

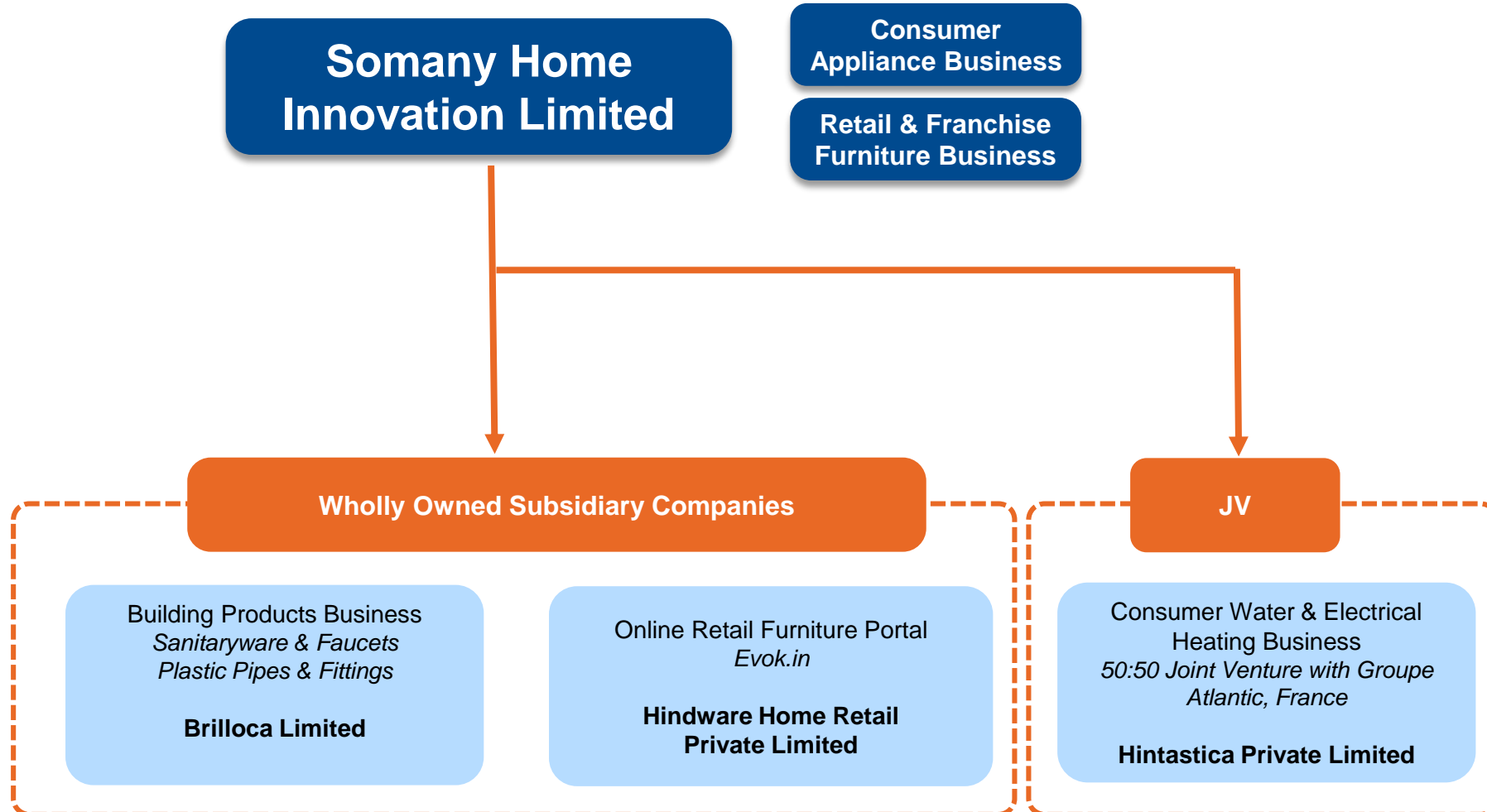


**Driving Customer Aspirations**  
Enriching Experiences | Innovative Offerings

July 2021



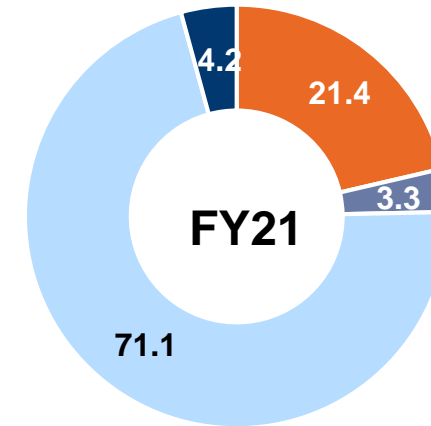
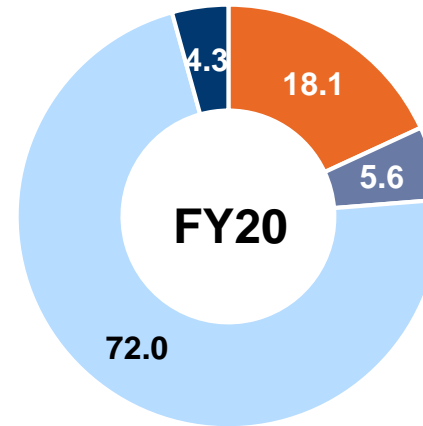
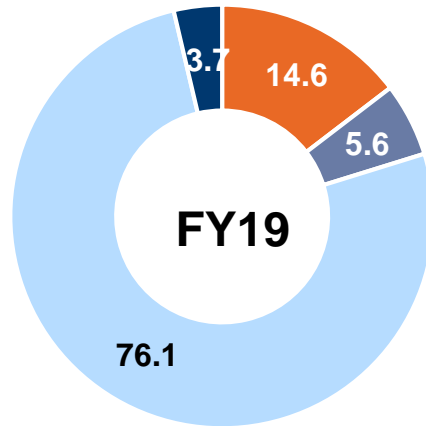
# About SHIL



# Revenue Mix

## Revenue Mix (%)

(₹ in crore)



■ Consumer Appliance Business # 
 ■ Retail Furniture Business\* 
 ■ Building Product Business 
 ■ Water Heating Business\*\*

Revenue	FY 19	FY 20	FY 21
Consumer Appliance Business #	244	292	379
Retail Furniture Business *	94	91	59
Building Product Business	1,272	1,161	1,262
Water Heating Business (100%) **	62	69	75
<b>Total</b>	<b>1,671</b>	<b>1,613</b>	<b>1,775</b>

#Consumer Appliance business is excluding water heating business, \*Includes HHRPL, \*\*Unaudited figures

# Our Strategy for Growth

Leverage & monetize brand “Hindware” and its distribution channels to diversify into newer segments & product categories

Allocate capital to maximize returns, into segments where brand “Hindware” can emerge amongst the top 3 players

Creation of distinct business verticals led by professional CEOs and the management teams to focus on building long-term growth

# How we walked our strategy....

Over last 5-6 years, brand Hindware has consolidated its presence in homes and kitchens

A decade ago, Hindware was a leader only in the Sanitaryware segment



Today, in addition to being a leader in Sanitaryware, brand Hindware has established itself in other segments too:

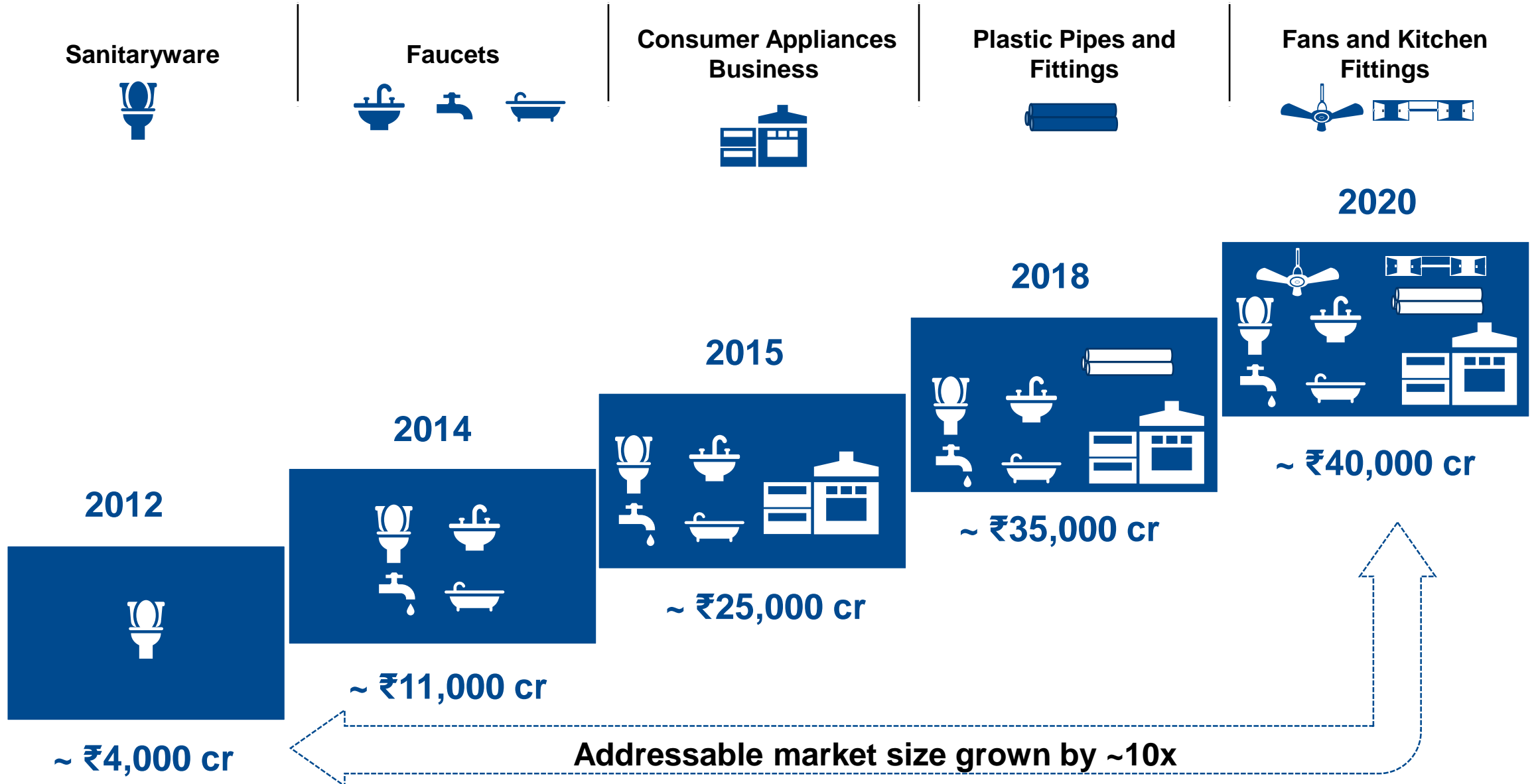
- 2nd largest player in the Faucet segment
- Within 3 year of operations, we have become the fastest growing Plastic pipes and fittings brand in India
- Within 5 years of operations, we are now the 2nd largest player in Kitchen chimney, hoods & hobs
- Amongst top 5 players in the fragmented Water heater and Air cooler categories



Leader in segments on e-commerce platforms too

- Chimney : No.1 player
- Air Cooler : No. 2 player
- Water heater: No. 3 player

# Our Journey: Expanding horizons to unlock value



# Brand Hindware

Brand Hindware is owned by SHIL and Brilloca

hindware  
KITCHEN ENSEMBLE

hindware  
atlantic

hindware  
ITALIAN COLLECTION  
*Thoughtful is beautiful.*

hindware  
SNOWCREST

FGV FORMENTI & GIOVENZANA  
Powered by hindware  
Italian Designs - Great Value

hindware

TRUFL<sup>®</sup>  
by hindware

hindware  
APPLIANCES

moonbow  
by hindware

hindware

# Leadership Team executing the strategy



## **RAKESH KAUL**

Whole-time Director & CEO, SHIL

*Over 25 years of experience in consumer business, media, retail, etc.*



## **SUDHANSHU POKHRIYAL**

CEO - Bath Business, Brilloca Limited

*Over 20 years of experience in FMCG, building products, sales and marketing, etc.*



## **NAVEEN MALIK**

Chief Financial Officer, SHIL

*Over 25 years of experience in banking, strategy, project finance, investor relations, etc.*



## **RAJESH PAJNOO**

CEO– Pipes, Brilloca Limited

*Over 28 years of experience, including 20+ years in the plastic and PVC industry*



## **SANDEEP SIKKA**

Group CFO

*Over 25 years of experience in project finance, business strategy, structured finance etc.*



# SHIL Board of Directors



## SANDIP SOMANY

Chairman and Non-Executive Director

*Over three decades of experience in consumer and packaging business. He is also the Past President of Federation of Indian Chambers of Commerce and Industry (FICCI) and PHD Chamber of Commerce and Industry (PHDCCI)*



## ASHOK JAIPURIA

Independent Director

*He is a businessman with a strong vision, who made Cosmo Films Ltd. the largest Biaxially Oriented Polypropylene (BOPP) film manufacturer and exporter.*



## RAKESH KAUL

Whole-time Director and CEO

*Over 25 years of experience in consumer business, media, retail, etc.*



## SALIL KUMAR BHANDARI

Independent Director

*He is the founder and Former Managing Partner of BGJC & Associates LLP, which is a well-known audit and management consulting firm based in New Delhi*



## NAND GOPAL KHAITAN

Independent Director

*He is an Attorney-At-Law, Advocate and Notary, practising in the Hon'ble High Court Calcutta and the Hon'ble Supreme Court of India*



## ANISHA MOTWANI

Independent Director

*She is a multi-faceted business leader with over 28 years of experience in diverse industries like advertising, auto manufacturing, financial and health services.*



# Consumer Appliances Business

Widest range of connected and smart appliances with an emphasis on innovation

Established strong Omni presence across channels with a focus on consumer service

- ③ Portfolio across categories: kitchen appliances, kitchen sinks, water heaters, water purifiers, air coolers, ceiling, table, wall & pedestal fans, food sanitizer, and furniture & kitchen fittings
- ③ Recently launched kitchen & furniture fittings brand in tie-up with Italian company, Formenti & Giovenzana under brand FGV Powered by Hindware
- ③ Joint Venture with French heating solutions giant, [Groupe Atlantic, France](#) to tap the opportunities in fast growing water heater segment and electrical heating segment
- ③ Strong Distribution reach: 10,000+ Retail outlets, 1,000+ Distributor partners, 700+ Modern & large retail outlets and ~120 exclusive kitchen galleries across India

**#2**

Player in the Kitchen  
Chimney Segment

**#5**

Player in the Air  
Cooler Segment

**#5**

Player in the Water  
Heater Segment



# Diverse and Exciting Products & Brands

hindware



Kitchen Appliances

hindware  
atlantic



Water Heaters

hindware  
SNOWCREST



Air Coolers

hindware  
SNOWCREST



Fans

hindware  
moonbow  
by hindware



Water Purifiers

FEV  
FORNENTI & GIOVENZANA  
Powered by hindware  
Italian Designs - Great Value



Kitchen & Furniture Fittings

# Consumer Centric Innovation: New Launches



## i-Fold 90L Desert Cooler

- ⊙ India's first foldable air cooler (patented)
- ⊙ Can be folded easily and stored
- ⊙ Offers efficient cooling with a powerful air throw of 3400 m<sup>3</sup>/hr
- ⊙ Offers convenient features like 'completely shut louvers' and 'insect & dust filters' to stop mosquitoes and insects from entering the cooler and breeding inside



## Spectra iPro & Acura iPro

- ⊙ IoT enabled smart desert and personal air coolers, respectively
- ⊙ Both products are designed with smart automation offering features such as Geo-fencing and Wi-Fi Direct, and Alexa-controlled features
- ⊙ Can be easily managed from anywhere at any time through the Hindware Appliances app



## Activio Food Sanitizer

- ⊙ Utilizes all-natural Ozone Purification Technology
- ⊙ Generates potent micro-bubbles to wash all foreign residues on the surface
- ⊙ Comes with 3 preset functions, providing users with dedicated modes for cleaning fresh produce, meat and cutlery



## Hindware Purge

- ⊙ Surface disinfectant generator for furniture, household appliances, bathtubs electronics, fruits and vegetables, etc.
- ⊙ Disinfectant created using pure water within three minutes
- ⊙ Tested and certified by TUV-SUD South Asia Pvt. Ltd. to effectively remove 99% of the viruses



## Elara iPro

- ⊙ Second IoT enabled RO + UF + Minerals + UV LED water purifier from the company
- ⊙ Equipped with Advanced Copper+ Technology and UV LED inside the tank for ultimate purity in water
- ⊙ Easy mobile app access from anywhere at any time
- ⊙ Wi-Fi direct technology, which enables communication even without an active internet connection at home

# Emphasis on R&D and Innovation

Total patents: 31 patents over last 5 years

## Optimus iPro Chimney

- India's 1<sup>st</sup> ever IoT – enabled chimney
- MaxX Silence Technology\*



## Spectra iPro

- Equipped with features such as Geo-fencing and Wi-Fi Direct, and Alexa-controlled features



## Achelous Premium iPro Water Purifier

- India's 1st IoT enabled water purifier with RO membrane life alert & real-time filter alert features.



IoT  
Innovations



## Ondeo Evo iPro Water Heater

- Operate from anywhere, track monthly power consumption, geofencing and one touch service

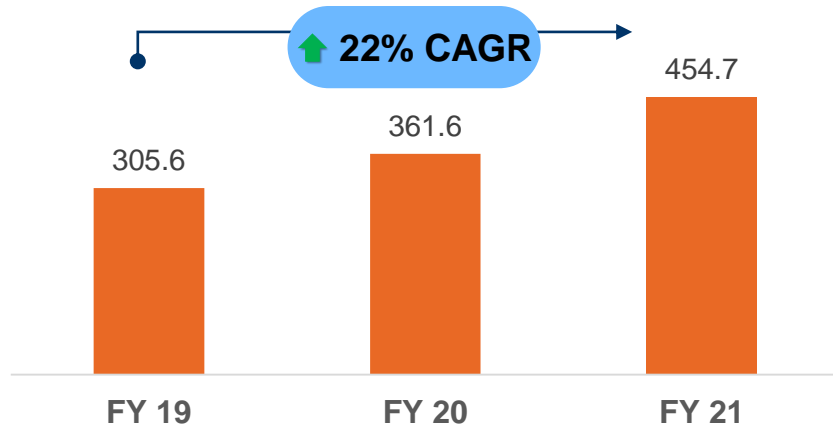
- Hindware Konnect, Hindware's IoT platform, brings connected and intelligent products to SHIL's customers with a host of features with Hindware appliances mobile app for remote operations, and also works with Alexa and Google Home.
- Hindware Appliances was recently mentioned amongst the exclusive global brands in the Smart Homes domain at Google's IO, a global event
- SHIL's in-house R&D is recognized and registered with the Department of Scientific & Industrial Research (DSIR)

# Consumer Appliance Business# : Continuously improving bottom line

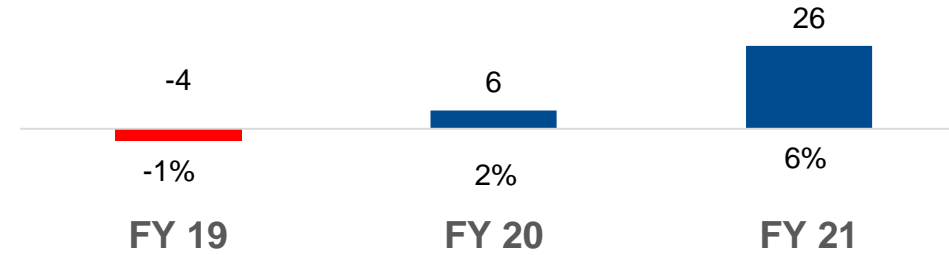
(₹ in crore)

## Annual

### Revenue

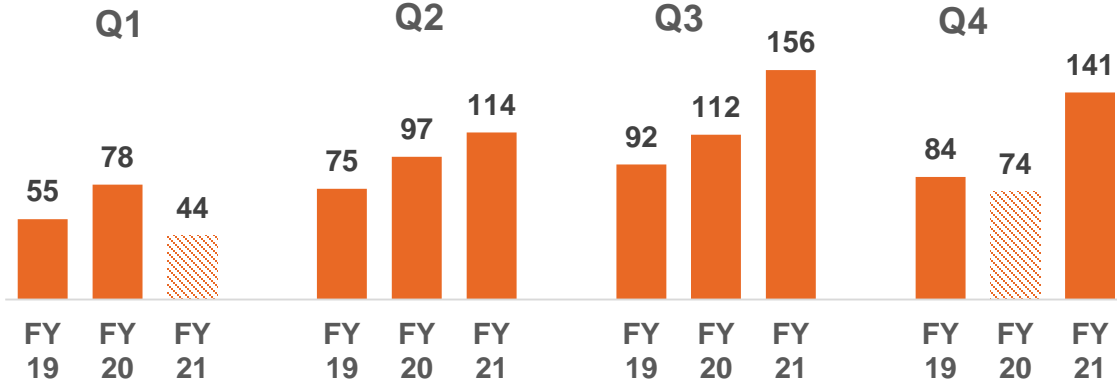


### EBIT Margin (%)

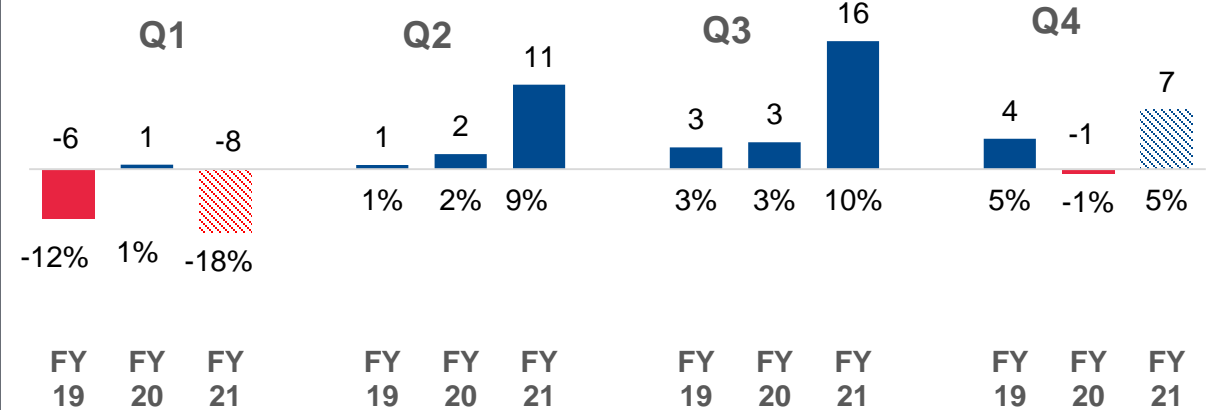


## Quarterly

### Revenue



### EBIT Margin (%)



# Including Water Heater Business. Quarterly figures for FY 19 have been extracted from published financials of Consumer business segment on pre demerger basis  
Shaded graphical portion represents COVID impacted period

- ⊙ Home interior products through modern format stores
- ⊙ Strong e-commerce presence through online portal [EVOK.in](https://www.evok.in) and other sites like Amazon, Flipkart, Pepperfry, etc.
- ⊙ Emphasis on minimising overheads; improving profitability – move from Cash burn to Cash earn
- ⊙ Q4FY21 Highlights:
  - Witnessed 168% increase in website visitors
  - PBT positive for two consecutive quarters for the first time
  - First Indian brand in furniture domain to launch a hyperlocal platform (to integrate franchises stores with its e-commerce portal [EVOK.in](https://www.evok.in))

2

Company owned stores

20

Franchise Stores



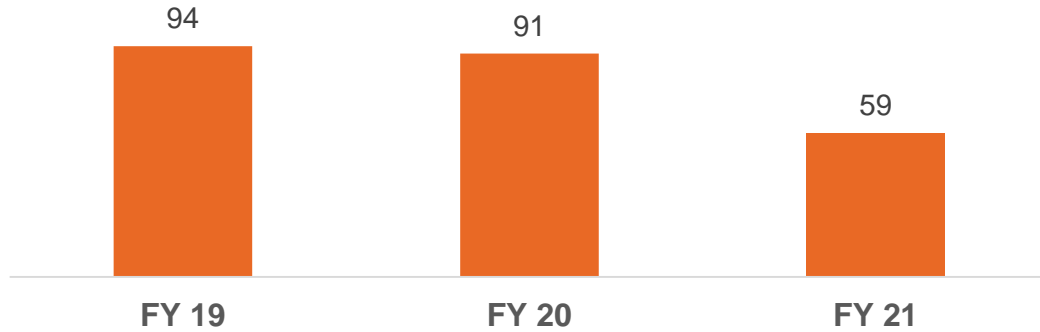


# Retail business profitable : Post stores closure

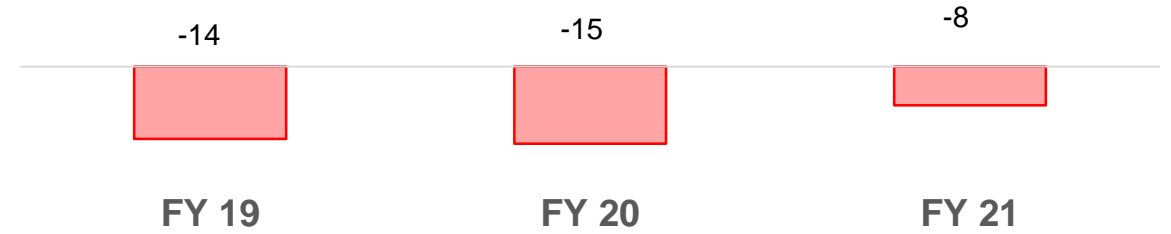
(₹ in crore)

## Annual

### Revenue

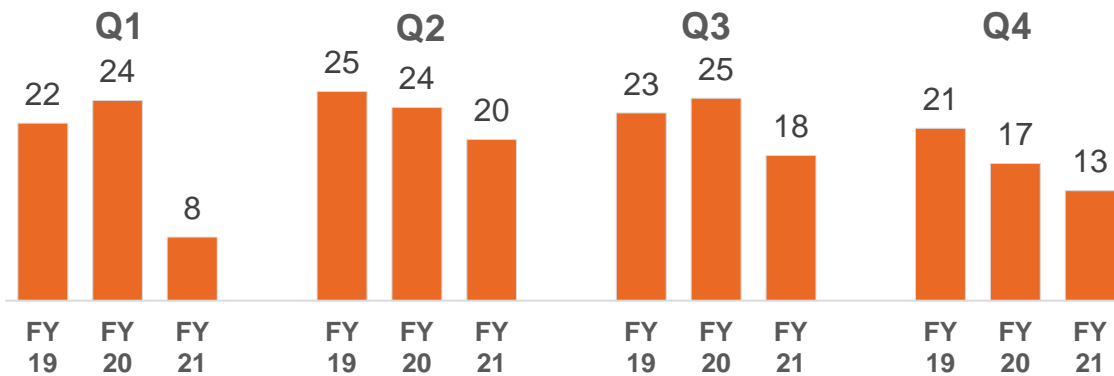


### EBIT Margin (%)

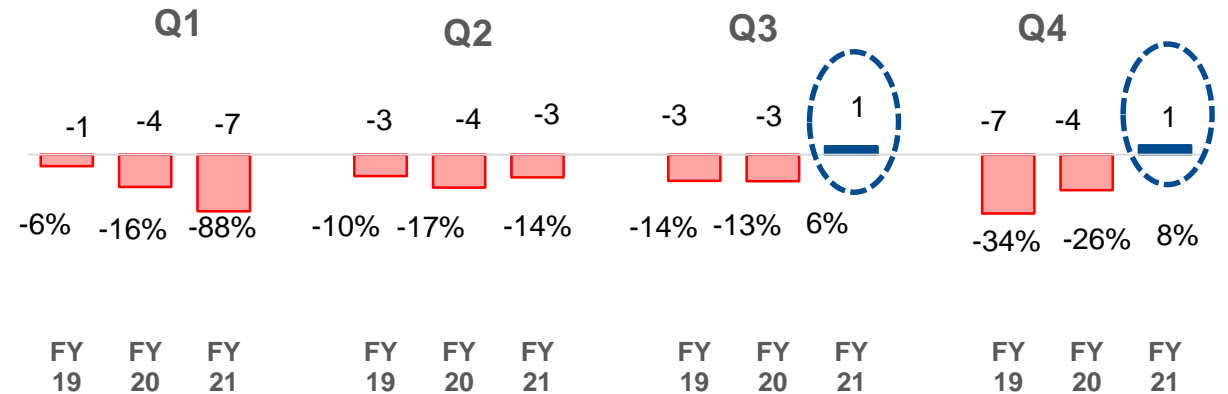


## Quarterly

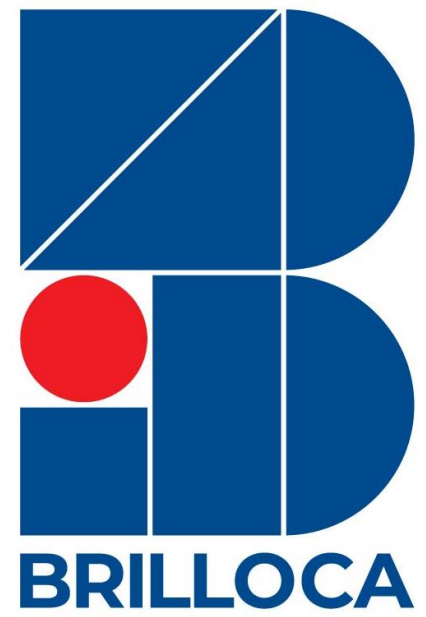
### Revenue



### EBIT Margin (%)



Note : Quarterly figures for FY 19 have been extracted from published financials of Retail business segment on pre demerger basis



## Leading player in Sanitaryware & Faucets segments

- ⌚ Wide array of products available across the price spectrum
- ⌚ Strong Network of distribution and service

**LUXURY**

**QUEO**

**PREMIUM**

**hindware**  
ITALIAN COLLECTION

**MASS**

**hindware**

- ⌚ Strong Network of distribution and service

- 228 Brand Stores for an immersive customer experience
- 137 Distributors for wide network
- 5400+ direct retail touchpoints: Indirect reach covering around 20,000 touchpoints
- Catering to 1100+ institutional clients
- A service network of 400+ technicians pan India covering more than 640 districts , with a TAT of 24 hours in metro markets and 48 hours in upcountry markets





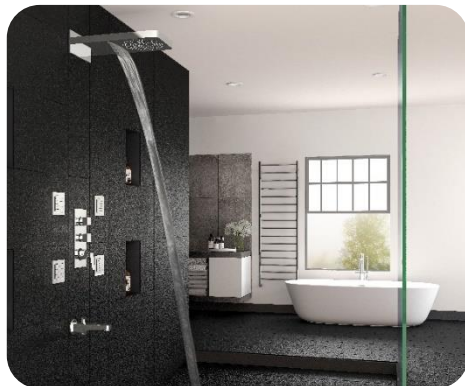
**Water Closets**



**Wash Basins**



**Faucets**



**Showers**



**Tiles**



**Bathtubs**



TANKLESS  
FUTURE OF BATHROOM

**1<sup>ST</sup>**  
TIME IN INDIA

- Unique Space Saving Design
- Water Saving Efficient 4L Flushing
- Hassle-Free Installation

GRABS ATTENTION.  
WITHOUT MAKING NOISE.

WATER CLOSETS WITH **AQUASHEET**  
TECHNOLOGY FOR QUIETER FLUSHING.\*



\*QUIETER THAN A REGULAR FLUSH








## Innovation and Brand Focus

Modernizing and premiumisation of portfolio aligned to market

- Touchless series
- Innovations such as Tankless

Addressing consumer with “Thoughtful is Beautiful” campaign

## Focused Channel Based Approach

Creation of institutional Channel vertical contributing 30% of business

Strengthening of teams to address more than 1100 large customers

Creation of separate Faucet Vertical

## Expanding Reach

Adding 100+ Brand Stores in One Lac Plus POP towns

Appointing distributors to reach tier 3-4 towns (500 + towns)

Focus on channel partner ROI by doing fulfillment through depot infrastructure

Professional 3PL appointment to focus on OTIFs

## Delivering Margins

Mitigating higher input costs by

- Value Engineering
- Strategic procurement by supplier consolidation
- Reducing dependence on imports
- Improving internal processes

AND

Passing the unmitigated increases  
by price hike

## Leveraging Digital

Driving Phygital through digital  
lead generation

Customized ads for large brand  
stores

Store virtual tours for customers

20% of Ad spend to be on Digital

## Enhancing After Sales Service

Expansion of Service  
infrastructure by franchised HSPs  
(Hindware Service providers)

Covering 640 districts, attending  
40k calls monthly and resolving  
86% complaints as per SLA of  
TAT

TRUFLO by Hindware™, is the fastest growing Plastic pipes and fittings brand in India

TRUFLO aims to be amongst the top 5 players in 3 years



- ① With 1,100+ SKUs, it offers best-in-class, NSF-certified, CPVC pipes along with lead-free UPVC pipes, SWR pipes and PVC pipes for potable water
- ① TRUFLO by Hindware™ uses NSF-certified CPVC compound, Durastream, supplied by ~US\$10 billion Japanese conglomerate Sekisui Chemical Co. Ltd.
- ① Recently forayed into overhead water storage tank and column pipes segment with a robust range of products
- ① Strong Distribution Network
  - 20,000 retailers supported by 200+ distributors for Plastic pipes and fittings

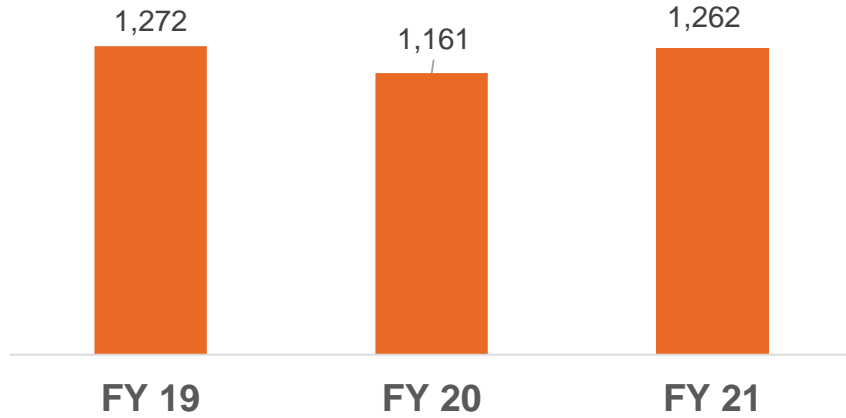


# Building Products Business

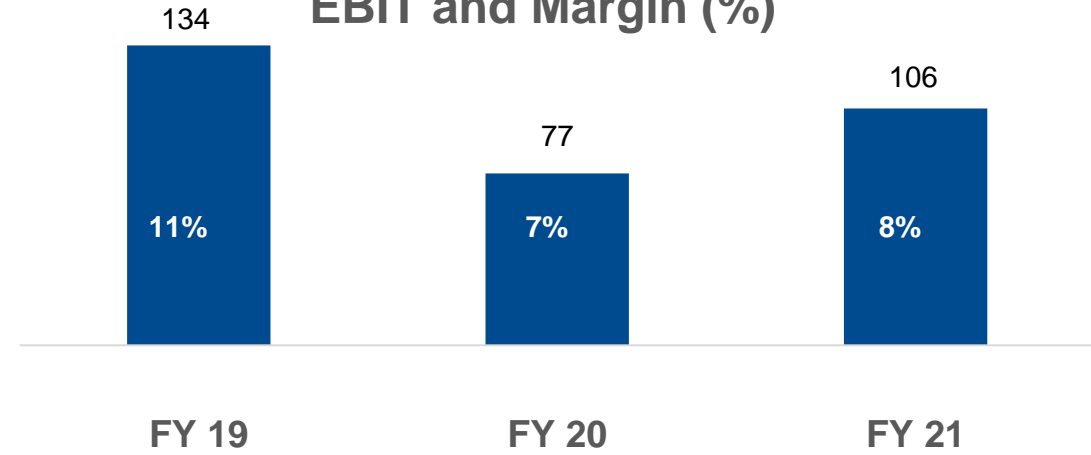
(₹ in crore)

## Annual

### Revenue

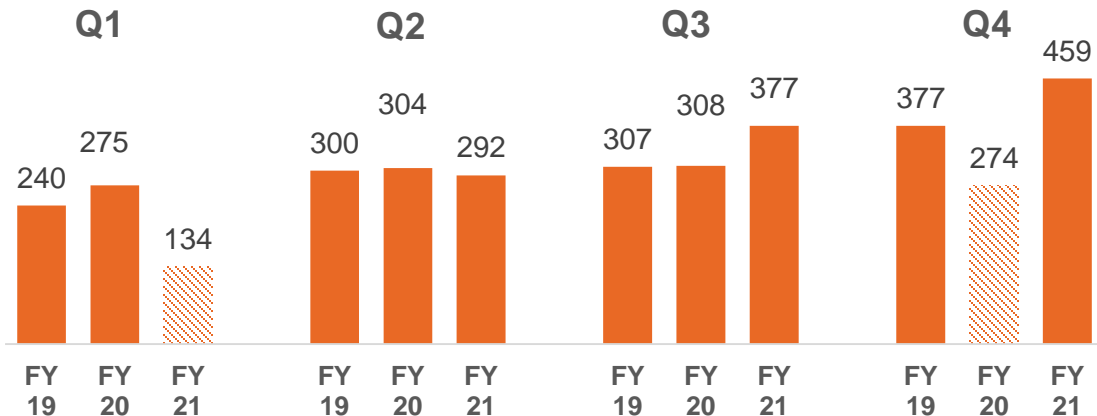


### EBIT and Margin (%)

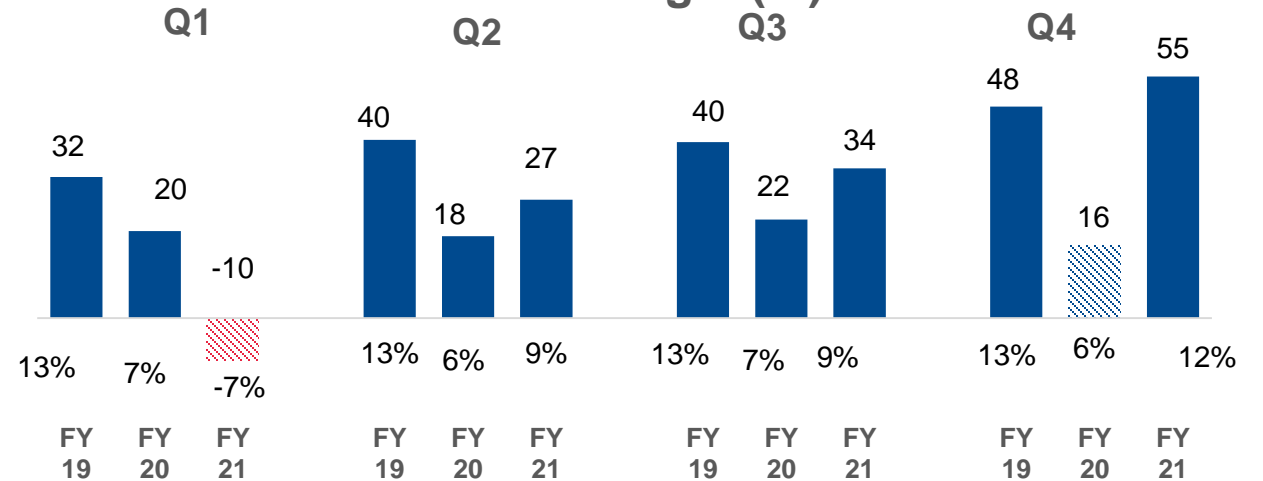


## Quarterly

### Revenue



### EBIT and Margin (%)



Note : Quarterly figures for FY 19 have been extracted from published financials of Building Products business segment on pre demerger basis  
 Shaded graphical portion represents COVID impacted period

# The Way Forward

## Market Leadership

“Be among the  
Top 3 in  
categories we  
operate in”

## Improve Capital Efficiency

## Enhance Shareholder Returns

**Increase Consumer Connect & Expand Distribution**

**Leverage Digital**

**Attract & Retain Best Talent**