















HAVELLS INDIA LIMITED

July 2026

HAVELLS | LLOYD | HAVELLS Crabtree | STANDARD | REO | HAVELLS STUDIO

At A Glance

Rs 22,466 cr
FY26 Revenue

1958
Founded

#3
Amongst top 3 brand across categories

80%+
In-house manufacturing

Top 150 listed companies
Market capitalization: ~$8bn

4
R&D Centers; ~900 engineers

17
Manufacturing units

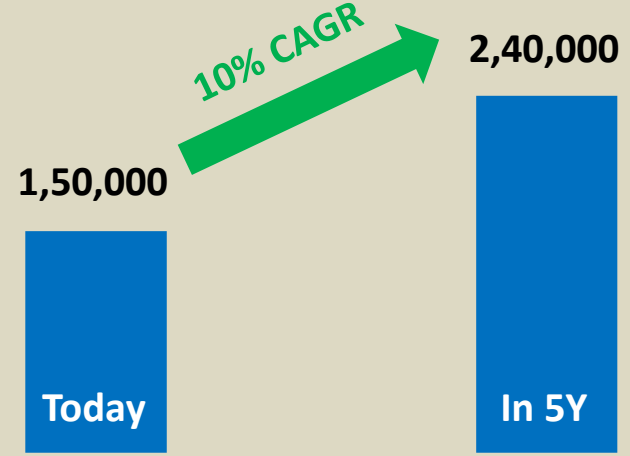
~36,000
Manpower

AAA CARE Credit Rating (India)
Debt Free

Havells Transcends 2 Deep Pools Of High Growth

Electricals

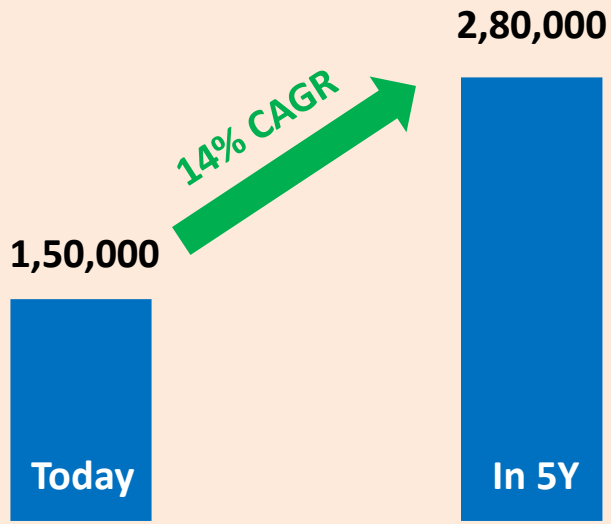
Market Size In Rs Cr (Annual)





Electronics

Market Size In Rs Cr (Annual)





Source: Internal & industry estimates

Well Rounded FMEG

Entrenched Brand

- Mass Premium
- National Presence
- 6 Brands addressing markets and channels

Self Reliant

- 80%+ in-house manufacturing
- High level of automation & integration





Widely Distributed

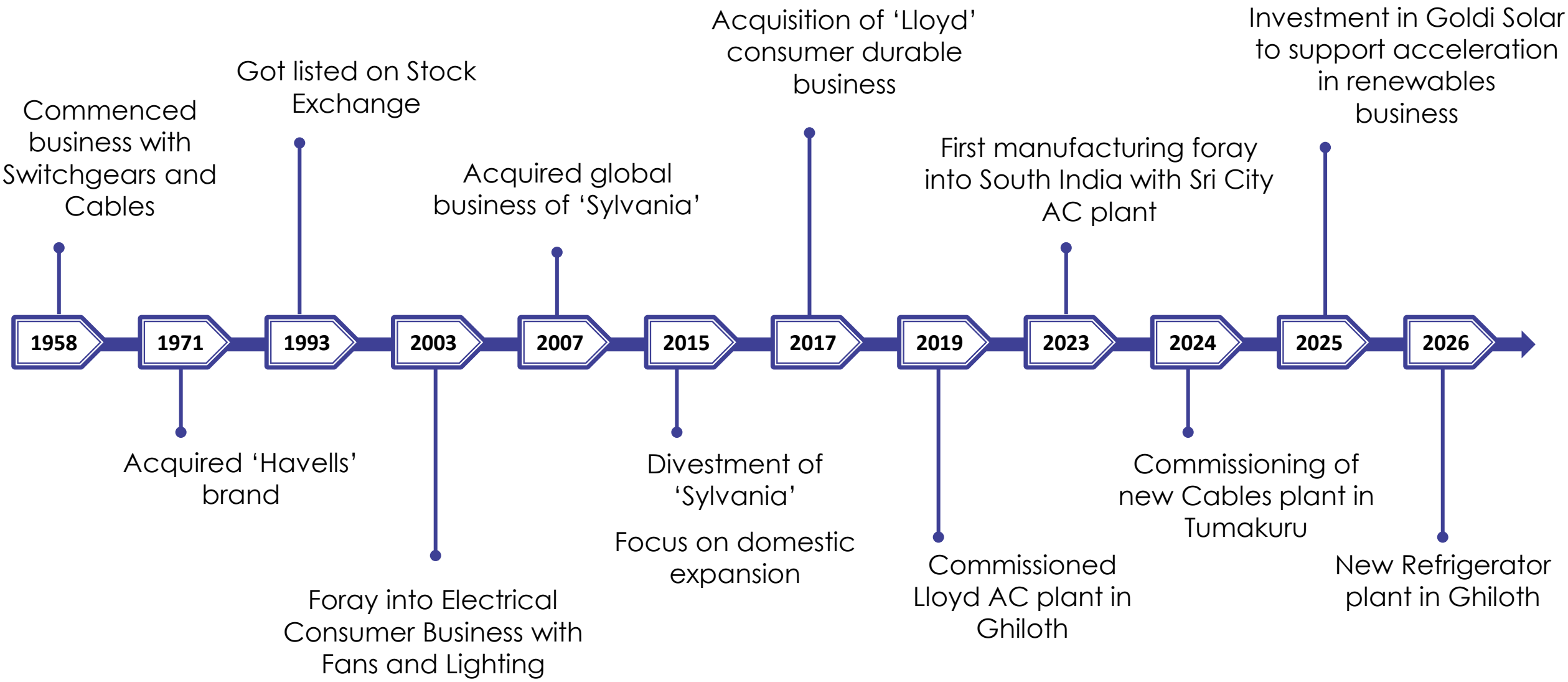
- Omni Channel
- ~20,700 direct dealers
- ~272,000 retailers

Widest Product Portfolio

- 24 product verticals
- USD 32 bn addressable market



An Evolving Journey



Well Balanced Portfolio

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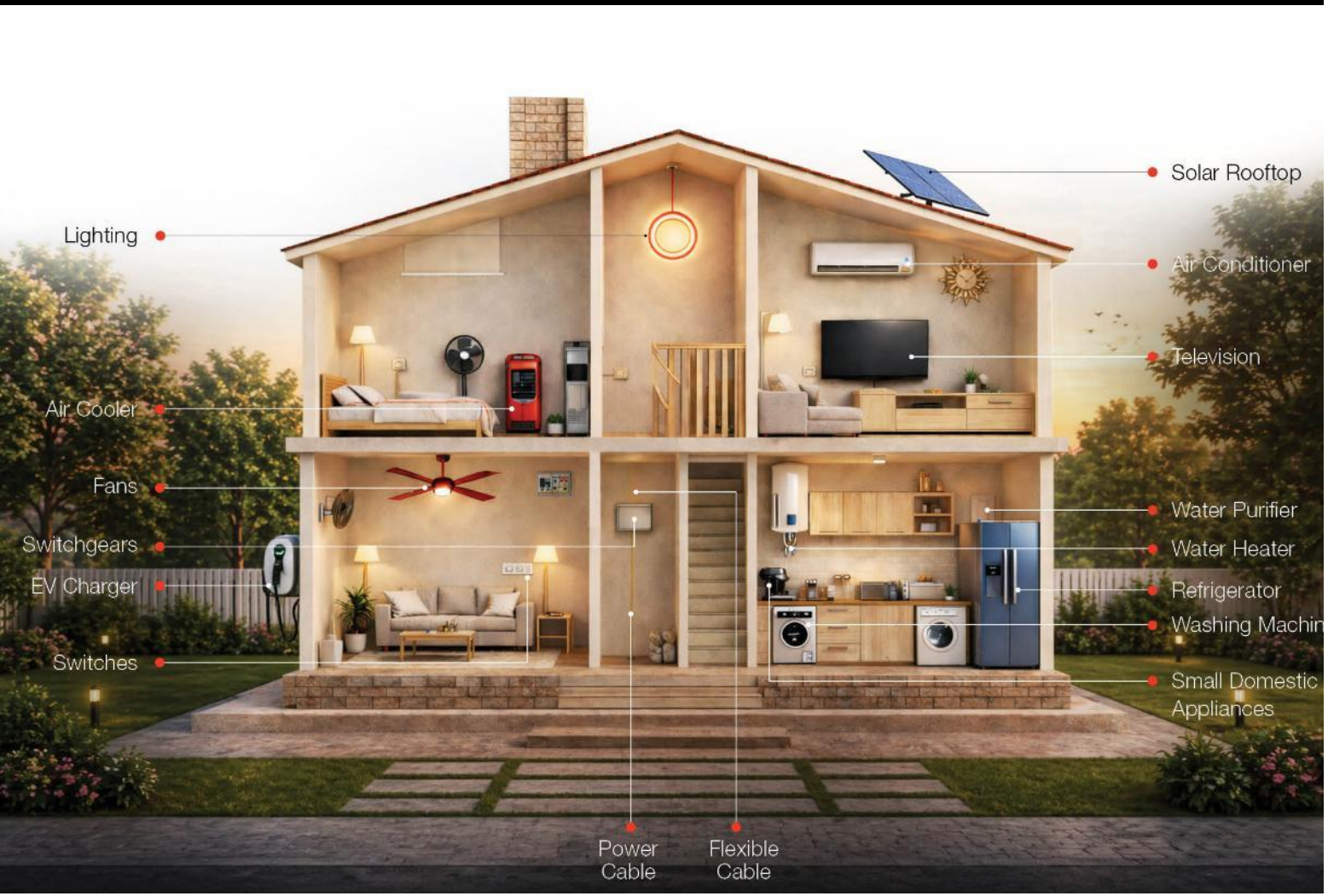
	Revenue Mix
CABLE & WIRE	39%
ECD	19%
LLOYD	18%
SWITCHGEARS	11%
LIGHTING	7%
RENEWABLES	3%
OTHERS	3%

Product	Indicative Market Size (Rs Crores)	Peers
MCB	5,000	Legrand, Schneider, L&K
Switches	10,000	Panasonic, Legrand
Cables	52,000	Polycab, KEI
Wires	30,000	Polycab, Finolex, KEI
Lighting	17,000	Philips, Crompton, Orient
Fans	11,000	Crompton, Orient, Atomberg
SDA	10,000	Philips, Bajaj
Water Heaters	3,800	Bajaj, AO Smith, V-Guard
AC	36,000	Voltas, LG, Daikin

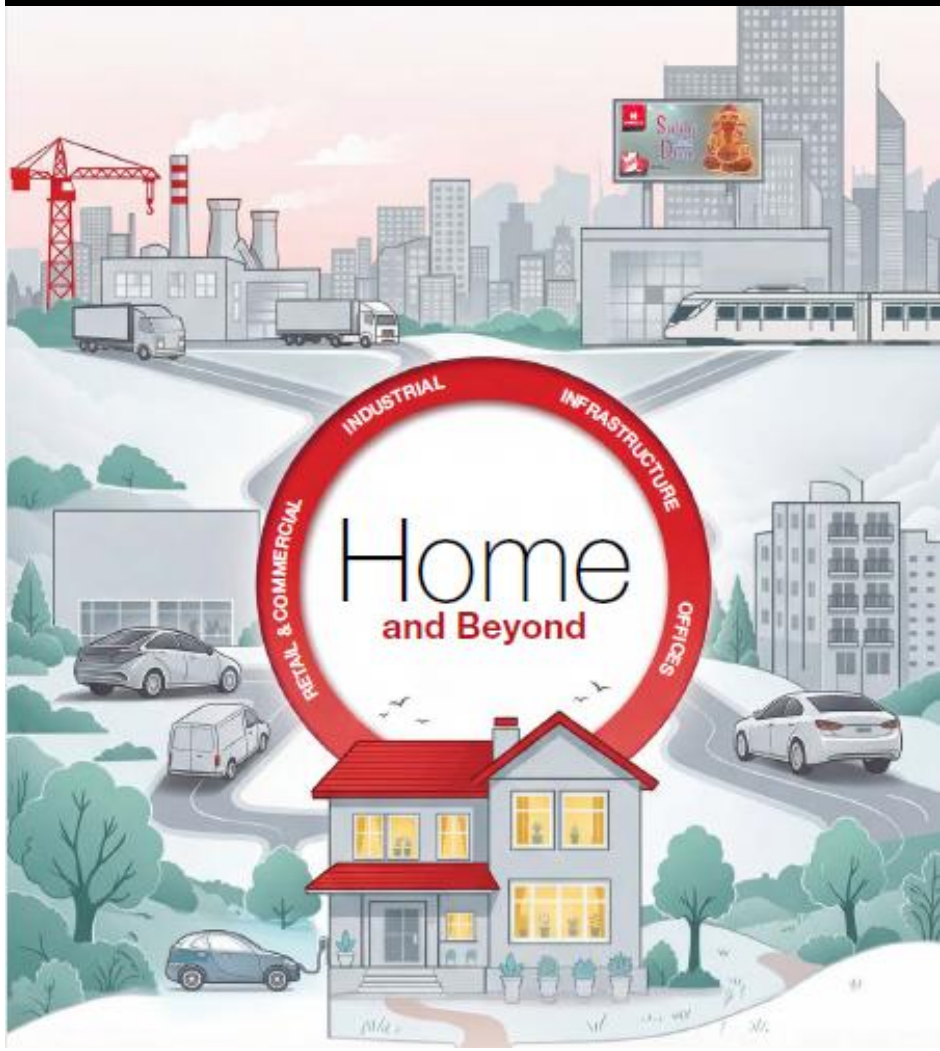
Source: Internal & industry estimates

HOME & BEYOND

DEEPER INTO HOMES



HOME & BEYOND



Seeding & Scaling Businesses

Rs 1,000+ Crores Categories

7



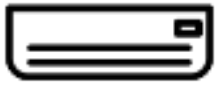
Cable



Wire



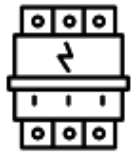
Lighting



AC



Fans



Switchgear



Switches

A 10 Year Retrospect

In Rs Crores	FY16	FY26	10Y CAGR
Revenues	5,378	22,466	▲ 15%
EBITDA	755	2,213	▲ 11%
PAT	712	1,705	▲ 9%
Net Worth	2,954	9,476	▲ 12%
Market Cap *	20,127	74,700	▲ 14%
Product Lines	14	24	
Head Count^	4,476	7,161	

^ Head count excluding Contractual Employees ** Market cap as on last day of the financial year*

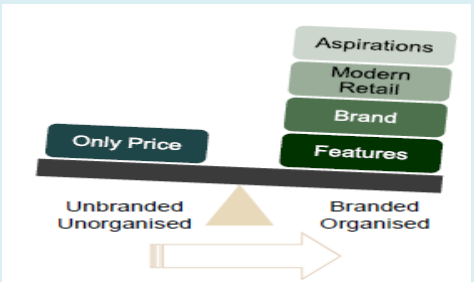
Growth Levers



Electrification- semi urban & rural penetration



Disposable income rise & comfort led demand



Aspirational shift for brands



Nuclearization of families



Formalization & Digitisation



Government's thrust on infra



Enhanced customer exposure & accessibility



Reduced cost of ownership

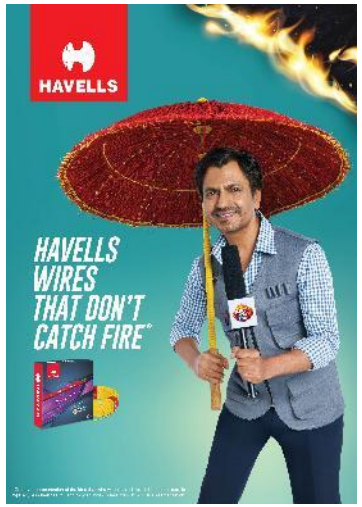
Financing & energy efficiency

DRIVING BRAND AFFINITY

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Advertising Campaigns



















Digital Influencer Campaigns













DISTRIBUTION: BROADENING ROUTE TO MARKET

Traditional



Modern Trade



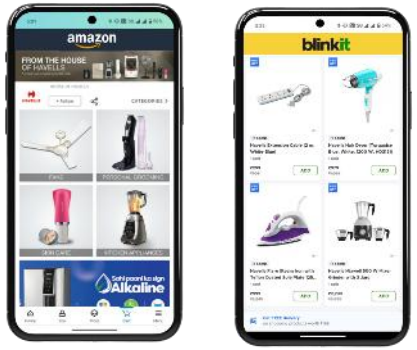
EBOs



Specialised Stores



E-Commerce



Projects



International

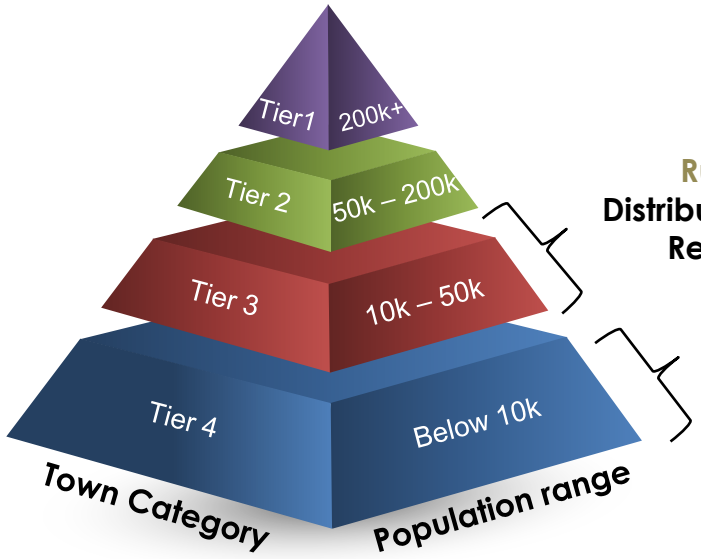


Rural



DISTRIBUTION: RURAL- UNTAPPED OPPORTUNITY

- Improved electricity penetration creating demand
- Informed rural customer shifting to trusted brands
- Havells - Most penetrated FMEG brand in Rural markets



Rural Vistaar Initiative
Distributor presence in 3k towns
Retail touchpoints 42k+

750+ Havells UTSAV exclusive stores







DISTRIBUTION: INTERNATIONAL



20+ Countries

~80%
Revenue from AMESA
(Africa, Middle East, and South Asia)

~$100 mn
Export Revenue

Opportunity to play in larger addressable Developed Markets

China+1
Creating global opportunities

Havells Strengths
Brand, Manufacturing, Product portfolio, R&D

Recent Initiatives

Lloyd launch in Middle East



Setup of subsidiary in US to leverage new growth opportunities

R&D: Developing Capabilities For Future

Before FY 2021

SOURCED BY 3rd Party

Controller & Drivers | Apps | IoT connect



FY 2021 – 2022

Build-up for ownership

Controller & Drivers | App | IoT platform



FY 2023 and Beyond

Full scale in- house capabilities

Electronics development | Smart products

Several smart product SKUs (Fans, Air coolers, ACs, Water heaters, Lighting and switches)

Full scale In-house design and development capability

Investment on R&D

1 – 2 %
of Net sales revenue

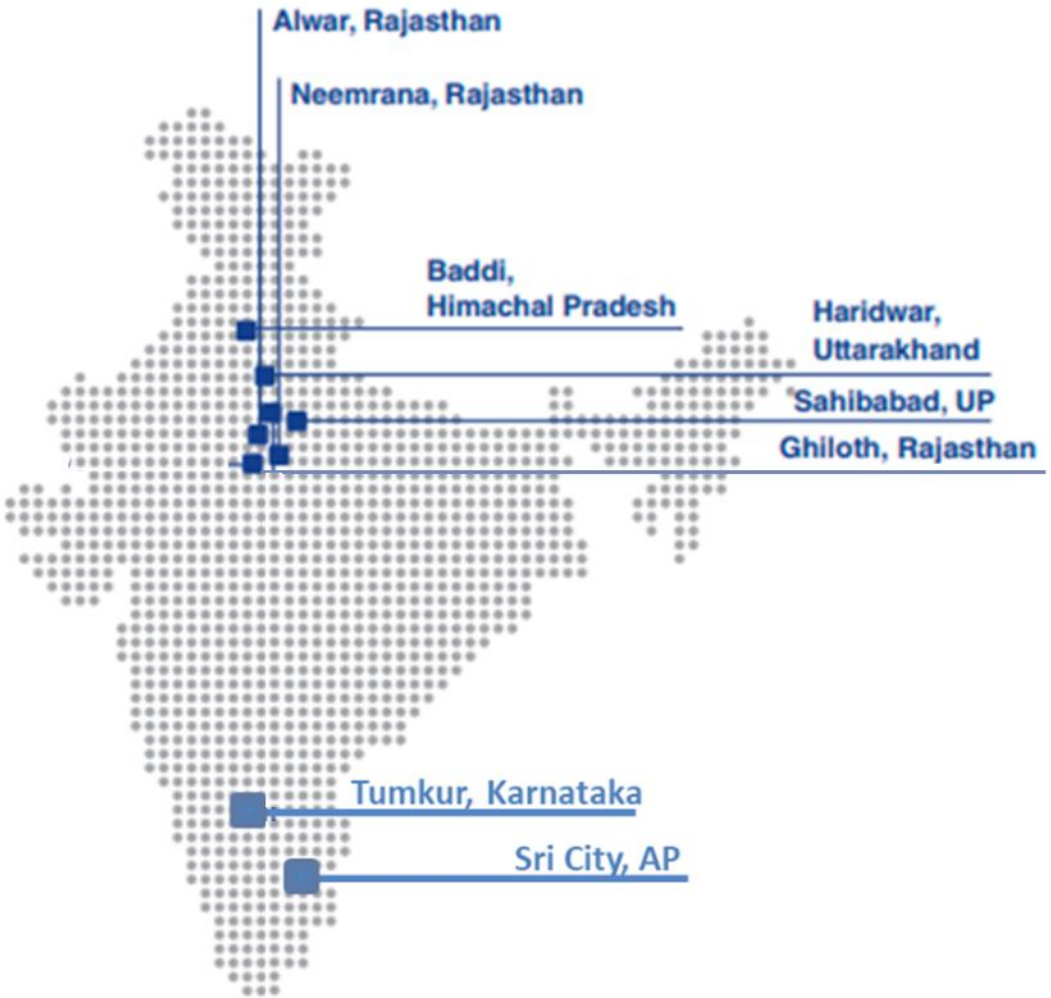
~900
Headcount in R&D

Focus on IP Creation

99
Patents Held

126
Design registration applications in FY26

Manufacturing Facilities





Baddi, Himachal Pradesh

Switches & MCB.



Sahibabad, Uttar Pradesh

Switchgears



Alwar, Rajasthan

Cables & Wires



Tumakuru, Karnataka

Cables & Wires



Ghiloth, Rajasthan

AC, REF & Washing Machine



Sri City, Andhra Pradesh

AC



Neemrana, Rajasthan

Lighting, Motor, Water Heater



Haridwar. Uttarakhand

Fans, SDA, Water Purifier

Manufacturing Execution Systems (MES) Deployed

Real-time data management, predictive analysis, workflow automation, reliability & traceability

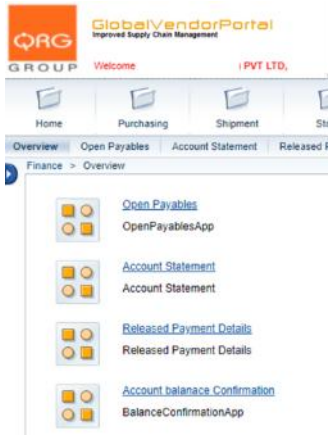
DIGITIZATION: DRIVING BUSINESS EFFICIENCY

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Supplier → Factory → Channel Partner → Sales Team → Retailer → Consumer

360⁰ Integration of Stakeholders, Business Processes and Data

Global Vendor Portal

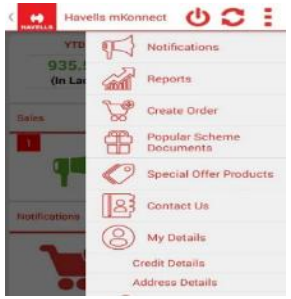


DASSAULT SYSTEMES

Industry 4.0 (Mfg Execution System)



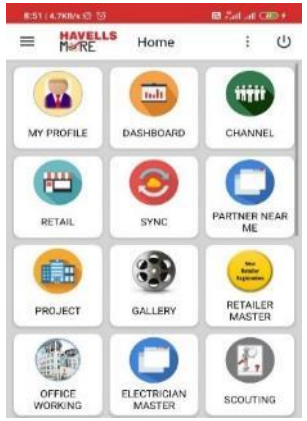
DMS





Dealer Portal & App

MORE
Market Operations & Revenue Enhancement



Field Force Automation

SAMPARK

Retailer Engagement

E-PLUS 2.0



Electrician Loyalty

Closer to the Consumer

HAVELLS ONE

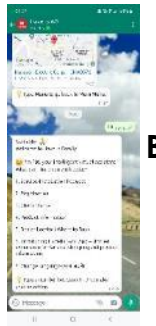
Consumer App

Havells Home Advisor

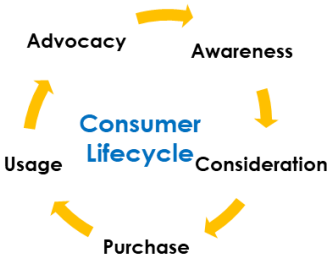
Consultation



D2C Channel



WA for Business



With Consumer thru Lifecycle

LLOYD

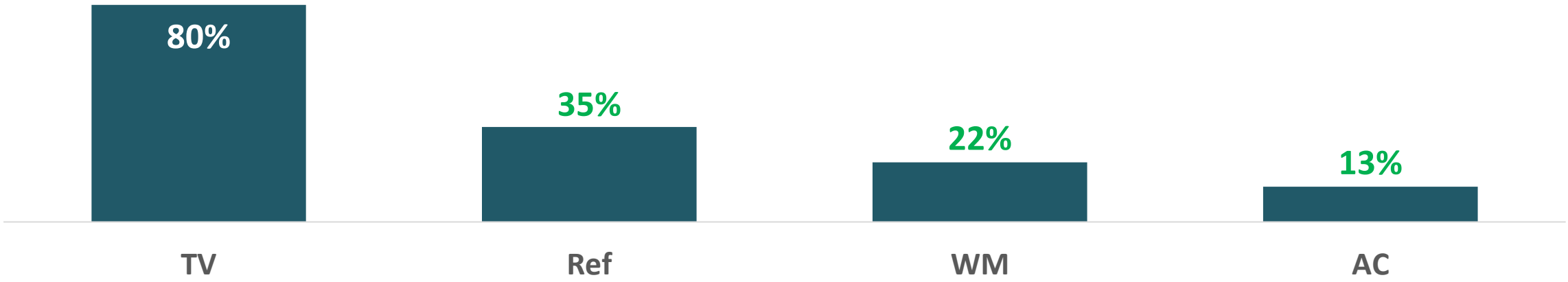
A HAVELLS Brand



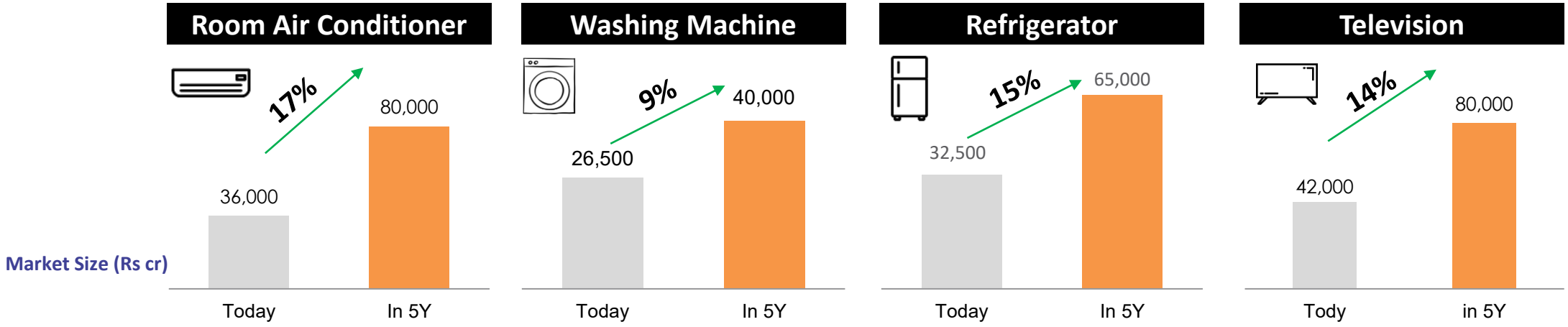
Consumer Durables: High Growth Potential Industry

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Low Penetration in Consumer Durables



High Growth Market



Source: CEAMA, Frost and Sullivan and Redseer

LLOYD

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Full Stack

Consumer Appliances Play (AC, WM, Ref, TV)

Acquired in 2017



Rs 4,000 crores
Revenue

Amongst Top 5
In AC Market

Added
Refrigerator & Washing Machine Manufacturing

3 Million units
AC Manufacturing Capacity across 2 Plants

Lloyd Journey

At Acquisition 2017	Building Blocks FY18-20	Progress FY21-24	Strategic Priorities Now
6 decades of brand vintage	*In-house manufacturing*	*Among top5*	*Premiumisation*
Mass market	*Heavy brand investments*	*Mass premium*	*Innovation*
Primarily AC	*Broaden portfolio*	*Omni-Channel*	*Channel Expansion*
Concentrated distribution	*Emerging channels focus (MFR, e-com & RR)*	*AC capacity expansion*	*Full stack (AC,WM,REF,TV)*
Import dependent	*Expand talent pool*	*R&D focus*	*Operational efficiency*
Tier II-III focus		*Strong ISD base*	
		Well index across tier I,II,III	

Growth With Responsibility

Mid-day Meal



11cr+ meals served since inception

Green Cover Program



29 lakh+ cumulative trees plantation

Education Programs



FLN program benefiting 1.8 lakh+ students in 2k+ schools



Collaboration with Plaksha & Ashoka University

Hygiene & Sanitation



10 lakh+ women & girls benefited 10k+ awareness sessions

External Global ESG Rating	
DJSI	**Ranked among top10** in global electrical equipment sector
MSCI	Rating **A**
CRISIL	ESG Rating **Strong** with **score 65**
NSE	ESG Rating Category: **Leader**

GOVERNANCE

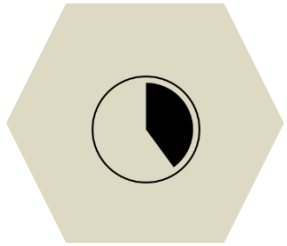
AAA credit Rating





CG2+
Corporate Governance rating

Dividend payout ratio of ~**40%**





Highly reputed independent professional board

14 member board including 2 women directors; only 3 family members on the board



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THANK YOU

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