



WHAT'S INSIDE

03-04

ESG

- 03 ESG
- 04 CSR

06-14

Corporate identity

- 06 At a glance
- 07 Milestone
- 08 Product Portfolio
- 10 Merger
- 11 Presence
- 12 Export presence
- 13 Governance

16

Opportunities

- 16 Opportunity landscape



18-31

Fast-track progress

- 18 Strengths
- 19 Manufacturing
- 20 New Markets
- 21 Multi- Channel Footprint
- 22 Branding
- 24 Digitalisation
- 25 Financials
- 26 Leadership Profile
- 28 Management
- 30 New Venture
- 31 Transforming into a New Lux

33-41

Performance

- 33 Financial performance

43-47

Sustainability

- 43 Environment
- 44 Sustainability
- 45 CSR



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

₹5 crore

Annual CSR expenditure

2,000+

Trees planted in 35-40 acres of land



- 06 At a glance
- 07 Milestone
- 08 Product Portfolio
- 10 Merger
- 11 Presence
- 12 Export presence
- 13 Governance



C O R P O R A T E

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

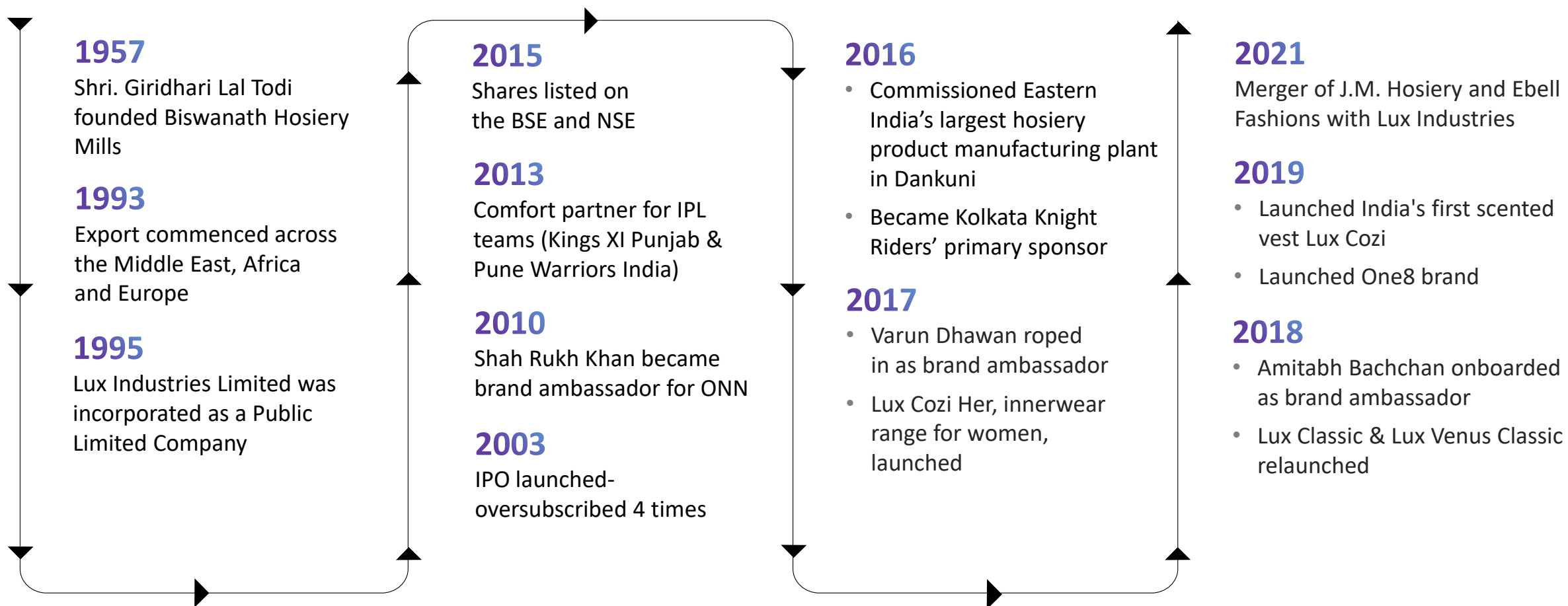
5,000+

SKUs; among industry's
largest innerwear ranges







100+

Products spanning
innerwear, athleisure
wear categories

BUILDING ON A RICH LEGACY



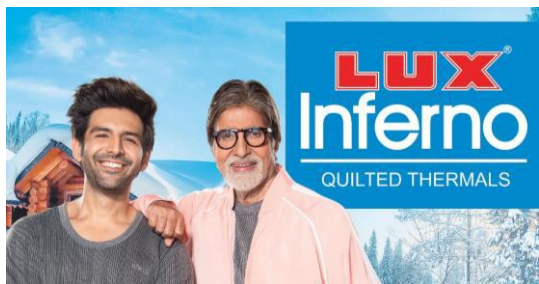
PRESENCE ACROSS DIVERSE PRICE POINTS

Categories	Prominent brands			Winter Wear	**Total Revenue in ₹ Cr
Premium	  				
₹ Cr	16	79	133		228
Semi-premium	   				
₹ Cr	103	225	554	217*	1,099
Economy	  				
₹ 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%	    	
		670
13-17%	 	
		657
Upto 12%	  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



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)

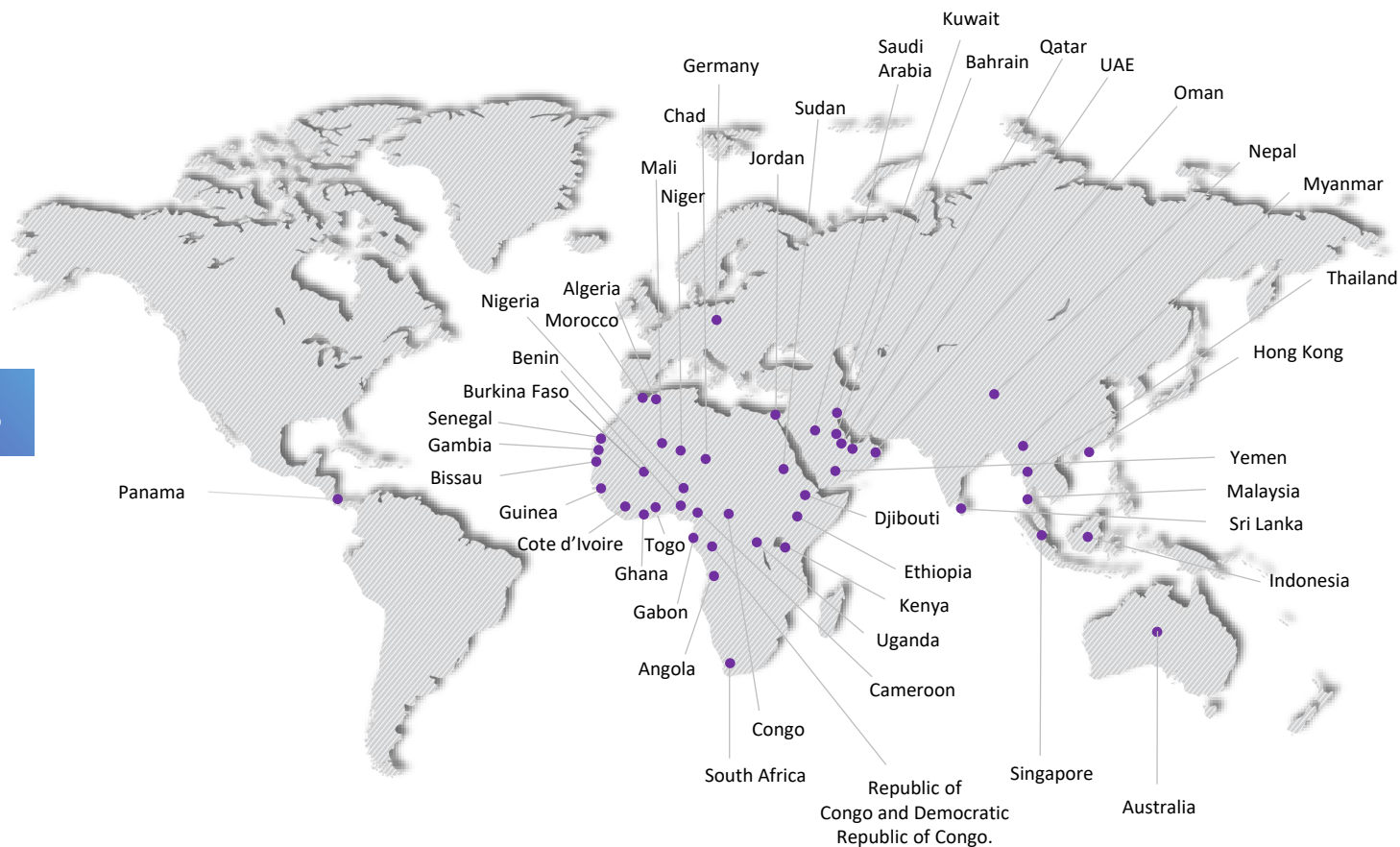
Geography-wise sales

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

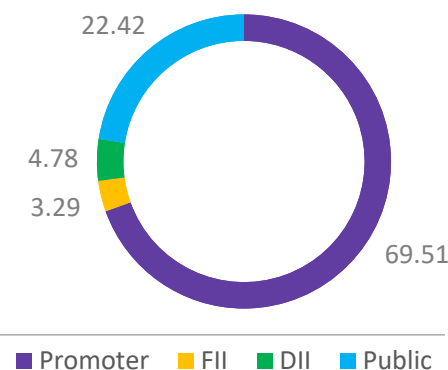
Strong Management Team

- 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, Abakus 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

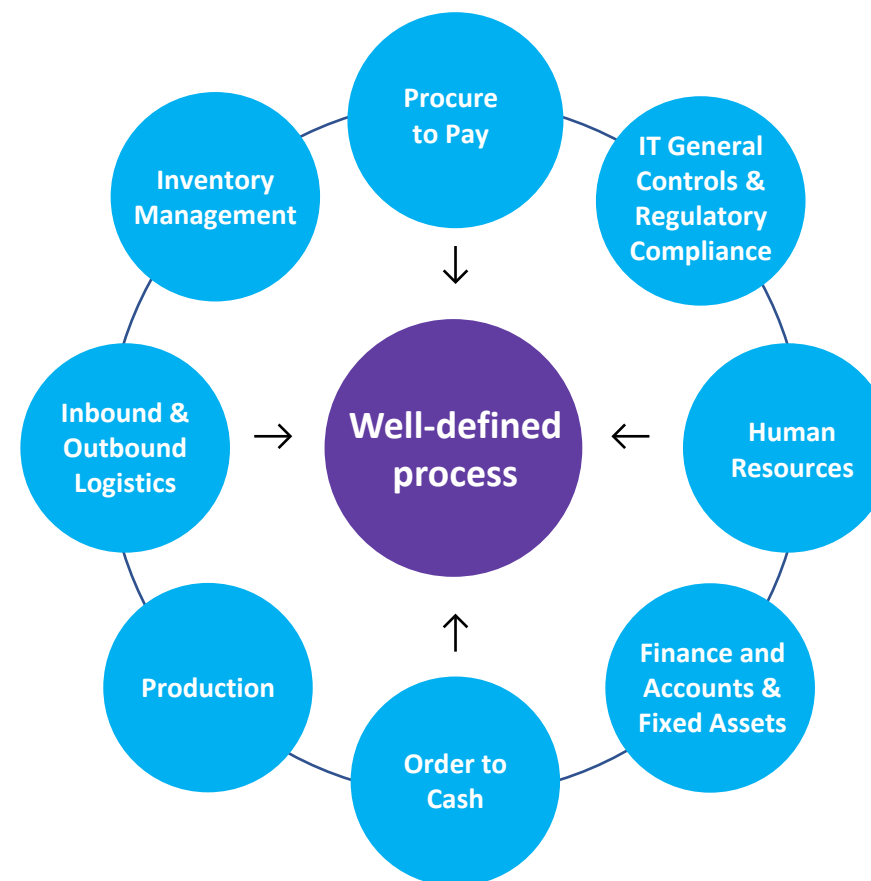
Organisation-wide accountability

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

- 18 Strengths
- 19 Manufacturing
- 20 New Markets
- 21 Multi- Channel Footprint
- 22 Branding
- 24 Digitalisation
- 25 Financials
- 26 Leadership Profile
- 28 Management
- 30 New Venture
- 31 Transforming into a New Lux

FAST-TRACK

PROGRESS

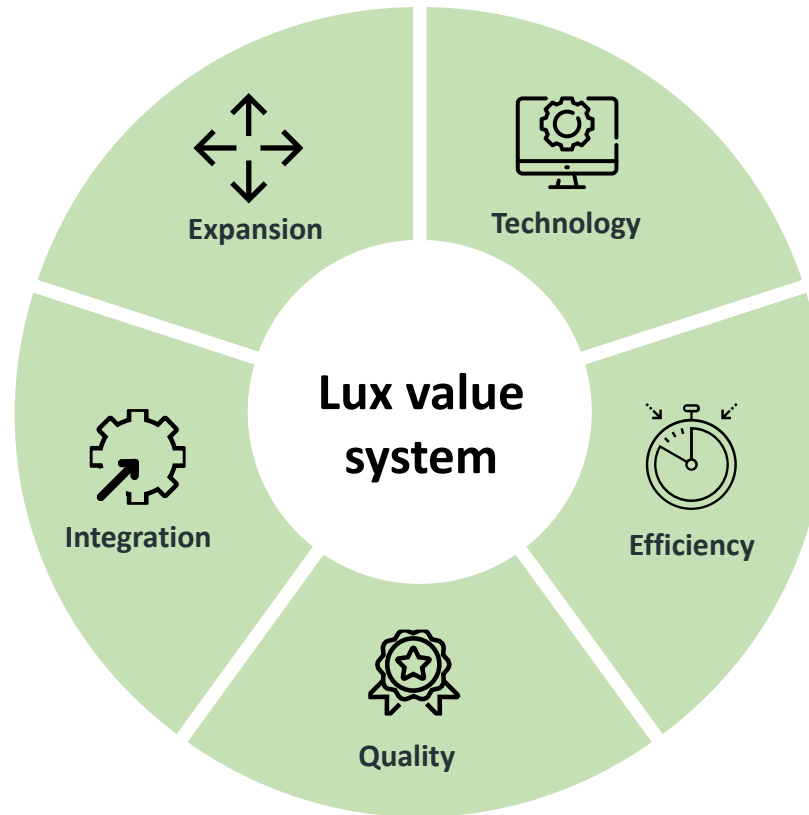


GROWTH INITIATIVES

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

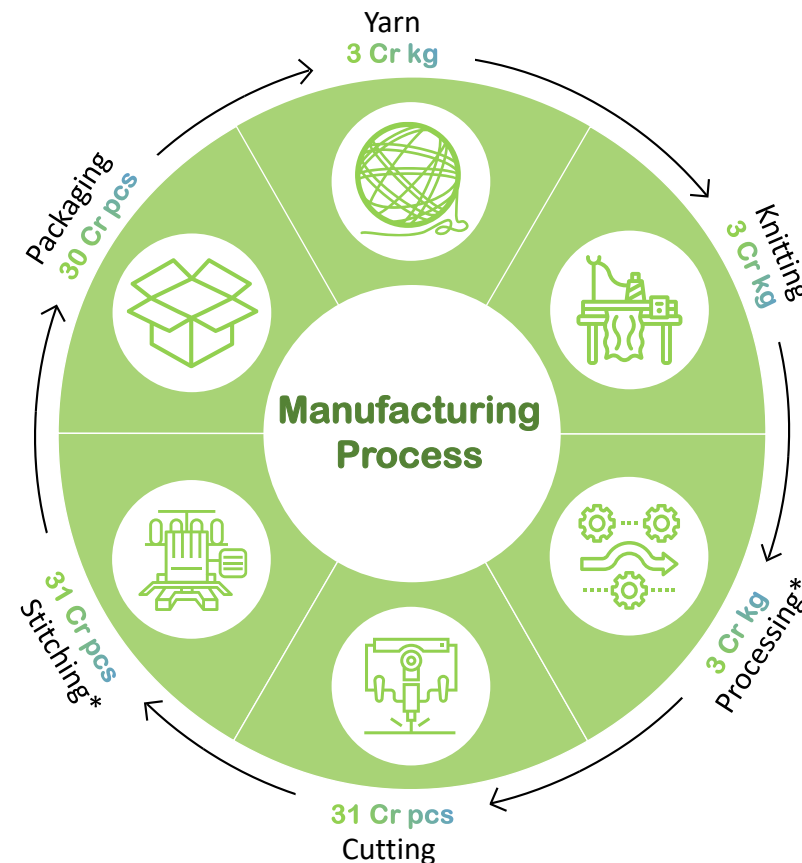


₹25 crore

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

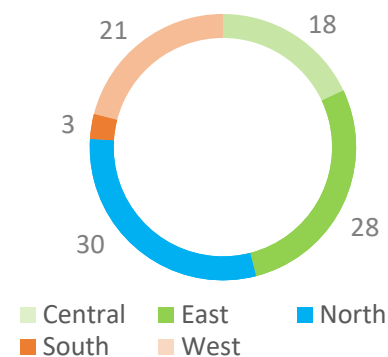
Enter female (innerwear and outerwear) and kids segment

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

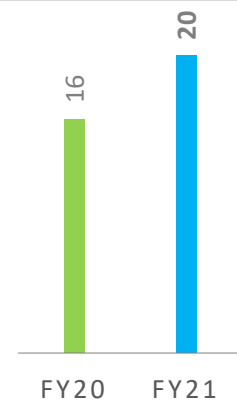
Expected Market Share – ₹500 Crore in FY25

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

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

11

Exclusive brand outlets (EBOs)*

*For premium offerings

4,000+

Average daily online orders

160

Large store formats* to showcase the entire product range



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



₹641 crore

Branding investments in the last five years, leading to FY21

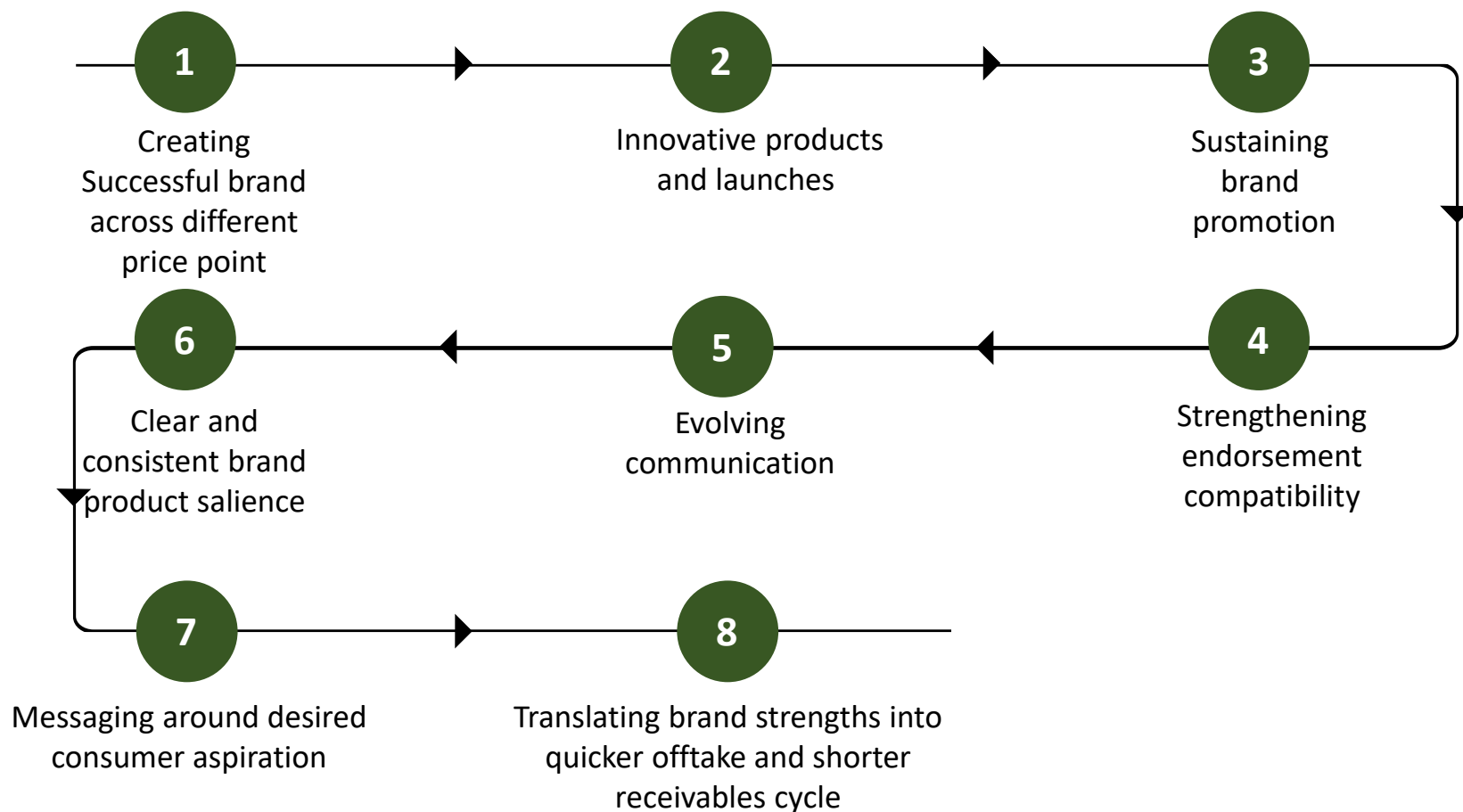
8%

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

18.50

Return on every rupee spend on A&P

CREATING SUCCESSFUL BRAND STRATEGY



ACCELERATING DIGITAL ADOPTION

End-to-end IT solutions through dealer integration systems

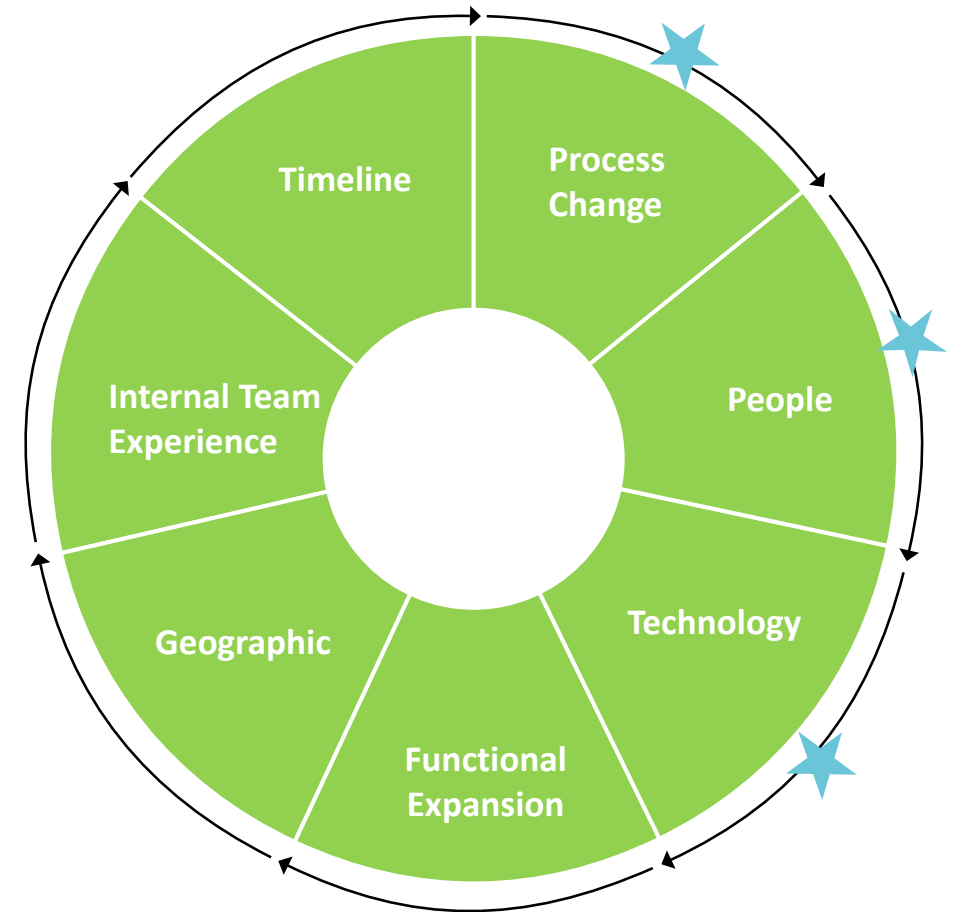
Enhanced MIS system for business visibility; data-based decision-making

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

36%

ROCE, FY21

96 days

Debtor-turnover in FY20

85 days

Debtor-turnover in FY21

Deleveraged balance sheet and created strong liquidity buffer

17%

Revenue Growth, FY20-FY21

109 days

Inventory cycle in FY20

89 days

Inventory cycle in FY21

Aggressive reinvestment in the business with focus on premiumisation

₹261 crore

Cash and cash equivalents, FY21

45

Creditor days in FY20

52

Creditor days in FY21

43%

EBITDA Growth, FY20-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

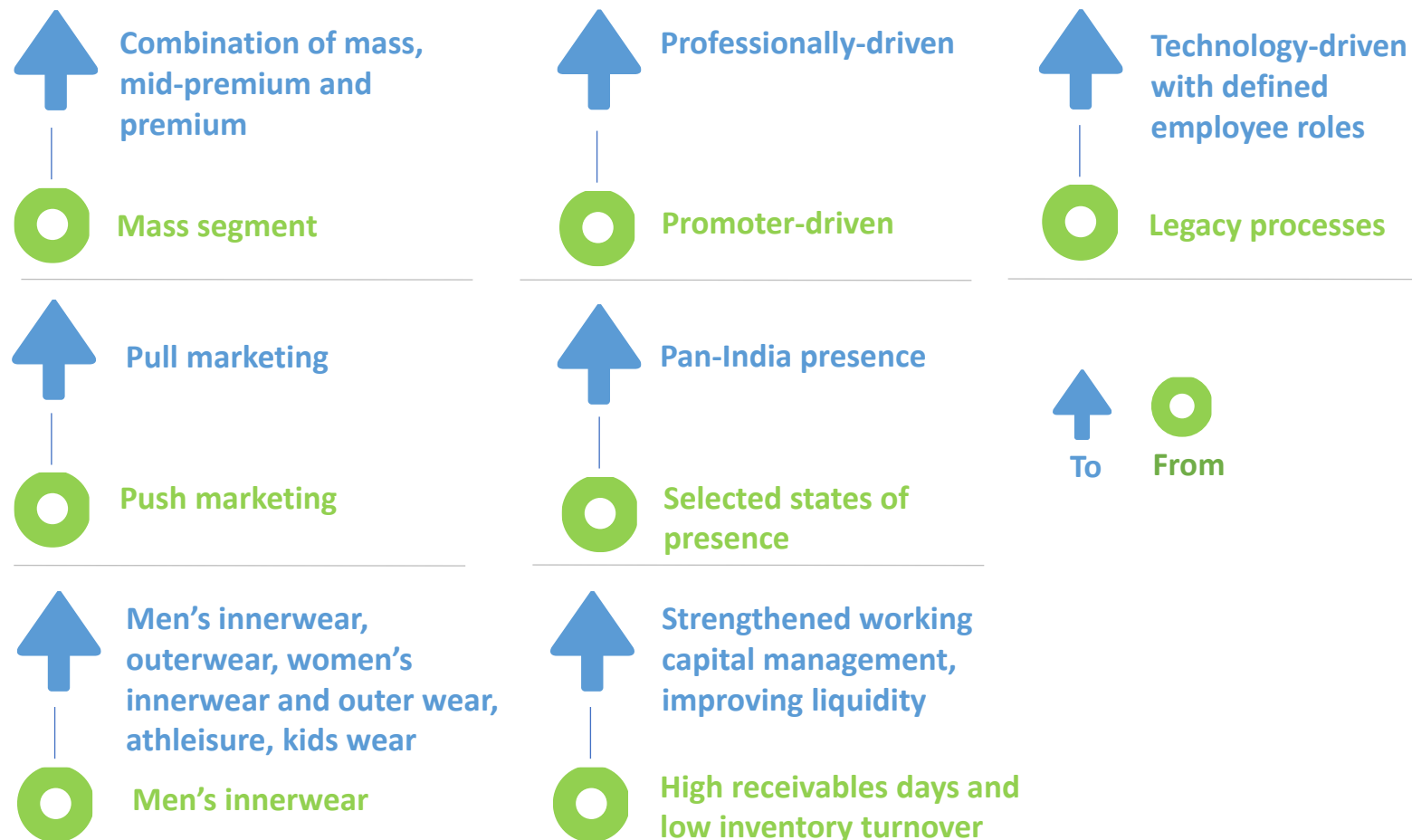


Brainchild of Nischal
Puri, an industry
veteran

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



PREPARED FOR TOMORROW



33 Financial performance



PERFORMANCE

SNAPSHOT FOR FY 2021

Revenue

In ₹ crore

FY21	FY20	17%
1,965	1,674	▲

EBITDA

In ₹ crore

FY21	FY20	43%
393	275	▲

EBITDA Margin

%

FY21	FY20	22%
19.99	16.44	▲

Gross Profit

In ₹ crore

FY21	FY20	17%
684	585	▲

Gross Margin

%

FY21	FY20	0%
35	35	▶

Net Cash Flow

In ₹ crore

FY21	FY20	14.16x
85	6	▲

PAT

In ₹ crore

FY21	FY20	52%
269	177	▲

PAT Margin

%

FY21	FY20	29%
13.71	10.59	▲

SNAPSHOT FOR Q4 FY 2021

In ₹ crore

Revenue

Q4 FY21	Q4 FY20	49%
601	404	▲

In ₹ crore

EBITDA

Q4 FY21	Q4 FY20	95%
129	66	▲

%

EBITDA Margin

Q4 FY21	Q4 FY20	31%
21.45	16.38	▲

In ₹ crore

Gross Profit

Q4 FY21	Q4 FY20	66%
227	136	▲

%

Gross Margin

Q4 FY21	Q4 FY20	11%
38	34	▲

In ₹ crore

Net Cash Flow

FY21	FY20	14.16x
85	6	▲

In ₹ crore

PAT

Q4 FY21	Q4 FY20	118%
91	41	▲

%

PAT Margin

Q4 FY21	Q4 FY20	47%
15.07	10.28	▲

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)

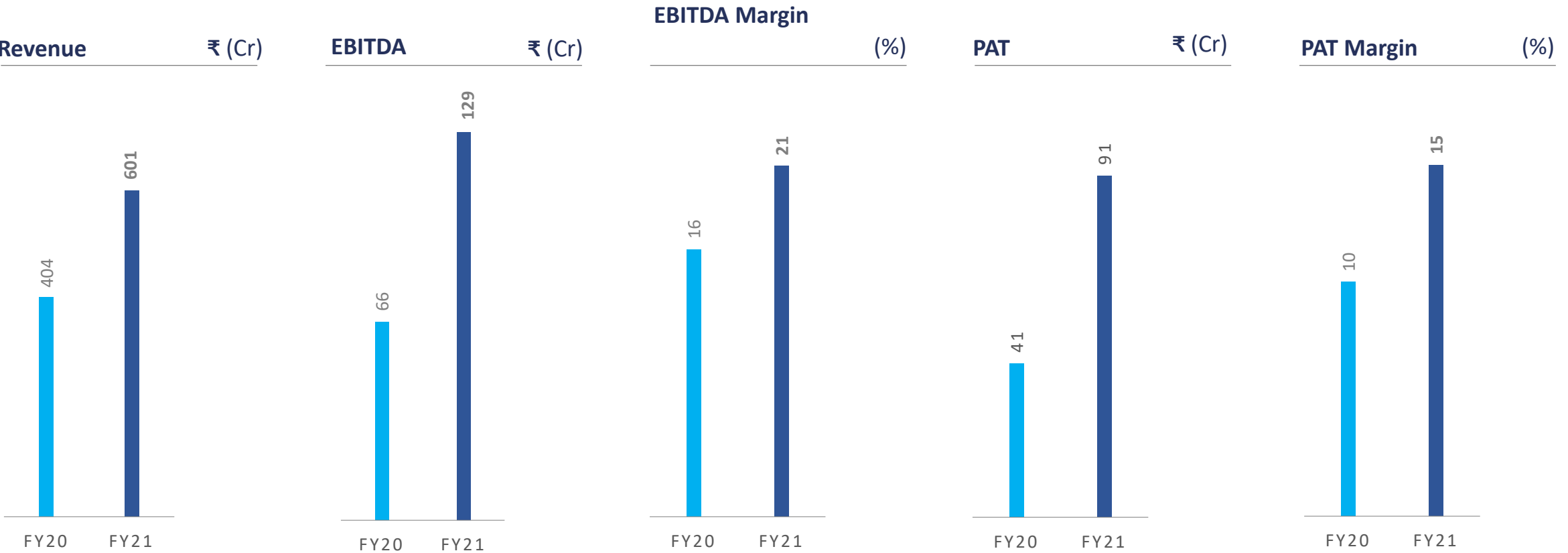
Fixed asset - Company used but Promoter owned has been transferred in the name of Company

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

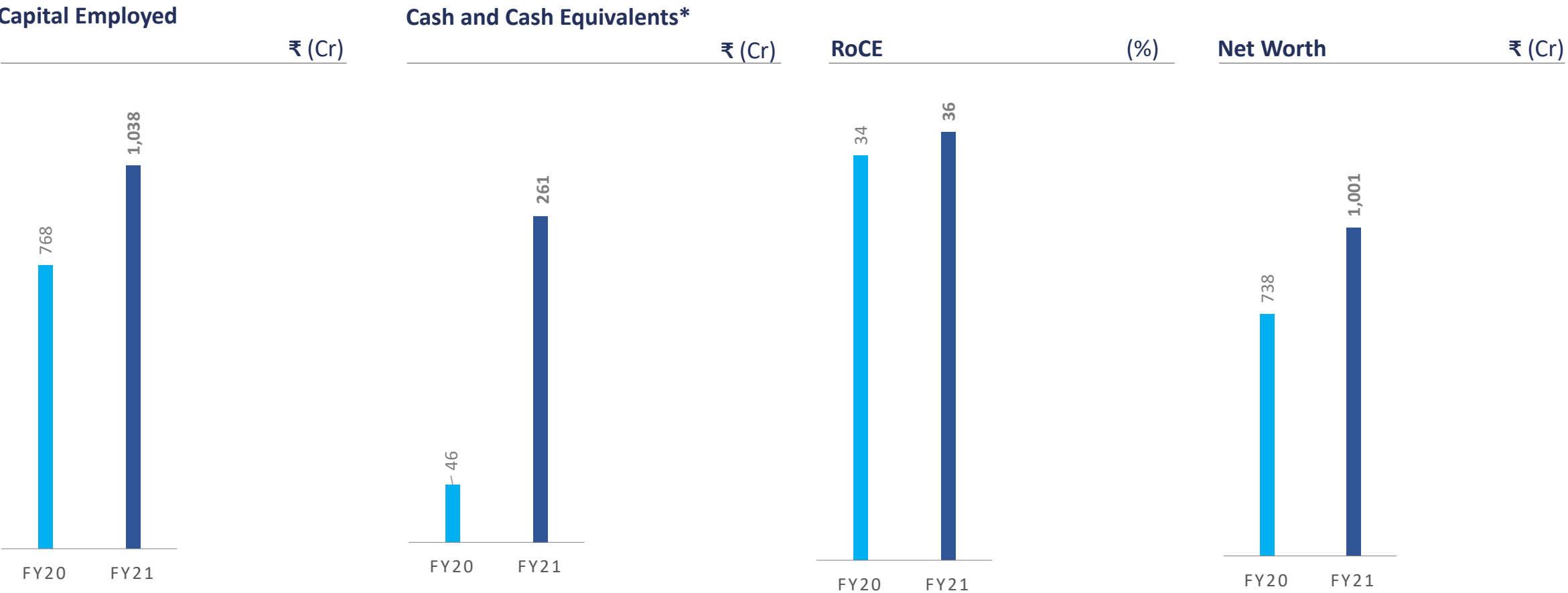
CONSISTENT PERFORMANCE (FY 2021)



CONSISTENT PERFORMANCE (Q4 FY 2021)



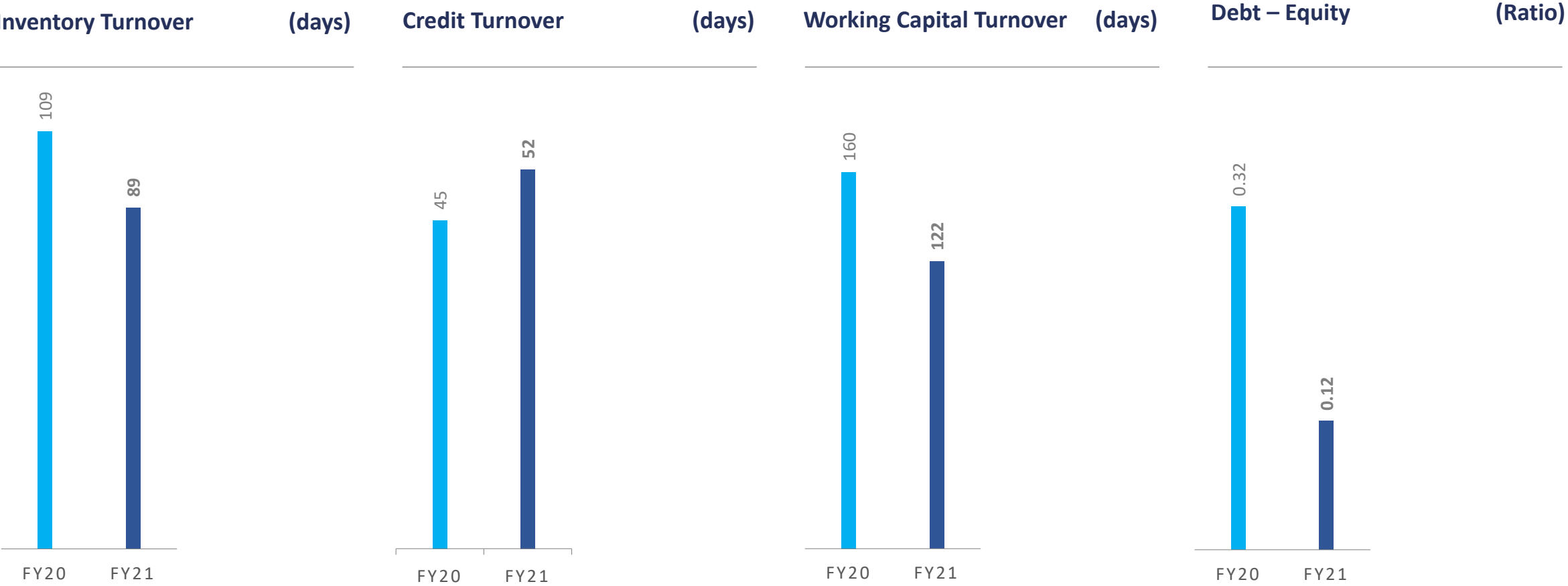
CONSISTENT PERFORMANCE



*Gross cash and cash equivalents



CONSISTENT PERFORMANCE



- 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

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



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 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

COMBATING THE PANDEMIC TOGETHER

Regular temperature checks and periodic sanitisation at the Company premises

Free distribution of disposable masks to all teams

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

Distributed free food packets to 3000+ people

Replaced biometric with face detector attendance system

200+

People touched through the healthcare initiatives



Conducting regular temperature checks

₹50 lakh

Contributed to Emergency Relief Fund for Covid-19



Food distribution camp



Safe Harbor

This presentation and the accompanying slides (the “Presentation”), which have been prepared by **Lux Industries Limited** (the “Company”), have been prepared solely for information purposes and do not constitute any offer, recommendation or invitation to purchase or subscribe for any securities, and shall not form the basis or be relied on in connection with any contract or binding commitment what so ever. No offering of securities of the Company will be made except by means of a statutory offering document containing detailed information about the Company.

This Presentation has been prepared by the Company based on information and data which the Company considers reliable, but the Company makes no representation or warranty, express or implied, whatsoever, and no reliance shall be placed on, the truth, accuracy, completeness, fairness and reasonableness of the contents of this Presentation. This Presentation may not be all inclusive and may not contain all of the information that you may consider material. Any liability in respect of the contents of, or any omission from, this Presentation is expressly excluded.

Certain matters discussed in this Presentation may contain statements regarding the Company’s market opportunity and business prospects that are individually and collectively forward-looking statements. Such forward-looking statements are not guarantees of future performance and are subject to known and unknown risks, uncertainties and assumptions that are difficult to predict. These risks and uncertainties include, but are not limited to, the performance of the Indian economy and of the economies of various international markets, the performance of the industry in India and world-wide, competition, the company’s ability to successfully implement its strategy, the Company’s future levels of growth and expansion, technological implementation, changes and advancements, changes in revenue, income or cash flows, the Company’s market preferences and its exposure to market risks, as well as other risks. The Company’s actual results, levels of activity, performance or achievements could differ materially and adversely from results expressed in or implied by this Presentation. The Company assumes no obligation to update any forward-looking information contained in this Presentation. Any forward-looking statements and projections made by third parties included in this Presentation are not adopted by the Company and the Company is not responsible for such third party statements and projections.

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

