached covering 28,000+ acres in FY25 in Sustainable Agriculture project
- ~30,000 trees planted for a significant positive impact on the environment



## Recognition underscores Pl's leadership, governance





and innovation edge

Most Promising Company of the Year by CNBC TV18 India Business Leader Awards (IBLA)



Barclays Private Client Hurun
India Award 2024 for Leadership
Excellence and Vision



Most Preferred Workplace 2024-25 by Marksmen Daily



India's Best Trailblazer CEO
(Agro Chemical) for
Mr. Mayank Singhal by
Corporate Leadership
Awards 2024



India's Top Value Creator 2024 - Agro Chemicals by Dun & Bradstreet



PI's Agchem Supply Chain identified as **Supply Chain Champion**in Agri Business Sector



Gold Award

At India Green

Manufacturing Challenge
2024 for PI Udaipur



Gold Trophy
NSCI Safety Award 2024 for
Excellence in Occupational
Safety & Health

