



PIIL:SEC:St\_Exc\_54\_2021-22 July 31, 2021

**BSE Limited** 

Corporate Relationship Deptt.
PJ Towers, 25th Floor, Dalal Street,
Mumbai - 400 001

Code: 523642

National Stock Exchange of India Ltd.

Exchange Plaza, Plot No.C/1, G-Block Bandra Kurla Complex, Bandra (East), Mumbai - 400 051

**Code: PIIND** 

Dear Sir,

Sub: Press Release on Performance of the Company for the quarter ended June 30, 2021.

We are enclosing herewith a copy of Press Release dated 31<sup>st</sup> July, 2021 on the performance of the Company for the quarter ended June 30, 2021.

Submitted for investor and public information at large.

Thanking you,

Yours Faithfully, For **PI Industries Limited** 

Naresh Kapoor Company Secretary

End: As above.



# PI Industries Ltd.

# **Investor Presentation July, 2021**

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# Performance Highlights Q1'FY22

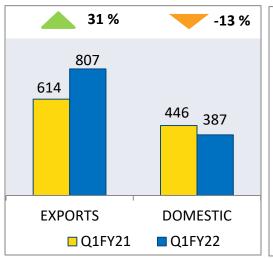
# **Growth continues in Q1'FY22**

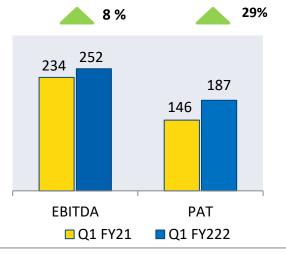
### YoY Revenue up by 13%, EBITDA by 8%, PAT by 29%



#### **CONSOLIDATED**

| Fig in Crores       | Q1FY21 | Q1FY22 | % YOY    |
|---------------------|--------|--------|----------|
| Revenue             | 1060   | 1194   | 13%      |
| Gross Margin        | 42%    | 44%    | 174bps   |
| Overheads           | 216    | 274    | 26%      |
| EBITDA              | 234    | 252    | 8%       |
| EBITDA as % Revenue | 22%    | 21%    | (100)bps |
| Net Profit          | 146    | 187    | 29%      |





- ✓ **13%** Y-o-Y revenue growth primarily driven by:
  - > ~31% growth in Exports contributed by strong volume growth in key products
  - Domestic business impacted due to higher base and delayed monsoon
- ✓ Gross Margin improved by 1.7% with change in product mix in domestic business
- ✓ Overheads increase of 26% is mainly attributable to one-time expenses pertaining to Covid Management and consulting fee and other costs pertaining to several strategic projects
- ✓ EBITDA improved by 8% YoY, however, the quarterly margin %age softened mainly on account of increase in overheads
- ✓ Net profit improved by 29% YoY with lower ETR

# **Strong liquidity position**

#### showing resilience & growth appetite



| (Rs in Cr.)                  | Jun-21 | Mar-21 | Jun-20 |
|------------------------------|--------|--------|--------|
| Shareholders' Funds          | 5,526  | 5,342  | 2,790  |
| Non Current Liabilities      | 381    | 403    | 598    |
| Long-term borrowings         | 238    | 257    | 469    |
| Other long-term liabilities  | 143    | 146    | 129    |
| <b>Current Liabilities</b>   | 1607   | 1257   | 1,390  |
| Short – term Borrowings      | 95     | 70     | 43     |
| Trade payables               | 1029   | 796    | 921    |
| Other current liabilities    | 483    | 391    | 426    |
| TOTAL                        | 7,514  | 7,002  | 4,778  |
| Non Current Asset            | 2,534  | 2,509  | 2,226  |
| Net Fixed Asset              | 2,365  | 2,343  | 2,076  |
| Good Will                    | 83     | 83     | 83     |
| Non-current investments      | 24     | 21     | 7      |
| Other Assets                 | 62     | 62     | 60     |
| Current Asset                | 4,980  | 4,493  | 2,552  |
| Inventories                  | 1,274  | 1,053  | 948    |
| Trade receivables            | 930    | 852    | 831    |
| Cash, Bank & Investments     | 2,526  | 2,327  | 609    |
| Other assets                 | 250    | 261    | 164    |
| Total                        | 7,514  | 7,002  | 4,778  |
| Key Ratios (%) (Annualised)  | Jun-21 | Mar-21 | Jun-20 |
| Net Sales to Fixed Assets    | 1.95   | 1.89   | 1.96   |
| Net Sales to Working capital | 4.06   | 4.13   | 4.94   |
| Debt/Equity Ratio            | 0.06   | 0.06   | 0.18   |

- ✓ Net sales to Fixed Asses ratio improved to 1.95 (Jun'21) Vs 1.89 (Mar'21)
- ✓ Positive operating Cash flow of Rs. ~250 crore
- ✓ Increased inventory levels to avert supply chain disruptions
- ✓ Surplus cash net of debt of Rs. ~2,193 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 Q1'FY22**

### Progress on strategic initiatives continues for sustained growth





#### Capacity Build-up

- Capacity enhancement up to ~5%
- Agreements on non-conventional energy sources



Farm Application
Services

- Additional machines procured
- Strategic partnership with a manufacturer of international repute exclusively for service



#### New Enquiry/ Scale-up

- 3 new products commercialized for exports
- >30 active enquiries at different stages



Digitalization, Process Improvements

- Deployed Track and Trace System for QR coding
- Implemented Golden Batch project



Customer Acquisition & Order book

- Initiated relationships with new customers in agrochemicals, electronic chemicals & other specialty chemical domains
- Order book position > \$1.5 billion



**Product Penetration** 

- Aggressive placement of rice herbicide (Nominee Gold) maintaining the premium over generics
- Expansion of herbicide business in Corn
- Molluscicides expansion in horticulture segment



Technology Scaleup

- Flow chemistry pilot facility operational
- Enzyme mediated synthesis of one product in pilot phase
- Implemented technology to improve solvent recovery



Human Capital and Culture

- Vaccination drive for all employees completed
- Induction of new leaders for pharma integration
- Udbhav talent identification and development program completed



New Product Launch

 1 new product launched (fungicide for Sheath Blight control)

### **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

#### **CSM Export:**

R&D focused approach to drive incremental business

Efforts to drive strategic initiatives continues

PI's product research efforts yielding promising results!!

- Business outlook remains positive backed by normal monsoon for 3rd year in a row
- 3 new products expected to be launched in Q2 which would strengthen the position in rice, cotton and horticulture portfolio
- Products transition to new packaging in ~Q2, to improve efficiency & branding
- ~6 new molecules planned to be commercialized in FY22. Commissioning of 3 new molecules is under progress
- Another MPP planned to be made ready by Q2 FY22
- Order book continues to remain robust @ \$1.5bn with high visibility of sustainable growth for the next 3 years
- Value-driven strategic acquisition of API & Intermediate business undertaking of Ind-Swift Laboratories Limited and creating a differentiated scale play in pharma
- Evaluating & negotiating complementary technology partnerships
- Investing in a new R&D facility for deepening our technological capabilities, derisking current operations and opening up newer opportunities
- Two promising leads; one novel fungicide and a novel broad spectrum insecticide, having sizable potential market opportunity progressing to development phase
- Both have shown promising results in the initial evaluations
- Discussions are underway with global innovators for development partnership

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

# 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

Accredited environmental management systems
 & infrastructure

Established processes for crisis management

- Effective and diversified Board with majority of Independent directors
- Separate role for independent Chairman & MD
- Robust information & cyber security infrastructure / ISO 27001 certification
- Effective risk assessment based on ERM systems
- Stringent guidelines around code of conduct and coverage
- Disclosure of material issues
- Solid innovation management



Gold Star Rating: Ecovardis Survey

 Effective recycling & recovery of by-products and solvents to minimise waste

Continued program for water and energy conservation and climate change management

Controlled fugitive emissions with VOC system

- Won Global Excellence HR Award 2020
- Won CSR Program of the Year Award (DSR – water conservation initiative)
- Committed to Responsible Care© and Human Rights
- Known in the industry for OH&S practices
- Industry leading practices on talent attraction and development
- CSR projects for women empowerment
- Empowerment of farmers, scaling-up farm services, influencing the adoption of science-led agriculture practices



# Integration of acquired business of Isagro progressing as per plan

Long term plan in place to unleash full potential





# Domestic Marketing Piece Merge with JIVAGRO (100% Sub of PI)

Merge with PI

Merger activities are expected to get completed in Q3 FY22

Manufactu

ring / CM

**Piece** 

#### **Our Aim**

#### **JIVAGRO**

- To be one of the leading players in the horticulture segment in India
- >25% CAGR growth over next 4-5 years

#### MFG SITE

- Augment and repurpose from current mfg set up from pharma and pilot plant perspective
- Enhance capacity utilization from current ~50% in Q4 FY21 to >80%

#### **Current Update**

- NCLT demerger order received, the integration of Isagro & Jivagro has been successfully accomplished
- PAN India sales permission on Jivagro brand name has been obtained and back end IT & regulatory integration has been completed
- Jivagro products available in new packs in Q2 FY22
- Jivagro will introduce 12 co-branded and 2 new products in Q2 FY22
- 1 pipeline product of PI's exports commercialized in Q1 FY22 & ~3 to be commercialized in FY22
- Major synergies with PI's neighboring operations in infra & utilities are being worked out as per plan
- Capacity utilisation in Q1 FY22 at Isagro facility significantly improved to more than 80%



# Launch of Jivagro – A specialised Horticulture Crop Solution Provider



### Our Purpose:

"To secure goodness of horticulture through innovative, sustainable solutions and partnerships"

### **Our Mission:**

"To be a specialized Horticulture Crop Solution provider with Industry leadership"

### **Our Values:**



### Our ace Brands:



## Our Approach:

- ✓ Winning portfolio providing end-to-end crop solutions, anchored in specialty products & biologicals
- ✓ Expertise based digitally enabled front-end
- ✓ Leverage inorganic growth opportunities

## **Proactive initiatives contained Covid-19 disruption**





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

 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

# Provision for Oxygen Concentrators

Financial
 assistance to the
 Udaipur
 Chamber of
 Commerce and
 Industry (UCCI)
 for procuring
 oxygen
 concentrator
 machines during
 this crisis

# Financial assistance in setting up Covid Isolation Centres

 Provided 50 beds and requisite medical equipment to Covid-19 Isolation Centre at Jambusar & assistance to Vasant Vihar Welfare Association, New Delhi for running Covid Isolation Centre

# Assistance to procure CT Scan machine

Financial
 assistance to
 Arogya dham
 Hospital, Gwalior
 to procure CT
 Scan machine to
 facilitate better
 diagnostics &
 treatment for
 Covid 19 patients

#### Support of Medicines for Underprivileged

Financial
 assistance to
 Rotary welfare
 Trust, Bharuch
 for procuring
 expensive
 lifesaving
 medicines to
 support the
 underprivileged
 community

# Awareness Campaigns

- 3 Mobile Med. Vans
- Community outreach programs covered >20,000 people in 64 villages
- ~300 people are screened daily

# PI Volunteers for community support

 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













# Corporate Overview & Strategy Recap..

### **Our Vision & Values**





"Building on the foundation of trust, we shall be at the forefront of science-led opportunities by delivering innovative solutions."

### **VALUES**



#### **TRUST**

Like the earth, we are dependable. We work with integrity of purpose, honesty in action and fairness in all our dealings



#### **SPEED**

Blazing ahead, like fire, we constantly strive to work with speed in the way we observe, think and act



#### INNOVATION

Enlivening, like the air, in the constant quest for the horizon, the never-ending search for a better, newer way to do things; Innovation, for us, is a way of life



#### **ADAPTABILITY**

Adaptive, like water, we are constantly transforming ourselves. Being nimble footed, we are highly responsive to change

### Pl's value proposition



#### 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

1

- Global specialty chemicals market expected to grow at 5.4% CAGR<sup>1</sup>
- Increasing focus on CSM as innovators shift focus to core competencies, developing new active ingredients and outsource production
- M&A activities boosting specialized CSM players
- Emerging new areas of innovation such as batteries, coatings, etc.
- Global supply chain risk diversification: China facing issues – pollution, trade wars, safety issues

2

- Business built on end-toend partnerships with global innovators
- ~90% CSM revenues from patented molecules;
   60%+ domestic revenues from in-licensed molecules
- Proven capabilities in agrochemicals; now ready to be replicated across other chemicals segments
- FY22 started with entry into pharma via strategic acquisition of API & intermediates business undertaking of Ind-Swift Laboratories

3

- Integrated and innovative services to provide
- Comprehensive solutions by partnerships
- Relationships with 20+ global innovators built on IP protection

4

- Globally certified with use of Technology, 4 manufacturing facilities, 15 production blocks
- 5 formulation facilities
- R&D team of ~350 researchers and scientists
- Technology enabled distribution network and relationships with more than 2.5 million farmers/retailers

5

- Professionals with expertise across various technical and business functions
- Senior management team of qualified experienced professionals

6

- Revenue CAGR (FY18-FY21) of 25.6%<sup>2</sup>
- EBITDA CAGR (FY18-FY21) of 27.2%<sup>3</sup>
- Pre-tax RoCE of more than 20% over last 4 years<sup>4</sup>

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

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

brands

| 1961 | Ag-Chem Formulation and Marketing           |
|------|---|
| 1971 | Mining later hived off                      |
| 1976 | First Technical Manufacturing plant         |
| 1985 | Energy Metering, later hived off            |
| 1992 | Name Changed to PI Industries Limited       |
| 1993 | Facility at Panoli (Gujarat)                |
| 1993 | PILL Finance and Investment Ltd.            |
| 1995 | Polymer Compounding later divested          |
| 1996 | Custom Synthesis & Manufacturing            |
| 2001 | 1st company in the Ag-chem to implement SAP |

Founded as The Mewar
Oil and General Mills Ltd.

1946

Inception

1ew Busines

| 4 |      |  |
|---|------|--|
|   | 2004 | PI Life Science Research Ltd.                      |
|   | 2007 | Established Subsidiary in Japan (PI Japan Co. Ltd) |
|   | 2008 | Started New Rep Office in China (Shanghai)         |

| 2011 | GLP Certification                                     |
|------|---|
| 2011 | Inauguration of PI-Sony Research Centre               |
| 2014 | Germany office  |
| 2015 | Formulation site setup at Panoli<br>(Gujarat)         |
| 2016 | Joint Venture – Solinnos<br>New R&D Centre at Udaipur |
| 2017 | Joint Venture – PI Kumiai Pvt. Ltd.                   |
| 2019 | M&A – acquired Isagro Asia                            |
| 2020 | QIP fund-raise Rs. 2000cr                             |
|      | ·   |

Inspired by Science

# 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 inlicensed, 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 over 90%
Revenue from Patented
Products

#### **Exports Market**

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

R&D
Partnership

#### SYNERGISTIC APPROACH

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

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

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

- State of the Art R&D facilities
  - ~350 researchers and scientists
  - Accredited for GLP and 'Norms on OECD Principles' by NGCMA
- To service its customers
- 1 R&D Facility
- 4 Manufacturing Sites
- Domestic Brand Distribution
  - 28 stock points
  - 10,000+ distributors
  - 70,000 retail points

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

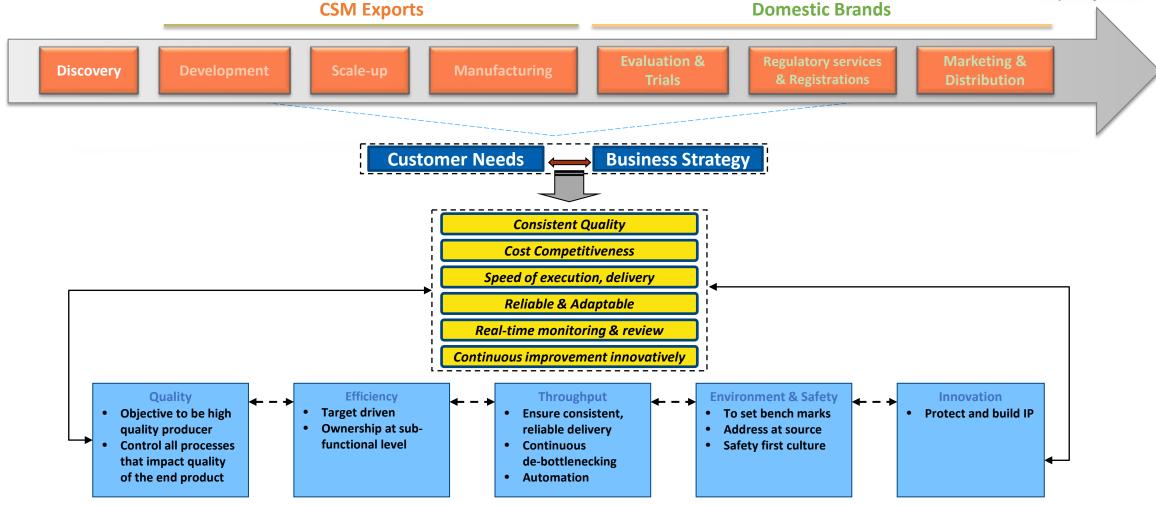
Consistent track record of financial performance

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





### Differentiated domestic distribution model

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



**More than 50 years Creating Market Leading Brands** Significant revenue from Brands Ranked No 1 or 2 in the market, Some brands are more than a decade old

#### **Strong Partner**

40+ years experience 20+ Global Innovators

#### **Strong Pipeline**

Molecules based on crop solutions and Indian needs

- Extension & product development & stewardship (team experience in handling complex new-age premium chemistries)
- Strong relationship with stakeholders
- Policy level by participation

**FOCUS ON** INNOVATION **UNDERLYING PRINCIPLES** RESPECT FOR IP DEVELOPMENT PROCURE REPEAT **SELLING BUSINESS OPPORTUNITIES** 

**BENEFITS OF CROSS** 

REPUTATION OF TRUST & RELIABILITY

**FORGE RELATIONSHIP** 



Digi-tech @Core

**Engagement Efficiency Excellence** 



**Domestic Business – Brands** 

Solutions

Marketing &



**Farmers** 





**Enablers** 

Farmers & Extensive Distribution Network

28 stock points; 10K+ distributors; 70K+ retail points

- Crop solution approach focussing farmer & using ICT (Information, Communication and Technology)
- Organization structure empowered with digi tech to support and demonstrate value delivery to farmers
- Online analytics tools for farmers and employees
- Innovative Ideas and branding for enhancing product life cycle
- **Experience of successfully managing transition of** products from patented to generic
- **Application services** for development & engagement

# 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

**High value** Low - Mid volume **Process technology Complex chemistry** IP (generation / protection) **High Potential** Pl as 1 or 1 of 2-3 sources **Customer as innovators** 

#### OUR FOCUS

#### **Partner of Choice**

#### Who

Niche player / boutique industry – leading supplier

#### How

- Longevity of meaningful engagement
- A marriage of competent equals
- Consultative solution rendering & outsourcing process
- Reliability of services

PI has all that is required to be the "Partner of Choice"

#### Solutions

#### **Service Lines**

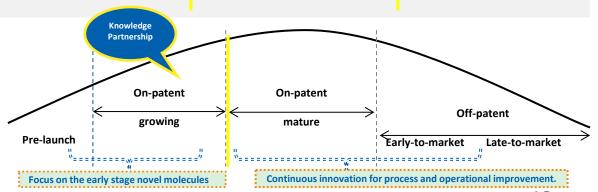
- Research & Development•
- Analytical Research & Services
- Process Development
- Engineering
- Process Scale up
- Commercial Production

#### Characterized by

- Specifications with control limits
- Reliability & predictability
- Repeatability

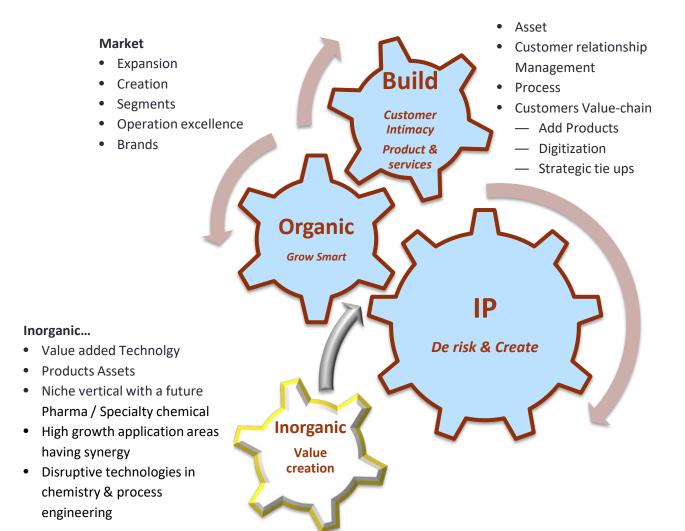
#### In

- Technology
- Process
- Commercial operations
- Supply chain customer
- End applications



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





#### De risk

- Manufacturing concentration
- New formulation of existing products
- Biological

#### **Process**

- Chemistry
- Block Builders
- Process engg.
- Flow

#### Digital

- Information integration
- Decision tools

#### Create

- Process Innovation
- Biological process development
- Formulation Combinations with Partners
- New formulations -
- Digital Customer engagement

Deepening our technological capabilities to open new horizons

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

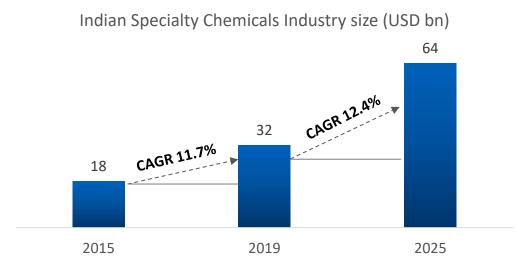
 >25% CAGR growth estimated over next 4-5 years

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

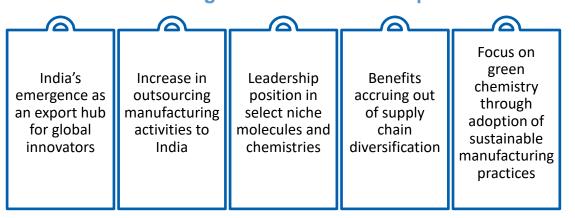
**Source:** FICCI Report on Indian Speciality Chemicals Industry

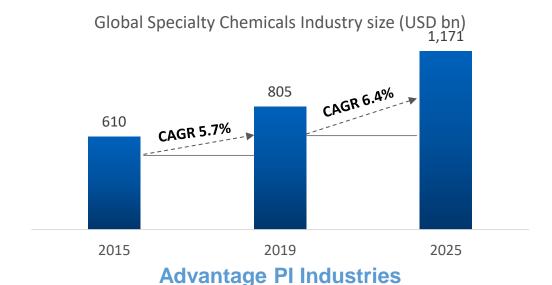
# With Indian gaining good market share of the global Specialty Chemical market, PI is consolidating its position with diversification into adjacencies













Significant investments in technological advancements

Proven manufacturing capabilities and expertise Complete control position and visibility around scale-up of molecules

Source: FICCI Report on Indian Speciality Chemicals Industry

# 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

**700K+** Hectares of Farmlands benefitted by DSR technique thereby saving 1.7 trillion litres of Water annually

Healthcare, Hygiene and **Sanitation Interventions**  **100K+** Lives impacted using Mobile Healthcare Vans under PI's 'Swasthya Seva" Initiative and Blood Bank services

**Women Empowerment** 

15K+ Women across 82 villages in Bharuch Area benefitted through PI's women empowerment program

**Education Interventions** 

18K+ Govt. school children across 125 Schools benefitted through PI's Learning Enhancement Programmes

**Skill Development** 

**2.0K+** 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
- enhancement Learning programmes for government school children in 135 schools
- Certified vocational training & skill employability linked 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









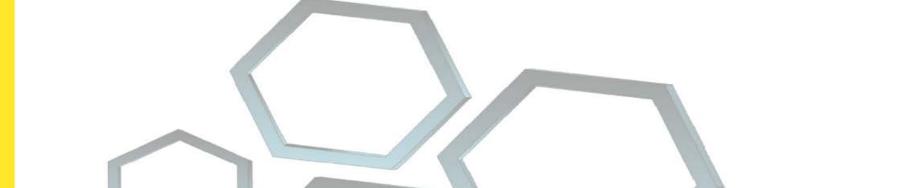














# **Thank You**

#### PI Industries Ltd.