



DOLLAR INDUSTRIES LTD

Q2FY22 INVESTOR PRESENTATION

CORE TOPICS

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- Background; Our Journey
- Our Network / Our Strengths
- Value Chain & Manufacturing Facilities

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- Joint Venture with Pepe Jeans, London

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8

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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 FY2024-25.

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

Started as Bhawani Textiles under the leadership of Shri Dindayal Gupta

Dollar begins export to Middle East and Other Countries

Roped in Salman Khan as brand ambassador of Dollar Club. Received National Award in “Best Brand Category” and “Excellence in Men’s Innerwear” by CMAI

1972-73



1994-95



2004-05



Rebranded as Dollar Industries Ltd. Bestowed the National Award in the “Excellence in Men’s Innerwear” category by CMAI

2007-08



2008-09

Bestowed the National Award in “Excellence in Men’s Innerwear” and “Best Brand category” by CMAI

2009-10

Roped in Akshay Kumar as Brand Ambassador of Dollar Bigboss. Bestowed with the National Award in “Excellence in Men’s Innerwear” category by CMAI for 3rd time in a row.

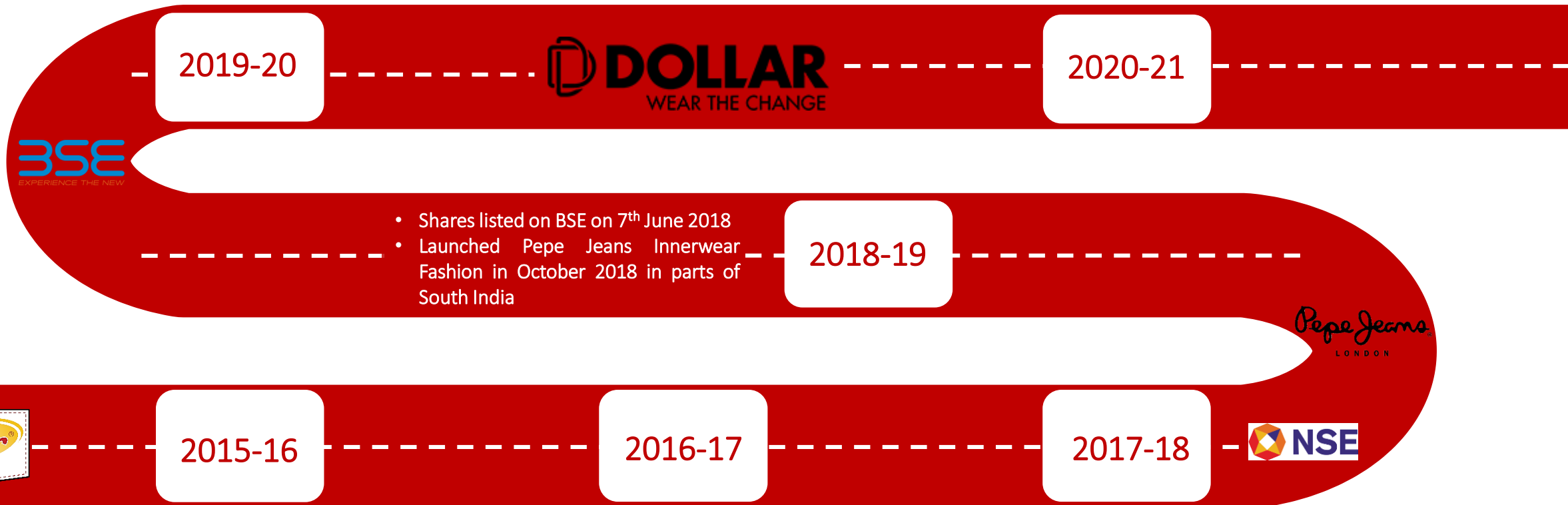


2014-15

Widened its presence across 29 Indian States

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

- Revamped Brand Identity by introducing a new Brand Logo and Architecture
- Launched new TVCs for Men & Women section
- Launched a new range of Anti Viral products featuring masks for men and women and Innerwear for Men
- Commissioned a 4 MW Solar Power Plant as part of “Green Mission”
- **FIRST EBO LAUNCHED in OCTOBER 2021**



2019-20



2020-21



- Shares listed on BSE on 7th June 2018
- Launched Pepe Jeans Innerwear Fashion in October 2018 in parts of South India

2018-19



2015-16

2016-17

2017-18



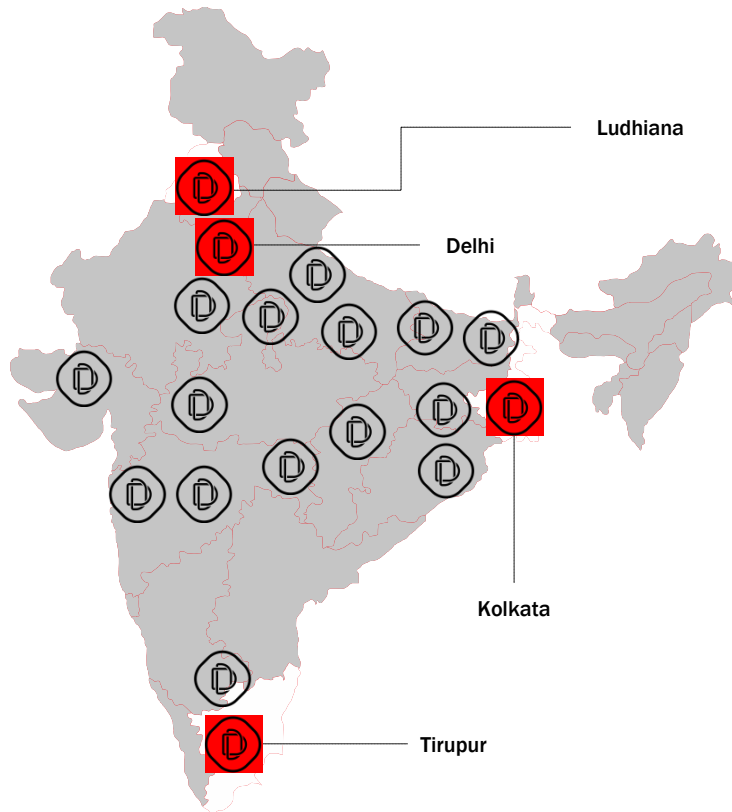
Established >80,000 MBOs across India. Emerged as the highest-selling Indian innerwear brand in Middle East. Carved out 15% share of the branded innerwear market Brands Force NXT and Missy introduced.



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

- 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.

OUR NETWORK

Domestic Network



-  Manufacturing facilities
-  Branch Network

International Network



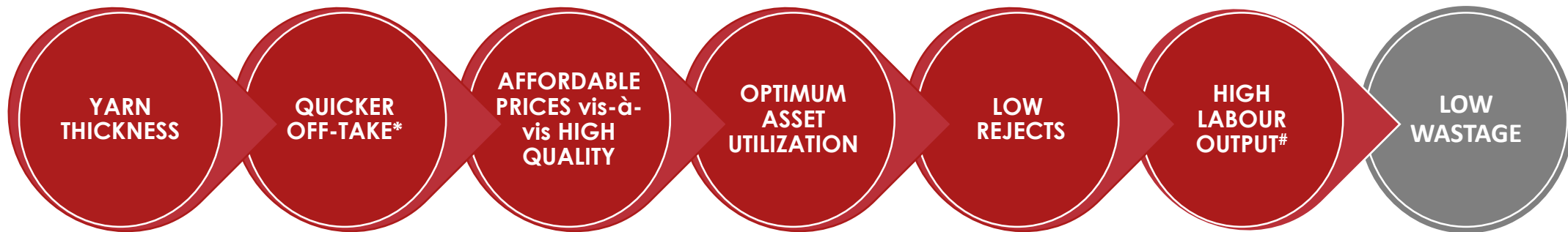
UAE , OMAN, JORDAN, QATAR, KUWAIT, BAHRAIN, YEMEN, IRAQ, NEPAL,
MYANMAR, NIGERIA, KENYA, BASRA, ALGERIA, UKRAINE

Disclaimer : Maps are not to scale

OUR STRENGTHS

SENSIBLE INVESTMENTS IN MANUFACTURING ASSETS DISTINGUISH ITS PRODUCTS FROM ITS PEERS

YOUNG ASSET QUALITY HELPING US TO REAP MULTIPLE BENEFITS



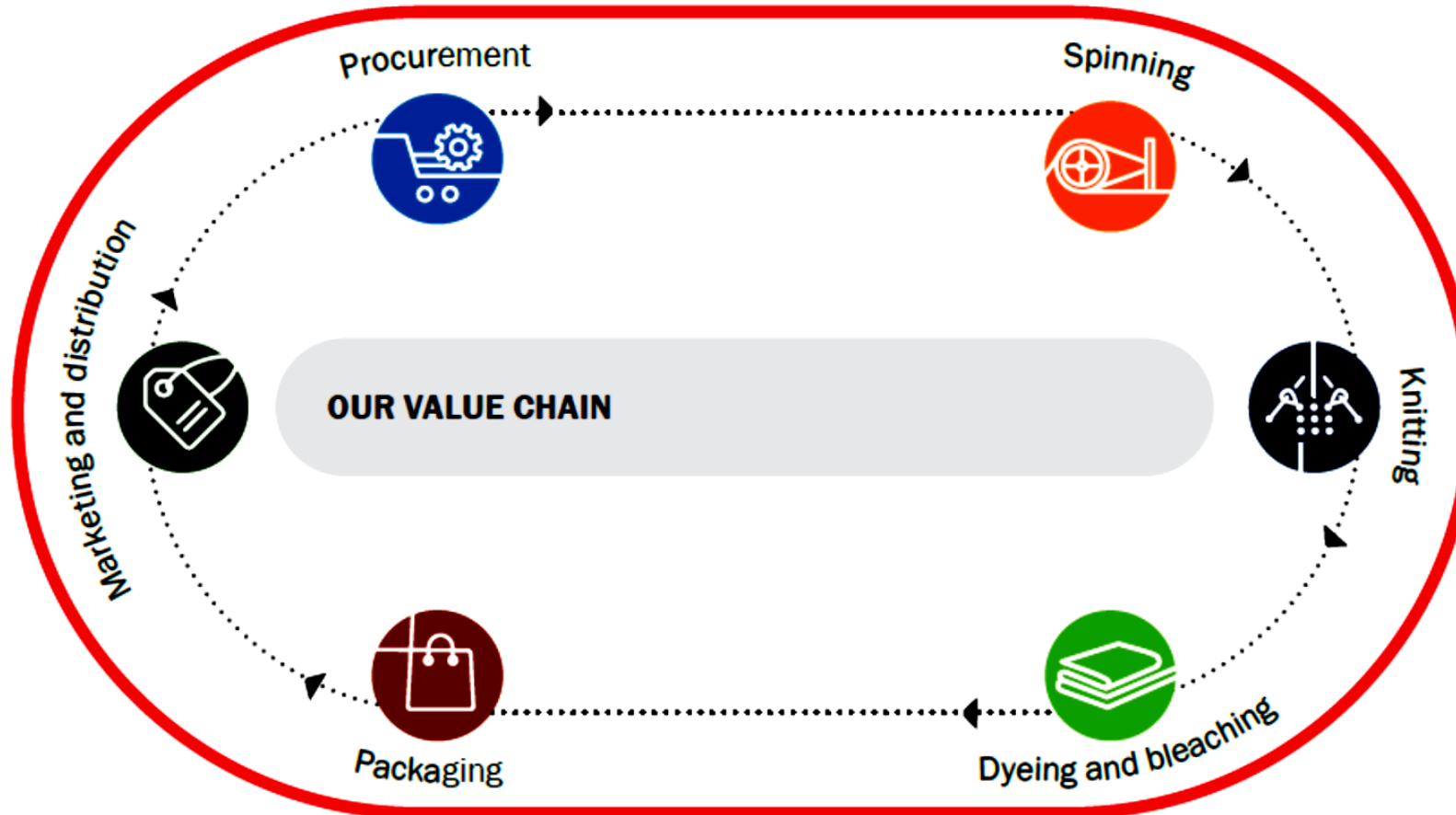
** Aggressively working on optimizing off-take*

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

**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 25 Lakh metres per month.
- We also have a cutting capacity of 3 Lakh pieces per day.

MANUFACTURING FACILITIES

SPINNING



KNITTING



DYEING & BLEACHING

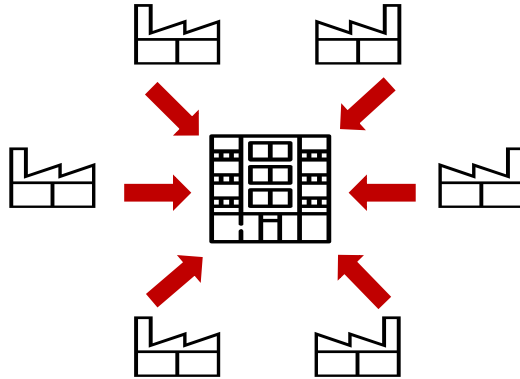


DYEING SALVOS



CAPEX PLANS

Integrated Warehouse



| Total Planned Investments | FY21 | FY22 | FY23 |
|-----------------------------|----------|----------|----------|
| Rs 50 crore | Rs 12 cr | Rs 22 cr | Rs 16 cr |
| Targeted Completion: FY2023 | | | |

Note: Land for the same is already in our gross block

Benefits to be derived from this effort

- Single point warehouse in West Bengal.
- Operational Efficiencies.
- Savings in rental and other overheads w.r.t. multiple warehouses.
- Sharp reduction in wastages, pilferage & damages.
- Strong internal controls over inventory, productivity, quality and efficiency.
- Assistance to fast track Project Lakshya distribution and related ERP efforts

Brownfield Expansion of Spinning Capacity



22,000 to 42,000 spindles

| Total Planned Investments | FY21 | FY22 | FY23 |
|-----------------------------|------|----------|----------|
| Rs 65 crore | - | Rs 20 cr | Rs 45 cr |
| Targeted Completion: FY2023 | | | |

Note: Land for the same is already in our gross block

Benefits to be derived from this effort

- Irregular supply of yarn since last 18 months impacting production schedules
- Enhancing capacity will ensure regular supply of yarn, thereby ensuring smooth production process
- Maintain quality of yarn desired for our products
- Continuous production thereby ensuring no stock outs within the company or with dealers and distributors.
- Assist in our efforts to provide quality products at reasonable prices.
- 400 TPM of in house yarn capacity will increase to 600-700 TPM post this expansion.

**BRAND EVOLUTION
&
BRAND PORTFOLIO**



BRAND EVOLUTION



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

1972

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



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

1990

2005

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



2010



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

2020

OUR BRANDS



Standalone Brands



DOLLAR MAN

DOLLAR
MAN

BIGBOSS

J-CLASS

ATHLEISURE



Vests



Briefs



Trunks



Gym vests



Socks



Tank tops



Crew necks



Polos



Henley



Bermudas



Capri



Track pants



Joggers



DOLLAR
MAN

BIGBOSS

DOLLAR WOMAN



MISSY



Leg wears



Casual wear



Camisoles



Panties



Socks



MISSY



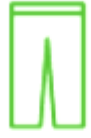
DOLLAR JUNIOR



CHAMPION



T-shirts



Bermudas



Trousers



Socks



CHAMPION

Fashionably Playful



LEHAR



Vests



Briefs



Trunks



Panties



Socks



Camisoles



LEHAR



DOLLAR THERMALS



WINTERCARE



Thermal
V-necks



Thermal
trousers



Long
camisoles



Short
camisoles



Socks



FIRST EBO LAUNCHED

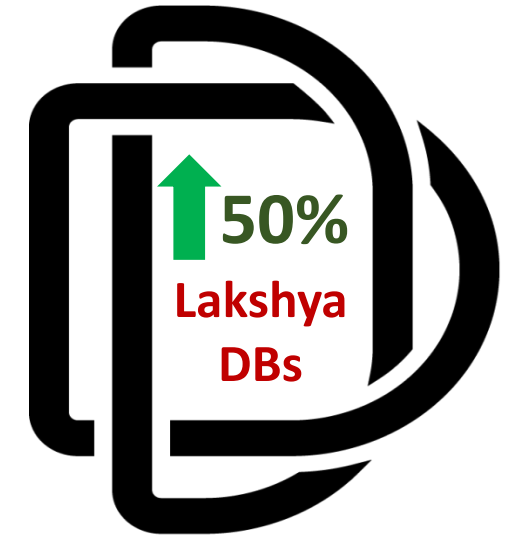
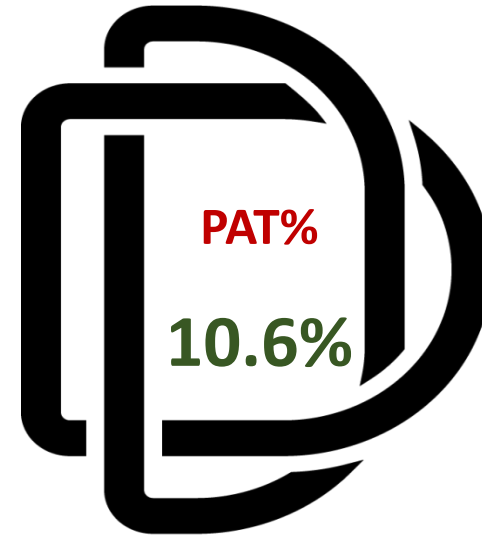
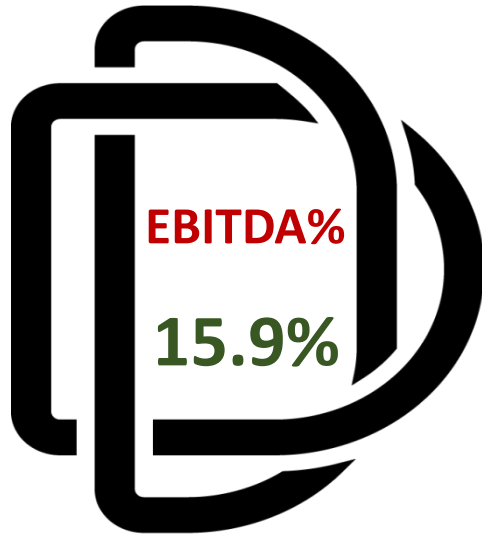
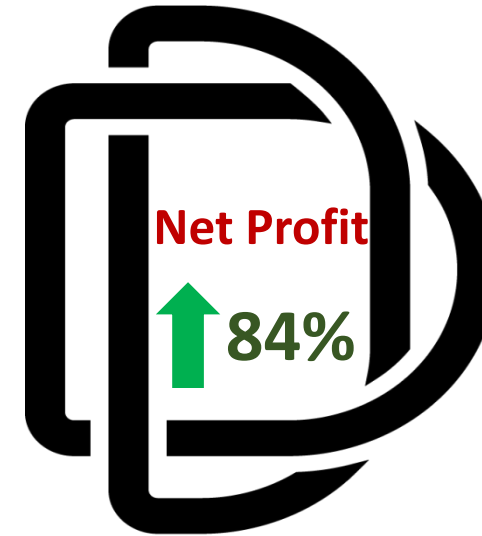
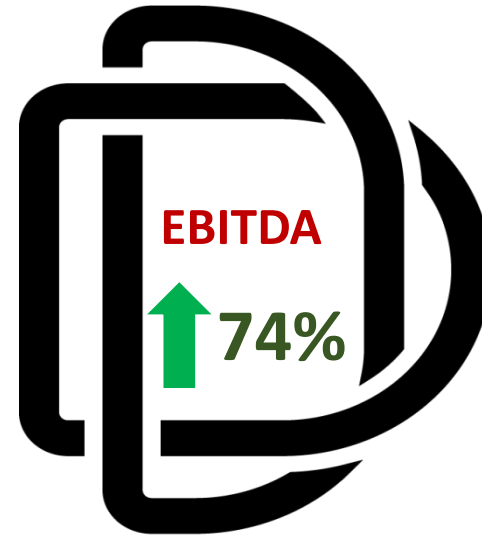
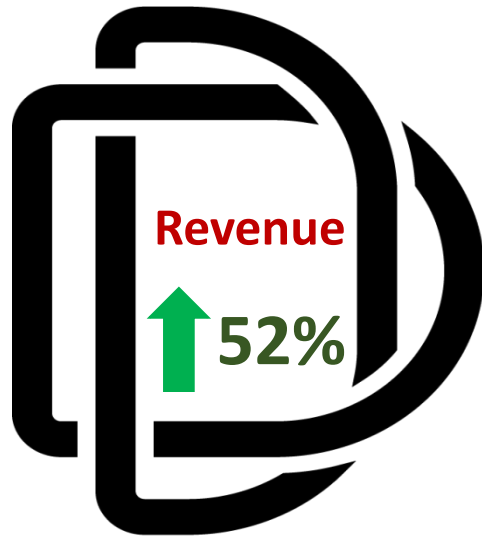
- First EBO inaugurated in October 2021.
- EBO setup at Ayodhya, Uttar Pradesh.
- EBO setup in FOFO model (Franchisee Owned Franchisee Operated).
- Targeting to open 8-10 EBOs in FY22.
- Initial EBOs to be launched in Uttar Pradesh and Rajasthan.



**QUARTER
PERFORMANCE
HIGHLIGHTS**



QUARTER HIGHLIGHTS

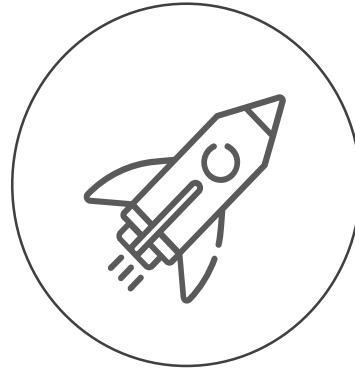


KEY HIGHLIGHTS



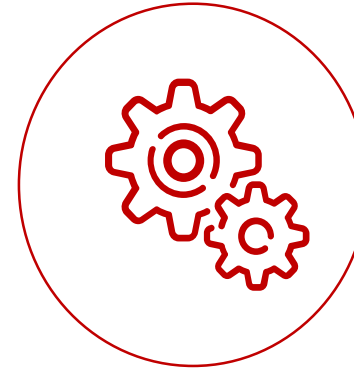
Highest ever Revenue, EBITDA & PAT

In spite of challenges faced in Q1FY22, the company has achieved highest ever growth in Q2. Revenue, EBITDA and PAT have grown 51.8% , 73.8% and 84.4% respectively



Channel Financing

Company has entered into an agreement with a large private sector bank for channel financing with an aim to reduce overall receivables. All distributors will be brought under channel financing



First EBO inaugurated

Company inaugurated its first EBO in October 2021 at Ayodhya, Uttar Pradesh on a FOFO Model. Will look to open 8-10 stores in FY22 across Uttar Pradesh and Rajasthan initially.



Project Lakshya Updates

- 1.5 lac estimated outlets mapped
- 42,451 of mapped outlets enrolled
- 6% of total revenue from Lakshya Distributors for H1FY22
- 91 distributors enrolled until end of September 2021

PROFIT & LOSS

Standalone (Rs lacs)

| Particulars | 2QFY22 | 1QFY22 | 2QFY21 | Y-O-Y% | H1FY22 | H1FY21 | YoY% |
|-----------------------------------|------------------|------------------|------------------|--------------|------------------|------------------|--------------|
| Revenues | 39,067.45 | 20,458.34 | 25,739.44 | 51.78 | 59,525.79 | 41,684.68 | 42.80 |
| Other Income | 33.19 | 91.40 | 53.41 | -37.86 | 124.59 | 70.96 | 75.58 |
| Net Income from operations | 39,100.64 | 20,549.74 | 25,792.85 | 51.59 | 59,650.38 | 41,755.64 | 42.86 |
| Materials consumed | 17,905.51 | 7,748.97 | 10,110.59 | 77.10 | 25,654.48 | 17,340.58 | 47.94 |
| Subcontracting charges | 7,664.28 | 4,606.01 | 5,785.95 | 32.46 | 12,270.29 | 8,251.43 | 48.71 |
| Employee Cost | 1,545.21 | 1,282.17 | 1,089.15 | 41.87 | 2,827.38 | 1,891.52 | 49.48 |
| Other Expenses | 5,783.93 | 3,287.56 | 5,239.76 | 10.39 | 9,071.49 | 7,821.76 | 15.98 |
| Total Operating Expenses | 32,898.93 | 16,924.71 | 22,225.45 | 48.02 | 49,823.64 | 35,305.29 | 41.12 |
| EBITDA | 6,201.71 | 3,625.03 | 3,567.40 | 73.84 | 9,826.74 | 6,450.35 | 52.34 |
| EBITDA (%) | 15.86% | 17.64% | 13.83% | +203 bps | 16.47% | 15.45% | +103 bps |
| Depreciation | 402.44 | 383.23 | 347.98 | 15.65 | 785.67 | 681.92 | 15.21 |
| Interest | 165.03 | 136.62 | 226.54 | -27.15 | 301.65 | 571.13 | -47.18 |
| Profit Before Tax | 5,634.24 | 3,105.18 | 2,992.88 | 88.25 | 8,739.42 | 5,197.30 | 68.15 |
| PBT Margin (%) | 14.41% | 15.11% | 11.60% | +281 bps | 14.65% | 12.45% | +220 bps |
| Tax | 1509.54 | 794.17 | 756.38 | 99.57 | 2303.71 | 1316.81 | 74.95 |
| Profit After Tax | 4,124.70 | 2,311.01 | 2,236.50 | 84.43 | 6,435.71 | 3,880.49 | 65.85 |
| PAT Margin (%) | 10.55% | 11.25% | 8.67% | +188 bps | 10.79% | 9.29% | +150 bps |
| Earnings Per Share (Rs) | 7.27 | 4.07 | 3.94 | 84.43 | 11.35 | 6.84 | 65.85 |

~52%
Growth in
Net Income

~74%
Growth in
EBITDA

+84%
Growth in
Net Profit

BALANCE SHEET

Standalone (Rs lacs)

| EQUITY & LIABILITIES | H1FY22 | H2FY21 |
|---------------------------------------|------------------|------------------|
| EQUITY | | |
| (a) Equity Share Capital | 1,134.32 | 1,134.32 |
| (b) Other Equity | 58,285.23 | 53,147.13 |
| Total Equity | 59,419.55 | 54,281.45 |
| LIABILITIES | | |
| Non-Current Liabilities | | |
| (a) Financial Liabilities | | |
| - Borrowings | 142.91 | 230.76 |
| - Lease Liabilities | 151.54 | 205.05 |
| (b) Provision | 518.91 | 518.67 |
| Deferred Tax liabilities (net) | - | - |
| Current Liabilities | | |
| (a) Financial Liabilities | | |
| - Borrowings | 16,286.34 | 12,171.70 |
| - Lease Liabilities | 326.01 | 347.95 |
| - Trade Payables – MSME | 277.52 | 15.18 |
| - Trade Payables | 18,766.81 | 13,936.26 |
| - Other Financial Liabilities | 2,606.87 | 2,270.92 |
| (b) Other Liabilities | 277.59 | 341.46 |
| (c) Provisions | 5.70 | 11.55 |
| Current Tax liabilities (Net) | 732.11 | - |
| TOTAL LIABILITIES | 40,092.31 | 30,049.50 |
| TOTAL EQUITY & LIABILITIES | 99,511.86 | 84,330.95 |

| ASSETS | H1FY22 | H2FY21 |
|---------------------------------------|------------------|------------------|
| NON-CURRENT ASSETS | | |
| Property, Plant & Equipment | 7,579.76 | 7,882.15 |
| Capital Work-in-progress | 2,574.50 | 1,466.60 |
| Other intangible assets | 7.73 | 3.68 |
| Right of Use Assets | 562.58 | 638.23 |
| Investments in Joint Venture | 692.00 | 1,000.00 |
| <u>Financial assets</u> | | |
| - Investments | 62.00 | 62.00 |
| - Loans | - | - |
| - Other financial assets | 286.32 | 293.97 |
| - Other assets | 984.34 | 147.00 |
| - Non current tax assets (net) | 462.15 | 461.63 |
| - Deferred Tax Assets (net) | 145.87 | 109.30 |
| | 13,357.25 | 12,064.56 |
| CURRENT ASSETS | | |
| Inventories | 41,885.32 | 33,394.70 |
| <u>Financial assets</u> | | |
| - Trade receivables | 37,893.33 | 33,092.28 |
| - Cash & Cash equivalents | 833.20 | 696.87 |
| - Bank Balances | 33.54 | 33.35 |
| - Loans | - | - |
| - Other Financial Assets | 537.53 | 329.47 |
| Other Assets | 4,971.69 | 4,719.72 |
| | 86,154.61 | 72,266.39 |
| TOTAL EQUITY & LIABILITIES | 99,511.86 | 84,330.95 |

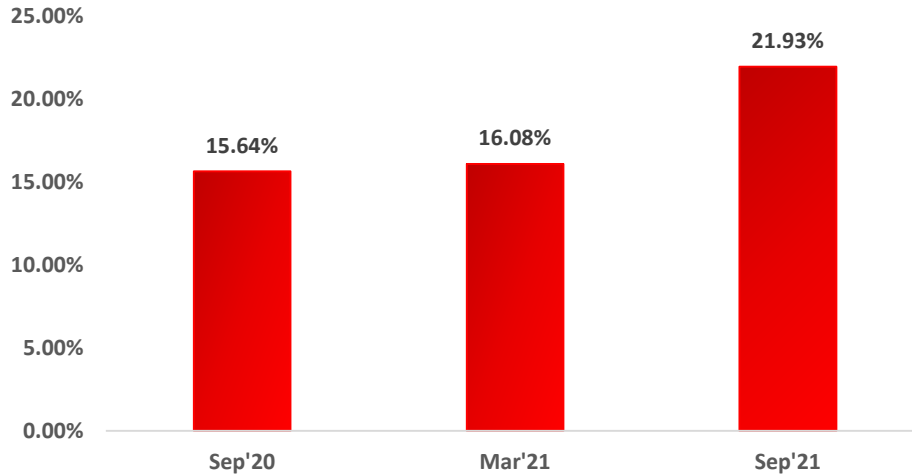
CASH FLOW STATEMENT

Standalone (Rs lacs)

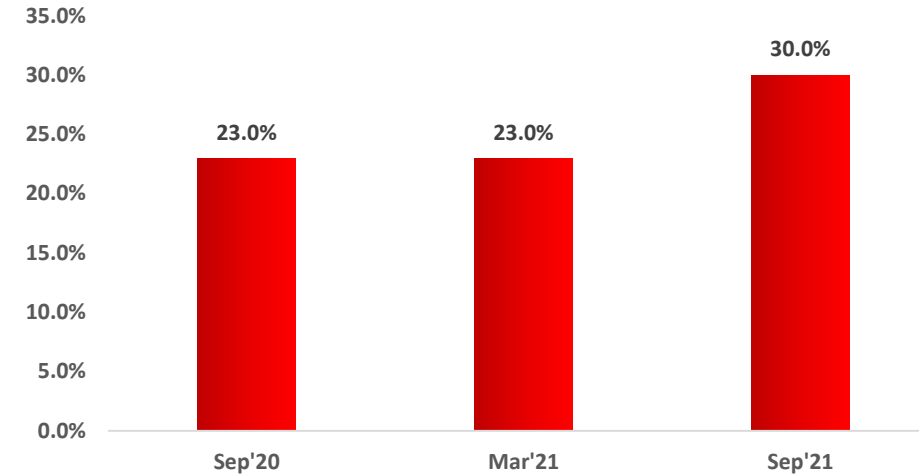
| | H1FY22 | H2FY21 |
|---|------------------|-------------------|
| Operating profit before working capital changes | 10,243.35 | 14,368.96 |
| Adjustments for working capital changes | -8,424.09 | 1,860.82 |
| Income Tax Paid (net) | -1,630.08 | -2,988.51 |
| Net cash generated/(used in) from Operating Activities | 189.18 | 13,241.28 |
| Cash flow from Investing Activities | | |
| Purchase of Property, plant and equipment including Capital WIP and Rights of Use | -2,230.54 | -2,277.95 |
| Purchase of intangible assets | -4.86 | -1.66 |
| Sale of Property, plant and equipment | 7.75 | 6.62 |
| Sale of Investments | - | 0.03 |
| Interest received | 3.29 | 79.28 |
| Net cash generated/(used in) Investing Activities | -2,224.36 | -2,193.68 |
| Cash flow from Financing Activities | | |
| Proceeds from long term borrowings | - | 41.09 |
| Repayments of long term borrowings | -87.85 | -141.40 |
| (Repayments)/Proceeds from short term borrowings (net) | 4,114.64 | -8,541.12 |
| Repayments of lease liabilities | -209.53 | -422.24 |
| Dividend paid | -1,361.19 | -964.18 |
| Tax on dividend paid | - | - |
| Interest paid | -284.56 | -911.88 |
| Net cash generated/(used in) in Financing Activities | 2,171.51 | -10,939.73 |
| Net Increase/(Decrease) in Cash and Cash Equivalents (A+B+C) | 136.33 | 107.87 |
| Opening Cash and Cash Equivalents | 696.87 | 589.00 |
| Closing Cash and Cash Equivalents | 833.20 | 696.87 |

KEY HALF YEARLY RATIOS

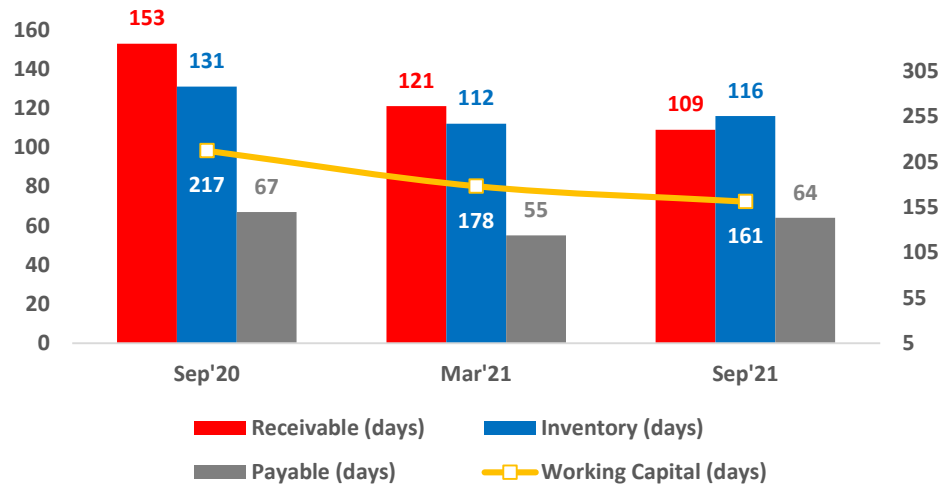
Return on Equity (%)



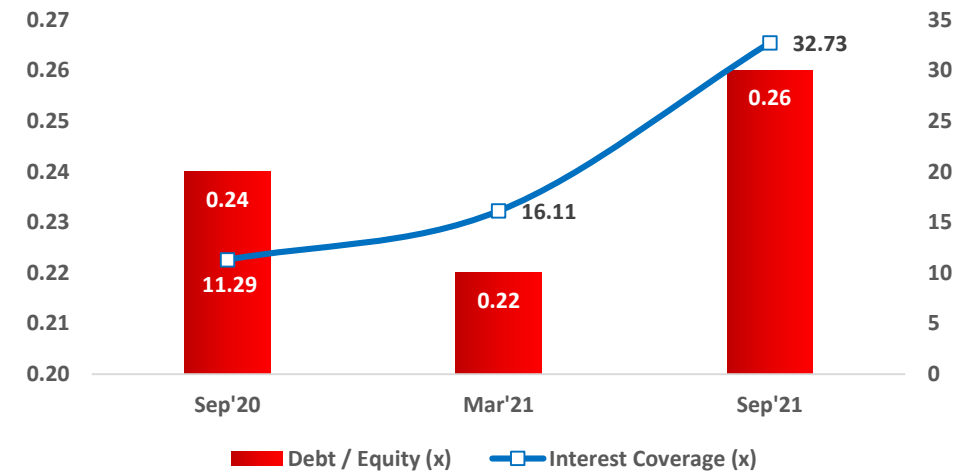
Return on Capital Employed (ROCE%)



Working Capital (days)



Debt : Equity / Interest Coverage



**GROWTH PILLARS &
PROJECT LAKSHYA UPDATES**



TRANSFORMATIONAL CHANGES (1/2)

WHERE WE “WERE”

WHERE WE “ARE”

WHERE WE “WILL BE”

BRAND ARCHITECTURE



INTEGRATED WAREHOUSING

6 warehouses in Kolkata.

Kick started the process of consolidating all warehouses into a single warehouse to build operational efficiencies.

Integrated warehouse by FY23.

DIGITIZATION

Push based sales model.

Auto Replenishments System & Distributor Management System being implemented

All Lakshya Distributors under ARS & DMS. After-Sales-Service app. Move from Oracle ERP to SAP HANA.

PROJECT LAKSHYA

51 distributors in 2 years.

Totally 91 distributors as of Sep 30, 2021. Added 40 distributors in H1.

125-150 distributors by end of FY22. 200-250 distributors by end of FY23.

MODERN RETAIL

2% of Revenue until FY21

3% of Revenue in H1FY22

4% of Revenue by end FY22
6% of Revenue by FY23

TRANSFORMATIONAL CHANGES (2/2)

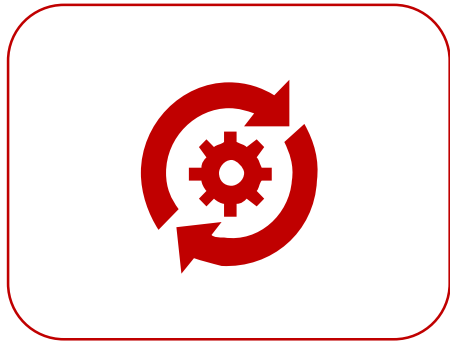
WHERE WE “WERE”

WHERE WE “ARE”

WHERE WE “WILL BE”

| | | | |
|--------------------------------------|--|---|---|
| RECEIVABLES / CHANNEL FINANCE | High receivables with Dealers & Distributors. | Company finalises discussion with a leading Private Bank for Channel Financing. | All Distributors to be brought under Channel Financing. |
| MARKET PENETRATION | Average 100 outlets per distributor. | Average 100 <u>active</u> outlets per distributor. | 150-200 <u>active</u> outlets per distributor. Expand penetration to cover 50% of our distributors under Project Lakshya by FY24. |
| SUPPLY CHAIN | Previously used to work on Push based model causing significant inventory pile up. | Moving to Replenishment Based model. | Increase in secondary sales which will lead to higher primary sales. Increase number of SKUs per distributor. |
| REVENUE | Rs 1,040 crore in FY21. | Rs 595 crore in H1FY22. | Rs 2,000 crore by FY2024-25. |
| EBO | None. | First EBO inaugurated in October 2021. | 8-10 EBOs in FY22. |

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

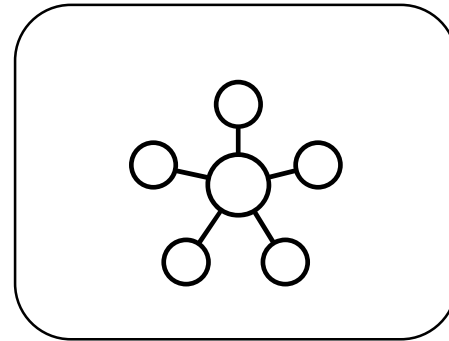
MAN: Bigboss, J Class, Athleisure

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?

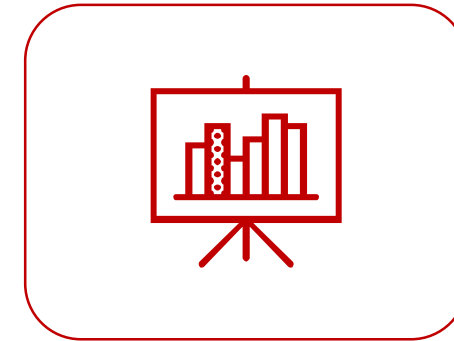
- Replacing push model by replenishment model
- Assured & increased ROI of distributors
- Loyalty based programme for retailers
- Transactions order through tele calling services
- Retail servicing by sales officers in the field
- Real time visibility of sales

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 DIGITIZATION

- 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.

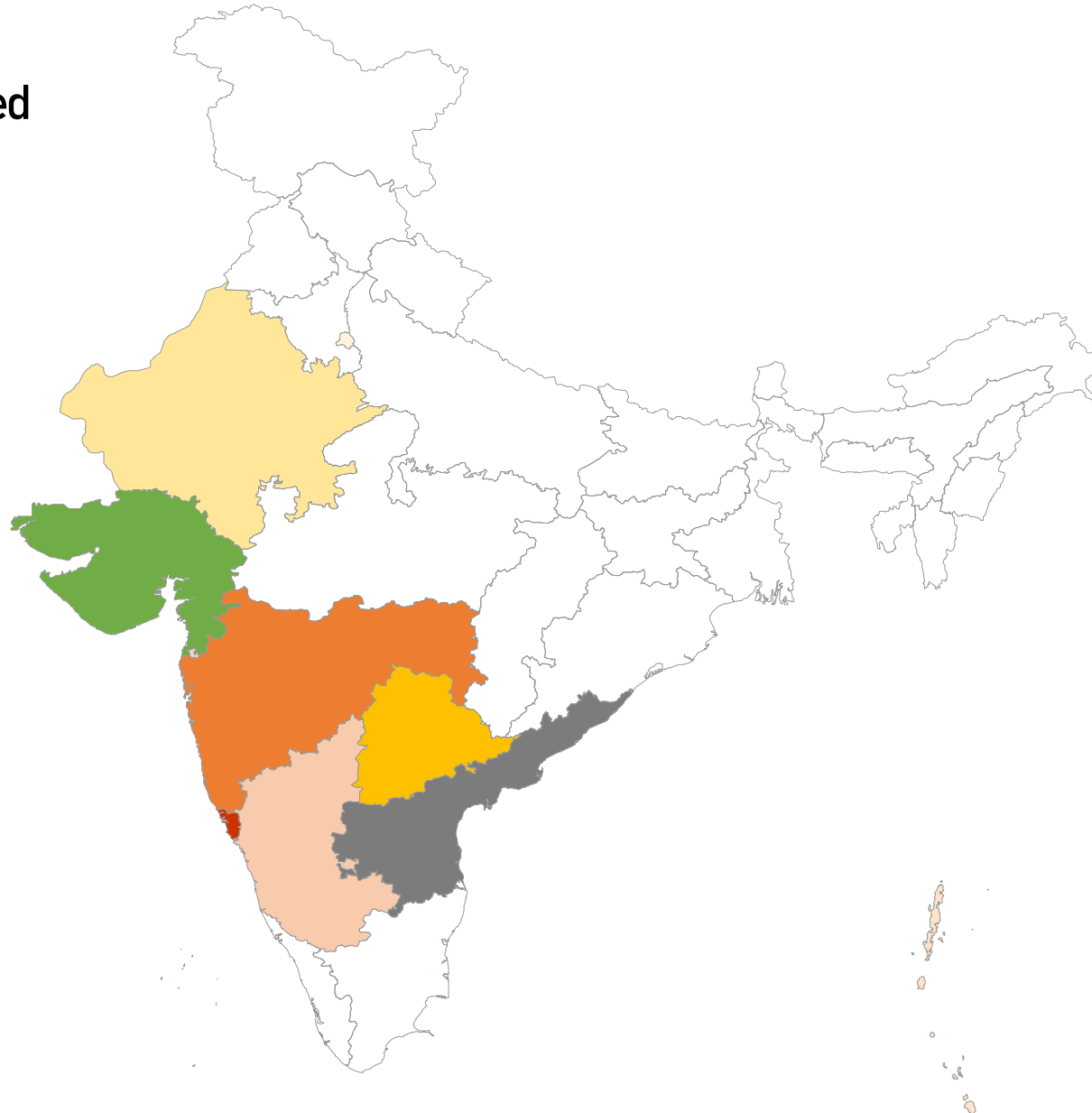
PROJECT LAKSHYA HIGHLIGHTS

1,52,071
Outlets Mapped

42,451
Total Outlets
Enrolled

3,117
Pin codes
Mapped

1,713
Pin codes
Enrolled

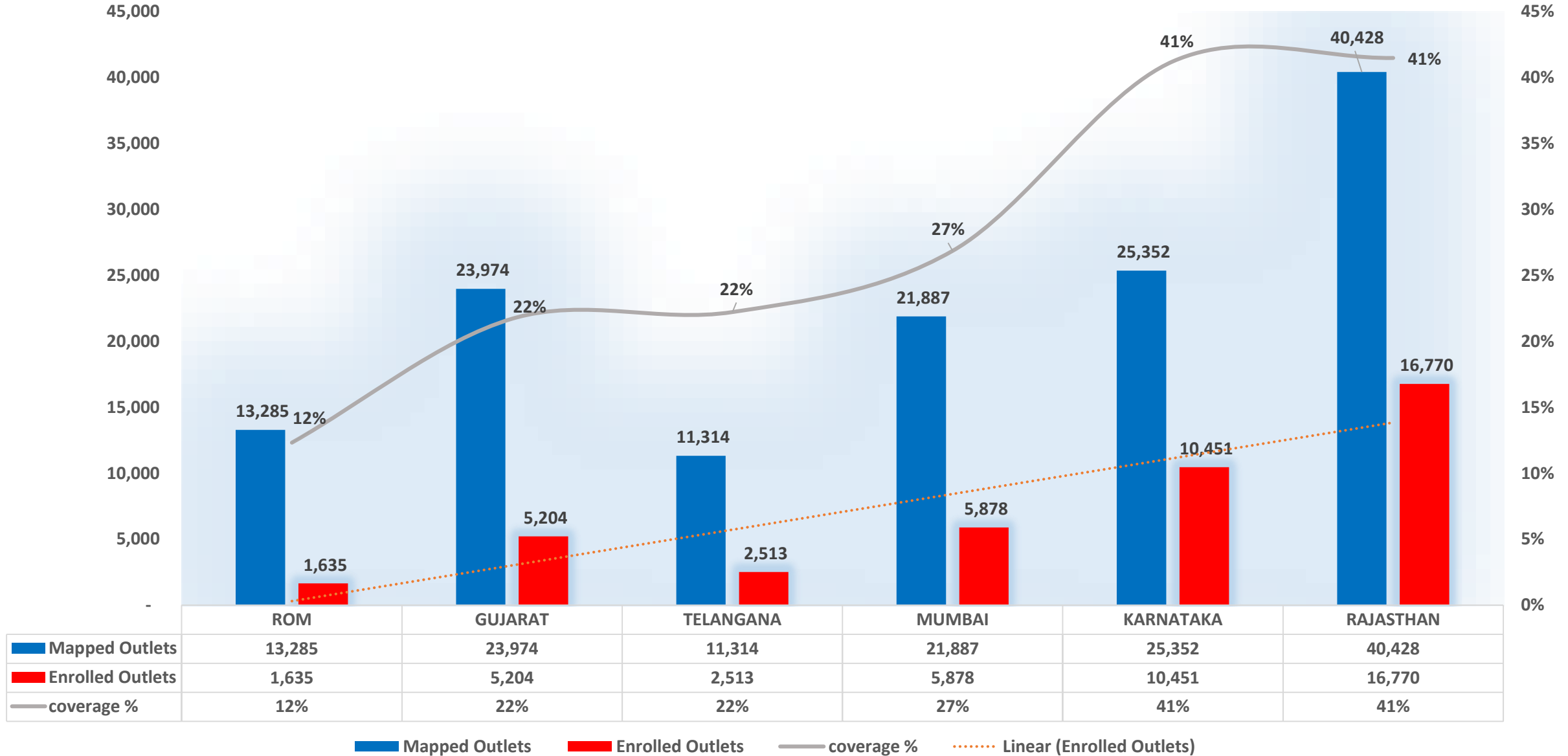


North East, Andhra Pradesh, Goa & Bihar
Mapping Work in progress

91 distributors
On-boarded
Under Lakshya Project

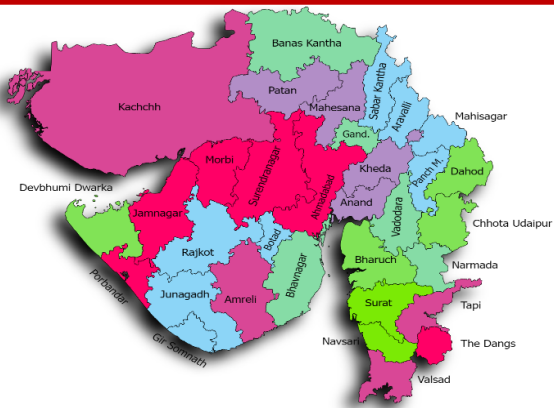
6 % of Total sale
Contribution from
Lakshya DB's for
H1FY22

MAPPED vs ENROLLED



STATEWISE LAKSHYA UPDATE

GUJARAT



Outlets Pin code Districts

| | | | |
|-----------------|--------|-------|----|
| Total Estimated | 52,383 | 1,118 | 26 |
| Mapped | 23,974 | 380 | 19 |
| Enrolled | 5,204 | * | * |

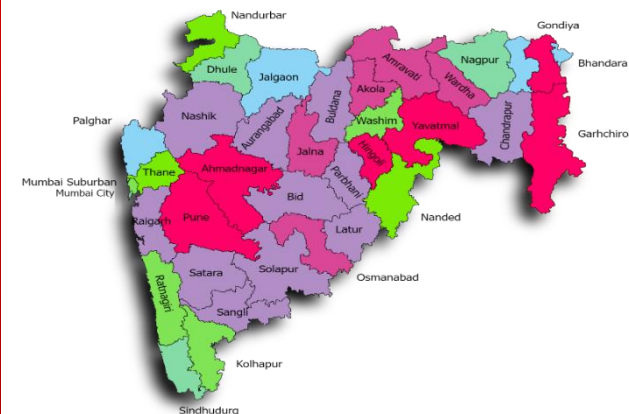
MUMBAI



Outlets Pin code Districts

| | | | |
|-----------------|--------|-----|---|
| Total Estimated | 31,952 | 369 | 8 |
| Mapped | 21,887 | 250 | 5 |
| Enrolled | 5,878 | * | * |

Rest of Maharashtra



Outlets Pin code Districts

| | | | |
|-----------------|--------|-------|----|
| Total Estimated | 66,219 | 1,252 | 29 |
| Mapped | 13,285 | 277 | 13 |
| Enrolled | 1,635 | * | * |

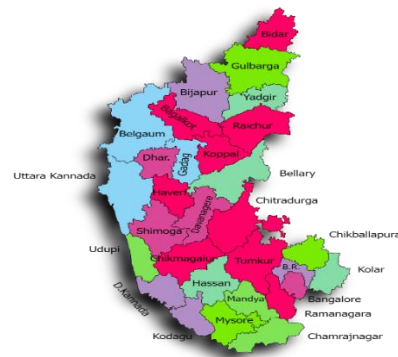
TELANGANA



Outlets Pin code Districts

| | | | |
|-----------------|--------|-----|----|
| Total Estimated | 30,310 | 692 | 10 |
| Mapped | 11,314 | 155 | 9 |
| Enrolled | 2,513 | * | * |

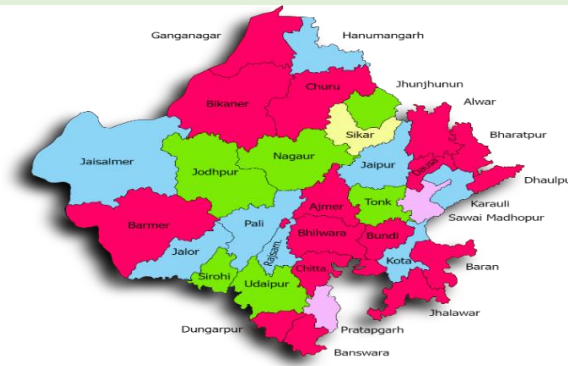
KARNATAKA



Outlets Pin code Districts

| | | | |
|-----------------|--------|-------|----|
| Total Estimated | 52,467 | 1,393 | 30 |
| Mapped | 25,352 | 928 | 30 |
| Enrolled | 10,451 | * | * |

RAJASTHAN



Outlets Pin code Districts

| | | | |
|-----------------|--------|-------|----|
| Total Estimated | 56,724 | 1,010 | 33 |
| Mapped | 40,428 | 713 | 32 |
| Enrolled | 16,770 | * | * |

*Outlets in Districts and pin codes are work in progress

Disclaimer : Maps are not to scale

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**

**ANNUAL
FINANCIAL
HIGHLIGHTS**



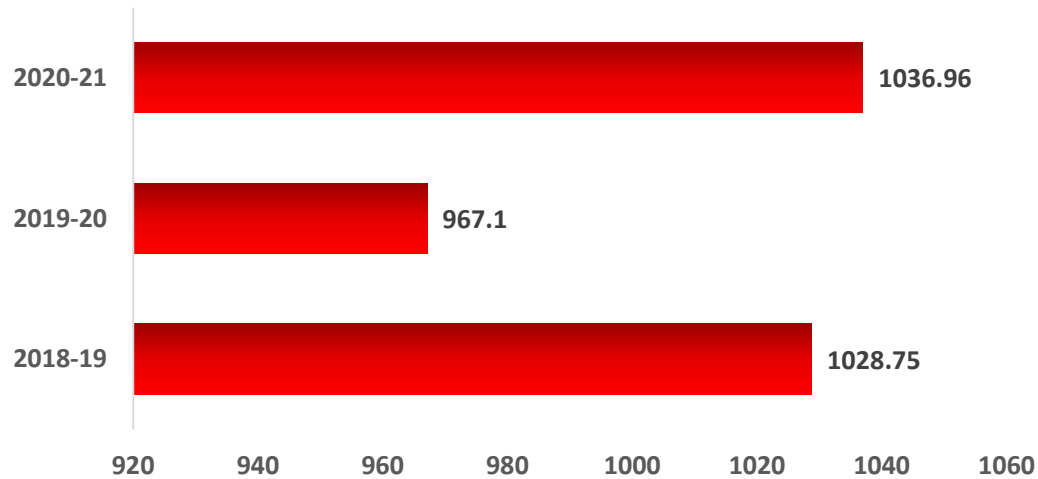
PROFIT & LOSS

Standalone (Rs lacs)

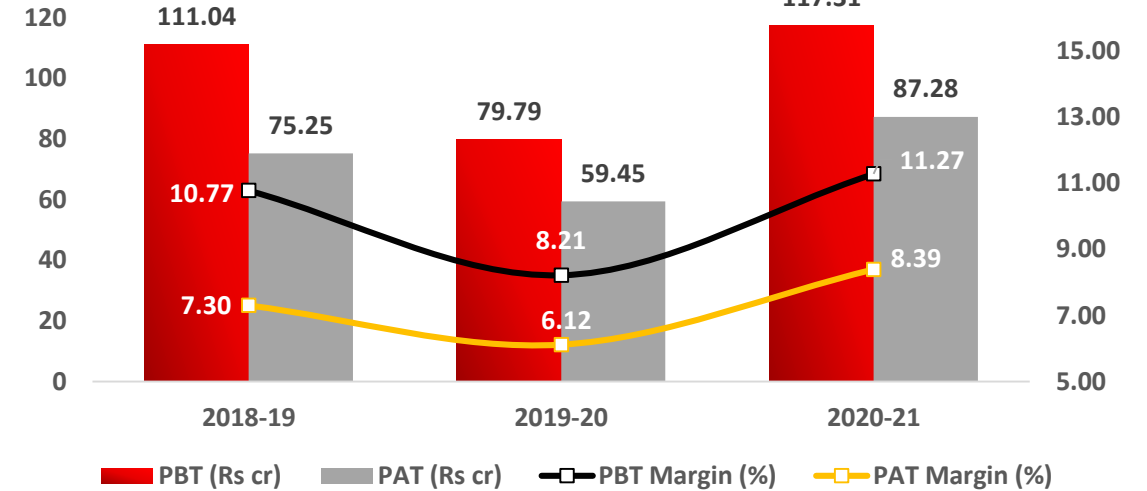
| Particulars | FY19 | FY20 | FY21 |
|---------------------------------|--------------------|------------------|--------------------|
| Revenues | 1,02,875.52 | 96,710.00 | 1,03,695.57 |
| Other Income | 220.96 | 471.20 | 348.13 |
| Income from operations | 1,03,096.48 | 97,181.20 | 1,04,043.70 |
| Materials 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

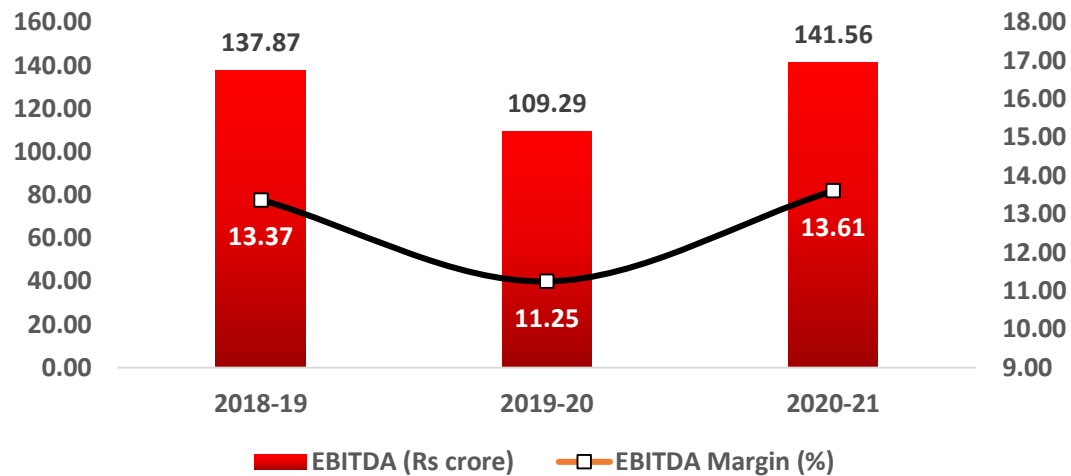
Revenue from operations (Rs cr)



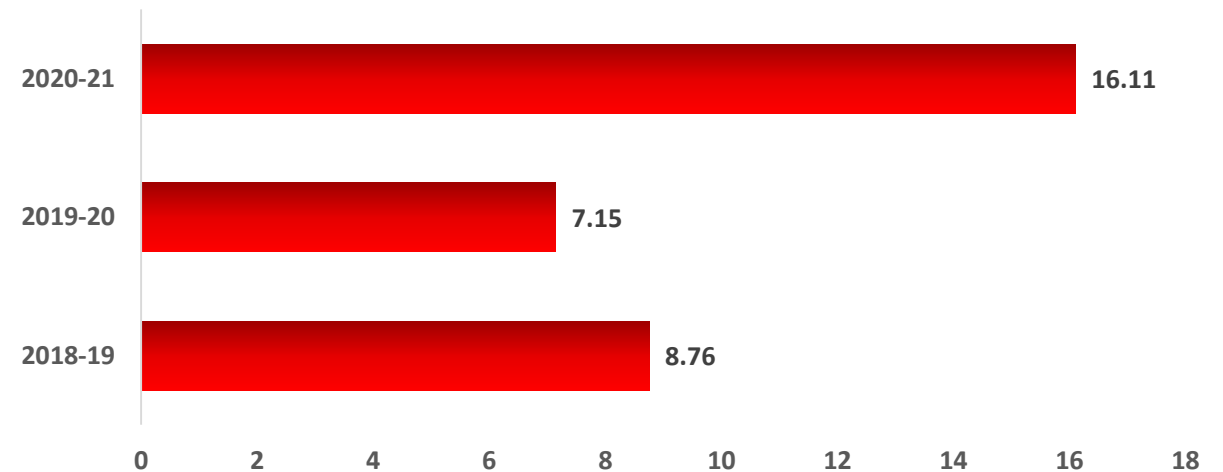
Profitability



EBITDA



Interest Coverage (x)



BALANCE SHEET

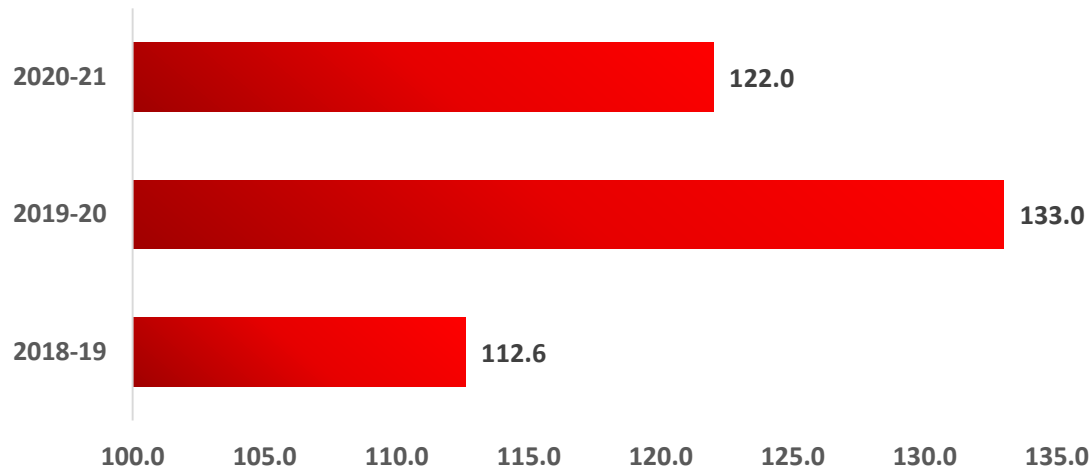
Standalone (Rs lacs)

| 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 |

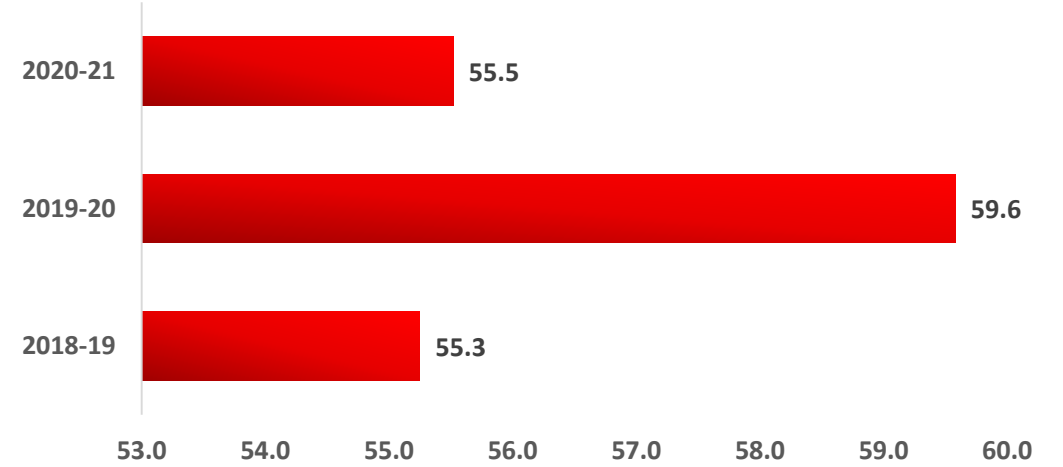
| ASSETS | 2019 | 2020 | 2021 |
|---------------------------------------|------------------|------------------|------------------|
| NON-CURRENT ASSETS | | | |
| Property, Plant & Equipment | 7,009.27 | 6,888.66 | 7,882.15 |
| Capital Work-in-progress | 202.59 | 1,405.47 | 1,466.60 |
| Risght of use 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

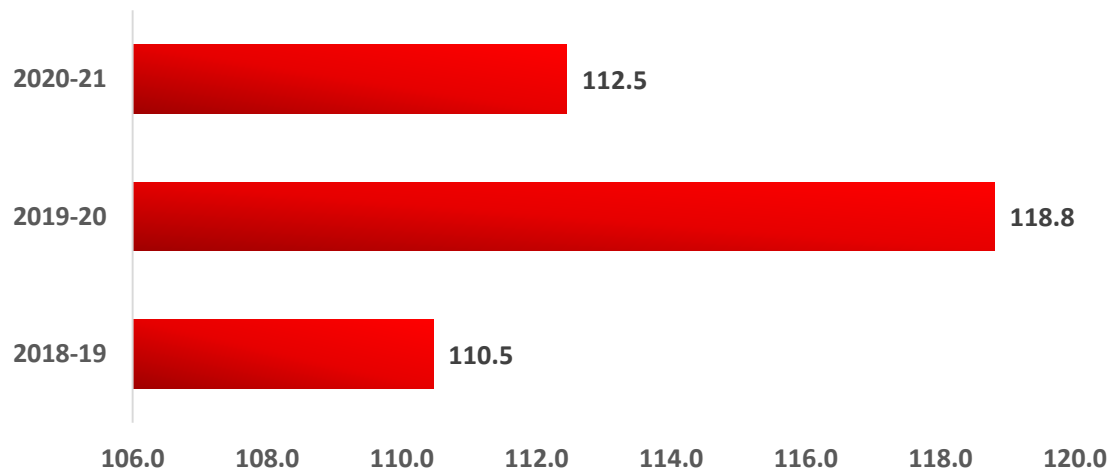
Receivables (days)



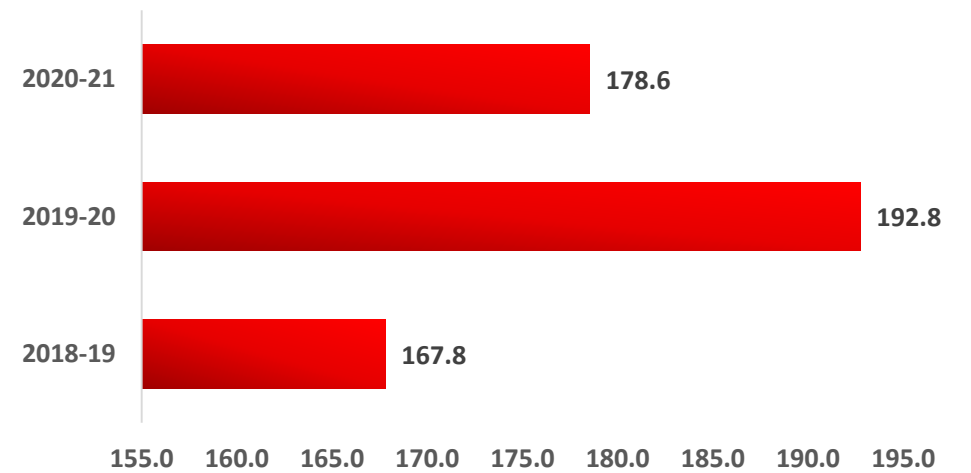
Payables (days)



Inventory (days)

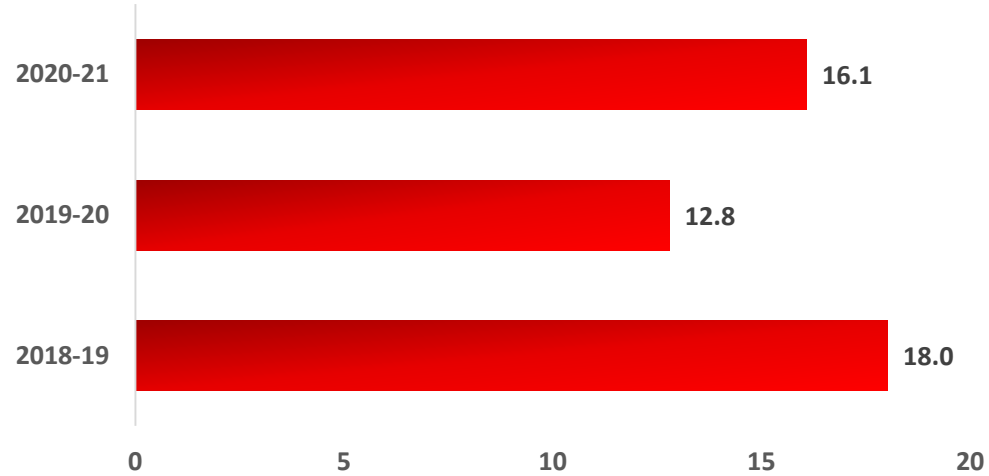


Working Capital (days)

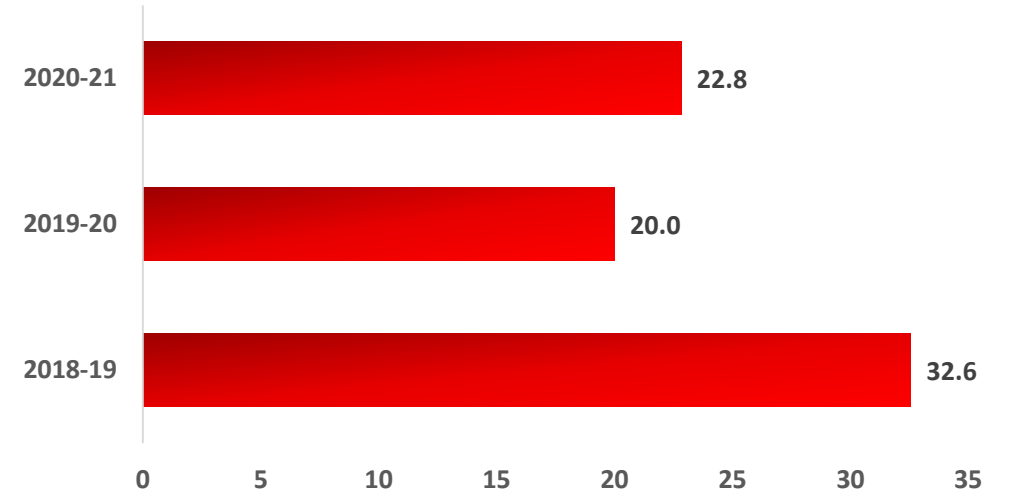


KEY RATIOS

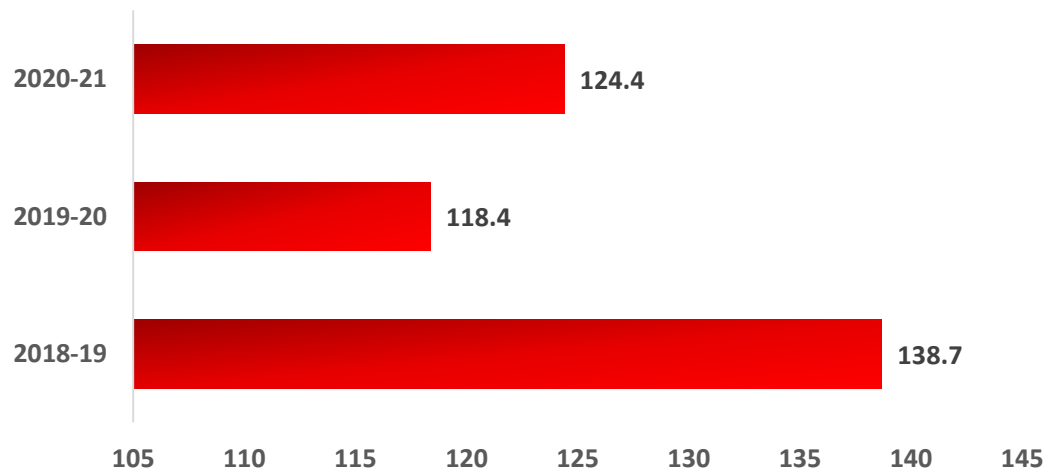
ROE (%)



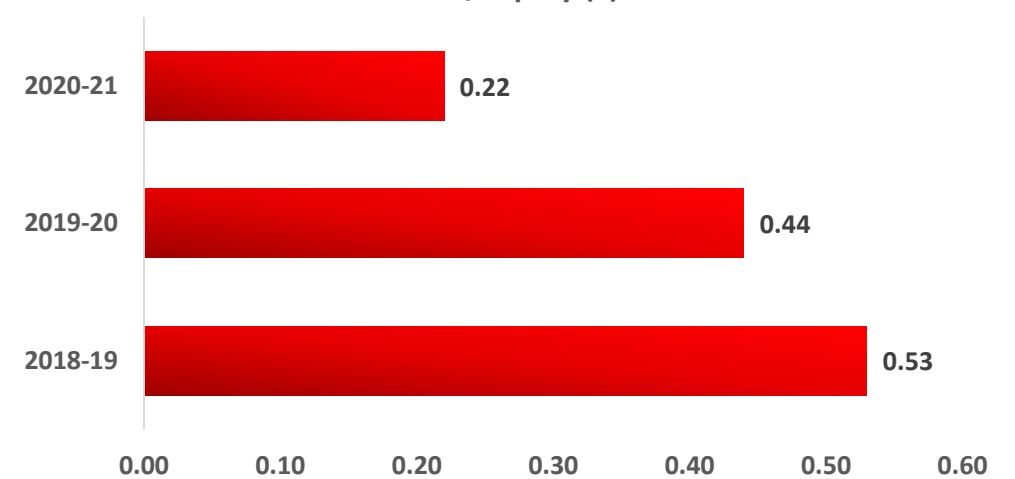
ROCE (%)



Asset Turnover (%)



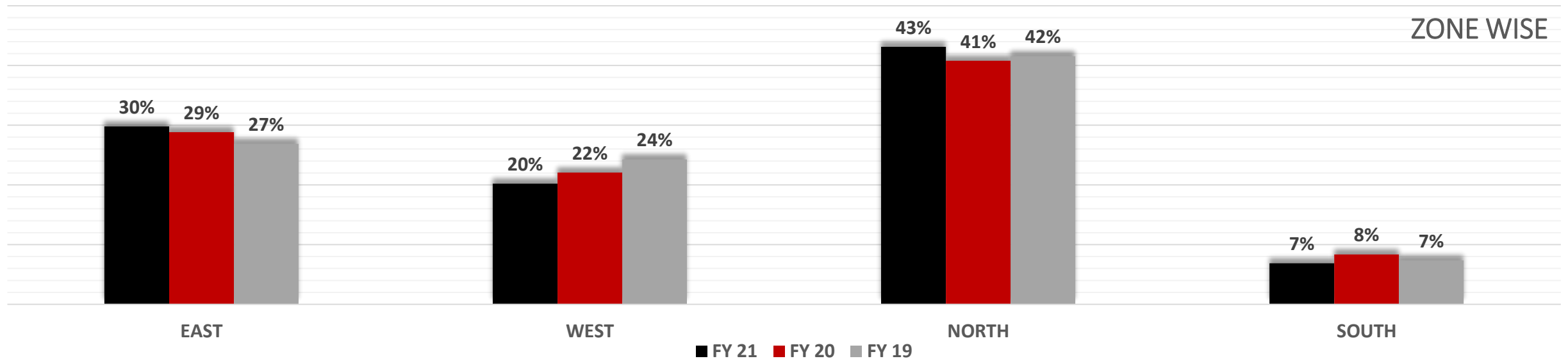
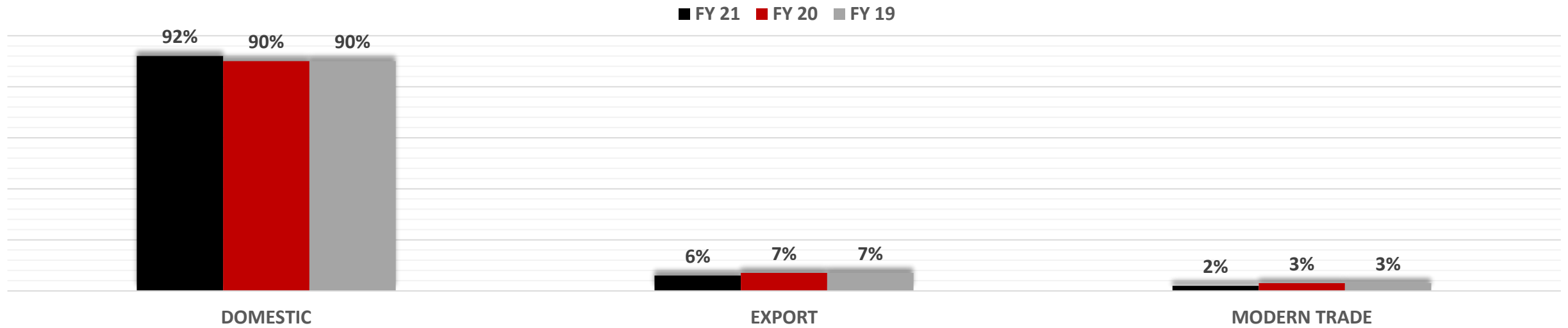
Debt / Equity (x)



**ANNUAL
OPERATIONAL
HIGHLIGHTS**



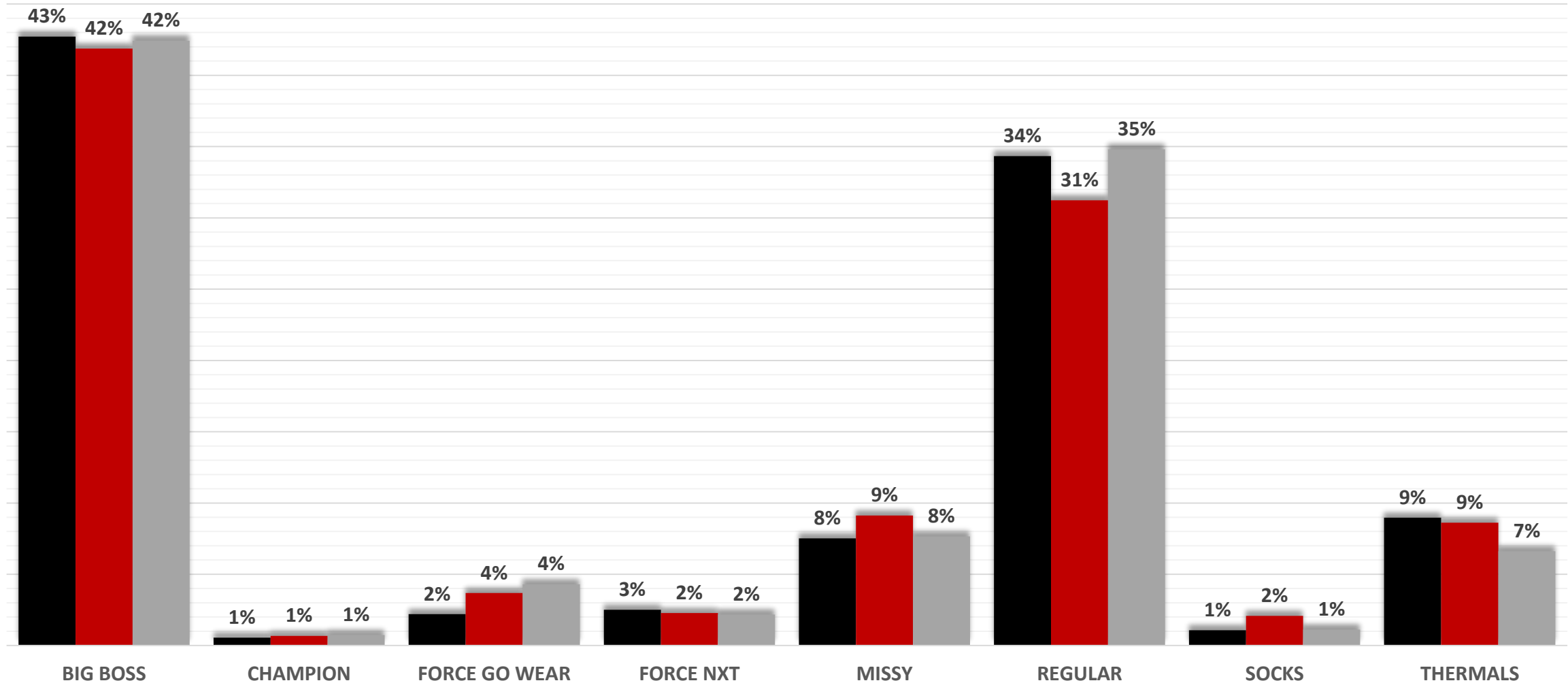
REVENUE CONTRIBUTION



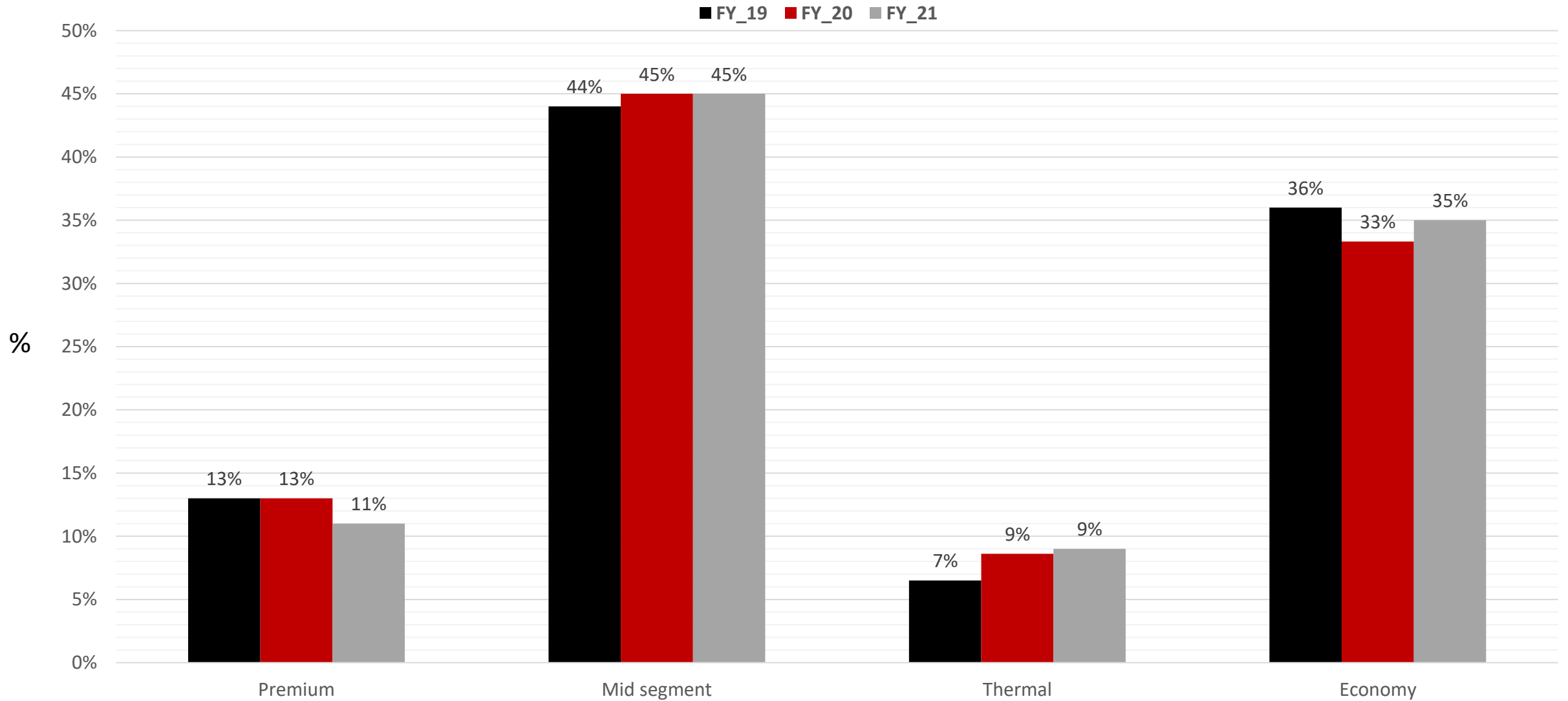
ZONE WISE

BRAND WISE CONTRIBUTION

■ FY 21 ■ FY 20 ■ FY 19



CATEGORY 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)



ANKIT GUPTA
President, Marketing

Qualification : Bachelor's Degree from St. Xaviers College, Kolkata and Post Graduate Degree from Institute of Management Technology, Ghaziabad and Dubai
Third generation entrepreneur, Ankit plays a pivotal role in defining Dollar's marketing strategies and in enhancing the company's communication initiatives amongst key stakeholders and consumers. He is responsible for planning and designing effective marketing campaigns aligned with the brand's vision and messaging



GAURAV GUPTA
Vice President, Strategy

Qualification : PGDM – Marketing, NMIMS Bangalore
Third generation entrepreneur, launched new product categories exclusively for Generation Y. Currently, he heads the premium range of products - Force NXT. Gaurav is the Director for the joint venture of Dollar Industries Limited with Pepe Jeans Europe BV; post its finalisation in 2017.



AJAY KUMAR PATODIA
Chief Financial Officer

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.

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 Sakhari Soot Girni, Shirpur Maharastra

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.

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You acknowledge that you will be solely responsible for your own assessment of the market and the market position of the Company and that you will conduct your own analysis and be solely responsible for forming your own view of the potential future performance of the business of the Company.

THANK YOU

For more information, Please contact

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Strategy & Investor Relations Advisory | Consulting
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