

May 30, 2023.

To,

The Secretary,

National Stock Exchange of India Ltd.,

Exchange Plaza, C-1, Block G,

Bandra Kurla Complex, Bandera (E),

Mumbai - 400 051

Symbol: LUXIND

To,

The Secretary, BSE Limited,

P.J. Towers,

Dalal Street,

Mumbai- 400 001

Scrip Code: 539542

Dear Sir,

Sub: Investor Presentation.

Please find enclose herewith Investor Presentation of the Company. The Investor Presentation is also available on the website of the Company.

This is for your information and record.

Thanking You,

Yours faithfully,

For Lux Industries Limited

**SMITA** 

Digitally signed by SMITA MISHRA

MISHRA Date: 2023.05.30 16:48:58 +05'30'

Smita Mishra

(Company Secretary& Compliance Officer)

M.No:26489

Encl: As above





LUX INDUSTRIES LIMITED

CORPORATE PRESENTATION 1 Q4 & FY 23

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# MARKET OUTLOOK & COMPANY UPDATE

## **Market Sluggish post festive**

- Gradual softening of demand post Diwali.
  Demand recovery seen at year end.
- Delayed onset of winter
- Inflationary pressure leading to muted demands
- > Economic Segment more severely impact

## **Market Update**

- Volatility in raw material prices during the year has now normalized
- 'Omni channel' being driven by players as their core strategy
- Increased focus on modern trade and ecommerce.

### **Brand Performance**

- > Clear shift towards organized segment
- Recorded highest quarterly sales in Q4 led by strong affinity for our power brands
- Revenue grew by 18% & 20% YoY- for brands ONN and Lyra.

## **Operational Highlights**

- Foraying into newer segments with focus on athleisure clothing and womenswear segment.
- Strategically broadening its reach within established markets while exploring new opportunities in both domestic and international markets.
- Aggressive branding and advertising signed new celebrities as brand ambassadors

- 05 At a glance
- 06 Milestone
- 07 Brand Portfolio
- 08 Product Portfolio
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# **ENSURING EVERYDAY COMFORT FOR DECADES**

## Lux group



## Leadership

No.1

Indian innerwear company (volume terms)

₹2,379 crore

Combined revenue from operations

# 

## Scale

34 crore

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

Unique in its value proposition

2 lakh+

Retailer network across India 46+

Country export presence



## **Prominence**

~15%

Share in organised men's innerwear market

95%

Fill rate against industry average of 80%

3,000+

**Employees** 

5K+

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

100+

Products spanning innerwear, outerwear and athleisure wear categories

YE Mar'23

# **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

## 2017

 Varun Dhawan roped in as brand ambassador of Lux Cozi

### 2016

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

## 2015

Shares listed on the BSE and NSE

## 2012

Lux Industries launched womenswear brand 'Lyra'

### 2018

- Amitabh Bachchan became face of the brands of Lux
- Launched 'Lyra' lingerie
- Lux Classic & Lux Venus Classic relaunched

## 2019

- Kartik Aaryan was onboarded as brand ambassador for Lux
   Inferno and Taapsee Pannu for Lyra.
- Launched India's first scented vest Lux Cozi
- Launched One8 brand

## 2021

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

### 2023

Onboarded Jacqueline
Fernandez and Vijay
Deverakonda as brand
ambassador's for Lux Cozi

## 2022

- Setting up of new manufacturing facility at Hosiery Park, Kolkata
- Relaunched brand 'Lux Venus' and onboarded Salman Khan as brand ambassador
- Onboarded Sourav Ganguly for Lux Cozi
- Boman Irani and Satish Kaushik were signed as the face of the brand for Lux Inferno and Lux Cott'swool respectively.

# **LUX PRODUCT PORTFOLIO**



Men's

Innerwear

Vest

Brief

Trunk T-Shirt Brief Trunk Half Pant Track Pants

**Kidswear** 

Vest

Mega

T-Shirt





#### Men's Innerwear

Briefs Vests Boxers

T Shirts





# Womenswear Innerwear

Brassieres Panties

Camisole

Shapewear



#### **Mens Outerwear**

T- Shirt Half Pant Track Pant Joggers Jackets Socks

#### **Kidswear**

**Sweatshirt** 

T- Shirt Track Pant Sweatshirt Jackets



#### Men's Innerwear

Vests Boxers T Shirts Shorts

Track Pants Winterwear

**Briefs & Trunks** 







# PRESENCE ACROSS DIVERSE PRICE POINTS

Categories	Prominent brands			Winter Wear	**Total Revenue in ₹ Cr
Premium	ONN TOTAL COMFORT	Premiums MADE IN INDIA			
₹ Cr	142	185	23		350
Semi- premium	LUX COZI	Lyra women's wear	GEDX:	Inferno QUILTED THERMALS	
₹Cr	633	362	95	134	1224
Economy	VENUS STYLE WEAR	Lux° Karishma	Others	COTT'S WOOL WINTER WEAR	
₹ Cr	612	39	70	66	<b>7</b> 87



<sup>\*\*</sup> Note : Net sales revenue of YE Mar'23









# **PBT MARGIN**

Margins	Prominent brands	*Total Revenue in ₹ Cr
10-13%	ONN Lyra Inferno QUILTED THERMALS PREMIUMS MADE IN INDIA	
		846
8-10%	LUX COZI GEDX PREMIMBARES [CASALS ] T-GHIRTS	
		728
Upto 8%	VENUS Karishma COTT'S WOLL Others	
		<b>7</b> 87





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

\*Note : Net sales revenue of YE Mar'23

# WIDENING AND DEEPENING REACH

1,170+ dealers' network

Available in 2 lakh+ multibrand stores and 9 EBOs Stronger e-retail platform presence

11 Depots drive faster distribution in India

550+

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



24

New countries added in past 5 years

46+

Country-wide presence

**60** 

Targeted country-presence by 2025



# **ADVANCING WITH GOOD GOVERNANCE**

## **Experienced Board**

- Promoter-Directors with 25+ 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

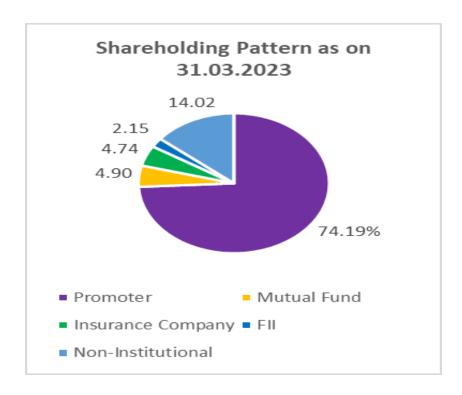
## **Strong Management Team**

- Inducted several new members in the recent years
- New members include:
   Udai Kumar Agarwal- COO

   Prateek Agarwal GM-IT and New Initiatives
   Amit Kumar Goel AVP, Finance
   Ajay Nagar Chief Financial Officer

## **Growing Trust**

- Marquee investors like Nippon Life India, Jupiter India Fund, Kotak Mutual Funds 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



2/12

Women Independent Directors

**50%** 

Share of Independent Directors on Board

# STRENGTHENING INTERNAL CONTROLS

# Robust risk-management framework

- Minimal manual interventions
- Well implemented Cyber Security framework

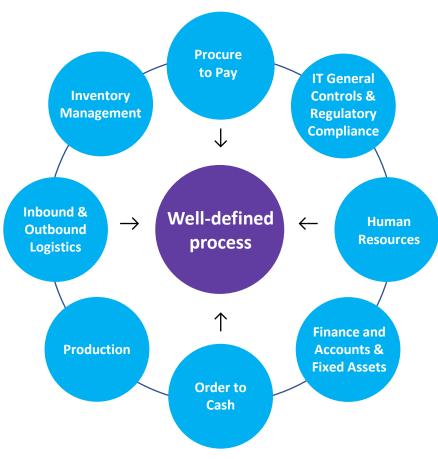
# Organisation-wide accountability

Process to be fully streamlined by 2023-24

# **Execution excellence** through:

- Digital capability
- Streamlined processes
- Higher transparency

## **SOP** driven culture



15 Opportunity landscape



# **RESPONDING TO MARKET OPPORTUNITIES**

1,170+

Strong distribution channel

3,000+

Employee workforce

20+ years

Longstanding dealer relationship

₹50 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

**₹134** crore

Gross cash balance

674+

Districts-presence in India







Lux industries Dankuni factory

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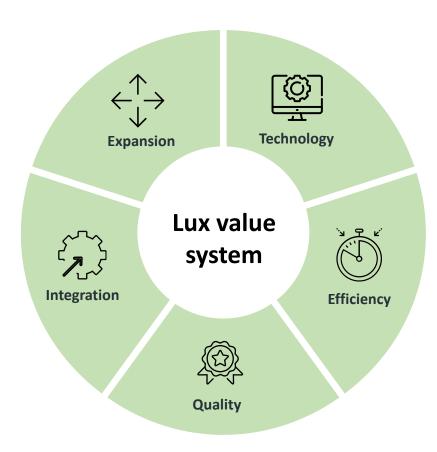


# **GROWTH INITIATIVES**

Expansion: Foraying into new segments and geographies and expanding multichannel footprint

**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**

Demonstrated manufacturing excellence for over 3 decades

Ability to consistently deliver high quality products on timely basis

₹13.4 crore\*

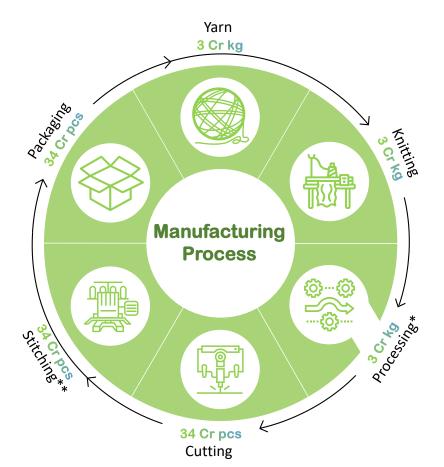
Investment on machines from Italy, Germany, and Singapore











Flexible core manufacturing process

Key focus areas: quality, cost effectiveness and innovation

Completed upgradation and replacement of old equipment

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

\* Year Ended Mar'23

# **VENTURING INTO NEWER REGIONS AND SEGMENTS**

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

Unique socks, innerwear and sleepwear collection for One8, globally

Establish presence in 60 countries; grow exports revenue by 60% in five years

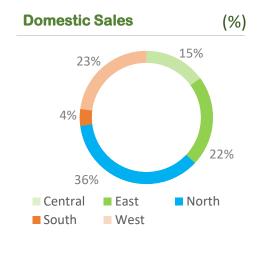
Diversify product portfolio in female (innerwear and outerwear) and kids segment

Focus on premium innerwear range:

- ₹349 Crore in YE Mar'23
- Expected ₹500 Crore by FY25

Future growth in women's wear sector by innovating and introducing new products that are comfort-driven

- More than ₹400 Crore in YE Mar'23
- Expected to cross ₹600 Crore by FY25





Share of revenues from value, semi-premium and premium products category of YE Mar'23

Revenue share	Amount %	Volume %
Premium	15	11
Sub Premium	52	41
Economy	33	48

Share of revenues from value, semi-premium and premium products category of YE Mar'22

Revenue share	Amount %	Volume %	
Premium	14	11	
Sub Premium	52	40	
Economy	34	49	

# **EXPANDING THROUGH MULTI-CHANNEL FOOTPRINT**

- **Growing wholesale** market presence
- Association with 1,170+ 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** from online sales in next 3 years

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







#FOFO: Franchise-owned-franchise operated



<1%

Dealer attrition

**Exclusive brand** outlets (EBOs)

4,000+

Average daily online orders

160+

Large store formats to showcase the entire product range





# **CRAFTING 360° BRANDING INITIATIVES**

Building brands judiciously

Salman Khan, Sourav Ganguly, Vijay Deverakonda, Varun Dhawan, Boman Irani, Taapsee Pannu are brand endorsers

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



## **₹847** crore

Branding investments in the last seven years including FY23

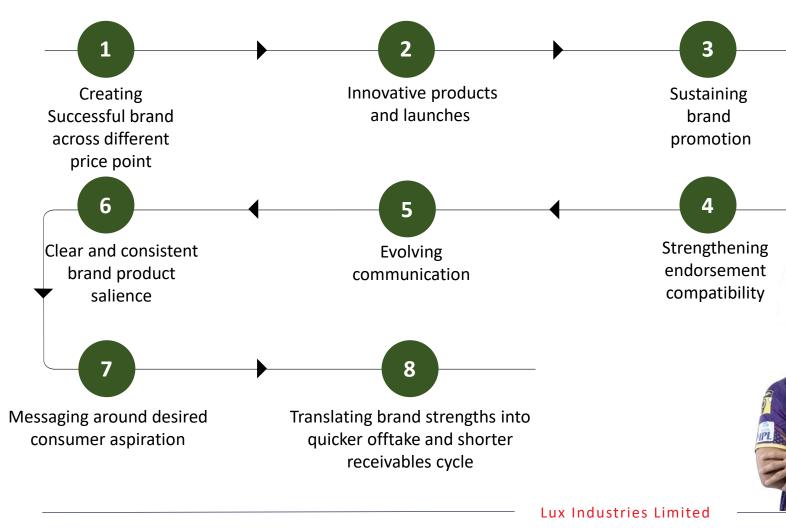
8%

Average share of revenues spent on branding (FY17- FY23)

12.74

Return on every rupee spend on A&P for YE 23

# **CREATING SUCCESSFUL BRAND STRATEGY**



## THE INNER STORY



#### FROM THE CHAIRMAN'S DESI



ompletion of O2. The

Lux Cozi Scented Vest, the first ever in India. Even, our overseas campaigns conducted to promote the scented vest brand GenX, or launching Taapsee

range in the GCC countries were a huge hit as the product did

developments that proved to be quite beneficial for the organization. Be it the launch of one8, increasing our product range under our premium brand ONN and trendy

We believe these persistent changes will enable us achieve new milestones for our brand in

## LUX TIES-UP WITH VIRAT KOHLI'S

#### TAAPSEE PANNU THE NEW FACE FOR LYRA After successfully establishing itself

as the leading legging brand in th country, Lyra is now topping th chart of becoming the number one women's wear brand in the segment. To welcome this change, the brand recently roped in the compassionate actress Taapsee Pannu as the new face for Lyra.

As Tapsee Pannu is perfectly in sync with the youth, and the generation's latest-favoured, she vill aptly strike a chord with the brand's consumer base. This move will not only reflect the actress's confidence, positivity and liveliness of the brand, but will also aid the brand to connect with its consumers.

be latest slogan of Lyra "Time to Style" is a straight message to its consumers that if you got to style, it's none other than Lyra.

Arimas Fashions Pvt. Ltd., a subsidiary of Lux Industries Ltd., and the official licensee for Indian cricketer Vira: Kohli's ne8 innerwear collection has recently leunched the n-awaited one8 innerwear range. The one8 innerwear has launched two collections under the brand, 'Edge' and which include innerwear varieties and socks in the m category. The company has officially flagged off the e-commerce with a TVC featuring Virat Kohli.

> which is always on the move and believes in omfort in every situation. Staying true to brand phy, the subtle branding strikes a chord with the core g "Comfort for the Restless"

FEATURES Pg 2



# **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

Rollout new website "www.onninternational.com" direct ONNline platform for customers

IT New Initiatives by developing new age solutions for better customer experiences – led by Prateek Agarwal and his team.

Launched 'Lyra Connect'
Retailer App- a first of its kind
app to directly connect with its
retailers



# STRENGTHENING FINANCIALS

Overhauled credit policy to strengthen working capital

14.19%

ROCE, YE Mar'23

**188** days

Working Capital Days in YE Mar'22

**176** days

Working Capital Days in YE Mar'23

Deleveraged balance sheet and created strong liquidity buffer

3.7%

Sales Growth, YE Mar'23 vs YE Mar'22

**132** days

Inventory cycle in YE Mar'22

**104** days

Inventory cycle in YE Mar'23

Aggressive investment in brand building with focus on premiumization

₹134 crore

Gross cash and cash equivalents, YE Mar'23

46 days

Creditor days in YE Mar'22

50 days

Creditor days in YE Mar'23

**30**x

Interest cover in YE Mar'22

9x

Interest cover in YE Mar'23

0.26

Debt-equity in YE Mar'22

0.17

Debt-equity in YE Mar'23

Working Capital days has improved marginally on account of better inventory management.

# **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 o 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 9 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 9 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**



Udai Kumar Agarwal Chief Operating Officer - COO

- Qualified Chartered Accountant and Cost Management Accountant
- 13+ years of experience in Manufacturing Industry, Strategic Planning, Setting up of projects, Business Development and Business Improvement.
- Represented many global companies having recognition worldwide such as Creora, PT. Primayudha Madirijaya, etc.



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



Prateek Agarwal
GM – IT & New Initiatives

- Qualified Chartered Accountant and Company Secretary
- 10+ years experience in IT & IT-enabled Business Development
- Worked with companies like Vikram Solar, Century Plyboards.
- Demonstrated history of working towards ITenabled Business Development, ML, IoT, Salesforce CRM

# PREPARED FOR TOMORROW







Push marketing

Men's innerwear, outerwear, women's innerwear and outer wear, athleisure, kids wear

Men's innerwear



**Professionally-driven** 



















31 Business Highlights



## **FY'23 BUSINESS HIGHLIGHTS**



3.7% annual YoY sales growth

Quarterly YoY sales growth of 22% along with 32% volume growth

Recommended dividend of 250% of face value of Rs. 2/- each



Power brands ONN and Lyra registering annual growth of 19% and 20% respectively.

Wide range of brands and products- catering across all age groups.

Lyra continued to dominate market in womenswear segment



Pivoting from primarily offline to Omni-channel enabled innerwear & Outerwear brand.

Investing in IT infra to build digital platforms and create a connect with the channel partners

Having presence in major ecommerce platforms.



Substantial investment in brand building

Roping in top celebrities as brand ambassadors

Enhancement of brand appeal through targeted marketing initiatives

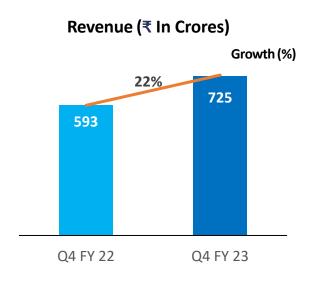


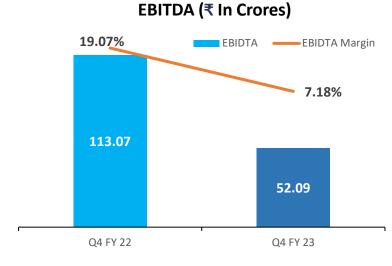
Long Standing Relationships with Distributors.

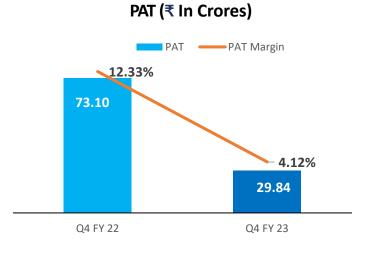
Experienced Board of Directors aided by professional partners

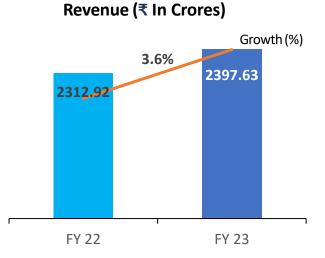
Significant potential and space for growth of our emerging brands

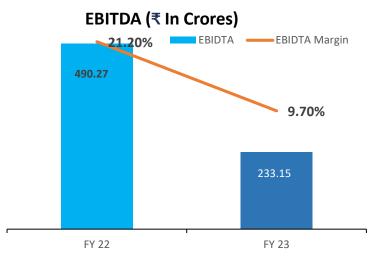
# FINANCIAL SNAPSHOT - Q4 FY23 & FY23

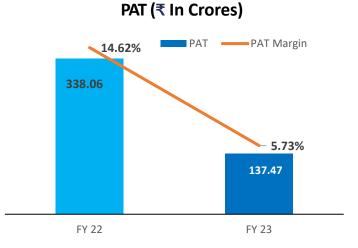




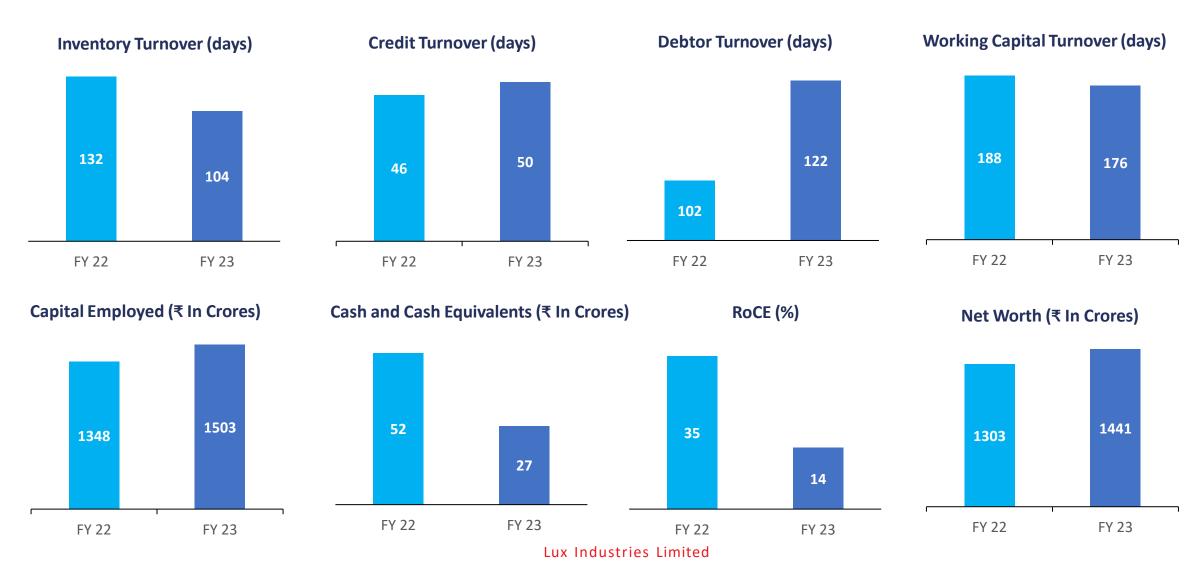








# **PERFORMANCE**



# **BIRD'S-EYE VIEW**

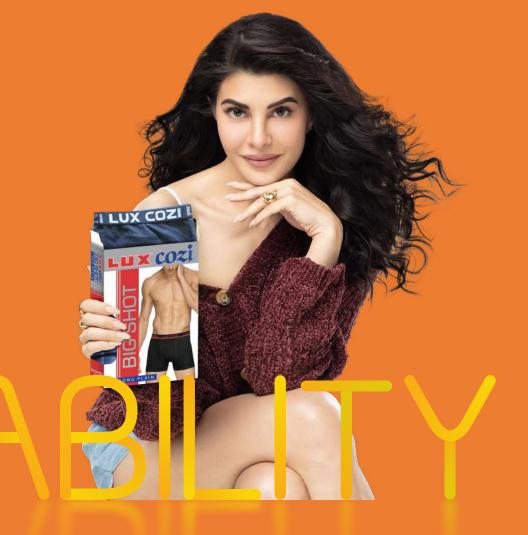
Category	Year Ended				
	NSV Mar'23 (in ₹ crores)	NSV Mar'22 (in ₹ crores)	Sales Growth	Volume Growth	ASP Growth
Premium	349	309	12.8%	5.2%	7.3%
Mid- Premium	1225	1184	3.5%	1.2%	2.2%
Economy	788	790	-0.3%	-6.3%	6.5%
Total	2362	2283	3.4%	-2.1%	5.7%

# **CONSOLIDATED CASH FLOW STATEMENT**

In ₹ crore

Cash Flow	Mar'23	Mar'22
Net Cash flow from/ (used in) Operations	180.82	(228.47)
Cash flow from / (used in) investing activities	(88.46)	43.80
Cash flow from / (used in) in financing activities	(117.66)	152.43
Net increase / (decrease) in cash and cash equivalents	(25.30)	(32.24)
Cash and cash equivalents at the end of the period	27.15	52.45
Add: Investments lying in the closing date	106.66	81.48
Closing Gross Cash Balance	133.81	133.93
Borrowings as on Closing Date	247.87	338.60

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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



## CONTINUING SUSTAINABILITY COMMITMENT



Action **Impact** Our products are made of 100% natural fibre and we Hygienic products and reduced environmental use recyclable packaging 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** Including sourcing sustainable raw materials, value chain manufacturing processes, supply chain and waste management Social commitment includes sustainability and Including sustainable raw materials; enhanced workforce management and greater community reach inclusive growth

# WIDENING COMMUNITY IMPACT

Supporting economically backward people through various measures such as by building rest rooms

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

**Encourage Sports activities** 

**Providing Education to underprivileged Children** 

₹6.80 crores

Actual CSR expenditure for YE Mar'23

2,000+

Trees planted in 35-40 acres of land



# 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 has been fulfilled.

Built the Saraswati Sishu Mandir School at Bali (Murshidabad)

**Contributed ₹ 1.5 crores to Dhanuka Dhunseri Foundation for promotion of Chess activities** 

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, cardiovascular 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



Tata Medical Center Operation Theatre

Developed one Operation Theatre at Tata Medical Center by contributing ₹ 2.50 crore including infrastructure and medical equipment's

# Help Us Help Them Foundation – School Project







**Current Status of Project** 



Proposed

# 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

30-40% of our total power requirements met through renewable sources

Substantial electricity cost reduction

**Installations of Capacitors to reduce plant load** 

Reducing carbon footprint

2 lakh litre



Rooftop solar power plant at Dankuni unit

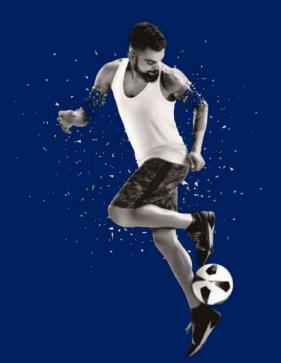
Water saved every day through state-of-the-art processing technology

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