

# BUTTERFLY GANDHIMATHI APPLIANCES LIMITED

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**RESULTS PRESENTATION**

**Q1FY15**  
[www.butterflyindia.com](http://www.butterflyindia.com)

*Certain statements in this presentation concerning our future growth prospects are forward looking statements, which involve a number of risks and uncertainties that could cause actual results to differ materially from those in such forward-looking statements. The risks and uncertainties relating to these statements include, but are not limited to, fluctuations in earnings, our ability to manage growth, competitive intensity in our industry of operations including those factors which may affect our cost advantage, wage increases, our ability to attract and retain highly skilled professionals, sufficient availability of raw materials, our ability to successfully complete and integrate potential acquisitions, liability for damages on our contracts to supply products, the success of the companies in which Butterfly Gandhimathi Appliances Ltd has made strategic investments, withdrawal of governmental fiscal incentives, political instability, legal restrictions on raising capital or acquiring companies outside India, and unauthorized use of our intellectual property and general economic conditions affecting our industry. Butterfly Gandhimathi Appliances Ltd may, from time to time, make additional written and oral forward-looking statements, including our reports to shareholders. The Company does not undertake to update any forward-looking statement that may be made from time to time by or on behalf of the company*

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# Company Overview

# About Us..

Leading manufacturers of Kitchen and Electrical Appliances

Market Leader in India for LPG Stoves & Table Top Wet Grinders and major supplier of Mixer Grinders & Pressure Cookers

The 'Butterfly' brand is a highly respected brand synonymous with quality

Established in 1986 by Shri V. Murugesu Chettiar – currently helmed by 2nd and 3rd generation of promoter family

Headquartered in Tamil Nadu with Pan India presence

Strong R&D focus which has led to several pioneering initiatives and continues to drive in-house development of new products

Strong Balance Sheet with continuously improving Financial Indicators

Mix of industry growth and Company initiatives has led to high double-digit growth in Revenues & profitability in the last 5 years

# Quick Facts

#1

IN INDIA  
FOR LPG STOVES  
& TABLE TOP WET GRINDERS

44%

REVENUE CAGR  
FY10-14

IN THE TOP

3

IN INDIA FOR DOMESTIC  
KITCHEN APPLIANCES

NOW PRESENT IN ALL

28

STATES IN INDIA

SALES OF BRANDED  
PRODUCTS IN FY14

508

CRORE

400+

EXCLUSIVE  
DISTRIBUTORS ACROSS  
INDIA

<1.0

NET DEBT / EQUITY  
RATIO

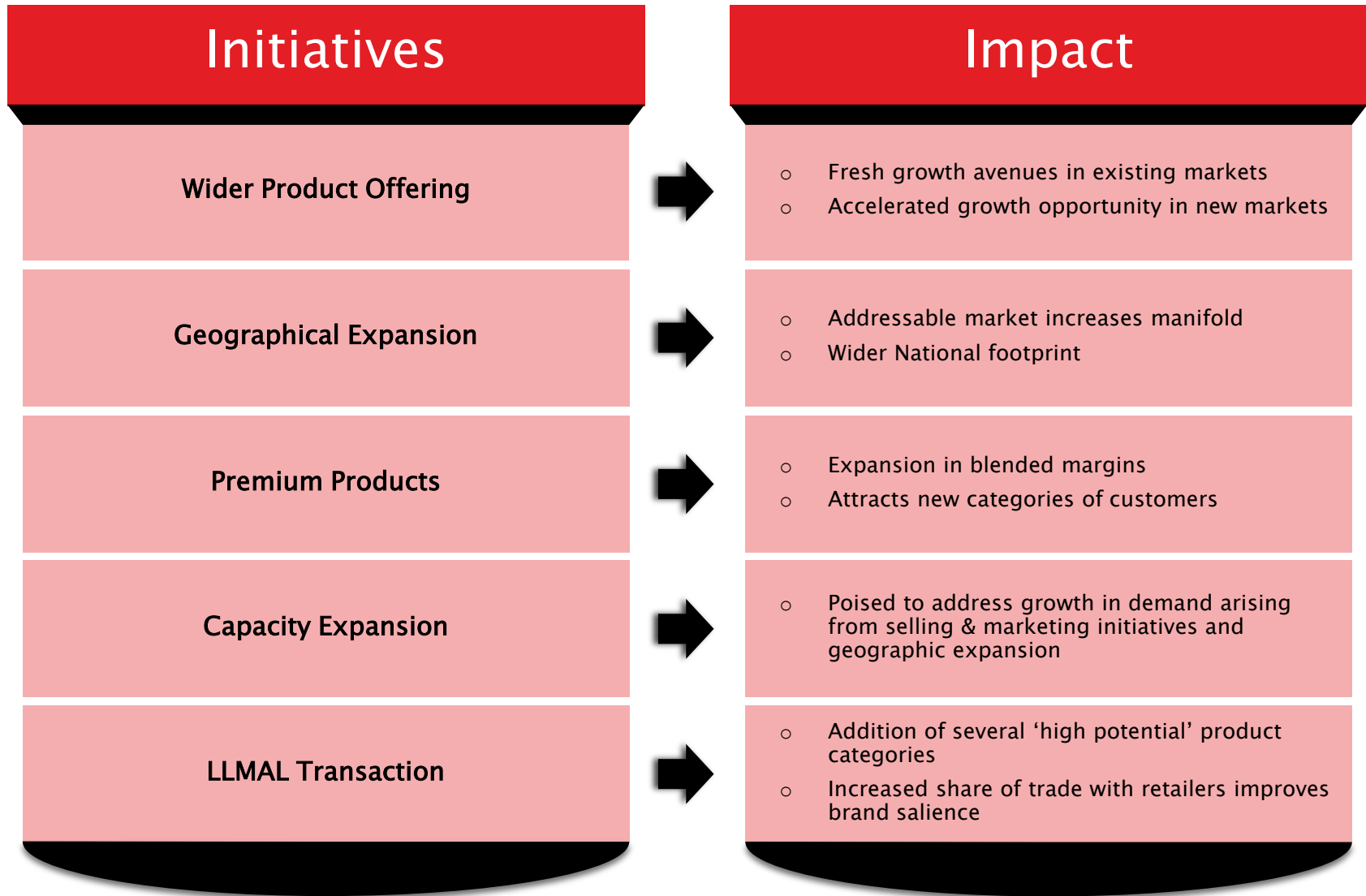
18%

OF FY14  
REVENUES FROM NON-  
SOUTH STATES

3x

EXPANSION IN PRODUCT  
CATEGORIES IN LAST 12  
MONTHS

# Growth Levers



# Product Portfolio

Every product is manufactured on the pillars of Safety, Durability, Efficiency, Aesthetics & Reliability



LPG Stove



Mixer Grinder



Table Top Wet Grinder



Pressure Cooker



Electric Chimneys



Non Stick Cookware



Induction Cooktops



Electric Rice Cookers



Juicer Mixer Grinder



Electric Kettle



Sandwich Maker



Air Coolers

Hand Blender

Juicer

Electric Iron

Fans

Yogurt Makers

Microwave Ovens

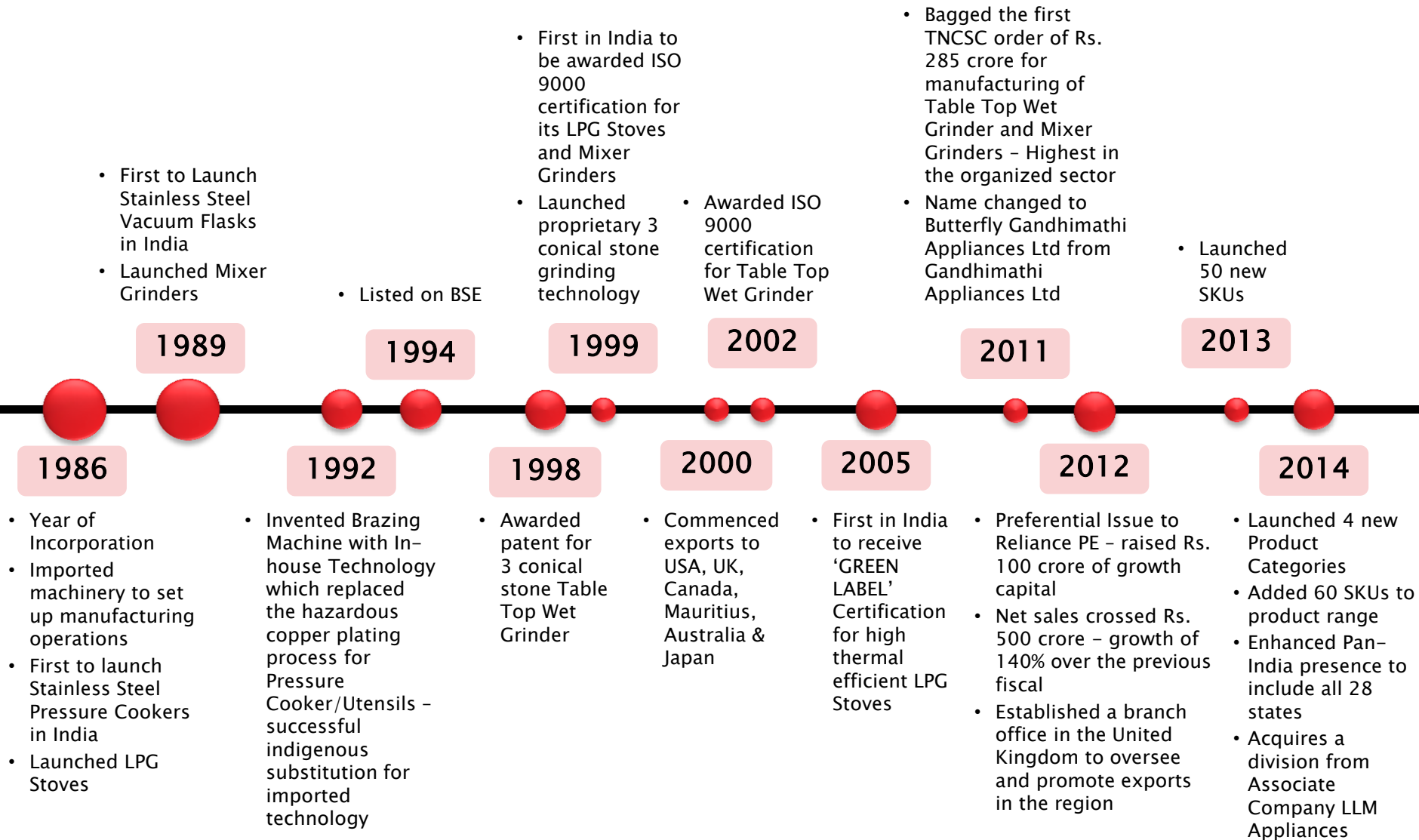
Water Heaters

Toasters

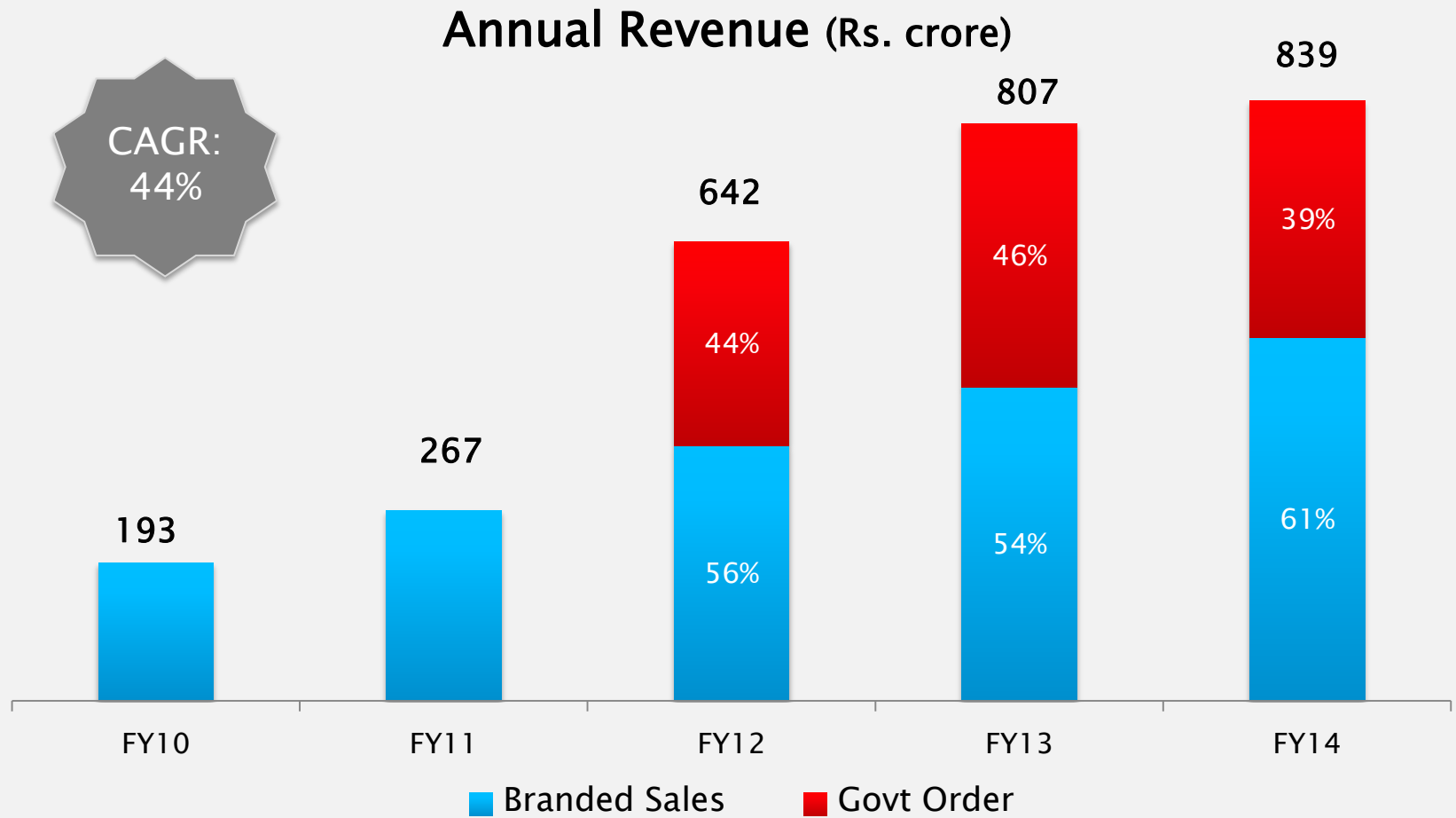
*Other Products*



# Milestones

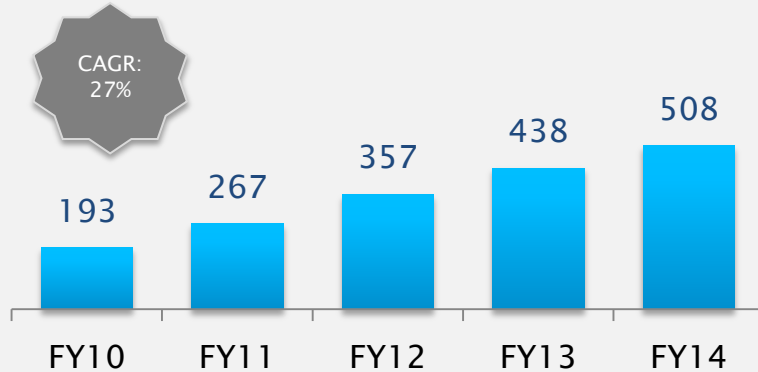


# Revenue Profile

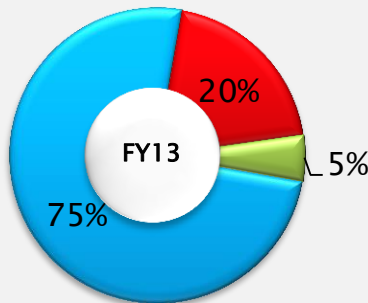


# Branded Retail Sales

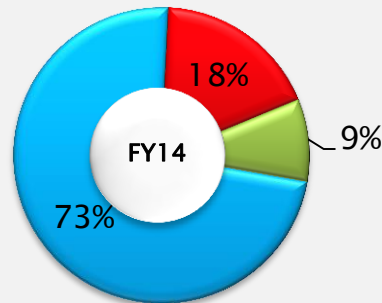
Branded Sales (Rs. crore)



Branded Product Distribution (%)



Branded Product Distribution (%)



■ Kitchen Appliances ■ Cooker/Cookware ■ Others

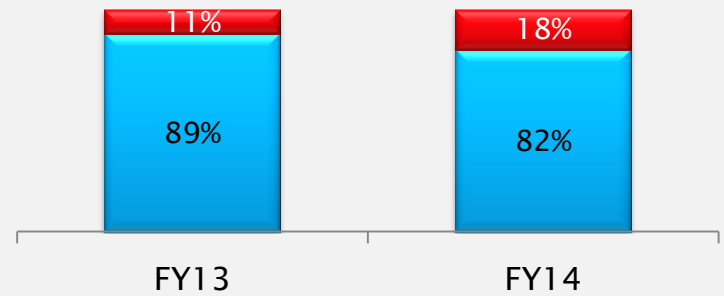
## Through Institutions

- Tie ups with Gas dealers of IOCL, BPCL and HPCL
- Customers for new gas connection are provided with co-branded products manufactured by BGMAL
- This provides the Company a ready market for primary sales at the point of Gas connections itself

## Through Retail Marketing

- Network of 400+ exclusive distributors
- Distributors supply to dealer network which is customer facing
- 3 Company retail stores in Chennai, Hyderabad and Bengaluru and one franchisee store at Pondicherry
- 18,000+ retail points across the Indian map

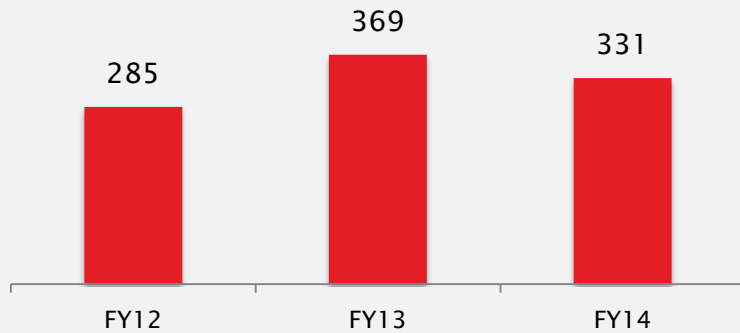
Region-wise Break-up



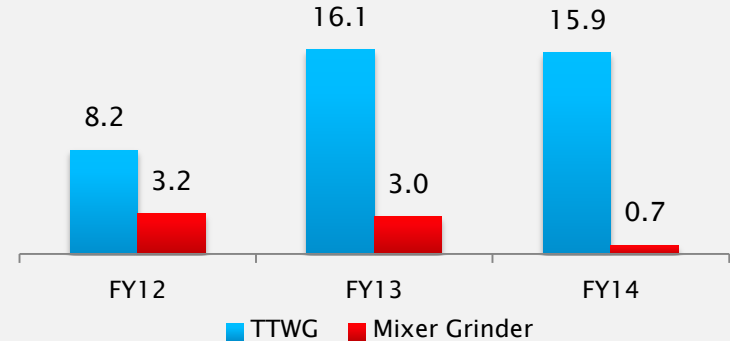
■ South ■ Non-South

# Government Orders

Government Order Sales (Rs. crore)



Products supplied (in lakh units)



- ❑ For the last 3 years, BGMAL has participated in the annual tender of Tamil Nadu Civil Supplies Corporation
- ❑ In the third tender, BGMAL undertook orders for the supply of Table Top Wet Grinders only
- ❑ Details of 4<sup>th</sup> annual tender expected to be announced in September–October, 2014

## Benefits to BGMAL

- Incremental contribution to profitability, favorable payment terms enabling a positive cash flow business
- Increase in volumes have elevated BGMAL's manufacturing and delivery capabilities
- Increased number of users of the Company's products has led to an increase in the potential market for the Company
- Creates ready customer base which will materialize at the time of product replacement or upgradation
- Delivery experience has led to innovation and launch of economy models which have aided growth in Branded Sales

# Strong R&D Capabilities

R&D focused Company with a demonstrated track record in innovation

1<sup>st</sup> to introduce Stainless Steel Pressure Cookers in India

1<sup>st</sup> to manufacture Stainless Steel LPG Stoves in India

1<sup>st</sup> to introduce Stainless Steel Vacuum Flasks in India which deliver enhanced Heat Retention up to 72 hours compared to 8 hours with conventional products

Invented 3 conical stone grinding technology – awarded patent in 1998

Enhanced Fuel efficiency in LPG Stoves from 50% to over 68% at present

In-house design of moulds, tools and dies has resulted in improved manufacturing efficiency

360° R&D efforts focused on product efficiency, longevity and design

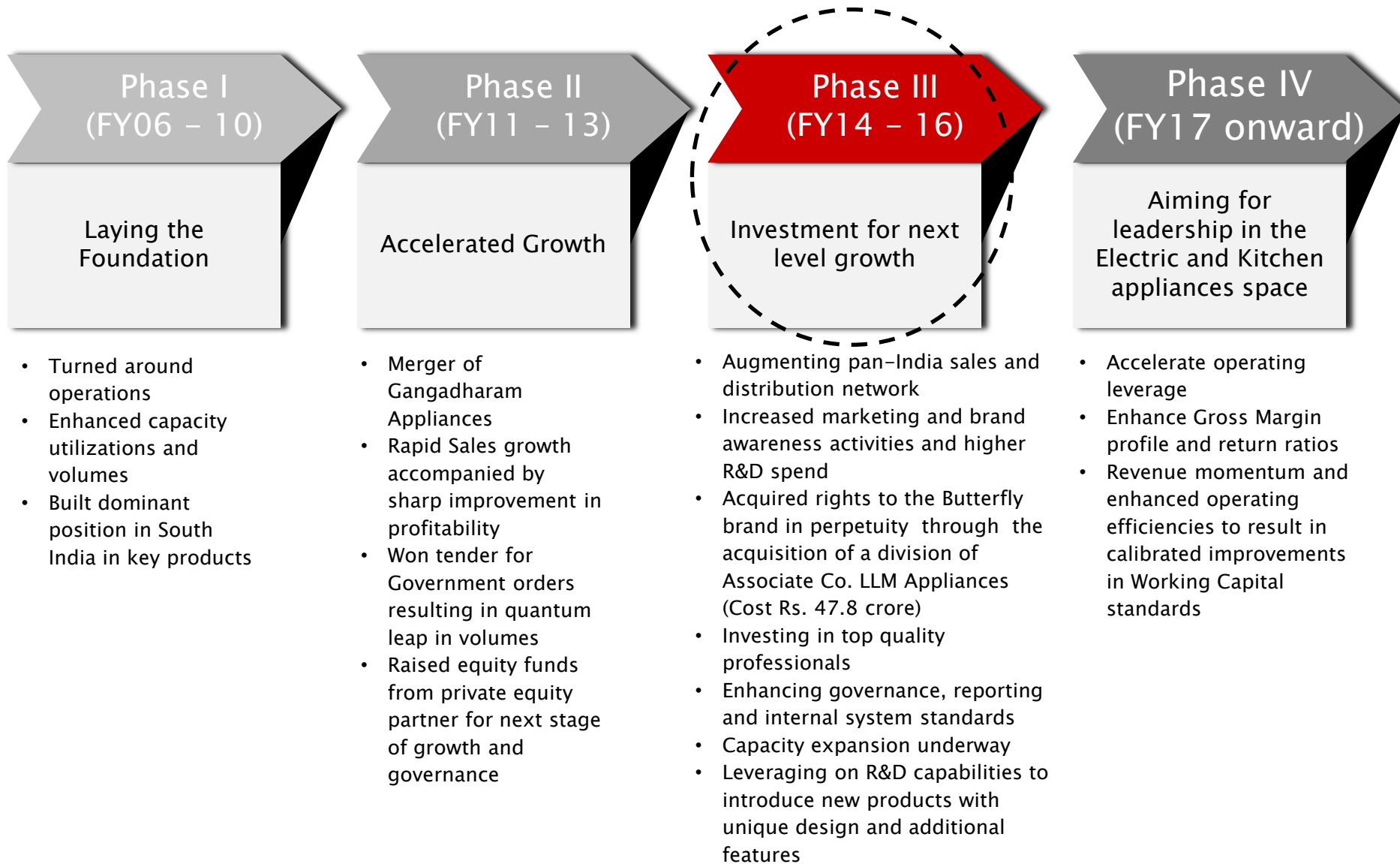


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## Transformation Strategy & Operational Progress

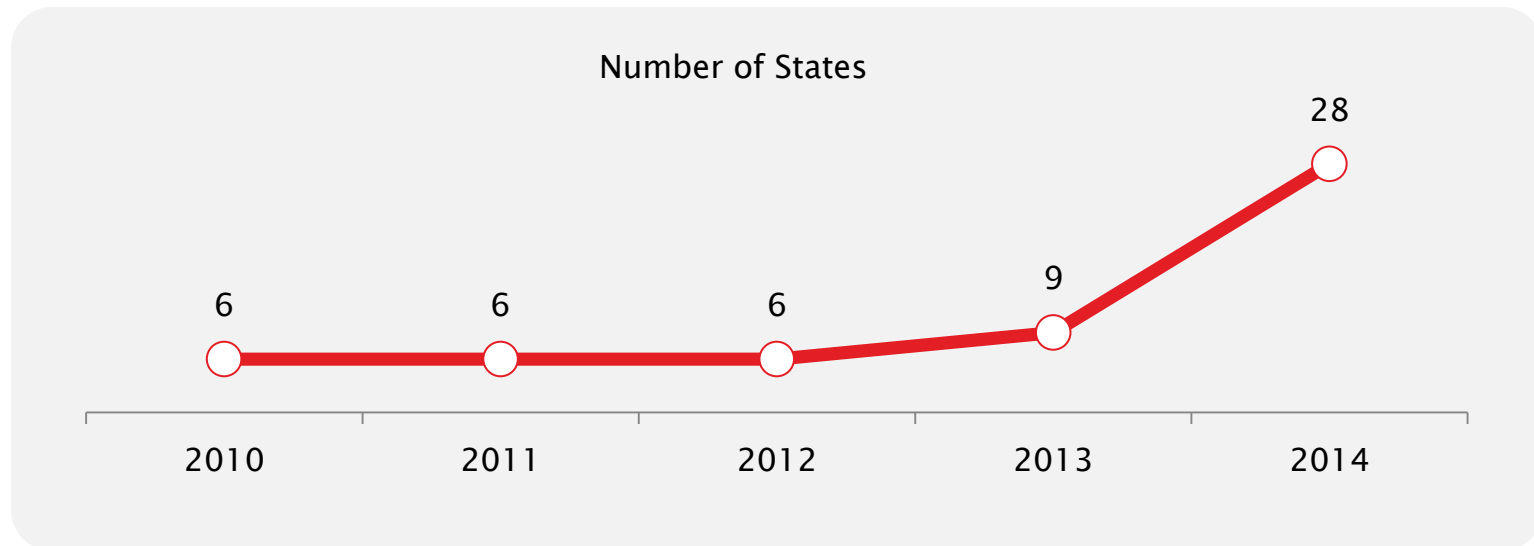
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# BGMAL Transformation



# Scale & Geographic Reach

*Increased Geographical expansion to support long-term growth plans*

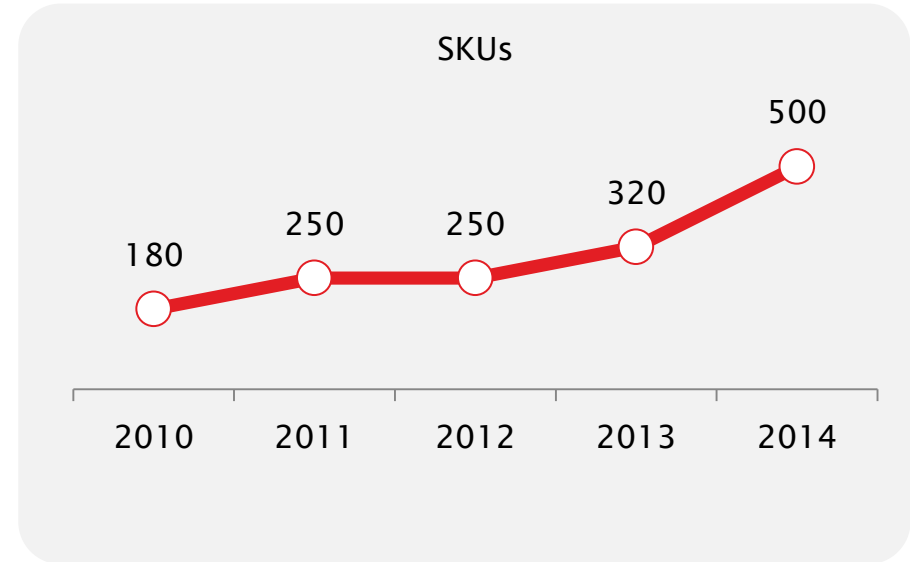


- Over the past two years, brand “Butterfly” has widened its presence all over India
- In addition to its extensive presence in South India, the Company has focused on strengthening its presence in non-South markets by widening its distribution network and augmenting after sales service capabilities
- Streamlining of the business post the acquisition of the appliances division of Associate Company LLM Appliances, has resulted in improved relations with modern trade outlets and leading retail chain stores which will further boost its reach and accessibility to customers.
- This has been supported by enhanced marketing and brand awareness activities across various media



# Product Line Extension

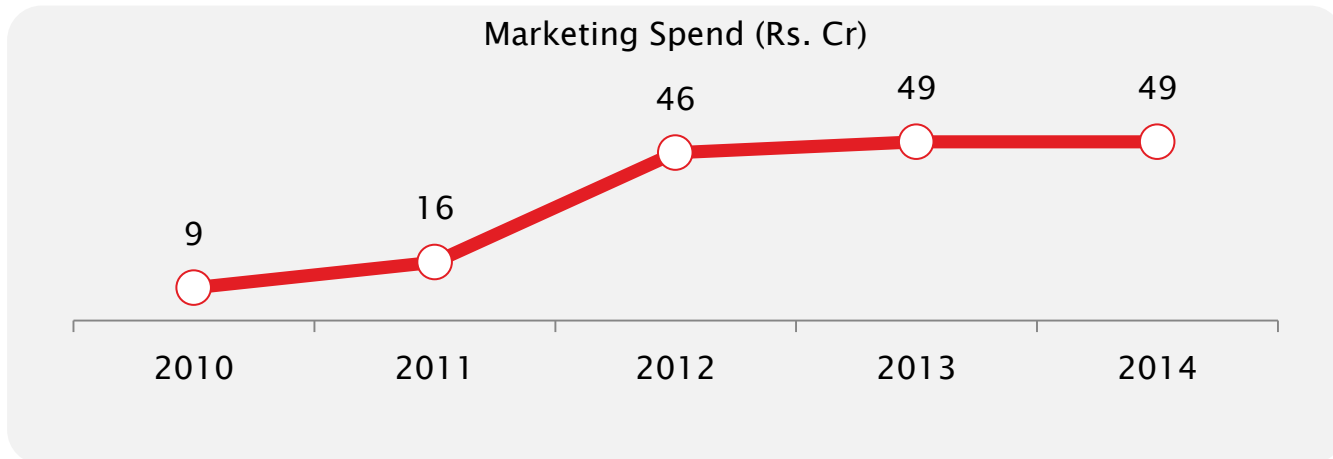
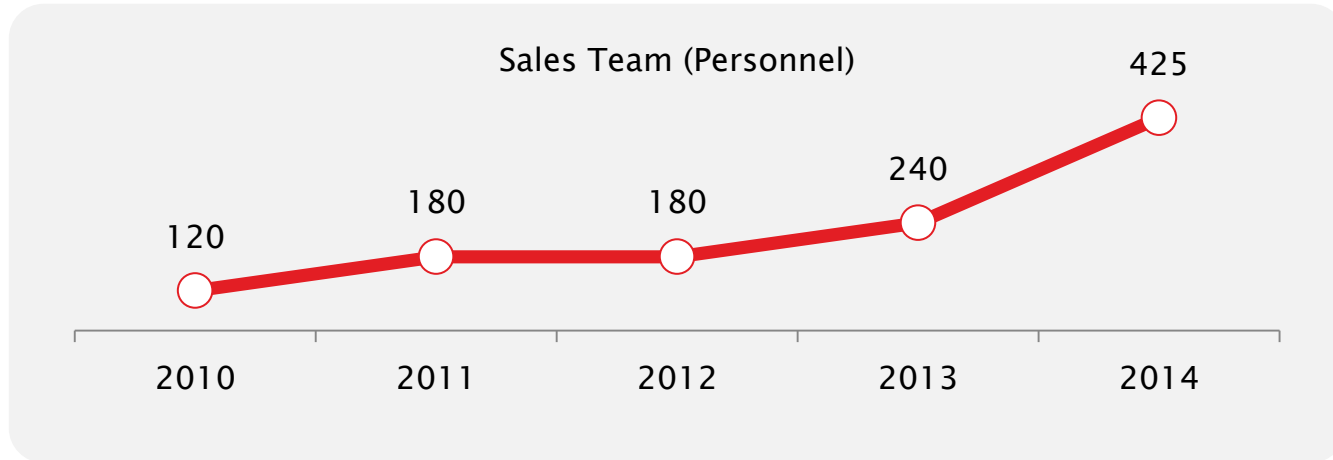
*Increased product categories for wider product portfolio and higher market share*



- BGMAL added 14 new products categories and variants to its product basket in FY14 including products added due to the LLMAL Domestic Kitchen and Domestic Electrical appliances acquisition, taking the total offering to over 20 products
- Further, the Company organically added 60 new SKUs in FY14 and the LLMAL acquisition contributed to additional growth in SKUs. Going forward, the Company plans on adding 50 SKUs annually
- The diversified product portfolio includes a range of basic and premium products which cater to the needs of a variety of consumers across all income categories

# Increased Brand-building

*Higher sales and marketing spend for better penetration and brand development*



# Abridged Balance Sheet

Rs. crore

Sources of Funds	FY 2012	FY 2013	FY 2014
<b>a) Shareholders' Funds</b>	75.6	201.3	223.7
<b>b) Non-current Liabilities (NCL)</b>	37.8	12.7	21.4
- Long-term Borrowings	35.4	6.4	14.3
- Other NCL	2.4	6.3	7.2
<b>c) Current Liabilities (CL)</b>	177.0	327.6	427.5
- Short-term Borrowings	71.0	37.1	171.3
- Trade Payables	72.9	220.4	207.2
- Other CL	33.1	70.1	49.0
<b>Total</b>	<b>290.4</b>	<b>541.6</b>	<b>672.7</b>
<b>Net Debt – Equity Ratio</b>	1.1	0.0	0.7

Long-term borrowings used to part fund capacity expansion

Delayed Receipt of Debtors led to temporary spike in Short-term borrowings on balance sheet date  
– Have subsequently received payments of Rs. 80 crore in April 2014 and reduced debt and trade payables

# Abridged Balance Sheet

Rs. crore

Application Of Funds	FY 2012	FY 2013	FY 2014
<b>a) Non-current Assets</b>	85.1	105.3	164.0
<b>a) Current Assets</b>	205.4	436.3	508.7
- Inventories	71.7	158.8	167.2
- Trade Receivables	94.4	195.5	279.3
- Cash & cash equivalents	22.2	46.3	20.0
- Others	17.1	35.7	42.1
<b>Total</b>	<b>290.4</b>	<b>541.6</b>	<b>672.7</b>
<b>Gross Revenues</b>	<b>642.4</b>	<b>807.0</b>	<b>838.9</b>
<b>Working Capital</b>	<b>92.8</b>	<b>134.5</b>	<b>240.0</b>
<b>Working Capital Days</b>	<b>52</b>	<b>60</b>	<b>103</b>
<b>Inventory Days*</b>	<b>40</b>	<b>71</b>	<b>72</b>
<b>Debtors Days*</b>	<b>53</b>	<b>87</b>	<b>120</b>
<b>Creditors Days*</b>	<b>41</b>	<b>98</b>	<b>89</b>

Average inventory has risen due to increased number of distribution points and increase in SKUs  
Also, acquisition of Appliances Division from LLMAL on March 29, 2014 led to an increase in the average inventory without corresponding increase in sales

In accordance with payment terms, Debtors include retention money from FY13 & FY14 State Government Tender

Acquisition of Appliances Division from LLMAL on March 29, 2014 has also pushed up year end debtors without corresponding increase in sales

Delayed receipt of payment from Government of Tamil Nadu for Rs. 120 Crore due in March 2014 – of which Rs. 80 Crore received in April 2014 led to temporary spike in debtors

Have already drawn up plans to reduce working capital intensity.

By excluding the Government debtors and Government sales in FY14, the debtor days stands at 76 and working capital days stands at 59 in FY14

- Calculation of Working Capital Ratios based on Gross Revenue
- Based on year end values (Not average values)
- Working capital days = (Inventory + Debtor - Creditor) Days
- Days calculated on the basis of 360 days

# Abridged Profit & Loss Statement

Rs. crore

Particulars	FY 2012	FY 2013	FY 2014
<b>Total Net Revenues</b>	<b>595.9</b>	<b>730.5</b>	<b>770.7</b>
<b>Material Cost</b>	<b>388.9</b>	<b>491.2</b>	<b>520.2</b>
- Cost of Materials Consumed	338.6	444.1	483.6
- Purchases of Stock-in-Trade	58.0	73.5	55.9
- Changes in Inventories of Finished Goods , Work-in-Progress and Stock-in-Trade	(7.6)	(26.4)	(19.2)
<b>Gross Profit</b>	<b>207.0</b>	<b>239.3</b>	<b>250.5</b>
Gross Margin (%)	35%	33%	33%
Employee Expenses	32.0	51.6	60.8
Other Expenses	111.5	119.8	133.7
<b>EBITDA</b>	<b>63.2</b>	<b>67.9</b>	<b>56.0</b>
EBITDA Margin (%)	11%	9%	7%
Depreciation	1.7	4.0	4.9
Finance Cost	17.6	15.3	16.8
<b>Profit Before Tax</b>	<b>44.2</b>	<b>48.6</b>	<b>34.3</b>

Gross margins have remained largely stable over the last 3 years

In view of business expansion in new markets and hiring of senior professionals, there has been increase in Employee Costs

Modernization of plant for major products

# Assessment

- The established business of Branded Sales has been growing steadily
- Government Order Sales is a positive contribution business
- Branded Sales in North and East India is in investment mode – expenditure on strengthening of distribution network and on brand equity / marketing activities is being incurred upfront whereas benefits to accrue in the coming years
- As anticipated, Impact of enhancing pan-India presence has resulted in temporary pressure on blended EBITDA margins
- Notwithstanding multi-year benefit from investments in expanding distribution network and enhanced marketing and brand equity activities, the Company follows a policy of fully absorbing these costs in P&L account in the year they are incurred
- Key strategic achievement in FY14 has been synergetic acquisition of domestic kitchen and domestic electrical appliances and perpetual rights to the BUTTERFLY brand
- Growth visibility remains bright as the Company expects benefits from:
  - Wider distribution network and enhanced geographical presence
  - Addition of new sunrise product categories from LLMAL acquisition
  - Impending launch of new premium models in existing categories

# Key Focus Areas

- Continue to invest on expansion of distribution network and brand building activities
- Improve efficiencies and synchronizing operations acquired from LLM Appliances Ltd. – reduce working capital intensity and realize benefits of synergies
- Arrest working capital intensity with focused initiatives – setting monthly targets to sales and distribution teams – pressing to augment collections – reduce average inventory levels – negotiating better terms with the suppliers
- Close monitoring of cost efficiencies at all levels of operations
- To launch several innovative and ergonomic kitchen and domestic electrical appliances – world class products with immaculate design and added utility features developed through in-house R&D
- To match perception of product quality synonymous with the “BUTTERFLY” brand



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## Product Launches in Q1FY15

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# New Products Launched in Q1 FY15

## KITCHEN APPLIANCES – Butterfly Reflection Special Edition Auto Ignition LPG Stove



*2 Burners*



*3 Burners*



*4 Burners*

### Features:

- A perfect balance of conventional and modern cooking
- Boasts of an aesthetically designed body
- Highly space-efficient
- Sports polished Stainless steel detachable spill trays
- High-speed and high-efficiency burners
- Uniform holes in burners ensures better durability and high efficiency
- Going forward, there will be multiple SKUs for each of the stoves

# New Products Launched in Q1FY15

COOKER / COOKWARE – Revolutionary Durabase & Durabase + range of Inner Lid Pressure Cookers



*Durabase Pressure Cooker*



*Extra thick base measuring 6.5mm*



*Durabase+ Pressure Cooker*

## Features:

- Sets a new benchmark in the Inner Lid Pressure Cooker segment
- Equipped with special features like Extra Thick Base, food grade aluminum body, and specially formulated rubber gasket
- Currently, offers the highest base thickness of 6.5 mm in Pressure cooker segment in the Indian market
- Peel proof induction compatible base
- Aesthetically designed easy grip handle, which is strong and convenient

## Advantages of Extra Thick base

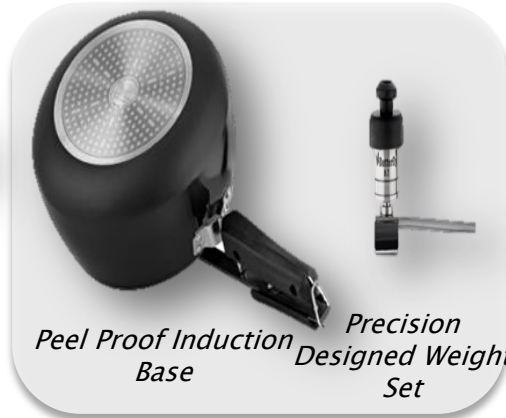
- *Quick Even heating*
- *Faster and Better cooking*
- *Less consumption of LPG Gas*
- *Increases the life span of the product*

# New Products Launched in Q1FY15

COOKER / COOKWARE – ‘Pearl Plus’ and ‘Superb Plus’ Bulged body range of cookers



*Pearl Plus Cooker*



*Peel Proof Induction Base* *Precision Designed Weight Set*



*Superb Plus Cooker*

## **Features:**

- Aesthetically designed with a Bulge-shaped bottom
- Ensures better stirring of food
- High in quality and superior design
- Food grade virgin aluminum body of Pearl Plus cooker ensures long life
- Superb Plus cooker enjoys peel-proof body
- Compatible with Induction stoves as well as LPG stoves
- Precision designed weight set regulates cooking steam pressure



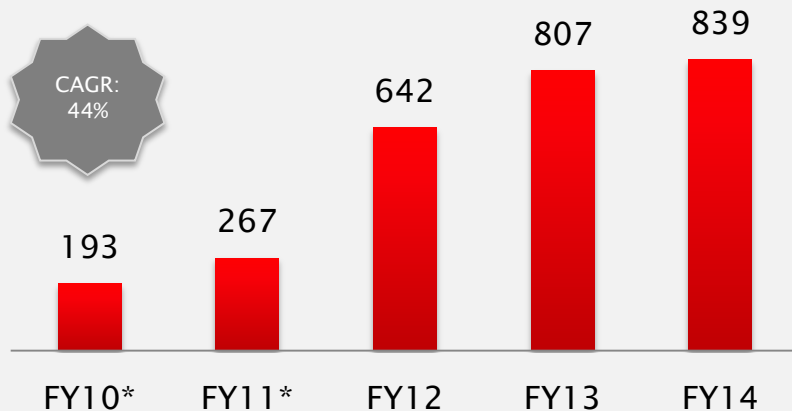
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# Financial Overview

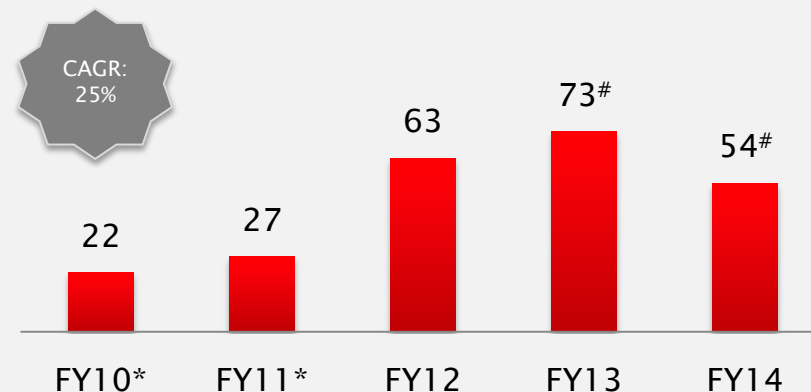
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# Performance Track Record – Annualized

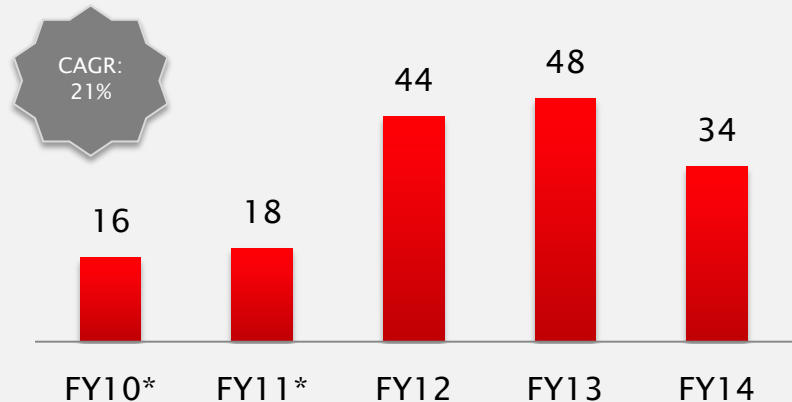
Total Revenue (Rs crore)



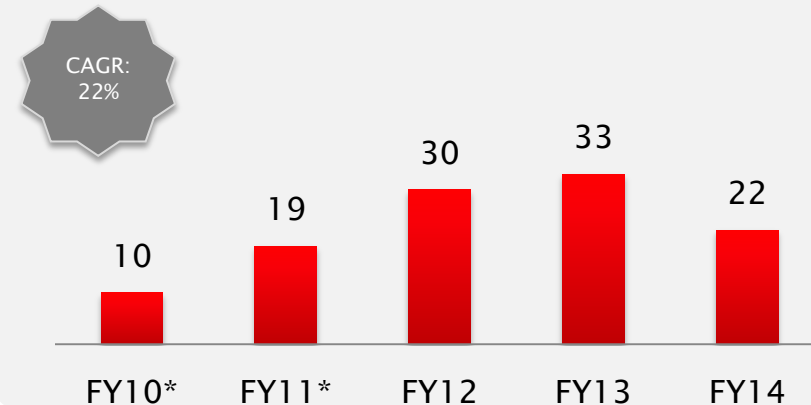
EBITDA (Rs crore)



Profit Before Tax (Rs crore)



Profit After Tax (Rs crore)

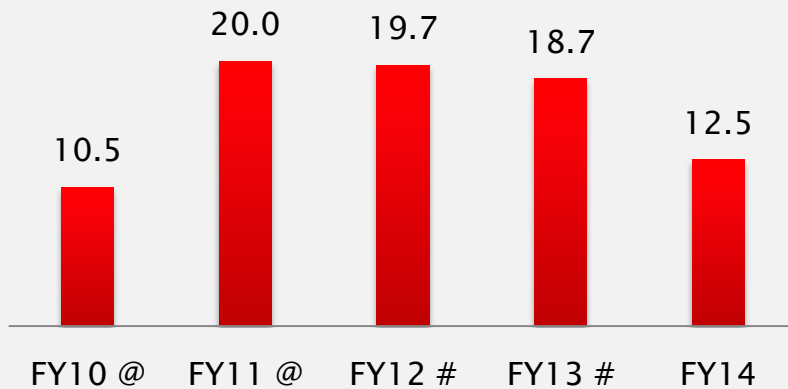


**NOTE :** \* FY10 was extended to 18 months ended on 30.06.2010 and FY11 was for period of 9 months ended on 31.03.2011. The figures above represent the annualized numbers in order to facilitate a comparison.

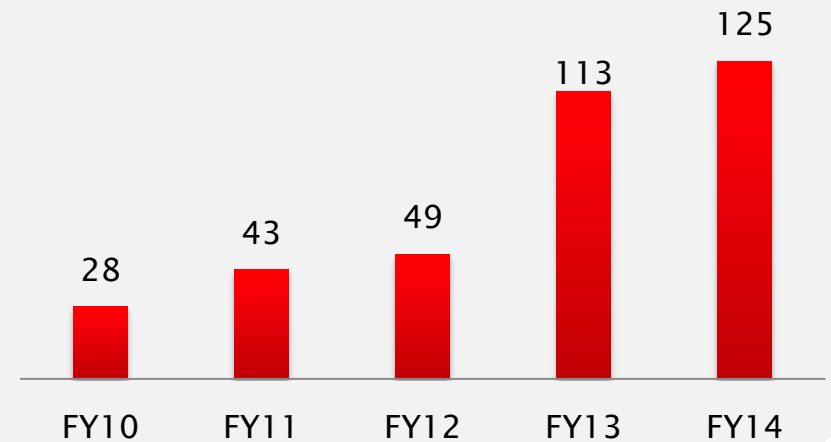
# Foreign exchange loss was not included in EBITDA calculation until FY13. In FY14, foreign exchange loss has been included in EBITDA calculation

# Key Financials

### Earning Per Share (Rs) – Annualized



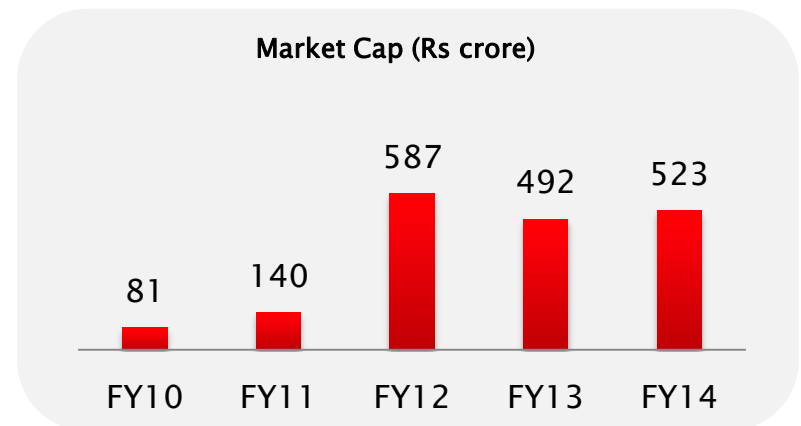
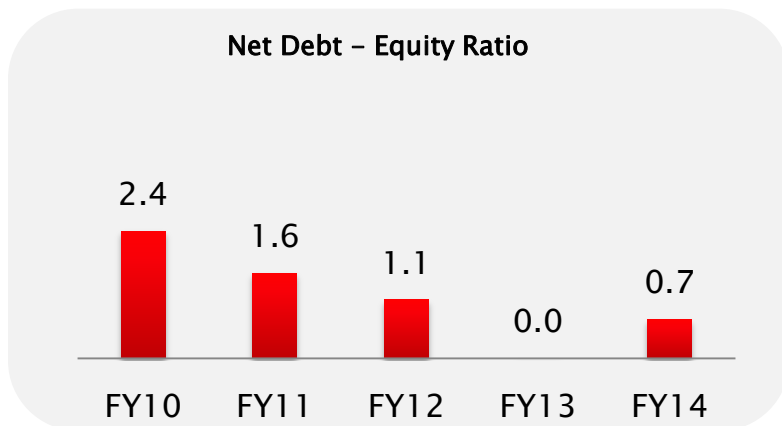
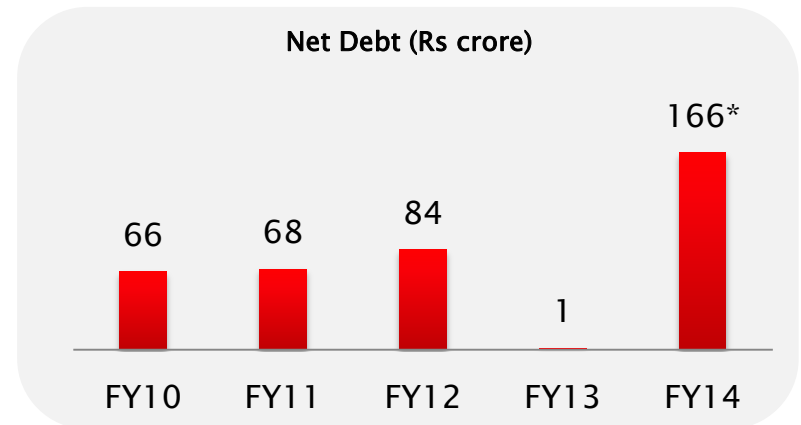
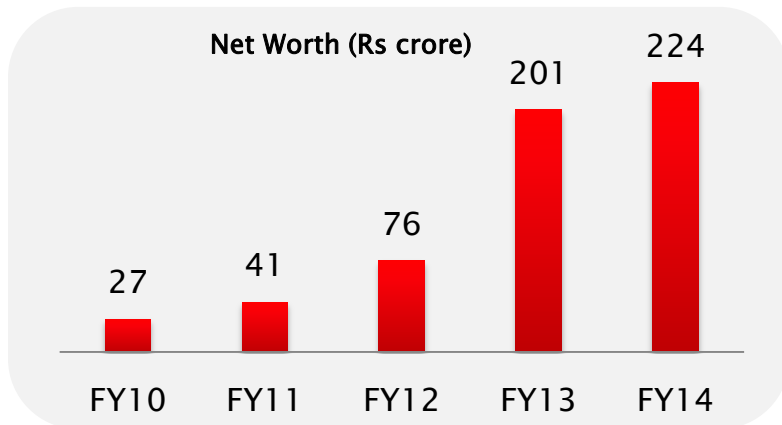
### Book value per share (Rs)



@ FY10 was extended to 18 months ending 30.06.2010 and FY11 was for period of 9 months ending 31.03.2011. The figures above represent the annualized numbers in order to facilitate a comparison.

# EPS for FY12 and FY13 have reduced due to expansion of the Equity Base

# Key Financials



- Increase in Net debt in FY2014 was on account of delayed payment of Government orders. Rs. 120 crore was due in March 2014, out of which Rs. 81 crore was received in April 2014, Rs. 16 crore in May 2014 and Rs. 21 crore in June 2014.
- The total receivables from the Government orders is Rs. 177 crore



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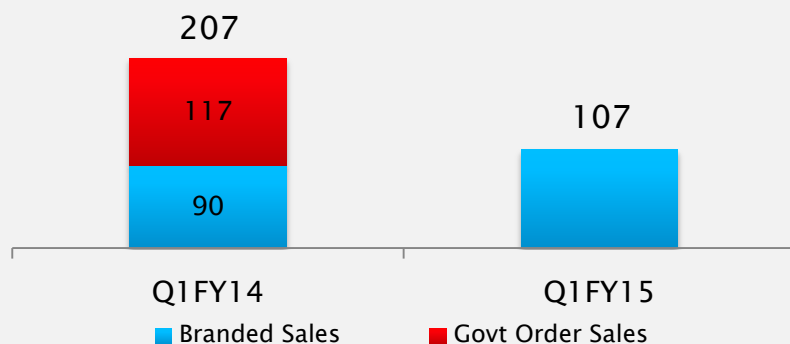
# Q1 FY15 Operating Performance & Highlights

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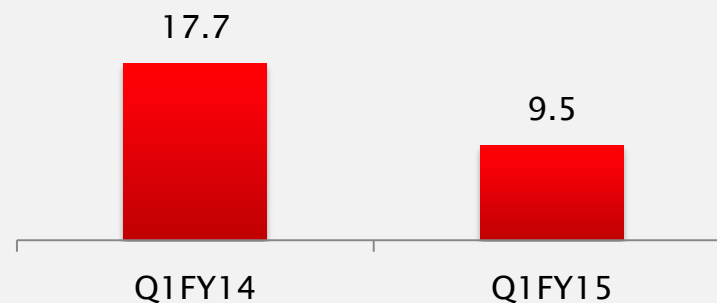


# Q1 FY15 – Performance highlights

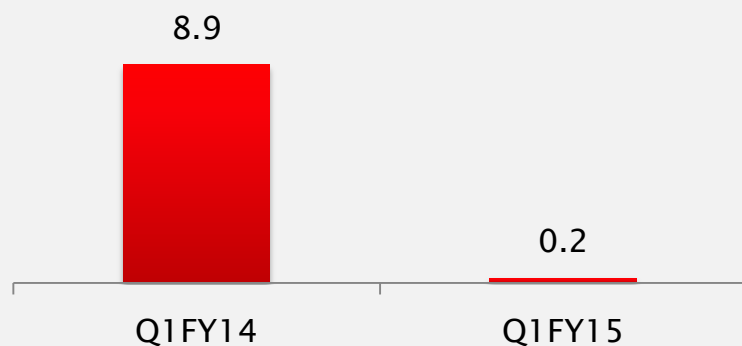
### Net Revenue (Rs. crore)



### EBITDA (Rs. crore)



### PAT (Rs crore)



- Branded net revenue grew by 19% from Rs. 90 crore in Q1 FY14 to Rs. 107 crore in Q1 FY15. In absence of Govt. order for Q1 FY15, net revenue was lower by 48% on a Y-o-Y basis
- Higher finance cost, increased employee benefit expenses for new markets, development and establishment of modern studio for R&D activities, caused lower profit for Q1 FY15

# Product Categories

## Kitchen Appliances

- LPG Stove
- Mixer Grinder
- Table Top Wet Grinder
- Electric Chimney
- Hand Blender
- Induction Cooktop
- Electric Kettle
- Juicer
- Juicer Mixer Grinder
- Yogurt Maker
- Slice Toaster
- Sandwich Maker

## Cookers/Cookware

- Pressure Cooker
- Non-Stick Cookware
- Electric Rice Cooker

## Electrical Products

- Air Cooler
- Water Heater (Geyser)
- Electric Iron
- Fan

## Others

- Other Trading Goods

# Key Highlights

## Branded Gross Sales

(Rs crore)

Product	Q1FY15	Q1FY14	Q4FY14	Growth
<b>Branded Market</b>				
Kitchen Appliances*	85.4	76.6	71.1	11.4%
Cooker/Cookware*	19.9	14.2	18.3	4.0%
Electrical Products*	7.2	-	-	-
Others*	1.4	1.5	8.6	-6.6%
<b>Total-Branded</b>	<b>113.9</b>	<b>92.3</b>	<b>98.0</b>	<b>23.4%</b>
Others (Components / Spares)	-	10.6	9.8	-100%
<b>Grand Total</b>	<b>113.9</b>	<b>102.9</b>	<b>107.8</b>	<b>10.7%</b>

- Q1FY15 performance is not comparable to Q1FY14 performance due to the acquisition of LLM Appliances business in Q4FY14
- Excluding LLM acquired products' sales in Q1FY15, branded gross sales have remained static on a Y-o-Y basis mainly due to lower institution channel sales by 23.4%. Retail channel sales excluding LLM acquired products increased by 13% on a Y-o-Y basis. The sale of LLM acquired products stood at Rs. 21.6 crore in Q1FY15
- Retail channel sales are growing as per our target of 25-30%. Institution channel sales have been impacted due to delay in release of new LPG connections, but is expected to improve over the coming quarters
- BGMAL continues to make steady progress in enhancing its presence in new markets in North and East India

**NOTE : \* LLM acquired products contribution to various categories in Q1FY15 are as follows:**

Kitchen Appliances – Rs. 7.2 crore  
 Cooker/Cookware – Rs. 6.4 crore  
 Electrical Products – Rs. 7.2 crore  
 Others – Rs. 0.8 crore

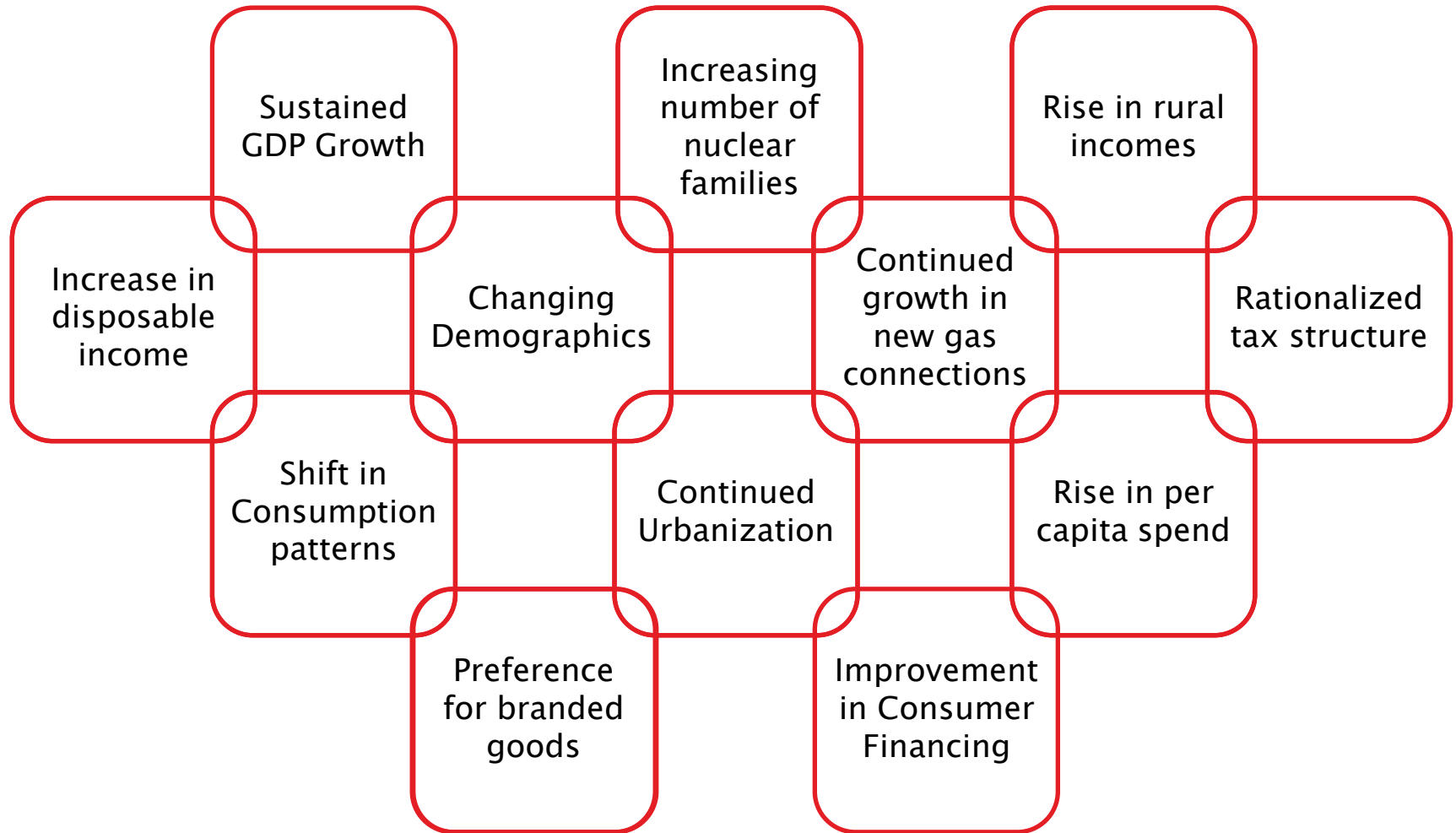


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# Outlook



# Industry Growth Drivers



# Attractive Growth Prospects



## Improved Distribution & Sustained Presence

- Currently concentrated in South India which represents over 80% of Branded sales
- Have already extended distribution set-up to western India, increasing maturity is driving sales momentum
- Scaling up distribution network in Central, North & East India
- Pan-India presence being augmented leading to improved market penetration



## New Product Pipeline

- Revenues currently dominated by 6 key products
- Total offerings now at more than 20 product categories including products added via acquisition of a division of LLMAL
- Enhancing product options for mass market as well as premium category
- Addition of 60 SKUs by BGMAL in FY14; total SKUs at 500+ as of April 2014. LLM division acquisition has added approx. 100 SKUs



## Capacity Expansion

- The Company commenced expansion of its manufacturing capacity at a total cost of Rs. 45 crore
- Planned enhancement of capacity for Pressure Cookers, LPG Stoves and Mixer Grinders
- Capacity expansion will meet projected medium term growth



## Enhanced Marketing & Brand Awareness Activities

- Have launched strong advertisement and brand awareness campaign
- Across multiple media such as newspaper, magazines, television and web
- Investments in advertising & marketing remained steady at Rs. 48 crore in FY14 from Rs. 49 crore in FY13
- Advertising and marketing activities will help to leverage the enhanced distribution network and wider market reach

# Outlook

CATEGORY	FY14 CONTRIBUTION	MARKET ENVIRONMENT	OUTLOOK
Retail Channel Sales	70 – 75% of Branded Sales in FY14	<ul style="list-style-type: none"> <li>Initial signs of improving market sentiments are visible</li> <li>Increased market presence through enhanced distribution network driving volumes</li> <li>Widening of product portfolio and introduction of new product variants also contributing to sales growth</li> </ul>	On track to meet internal growth target of 25–30% in FY15
Institutional Channel Sales	25 – 30 % of Branded Sales in FY14	<ul style="list-style-type: none"> <li>Institution sales is dependent on release of new LPG gas connections</li> <li>New LPG gas connections are expected in Q3 / Q4FY15</li> </ul>	Company is monitoring the situation and will be able to comment on it in the coming quarters
Sales of New Product categories	N.A*	<ul style="list-style-type: none"> <li>Products added through acquisition are sunrise products with high growth potential</li> <li>Sales of existing product categories boosted by leveraging combined distribution infrastructure and sales force</li> </ul>	On track to meet internal growth target of over 50% in FY15
<b>TOTAL RETAIL SALES</b>	<b>Rs. 508 crore</b>		
Government Order Sales	Rs. 331 crore	<ul style="list-style-type: none"> <li>Participation strategy in 4th Annual tender will be known by Sep/Oct 2014</li> <li>As in earlier years, participation to be based on evaluation of value creation as well as continuation of conducive terms and conditions</li> </ul>	Based on previous experience, Govt. order (if awarded) will contribute to the company's top and bottom lines
<b>GROSS REVENUES</b>	<b>Rs. 839 crore</b>		

NOTE : \* Prior to acquisition, the acquired Company reported Rs. 81 crore of revenues in FY14.

**Thank you**

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