

February 09, 2023.

To,

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 Digitally signed by Smita Mishra

Date: 2023.02.09
19:04:58 +05'30'

Smita Mishra (Company Secretary & Compliance Officer) M.No:26489 Encl: As above





LUX INDUSTRIES LIMITED

CORPORATE PRESENTATION I Q3 FY 23

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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

Encourage Sports activities

Providing Education to underprivileged Children

₹3.82 crore

Actual CSR expenditure YTD Dec'22

₹6.62 crore

Budgeted annual CSR expenditure (Approx.)

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

₹1,663 crore

Combined revenue from operations*

Indian innerwear company (volume terms)

Unique in its value proposition



Scale

34 crore

Garment pieces**; manufacturing capacity across 7 state-of-the-art plants 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, outerwear and athleisure wear categories

*YTD Dec'22

** FY 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

2003

IPO launched- oversubscribed 4 times

2010

Shah Rukh Khan became brand ambassador for ONN

2016

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

2015

Shares listed on the BSE and NSE

2013

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

2012

Lux Industries launched womenswear brand 'Lyra'

2017

 Varun Dhawan roped in as brand ambassador of Lux Cozi

2018

- Amitabh Bachchan became face of the brands of Lux
- Launched 'Lyra' lingerie
- Lux Classic & Lux Venus Classic relaunched

2019

- Launched India's first scented vest Lux Cozi
- Launched One8 brand
- Kartik Aaryan was onboarded as brand ambassador for Lux Inferno and Taapsee Pannu for Lyra.

2022

- Setting up of new manufacturing facility at Hosiery Park, Kolkata
- Relaunched brand 'Lux Venus' and onboarded Salman Khan as brand ambassador
- Onboarded Sourav Ganguly for Lux Cozi
- In the winter wear segment,
 Boman Irani and Satish Kaushik
 were signed as the face of the
 brand for Lux Inferno and Lux
 Cott'swool respectively.

2021

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

PRESENCE ACROSS DIVERSE PRICE POINTS

Categories	Prominent brands			Winter Wear	**Total Revenue in ₹ Cr
Premium	ONN TOTAL COMFORT	Premiums MADE IN INDIA	ones Innerwear		
₹ Cr	110	119	17		246
Semi- premium	LUX COZI	Lyra women's wear	GEDX RESURDANCE LOUISING	Inferno QUILTED THERMALS	
₹ Cr	410	264	68	198*	940
Economy	WENUS STYLE WEAR	Karishma	Others		
₹ Cr	407	27	33		467







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 YTD Dec'22

PBT MARGIN

Margin	Prominent brands **	Total Revenue in ₹ Cr
10-13%	ONN Lyrain Inferno Quilted THERMALS PREMIUMS MADE IN INDIA	
		707
8-10%	LUX COZI GENXIII GENXIII PREMIM INNES I CASUAS 11-SHRTS	
		478
Upto 8%	VENUS Karishma Others	
		467







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

WIDENING AND DEEPENING REACH

1,170+ dealers' network

Available in 2 lakh+ multibrand stores and 9 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

Market traction in tropical countries (including GCC region and Africa)

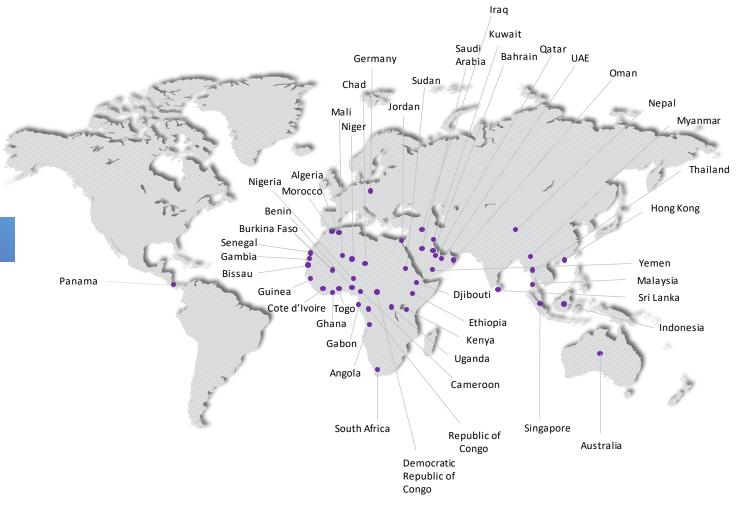
Geography-wise sales

94%

Domestic

7%

Exports



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 recent years
- New members include:
 Jitendra Kumar Shah VP, Finance
 Udai Kumar Agarwal- COO
 Prateek Agarwal GM-IT and New Initiatives
 Amit Kumar Goel AVP, Finance

Growing Trust

- Marquee investors like Nippon Life India, Jupiter India Fund, Kotak Mutual Funds, SBI Mutual 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



Restructured business processes

Enhanced IT investments

Industry-specific expertise

50%

Share of Independent Directors on Board

2/12

Women Independent Directors

Robust governance

STRENGTHENING INTERNAL CONTROLS

Robust risk-management framework

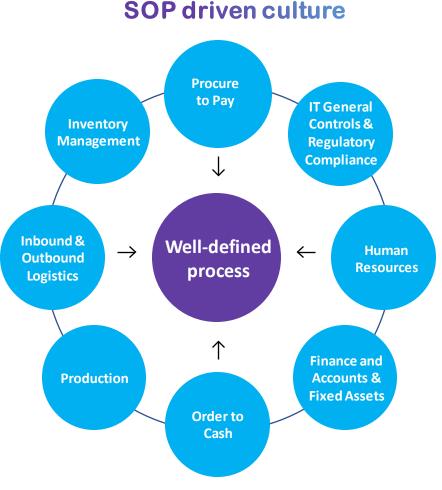
- No duplications
- Minimal manual interventions

Organisation-wide accountability

Execution excellence through:

- Digital capability
- Streamlined processes
- Higher transparency

Process to be fully streamlined by 2022-23



15 Opportunity landscape



RESPONDING TO MARKET OPPORTUNITIES

1,170+

Strong distribution channel

2,600+

Employee workforce

20+ years

Longstanding dealer relationship

₹50 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

₹141 crore

Gross cash balance

674+

Districts-presence in India





Lux industries Dankuni factory

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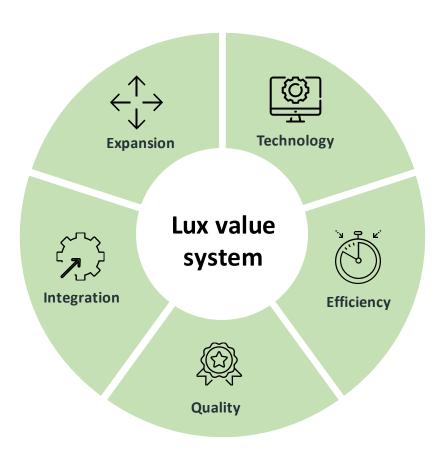


GROWTH INITIATIVES

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

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







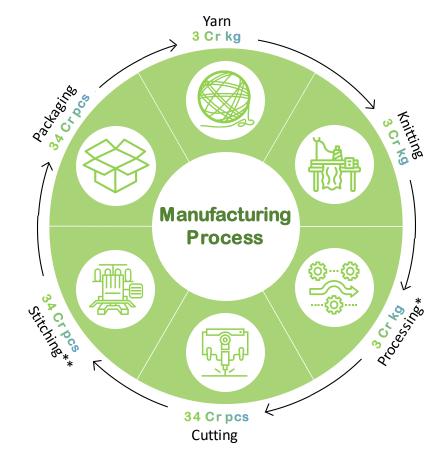


₹17 crore*

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 an innerwear pureplay to a mix of athleisure and outerwear player

Unique socks, innerwear and sleepwear collection for One8, globally

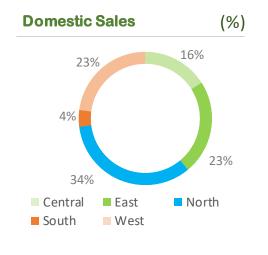
Foray into southern region of India

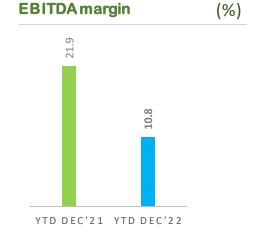
Diversify product portfolio in female (innerwear and outerwear) and kids segment

Focus on premium innerwear range:
Current Market share −
₹246 Crore in YTD Dec'22
Expected Market Share −
₹500 Crore in FY25

Establish presence in 60 countries; grow exports revenue by 60% in five years

Future growth in women's wear sector by innovating and introducing new products that are comfort-driven





Share of revenues from value, semi-premium and premium products category of YTD Dec'22

Revenue share	Amount %	Volume %	
Premium	15	11	
Sub Premium	57	43	
Economy	28	46	

Share of revenues from value, semi-premium and premium products category of YTD Dec'21

Revenue share	Amount %	Volume %	
Premium	13	10	
Sub Premium	55	40	
Economy	32	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

from online sales in next 3

<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

years









Exclusive brand outlets (EBOs)

160+

Large store formats to showcase the entire product range



#FOFO: Franchise-owned-franchise operated

CRAFTING 360° BRANDING INITIATIVES

Building brands judiciously

Salman Khan, Sourav Ganguly, Virat Kohli, Varun Dhawan, Boman Irani, Taapsee Pannu are brand endorsers

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



₹931 crore

Branding investments in the last six years +, leading to Q3 FY23

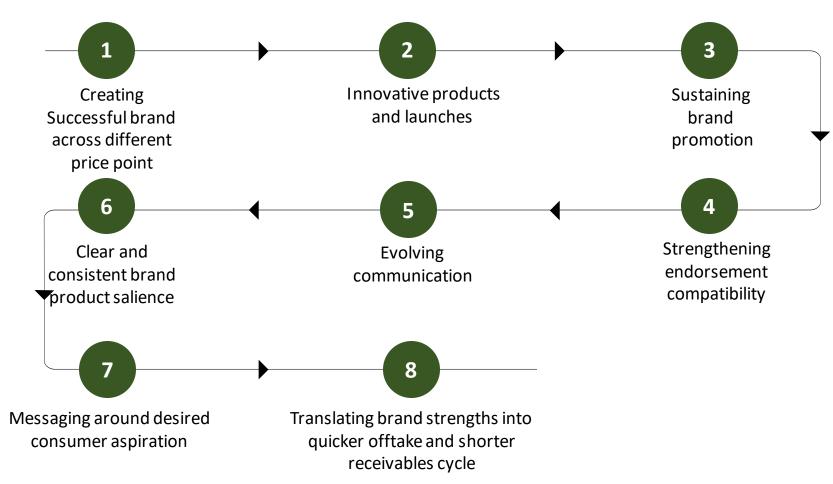
8%

Average share of revenues spent on branding (FY17- Q3 FY23)

12.09

Return on every rupee spend on A&P for YTD Dec'22

CREATING SUCCESSFUL BRAND STRATEGY









ACCELERATING DIGITAL ADOPTION

End-to-end IT solutions through dealer integration systems

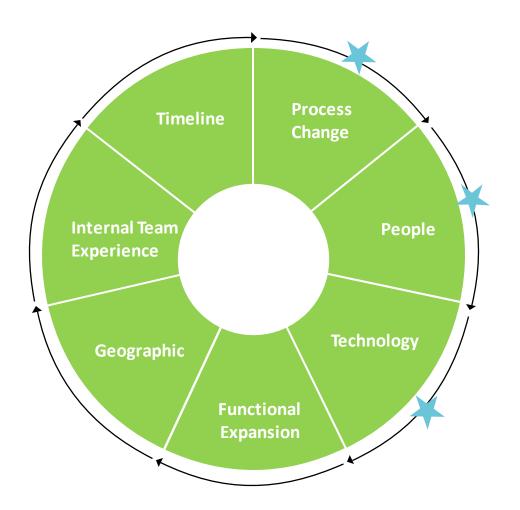
Enhanced MIS system for business visibility; data-based decision-making

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

Rollout new website "www.onninternational.com" direct ONNline platform for customers

Detailed IT investment roadmap for the next 10 years

Launched 'Lyra Connect'
Retailer App- a first of its kind
app to directly connect with its
retailers



STRENGTHENING FINANCIALS

Overhauled credit policy to strengthen working capital

35.0%

168 days

192 days

ROCE, YE Mar'22

Working Capital Days in YTD Dec'21**

Working Capital Days in YTD Dec'22

Deleveraged balance sheet and created strong liquidity buffer

-2.7%

Sales Growth, YTD Dec'22 vs Dec'21

119 days

129 days

Inventory cycle in YTD Dec'21**

Inventory cycle in YTD Dec'22

₹141 crore

Gross cash and cash equivalents, YTD Dec'22

48 days

45 days

Creditor days in YTD Dec'21**

Creditor days in YTD Dec'22

Aggressive investment in brand building with focus on premiumization

-58.3%

PBT Growth, YTD Dec'22 vs Dec'21

40x

Interest cover in YTD Dec'21

Interest cover in YTD Dec'22

0.21

Debt-equity in Dec'21

0.21

Debt-equity in Dec'22

^{**}Computed on the basis of extrapolated nine month sales to annualized numbers Working Capital days is on a higher side because of building up the inventory by seeing the current price dynamics in Raw material

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



Rahul Kumar Todi 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



Saket Todi Executive Director

- Post Graduate (Brand Management) from MICA
- Engaged with the Company for 9 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 9 years
- 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



Udai Kumar Agarwal
Chief Operating Officer - COO

- Qualified Chartered Accountant and Cost Management Accountant
- 13+ years of experience in Manufacturing Industry, Strategic Planning, Setting up of projects, Business Development and Business Improvement.
- Represented many global companies having recognition worldwide such as Creora, PT. Primayudha Madirijaya, etc.



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 MaityChief 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



Prateek Agarwal
GM – IT & New Initiatives

- Qualified Chartered Accountant and Company Secretary
- 10+ years experience in IT & IT-enabled Business Development
- Worked with companies like Vikram Solar, Century Plyboards.
- Demonstrated history of working towards ITenabled Business Development, ML, IoT, Salesforce CRM

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

₹19 crore*

x7 times

Expected revenues in 2024-25

Revenues in YTD Dec'22

Created an inorganic, and new distribution channel

dedicated manufacturing facilities



Independent and 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

Promoter-driven



Technology-driven with defined employee roles



Legacy processes







Strengthened working capital management, improving liquidity











32 Financial performance



SNAPSHOT FOR YTD Dec'22 and Dec'21

		In ₹ crore			In ₹ crore
Revenue			Gross Prof	it	
Dec'22	Dec'21	2.8%	Dec'22	Dec'21	19%
1673	1720		531.9	656.9	
		In ₹ crore			%
EBITDA			Gross Mar	gin	
Dec'22	Dec'21	52 %	Dec'22	Dec'21	640 bps
181.1	377.2		31.8	38.2	
		%			In ₹ crore
EBITDA M	argin		Cash and (Cash Equivale	nts
Dec'22	Dec'21	1110 bps	Dec'22	Mar'22	21%
10.8	21.9		63	52	

		In ₹ crore
PAT		
Dec'22	Dec'21	59%
107.6	264.9	
		%
PAT Margir	1	
Dec'22	Dec'21	900 bps
6.4	15.4	

SNAPSHOT FOR Q3 Dec'22 and Dec'21

		In ₹ crore			l
Revenue			Gross Prof	it	
Dec'22	Dec'21	30.8%	Dec'22	Dec'21	
462.5	668		143.5	251.3	
		In ₹ crore			
EBITDA			Gross Mar	gin	
Dec'22	Dec'21	75.2%	Dec'22	Dec'21	6
35.9	145.2		31.0	37.6	
		%			l
EBITDA M	largin		Cash and (Cash Equivale	nts
Dec'22	Dec'21	1390 bps	Dec'22	Mar'22	1
7.8	21.7		63	52	

		In ₹ crore
PAT		
Dec'22	Dec'21	83.6%
16.6	101.2	
		%
PAT Margi	n	
Dec'22	Dec'21	1160
3.60	15.2	bps

In ₹ crore

42.9%

660 bps

In ₹ crore

21%

BIRD'S-EYE VIEW

	Nine Months Ended				
Category	NSV Dec'22 (in ₹ crores)	NSV Dec'21 (in ₹ crores)	Sales Growth	Volume Growth	ASP Growth
Premium	246	225	9.4%	-1.7%	11.3%
Mid- Premium	940	937	0.2%	-8.7%	9.8%
Economy	467	536	-12.9%	-21.2%	10.5%
Total	1653	1698	-2.7%	-14.2%	13.4%

CONSOLIDATED CASH FLOW STATEMENT

In ₹ crore

Cash Flow	Dec'22	Dec'21
Net Cash flow from/ (used in) Operations	113.86	(145.77)
Cash flow from / (used in) investing activities	(50.68)	44.52
Cash flow from / (used in) in financing activities	(52.39)	82.54
Net increase / (decrease) in cash and cash equivalents	(10.79)	(18.71)
Cash and cash equivalents at the end of the period	63.23	65.98
Add: Investments lying in the closing date	77.50	97.97
Closing Gross Cash Balance	140.73	163.94
Borrowings as on Closing Date	298.10	259.28

HIGHLIGHTS

Revenue for the year to date is at ₹ 1673 Crore.

EBITDA stands at ₹ 181 Crores @10.8%

Sales growth in ONN by 25% and Lyra 20% coupled with 5% growth in winter wear segment

Decline in Gross Margin mainly because of increase in the Raw material cost.

Gross margin for the year to date Dec'22 stands at 31.8% declined by 640 basis points as compared to YTD Dec'21

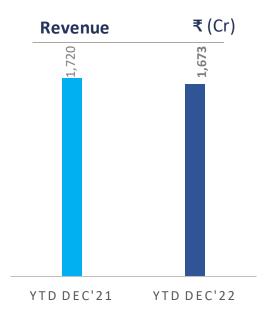
Gross Cash reserve stands at ₹ 141 Crores

Company continues E&Y as its Internal Auditor

194.3 million pieces of garments sold during the Nine months out of which 127.7 million pieces sold between Lux Cozi and Lux Venus

Advertisement spend for the year to date Dec'22 is ₹ 137 Crore @ 8.27% of Net Sales

PERFORMANCE (YTD Dec'22 vs Dec'21)



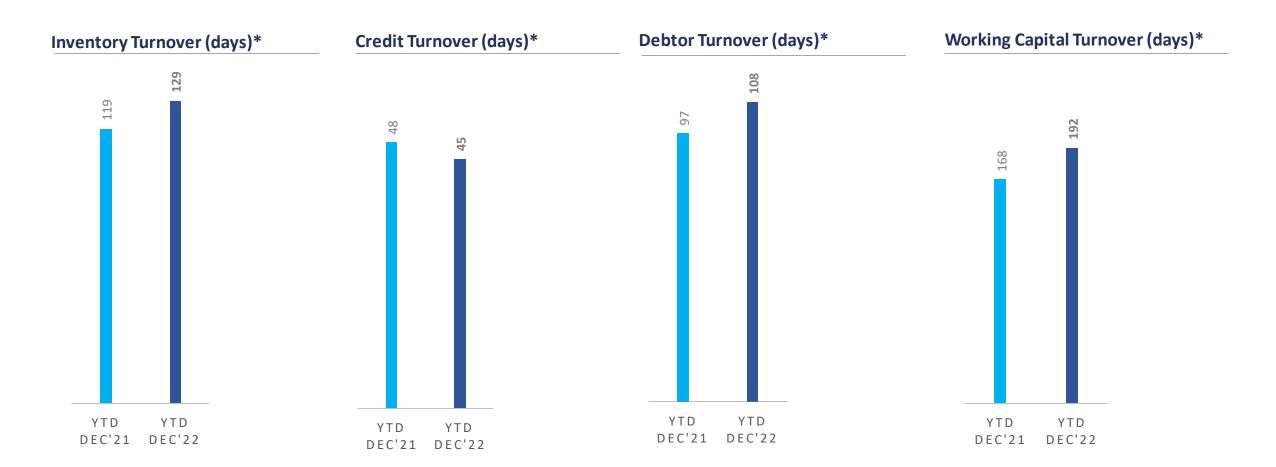




Key points:

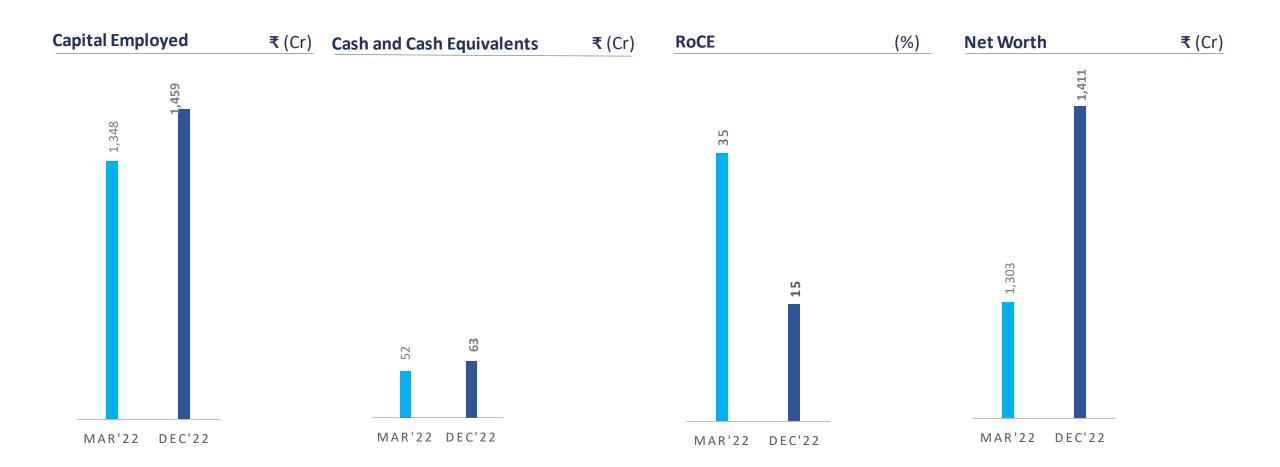
- Increase in raw material costs have been absorbed by the Company leading to lower margins. However, the yarn prices have
 now been normalizing
- Investment in human resources across all verticals
- Substantial investment in brand building including roping in leading celebrities
- Investing in IT infra to build digital platforms and create a connect with the channel partners

PERFORMANCE



^{*}Computed on the basis of extrapolated quarterly sales to annualized numbers

PERFORMANCE



- 41 Environment
- 42 Sustainability
- 43 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



Action **Impact** Our products are made of 100% natural fibre and we Hygienic products and reduced environmental use recyclable packaging impact Many suppliers manufacture exclusively for us Consistent product quality and employment generation Manufacturing locally and maximising local sourcing Boosting local economy and well-being in the society Embedding sustainability and circularity across the Including sourcing sustainable raw materials, value chain manufacturing processes, supply chain and waste management Social commitment includes sustainability and Including sustainable raw materials; enhanced workforce management and greater community reach inclusive growth Lux Industries Limited

42

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 ₹ 1.25 Cr has already been spent.

Built the Saraswati Sishu Mandir School at Bali (Murshidabad)

Contributed ₹ 1.5 crores to Dhanuka Dhunseri Foundation for promotion of Chess activities

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

Developed one Operation Theatre at Tata Medical Center by contributing ₹ 2.50 crore including infrastructure and medical equipment's

Safe Harbor

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