



18<sup>th</sup> May, 2023

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  
Andheri - E, Mumbai 400059, India  
**T + 91 22 2835 7000**  
**2835 7952 / 2835 7365**  
**F +91 22 2830 4482**  
[www.pidilite.com](http://www.pidilite.com)  
**CIN:L24100MH1969PLC014336**

# BUILDING BONDS



IN NEW  
WAYS

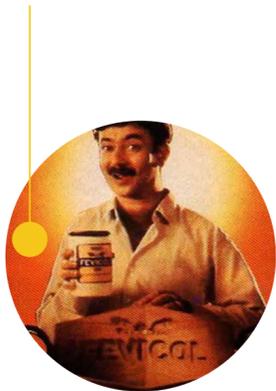


# Our Journey

## Inception

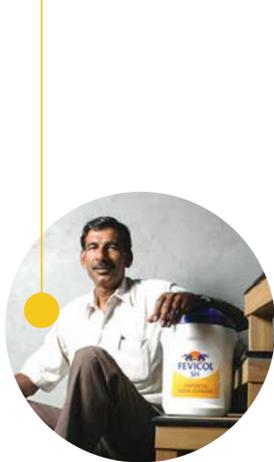
**1959**

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)



**2020-21**

Pandemic strikes & Lockdown across the globe.  
  
Investments in emerging digital platforms - Pepperfry, Homelane and Liv space.  
  
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  
  
Augmented 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



# 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**



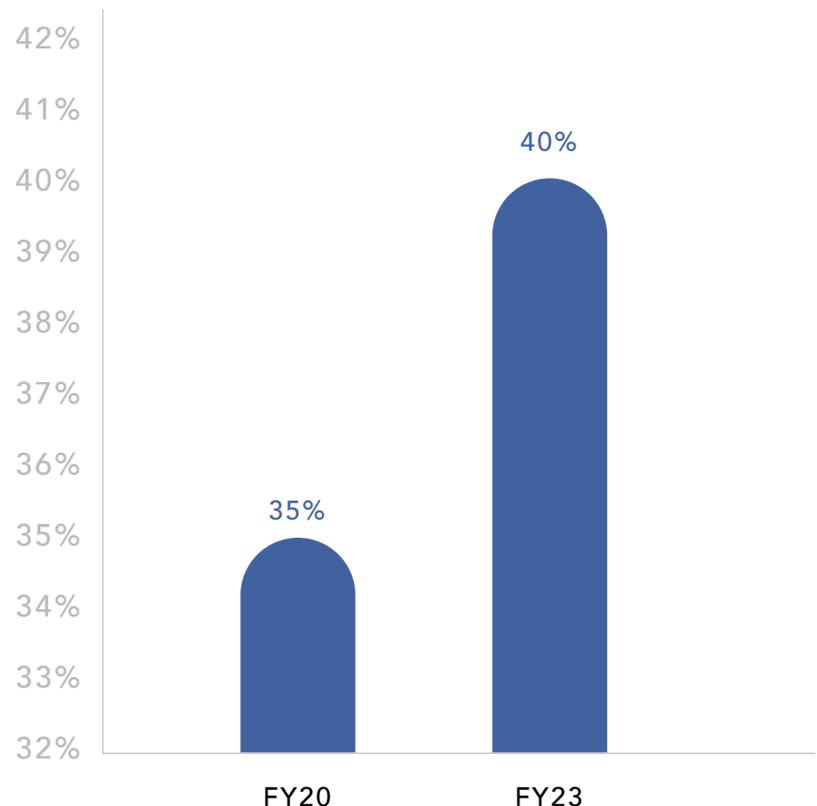
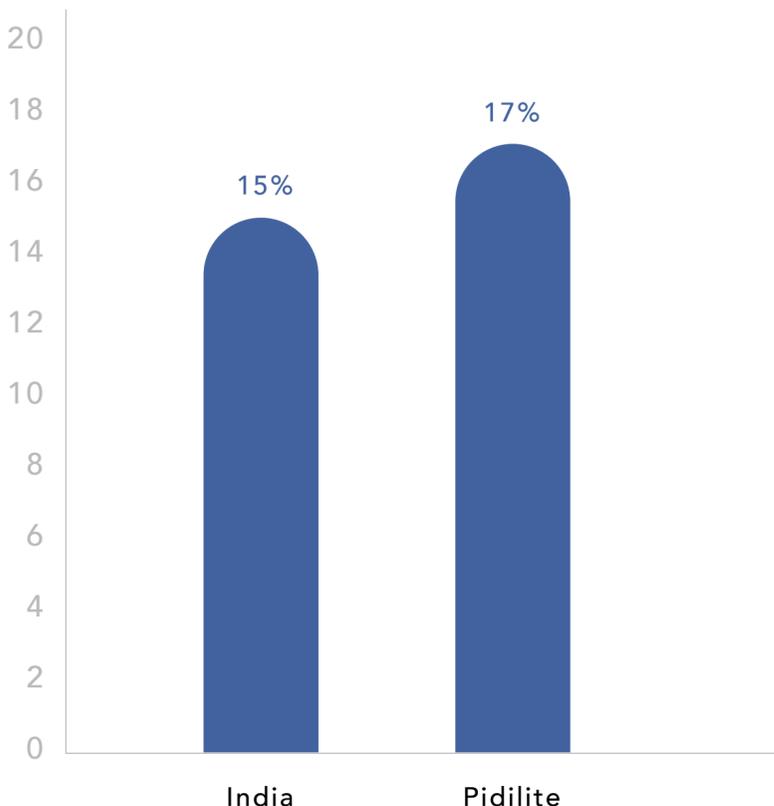
# Snapshot of the last 3 years

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

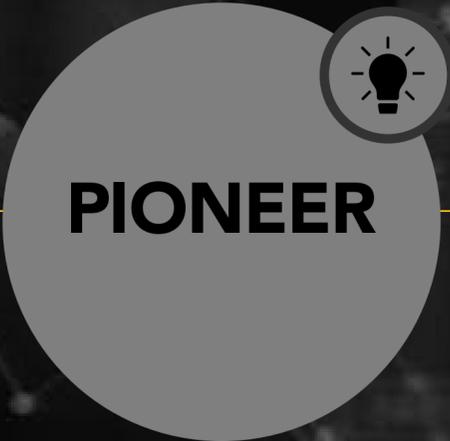
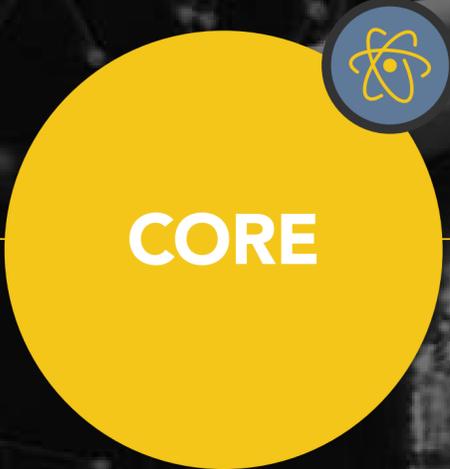
- **Investing in future-ready supply chain** (augmented capex, 24 capacity building projects, digitization & automation)
- **Continued investment in R&D**
- **Accelerating digital & analytics** interventions
- **Maintaining people as a competitive edge** ('Great place to work', continued hiring)
- **Investing 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**

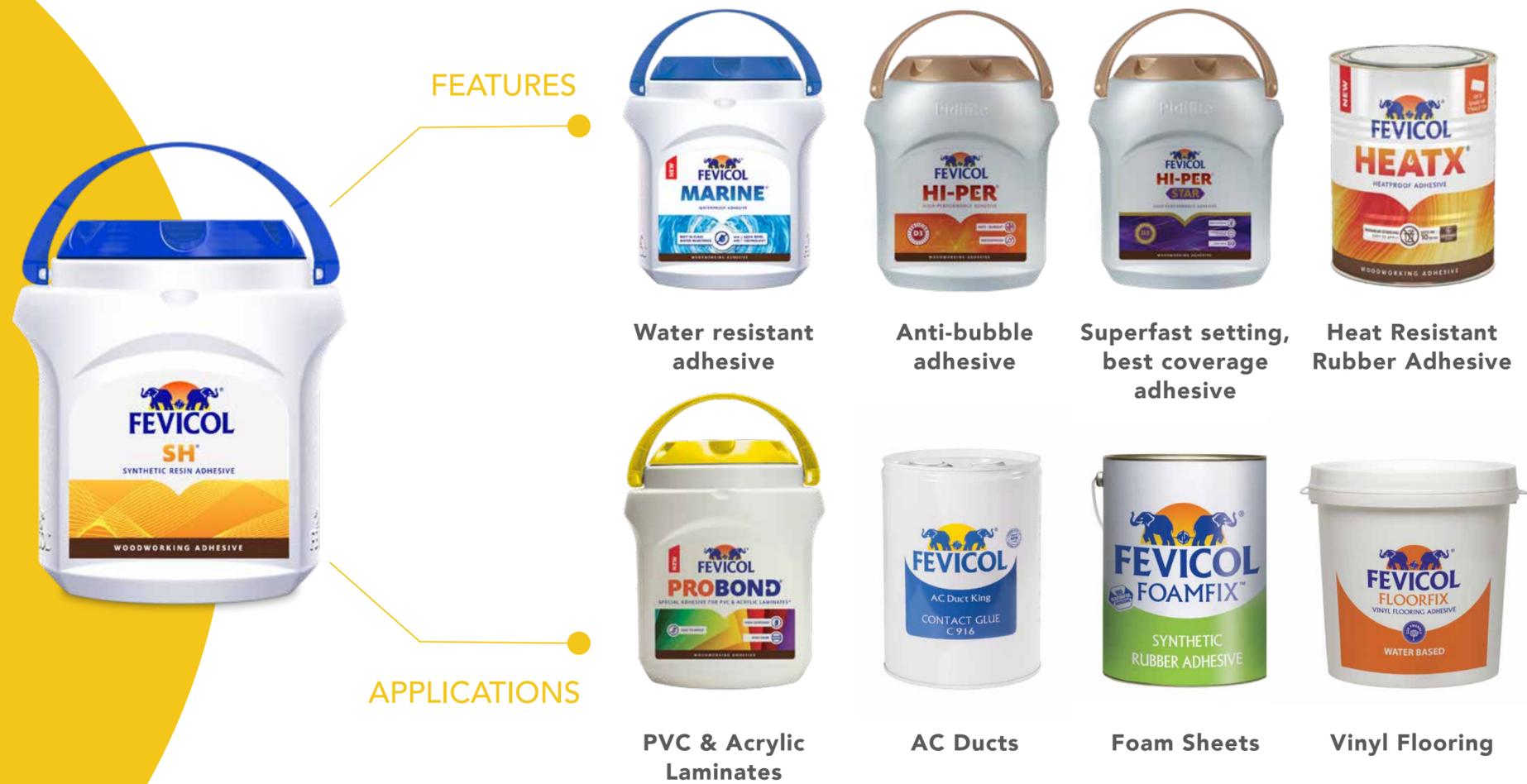
# How we grow our core at 1-2X GDP...



**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



# Reinforcing Brand Leadership



**Fevicol Sofa**



**Fevicol 19/20**



**M-seal Handkerchief**



**Araldite**

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



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

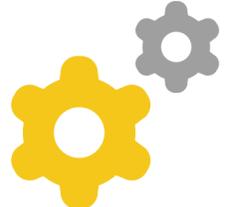
# Creating Categories



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.



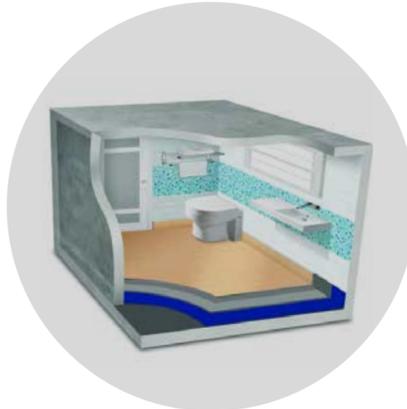
Roff positioned as an expert Tile and Solutions provider, supported with best-in-class portfolio of brands/ products through JVs with global specialists



**Tile and Stone Installations**



**Stone and Tile Care products**



**Under Tile waterproofing Solutions**



Premium Tile Adhesive



Premium stone care

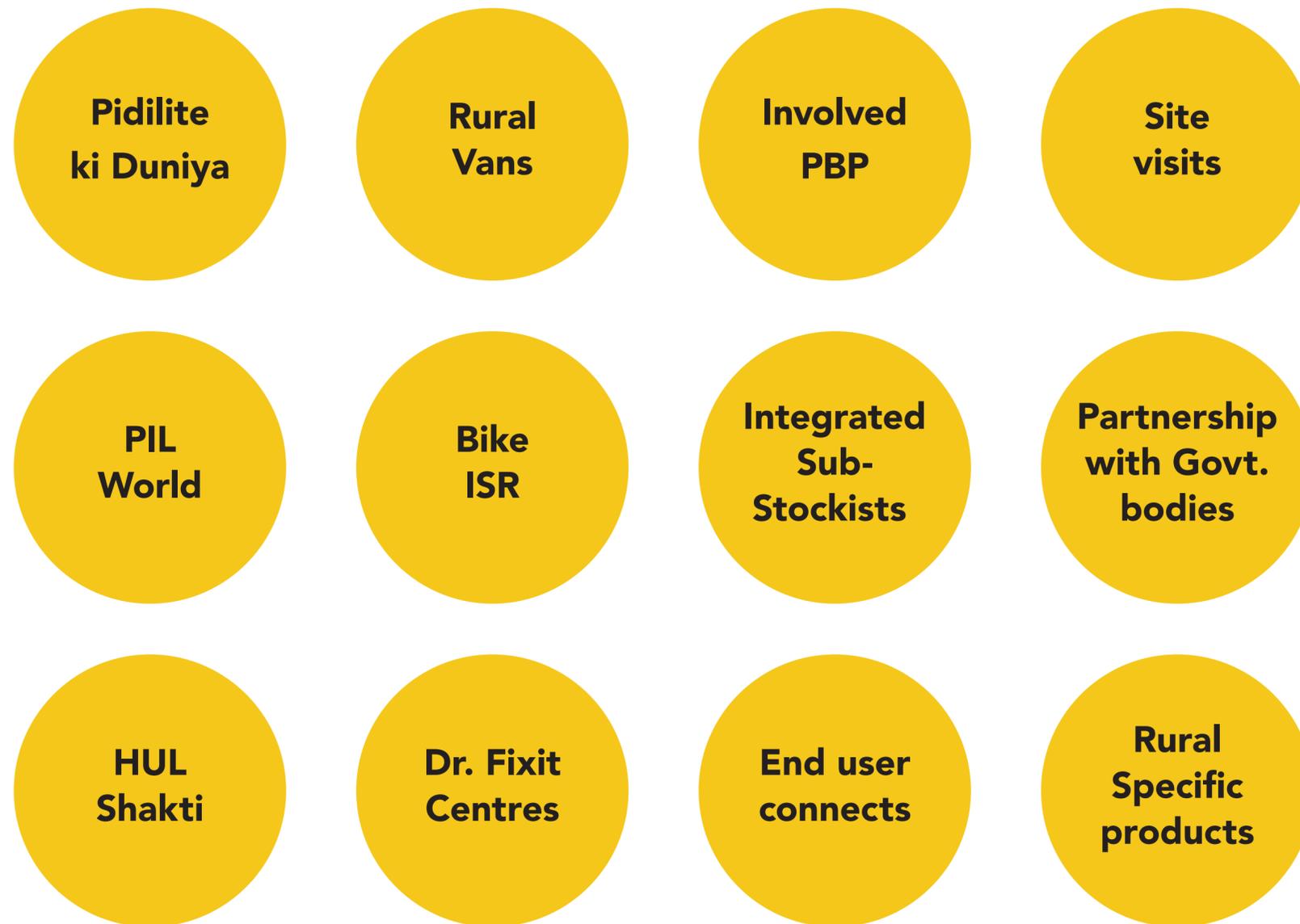


Via Specialized Grouts in partnership with Litokol, ROFF is aiming to expand category usage via upgrading customers from cement grout and gaining share via differentiated offerings vs. existing competition. The estimated size of this category today is between Rs. 500 Cr to Rs. 600 Cr

**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



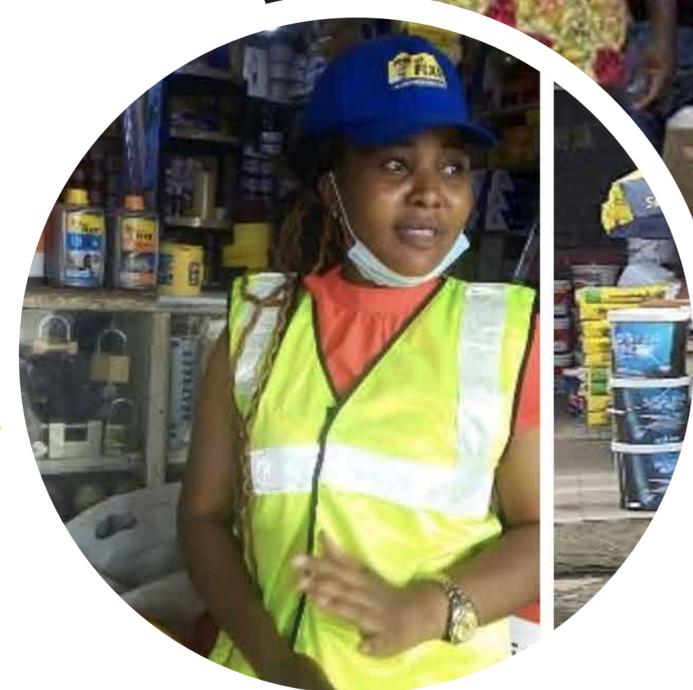
	2020	→	Now
Towns covered	>18000		> 30000
No. of Pidilite ki Duniya outlets	~ 6000		> 8000
No. of Dr. Fixit Centres	> 450		> 900
No. of HUL Shaktis	> 9500		> 12500

# 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



## UNOFIN DECORATIVE WATERPROOF RENDER

- 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 replaces conventional 4Ps (Plaster, Putty, Primer & Paint) system
- Commercial production to commence 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

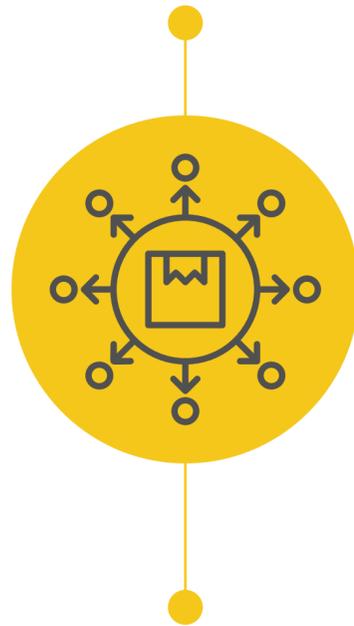
- **Floor coat**: Highly abrasion resistant floor coating
- **Ceiling emulsion**: Super white super matt ceiling paint



# **Winning in the new normal**

# 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"

## 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
- Easing global supply chains, driving inflation under 6%



- Continued revival of real estate market
- Govt. thrust on "building India"



- Private capex expected to revive (Atmanirbhar Bharat, PLI, China + 1, etc)
- Emergence of high growth areas - electronics, green energy/mobility, etc.



- Digital adoption continues to accelerate



- Global recessionary environment
- Potential spill-over impact on India



- Risk of prolonging/ escalation of geopolitical tension



- Risk of any deterioration of Covid situation



- Risk of delayed revival in rural demand

# Winning in the new normal – 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

**3** 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



- Powerful & high-strength adhesive
- Sticks everything everywhere
- Water - resistant
- Safe to use
- Sticks in 1-2 min
- Carries up to 10 kgs after 4 hours



- Paint + Waterproofing at NO additional Cost!
- Labour & time saving
- Available in 1000+ shades
- 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



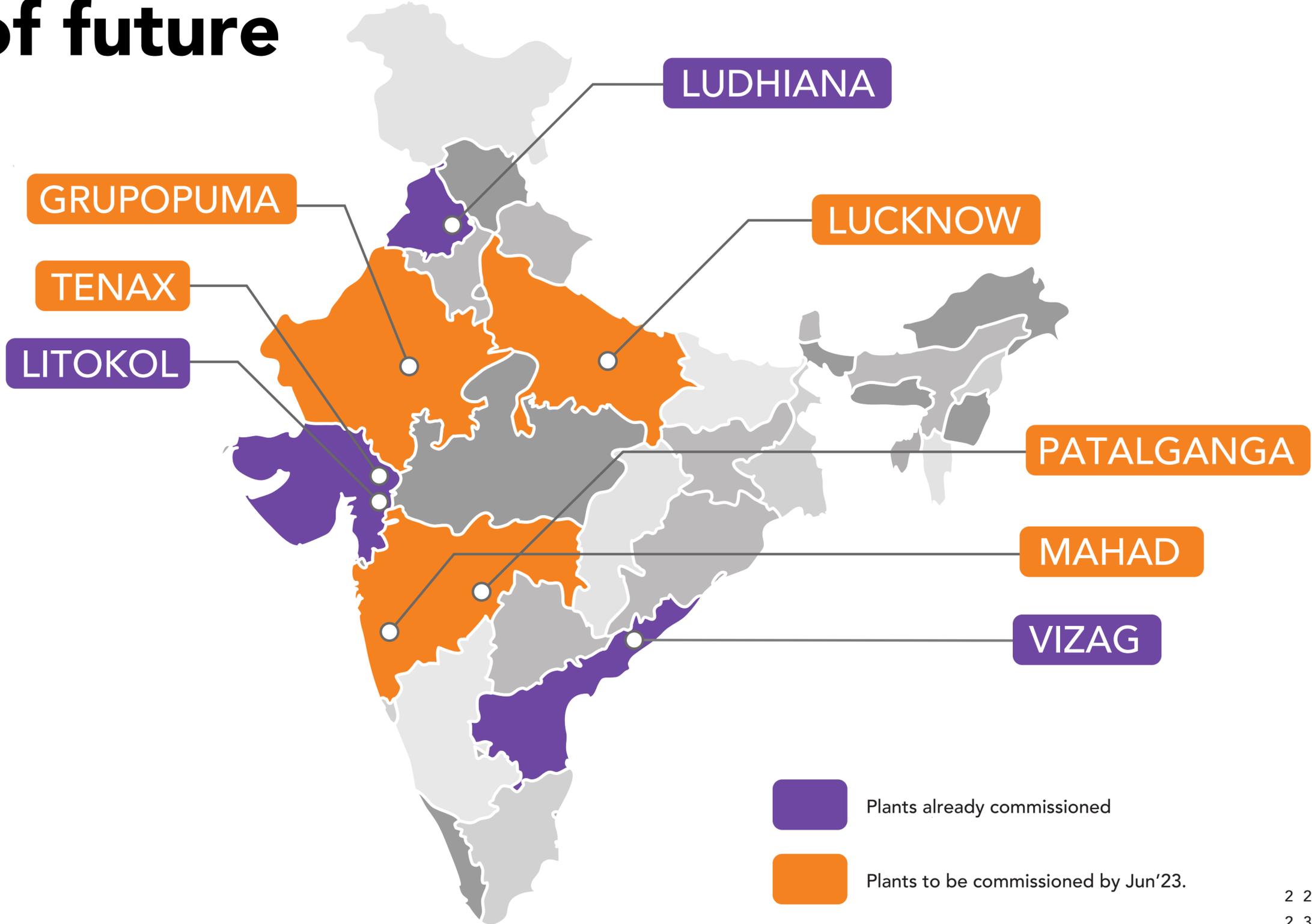
# Supply chain - Building Pidilite of future

- Augmented Capex of Rs. 500+ Cr in the last 2 years
- Getting ready for next phase of growth: 24 capacity building projects (13 Greenfield & 11 Brownfield, of which 12 are completed) 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, 8 new plants will be commissioned across the country by Jun'23.



# Riding the Digital Wave - Making An Impact



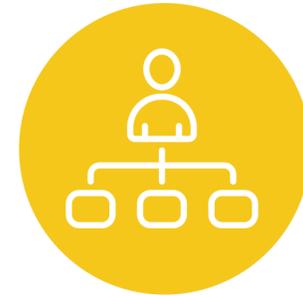
## Customers & Offerings

- Distributor, dealer and user apps for engagement, loyalty, learning, ordering, etc.
- 3.5L+ 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



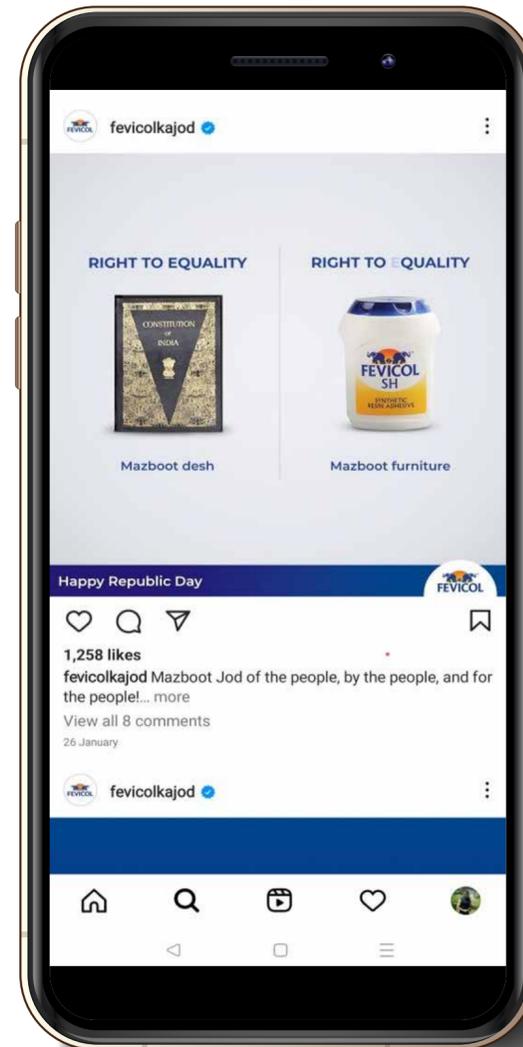
**Now**  
25% monthly business  
4.7L+ dealers on app



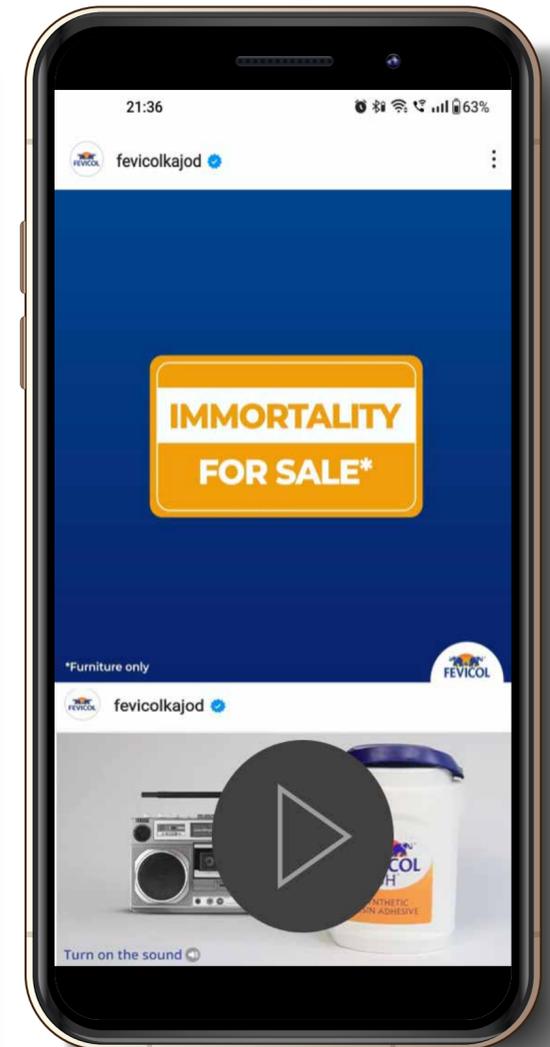
# Evolving with times..Adapting to new ways of building brands



From this



Now also these



# 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

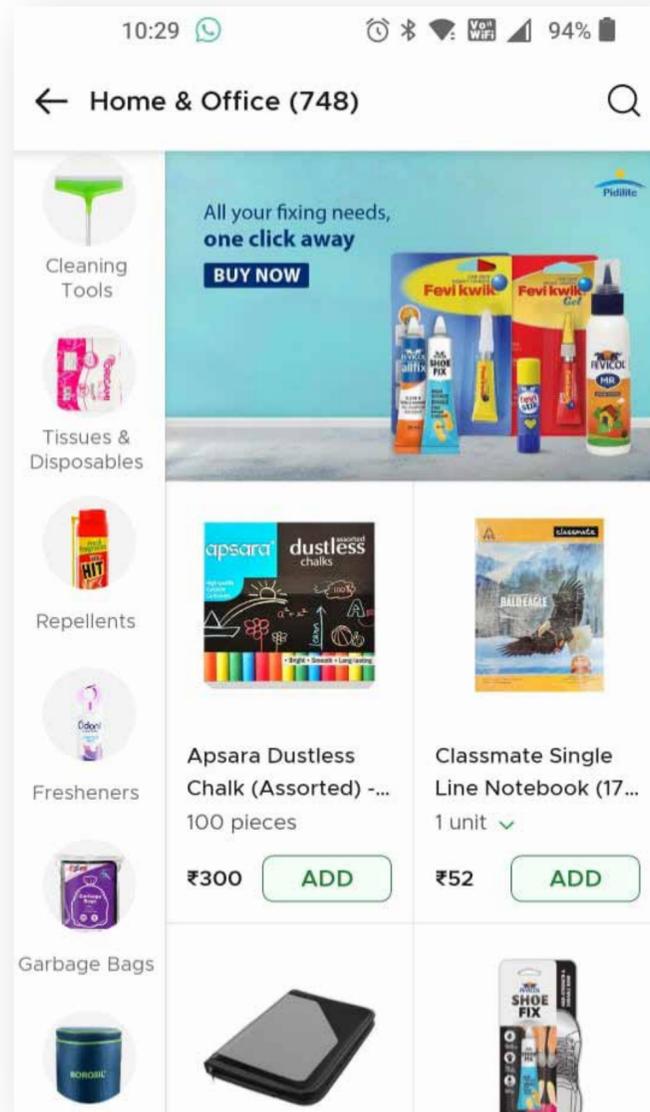


Economic Times Shark Awards  
5 different awards for digital marketing initiatives including a Gold for CSR based marketing for a cause

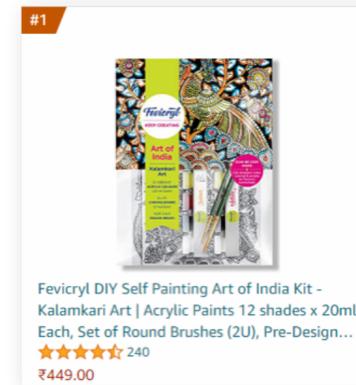
# Investing in emerging channels: E-commerce

4

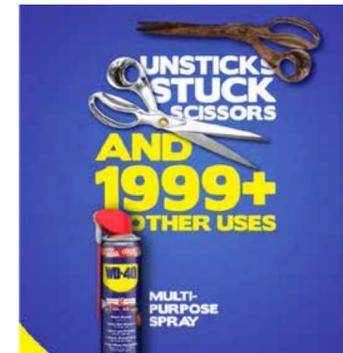
- Sales at 14X in around 3 years. We are present on more than 15 platforms (Flipkart, Amazon, eGrocery platforms like Zepto, etc.)
- Digital Shelf Analytics tool implemented, Organised retail, Supply chain dashboards implements for Analytics & Automation



“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

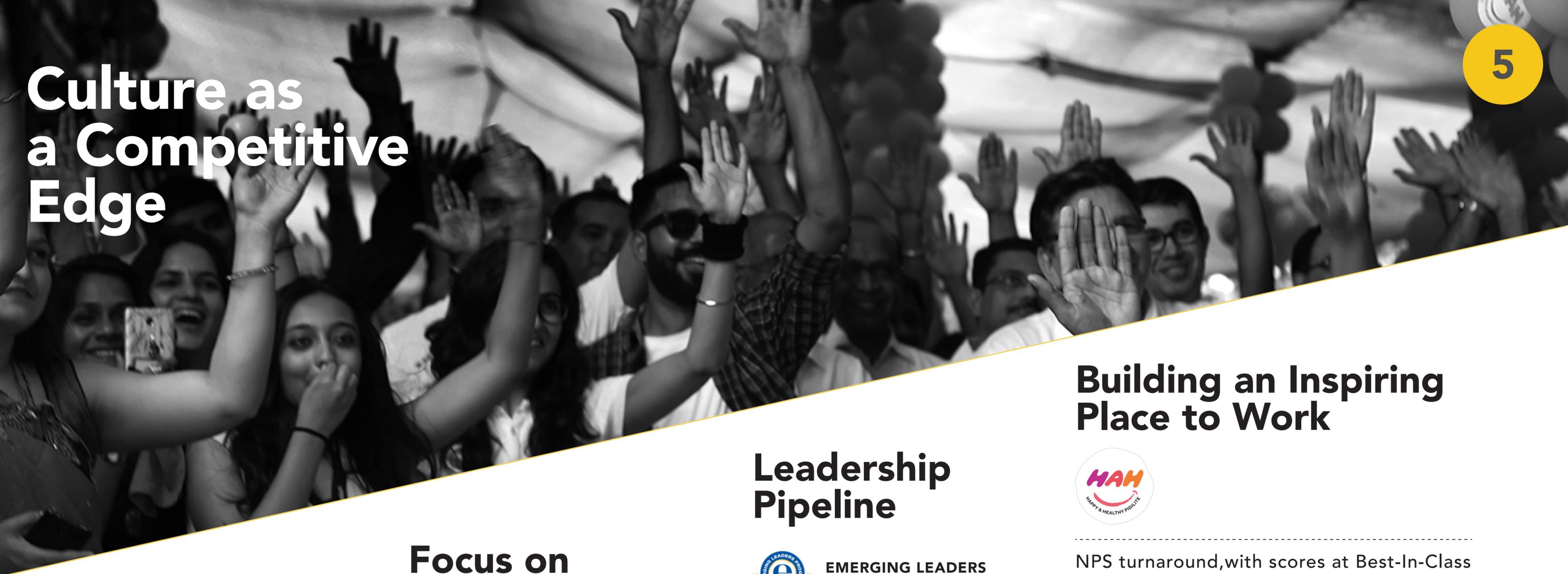


Stepping up play on Platform Performance Marketing & Creatives on Marketplaces



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 consecutively for 2 years by Great Place to Work® Institute as one of the Top 30 – India's Best Workplace in Manufacturing & one of India's Best Companies to work for (Top 100) for the year 2022



# Journey towards Sustainability

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

Our ambitions and 2030 targets

To be a sustainable and responsible industry leader integrating innovative growth, operational eco-efficiency and value creation to society.

## Sustainable Innovation

- 1 Reduced environment footprint of products
- 2 Reduction in plastics consumption & promoting use of recycled plastics in Packaging
- 3 Conversion of MLP to Non MLP Packaging by 30% and 100% Recycle of MLP post Consumer use

## Operational Eco-Efficiency

- 1 Minimizing Water Intensity by 35%
- 2 Minimizing Energy Intensity by 20%
- 3 Maximizing Renewable Energy Potential (50% of overall)
- 4 Minimizing Waste Intensity by 30%

## Responsible Care

- 1 Zero Harm Operations
- 2 Enhancing the Impacts on Community

- 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 being undertaken.

# Giving Back to Society

**Agriculture & Horticulture Initiative**



**Farmer Producer Organization**



**Animal Husbandry**



**Water Initiative**



**Swachtha & Health Initiative**



**Education & Skill Initiative**

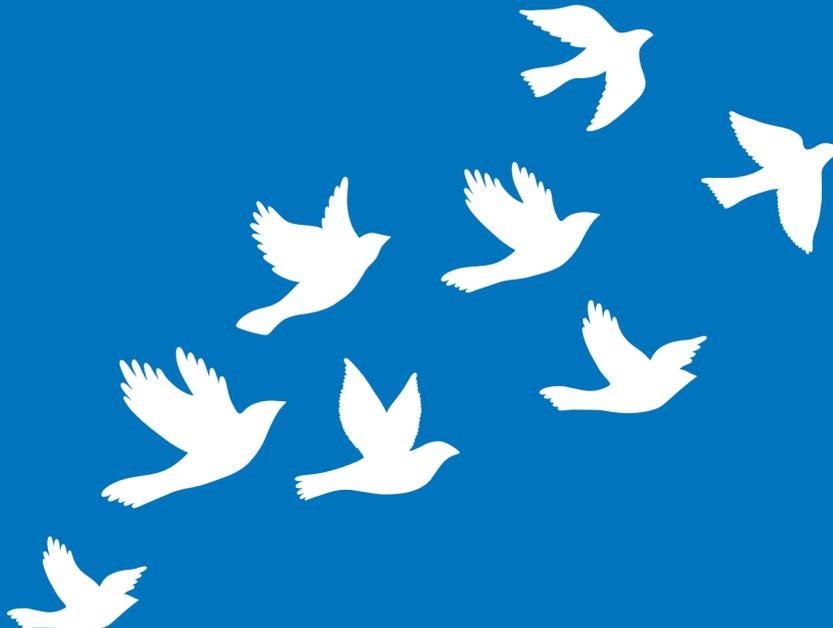


**Khadi and Handloom Initiative**



**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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Off Mathuradas Vasanji Road,  
Andheri (E), Mumbai - 400 059.  
Phone : +91 22 67697000  
Fax : +91 22 28216007

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



**>8000**  
permanent  
employees



Operations in  
**8** countries



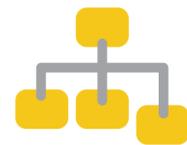
**33** Mfg. Plants &  
**35** Co-Makers  
in India



**>850**  
Products



Exporting to  
**>80** countries



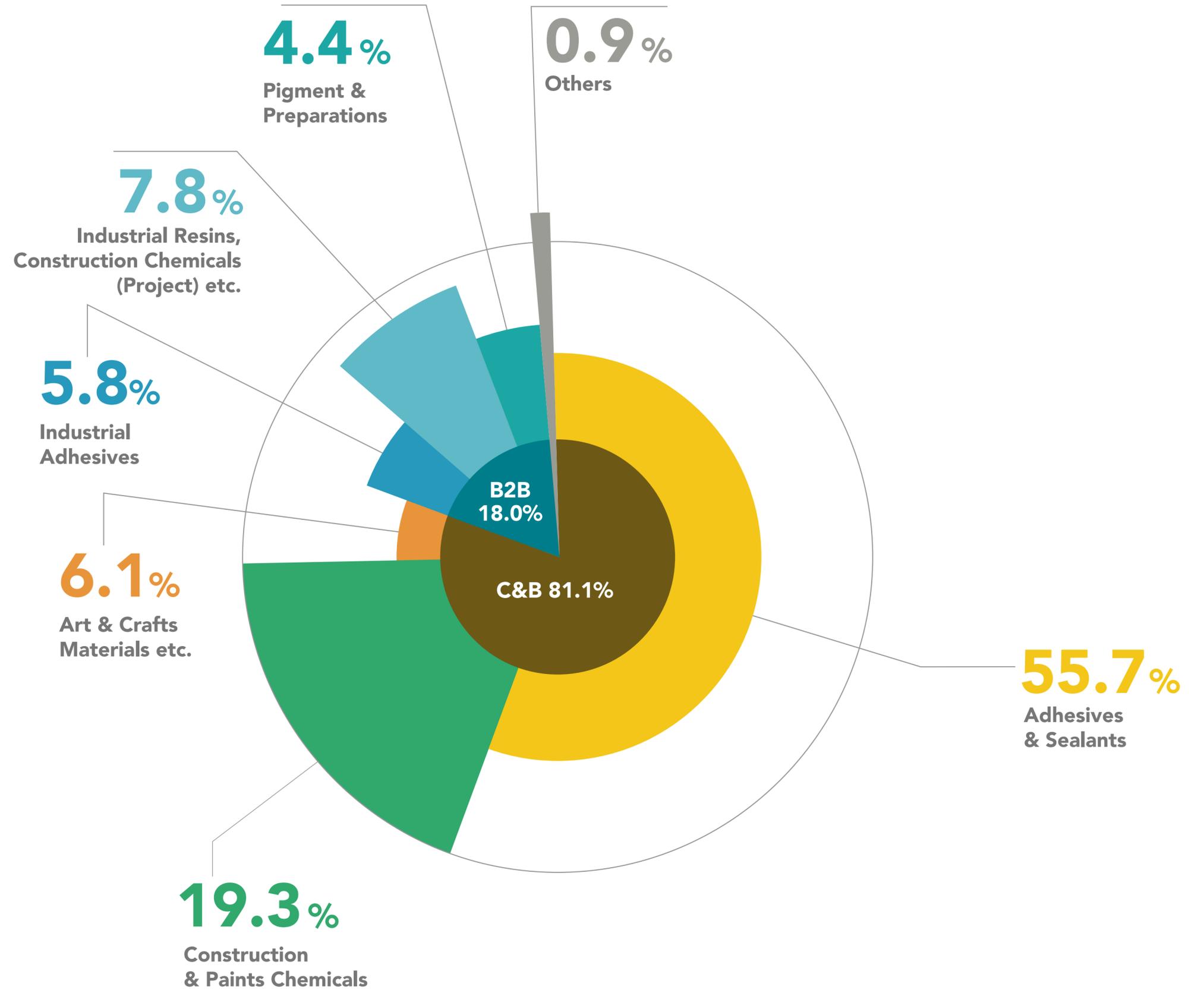
**20** International &  
**12** Domestic  
Subsidiaries



**4** R&D Centres

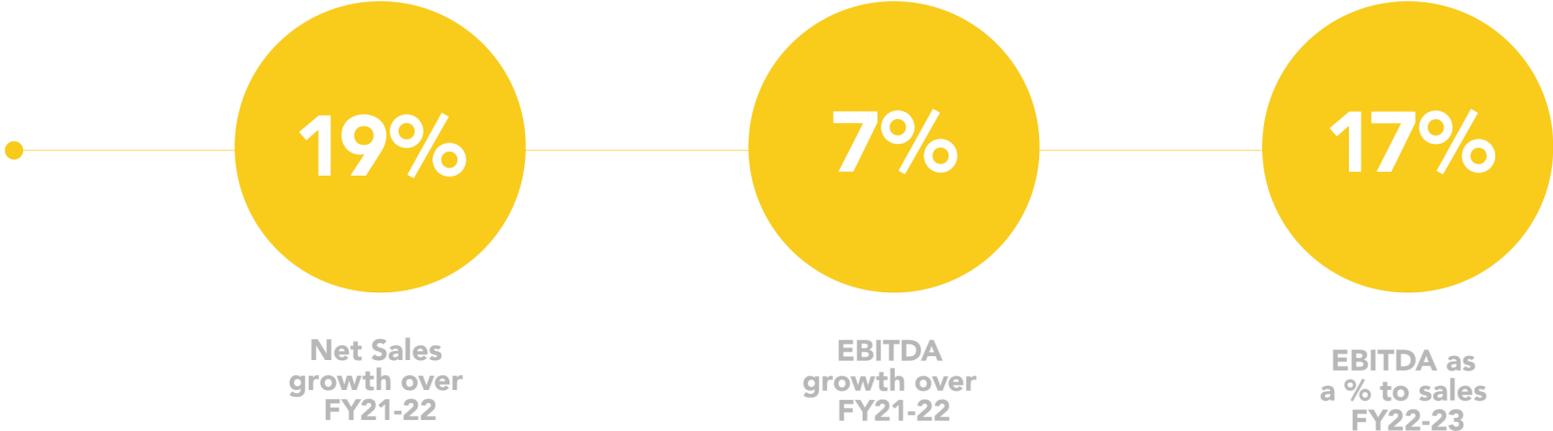
# Revenue Split

Standalone Results – % of Total Sales for 2022-23

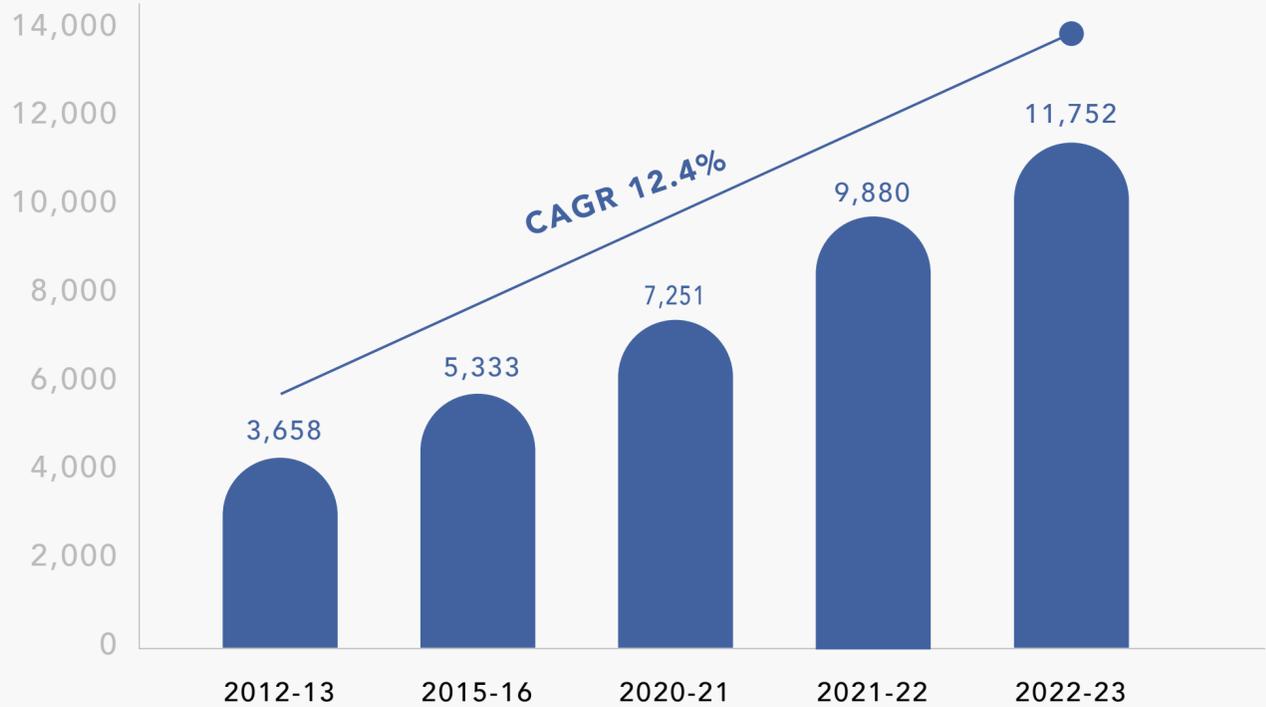


- 81.1% Consumer & Bazaar Products
- 18.0% Business to Business Products
- 0.9% Others

# Track Record of Rapid Growth

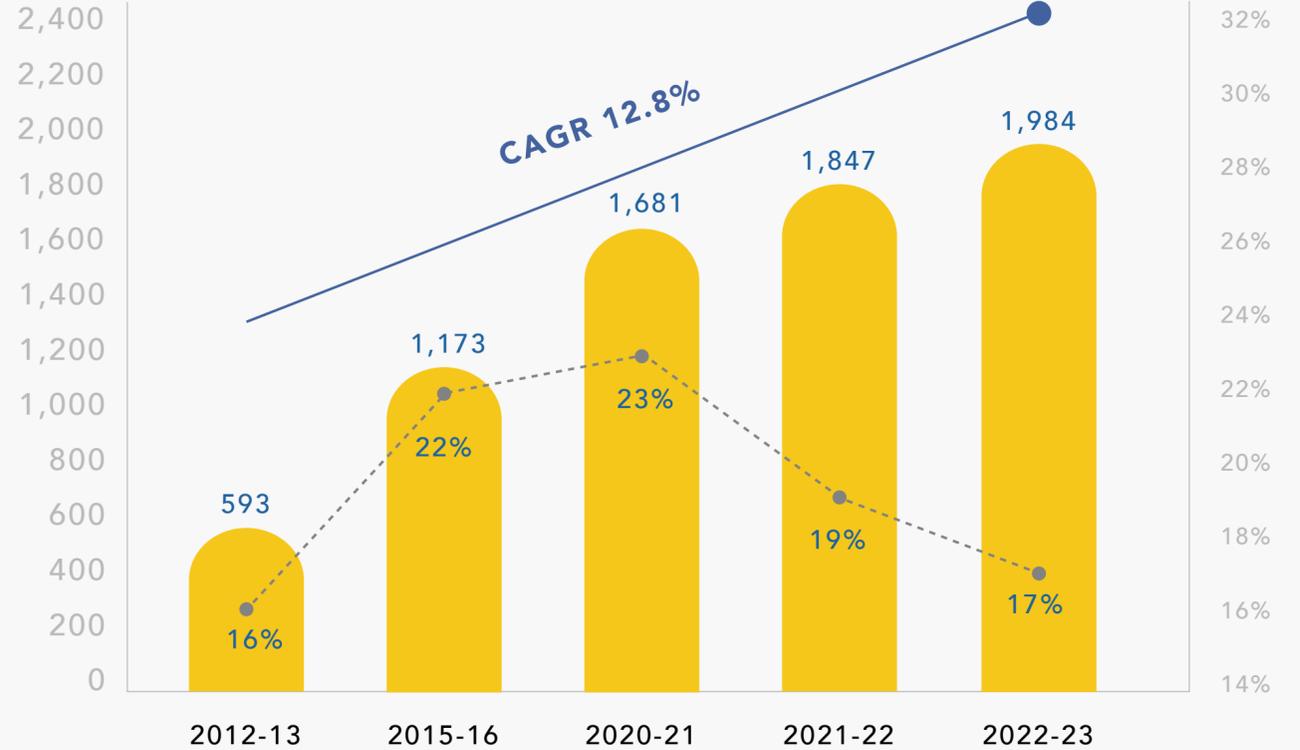


NET SALES GROWTH TREND OVER LAST 10 YEARS



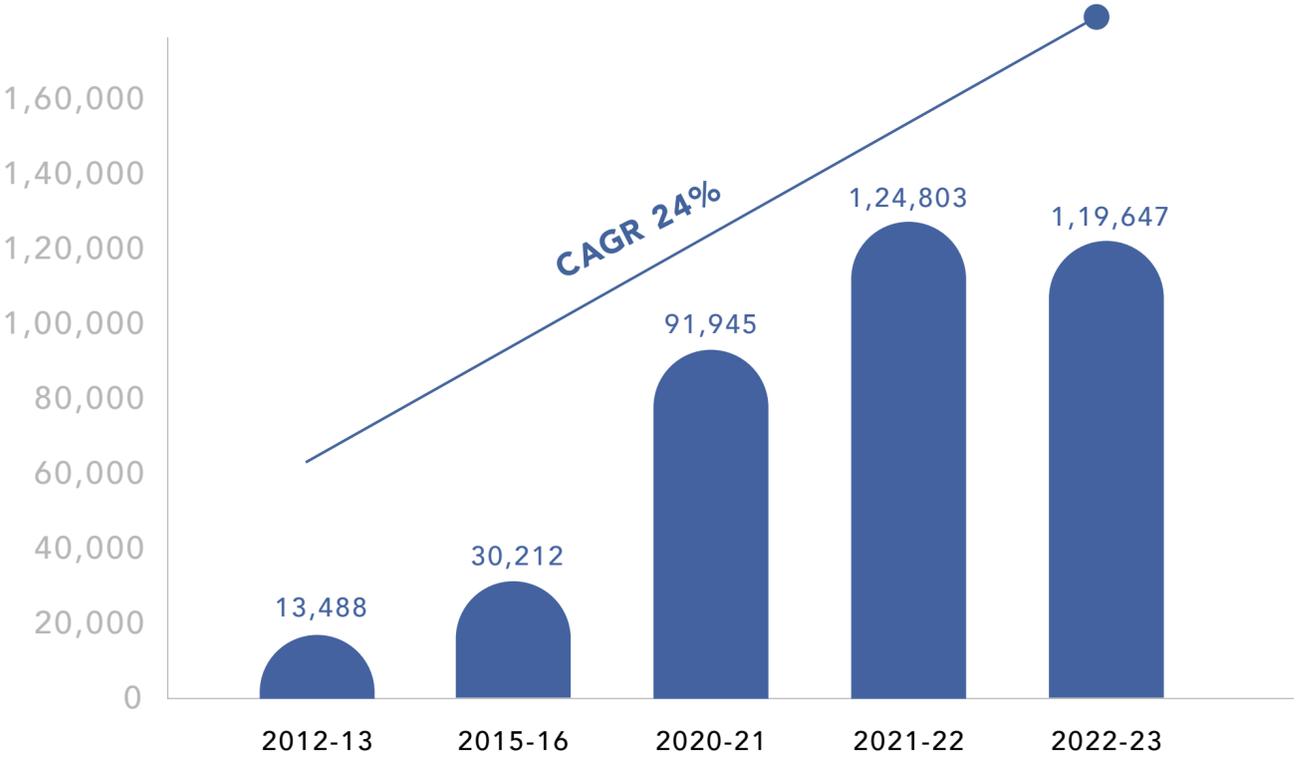
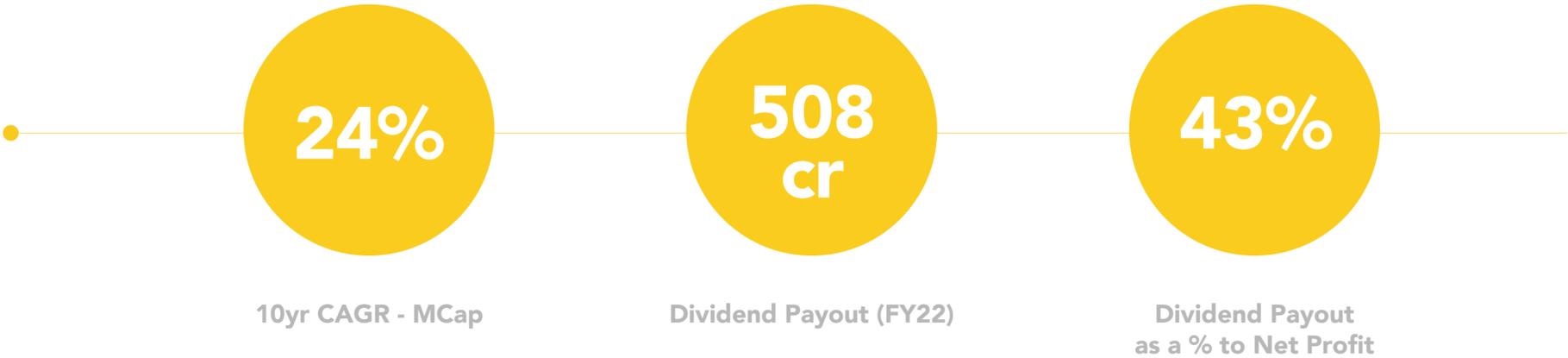
● Consolidated Net Sales(Rs Crores)\*  
 \*Sales net of excise duty

EBITDA GROWTH TREND OVER LAST 10 YEARS

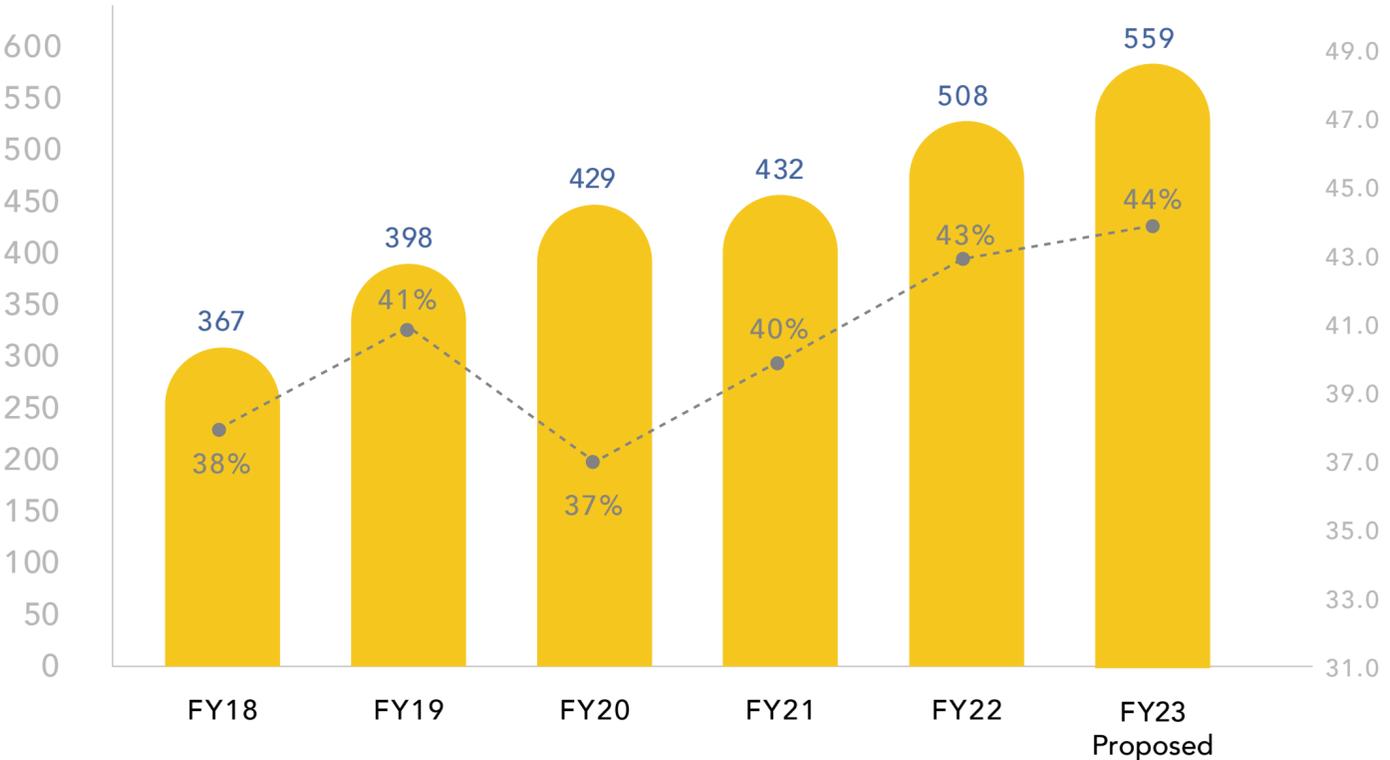


● Consolidated EBITDA(Rs Crores)\*  
 ● EBITDA as a % to Net Sales  
 \*\*EBITDA before Non Operating Income

# Creating Value for Shareholders



● Market Cap (Rs Crores)



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