

17<sup>th</sup> March, 2025

The Secretary  
BSE Ltd.  
Corporate Relationship Dept.,  
14<sup>th</sup> floor, P. J. Tower,  
Dalal Street, Fort  
Mumbai - 400 001  
**Stock Code – 500331**

The Secretary  
National Stock Exchange of India Ltd.  
Exchange Plaza, Plot no. C/1, G Block,  
Bandra-Kurla Complex,  
Bandra (E),  
Mumbai - 400 051  
**Stock Code - PIDILITIND**

**Sub: Investor Presentation**  
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Dear Sir,

In continuation to our letter dated 4<sup>th</sup> March, 2025, regarding the Analyst Day scheduled to be held on Tuesday, 18<sup>th</sup> March, 2025, please find enclosed herewith the Investor Presentation that will be discussed during the meet.

The aforesaid information is also being hosted on the website of the Company viz., [www.pidilite.com](http://www.pidilite.com).

Thanking You,

Yours faithfully,  
**For Pidilite Industries Limited**

**Manisha Shetty**  
**Company Secretary**

Encl: a/a

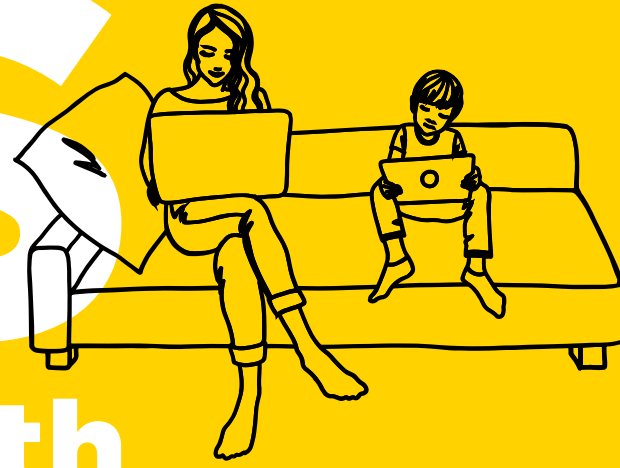
**Regd. Office**  
Regent Chambers, 7th Floor  
Jamnalal Bajaj Marg  
208 Nariman Point  
Mumbai 400 021

**Pidilite Industries Limited**  
**Corporate Office**  
Ramkrishna Mandir Road  
Andheri - E, Mumbai 400059, India

**T + 91 22 2835 7000**  
**2835 7952 / 2835 7365**  
**F +91 22 2830 4482**  
[www.pidilite.com](http://www.pidilite.com)  
CIN:L24100MH1969PLC014336

# BUILDING BONDS

Consistent Profitable Growth



PAST  
PRESENT  
FUTURE



# Our Journey

## Inception, Building Power Brands and Expanding the Global Footprint and entering into Collaborations

### 1959-93

Plants commissioned for Acron brand of Pigment Emulsion and Fevicol brand of Adhesive

Fevicol established as Carpenters' preferred choice

Consumer Products division is born

Pidilite goes public, valued at INR 60 Crs



### 1994-2004

Dr. Fixit and M-seal introduced

The "Bus" ad wins the Silver Lion award at Cannes Lions International Festival of Creativity 2002

Pidilite reaches 1000 Cr. mark

Roff brand of Construction Chemicals is acquired



**m-seal®**



### 2005-19

Incorporated "Pidilite Middle East Ltd." in Dubai

Acquired Nina Construction and Percept Waterproofing

On April 10, 2015 Mr. Bharat Puri took charge as MD of Pidilite

Pidilite forms JV with Italy's ICA

Acquisition of CIPY in flooring space

Several collaborations in growth areas - Jowat (joinery), Litokol (grouts), Grupo Puma (mortars/tile adhesives)



# Our Journey

## Expanding the Global Footprint and entering into Collaborations

### 2020-21

Pandemic strikes & Lockdown across the globe

Investments in emerging digital platforms - Pepperfry, Homelane and Livspace

Acquired majority stake in Tenax India Stone Products

Acquired Consumer and Bazaar business of Araldite in Indian Sub-Continent



### 2021-23

Business picks up pace despite multiple pandemic waves

Investment in startups adjacent to Pidillite areas of interest - Buildnext, Kaarwan, Finemake, Onsite, Pace Robotics

Invested Rs. 500+ Cr for capacity building in last 2 years

Mr. Sudhanshu Vats appointed as Deputy MD

Recognised as 'Great place to work' consecutively for 2 years



### 2023-25

Launch of new range of interior decorative paints under the brand Haisha paints

Technology partnerships for new applications in leather, leather goods & electronics (Basic Adhesives, SynBios, CollTech)

Invested Rs. 200+ Cr for capacity building

Significant improvement in underlying volume growth and profitability in 9 months

Announcement of Mr. Sudhanshu Vats as MD Designate, and Mr. Kavinder Singh as Execute Director & Joint MD Designate



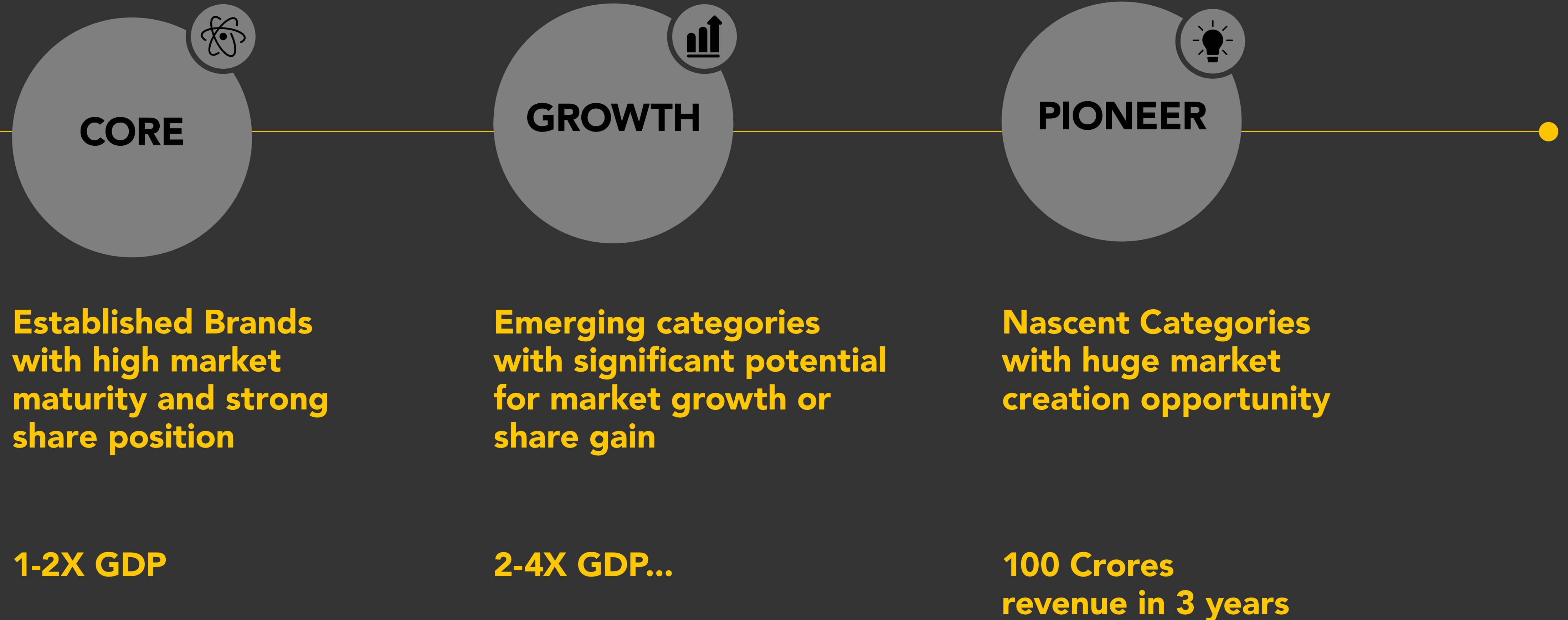


# **BUILDING BONDS**

**Consistent Profitable Growth**

# **PAST**

# We Articulated our Portfolio Approach to Sustained Profitable Growth



# Portfolio for Creating Value – Then

CORE

FEVICOL  
SH®

FEVICOL  
MARINE®

FEVICOL  
HEATX®

FEVICOL  
MR®

fevi  
stik®

*the ORIGINAL*

Fevi kwik®

*M-seal*®

*Fevicryl*®

GROWTH

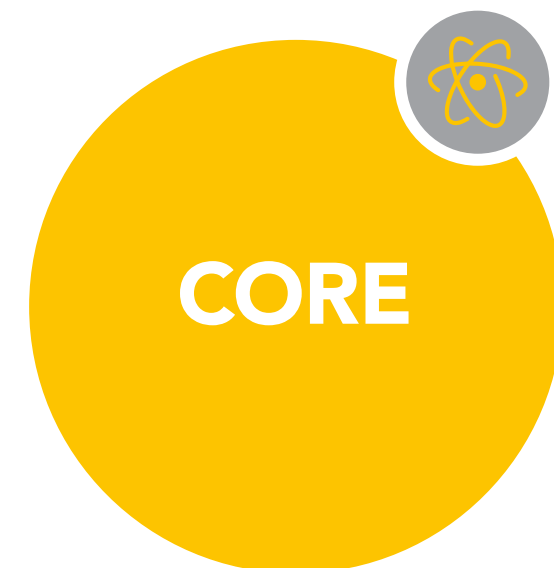
DR.  
FIXIT®  
WATERPROOFING EXPERT

NINa  
PERCEPT

PIONEER

Pidilite  
INTERNATIONAL  
GEOGRAPHIES

# Portfolio for Creating Value – Now



FEVICOL  
SH®

FEVICOL  
MARINE®

FEVICOL  
MR®

FEVICOL  
PROBOND®

FEVICOL  
EZE SPRAY®

FEVICOL  
NAIL  
FREE  
ULTRA®

Fevi kwik®

M-seal®

Fevicryl®



Pidilite  
EMERGING  
— INDIA —

Pidilite  
INTERNATIONAL  
GEOGRAPHIES

WD-40®

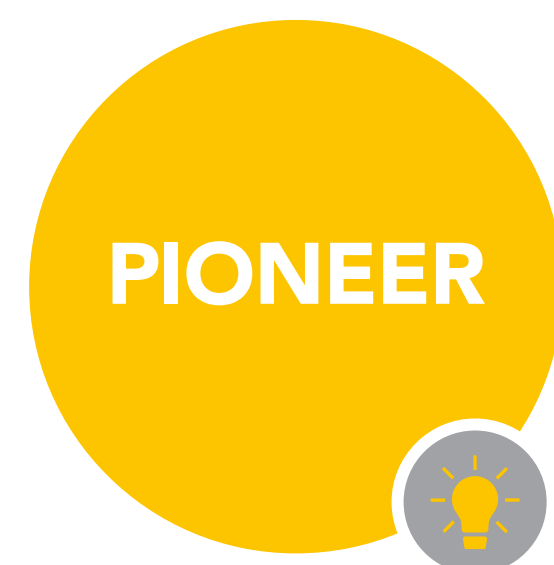
NINA  
PERCEPT

DR.  
FIXIT®  
WATERPROOFING EXPERT

ICA Pidilite

Roff®  
TILE & STONE FIXING EXPERT

Araldite®



Dr.  
cipy

HAI  
SHA®  
paints

FEVI  
SEAL

TENAXO®

Jowat®  
Klebstoffe

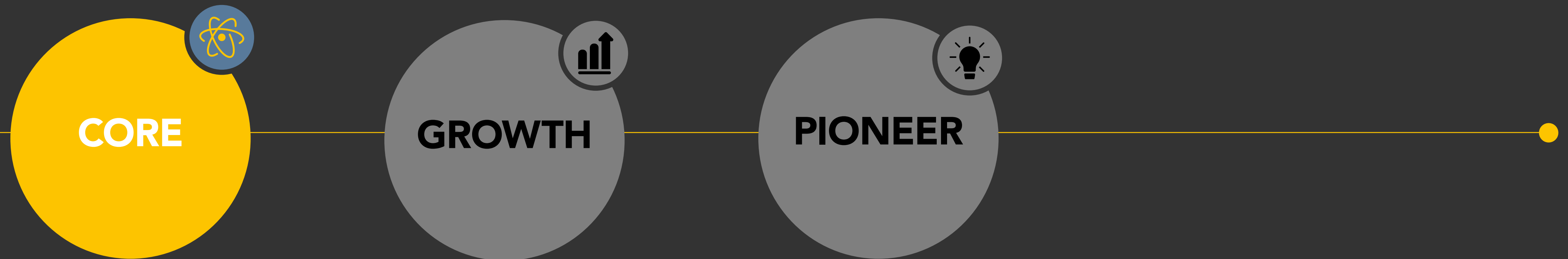
Pidilite  
grupopuma

LITOKOL®  
HI-PERFORMANCE BUILDING PRODUCTS

UnoFin  
Decorative Waterproof Render



# How did we grow our core at 1-2X GDP?



**Premiumizing**

**Innovating**

**Reinforcing Brand Leadership**

# Fevicol Story

## Premiumization in Core: Fevicol Evolution

Then



Now



FEATURES

APPLICATIONS



Water resistant adhesive



Anti-bubble adhesive



Superfast setting, best coverage adhesive



Heat Resistant Rubber Adhesive



PVC & Acrylic Laminates



AC Ducts



Foam Sheets



EzeeSpray



Fevicol Sofa



Fevicol Ezeespray



Fevicol Jugalbandi



# Fevikwik Story

Then



Fevikwik  
Kabaadiwali



Fevikwik Gel  
Washroom



Fevikwik Advanced  
Blind Man

Now



Repair Better



Water Proof  
Shock Proof

Repair Easier



30 secs to adjust  
Non-drip & No Mess

Go Beyond Repair



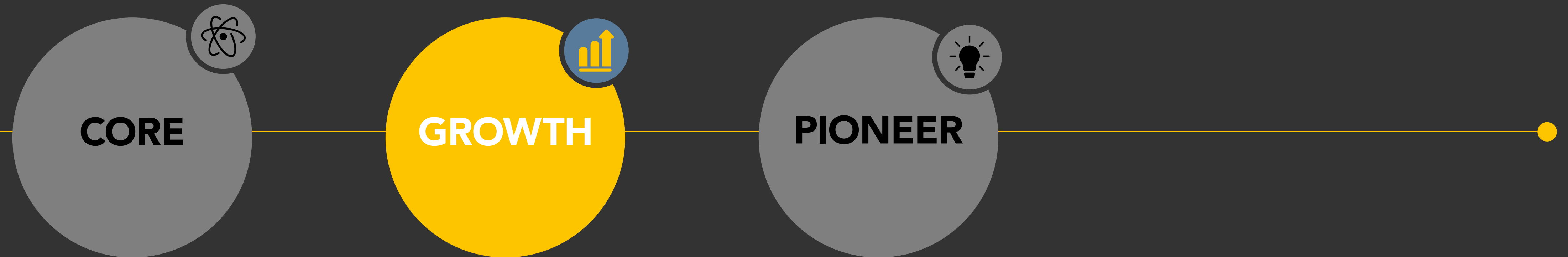
Easy to use &  
stock at home



Multi-surface Application &  
Clear Non-drip Formula



# How did we build Growth Businesses?



**Creating  
Categories**

**Holistic Brand  
Management**

**Driving  
Penetration**

**International  
Expansion**

**Inorganic Growth**



# Dr. Fixit Story

From Pure Waterproofing



To Waterproofing + Coating range + Dr. Fixit Centre



Dr. Fixit Waterproofing  
ka Doctor

Dr. Fixit Roofseal  
Rang Rogan



# Roff Story

## Large untapped potential

- Tile and Stone Solutions market size estimated at Rs. 2500 Cr to Rs. 3000 Cr
- Penetration of category estimated at 18% to 20%, as majority market still using cement to fix tiles



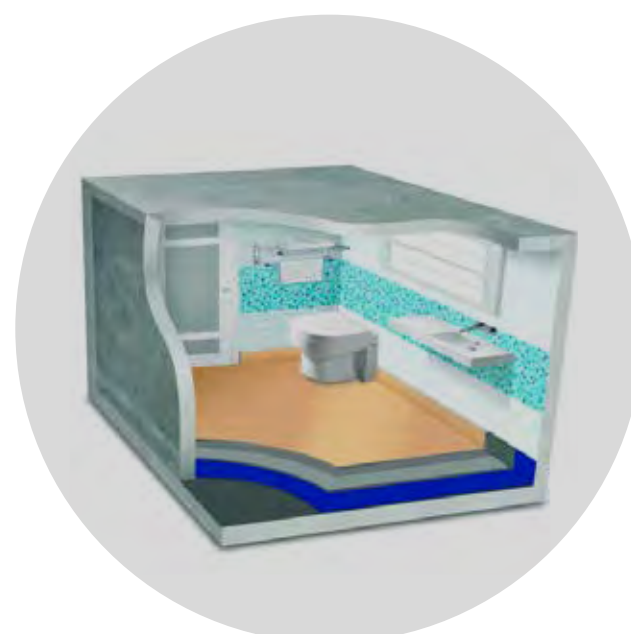
Roff positioned as an expert Tile and Stone Solutions provider, supported with best-in-class portfolio of brands/ products through JVs with global specialists



Tile and Stone Installations



Stone and Tile Care products



Under Tile waterproofing Solutions

Pidilite  
grupopuma

Premium  
Tile Adhesive



Premium  
stone care



Roff Mad House



Roff Car Crash



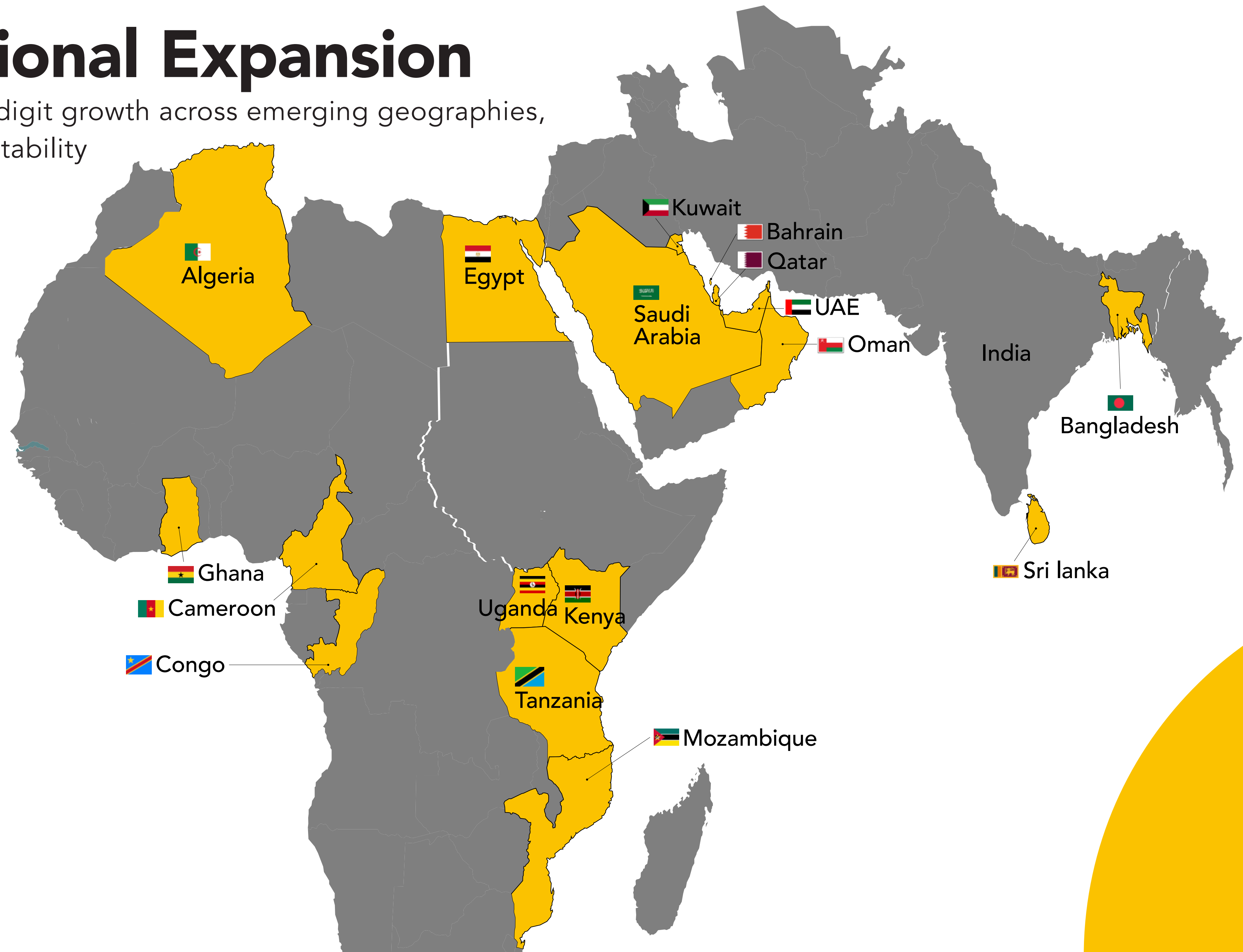
Tile  
Adhesive



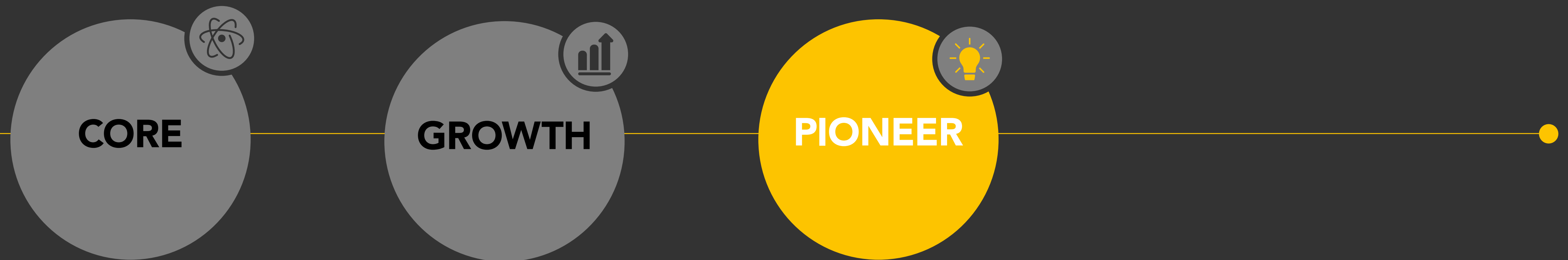
Epoxy Grout

# International Expansion

Consistent double-digit growth across emerging geographies,  
with improved profitability



# Identifying Pioneer Categories



**Identifying and Building  
Nascent Categories**



# Pioneer - Araldite & WD-40

Pidilite acquired Araldite in 2020, a brand with 75 years of legacy, which has a large range of Adhesives and Epoxy



Araldite Maharani Ka Ghoda



WD-40 is the versatile solution for lubrication, rust prevention, and cleaning



Clean Circuit Care



Smooth Bike Chain



Rust Free Tools



Spotless Tiles



WD40 Prison





# Pidilite ICA Story

- In 2016, Pidilite entered into a JV with ICA, a leading Italian manufacturer of high-end wood finishes, to manufacture and distribute wood finish products and accessories
- ICA's technical expertise combined with Pidilite sales and marketing savvy, has set a new standard of wood finishes

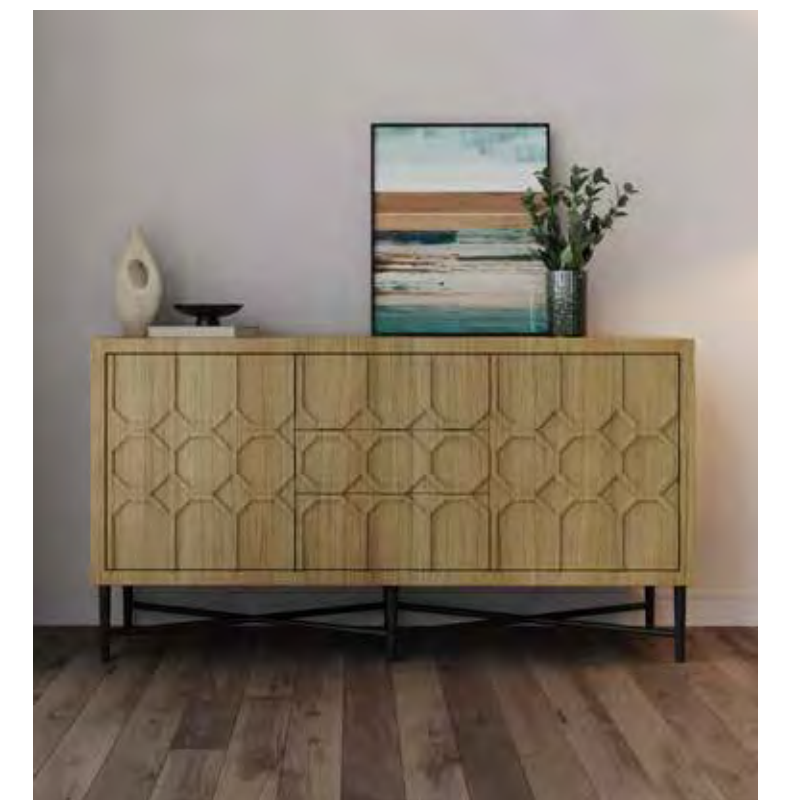
## Architects and IDs



## Product Expertise



## Marketing Excellence



ICA Brand

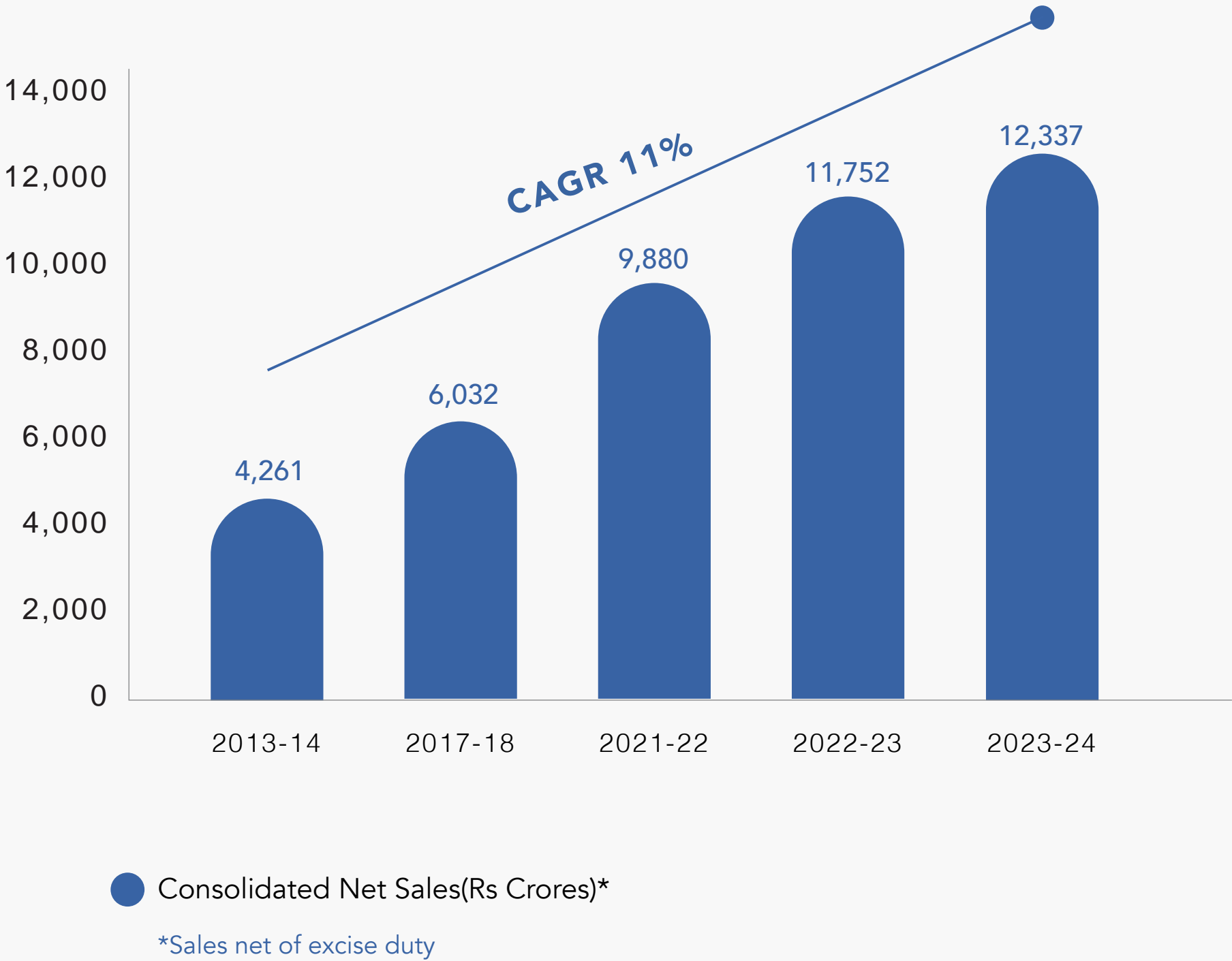


# Consistent Performance Over Last 10 Years

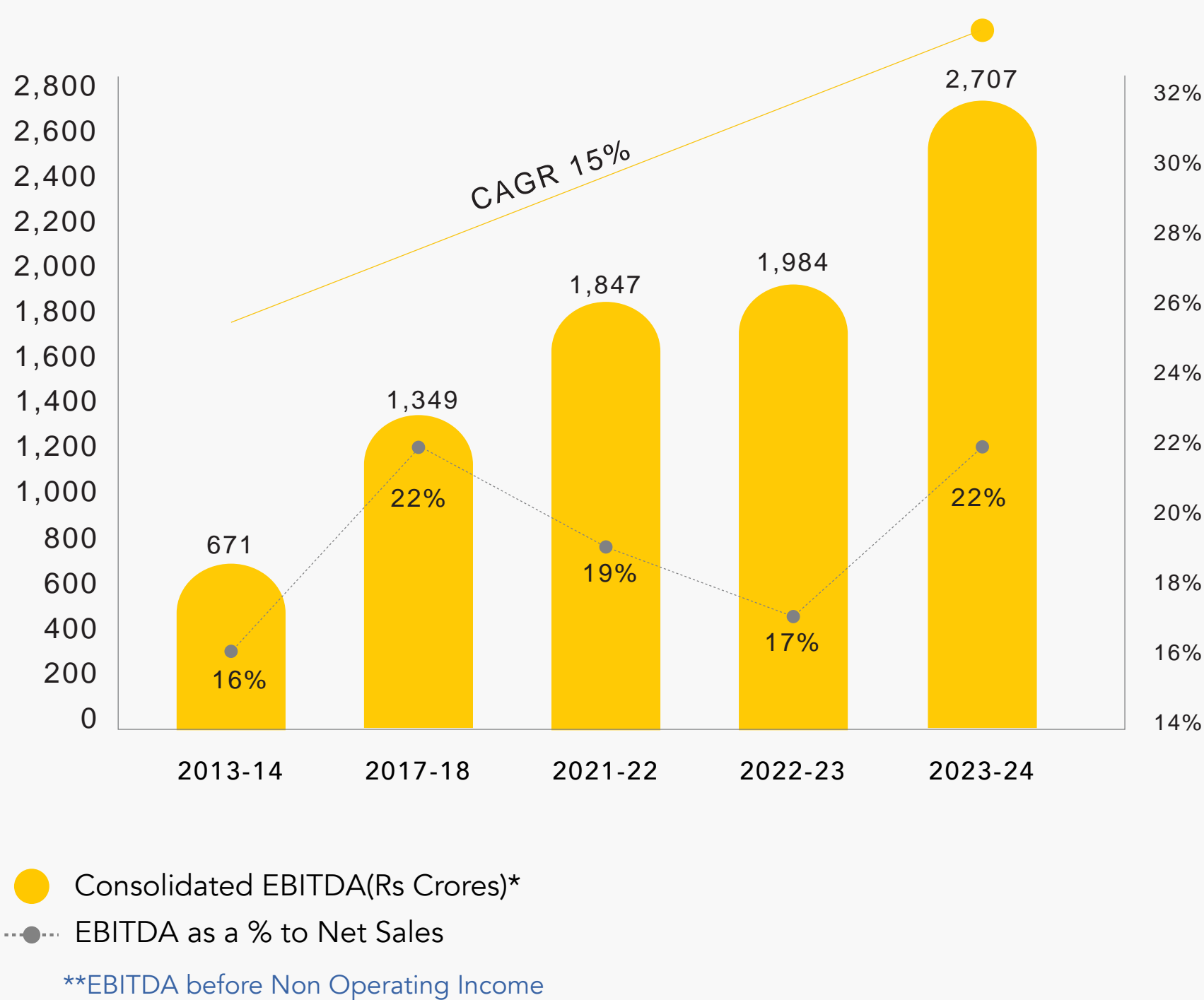
1,53,330  
crores

Market Cap as on March 31, 2024  
(Increased by 10X over 10 years)

NET SALES GROWTH TREND OVER LAST 10 YEARS



EBITDA GROWTH TREND OVER LAST 10 YEARS



We delivered consistent profitable volume growth despite challenging external environment, outpacing GDP growth (4 year CAGR, Pidilite: ~13% vis-a-vis GDP: ~5%)

# BUILDING BONDS

**Consistent Profitable Growth**

# PRESENT

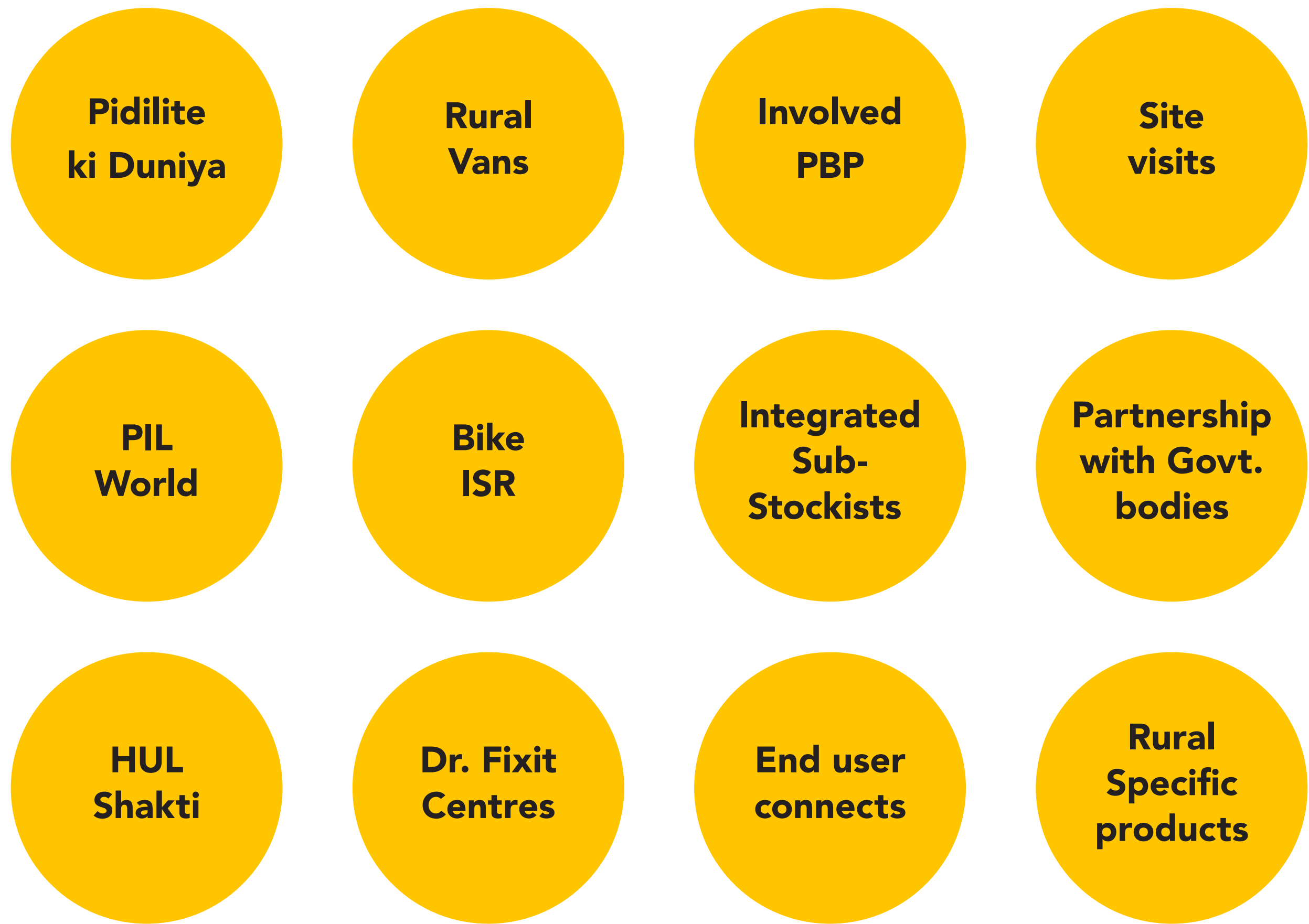
We are the leading company in the country with  
presence across major categories in  
home improvement



# Enabled by

- 1 • Distribution Expansion 
- 2 • Evolution of Marketing Excellence 
- 3 • Scaling Up Supply Chain 
- 4 • Digital Journey 
- 5 • People and Culture 
- 6 • Sustainability 

# Multiple Anchored Sales & Marketing initiatives to drive Penetration & Market development



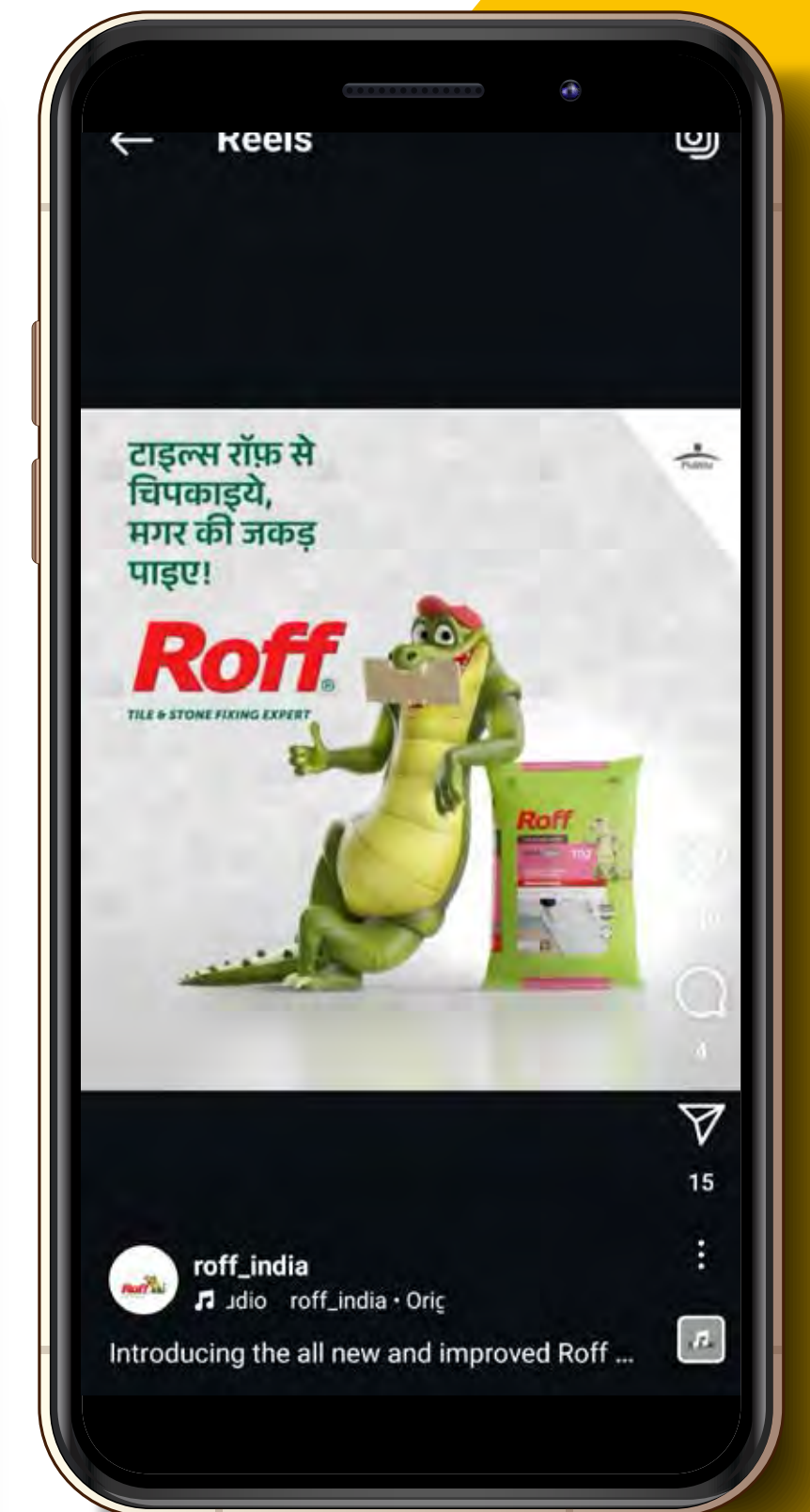
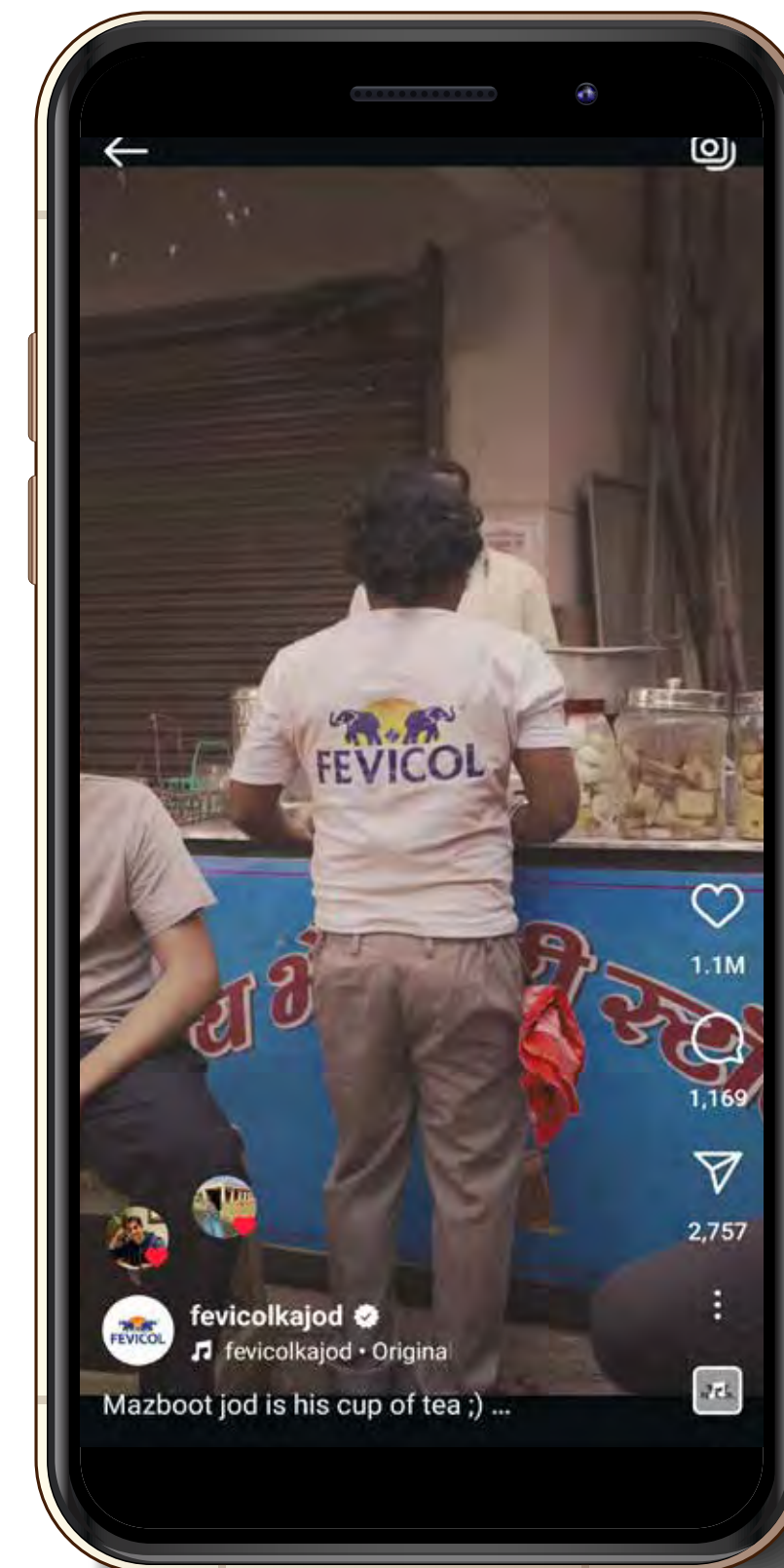
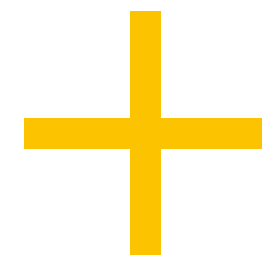
	2015	→	Now
Towns covered	>14000		> 38500
No. of Pidilite ki Duniya outlets	~ 15		> 16200
No. of Dr. Fixit Centres	> 0		> 1200
No. of HUL Shaktis	> 0		> 12500

# Evolution of Marketing Excellence

2



From this



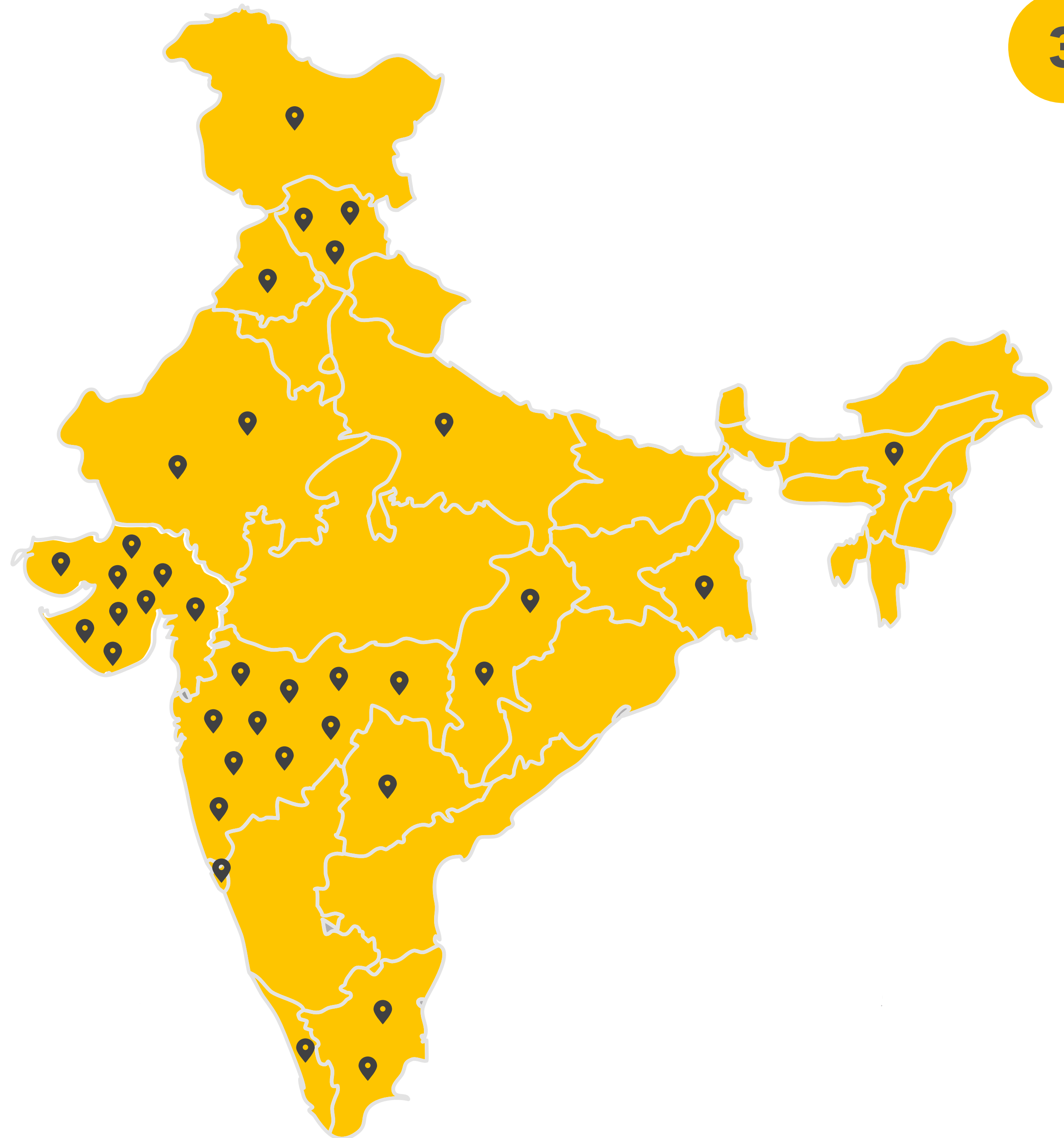
Now also these

# Scaling Up Supply Chain

3

With a cumulative capex investment of Rs. 2600+ Cr over 10 years, Pidilite currently operates through 60+ manufacturing units and 60+ distribution centres across the country, thereby having created a future ready supply chain.

Map represents locations with manufacturing units





# Digital Journey

creating real-time, dynamic and customer centric eco-system

4

Then (2015)

Now (2025)



Retailers

—



Distributors

Winomkar,  
HumaraOrder



Users



Sales Force





# People and Culture

Building a perennial culture

5

## Listening Culture

### MyPidilite

Helpline for all stakeholders, including employees

## Focus on Frontline

Capability building

Career map for field teams

Engaged teams

Pidilite Gurukool



## Leadership Pipeline



EMERGING LEADERS PROGRAM



नेतृत्व



## Building an Inspiring Place to Work



NPS turnaround, with scores at Best-In-Class

Recognised amongst Top 25 companies in Manufacturing workplaces



Top 25 India's Best Workplaces™ in Manufacturing 2024

Recognised amongst Top 50 India's Best Workplaces Building a culture of Innovation by All 2024



Top 50 | Large India's Best Workplaces Building a culture of Innovation by All 2024

# Sustainability

Pidilite embarked on its Sustainability journey and has already achieved quantifiable success till FY24

6

## Our Core Pillars

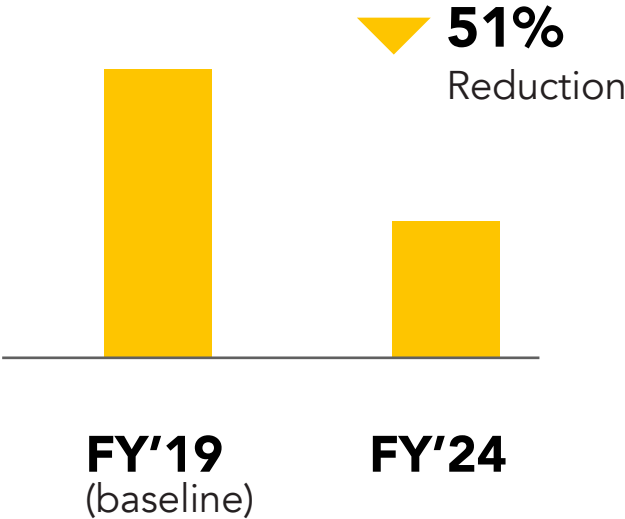
**Environment**  
Combatting Climate Change  
& Sustainable Innovation

**Social**  
Servicing People and  
Communities

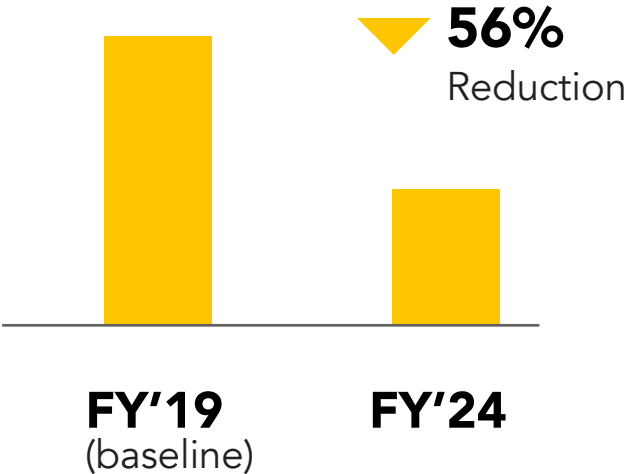
**Governance**  
Responsible Value Creation

## Measurable Outcomes

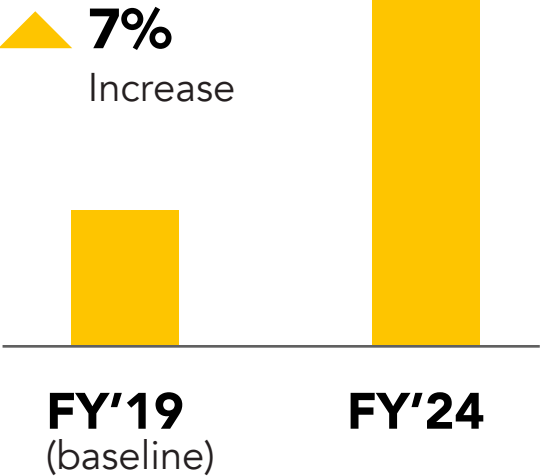
### Water Use Intensity



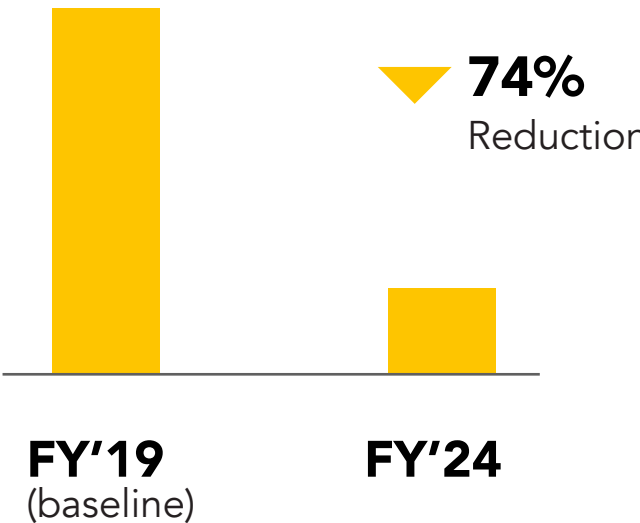
### Energy Use Intensity



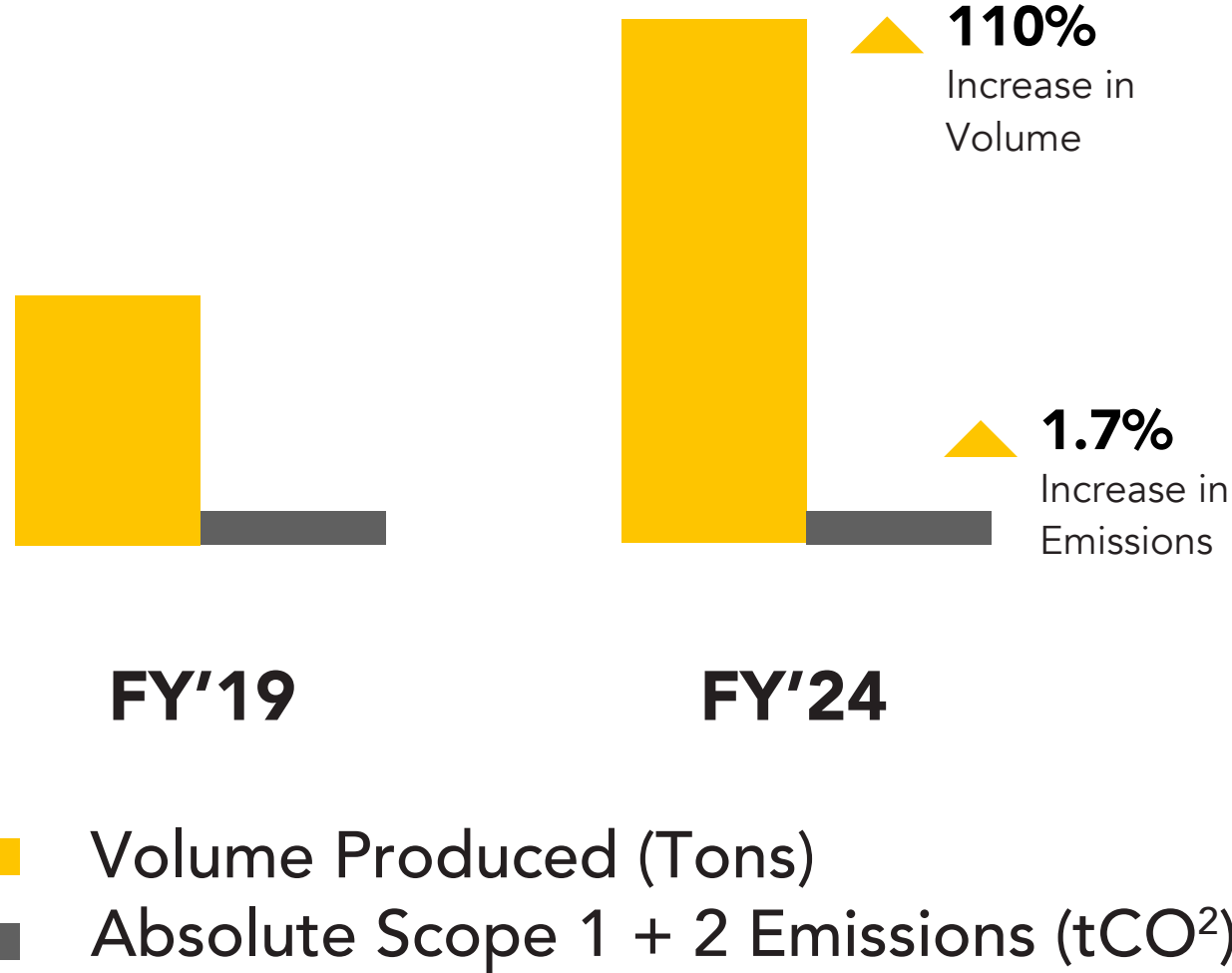
### Renewable Energy Mix



### Waste Disposal Intensity



### Comparison of Volume Produced and Absolute GHG Emissions



# **BUILDING BONDS**

**Consistent Profitable Growth**

# **FUTURE**



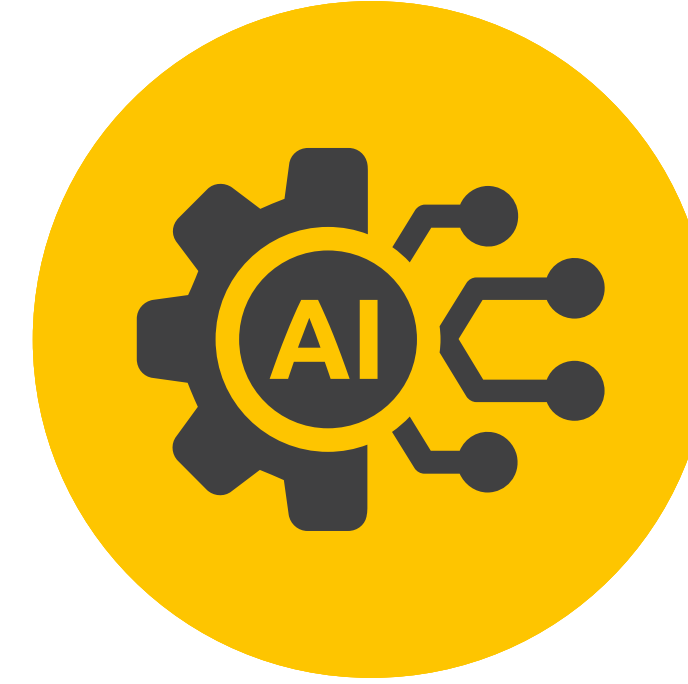
# It's a Changing World



**Continuing  
India's  
Growth Story**



**Growing  
Geo-Political  
Uncertainty**



**Digital + AI  
Emerging as  
a Gamechanger**



**Sustainability -  
The Long Term  
Play**

# Strong Long-Term Tailwinds With Some Near-Term Risks



- **GDP** forecast to **grow** at **6.5%** in **FY25** and **FY26**



- Thrust on **"Building India"**
- Continued growth of **Infra** and **real estate**



- **Domestic Manufacturing** growth
- **Emerging areas** (electronics, green energy, mobility)



- **Digital acceleration**



- **Urbanization**



- **Soft global economy**



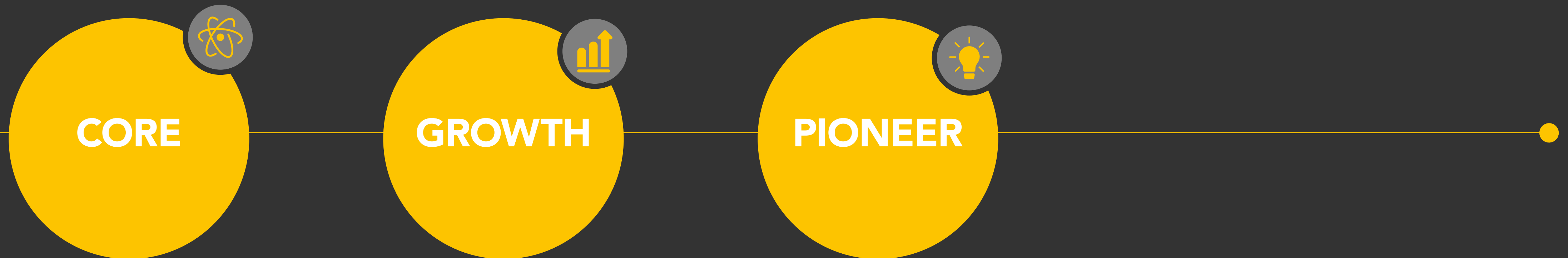
- **Geopolitical tension**



- Delayed revival of **rural/ "mass" demand**



# We reinforce our vision to consistently deliver results and being well positioned for the future



# Growth - Joineries

- Rise in joineries in the Indian markets owing to shift of furniture making from On-site to Off-site
- Furthered by the need for more efficient and faster turnaround time for Contractors, Architects and Interior designers



**Jowat**   
Klebstoffe



**Tie-up with Jowat:** German Engineering backed with the Pidilite promise – local manufacturing of world class Jowat hotmelt adhesive

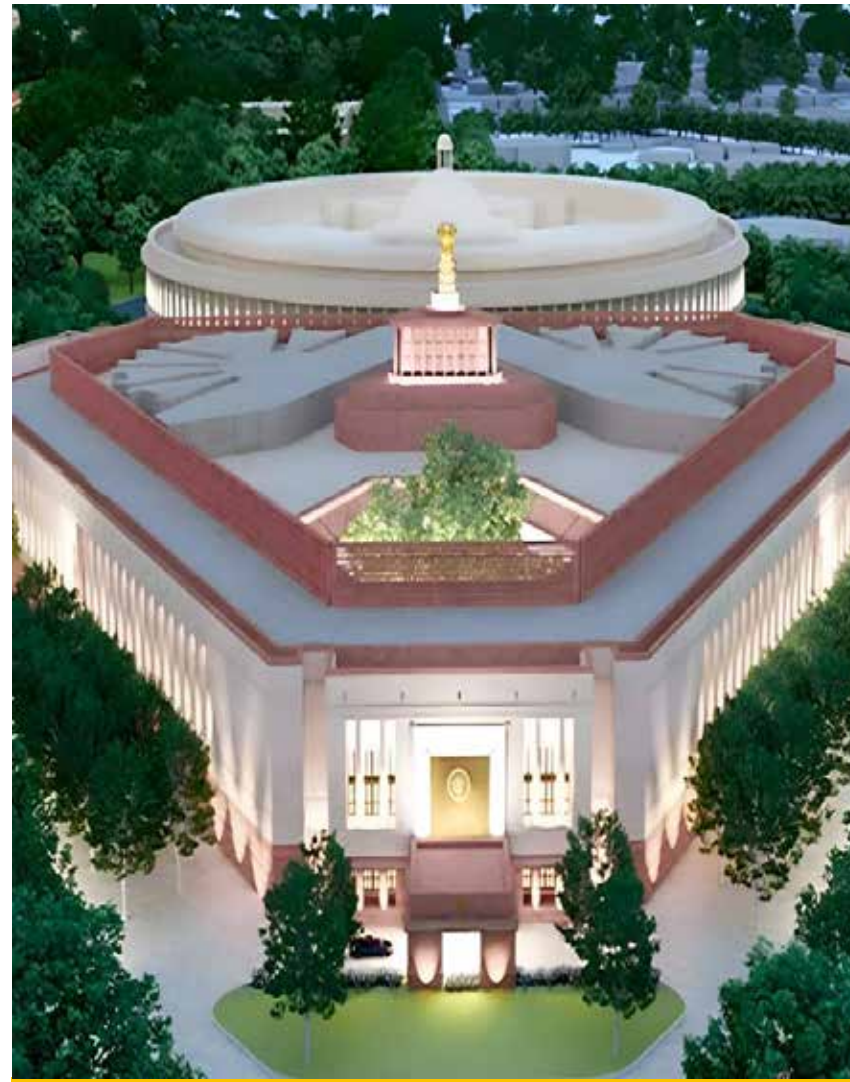


# Growth - Pidilite Professional Solutions

## Expanding Horizons, Unlocking Potential

### OPPORTUNITIES:

- Medium & Large Developers
- Commercial, Offices & Data Centers
- Hotels, Hospitals & Education
- Industries & Warehouses
- Government Sector
- EPC & Infrastructure



**New Parliament Building**



**Mumbai Metro Line 3**  
Deepest Underground Metro Rail



**Lodha World One**  
India's Tallest Residential Building

**Proven Capabilities with Iconic Projects Executed Across Segments**

**Relationship  
Approach**

**Full CC Range Segment  
Specific Solutions**

**Specifications with Architects  
& Structural Consultants Team**



# Pioneer - Electronics

- Exploring and unlocking large opportunity for adhesives used in electronics manufacturing in India
- Partnered with CollTech for exclusive distribution of range of electronics adhesives in India in 2023
- Launched an application lab in Bangalore in 2024 to demonstrate our capabilities to customers

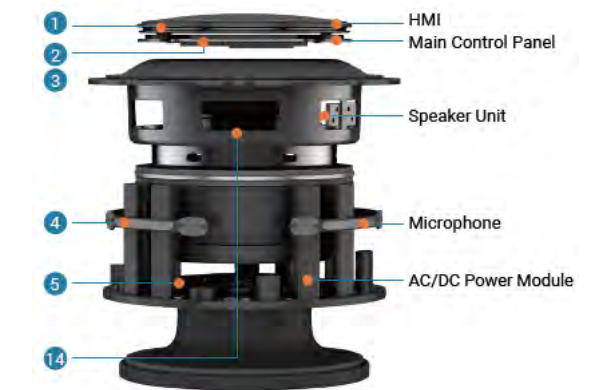
## CollTech



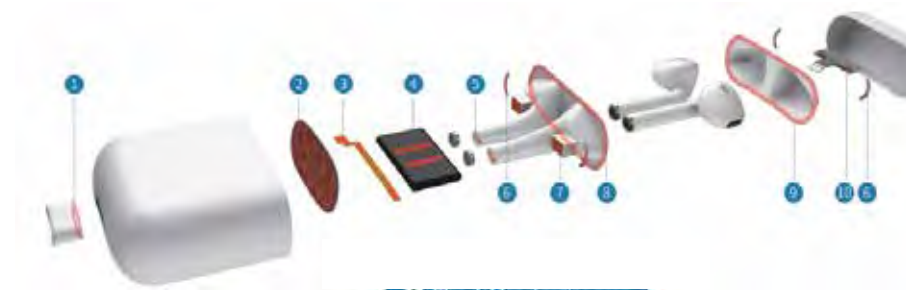
**Pidilite CollTech Application Lab, Bangalore**



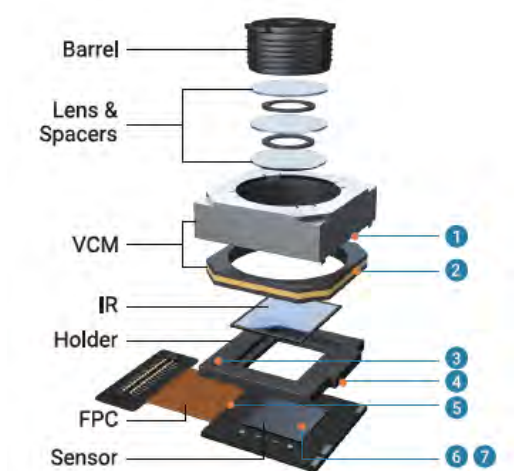
Electric Vehicle



Smart Speaker



TWS Headphone



Camera Module



# Pioneer - Unofin

**Pidilite**

**grupopuma**

**UNOFIN**

**DECORATIVE WATERPROOF RENDER**

- Joint venture between Pidilite Industries and Grupo Puma of Spain
  - Driving Applicator Training Program to build application capabilities
  - Awarded most innovative product at Acetech Delhi, 2022
- UnoFin replaces conventional 4Ps (Plaster, Putty, Primer & Paint) system
  - Commercial production commenced in 2023-24
  - State-of-the-art manufacturing unit is at Kishangarh, Rajasthan
  - Few projects with UnoFin renders completed (Delhi NCR, Jaipur and Chandigarh)





# Pioneer - Haisha

Adding to our existing range of Dr. Fixit WP Coatings, Stainers, Premium Distempers & Wood Finishes  
Introducing **"HAISHA paints"** a range of Interior Paint products which stay true to Fevicol's legacy  
of **"Mazbooti"**



**HAISHA paints** offers a of simplified, differentiated and customized range to cater to the need  
of Indian users and consumers



## RANGE OF INTERIOR EMULSIONS

- **Luxury Emulsion** : Long-lasting High Sheen emulsion
- **Select Emulsion** : Highly washable premium finish
- **Classic Emulsion** : Affordable smooth finish



## SPECIALTY EMULSIONS

- **Floor coat**: Highly abrasion resistant floor coating
- **Ceiling emulsion**: Super white, super matt ceiling paint



Haisha  
Tamil Nadu Ad

# Enabled by

- 1 Accelerating innovation 
- 2 Investing in Emerging Channels 
- 3 Future Ready Supply Chain 
- 4 Digital + AI 
- 5 Building Talent for the Future 
- 6 Embedding Sustainability 



# Accelerating Innovation

## Innovations In Core Categories To Future-proof Portfolio

1

### Fevicol Nailfree Ultra



- Modern
- Multisubstrate
- Easy to Apply

### Fevikwik Professional Range



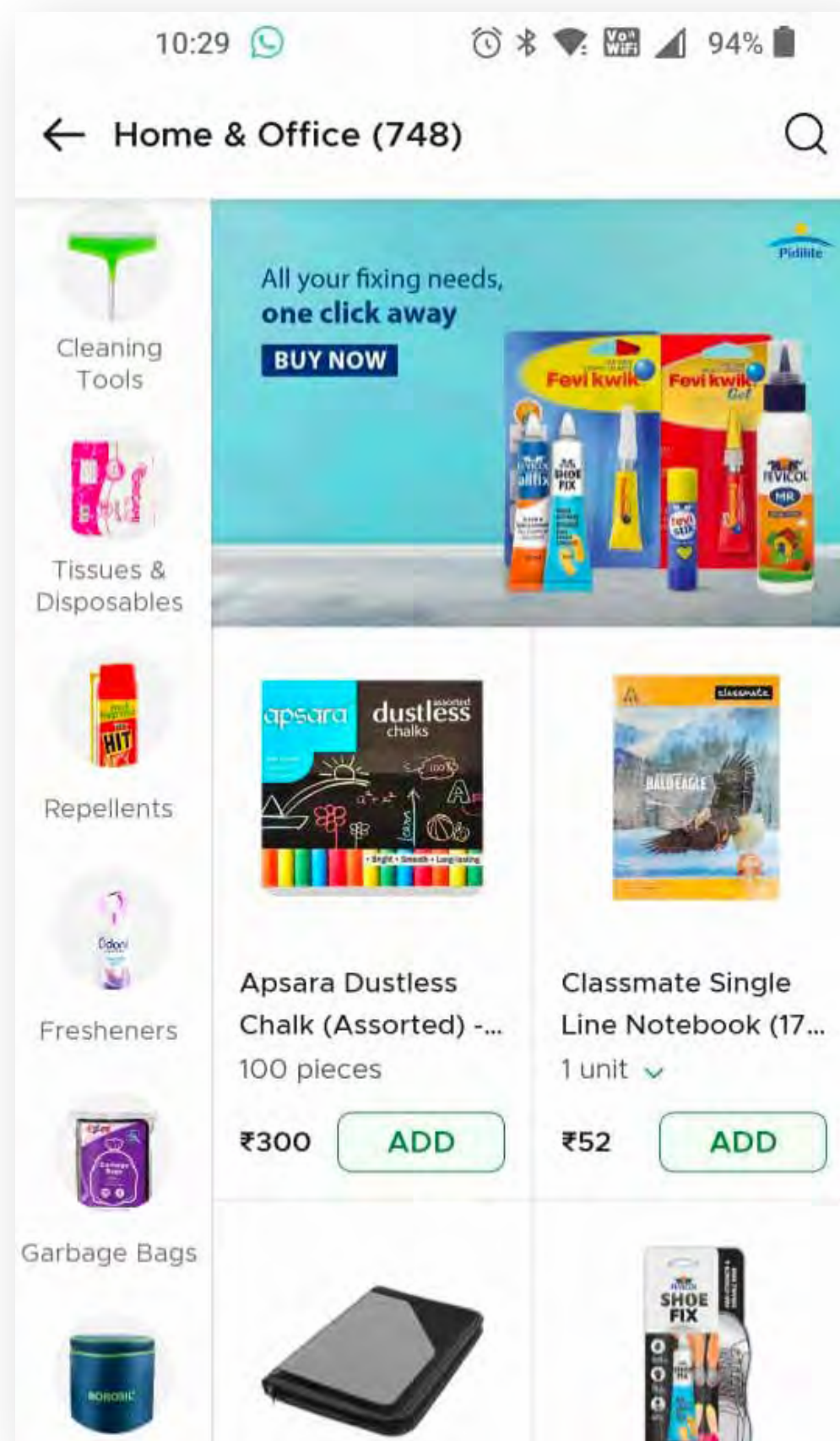
- Applicable across various surfaces such as Tiles, Marbles & Stones, Auto/MRO, Wood working & Signages



# Investing In Emerging Channels

2

- Sales at 21X in around 5 years. We are present on more than 15 E-Commerce & Quick Commerce platforms

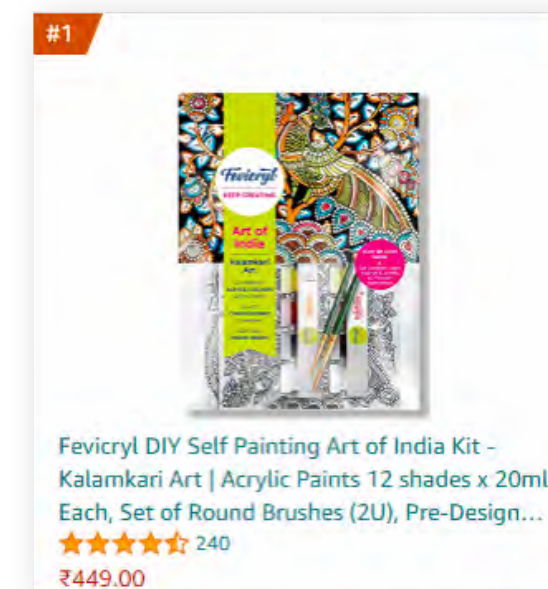


blinkit  
zepto

SWIGGY  
instamart

MUNZO

“Instant Fix”  
positioning



E-Commerce first launches No.1  
Best Sellers on Amazon -  
Dr. Fixit Kwik-n-Ezee &  
Fevicryl Art of India Kits



Stepping up play on  
Platform Performance  
Marketing, analytics automation  
& Creatives on Marketplaces



Gearing up for Pidilite's  
journey on ONDC



# Future Ready Supply chain

- Automated and robotic solutions for packaging
- Use of Supply Chain Analytics & system automation to improve predictability & agility in our service to customers
- Implementing best-in-class Warehouse Management System (WMS) with high digitization and automated mobility





# Digital + AI

4



## AI in Procurement

- Real time last mile stock visibility for smart procurement, production & supply planning



## AI in Lead management

- Lead management system for Projects businesses for faster conversion



## AI in Audit / controls

- Advanced tools for fraud detection in secondary schemes & internal controls



## AI in Customer Service

- Intelligent Chatbots for instant resolution of customer queries
- Smart Bots for daily secondary order generation

# Building Talent for the Future

5



## Diversity

- Women at Work
- Infra upgrades for Differently Abled



## Leadership Pipeline

- Succession Planning
- Senior Leaders Bespoke Program
- Emerging Leaders Program



## Strengthening Campus hiring

- Talent from Anchor Campuses
- Recruitment through Internships



## Building a Beta culture

- Pilot & scale
- Passion Projects



# Embedding Sustainability

Pidilite is geared up to reach world class standards in Sustainability Initiatives, and has a clearly defined roadmap

6

## Our Core Pillars

**Environment**  
Combatting Climate Change & Sustainable Innovation

**Social**  
Servicing People and Communities

**Governance**  
Responsible Value Creation

## Future Actions

2025 - 2027



### Value Chain Integration

- Onboarding value chain partners into ESG framework
- Quantifying Scope 3 emissions
- Product Life Cycle Assessments

2027 - 2029



### Business Transformation

- Align Decarbonization Strategy with SBTi
- Handhold value chain partners for their emission reduction
- Execute action plans to deliver ESG goals and pave way for net zero

2030



### Competitive Edge

- Achieve 2030 goals
- ESG value creation for suppliers
- New business opportunities due to ESG performance



# Giving Back to Society

**Agriculture &  
Horticulture  
Initiative**



**Farmer  
Producer  
Organization**



**Water  
Initiative**



**Swachtha  
Initiative**



**Health  
Initiative**



**Education &  
Skill  
Initiative**



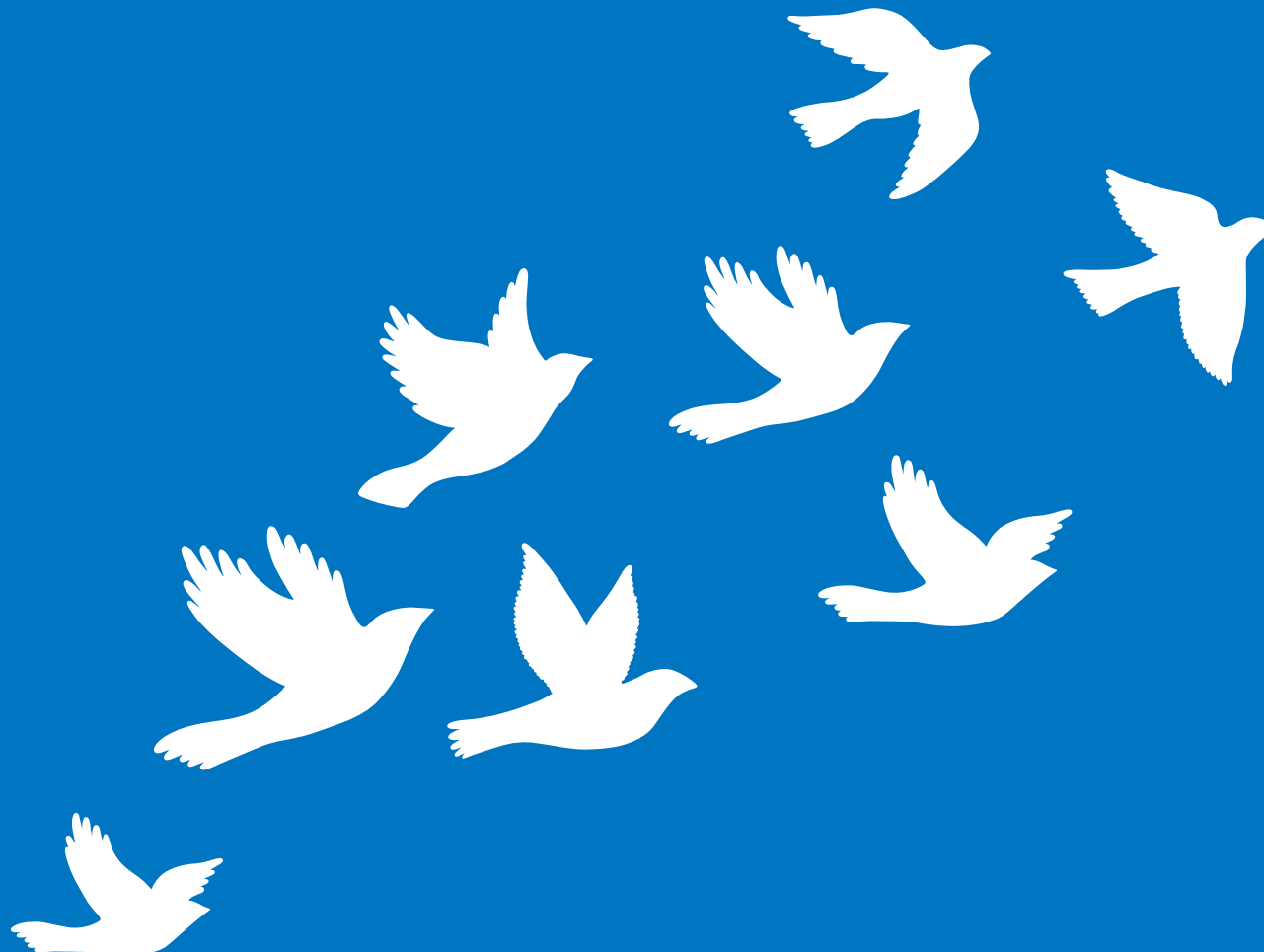
**Khadi and  
Handloom  
Initiative**



**Women  
Initiative**







# OUR VISION

**Together** We Will Create A  
**High-performance, Innovative, Indian Multi-national**  
Where It Is A Pleasure To Work.



**Thank you**





# **Fevicol**

## **The Ultimate Adhesive**

# HOW FEVICOL ACHIEVES SUSTAINED PROFITABLE GROWTH

## FEVICOL'S SUCCESS IS DUE TO THESE INHERENT STRENGTHS



### Continuous Premiumization



### Insightful Innovation



**Brand & marketing leadership**





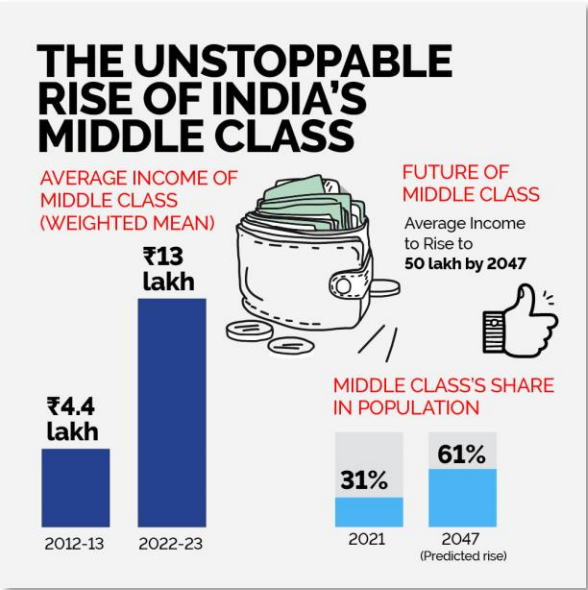
# RISING INCOMES & FANCIER HOME INTERIOR TRENDS

## A BIG GROWTH OPPORTUNITY FOR FEVICOL



Rising Home Ownership

Rising income -  
more spends on interior



Increasing Urbanization -  
Higher furniture penetration

New substrates & surfaces  
- Advantage Fevicol



# CONTINUOUS PREMIUMISATION IN THE CORE CATEGORY



## Consistently improving profitability



The Original Bond

Waterproof  
+ Fast setting

Waterproof  
+ Faster setting  
+ Anti Bubble

Waterproof  
+ Faster setting  
+ Anti Bubble  
+ High coverage





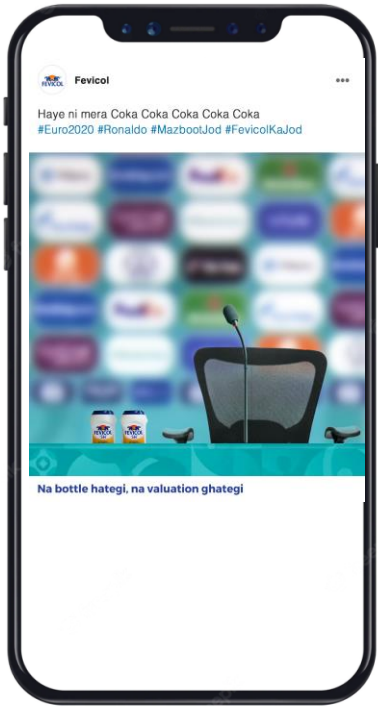
# STRATEGIC USE OF FLANKING BRANDS TO PROTECT SHARE

Bluecoat + Falcofix portfolio bigger than the competitors



# FURTHER BUILDING ICONIC BRAND LEADERSHIP

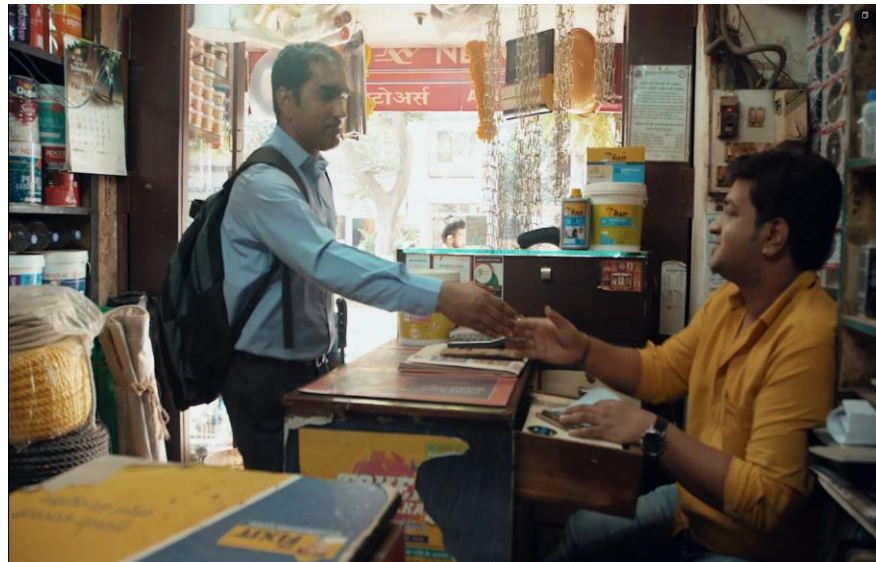
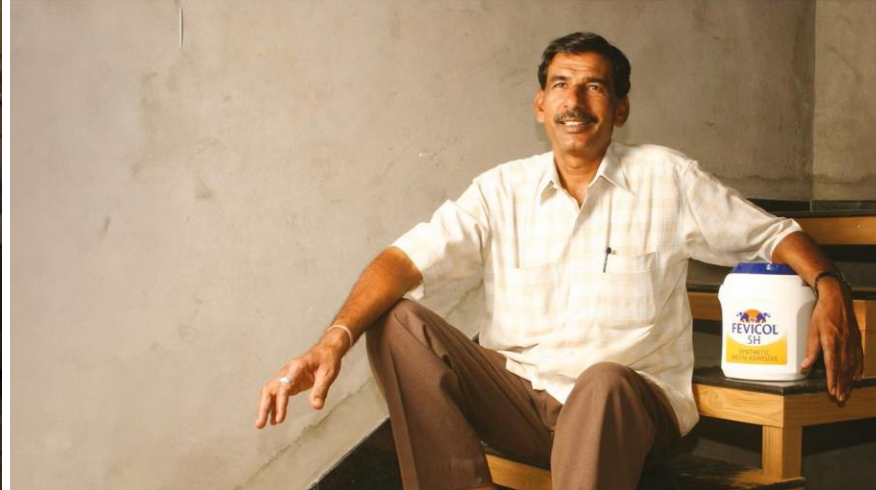
Now catering to youth through Digital & Topical marketing





# STRONG USER & DEALER CONNECT – THE REAL MAZBOOT JOD

Healthy emotional relationship with contractors over the years



# CONTINUOUS INNOVATION TO STAY AHEAD

Best in class for existing & new substrates



Fast & Sprayable



Nail Free



Lam on Lam



All-in-one



Heat Resistant



New substrates

Waterproof



Anti-Bubble





# INNOVATION & DIGITALISATION

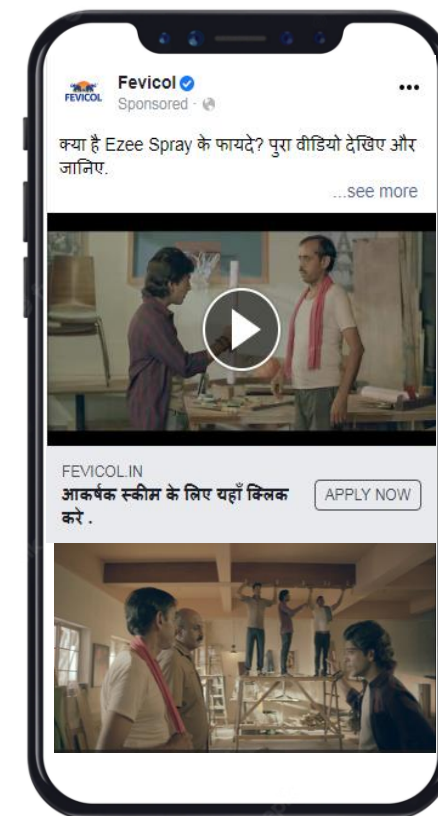
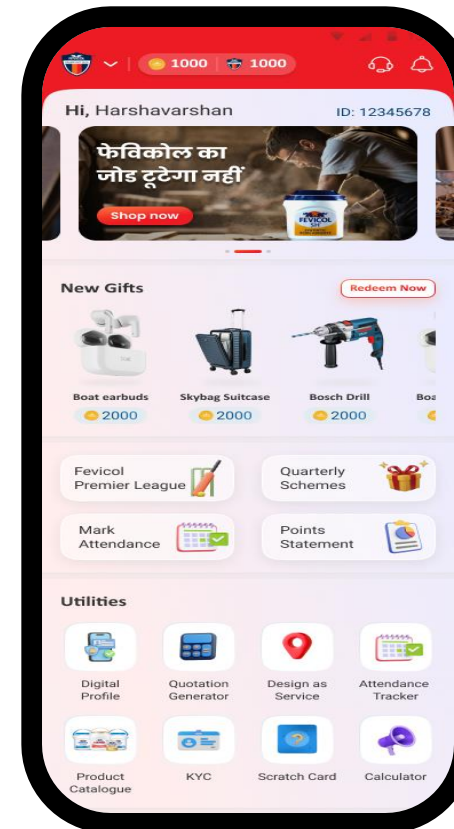
## Digitalisation in Marketing & Field Operations



### New age digital marketing for consumers through engaging content



### Use of Apps, data and technology for marketing to contractors

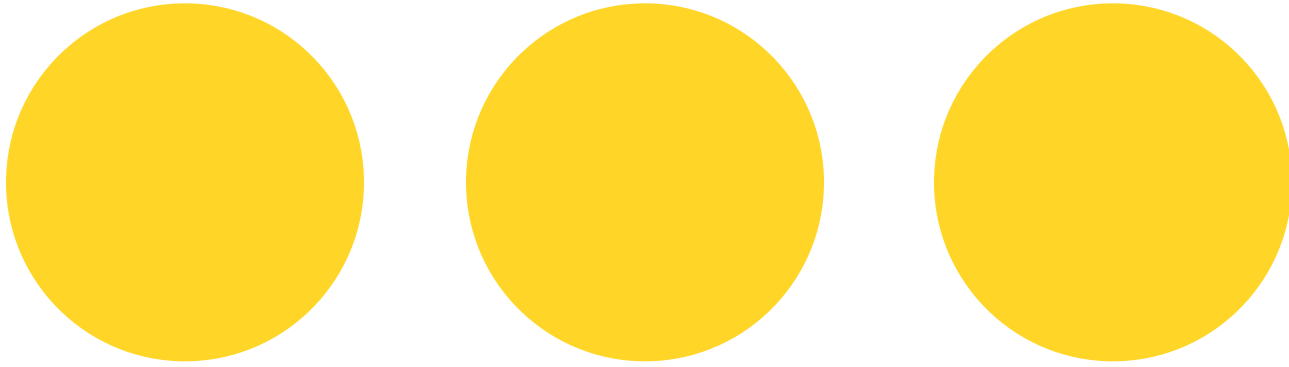




# CHUTKI MEIN CHIPKAYE FEVIKWIK

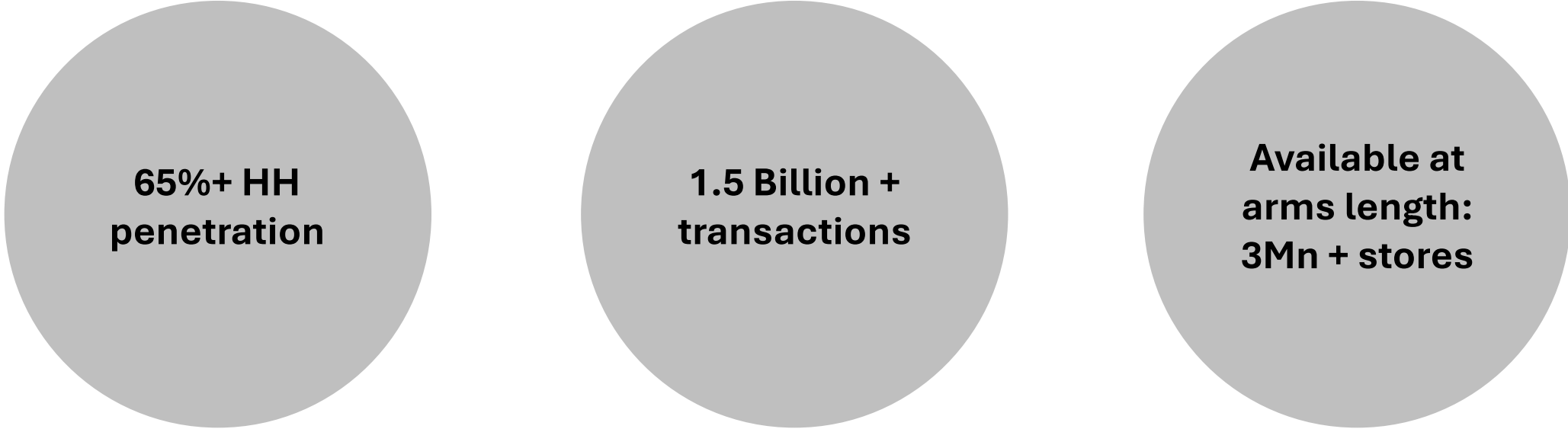






**Fevikwik is now a  
category in itself**

## One of the highest penetrated consumer brands



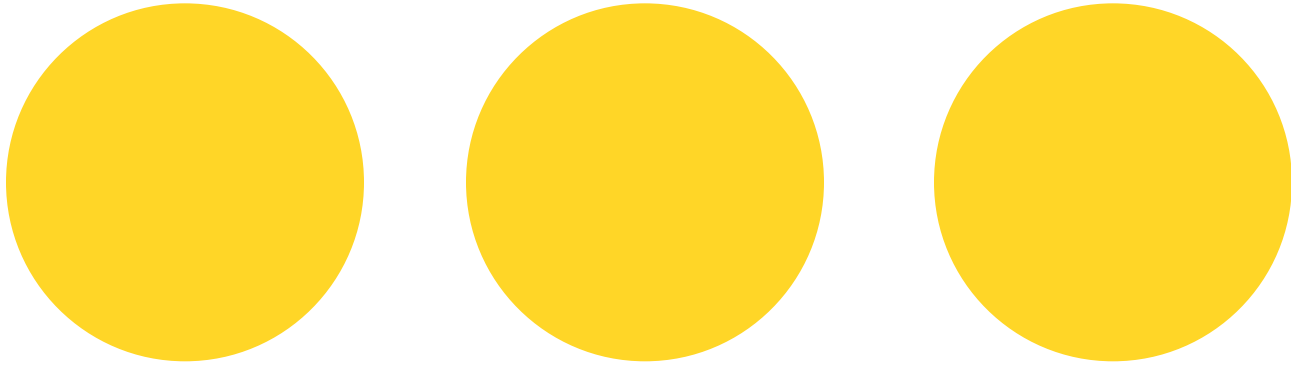
**65%+ HH  
penetration**

**1.5 Billion +  
transactions**

**Available at  
arms length:  
3Mn + stores**

**Fevikwik has become a ubiquitous brand for instant adhesives**





**How did we get  
there?**

## Memorable advertising deep rooted in consumer & cultural insights

Clutter breaking  
Advertising



Integrating with popular  
culture



Defining/  
Inspiring culture



**Sustained Iconic advertising over the decades:** Creates significant mental availability across consumer segments

# Unmatched availability

Large retail reach



BIC Modern trade visibility



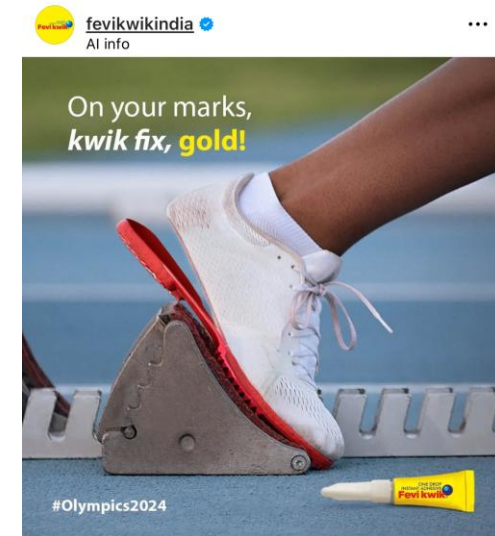
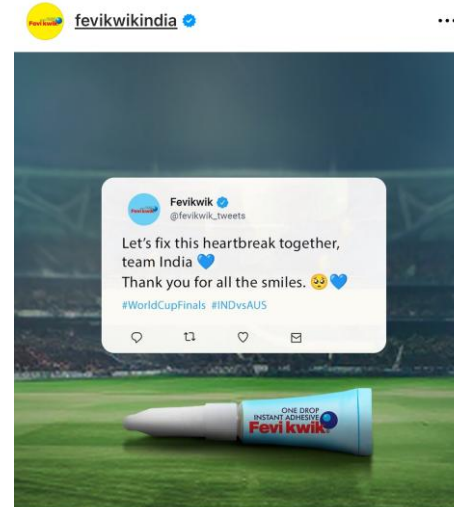
Q-com power for NPD

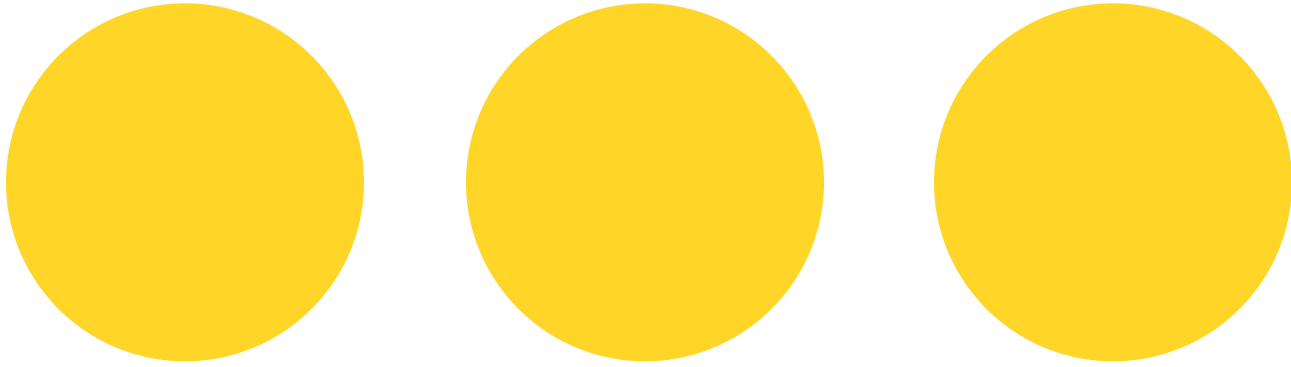


**Always available at arms length:** You are never too far when you need one !!



# Continues to build new generation of fans via contextual messaging using social media





**Getting future  
ready...**

# Consumer insights help identify pain points

## Built a portfolio for many Indias'



Then



Now



Repair Better



Water Proof  
Shock Proof

Repair Easier



30 secs to adjust  
Non-drip & No Mess

Go Beyond Repair



Easy to use &  
stock at home



Multi-surface Application &  
Clear Non-drip Formula





# Sustained clutter breaking advertising

## On-ground activation support



### Clutter breaking TV Commercials



### 360 surround activation




# Leveraging the q-com opportunity in India

Filters


Sort

Rating 4+


Adhesive



ADD



ADD



- 1 +

3 g Adhesive

Fevikwik One Drop Instant Adhesive

★★★★★ (3,892)

9 MINS

₹40

6 g Adhesive

Fevikwik Craft Multi Surface Application Adh...

★★★★★ (236)

9 MINS

₹74 MRP ₹75


3 g Adhesive

Fevikwik Advanced Adhesive


★★★★★ (1,041)

9 MINS

₹74 MRP ₹75



ADD



ADD

3 g Adhesive Gel

Fevikwik Gel One Drop Instant Adhesive Gel

★★★★★ (1,290)

9 MINS

₹49 MRP ₹50

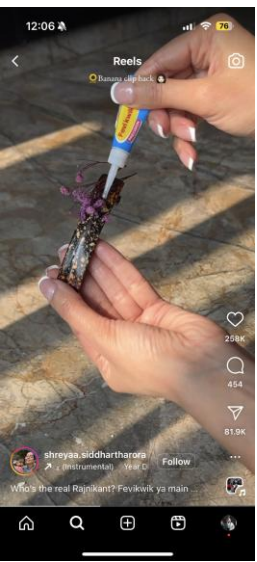
6 g

Fevikwik Precision Pro Adhesive

★★★★★ (532)

9 MINS

₹79 MRP ₹80





# Expanding segments: Craftsmen & Industrial Need state out product portfolio launched

Extra Fast



Extra Strong



Extra Thick



Marble, Tiles & Stone



Wood Working



Auto & MRO



Signage & Media







# Dr. Fixit

## Construction Chemicals

## Category With A Huge Potential

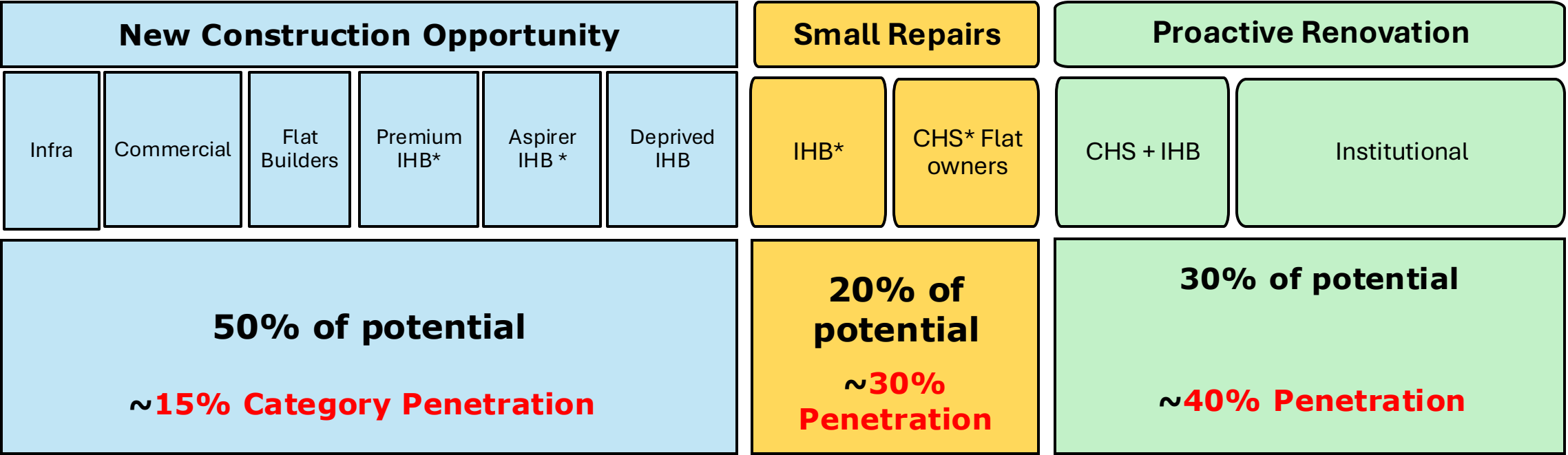


# 70%

of India's urban infrastructure required by 2047  
is yet to be built<sup>^</sup>

For that,  
India has to build 900 Million Sq. Mt. from  
now to 2030<sup>^</sup>

# Waterproofing – Big opportunity, Low penetration



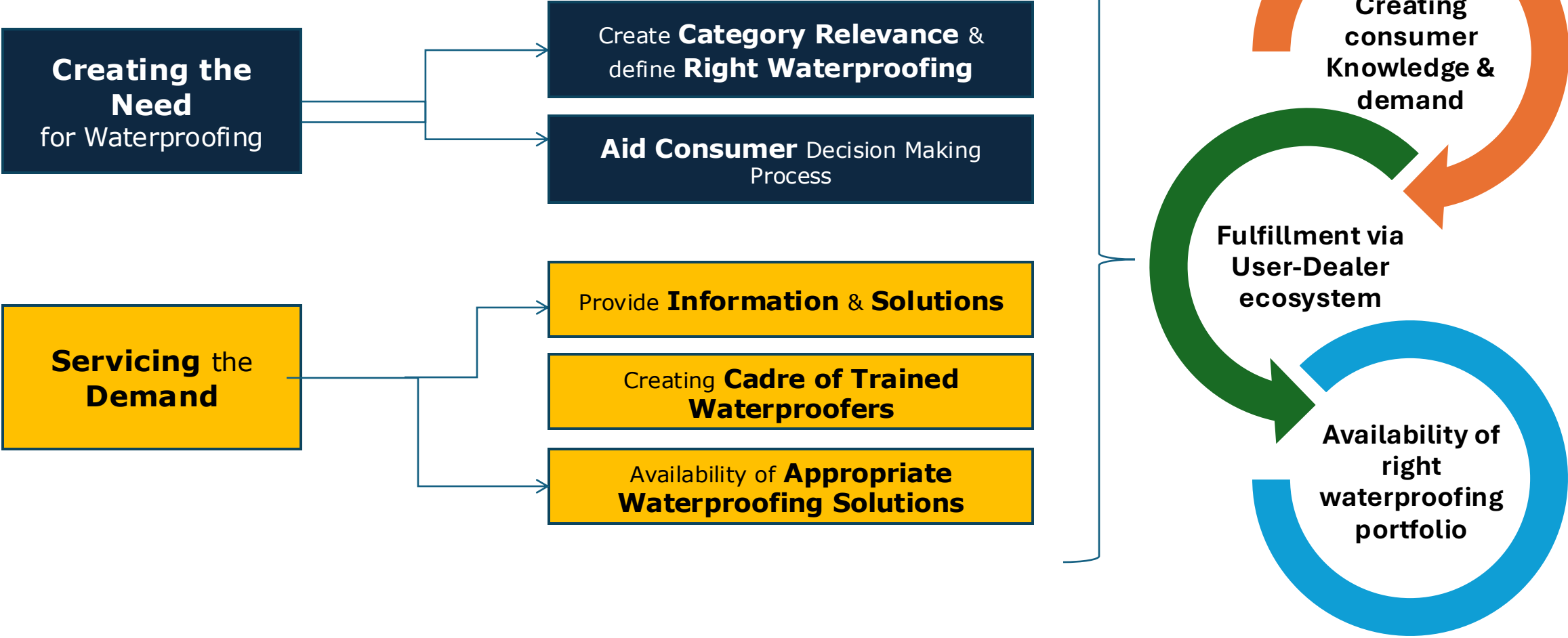
As penetration in waterproofing is low, Market has been growing at double digits  
In more developed markets New Construction opportunity is 70% of total.

\* IHB = Individual Home Builder, CHS = Coop Housing Society

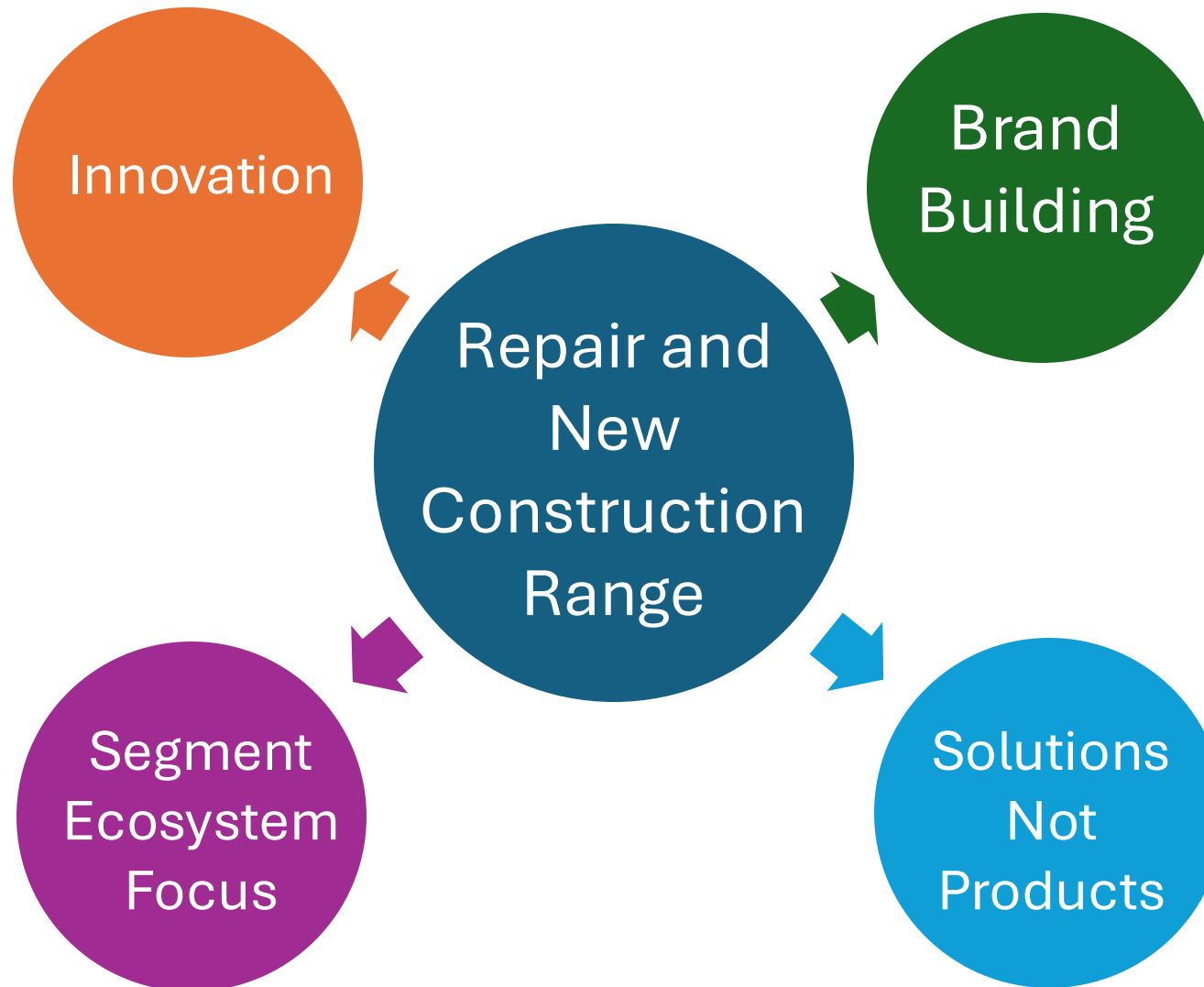




# What are we solving for?



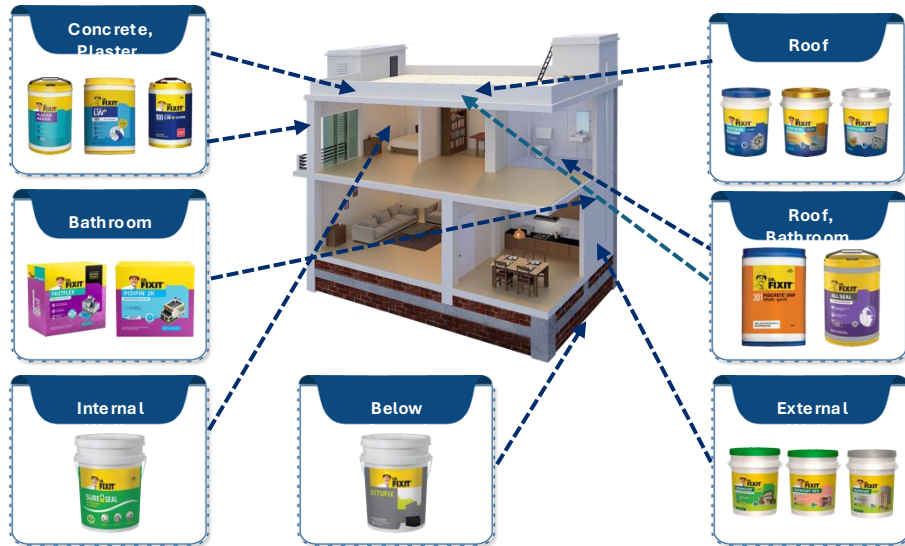
# Why Dr. Fixit Continues to win



# REPAIR and NEW CONSTRUCTION – Solutions Not Just Products



## Individual House – All Surfaces



## Across Project Segments



Medium & Large Developers (MLD)



COD - Commercial, Offices & Data Centers (COD)



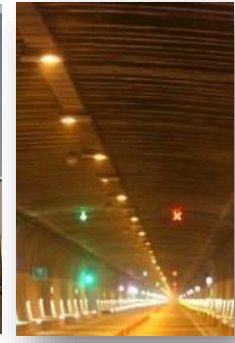
HHE - Hotels, Hospitals & Education (HHE)



Industries & Warehouses (IWH)



Government Sector (GOV)



EPC & Infrastructure (EPCI)

## Stakeholders:

- Home Owners
- Kothi Contractors
- Turn Key Architects/Engineers
- Masons / RajMistries
- IHB and MDU Waterproofers
- IHB Painting Contractors
- Large Painting Contractors
- Civil Contractors
- Developers
- Institutional clients
- Govt Depts
- Empanelled Architects
- Structural consultants
- Procurement Managers
- Civil contractor
- W/p Applicators





# Segment Ecosystem Focus – Across IHB & Projects



## IHB Segment



### User connects

Targeting over 2 lakh users pa through product training programs and demonstrations



### Digital Learning

Parallel journey via the Dr Fixit University



## Projects

### Diagnostics Support

Best in class on-site Diagnostics with Advanced Diagnostic Laboratory



### Dr. Fixit's Training Institute

Training courses and skill development at Dr. Fixit's Training Institute



### Dr. Fixit Experience Centres

Dr. Fixit Knowledge Centres to Elevate Knowledge and Client Engagement



# DRIVING THROUGH INNOVATION



Dr. Fixit has created the category through consistent innovation, and will continue to drive innovation in the future.



The first of its kind latex which can be applied with a Roller



Pioneer in Roof Coating  
Driving Growths in Category



International Std  
single component  
liquid applied



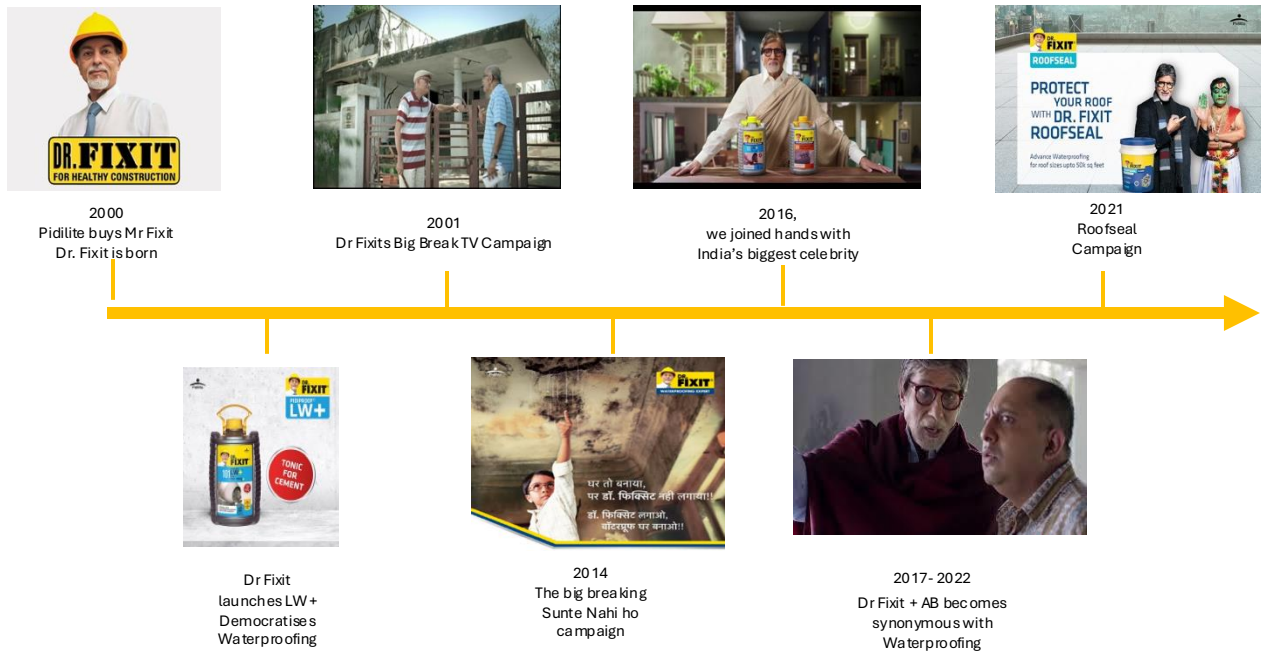
The game changer  
exterior coating  
product



# Building the Strongest Brand in the Waterproofing space



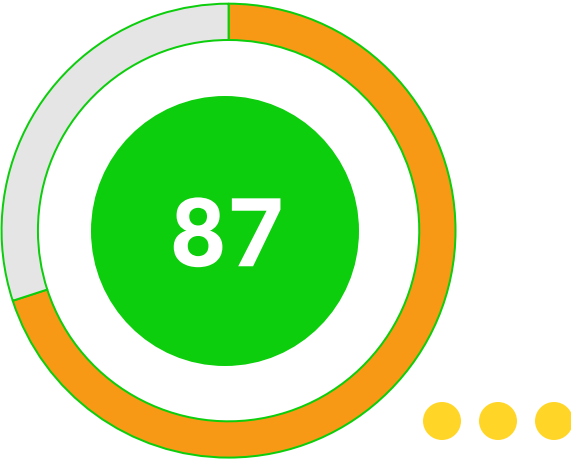
## Rich history of consistent messaging



## Latest Campaign



Dr. Fixit has a Top Of Mind Awareness with 8 out of potential Waterproofing customers →





# Building Brand through Execution



**Lodha World One**  
India's Tallest Residential Building  
(Waterproofing: Basement, Wet areas, Podium  
& Roof including Insulation)



**Surat Diamond Bourse**  
World's Largest Workplace  
(Waterproofing: Basement, Podium, Roof & Wet  
Areas)



**ITC Colombo**  
24-meter underground basement  
River on One side, Seas on Other  
(4 Level Basement Critical Waterproofing  
Project)



# Building Brand through Execution



**KIA Motors Mfg. Facility**  
(One of Largest Industrial Roof with preformed TPO Membrane w/p project)

**New Parliament Building**  
(Basement, Wet areas & Roof including Insulation)

**Mumbai Metro Line 3**  
**Deepest Underground Metro Rail**  
(Waterproofing: 19 underground stations out of 26)



**TILE & STONE EXPERT**



# Why Tile Adhesive???

Tile fixing with cement



SOLUTION



After Some Time...  
Debonding...Lippage..

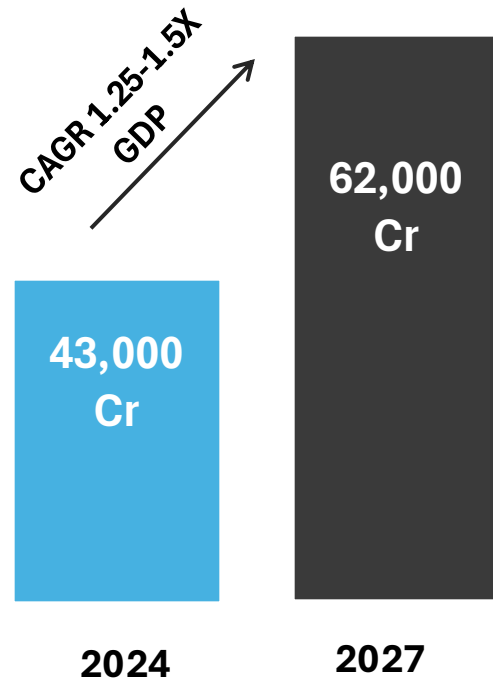
Tile fixing with tile adhesive



After a Lifetime...



# Category Context



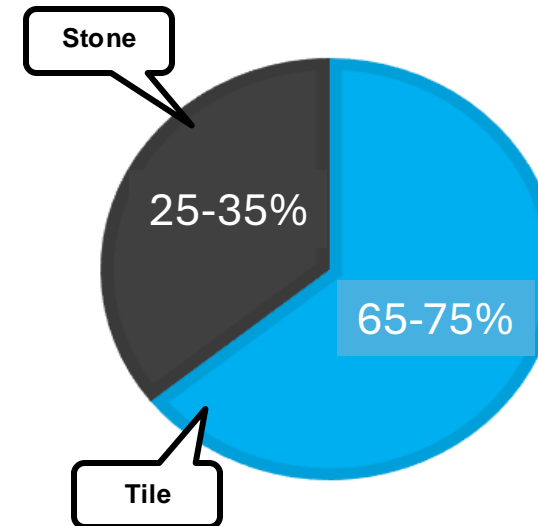
**Tile Market Size  
INR**

- **Tile Sizes are increasing**
- **Vitrified tiles the new norm**
- **Hence the Adhesive need**

SOURCE:INDUSTRY REPORTS



## Scoping Potential



**Tile adhesive market growing at 2x of GDP**

# Tail winds for Category



**Shift from Ceramic to Vitrified tiles**



**Thin & Flexible Tiles** usage increasing



**Tiles are getting bigger**



**Epoxy Grout** usage increasing



**New substrates/ surfaces** - Ceiling, Drywall, Metal Frames



Imported **Marble** consumption increasing  
i.e. **Luxury segment**



# Constraints to Unlock Latent Potential



**Awareness** among key stakeholders is low – **Homeowner**, Architects



**70%** consumption of tiles on **Floor** – Floors are **not levelled**



Hesitation of contractor to pitch for adhesive on site, **fear of losing site**. Conviction on using adhesive is low



Adhesive **cost is 2X** of cement

# Cement Vs Tile Adhesive Over the Years.....



LATENT POTENTIAL (Out of every 100 tiles)

**Cement  
Usage**

**Tile  
Adhesive  
Usage**

# Cement Vs Tile Adhesive Over the Years.....



LATENT POTENTIAL (Out of every 100 tiles)

## Cement Usage

Category Task 1

Upgrading non- users  
to Adhesives

Tile  
Adhesive Usage

Category Task 2

Upgrading users  
from Basic to  
Premium Range



# Our Collaborations with Global Stalwarts



**TENAX**

BEST-IN-CLASS STONE CARE  
PRODUCT SOLUTIONS FROM **ITALY**



**LITUKOL**

LEADING SPECIALISED GROUT  
RANGE FROM **ITALY**



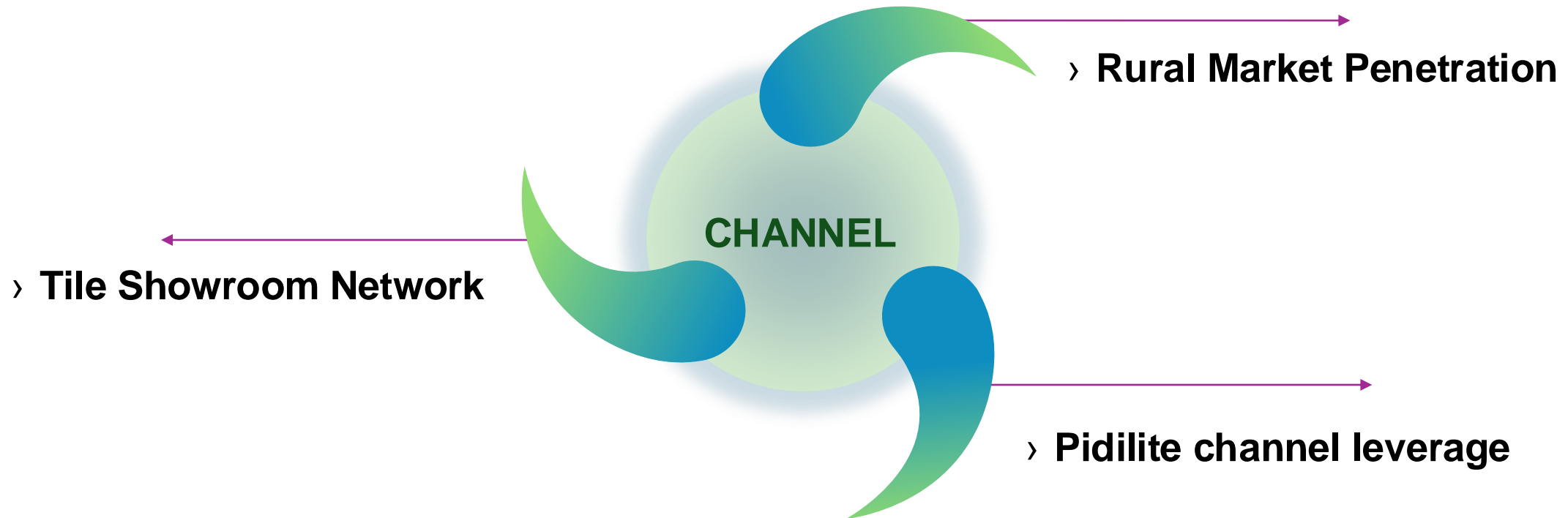
**grupopuma**

**SPANISH** EXPERT IN  
POWDER BASED ADHESIVE  
& MORTAR TECHNOLOGY

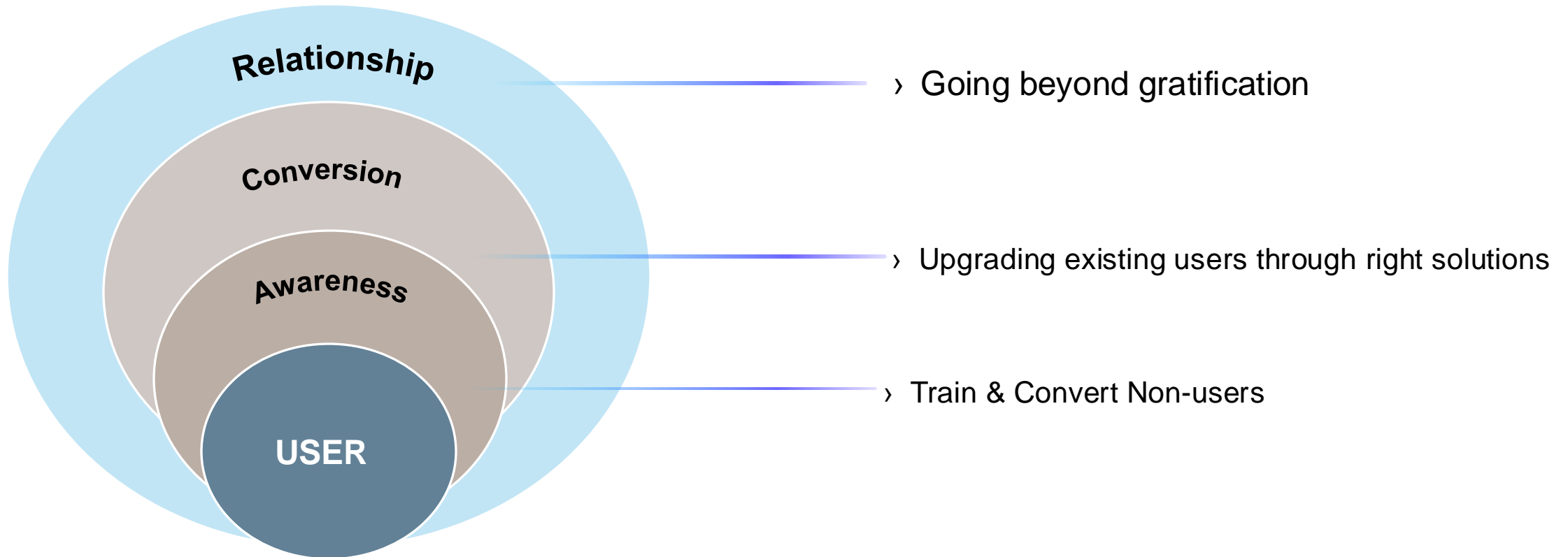
**Roff is the only brand in India with  
Comprehensive range of Tile & Stone fixing solutions**



# How to Win...

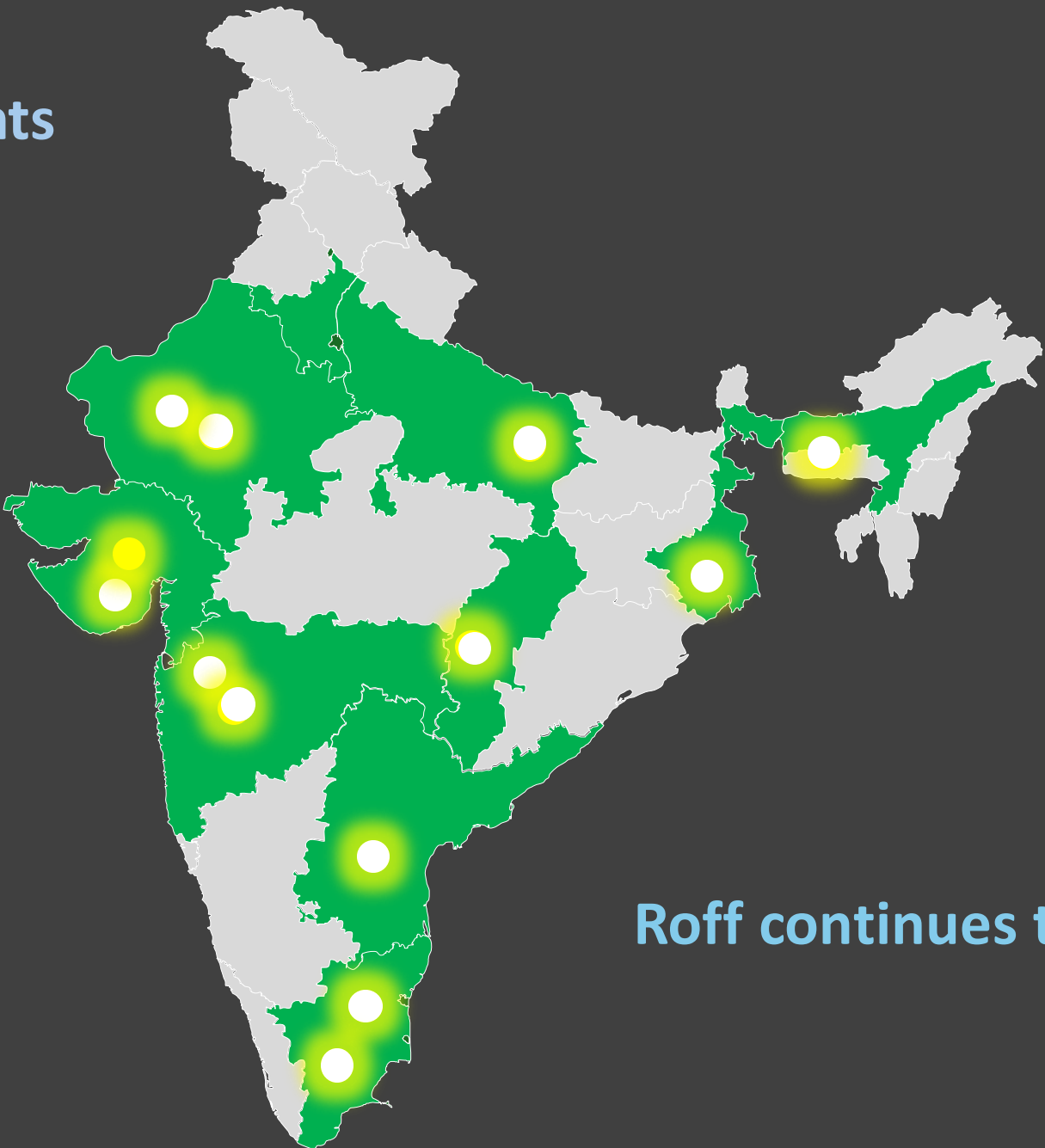


# How to Win...





Widest network of  
Tile Adhesives Plants  
in the Country...



Roff continues to Invest..

## Building **Roff** as Consumer Brand





#MagarKiJakad



**Roff®**



**TILE & STONE FIXING EXPERT**



# Welcome to **INO**

A world full of  
**OPPORTUNITIES**



## **PIDILITE International Business**

# PIDILITE is establishing itself as an emerging MNC by expanding presence across international markets



## 7 International Subsidiaries

- **Bangladesh**
- **Sri Lanka**
- **Dubai**
- **Kenya**
- **Egypt**
- **Thailand**
- **Singapore**

## SAARC Countries



## Middle East



## SEA Countries



## Africa



**We participate across categories to address under-served and un-served needs across focussed countries**



### Wood Working



**Grow the Core**

**Reinforce leadership and drive premiumization**

### Construction Chemical



**Under-penetrated in most markets**

**Greater Potential 3-4X growth for DR FIXIT & ROFF**

### Stainers



**Stainer has presence in African Markets - share gain**

### Consumer Products



**Leverage through distribution presence in select countries**



## WE HAVE 3 TYPES OF BUSINESS MODELS IN INTERNATIONAL MARKETS

1

Manufacturing &  
Distribution Set up  
(end to end)



Bangladesh, Sri Lanka,  
Dubai, Thailand,  
Egypt, Kenya

2

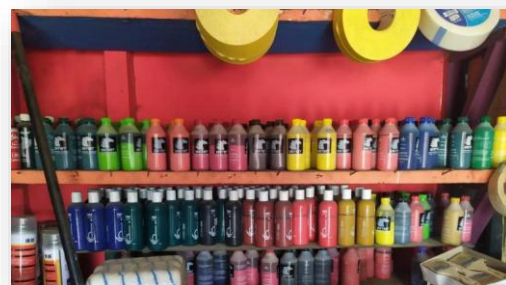
Only Distribution  
with some Pidilite  
teams on ground



Nepal, Key African  
Countries, select GCC  
markets

3

Trading Posts (only  
Importer/distributo  
r largely doing our  
business)



SEA, Smaller African  
countries & CIS

# Our Approach to Un-Lock Growth in International Markets



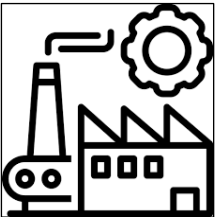
**Understand the current user and consumer needs through deep in sighting & better serve it with superior product solutions**



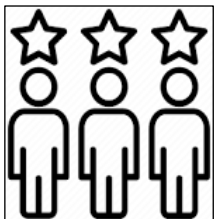
**Invest in user marketing, India like approach with customization basis market requirements**



**Spot future trends, innovate to create new categories & enter new markets**



**Invest in local manufacturing to build presence, better serve customers and drive scale**



**Building local talent capability with Pidilite ways of working**



# Story of PIDILITE in Bangladesh - creating categories, enduring brands with business growing at 2-3X GDP yearly



2 MFG  
Facilities



100+  
Distributors  
with  
Automation



20K direct  
covered  
dealers



450 strong team  
members



Pioneered wood adhesives  
& have distinct leadership



DR. Fixit expert water  
proofing brand built with  
consumers & users

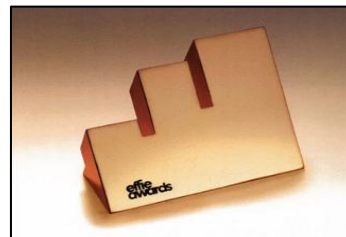
TILING & STONE Category  
being Pioneered with launch  
of ROFF & ARALDITE

User development across categories,  
Adapting the PIDILITE India Model to  
drive differentiation





## Building Brands - Dr Fixit on a mission to build LEAK PROOF homes across International markets



- Dr. Fixit associates with brand ambassador “Roshan Mahanama” in Sri Lanka
- TV and digital presence across Sri-Lanka, Bangladesh with lead generation campaigns & fulfilment

# Strengthening footprint in Africa sub-continent & scaling frontier in Saudi Arabia

## Un-locking Growth in Africa

- Growing presence in most African countries
- Play across all major categories of Pidilite (Wood Working Glues, Water proofing, Stainers)
- Investing in User marketing - India like approach
- Local manufacturing for select product categories in Egypt and Kenya
- Achieved revenue CAGR of 40% over the past 5 years
- Drive for leadership in focused categories & countries over next 3-5 years

## Scaling presence in Saudi Arabia

- Growing presence across wood working, consumer products, sealants
- Increasing our presence through distribution & demand generation with differentiated products
- Building local team capability
- Plans to enter Construction Chemicals through partnerships
- Achieved revenue CAGR of 35%+ with scope to increase this 3-4X in coming years





**Continue to Invest in Talent & strengthen our PIDILITE Culture across International Markets where it is a pleasure to work.**







**EMERGING  
— INDIA —**

**Growing Pidilite**

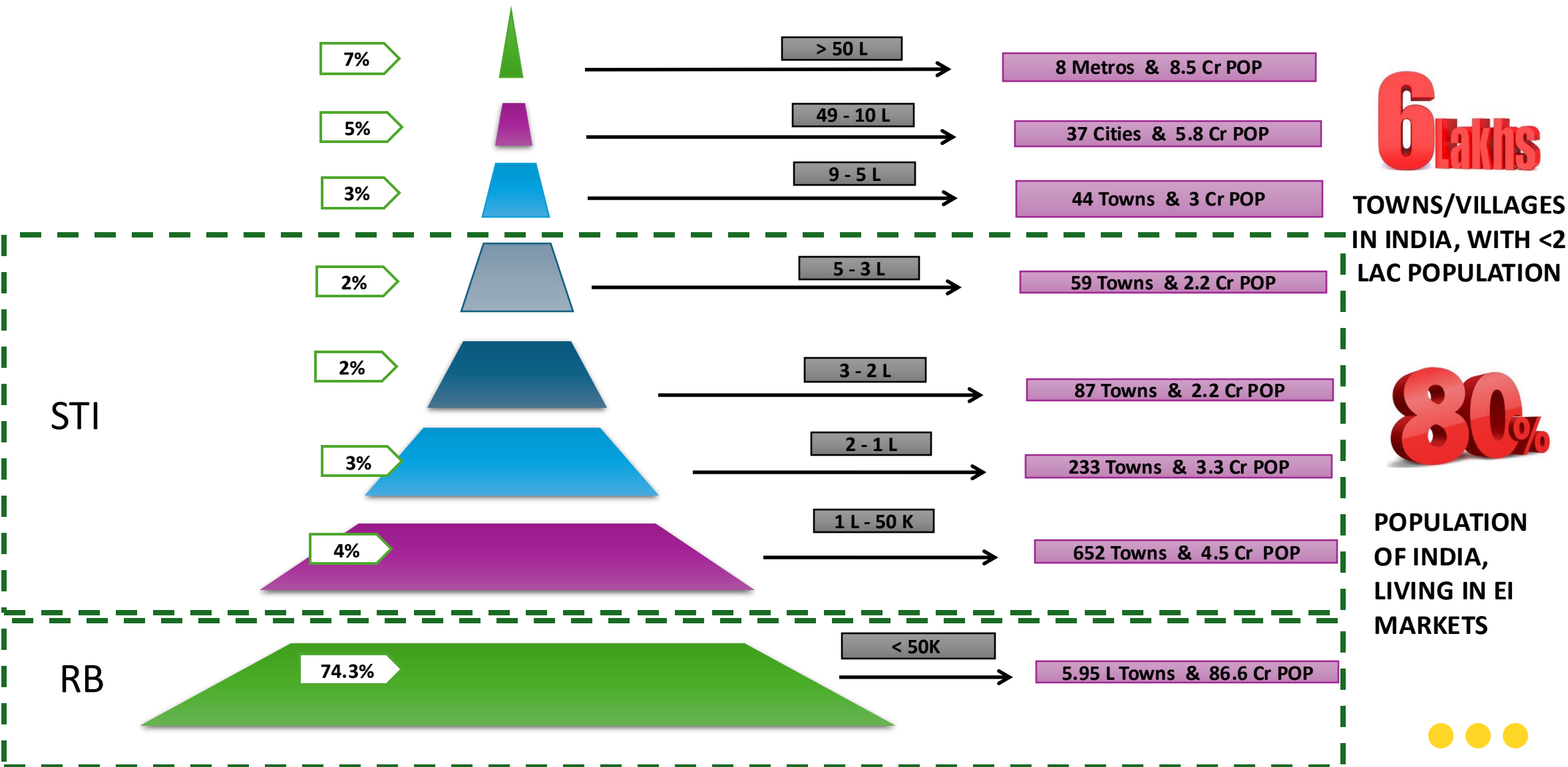
## TAPPING SMALL TOWN INDIA + RURAL OPPORTUNITY

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**EMERGING  
— INDIA —**



# Emerging India – The Pidilite Definition



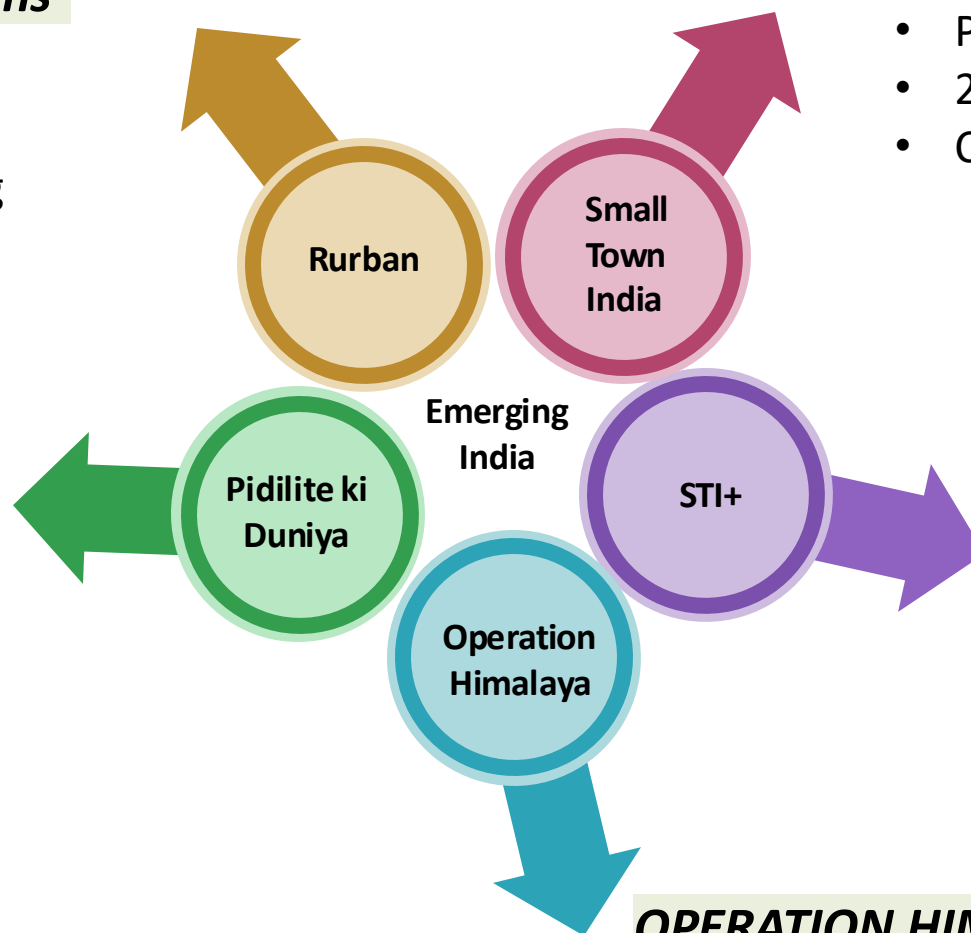


## ***Rurban: Reach more towns***

- Pop towns <50K
- 20K+ towns
- Distribution Led Working

## ***Pidilite Ki Duniya***

- Pop towns <10K
- One stop solution
- Targeting 18K PKDs



## ***Small Town India***

- Pop town 50K-2L
- 2K+ towns
- Category led working

## ***STI+***

- Pop town 2L-5L
- 92 towns
- Addressing opportunity through STI ways of working

## ***OPERATION HIMALAYA***

- Hilly Region Potential Extraction - J&K, HP, UTK, Sikkim, North East & Nilgiri

# EI'S SECRET SAUCE



## Focused Approach

- Dedicated teams in Field & Head Office
- Prioritizing relevant products

## Anchored Marketing

- Creating a set of category ambassadors acting as force multipliers

## BTL - Demand Generation

- Category specific field marketing teams in STI & RB

## Channel

- Reaching more towns
- Increasing width within towns



# PRIORITIZING WHAT'S RELEVANT FOR EI CONSUMERS

Growth Drivers





# Multiple Anchored Sales & Marketing Initiatives to drive Penetration & Market Development



	2015	→	Now
Towns Covered	14000		>38000
No. of Pidilite ki Duniya Outlets	15		>16500
No. of Dr. Fixit Centers	0		>1200
No. of Roff Premium Partners	0		>1400



**UnoFin**

Decorative Waterproof Render

# FAÇADE SOLUTIONS

# PIDILITE GRUPOPUMA MANUFACTURING LIMITED



A JOINT VENTURE



Pioneer and market leader in  
India since 1959



Globally leading in construction  
sector. World class Spanish  
Façade Technology

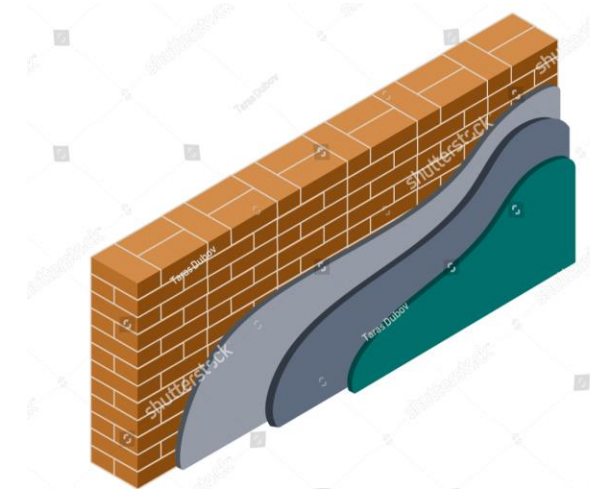
A JV between Pidilite and Grupopuma Spain has opened up various opportunities for construction industry in India in providing the best-in class solutions. The state-of-the art manufacturing unit is located at Kishangarh, Rajasthan.





# FAÇADE WALL CONSTRUCTION PRACTICES AND ISSUES IN INDIA

The conventional system having multiple layers of wall covering which includes Plaster, Putty, Primer and Paint. This system has its own challenges and issues down the line.



PLASTER  
PUTTY  
PRIMER+PAINT

## ISSUES WITH CONVENTIONAL METHOD



Paint Blistering



Paint Peeling



Delamination








Corner chipping



# UNOFIN RENDERS

The UnoFin renders are lime and cement-based renders which are applied directly on substrates, viz. Bricks, AAC Blocks, Concrete, etc., thereby eliminating the issues caused by conventional methods.

## FEATURES & ADVANTAGES

<b>Breathable</b> Eliminates Blistering & Peeling issues	<b>Crack Resistant</b> Low Maintenance, Long Lasting	<b>Sprayable</b> Faster Completion, Less Wastage, Less Labor dependence	<b>Factory controlled quality</b> Consistent performance, No sand cement mixing at site	<b>Rainwater Resistant</b> Durable facades
				

Segments - All the new construction where Plaster, Putty, Primer and Paint is currently used.

# UNOFIN LIFECYCLE AGAINST CONVENTIONAL SYSTEM IN 20 YEARS

**4P = UNOFIN**

**UnoFin Render**  
replaces the  
current practice of  
**External Plaster +  
Putty +  
Primer +  
Paint.**



PLASTER

+



PUTTY

+



PRIMER

+



PAINT

=



UnoFin  
RENDER

UnoFin saves  
significant cost  
vis-à-vis  
conventional  
system

UnoFin  
with mechanized  
application  
results in saving  
time with faster  
completion of  
projects



# INNOVATION WITH UNOFIN RENDERS



Improved  
construction  
quality

Mechanized  
Application  
(Reduce Labor  
dependency)



Improved  
Masons  
Skillset

Faster delivery of  
projects



# SUSTAINABLE SOLUTION - UNOFIN RENDERS

- **LESS CURING** – Only 2-3 days
- **LESS CEMENT CONSUMPTION** – Low CO2 emission
- **ELIMINATE CHEMICAL PAINT**
- **DURABLE** – Reduces repeated maintenance





# TARGET SEGMENTS – BUILT TO OWN SEGMENTS

Residential



Hospitals



Hotels



Industries/  
Warehouses



Institutions





# TARGET CUSTOMERS

**EPC Contractors –  
L&T, Shapoorji, Tata,  
Ahluwalia, Others**



**Small/ Medium  
Contractors**



**Plastering  
Contractors**



# ONSITE APPLICATION TRAINING & TECHNICAL ASSISTANCE





# SKILL DEVELOPMENT FOR MASONS

## Product Education



Hands on training to skill masons



## Demonstration of Product

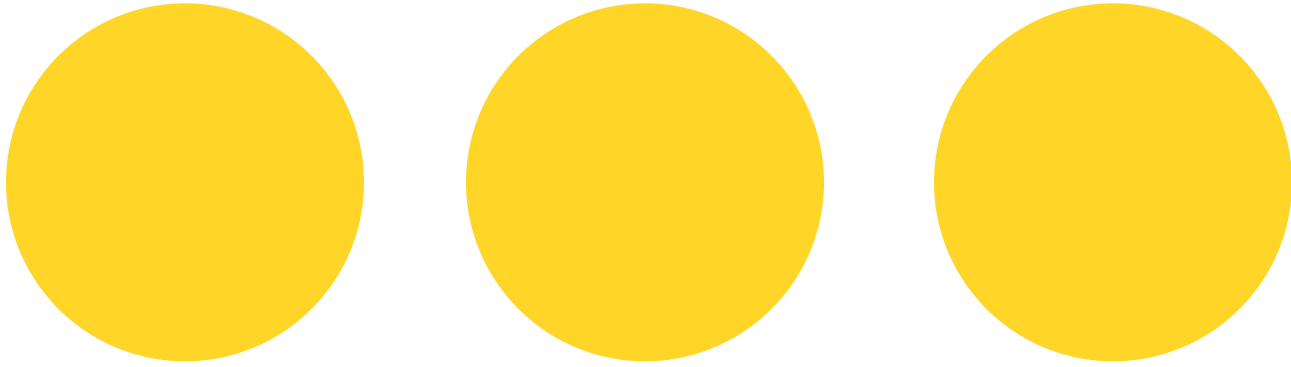






# Sustainability & CSR

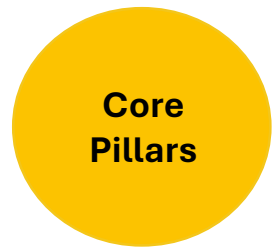




# **Sustainability**

# SUSTAINABILITY JOURNEY

Proactive approach to integrate sustainability into business strategy



## Environment

Combating Climate Change



**60%\* reduction** Water Use intensity



**80%+\* renewable** energy mix



**80%\* reduction** in Scope 1 & 2 GHG emission intensity



**Zero Waste** to landfill



**60%\* recycled content** in rigid plastic packaging

## Social

Servicing People & Communities



**Zero** occupational accidents, illness & incidents of property damage.



**Gender Diversity** across the organization



**Livelihood Improvement** of communities.

## Governance

Responsible Value Creation



**Efficient** risk management



**Zero** non compliances



**Transparent** Disclosures



**Responsible Sourcing**

\* - from baseline of FY 2018-19





# UN SDG ALIGNED EXECUTION

At Pidilite, everything we do is aligned to positively impact the United Nations Sustainable Development Goals



- Farmer Clubs
- Solar-powered Khadi unit
- Infra upgrade support for schools
- Skill development programs in collaboration with Gov. of Gujarat



- Swachhta initiative
- Welfare upgrades at plants
- Windmills, Solar plants
- Bio-fuel boilers
- Digitisation & Automation of Manufacturing & supply chain
- Effluent recycle & reuse
- STPs & water reuse for gardening



- Gender diversity council & work stream
- Skill training for women & support for SHGs
- Hanumant Hospital, Medical camps, support to palliative care centers
- Support for anganwadis, Schools, education trusts, etc.



- Animal husbandry
- Seaweed through Centre for Agriculture Horticulture Development
- Tree plantations



# ACTIONS SO FAR ON RENEWABLES & ENERGY USE REDUCTION

E



**Windmills**



**Offsite & Onsite Solar Plants**



**Biomass Boilers**



**Technology Adoption**



**Automation Initiatives**



**Design Improvements**



# ACTIONS SO FAR ON WATER USE OPTIMISATION & WASTE REDUCTION

E



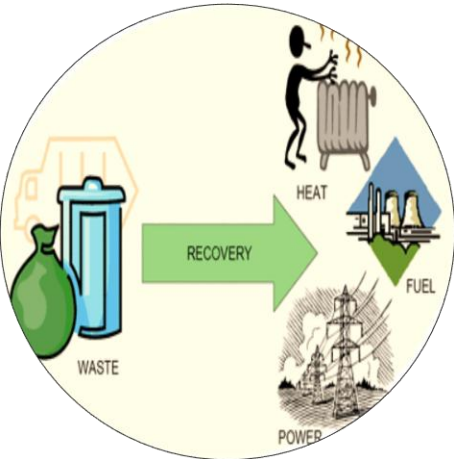
**Effluent Recycling & Reuse**



**STP Installation & Treated Water Reuse**



**Rainwater Harvesting**



**Energy Recovery from Hazardous Waste**



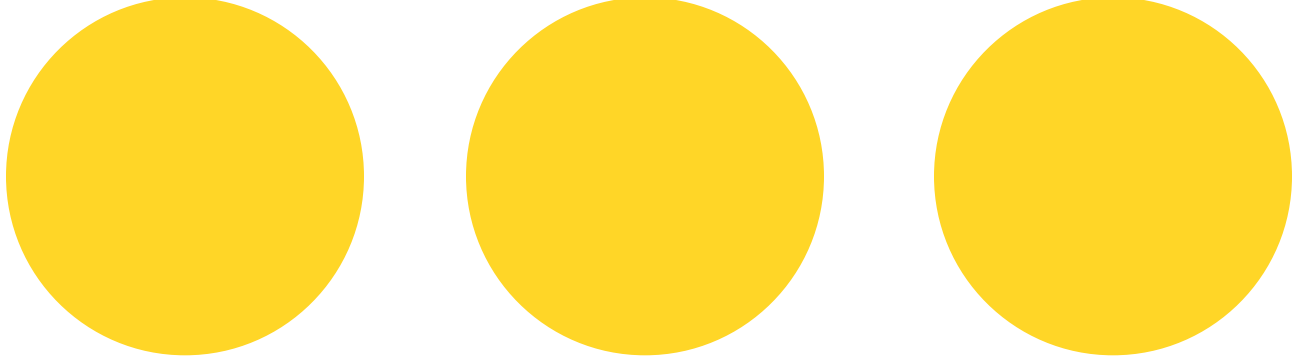
**Shift to Bulk Storage**



**Solvent Recovery  
& Reuse**







**CSR**

# GIVING BACK TO THE SOCIETY

S



**Water Initiative**



**Plantation Initiative**



**Agriculture & Horticulture Initiative**



**Women Initiative**



**Skill Initiative**



**Plastic Free City**



# GIVING BACK TO THE SOCIETY



**Health Initiative**



**Education Initiative**



**Animal Husbandry**





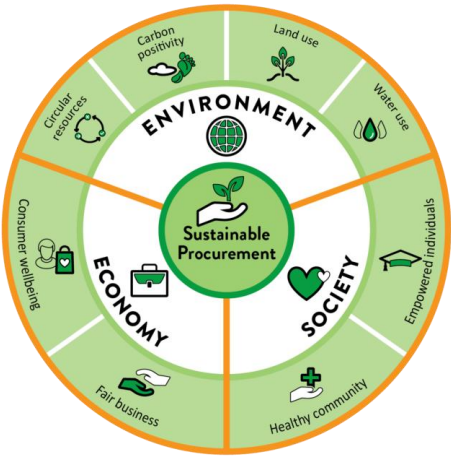
# CORPORATE GOVERNANCE



Climate Change Risk Assessment



Transparent disclosures



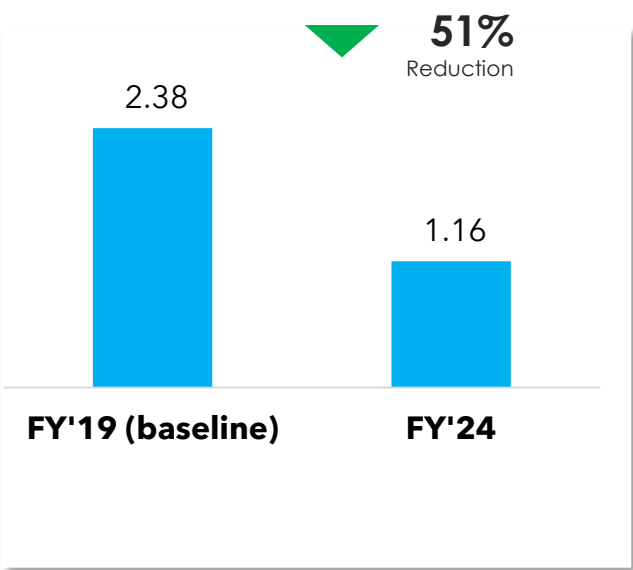
Responsible sourcing



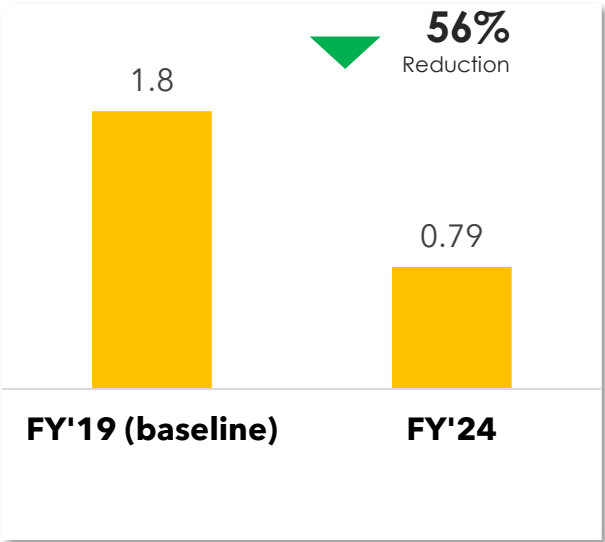
# MEASURABLE OUTCOMES

The execution of identified actions delivering measurable outcomes

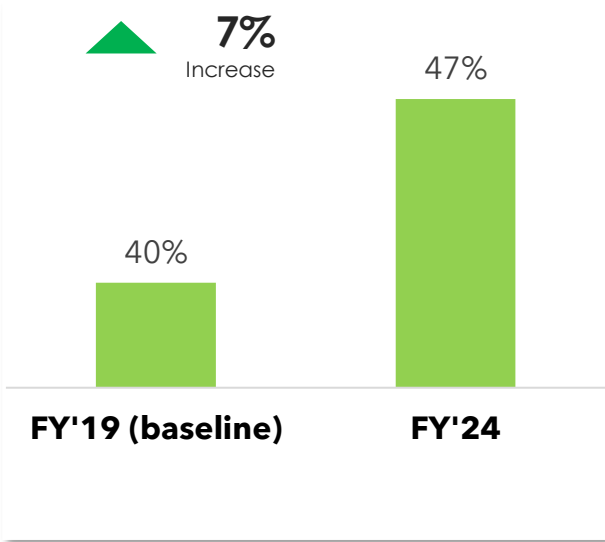
**Water Use Intensity**  
[KL/Ton of Production]



**Energy Use Intensity**  
[GJ/Ton of Production]



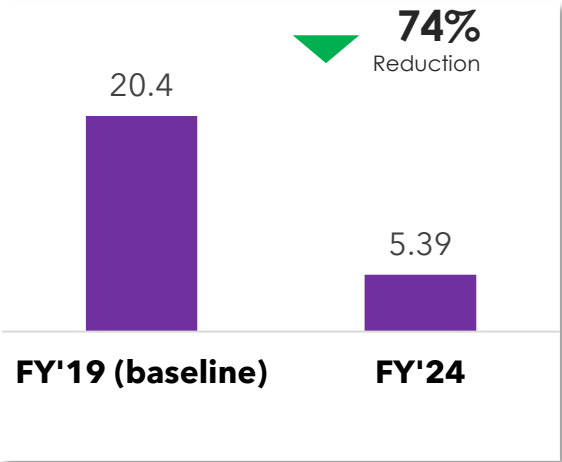
**Renewable Energy Mix**  
[% of Renewable Energy in Total Energy Consumed]



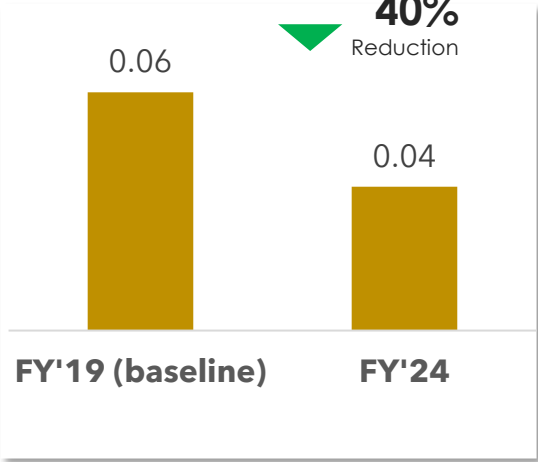
# MEASURABLE OUTCOMES

The execution of identified actions delivering measurable outcomes

Waste Disposal Intensity  
[Kg/Ton of Production]

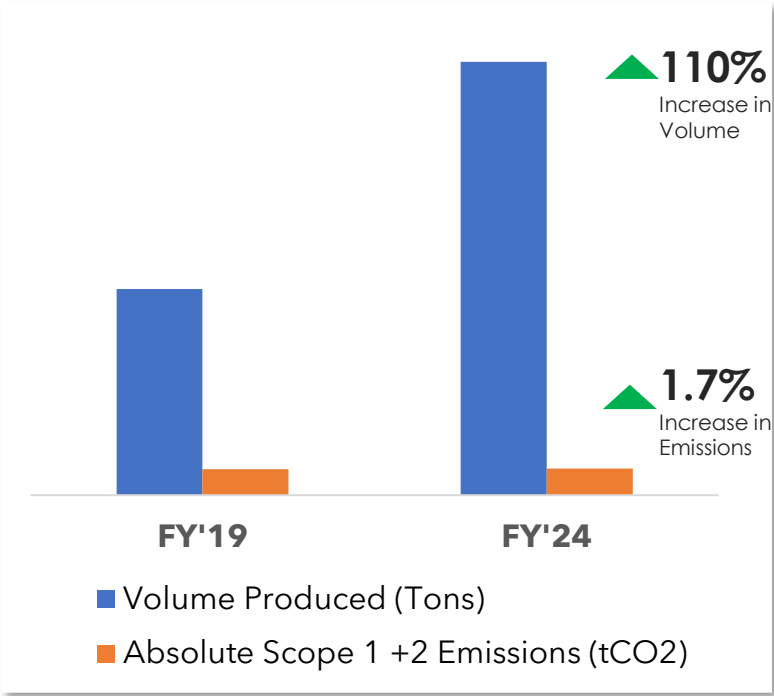


Virgin Plastic Use Intensity  
[Ton/Ton of Production]



100% EPR Compliance since FY'22

Comparison of Volume Produced and  
Absolute GHG Emissions





# FUTURE ACTIONS

## **E**nvironment

### Combating Climate Change

- Continue to execute actions to achieve 2030 goals
- Expand out of fence water conservation to new territories
- Quantify Scope 3 emissions
- Product Life Cycle Assessments
- Align Decarbonization Strategy with SBTi

## **S**ocial

### Servicing People & Communities

- Expand women empowerment programs through SHG formation
- Expand Skill upgradation programs to more States
- Improve facilities at Hanumant Hospital
- Realize the vision of plastic free Mahua

## **G**overnance

### Responsible Value Creation

- Onboarding value chain partners into ESG framework
- Handhold value chain partners for their emission reduction
- Be in top quartile of 3<sup>rd</sup> party ESG ratings
- New business opportunities due to ESG performance





# People & Culture

# OUR APPROACH TO PEOPLE AND ORGANIZATION IS ROOTED ON FOUR PILLARS

1

A Unique Culture which enables performance  
'The Spirit of Pidilite'

2

Frontline focus and engagement

3

Building an organization  
'Fit for Purpose'

4

Creating an  
'Inspiring place to work'





# 1. A UNIQUE CULTURE, EMBEDDED IN 'THE SPIRIT OF PIDILITE'

**FRESH and  
ORIGINAL**  
Thinking

**HIGH OWNERSHIP and  
IMPROVEMENT**  
orientation

**DEEP  
EMPATHY,  
and RESPECT**

**'CAN DO'  
and  
'WILL DO'  
attitude**



## 2. RELENTLESS FOCUS ON FRONTLINE ENGAGEMENT



Well established  
Career and  
Development Maps  
for field teams to  
promote growth from  
within

Front line engagement  
and retention

Development  
centre approach  
to capability  
enhancement



### 3. BUILDING AN ORGANIZATION 'FIT FOR PURPOSE'

A structured approach to  
**Talent Management**

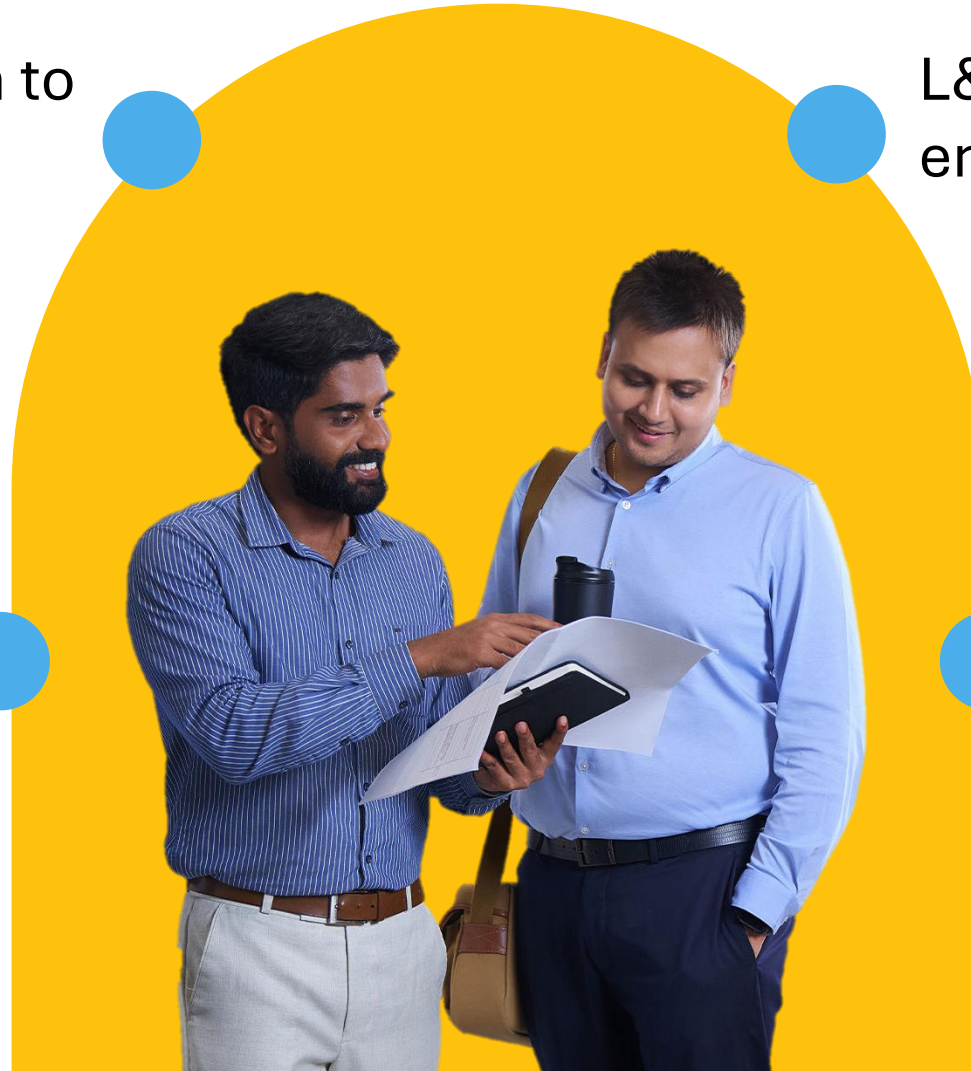


**Hire Right:** A clearly  
defined hiring  
strategy

L&D portfolio that  
enables **talent grooming**



**Pipeline planning**  
with Tomorrow in  
mind





# 4. CREATING AN INSPIRING PLACE TO WORK

Our Mantra - **HAPPY  
& HEALTHY PIDILITE**

Focus on  
**EQUITY AND DIVERSITY**



## ACTIVE LISTENING

- Birthday Lunches
- Workplace



We continue to be recognised  
as a **GREAT PLACE TO WORK**





# Digital Initiatives

*A Competitive Advantage for Pidilite*



## **Platforms for Distributors**



## *100% Online Platform for WSS*



Platform agnostic  
application



Upselling recommendations  
for Distributors



100% Auto Replenishment



Custom built for Pidilite



Real time Dashboards



Smart platform for  
Distributors

HUMARI  UNNATI

*Platform recording all transactions between Distributor & Pidilite*





## **Platforms for Front Line Teams**

## *100% Frontline Teams Digitally Empowered*



**Real time Performance  
tracking**



**Insights Capturing & Drill  
down to Outlet Product level**



**On the go Data visibility**



**End User Profiling & Lead  
Management**



**Intelligent Outlet specific  
Sales recommendations**



**Gamification of Daily  
Working**





## **Platform for Dealers**



## *24X7 Digital Assistance for Dealers*



**Order Anytime Anywhere**



**Track Loyalty Program status**



**Transparency with dealer**



**Gamification and contests**



**Product info at fingertips**



**1 click Helpline Support**

*1/3<sup>rd</sup> of Pidilite business comes from Genie platform*





## **Platforms for End Users**



# End User Applications

*One point connect with Pidilite users*



Convenience on the go



Loyalty Status at fingertips



Securely access rewards  
24X7



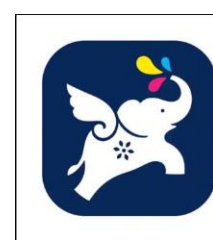
Intelligent nudges to  
maximize benefits



Product info at fingertips



1 click Helpline Support





# Thank You

This document contains forward-looking statements characterized by terms such as “expects,” “intends,” and similar expressions. These statements are based on assumptions and anticipated factors, including market conditions, regulatory changes, geopolitical risks, and fluctuations in input costs. Given the inherent uncertainties, the Company cannot assure the realization of these statements. The Company reserves the right to revise or update such statements as deemed necessary in response to subsequent developments. However, the Company assumes no obligation to provide updates to these statements following their release.

# Investor Contact



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