



**HAVELLS**



Havells India Limited

Growing Tenaciously

August 2016

## HAVELLS - INTRODUCTION

- Havells – a leading brand in electrical consumer products in India
- Widest product basket with premium positioning, amongst top four
- Embarking growth in challenging economic environment, CAGR 13.5% over last five years
- Translating into a FMEG with greater consumer focus, marketing practices and margins on lines of FMCG industry
- Disinvestment of Sylvania global to reduce volatility in consolidated earnings and to improve financial returns

# HAVELLS – INTEGRATED BOUQUET OF PRODUCT OFFERING



# HAVELLS – MARKET POSITION IN EACH CATEGORY

## Switchgears - Domestic MCB

Market Size ~ INR 20,000 million  
Market share ~ 27-28% (15% in 2006)

Peers – Legrand, Schneider

## Switchgears – Switches\*

Market Size ~ INR 22,000 million  
Market share ~ 14-15% (5% in 2006)

Peers – Panasonic (Anchor), Legrand

## Cable - Domestic

Market Size ~ INR 80,000 million  
Market share ~ 16% (6% in 2006)

Peers – Polycab, Finolex

## Cable – Industrial

Market Size ~ INR 120,000 million  
Market share ~ 10% (6% in 2006)

Peers – Polycab, KEI

## Lighting & Fixtures- Total

Market Size ~ INR 65,000 million  
Market share ~ 10-14%

Peer Position – Philips, Bajaj, Crompton, Wipro

## Lighting & Fixtures-LED

Constitute 51% of Havells total lighting segment - FY16

## Electrical Consumer Durable - Fans

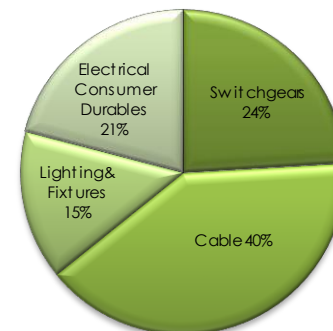
Market Size ~ INR 62,000 million  
Market share ~ 15%

Peer Position – Crompton, Usha, Orient

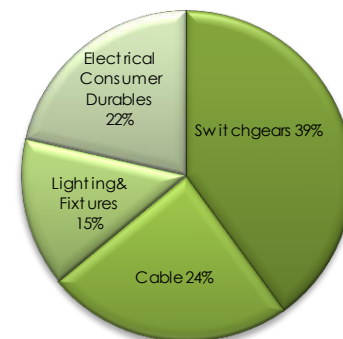
## Domestic Appliances

Market Size ~ INR 65,000million  
Peer Position – Bajaj, Philips

**FY16  
Revenue Mix**



**Contribution Margin Mix**



\* Premium modular plate switches

# HAVELLS – GROWING TENACIOUSLY

## DEEPENING DISTRIBUTION NETWORK

- Start building direct connect with retailers and electricians to create excitement and demand generation, to be serviced through existing dealer
- Vertical (tier II, III cities) and horizontal channel expansion - product extension to allow entry in uncovered distribution network (pumps, domestic appliances)
- Technology and use of mobile apps will provide convenience and speed
- Intimate dealer relationship with strategic initiatives



## **HAVELLS – GROWING TENACIOUSLY**

### **ATOMIZING GROWTH – STRING OF PEARLS**

- Technology based product extension in the new category (LED lighting) and in the existing category (home automation)
- Life style based product introduction in non existing markets as of now (air fryer, air purifier)
- Product introductions to feed existing channel (air cooler)
- Developing new customer channel (MFR, CSD)
- Extended other brands - 'Standard' into more product categories and geographies, 'Reo' to address untapped market
- Greater accountability with focused verticization, inculcating senior resources fortifying management bandwidth

## HAVELLS – GROWING TENACIOUSLY

### INORGANIC

- To get access to new product, technology, brand or to expand distribution network, geographical reach in India
- Acquired 68.9% stake in Promptec Renewable, Bangalore, Karnataka
- Focus on high growth segment of LED street lighting, exploring IoT (Internet of Things) and solar
- Provide access to B2G and B2B segments hitherto sidelined in Havells
- To provide manufacturing foothold in South Indian region

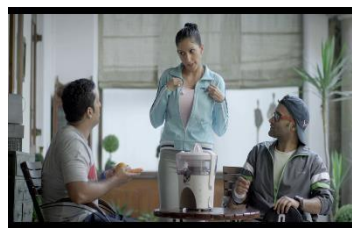
# HAVELLS – GROWING TENACIOUSLY

## REAFFIRMING BRAND EQUITY

- Electrical industry conventionally not brand driven
- Havells bridged the gap with aggressive marketing campaign, spending 3-4% of sales (industry ~1%)
- Leveraging digital media
- Premium brand perception: Achiever, Educated, Ambitious
- Creating specific platform for wider, diverse consumerism



Main Pankha Hun



Respect for Women



Bill Chhoti Dil Bara



Wire that Don't catch fire



# HAVELLS – GROWING TENACIOUSLY

## STRONG MANUFACTURING

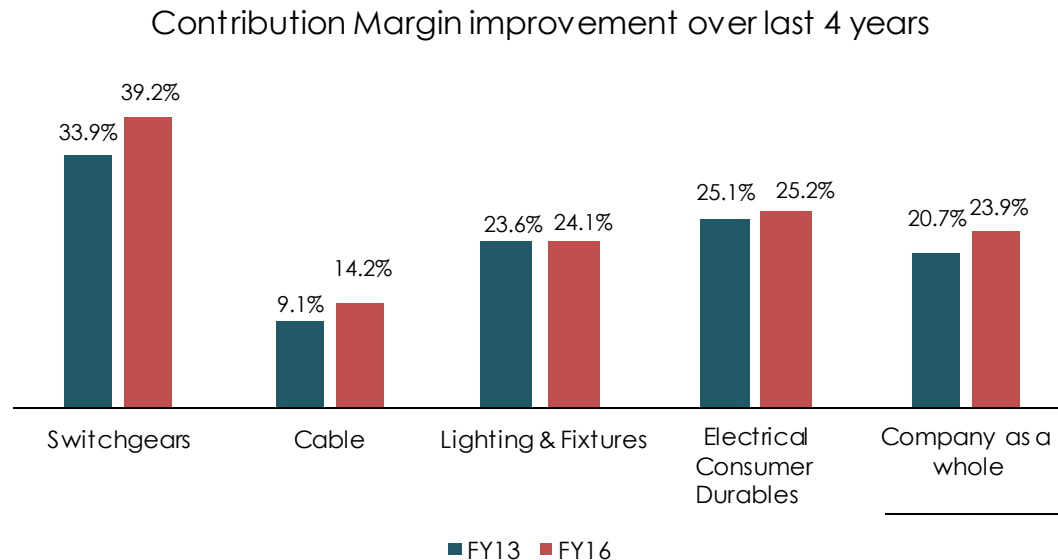
- Defying industry convention, Havells significantly invested in 12 large scale, well equipped plants
- One plant-one product focus to drive scale and cost efficiencies
- Provide confidence to dealers/ consumers and a critical and strategic swiftness to market opportunity, gaps and demand
- Insulated against wide forex fluctuation, 91% of revenue from in-house Manufacturing.



# HAVELLS – GROWING TENACIOUSLY

## IMPROVING MARGINS

- Improvement in contribution margins due to focused cost efficiency measures, price discipline and low commodity prices.



# HAVELLS STANDALONE FINANCIALS

in millions of Rupees

## Operational highlights

	FY14	FY15	FY16	Q1 FY17
Net Revenue	47,197	52,387	54,369	14,668
Growth (%)	12%	11%	4%	17%
EBIDTA	6,416	6,991	7,493	2,004
EBIDTA %	13.6%	13.3%	13.8%	13.7%
Profit Before Tax	5,951	6,463	9,142*	2,023
Net Profit	4,787	4,649	7,154*	1,456
Net Profit %	10.1%	8.9%	13.2%	9.9%
CAPEX	919	1,689	1,728	54

- \*Profit for FY 16 includes exceptional profit of Rs.2,024 due to profit on Sylvania stake sale
- Low working capital due to channel financing made available to dealers i.e. direct funding by bankers with limited recourse on the company.

## Balance Sheet highlights

	March 14	March 15	March 16	June 16
Net Worth	21,299	23,758	26,442	31,070
Gross Debt	1,955	835	442	337
Net Fixed Assets	9,341	10,073	10,821	12,063
Investment	8,825	10,118	3,096^	3,203^
Net working capital	3,697	4,277	5,057	6,478
Cash & bank balance	6,261	6,973	14,953	15,119

- 44% dividend payout on standalone profit in FY16
- Additional interim (special) dividend was paid @ Rs. 3 per share out of Sylvania sale proceeds
- ^Excluding investment of INR 1,534 million in tax free bonds, part of cash & bank balance

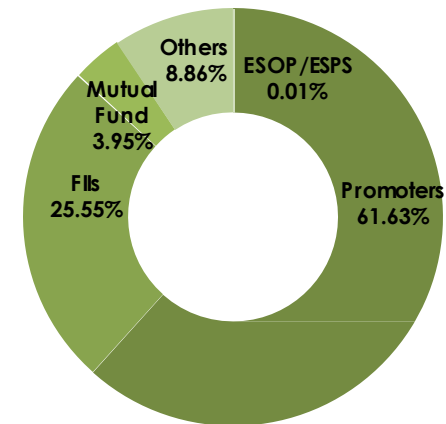
## SYLVANIA DISINVESTMENT

- In January 2016, 80% stake sale for Sylvania was completed
- Equity value of 100% stake is Euro 186 million (~Rs 1,357 crores) against cumulative investment of Rs 981 crores
- The divestment will help reduce the uncertainty and earnings volatility for Havells consolidated financials
- Improvement in financial returns and related matrix
- Havells will retain subsidiaries based in USA, Brazil and Thailand with an option to sell in next 24 months
- Operations in Chile and USA have been curtailed & Brazil and Thailand registered profit during June-16 & March-16 quarters.

## HAVELLS - BENCHMARKING WITH THE BEST CORPORATE, FINANCIAL AND SHAREHOLDERS GOVERNANCE

- Promoters- Single business focus
- Transparent and detailed communication to shareholders
- Committed to high standards of corporate and shareholder governance

Shareholding Pattern



**FIs;** Nalanda Capital, Norges Bank, Capital World

**Mutual Funds;** HDFC/ UTI

## SUMMARY

- Havells metamorphosing into branded consumer company benchmarked against the best-in-class across industries (not just electrical)
- Constant endeavor to strengthen core with technology and native business acumen
- Focus on growth with organic leverage and inorganically
- Well positioned for industry leading growth, spurred by anticipated economic revival