

Crompton Greaves Consumer Electricals Limited

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Date: June 5, 2022

To, BSE Limited ("BSE") , Corporate Relationship Department, 2 nd Floor, New Trading Ring, P.J. Towers, Dalal Street, Mumbai – 400 001.	To, National Stock Exchange of India Limited ("NSE") Exchange Plaza, 5 th Floor, Plot No. C/1, G Block, Bandra Kurla Complex, Bandra (East), Mumbai – 400 051
BSE Scrip Code: 539876	NSE Symbol: CROMPTON
ISIN: INE299U01018	ISIN: INE299U01018
Our Reference: 28/2023-23	Our Reference: 28/2022-23

Dear Sir/Madam,

Sub: Investor presentation

Please find enclosed herewith the presentation to be made in an Investor Meet on June 7, 2022 & June 8, 2022.

You are requested to kindly take the above information on your record.

Thanking you,

For Crompton Greaves Consumer Electricals Limited




Pragya Kaul
Company Secretary & Compliance Officer

Encl: A/a



INVESTOR PRESENTATION

June 2022

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Crompton is the #1 electrical consumer durables company with an 80+ year old brand and a pan-India footprint



Large market with secular growth

INR 41,000 Cr. estimated to grow to INR 55,000 Cr.
6% CAGR (22-27)¹



Leading brand in Consumer Electricals

#1 in Fans
#1 in Residential Pumps
Top 3 in Lighting & Water Heaters



Market leading distribution reach

Channel Partners – 4,000+
Retailers – 1,50,000+



Highly experienced management team

80+ Years of Experience with Top Management



Strong track record of product innovation

~50% revenue from new products²



Institutionalized cost saving program

2-3% savings YoY



Industry leading financial metrics

17% PAT CAGR³
155% FCF Conversion
57% ROCE⁴

Source: Market size and market growth estimates based on Market Pulse and Management Estimates **Note:** (1) Market growth across categories (2) SKUs launched in the last 3 years are classified as new products (3) PAT CAGR is calculated based on reported PAT for FY16-22. (4) RoCE is adjusted for Butterfly acquisition.

Crompton has cemented its position as the market leader in fans and residential pumps while delivering long term industry-leading profitable growth through strengthened product portfolio



	Fans	Lighting	Pumps	Appliances
Market Share	28%	8% (LED Lighting)	17%	13% (Water Heater) 8% (Air Coolers)
Market Position	#1	#3	#2	#3 (Water Heater) #4 (Air Coolers)
Product Portfolio	<ul style="list-style-type: none"> ▪ Ceiling Fans ▪ Table Fans ▪ Pedestal Fans ▪ Wall-mounted Fans ▪ Ventilating Fans ▪ Heavy-Duty Exhaust Fans ▪ Air Circulators ▪ Industrial Fans 	<ul style="list-style-type: none"> ▪ LED Lamps ▪ LED Battens & Panels ▪ LED Streetlights and Floodlights ▪ High Mast/ Streetlighting Poles ▪ Interior and Architectural Lighting ▪ High Intensity Discharge Lamps ▪ Incandescent Lamps ▪ CFL/FTL 	<ul style="list-style-type: none"> ▪ Residential Pumps ▪ Agricultural Pumps ▪ Solar Pumps ▪ Specialty Pumps 	<ul style="list-style-type: none"> ▪ Water Heaters ▪ Air Coolers ▪ Mixer Grinders ▪ Irons ▪ Small Kitchen Appliances

Crompton's Five Dimensional growth strategy has delivered consistent, market leading performance by successfully enabling the business using technology resulting in greater people productivity, better process efficiency and more relevant products.

Brand Excellence

- **Stepped up media spends**
- Launched **brand campaigns** for Fans, Lighting, Water Heater - Avg. 5% increase in Spont Recall
- **Improved traffic and discoverability** through structured digital marketing
- Re-defined **brand architecture** for Fans, Lighting and Pumps

Portfolio Excellence

- Deployed refined '**New Product Development**' stage gate process
- Focus on four identified themes – **Energy Efficiency, Healthy Living, Smart Connectivity & Consumer Centric Design**
- **Improved design quotient** - SilentPro Enso wins prestigious iF Design Awards. Silentpro Blossom wins Reddot award
- Setup of **new R&D centre including design studio** (Facility Area : 47,183 Sq. Ft.)

GTM Excellence

- **Improved ND & WD** in Fans and Water Heater
- Increased share in **Star & A outlets (28% GoLY)**
- **Strong growth in focused alternate channels** (FY 22 GoLY: ~182% in Rural, ~100% in L&I, ~40% in ECom)
- Increased digital engagement with channel partners
- **IT enablement for productivity** (>95% usage of Field Assist application) and secondary sales tracking (>85% sales covered in Tally Patch)

Operational Excellence

- Leveraged technology to improve **OTIF** (>93% in FY 22) & '0' business disruptions in warehousing
- Defined digital roadmap for the next phase of transformation journey
- Continued focus on **Cost Control** (FY 22 savings ~Rs. 203 Cr.)

Organisational Excellence

- Launched **dedicated learning platform** for developing employee capabilities
- Leveraged AI driven tools to gauge the concerns of the employees
- **Actions to improve the Employee engagement survey** in progress
- Formed **ESG committee** to drive actions on the relevant areas
- Formed **Diversity & Inclusion Council** and rolled out D&I policy

Key Investment Highlights

Crompton

1

Large market opportunity of >INR 550bn with attractive macro drivers

2

Leading brand in consumer electricals with market leadership and consistent market share gain across major categories

3

Widest pan-India distribution network with 4k+ channel partners and 150k+ retailers

4

Strong track record of product innovation with ~50% revenue from new products

5

Institutionalized cost savings program resulting in 2-3% savings YoY

6

Highly independent and experienced board with robust corporate governance processes









7

Demonstrated track record of robust growth and profitability with best-in-class ROCE & Cash Con.

8

Entry into adjacent categories in line with long term strategy plan

Consumer electricals present a huge market opportunity of INR 550bn* growing at ~6% CAGR

	FY 22 Est. Market Size (INR Bn)	Market Growth (CAGR 22-27)		Long Term Growth Drivers
 Fans	106	5-7%		<ul style="list-style-type: none"> Thrust on affordable houses under the Pradhan Mantri Awas Yojana Urban replacement cycle getting shorter due to premiumisation Accelerated shift to the organized sector
 Lighting	140	4-6%		<ul style="list-style-type: none"> Increasing adoption of connected lighting solutions Higher spend on promoting tourism and city beautification projects Government initiatives like the Smart Cities Mission, UJALA etc. Resurgence in commercial office space absorption
 Pumps	67	6-8%		<ul style="list-style-type: none"> Intensified demand for water and wastewater management Increase in demand of high performance and energy efficient water pumps Implementation of 'KUSUM' scheme intending to install solar water pumps Increase in demand in certain geographies due to 'Har Ghar Nal Yojna'
 Appliances	100	8-10%		<ul style="list-style-type: none"> Rising demand for replacement of conventional water heaters with advanced systems Growing demand among the middle class Rising temperatures and the lower price of air coolers as compared to ACs Demand for comfort home products due to behavioral shift in the new working culture

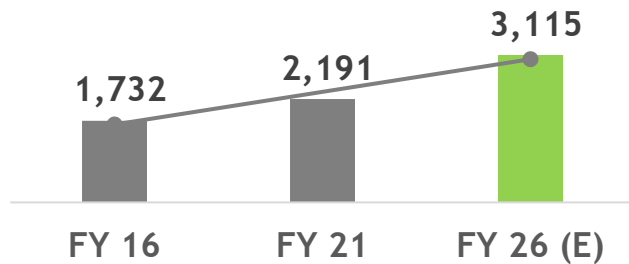
Source: Market size estimates based on Market Pulse and Management Estimates

1 Attractive Macro: Multiple drivers for growth

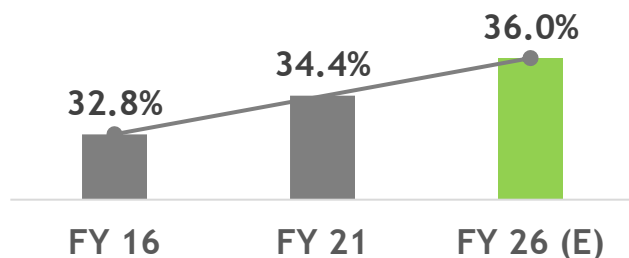
Future revenue growth expected to increase due to
(i) favourable demographics, (ii) strong regulatory tailwinds, (iii) low penetration and premiumization

Favourable Demographics

1 **Rising disposable income** (GDP Per Capita, in US\$) - Statista

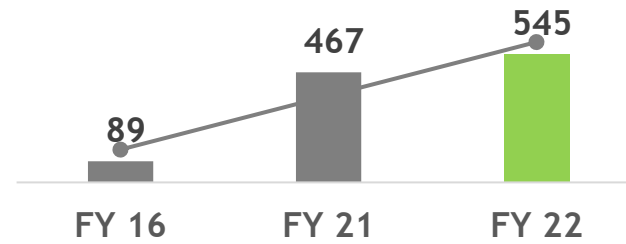


2 **Increasing urbanization** (% of total population) – The Wire



Government push

3 **Focus on Housing for All** (Central govt. budgetary allocation, in INR bn) – PrsIndia.org



4 **National Infrastructure Pipeline (NIP)**: Extension of initial sanctioned Rs. 111 lakh Crore towards to cover 7,400 projects

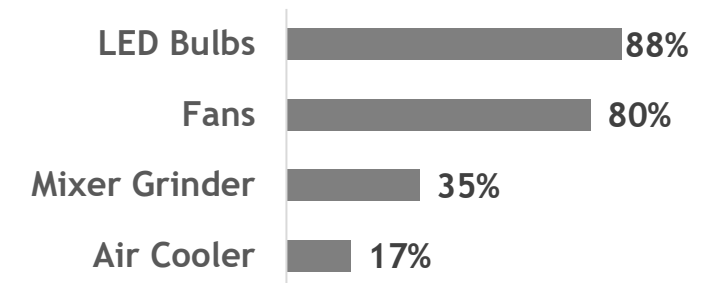


#startupindia

PLI Scheme

Increasing Penetration and Channel Dynamics

5 **Increasing penetration** – Statista, India Residential Energy Survey



6 **Ecommerce acceleration - Transforming online consumer and dealer experience**

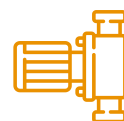
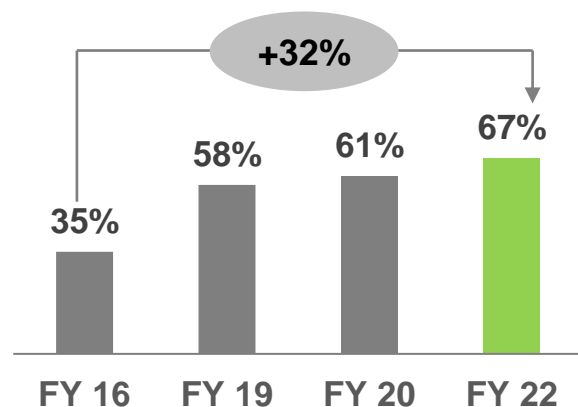
- Expected revenue CAGR 2022 - 2025 of 28%
- User penetration is expected to hit 65.6% by 2025 from 46.2% in 2021

2 Leading Brand: Strong brand recall

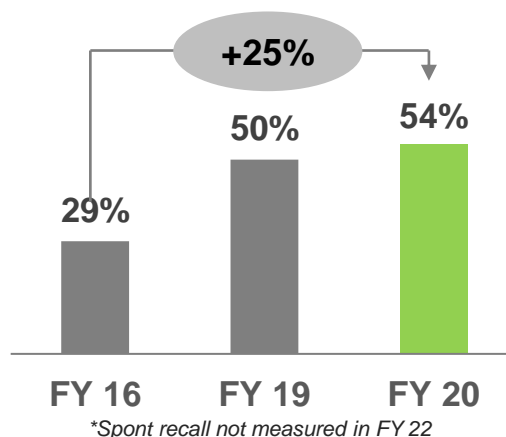
... with strong spontaneous recall across major categories; 20-30% improvement in the last 6 years driven by focused marketing efforts



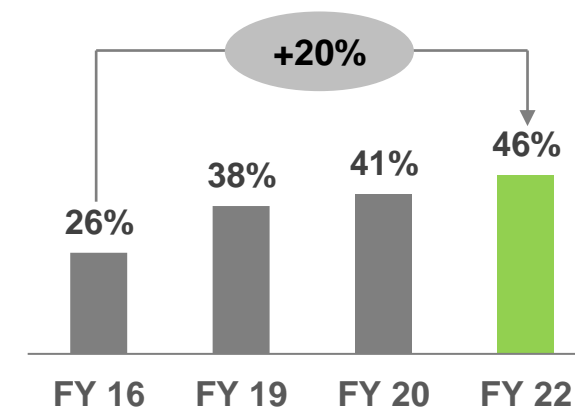
Fans



Pumps



Lighting



Key Actions

- Mass media plan rollout for New Product propositions - Silent Pro, Energion, Aura Fans
- Advertised Fans on TV at least once a year. Digital used as a supplementary medium from FY19-20 onwards
- Enhanced TVC activity for 20%+ SOV in a media heavy category

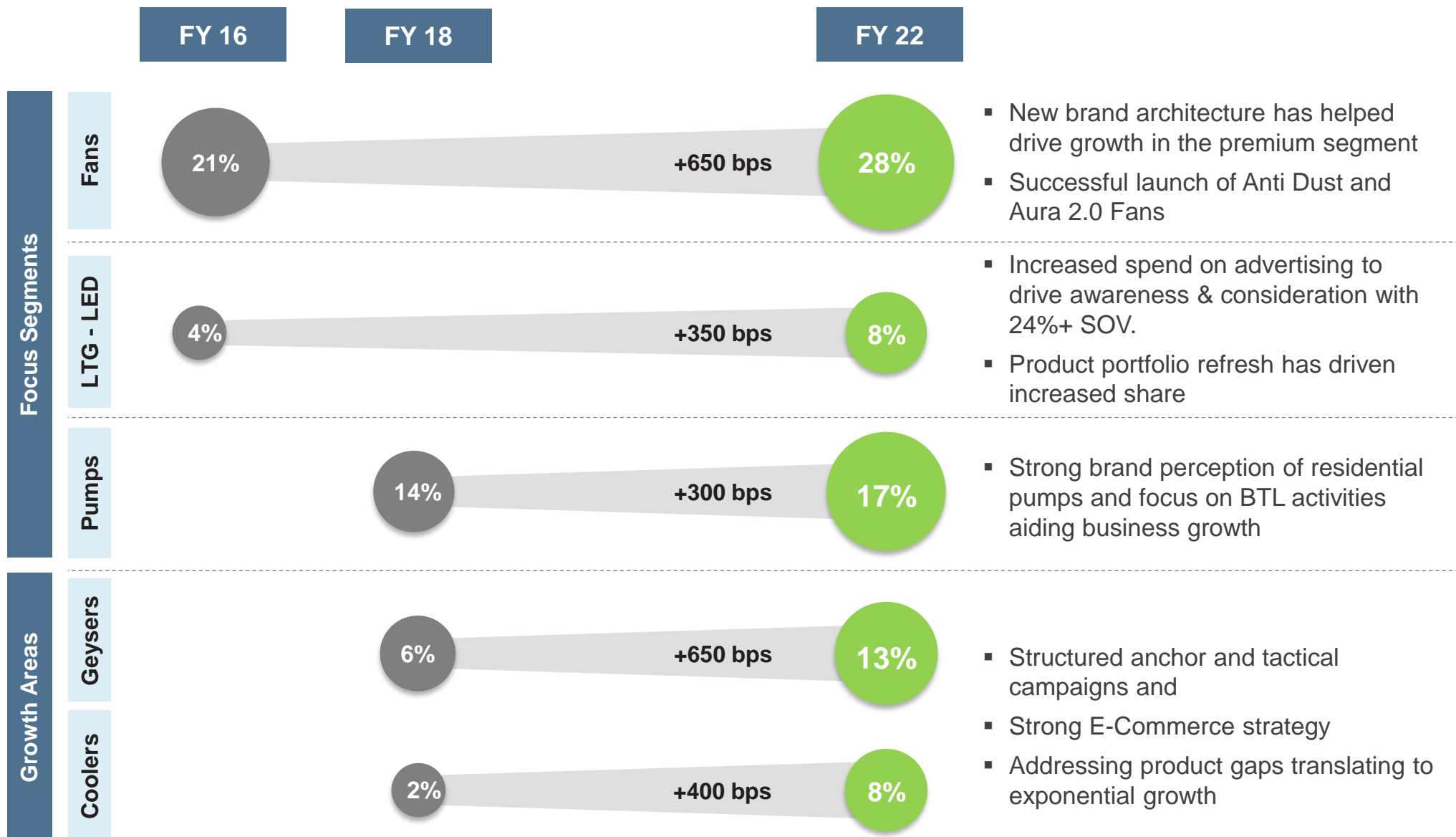
Key Actions

- On ground activations, Print and Outdoor media adopted in key geographies to drive preference

Key Actions

- Mass media campaign adopted to drive recall in the media heavy lights category to drive saliency. Lighting equity advertisement in 2016-18. Tactical pricing adv to drive preference in year 2018-19. Innovation led Anti Bacterial adv in 2019-20 and Ceiling Lights in 2021-22
- Digital used as a supplementary medium from FY19-20 onwards
- Enhanced TVC activity for 24%+ SOV

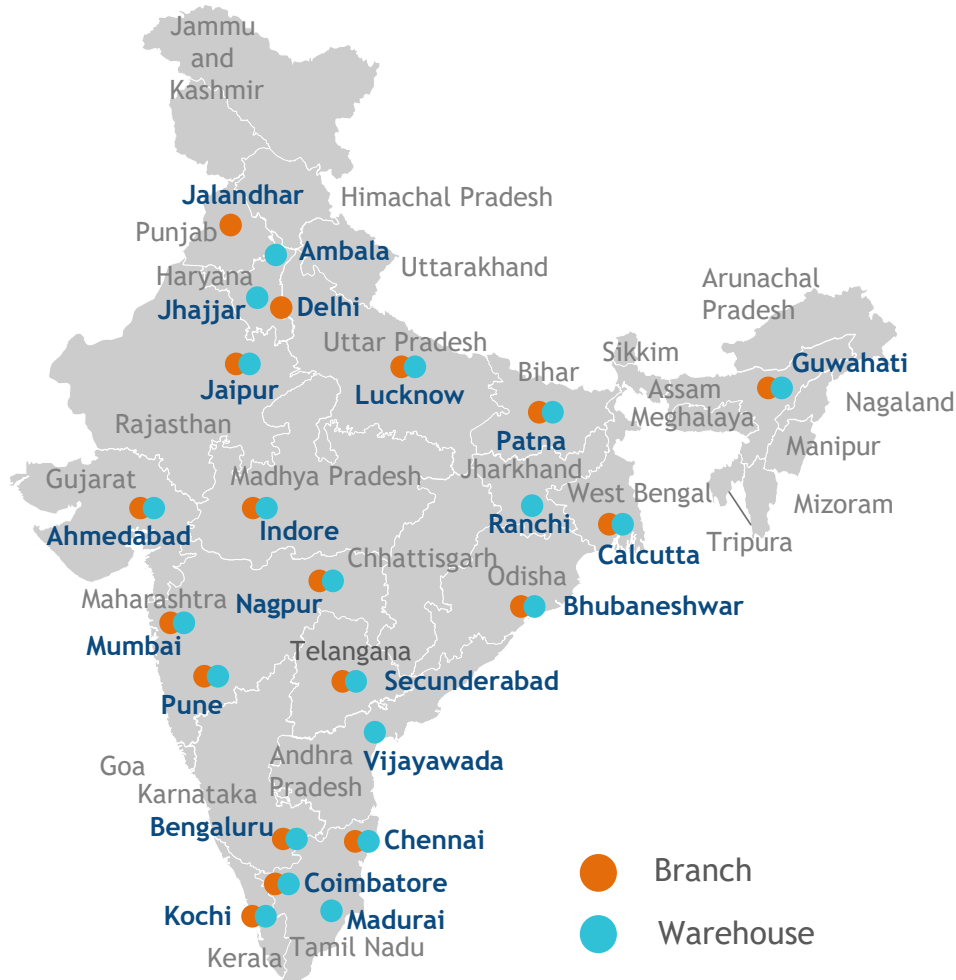
2 Leading Brand: Consistent share gain



Crompton's strong brand has not only strengthened share in the focus segments but also translated to strong performance in the growing appliance segment

Source: Market Pulse data for Fans and Lighting; Management estimates for Pumps, Water Heaters and Air Coolers

Crompton has a pan India footprint with 4k+ distributors, 150k+ retailers and 620+ service centres



Executive Decisions

Reach, Extraction, Visibility

- MBO Expansion
- Star & A class outlets expansion
- Extraction based on norms

Expand Rural, Accelerate E-Commerce

- Ramp up infra 10k -100K pop strata
- E-Commerce excellence
- S.M.A.R.T reviews

B2B Funnel Management, Stakeholders Engagement

- Lead – Bid – PO
- Specifier engagement
- Focus on key accounts

Capability Development, Simplification & Service

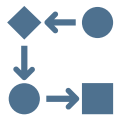
- Competency framework for next level role
- Radical simplification of process
- Customer (DSAT) & consumer Experience

Key Initiatives



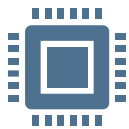
Channel Strategy

- **Hybrid Model:** Introduced to help double active billing points
- **Rural Coverage:** Focused effort to tap into towns with 10-100K population
- **Product:** Leveraged Fans reach to push new products like Geysers & Coolers



Processes

- **People:** 3-tiered induction plan coupled with managerial excellence workshops for line managers
- **Channel:** Transparent and uniform channel policy, implemented RDP
- **After Sales:** Well established grievance redressed processes with monthly tracking to check losses



Technology

- **Tally Patch:** Enables connections with channel partners and retailers
- **Field Assist:** Sets beat plans and track performance for sales team
- **Dealer Portal:** Improves engagement and visibility for top customers

Key Results

✓ 2,000+ new channel appointments in FY22
28% increase in Star & A Class outlets sales

✓ 1 lakh+ monthly billed outlets
2,250+ new towns covered (10k-1 Lakh pop. centre)

✓ 89% of complaints resolved within 24 hr.
93% of complaints closed with happy code

✓ >85% sales covered through tally patch

✓ >96% Field Assist app usage

✓ Increased engagement with top dealers via dealer portal

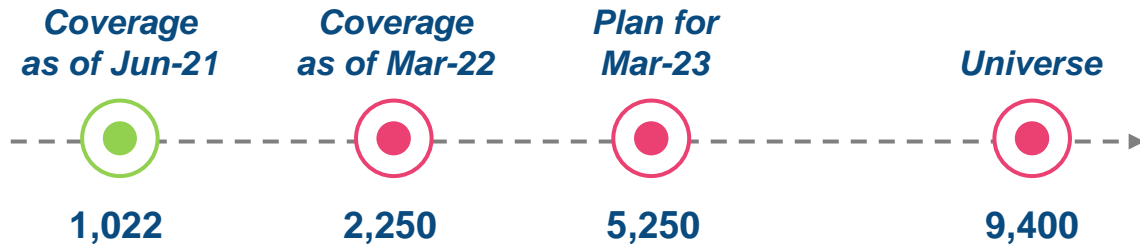
3 Go-to-Market: Accelerating growth in alternate channels

Rebooting rural business and creating rural centre of excellence



FY 22  FY 26
~10x revenue growth

Rurban (10k – 1 lakh pop. centre: ~21 Cr population)



- Crompton – Super – Sub Stockiest – Retailer Model
- Core range in all 4 product lines
- Market coverage as per norms & enable secondary

Rural (<10k pop. centre: ~78 Cr population)






Controlled distribution in partnership for the remaining rural population - CSC Grameen eStore, Micro Finance Institution



Channel of the Future – ECommerce & MOR

FY 22  FY 26
6x revenue growth
#1 in Fans and Heaters

E-Commerce

-  Revamped marketing
-  Focus on driving power SKUs
-  Joint business planning and forecasting with platforms
-  Data backed discussions with platforms for POs
-  Revamped S&OP process

MOR

- Presence in 1,000+ stores
- Best-in-class visibility & merchandising
- Maximise category reach per store / retail chain



Energy Efficiency

- Power / energy consumption
- Water consumption
- Energy efficient material
- Energy loss detector
- Energy savers



Healthy Living

- Antibacterial & Antifungal
- Virus Killing
- Pollution free
- Kitchen hygiene
- Bathroom hygiene
- Hygiene at house entry



Smart Connectivity

- Smart home
- Smart connectivity
- Smart appliance
- Smart product converters/ adapter
- Smart / Intelligent feature



Consumer Centric Design

- Comfort & Convenient
- Add exciting feature in available product
- Redefining the user perception

	Consumer Insight	New Products	Key Features
Fans	<ul style="list-style-type: none"> Anti dust designer fan with metallic finish - Markle Designer Energy efficient fan - Energion HS Combination of style, silence and savings – SilentPro Blossom 	   <p><i>Markle Designer</i> <i>Energion HS</i> <i>Blossom</i></p>	<ul style="list-style-type: none"> Markle Designer - Consumes just 55-Watt power, lowest in the segment Energion HS - 35W BLDC Motor consumes 50% less energy SilentPro Blossom - IOT fan with superior air delivery, attractive design and energy efficiency
Lighting	<ul style="list-style-type: none"> Smart IoT bulb - Immensa Wifi LED bulb More space coverage - Super Lumen batten, Star Lord 	   <p><i>Immensa</i> <i>Super Lumen</i> <i>Star Lord</i></p>	<ul style="list-style-type: none"> Immensa - 16 million colours, voice control support using Amazon Alexa Super Lumen - Wide light distribution - 2x brighter with metal body Star Lord - Ultra slim rim for wider light with wide voltage protection
Pumps	<ul style="list-style-type: none"> Rust free anti jamming - Mini Neo Dry run and voltage protection, Off-Timer - Armor Digital Control Panel Catering to solar pumps demand 	   <p><i>Mini Neo</i> <i>Armor Digital Control Panel</i> <i>Solar Pump</i></p>	<ul style="list-style-type: none"> Mini Neo - Best in class design premium pump with 2 year warranty Control Panel - Digital Display for current and Voltage Solar Pump - Easy installation BLDC pump in remote areas
Appliances	<ul style="list-style-type: none"> Cooling comfort – Cool Breeze Improved protection & aesthetics - Solarium Evo Room Heater range - Insta Fervor 	   <p><i>Cool Breeze</i> <i>Solarium Evo</i> <i>Insta Fervor</i></p>	<ul style="list-style-type: none"> Cool Breeze - Modern aesthetics, designed with honeycomb pads with 4-way air deflection Solarium Evo - Superior Glassline Coating and smart shield corrosion protection Insta Fervor - Quick heating with 400W heating element for large rooms

5 Optimized cost structure: Continue to improve efficiency through multiple levers

1

Buying Strategies

- Alternate vendor development
- Cost sheet-based negotiation
- Bundling of materials
- Bundling of geographies
- Low-cost country sourcing
- Consortium based purchase
- Reverse auction / e-Auction
- Commodity index-based purchase



2

Commercial Terms

- Price equalization
- Discounts based on Annual contracts
- Credit / Tax benefit pass back
- Payment terms and duration optimization
- Tax efficient procurement
- Share of business between vendors
- Hedging to counter volatility
- Centralized sourcing for suppliers



3

Process Improvements


- Avoid buying needless items
- Increased utilization of purchased items
- Rationalization of under-utilized items
- Proactive demand management
- Material order lot planning
- Compliance to policy and regulations
- Plant process norms optimization
- Transparency through central consolidation



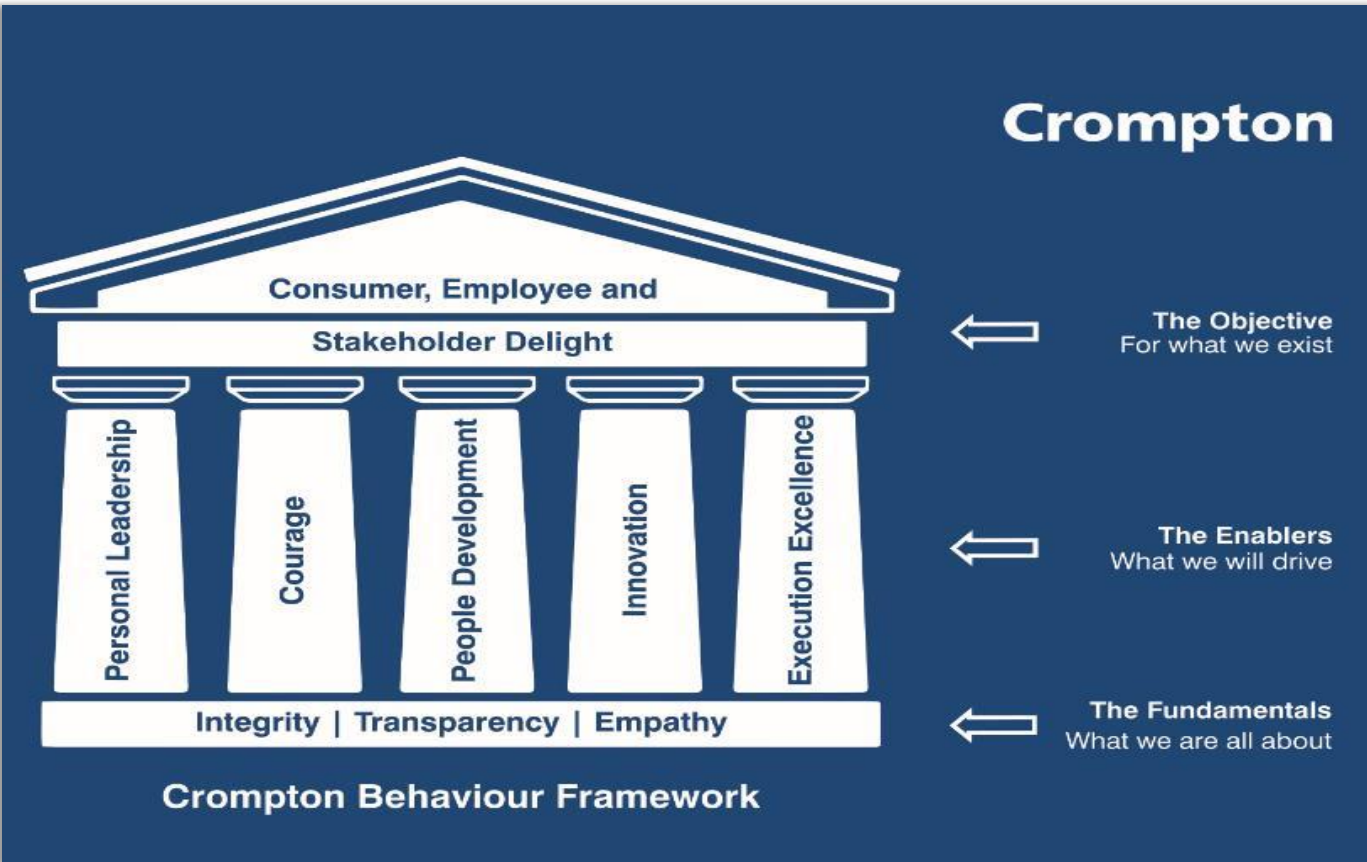
4

Technical Modifications

- Standardization of SKUs
- Change of specifications
- Change of material of construction
- Move to better alternate products
- In-house vs Outsource
- Equipment efficiency measures
- Network flow optimization
- Market based material re-engineering



Continued cost saving program has driven meaningful margin expansion (YoY savings of 2-3% of revenue)












- Organisation Capability**
- Go-to-Market & Service Excellence
 - Innovation and Category Management Excellence
 - Quality and Manufacturing Excellence

- Employee Engagement**
- Driving engagement based on themes of Collaboration, Decision Making, Innovation and Learning & Development

- Best-in-Class HR Processes**
- Use of data through scientific tools
 - Management development programs
 - Leverage AI in talent management

- Employee Relations and Compliance**
- Driving 5-year LT Strategy
 - Driving 100% compliance
 - Building IR capability

6 Highly Independent and Experienced Board

	Board Member	Work Ex.	Affiliations	Area of Expertise					
				FMCG	Marketing	Distribution	Operations	M&A	HR
	Hemant Nerurkar Chairman of the Board, Ex-MD, Tata Steel, India	35+	Tata Steel				✓		
	Shantanu Khosla MD, Crompton Ex-MD & CEO, P&G India	30+	P&G	✓	✓	✓			
	Mathew Job Executive Director, CEO- Crompton, Ex MD – Racold	25+	Racold, Grohe	✓	✓	✓	✓		
	D Sundaram Independent Director, Ex-Vice Chairman, HUL	35+	HUL	✓		✓		✓	
	P M Murthy Independent Director, Ex-MD, Asian Paints	42+	Asian Paints	✓	✓	✓	✓		
	Smita Anand Independent Director, Ex-MD, Korn Ferry	30+	Korn Ferry, AonHewitt						✓
	P.R Ramesh Independent Director, Ex- Director Deloitte	40+	Nestle India	✓	✓		✓		
	Hiroo Mirchandani Independent Director, Ex- Exec. Committee Member - Pfizer	35+	Tata Tele, Nilkamal, MedPlus Health		✓	✓			
	Prommeet Ghosh Non-Independent Director	30+	Temasek, Bank of America					✓	

Governance initiatives

- Board comprising of 2/3rd of independent directors
- Quick adoption of changes in compliance requirements; zero tolerance for non-compliances
- Transparency in disclosures through annual report, website and exchange filings
- Voluntary disclosures to the public; immediate redressal of shareholders' grievances

Environmental & Sustainability Initiatives



- **Skill Development** - 120 youth trained across 4 locations (Baddi, Ahmednagar, Coimbatore, Odisha) and 70% of the total beneficiaries employed
- **Health and Response to COVID** - Distributed personal protective gear, N95 masks and 1,080 sanitizer bottles, extended support to primary health centre via increased and enhanced patient capacity of the hospital, Installed Blood Bank at Baddi benefitting approx. 5.8+ lakh people
- **Water Conservation** - 200+ water structures completed impacting 50,000+ people in 10 villages and 5 districts across Maharashtra
- **Community Development** - Distributed over 8,000 boxes to students, which contained ration supplies, biscuits, spices, toiletries, notebooks and stationery; Designed 'My Everyday Happy Book' to help over 4,000 students from 16 schools
- **Employee Volunteering** - Launched 'Be My Santa' campaign where employees participated for raising grant money to either adopt a wish or to donate funds to children living with critical illness; Employees invested 300 hrs annually for CSR related activities
- **Sustainability** - Saved 680+ MWH electricity & 6,000+ KL water over last year across factories

1

ESG Diagnostics and Purpose Definition (Initiated)

- Define and articulate a clear and relevant purpose
- Identify gaps in policies, processes, systems and performance

2

SEBI Business Responsibility and Sustainability Reporting

- Readiness assessment to identify gaps
- Focus on closing the gaps against all Essential Indicators

3

ESG Governance and Climate Action Plan

- Institute an ESG governance framework
- Develop ESG roadmap and climate action plan

4

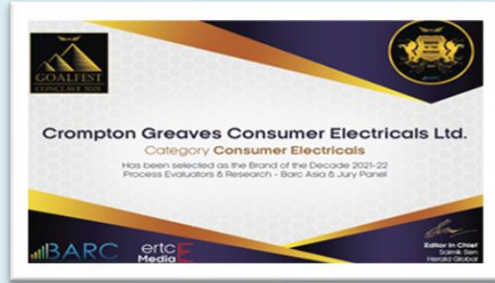
SEBI LODR Amendment

- Update ESG risk themes in the risk register
- Identify emerging risk themes - eg. climate risk, customer/partner ESG expectations

5

ESG Reporting and Ratings

- Publish ESG report in alignment with BRSR and GRI Standards
- Actively procure an ESG ratings on S&P's Corporate Sustainability Assessment (DJSI)



Prestigious 'Brand of the Decade Award' by Herald Global and BARC Asia



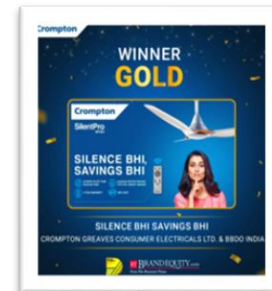
Crompton featured in under LEADERSHIP category of S&P BSE 100 (BSE 100) Companies evaluated on Indian Corporate Governance Scorecard by IAS



Crompton's SilentPro Enso Ceiling Fan was the winner at the prestigious iF Design Awards



Crompton's SilentPro campaign won the #ETBrandDisruption Gold Award under 'Technology-Driven Campaign' category

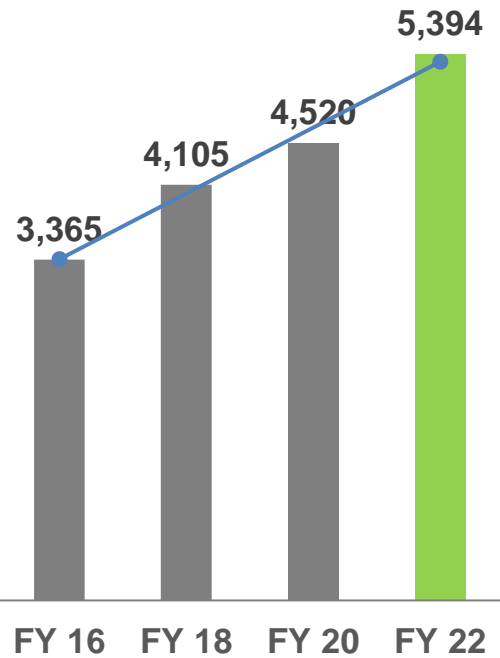


Crompton's Blossom Smart Fan was declared the Red Dot Winner 2022 for Product Design

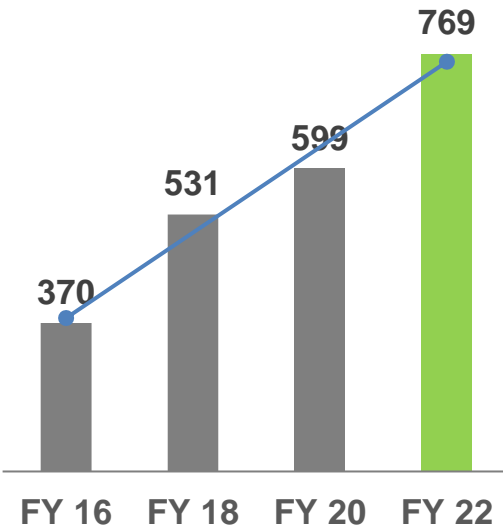
7 Financials: Strong earnings growth

Crompton has delivered revenue CAGR of 8%, EBITDA CAGR of 14% and PAT CAGR of 17% growth since demerger with strong FCF conversion (c. 155% of PAT)

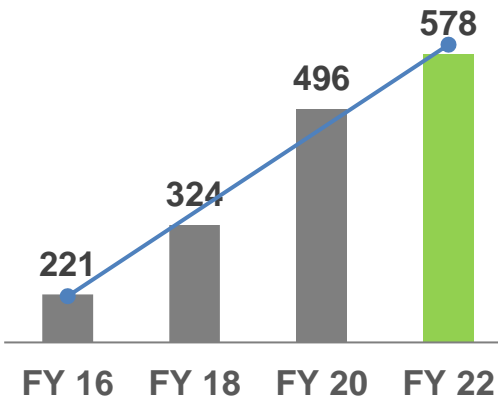
Revenue (in cr.)¹



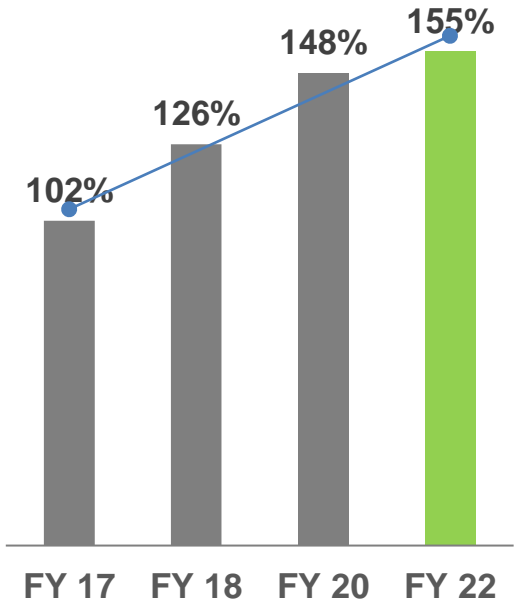
EBITDA (in cr.)²



PAT (in cr.)³



FCF Conversion^{4,5}



Note: (1) Revenue adjusted for GST (in FY16-18) and excludes other income. (2) EBITDA excludes other income (3) FY16 PAT is taken as the sum of H1FY16 PAT from business division of CG Power and Industrial Solutions and H2FY16 PAT from CGCEL FY16 Annual Report (4) FCF = Cash flow from Operations + Cash flow from Investing (excluding Capex) (5) Cash conversion is adjusted for early payment to vendors

Butterfly Acquisition

Crompton  **Butterfly**

A transformational step to becoming a leading player in Small Domestic Appliances (SDA)

Butterfly is amongst the Top 3 Brands in India in kitchen and small domestic appliances

- #1 brand in South in Table Top Wet Grinders and LPG Stoves
- Top 3 brand in South in Mixers & Cookers
- Well positioned for breakout growth with a pan-India expansion



Good FIT, aligned with Long Term Strategy and Vision

- ▶ Immediately achieves scale in kitchen appliances, increasing share of SDA in mix
- ▶ Creates a platform for a full kitchen play – a strong connect with every home



Complementary Product Portfolio Geared to Enable foray into New Markets

- ▶ Complementary segmental presence
- ▶ Enhanced R&D, technology, manufacturing capabilities key to future expansion



Ability to Unlock Synergies

- ▶ Growth Synergies including new markets, products and brand
- ▶ Cost Synergies including in-house manufacturing, economies of scale, etc



Kitchen Appliances



LPG Stoves



Mixer Grinder



Electric Rice Cookers



Juicer Mixer Grinder



Wet Grinder



Chimney



Induction Cooktop



Built In Hobs

Cooker & Cookware



Pressure Cookers



Non-Stick Cookware



Others



Hand Blender



Hand Mixer



Pop Up Toaster



Sandwich Maker



Flasks & Water Bottles



Electric Kettles



Tower Fan



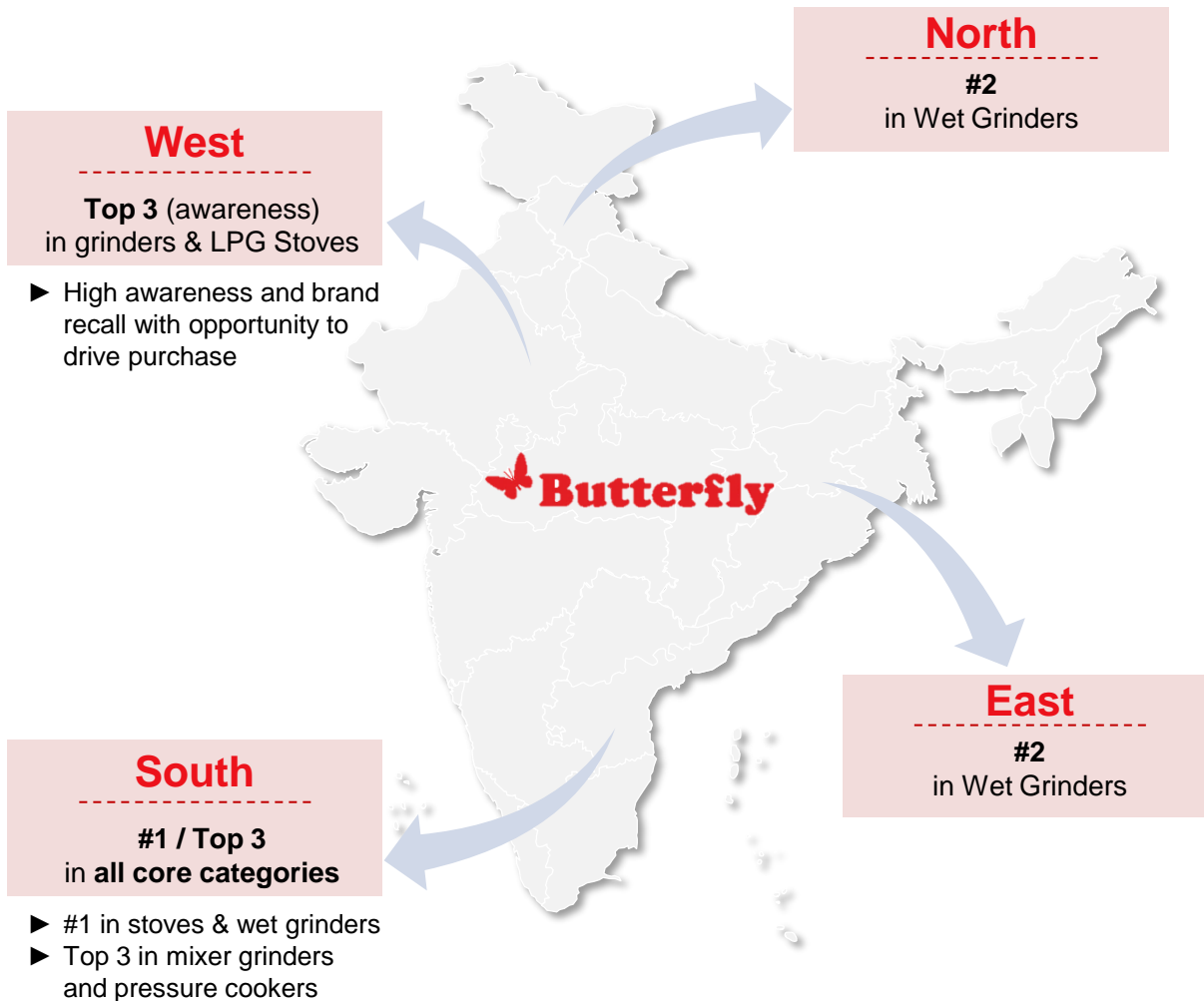
Cooler



Manual Chopper

A full kitchen play which increases connect with the entire home

A high-recall brand well known pan-India forms a concrete launchpad for a deeper penetration across the country



Consumer Brand Perception

Associated with a perception of:

- Durability
- Availability
- Good Aesthetics
- Product Quality



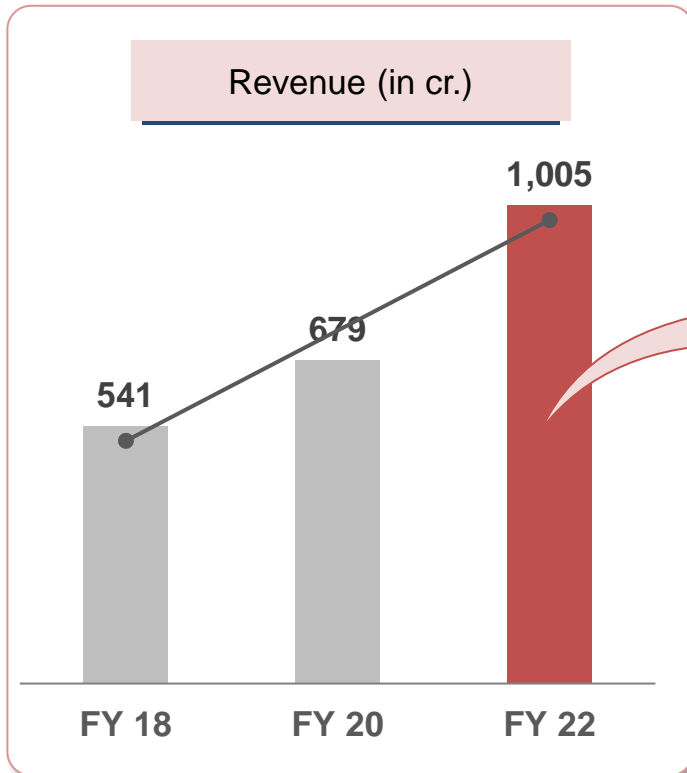
Retailer Brand Perception

Associated with a perception of:

- Durability
- Consumer Demand
- After Sales Service

High retailer NPS* across categories in South

Strong performance coupled with healthy margins

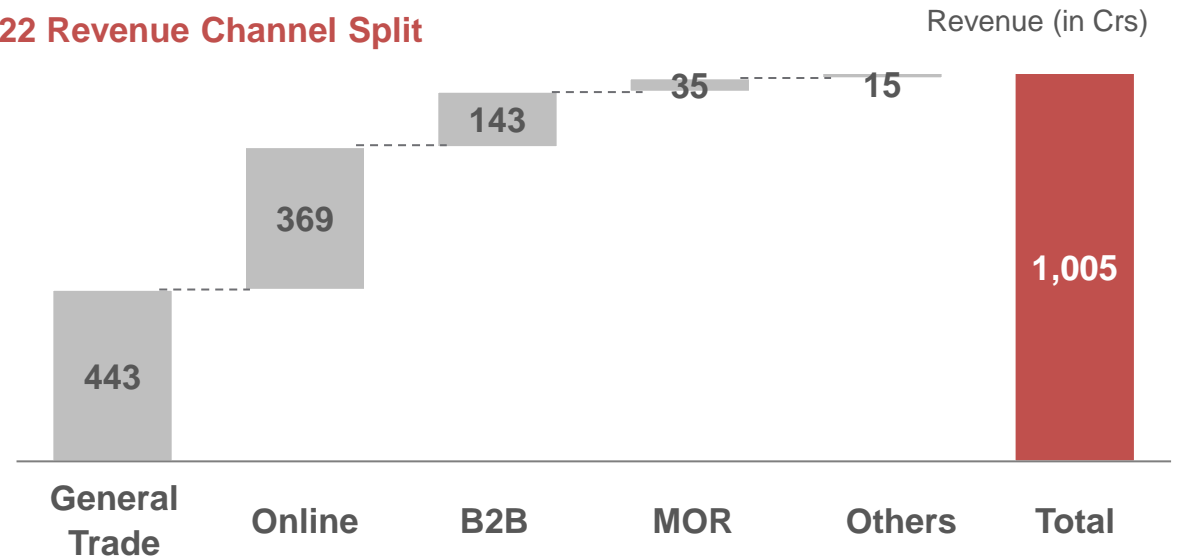


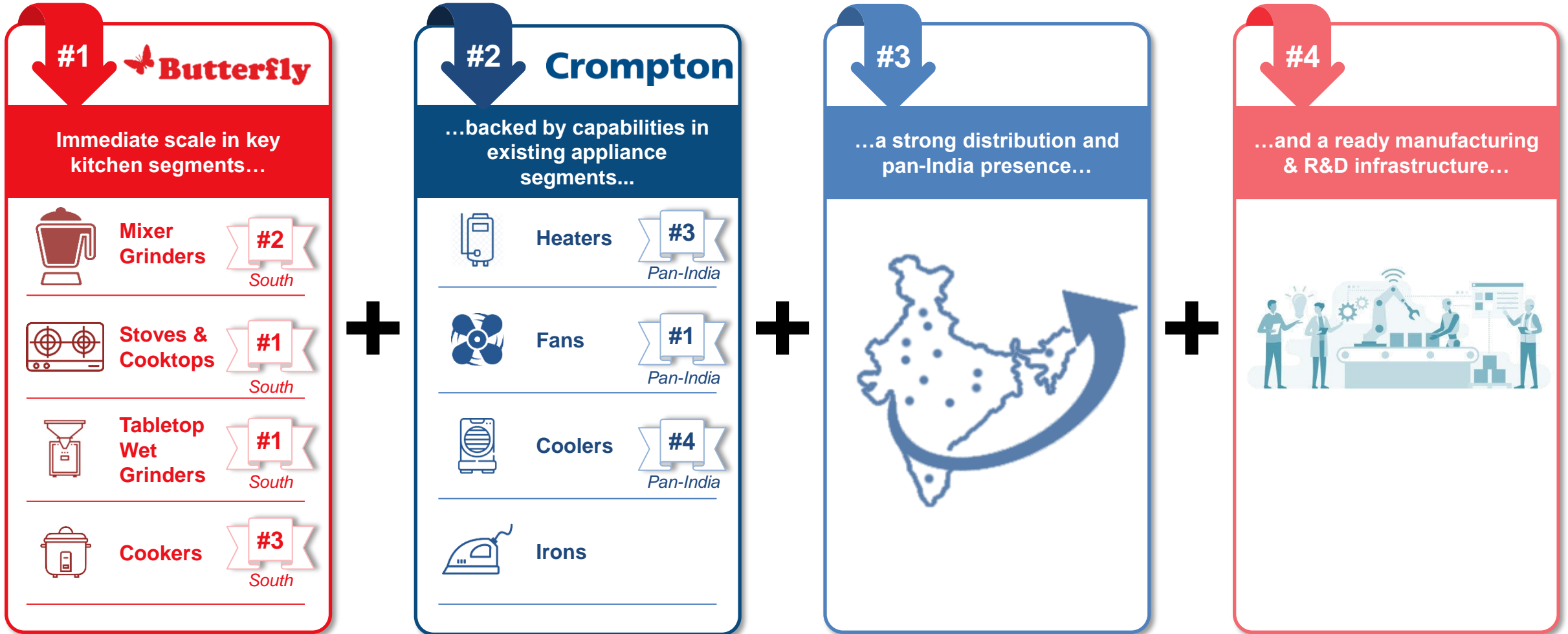
~17% CAGR over past 4 years

FY 22 Revenue Category Split

Category	Est. Market Size	Revenue	Mfg. %
Mixer Grinders	~2,800 cr.	295 cr. (29%)	100% Mfg.
LPG Stoves	~2,200 cr.	249 cr. (25%)	73% Mfg.
Pressure Cookers	~1,700 cr.	180 cr. (18%)	100% Mfg.
Table Top Wet Grinder	~380 cr.	127 cr. (13%)	100% Mfg.
Others	-	153 cr. (15%)	-
Total	~7,080	1,005	

FY 22 Revenue Channel Split





...creates a perfect opportunity for innovation and expansion in core and adjacent categories

Crompton + Butterfly

Crompton will maintain market leadership across core segments; attain leadership position in emerging segments and be among the top 3 in the new segments

		Historical (15-22)	Medium term (next 2-3 years)	Long term (3-5 years)
Core Segments	Fans	Maintained #1 in Fans	Maintain #1 in Fans, 2x premium fans growth over FY 21	Achieve #1 in Premium Fans
	Pumps	Maintained leadership in Residential	Maintain #1 in Residential and grow share of Agri.	Maintain #1 in Residential and double share of Agri.
Emerging	Lighting	Top 3 in Lighting B2C	Become a top 2 player in LED, wind down CFL	Become a clear #2 in lighting
	Appliances	#3 in Geysers & #4 in Air Coolers; Acquired Butterfly	Become Top 3 player in SDA Segment	Become Top 2 player in SDA Segment and further extend kitchen portfolio
New	New segments	Evaluated attractive adjacencies	Enter and establish an adjacency	Top 3 player in established adjacency, Enter a new adjacency

Strategic initiatives to capitalize on the Opportunity

Brand Excellence

- **Advertising:** Continue to invest in the brand and improve spontaneous recall for all categories through focused campaigns
- **Discoverability:** Focus on increasing organic sessions
- **Brand Strategy:** Focus categories where there is a plan to become a top 3 player pan-India
- **Consumer Insights:** Conduct market research planned under 3D framework – Discover, Develop and Deliver

Portfolio Excellence

- **Portfolio Expansion:** Strengthen the premium portfolio in Fans and Pumps. Introduce exclusive portfolio for Ecommerce
- **Innovation:** Air purification and cleaning technologies related product development
- **Transition:** Ensure 100% readiness to changing regulatory norms
- Evaluation and entry into new segments

GTM Excellence

- **Distribution:** Increase in monthly billed outlets, extraction from Star & A Class outlets. Focus extraction based on norms
- **Trade Marketing Re Imagined** through simplification, speed and transparency of policies
- **Alternate Channels:** Expand Rural (Direct and Indirect) and accelerate Ecommerce
- **Dealer engagement:** Institutionalize technology for higher engagement

Operational Excellence

- **Operations:** Focus on improving placement efficiency and OTIF; Optimize manufacturing footprint including increased in-housing
- **Cost savings:** Continue to drive margin improvement
- **After sales support:** Maintain best-in-class after sales service
- **Quality:** Reduce defect % and increase customer delight
- **I.T:** Develop safe and secure IT systems with robust governance

Organisational Excl.

- Build capability in the areas of GTM, Innovation, Operational excellence
- Become **Employer of Choice** in consumer durables industry by **employee engagement** and organization purpose and culture
- Build **best in class people processes** based on data and employee experience – Reduced time for recruitment, enhanced learning & development

Thank You!