30th October, 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: Earnings Presentation

Dear Sir,

Please find attached the Earnings Presentation for the quarter ended 30th September, 2025.

Thanking You,

Yours faithfully,
For Pidilite Industries Limited

MANISHA RAKESH SHETTY
Digitally signed by MANISHA RAKESH SHETTY
Date: 2025.10.30 19:44:52 +05'30'

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
Andheri - E, Mumbai 400059, India

T + 91 22 2835 7000
2835 7952 / 2835 7365
F +91 22 2830 4482
www.pidilite.com
CIN:L24100MH1969PLC014336

Pidilite

Q2/H1FY 26

Earnings Presentation

Our Brands

FEVICOL
DR. FIXIT — WATERPROOFING EXPERT
Fevi kwik — ONE DROP INSTANT ADHESIVE
M-seal
Roff — TILE & STONE FIXING EXPERT
Fevicryl
FEVI SEAL
fevi stik — the ORIGINAL
WD-40 — MULTI-USE PRODUCT
MOTO MAX
Araldite
STEELGRIP
WUDFIN
TENAX
TERMINATOR — WOOD PRESERVATIVE
NINA PERCEPT
Pidilite Puma
LITOKOL
HAISHA paints
Dr. cipy — SPECIALIZED FLOOR COATINGS
Jowat Klebstoffe
ICA Pidilite

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.

Index

Performance Overview

Financial Performance – Q2FY26

- Current quarter`s revenue growth of 10.4% with UVG of 10.3%.
- Consumer and Bazaar ('C&B') recorded UVG of 10.4%.
- Business to Business ('B2B') recorded UVG of 9.9%. The project business maintained its growth momentum; however, the industrial products revenue was impacted by lower exports.
- Gross Margin at 54.3% improved over Q2 FY25 (53.8%) due to lower input prices.
- EBITDA Margin at 24.7% was same as last year.
- Domestic Subsidiaries grew by 10.7% and International Subsidiaries grew by 4.5%.
- Consolidated Revenue at Rs 3,540 Cr grew by 9.8% and EBITDA margin at 24% is same as last year.

Financial Performance – H1FY26

- H1’26 revenue growth of 10.5% is aided by UVG of 10.1%.
- Consumer and Bazaar (‘C&B’) recorded UVG of 9.8% and Business to Business (‘B2B’) recorded UVG of 11.3%.
- Gross Margin expanded by 24 bps (11.0% absolute growth) on account of decline in input costs.
- EBITDA margin at 25.2% expanded by 52 bps over last year.
- Domestic Subsidiaries grew by 11.3% and International Subsidiaries grew by 5.4%.
- Consolidated Revenue at Rs 7,283 Cr grew by 10.2% and EBITDA margin at 24.6% improved by 67 bps over last year.

Financial Performance – Earnings Summary - Q2 FY26

	NET SALES#	EBITDA*	PBT*	PAT
CONSOLIDATED	Rs. 3,540 Cr	Rs. 851 Cr	Rs. 788 Cr	Rs. 585 Cr
YOY GROWTH	9.8%	10.7%	8.4%	8.3%

STANDALONE	Rs. 3,272 Cr	Rs. 807 Cr	Rs. 780 Cr	Rs. 586 Cr
YOY GROWTH	10.4%	10.4%	8.4%	8.1%

#Net Sales excludes Other Operating Revenue.
*EBITDA is before non-operating income. PBT is Profit before tax and Exceptional Items.

Financial Performance – Earnings Summary – H1 FY26

CONSOLIDATED	NET SALES#	EBITDA*	PBT*	PAT
	Rs. 7,283 Cr	Rs. 1,792 Cr	Rs. 1,704 Cr	Rs. 1,263 Cr
YOY GROWTH	10.2%	13.3%	14.0%	13.7%

STANDALONE	Rs. 6,740 Cr	Rs. 1,695 Cr	Rs. 1,659 Cr	Rs. 1,236 Cr
YOY GROWTH	10.5%	12.9%	13.5%	13.0%

#Net Sales excludes Other Operating Revenue.
*EBITDA is before non-operating income. PBT is Profit before tax and Exceptional Items.

New Product Introduction

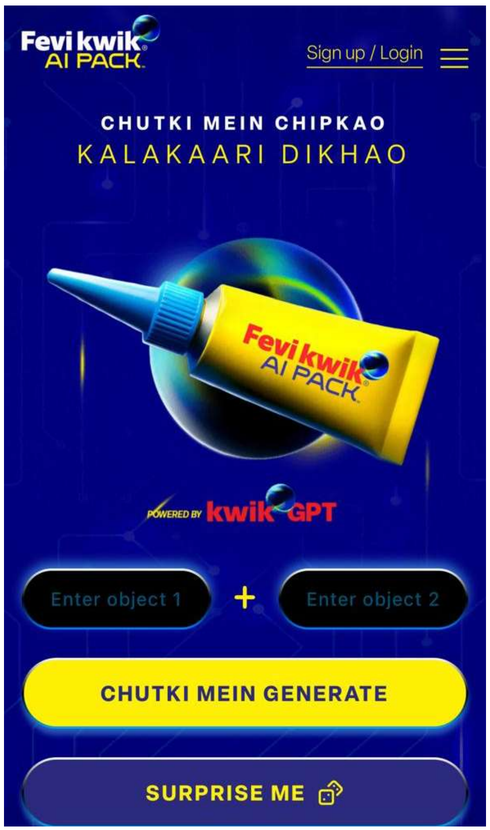
Professional Fevikwik Range

Segmented approach to address different professional user applications.

Construction Chemicals

Professional Tile Adhesive range with Techno Adapt technology.

Marketing Initiatives
Fevikwik breaks new ground with AI innovation



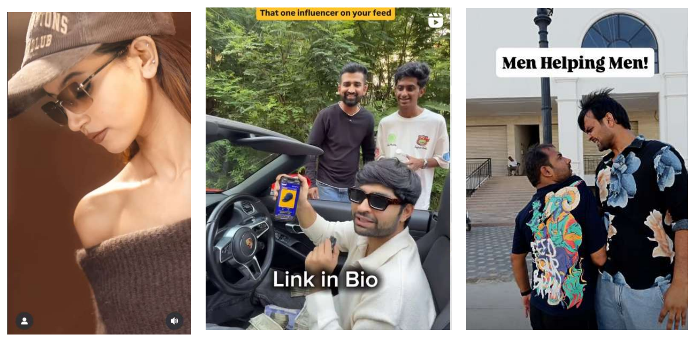
Meta

132 Mn views

YouTube IN

152 Mn views

100+ influencers



840K User Generations and counting!

70K Campaign Participations and counting!

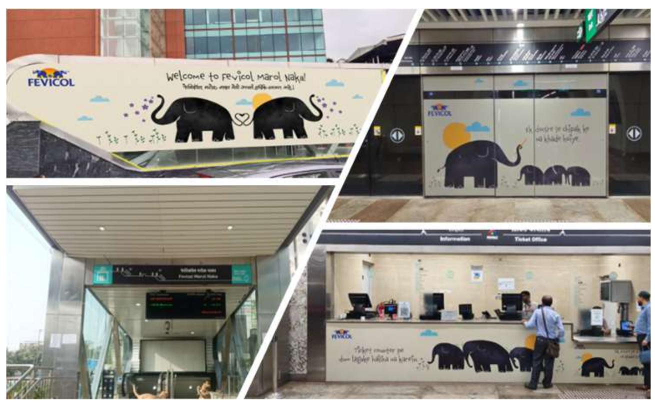
Marketing Initiatives
Properties built for brand brilliance

Dr. Fixit X Kaun Banega Crorepati (KBC)

Roff X Asia Cup

Roff X Big Boss Telugu

Dr. Fixit X Pandharpur Wari



Fevicol X Marol Naka Aqua Line

Roff X PKL UP Yoddhas

Marketing Initiatives
Our impactful events & exhibitions

Ectronica India 2025

CII Premiere Surface & Coating

Credai Fairpro 2025

Dialogues, Udaipur

Awards

Fevicol won Gold for Festive Marketing and Silver for Storytelling at the ET Shark Awards 2025, celebrating insight-led creativity through Teeka ID and Jugalbandi.

Silver at Rural Marketing Association of India Awards for M Seal

Silver MadX awards 2025 for Fevicol Jugalbandi Influencer campaign.

Fevicol Marol Naka won 2 bronze metals at the OAA (OOH Advertising Awards)

Awards

Our Chairman, Shri Madhukar Balvantray Parekh, has been honoured with the prestigious Vivekananda International Relations (VIR) Peace Award

Detailed Financial Performance

Financial Performance – Earnings Summary - Q2 FY26

	NET SALES#	EBITDA*	PBT*	PAT
CONSOLIDATED	Rs. 3,540 Cr	Rs. 851 Cr	Rs. 788 Cr	Rs. 585 Cr
YOY GROWTH	9.8%	10.7%	8.4%	8.3%
STANDALONE	Rs. 3,272 Cr	Rs. 807 Cr	Rs. 780 Cr	Rs. 586 Cr
YOY GROWTH	10.4%	10.4%	8.4%	8.1%

#Net Sales excludes Other Operating Revenue.
*EBITDA is before non-operating income. PBT is Profit before tax and Exceptional Items.

Financial Performance – Earnings Summary – H1 FY26

	NET SALES#	EBITDA*	PBT*	PAT
CONSOLIDATED	Rs. 7,283 Cr	Rs. 1,792 Cr	Rs. 1,704 Cr	Rs. 1,263 Cr
YOY GROWTH	10.2%	13.3%	14.0%	13.7%

STANDALONE	Rs. 6,740 Cr	Rs. 1,695 Cr	Rs. 1,659 Cr	Rs. 1,236 Cr
YOY GROWTH	10.5%	12.9%	13.5%	13.0%

#Net Sales excludes Other Operating Revenue.
*EBITDA is before non-operating income. PBT is Profit before tax and Exceptional Items.

Segment Overview – Standalone

(in INR Crores)

Sr. No.	PARTICULARS	Quarter Ended			Half Year Ended		
		Q2' FY25	Q2' FY26	Growth (%)	H1 FY25	H1 FY26	Growth (%)
1	**Segment Sales**						
	a) C&B	2,391	2,650	11%	4,954	5,474	10%
	b) B2B	619	673	9%	1,253	1,381	10%
	c) Others	15	14	-6%	28	28	1%
	Total	**3,025**	**3,338**	**10%**	**6,235**	**6,883**	**10%**
	Less : Inter Segment Sales	48	50	4%	112	117	4%
	Revenue from operations#	**2,977**	**3,287**	**10%**	**6,123**	**6,767**	**11%**
2	**Segment Results (PBIT)^**						
	a) C&B	746	821	10%	1,525	1,724	13%
	Margins (PBIT/Sales)	*31.2%*	*31.0%*		*30.8%*	*31.5%*	
	b) B2B	111	119	8%	218	251	15%
	Margins (PBIT/Sales)	*17.9%*	*17.7%*		*17.4%*	*18.2%*	
	c) Others	1	0	-100%	3	2	-37%
	Total Segment Results	**858**	**940**	**10%**	**1,745**	**1,977**	**13%**
	Less : i) Finance Costs	8	6	-18%	16	13	-22%
	ii) Other unallocable expenditure net of unallocable income	131	154	18%	267	305	14%
	Profit Before Tax (PBT)*	**720**	**780**	**8%**	**1,462**	**1,659**	**13%**

#Revenue includes other operating revenue.
^PBIT is Profit Before Interest, `Tax and Exceptional Items.
*PBT is Profit Before Tax and Exceptional Items.

Segment Overview – Standalone

Consumer and Bazaar (C&B)

- C&B segment revenue grew by 10.8% with UVG at 10.4%.
- Material costs as percentage to sales declined during the quarter and A&SP was stepped up to drive growth.
- Segment EBIT declined by 23 bps.

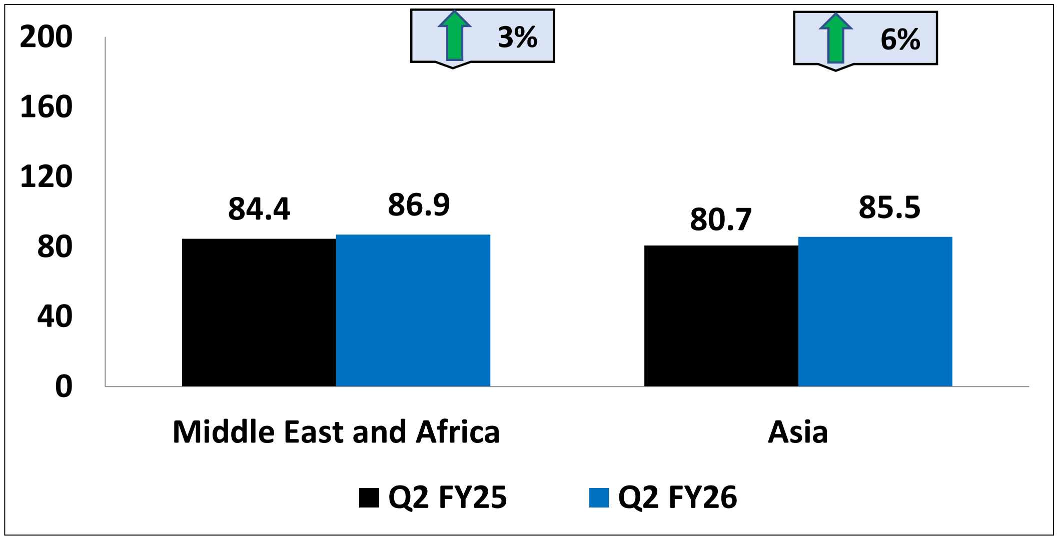
Business to Business (B2B)

- B2B segment witnessed growth of 8.7% for the quarter and 10.2% for H1FY26. The project business maintained its growth momentum; however, the industrial products revenue was impacted by lower exports.
- EBIT% declined by 17 bps due to higher A&SP spends partly offset by lower input cost .

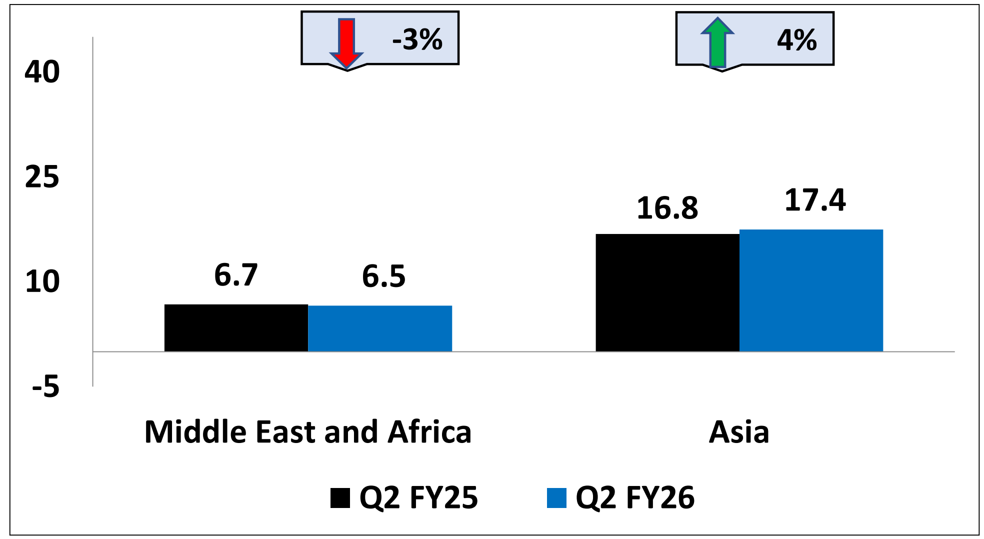
Subsidiaries Performance Q2 FY'26 - Overseas

(in INR Crores)

NET SALES



EBITDA

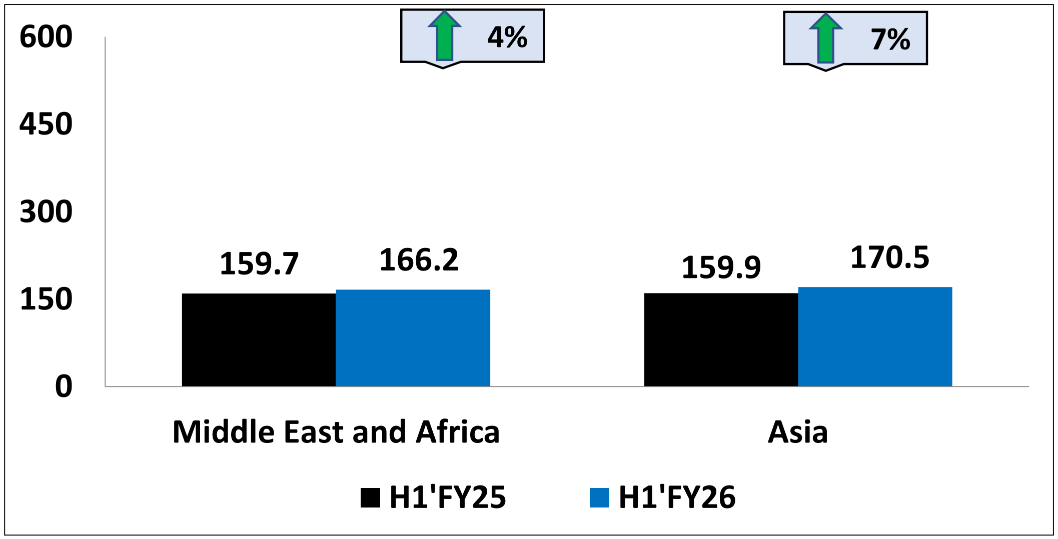


EBITDA is before exceptional items. Figures are reported excluding consolidation adjustments.

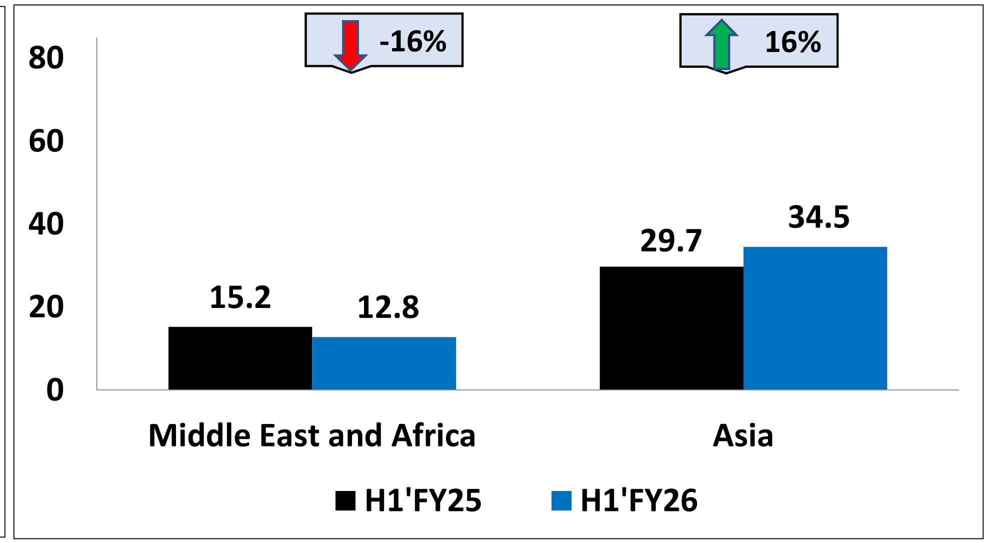
Subsidiaries Performance H1 FY’26 - Overseas

(in INR Crores)

NET SALES



EBITDA

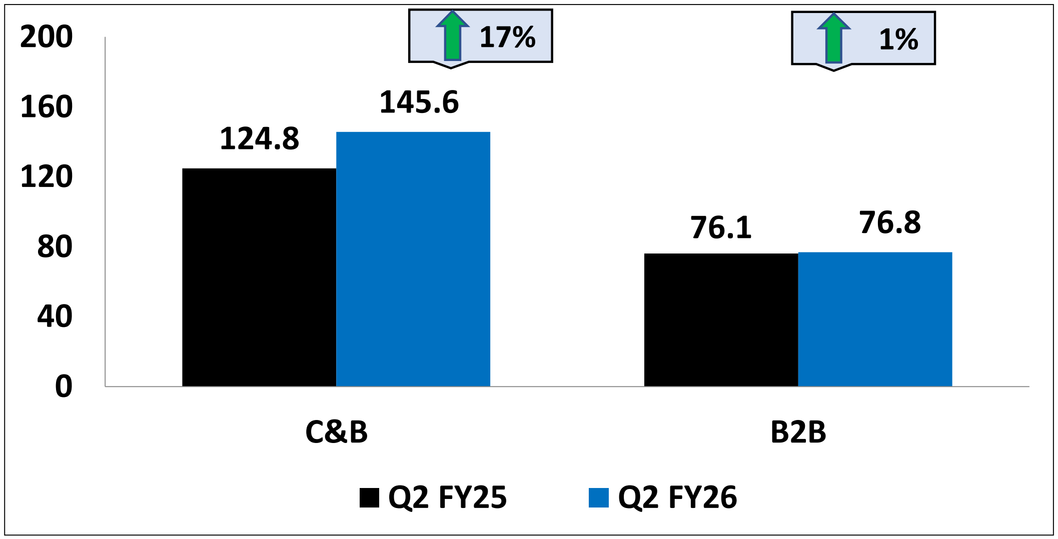


EBITDA is before exceptional items. Figures are reported excluding consolidation adjustments.

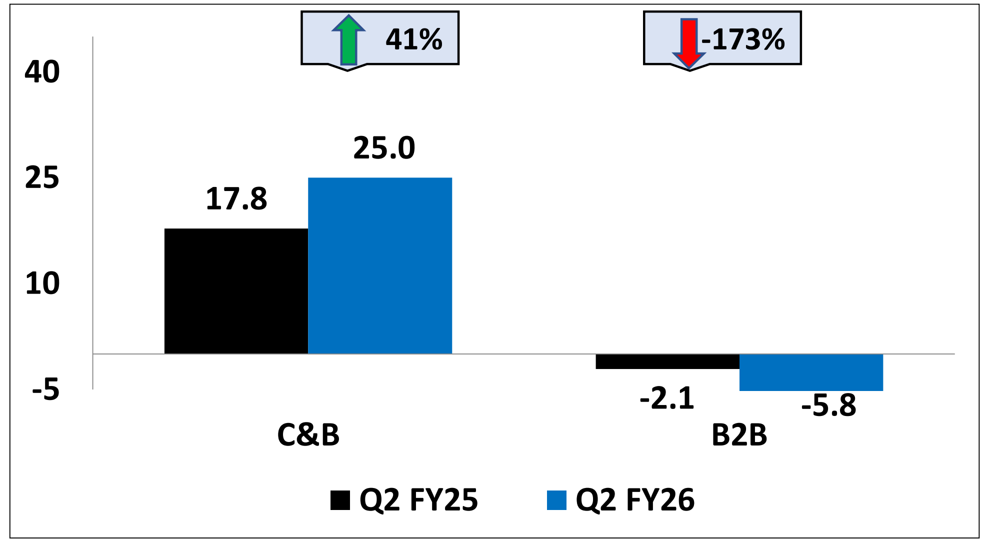
Subsidiaries Performance Q2 FY’26 - Domestic

(in INR Crores)

NET SALES



EBITDA

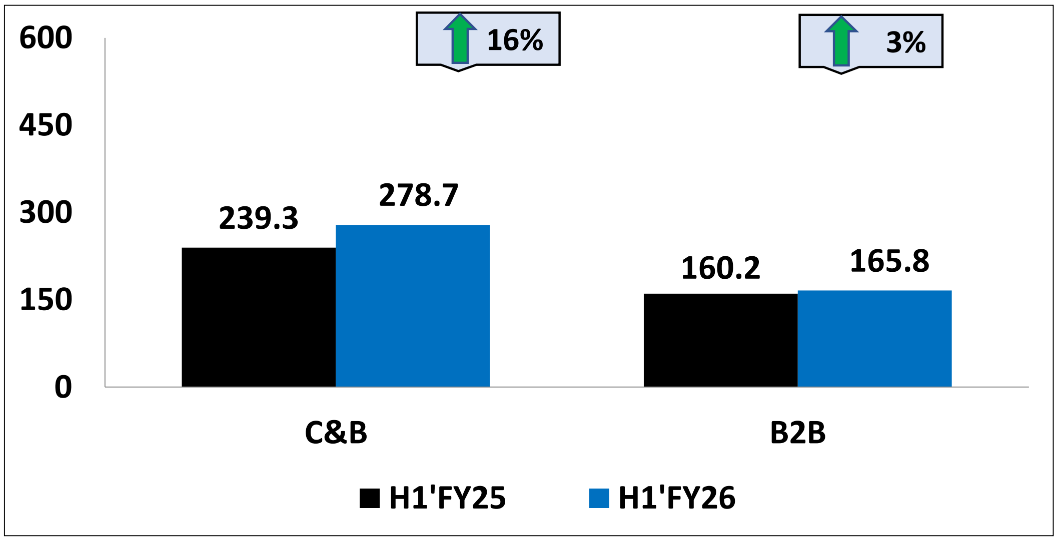


EBITDA is before exceptional items.
C&B is Consumer & Bazaar and B2B stands for Business to Business.

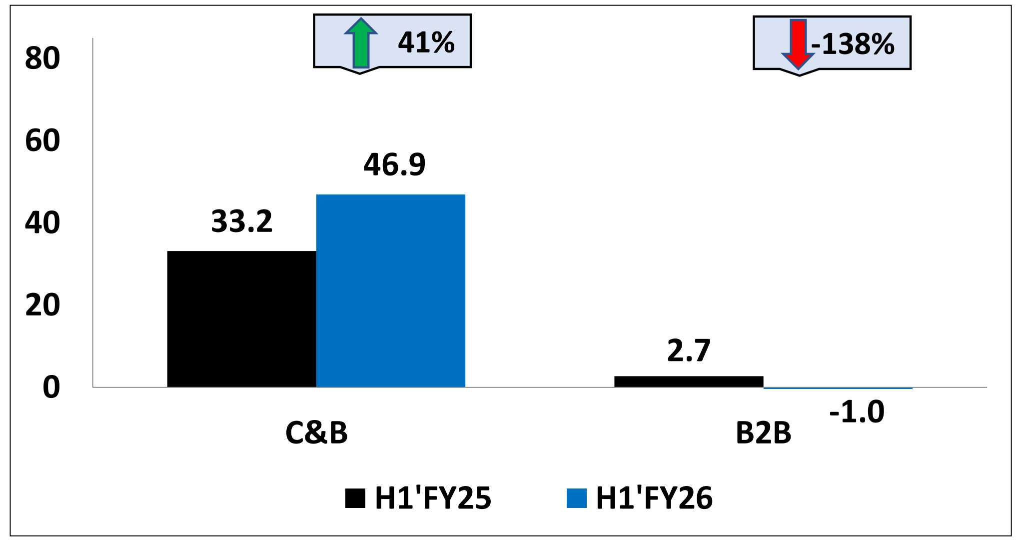
Subsidiaries Performance H1 FY’26 - Domestic

(in INR Crores)

NET SALES



EBITDA



EBITDA is before exceptional items.
C&B is Consumer & Bazaar and B2B stands for Business to Business.

Sustainability Journey

Sustainability Journey - Approach

Proactive approach to integrate sustainability into business strategy

Core Pillars

Environment	Social	Governance
Combating Climate Change	Servicing People & Communities	Responsible Value Creation

2030 Ambitions

Environment

- **70%* reduction** Water Use intensity
- **70%+* renewable** energy mix
- **80%* reduction** in Scope 1 & 2 GHG emission intensity
- **90% reduction** in waste to landfill
- **50%* reduction** in virgin plastic use intensity

Social

- **Zero** occupational accidents, illness & incidents of property damage.
- **Improve Gender Diversity** across the organization
- **Livelihood Improvement** of communities.

Governance

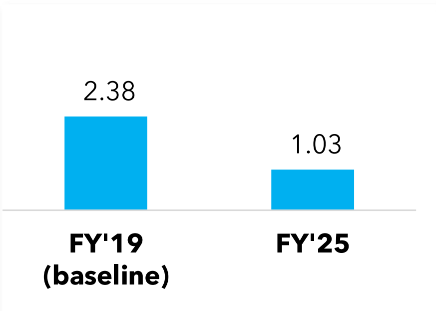
- **Efficient** risk management
- **Zero** non compliances.
- **Transparent** Disclosures
- **Responsible** Sourcing

*** from baseline of FY 2018-19**

Sustainability Journey – KPI

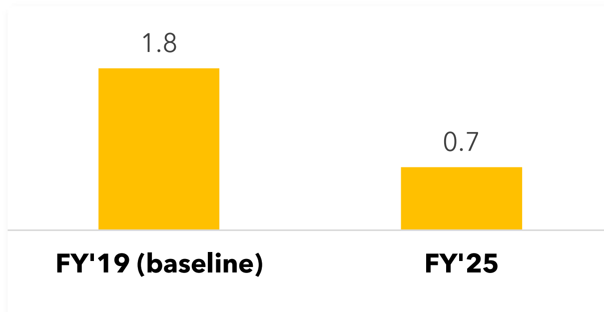
The execution of identified actions delivering measurable outcomes

Water Use Intensity [KL/Ton of Production]



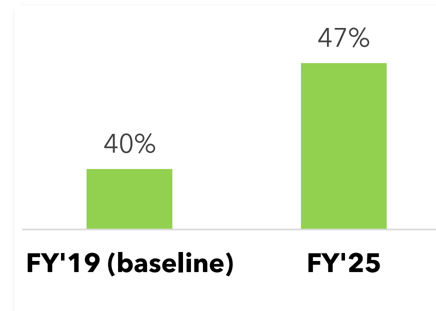
57% Reduction

Energy Use Intensity [GJ/Ton of Production]



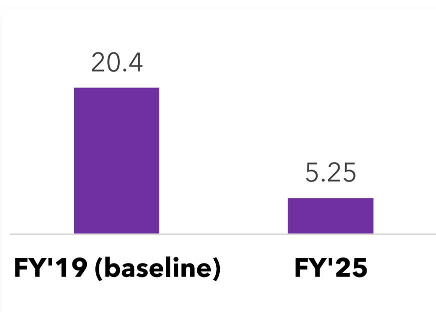
61% Reduction

Renewable Energy Mix [% of Renewable Energy in Total Energy Consumed]



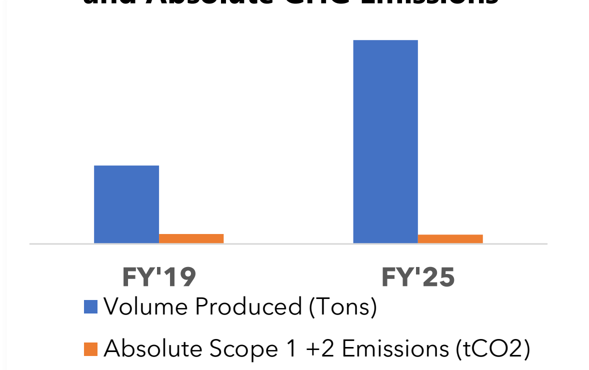
7% Increase

Waste Disposal Intensity [Kg/Ton of Production]



74% Reduction

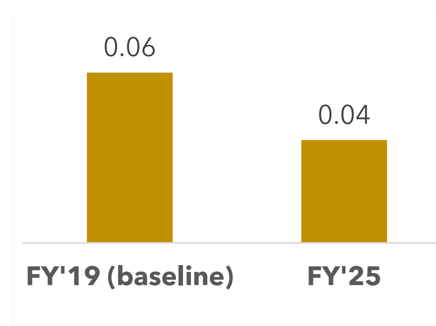
Comparison of Volume Produced and Absolute GHG Emissions



158% Increase in Volume

6% Increase in Emissions

Virgin Plastic Use Intensity [Ton/Ton of Production]



40% Reduction

100% EPR Compliance since FY'22

Performance Outlook

Performance Outlook

- As we look ahead, we remain optimistic. The domestic operating environment is expected to improve, aided by favourable monsoons, and the indirect cascading impact of GST 2.0 on our demand coupled with accelerated growth in the construction sector driven by benign interest rates and enhanced liquidity.

- At the same time, we remain vigilant to geopolitical developments, given their potential to disrupt supply chains and create uncertainty around global tariffs.

- We are firmly committed to our strategic agenda of driving consistent, profitable, volume-led growth through continued investment in our brands, supply chain, and people.

Company Information

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

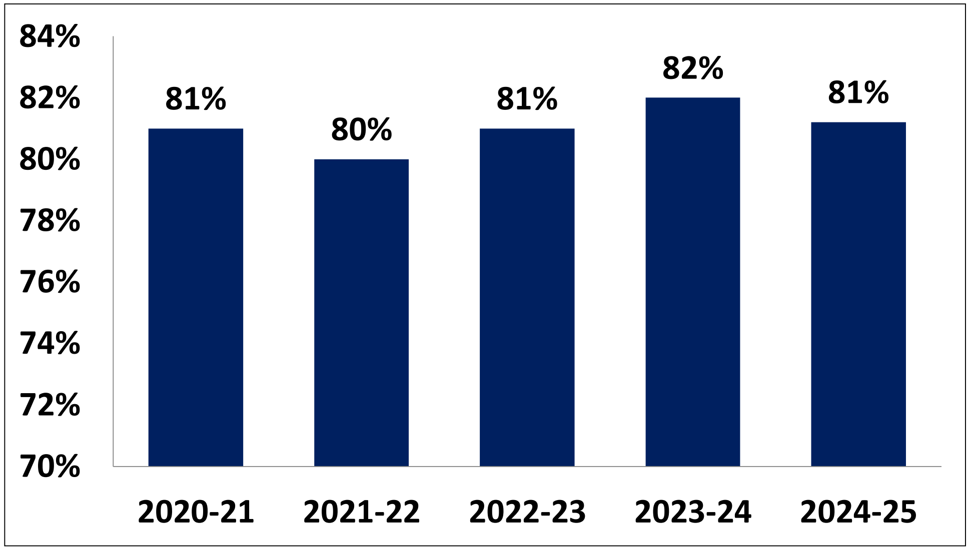
Nascent Categories with huge market creation opportunity

100 Crores revenue in 3 years

5-year Performance by Business Segments (Standalone)

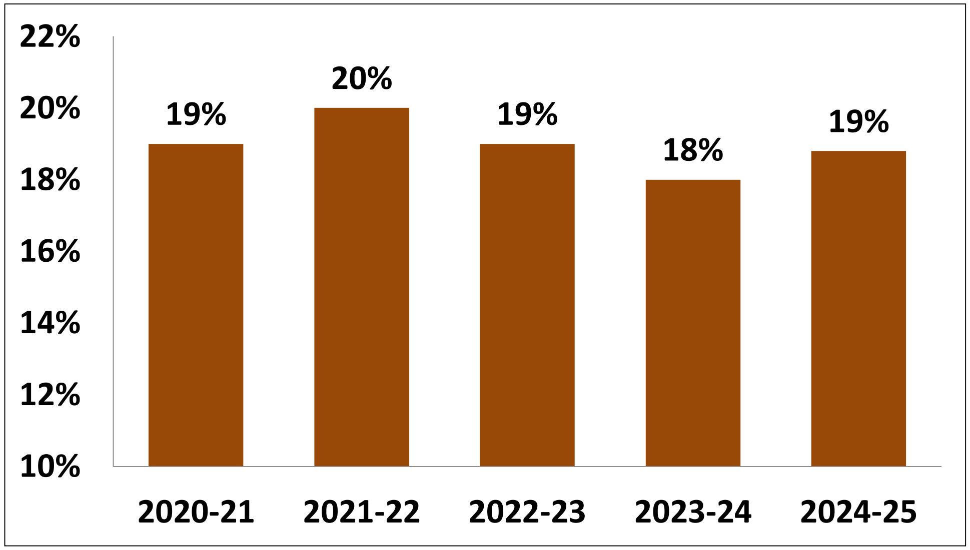
Numbers represent Percentage of Total Sales

Consumer and Bazaar (C&B)

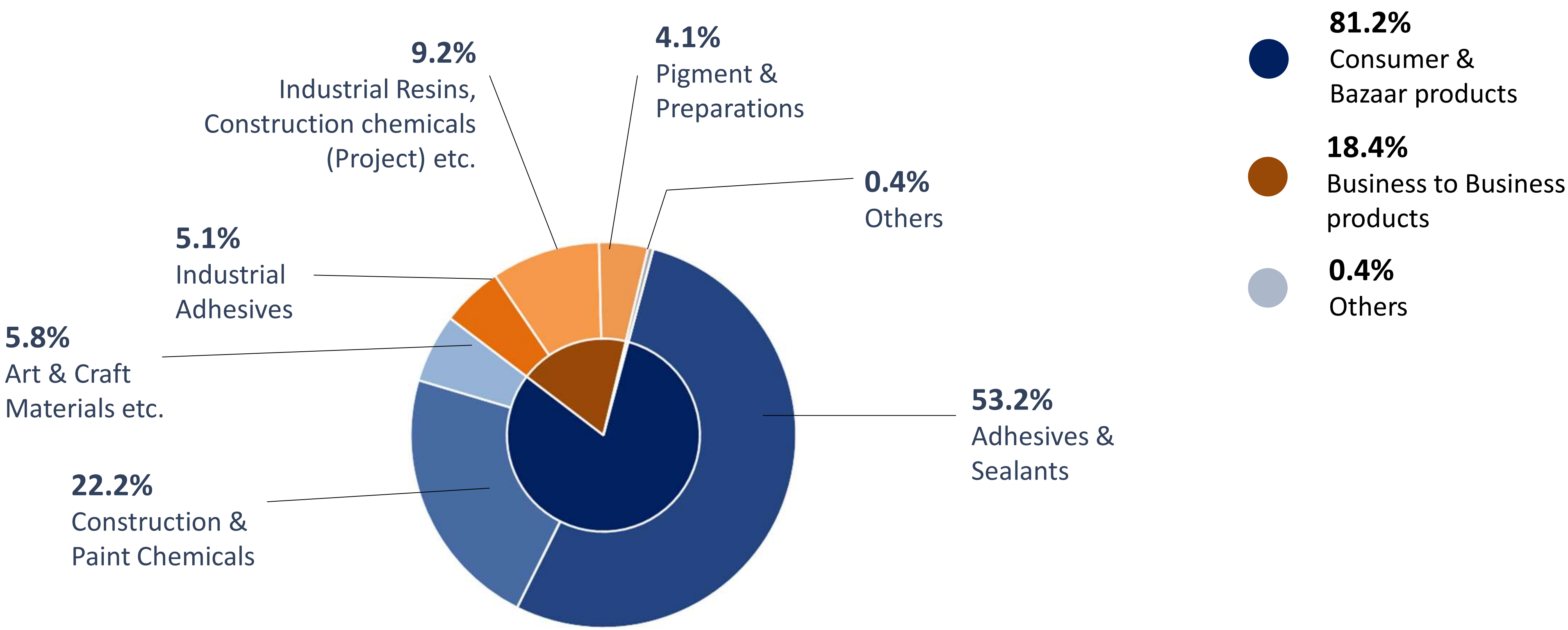


Business to Business (B2B)

B2B includes Others also



Industry Segment Composition



Standalone Results - % of Total Sales based on FY 2024-25

Company at a glance

Brand established in 1959
Pioneer in Consumer & Specialty Chemicals

Domestic Presence

33 plants & **31** co-makers

9 Regional offices & **4** RDCs

48 Warehouses

14 domestic subsidiaries (including **1** partnership firm) and **6** associates

Standalone Domestic Revenue of
Rs. 11,079 Cr in FY25

Domestic Subsidiaries Revenue of
Rs. 887 cr in FY25

Adhesives & sealants, construction chemicals, art & craft products & polymer emulsions

International manufacturing facilities in Thailand, Dubai, Egypt, Bangladesh, Sri Lanka & Kenya

19 overseas subsidiaries (**5** direct and **14** step-down) and **1** Joint Venture

Rs. 647 Cr revenue from overseas subsidiaries in FY 25

Standalone Export Revenue of
Rs. 993 Cr in FY 25

Revenue Figures are excluding consolidation adjustments.

History of creating **strong brands**

Exporter of Pigments and Pigment emulsions to emerging markets as well as Europe and North America

Among the **most trusted brands** in the country. Other big brands include M-Seal, Fevikwik, Fevistik, Roff, Dr. Fixit, Fevicryl, Araldite, Araldite Karpenter and Araseal.

5 R&D centres in India.

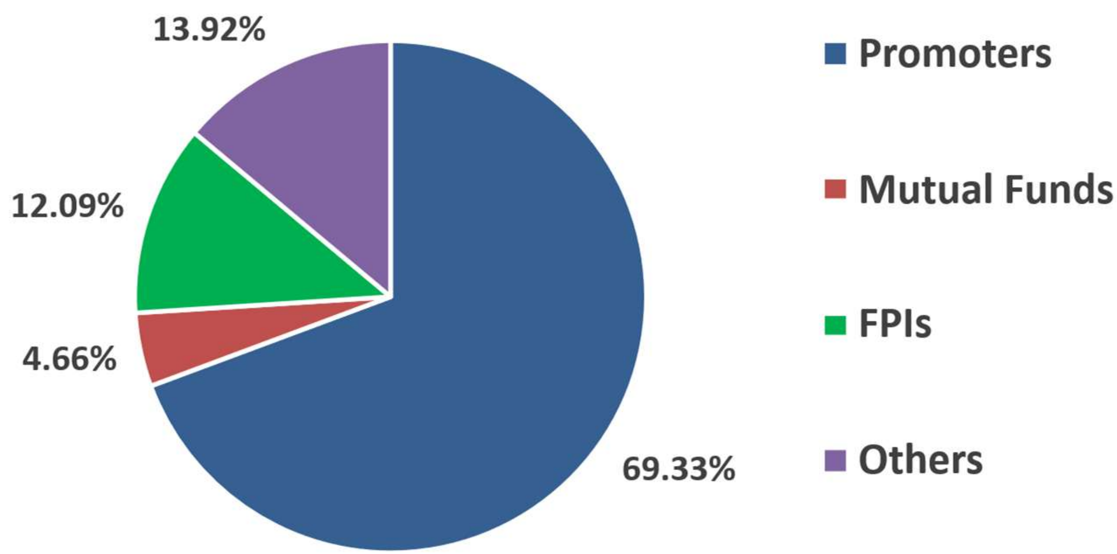
1 in Singapore

6,110+ SKUs of **810+** Products

8,500+ employees at Standalone level

4900+ distributors in India

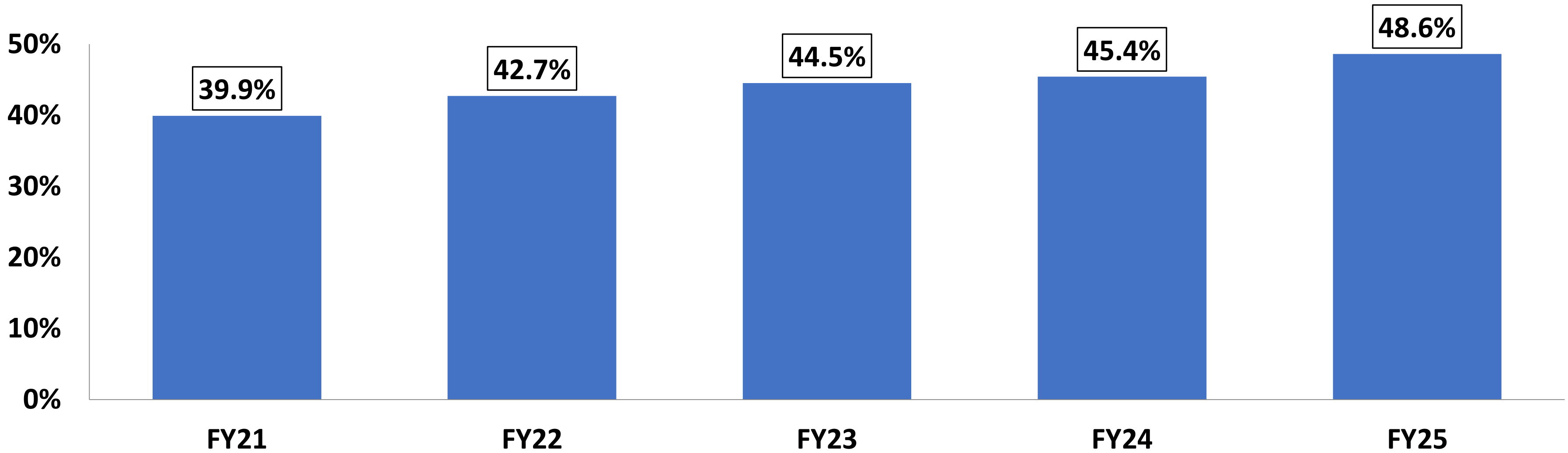
Shareholding Pattern- 30th September 2025



Share price movement

Rebased to 100

Consistent dividend payouts



Note: The Net Profit considered for above calculation is excluding exceptional items

Pidilite

CIN : L24100MH1969PLC014336

Investor Relations

Investor.relations@pidilite.co.in

Manisha Shetty
[Company Secretary]

Ramkrishna Mandir Road,
Off Mathuradas Vasanji Road,
Andheri (E), Mumbai - 400 059.
Phone : +91 22 28357949
Fax : +91 22 28216007