

Strategy and capital allocation

Framework for delivering on objectives

Our strategy aims to deliver strong returns to shareholders, best-in-class and sustainable products to customers and consistent value to all stakeholders.



Financial capital



Manufacturing capital



Social and Relationship capital



Human capital



Intellectual capital



Natural capital



Growth led by diversification

Progress made during the year

- Launched new products and variants
- Increased authorised dealers and distributors from 4,100+ to 4,600+
- Increased retail outlet reach from 1.65+ lakh to 2.05+ lakh, nearly 25% YoY
- Created a focused vertical to penetrate emerging clusters in both semi-urban and rural India
- Built presence in alternate channels such as e-commerce, modern trade etc.
- Forayed into new several new geographies globally

KPIs

- Market share growth
- Number of SKUs
- Number of new products launched
- Number of dealers
- Number of retail stores
- Number of connected influencers

Capitals impacted



Critical material issues

- Innovation
- Business diversification

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Improving profitability

Progress made during the year

- Launched several margin-accretive products
- Calibrated price hikes
- Significant thrust on premiumisation
- Focus on project allocation for better RoCE
- Working capital optimisation

KPIs

- EBITDA margin
- Cost savings
- % share of premium products in total sales
- Return on capital employed (RoCE)
- Cash flow from operations

Capitals impacted



Critical material issues

- Material sourcing and efficiency

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Enhancing brand recall

Progress made during the year

- Digital campaigns like Love@First Sight, HapHap Happy to reach out to vast target audience
- BTL marketing activities such as branding and merchandising, sales promotion, direct marketing

KPIs

- Marketing ROI
- Results from online engagements
- Click-through rate
- Number of impressions
- Increase in B2C sales

Capitals impacted



Critical material issues

- Strengthening brand recognition

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Working capital optimisation

Progress made during the year

- Increased adoption of dealer portal
- Increase share of channel finance
- Optimising inventory levels across factories and warehouses

KPIs

- No. of dealers availing channel financing
- Volume of business generated through channel financing
- Inventory days
- Day Sales Outstanding (DSO)
- Working capital days

Capitals impacted



Critical material issues

- Distribution network
- Material sourcing and efficiency

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Capability development and implementation

Progress made during the year

- Augmented team structure
- Re-designed business operating model
- Successfully piloted end-to-end digitalisation of front-end sales
- Skill training

KPIs

- Cost savings due to automation
- Manhours saved
- % reduction in turnaround time

Capitals impacted



Critical material issues

- Technology and digital transformation

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