**Crompton Greaves Consumer Electricals Limited**
**Registered & Corporate Office:**
05GBD, Godrej Business District, Pirojshanagar,
LBS Road, Vikhroli (West), Mumbai 400 079, Maharashtra, India
Tel: +91 73045 75254
W: www.crompton.co.in CIN: L31900MH2015PLC262254

Date: August 31, 2026

| | |
|---|---|
| To,<br>**BSE Limited ("BSE")**,<br>Corporate Relationship Department,<br>2nd Floor, New Trading Ring,<br>P.J. Towers, Dalal Street,<br>Mumbai – 400 001. | To,<br>**National Stock Exchange of India Limited ("NSE")**<br>Exchange Plaza, 5th Floor,<br>Plot No. C/1, G Block,<br>Bandra Kurla Complex, Bandra (East),<br>Mumbai – 400 051 |
| **BSE Scrip Code: 539876** | **NSE Symbol: CROMPTON** |
| **ISIN: INE299U01018** | **ISIN: INE299U01018** |
| **Our Reference: 80/2026-27** | **Our Reference: 80/2026-27** |

Dear Sir/Madam,

**Sub: Investor Presentation - Revised**

This is in continuation of our earlier letter regarding the Investor Presentation dated August 20, 2026. We wish to inform you that a revised Investor Presentation is being submitted to address certain inadvertent clerical errors identified in the earlier presentation. The revision is administrative in nature and does not result in any change to the information, analysis, or conclusions presented therein.

Please find enclosed the revised Investor Presentation for your records.

You are requested to take the same on your record.

Thanking you,

For **Crompton Greaves Consumer Electricals Limited**

Kaleeswaran Arunachalam

Digitally signed by Kaleeswaran Arunachalam
DN: cn=Kaleeswaran Arunachalam c=IN o=Personal
Reason: Personal
Location:
Date: 2026-08-31 16:35+05:30

**Kaleeswaran Arunachalam**
**Chief Financial Officer**

*Encl: as above*

NUMBER ONE

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# Investor Day 2026

85-year-old legacy
12-year-young start-up

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CHARGE
AHEAD

# GOVERNED BY BOARD
# AND
# LED BY MANAGEMENT

# Where we started

Yesterday we built a foundation — with few gaps.
Today we are closing them.
**Tomorrow we compound — resilient by design.**

| | PHASE 1 · FOUNDATION<br>FY17–FY22 \| Built the base, with gaps |
|---|---|
| **Revenue CAGR** | 6% delivered |
| **Brand** | Strong — but under-invested |
| **Innovation & capability** | Early stages of building |
| **Markets served** | Strong leadership mostly in penetrated categories |
| **Seasonality** | High — earnings rode the season |
| **Go to market** | Strong distribution primary led |
| **Operating model** | Maximize near term returns |
| **Key strategy** | Premiumization across categories |
| **Ownership structure** | Transitioning from PE owned to management led |

| | PHASE 1 · FOUNDATION<br>FY17–FY22 \| Built the base, with gaps |
|---|---|
| **Revenue CAGR** | 6% delivered |
| **Fans** | Strong leader, value led premiumization objective |
| **Pumps** | Strong leader, low growth |
| **Lighting** | Persistent downward trajectory |
| **Large Domestic Appliances** | Incipient business, strong in ecommerce |
| **Small Domestic Appliances** | Small business, breaking even |
| **Butterfly** | Strong brand value led, poor revenue quality |
| **Large Kitchen Appliances** | Scale up and profitability challenge |

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# Our Business Ambition

| | 3-Year checkpoint (FY29) | 5-Year ambition (FY31) |
|---|---|---|
| Revenue growth | ~13-14% CAGR | 2X Revenue |
| Profit growth | Ahead of revenue growth | Ahead of revenue growth |

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# What got us here, will not take us there

Public

# Crompton 2.0 – A framework launched in 2023 to reset the growth engine

## Crompton 2.0

**Accelerated growth at healthy margins to deliver strong TSR**

**PILLARS**

### Protect and grow the core

**Fans:** Strengthen the core & increase share in premium

**Large domestic appliances :** Market leading growth

**Pumps:** Redefine position & increase agri-footprint

### Win in the Kitchen

**Small domestic appliances :** Grow share & reach

**Large kitchen appliances :** Scale up

**Butterfly :** Bring back to growth and profitable trajectory

### Transform Lighting business

Product innovation & positioning

Focused GTM & sales process enhancement

Range expansion across panels & other segments

### Foray into new segments

**Entry in 2-3 attractive whitespaces,** in line with overall vision

**ENABLERS**

**Brand excellence, consumer-centricity**

Invest in consumer awareness, right brand positioning

Brand architecture redefinition

**Operational excellence**

Manufacturing, quality & cost excellence to improve EBITDA and reinvest in growth

**GTM excellence**

Continue expanding reach & diversify into channel whitespaces

Follow the consumer: Omni channel

**FOUNDATION**

**People & Organization**

Autonomy & accountability with BU | Improve speed to market for NPD

Improve employee engagement

**Digital and technology**

Digitally powered sales functions

Improve channel and consumer connect led by digital

**Consumer-centric innovation**

Consumer needs-driven Innovation

Collaborations with startups/technology leaders

Sustainability at center of NPD

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# Crompton 2.0 – A framework launched in 2023 to reset the growth engine

## Crompton 2.0

**Accelerated growth at healthy margins to deliver strong TSR**

# TRANSFORM

**PILLARS**

### Foray into new segments

**Entry in 2-3 attractive whitespaces**, in line with overall vision

**ENABLERS**

**Brand excellence**
Invest in consumer awareness, right brand positioning
Brand architecture redefinition

**Operational excellence**
Manufacturing, quality & cost excellence to improve EBITDA and reinvest in growth

**GTM excellence**
Continue expanding reach & diversify into channel whitespaces
Follow the consumer: Omni channel

**FOUNDATION**

**People & Organization**
Autonomy & accountability with BU
Improve speed to market for NPD
Improve employee engagement

**Digital and technology**
Digitally powered sales functions
Improve channel and consumer connect led by digital

**Consumer-centric innovation**
Consumer needs-driven Innovation
Collaborations with startups/technology leaders
Sustainability at center of NPD

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# People & Organization transformation

## Crompton 2.0

**Accelerated growth at healthy margins to deliver strong TSR**

PILLARS

ENABLERS

FOUNDATION

## People & Organization

Autonomy & accountability with BU |
Improve speed to market for NPD
Improve employee engagement

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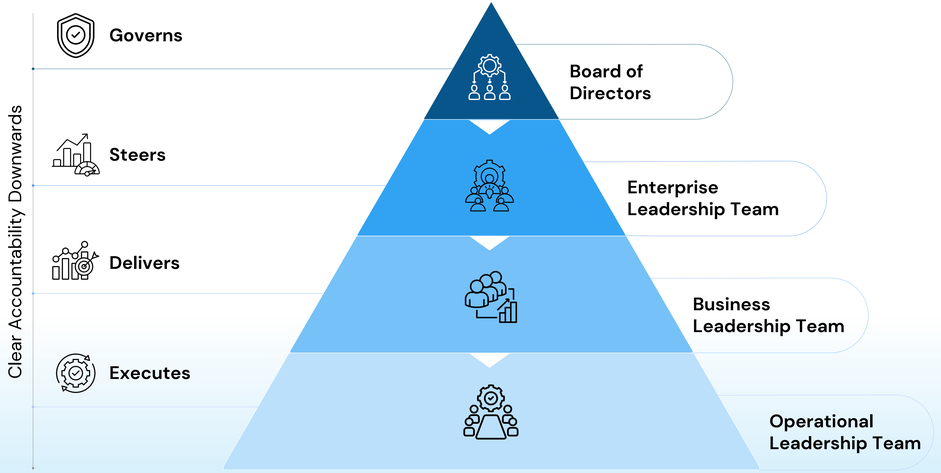
# Institutionalized Operating Structure: Board governed – Management led – Empowered organization

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# Board of Directors

An independent, professionally governed board with experience spanning global corporations, capital markets and government bodies.

**250+**
Combined years of experience

**1**
Executive Director

**5**
Former CXOs/MDs of leading corporations

**6**
Global institutions veteran

**D Sundaram**
*Non-executive Chairman & Non-Independent Director | Ex-Vice Chairman and CFO, HUL*

**Promeet Ghosh**
*Managing Director & CEO | Ex-Deputy Head, Temasek India*

**Sanjiv Kakkar**
*Independent Director | Ex-EVP Middle East, Central Asia, Russia & North Africa , Unilever PLC*

**Smita Anand**
*Independent Director | Ex-MD, Leadership Consulting India & Asia Head Korn Ferry's Board*

**P.R. Ramesh**
*Independent Director | Ex-Director, Deloitte & Touche Assurance & Enterprise Risk Services India*

**Hiroo Mirchandani**
*Independent Director | Ex-Business Unit Director, Pfizer India*

**Anil Chaudhry**
*Independent Director | Ex-MD and Zone President, Schneider Electric India Pvt Ltd*

## Collective Experience

| | |
|---|---|
| HUL | L&T |
| Nestle | Deloitte |
| Asian Paints | NSE |
| DSP Merrill Lynch | Schneider Electric |
| Temasek | Dabur |
| Pfizer | Zurich Kotak GIC |

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# Enterprise Leadership team with Over 200 Years of Collective Experience

A track record of driving transformation – built on P&L ownership, brand building and capital allocation

**Promeet Ghosh**
*Managing Director & CEO*

**Anand Kumar N**
*Business Head – Pumps & Kitchen Appliances*

**Anita Pansare**
*Chief Technology Officer*

**Anuj Lall**
*Integrated Supply Chain Head*

**Kaleeswaran A**
*Chief Financial Officer & Head of Strategy*

**Prasanth Nair**
*Chief Human Resources officer*

**Rajat Chopra**
*Group Sales & Services Head*

**Sachin Phartiyal**
*Business Head – Home Electricals*

**Shaleen Nayak**
*Business Head – Lighting, Solar Rooftop & Wires*

**Tanmay Prusty**
*Chief Marketing Officer*

**Vikram Sridharan**
*Chief Digital Officer*

| Collective Experience | |
|---|---|
| Amazon | Mercedez-Benz |
| ITC | Nokia |
| Philips | Eaton |
| Eicher | AkzoNobel |
| TVS | Tata Consumer |
| Bajaj Auto | Reckitt |
| Mondelez | Cipla |
| P&G | Whirlpool |

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# Augmented by next set of leaders forming part of BLT

**Ajay Gupta**
*Head - Manufacturing Operations*

**Anuj Arora**
*PL Head - Fans*

**Gautam Deshpande**
*PL Head - Pumps*

**Ketan Chaudhari**
*PL Head - Small Domestic Appliances*

**Malhar Vadke**
*PL Head - Large Domestic Appliances*

**Shashi Kumar N**
*Head - Quality*

**Shailesh Lokhande**
*VP - Central Procurement*

**Swetha Sagar G**
*PL Head – Butterfly, LKA & Rhion*

| Collective Experience | |
|---|---|
| Asian Paints | Whirlpool |
| Philips | EID Parry |
| Welspun | Bajaj Auto |
| Vodafone Idea | Usha |
| Preethi | Symphony |
| Bosch | Schneider |

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# Long-Term Incentives: Compensation Aligned to Multi-Year Value Creation

**Build**
*An Ownership Mindset*

**130+**
*Leaders Covered*

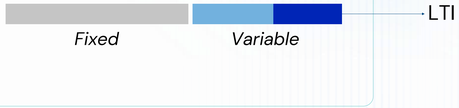
**Reward**
*Long-Term Delivery*

**3 Year**
*Staggered Payout*

**Measure**
*What Creates Value*

**4**
*Tangible Metrics*

**Share of compensation linked to performance**

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# How are we driving transformation?

Led by 5 Center of Excellence created across functions

**Rewiring core functions**

- Supply chain in product lines → Integrated supply chain
- Marketing service → Brand stewardship
- IT Infrastructure → Digitization

**Centers of Excellence**

- GTM & Service
- Procurement
- Transformation Office
- New product development
- Transaction processing center

**High impact transformation funding on an on-going basis**

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# Growth transformation

## Crompton 2.0

**Accelerated growth at healthy margins to deliver strong TSR**

PILLARS

ENABLERS

FOUNDATION

## Foray into new segments

**Entry in 2-3 attractive whitespaces**, in line with overall vision

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## Crompton's strengths

1 retailer every 4 kms
*(2.5L+ retailer)*

1 service partner every 5 kms
*(1300 service partners)*

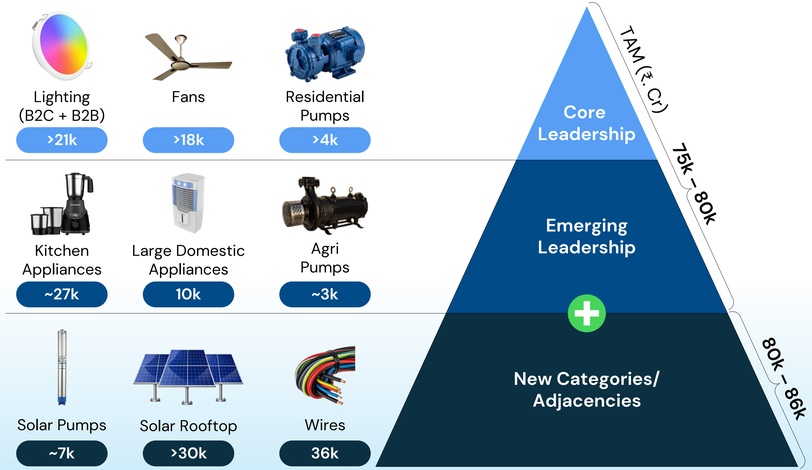
~ 93 % tor Key categories
*(Toal Brand Awareness)*

5 products /second
*(10 Cr+ appliances sold every year)*

1/3rd homes
*(Present in Indian homes)*

## Doubling TAM from Rs 80k Cr Rs 160k Cr+

Diversification to solve for penetration ceilings and seasonality impact by leveraging Crompton's strength




| Category Characteristics | Growth levers |
|---|---|
| Moderate Growth, High Penetration | Replacement, Premiumization |
| Moderate growth, Moderate penetration | Premiumization, Consumer aspiration, Penetration |
| High growth, Low penetration | Energy independence, Premiumization |

## Leveraging Crompton's strength across categories

| | | | | |
|---|---|---|---|---|
| Brand | ✓ | ✓ | ✓ | ✓ |
| GTM | ✓ | ✓ | ✓ | ✓ |
| Service | ✓ | | ✓ | ✓ |
| Brand | ✓ | ✓ | ✓ | ✓ |
| GTM | ✓ | ✓ | ✓ | ✓ |
| Service | ✓ | | ✓ | ✓ |

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# Brand transformation

## Crompton 2.0

**Accelerated growth at healthy margins to deliver strong TSR**

PILLARS

ENABLERS

FOUNDATION

## Brand excellence

Invest in consumer awareness,
Right brand positioning
Brand architecture redefinition

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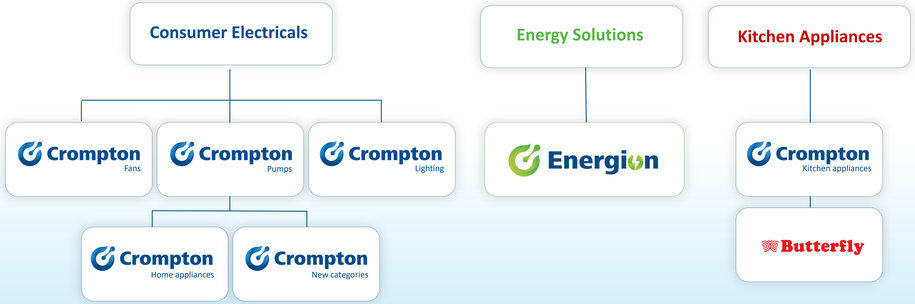
# CGCEL
# Brand world

## Crompton Rhion




## Crompton Services

Crompton assist

Crompton parivaar
Channel Partners

Crompton senze

Crompton parivaar
For Employees

Crompton saathi

Crompton parivaar
Retailers

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# Innovation transformation

**Crompton 2.0**

**Accelerated growth at healthy margins to deliver strong TSR**

PILLARS

ENABLERS

FOUNDATION

## Consumer-centric innovation

Consumer needs-driven Innovation
Collaborations with startups/technology leaders
Sustainability at center of NPD

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## Innovation engine driven by consumer insights – cutting horizontally, not just vertically

**Smart & Connected**

**Design-led Innovation**

**Platform Development**

Each lever is reusable across all six business units —
fans, pumps, kitchen appliances, water heaters, lighting and Rhion.

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# How did we PERFORM

| | Market share* (FY23-26) | What drove this? |
|---|---|---|
| **Fans** | **+60 bps** | Platformization,<br>BEE Transition<br>(Consolidation in value segment) |
| **Lighting** | **+30 bps**<br>B2C lights | • Leadership Change<br>• Optimized supply chain<br>• Entry into Indoor Commercial, Industrial, Sports |
| **Large Domestic Appliances** | Water Heater - **+200 bps**<br>Air Coolers - **+130 bps** | Ecom & GT Leadership,<br>Product range |
| **Small Domestic Appliances** | Grinders – **+120 bps** | Carved out as SBU,<br>Product range |
| **Butterfly** | Gas stoves – **+130 bps**<br>Grinders - **+80 bps** | Leadership change, Refreshed Brand, Idea First series |
| **Pumps** | Resi pumps – **+180 bps**<br>Agri – **+140 bps** | Absolute profit-led approach in Agri, Product range and Premiumization |

*Source: Market pulse (Fans, Lighting, Water heaters, Kitchen appliances), GFK (Air coolers), IPMA and Management estimates (Pumps)

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# Our Ambition — FY2031

| | | 3-Year checkpoint (FY29) | 5-Year ambition (FY31) |
|---|---|---|---|
| Business metrics | Revenue growth | ~13-14% CAGR | 2X Revenue |
| | Smart & connected mix | ~15% | ~20% |
| | Share of new businesses | ~14-15% | ~20% |
| Financial metrics | Exit EBITDA margin | 11%-12% | 12%+ |
| | Cash payout ratio# | ~35% Dividend &/or Buyback | ~35% Dividend &/or Buyback |
| | Capex guidance | Annual run rate of about Rs 120 Cr* | Annual run rate of about Rs 120 Cr* |

#Subject to regulatory provisions
*Excluding the Greenfield capex

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# What got us here yesterday will not take us there tomorrow

Yesterday we built a foundation — with few gaps.
Today we are closing them.
**Tomorrow we compound — resilient by design.**

| | PHASE 1 · FOUNDATION<br>FY17–FY22 \| Built the base, with gaps | PHASE 2 · TRANSFORMATION<br>FY23–FY26 \| Fixing what held us back | PHASE 3 · FUTURE-PROOFING<br>FY27–FY31 \| Resilient, compounding Crompton |
|---|---|---|---|
| **Revenue CAGR** | **6%** delivered | **11%** on track | **~15%** ambition |
| **Brand** | Strong — but under-invested | Strong — investing hard to leverage | **Optimal investment, nurtured** |
| **Innovation & capability** | Low — under-invested | High — stepped up sharply | **Sustain — hold it and compound** |
| **Markets served** | Strong leadership mostly in penetrated categories | Moderately penetrated categories added | **Bases covered** |
| **Seasonality** | High — earnings rode the season | De-risked — broader, steadier base | **Structurally hedged — demand all year** |
| **Portfolio challenges** | Lighting declining; Butterfly acquired | Lighting back to growth; Butterfly turned around | **Every category earning its growth** |
| **Operating model** | FOCUS: Channel-led<br>PORTFOLIO: Value<br>SUPPLY CHAIN: Verticalized<br>GO-TO-MARKET: General trade – Primary Sales led | FOCUS: Channel + consumer<br>PORTFOLIO: Value + Premium<br>SUPPLY CHAIN: In transformation<br>GO-TO-MARKET: GT + alternate channels | FOCUS: **Consumer-led innovation**<br>PORTFOLIO: **Value + Premium + Smart**<br>SUPPLY CHAIN: **Integrated end to end**<br>GO-TO-MARKET: **GT + alternate + international** |
| **TAM expansion** | Moderate — a narrow field to play in | Doubled— premium, new segments, channels | **Compounding — India + International** |
| **Growth & profits** | Low growth, high profit — short term | Moderate growth and profit — long term | **High growth, high profit — both horizons** |

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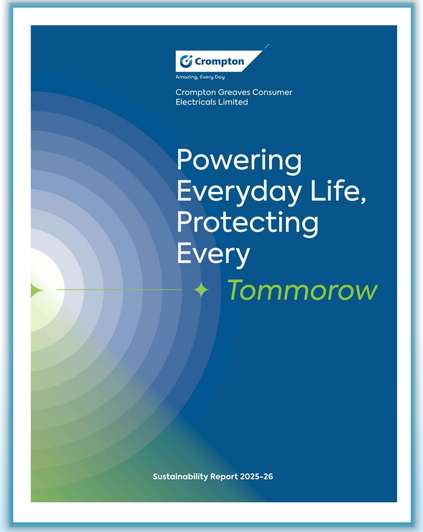
# Presenting Crompton's First Sustainability Report




https://tinyurl.com/Crompton2026SR

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CONSUMER
at the Core

# Rewiring the Crompton organization around the consumer to unlock next wave of growth

Embedding consumer understanding *through the value chain*

Move marketing partnership from *last step to first step*

*Thinking consumer backwards* from insights to implementation for impactful delivery

| Product-led | | Consumer-led |
|---|---|---|
| We build high-quality products | What we do? | Solve unmet consumer needs through differentiated propositions |
| Strong product & channel engagement | How we engage as a business? | Create a delightful experience across the consumer journey |
| Lead with product performance & features | How we position in the market? | Lead with consumer benefits |
| Revenue, profitability, & product performance | What we measure as success? | Market share, share of wallet of customers, customer satisfaction, consumer preference |
| Win across products & categories | How do we approach selling? | Win more across the home |

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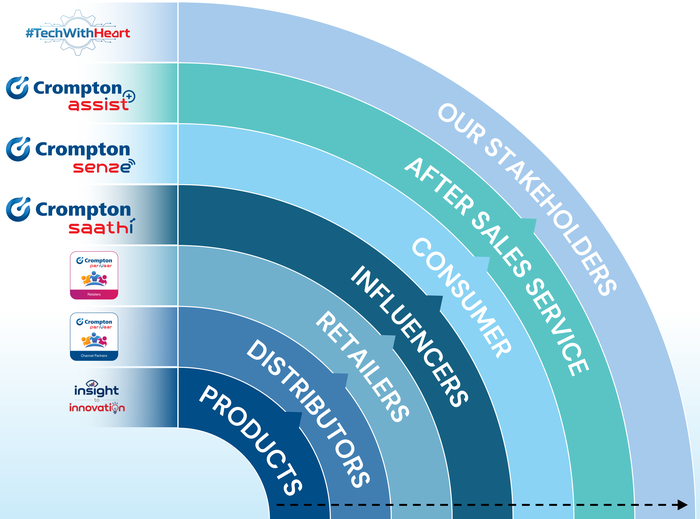
# Taking consumer centricity beyond the products..




The **Crompton** journey is underway, and we are **significantly evolving** across all the layers of the **ecosystem**

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# Building proprietary consumer intelligence system to strengthen understanding of how India buys, uses and experiences our categories

**~18,000**
Respondents

**9**
Categories

**30Mn+**
Data points

**740+**
Hours of audio/video consumer interactions

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# Our Foundation Remains **Unshakeable**

**85+ years** of Trust & Reliability

Care for Our **Consumers**

**Engineering** Excellence

**Durability** & High Quality Products

**Youthful** Appeal

Intuitive **Technology**

Smart & Connected **Ecosystem**

**Design** forward

# The Crompton of **Tomorrow**

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# The **U&A shaped Crompton's** new positioning

Who we are

**Innovative leader** who

***Insight-driven solutions*** built for real Indian homes.

What we promise

delivers **delightful,**

***Thoughtful upgrades***

**trouble-free**

***Remove friction***
***Offer reliability***

**experiences**

***Seamless end-to-end***

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Crompton

# BRINGING IT **TO LIFE**

**"C"** stands for **Consumer, Customer, Care, Connectivity** and **Crompton** - highlighting the brand's commitment to consumer-centric innovation and connected living experiences

# Crompton

The graceful **upward curve** conveys the brand's commitment to responsibility and continuous elevation

**The infinity** reflects Crompton's journey of going beyond boundaries while continuously ascending towards innovation

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PRESENTING THE NEW

# BRAND TAGLINE

**Amazing, Every Day** is Crompton's brand promise - a commitment to transform the ordinary rhythm of daily life into something extraordinary through thoughtful innovation and unwavering dependability.

Crompton
Amazing, Every Day

The 'i' echoes the Wi-Fi symbol, representing Crompton's commitment to connected ecosystems and intelligent, IoT-enabled solutions.

The 'E' is inspired by the electrical plug and the power Button symbol - a homage to Crompton's 85+ year electrical heritage and its core identity rooted in powering Indian homes

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SOME **BRANDS ARE SEEN,**
GREAT BRANDS ARE
**ALSO HEARD**

Introducing to you
the **Crompton sonic identity**

A melody that echoes our **commitment to caring** for every consumer, while bringing **moments of magic** into their lives

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Presenting to you the

# world of Crompton

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# New Brand identity with Sonic

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This is just the

START OF A NEW **CHAPTER**

What comes **NEXT**

1. Visual identity
2. Brand architecture
3. New range of products
4. Refreshed packaging

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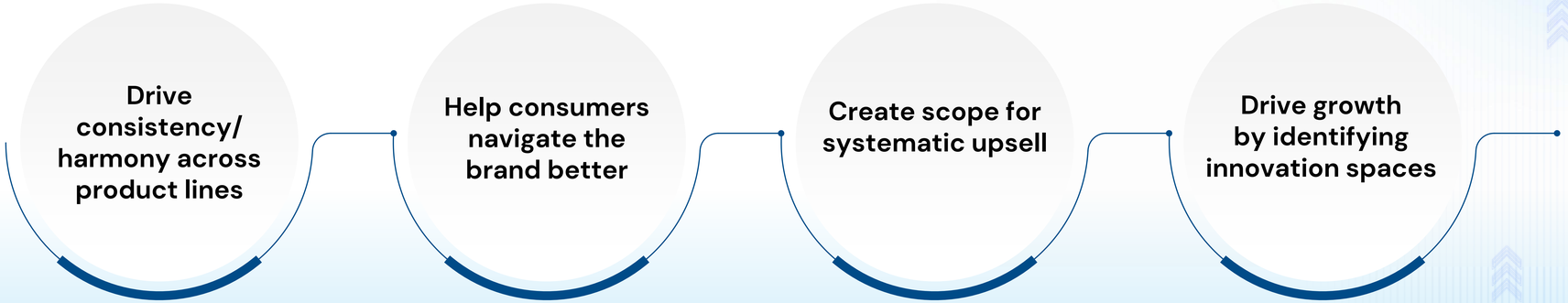
# Creating a clear & coherent architecture for Crompton portfolio

## Goals for Architecture 2.0 (Need to solve for 4 objectives)

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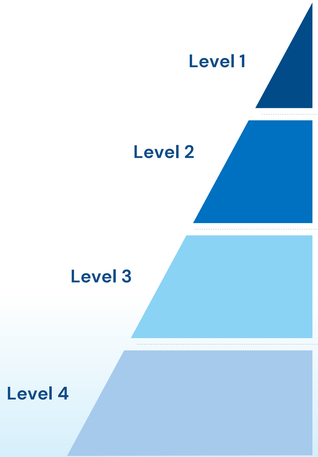
# From performance to refined living : A tiered portfolio for every level of aspiration



| | | | |
|---|---|---|---|
| Level 1 | Refined Living | *Desire begins when experience becomes your expression*<br>REASSURANCE & TRUST, PRIDE & SELF-EXPRESSION, EMOTIONAL COMFORT | Crompton Rhion |
| Level 2 | Effortless Experience | *Best begins when exceptional feels effortless*<br>BEST-IN-CLASS PRODUCTS, FRICTIONLESS EXPERIENCE, EFFORTLESS OWNERSHIP | CROMPTON BEST |
| Level 3 | Superior Features | *Better is when added features make it a smart choice*<br>IMPROVED FEATURES, VALIDATION FOR EXTRA SPENT, SMART CHOICE | CROMPTON BETTER |
| Level 4 | Guaranteed Performance | *Promise begins with dependable performance consumers can trust*<br>RELIABILITY & DURABILITY, ESSENTIAL FUNCTIONALITY, ACCESSIBLE VALUE | CROMPTON GOOD |

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# Introducing Crompton Rhion

Crompton Rhion

What drives us is the perfect balance between ***sophisticated exterior design*** and ***purposeful internal innovation.***

Brings together meaningful innovation, technical mastery, and elegant design to deliver refined, intuitive experiences for consumers seeking ***elevated modern living.***

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# Key Takeaways

**Consumer centricity at the core**

**Crompton, a trusted legacy,** *reimagined for tomorrow*

**Architecting the portfolio for** *premiumization and aspiration*

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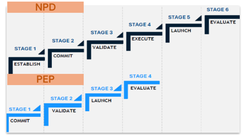
Harness
INNOVATION

# Consumer pain becomes engineering specification

### Listen
U&A studies, consumer immersion, social listening, service and warranty feedback

### Isolate
Pain points: energy cost, noise and vibration, hard water, dry run, false ceilings, kitchen air

### Engineer
Targeted development through stage-gate New Product Development (NPD) process




### Prove
Lab validation, field trials, then closed-loop feedback into the next platform release

## Three examples of insight becoming product

| | |
|---|---|
| Hard water damages heating elements | ▶ industry-first 2000 TDS-certified anti-scaling water heater |
| Kitchen smoke and chimney noise | ▶ AirIQ SMART chimney that senses air quality and modulates suction |
| Fans chosen on silence, light and colour | ▶ SilentPro and the premium BLDC range |

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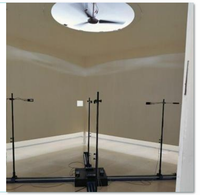
# The Innovation Lab: infrastructure that powers every launch

### Design Studio

Industrial design, ergonomics and rapid physical prototyping

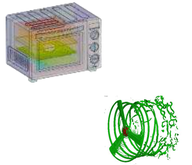
### Validation Labs

NVH (Noise, Vibration, Harshness) and acoustics, Functional, and endurance testing,



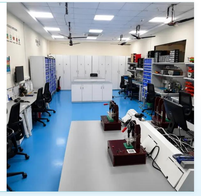
### Modelling & Simulation

Model-based design, thermal, structural and airflow simulation before first prototype



### Digital Backbone

Product lifecycle control, closed-loop field and warranty data feed



### Electronics & Firmware

In-house PCB design, motor control, firmware, software

### Reliability Engineering

Accelerated life testing, design-for-reliability standards

***Many of our labs are NABL accredited — validated to national testing standards.***

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# Three levers of Crompton 2.0 Innovation

## Design-led Innovation

- Human-centric experiences, built on consumer insights
- Design-led premiumization - intuitive, desirable and effortless
- Premium fit, Material, Finish & Craftsmanship
- Consistent portfolio design language

Crompton senze

## Smart & Connected

- Continuously sense, learn, predict
- Higher Uptime & Efficiency
- Seamless digital experiences
- Platform for Future Intelligent Services
- A source of continuous Consumer Insights

## Platform Development

- Reusable technology platforms that accelerate innovation
- Core technologies owned in-house, from motors & electronics to software
- Modular architectures enabling faster launches, lower complexity
- Engineered for reliability, manufacturability

***Each lever is reusable across all business units***

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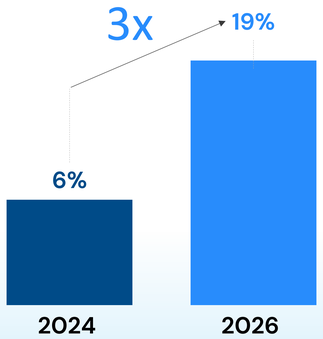
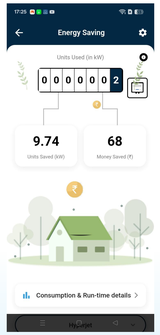
# Smart & Connected: scaling 3x, more ahead

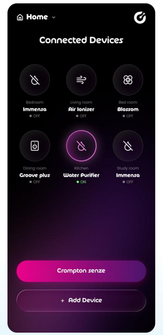
## Number of Smart & Connected Products




## Charge into a connected experience

## Crompton SENZE & My Crompton





- **Real-world traction gained**
- **For all connected products**
  - Performance monitoring and intelligent service enablement
  - OTA-ready architecture
  - Foundation for AI-led and adaptive experiences
  - Remote Monitoring System and customer data residing in India

***Connected products do not end at the point of sale. They create an ongoing relationship with the consumer.***

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# *Design-led innovation is translating into premium products, stronger brand preference and repeatable market success*

## 2023 and 2024

SilentPro Blosom Smart

reddot winner 2022

INDIA DESIGN MARK Awarded in 2023

GOOD DESIGN Awarded in 2024

## 2026

Solarium Blaze

INDIA DESIGN MARK Awarded in 2023

GERMAN DESIGN AWARD WINNER 2026

SilentPro Fluido Wave

GERMAN DESIGN AWARD WINNER 2026

reddot winner 2025

FlamePro Cooktop

INDIA DESIGN MARK Awarded in 2023

Unicurve Triply

INDIA'S BEST DESIGN AWARDS

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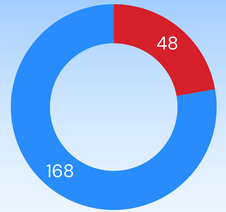
# Platform Development: Center of Excellence

**216 R&D engineers**




- **48** in central Centers of Excellence
- **168** matrixed into Business Units and Product Lines

*Dual technical ladder with parity to the management track*

### Power Electronics

Nucleus BLDC, Motor control, drives, PCB and firmware — integrated with IoT , SW

### Motor Technology

BLDC, X-Tech Induction and next-generation topologies

### Reliability & Regulatory

Design-for-reliability standards and digital validation; Regulatory readiness - ahead of BEE transition

### Advanced Materials & Research

Anti-Dust, Coating Technologies, Sustainable materials (RoHS), new tech

***Platform capabilities reduce development time, improve reliability and accelerate innovation across businesses.***

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# Differentiated product launches in FY25–26

**First in Industry Products / key features (56 NPD + 155 PEP)**

CDI Tech Water Purifier

AirIQ SMART BLDC chimney

Amica Pro 3L Anti Scale tech, Advanced 4 level safety

IntelliSense – Integrated Pump Controller

Award-winning 5-Star Cooktop

Wide light spread & Wi-Fi + BLE

IntelliSense pump controller Smart Pro

POINT ANYWHERE RF REMOTE

Premium BLDC Niteo pro

Mass premium BLDC | Elevate

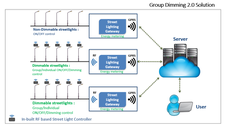
Super premium BLDC fluido wave IoT

IntelliSense pump controller Flo

Ameo Fresh nutri blender

Durogrand Plus food processor

A complete solar solution to power your home with clean, reliable energy




GROUP DIMMING 2.0 Centralized Monitoring & Control via GPRS + RF + Cloud

Sure Breeze-Remote35i 30% cooling efficiency

*Every one of these sits on a platform or a Centre of Excellence capability — none of them is a one-off.*

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# From connected products to intelligent products

## NOW
### Horizon 1 — Senze

Products that measure their own environment: air quality, water hardness, voltage, load and energy drawn

- ✓ Measure
- ✓ Monitor
- ✓ Connect

*AirIQ chimney · IntelliSense pump control · anti-scale water heaters*

## FY27–FY28
### Horizon 2 — Adapt

On-device intelligence that tunes performance automatically, plus predictive service diagnostics from field data

- ✓ Analyze
- ✓ Predict
- ✓ Optimize

*Adaptive comfort control · failure prediction · energy optimization*

## FY28–FY29
### Horizon 3 — Serve

A connected ecosystem where the installed base generates service revenue, retention and product insight

- ✓ Orchestrate
- ✓ Monetize
- ✓ Sustain

*SENZE ecosystem · IntelliAgri · energy intelligence services*

***Real-Time data from products***

***AI powered intelligence at the edge***

***Outcomes, insights and value across the ecosystem***

***AI is also being applied inside R&D — simulation-led design, automated test analytics and faster concept-to-prototype cycles.***

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# Sustainability - Recognized, differentiated, and ahead of our own plan

## VALIDATED EXTERNALLY

**71/100**

**S&P Global CSA score, +10 pts vs FY25**

- Ranked 4th amongst Global Peers in Household Durables & 1st in India
- TUV India-assured data; zero regulatory penalties
- Industry-Sustainability Yearbook 2026
- Golden Peacock Awards 2025 (Governance) & 2026 (Eco-Innovation)

## CATEGORY & CERTIFICATION LEADERSHIP

**#1**

**Ceiling fans, Residential pumps & LPG stainless steel in India**

- #1 in LPG stainless steel gas stoves (Butterfly)
- First lighting company in India with full B2B range (551 SKUs) GreenPro certified + 37 fan models
- Product carbon footprints completed across 7 categories

## AHEAD OF OUR OWN ROADMAP

**23%**

**Scope 1+2 GHG cut in FY26 alone**

- 38% use-phase intensity cut vs a 60% 2035 target — ahead of schedule
- Renewable share of plant energy: 0.05% → 21% in one year
- LTIFR 0.00 with Zero Waste to Landfill maintained

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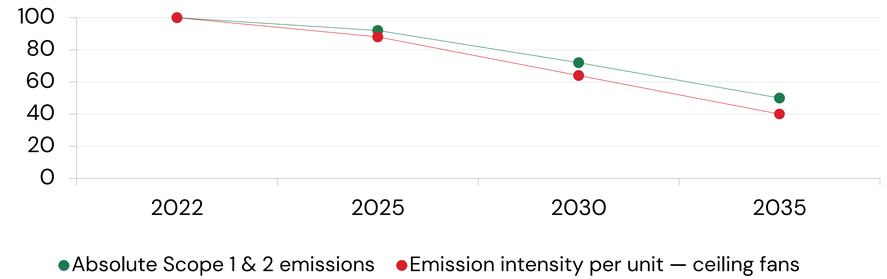
# The 2035 commitments — and how we deliver them

**Emissions pathway to 2035 (indexed, 2022 = 100)**




*Endpoints are the disclosed 2035 targets; the interim path is illustrative.*

| | |
|---|---|
| 50% | reduction in absolute Scope 1 & 2 GHG emissions by 2035, against a 2022 baseline |
| 60% | reduction in emission intensity per unit sold by 2035, focused on ceiling fans |
| 2030 | eco-label certification across all major product categories |

**The three levers that get us there**

**In the product**
Design for Sustainability embedded in every brief

**In the factory**
Solar power at plants, highest-emitting site first

**In the supply chain**
Sustainable Supply Chain Code of Conduct for key vendors

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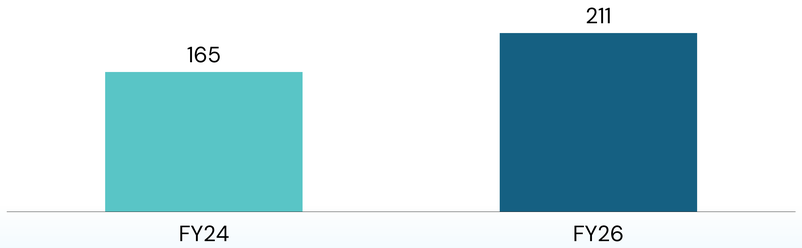
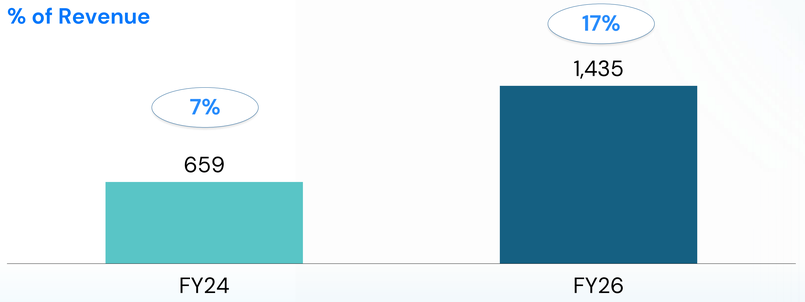
# Innovation has moved from a project to an operating system

## New products launched




## New product revenue (₹ Cr)




**₹100 Cr+**
invested in innovation in FY25

**2.2x**
new-product revenue in two years

**16**
Granted Patents

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# Key takeaways

## We own the technology

Platforms, Centers of Excellence and in-house electronics

## Innovation is compounding, not episodic

## Sustainability runs through the same engine

Our 2035 targets are delivered in the design room

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Amplify

the **ARENA**

*BU Home Electricals: Fans & Large Domestic Appliances*

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BU Home Electricals: Fans

# An Evolving Industry

**Fans**
**₹ 18,200 Cr**
At MOP

## Ceiling Fan
**₹ 13,700 Cr**

### Induction

No. 1

### BLDC

No. 2

## Non-Ceiling Fan
**₹ 4,500 Cr**

### TPW

No. 1

### Exhaust

No. 1

Source: Market pulse (Trade) I Amazon/Flipkart (Online) | Rank by Market share in Value | Market size as on Mar'26

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# What got done in FY23-26

World's No. 1 CEILING FANS' BRAND

### Inhouse Tech Platforms

Launch of in-house tech platforms across BLDC & Induction technology

### New Product

New product contribution increase by 60bps

### Distribution Expansion

Increase in General Trade numeric distribution by 150bps

### Market Share Growth

Increase in market share by 60bps despite intense competition and new players entry

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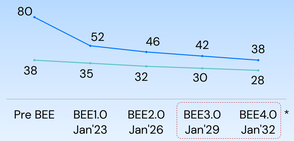
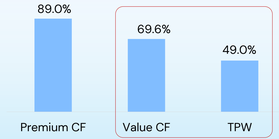
# Drivers of Change

## Regulatory

**Power consumption - Induction vs BLDC**




**Contribution of Top 5 Brands%****




* Expected
**Source: Market Pulse

## Smart & Connected

**Convenience driving purchase**

Fan expected to be a focal point of a "SMART" Home

AIR Treatment & Silence:

Source: U&A

## Aesthetic Appeal

Source: U&A

## Niche Cooling

Source: U&A

## Fan Replacement Cycles Shortening

Source: U&A

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# Multiple Growth Engines For Many Indias

## Ceiling Fan

### Crompton BLDC Playbook

NUCLEUS

FY 25: Launch of Nucleus platform

**2X BLDC NPD** in FY 27 with Smart solutions growing

### Platform Program for Induction

Industry first innovation in INDUCTION

### Market share growth in Economy Segment

## Non-Ceiling Fan

### Penetration Growing in Non-CF

Growth of **1.5x** in 4 years

Growth of **1.6x** in 4 years

### Rise of Personalized Cooling Segment

### Evolving Exhaust Category to meet Fresh Air needs

Source: U&A

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# Channel Opportunities

## Geography

Expansion in Opportunity Markets **₹6,000 Crore**

North

East

Global Warming has opened new avenues

## Alternate Channels

ECom/QCom growing and B2B space evolving

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# Market Leader to Market Maker

TARGET FY31

**TOTAL FANS MARKET SHARE**

**100 bps+**
improvement over FY26

**NPD CONTRIBUTION**

**20% of sales**
(900 bps improvement over FY26)

**CONTRIBUTION of PREMIUM**

**30% of sales**
(500 bps improvement over FY26)

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BU Home Electricals: Large Domestic Appliances

# Industry with a high adoption opportunity

**Large Domestic Appliances**
**₹ 10,000 Cr**

**Water Heating Solutions**
**₹ 5,500 Cr**

**Climatic Control Solutions**
**₹ 4,500 Cr**

**Storage Water Heaters**

**Instant Water Heaters**

**Immersion & Tankless Water Heaters**

**Air Cooler**

**Room Heaters**

Source: Market pulse & GfK (Trade) I Amazon/Flipkart (Online) | Rank by Market share in Value | Market size as on Mar'26

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# What got done in FY23-26

### Water Heaters – Market share gains in India

Became #1 Brand in Storage Water Heaters by volume in Trade
FY'23 – Rank 4
FY'26 – Rank 1

### Water Heaters – ECom Dominance

Gained and maintained #1 in storage Water Heaters in Ecommerce

### National Energy Conservation Award

Winner of the NECA in 2023 & 2025, conducted by BEE

### Air Cooler Market Share Growth

Market share gains in Trade by 160 bps

#1 brand in Desert Coolers in Ecommerce, Top 2 in overall

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# Drivers of Change

## Regulatory Changes

- BEE upgrades in Water Heaters
- BEE in Air coolers

## Smart & Connected

- Smart & Connected - Rise of smart homes & home automation

## Safety & Reliability

- Anti-Scale technology in water heater
- Air Treatment & Silence:

## Aesthetics

- Home décor and consumer aspirations

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# Product & Channel Opportunities

## Water Heating Solutions

- Premiumization
- Smart and connected range
- Energy efficiency

## Air Cooler

- **Energy efficient and low noise range**
- **Smart Air coolers** with Remote and advanced convenience
- **Multi-utility** applications
- **Superior aesthetic**

## Trade & Large Format Retail

- GT distribution expansion
- Expansion in Consumer Electricals and home appliances outlets

## E-commerce

- **Ecom-** Protect and grow Ecom market share.
- **Expand in Q-com**

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# Leap to leadership

TARGET FY31

| WATER HEATERS | AIR COOLERS | NPD SALES | PREMIUMIZATION MIX |
|---|---|---|---|
| +120 BPS (over FY26) | +200 BPS (over FY26) | 29% of sales (500 bps improvement over FY26) | 38% of sales (300 bps improvement over FY26) |

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BU Pumps

# Industry at the center of increasing water scarcity and transition to Green energy

**Pumps**
**₹ 15,000 Cr**
At MOP

**Resi Pumps**
**₹ 4,500 Cr**

**Non-Resi Pumps**
**₹ 10,500 Cr**

| Resi Surface | Resi Borewell | Agri Surface | Agri Borewell | Speciality | Solar pumps |
|---|---|---|---|---|---|

#1 in India

Source : IPMA & internal estimates  Market size as on Mar'26

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# What got done in FY23- 26

### Sales Revenue

Topline growth of 45% cumulative over last 3 years

### Market Share Growth

Resi : 180 BPS
Non-Resi : 140 BPS

### Mini Pumps

MS gain of 200 BPS
Consolidating leadership position

### NPD Contribution

300 BPS improvement in NPD contribution

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# Increasing Demand of Energy Efficient and Smart & Connected Solutions

## Smart & Connected

1

IOT enabled controls, Real time monitoring, Smart water management, Scheduling & Overflow protection

Automation solving real pain with Auto on off, Elimination of manual monitoring,

## Durability

2

Long product life, extended warranty, Built to last

## Energy Efficiency & BEE Norms

3

Mandatory BEE norms, BLDC motor technology, transition to green energy

## Service

4

Certified plumber network, AMC, Brand-assisted installations

## Bundle deals

5

Bundled with pipes and cables, Control panel integration, Complete water management system, Pump + Panel combos, Full solution package

## Government Initiatives

6

- **Jal Jeevan Mission:** Increasing water pump installations to lift & store water
- **PM Kusum:** Increasing solar pump adoption
- **Execution of State Level Programs:** OFMAS, OAIC, HACA, UP Jal Board, etc.

Source: U&A

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# Category Journey transitioning into Energy Efficient and Smart & Connected Solutions

**Resi**

### Energy Efficiency

Star rated product

### Smart & Connected

IntelliSense

IoT Integrated Pumps

### Premiumization of submersible

Submersible

**Non Resi**

### Expansion of TAM

Car Washer

VFD

Firefighting pump

### Energy Efficiency / BEE

Star rated product

### Transitioning to green energy: B2B & B2C Business

Solar submersible

Solar monoblock

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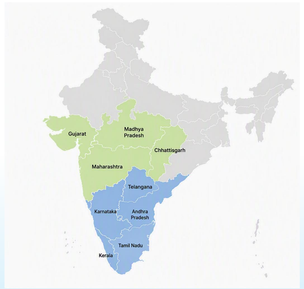
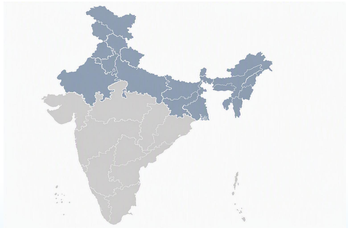
# Protect core, grow in west, south and rural markets

## Geography

### Expansion in OPPORTUNITY Markets: West & South




### Building GTM for Agri & Specialty



Separate Agri Sales & service network in Rural market

Omni Channel presence in Speciality

## Solar

Healthy mix of states for KUSUM 2.0 execution

Building GTM for Solar B2C business

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# Maintain lead in Resi, Significantly grow Agri ahead of the category

TARGET FY31

| PUMPS* MARKET SHARE | NPD SALES | PREMIUMIZATION MIX |
|---|---|---|
| 250 bps gain (over FY26) | 18% of sales (500 bps improvement over FY26) | 35% of sales (700 bps improvement over FY26) |

* Non-Solar Pump Business
** Premiumization: Premium Pumps sales in total Sale

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BU: Kitchen Appliances

# A multi-faceted industry with opportunities arising from penetration and premiumization

**Kitchen Appliances**
**~ ₹ 27,000 Cr**

Top 3

## Electrical Appliances
## ₹ 12,000 Cr

- Grinder

- Small Kitchen Appliances

- Garment Care

## Large Kitchen Appliances
## ₹ 4,600 Cr

- Kitchen Chimney
- Hobs + Inbuilt

## Non-Electrical Appliances
## ₹ 10,000 Cr

- Pressure Cooker

- Gas Stoves

- Cookware

Source: Market pulse (Trade) | Amazon/Flipkart (Online) | Rank by Market share in Value | Market size as on Mar'26

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# The Way India Cooks Is Changing : Evolving behaviors opening new growth opportunities

**Handmade 2.0**
Ready to Eat Vs Ready to Cook

**Preserve the joy, outsource the chore**

**Helping Hands**
Kitchen democratized yet it's a queendom

**Many Hands, One Chef**

**Polarized Choices**
From one kitchen to many cuisines & needs

**Beyond the Spice Box**

**Fluid Consumer Segments**
Rise of the Zillennial Attitude

**Digital experience influencing consumer behavior**

**Key Shift** The category opportunity is shifting from "selling more appliances" to "creating more value per household."

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# Crompton X Butterfly : Two-Brand strategy that's designed to create incremental value, not just incremental sales

Capturing distinct need spaces with differentiated consumer propositions backed by shared organizational scale

## Distinct Propositions with shared scale

| Dimension | Operating space | Consumer need | Brand strength | Portfolio strategy | Positioning | Strategic role |
|---|---|---|---|---|---|---|
| Crompton Amazing, Every Day<br>**The scale engine** | Better Living at Home | Make everyday home tasks easier, smarter and more dependable | Trust \| Reliability \| Accessibility \| Scale | Broad Home Appliances portfolio | Amazing Everyday | Scale + Penetration |
| Butterfly Celebrating Change<br>**Value creation engine** | Better Experiences in the Kitchen | Enable consumers to cook, create and experiment better | Kitchen authority \| Design \| Innovation \| Cooking understanding | Deep Kitchen Appliances portfolio | Celebrating Change | Value creation + Premiumization |

### Premiumization Journey

Both brands can occupy the premium segment, but with different reasons to exist:

**Crompton Wins On:**
Power, convenience, smart features, and absolute reliability.

**Butterfly Wins On:**
Food prep expertise, specialized processing, and culinary-led design.

### Synergies & Scale economics

Behind two distinct customer-facing propositions, the Group leverages a unified scale engine maximizing asset turns

**Shared Sourcing • Manufacturing • R&D • Selective Distribution • Supply Chain Scale**

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BU: Crompton Small Domestic Appliances

# What got done in FY23-26

### Revenue Growth

Doubled the revenue in 3 years

### Mixer Grinder Expansion

2X revenue and volume growth with 120 bps increase in market share

### Reach Expansion

20 K expansion in outlet reach

### Profitability

2X profitability growth driven by scale and productivity.

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# Growth driven by new age categories, core continues to deliver healthy growth

**Mixer Grinders**

## Multi Utility ~ Convenience & Food Station

Source: U&A

## Intelligent Controls for Smart Kitchens

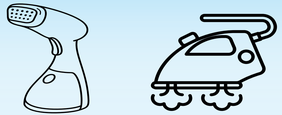
Source: U&A

## Drive Distribution in Emerging Categories

Source: Market Pulse

**Garment Care & Small Kitchen Appl.**

## Growth of Steamers and Steam Irons



Source: 6W Research, Bain Research

## Rise of Infrared Cooktops

Multi Utensil Compatibility

Infrared Cooktop

## Growth of Air fryers

Crompton Air Fryer Range launched

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# Leverage GTM excellence in focus markets, Q-Com for new categories

**White space**

## Pivot from Generic to Specialized solution by segment

- Urban — 3 Crore Households
- Rural — 25 Crore Households
- Lifestyle Upgraders Functional

Source: census of India, Industry Estimates and Consumer research

## Adaptation of Higher Wattage Replacement ~ Growth opportunity

**Turbo Motor 50%** More Power Heavy-Duty Grinding

Market Saliency increased **14% to 19%**

**Geography**

## Expansion in High Growth Markets: West & South

West

South

Source: Market Pulse

## ECom/ QCom contribution to grow in the coming years

amazon

instamart

zepto

blinkit

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# The way forward:
# 3X growth in 5 Years

Expand reach, preference, and foray into emerging categories

TARGET FY31

**MIXER GRINDER MARKET SHARE**

**400 bps gain (over FY26)**

**PREMIUMIZATION MIX**

**14% of sales**
(400 bps improvement over FY26)

**NPD SALES**

**18% of sales**
(600 bps improvement over FY26)

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A
AMPLIFY
the Arena
BU: Butterfly

# What got done in FY23-26

### Quality of revenue

Sustainable revenue run rate

45% share of revenue from Premium products

### EBITDA growth

Faster than topline growth
2.9% in FY24 to 8.5% in FY26

### Better Channel profitability

Optimized channel mix resulting in improved profit pool

### Consistent market share gain over

Arrested decline and grew market share in all core categories

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# Butterfly- A Crompton Brand : Unlocking value in KA | Building a stronger tomorrow

**Objective: Build a distinctive, premium & innovation-led Home Solutions brand that grows ahead of market with structurally stronger margins.**

## 01 Brand

### Our Strategic Intent

Build Brand Distinction in Kitchen & Home Solutions

### What We Changed

Brand refresh with a new identity and positioning — “Celebrating Change”

### What it yielded

Improved Brand Salience & ASP

## 02 Product

### Our Strategic Intent

Build a 3-year rolling innovation roadmap addressing instinctive & reflective consumer needs

### What We Changed

Re-architected portfolio hierarchy to address distinct consumer segments & need states

### What it yielded

1. 3 distinct series : Idea First-Signature-Select
2. New portfolio exhibiting the brand ethos
3. Accretive margin mix

## 03 Experience

### Our Strategic Intent

Build a differentiated experience from discovery through ownership

### What We Changed

1. Unified visual identity across touchpoints
2. Channel as a means to the consumer
3. Continual investment in Advertising
4. Quality not as a function but as an attitude

### What it yielded

1. Considerable growth delta from premium series
2. Experiential retail (Large format) growing faster than brand & industry
3. Share gain across core categories

**Journey towards creating a consumer value flywheel**

**Distinctive Brand** (Pricing Power) » **Differentiated Products** (Premium Mix) » **Superior Experience** (Preference & Market Share)

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# The way forward: 2X in 5 Years

Double the Butterfly business in 5 years by expanding our footprint, preference, and accelerating innovation.

**1**

EXPAND

**Build Brand Penetration**

in

**Rest of South**

**2**

ACCELERATE

**Accelerate Brand Preference**

in

**Core South Markets**

**3**

INNOVATE

**Design-led Innovation**

in

**Idea First Series**

**4**

INVEST

**Invest Ahead of Growth**

in

**Capacity • Brand • Innovation • Supply Chain**

## TARGET FY31

| Market Position in Core Categories | Premium Pricing Power | Idea First Series Contribution | Sustainable Margin Delivery |
|---|---|---|---|
| **1-2-3**<br>No.1 : Gas Stoves<br>No.2 : Mixer Grinders<br>No.3 :Pressure Cookers | **Top 3**<br>In Premium Pricing for Kitchen Appliances | **30% of sales**<br>(12% in FY26 to retail) | **Margins growing faster than revenue** |

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BU Kitchen: Biofier

# Water Purification Solved Safety.

## *But Created New Compromises.*

The latent consumer need:
Can we purify what needs to be removed, retain what matters, and waste less water?

01 · WHAT RO SOLVED

### The Default Response

· RO became default response to complex water conditions
· Built consumer confidence around "purity"

02 · UNRESOLVED TRADE-OFFS

### The Compromises

· **Mineral depletion:** removes essential dissolved minerals
· **High wastewater stream–**Water rejection

**CAN PURIFICATION BECOME *INTELLIGENT?***

# Biofier: Creating a New Category

## BIOFIER

Not another water purifier.
A new way to purify water.

**Powered by CDI**
Purification Reimagined

### 01 · WATER SAVED

**~70% Recovery**

Input
**10 L**
Unfiltered

Purified Output
**~7L Usable**

Reject Stream
**~3L Waste**

**~2X water drained in RO Vs Biofier**

### 02 · HASSLE FREE MAINTENANCE

**Cost of Ownership**

Removes the recurring cost of maintenance anxiety associated with RO- 5 Years free maintenance covering all consumables

Hassle free 5-year proposition

### 03 · BETTER WATER

**Mineral Retention**

Designed to retain essential minerals naturally present in source water while removing targeted impurities.*

Spring-like mineral character

### 04 · INDEPENDENT VALIDATION

★★★★★ **IAPMO Rating**
5-Star Water Saving Rating

TÜV **TÜV Study**
Independent seed germination study

Biofier

RO Water

Root & Shoot grew, 40% better
Germination was 20% better
Nutritional & Mineral retention, 15% better

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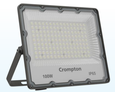
the ARENA
BU: Lighting, Solar Rooftop and Wires

***Lighting – B2C***

# Ceiling & Outdoor lights expected to drive industry growth

**Lighting B2C**
**₹ 13,875 Cr**

| Bulbs & Battens | Ceiling | Outdoor | Accessories | Deco |
|---|---|---|---|---|
| ₹ 6,600 Cr | ₹ 4,700 Cr | ₹ 1,700 Cr | ₹ 500 Cr | ₹ 375 Cr |



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# What got done in FY23- 26

**Strong 3 Year EBITDA growth**

From Rs 105 Cr to Rs 156 Cr

**Modernisation of product mix**

Lamps & Battens down from 71% to 49%
Ceiling and Outdoor up from 29% to 45%

**Growth from new segments in B2B**

B2G related revenue contribution down by 600 bps

**Rapid commercialization of Solar Rooftops**

Rs 500 Cr order book within 4 months of launch of business

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# Industry insights

### Shift from one-size-fits-all to space-centric

Lighting solutions tuned to each room's task and mood

### Ceiling lights

Expected to sustain growth and form a major part of lighting profit pool in the next 5 years

### Growing premium/ luxury home segment

Increasing spend on home décor/luxury lighting, COBs and smart technology lighting

### Price erosion

Trend to decelerate but persist

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# 3 Pillars of product and brand strategy

### Continue to increase share of business from Ceiling & Outdoor Lights

- Ensure competitive **product offering across form factors**
- Further **expand range** and reach in Street & Flood Lights
- Drive **competitiveness** in existing core categories

### Premiumize with Smart & COB Lighting

- **Expand range of Smart Lighting** products with presence across multiple form factors
- Premiumize in Ceiling Lights with **new range of COB Lights**
- Launch range of products anchored on consumer insights generated by U&A research

### Drive consumer preference through effective communication

- Reinforce communication on Crompton Lighting being a **full-range brand**
- Focused media presence in **South India & select growth markets**
- Increase conversions **in-store** through superior **consumer experience**

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# Channel strategy

## Trade channel

### Consolidate opportunity in South & West (~` 8,300 Cr market)

**South India**
No. 1 brand by FY 29

**West India**
Grow awareness & consideration aggressively

### Improved availability & increased conversions

Increased reach in general trade

Better consumer experience in high-throughput outlets – premium products

**Reach & high throughput retail outlets**

## Alternate channel

D Mart

amazon

instamart

zepto

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# Grow ahead of industry; Target leadership in select market

TARGET FY31

**B2C LIGHTING MARKET SHARE**

250 bps gain (over FY26)

**CEILING & OUTDOOR**

325 bps gain (over FY26)

**PREMIUMIZATION MIX**

52% of sales
(500 bps improvement over FY26)

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*Lighting – B2B*

# Industry growth led by commercial and infrastructure

**Lighting B2B**
**₹ 7,400 Cr**

- **Infrastructure** ₹ 1,900 Cr

- **Commercial** ₹ 1,800 Cr

- **Street Lighting** ₹ 1,700 Cr

- **Industrial** ₹ 1,000 Cr

- **Hospitality & Retail** ₹ 1000 Cr

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# Segment trends

### New age infrastructure

India emerging as global hub for Semiconductors and Data centers

### Government upgrading spec

Govt purchase through CPWD & PWD with upgraded specs.

### Price Competition

Rising prevalence of reverse auctions - heightened price competition

### Government e-Marketplace

Rising adoption of GeM by PSUs

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# Strengthen fundamentals while building capabilities for the future

## Expand to new segment

- Expand aggressively in newer sub segment within Infra
- Grow Solar Lighting
- New sub-segments in industrial

## Capability Building

- Widen engagement with key influencers
- Brand building centered around proven performance
- Deepen expertise in key account management
- Digitization of processes

## Future ready

- Smart & Connected offering across consumption segments
- SITC capability enhancement in select high margin sub-segments

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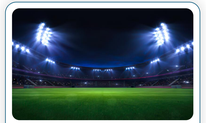
# Channel strategy – Continue to accelerate revenue generation from segments beyond street and flood lighting

**Target to be among the Top 3 players by FY 29**

**Enterprise Business driving**

**High Growth Segments**

Data Centers


Sports Stadiums

Facade

Solar Lighting

Flameproof

**Build on traditional strength of CGCEL B2B Lighting**

**Traditional Distribution**

**Traditional high consumption segments**

City Road Lighting

Steel & Cement Plants

Government Offices

IT/ITES/BFSI

Healthcare

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# Improve market share by protecting & growing core segments & expanding into new sub segments

TARGET FY31

**B2B Lighting MARKET SHARE**

**250 bps gain**
(over FY26)

**NPD SALES**

**20% of sales**
(500 bps improvement over FY26)

**Exposure to Government/ Government aligned business**

**500 bps reduction over FY26**

* : Core Segment : Street, Flood, Industry, High Mast

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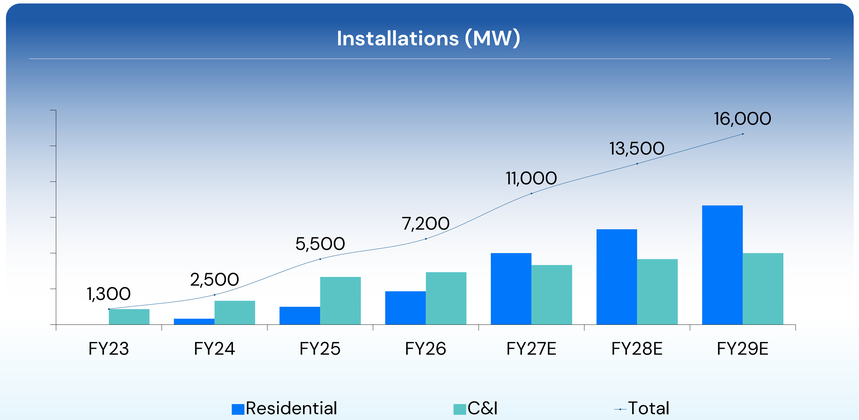
BU: Solar Rooftop

# Solar Rooftop — Industry Size in India

**Rooftop installations, FY23–FY29E · 3-year forward projection**




## Market size (₹ Cr)

| Particulars | FY26 | FY27E | FY28E | FY29E |
|---|---|---|---|---|
| **Total market** | **30,150** | **42,750** | **51,250** | **61,000** |
| **Residential** | 12,150 | 24,000 | 32,000 | 40,000 |
| **C&I** | 18,000 | 18,750 | 19,250 | 21,000 |

## Demand drivers

- Subsidies driving the residential segment
- Payback ~3 yrs for a 3 kW residential system
- Normal payback ~4.3 yrs

Installations in MW; bar split (Residential / C&I) estimated from source. Source: JMK Research; market size, Rs Cr.

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# Competitive Landscape and Right to Win

**A fragmented market, and where Crompton can win**

## Market Structure

**~80%**

Unbranded/Unorganized players
(EPCs, Panel makers & small brands)

**8%**

Share of largest branded player

- Installation-Led; Backward Integration not yet Leveraged
- Biggest Challenge: Reach and Regional Focus
- Pricing Variances across the Market

## Right to Win - Capability by Company Archetype

Strong | Good | Neutral | Weak

| Company archetype | Brand & Trust | Dealer Network | Service Network | Execution Capability | Backward Integration |
|---|---|---|---|---|---|
| Diversified conglomerates | Strong | Good | Good | Good | Good |
| Multi-category electrical player | Strong | Strong | Strong | Good | Good |
| Solar segment operators | Neutral | Strong | Good | Good | Neutral |
| Crompton | Strong | Strong | Strong | Good | Neutral |

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# Crompton Positioning and Target Segments

**Crompton Energion Solar Rooftops - Backed by 85 Years of Trust, Delivering a Hassle-Free, Connected Solar Solution for Homes**

### Proven Legacy

**85+** yrs of Engineering Heritage
**1,300+** Service Touchpoints Nationwide

### Easy Ownership

End-to-end Solution
**2-Year** Free Maintenance and Expert Advice

### Smart Savings

Crompton SENZE – Remote Energy Monitoring and Control for the Home

## Target Segments and Focus Geographies

| | | Focus |
|---|---|---|
| **B2C · Residential** | A Leader in the PM Surya Ghar Scheme. | 17 Cities |
| **B2B · C&I and MSME** | High-Growth Segment as Financing Availability Improves | 4 States |
| **B2G · Government Tenders** | A Leader in the PM Surya Ghar Scheme. | State Tenders |

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BU: Wires

# Why Wires?

**Wires plays a prominent role in Homes and has high consumer involvement**

1. **₹ 36,000 Cr**
   Market opportunity
2. Consumers involvement increasing in the category because of the Safety concerns
3. Category moving towards Branded Players
4. Opportunity to differentiate

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# Right to win – Well established across every parameter that matters

| Parameter | Brand Strength | Equity with Influencer | Differentiated Positioning | Distribution |
|---|---|---|---|---|
| Crompton's position | ★★★★★ | ★★★★☆ | ★★★★☆ | ★★★★★ |

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Introducing

# Crompton Armor Wires

85+ Years

**Durasure Technology**
Tested for extreme weather

**10%** More Copper
Carries more load

## Future-ready wires for Modern homes

### Consumer needs

- Protection
- Trust
- Long-term stability

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# Crompton Armor Wires | Product Offerings

### Features & Benefits

**99.7% Pure Copper** (Class B) | **High Tensile Strength** | **70°C** Operating Temp | **90m/180m** Length

### Features & Benefits

**99.7% Pure Copper** (Class B) | **Low Electrical Resistance** | **70°C** Operating Temp | **90m/180m** Length

### Features & Benefits

**99.7% Pure Copper** (Class B) | **Non-Toxic Low Smoke** | **70°C** Operating Temp | **90m** Length

### Features & Benefits

**10%** More Copper than standard | **99.7% Pure Copper** (Class B) | **Non-Toxic & Low Smoke** | **Higher operating temperature** | **70°C** Operating Temp | **90m** Length

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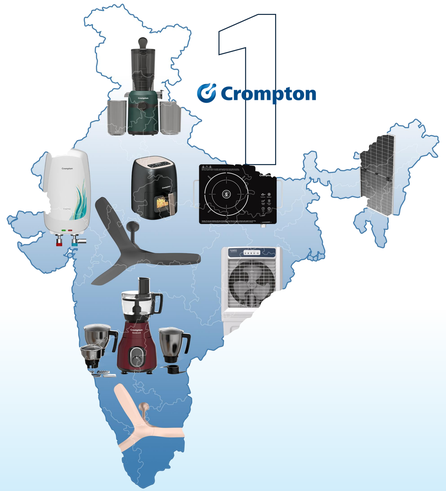
R
Rigour
in EXECUTION
Go-to-Market

# Crompton's go-to-market strength




## What we have

- Established Distribution network
- **7000+** primary channel partners
- **2.7 Lakh+** Retailer
- **76%** Weighted Distribution in Fans
- **1,300** Service Centers
  **5,000+** Technicians
- **54 Lac** Monthly views on Amazon

## What it delivered

- Presence in **1/3rd** Indian households
- Retail presence every **2 km** in urban India
- **92%** OLP town coverage
  **88%** Rural town (10K-100K)
- **5 products** sold every second
- **4.5 (out of 5)** CSAT score
- **10 Lac+** new consumers added on Amazon

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# GTM transformation underway

### Elevated Digitization

Digitized ways of working for process management and tracking

### Secondary Focus

Secondary led sales setup enabled by Parivaar

### Assortment Drive

Expand assortment at retailer level across PLs by leveraging brand strength & demand generation

### Premiumization

Premiumization by driving counter share at existing counters and expanding premium WD

### Leverage Cross Categories

Use established market leadership in Fans in South & West and Pumps in North & East to cross sell

Significant improvement in TSM coverage by 53%
Doubling Small Domestic Appliances Business

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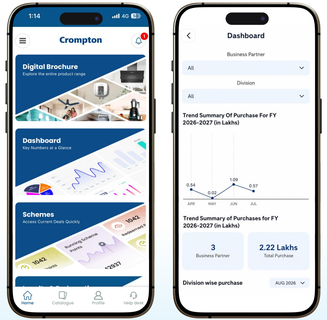
# Driving retailer transformation through retailer app & visibility deployment

## Parivaar App for Retailer Engagement



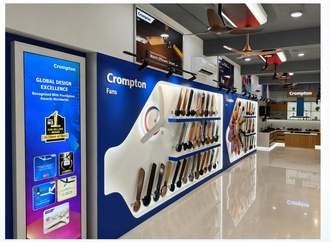

- 75% Secondary sales coverage
- Real time sales & schemes dashboard
- Seamless redemption process

## Deployment of visibility elements

### Dealer / Retailer Boards

### Dummy display stands

### In-shop Wall displays



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# Building Channels of the Future

### Rural: Building Scale

- Expand rural reach in 10K to 100K towns
- Phased strategy to penetrate <10K markets

### E-Com & Q-Com : Driving Digitally enabled products

- Leveraging Amazon & Flipkart wide presence through Direct Fulfilment
- Faster growth in Q-Com by listing of categories

### Modern Trade : Premiumization focus

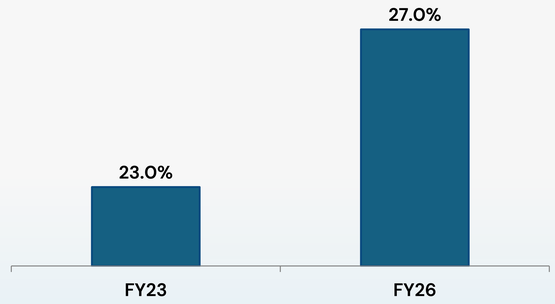
- Leveraging instore activations to upsell Smart and Connected products
- Entry into new regional & national stores / formats

### Exports: Covering Whitespaces internationally

- Expanding categories in Developing markets
- Foray into select developed markets impacted by rising temperatures

### Contribution of Alternate channels has grown consistently

Alternate channels include Rural, Ecom, Modern Trade, Exports and L&I

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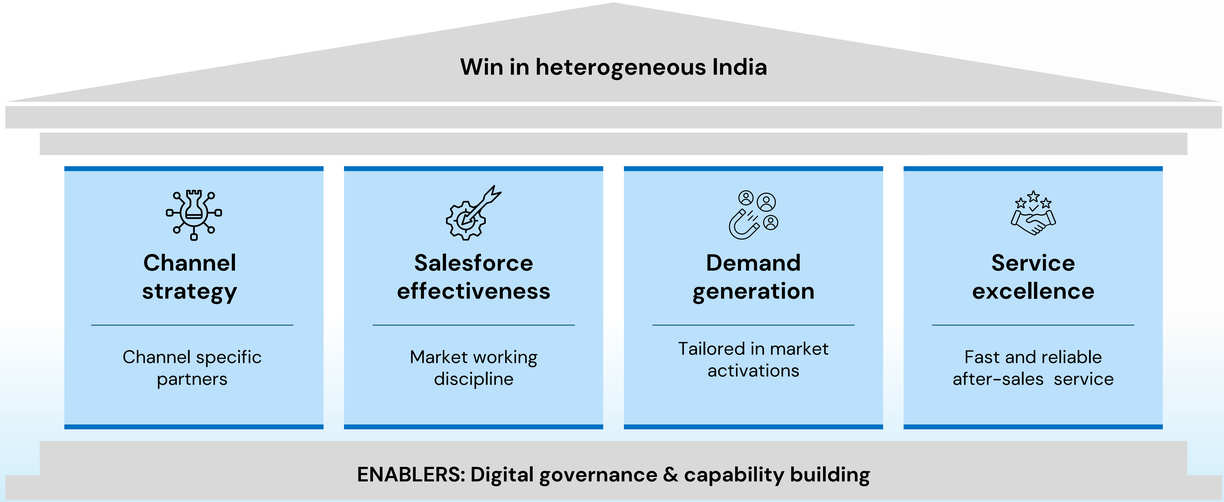
# GTM approach to Winning in Many Indias

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Rigour
in EXECUTION
Integrated Supply Chain

**7**
Manufacturing facilities

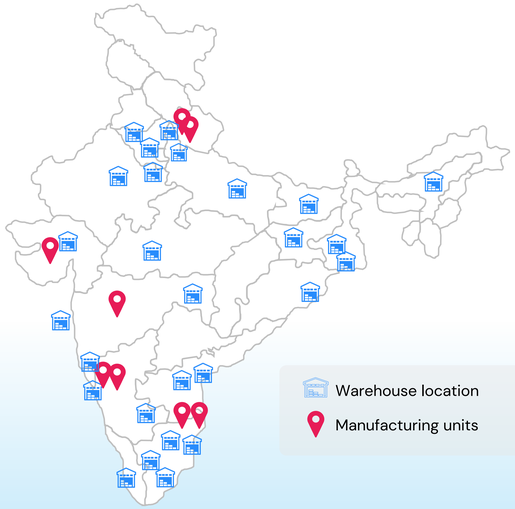
**31**
Warehouses

**500+**
Business partners

**4,900+**
SKUs produced

**5,000+**
People working in Crompton plants

**10,000+**
People working in business partner plants




# Structural intervention to transform supply chain and leverage scale

**MD & CEO**

**Integrated supply chain head**

**Procurement head**

**Manufacturing head**

**Demand Planning & Logistics head**

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# Structural Supply chain transformation …

## Manufacturing

- Consolidated 11 units to 7 units
- Optimized fixed manpower by more than 50% in Baroda
- Repurposed Baroda from single PL to multi-PL facility
- 25% increase in In-House manufacturing for Pumps
- Increased backward integration and capacity with minimal capex for Pumps and Fans

## Quality

- Established Validation lab
- 34% reduction in complaints
- Integrated quality management system implemented

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# Structural Supply chain transformation….

## Procurement

- Consolidation of supplier base by 15%
- Digitization of vendor communication portal
- Robust supply chain development for new businesses ensuring quality and scale
- Development of Strategic Vendors with Multi PL capability

## Demand Planning & Logistics

- Track n Trace implemented for end to end network
- Consolidation of warehouses between Crompton and Butterfly
- Digitized process for demand planning

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# Future ready supply chain

## Building the Amazing supply chain

### Resilience

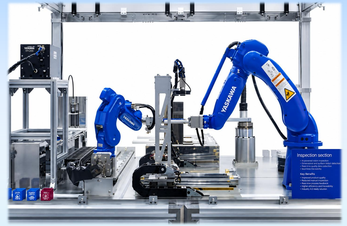
*Multi sourcing, localization*

### Lean

*Unnati program, Eliminate Losses*

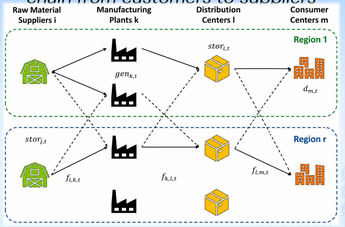
### Smart

*Predictive, Automated & Digitized*



### Connected

*Interconnected synchronized value chain from customers to suppliers*

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# Greenfield Site: Building an integrated & modern facility; Phase 1 – World's largest ceiling fans factory

## Key figures for greenfield facility

**INR 350 Cr**
Initial investment

**50 Acre**
Plant plot area

**~45%**
Demand proximity to plant

**2000+**
Employment generation

## Timelines for execution

| Milestone | Timeline* |
|---|---|
| Land acquisition | Q4FY27 |
| Construction commencement | Q2FY28 |
| Phase 1 – Fans Commercial production begin | Q1FY29 |
| Phase 2 – Production scale-up | Q1FY30 |

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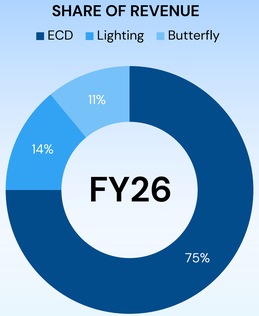
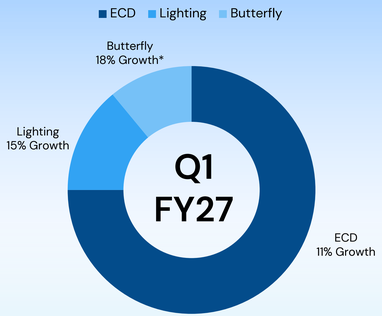
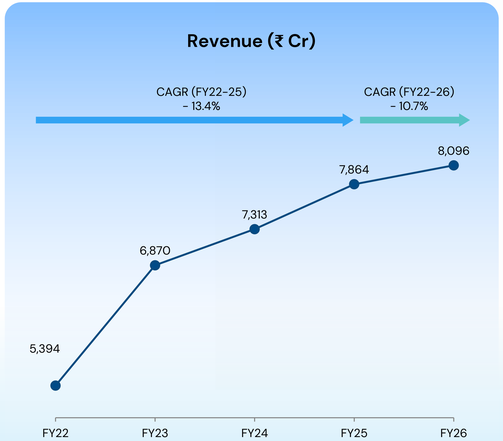
G
Generate a
FINANCIAL FLYWHEEL

# Record Rs 8096 Cr revenue compounded ~11% since FY22, and all 3 engines + alternate channel mix are carrying it

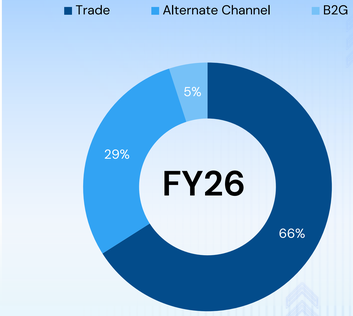
## SHARE OF REVENUE




## CHANNEL MIX




*Butterfly growth excludes Crompton manufacturing revenue

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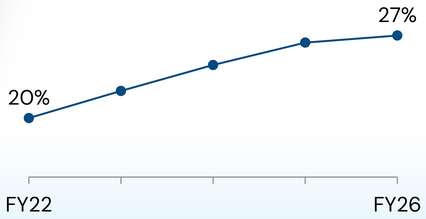
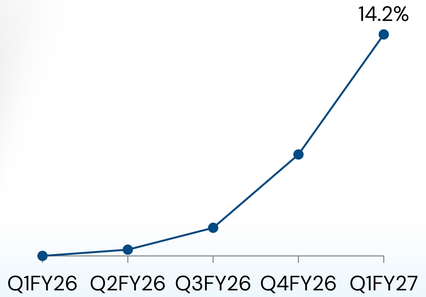
# Leaders drive pricing discipline and accelerate premiumization, this has helped us to compound revenue per unit ~9%

## Premiumization#
(% of Total Revenue)



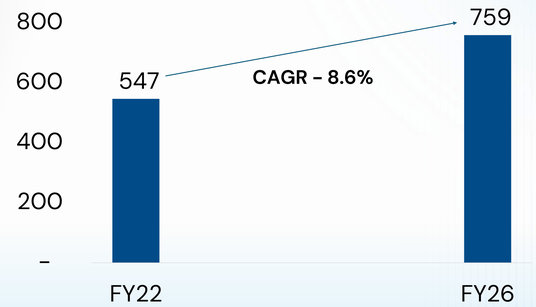

#Basis average MOP for each category

## Pricing Actions*




*Pricing actions for lead categories

## Revenue Per Unit

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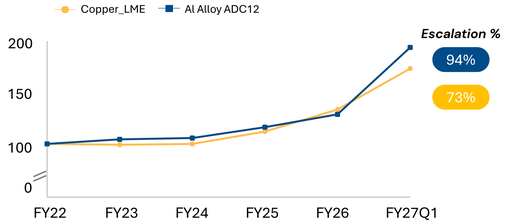
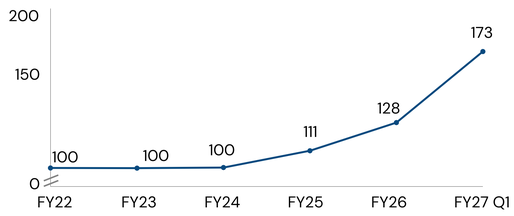
# Unnati is not a program but an architecture, a structural answer to commodity basket that has significantly run up

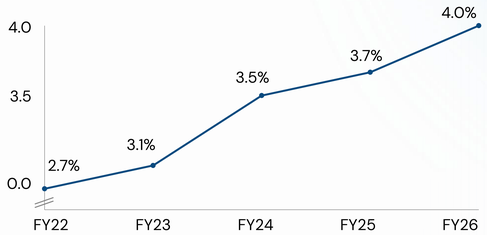
## Commodity Trend
Index FY22=100




## Crompton Commodity Index




## Accruals % of Revenue




**Project Unnati ramped up to 4% productivity since FY24**

Bold **Material and Design interventions** pursued to unlock structural cost savings
- Value Engineering in material
- Specification optimization
- Packaging Redesign

Continued focus on supply base optimization, Make-vs-Buy and localization

Analytics-led price benchmarking
- Should-cost modelling
- Import intelligence & benchmarking

Unnati expanded to **Indirect cost**
Unlocked **8%+** savings across indirect spend base
- Drove efficiency via process streamlining, reverse auctions & alternate vendor onboarding

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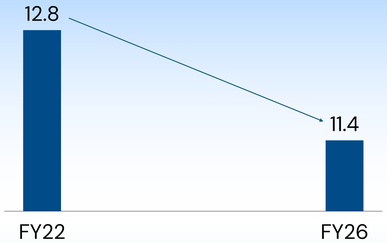
# Fixed cost down 120 bps - achieved while adding transformation spends not cutting it

## Fixed cost % of Revenue




- Above Fixed cost includes incremental spends on transformation initiatives
- In FY22, Butterfly fixed cost is included to make data comparable

## Fixed Cost Optimization

- Consolidation of offices, warehouses and manufacturing locations
- Centralization of support functions with COE formation
- Robotic Process Automation (RPA) for repetitive activities.

## Sustainability

- 250KW Rooftop Solar Operational at Ahilyanagar
- 3.68 Lakhs KWH Annual Renewable Power Generation
- 75% Renewable Power Vs Total Plant Power Demand

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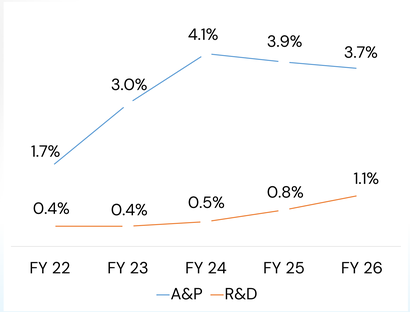
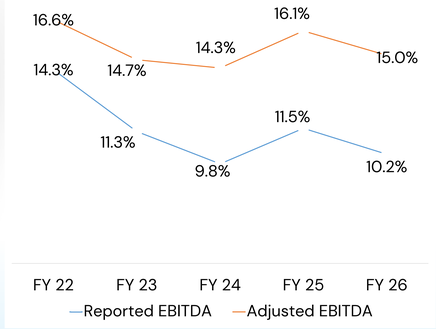
# We did not lose 410 bps, we chose to invest 320 bps of them; adjusted EBITDA held at 15% and EBITDA per unit is up 16%

## Growth Spends



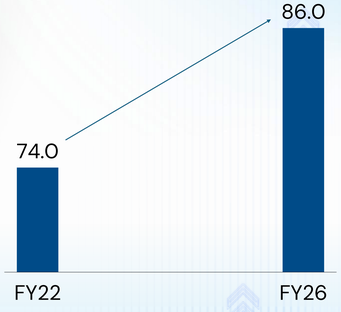

## EBITDA




## Doubled the growth spends in last 5 years

| Year | FY 22 | | FY 26 |
|---|---|---|---|
| A&P | 1.7% | 200 bps | 3.7% |
| Innovation | 0.4% | 60 bps | 1.0% |
| Transformation | 0.0% | 70 bps | 0.7% |
| | **2.1%** | 320 bps | **5.4%** |

## EBITDA Per Unit

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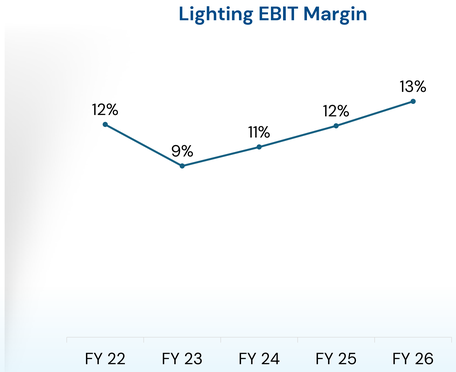
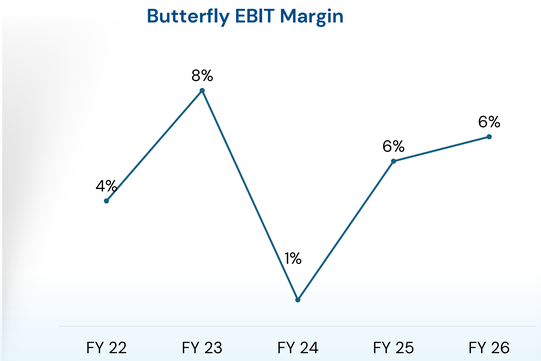
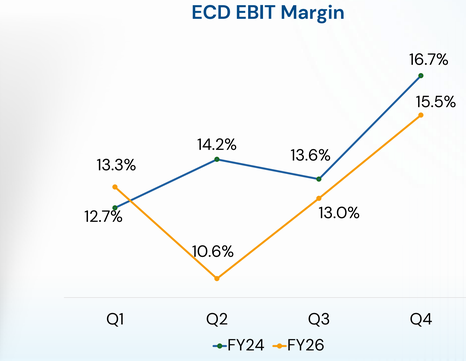
# The turnaround is in segment numbers and not in narrative – Lighting EBIT is at 5 year high, Butterfly margins turnaround, ECD – Demonstrated twice in restoring margins

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# Growth that funds itself on back of disciplined capital allocation

**>85%**

EBITDA conversion to operating cash flow

Negative Operating Working capital at

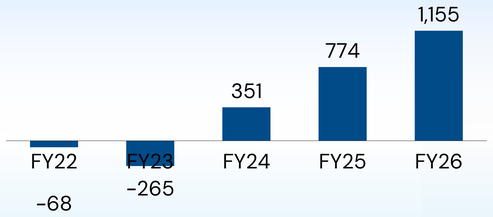
**~4.0% of Sales**

**₹ 720 Cr**

Average annual cashflows from operations for past 5 years

**₹ 1,155 Cr**

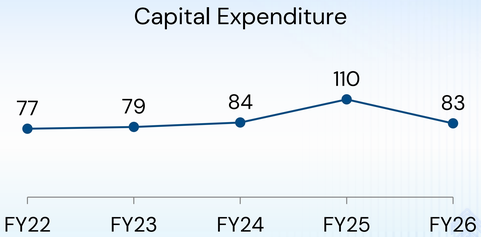
Net Cash as of 31st Mar 26




**₹ ~90 Cr**

**Steady Capex**

Average Capex for last 5 years

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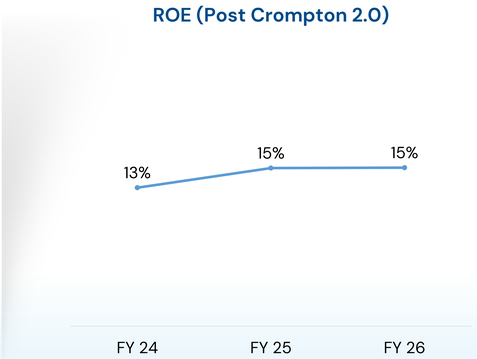
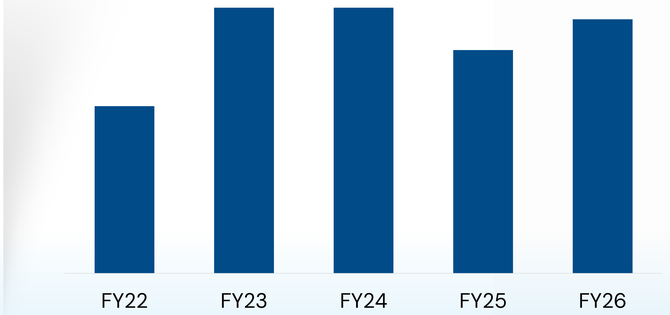
# Consistent Dividend Payouts coupled with improving return ratios




**~40%**

Dividend Payout Ratio for FY26

**₹ 193 Cr**

Dividend paid out in FY 2026

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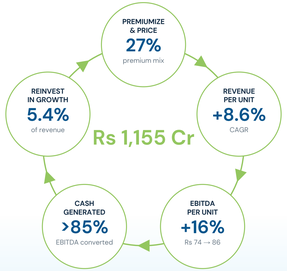
# SO — DOES IT DESERVE THE WORD?

## THE FLYWHEEL

**Every turn is self-funded.**
Premium mix lifts revenue per unit; unit economics fund the brand and the pipeline; those spends buy the next round of premium mix.




**No capital raise required.**
Five years, Rs 8,096 Cr of revenue and four new categories — funded entirely from operations.

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CHARGE AHEAD

# Net-Zero Event: Our commitment to a Sustainable Investor Day

## 01 | Sustainable Venue

Taj The Trees, Vikhroli

- **Platinum-certified** for green practices
- **Glass water bottles** | No single-use plastic
- **In-house** food waste composting

## 02 | Responsible Materials & Energy

- **Hamper:** Reusable wooden box
- **Badge:** Wood
- **Branding:** Fabric printing
- **Structures:** MDF, recyclable / reusable
- **Power:** Battery-based power solutions instead of diesel generators

## 03 | Carbon Reduction

Identify key emission sources across **energy, travel, production, F&B & waste** and minimise them at source.

**ENERGY**
- Use of battery-based power solutions
- Energy-efficient lighting & equipment

**TRAVEL**
- Encourage carpooling & shared transfers
- Optimize logistics & route planning

**PRODUCTION**
- Responsible sourcing of materials
- Local vendors & low-impact production

**F&B**
- Seasonal & local ingredients
- Minimize food waste

**WASTE**
- Segregation at source
- Reduce, reuse & recycle

REDUCE AT SOURCE. LOWER IMPACT. LASTING CHANGE.

## 04 | Waste Management

Segregate and **recycle/recover event waste** responsibly post-event.

01 SEGREGATE — Separate waste at the source
02 RECYCLE — Send recyclables for responsible recycling
03 RECOVER — Recover compostable waste for a second life
04 REDUCE — Minimize landfill contribution
05 RESPONSIBLE DISPOSAL — Ensure safe & responsible disposal of non-recyclables

LESS WASTE TODAY, GREENER TOMORROW.

## 05 | Post-Event Carbon Audit & Compensation

A **post-event carbon audit** will help quantify the actual carbon footprint generated by the event.

Based on the findings, appropriate measures will be undertaken to **compensate for unavoidable emissions**, which could include verified carbon projects and other credible environmental interventions.

01 MEASURE — Quantify actual emissions through a post-event carbon audit.
02 ANALYSE — Review & analyse data to identify key emission contributors.
03 REDUCE — Identify reduction opportunities for future events.
04 COMPENSATE — Offset unavoidable emissions via verified carbon projects.
05 CREATE IMPACT — Contribute to a better planet & a more sustainable future.

MEASURE. COMPENSATE. MAKE A LASTING IMPACT.

* Shortfall to be met by tree plantation

E
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SUSTAINABILITY

# Sustainability video

Public

THANK YOU