



18th February, 2021

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: a/a

CIN: L24100MH1969PLC014336

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BUILDING BONDS



IN NEW WAYS



Our 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

2018

Collaboration with Jowat for Joinery business



2013

Took over NINA Constructions

A Waterproofing consultant and Services provider

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

2019

Invested in Web-enabled interior design firm Homelane.
Invested in Pepperfry, the online furniture shopping store.
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.



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)



2020

Pandemic strikes & Lockdown across the globe.
Acquired majority stake in Tenax India Stone Products.
Invested in Pepperfry and Liv space.
Acquired from the Huntsman group (USA) 100% stake in Araldite DIY brand for the Indian sub-continent.

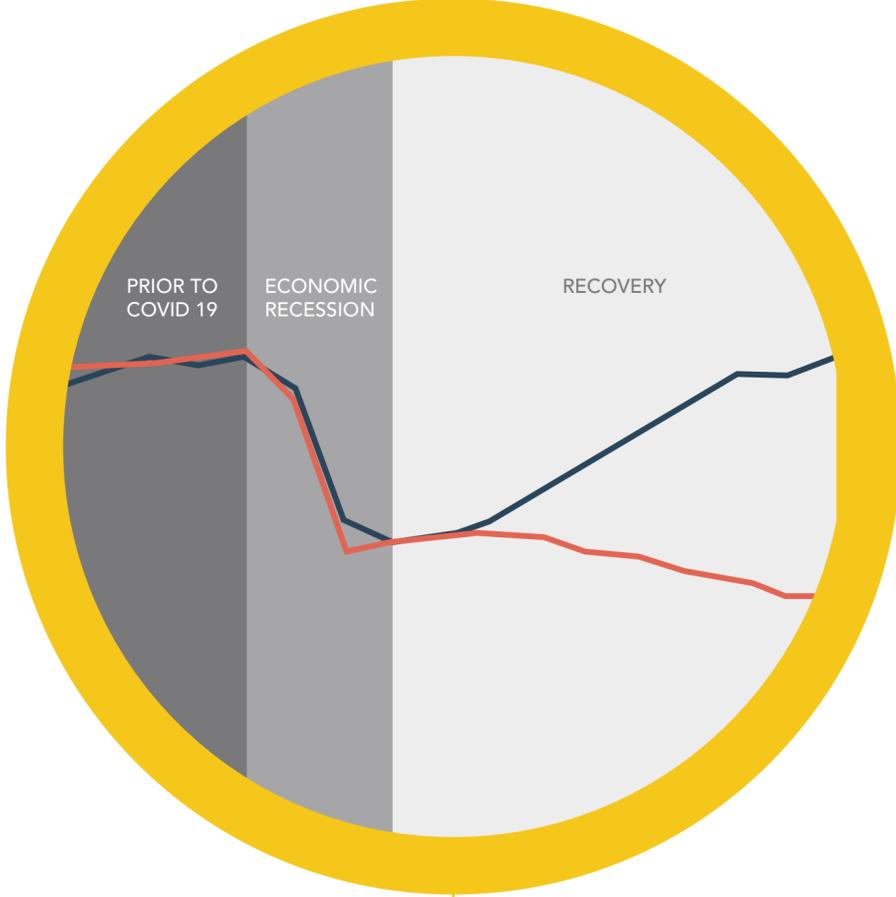
It has been an unprecedented year...



Collapse of demand and supply chain ecosystem in Q1



Significant market/behaviour shifts



K-shaped recovery, with high variation across Geog./ pop strata (virus-driven)
Categories (customer-driven)
Players (resilience-driven)

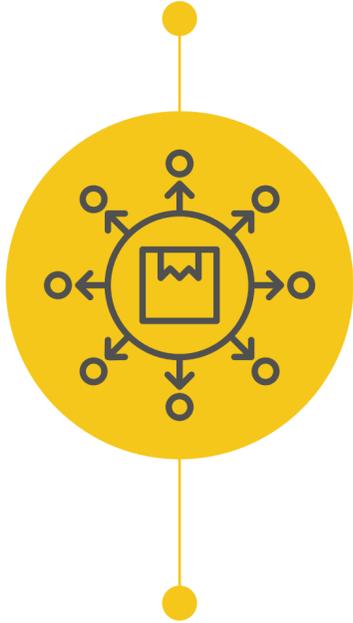
Shifts in demand, supply and ways of working

HEALTH & HYGIENE



“Safety First”
(Personal
+
Environment
/ surfaces)

CHANGING PRIORITIES IN SUPPLY CHAIN



- Importance of resilience
- China + 1
- “Atmanirbhar” push

WORK FROM ANYWHERE



- Hybrid model of working
- Gig economy/ flexible talent
- Re-thinking real estate

AT-HOME



- Shop at Home
- Do-it-yourself
- Creativity at Home
- Study & Work at Home
- Make Homes Beautiful

DIGITAL BECOMES UBIQUITOUS



- Real-time, remote decisions
- E-commerce
- Breaking adoption boundaries
- Targeted marketing

OTHERS



- Shift to trusted brands

Recovery across categories for PIL due to these trends

Momentum Segments

EMERGING
INDIA



DIY/ REPAIR
PORTFOLIO



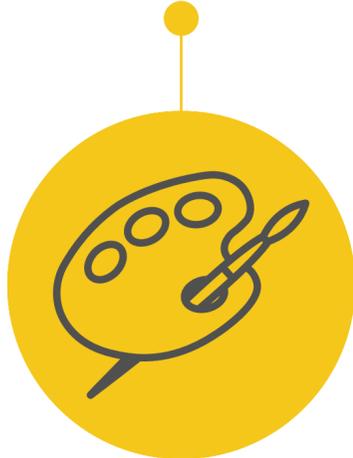
E-COMMERCE



TIME-SAVING
PRODUCTS



HOBBY COLOURS
/ FINE ARTS



RETAIL CONSTRUCTION
CHEMICALS



Winning in the new world - key imperatives

1

Revisit portfolio of businesses, markets and channels

2

Invest in supply chain resilience and global competitiveness

3

Accelerate digital and analytics

4

Enhance agility and pace of innovation

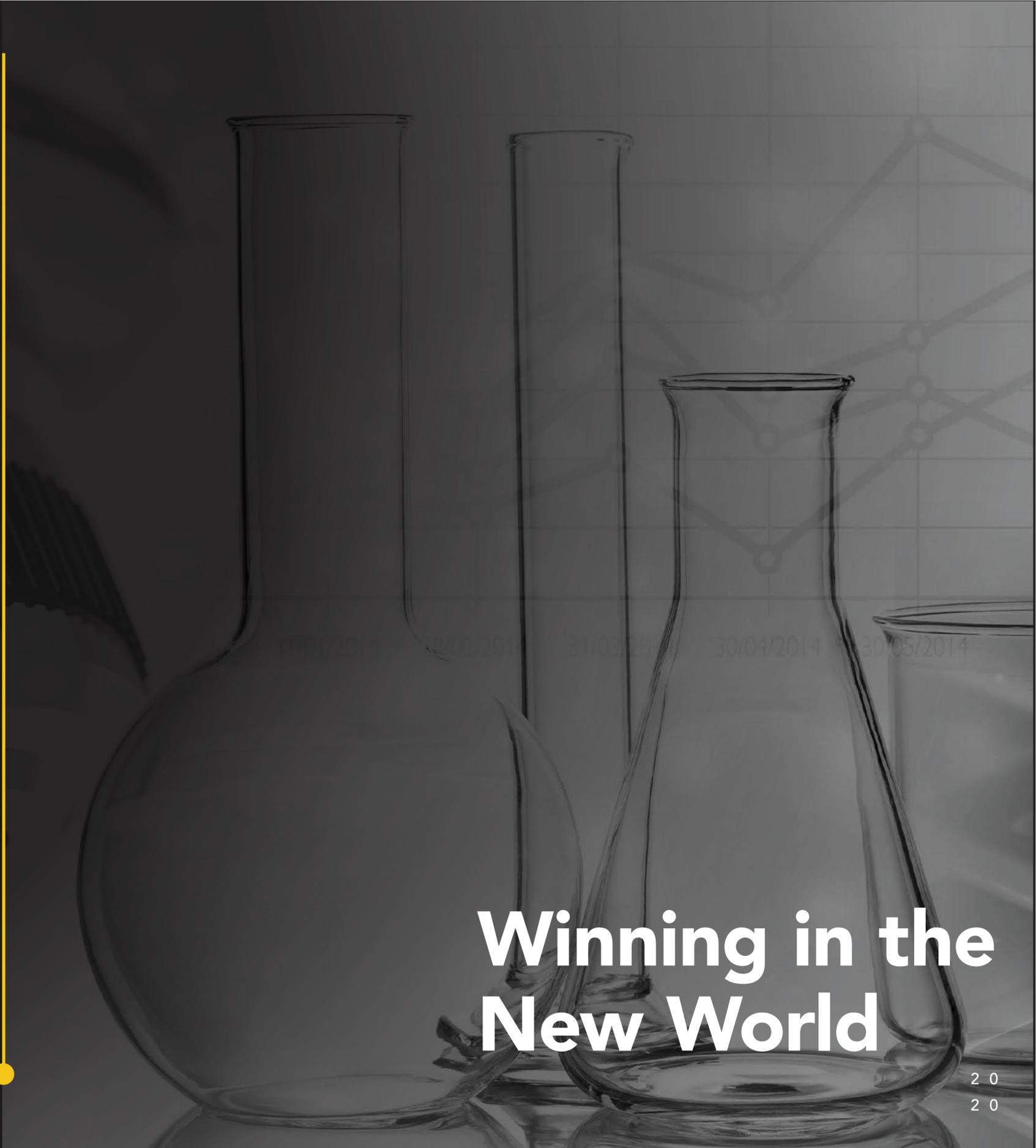
5

Imagine the new workplace, talent model and culture

6

Drive greater focus on sustainability

Creating Value through Creating Categories



**Winning in the
New World**

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

FEVICOL SH[®]
SYNTHETIC RESIN ADHESIVE

FEATURES

- FEVICOL MARINE**
Waterproof Adhesive
Water resistant adhesive
- FEVICOL SPEEDX[®]**
Fast Setting Adhesive
Fast Setting adhesive
- FEVICOL HI-PER**
ANTI-BUBBLE WATERPROOF ADHESIVE
Anti-bubble adhesive
- FEVICOL HEATX**
HEATPROOF ADHESIVE
Heat Resistant Rubber Adhesive
- FEVICOL PROBOND**
SPECIAL ADHESIVE FOR PVC & ACRYLIC LAMINATES
PVC & Acrylic Laminates
- FEVICOL AC Duct King**
CONTACT GLUE C-916
AC Ducts
- FEVICOL FOAMFIX**
SYNTHETIC RUBBER ADHESIVE
Foam Sheets
- FEVICOL FLOORFIX**
VINYL FLOORING ADHESIVE
WATER BASED
Vinyl Flooring

APPLICATIONS

EASE OF USE

REACH ODD SPACES

LAST MINUTE FINISHING



Strengthening the Core inorganically



HUNTSMAN
Enriching lives through innovation

Araldite
Strength in bonding

- Acquired from the Huntsman Group (USA) 100% stake in one of their subsidiaries in India of DIY business.
- For a cash consideration of approx. Rs 2100 crores.
- It manufactures and sells Adhesives, Sealants and other products under well-known brands such as Araldite and Araldite Karpenter in India.
- Business revenue of ~INR 400 Cr. in 2019.
- In addition to the Indian Sub-Continent business, the acquisition includes a Trademark license for Middle East, Africa and ASEAN countries.

Strengths

- Araldite is an iconic brand and a market leader in Epoxy Adhesives in India.
- PAPL has a nation-wide distribution network and a strong presence in Retail Trade.
- This will add to the already very strong retail portfolio of Pidilite

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



**Creating
Categories**

**Wholistic Brand
Management**

**Driving
Penetration**

**International
Expansion**

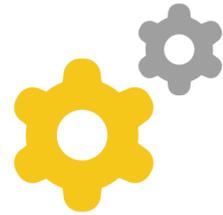
Creating Categories



Spotting unmet needs



Exhaustive insighting



Technical capabilities



Intense field marketing



ATL support



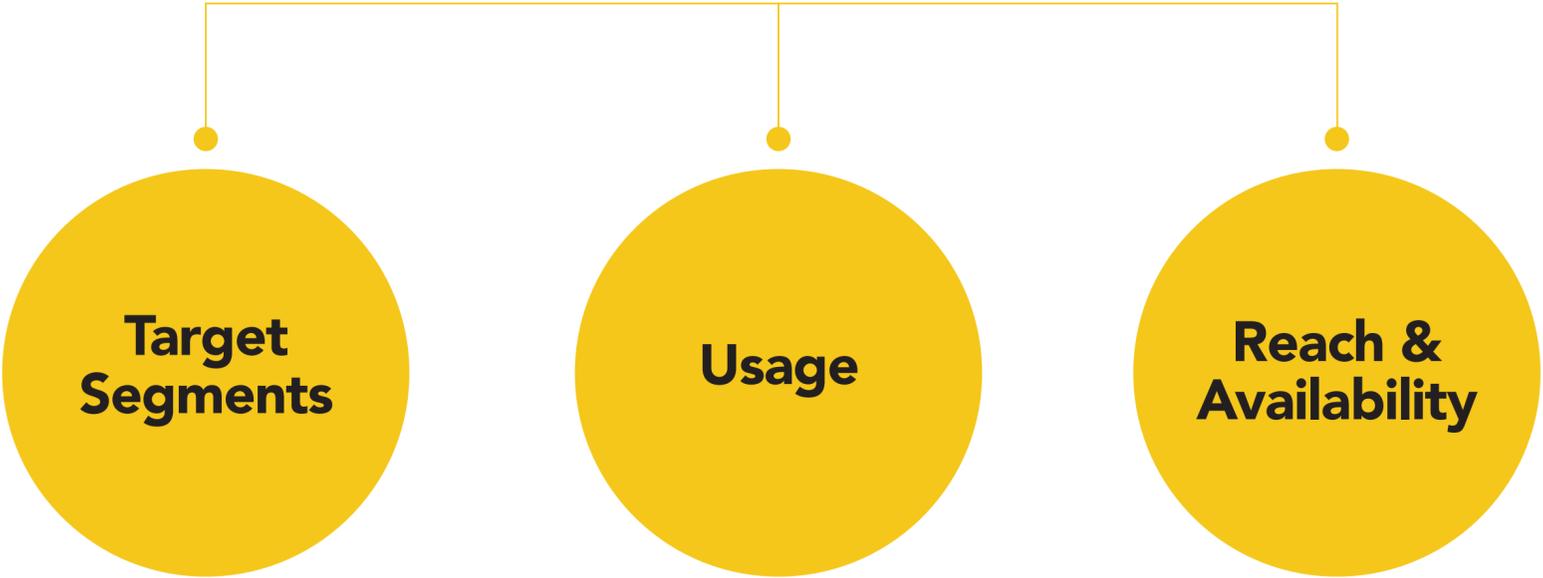
Passionate team



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 4 mn outlets



Driving Penetration

- Alternate Trade Channels like Ecommerce, Modern Trade (MT) and Pidilite Ki Duniya (PKD) have augmented Q3 growth
- E-Comm Sales at 3X growth
- PKD Sales at 1.3X growth



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



What are our Pioneering categories



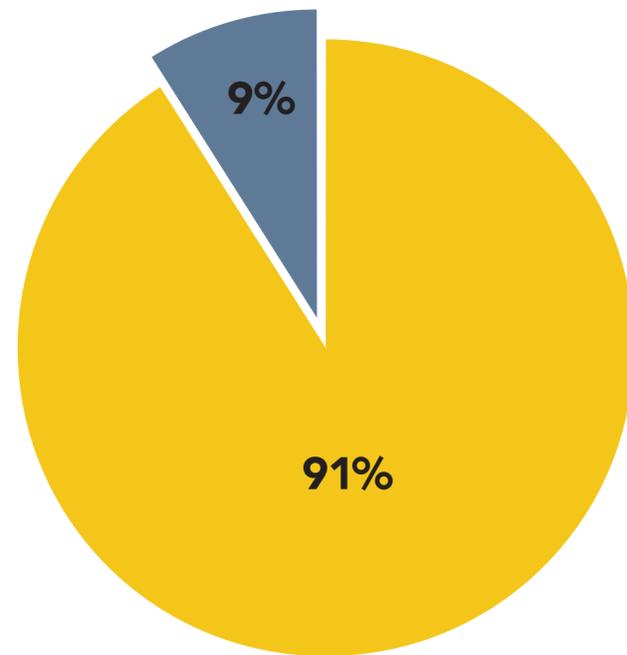
Roff Growth Story

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



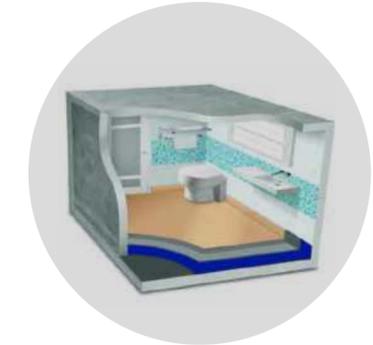
Tile and Stone Installations



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.

Future-Fit and Resilient Supply Chain

Network Expansion:

- Addition of 12 more plants by 2022 to create a seamless network across the country
- Expansion at several existing facilities including Bangladesh
- New plants has been set up in Sri-Lanka and Kenya

Capability/ resilience building:

- Commissioning of state-of-the-art facility at Vizag with advanced automation and process control systems
- New logistics/ distribution points and network balancing
- Acceleration of process and logistics automation projects
- Increased resilience in vendor network and material sourcing
- Resilient capacity planning



Riding the Digital Wave



Channel Partner Management

Dealer App Platform consolidation

Field Marketing - Automation via Salesforce.com

Field Force Effectiveness



Influencer Community Management

Common Loyalty Management Solution

Prescriptive Analytics project to aid sales process

Advanced Analytics



Integrated Supply Chain

Upgrading and automating key processes at Plants & Warehouses

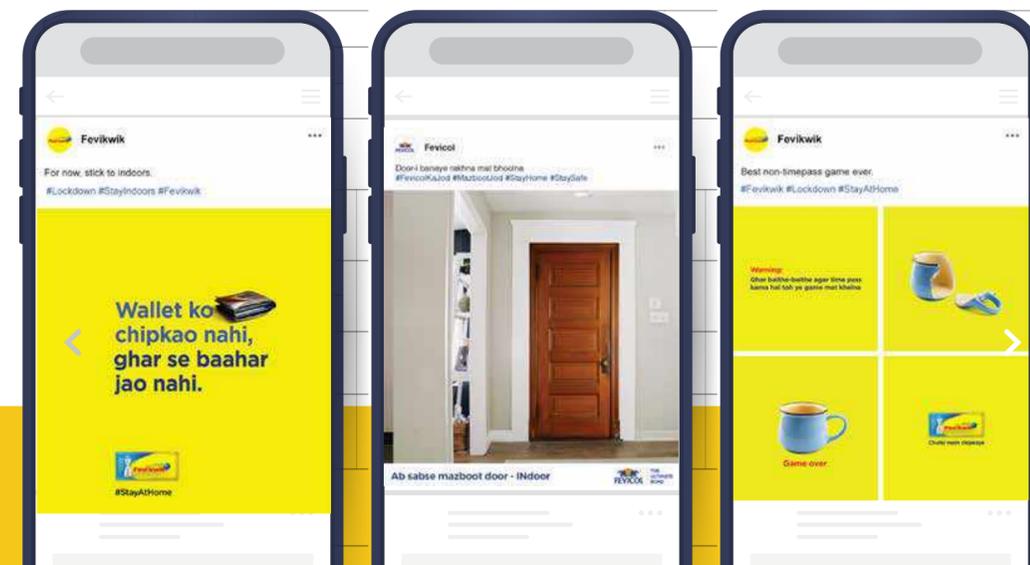
Acceleration of digital in sales & marketing

Engaging phygitally at scale

- Phygital approach to field marketing
- Virtual connects with channel, e.g., virtual FCC meets, site visits, learning has become a key enabler
- Acceleration of self-service platforms (dealer app, user app)

Significantly accelerated digital marketing

- Significant increase in digital mix
- Several digital user marketing projects executed, e.g., Ezeespray adoption in low penetration markets



Received
12 major
digital
marketing
awards

Accelerating Innovation

R&D centres

185% increase in R&D spends since 2015

3 fully equipped in-house centres in India

2 centres in USA & Singapore

- Gathered insights of changing Consumer behaviour
- Innovation calendar reprioritised
- Opportunities in anti viral platform

INNOVATE

The heart and soul of the company is creating eye innovation.

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



4

Building an Inspiring Place to Work

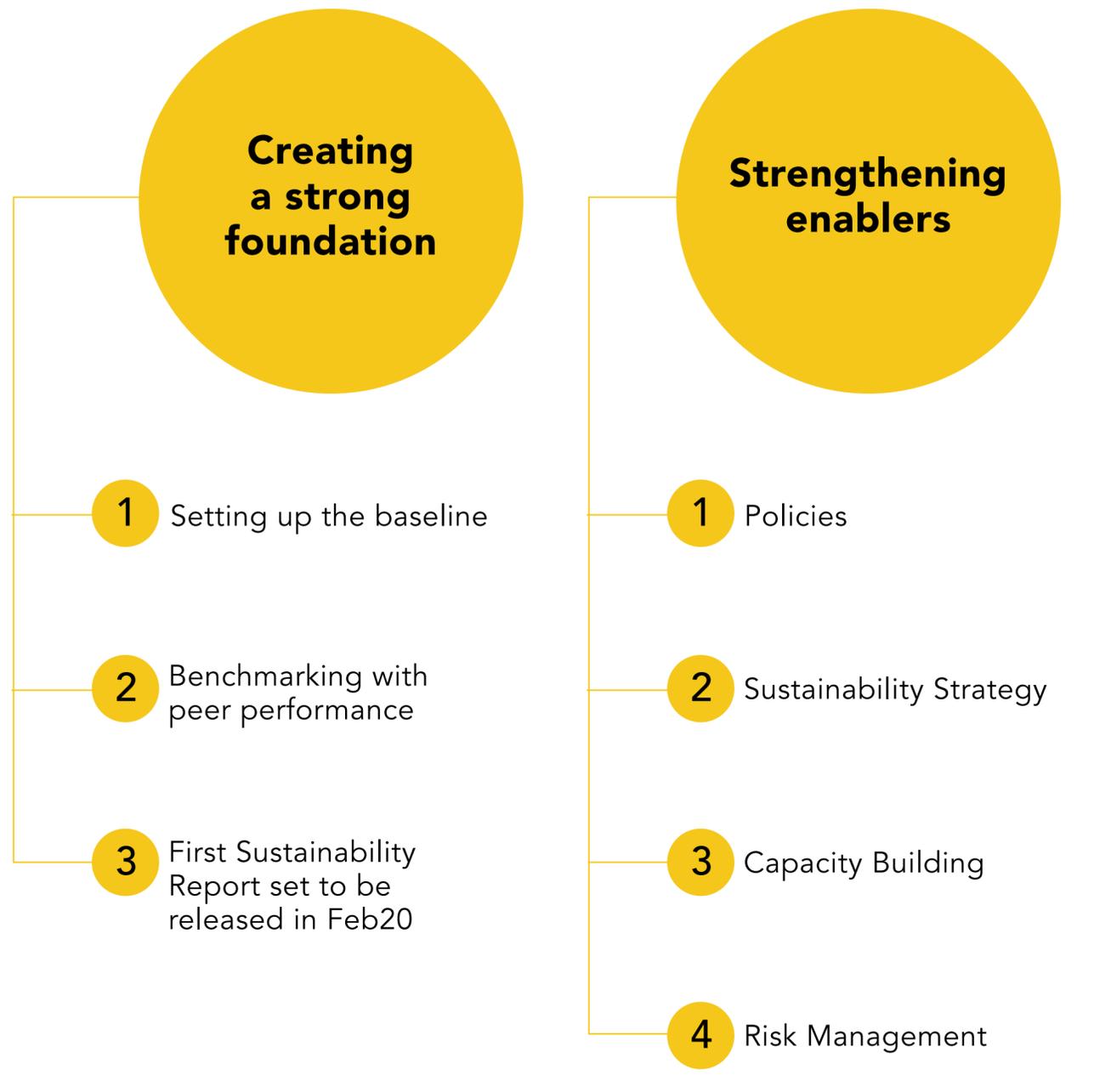


NPS turnaround, with scores at Best-In-Class



Journey towards Sustainability

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



Giving Back to Society

Skill initiatives



During the current year, a total of **13,000** trainees from **185** ITIs were benefitted from carpentry, plumbing, electrician, and construction technician courses supported by the Company.

Covid relief



We have pledged Rs. **25** crores towards relief funds to combat Covid-19.

Provided support to Covid Relief Funds of various geographies.

Healthcare



During the year, Hanumant Hospital in Mahuva treated over **63,505** outpatients, performed over **3,179** surgeries and successfully handled **5,287** emergency cases.

Four educational training programmes were conducted for medical fraternity. Seven speciality medical camps were conducted.

Education Initiatives



More than **5,200** children are enrolled under 'WAGALE' initiative which helped students with slow learning abilities. Shri N N Mehta Memorial Education Trust provided scholarship amounting to Rs. **41** lakhs to **244** deserving students for higher education.

Water Resource Management



Built **96** check dams. **369** farm ponds **2800** hectares farms converted to drip irrigation

Thank you

Investor Contact



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Company Secretary

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Annexures

Company Overview



No.1 Adhesives company in India



>5300 permanent employees



Operations in **9** countries



27 Mfg. Plants & **31** Co-Makers in India



>600 Products



Exporting to **>80** countries



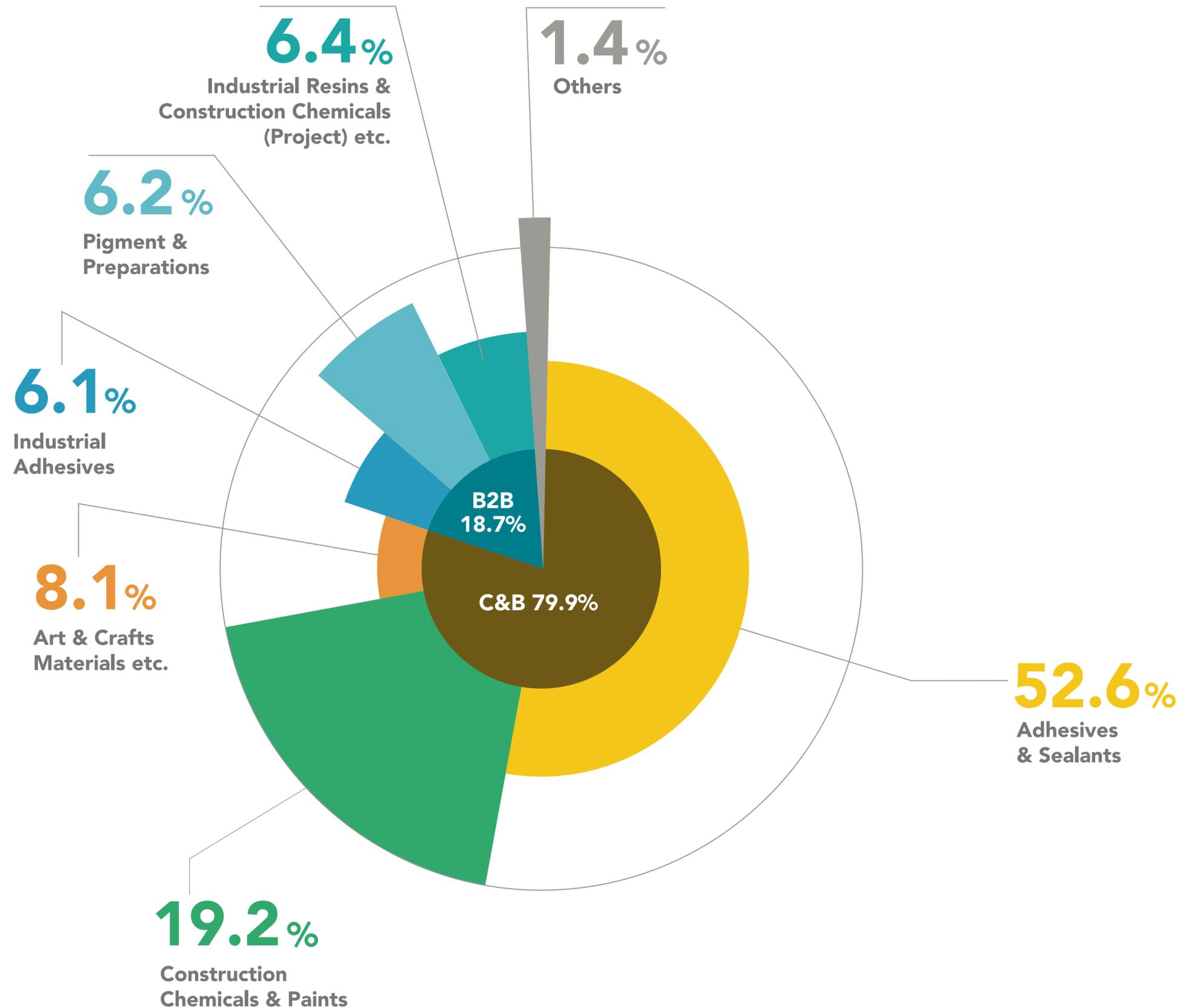
20 International & **15** Domestic Subsidiaries



5 R&D Centres

Revenue Split

Standalone Results – % of Total Sales for 2019-20



■ **79.9%**
Consumer & Bazaar Products segment

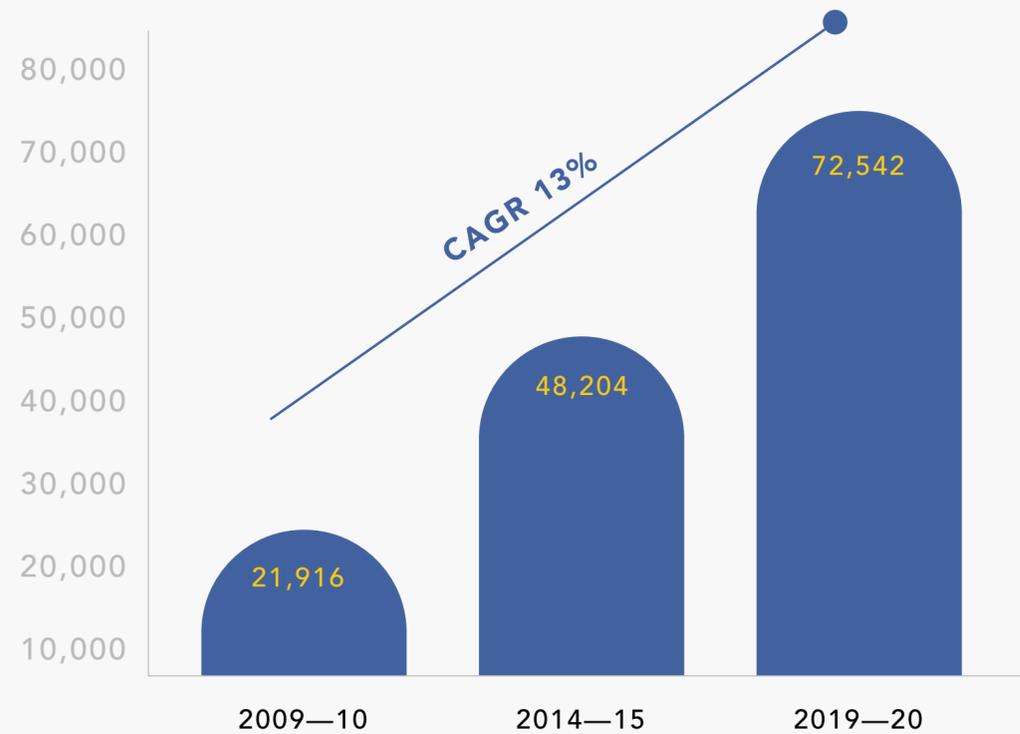
■ **18.7%**
Business to Business Products segment

■ **1.4%**
Others

Track Record of Rapid Growth



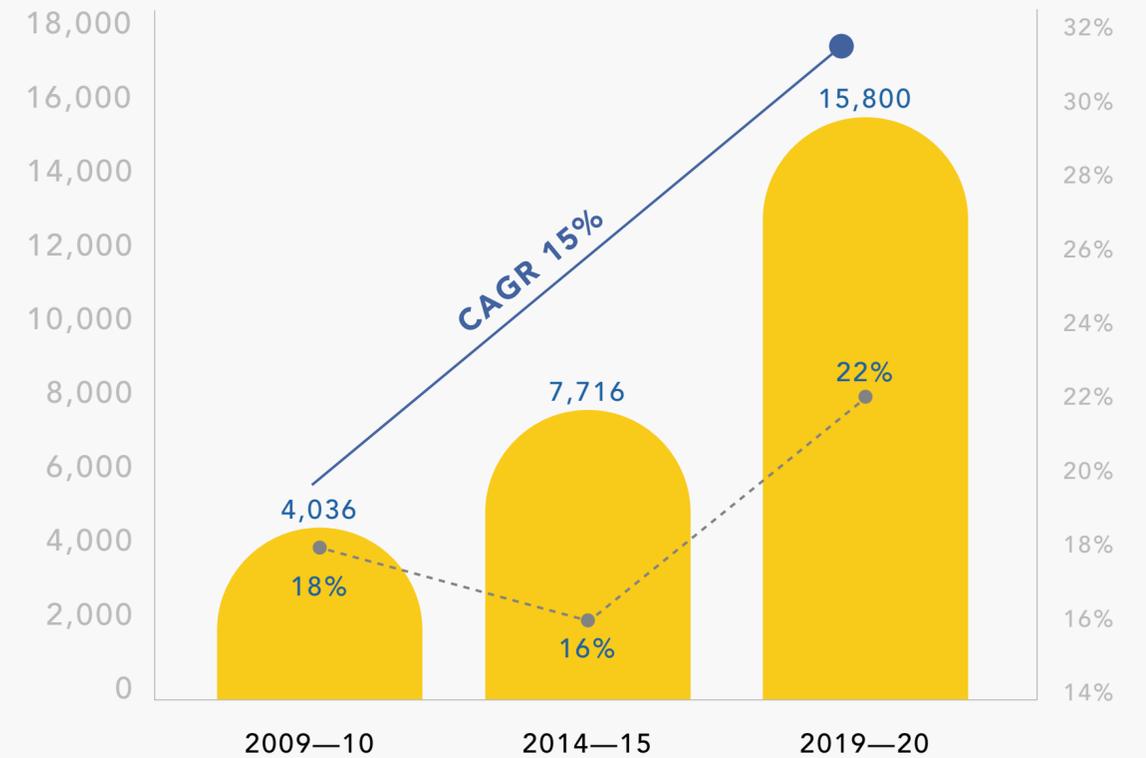
NET SALES GROWTH TREND OVER LAST 10 YEARS



● Consolidated Net Sales(Rs Million)*

*Sales net of excise duty

EBITDA GROWTH TREND OVER LAST 10 YEARS

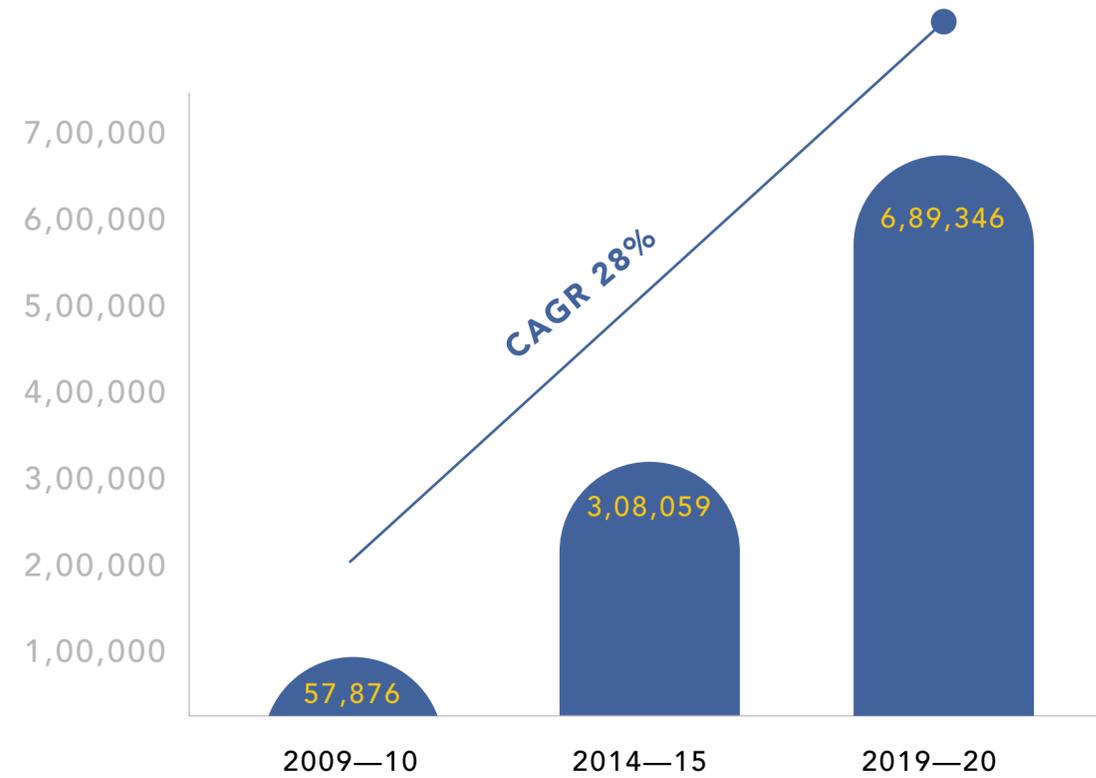


● Consolidated EBITDA(Rs Million)*

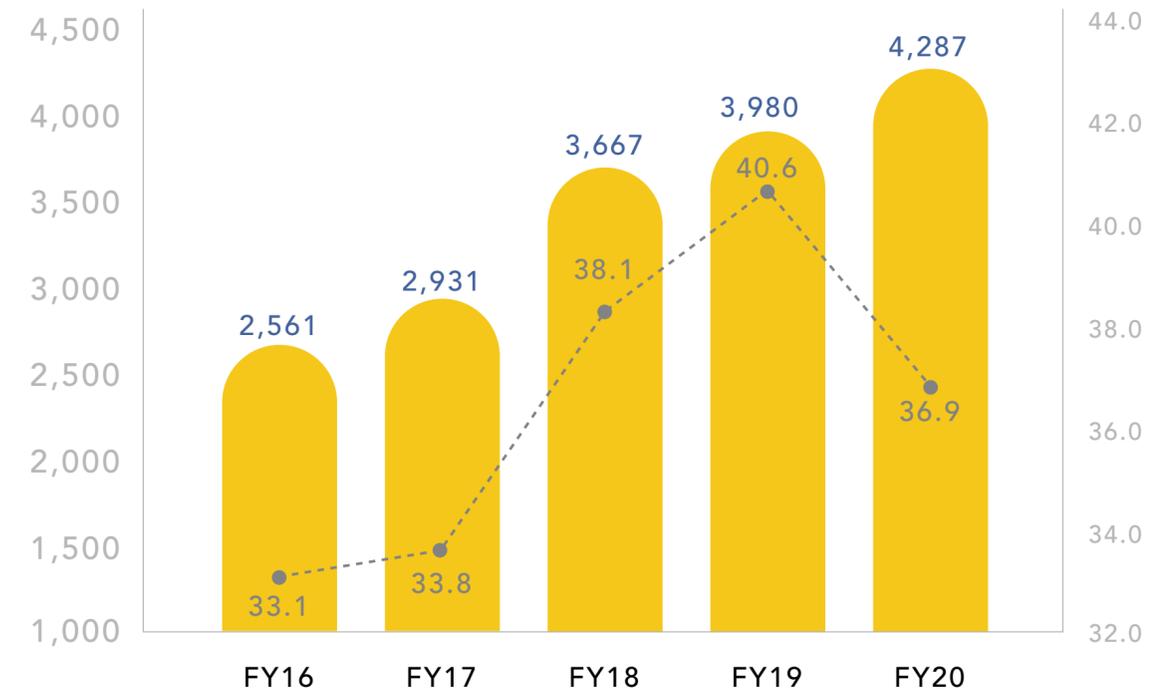
---● EBITDA as a % to Net Sales

**EBITDA before Non Operating Income

Creating Value for Shareholders



● Market Cap (Rs Million)



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