LUX INDUSTRIES LIMITED

CORPORATE PRESENTATION I 2021

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REINFORCING OUR ESG COMMITMENT

ESG WORLD

- Collaborated with Churchgate Partners to implement ESG
- Provide more transparency in disclosures regarding Environment, Social and Governance related issues
- Guided by the principles to make a difference in society by giving back in equal measures
- Recognizing the need for sustained progress of society to pursue long-term goals that are beneficial for the community

ESG Public Profile

View ESG details of Lux Industries

WIDENING COMMUNITY IMPACT

Supporting economically backward people

Addressing environment sustainability

Supporting 180+ elderly people

Focusing on animal welfare benefiting 500+ cows

Making available safe drinking water benefiting 1 lakh+ people

Promotion of traditional art & culture

₹5 crore

Annual CSR expenditure

2,000+

Trees planted in 35-40 acres of land

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CORPORATE IDENTITY

ENSURING EVERYDAY COMFORT FOR DECADES

Lux group as a merged entity

Leadership

No.1
Indian innerwear company (volume terms)

₹1,953 crore
Combined revenue from operations

Prominence

~15%
Share in organised men's innerwear market

95%
Fill rate against industry average of 80%

Unique in its value proposition

Scale

30 crore
Garment pieces; manufacturing capacity across 7 state-of-the-art plants

2 lakh+
Retailer network across India

46+
Country export presence

2,400+
Employees

5,000+
SKUs; among industry’s largest innerwear ranges

100+
Products spanning innerwear, athleisure wear categories

BUILDING ON A RICH LEGACY

1957
Shri. Giridhari Lal Todi founded Biswanath Hosiery Mills

1993
Export commenced across the Middle East, Africa and Europe

1995
Lux Industries Limited was incorporated as a Public Limited Company

2003
IPO launched- oversubscribed 4 times

2010
Shah Rukh Khan became brand ambassador for ONN

2013
Comfort partner for IPL teams (Kings XI Punjab & Pune Warriors India)

2015
Shares listed on the BSE and NSE

2016
- Commissioned Eastern India’s largest hosiery product manufacturing plant in Dankuni
- Became Kolkata Knight Riders’ primary sponsor

2017
- Varun Dhawan roped in as brand ambassador
- Lux Cozi Her, innerwear range for women, launched

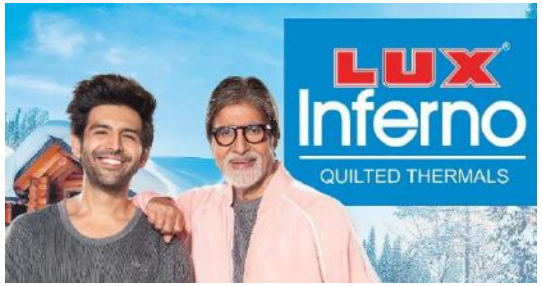
2018
- Amitabh Bachchan onboarded as brand ambassador
- Lux Classic & Lux Venus Classic relaunched

2019
- Launched India's first scented vest Lux Cozi
- Launched One8 brand

2021
Merger of J.M. Hosiery and Ebell Fashions with Lux Industries

PRESENCE ACROSS DIVERSE PRICE POINTS

Categories	Prominent brands			Winter Wear	**Total Revenue in ₹ Cr
Premium	ONE8 INNERWEAR	ONN TOTAL COMFORT	LUX Premiums MADE IN INDIA		
₹ Cr	16	79	133		228
Semi-premium	GenX	Lyra WOMEN'S WEAR	LUX cozi	LUX Inferno QUILTED THERMALS	
₹ Cr	103	225	554	217*	1,099
Economy	LUX Karishma	LUX VENUS	Others		
₹ Cr	46	553	17		616



Presence across price segments helps the Company cater to a wide customer base and fast-track growth

** Includes complete winterwear sale including Lux Cottswool*

*** Note : Net sales revenue of 2020-21*

PBT MARGIN

Margin	Prominent brands	*Total Revenue in ₹ Cr
18-21%	one8 INNERWEAR; LUX Premiums MADE IN INDIA; ONN TOTAL COMFORT; LUX Inferno QUILTED THERMALS; My Life My Lyra WOMEN'S WEAR	670
13-17%	GenX PREMIUM INNERS | CASUALS | T-SHIRTS; LUX cozi INNER WEAR	657
Upto 12%	LUX Karishma; LUX VENUS THE ORIGINAL STYLEWEAR; Others	616

Presence across price segments helps the Company cater to a wide customer base and fast-track growth

**Note : Net sales revenue of 2020-21*

MERGING GROUP COMPANIES

Group companies – Ebell Fashions Private Limited (brand Lyra) and J.M. Hosiery and Co Limited (brand Genx) merged with Lux Industries Limited

Benefits of the Merger

- Market growth
- EPS accretive
- Expand product portfolio
- Expand into newer markets and segments
- Strong positioning
- Enhanced margins

₹90.25

EPS in FY21 (post-merger)

₹48.66

EPS in FY20 (pre-merger)

2,52,53,000

Shares of Lux (pre-merger state)

48,18,681

Shares issued pursuant to scheme of merger and application made to BSE & NSE for listing of shares.

WIDENING AND DEEPENING REACH

1,150+ dealers' network

Available in 2 lakh+ multi-brand stores and 11 EBOs

Stronger e-retail platform presence

12 Depots drive faster distribution in India

150
Exclusive brand outlets (target by FY22)

410+
Sales teams drive offtake

19
Warehouses (12 states)

Strategically located manufacturing units (West Bengal, Punjab, Tamil Nadu and Uttar Pradesh) to address growing markets

EXPORT PRESENCE

TAKING HOMEGROWN BRANDS TO THE GLOBAL MARKET

Star Export House recognition by Government of India

24

New countries added in past 5 years

46+

Country-wide presence

60

Targeted country-presence by 2025

Market traction in tropical countries (including GCC region and Africa)

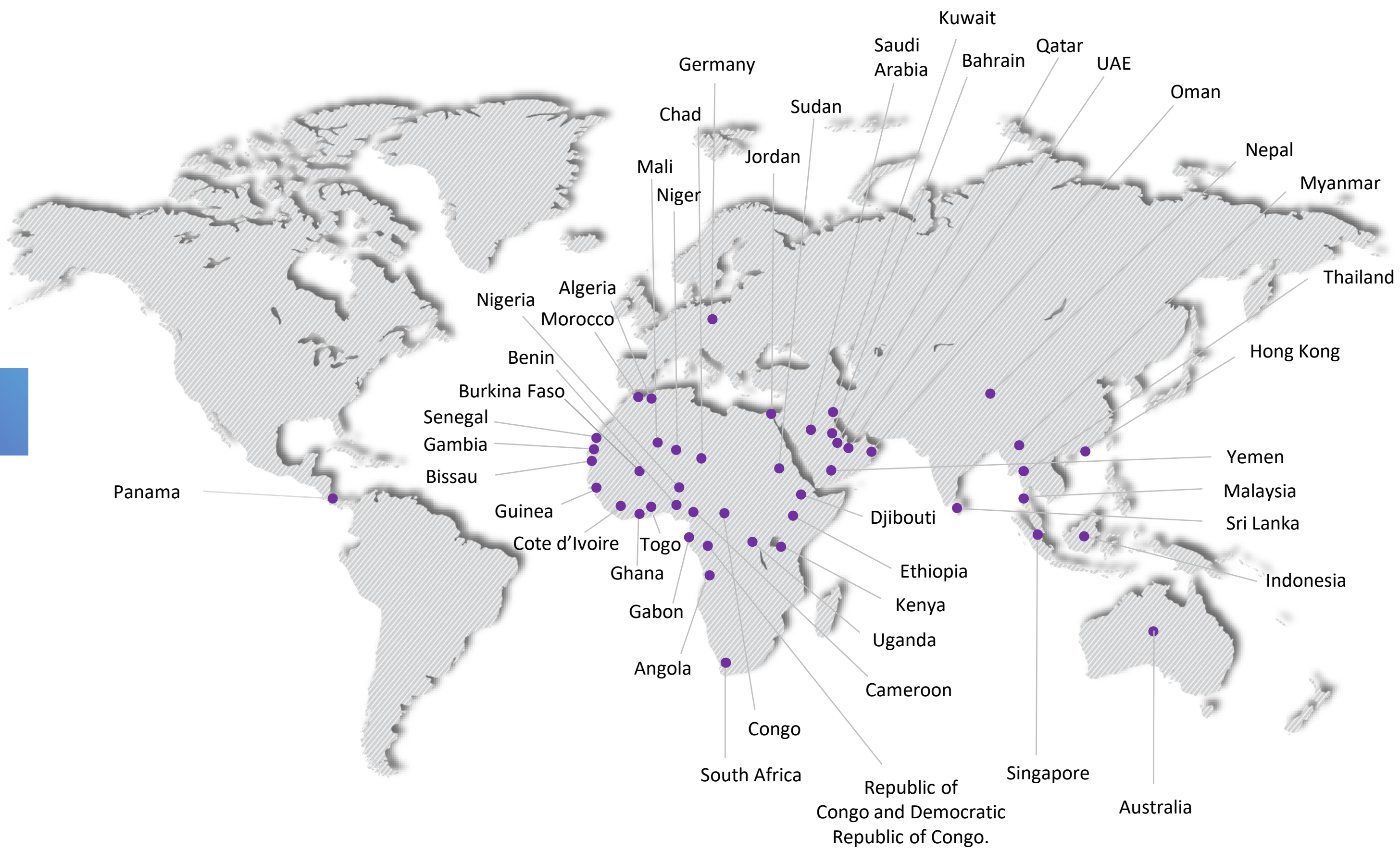
Geography-wise sales

93%

Domestic

7%

Exports



ADVANCING WITH GOOD GOVERNANCE

Experienced Board

- Promoter-Directors with 24 years of average industry experience; expertise- Sales & Marketing, Brand Promotion, Product Development, Board service & Governance
- Independent Directors with expertise in Accounting & Finance, Legal, Printing and Packaging

- **Inducted E&Y as Internal Auditor**
- **Inducted Economic Laws Practice (ELP) as Compliance Consultant**
- **S.K. Agarwal and Co. is the Statutory Auditor; planning to induct a Big 4 in next 12-18 months**

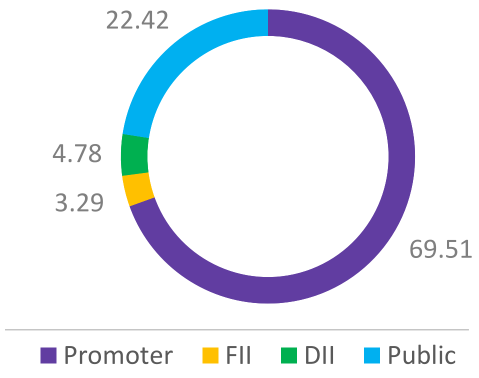
Strong Management Team

- Inducted several new members in the past two years
- New members include:
  Nischal Puri, a hosiery industry veteran as the Director, Operations in Artimas Fashions Pvt. Ltd. (Subsidiary of Lux)
  Saurabh Bhudolia – CFO
  Jitendra Shah – VP, Finance
  Sagar Shah – Head, EBO and others

Growing Trust

- Marquee investors like Jupiter India Fund, Kotak Mutual Funds, Abakkus Growth Fund and Life Insurance Corporation of India, among others
- Covered by key research and brokerage houses such as Anand Rathi, SMIFS, B&K Securities

Shareholding pattern 31.3.21



50%

Share of Independent Directors on Board

2/12

Women Independent Directors

Restructured business processes

Enhanced IT investments

Industry-specific expertise

Robust governance

STRENGTHENING INTERNAL CONTROLS

Robust risk-management framework

- No duplications
- Minimal manual interventions

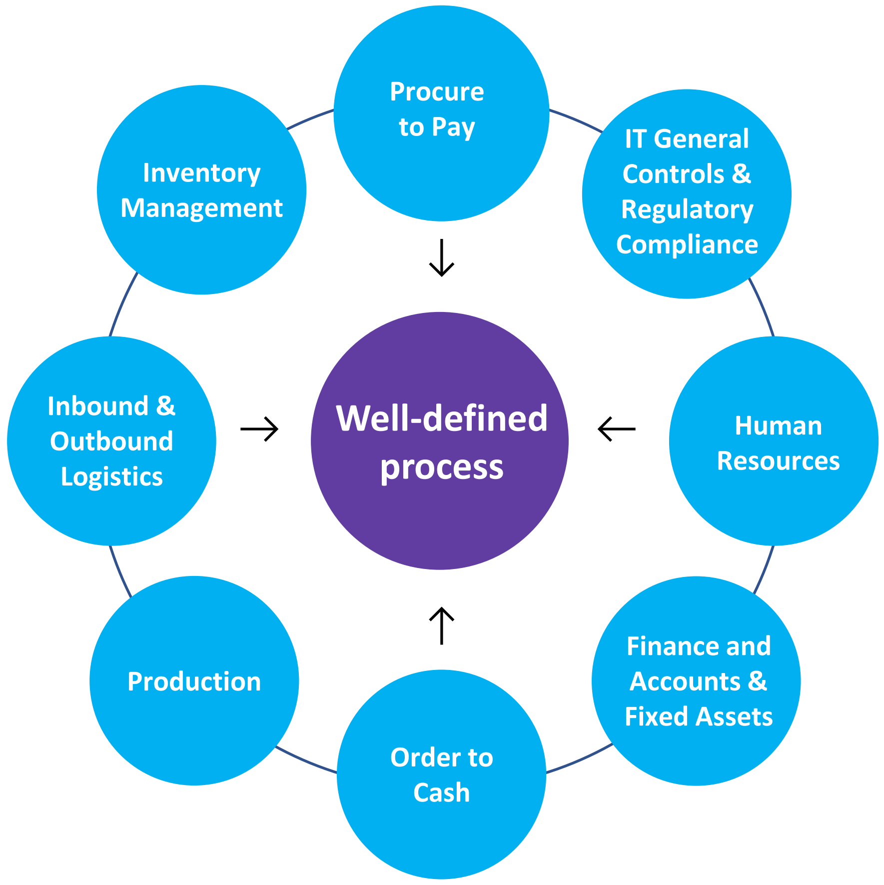
Organisation-wide accountability

Execution excellence through:

- Digital capability
- Streamlined processes
- Higher transparency

Process to be fully streamlined by 2021-22

SOP driven culture



16 Opportunity landscape

OPPORTUNITIES

RESPONDING TO MARKET OPPORTUNITIES

1,150+

Strong distribution channel

2,400

Employee workforce

20+ years

Longstanding dealer relationship

₹110 crore

Near-term investment to augment production through internal accrual

₹24 to ₹1790

Price range of products

~15%

Existing market share in men's innerwear

₹261 crore

Cash balance

674+

Districts-presence in India

₹400 crore

Additional revenue generation potential through proposed expansion

Lux industries Dankuni factory

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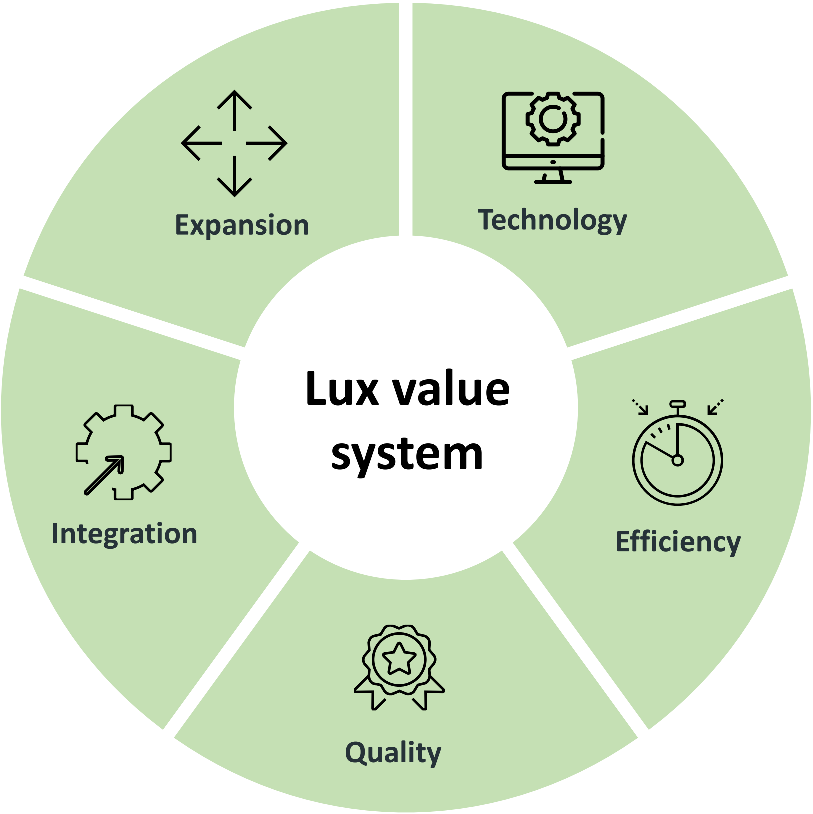
FAST-TRACK PROGRESS

GROWTH INITIATIVES

Expansion: Foraying into new segments and geographies and expanding multi-channel footprint

Integration: Capitalising on synergies through merger with J.M. Hosiery and Ebell Fashions

Quality: Creating new benchmarks for quality and comfort



Technology: Augmenting digital capability with investments in automation (SAP Hana) for enhanced operational control

Efficiency: Presence across value-chain and scale driving organisation-wide efficiency

ENHANCING MANUFACTURING CAPABILITIES

Present in yarn sourcing till packaging

Flexible core manufacturing process

Key focus areas: quality, cost effectiveness and innovation

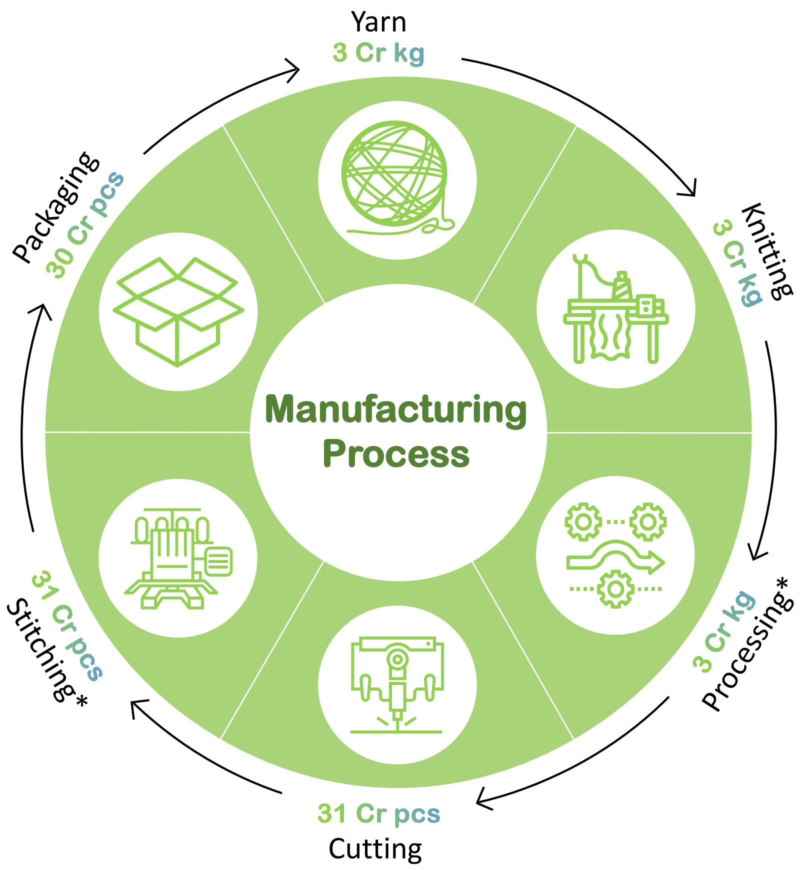
Completed upgradation and replacement of old equipment

₹25 crore

Investment on cutting machines from Italy, Germany, and Singapore

30 crore

Garment pieces manufactured every year



*Note *Outsourced to job workers with strong company control*

VENTURING INTO NEWER REGIONS AND SEGMENTS

From a innerwear pureplay to a mix of athleisure and outerwear player

Unique socks, innerwear and sleepwear collection for One8, globally

Foray into southern region of India

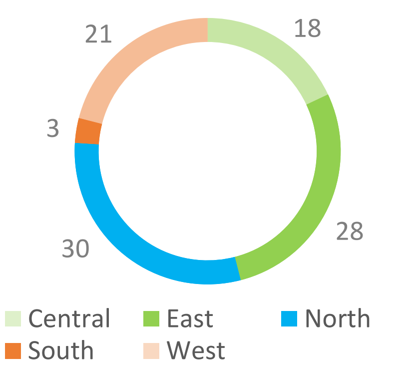
Enter female (innerwear and outerwear) and kids segment

Focus on premium innerwear range:
Current Market share – ₹228 Crore in FY21

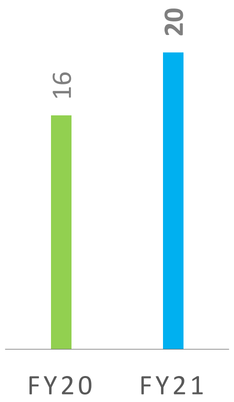
Expected Market Share – ₹500 Crore in FY25

Foray into 46 countries; grow exports revenue by 60% in five years

Domestic Sales (%)



Expanding EBITDA margin (%)



Share of revenues from value, semi-premium and premium products category of FY21

Revenue share	Amount %	Volume %
Premium	12	9
Sub Premium	57	41
Economy	31	50

Share of revenues from value, semi-premium and premium products category of Q4 FY21

Revenue share	Amount %	Volume %
Premium	13	10
Sub Premium	53	41
Economy	34	49

EXPANDING THROUGH MULTI-CHANNEL FOOTPRINT

- Growing wholesale market presence
- Association with 1,150+ dealers with focused engagement initiatives

Adopting investment-light #FOFO model

Strong presence in multi-brand outlets and large format stores

Target revenue of ₹100 Cr by online sales in next 3 years

Enlarging e-commerce footprint with Amazon, Flipkart, Myntra and AJIO, among others

amazon Flipkart AJIO

#FOFO: Franchise-owned-franchise operated

<1%
Dealer attrition

12
Depots drive faster distribution in India

4,000+
Average daily online orders

11
Exclusive brand outlets (EBOs)*

160
Large store formats* to showcase the entire product range

**For premium offerings*

CRAFTING 360⁰ BRANDING INITIATIVES

Building brands judiciously

Amitabh Bachchan, Virat Kohli, Varun Dhawan, Kartik Aaryan, Taapsee Pannu are brand endorsers

Sponsored KKR team in the IPL to enhance brand respect and visibility worldwide

₹641 crore

Branding investments in the last five years, leading to FY21

8%

Average share of revenues spent on branding (FY17-FY21)

18.50

Return on every rupee spend on A&P

CREATING SUCCESSFUL BRAND STRATEGY

1. Creating Successful brand across different price point
2. Innovative products and launches
3. Sustaining brand promotion
4. Strengthening endorsement compatibility
5. Evolving communication
6. Clear and consistent brand product salience
7. Messaging around desired consumer aspiration
8. Translating brand strengths into quicker offtake and shorter receivables cycle

ACCELERATING DIGITAL ADOPTION

End-to-end IT solutions through dealer integration systems

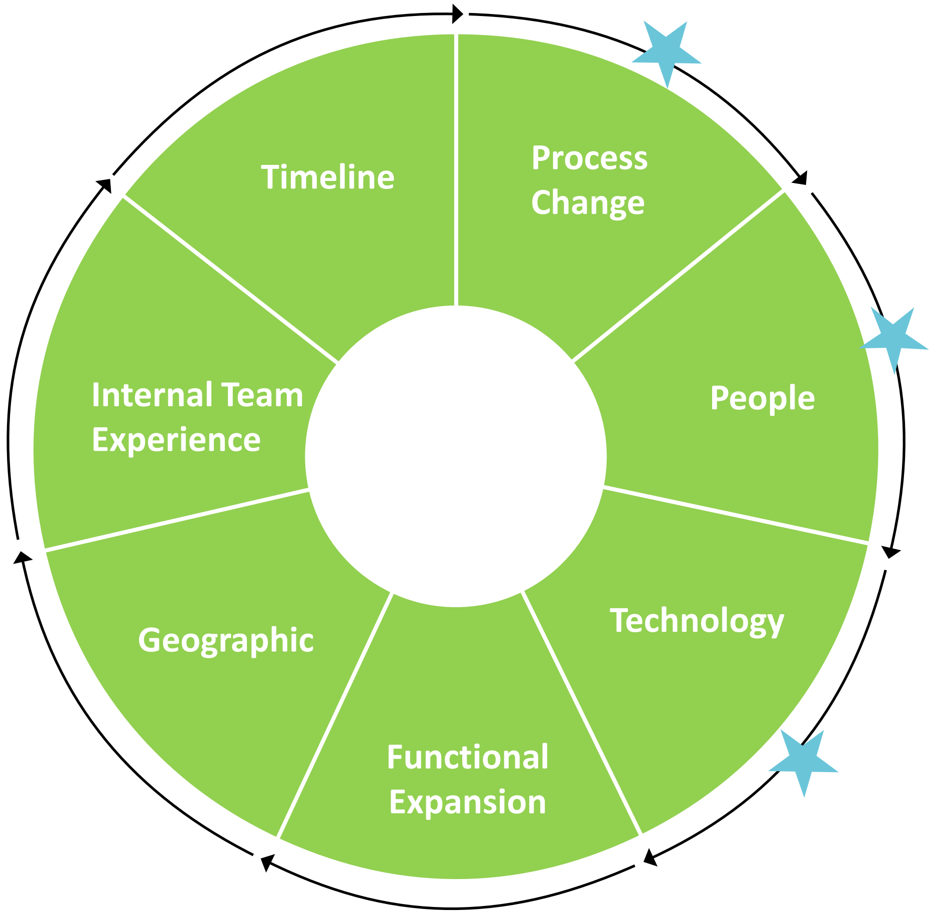
Enhanced MIS system for business visibility; data-based decision-making

Led by Bibek Maity, CIO and his 25-member team

Invested in SAP-Hana and SAP rollout across the organisation

Detailed IT investment roadmap for the next 10 years

Better control over internal operations



STRENGTHENING FINANCIALS

Overhauled credit policy to strengthen working capital

Deleveraged balance sheet and created strong liquidity buffer

Aggressive reinvestment in the business with focus on premiumisation

36%
ROCE, FY21

17%
Revenue Growth, FY20-FY21

₹261 crore
Cash and cash equivalents, FY21

43%
EBITDA Growth, FY20-FY21

FY20	FY21
96 days Debtor-turnover in FY20	**85 days** Debtor-turnover in FY21
109 days Inventory cycle in FY20	**89 days** Inventory cycle in FY21
45 Creditor days in FY20	**52** Creditor days in FY21
12x Interest cover in FY20	**29x** Interest cover in FY21
0.32 Debt-equity in FY20	**0.12** Debt-equity in FY21

OUR LEADERSHIP PROFILE

Ashok Kumar Todi
Chairman

- Visionary, Founder and Promoter
- Commerce Graduate; engaged in the hosiery business for over five decades
- Forte lies in capturing market share, marketing, formulating various policies for growth and expansion
- Introduced attractive schemes for dealers, retailers and consumers
- Associated with various philanthropic organisations in India

Pradip Kumar Todi
Managing Director

- Founder and Promoter
- Commerce Graduate
- Primarily focuses on product development and production functions
- Deep technical knowledge of the hosiery industry
- Forte lies in developing new patterns, yarn combinations, and knitting technologies
- Introduced new styles and optimised production costs

NEXT GENERATION TAKING VISION FORWARD

Navin Kumar Todi
Executive Director

- Commerce Graduate
- Engaged with the Company for 21 years
- Looking after the GenX and Lux Cozi Her brands
- Responsible for operations of the Tirupur unit
- Focusing on product premiumisation, new brands and product categories

Rahul Kumar Todi
Executive Director

- Post Graduate (Marketing) from GRD, Coimbatore
- Engaged with the company for 17 years
- Looking after the Production function of the Tirupur Unit
- Handled wide range of responsibilities across businesses
- Overseeing several functions like finance, personnel, operations, among others

Saket Todi
Executive Director

- Post Graduate (Brand Management) from MICA
- Engaged with the Company for 7 years
- Responsible for premium brands in the retail channel - ONN brand and exports market
- Introduced in-house capacity for stitching for better quality and cost control
- Expanded presence by 24+ countries
- Focus on quality; created a loyal customer base

Udit Todi
Executive Director

- MSC in Finance from LSE, Economics (Hons.) from St. Stephens College, Delhi.
- Engaged with the Company for 7 years
- Launched brand Lyra - +500 crore within 5 years making it the market leader.
- Instrumental in setting up the Dankuni facility with cost optimization.
- Setting up new facilities for further growth plans.
- Expanding women's wear segment into a complete range including inner wear and athleisure.

STRENGTHENING THE MANAGEMENT TEAM

Professionals in key positions

Saurabh Kumar Bhudolia
Chief Financial Officer

- Qualified Chartered Accountant
- 18+ years of experience in Corporate Finance, Accounts, Planning, Risk Management, Mergers and Acquisitions etc.
- Strong business and financial acumen, instrumental in fund raising, investor relationship
- Earlier worked as a CFO in Future Lifestyle and in his early career handled multiple roles in Tata Steel, Mondelez and Sula Vineyards

Smita Mishra
Company Secretary & Compliance Officer

- Qualified Company Secretary, associated with the Company for the last 11 years
- Heads the complete compliance functions and ensures efficient administration; compliance with statutory and regulatory requirements
- Played a critical role during listing on NSE and BSE

Sanjay Mittal
Vice President (Sales)

- Has led and supported various leadership roles for 25+ years at the company
- Heads the sales function and plays a significant role in formulating the Sales Strategy
- Strong understanding of hosiery market and achieving targets, critical role in gaining market share via new launch with incremental topline

STRENGTHENING THE MANAGEMENT TEAM

Well-defined roles and responsibilities

Bibek Maity
Chief Information Officer

- Postgraduate (MBA & MCA)
- 22+ years of experience in IT
- Associated with the Company for 5+ years
- Responsible for SAP implementation in the Company
- Enabling smoother business decisions by implementing IT-enabled tools

Surendra Kumar Bajaj
Vice President (Marketing)

- 35+ years of experience in marketing industry
- Associated with the Company for 6+ years
- Worked with Khaitan Group of Companies before joining Lux
- Instrumental in formulating marketing strategy and plans

Narendra Panjwani
Head of Quality Control

- Bachelor of Science
- 20+ years experience in hosiery industry
- Associated with the Company for 7+ years
- Helps maintaining product quality right from its development to commercialization
- Worked with Maxwell Industries for 21 years

FORAYING INTO THE PREMIUM SEGMENT WITH ONE8

Impressive portfolio (innerwear, loungewear, sleepwear)

Company's critical margin driver

Endorsed by Virat Kohli and has huge growth potential

₹16 crore*

Revenues in 2020-21

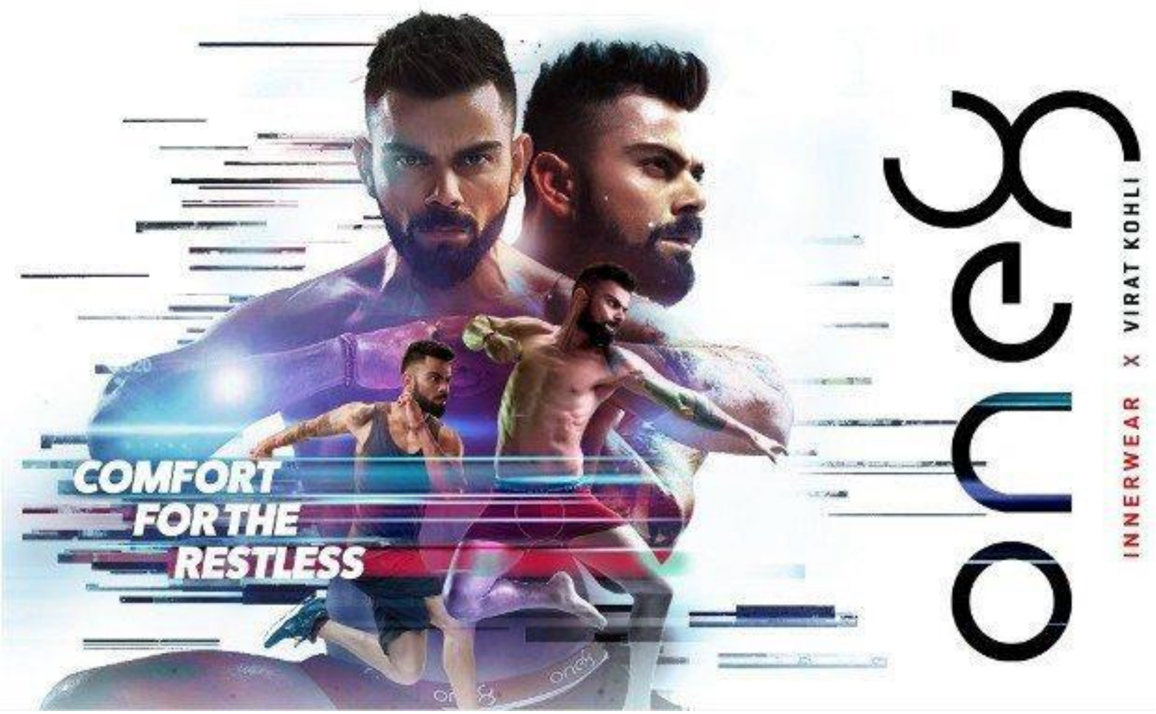
x7 times

Expected revenues in 2024-25

Created an inorganic, and new distribution channel

Independent and dedicated manufacturing facilities

Brainchild of Nischal Puri, an industry veteran



* *Includes complete sale of Artimas Fashions Pvt. Ltd. including One8 and others*

PREPARED FOR TOMORROW

To	From
Combination of mass, mid-premium and premium	Mass segment
Professionally-driven	Promoter-driven
Technology-driven with defined employee roles	Legacy processes
Pull marketing	Push marketing
Pan-India presence	Selected states of presence
Men's innerwear, outerwear, women's innerwear and outer wear, athleisure, kids wear	Men's innerwear
Strengthened working capital management, improving liquidity	High receivables days and low inventory turnover

33 Financial performance

PERFORMANCE

SNAPSHOT FOR FY 2021

Revenue
In ₹ crore

FY21	FY20	
1,965	1,674	17%

Gross Profit
In ₹ crore

FY21	FY20	
684	585	17%

PAT
In ₹ crore

FY21	FY20	
269	177	52%

EBITDA
In ₹ crore

FY21	FY20	
393	275	43%

Gross Margin
%

FY21	FY20	
35	35	0%

PAT Margin
%

FY21	FY20	
13.71	10.59	29%

EBITDA Margin
%

FY21	FY20	
19.99	16.44	22%

Net Cash Flow
In ₹ crore

FY21	FY20	
85	6	14.16x

SNAPSHOT FOR Q4 FY 2021

In ₹ crore

Revenue

Q4 FY21	Q4 FY20	49%
601	404	▲

In ₹ crore

Gross Profit

Q4 FY21	Q4 FY20	66%
227	136	▲

In ₹ crore

PAT

Q4 FY21	Q4 FY20	118%
91	41	▲

In ₹ crore

EBITDA

Q4 FY21	Q4 FY20	95%
129	66	▲

%

Gross Margin

Q4 FY21	Q4 FY20	11%
38	34	▲

%

PAT Margin

Q4 FY21	Q4 FY20	47%
15.07	10.28	▲

%

EBITDA Margin

Q4 FY21	Q4 FY20	31%
21.45	16.38	▲

In ₹ crore

Net Cash Flow

FY21	FY20	14.16x
85	6	▲

BIRD'S-EYE VIEW

Category	FY 21				
	NSV FY 21 (in ₹ crores)	NSV FY 20 (in ₹ crores)	Sales Growth	Volume Growth	ASP Growth
Premium	228	214	7%	1%	10%
Mid- Premium	1099	969	13%	7%	8%
Economy	616	474	30%	21%	6%
Total	**1943**	**1657**	**17%**	**13%**	**4%**

Category	Q4 FY 21				
	NSV FY 21 (in ₹ crores)	NSV FY 20 (in ₹ crores)	Sales Growth	Volume Growth	ASP Growth
Premium	77	52	48%	31%	12%
Mid- Premium	313	221	42%	26%	12%
Economy	205	129	59%	31%	18%
Total	**595**	**402**	**48%**	**29%**	**13%**

CONSOLIDATED CASH FLOW STATEMENT

In ₹ crore

Cash Flow	March 2021	March 2020
Net Cash flow from Operations	388.54	152.68
Cash flow from / (used in) investing activities	(176.54)	(44.24)
Cash flow from / (used in) in financing activities	(133.37)	(130.48)
Net increase / (decrease) in cash and cash equivalents	78.63	(22.04)
Cash and cash equivalents at the end of the year	84.69	6.06
Add: Investments lying in the closing date	176.74	39.63
Closing Cash and Cash Equivalent	261.43	45.69
Borrowings as on Closing Date	123.60	235.64
Net Cash Balance	**137.83**	**(189.95)**

HIGHLIGHTS

Revenue for the quarter is at an all-time high with a top line of ₹ 601 Crore and a growth of 49%

Margin for the quarter stands at 37.68%

Advertisement spend for the year is around ₹ 106 Crore @ 5.4% of Total Income

EBITDA stands at ₹ 129 Crore @21.45% with an improvement of 507 basis points over Q4' FY 2020

PBT and PAT for the quarter is @ 20.23% and 15.07% respectively

Working capital days for the FY ended March'21 stands at 122 days; significant improvement by 38 days over last year FY 2020

Gross Cash reserve stands at ₹ 261 Crore, net of borrowing at ₹ 138 Crore

Company continues E&Y as its Internal Auditor

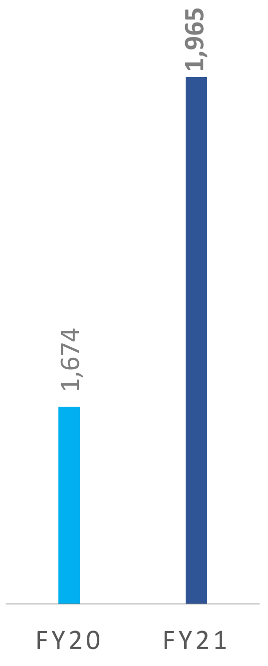
Appointed ELP as Compliance Consultant (GST)

Fixed asset - Company used but Promoter owned has been transferred in the name of Company

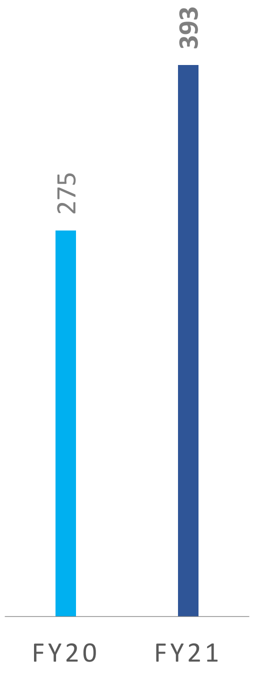
Company has sanctioned around ₹ 110 Crore of capex for expansion into existing and new categories

CONSISTENT PERFORMANCE (FY 2021)

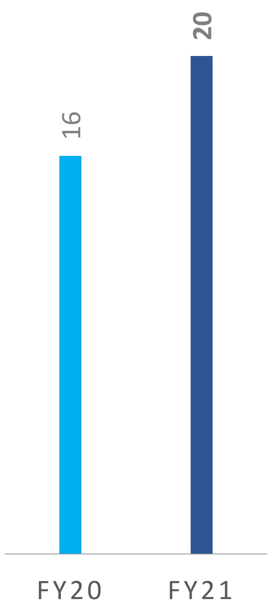
Revenue ₹ (Cr)



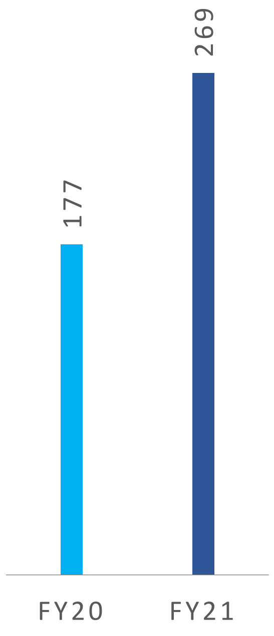
EBITDA ₹ (Cr)



EBITDA Margin (%)



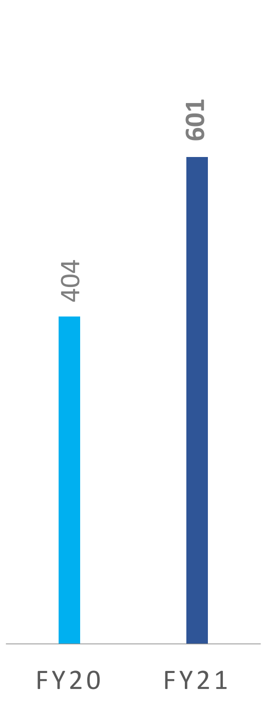
PAT ₹ (Cr)



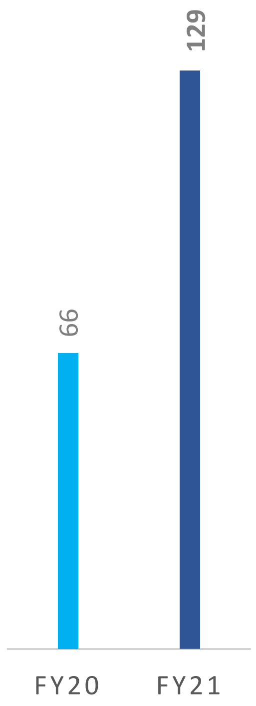
PAT Margin (%)

CONSISTENT PERFORMANCE (Q4 FY 2021)

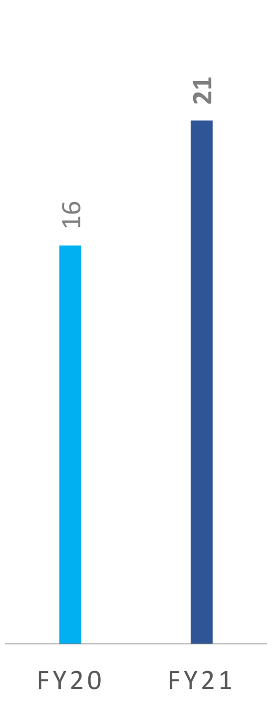
Revenue ₹ (Cr)



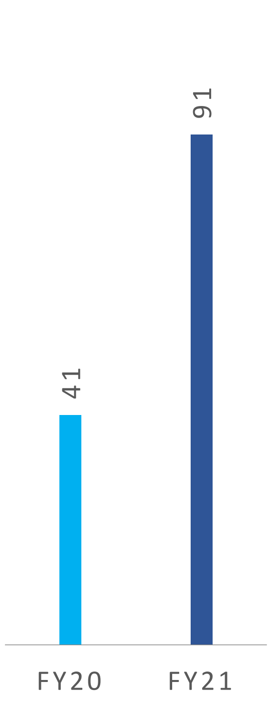
EBITDA ₹ (Cr)



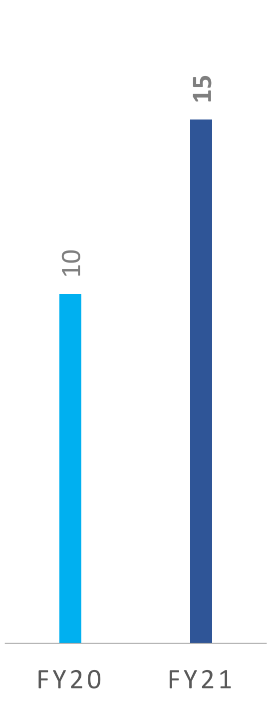
EBITDA Margin (%)



PAT ₹ (Cr)



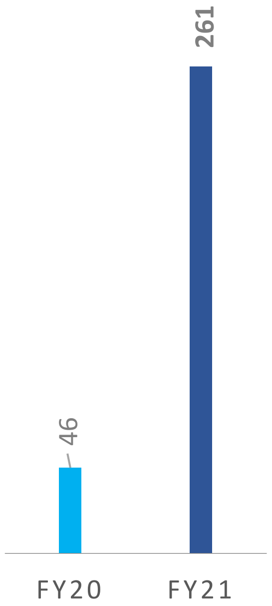
PAT Margin (%)



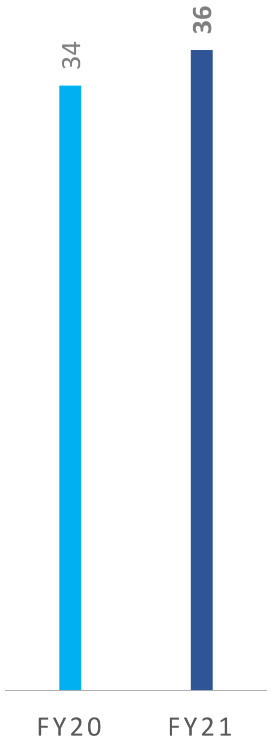
CONSISTENT PERFORMANCE

Capital Employed ₹ (Cr)

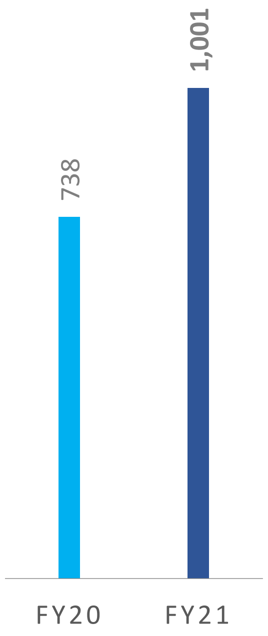
Cash and Cash Equivalents* ₹ (Cr)



RoCE (%)



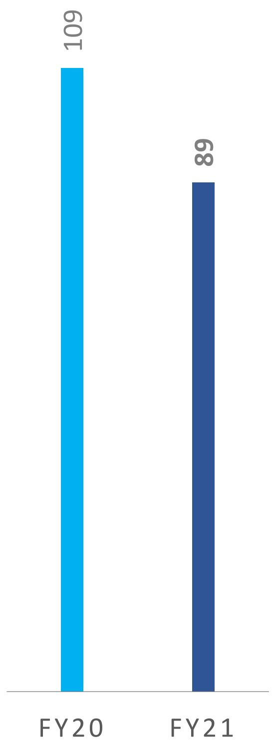
Net Worth ₹ (Cr)



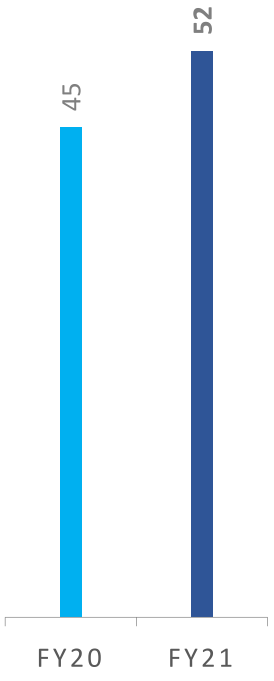
*Gross cash and cash equivalents

CONSISTENT PERFORMANCE

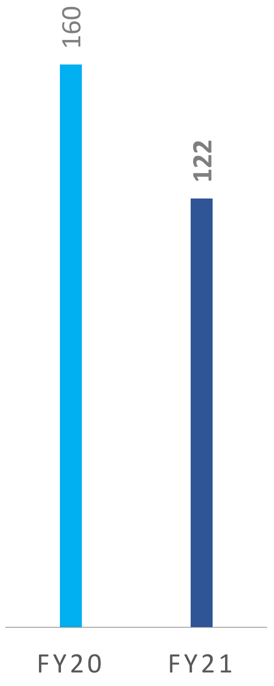
Inventory Turnover (days)



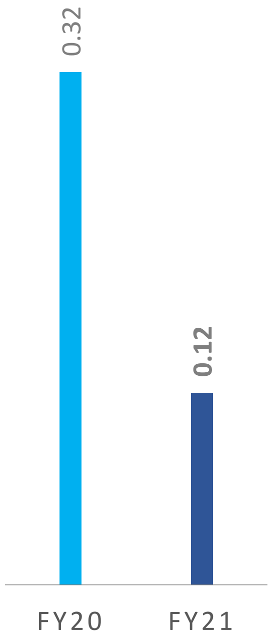
Credit Turnover (days)



Working Capital Turnover (days)



Debt – Equity (Ratio)



43 Environment
44 Sustainability
45 CSR

SUSTAINABILITY

REDUCING ENVIRONMENTAL FOOTPRINT

1 MW rooftop solar power plant at Dankuni (West Bengal) unit

Energy-saving LED lighting systems in our plants save energy

Process technology help save water

40-45% of our total power requirements met through renewable sources

Substantial electricity cost reduction

Reducing carbon footprint

2 lakh litre

Water saved every day through state-of-the-art processing technology

Rooftop solar power plant at Dankuni unit

CONTINUING SUSTAINABILITY COMMITMENT

Action		Impact
Our products are made of 100% natural fibre and we use recyclable packaging	↔	Hygienic products and reduced environmental impact
Many suppliers manufacture exclusively for us	↔	Consistent product quality and employment generation
Manufacturing locally and maximising local sourcing	↔	Boosting local economy and well-being in the society
Embedding sustainability and circularity across the value chain	↔	Including sourcing sustainable raw materials, manufacturing processes, supply chain and waste management
Social commitment includes sustainability and inclusive growth	↔	Including sustainable raw materials; enhanced workforce management and greater community reach

SPREADING THE SEEDS OF KNOWLEDGE

Built the Saraswati Sishu Mandir School at Bali (Murshidabad)

Providing quality education to local and tribal children

Partnership and consultation with NGOs, registered trusts and Section 8 companies

100 +

Students enrolled

Saraswati Sishu Mandir School at Bali (Murshidabad)

ENSURING WELL-BEING FOR ALL

Supporting Pushpawati Singhania Hospital & Research Institute

Reaching healthcare through focused intervention areas (kidney ailments, cardio-vascular diseases, cancer among others)

Engaging in providing treatment to ailing population

Providing OPD and IPD services to the economically underprivileged

200+

Bed facility

1,500+

Liver transplants

Pushpawati Singhania Hospital & Research Institute

COMBATING THE PANDEMIC TOGETHER

Regular temperature checks and periodic sanitisation at the Company premises

Distributed free food packets to 3000+ people

Free distribution of disposable masks to all teams

Replaced biometric with face detector attendance system

Hot Kadha (ayurvedic drink) provided to all employees daily to boost their immunity

200+

People touched through the healthcare initiatives

₹50 lakh

Contributed to Emergency Relief Fund for Covid-19

Conducting regular temperature checks

Food distribution camp

Safe Harbor

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For further information, please contact

Company :

CIN: L17309WB1995PLC073053

Mr. Saurabh Kumar Bhudolia
saurabh.bhudolia@luxinnerwear.com

www.luxinnerwear.com

Investor Relations Advisors :

CIN: U74140MH2010PTC204285

Mr. Jigar Kavaiya +91 9920602034
jigar.kavaiya@sgapl.net

www.sgapl.net