



22<sup>nd</sup> May, 2026

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,

Please find attached the Investor Presentation.

Thanking you,

Yours faithfully,  
For **Pidilite Industries Limited**

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

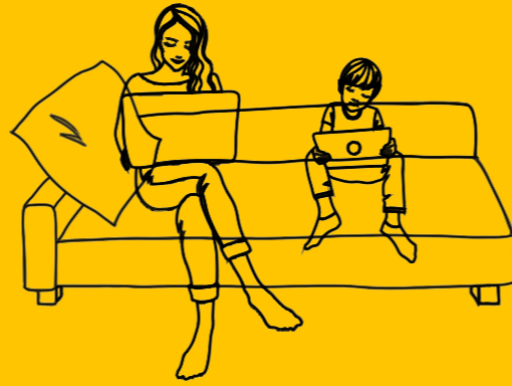
Encl: a/a

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

**Pidilite Industries Limited**  
**Corporate Office**  
Ramkrishna Mandir Road  
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CIN:L24100MH1969PLC014336

# Building Bonds



Delivering  
Consistent  
Profitable  
Growth

# Index

- 1 • Our Journey 
- 2 • Portfolio Evolution 
- 3 • Performance 
- 4 • Growth Enablers 
- 5 • Looking Ahead 
- 6 • Doing Well & Doing Good 

# Our Journey

## Inception, Building Power Brands 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 Cr.



### 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

In 2015 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 Accelerating 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 -  
Kaarwan, Onsite, Wiffy, Pace Robotics

Capex spend Rs. 750+ Cr.

Sudhanshu Vats appointed as Deputy MD

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



### 2023-26

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

Technology partnerships for new applications in  
leather and leather goods (Basic Adhesives, SynBios)

Capex spend Rs. 1,500+ Cr

Significant improvement in underlying volume growth  
and profitability

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

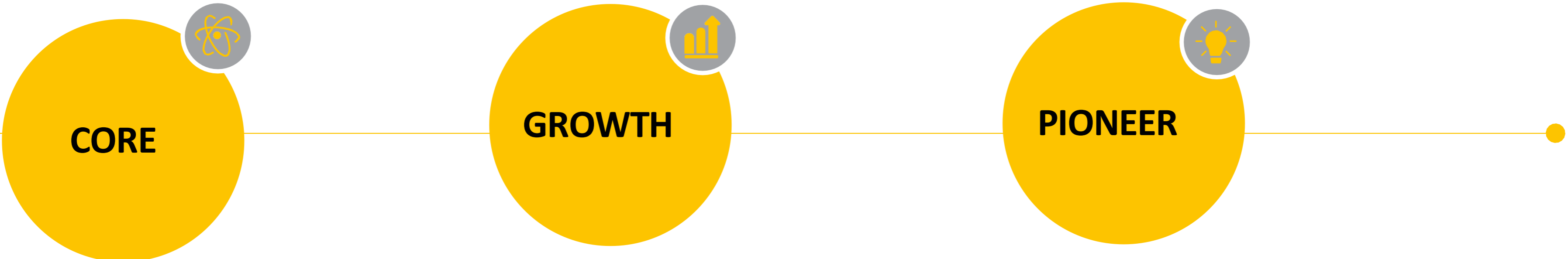


# Building Bonds

Consistent Profitable Growth

## Portfolio Evolution

# Portfolio Approach to Sustained Profitable Growth



**CORE**

**GROWTH**

**PIONEER**

**Established Brands with high market maturity and strong share position**

**Emerging categories with significant potential for market growth or share gain**

**Nascent Categories with huge market creation opportunity**

**1-2X GDP**

**2-4X GDP...**

**100 Crores revenue in 3 years**

# Portfolio for Creating Value

## CORE



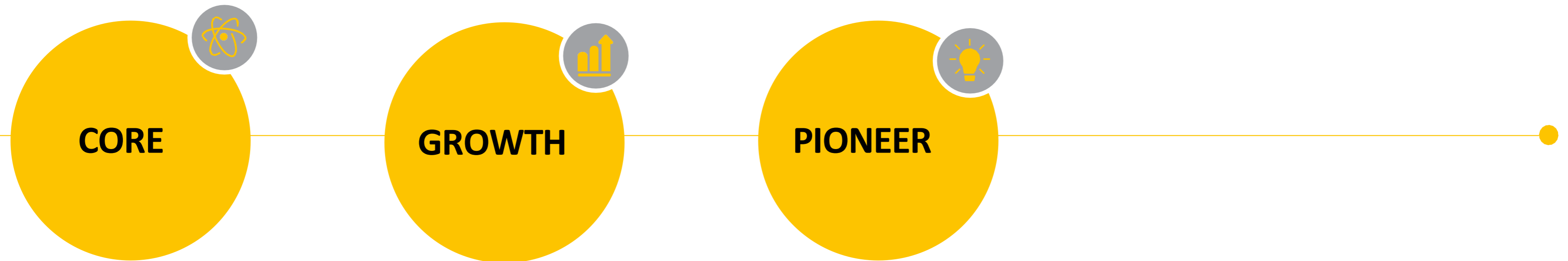
## GROWTH



## PIONEER



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



**Premiumizing**

**Innovating**

**Reinforcing Brand Leadership**

# Fevicol Story

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

# Fevikwik Story

Then



Now



Better Strength



Water Proof  
Shock Proof

Better Ease of Use



30 secs to adjust  
Non-drip & No Mess

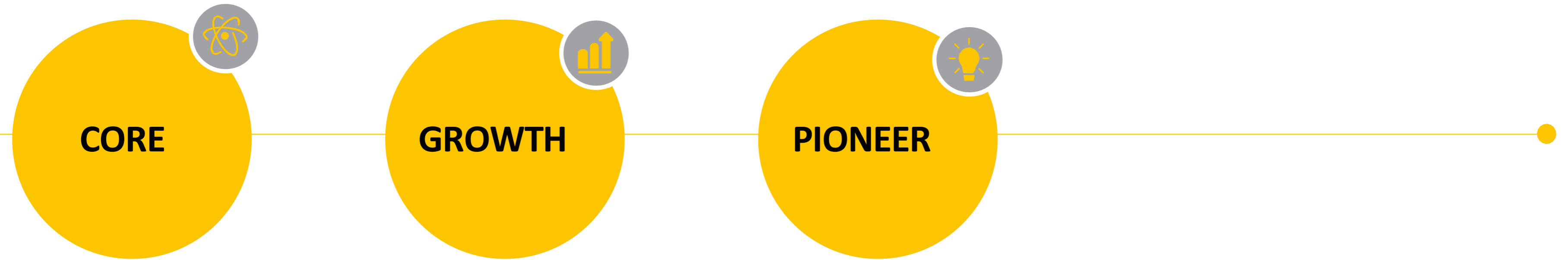


Easy to use &  
stock at home



Multi-surface Application &  
Clear Non-drip Formula

# How did we build Growth Businesses?



**CORE**

**GROWTH**

**PIONEER**

**Creating  
Categories**

**Holistic Brand  
Management**

**Driving  
Penetration**

**International  
Expansion**

**Inorganic Growth**

# Dr. Fixit Story

From Pure Waterproofing



To Waterproofing + Coating range + Dr. Fixit Centre



# Roff Story

## Large untapped potential

Tile and Stone Solutions market size estimated at Rs. ~ 6,500 Cr

Penetration of category estimated at 20% to 25%, as majority market still using cement to fix tiles



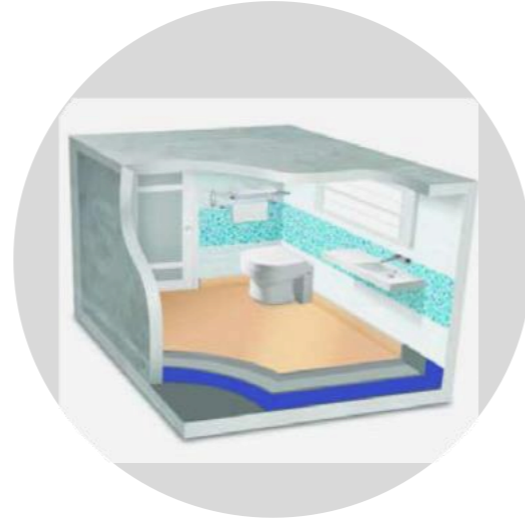
Roff positioned as an expert Tile and Stone Solutions provider, supported with best-in-class portfolio of brands/ products through JVs with global specialists



Tile and Stone Installations



Stone and Tile Care products



Under Tile waterproofing Solutions

Pidilite grupopuma

Premium Tile Adhesive



Premium stone care



Roff Range

Nio Pro



Tenax Range

# WD-40 Story

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



Clean Circuit Care



Smooth Bike Chain



Rust Free Tools



Spotless Tiles



Can in Every Home

# Pidilite ICA Story

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

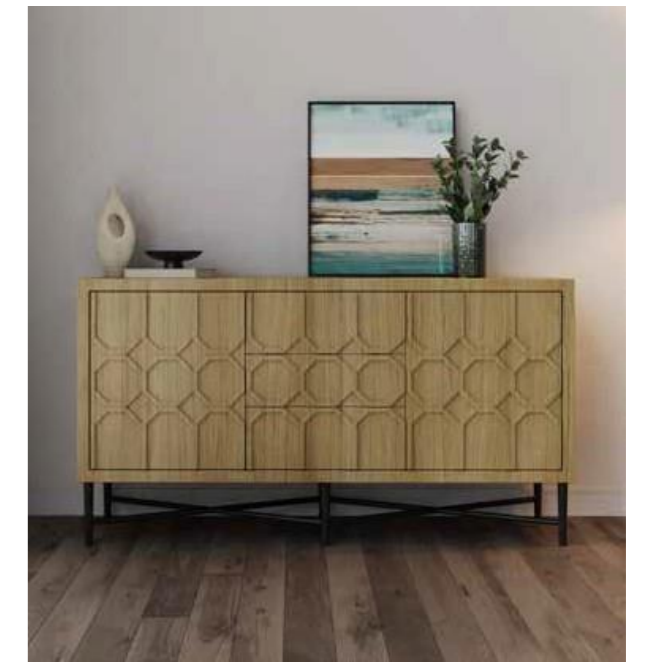
## Architects and IDs



## Product Expertise



## Marketing Excellence



# Emerging India - Taking Our Reach to the Last Mile

## El's Reach

STI: ~2.1K towns

Rurban: 40K towns

~2000 Authorized Stockists, ~3300 Sub-Stockists: ~3.8 lakhs dealers

### Tailored Reach



PKD : **24K+**, one stop solution for all PIL Products



Rural Vans  
615 towns

### Anchored Marketing

DFPP (Dr Fixit Premium Partner)

~2.7K towns

RPP (Roff Premium Partner)

~1.8K towns

DFC (Dr Fixit Centre)

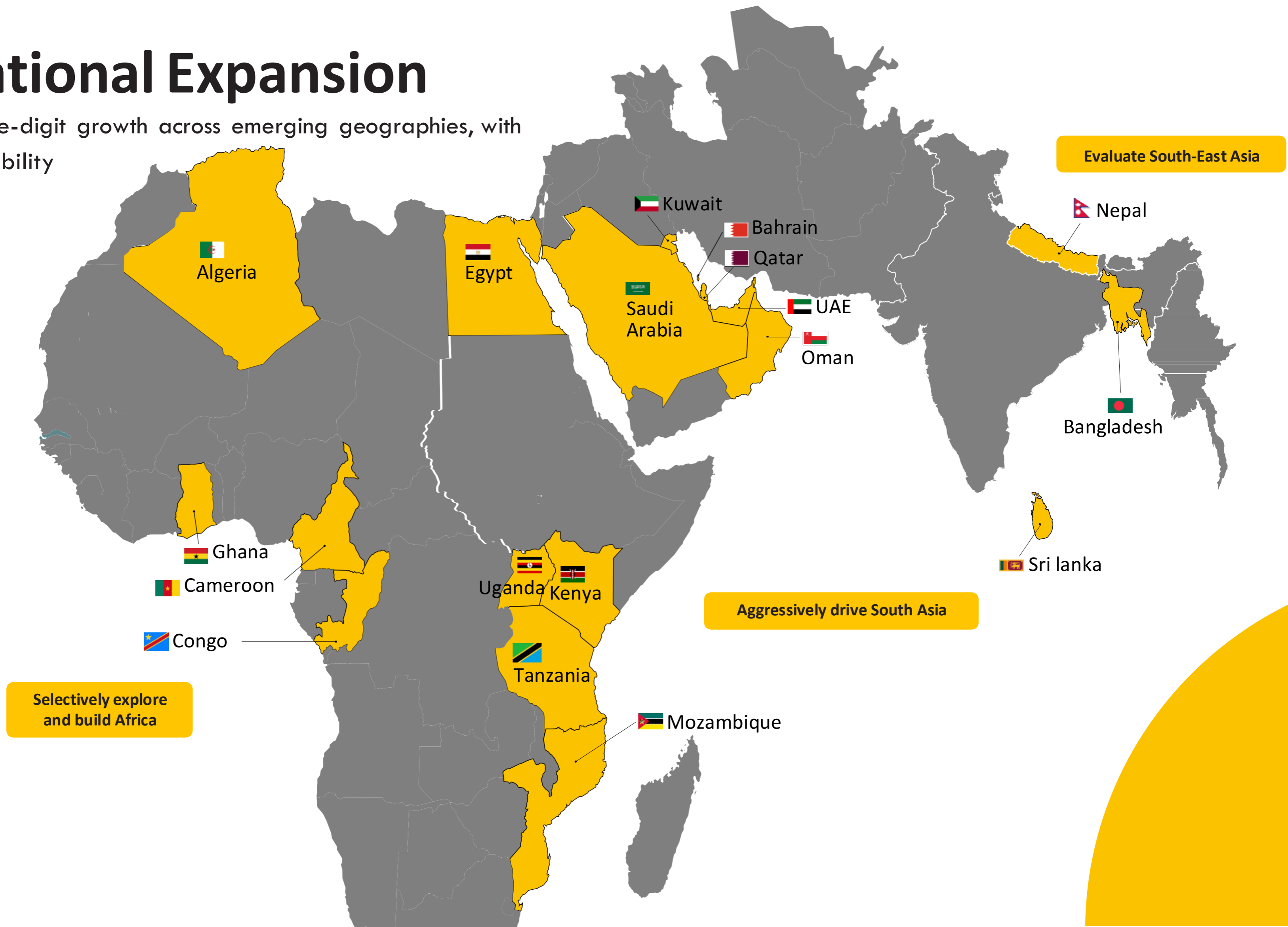
~1.3K towns

ACE (Agri Construction Engagement)

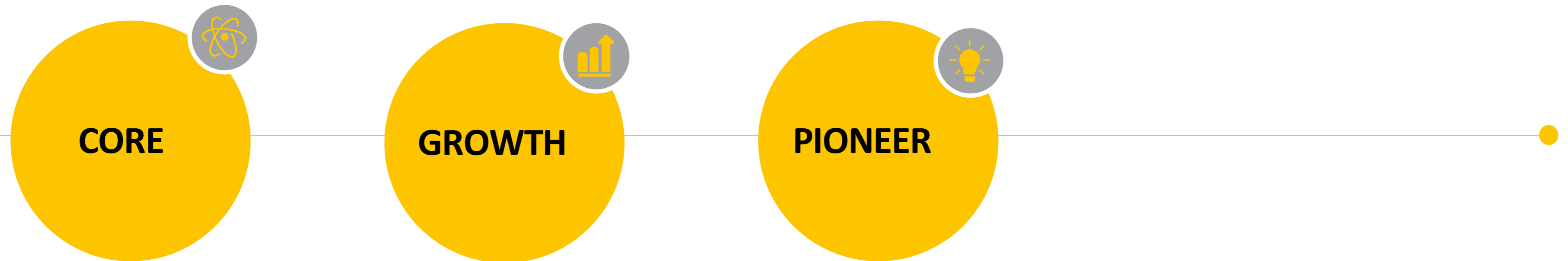
~2.2K towns

# International Expansion

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



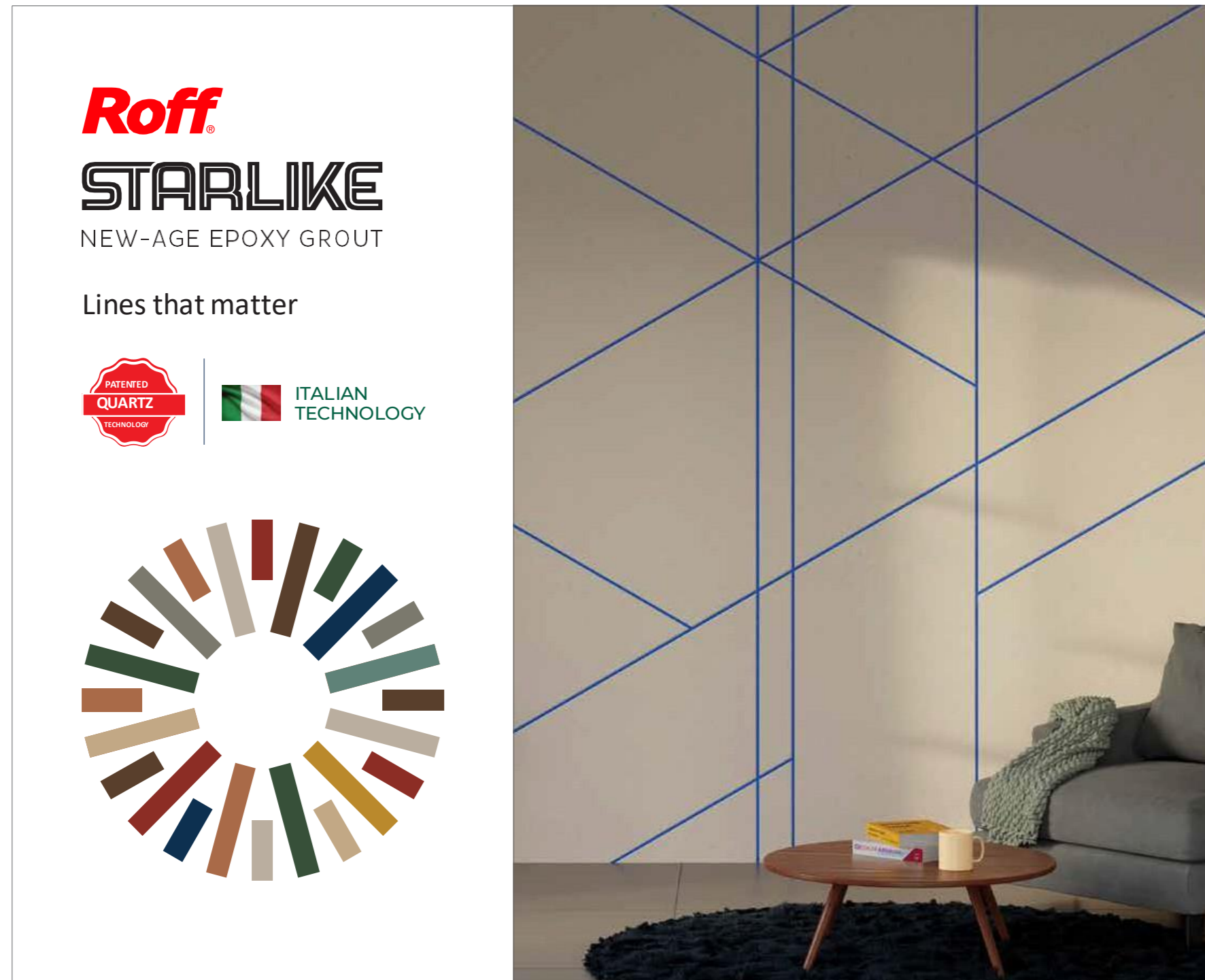
# Identifying Pioneer Categories



**Identifying and Building  
Nascent Categories**

# Litokol Story

Pidilite entered into a Joint Venture with Litokol in 2019 to launch the Starlike Brand in India  
Complementing Roff's Tile Adhesive Portfolio, we have been able to scale up the brand quickly  
Starlike makes grouting simple & safer for our users



# Feviseal Story

Pidilite launched the Feviseal brand of Construction & Adhesive Sealants  
Strengthens our presence in categories with construction driven tailwinds



Glass



Windows



Wood Working



ACP Panels



# Building Bonds

Consistent Profitable Growth

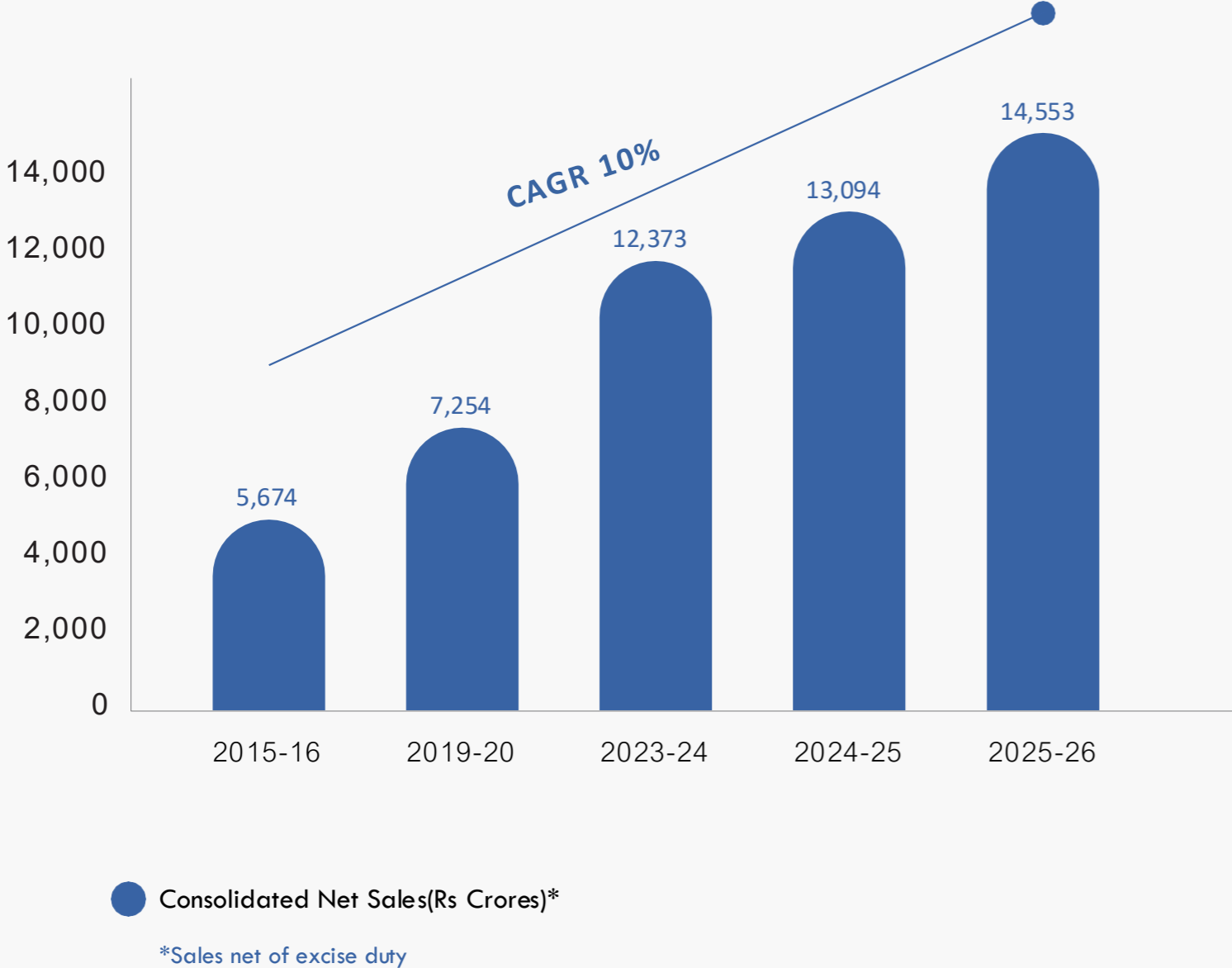
Performance

# Consistent Performance Over Last 10 Years

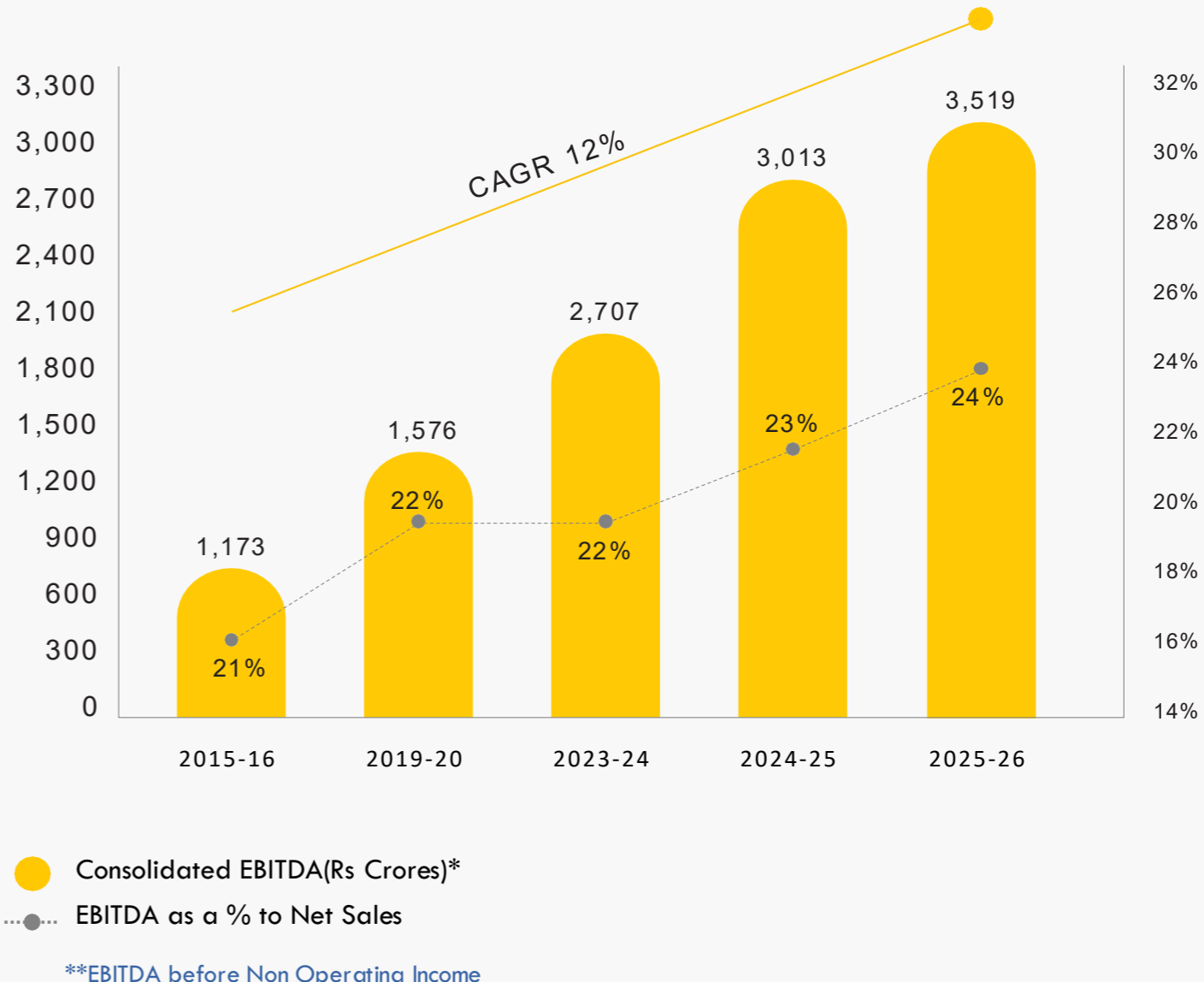
1,48,000  
crores

Market Cap as of May'26  
(Increased by 5X over 10 years)

NET SALES GROWTH TREND OVER LAST 10 YEARS



EBITDA GROWTH TREND OVER LAST 10 YEARS



Consistent profitable double digit Underlying Volume Growth (UVG), despite challenging external environment

# Building Bonds

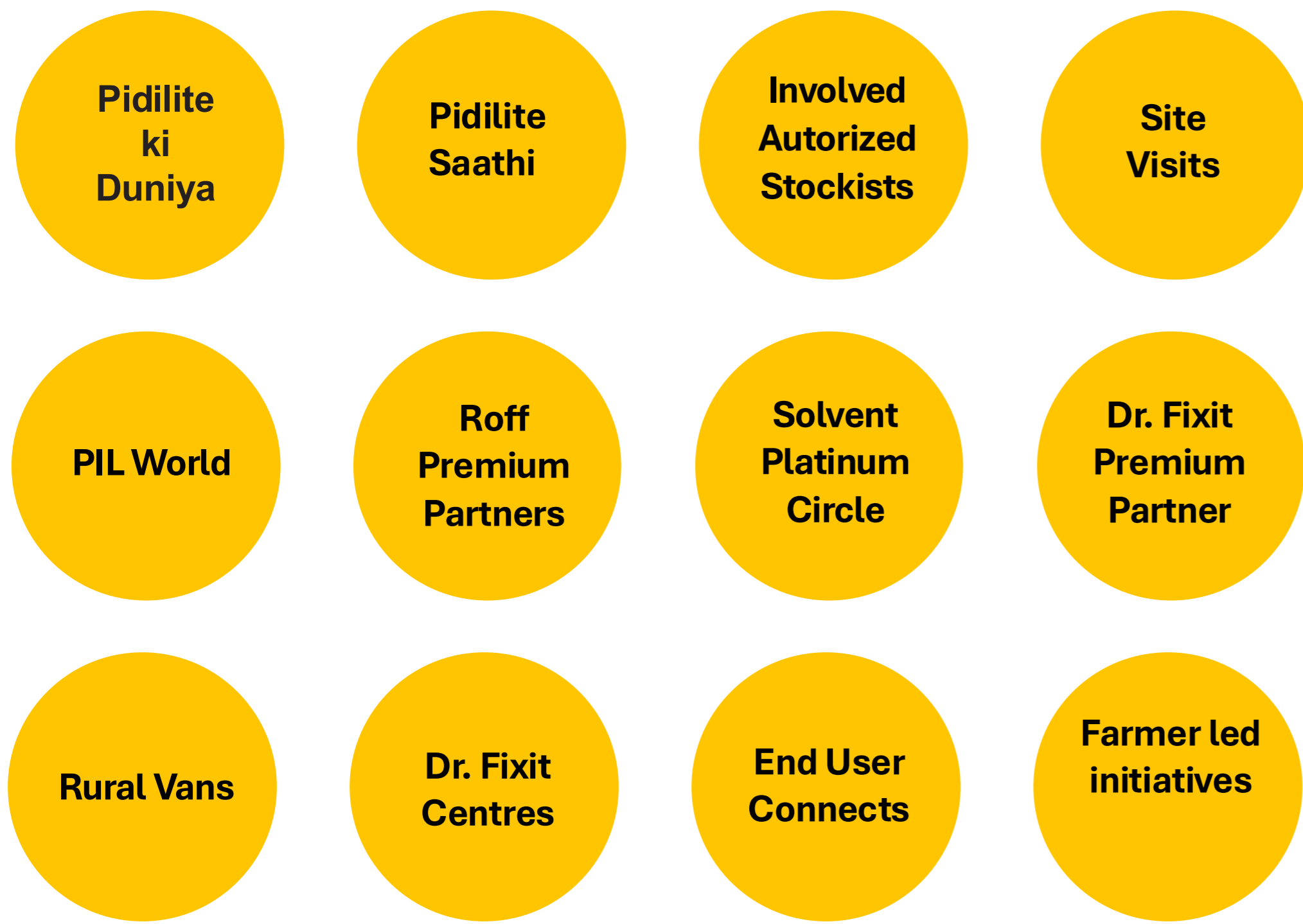
Consistent Profitable Growth

**Growth Enablers**

# Growth Enablers

- 1 Distribution Expansion 
- 2 Marketing Excellence 
- 3 Future Ready Supply Chain 
- 4 Digital Ecosystem 
- 5 People and Culture 
- 6 Sustainability 

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



	2015	2022	Now
Towns/ Villages Covered	14000	25000	>40000
No. of Pidilite ki Duniya Outlets	15	5000	>24000
No. of Dr. Fixit Centers	0	500	>1700
No. of Roff Premium Partners	0	0	>2500

# Building Strong Presence on Emerging Digital Channels

- Pidilite has leveraged the growing E-Commerce & Quick Commerce ecosystem by building a tailored portfolio and invested strongly in on-platform, performance & off-platform digital marketing
- Fastest growing channel for Pidilite over the last 5 years

## Tailored portfolio to tap into the premium consumer



# Marketing Excellence

## Digital



Fevicol Louvre Post



Fevikwik AI Pack Campaign

## Traditional Media



Dr Fixit KBC collaboration



Roff Ind vs Pak Branding

## OOH



Roff Naak Kat Gayi



Fevicol Marol Naka Branding

# Marketing Excellence – Awards & Recognition



Fevicol Won Coveted Silver Effie for Sustained Success



Fevicol's Teeka Id campaign won 'Gold' for purpose driven integrated communication at the SAC Awards



Fevikwik AI campaign won a Gold at SAC under 'Next Gen format' category



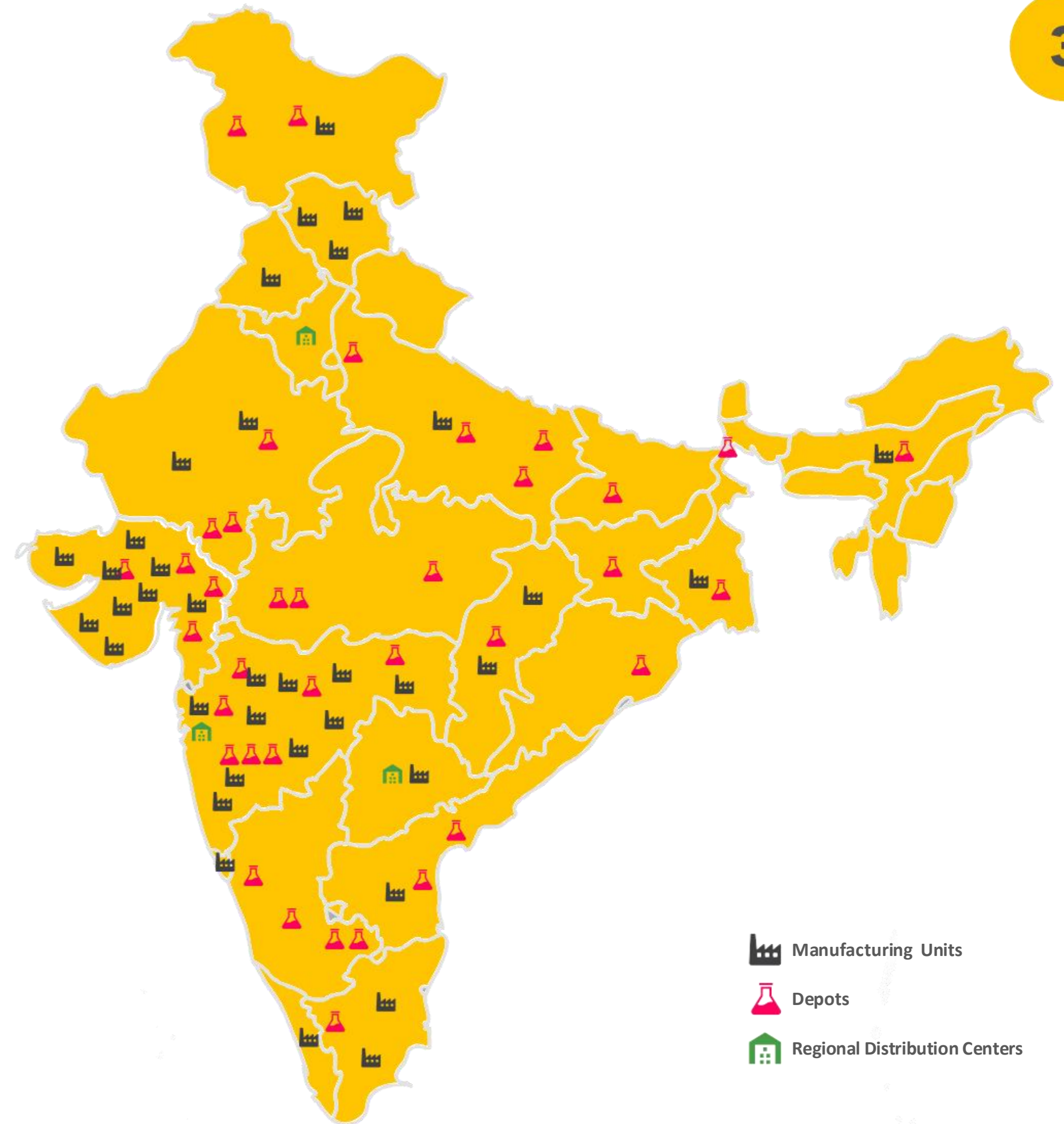
Fevicol MR bagged a Bronze Effie in the Integrated Advertising Campaign category at the Effie India Awards



Fevikwik AI campaign also won a Gold at the afaqs! CommuniCon Awards 2026 in the category of Best Use of AI in PR and Communications.

# Scaling Up Supply Chain

- 3,300+ Cr Capex investment over 10 years
- ~70 manufacturing units
- 50+ distribution centers



Map represents locations with manufacturing units and distribution centers

# Digital Ecosystem

A real-time, dynamic and customer centric ecosystem



Retailers



Distributors



Users



Sales Force



# People

Listen, Reward, Develop



## Listening Culture

### MyPidilite

Helpline for all stakeholders, including employees

## Recognition



MD'S CIRCLE OF EXCELLENCE  
FROM DREAM TO ACHIEVERS

## Focus on Frontline

Capability building

Career map for field teams

Engaged teams

Pidilite Gurukool



## Leadership Pipeline



EMERGING LEADERS PROGRAM

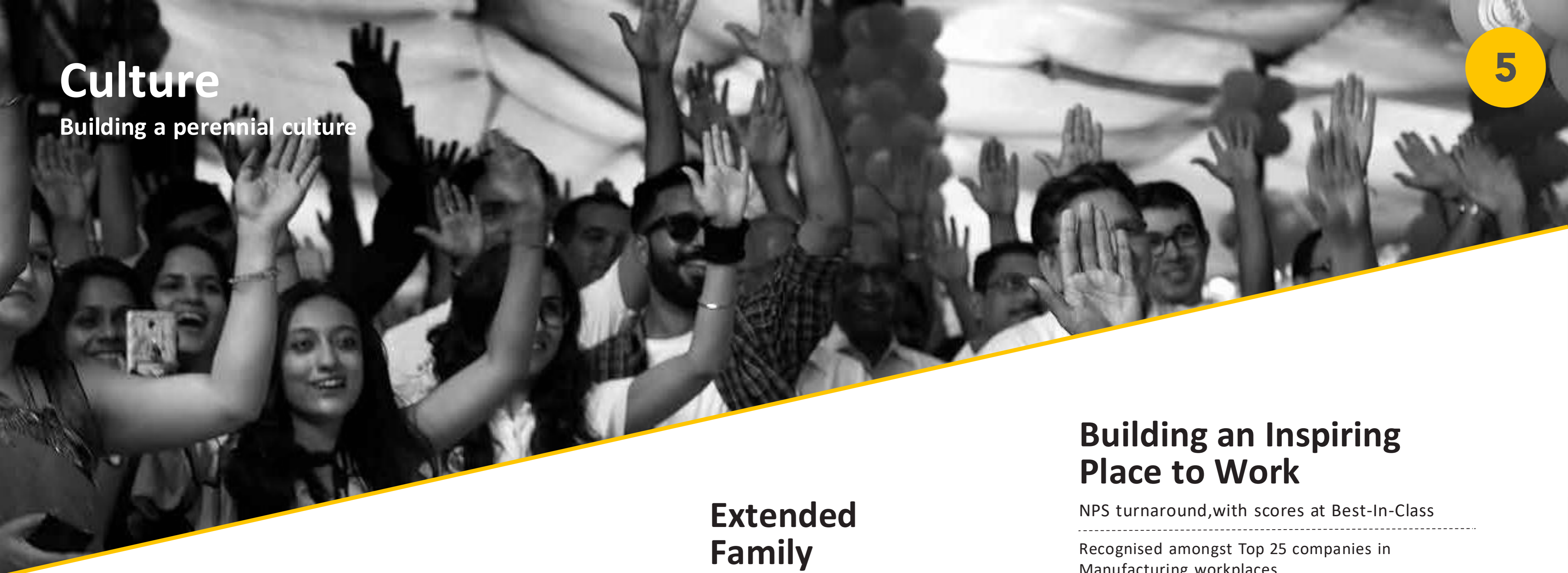


नेतृत्व



# Culture

Building a perennial culture



## Listening Culture

### Listening Forums

Periodic connects with Leadership

## Continuous Engagement



## Extended Family



pidilite chairman's club



आमंत्रण

## 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

# Strong Progress on Sustainability

Pidilite has achieved quantifiable success till FY26

## Our Core Pillars

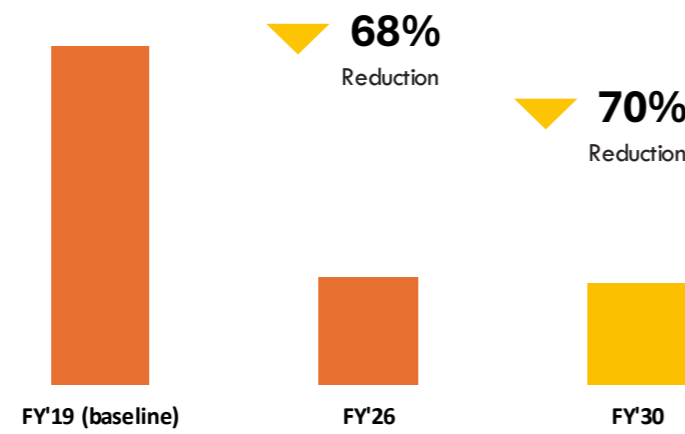
Environment  
 Combatting Climate Change &  
 Sustainable Innovation

Social  
 Servicing People and  
 Communities

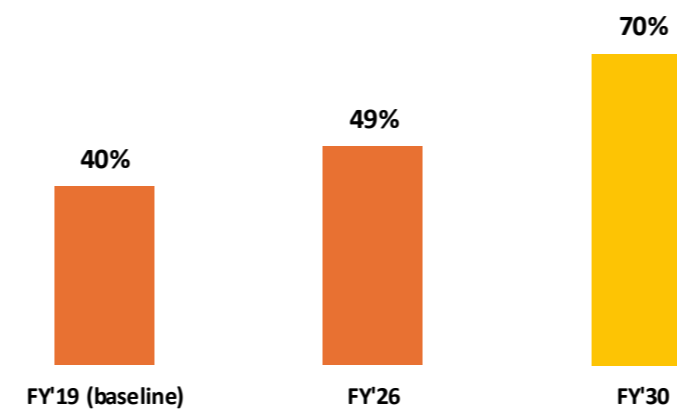
Governance  
 Responsible Value Creation

## Measurable Outcomes

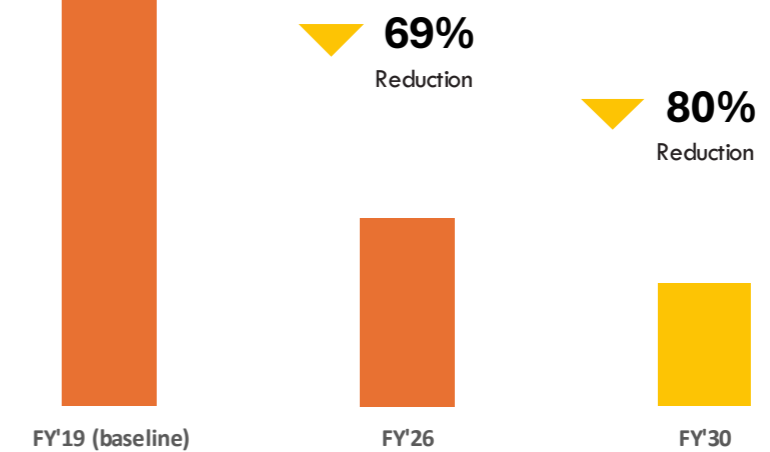
### Water Use Intensity



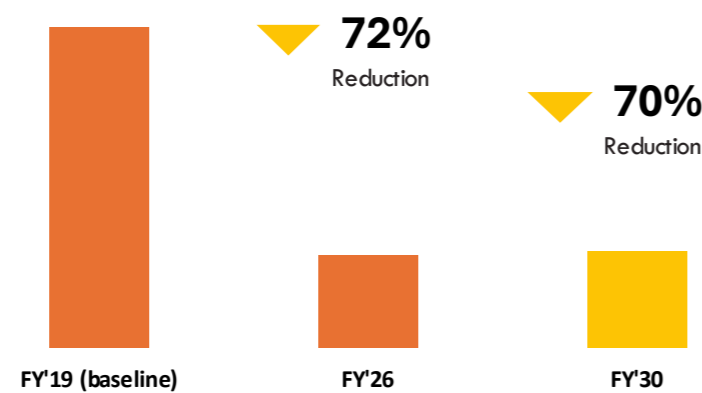
### Renewable Energy Mix



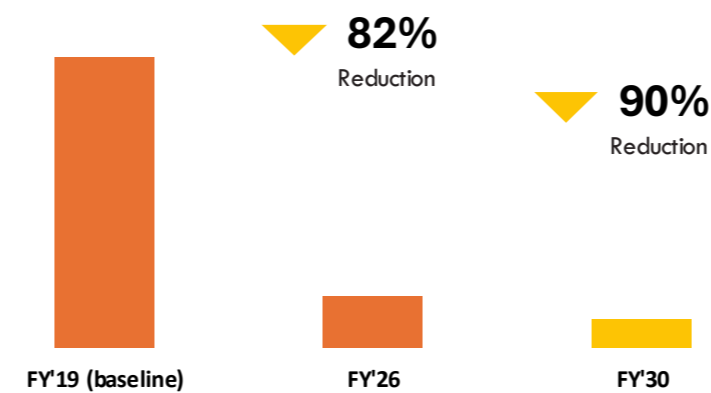
### Reduction in GHG Emissions Intensity



### Energy Use Intensity



### Waste Disposal Intensity



# Building Bonds

Consistent Profitable Growth

Looking Ahead

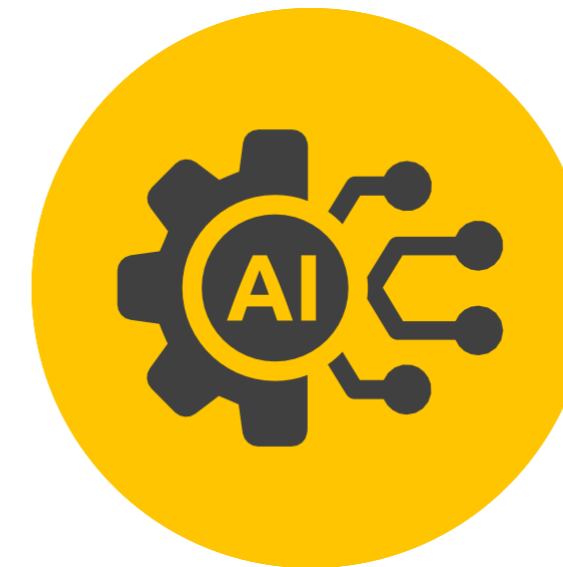
# It's a Changing World



**Continuing  
India's Growth  
Story**



**Growing Geo-  
Political  
Uncertainty**



**Digital + AI  
Emerging as  
a Gamechanger**



**Sustainability -  
The Long Term  
Play**

# Gearing for Key Shifts: Jowat

Partner for On-site to Off-site

Rise in joineries in the Indian markets owing to shift of furniture making from On-site to Off-site

Driven by the need for more efficient and faster turnaround time for Contractors, Architects and Interior designers



**Jowat**   
Klebstoffe



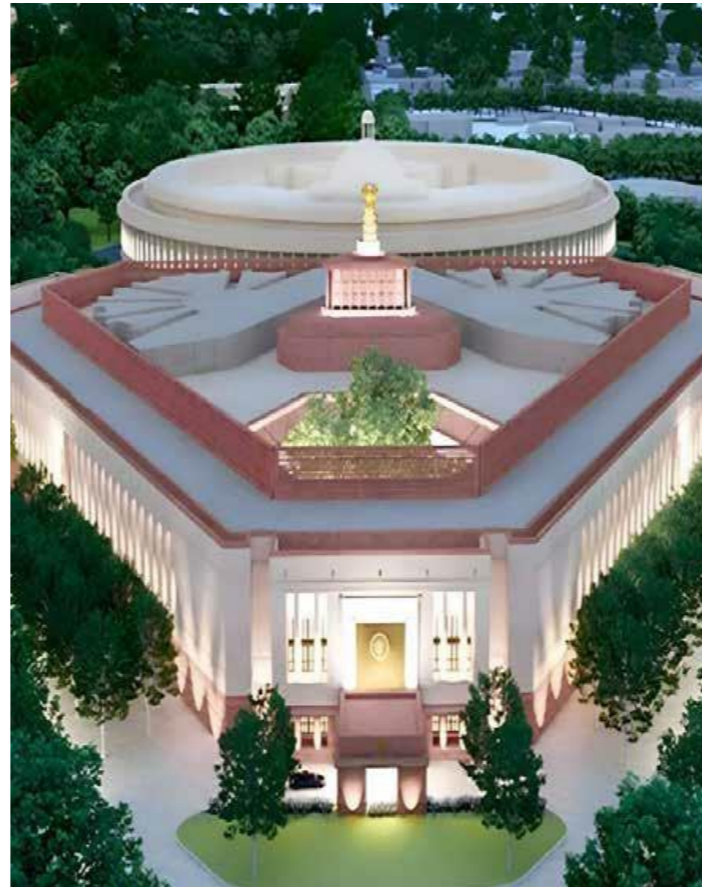
German Engineering backed with the Pidilite promise. Local manufacturing of world class Jowat hotmelt adhesive

# Gearing for Key Shifts: PPS

## Accelerating Project Growth

### 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**

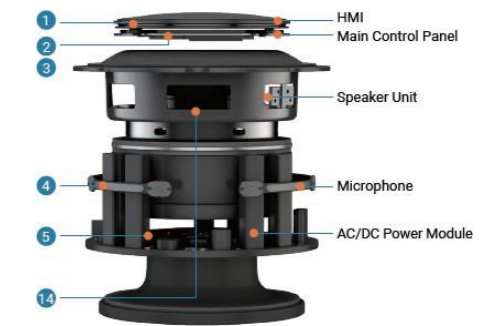
# Gearing for Key Shifts: Electronics and Mobility

Partnership for Building for Tomorrow

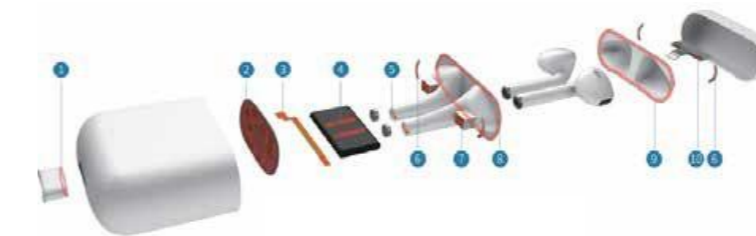
Exploring and unlocking large opportunity for adhesives used in electronics manufacturing in India  
Leveraging Pidilite's R&D strength and partnering with industry leaders to build a robust presence



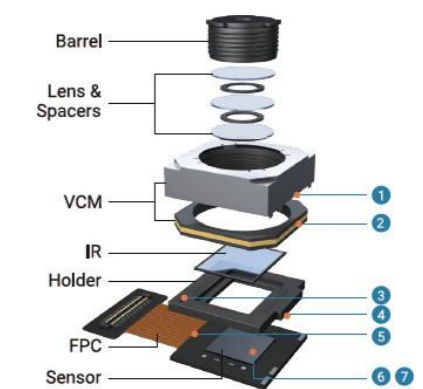
Electric Vehicle



Smart Speaker



TWS Headphone



Camera Module

# Building Into Adjacencies: Unofin Renders

For Long-Lasting Waterproofing

**Pidilite**

**grupopuma**

- 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
- Projects with UnoFin renders completed in North



# Building Into Adjacencies: Haisha

Addressing Demand from Small Towns & Rurban

Adding to our existing range of Dr. Fixit WP Coatings, Stainers, Premium Distempers & Wood Finishes

“HAISHA paints” is our brand of Interior Paint products that offers a simplified, differentiated and customized range



## 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

# Building Bonds

Consistent Profitable Growth

Doing Well & Doing Good

# Doing Well and Doing Good: Giving Back to Society

Agriculture & Horticulture Initiative



Farmer Producer Organization



Water Initiative



Swachtha Initiative



Health Initiative



Education & Skill Initiative

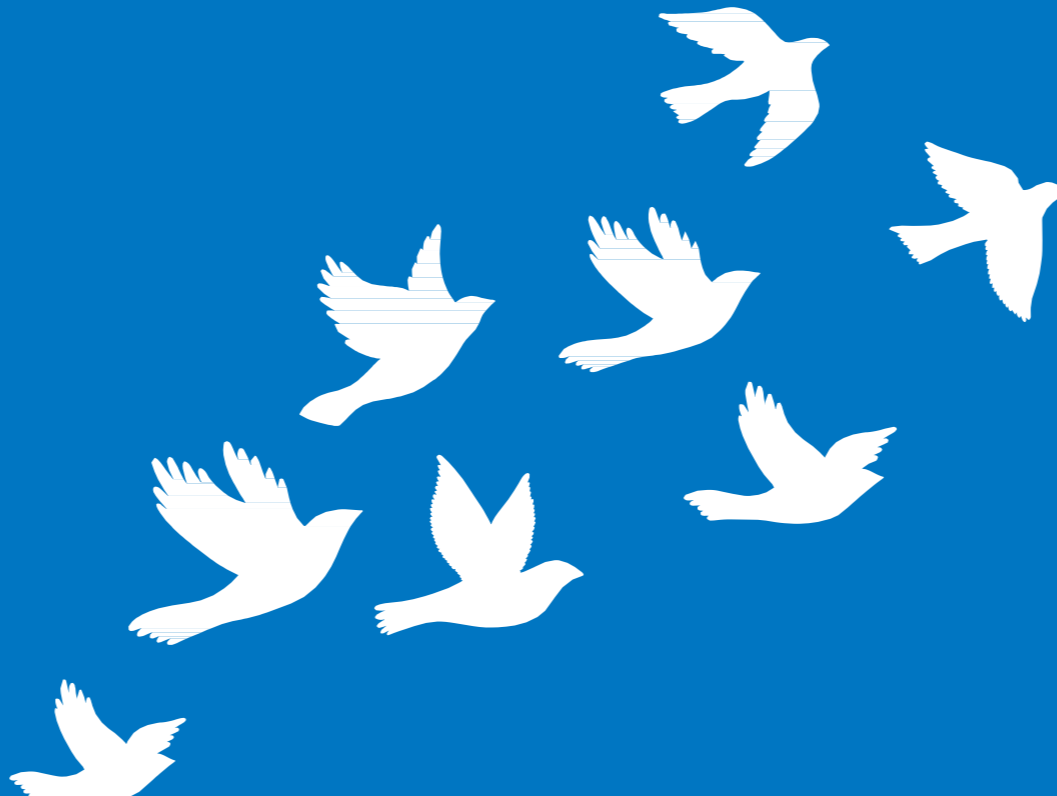


Khadi and Handloom Initiative



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



CIN : L24100MH1969PLC014336

[investor.relations@pidilite.co.in](mailto:investor.relations@pidilite.co.in)

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