

May 30, 2022.

The Secretary,

National Stock Exchange of India Ltd.,

Exchange Plaza, C-1, Block G,

Bandra Kurla Complex, Bandera (E),

Mumbai - 400 051

Symbol: LUXIND

To,

The Secretary,

BSE Limited,

P.J. Towers,

Dalal Street,

Mumbai- 400 001

Scrip Code: 539542

Dear Sir,

Sub: Investor Presentation.

Please find enclose herewith Investor Presentation of the Company. The Investor Presentation is also available on the website of the Company.

This is for your information and record.

Thanking You,

Yours faithfully,

For Lux Industries Limited

Smita Mishra Smita Mishra

(Company Secretary & Compliance Officer)

M.No:26489

Encl: As above





LUX INDUSTRIES LIMITED

CORPORATE PRESENTATION 1 FY 22

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REINFORCING OUR ESG COMMITMENT



- Collaborated with Churchgate Partners to implement ESG
- Provide more transparency in disclosures regarding Environment, Social and Governance related issues
- Guided by the principles to make a difference in society by giving back in equal measures
- Recognizing the need for sustained progress of society to pursue long-term goals that are beneficial for the community

ESG Public Profile

View ESG details of Lux Industries



WIDENING COMMUNITY IMPACT

Supporting economically backward people

Addressing environment sustainability

Supporting 180+ elderly people

Focusing on animal welfare benefiting 500+ cows

Making available safe drinking water benefiting 1 lakh+ people

Promotion of traditional art & culture

₹4.6 crore

Annual CSR expenditure

2,000+

Trees planted in 35-40 acres of land



- 06 At a glance
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ENSURING EVERYDAY COMFORT FOR DECADES

Lux group



Leadership

No.1

Indian innerwear company (volume terms)

₹2296 crore

Combined revenue from operations*

Scale

34 crore

Garment pieces*; manufacturing capacity across 7 state-of-the-art plants

Unique in its value proposition

2 lakh+

Retailer network across India 46+

Country export presence



Prominence

~15%

Share in organised men's innerwear market

95%

Fill rate against industry average of 80%

2,600+

Employees

5K+

SKUs; among industry's largest innerwear ranges. It will be 13K+ if colour and size counted separately

100+

Products spanning innerwear, athleisure wear categories

* YF Mar'22

BUILDING ON A RICH LEGACY

1957

Shri. Giridhari Lal Todi founded Biswanath Hosiery Mills

1993

Export commenced across the Middle East, Africa and Europe

1995

Lux Industries Limited was incorporated as a Public Limited Company

2015

Shares listed on the BSE and NSE

2013

Comfort partner for IPL teams (Kings XI Punjab & Pune Warriors India)

2010

Shah Rukh Khan became brand ambassador for ONN

2003

IPO launchedoversubscribed 4 times

2016

- Commissioned Eastern India's largest hosiery product manufacturing plant in Dankuni
- Became Kolkata Knight Riders' primary sponsor

2017

- Varun Dhawan roped in as brand ambassador
- Lux Cozi Her, innerwear range for women, launched

2021

Merger of J.M. Hosiery and Ebell Fashions with Lux Industries

2019

- Launched India's first scented vest Lux Cozi
- Launched One8 brand

2018

- Amitabh Bachchan onboarded as brand ambassador
- Lux Classic & Lux Venus Classic relaunched

PRESENCE ACROSS DIVERSE PRICE POINTS

Categories	Prominent brands			Winter Wear	**Total Revenue
Premium	ONN TOTAL COMFORT	Premiums MADE IN INDIA	ones		
₹ Cr	120	165	26		311
Semi- premium	LUX COZI	Lyra City WOMEN'S WEAR	GENX,	Inferno QUILTED THERMALS	
₹ Cr	619	302	128	191*	1240
Economy	VENUS [®] THE ORIGINAL STYLEWEAR	Lux ° Karishma	Others		
₹ Cr	642	46	44		732







Presence across price segments helps the Company cater to a wide customer base and fast-track growth

^{*} Includes complete winterwear sale including Lux Cottswool

^{**} Note: Net sales revenue of YE Mar'22

PBT MARGIN

Margin	Prominent brands	*Total Revenue
22-26%	ONN TOTAL COMFORT OF THE PROPERTY OF THE PROPE	
		804
17-21%	LUX COZI GEDX	
		747
Upto 17%	VENUS Karishma Others	
		732







Presence across price segments helps the Company cater to a wide customer base and fast-track growth *Note: Net sales revenue of YE Mar'22

MERGED GROUP COMPANIES





Group companies – Ebell Fashions
Private Limited and J.M. Hosiery
and Co Limited merged with Lux
Industries Limited

Benefits of the Merger

- Market growth
- EPS accretive
- Expand product portfolio
- Expand into newer markets and segments
- Strong positioning
- Enhanced margins

₹ 112.95

EPS in YE Mar'22

₹ 90.25

EPS in YE Mar'21

3,00,71,681

Number of Equity Shares

WIDENING AND DEEPENING REACH

1,170+ dealers' network

Available in 2 lakh+ multibrand stores and 18 EBOs Stronger e-retail platform presence

11 Depots drive faster distribution in India

508+

Sales teams drive offtake

19

Warehouses (12 states)









Strategically located manufacturing units (West Bengal, Punjab, Tamil Nadu and Uttar Pradesh) to address growing markets

TAKING HOMEGROWN BRANDS TO THE GLOBAL MARKET

Star Export House recognition by Government of India

24

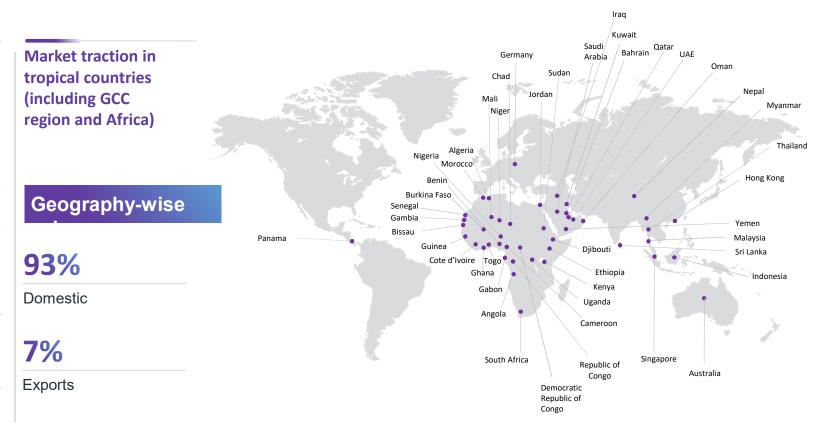
New countries added in past 5 years

46+

Country-wide presence

60

Targeted country-presence by 2025



ADVANCING WITH GOOD GOVERNANCE

Experienced Board

- Promoter-Directors with 24 years of average industry experience; expertise-Sales & Marketing, Brand Promotion, Product Development, Board service & Governance
- Independent Directors with expertise in Accounting & Finance, Legal, Printing and Packaging
- Inducted E&Y as Internal Auditor
- Inducted Economic Laws Practice (ELP) as Compliance Consultant
- Inducted Mumbai based consultant for SoP's, RM and IFC
- S.K. Agarwal and Co. is the Statutory Auditor

Strong Management Team

- Inducted several new members in the past two years
- New members include:
 Nischal Puri, a hosiery industry veteran as the Director, Operations in Artimas Fashions Pvt. Ltd. (Subsidiary of Lux)

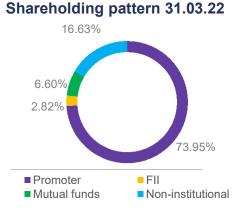
 Saurabh Bhudolia CFO

Sagar Shah - Head, EBO and others

Jitendra Shah - VP. Finance

Growing Trust

- Marquee investors like Nippon Life India, Jupiter India Fund, Kotak Mutual Funds, Abakkus Growth Fund and Life Insurance Corporation of India, among others
- Covered by key research and brokerage houses such as Anand Rathi, SMIFS, B&K Securities, Phillip Capital



50%

Share of Independent Directors on Board

2/12

Women Independent Directors



Enhanced IT investments

Industry-specific expertise

Robust governance

STRENGTHENING INTERNAL CONTROLS

Robust risk-management framework

- No duplications
- Minimal manual interventions

Organisation-wide accountability

Execution excellence through:

- Digital capability
- Streamlined processes
- Process to be fully streamlined by 2021-22

Higher transparency

SOP driven culture **Procure** to Pay **IT General** Inventory **Controls &** Management Regulatory Compliance Inbound & Well-defined Human \rightarrow **Outbound** Resources process Logistics Finance and **Production Accounts & Fixed Assets** Order to Cash

16 Opportunity landscape

RESPONDING TO MARKET OPPORTUNITIES

1,170+

Strong distribution channel

2,600+

Employee workforce

20+ years

Longstanding dealer relationship

₹110 crore

Near-term investment to augment production through internal accrual

₹24 to ₹1790

Price range of products

~15%

Existing market share in men's innerwear

₹140 crore

Gross cash balance

674+

Districts-presence in India

₹400 crore

Additional revenue generation potential through proposed expansion



Lux industries Dankuni factory



STRENGTHS

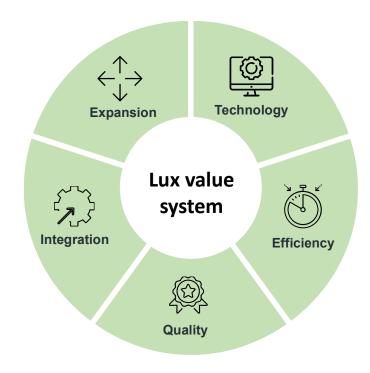
GROWTH INITIATIVES

Expansion: Foraying into new segments and geographies and expanding multichannel footprint

Integration: Capitalising on synergies through merger with J.M. Hosiery and Ebell Fashions

Quality: Creating new benchmarks for quality and comfort





Technology: Augmenting digital capability with investments in automation (SAP Hana) for enhanced operational control

Efficiency: Presence across value-chain and scale driving organisation-wide efficiency



ENHANCING MANUFACTURING CAPABILITIES

Present in yarn sourcing till packaging

Flexible core manufacturing process

Key focus areas: quality, cost effectiveness and innovation

Completed upgradation and replacement of old equipment







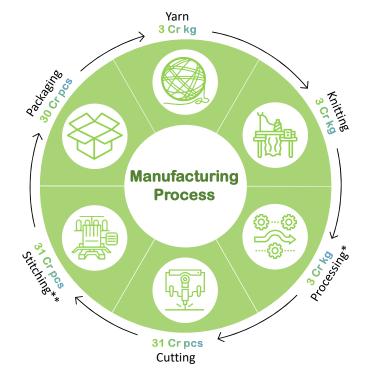


₹17 crore*

Investment on machines from Italy, Germany, and Singapore

34 crore*

Garment pieces manufactured every year



Note **Outsourced to job workers with strong company control

* Year Ended Mar'22

VENTURING INTO NEWER REGIONS AND SEGMENTS

From a innerwear pureplay to a mix of athleisure and outerwear player

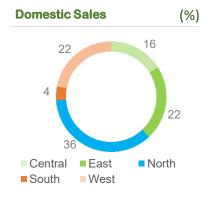
Unique socks, innerwear and sleepwear collection for One8, globally

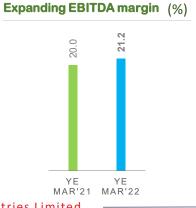
Foray into southern region of India

Enter female (innerwear and outerwear) and kids segment

Focus on premium innerwear range:
Current Market share –
₹311 Crore in YE Mar'22
Expected Market Share –
₹500 Crore in FY25

Foray into 46 countries; grow exports revenue by 60% in five years





Share of revenues from value, semi-premium and premium products category of YE Mar'22

Revenue share	Amount %	Volume %
Premium	14	11
Sub Premium	54	41
Economy	32	48

Share of revenues from value, semi-premium and premium products category of YE Mar'21

Revenue share	Amount %	Volume %
Premium	12	9
Sub Premium	57	41
Economy	31	50

EXPANDING THROUGH MULTI-CHANNEL FOOTPRINT

- **Growing wholesale** market presence
- Association with 1,170+ dealers with focused engagement initiatives

Strong presence in multi-brand outlets and large format stores

Adopting investment-light #FOFO model

Target revenue of ₹100 Cr by

online sales in next 3 years

<1%

Dealer attrition



Depots drive faster distribution in India 4,000+

Average daily online orders



Enlarging e-commerce footprint with Amazon, Flipkart, Myntra and AJIO, among others





#FOFO: Franchise-owned-franchise operated







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Exclusive brand outlets (EBOs)* 160+

Large store formats* to showcase the entire product range

*For premium offerings

BRANDING

CRAFTING 360° BRANDING INITIATIVES

Building brands judiciously

Amitabh Bachchan, Virat Kohli, Varun Dhawan, Kartik Aaryan, Taapsee Pannu are brand endorsers

Sponsored KKR team in the IPL to enhance brand respect and visibility worldwide



₹794 crore

Branding investments in the last five years +, leading to FY22

8%

Average share of revenues spent on branding (FY17- FY22)

14.96

Return on every rupee spend on A&P for YE Mar'22

CREATING SUCCESSFUL BRAND STRATEGY



ACCELERATING DIGITAL ADOPTION

End-to-end IT solutions through dealer integration systems

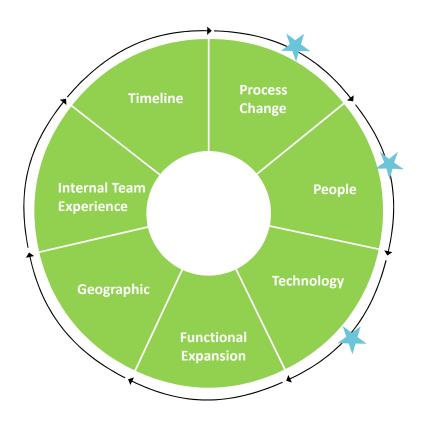
Enhanced MIS system for business visibility; data-based decision-making

Led by Bibek Maity, CIO and his 25-member team

Invested in SAP-Hana and SAP rollout across the organisation

Detailed IT investment roadmap for the next 10 years

Better control over internal operations



STRENGTHENING FINANCIALS

Overhauled	credit	policy to	
strengthen	workin	g capital	

35%

ROCE, YE Mar'22

122 days **188** days

Working Capital Days in YE Mar'21

Working Capital Days in YE Mar'22

Deleveraged balance sheet and created strong liquidity buffer

Aggressive reinvestment in the

business with focus on

premiumization

18%

Sales Growth, YE Mar'22 vs Mar'21

89 days

Inventory cycle in YE Mar'21

132 days

Inventory cycle in YE Mar'22

₹140 crore

Cash and cash equivalents, YE Mar'22

26%

PBT Growth, YE Mar'22 vs Mar'21

52 days

Creditor days in YE Mar'21

46 days

Creditor days in YE Mar'22

29x

Interest cover in YE Mar'21

29x

Interest cover in YE Mar'22

0.13

Debt-equity in Mar'21

0.25

Debt-equity in Mar'22

Working Capital days is on a higher side mainly because of building up the inventory

by seeing the current price dynamics in Raw material

Lux Industries Limited

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OUR LEADERSHIP PROFILE



Ashok Kumar Todi Chairman

- Visionary, Founder and Promoter
- Commerce Graduate; engaged in the hosiery business for over five decades
- Forte lies in capturing market share, marketing, formulating various policies for growth and expansion
- Introduced attractive schemes for dealers, retailers and consumers
- Associated with various philanthropic organisations in India



Pradip Kumar Todi Managing Director

- Founder and Promoter
- Commerce Graduate
- Primarily focuses on product development and production functions
- Deep technical knowledge of the hosiery industry
- Forte lies in developing new patterns, yarn combinations, and knitting technologies
- Introduced new styles and optimised production costs

NEXT GENERATION TAKING VISION FORWARD



Navin Kumar Todi **Executive Director**

- Commerce Graduate
- Engaged with the Company for 21 years
- Looking after the GenX and Lux Cozi Her brands
- Responsible for operations of the Tirupur unit
- Focusing on product premiumisation, new brands and product categories



Executive Director

- Post Graduate (Marketing) from GRD, Coimbatore
- Engaged with the company for 17 years
- Looking after the Production function of the Tirupur Unit
- Handled wide range of responsibilities across businesses
- Overseeing several functions like finance, personnel, operations, among others



Executive Director

- Post Graduate (Brand Management) from MICA
- Engaged with the Company for 7 years
- Responsible for premium brands in the retail channel - ONN brand and exports market
- Introduced in-house capacity for stitching for better quality and cost control
- Expanded presence by 24+ countries
- Focus on quality; created a loyal customer base



Udit Todi Executive Director

- MSC in Finance from LSE. Economics (Hons.) from St. Stephens College, Delhi.
- Engaged with the Company for 7
- Launched brand Lyra +500 crore within 5 years making it the market leader.
- Instrumental in setting up the Dankuni facility with cost optimization.
- Setting up new facilities for further growth plans.
- Expanding women's wear segment into a complete range including inner wear and athleisure.

STRENGTHENING THE MANAGEMENT TEAM

Professionals in key positions



Saurabh Kumar Bhudolia Chief Financial Officer

- Qualified Chartered Accountant
- 18+ years of experience in Corporate Finance, Accounts, Planning, Risk Management, Mergers and Acquisitions etc.
- Strong business and financial acumen, instrumental in fund raising, investor relationship
- Earlier worked as a CFO in Future Lifestyle and in his early career handled multiple roles in Tata Steel, Mondelez and Sula Vineyards



Smita Mishra
Company Secretary & Compliance Officer

- Qualified Company Secretary, associated with the Company for the last 11 years
- Heads the complete compliance functions and ensures efficient administration; compliance with statutory and regulatory requirements
- Played a critical role during listing on NSE and BSE



Sanjay Mittal
Vice President (Sales

- Has led and supported various leadership roles for 25+ years at the company
- Heads the sales function and plays a significant role in formulating the Sales Strategy
- Strong understanding of hosiery market and achieving targets, critical role in gaining market share via new launch with incremental topline

STRENGTHENING THE MANAGEMENT TEAM

Well-defined roles and responsibilities



Bibek Maity
Chief Information Officer

- Postgraduate (MBA & MCA)
- 22+ years of experience in IT
- Associated with the Company for 5+ years
- Responsible for SAP implementation in the Company
- Enabling smoother business decisions by implementing IT-enabled tools



Surendra Kumar Bajaj Vice President (Marketing)

- 35+ years of experience in marketing industry
- Associated with the Company for 6+ years
- Worked with Khaitan Group of Companies before joining Lux
- Instrumental in formulating marketing strategy and plans



Narendra Panjwani Head of Quality Control

- Bachelor of Science
- 20+ years experience in hosiery industry
- Associated with the Company for 7+ years
- Helps maintaining product quality right from its development to commercialization
- Worked with Maxwell Industries for 21 years

NEW VENTURE

FORAYING INTO THE PREMIUM SEGMENT WITH ONE8

Impressive portfolio (innerwear, loungewear, sleepwear)

Company's critical margin driver

Endorsed by Virat Kohli and has huge growth potential

Revenues in YE Mar'22

₹ 26 crore* x7 times Expected revenues in 2024-25

Created an inorganic, and new distribution channel

Independent and dedicated manufacturing facilities



Brainchild of Nischal Puri, an industry veteran

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



PREPARED FOR TOMORROW





Pull marketing

Push marketing

Men's innerwear, outerwear, women's innerwear and outer wear, athleisure, kids wear

Men's innerwear



Professionally-driven







Strengthened working capital management, improving liquidity

High receivables days and low inventory turnover



Technology-driven with defined employee roles



Legacy processes



From





33 Financial performance

PERFORMANCE

SNAPSHOT FOR YE Mar'22 and Mar'21

		In ₹ crore		
Revenue				
Mar'22	Mar'21	18%		
2312.92	1964.86			
		In ₹ crore		
EBITDA				
Mar'22	Mar'21	25%		
490.27	392.69			
		%		
EBITDA Margin				
Mar'22	Mar'21	121 bps		
21.20	19.99			

		In ₹ crore
Gross Profit	:	
Mar'22	Mar'21	28%
875.02	683.78	
		%
Gross Marg	in	
Mar'22	Mar'21	303 bps
37.83	34.80	
		In ₹ crore
Cash Flow		
Mar'22	Mar'21	-38%
52	85	



PERFORMANCE

SNAPSHOT FOR QE Mar'22 and Mar'21

		In ₹ crore				
Revenue						
Mar'22	Mar'21	-1%				
592.96	601.31					
		In ₹ crore				
EBITDA						
Mar'22	Mar'21	-12%				
113.07	128.95					
		%				
EBITDA Margin						
Mar'22	Mar'21	-238 bps				
19.07	21.45					

	In ₹ crore
t	
Mar'21	-4%
226.56	
	%
in	
Mar'21	-90 bps
37.68	
	In ₹ crore
Mar'21	-38%
85	
	Mar'21 226.56 in Mar'21 37.68 Mar'21



BIRD'S-EYE VIEW

	Year Ended				
Category	NSV Mar'22 (in ₹ crores)	NSV Mar'21 (in ₹ crores)	Sales Growth	Volume Growth	ASP Growth
Premium	311	228	36%	14%	19%
Mid- Premium	1240	1099	13%	-1%	14%
Economy	732	616	19%	-5%	25%
Total	2283	1943	18%	-1%	19%

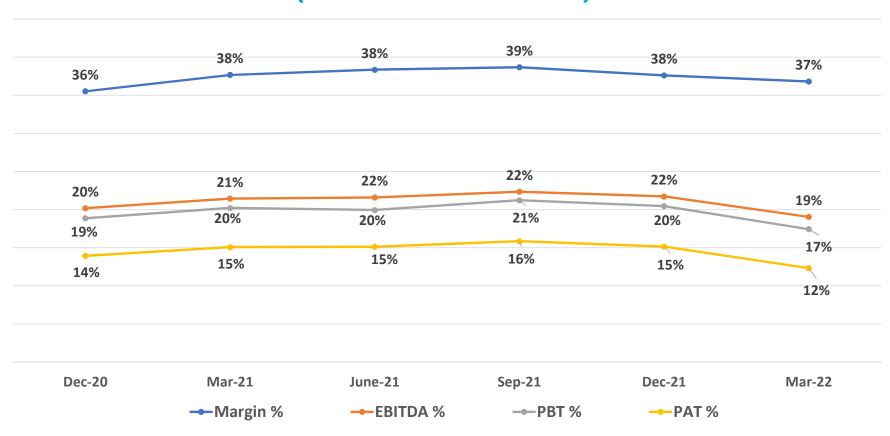
PERFORMANCE

CONSOLIDATED CASH FLOW STATEMENT

In ₹ crore

Cash Flow	March 2022	March 2021
Net Cash flow from Operations	(228.47)	388.54
Cash flow from / (used in) investing activities	43.80	(176.54)
Cash flow from / (used in) in financing activities	152.43	(133.37)
Net increase / (decrease) in cash and cash equivalents	(32.24)	78.63
Cash and cash equivalents at the end of the year	52.45	84.69
Add: Investments lying in the closing date	87.74	189.92
Closing Cash and Cash Equivalent	140.19	274.61
Borrowings as on Closing Date	330.22	123.60
Net Cash Balance	(190.03)	151.01

Sustainable Growth (Last Six Quarters)



^{*} The ratios have been computed quarterly for the above mentioned periods

HIGHLIGHTS

Revenue for the year to date is at ₹ 2313 Crore with a growth of 18%

Gross margin for the Year Ended Mar'22 stands at 37.83% improved by 303 basis points as compared to YE Mar'21

Growth led by premium category @ 36%, well supported by mid-premium range with a growth of 13%

EBITDA stands at ₹ 490 Crore @21.20% with an improvement of 121 basis points over YE Mar'21

PBT and PAT margins for the Year Ended is @ 19.71% and 14.62% respectively

Working capital days for the YE Mar'22 stands at 188 days which is higher by 66 days over last year mainly because of Inventory build up

Gross Cash reserve stands at ₹ 140 Crore

Company has appointed a Mumbai based consultant for standardization and digitalization of SoP's along with RM and IFC Audit

Appointed ELP as Compliance Consultant (GST). Entire work has been done.

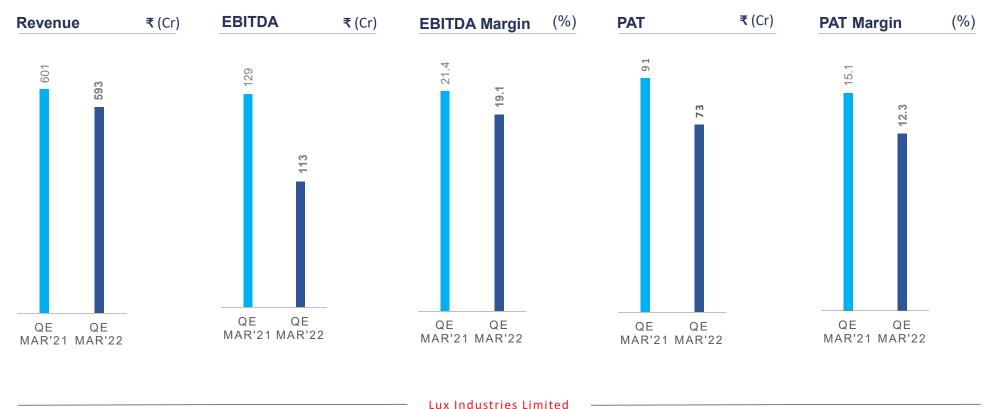
Company continues E&Y as its Internal Auditor

Advertisement spend for the year ended is around ₹ 153 Crore @ 6.68% of Net Sales

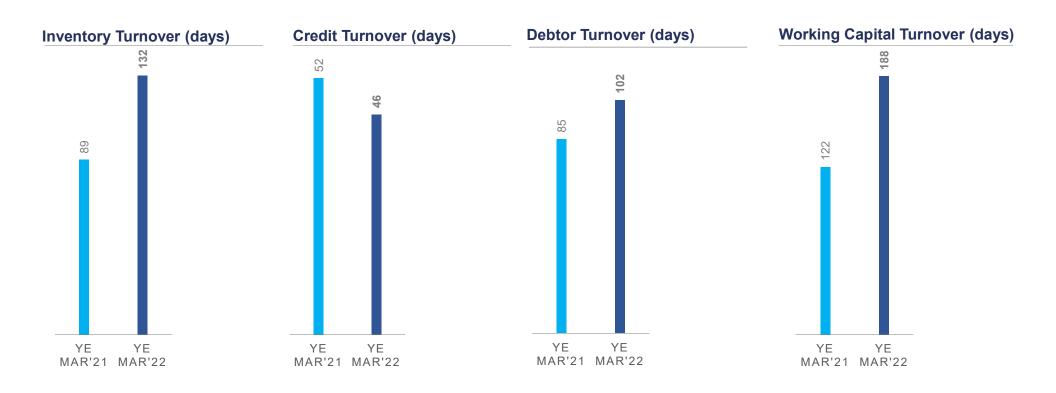
CONSISTENT PERFORMANCE (YE Mar'22 vs Mar'21)



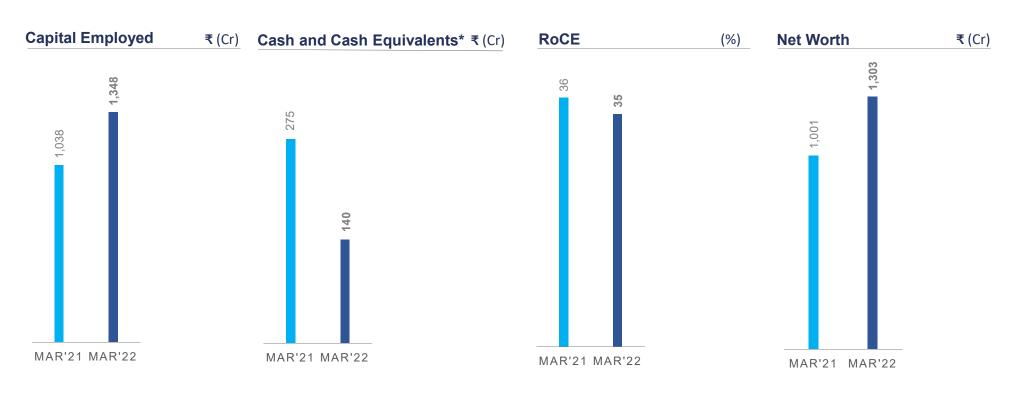
CONSISTENT PERFORMANCE (Qtr Mar'22 vs Mar'21)



CONSISTENT PERFORMANCE



CONSISTENT PERFORMANCE



*Gross cash and cash equivalents

- 44 Environment
- 45 Sustainability
- 47 CSR



REDUCING ENVIRONMENTAL FOOTPRINT

1 MW rooftop solar power plant at Dankuni (West Bengal) unit

Energy-saving LED lighting systems in our plants save energy

Process technology help save water

40-45% of our total power requirements met through renewable sources

Substantial electricity cost reduction

Reducing carbon footprint

2 lakh litre

Water saved every day through state-of-the-art processing technology



Rooftop solar power plant at Dankuni unit

CONTINUING SUSTAINABILITY COMMITMENT



SUSTAINABILITY

COMBATING THE PANDEMIC TOGETHER

Organized vaccination drive for around 1600 people including employees and their loved ones Distributed free food packets to 3000+ people

Free distribution of oximeter and oxygen concentrators to the needy

Replaced biometric with face detector attendance system

Regular temperature checks and periodic sanitization at the Company premises

200+

People touched through the healthcare initiatives





SPREADING THE SEEDS OF KNOWLEDGE

Commitment for support of ₹ 2 crores towards the building of a free residential school project for over 1000+ unprivileged girls in Joka, WB, out of which ₹ 75 lacs have already been spent.

Built the Saraswati Sishu Mandir School at Bali (Murshidabad)

Providing quality education to local and tribal children

Partnership and consultation with NGOs, registered trusts and Section 8 companies

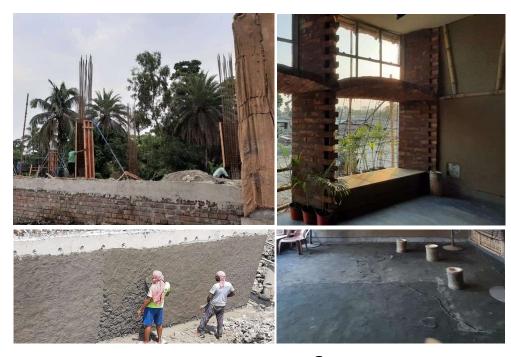
100 +

Students enrolled



Saraswati Sishu Mandir School at Bali (Murshidabad)

Help Us Help Them Foundation – School Project



Current Status of Project



Proposed

ENSURING WELL-BEING FOR ALL

Supporting
Pushpawati Singhania
Hospital & Research
Institute

Reaching healthcare through focused intervention areas (kidney ailments, cardiovascular diseases, cancer among others)

Engaging in providing treatment to ailing population

Providing OPD and IPD services to the economically underprivileged

200+

Bed facility

1,500+

Liver transplants



Tata Medical Center Operation Theatre - Construction

Commitment given to Tata Medical Center of ₹ 2.50 crore and the same has been fulfilled in the FY 21-22 for one Operation Theatre including infrastructure and medical equipment's

Safe Harbor

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Company:



CIN: L17309WB1995PLC073053

Mr. Saurabh Kumar Bhudolia saurabh.bhudolia@luxinnerwear.com

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