



Inspired by Science

Reimagining a healthier planet!



PI Industries Ltd.

Transforming into LifeSciences Powerhouse

Udaipur, March 7, 2025

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Reimagining a healthier planet!



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



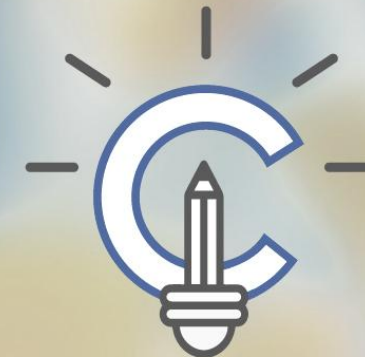
COURAGEOUS

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



CURIOUS

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



CREATIVE

Differentiate, *Collaborate*, *Experiment* and *Execute ideas at speed*.



CARING

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

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.

Increasing Demand for Food, Fiber & Fuel ...

Sustained Opportunity for AgChem



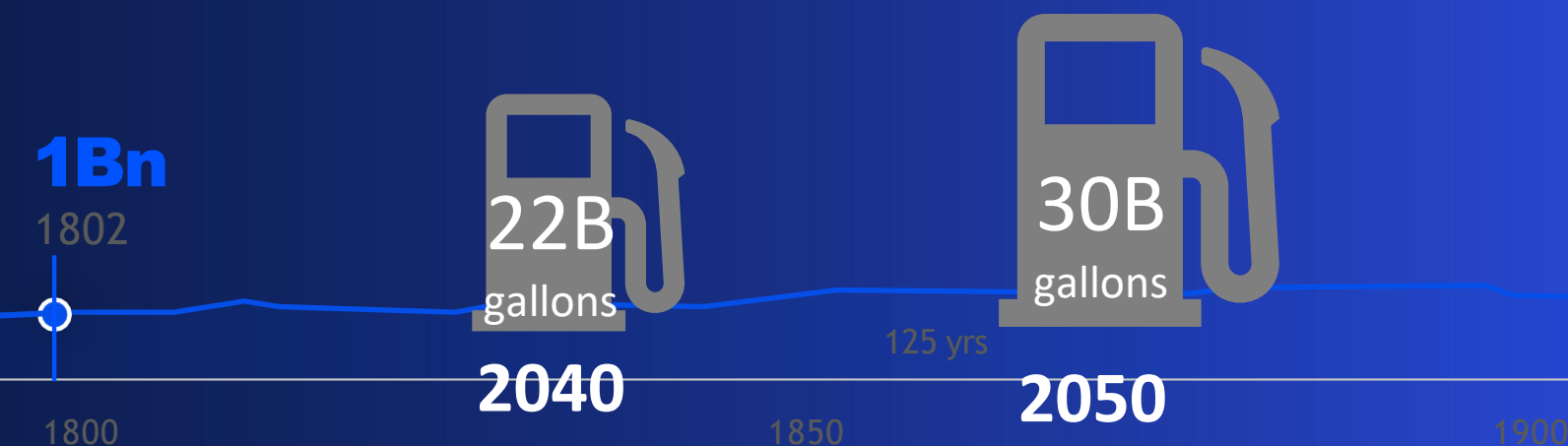
CLIMATE CHANGE

- Up to 25% reduction in crop yields due to increasing global temperatures
- ~ 40% of crop production globally lost to pests



ENERGY TRANSITION

- Demand for Renewable Fuel would require doubling of production by 2030 and grow more than 8x by 2050



Agriculture .. a continued need for the Growing Planet

MEGATRENDS THROUGH 2050



GROWING POPULATION

+50% more food and feed required to meet growing demand

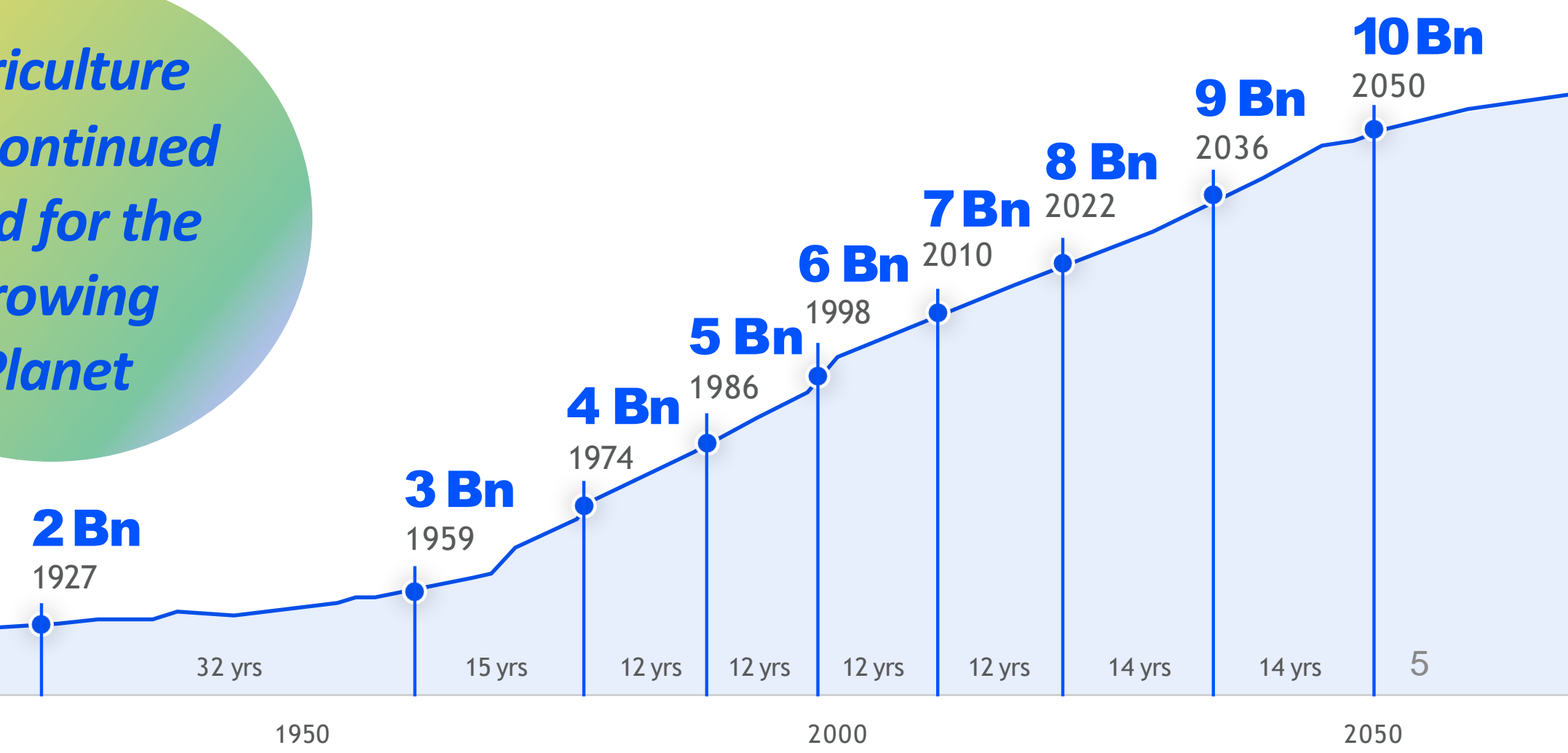
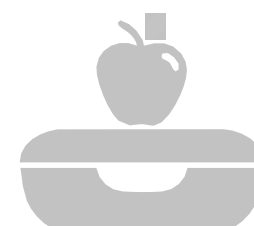
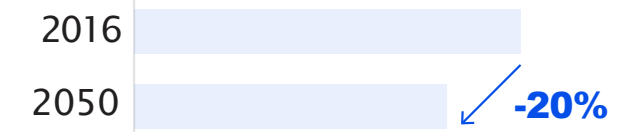
+2.2bn People



PRESSURE ON ECOSYSTEMS

-17% Harvest losses from climate change

-20% Significant loss in arable land per capita



Consistent Pipeline growing across years . . .

Differentiated CSM Model



15+ molecules have been commercialized over the last few years



60+ molecules are currently in active pipeline with **> 50%** in advanced stages of development



Ramp-up in Pipeline from **Diversified Segments**. **Non-Agchem's** share in new enquiries has increased from **~15% (FY20)** to **~50% (FY25)**

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



Evolving from Ag Chem Leader to Life Sciences Powerhouse...

Addressing 10X BIGGER Opportunities

- Biologicals
- Electronic Chem
- Pharma
- New NCEs

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

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 20% and EBIDTA CAGR 33% over last 2 years with ROCE >30%

Future

A Global Technology platform Leader in Biologicals; scaling Pharma by investment and building differentiated partnerships in the CRDMO play known for its scientific capabilities

Leveraging Process Technology capabilities to create value for our Global Partners

Institutionalize High Quality Research & Development

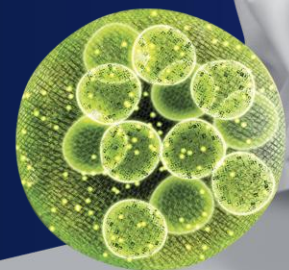
Bring new NCEs from India to the World with Global Partnerships

Building into an Institution for high quality research and development



..driven by a unique business model, excellent delivery and trusted relationships

World-Class R&D delivering Innovative and Disruptive solutions



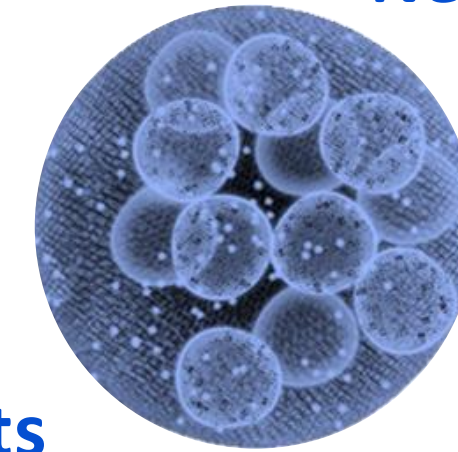
*1st Indian company to
receive approval from
International
Organization for
Standardization (ISO)
for groundbreaking
insecticide named
"PIOXANILIPROLE"*

State-of-the-art
R&D Labs
at **4 locations**

NABL ISO17025
and GLP certified
New ICP-OES



700+ Scientists
200+ Doctorates



60+ projects
at different
development stages

190+ Patents
filed

In-house library with a vast
array of knowledge resources



Discovery

Process Research

Process Development

Scale-up

Commercial Manufacturing

Marketing



Integrated R&D For Ag

with Non-Conflicting Approach

BEST IN CLASS GLOBAL SCALE CAPABILITIES

Discovery Research & Development

Analytical Research & Services

Value-added Research Activities

Process Development & Scale-up

Custom Synthesis

Detailed Engineering

Large-Scale Custom Manufacturing



Differentiated Technology Capabilities

Molecular Modelling & Quantum Mechanics

GLP Accredited Analytical Capabilities : Structure Elucidation to Phys Chem to Method Development

Biology: In-Vitro, Greenhouse Testing Capabilities

High Purity Controlled Environment : Electronic Chemicals

*From Ideas to Markets
Bringing Innovation to Life...*



Flow Technology

Biotechnology

Differentiated Technology Capabilities

Largest Commercial Scale Reaction Capabilities

Hazardous Chemistry

Ag Brands

Driven By Unique Solutions through Global Partnerships, Brands Building Capabilities And Market Reach

Over 6 Decades creating Market-Leading Brands

Significant revenue from Brands ranked No. 1 or 2 in the market, some brands are more than a decade old

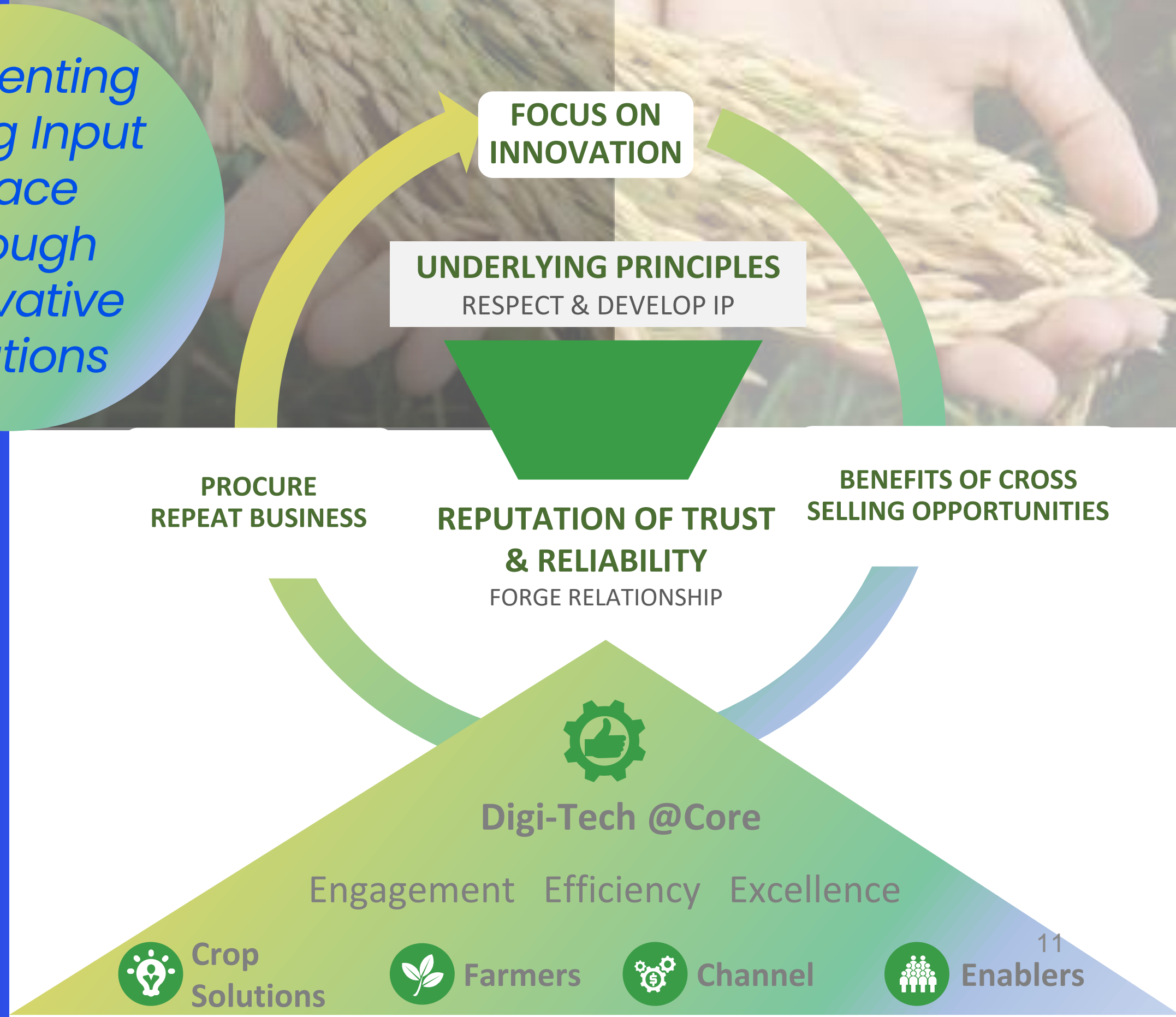
Well Established Partnerships with Global Innovators

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

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



Reinventing the Ag Input space through Innovative Solutions



Biologicals – PI's Sustainable Growth Engine

Aspiration Milestone

PI's global biologicals revenue to grow 5x

Scale-up Plans

Introduce Products through New Technology platforms

Leverage India Distribution

Research & Development

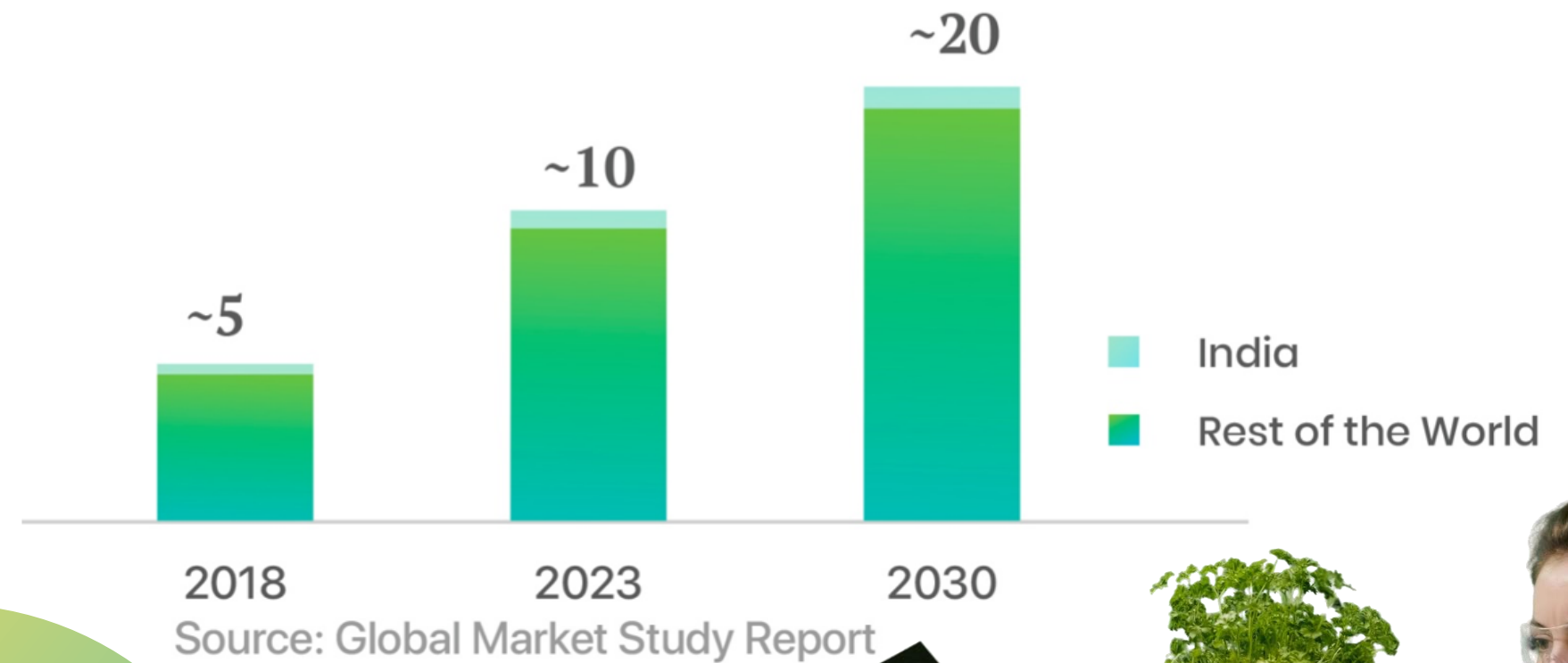
Strengthen teams & partnerships in US, Brazil, Mexico, ASEAN & Africa

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

Acquire complementary technologies & expand portfolio

25 Years of
"Passion for
Biologicals"
now going
GLOBAL

Present Market: **\$10B**, to grow **2x** by **2030**



Platform for Peptides

PREtec TECHNOLOGY

Derived from natural proteins, PREtec is an environmentally friendly technology that stimulates crop growth and the ability to withstand a variety of abiotic stresses as well as to improve disease control, plant health and yield.

Proprietary Product

Harpin (Obrona®)
Protein technology – environmentally friendly

Saori®
Innovative biological seed treatment for control of critical soybean disease

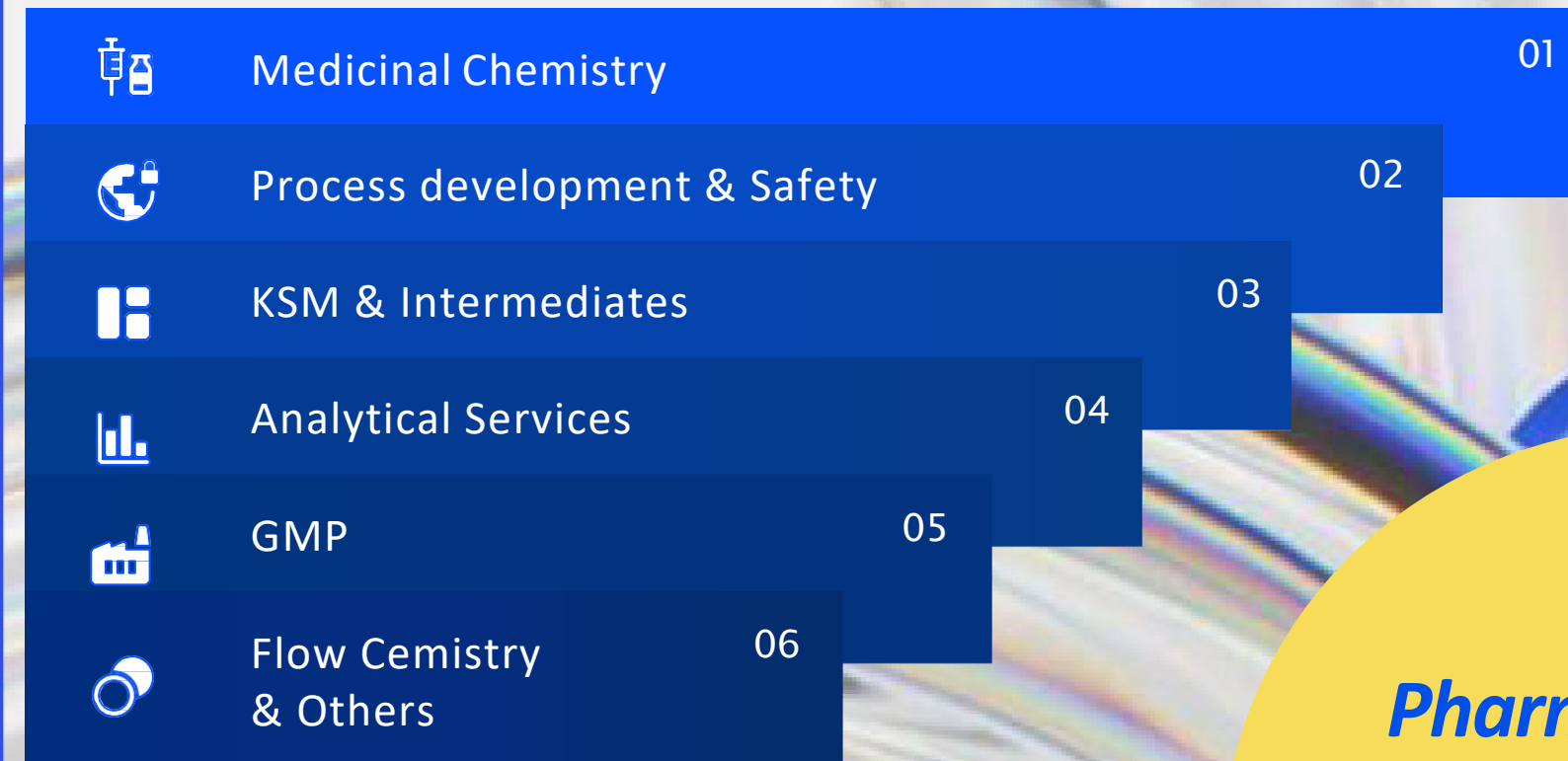
Teikko
Control of root-lesion nematode

PI's Pharma CRDMO Next growth Engine...

PIHS TODAY

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

Integrated CRDMO services



**Pharma CRDMO:
Targeting 3X
revenue over
next 3-4 years**

PIHS Way Ahead ...



PI's Financial Strength & Consistent Outperformance

Past two decades Revenue

CAGR: ~20%

Exports Revenue

CAGR: ~27%

EBITDA Margins: Steady at

25%+

Surplus Cash Position:

₹4,209 Cr (as of Dec 2024)

Solid track record of wealth creation over past two decades

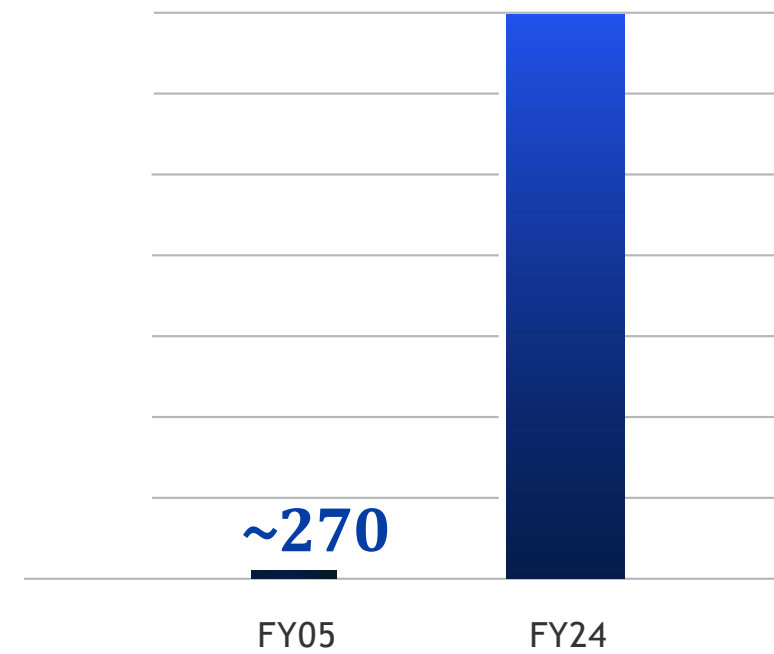
Outpacing Global Peers

3-Yr CAGR	PI	Global Peers Avg.
Revenue	19 %	7 %
EBITDA	26 %	4 %

Figures in Rs Crores

~27x

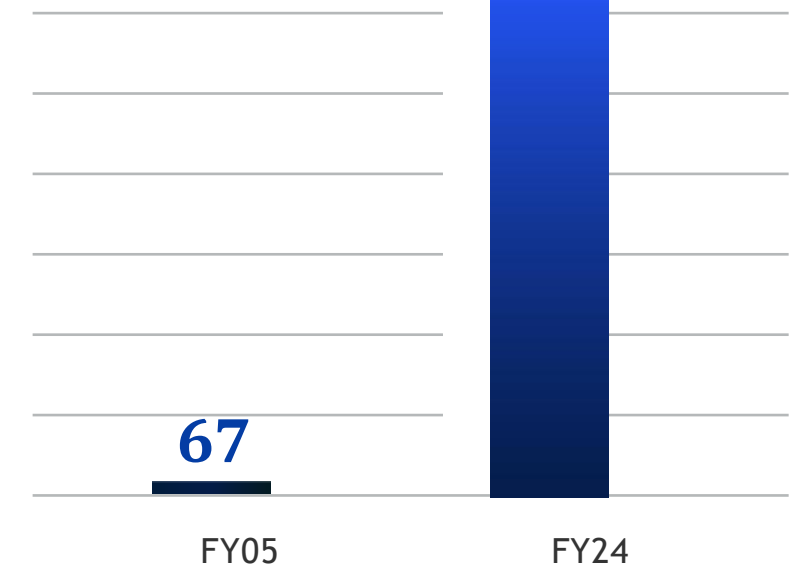
Revenue ~7,145



~90x

Exports

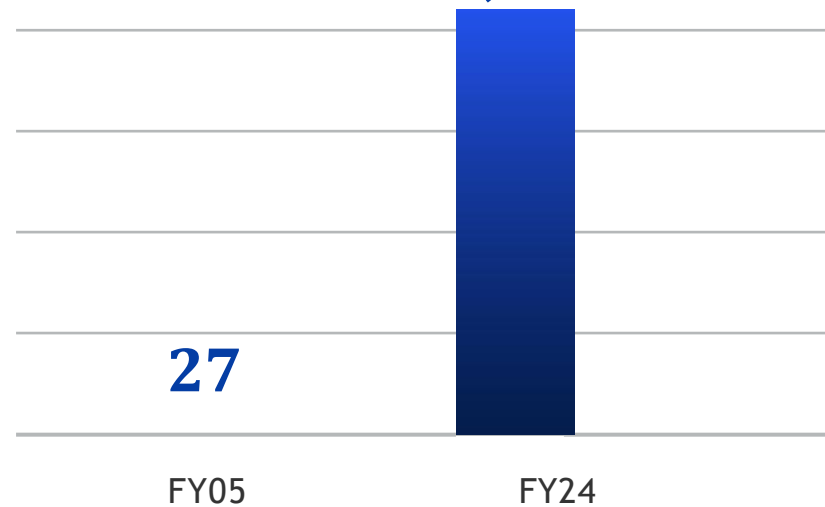
~6,300



~75x

EBITDA

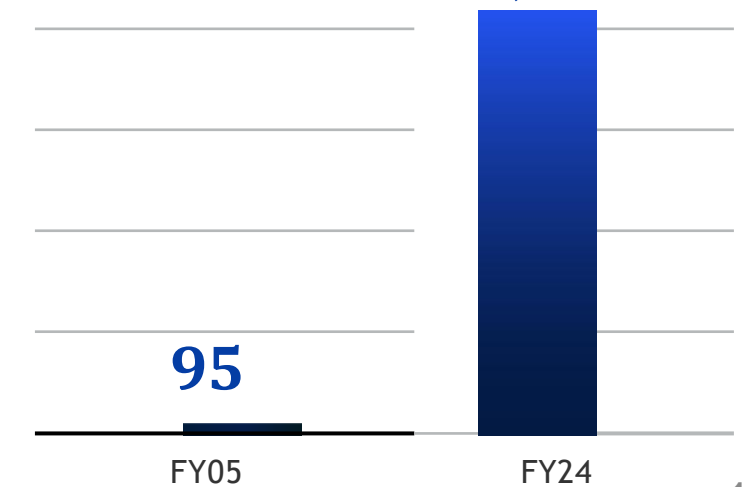
~2,025



~35x

Fixed Assets

~3,375



The PI Investment Case: A Proven Growth Engine.... Unlocking the Next Era of Growth



- 01 Demonstrated ability to constantly reinvent itself over 8 Decades**
Guided by our Values
- 02 Constantly Differentiating our Business to create Moats with Excellence**
from Ag distribution to CSM to Innovation in Ag; now to Life Sciences
- 03 World-class Integrated R&D capabilities**
from discovery to markets: Science & Technology, our Passion
- 04 Fostering Multi-decadal Relationships**
with Partners to bring Innovation to Life
- 05 Demonstrated Wealth Creation with Strong Financials**
Debt free balance sheet, War chest of growth capital
- 06 Digital Edge**
From Assets to knowledge to offer consistency with speed
- 07 People First**
Constantly building, acquiring and growing our Human Talent globally
- 08 ESG, a Way of Life at PI**
Top 3% ESG-rated globally, 2nd consecutive year of S&P CSA yearbook

A High-Caliber Board – Guiding PI's Transformation Journey

Diverse Board with deep financial, technical & scientific acumen guiding next round of growth



PI SCORES HIGH ON GOVERNANCE



Mr. Narayan K. Seshadri
Non-Independent
Non-Executive Chairperson



Mr. Mayank Singhal
Vice Chairperson &
Managing Director



Mr. Rajnish Sarna
Joint. Managing Director



Mr. T.S. Balganesh
Independent Director



Mr. Shobhinder Duggal
Independent Director



Ms. Lisa J Brown
Independent Director



Ms. Pia Singh
Independent Director



Mr. Arvind Singhal
Non-Independent Director



Mr. Rafael Del Rio
Non-Executive Director

- 44% of Board Members are Independent Directors
- Two Women Directors
- Audit, NRC, CSR, Stakeholder Relationship Committees Chaired by Independent Directors
- No Executive Director in the NRC and Audit Committee
- Separation of role for MD and Chairperson
- Non-Executive Chairperson
- Business CEOs not members of the Board
- External evaluation of Board performance

Future Roadmap – Delivering on Our Vision backed by Innovation



*Continue Delivering Higher
Growth than Industry....*

Our Growth Milestones



Continue to Grow in CSM, Ag-Brands

Partner for New NCEs in Ag

Scale up Biologicals globally with New Technology Platforms

Invest to grow Pharma CRDMO

Continue M&A and Strategic partnerships

Expand R&D, Manufacturing & Markets





Inspired by Science

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Thank You