



23rd May, 2025

The Secretary
BSE Ltd.
Corporate Relationship Dept.,
14th 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

Dear Sir,

Please find attached the Investor Presentation.

Thanking You,

Yours faithfully,
For Pidilite Industries Limited

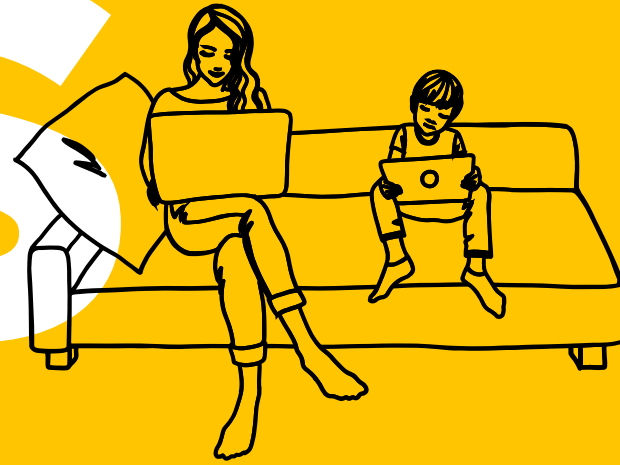
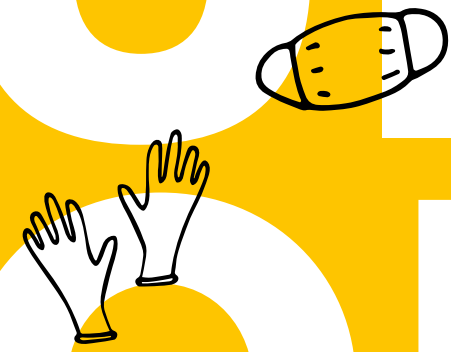
Manisha Shetty
Company Secretary

Encl: a/a

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

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Corporate Office
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Andheri - E, Mumbai 400059, India
T + 91 22 2835 7000
2835 7952 / 2835 7365
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www.pidilite.com
CIN:L24100MH1969PLC014336

BUILDING BONDS



TRACK RECORD OF
**CONSISTENT
PROFITABLE
GROWTH**

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

Appointment of Mr. Sudhanshu Vats as MD, and Mr. Kavinder Singh as Joint MD

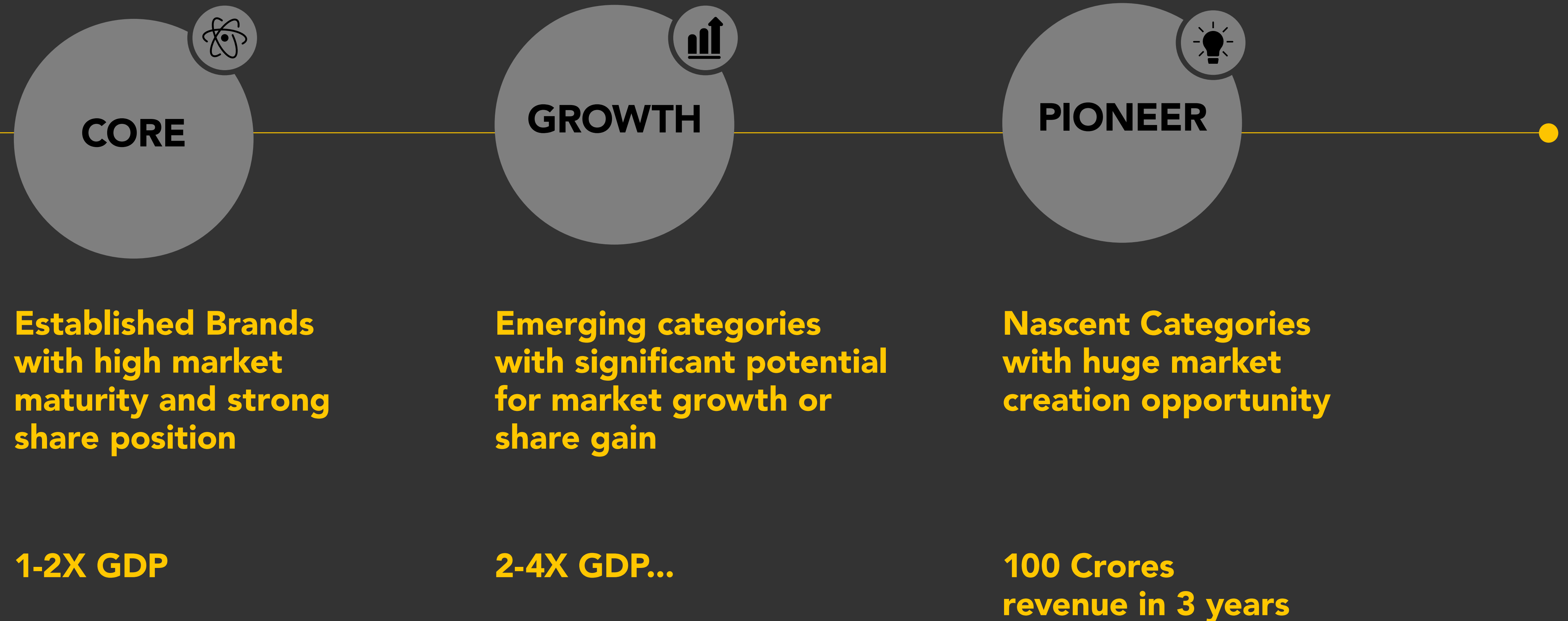


BUILDING BONDS

Consistent Profitable Growth

**PORTFOLIO
EVOLUTION**

We Articulated our Portfolio Approach to Sustained Profitable Growth



Portfolio for Creating Value – 2015

CORE

FEVICOL
SH®

FEVICOL
MARINE®

FEVICOL
HEATX®

FEVICOL
MR®

fevi
stik®

the ORIGINAL

Fevi kwik®

M-seal®

Fevicryl®

GROWTH

DR.
FIXIT®
WATERPROOFING EXPERT

Ni
Na
PERCEPT

PIONEER

Pidilite
INTERNATIONAL
GEOGRAPHIES

Portfolio for Creating Value – 2025

CORE

FEVICOL
SH®

FEVICOL
MARINE®

FEVICOL
MR®

FEVICOL
PROBOND®

FEVICOL
EZEE
SPRAY

FEVICOL
NAIL
FREE
ULTRA

Fevi kwik®

M-seal®

Fevicryl®

GROWTH

Pidilite
EMERGING
— INDIA —

Pidilite
INTERNATIONAL
GEOGRAPHIES

WD-40®

NINA
PERCEPT

DR.
FIXIT®
WATERPROOFING EXPERT

ICA Pidilite

Roff®
TILE & STONE FIXING EXPERT

Araldite®

PIONEER

Dr.
cipy

HAI
SHA®
paints

FEVI
SEAL

TENAXO

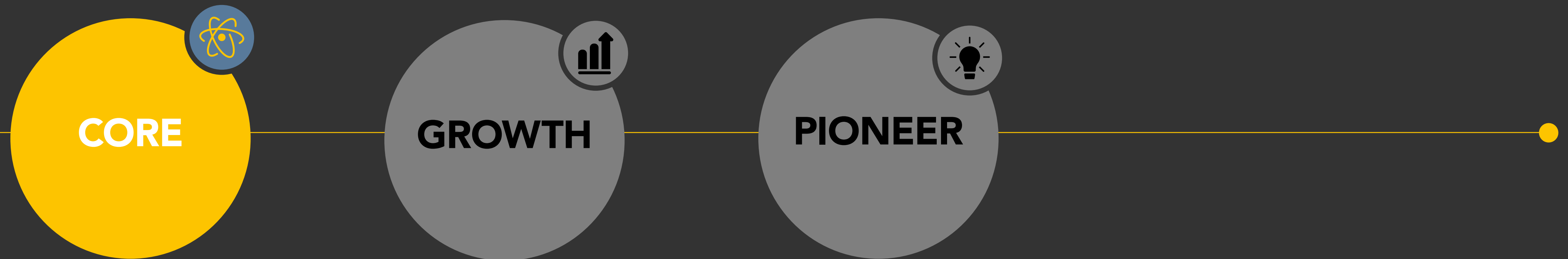
Jowat®
Klebstoffe

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

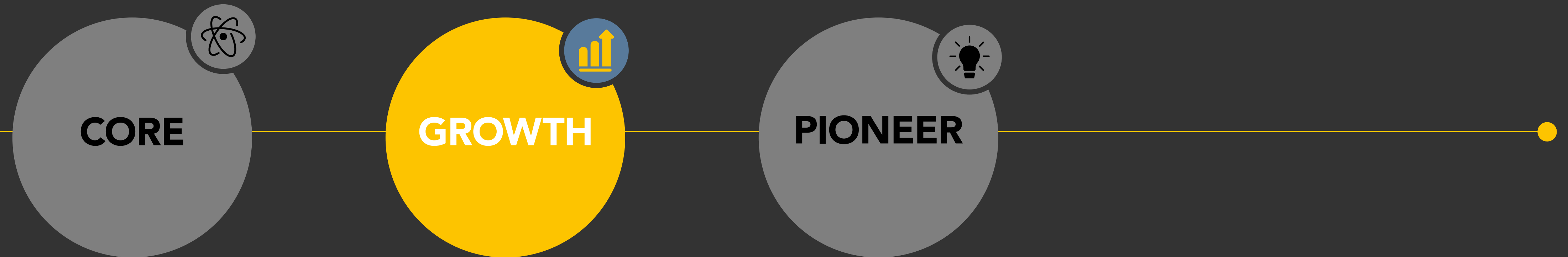


Easy to use &
stock at home



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. 2,500 Cr to Rs. 3,000 Cr
- Penetration of category estimated at 18% to 20%, as majority market still using cement to fix tiles



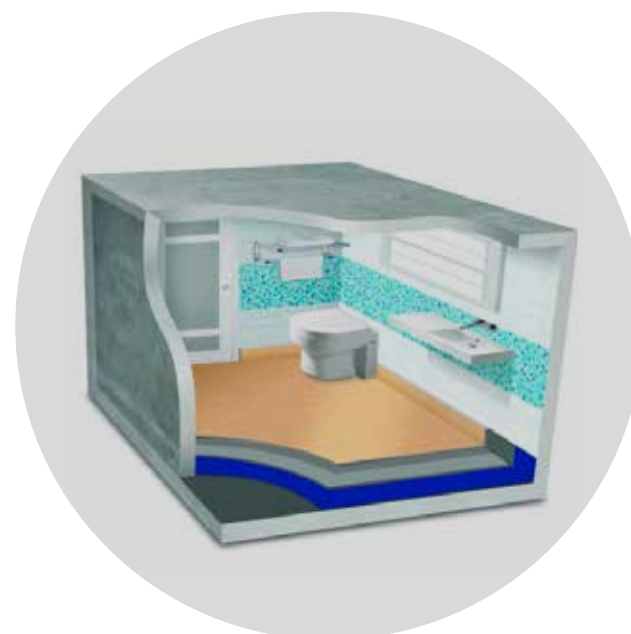
Roff positioned as an expert Tile and Stone Solutions provider, supported with best-in-class portfolio of brands/ products through JVs with global specialists



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



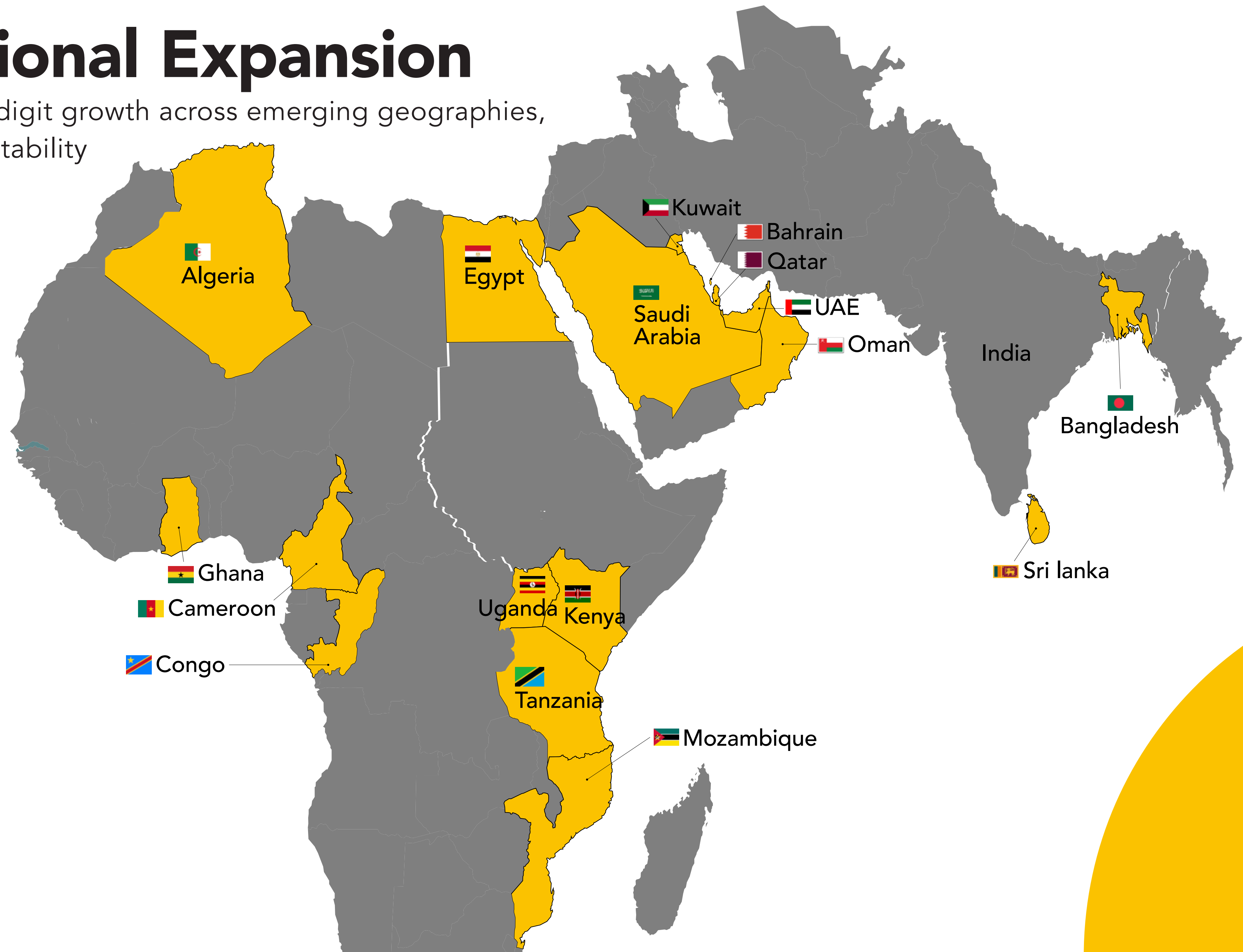
Tile
Adhesive



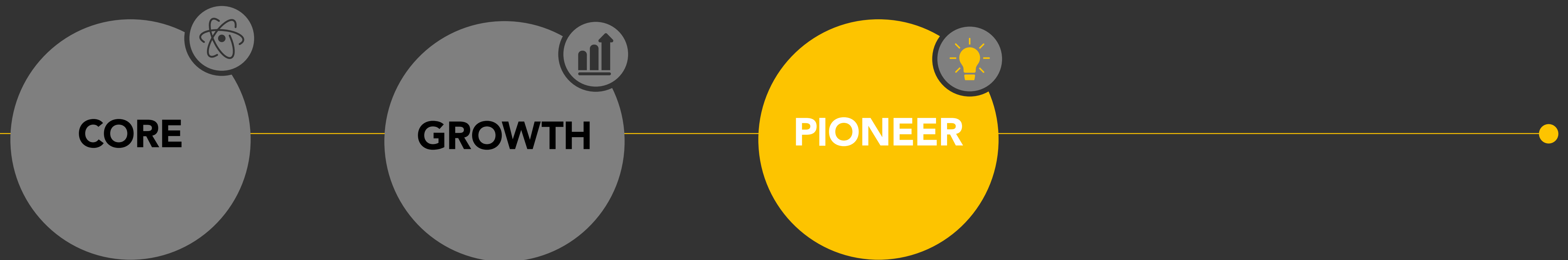
Epoxy Grout

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



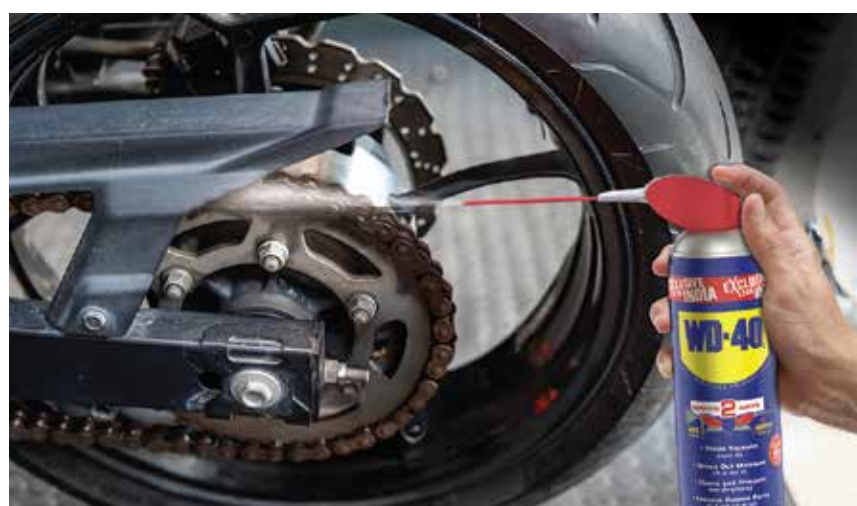

Araldite Maharani Ka Ghoda



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



ICA Brand

Product Expertise



Marketing Excellence

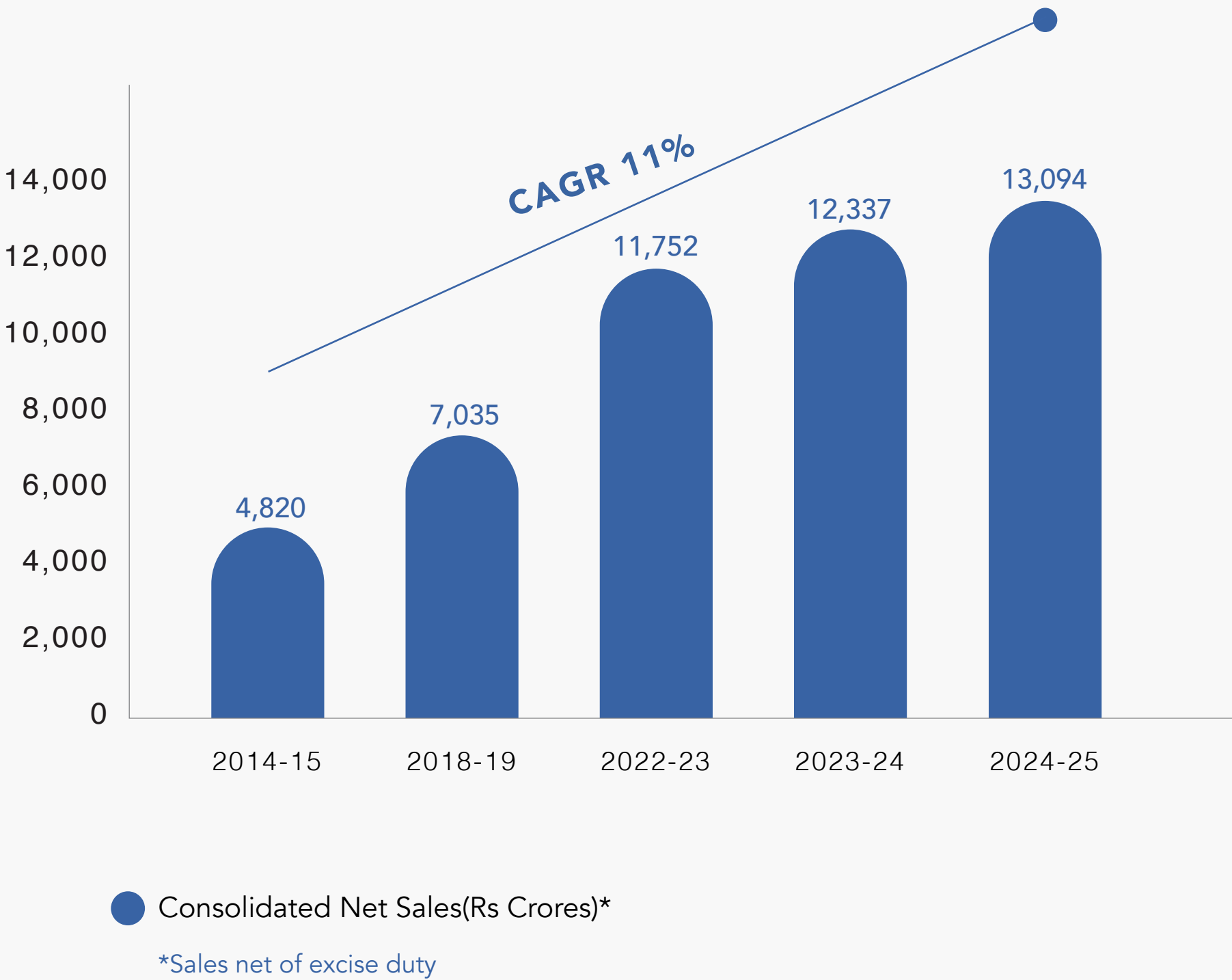


Consistent Performance Over Last 10 Years

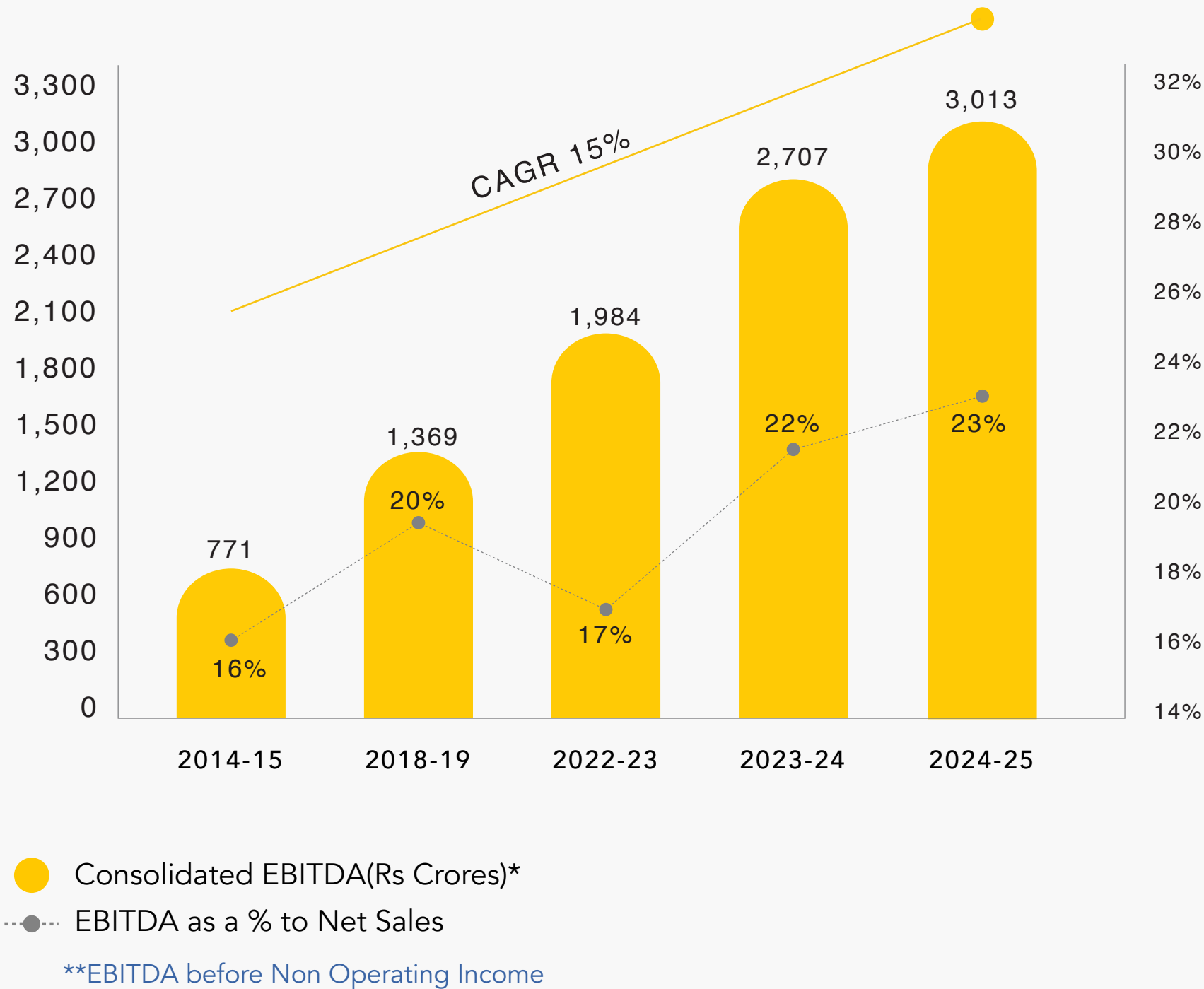
1,44,929
crores

Market Cap as on March 31, 2025
(Increased by 5X 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 (5 year CAGR, Pidilite: ~12% vis-a-vis GDP: ~5%)

Enabled by

1

• Distribution Expansion



2

• Evolution of Marketing Excellence



3

• Scaling Up Supply Chain



4

• Digital Journey



5

• People and Culture

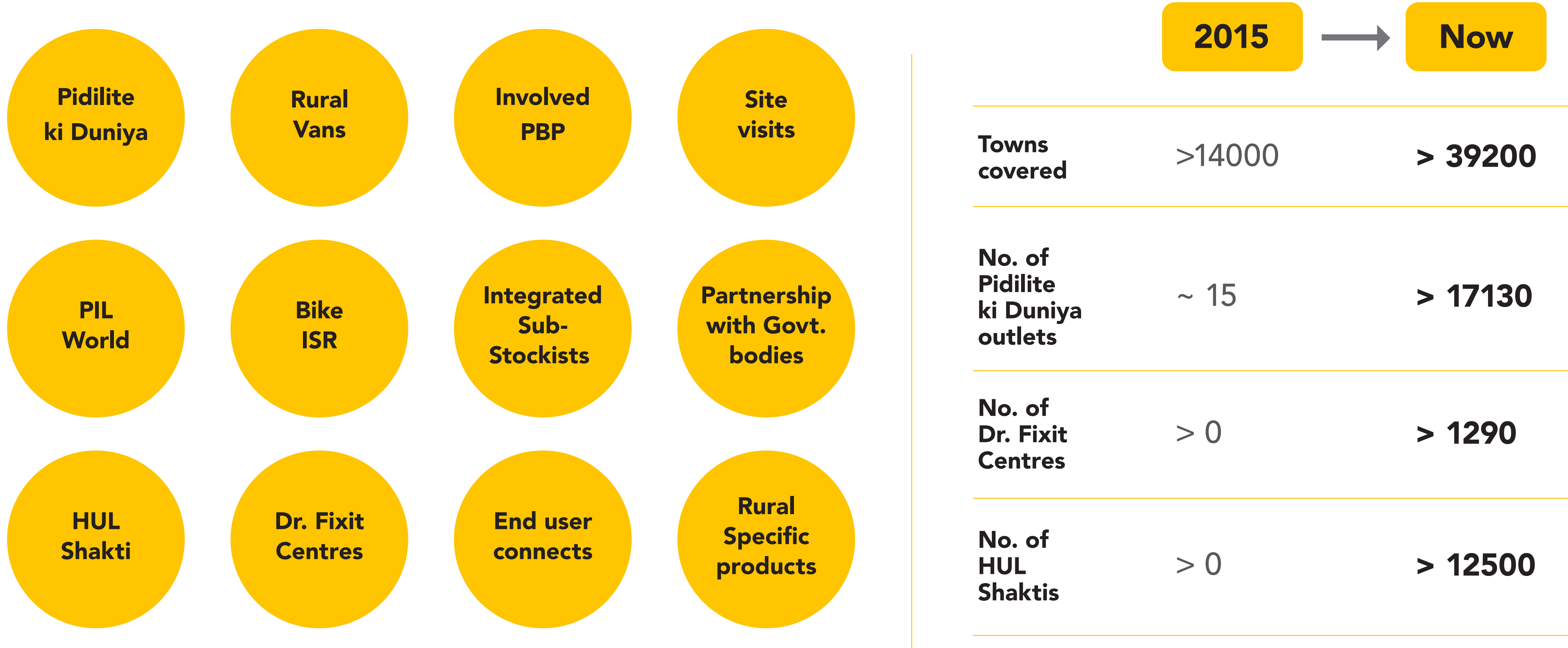


6

• Sustainability



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

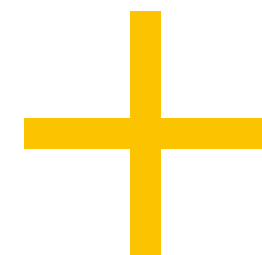


Evolution of Marketing Excellence

2



From this

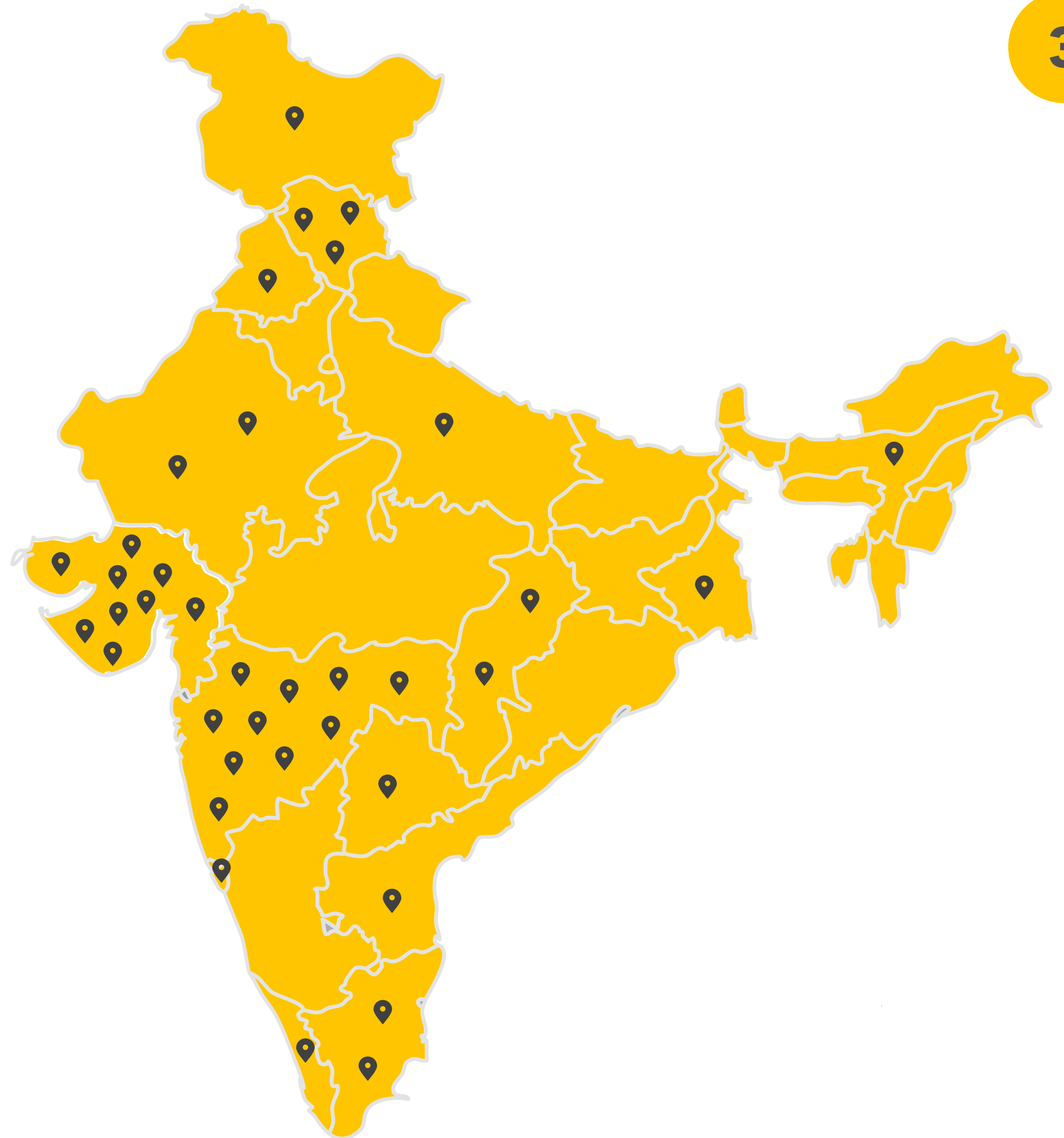


Now also these

Scaling Up Supply Chain

3


















With a cumulative capex investment of Rs. 2,700+ 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

Then		Now	
 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 FY25

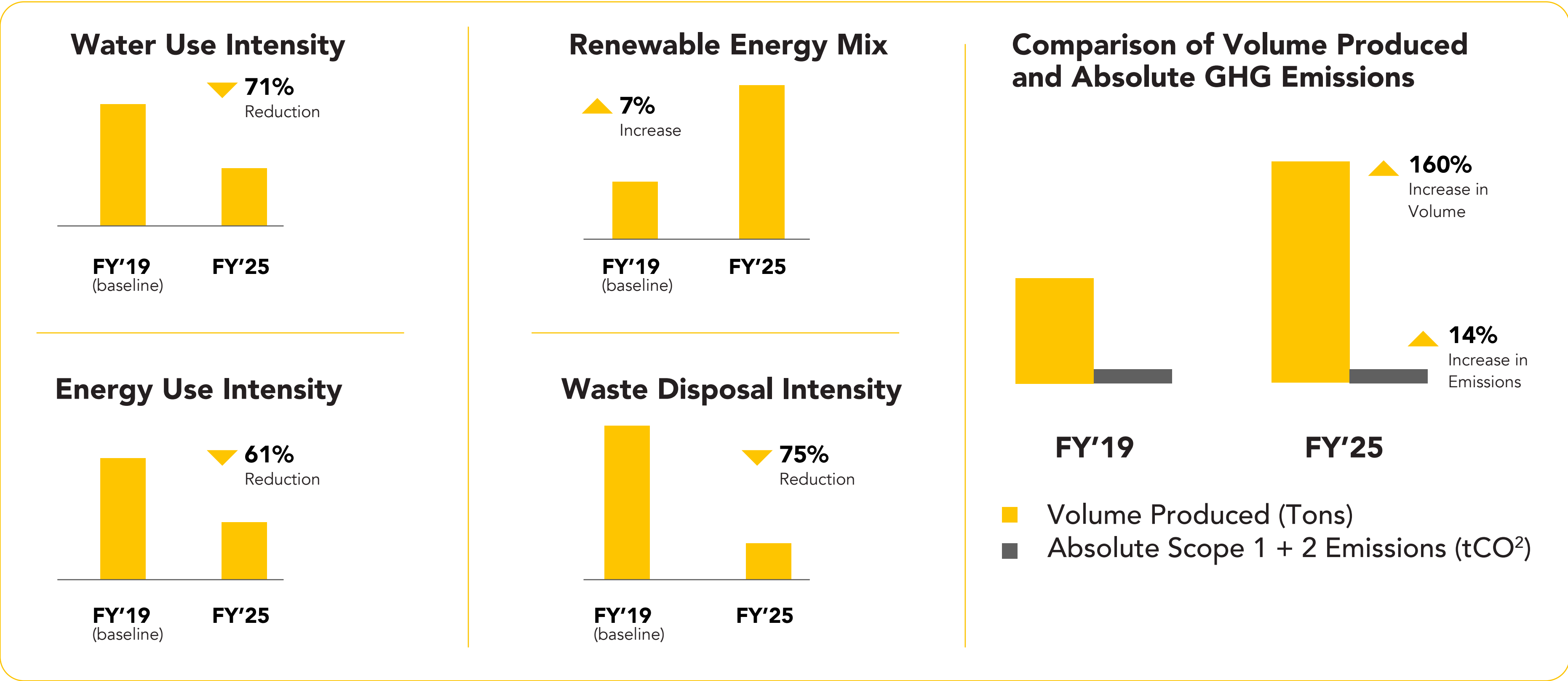
Our Core Pillars

Environment
Combatting Climate Change & Sustainable Innovation

Social
Servicing People and Communities

Governance
Responsible Value Creation

Measurable Outcomes



BUILDING BONDS

Consistent Profitable Growth

**THE
ROAD
AHEAD**

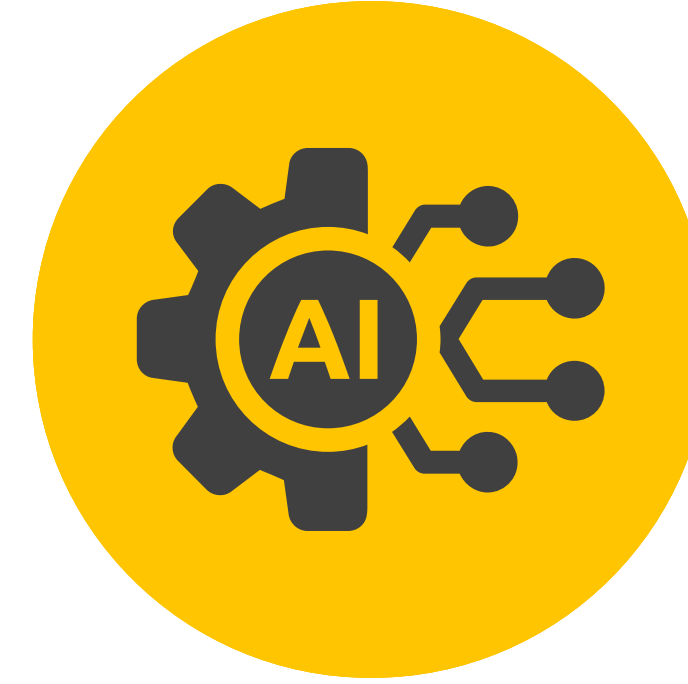
It's a Changing World



**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



- Indian economy well positioned with resilient domestic demand and inflation ~ 5%
- **GDP** forecast to **grow at 6.5% in FY25** and ~ **6.5% in FY26**



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



- **Domestic Manufacturing** and private capex expected to revive, Rate cuts to further support
- **Emerging areas** (electronics, green energy/ mobility etc.)



- **Digital acceleration**



- **Urbanization**



- **Soft global economy**

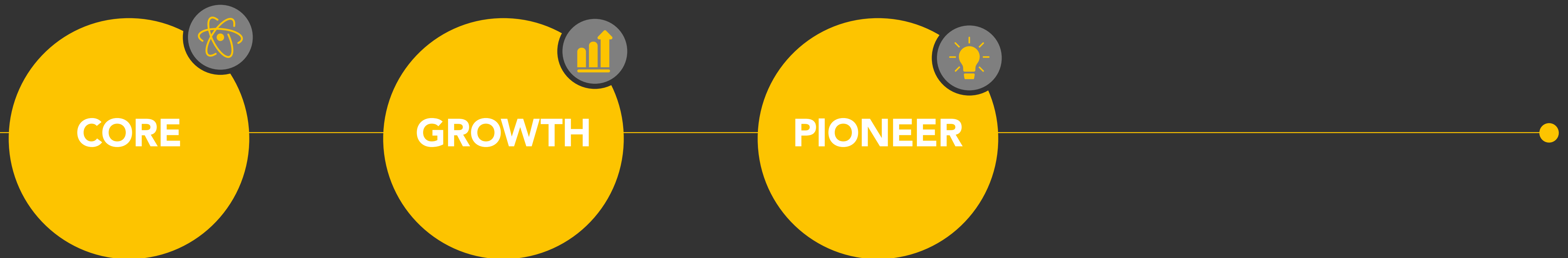


- **Geopolitical tensions**



- 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



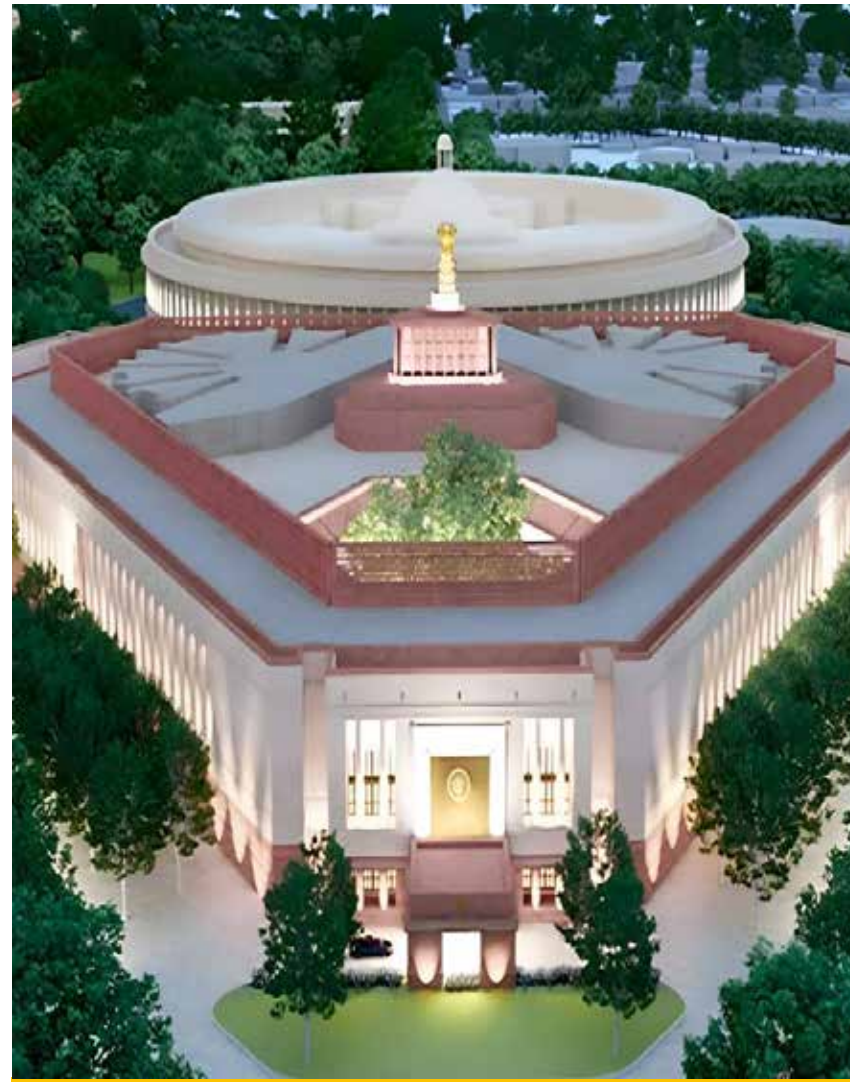
Tie-up with Jowat: German Engineering backed with the Pidilite promise – local manufacturing of world class Jowat hotmelt adhesive

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

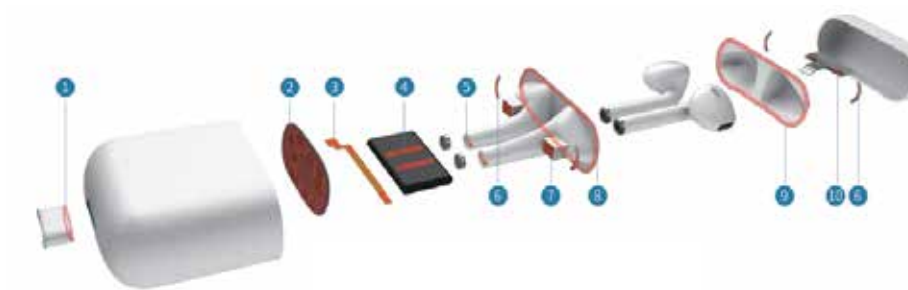
CollTech



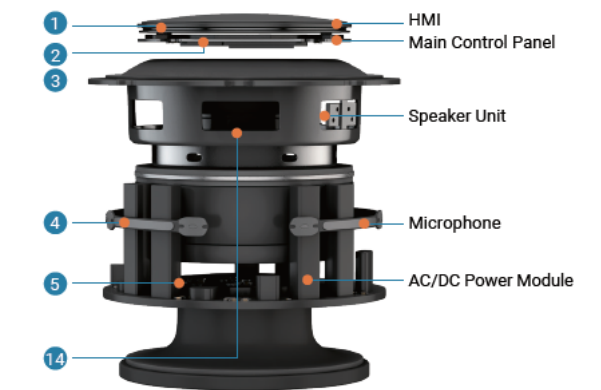
Pidilite CollTech Application Lab, Bangalore



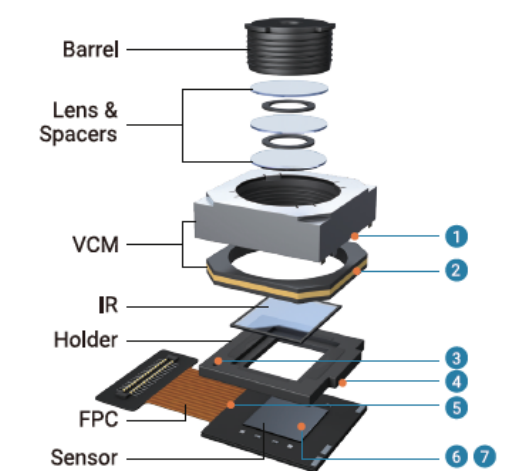
Electric Vehicle



TWS Headphone



Smart Speaker



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



Haisha
Tamil Nadu Ad

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

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

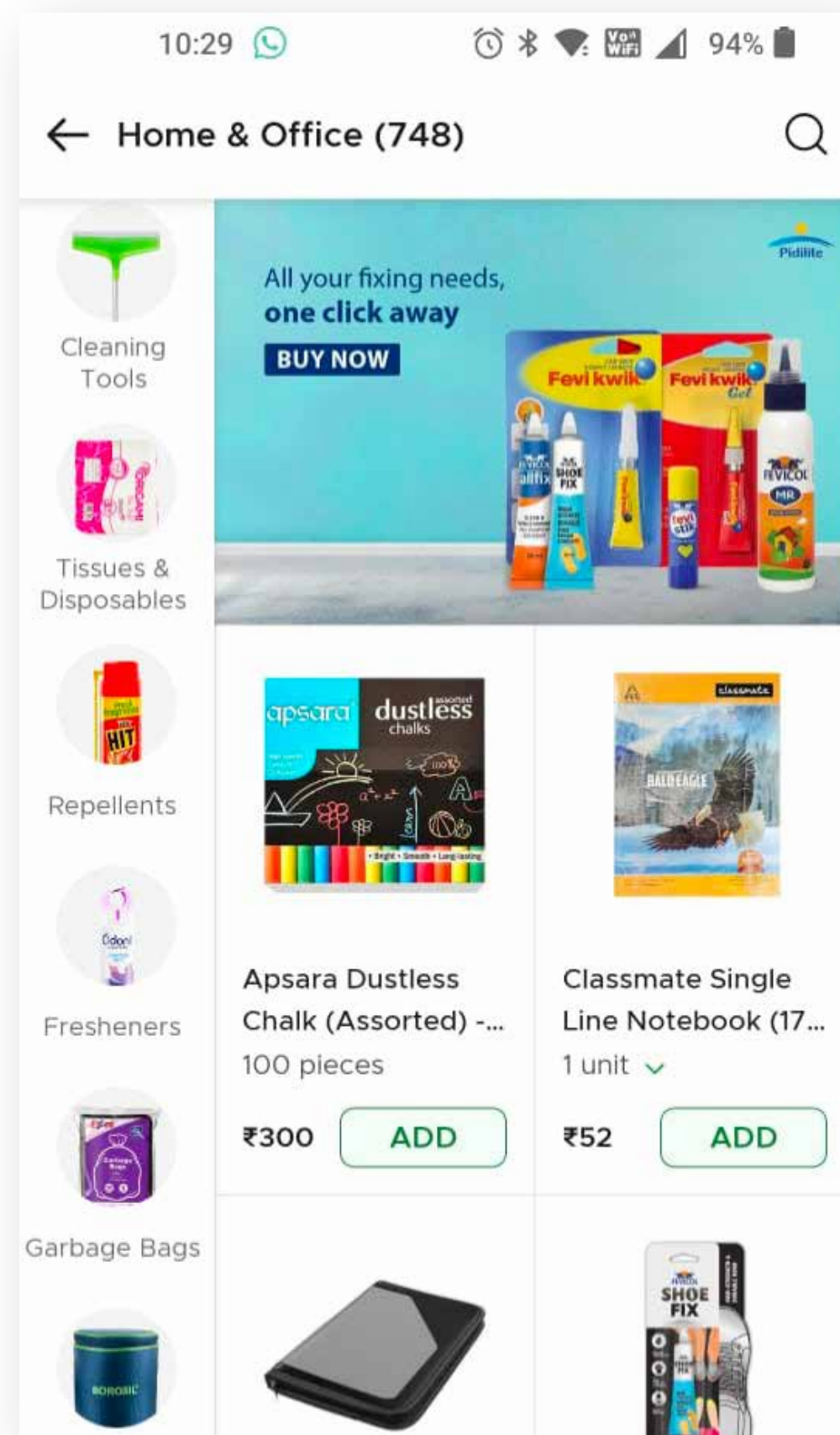


- Applicable across various surfaces such as Tiles, Marbles & Stones, Auto/MRO, Wood working & Signages

Investing In Emerging Channels

2

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

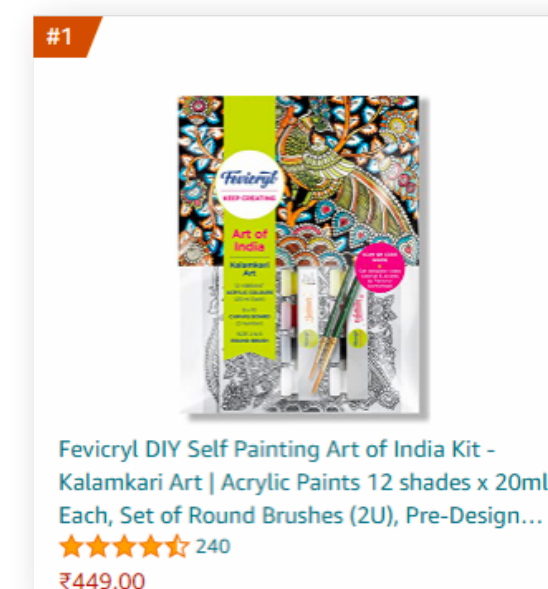


blinkit
zepto

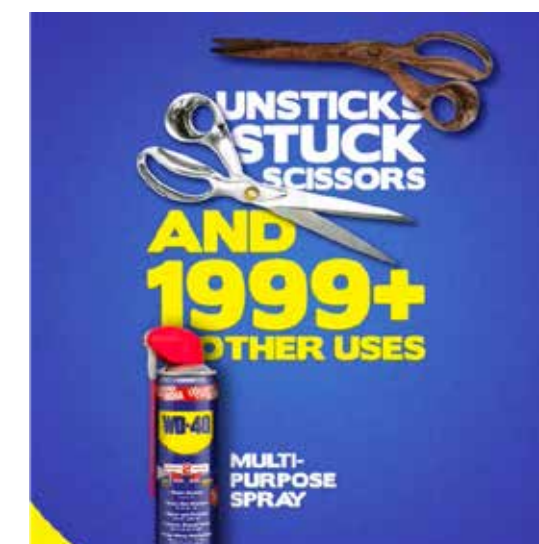
SWIGGY
instamart

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**

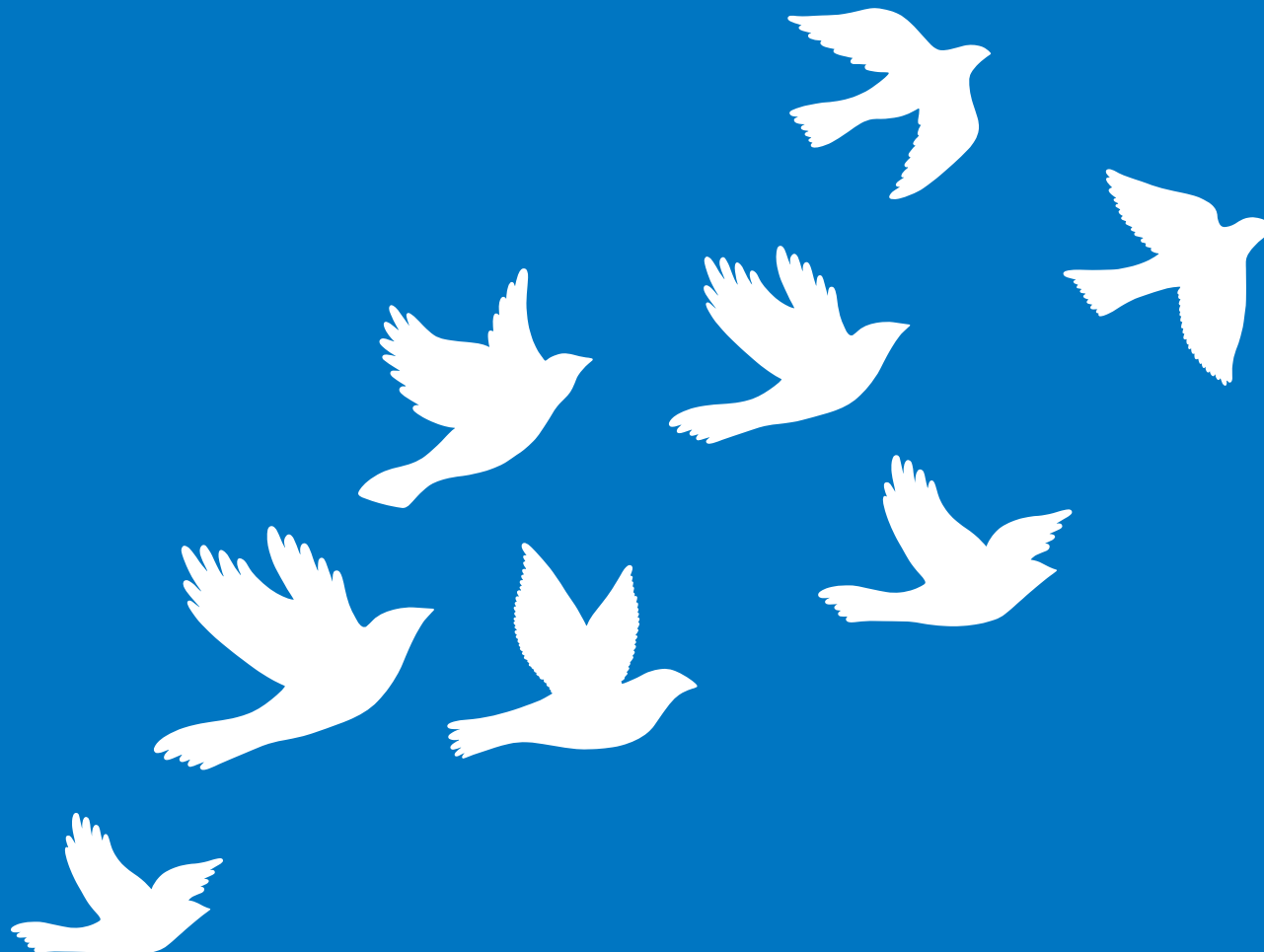


**Khadi and
Handloom
Initiative**



**Women
Initiative**





OUR VISION

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



Thank you

Investor Contact



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