



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,

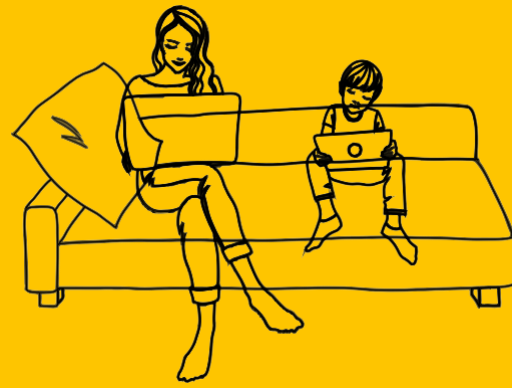
Yours faithfully,
For Pidilite Industries Limited

Manisha Shetty
Company Secretary

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







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Building Bonds



**Delivering
Consistent
Profitable
Growth**

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2	• Portfolio Evolution	
3	• Performance	
4	• Growth Enablers	
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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)



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

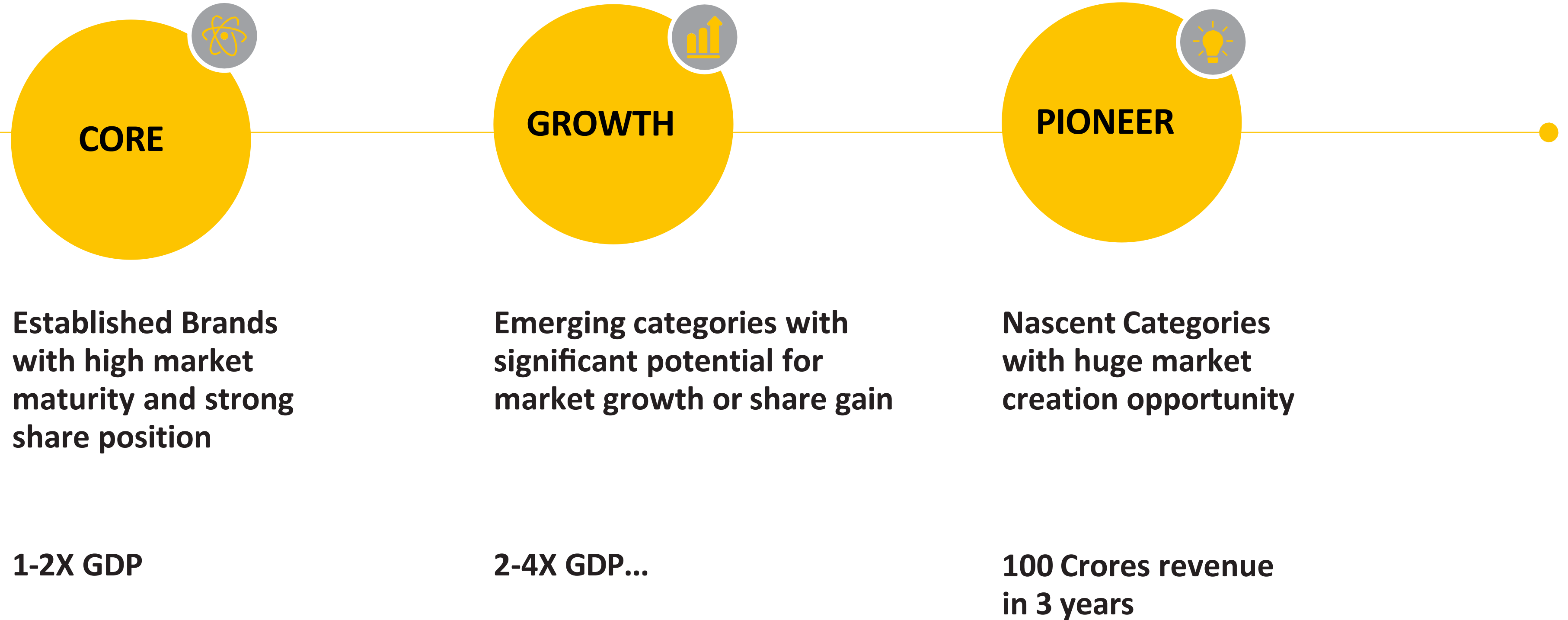


Building Bonds

Consistent Profitable Growth

Portfolio Evolution

Portfolio Approach to Sustained Profitable Growth



Portfolio for Creating Value

CORE



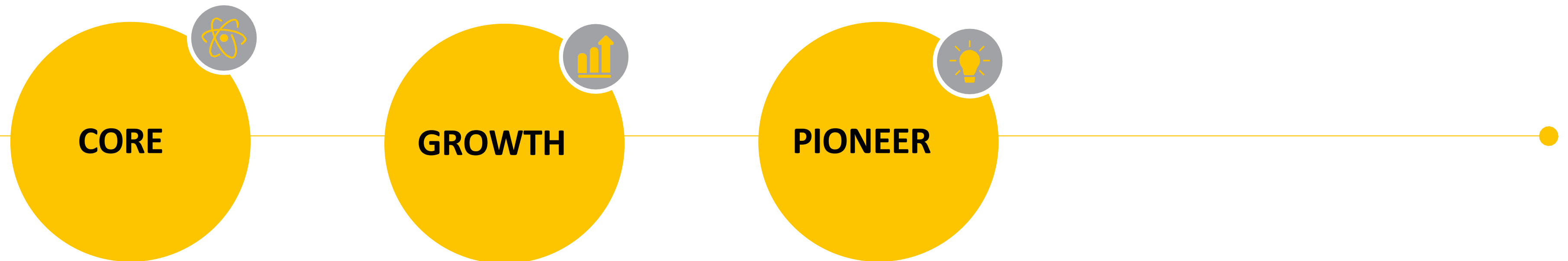
GROWTH



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



Fevicol Sofa



Fevicol Ezeespray



Fevicol Jugalbandi

Fevikwik Story

Then



Fevikwik Anniversary



Fevikwik Gel Washroom



Fevikwik Advanced Blind Man

Now



Better Strength



Water Proof
Shock Proof

Better Ease of Use



30 secs to adjust
Non-drip & No Mess

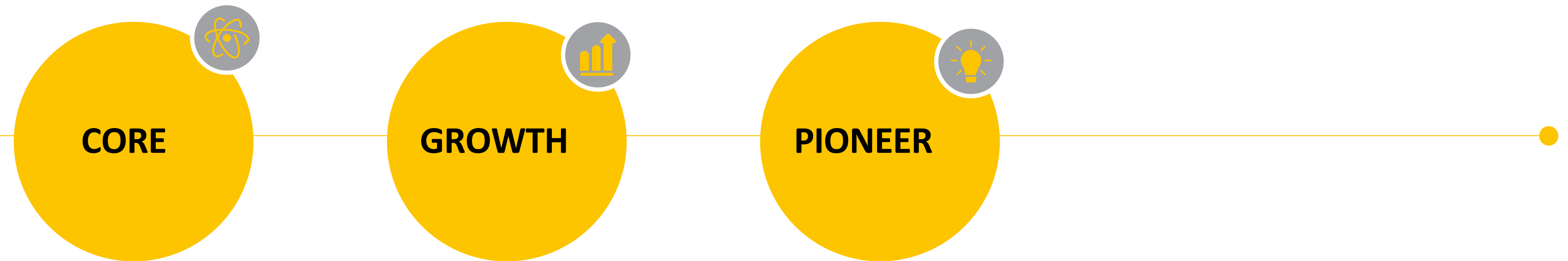


Easy to use &
stock at home



Multi-surface Application &
Clear Non-drip Formula

How did we build Growth Businesses?



**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



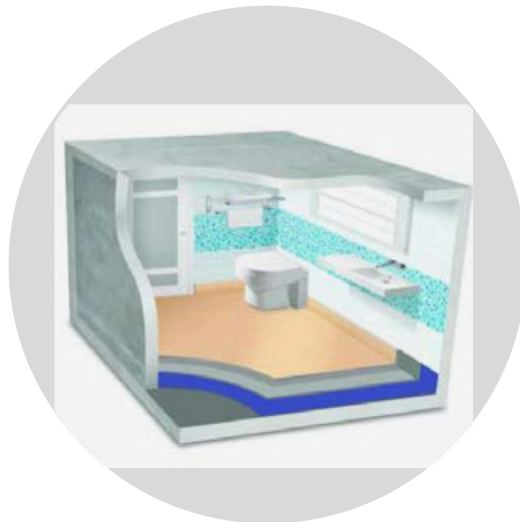
Roff positioned as an expert Tile and Stone Solutions provider, supported with best-in-class portfolio of brands/ products through JVs with global specialists



Tile and Stone Installations



Stone and Tile Care products



Under Tile waterproofing Solutions

Pidilite grupopuma

Premium Tile Adhesive



Premium stone care



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.

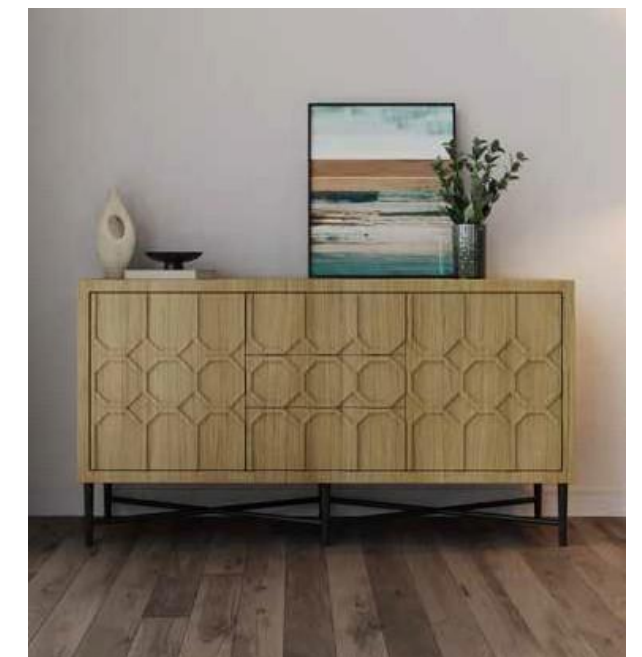
Architects and IDs



Product Expertise



Marketing Excellence



ICA Brand

Emerging India - Taking Our Reach to the Last Mile

El's Reach

STI: ~2.1K towns

Rurban: 38K towns

~2000 Authorized Stockists, ~3000 Sub-Stockists: ~3.8 lakhs dealers

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

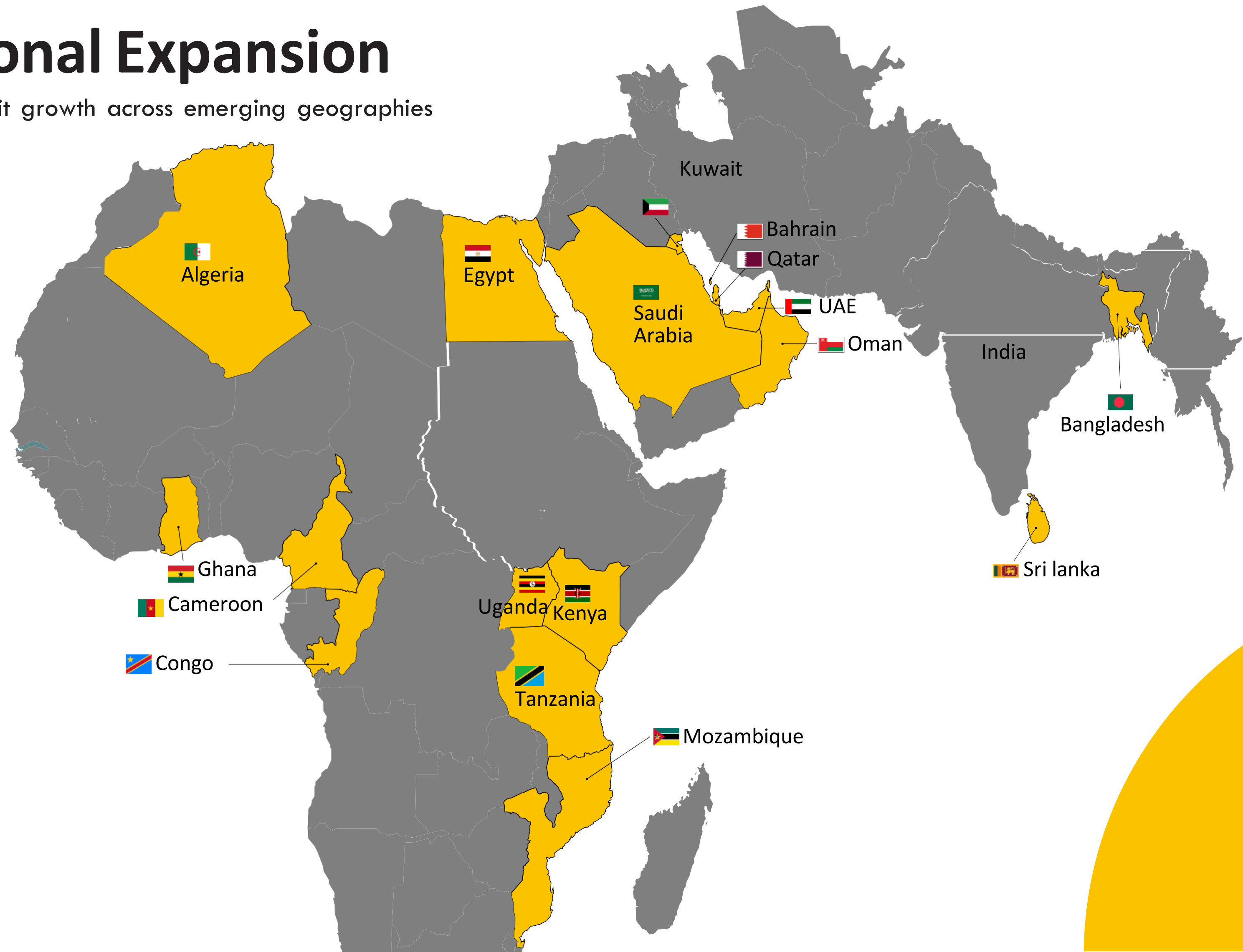
RPP (Roff Premium Partner) ~1.5K towns

DFC (Dr Fixit Centre) ~1.2K towns

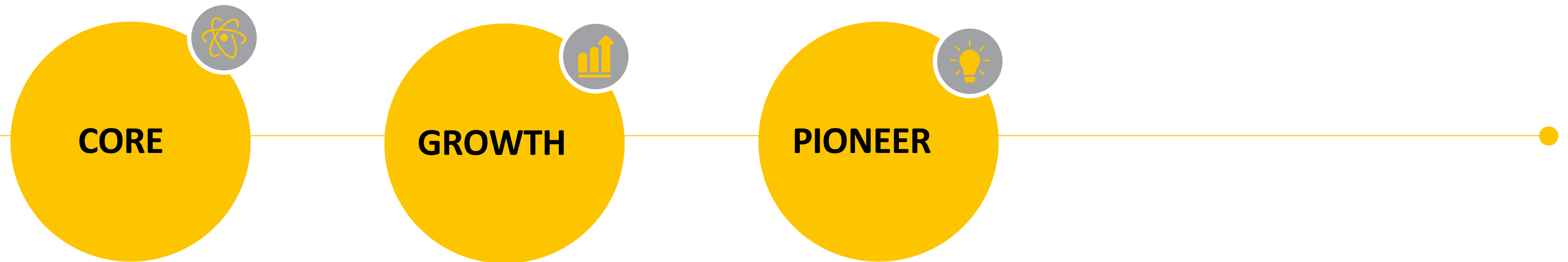
ACE (Agri Construction Engagement) ~1.5K towns

International Expansion

Consistent double-digit growth across emerging geographies



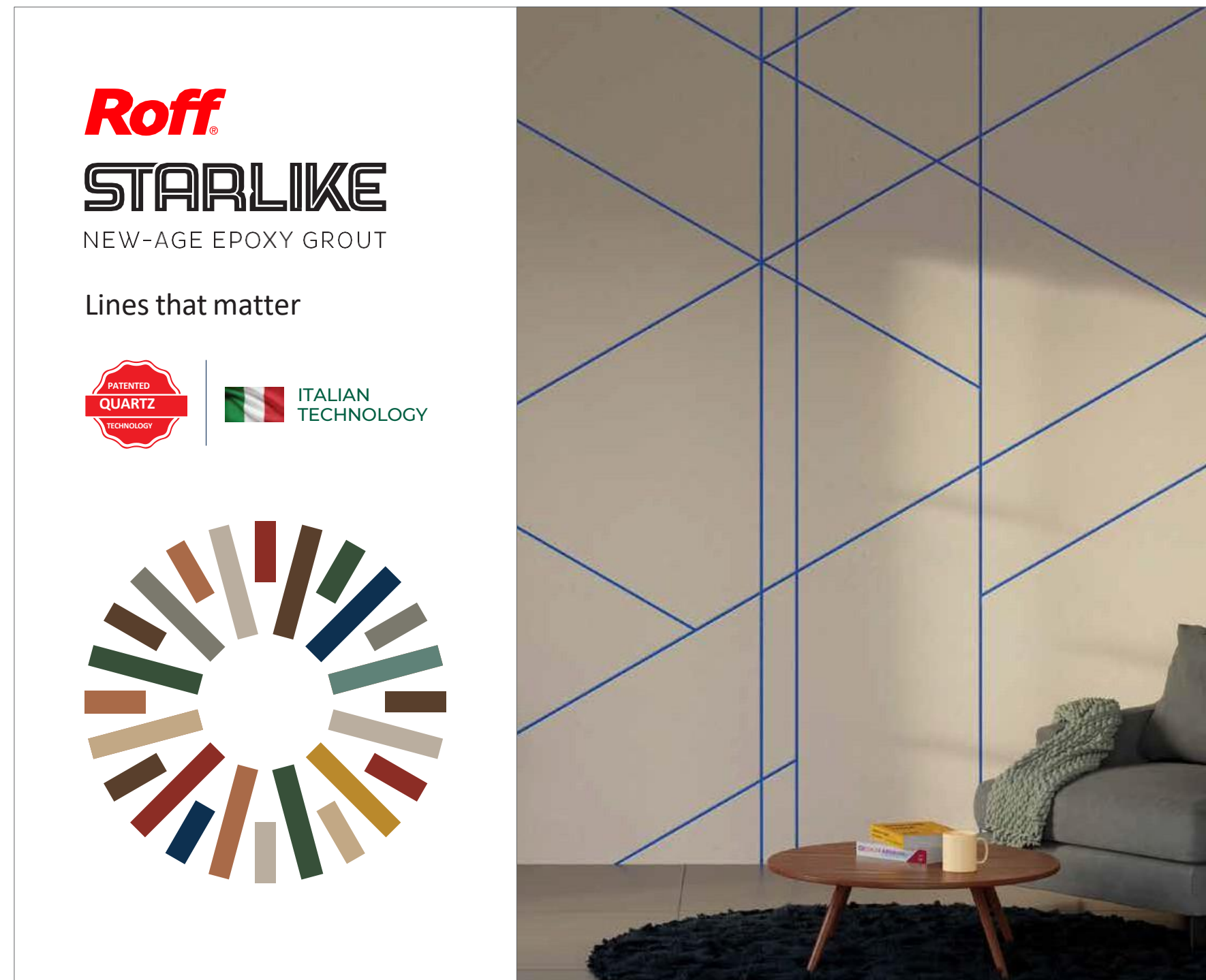
Identifying Pioneer Categories



**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



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

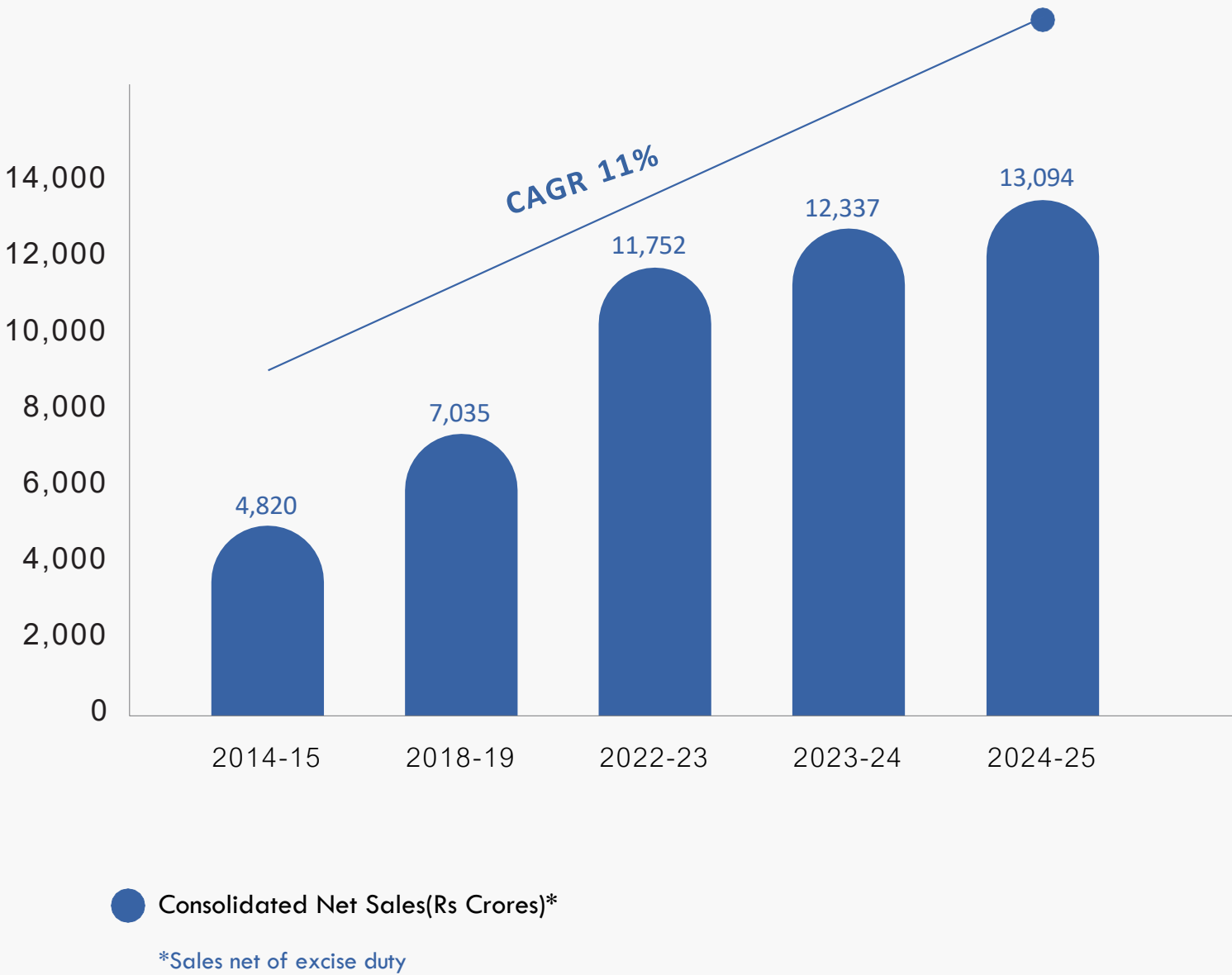
Performance

Consistent Performance Over Last 10 Years

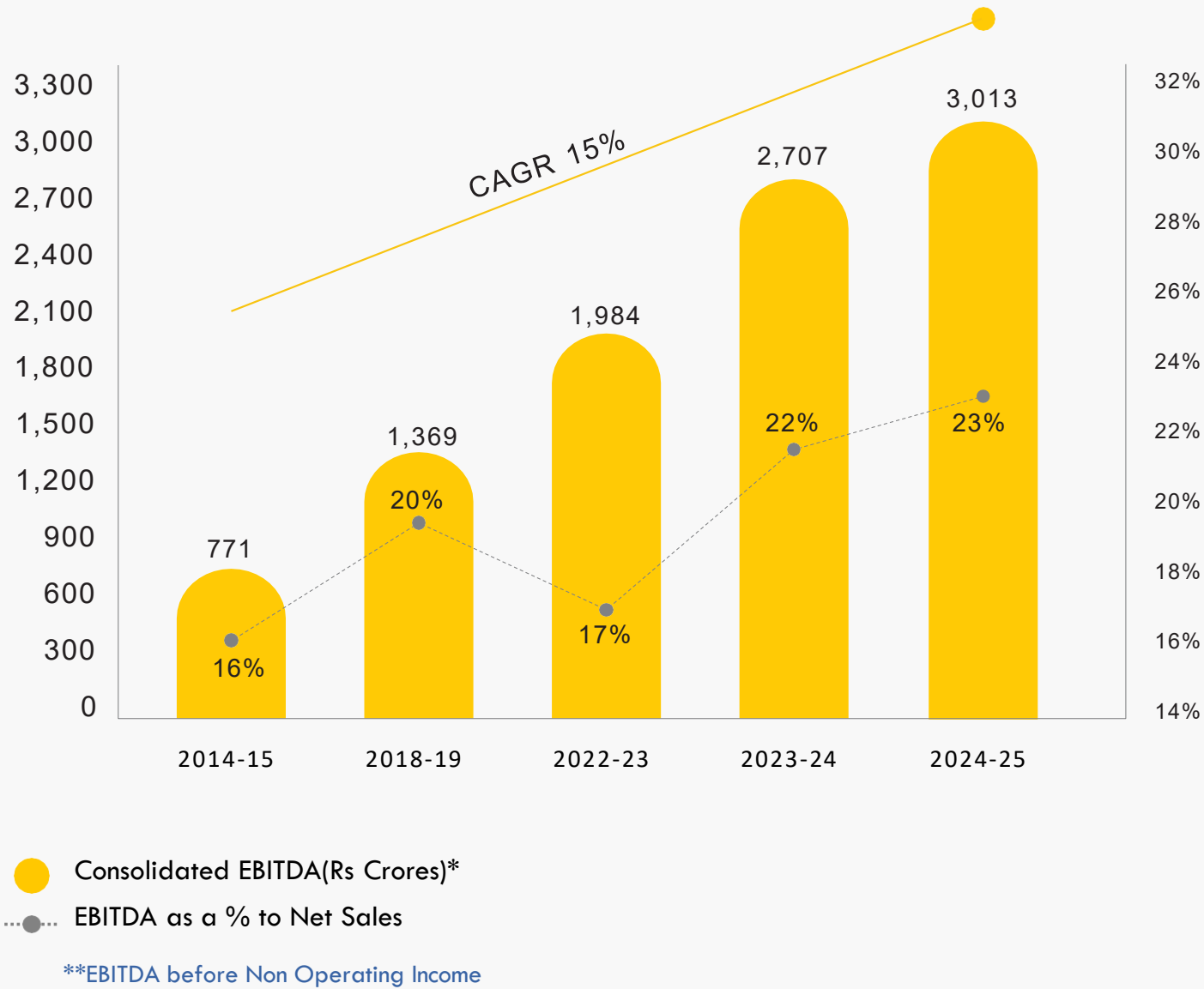
1,44,929
crores

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

NET SALES GROWTH TREND OVER LAST 10 YEARS



EBITDA GROWTH TREND OVER LAST 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



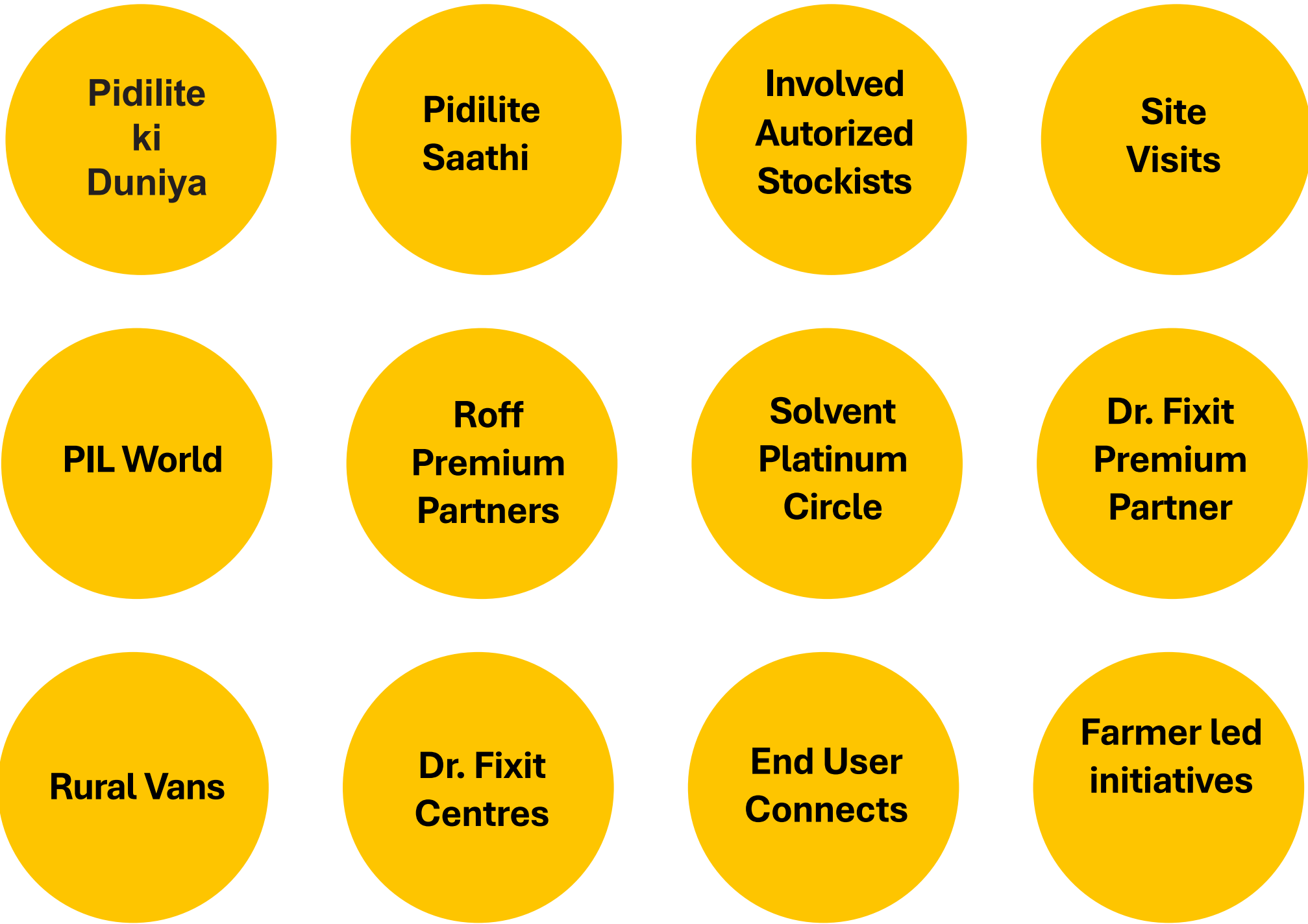
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• Sustainability



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

1



	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



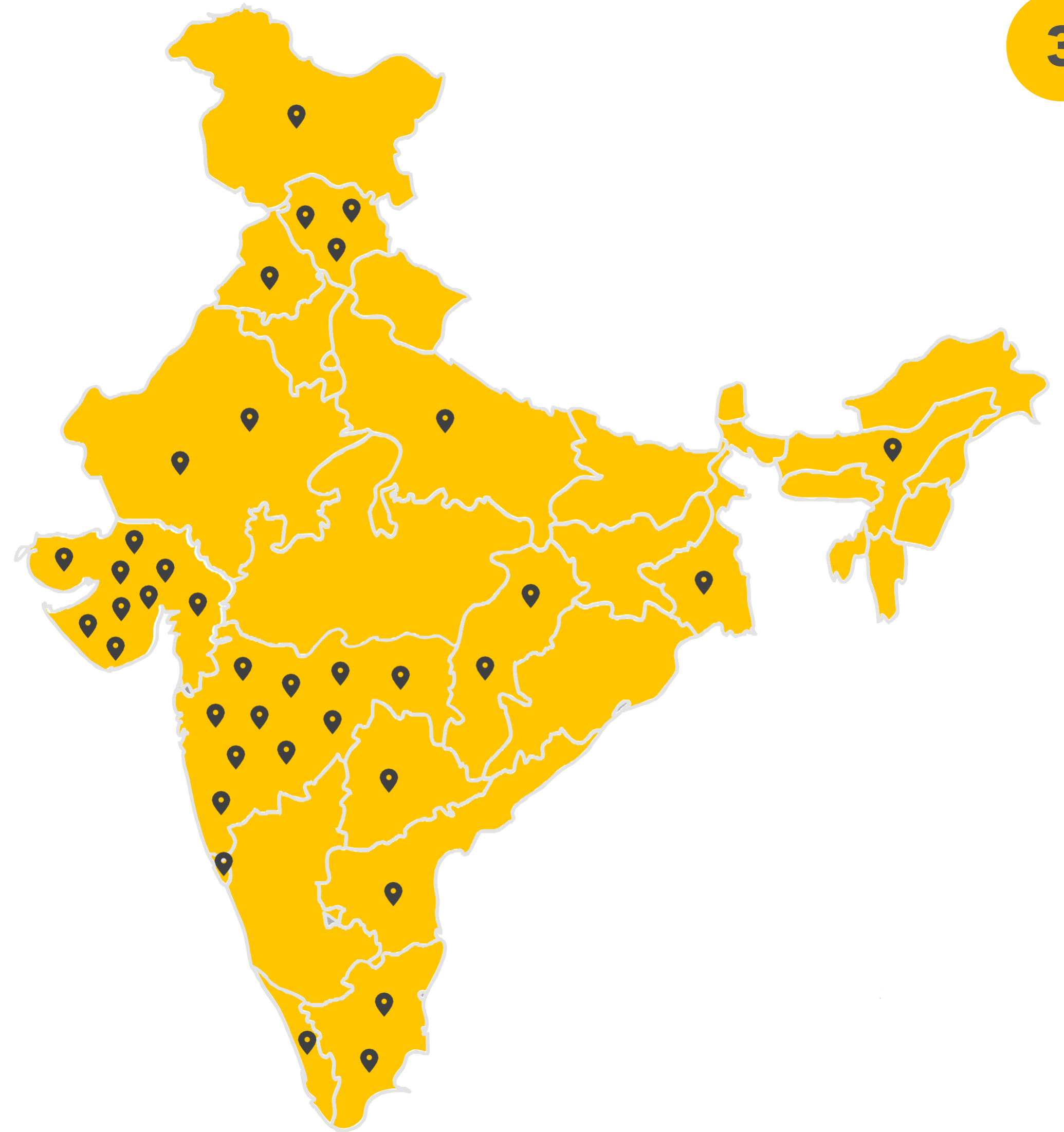
Roff Naak Kat Gayi



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



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



नेतृत्व



Culture

Building a perennial culture

5

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

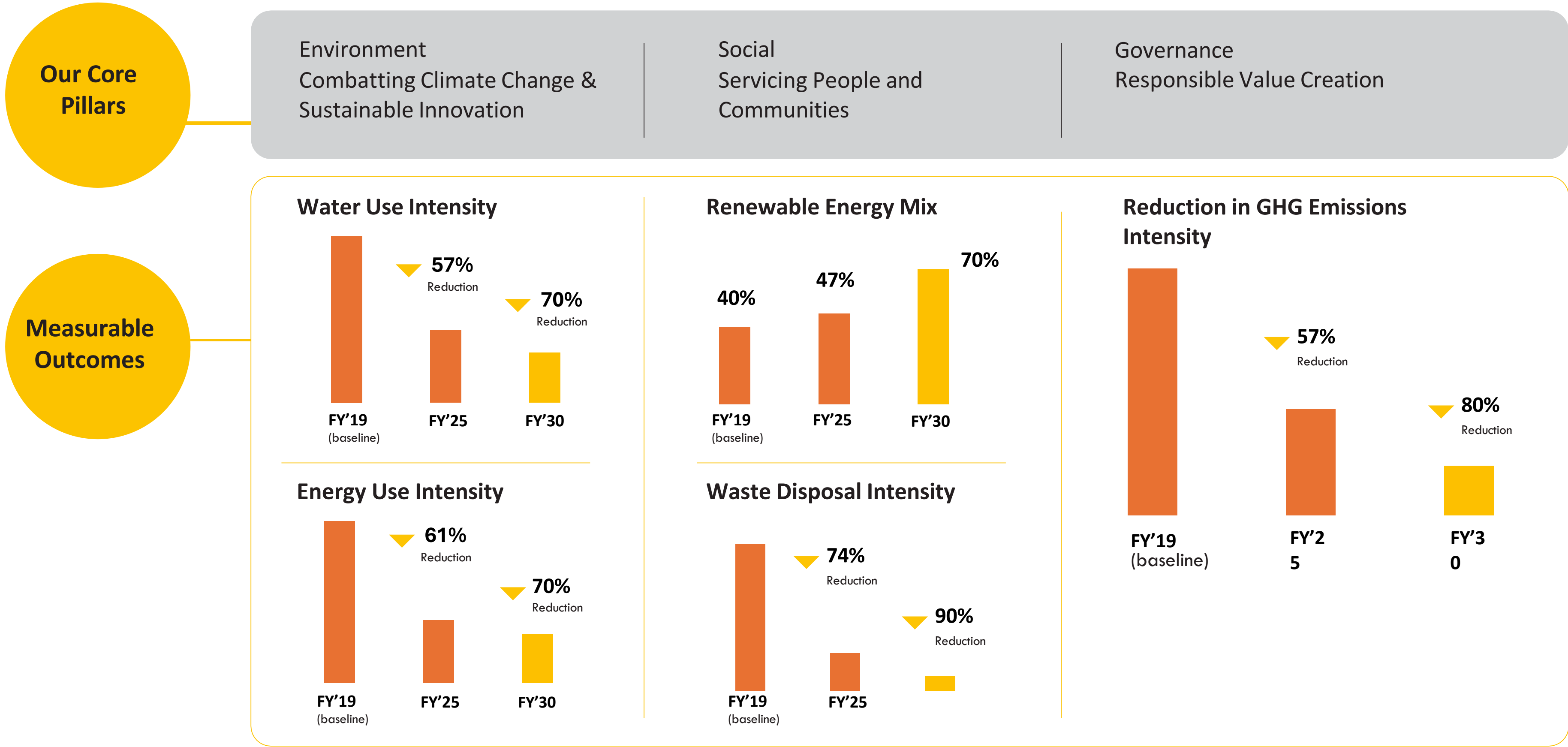
Recognised amongst Top 50 India's Best Workplaces
Building a culture of Innovation by All 2024



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 FY25



Building Bonds

Consistent Profitable Growth

Looking Ahead

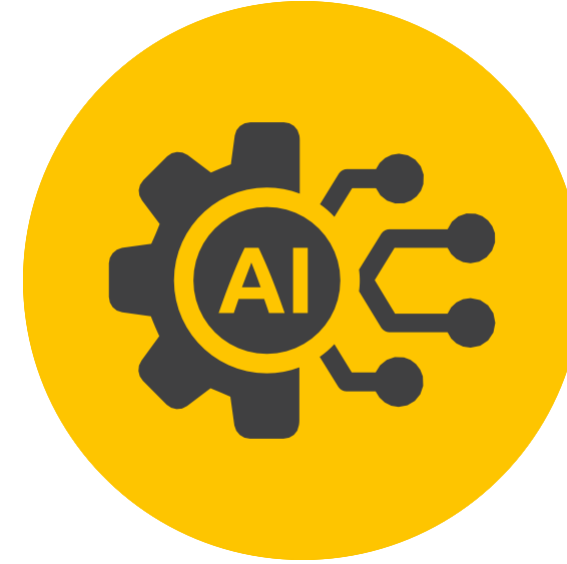
It's a Changing World



**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



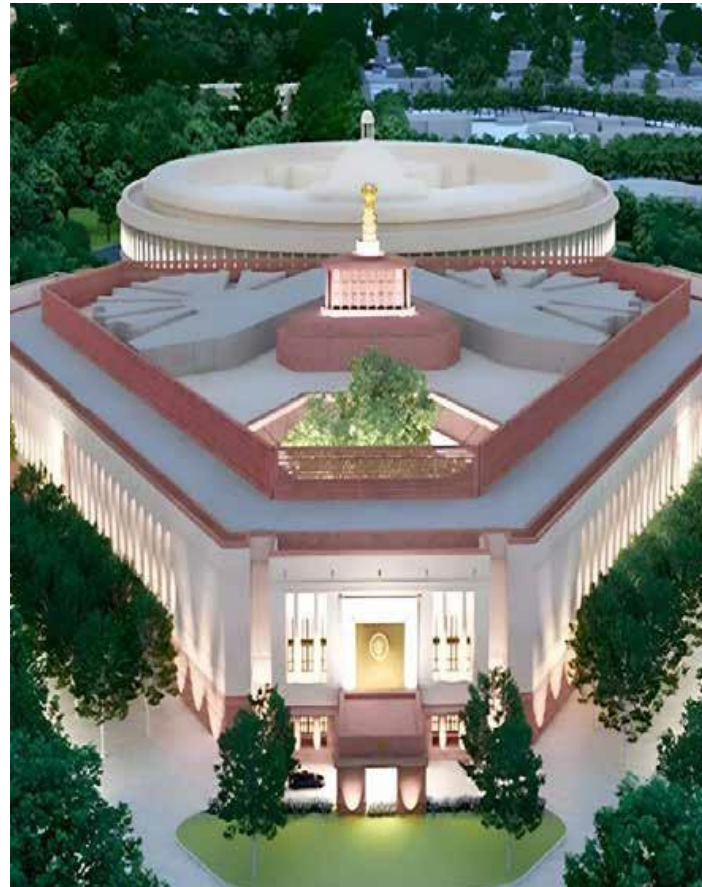
German Engineering backed with the Pidilite promise. Local manufacturing of world class Jowat hotmelt adhesive

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**

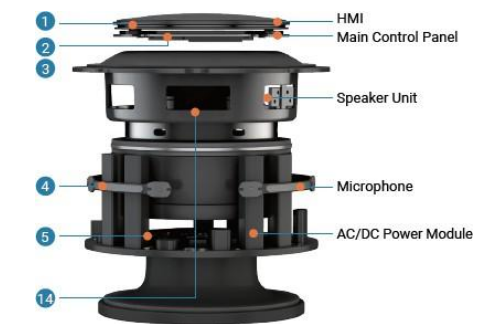
Gearing for Key Shifts: Electronics

Partnership for Building for Tomorrow

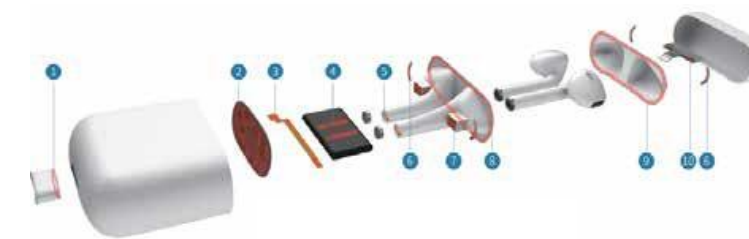
Exploring and unlocking large opportunity for adhesives used in electronics manufacturing in India
Leveraging Pidilite's R&D strength and partnering with industry leaders to build a robust presence



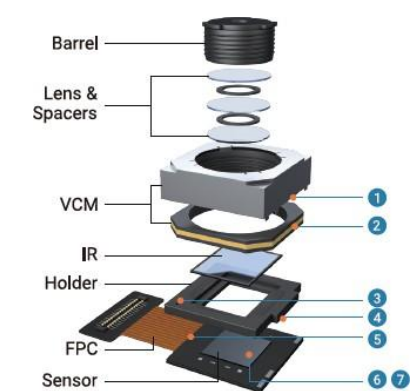
Electric Vehicle



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



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

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



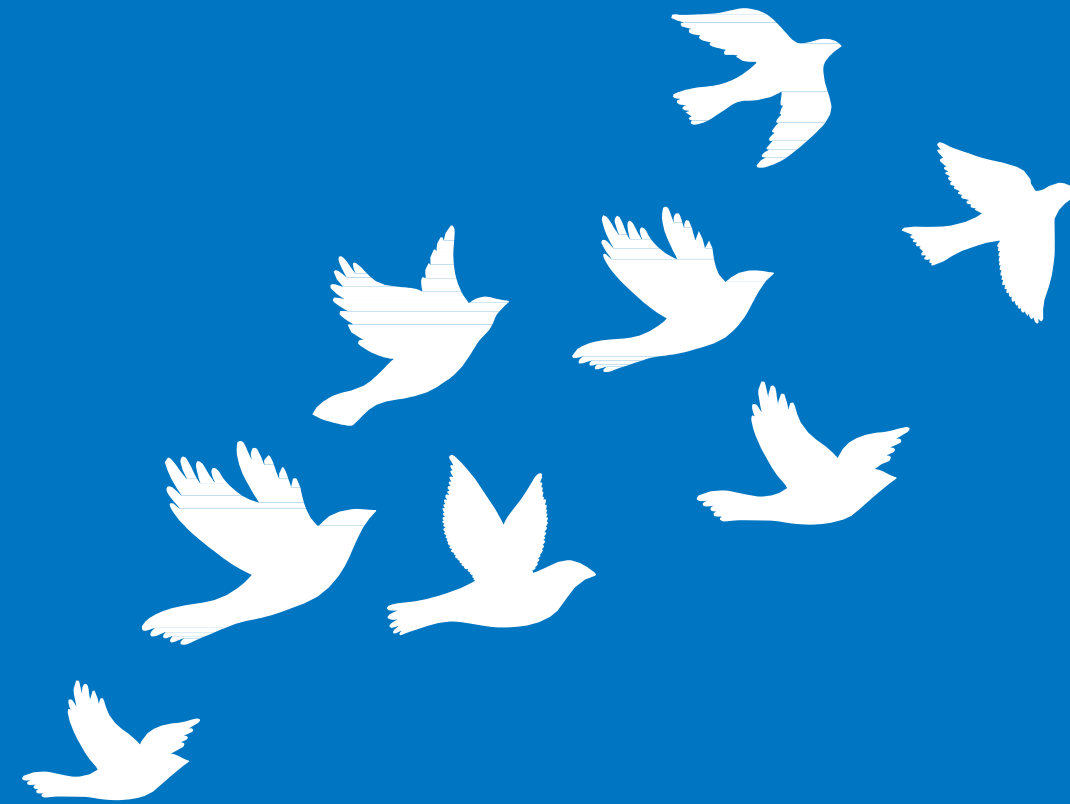
Khadi and
Handloom
Initiative



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



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