



BUTTERFLY GANDHIMATHI APPLIANCES LIMITED

RESULTS PRESENTATION

Q4 & FY15
www.butterflyindia.com

Safe Harbour

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

Contents

1 Company Overview

2 Transformation Strategy & Operational Progress

3 Product Launches in Q4FY15

4 Financial Overview

5 Q4 & FY15 Operating Performance & Highlights

6 Outlook

1

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

Healthy Balance Sheet with continuously improving Financial Indicators

Mix of industry growth and Company initiatives has led to traction in Revenues in last few years

Quick Facts

#1

IN INDIA
FOR LPG STOVES
& TABLE TOP WET GRINDERS

17%

REVENUE CAGR
FY10-15

IN THE TOP

3

IN INDIA FOR DOMESTIC
KITCHEN APPLIANCES

NOW PRESENT IN ALL

28

STATES IN INDIA

SALES OF BRANDED
PRODUCTS IN FY15

485

CRORE

400+

EXCLUSIVE
DISTRIBUTORS ACROSS
INDIA

<1.0

NET DEBT / EQUITY
RATIO

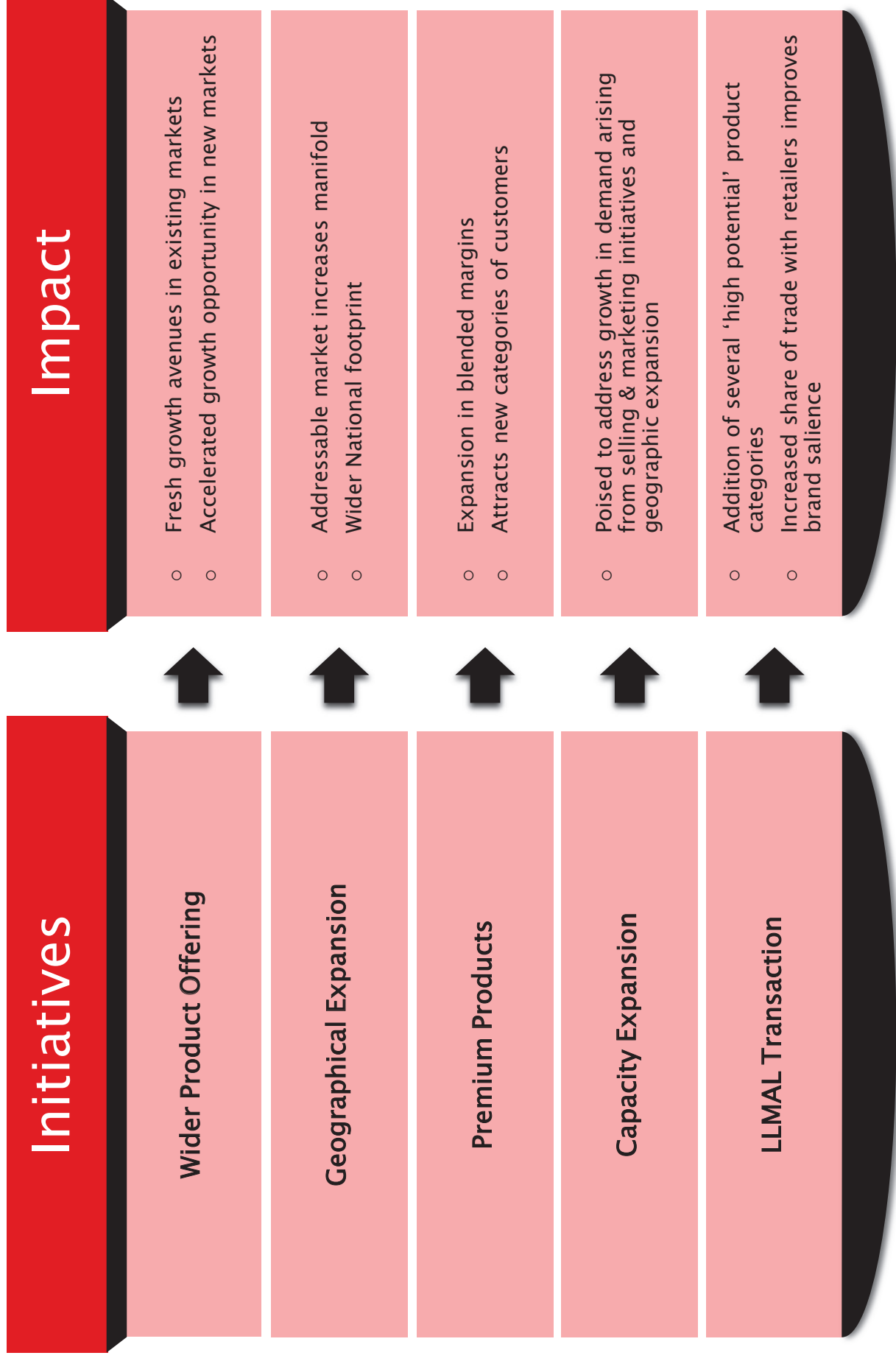
17%

OF FY15
REVENUES FROM NON-
SOUTH STATES

3x

EXPANSION IN PRODUCT
CATEGORIES IN LAST 24
MONTHS

Growth Levers



Product Portfolio

Every product exhibits the highest standards in Safety, Durability, Efficiency, Aesthetics & Reliability



LPG Stove



Mixer Grinder



Table Top
Wet Grinder



Electric Chimney



Pressure Cooker



Non Stick Cookware



Induction Cooktop



Electric Rice Cooker



Juicer Mixer Grinder



Electric Kettle



Sandwich Maker



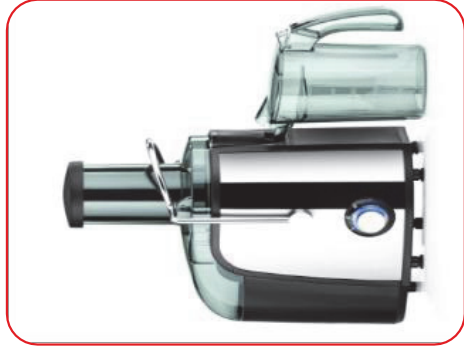
Air Cooler

Product Portfolio

Other Pioneering Products



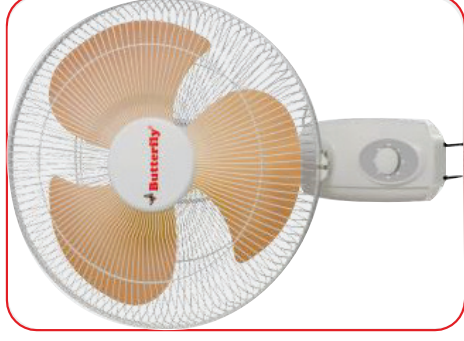
Washer



Juicer



Hand Blender



Fan



Water Heater

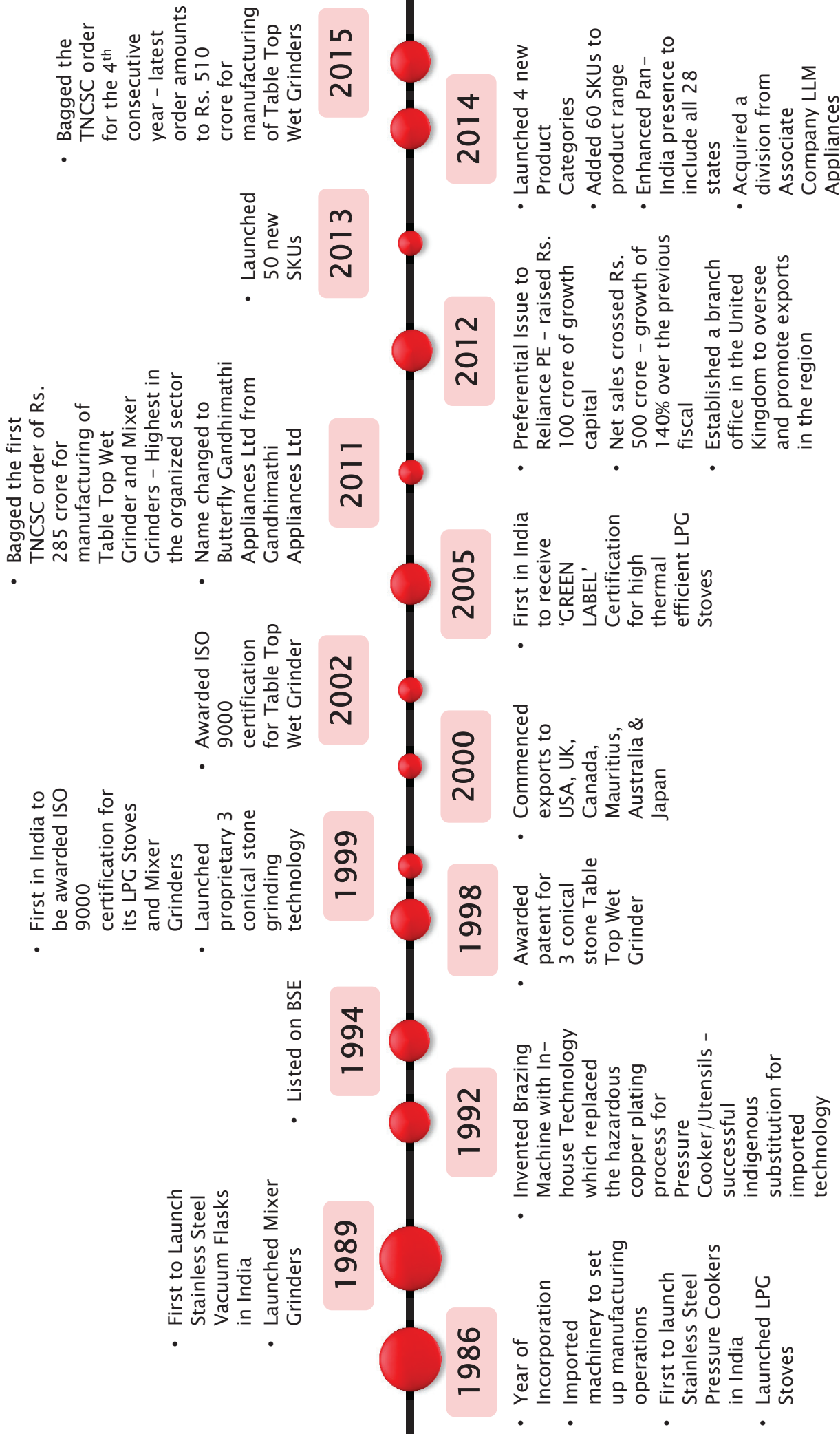


Electric Iron

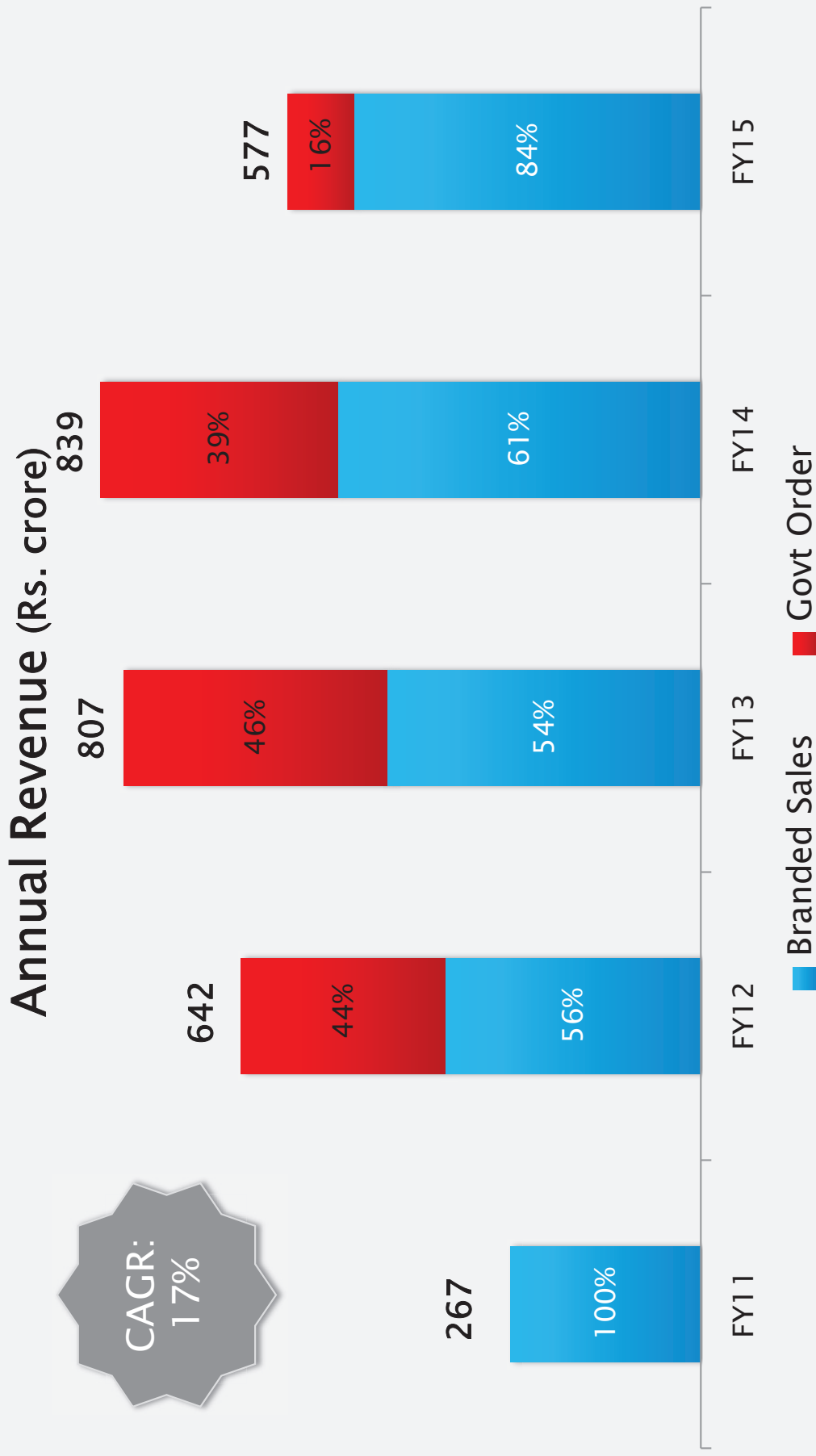


Pop-up Toaster

Milestones



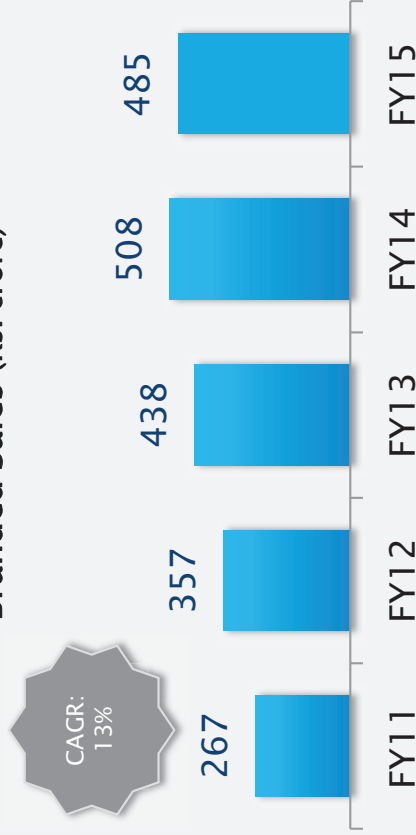
Revenue Profile



Note: FY15 Government Tender was deferred and combined with FY16 tender which resulted in realization of revenue for only part of the year

Branded Retail Sales

Branded Sales (Rs. crore)



Note: Excluding spare / component sales, Branded Revenue sales were largely stable at Rs. 478 crore in FY15 compared to as against Rs. 477 crore in FY14

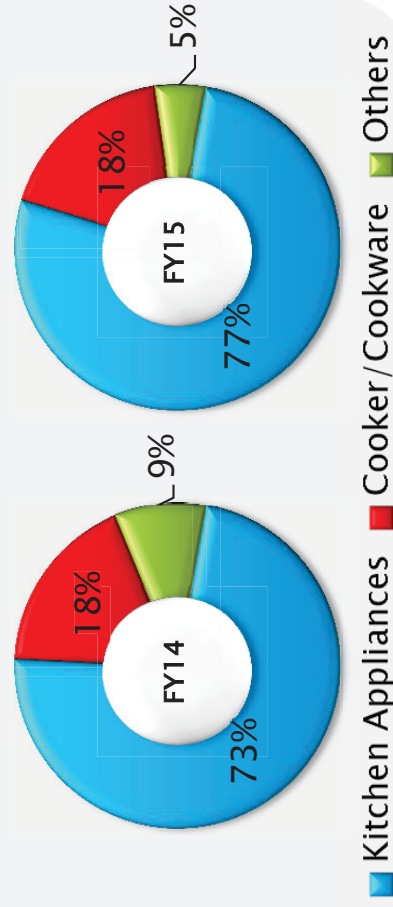
Through Institutions

- 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

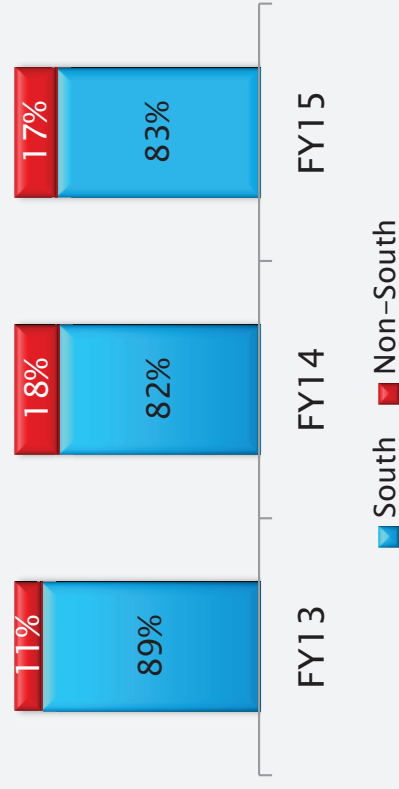
Through Retail Marketing

- 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

Branded Product Distribution (%)

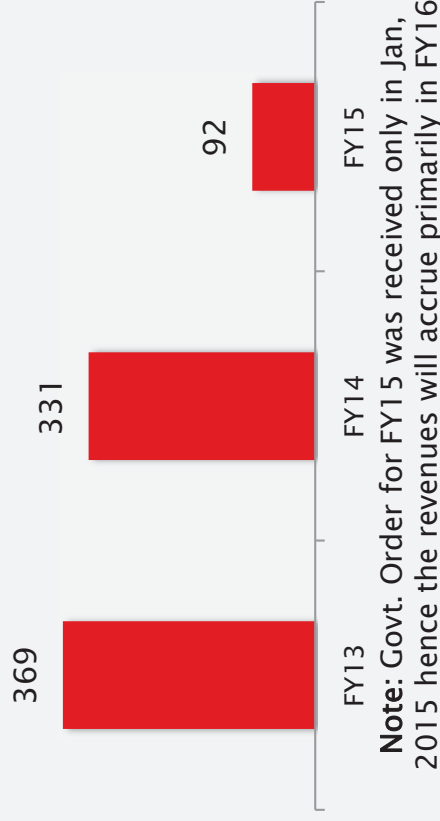


Region-wise Break-up

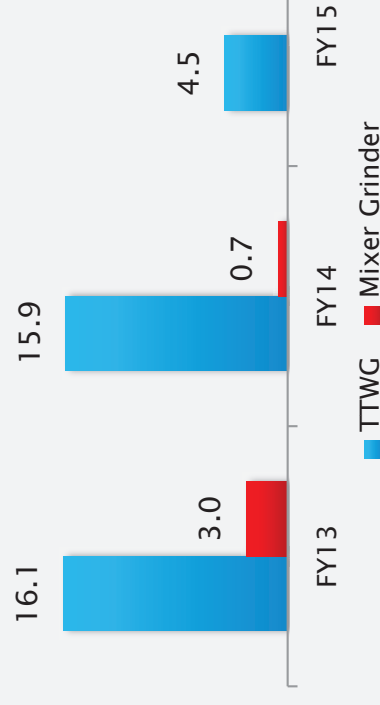


Government Orders

Government Order Sales (Rs. crore)



Products supplied (in lakh units)



- ❑ For the last 4 years in succession, BGMAL has participated and won orders in the annual tender of Tamil Nadu Civil Supplies Corporation
- ❑ In January 2015, the Company bagged orders worth Rs. 510 crore for supply of Table Top Wet Grinders in CY2016
- ❑ The order marks the conclusion of the TNCSC scheme as envisaged under the current government

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

1st to introduce Stainless Steel Pressure Cookers in India

1st to manufacture Stainless Steel LPG Stoves in India

1st 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

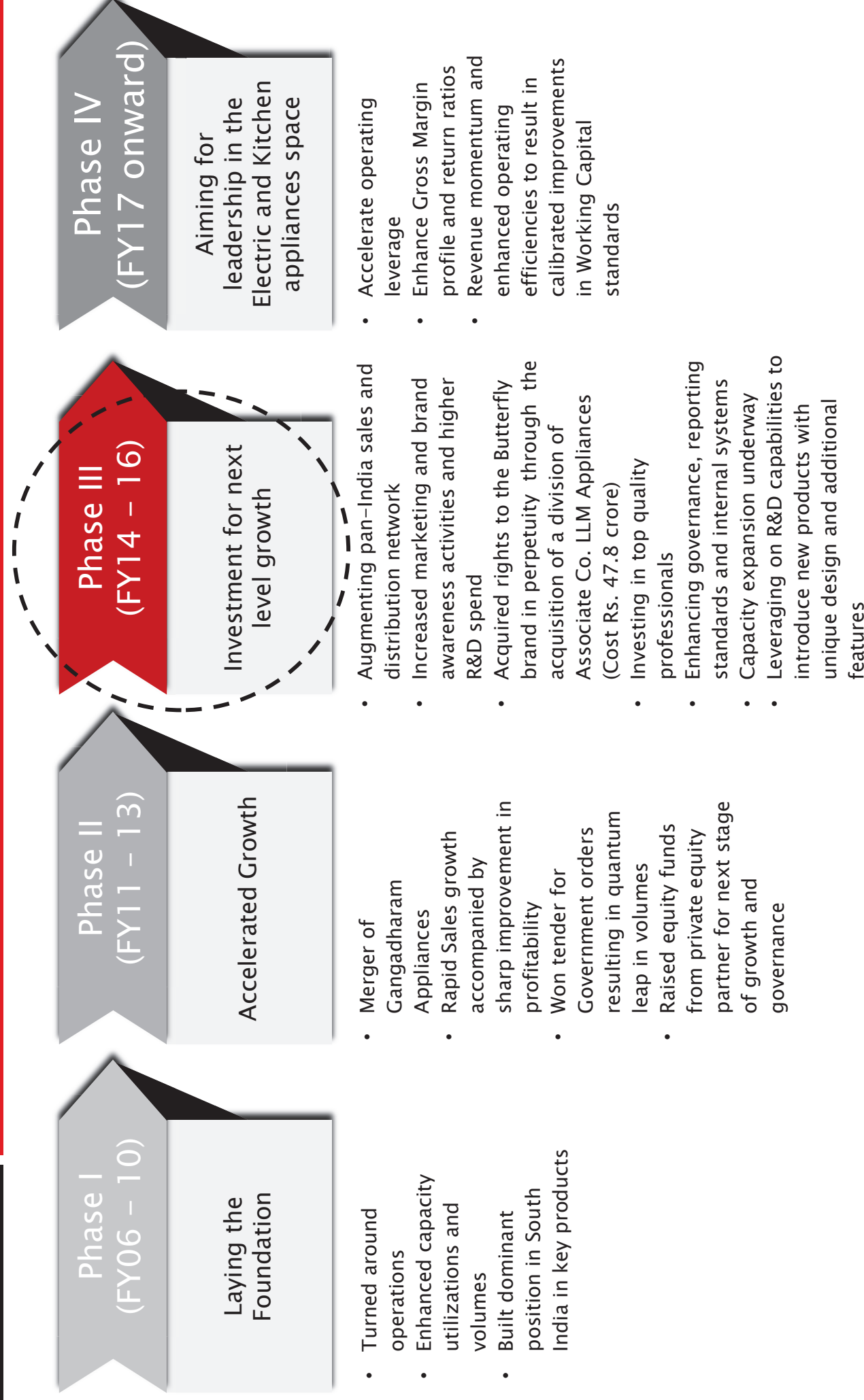
In-house design of moulds, tools and dies has resulted in improved manufacturing efficiency

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

2

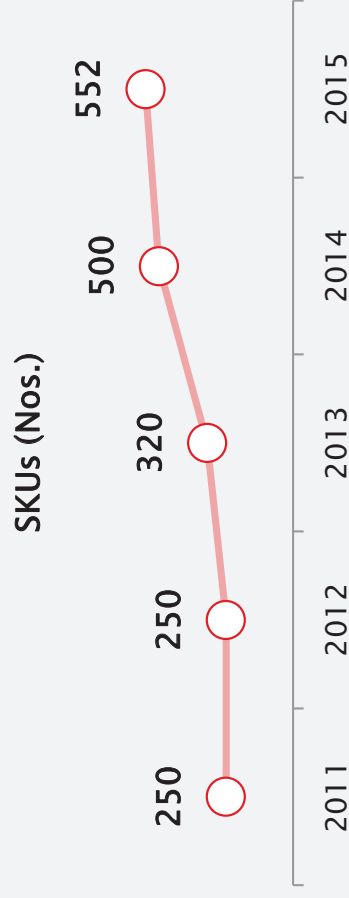
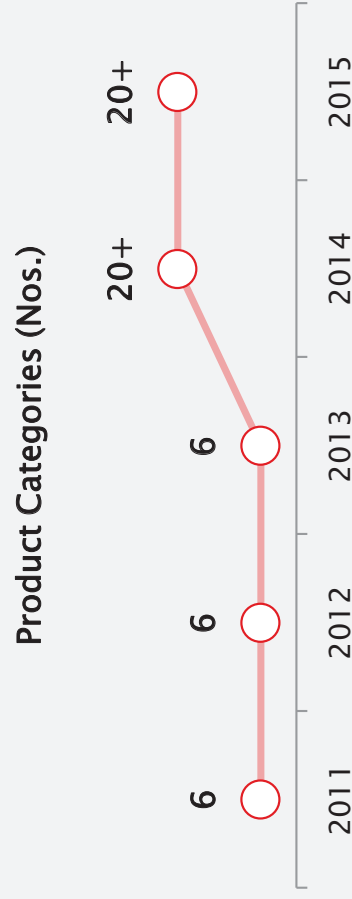
Transformation Strategy & Operational Progress

BGMAL Transformation

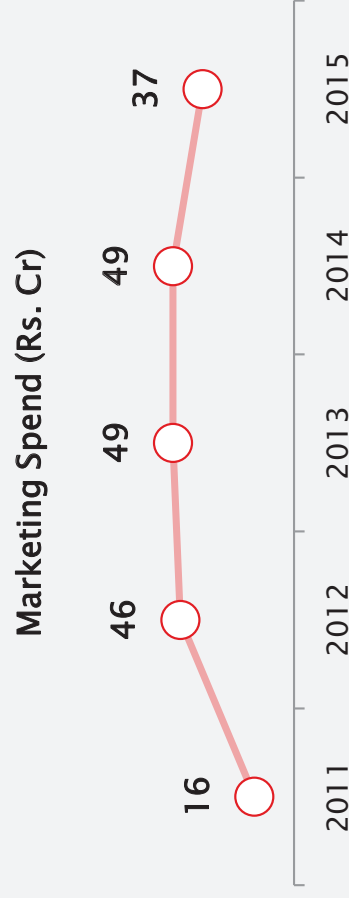
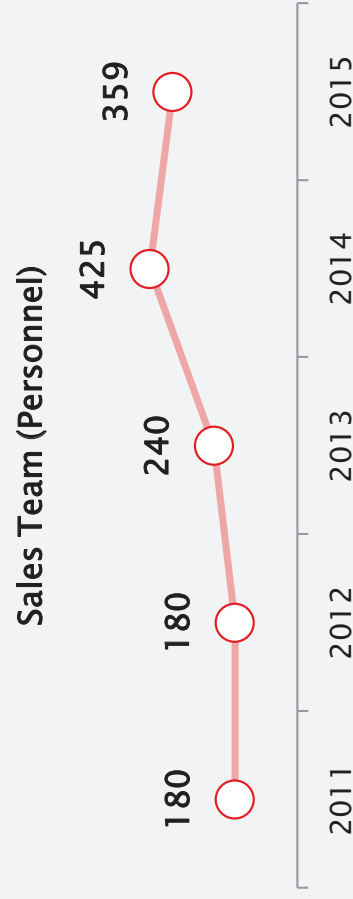


Augmenting Organic Growth

Increased Product Categories For Wider Product Portfolio And Higher Market Share



Enhancing Sales and Marketing Efficiency For Better Penetration And Brand Development



Abridged Balance Sheet

Rs. crore

Sources of Funds	FY 2012	FY 2013	FY 2014	FY15
a) Shareholders' Funds	75.6	201.3	223.7	225.6
b) Non-current Liabilities (NCL)	37.8	12.7	22.9	77.0
- Long-term Borrowings	35.4	6.4	15.8	68.3
- Other NCL	2.4	6.3	7.1	8.7
c) Current Liabilities (CL)	177.0	327.6	404.1	266.3
- Short-term Borrowings	71.0	37.1	157.7	106.3
- Trade Payables	72.9	220.4	208.1	118.3
- Other CL	33.1	70.1	38.3	41.7
Total	290.4	541.6	650.7	568.9
Net Debt – Equity Ratio	1.1	0.0	0.7	0.7

To meet its long term business requirements and improve its current ratio, the Company has gone for LTB in FY15

Reduction in short-term borrowings arising mainly due to better working capital management

Net Debt-Equity Ratio constant at 0.7

Abridged Balance Sheet

Rs. crore

Application Of Funds	FY 2012	FY 2013	FY 2014	FY 2015
a) Non-current Assets	85.1	105.3	164.0	175.4
a) Current Assets	205.4	436.3	486.7	393.5
- Inventories	71.7	158.8	167.2	168.9
- Trade Receivables	94.4	195.5	279.3	192.9
- Cash & cash equivalents	22.2	46.3	20.0	15.4
- Others	17.1	35.7	20.1	16.3
Total	290.4	541.6	650.7	569.2
Gross Revenues	642.4	807.0	838.9	577.2
Working Capital	92.8	134.5	240.0	242.1
Working Capital Days	52	60	103	151
Inventory Days*	40	71	72	105
Debtors Days*	53	87	120	120
Creditors Days*	41	98	89	74

Govt. order related inventory and lower sales due to sluggish market condition contributed to the inventory

Trade receivables has reduced considerably mainly due to better collection against Govt. supplies in FY15

Against current completed supplies for 4.5 lakh nos TTWG, full collection, excepting 10% retention money, was achieved

Out of total retention money of Rs. 25 crore due as on Q4 FY15, Rs. 14 crore is due for collection in FY16

By excluding Govt. debtors and Govt. sales, debtor days stands at 81 in FY15, as compared to 76 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 (yearly) and 180 days (half-yearly)

Abridged Profit & Loss Statement

Particulars	Rs. crore			
	FY 2012	FY 2013	FY 2014	FY 2015
Total Net Revenues	595.9	730.5	770.7	533.3
- Branded Net Revenues	335.1	392.5	462.5	449.0
- Government Net Revenues	260.8	338.0	308.2	84.3
Material Cost	388.9	491.2	520.2	317.5
- Cost of Materials Consumed	338.6	444.1	483.6	248.3
- Purchases of Stock-in-Trade	58.0	73.5	85.3	65.3
- Changes in Inventories of Finished Goods, Work-in-Progress and Stock-in-Trade	(7.6)	(26.4)	(48.7)	3.9
Gross Profit	207.0	239.3	250.5	215.8
Gross Margin (%)	35%	33%	33%	40%
Employee Expenses	32.0	51.6	60.8	60.3
Other Expenses	111.5	119.8	128.2	111.5
EBITDA	63.2	67.9	61.5	44.0
EBITDA Margin (%)	11%	9%	8%	8%
Depreciation	1.7	4.0	5.1	10.2
Finance Cost	17.6	15.3	22.1	29.6
Profit Before Tax	44.2	48.6	34.3	4.2

Sluggish market conditions and weak consumer sentiment contributed to lower branded sales

Against Rs. 308 crores sale in FY14, only Rs. 84.3 crores was done in FY15

Out of current order of 510 crores, 18% has been completed as on Q4 FY15

The gross margin has improved from 33% in FY14 to 40% in FY15 on a Y-o-Y basis due to better cost control measures

Increase in depreciation from Rs. 5.1 crore in FY14 to 10.2 crore in FY15 is due to (i) expansion projects, (ii) rate change as per new Companies Act and (iii) amortization of intangible asset

Assessment

- The established business of Branded Sales has been primarily impacted by weak market demand
- 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
- The company expects long-term growth to accrue 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
- 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
- Maximizing 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 further improve perception of product quality synonymous with the “BUTTERFLY” brand

3

Product Launches in
Q4FY15

New Products Launched in Q4 FY15

AIR COOLER

‘Breeze’, ‘Ozone’, ‘Marvel’, ‘Amaze’ and ‘Wonder’ Range



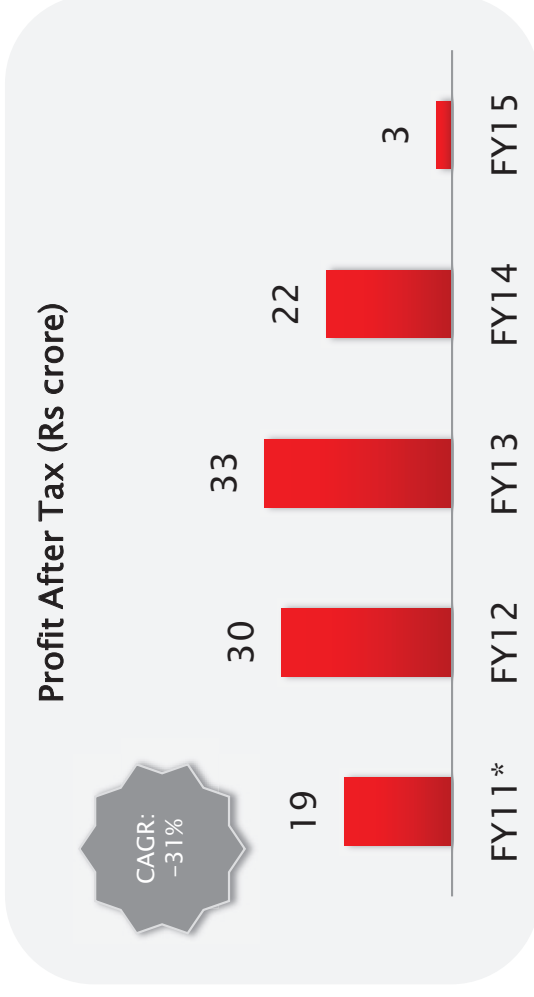
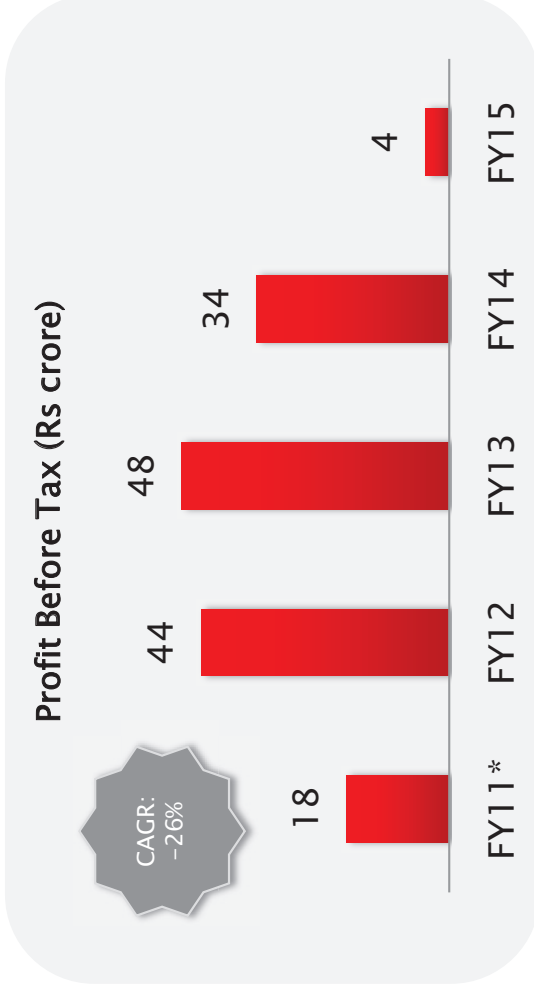
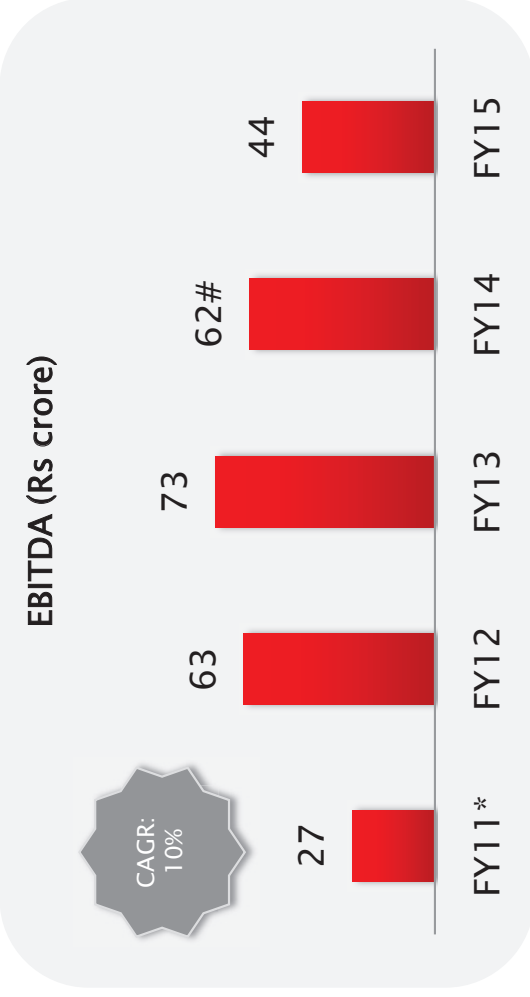
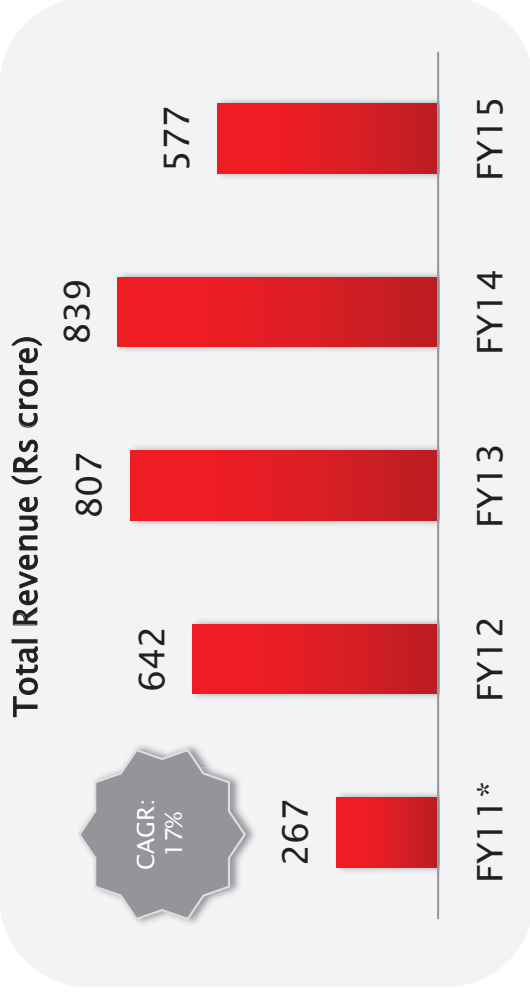
Features:

- Ice chamber, water inlet
- Motorised Louver movement
- Inverter compatible
- 25 ltr tank capacity for ‘Breeze’ and ‘Ozone’ Range, and over 50 ltr tank capacity for ‘Marvel’, ‘Amaze’ and ‘Wonder’ Range
- ‘Breeze’ and ‘Ozone’ models equipped with Honeycomb cooling media
- Ozone models equipped with 3-way air suction
- ‘Wonder’ Range boasts of an Auto drain facility and powerful double blower system
- ‘Amaze’ Range with Aluminum fan blades
- Humidity control, castor wheels and 3-way air suction in ‘Marvel’ range

4

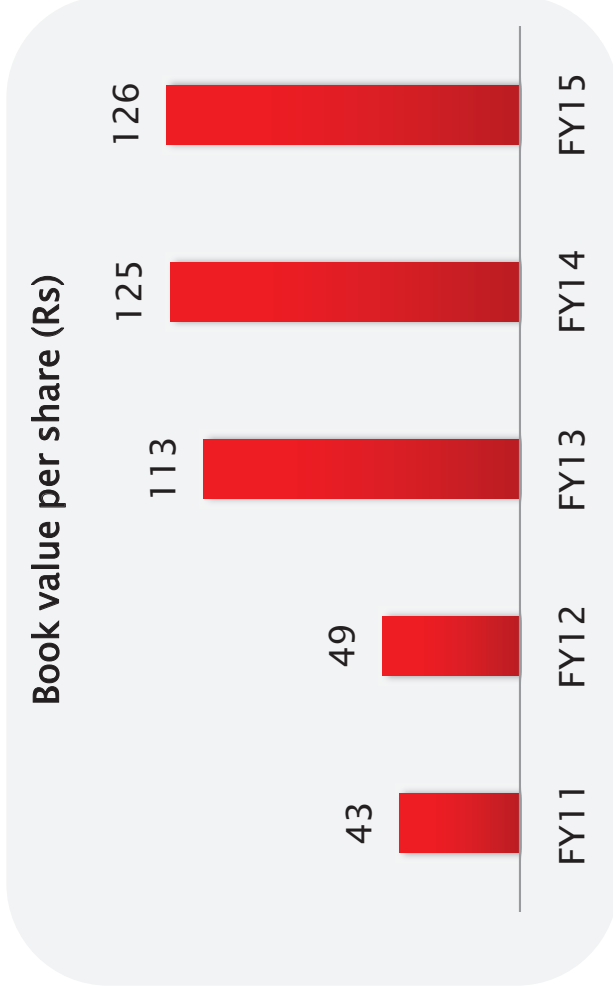
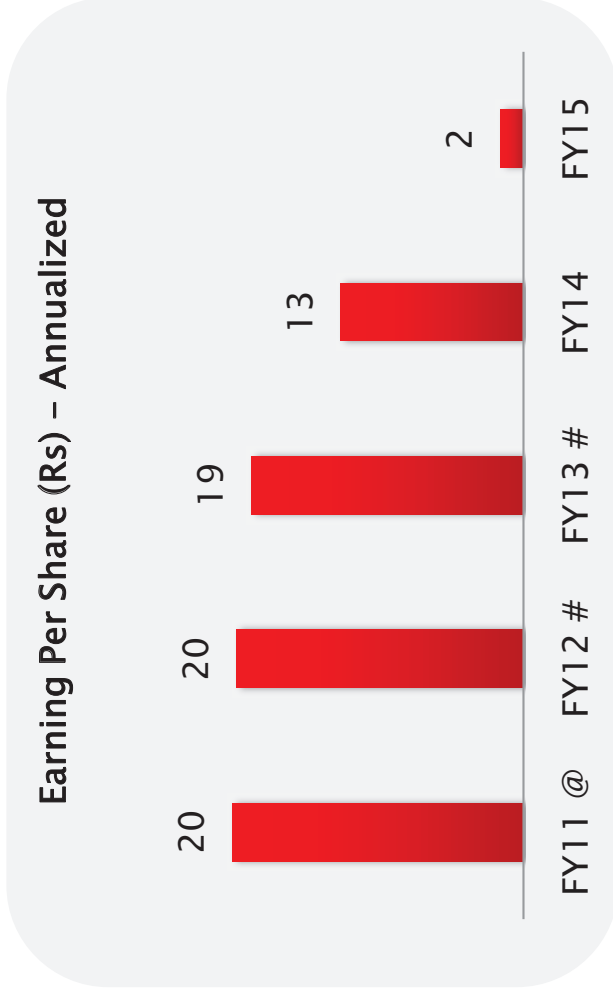
Financial Overview

Performance Track Record – Annualized



NOTE : * 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. From FY14, foreign exchange loss has been included in EBITDA calculation

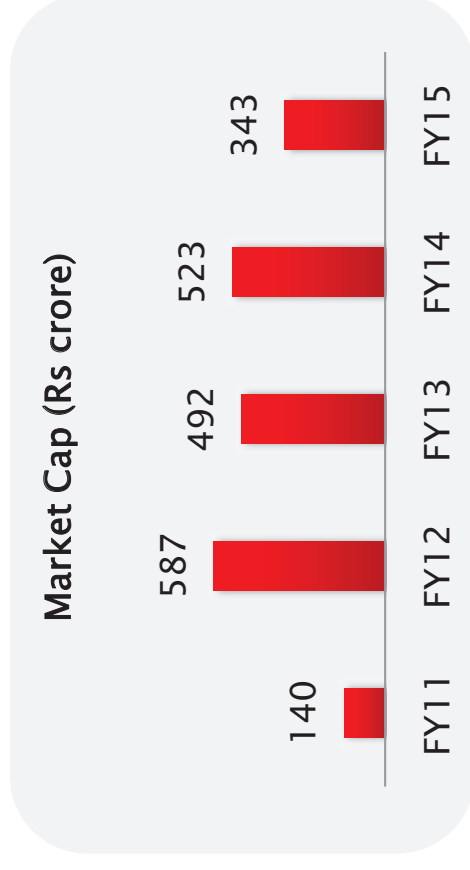
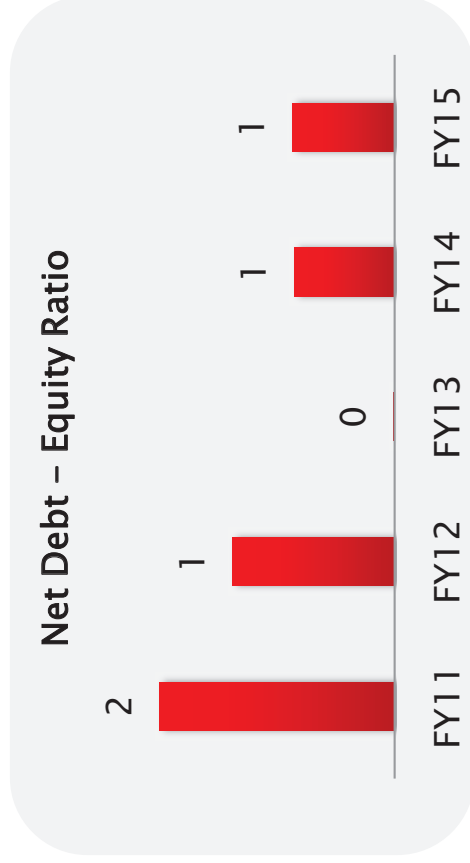
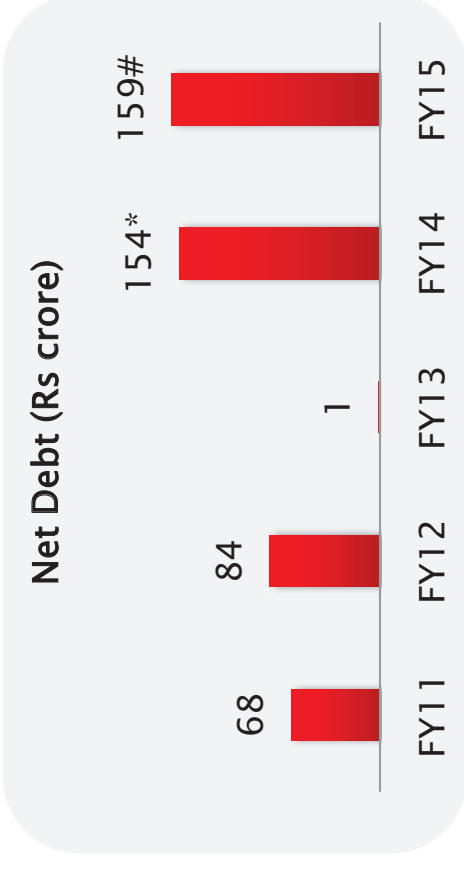
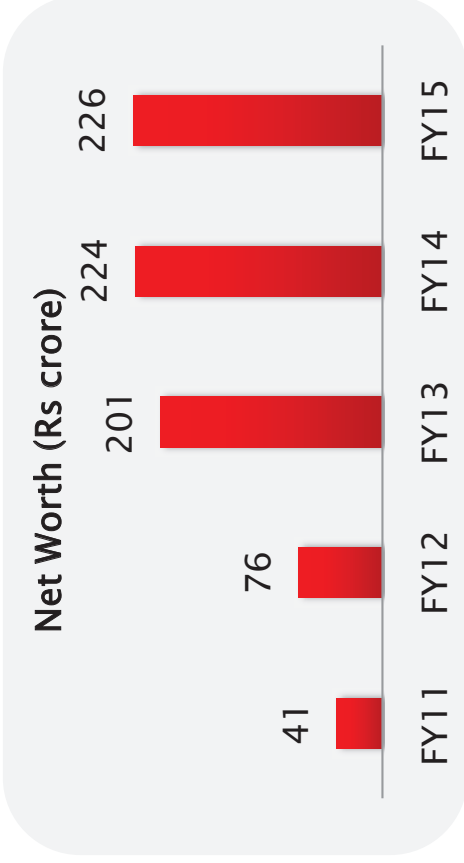
Key Financials



@ 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

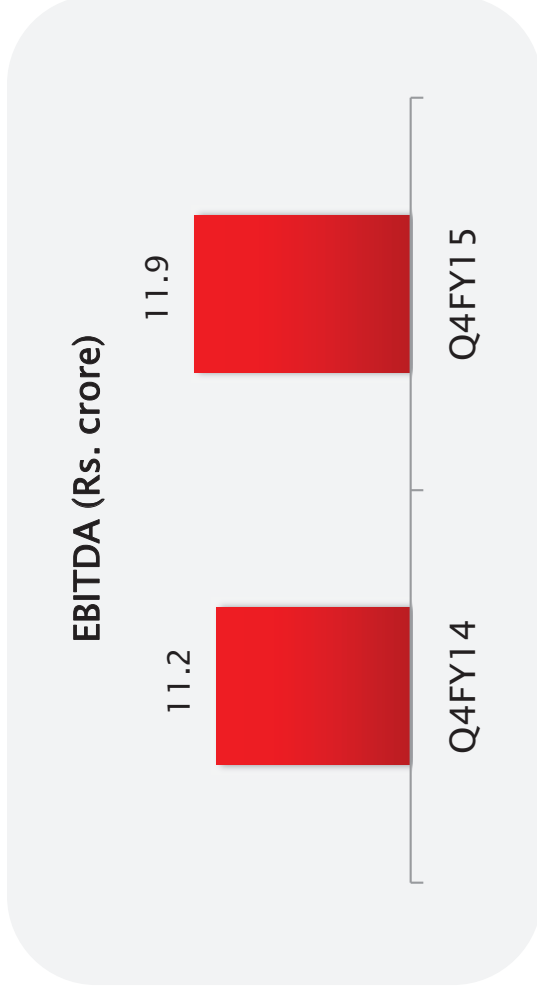
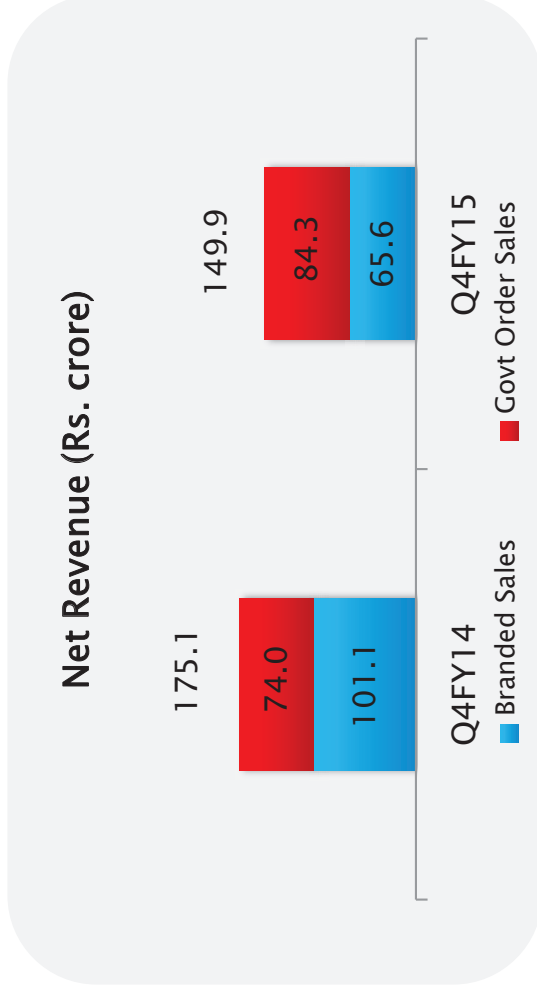


- *Increase in Net debt in FY2014 was on account of delayed payment of Government orders.
- #Net debt remained higher mainly due to the recent Govt. order and loan towards LLM acquisition

5

Q4 & FY15 Operating Performance & Highlights

Q4FY15 – Performance highlights

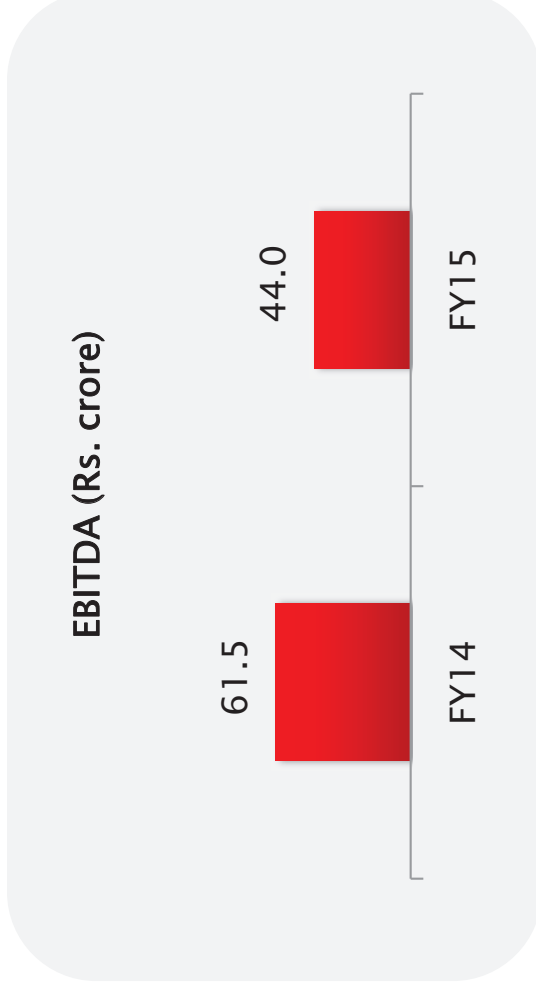
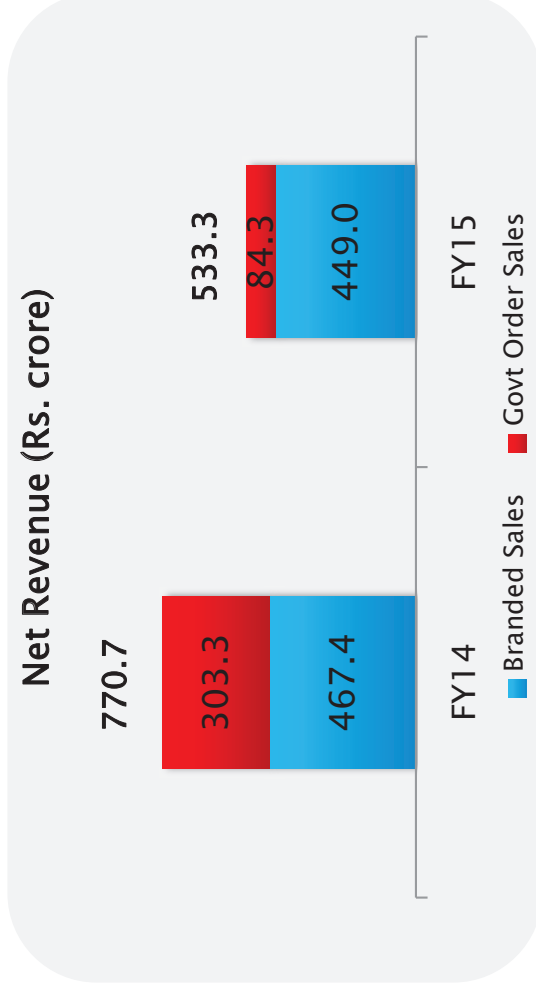


- Total Revenues during Q4FY15 stood at Rs. 149.9 crore as against Rs. 175.1 crore, of which Branded sales de-grew by 35% from Rs. 101.1 crore in Q4FY14 to Rs. 65.6 crore in Q4FY15
- EBITDA improved by 6% and stood at Rs. 11.9 crore in Q4FY15, translating into an EBITDA margin of 8% as against 6.4% in Q4FY14
- Hampered by a variety of challenging factors, lower profitability was recorded during the quarter



Detailed Performance Overview discussed on Slide 36

FY15 – Performance highlights



- Within total revenues, Branded Net Sales was lower by 3.9% on a Y-o-Y basis from Rs. 467.4 crore in FY14 to Rs. 449 crore in FY15
- Lower revenues on a like-for-like basis was partially offset by revenues from the acquired product portfolio as well as the initial benefits of the increased marketing and distribution spend.
- Increase in touch points and overall wider presence across the country has led to some marginal gains in volumes in select markets compared to last year



Detailed Performance Overview discussed on Slide 36

Performance Overview for Q4 & FY15

A combination of the following factors affected the revenue performance and profitability trend on a y-on-y basis

- The year was challenging for the Consumer Durables industry led by a host of factors such as weak consumer sentiment and subdued demand from semi-urban and rural areas potentially due to reduced disposable incomes. This led to overall decline in volumes for the appliances industry as a whole.
- All these challenging factors, coupled with moderated festival sales impacted the Company's revenue performance and profitability trend during the fiscal
- Branded Sales were impacted due to a combined effect of overall slowdown in the Kitchen Appliances segment as well as underperformance by the institutional segment due to lower release of new gas connections
- The absence of government orders for a major part of FY15 impacted the contribution of this segment to overall revenue performance during the year
- Inventory de-stocking by traditional supply chain impacted primary sales during the period
- Significant increase in costs to support the strategic initiatives of the Company, higher finance costs and higher depreciation impacted Company's profitability during FY2015. It is expected that the benefits of these strategic initiatives and acquisitions will accrue in the coming quarters

- *The Company has already undertaken initiatives like new market consolidation, launch of new products for Q1 FY2016, focus on products with value added features, entry into modern retail and ecommerce business formats, focus on Export business and enhanced Marketing & Brand Awareness Activities, which are expected to gain renewed momentum in performance in the upcoming quarters*
- *Execution of the Government order (Awarded in Jan 2015) has already commenced. As of Q4 FY15, Rs. 92 crores worth of orders has been executed. Going forward, this will contribute to improved financial performance of the Company*

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

Others

- Air Cooler
- Water Heater (Geyser)
- Other Trading Goods
- Electric Iron
- Fan

Key Highlights

Branded Gross Sales

(Rs crore)

Product	Q4FY15	Q3FY15	Q4FY14	Growth	FY15	FY14	Growth
Branded Market							
Kitchen Appliances*	45.6	101.4	69.1	-34.0%	367.4	347.9	5.6%
Cooker/Cookware*	11.7	23.5	18.3	-36.1%	86.5	85.4	1.3%
Others*	8.2	3.6	10.5	-21.9%	24.0	44.1	-45.6%
Total-Branded	65.5	128.5	97.9	-33.1%	477.9	477.4	0.1%
Others (Components / Spares)	6.0	-	9.8	-38.8%	7.1	30.2	-76.5%
Grand Total	71.5	128.5	107.7	-33.6%	485.0	507.6	-4.5%

- Q4FY15 was primarily impacted due to Inventory de-stocking at dealer points, which further resulted in subdued primary sales, thereby causing lower turnover during the quarter
- Despite weak consumer sentiment and continued headwinds in the sector, total branded sales in FY15 recorded a marginal growth of 0.1% on a Y-o-Y basis
- Retail channel sales in FY15 were lower by 7% Y-o-Y
 - The sale of LLM acquired products stood at Rs. 13 crore in Q4FY15 and FY15 sales at Rs. 76.7 crore
- Institutional channel sales have been affected due to delay in release of new LPG connections and were lower by 40% on a Y-o-Y basis in Q4FY15 and by 31% in FY15
- BGMAL made steady progress in enhancing its presence in new markets in North and East India in FY15

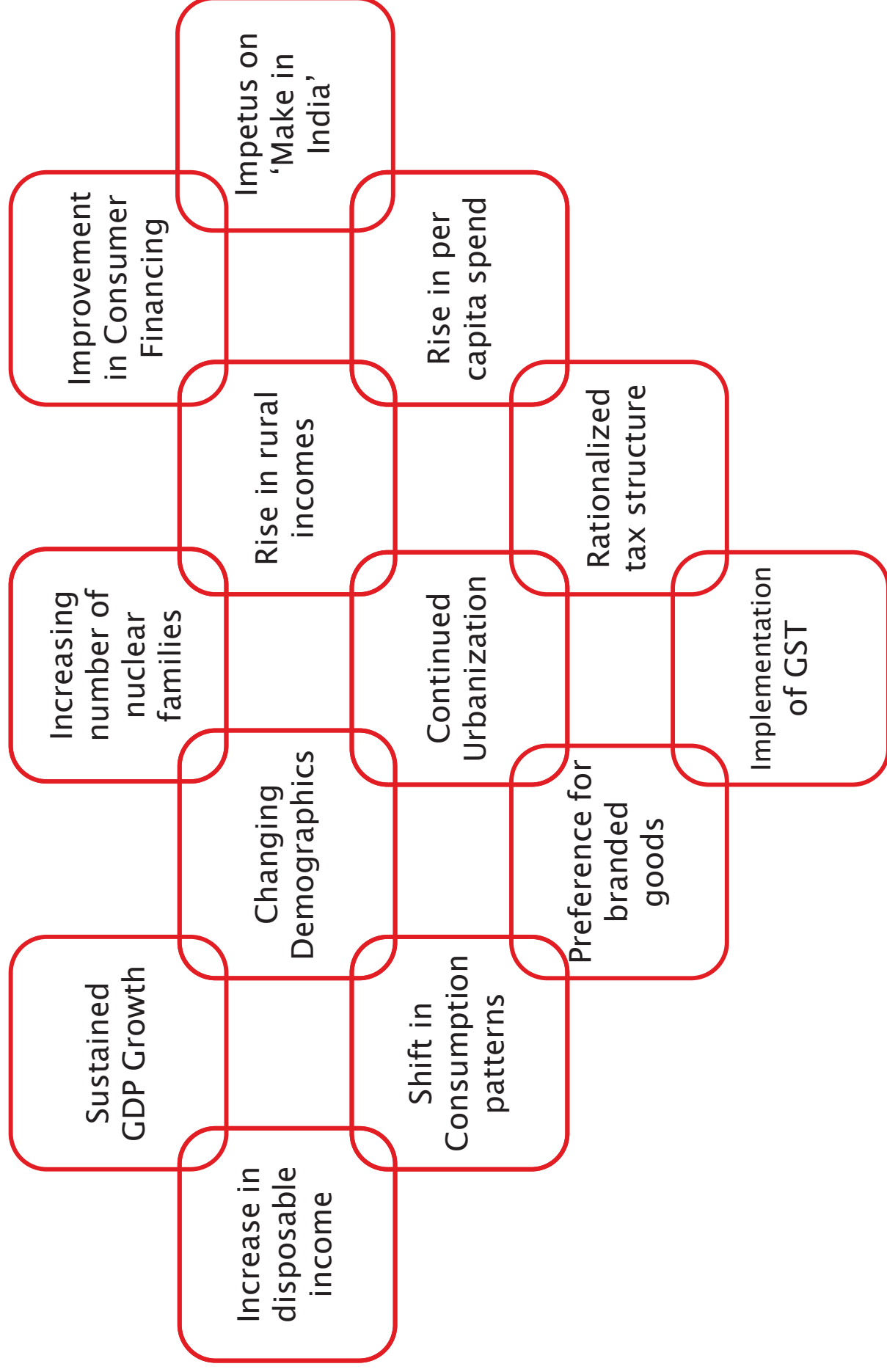
NOTE : * LLM acquired products contribution to various categories in Q4FY15 are as follows:

Kitchen Appliances - Rs. 3.3 crore
 Cooker/Cookware - Rs. 2.6 crore
 Others - Rs. 7.1 crore

6

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
- Enhancing product options for mass market as well as premium category
- Addition of 52 SKUs by BGMAL in FY15; total SKUs at 550+ as of April 2015.



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 was Rs. 37 crore in FY15
- Advertising and marketing activities will help to leverage the enhanced distribution network and wider market reach

Outlook

CATEGORY	FY15 CONTRIBUTION	MARKET ENVIRONMENT	OUTLOOK
Retail Channel Sales	60-65% of Branded Sales in FY15	<ul style="list-style-type: none"> The market scenario is still not very bullish The festive season demand was not as per our earlier estimates 	Improving consumer landscape and a likely buoyant festive season in FY16 expected to drive higher consumption, thus positively influencing growth in this segment, going forward
Institutional Channel Sales	20-25% of Branded Sales in FY15	<ul style="list-style-type: none"> Institution sales is dependent on release of new LPG gas connections Issuance of new LPG gas connections is expected to pick up in FY16 	Anticipating a revival in sales in FY16. As the year progresses, the Company will be able to provide a concrete outlook
Sales of New Product categories	15-20% of Branded Sales in FY15	<ul style="list-style-type: none"> Products added through acquisition are sunrise products with high growth potential Synergy of BGMAL distribution network is aiding in sales growth 	Improved consumer demand expected to drive healthier contributions from the new product categories
TOTAL RETAIL SALES	Rs. 485 crore		
Government Order Sales	Rs. 92 crore	<ul style="list-style-type: none"> In Jan 2015, BGMAL bagged TNCSC Order worth Rs. 510 crores for supply of Table Top Wet Grinders The first phase is for Rs. 255 crores; as of Q4 FY15, Rs. 92 crore worth of TNCSC order has been completed. Remaining Rs. 163 crore is expected to be completed by Sep-15 Second phase for Rs. 255 crore is expected to be completed by FY16 	Healthy accrual in FY16
GROSS REVENUES	Rs. 577 crore		



Thank you
