

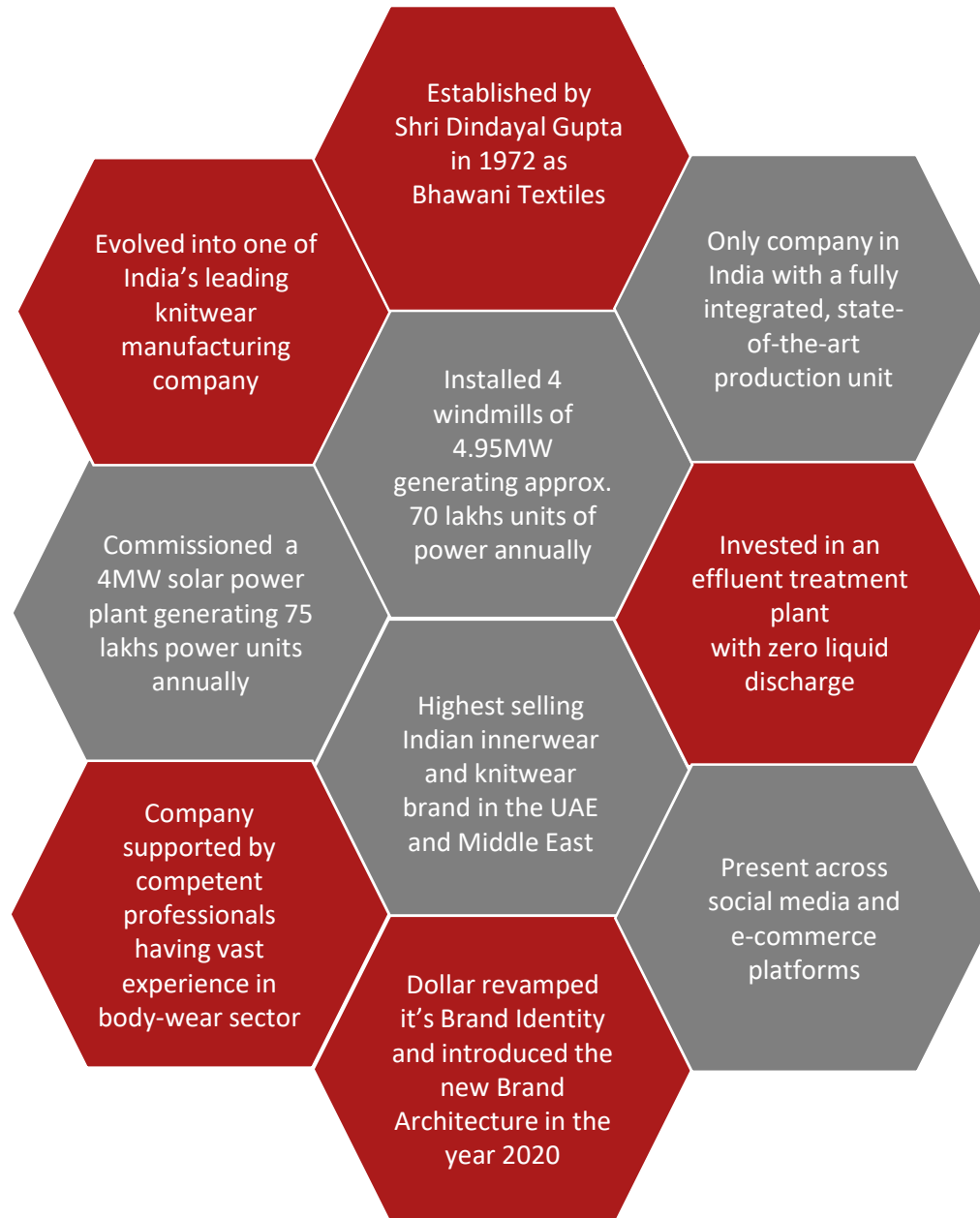


INVESTOR PRESENTATION



OUR VISION

TO BE A PART OF  
EVERY INDIAN'S HOME



**1972-73**

- Started as Bhawani Textiles under the leadership of Dindayal Gupta

**1994-95**

- Dollar began exports

**2004-05**

- Roped in Salman Khan as the brand ambassador of Dollar Club
- Received the National Award in the 'Best Brand' 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 (CMAI)

**2008-09**

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

**2009-10**

- Roped in Akshay Kumar as the brand ambassador of Dollar Bigboss
- Bestowed the National Award in the '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

#### 2015-16

- Established >80,000 MBOs across India
- Emerged as the highest-selling Indian innerwear brand in Middle East
- Carved out a 15% share of the branded innerwear market
- Brands Force NXT and Missy were 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 at 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 at BSE on 07 June 2018
- Launched Pepe Jeans Innerfashion in October 2018 in parts of South India

#### 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

#### 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 Innerweares for men
- Commissioned a 4 MW Solar Power Plant as a part of the 'Green Mission' initiative
- Extended help to pandemic affected people by distributing essentials
- Initiated installation of Water Kiosks across 22 Delhi Metro Stations

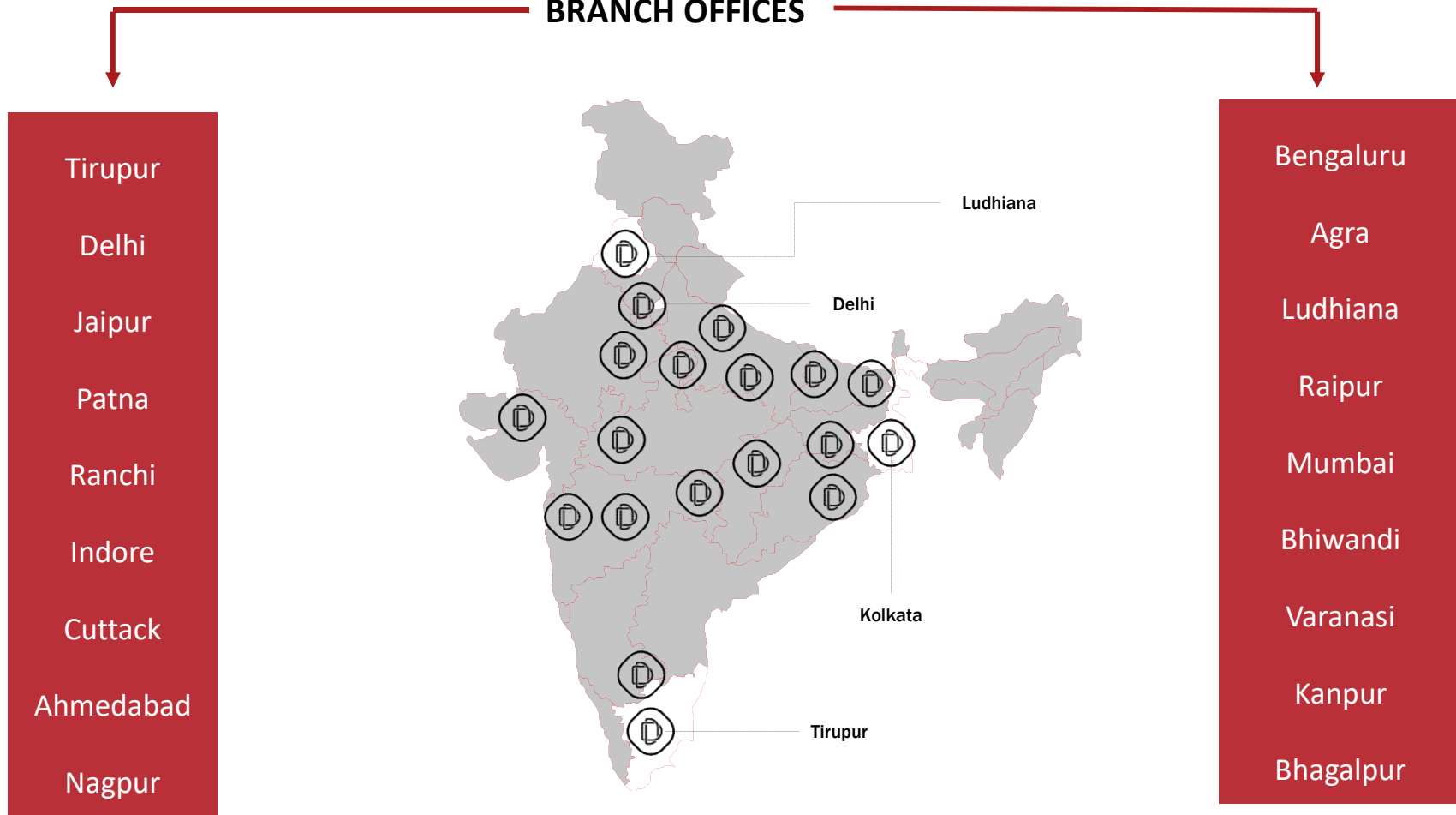
THE **BIG**  
**PICTURE**  
OF THE  
LAST FIVE  
YEARS



HEADQUARTERED IN KOLKATA

Manufacturing facilities in KOLKATA, TIRUPUR, DELHI AND LUDHIANA

BRANCH OFFICES



## INTERNATIONAL PRESENCE – *in details*



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



THE COMPANY'S SENSIBLE INVESTMENTS IN MANUFACTURING ASSETS DISTINGUISH ITS PRODUCTS FROM ITS PEERS

---

DOLLAR'S YOUNG ASSET QUALITY HAS HELPED IT TO REAP MULTIPLE BENEFITS



\* Aggressively working on optimizing off-take

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



**MANUFACTURING OPERATIONS**

# 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 an 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 AND 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 Slavos, MCS, Bianco, Strahm, Corino and Fongs
- Installed capacity of monthly 400 tonnes

## PRODUCTION CAPACITY

- Dollar's Elastic production capacity is 10 Lakh metres per month
- It also has a cutting capacity of 3 Lakh pieces per day

## OTHER OPERATIONS INCLUDES

- Cotton procurement
- Research and development
- Stitching
- Packing



**GREEN MISSION**



## SOLAR 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 CO<sub>2</sub> emissions by 9000kgs/per day with a sustainable environment

## WINDMILL

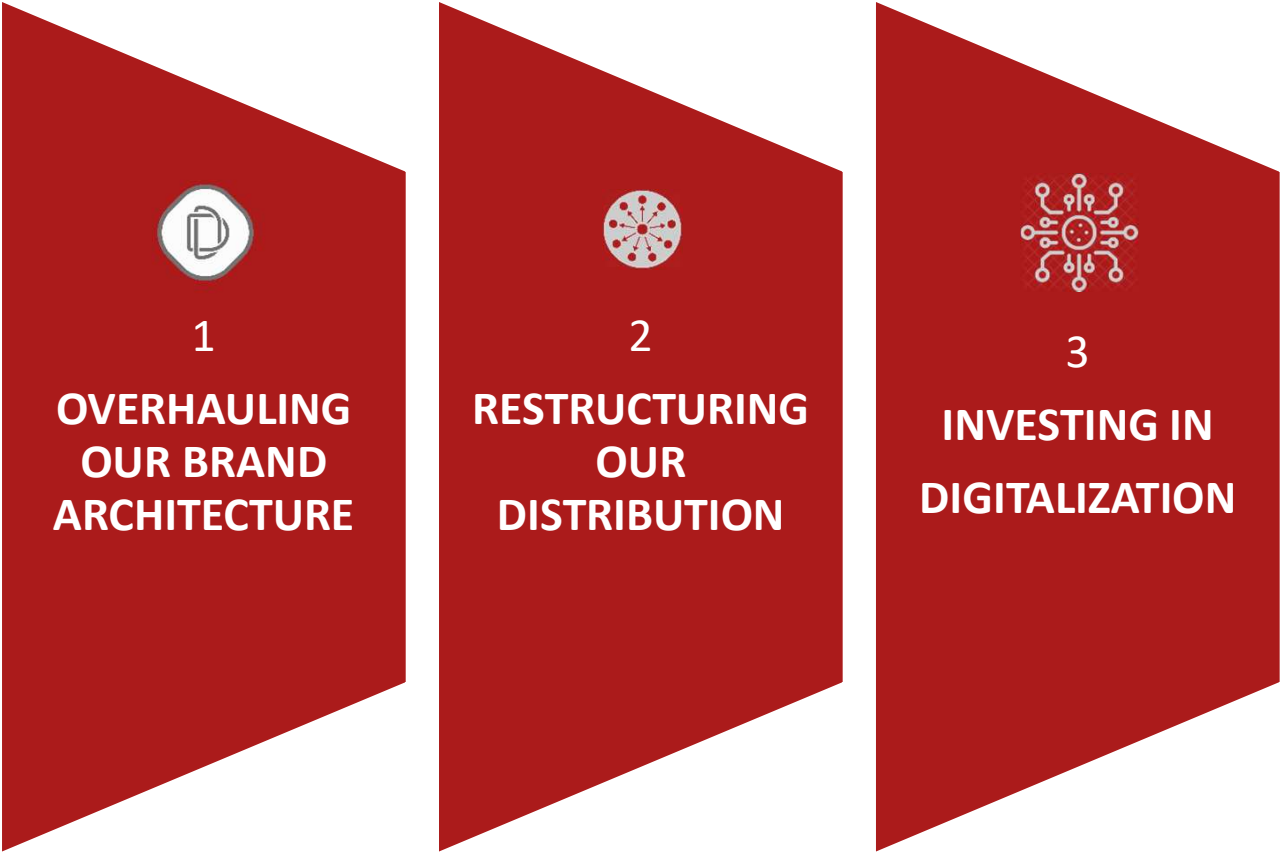
- Dollar installed four windmills with a power generation capacity of 4.95 MW
- It can generate approximately 70 lakh units of power annually.

## 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.

The image features a background of various shades of red, from light to dark, arranged in geometric shapes. A white rectangular box is positioned in the center-left area, containing the word "GROWTH" in bold, black, uppercase letters.

**GROWTH**



# 1<sup>st</sup>

## GROWTH PILLAR



1

**OVERHAULING  
OUR BRAND  
ARCHITECTURE**

# EVOLUTION OF THE BRAND



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

1972



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

1990

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



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 NEW BRAND ARCHITECTURE













# DOLLAR





## 5 category nomenclatures

MALE		
FEMALE		
KIDS		
VALUE		
WINTERWEAR		

## DOLLAR MAN

### BIGBOSS



### J-CLASS



### ATHLEISURE



- Vests
- Briefs
- Trunks
- Gym vests
- Socks
- Tank tops
- Crew necks
- Polos
- Henley
- Bermudas
- Capri
- Track pants
- Joggers

## DOLLAR WOMAN

### MISSY



- Leg wears
- Casual wears
- Camisoles
- Panties
- Socks

## DOLLAR JUNIOR

### CHAMPION



- T-shirts
- Bermudas
- Trousers
- Socks



## LEHAR



- Vests
- Briefs
- Trunks
- Panties
- Socks



## ULTRA



## WINTERCARE



- Thermal v-necks
- Thermal trousers
- Long camisoles
- Short camisoles
- Socks

STANDALONE BRANDS



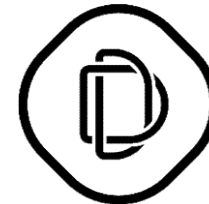
THIS IS WHAT WE BELIEVE  
WILL BE THE  
**OUTCOME**  
OF OUR EXCITING AGENDA FOR  
**CHANGE**



**Reinforce**  
our positioning  
as a brand that  
consumers  
trust



**Generate**  
superior  
realizations per  
sub-brand  
category



**Generate**  
a superior  
Dollar brand  
recall,  
strengthening  
offtake



**Deepen**  
the respect 'if it is  
Dollar then it  
must be excellent'

The image features a background composed of several overlapping geometric shapes in various shades of red, ranging from a deep, dark red to a lighter, more vibrant red. These shapes create a complex, layered effect. In the center-left area, there is a white rectangular box with a slightly irregular right edge. Inside this white box, the text "ADD-ON" is written in a bold, black, sans-serif font.

**ADD-ON**



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

# 2<sup>nd</sup>

## GROWTH PILLAR



2

**RESTRUCTURING  
OUR  
DISTRIBUTION**





## WHAT

- Replacing push model sales by Replenishment model working through theory of constraints.
- Assuring and increasing the ROI of the distributors working under project Lakshya.
- Encouraging the retailers loyalty to the brand through loyalty based program.
- Transaction orders encouraged through tele calling services & retail servicing by the sales officers in field.
- Real time visibility of sales made by the distributors and inventory held by them.



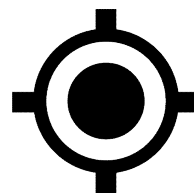
## HOW

- Mapping the potential retail universe in the area allocated to the distributors
- Enrolling the retailer in the project Lakshya explaining then the benefit of pregame.
- Supplies made to the distributors on Replenishment model.



## OUTCOME

- Increased market penetration.
- Increase in secondary sales.
- Increase in No of SKU's held at each distributor level.
- Faster recovery of dues at retail level.
- Increase of primary sales at company level.

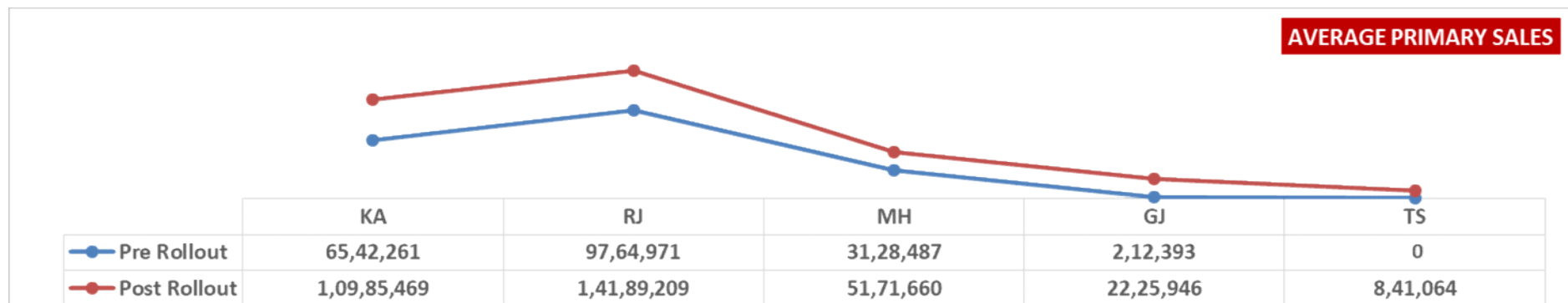
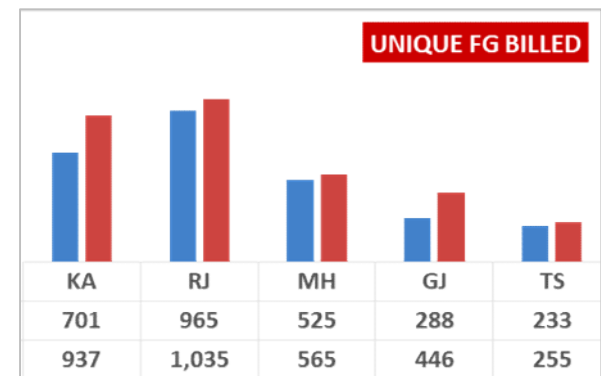
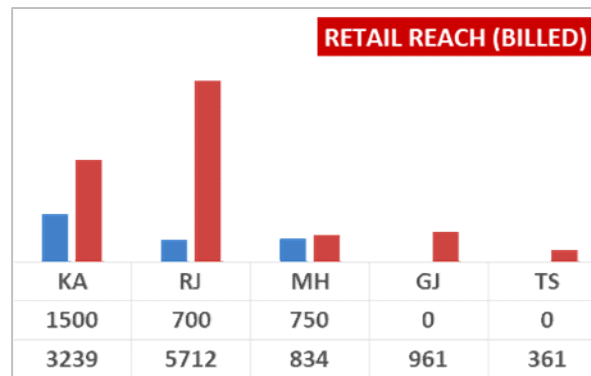
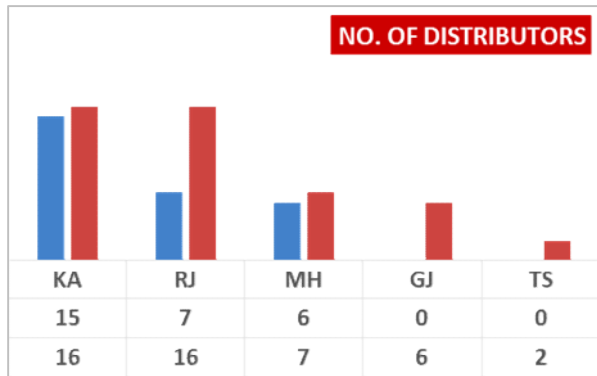


Currently, Project Lakshya is being implemented in Karnataka, Rajasthan, Maharashtra, Gujarat, Telangana. Plans to start the activities (mapping / rollouts) in all state in the next fiscal.

# Project Lakshya



■ Pre Rollout ■ Post Rollout



# 3<sup>rd</sup>

## GROWTH PILLAR



3

**INVESTING IN  
DIGITALIZATION**



Auto Replenishment System (ARS) implemented at Lakshya distributors.



Distributor Management System (DMS) implemented at Lakshya distributors.



Work in process of implementation ARS at supply chain level.



Working on implementation post sales service app at retail level and activity tracker of sales team



Road map planed to switch over from the Oracle ERP to SAP.

ARS is part of Lakshya programme and being implemented at all its Distributors in Lakshya

DMS is also mandatory for all the Distributors enrolling in Lakshya programme

The Company is also implementing ARS in its supply chain to manufacture according to the demand in the market

Pilot run to start for retailer service application which will give insight to task allocated an executed to Sales office

SAP implementation taken underway.

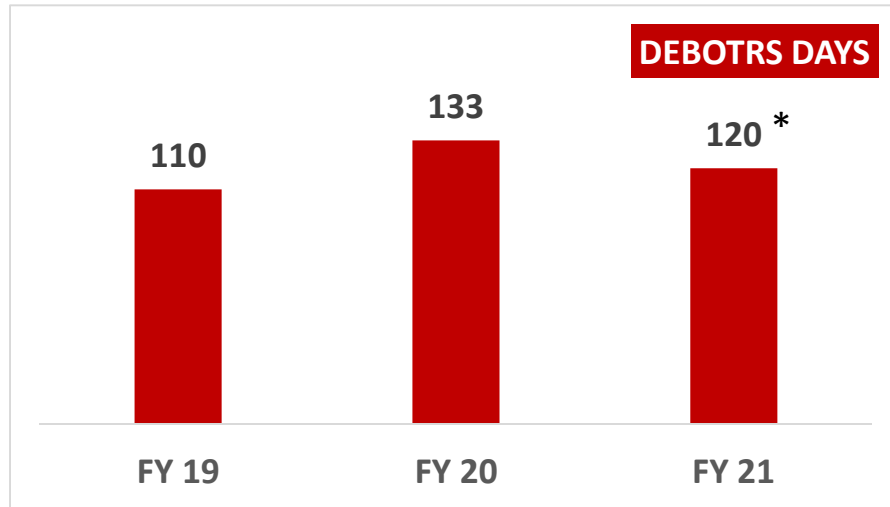


**FINANCIAL  
PERFORMOMANCE**

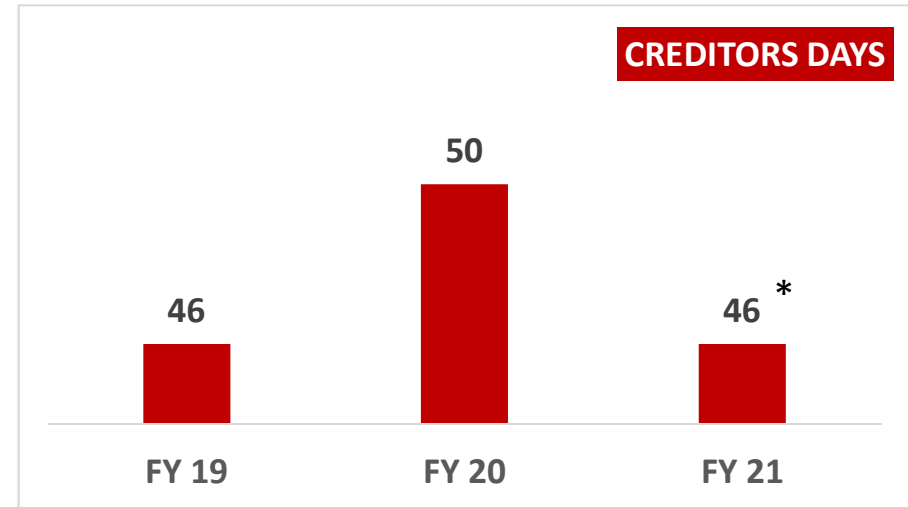
## PROFIT AND LOSS ANALYSIS

Particulars	Q421	Q420	Growth	FY21	FY20	Growth
Revenue from Operation	30,831	23,730	30%	103,696	96,710	7%
Other Income	213	323		348	471	
<b>Total Revenue</b>	<b>31,044</b>	<b>24,053</b>	<b>29%</b>	<b>104,044</b>	<b>97,181</b>	<b>7%</b>
Cost of material consumed	13,187	11,777		44,528	44,847	
Subcontracting Charges	6,890	5,157		21,077	18,558	
<b>Gross Profit</b>	<b>10,754</b>	<b>6,795</b>	<b>58%</b>	<b>38,090</b>	<b>33,305</b>	<b>14%</b>
<b>Gross Profit%</b>	<b>34.88%</b>	<b>28.64%</b>		<b>36.73%</b>	<b>34.44%</b>	
Employee benefits expense	1,371	1,194		4,463	4,207	
Other Expenses	6,271	3,503		19,819	18,640	
<b>EBITDA</b>	<b>3,325</b>	<b>2,422</b>	<b>37%</b>	<b>14,156</b>	<b>10,929</b>	<b>30%</b>
<b>EBITDA%</b>	<b>10.71%</b>	<b>10.07%</b>		<b>13.61%</b>	<b>11.25%</b>	
Finance Charges	130	368		879	1,529	
Depreciation	488	370		1,547	1,421	
<b>PBT</b>	<b>2,707</b>	<b>1,684</b>	<b>61%</b>	<b>11,731</b>	<b>7,979</b>	<b>47%</b>
<b>PBT %</b>	<b>8.72%</b>	<b>7.00%</b>		<b>11.27%</b>	<b>8.21%</b>	
<b>PAT</b>	<b>1,945</b>	<b>1,231</b>	<b>58%</b>	<b>8,751</b>	<b>5,890</b>	<b>49%</b>
<b>PAT %</b>	<b>6.26%</b>	<b>5.12%</b>		<b>8.41%</b>	<b>6.06%</b>	

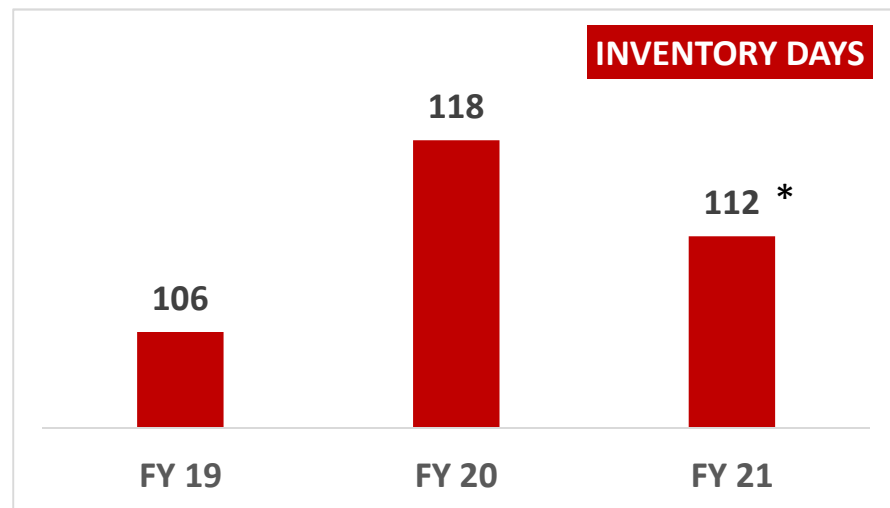
# WORKING CAPITAL CYCLE



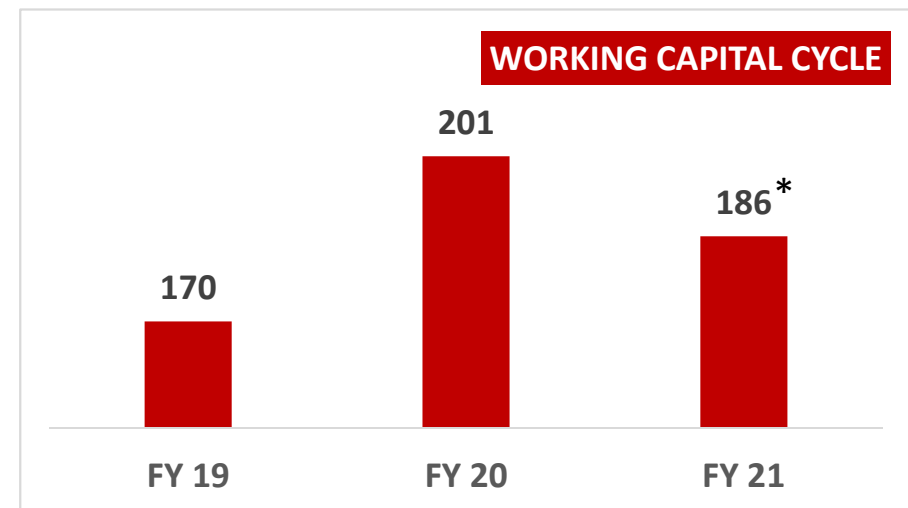
\* Will be 106 days considering 320 days of operations



\* Will be 40 days considering 320 days of operations

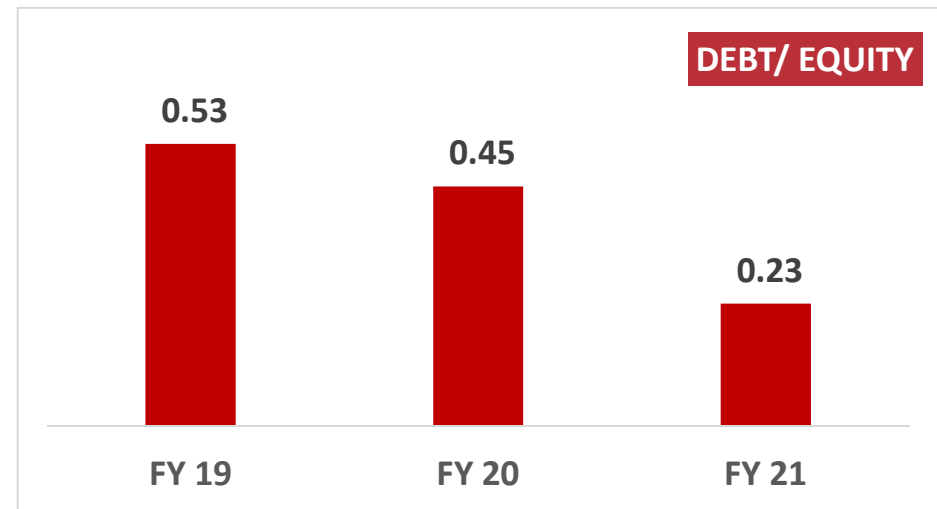
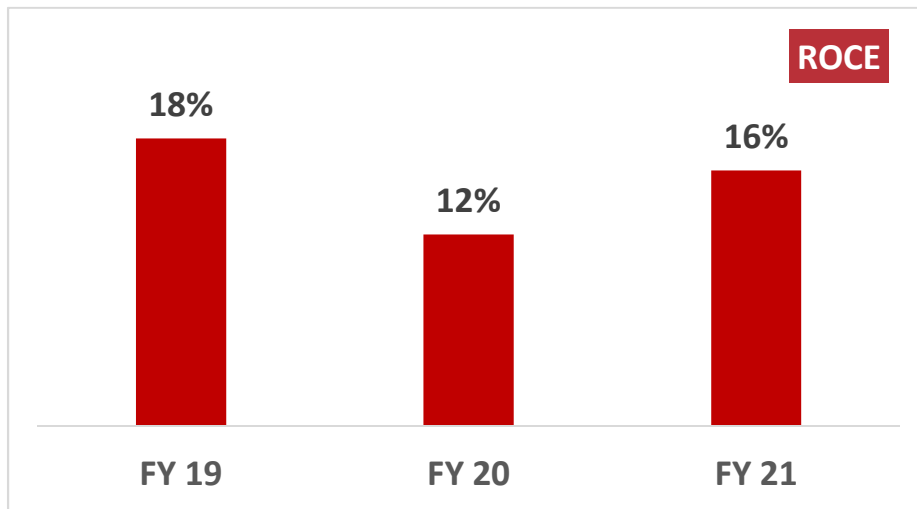


\* Will be 98 days considering 320 days of operations



\* Will be 164 days considering 320 days of operations

## KEY RATIOS

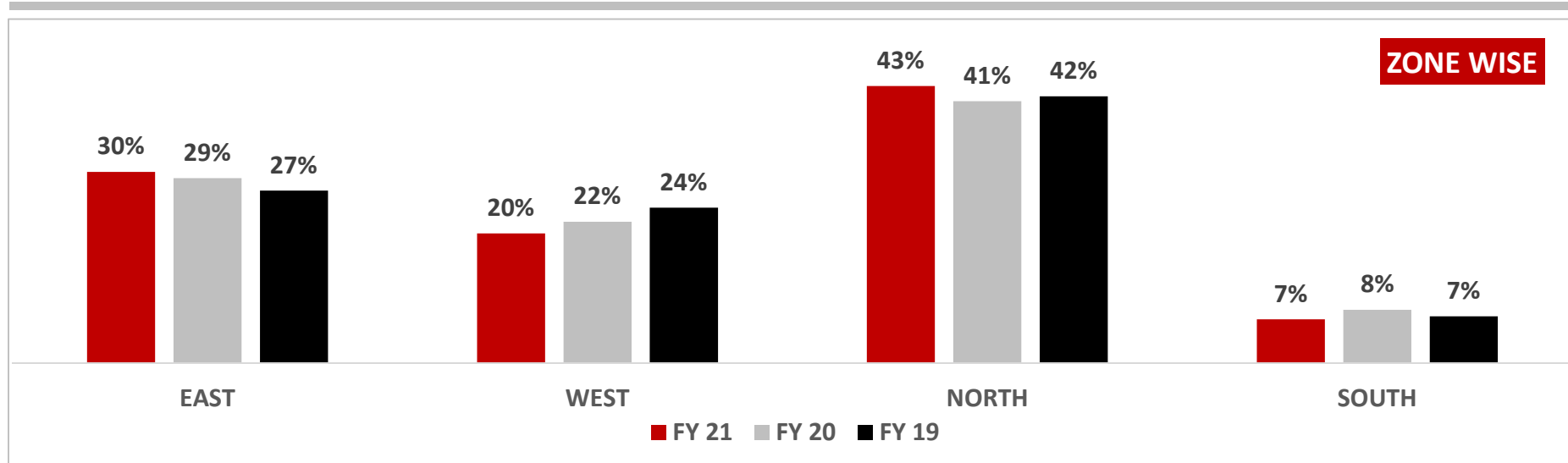
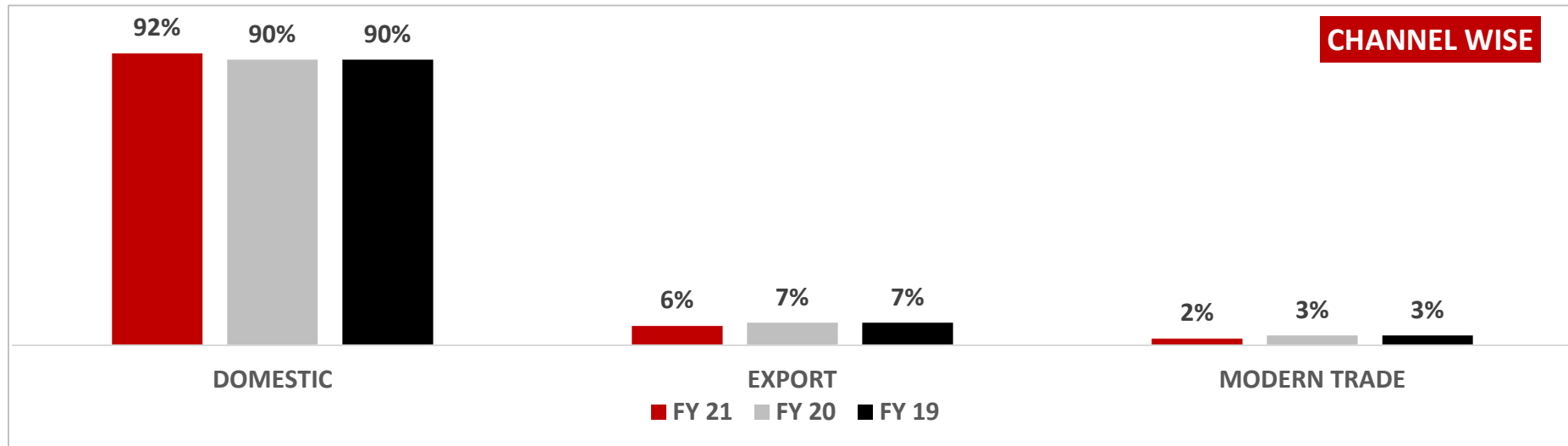




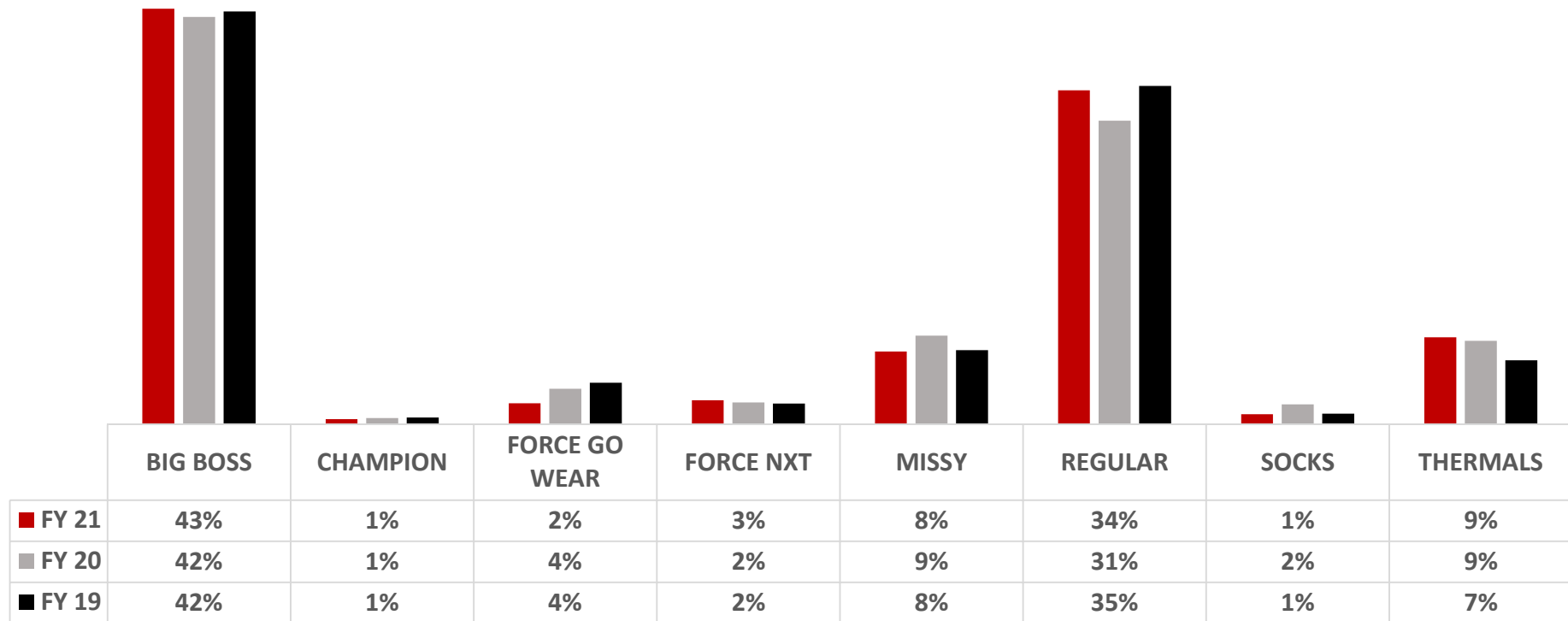
## CASH FLOW STATEMENT

	Particulars	FY21	FY20	Growth
<b>A</b>	Net cash generated/(used in) from Operating Activities	13,211	5,287	150%
<b>B</b>	Net cash generated/(used in) Investing Activities	(2,194)	(2,512)	13%
<b>C</b>	Net cash generated/(used in) in Financing Activities	(10,910)	(4,259)	-156%
	<b>Net Increase/(Decrease) in Cash and Cash Equivalents</b>			
	<b>(A+B+C)</b>	<b>108</b>	<b>(1,484)</b>	<b>107%</b>

# CHANNEL WISE & ZONE WISE CONTRIBUTION



## BRANDWSIE CONTRIBUTION



The image features a solid red background with a complex geometric pattern of overlapping triangles and polygons in various shades of red. A white rectangular box is positioned on the left side, containing the text "JOINT VENTURE" in a bold, black, sans-serif font.

**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 **`200 crore** with Dollar and PEPE to invest `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**

The background is a solid red color with several large, overlapping triangular shapes in different shades of red, creating a dynamic, geometric pattern. A white rectangular box is positioned in the center-left area, containing the text.

**MEET THE  
MANAGEMENT**



**Shri. Dindayal Gupta**  
(Chairman Emeritus and  
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

**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



**Mr. Vinod Kumar Gupta**  
(Managing Director)



**Mr. 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

**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.



**Mr. Krishan Kumar Gupta**  
(Whole-time Director)



**Mr. 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.

**THANK YOU**

**SHASHI AGARWAL**

Senior Vice President  
*(Corporate Strategy & IR)*  
shashi.agarwal@dollarglobal.in