



LINC

WHAT INDIA WRITES WITH...
A FOUR-DECADE
STORY.

Linc Pen & Plastics Limited

This is
LINC
Pen & Plastics
Limited>>

Established in 1976 by Mr. Surajmal Jalani; currently headed by Mr. Deepak Jalani, Managing Director.

Product basket comprises ball pens, retractable ball pens, gel pens, Stylus pens, Twinn pens, notebooks, erasers, pencil boxes, pencils, office stationery and lots more.

ISO 9001:2008-certified manufacturing units in Serakole and Falta (near Kolkata, West Bengal) with an annual capacity of close to 1 billion units.

Engaged with Mitsubishi Pencil Co. Ltd., Japan, to exclusively distribute, market and package Mitsubishi's Uni-ball brand; Mitsubishi acquired a 13% stake in the company in 2012.

Employs more than 650 people.

360 degree stationery requirements are met at Office Linc stores.

Publicly listed on the Bombay Stock Exchange and National Stock Exchange. Headquartered in Kolkata, West Bengal.

Export presence in more than 50 countries.



40 YEARS! REALLY?

It feels like only yesterday when I joined Linc Pens as a sales trainee, at the age of 17 under the captaincy of its founder and my father Mr. S.M. Jalan.

At that time our approximate annual turnover was Rs. 1.5 crore.

My first 'wow' experience at Linc was when I cracked my first institutional sale of about 1000 pens to Raymond's retail shop in Poddar Court, Calcutta.

But the fact that pens were considered commodity, concerned me. Neither the product nor the sector commanded respect.

I wanted to change that.

1992 was a significant year: we exported for the first time to Korea; we began to market products by Mitsubishi of Japan in India. Both these initiatives helped us gain valuable recognition.

In 1995, our IPO was the first by a domestic pen brand; we continue to remain the only listed Indian pen brand.

We are proud to be based out of Bengaluru, India, enjoying acceptance in over 50 countries. In the future, we intend to strengthen our brand with a proposed factory in Umbergaon, Gujarat. This unit (85,000 sq ft) with a

manufacturing capacity of 1 million pens per day will boost our exports to the West.

None of this would have ever been possible without the strong foundation created by my father; he valued people, relationships and integrity.

I am also grateful to my brothers, Prakash and Aloke, for having shared the responsibility in organisation building.

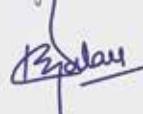
I am grateful to our stakeholders for their faith; our employees (past and present) for their contributions and our customers for selecting us.

Our third generation stands committed to take Linc Pens to greater heights.

I must acknowledge the effort of our Independent Director, Supriya Newar; this book is her brainchild and she has guided us in documenting our journey.

I would like to thank Trisys Communications for their valuable inputs.

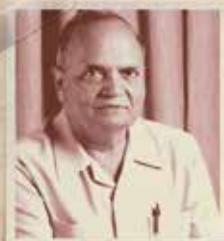
Regards,



Deepak Jalan
Managing Director

in case you want to write something...

EXERCISE BOOK



This is how
it all started...

(The story of a man- Surajmal Jalan,
his enterprise and his journey) >>>

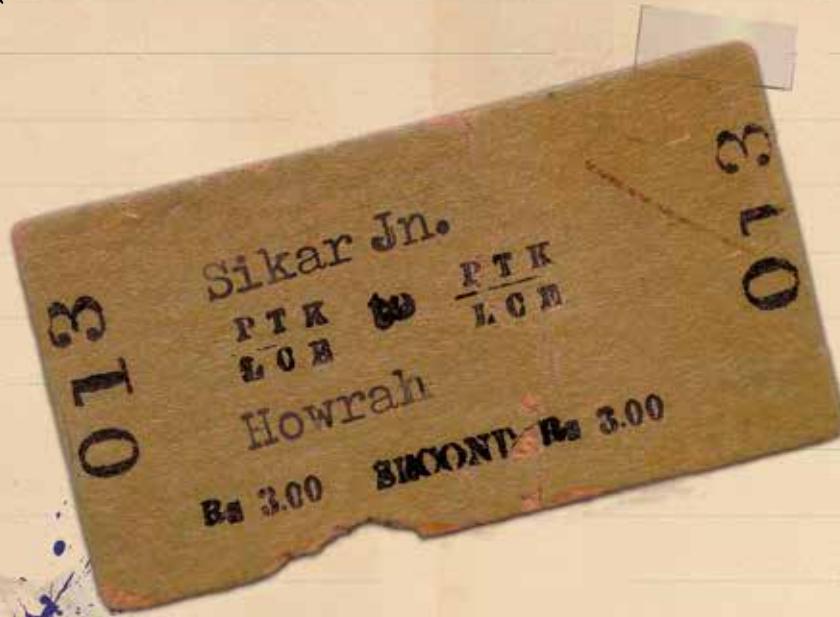
15 | March



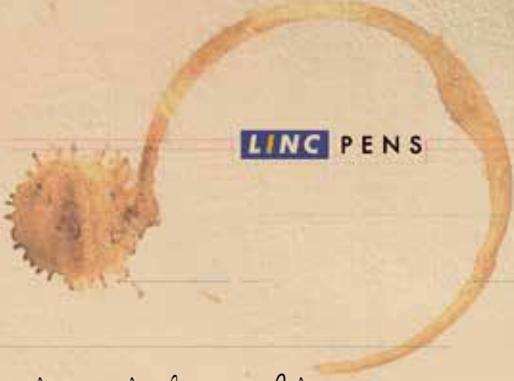
My journey - Surajmal Jalan

Our family hailed from Lachhman Gark in Sikar district (Rajasthan). After passing out from high school, I asked the family to send me where I could further my education and career.

So I was sent to a degree college, a place 18 km from our hometown where I studied for two years. After that was done, I wanted to study further. Our **family of humble means** asked me to continue studies somewhere nearby; I refused.



16 | March



Since my father was retired and two elder brothers were managing the household finances, my father desired that before leaving home, I should marry. I resisted and they finally relented. I moved to Calcutta where a few school friends became my support system.

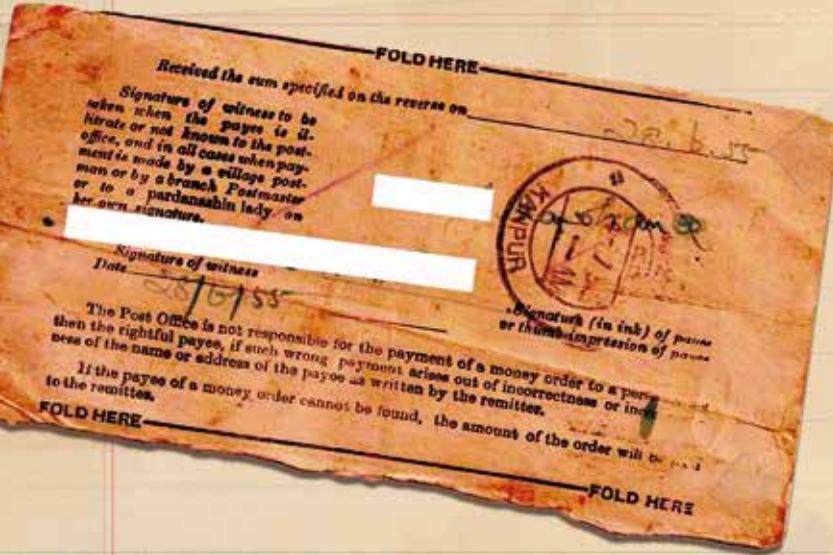
And that is how I came to Calcutta in 1957.

After I finished my B. Com. degree from City College on College Street, I got an offer to become a **cashier** at Hindustan Aluminium. I refused, as it would not teach me anything new. I wanted to develop my career.

Victoria
memorial



Howrah Bridge



Soon I found my first job at a carpet showroom on Harrison Road that paid me Rs. 60 a month. I worked there for a year; the part-time typist there referred me to another company. After two years of working with this new company, the family wanted me to return to Rajasthan.

When I did so in 1961, I got married. My company matched the mood with an increased monthly salary of Rs. 125. I continued to work there for two more years before moving on to work for a Siliguri company that owned a tea garden and rice mill. My designation there was 'Assistant Manager'. My monthly salary: Rs. 500!

*got married *increased salary Rs. 125 moved to Siliguri
**NEW SALARY - RS 500

18

March When I started getting family calls to return, I moved back to Lachhman Garh. I bought a large stock of pens and sold them door-to-door. At that time, there were no quality pens being made in India and the good ones would be imported. The pen market, marked by low competition and attractive price arbitrage, started to appeal to me.

After two years, I was back to Kolkata once more. I began looking after a shop in Bagri Market in Burra Bazar for two years. The internal drive was clear: get into manufacturing and set up a small factory.

~~Curiously, my in-laws at Malapara had a 10 ft by 10 ft room that was unused. I installed three hand-machines and started making plastic parts for non-branded toy-like ball pens in different shapes. When sales grew, I recognised the need for a counter.~~

-1-

Curiously, my in-laws at Malapara had a 10 ft by 10 ft room that was unused. I installed three hand-machines and started making plastic parts for non-branded toy-like ball pens in different shapes. When sales grew, I recognised the need for a counter.

Through a friend, I was offered a shop at Rs. 500 per month rent with a Rs. 5000 advance. To fund this, I took a loan from a relative. We set up shop, stocking only my pens but soon that of other manufacturers as well. The word spread; the brand grew. A renowned pen manufacturer Artex, was so impressed with our product that it asked me to take over their China Bazar unit. Even though that company did not enjoy any credibility, I thought Why not? What is there to lose?

I went to China Bazar, met the wholesalers and customers and soon started thinking of creating my own brand. A friend (Kores India regional manager) encouraged me to launch my product to compete with imported products. Since we needed a name, my friend suggested Link. Out of the blue. Because the product would be linking people and pens. Since the K in Link would appear common, we changed it to a C.

19

I addressed the issue of raw material by purchasing it from an importer, and began manufacturing refills. The quality turned out better than the imported material; the response was better as well.

Soon my Artex partners became jealous. One day, they asked for the key to the China Bazar unit. I handed it to them and left.

When I returned the next day, they had brought in their own executives in my place! They desired to dissolve the partnership and have me leave without a settlement.

I wasn't going away that easily.

I befriended the founder of Luxor Pens, Shri D.K. Jain. He mediated on my behalf and I received settlement compensation!

The matter should have ended there, but Artex refused to clear my dues in full, selecting to send me a small portion of the settlement amount each month.

Mr. Jain was of great help, asking me to help sell large quantities of their products all over Eastern India. We brought a lot of visibility to them and sold a lot of their pens. On the second floor of the Rampuria Market in Burra Bazar, I found shop space. When the shop was launched, I received

complete support of the local and outside Wholesale community.

LINC PENS

20th March

So Artex turned even more jealous, issuing threats. Curiously,

demand for my pens was more than what I could supply, the first time I realised I needed a manufacturing unit...

MY OWN!



My first own address at Rampuria Market, Canning Street, Calcutta

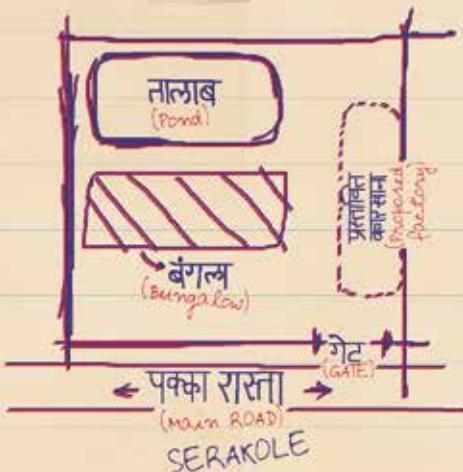
* Luxor- great help!

<< Found a shop space on the second floor.

* received complete support of the local community.

* Realized need a manufacturing unit!!!!

One of my suppliers indicated a piece of land in Serakole. I liked it; I bought it. I was now the proud owner of a four-acre plot with a boundary wall, pond and double-storey bungalow.



21

March

NOW THE BIGGER QUESTION.

Pray, what should I manufacture? The moulds and machines warranted a large investment.

A single mould would cost a crore; if it did not work, it would have to be written off. There used to be a direct-fill pen, the use-and-throw type. I had made such pens for other brands so I knew what they involved. Besides, the moulds were priced around Rs. 3,00,000 only.

And that is how Linc's direct-fill pen came into existence and became so popular that it retailed for Rs. 5 even in those days, when most other direct-fill pens sold for Re. 1!

All my raw materials were imported. I flew to Switzerland and Germany to source refill tips and ink.

When we started at Serakole, we did each other's work, often slept over at the factory bungalow till **1AM** and until even a few years ago, the family routine was to: ➔ Leave on Friday night for the factory ➔ Stay over & picnic during the weekend ➔ Return on Monday morning. We had about 15 staff members in all.

* moulds and machines warranted a large investment.



to

Fly

22 | March

At that time, we would travel to Europe for pen exhibitions, where different manufacturers would display their products.



*travel to Europe for pen exhibitions

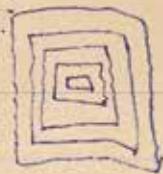
I would collect samples from manufacturers, examine them and discuss designs. There used to be a semi-automatic machine that could make some of the designs that I was inspired by. For example, we had a pen called the Linc Thin-Line Supreme based around a French design with a body, cap and refill. It got quite a few stars and market response - the first Linc pen that was not direct-fill.

- collect samples from manufacturers
- * semi-automatic machine
- * Linc Thin-Line Supreme
- * FIRST LINC PEN THAT WAS NOT DIRECT-FILL...

23

March

Those were my years of struggle when I did not possess considerable resources. The one thing that got me here is that I maintained good relationships: our suppliers and distributors have been with us for decades. We did not (and do not) work for quick gains. As an extension, our longstanding employees have almost become family.



- * Struggle
- * Maintain good relationships
- * NO QUICK-GAIN Policy
- * Employees become family

The result of our simple approach to business is that our prosperity is extended across communities.

- * Simple approach
- * Extend across communities
- * Transformed old house into factory!!

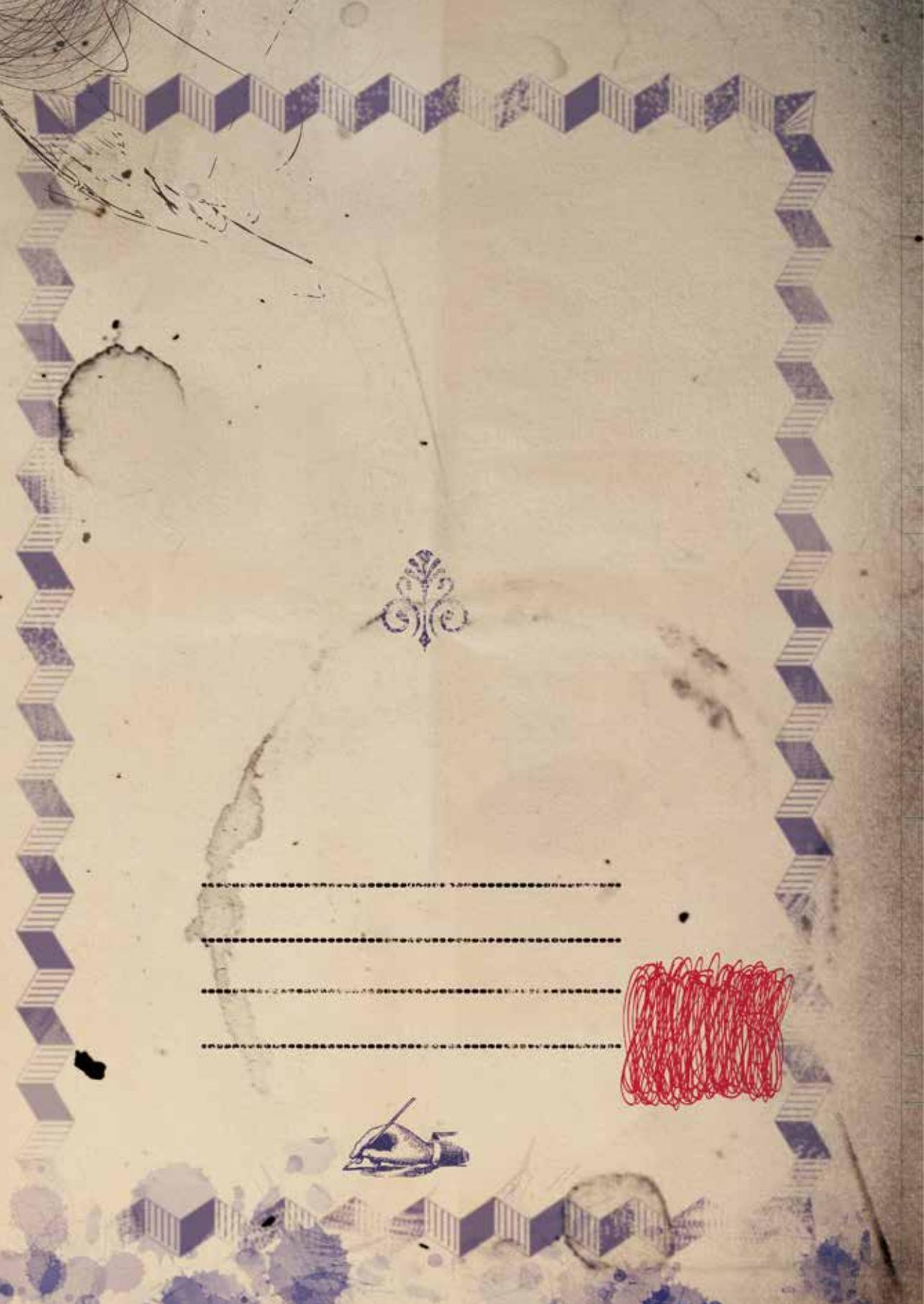


Mr. S.M. Jalan (3rd from left) with his close business associates.

24 | March

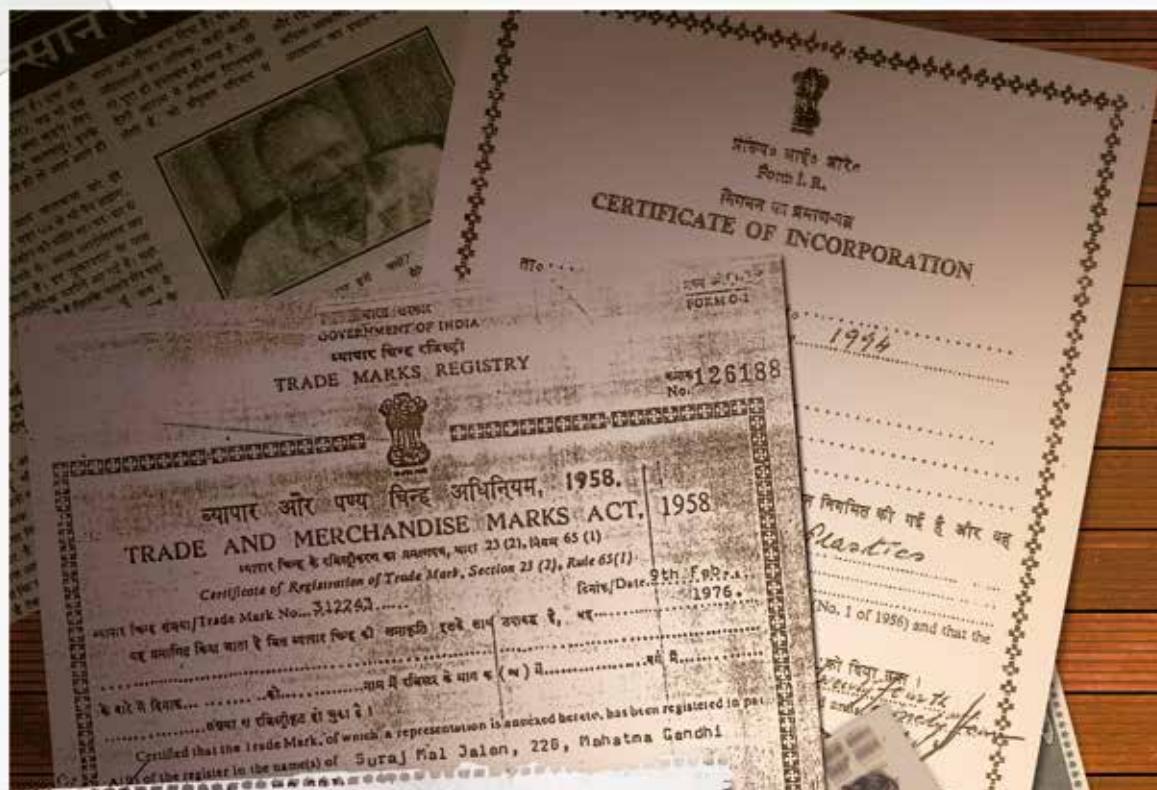
At the time when we were making Thin-Line Supreme, we had a supplier who lived not far from Calcutta. He started to do well; he was able to educate his son; his son also became our supplier and has now built a three-storey home and transformed the old house into a factory.

It is stories like these that bring tears of gratitude to my eyes...





The journey thereon...



Our Milestones



1976 - Linc trademark was applied for on 9th Feb.

1978 - Linc Supreme was launched. Our first plastic ball point pen.

1986 - First manufacturing unit set up in Serakole, near Kolkata.

1992 - Tied up with the Mitsubishi, Japan to introduce the world famous Uniball pens.

1995 - Announced its first IPO, which was oversubscribed by 12.75 times. Listed on Bombay Stock Exchange and Calcutta Stock Exchange.

2005 - Launched Linc Glycer, the highest selling pen in Linc's history. Received the ICICI Bank CNBC TV 18 Emerging India Award in the FMCG category.



2006 - Started Office Linc stores.

2008 - Roped in Shah Rukh Khan as brand ambassador.

2009 - Production started at the Falta SEZ manufacturing unit.

2012 - Mitsubishi picked up a 13% stake in Linc.

2013 - Launched Linc Twinn, first of its kind product in India with a pen and pencil combo.

2015 - Recognised as a Two Star Export House.

2015-16 - Reached revenue of **Rs. 350 crore.**

LINC

AT LINC, WE FOCUS ON ENHANCED



①

CUSTOMER SATISFACTION:
At Linc, we recognise that the usual product will bore consumers. We strive to delight consumers through product and price innovation. This helps retain dealers and customers graduate from 'Pen deejiyega' to 'Linc chaahiye!'



②

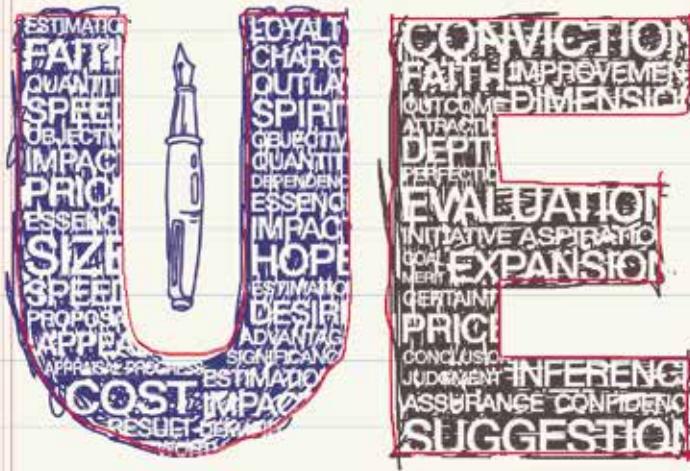
INNOVATION:

At Linc, innovation is: providing the customer what she would have liked but never knew she needed it, making a consumer look twice at a product with awe before use.

③

ETHICAL PRACTICES:

At Linc, we believe that only one policy works. Honesty. Across all our stakeholders - employees, customers, society and government. Always treat people fairly. Period.



A COMMITMENT
THAT WE DERIVE
FROM OUR
VALUES.



4

GROWTH-FOCUS: At Linc, growth is an effective balm: exciting employees, enriching the brand, attracting new shareholders and professionals. We believe in 'responsible growth', indicating profitability and sustainability.

RELATIONSHIPS:

At Linc, sustainability is derived from relationships. The longer employees stay, the richer the intellectual capital; the longer customers stay, the higher the revenue visibility; the **longer** our partners stay attached, the **greater** the systemic stability.





LINC PENS

**More than
just another
pen...**

LINC PENS

A few decades ago, India's writing instruments industry was boring...

Everything was the same.

The same pen. The same colour. The same refill.
The same design.

Then. Came. Linc.

Innovated designs. Widened choice. Increased affordability. Accelerated change.

Now - there is a pen to suit every occasion, every customer, every age, every mood, every pocket.



LINC PENS

Linc scripts wonder

How a Linc pen is manufactured

Raw material

LINC PENS

Raw material is fed into the machine to produce the pen body and other parts.

Injection molding



Barrels



All the parts are sent for assembly.

Assembly



After assembly the quality is checked.

Quality check

Packaging

Now, the product is ready to be packed and sent to you.

Believe it or no...

>> 25 lakh pens produced per day

#More than 1 lakh per hour
#Almost 2000 per minute

Every second, more than 25
Linc pens roll out!

Average realisation per pen:

2005: Rs. 2.25/-
Today: Rs. 3.90/-



Office Linc, the retail face of the Linc brand was set up in 2006 by Mr Deepak Jalan. This is one-of-a-kind stationery mall offering a range of efficient and attractive products. Being an established and reputed name in the world of stationery, Linc Pens has maintained a superior standard, innovative product range and value-for-money pricing at its Office Linc stores. There are 13 such stores in Eastern India and Mumbai.

A new machine was installed but the environment to start it failed, we continued parts not got the machine to start operation. Similarly, we started 20-year-old decade machine. There is no time to waste for Linc.

LINC PENS - Technical Assistant, Berkhela factory

Guitar Tech in Gwalior, Factory Head, Pali

My job ensures that everything about the refill tank to tip in a tank. Linc gives us something that about 20 days in a tank. Linc gives us something that Dipesh Roy - Quality Supervisor Officer, Berkhela factory

Linc in two words? ethical management.

Balram Dhadka, Head, Production Planning

Dipak Joshi has proved to be my business role is that he is always willing to learn.

Balram Dhadka, Inventor

Linc doesn't run on a 'hype and fire' theory.

Arsh Kapoor, Head, Sales Coordinator

I was a housewife recruited by Linc. I used to encourage. It has always helped resolve problems with?

Phanu Prakash, Pmt, Assembling Berkhela

The big upside of working at Linc is that we both meet the timeline and a good salary. No expenses.

Rejitha, Employee, Berkhela factory

I really needed to work when my husband passed away. The company care for us. We thank destiny.

Rita Khatun, Employee, Berkhela factory

I would give Linc 9 out of 10 as a trusted business partner.

Devika, Channel Partner, Anna

My husband is mentally disabled. I was employed by Linc. The company helps financial support and safety. Sometimes over the other a time they picked up to hospital when

Rita Mondal, Employee, Berkhela factory

who did Linc is about writing instruments 11 is a company with a human touch. •



LINC's distinctive culture

The biggest asset at Linc is intangible. Reflected in a distinctive culture of genuine intent and robust strategy. And a drive to be the best.

The reasons why I invest:

1. Innovative products at competitive price.
2. Solid governance. Always ethical.
3. Brand. Always driving branded pens.
4. Professional. Always open to feedback.

Nilash Shah, Investor

I would like to describe my relationship with Linc as a joint venture. We have been 'Lined' into the Company.

Prakash Krishnan - Channel Partner, Kerala

In the Indian writing instruments industry, success is derived from the ability to offer superior products at competitive price, a vision for five years and a sound financial strategy. Linc's success is driven from these realities. It is a grounded and honest management and is expected to report robust sustainable growth.

Fritesh Cheda, Analyst, Emkay Securities

Four things that give me pleasure in working with Linc:

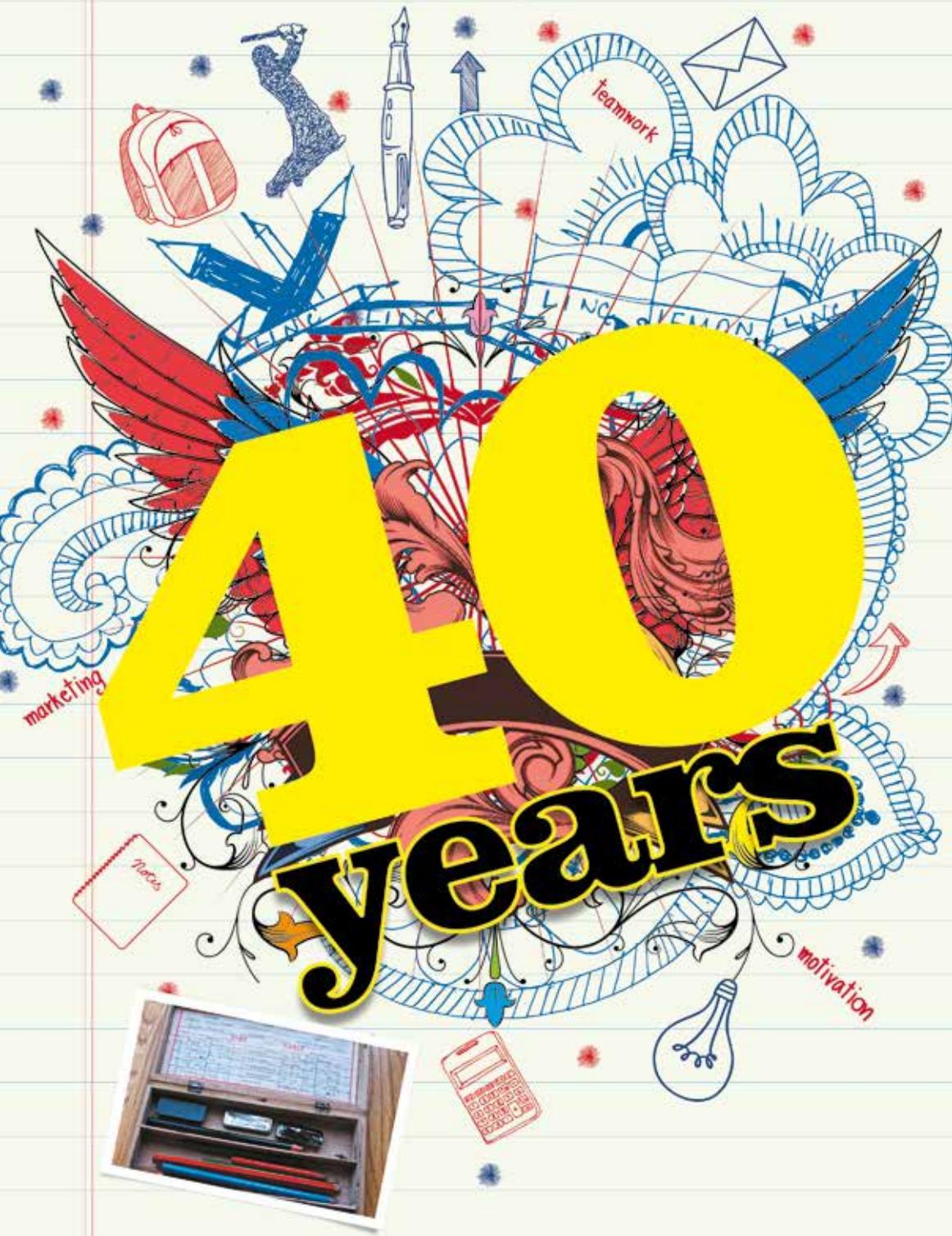
5. Easy to deal with.
6. Easily approachable.
7. Always accommodating.
8. Respect for time.

J.P. Agarwal, CRH Limited (Supplier)

Sl.	Name	Comments
01	Pratap Mandal - Technical Assistant, Serakole factory	A new machine was installed but the engineers sent to start it failed. We customised parts and got the machine to start production. Similarly, we started 20-year-old obsolete machines.
02	A new machine was installed but the engineers sent to start it failed.	Linc stands for ethics, transparency, innovation and relationships.
03	Dipendu Roy - Quality Supervision Officer, Serakole factory	My job: ensure that everything about the refill (link to tip) is checked and approved. The result: only about 20 defects in a lakh. Linc gives us something that few companies can: Pride.
04	SHAIKESH DIDWANIA, HEAD, PRODUCTION PLANNING	Linc in two words? 'Ethical management'.
05	Ramjan Dass Independent Director	Deepak Jalan happened to be my Business Leadership Program student at IIMC. What I like about Deepak is that he is always willing to learn.
06	Asish Kanoria, Head, Sales Co ordination	Linc doesn't run on a 'hire and fire' theory. The relationships motivates people to excel.

Sl.	Name	Comments
07	Jhuma Pradhan, Pen Assembling, Serakole	I was a housewife recruited by Linc. I was taught everything. There is a fixed time for work; the management has always helped resolve problems; the company cares about women's safety. What else can one want?
08	Rajesh, Employee, Serakole factory	The big upside of working at Linc is that we have a fixed eight-hour duty, get enough days off days each month, holidays and a good salary. <u>No exploitation.</u>
09	Rita Khatun, Employee, Serakole factory	I really needed to work when my husband passed away and my child was young. I was recruited. The work is good. The company cares for us. <u>We thank destiny</u> for getting us to Linc.
10	Babu, Channel Partner, Assam	I would give Linc <u>10 out of 10</u> as a trusted business partner.
11	Rita Mondal, Employee, Serakole factory	My husband is differently abled. I was employed by Linc. The company provides everything: medical help, financial support and safety. Sometimes even the owner's cars have taken us to hospital when needed! <u>5203 2025 21 (UNIMAGINABLE!)</u>

Sl.	Name	Comments
12	Rajendra Kumar, Channel Partner, Andhra Pradesh	WHO SAID LINC IS ABOUT WRITING INSTRUMENTS? IT IS A COMPANY WITH A <u>'HUMAN TOUCH'</u>
13	Nilesh Shah, Investor	<p>The reasons why I invested in Linc (and so did my clients):</p> <p>Innovative products around solid price points; the first to introduce a combination (pen and pencil) in India. Solid governance: Always ethical. Brand: Always driving branded pan-India growth. Professional: Always open to feedback.</p>
14	Prakash Krishnan, Channel Partner, Kerala	<p>I would like to describe my relationship with Linc as a joint venture. We have been <u>'Linced'</u> into the Company!</p>
15	Pritesh Cheda, Analyst, Emkay Securities	<p>IN THE INDIAN WRITING INSTRUMENTS INDUSTRY, SUCCESS IS DERIVED FROM THE ABILITY TO OFFER SUPERIOR PRODUCTS AT A COMPETITIVE PRICE, A VISION FOR FIVE YEARS AND A SOUND FINANCIAL STRATEGY. LINC'S SUCCESS IS DRAWN FROM THESE REALITIES: IT IS A <u>GROUNDED AND HONEST MANAGEMENT</u> AND IS EXPECTED TO REPORT ROBUST SUSTAINABLE GROWTH.</p>
16	J.P. Agarwal of CRI Limited (Supplier)	<p><u>Four things that give me pleasure in working with Linc:</u> easy to deal with, easily approachable, always accommodating, respect for time.</p>





LINC@40

Save now
Saved 5 minutes ago

Sun 6/26/2016 | 715 words



My earliest memories of Linc go back to the days when we moved into our current office. 15-20 years ago our office used to be on Pollock Street in the Dalhousie area. We then moved to a one-room office in Alipore. I saw Linc grow and our workforce expand during these years. Now, we have a full-fledged team of about 80 people.

When Linc became well known as a brand, people at school would sometimes ask for pens. The school also asked us to contribute some pens for quiz programmes and similar events. That made me really proud.

I'd taken up commerce in my ninth standard, though I wasn't quite sure what I wanted to do in the future. During this time, I started thinking about the legacy of my family. By the time I was in college, *dadaji* (Surajmal Jalan) asked me whether I wanted to join the family business. There was no hesitation from my side. It was an emphatic YES! I am also extremely happy of the fact that I had to work my way up through the years. Having started out as a sales in-charge in 2010 going from store to store selling our pens, I have risen to the level of a business development manager.

I was really moved by *papa*'s (Deepak Jalan's) sense of ethics. He has always been professional and never given unfair perks to any of us. Two years ago I developed a new SKU (stock keeping unit) which was supposed to be displayed across our retail outlets. I had to place a minimum order quantity. After discussing about it with my team, I placed the order. However, we could not sell the product as per our plans, and despite being the MD's son I was held responsible for the unsold inventory.

As the youngest member of the Linc family, there are certain practices that I would like to develop. For instance, I would like to create a talented HR team which is a sensible mix of youth and experience. The changes I want to bring about will need time to transpire. It needs to be an ongoing process.

My biggest source of joy and pride has been the enduring relationships that our people have forged with *papa*. The brand value that Linc has created for itself and the rewards and recognition that have been bestowed upon us during the decade gone by stand as testaments to this fact.

A few decades ago, some Indians imported their writing instruments. When their relatives went abroad, they would request: 'Get me a good pen'. Because Indian pens weren't good enough.

Then. Came. Linc.

Invested in designs.
Invested in technology.
Invested in brand building.

Over time, people started buying something world-class, but of Indian origin.

LINE PENS

Line is a proud Indian.



GLOBAL DISTRIBUTION



Across 6 continents
Across 50 countries

AFGHANISTAN
ALGERIA
BANGLADESH
BRAZIL
CAMBODIA
CONGO
DENMARK
EGYPT
ETHIOPIA
GEORGIA
GHANA

HAITI
HUNGARY
INDONESIA
IRAN
IRAQ
JAPAN
KENYA
KSA
LATVIA
LEBANON

MALAWI
MALAYSIA
MEXICO
MOROCCO
MOZAMBIQUE
MYANMAR
NEPAL
OMAN
PHILIPPINES
ROMANIA

Across 2,542 distribution centers
Across 1 lakh retail outlets



RUSSIA
SENEGAL
SOMALILAND
SRI LANKA
SUDAN
SYRIA
TANZANIA
THAILAND
TOGO
TUNISIE

TURKEY
U.A.E.
U.K.
U.S.A.
UGANDA
UZBEKISTAN
VIETNAM
YEMEN
ZIMBABWE

For years, building a writing instrument brand was considered wasteful.

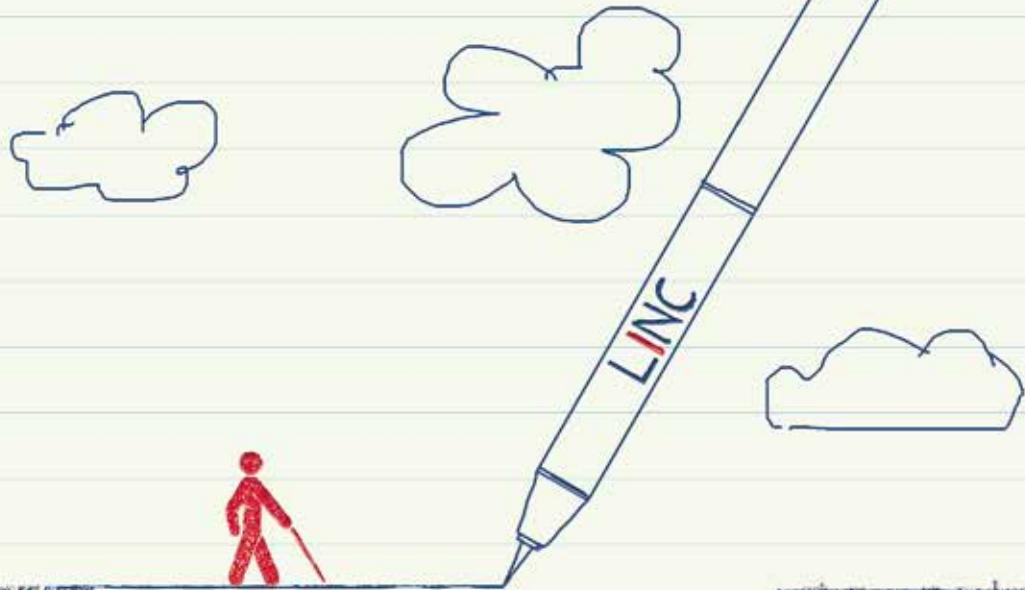
The business was dismissed as average.

Then. Came. Linc.

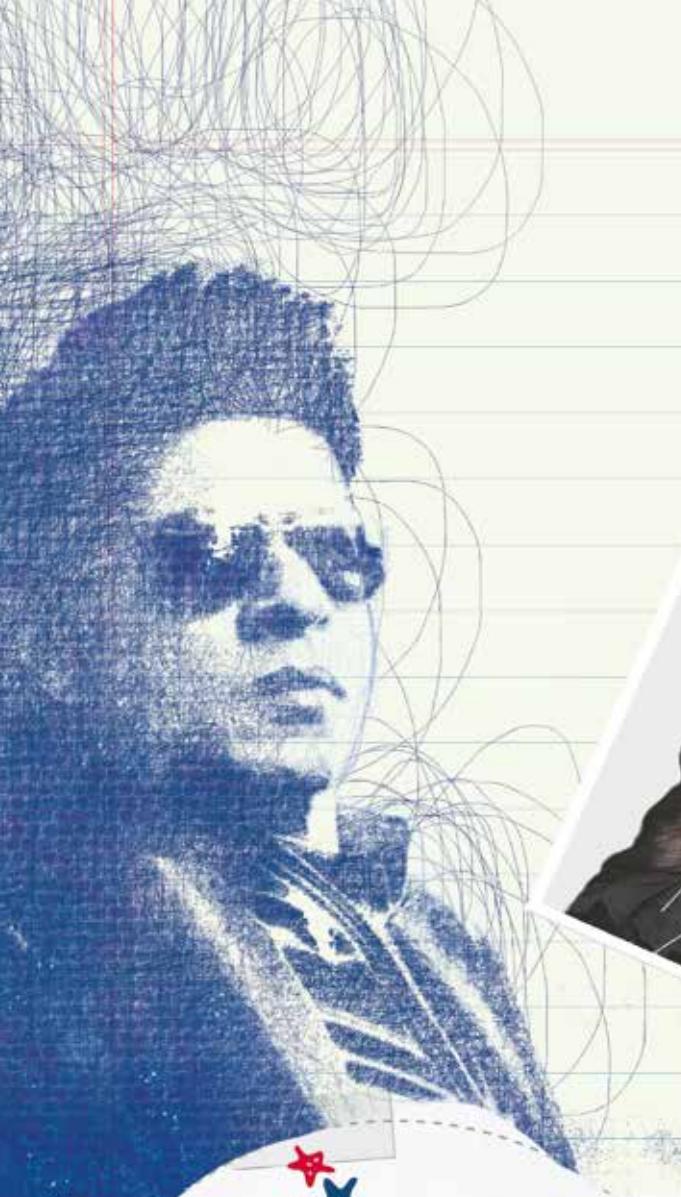
Enlisted Indian film super stars to endorse. Promoted the brand across prominent sporting events.

Linc demonstrated increased brand-spend efficiency. Higher revenues. Stronger margins. Superior recall.

LINC PENS



LINC ENHANCES FAITH.



LINC's brand

LINC is among the most
respected and recognisable
brands in India's writing
instruments industry.



Supriya Newar, Independent Director
Linc's reputation and intent to stay ethical was one of the reasons I said "Yes" to joining the Board as an Independent Director.

Chirag Shah, AVP Research, ICICI Securities

Linc Pen & Plastics has transformed itself from a commoditised writing instrument player into a brand with national appeal. Having adopted different strategies in changing market dynamics, Linc has been able to successfully climb the value chain.

glimpse

Abhijeet Chanda, Accounts Executive

SRK endorsing Linc, made it even more attractive as a brand than it was.

KK Dujari, Chief Financial Officer

Some years ago, Mitsubishi expressed an interest in investing in Linc. After rounds of discussions, we arrived at a fair value resulting in Mitsubishi picking up a 13% stake, which helped strengthen the Linc corporate brand.

A few decades ago, analysts said that the Indian writing instruments sector was unappealing. The same pens. The same colours. The same prices. Dull.

Then. Came. Linc.

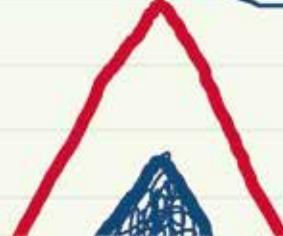
Restructured pricing.
Widened choice. Branded smartly.

Over time, Linc has been credited with creating markets that nobody thought existed.

LINC PENS



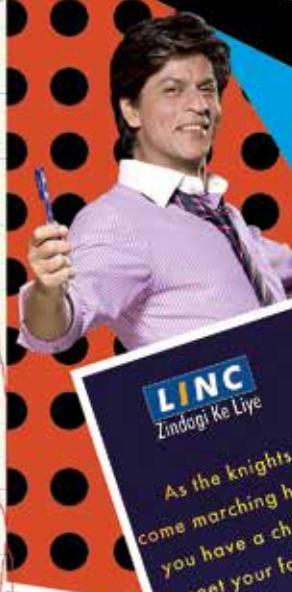
LINC



LINC PIONEERS



Celebrity associations



LINC PENS

LINC HI SCHOOL
GEL

Our first
Gel Pen.
Price: Rs. 10.

LINC TIPTOP

Our first
retractable
ball pen.
Price: Rs. 2.50

LINC GLYCER

The highest
selling pen in
Linc's history.

LINC OCEAN GEL

Running
non-stop for 12
years!

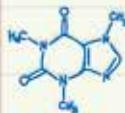
LINC SMART

Our first
refillable
oil-based
gel pen.

LINC TWINN

Unique
super
smooth
ball pen
and lead
pencil both
in the
same body.

Creative.

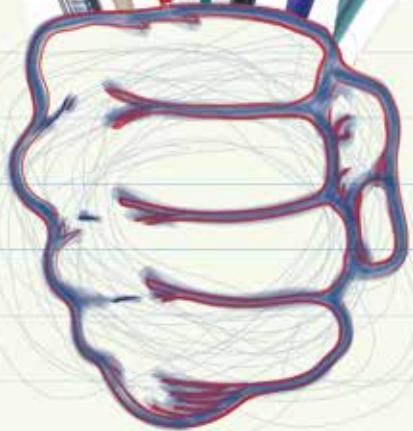


Success *

CHAMPION
PRODUCTS



LINC
LINE GL
Selling
for more
than 24
years.



For years, it was assumed that India's writing instruments sector was thin-margin.

Rising raw material costs couldn't be passed on.

Declining raw material costs would be pocketed by the trade.

Analysts generally pronounced their verdict: 'Commodity'.

Then. Came. Linc.

Made innovative designs.

Concentrated on value addition.

Positioned around reliability.

Over time, Linc enhanced efficiencies and focussed on values to enhance profitability.



COMPANY



SUCCESS



LINC PENS



POTENTIAL



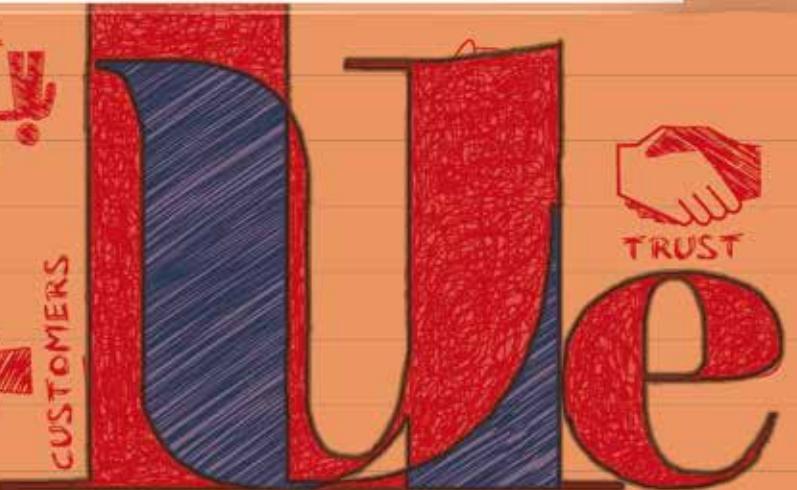
SERVICE



WIN-WIN



LINC ENHANCES VALUE



COLLABORATION



CUSTOMERS



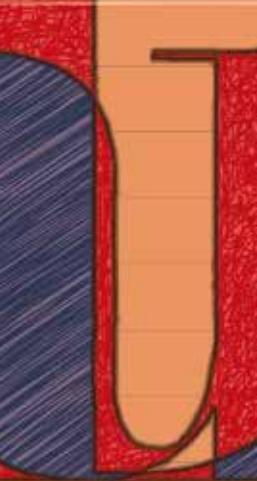
PERFORMANCE



MENTOR



BUSINESS



EXCELLENCE 100 %





LINC's
QUALITY

For the last 40 years, LINC has led the market with distinctive quality.



quality

Why does one work with Linc? One word: quality. We are protected from retailer replacements on account of superior product quality.

Vishal Verma, Channel Partner, Jammu & Kashmir

international
standard

Uniball tied up with Linc to market its products in India due to high quality standards, smooth labour record and customer relations.

**KN Ranasaria,
Independent Director**

product superiority

What makes Linc succeed? Supplying the right product at the right time. This is the reason that Linc will do better and better in South India.

Rajendra Kumar, Channel Partner, Andhra Pradesh

CONT

quality



APP

The reason for Linc's success:
launch better products at
lower prices. Simple.

VJ Ganesh, Head, Serakole Unit

Linc is innovation.
Whether the
introduction of the
pointed tip in refills
or oil-based gels or
Stylus pens.

Pankaj Wadhwa,
Channel Partner,
West Bengal

Lower
Prices

Innovation

We started importing Linc
pens and stationery in
2007. Within a short period,
Linc pens became the most
popular imported pen brand;
it is now the number one
brand in Bangladesh. We
really appreciate Linc's
uncompromising quality
standard!

Choice, Distributor in
Bangladesh

popular brand

I collect pens - Mont
Blanc, Sheaffer and
Cross. But you can't carry
expensive pens around.
This is where Linc comes
in. Economical, reliable
and quality. What more
can one want?

Arundhati Chowdhury,
Journalist, The Telegraph

Reliability

LINC PENS

>> We used imported foil for printing on certain writing instruments. We developed a similar quality product by working with our Indian supplier. We have seen substantial savings through this single initiative!

Deepak Ramgarhia, Purchase Head

LINC's unwavering commitment

LINC is about pluck and perseverance.

Transforming realities through drive and determination.

>> No one looks at the clock at Linc. If work is left to be done, then it is done no matter how late it gets.

Milan Gayen, Falta factory

>> We once got a large Wipro order. We had issues managing large volumes; gradually, we invested in infrastructure to service large orders in minimal time.

Shailesh Didwania, Head - Production Planning

>> Today, Linc is a completely professional company, as can be seen by the implementation of various systems.

Akhijit Dhar, Accounts Executive

>> It is not easy to find people who are warm, receptive and easy-going. The people in LINC are extremely helpful and have always been there to assist for any kind of situation. It is always a pleasure working on Linc projects.

Deven and Vaibhav, Directors, Red Chillies Entertainments

>> Once, for a last minute order to Myanmar, some 20,000 pieces needed to be fitted. The containers were ready and waiting to be shipped. Each staff member stayed all night, manually fitting every last piece so that the entire consignment could be shipped that night.

Sumarjit Bhuman, Falta factory

“

Linc has grown from
one pen to many,
From 10 workers to
1,000+, from one
Country to 50.

”

A tete-a-tete with R.N. Mishra,
Administrative head.

**40 years with Linc and
still going strong**

Q. How long have you been associated with Linc?

A: I have been associated with Linc since it started. The Jalan family and my family were neighbours. Initially I worked in Bombay but returned to Calcutta jobless. When Mr. S.M. Jalan's elder brother heard of this, he recommended me for a Linc job in 1976. I have been with the company since.



Q. How has Linc evolved since?

A: The company may have shed its old skin but remains the same from within: no quality compromise. This is still a company that builds relationships rather than just sells products. I believe that the vision and philosophy of Mr. S. M. Jalan has been carried forward by his son, our present MD, Mr. Deepak Jalan. He has not only taken the company ahead but has expanded the business and proved himself to be a competent successor. Linc is all about a strong bond.



Q. Any special Linc memory?

A: An incident transpired during the early Linc days in the 1980s. Linc had started selling products across India. It received a large order from an Assam dealer. The company loaded a large truck and sent the same from the Kolkata office. After a few days, we received a call from that dealer; all the goods and the truck had been waylaid. The dealer came to Kolkata and paid Mr. Jalan in full. Mr. Jalan bore half the loss and returned half the money. The dealer has continued to do good business with Linc since!



Dear Sir,
This is to inform you that we will be placing an order
for 10,000 units on a trial basis as this is the first
time we are working with an Indian company.

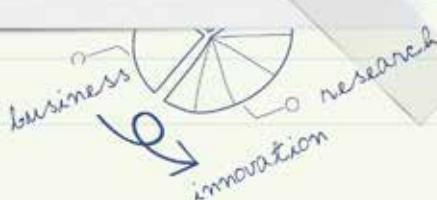
A few decades ago, people said India would never be able to sell pens abroad. Wouldn't be able to create the right quality. Wouldn't be able to evoke buyer trust. Wouldn't be able to match prices.

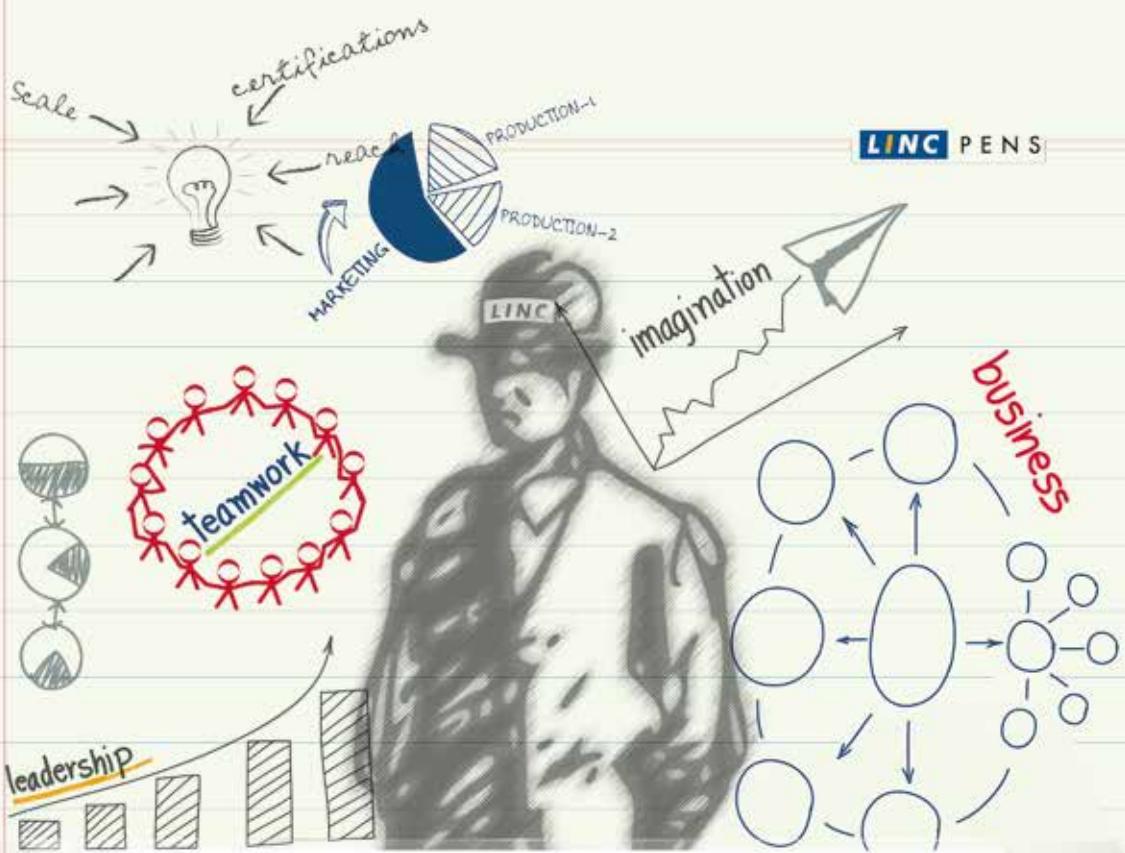
Then. Came. Linc.

Invested in scale. Invested in certifications. Invested in a global mindset.

Linc now markets products in 50 countries under its own brand.

motivation





Linc is a global citizen



The global Indian

LINC's global presence

LINC is not just another exporter. By marketing products confidently in its name, it is a respected global brand.

INCOMING FAX REPORT

Date / Time: Tuesday, 30/05/2016

Line number: 3

Speed: 8mbps

BTMF / DID:

Connection time: 09:05

Description: Outgoing

Page: 1

Resolution: Normal

Remote ID: 261-248-125697

Our exports grew from Rs. 1 crore in 2000 to approx. Rs. 100 crore today. Initially, the company's exports consisted of refills and direct fill pens; we now export almost every product we produce. This emphasises the company's global competitiveness.

One of Linc's biggest achievements was to enter into a supply contract with Wal-Mart in 2002-03. The contract extended for six years and proved a rich learning experience for a growing company. We examined ways to increase capacity and improve product quality, which ultimately helped Linc work with Tesco, Sand Ford, Paper Mate, WH Smith and Poundland, among others.

 **Vinay Maheshwari, President, International Business**

>

>

How we 'linked with Linc' is an interesting story. In 2007, our General Manager and Marketing Manager visited Linc in Kolkata. A few days later, Mr. Deepak Jalan came to Dhaka to see whether it would be feasible to set up a joint-venture manufacturing unit in Bangladesh. We came to know of his presence in Bangladesh and a meeting was organised between him and our Chairman. Although the joint venture could not be commissioned, we have been importing Linc products ever since.

 **Choice, Distributor in Bangladesh**

>

>

Timely product delivery and promotion has made it possible for us to penetrate the Ghana market with Linc pens.

 **Arun Thampi, Vista 2000 Ltd.,Ghana**

>

>

What differentiates Linc from the others? The company's focus on simple, steady growth with 'Built to Last' characteristics, making it possible to withstand headwinds. Today we are in 50 countries. A proud global Indian.

 **Naresh Pachisia, Independent Director**

Authorized signatory:

LINC PENS

A few decades ago, India suffered a literacy rate of less than 50%. People used their thumbs to sign.

One of the reasons for this was the paucity of good and affordable writing instruments.

Then. Came. Linc.

Invested in plants. Invested in scale. Moderated prices.

And made a humble contribution to India's literacy drive.



Angutha Nahi, Kalam Uthao.

Linc has endured
because we prioritised
ethical values over
financial values.

LINC'S

SUBRAT KUMAR MOHANTY –
EXTRUSIONS DEPARTMENT,
SERAKOLE FACTORY

I struggled to finance my
sister's marriage. In
desperation, I applied to
Linc for a loan. The Rs.30,000
bailed me out. Will never
forget this.

UTPAL RAY, EMPLOYEE,
SERAKOLE FACTORY

Peaceful and positive.
The two most critical
words at our Linc factory.
The company provides
medical facilities, doctor
checkups and insurance.
Since 85% of the workers
are from the vicinity,
this has helped create
a vibrant atmosphere
around the factory.

SUMARJIT BHUMANT,
FALTA FACTORY

How many factories
in Bengal will set up
a creche for
employees like Linc?

PIJUSH DAS, EMPLOYEE,
SERAKOLE FACTORY

The three reasons why I
thank God for Linc: we get
paid regularly, its
facilities are better and
it's closer home. Whenever
we have problems, we
escalate them to our
supervisor and they are
addressed efficiently.

VALUES

SUDAMA KUMAR SHARMA, COMMERCIAL OFFICER,
ACCOUNTS AND FINANCE, SERAKOLE FACTORY

The biggest plus-point at Linc is that if there is
a problem, we all know we can directly speak to the
management for its immediate resolution. My father
(a Linc employee) met with an accident and had to be
hospitalised. Our family encountered financial hardship.
Our MD himself came to the hospital to assure us that
the company would stand beside my father.



10:10 AM

LINC's goodwill

LINC PENS

15,912,68255 views



25,000, 000



00

Published on June 05, 2016

LINC'S BIG ASSET LIES IN THE ENDURING LOYALTY OF ITS CUSTOMERS. TRANSLATING INTO REPEAT PURCHASE.

[Top comments](#) •



Ashok Todi, Lux Industries

I would rate Linc's products at 5 out of 5 for quality, delivery and price. We only use Linc at the office.



Supriya Newar, Independent Director

I'm not sure how easily you can buy a packet of good Jhalmuri for Rs. 5/- or Rs. 10/- but you can buy a good quality Linc pen for under Rs. 10/-.

**Sajal Bose, Deputy Editor, Business India**

I have known the Jalan family for more than two decades. There is just one word to describe them: Grounded.

**Manjula Jain, Former Chairperson, FLO Kolkata**

Linc has actively participated in many social events and has also supported some of the events organised by FICCI FLO Kolkata. We, at FLO Kolkata are proud to have been associated with Spellinc. I am sure that LINC will continue its good work in the CSR space and encourage employment of women.

**Sanjay Agarwal, MD, Centuryply**

A company as wonderful as Linc can only be created by a wonderful man like Deepak. I wish Deepak and Linc a rise to 1000 crores!

**Pankaj Rathod, ex MD, Cello**

Writing instruments is a challenging industry. Due to Mr. Deepak Jalanji's professional experience and astute leadership Linc has done extremely well. They have a strong foundation and it will always hold them in good stead and I believe they will continue to do well.

LINC's sustained growth

Linc has not just grown its financials. But also grown people, confidence and well-being.



MITSUBISHI

uni-ball

20 years have passed since we started our business in India with Linc's co-operation. I am grateful to have worked with Linc for more than half of Linc's history. We have been inspired by Linc's youthful energy and would like to continue working together as partners. I wish Linc continued success.

EIICHIRO SUHARA, PRESIDENT, MITSUBISHI PENCIL CO., LTD



At Linc, relationships endure and evolve. I was a wholesaler who became a Linc distributor. It has been ten years but I have not switched brands. This says something about Linc.

VISHAL VERMA,
CHANNEL PARTNER,
JAMMU & KASHMIR

I joined the Company as a receptionist - and see how far I have reached!

ALPA DEY, ASSISTANT
MANAGER, HR

There is growth at Linc. I used to work in the Stores department but now I work in Production Planning. Responsibility is allocated as per capability, a feature you will not find in most companies!

NAVINDRA GALAN
TAMANG, PRODUCTION
ENGINEER, SERAKOLE
FACTORY



Whenever I have wanted to do something for the betterment of the company, the management has supported me. We wanted to expand our infrastructure; the MD supported this. Previously, we had a manual pen assembly; automation helped improve productivity.

GAUTAM NARAYAN
CHOWDHURY, FACTORY
HEAD, FALTA

We supplied nibs to Linc for a few years, after which I became a Linc distributor in Kanpur, based on the faith of Bade sir! As times changed, Deepak bhaiya assumed charge and I was made super stockist for Central UP! When Linc grows, associates grow!

AJIT KHANDELWAL,
CHANNEL PARTNER, UP

I started with zero capital. Linc Chairman Mr SM Jalan extended credit; I paid back only after selling the pens. Mr Jalan would meet customers and help sell the pens. I learnt the A to Z of business from him. He is a principled man, he never cheated. This is the reason why Linc has reached where it has.

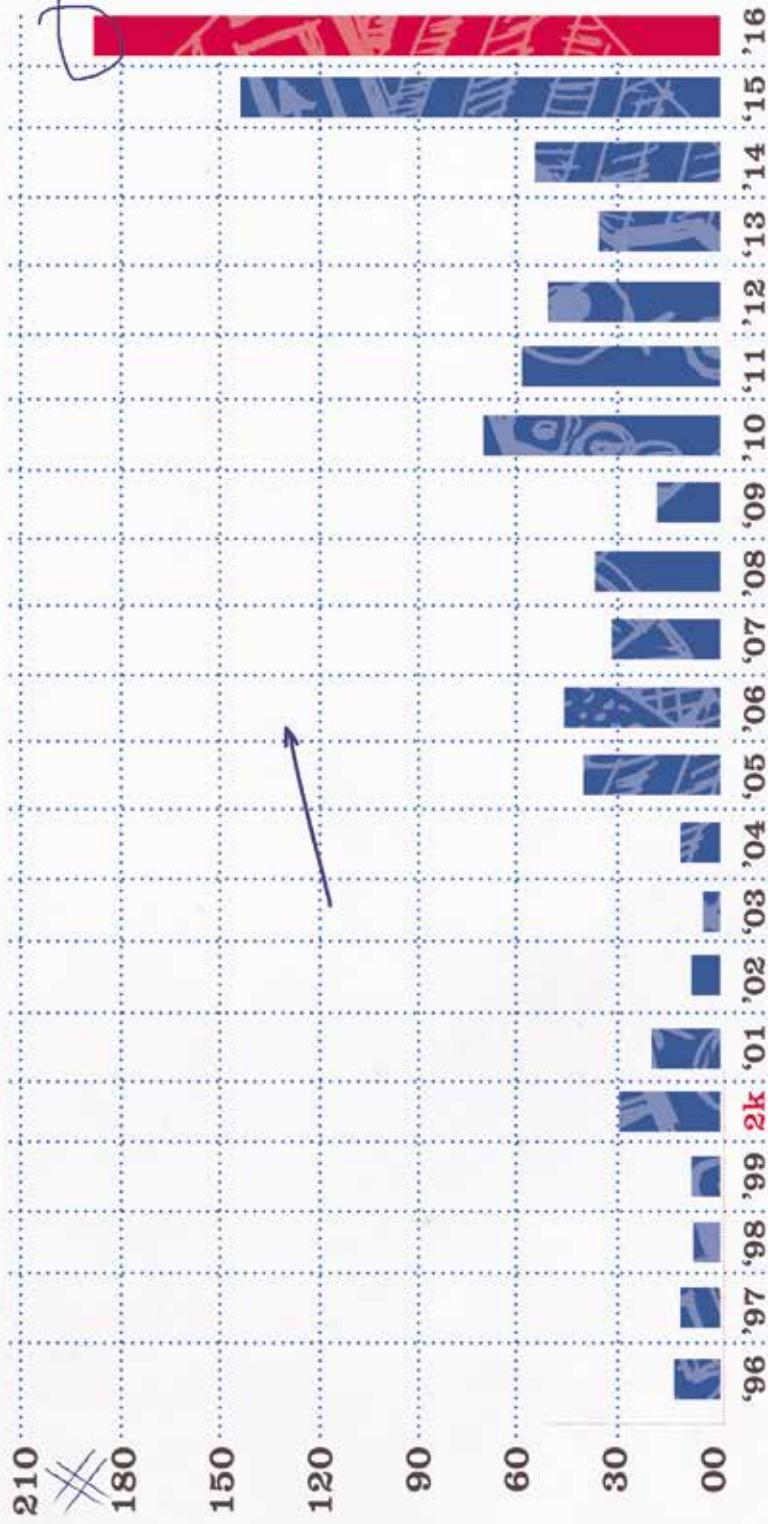
VINAY JAIN,
CHANNEL PARTNER, UP

As a teenager, I started tending vegetable patches within the factory complex. One day, the manager suggested that it was time for me to start working indoors. I now work in the refill manufacturing department and wouldn't have stayed so long had the people not been decent. Babu has personally guided every single man here.

JOYDEB NASKAR,
REFILL DEPARTMENT

How we
GROW
over the years...

Increasing share price: Script code 531241



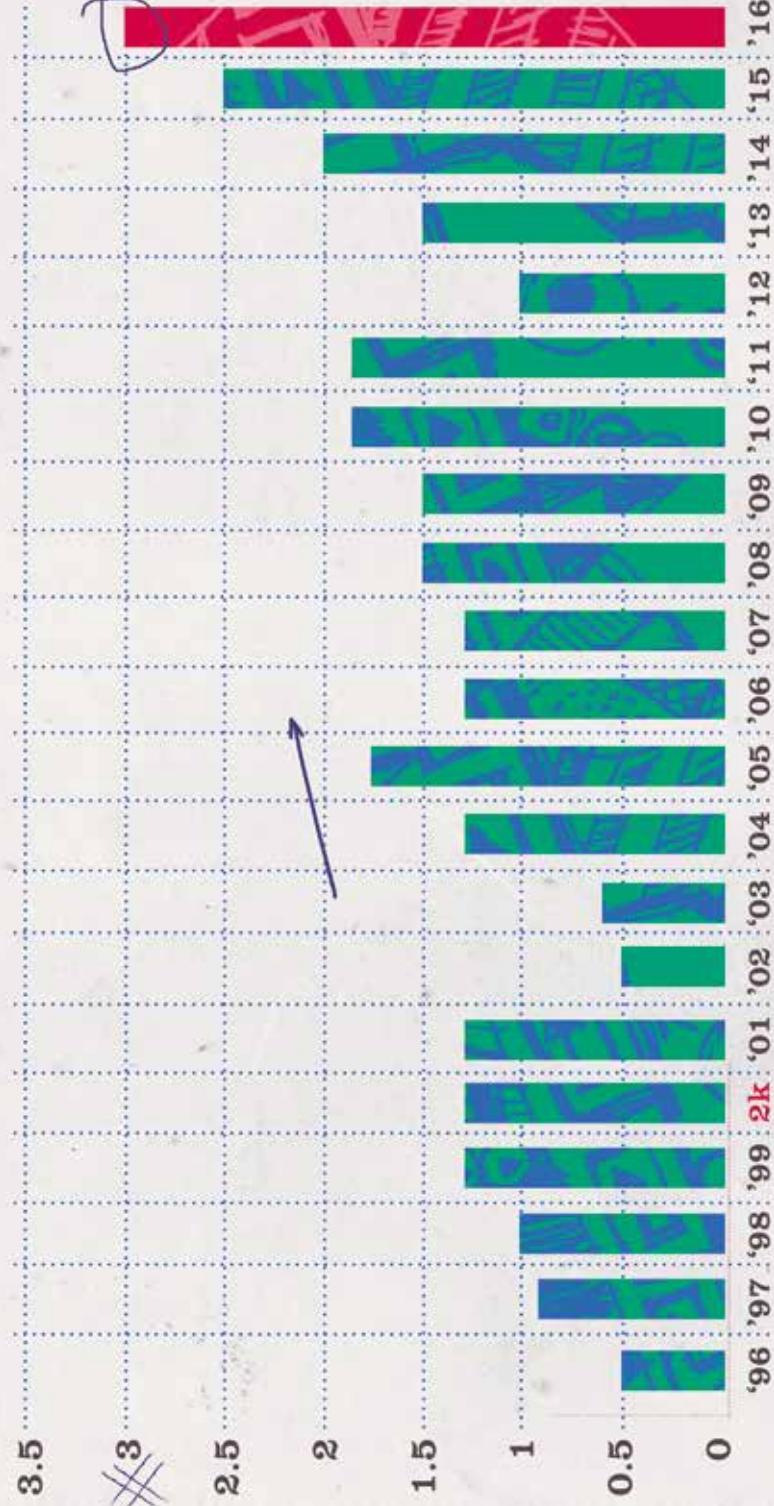
CALENDAR

1996

DIVIDEND PER SHARE

CALENDAR

2016



1976	1976	1978	1979	1980	1981	1982	1983	1984	1985
Sundermal Jalan (Bade) Salab. Started Line.		Launched Presti Pen LINE SUPREME							
1986	1987	1988	1989	1990	1991	1992	1993	1994	1995
		Started Inhouse inhouse manufacturing in Sembroto - in Sembal.							
1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
									Touched Rs. 100 crore top-line. Brought Line Global to market. Ended up being the biggest selling pen in our history!
2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
									Our share price CROSSED Rs. 100!

SELLING
SAYED

2016 - Almost 350 crores top-line. Next year we'll cross it.

Launched
the face of
the brand -
our Line
OFFICE LINE

Created a
family of
more than 1000
distributors

Achieved
more than
Rs. 100
in
revenues!



LINC @

- * We have achieved Rs. 350 cr in revenues.
- * We intend to reach Rs. 700 cr in five years from now.



iPad 10:25 AM



MD shares...

The one failure that Linc transformed into a success

Linc Starline has been one of Linc's best sellers. Previously, the product was meant for a Korean customer but the shipment was cancelled for some reason. Saddled with a large stock, we launched the product in India. Starline proved to be an unexpected success on account of its quality and packaging. This product emphasised that the country was changing: willing to pay a higher price for a better product.

The Mitsubishi relationship

We tied up with Mitsubishi in 1992 through an exclusive license of distributing its products in India. Over the years, we developed a trusting relationship and Mitsubishi started looking for a strategic investment in Asia's writing instruments industry. Linc emerged a favourite on account of its transparency, integrity and potential.

A creditable Linc innovation

Gel pens were first launched in India at an unaffordable Rs. 20 per unit. Our challenge was to halve the price and maintain quality. So we launched the Hi-School gel pen at Rs. 10 by designing it effectively using imported raw materials. We negotiated hard with our partners for better prices. When competitors copied us and introduced cheaper products, our capacity utilisation declined to 50%. So Linc began to do something more courageous - a Rs. 5 gel pen! We utilised idle capacity. We moderated trade margins. The product (Ocean Gel) became a massive hit. And continues to be one, right down to this day.

The big picture at Linc

We believe in sustaining and growing relationships and delivering innovative, user-friendly and fantastic quality products at affordable prices.

LINC PENS

LINC-ed to the society



Subject: STATIONERY SUPPLY FOR THE RAINBOW SCHOOL

Thank you once again for sending us your monthly supply (April, 2016) of pens and pencils for our Rainbow children. We are indeed grateful for your generosity and look forward to your continue support.

God bless you all abundantly.

Thanking you ever so much.

Yours sincerely,

Sr. Matilda Lakra, Loreto Sealdah, Kolkata



From,
Sister Joana Lobo
Auxilium Convent, Lonavila, Pune



Subject: SAVINGS FOR A CAUSE- MASTI KA MELA

This was the idea of the inmates of Prendaan, who are from lower economic backgrounds. They wanted to do something for other children worse off than them.

We decided to have a 'MASTI KA MELA' - an awareness programme along with games stalls and group games which gave the children a chance to win prizes.

We would like to thank LINC for their generosity in giving our children lovely Markline pencil boxes and a set of Linc pens which brought smiles on their faces. Some actually exclaimed, 'Ah! Ye Hamare Liye Diyahai? Kitne ache log hai - ab hum likhte jayange - (Is this for us? They are such lovely people- now we will keep on writing).

One could see them beaming, with joy.

Thanks dear Friends at Linc, you put a BIG smile on their faces and made them believe that there are people who care.

Thanking you,
Sister Joana Lobo
Auxilium Convent, Lonavila, Pune

Encouraging literacy through events, schools and NGOs

Manovikas Kendra

NGO - Sit and Draw for street children

Ladies Circle NGO

Kalyan Foundation for underprivileged children

IIM - Social Initiative

NGO - Jharkhad underprivileged children

Rotary - Wild life Quiz for underprivileged

Bhowanipore Swadhin Sangha - Sit and Draw for street children

Auxilium convent, Mumbai

Good News

Park Junior

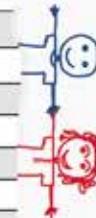
Loreto House

St. Xavier's

Loreto Day School

Don Bosco

St. James



Knaidel Xanthosis

Laodicean

LINC PENS



- An inter school spelling competition organised annually since 1999, encouraging students from the 7th to the 9th standard to improve their spelling and vocabulary
- The rounds also include interesting challenges such as anagrams, rapid fire and crosswords

Today, this event covers 1500 schools over 11 cities; involving over 5 lakh students.



SPEL

Chiara Scuorist

Ursprache

Esquamulose

WC PENS

Eudaemonic



Mrs. Leena Jacob, Coordinator, St. James' School: Linc has taken up the challenge of spreading the importance of proper spellings and in doing so, supporting education

Mr. Sudip Roy, English teacher, La Martiniere for Boys: Representing one's own school on such a national platform is a great moral booster



Ayush Arvind, Ryan International School, 2012 Delhi City Winner: One of my best experiences so far as I was able to compete with kids from across the country

Malavika M., P.S.B.B NUNGAMBAKKAM, 2013 Chennai 1st Runner Up: Spelling changed my perception of Linc - they don't just make and sell pens, they promote 'learning'

LINC

Four decades of venturing
brought

Logo thoughts...

Spacious
modern impact

Linc's

40 years

Logo Legitimized

FOOT
YEARS

40
YEARS



LINC'S
FORTY

whatablaze??

40
YEARS



former 0.77
Fleshy!
40
YEARS
THING

cool it!!!

40



Arriving at our 40-year logo



YEARS OF

LINC

Linc Pen & Plastics Limited

Satyam Towers
3, Alipore Road
Kolkata - 700 027
P. +91-33-3041-2100
E: 40years@lincpen.com
W: www.lincpen.com

Follow us on:



Facebook

Twitter

Instagram

LINC PENS