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 20, 2026

To, **BSE Limited ("BSE")**, Corporate Relationship Department, 2nd Floor, New Trading Ring, P.J. Towers, Dalal Street, Mumbai – 400 001.	To, **National Stock Exchange of India Limited ("NSE")** Exchange Plaza, 5th Floor, Plot No. C/1, G Block, Bandra Kurla Complex, Bandra (East), Mumbai – 400 051
BSE Scrip Code: 539876	**NSE Symbol: CROMPTON**
ISIN: INE299U01018	**ISIN: INE299U01018**
Our Reference: 78/2026-27	**Our Reference: 78/2026-27**

Dear Sir/Madam,

Sub: Investor Presentation

Pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find attached the Investor Presentation proposed to be shared with investors and analysts at the **Company's Investor Day 2026**, scheduled to be held on August 20, 2026.

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: I am the author of this document
Location:
Date: 2026-08-20 11:59+05:30

Kaleeswaran Arunachalam
Chief Financial Officer

Encl: as above



NUMBER ONE

Crompton
Amazing, Every Day

Investor Day 2026

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








Crompton
Amazing, Every Day
CHARGE
AHEAD

GOVERNED BY BOARD
AND
LED BY MANAGEMENT

OUR JOURNEY

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 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	Premiumisation across categories
Ownership structure	Transitioning from PE owned to management led

	PHASE 1 · FOUNDATION 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	Insipient 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

Crompton
Amazing, Every Day

Public

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

Crompton
Amazing, Every Day

Public

What got us here, will not take us there

Public

Crompton
Amazing, Every Day

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

Crompton
Amazing, Every Day

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

TRANSFORM

Foray into new segments

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

PILLARS

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

Crompton
Amazing, Every Day

Public

People & Organization transformation

Crompton 2.0

Accelerated growth at healthy margins to deliver strong TSR

PILLARS

ENABLERS

FOUNDATION

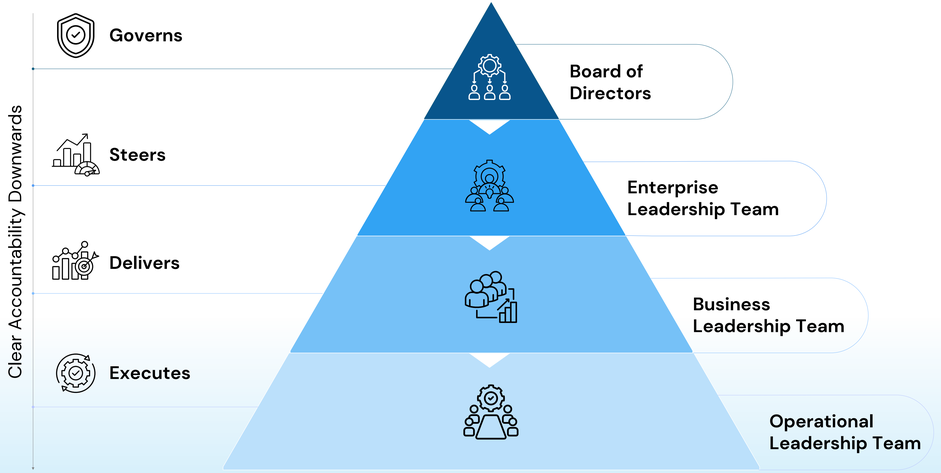
People & Organization

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

Crompton
Amazing, Every Day

Public

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



Crompton
Amazing, Every Day

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

Crompton
Amazing, Every Day

Public

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 Gupta
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

Crompton
Amazing, Every Day

Public

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

Crompton
Amazing, Every Day

Public

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

Build
An Ownership Mindset

130+
Leaders Covered

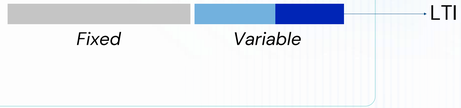
Reward
Long-Term Delivery

3 Year
Staggered Payout

Measure
What Creates Value

4
Tangible Metrics

Share of compensation linked to performance



Crompton
Amazing, Every Day

Public

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 centre

High impact transformation funding on an on-going basis

Crompton
Amazing, Every Day

Public

Growth transformation

Crompton 2.0

Accelerated growth at healthy margins to deliver strong TSR

PILLARS

ENABLERS

FOUNDATION

Foray into new segments

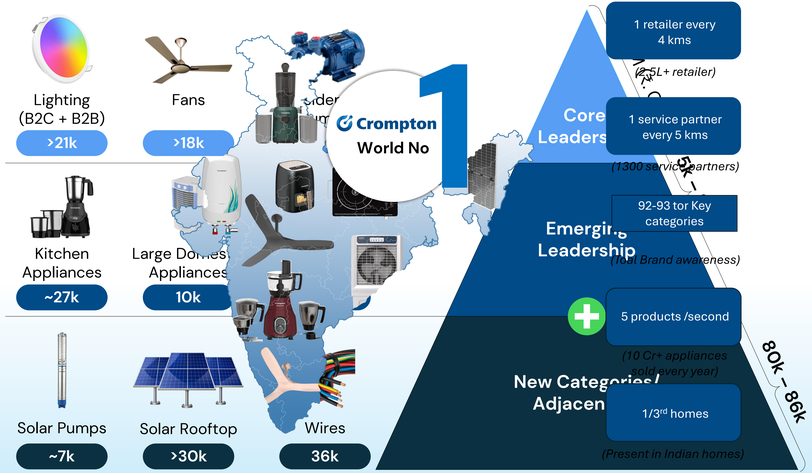
Entry in 2-3 attractive whitespaces, in line with overall vision

Crompton
Amazing, Every Day

Public

Doubling TAM from Rs 80k Cr Rs 160k Cr leveraging Crompton's strengths

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	✓		✓	✓

Crompton
Amazing, Every Day

Public

Brand transformation

Crompton 2.0

Accelerated growth at healthy margins to deliver strong TSR

PILLARS

ENABLERS

FOUNDATION

Brand excellence

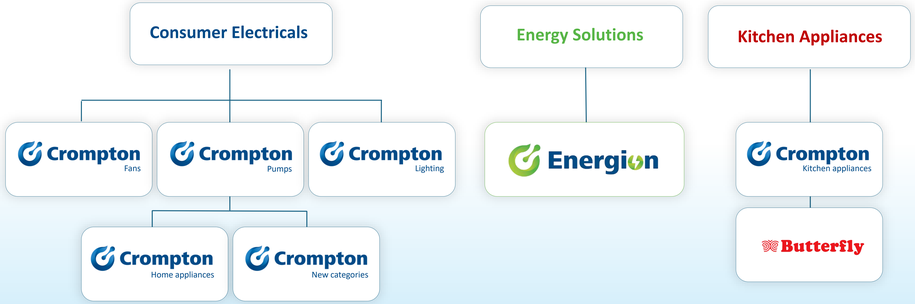
Invest in consumer awareness,
Right brand positioning
Brand architecture redefinition

Crompton
Amazing, Every Day

Public

CGCEL
Brand world

Crompton Rhion



Crompton Services

Crompton assist+

Crompton senze

Crompton saathi

Crompton parivaar
Channel Partners

Crompton parivaar
For Employees

Crompton parivaar
Retailers

Crompton
Amazing, Every Day

Public

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

Crompton
Amazing, Every Day

Public

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.

Crompton
Amazing, Every Day

How did we PERFORM

	Market share* (FY23-26)	What drove this?
Fans	**+60 bps**	Platformization, BEE Transition (Consolidation in value segment)
Lighting	**+30 bps** B2C lights	• Leadership Change • Optimized supply chain • Entry into Indoor Commercial, Industrial, Sports
Large Domestic Appliances	Water Heater - **+200 bps** Air Coolers - **+130 bps**	Ecom & GT Leadership, Product range

	Market share* (FY23-26)	What drove this?
SDA	Grinders – **+120 bps**	Carved out as SBU, Product range
Butterfly	Gas stoves – **+130 bps** Grinders - **+80 bps**	Leadership change, Refreshed Brand, Idea First series
Pumps	Resi pumps – **+180 bps** 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)

Crompton
Amazing, Every Day

Public

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

Crompton
Amazing, Every Day

Public

OUR JOURNEY

What got us here yesterday will not take us there tomorrow

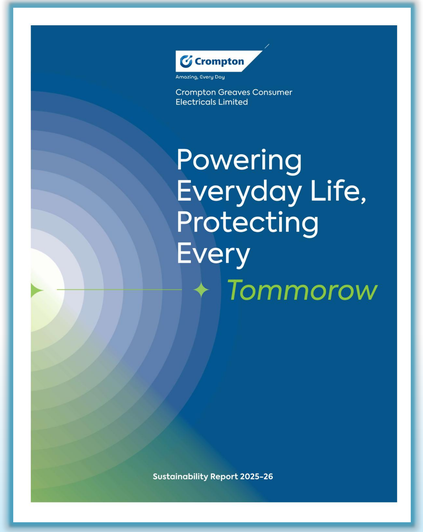
Yesterday we built a foundation — with few gaps.
Today we are closing them.
Tomorrow we compound — resilient by design.

	PHASE 1 · FOUNDATION FY17–FY22 | Built the base, with gaps	PHASE 2 · TRANSFORMATION FY23–FY26 | Fixing what held us back	PHASE 3 · FUTURE-PROOFING 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	**All bases covered — high, moderate, low**
Seasonality	High — earnings rode the season	De-risked — broader, steadier base	**Structurally hedged — demand all year**
Portfolio challenges	Lighting declining; Butterfly acquired	Lighting back 2 growth; Butterfly turned around	**Every category earning its growth**
Operating model	FOCUS: Channel-led PORTFOLIO: Value SUPPLY CHAIN: Verticalised GO-TO-MARKET: General trade – Primary Sales led	FOCUS: Channel + consumer PORTFOLIO: Value + Premium SUPPLY CHAIN: In transformation GO-TO-MARKET: GT + alternate channels	FOCUS: **Consumer-led innovation** PORTFOLIO: **Value + Premium + Smart** SUPPLY CHAIN: **Integrated end to end** 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**

Crompton
Amazing, Every Day

Public

Presenting Crompton's First Sustainability Report



https://tinyurl.com/Crompton2026SR

Crompton
Amazing, Every Day

Public


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*

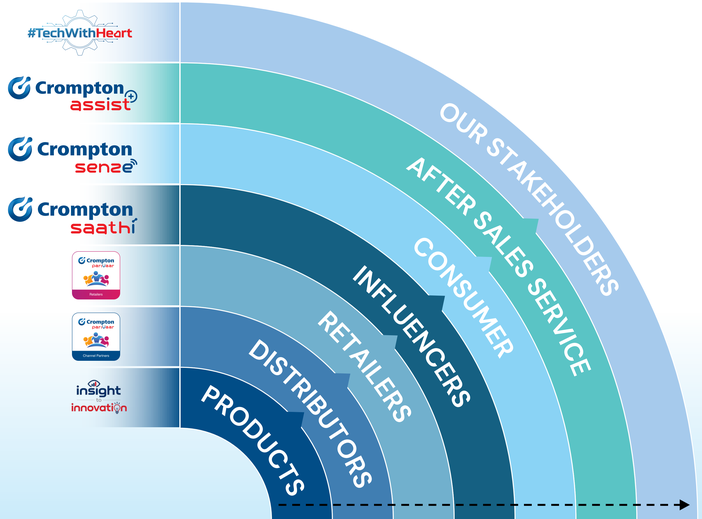
Thinking consumer backwards from insights to implementation for impactful delivery

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

Crompton
Amazing, Every Day

Public

Taking consumer centricity beyond the products..



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

Crompton
Amazing, Every Day

Public

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+
Hrs of audio/video consumer interactions



Crompton
Amazing, Every Day

Public

Our Foundation Remains **Unshakeable**



The Crompton of **Tomorrow**

Crompton
Amazing, Every Day

Public

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

Crompton
Amazing, Every Day

Public






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



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

Crompton
Amazing, Every Day

Public

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

Crompton
Amazing, Every Day

Public

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

Crompton
Amazing, Every Day

Public

Presenting to you the

world of Crompton













Public

New Brand identity with Sonic

Crompton
Amazing, Every Day

Public

This is just the

START OF A NEW **CHAPTER**

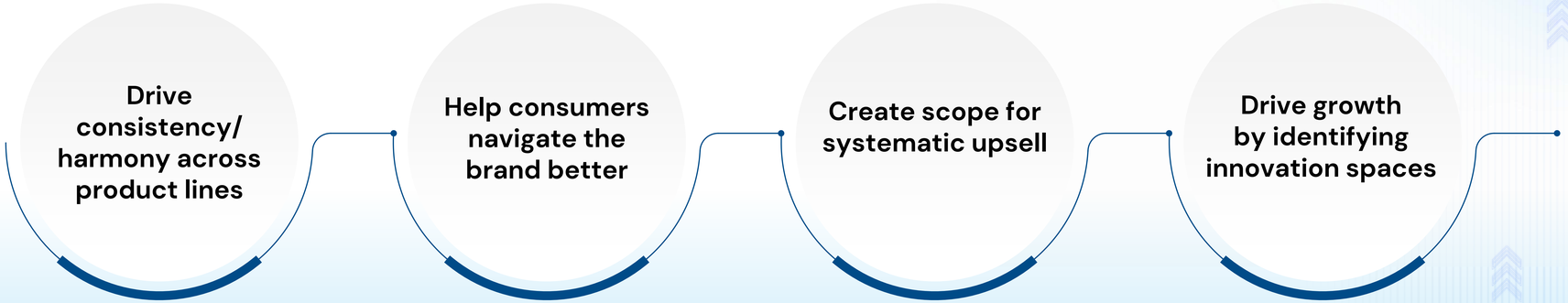
What comes **NEXT**

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

Public

Creating a clear & coherent architecture for Crompton portfolio

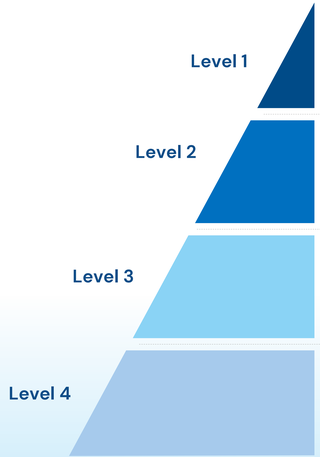
Goals for Architecture 2.0 (Need to solve for 4 objectives)



Crompton
Amazing, Every Day

Public

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



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

Crompton
Amazing, Every Day

Public

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.***

Crompton
Amazing, Every Day

Public

Key Takeaways



Consumer centricity at the core

Crompton, a trusted legacy, *reimagined for tomorrow*

Architecting the portfolio for *premiumization and aspiration*

Crompton
Amazing, Every Day

Public


Harness
INNOVATION

Consumer pain becomes engineering specification

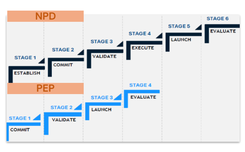
Listen
U&A studies, consumer immersion, social listening, service and warranty feedback



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

Crompton
Amazing, Every Day

Public

The Innovation Lab: infrastructure that powers every launch

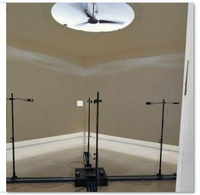
Design Studio

Industrial design, ergonomics and rapid physical prototyping



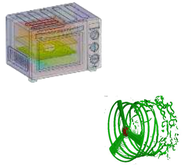
Validation Labs

NVH (noise , vibration , Harshness) and acoustics, Functional, and endurance testing,



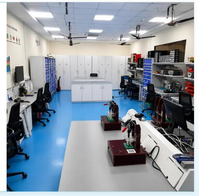
Modelling & Simulation

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.

Crompton
Amazing, Every Day

Public

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

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, SW
- Modular architectures enabling faster launches, lower complexity
- Engineered for reliability, manufacturability

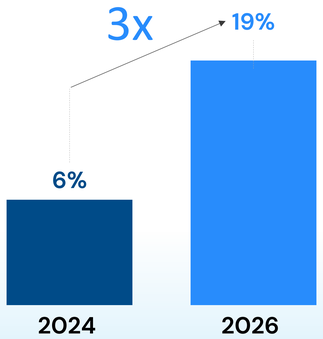
Each lever is reusable across all business units

Crompton
Amazing, Every Day

Public

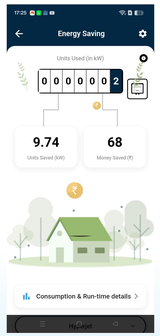
Smart & Connected: scaling 3x, more ahead

Number of Smart & Connected Products

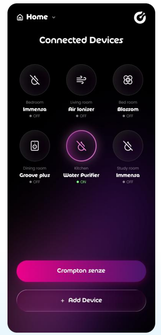


Charge' into a connected experience

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.

Crompton
Amazing, Every Day

Public

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

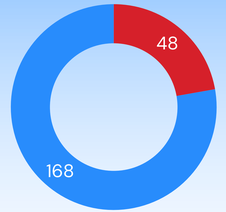
INDIA'S BEST DESIGN AWARDS

Crompton Amazing, Every Day

Public

Platform Development: Center of Excellence

216 R&D engineers



- **48** in central Centres 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.

Crompton
Amazing, Every Day

Public

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 & remove 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



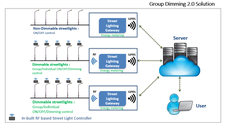
Ameo Fresh nutri blender



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.

Crompton
Amazing, Every Day

Public

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 optimisation

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.

Crompton
Amazing, Every Day

Public

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

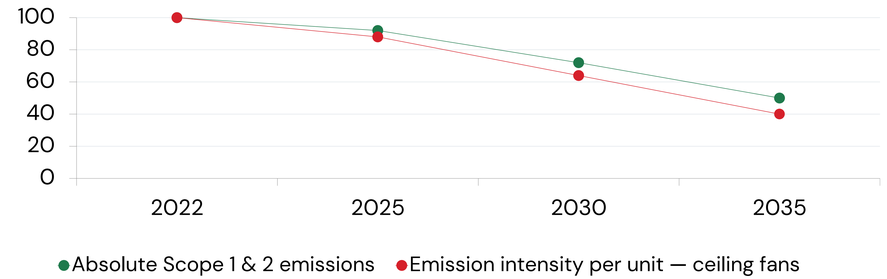
- 38% use-phase intensity cut vs a 60% 2035 target — ahead of schedule
- Renewable share of plant energy: 0.05% → 21% in one year
- LTIFR 0.00 with Zero Waste to Landfill maintained

Crompton
Amazing, Every Day

Public

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

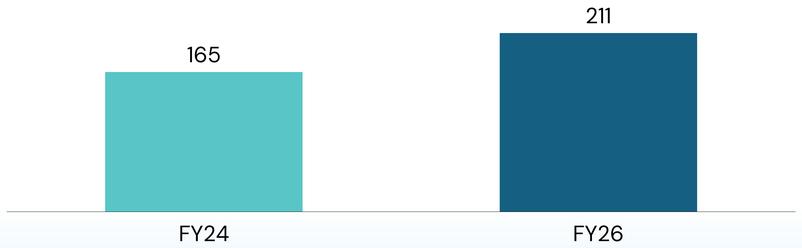
In the supply chain
Sustainable Supply Chain Code of Conduct for key vendors

Crompton
Amazing, Every Day

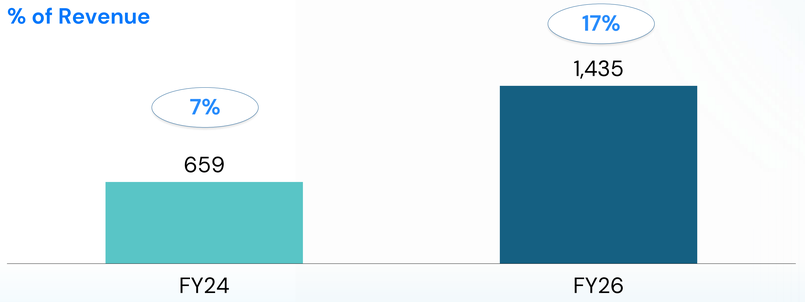
Public

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

Crompton
Amazing, Every Day

Public

Key takeaways

We own the technology

Platforms, Centres 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

Crompton
Amazing, Every Day

Public

LUNCH BREAK


A
Amplify
the ARENA
BU Home Electricals: Fans & Large Domestic Appliances


A
Amplify
the ARENA
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

Crompton
Amazing, Every Day

Public

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

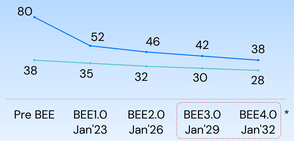
Crompton
Amazing, Every Day

Public

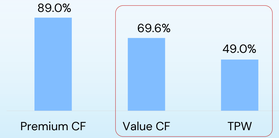
Drivers of Change

Regulatory

Power consumption - Induction vs BLDC



Contribution of Top 5 Brands%**



* Expected
**Source: Marketpulse

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

Crompton
Amazing, Every Day

Public

Multiple Growth Engines For Many India's

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 times** in 4 years



Growth of **1.6x times** in 4 years

Rise of Personalized Cooling Segment





Evolving Exhaust Category to meet Fresh Air needs





Source: U&A

Crompton
Amazing, Every Day

Public

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







Crompton
Amazing, Every Day

Market Leader to Market Maker

TARGET FY31

Total Fan 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)

Crompton
Amazing, Every Day

Public


A
Amplify
the ARENA
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

Crompton
Amazing, Every Day

Public

What got done in FY23-26

Market 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

Crompton
Amazing, Every Day

Public

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

Crompton
Amazing, Every Day

Product & Channel Opportunities

Water Heating Solutions

- **Premiumization**
- **Smart and connected range**
- **Energy efficiency**



Air Cooler

- **Energy efficient & low noise rang**
- **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**



Crompton
Amazing, Every Day

Public

Leap to leadership

TARGET FY31

Water Heaters	Air Coolers	NPD SALES	PREMIUMISATION 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)

Crompton
Amazing, Every Day

Public


A
Amplify
the ARENA
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

Crompton
Amazing, Every Day

Public

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

Crompton
Amazing, Every Day

Public

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

Crompton
Amazing, Every Day

Public

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

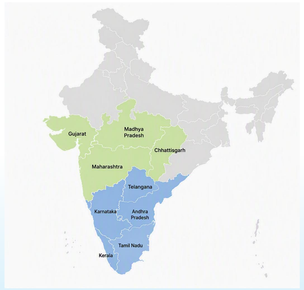
Crompton
Amazing, Every Day

Public

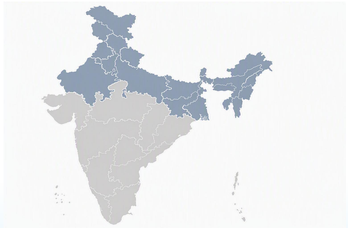
Protect core, grow in west, south and rural markets

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

Crompton
Amazing, Every Day

Public

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

TARGET FY31

Pumps* MARKET SHARE	NPD SALES	PREMIUMISATION 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
** Premiumisation: Premium Pumps sales in total Sale

Crompton
Amazing, Every Day

Public


A
Amplify
the ARENA
BU: Kitchen Appliances

A multi faceted industry with opportunities arising from penetration and premiumisation

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

Crompton
Amazing, Every Day

Public

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 Zillennial Attitude



Digital experience influencing consumer behavior

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

Crompton
Amazing, Every Day

Public

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 **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 **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 + Premiumisation

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

Crompton Amazing, Every Day

Public


A
Amplify
the ARENA
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.

Crompton
Amazing, Every Day

Public

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

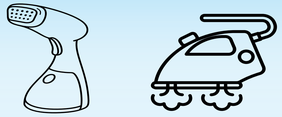
Drive Distribution in Emerging Categories



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 Airfryers



Crompton Air Fryer Range launched

Crompton
Amazing, Every Day

Public

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

Crompton
Amazing, Every Day


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 the topline
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

Crompton
Amazing, Every Day

Public

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)

Crompton
Amazing, Every Day

Public

The Way Forward: 2X in 5 Years

Double the Butterfly business in 3 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 No.1 : Gas Stoves No.2 : Mixer Grinders No.3 :Pressure Cookers	**Top 3** In Premium Pricing for Kitchen Appliances	**30% of sales** (12% in FY26 to retail)	**Margins growing faster than revenue**

Crompton
Amazing, Every Day

Public


A
Amplify
the ARENA
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

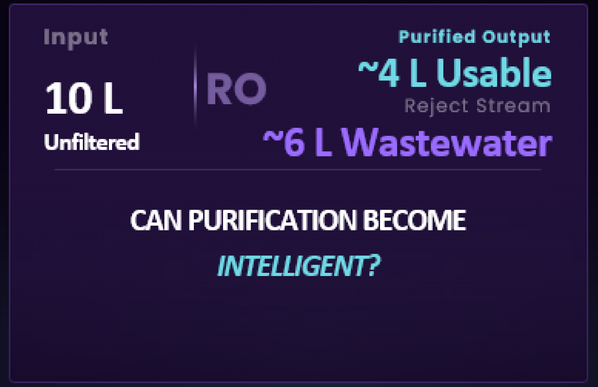
The Default Response

· 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



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


A
Amplify
the ARENA
BU: Lighting, Solar Rooftop and Wires

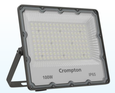
Lighting – B2C

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









Crompton
Amazing, Every Day

Public

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 Rooftop

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

Crompton
Amazing, Every Day

Public

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

Crompton
Amazing, Every Day

Public

3 Pillars of product and brand strategy

Continue to increase share of business from Ceiling Lights & Outdoor

- 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**



Crompton
Amazing, Every Day

Public

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

Crompton
Amazing, Every Day

Public

Key message: Grow ahead of industry; Target leadership in select market

TARGET FY31

Total B2C Lighting	Ceiling & Outdoor	Premiumisation Mix
250 bps gain (over FY26)	325 bps gain (over FY26)	52% of sales (500 bps improvement over FY26)

Crompton
Amazing, Every Day

Public

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



Crompton
Amazing, Every Day

Public

Segment trends

New age infrastructure

India emerging as global hub for semiconductor and data center

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

Crompton
Amazing, Every Day

Public

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

Crompton
Amazing, Every Day

Public

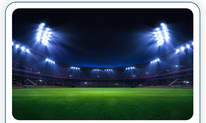
Channel strategy – Continue to accelerate revenue generation from segments beyond street and flood lighting

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

Crompton
Amazing, Every Day

Public

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

TARGET FY31

Total 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

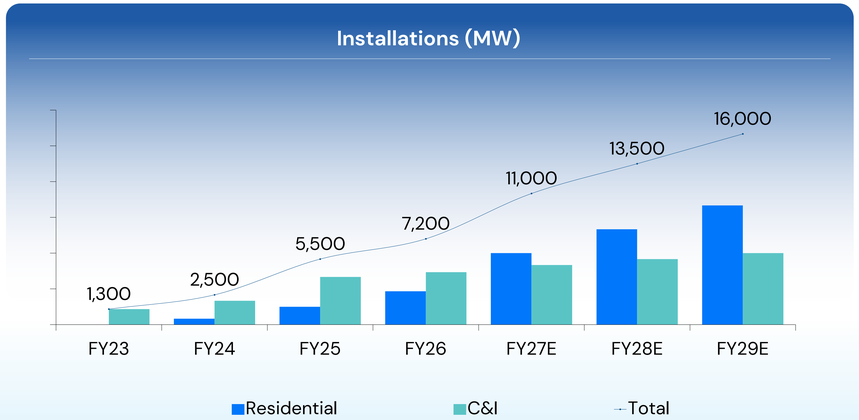
Crompton
Amazing, Every Day

Public


A
Amplify
the ARENA
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.

Crompton
Amazing, Every Day

Public

Competitive Landscape and Right to Win

A fragmented market, and where Crompton can win

Market Structure

~80%

Unbranded/Unorganised 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	Weak	Strong	Good	Good	Weak
Crompton	Strong	Strong	Strong	Good	Weak

Crompton
Amazing, Every Day

Public

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

Crompton
Amazing, Every Day

Public


A
Amplify
the ARENA
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

Crompton
Amazing, Every Day

Right to win – Well established across every parameter that matters

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

Crompton
Amazing, Every Day

Public

Crompton

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

Crompton
Amazing, Every Day

Public

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



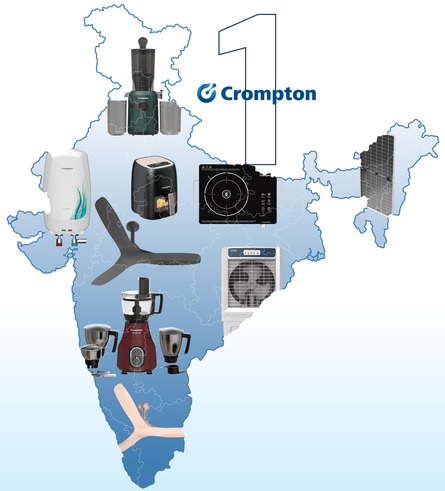
10% More Copper than standard | **99.7% Pure Copper** (Class B) | **Non-Toxic & Low Smoke** | **Higher operating temperature** | **70°C** Operating Temp | **90m** Length

Crompton
Amazing, Every Day

Public


R
Rigour
in EXECUTION
Go-to-Market

Crompton's go to market strength



What we have

- Established Distribution network
- **7000+** primary channel partners
- **2.7Lac +** Retailer
- **76%** Weighted Distribution in Fans
- **1,300** Service Centres
  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

Crompton
Amazing, Every Day

Public

GTM transformation underway

Elevated Digitisation

Digitised 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 PL's 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

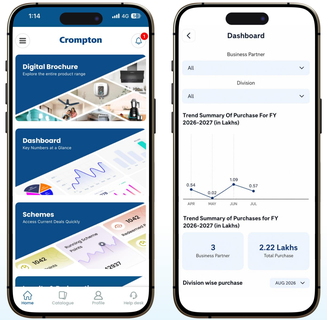
Significant improvement in TSM coverage by 53%
Doubling Small Domestic Appliances Business

Crompton
Amazing, Every Day

Public

Driving retailer transformation through retailer app & visibility deployment

Parivar App for Retailer Engagement



75% Secondary sales coverage

Real time sales & schemes dashboard

Seamless redemption process

Deployment of visibility elements

Dealer / Retailer Boards





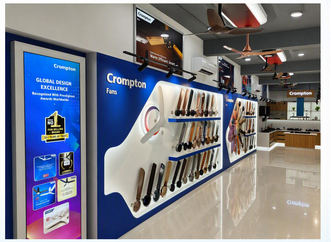
Dummy display stands







In-shop Wall displays





Crompton
Amazing, Every Day

Public

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

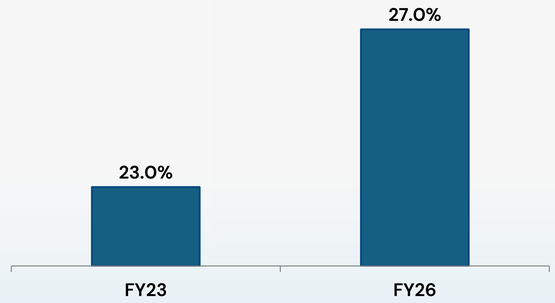
- Leveraging instore activations to upsell Smart and Connected products
- Entry into new regional & national stores / formats

Exports: Covering Whitespaces internationally

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

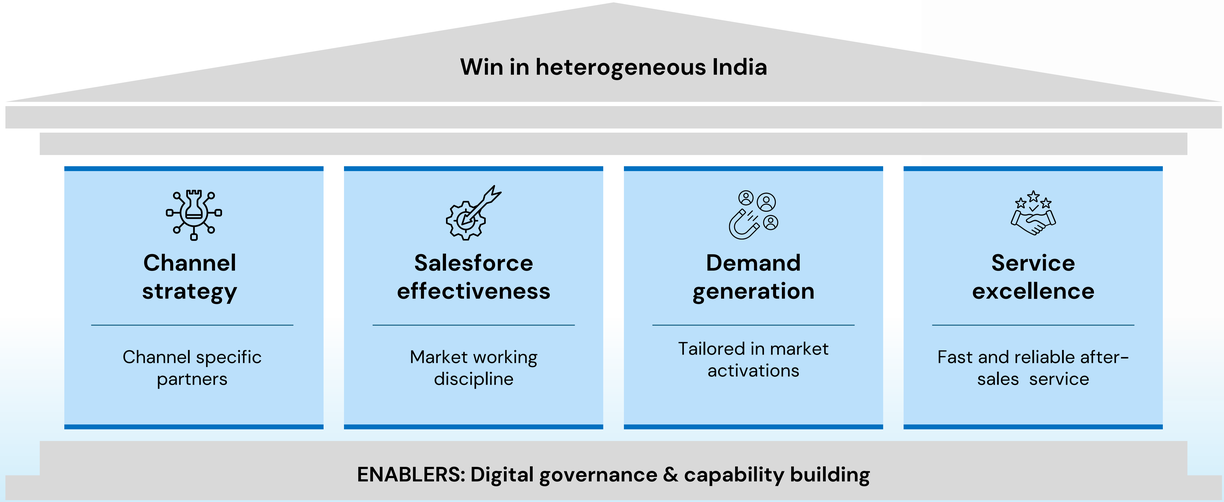
Contribution of Alternate channels has grown consistently

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



Crompton
Amazing, Every Day

GTM approach to Winning in Many Indias



Crompton
Amazing, Every Day

Public


R
Rigour
in EXECUTION
Integrated Supply Chain

7
Manufacturing facilities

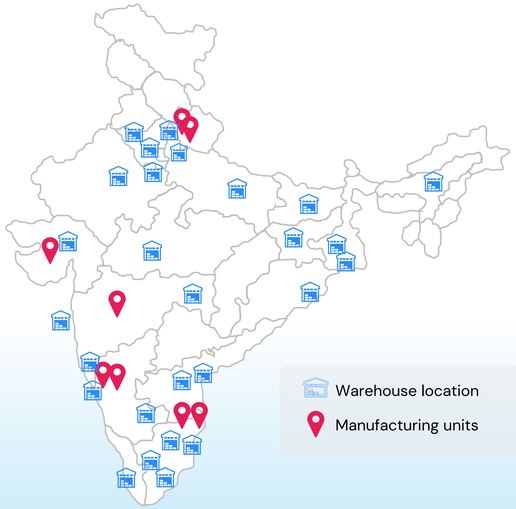
31
Warehouses

500+
Business partners

4,900+
SKU's 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

Crompton
Amazing, Every Day

Public

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

Public

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

Public

Future ready supply chain

Building the Amazing supply chain

Resilience

Multi sourcing, localization



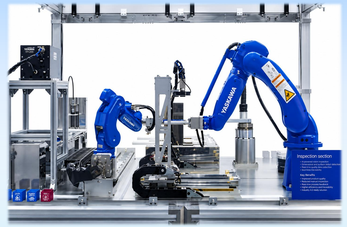
Lean

Unnati program, Eliminate Losses



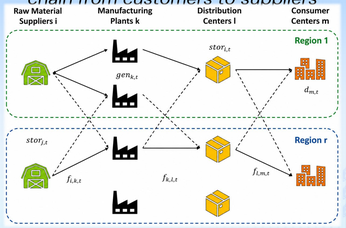
Smart

Predictive, Automated & Digitized



Connected

Interconnected synchronized value chain from customers to suppliers



Crompton
Amazing, Every Day

Public

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

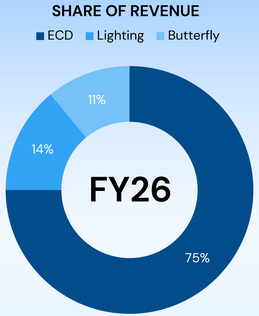
Milestone	Timeline*
Land acquisition	Q4FY27
Construction commencement	Q2FY28
Phase 1 – Fans Commercial production begin	Q1FY29
Phase 2 – Production scale-up	Q1FY30

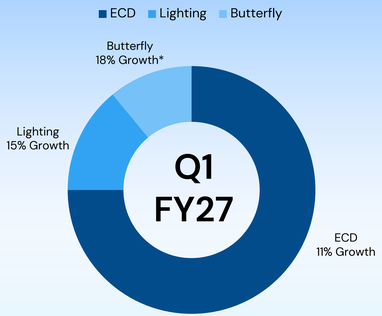
Crompton
Amazing, Every Day

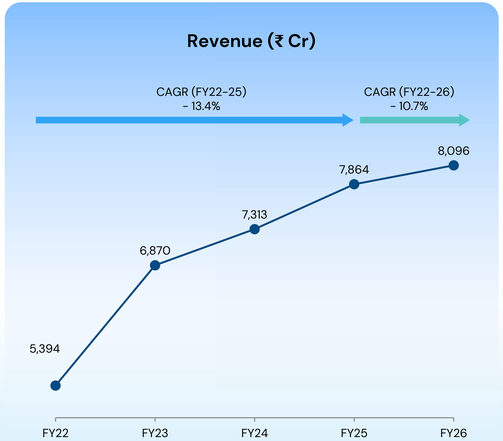

G
Generate a
FINANCIAL FLYWHEEL

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

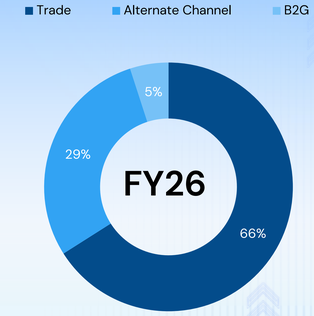
SHARE OF REVENUE







CHANNEL MIX



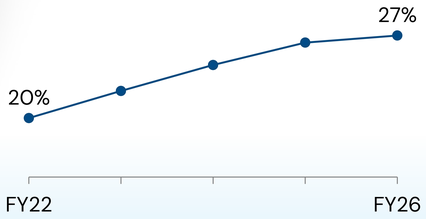
*Butterfly growth excludes Crompton manufacturing revenue

Crompton
Amazing, Every Day

Public

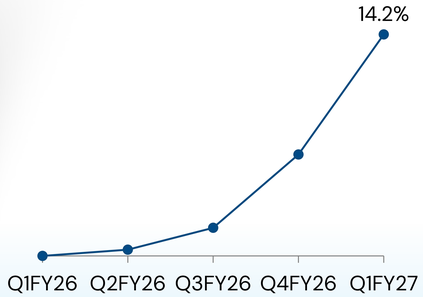
Leaders drive pricing discipline and accelerate premiumization, this has helped us to compound revenue per unit ~9%

Premiumization#
(% of Total Revenue)



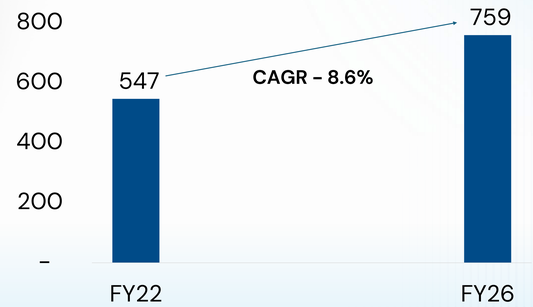
#Basis average MOP for each category

Pricing Actions*



*Pricing actions for lead categories

Revenue Per Unit

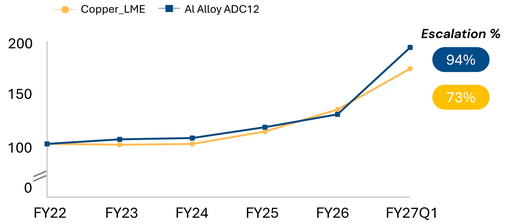


Crompton
Amazing, Every Day

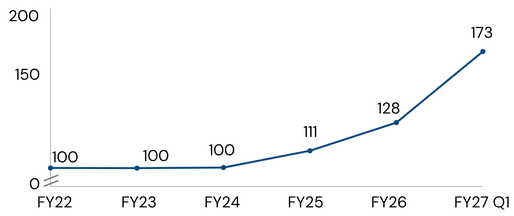
Public

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

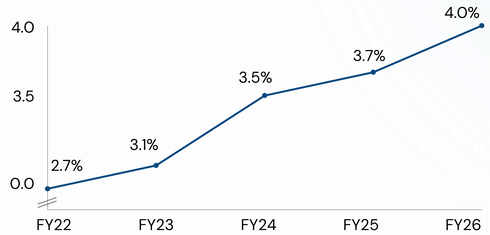
Commodity Trend
Index FY22=100



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

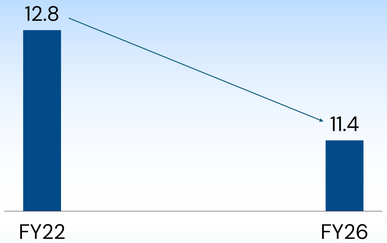
Unnati expanded to **Indirect cost**
Unlocked **8%+** savings across indirect spend base
- Drove efficiency via process streamlining, reverse auctions & alternate vendor onboarding

Crompton
Amazing, Every Day

Public

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



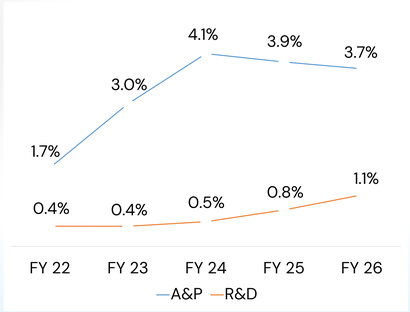


Crompton
Amazing, Every Day

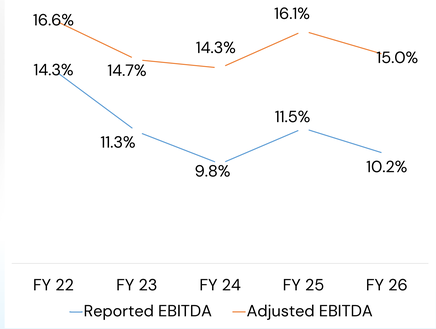
Public

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

Growth Spends



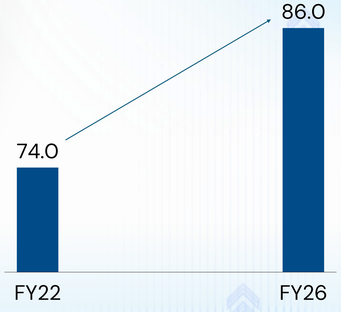
EBITDA



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%

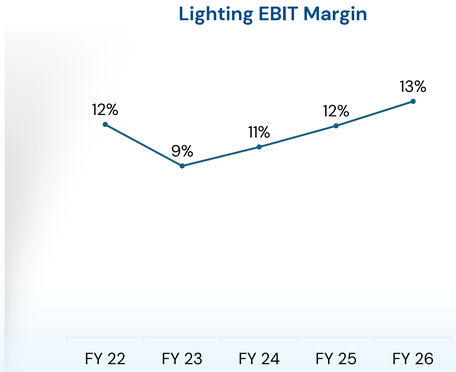
EBITDA Per Unit

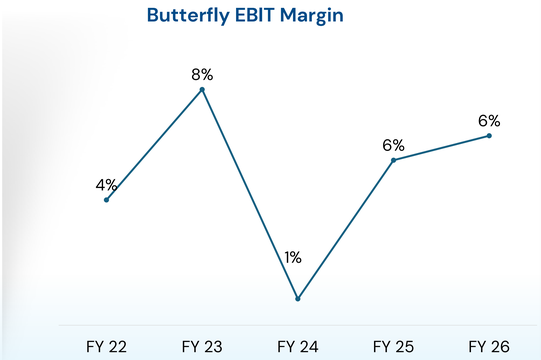


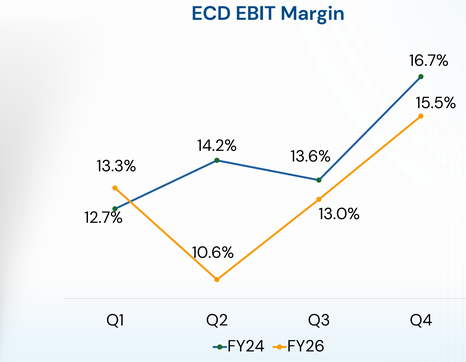
Crompton
Amazing, Every Day

Public

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







Crompton
Amazing, Every Day

Public

Growth that funds itself on back of disciplined capital allocation

>85%

EBIDTA conversion to operating cash flow

Negative Operating Working capital at

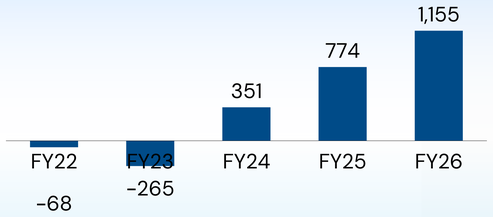
~4.0% of Sales

₹ 720 Cr

Average annual cashflows from operations for past 5 years

₹ 1,155 Cr

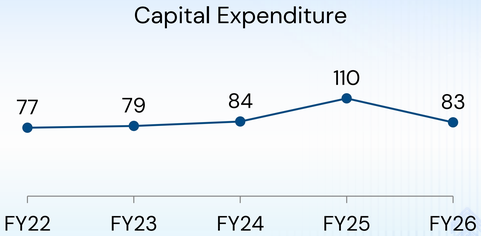
Net Cash as of 31st Mar 26



₹ ~90 Cr

Steady Capex

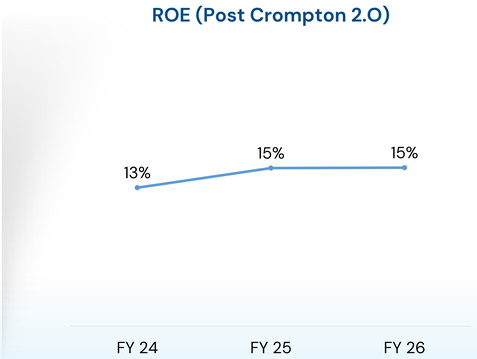
Average Capex for last 5 years

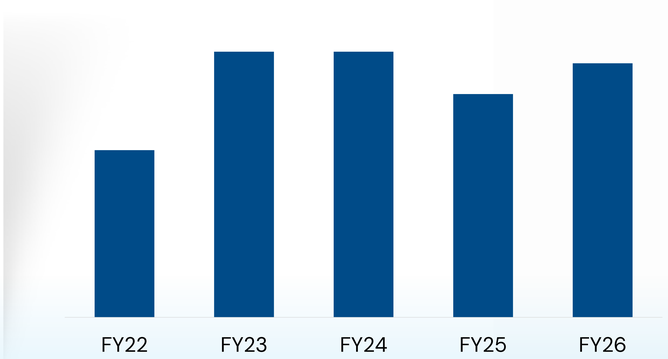


Crompton
Amazing, Every Day

Public

Consistent Dividend Payouts coupled with improving return ratios





~40%

Dividend Payout Ratio for FY26

₹ 193 Cr

Dividend paid out in FY 2026

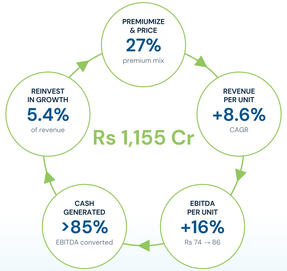
Crompton
Amazing, Every Day

Public

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.

Crompton
Amazing, Every Day

Public

Crompton
Amazing, Every Day

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	02	03	04	05
SEGREGATE	RECYCLE	RECOVER	REDUCE	RESPONSIBLE DISPOSAL
Separate waste at the source	Send recyclables for responsible recycling	Recover compostable waste for a second life	Minimize landfill contribution	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	02	03	04	05
MEASURE	ANALYSE	REDUCE	COMPENSATE	CREATE IMPACT
Quantify actual emissions through a post-event carbon audit.	Review & analyse data to identify key emission contributors.	Identify reduction opportunities for future events.	Offset unavoidable emissions via verified carbon projects.	Contribute to a better planet & a more sustainable future.

MEASURE. COMPENSATE. MAKE A LASTING IMPACT.

* Shortfall to be met by tree plantation


E
Embed
SUSTAINABILITY