



# Havells India Limited

Leveraging Brand & Distribution

February 2015

***SYLVANIA***



**HAVELLS**



## INTRODUCTION

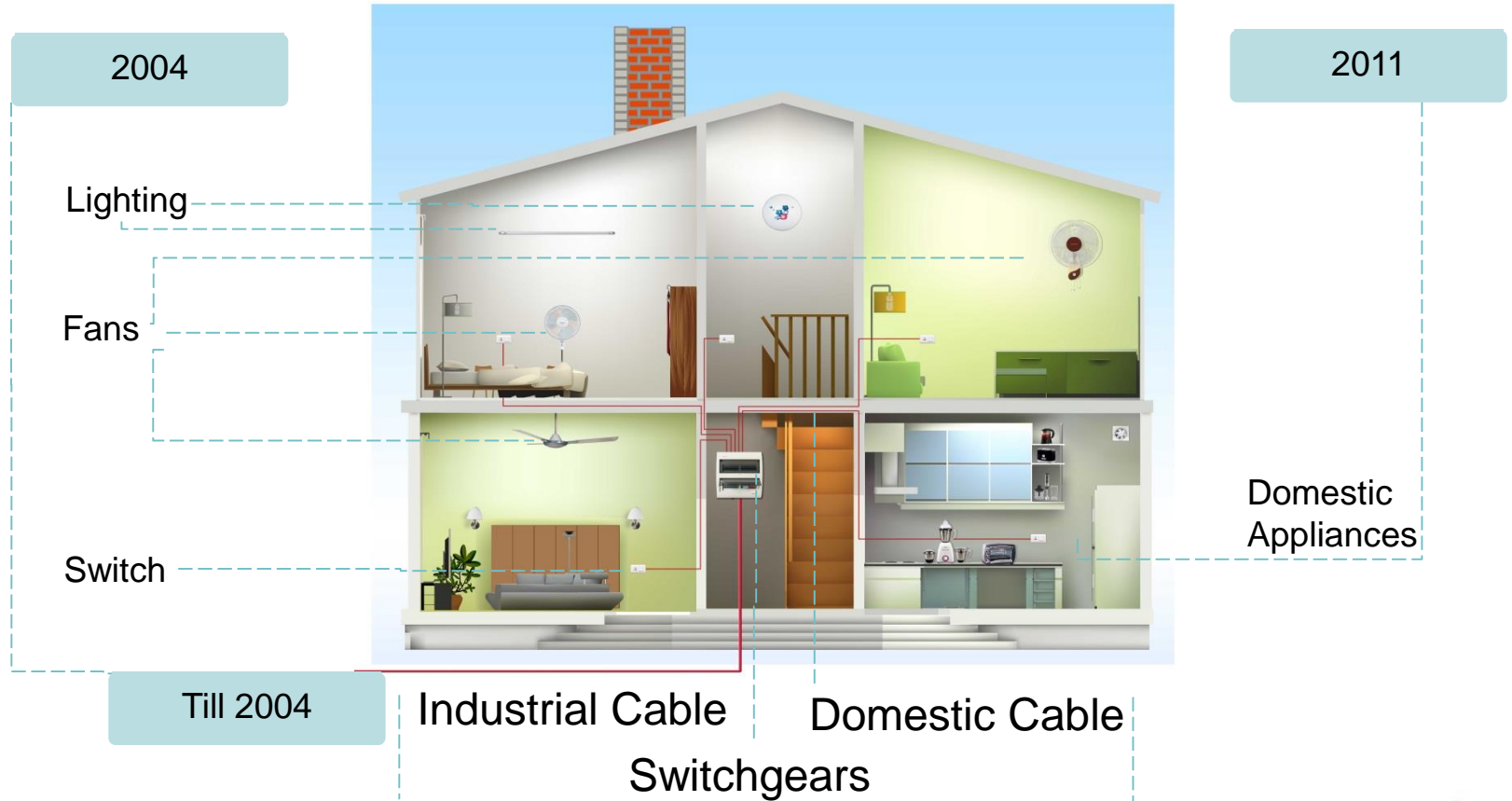
- Havells – a branded electrical consumer products company in India.
- Started in 1971 with the acquisition of Havells brand.
- Amongst top 4 brand in various product categories.
- Acquired global lighting brand ‘Sylvania’ in 2007 to expand in international markets.
- Consolidated Revenue of US\$ 1.4 billion and profit of US\$ 75 million.
- A focused brand & distribution business strengthening its core activities at ongoing basis.



## SUSTAINED GROWTH & BUSINESS LEADERSHIP

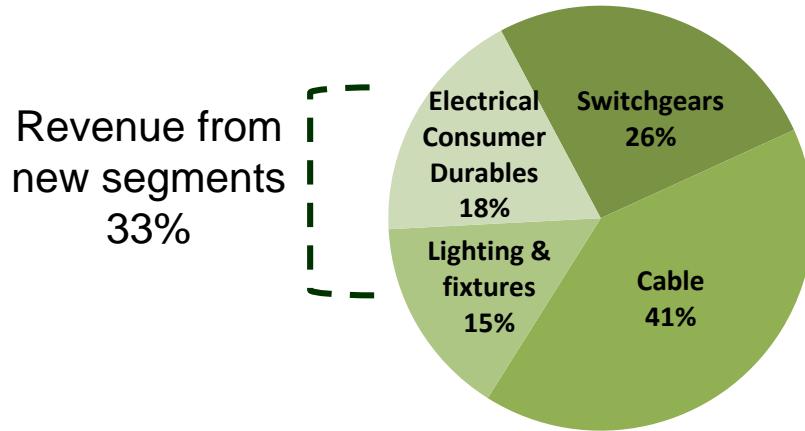
- Stronger focus on consumer business.
- Brand promotion, distribution penetration, servicing and product expansion, inter-alia, to be key initiatives for growth.
- Product mix to further gravitate towards consumer branded segment.
- Benchmarking with industry leaders in other building product segments like Paints, Adhesives; at par advertisement spend.
- Better profitability, free cash flow and superior return to shareholders to guide business policies.

# BACKYARD TO LIVING ROOM

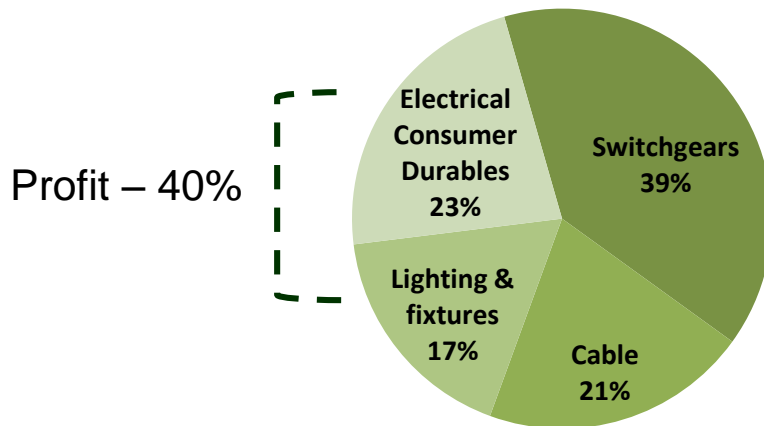


# ABILITY TO LAUNCH, STABILIZE & CREATE SIZEABLE BUSINESS

Revenue Mix - FY14



Contribution Mix - FY14



**Successfully gained market share in new segments. Amongst top four brands**

## Electrical Consumer Durable - Fans

Market Size ~ INR 47,000 million

Market share ~ 15%

Peer Position – Crompton, Usha, Orient

## Lighting - CFL

Market Size ~ INR 24,000 million

Market share ~ 11%

Peer Position – Philips, Osram

## Lighting - Luminaires

Market Size ~ INR 30,000 million

Market share ~ 14%

Peer Position – Philips, Bajaj, Crompton, Wipro

## Domestic Appliances

Market Size ~ INR 50,000 million

Peer Position – Bajaj, Philips

# Creating Long Term Value

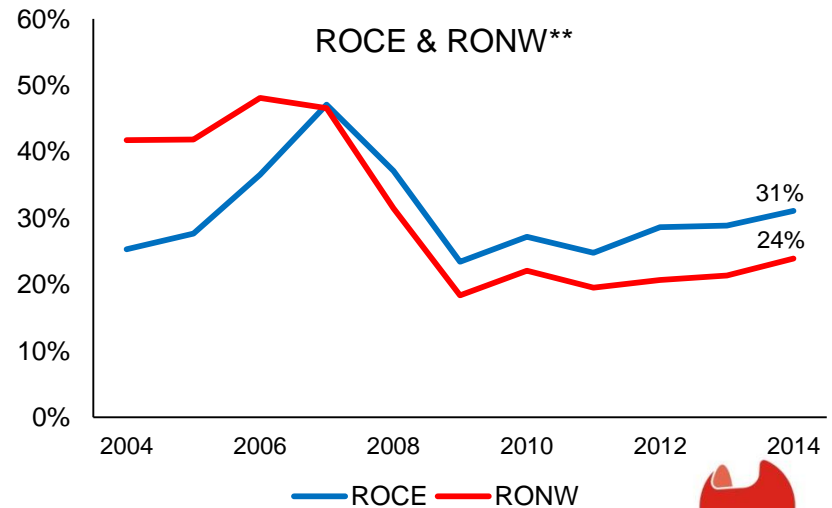
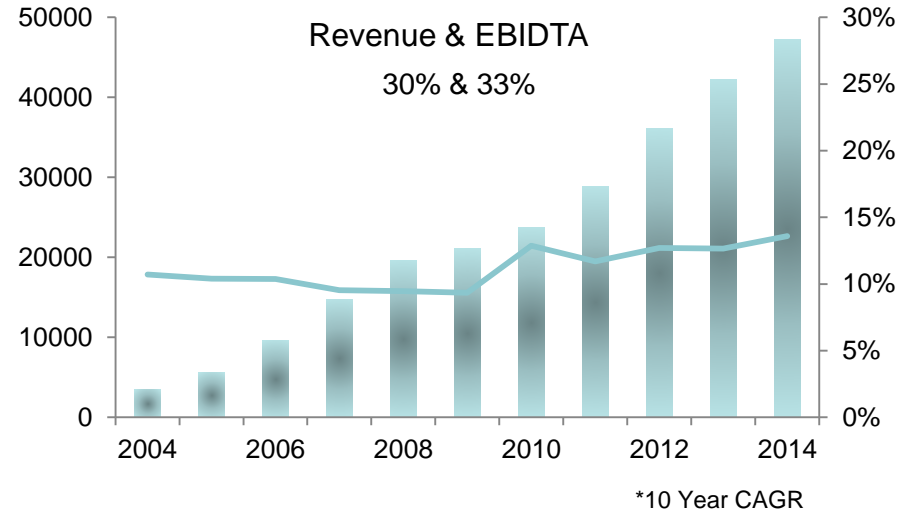
## MAINTAINING INDUSTRY LEADERSHIP

**# 1** **Switchgears - Domestic MCB**  
 Market Size ~ INR 17,000 million  
 Market share ~ 29% (15% in 2006)  
 Peers – Legrand , Schneider

**# 2** **Switchgears - Switches**  
 Market Size ~ INR 16,000 million  
 Market share ~ 20% (5% in 2006)  
 Peers – Panasonic (Anchor), Legrand

**# 3** **Cable - Domestic**  
 Market Size ~ INR 72,000 million  
 Market share ~ 14% (6% in 2006)  
 Peers – Polycab, Finolex

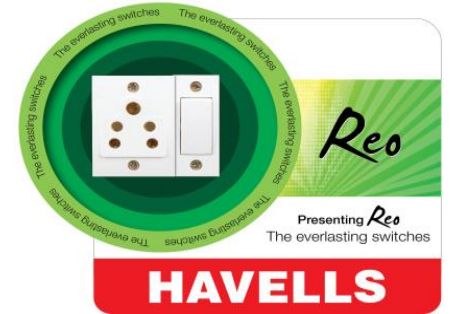
**# 2** **Cable – Industrial**  
 Market Size ~ INR 100,000 million  
 Market share ~ 11% (6% in 2006)  
 Peers – Polycab, KEI



\*\* stand alone based on average

## WIDER, DEEPER

- Direct presence in 100 towns with >500k population.
- Focus now on towns with 50-500k population. Out of 1200 towns, already reached nearly 850 towns.
- Less than 50k towns currently served by distributors as opportunity constrained with inadequacy of quality and availability of power.
- Reo launched as an entry level product to drive growth in smaller, emerging towns.
- Galaxy showrooms (franchised) to increase from 250 to 400 covering 250 towns (against earlier 130 towns).
- Galaxy now contributes 16% of non-cable business apart from a high quality brand visibility and direct consumer engagement.
- Greater relationship with retailers & electricians through 'Power Plus' initiative. Number of registered retailers currently stands at 58,000 and electricians at 1,27,000.

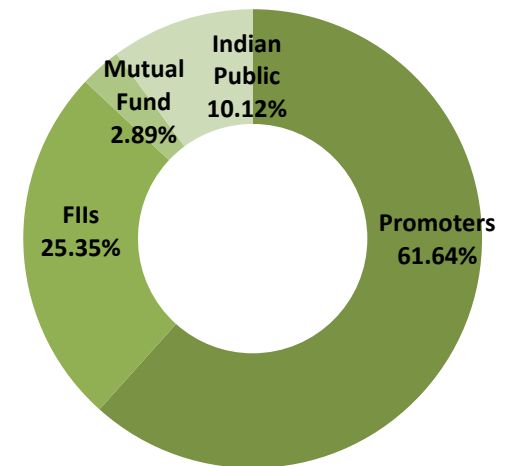


**HAVELLS**

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

- Promoters- Single business focus, high quality corporate governance practices. Alignment of interest with other investors through transfer of “HAVELLS” Brand at no consideration.
- Predictability and sustainability of financials to emulate FMCG industry.
- Strict working capital management, low debt and superior cash flows.

### Shareholding Pattern



Nalanda Capital  
Sequoia Capital  
Capital World



# HAVELLS STANDALONE FINANCIALS

in millions of Rupees

## Operational highlights

	FY13	FY14	9MFY15
Net Revenue	42,250	47,197	38,894
<i>Growth (%)</i>	<i>17%</i>	<i>12%</i>	<i>14%</i>
EBIDTA	5,349	6,415	5,195
<i>EBIDTA %</i>	<i>12.7%</i>	<i>13.6%</i>	<i>13.4%</i>
Net Profit	3,714	4,787	3,431
<i>Net Profit %</i>	<i>8.8%</i>	<i>10.1%</i>	<i>8.8%</i>
CAPEX	1,200	920	1,220

- Additional guaranteed debt of Euro 26 mn out of which total outstanding principal amount is Euro 10.8 mn.

## Balance Sheet highlights

	March 13	March 14	Dec 14
Net Worth	18,702	21,299	24,794
Gross Debt	1,088	1,955	1,065
Net Fixed Assets	9,135	9,341	9,882
Investment (Sylvania)	7,751	8,515	9,050
Net working capital	3,942	3,796	5,863
Cash & bank balance	2,465	6,261	5,458

- Low working capital due to channel financing made available to dealers i.e. direct funding by bankers with limited recourse on the company.
- 46% dividend payout on standalone profit.

## SYLVANIA ACQUISITION – GLOBAL FOOTPRINT

- Acquired Sylvania lighting for expanding internationally with similar business profile-brand and distribution network.
- 100 years old brand having distribution network across Europe, Latin America and global brand recall.
- Acquired for Euro 227 million in 2007.
- Operational restructuring in 2009-10, currently under consolidation with profitability focus.

### Lamps:



LEDs

Traditional

### Fixtures:



LED

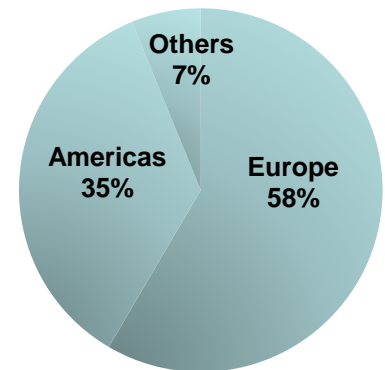
Architectural/IC

## STRATEGY-SYLVANIA

- Stabilizing Europe, growth in Latin America and Asia.
- Working closely to align portfolio on LED focusing on end customer needs.
- Fixture leads LEDification with high growth and penetration.
- LED sales in Europe increased its share in total sales to 29% from 20% last year.
- Successful debt refinancing in 2012 led by ICICI bank, Standard Chartered and HSBC.
- Significant deleverage aided by proceeds from Havells equity and internal accruals.

Revenue Mix FY14

### Geographical



# SYLVANIA FINANCIALS

in millions of Euro

## Operational highlights

	FY13	FY14	9MFY15
Net Revenue	€ 439.9	€ 440.1	€ 330.6
Operating Expenses	€ (416.6)	€ (417.5)	€ (314.1)
Pension liability	€ (0.8)	€ (6.1)	€ (7.9)
EBIDTA	€ 22.5	€ 16.5	€ 8.6
EBIDTA %	5.1%	3.7%	2.6%
Exceptional cost	€ (25.8)*	--	--
Net Profit	€ 30.5	€ (4.0)	€ (11.5)

\* includes income from settlement agreement with Osram.

## Balance Sheet highlights

	Mar 13	Mar 14	Dec 14
Share Capital	€ 141.2	€ 141.3	€ 141.3
Reserve & Surplus	€ (65.6)	€ (78.1)	€ (87.4)
Net debt	€ 68.4	€ 57.7	€ 46.1
Net Fixed Assets	€ 34.1	€ 32.0	€ 30.1
Goodwill	€ 53.0	€ 53.0	€ 53.0
Net working capital	€ 122.8	€ 109.9	€ 107.8

• All financials as per Indian GAAP.

## CONSOLIDATED

in millions of Rupees

### Operational highlights

	FY13	FY14	9MFY15
Net Revenue	72,478	81,858	64,510
<i>Growth (%)</i>	11%	13%	8%
EBIDTA	6,915	7,790	5,902
<i>As % to NR</i>	9.6%	9.5%	9.1%
Net Profit	5,814	4,463	2,597

### Balance Sheet highlights

	FY13	FY14	9MFY15
Net worth	14,420	16,660	19,222
Net debt	5,079	1,716	(181)
Net fixed assets	11,555	12,068	12,274
Net working capital	12,477	12,967	14,379



## SUMMARY

- Havells metamorphosing into branded consumer company benchmarked against the best-in-class across industries (not just electrical).
- Constant endeavor to align with best practices in each initiative for each stakeholder.
- Sylvania to focus on cash flow and profitability.
- Continue to be ambitious and yet conservative group.
- Incremental cash flows and higher dividend payout to create long term shareholder value.