



LUX INDUSTRIES LIMITED

CORPORATE PRESENTATION | Q3 FY 22

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REINFORCING OUR ESG COMMITMENT



- 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

₹2.76 crore

Actual CSR expenditure (YTD Dec'21)

₹4.6 crore

Budgeted annual CSR expenditure

2,000+

Trees planted in 35-40 acres of land



- 06 At a glance
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CORPORATE

IDENTITY

ENSURING EVERYDAY COMFORT FOR DECADES

Lux group



Leadership

No.1

Indian innerwear company (volume terms)

₹1709 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

5K+

SKUs; among industry's largest innerwear ranges. It will be 13K+ if colour and size counted separately

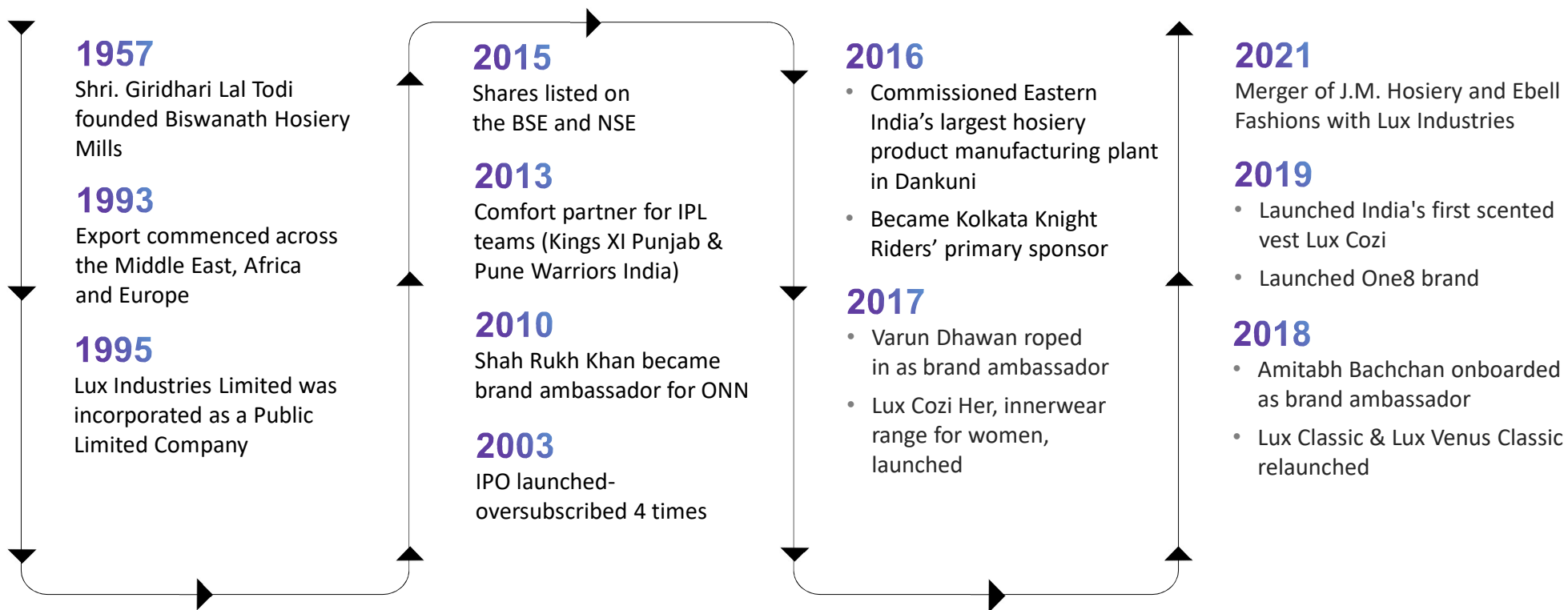
100+

Products spanning innerwear, athleisure wear categories

* YTD Dec'21

** Year Ended Mar'21

BUILDING ON A RICH LEGACY



PRESENCE ACROSS DIVERSE PRICE POINTS

Categories	Prominent brands			Winter Wear	**Total Revenue
Premium					
₹ Cr	88	120	18		226
Semi-premium					
₹ Cr	441	220	86	189*	936
Economy			Others		
₹ Cr	472	33	31		536

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 YTD Dec'21



PBT MARGIN

Margin	Prominent brands	*Total Revenue
22-26%	    	
		635
17-21%	 	
		527
Upto 17%	  	
		536



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

*Note : Net sales revenue of YTD Dec'21

MERGED GROUP COMPANIES



Group companies – Ebell Fashions Private Limited and J.M. Hosiery and Co Limited 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

₹ 88.43

EPS in YTD Dec'21 (post-merger)

₹ 59.86

EPS in YTD Dec'20 (post-merger)

3,00,71,681

Shares of Lux (post-merger state)

2,52,53,000

Shares of Lux (pre-merger state)

Lux Industries Limited

WIDENING AND DEEPENING REACH

1,170+ dealers' network

Available in 2 lakh+ multi-brand stores and 25 EBOs

Stronger e-retail platform presence

12 Depots drive faster distribution in India

150

Exclusive brand outlets (target by FY23)

508+

Sales teams drive offtake

19

Warehouses (12 states)



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



TAKING HOMEGROWN BRANDS TO THE GLOBAL MARKET

Star Export House
recognition by
Government of India

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

24

New countries added in
past 5 years

46+

Country-wide presence

60

Targeted country-presence
by 2025

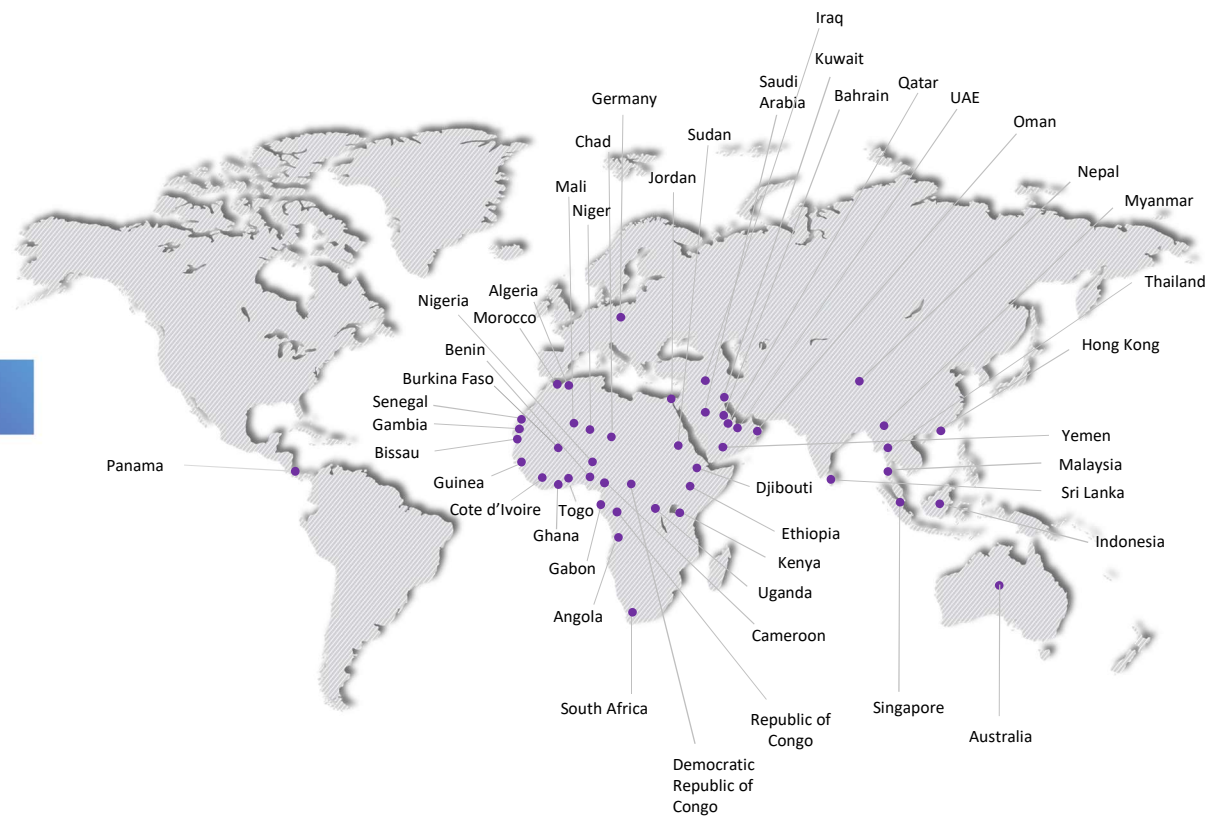
Geography-wise

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
- Inducted Mumbai based consultant for SoP's, RM and IFC
- S.K. Agarwal and Co. is the Statutory Auditor; planning to induct a Big 4 in next 12 months

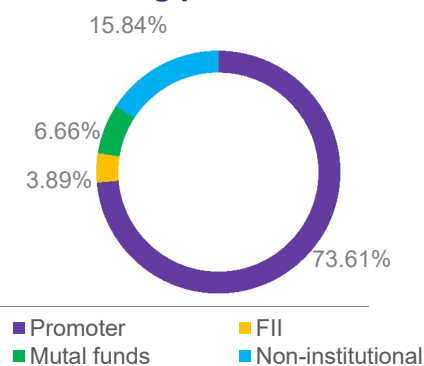
Strong Management Team

- 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 Nippon Life India, 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, Phillip Capital

Shareholding pattern 31.12.21



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

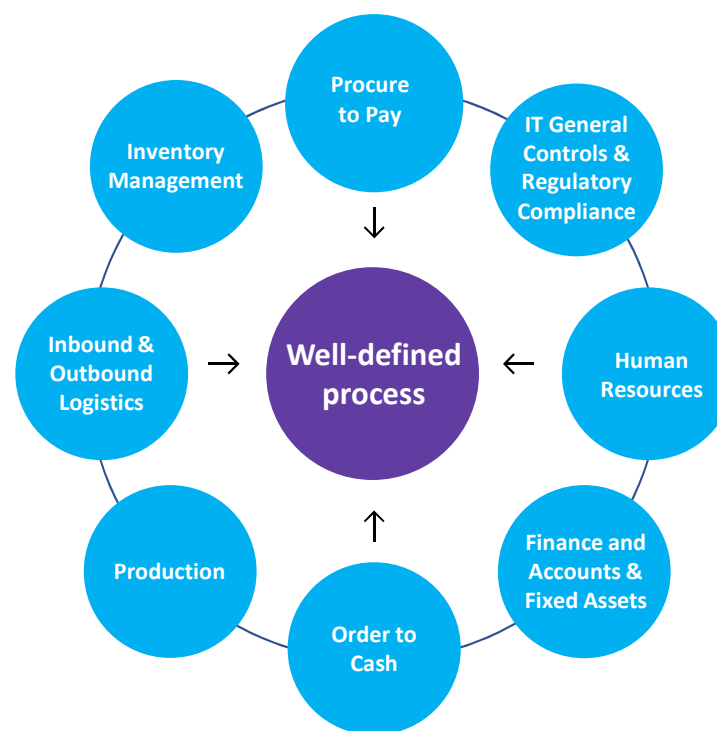
Organisation-wide accountability

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

1,170+

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

₹164 crore

Gross cash balance

674+

Districts-presence in India



Lux industries Dankuni factory

₹400 crore

Additional revenue generation potential through proposed expansion

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FAST-TRACK

PROGRESS



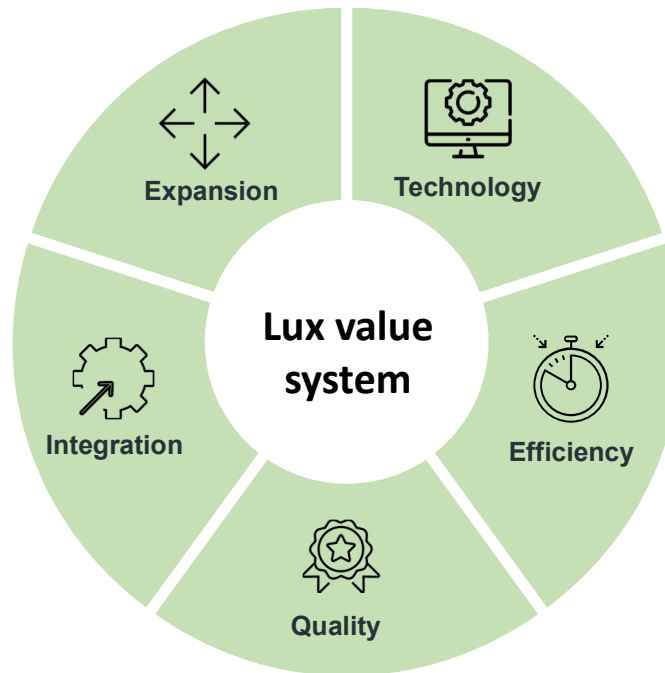
Lux Industries Limited

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

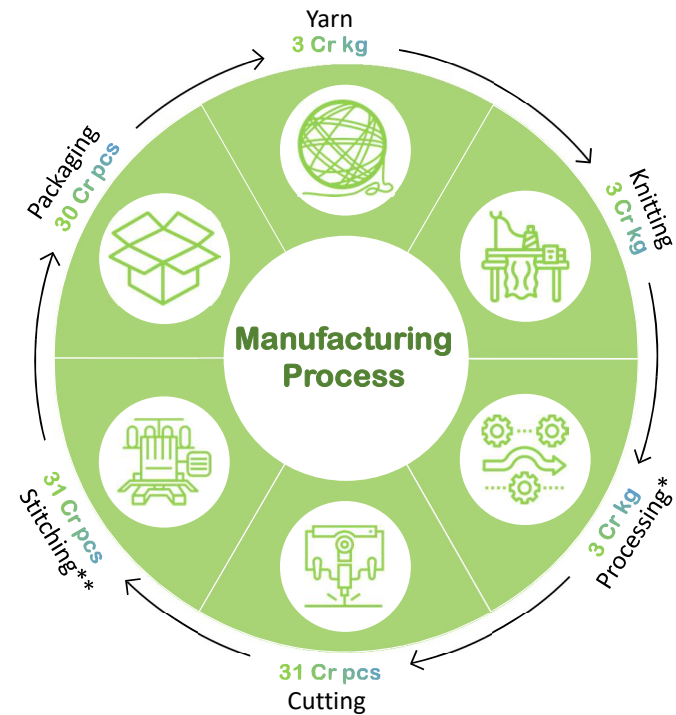


₹25 crore

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

* Year Ended Mar'21

Lux Industries Limited

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

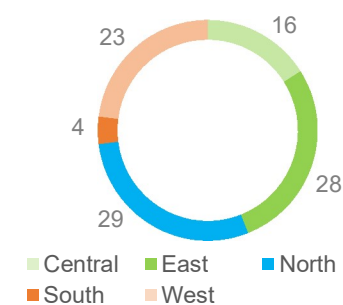
Foray into southern region of India

Enter female (innerwear and outerwear) and kids segment

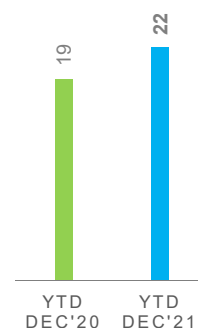
Focus on premium innerwear range:
Current Market share – ₹226 Crore in YTD Dec'21
Expected Market Share – ₹500 Crore in FY25

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 YTD Dec'21

Revenue share	Amount %	Volume %
Premium	13	10
Sub Premium	55	40
Economy	32	50

Share of revenues from value, semi-premium and premium products category of YTD Dec'20

Revenue share	Amount %	Volume %
Premium	11	8
Sub Premium	59	40
Economy	30	52

EXPANDING THROUGH MULTI-CHANNEL FOOTPRINT

- Growing wholesale market presence
- Association with 1,170+ dealers with focused engagement initiatives

Strong presence in multi-brand outlets and large format stores

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



[#]FOFO: Franchise-owned-franchise operated

Adopting investment-light #FOFO model

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

<1%

Dealer attrition

12

Depots drive faster distribution in India

25

Exclusive brand outlets (EBOs)*

4,000+

Average daily online orders

160+

Large store formats* to showcase the entire product range



Lux Industries Limited

CRAFTING 360° 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



₹749 crore

Branding investments in the last five years +, leading to Q3 FY22

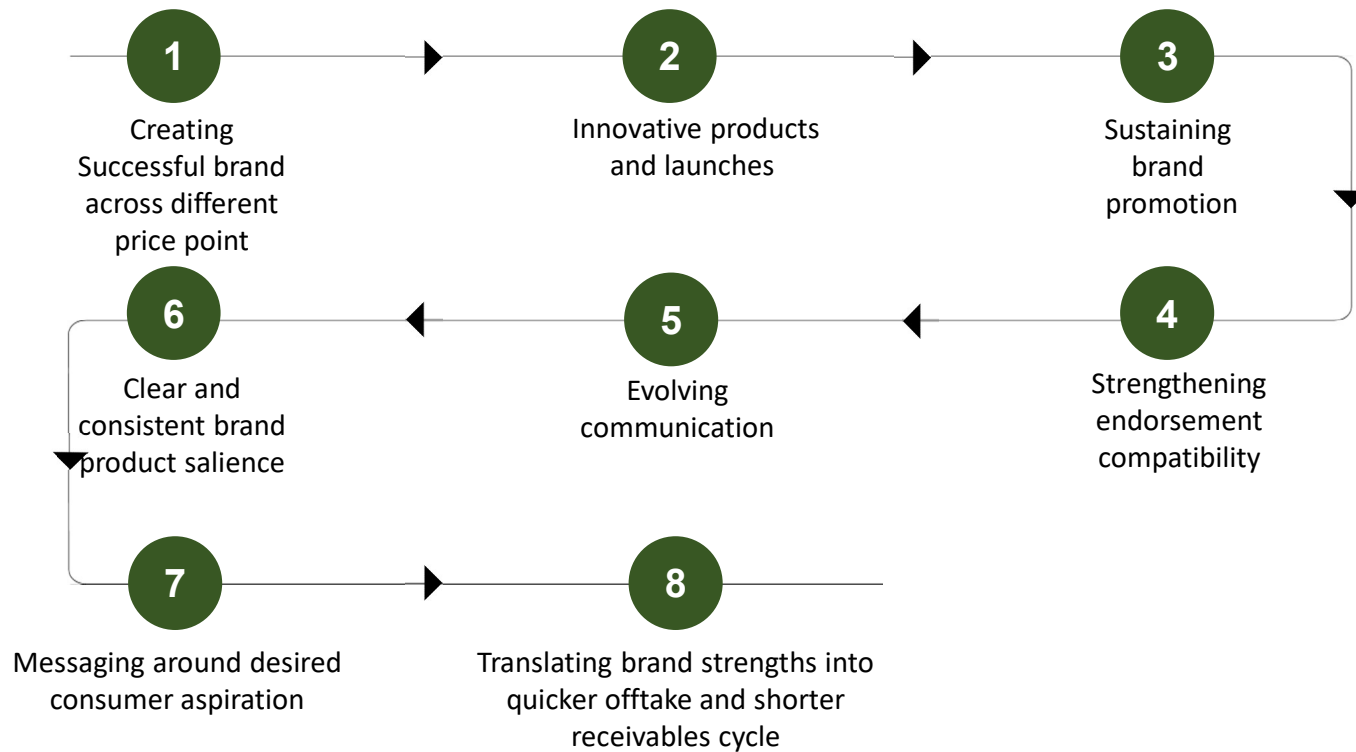
8%

Average share of revenues spent on branding (FY17- Q3 FY22)

15.67

Return on every rupee spend on A&P for YTD Dec'21

CREATING SUCCESSFUL BRAND STRATEGY



ACCELERATING DIGITAL ADOPTION

End-to-end IT solutions through dealer integration systems

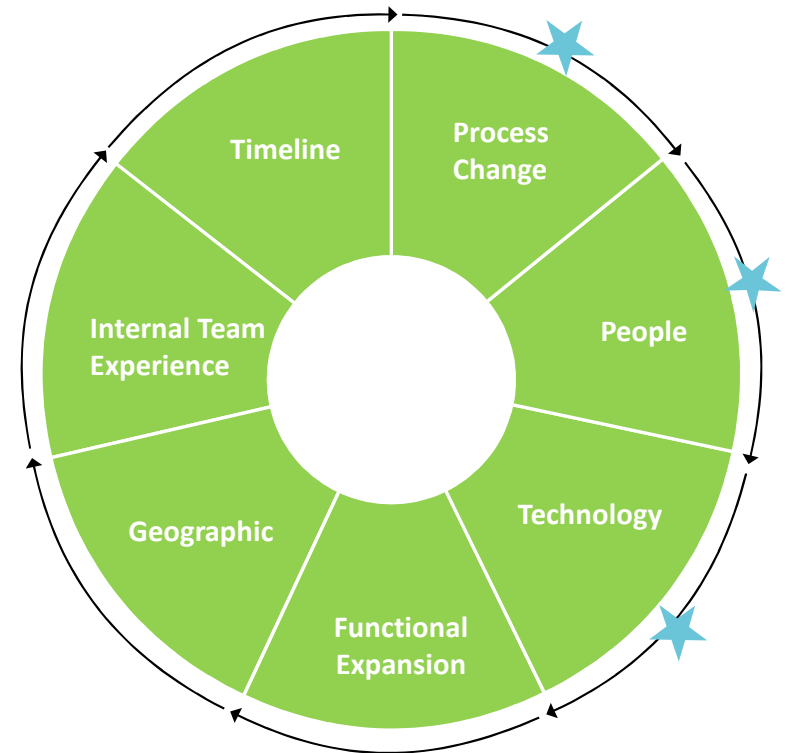
Enhanced MIS system for business visibility; data-based decision-making

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

38%

ROCE, YTD Dec'21

Deleveraged balance sheet and created strong liquidity buffer

26%

Sales Growth YTD Dec'21 vs Dec'20

₹164 crore

Cash and cash equivalents, YTD Dec'21

Aggressive reinvestment in the business with focus on premiumization

47%

PBT Growth, YTD Dec'21 vs Dec'20

** Computed on the basis of extrapolated nine month sales to annualized numbers
Working Capital days is on a higher side mainly because of building up the inventory by seeing the current price dynamics in Raw material

116 days

Working Capital Days in YTD Dec'20**

168 days

Working Capital Days in YTD Dec'21**

89 days

Inventory cycle in YTD Dec'20**

119 days

Inventory cycle in YTD Dec'21**

47 days

Creditor days in YTD Dec'20**

48 days

Creditor days in YTD Dec'21**

24x

Interest cover in YTD Dec'20

40x

Interest cover in YTD Dec'21

0.12

Debt-equity in Dec'20

0.21

Debt-equity in Dec'21

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

NEW VENTURE

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

₹ 19 crore*

Revenues in YTD Dec'21

x7 times

Expected revenues in
2024-25

Created an inorganic,
and new distribution
channel

Independent and
dedicated manufacturing
facilities



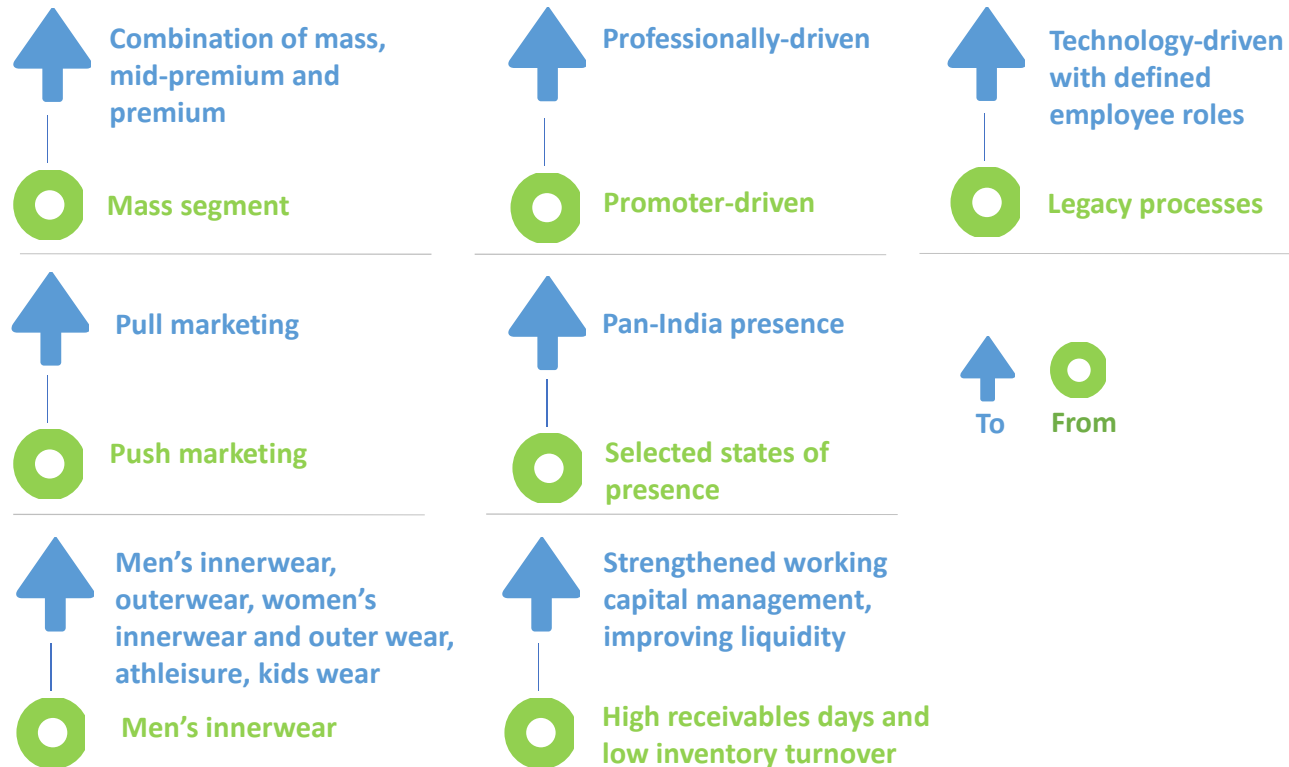
Brainchild of Nischal
Puri, an industry
veteran



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

Lux Industries Limited

PREPARED FOR TOMORROW



33 Financial performance



PERFORMANCE

SNAPSHOT FOR YTD Dec'21 and Dec'20

In ₹ crore

Revenue

Dec'21	Dec'20	26%
1719.96	1363.55	▲

In ₹ crore

EBITDA

Dec'21	Dec'20	43%
377.20	263.73	▲

%

EBITDA Margin

Dec'21	Dec'20	259 bps
21.93	19.34	▲

In ₹ crore

Gross Profit

Dec'21	Dec'20	44%
656.91	457.22	▲

%

Gross Margin

Dec'21	Dec'20	466 bps
38.19	33.53	▲

In ₹ crore

Cash Flow

Dec'21	Mar'21	-22%
66	85	

In ₹ crore

PAT

Dec'21	Dec'20	48%
264.96	178.74	▲

%

PAT Margin

Dec'21	Dec'20	230 bps
15.41	13.11	▲

SNAPSHOT FOR QE Dec'21 and Dec'20

In ₹ crore

Revenue

Dec'21	Dec'20	24%
668.01	539.79	▲

In ₹ crore

EBITDA

Dec'21	Dec'20	33%
145.24	109.02	▲

%

EBITDA Margin

Dec'21	Dec'20	154 bps
21.74	20.20	▲

In ₹ crore

Gross Profit

Dec'21	Dec'20	31%
251.29	191.84	▲

%

Gross Margin

Dec'21	Dec'20	208 bps
37.62	35.54	▲

In ₹ crore

Cash Flow

Dec'21	Mar'21	-22%
66	85	

In ₹ crore

PAT

Dec'21	Dec'20	35%
101.20	75.20	▲

%

PAT Margin

Dec'21	Dec'20	122 bps
15.15	13.93	▲

BIRD'S-EYE VIEW

Category	Nine Months Ended				
	NSV Dec'21 (in ₹ crores)	NSV Dec'20 (in ₹ crores)	Sales Growth	Volume Growth	ASP Growth
Premium	226	149	52%	35%	13%
Mid- Premium	936	790	19%	5%	13%
Economy	536	407	32%	3%	27%
Total	1698	1346	26%	6%	18%

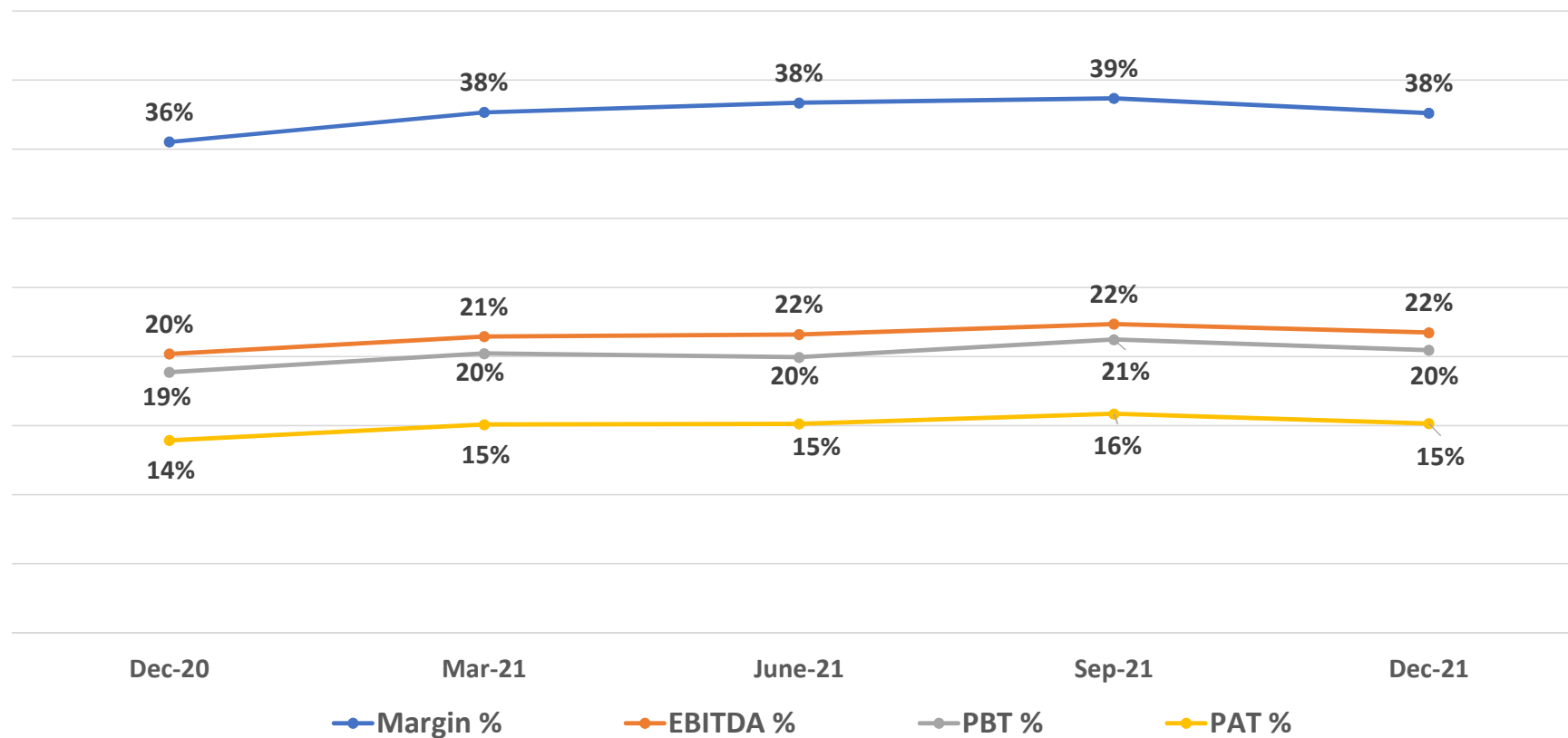
Category	Quarter Ended				
	NSV Dec'21 (in ₹ crores)	NSV Dec'20 (in ₹ crores)	Sales Growth	Volume Growth	ASP Growth
Premium	81	70	16%	0%	22%
Mid- Premium	360	329	9%	5%	5%
Economy	221	135	64%	9%	47%
Total	662	534	24%	6%	16%

CONSOLIDATED CASH FLOW STATEMENT

In ₹ crore

Cash Flow	Dec'21	Dec'20
Net Cash flow from Operations	(145.77)	369.16
Cash flow from / (used in) investing activities	44.51	(92.94)
Cash flow from / (used in) in financing activities	82.54	(146.86)
Net increase / (decrease) in cash and cash equivalents	(18.72)	129.36
Cash and cash equivalents at the end of the year	65.97	135.42
Add: Investments lying in the closing date	97.97	118.99
Closing Cash and Cash Equivalent	163.94	254.41
Borrowings as on Closing Date	259.28	108.16

Sustainable Growth (Last Five Quarters)



* The ratios have been computed quarterly for the above mentioned periods

HIGHLIGHTS

Revenue for the year to date is at ₹ 1719.96 Crore with a growth of 26%

Gross margin for the Nine Months stands at 38.19% improved by 466 basis points as compared to YTD Dec'20

Growth led by premium category @ 53%, well supported by mid-premium range with a growth of 19%

EBITDA stands at ₹ 377 Crore @21.93% with an improvement of 259 basis points over YTD Dec'20

PBT and PAT margins for the Nine Months is @ 20.62% and 15.41% respectively

Working capital days for the YTD Dec'21 stands at 168 days which is higher by 9 days over last HYE Sep'21 mainly because of Inventory build up

Gross Cash reserve stands at ₹ 163.94 Crore

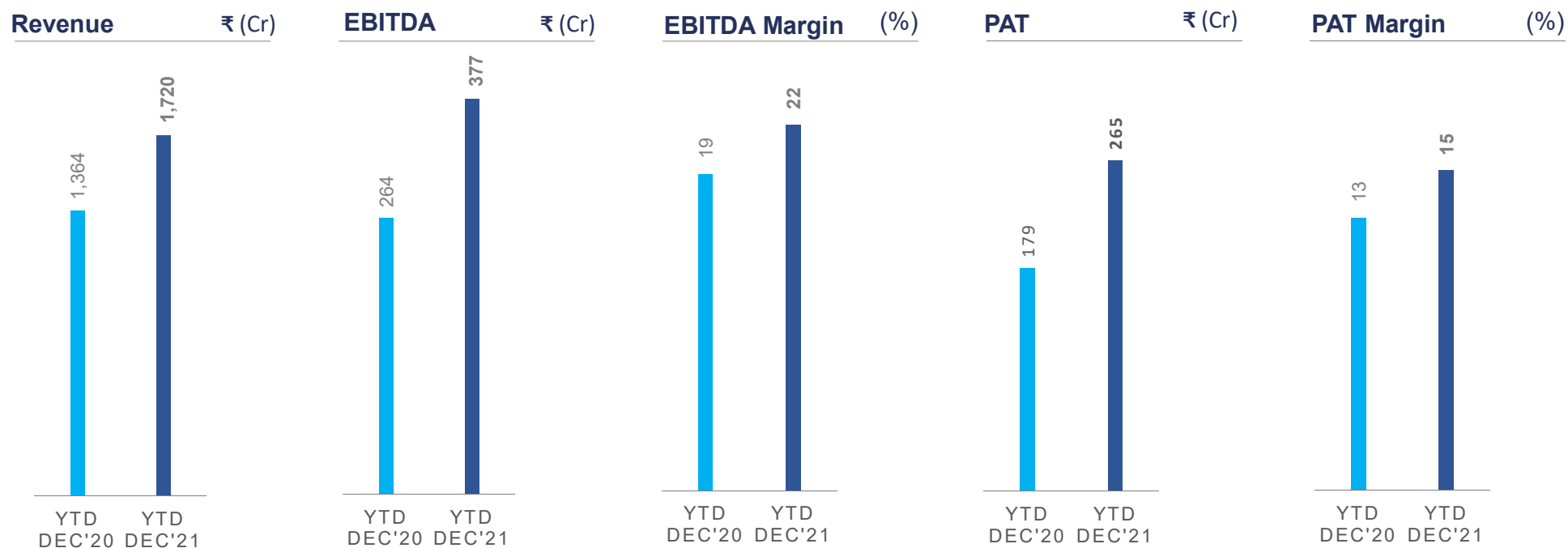
Company has appointed a Mumbai based consultant for standardization and digitalization of SoP's along with RM and IFC Audit

Appointed ELP as Compliance Consultant (GST). Entire work has been done and expecting the final reports shortly

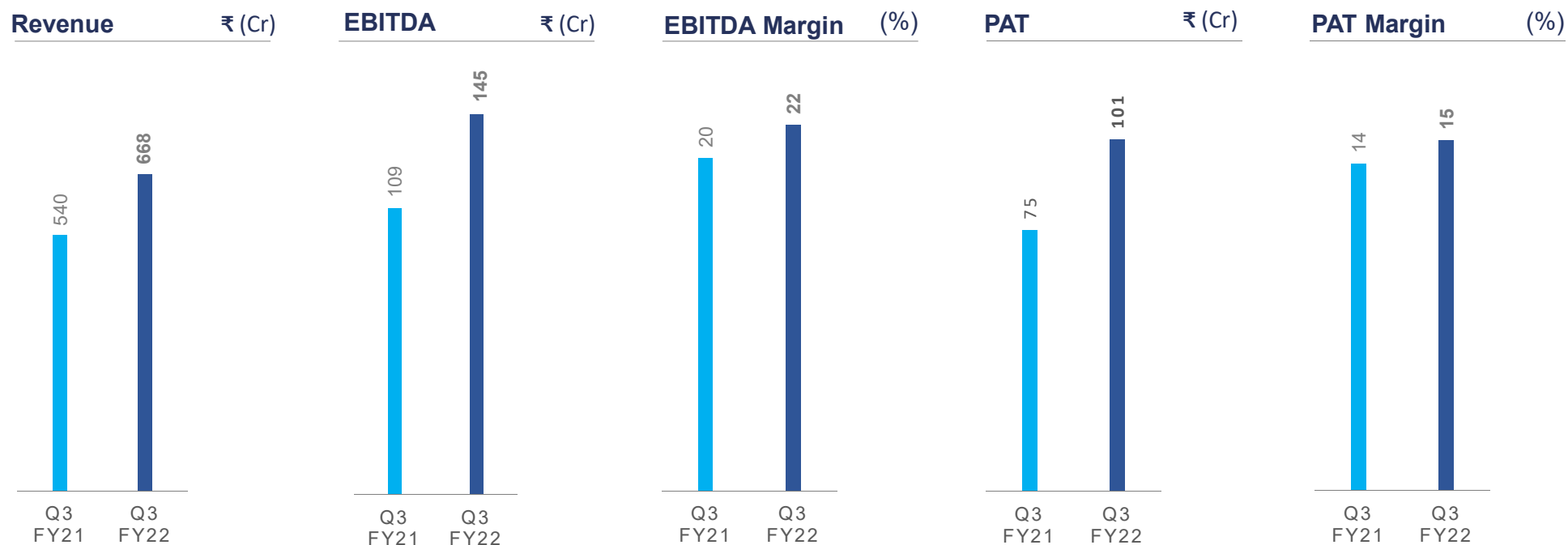
Company continues E&Y as its Internal Auditor

Advertisement spend for the year ended is around ₹ 108 Crore @ 6.38% of Net Sales

CONSISTENT PERFORMANCE (YTD Dec'21 vs Dec'20)



CONSISTENT PERFORMANCE (Qtr Dec'21 vs Dec'20)



CONSISTENT PERFORMANCE

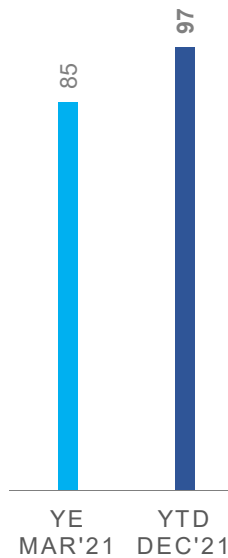
Inventory Turnover (days)*



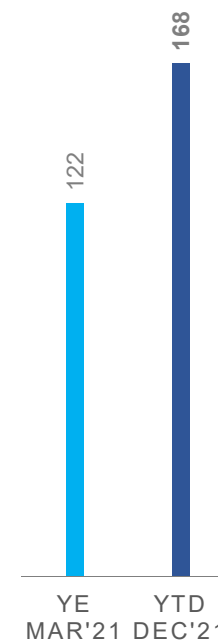
Credit Turnover (days)*



Debtor Turnover (days)*



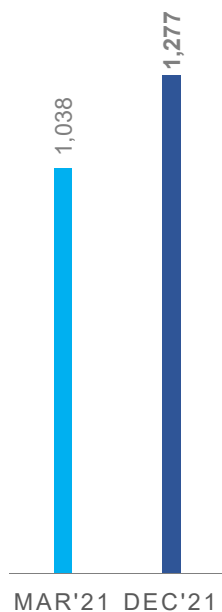
Working Capital Turnover (days)*



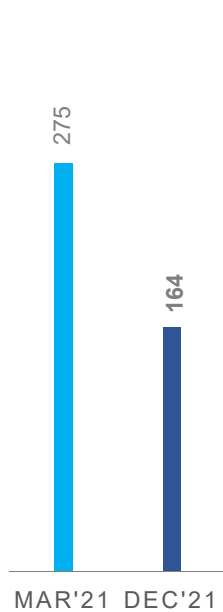
*Computed on the basis of extrapolated nine month sales to annualized numbers

CONSISTENT PERFORMANCE

Capital Employed ₹ (Cr)



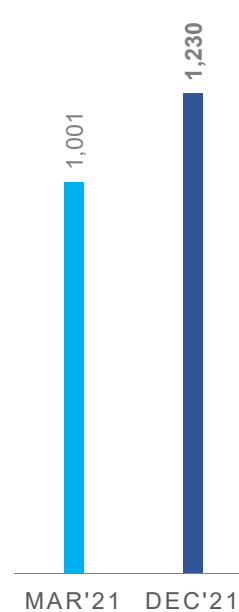
Cash and Cash Equivalents* ₹ (Cr)



RoCE (%)



Net Worth ₹ (Cr)



*Gross cash and cash equivalents

44 Environment
45 Sustainability
47 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

Our products are made of 100% natural fibre and we use recyclable packaging

Many suppliers manufacture exclusively for us

Manufacturing locally and maximising local sourcing

Embedding sustainability and circularity across the value chain

Social commitment includes sustainability and inclusive growth



Impact

Hygienic products and reduced environmental impact

Consistent product quality and employment generation

Boosting local economy and well-being in the society

Including sourcing sustainable raw materials, manufacturing processes, supply chain and waste management

Including sustainable raw materials; enhanced workforce management and greater community reach

COMBATING THE PANDEMIC TOGETHER

Organized vaccination drive for around 1600 people including employees and their loved ones

Free distribution of oximeter and oxygen concentrators to the needy

Regular temperature checks and periodic sanitization at the Company premises

Distributed free food packets to 3000+ people

Replaced biometric with face detector attendance system

200+

People touched through the healthcare initiatives



₹11.67 lakh

Support to Covid relief measures (YTD Dec'21)



SPREADING THE SEEDS OF KNOWLEDGE

Commitment for support of ₹ 2 crores towards the building of a free residential school project for over 1000+ unprivileged girls in Joka, WB, out of which ₹ 75 lacs have already been spent.

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)

Help Us Help Them Foundation – School Project



Current Status of Project



Proposed

ENSURING WELL-BEING FOR ALL

Supporting
Pushpawati Singhanian
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 Singhanian Hospital & Research Institute

Commitment given to Tata Medical Center of ₹ 2.50 crore for one Operation Theatre including infrastructure and medical equipment's out of which ₹ 2.00 crore has already been funded and balance will be paid during the year



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

