

November 27, 2025

BSE Limited Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai – 400 001 Scrip Code: 543482 Scrip ID: EUREKAFORB Ref.: EFL/BSE/2025-26/53	National Stock Exchange of India Limited Exchange Plaza, C-1, Block - G, Bandra Kurla Complex, Bandra (East), Mumbai – 400 051 Symbol: EUREKAFORB Ref.: EFL/NSE/2025-26/53
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Subject: Investor Day – Presentation

Dear Sir/Madam,

Pursuant to Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, and in continuation of our letter dated November 10, 2025, bearing reference no. EFL/BSE/2025-26/45 and EFL/NSE/2025-26/45, please find enclosed herewith the investor presentation that will be made by the Company on its Investor Day scheduled for today i.e., Thursday, November 27, 2025.

The same is also being made available on the Company's website at www.eurekaforbes.com.

This is for your information and records.

Thanking you,

For Eureka Forbes Limited

Shilpa Jain
Company Secretary & Compliance Officer

Encl: a/a



INVESTOR DAY PRESENTATION

November 27, 2025

The statements contained in this document speak only as at the date as of which they are made and certain statements made in this presentation relating to the Company's objectives, projections, outlook, expectations, estimates, among others may constitute 'forward-looking statements' within the meaning of applicable laws and regulations. Such forward-looking statements are not guarantees of future performance and involve risks and uncertainties and actual results may differ from such expectations, projections etc., whether express or implied. These forward-looking statements are based on various assumptions, expectations and other factors which are not limited to, risk and uncertainties regarding fluctuations in earnings, competitive intensity, pricing environment in the market, economic conditions affecting demand and supply, change in input costs, ability to maintain and manage key customer relationships and supply chain sources, new or changed priorities of trade, significant changes in political stability in India and globally, government regulations and taxation, climatic conditions, natural calamity, commodity price fluctuations, currency rate fluctuations, litigation among others over which the Company does not have any direct control. These factors may affect our ability to successfully implement our business strategy. The Company, may alter, amend, modify or make necessary corrective changes in any manner to any such forward looking statement contained herein and the Company expressly disclaims any obligation or undertaking to disseminate any updates or revisions to any statements contained herein to reflect any change in events, conditions or circumstances on which any such statements are based. You are cautioned not to place undue reliance on these forward-looking statements, which are based on the current view of the management of the Company on future events. Further, no part of this document should be considered as a recommendation that any investor should subscribe to or purchase securities of the Company and should not form the basis of, or be relied on in connection with, any contract or commitment or investment decision whatsoever.



Re-Imagining Eureka Forbes

Turnaround To Take-Off

Pratik Pota

Managing Director and CEO

**Accelerating
Product
Growth**

**ANURAG
KUMAR**

Chief Growth
Officer

**Unlocking
Lifetime
Value**

**NITHYANAND
SHANKAR**

Chief Business
Officer

**Building
Ownership
Mindset**

**MAHNAZ
SHAIKH**

Chief Human
Resources Officer

**Driving
Profitable
Growth**

**GAURAV
KHANDELWAL**

Chief Financial
Officer

1 Looking Back

2 Looking Ahead



1 Looking Back

2 Looking Ahead



Our Categories Have Low Penetration And Are Projected To Grow Strongly In The Next 5 Years

Category	FY'23	FY'30E	FY'30E (Revised)	CAGR	% Penetration
Water Purifier - Product	Rs 4,350 Cr	Rs 10,200 Cr	Rs 10,200 Cr	13%	6% → 7%
Water Purifier - Service	Rs 3,660 Cr	Rs 9,000 Cr	Rs 9,000 Cr	14%	<25%
Water Softeners	Rs 1,000 Cr	Rs 1,935 Cr	Rs 3,000 Cr	10%→17%	<1%
Vacuum Cleaners	Rs 509 Cr	Rs 1,548 Cr	Rs 3,000 Cr	17%→29%	2%
Air Purifiers	Rs 230 Cr	Rs 749 Cr	Rs 1,100 Cr	18%→25%	1%
Total	Rs 9,749 Cr	Rs 23,432	Rs 26,300	13%→15%	



EFL Has Unique Strengths To Seize The Opportunity In These Growing Categories

1

DNA of Category Creation

Vacuum Cleaner & Water Purifier

2

Brand Aquaguard

One Of India's Strongest Consumer Brands

3

Market Leadership

Across Categories & Channels

4

Omni-Channel Presence

Unique Direct Sales Channel

5

Enduring Customer Relationships

15 Mn+ First Party Database

6

Strong Digital Assets

2.6 Mn+ MAUs

7

Large Service Network

Across 19,500+ Pin Codes

8

Leadership

Strong Management Team

We Launched Project Udaan To Unlock The Transformation Opportunity

Re-Imagine EFL As A D2C Health and Hygiene Tech Leader
Provide Every Indian Access to Safe & Healthy Water, Clean Earth & Pure Air



Grow Water

Penetration

Premiumization



Expand Portfolio

Convenient Cleaning

Air



Excel In Service

Customer Experience

Lifetime Value



Build D2C Platform

Convenience

Commerce

Innovations

Execution Excellence

Productivity

Capability

Culture

Customer Centricity, Agility, Collaboration, Ownership and Accountability

■ We Have Turned Around The Business On Both Growth And Profitability

Product Growth



EWP Growth
Penetration
Premiumization



Growth in
Convenient Cleaning



Incubating New
Categories

Service Transformation



Significant
Improvement In
Customer Experience



Service Revenue
Turnaround to Strong
Growth

Financial Health



EBITDA Margin
Expansion



Investment In
Growth Drivers



Robust Cash
Generation

Our EWP Category Expansion Work Has Led To Volume Growth And Penetration Increase

Lowering Entry Price

Aquaguard
SURE



70% Of Buyers Are Category Entrants

Lowering Total Cost Of Ownership

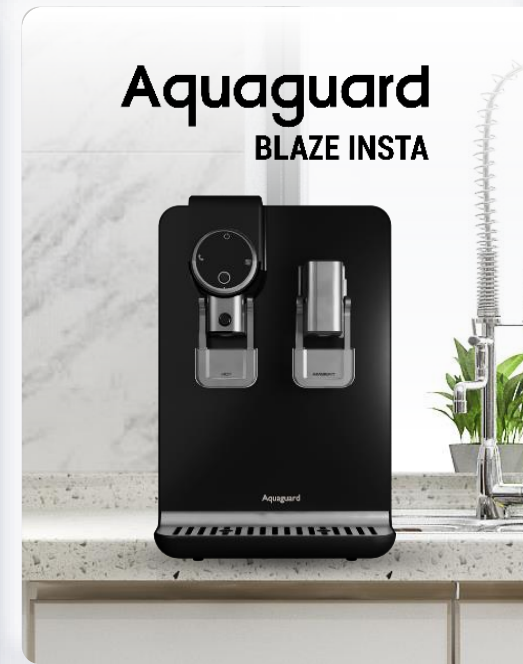


**SAVE OVER ₹18,000
ON FILTER REPLACEMENTS**

Years	0	1	2	3	4	5	6	7	8
Aquaguard 2X ~₹18,000	₹0		₹5,999	₹0	₹5,999	₹0	₹5,999	₹0	
Other Brands ~₹36,400	₹0	₹5,199	₹5,199	₹5,199	₹5,199	₹5,199	₹5,199	₹5,199	₹5,199

Category Penetration Up From 6% To 7%

Our Premium Innovations Are Helping Customers Upgrade



**>50% Customers Upgrade
During Replacement**

**ASP Of Premium Range
1.4x Category ASP**

**50% Growth In
Premium EWP In 2 Years**

Our Early Investments In Robotics Has Helped Deliver Break-Out Growth



Portfolio
Build-Out



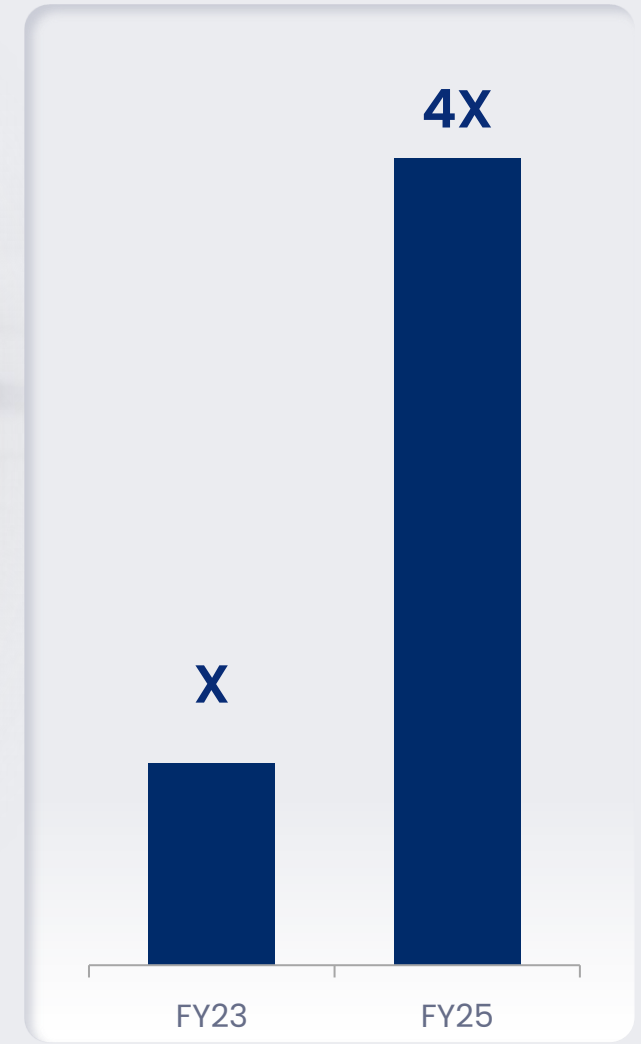
Strong
Partnerships



Awareness
Generation



Omni-
Channel Play



Significant Improvements In Customer Experience; Outliers Issue Being Addressed

**Highest Ever
NPS Scores** > **70+**



Big Step-up In Outlier Handling

50 member dedicated team

Outlier prediction models

Social listening tools



Service TATs Improved Significantly



Overall
Service TATs

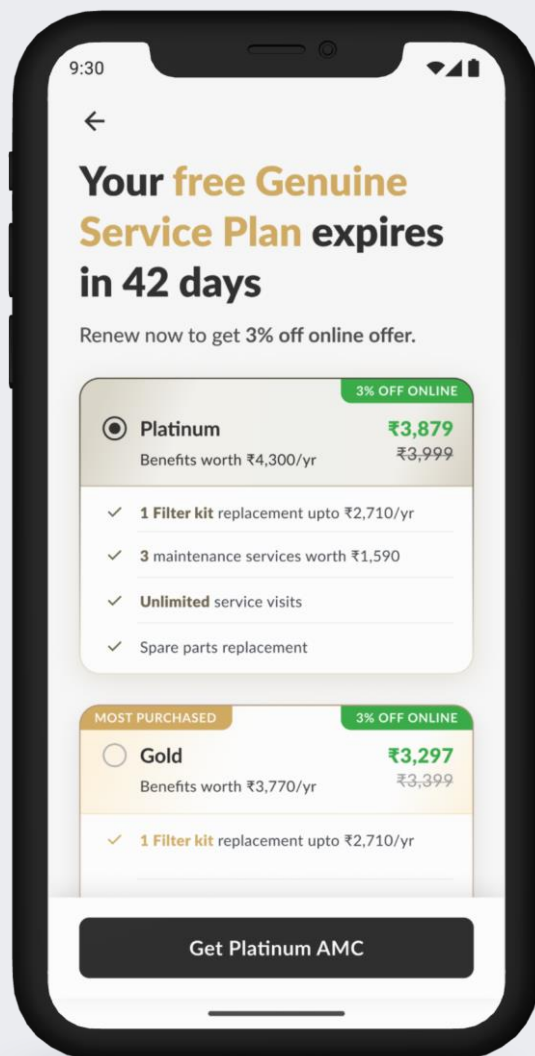


Outlier Resolution Improved – 2x Faster



65% reduction
in open
escalations

Service Business Is Now Witnessing A Turnaround



Double Digit Growth
in Service Bookings in H1 FY26

AMC Volumes

Growth Across
Channels

Partner, Online
& COCO

Increase In ASP

Higher Share of
Multi-year AMCs

We Have Scaled Up Our Digital Business And Touchpoints Significantly

Convenience

**2.6 Mn
MAUs**

**2.4 Mn
Active App
downloads**

Commerce

**9K+ STs
on EFL
platform**

**64% AMCs
sold
digitally**

**9X
D2C Product
sales**

**>80%
complaints
addressed
digitally**

**100%
Digital
collections**

We Are Building A New Culture At EFL, Everyone Is A Change Agent



- 1** Customer First
- 2** Owner's mindset
- 3** Speed > Perfection
- 4** Collaboration

■ We Have Made Meaningful Investments To Build Long Term Capabilities, And Generated Significant Cash

Structural Long Term Investments

3x

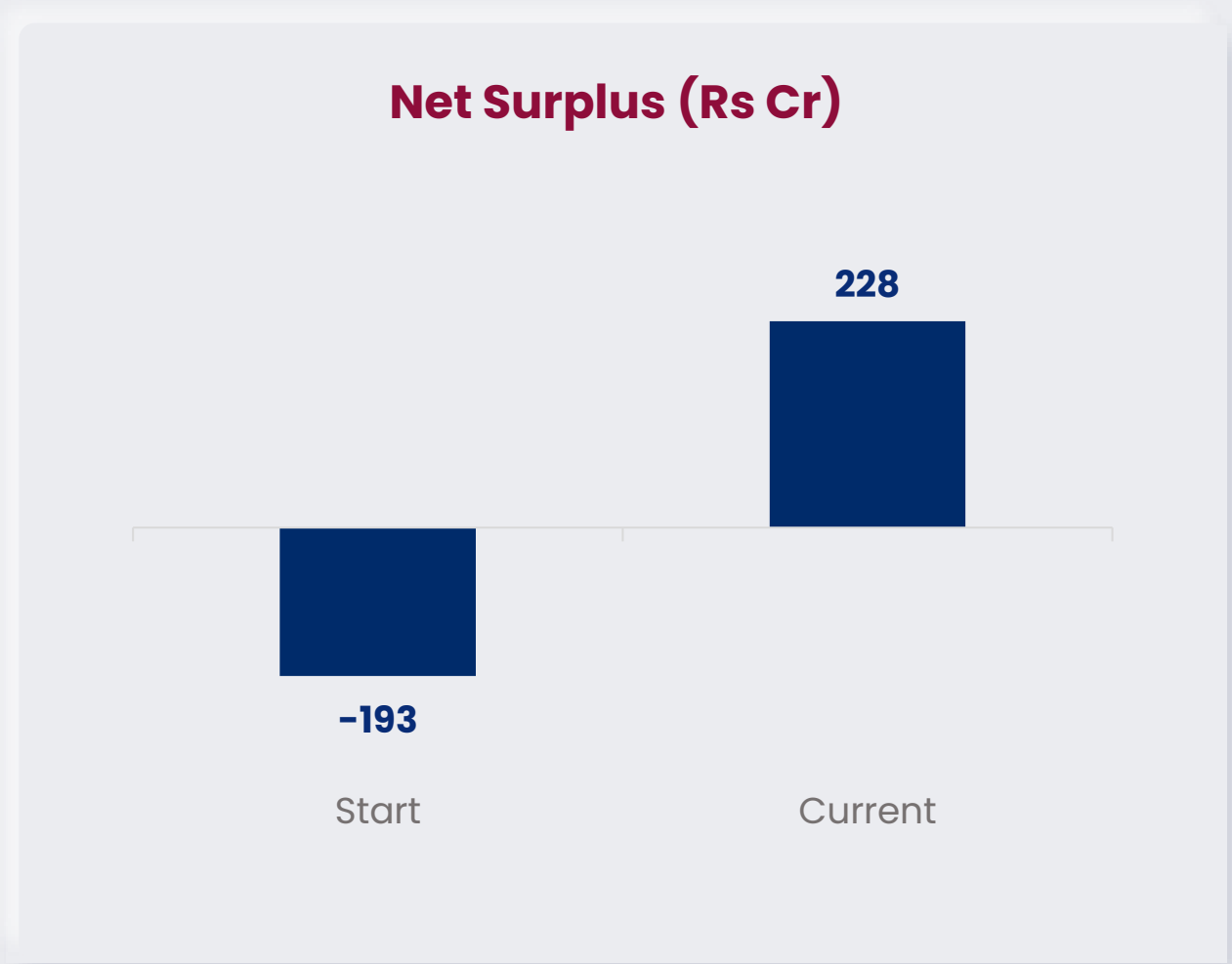
Capex

2x

R&D Opex

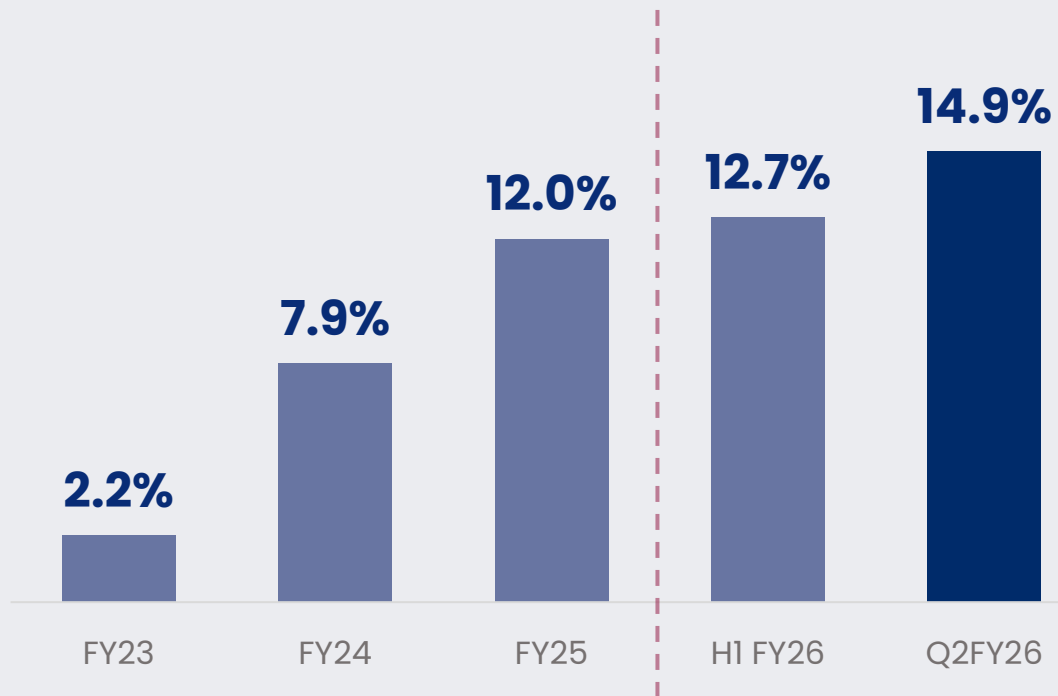
152 bps

A&SP spends ▲

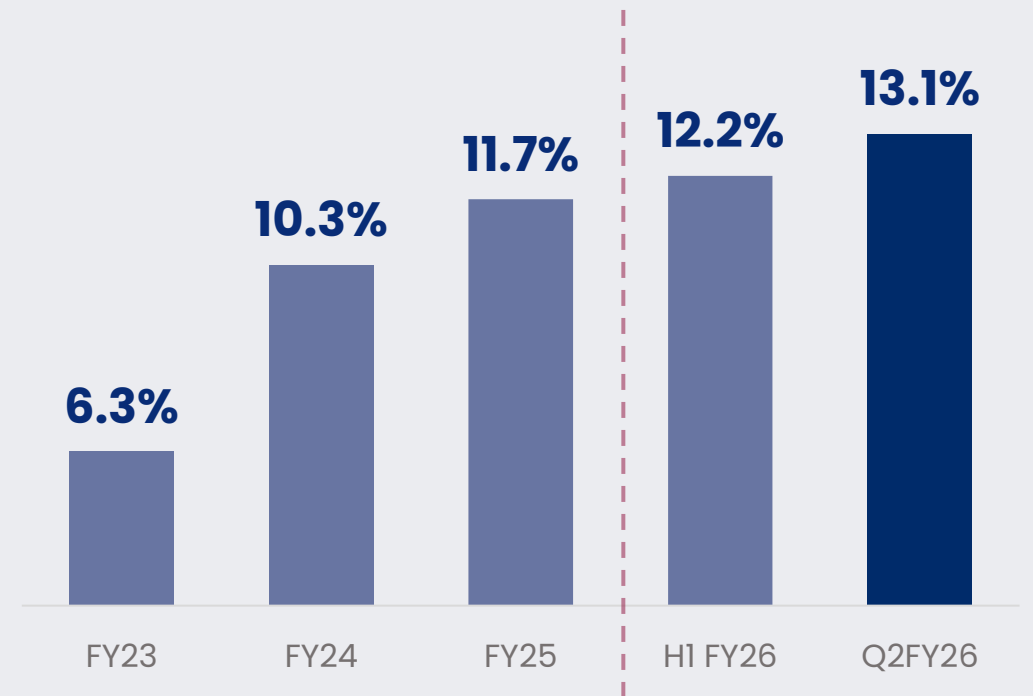


Our Transformation Has Delivered A Decisive Turnaround – Both In Topline And Bottomline

Revenue Growth



Adjusted EBITDA Margin



We Are Now Ready For The Next Phase of Transformation



1 Looking Back

2 Looking Ahead



■ We Will Continue With Our Strategy...

Re-Imagine EFL As A D2C Health and Hygiene Tech Leader
Provide Every Indian Access to Safe & Healthy Water, Clean Earth & Pure Air



Grow Water

Penetration

Premiumization



Expand Portfolio

Convenient Cleaning

Air



Excel In Service

Customer Experience

Lifetime Value



Build D2C Platform

Convenience

Commerce

Innovations

Execution Excellence

Productivity

Capability

Culture

Customer Centricity, Agility, Collaboration, Ownership and Accountability

■ ...And Invest In A Few Big Unlocks



**Democratize
Water**



**Break-Out In
Robotics**



**Accelerate
AMCs**

Build Filters



**Monetize
D2C**

Water Penetration : We Will Continue The Journey Of Addressing Category Barriers By Targeting Ownership Cost

Affordability



Drive Down Entry Cost
Total Cost Of Ownership

Awareness



Address Category Barriers
Underline AG Superiority

Accessibility



Grow Availability – GT & E-Com
Service Network Expansion

Water Premiumization: Making The Category More Than Just A Purifier

Affinity

Invest In Relevant Innovations



Functionality

Form Factor & Design

Awareness

Invest In Content



Digital Content

Targeted Media

Accessibility

Invest In Retail Experience



Experience Zones

In-Store Promoters

We Will Roll Out A Portfolio Of Smart And Connected Products

Aquaguard Aspire Minerva



What Do You Get

Know Your Water
Water Consumption
Water Quality

Know Your Purifier
Device Health Check
Automated Service Requests

Know Your Filters
Filter Life Monitoring
Fake Filter Alerts

Choose the Taste and Minerals That Suit You



Mineral Crisp
TDS < 40

Mineral Sweet
TDS 40-100

Mineral Balance
TDS 100-200

Mineral Rich
TDS > 200

Take Control of Every Drop



Take Control of Your Purifier



■ It Is Clear That The Future Of Cleaning Lies In Robotics

Drivers Of Robotics – Reasons To Buy



83%

1
Convenience

71%

2
Cleaning
quality superior
to maid

61%

3
Effectiveness
in removing
fine dust

% of Users

We Have Built A Powerful Playbook To Break Out In Robotics

Portfolio



Economy To Premium

Regular Upgrades

Omni-Channel GTM



Scale up across channels

Online Demos in 7 languages

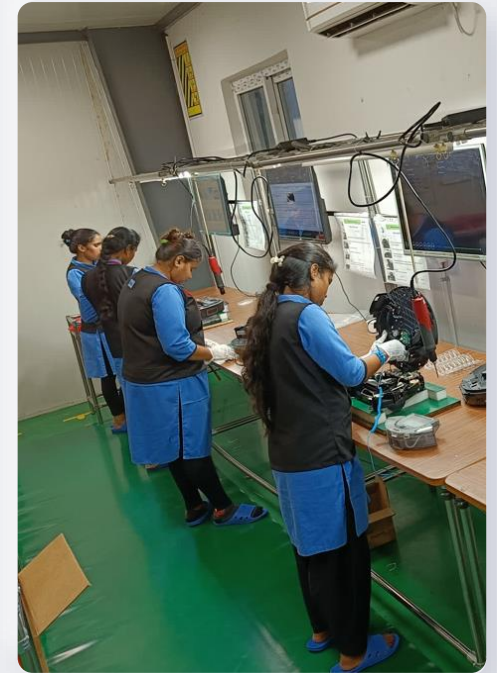
Service Capabilities



Remote Troubleshooting

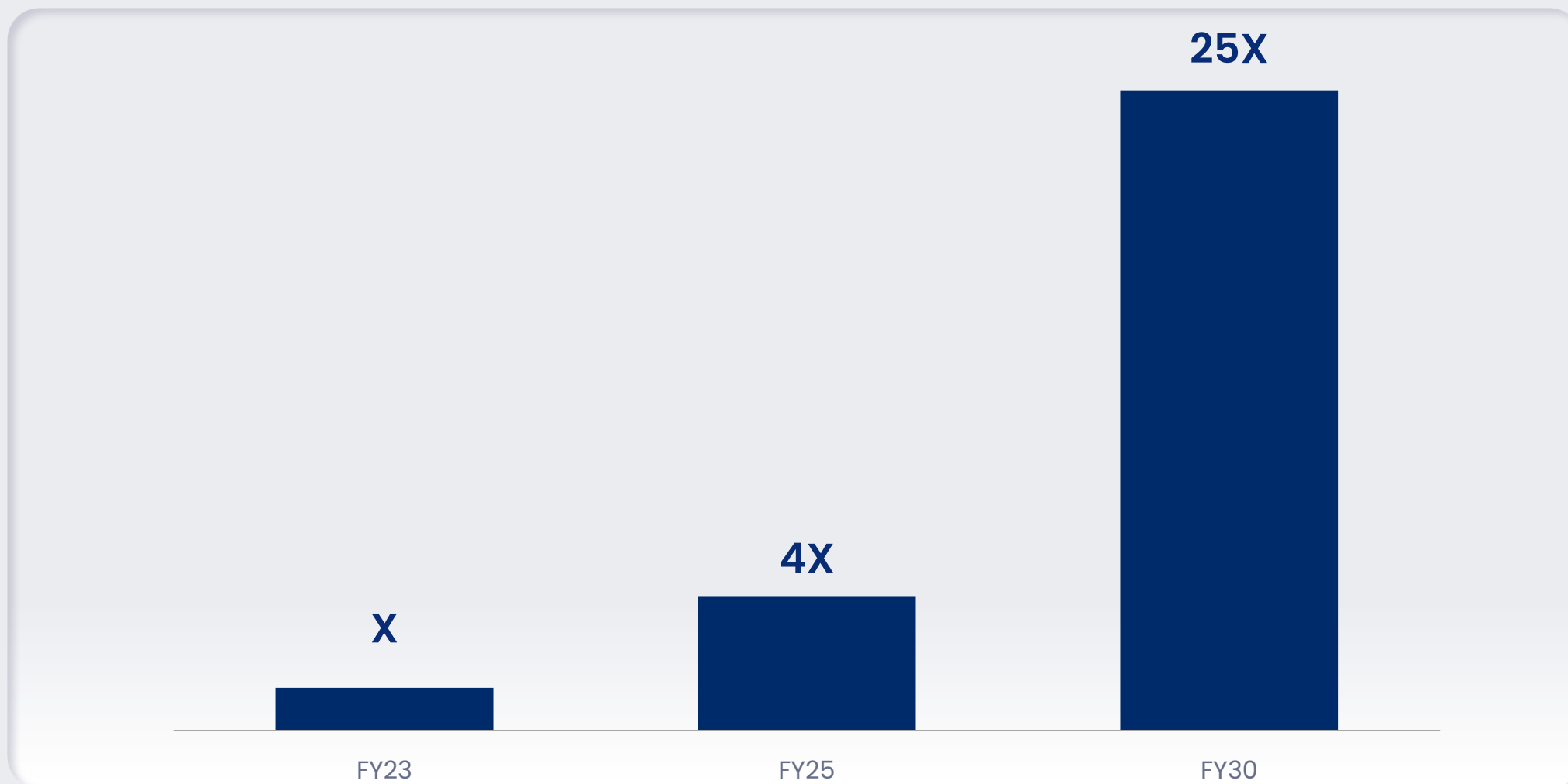
6 Repair Centres

Make In India



Dixon Partnership

In Robotics, We Are Building A New Durables Category Which Will Be A Part Of Every Home



Air Purifiers Will Accelerate Due To Growing Awareness

The Opportunity

- 83/100 of the world's most polluted cities are in India
- Our business has scaled 10x



FORBES AIR PURIFIER



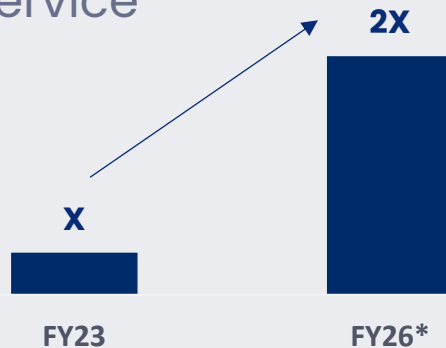
Our Strategy

- Innovate to build a complete portfolio including Smart APs
- Invest in building category – nationwide
- Use D2C capabilities to Sell to existing EFL customers
- Invest In Retail Experience

We Are Scaling Up Sales & Service Capabilities To Accelerate Softener Growth

The Opportunity

- 90% of India has a hard water problem
- Fragmented category
- Right To Win
 - Direct Sales
 - Service



Aquaguard

— WATER SOFTENER —



Point of Entry

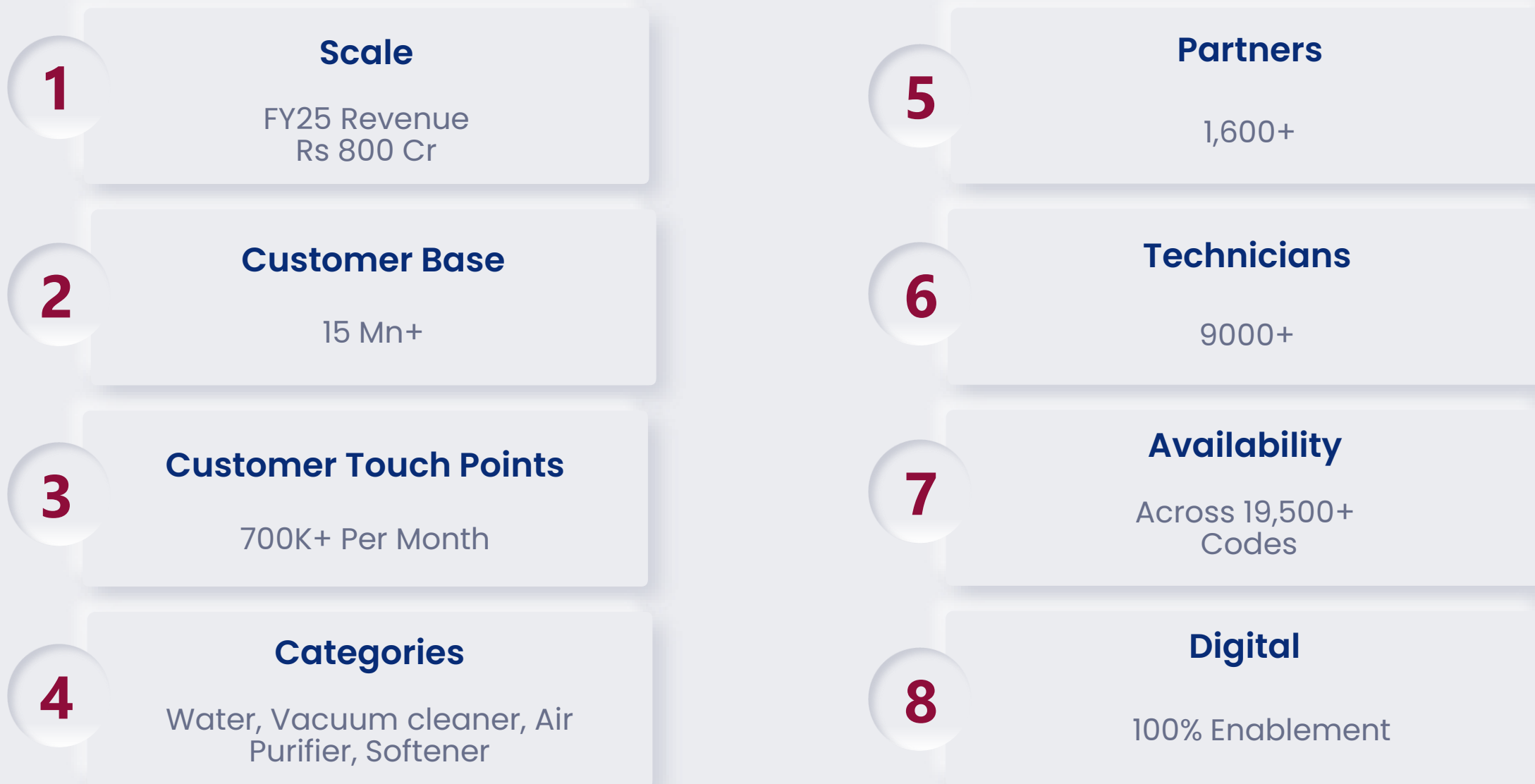


Point of Use

Our Strategy

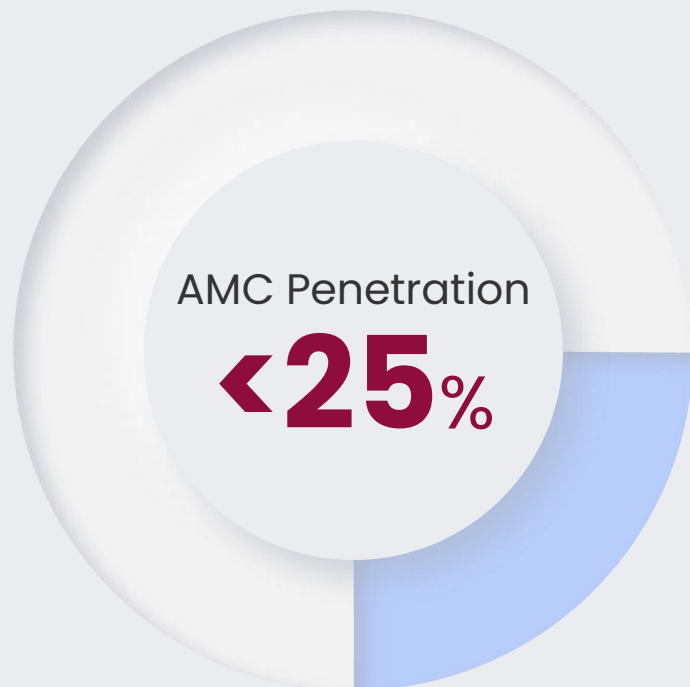
- Build Complete portfolio
- Leverage Consultative selling
- Strengthen Specialized service network
- Invest In Awareness Generation

■ We Are India's Largest Service Company



Unlocking Our Service Opportunity

1. UNLOCK AMC GROWTH

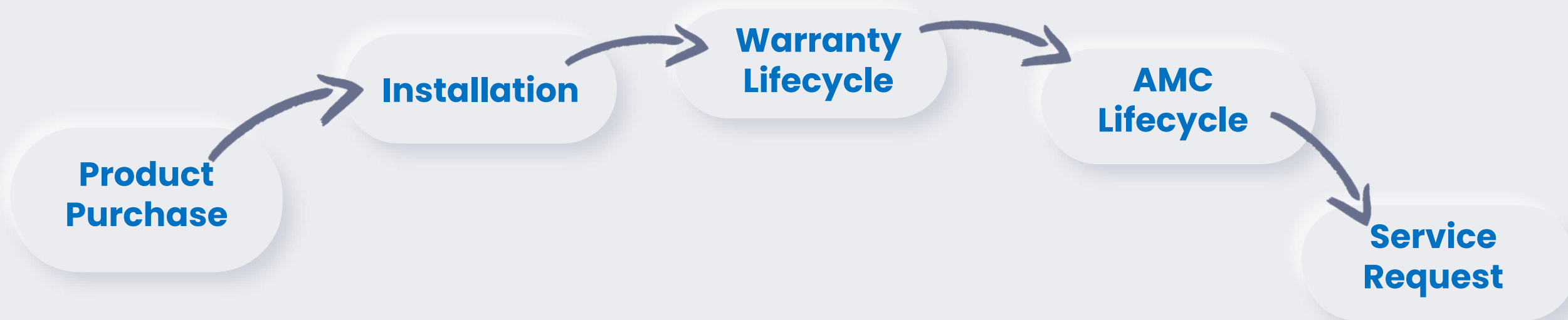


2. EXPAND PLAY TO LARGER FILTER UNIVERSE

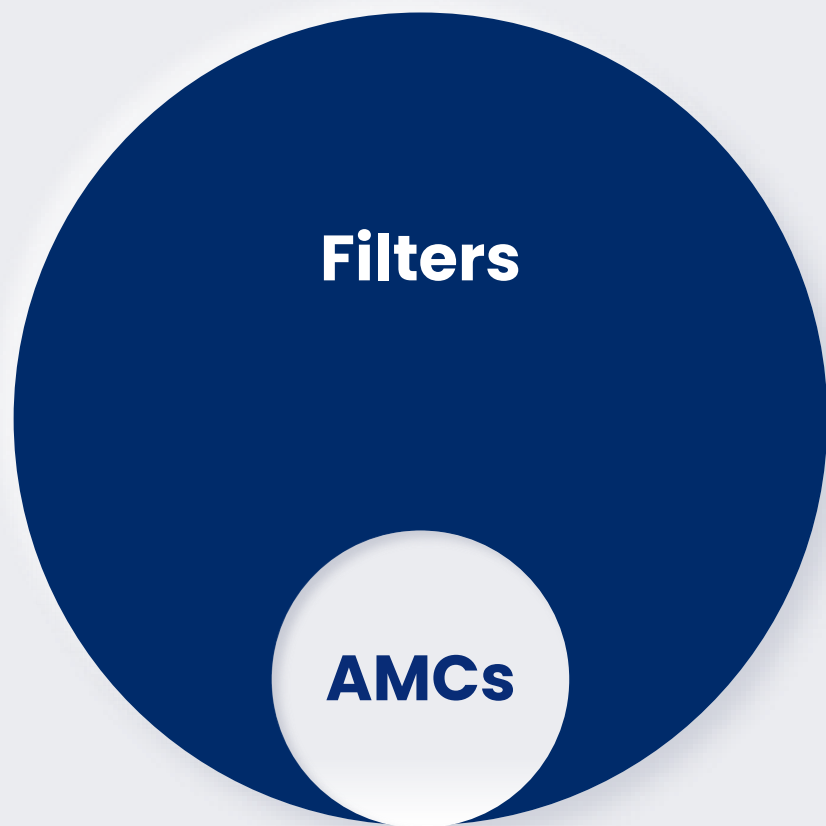


3. LEVERAGE FULL STACK DIGITAL SERVICE PLATFORM

■ In AMCs, We Will Win At Different Moments Of Truth



■ We Will Expand Our Play In Service By Participating In The Larger Filters And Spares Universe



AMC ▶ AMC + Filters & Spares



**Participate In The Entire
Filter And Spares Eco System**



**Service Technicians
9,000+ ▶ 70,000+**

■ We Will Drive This Segment With A Clear And Comprehensive Strategy

1. Optimize Filters Assortment



2. Campaign for Driving Consumer Awareness



3. Market ST Engagement Platform



■ We Are Simplifying And Differentiating Our Filter Assortment

Simplification of Filter Kits



60+ kits → 5 universal kits
Coverage for EFL legacy base
Can be scaled for non EFL installed base too

Launch Standalone Filters



Build relevance for more repair occasions
QR code scan for genuine

Launch Of 2 Year Filter Kits



First time ever 2-Year filter life kit
Superior blister packaging

We Will Invest In Increasing Consumer Awareness Of Perils Of Local Filters



Aquaguard NANOPORE LONG-LIFE FILTERS

DID YOU KNOW THAT WATER SOURCES TODAY CONTAIN PESTICIDES, MERCURY, LEAD, AND ARSENIC?

Consuming water containing these deadly contaminants can cause serious illnesses, even cancer!

ORDINARY FILTER

Tests done at IIT Madras have shown that ordinary filters fail quickly and do not remove these contaminants. As a result, you may end up drinking water that looks clean and tastes normal but is actually unsafe, putting you and your family at high risk.

Aquaguard NANOPORE

Introducing the new Aquaguard Nanopore Long-Life Filters that are proven to remove contaminants such as pesticides, mercury, lead, arsenic, and microplastics till the last drop, keeping you always protected. Always scan the QR code on the filter to verify that it is genuine.

-NEW- Aquaguard NANOPORE LONG-LIFE FILTERS

*As per the Annual Ground Water Quality Report 2024, Govt.

TO INSTALL GENUINE AQUAGUARD NANOPORE LONG-LIFE FILTERS IN YOUR PURIFIER,
 Book a service at eurekaforbes.com | Call 703 988 3333 | Download the Eureka Forbes App today.



**360°
Multi-media
Campaign**



**Leverage
Influencers**



**Consumer
Education**

■ We Will Engage With The Universe Of Market Technicians To Drive Filter Sales



**Direct Benefit
Transfer to STs**



**Loyalty
Program**

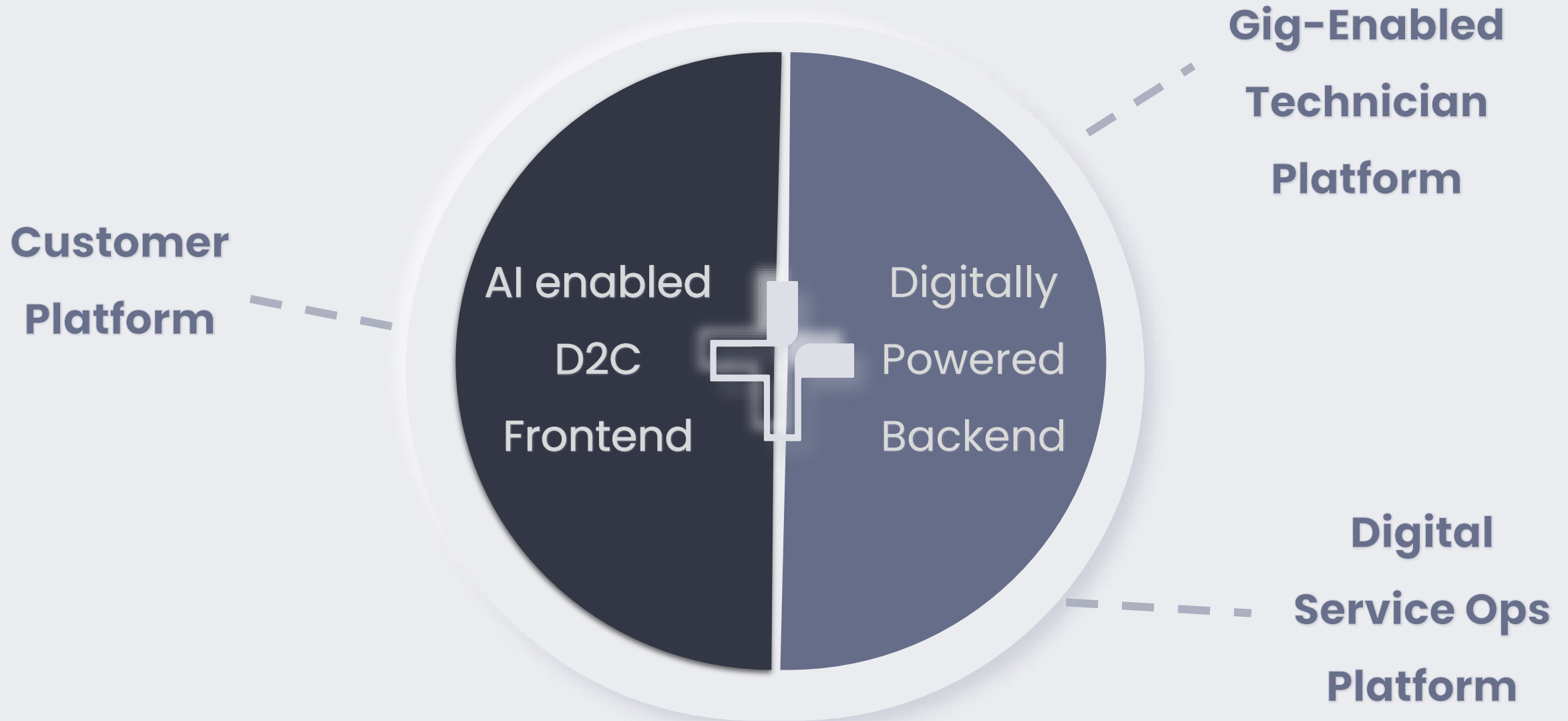


**Point of Sale
Activation**

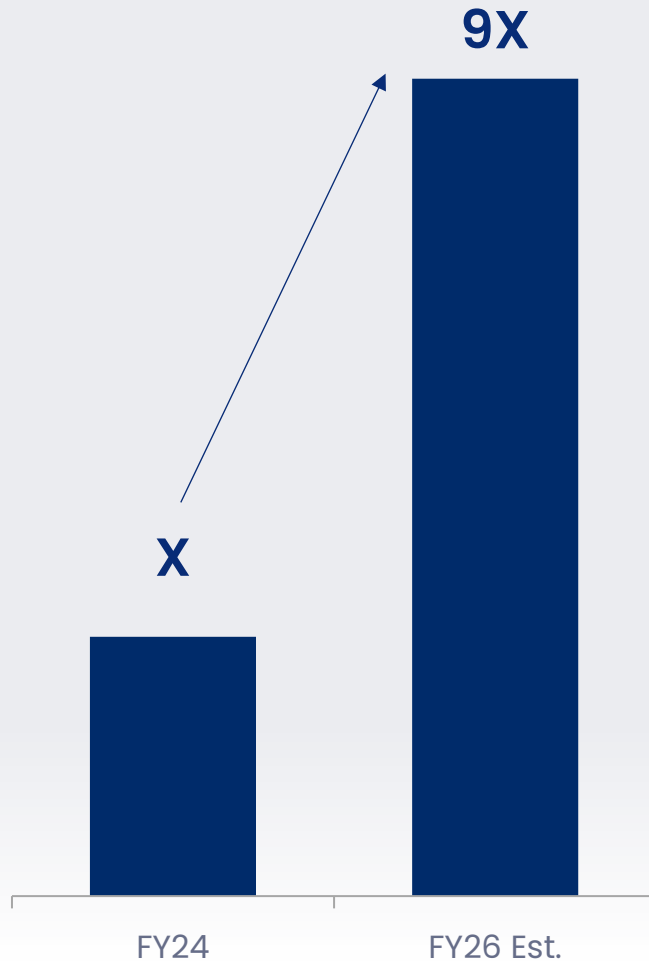


**Scholarships and
Insurance**

We Have Built An End-to-end Service Digital Platform That Unlocks These Opportunities....And More



In D2C, We Have Scaled Our Online Business 9X In 2 Years And Will Scale Multi Fold Going Ahead



Source: Management Estimates

Product Sales To Existing Base

<2% of base owns all
3 EFL categories

Build Freelancer Network

Gig platform to expand
Sales network

Our D2C Engine Will Open Up An Exciting Product Opportunity

**Large Segmented
Customer Base**

15 Mn+
First Party Database

<2% cross category
ownership

AI/ML Propensity
models



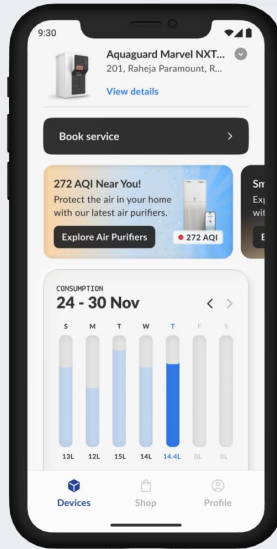
**Powerful
D2C Assets**



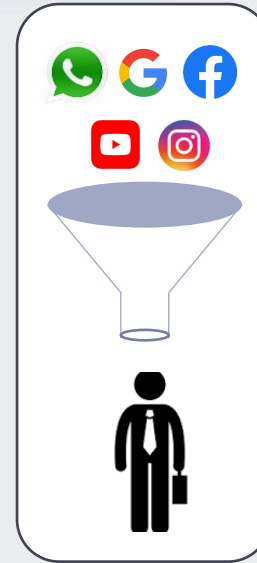
**Customer
Lifetime Value**

Cross-sell

Up-sell



Online D2C
D2C App + Website
2.6 Mn MAUs
Remote Selling Desk



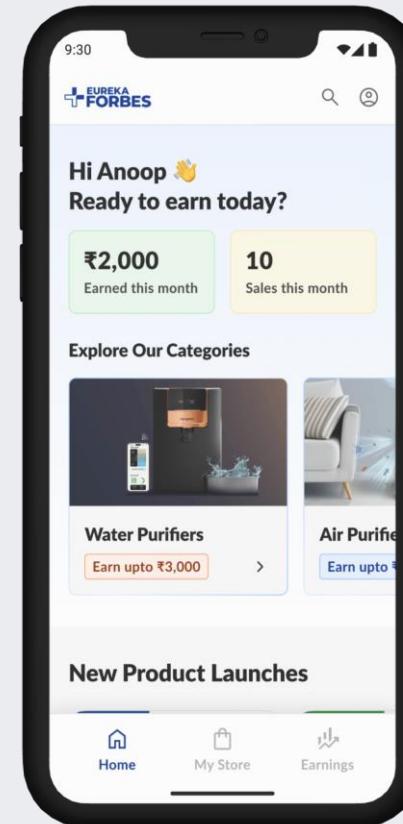
Offline D2C
3,500+ Direct Sales
9,000+ STs
Freelancer network

■ We Are Strengthening This By Building A Digitally Enabled Non-Linear Freelancer Network

The Opportunity

- **Strengthen Direct Sales Team** with a non-linear, freelancer team
- **Identify & on-board relevant freelancers**
 - Plumbers, Electricians, Technicians
 - Architects & Interior Decorators
 - Building office managers
 - Home-makers, Students etc.
- Enabled by **high-quality leads**
- Supported by **AI enabled Digital capabilities**
 - Demos
 - Expert Desk

The Approach



- Digital platform for E2E management
- Gamification of incentives
- Referrals

Our Omni-Channel GTM Will Drive Multiple Category Scale Up

	 Direct Sales	 General Trade	 Modern Trade	 E-commerce	 D2C
	5,000+ Frontline, 100K+ Households Met Every Month	Available in 21,000+ Outlets	Partnerships with 70+ National and Regional MT Accounts	Leadership across platforms	CLTV program to drive up-sell & cross-sell
Penetration		✓		✓	
Premiumization	✓		✓	✓	✓
New Category Creation	✓		✓		✓

Our Capability Build Up Will Be Across All Channels

	 Direct Sales	 General Trade	 Modern Trade	 E-commerce	 D2C
Penetration	Build Freelancer Network	Drive Distribution	Partnership, Visibility, Experience Zones	Category Anchors	CLTV
Premiumization	✓		✓	✓	✓
New Category Creation	✓		✓		✓

In Conclusion, We Have A Focused & Aggressive Strategy That We Will Continue To Execute Relentlessly...



■ With Disciplined Execution Of This Strategy, We Aspire To Grow Bigger

	FY23	FY25	FY30 Ambition	CAGR (5 yr)
 Revenue (In Cr)	2,080	2,436	5,400-5,600	17% - 18%
 Adj. EBITDA (In Cr)	132	285	800-850	23% - 24%
 Adj. EBITDA margin	6.3%	11.7%	~15.0%	

We Are Ready For Take-Off...



weldan

DREAM BIG. FLY HIGH.

Driving
Product
Growth

**ANURAG
KUMAR**

Chief Growth
Officer

Unlocking
Lifetime
Value

**NITHYANAND
SHANKAR**

Chief Business
Officer

Building
Ownership
Mindset

**MAHNAZ
SHAIKH**

Chief Human
Resources Officer

Driving
Profitable
Growth

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Chief Financial
Officer



Driving Product Growth

Anurag Kumar
Chief Growth Officer

Re-Imagine EFL As A D2C Health and Hygiene Tech Leader
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Grow Water

Penetration
Premiumization

Innovations



Expand Portfolio

Convenient Cleaning
Air

Execution Excellence



Excel In Service

Customer Experience
Lifetime Value

Productivity



Build D2C Platform

Convenience
Commerce

Capability

Culture

Customer Centricity, Agility, Collaboration, Ownership and Accountability

Our Actions Have Led To Visible Increase In Category Penetration

**Electric Water Purifiers Penetration
starting to inflect after years of stagnancy**

Urban Penetration - EWP

CY 22

12%

CY 24

14%

**Alternate purification habits
Large source of growth for Electric Water Purifiers**

% Urban Households



We Will Stay Focused On Driving Penetration By Addressing Key Barriers

Entry Level Pricing



Aquaguard starting at Rs. 6,299



Lower Total Cost of Ownership



Aquaguard with 2 Year Filter Life

Relevance Building : Message on Health Consequences

We Have Reduced TCO Across The Aquaguard Range



Premium
₹15k-25k



Mid
₹12k-15k



Economy
₹<12k



Hot, UTC, Slimtech, IoT



Copper, Alkaline, Stainless Steel tank



Base Purification

Value Added Purification

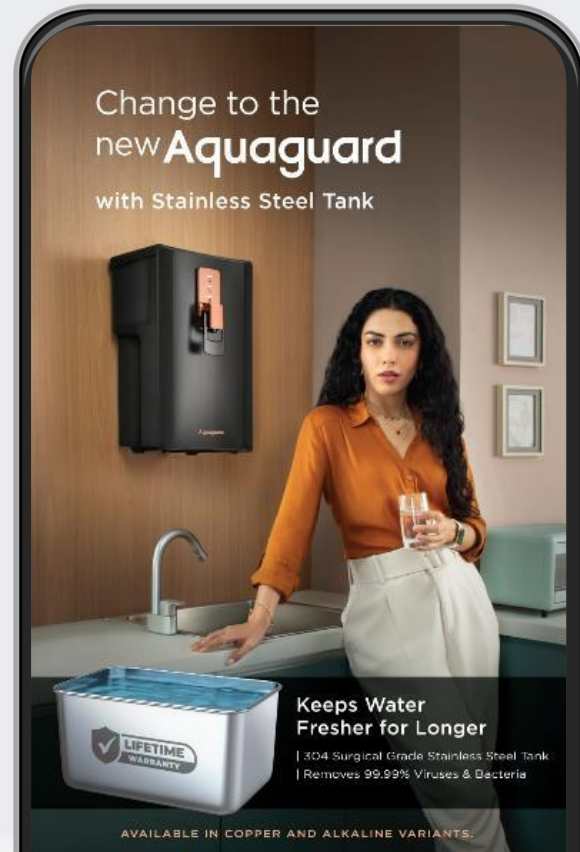
Superior Design and Features

70% New Users to the Category

■ We Will Leverage The Replacement Occasion To Drive Premiumization

➤ **50%**

Customers upgrade in price or tech during replacement



**Innovation
Opportunity**

What do consumers look for



Value Added
Water (infusion,
storage tank
material,
temperature)



IoT &
Automation
(service alerts)



Design
& Form



Purification
Technology

Our Innovations Have Driven Premiumization

Design & Form

Slimtech



Created new space- saving segment

Designo



No. 1 purifier in the fast-growing UTC segment

Hot & Ambient

Blaze



>50%* Market share in Hot

■ Announcing Our Most Premium Purifier Till Date Cold, Hot & Ambient

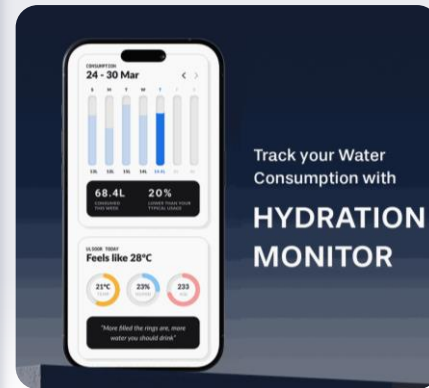


Our Smart Purifiers Will Offer Customers Better Control And Increase Engagement

Aquaguard Aspire Ritz Pro



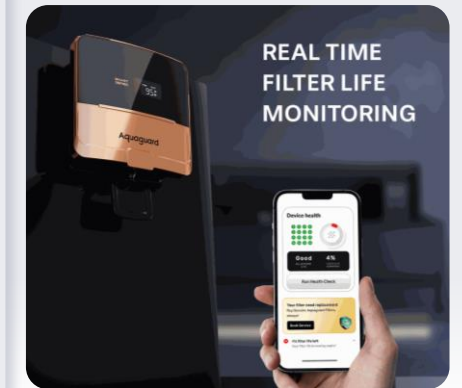
Know Your Water



Know Your Purifier



Know Your Filters



We Continue To Strengthen VC Portfolio With Focus On Convenient Cleaning



Leading Tech
ASP: Rs >50K



Super Premium
ASP: Rs >30K



Premium
ASP: Rs >20K <=30K



Mid Premium
ASP: Rs >7K <=20K



Economy
ASP: Rs <7K



High Performance



Entry Level



Premium



Affordable



Full Station



Auto Bin



Home Mapping

Conventional Cleaning

Convenient Cleaning

■ We Will Play In Uprights Across Price Points

Portfolio Across Affordable and Premium Segments

+FORBES
KordFree

Cordless Ease

Rs. 7k-20k



+FORBES
ZeroBend

High Performance

Rs. 25k-50k



Increasing Suction Power, Battery Life & Features

■ We Will Drive Robotics Growth Across Segments

Portfolio from Entry Level to Premium Formats



Home Mapping



**Vacuums & Mops
Self Recharging**

Autobin



+ Self empties dust

**Fully Automatic
Cleaning Station**



+ Cleans itself

Increasing Convenience

We Are Addressing All Consumer Touchpoints

Competitive Products



**Gen 1:
Oct '24**



**Gen 2:
Oct '25**

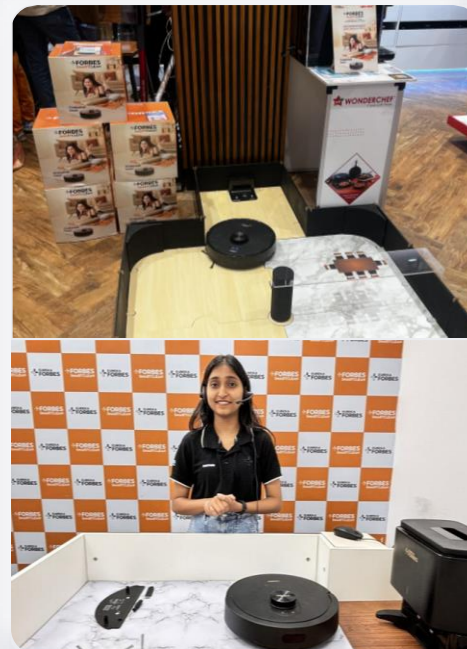
Fast NPD Cadence for product upgrades

Building Awareness



First-Ever Category Building Campaign

Go To Market



Scale up across channels with Demo Capability

Service Capabilities



Virtual Service Assistance
– 50% case resolution without physical intervention

■ We Are Scaling The Softeners Category With Specific Capabilities

Comprehensive Range



Point of Entry

Point of Use

**Across Home Sizes
and Use Cases**

Building Awareness



**Lead Generation via
Digital & BTL**

Go To Market



**Science - Based
Consultative Selling**
Home Water Testing
Product Recommender

Service Capabilities



Trained Service Network

■ We Are Building The Key Pillars For Air Purifiers

Best-in-Class Portfolio



Range for all Room Sizes
(200 - 670 sq ft.)

Building Relevance



Digital & Print Ads
Local context
Health Consequences

Availability



Live demos in 300+ outlets
Omnichannel Availability:
Direct, Retail, Ecom, Qcom, D2C

Cross Selling



Exclusive Offers for Existing EFL Customers
Consumables through D2C

We Will Invest In Enhanced Media Visibility And In-Store Presence

Category Building Communication



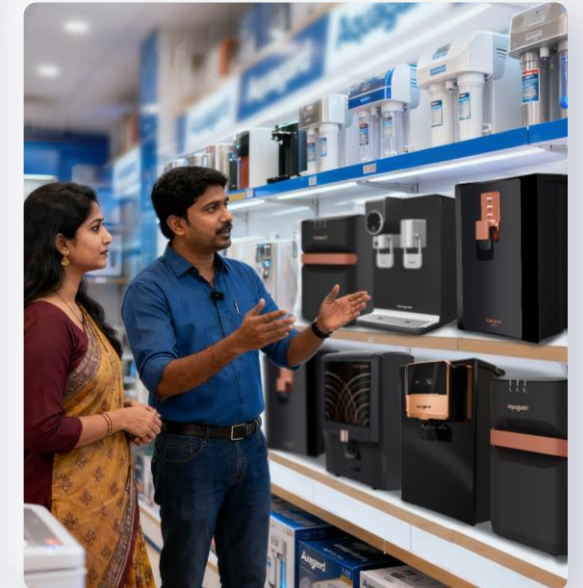
A&SP investment behind category building and innovations



In-store experience



Brand experience zones



In-store demonstrators

Driving
Product
Growth

**ANURAG
KUMAR**

Chief Growth
Officer

**Unlocking
Lifetime
Value**

**NITHYANAND
SHANKAR**

Chief Business
Officer

Building
Ownership
Mindset

**MAHNAZ
SHAIKH**

Chief Human
Resources Officer

Driving
Profitable
Growth

**GAURAV
KHANDELWAL**

Chief Financial
Officer

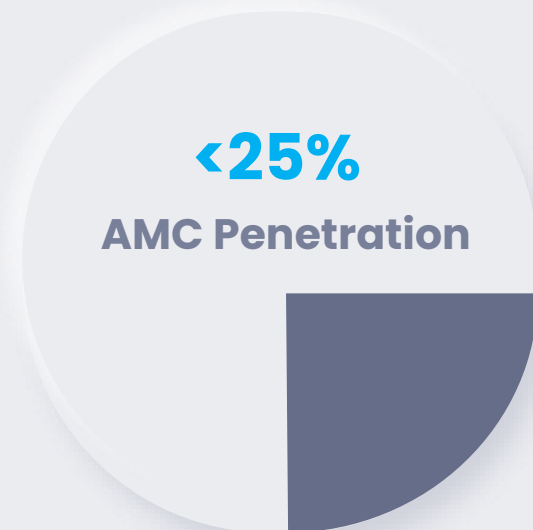


Unlocking Lifetime Value

Nithyanand Shankar
Chief Business Officer

■ Unlocking Our Service Opportunity

1. Unlock AMC Growth



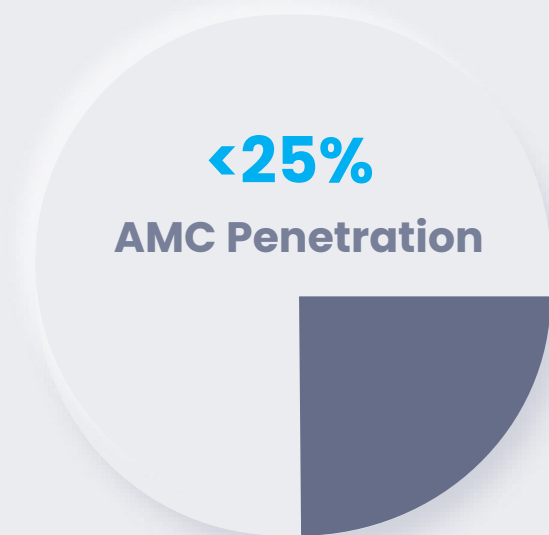
2. Expand play to Larger Filter Universe



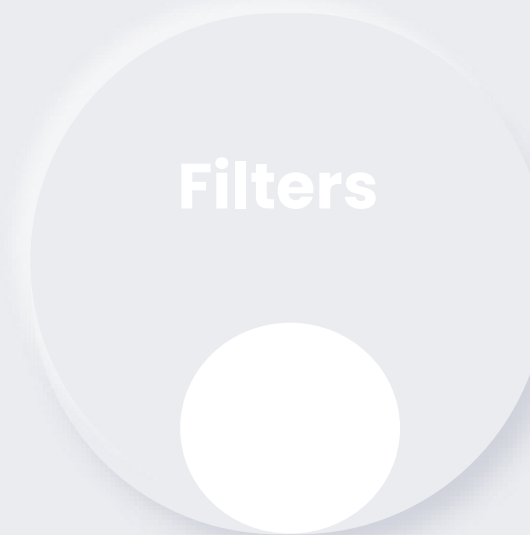
3. Leverage Full Stack Digital Service Platform

■ Unlocking Our Service Opportunity

1. Unlock AMC Growth

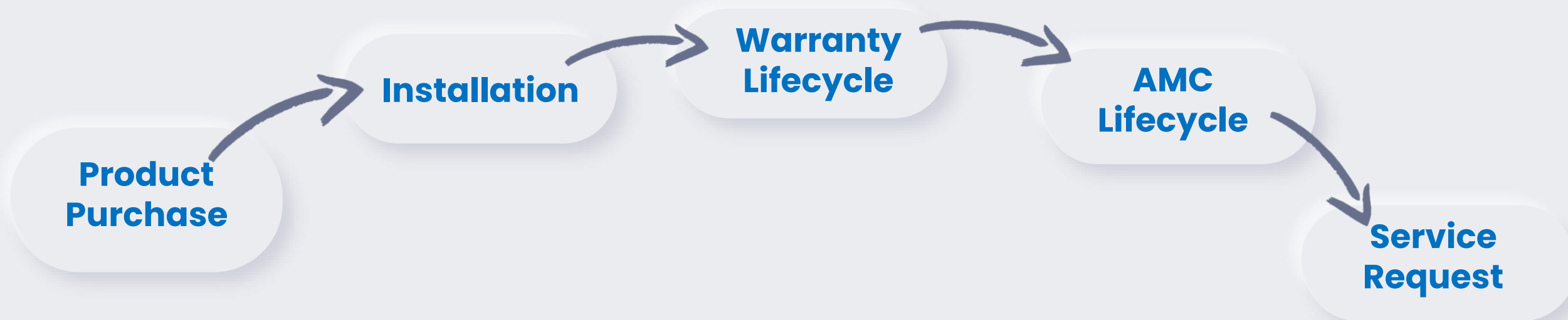


2. Expand play to Larger Filter Universe



3. Leverage Full Stack Digital Service Platform

■ Driving AMC Attach At Different Moments Of Truth



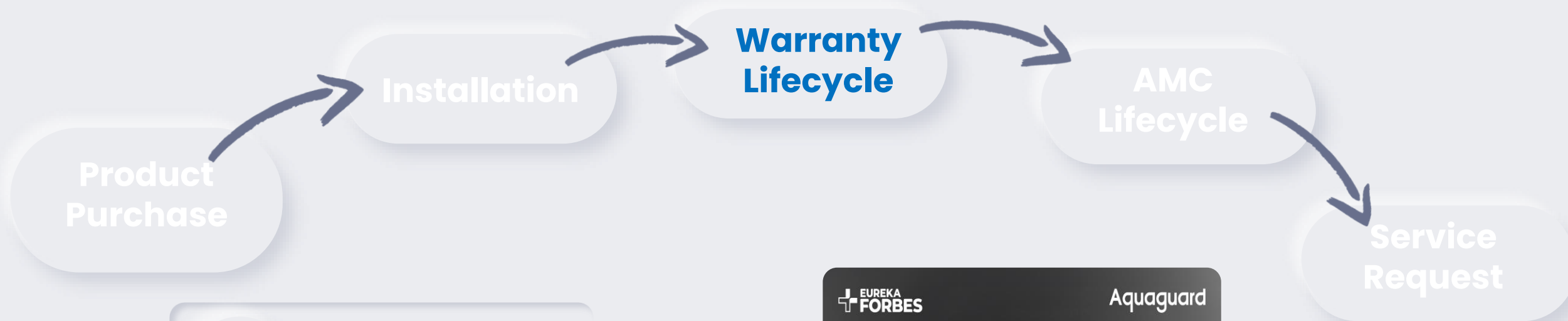
Driving AMC Attach At Different Moments Of Truth



Driving AMC Attach At Different Moments Of Truth



Driving AMC Attach At Different Moments Of Truth



Customer Education on Genuine Filters



Enabling First AMC purchase via Last Service during Warranty

EUREKA FORBES Aquaguard

Fake Filters Can Cause Real Illnesses!

Get the Aquaguard Genuine Filter Advantage.

FAKE FILTERS

AQUAGUARD GENUINE FILTER

CE CHEMI BLOCK

PROTECTION AGAINST CHEMICALS, COLOUR, ODOUR AND BAD TASTE

100% Carbon Activated

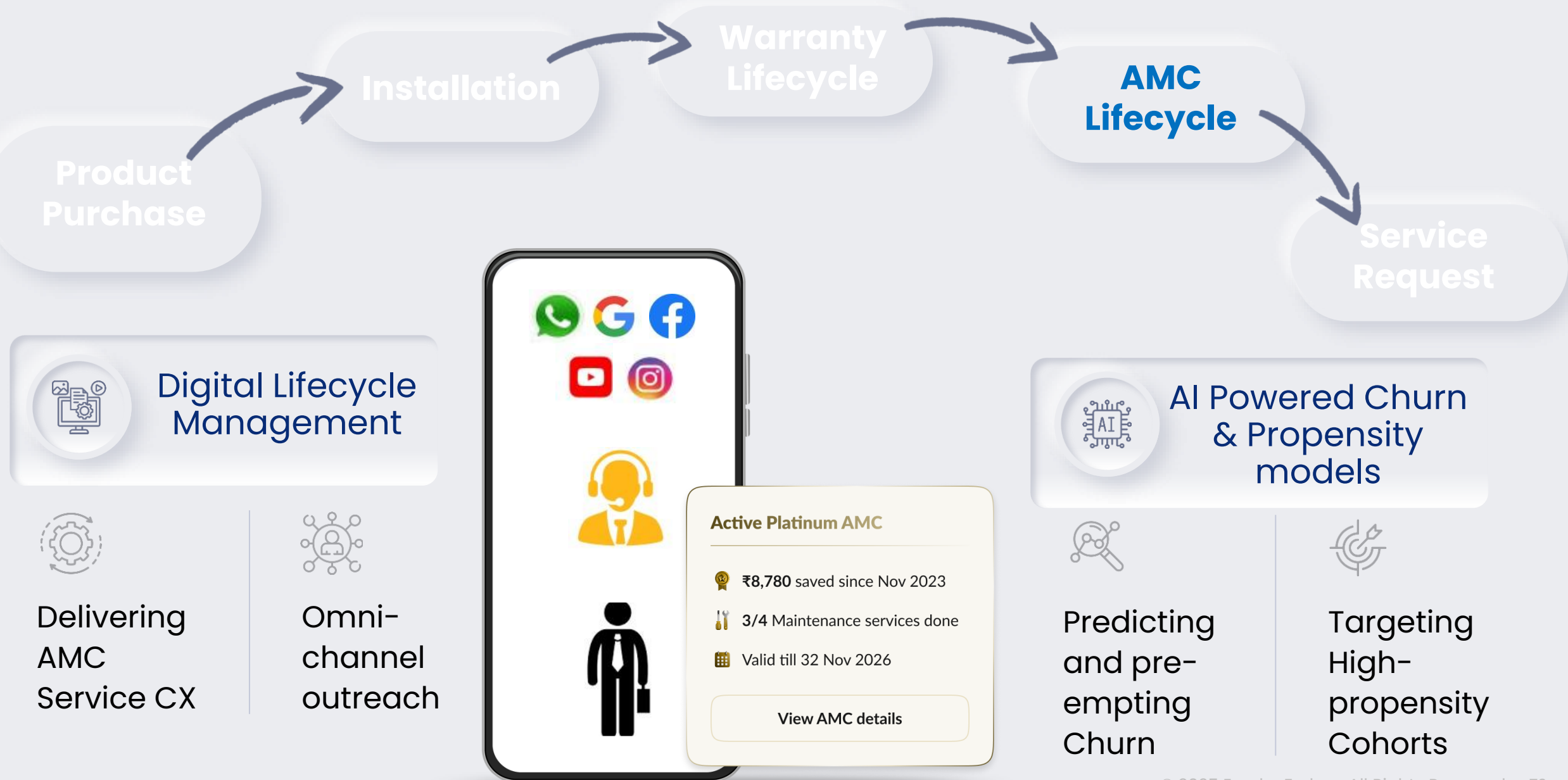
100% Carbon Activated

Book Aquaguard Genuine **Gold AMC** and get up to ₹1300 Off*

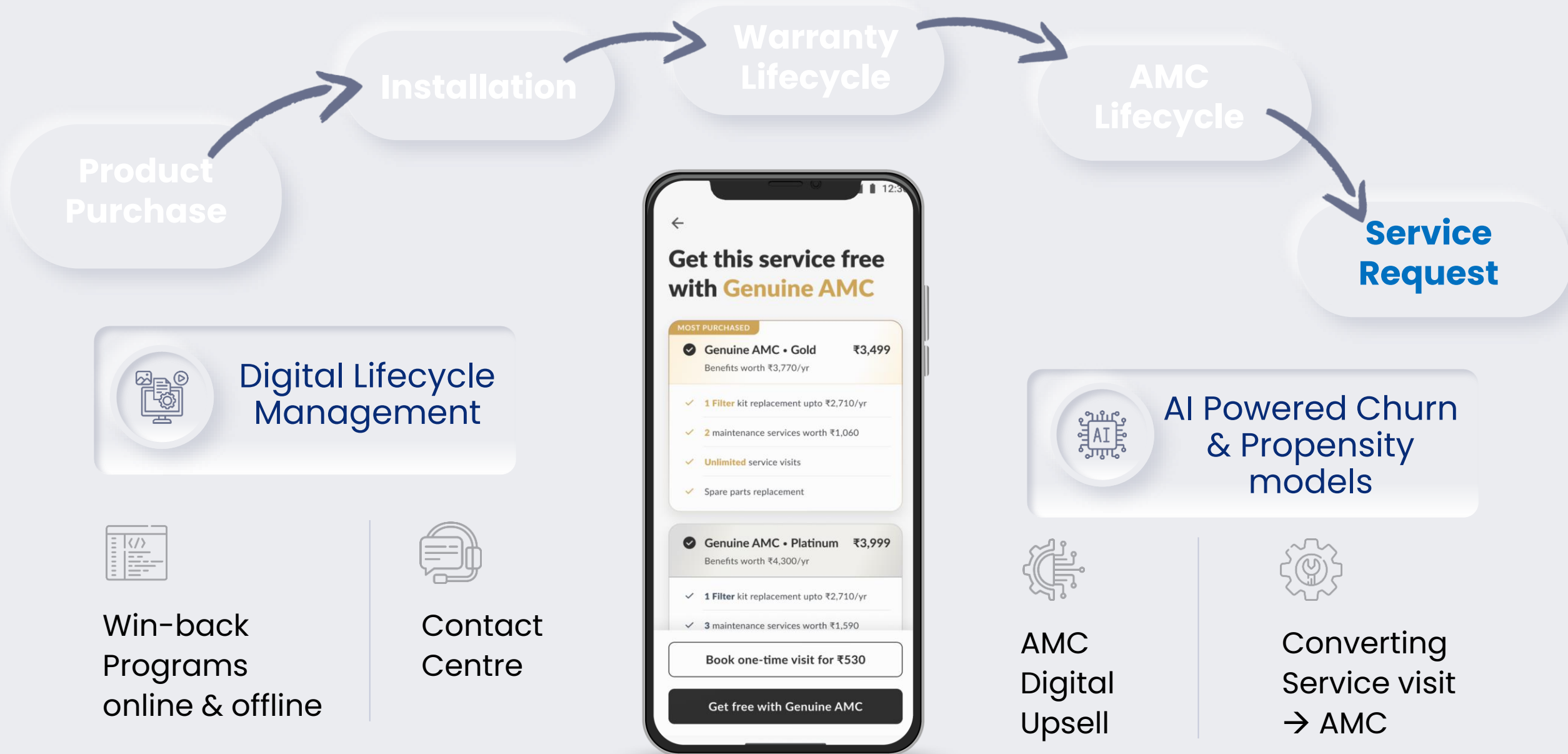
*Offer exclusively available on Eureka Forbes website & App.

*T&C apply. Limited period offer. Available on select plans only. *Images used are for representation purposes only.

Driving AMC Attach At Different Moments Of Truth

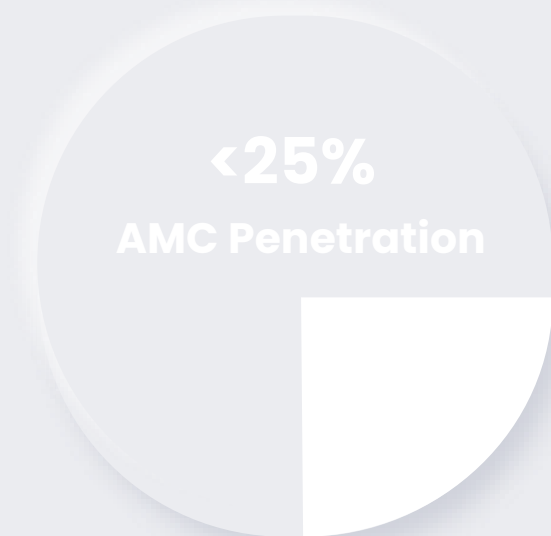


Driving AMC Attach At Different Moments Of Truth



■ Unlocking Our Service Opportunity

1. Unlock AMC Growth



2. Expand play to Larger Filter Universe



3. Leverage Full Stack Digital Service Platform

Expand Our Filter Play With A Comprehensive Plan

1. Optimize Filters Assortment

- First time ever **2yr Life Filter Kit launch**
- 60Kits → **5 Universal Kits**
- Launch **Standalone Filters**



2. Campaign for Driving Consumer Awareness

- **Multi-media** Campaign
- Rope in **Influencers**
- Supported by PR



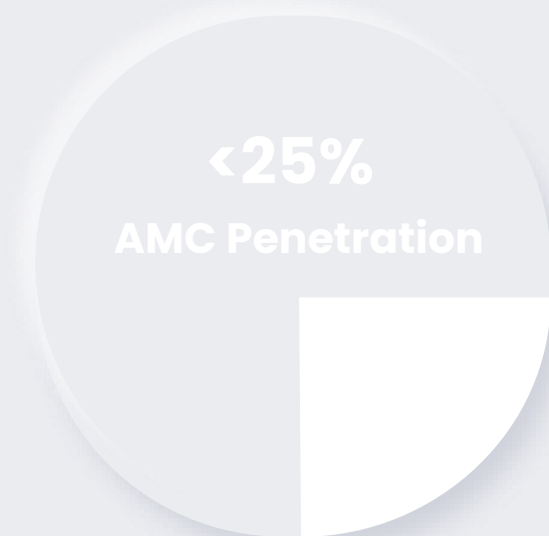
3. Market ST Engagement Platform

- **Attractive Pricing & Margins**– Direct Benefit Transfer to STs
- **Loyalty** Program
- **Engagement** – Scholarships for children, Insurance for top STs

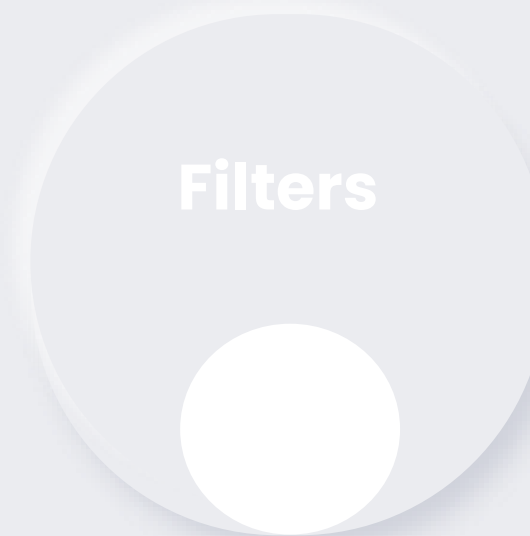


■ Unlocking Our Service Opportunity

1. Unlock AMC Growth



2. Expand play to Larger Filter Universe



3. Leverage Full Stack Digital Service Platform

Unlocking Service With Our Platform Approach

From

Service Revenue
business with
an offline network

To

Scalable AI
powered Service
Digital Platform

Phase 1

Improving Base
CX

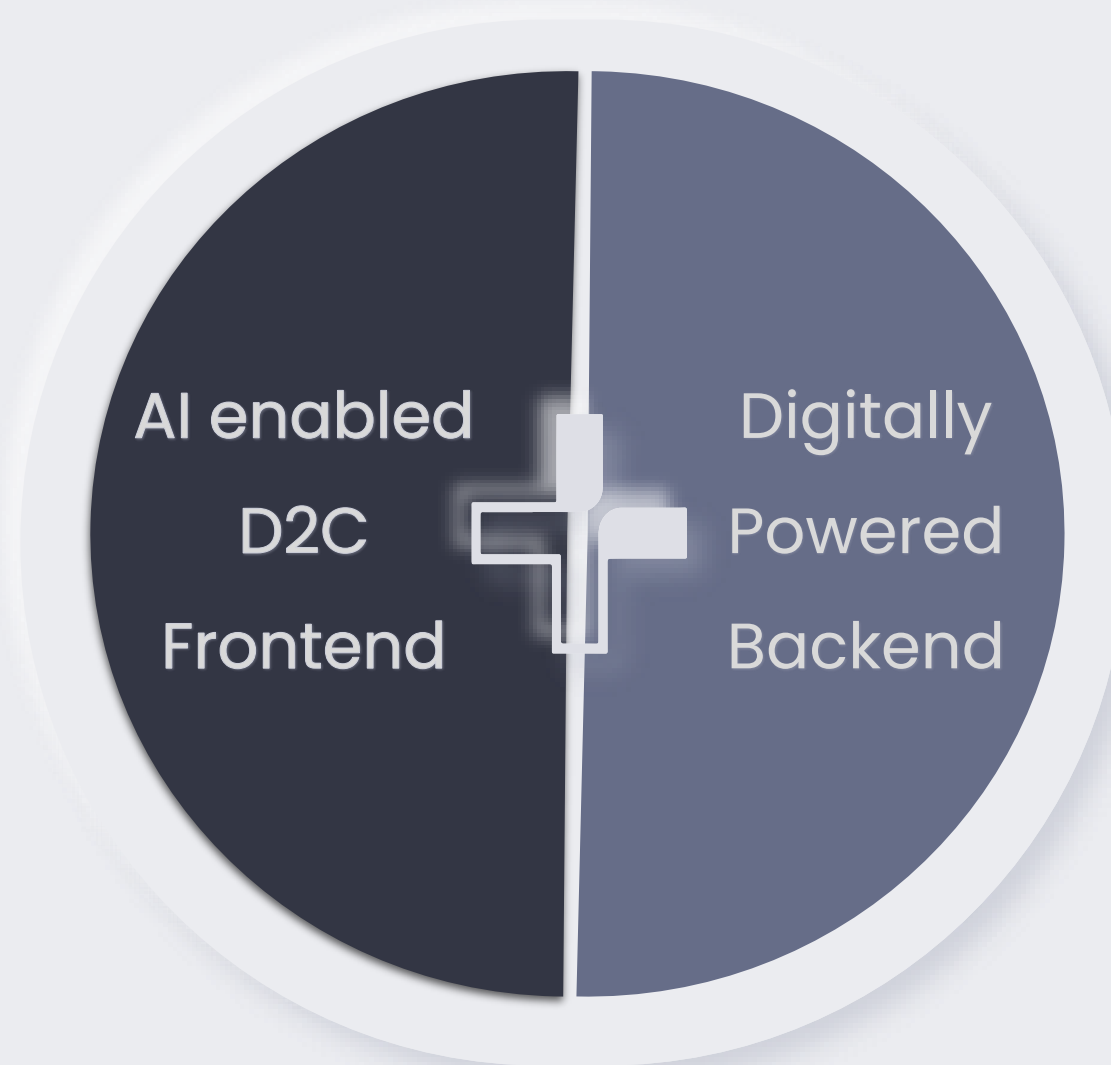
Phase 2

Building Digital
platform

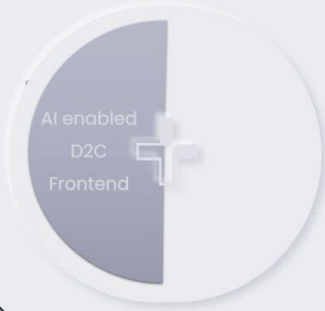
Phase 3

Unlocking CLTV

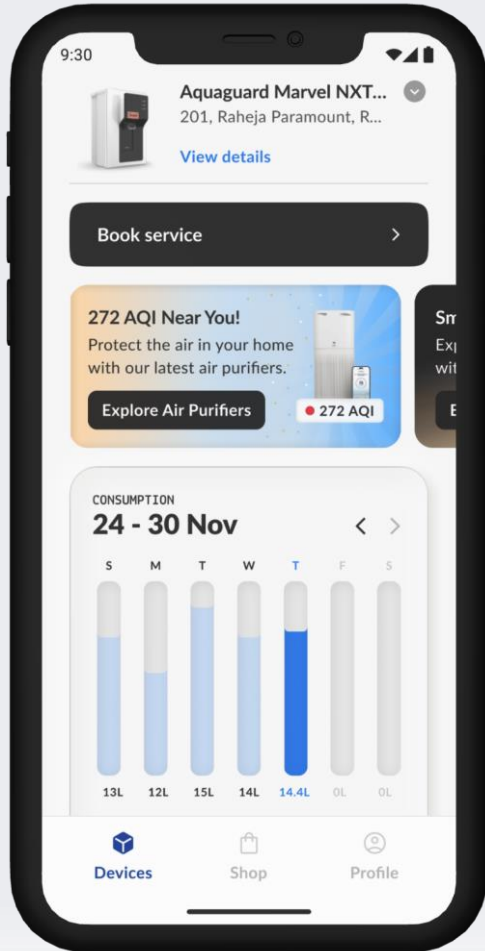
■ We Have Built An End-To-End Service Digital Platform



Unlocking Service : AI Enabled D2C Frontend

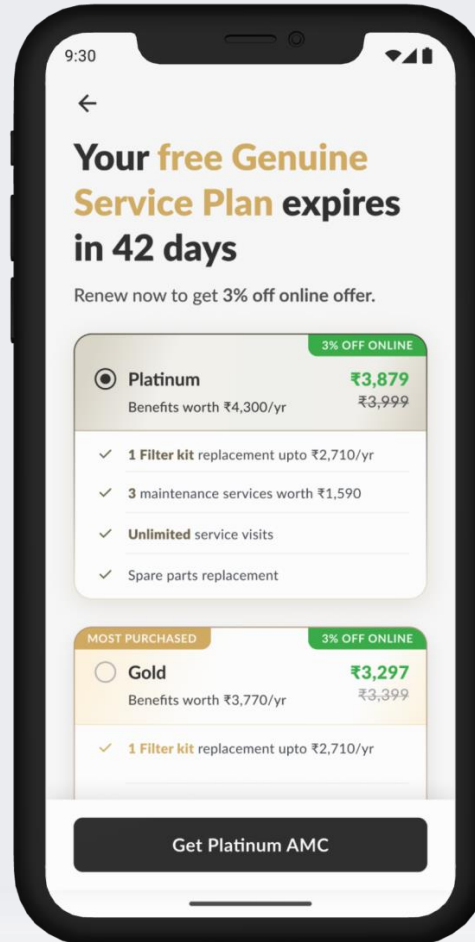


Customer App



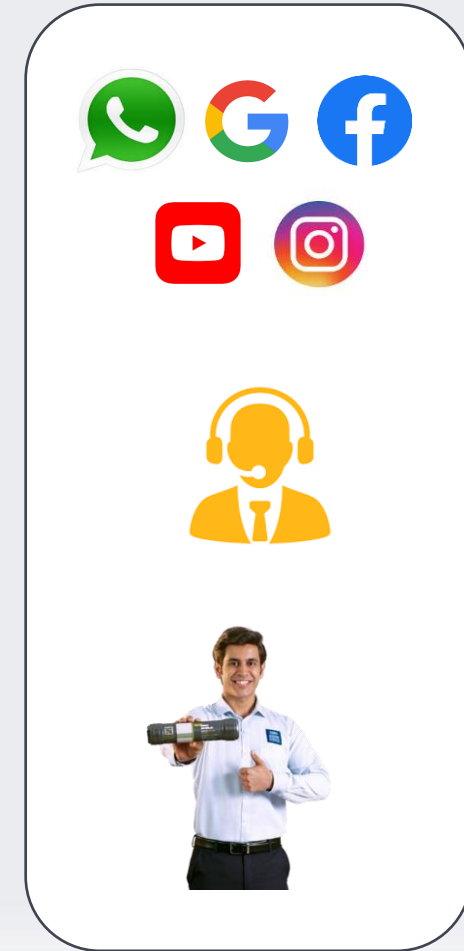
- 2.4 Mn+ Active downloads
- Enabling First time AMC purchase

AI powered Hyper personalization Engine



- Segmented personalized offers
- Churn Prevention model

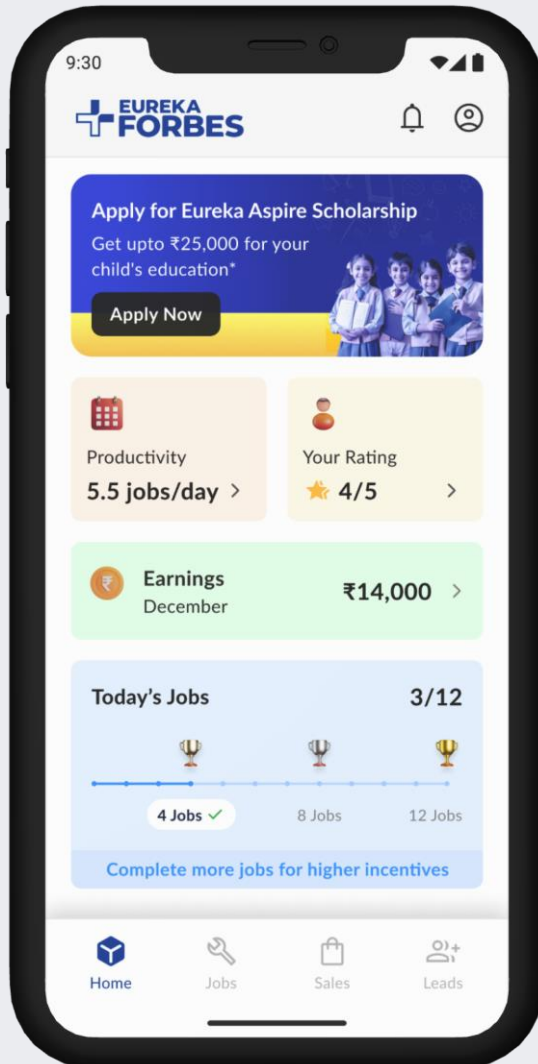
Omni-channel Customer access



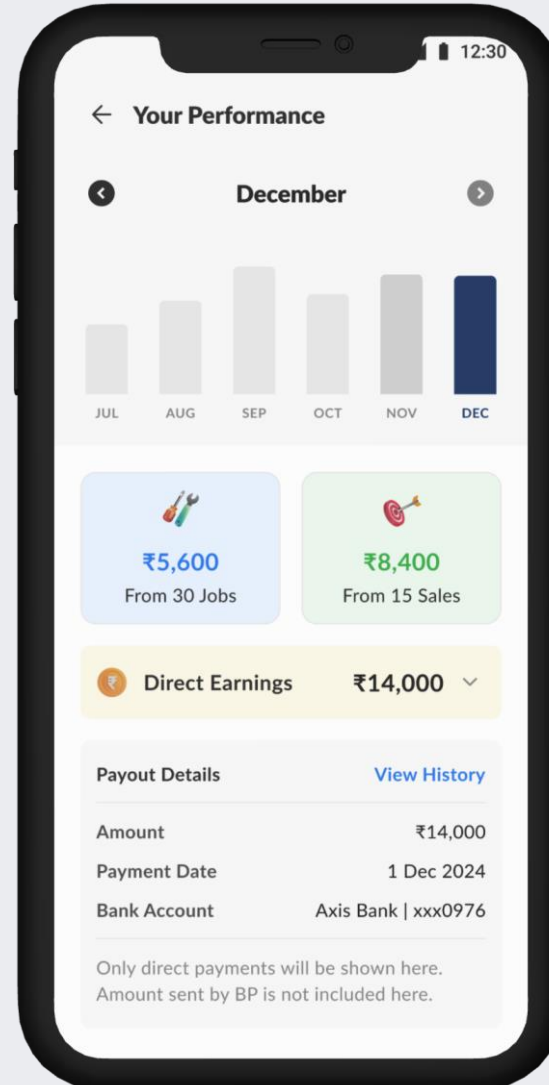
- Multi-channel customer Access
- Digital + Contact Centre + Physical reach

Unlocking Service : Digital Backend Platform (1/2)

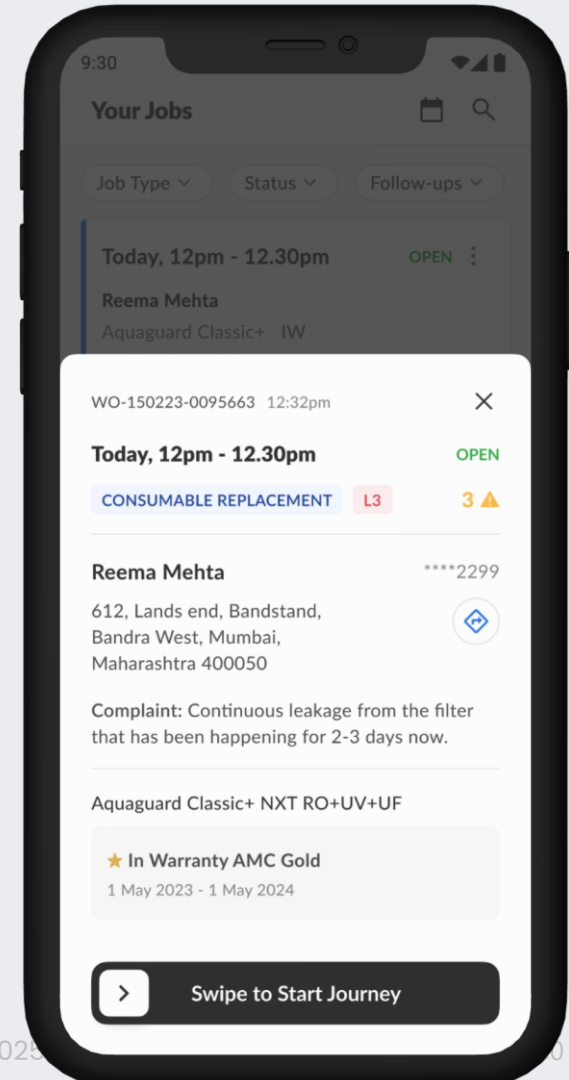
New Age Technician App



Gig Enabled Service platform

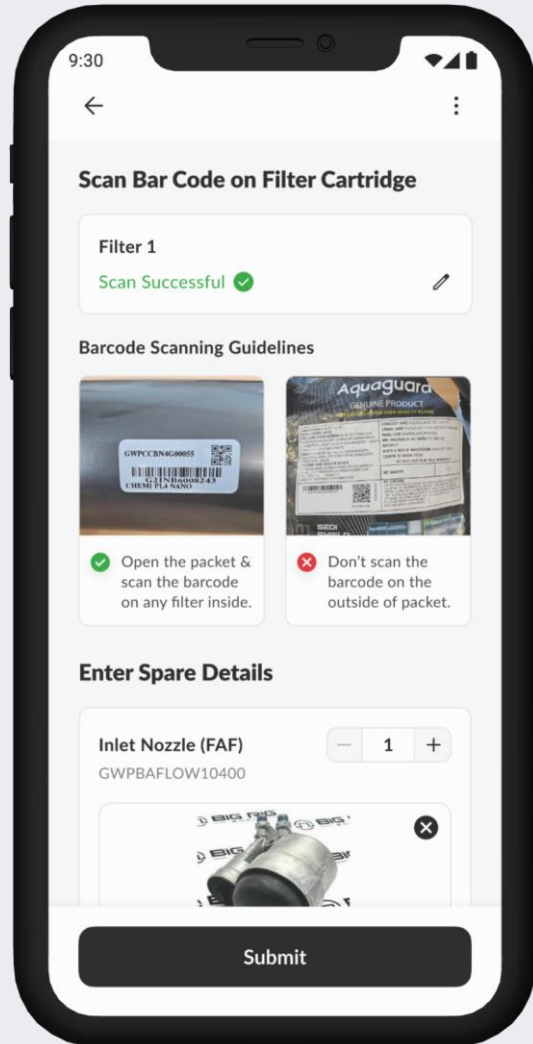


Proprietary Call Scheduling Algorithm

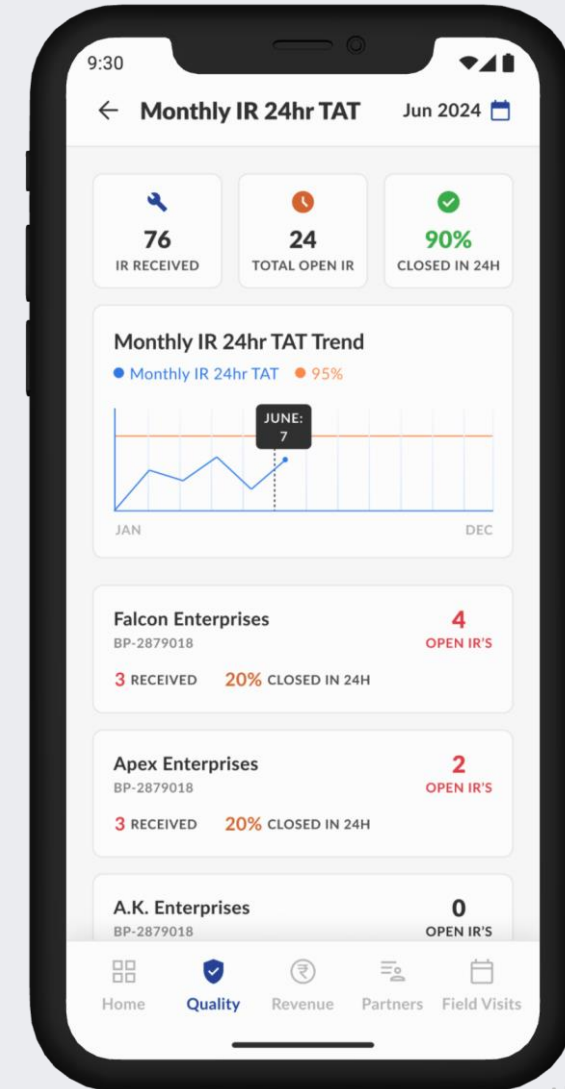
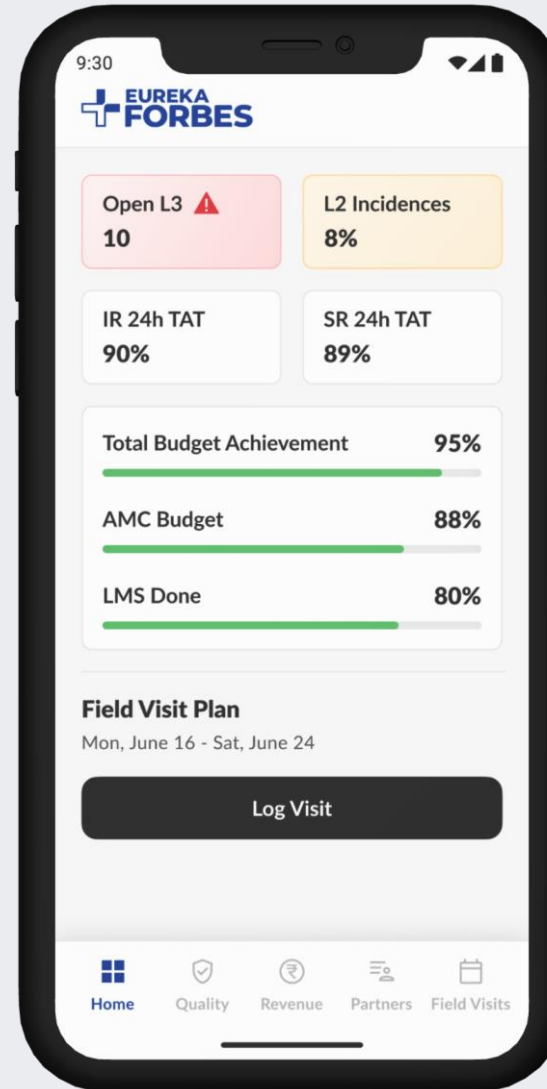


Unlocking Service : Digital Backend Platform (2/2)

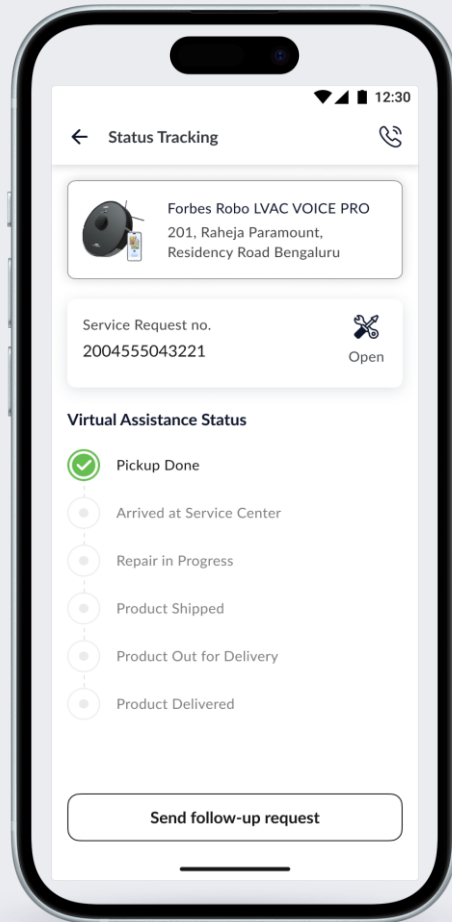
AI Based fraud detection &
gaming prevention



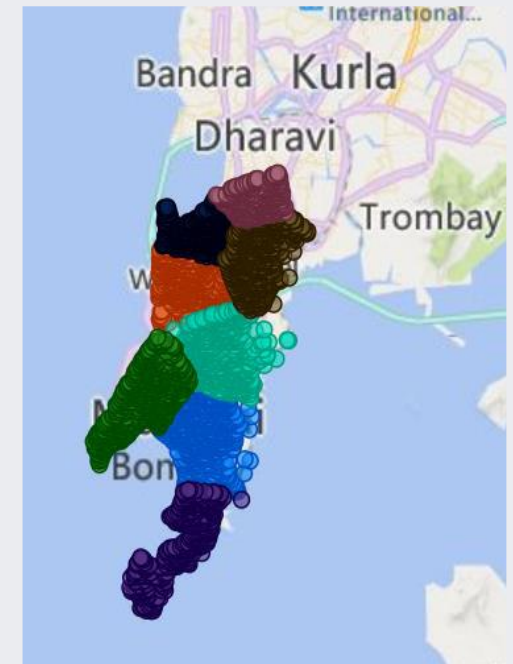
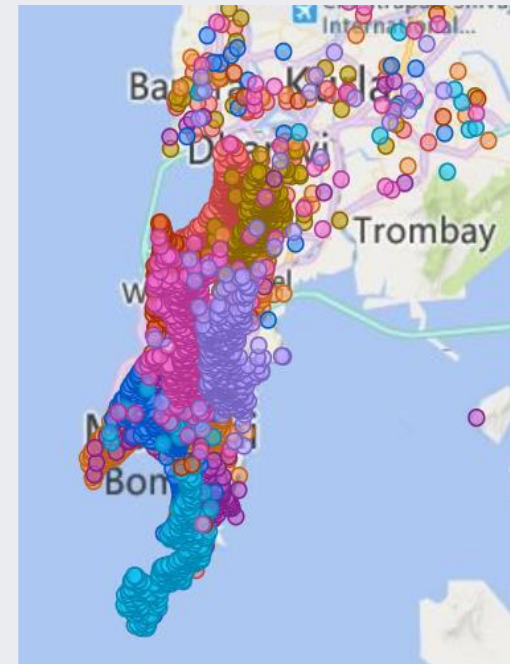
Supervisor App + Digital control Tower



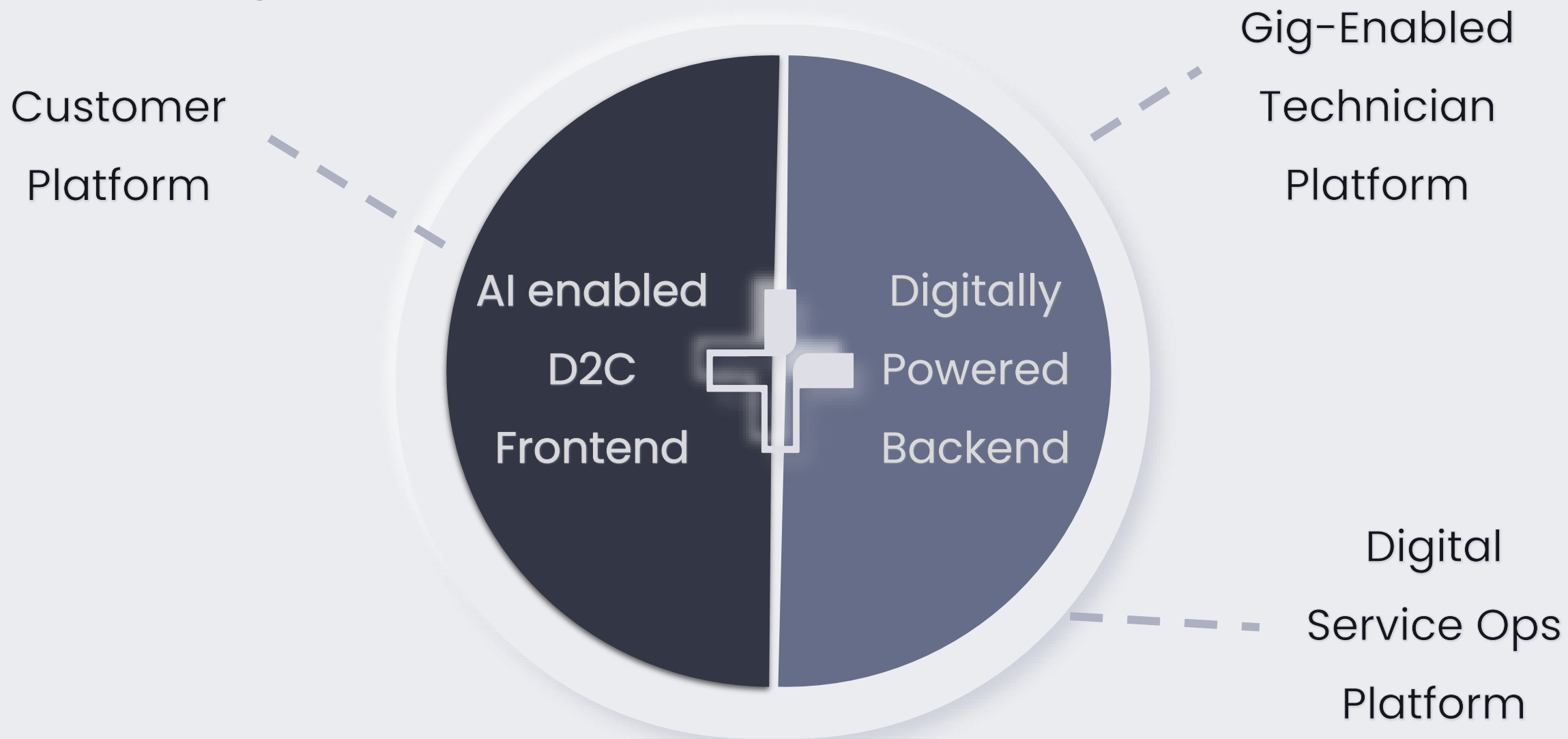
Video Based Remote troubleshooting



Digital Network management



To Unlock Service, We Have Built An End-To-End Service Digital Platform



■ This Scalable Digital Service Platform Offers Us Many Opportunities



**Future
ready
Scalable
Network**

**Category
Agnostic
Play**

Driving
Product
Growth

**ANURAG
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**Building
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Chief Human
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Driving
Profitable
Growth

**GAURAV
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Chief Financial
Officer



Building Ownership Mindset

Mahnaz Shaikh

Chief Human Resources Officer

Our People Strategy Is Powering Business Performance

Talent



Structure & Capabilities



Culture



■ We Have Invested In Talent And Capabilities



**Category
and R&D**



**Dedicated Sales
Team : New
Categories**



**Digital :
Business &
Technology**

Entrepreneurial Culture With An Owners Mindset Will Be Critical For Take Off

Continuous Open communication



Unleash Energy



Shared Ownership



**Above All,
We Have A Fierce Growth Aspiration!**

Driving
Product
Growth

**ANURAG
KUMAR**

Chief Growth
Officer

Unlocking
Lifetime
Value

**NITHYANAND
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Building
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Chief Human
Resources Officer

**Driving
Profitable
Growth**

**GAURAV
KHANDELWAL**

Chief Financial
Officer



Driving Profitable Growth

Gaurav Khandelwal
Chief Financial Officer

Our Strategy Is Delivering As Per Plans

Achieve threshold profitability

537 bps ➤ Adj. EBITDA margin
expansion in 2 years

10x ➤ PAT from FY23 to FY25

Drive product growth

8 ➤ Successive quarters
of double-digit growth

33% ➤ Growth in product
business in 2 yrs

Structural long-term investments

3x Annual Capex

2x R&D Opex

152 bps A&SP spends

What Have We Heard So Far



Our categories have crossed inflection point; poised for multi-year double digit growth



Strong growth drivers in place beyond Water: Robotics, Softener and Air



A larger service opportunity universe will be addressed: AMC + Filters



Significant digital backbone built; platform scale capabilities being created



Demonstrated track record of turnaround



Organization is ready for take-off

Way Ahead : Unlocking The Long-Term Opportunity

Driving
GROWTH

Driving
PROFITABILITY



**Multiple
Growth Drivers**



**Growth
Investments**



**Extracting
Efficiencies**



**Operating
Leverage**

Growth And Service Investments To Continue To Build Long Term Capability; Annual Capex Of Rs 50-70 Cr

Product



Category creating campaigns



Innovation & moulds

Digital



Front-end:
D2C platform



Back-end:
Across sales
and service

GTM



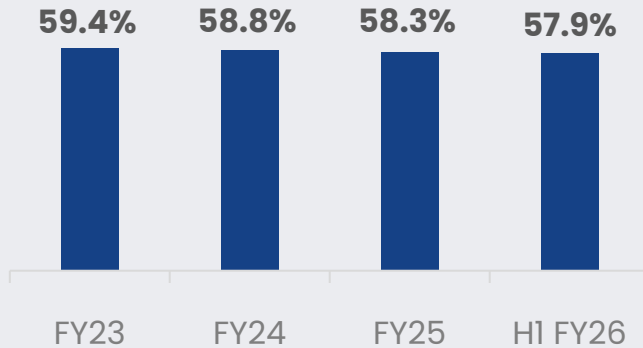
In-store
presence



Cross-selling

Efficiency Extraction : Structured Program Addressing Entire Value Chain

Gross Margin Resilience



GM range bound
despite product growth
> service growth



Multiple margin drivers:
diversified portfolio, efficiency
programs

COGS Program



Value Engineering



Negotiations



Make vs Buy

War On Waste



Service Leakages

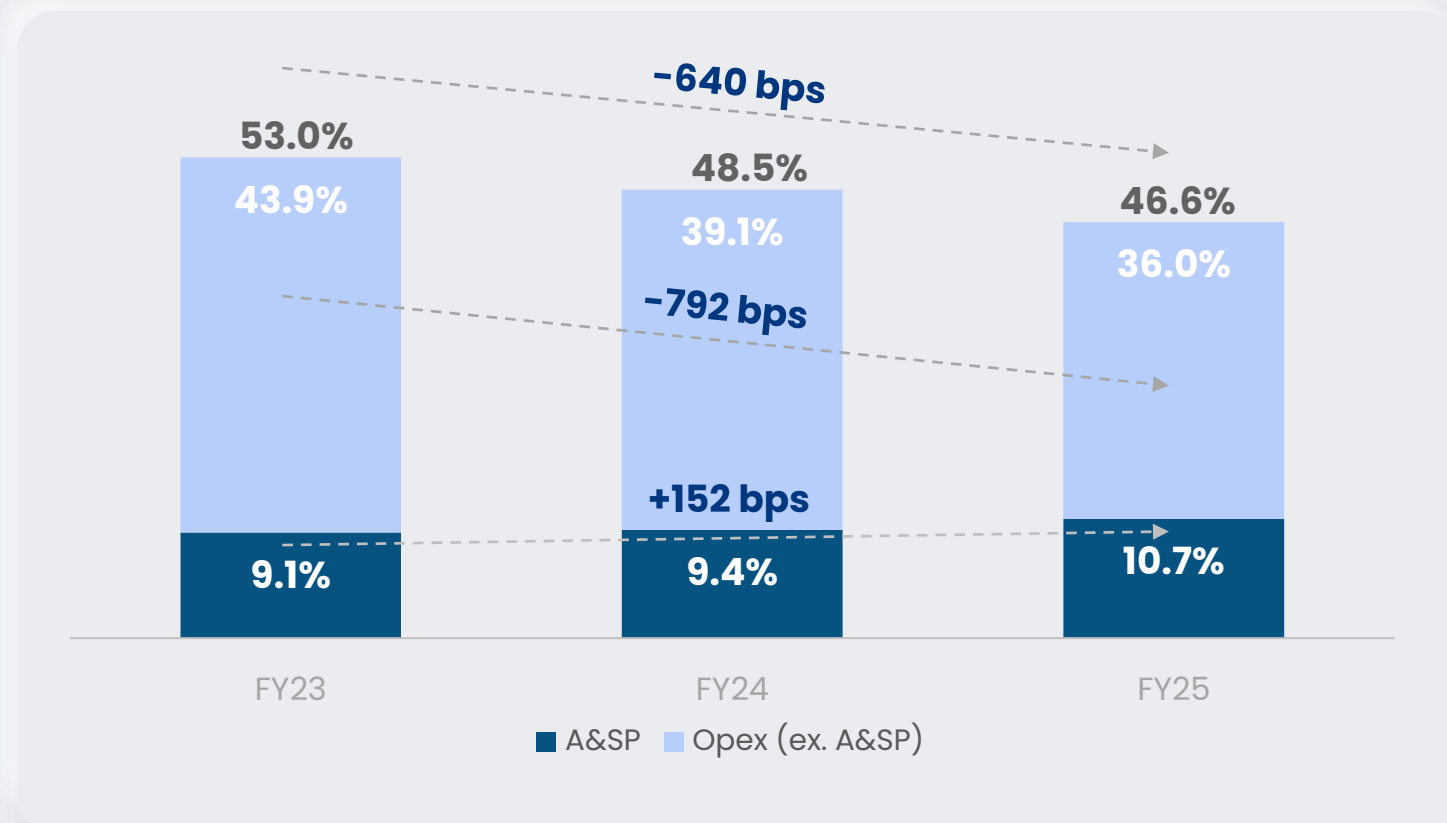


Indirect Spends



Process Efficiencies

Operating Leverage Is Driving Margin Expansion



Unlocking The Long-term Opportunity

Driving Growth

Multiple growth Drivers



All parts of portfolio growing



Growth Investments



Structural/
long-term horizon



Driving Profitability

Extracting efficiencies



Addressing entire value chain



Operating Leverage



Significant gains



Value Creation

Sustained Capital Efficiency : $FCF / PAT > 100\%$



Bringing It All Together

Pratik Pota

Managing Director and CEO

In Summary



Our business has **decisively turned around**, both topline and bottom-line



We have **multiple growth drivers**, and All are growing – Long runway for growth



We are investing ahead of the curve in the **Big Unlocks**



We have a **future ready organization** that is hungry to deliver

■ Our Ambition : >2x Revenue And >3x EBITDA In 5 Years

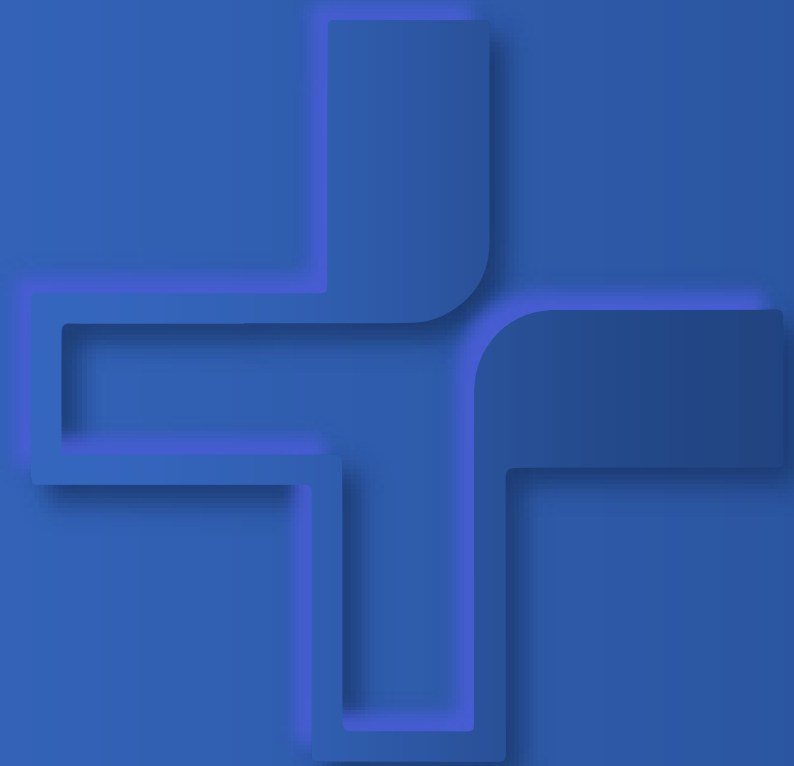
	FY23	FY25	FY30 Ambition	CAGR (5 yr)
 Revenue (In Cr)	2,080	2,436	5,400-5,600	17% - 18%
 Adj. EBITDA (In Cr)	132	285	800-850	23% - 24%
 Adj. EBITDA margin	6.3%	11.7%	~15.0%	

We Are Ready for Take-Off...



Walden

DREAM BIG. FLY HIGH.



THANK YOU

Contact Us

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EFL BSE Scrip Code : **543482** | EFL NSC Scrip Code : **EUREKAFORB**

Note:

1. All financial data in this presentation is derived from reviewed standalone IND-AS financial statements | 2. Due to rounding-off, the financial figures may not recalculate exactly | 3. ^The erstwhile Eureka Forbes Limited's (EFL) health, hygiene, safety products and services undertaking was demerged into Forbes Enviro Solutions Limited (FESL) with prospective effect from 1st February 2022. Previous year numbers are on a proforma basis to depict the results of the combined entity (erstwhile EFL and FESL) had the acquisition of the business occurred as on 01 April 2021.