

4<sup>th</sup> November, 2016

The National Stock Exchange of India Limited  
Exchange Plaza, 5th Floor  
Plot No. C/1, G Block  
Bandra Kurla Complex  
Bandra (E)  
**Mumbai- 400 051**

**NSE Symbol : HAVELLS**

BSE Limited  
Phiroze Jeejeebhoy Towers  
Dalal Street  
**Mumbai- 400 001**

**Scrip Code : 517354**

**Sub: Intimation of Schedule of Analyst/ Institutional Investor Meet**

Dear Sir,

In terms of Regulation 30 and other applicable provisions of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 read with corresponding circulars and notifications issued thereunder, it is hereby informed that the management of the Company shall be participating in the Investor Conference, scheduled as follows:-


Name- Ambit Capital Pvt Ltd  
Date- 7th-8th November 2016  
Location- Singapore

Also enclosed is a copy of the Investor Presentation which would be used in the above conference. The same is also being uploaded on the website of the Company.

This is for your information and records.

Thanking you.

Yours faithfully,  
for **Havells India Limited**

  
(Sanjay Gupta)  
Company Secretary

Encl: as above

**HAVELLS INDIA LTD.**

Corporate Office: QRG Towers, 2D, Sector 126, Expressway, Noida - 201304, India

Tel: +91-120-3331000, Fax: +91-120-3332000

E-mail: marketing@havells.com, www.havells.com

Registered Office: 1, Raj Narain Marg, Civil Lines, Delhi - 110 054 (India)

Consumer Care No.:

1800 11 0303, 1800 103 1313 (All Connections), 011-4166 0303 (Landline)

CIN: L31900DL1983PLC016304



**HAVELLS**



Havells India Limited

November 2016

## HAVELLS – SNAP SHOT

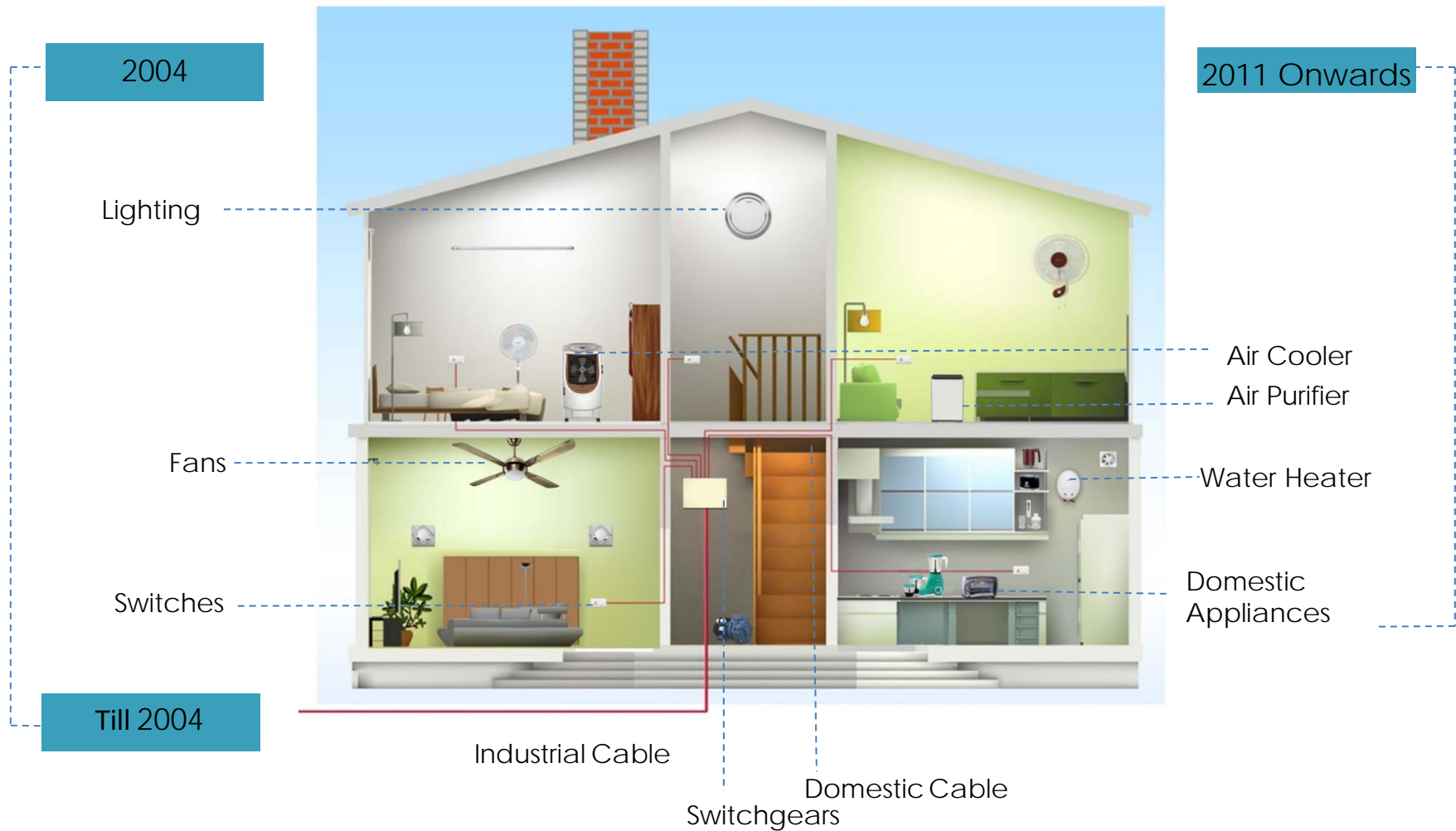
- Havells – A leading brand in electrical consumer products in India

(Rs. In crores)

| ■ An Indian FMEG             | FY 2011 | FY2016  | CAGR%<br>(5yrs) |
|------------------------------|---------|---------|-----------------|
| Turnover                     | 2,882   | 5,437   | 14%             |
| EBITDA %                     | 11.7%   | 13.8%   | 17%             |
| Net Profit before exceptions | 242     | 513     | 16%             |
| Market Capitalization        | 4,625   | 25,500* | 36%             |

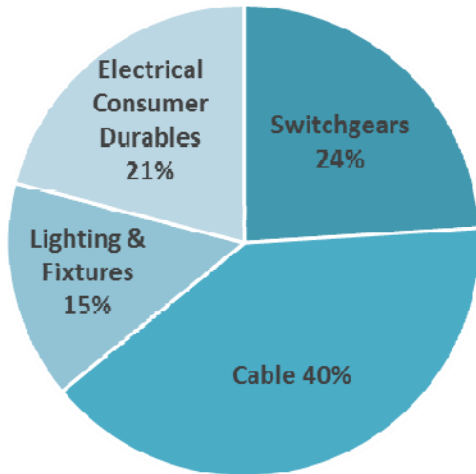
\* as on 30<sup>th</sup> Oct-16

# DEEPER INTO THE HOME

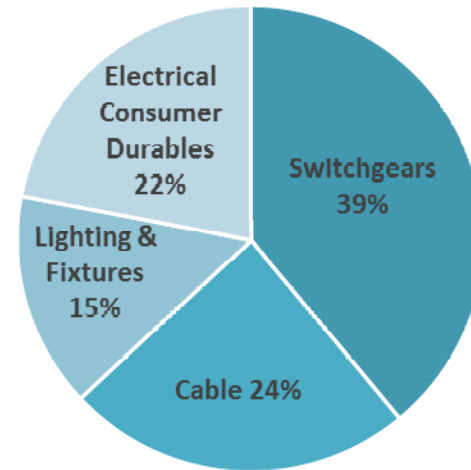


# SEGMENTS OVERVIEW

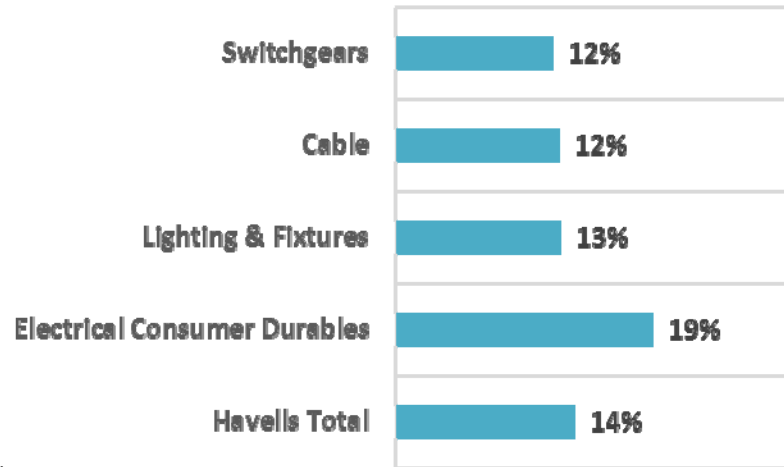
**Revenue Mix**



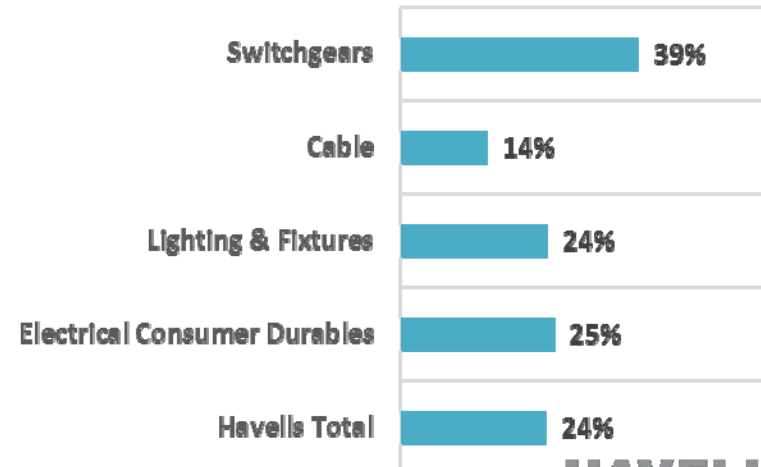
**Contribution Margin Mix**



**Revenue CAGR % (5 Years)**



**Contribution Margin % (FY16)**



## MARKET SHARE

|             | Product             | Indicative Market Size (Rs. in crores) | Indicative Market Share | Indicative Rank | Organized Penetration Level | Peers                           |
|-------------|---------------------|----------------------------------------|-------------------------|-----------------|-----------------------------|---------------------------------|
| Switchgears | MCB                 | 2,000                                  | 27-28%                  | # 1             | Medium                      | Legrand, Schneider              |
|             | Switches*           | 2,200                                  | 14-15%                  | # 3             | Medium                      | Panasonic (Anchor), Legrand     |
| Cable       | Domestic            | 8,000                                  | 16%                     | # 3             | Low                         | Finolex, Polycab                |
|             | Industrial          | 12,000                                 | 10%                     | # 3             | Low                         | Polycab, KEI                    |
| Lighting    | Lighting & Fixtures | 6,500                                  | 10-14%                  | # 2-4           | Medium                      | Philips, Crompton, Bajaj, Wipro |
| ECD         | Fans                | 6,200                                  | 15%                     | # 3             | High                        | Crompton, Orient, Usha          |
|             | Water Heaters       | 1,400                                  | 9%                      | # 4-5           | Low                         | Racold, AO Smith                |
|             | Other Appliances    | 5,200                                  | 2-3%                    | -               | Low                         | Bajaj, Philips                  |

5 \* Premium modular plate switches

# THE FMEG COMPANY



Top of the mind Brand recall

Strong distribution network in India

Prudent management of financial resources

Widest product portfolio

## MACRO LEVERS - FAVAOURABLE OUTLOOK

### Urbanization

To be 40% by 2030 from 31% currently

Investment on infrastructure and housing will be key focus area

### Electrification

High degree of focus on electrification, presently 78%

population electrified, low quality and regular supply are key issues

### Organized Penetration

Low to medium penetration in most of the categories

Large presence of unorganized sector

### Young Demography

Growing middle class across urban, semi urban.

Brand aspiration, better standard of living and global exposure



## FOCUS ON GROWTH

- Expand and straddle existing product category led by product variants and technology
- Bankroll fresh verticals with 2-3 years incubation, empirically constituting 8-10% of total revenue
- 'Standard' and 'Reo' brands extended to new categories – maximize distribution network
- Inorganic, evaluate opportunistically- brand & distribution to be focused

### New Products



### Variants led by technology

#### Home Automation



#### LED Lighting



## DEEPENING PARTNERSHIP WITH CHANNEL – 360\* CONNECT

- Deeper focus on distribution and last mile connect with retailers and electricians, to be serviced through existing dealer
- Simplified incentive scheme for easier adoption and participation
- Havells Galaxies, 388 in nos. constituting 19% of non industrial cable revenue

~6,500  
Direct Dealers

~100,000  
Retailers

~200,000  
Electricians

HAVELLS  
SAMPARK2015



**E-PLUS**  
Instant Cash Reward

Loyalty Programme  
for Electricians/Electrical Contractors

E-Plus is an instant cash reward programme for electricians and electrical contractors on DP, switch & wire.

### SIMPLE STEPS TO GET INSTANT CASH



STEP 1  
Identify the E-Plus coupon with perforation  
or inside the packaging.



STEP 2  
Hand-over the unscratched E-Plus coupon  
to Havell's retailer or dealer.



STEP 3  
Collect cash instantly.

**HAVELLS**

## FORTIFYING MANAGEMENT BANDWIDTH

- Smooth transition after the demise of founder, aligning core strengths with changing environment and consumer preference
- Strengthening organization structure for sharper focus with greater accountability
- 5 strategic business units to be managed separately with complete responsibility of P&L
- Deepen and diverse management pool with FMCG background
- Increased focus in India post Sylvania disinvestment

## SUSTAINED INVESTMENT IN BRAND & SUPPLY CHAIN

- **Brand** – Sizable investment in advertisement, 3-4% of revenue, comparable with industry leaders in paints, adhesive etc.
- **IT and supply chain** – Robust IT systems to provide efficient and timely services to dealer. Connect with last mile retailers and electricians, ~ 300,000 registered users under multiple schemes.
- **Manufacturing** – Currently 91% of sale is from in-house manufacturing, setting up new plant in east and south for national footprint
- **After Sales Service** – Large Network for entire product category – covering 400 cities, 7 vernacular languages + Hindi & English, 560 channel partners with 2,000 people + 250 Havells' employees

## STANDALONE FINANCIALS

Financial highlights in millions of Rupee

|                                | FY14         | FY15         | FY16         | H1 FY17      |
|--------------------------------|--------------|--------------|--------------|--------------|
| Net Revenue                    | 47,197       | 52,387       | 54,369       | 29,190       |
| <i>Growth %</i>                | <i>12%</i>   | <i>11%</i>   | <i>4%</i>    | <i>13%</i>   |
| <i>EBIDTA %</i>                | <i>13.6%</i> | <i>13.3%</i> | <i>13.8%</i> | <i>13.8%</i> |
| <i>PBT % before exceptions</i> | <i>12.6%</i> | <i>12.3%</i> | <i>13.1%</i> | <i>14.0%</i> |
| PAT before exceptions          | 4,787        | 4,649        | 5,130*       | 2,914        |
| <i>PAT %</i>                   | <i>10.1%</i> | <i>8.9%</i>  | <i>9.4%</i>  | <i>9.9%</i>  |
| CAPEX                          | 919          | 1,689        | 1,728        | 1,200        |
| -----                          |              |              |              |              |
| <i>ROCE %</i>                  | <i>30%</i>   | <i>29%</i>   | <i>29%</i>   | <i>27%</i>   |
| Net Worth                      | 21,299       | 23,758       | 26,442       | 30,245       |
| Net Working Capital            | 3,697        | 4,277        | 5,057        | 7,970        |
| Cash & Bank                    | 6,261        | 6,973        | 14,953       | 12,981       |

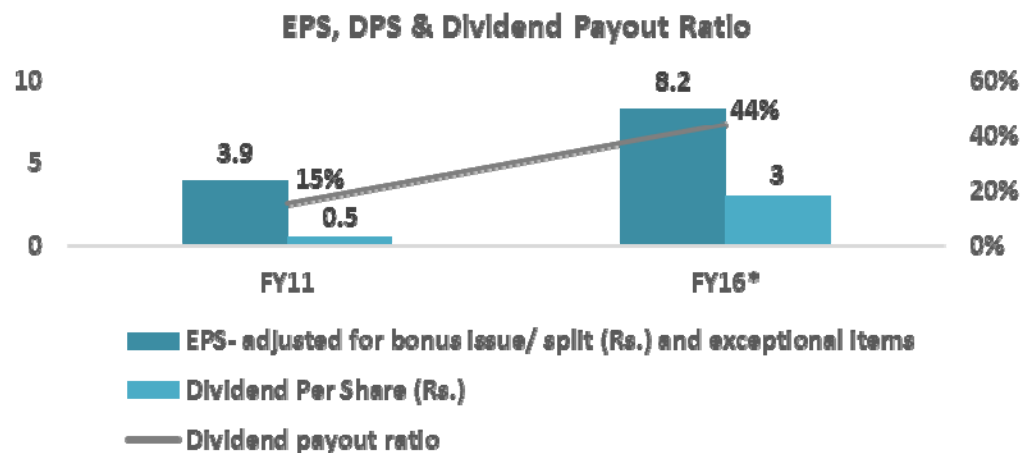
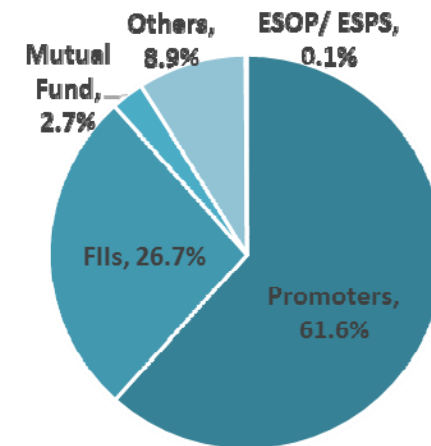
- Low working capital due to channel financing made available to dealers i.e. direct funding by bankers with limited recourse on the company

\* PAT for FY16 was Rs. 7,154 mn including exceptional items

## 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



\* Excluding special dividend of Rs.3 per share, paid out of proceeds of Sylvania disinvestment

## SUMMARY

- India represents large untapped opportunity with lower penetration, higher unorganized sector & growing electrification
- Havells preparing for future with constant products expansion, deepening market reach & brand reinforcement
- Organic leverage with opportunistic acquisition to drive growth
- Strengthening management bandwidth to lead ambitious growth plan
- Native business acumen, market connect and value system remains core