



11th February, 2019

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

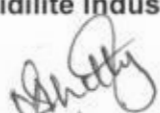
Dear Sir,

Please find attached an Investor Presentation.

Thanking You,

Yours faithfully,

For Pidilite Industries Limited


Manisha Shetty
Additional Company Secretary

Encl: as above

Pidilite Industries Limited

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Andheri - E, Mumbai 400059, India

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CIN:L24100MH1969PLC014336

Investor Presentation



Agenda

- **Company Overview**
- Business Overview
- Macro Indicators
- Strategic Direction
- Key Consideration

Company Overview



Since **1959**



No. 1 Adhesives
company in India



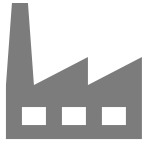
>5300 permanent
employees



Operations in
9 countries



India's **Super 50**
Company



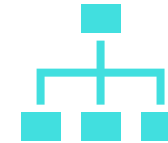
23 Mfg. Plants &
23 Co Makers in India



>500
Products



Exporting to
>80 countries



18 International &
9 Domestic Subsidiaries



3 R&D
Centers



>INR 55,000 Crore
Market Cap



31.13% Market
Cap CAGR
Since inception



10 Year Revenue
CAGR **13%**



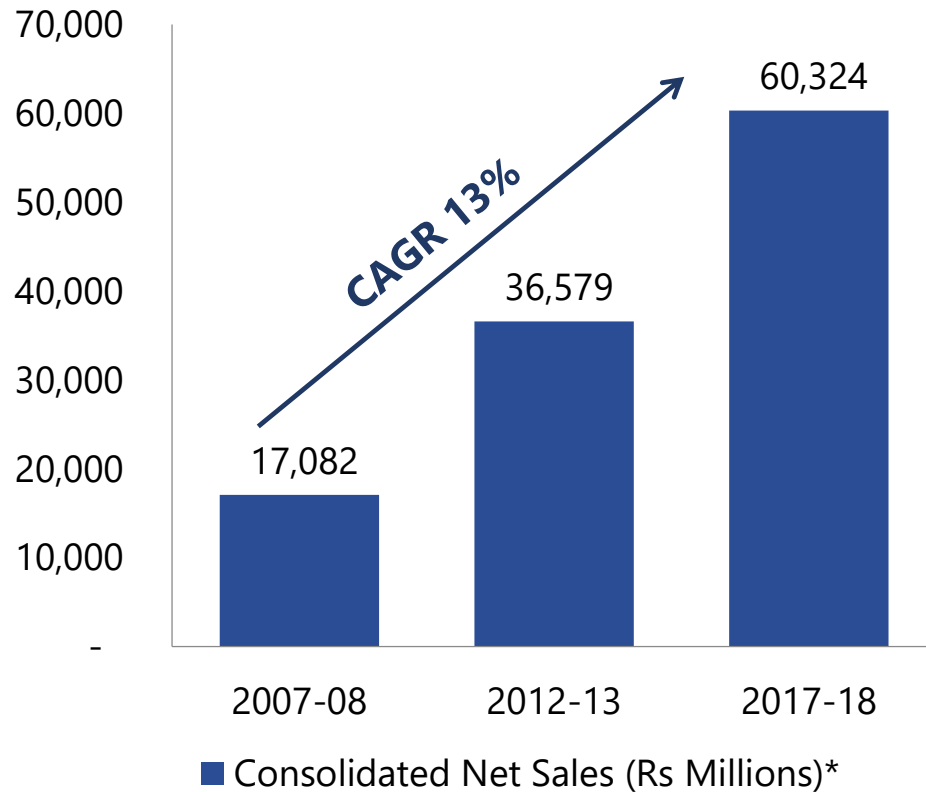
10 Year PAT
CAGR **23%**



Rs. 18.8 EPS for
the FY 2017-18

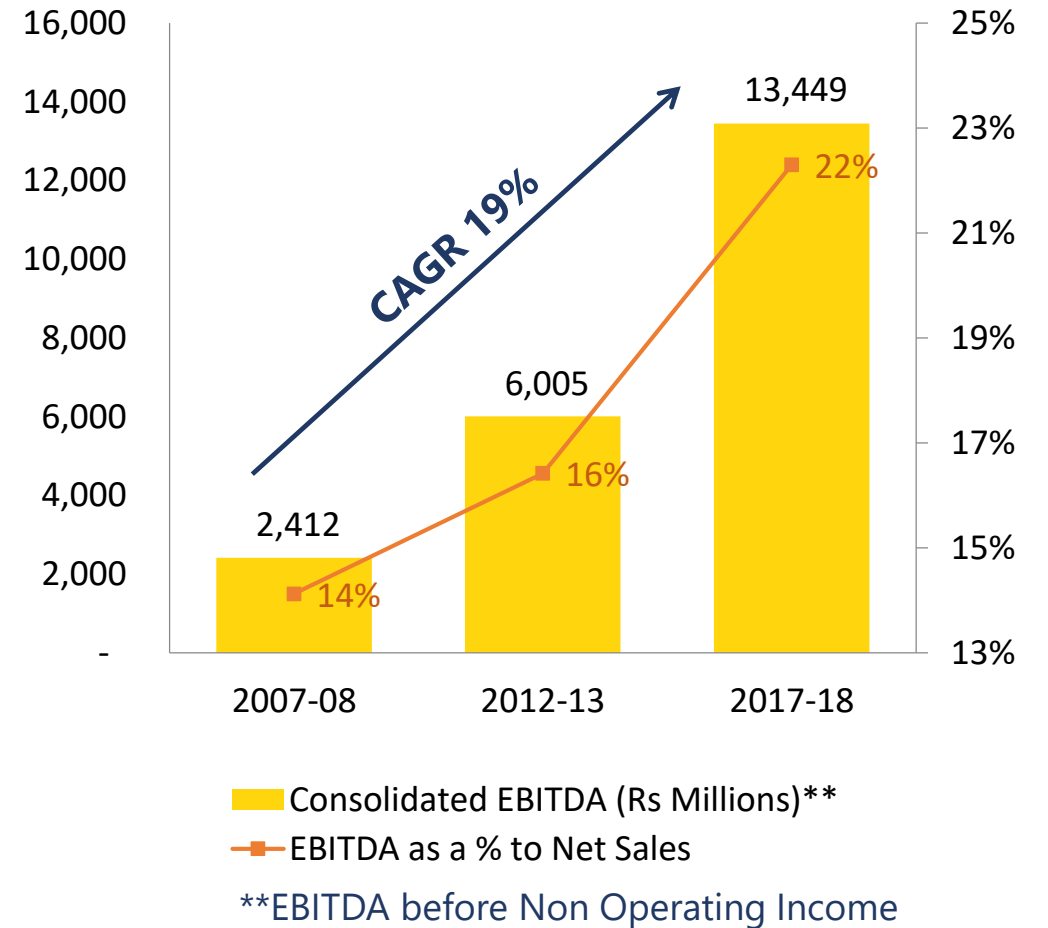
Sustainable Strong Growth ...

Revenue Growth Trend Over Last 10 Years



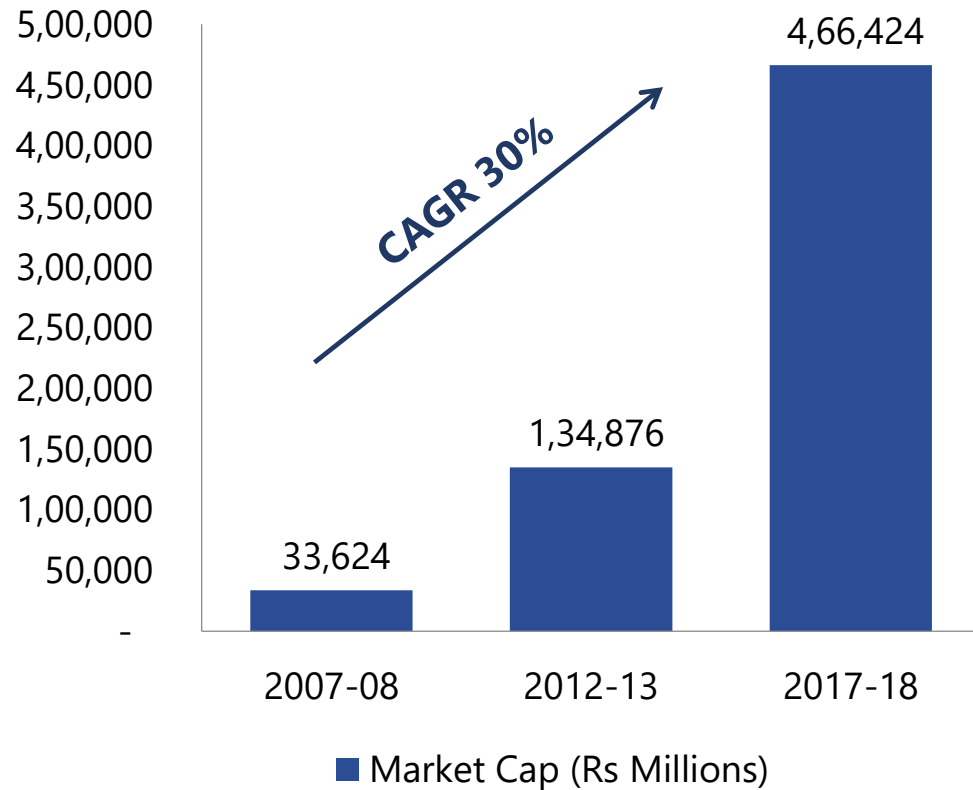
*Sales net of excise duty

EBITDA Growth Trend Over Last 10 Years

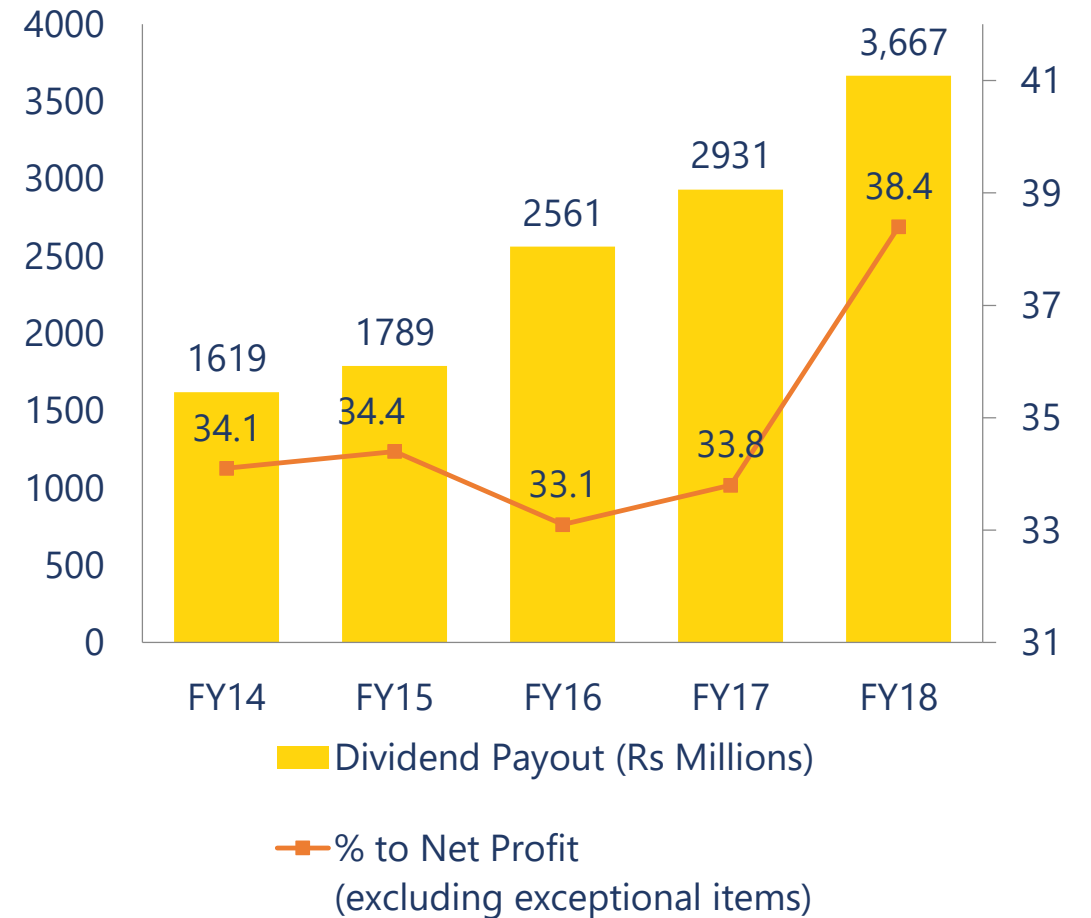


...Creating value for shareholders

Market Cap 10 Year Trend



Dividend Payout Trend



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Our Businesses

Consumer & Bazaar



**Woodworking,
Wall and Wood
Finishes**



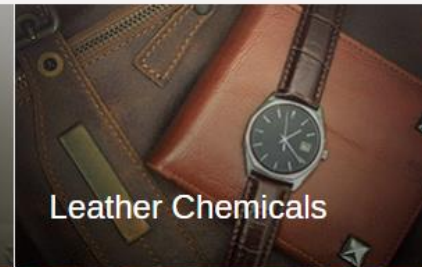
Construction Chemicals



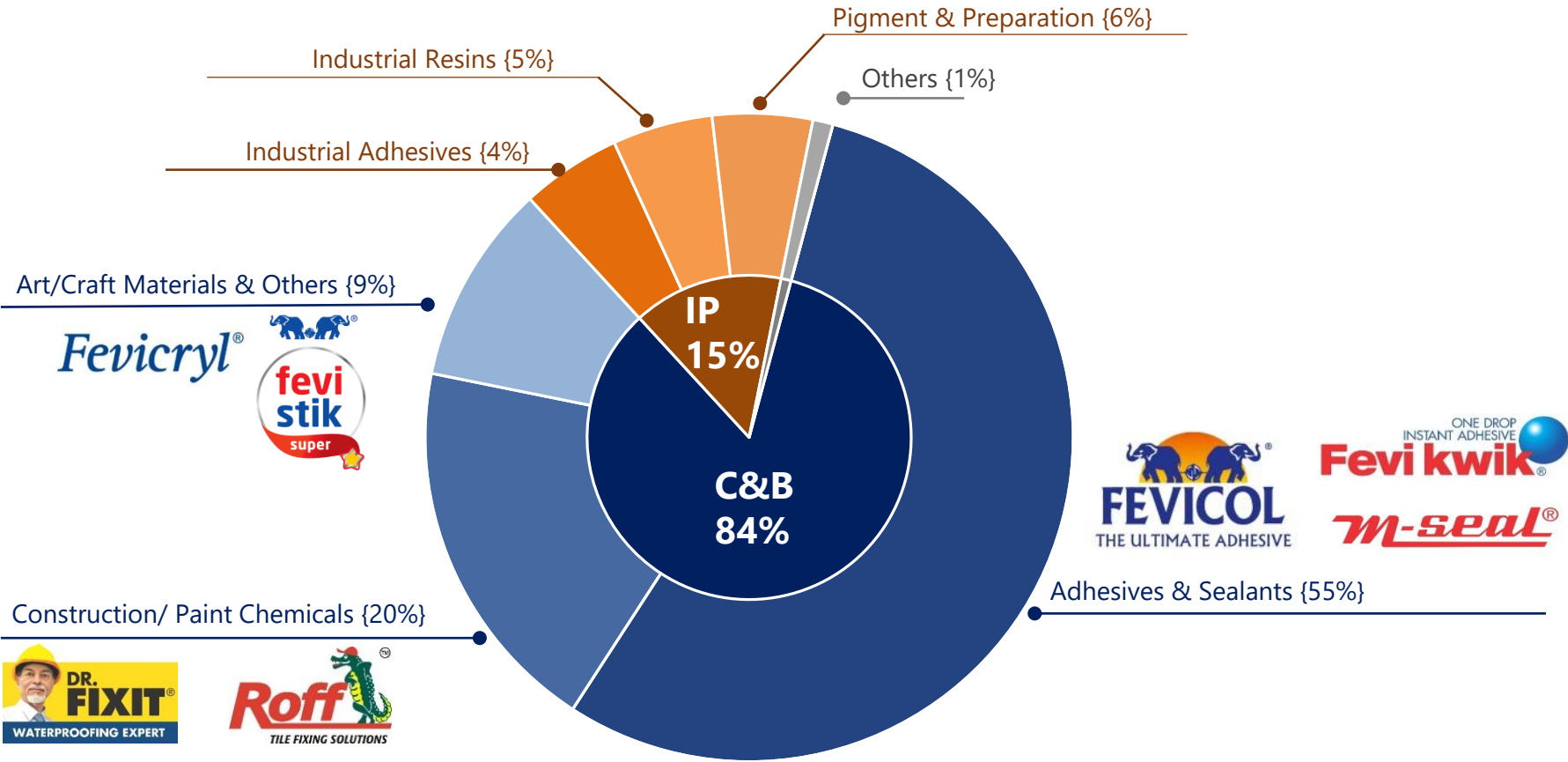
**Consumer Products –
Maintenance and Arts,
Stationery, Fabric**



Industrial Business



Our Businesses: Revenue Split



C&B – Consumer & Bazaar, IP – Industrial Products
Standalone Results – % of Total Sales for 2017-18

C&B Businesses

84%

Of Company's Revenue

Adhesives & Sealants : 55%
Paint Chemicals : 20%
Art, Craft, Stationary etc. : 9%

Market Leader

in all segments of adhesives and sealants, construction chemicals (retail segment) and hobby colors

Strong Brands



Fevicryl®

Extensive Distribution

Direct Coverage : 1.5 Lacs + Dealers
In-direct Coverage : 50 Lacs + Dealers

Industrial Businesses

15%

Of Company's Revenue

Industrial Adhesives : 4%
Industrial Resins : 5%
Pigments and Preparations : 6%

Industrial Products:

- Specialty polymers and co-polymers
- Hot melt adhesives
- Adhesives for Footwear, Leather
- Organic & high-performance Pigments
- Epoxy & Cyanoacrylates for Automotive assembly

Market Leader

in pigment dispersions for
Indian textile segments

Pioneer

in manufacturing Pigment Violet 23
in India

Global Footprint

INR 5,185 mn

Export Turnover FY18

Export to..

80+ Countries

18

Overseas Subsidiaries
6 direct, 12 step down

Total Revenue from Overseas
subsidiaries of Rs. 4,912 mn in FY'18

International manufacturing activities in:

- USA
- Brazil
- Thailand
- Bangladesh
- Egypt
- Dubai
- Sri Lanka
- Singapore

New manufacturing facilities planned in Ethiopia and Kenya

An additional manufacturing facility planned in Bangladesh

Global Footprint : Int'l Subsidiaries



North America

- Sargent Arts is a leading supplier of quality art materials to the educational and retail markets throughout the United States.
- Adult colouring segment has seen slow-down in current Year.

South America

- The business manufactures and sells Adhesives, Sealants and Construction Chemicals.
- Has been facing competitive pressure in key products.
- Focus on new and fast moving products for improving margin.

SAARC / SEA

- **Bangladesh:** No. 1 player manufacturing adhesives, sealants. Growing & profitable business, and in the process of expanding manufacturing capacity.
- **Sri-Lanka:** Acquired from CIC Holdings PLC, Chemifix trademark and other brands associated with PVAC adhesives business in 2015.
- **SEA:** Construction chemical subsidiary in Thailand.

MEA

- **Egypt:** Manufactures & sells adhesives, sealants & other products. Reasonable sales growth during the year, although margins have been impacted due to higher input costs and pricing pressure.
- **Dubai:** Modern purpose built factory at Dubai Investment Park II. The facility manufactures and supports a range of construction chemicals.
- **Africa** has numerous similarities with India - trade (small retail setups), application (No DIY concept). Most of the dealers in Africa are of Indian origin.

We continue to deliver value through high quality customer connect.



Regular Recognition

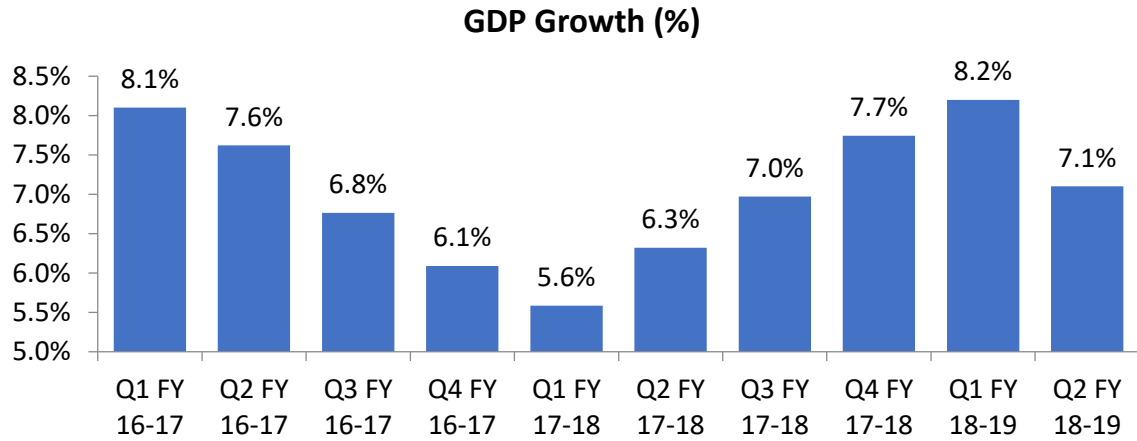


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- **Macro Indicators**
- Strategic Direction
- Key Consideration

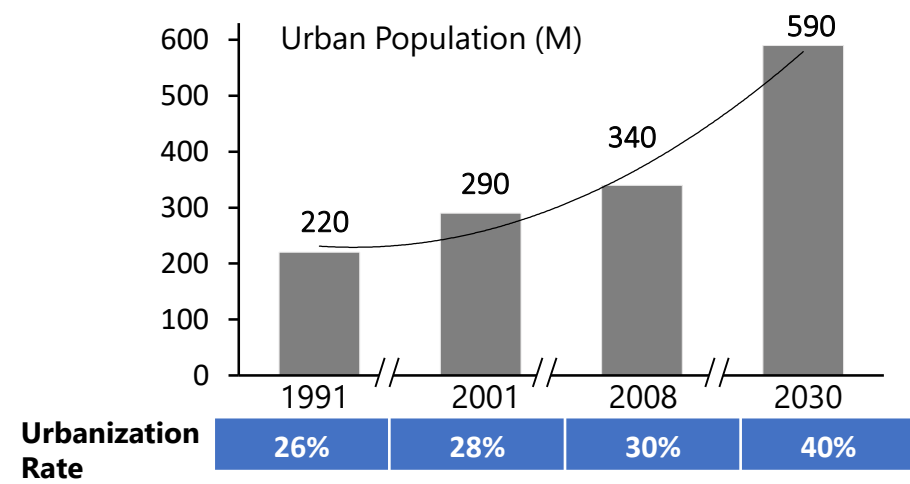
Macro indicators provide strong impetus..

GDP GROWTH STORY INTACT

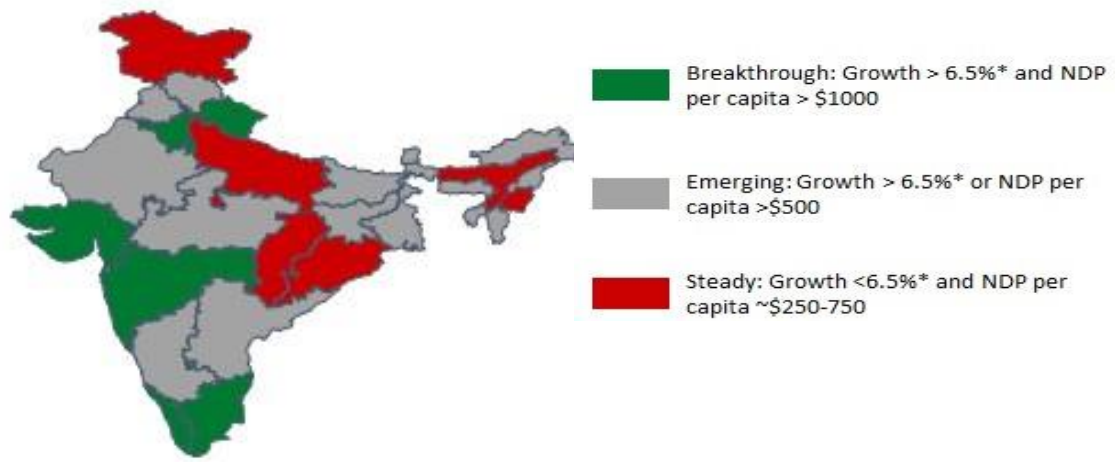


Source : Reserve bank of India (www.rbi.org.in)

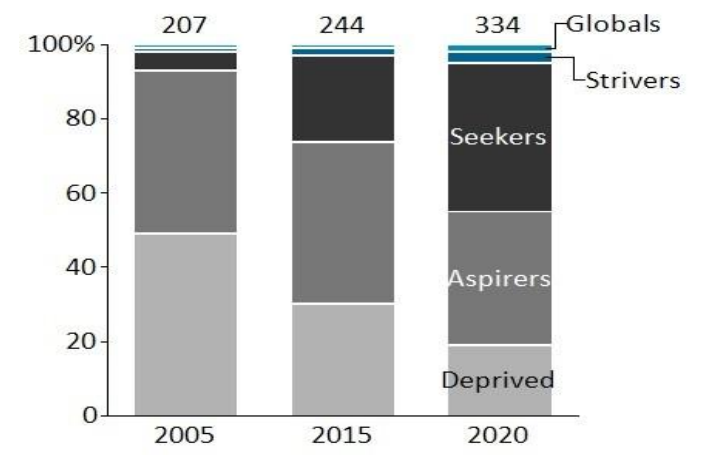
BY 2030, 40% OF INDIA WILL LIVE IN CITIES



.....OPPORTUNITY IN TIER 2 & TIER 3 STATES



...AND IN ASPIRERS/BOTP CONSUMER SEGMENTS

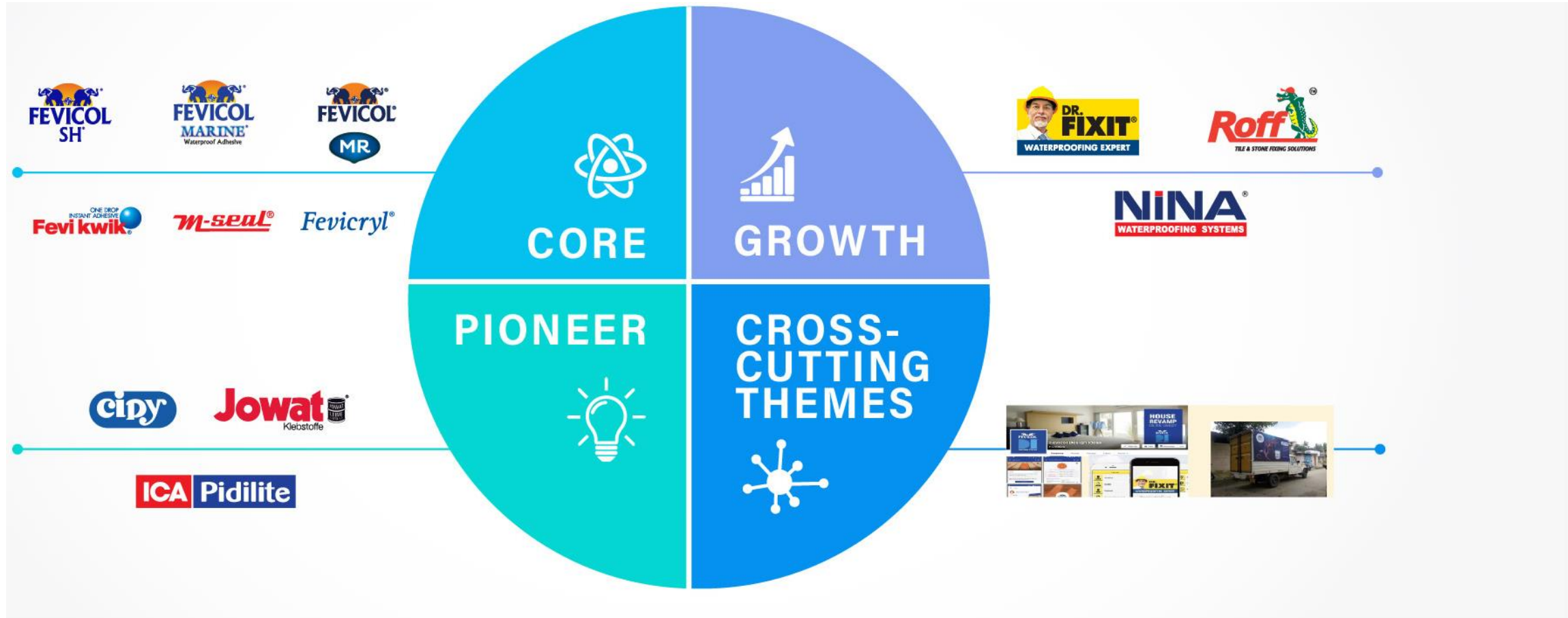


Note: Urban (GOI definition): 4,000 People/75% of men in non agricultural work/Population density of 400 per sqkm
 Source: MGI, Secondary Research, Monitor Analysis

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How we view our portfolio



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

1. DRIVE PENETRATION

2. INNOVATE

3. PREMIUMIZE



CORE

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

1. DRIVE PENETRATION

Case Study: Fevikwik

Exhaustive immersions to collect insights

Identify usage patterns and accordingly select target segments

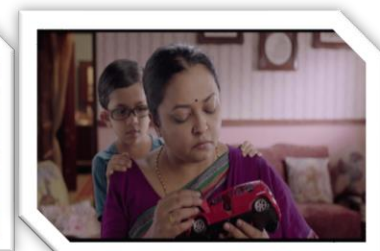
Focused media strategy to reach target segment and deliver growth



Driving Penetration Through



Usage



Target Segments



Reach & Availability

Nongriat Village, Meghalaya

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

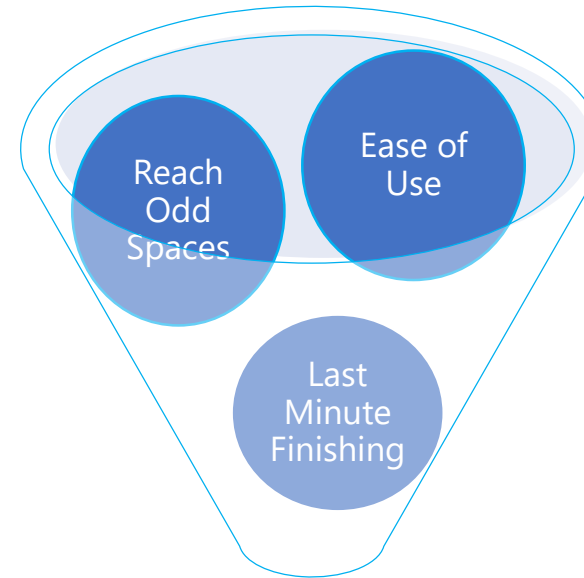
2. INNOVATE

Case Study: Fevicol Ezeespray

Fast Grab & Rapid Bonding

Excellent Heat Resistance

Application Control



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

3. PREMIUMIZE

Case Study: Evolution of Fevicol



How growth businesses grow at 2-4X of GDP

1. CREATE CATEGORIES

2. WHOLISTIC BRAND MANAGEMENT

GROWTH

How growth businesses grow at 2-4X of GDP



1. CREATE CATEGORIES

Few examples..



Cement Additive for integral waterproofing



Latex based product for general repairs and economical waterproofing



Elastomeric coating for external walls



2 component waterproofing for the sunken portion and splash zone



How growth businesses grow at 2-4X of GDP

2. WHOLISTIC BRAND MANAGEMENT

Messaging

Driving need of waterproofing



Dr.Fixit will prevent leakage from happening

Driving need of waterproofing by showing consequences of not doing it



Visual way of showing consequence of not Waterproofing



Verbal way of showing consequence of not Waterproofing

Communicating importance of right waterproofing



Right Waterproofing is using right quantity of LW+



Right Waterproofing is waterproofing before painting



Right Waterproofing is application on 5 surfaces

Our Pioneer Categories



Largest player in specialized floor coatings
Acquisition for establishing place in resin flooring and floor coatings market.



Technical collaboration aimed at providing a comprehensive range of Thermoplastic Hot Melt adhesives for catering to the requirements of joineries and industrial consumers.



Range of premium wood finishes
Engaging in high technology wood finish business in India and other select countries



Organisation-wide Cross-cutting Themes



1. SALES & DISTRIBUTION EXCELLENCE

2. GOING DIGITAL

3. CULTURE AS A COMPETITIVE EDGE

**CROSS-CUTTING
THEMES**

Organisation-wide Cross-cutting Themes

1. SALES & DISTRIBUTION EXCELLENCE

TAPPING THE
EMERGING INDIA OPPORTUNITY...

1Bn+ consumers

Huge opportunity with 84%
of India's population

**450 small towns &
22k 'Rurban' areas**

Large scale and scope of operations

One-Pidilite Approach

Integrated approach to leverage our scale

Accessing deep rural markets
through 'Pidilite Ki Duniya'



Organisation-wide Cross-cutting Themes



1. SALES & DISTRIBUTION EXCELLENCE

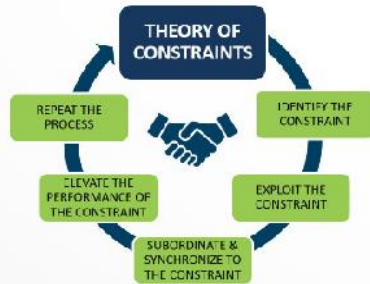
AVAILABILITY

Optimize Distribution Network Post GST

Better customer linkage resulting in optimized logistics cost

Optimizing warehousing locations

Lower transit time resulting in improved service



Extending TOC to WSS, and then Dealers

VISIBILITY



USER EDUCATION



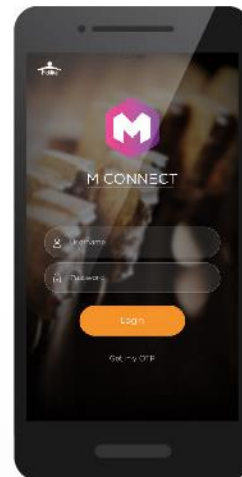
Organisation-wide Cross-cutting Themes



2. GOING DIGITAL..



Leveraging potential of data, predictive and prescriptive analytics to transform Ways of Working



Organisation-wide Cross-cutting Themes



3. CULTURE AS A COMPETITIVE EDGE



Youthful



Communication



Idea Meritocracy

Culture which is

Pro-enerual



Celebration



Action-Oriented

Pidilite Strategy on a hand.

Wholistic brand management that builds strong emotional connect with users, influencers & consumers

Persistent innovation focused on continuous improvement

Deep insight into each domain, leading to continuous identification of Major Initiatives

Teams working together with passion

Passionate about pioneering segments and achieving significant leadership



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Key Consideration



- High market share and strong position in most products and categories
- Strong portfolio of trusted brands
- High mix of sale from products / categories pioneered by Pidilite in India
- Track record of consistent growth in Sales and Profits
- Enough headroom to grow domestic business in India
- Robust cash flow and attractive Return on Capital Employed
- Strong Balance Sheet with zero debt obligations
- Consistent dividend pay-out over the years

Questions?



Thank You



Investor Contact



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The ultimate adhesive

