



6th February, 2026

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

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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T + 91 22 2835 7000
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CIN:L24100MH1969PLC014336

Building Bonds



Delivering
Consistent
Profitable
Growth

Index

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• 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

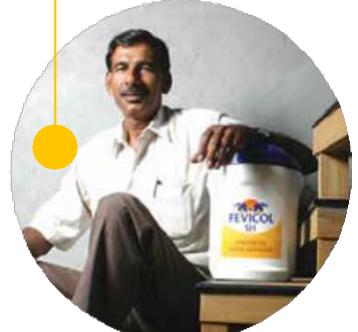
1959-93

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 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

Bharat Puri takes charge as MD of Pidilite in 2015

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)



Pidilite
grupopuma



LITOKOL
HI-PERFORMANCE BUILDING PRODUCTS

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
- Buildnext, Kaarwan, Finemake, Onsite, Pace Robotics
Invested Rs. 500+ Cr for capacity building in last 2 years
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 Sudhanshu Vats as MD, and Kavinder Singh as Joint MD

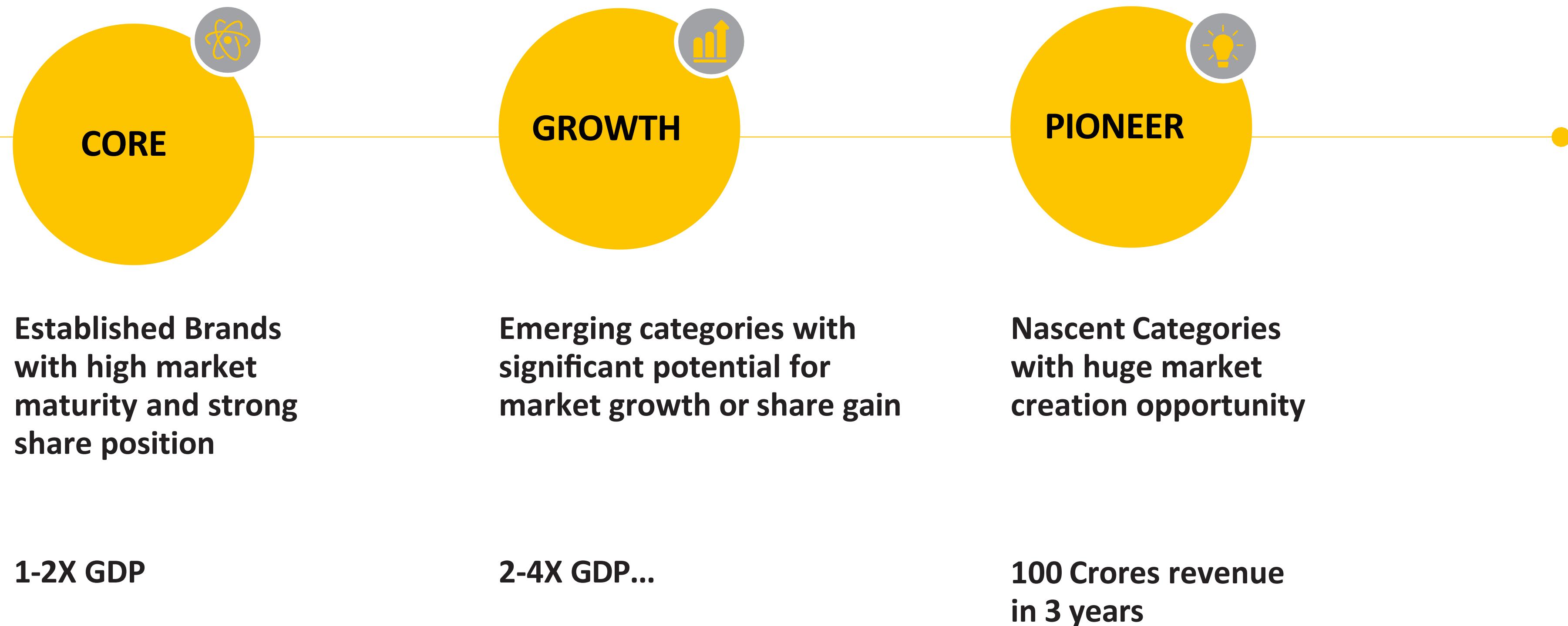


Building Bonds

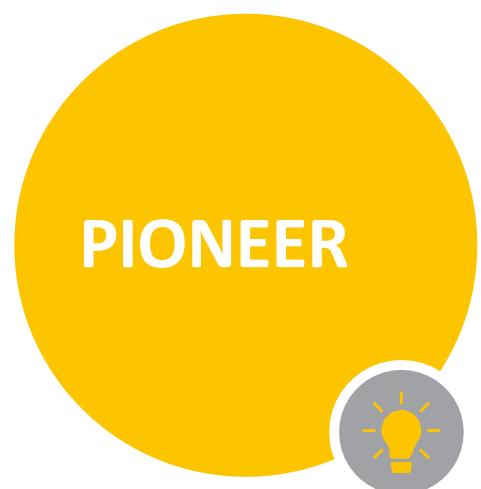
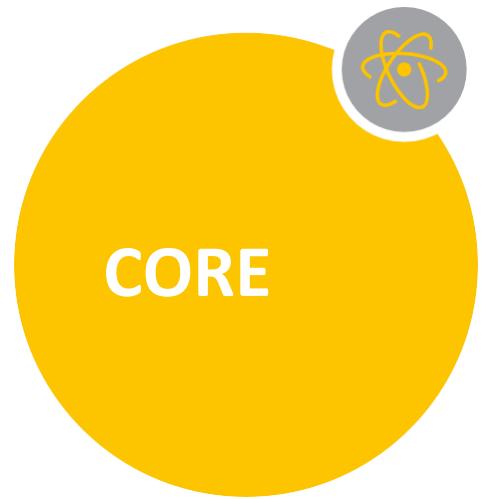
Consistent Profitable Growth

Portfolio Evolution

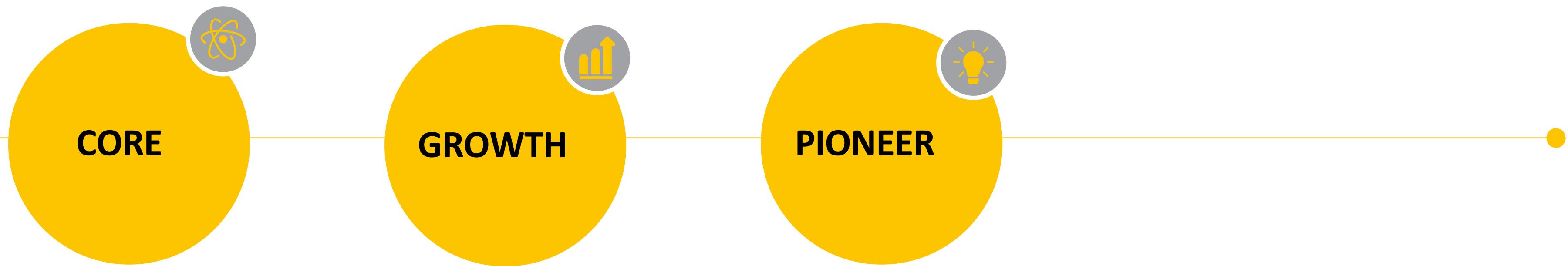
Portfolio Approach to Sustained Profitable Growth



Portfolio for Creating Value



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



Premiumizing

Innovating

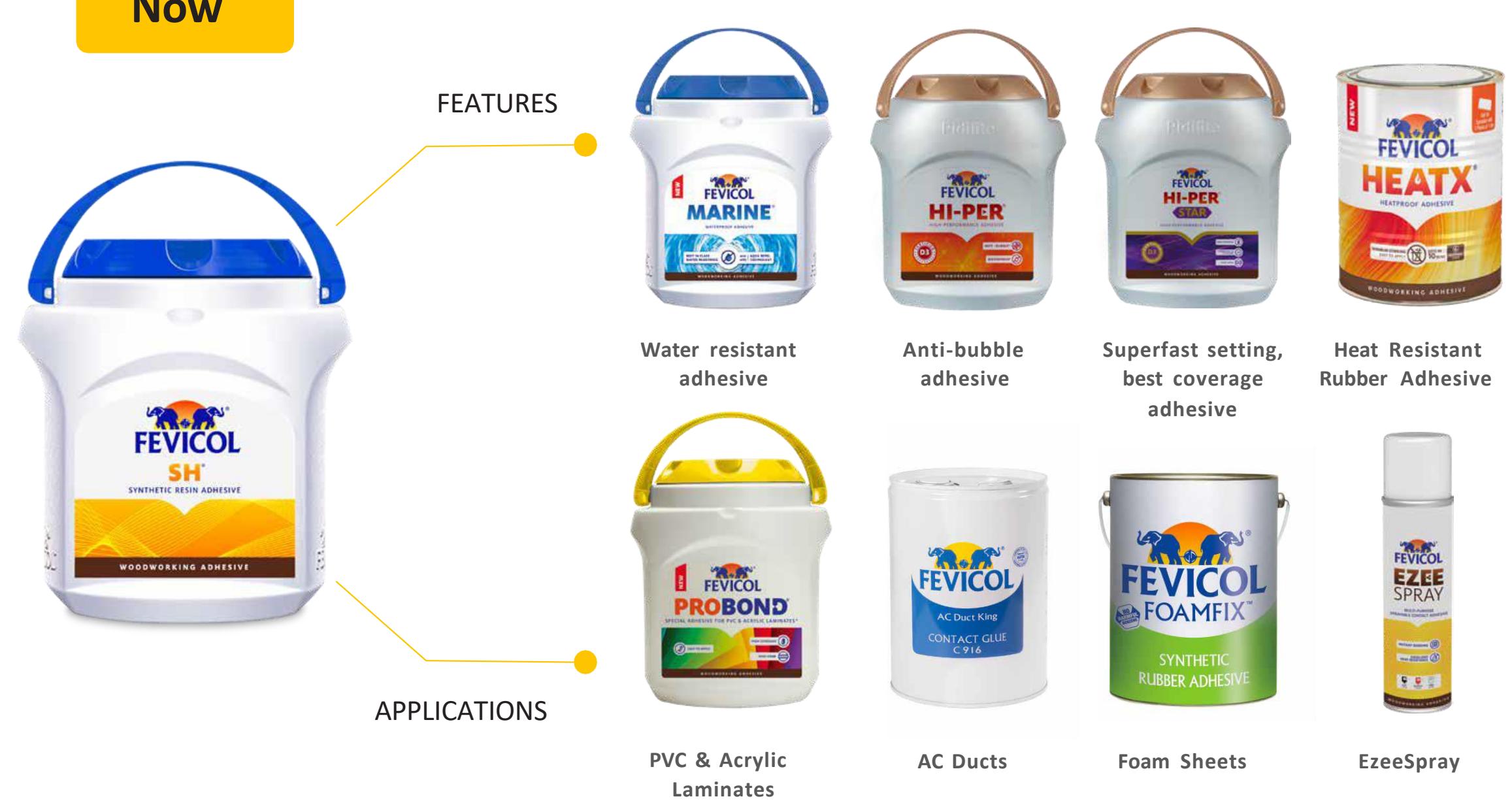
Reinforcing Brand Leadership

Fevicol Story

Then



Now



Fevicol Sofa

Fevicol Ezee spray

Fevicol Jugalbandi

Fevikwik Story

Then



Fevikwik Anniversary

Now



Better Strength



Water Proof
Shock Proof



Fevikwik Gel Washroom



Fevikwik Advanced Blind Man

Better Ease of Use



30 secs to adjust
Non-drip & No Mess

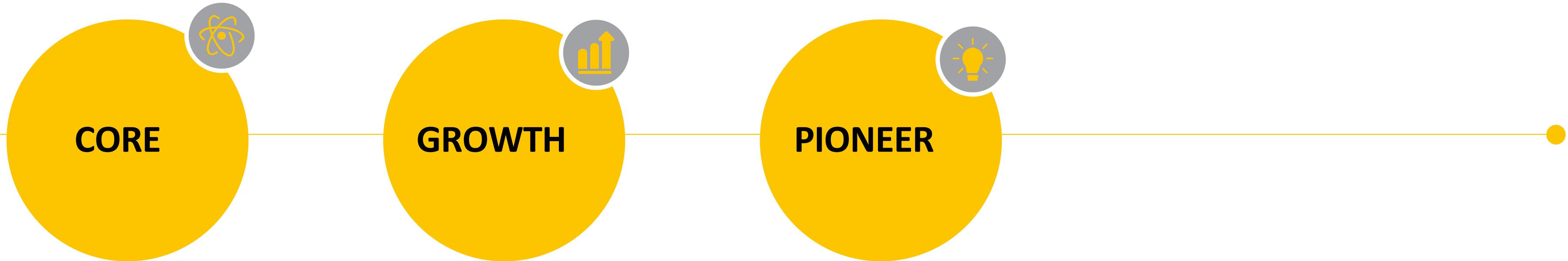


Easy to use &
stock at home



Multi-surface Application &
Clear Non-drip Formula

How did we build Growth Businesses?



**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
Expert



Dr. Fixit Roofseal
Rang Rogan

Roff Story

Large untapped potential

Tile and Stone Solutions market size estimated at Rs. 5000 Cr

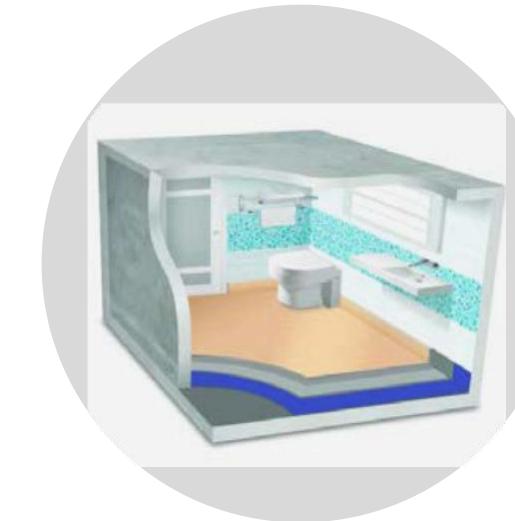
Penetration of category estimated at 18% to 20%, as majority market still using cement to fix tiles



Tile and Stone
Installations



Stone and Tile
Care products



Under Tile
waterproofing
Solutions

Pidilite
grupopuma

Premium
Tile Adhesive

TENAX®

Premium
stone care



Tile
Adhesive



Stone Care



Roff Car Crash

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



WD40 Prison

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.

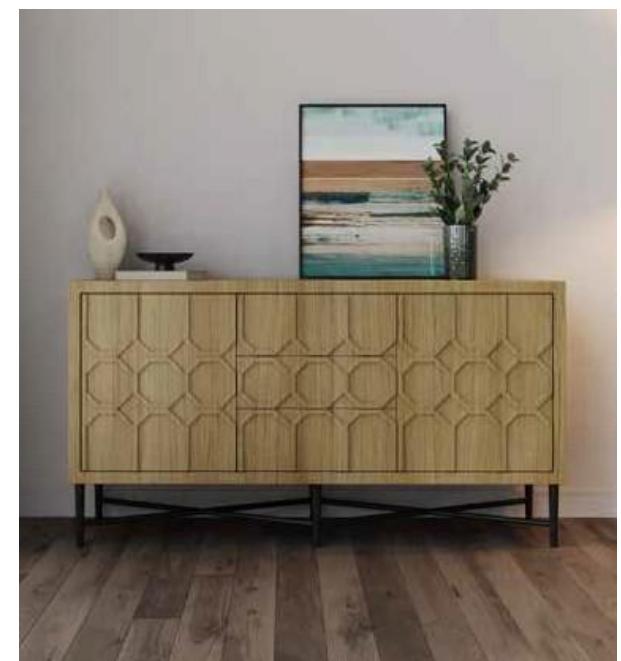
Architects
and IDs



Product
Expertise



Marketing
Excellence



ICA Brand

Emerging India - Taking Our Reach to the Last Mile

EI's Reach



Tailored Reach



PKD : 20K+, one stop solution for all PIL Products

Rural Vans
615 towns

Anchored Marketing

DFPP (Dr Fixit Premium Partner)

~2.3K towns

RPP (Roff Premium Partner)

~1.5K towns

DFC (Dr Fixit Centre)

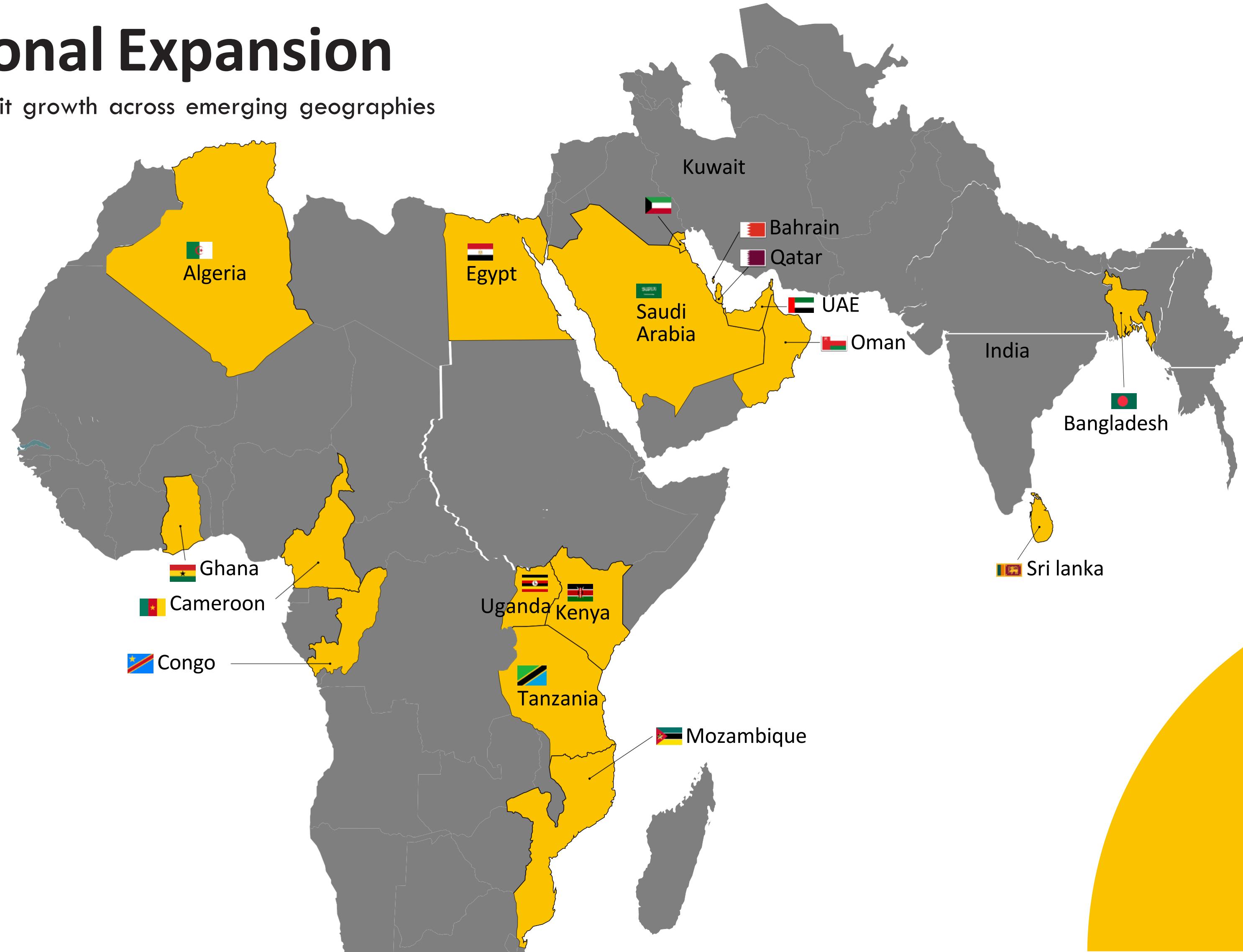
~1.2K towns

ACE (Agri Construction Engagement)

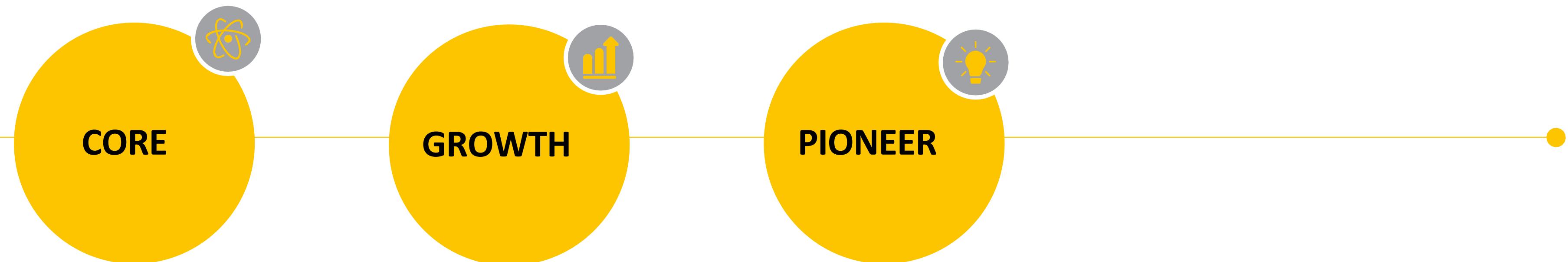
~1.5K towns

International Expansion

Consistent double-digit growth across emerging geographies



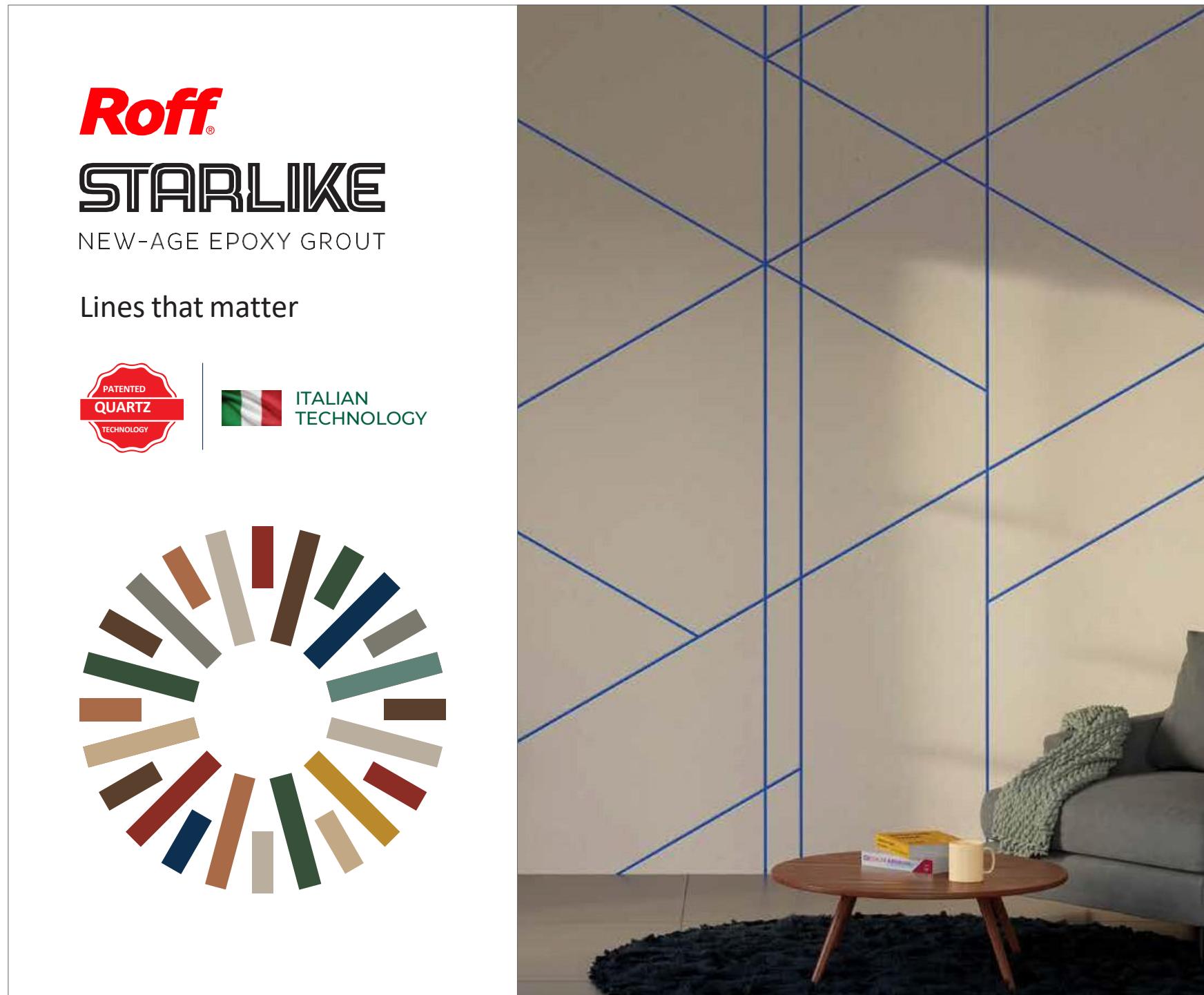
Identifying Pioneer Categories



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.



Roff
STARLIKE
NEW-AGE EPOXY GROUT

Lines that matter

PATENTED QUARTZ TECHNOLOGY | ITALIAN TECHNOLOGY



A photograph of a wall with a grid of blue lines forming a star-like pattern. In the foreground, there is a small round wooden coffee table with a mug and a book on it, and a grey sofa with a green textured throw blanket.



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



Integrating Araldite into Pidilite

Pidilite acquired Araldite in 2020, a brand with 75 years of legacy, which has a large range of Adhesives and Epoxy
We have doubled the brand's sales in 4 years



Building Bonds

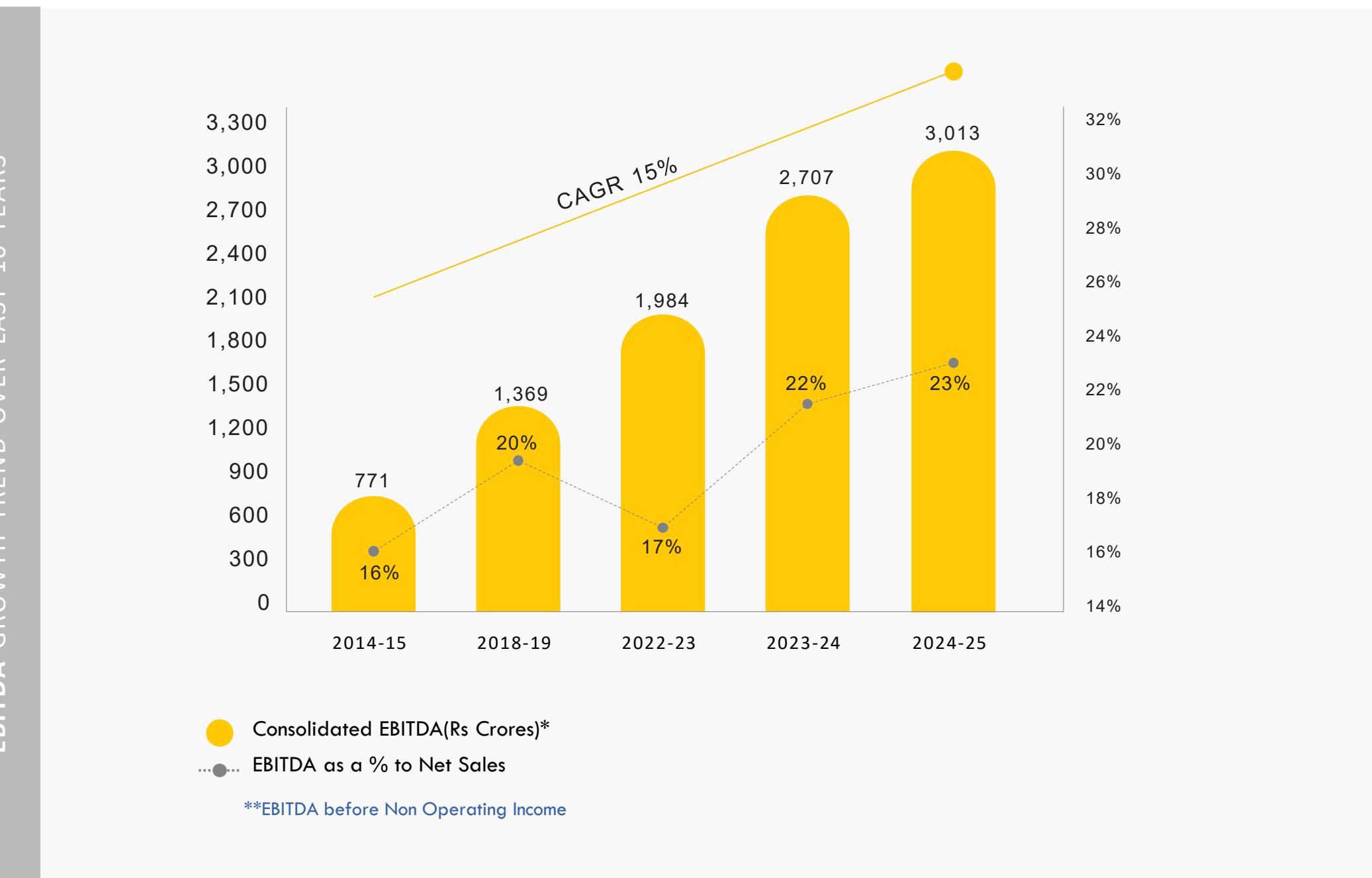
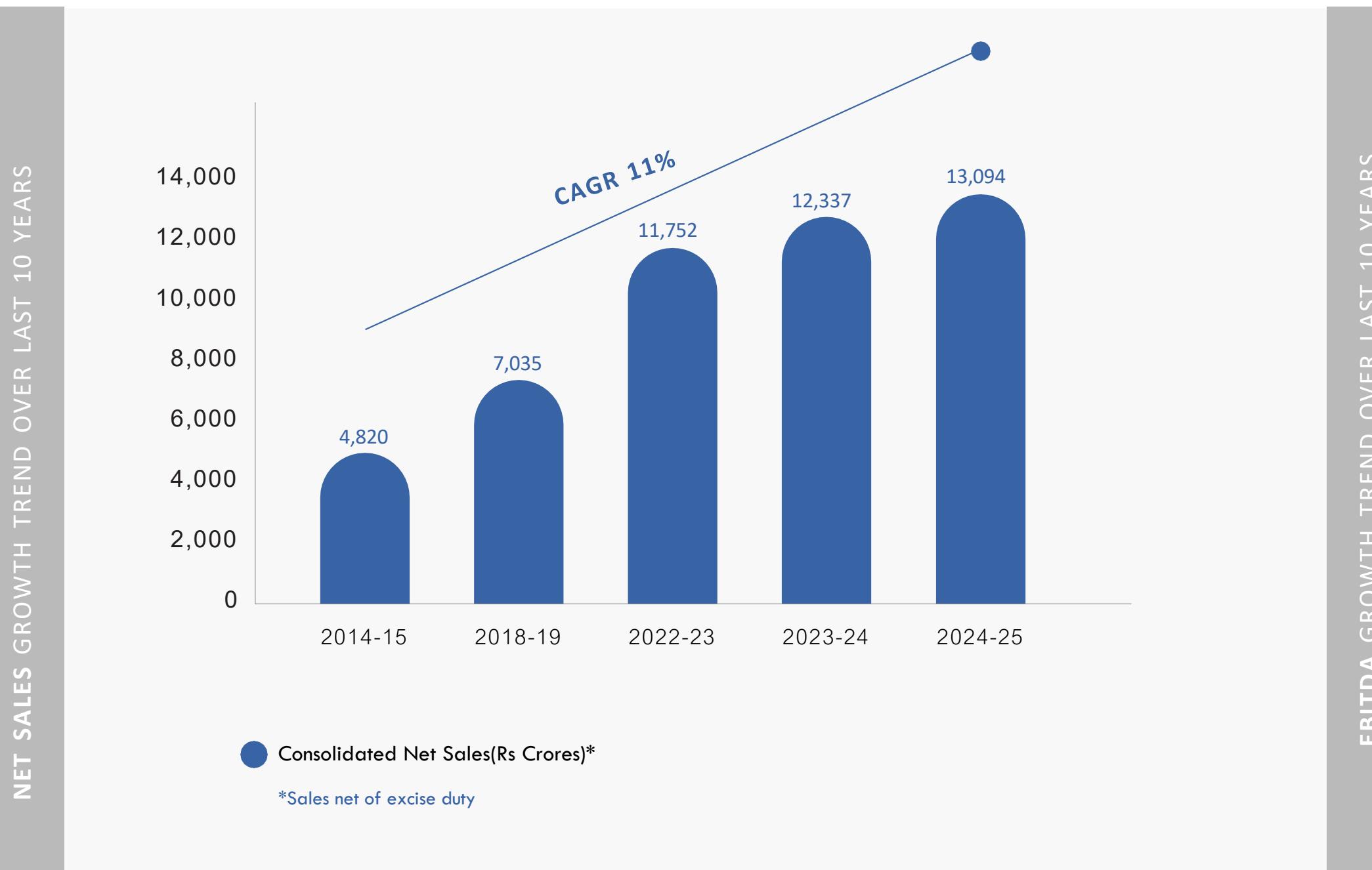
Consistent Profitable Growth

Performance

Consistent Performance Over Last 10 Years

1,44,929
crores

Market Cap as on March 31, 2025
(Increased by 5X over 10 years)



Building Bonds

Consistent Profitable Growth

Growth Enablers

Growth Enablers

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

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

1

Pidilite
ki
Duniya

Pidilite
Saathi

Involved
Authorized
Stockists

Site
Visits

PIL World

Roff
Premium
Partners

Solvent
Platinum
Circle

Dr. Fixit
Premium
Partner

Rural Vans

Dr. Fixit
Centres

End User
Connects

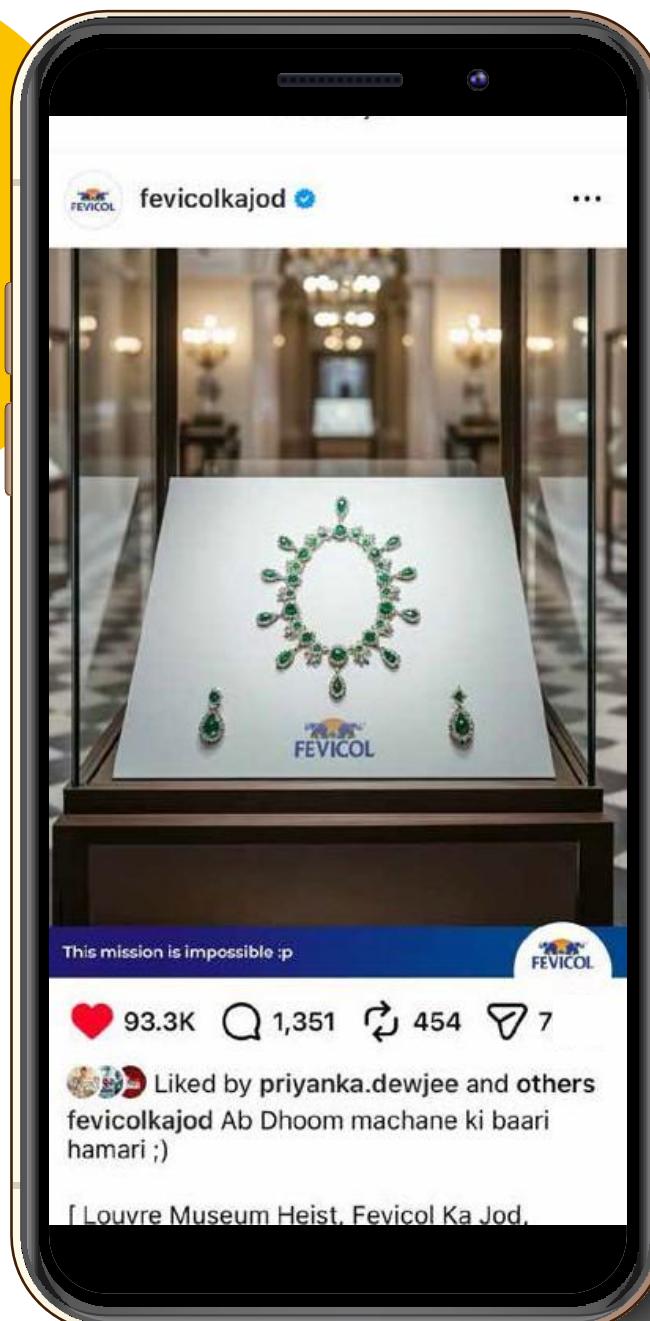
Farmer led
initiatives

2015 → 2022 → Now

	2015	2022	Now
Towns/ Villages Covered	14000	25000	>40000
No. of Pidilite ki Duniya Outlets	15	5000	>20000
No. of Dr. Fixit Centers	0	500	>1500
No. of Roff Premium Partners	0	0	>2300

Marketing Excellence

Digital

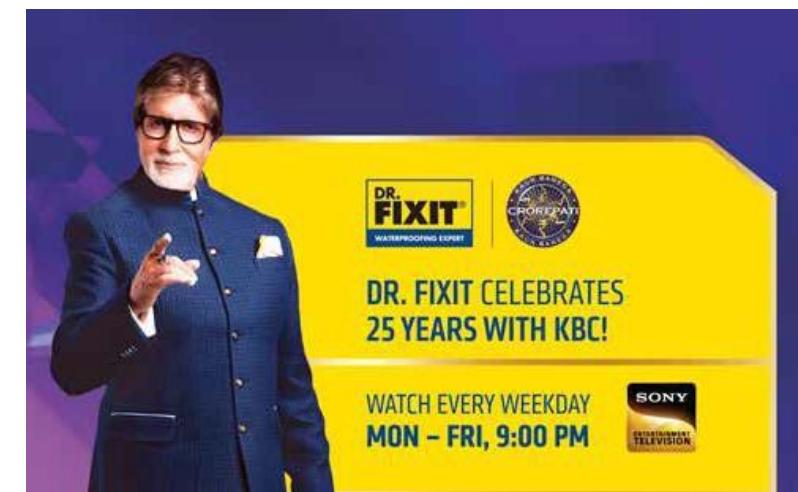


Fevicol Louvre Post



Fevikwik AI Pack Campaign

Traditional Media

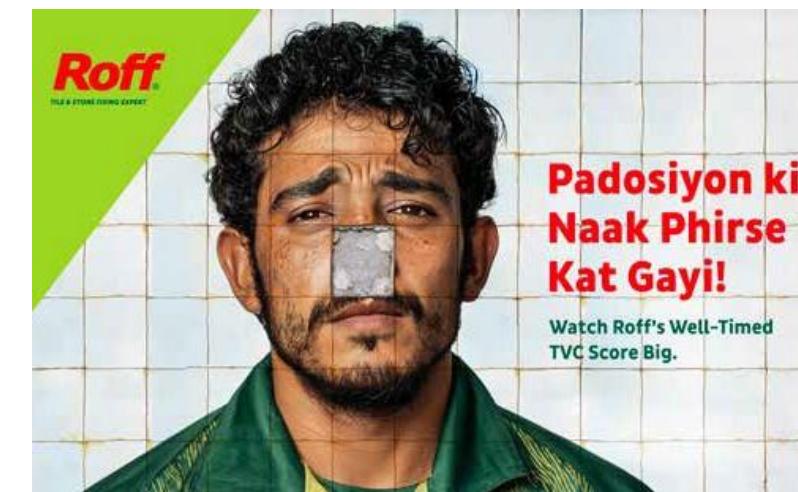


Dr Fixit KBC collaboration



Roff Ind vs Pak Branding

OOH



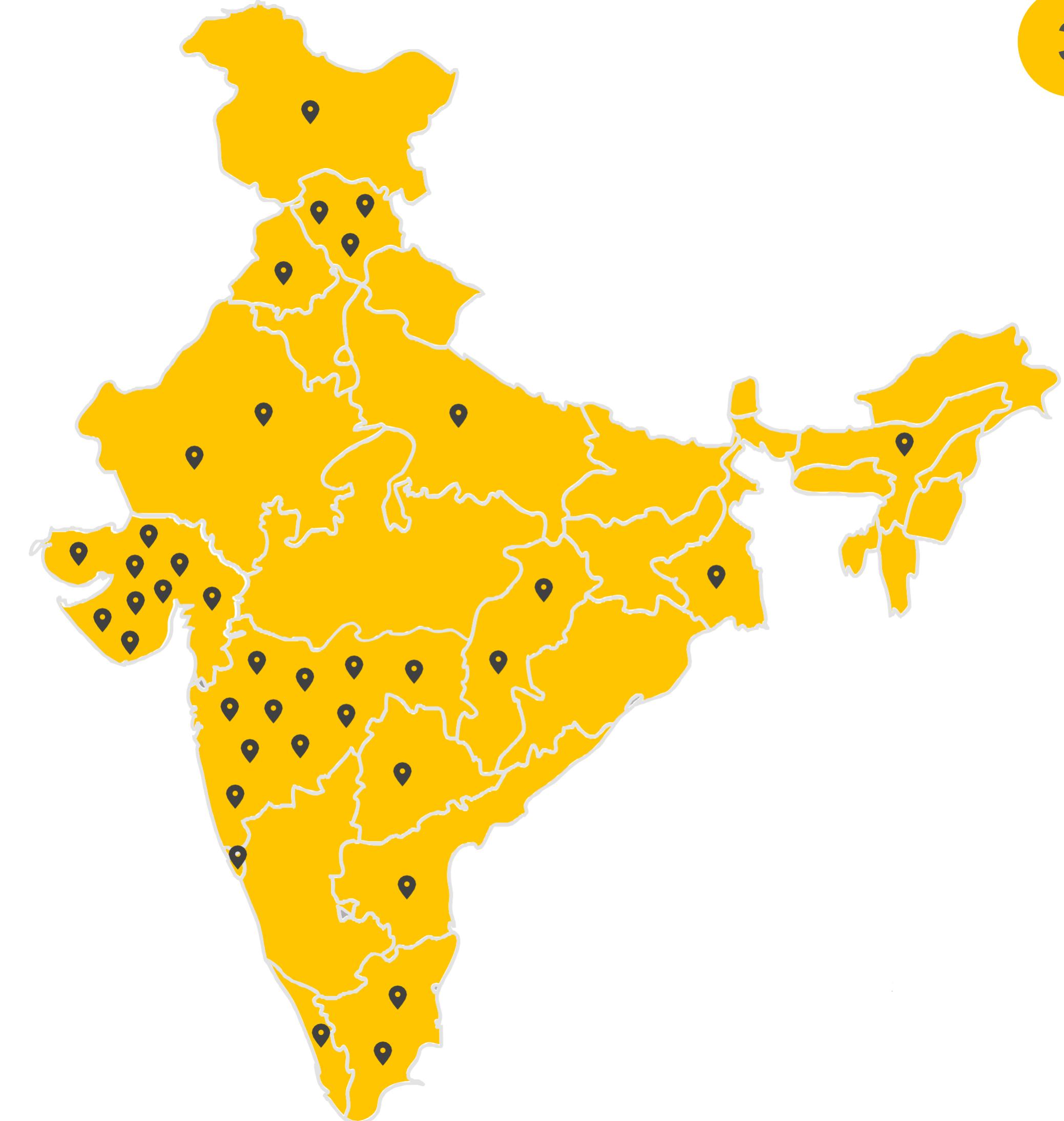
Roff Naak Kat Gayi



Fevicol Marol Naka Branding

Scaling Up Supply Chain

With a cumulative capex investment of Rs. 2,700+ Cr over 10 years, Pidilite currently operates through ~70 manufacturing units and 50+ distribution centres across the country, thereby having created a future ready supply chain.



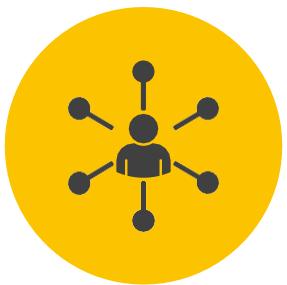
Map represents locations with manufacturing units

Digital Ecosystem

A real-time, dynamic and customer centric ecosystem



Retailers



Distributors



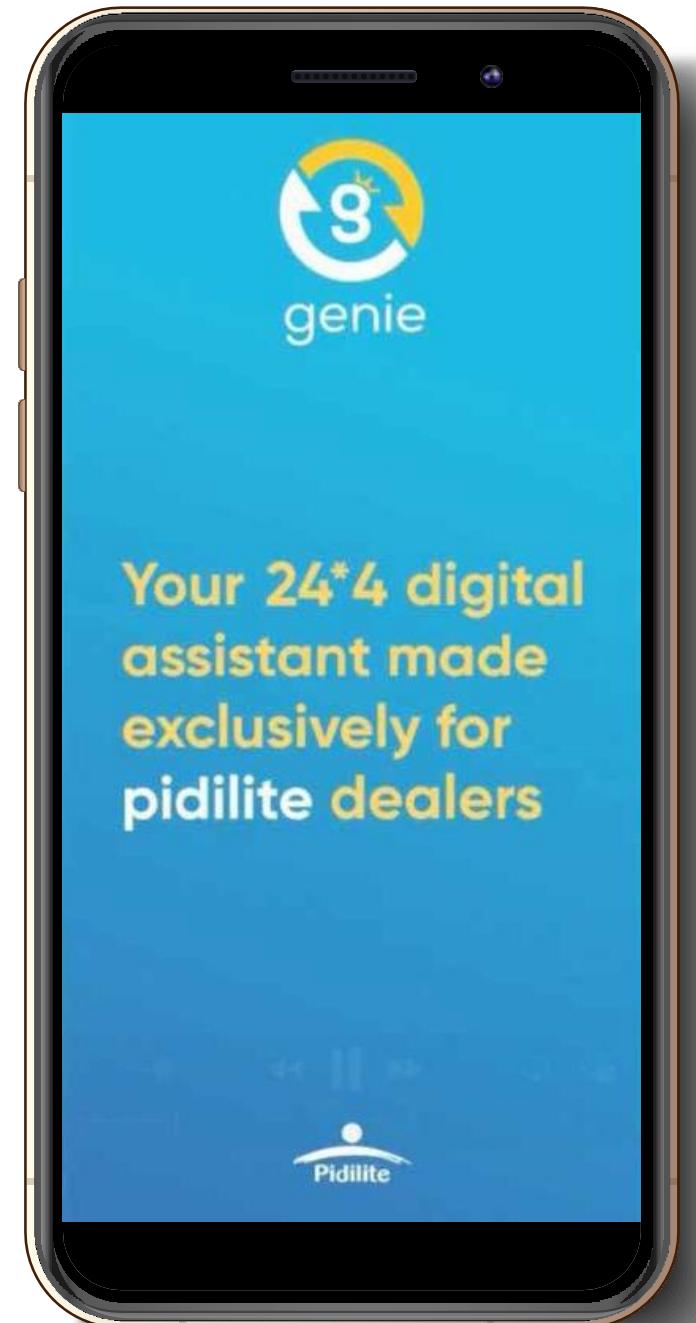
Users



Sales Force



CONNECT . ACTIVATE . CONVERT



Genie Video

People

Listen, Reward, Develop

Listening Culture

MyPidilite

Helpline for all stakeholders, including employees

Recognition



Focus on Frontline

Capability building

Career map for field teams

Engaged teams

Pidilite Gurukool



Leadership Pipeline

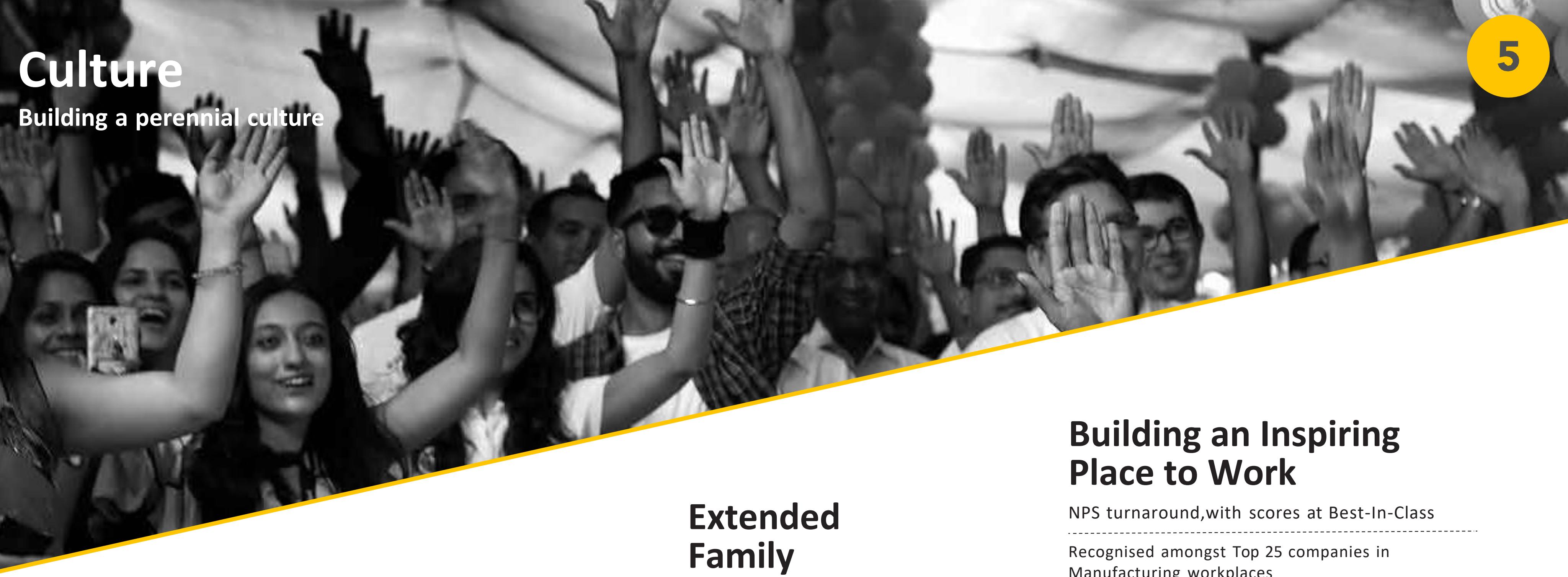


EMERGING LEADERS PROGRAM



Culture

Building a perennial culture



Listening Culture

Listening Forums

Periodic connects with Leadership

Continuous Engagement



Extended Family



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

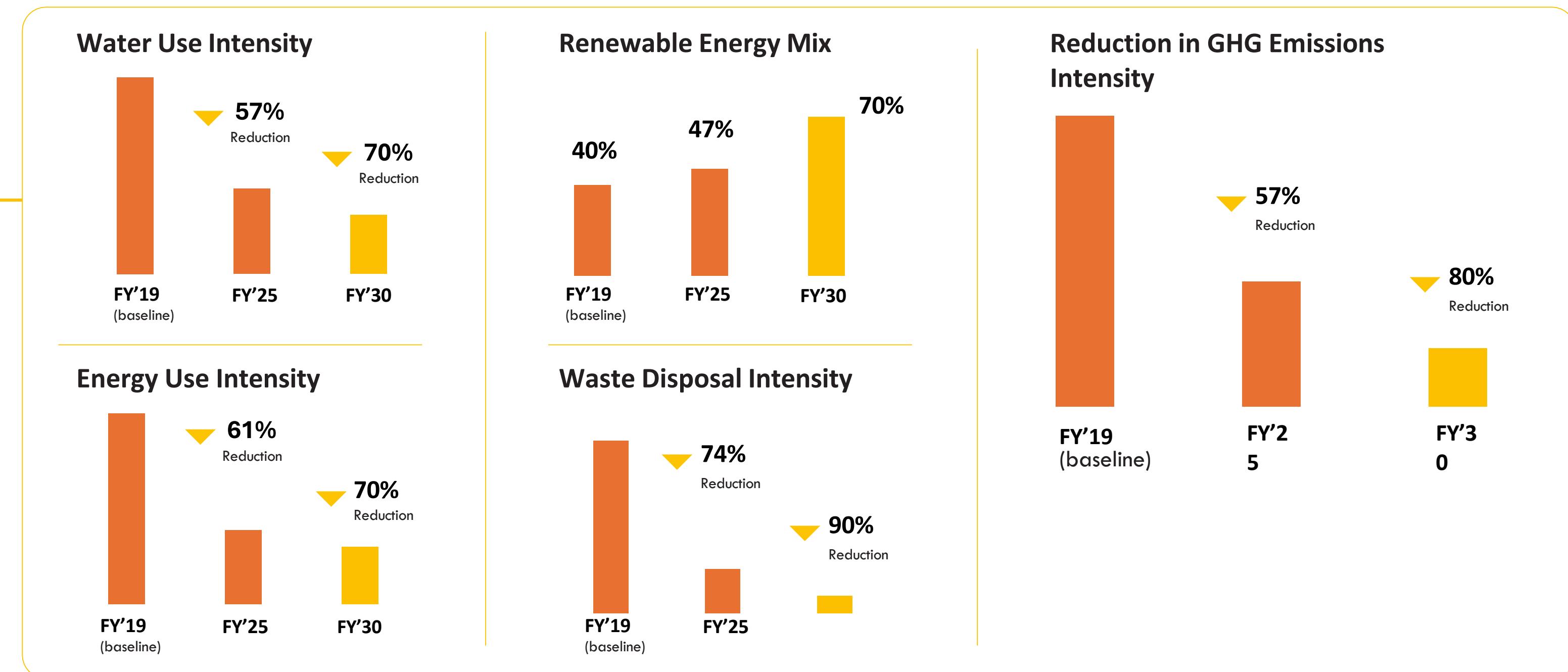
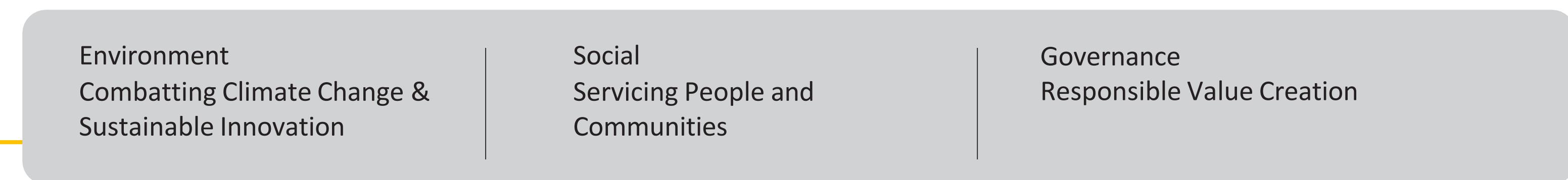
Recognised amongst Top 50 India's Best Workplaces
Building a culture of Innovation by All 2024



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 FY25



Building Bonds

Consistent Profitable Growth

Looking Ahead

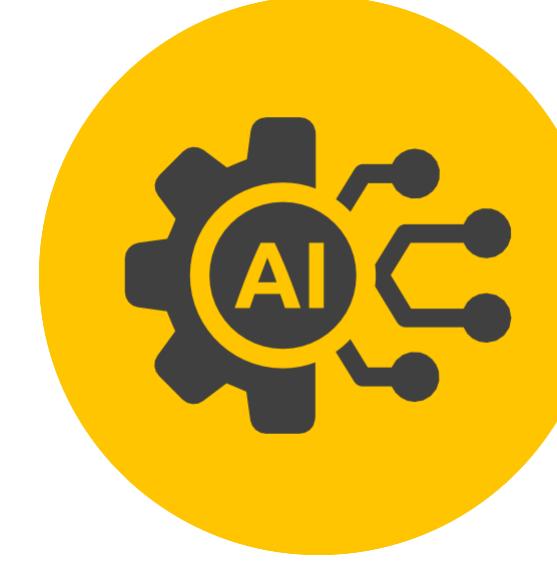
It's a Changing World



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

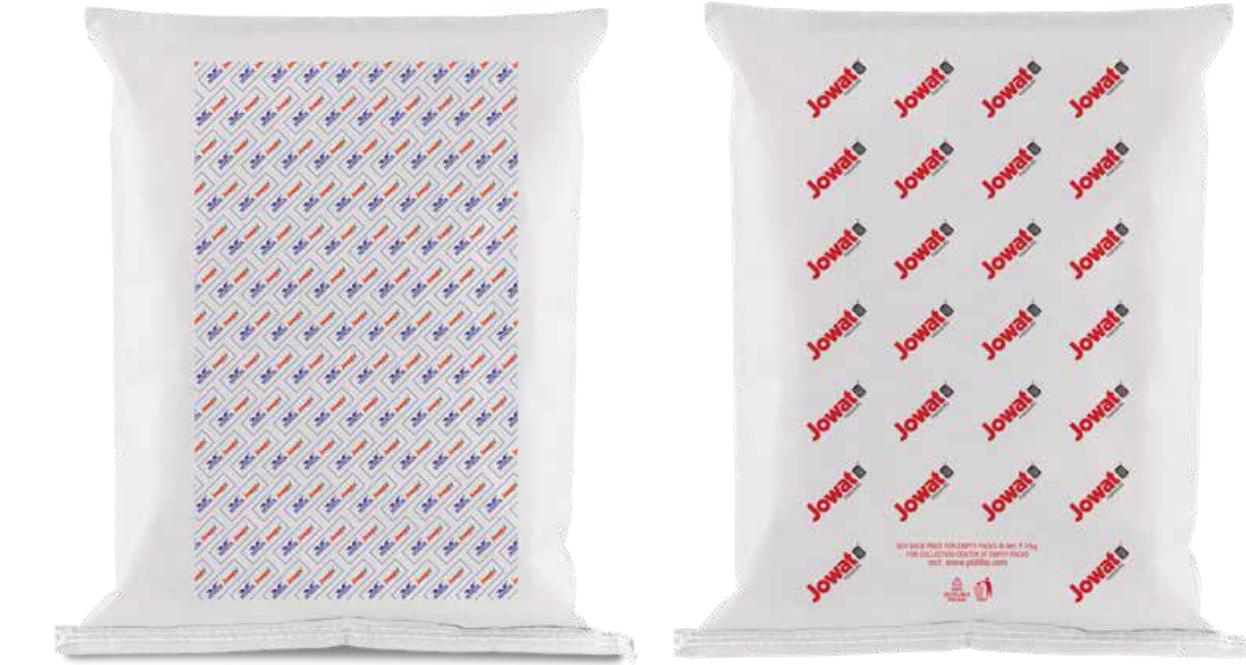
Partner for On-site to Off-site

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



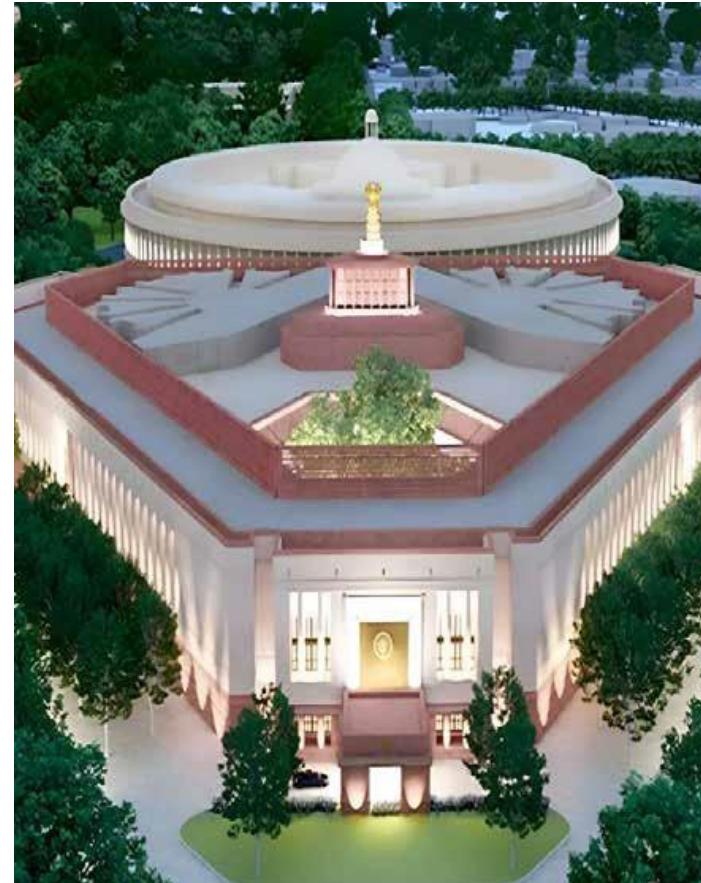
German Engineering backed with the Pidilite promise. Local manufacturing of world class Jowat hotmelt adhesive

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

Partnership for Building for Tomorrow

Exploring and unlocking large opportunity for adhesives used in electronics manufacturing in India

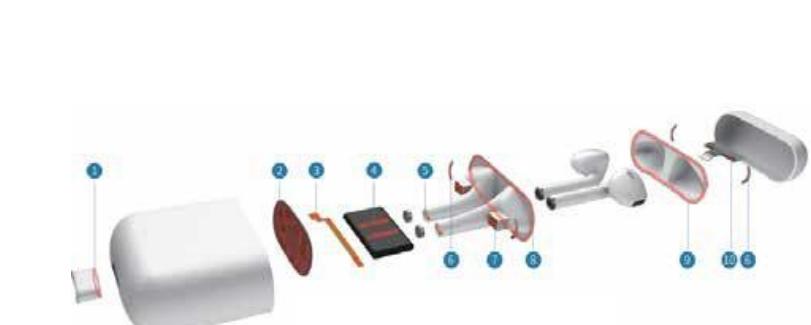
Leveraging Pidilite's R&D strength and partnering with industry leaders to build a robust presence



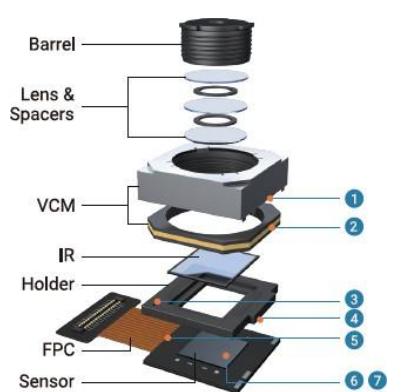
Electric Vehicle



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



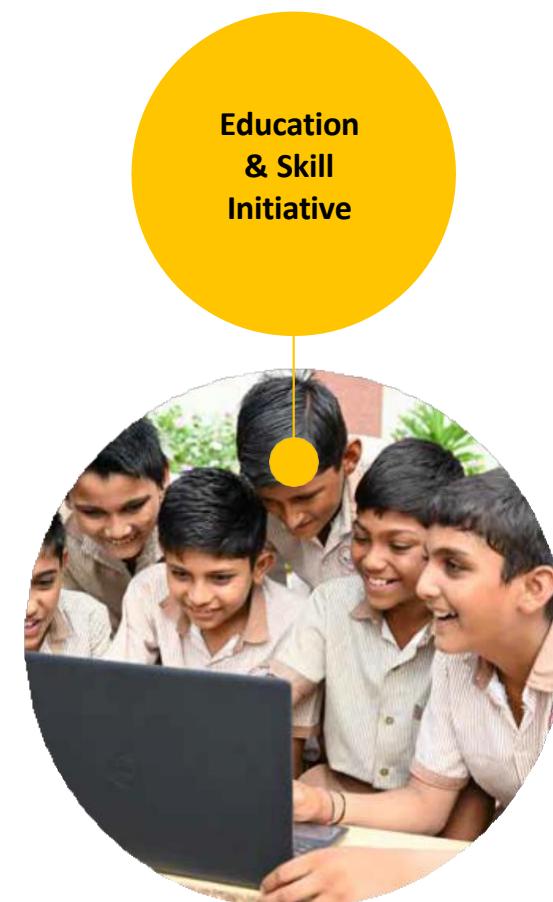
Haisha
Tamil Nadu Ad

Building Bonds

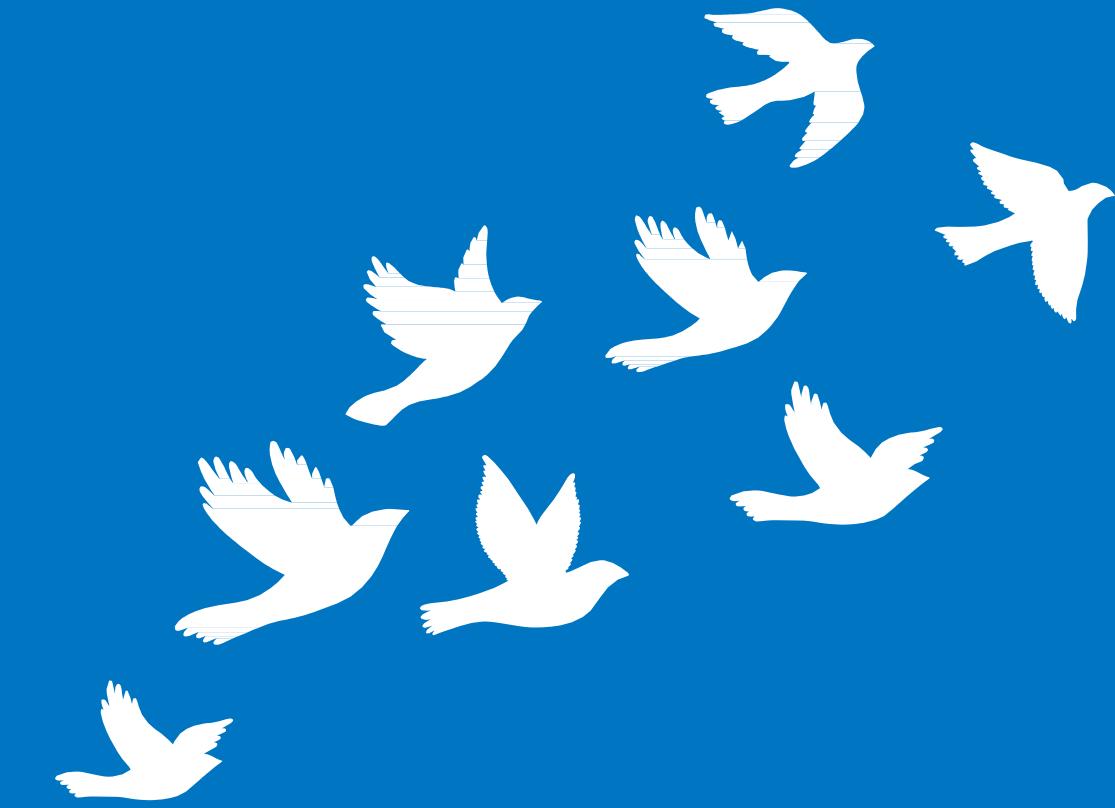
Consistent Profitable Growth

Doing Well & Doing Good

Doing Well and Doing Good: Giving Back to Society



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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Andheri (E), Mumbai - 400 059.
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