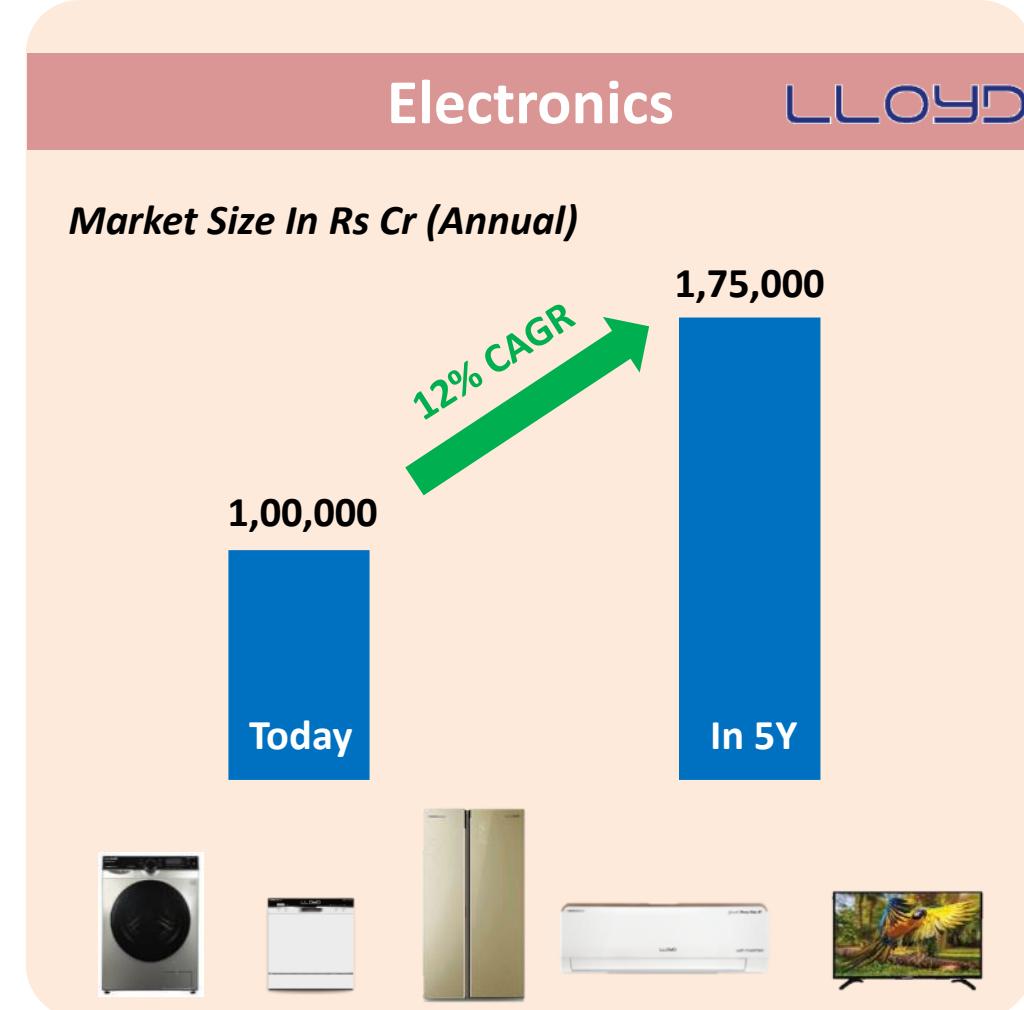
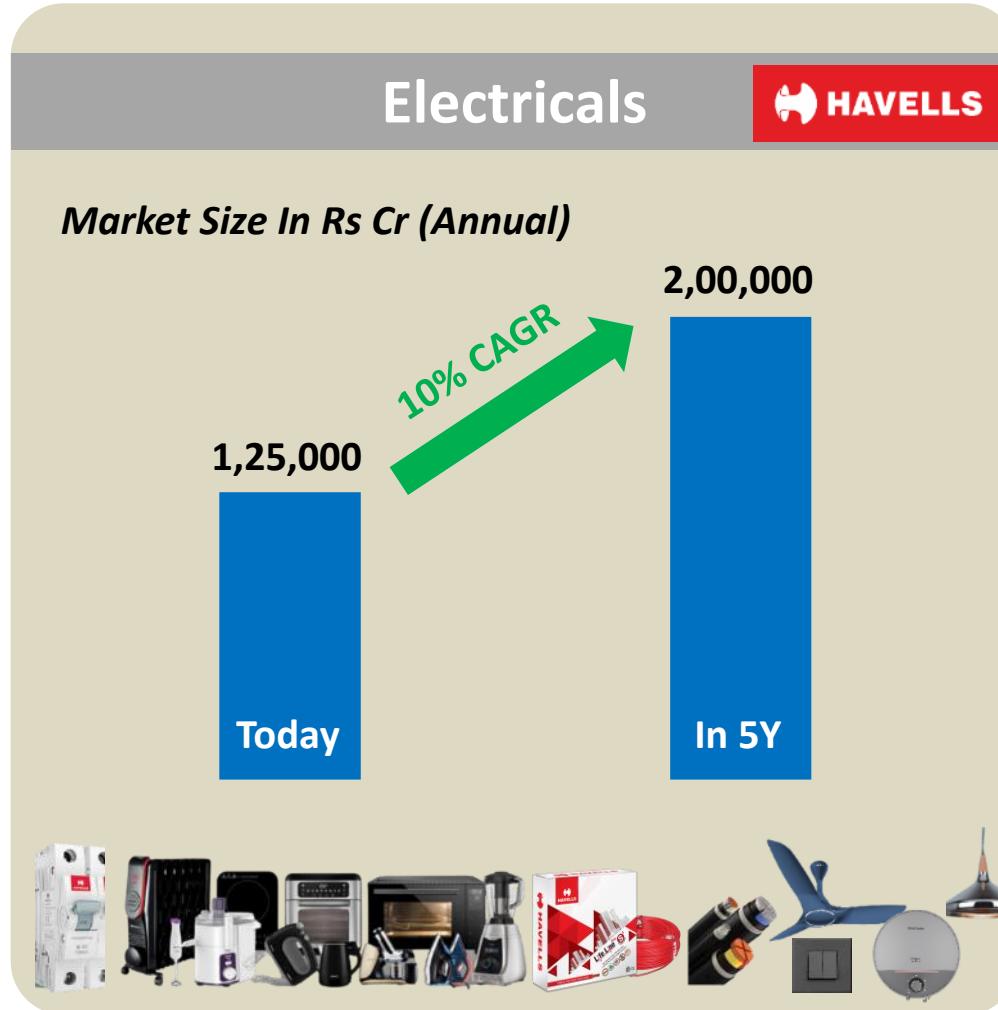


# HAVELLS INDIA LIMITED

June 2024

# HAVELLS TRANSCENDS 2 DEEP POOLS OF HIGH GROWTH



Source: Internal & industry estimates

# WELL ROUNDED FMEG



## Entrenched Brand

- Mass Premium
- National Presence
- 6 Brands addressing markets and channels

## Self Reliant

- ~90% in-house manufacturing
- High level of automation & integration



## Widely Distributed

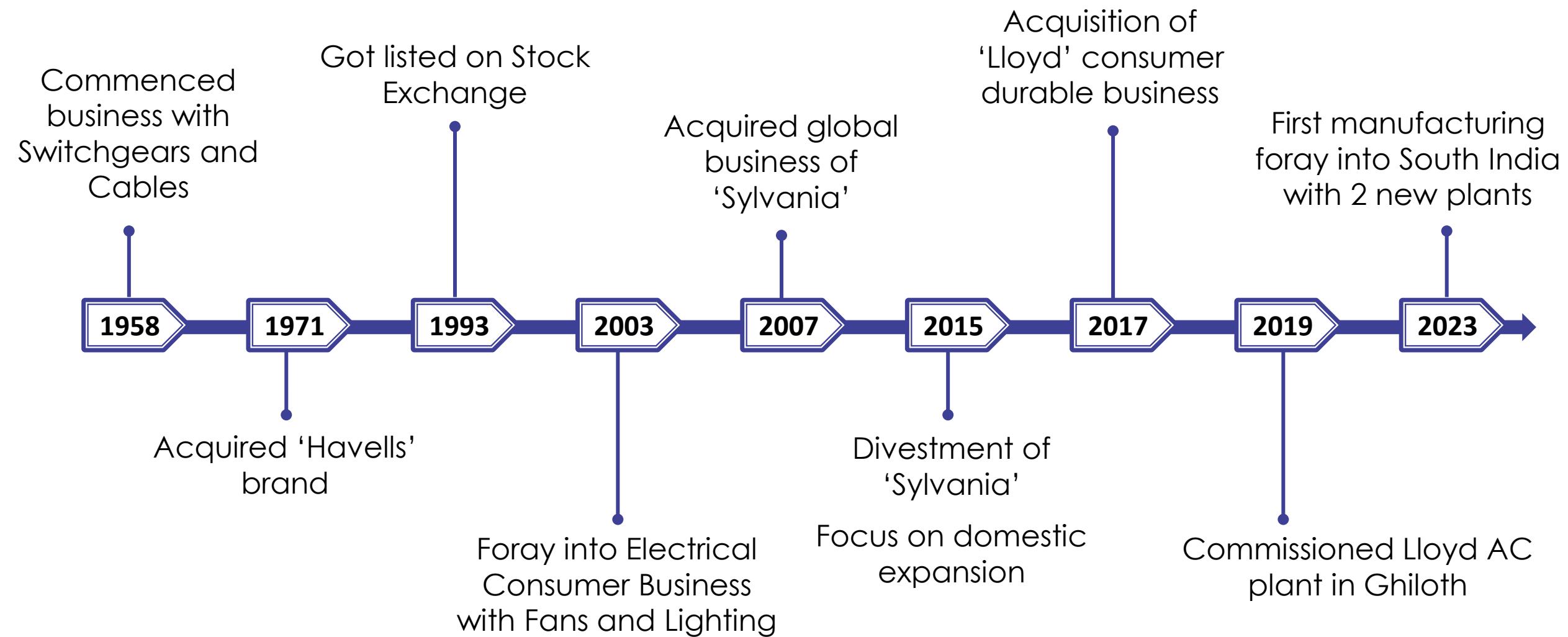
- Omni Channel
- ~18,000 direct dealers
- ~250,000 retailers

## Widest Product Portfolio

- 20 product verticals
- USD 25+ bn addressable market

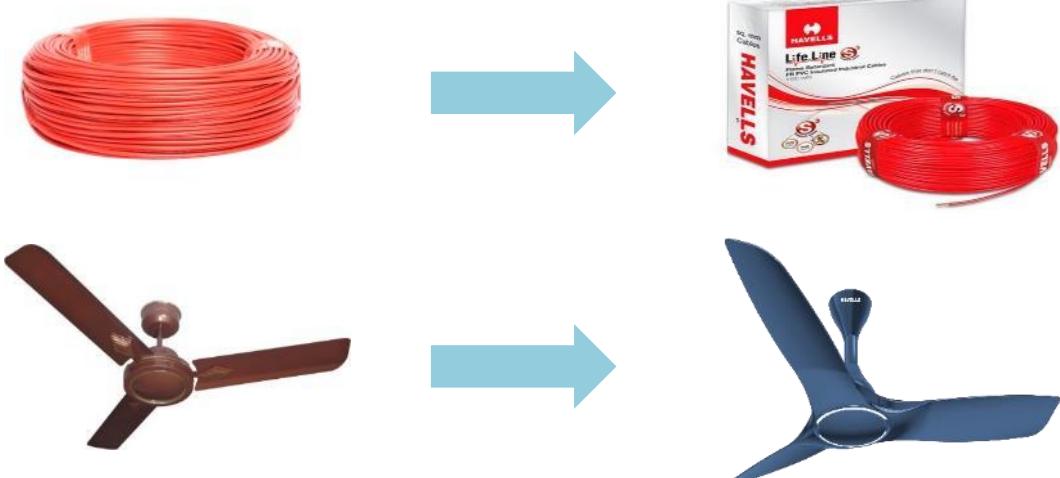


# AN EVOLVING JOURNEY



# KEY MILESTONES

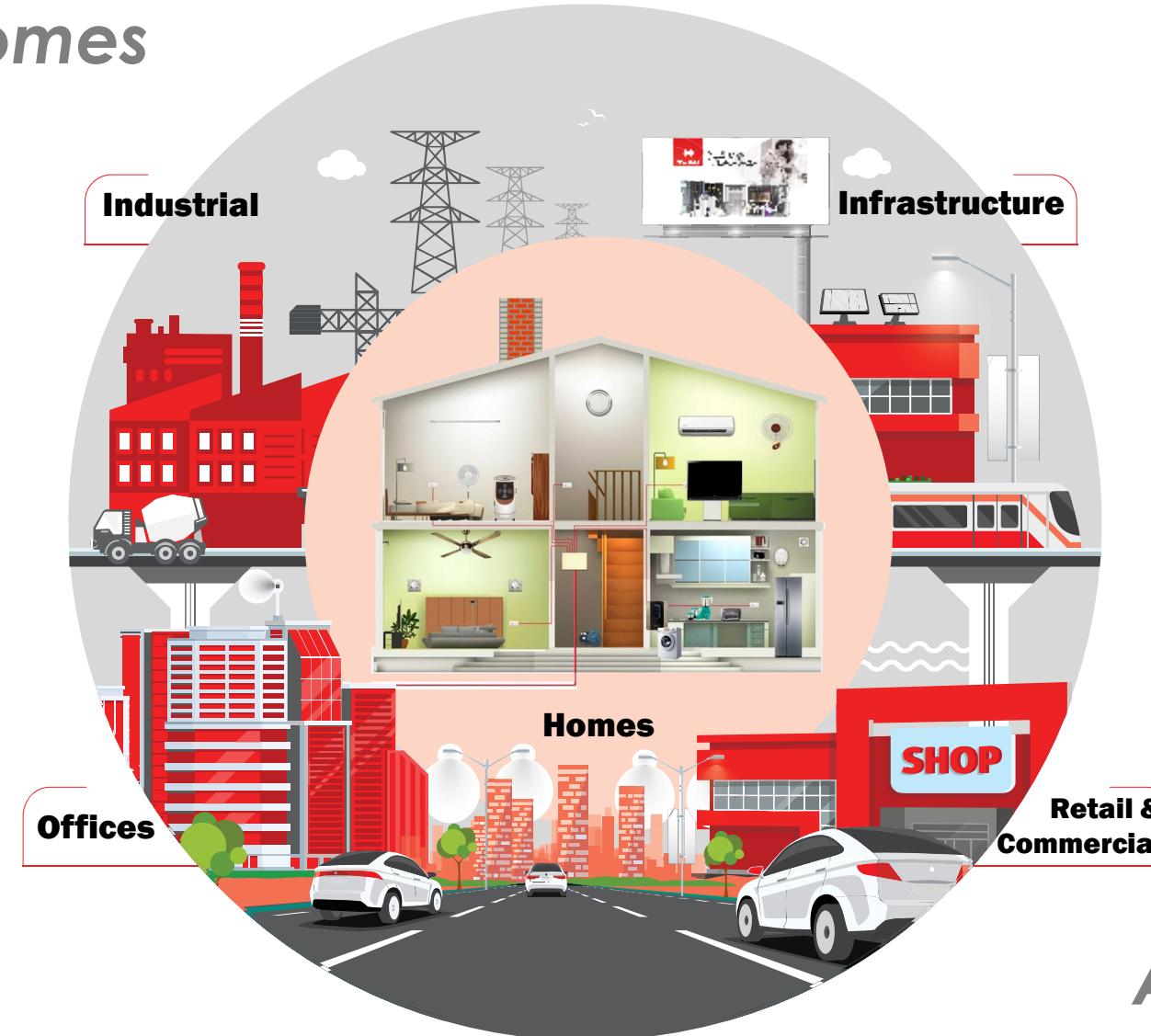
- Commodity to Branded
- Single to Multi product
- Large scale manufacturing to drive efficiency and quality
- Mass to 'Mass Premium'
- Pan India presence
- Acquisition of Sylvania and pragmatic exit
- Lloyd Acquisition
  - ✓ Entry into high potential Consumer Durables
  - ✓ Aligned with 'Deeper into Homes'
- Expansion to rural areas



## Deeper Into Homes



## Deeper Into Homes



*And Beyond*

# SEEDING & SCALING BUSINESSES

Rs 1,000+ Crores Categories

6



Cable



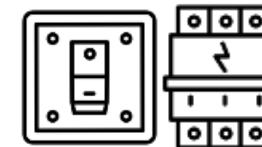
Wire



Consumer  
Lighting



Fans



Residential  
Switchgear



AC

# A 10 YEAR RETROSPECT



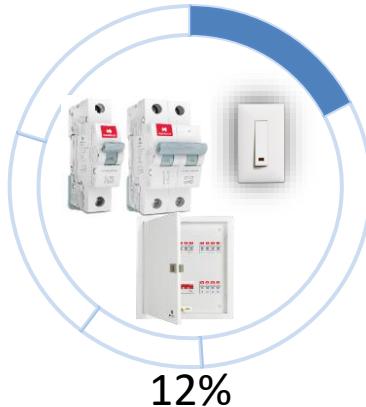
In Rs Crores	FY14	FY24	10Y CAGR
Revenues	4,720	18,550	15%
EBITDA	642	1,845	11%
PAT	479	1,273	10%
Net Worth	2,130	7,438	13%
Market Cap	11,608	115,000	
Product Lines	13	20	
Head Count	3,693	6,712	

\* Head count excluding Contractual Employees

# WELL BALANCED PORTFOLIO

## Revenue Mix (FY24)

Switchgears



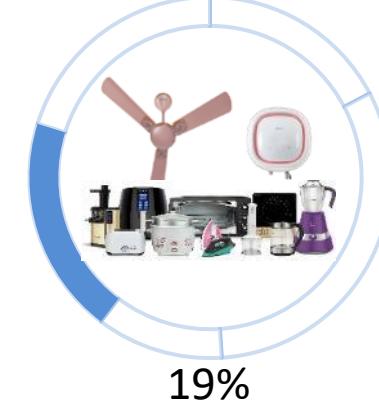
Cables



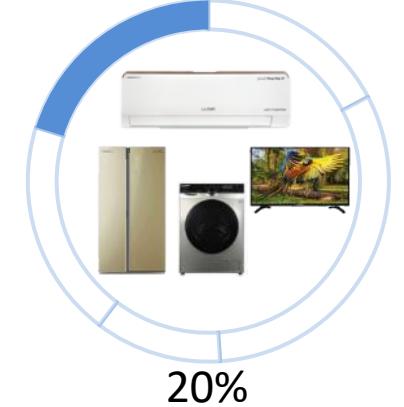
Lighting & Fixtures



Electrical Consumer & Durables



Lloyd



## Contribution Margin Mix (FY24)

Switchgears



Cables



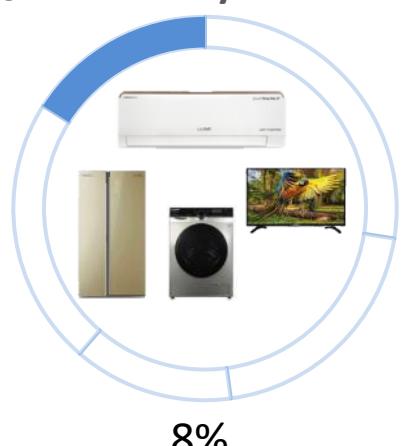
Lighting & Fixtures



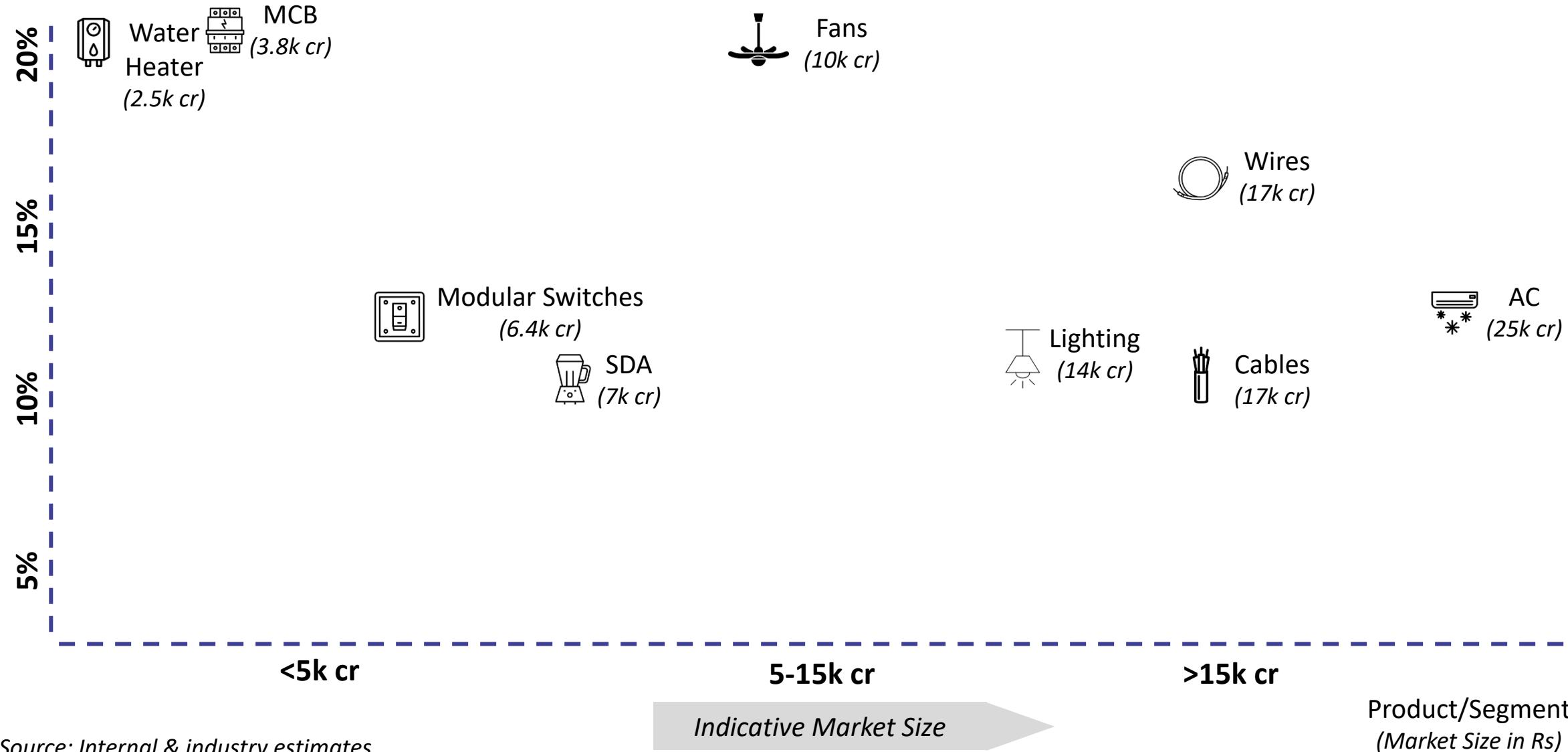
Electrical Consumer & Durables



Lloyd



# MARKET SHARE: TOP 3 ACROSS CATEGORIES



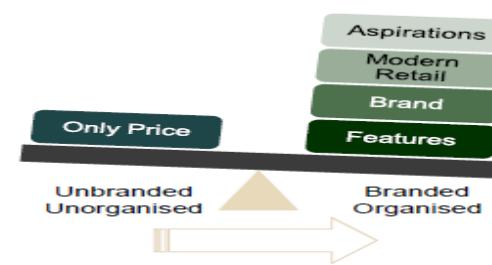
**MOVING  
AHEAD**

# GROWTH LEVERS

## Electrification- semi urban & rural penetration



## Aspirational shift for brands



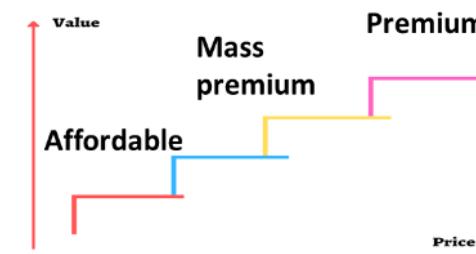
## Formalization & Digitisation



## Nuclearization of families



## Product Expansion & Laddering

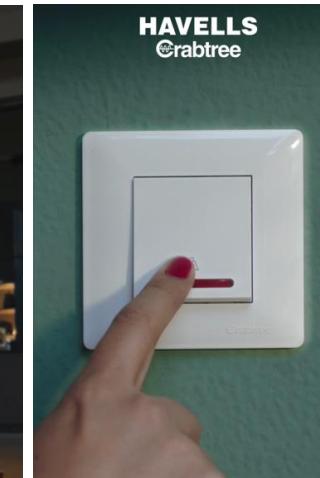


## Rise in disposable income & comfort led demand

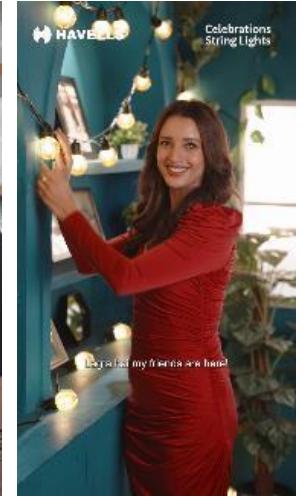
Comfort  
— & Convenience —

# DRIVING BRAND AFFINITY

## Advertising Campaigns



## Digital Influencer Campaigns



# DISTRIBUTION: BROADENING ROUTE TO MARKET

## Traditional



## Modern Trade



## E-Commerce



## Exclusive Stores



## Projects



## Canteen Stores



## International

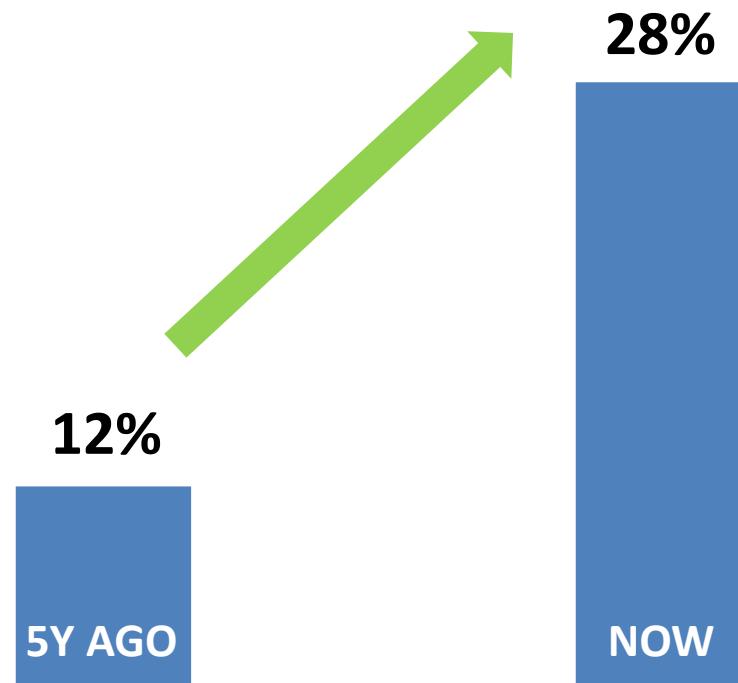


## Rural

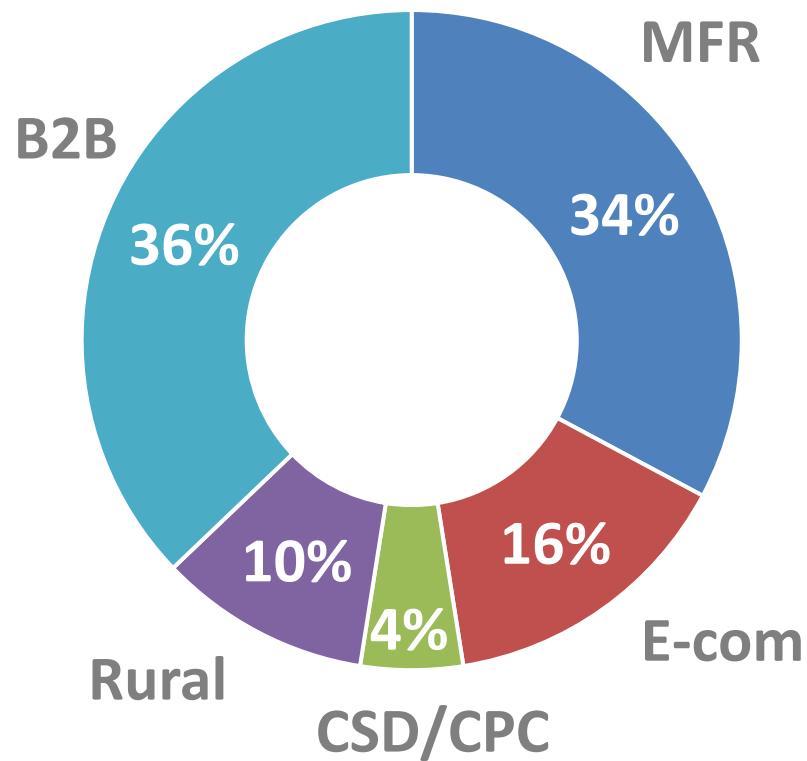


# DISTRIBUTION: SEEDING EMERGING CHANNELS

Emerging Channel (% of revenue)

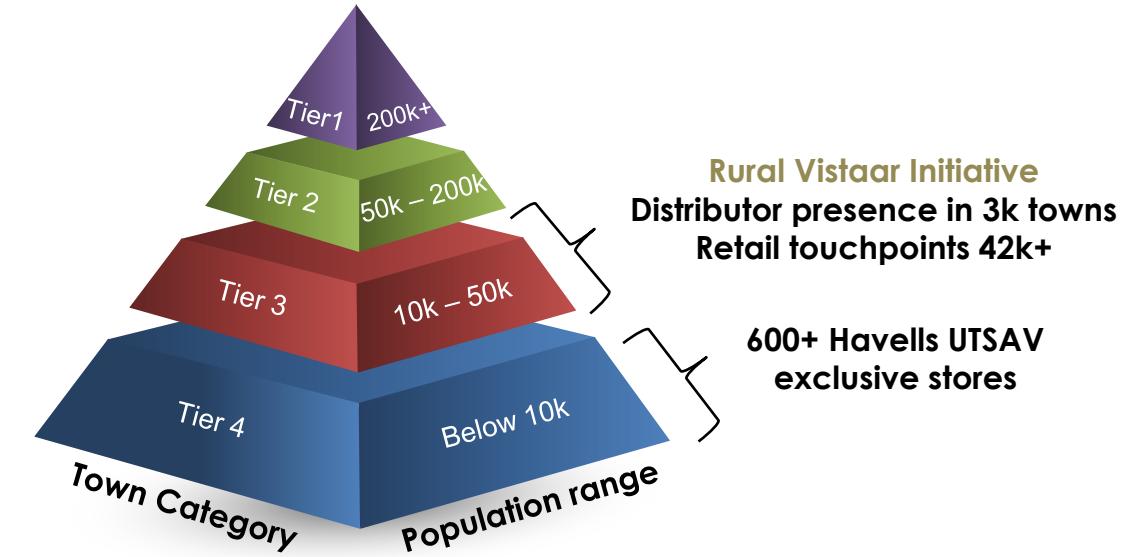


Emerging Channel Mix



# DISTRIBUTION: RURAL- UNTAPPED OPPORTUNITY

- Improved electricity penetration creating demand
- Informed rural customer shifting to trusted brands
- Havells - Most penetrated FMEG brand in Rural markets



# DISTRIBUTION: INTERNATIONAL



70+ Countries

**~80%**  
Revenue from AMESA  
(Africa, Middle East, and South Asia)

**~\$100 mn**  
Export Revenue

Opportunity to play  
in larger addressable  
Developed Markets

**China+1**  
Creating global opportunities

**Havells Strengths**  
Brand, Manufacturing,  
Product portfolio, R&D

## Recent Initiatives

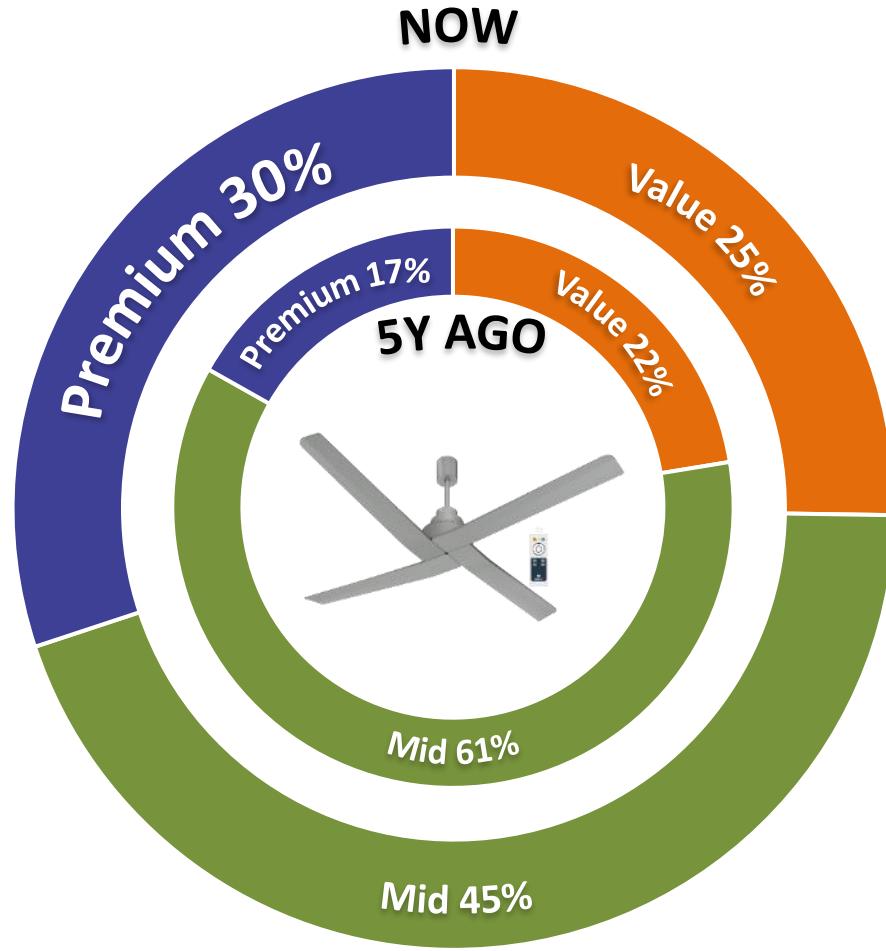
Lloyd launch  
in Middle  
East



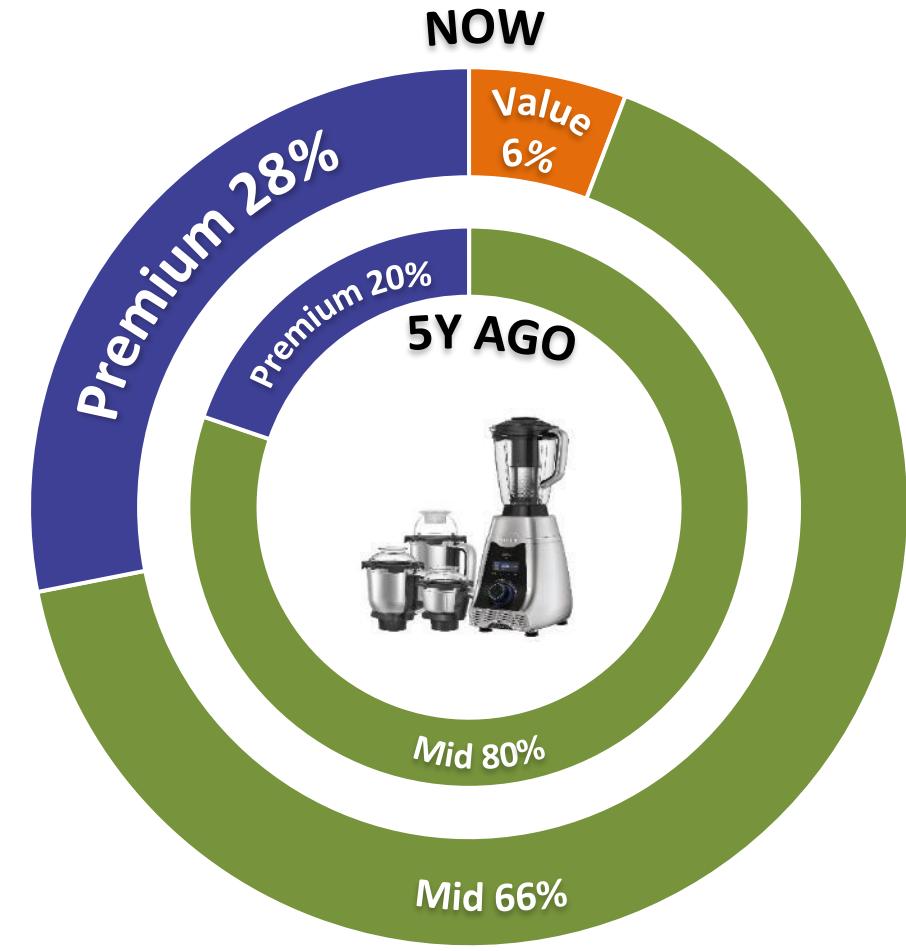
Setup of subsidiary in US to  
leverage new growth  
opportunities

# PREMIUMISATION

## Ceiling Fans



## Mixer Grinders



\* Premium refers to  $>1.2x$  of average selling price (ASP); Value refers to  $<0.8x$  of ASP

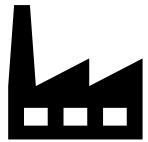
# R&D: FAST FOLLOWER TO THOUGHT LEADERSHIP



# DIGITIZATION: DRIVING BUSINESS EFFICIENCY



**Supplier**



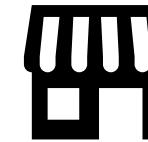
**Factory**



**Channel Partner**



**Sales Team**



**Retailer**



**Consumer**

**360<sup>0</sup> Integration of Stakeholders, Business Processes and Data**

**Closer to the Consumer**

## Global Vendor Portal



**DMS**

**MORE**  
Market Operations & Revenue Enhancement



**Field Force  
Automation**

**SAMPARK**

**Retailer Engagement**

**E-PLUS 2.0**

**Electrician Loyalty**



**Consumer App**

**Home Advisor**

**Consultation**



**WA for  
Business**

**D2C Channel**

**Advocacy**

**Awareness**

**Usage**

**Consumer  
Lifecycle**

**Consideration**

**Purchase**

**With Consumer  
thru Lifecycle**

**DASSAULT  
SYSTEMES**

**Industry 4.0 (Mfg  
Execution System)**

## Full Stack

Consumer Appliances Play (AC, WM, Ref, TV)

Acquired in 2017

~13k Retail Points



~Rs 3,800 crores

Revenue

Amongst Top 3

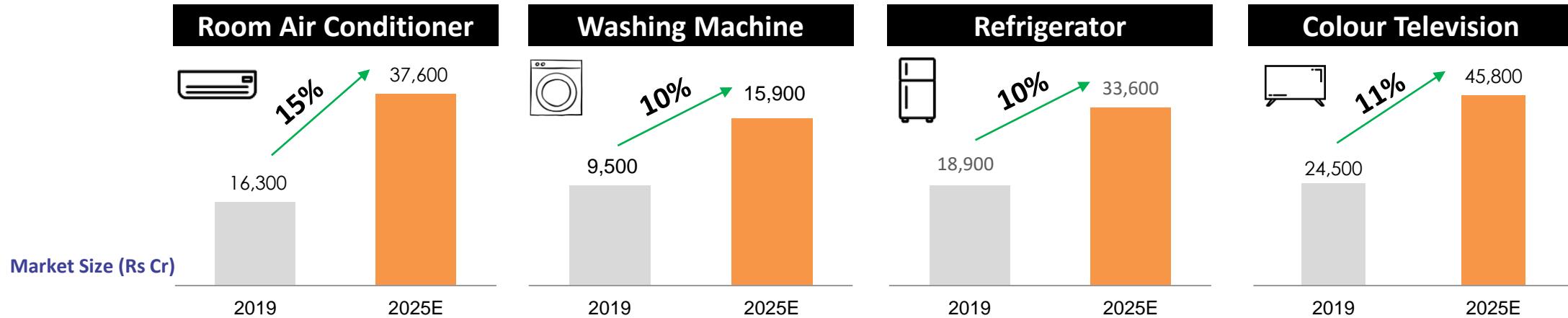
In AC Market

2 Million units

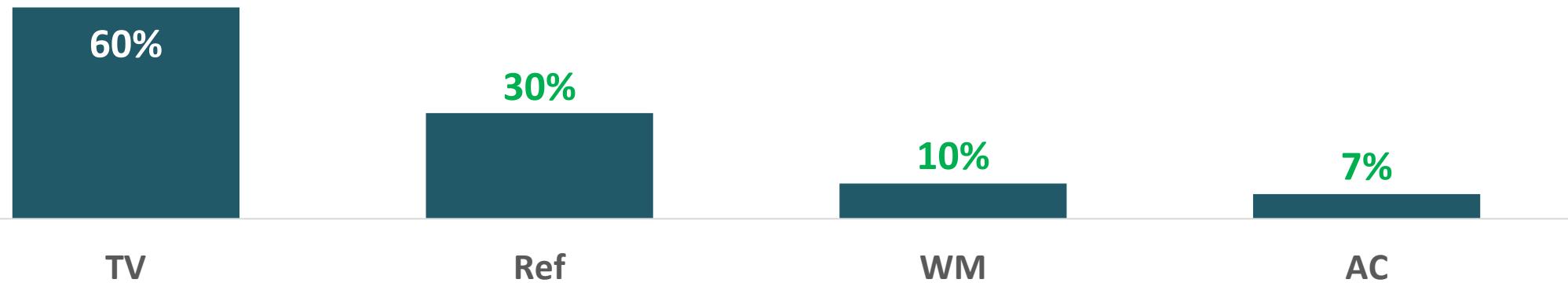
AC Manufacturing Capacity  
across 2 Plants

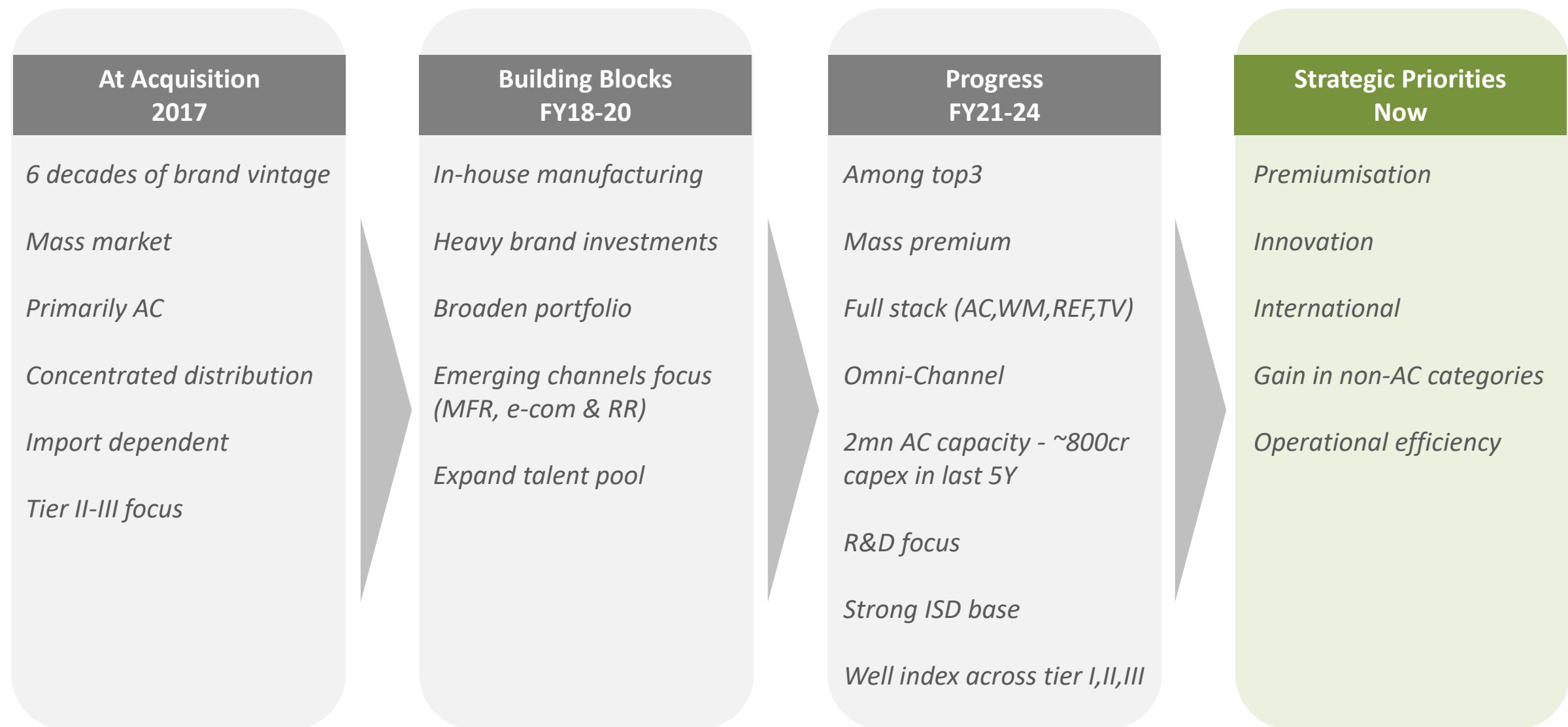
# CONSUMER DURABLES: HIGH GROWTH POTENTIAL INDUSTRY

## Large High Growth Market



## Low Penetration





# FINANCIAL HIGHLIGHTS

In Rs Crores

	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>
Net Revenue	10,068	9,429	10,428	13,889	16,868	18,550
Growth %	24%**	(6%)	11%	33%	21%	10%
EBIDTA %	11.8%	11.9%	15.0%	12.7%	9.5%	9.9%
PBT % before exceptions	11.4%	9.6%	13.7%	11.5%	8.6%	9.2%
PAT % before exceptions	7.8%	7.8%	10.0%	8.6%	6.4%	6.9%
<hr/>						
ROCE %	29%	21%	30%	28%	23%	25%
ROE %	20%	17%	22%	21%	17%	18%
Net Worth	4,192	4,305	5,165	5,989	6,615	7,438
Net Working Capital	766	699	1,583	1,354	2,037	1,875
Net Working Capital Days	28	27	55	36	44	37
Cash & Bank	1,288	1,107	1,931	2,982	2,158	3,015

\*\* Ex-Lloyd excise adjusted growth in FY19 was 22%

Above financials based on standalone numbers

ROCE % is EBIT / Average Capital Employed (Net Worth + Gross Debt)

# GROWTH WITH RESPONSIBILITY

## Mid-day Meal



70k Daily mid-day meals enrolments

## Green Cover Program



Over 21 lakh cumulative trees plantation

## Education Programs



FLN program benefiting 86k+ students in 1,700+ schools

## Heritage Programs



First of its kind CSR restoration project

## External Global ESG Rating

DJSI

Ranked among top 10 in global electrical equipment sector

MSCI

Rating A

Sustainalytics

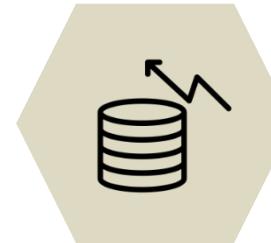
ESG Risk Rating 20.95 (Medium Risk)

CDP

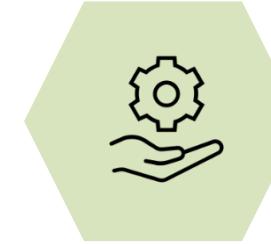
Water Security B & Climate Change C

# GOVERNANCE

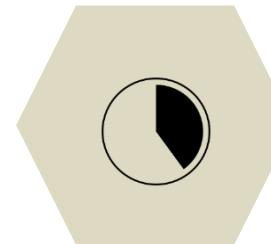
**AAA** credit Rating



Dividend payout ratio of  
**~44%**



**14 member board**; only 3 family  
members on the board



**CG2+**

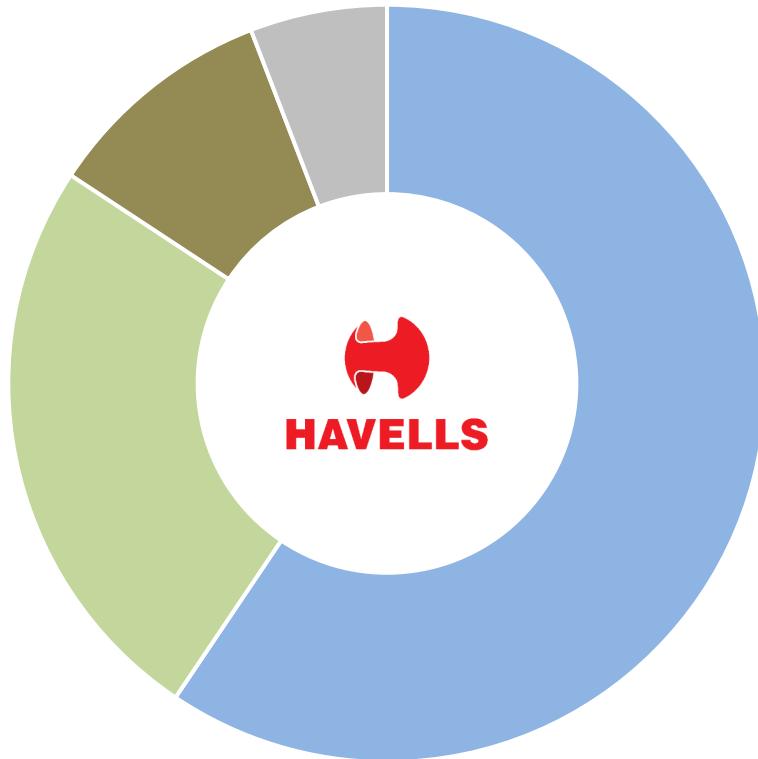
Corporate Governance rating



**Highly reputed** independent  
professional board

# SHAREHOLDING SUMMARY

## ■ Shareholding Pattern (March 2024)



 Promoters	<b>59.43%</b>
 Foreign Portfolio Investors	<b>24.83%</b>
 Domestic Institutions	<b>9.88%</b>
 Others	<b>5.85%</b>

# SUMMARY

An Indian brand born, survived and thrived  
amidst fierce competition

**Uniquely positioned** to serve the  
aspiring nation and build lasting  
legacy



**HAVELLS**

Excited with opportunities ahead

**Value creation** for all its  
stakeholders

**Entrepreneurship** with guts, integrity  
and humility

# THANK YOU