



## Project Leap

# A multi-year transformation journey

We aim to achieve industry leading growth rate in line with marquee value creators, cement market leadership in wires and cables and build a robust new age consumer electricals business.

Project Leap is a multi-year transformational programme aimed at having the right building blocks in place which will enable us to achieve ₹200 billion of the top line by FY26. It includes a range of strategic themes and initiatives focused on growth, profitability and long-term capacity building for the organisation across B2B and B2C businesses.



## Project Leap

Making significant strides towards achieving our vision



### Setup of right organisation enablers

- Majority of talent acquisition for critical roles completed across businesses and functions
- Performance measures, Rewards & Recognition aligned to the growth strategy
- New transformation office to strengthen governance and implementation rigour



### Go-to-Market excellence

- Built presence in Emerging India (Semi Urban & Rural) and Alternate channels
- Fast-tracked distribution expansion with ~ 2x increase in direct towns coverage
- Successfully piloted end-to-end digitisation of front-end sales



### Customer centricity: Foundational moves

- Redesigned operating model of B2B businesses
- Heavy Duty & Light Duty Cables verticals merged to unlock significant value
- Structured approach to strategic key accounts
- Designed and piloted first in Industry, structured influencer management



### Winning with new products

- Launched new sub brand "Etira" which will play pivotal role in economy price segments
- Portfolio roadmap in place for key businesses
- NPD council setup across businesses for structured review and governance

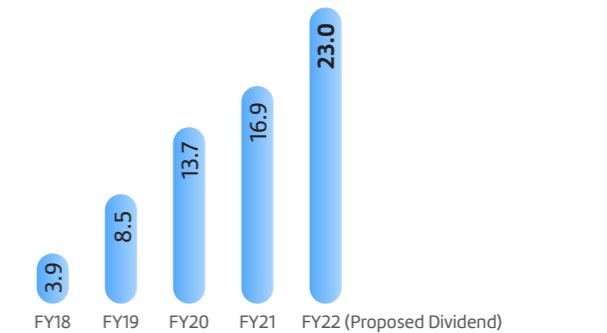
## Capital allocation

Our capital allocation decisions are integrated into our strategy and budget planning processes, driven by our overall objective of growing shareholder value sustainably. The Board provides oversight of capital and budget allocations, ensuring the most effective deployment of available capital resources.

### We have three main avenues to deploy additional funds:

- 1) Capex – Over the next few years, our annual business capex will remain in the ₹3 billion to ₹4 billion range. This includes maintenance as well as green and brownfield projects. Majority of these investments will most likely go toward developing new products to add to our portfolio or expanding capacity where necessary.
- 2) Inorganic growth – We are actively looking for opportunities that will provide us with a competitive advantage through cutting-edge technology or strong regional distribution which will augment our portfolio.
- 3) Dividend – Dividend payout has consistently improved over the last few years, indicating our strong operational excellence and cash generation ability.

## Dividend payout\* (%)



\* DPS/EPS