

August 03, 2024

To,
BSE Limited
Phiroze Jeejeebhoy Towers,
Dalal Street,
Mumbai- 400001

BSE Code: 500264

Dear Sir / Madam,

Sub: Investor Presentation for Q1 of FY 2024-25.

Pursuant to Regulation 30 read with Schedule III of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, we enclose herewith Investors Presentation on the Financial Highlights for the quarter ended on 30th June 2024.

The aforementioned Presentation has been uploaded on the Company's website viz., www.mafatlals.com.

We request you to kindly take the same on record.

Thanking you,

Yours faithfully,
For Mafatlal Industries Limited

Amish Shah
Company Secretary
Encl.: a/a



MAFATLAL INDUSTRIES LIMITED
Investor Presentation
Q1FY25

• Safe Harbour

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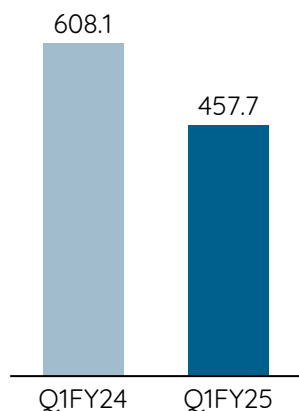


Financial Highlights

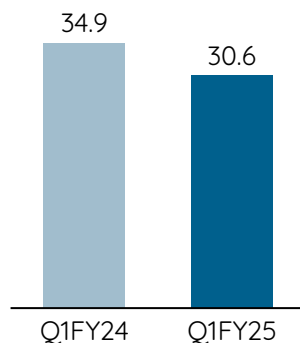
Q1FY25

Financial Highlights – Q1FY25

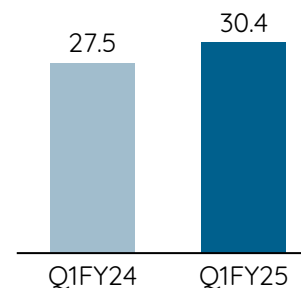
Total Income



Total EBITDA*

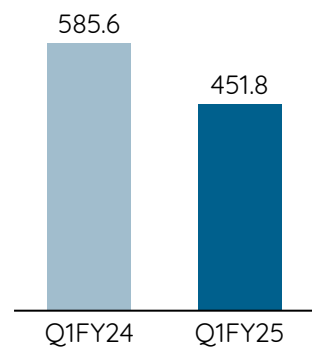


PAT*

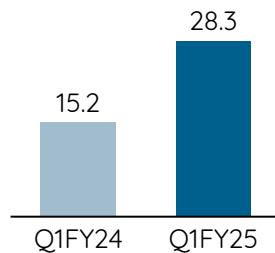


*Total EBITDA and PAT includes, Income from Investment Properties and net profit on sale of Fixed assets properties of INR 1.3 Cr & INR 1.1 Cr respectively in Q1FY25 (INR 1.2 Cr and INR 18.4 Cr in Q1FY24)

Revenue From Operations



Operating EBITDA



**Running Orderbook
INR 486 Cr**

To be executed in near future

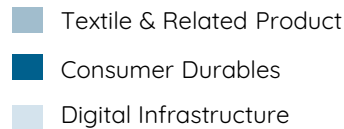
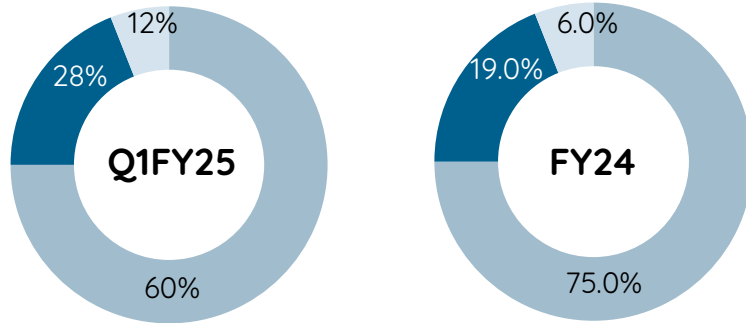
**FY24 ROCE[^]
32.5%**

[^] Excl. NOCIL dividend & investment

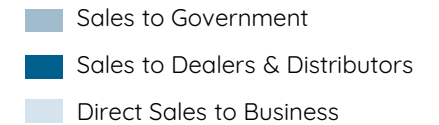
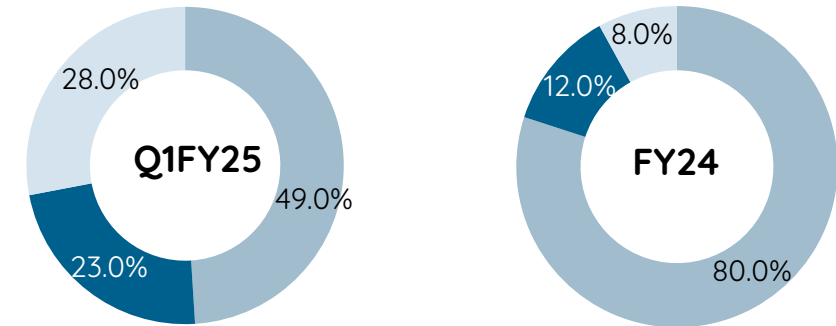
- › The Institutional tender business is the primary driver of revenues. The revenues declined on a YoY basis, mainly due to adherence to the code of conduct period during the general election
- › Despite the lower revenue, the Company had an exceptional quarter with a healthy operating EBITDA margin by leveraging growth from its institutional business
- › The revenue from the recently forayed digital infrastructure space has seen a surge on account of the execution of large government contracts. The Company continues to focus on this segment
- › Improvement in Gross margin and EBITDA margin on YoY basis, despite a decline in other income, which largely stems from non-core assets
- › In Q1FY25, the Company supplied
 - 179 lac meters of fabric across the country
 - 16 lacs pairs of uniform in Gujarat
 - Consumer kits to 61,000 beneficiaries in Maharashtra
- › Gross debt as of June 30 2024, stood at INR 59.9 Cr vs. INR 81.7 Cr as of March 31, 2024
- › Pursuant to the Scheme of Reduction of Capital and Reorganisation of Reserves approved by NCLT, Company has adjusted accumulated losses against certain reserves as a result of which there is credit balance in Retained Earnings account which can be utilised for the benefits of the shareholders including distribution of dividend.
- › The Board of Directors of the Company has approved an interim dividend of INR 1 per equity share for FY25

Segment Reporting

Segmental Revenue Breakup



Breakup of Textile and related product sales



Note: Consumer durable and digital infrastructure revenue are mainly derived from government contracts

Particulars (INR in Cr)	Revenue from Operation*				EBIT from Segment*				EBIT Margin from Segment*		
	Q1FY25	Q1FY24	YoY	FY24	Q1FY25	Q1FY24	YoY	FY24	Q1FY25	Q1FY24	FY24
Textile and Related Products	271.8	567.5	-52.1%	1,556.1	18.9	15.1	23.7%	45.8	6.9%	2.7%	3.0%
Digital Infrastructure	55.3	18.0	206.6%	130.1	10.4	2.0	412.3%	12.9	18.7%	11.2%	9.7%
Consumer Durables and Others	124.7	-	-	392.2	1.9	-	-	5.1	1.5%	-	1.3%
Total	451.8	585.5		2,078.4	31.2	17.1		63.8			

*Excluding other Income; EBIT from segment is as per the segment working excluding unallocable income and expenditure

Profit and Loss – Q1FY25

Particulars (INR in Cr)	Q1FY25	Q1FY24	Y-o-Y	Q4FY24	Q-o-Q
Revenue from Operations	451.8	585.6	-22.8%	764.2	-40.9%
Other Income	4.5	4.0		3.8	
Other gains / (losses) (net)	1.4	18.5		2.2	
Total Income	457.7	608.1	-24.7%	770.1	-40.6%
Total Raw Material	326.5	471.1		665.1	
Gross Profit	131.2	137.0	-4.2%	105.1	24.9%
GP Margin (%)	28.7%	22.5%		13.6%	
Employee Expenses	15.0	16.2		13.6	
Net impairment loss on financial assets	0.0	3.1		-0.2	
Other Expenses	85.6	82.8		70.4	
EBITDA	30.6	34.9	-12.3%	21.4	43.5%
EBITDA Margin (%)	6.7%	5.7%		2.8%	
Depreciation	3.5	3.9		3.6	
EBIT	27.1	30.9	-12.4%	17.7	53.1%
EBIT Margin (%)	5.9%	5.1%		2.3%	
Finance Cost	3.5	3.5		4.2	
Profit before Tax	23.6	27.5	-14.2%	13.5	74.1%
PBT Margin (%)	5.1%	4.5%		1.8%	
Tax	-6.8	-		-19.7	
Profit After Tax	30.4	27.5	10.6%	33.3	-8.6%
PAT Margin (%)	6.6%	4.5%		4.3%	
Operating EBITDA ^	28.3	15.2	85.6%	18.0	56.7%
Operating EBITDA Margin (%) ^	6.3%	2.6%		2.4%	

[^]Operating EBITDA excludes income from Investments, Income from Investment Property and Income from Non Core Asset. EBITDA margin is calculated on Revenue from Operations
Other gains (net) includes income from investments properties, amount into INR1.3 Cr. for Q1FY25 & INR 2.2 Cr. For Q4FY24.



Company Brief

About Us

Traditional textile entity
to diversified enterprise

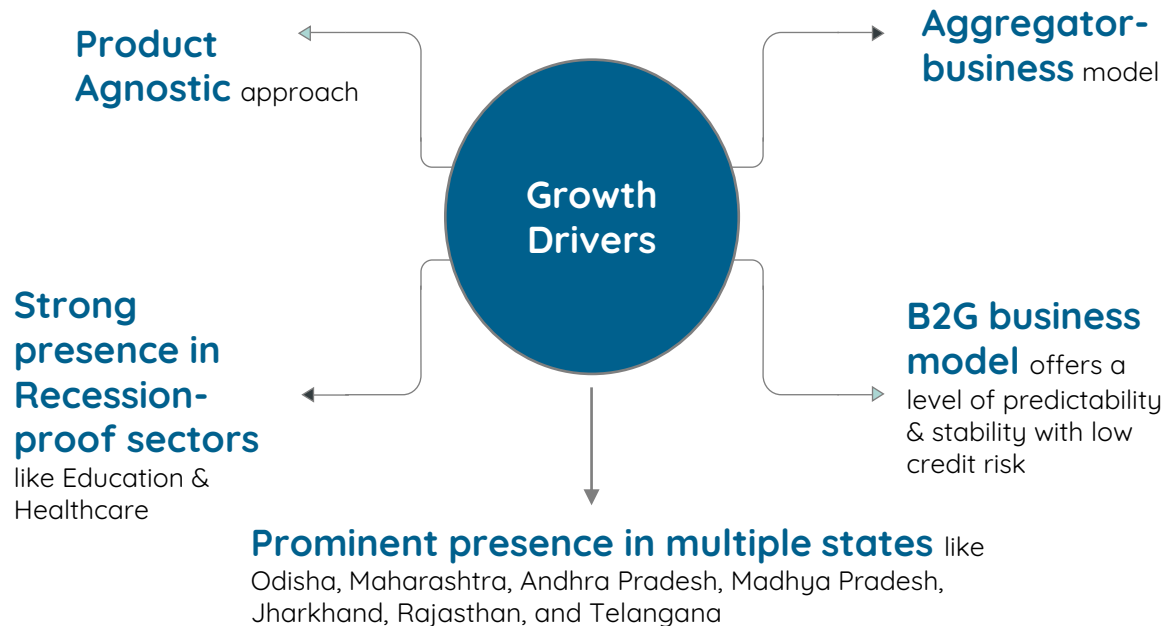
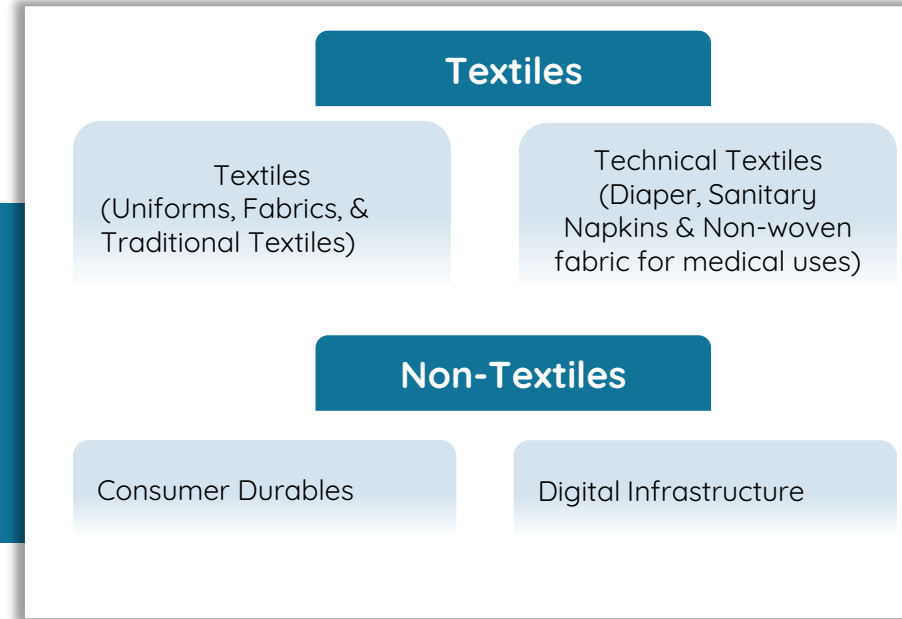
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Year old Company

Part of the Arvind Mafatlal Group, has triumphed as a leading and highly trusted brand name in the textile industry. Part of Promoter Group of NOCIL Ltd with ~15.16% stake



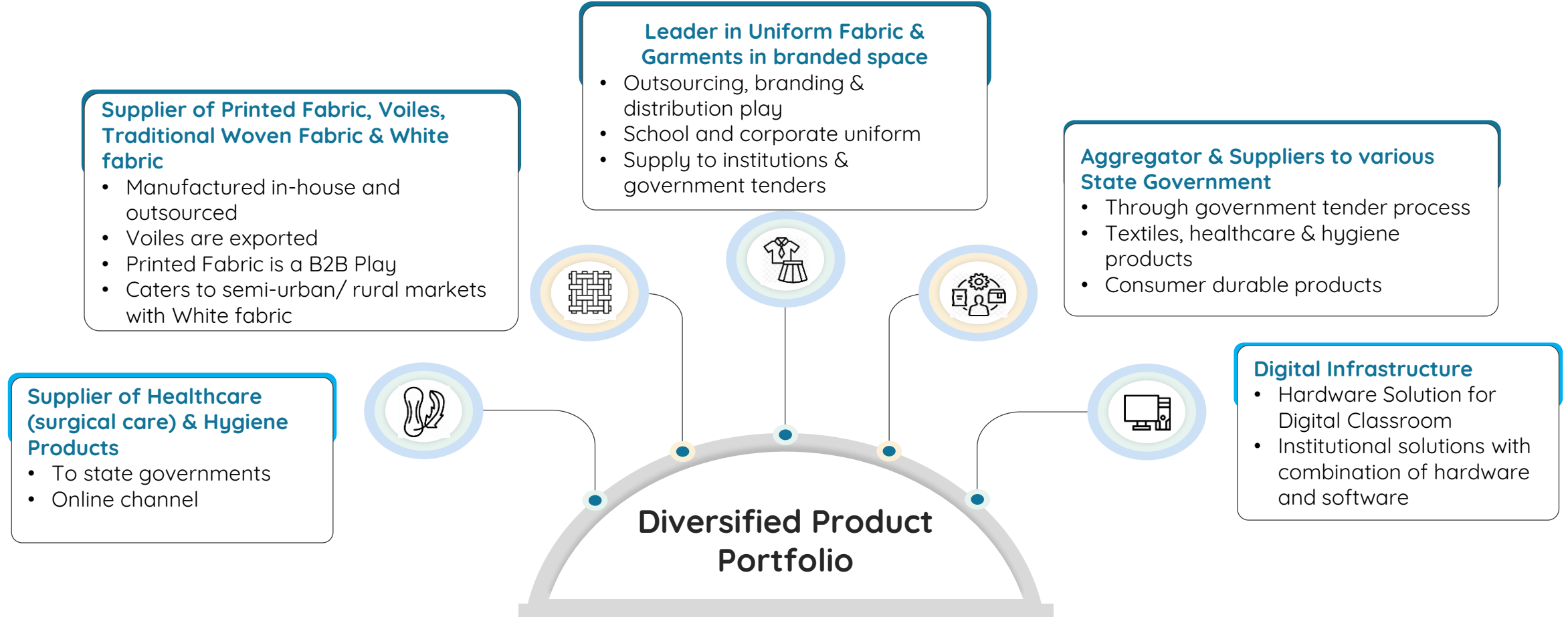
Major Revenue is from the **outsource led asset light** business model



INR Cr	Total Income	Revenue from operations	Total EBITDA	Operating EBITDA	PAT
Q1FY25	457.7	451.8	30.6	28.3	30.4
FY24	2,142.2	2,078.4	109.4	57.2	98.8
	Highest Ever Revenue				Highest PAT in 10 years

Witnessing a significant turnaround in its RoCE to 32.5% using various strategic initiatives

Current Business Model



Unique Consumer Demand Driven Business

Aggregator led Business Model

Branding & Distribution led model with B2B & B2C Play

Foray into health & hygiene, educational led technology products & consumer durable products

Government and Institutions forms substantial part of customers



Initiatives For Transformation

Setting Stage for Sustainable Growth

Expanding Horizons

- › Diversified product portfolio by entering new sectors such as health and hygiene, digital infrastructure, and consumer durables
- › Undertook strategic initiatives to optimize resource utilization, capitalizing on the vast supply chain network, and aligning with the broader growth vision, ensuring efficient allocation and management

Embracing Unique Strengths

- › Strategically embraced an outsource-led asset-light model to enhance growth prospects in a capital-intensive textile industry characterized by high operating leverage
- › Aligned offerings to meet the demands arising from government and institutional segments with a focus on strengthening the outsourcing-led product portfolio



Transforming the Management

- › Strategically restructured leadership to chart a transformative course towards success
- › Established a diverse Board with an emphasis on responsible governance practices, ensuring transparency and ethical standards
- › Implemented a flat and lean organizational structure to enhance speed and nimbleness in management processes, fostering agility and efficiency

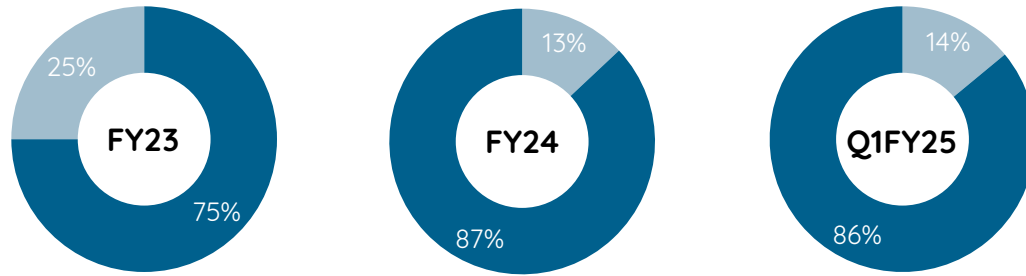
Empowering & Engaging Workforce

- › Focused on developing a people-centric approach, which is the cornerstone of the Company's achievements, by placing the workforce at the heart of its success
- › Dedicated to the workforce and cultivating enduring relationships evident through a low attrition rate, decreasing average employee age, and supportive policies
- › Committed to cost efficiency and operational effectiveness through right-sizing measures in the permanent labor strength at manufacturing operations

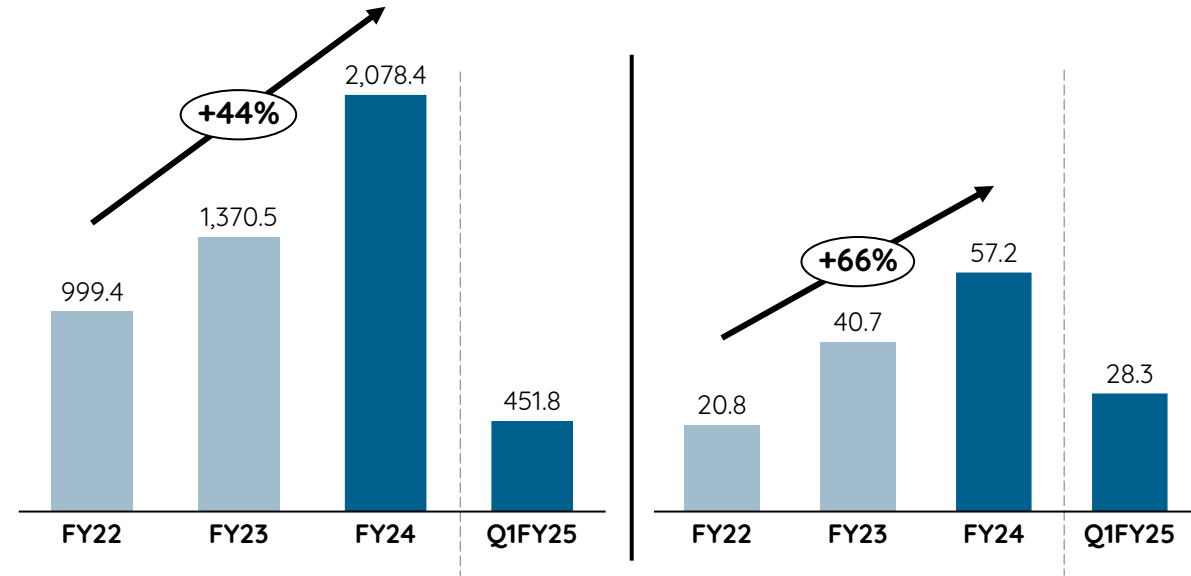
Strategy Translating Into Numbers (1/2)

Focus on outsourcing model

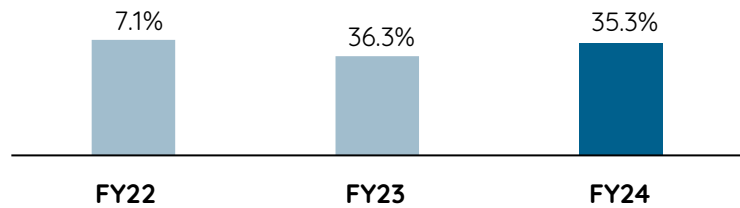
■ Manufacturing ■ Outsourcing



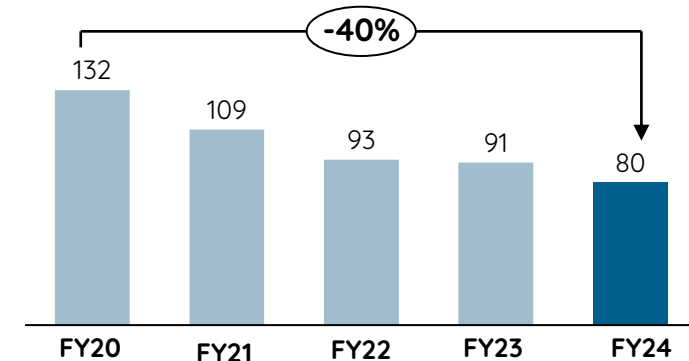
Increase in Revenue and Operating EBITDA[^] (INR in Cr)



Improving Return on Capital Employed*



Reduction in Fixed Assets Block (INR in Cr)

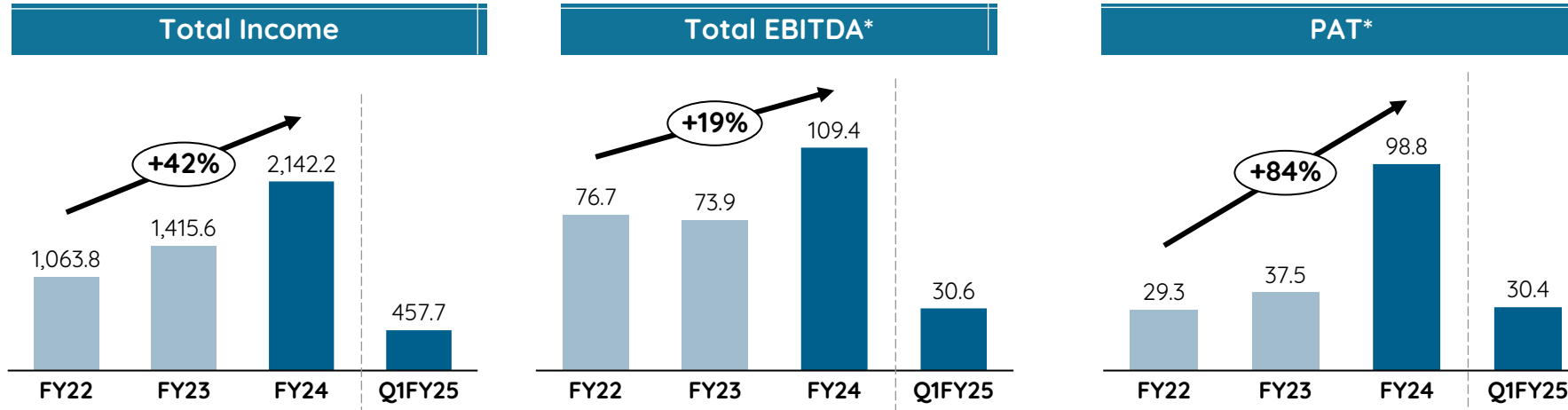


*excluding dividend income and investment of NOCIL and after exceptional item

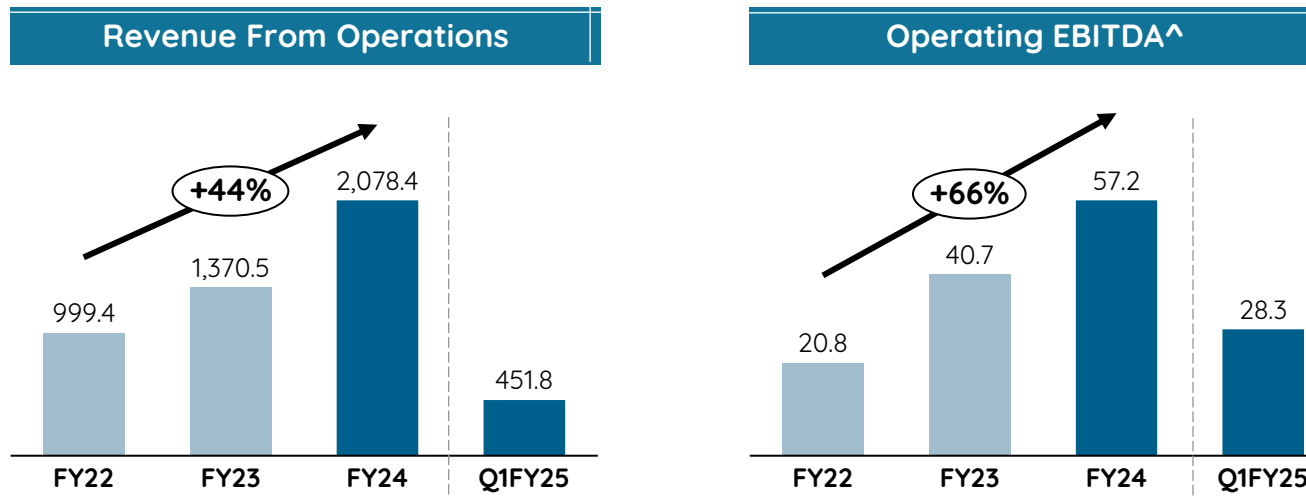
[^]Operating EBITDA excludes income from Investments, Income from Investment Property and Income from Non Core Asset. EBITDA margin is calculated on Revenue from Operations

Strategy Translating Into Numbers (2/2)

INR in Cr



*Total EBITDA and PAT includes other income to the tune Rs. 43.2 cr primarily arising from divestment of a non-core asset



FY24 recorded Highest ever Revenue

FY24 recorded Highest PAT in 10 year

Significate Improvement In Operating EBITDA

The turnaround and improved return ratios gives us flexibility to leverage various opportunities

^Operating EBITDA excludes income from Investments, Sale of TDR, Income from Investment Property and Income from Non-Core Asset

EBITDA excludes exceptional item.



Business Overview



Textiles - Traditional & Technical

Textiles and Fabrics



Uniforms

- › A leading position in the uniform segment, offering a wide range of fabric and ready-made uniforms tailored for schools, institutions and corporates
- › The Company's expertise spans outsourcing, branding and distribution making it a trusted contender in government tenders
- › MIL has introduced two new sustainable uniform brands: Eco Knits and Mafatlal Greens. These address the growing global emphasis on sustainability within the textile industry

Fabrics

- › Woven white fabric sector includes whites and Rubia - caters to semi-urban and rural areas
- › Polyester-cotton segment - caters to the demands of rural and tier III/II population clusters
- › Voile exporter to the Middle Eastern market



• Technical Textiles : Health and Hygiene Products



- › Portfolio of products includes, sanitary napkins, baby diapers and adult diapers designed to meet the varied needs of consumers across different age groups
- › Operating under a unified brand umbrella, the Company's strategic focus is on delivering affordable and superior-quality hygiene solutions to the customers
- › MIL is well positioned to capture the state government's strong commitment of improving hygiene practices in the country, reduce the incidence of hygiene-related illnesses and promote overall well-being with enhanced quality of life





Non - Textiles

• Non-Textiles : Digital Infrastructure and Consumer Durables



Digital Infrastructure

- › Forayed into the digital infrastructure domain
- › Product & Services include Digital Classroom and Hardware Solutions
- › Participates in government tenders. These tenders are a part of the government's vision to bring reforms in education and emphasis on leveraging digital tools and platforms to enhance learning
- › Clientele includes Education Department Himachal Pradesh, Education Department Maharashtra, Education Department Odisha

Consumer Durables

- › Leveraging its decades of experience, the Company has emerged as an aggregator for state governments, enabling its entry into the consumer durables sector
- › Aimed at identifying optimal adjacencies for customer-driven growth, aligns with the overall business strategy
- › Products include various items included in welfare schemes: Kits & Toys, Utensils, Furniture



Our Team

Experienced Board Of Directors

Mr. Hrishikesh A.Mafatlal

Promoter & Chairman

Years of Experience : 47 +

- Graduation in commerce from Mumbai's Sydenham College in 1975. Studied Advance Management Program (AMP) at Harvard Business School in 1993
- Served on the Board of Governors of IIM Ahmedabad for 12 years
- Worked as a Vice Chairman of the Cotton Textiles Export Promotion Council (TEXPROCIL)
- Chairman and Promoter Director of NOCIL Ltd

Mr. Gautam Chakrvarti

Independent Director

Years of Experience : 48+

- Masters in Economics & MBA from IIM Ahmedabad. He has completed Executive Development Programs with Wharton Business School, USA and MIT, USA
- Experienced in the fields of Procurement, Internal Audit, Business Controller, leading an Exports SBU, Mergers and Acquisitions

Mr. Priyavrata H.Mafatlal

Managing Director

Years of Experience : 16+

- M. Com. From Mumbai University (in Marketing)
- Experience in manufacturing, marketing, and general management
- Alumni of Harvard Business School, USA
- Director on the Board of NOCIL Ltd

Mr. Sujal A. Shah

Independent Director

Years of Experience : 33+

- Commerce graduate and member of the Institute of Chartered Accountants of India
- Experience of over 33 years in valuation, due diligence, corporate restructuring, audit and advisory

Experienced Board Of Directors

Mr. Atul K. Srivastava
Independent Director
Years of Experience : 47+

- Science Graduate and a Fellow Chartered Accountant - B.SC (Hons), FCA
- Experienced large corporates, in the areas of finance, accounting, taxation and commerce
- Science Graduate, B. Sc (Hons)

Mrs. Latika Pradhan
Independent Director
Years of Experience : 43+

- Chartered accountant, Cost and Management Accountant , Company Secretary & Bachelor of Laws
- Experience in heading finance, legal and secretarial, internal audit and information technology functions
- In the past, she has been associated with various Companies

Mr. Abhay Jadeja
Additional Director
Years of Experience : 19+

- LLB & Member of Bar Council of Maharashtra & Goa, Bombay Bar Association and Supreme Court Bar Association
- Experience in the fields of complex commercial civil litigations, family and succession disputes, estate, trust and succession planning, white collar crimes, foreign exchange regulation matters, securities laws, insolvency, pharmaceutical & pricing related matters
- Appointed as on May 27, 2024

Mr. Ashutosh Bishnoi
Additional Director
Years of Experience : 40+

- MBA degree from Symbiosis Institute of Business Management, Pune
- Experience of over 40 years in the fields of financial services and consumer marketing
- Associated with well-known Indian corporate houses such as Mahindra, L&T Finance, UTI Mutual Fund, DSP Merrill Lynch, and JM Mutual Fund
- Appointed as on May 27, 2024

Professional Management Team

Mr. Priyavrata H.Mafatlal

Managing Director

Years of Experience : 15+

- M. Com. From Mumbai University (in Marketing)
- Experience in manufacturing, marketing, and general management.
- Alumni of Harvard Business School, USA
- Director on the Board of NOCIL Ltd

Mr. M B Raghunath

Chief Executive Officer

Years of Experience : 36+

- Masters in marketing management at Narsee Monjee Institute of Management Studies Mumbai
- Plethora of experience in marketing and business

Mr. Milan Shah

CFO & CHRO

Years of Experience : 39+

- B.Com , Chartered Accountant & Company Secretary
- Expertise in area of finance, taxation and accounting

Recalibrated the management team to bring fresh perspectives and expertise to navigate the evolving business landscape and guide company towards long-term success



Annexures

Key Strategic Initiatives Taken

INR in Cr	FY19	FY20	FY21	FY22	FY23	FY24
Total Income	1,054.6	1,062.1	637.8	1,063.8	1,415.6	2,142.2
Revenue From Operations	1,023.7	1,005.4	602.2	999.4	1,370.5	2,078.4
Total EBITDA	-30.3	49.8	-11.1	76.67	73.9	109.4
	-2.9%	4.7%	-1.7%	7.2%	5.2%	5.1%
Operating EBITDA[^]	-43.6	10.2	-35.3	20.8	40.7	57.2
	-4.3%	1.0%	-5.9%	2.1%	3.0%	2.8%
PAT	-180.1	-13.7	-93.8	29.3	37.5	98.8
	-17.6%	-1.4%	-15.6%	2.9%	2.6%	4.6%
Comments	<ul style="list-style-type: none"> Difficult year for the entire Denim industry Performance of denim unit reached its lowest To stop Denim unit losses, the company made the strategic decision to exit denim business and thus reduced its operations and its workforce by paying VRS 	<ul style="list-style-type: none"> Operations of the capital intensive , low return yielding Denim Unit at Navsari shut down Thus, a massive reduction in the cost and reduction in losses Repaid bank liabilities pertaining to Denim unit For the repayment of banking liabilities & Ex-Gratia payment to workforce, the Company sold of surplus assets situated at Navsari and Nadiad Introducing a new product range for the Health Segment 	<ul style="list-style-type: none"> Loss of production, order cancellations & substantial loss of revenue along with the burden of high fixed cost as the school uniform and textile industry affected due to Covid Rationalize the size of the permanent workforce at the Nadiad manufacturing Strategic initiatives for reduction in fixed costs including manpower costs Expanding its range of Health & Hygiene products 	<ul style="list-style-type: none"> Resumed its spinning and weaving operations at the Nadiad unit. This helped the Company to absorb fixed costs 	<ul style="list-style-type: none"> Mr. M.B. Raghunath appointed as CEO Disinvestment in subsidiary Vrata Tech Solutions Private Limited for consideration INR 4.08 Cr Foray into the Digital Infrastructure space to capitalize on channel partner relationship 	<ul style="list-style-type: none"> Targeted sales efforts of execution of large institutional Order The order book remains healthy to maintain the current growth momentum in the coming quarters. A large part of the other income is non operating in nature, which includes net profit on sale of investment property and sale of TDR

EBITDA excludes exceptional item. [^]Operating EBITDA excludes income from Investments, Income from Investment Property and Income from Non Core Asset. EBITDA margin is calculated on Revenue from Operations

Historical Balance Sheet

Assets (INR in Cr)	Mar-24	Mar-23	Mar-22
Non - Current Assets	758.0	646.8	760.9
Property Plant & Equipment	79.8	91.0	92.8
Intangible assets	3.3	0.7	1.4
Right-of-use assets	0.4	0.7	0.0
Investments	2.1	2.3	2.4
Financial Assets			
(i) Investment in subsidiaries	0.3	0.3	0.7
(ii) Other investments	631.5	522.9	633.0
(iii) Trade receivables	1.1	-	0.0
(iv) Other Financial Assets	3.6	7.0	7.5
Deferred tax assets (Net)	14.9	5.0	7.8
Non-Current tax assets (net)	20.6	16.2	14.8
Other Non - Current Assets (Net)	0.5	0.7	0.5
Current Assets	1,048.5	528.2	460.3
Inventories	79.9	106.2	72.0
Financial Assets			
(i) Trade receivables	638.1	285.9	254.2
(ii) Cash and bank balance	182.2	48.8	52.9
(iii) Bank balance	85.4	24.2	36.9
(iv) Other Financial Assets	17.0	20.5	15.8
Other Current Assets	45.9	42.5	28.6
Asset Held for Sale	-	0.1	0.0
Total Assets	1,806.4	1,175.0	1,221.2

Equity & Liabilities (INR in Cr)	Mar-24	Mar-23	Mar-22
Total Equity	814.6	614.6	685.9
Share Capital	14.3	14.1	14.1
Other Equity	800.3	600.5	671.9
Non-Current Liabilities	49.8	47.2	64.6
Financial Liabilities			
(i) Borrowings	27.2	26.1	43.9
(ii) Lease Liabilities	0.2	0.4	0.0
(iii) Other Financial Liabilities	19.7	19.7	19.3
Other Non-Current Liabilities	2.8	1.0	1.4
Current Liabilities	942.1	513.2	470.7
Financial Liabilities			
(i) Borrowings	54.5	67.5	68.2
(ii) Lease Liabilities	0.3	0.4	0.0
(iii) Trade Payables	765.7	370.8	346.7
(iv) Other Financial Liabilities	77.9	30.4	24.1
Other Current Liabilities	31.4	34.0	13.9
Provision	12.2	12.7	12.1
Liabilities associated with assets under sale	-	0.4	5.682
Total Equity & Liabilities	1,806.4	1,175.0	1,221.2

Historical Cash Flow Statement

Particulars (INR in Cr)	Mar-24	Mar-23	Mar-22
Net Profit Before Tax	79.0	40.8	42.41
Adjustments for: Non - Cash Items / Other Investment or Financial Items	(21.7)	0.2	(29.04)
Operating profit before working capital changes	57.3	41.0	13.37
Changes in working capital	105.5	(45.7)	10.54
Cash generated from Operations	162.8	(4.7)	23.92
Direct taxes paid (net of refund)	(4.0)	(1.6)	(14.16)
Net Cash from Operating Activities	158.8	(6.3)	9.76
Net Cash from Investing Activities	(2.3)	36.5	61.27
Net Cash from Financing Activities	(23.1)	(34.2)	(53.46)
Net Increase / Decrease in Cash and Cash equivalents	133.4	(4.0)	17.56
Cash & Cash equivalents at the beginning of the period	48.8	52.9	35.29
Cash & Cash equivalents at the end of the period	182.2	48.8	52.86

Thank You



Company

Mafatlal Industries Limited

CIN L17110GJ1913PLC000035

Smita Jhanwar

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Tel No: 022-6771 3800/3900

SGA Strategic Growth Advisors

Investor Relations Advisor

Strategic Growth Advisors Pvt Ltd.

CIN: U74140MH2010PTC204285

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