

9th February, 2022

The Secretary
BSE Ltd.
Corporate Relationship Dept.,
14th floor, P. J. Tower,
Dalal Street, Fort
Mumbai - 400 001
Stock Code – 500331

The Secretary
National Stock Exchange of India Ltd.
Exchange Plaza, Plot no. C/1, G Block,
Bandra-Kurla Complex,
Bandra (E),
Mumbai - 400 051
Stock Code - PIDILITIND

Sub: Investor Presentation

Dear Sir,

Please find attached the Investor Presentation.

Thanking You,

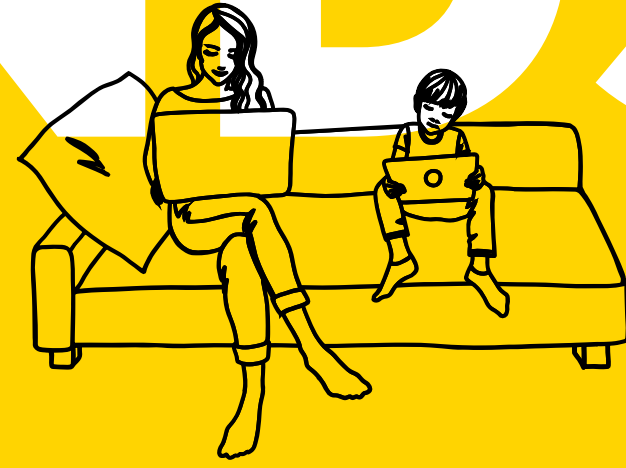
Yours faithfully,
For Pidilite Industries Limited



Manisha Shetty
Additional Company Secretary

Encl: a/a

BUILDING BONDS



IN NEW
WAYS



Our Journey

Inception

1959

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



1965

Fevicol established as Carpenters' preferred choice



1984

Consumer Products division is born

1993

Pidilite goes public, valued at INR 60 Crs.



Building Power Brands & Pioneer Categories

2000-01

Dr. Fixit and M-seal introduced



2002

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



2004

Pidilite reaches 1000 Cr. mark
Roff brand of Construction Chemicals is acquired



Expanding the Global Footprint and entering into Collaborations

2005

Incorporated "Pidilite Middle East Ltd" in Dubai



2013

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

2015

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



2016

Pidilite forms JV with Italy's ICA
Awarded the 'Most Promising Company of the Year Award' at the CNBC-TV18, 11th Indian Business Leader Awards (IBLA)



2017-19

Acquisition of CIPY in flooring space
Several collaborations in growth areas - Jowat (joinery), Litokol (grouts), Grupo Puma (mortars/tile adhesives)
Investments in emerging digital platforms - Pepperfry and Homelane



2020-21

Pandemic strikes & Lockdown across the globe.
Acquired majority stake in Tenax India Stone Products.
Invested in Liv space.
Acquired from the Huntsman group (USA) 100% stake in Araldite DIY brand for the Indian sub-continent.
Recognised as 'Great place to work' consecutively for 2 years.



Creating Value through Creating Categories



**Winning with
a New Edge**

Creating Value by Creating Categories

CORE

Established Brands with high market maturity and strong share position

1-2X GDP

GROWTH

Emerging categories with significant potential for market growth or share gain

2-4X GDP...

PIONEER

Nascent Categories with huge market creation opportunity

100 Crores revenue in 3 years

Portfolio for Creating value

CORE



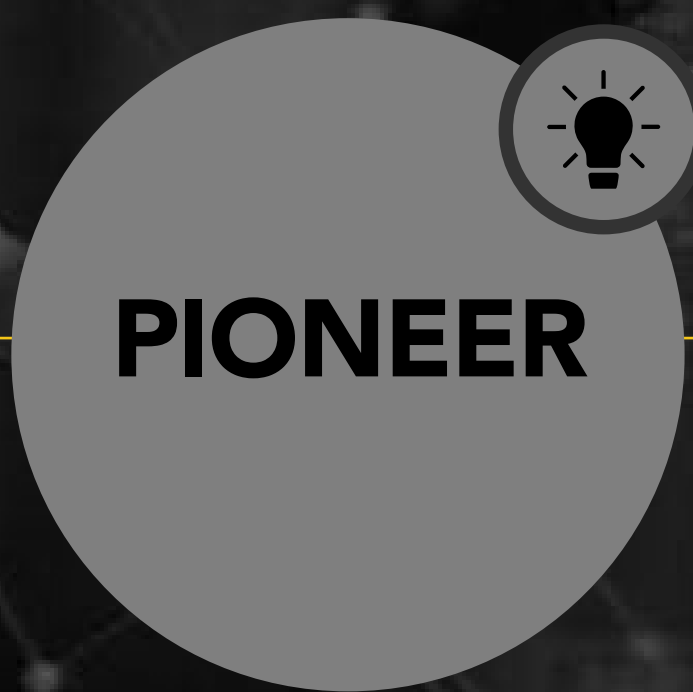
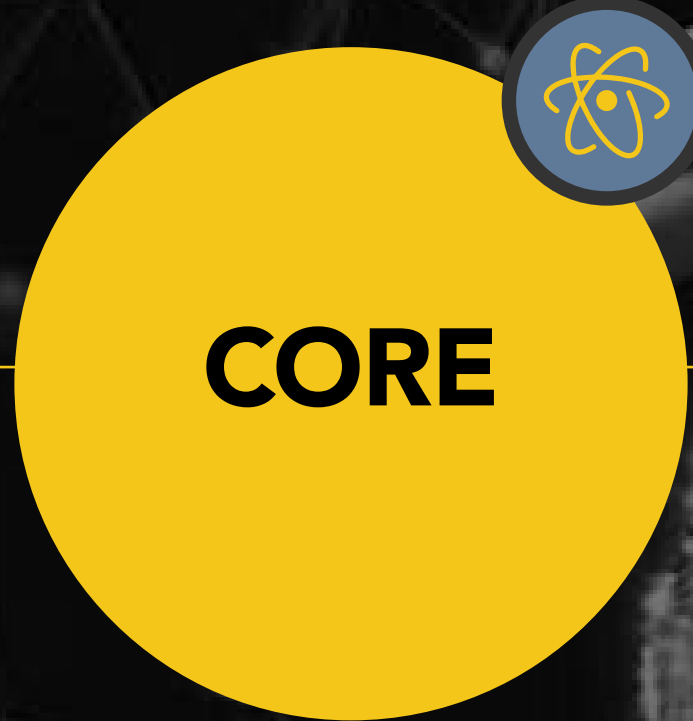
GROWTH



PIONEER



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



Premiumizing
Innovating

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

Premiumization in Core: Fevicol Evolution



Innovation in Core: Fevicol Ezeespray



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



**Creating
Categories**

**Wholistic Brand
Management**

**Driving
Penetration**

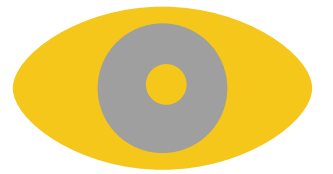
**International
Expansion**

Inorganic Growth

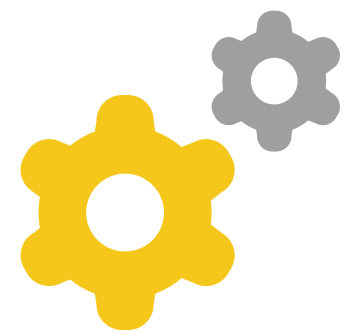
Creating Categories



Spotting unmet needs



Exhaustive insighting



Technical capabilities



Intense field marketing



ATL support



Passionate team



Wholistic brand building across categories

20 digital marketing awards in the last few months



Total 23 Elephants at Koorius awards



Digital Crest Award viral marketing campaign



Buzzing Content Award -
1. Best social media content in FMCG & retail category
2. Best social media content of the year



Mommy awards (Mad over marketing)
Best moment marketing category for the 'Kohinoor' post



Exchange4media Indian Content Marketing Awards
1. Best content marketing social media and
2. Best crowdsourced content of the year



ABP Brand Excellence Awards
Best use of Social Media



At Golden Globe Tigers Award -
Fevicol won the Campaign of the year for #MyFevicolAd and also won the Award for Social Media Marketing category.



Driving Penetration: Small-town/ Rural India

पिडिलाइट
की दुनिया

- Expanding reach: Coverage in ~30,000 towns
- Driving growth in deep rural: ~7000 "Pidilite Ki Duniya" dealers
- Driving user engagement: through a mix of personal engagement, site visits and digital marketing
- Product innovation: 4 new rural-relevant products launched, and more in pipeline
- Process/ digital innovation: 50% of site visits are remote video visits; Teachers trained via online workshops for scale-up of art and craft business

International Expansion

Taking Pidilite's Success Story to Emerging Markets across the World.

Target markets with high headroom for growth, with a high-touch, "India-like" approach

Drive market: Bangladesh

- Began operations 15+ years ago
- Play across all major categories of Pidilite (including C&B and IP)
- Setup local manufacturing, with 2nd plant opened
- Expanded distribution reach aggressively
- Focused on influencer and market development
- Built local talent and capability
- Investing in scaling up reach further through ATL and localized campaigns

- Market leading position across some segments
- Achieved revenue CAGR of 21% in last 10 years



Inorganic growth



Smooth integration and stabilization



Synergies leveraged and enabling levers in place

Channel synergies

Sales automation & excellence

User connect model

Premiumization & innovation

People development

Back-end capacity & efficiencies

Robust growth and share gain

Achieved YTD growth in Revenue of 94% and EBITDA of 89%

Pioneering categories



Roff Growth Story - Driving Category Creation

Large Untapped potential

- Tile & stone solutions market of ~Rs. 1500 Cr.
- Only ~12-15% penetration of modern solutions, with majority market still using cement to fix tiles



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



Tile and Stone Installations



Premium Tile Adhesive



Grouts



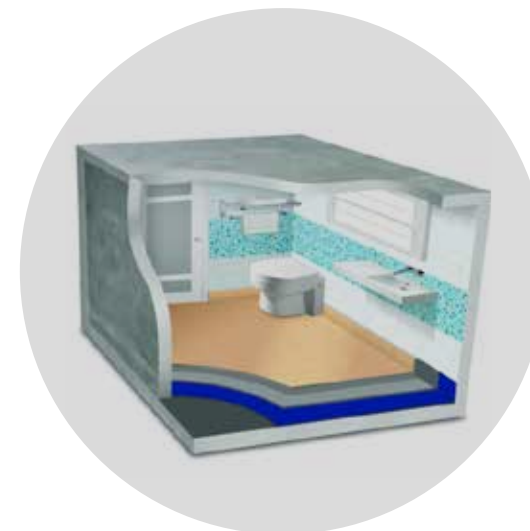
Premium grouts



Stone and Tile Care products



Premium stone care



Under Tile waterproofing Solutions

Exponential growth in recent years, enabled by:

- **Quick and cost effective market servicing** through distributed supply network and automation
- **Channel expansion** - retail (for massification) and projects
- **Deep user working** to develop market and adoption of right solutions
- **Engaging consumers** through powerful communication in mass media





Winning with a New Edge

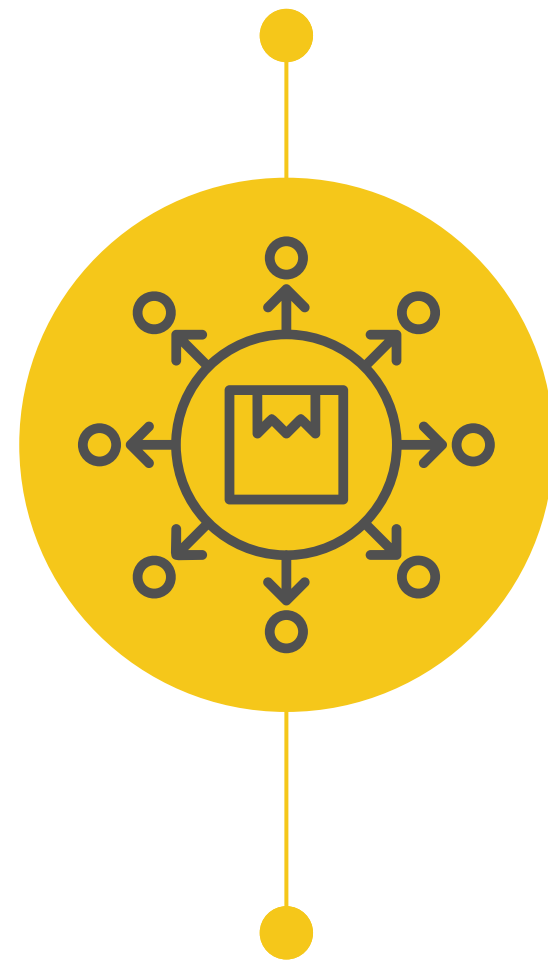
The world is evolving dramatically and a new reality is emerging

HEALTH & HYGIENE



Focus on health, safety and hygiene

VOLATILE GLOBAL SUPPLY CHAINS



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

DIGITAL BECOMES UBIQUITOUS



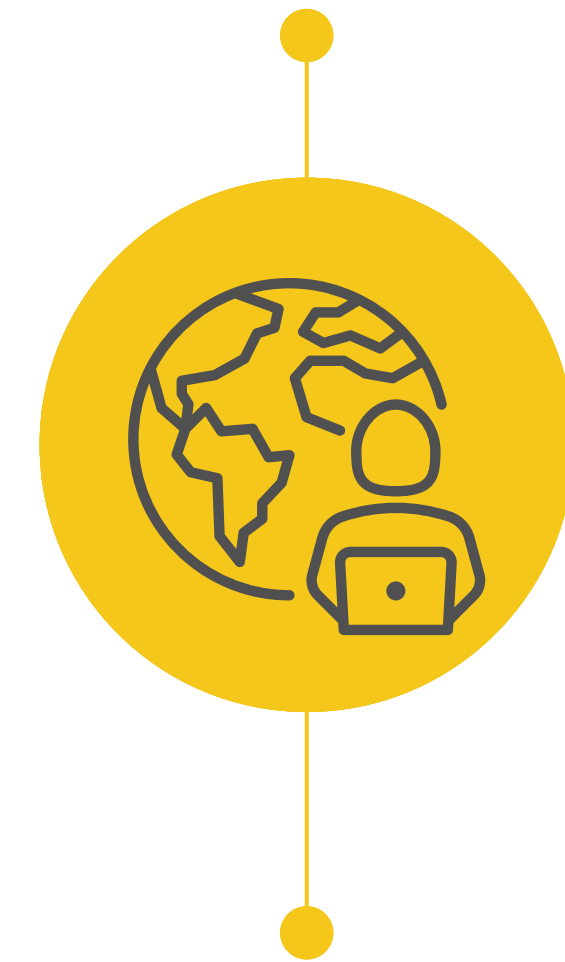
- Breaking adoption boundaries
- Targeted marketing
- E-commerce
- Real-time decision making

HOME SWEET HOME



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

EVOLVING ORG/ WORKING MODELS



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

Winning with a new edge – key imperatives

1

Invest in supply chain resilience and global competitiveness



2

Accelerate digital and analytics



3

Penetrate by investing in emerging channels



4

Enhance agility and pace of innovation



5

Imagine the new workplace, talent model and culture



6

Drive greater focus on sustainability



Supply chain - Building Pidilite of future

- Getting ready for next phase of growth: 18 capacity building projects and several other projects aimed at improvements in productivity, quality, safety and environmental parameters are under progress
- Surpassed sustainability targets set for 2020-21 for both resource usage as well as waste generation reduction
- Incident free operations at most factories in the past 1 year
- Automated and robotic solutions for packaging and material handling

Modernization of Regional Distribution Centres

Implementing best-in-class Warehouse Management System (WMS) with high digitization and automated mobility, leading to system-driven approach and efficiencies



Riding the Digital Wave - Making An Impact

2



Customers & Offerings

- Dealer and user apps for engagement, loyalty, learning, ordering, etc. ; ~3L active dealers and ~2.5L active users on apps
- Phygital approach with 1500+ user meets/quarter



Employees

- Digital, gamified and intelligent selling for field force
- Intelligent lead generation & nurturing for B2B businesses
- Digital platforms and bots



Operations

- Robotic process automation (RPA) for enhanced productivity
- Warehouse management system
- Greater automation and digital command center in manufacturing through IoT
- Digital platforms for greater visibility and process streamlining



Data & Analytics

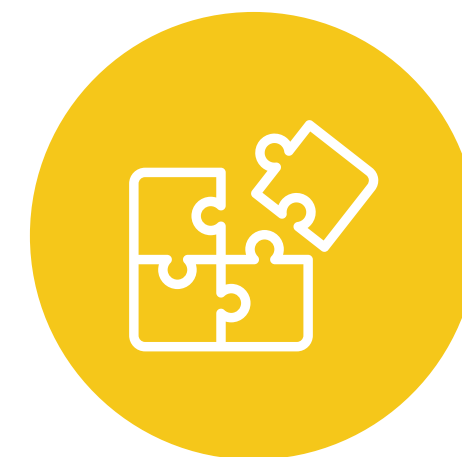
- Intelligent dashboards to enhance decision making
- Setup of Advanced Analytics Centre of Excellence



Platform-driven approach



Democratization of Digital agenda



Prioritizing, resourcing & upgrading capabilities

Significant increase of Digital marketing in the mix

Serving multiple brand objectives

Fevicol
Published by Shourya Porwal · 4d · 🌐

Haye ni mera Coka Coka Coka Coka Coka
#EURO2020 #Ronaldo #MazbootJod #FevicolKaJod

← Tweet

Fevicol
@StuckByFevicol

Depends on whether you want to bond for an evening or for life!

Harsh Goenka @hvgoenka · 4d
Just a question : What's better for bonding - fevicol or alcohol?

10:03 am · 31 Jan 22 · [Twitter for Android](#)

2,305 Retweets 180 Quote Tweets 23.6K Likes

Na bottle hategi, na valuation ghategi

Topical creatives and engagements for building brand love

Dr. Fixit Waterproofing Solutions
Are you facing leakage problems? Get expert waterproofing solutions at the tip of your fingers and get a free - check up of your home with Dr. Fixit!

HAAL KAISA HAI MAKAAAN KA

Click here for A FREE CHECK-UP OF YOUR HOUSE

End your leakage problems! [Contact Us](#)

Get leads from consumers in 2 clicks

Fevicol
Sponsored · 🌐

क्या है Ezee Spray के फायदे? पुरा वीडियो देखिए और जानिए.
...see more

FEVICOL.IN
आकर्षक स्कीम के लिए यहाँ क्लिक करे. [APPLY NOW](#)

Marketing to contractors using digital

Investing in emerging channels: E-commerce

3

- Alternate Trade Channels have augmented the growth
- Sales at 8X in around 2 years
- We are present on more than 15 platforms

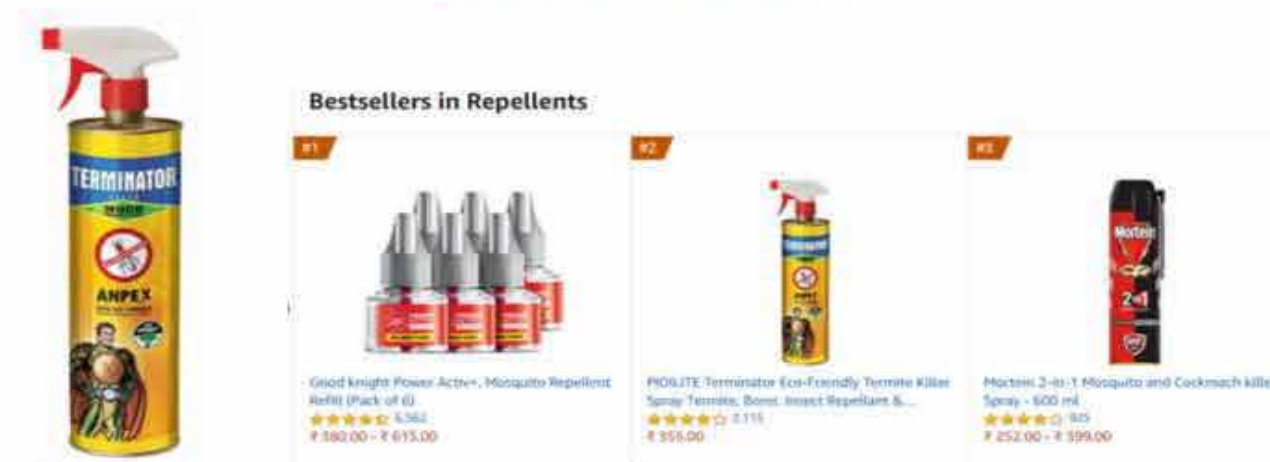
AMAZON BESTSELLERS



DKLOG No.1 in Drain Cleaners



HomeKits & AllFix Top 3 in Universal Adhesives



Terminator No.2 in Repellants



Roff Cera Clean No.5 in Floor Cleaners

As per highest rank achieved in FY'22

Accelerating Innovation

R&D centres

187% increase in R&D spends since 2015

3 fully equipped in-house centres in India

2 centres overseas

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

R&D Team

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

Culture as a Competitive Edge

5

4

3

2

1

Listening Culture

MyPidilite

Helpline for all stakeholders, including employees

Focus on Frontline

Capability building

Career map for field teams

Engaged teams

Vaccination drive for all employees

Leadership Pipeline



Building an Inspiring Place to Work



NPS turnaround, with scores at Best-In-Class



Recognised consecutively for 2 years by Great Place to Work® Institute as one of the Top 30 – India's Best Workplace in Manufacturing.



Journey towards Sustainability

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

Our ambitions and 2030 targets

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

Sustainable Innovation

- 1 Promoting use of raw materials & manufacturing products with reduced environment footprint
 - 2 Reduction in plastics consumption & promoting use of recycled plastics in Packaging
- Conversion of MLP to Non MLP Packaging by 30% and 100% Recycle of MLP post Consumer use

Operational Eco-Efficiency

- 1 **Minimizing Water Intensity**
Reduce Fresh Water Consumption Intensity by 35%
- 2 **Minimizing Energy Intensity**
Reduce energy consumption intensity by 20%
- 3 **Maximizing Renewable Energy Potential**
Renewable energy 50% of overall Energy Consumption
- 4 **Minimizing Waste Intensity**
Reduce intensity of non-environment friendly waste disposal by 30%

Responsible Care

- 1 **Zero Harm Operations**
Reduce overall safety ratios, such as fatality rate, severity rate and incident rate, by 30%
- 2 **Enhancing the Impacts on Community**

Giving Back to Society

Agriculture & Horticulture Initiative



Farmer Producer Organization



Animal Husbandry



Plantation Initiative



Water Initiative



Women Initiative



Swachtha Initiative



Education Initiative



Khadi and Handloom Initiative



Skill Initiative

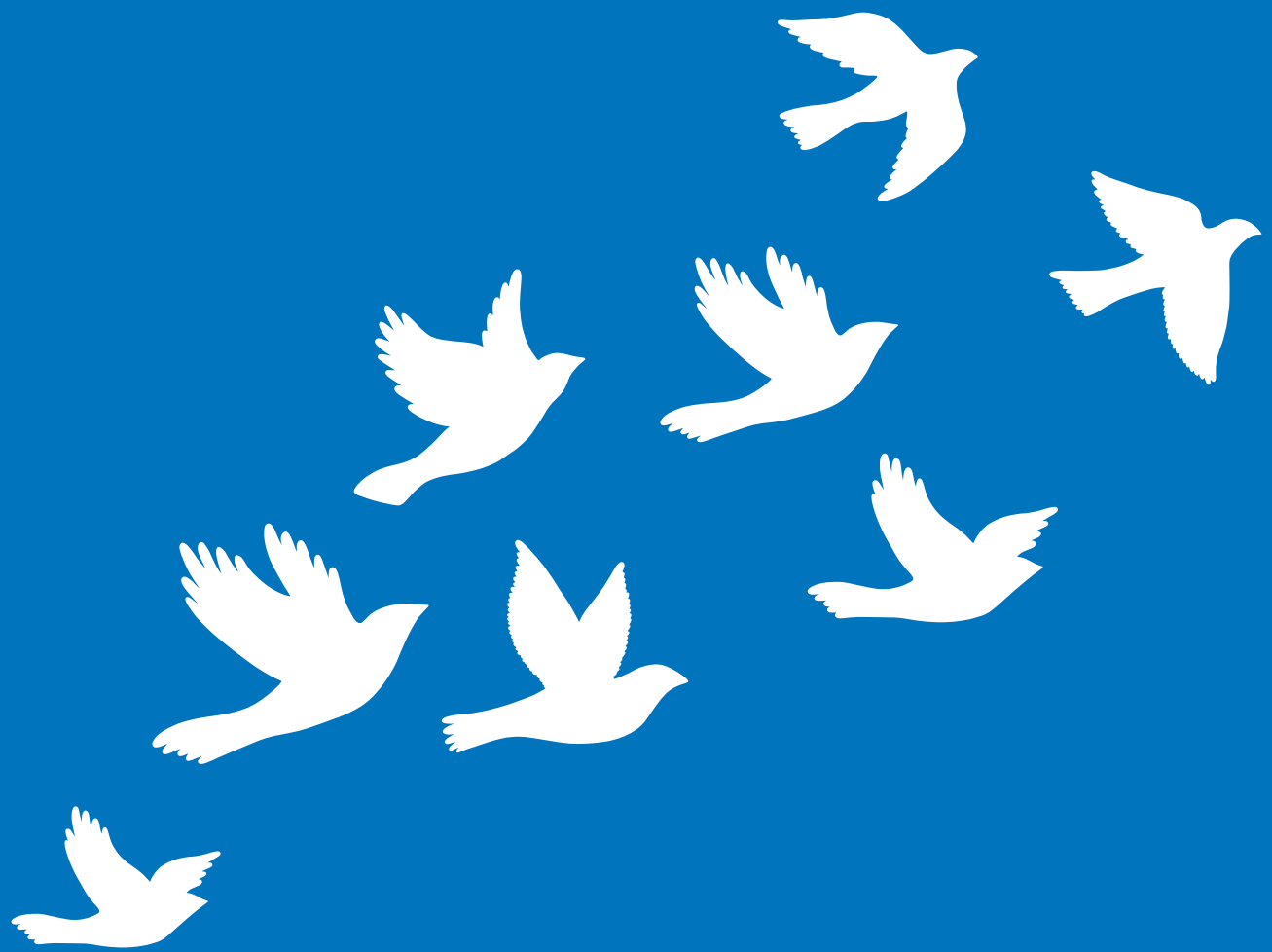


Health Initiative (Including COVID activities)



Natural Disaster and Relief Initiative





OUR VISION

Together We Will Create A
High-performance, Innovative, Indian Multi-national
Where It Is A Pleasure To Work.

Thank you

Investor Contact



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

Annexures

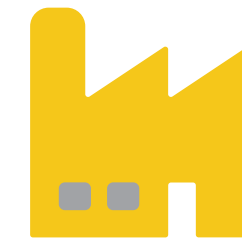
Company Overview



>6500
permanent
employees



Operations in
8 countries



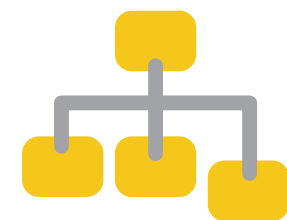
26 Mfg. Plants &
30 Co-Makers
in India



>600
Products



Exporting to
>80 countries



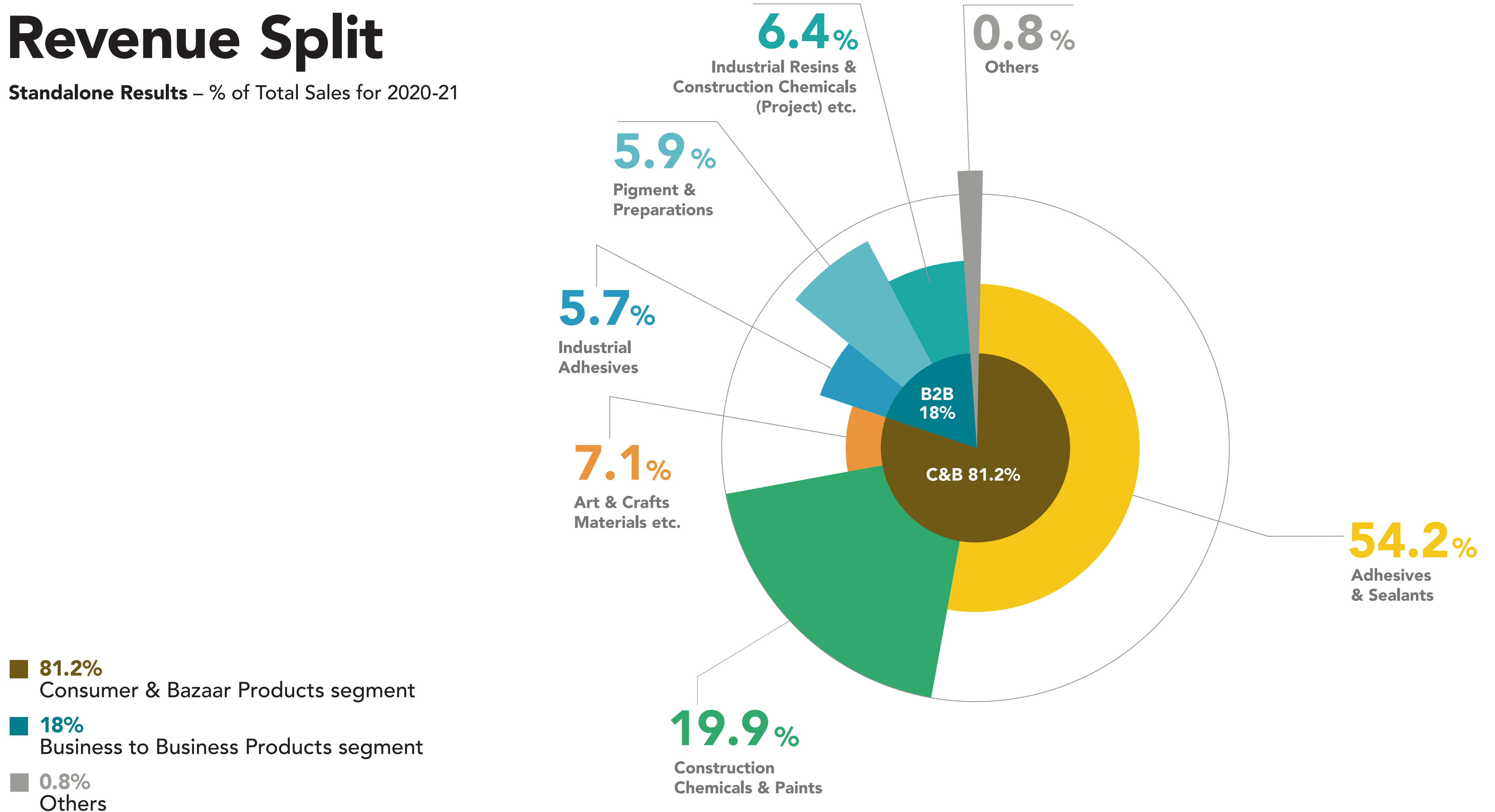
20 International &
16 Domestic
Subsidiaries



5 R&D Centres

Revenue Split

Standalone Results – % of Total Sales for 2020-21

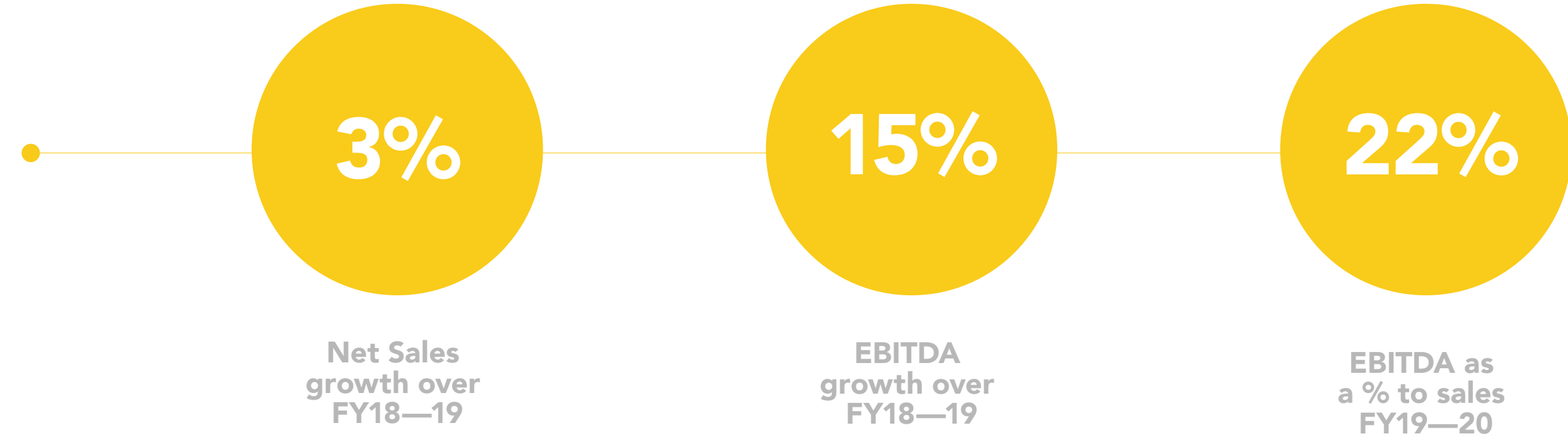


■ 81.2%
Consumer & Bazaar Products segment

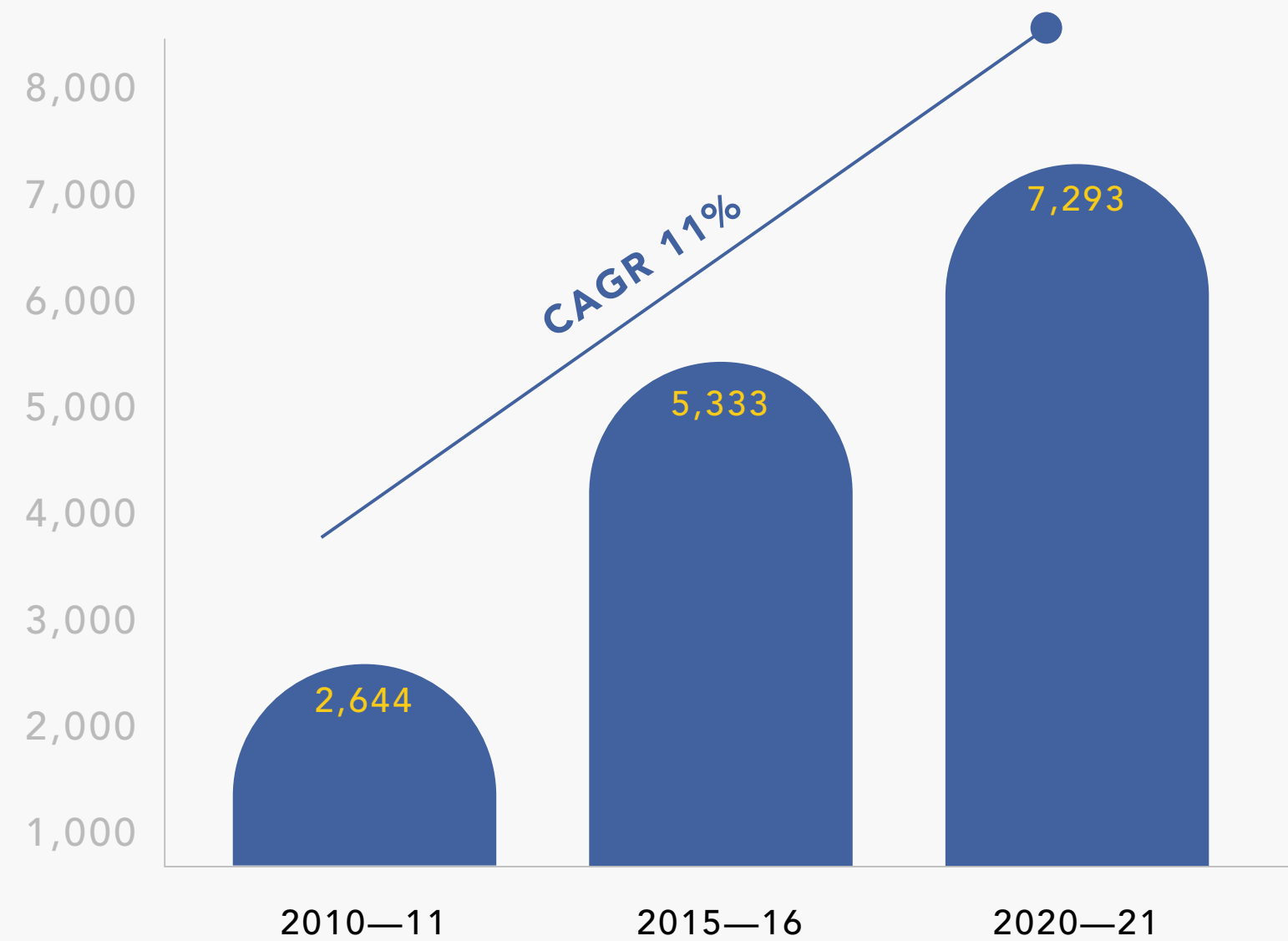
■ 18%
Business to Business Products segment

■ 0.8%
Others

Track Record of Rapid Growth



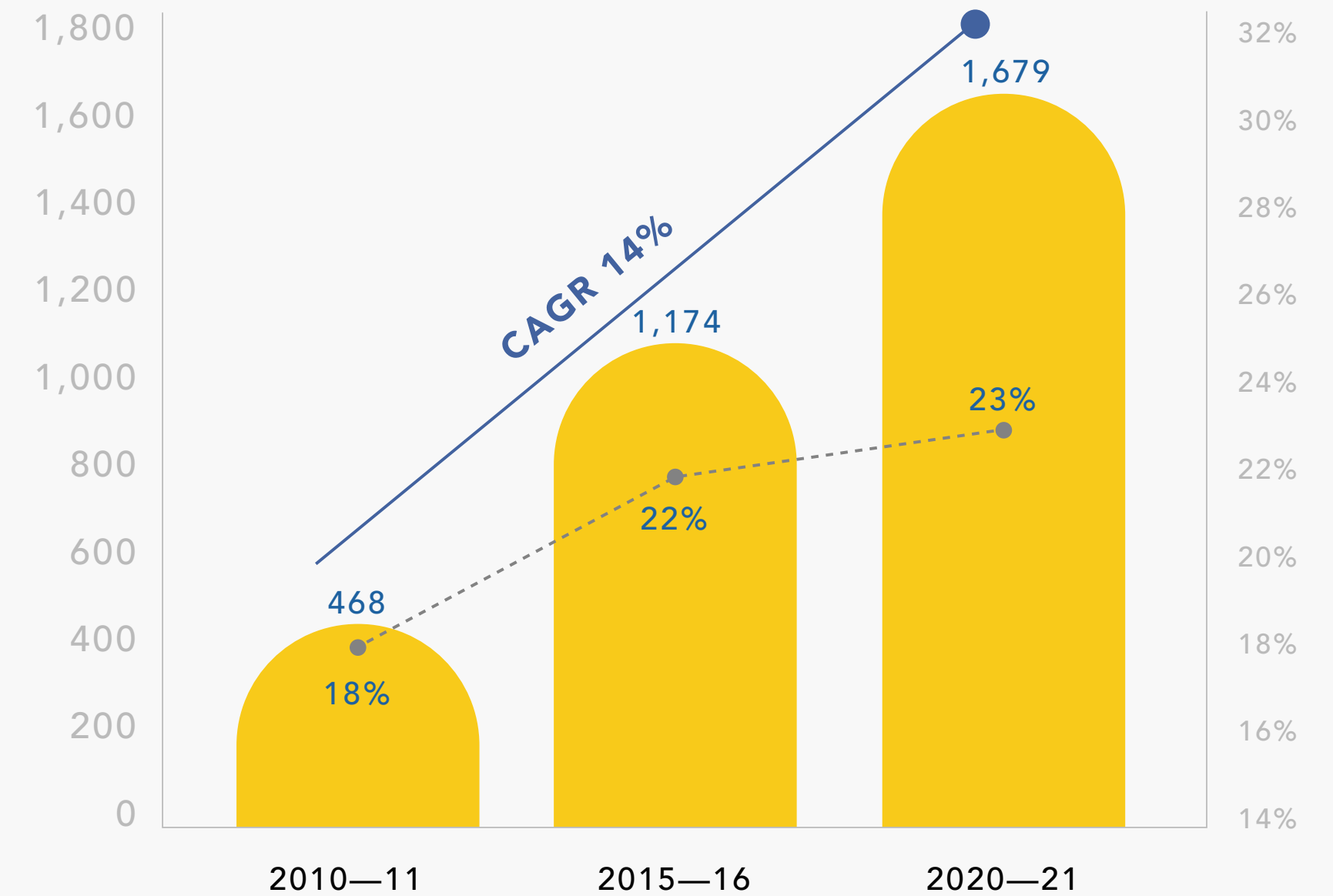
NET SALES GROWTH TREND OVER LAST 10 YEARS



● Consolidated Net Sales(Rs Crores)*

*Sales net of excise duty

EBITDA GROWTH TREND OVER LAST 10 YEARS

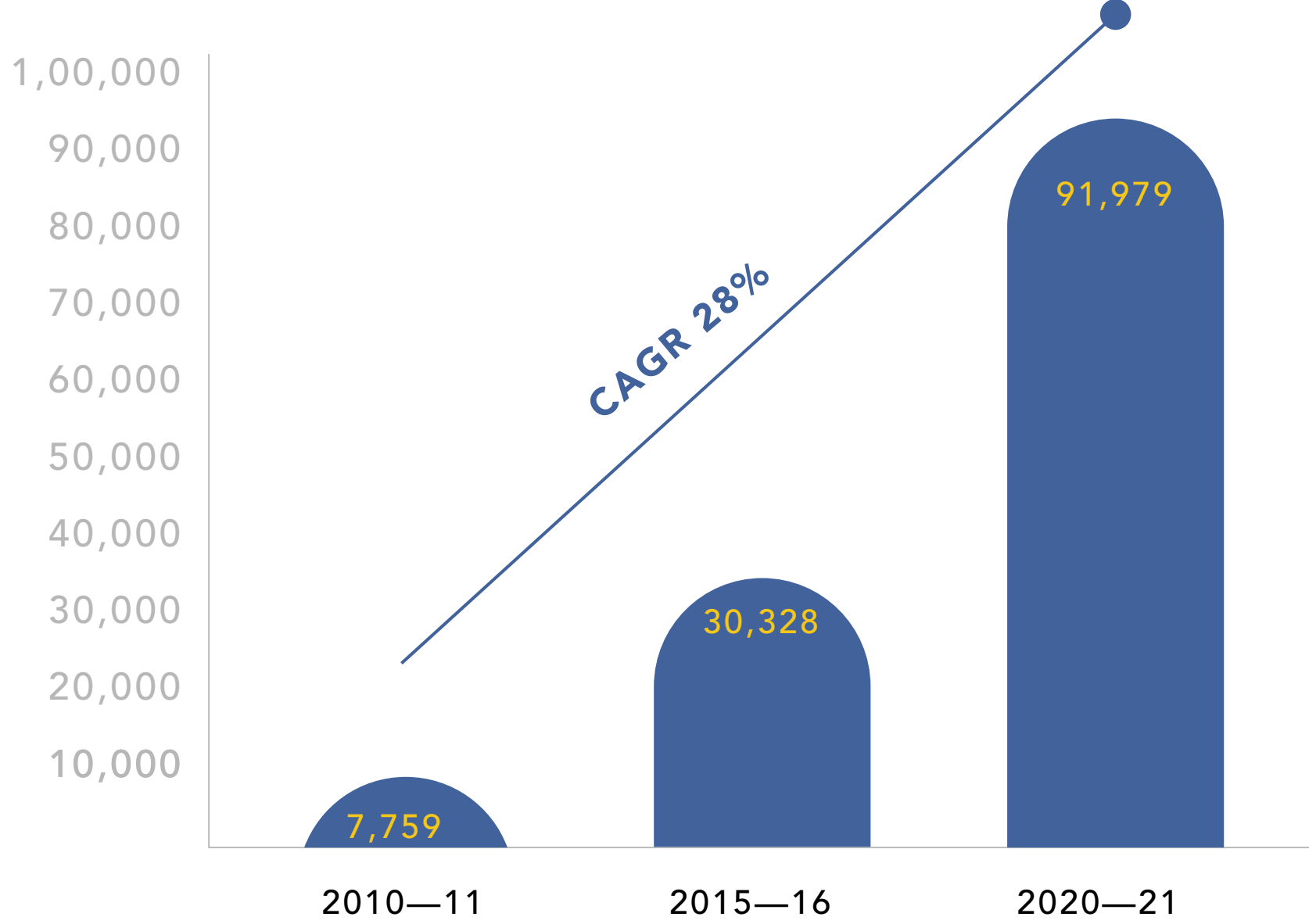
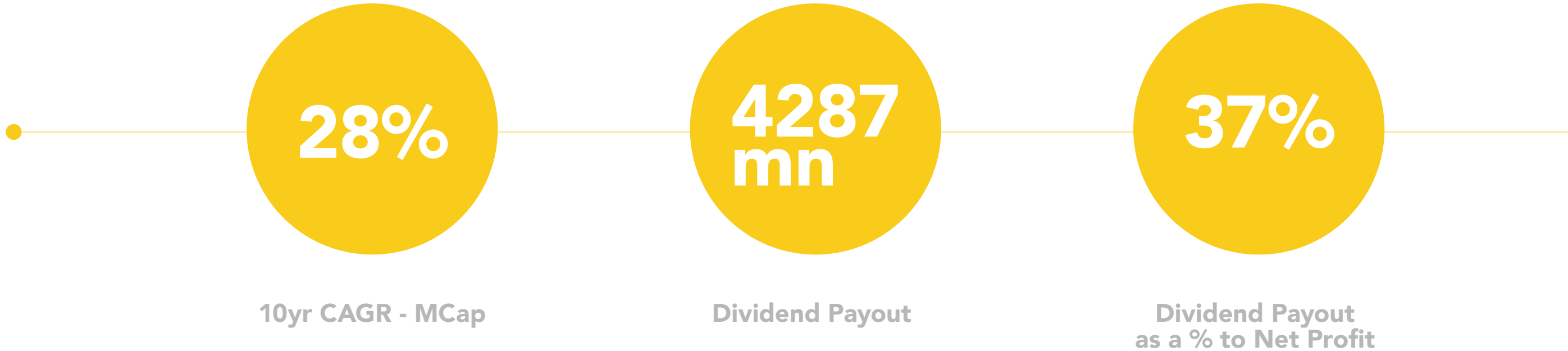


● Consolidated EBITDA(Rs Crores)*

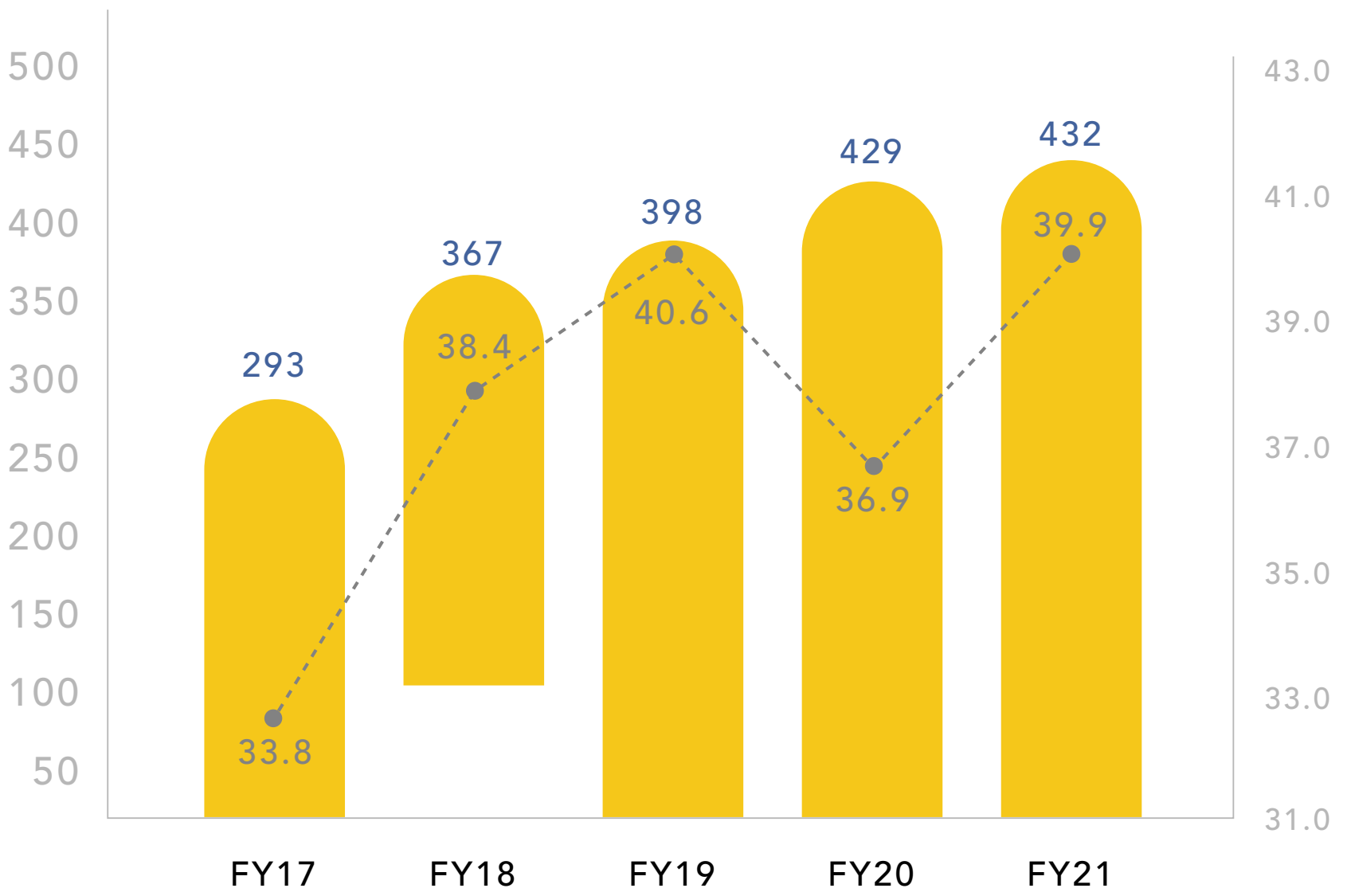
● EBITDA as a % to Net Sales

**EBITDA before Non Operating Income

Creating Value for Shareholders



● Market Cap (Rs Crores)



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