



July 4, 2022

To,

**BSE Limited**

**: Code No. 500031**

Department of Corporate Services  
Phiroze Jeejeebhoy Towers  
Dalal Street Mumbai 400 001

**National Stock Exchange of India Limited**

**: BAJAJELEC - Series: EQ**

Listing Department,  
Exchange Plaza, Bandra Kurla Complex,  
Bandra (East), Mumbai 400 051

Dear Sir/Madam,

**Sub.: Corporate Presentation of Bajaj Electricals Limited (“Company”)**

Pursuant to the provisions of Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended (“**SEBI Listing Regulations**”), we attach herewith ‘Corporate Presentation of the Company dated July 4, 2022’.

We request you to take the above on record and that the same be treated as compliance under the applicable provisions of the SEBI Listing Regulations and other applicable laws, if any.

Thanking you,

Yours Faithfully,

For Bajaj Electricals Limited

Ajay Nagle

Head of Department – Legal (and Company Secretary)

Encl.: As above.



**BAJAJ**  
Bajaj Electricals Ltd.  
*Inspiring Trust*

## Corporate Presentation

4<sup>th</sup> July 2022

#DecadeOfBajajElectricals



The material that follows is a Presentation of general background information about the activities of Bajaj Electricals Limited (“**Company**”) or its subsidiary or joint venture or associate (together with the Company, the “**Group**”) as at the date of the Presentation or as otherwise indicated. It is information given in summary form and does not purport to be complete and it cannot be guaranteed that such information is true and accurate. This Presentation has been prepared by and is the sole responsibility of the Company. By accessing this Presentation, you are agreeing to be bound by the trading restrictions. It is for general information purposes only and should not be considered as a recommendation that any investor should subscribe to or purchase the Company’s equity shares or other securities.

This Presentation includes statements that are, or may be deemed to be, “forward-looking statements”. These forward-looking statements can be identified by the use of forward-looking terminology, including the terms “anticipates”, “believes”, “estimates”, “expects”, “intends”, “may”, “plans”, “projects”, “seeks”, “should”, “will”, in each case, their negative or other variations or comparable terminology, or by discussions of strategy, plans, aims, objectives, goals, future events or intentions. These forward-looking statements include all matters that are not historical facts. They appear in a number of places throughout this Presentation and include statements regarding the Company’s intentions, beliefs or current expectations concerning, amongst other things, its results or operations, financial condition, liquidity, prospects, growth, strategies and the industry in which the Company operates. By their nature, forward-looking statements involve risks and uncertainties because they relate to events and depend on circumstances that may or may not occur in the future. The factors which may affect the results contemplated by the forward looking statements could include, among others, future changes or developments in (i) the Group’s business, (ii) the Group’s regulatory and competitive environment, and (iii) political, economic, legal and social conditions in India or the jurisdictions in which our Group operates.

Forward-looking statements are not guarantees of future performance including those relating to general business plans and strategy of the Company, its future outlook and growth prospects, and future developments in its businesses and its competitive and regulatory environment. No representation, warranty or undertaking, express or implied, is made or assurance given that such statements, views, projections or forecasts, if any, are correct or that the objectives of the Company will be achieved. There are some important factors that could cause material differences to Company’s actual results. These include (i) our ability to successfully implement our strategy (ii) our growth and expansion plans (iii) changes in regulatory norms applicable to the Company (iv) technological changes (v) investment income (vi) cash flow projections etc. The Company, as such, makes no representation or warranty, express or implied, as to, and does not accept any responsibility or liability with respect to, the fairness, accuracy, completeness or correctness of any information or opinions contained herein. The information contained in this Presentation, unless otherwise specified is only current as of the date of this Presentation. The Company assumes no responsibility to publicly amend, modify or revise any forward-looking statements, on the basis of any subsequent development, information or events, or otherwise. Unless otherwise stated in this Presentation, the information contained herein is based on management information and estimates. This document is just a Presentation and is not intended to be and does not constitute a “prospectus” or “offer document” or a “private placement offer letter” or an “offering memorandum” or an “offer” or a solicitation of any offer to purchase or sell any securities.

# VISION

“Enhancing quality of life  
and bringing happiness  
with sustainability.”



# CORE VALUES



Trust



Integrity



Empowerment



Team Work



Innovation



Customer Delight

# Glossary

<b>BSC</b>	Balance Score Card	<b>MoS</b>	Majorly Owned Subsidiary
<b>C&amp;CE</b>	Cash and Cash Equivalents	<b>MS</b>	Market Share
<b>CP</b>	Consumer Products	<b>MT</b>	Modern Trade
<b>CT</b>	Control Tower	<b>NPD</b>	New Product Development
<b>D&amp;I</b>	Diversity & Inclusion	<b>OCF</b>	Operating Cash Flow
<b>DLS</b>	Design Language System	<b>PMS</b>	Performance Monitoring System
<b>DMS</b>	Distributor Management System	<b>QIP</b>	Qualified Institutional Placement
<b>ECD</b>	Electrical Consumer Durables	<b>RLT</b>	Replenishment Lead Time
<b>EPC</b>	Engineering, Procurement and Construction	<b>RoE</b>	Return on Equity
<b>ERP</b>	Enterprise Resource Planning	<b>SoV</b>	Share of Voice
<b>FLM</b>	First Level Margin	<b>SoW</b>	Share of Wallet
<b>FMEG</b>	Fast Moving Electrical Goods	<b>SSSG</b>	Same Store Sales Growth
<b>GPTW</b>	Great Place to Work	<b>TLT</b>	Transmission Line Towers
<b>GT</b>	General Trade	<b>TMS</b>	Transport Management System
<b>IJP</b>	Internal Job Posting	<b>TPM</b>	Total Productive Maintenance
<b>LDP</b>	Leadership Development Programme	<b>U&amp;A</b>	Usage and Attitude
<b>MFR</b>	Modern Format Retail	<b>WMS</b>	Warehouse Management System

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# 1. Overview

- Brief Profile : Bajaj Group
- Introduction : Bajaj Electricals (BEL)
- Illustrious Board of Directors
- Evolution of Company

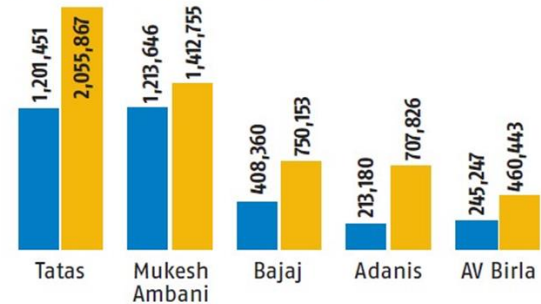
- One of the diversified conglomerates in the country since 9 decades
- Founded by late Shri Jamnalal Bajaj
- Among top business groups in India (4<sup>th</sup> conglomerate to hit m-cap of \$100 Bn)
- Growing strong with 40+ group companies and 36,000+ employees
- Leadership that continues to thrive for four generations
- Impeccable Corporate Governance and zero pledging by promoters

## Bajaj Group market cap hits \$100 bn

4th family-owned biz to hit mark

### AT THE TOP

Market cap on July 6 ■ 2020 ■ 2021 (₹ crore)



Source: Capitaline; compiled by BS Research Bureau

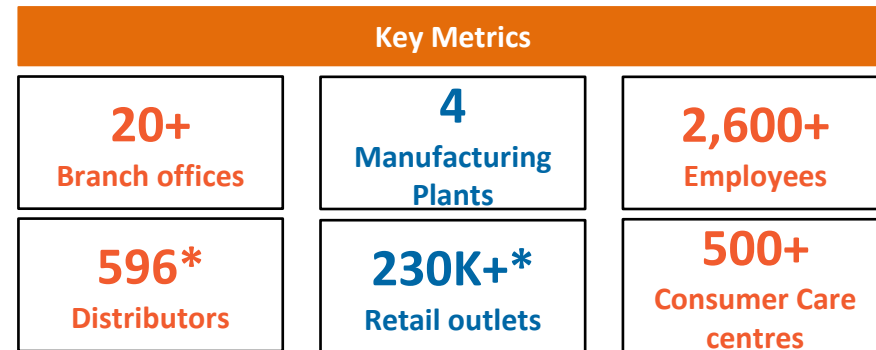


# Introduction to Bajaj Electricals (BEL)

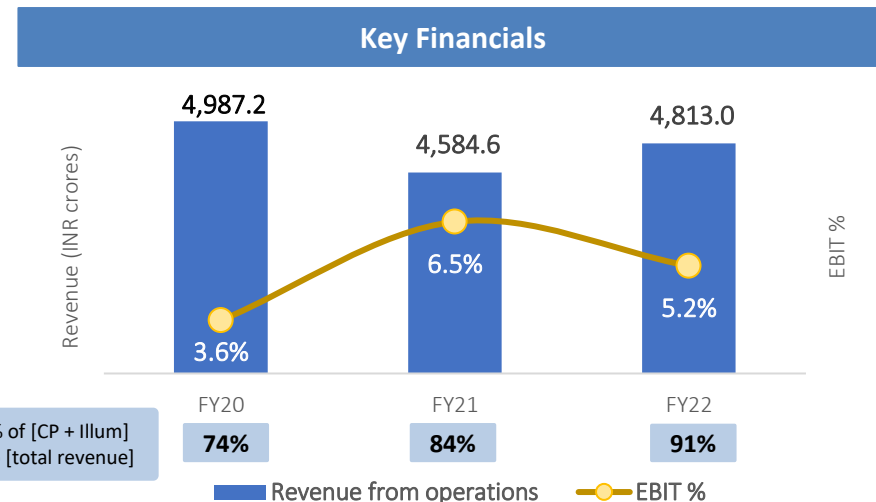


- **Leading Indian FMEG company** engaged in developing, manufacturing and marketing of consumer products (CP)
- Wide range of ECD offerings categorised as (i) Fans; (ii) Appliances; and (iii) Kitchen Aids
- Comprehensive bouquet in Lighting space (i) consumer lighting; and (ii) professional lighting
- Extensive pan-India sales and distribution network along with after sales service
- Extended strategic tie up with Morphy Richards by further 15 years for India and SAARC regions
- Engaged in EPC business\*\* with a focus on Power Transmission and Distribution (Power T&D)

\*\*Scheme to demerge Power T&D business segments to "Bajel Projects Ltd (BPL)" on a going concern basis filed with exchanges on 23<sup>rd</sup> Feb'22 (approval awaited)



\* Applicable to Consumer Products business



# Illustrious Board of Directors



**Shekhar Bajaj**  
Chairman & Managing Director



**Anuj Poddar**  
Executive Director



**Madhur Bajaj**  
Non Executive Director



**Rajiv Bajaj**  
Non Executive Director



**Pooja Bajaj**  
Non Executive Director



**Dr. (Smt.) Indu Shahani**  
Independent Director



**Harsh Vardhan Goenka**  
Independent Director



**Shailesh Haribhakti**  
Independent Director

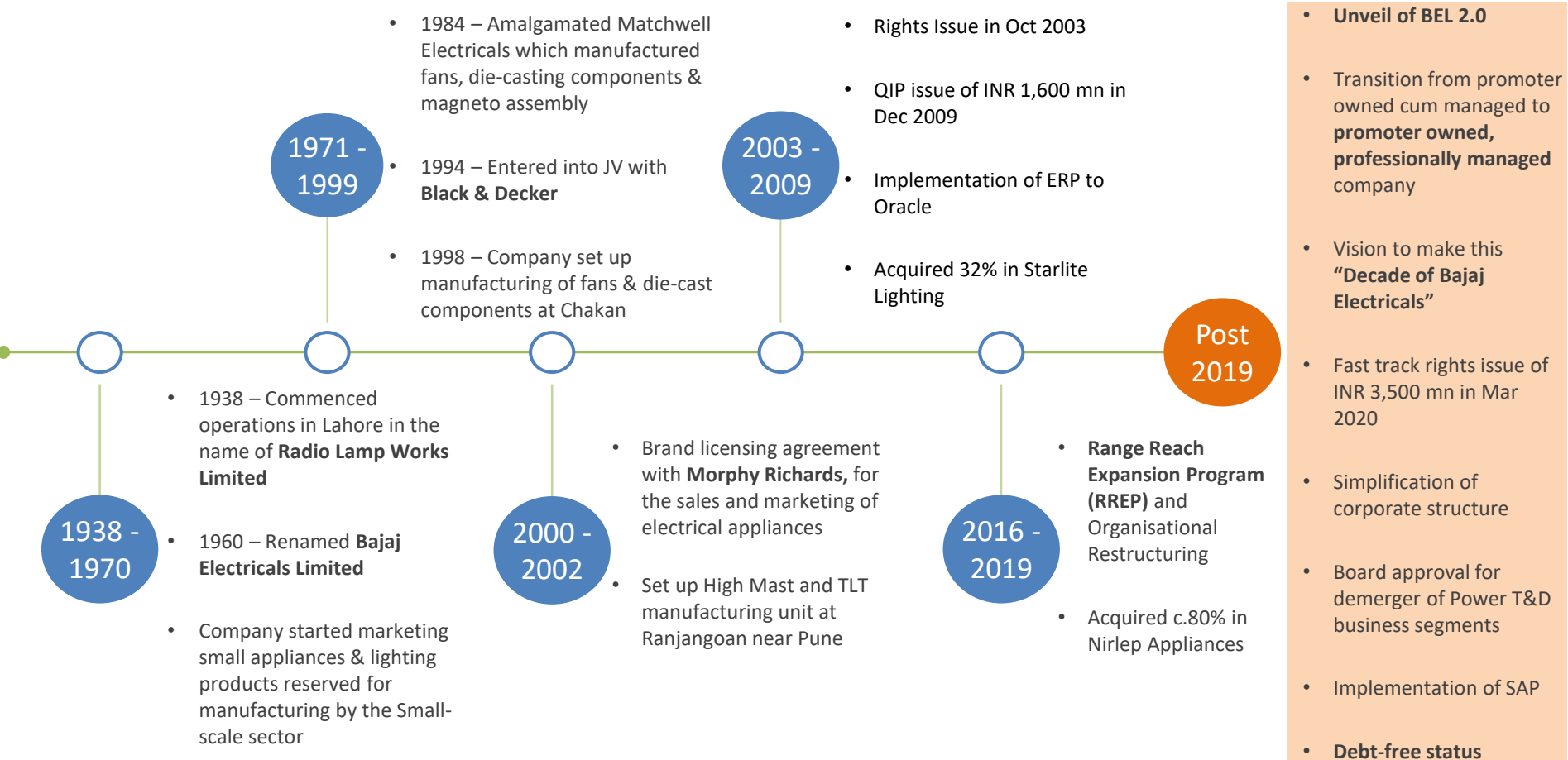


**Munish Khetrupal**  
Independent Director



**Dr. Rajendra Prasad Singh**  
Independent Director

# Evolution of Company

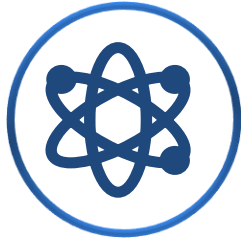


## 2. Recap of BEL 2.0

- #DecadeOfBajajElectricals : Horizons 1, 2 & 3
- Summarising Progress
- Simplified Corporate Structure
- Forging Partnerships

# #DecadeOfBajajElectricals : Horizons 1, 2 & 3

Re-Structure, Re-Surge and Re-Imagine



CY'19 to CY'22

## Horizon 1 : Re-Structure

- Strengthening B/S, Debt-free Status
- Scale up core FMEG, MS Gains
- Organisational Transformation
- Simplify corporate structure
- **2 independent focused entities in FMEG and Power T&D space**



CY'23 to CY'25

## Horizon 2 : Re-Surge

- **Industry leading growth in FMEG space**
- Consolidate leadership in key segments
- Drive product innovation
- Establish Brand Architecture
- Focus on Operational Excellence
- Embrace technology, Digital Road-map



CY'26 onwards

## Horizon 3 : Re-Imagine

- **Most Valued FMEG Brand**
- Dominant Market Leadership in Core
- Widened Portfolio
- Stronger global presence
- Continued financial prudence
- Industry Best Return Metrics

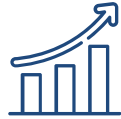
With sustained focus on “Best-in-class organisation”, “Impeccable Governance” & pro-active “ESG transition”

# Summarising Progress (Horizon 1; BEL 2.0)



## Strengthening B/S (Debt-free Status)

- **Debt Repayment** : To the tune of USD 280 Mn (INR 2,118 Cr)
- **Debt-free Status** : First time in over 4 decades, Net C&CE of INR 74 Cr as on end Mar'22
- **OCF** : INR 2,200 Cr generated, **FCF to PAT & OCF to EBITDA conversion healthy at 7x and >200%**



## Scaling up Core (MS Gains in key categories)

- **Appliances** : **Numero Uno position**; Grown at healthy 12% CAGR in last 3 years
- **Fans** : Surpassed INR 1,000 Cr levels in FY'22 and gained 4<sup>th</sup> position (c.15% CAGR in last 3 years)
- **Lighting** : Among top 5 w.r.t. overall lighting (in same band with 3<sup>rd</sup> & 4<sup>th</sup>), 2<sup>nd</sup> position in B2B



## Structural Changes (Organisational Transformation)

- **Organisational Re-banding** : Transition to role-based, flatter organisation from designation based, compression to 8 bands from erstwhile 13+, **awarded with GPTW** for 2 consecutive years
- **Systems** : Transition to future ready SAP 4.0 HANA powered by Cloud, ML & Analytics w.e.f. May'22



## Simplification (Corporate Structure)

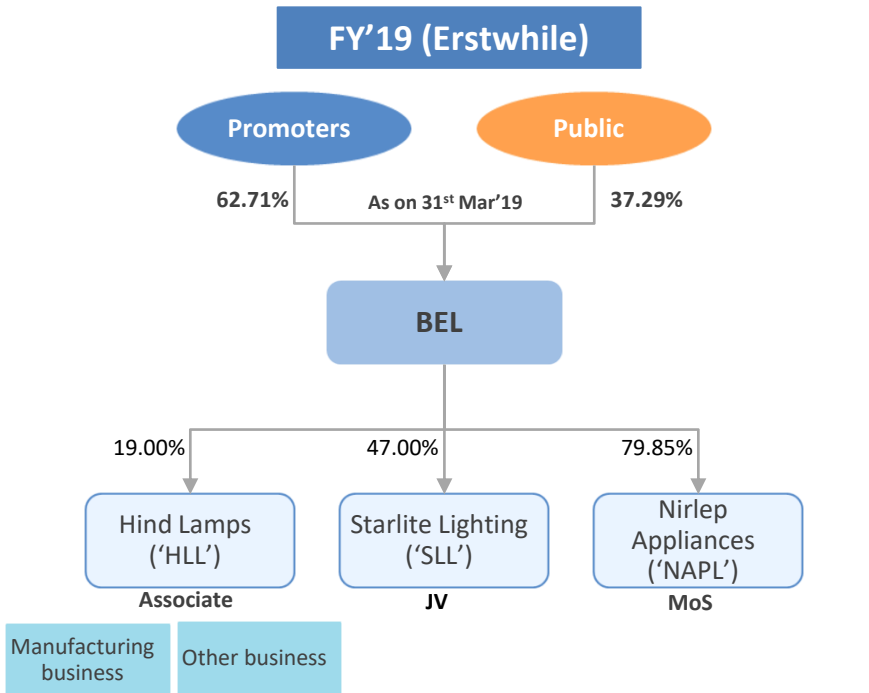
- **NAPL** : Completed purchase of remaining equity shares in Mar'22, currently **WoS** from prior MoS
- **SLL** : Increased its stake to 88.5% in Apr'21 (from earlier 47%), being merged into BEL
- **HLL** : Demerged manufacturing business of HLL into BEL w.e.f. Jun'20



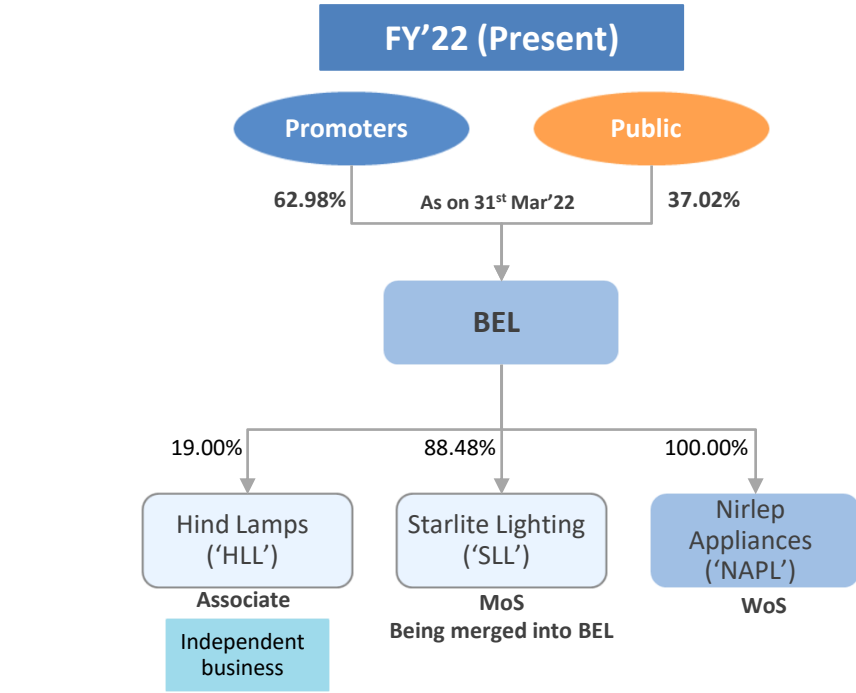
## Sharpened Focus (2 independent legal entities)

- **De-merger** : Filing of Demerger scheme with exchanges in Feb'22 to carve out Power Transmission and Power Distribution vertical into a separate legal entity "BAJEL Projects Limited"
- **Institutionalisation of Policies** : "Dividend distribution" & "Investment policy" in May'22

# Simplified Corporate Structure



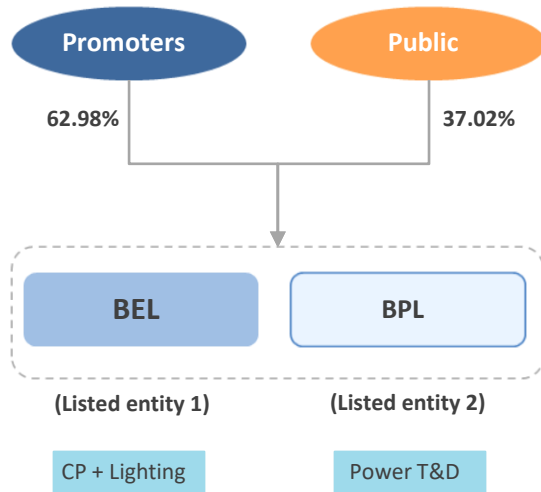
- Sub-optimal structure**
- **HLL** – Loss-making manufacturing business, convoluted structure
  - **SLL** – JV between BEL and Bharati Family, financial stress in terms of high leverage and presence in technologically obsolescent CFL manufacturing
  - **NAPL** – Acquired 1<sup>st</sup> tranche in NAPL in 2018 (engaged in non-stick cookware business predominantly)



- Restructuring along with Rationale**
- **HLL** – Manufacturing business demerged into BEL w.e.f. Jun'20
  - **SLL** – Operational Turnaround followed by increase in stake to 88.48% (MoS), now being merged into BEL
  - **NAPL (WoS)** – Complete acquisition of 100% stake and integration with best manufacturing practices, foray of Nirlep into bigger kitchen aids segment

# Update w.r.t. demerger

## Post demerger




**Appointed Date : 1<sup>st</sup> April, 2022**

## Transaction Mechanics

- Power Distribution & Power Transmission business segments to be demerged into new company “**BAJEL Projects Limited (BPL)**” – independent of BEL
- Pursuant to a scheme of arrangement of demerger via **NCLT driven process**
- **Mirror shareholding** in both companies (1:1 ratio)

## Current updates

- 23rd Feb’22 – Filing of scheme with exchanges (approval awaited)
- 4th Mar’22 – Transition roadmap sign-off
- 1<sup>st</sup> Apr’22 – Finalisation of vision and growth aspiration
- 15<sup>th</sup> Apr’22 – New logo for BAJEL Projects Limited 



# Forging Partnerships : “Morphy Richards” Brand Licensing



L-R: Fergal Naughton, Executive Chairman, Glen Dimplex; Shekhar Bajaj, CMD, Bajaj Electricals, Anuj Poddar, ED, Bajaj Electricals

- Extension of Exclusive license for further **15 years** w.e.f. 1<sup>st</sup> July'22
- Endeavour for superior value creation in India & neighbouring territories

## Forging Partnerships : Technology alliance with “Wtec”



- To provide **smartengine** (intelligent building technology) for network-powered lighting & sensor infrastructure in India
- Energy-efficient smart lighting based on **fine-mesh sensor network** (potential energy saving to tune of 30-75%)
- Partnership aimed to bring disruptive technology to significantly impact infrastructure operations in terms of smarter solutions, efficiencies in operations, and cost savings

## 3. Progress : Strategic Priorities

- Fueling Product Innovation
- Augmented Distribution
- Powering Brands
- Service Excellence

# Fueling the Innovation Funnel

## Appliances



**NPD Contribution : 27%**

## Fans



**NPD Contribution : 35%**

## Consumer Lighting



**NPD Contribution : 33%**

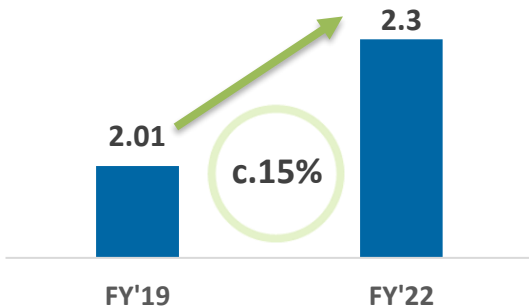
## Illumination



Note: NPD Contribution computed based on launches in last 3 years

# Expanding Reach, Extracting More

**General Trade**



Numeric distribution (ND)

**>20%**

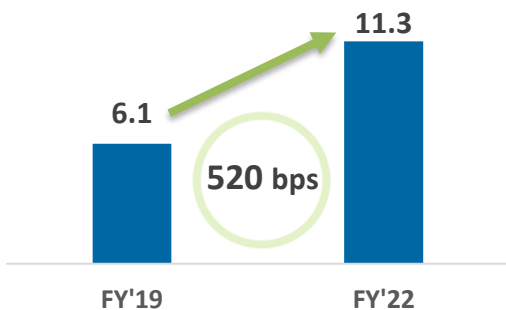
Rural Contribution

**c.10%**

CAGR increase in business per retailer

Key Metrics

**Sunrise Channels**



E-Com as % of Sales

**E Com**

**23% YoY** ↑

**MFR**

**20% YoY** ↑

**Institution**

**77% YoY** ↑

**Exports**

**42% YoY** ↑

YoY represents growth in FY22 vs. FY21

# Powering Brands



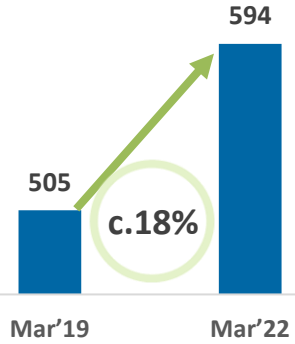
**37** TVCs   **20** Campaigns

Highest Brand Investment in FMEG peers  
(as % of sales in last 3 years)

Year	Fans	Air Coolers	Mixer Grinders	Water Heaters	Nirlep	Irons	LED
FY'20	✓	✓	✓	✓	✓		
FY'21	✓	✓	✓	✓	✓	✓	
FY'22	✓	✓	✓	✓			✓

# Service Excellence

## Extensive Reach



Service Centres

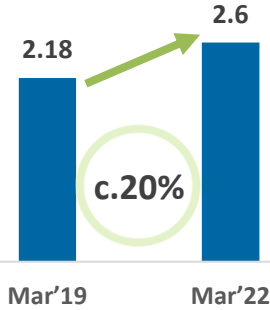
>450

Town Coverage

>120

Small Towns

## Responsiveness



Voice Calls (in lakhs)

1.1%

Abandon Rate

>17k

Installation & Demos

## Leveraging Digital



Voice bot facility



Online call registration facility



WhatsApp services



Mobile App enhancement



Digitalisation of training system

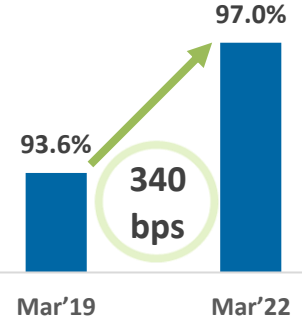


Do it yourself videos



Geo tagging of call closure

## Customer Delight



Call Resolution

>99%

Satisfaction Score

94%

Spare Parts Availability

Source: Internal Surveys

# ESG Framework being rolled-out



- 1** ESG Purpose
- 4** Strategic Pillars
- 10** Focus Areas

**Our Purpose : “Inspiring Sustainable Living”**



## 4. Financial Snapshot

- P&L Summary
- Segment Wise Performance
- Key Ratios and Return Metrics
- Cash Flow Waterfall

(All figures in INR crores)

## P&L Summary



Particulars	FY'20	FY'21	FY'22	YoY Gr (%)	2 Yr CAGR (%)
<b>Net Sales</b>	<b>4,987</b>	<b>4,585</b>	<b>4,813</b>	5.0%	<b>(1.8)%</b>
COGS	3,640	3,239	3,425	5.7%	(3.0)%
<b>Gross Margin</b>	<b>1,347</b>	<b>1,345</b>	<b>1,388</b>	3.2%	1.5%
Staff Cost	402	395	401	1.7%	0.0%
Other Expenses	737	648	736	13.7%	(0.1)%
Depreciation & Amortisation	74	75	69	(7.9)%	(3.1)%
Add : Other Income	46	69	68	<b>(1.3)%</b>	21.7%
<b>EBIT</b>	<b>181</b>	<b>297</b>	<b>249</b>	<b>(16.1)%</b>	17.4%
<b>As % of Net Sales</b>	<b>3.6%</b>	<b>6.5%</b>	<b>5.2%</b>		
<b>PBT</b>	<b>10</b>	<b>221</b>	<b>180</b>	<b>(18.7)%</b>	323.5%
Exceptional Items/(Profit) & Loss of JV & Associate	3	(25)	13		
Taxes	17	57	42	(26.9)%	54.9%
<b>PAT</b>	<b>(10)</b>	<b>189</b>	<b>124</b>	<b>(34.2)%</b>	
<b>As % of Net Sales</b>	<b>(0.2)%</b>	<b>4.1%</b>	<b>2.6%</b>		

### Remarks

#### Core Contribution - Topline

- CP increased by 2x (from c.40% in FY'19 to c.80% in FY'22)
- CP + Illumination stands at >90%

#### Growth CAGR

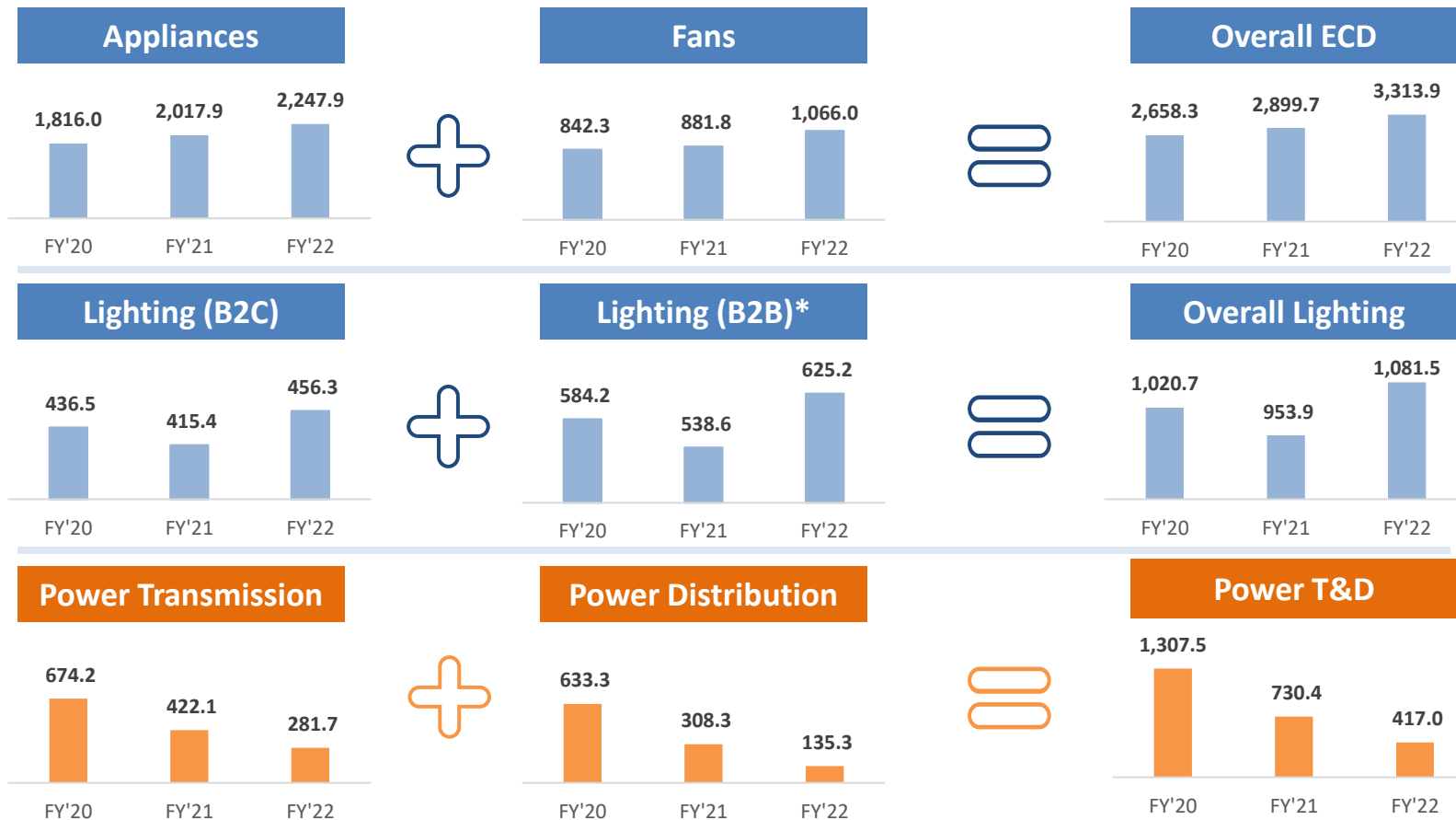
- CP BU 3-year CAGR in excess of 10% (ahead of industry)

#### Profit after tax

- Strong turnaround led by optimisation of overheads and zero-based budgeting

# Segment Wise Performance (Last 3 Years)






(All figures in INR crores)



\*Note : Company will undergo change in "Segment Reporting" w.e.f. 1<sup>st</sup> Jul'22; where Lighting will be reported as one unified segment

Note: Post demerger, Power T&D businesses intended to grow under BAJEL Projects Limited

# Key Ratios and Return Metrics

Type	Particulars	FY'20	FY'21	FY'22	Remarks
 <b>Liquidity</b>	Current Ratio (x)	1.1	1.2	<b>1.2</b>	<ul style="list-style-type: none"> <li>Sequential improvement on YoY basis</li> <li>Endeavour to improve Current &amp; Cash ratios beyond 1.5x and 0.5x levels</li> </ul>
	Cash Ratio (x)	-	-	<b>0.1</b>	
 <b>Leverage</b>	Net Debt / Equity (x)	0.6	0.3	-	<ul style="list-style-type: none"> <li>Net Debt free status</li> <li>Adequately covered</li> </ul>
	Interest Coverage (x)	1.1	3.9	<b>3.6</b>	
 <b>Efficiency</b>	Asset turns (x)	1.0	1.0	<b>1.2</b>	<ul style="list-style-type: none"> <li>Improvement on YoY basis</li> <li>Disciplined management &amp; stringent reviews w.r.t. Working Capital</li> </ul>
	WC turns (x)	1.9	2.1	<b>3.1</b>	
 <b>Profitability</b>	Gross Margin (in %)	27.0	29.3	<b>28.8</b>	<ul style="list-style-type: none"> <li>Commodity headwinds key deterrent</li> <li>Endeavour to improve FLM and EBIT in line with FMEG peers</li> </ul>
	CP + Illumination EBIT (in %)	4.8	8.0	<b>6.5</b>	
 <b>Return</b>	RoCE (in %)	7.2	13.6	<b>13.1</b>	<ul style="list-style-type: none"> <li>Blended for CP and EPC businesses</li> <li>Post demerger, aim for industry best metrics</li> </ul>
	RoE (in %)	<b>(0.9)</b>	12.9	<b>7.6</b>	

## Credit Rating

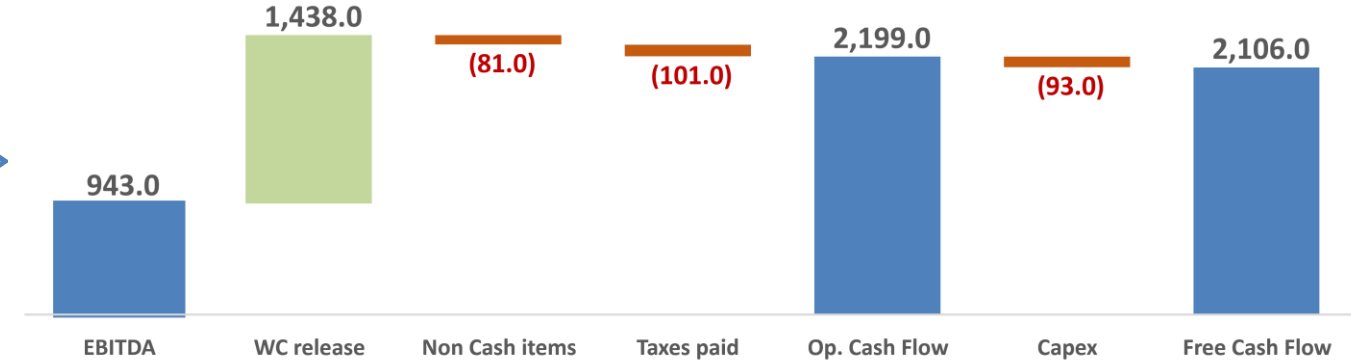
1. Bank Loan Facilities for INR 2,000 crores : **Long Term – CRISIL A+ & Short-Term – CRISIL A1+**
2. Short term debt of INR 100 crores : **CRISIL A1+**

# Cash Flow Waterfall (Last 3 Years)

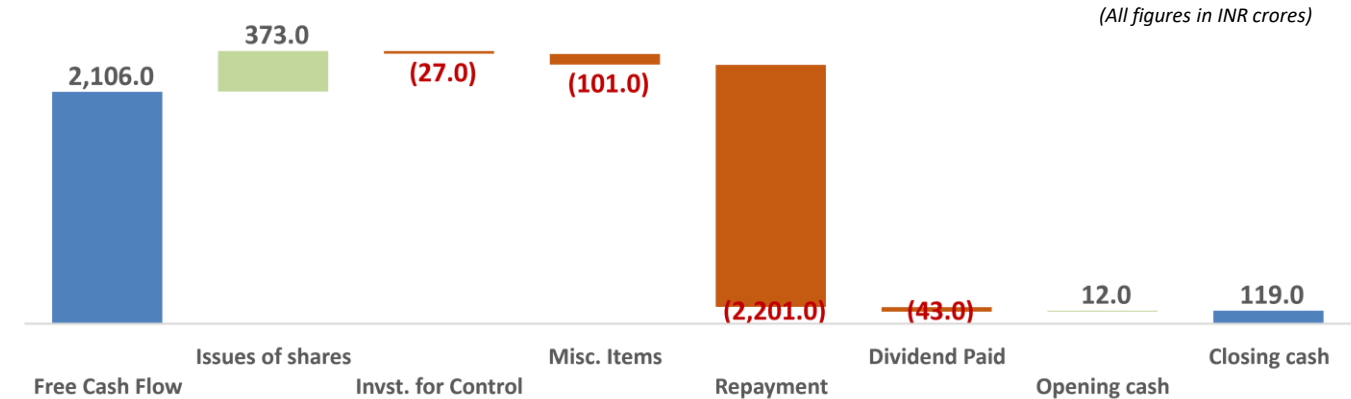
(All figures in INR crores)



Operating Profit  
to FCF



FCF to C&CE



## 5. Roadmap : CY'25

- Consolidation of Leadership
- Aspiration 2025
- Beefing Growth Pillars, Polishing Enablers

# Consolidation of Leadership

Category	Sub- Category	Mkt. Size (in INR Cr)	Rank*	Focus	Peers
Appliances	Mixer Family 	5,000	No 1	Defend	Preethi, TTK Prestige
	Water Heaters 	3,000	No 1	Defend	AO Smith, Havells, V Guard
	Air Coolers 	4,500	Top 3	Grow	Symphony, Voltas, Kenstar
	Irons 	1,200	No 1	Defend	Philips, Usha
Fans	Ceiling Fans 	10,500	Top 4	Grow	Crompton, Havells, Orient
	TPW 				
Lighting	B2C 	10,500	Top 5	Grow	Signify, Havells, Syska
	B2B 	4,500			
Kitchen Aids	NPG 	6,500		Grow	TTK , Hawkins, Stove Kraft
Others		11,000		Grow/ Explore	TTK Prestige, Philips

Consolidated Leadership Position in key categories; Moved up from 5<sup>th</sup> to 4<sup>th</sup> position in fans and 7<sup>th</sup> to 5<sup>th</sup> in Lighting in last 3 years

\*Source: Third party research reports as on end FY'22

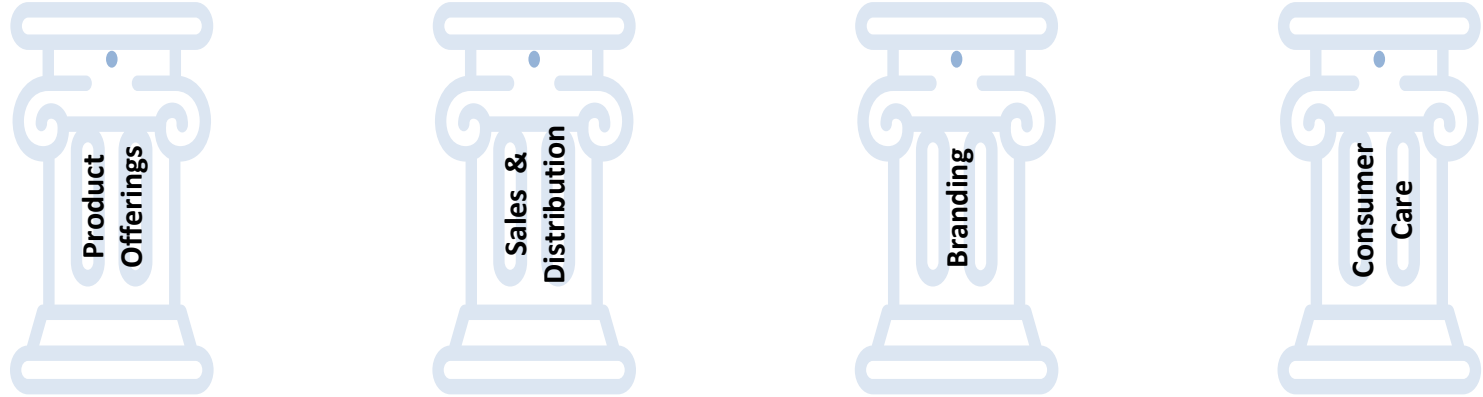
# Aspiration 2025

## Aspiration



To be leading FMEG Player  
Revenues >INR 7,500 Crores by CY'25

## Pillars



## Enablers



Consumer Centricity and U&A, Superior DLS and differentiating technology, Best in class Quality









Resilient and De-risked Supply Chain; State of Art manufacturing units; Speed and Responsive Logistics

Best-in-class organisation, Talent Pool, Winning Culture, PMS, D&I

Embracing Digital across Value Chain and Embed Analytics in Decision making



# Beefing Growth Pillars, Polishing Enablers

Growth Pillars		Enablers	
Till CY'22	CY'23 Onwards	Till CY'22	CY'23 Onwards
<b>Product Offerings</b>  <ul style="list-style-type: none"> <li>Improved addressability in prioritised categories</li> <li>Channel specific curated launches</li> </ul>	<ul style="list-style-type: none"> <li>Premiumisation Play</li> <li>Deep differentiation</li> </ul>	<b>NPD &amp; Quality</b>  <ul style="list-style-type: none"> <li>Consumer understanding via exhaustive U&amp;A</li> <li>Reduction in Market Complaints</li> </ul>	<ul style="list-style-type: none"> <li>NPD rollouts based on DLS (Platform Approach)</li> <li>Transition from Quality Control to Assurance</li> </ul>
<b>S&amp;D</b>  <ul style="list-style-type: none"> <li>Highest ND w.r.t. GT &amp; MT amongst FMEG peers</li> <li>Formidable presence in Sunrise Channels</li> </ul>	<ul style="list-style-type: none"> <li>Improvement in SoW through SSSG</li> <li>Scaling up nascent channel exports, institutional sales</li> </ul>	<b>Integrated Supply Chain</b>  <ul style="list-style-type: none"> <li>Localisation efforts</li> <li>Process improvement such as TPM, digitalisation</li> <li>RLT adherence &gt;98%</li> </ul>	<ul style="list-style-type: none"> <li>Margin expansion</li> <li>Setting up new greenfield facility</li> <li>Digitisation (DMS, TMS/WMS), CT View</li> </ul>
<b>Branding</b>  <ul style="list-style-type: none"> <li>Healthy brand investment in tough environment</li> <li>Product and feature centric communication</li> </ul>	<ul style="list-style-type: none"> <li>Reinforcement of Brand Architecture/ higher SoV</li> <li>Via all modes with special focus on digital</li> </ul>	<b>Productivity</b>  <ul style="list-style-type: none"> <li>Capability building via training and LDP's</li> <li>Mobility via IJP, Setting up D&amp;I council</li> </ul>	<ul style="list-style-type: none"> <li>Leaner &amp; Agile structure</li> <li>Zero Based Budgeting/ reduction in overheads</li> <li>Role-based architecture</li> </ul>
<b>Consumer Care</b>  <ul style="list-style-type: none"> <li>Highest penetration</li> <li>Industry best metrics in terms of call resolution, abandon rate</li> </ul>	<ul style="list-style-type: none"> <li>Uniformity of service levels across all tiers</li> <li>Digital interventions</li> </ul>	<b>Digital Adoption</b>  <ul style="list-style-type: none"> <li>Transition to SAP 4/HANA</li> </ul>	<ul style="list-style-type: none"> <li>Data lake and Enterprise Analytics Platform</li> <li>Pure Digital Sales</li> </ul>

## 6. Awards & Recognitions



**FORBES INDIA Ranks Bajaj Electricals as India's Most Respected Consumer Brand**



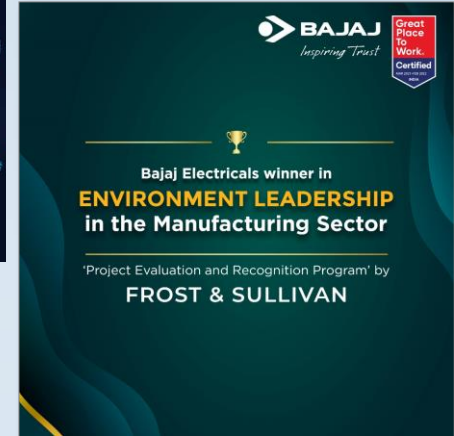
**Global SSL Showcase 100 - 2019 Award for Bogibeel Bridge**



# Manufacturing, Supply Chain & Logistics Excellence



TechCircle Business Transformation Leader Award 2020 – for Warehouse Management System



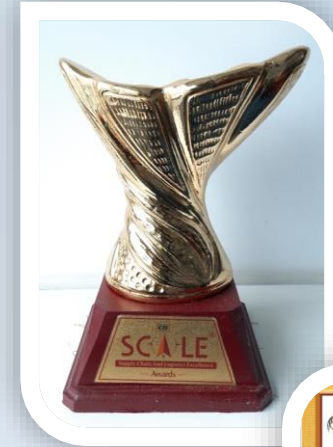
# Manufacturing, Supply Chain & Logistics Excellence



ASCM Corporate Award of Excellence for Advanced Supply Chain Industry



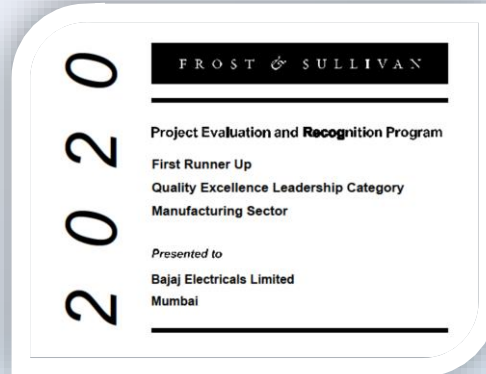
The Frost and Sullivan PERP Award under 'Quality Excellence Leadership Category'



SCALE Award conferred by CII Institute of Logistics in Consumer Durables Category



The Process of Ongoing Improvement "POOGI" Award for Consumer Products



# Enhanced Stakeholder Relationship



For 2 consecutive years

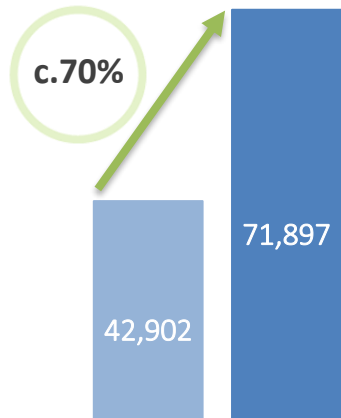


'Stars on Sell side' category awarded by IR Society in association with BSE and KPMG India

## 7. Shareholders' Return

# Diversified Shareholder Base

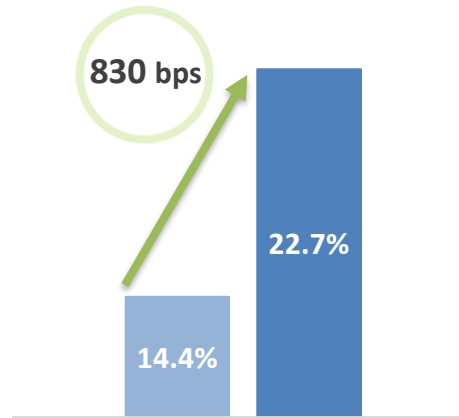
## Increased Shareholder Base



No. of shareholders  
 ■ Mar-19 ■ Mar-22

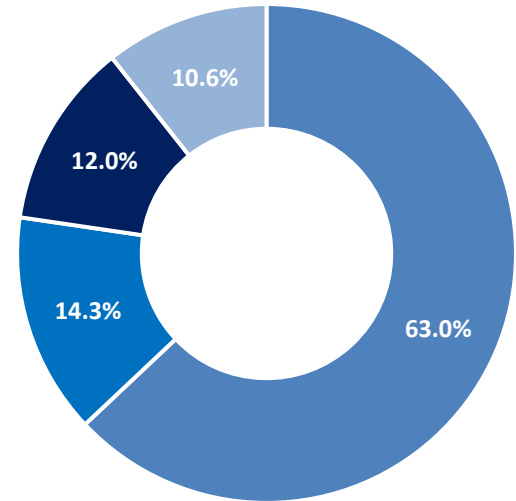
Confidence in BEL's strategy

## Increased stake of institutional shareholders



% stake of institutional shareholders  
 ■ Mar-19 ■ Mar-22

## Shareholding Pattern (as on end Mar'22)



■ Promoter & Promoter Group ■ Retail ■ DII ■ FII

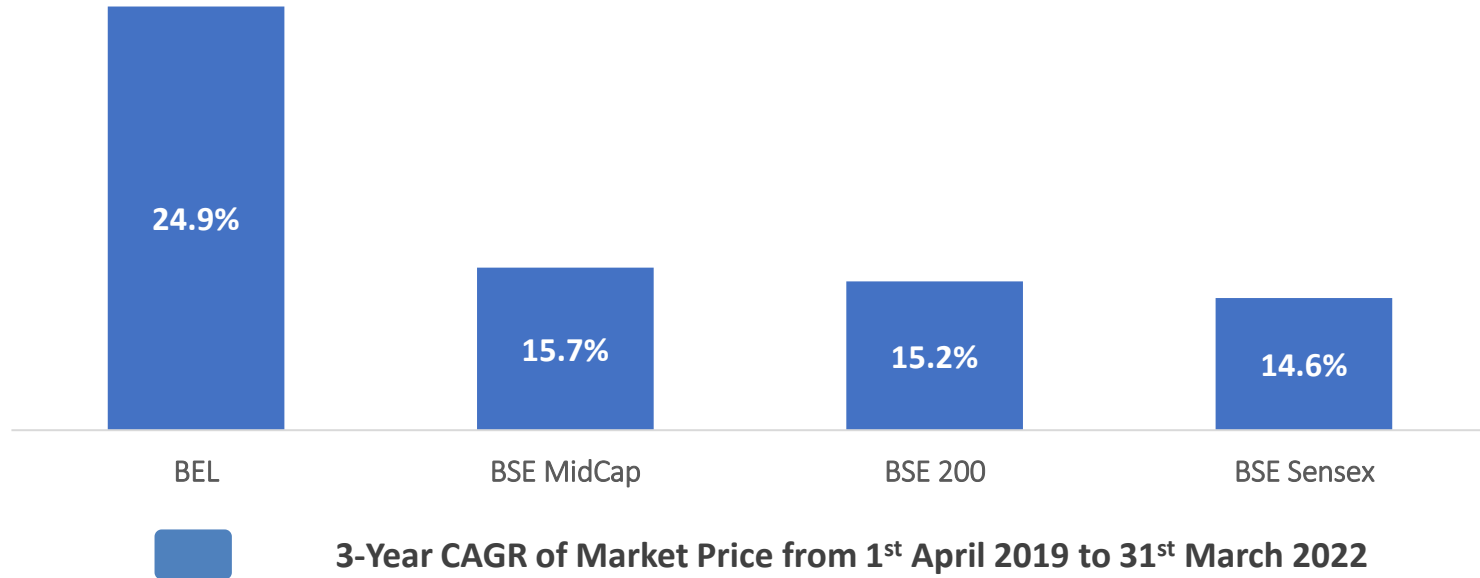
Diversified b/w DIIs, FIIs & Retail



# Industry Leading Value Creation



Superior Shareholder Returns





# Collective Value



# Creation

## THANK YOU !

For Investor Relations related queries

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