

11th February, 2020

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

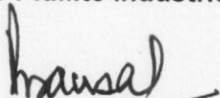
Dear Sir,

Please find attached Investor presentation.

Thanking You,

Yours faithfully,

For Pidilite Industries Limited


Puneet Bansal
Company Secretary

Encl: as above

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Mumbai 400 021



WE ARE
PIDILITE
2020



Finding Alpha: The Pidilite Journey

Inception

1959

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



1984

Consumer Products division is born



1965

Fevicol established as Carpenters' preferred choice



1993

Pidilite goes public, valued at INR 60 Crs.



Building Power Brands & Pioneer Categories

2000

M-seal comes on-board. CP-MNT division is established



2002

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



2001

Dr. Fixit is introduced



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

Acquired Jupiter Chemicals in Dubai



2017

Acquisition of CIPY Polyurethane Pvt. Ltd. in flooring space



2013

Took over NINA Constructions

A Waterproofing consultant and Services provider

Incorporated subsidiary company Percept Waterproofing Services Ltd - A waterproofing consultancy & project based service

2018

Collaboration with Jowat for Joinery business



2015

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



2019

Invested in Web-enabled interior design firm Homelane.

Acquisition of C-Techos in the Construction space

Pidilite forms JV with Italy's Litokol to strengthen epoxy grout business in India.

Collaboration with Grupo Puma, largest mortar manufacturer in Spain.



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)



Creating Value Through Creating Categories



Finding Alpha through Robust Portfolio

CORE



GROWTH



PIONEER



Finding Alpha by growing our core at 1-2X GDP...



Premiumizing
Innovating

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

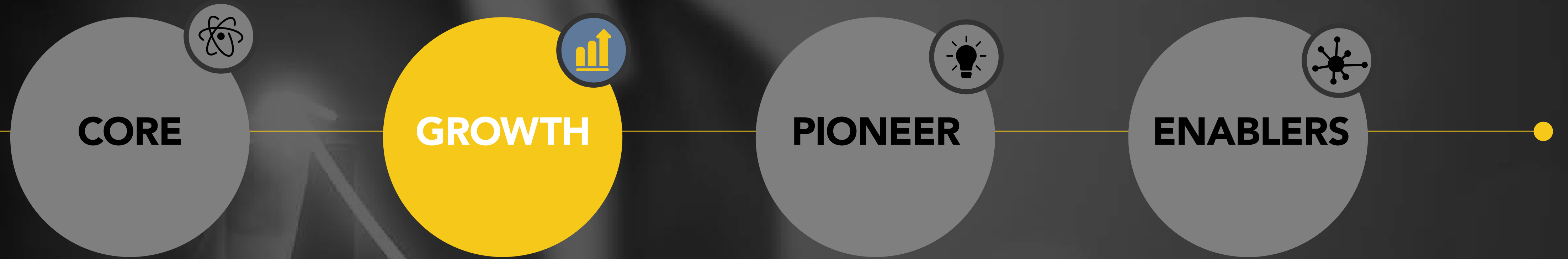
Premiumization in Core: Fevicol Evolution



Innovation in Core: Fevicol Ezeespray



Finding Alpha by fuelling growth brands at 2-4X GDP..



CORE

GROWTH

PIONEER

ENABLERS

Creating
Categories

Wholistic Brand
Management

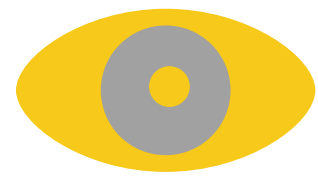
Driving
Penetration

International
Expansion

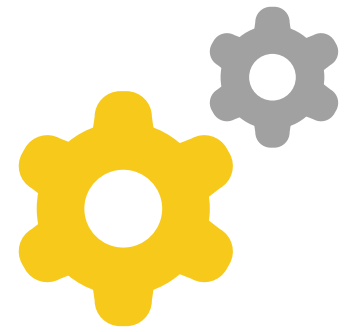
Creating Categories



Spotting unmet needs



Exhaustive insighting



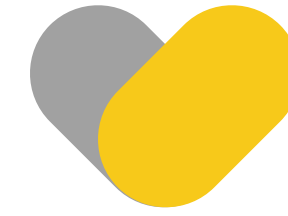
Technical capabilities



Intense field marketing



ATL support



Passionate team



Dr. Fixit = Waterproofing

***98%** Top of the Mind Awareness
among consumers

Dr. Fixit will
prevent leakage
from happening



Verbal



Visual



Right
Waterproofing
is using right
quantity of LW+



Right
Waterproofing
is waterproofing
before painting.



Right
Waterproofing
is application
on 5 surfaces



1 driving
need of
waterproofing

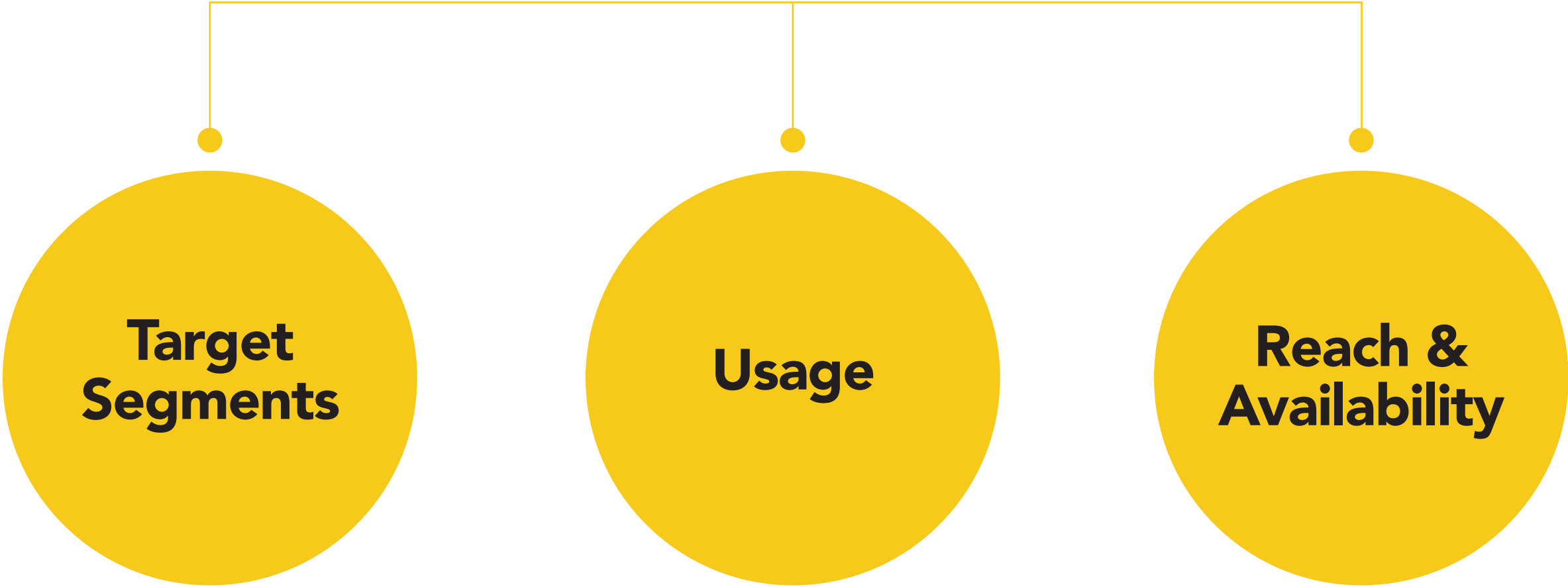
2 showing
consequences
of not doing
waterproofing

3 communicating
importance of
right waterproofing

Wholistic Brand Management

- Exhaustive immersions to collect insights
- Identify usage patterns and accordingly select target segments
- Focussed media strategy to reach target segment and deliver growth

Driving Penetration Through



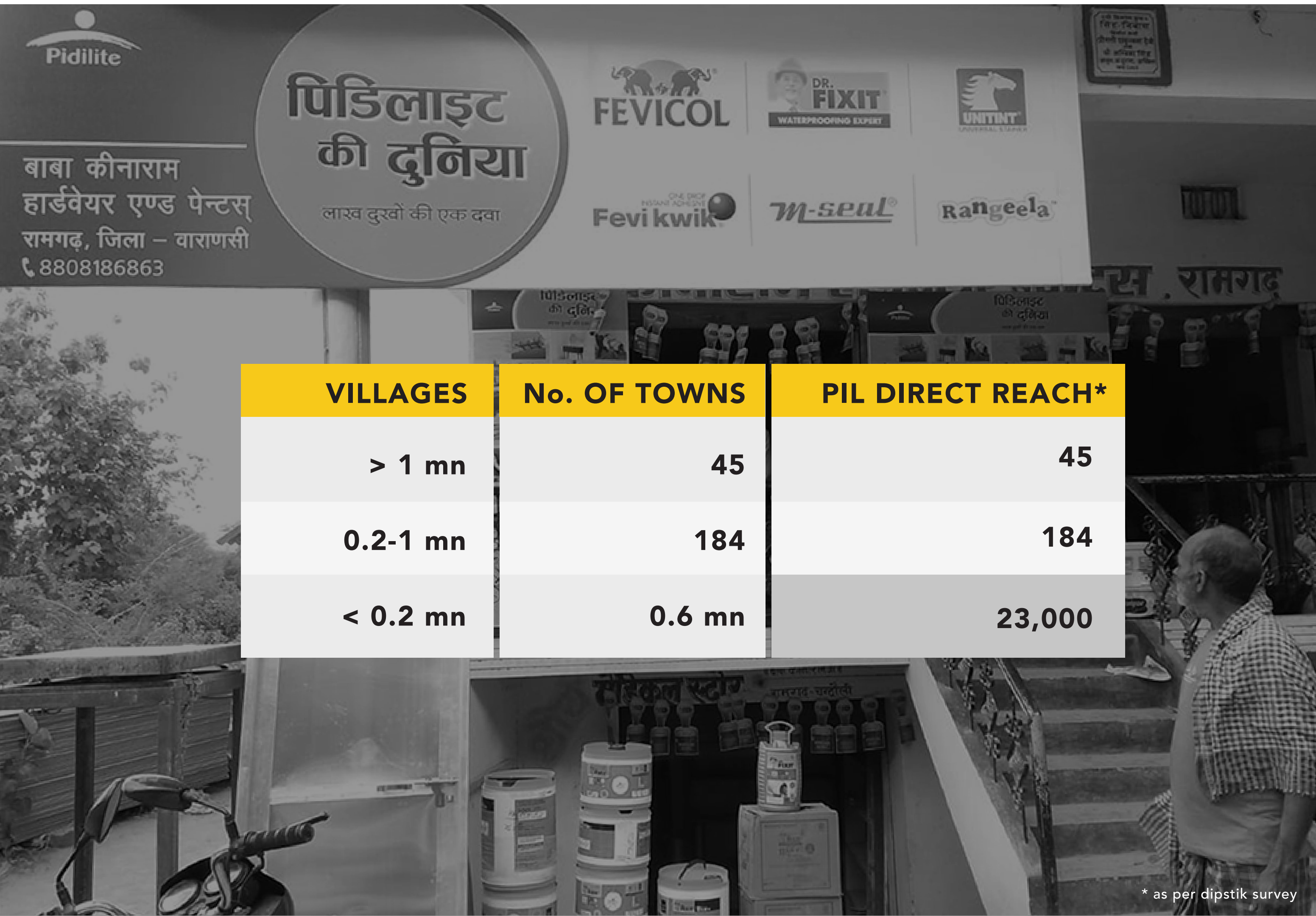
***Available in 3.2 mn outlets**

*Nielson Audit Report



Driving Penetration

The Emerging India Story



VILLAGES	No. OF TOWNS	PIL DIRECT REACH*
> 1 mn	45	45
0.2-1 mn	184	184
< 0.2 mn	0.6 mn	23,000

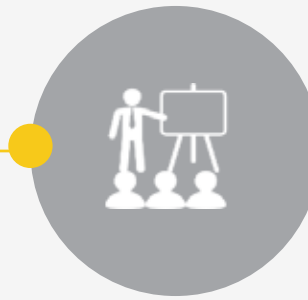
* as per dipstik survey

Accessing deep rural markets through 'Pidilite Ki Duniya'



Merchandised Outlet in sub **12K population villages**

पिडिलाइट की दुनिया



Pidilite's One stop **Solution & Training centre**



End User Connect through meets and site visits

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 recently
- 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



Finding Alpha with our Pioneering categories



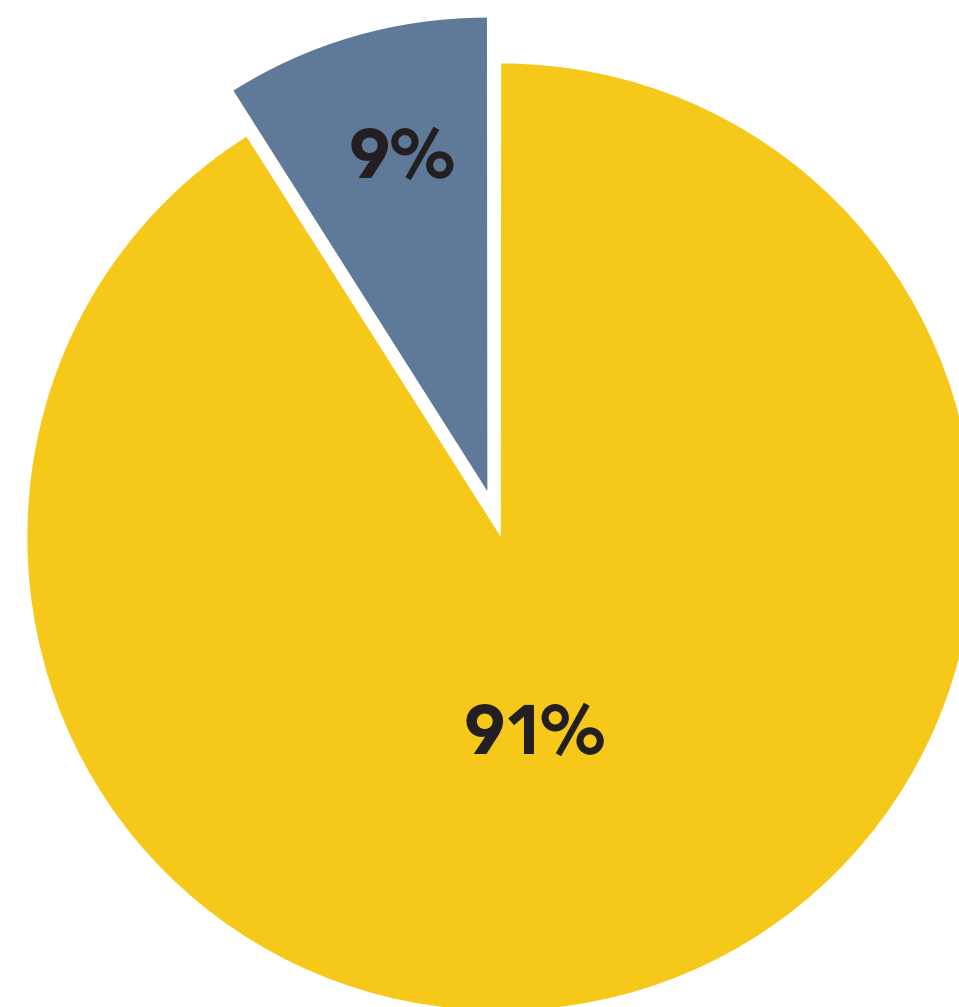
Roff Growth Story

Roff is driving category creation and exponential growth in an under-penetrated tile and stone fixing solutions market, through a comprehensive portfolio and go-to-market approach.

Untapped potential

- The Tile & Stone Solutions market is currently worth Rs. 1400 Crores
- <10% penetration of Modern Tiling Solutions
- 90% of the Market still uses cement to fix tiles

Tiling and Stone Solutions Market



■ Current Market ■ Overall Tiles & Stone Solution Market

Roff is positioned as an expert Tile and Stone solutions in Indian Market and it is present in 4 major categories



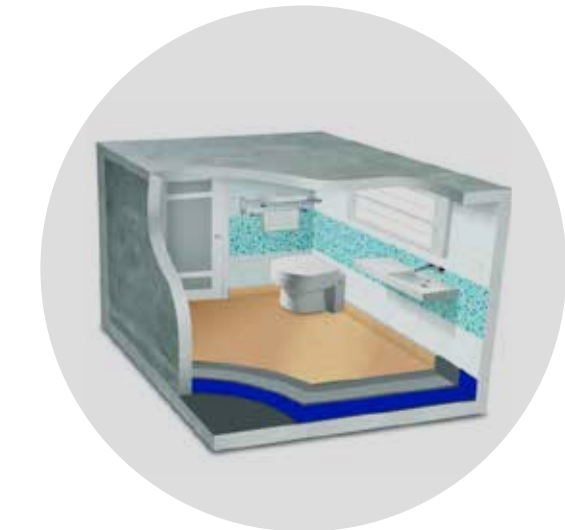
Tile and Stone Installations



Grouts



Stone and Tile Care products



Under Tile waterproofing Solutions

Roff was chosen as the focus division to unlock disproportionate growth in 2016-17 and since then, it has grown exponentially in the past few years.

Levers enabling exponential growth :

Quick and Cost effective Market Servicing :

- Capacity expansion to optimize the supply chain & manufacturing network
- Automation to produce best-in-class products.

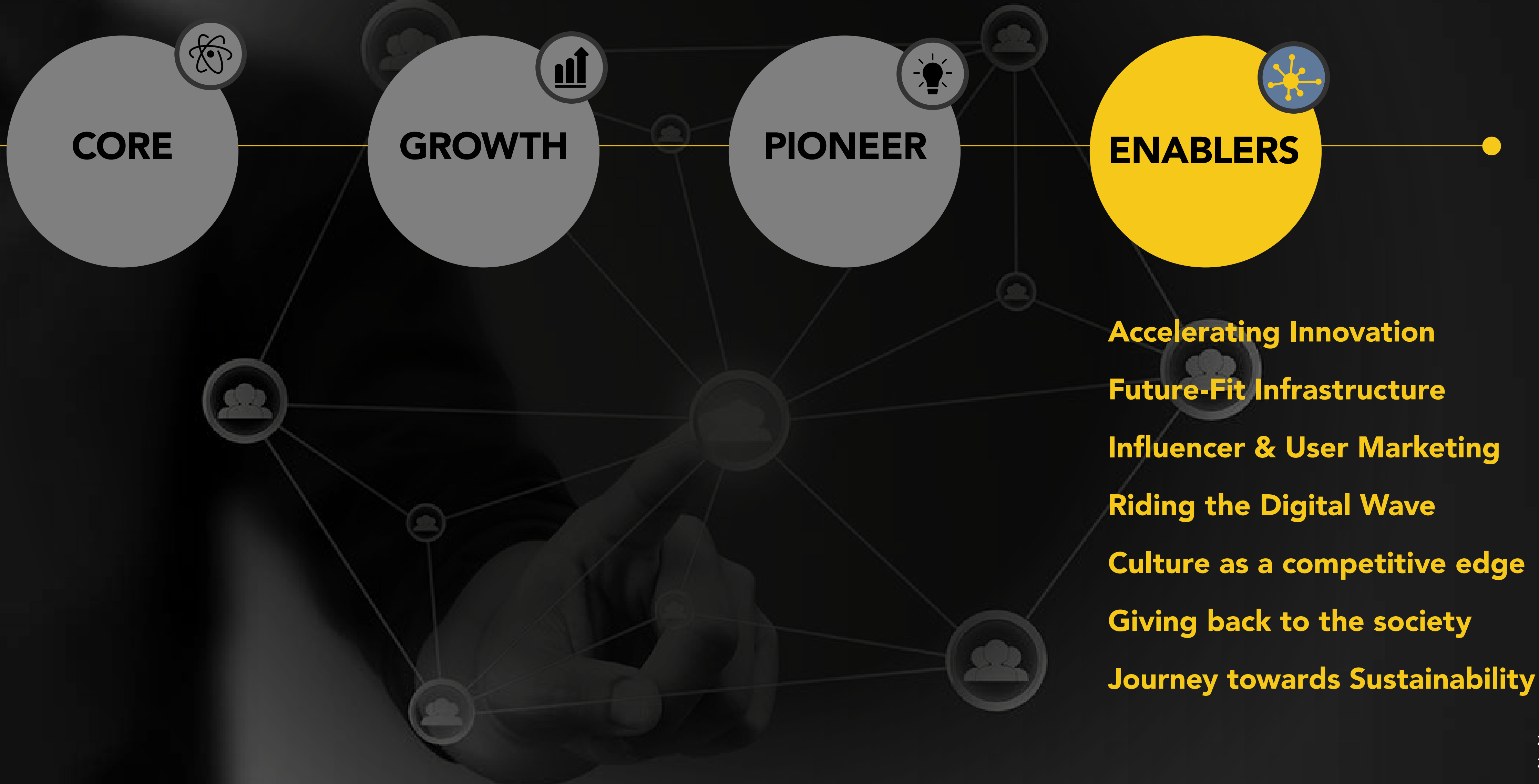
Product: complete adhesive range to cater to basic and specialized application.

Retail Channel expansion for mass projects and project channel activation for large projects.

Consumer mass media for brand creation at the right time.



Enabling Themes



Accelerating Innovation

R&D centres

154% increase in R&D spends since 2015

3 fully equipped in-house centres in India

2 centres in USA & Singapore



Future-Fit Infrastructure

Network Expansion:

- There are a total of 8 plants added since 2015.
- Manufacturing capacity expansion in Bangladesh
- A new plant has been set up in Sri-Lanka.
- 12 more plants being added by 2022 to create a seamless manufacturing & supply chain network across the country.

Capability Building:

- State of the Art facility developed at Vizag Plant
- Capacity Expansion & Automation to provide Best-In-Class Services
- To incorporate state of the art manufacturing and process control systems
- Material handling to be done through ASRS (Automated Storage & Retrieval Systems)



Influencer & User Marketing

1 Gain deeper understanding of users, products and categories



2 Cater to needs of users beyond business (FCC)



Well oiled machinery of Field Marketing

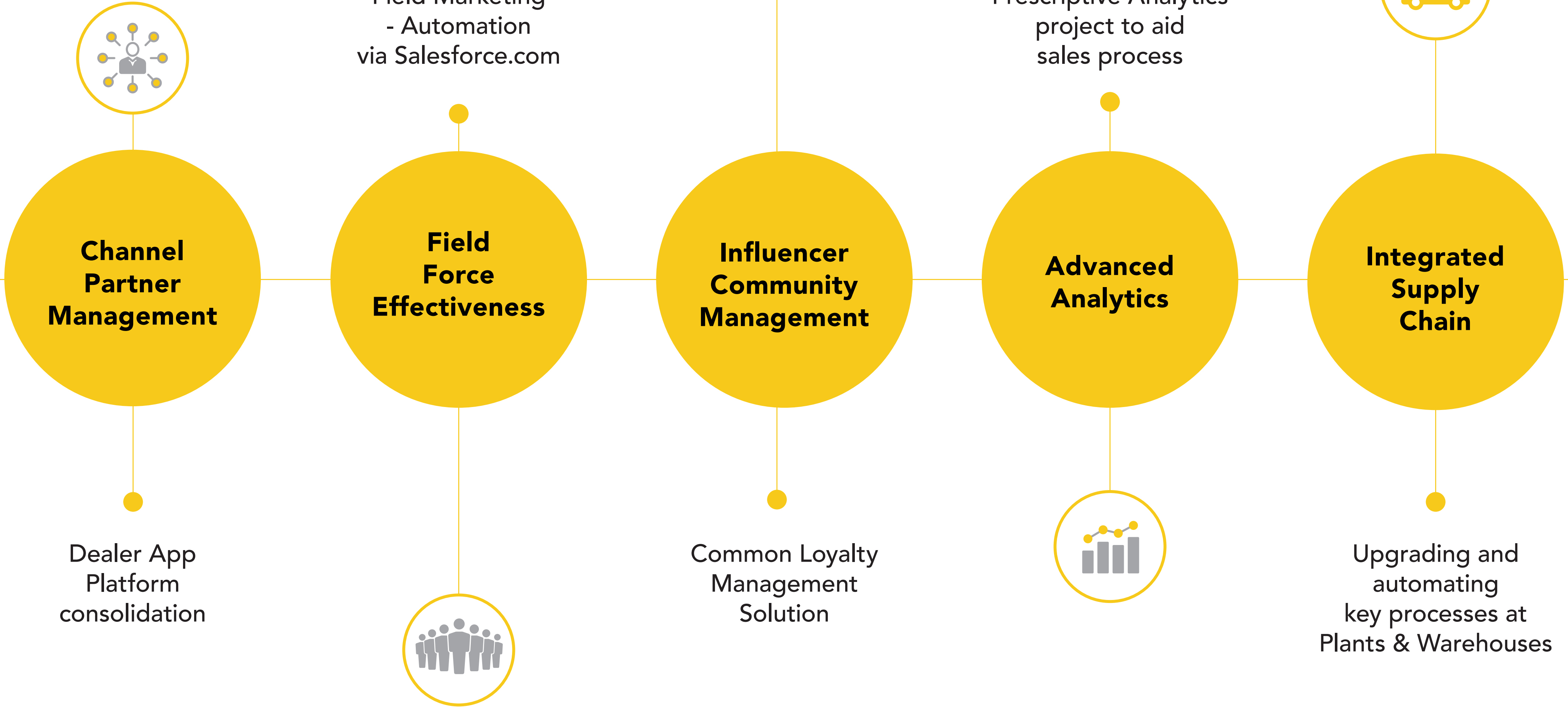


Customer centricity



Source of inspiration

Riding the Digital Wave



Culture as a Competitive Edge

1

Listening Culture

MyPidilite

Helpline for all stakeholders, including employees

2

Focus on Frontline

Capability building

Career map for field teams

Engaged teams

3

Leadership Pipeline

 **Capstone**
A PIDILITE LEADERSHIP DEVELOPMENT PROGRAM

 **SCENT**

 नेतृत्व

 **RISE**

4

Building an Inspiring Place to Work

 **HAH**
HAPPY & HEALTHY PIDILITE

NPS turnaround, with scores at Best-In-Class

 **Workplace BY FACEBOOK**

*Giving Back to Society

Fevicol Champions Club Initiatives :

**Shram
Daan Divas**



48k carpenters participated

Vriksharopan
25k saplings added
30k contractors participated

**Kerala
Flood Relief**



Help extended to **200+** impacted households
Over **120** doors and 90 beds fixed

Donated their Day's Labour in this rehabilitation effort

Healthcare



Hanumant Hospital
treated **52207** patients
performed **2149** surgeries
handled **4058** emergency cases
225 free cataract surgeries
Free eye check up camps in 48 villages

Education Initiatives



Higher Education Scholarships to **227** students

Water Resource Management

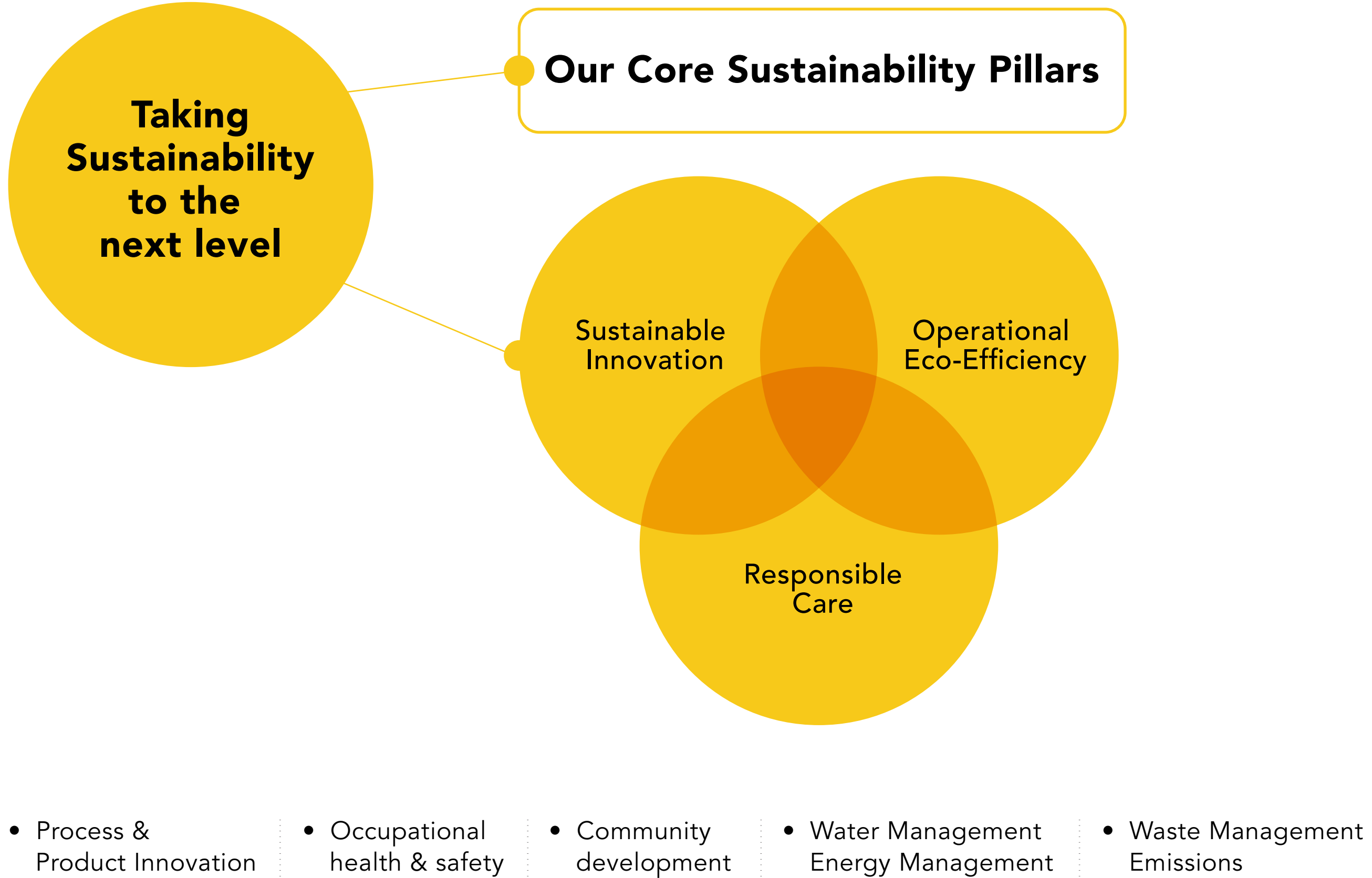


built **69** check dams
248 farm ponds
1500 hectares farms converted to drip irrigation

*The above figures are for the year 2018 - 2019.

Journey towards Sustainability

Pidilite is geared up to reach World class standards in Sustainability Initiatives





Thank you

Investor Contact



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Annexures

Company Overview



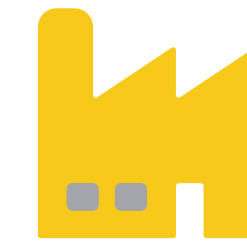
No.1 Adhesives company in India



>5300 permanent employees



Operations in **9** countries



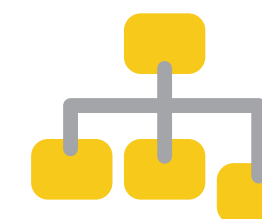
23 Mfg. Plants & **25** Co-Makers in India



>500 Products



Exporting to **>80** countries



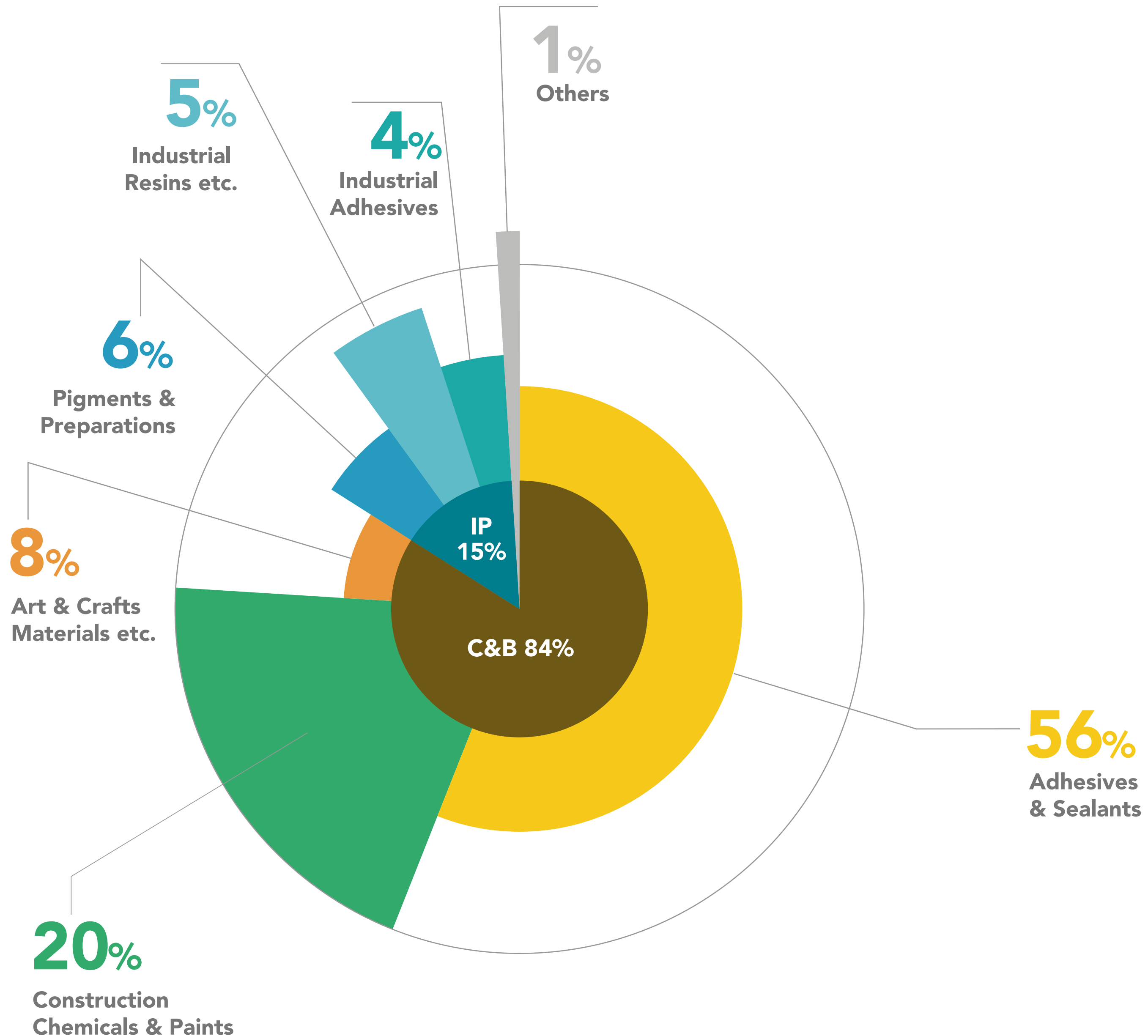
19 International & **11** Domestic Subsidiaries



5 R&D Centres

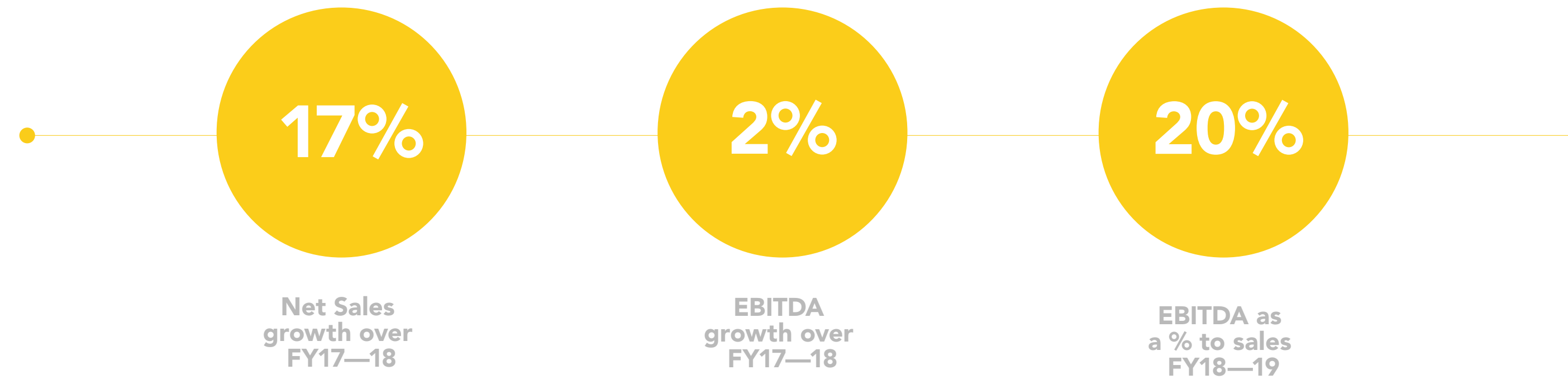
Portfolio: Revenue Split

Standalone Results – % of Total Sales for 2018-19

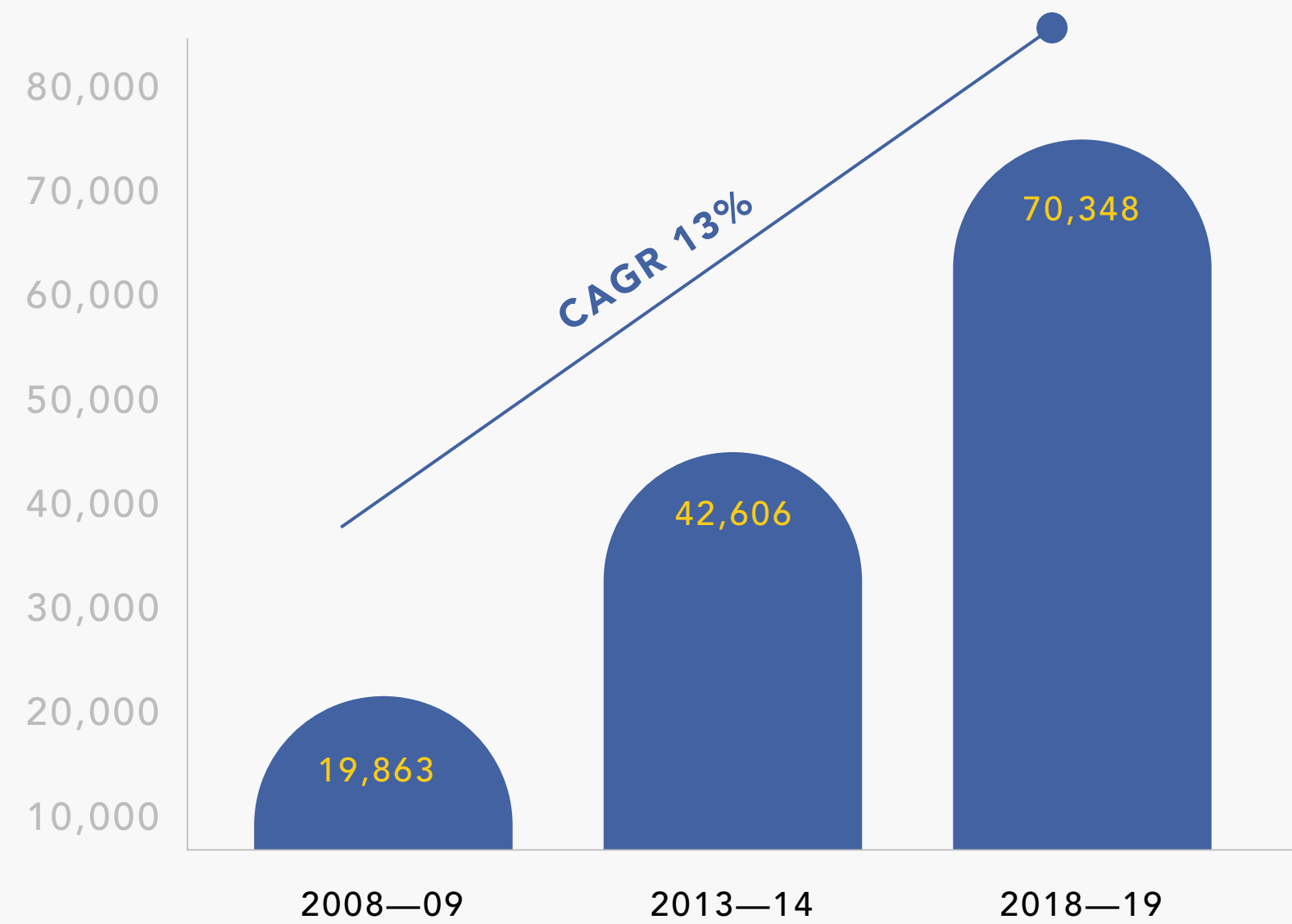


■ C&B - Consumer & Bazaar
■ IP - Industrial Products

Track Record of Consistent Growth



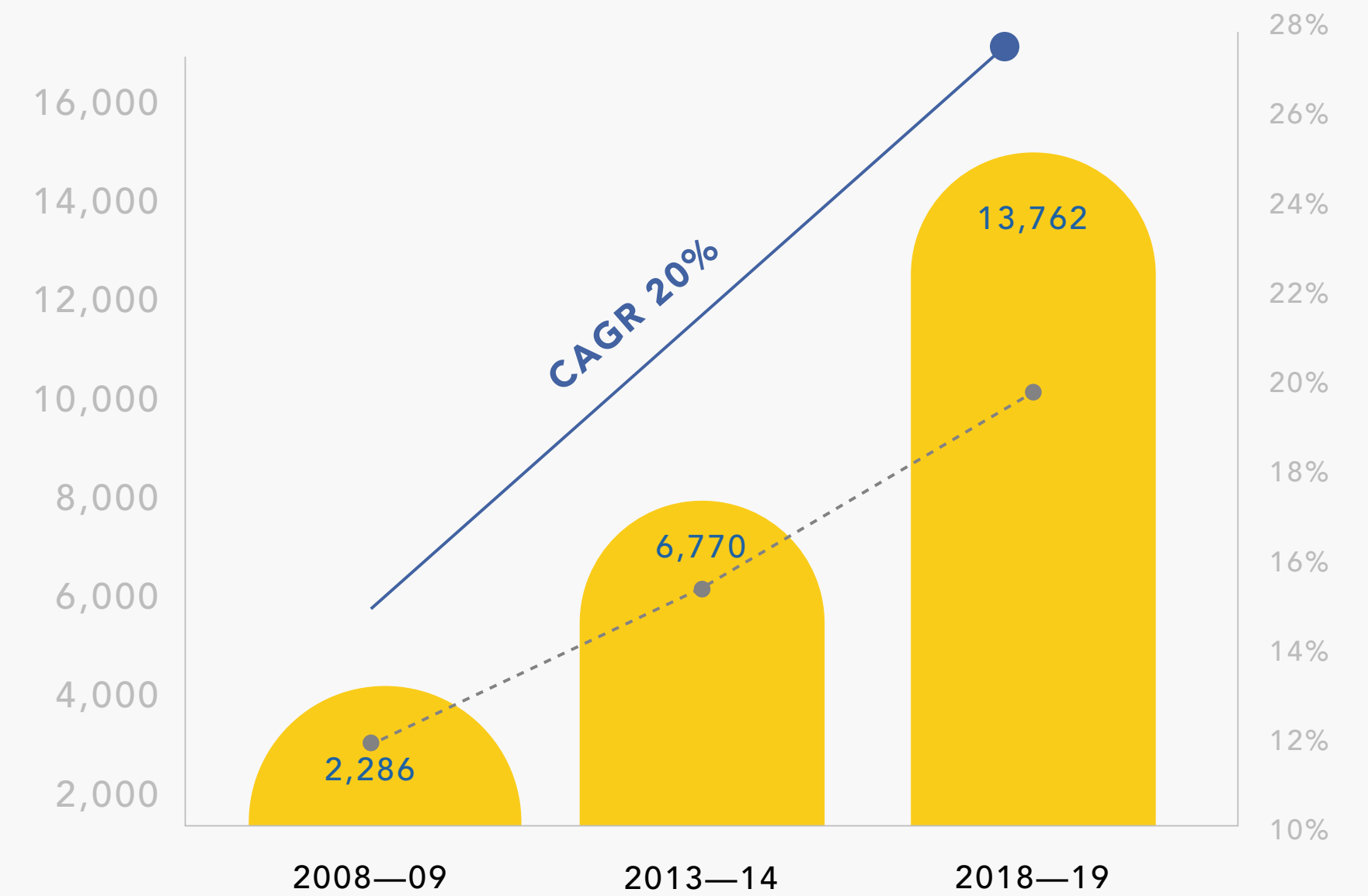
NET SALES GROWTH TREND OVER LAST 10 YEARS



● Consolidated Net Sales(Rs Million)*

*Sales net of excise duty

EBITDA GROWTH TREND OVER LAST 10 YEARS

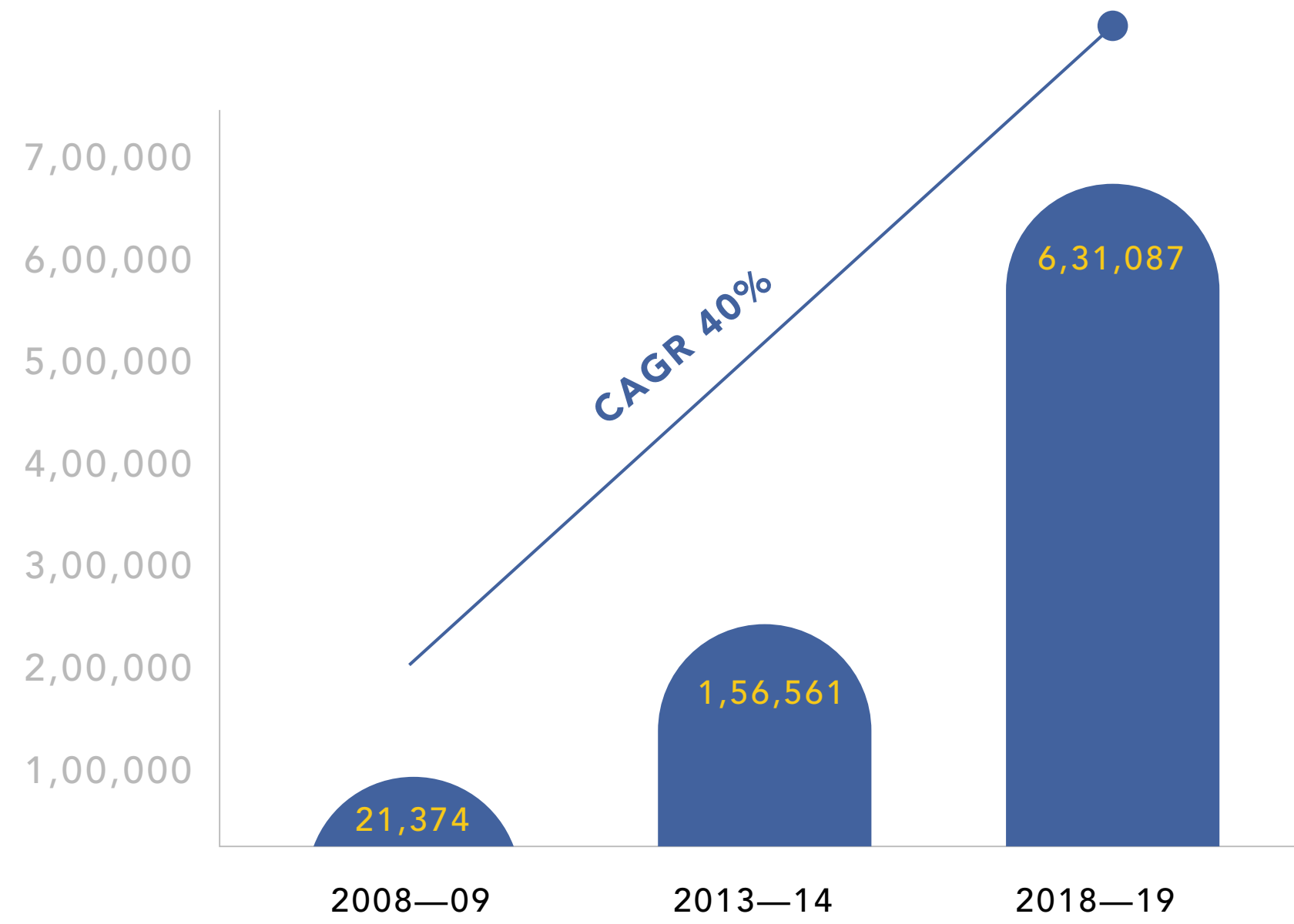


● Consolidated EBITDA(Rs Million)*

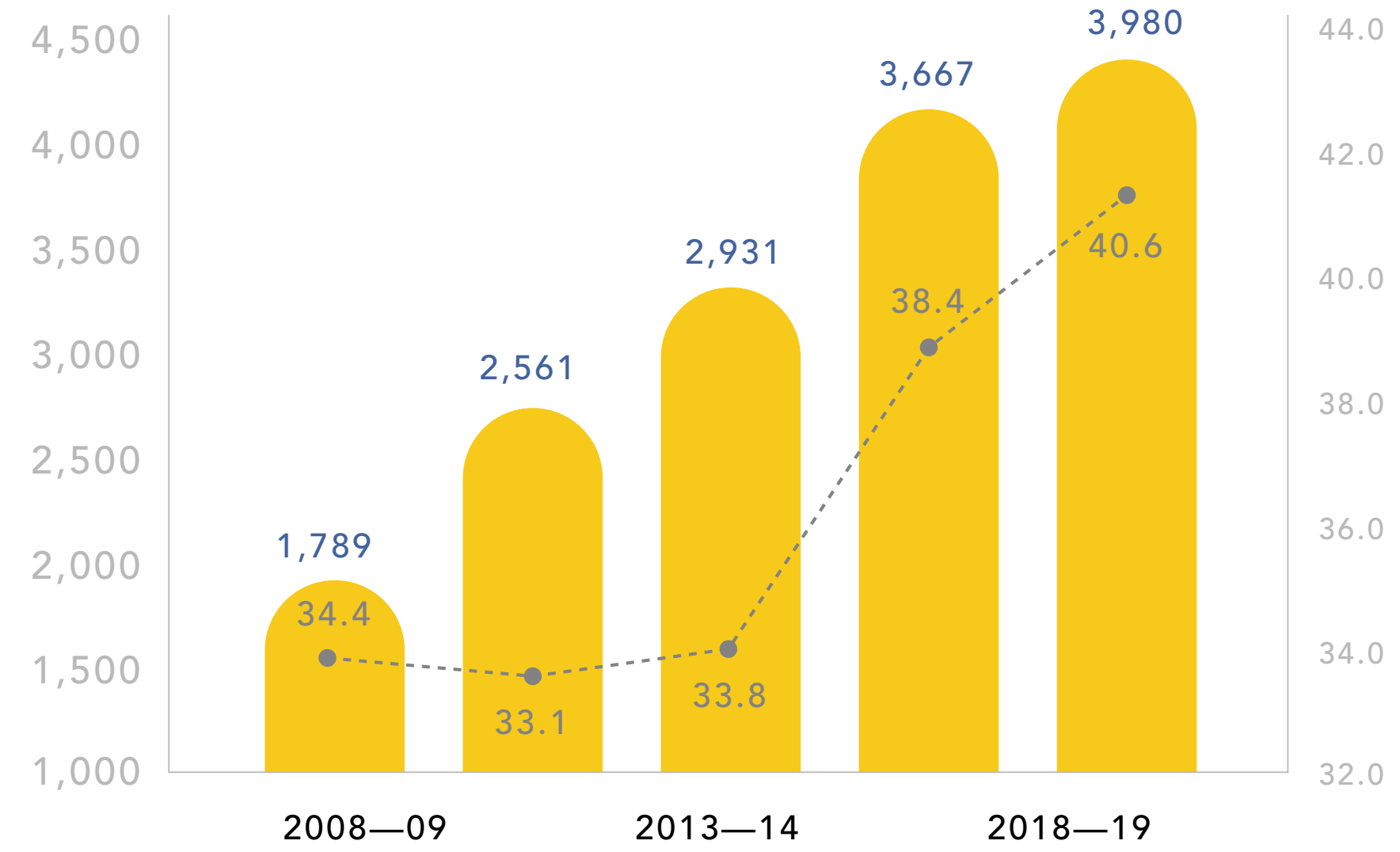
---● EBITDA as a % to Net Sales

**EBITDA before Non Operating Income

Creating Value for Shareholders



● Market Cap (Rs Million)



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