



15th March, 2024

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

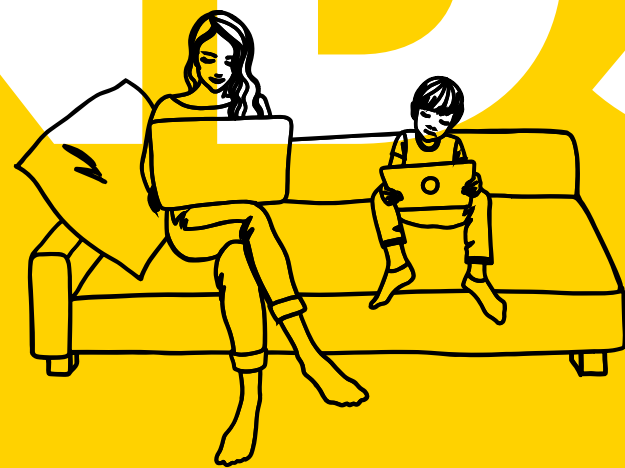
Manisha Shetty
Company Secretary

Encl: a/a

Regd. Office
Regent Chambers, 7th Floor
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208 Nariman Point
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CIN:L24100MH1969PLC014336

BUILDING BONDS



IN NEW
WAYS



Our Journey

Inception

1959

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



1965

Fevicol established as Carpenters' preferred choice



1984

Consumer Products division is born

1993

Pidilite goes public, valued at INR 60 Crs.



Building Power Brands & Pioneer Categories

2000-01

Dr. Fixit and M-seal introduced



2002

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



2004

Pidilite reaches 1000 Cr. mark

Roff brand of Construction Chemicals is acquired



Our Journey

Expanding the Global Footprint and entering into Collaborations

2005

Incorporated "Pidilite Middle East Ltd" in Dubai



2013

Acquired Nina Construction and Percept Waterproofing leading businesses in Waterproofing consultancy and services.

2015

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



2016

Pidilite forms JV with Italy's ICA

Awarded the 'Most Promising Company of the Year Award' at the CNBC-TV18, 11th Indian Business Leader Awards (IBLA)



2017-19

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

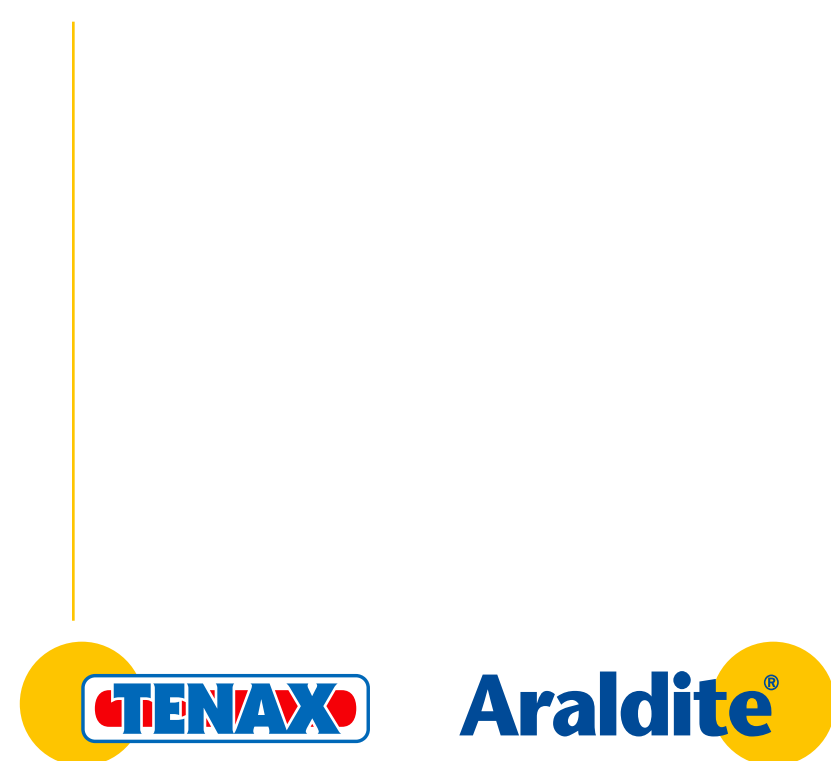
2020-21

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

Established Pidilite Ventures, maiden innovation fund in partnership with 100X.VC

Investment in startups adjacent to Pidilite 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



2023-24

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 Executive Director & Joint MD Designate



Creating Value through Creating Categories



**Winning with
a New Edge**

Creating Value by Creating Categories

CORE

Established Brands with high market maturity and strong share position

1-2X GDP

GROWTH

Emerging categories with significant potential for market growth or share gain

2-4X GDP...

PIONEER

Nascent Categories with huge market creation opportunity

100 Crores revenue in 3 years

Portfolio for Creating value

CORE



GROWTH



PIONEER



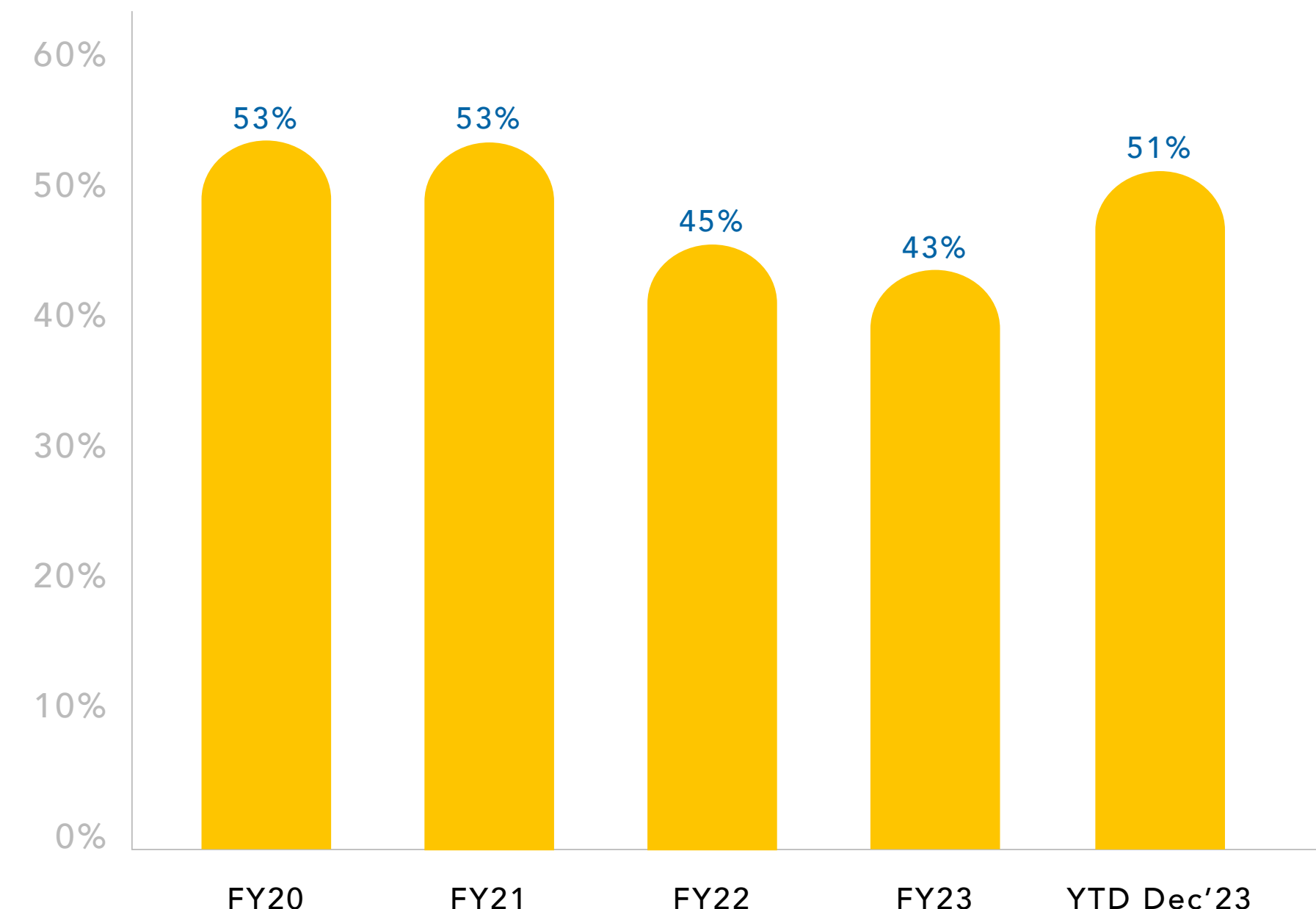
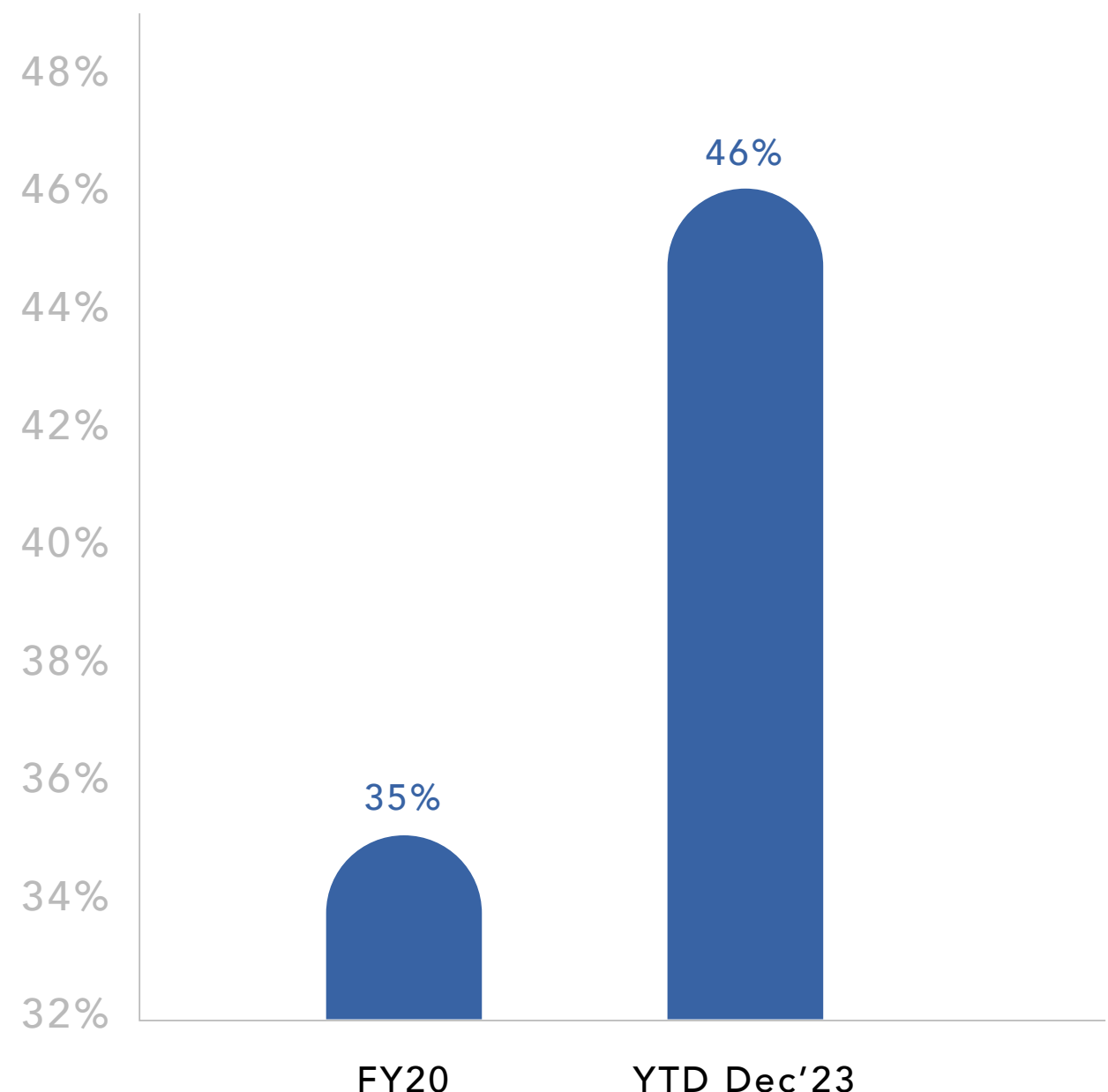
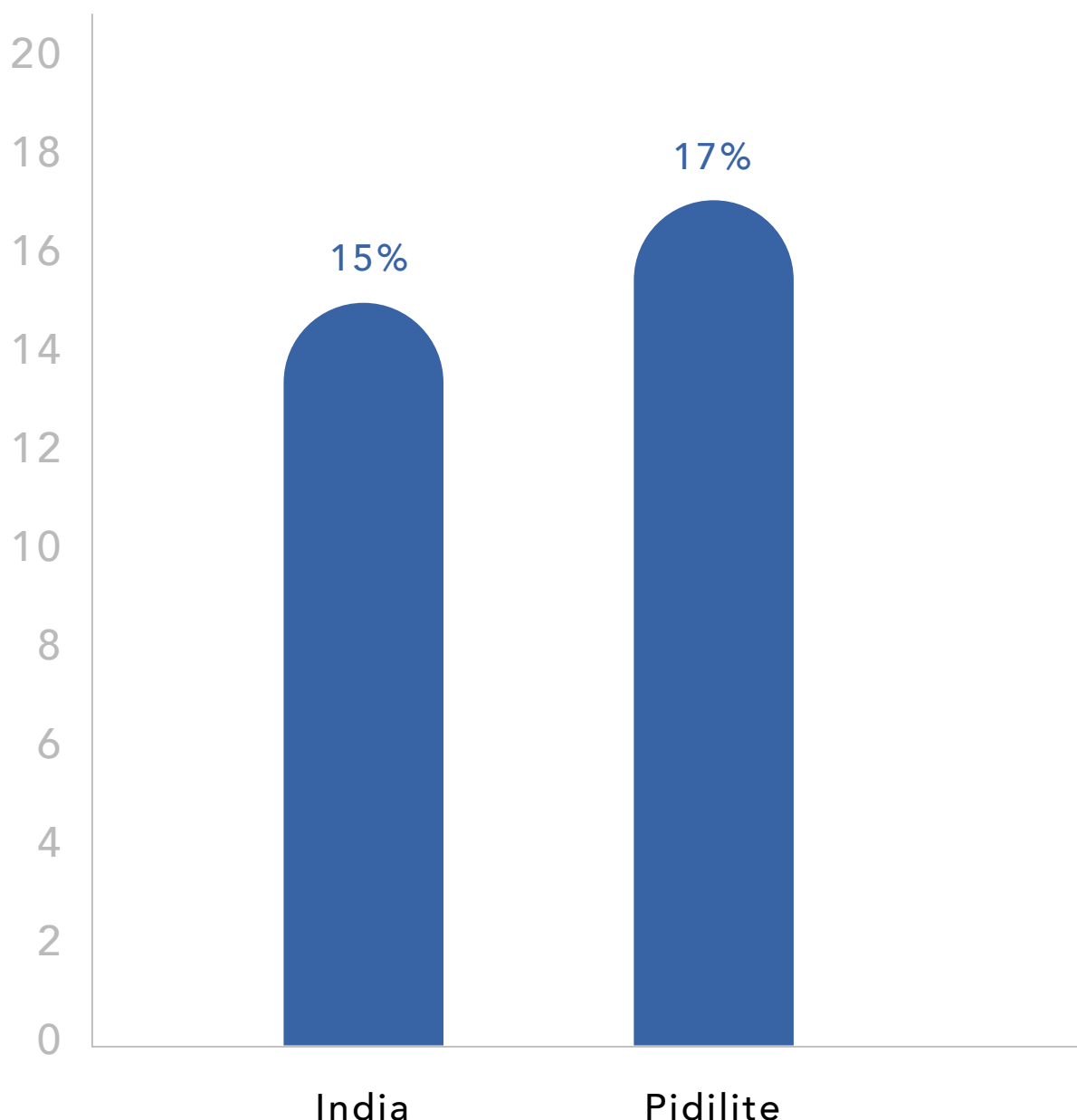
Snapshot of the last 3 years

We delivered profitable growth over the last 3 years despite challenging external environment

Sustained growth at 1.2x of GDP

...with a continued improvement in portfolio mix

...and effective margin management in unprecedented inflation



● Consolidated Value CAGR – Nominal India GDP vs Pidilite (FY20-23)

● Contribution of Growth / Pioneer Businesses

● Consolidated Gross Margins % to net sales

Snapshot of the last 3 years

Our Philosophy: to make sustained investments with a long term view



Investing for Growth

- **Premiumization, innovation, and reinforcing brand leadership** in the **Core** (e.g., Fevicol)
- **Scaling-up Growth categories** through penetration, brand, and portfolio (e.g., Roff, Dr. Fixit)
- **Scaling-up Growth channels/ geographies** (e.g., E-commerce, Africa, Emerging India)
- **Establishing new/ Pioneer businesses** (e.g., Sealants, PidilitePuma, Tenax)
- **Inorganic investments** (Araldite)



Enabling Growth & Becoming Future Ready

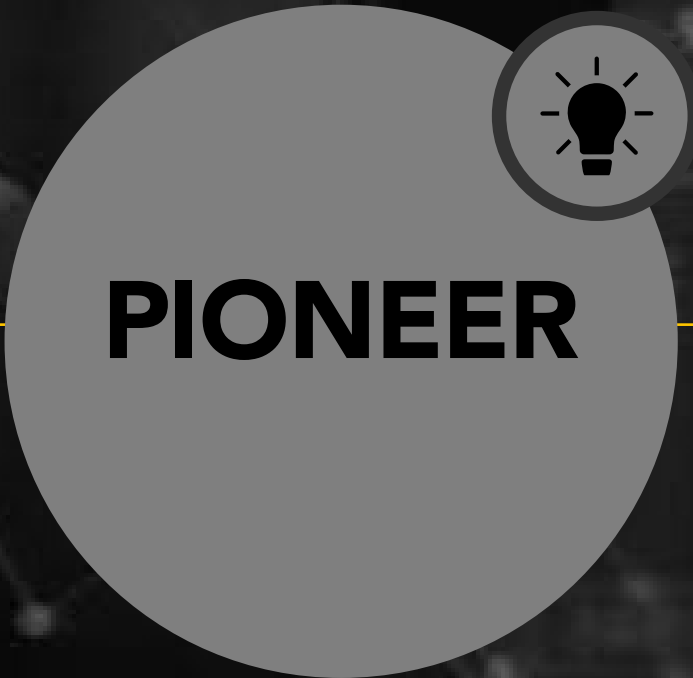
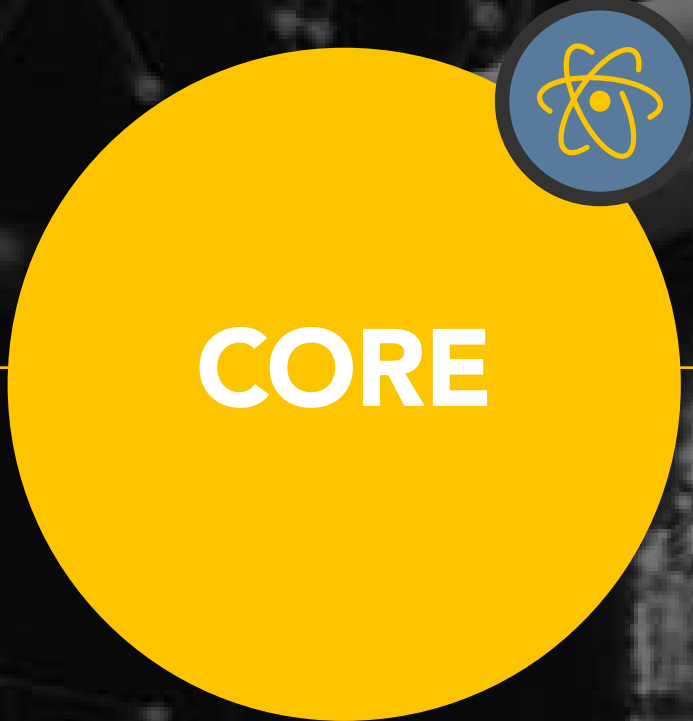
- **Investing in future-ready supply chain** (stepped up capex, 24 capacity building projects, digitization & automation)
- **Continued investment in R&D**
- **Accelerating digital & analytics** interventions
- **Maintaining people as a competitive edge** ('Great place to work', continued hiring)
- **Investing in emerging areas/ business models** (digital platforms, Pidilite Ventures)
- Significant thrust on **sustainability**



Driving Productivity/ Efficiency

- **Managing unprecedented input cost** inflation effectively through pricing interventions
- **Optimal working capital management**
- **Supply network optimization**
- Executing on a large **pipeline of productivity initiatives**

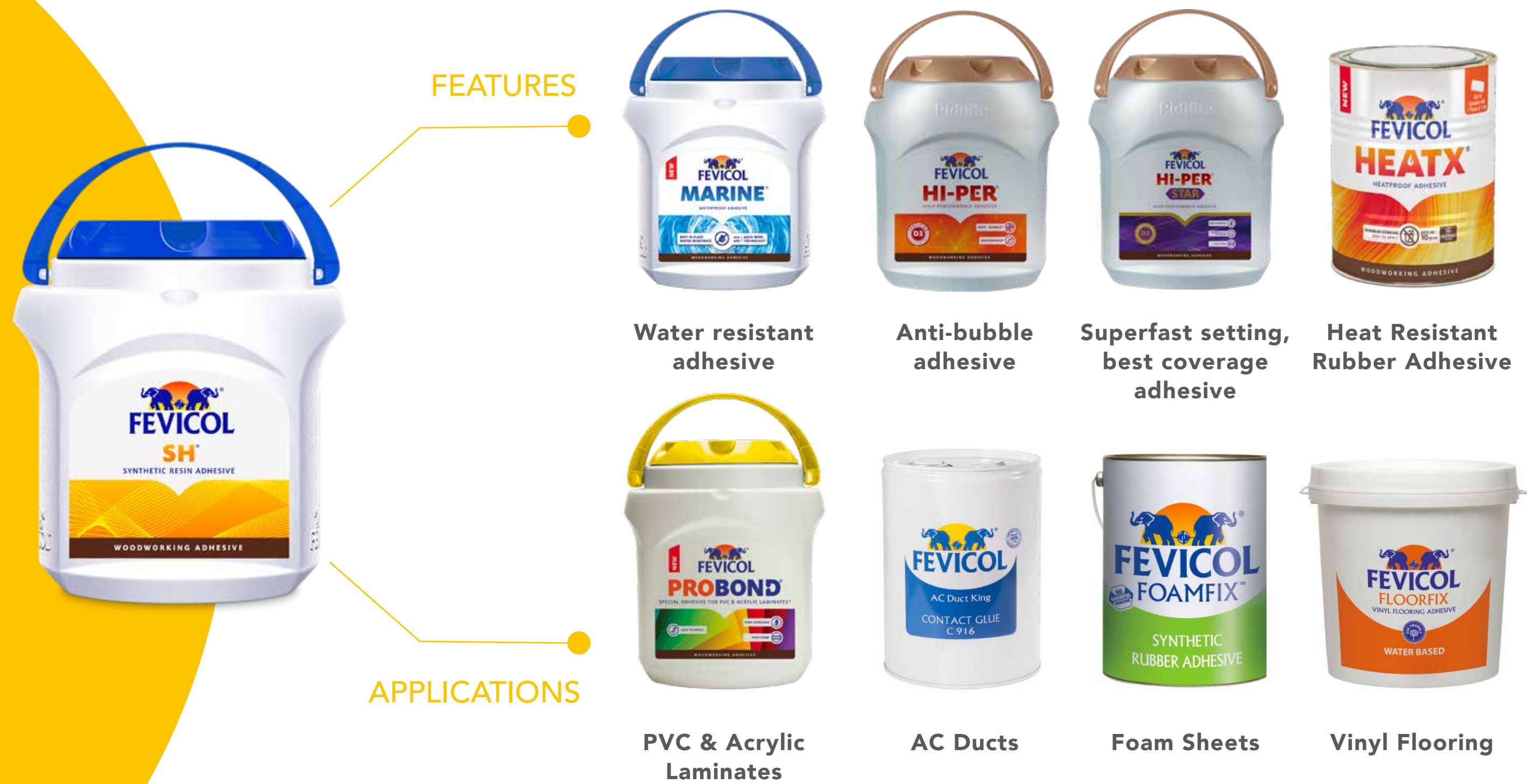
How we grow our core at 1-2X GDP...



Premiumizing
Innovating
Reinforcing Brand Leadership

Growing the Core at 1-2X of GDP: The Fevicol Story

Premiumization in Core: Fevicol Evolution



Innovation in Core: Fevicol Ezeespray

EASE OF USE

REACH ODD SPACES

LAST MINUTE FINISHING



Fevikwik: Innovating for the many Indias

Repair Better



Water Proof
Shock Proof

Repair Easier



30s to adjust
Non-drip & No Mess

Go beyond repair



Easy to use &
stock at home



Multi-surface Application &
Clear Non-drip Formula

Reinforcing Brand Leadership



Fevicol Sofa



Fevicol 19/20



Fevicol Jija Saala



M-seal Handkerchief



Araldite



Fevikwik Gel

How we fuel growth businesses at 2-4X GDP...

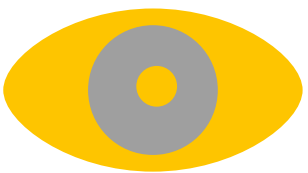


- Creating Categories**
- Wholistic Brand Management**
- Driving Penetration**
- International Expansion**
- Inorganic Growth**

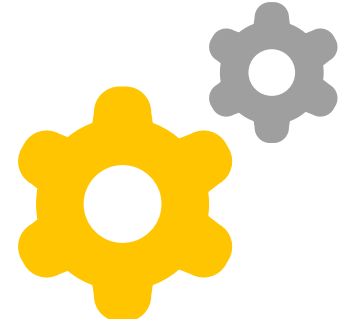
Creating Categories



Spotting unmet needs



Exhaustive insighting



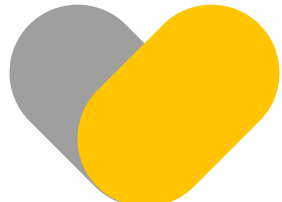
Technical capabilities



Intense field marketing



ATL support



Passionate team



Continuous innovation



Roff Growth Story - Driving Category Creation

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.



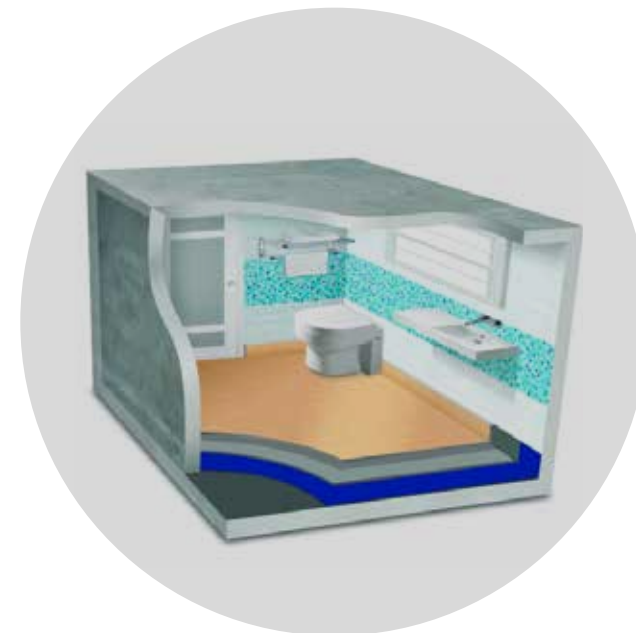
Roff positioned as an expert Tile and Solutions provider, supported with best-in-class portfolio of brands/ products through JVs with global specialists



Tile and Stone Installations



Stone and Tile Care products



Under Tile waterproofing Solutions



Premium Tile Adhesive



Premium stone care

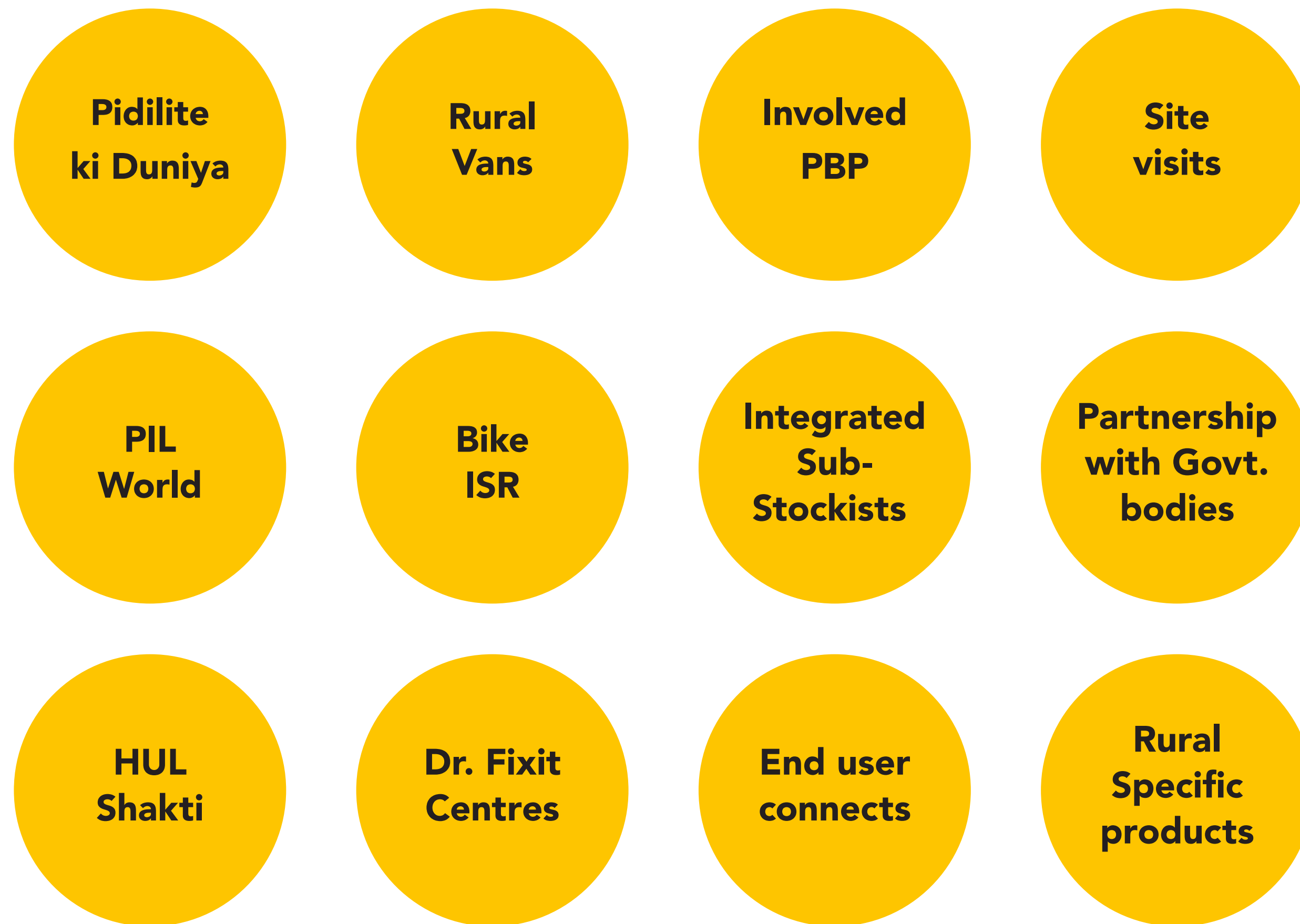


Via Specialized Grouts in partnership with Litokol, ROFF is aiming to expand category usage via upgrading customers from cement grout and gaining share via differentiated offerings vs. existing competition. The estimated size of this category today is between Rs. 500 Cr to Rs. 600 Cr

Specialized Grouts

- Pidilite Litokol factory operational in 2022-23 to scale up supplies to all India markets
- Specialised grouts range (ROFF STARLIKE) further augmented with more shade offerings and finishes
- Differentiated product offering & user experience
- Extensive user led demand generation activities (20k + users)

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



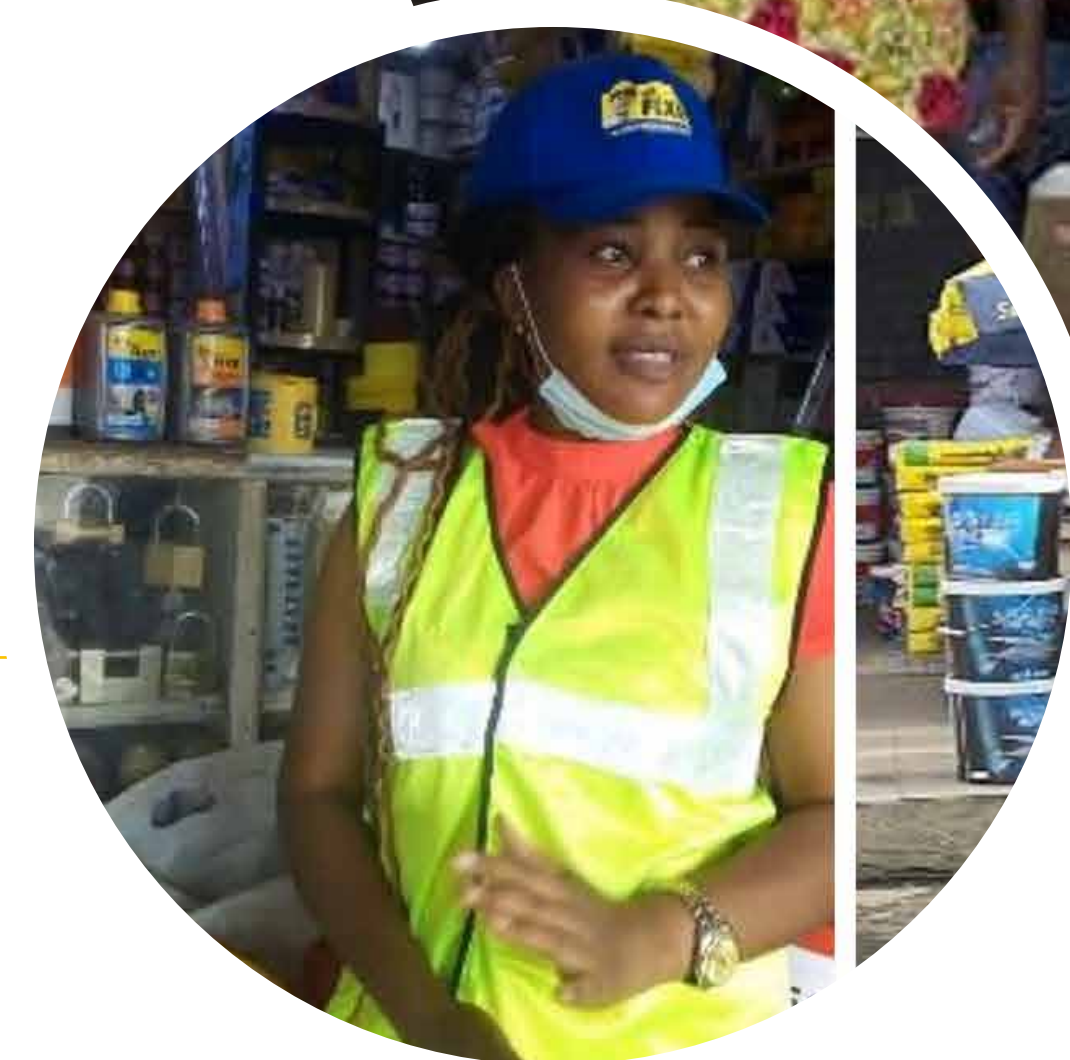
	2020	→	Now
Towns covered	>18000		> 37000
No. of Pidilite ki Duniya outlets	~ 6000		> 13000
No. of Dr. Fixit Centres	> 450		> 900
No. of HUL Shaktis	> 9500		> 12500

International Expansion

After success in the Indian sub-continent, taking Pidilite's Success Story to other Emerging Markets

Pidilite Un-locking Growth in Africa

- Growing presence in most African countries through distribution expansion
 - 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
 - Building local talent capability with Pidilite ways of working
-
- Achieved revenue CAGR of 40% over the past 5 years
 - Roadmap to lead markets in focused categories & countries over next 3-5 years



Pioneering categories



New category for External Wall Finishing



- Joint venture between Pidilite Industries and Grupo Puma of Spain to cater to the residential, industrial, institutional & premium IHB construction segments
- Driving Certified Applicator Training Program to build application capabilities in the country
- Awarded most innovative product at Acetech Delhi, 2022

UNOFIN DECORATIVE WATERPROOF RENDER

- UnoFin replaces conventional 4Ps (Plaster, Putty, Primer & Paint) system
- Commercial production commenced in 2023-24



Pioneering with Sealants market

Total estimated market potential in construction: Retail & Project ~800 Cr

Large opportunity with multiple players, addressed by new products to disrupt the space



- Feviseal has a range of Silicone, Acrylic, PU, Hybrid, Polysulphide and Rubber sealants
- It is one of the fastest growing brands in the category
- Huge pioneer opportunity available in unpenetrated Acrylic & Hybrid sealant applications In India



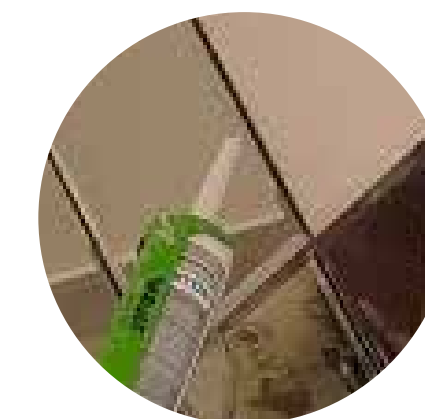
Doors and window gap filling



Sanitary gap filling



Facade gap filling



Mirror Mounting



ACP Paneling



Construction joints gap filling

Range completion in our Coatings offering

Bringing delight to our customers, contractors & dealers by 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 legacy of "Mazbooti".



HAISHA paints offers a range 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

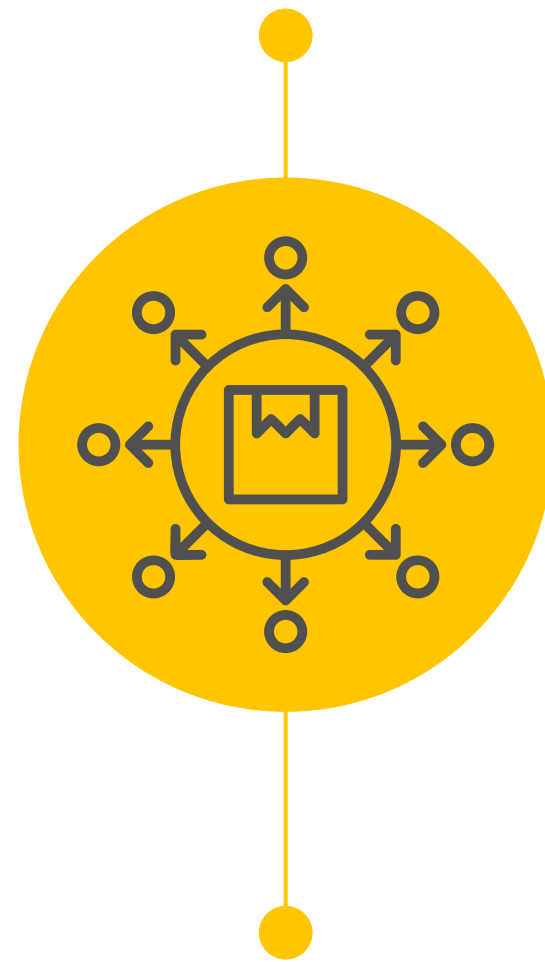
- **Floor coat**: Highly abrasion resistant floor coating
- **Ceiling emulsion**: Super white super matt ceiling paint



Building Pidilite of the Future

The world has changed dramatically and a new reality is emerging

VOLATILE GLOBAL SUPPLY CHAINS



- Volatility in RM/ PM, and unprecedented inflation
- China + 1
- "Atmanirbhar"/Make in India

DIGITAL BECOMES UBIQUITOUS



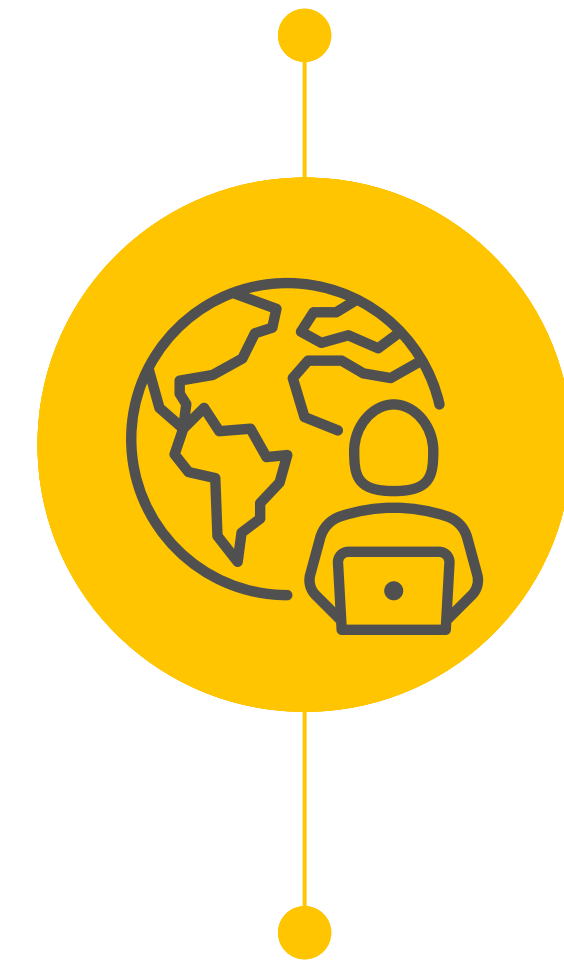
- Breaking adoption boundaries
- Targeted marketing
- E-commerce
- Real-time decision making

HOME SWEET HOME



- Resurgence in real estate
- Home as the new hub (work, study, shop, etc.)
- DIY

GREAT PLACE TO WORK/ CULTURE



- Hybrid working model
- War for talent
- Purpose & sustainability

Strong long-term tailwind with some near-term risks



- Indian economy and domestic demand relatively well positioned
- **GDP** forecast to **grow at ~7% in FY24 and FY25**



- Govt. thrust on "**Building India**"
- Continued growth of **Infra and real estate** market



- **Private capex** expected to revive (Atmanirbhar Bharat, PLI, China + 1, etc)
- Resilient **Manufacturing** activity



- **Digital adoption** continues to accelerate



- **Soft global economy**, leading to pressures in international markets



- Risk of prolonging/ escalation of **geopolitical tension**



- Risk of slow revival in **rural/ "mass" demand**

Building Pidilite of the Future – key imperatives

- 1 Enhance agility and pace of innovation 
- 2 Invest in future-ready supply chain 
- 3 Accelerate digital and analytics 
- 4 Expand in high potential/ emerging channels 
- 5 Imagine the new workplace, talent model and culture 
- 6 Drive greater focus on sustainability 

Accelerating Innovation

1

R&D centres

>200% increase in R&D spends since 2015

5 fully equipped in-house centres in India

- Gathered insights of changing Consumer behaviour
- Multi-generation product roadmap based on Platform approach
- Nurturing Zero Harm Safety culture at R&D

R&D Team

- 150+ R&D scientists with 2000+ years of cumulative experience

1 centre overseas

Innovative disruptions



- ☂ Paint + Waterproofing at NO additional Cost!
- ☂ Available in 1000+ shades
- ☂ Labour & time saving
- ☂ Upto 2 mm crack bridging
- ☂ Solution for all budgets – Raincoat Neo, Classic, Select



- ⚡ Sticks multiple art& craft materials on Paper & Cardboard
- ⚡ Non-Messy way to create
- ⚡ Safe to use
- ⚡ Childs independent way of doing craft



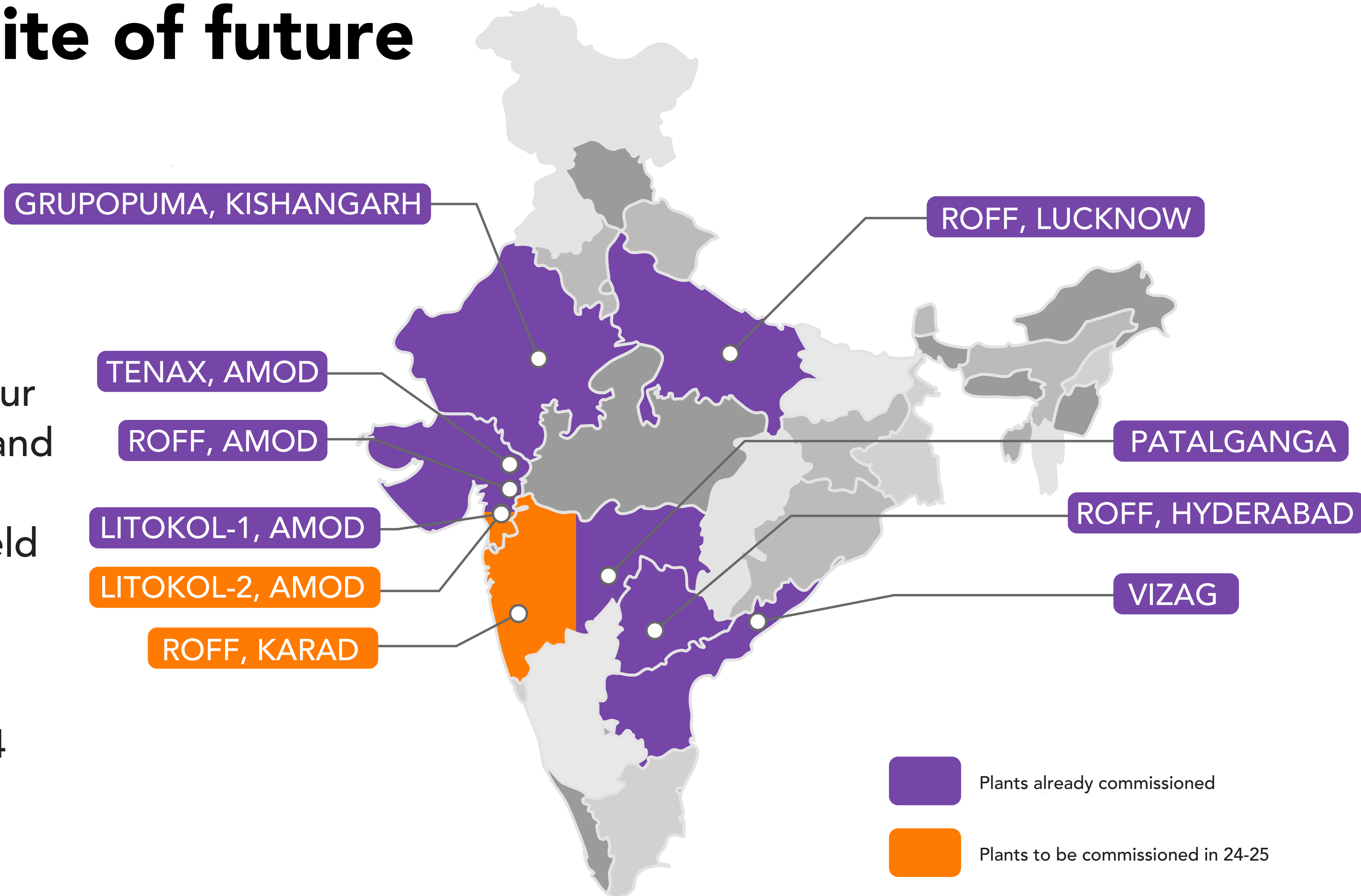
Supply chain - Building Pidilite of future

- Invested Capex of Rs. 800+ Cr from 2022-23 till date
- Getting ready for next phase of growth:
29 capacity building projects (11 Greenfield & 18 Brownfield, of which 15 are completed till Feb'24) and several other projects aimed at improvements in productivity, quality, safety and environmental parameters are under progress
- Automated and robotic solutions for packaging
- Use of Supply Chain Analytics & system automation (planning, execution and tracking) to improve predictability & agility in our service to customers.
- Implementing best-in-class Warehouse Management System (WMS) with high digitization and automated mobility, leading to system-driven approach and efficiencies



Supply chain - Building Pidilite of future

With aim of upgrading our manufacturing facilities and commensurate market demand, 2 new Greenfield projects will be commissioned in 24-25, 8 projects already commissioned till Feb'24



This maps represents only Greenfield Projects.

Riding the Digital Wave - Making An Impact



Customers & Offerings

- Distributor, dealer and user apps for engagement, loyalty, learning, ordering, etc.
- 4.7L+ active dealers and 2.5L+ active users on apps
- Intelligent lead generation and nurturing for B2B businesses



Employees

- Digital, gamified and advanced analytics based selling for field force
- Digital platforms and bots
- Gurukool Learning Experience Platform for up-skilling



Operations

- Robotic process automation (RPA) for enhanced productivity
- Procurement automation based on SAP ARIBA
- Greater automation and IoT-based monitoring in manufacturing
- Production planning on SAP PPDS
- Warehouse management system



Data & Analytics

- Intelligent dashboards on PowerBI (4000+ monthly active users)
- Advanced Analytics Centre of Excellence driving high-impact use cases in sales, marketing and supply chain



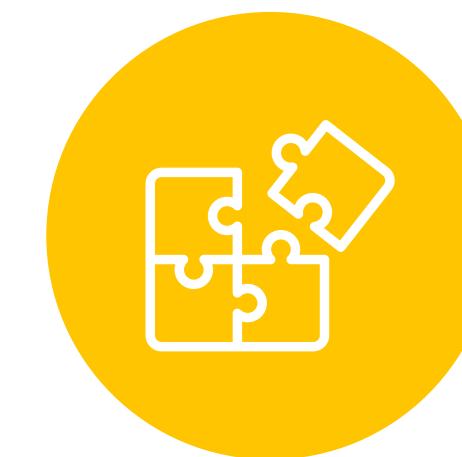
Engagement with strategic partners



Platform-driven approach



Democratization of Digital agenda



Prioritizing, resourcing & upgrading capabilities

Driving step-change in digital connect across stakeholders

Digital platforms across key PIL stakeholders



Retailers



Distributors



Users



Sales Force



Genie - Retailer's 24x7 digital assistant!

- ✓ Order anytime
- ✓ View schemes
- ✓ Track performance & earnings
- ✓ Check billing
- ✓ Share feedback



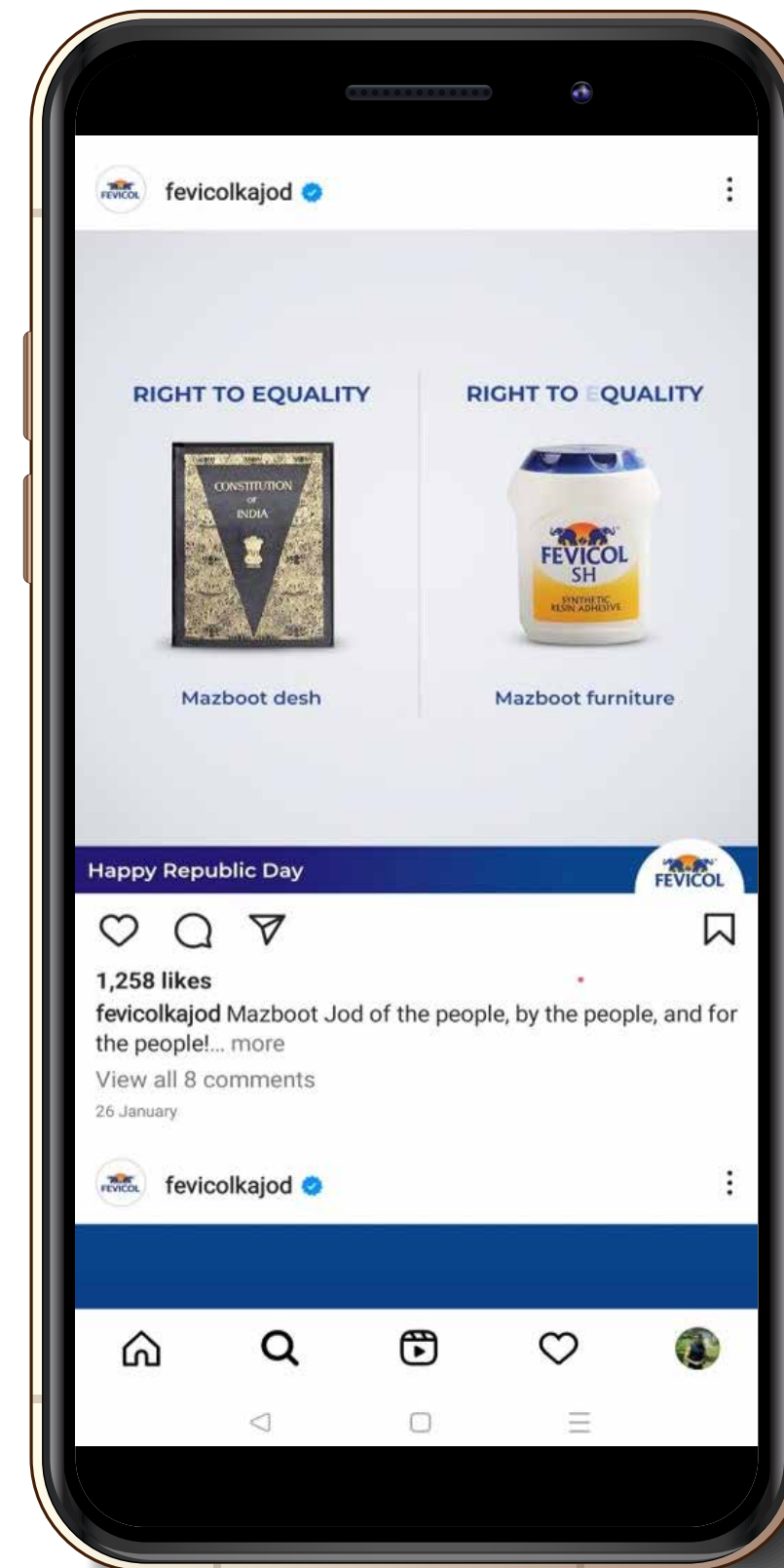
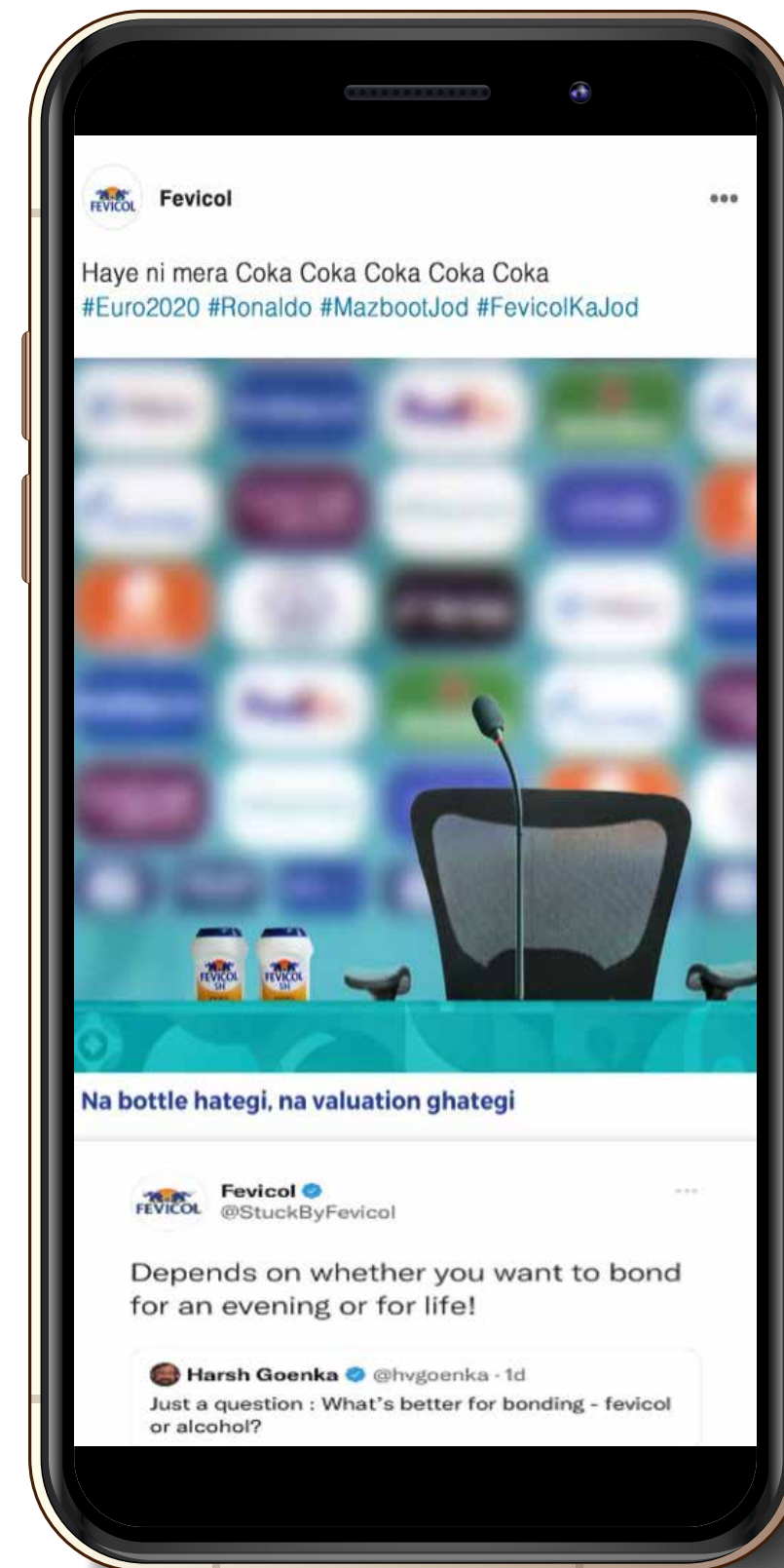
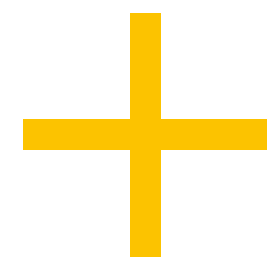
April 22
8% monthly business

Now
38% monthly business
4.7L+ dealers on app

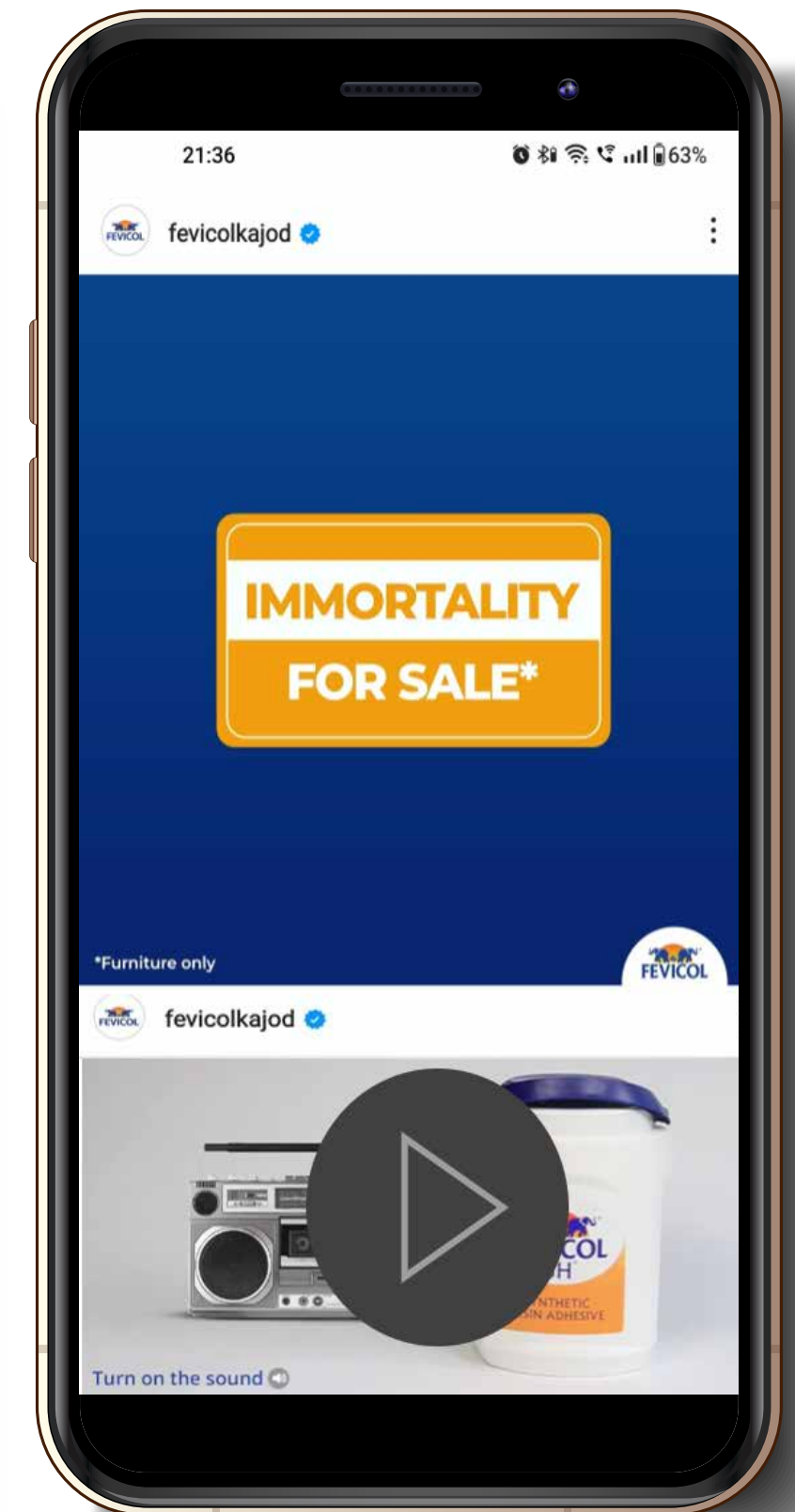
Evolving with times..Adapting to new ways of building brands...



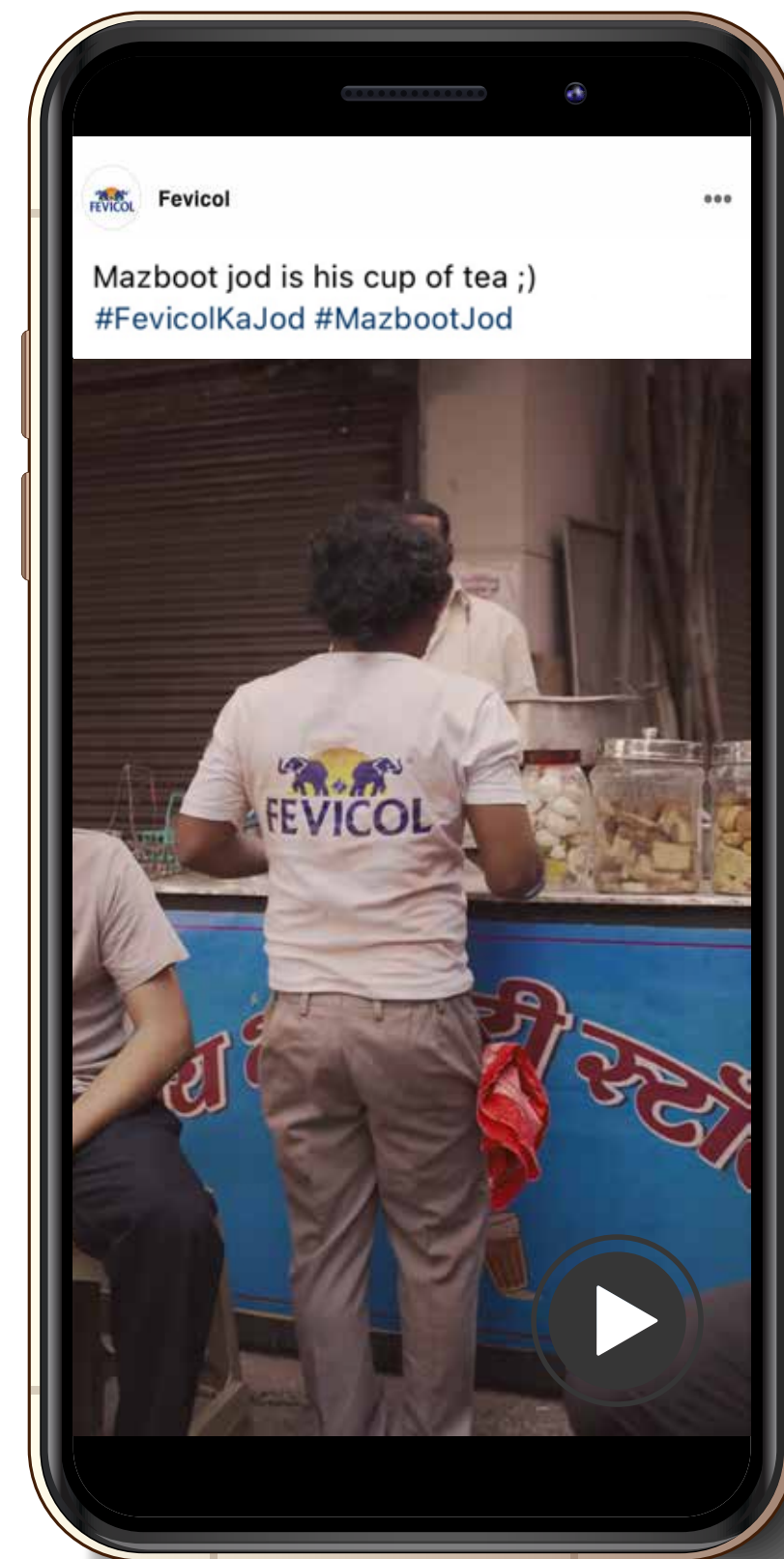
From this



Now also these



Now with newer and shorter formats, aligned with reduced attention span of the consumer



And now this



Wholistic brand building across categories

>20 marketing & media awards in the last one year



6 Elephants at Kyoorius awards



Exchange for media Indian Digital marketing awards 2022
2 awards – one each for Mseal and Dr. Fixit



Maddies 2022 - Gold
Most engaging mobile creative



Digixx 2022 awards - Gold
Digital and direct Marketing for M-seal



Sammies 2022 - Gold
Best use memes & moments

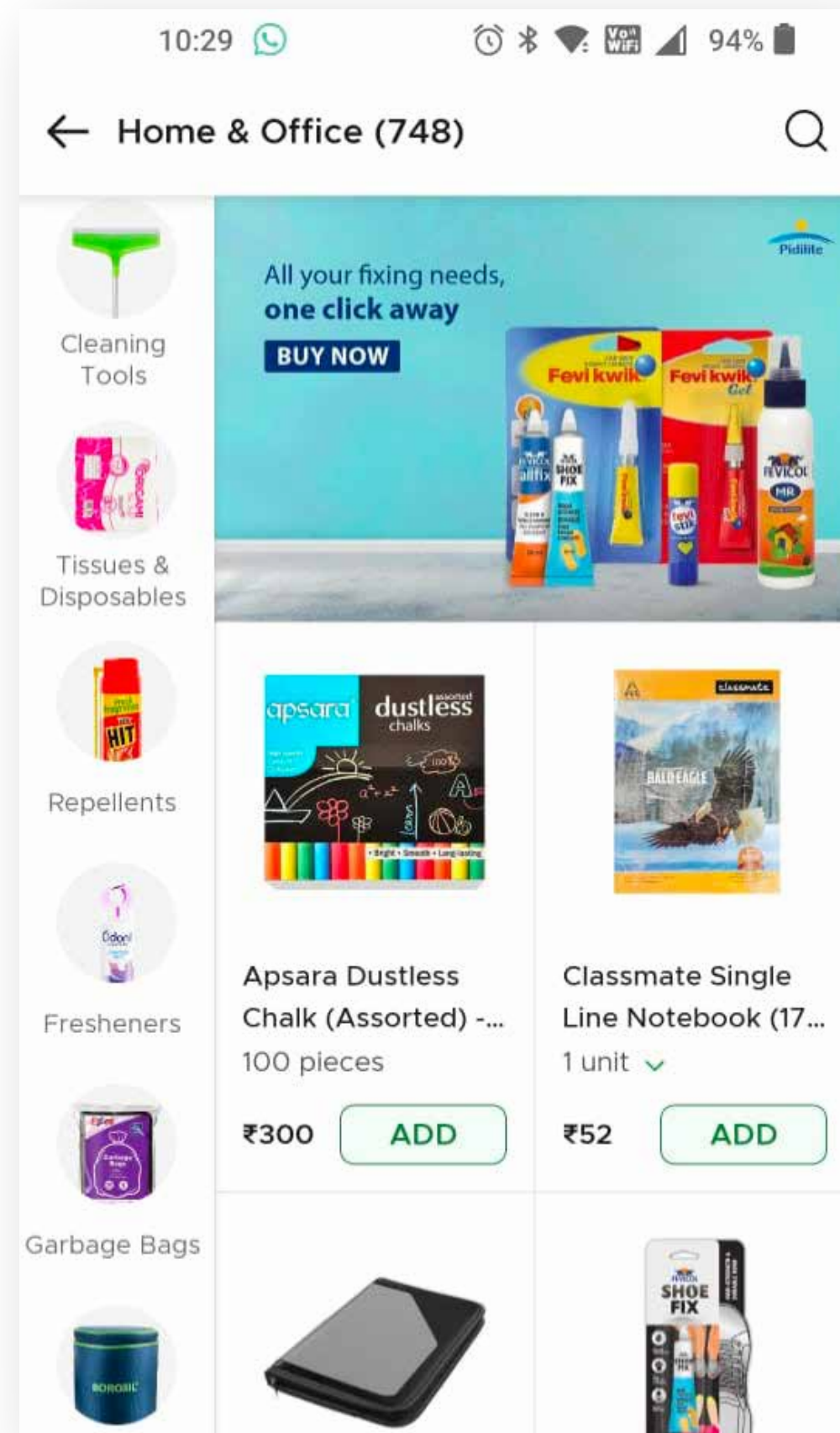


Effies 2023 – Bronze
Busting paint brand myths

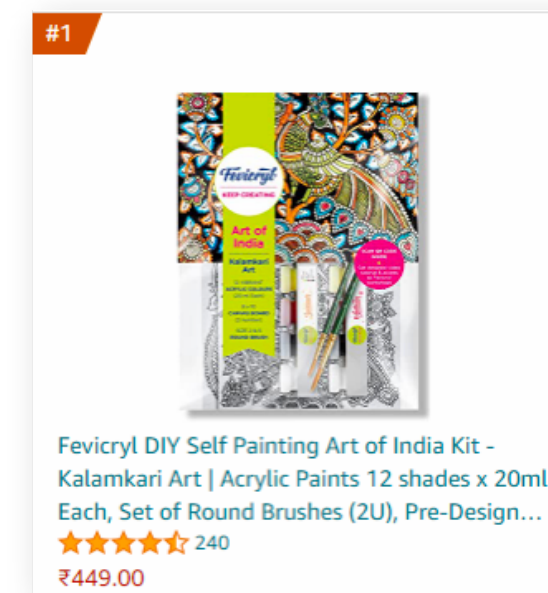
Investing in emerging channels: E-commerce

4

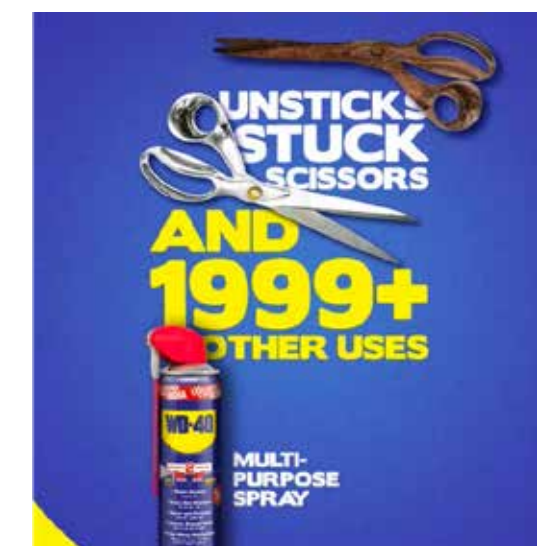
- Sales at 14X in around 3 years. We are present on more than 15 platforms (Flipkart, Amazon, eGrocery platforms like Zepto, etc.)
- Digital Shelf Analytics tool implemented, Organised retail, Supply chain dashboards implements for Analytics & Automation



“Quick Fix” positioning of Consumer Adhesive portfolio on Quick Commerce Platforms for scale up



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

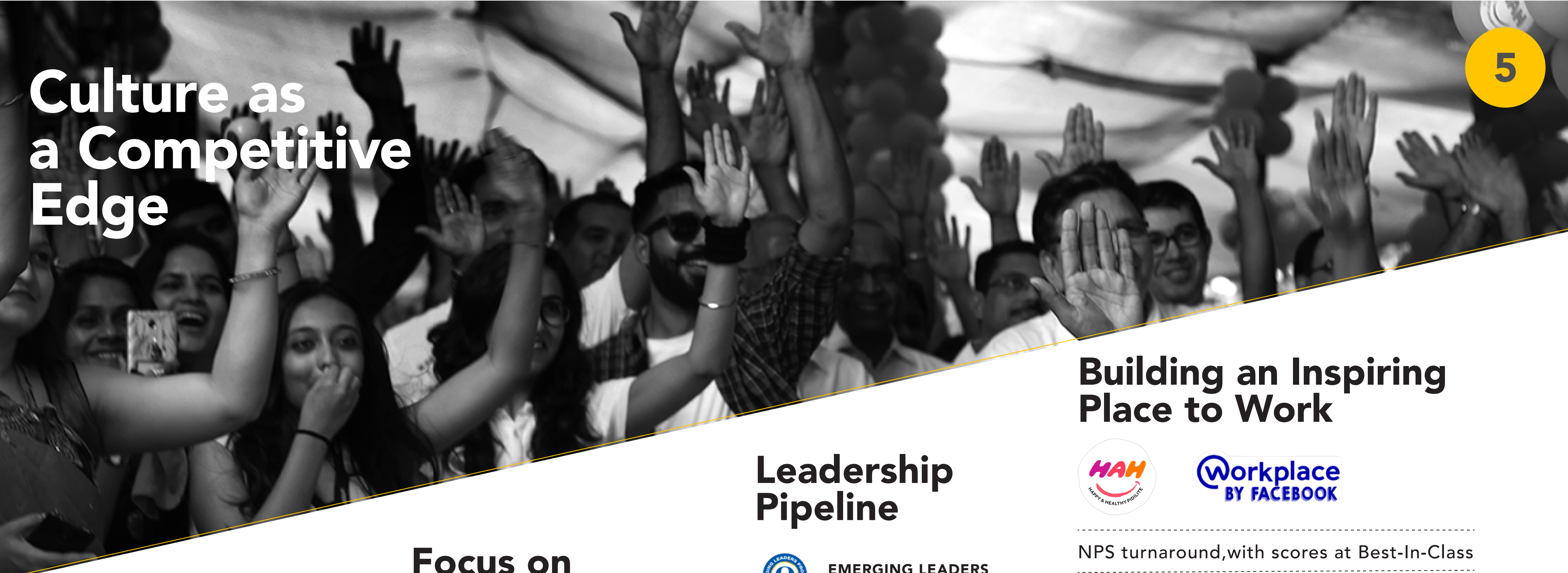


Stepping up play on Platform Performance Marketing & Creatives on Marketplaces



Gearing up for Pidilite's journey on ONDC in 2023-24

Culture as a Competitive Edge



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



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

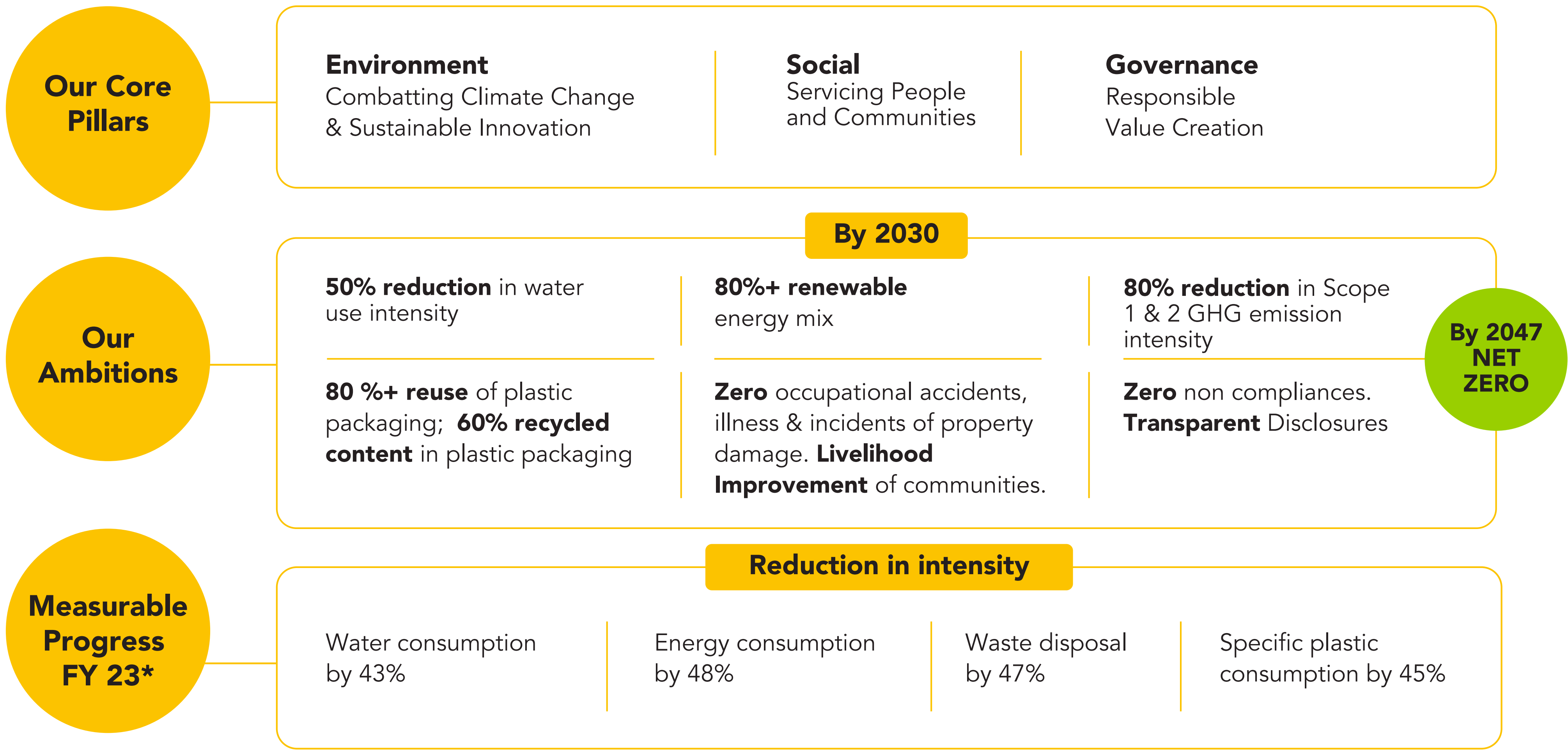
Recognised amongst Top 50 India's Best Workplaces Building a culture of Innovation by All 2024



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

Journey towards Sustainability

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



- Surpassed sustainability eco-efficiency targets set for 2022-23 with reduction In specific consumption of Water, energy & waste
- Climate change risk assessment in line with Task force on Climate related Financial Disclosures (TCFD) framework is completed.

Giving Back to Society

Agriculture & Horticulture Initiative



Farmer Producer Organization



Water Initiative



Swachtha Initiative



Health Initiative



Education & Skill Initiative

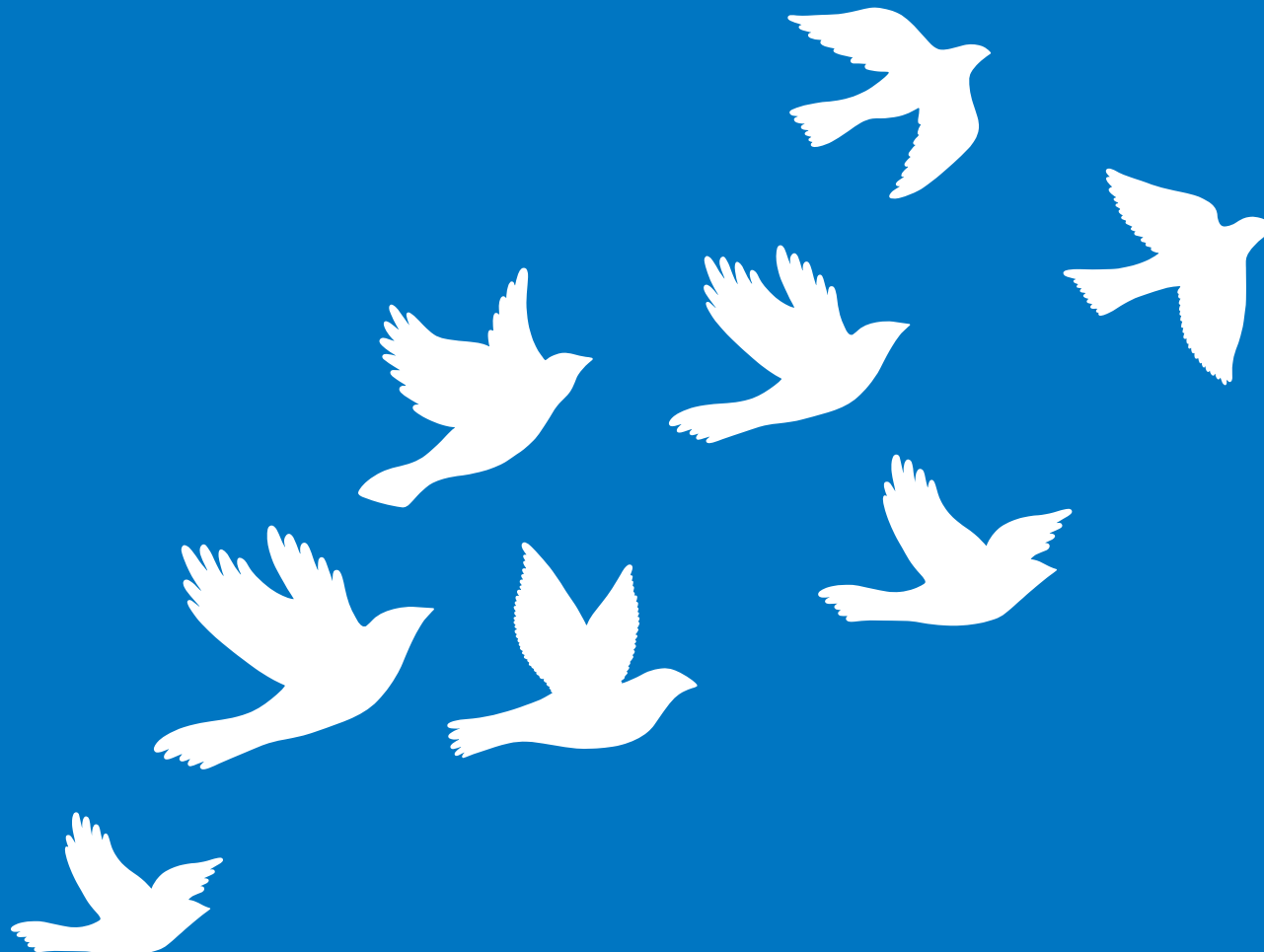


Khadi and Handloom Initiative



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

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Andheri (E), Mumbai - 400 059.
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Disclaimer: This presentation may contain statements which reflect the management's current views and estimates and could be construed as forward looking statements. The future involves certain risks and uncertainties that could cause actual results to differ materially from the current views being expressed. Potential risks and uncertainties include such factors as general economic conditions, foreign exchange fluctuations, competitive product and pricing pressures and regulatory developments.

Annexures

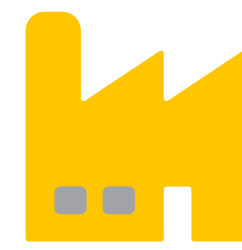
Company Overview



>8800
permanent
employees



Operations in
7 countries



33 Mfg. Plants &
34 Co-Makers
in India



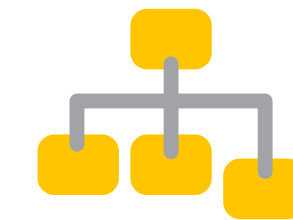
>900
Products



44 warehouses



Exporting to
>80 countries



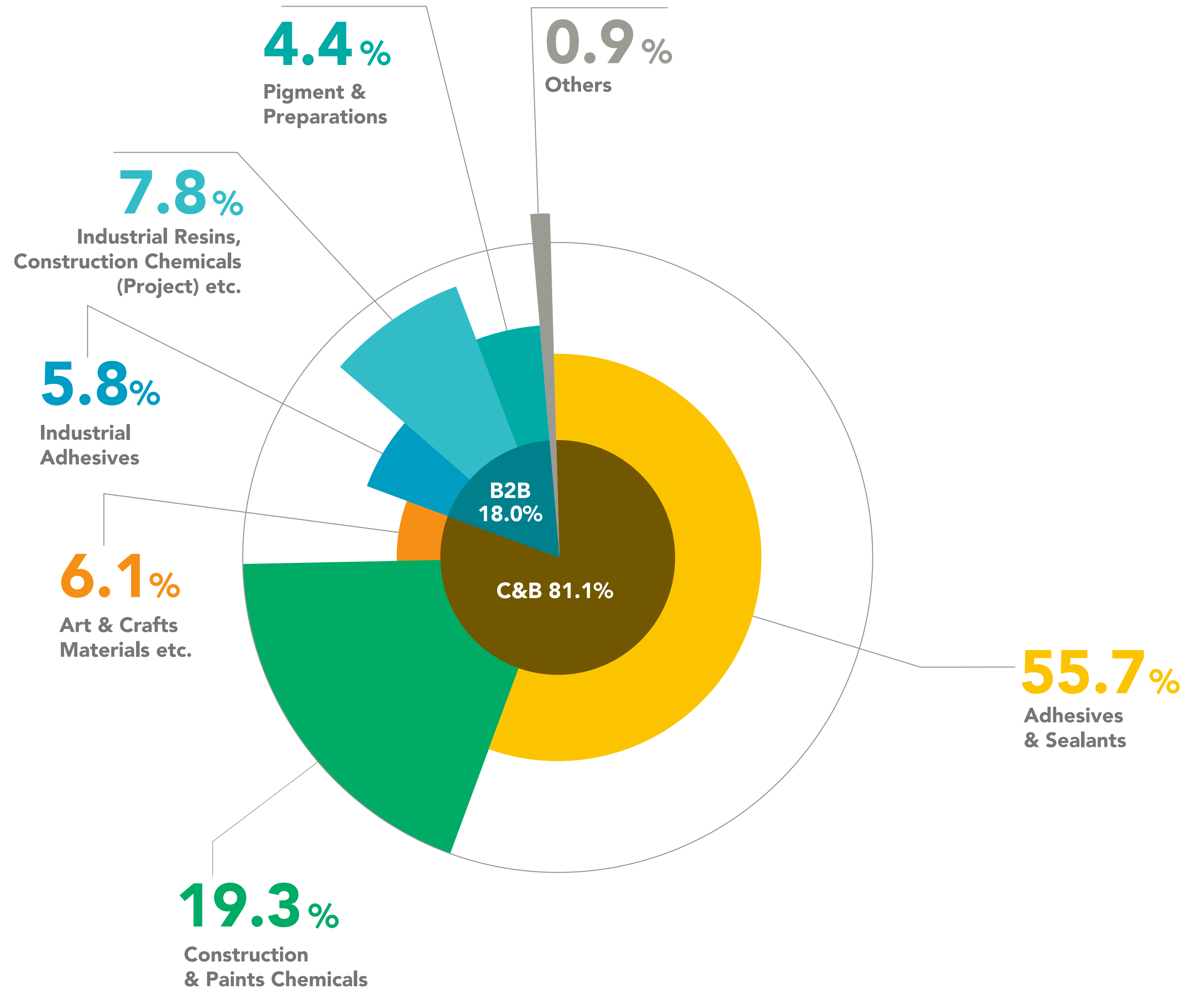
20 International &
13 Domestic
Subsidiaries



6 R&D Centres

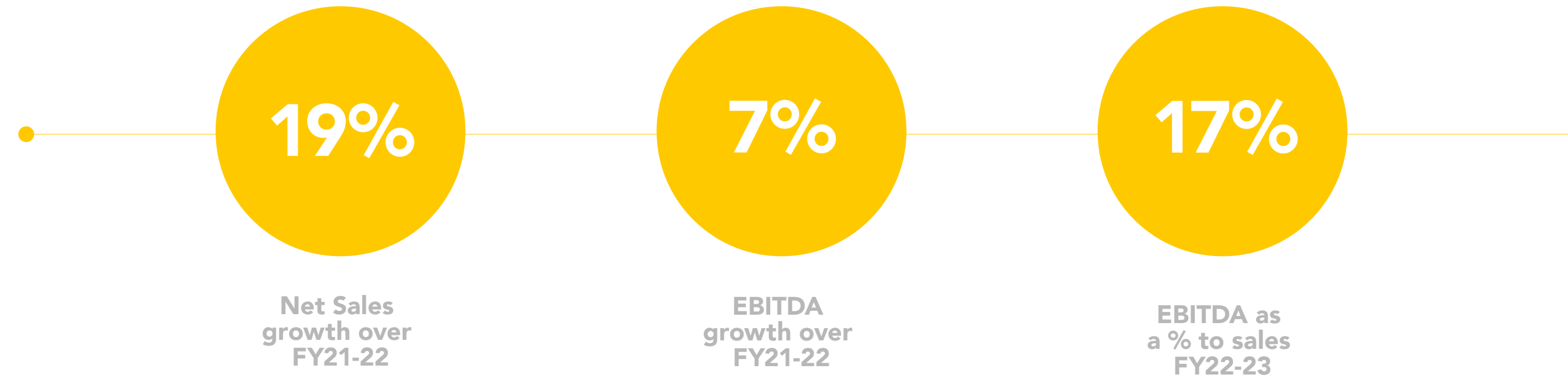
Revenue Split

Standalone Results – % of Total Sales for 2022-23

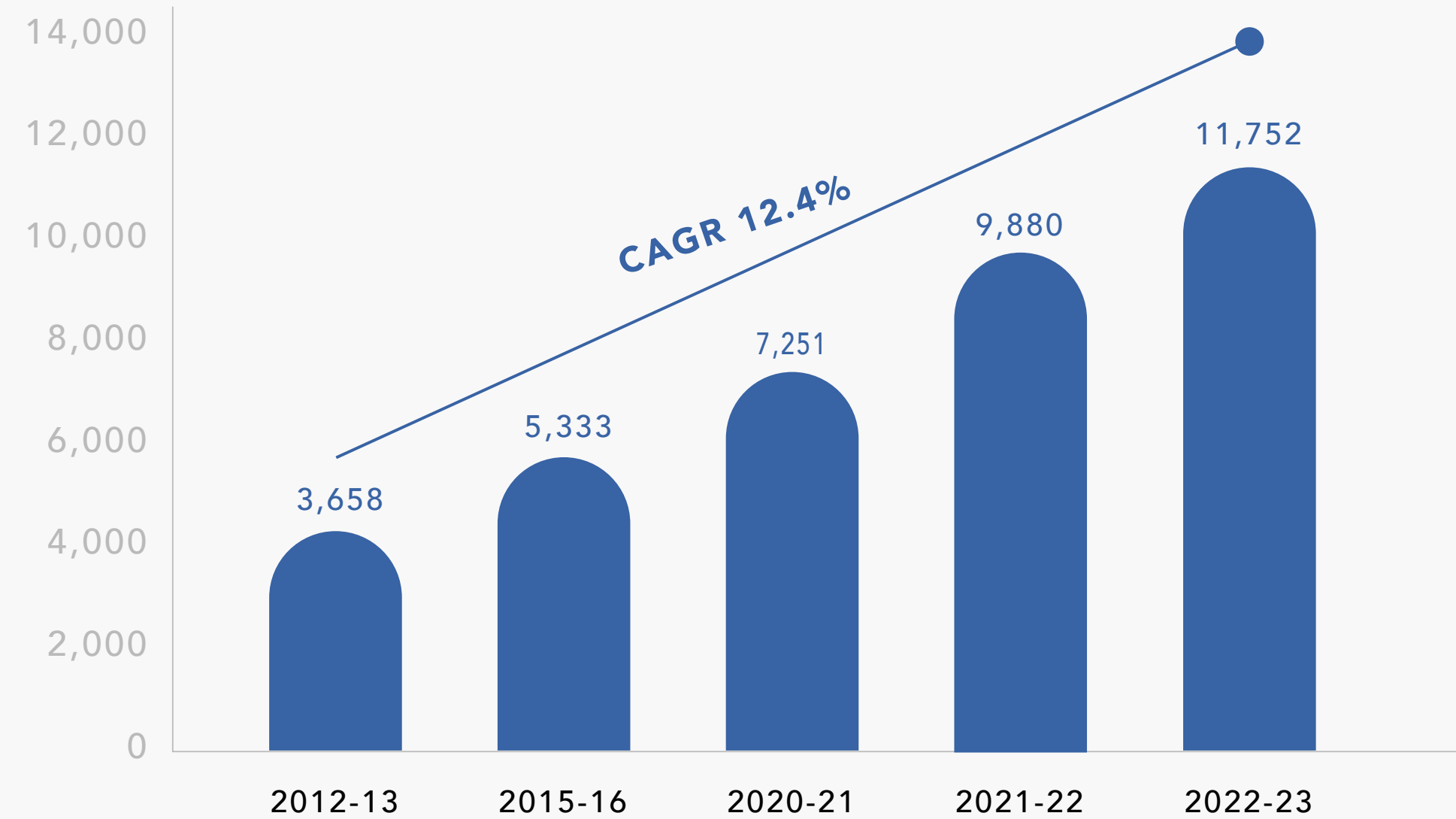


- 81.1% Consumer & Bazaar Products
- 18.0% Business to Business Products
- 0.9% Others

Track Record of Rapid Growth



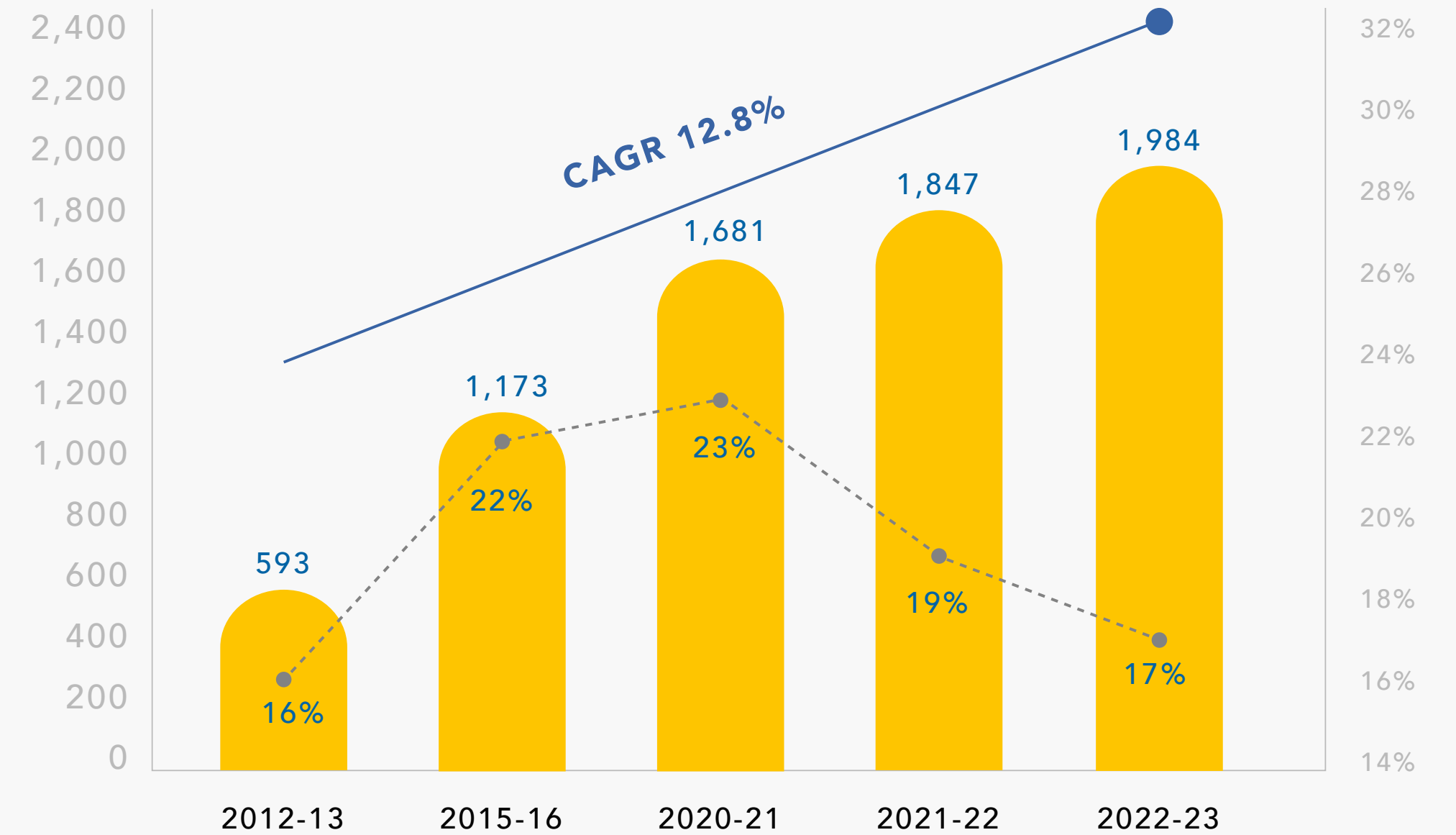
NET SALES GROWTH TREND OVER LAST 10 YEARS



● Consolidated Net Sales(Rs Crores)*

*Sales net of excise duty

EBITDA GROWTH TREND OVER LAST 10 YEARS

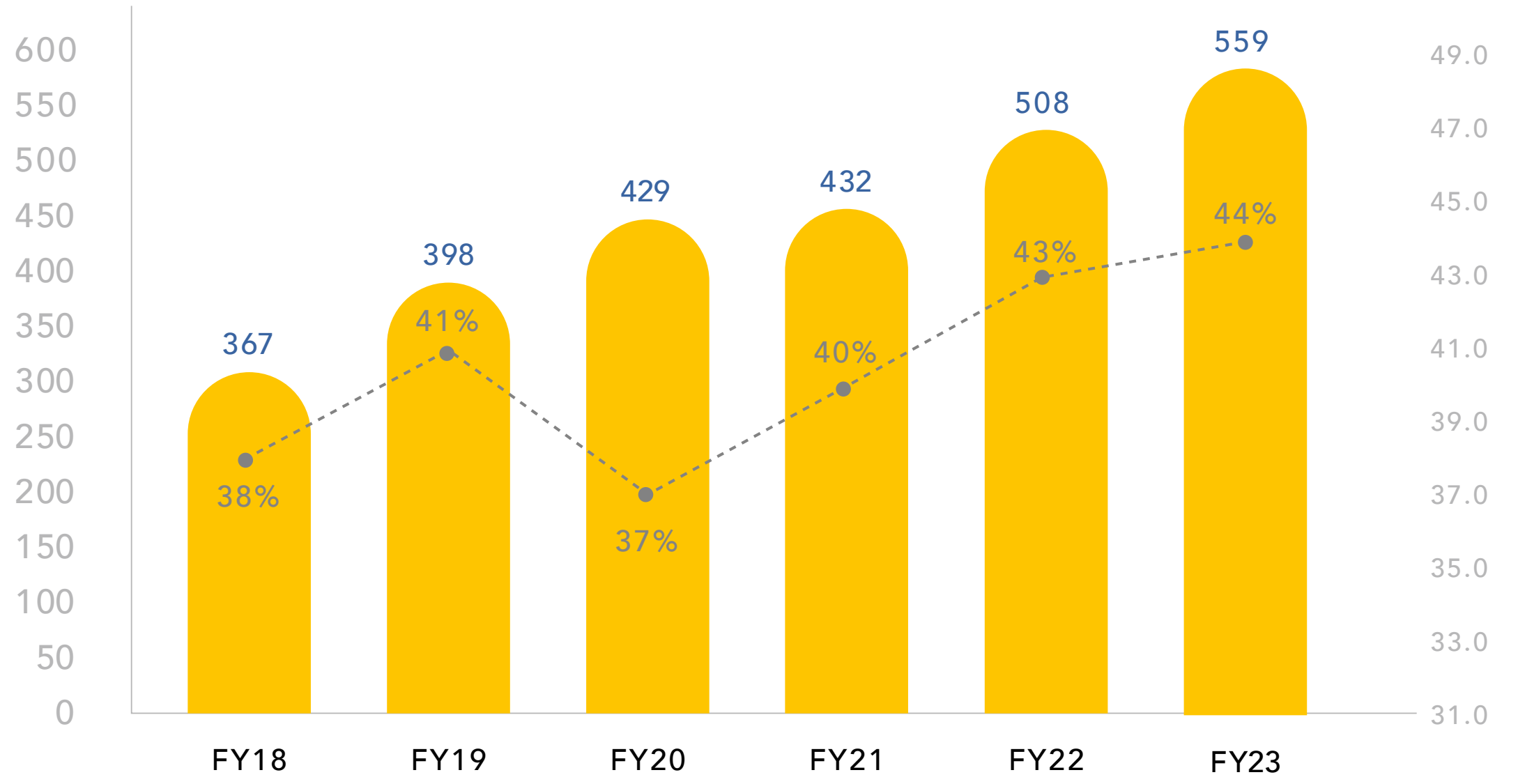
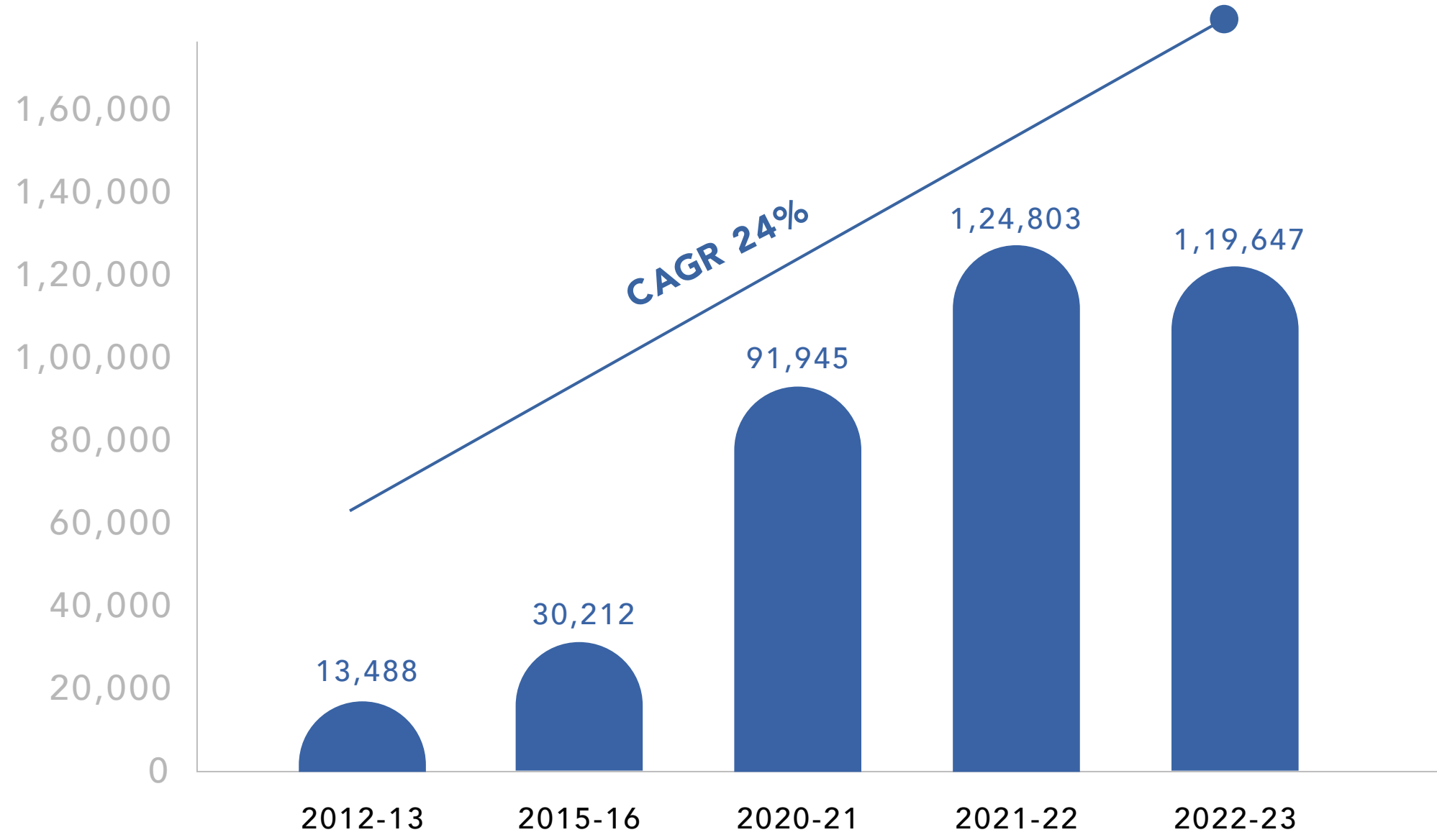
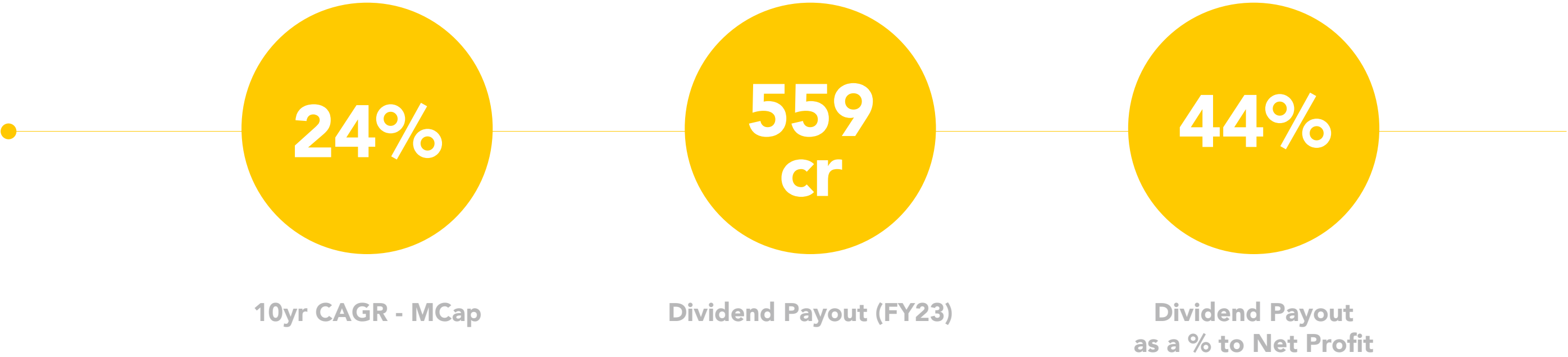


● Consolidated EBITDA(Rs Crores)*

● EBITDA as a % to Net Sales

**EBITDA before Non Operating Income

Creating Value for Shareholders



● Market Cap (Rs Crores)

● Dividend payout (Rs Crores)
 ---●--- % to Net Profit (excluding exceptional items)