



HAVELLS



Havells India Limited

September 2015

INTRODUCTION

- Havells is a leading electrical consumer product company in India



An efficient interplay

Higher Market Share

Higher Profitability

Free Cash Flow

Superior Return to shareholders

Havells India - Standalone

INTEGRATED BOUQUET OF PRODUCT OFFERING

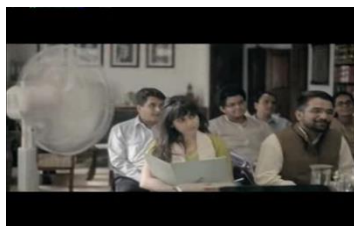


PREMIUMISATION ACROSS CATEGORIES



DEVELOPING 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



Hawa Badlegi



Respect for Women



Bill Chhota Dil Bara



Wire that Don't catch fire

STRENGTHENING THE CORE

Reinforce premium positioning of brand and products



Reinforce premium positioning

Re launch Standard brand identity

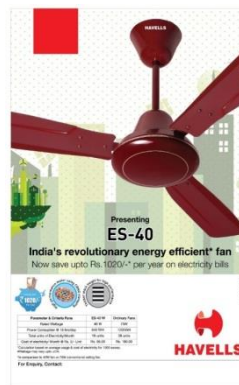


Advertising through Cricket and GEC (general entertainment)
Category oriented to enhance brand equity
Focus on regional language and print

Using Innovation at fore front



India's brightest LED



India's revolutionary fan



Crabtree Murano Touch Switch

HAVELLS

AFFINITY WITH DISTRIBUTION NETWORK

- Central to Havells philosophy, participatory approach
- Integrated bouquet of products offered through same channel, maximizing shelf space and long term bonding
- Leveraging technology to create 360° connect with dealer, retailer, electrician and consumer
- Targeting younger next generation – reinforcing relationship
- B2G, online, B2B channels being targeted, balancing channel conflict



STRENGTHENING THE CORE

Strengthening the connect with retailers, electricians, consumer



Unique engagement with retailers



Engagement with Electricians, registered 200k in last 2 years



One-stop, Exclusive showrooms #280-400

Using Technology at fore front



m Catalogue

Mobile App
Unique augmented reality feature allows to see products at the place of installation



m Connect

Mobile App for trade partners

MANUFACTURING

- Defying industry convention, Havells significantly invested in 11 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
- Promptec acquisition also provides foothold in South region



INORGANIC

- Recently acquired 51% stake in Promptec Renewable
- Revamp to gain foothold in LED street lighting and solar energy
- Both segments offer key growth opportunity with substantial push towards green energy
- It would also provide access to B2G and B2B segments, hitherto in revenues
- Promptec akin to start up being leveraged to access Havells brand, distribution network
- Havells would explore such opportunities to widen and smoothen portfolio in rapidly changing industries

MARKET POSITION IN EACH PRODUCT CATEGORY

Switchgears - Domestic MCB

Market Size ~ INR 17,800 million
 Market share ~ 29% (15% in 2006)
 Peers – Legrand, Schneider

Switchgears - Switches

Market Size ~ INR 17,000 million
 Market share ~ 20% (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

Electrical Consumer Durable - Fans

Market Size ~ INR 52,000 million
 Market share ~ 15%
 Peer Position – Crompton, Usha, Orient

Lighting - CFL

Market Size ~ INR 28,000 million
 Market share ~ 10%
 Peer Position – Philips, Surya, Osram

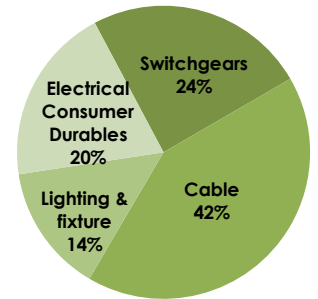
Lighting - Luminaires

Market Size ~ INR 30,000 million
 Market share ~ 14%
 Peer Position – Philips, Bajaj, Crompton, Wipro

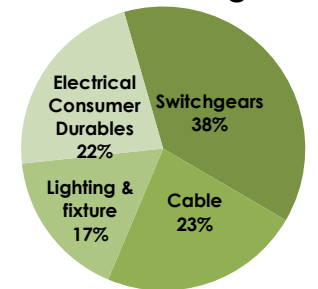
Domestic Appliances

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

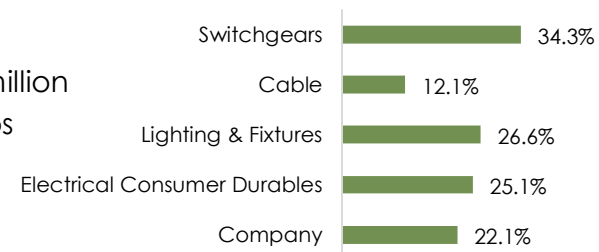
**FY15
Revenue Mix**



Contribution Margin Mix



Contribution Margin %



HAVELLS STANDALONE FINANCIALS

in millions of Rupees

Operational highlights

	FY14	FY15	Q1 FY16
Net Revenue	47,197	52,387	12,671
Growth (%)	12%	11%	-
EBIDTA	6,415	6,991	1,606
EBIDTA %	13.6%	13.3%	12.7%
Profit Before Tax	5,951	6,462	1,496
Net Profit	4,787	4,649	1,074
Net Profit %	10.1%	8.9%	8.5%
CAPEX	920	1,689	287

Balance Sheet highlights

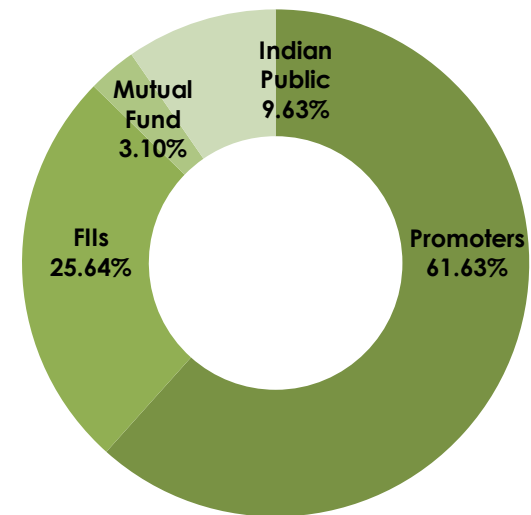
	March 14	March 15	June 15
Net Worth	21,299	23,758	24,873
Gross Debt	1,955	835	744
Net Fixed Assets	9,341	10,073	10,126
Investment (Sylvania)	8,515	9,809	9,809
Net working capital	3,697	4,277	4,843
Cash & bank balance	6,261	5,223	7,161

- Low working capital due to channel financing made available to dealers i.e. direct funding by bankers with limited recourse on the company
- 49% dividend payout on standalone profit

BENCHMARKING WITH THE BEST CORPORATE, FINANCIAL AND SHAREHOLDERS GOVERNANCE

- Promoters- Single business focus
- Alignment of interest with other investors through transfer of “HAVELLS” Brand at no consideration
- Transparent and detailed communication to shareholders
- Committed to high standards of corporate and shareholder governance

Shareholding Pattern



Nalanda Capital

Capital World

Pension Funds

Sylvania

CONSOLIDATION IN SYLVANIA GLOBAL

- Sylvania acquired in 2007, under consolidation phase
- Establishing stability in profit margins and reduction in debt
- Europe stable yet challenging, LATAM offering growth
- Working closely to align portfolio on LED, focussing on end consumer need
- LED is 40% of lighting fixtures in European business
- Focus on deleveraging and cash flows

Product Portfolio - Lighting

LED Lighting



Non LED Lighting



Geographical Presence

Europe 59%
LATAM 36%

SYLVANIA FINANCIALS

in millions of Euro

Operational highlights

	IFRS		INDIAN GAAP		
	FY14	FY15	FY14	FY15	Q1 FY16
Net Revenue	€ 440.1	€ 443.1	€ 440.1	€ 443.1	€ 102.7
EBIDTA	€ 22.6	€ 20.7	€ 16.5	€ 6.3	€ (0.2)*
EBIDTA%	5.1%	4.7%	3.7%	1.4%	-
Profit Before Tax	€ 7.6	€ 1.1	€ (0.2)	€ (11.9)	€ (3.2)
Net Profit	€ 0.5	€ (2.0)	€ (4.0)	€ (11.5)	€ (4.4)

*EBIDTA before restructuring cost would have been € 3.4 million

- Under IFRS change in pension liability is effected through balance sheet where as under Indian GAAP, it still require treatment through P&L, impacting EBIDTA

Balance Sheet highlights Indian GAAP

	Mar 14	Mar 15	June15
Share Capital	€ 141.3	€ 141.3	€ 141.3
Reserve & Surplus	€ (78.1)	€ (81.8)	€ (87.8)
Net debt	€ 57.7	€ 17.2	€ 23.7
Net Fixed Assets	€ 32.0	€ 30.4	€ 29.7
Goodwill	€ 53.0	€ 53.0	€ 53.0
Net working capital	€ 109.9	€ 74.4	€ 80.2

CONSOLIDATED

in millions of Rupees

Operational highlights

	FY14	FY15	Q1FY16
Net Revenue	81,858	85,694	19,741
Growth (%)	13%	5%	-
EBIDTA	7,790	7,653	1,634
As % to NR	9.5%	8.9%	8.3%
Profit Before Tax	5,941	5,689	1,303
Net Profit	4,463	3,853	790
Net Profit before exceptional*	4,959	4,933	1,042

Balance Sheet highlights

	March14	March15	June15
Net worth	16,660	18,182	19,111
Net debt	1,716	(3,536)	(4,868)
Net fixed assets	12,068	12,212	12,369
Net working capital	12,868	9,384	10,967

* Net profit before exceptional excludes change in pension liability in Sylvania Global and restructuring cost.

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