

SUSTAINABILITY REPORT

2025 — 26



Table of Contents

About the Report	4
Statement From Leadership	8
We Are Pidilite	10
Our Brands	13
Vision and Values	14
Awards and Accolades	16
Our Sustainability Strategy	18
Sustainability Governance	22
Climate Resilience	23
Stakeholder Engagement	24
Materiality Assessment	28
Responsible Value Creation	36
Corporate Governance	38
Ethical and Transparent Business Practices	43
Statutory Compliance Management	45
Sustainable Procurement	45
Economic Performance	46
Combating Climate Change	50
Energy Management	53
Emission Management	57
Water and Effluent Management	61
Waste Management	65
Management of Hazardous Chemicals	69
Material Consumption	70
Sustainable Materials and Customer Safety	71
End of Life Management of Product Packaging	72
Servicing People and Communities	74
Occupational Health and Safety	76
Work Culture & Ethics at Pidilite	79
Learning and Skill Development	91
Social & Community Service Initiatives	92
Independent Practitioners' Limited Assurance Report	106
Annexure 1 - GRI Content Index (GRI 102-55)	112
Annexure 2 - UN SDG linkage	116
Annexure 3 - Glossary	118

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01. ABOUT

THE REPORT

At Pidilite Industries Limited (Pidilite), we remain committed to conducting our business in a responsible and transparent manner, while creating long-term value for all our stakeholders. We regularly share updates on our Environmental, Social, and Governance (ESG) performance to provide a clear view of our progress, priorities, and the impact of our actions.

This is our eighth Sustainability Report, continuing our annual reporting journey since FY 2018–19. In this report, we present our key initiatives, achievements, and ongoing efforts as we work towards building a more sustainable and resilient future. You can read our previous reports at <https://www.pidilite.com/investor-relations/sustainability-reports>

Reporting Period

This Sustainability Report presents Pidilite Industries Limited's performance for the period April 1, 2025 to March 31, 2026 (FY 2025–26). The disclosures capture environmental, social and governance (ESG) initiatives, progress and outcomes achieved during the reporting period. The reporting cycle continues to be annual.

Reporting Framework

The disclosures have been developed in accordance with the frameworks adopted in previous reporting cycles, ensuring continuity, comparability and transparency in ESG reporting.

This report is prepared with reference to the Global Reporting Initiative (GRI) Standards 2021. We have aligned our sustainability disclosures to the United Nations Sustainable Development Goals (UN SDGs).

The report also reflects relevant industry practices, enabling stakeholders to assess the Company's sustainability performance in a consistent and structured manner.

Report Content & Topic Boundary

Pidilite Industries Limited (the Group) comprises Pidilite Industries Limited (the Standalone Company), 34 subsidiaries, 7 associates, and 1 joint venture. The Group also engages 30 job-worker units as part of its operations.

This report covers Pidilite Industries Limited, 6 subsidiaries, and 30 job-worker units. The entities included within the reporting boundary represent the Group's material operations and have been selected based on their significance to the financial and non-financial indicators covered in this report.

The remaining subsidiaries, joint venture, and associate companies have been excluded from the reporting boundary, as they are not material to the financial and non-financial indicators covered in this report. The Company operates through two principal segments: Branded Consumer & Bazaar, and Business-to-Business.

Precautionary Principle or Approach

As a responsible organisation, we recognise the crucial role that every company must play in advancing Environmental, Social, and Governance (ESG) practices. Through our EHS policy, we strive to promote sustainable business practices by preventing pollution, minimising our environmental impact, and demonstrating care for our people and the community. We are integrating ESG into our Company practices and our business operations in cognisance of our journey towards sustainability, which is further described in this report.

Point of Contact for Feedback & Queries

We value transparency and accountability, and invite stakeholders to reach out for any questions or inquiries about the report or reported information.

Please reach out to: esg@pidilite.com

Forward Looking Statement Disclosure

This report contains a few forward-looking statements that reflect our goals and commitments for future events and performance. Forward-looking statements shall be identified by words such as “achieve”, “believe”, “could”, “expect”, “will” and other words of similar meaning in connection with a discussion of future operational, environmental, and social performance. These statements are based on reasonable assumptions and past performance. These statements include all statements other than historical facts, performance highlights, objectives, approaches, and mitigation plans. They are subject to change considering developments in the industry, geographical market conditions, government regulations, laws, and other incidental factors. Consequently, no forward-looking statement can be guaranteed, and actual results may vary materially, causing a material impact on the Company's operations and performance.





02. STATEMENT FROM

LEADERSHIP

We are pleased to share our Sustainability Report for FY 2025-26, highlighting our continued progress in integrating sustainability into all aspects of our business. At Pidilite, our commitment to responsible growth remains guided by our core principles of Combating Climate Change, Servicing People and Communities, and Responsible Value Creation.

During the year, we made steady progress across our ESG priorities. A key milestone has been increasing our renewable energy mix to 48% of total energy consumption, reflecting our continued focus on decarbonisation. We have also signed a long-term renewable power purchase agreement, which will enable us to further enhance this share to around 55% in the coming years, accelerating our transition to cleaner energy.

We continued to drive improvements in energy and water efficiency, while strengthening our efforts on circularity through responsible material use and reduction in plastic intensity. Our investments in innovation and sustainable product development remain aligned with evolving customer expectations and environmental needs.

Caring for our people and communities continues to be central to our approach. We further strengthened our safety practices, employee wellbeing initiatives, and community programmes across key focus areas such as water stewardship, skill development, and livelihood support.

Our governance framework continues to uphold the highest standards of transparency, accountability, and ethical conduct. These principles enable us to manage risks effectively and build long-term resilience in a dynamic environment.

While we acknowledge that our sustainability journey is ongoing, the progress made this year reinforces our belief that responsible business practices are essential to creating lasting value. We thank all our stakeholders for their continued trust and partnership as we move forward with a shared commitment to sustainable growth.

M B Parekh

Executive Chairman
Pidilite Industries Limited

Sudhanshu Vats

Managing Director
Pidilite Industries Limited

03. WE ARE

PIDILITE

Pidilite Industries Limited is a leading manufacturer of adhesives, sealants, construction chemicals, and specialty chemical solutions, with a strong presence across consumer and industrial segments. Established in 1959, the Company has grown into a trusted name synonymous with innovation, quality, and reliability, serving millions of customers across diverse end-use sectors.

Over the decades, Pidilite has built a differentiated portfolio of market-leading brands such as Fevicol, Dr. Fixit, Fevikwik, M-Seal, Roff, Fevicryl, and Araldite, many of which enjoy leadership positions and strong brand recall in their respective categories. These brands cater to a wide spectrum of users—from households and artisans to large industrial customers—making Pidilite an integral part of everyday life as well as critical industrial processes.

Innovation is central to Pidilite's growth strategy. The Company continually invests in research and development to create high-performance, customer-centric, and application-driven solutions. Its innovation efforts are focused on enhancing product functionality, ease of use, and sustainability attributes, while addressing evolving customer requirements across sectors such as construction, woodworking, packaging, and art & crafts.

Pidilite's business philosophy extends beyond commercial success to include responsible and sustainable value creation. The Company integrates environmental, social, and governance (ESG) considerations into its operations and decision-making processes, while maintaining high standards of corporate governance and ethical conduct. Through its sustainability initiatives and community engagement programmes, Pidilite continues to contribute to the well-being of society, particularly focusing on livelihoods, skill development, and environmental stewardship.

Headquartered in Mumbai, India, Pidilite has developed a robust manufacturing and distribution ecosystem supported by multiple production facilities, R&D centres, and a wide distribution network. Its operations extend beyond India to key international markets across Asia, the Middle East, Africa, and the Americas, supported by subsidiaries, joint ventures, and global innovation centres. As of March 31, 2026, the Pidilite workforce has grown to over 9,750 people.

Pidilite is represented at several industrial and business association platforms and is an active member of the following national associations / chambers / trade groups

- Confederation of Indian Industry
- Federation of Indian Chambers of Commerce and Industry
- Bombay Chamber of Commerce and Industry
- Associated Chambers of Commerce and Industry of India
- National Safety Council
- Indian Chemical Council
- Indian Paint Association
- Waste Efficient Collection and Recycling Efforts
- The Indian Society of Advertisers
- The Advertising Standards Council of India

International Presence & Reach

- Our manufacturing facilities are in 6 countries around the world –Bangladesh, Egypt, Kenya, Sri Lanka, Thailand and the UAE
- We have sales and service operations in 70+ countries
- Our export earnings amount to 8.25% of the total revenue

Our India Operations

- 810+ products
- 5 R&D centres in India
- 33 manufacturing plants, 7 joint venture manufacturing plants and 30 job worker units
- 9 regional offices, 4 RDCs and 50 warehouses
- Sales Revenue of INR 13,437 Cr*

*Standalone Pidilite Results

Our Brands



*Exclusive distributor in India



04. VISION & **VALUES**

Corporate Vision

Together, we will create a high-performance, innovative, Indian multinational where it is a pleasure to work.

Our Values

Our values serve as the foundation for creating a meaningful impact in the world. They guide every decision we make and shape each project we embark upon.



High Ethical Standards

- Pidilite Industries emphasises the importance of always being on the right side of the law, both in letter and spirit.
- This includes refraining from giving or receiving gifts from individuals or firms with whom we have official dealings.
- The Company has a zero-tolerance policy towards unethical dealings and expects adherence to Company rules, regulations, policies and procedures.



Fairness & Transparency

- Pidilite Industries promotes open communication and encourages employees to share relevant information with all concerned parties.
- The Company believes in telling it like it is and communicating clear, measureable expectations to the team.
- Mutual trust and respect for people at all levels are valued, and the Company encourages employees to walk the talk.



Empathy & Respect

- Pidilite Industries encourages employees to listen, understand, and be sensitive to others, even if they do not agree.
- Learning from people at all levels is encouraged, and the Company emphasizes respecting the time of individuals at all levels.
- Praise is given publicly, while reprimands are given privately.
- The focus is on reprimanding the action, not the person.
- Healthy debates are encouraged, but once a decision is made, it is expected to be followed in letter and spirit.



Act Like Owners

- Pidilite Industries encourages employees to support what is best for the Company, considering it as “our” Company.
- Employees are expected to prioritise the medium and long term interests of the Company over their short term goals.
- The Company encourages employees to spend Company resources as if they were their own and to view the organization as a whole, rather than having a narrow functional mindset.
- Striving to perform and contribute better to the organization is valued.



05. AWARDS & --- **ACCOLADES**

Our ongoing commitment to sustainability, quality, and customer satisfaction continues to strengthen the reputation of our brands.



Pidilite won first place (jointly) in IICHe-MRC Process Intensification Sustainability Award 2025 under Excellence in Raw Material Efficiency & Waste Reduction Category.



The Dahej SEZ Unit was honoured by the Jury with a prestigious award at the Green Gujarat Conclave Awards 2026, recognising its sustained efforts in environmental development and resource conservation.



The Confederation of Indian Industry (CII) recognised Fevicol CPW 50 kg packaging for incorporating recycled plastic into rigid packaging design.



Pidilite was recognised by CII as one of India's Top 20 Innovative Companies in 2025.



CII awarded Pidilite's Darpan+ platform with the Innovative Practice Award, in the Operational Impact category.



Pidilite has been recognised as one of India's Top 500 Value Creators by Dun & Bradstreet, reinforcing its strong and consistent performance.

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06. OUR SUSTAINABILITY

STRATEGY

At Pidilite, sustainability is an integral part of how we do business and create long-term value for our stakeholders. We have consistently focused on integrating Environmental, Social, and Governance (ESG) principles into our strategy and operations. Over the years, our approach has been built on the belief that responsible growth goes hand in hand with caring for the environment, supporting our communities, and maintaining strong governance practices.

Strategy Framework & Focus Areas

Our sustainability strategy continues to be guided by three key pillars: Combating Climate Change, Servicing People and Communities, and Responsible Value Creation. These pillars help us address our key priorities while ensuring that we create value not only for our business, but also for our customers, employees, investors, partners, and future generations. We have been disclosing our sustainability goals and tracking our progress against targets since FY 2018-19, enabling transparency and accountability in our journey.

Combating Climate Change	Servicing People and Communities	Responsible Value Creation
Water Use Intensity Reduction Energy Use Intensity Reduction Increase Renewable Energy Mix GHG Emissions Reduction Waste to Landfill Elimination Increase the Use of Sustainably Sourced Input Materials Develop Circular Economy for Packaging	Occupational Health & Safety Employee Wellness Diversity Livelihood Improvement Product Safety	Efficient Risk Management Compliance Assurance Transparent Disclosure Innovation & Digitization

Our Long-Term Sustainability Goals

We are working towards long-term sustainability goals that create value for our stakeholders, while reducing the environmental impact of our operations. The table below shows our progress so far by comparing key indicators from FY 2025-26 with our 2018-19 baseline, along with the targets we aim to achieve by 2030.

During FY 2025-26, our environmental performance indicators continued to show strong progress. We maintained our focus on reducing energy and water use intensity, increasing the share of renewable energy, and minimising waste disposal to landfill. Our efforts to improve resource efficiency, promote circularity in packaging, and expand the use of sustainably sourced materials further strengthened our environmental performance.

We continue to strengthen our initiatives across people and community development, including health and safety, employee wellbeing, diversity, and social impact programmes. Our governance framework ensures that sustainability remains embedded across all levels of the organisation, supported by clear accountability and regular performance monitoring.

Looking ahead, we remain committed to building on the progress we have made. We will continue to refine our approach, respond proactively to emerging risks and opportunities, and drive innovation to deliver more sustainable solutions. By balancing business performance with environmental stewardship and social responsibility, we aim to create lasting value for all our stakeholders.

The table below highlights our progress by comparing measurable key indicators for FY 2025-26 against our 2018-19 baseline, along with the targets we aim to achieve by 2030.

Combating Climate Change and Sustainable Innovation

Parameter	Target 2030	KPI Status
Water use intensity reduction	Reduce freshwater withdrawal intensity by 70% from baseline	68% decrease (0.75 KL/MT in FY 2025-26 vs 2.38 KL/MT in FY 2018-19)
To achieve water use intensity reduction, we will focus on: • Attaining a state of Zero Liquid Discharge (ZLD) in all feasible manufacturing facilities. • Aiming for nearly 100% recycle and reuse of domestic wastewater to ensure zero discharge beyond the plant. • Conserving water by reducing usage, reusing, and recycling. • Using better technology to minimise water usage in the process areas.		
Energy use intensity reduction	Reduce energy consumption intensity by 70% from baseline	72% decrease (0.51 GJ/MT in FY 2025-26 vs 1.80 GJ/MT in FY 2018-19)
To achieve energy use intensity reduction, we will focus on: • Leveraging new technological advancements to reduce energy consumption in critical processes and utility equipment. • Optimising high-energy consuming equipment through process improvements. • Replacing existing low energy efficiency equipment with VFD or improved energy efficient equipment. • Implementing energy recovery systems like heat recovery from processes.		
Increase renewable energy mix (fuel and electricity)	Increase overall renewable energy consumption to 70% from the baseline*	48.4% renewable energy consumption in FY 2025-26 vs. 40% in FY 2018-19
To increase the usage of renewable energy, we will focus on: • Replacing fossil fuel with renewable fuels or low-carbon intensive fuels. • Generating and consuming renewable electricity from solar and wind. • Adopting energy storage and smart energy management technologies to enable efficient use of renewable power and ensure reliability.		
GHG emissions reduction	Reduce GHG emissions intensity per unit of production by 80% from the baseline	69% decrease (0.04 tCO ₂ e/MT in FY 2025-26 vs 0.128 tCO ₂ e/MT in FY 2018-19)
To achieve GHG emission reduction, we will focus on: • Increasing the percentage of renewable sources (fuel and electricity). • Implementing various energy-saving initiatives across our operations. • Promoting sustainable sourcing and distribution of our goods.		

*We aim to achieve an 80% share of renewable electricity in our energy mix, contingent upon supportive state regulations, including minimum grid utilisation requirements and favourable energy banking policies.

Parameter	Target 2030	KPI Status
Waste disposed	Reduce overall intensity of waste disposal (non-environment friendly manner) i.e. Incineration or Land Fill intensity by 90%	82% decrease (3.62 Kg/MT in FY 2025-26 vs 22.02 Kg/MT in FY 2018-19)
To achieve waste disposal intensity reduction, we will focus on: • Sustainably sourcing raw materials through bulk containers to minimise waste. • Process improvements to reduce waste generation at source. • Promoting reuse/recycling of waste through co-processing.		
Virgin plastic use intensity reduction	Reduce virgin plastic use per unit of production by 60% from baseline	58% decrease (0.026 MT/MT in FY 2025-26 vs 0.063 MT/MT in FY 2018-19)
To achieve virgin plastic use intensity reduction, we will focus on: • Reducing plastic in packaging by re-designing and optimising its specifications. • Using recycled plastic in packaging. • Reusing plastic packaging.		
Increase the quantum of sustainably sourced input materials	Achieve 60% of input raw and packaging materials to be sustainably sourced	61% sustainably sourced input materials in FY 2025-26
To increase sustainable sourcing, we will focus on: • Encouraging suppliers to adopt and adhere to our sustainable procurement policy. • Prioritising critical suppliers and focusing on risk management. • Monitoring and evaluating sustainability performance as per the policy for key suppliers.		

Servicing People and Communities

Occupational health and safety	Zero occupational incidents, illness or property damage	Injury rate of 0.01 per 100 workers in FY 2025-26 vs 0.05 per 100 workers in FY 2018-19
Our occupational health and safety goals will focus on: • Structuring an external and internal specific safety audit programme that covers manufacturing, warehouses and R&D facilities. • Eliminating hazards by conducting risk assessments and providing engineering controls. • Adopting technologies and processes that minimise manual interfaces. • Implementing behaviour-based safety initiatives to reduce 'at-risk behaviours' and encourage 'safe behaviours'. • Conducting regular safety & health-related training and awareness programs.		

Sustainability Governance

At Pidilite, sustainability is embedded into our business strategy and day-to-day operations. Our governance framework ensures that sustainability priorities are clearly defined, effectively implemented, and regularly monitored across the organisation.

The Sustainability Management Council (SMC), led by senior leadership, provides the overall direction and oversees our sustainability agenda. The Council drives cross-functional collaboration, reviews progress against our goals and ensures that our initiatives remain aligned with the vision set by the Board. Key performance indicators (KPIs) are used to track progress, and regular reviews help us stay focused on our long-term objectives.

At the operational level, our unit heads are responsible for implementing sustainability initiatives at our manufacturing sites. They focus on improving resource efficiency, reducing environmental impact, and ensuring safe and responsible operations. To strengthen accountability, sustainability goals are integrated into the responsibilities of senior leaders and key functions across the organisation.

This structured approach helps us embed sustainability into decision-making, ensures transparency, and enables consistent performance improvement across our operations.

Climate Resilience

Climate change remains an important consideration for our business, with the potential to impact our operations, supply chains, and natural resources. At Pidilite, we are taking a proactive approach to manage these risks while identifying opportunities to create long-term value.

We regularly assess climate-related risks and opportunities to better understand the possible impact of changing weather patterns, resource availability, and regulatory requirements on our operations. These assessments guide our efforts to strengthen resilience and plan for the future. We align our approach with globally accepted frameworks to enhance transparency in our climate-related disclosures.

Our focus remains on improving resource efficiency, increasing the use of cleaner energy, and reducing our environmental footprint. Our continued progress in key performance areas such as energy, water, and waste reflects our commitment to managing climate-related risks effectively. At the same time, evolving customer expectations for sustainable products create opportunities for innovation, growth and long-term value creation.

We are strengthening our operational resilience by improving infrastructure, enhancing risk management practices, and promoting sustainable use of resources. By combining risk management with innovation, we aim to build a business that is better prepared for future challenges, while contributing to a more sustainable and climate-resilient future.

07. STAKEHOLDER

ENGAGEMENT



Nurturing Stakeholder Relationships

At Pidilite, we recognise the importance of strong stakeholder relationships for our long-term success. We continue to engage closely with our stakeholders and value their inputs in shaping our business decisions and sustainability priorities. Our approach focuses on maintaining open, transparent, and consistent communication across all stakeholder groups. These interactions help us understand their expectations, address concerns, and co-create value.

Stakeholder Engagement Process

Our stakeholder engagement process is guided by a structured approach to identify, prioritise, and respond to stakeholder needs. Stakeholder groups are identified based on their influence on our operations and the impact of our activities on them. We continue to engage with these groups through multiple channels such as meetings, training programmes, digital platforms, surveys, and regular interactions.

The feedback we receive is systematically evaluated to identify key issues and priorities. These inputs are discussed at relevant internal forums and committees, and appropriate actions are taken by responsible teams. This process enables effective decision-making and ensures that stakeholder concerns are addressed in a timely manner.

We remain committed to strengthening our engagement practices and enhancing collaboration with stakeholders to support innovation, improve performance, and create sustainable long-term value.

List of Stakeholder Groups

Stakeholder group	Channels of communication	Purpose and scope of engagement, including key topics and concerns raised during such engagement
Workforce	Trainings Communication meetings Email communications Employee satisfaction survey Employee engagement activities Open forum Live chat	Skill development and training requirements Workplace satisfaction Health and safety Employee engagement and involvement Career progression Emotional and mental wellbeing Infrastructure improvements
Users/ Applicators	Trainings Field meetings Telephonic conversations Help desk Email communications	Skill development Product application training Loyalty programme Product quality New product development Design ideas Community initiatives
Customers	Telephone Email Customer meets Personal visits Advertisements Customer satisfaction reports	Product availability Product pricing Product quality New product development Logistics Efficient service Grievance redressal and transparency Information on the safe use of products Complaint management
Investors and Shareholders	Media releases Annual reports Investor meets Investor presentation Analyst meets Contact through investor service centres Annual general meeting Company website	Financial performance Business growth Business strategy Transparency Corporate governance Social responsibility Sustainability

Stakeholder group	Channels of communication	Purpose and scope of engagement, including key topics and concerns raised during such engagement
Dealers	Helpdesk E-business portal Personal interaction E-communication/ telephonic conversations Dealer visits/meets	Product availability Product portfolio New product development Market trend
Suppliers	Personal interaction Telephonic conversations Email communications	Long-term association Innovation opportunities Supply consistency Material pricing
Local communities	Visits Meetings Medical camps Need assessment	Health Education Indirect economic impact Sanitation
Non-Governmental Organisations (NGOs)	CSR initiatives Telephonic discussions	Support in the implementation of the programme in the Company's focus areas Support for community-based organisations
Regulatory Authorities	Industry bodies and forums	Regulatory compliance Community initiatives

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08. MATERIALITY

ASSESSMENT

At Pidilite, we continue to assess and prioritise Environmental, Social and Governance (ESG) topics that are most relevant to our business and stakeholders. Our materiality assessment provides a structured approach to identifying our key sustainability priorities, ensuring that our strategy remains aligned with stakeholder expectations and business priorities.

The materiality framework established in previous years remains relevant for FY 2025-26. During the year, we reviewed the assessment and reaffirmed the identified material topics, taking into account feedback from stakeholders and evolving business and regulatory conditions. This approach ensures consistency in our disclosures while allowing us to respond to emerging challenges and opportunities.

Materiality Assessment Process

Selection	Assessment	Prioritisation
We identify potential ESG topics based on their relevance to our business operations, industry trends, peer analysis, and regulatory requirements.	Each identified topic is evaluated for its impact on our business and its importance to stakeholders, based on internal discussions and stakeholder inputs.	Topics are prioritised based on the significance of their impact and stakeholder interest. The shortlisted material topics are validated by the Corporate Sustainability team and relevant internal stakeholders.

Material Topics

1. Corporate Governance and Risk Management	
Rationale	Enhancing corporate governance practices by establishing board-level priorities can significantly improve our long-term strategic success, key performance metrics, stakeholder engagement, and resilience in the face of challenges. The Company's directors oversee management activities to actively enhance shareholder value.
Impact	Positive. Establishing robust governance is an opportunity for value creation.
Financial Implications	Positive.
Interested Stakeholders	Investors, Shareholders, Customers, Employees, Regulatory Authority.
GRI Topic	GRI 102: General Disclosures (Strategy, Governance) GRI 102: General Disclosures (Ethics and Integrity) GRI 205: Anti-corruption

2. Climate Change	
Rationale	Potential environmental risks may be encountered due to climate change, such as extreme weather events and water scarcity. Additionally, the transition to a low-carbon economy introduces regulatory and market risks, such as shifts in consumer preferences, rising product costs, and evolving government policies. Upholding responsible business practices is essential for creating sustainable, long-term value.
Impact	Negative
Mitigation Strategies	The Company has conducted a detailed climate change risk assessment. The Company has taken several initiatives to reduce the impact of GHG emissions by adopting measures for renewable energy sources, water reduction/conservation and waste reduction. The Company has established systems and processes to monitor emerging regulations, incidents, and developments, and to assess their applicability for compliance purposes.
Financial Implications	Negative
Interested Stakeholders	Investors, Value Chain Partners, Employees, Local Communities, NGOs, Regulatory Authorities.
GRI Topic	GRI 305: Emissions

3. Sustainable Procurement	
Rationale	Sustainable sourcing of raw materials is fundamental to secure continuous supply and future business growth.
Impact	Positive & Negative
Mitigation Strategies	The Company's Sustainable Procurement Policy and Supplier Diversity Policy facilitate procurement decisions that are socially and environmentally responsible. This also improves operational efficiency and mitigates risks, including regulatory risks.
Financial Implications	Neutral to Negative in the Short Term (Developing sustainable suppliers / sourcing materials from certified sustainable suppliers may increase the cost of our products) Positive in the Long Term (Implementing sustainable sourcing practices can mitigate supply chain risks, ensure a consistent supply, and create growth opportunities to meet future product demand and build a competitive advantage)
Interested Stakeholders	Investors, Shareholders, Customers, Value Chain Partners, Regulatory Authorities.
GRI Topic	GRI 204: Procurement Practices

4. Management of Hazardous Chemicals	
Rationale	Proper handling of hazardous chemicals is essential to reduce health and safety risks and lower environmental impacts.
Impact	Negative
Mitigation Strategies	The Company has an Environment Health & Safety (EHS) policy which is communicated to all employees. The Company conducts regular risk assessments and closely monitors the implementation of action plans derived from these assessments until their completion. The focus has been on adopting engineering control for the safe handling of hazardous chemicals, thereby reducing risk levels. Training and awareness programmes are conducted to educate employees about hazards, associated risks, emergency preparedness and response, and safe handling practices of hazardous chemicals. Systems are in place to adopt inherently safe designs for all new infrastructures in line with various applicable standards, while existing infrastructure is being upgraded in a phased manner.
Financial Implications	Negative
Interested Stakeholders	Employees, Local communities, Value Chain Partners, Regulatory Authorities
GRI Topic	GRI 301: Materials

5. Occupational Health and Safety	
Rationale	The Company's operation has inherent health and safety hazards. Proper process safety management and controls are required to eliminate / minimise any potential health and safety hazards/ risks.
Impact	Negative
Mitigation Strategies	The Company is committed to the occupational health and safety of its people across the value chain, with a goal of 'Zero Harm'. The Company has adopted ISO 45001:2018 to manage health and safety in most of its operations. Structured external and internal safety audit programmes on specific topics covering manufacturing, warehouses and R&D facilities are conducted. The Company continues to drive improvements in process safety management and people safety. Behaviour Based Safety (BBS) programmes are implemented to identify and encourage safe behaviours and to identify and correct at-risk behaviours. The Company has a system to monitor the safety KPIs across all its units –including both leading and lagging indicators.
Financial Implications	Negative
Interested Stakeholders	Employees, Communities, Regulatory Authorities
GRI Topic	GRI 403: Occupational Health and Safety

6. Availability of Natural Resources	
Rationale	Human societies and economies fundamentally rely on nature's biodiversity and ecosystem. Recognising that natural resources are shared, addressing consumption as a business risk, and optimising its consumption responsibly are crucial for sustainable economic growth and resilience in the face of environmental challenges.
Impact	Positive & Negative
Mitigation Strategies	The Company has defined a clear pathway to optimise resource consumption by: Achieving Zero Liquid Discharge (ZLD) status at all feasible manufacturing units. Water conservation through reduction, reuse, and recycling. Implementing energy-saving initiatives and leveraging technological advancements. Increasing the use of renewable energy. Implementing energy recovery systems - heat recovery from processes.
Financial Implications	Positive in the Long Term - These initiatives enhance business resilience and safeguard long-term value. Neutral to Negative in the Short Term - Initiatives for resource use optimisation may result in short-to-medium-term incremental costs.
Interested Stakeholders	Investors, Value Chain Partners, Employees, Local Communities, Regulatory Authorities, NGOs.
GRI Topic	GRI 303: Water GRI 302: Energy GRI 306: Waste

7. Plastic Packaging	
Rationale	Regulatory changes in Plastic Waste Management Rules require: Reduction in virgin plastic consumption by including recycled plastic in plastic packaging. Recycle & Reuse of the plastic packaging that is put into the market.
Impact	Negative
Mitigation Strategies	The Company's initiatives include: Optimising the packaging to reduce virgin plastic usage intensity. Utilising Post Consumer Recycled (PCR) plastics in packaging to promote circularity. Reusing rigid plastic packaging.
Financial Implications	Positive in the Long Term Neutral to Negative in the Short Term
Interested Stakeholders	Investors, Value Chain Partners, Local Communities, Regulatory Authorities, NGOs.
GRI Topic	GRI 301: Materials

8. Economic Performance	
Rationale	Strong economic performance is key to the stakeholders of an organisation. The Company's efforts aim to ensure sustainable growth for its value chain partners and all the stakeholders.
Impact	Positive
Financial Implications	Positive
Interested Stakeholders	Investors, Shareholders, Employees
GRI Topic	GRI 201: Economic performance

9. Community Development	
Rationale	The Company firmly believes in the inclusion of the community in which it operates, to provide direct economic and social growth for all its stakeholders.
Impact	Positive
Financial Implications	Positive
Interested Stakeholders	Local Communities, NGOs, Investors, Regulatory Authorities
GRI Topic	GRI 413: Local Communities

10. Changing Regulatory Landscape	
Rationale	Changing legal frameworks require businesses to modify processes/ practices to positively impact the Environment, Social & Governance performance. Non-compliance with the law of the land and associated penalties could directly impact operations, causing financial difficulties.
Impact	Negative
Financial Implications	Neutral to Negative in the Short Term Positive in the Long Term
Mitigation Strategies	An enlisted professional agency keeps the Company informed about new laws, amendments, guidelines, SOPs, and other updates issued periodically by various regulatory authorities. Statutory compliance requirements are verified through internal audits and quarterly statutory compliance review meetings. Necessary actions are implemented to address gaps and ensure ongoing compliance.
Interested Stakeholders	Investors, Regulatory Authorities, NGOs, Local Communities.
GRI Topic	GRI 2: General Disclosures 2-27 Compliance with Laws and Regulations

11. Process and Product Innovation	
Rationale	Evolving consumer preferences favour eco-friendly products, comprehensive solutions, specialised offerings, and brands that prioritise social responsibility. Changing consumer preferences require us to continuously adapt our offerings to meet these evolving demands, presenting both challenges and opportunities in delivering unique solutions to our customers.
Impact	Positive
Financial Implications	Positive
Mitigation Strategies	Focused R&D activities to establish: • Shifting from solvent-based adhesives to sustainable alternatives like water-based systems and eco-friendly adhesives. • Developing new water-based barrier coatings for the paper and packaging industry to replace single-use plastic laminates. • Developing innovative products in the tile adhesive category to reduce the carbon footprint and provide sustainable solutions in the construction segment. • Incorporating sustainable raw materials in manufacturing without compromising cost and performance parameters.
Interested Stakeholders	Customers, Value Chain Partners, Employees
GRI Topic	GRI 416: Customer Health and Safety

12. Employee Development and Diversity	
Rationale	Employee development and talent retention are crucial for business success.
Impact	Positive
Financial Implications	Positive
Mitigation Strategies	• Consistently engaging with employees, evaluating their experiences, and identifying pain points, to address and improve these areas. • Identifying and cultivating the talent pipeline for individuals in leadership positions. • Enhancing workplace diversity by implementing several initiatives and policy changes • Infrastructure upgrades to make our facilities more friendly for the differently abled.
Interested Stakeholders	Investors, Shareholders, Employees, Regulatory Authorities.
GRI Topic	GRI 401: Employment GRI 404: Training and Education GRI 405: Diversity and Equal Opportunity



09. RESPONSIBLE VALUE CREATION

At Pidilite, responsible value creation is at the core of our business approach and guides how we deliver sustainable growth. We are committed to creating long-term value for all our stakeholders by upholding high standards of governance, ethical business practices, and operational excellence. Our approach focuses on balancing economic performance with environmental responsibility and social impact. Through strong governance frameworks, transparent processes, and responsible sourcing practices, we continue to strengthen trust and resilience across our value chain while adapting to a dynamic business environment.

Material Topics

01

Corporate
Governance

02

Ethical and
Transparent
Business Practices

03

Statutory
Compliance
Management

04

Sustainable
Procurement

05

Economic
Performance

Sustainable Development Goals Being Addressed



01

Corporate Governance

Strong leadership and governance not only ensure sustained business performance but also secure stakeholder confidence. As we navigate a constantly evolving business landscape, our commitment to our core values of trust, accountability, and integrity remains steadfast.

Our Board of Directors is formed in line with the Companies Act, 2013 ("the Act") and Regulation 17 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (SEBI (LODR) Regulations). This stringent compliance with regulatory standards guarantees our leadership's honesty and responsibility.

To promote inclusivity and diversity, we have adopted a Board Diversity Policy that encourages a mix of experience and gender. The Board comprises 16 members, including one woman director.

In FY 2025-26, seven Board meetings were conducted - on 1st April, 2025, 8th May, 2025, 6th August, 2025, 30th October, 2025, 11th December, 2025 to 13th December, 2025, 21st January, 2026 and 3rd February, 2026.

Board Composition as of 31st March 2026

Sr. No.	Name	Designation
1.	Shri M B Parekh	Executive Chairman
2.	Shri A B Parekh	Non-Executive Vice Chairman
3.	Shri A N Parekh	Executive Vice Chairman
4.	Shri Sudhanshu Vats	Managing Director
5.	Shri Kavinder Singh	Joint Managing Director
6.	Shri Bharat Puri	Non-Executive Non-Independent Director
7.	Shri Sandeep Batra	Executive Director, Finance & Chief Financial Officer
8.	Shri Swaminathan K	Director Operations (w.e.f. 01.08.2025)
9.	Shri Rajeev Vasudeva	Independent Director
10.	Shri Murali Sivaraman	Independent Director
11.	Shri Rajeev Gupta	Independent Director
12.	Shri J S Deepak	Independent Director
13.	Smt. Meena Ganesh	Independent Director
14.	Dr. Vivek Raghavan	Independent Director
15.	Mr. Sandeep Kataria	Independent Director (w.e.f. 30.08.2025)
16.	Dr. Naushad Forbes	Independent Director (w.e.f. 21.01.2026)

Committees of the Board

The Board has established sub-committees and defined a specific responsibility for each to ensure that the Company's decisions are in line with its strategic objectives. These committees bring a balanced and focused approach to managing the Company responsibly and efficiently.

The following are the Committees of the Board:

- Audit Committee
- Nomination and Remuneration Committee
- Stakeholder Relationship Committee
- Risk Management Committee
- Corporate Social Responsibility Committee

Audit Committee

The Audit Committee plays a key role in overseeing the Company's financial reporting and financial data disclosure to ensure the accuracy, adequacy, and reliability of the financial statements. It works with the Management to review and scrutinise the quarterly and annual financial outcomes as well as the Limited Review/Auditors Report. This ensures that all financial information is clear, complete, and verified before it is presented to the Board for approval.

The Committee also recommends the appointment, re-appointment, terms of appointment, compensation, and additional payments of the Company's Statutory Auditors. It also reviews, approves, or modifies any Related Party Transactions as necessary.

The Committee reviews the efficacy of the internal audit function and carefully examines all its findings. It scrutinises inter-corporate loans and investments, reviews the Company's grievance redressal mechanism, and oversees several other related responsibilities.

The Audit Committee has expertise and experience in financial management. During the reporting period, the Board accepted all the recommendations made by the Audit Committee.

During the reporting period, the Audit Committee held five meetings – on 1st April, 2025, 7th May, 2025, 5th August, 2025, 29th October, 2025 and 2nd February, 2026, during which important matters were discussed before adjourning to continue discussions on financial results and related issues.

Nomination and Remuneration Committee

The Nomination and Remuneration Committee (NRC), which also serves as the Compensation Committee, operates under the SEBI (Share Based Employee Benefits and Sweat Equity) Regulations, 2021. The Board of Directors approves the remuneration for the Directors and Senior Management of the Company based on the recommendations of NRC. In addition, this Committee endorses the remuneration policy, evaluates performance-based remuneration in relation to corporate goals and objectives, formulates policy, and assesses the succession planning process at key levels within the Company, among other related matters.

The NRC recommends any increases in the fixed salaries of the Executive Chairman, Managing Director, Joint Managing Director, and Executive Director(s), based on standard industry practices and the raises given to other senior managers within the Company. Furthermore, the NRC is responsible for identifying and nominating suitable candidates to fill Board vacancies to ensure a balanced mix of expertise, knowledge, and skills.

During the financial year, the NRC conducted seven meetings – on 1st April, 2025, 8th May, 2025, 6th August 2025, 30th October 2025, 12th November, 2025, 21st January, 2026 and 2nd February, 2026.

Stakeholder Relationship Committee

The Stakeholder Relationship/ Committee (SRC) addresses shareholders' and investors' grievances, such as complaints concerning share transfer or transmission, non-receipt of annual reports and declared dividends, issues with voting rights, and adherence to the service standards for the registrar and share transfer agent. The Committee also takes active steps to minimise unclaimed dividends and address other shareholder grievances effectively.

The SRC fulfils its responsibilities as per the stipulations of Section 178 of the Act, in conjunction with the associated rules, as well as Regulation 20 in conjunction with Part D (B) of Schedule II of the Listing Regulations. During the reporting year, the Share Transfer Committee was convened 14 times. The SRC conducted one meeting on 14th January, 2026.

Risk Management Committee

Pidilite has a well-defined system to identify and manage a wide range of internal and external risks, including but not limited to financial, operational, legal, regulatory, cybersecurity, and sustainability. The Committee also supervises the execution of the Risk Management Policy and the efficacy of risk management systems. The Risk Management Committee reviews and approves risk management plans, tracks its progress, and suggests a methodology for risk classification and measurement. The Committee regularly compares its risk management practices with peers, reviews mitigation strategies, and adjusts priorities to address emerging risks. The Committee also proposes a method for risk classification and measurement.

During the reporting year, the Committee held two meetings – on 5th August, 2025 and 2nd February, 2026.

Corporate Social Responsibility Committee

For Pidilite, sustainable growth is more than a vision. It is a proactive action to enhance the quality of life of local communities, be it improvements in their healthcare, nutrition, education for their children, employment opportunities for women, or financial independence for households. Our numerous social and community-driven initiatives cover the areas of agriculture, animal husbandry, health, education, women's empowerment, water conservation, tree plantation, skill development, cleanliness, solar khadi, and others.

The Committee for Corporate Social Responsibility (CSR) formulates and endorses a detailed CSR policy that outlines our actions for the respective fiscal year, and supervises its execution. Additionally, the Committee is accountable for submitting the Annual Action Plan for CSR implementation for the Board's approval. The composition of the CSR Committee aligns with the stipulations of Section 135 of the Companies Act, 2013.

During the reporting period, the Committee held two meetings – on 7th May, 2025 and 29th October, 2025.

An independent firm was also engaged to conduct an Impact Assessment on construction of check dams in the villages of Zansmer and Ankolali, located in Bhavnagar, Gujarat. The report can be accessed on the Company's website: <https://www.pidilite.com/investor-relations/latest-general-meeting>.

Enterprise Risk Management

Climate change, supply chain disruption, economic volatility and inflation, regulatory pressure and other unforeseen risks have redefined risk management. Pidilite closely monitors both internal and external factors to manage risks proactively.

Risk Management Approach

Pidilite has established a robust and structured risk management system to identify, assess, and mitigate potential threats. This framework is guided by a top-down and bottom-up approach. The Board of Directors, along with the Risk Management Oversight Committee (RMOC), set the overall risk management policy. Following the RMOC's guidelines, the Management Risk Committee, also known as the Risk Identification and Mitigation Committee (RIMC) supplement the process with a bottom-up approach which focuses on identifying and mitigating long-term, strategic, and macro risks for the company.

Role of Risk Management Oversight Committee (RMOC)

The Board's Risk Management Oversight Committee (RMOC) comprises Independent Directors, Executive Vice Chairman, Executive Directors and Senior Management and is chaired by an Independent Director. It is responsible for reviewing and approving the risk management plan, monitoring its progress, and endorsing the proposed risk classification methodology. The committee ensures the comprehensive execution of the risk management framework.

Role of Risk Identification and Mitigation Committee (RIMC)

The RMOC is assisted by the Risk Identification and Mitigation Committee (RIMC). RIMC comprises the Managing Director, Joint Managing Director, Executive Vice Chairman, Executive Director & CFO and Senior Management. RIMC is responsible for identifying risks that can impact the business, people or its processes. It develops risk mitigation plans for the same in consultation with the Risk Owners, i.e., respective heads of the business and /or functions to which the identified risk belongs. The RIMC regularly reviews the risk library and updates the RMOC on key/ new risks.

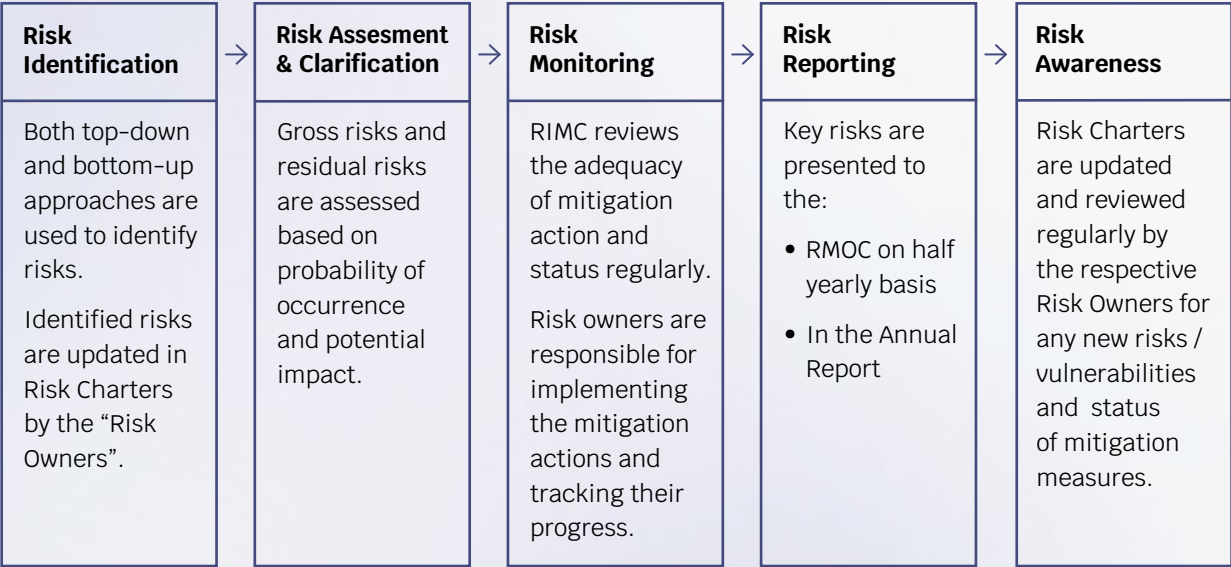
Role of Risk Owners

The Risk Owners are responsible for formulating and executing the risk mitigation plan in their respective areas, and periodically report the risks and corresponding mitigation strategies to the RIMC. They continuously assess risk levels and the effectiveness of mitigation measures in collaboration with line managers, ensuring effective implementation and ongoing monitoring.

Risk Management Process

Pidilite has deployed a comprehensive risk identification process, wherein each business and function identifies and maintains a detailed repository of risks and vulnerabilities (Risk Charters). The identified risks are assessed based on probability and potential impact. The Company reviews the relevant risks and vulnerabilities including regulatory changes that can impact the business continuity and reputation.

Currently, the top focus areas include workplace health and safety, staying compliant with changing regulations, cybersecurity threats, input materials supply chain disruptions, plastic waste management, intellectual property infringement, threat of counterfeits and fraud, economic instability, and shifting customer preferences.



02

Ethical and Transparent Business Practices

At Pidilite, we hold ourselves to the highest standards of ethical, legal, and responsible conduct to generate value for our stakeholders. Our Code of Conduct serves as a guiding framework. Any violation – big or small – is addressed with the same level of seriousness.

The Ethics Committee, supported by the Head of Internal Audit as its Secretary, thoroughly investigates every concern and ensures a timely, transparent resolution. Furthermore, the Code of Conduct also applies to all our subsidiaries, with adjustments to meet their country's local legal requirements.

Our Board of Directors and senior leadership are responsible for formulating and implementing organisational strategies and policies. They have introduced several important codes, including the Employee Code of Conduct, the Code of Conduct for Directors and Senior Management, and the Whistle Blower Policy. These codes help us stay aligned with our values and deliver on our commitments effectively.

Code of Conduct

The success of any organisation lies in upholding its values. At Pidilite, we believe that strong ethics and integrity build the foundation of a successful and responsible business. To promote this, we have set clear standards of behaviour through our comprehensive Code of Conduct.

Our Code of Conduct for Directors and Senior Management is aligned with the Listing Regulations and sets the example top down. Our Employee Code of Conduct underlines ethical behaviour as a key value at Pidilite. Implemented as a compulsory annual training, this guides our people to report any instance of fraud, insider trading, bribery, corruption, human rights violations, and discrimination, and provides the necessary corrective actions for such situations.

Our Supplier Code of Conduct addresses ethical practices, avoids conflicts of interest, and human rights issues such as the prohibition of child and forced labour, fair pay, and other pertinent matters. It also includes clear corrective processes for reporting and rectification of human rights violations.

Pidilite has a zero-tolerance approach to corruption, bribery, insider trading, discrimination, fraud, and human rights abuses. This reporting year had no fines, penalties, or actions due to corruption or noncompliance. As a further step, we have established a Whistle Blower policy for our directors and employees, which assures anonymity and safety when reporting any behaviours that contradict Pidilite's Code of Conduct.

Whistle Blower Policy

At Pidilite, we believe in providing a safe and secure work environment for our people. Every individual has the right to voice their concerns, especially if it adversely impacts their safety and integrity, as well as the Company's operations or performance. Our Whistle Blower policy provides a safe space for people to speak out confidently and anonymously on suspected or actual fraud, violations of Pidilite's Code of Conduct, and unethical behaviours. For operational issues not covered by this policy, employees are encouraged to report these to their respective division heads.

Grievance Resolution

We understand that different stakeholder groups have different needs, and we have created specific systems to address their issues effectively.

For customers, a dedicated helpline resolves queries and complaints promptly. For shareholders and investors, the Stakeholders Relationship Committee (SRC) resolves issues pertaining to delays in share transfers or transmissions, non-receipt of dividends or Annual Reports. The SRC also works with our Registrar and Share Transfer Agent to improve service quality and reduce the amount of unclaimed dividends.

Our corporate governance model periodically updates the Board on the status of investor grievances and share transfers. In FY 2025-26, we received 22 shareholder complaints, which were all resolved within the stipulated timelines.

Our digital platform, 'My Pidilite', is an open channel for employees to raise concerns or suggestions directly to the top management, who review them every month.

'Khulla Manch' is an open forum that addresses grievances at manufacturing sites, and employee issues are addressed on the ground. Sexual harassment is dealt with severely through the Policy to Prevent Sexual Harassment, and all complaints are investigated by our Internal Complaints Committee. In FY 2025-26, four cases of sexual harassment were reported. All complaints were investigated and resolved within the stipulated timeline.

Incidents Concerning Human Rights Received During the Financial Year

Category	No. of Complaints
Sexual Harassment	4
Discrimination at Workplace	Nil
Child Labour	Nil
Forced Labour/Involuntary Labour	Nil
Wages	Nil
Other Human Rights-related Issues	Nil

03

Statutory Compliance Management

At Pidilite, statutory compliance is integral to how we do business responsibly and create long term value. Our systems and processes across our operations comply with applicable laws, regulations, permits, and internal requirements. Compliance is monitored through robust governance mechanisms and digital platforms that track, manage, and report legal, regulatory, and internal obligations.

To strengthen compliance management, Pidilite uses Legatrix, a versatile, dependable, and comprehensive software that tracks, manages, and reports on legal, regulatory, and internal compliance requirements. This enables timely identification of obligations, regular monitoring of compliance status, and prompt action to address any gaps or non-compliance, wherever required.

We continuously monitor regulatory changes and take timely action to ensure compliance across our operations. Periodic internal reviews, audits, and statutory compliance assessments help evaluate compliance performance and strengthen our management systems. Working closely with our manufacturing locations and business functions helps build awareness and reinforce accountability.

During FY 2025–26, there were no reported instances of legal or environmental non-compliance that resulted in significant fines, penalties, or sanctions. There were also no reported data breaches or cybersecurity incidents.

We remain committed to maintaining high standards of compliance, transparency, and accountability, while continuously improving our practices to support responsible and sustainable business operations.

04

Sustainable Procurement

At Pidilite, sustainable procurement remains an integral part of our responsible value creation approach. We continue to follow our established Sustainable Procurement Policy and Supplier Code of Conduct, which guides procurement decisions through environmental, social and governance considerations. Our focus remains on working with suppliers who demonstrate responsible business practices, comply with applicable regulations, uphold employee welfare and safety standards, and support ethical and transparent operations.

During FY 2025–26, there were no material changes to our procurement strategy. We continued to strengthen our supplier engagement efforts, encourage alignment with our sustainability expectations, and integrate sustainability considerations into sourcing decisions and supplier evaluations. We also maintained our emphasis on local sourcing, supplier diversity, risk management, and long-term supply chain resilience.

In FY 2025–26, 61% of our raw and packaging materials, by procurement value, were sourced from suppliers meeting our sustainable procurement criteria, compared with 53% in FY 2024–25. This progress reflects the growing adoption of responsible practices across our supply chain and supports our long-term goal of building a more sustainable, resilient, and future-ready sourcing ecosystem.

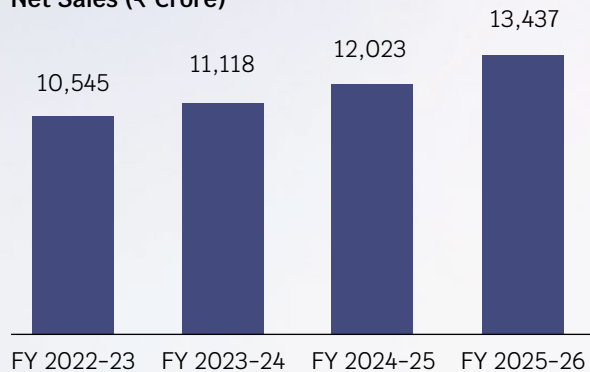
05

Economic Performance

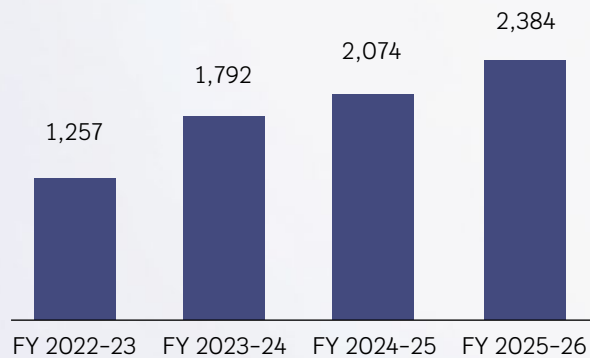
In FY 2025-26, Pidilite (standalone) delivered 11.1% Underlying Volume Growth ("UVG"*) with an improvement of 180 bps over last year. Both Branded Consumer & Bazaar (C&B) and Business to Business (B2B) segments delivered strong, consistent growth. Input costs remained benign during the year, which enabled the Company to step up investments behind brands and demand generation activities. EBITDA margins expanded by 100 bps to 24.6% due to lower input costs and operating efficiencies.

**Underlying Volume Growth is turnover growth at constant price. It considers volume and mix improvement, reflecting the quality of growth delivered.*

Net Sales (₹ Crore)



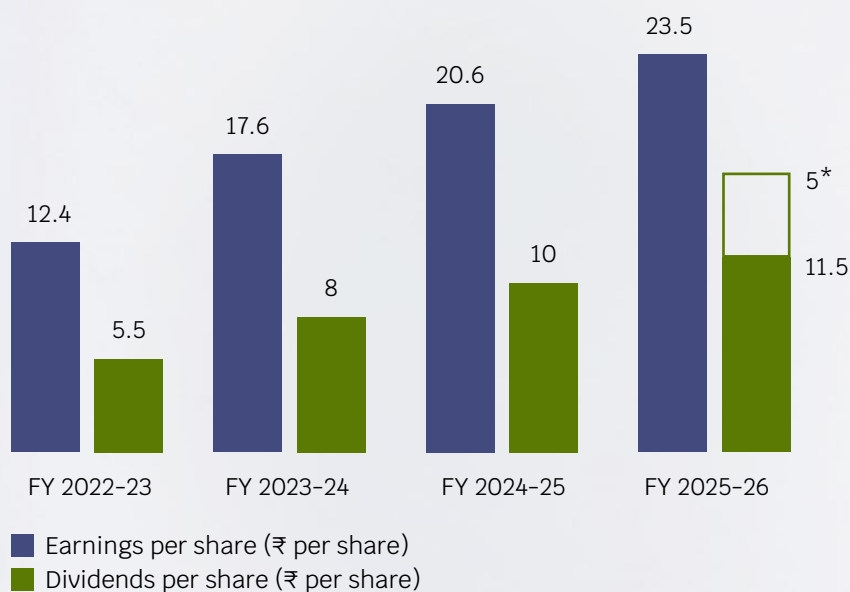
Profit after Tax (₹ Crore)



The Company is taking initiatives to drive demand generation to deliver on its objective of consistent, profitable underlying volume growth. The domestic subsidiaries have delivered good sales and profit growth. The Company remains committed to strengthening the performance of these subsidiaries and has taken several strategic initiatives to improve their margins and achieve consistent sales growth.

The Company's major international subsidiaries are in UAE, Bangladesh, Sri Lanka, Thailand and Kenya. The business environment in some of these countries remains subdued due to geopolitical tensions, currency challenges and inflation. However, the management is taking various steps to increase sales and market share in their respective geographies, along with an improvement in the performance of these subsidiaries.

Dividends and Earnings Per Share are Adjusted for Bonus Issue During the Year



* Special one of dividend on 101st birth anniversary of our founder Shri. B K Parekh.

Economic Performance Trend

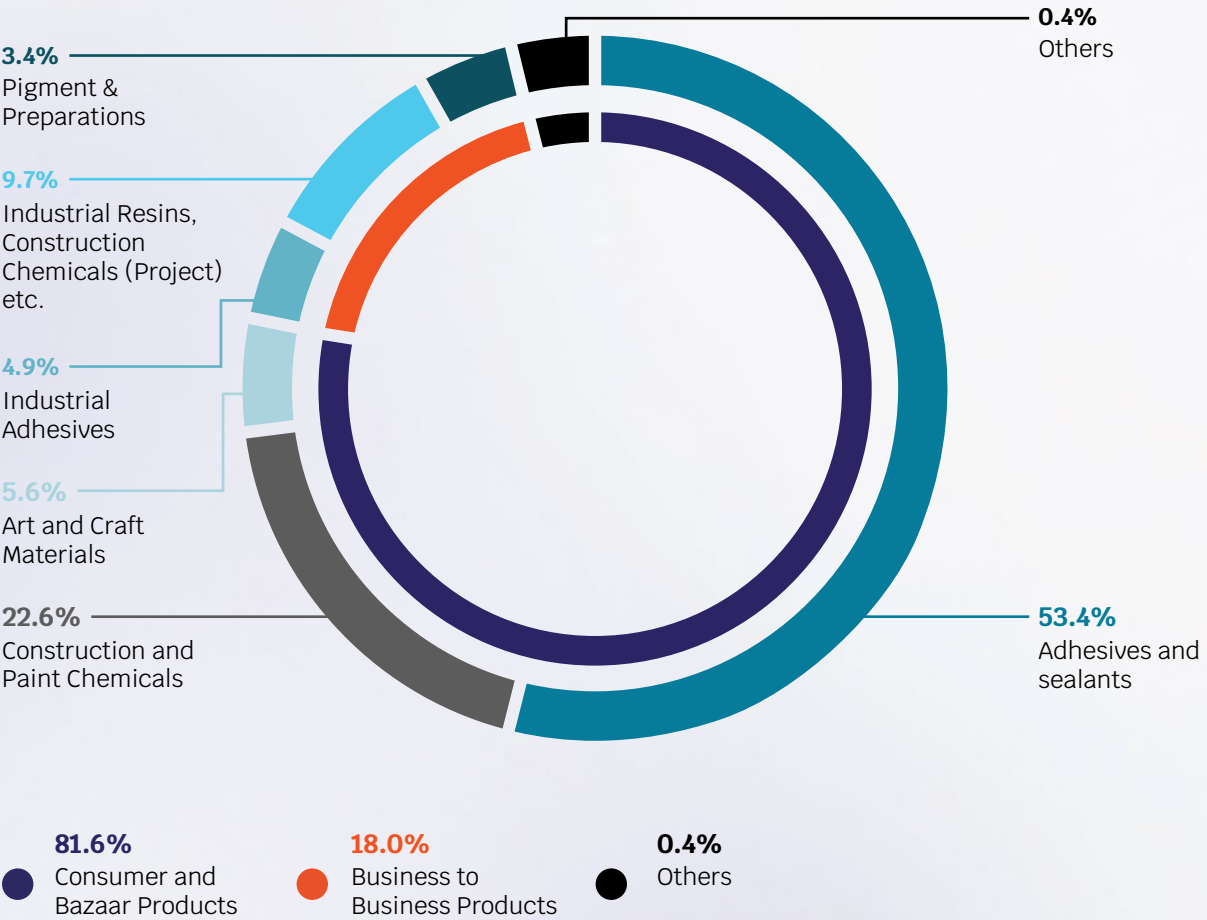
Particulars	FY 2023-24	FY 2024-25	FY 2025-26
Economic Value Generated	11,332.6	12,367.0	13,766.1
A. Sales Revenue	11,117.8	12,023.2	13,436.5
B. Other Operating Revenue	49.2	49.5	51.1
C. Other Income	165.6	294.3	278.5
Economic Value Distributed	9,858.6	10,651.4	13,766.1
A. Operating Costs	7,617.8	7,961.6	8,744.5
B. Community Investments	34.3	39.2	68.7
C. Employee Wages and Benefits	1,254.3	1,545.5	1,710.3
D. Payments to Providers of Capital	29.5	34.7	40.8
E. Payments to Government	922.7	1,070.4	1,171.3
Economic Value Retained (Calculated as economic value generated less economic value distributed)	1,474.0	1,715.6	2,030.6

Performance by Industry Segment (Standalone)

The Company operates under two major business segments, i.e., Branded Consumer & Bazaar and Business to Business (B2B). Adhesives, Sealants, Art & Craft Materials and Construction and Paint Chemicals come under the Branded Consumer & Bazaar segment. These products are widely used by carpenters, painters, masons, waterproofing applicators, plumbers, mechanics, students and in offices.

Business to Business segment covers Industrial Adhesives, Industrial Resins, Construction Chemicals (Projects), Organic Pigments, Pigment Preparations, and other products. This segment caters to various industries like packaging, joineries, textiles, paints, printing inks, paper, and leather. Both business segments include a few medium to large companies with a national presence, and many small companies that are active regionally. Many multinational companies are also present in the same product categories as our Company.

Business Segment/Product Category %



Standalone Results - % of Total Sales based on FY 2025-26

R&D and Capital Expenditure

During the reporting period, 6.9% of the overall R&D budget and 3.8% of the total capital budget were allocated to technologies aimed at enhancing the environmental and social impacts of our products and processes. The investments are outlined in the table below:

Expenditure area	Brief on the innovations / projects executed
Research & Development (R&D)	During FY 2025-26, the Company continued its R&D activities on sustainability through initiatives like: • Identifying, developing and replacing sustainable raw materials. • Replacing hazardous solvent-based products with safer alternatives such as 100% solid products, hot melts and water-based products. • Replacing non-recyclable plastic packaging with recyclable plastics. • Continuing to develop products meeting CMR compliance standards.
Capital Expenditure (CAPEX)	Investments for renewable energy footprint expansion through installation of rooftop solar power plants at manufacturing locations. Investments to switch to cleaner fuels such as Piped Natural Gas (PNG) and briquettes in boilers to reduce air emissions. Replacement of conventional fans with energy-efficient BLDC and high-efficiency fans to reduce electricity consumption. Replacement of old motors with energy-efficient IE3 and IE4 class motors. Replacement of conventional cooling tower fans with aero-foil and composite fans to improve energy efficiency. Reduction in power consumption in manufacturing processes through automation and consolidation of packing lines. Adoption of Oil Free Refrigerant (OFR) technology in chilled water units to improve energy efficiency. Installation of variable frequency drives (VFDs) for high energy-consuming equipment to optimize power usage. Installation and upgradation of effluent treatment facilities to enable recycling and reuse of treated water and reduce freshwater consumption. Investments for installation of rainwater harvesting systems to improve water conservation.

10. COMBATING

CLIMATE CHANGE

Climate change continues to be one of the most significant global challenges, influencing the way businesses manage resources, operations, and long-term growth. At Pidilite, we are focused on reducing the environmental footprint of our operations while building resilience to climate-related risks.

This section highlights our approach, performance, and progress across key areas such as energy management, greenhouse gas emissions, water stewardship, waste management, responsible material use, sustainable packaging, and environmental compliance. It also outlines the initiatives undertaken to improve resource efficiency, strengthen circularity, and support our long-term sustainability goals.

Material Topics

01

Energy
Management

02

Emission
Management

03

Water & Effluent
Management

04

Waste Management

05

Management
of Hazardous
Chemicals

06

Material
Consumption

07

Sustainable
Materials and
Customer Safety

08

End Of Life
Management of
Product Packaging

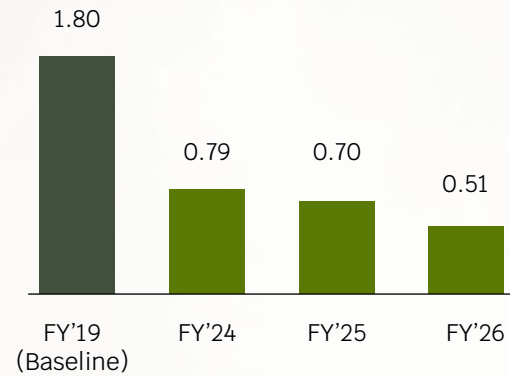
Sustainable Development Goals Being Addressed



Environmental KPI Trends

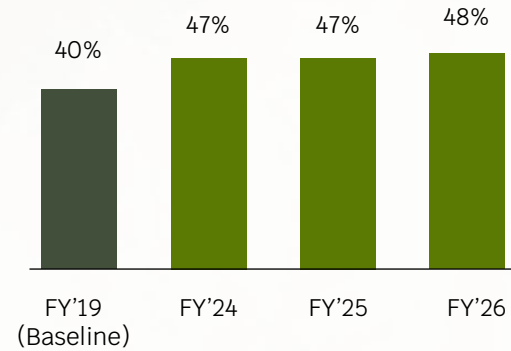
Energy Consumption Intensity

[GJ/MT of Production]



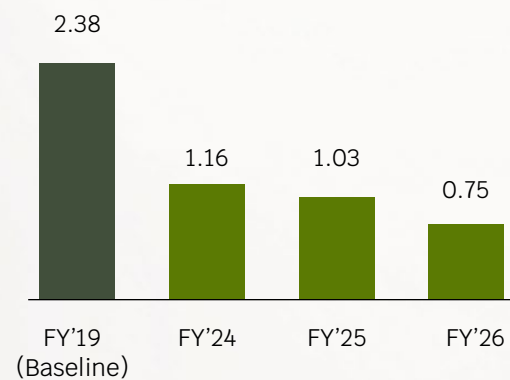
Renewable Energy Mix

[% of renewable energy in overall energy consumed]



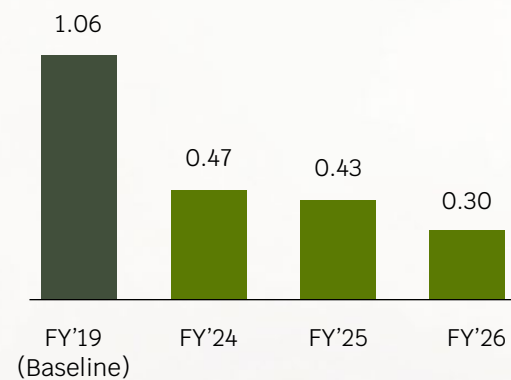
Water withdrawal Intensity

[KL/MT of Production]



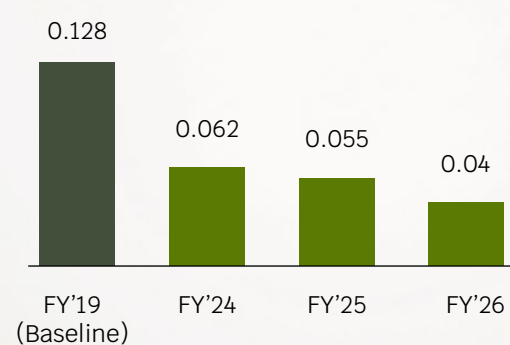
Effluent Discharge Intensity

[KL/MT of Production]



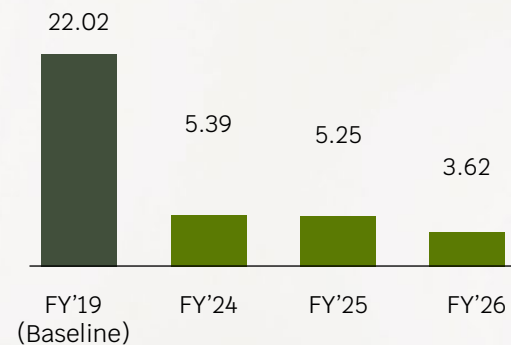
GHG Emission Intensity

[tCO2e/MT of Production]



Waste Disposal Intensity

[Kg/Ton of Production]



01

Energy Management

At Pidilite, energy conservation remains a key priority as part of our broader commitment to addressing climate change and improving operational efficiency. During FY 2025–26, we continued to focus on reducing energy intensity, increasing the share of renewable energy, and optimising energy use across our manufacturing operations through targeted initiatives and process improvements.

Energy Consumption Overview

During the reporting period, our total energy consumption stood at 7,05,584 GJ. Of this, 3,41,367 GJ was sourced from renewable sources, resulting in a renewable energy mix of 48.4%, reflecting an improvement in renewable share over the previous year.

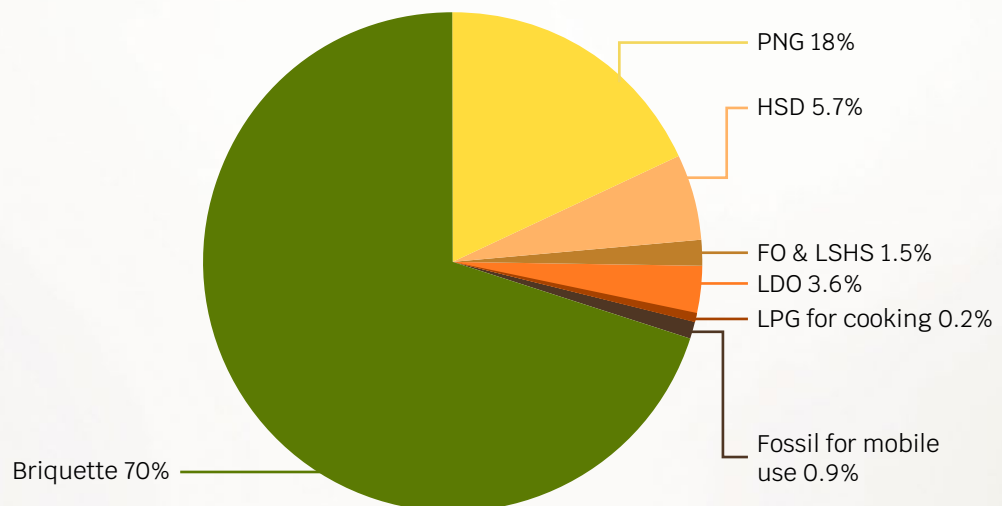
Our energy consumption intensity improved further to 0.51 GJ/MT of production, demonstrating continued progress in operational efficiency and alignment with our long-term energy reduction targets.

Fuel Energy Consumption

Total fuel consumption for FY 2025–26 was 4,23,975 GJ, with 2,95,969 GJ sourced from renewable fuels. The renewable share in fuel consumption remains strong, supported by our sustained usage of biomass-based fuels and continuous optimisation of fuel-intensive processes.

Our efforts during the year focused on improving boiler efficiency, reducing dependency on high-carbon fuels, and implementing process-level improvements to minimise fuel usage.

FY 2025–26 FUEL CONSUMPTION BIFURCATION



Fuel Energy Consumption Trend

Parameter	Unit of Measurement	FY 2018-19 (baseline)	FY 2023-24	FY 2024-25	FY 2025-26
LDO	Giga Joules (GJ)	3,850	27,165	23,210	15,353
Coal	GJ	1,81,990	6,802	0	0
HSD	GJ	25,350	37,854	26,864	23,971
FO and LSHS	GJ	41,160	4,090	3,097	6,531
PNG	GJ	34,381	65,754	94,142	77,212
LPG (for cooking) *	GJ	-	-	-	918
MS Petrol, HSD & CNG(for mobile use)*	GJ	-	-	-	4,021
Total Non-Renewable Fuel Consumed	GJ	2,86,731	1,41,665	1,47,313	1,28,006
Briquette	GJ	2,64,002	2,90,066	3,12,732	2,95,969
Total Renewable Fuel Consumed	GJ	2,64,002	2,90,066	3,12,732	2,95,969
Total Fuel Consumed	GJ	5,50,733	4,31,731	4,60,045	4,23,975
Volume Produced	Tons	4,00,327	8,41,111	10,39,866	13,86,736
Fuel Consumption Intensity	GJ/MT of Production	1.38	0.51	0.44	0.31

*Note: From FY 2025-26 onwards, we started monitoring LPG consumption for cooking purposes and fuel consumption for passenger vehicles owned by Pidilite and the same is accounted for in total fuel consumption reported.

Electricity Consumption

Total electricity consumption for the year was 2,81,609 GJ, including 45,398 GJ from renewable sources. We expanded renewable electricity usage through onsite and offsite renewable energy sourcing, while also focusing on improving electrical energy efficiency across plants.

Electricity Consumption Trend

Electricity Consumed (GJ)	Unit of Measurement	FY 2018-19 (baseline)	FY 2023-24	FY 2024-25	FY 2025-26
Grid Electricity Consumed	Giga Joules (GJ)	1,47,070	2,10,675	2,35,407	2,36,211
Total Non-Renewable Electricity Consumed	GJ	1,47,070	2,10,675	2,35,407	2,36,211
Solar Electricity Consumed	GJ	7,057	11,172	19,763	22,585
Wind Electricity Consumed	GJ	17,137	14,076	10,384	22,813
Total Renewable Electricity Consumed	GJ	24,194	25,248	30,147	45,398
Total Electrical Energy Consumed	GJ	1,71,264	2,35,923	2,65,555	2,81,609
Volume Produced	Tons	4,00,327	8,41,111	10,39,866	13,86,736
Electricity Consumption Intensity	GJ/MT of Production	0.43	0.28	0.26	0.20

Enhancing Energy Use Efficiency and Reducing Emissions

In FY 2025–26, we implemented a range of initiatives to reduce absolute energy consumption and optimise energy use across operations. These initiatives focused on modernisation of equipment, process optimisation, and increased automation. The combined impact of these initiatives resulted in absolute energy savings of over 9,200 GJ during the year, exceeding initial projections.

Energy Consumption Reduction Initiatives

We undertook several targeted interventions to directly reduce energy use across facilities:

- Upgraded conventional air-conditioning systems to inverter-based energy-efficient units across multiple manufacturing locations.
- Reduced process energy requirements through optimisation of batch cycle times at key manufacturing units.
- Deployed BLDC fans across multiple units to significantly lower electrical energy consumption.
- Implemented process and formulation changes using heat pump technology and alternative sludge management practices, to reduce process energy demand.
- Replaced conventional motors with high-efficiency IE3/IE4 motors across multiple sites.
- Introduced improvements in lighting systems, including conversion to LED lighting and optimised lighting layouts.
- Reduced diesel consumption in DG operations by transitioning to power supply through dedicated grid connection at select locations.

These initiatives have contributed to meaningful reductions in both electrical and fuel energy consumption, while improving overall usage efficiency.

Energy Consumption Optimisation Initiatives

In addition to reduction measures, we continued to optimise the performance of key utilities and equipment:

- Optimised chiller operations by integrating process loads to improve efficiency.
- Improved air compressor performance across sites through system-level optimisation.
- Enhanced cooling tower efficiency through design improvements, automation, and component upgrades.
- Implemented optimisation of variable flow systems for air handling units by deploying energy-efficient technologies such as EC fans.
- Improved boiler operations through condensate recovery systems and capacity optimisation.
- Undertook design-level improvements across multiple units to reduce energy requirements in operations.

These initiatives have improved the reliability and efficiency of utility systems.

Automation and Smart Energy Management Initiatives

We further expanded the use of automation to enhance energy efficiency across operations:

- Installed motion sensors for lighting and ventilation systems to reduce energy wastage.
- Deployed Variable Frequency Drives (VFDs) in high-capacity motors to optimise energy usage based on demand.
- Integrated temperature-based interlocks and automation in cooling and utility systems.
- Implemented automated controls in cooling towers and other utility systems for real-time optimisation.

These measures have enabled better monitoring, control, and utilisation of energy, leading to sustained efficiency gains.

Our continued focus remains on improving energy use intensity, increasing renewable energy adoption, and driving technology-led efficiency improvements. We will further scale up automation, expand renewable energy integration, and identify new opportunities for process optimisation to strengthen our progress towards long-term sustainability goals.

Through these sustained efforts, we are working towards reducing our environmental footprint while improving operational resilience and efficiency.

02

Emission Management

GHG Emissions

At Pidilite, we remain committed to reducing greenhouse gas (GHG) emissions and strengthening our climate performance through a combination of renewable energy adoption, process optimisation, and energy efficiency improvements. We maintain a robust monitoring and reporting framework aligned with the GHG Protocol to ensure transparency and drive continuous improvement in emissions management.

GHG Emissions Overview

During FY 2025–26, our total GHG emissions (Scope 1, Scope 2 and Scope 3) stood at 55,388 tCO₂e, reflecting continued efforts to optimise operations and reduce emissions intensity across our manufacturing footprint.

Our GHG emission intensity improved further to 0.04 tCO₂e per MT of production, demonstrating sustained progress against our long-term decarbonisation targets and improving efficiency compared to the previous year.

Scope 1 and Scope 2 Emissions

Our Scope 1 emissions primarily arise from fuel consumption in boilers and process heating, as well as diesel-based power generation. Scope 2 emissions result from purchased electricity. During the reporting period, we continued to reduce these emissions through:

- Increased use of renewable fuels such as biomass briquettes.
- Expansion of renewable electricity sources, including on-site solar installations
- Process-level optimisation and reduction in overall energy consumption

These efforts have contributed to lower emission intensity and improved efficiency across operations.

Scope 1 GHG Emissions Trend by Fuel Type

Parameter	Unit of Measurement	FY 2018-19 (baseline)	FY 2023-24	FY 2024-25	FY 2025-26
High-speed diesel	tCO2e	1,438	2,389	1,592	1,473
Furnace oil & LSHS	tCO2e	2,818	317	240	507
Coal	tCO2e	17,216	644	-	-
Piped natural gas	tCO2e	2,207	3,406	5,047	4,022
Light diesel oil	tCO2e	182	1,700	1,513	1,010
Briquette*	tCO2e	524	576	621	588
LPG (for cooking)**	tCO2e	-	-	-	50
Mobile emissions**	tCO2e	-	-	-	282
Total	tCO2e	24,385	9,032	9,014	7,932

*CO2 equivalent emissions due to Methane and Nitrous oxide emissions from the combustion of biomass briquette.

**From FY 2025-26 onwards, we started monitoring LPG consumption for cooking purposes and fuel consumption for passenger vehicles owned by Pidilite and the same is accounted under Scope 1 emissions.

Bio-genic Emissions

In FY 2025-26, biogenic emissions stood at 28,857 tCO₂, reflecting emissions associated with biomass-based fuel usage.

Parameter	Unit of Measurement	FY 2018-19 (baseline)	FY 2023-24	FY 2024-25	FY 2025-26
Bio-genic emissions	tCO2e	25,740	28,281	30,491	28,857

Scope 1, Scope 2 and Scope 3 Emission Trend

Parameter	Unit of measurement	FY 2018-19 (baseline)	FY 2023-24	FY 2024-25	FY 2025-26
Scope 1 emissions [GHG emissions due to fuel use]	tCO ₂ e	24,385	9,032	9,014	7,932
Scope 1 emission intensity	tCO ₂ e /MT of production	0.0615	0.0107	0.0087	0.0057
Scope 2 emissions [GHG emissions due to electricity purchased from the grid]	tCO ₂ e	25,517	35,513	39,676	38,088
Scope 2 emission intensity	tCO ₂ e/MT of production	0.0637	0.0422	0.0382	0.0274
Scope 3 emissions*	tCO ₂ e	1,172	7,422	8,721	9,368
Scope 3 emission intensity	tCO ₂ e/MT of production	0.0115	0.0102	0.0098	0.0068
Total Scope 1, Scope 2, Scope 3 emissions	tCO ₂ e	51,074	51,967	57,411	55,388
Volume Produced	Tons	4,00,327	8,41,111	10,39,866	13,86,736
Total Emission Intensity	tCO ₂ e/MT of production	0.128	0.062	0.055	0.040
	tCO ₂ e/revenue in ₹ Crores	7.27	4.66	4.78	4.11

*Emissions from job work (value chain) locations have been classified under Scope 3 – Purchased Goods & Services, in accordance with the GHG Protocol

Driving Emission Reduction and Energy Transition

Our strategy to reduce emissions is guided by three key levers: increasing renewable energy usage, improving energy efficiency, and transitioning to lower carbon fuels. During FY 2025–26, we implemented several initiatives across these areas, resulting in total GHG emission avoidance of approximately 3,338 tCO₂ during the year.

Key Initiatives Implemented

We continued to strengthen renewable energy adoption across locations:

- Commissioned rooftop solar installations across multiple plants, which contributed significantly to emission reduction during the year.
- Operationalised additional solar capacity at key manufacturing sites.
- Expanded solar installations across the Himachal Pradesh cluster and at other strategic locations, further increasing renewable electricity share.
- Progressed initiatives for hybrid green power sourcing under long-term power purchase agreements, with commissioning expected in FY 2026-27.

These initiatives have accelerated our transition towards cleaner energy sources and reduced dependence on grid-based electricity with higher emission intensity.

Fuel Transition and Decarbonisation Initiatives

We continued our efforts to shift towards lower carbon fuels:

- Commissioned a biomass briquette-fired boiler, supporting the transition from fossil fuels to renewable biomass-based energy.
- Increased reliance on biofuels and optimised fuel consumption across operations.

Energy Efficiency Linked Emission Reduction Initiatives

In addition to direct renewable projects, significant emission reductions were achieved through the following energy-saving initiatives implemented across plants:

- Energy efficiency improvements in process operations and utilities contributed substantially to emission reduction.
- Implementation of energy optimisation projects (including equipment upgrades, automation, and process improvements) led to additional avoided emissions.

The combined impact of these initiatives resulted in emission reductions exceeding initial expectations.

Way Forward

Our ongoing focus will remain on reducing emission intensity, increasing renewable energy share, and strengthening our transition towards a low-carbon and climate-resilient business model.

Through these efforts, we aim to contribute meaningfully to climate change mitigation while enhancing operational efficiency and long-term sustainability.

Air Emissions

At Pidilite, we remain committed to minimising air emissions from our operations and ensuring strict compliance with all applicable environmental regulations. We continuously monitor emissions from our manufacturing processes and implement appropriate control measures to reduce the release of pollutants such as particulate matter (PM), sulphur oxides (SOx), and nitrogen oxides (NOx).

During FY 2025–26, we further strengthened our focus on improving air quality performance through process optimisation, cleaner fuel usage, and enhanced emission control systems. Our continued transition towards lower carbon and cleaner fuels has contributed to a more stable and controlled emissions profile across manufacturing units.

Managing Air Emissions

Air emissions at our facilities primarily arise from fuel combustion in boilers, process heating operations, and diesel generator usage. To manage these emissions effectively, we have implemented robust monitoring systems across all units. Continuous and periodic emission monitoring ensures that emission levels remain within prescribed regulatory limits.

We have deployed appropriate air pollution control equipment such as:

- Cyclones, bag filters, and wet scrubbers to control particulate emissions
- Stack monitoring systems for tracking emissions from fuel combustion sources
- Preventive maintenance practices to ensure optimal equipment performance

These measures help us maintain consistent compliance and support our efforts to reduce environmental impact.

Air Emission Trend

Parameter	Unit of measurement	FY 2018-19 (baseline)	FY 2023-24	FY 2024-25	FY 2025-26
Total Particulate Matter (TPM)	KG	42,785	34,217	35,122	32,291
	Kg/MT of production	0.11	0.04	0.03	0.02
Oxides of Sulphur (SOx)	KG	40,073	9,666	13,429	14,094
	Kg/MT of production	0.10	0.01	0.01	0.01
Oxides of Nitrogen (NOx)	KG	13,367	21,827	22,659	20,045
	Kg/MT of production	0.03	0.03	0.02	0.01

03

Water and Effluent Management

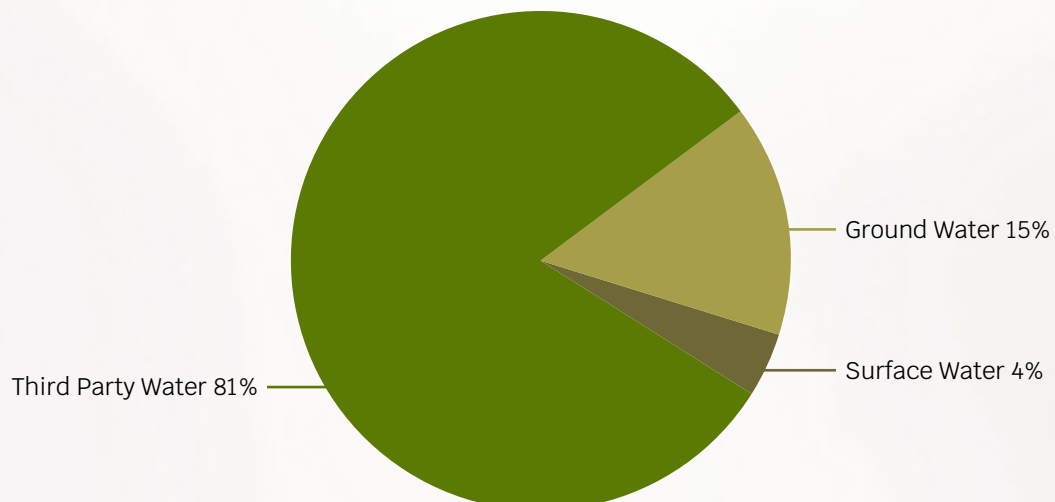
Water continues to be a critical resource for our operations, and we remain committed to managing it responsibly through a combination of reduction, reuse, and recycling initiatives. Our approach is guided by the principles of water stewardship, operational efficiency, and regulatory compliance, while supporting our long-term aspiration of achieving water neutrality across manufacturing locations.

Performance Overview

During FY 2025-26, our total freshwater withdrawal stood at 10,43,107 KL. Our freshwater withdrawal intensity improved to 0.75 KL/MT, continuing the downward trend from the previous years. This improvement was achieved through focused efforts on process optimisation, reuse, and recycling across multiple sites.

Freshwater requirements were primarily met through third-party sources (81%), supplemented by on-site borewells (15%) and rainwater harvesting (4%), demonstrating our continued focus on diversifying and conserving water sources.

FY 2025-26 FRESH WATER CONSUMPTION BY SOURCE



Fresh Water Withdrawal Trend

Parameter	Unit of measurement	FY 2018-19 (baseline)	FY 2023-24	FY 2024-25	FY 2025-26
Third-Party Water Withdrawn	KL	7,23,479	7,53,909	8,73,087	8,45,287
Ground Water Withdrawn	KL	1,98,987	1,77,979	1,58,572	1,58,133
Surface Water Withdrawn*	KL	34,252	40,315	39,941	39,687
Total Freshwater Withdrawn	KL	9,56,719	9,72,023	10,71,600	10,43,107
Volume Produced	Tons	4,00,327	8,41,111	10,39,866	13,86,736
Water Withdrawal Intensity	KL/MT of production	2.38	1.16	1.03	0.75

*Includes rainwater collected and used for industrial applications

Effluent Treatment, Reuse and Discharge

On the effluent management front, treated effluent discharge to Common Effluent Treatment Plants (CETPs) was 4,14,745 KL, with all effluents handled in compliance with regulatory requirements.

We are steadily moving towards our goal of Zero Liquid Discharge (ZLD) across all our factories. In FY 2025-26, 80% of our manufacturing units achieved this milestone.

None of our factories discharged treated wastewater into open land or natural water bodies. We carefully monitor wastewater at all locations to ensure we follow environmental regulations and continue operating in a responsible and sustainable manner.

Effluent Generation, Recycle & Discharge Trend

Parameter	Unit of measurement	FY 2018-19 (baseline)	FY 2023-24	FY 2024-25	FY 2025-26
Total Effluent Generated	KL	4,73,979	5,82,304	7,25,135	6,69,638
Total Effluent Recycled and Reused	KL	47,952	1,86,605	2,79,261	2,54,893
Total Effluent Discharged	KL	4,26,027	3,95,700	4,45,874	4,14,745
Recycle Rate	%	10%	32%	39%	38%
Specific Effluent Discharge Ratio	KL/MT of production	1.06	0.47	0.43	0.30
Total Manufacturing Plants	Nos.	45	71	69	69
Manufacturing Plants with ZLD Status	Nos.	28	55	55	55
% of Units with ZLD Status	%	62%	77%	80%	80%

Water Consumption

During the reporting period, our total water consumption was 6,28,362 KL. We carried out several initiatives across our plants to reduce water use, details of which are shared in the following pages.

Fresh Water Consumption Trend

Parameter	Unit of measurement	FY 2018-19 (baseline)	FY 2023-24	FY 2024-25	FY 2025-26
Total Water Consumption	KL	5,30,692	5,76,323	6,25,726	6,28,362
Water Consumption Intensity	KL/MT of production	1.32	0.68	0.60	0.45

Strengthening Water Circularity

We continued to scale up initiatives focused on internal reuse and recycling of water across operations. During the year, we implemented several projects aimed at improving water circularity:

Enhanced reuse of treated effluent in process operations across multiple units, reducing dependence on freshwater intake.

Closed-loop recycling systems introduced in utilities such as vacuum pumps and cooling systems, improving water reuse efficiency and reducing losses.

Condensate recovery systems were expanded and integrated into process and utility operations, enabling the reuse of both clean and unclean condensate streams.

ETP-treated water reuse projects continuously deployed across sites, contributing to reduced freshwater consumption and lower effluent discharge.

These initiatives have collectively contributed to a measurable reduction in freshwater intake while improving reuse across operations.

A. Process Optimisation and Consumption Reduction

We strengthened our focus on improving process efficiency to reduce freshwater consumption:

- Process modifications and optimisation projects were implemented across multiple manufacturing units, with a total of 25 initiatives targeting water efficiency improvements.
- Substitution and optimisation measures (such as process changes and use of alternate water streams) were introduced to reduce freshwater demand in batch operations.
- Continuous efforts were made to optimise water usage in utilities and process equipment, resulting in improved operational control and reduced wastage.

Most initiatives delivered the intended benefits, with the overall programme delivering a significant reduction in freshwater consumption during the year.

B . Water Reuse and Recycling Initiatives

Our efforts to enhance reuse and recycling remain central to our water management strategy:

- Reuse of process effluent in fresh batches implemented at select sites reduced both freshwater intake and effluent generation.
- Expansion of RO and efficiency improvement of multi-effect evaporator (MEE) systems and supporting utilities enabled better recovery and reuse of water streams.
- Continued implementation of ETP and STP treated water reuse initiatives across units contributed to increased recycling rates.

These initiatives not only reduce freshwater dependency but also improve overall water efficiency across manufacturing operations.

C. Effluent Reduction and Management

We implemented targeted initiatives to reduce effluent generation at source and enhance reuse:

- Condensate recovery and reuse projects played a dual role in reducing both freshwater consumption and effluent generation.
- Process optimisation and substitution measures were deployed to minimise water usage in production, leading to corresponding reductions in effluent volumes.
- Reuse of wash water and process streams in production cycles further reduced the quantum of effluent generated.

Overall, these initiatives contributed to a reduction in effluent generation, although certain projects were impacted by operational disruptions and cost-related decisions.

Water Stewardship

As part of our CSR efforts, our initiatives have enabled the water-stressed regions of Gujarat to access clean water, which has helped conserve 374 million litres collectively. Details of these projects are on page 95 of this report.

Way Forward

Building on the progress achieved over the years, we will continue to:

- Expand ZLD coverage across our sites.
- Increase reuse and recycling of treated water within operations.
- Strengthen rainwater harvesting and groundwater recharge initiatives.
- Deploy advanced technologies to further reduce water consumption and effluent generation.

Our focus continues to remain on improving water efficiency, increasing circularity, and progressing towards our long-term goal of water-neutral operations.

04

Waste Management

Waste Generation

During FY 2025–26, Pidilite's focus on reducing waste generation continued through process optimisation and material efficiency initiatives across operations. The total waste generation remained in line with operational growth, with a stronger emphasis on improving waste disposal intensity. Efforts undertaken during the year focused on minimising waste at source, enhancing material utilisation, and expanding reuse mechanisms across units.

Hazardous Waste Generation

Total hazardous waste generated during the reporting period stood at 15,213 MT, with a generation intensity of 10.96 kg/MT of production. The Company continued to drive targeted initiatives aimed at reducing hazardous waste generation at source, including process improvements and changes in raw material handling practices.

Initiatives to Reduce Hazardous Waste Generation

During the year, Pidilite expanded its waste reduction initiatives through a combination of new and ongoing projects. These initiatives can be broadly categorised as:

a) Process optimisation and technology deployment

- Implementation of multiple process improvement projects across units to reduce waste generation at source.
- Deployment of technologies such as auto self-cleaning filters to minimise process residues.
- Continuous optimisation of batch processes and operational efficiencies to reduce waste generation.

b) Material handling and sourcing improvements

- Increased shift from drums/IBCs to bulk storage for raw materials to reduce container-related hazardous waste.
- Continued expansion of bulk sourcing and storage infrastructure across multiple units.

c) Recycling and diversion strategies

- Diversion of certain hazardous waste streams from disposal towards recycling routes.
- Strengthening of waste segregation to improve recyclability of hazardous streams.

These initiatives cumulatively resulted in measurable reduction in hazardous waste generation during the reporting period, with several projects delivering benefits in line with or exceeding targets.

Non-Hazardous Waste Generation

Initiatives to Reduce Non-Hazardous Waste Generation

Total non-hazardous waste generated during FY 2025–26 was 9,648 MT, with a generation intensity of 6.95 kg/MT of production. Focus during the year remained on waste elimination, reuse of materials, and reduction of packaging-related waste.

The Company undertook a range of initiatives to reduce non-hazardous waste generation:

a) Waste elimination at source

- Elimination of inter-plant transfers for certain raw materials by localising production.
- Reduction of secondary packaging in incoming materials across multiple units.
- Optimisation of packaging specifications to reduce material usage.

b) Reuse and circularity initiatives

- Reuse of drums, liners, and packaging materials for alternate applications within operations.
- Continued implementation of composting and organic waste management initiatives where feasible.
- Utilisation of scrap materials (e.g., wooden pallets) within operations.

c) Process and supply chain improvements

- Shift to bulk storage and IBC usage to reduce packaging waste.
- Vendor engagement to reduce packaging layers and improve material design.

These initiatives contributed to lowering overall non-hazardous waste generation and strengthened circularity practices across the manufacturing network.

Waste Generation Trend

Waste Generated	Unit of measurement	FY 2019–20 (baseline)	FY 2023–24	FY 2024–25	FY 2025–26
Total hazardous waste generated	MT	10,771	13,797	15,597	15,213
Total non-hazardous waste generated	MT	10,881	8,537	8,939	9,648
Volume produced	Tons	4,00,327	8,41,111	10,39,866	13,86,736
Hazardous waste generation intensity	Kg/MT of production	26.9	16.4	15.0	11.0
Non-hazardous waste generation intensity	Kg/MT of production	27.2	10.2	8.6	6.9

Note:

Hazardous Waste in above table includes all wastes covered under Hazardous and Other Wastes (Management and Transboundary Movement) Rules, 2016, E-Waste (Management) Rules 2022, Battery Waste Management Rules 2022 and Bio-medical Waste (Management & Handling) Rules, 1998.

Non-Hazardous Waste includes Plastic Waste, Construction Waste and other non-hazardous wastes handled by the units.

Waste Disposal

Pidilite continued minimising waste sent to landfill by prioritising recycling, reuse, and co-processing. Our waste management strategy remains aligned with its long-term goal of reducing landfill dependency and improving overall waste disposal intensity.

Hazardous Waste Disposal

During the reporting period, 10,372 MT of hazardous waste was sent for recycling, 4,815 MT was disposed to landfill, and 112 MT was sent for incineration. Hazardous waste disposal intensity stood at 3.55 kg/MT of production, reflecting continued efforts to reduce disposal through improved recovery and recycling practices.

Initiatives to Reduce Hazardous Waste Disposal

Efforts to reduce hazardous waste disposal during the year were focused on:

a) Increased recycling and recovery

- Diversion of additional hazardous waste streams towards authorised recyclers.
- Strengthening partnerships with recyclers to improve recovery rates.

b) Reduction through upstream interventions

- Reduction in waste generation through process improvements and bulk material handling directly contributing to lower disposal volumes.

c) Process modifications for waste minimisation

- Identification and implementation of projects to reduce landfill-bound hazardous waste across multiple units.

These interventions helped improve the proportion of waste being recycled and reduced reliance on landfill disposal.

Non-Hazardous Waste Disposal

For non-hazardous waste, 9,418 MT was sent to recyclers, and 93 MT was disposed to landfill. Non-hazardous waste disposal intensity remained low at 0.07 kg/MT of production, reflecting our continued focus on diversion from landfill.

Initiatives to Reduce Non-Hazardous Waste Disposal

Key initiatives undertaken to minimise non-hazardous waste disposal include:

a) Maximising recycling and co-processing

- Expansion of recycling channels for non-hazardous waste streams.
- Increased diversion of materials such as packaging waste to recyclers.

b) Waste-to-resource initiatives

- Use of scrap wooden pallets as fuel in boilers.
- Composting of food waste into manure.

c) Packaging optimisation and reuse

- Elimination of unnecessary packaging layers and improved material reuse.
- Strengthening circular practices across supply chain and operations.

These initiatives continued to support near-zero landfill disposal for non-hazardous waste and strengthened the Company's circular economy approach.

Waste Disposal Trend

Parameter	Unit of measurement	FY 2019-20 (baseline)	FY 2023-24	FY 2024-25	FY 2025-26
Total hazardous waste sent for recycling	MT	6,015	8,979	10,971	10,372
Total hazardous waste sent to landfill and incineration	MT	4,756	4,023	5,222	4,928
Total non-hazardous waste sent for recycling	MT	6,821	7,965	8,652	9,418
Total non-hazardous waste sent to landfill and incineration	MT	4,060	512	236	93
Total waste sent for recycling	MT	12,836	16,944	19,623	19,790
Total waste sent to landfill and incineration	MT	8,816	4,535	5,458	5,021
Volume produced	Tons	4,00,327	8,41,111	10,39,866	13,86,736
Hazardous waste disposal intensity	Kg/MT of production	11.88	4.78	5.02	3.55
Non-hazardous waste disposal Intensity	Kg/MT of production	10.14	0.61	0.23	0.07
Total waste disposal intensity	Kg/MT of production	22.02	5.39	5.25	3.62

Note:

Hazardous Waste in above table includes all wastes covered under Hazardous and Other Wastes (Management and Transboundary Movement) Rules, 2016, E-Waste (Management) Rules 2022, Battery Waste Management Rules 2022 and Bio-medical Waste (Management & Handling) Rules, 1998.

Non-Hazardous Waste includes Plastic Waste, Construction Waste and other non-hazardous wastes handled by the units.

Overall, FY 2025–26 saw continued progress in waste management through a combination of process improvements, material efficiency, and circularity initiatives. Pidilite remains committed to further reducing waste generation and disposal intensity while increasing recycling and reuse across all operations.

05

Management of Hazardous Chemicals

Approach and Governance

Pidilite continues to follow a proactive and responsible approach across its manufacturing locations for the management of hazardous chemicals. During FY 2025-26, we sustained our focus on ensuring safe handling, storage, and disposal practices, aligned with applicable regulatory requirements and internal standards. The governance framework remains anchored in documented procedures, periodic reviews, and oversight mechanisms to mitigate risks associated with hazardous substances.

The following key initiatives were deployed for the safe handling of hazardous chemicals:

Identification and Risk Assessment

All chemicals used across operations are evaluated based on their hazard classification and safety data sheets (SDS) are maintained and accessible. In the current reporting period, we continued to reinforce periodic review mechanisms to ensure that risk assessments remain updated and relevant to operational conditions.

Storage and Handling Practices

Appropriate storage infrastructure and handling protocols continue to be implemented across manufacturing units. Hazardous chemicals are stored in designated areas with adequate containment systems, ventilation, and safety provisions. During FY 2025-26, we maintained our adherence to prescribed storage norms and strengthened monitoring practices to ensure consistent compliance across sites.

Training and Awareness

We continued our efforts to build employee awareness and capability in handling hazardous chemicals safely. Regular training programmes, including induction and refresher sessions, were conducted for employees and contract workers. We continued to emphasize safe work practices, use of personal protective equipment (PPE), and emergency response awareness.

Emergency Preparedness and Response

Emergency preparedness remains a critical focus area. Manufacturing facilities are equipped with necessary emergency response systems, including spill control equipment, firefighting systems, and have clearly documented emergency management protocols. Mock drills and periodic evaluations were conducted during the reporting period to test preparedness levels and identify areas for improvement, ensuring readiness to respond effectively to potential incidents.

Regulatory Compliance

Pidilite continues to comply with all applicable regulations related to hazardous chemicals, including storage, handling, transportation, and disposal. During the reporting period, Pidilite maintained its compliance track record, supported by regular internal audits and inspections by external authorities.

Continuous Improvement

Pidilite remains committed to continuous improvement in hazardous chemical management. During the reporting period, we continued to enhance the monitoring systems and reinforce best practices across locations. Efforts were focused on strengthening process controls and promoting a culture of safety and responsibility in chemical handling.

06

Material Consumption

The total consumption of raw materials and plastic packaging materials used to produce products during the reporting period was 10,55,148 MT.

Material Consumption Trend

Parameter	Unit of measurement	FY 2018-19 (baseline)	FY 2023-24	FY 2024-25	FY 2025-26
Total consumption of materials by weight *	MT	2,74,022	6,39,683	7,78,858	10,55,148
Specific consumption of materials by weight	MT/MT of production	0.684	0.761	0.749	0.760

**This excludes water consumed as water consumption is a separate indicator and disclosed under the chapter, 'Water and Effluent Management'.*

The following key initiatives were implemented to reduce overall raw material consumption:

- Optimising the weight of plastic packaging containers reduced plastic packaging use intensity.
- Packaging material suppliers recycled the excess plastic material generated during injection moulding of shells.
- Processes were developed for select product categories for quality checks and reprocessing of retained samples in fresh batches, post the retention period.

07

Sustainable Materials and Customer Safety

R&D Highlights

Our Research and Development (R&D) centre is dedicated to delivering innovative and differentiated products through technology platforms. Sustainability is deeply ingrained in our innovation approach, with a strong focus on developing environmentally friendly solutions that minimize environmental impact and promote responsible use of resources.

At the same time, we continuously strengthen and protect our intellectual property by securing patents, designs, and trademarks across the regions we operate in. This reinforces our competitive advantage while safeguarding our innovations.

Process and Product Innovation

We are committed to advancing sustainability by prioritizing renewable raw materials—without compromising on product performance, efficiency or cost. Our approach integrates innovation, operational excellence, and material science to deliver meaningful impact across the value chain.

Key initiatives driving this commitment includes:

Advancing Sustainable Adhesives

We are accelerating the shift from solvent-based products to advanced water-based adhesives, significantly reducing environmental impact with superior performance. In construction materials, we have developed thin bed tile adhesives engineered to lower carbon footprint, while supporting sustainable practices without sacrificing strength or durability.

Next-Generation Water-Based Barrier Coatings for Packaging

Our innovative water-based coatings provide a viable alternative to single-use plastic laminates in the paper and packaging industry, enabling more sustainable and recyclable packaging solutions.

Integration of Sustainable Materials

Renewable raw materials are incorporated into some of our new products such as Fevicol Green, which is formulated using up to 98% natural ingredients. This reflects our commitment to reducing environmental impact while maintaining product performance.

Enhancing Operational Efficiency

We continuously improve our manufacturing operations to reduce cycle times, improve productivity, and minimize resource and energy consumption.

Comprehensive Plastic Reduction Strategy

- **Minimizing Virgin Plastic:** We actively redesign packaging and adopt alternative materials to reduce dependency on virgin plastics.
- **Lightweight Innovation:** Advanced multilayer packaging solutions are helping us reduce material intensity and overall environmental burden.
- **Scaling Circularity:** Increased use of post-consumer recycled (PCR) plastics is accelerating our transition towards a circular economy and reducing reliance on virgin plastic for packaging.
- **Reuse:** Promoting reuse of plastic containers to directly offset fresh plastic consumption on a one-to-one basis.

08

End of Life Management of Product Packaging

Our sustainable packaging agenda follows a circularity-first approach across both new product development and existing packaging. Anchored in the principles of 3R (Reduce, Reuse, and Recycle), our fundamental approach is to rethink packaging to use materials more efficiently, enable reuse, and improve recyclability. This approach helps reduce environmental impact, conserve resources, and support a more circular economy.

We are accelerating the shift towards a circular economy by scaling the use of recycled content. Our strong ecosystem of reliable suppliers for high-quality recycled plastics has driven a step-change in adoption. Recycled plastic usage in rigid packaging surged to 3454 MT in FY 2025–26 (1400 MT in the previous year) while flexible packaging incorporated 439 MT of recycled content, marking strong early progress.

Our efforts extend across packaging formats. In this reporting year, we delivered a 72 MT reduction in flexible and multilayer plastic consumption, significantly lowering overall material intensity while maintaining functionality and performance.

Through targeted interventions such as lightweighting, material innovation, and smarter packaging design, we achieved a reduction of 10 MT of virgin plastic in rigid packaging in FY 2025–26 – a clear reflection of our commitment to responsible material use.

Together, these initiatives have enabled a total reduction of 3975 MT in our plastic footprint in FY 2025–26 demonstrating tangible progress towards our sustainability commitments. Reducing dependence on virgin plastic remains a critical priority.

We have initiated a pilot programme on the reuse of plastic packaging in multiple regions to understand the impact on product quality, consumer behaviour and operational feasibility. In FY 2025–26, we collected 8443 packs of which 5189 were reused.

Further strengthening our commitment to responsible packaging, we have achieved 100% collection and recycling of our plastic packaging in compliance with Plastic Waste Management Rules.

This is driven by strong partnerships across the value chain, including the informal waste ecosystem such as ragpickers and kabadiwallas. These partnerships help enable efficient collection systems, support livelihoods, and ensure responsible recycling at scale.



11. SERVICING PEOPLE & **COMMUNITIES**



People and communities are at the centre of our sustainability journey. We are committed to providing a safe, inclusive, and supportive workplace for our employees while contributing positively to the communities around us.

This section presents our efforts and performance related to occupational health and safety, employee wellbeing, diversity and inclusion, learning and skill development, and social and community initiatives. It reflects our continued focus on creating lasting value for people by fostering a culture of care, growth, and shared progress.

Material Topics

01

Occupational
Health & Safety

02

Work Culture &
Ethics at Pidilite

03

Learning & Skill
Development

04

Social & Community
Service Initiatives

Sustainable Development Goals Addressed



01

Occupational Health & Safety

Health & Safety Management Strategy

At Pidilite, protecting people remains a core business priority. Our long-term goal of Zero Accidents by 2030 guides our efforts in health and safety management across operations. We continuously strengthen systems, improve controls, and build a workplace where every employee and worker is empowered to act safely. Our focus extends across Pidilite facilities, joint ventures, job worker locations, and products and services, with a clear commitment to preventing incidents and minimizing risks.

Pidilite's Health and Safety Policy is designed to achieve excellence and leadership in health and safety through continuous improvement of its management system. Our Health and Safety (H&S) management system is aligned with ISO 45001:2018 and its implementation is overseen by the Director of Operations. The framework is implemented across Pidilite-owned locations, joint ventures and job worker sites and covers 100% of employees and workers. Everyone at these sites follows Pidilite's H&S standards, guidelines and procedures.

Pidilite holds ISO 45001:2018 certification at the corporate level. Currently, all Pidilite owned manufacturing units, R&D facilities and 13 job worker manufacturing units are certified to the standard. Corporate H&S teams provide strategic direction, while site teams translate this into location-specific action plans that are reviewed regularly through cluster and corporate governance mechanisms.

Health & Safety Focus Areas

Our approach combines safety culture, process integrity, engineering controls, capability building and continuous monitoring to strengthen workplace safety performance.

People Safety (Safety Cultural Transformation)

We continue to drive a strong safety culture through the Behaviour Based Safety (BBS) programme, Satark, which encourages employees and workers to identify unsafe behaviours, reinforce positive actions and develop safe habits. A digital platform supports tracking and analysis, while programme effectiveness is reviewed quarterly.

Pidilite Life Saving Rules remain a key part of our safety culture and apply to employees as well as contractors. These rules cover travel safety, adherence to the work permit system, energy isolation and machine safety, lifting safety, working at height, and adherence to safety control systems. Monthly campaigns, awareness initiatives, assessments and corrective actions help reinforce compliance with these critical requirements.

Process Safety

Process safety is managed through structured qualitative and quantitative risk assessment. Hazard identification studies are being conducted to strengthen controls associated with handling of hazardous chemicals. During FY 2025-26, we commenced Quantitative Risk Assessment (QRA) and Layer of Protection Analysis (LOPA) for high-hazard operations to further improve risk understanding and decision-making.

The Management of Change (MOC) process ensures that changes to facilities and processes are systematically assessed for potential risks and impacts before implementation.

Mistake Proofing helps us enhance safety in hazardous chemical handling through engineering controls such as interlocks, N2 blanketing systems, mechanized charging systems and other preventive controls designed to reduce the possibility of human error.

Continuous System Effectiveness Verification is carried out at manufacturing facilities handling hazardous chemicals to verify the effectiveness of safety systems through regular gap assessments. Findings are used to strengthen engineering and administrative controls and reduce exposure to identified risks.

Machinery Safety

Safety is integrated into equipment design and procurement. Machinery with moving parts and human machine interface are safeguarded with tamper-proof interlocks, proximity sensors and 360 degree guarding of rotating components to reduce operational risk and injury to people.

Electrical Safety

During the year, we further strengthened electrical risk management through initiatives such as Arc Flash Studies, Hazardous Area Classification assessments and comprehensive risk reviews of electrical installations. Shock protection measures, safe operating practices and focused competency-building programmes support safer execution of electrical work across locations.

Fire Safety

All manufacturing units, warehouses and offices are supported by fire prevention, detection and protection systems. Fire safety preparedness is maintained proactively through regular risk assessments and fire drills at our manufacturing plants, warehouses, and offices. This enables us to identify potential risks or gaps in our fire safety systems and procedures. Monthly, the operations leadership team reviews these findings and recommends any further actions in their corrective and preventive action plans (CAPA).

Project Safety

At Pidilite, safety is embedded throughout the project lifecycle. Project Risk Assessments are conducted for new projects and major modifications and cover multiple stages of review, including HAZOP and Pre-Startup Safety Reviews (PSSR), to ensure risks are addressed before commissioning.

Audits

Internal and external audits assess the effectiveness of our H&S management system. In FY 2025-26, we introduced specialised third-party audits on specific topics covering electrical safety, process safety, hazardous chemical handling and fire safety across manufacturing locations and warehouses. A dedicated digital platform enables real-time monitoring of audit schedules, observations and closure status, while progress is reviewed through cluster and corporate H&S review meetings.

Commercial Safety

Health and safety audits with emphasis on electrical and fire safety controls are implemented across commercial locations, including branch offices and guest houses. During the year, 3,000+ field and non-field employees received Defensive Driving training.

Training & Competency Building

Building competence remains essential to risk prevention. During FY 2025-26, employees and contractors completed more than 1,94,920 hours of H&S training covering work at height, machinery safety, electrical safety, confined space entry, emergency preparedness, fire safety and operational control procedures. Key stakeholders also attended specialised programmes conducted by external experts.

Health & Safety Committee

Safety committees comprising management and worker representatives continue to operate across manufacturing locations. These committees review safety performance, participate in workplace inspections and support continuous improvement through employee involvement and feedback.

Incident Management

All incidents and significant near misses are reported, investigated and reviewed through a structured process. Root-cause analysis tools such as Fishbone/5 WHY are used to identify contributing factors, and corrective and preventive actions are tracked to completion. Key learnings are shared across locations to prevent recurrence and strengthen organisational learning.

Digitisation of Safety System

Our digital H&S platform supports data-driven decision-making by integrating audits, observations, BBS findings, incidents and action tracking into a single system. This enables better visibility, accountability and timely closure of actions.

Occupational Health & Wellness

The health and wellbeing of our employees and workers are given highest priority and remain integral to our approach. We conduct pre-employment medical assessments and periodic health examinations and maintain occupational health centres at manufacturing facilities. Health insurance is provided to employees and workers. Additional initiatives include first-aid preparedness, workplace monitoring, ergonomics assessments, health awareness sessions and wellness programmes. To manage potential exposure risks, manufacturing sites assess fugitive emissions and dust generation. Suitable controls such as closed-loop charging systems, local exhaust ventilation, fume extraction, containment measures and dust collection systems are implemented where necessary. Workplace air quality is routinely monitored through independent agencies.

Safety-Related Incidents Trend

Parameter	Unit of Measurement	FY 2018-19 (baseline)	FY 2023-24	FY 2024-25	FY 2025-26
Total recordable work-related injuries (incl. fatalities)	Nos.	4	1	4	2
Total number of fatalities	Nos.	0	0	2	1
High consequence work-related injury (excl. fatalities)	Nos.	0	0	0	0
Manhours worked	Million manhours	15.92	25.30	25.75	26.78
Recordable Injury Rate*	Per 100 workers	0.05	0.008	0.03	0.01
Fatality Rate*	Per 100 workers	0	0	0.02	0.01

Note: The figures in the above table include both employees and workers. The fatality reported in FY 2025-26 involved a contractual worker at one of our project sites.

Fatalities due to ill health and cases of recordable work-related ill health were zero for the reporting period.

*Recordable injury rate and fatality rate (per 100 workers) are calculated as number of recordable injuries or fatality X 200,000/ Manhours worked.

02

Work Culture & Ethics at Pidilite

At Pidilite, openness and trust are integral to the way we work. Employees are encouraged to voice concerns, share feedback, and participate in finding solutions, with easy access to leadership and HR available across the organisation.

Our Code of Conduct, POSH, and Whistleblower policies support this environment by setting clear expectations around ethical behaviour, workplace safety, and respect for all. Together, they reinforce our Zero Tolerance stance on misconduct.

Employees can confidentially and anonymously report concerns through:

Toll-free hotline: 1800-102-6969

Email: whistleblower@pidilite.co.in, report@integritymatters.in, posh@pidilite.com

Through regular awareness initiatives and ongoing sensitisation programmes across locations and annual conferences, we continue to strengthen a culture where doing the right thing is a shared responsibility.

Diversity Snapshot

As of this financial year, we have 9,795 associates (including employees and workers) at Pidilite and Group Companies, with 600 female associates compared to 586 in FY 2024-25. The following tables provide details on age and gender diversity, turnover rates, and new hires as of March 31, 2026.

Workforce Details (Gender Wise)

Job Classification	FY 2023-24		FY 2024-25		FY 2025-26	
	Male	Female	Male	Female	Male	Female
Staff and Workers	6303	254	6503	246	7060	242
Junior Management	1372	235	1403	246	1519	263
Middle Management	465	71	479	82	471	80
Senior Management	149	10	138	12	145	15

Workforce Details (Age Wise)

Job Classification	FY 2023-24			FY 2024-25			FY 2025-26		
	less than 30 years	30-50 years	more than 50 years	less than 30 years	30-50 years	more than 50 years	less than 30 years	30-50 years	more than 50 years
Staff and Workers	1285	4560	712	1485	4549	715	1651	4880	771
Junior Management	273	1131	203	334	1110	205	297	1249	236
Middle Management	3	418	115	4	434	123	2	414	135
Senior Management	0	69	90	1	60	89	1	68	91

Attrition Gender-Wise (Covering All Types of Exits, Including Retirement and Death)

Job Classification	FY 2023-24		FY 2024-25		FY 2025-26	
	Male	Female	Male	Female	Male	Female
Staff and Workers	746	26	683	33	773	41
Junior Management	162	27	210	36	220	42
Middle Management	39	6	65	10	67	10
Senior Management	26	2	21	2	21	2

Attrition Age-Wise (Covering All Types of Exits, Including Retirement and Death)

Job Classification	FY 2023-24			FY 2024-25			FY 2025-26		
	less than 30 years	30-50 years	more than 50 years	less than 30 years	30-50 years	more than 50 years	less than 30 years	30-50 years	more than 50 years
Staff and Workers	229	486	57	251	448	17	283	462	69
Junior Management	25	148	16	53	189	4	50	191	21
Middle Management	0	39	6	0	63	12	0	64	13
Senior Management	0	21	7	0	13	10	0	9	14

New Joinees# (Gender Wise)

Job Classification	FY 2023-24		FY 2024-25		FY 2025-26	
	Male	Female	Male	Female	Male	Female
Staff and Workers	1084	48	905	31	1256	36
Junior Management	336	88	227	51	228	54
Middle Management	56	15	42	12	32	5
Senior Management	18	1	15	3	19	2

#New Joinees are employees who have joined post 31/03/25 and are active as of 31/03/26.

New Joinees (Age Wise)

Job Classification	FY 2023-24			FY 2024-25			FY 2025-26		
	less than 30 years	30-50 years	more than 50 years	less than 30 years	30-50 years	more than 50 years	less than 30 years	30-50 years	more than 50 years
Staff and Workers	535	596	1	490	443	3	720	567	5
Junior Management	131	291	2	111	166	1	82	200	0
Middle Management	0	70	1	2	49	3	1	34	2
Senior Management	0	10	9	0	10	8	0	12	9

Women Headcount (Location-wise):

Job Location	FY 2023-24	FY 2024-25	FY 2025-26
Manufacturing	79	72	63
Front End Sales	12	11	15
Other Functions	479	503	562
Total	570	586	600

Human Rights Complaints Received

Category	FY 2024-25	FY 2025-26
Sexual Harassment	5	4
Discrimination at Workplace	Nil	Nil
Child Labour	Nil	Nil
Forced Labour/Involuntary Labour	Nil	Nil
Wages	Nil	Nil
Other Human Rights-related Issues	Nil	Nil

Diversity

At Pidilite, diversity in all its forms, including age, gender, ethnicity, race, and physical ability, is a source of strength that enriches perspectives, fuels innovation, and helps us build a future-ready organisation.

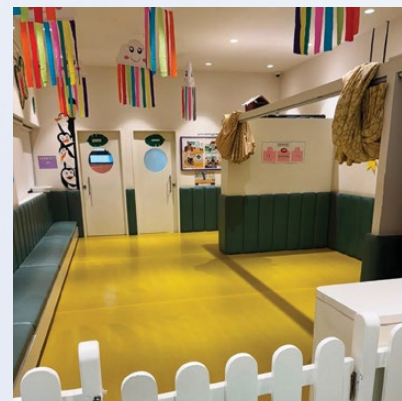
We are committed to fostering a more diverse and inclusive workplace that strengthens gender representation across the organisation.

Insights and feedback from women employees have played an important role in shaping policies and creating a more supportive and enabling work environment.

Policies such as maternity support, flexible work arrangements, work-from-home options, and employee travel guidelines are regularly reviewed and communicated to ensure they remain relevant and responsive to evolving needs. We have a best-in-class creche facility at our headquarters in Kondivita. We provide competitive allowance for creche in other locations. Flexibility in medical coverage and work arrangements has further helped employees balance their personal and professional responsibilities.

Through these ongoing efforts, we continue to build a workplace where people feel valued, supported, and empowered to contribute their best, with diversity serving as a key driver of our growth, resilience, and long-term success.

Creche Facility



Women's Day Celebration

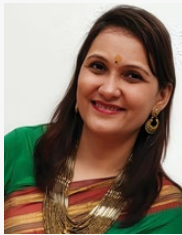


Employee Testimonials



Neha Parashar, Vice President - CC Retail

I joined Pidilite directly from campus and have since experienced a career defined by continuous learning and growth. The organisation encourages employees to step beyond their comfort zones and supports both personal and professional development. Pidilite truly embodies its value of “continuous improvement.” The company actively solicits employee feedback and uses it to enhance workplace practices. Over time, Pidilite has introduced inclusive, women-friendly policies and initiatives that have strengthened diversity across the organisation. I am proud to be part of Pidilite and grateful for the opportunities it has given me to learn, grow, adapt, and make a meaningful impact.



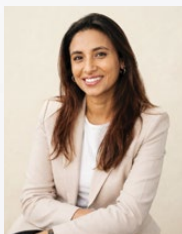
Kanchan Sunil Nautiyal, Technology Leader - R&D

My journey at Pidilite has been one of continuous learning, growth, and purpose. The organisation’s values of High Ownership, Fairness & Transparency, Empathy & Respect, and High Ethical Standards, are reflected in every aspect of our work and have shaped me both professionally and personally. A significant milestone in my career was the opportunity to become the first Technology Leader - Analytical Laboratory R&D, reflecting Pidilite’s commitment to recognising talent and creating meaningful growth opportunities. I am grateful for the trust, empowerment, and support I have received throughout my journey. It is a privilege to be part of an organisation where people are valued, innovation is encouraged, and growth is truly a shared journey.



Pallavi Chakravarty, Sr. General Manager - Distribution Management

I joined Pidilite in 2013, at a time when I was embracing two important new roles - building my career in a new organisation while navigating motherhood with a young toddler. What made that transition meaningful was being part of a workplace where inclusion isn’t just spoken about, it’s lived every day. Over the years, I have experienced how Pidilite truly lives its values through meaningful opportunities to learn, grow and contribute. The organisation’s commitment to diversity, equity and inclusion has empowered me to bring my authentic self to work and has reinforced my belief that sustainable growth begins with people. For me, sustainability at Pidilite is about creating a culture where every individual has the opportunity to thrive, every voice is valued and progress is built on trust, respect, and shared purpose. I am grateful to be part of an organisation that truly lives these values every day.



Taanya Khanna, National Sales Operations Manager

Nine years ago, I joined Pidilite in Sales. If someone had told me then that my journey would take me through Sales, Strategy, Marketing, and now Sales Operations, I would probably not have believed them. What makes Pidilite special is its ability to see potential beyond job descriptions and create opportunities for people to reinvent themselves. One such moment came after my stints in Category Management. As I reflected on what came next, senior leaders encouraged me to step beyond familiar territory and take on a completely new challenge. Today, I lead National Sales Operations, and the trust placed in me has pushed me to grow in ways I never imagined. What stands out most is our ‘total football’ culture. While each of us has a defined role, we are never limited by it. We are encouraged to collaborate across functions, take ownership of the bigger picture, and contribute wherever we can create value. Even today, alongside Sales Operations, I also lead Field Marketing, an opportunity that reflects the organisation’s belief that people should not be defined by titles, but by their ability to learn, adapt, and create impact.

Employee Engagement

Through FY 25-26, we strengthened our culture of connection, collaboration, and inclusion through thoughtfully designed experiences that brought employees across locations and functions together.

Organization-wide celebrations, learning and wellness initiatives, recognition programmes, digital engagement campaigns, and community-driven experiences created opportunities for employees to connect with one another and with our purpose.

Together, these initiatives enriched our vibrant workplace culture, ensuring employees felt valued, empowered, and inspired to perform to their highest potential.

Navratri Celebration



Diwali Celebration



Christmas Celebration



Founder's Day

On 2nd March 2026, Pidilite celebrated Founder's Day, commemorating the birth anniversary of our Founder, Shri Balvantray Kalyanji Parekh, and honouring the values that continue to inspire our organisation.

Employees came together for a memorable celebration featuring cultural performances, employee highlights, and immersive experiences that reflected our Founder's enduring legacy of innovation, entrepreneurship, humility, and people-first leadership. More than a celebration, Founder's Day reaffirmed our shared purpose, strengthened our sense of belonging, and inspired every employee to carry forward the values that define Pidilite.





The Spirit of Pidilite

The Spirit of Pidilite Awards is a Company-wide initiative that recognizes and rewards employee contributions across divisions. Its fair and transparent process promotes equal opportunity and high-performance standards. In FY 2025-26, employee nominations increased by 36% from previous year, reflecting strong engagement and trust in the initiative. The initiative recognised 914 employees, covering 10% of our workforce of over 9,000, and strengthened our culture of reward, recognition, and merit.

During the year, three grand award ceremonies, MD's Circle of Excellence in May'25 and Gold Awards in June'25 and January'26, celebrated the exemplary achievements of 212 frontline sales team in the presence of senior leadership.

Happy and Healthy (HAH) Pidilite

Happy and Healthy (HAH) continued to be Pidilite's flagship employee experience platform, championing our commitment to building a workplace where people thrive. Through its four pillars, HAH Cares, HAH Clubs, HAH Initiatives, and HAH Championship, HAH created meaningful experiences that brought employees across corporate offices, plants, warehouses, field teams, and remote locations together to connect, learn, celebrate, and grow.

From holistic wellness programmes and employee-led communities to family-inclusive experiences, creative workshops, and organization-wide championships, HAH fostered year-round engagement that strengthened our people's physical, mental, and social wellbeing. By nurturing meaningful connections beyond work, HAH continued to deepen employee belonging, inspire participation, and elevate the overall employee experience, reflecting Pidilite's enduring people-first philosophy.

Listening at Pidilite – Every Voice Matters

At Pidilite, listening is more than a practice; it is a cornerstone of our people-first culture. We believe that meaningful conversations build stronger connections, foster trust, and create a workplace where every employee feels valued and heard.

Throughout the year, our employee listening forums continued to reach more employees across the organization through platforms such as Leadership Connect Sessions, Sampark, Khulla Manch, Open Houses, Birthday Lunches with the Chairman, and Interactive Chairman Connect Sessions. Together, these forums create multiple opportunities for employees to share ideas, voice concerns, and contribute to shaping a better workplace.

Among our most cherished traditions is the weekly Birthday Lunch with the Chairman, where employees celebrate their special day in candid conversations with the Chairman. Complementing this are Interactive Chairman Connect Sessions, where small groups of randomly selected employees share feedback, ideas, and experiences directly with the Chairman, strengthening our culture of openness and mutual respect.

Through Leadership Connect Sessions, employees interacted directly with Shri Sudhanshu Vats, Managing Director, and Shri Kavinder Singh, Joint Managing Director, creating a platform for transparent communication, insightful discussions, and the free exchange of perspectives.

Employees also continue to leverage MyPidilite, our dedicated helpline available through toll-free number, email, and WhatsApp, ensuring support and feedback mechanisms remain accessible to all.

From Sampark Sessions for field employees and Khulla Manch at manufacturing locations to Open Houses across functions, Pidilite remains committed to creating safe and transparent spaces for dialogue and grievance resolution. Insights emerging from these forums are systematically tracked and actioned to drive continuous improvement across the organization.

Every conversation, suggestion, and concern helps us build a more inclusive, responsive, and connected organization. At Pidilite, every voice matters—and every voice helps shape our future.

Long Service Recognition Awards

The Long Service Recognition Awards celebrate employees who have reached significant milestones of 15, 20, 25, and 30 years with Pidilite. As part of this tradition, awardees are invited to a special lunch with the Chairman and senior leadership, where they share their personal and professional journeys within the organisation.

This initiative reflects the enduring values of our Founder, emphasizing deep appreciation for the dedication and contributions of team members, past and present, who have shaped Pidilite's success.

Birthday Lunch and Long Service Recognition



Performance Evaluation

Our robust performance assessment framework incorporates a structured multi-level review and calibration process. Performance assessments are reviewed across managerial and leadership levels to ensure consistency, objectivity, and alignment with organizational performance standards. Managerial employees are evaluated based on the achievement of key role deliverables and their contribution to initiatives that drive business improvement and sustainable growth. For frontline employees, objective scorecards underpin the performance evaluation process, providing a structured assessment against key business and operational metrics. During the year, employees across the organization participated in structured performance and development discussions aimed at supporting continuous learning, career growth, and professional development.

Virtual Employee Collaboration Platform

Pidilite's employee collaboration platform, Viva Engage, plays an important role in bringing employees together across the organisation to share best practices, celebrate achievements, pursue common interests, and engage with colleagues, leadership, and teams across functions and geographies.

The platform regularly showcases success stories from different business divisions fostering inspiration, knowledge sharing, and cross-functional learning. Viva Engage also serves as a valuable pulse-check mechanism, helping us understand employee sentiment on aspects such as leadership effectiveness, decision-making, workplace culture, and the overall employee experience.

Equally, the platform reflects the vibrant social fabric of the organisation. Employee-led communities centred around shared interests such as food, reading, parenting, fitness, and other hobbies provide opportunities for connection beyond day-to-day work, strengthening camaraderie and a sense of belonging across the Pidilite family.

03

Learning and Skill Development

In FY 2025-26, the Learning and Development (L&D) function continued to strengthen employee capability through focused learning initiatives aligned with business priorities. A combination of classroom, digital, and application-based learning interventions helped employees build professional, technical, managerial, and functional skills required for their roles and future growth within the organization.

A strong focus was placed on building capabilities across manufacturing teams through programmes on safety, technical excellence, quality standards, operational effectiveness, and continuous improvement. Dedicated interventions for manufacturing leaders reinforced responsibilities related to compliance, environmental obligations, quality management, and the Zero Harm culture, helping strengthen operational discipline across locations.

Sales and field teams were supported through initiatives focused on customer engagement, market execution, product knowledge, communication, influencing skills, and selling effectiveness. BTL Programmes such as The Pidilite Way, BTL Elevate, NEEV, Art of Winning Customers, and Meri Pragati helped strengthen frontline capabilities and improve execution in the market. Specialised programmes for B2B businesses further enhanced value selling, customer engagement, presentation skills, and commercial effectiveness.

To emphasize Pidilite's ways of working and support better decision-making, learning interventions were conducted on business excellence and digital tools. Employees were introduced to structured problem-solving approaches, data analysis tools, business intelligence platforms, and emerging technologies such as Artificial Intelligence and Microsoft Copilot, enabling greater adoption of technology in day-to-day work.

Signature programmes for managers at different levels continued to focus on communication, delegation, coaching, feedback, stakeholder management, and people management skills. Through these initiatives, Pidilite continued to foster a culture of continuous learning while preparing employees to take on larger responsibilities and contribute effectively to the organization's long-term growth.

Employee Training Data

Parameter	Unit of Measurement	FY 2023-24	FY 2024-25	FY 2025-26
Total no. of training hours provided - PIL employees	Hrs.	134,066	154,651	194,920
Total no. of PIL employees	Nos.	8,859	9,109	9,795
Average hours of training per employee - PIL employees	Hrs./Employee	16.94	16.98	19.90
Total no. of training hours provided - Non-PIL employees	Hrs.	190,251	159,582	152,866
Total no. of job work employees (non-PIL employees)	Nos.	7,287	7,384	8,031
Average hours of training per employee - job work employees (non-PIL employees)	Hrs./Employee	26.11	21.61	19.03
Average hours of training per employee (PIL + Non-PIL)	Hrs./Employee	21.34	19.05	19.51

04

Social & Community Service Initiatives

Over the years, Pidilite has consistently prioritized and strengthened responsible business practices through focused social and community welfare initiatives aimed at inclusive development. These initiatives began under the legacy of our Founder Chairman, Shri B. K. Parekh, and were undertaken well before Corporate Social Responsibility became a statutory obligation, reflecting our deep-rooted commitment to creating meaningful impact for stakeholders, rather than a mere regulatory compliance. In keeping with this commitment, we have undertaken several initiatives that have delivered measurable and meaningful outcomes, with key initiatives outlined ahead.

We are committed to advancing agricultural and horticultural practices through collaborations with experts, institutions, and direct farmer engagement, ensuring timely guidance and practical solutions for improving efficiency and productivity.

Currently we are supporting 24,000 farmers through more than 650 farmer clubs with 1,000 new inductees added in FY 2025-26 in the Saurashtra region of Gujarat. The initiative introduces advanced methods such as intercropping, high-density planting, and soil management to enhance yield and long-term sustainability.

Through the adoption of techniques like High-Density Planting System (HDPS), mulching, drip irrigation, and de-topping, cotton yield has surged by 80%, significantly improving farmer productivity and profitability. Building on this success, a groundnut cultivation initiative launched this year led to an average yield increase of 13%, further boosting economic returns for farmers.

We also expanded our horticultural focus in the form of its fruit and vegetable initiative, by establishing 160 one-acre wadis, including the development of 50 new wadis this year, and optimizing vegetable and fruit crop conditions, resulting in an average additional annual income of up to ₹ 0.95 lakh per farmer.

Our continuous efforts have enabled sustainable agricultural innovation, equipping farmers with modern solutions that enhance productivity, improve financial stability, and build long-term resilience in the farming community.



Farmer advisory meeting and horticulture training at Agriculture Research Station (Mahuva)

Pidilite continued its unwavering support for the Bandhutva Farmer Producer Organisation (FPO), fostering economic growth among farmers.

With 2,034 farmer members, including 184 new additions this year, the FPO expanded its reach, enabling over 7,000 farmers to access quality inputs at subsidized rates. Demonstrating significant economic progress, the FPO recorded a total turnover of Rs 42.0 crores during this year.

To further support agricultural operations, the FPO collaborates with the Government of Gujarat, through its Custom Hiring Centre, providing essential farming equipment such as tractors and rotavators at nominal rental rates, benefiting over 650 farmers, particularly in Mota Khuntavada and neighbouring villages in Mahuva Taluka.

Additionally, the FPO facilitates efficient crop procurement, ensuring the collective purchase of groundnut, gram, onion, and soybean at Minimum Support Price (MSP) directly from farmers' doorsteps, promoting fair pricing and simplified logistics.



A highlight of the year was the 102nd Founder's Day celebration of Shri B. K. Parekh at the Jio World Convention Centre where Executive Chairman Shri M. B. Parekh officially launched Cold-Pressed Groundnut Oil, a premium product crafted by local Women's Self-Help Groups (SHGs) in Mota Khuntavada.

In this area, our efforts are concentrated on empowering farmers with innovation, and sustainable practices that drive long-term growth and resilience in the farming community.

Centre for Agriculture and Horticulture Development

The Centre for Agriculture and Horticulture Development at Gram Daxina Murti, Manar (Bhavnagar), continues to serve as a hub for agricultural advancement, empowering farmers with modern cultivation practices and value-added livelihood opportunities. The Centre provides hands-on training in recommended agricultural techniques and collaborates with universities and government institutions to deliver practical, field-oriented knowledge, both at the Centre and directly on farmers' fields.

The Centre is committed to introducing new horticulture and fruit crops for farmers. After completion of initial trials for cultivation of new crops like makhana, blueberry, stevia and exotic Thai mango (Dok Mai & Khieo Sawoei varieties) in Manar's climate, we are now conducting second trials that will help in recommending replication of these crops on farmers' fields.

Farmers from 45 adjoining villages have visited the Centre to learn and adopt best practices. This year 4,620 participants included farmers, students, and women, raising the total number of individuals trained since inception to 20,701.

Promoting inclusive development and skill enhancement, the Centre also actively engages with women's Self-Help Groups (SHGs), supporting them in developing value-added products such as mango pulp, tomato puree, aromatic candles, and essential oils. These initiatives contribute to enhanced household incomes and foster rural entrepreneurship.

During the year, 3,000 kg of quality spice seeds were distributed to 150 trained farmers, enabling the cultivation of approximately 300 acres across the talukas of Mahidhar, Sihor, Palitana, and Surendranagar. The initiative covered key spice crops including coriander, cumin, fennel, and fenugreek which was implemented in collaboration with the National Research Centre on Seed Spices (NRCSS). The programme aimed to promote the adoption of scientific agricultural practices, enhance crop productivity, and strengthen sustainable spice cultivation in the region.



Water Resource Management

We continued to strengthen water conservation and promote sustainable irrigation practices through our partnership with the Narmada Water Resources, Water Supply and Kalpsar Department, Government of Gujarat, across the districts of Bhavnagar and Amreli.



During FY 2025–26, significant progress was achieved with the completion of 35 check dams, deepening of 8 village ponds, and construction of 58 farm ponds, contributing to enhanced water storage capacity and improved groundwater recharge.

Cumulatively, the initiative has led to the development of 413 check dams, 167 ponds, and 1,407 farm ponds, ensuring reliable water availability for agricultural activities.

To promote efficient irrigation, an additional 1,264.53 hectares of farmland were converted to micro-irrigation this year, expanding coverage to 7,754 hectares across 100 villages, helping farmers enhance crop yield and sustainability. Further strengthening the water table, the initiative added 22 geo-membranes and 419 well recharges, reaching cumulative totals of 33 and 1,879 respectively.

These efforts have successfully conserved 186.11 million litres of surface water in Gujarat, reinforcing long-term agricultural resilience and environmental sustainability.

Tree Plantation Initiative

Pidilite, in partnership with the State Forest Department of Gujarat, initiated a massive plantation drive with the help of the community. In FY 2025–26, 4.46 lakh trees were planted, bringing the cumulative total to 24.46 lakh trees, significantly expanding the region's green cover and supporting bio-diversity conservation by engaging local farmers, students, and women entrepreneurs. This initiative fosters active community participation, encouraging long-term environmental stewardship and strengthening climate resilience.

Through these focused efforts, the Company remains committed to promoting ecological balance and contributing to a greener, healthier future.

Seaweed Initiative

The Centre for Agriculture-Horticulture Development, Manar, Talaja taluka of Bhavnagar, continues to drive innovation in seaweed cultivation, equipping 210 trained farmers with specialized knowledge to enhance coastal livelihoods and sustainability. Establishing India's first land-based tank cultivation system, the initiative sets a new benchmark in sustainable marine farming.



Cultivation of Gracilaria dura seaweed through raft methodology at Muldwarka.

With over 5 lakh seedlings of *Gracilaria dura* already developed, efforts are underway to scale up production to 10 lakh seedlings, ensuring farmers have the resources required for biomass cultivation. We also strengthened strategic collaborations, partnering with Aquaagri to enhance commercial viability.

Animal Husbandry

The Milk and Animal Health Initiative in Mahuva taluka continues to strengthen dairy farming by promoting best practices in animal feeding, breeding, health, and cattle management, leading to an average 27.5% increase in milk yield per animal. This year, veterinary doctors treated 3,192 animals, bringing the cumulative treatment count to 28,565. Farmers benefited from specially developed cattle feeds designed to enhance productivity.



The initiative also advances dairy breeding through artificial insemination (AI) which has been performed cumulatively on over 2,549 cattle this year, contributing to a total of 45,989 cattle since inception, ensuring breed enhancement and genetic improvements.

A major innovation is the introduction of the sexed semen project, aimed at ensuring the birth of female calves and strengthening of the dairy value chain. In FY 2025-26 total 199 cattle were administered sexed semen doses, achieving an encouraging pregnancy success rate of 96%. Overall, 1,275 cattle have been covered under this intervention of which 96% cattle became pregnant.

Initiatives for Women

During FY 2025-26, we continued to advance women empowerment by fostering financial independence and entrepreneurship through Self-Help Groups (SHGs) across Gujarat. During FY 2025-26, 250 new SHGs were formed in Bhavnagar, Amreli, and the newly added Gir Somnath districts, bringing the total to 1,602 SHGs with 17,190 women members, creating a strong support system for financial stability and income generation.



Unveiling of the cold-pressed oil by Hon. Collector of Bhavnagar, Hon. District Development Officer of Bhavnagar and SDM Mahuva on International Women's Day

To strengthen the institutional framework and reinforce community networks, Pidilite helped establish seven cluster federations comprising 69 Village Organizations (VOs), with 12 cluster level federations (CLFs). Through the SHG Training and Quality Assessment Centre, 175 training sessions were conducted, equipping over 1,350 women with essential technical, managerial, and financial skills, empowering them to launch mini businesses and pursue dignified livelihoods.

The SHGs now manage 12 khakhra production units and various businesses producing aloe vera products, hand sanitizer, bakery (2 units), spices, soft toys, banana fiber (pseudo-stem processing), pickles, amla candy, wooden toys (2 units), bio-phenyl, jute bag making, seaweed-based bio-stimulant, honey, bio-pesticide (Trichoderma), banana wafers, mango pulp, aromatic oil extraction unit, groundnut oil extraction unit, milk processing unit, coconut husk processing, farsan and chikki, etc.

To streamline business operations, a fully functional warehouse in Mahuva supports inventory management, order processing, and vendor deliveries, contributing to a sales turnover of ₹ 7.1 crores for this year, resulting in a 114% increase compared to FY 2024-25, with cumulative sales totalling ₹14.87 crores.

On International Women's Day, over 3,000 women from 22 districts gathered at Kalsar Village of Mahuva to celebrate their achievements, with 49 SHG women honoured with the 'Pidilite Mahila Udyami Award' for excellence in livelihood activities and becoming 'Lakhpati Didi'. Additionally, we recognized 10 Aanganwadi workers for their outstanding contributions to pre-primary education, maternal & child nutrition and community health.

Pidilite signed an MoU with Government of Gujarat's 'Gujarat Livelihood Promotion Company Ltd.', to guide SHG women as per score card, with business guidance and best practices, ensuring long-term success.

The women empowerment initiative has enabled the Company to improve women's financial resilience, entrepreneurial growth, and inclusive community development.

Solar Based Fabric Making Unit Initiative

Pidilite continues to modernize the cotton weaving process, ensuring profitability for women artisans through advancements in spinning, weaving, dyeing, and value addition, complemented by training and testing for skill development.

In association with Mahuva Khadi Bhandar, the initiative successfully produced over 12,866 metres of solar-based fabric, integrating renewable energy into traditional textile manufacturing for greater sustainability. This year, the initiative recorded ₹61.45 lakhs in sales, providing a stable income stream for women engaged in fabric making, fostering financial independence and sustainable employment.

Through this initiative, Pidilite empowers women artisans, promotes eco-friendly production, and strengthens local textile economies, ensuring a sustainable and profitable future.



Education

Pidilite remains dedicated to enhance access to quality education, supporting learning at all levels through comprehensive initiatives. For pre-primary education, we collaborated with Daxina Murti Bhavnagar to implement the Shri Giju Bhai Badheka Methodology, engaging children aged 3-5 years through interactive activities that foster curiosity and self-expression. An MoU was signed between Children's Research University, Shri Dakshinamurti Vidyarthi Bhavan, Bhavnagar, and Pidilite for the implementation of the Shri Gijubhai Badheka Methodology across 100+ Anganwadis in Gandhinagar.

Strengthening early education, 427 new Anganwadis were added this year, increasing total coverage to 1,227 and significantly improving children's attendance from 34% to 68%. At the primary level, the Sarva Siksha Abhiyan initiative now benefits 52,057 students in 172 government schools, integrating art and craft education in alignment with the National Education Policy's bag-less mandate. To drive digital learning, the Navneet partnership supports the digitization of 176 primary and secondary schools in Mahuva, expanding access to technology enhanced education. Additionally, the WaGaLe initiative, now active in 284 schools, strengthens core literacy by developing students' reading, writing, and counting skills.

Pidilite supports 5 schools under Shri Triveni Kalyan Education Trust and Parekh College, facilitating classroom and laboratory development, with a new building under construction for a computer engineering course. To promote higher education, scholarship assistance was provided through Shri N. N. Mehta Memorial Education Trust, which awarded ₹39.88 lakhs to 227 deserving students this year. We have received approval from Gujarat Technological University (GTU) and All India Council for Technical Education (AICTE) to start MBA and MCA programmes from the academic year 2026-27.

Expanding scientific learning offered by Shri Balvant Parekh Science City at Bhavnagar has benefited over 1,20,000 students through programmes like Science Safar, Mobile Van and Skilling Courses. Pidilite also supports 8 libraries, including 3 community libraries, 4 school libraries, and 1 large-scale facility at Gujarat University Ahmedabad, serving approximately 3,000 students daily.

Through these initiatives, Pidilite remains committed to empowering students, improving learning environments, and ensuring knowledge accessibility for a brighter future.



Art and Craft module implementation at Shetrana Govt. Primary School, Mahuva



Art and Craft module implementation at Anganka Govt. Primary School, Mahuva

Skill

Pidilite remains committed to strengthening skill training through its collaboration with the Directorate of Employment and Training, Government of Gujarat, now in its eleventh consecutive year, expanding outreach across multiple states.

In FY 2025-26, a total of 11,856 trainees from 207 ITIs in Gujarat, 284 trainees from 14 ITIs in Rajasthan, 11,883 trainees from 318 ITIs in Maharashtra, and 3,326 trainees from 93 ITIs in Himachal Pradesh benefited from courses in carpentry, plumbing, electrical work, and construction technology, enhancing their employability. To foster stronger mentorship and career progression, formal convocations were introduced in ITIs, reinforcing teacher-student alumni engagement.

Additionally, the Alumni Meet programmes supports former trainees in reconnecting, networking, and celebrating achievements, integrating them into Fevicol Champion's Club and M-seal Master Club (MMC) for industry exposure, with a total of 74 alumni meets conducted across Gujarat, Rajasthan, Himachal Pradesh, and Maharashtra during this year. Practical exposure through industrial visits enables trainees to gain real-world experience, covering concept application, safety standards, and advanced equipment usage. 1,011 expert sessions and 853 industry exposure visits were held in Gujarat, Rajasthan, Himachal Pradesh and Maharashtra.

Specialized training continues through the Advance Centre for Woodworking and Plumbing at Ahmedabad, in collaboration with Skill University, Government of Gujarat, where over 1,180 trainees benefited from Certificate, Diploma, Graduation, and Post-Graduation programmes this year. As an Industry Partner for Gujarat in the National Skill Competition 2026, Pidilite supported Carpentry, Joinery, and Plumbing trades, mentoring students who secured 2 Gold medals in Carpentry & Joinery.

Sankheda furniture, one of Gujarat's most iconic traditional arts, holds a Geographical Indication (GI) tag. Despite global recognition, the Sankheda furniture market has faced a steady decline over the past 8-10 years, impacting livelihoods of around 100+ families practicing this craft.



Pidilite Add-On Module training at ITI Ghumarwin (Himachal Pradesh)



22 women completed and passed the plumbing course and were felicitated on International Women's Day in Kalsar

Pidilite identified critical gaps in skilling, machining, adhesive application techniques and design innovation in collaboration with the Collectorate of Chhotaudepur. A six-day workshop with Artisans was undertaken in July 2025 at Advance Centre for Woodworking and Plumbing at Ahmedabad. The Company empanelled National Institute of Design to conduct sessions on design enhancements.

The combined efforts of the Collector and NID Ahmedabad along with the Company was a significant step in revitalizing the legacy of Sankheda furniture, while equipping the artisan community with advanced woodworking and design skills.

These initiatives empower the youth and professionals with industry-relevant training and technical expertise, which gives them the confidence to succeed in today's skilled workforce.

Healthcare

With the continued support of Pidilite, Hanumant Hospital in Mahuva has been delivering quality and affordable healthcare to the local community throughout the year. The hospital provided comprehensive medical services through outpatient care, inpatient care, surgeries, emergency response, specialized programmes, and community health outreach.

Under its outpatient department, the hospital attended to thousands of individuals seeking medical consultation and basic treatment. In its inpatient facilities, the hospital performed a wide range of surgeries to a large number of patients.

As part of its commitment to accessible healthcare, Hanumant Hospital is actively enrolled in the Government of India's Ayushman Bharat Pradhan Mantri Jan Arogya Yojana (PMJAY). Through this scheme, the hospital provided cashless inpatient treatment and dialysis services to thousands of eligible beneficiaries.



In partnership with Vision Foundation, Mumbai, the hospital organised free cataract surgeries with intraocular lens implantation. Additionally, the hospital operates various charitable healthcare schemes such as Chitrakut Dham Arogya Scheme, Senjal Dham Arogya Scheme, and Arogya Sanjivani Scheme, offering free medical treatment to thousands of patients.

To build capacity in the healthcare sector, the hospital also conducted four medical training programmes for healthcare professionals during the year.

Total 1,06,050 patients were treated (includes 76,650 OPD patients, 6,842 IPD patients, 9,814 dialysis sessions and 12,744 procedures). Out of 6,842 IPD patients, 4491+ patients underwent surgical procedures.

In collaboration with Bhavnagar Health Department, Pidilite launched a programme that aims to improve the health of expectant mothers during pregnancy and to support better birth outcomes by providing access to nutritious diets. A total of 112 women were identified by Bhavnagar Health Department officials for this project.

This pilot initiative provides nutrition support for pregnant women identified as underweight or facing health related complications in Mahuva, Talaja, Palitana and Jesar blocks. The nutrition kits provided are locally prepared by women from Self-Help Groups.

Swachhta Initiative

Pidilite continued to advance cleanliness and sustainable waste management through its collaboration with the Swachh Bharat Mission (Urban), Government of Gujarat, and Mahuva Nagar Palika, ensuring systematic waste disposal and recycling.

As part of a tripartite partnership with the Regional Commissionerate of Municipalities of Bhavnagar and Mahuva Nagar Palika, Pidilite successfully commissioned a Plastic Granule Making Facility, engaging an expert agency for efficient waste segregation, processing, and recycling.

To enhance plastic collection and recycling, 23 Plastic Collection Centres (PCCs) have been established in Mahuva City, to purchase scrap materials from rag pickers. This year, 498 MT of waste was collected, processed and produced 223 MT of plastic granules through recycling process. Expanding its cleanliness initiatives, Pidilite extended waste collection efforts to 75 villages in Mahuva Taluka, involving women from Self-Help Groups and Panchayats for door-to-door plastic waste collection, ensuring broader environmental impact and active community participation.

In its pursuit of a plastic-free Mahuva, Pidilite also focuses on the social dignity of waste management. This is exemplified by the Safai Karamchari Awards, which systematically recognise and motivate frontline sanitation workers for their indispensable role in maintaining the region's recycling systems.

Through these efforts, the Company remains committed to promoting cleaner surroundings, sustainable waste processing, and community engagement, contributing to a greener and healthier future.

B K Parekh Parkinson's Disease & Movement Disorder Society

Pidilite continues its dedicated efforts in Parkinson's disease rehabilitation, ensuring comprehensive care and empowerment for individuals affected by the condition and their caregivers, thereby improving their quality of life.



Cancer Patients Aid Association (CPAA)

During FY 2025-26, BK Parekh Parkinson's Disease and Movement Disorder Society (BKPPDMDS) expanded its reach with 15 active Parkinson's support groups across Gujarat and Pune. This included a new centre in Vadodara and the launch of a Young Onset Parkinson's Disease (YOPD) group in Ahmedabad, improving access to support and providing more age-specific care. Our multidisciplinary rehabilitation model comprising physiotherapy, speech therapy, cognitive training, movement-based therapies, and nutrition support benefited 2,532 individuals with Parkinson's and their caregivers during the year.

The Healthy Ageing Program expanded to 21 senior citizen homes and community-based groups, reaching 844 senior citizens through structured physical and cognitive wellness interventions.

Awareness initiatives through medical education sessions, community outreach, marathons, and digital campaigns reached over 7.1 lakh individuals via social media and 12 lakh through television, radio, podcasts, and print media.

Through these initiatives, BKPPDMDS has positively impacted 3,13,103 beneficiaries in FY 2025-26, reinforcing its commitment to care, rehabilitation, and public awareness. Pidilite remains focused on enhancing medical care, expanding access to support, and driving Parkinson's awareness, ensuring a better quality of life for those affected.

Pidilite continues its partnership with CPAA, providing financial assistance and holistic care for cancer patients and their families during times of hardship. In FY 2025-26, 345 cancer patients and their families received support, ensuring timely medical intervention and improved survival opportunities.

Beyond medical aid, the initiative focused on comprehensive care for children with cancer, offering dietary supplements, transportation assistance, and emotional support to address their psychological, social, and spiritual well-being.

Through these efforts, Pidilite remains committed to enhancing healthcare access, easing financial burdens, and improving the quality of life for cancer patients and their families, fostering a compassionate and supportive healthcare ecosystem.

General Semantics

Balvant Parekh Centre for General Semantics and Other Human Sciences had a productive and successful year, organizing multiple events across India to disseminate knowledge. These included programmes focused on General Semantics and its core values, as well as events covering broader areas of human sciences such as literature, history, law, archaeology, and climate crisis.

As part of this milestone, the 11th Balvant Parekh Memorial Lecture was delivered by Prof. Lewis Gordon, Professor of Philosophy, University of Connecticut, who examined the evolving role of language and interpretation through his talk, 'A Phenomenology of Human Science, Metaphysics and Challenges of Artificial Intelligence'.

Through its continued efforts, the Centre remains committed to promoting critical thinking, interdisciplinary exploration, and the enduring relevance of General Semantics, ensuring its legacy remains influential in scholarly discussions.



INDEPENDENT
12. PRACTITIONERS'

REPORT

Assurance report on select sustainability disclosures in the Sustainability Report 2026

To the Directors of Pidilite Industries Limited

Assurance report on select sustainability disclosures in the Sustainability Report prepared with reference to the Global Reporting Initiative (GRI) Standards 2021 (together called 'Identified Sustainability Information' (ISI)) of Pidilite Industries Limited (the 'Company') for the period 1st April 2025 to 31st March 2026.

Opinion

We have performed an assurance engagement on the Identified Sustainability Information (ISI) as detailed in the table below:

Identified Sustainability Information (ISI) subject to assurance	Period subject to assurance	Page number in the Sustainability Report	Reporting criteria
Select GRI Indicators (refer Annexure 1)	1 st April 2025 to 31 st March 2026	GRI Index	- GRI Standards 2021 - World Resource Institute (WRI) / World Business Council for Sustainable Development (WBCSD) Greenhouse Gas (GHG) Protocol (A Corporate Accounting and Reporting Standards)

This engagement was conducted by a multidisciplinary team including assurance practitioners, engineers and environmental and social professionals.

Based on the procedures performed and evidence obtained, nothing has come to our attention to cause us to believe that the Company's Identified Sustainability Information in the GRI Index of the Sustainability Report relating to select GRI Indicators for the year ended 31 March 2026, is not prepared, in all material respects, in accordance with the World Resource Institute (WRI) / World Business Council for Sustainable Development (WBCSD) Greenhouse Gas (GHG) Protocol (A Corporate Accounting and Reporting Standards) and with reference to the GRI Standards (2021) and reporting boundary set out on page no. 5 in the "About the Report" section of the Sustainability Report 2025-26.

Basis for conclusion

We conducted our engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised), Assurance Engagements Other Than Audits or Reviews of Historical Financial Information and ISAE 3410, Assurance Engagements on Greenhouse Gas Statements, issued by the International Auditing and Assurance Standards Board (IAASB). Our responsibilities under those standards are further described in the "Our responsibilities" section of our report.

We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA).

Our firm applies International Standard on Quality Management (ISQM) 1, Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements, issued by the IAASB. This standard requires the firm to design, implement and operate a system of quality management, including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Other information

Management and the Board of Directors are responsible for the other information. The other information comprises the information included in the Company's Sustainability Report (but does not include the selected GRI Indicators and assurance report thereon).

Additionally, we have performed a reasonable assurance engagement on BRSR Core attributes and issued an independent assurance report on 26th June 2026. Our report thereon is included with the other information.

Our limited assurance opinion on the selected GRI Indicators does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our assurance report of the selected GRI Indicators, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the selected GRI Indicators or our knowledge obtained in the assurance or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Intended use or purpose

The ISI and our limited assurance report are intended for users who have reasonable knowledge of the GRI Indicators, the reporting criteria and ISI and who have read the information in the ISI with reasonable diligence and understand that the ISI is prepared and assured at appropriate levels of materiality.

Our opinion is not modified in respect of this matter.

Management's responsibilities for Identified Sustainability Information (ISI)

The management of the company are responsible for:

- designing, implementing and maintaining internal control relevant to the preparation of the Identified Sustainability Information that is free from material misstatement, whether due to fraud or error;
- selecting or developing suitable criteria for preparing the ISI and appropriately referring to or describing the criteria; and
- preparing/fairly stating/properly calculating the ISI in accordance with the reporting criteria.
- ensuring the reporting criteria is available for the intended users with relevant explanation;
- establishing targets, goals and other performance measures, and implementing actions to achieve such targets, goals and performance measures;
- providing the details of the management personnel who takes ownership of the ISI disclosed in the report;

- ensuring compliance with laws, regulations or applicable contracts;
- making judgements and estimates that are reasonable in the circumstances;
- identifying and describing any inherent limitations in the measurement or evaluation of information covered by assurance in accordance with the reporting criteria;
- preventing and detecting fraud;
- selecting the content of the ISI, including identifying and engaging with intended users to understand their information needs;
- informing us of other information that will be included with the ISI;
- supervision of other staff involved in the preparation of the ISI.

Those charged with governance are responsible for overseeing the reporting process for the company's ISI.

Inherent limitations

The preparation of the company's sustainability information requires the management to establish or interpret the criteria, make determinations about the relevancy of information to be included, and make estimates and assumptions that affect the reported information.

Measurement of certain amounts and GRI Indicators, some of which are estimates, is subject to substantial inherent measurement uncertainty, for example GHG emissions, water footprint, energy footprint. Obtaining sufficient appropriate evidence to support our opinion/conclusion does not reduce the uncertainty in the amounts and metrics.

Our responsibilities

We are responsible for:

- planning and performing the engagement to obtain a limited assurance about whether the ISI is free from material misstatement, whether due to fraud or error;
- forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained; and
- reporting our conclusion to the Board of Directors of the Company.

Summary of the work we performed as the basis for our conclusion

We exercised professional judgement and maintained professional skepticism throughout the engagement. We designed and performed our procedures to obtain evidence that is sufficient and appropriate to provide a basis for limited assurance conclusion.

Our procedures selected depended on our understanding of the information covered by limited assurance and other engagement circumstances, and our consideration of areas where material misstatements are likely to arise. In carrying out our engagement, we:

- assessed the suitability of the criteria used by the company in preparing the information covered by limited assurance;
- interviewed senior management and relevant staff at corporate and selected locations concerning policies for environment and occupational health and safety, and the implementation of these across the business;
- through inquiries, obtained an understanding of Pidilite Industries Limited's control environment, processes and information systems relevant to the preparation of the information covered by limited assurance, but did not evaluate the design of particular control activities, obtain evidence about their implementation or test their operating effectiveness;

- made inquiries of relevant staff at corporate and selected locations responsible for the preparation of the information covered by limited assurance;
- undertook nineteen site visits out of which fourteen were physical site visits and five were virtual site visits; selected the sites based on representation, size, complexity and nature of operations at the location, and geographical presence.
- inspected, at each site visited, a limited number of items to or from supporting records, as appropriate;
- applied analytical procedures, as appropriate;
- recalculated the information covered by limited assurance based on the criteria; and
- evaluated the overall presentation of the information covered by limited assurance to determine whether it is consistent with the criteria and in line with our overall knowledge of, and experience with, the Company.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Exclusions

Our assurance scope excludes the following and therefore, we will not express a conclusion on the same:

- Any form of review of the commercial merits, technical feasibility, accuracy, compliance with applicable legislation for the project, and accordingly we will express no opinion thereon. We will also not be required to verify any of the judgements and commercial risks associated with the project, nor comment upon the possibility of the financial projections being achieved.
- The Company's statements that describe the strategy, progress on goals (other than those listed under the scope of assurance), expression of opinion, claims, belief, aspiration, expectation, aim to future intention provided by the Company, and assertions related to Intellectual Property Rights and other competitive issues.
- Operations of the Company other than those mentioned in the "Scope of Assurance".
- Aspects of the selected GRI Indicators and the data/information (qualitative or quantitative) other than the ISI.
- Data and information outside the defined reporting period i.e., 1st April 2025 to 31st March 2026.

Shivananda Shetty

Partner

Date: 29th September 2026

Place: Gurugram

Appendix – 1

Select GRI Indicators covered under limited assurance

SI No.	GRI Indicators	Type of Assurance
1	302-1 Energy consumption within the organization	Limited
2	302-3 Energy intensity	Limited
3	303-3 Water withdrawal	Limited
4	303-4 Water discharge	Limited
5	303-5 Water consumption	Limited
6	305-1 Direct (Scope 1) GHG emissions	Limited
7	305-2 Energy indirect (Scope 2) GHG emissions	Limited
8	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Limited
9	306-3 Waste generated	Limited
10	306-4 Waste diverted from disposal	Limited
11	306-5 Waste directed to disposal	Limited
12	403-1 Occupational health and safety management system	Limited
13	403-2 Hazard identification, risk assessment, and incident investigation	Limited
14	403-3 Occupational health services	Limited
15	403-4 Worker participation, consultation, and communication on occupational health and safety	Limited
16	403-5 Worker training on occupational health and safety	Limited
17	403-6 Promotion of worker health	Limited
18	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Limited
19	403-8 Workers covered by an occupational health and safety management system	Limited
20	403-9 Work-related injuries	Limited
21	403-10 Work-related ill health	Limited



13. ANNEXURE 1 GRI CONTENT **INDEX**

Statement of Use

Pidilite Industries Limited has reported the information cited in this GRI content index for the period April 1st 2025 to March 31st 2026, with reference to the GRI Standards.

GRI 1 Used

GRI 1: Foundation 2021

GRI Standard	Disclosure Description	Page Number
GRI 2: General Disclosures 2021	2-1 Organizational details	Page 10
	2-2 Entities included in the organization's sustainability reporting	Page 5
	2-3 Reporting period, frequency, and contact point	Page 5
	2-4 Restatements of information	
	2-5 External assurance	Page 106
	2-6 Activities, value chain and other business relationships	Page 11
	2-7 Employees	Page 79-91
	2-8 Workers who are not employees	Page 79-80
	2-9 Governance structure and composition	Page 38-45
	2-10 Nomination and selection of the highest governance body	Page 40
	2-11 Chair of the highest governance body	Page 38
	2-12 Role of the highest governance body in overseeing the management of impacts	Page 14
	2-13 Delegation of responsibility for managing impacts	Page 41
	2-14 Role of the highest governance body in sustainability reporting	Page 14
	2-15 Conflicts of interest	Page 43-44
	2-16 Communication of critical concerns	Page 44
	2-22 Statement on sustainable development strategy	Page 9
	2-26 Mechanisms for seeking advice and raising concerns	Page 44
	2-27 Compliance with laws and regulations	Page 45
	2-28 Membership associations	Page 12
	2-29 Approach to stakeholder engagement	Page 25
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Page 29
	3-2 List of material topics	Page 29-34
	3-3 Management of material topics	Page 29
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Page 46
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Page 49
	203-2 Significant indirect economic impacts	Page 92-104
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Page 45

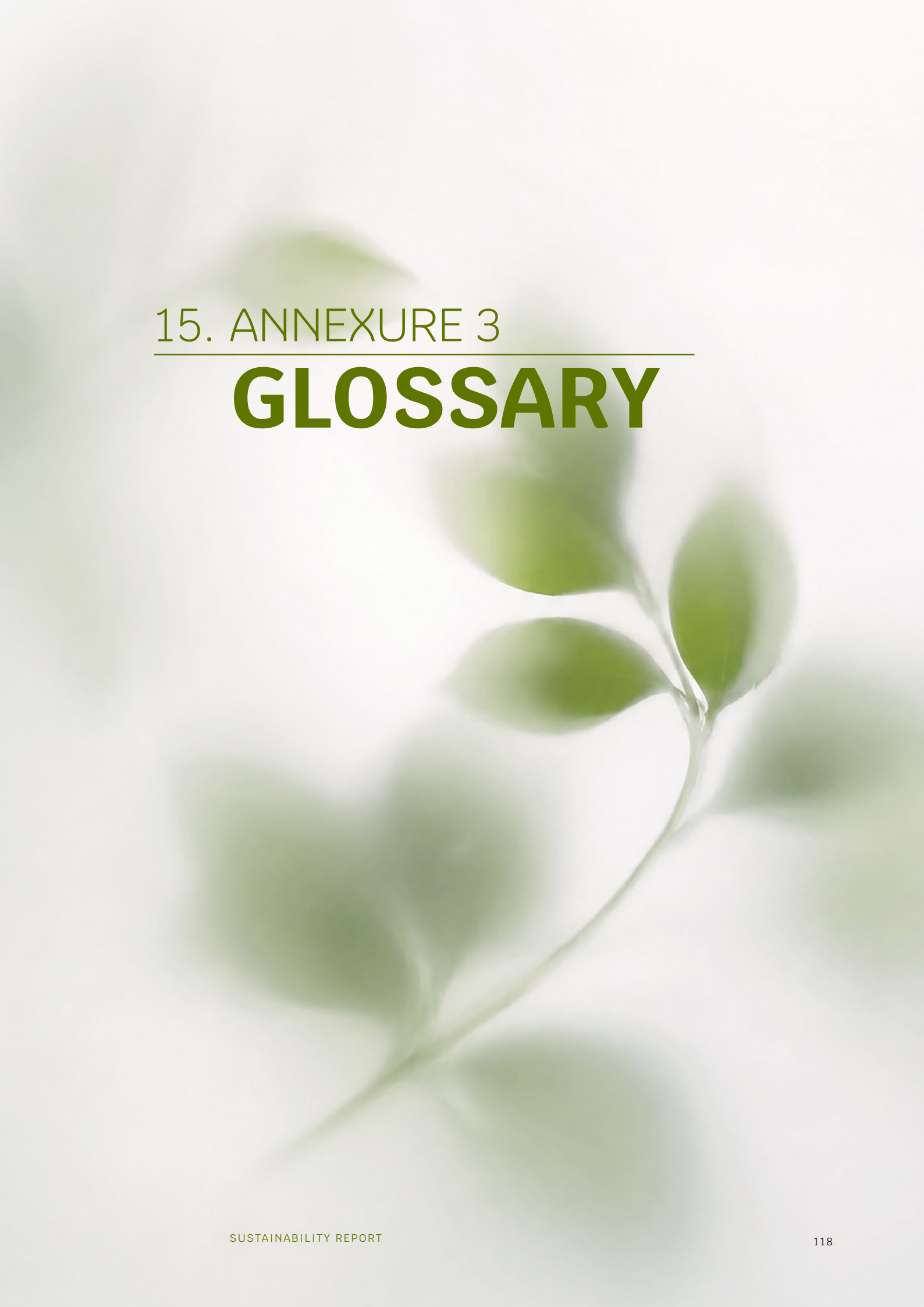
GRI Standard	Disclosure Description	Page Number
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Page 70
	301-2 Recycled input materials used	Page 72
	301-3 Reclaimed products and their packaging materials	Page 67
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Page 54-55
	302-3 Energy intensity	Page 54-55
	302-4 Reduction of energy consumption	Page 55-56
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Page 61
	303-2 Management of water discharge-related impacts	Page 62
	303-3 Water withdrawal	Page 62
	303-4 Water discharge	Page 62
	303-5 Water consumption	Page 63
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Page 59
	305-2 Energy indirect (Scope 2) GHG emissions	Page 59
	305-3 Other indirect (Scope 3) GHG emissions	Page 59
	305-4 GHG emissions intensity	Page 59
	305-5 Reduction of GHG emissions	Page 59
	305-7 Nitrogen oxides (NOX), sulphur oxides (SOX), and other significant air emissions	Page 60
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Page 66
	306-2 Management of significant waste-related impacts	Page 66
	306-3 Waste generated	Page 66
	306-4 Waste diverted from disposal	Page 67
	306-5 Waste directed to disposal	Page 67

GRI Standard	Disclosure Description	Page Number
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Page 80
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 81
	401-3 Parental leave	Page 81
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Page 76
	403-2 Hazard identification, risk assessment, and incident investigation	Page 76
	403-3 Occupational health services	Page 78
	403-4 Worker participation, consultation, and communication on occupational health and safety	Page 78
	403-5 Worker training on occupational health and safety	Page 77
	403-6 Promotion of worker health	Page 78
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Page 76
	403-8 Workers covered by an occupational health and safety management system	Page 76
	403-9 Work-related injuries	Page 78
	403-10 Work-related ill health	Page 78
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Page 91
	404-2 Programs for upgrading employee skills and transition assistance programs	Page 91
	404-3 Percentage of employees receiving regular performance and career development reviews	Page 90
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Page 44
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Page 41, 92-104
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Page 71
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Page 71



14. ANNEXURE 2 UN SDG **LINKAGE**

Sustainable Development Goal	Statement	Page Number
Goal 1: No Poverty 	End poverty in all its forms everywhere.	Page 92-94
Goal 2: Zero Hunger 	End hunger, achieve food security and improve nutrition and promote sustainable agriculture.	Page 92
Goal 3: Good Health and Well-Being 	Ensure healthy lives and promote well-being for all at all ages.	Page 102-104
Goal 4: Quality Education 	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.	Page 99-102
Goal 5: Gender Equality 	Achieve gender equality and empower all women and girls.	Page 97
Goal 6: Clean Water and Sanitation 	Ensure the availability and sustainable management of water and sanitation for all.	Page 95
Goal 7: Affordable And Clean Energy 	Ensure access to affordable, reliable, sustainable, and modern energy for all.	Page 53-56, 98
Goal 8: Decent Work and Economic Growth 	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.	Page 92-94
Goal 9: Industry, Innovation and Infrastructure 	Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.	Page 71
Goal 10: Reduced Inequalities 	Reduce inequality within and among countries.	Page 92-94, 97-104
Goal 11: Sustainable Cities and Communities 	Make cities and human settlements inclusive, safe, resilient and sustainable.	Page 97-98
Goal 12: Responsible Consumption and Production 	Ensure sustainable consumption and production patterns.	Page 51-70
Goal 13: Climate Action 	Take urgent action to combat climate change and its impacts.	Page 19-22, 51-70
Goal 14: Life Below Water 	Conserve and sustainably use the oceans, seas and marine resources for sustainable development.	Page 96
Goal 15: Life on Land 	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.	Page 96
Goal 16: Peace, Justice, and Strong Institutions 	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable, and inclusive institutions at all levels.	Page 92-94, 97-102
Goal 17: Partnerships For The Goals 	Strengthen the means of implementation and revitalize the global partnership for sustainable development.	Page 92-104



15. ANNEXURE 3

GLOSSARY

Abbreviations	Expanded Form
AHU	Air Handling Unit
AI	Artificial Insemination
APFC	Automatic Power Factor Correction
BIS	Bureau of Indian Standards
BKPPDMDS	B K Parekh Parkinson's Disease & Movement Disorder Society
BRSR	Business Responsibility and Sustainability Report
CMR	Carcinogenic, Mutagenic, Reprotoxic
CMS	Complaint Management System
CPCB	Central Pollution Control Board
CSR	Corporate Social Responsibility
DCLD	Dubai Central Laboratory Department
DM	Demineralization Plant
EBITDA	Earnings Before Interest, Taxes, Depreciation, and Amortisation
EC	Electronically Commutated
EHS	Environmental Health and Safety
EPR	Extended Producer Responsibility
ERM	Enterprise Risk Management
ESG	Environmental Social Governance
ESI	Employees' State Insurance
FPO	Farmer Producer Organisation

Abbreviations	Expanded Form
FY	Financial Year
GHG	Greenhouse Gas
GJ	Giga Joule
GRI	Global Reporting Initiative
HAH	Happy and Healthy
HSD	High Speed Diesel
ILECS	Inter-Lab Error Control Survey
IP	Intellectual Property
ISO	International Organization for Standardization
JV	Joint Venture
KG	Kilogram
KPI	Key Performance Indicators
KRA	Key Result Area
L&D	Learning and Development
MCC	Motor Control Centre
MLP	Multi-Layer Plastics
MT	Metric Ton
NRC	Nomination and Remuneration Committee
NOx	Oxides of Nitrogen
OHS	Occupational Health and Safety

Abbreviations	Expanded Form
PCC	Power Control Centre
PCRW	Post-consumer use of recycled plastic.
PF	Provident Fund
PIL	Pidilite Industries Limited
PNG	Piped Natural Gas
PRI	Packaging Rate Index
PU	Polyurethane
PVA	Polyvinyl Alcohol
QMS	Quality Management System
QRI	Quality Rating Index
R&D	Research and Development
RCA	Root Cause Analysis
RH	Relative Humidity
RIMC	Risk Identification and Mitigation Committee
RMOC	Risk Management Oversight Committee
RO	Reverse Osmosis
RPA	Robotic Process Automation
SAP	System Applications and Products
SEBI	Securities Exchange Board of India
SHG	Self-Help Group

Abbreviations	Expanded Form
SKU	Stock Keeping Unit
SOP	Standard Operating Process
Sox	Oxides of Sulphur
SRC	Stakeholder Relationship Committee
STP	Sewage Treatment Plant
tCO ₂	Total Carbon Dioxide
TDS	Total Dissolved Solids
TPM	Total Particulate Matter
UL	Underwriters Laboratory
UN SDGs	United Nations Sustainable Development Goals
VFD	Variable Frequency Drive
ZLD	Zero Liquid Discharge

**“The Earth
is what we
all have in
common.”**

—Wendell Berry



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