



# **EFL at an Inflection Point**

*A Once-in-a-Lifetime Transformation*

We operate in exciting categories that offer significant runway for growth

## Water Purifiers



## Vacuum Cleaners

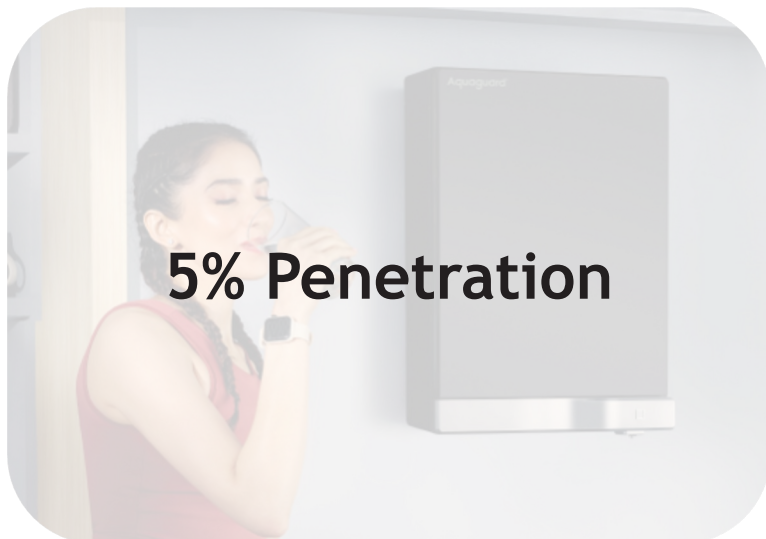


## Air Purifiers



These categories are underpenetrated in India and with a rising per capita income, they are bound to take-off

### Water Purifiers



**5% Penetration**

*Thailand 20%*

*China 21%*

*South Korea 60%*

### Vacuum Cleaners



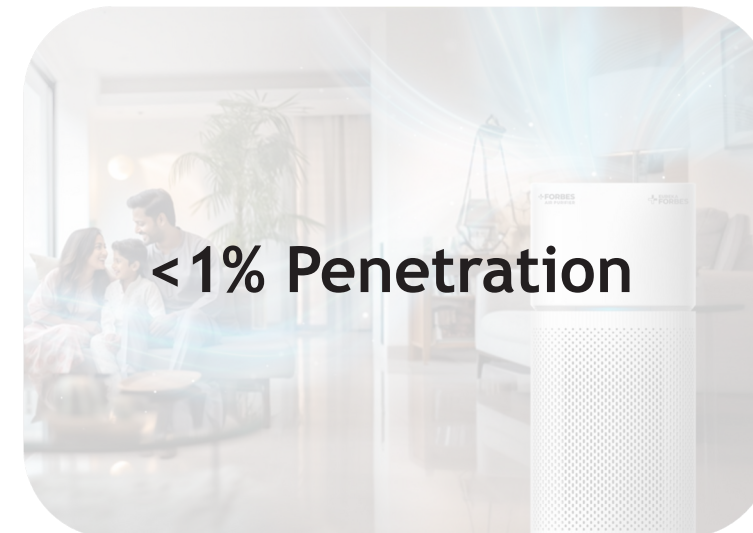
**<2% Penetration**

*China 20%*

*Hong Kong 80%*

*Japan 90%*

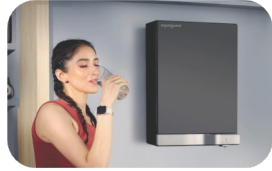
### Air Purifiers



**<1% Penetration**

*China Market Size ~USD 1 Billion*

# Our categories are being enabled by significant tailwinds



Distressed Water Quality



Growing Consciousness on Health and Hygiene



Piped Water Availability (69% households)\* and Electrification (97% households)\*\*



Growing Urbanization



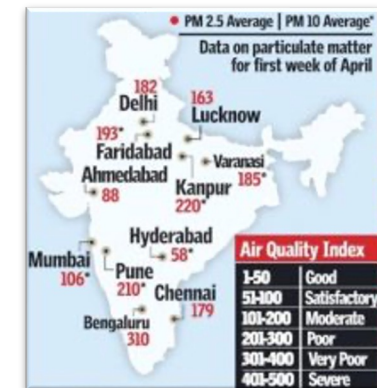
Increasing Working Women



Difficulty in Finding House Help



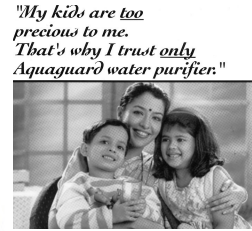
Rising Construction Activity Leading to Dust and Pollution



Deteriorating Air Quality Across India - Not Just a North and Winter Issue

# Eureka Forbes has the right to WIN in these categories

**Legacy of 40+ Years**



**Market Leaders in Water and Cleaning**



**Strong Brands in Aquaguard and Eureka Forbes**



**National Service Network**  
(10.5k+ Pin Codes)



**Omni-channel Presence**  
(Direct Sales, Retail, Ecom and D2C)



We have put together an exciting transformation strategy that will help unlock profitable growth

EFL as a D2C HealthTech Co - Provide every Indian access to healthy water, pure air, and clean earth both at home, and outside

**Universalize Water Purifiers**

**Expand Category Portfolio - Cleaning, Air and Water Adjacencies**

**Build A Powerful D2C Platform - Sales & Service**

**Transform Customer Experience**

**Innovation**

*Smart, Connected Devices*

**Capability**

*Functional, Across levels*

**Data**

*Governance, Privacy, Analytics*

**Productivity**

*Cost-savings, Governance*

**Culture**

*Ownership and Accountability, Collaboration, Agility, Customer Centricity*

And we are pleased with the progress that we have made



Double-digit Volume Growth



Pioneering Innovations Across Categories

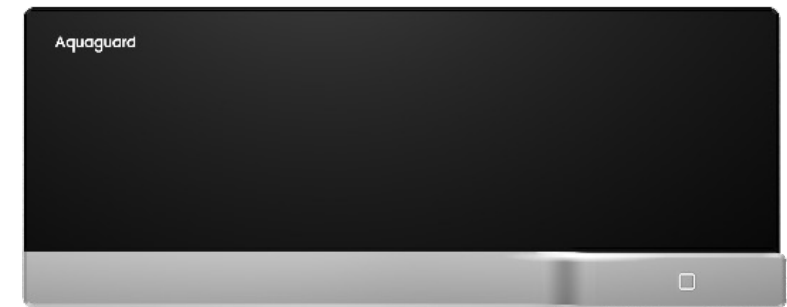
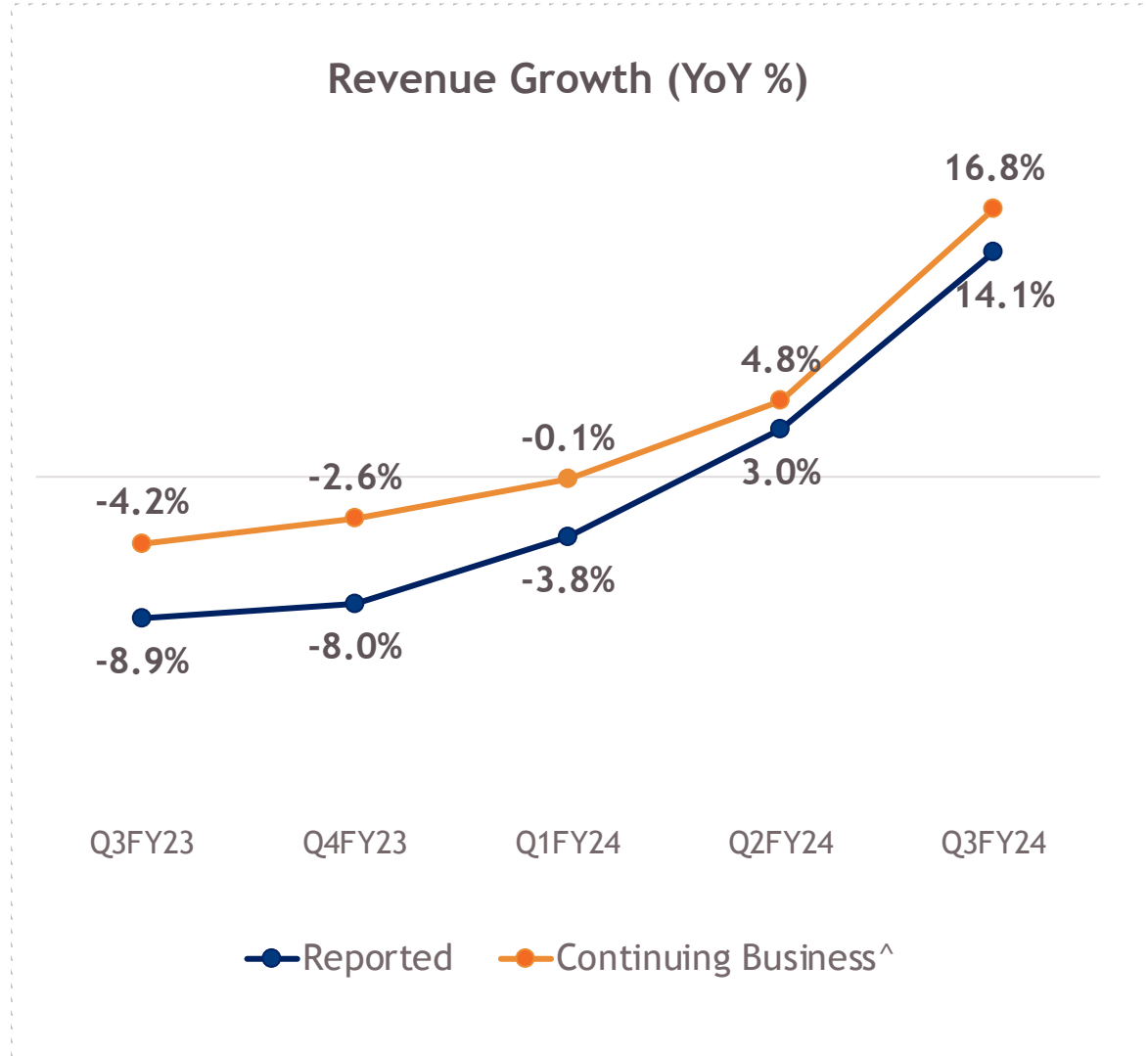


Significant Step up in Profitability and Cash Generation



Building a Strong Team

# Achieved double-digit revenue growth on the back of our penetration strategy and premium innovations



^ Excludes discontinued businesses/portfolio (Health Conditioner, Corona Guard, Safety and Security Devices, Forbes Pro Cleaning Services, Exports & Semi Finished Goods sales)





Everything will be alright, son.

# Launched industry-first innovations in Water, Cleaning and Air

*Sleek, Stylish and Functional Water Purifiers*



*Convenient and Cordless Upright Vacuum Cleaners*



*Surround 360-degree Air Purifiers*

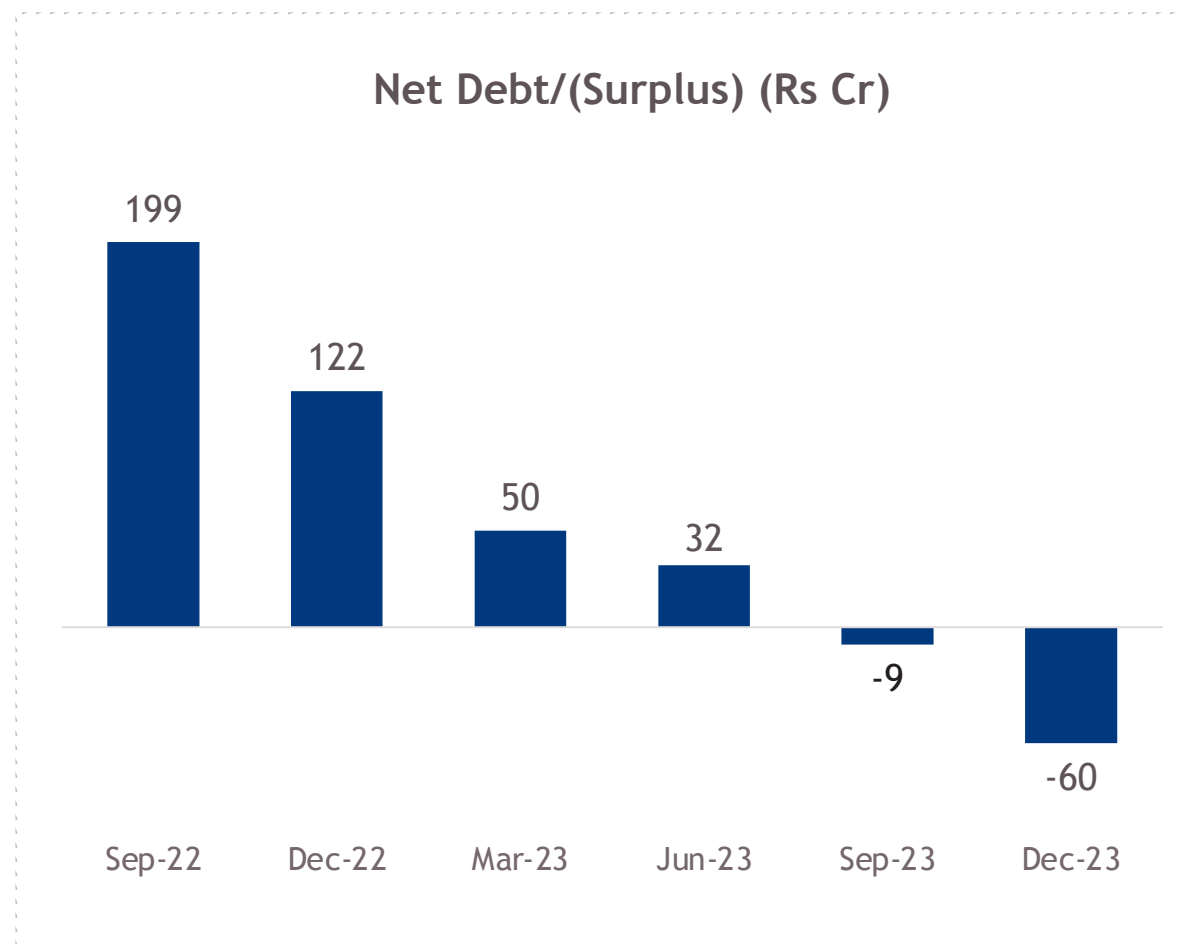
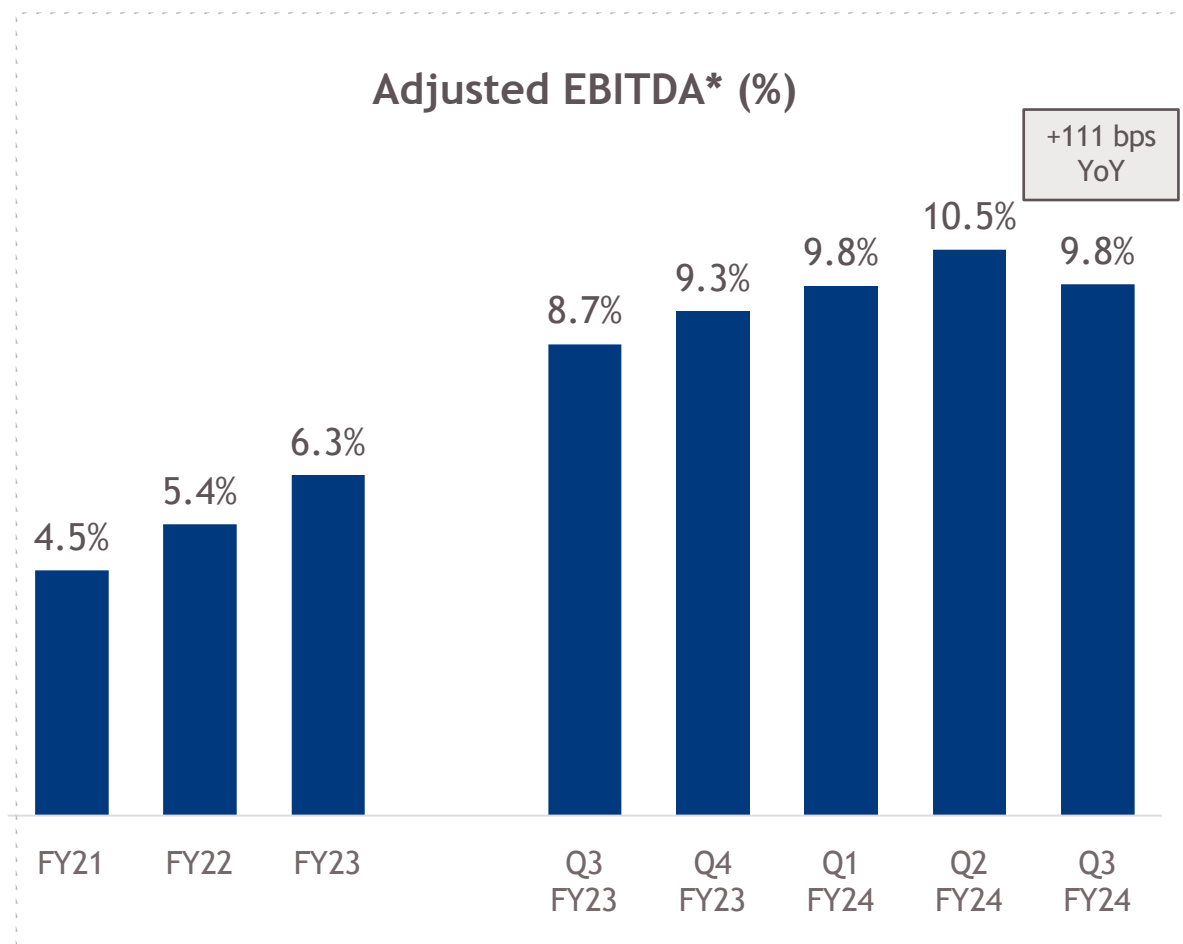


*Differentiated Portfolio - Pet Grooming Kit*





# Significantly expanded our margins and strengthened balance sheet with positive net cash



**Credit Rating Upgrade from CARE A to CARE A+**

\*Pre-ESOP charges

## Talent



- > *Team Comprising of Fresh Talent and Experienced EFL Talent*
- > *Work Experience in Strong Foundational Companies and New Age Digital Firms*

## Capability



- > *Built New Capabilities in R&D, Data Science, IoT and Electronics*
- > *Trainings - Functional, Foundational and Leadership*

## Culture



- > *Established New Culture Codes - ONE EFL, Customer and Data Centricity*
- > *Shift from Channel-first to Regional Structure*
- > *Industry-first ESOP Plan Covering All Managers*



We have an exciting agenda lined up ahead

# Our key focus areas will be



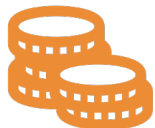
**Growth Backed by Volumes and Innovations**



**Customer Focus and Service Revenue Scale-up**



**D2C Business Scale-up**



**Drive Cost and Mix Efficiencies**

**IoT-enabled  
Smart Devices**

**Value Added  
Water Purifiers**

**Convenient and Cordless  
Cleaning Devices**

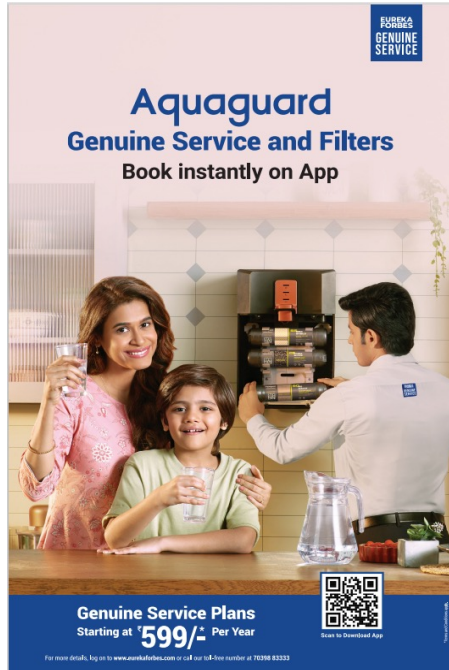
**Innovations Across  
Value and Premium Range**

**New Propositions Backed by Consumer Needs and Insights**

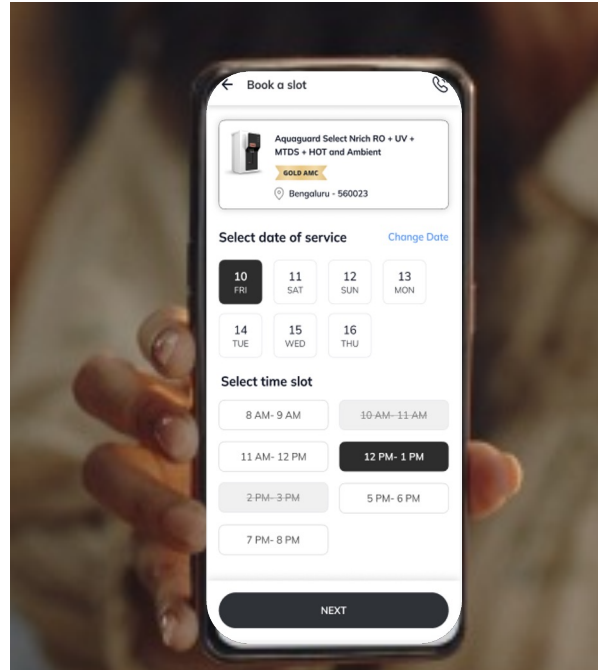


# Own the last mile customer experience and build supporting enablers to offer world class Service experience and unlock Service revenue

## Consumer Education



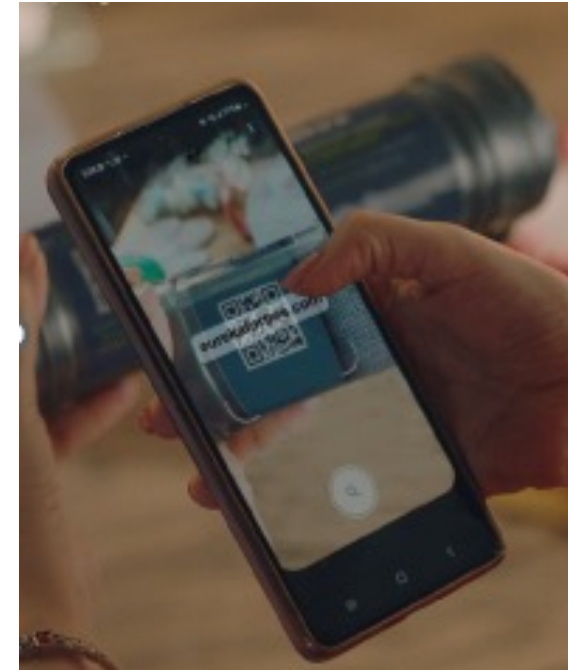
## Schedule Service Visits



## Segmented AMC Offerings



## QR Code-based Authentication of Filters

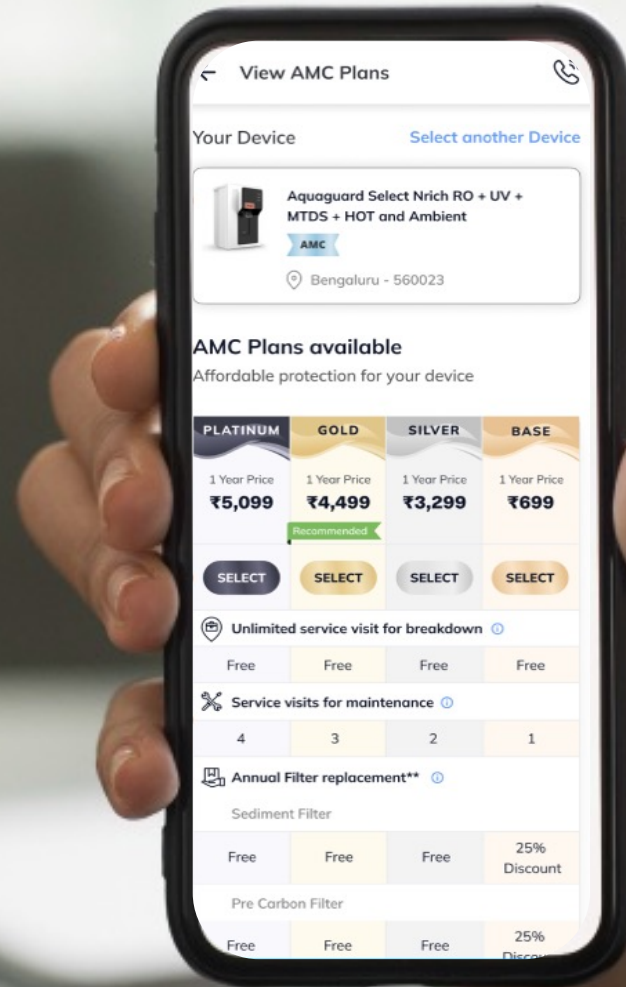


Control • Speed • Convenience • Quality

# Aquaguard



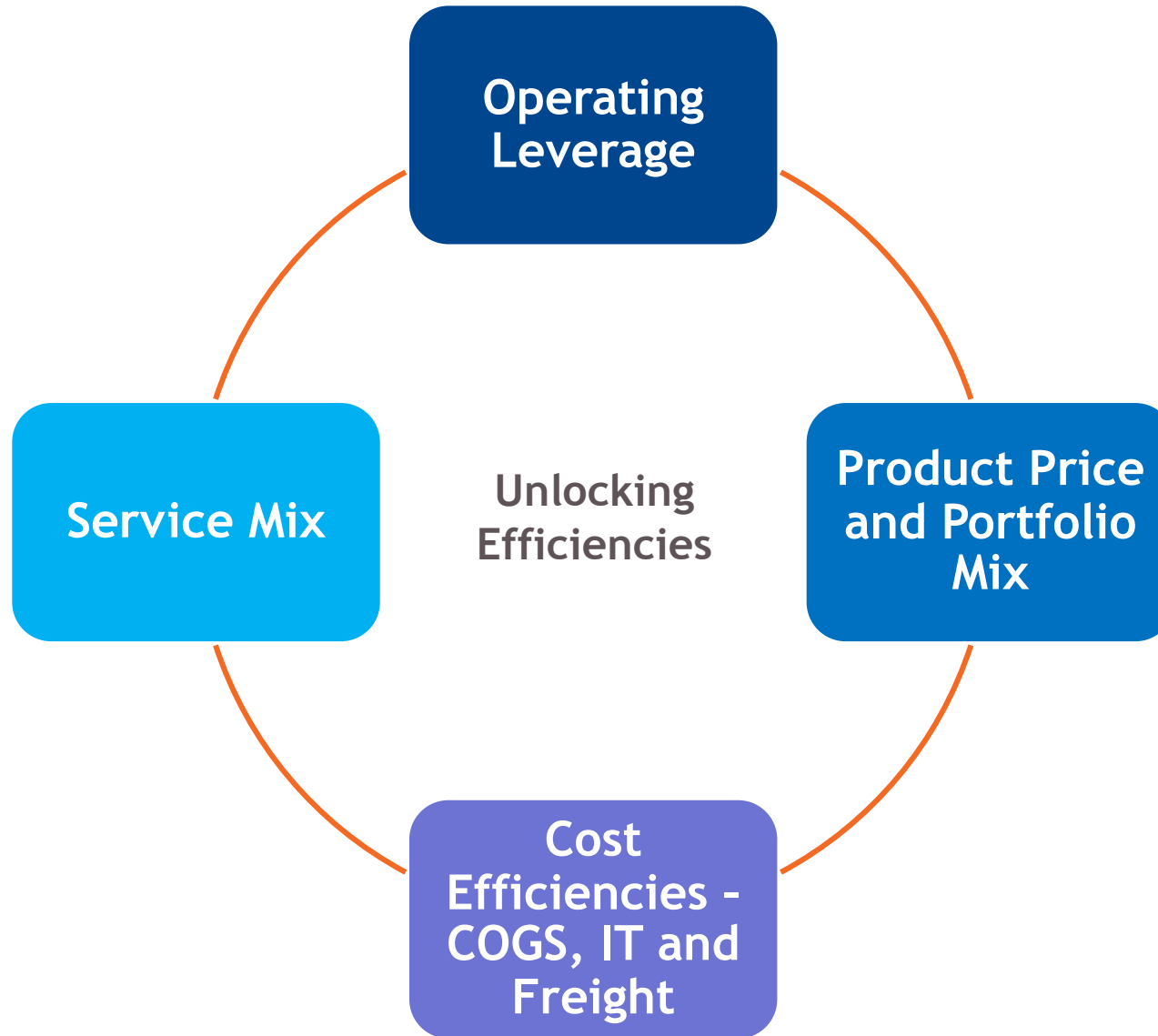
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- *Engagement*
- *Convenience*
- *Commerce*

**Increasing Base of App and Web Users**

# Drive margin efficiencies through multiple levers



## To summarize

- EFL is a pioneer in Water Purifier and Vacuum Cleaner categories in India
- We operate in high-potential categories which have low penetration, supported by favourable tailwinds
- Our Brand, omni-channel presence, and Service network are strong assets
- We have made good progress in our transformation journey by driving profitable growth, launching industry-first innovations and strengthening our teams
- We have an exciting vision for driving discontinuous profitable growth on the back of Volumes, Innovations, D2C and Service improvement





Nothing is more powerful than  
an idea whose time has come.

- Victor Hugo

Thank You