



Dollar Industries Ltd

Q1FY22 Investor Presentation

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DOLLAR
MAN

BIGBOSS

FIT HAI BOSS

#SpeedDressing



CHURIDAR | ANKLE LENGTH | KURTI PANT | CAPRI
CAMISOLE | PANTY | SOCKS

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CORE TOPICS

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VISION & MISSION

Vision

Dollar in everyone's life

MEDIUM TERM VISION

We aspire to metamorphize the company into an aspirational brand by offering premium and super premium products.

LONG TERM VISION

It is to emerge as a complete brand and distribution company present across multiple categories of fashion wear – from innerwear to garments.

GOAL

To be a ₹ 2,000-crore revenue company by 2024.

Mission

- To emerge as India's leading and most-loved innerwear brand.
- To make fashionable yet affordable outerwear and innerwear.
- To provide our customers with a high quality product.
- To reach out to customers conveniently (modern trade and e-commerce).
- To invest in highly productive and energy efficient manufacturing facilities.
- To outperform industry standards in terms of profitability.
- To enhance the lives of people centred around Dollar.
- To achieve high governance standards.

BACKGROUND

49
Years of Industry
Experience

Established by
Shri Dindayal
Gupta
in 1972 as
Bhawani Textiles

Commissioned a
4MW solar power
plant generating 75
lakhs power units
annually

Dollar revamped its
Brand Identity and
introduced the new
Brand Architecture
in the year 2020

1000+ Distributors
1 Lac+ Retailers

1000+
Strength of our
Distribution
Network

13+
Countries
Export Presence

Only company in
India with a fully
integrated, state-of-
the art production
unit

Invested in an
effluent treatment
plant with zero
liquid discharge

Highest selling
Indian innerwear
and knitwear
brand in the UAE
and Middle East

Received Times
Business Award,
Kolkata for 'Best in
Men's Hosiery',
2019

1 Lac+
Strength of our
Retail Network

8.95 MW
Green energy
generation

Evolved into one of
India's leading
knitwear
manufacturing
company

Installed 4 windmills
of 4.95MW
generating approx.
70 lakhs units of
power annually

Akshay Kumar and
Chitragada Singh
signed up as brand
ambassadors

Project "Lakshya"
being implemented
successfully across
states

4
Manufacturing
Facilities

OUR JOURNEY(1/2)

1972-73

Started as Bhawani Textiles under the leadership of Dindayal Gupta.

1994-95

Dollar begins exports to Middle East & other countries.

2004-05

Roped in Salman Khan as the brand ambassador of Dollar Club. Received the National Award in the 'Best Brand' category and 'Excellence in Men's Innerwear' categories by Clothing Manufacturing Association of India (CMAI).

2007-08

Rebranded as Dollar Industries Limited. Bestowed the National Award in the 'Excellence in Men's Innerwear' category by Clothing Manufacturing Association of India.

2008-09

Bestowed the National Award in 'Excellence in Men's Innerwear' and 'Best Brand' category by Clothing Manufacturing Association of India (CMAI).

2009-10

Roped in Akshay Kumar as the brand ambassador of Dollar Bigboss Bestowed with the National Award in 'Excellence in Men's Innerwear' category by Clothing Manufacturing Association of India (CMAI) for 3rd time in a row.

2014-15

Widened its presence across 29 Indian States.

OUR JOURNEY(2/2)

2015-16

Established >80,000 MBOs across India.
Emerged as the highest-selling Indian innerwear brand in Middle East.
Carved out 15% share of the branded innerwear market
Brands Force NXT and Missy introduced.

2016-17

- Entered the MRT and E-commerce segments.
- Secured 2% of overall revenues from Force NXT within a year of its launch.
- Widened its Missy and Bigboss Dollar range.

2017-18

- Shares listed on NSE on 21 April 2017.
- PEPE Jeans and Dollar Joint Venture in August 2017 to manufacture premium range of products in India, for both adults and kids.

2018-19

- Shares listed on BSE on 07 June 2018.
- Launched Pepe Jeans Inner fashion in October 2018 in parts of South India.

2020-21

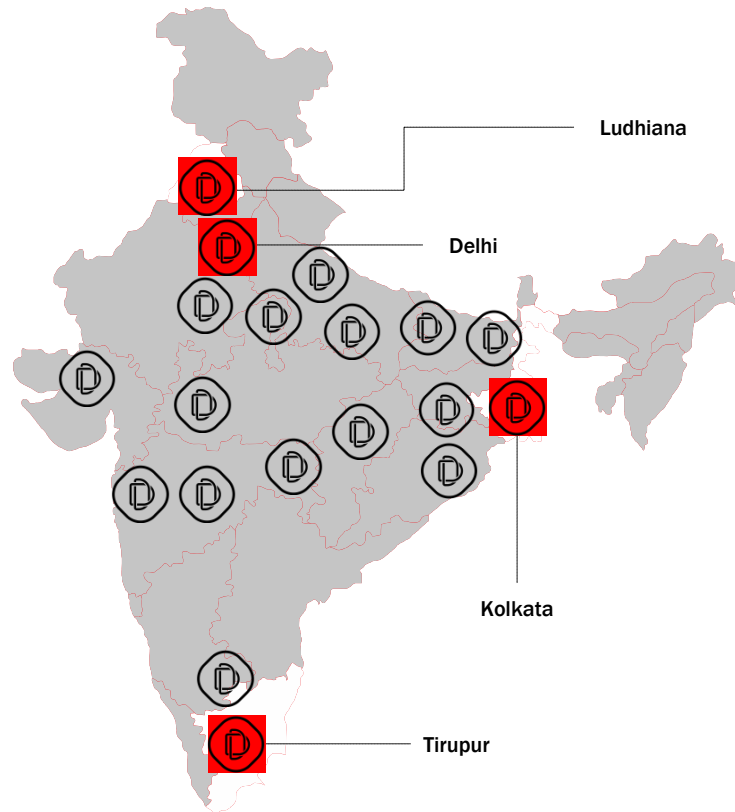
- Revamped Brand identity by introducing a new Brand Logo and Architecture.
- Launched new TVCs for men's & women's section.
- Launched a new range of Anti-Viral Products featuring Masks for men & women and Innerwears for men.
- Commissioned a 4 MW Solar Power Plant as a part of the 'Green Mission' initiative.
- Extended help to pandemic affected by distributing essentials.
- Initiated installation of Water Kiosks across 22 Delhi Metro Stations.

2019-20

- Started an election campaign #UngliUthanaFitHaiBoss.
- Started Project Lakshya to increase reach and range in the market
- Received Times Business Award, Kolkata for 'Best in Men's Hosiery', 2019.
- Graced with ET's Most Promising Brand Award, 2019.
- Shri Dindayal Gupta, Chairman Emeritus conferred with WBHA "Hall of Fame" Award, 2020.

OUR NETWORK

Domestic Network



 Manufacturing facilities

 Branch Network

International Network

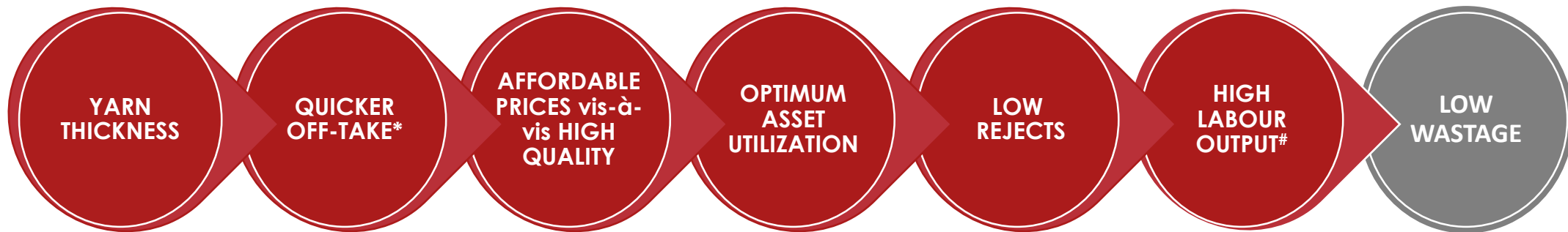


UAE , OMAN, JORDAN, QATAR, KUWAIT, BAHRAIN, YEMEN, IRAQ, NEPAL,
MYANMAR, NIGERIA, KENYA, BASRA, ALGERIA, UKRAINE

OUR STRENGTHS

SENSIBLE INVESTMENTS IN MANUFACTURING ASSETS DISTINGUISH ITS PRODUCTS FROM ITS PEERS

YOUNG ASSET QUALITY HELPING US TO REAP MULTIPLE BENEFITS



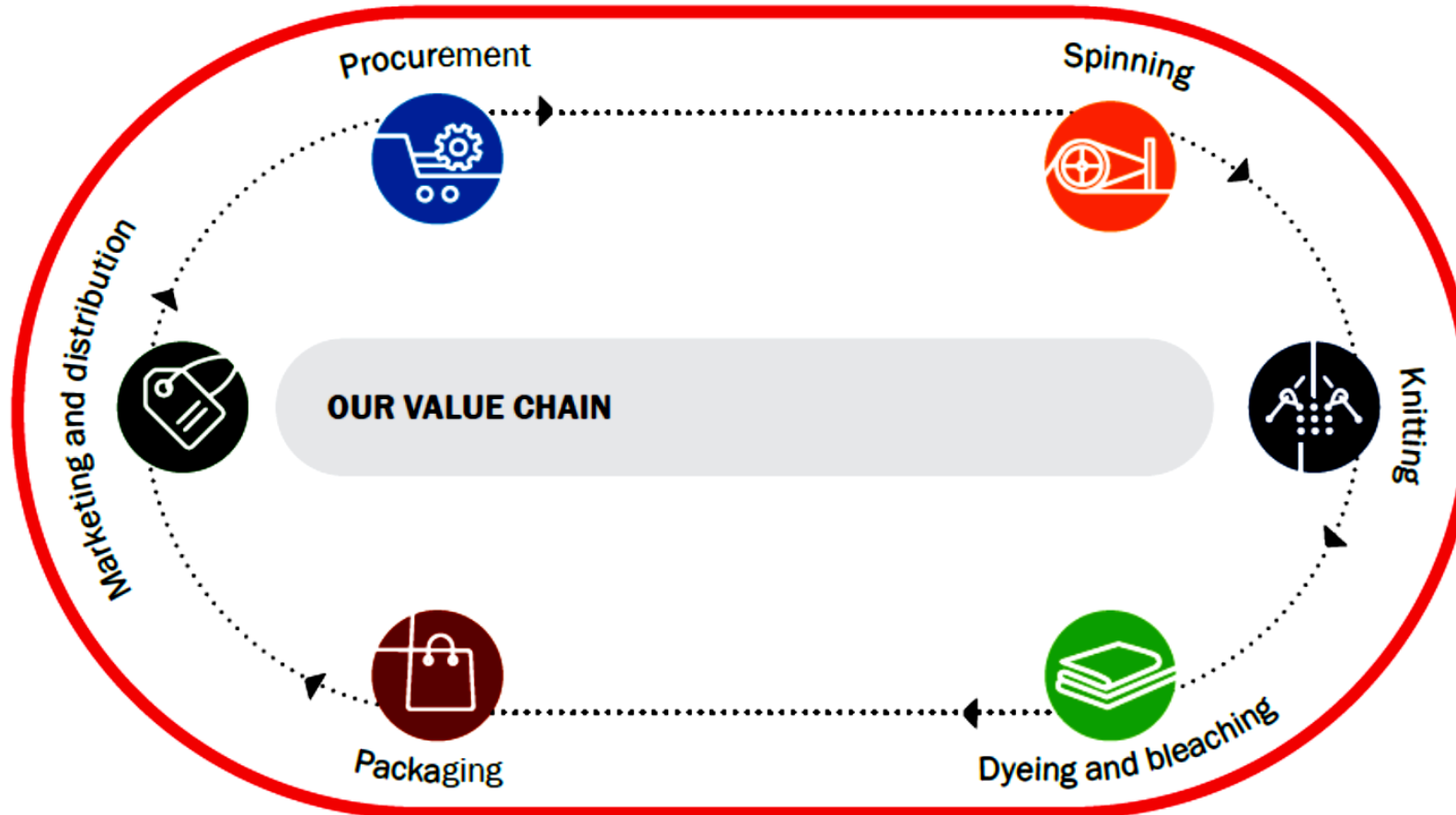
** Aggressively working on optimizing off-take*

Management working on training and welfare of manpower for increased labour satisfaction

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**MANUFACTURING
FACILITES**

VALUE CHAIN



MANUFACTURING CAPABILITIES

SPINNING

- The Company manufactures 100% cotton combed quality yarn in different count ranges.
- Raw material is sourced from India and abroad.
- The raw material used is fine quality fibre with lowest possible contamination.
- Spinning machines: Blow and carding machine equipped with vital (foreign material detector) attachment - from Trutzschler and Trumac.
- Ne 20s to 40s single yarn is produced with average monthly output of 400 tonnes.

KNITTING

- Dollar's knitted fabric range includes a wide variety of fabrics such as single jersey, pique and fleece.
- Knitting machines: Machines from Mayer and CIE, Terrort, Smart and Unitex.
- In-built monthly capacity of 300 tonnes and sourcing of 300 tonnes.

DYEING & BLEACHING

- The Company's processing division is complete with latest automation and lab equipment.
- Dyeing and Bleaching using eco-friendly dyes and chemicals is a part of processing.
- Processing machines: Machines from Salvos, MCS, Bianco, Strahm, Corino and Fongs.
- Installed capacity of monthly 400 tonnes.

PRODUCTION CAPACITY

- Our operations include Cotton Procurement, Research & Development, Stitching and Packing.
- Dollar's Elastic production capacity is 10 Lakh metres per month.
- We also have a cutting capacity of 3 Lakh pieces per day.

MANUFACTURING FACILITIES

SPINNING



KNITTING



DYEING & BLEACHING



DYEING SALVOS



**BRAND EVOLUTION
&
BRAND PORTFOLIO**

BRAND EVOLUTION



डॉलर
Dollar

Mr. Dindayal Gupta, the founding Chairman, started Dollar in a busy corner of Kolkata

1972



Dollar

Dollar hit the airwaves with actor Salman Khan and the identity became an instant hit

1990

2005



DOLLAR
WEAR THE CHANGE

The mnemonic D stands for Dollar, for Dynamism and for the Determination to be a part of every millennial Indian closet

2010

2020

The original logo underwent changes to address the demands of an open market economy



Dollar

Actor Akshay Kumar came on board as brand ambassador. The revamped identity was truly Fit Hai Boss!



Dollar

OUR BRANDS



Standalone Brands



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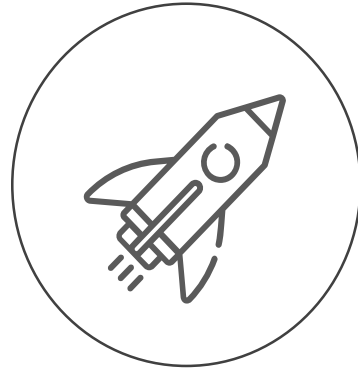
**QUARTER
PERFORMANCE
HIGHLIGHTS**

KEY HIGHLIGHTS



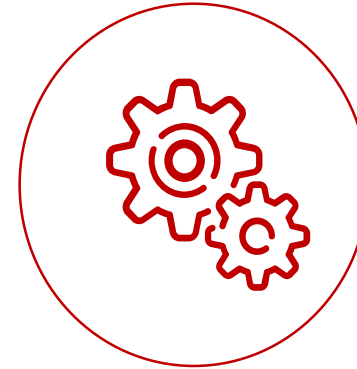
Revenue Growth ~28%

- In spite of challenges faced in Q1FY22, the company has achieved revenue growth of ~28% YoY.
- Export sales witnessed 3 fold growth.



Low interest propels PBT & PAT

- Finance Cost saw a sharp drop of 60% which aided PBT & PAT growth of +40% while EBITDA growth was 25.74%.
- We aim to keep improving our working capital efficiency.



Continuous production

In spite of intermittent lockdowns across states in Q1FY22, our manufacturing operations continued to operate and cater to current and upcoming demand while taking all precautions for the team from Covid-19



Project Lakshya

Project Lakshya achievements till date:

- 55% of estimated outlets mapped
- 25% of mapped outlets enrolled
- Mapped 52% of available pin codes in our target states

FINANCIAL HIGHLIGHTS

Standalone (Rs lacs)

Particulars	1QFY22	4QFY21	1QFY21	Y-O-Y%
Revenues	20,458.34	30,831.46	15,945.24	28.30
Other Income	91.40	212.57	17.55	420.80
Income from operations	20,549.74	31,044.03	15,962.79	28.74
Materials consumed	7,748.97	13,187.37	7,229.99	7.18
Subcontracting charges	4,606.01	6,889.79	2,465.48	86.82
Employee Cost	1,282.17	1,371.22	802.37	59.80
Other Expenses	3,287.56	6,270.76	2,582.00	27.33
Total Operating Expenses	16,924.71	27,719.14	13,079.84	29.40
EBITDA	3,625.03	3,324.89	2,882.95	25.74
EBITDA (%)	17.64%	10.71%	18.06%	(42.0) bps
Depreciation	383.23	488.05	333.94	14.76
Interest	136.62	129.78	344.59	(60.35)
Profit Before Tax	3,105.18	2,707.06	2,204.42	40.86
PBT Margin (%)	15.11%	8.72%	13.81%	+130.1 bps
Tax	794.17	697.23	560.43	41.71
Profit After Tax	2,311.01	2,009.83	1,643.99	40.57
PAT Margin (%)	11.25%	6.47%	10.30%	+94.7 bps
Earnings Per Share (Rs)	4.07	3.54	2.90	

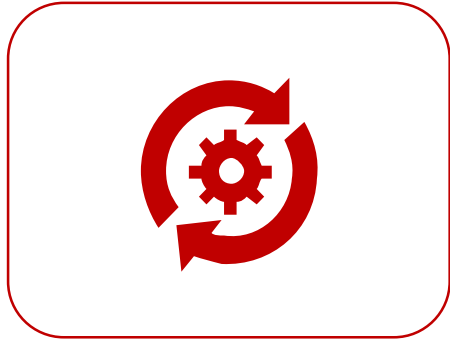
~29%
Growth in
Net Income

~26%
Growth in
EBITDA

+40%
Growth in
Net Profit

GROWTH PILLARS

GROWTH PILLARS



BRAND ARCHITECTURE

2010 – Akshay Kumar hired as brand ambassador

2020 – Logo redesigned to highlight mnemonic “D” for Dollar,
Dynamism and Determinations

5 categories created – Male, Female, Kids, Value & Winter wear

Sub collections created under categories

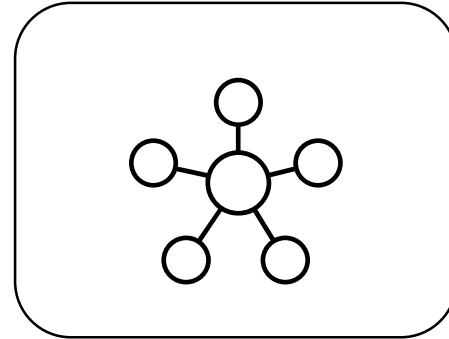
MAN: Bigboss, J Class, Athleisure

WOMAN: MISSY – leg wears, casual wears, camisoles, Panties, Socks

JUNIOR: CHAMPION – Tshirt, bermudas, trousers, socks

ALWAYS: LEHAR – Vests, briefs, trunks, panties, socks

THERMALS: ULTRA & WINTERCARE – thermal v-necks, thermal trousers, long camisoles, short camisoles and socks



RESTRUCTURING THE DISTRIBUTION

WHAT ARE WE DOING?

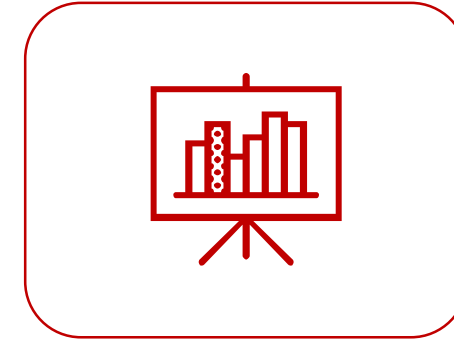
- Replacing push model by replenishment model
- Assured & increased ROI of distributors
- Loyalty based programme for retailers
- Transactions order through tele calling services
- Retail servicing by sales officers in the field
- Real time visibility of sales

HOW?

- Mapping retail network in area allocated to distributor
- Enrolling retailer in Project Lakshya
- Supplies to distributors on replenishment model

EXPECTED OUTCOME

- Increased market penetration, primary sales and secondary sales
- Increase in Number of SKUs at distributor level
- Faster recovery of dues in retail channel

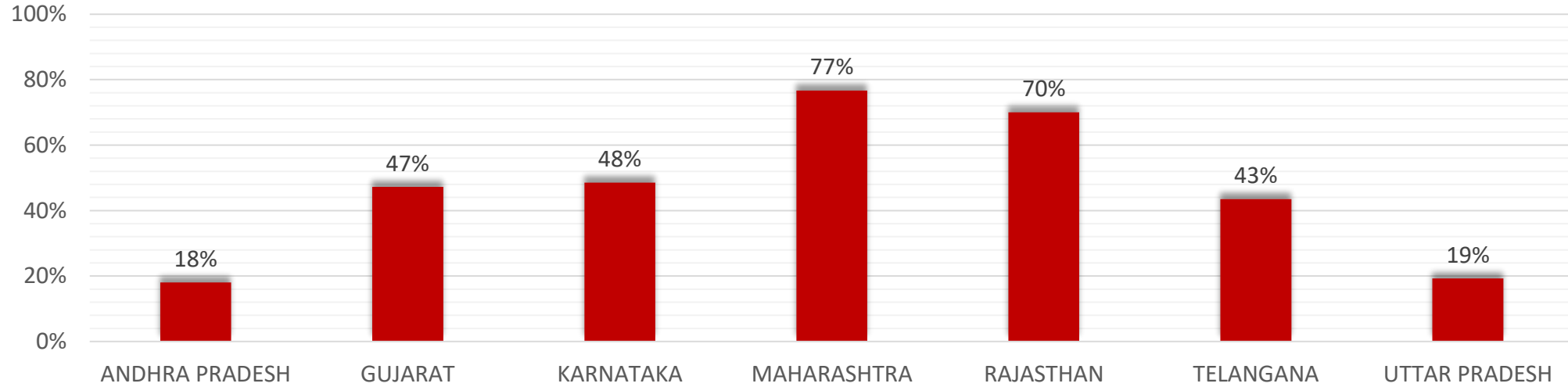


INVESTING IN DIGITALISATION

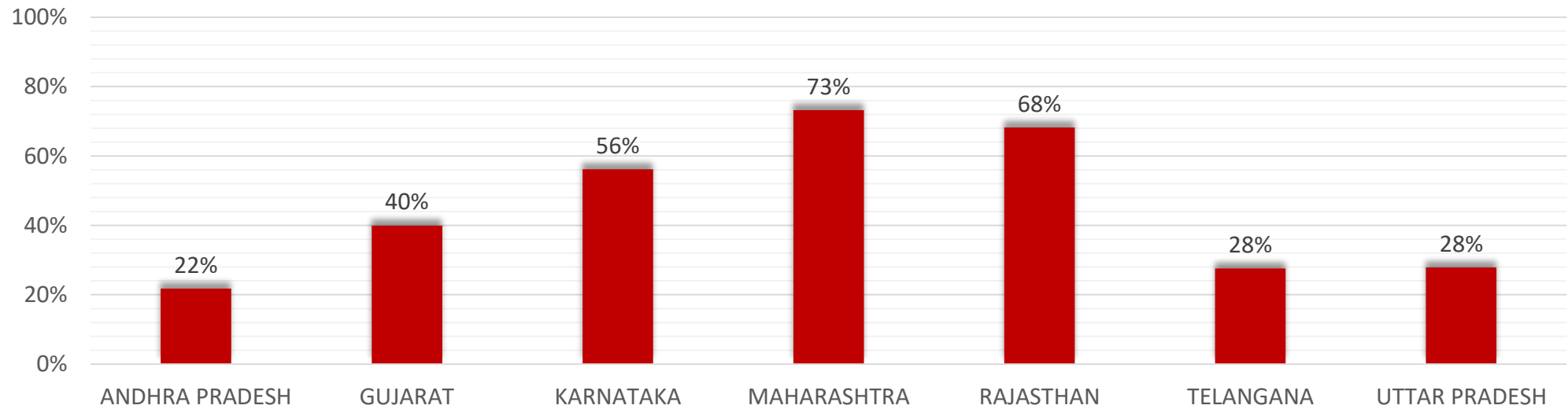
- Auto Replenishment Systems (ARS) and Distributor Management System (DMS) implemented at Lakshya distributors
- Work in progress for implementation of ARS at Supply Chain Level
- Implementation of after sales service app at retail level & activity tracker for sales team
- Road map planned to switch over from Oracle ERP to SAP
- Automated tele-calling solution through its user interface collects all past data of the retailers, which facilitates our tele-callers in providing a better customer experience, along with enhancing their productivity.

PROJECT LAKSHYA

Estimated Outlets Vs Mapped Outlets



% of Pin codes Covered



JOINT VENTURE



50-50 joint venture partnership under the name PEPE Jeans Innerfashion Pvt. Ltd. with PEPE Jeans Europe B.V

The joint venture is a **10 year** exclusive perpetual agreement

This partnership requires a capital influx of Rs **200 crore** with Dollar and PEPE to invest Rs 36 crore each over a period of 4 years and the rest to be funded by banks as working capital loan

The joint venture would undertake business in the territories of **India, Sri Lanka, Bhutan, Nepal and Bangladesh**

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**ANNUAL
FINANCIAL
HIGHLIGHTS**

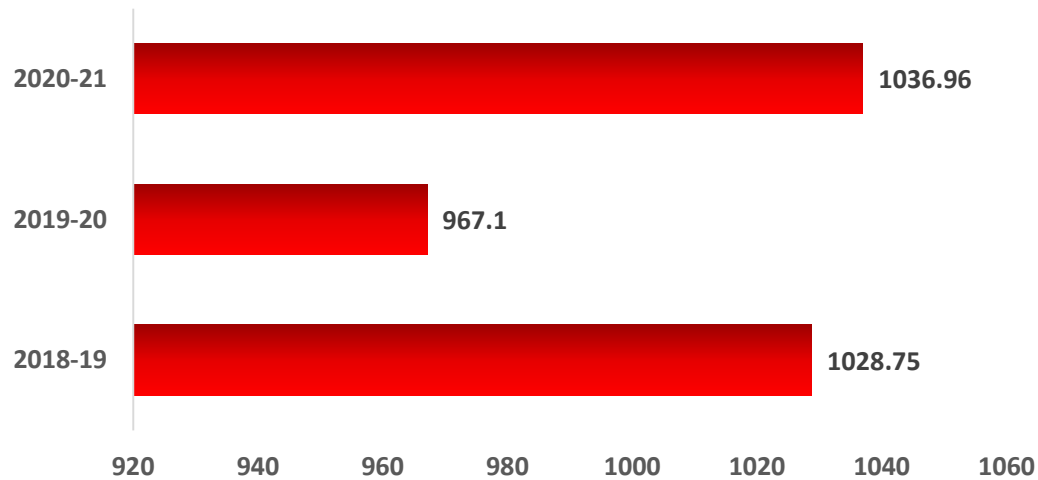
PROFIT & LOSS

Standalone (Rs lacs)

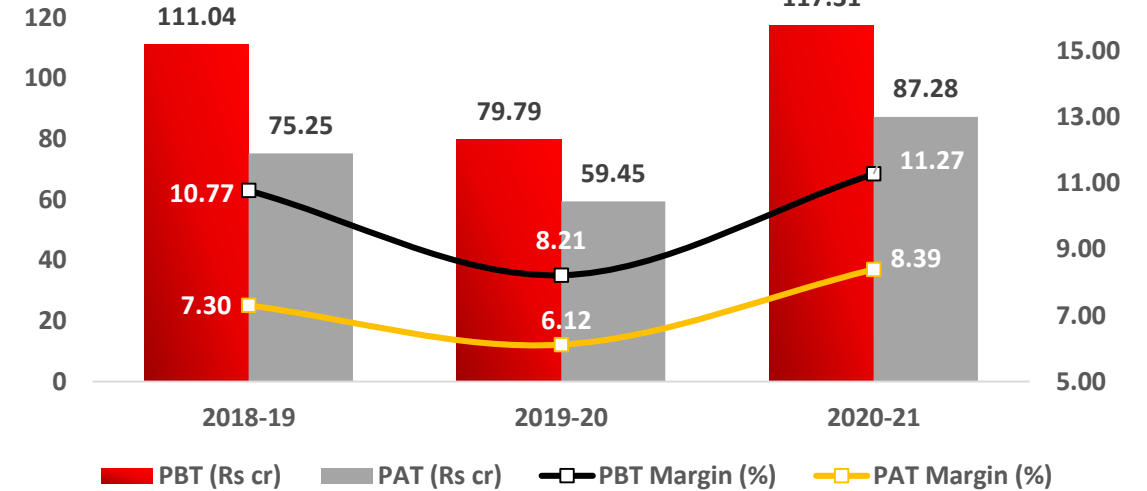
Particulars	FY19	FY20	FY21
Revenues	1,02,875.52	96,710.00	1,03,695.57
Other Income	220.96	471.20	348.13
Income from operations	1,03,096.48	97,181.20	1,04,043.70
Materials Consumed	43,353.72	44,486.70	44,527.79
Employee Cost	3,362.58	4,206.91	4,462.83
Other expenditure	42,593.13	37,198.43	40,896.70
Total Operating Expenses	89,309.43	86,252.04	89,887.32
EBITDA	13,787.05	10,929.16	14,156.38
EBITDA (%)	13.37%	11.25%	13.61%
Depreciation	1,109.57	1,421.24	1,547.08
Interest	1,573.94	1,529.03	878.69
Profit Before Tax	11,103.54	7,978.89	11,730.61
PBT Margin (%)	10.77%	8.21%	11.27%
Tax	3,578.12	2,033.51	3,002.59
Profit After Tax	7,525.42	5,945.38	8,728.02
PAT Margin (%)	7.30%	6.12%	8.39%
Earnings Per Share (Rs)	13.27	10.48	15.39

P&L RATIOS

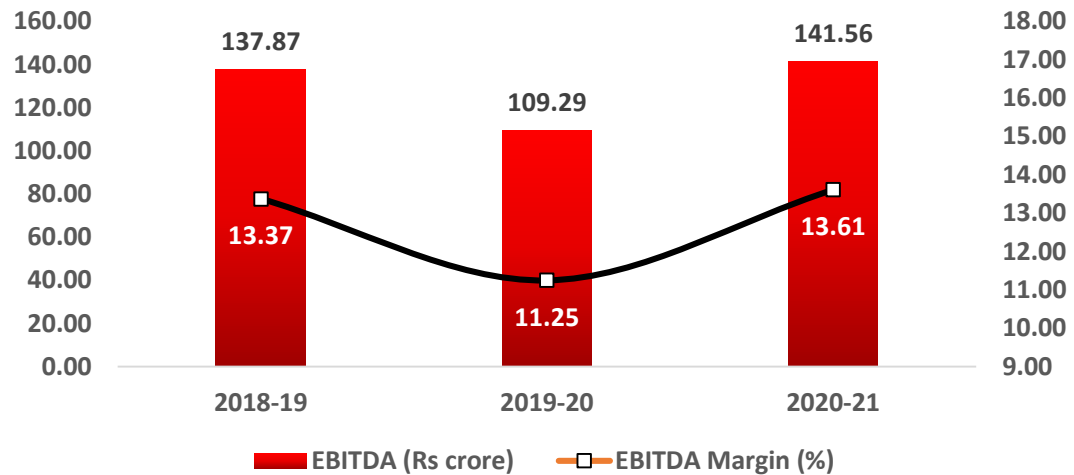
Revenue from operations (Rs cr)



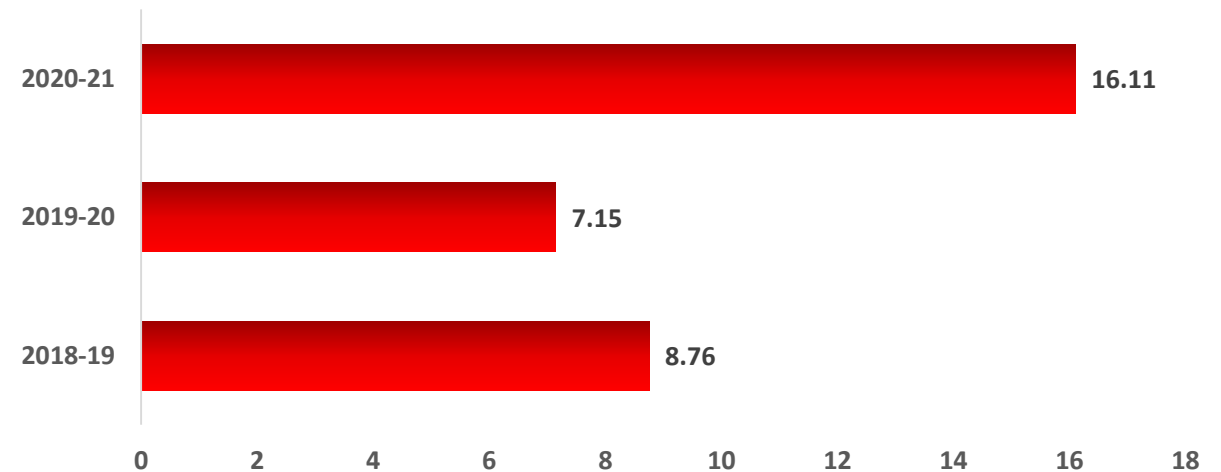
Profitability



EBITDA



Interest Coverage (x)



BALANCE SHEET

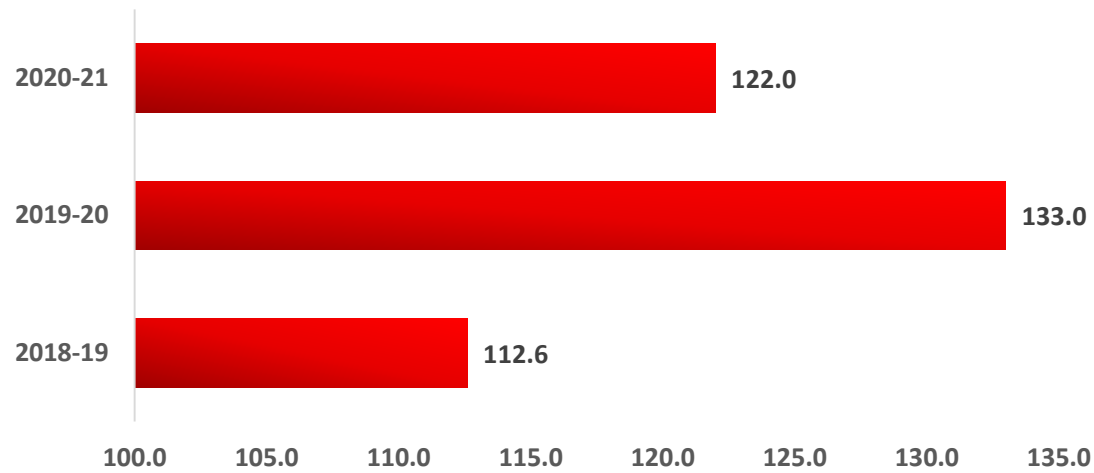
Standalone (Rs lacs)

EQUITY & LIABILITIES	2019	2020	2021
EQUITY			
(a) Equity Share Capital	1,134.32	1,134.32	1,134.32
(b) Other Equity	40,634.87	45,360.23	53,147.13
Total Equity	41,769.19	46,494.55	54,281.45
LIABILITIES			
Non-Current Liabilities			
(a) Financial Liabilities			
- Borrowings	349.30	331.07	230.76
- Lease Liabilities	-	256.14	205.05
(b) Provision	208.90	397.06	518.67
Deferred Tax liabilities (net)	7.93	-	-
	566.13	984.27	954.48
Current Liabilities			
(a) Financial Liabilities			
- Borrowings	20,767.13	20,498.96	11,957.84
- Lease Liabilities	-	284.96	347.95
- Trade Payables	14,748.53	12,034.37	13,951.44
- Other Financial Liabilities	2,636.47	1,788.25	2,484.78
(b) Other Liabilities	377.40	290.05	341.46
(c) Provisions	1.81	7.49	11.55
Current Tax liabilities (Net)	131.02	-	-
	38,662.36	34,904.08	29,095.02
TOTAL LIABILITIES	39,228.49	35,888.35	30,049.50
TOTAL EQUITY & LIABILITIES	80,997.68	82,382.90	84,330.95

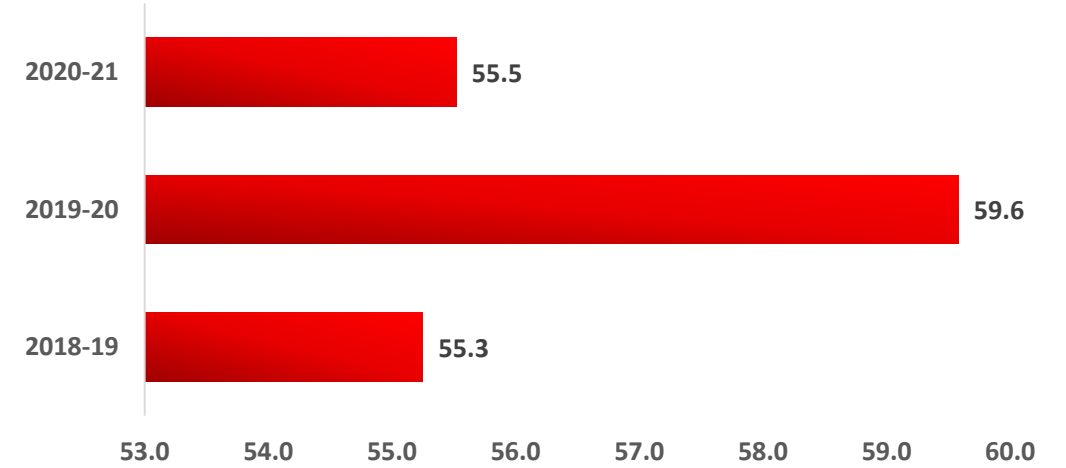
ASSETS	2019	2020	2021
NON-CURRENT ASSETS			
Property, Plant & Equipment	7,009.27	6,888.66	7,882.15
Capital Work-in-progress	202.59	1,405.47	1,466.60
Right of use assets	-	539.64	638.23
Other intangible assets	10.89	4.12	3.68
Investments in Joint Venture	700.00	1,000.00	1,000.00
Financial assets	208.35	396.32	355.97
Non Current tax assets	285.18	461.35	461.63
Other assets	15.73	55.83	147.00
Deferred Tax assets (net)	-	131.41	109.30
	8,432.01	10,882.80	12,064.56
CURRENT ASSETS			
Inventories	32,456.71	30,496.54	33,394.70
Financial assets			
- Trade receivables	34,761.76	36,009.26	33,092.28
- Cash & Cash equivalents	2,073.47	589.00	696.87
- Bank Balances	79.91	29.99	33.35
- Loans	22.25	34.29	37.17
- Other Financial Assets	142.74	153.08	292.30
Other Assets	3,028.83	4,187.94	4,719.72
	72,565.67	71,500.10	72,266.39
TOTAL EQUITY & LIABILITIES	80,997.68	82,382.90	84,330.95

WORKING CAPITAL

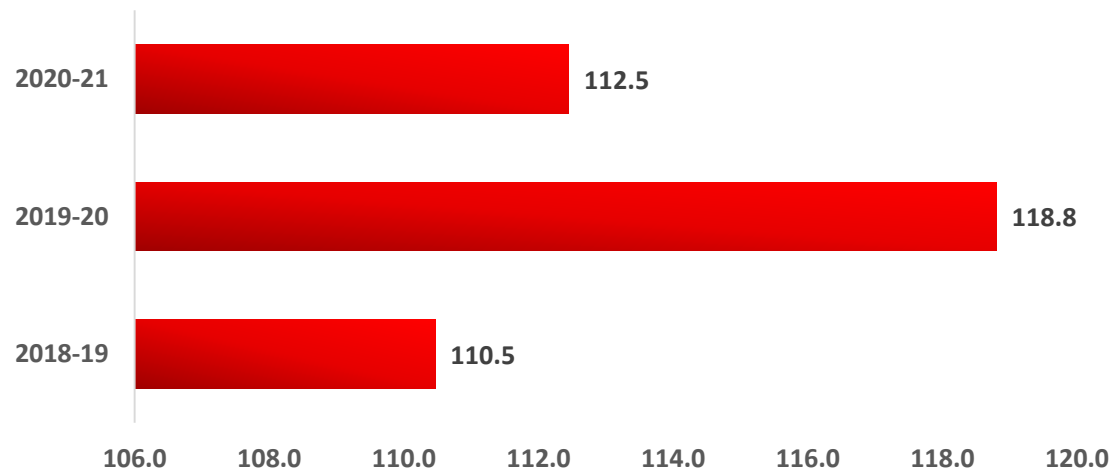
Receivables (days)



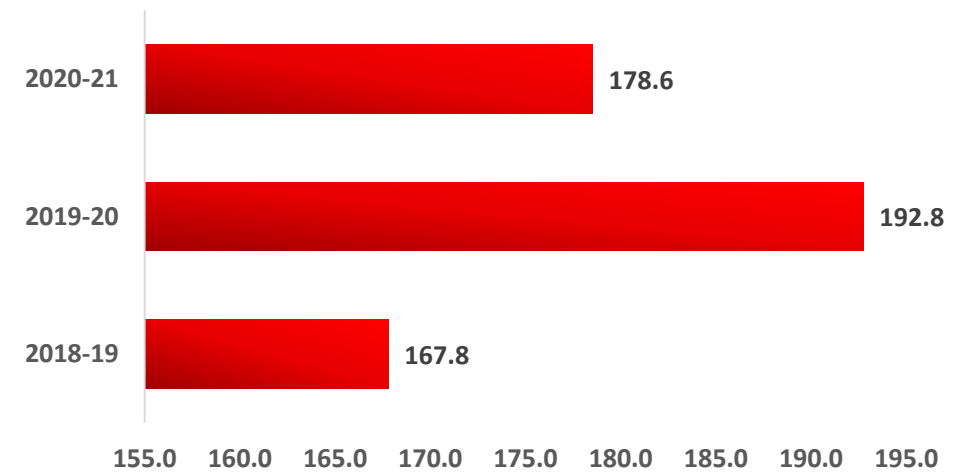
Payables (days)



Inventory (days)

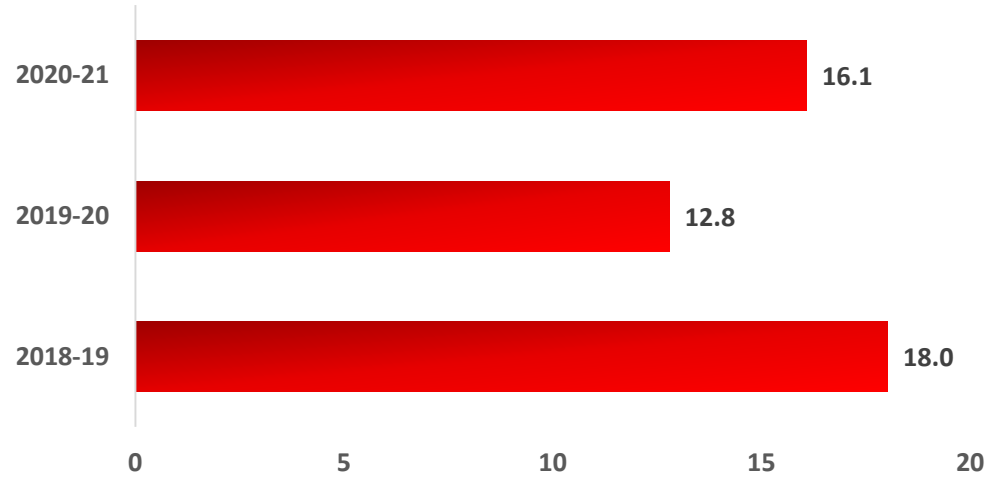


Working Capital (days)

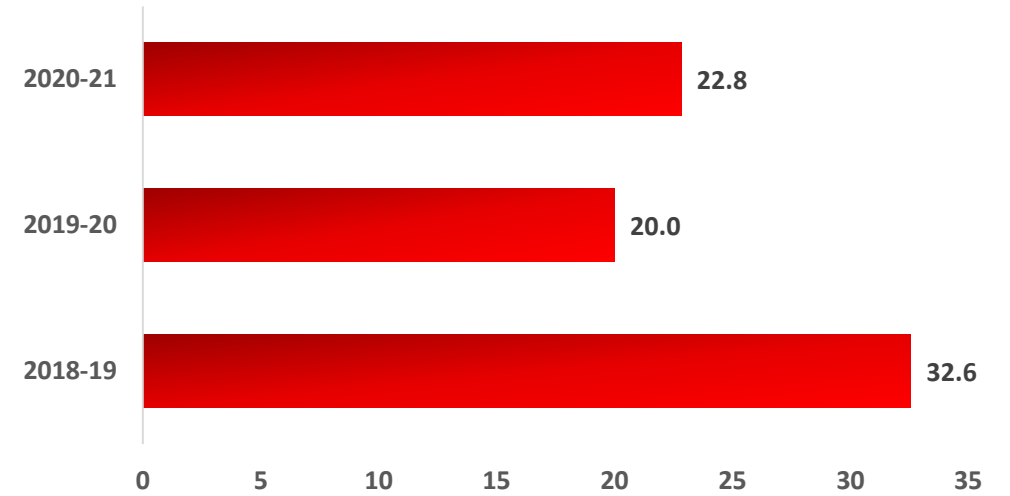


KEY RATIOS

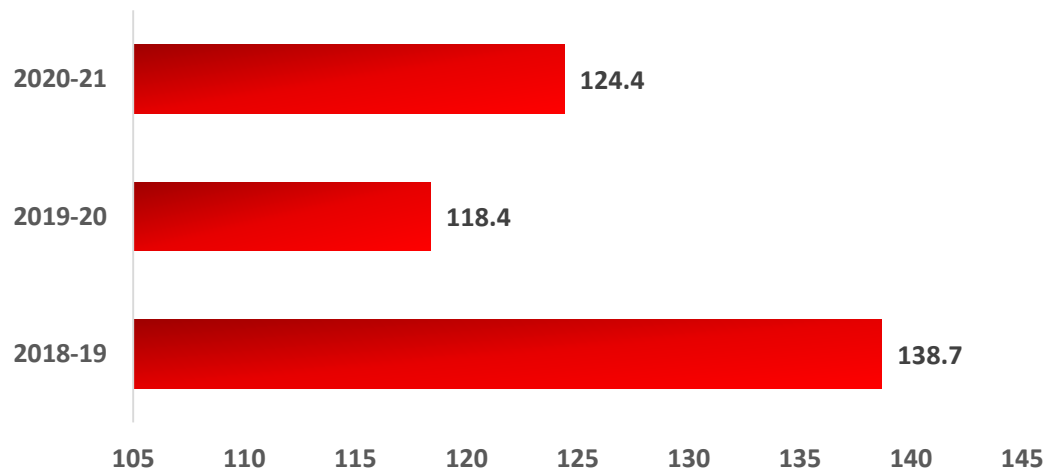
ROE (%)



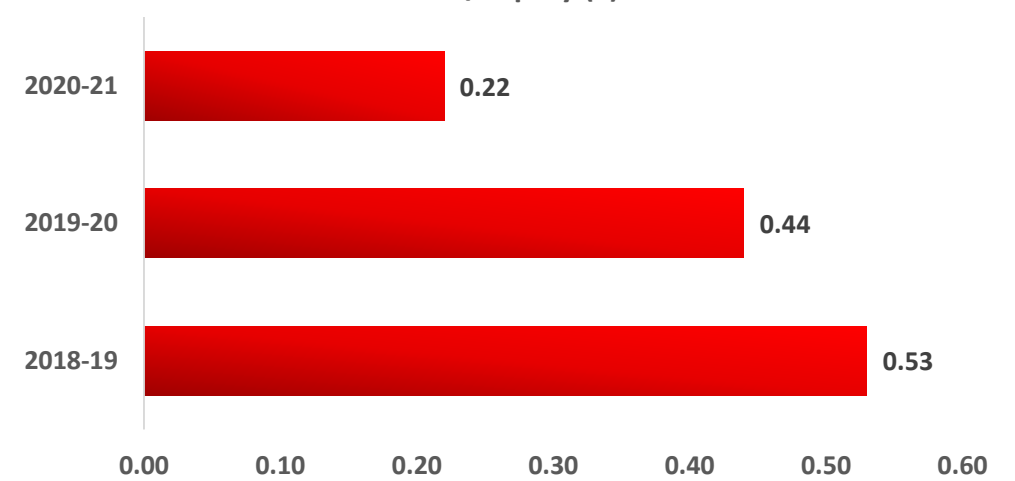
ROCE (%)



Asset Turnover (%)



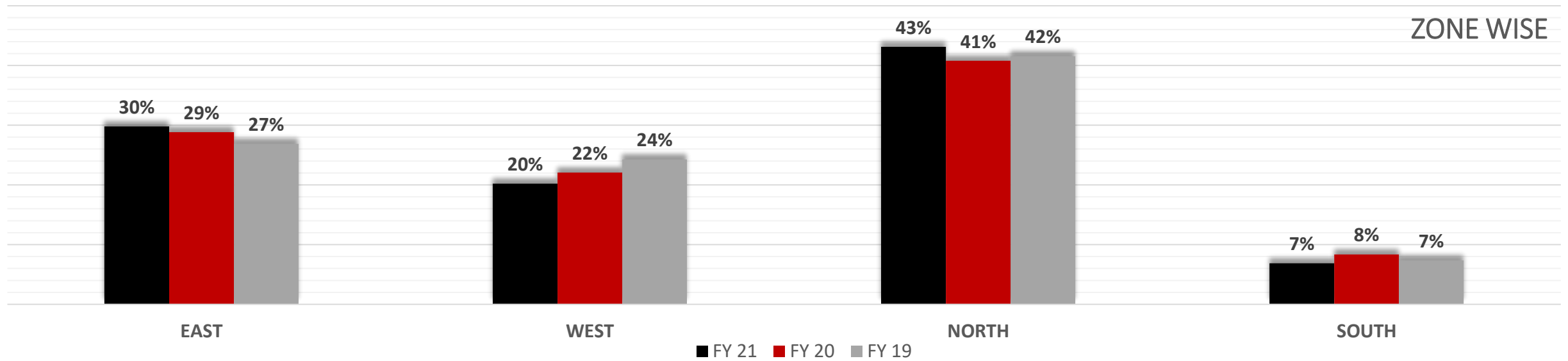
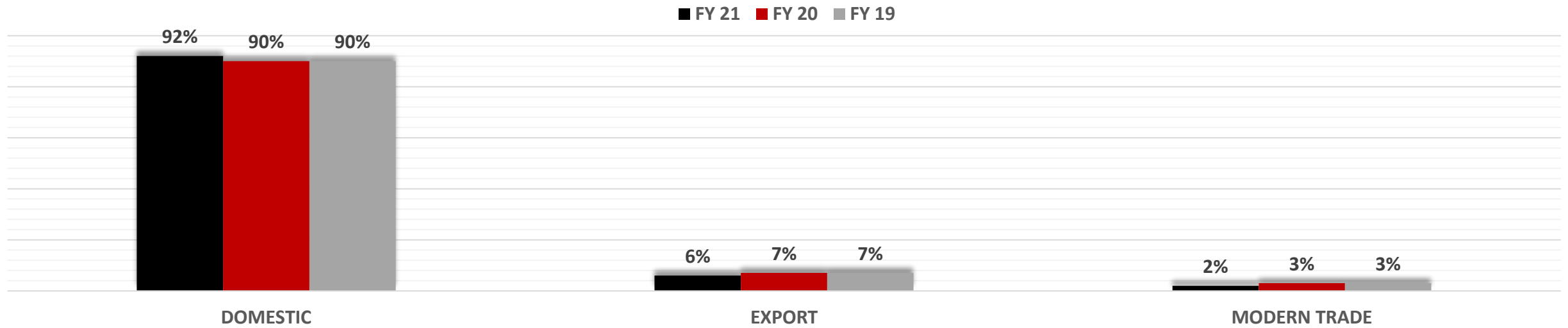
Debt / Equity (x)



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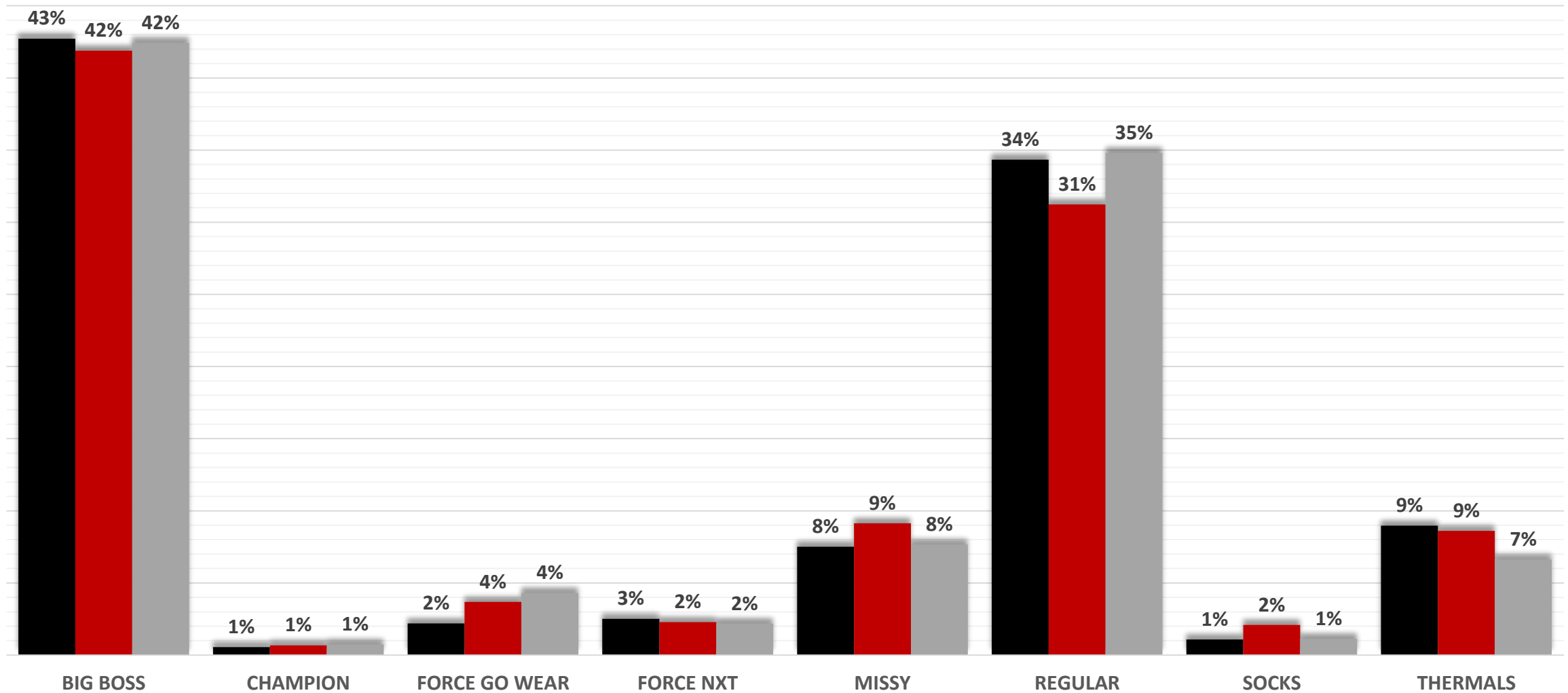
**ANNUAL
OPERATIONAL
HIGHLIGHTS**

REVENUE CONTRIBUTION



ZONE WISE

BRAND WISE CONTRIBUTION



MANAGEMENT TEAM

OUR FOUNDER



Shri Dindayal Gupta

Chairman Emeritus & Founder

Has more than five decades of experience in the body-wear business. Under his dynamic and inspiring leadership, the company has grown exponentially over the years and earned laurels across national and international markets with its present fame being earned under his valuable leadership and guidance.

He was conferred with the West Bengal Hosiery Association 'Hall Of Fame' Award from Ms Smriti Zubin Irani, Hon'ble Minister of Textiles and Women & Child Development Government of India, for his extraordinary contribution to the textile industry.

LEADERSHIP TEAM



VINOD KUMAR GUPTA
Managing Director

Qualification : Member of the Institute of Chartered Accountants of India (ICAI) and the Institute of Company Secretaries of India (ICSI).

He has three decades of experience in the field of finance, marketing and administration. Presently he is looking after overall management of the Company. He has been instrumental in Dollar's growth and has scaled Dollar to new heights



BINAY KUMAR GUPTA
Managing Director

Qualification: Bachelor of Commerce

He has over three decades of experience and looks after procurement of raw materials, production aspects, marketing and export of the products of the Company. He has been instrumental in implementing India's first Integrated Unit from Fibre to Fashion for the company



KRISHAN KUMAR GUPTA
Whole Time Director

Qualification: Bachelor of Science (B.Sc)

He has more than two decades of experience in the manufacturing activities. He is one of the master minds behind the development of new and improved product range. Presently he looks after advertising and brand promotion alongside creative development which is crucial in formatting a company's brand image.



BAJRANG KUMAR GUPTA
Whole Time Director

Qualification: Bachelor of Technology (IIT-BHU)

He has over two decades of experience in his field. He is known for his technical skills and exemplary acumen in exports and has been contributing to the sphere of logistics, cost cutting measures and administration.

He is also known for his vast knowledge of the foreign market.

OUR PROFESSIONAL TEAM (1/2)



AJAY KUMAR PATODIA

Chief Financial Officer (w.e.f 10-08-2021)

Qualification : Chartered Accountant, Cost & Management Accountant, Certified FI Consultant of SAP

Two decades of experience in corporate financing, accounting, investor relations, financial planning, Taxation and risk management. Prior to this, he was associated with Lux industries Ltd as CFO from last 18 years where he has been instrumental in the growth path of the organisation.



ABHISHEK MISHRA

Company Secretary

Qualification: Company Secretary from The Institute of Company Secretaries of India

He has over 7 years of post-qualification experience in areas of secretarial compliance with statutory and regulatory requirements including implementing governance structures, mechanisms and corporate conduct within the organisation's regulatory environment.



SHASHI AGARWAL

Senior VP – Corporate Strategy & IR

Qualification: Chartered Accountant from the Institute of Chartered Accountants of India

She has over 15 years of experience in areas of finance, accounts, internal audit, corporate finance, managerial finance, IFRS, corporate strategy and investor relations. She has been associated with Dollar for more than 4 years now and is strategically involved in project Lakshya. Shashi has also worked in the steel and the textile industries in her past roles.

OUR PROFESSIONAL TEAM (2/2)



SHANTANU BANERJEE
GM – Marcom & Branding

A Marketing professional with 20 plus years of experience in marketing, media planning, advertising and brand management in various industry verticals. Having a proven record of successfully handling Clients, Corporate, Media & Entertainment, including marketing, brand building, product management and retail operations. Past experience of working with RPG Group, ITC, Turtle, Khadim India Ltd, Advertising agencies and ESPN Star Sports.



SANJAY SRIVASTAVA
GM – Sales (All India)

He is the General Manger of Sales (all over India), and he is also the key personnel in our Senior Management. He has immense experience in Sales and undertakes the prime responsibility in our sales all over India.



VEDPAL VERMA
GM - Fabric

Qualification: B.Tech (Textile Technology 1994) & MBA (Marketing 2000)
Responsible for production/marketing & sourcing. Total 26 years of experience in Textile Field . Started career from spinning and having marketing and merchandising in fabric for 12 years with an added garment marketing for 8 years. Having a exposure for domestic and export marketing . Contribution at shop floor for new development, innovations, diversification and new customers development.



Krishna Kumar SONI
GM – Spinning Division

Qualification: Bechelor of Textile Technology from TITS, Bhiwani 1978 batch. He is responsible for handling the spinning division and possesses an experience of more than 38 years in this area. Prior to Dollar, he has worked with Vardhman, LNJ Bhilwara Group and Priyasarshini Sahkari Soot Girni, Shirpur Maharashtra

ESG FRAMEWORK

ENVIROMENT (E)



SOLAR POWER PLANT

- Dollar commissioned a **4 MW solar power** plant at their manufacturing facility in **Tirupur**.
- The solar plant has a **capacity of generating 75 lakhs power units annually**.
- The objective for installing the solar plant is to not only reduce costs but also make the spinning unit sustainable and self-reliant.
- The solar plant will help in **curbing the CO2 emissions by 9000kgs/per day** with a sustainable environment.



WINDMILL

- Dollar installed four windmills with a power generation **capacity of 4.95 MW**.
- It can generate approximately **70 lakh units of power annually**.



ZERO LIQUID DISCHARGE

- Dollar invested in an effluent treatment plant with zero liquid discharge
- The unit has a **production capacity of about 13.5 tons a day, having 6 HPHT (High Pressure High Temperature) machines installed**.
- The factory has a capacity of **1000 KL Zero Liquid Discharge** with multiple evaporators
- Follows the norms of PCB, comply with labour laws and various quality systems.

SOCIAL (S)

Dollar Industries has a dedicated CSR Committee Chaired by the Managing Director Mr Vinod Kumar Gupta



Dollar Foundation joined hands with Kolkata Police and distributed food and medical equipment to the underprivileged across 60 wards during pandemic



Distributed 2000 packets of sanitary napkins amongst women dwelling in slum areas across Kolkata



Donated 2000 pieces of anti-viral masks to the frontline heroes at CRPF and CISF in New Delhi.



Joined hands with Delhi Metro Rail Authority (DMRA) to contribute and install water kiosks across 22 metro stations in order to provide hygienic drinking water for all



We collaborated with Kolkata Police and distributed food and medical equipment to the underprivileged across 60 wards. We also distributed 6,000 kgs of rice, 40,000 packets of biscuits, 40,000 masks and 10,000 soap bars to the people in need amid the first wave of the pandemic. During the nationwide lockdown, we also provided food and shelter to 300 migrant workers at our manufacturing unit at Tirupur.

GOVERNANCE (G)

Board of Directors - Composition

Diverse and experienced Board of Director. Promoters have more than 3 decades of experience in the business / industry.
50% of the Board of Directors comprises of Independent Directors.

Audit Committee - Composition

Three fourths (3 out of 4 members) of the Audit Committee Members are Independent Directors.
One member is from the promoter group i.e the Managing Director.
Chairman of the Committee is a Non Executive Independent Director.

Nomination & Remuneration Committee - Composition

All the members of the Nomination & Remuneration Committee Members are independent directors.
NIL participation of promoter group in the nomination & remuneration committee.
Chairman of the Committee is a Non Executive Independent Director.

THANK YOU

For more information, Please contact

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