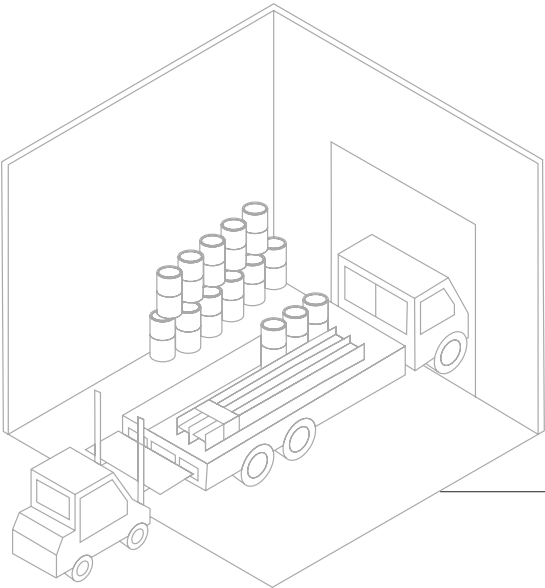


B2B E-commerce

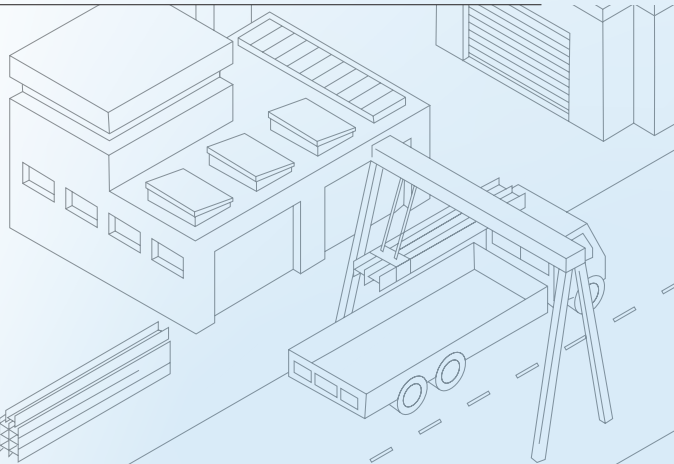
Birla Pivot, our B2B E-commerce platform, serves as the one-stop destination for raw material procurement and financing solutions, delivering a seamless experience to MSME buyers.



₹5,000+ crore
Annualised Revenue Run-rate (ARR)
basis Q4FY25

4,000+ Pin Codes
375+ Cities
Our coverage in terms of orders
delivered so far

40,000+ SKUs
300+ Brands
Assortment on the Birla Pivot Platform



"It is now one of the fastest growing startups in the country to have crossed ₹5,000+ crore ARR within two years of inception. We focused on the core building blocks in FY 2024-25 and laid down an architecture that is scalable and efficient over the long term. Our commitment is unwavering, to build scale with purpose and deliver an exceptional experience in every transaction we fulfil. Our vision is to become the most trusted B2B E-commerce platform in India."

Sandeep Komaravelly
Chief Executive Officer



Abhilash Pillai
Chief Operating Officer



Vivek Gupta
Chief Technology Officer



Shathanand Rao
Chief Product Officer



Mohana Sundaram
Chief Financial Officer



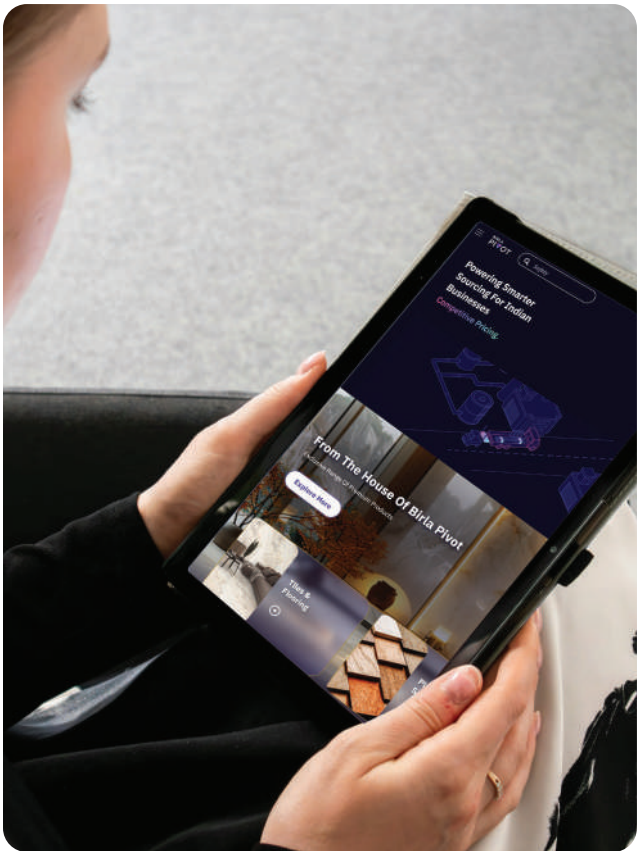
Anurag Saxena
Head Human Resources

Business Overview

Birla Pivot is a full-scale B2B E-commerce platform that provides integrated procurement with financing solutions for MSME customers. We are helping businesses streamline their procurement by making every step of the procurement process transparent and efficient, and helping them grow.

Birla Pivot has expanded its product offerings across 35 product categories comprising 40,000+ SKUs sourced from 300+ Indian and International brands. Birla Pivot continues to expand its geographical reach with delivery to 375 cities across 26 states and Union Territories.

Birla Pivot's customer base spans top-tier EPC companies, civil contractors, real estate developers, OEMs, fabricators, dealers, and retailers. Birla Pivot has established a robust network of suppliers and logistics providers, ensuring seamless operations, and a pan-India reach.



Management Discussion and Analysis

Birla Pivot Product Suite

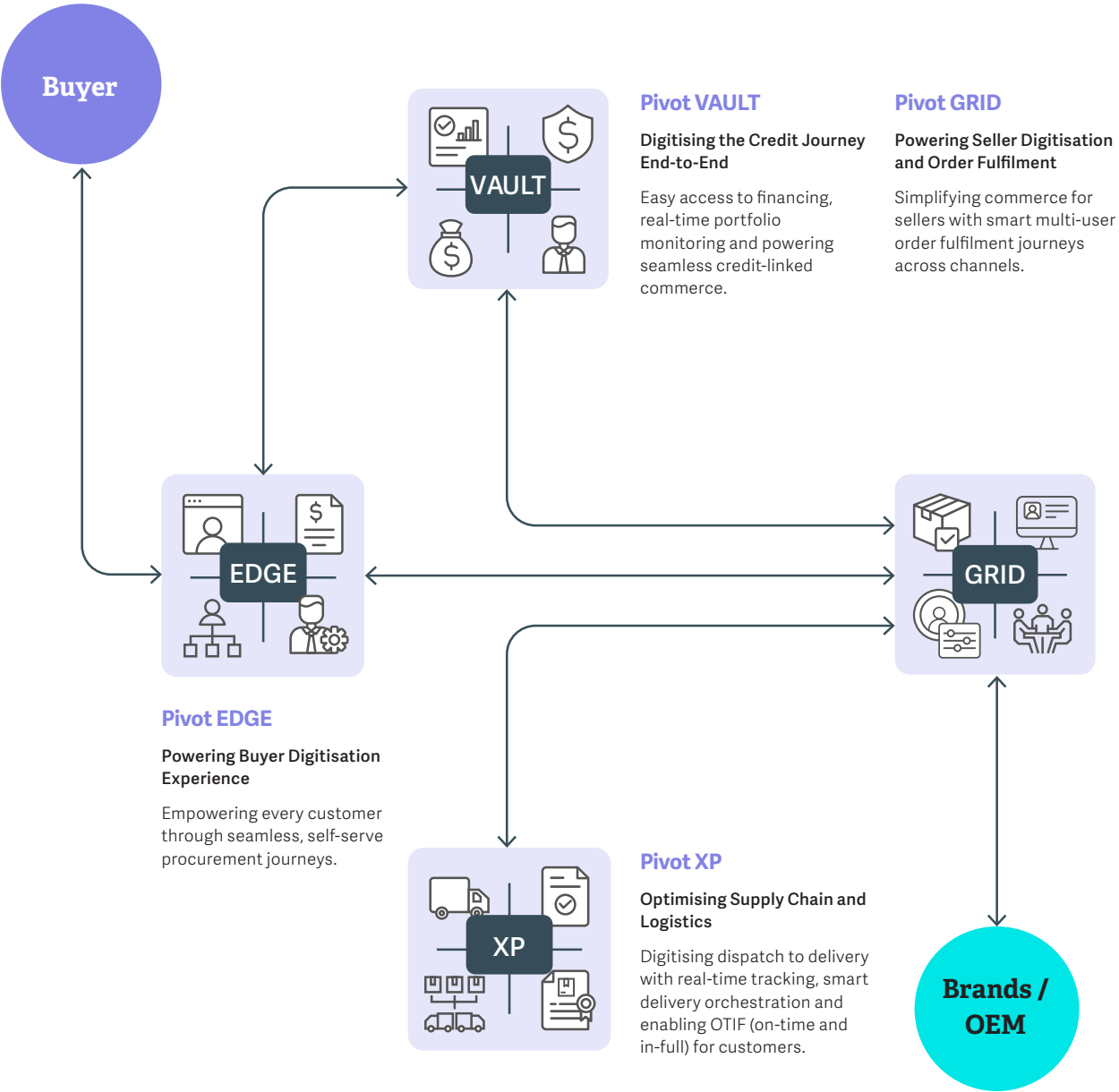
Birla Pivot’s custom developed tech stack has evolved into a comprehensive B2B E-commerce platform that is unique and solves the needs of the ecosystem. The proprietary modules include:

- Pivot Grid:** Platform facilitating B2B E-commerce and order fulfilment journeys for multi-user organisations, while unlocking marketplace opportunities for sellers across channels.

Pivot Edge: Unified negotiation and engagement platform simplifying procurement for retail and project-based buyers through digital engagement and self-serve tools.

- Pivot Vault:** An integrated credit workflow enabling easy access to financing, real-time portfolio monitoring and seamless credit-linked commerce.

Pivot XP: Our logistics module that delivers a B2C-like fulfilment experience for B2B buyers with real-time tracking and smart delivery orchestration.



Product Categories

Infra and Building Materials		Base Metals	Chemicals and Polymers	
Steel & Allied	Cement & Allied	Copper	Bitumen & Allied	Polymers
Plumbing, Pipes & Related Fittings	Doors & Windows	Zinc	Monomers	Solvents
Bricks & Blocks	Electrical Wires, Cables & Switches	Aluminium	Water Treatment Chemicals	Textile Chemicals

Competitive Strengths

Integrated Project & Retail Servicing: Unique ability to cater to both large-scale construction projects and retail buyers, supported by tech and tailored service models.	Phygital Service Experience: Blend of digital convenience and dedicated human support across the entire customer journey.
Tech-enabled Fulfilment: Real-time tracking, on-time delivery, and digital-first assisted ordering for seamless procurement.	Quality Products at Competitive Pricing: Curated range of 40,000+ SKUs across categories with assured quality and savings on overall procurement costs per project.
Integrated Financing Solutions: Proprietary credit system offering tailored lending solutions in collaboration with Banks and NBFCs.	



Management Discussion and Analysis

Operating Context

A US\$200 Billion Growth Trajectory Underway

Indian B2B market is one of the largest and the fastest growing globally and is estimated to be US\$4 trillion by 2030E. Online first, tech-enabled B2B marketplaces represent a remarkable US\$200 billion market opportunity within that. Digital penetration today in B2B commerce is still under 2%, indicating massive headroom for scalable digital-first platforms. While businesses have embraced digital tools like GST filing and UPI payments, procurement remains largely offline, localised, and dependent on intermediaries.

Structural Inefficiencies Limit MSME Growth

Despite rising demand, MSMEs that power India’s B2B sector, remain constrained by fragmented supply chains, opaque pricing, credit bottlenecks, and low digital adoption. The ecosystem remains intermediary-heavy, offline-first, and hyper-localised, with limited presence of scaled distributors or digital platforms. These frictions erode margins, reduce competitiveness, and inhibit scale. However, this complexity also presents white space for full-stack, tech-led solutions to manage end-to-end needs of buyers and sellers.

Platform Shift is Inevitable

Just as B2C evolved from unstructured marketplaces to integrated platforms, B2B is expected to move from listing-based models to full-stack procurement ecosystems with embedded credit, tech-enabled fulfilment, and category expansion. A unified, end-to-end digital experience will be a game changer.

Our Brands from the House of Birla Pivot

BIRLA
PIVOT Tiles

BIRLA
PIVOT Ply

BIRLA
PIVOT Bathware



Operating and Financial Performance

In FY 2024-25, Birla Pivot has built the capability to provide a wide assortment of products across Building Materials (Foundational, Interior, and finishing categories), Non-Ferrous metals and Chemicals. We have launched and scaled up private labels in three key categories: Tiles, Ply and Bathware under the Birla Pivot brand name. With a robust network of suppliers and transport partners, we have deliveries spanning more than 4,000 pin codes across 375 cities and serve customers across the country.

Our competitive pricing is driven by demand aggregation across categories and strategic partnerships with OEMs and regional brands. To further support ecosystem efficiency, we offer customised, end-use-restricted financing solutions that optimise working capital for both buyers and sellers. These are powered by Pivot Vault, our custom-built intelligent workflow system that connects with multiple lenders and actively monitors portfolio health.

To enable seamless, scalable operations, we have developed unassisted journeys for buyers, sellers, and internal teams, ensuring digitisation and end-to-end visibility across the value chain. Our buyer interface, Pivot Edge, provides a self-serve platform with features like an orders dashboard, real-time tracking, and automated proof-of-delivery. On the seller side, Pivot Grid acts as a one-stop dashboard with self-invoicing and performance analytics. Fulfilment is further strengthened by Birla Pivot Logistics, which ensures a reliable delivery experience improving on-time, in-full (OTIF) rates and reducing freight costs. Consignments routed through Birla Pivot XP, our custom logistics solution enhances stickiness and drives repeat purchases.



Strategic Focus Areas

With the ambition to scale to ₹8,500 crore (US\$1 billion) in revenue in two years, Birla Pivot aims to become India’s most trusted B2B E-commerce platform. The focus is on building networked scale across price, assortment, and experience, while creating platform-led solutions for credit, fulfilment, and last-mile support. The evolution and adoption of digital first solutions by India’s 70 million+ small businesses provide the perfect foundation for this shift.

Our strategic focus areas continue to be around building scale and delivering a great experience across every single transaction. To build scale, we will continue to expand into newer customer segments and grow the width and depth of the assortment that we have on the platform. To deliver a great experience, we will continue to invest in scaling our personalised credit solutions and build a stronger logistics and fulfilment infrastructure that is required to serve customers of all sizes.

Outlook

India’s B2B commerce, valued at over US\$200 billion, remains largely fragmented and under-served by digital platforms (~2% digital penetration). As we step into FY 2025-26, our focus is clear: scaling our core and seeding future growth. We will continue to strengthen our foundation by scaling up our customer base, expanding credit programmes, driving sourcing efficiency, and accelerating digitisation. Our B2B E-commerce revenue continues to grow in line with the plan and remains on track to achieve revenue of US\$1 billion (₹8,500 crore) by FY 2026-27.