



# PEARL GLOBAL INDUSTRIES LIMITED

**INVESTOR PRESENTATION**

June 2015

Private & Confidential

## SAFE HARBOR STATEMENT

*This presentation and the following discussion may contain “forward looking statements” by Pearl Global Industries Limited (“Pearl Global” or “PGIL”) that are not historical in nature. These forward looking statements, which may include statements relating to future results of operations, financial condition, business prospects, plans and objectives, are based on the current beliefs, assumptions, expectations, estimates, and projections of the management of Pearl Global about the business, industry and markets in which it operates.*

*These statements are not guarantees of future performance, and are subject to known and unknown risks, uncertainties, and other factors, some of which are beyond Pearl Global’s control and difficult to predict, that could cause actual results, performance or achievements to differ materially from those in the forward looking statements. Such statements are not, and should not be construed, as a representation as to future performance or achievements of Pearl Global. In particular, such statements should not be regarded as a projection of future performance of Pearl Global. It should be noted that the actual performance or achievements of the company may vary significantly from such statements.*

## THE GLOBAL APPAREL SOURCING LANDSCAPE HAS BECOME HIGHLY COMPLEX & CHALLENGING

### STIFF CHALLENGES FOR LEADING APPAREL BRANDS & RETAILERS

Shortening fashion  
innovation timelines

Highly volatile & uncertain  
market demand

Pressure to offer  
omnichannel retail  
experience

Increasing  
internationalisation &  
regional differentiation

Environmental, social &  
regulatory compliance  
& quality issues

Inelastic apparel prices &  
rising production costs

Fluctuating raw material  
& freight costs

Emergence of  
new sourcing markets

### CRITICAL SUCCESS DETERMINANTS

1. Faster Response to Highly Dynamic Apparel Market
2. Low Cost & Highly Efficient Apparel Production Process

**Consolidation in Apparel Sourcing Strategy with focus on  
fewer garment suppliers offering highly efficient & integrated supply solutions  
- Designs & Product Variety, Logistics, Robust SKU Systems & Technology**

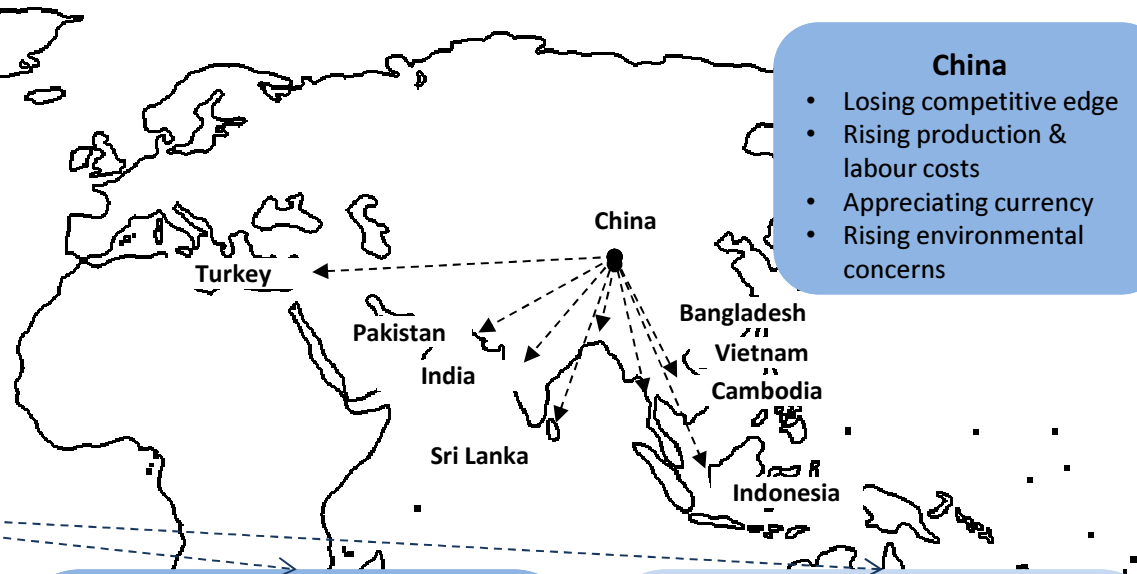
## LONG TERM SHIFT IS BEING WITNESSED IN THE GLOBAL APPAREL SOURCING MARKET

Global apparel sourcing market is witnessing a shift from China to other low cost Asian countries primarily Bangladesh, India and Indonesia

Pearl Global has manufacturing presence in leading sourcing nations like India, Bangladesh and Indonesia.

### China

- Losing competitive edge
- Rising production & labour costs
- Appreciating currency
- Rising environmental concerns



### Bangladesh

- 2<sup>nd</sup> largest exporter after China
- Apparel exports – 80% of total exports, 76% of GDP
- EU - 58%, US - 23%, Canada - 5%
- Major products – Knitwears, basic shirts, jackets & trousers
- Strong industry backward linkages
- Low cost production
- Duty-free & quota-free access to major markets like EU, Canada, Australia, Japan

### India

- 4<sup>th</sup> largest apparel exporter
- Apparel exports – 4.3% of total exports
- US – 24%, UK - 12%, Japan - 11%
- Highly varied skill-sets and product variety across wovens & knitwears
- Vertically integrated textile value chain
- Low labour costs, stable political scenario, abundant raw material availability

### Indonesia

- 6<sup>th</sup> largest apparel exporter
- Apparel exports – 4.2% of total exports
- US - 36%, EU - 16%, Japan - 5%
- Highly skilled craftsmanship & unmatched quality across wovens & knitwears
- Vertically integrated textile value chain
- Low labour costs, stable political scenario, raw material availability, strict labour regulations

## PEARL GLOBAL IS FAVOURABLY ESTABLISHED IN THE FAST EVOLVING GLOBAL APPAREL SOURCING MARKET

### Multi-Product Offerings

- One-stop shop offering wide variety of products across wovens & knitwears.
- Value addition offerings like embroidery, hand work, bead work, tie & dye designs, printing, garment washing & dyeing etc.

### Vertically Integrated Manufacturing

- In-house setups of backend activities like embroidery, washing, handwork.
- Strategic tie-ups with various cotton and rayon fabric mills.

### Approved Vendor to Global Brands

- Approved vendor to leading brands and retailers e.g. GAP, Ralph Lauren, Kohl's, Macy's, Ann Taylor, Next etc.
- Strong relationship of around 10-15 years with Gap, Macy's and Kohl's.

### Multi-Location Presence

- Well-diversified and de-risked manufacturing base located in India, Bangladesh, Indonesia.
- Factories are fully compliant & approved by customers.

### Strong Design Capabilities

- In-house design team of 75 designers.
- Design teams located in Hong Kong, India, Indonesia.

### Strong Quality Check & Systems

- SAP ERP software installed to monitor operations & performance indicators.
- One of the lowest rejection ratio of 2-3%.
- 3<sup>rd</sup> party certifications from Intertek, SGS and Bureau Veritas.

**WHY IS  
PEARL GLOBAL  
"PREFERRED  
LONG TERM VENDOR"**

## WHY PEARL GLOBAL?

### GARMENT EXPORT BUSINESS

- ONE OF THE LARGEST ORGANISED GARMENT EXPORTERS IN INDIA.
- MULTI COUNTRY OPERATION PARTNER TO GLOBAL RETAILERS.
- ONLY INDIAN GARMENT PLAYER WITH DIVERSIFIED MANUFACTURING BASE - INDIA, BANGLADESH AND INDONESIA.

### E-COMMERCE BUSINESS

- VISION TO PROVIDE INTERNATIONAL FASHION CLOTHING TO INDIAN CONSUMER AT BEST POSSIBLE PRICES.
- HIGHER MARGIN BUSINESS OF ONLINE APPAREL RETAILING.
- INSIGHTS INTO TRENDING GLOBAL FASHION (THROUGH ITS EXISTING GARMENT BUSINESS PRESENCE).

### ASSET LIGHT BUSINESS ROBUST BALANCE SHEET

- LOW LEVERAGE WITH NET DEBT/EQUITY OF 0.2X AS OF FY15.
- STRONG CASH BALANCE OF RS 944 MN AS OF FY15.
- ASSET LIGHT & HIGHLY SCALABLE BUSINESS MODEL.
- NON-CORE ASSETS (LAND BANK) WHICH CAN BE USED FOR FUTURE EXPANSION OR MONITISATION.

# DISCUSSION SUMMARY

- **About Us** **08 – 10**
- **Key Sustainable Advantages** **12 – 17**
- **Understanding the Business Model** **19 - 22**
- **Capacity Expansion Plan** **24**
- **Balance Sheet – Non-Core Assets** **26**
- **Future Growth Opportunity – E-Retail Initiative “SBUYS”** **28 – 34**
- **Q4 & FY15 Results and Business Outlook** **36 – 39**
- **Annexure** **42**
  - **Scheme of Arrangement Post De-Merger**



## ABOUT US: COMPANY OVERVIEW

### Business Overview

- The erstwhile business of Pearl Global consisted of manufacturing, trading, marketing & distribution and exports of readymade garments.
- The Company decided to segregate its global marketing, sourcing & distribution business from its garment manufacturing business. The Scheme of Demerger of M/s PDS Multinational Fashions Limited from M/s PGIL was approved by Hon'ble High Court at Delhi on May 13, 2014.
- The existent company is purely engaged in manufacturing and exports of readymade garments.

### Multi-Location Multi-Product Capabilities

- Well-diversified and de-risked manufacturing base across India, Indonesia and Bangladesh.
- Capacity of around 5 million garments per month (including own and outsourced facilities).
- Broad product range - knits, woven and bottoms (basic and complex designs) across men, women and kids wear segments.

### Strong Global Clientele

- Single preferred vendor meeting various product requirements of its customers. This further enables it to expand its business from existing customers.
- Global Clientele - 21 retailers with major thrust in USA and Europe, e.g. GAP, Banana Republic, Kohl's, Macy, Ralph Lauren, Tom Tailor, Next, to name a few.

### SBUYS New E-Retail Initiative

- Forward integration into online fashion apparel retailing under the brand "SBUYS".
- Offer in-house online retail portal "SBUYS.IN".
- Leverage leading online retail platforms like Flipkart, Snapdeal, Jabong, Myntra, Fashion and You, Hopscotch, Amazon etc.

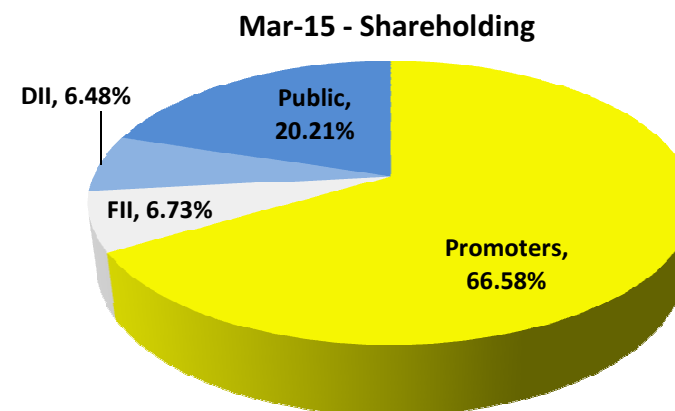


## ABOUT US: SHAREHOLDING STRUCTURE

Shareholding %	Mar-15	Dec-14	Sep-14	Jun-14
Promoters	66.58%	66.58%	66.58%	66.58%
FII	6.73%	5.42%	4.32%	3.51%
DII	6.48%	6.60%	6.63%	6.63%
Public	20.21%	21.40%	22.47%	23.28%
Total No. of Shares (Mn)	21.66	21.66	21.66	21.66

Market Data	As on 03.07.15 (BSE)
Market capitalization (Rs Mn)	4,673
Price (Rs.)	215.7
No. of shares outstanding (Mn)	21.66
Face Value (Rs.)	10.0
52 week High-Low (Rs.)	166.3 – 283.8

Key Institutional Investors at Mar-15	% Holding
Premier Investment Fund	4.94%
GIC of India	1.18%
LIC of India	1.09%



## ABOUT US: BOARD OF DIRECTORS

<b>Mr. Deepak Seth</b> <i>Chairman</i>	<ul style="list-style-type: none"> <li>• Economics Graduate from St. Stephens College, Delhi University, MBA from Jamanalal Bajaj Institute of Management Studies, Mumbai, India.</li> <li>• He is an active member of the Apparel Export Promotion Council of India.</li> <li>• He was awarded the “Udyog Ratna” Award by the Haryana Govt. in 2006 for his entrepreneurial skills.</li> </ul>
<b>Mr. Pulkit Seth</b> <i>Managing Director</i>	<ul style="list-style-type: none"> <li>• Bachelor of Business Management from Leonard N. Stern School of Business, University of New York, USA.</li> <li>• He has over 8 years of experience in the apparel industry.</li> <li>• He has been overseeing the domestic &amp; overseas operations of the company and has played an important role in streamlining business processes and enhancing relationships with leading retailers in the U.S.</li> </ul>
<b>Mrs. Shefali Seth</b> <i>Director</i>	<ul style="list-style-type: none"> <li>• Bachelor of Science in Business Administration from University of Bradford, U. K.</li> <li>• She is having international experience in trading, marketing of readymade garments and knowledge of Southeast Asia region for over two years.</li> </ul>
<b>Mr. Vinod Vaish</b> <i>Director</i>	<ul style="list-style-type: none"> <li>• Bachelor of Science and Long Logistics &amp; Management.</li> <li>• He had been in the Indian Navy for 28 years at various levels in various capacities and has achieved in-depth knowledge of all aspects of Administration and Logistics Management.</li> <li>• He has been conferred President Gold Medal for overall outstanding best officer in Naval Academy.</li> </ul>
<b>Mr. S.B. Mohapatra</b> <i>Independent Director</i>	<ul style="list-style-type: none"> <li>• Master in Arts degree from Delhi University.</li> <li>• He joined the Indian Administrative Services in 1967 and retired in 2004.</li> <li>• He served as Secretary, Ministry of Textiles; Special Secretary, Ministry of Home Affairs; Additional Secretary and Finance Advisor, Ministry of Commerce and Director General of Foreign Trade.</li> <li>• He was also Managing Director of Industrial Development Corporation, Orissa.</li> </ul>
<b>Mr. Anil Nayar</b> <i>Independent Director</i>	<ul style="list-style-type: none"> <li>• B. Tech. in Mechanical Engineering from IIT, Kanpur and MBA from IIM, Ahmedabad.</li> <li>• He has over 33 years experience in the area of Corporate Strategy, Corporate Restructurings, Structured Finance, and HR Initiatives.</li> </ul>
<b>Mr. Chittranjan Dua</b> <i>Independent Director</i>	<ul style="list-style-type: none"> <li>• Masters Degree in Economics from Delhi School of Economics.</li> <li>• He has been a practicing advocate for over 32 years and has vast experience in Corporate Laws, Merger &amp; Amalgamation, Public Issues, Corporate Structuring, infrastructure projects, International trade &amp; taxation.</li> </ul>
<b>Mr. Rajendra Aneja</b> <i>Independent Director</i>	<ul style="list-style-type: none"> <li>• Master of Management Studies with an Advanced Management Programme at Harvard Business School.</li> <li>• He has 32 years of robust business management experience in Multinational and family businesses, in Asia, Latin America, Middle East.</li> <li>• He has also been the CEO of a large Retail Business in Middle East handling about 75 large retail outlets in fashion, cosmetics, electronics goods, in the Middle East, Far East countries.</li> </ul>

# DISCUSSION SUMMARY

- About Us 08 – 10
- **Key Sustainable Advantages 12 – 17**
- Understanding the Business Model 19 - 22
- Capacity Expansion Plan 24
- Balance Sheet – Non-Core Assets 26
- Future Growth Opportunity – E-Retail Initiative “SBUYS” 28 – 34
- Q4 & FY15 Results and Business Outlook 36 – 39
- Annexure 42
  - Scheme of Arrangement Post De-Merger



# KEY SUSTAINABLE ADVANTAGE: MULTI-COUNTRY MANUFACTURING PRESENCE

## LONG TERM PREFERRED VENDOR TO LEADING GLOBAL APPAREL BRANDS

### Global Manufacturing Facilities & Capabilities



#### INDIA

- Core centre for cotton fabrics.
- Specialization in handmade wovens & knitwears.
- Strong industry backward linkages.
- Easy availability of low cost labour, abundant raw material supply and stable political scenario .



#### BANGLADESH

- Core centre for knitwears.
- Large and highly skilled apparel workforce.
- Most competitive cost structure.
- Strong industry backward linkages.
- Excellent quality stitching and garment washing capabilities.



#### INDONESIA

- Core for cotton & synthetic fabrics.
- Highly skilled craftsmanship.
- Faster lead time than Bangladesh.
- Strong industry backward linkages.
- Low labour costs, stable political scenario, raw material availability, strict labour regulations.

#### Strategic advantage:

- Flexible, wide-range and cost-effective apparel sourcing solutions.
- Suppliers' risk diversification and access to different skill-sets for customers through the multi-location presence.
- Culturally attuned with the labour workforce and operating conditions.
- Capability to offer comprehensive apparel portfolio with diverse design and fashion requirements.

# KEY SUSTAINABLE ADVANTAGE: VERTICALLY INTEGRATED MANUFACTURING

## VERTICALLY INTEGRATED MANUFACTURING CAPACITY

Location	Products	Factories	Machines	Total Capacity Mn Pieces / Month
North India	Woven Soft Sep	2	1,800	0.65
Indonesia	Woven Soft Sep	2	1,100	0.35
South India	Woven Soft Sep	4	1,100	0.25
Bangladesh	Woven Soft Sep	1	400	0.20
<b>Total Woven Soft Separates</b>		<b>9</b>	<b>4,400</b>	<b>1.45</b>
North India	Knits	1	1,100	0.60
Bangladesh	Knits	2	1,000	1.00
<b>Total Knits</b>		<b>3</b>	<b>2,100</b>	<b>1.60</b>
Bangladesh	Woven Bottoms	1	1,000	0.30
Bangladesh	Woven Bottoms	1	1,000	0.30
<b>Total Woven Bottoms</b>		<b>2</b>	<b>2,000</b>	<b>0.60</b>
<b>Grand Total</b>		<b>14</b>	<b>8,500</b>	<b>3.65</b>

### EFFECTIVE SUPPLY CHAIN MANAGEMENT

- Strategic tie-ups with dyeing mills in Bangladesh.
- Strategic tie-ups with rayon and cotton fabric mills (1.0Mn yards/month) in North India.

### HIGH QUALITY PROCESSING INFRASTRUCTURE

- In-house hand-work setup in North India.
- One of the largest in-house embroidery capacity with 500 installed heads in North India and another 100 installed heads in Bangladesh.
- In-house washing capacity 50,000 pcs/day in North India & 35,000 pcs/day in Bangladesh.
- Garment dyeing facility with a capacity of 10,000 pcs/day in Bangladesh.

**All facilities are fully compliant with local health, safety & labour regulations.  
All facilities are approved by top retailer customers.**

# KEY SUSTAINABLE ADVANTAGE: MULTI-PRODUCT OFFERINGS

**MULTI-LOCATION PRESENCE PROVIDES AN COMPETITIVE EDGE TO MEET THE COMPLEX & DIVERSE PRODUCT DESIGN REQUIREMENTS OF THE LEADING GLOBAL RETAILERS**

Pearl Global’s Diverse Presence and Product Specialisations		Garment manufacturing skills are highly region specific
Region	Product Offering Specialization	
India - Rajasthan (Access through third parties)	➡ Handblock printing, hand embroidery, bead work	
India - NCR, Delhi	➡ High fashion cotton knitwear & wovens	
India - Bangalore & Chennai	➡ Basic & fashion wovens & knitwear	
Bangladesh	➡ Knitwears, basic shirts, jackets, bottom weights	
Indonesia	➡ High fashion polyester knitwear & wovens	

**Pearl Global’s value addition offerings:**

- Machine and handmade embroidery, hand work, bead work, tie & dye designs, printing, garment washing, garment dyeing etc.

KEY SUSTAINABLE ADVANTAGE: APPROVED VENDOR TO GLOBAL BRANDS



ANN TAYLOR

NORDSTROM



BANANA REPUBLIC



GANT

Bershka



celio\*

Target Australia

## KEY SUSTAINABLE ADVANTAGE: STRONG DESIGN CAPABILITIES

### STRONG EMPHASIS ON IN-HOUSE DESIGN & PRODUCT DEVELOPMENT

- Dedicated in-house design team of 75 designers located in Hong Kong, India and Indonesia.
- The design teams continually shop markets all over the world and visit all the globally renowned fashion and textile fairs to collect design ideas.
- The design teams are well-equipped to serve the global brands from concept boards to customers.
- New design ideas from marketing people, closer to buyers, which are located in Hong Kong, London, USA and Germany.
- Focus has been on creating brand specific product designs to generate and accelerate business opportunities for the global brands and retailers.





## KEY SUSTAINABLE ADVANTAGE: STRONG QUALITY CHECK & SYSTEMS

### COMMITMENT TO LEAN PROCESSES, HIGH PRODUCTIVITY AND QUALITY COMPLIANCE

- All manufacturing units are using SAP, an integrated ERP software system, to run day to day operations and monitor key performance indicators.
- System integration has created important checks and balances, resulting in accurate material ordering and complete analysis of customer and seasonal requirements.
- One of the lowest rejection ratio of 2% – 3%.
- 3<sup>rd</sup> party certifications from leading global inspection and quality check companies like Intertek, SGS and Bureau Veritas.
- Regular quality check inspections from customers.
- Fully compliant with all regulations and quality assurance standards like ISO, 5S and Citipac.



# DISCUSSION SUMMARY

- **About Us** 08 – 10
- **Key Sustainable Advantages** 12 – 17
- **Understanding the Business Model** 19 - 22
- **Capacity Expansion Plan** 24
- **Balance Sheet – Non-Core Assets** 26
- **Future Growth Opportunity – E-Retail Initiative “SBUYS”** 28 – 34
- **Q4 & FY15 Results and Business Outlook** 36 – 39
- **Annexure** 42
  - **Scheme of Arrangement Post De-Merger**

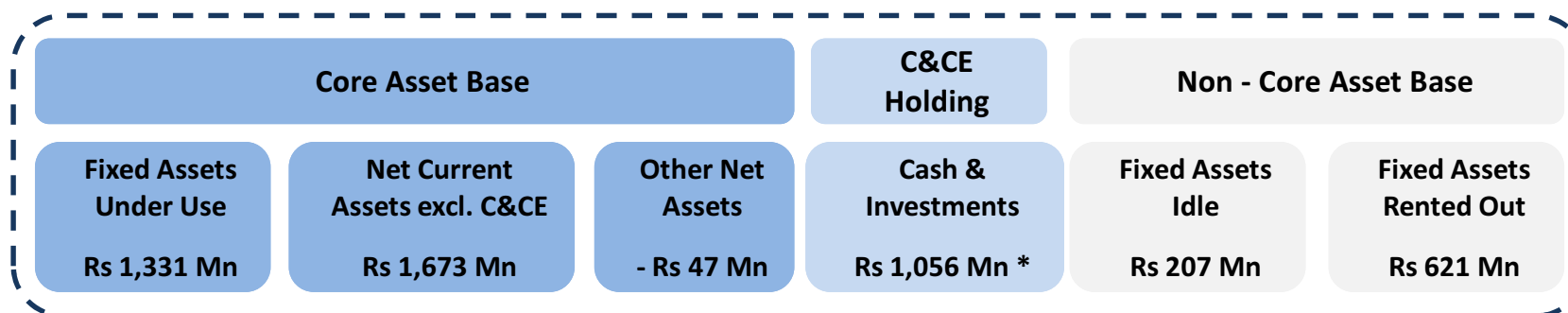


# UNDERSTANDING THE BALANCE SHEET

Total Capital Employed – Rs 4,841 Mn

Net Debt – Rs 611 Mn

Net Debt / Equity – 0.2x



## Understanding the balance sheet:

- Around 83% of the total capital employed forms part of the core business.
- Rs 621 Mn of asset base (13 acres of land & building) is rented to third parties, yielding a rent of Rs 76 Mn in FY14.
- Rs 207 Mn of asset base (15.4 acres of land & building) is lying idle or vacant, which can be either used for future business expansion or can be monetised.

\* Rs 390.6 Mn cash balance was in support to LCs

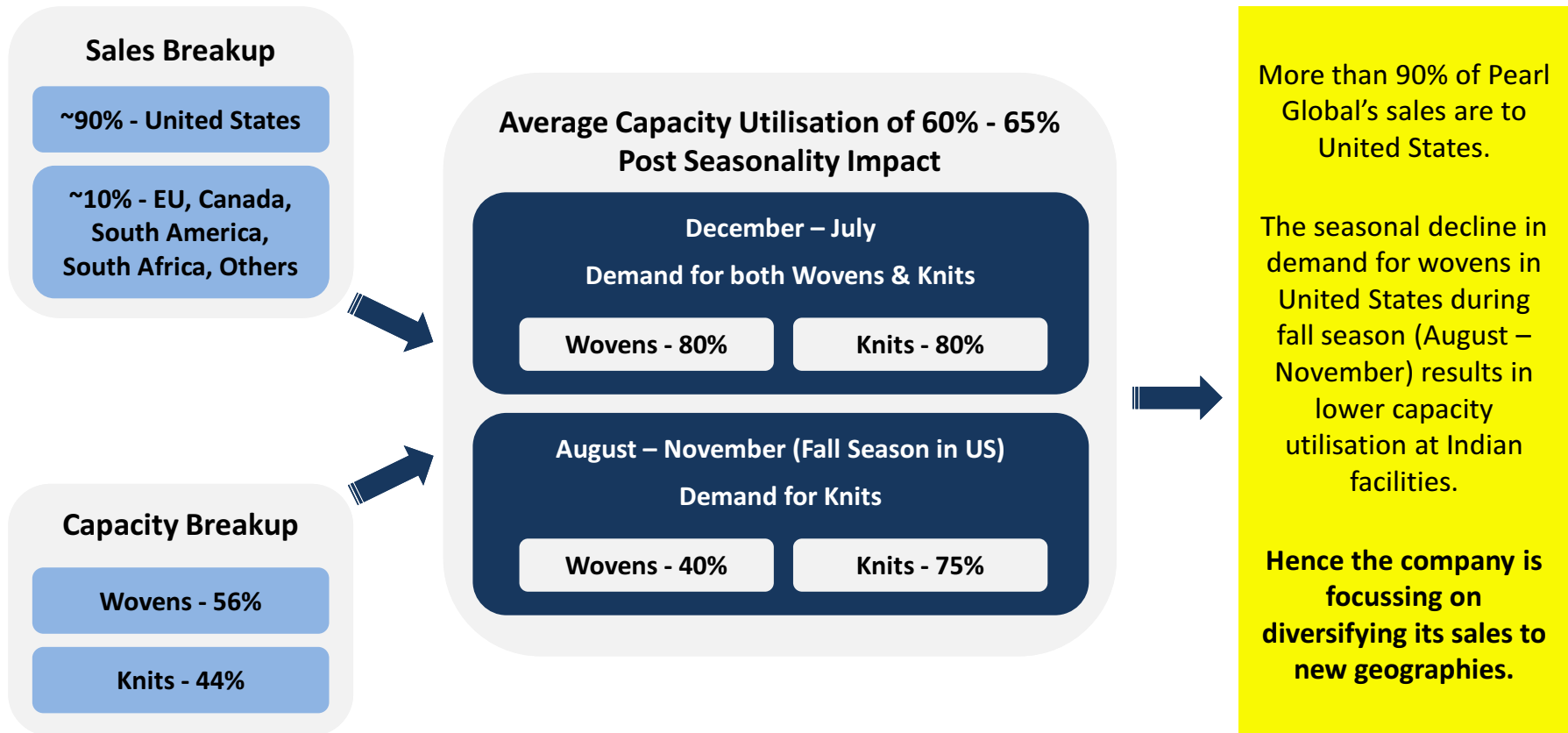
# UNDERSTANDING THE PROFITABILITY IN CORE BUSINESS

## PROFITABILITY IN CORE BUSINESS

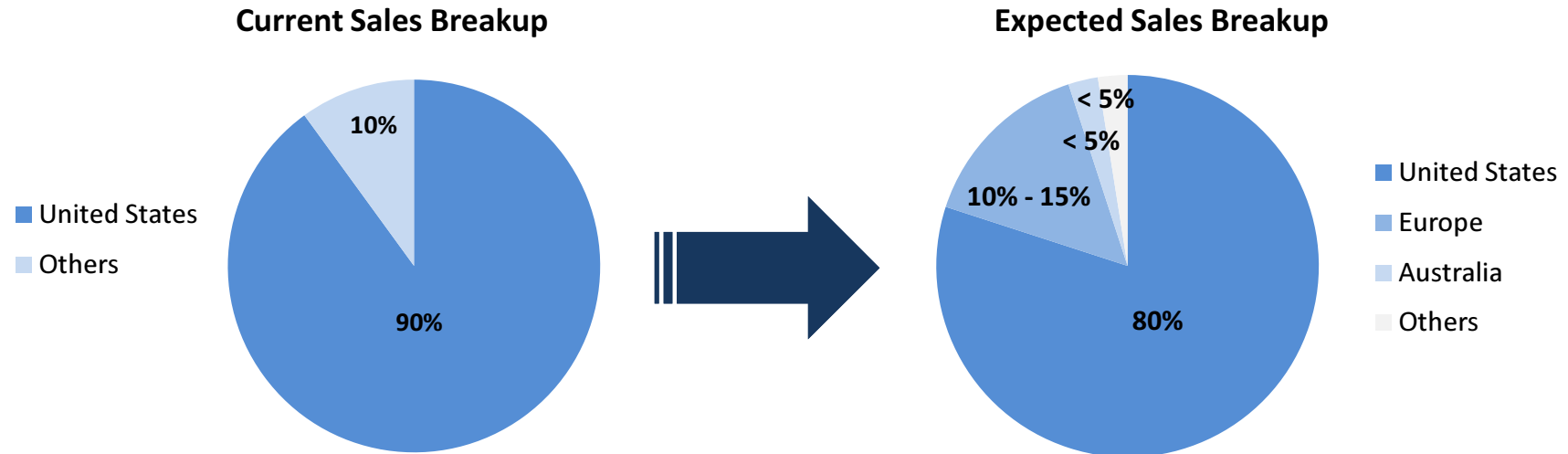
<b>Total Production (Mn Pieces)</b>	<b>30.3</b>
Average Realisation (Rs / Piece)	338.3
<b>Total Revenues (Rs Mn)</b>	<b>10,237</b>
Other Income (Interest on Fixed Deposits against LCs)	104
Cost of Fabric (52% of Sales)	5,364
Processing, Shipping & Other Expenses (13% of Sales)	1,331
Manufacturing Cost (29% of Sales)	2,989
<b>EBITDA</b>	<b>658</b>
<b>EBITDA Margin %</b>	<b>6.4%</b>
Depreciation	159
<b>EBIT</b>	<b>499</b>
Total Capital Employed	4,841
Capital Employed in Core Business	4,013
<b>ROCE on Core Business %</b>	<b>12.4%</b>
<b>Cash Adjusted ROCE on Core Business %</b>	<b>14.9%</b>

- The garment manufacturing business operates at modest operating margins.
- The price and realisations are majorly determined by the customers (global brands and retailers).
- Managing the labour & operating conditions is critical.
- At current capacity utilisation
  - Pearl global makes ~6.4% EBITDA margin.
- **With increasing capacity utilisation, benefits of positive operating leverage will improve the EBITDA margin and return ratios.**

# UNDERSTANDING THE SEASONALITY IMPACT ON CAPACITY UTILISATION



## FOCUS ON IMPROVEMENT IN CAPACITY UTILISATION



### Capacity Rationalisation through diversification into new geographies:

- Currently, ~90% of sales are accounted by US which experience seasonal decline in sales during fall season (Aug-Nov).
- Focus on diversifying into other geographies like Australia which have opposite climate conditions, compared to US, during Aug-Nov period.
- Focus to add new customers in other markets like UK, Germany, Canada, Mexico, Chile, South Africa.

# DISCUSSION SUMMARY

- About Us 08 – 10
- Key Sustainable Advantages 12 – 17
- Understanding the Business Model 19 - 22
- **Capacity Expansion Plan 24**
- Balance Sheet – Non-Core Assets 26
- Future Growth Opportunity – E-Retail Initiative “SBUYS” 28 – 34
- Q4 & FY15 Results and Business Outlook 36 – 39
- Annexure 42
  - Scheme of Arrangement Post De-Merger



# CAPACITY EXPANSION PLAN

## CAPACITY EXPANSION PLAN

Particulars	Current Capacity	Capacity Expansion		Capacity Post Expansion
	FY14	Feb - 2015	FY16	FY16
No. of Machines	8,500	500	800	9,800
Capacity (Mn Pieces/Month)	3.65	0.18	0.26	4.09
Location	India (41.1%) Bangladesh (49.3%) Indonesia (9.6%)	Bangalore	Chennai	India (47.4%) Bangladesh (44.0%) Indonesia (8.6%)
Incremental Capex		Land – On Rent Machinery – Rs 62.6 Mn	Land (4.5 acres) – Rs 35 Mn Building – Rs 106.6 Mn Machinery – Rs 66.3 Mn	<b>Total Capex Requirement Rs 270.5 Mn</b>

## INCREMENTAL RETURN ON INVESTMENT

Incremental Capacity (Mn Pieces / Yr)	5.28
% Capacity Utilisation	70%
<b>Incremental Revenues (Rs Mn)</b>	<b>1,294</b>
<b>EBITDA</b>	<b>97</b>
<b>EBITDA Margin %</b>	<b>7.5%</b>
Depreciation	12
<b>EBIT</b>	<b>85</b>
Incremental Capex (Rs Mn)	271
Working Capital (70 days)	248
<b>Total Capital Employed</b>	<b>519</b>
<b>ROCE %</b>	<b>16.3%</b>

### RATIONALE:

- The company is planning to add capacity in Bangalore and Chennai to –
  - Reduce its business risk by diversifying its operations across North & South of India.
  - Take advantage of skilled labour (especially women workers) without any union issues, relatively lower wages and expertise in wovens.
- The expanded capacity will also help the company to respond to the improving demand for apparels in the global markets.



# DISCUSSION SUMMARY

- About Us 08 – 10
- Key Sustainable Advantages 12 – 17
- Understanding the Business Model 19 - 22
- Capacity Expansion Plan 24
- **Balance Sheet – Non-Core Assets 26**
- Future Growth Opportunity – E-Retail Initiative “SBUYS” 28 – 34
- Q4 & FY15 Results and Business Outlook 36 – 39
- Annexure 42
  - Scheme of Arrangement Post De-Merger



## BALANCE SHEET – NON-CORE ASSETS

### ASSET BASE – RENTED TO THIRD PARTIES

Particulars	Area (Acres)	Land (Rs Mn)	Building (Rs Mn)	Total (Rs Mn)	Rent per Year (Rs Mn)
Plot No 10, Sector-5, GC Bawal, Haryana	9.87	58	211	269	23
Plot No.51, Sector 32, Gurgaon **	1.00	8	147	155	37
21/13, Naraina, Delhi	0.29	6	13	20	5
597/603, Bhiwadi	1.14	2	13	15	2.5
A-3, Naraina, Delhi	0.20	1	1	2	3
A-8, Naraina, Delhi	0.16	70	10	80	2.5
A-9, Naraina, Delhi	0.16	70	10	80	2.5
<b>Total</b>	<b>12.86</b>	<b>215</b>	<b>405</b>	<b>621</b>	<b>76</b>

\*\* 58.6% rented. Remaining area occupied by corporate office of Pearl Global

### ASSET BASE – VACANT

Particulars	Area (Acres)	Land (Rs Mn)	Building (Rs Mn)	Total (Rs Mn)
Plot No 10A, Sector-5, GC Bawal, Haryana	3.92	86	0	86
Narsingpur	0.88	16	17	33
Tirupur	1.80	11	0	11
K-61, Sipcot, Chennai	5.00	5	0	5
D-6, Phase II, MEPZ, Chennai	3.56	0	44	46
D-6, Phase III, MEPZ, Chennai	0.28	0	28	29
<b>Total</b>	<b>15.45</b>	<b>118</b>	<b>89</b>	<b>207</b>

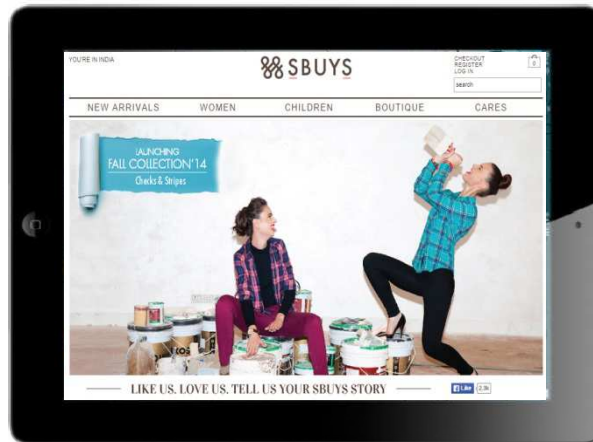
# DISCUSSION SUMMARY

➤ About Us	08 – 10
➤ Key Sustainable Advantages	12 – 17
➤ Understanding the Business Model	19 - 22
➤ Capacity Expansion Plan	24
➤ Balance Sheet – Non-Core Assets	26
➤ <b>Future Growth Opportunity – E-Retail Initiative “SBUYS”</b>	<b>28 – 34</b>
➤ Q4 & FY15 Results and Business Outlook	36 – 39
➤ Annexure	42
➤ Scheme of Arrangement Post De-Merger	



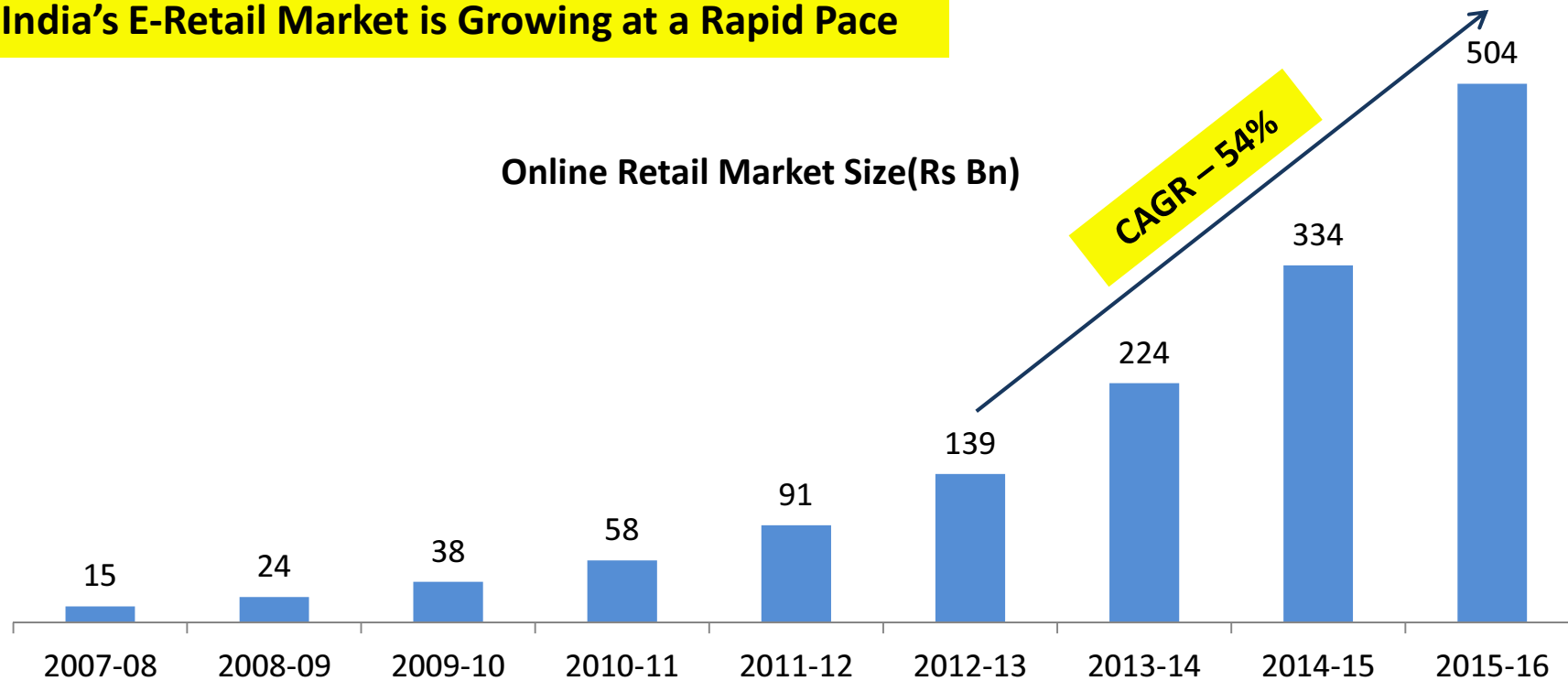
# FUTURE GROWTH OPPORTUNITY – E-RETAIL INITIATIVE “SBUYS”

**Pearl Global  
has forward integrated into  
online fashion apparel retailing  
under the brand “SBUYS”**



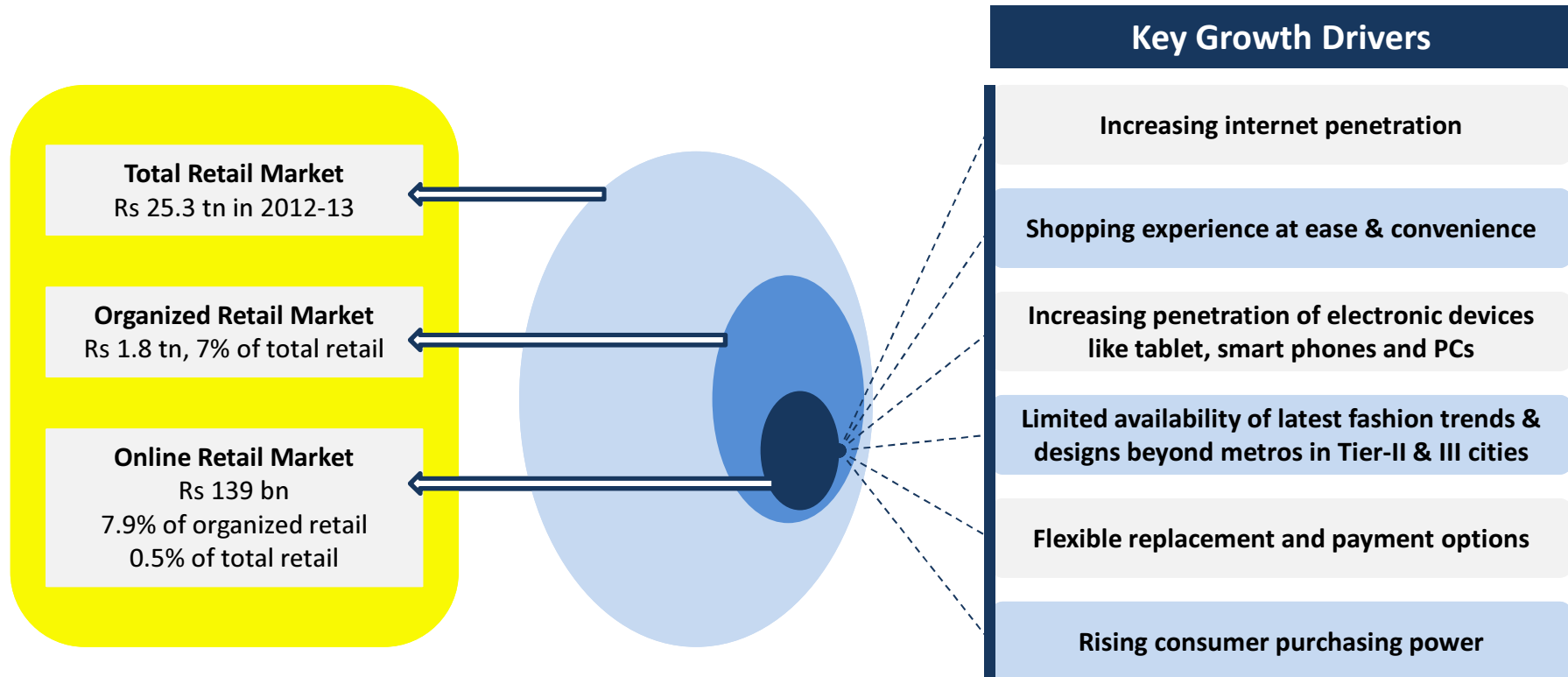
# INDIA IS WITNESSING A E-RETAIL BOOM

## India's E-Retail Market is Growing at a Rapid Pace



Source: e-tail eats into Retail, CRISIL Report, Feb 2014

# STRONG POTENTIAL FOR HIGHER E-RETAIL PENETRATION IN INDIA



Source: e-tail eats into Retail, CRISIL Report, Feb 2014

# PEARL GLOBAL – E-RETAIL STRATEGY

## Business Growth Opportunity

- Forward integration into online fashion apparel retailing under the brand “SBUYS”.
- Online retailing is a high-growth space and offers strong potential to build a business model with healthy margin profile.

## Business Rationale

- Leverage its strong knowledge & understanding of fashion apparels –
  - Multi-location presence & multi-product expertise.
  - In-house design team.
  - Strong global apparel brand relationships.
  - Early insights into latest global apparel trends and designs across womenswear and kidswear segments.
- Offer international fashion clothing to Indian consumers at best possible prices.

## Business Strategy

- Offer in-house online retail portal “SBUYS.IN”.
- Leverage Tie-Ups with leading online retail platforms like Flipkart, Snapdeal, Jabong, Myntra, Fashion and You, Hopscotch, Amazon etc.

# SBUYS – BRAND VISIBILITY

- Strategic Tie-Ups: Myntra, Snapdeal, Fashion and You and Hopscotch
- Strategic Tie-Ups under process: Flipkart, Jabong, Amazon.

The image displays two e-commerce websites, Myntra and Snapdeal, showcasing the Sbuys brand. The Myntra page on the left features a search bar, navigation menu, and a filter sidebar with categories like Tops, Dresses, Skirts, and Shirts. It lists 98 items for Sbuys, including a White Printed Shift Dress (Rs. 699, 30% off), a Grey Melange Fit & Flare Dress (Rs. 949, 50% off), a Black & White Striped Skirt (Rs. 799, 30% off), and a Women Grey Melange Top (Rs. 499, 30% off). The Snapdeal page on the right shows search results for 'sbuys' with filters for Size (L, M, S, XL, XS), Brand (Sbuys, 34 items), Price (Rs. 649 - Rs. 1449), Discount % (0-10, 34 items), and Color (Black, White). It displays items such as a Sbuys Gray Cotton Front Open Top (Rs. 949), a Sbuys White Solid Poly Cotton Top (Rs. 1049), and a Sbuys Black Sequence Work Cotton Top (Rs. 949).



# SBUYS – FASHIONS & DESIGNS



# SBUYS – MARKETING CAMPAIGNS

**Want to be in  
Cosmopolitan Magazine?**  
Here's your chance to be a supermodel!



Presenting the  
**face**  
of  
**SBUYS.in**  
contest

TOP 3 WINNERS WILL APPEAR IN SBUYS.IN ADS IN COSMOPOLITAN MAGAZINE 7 OTHERS WIN GEETANJALI VOUCHERS



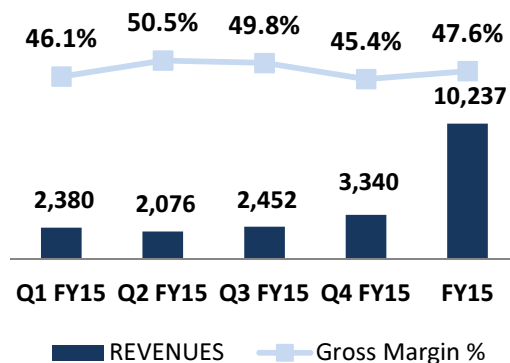
# DISCUSSION SUMMARY

- **About Us** 08 – 10
- **Key Sustainable Advantages** 12 – 17
- **Understanding the Business Model** 19 - 22
- **Capacity Expansion Plan** 24
- **Balance Sheet – Non-Core Assets** 26
- **Future Growth Opportunity – E-Retail Initiative “SBUYS”** 28 – 34
- **Q4 & FY15 Results and Business Outlook** 36 – 39
- **Annexure** 42
  - **Scheme of Arrangement Post De-Merger**

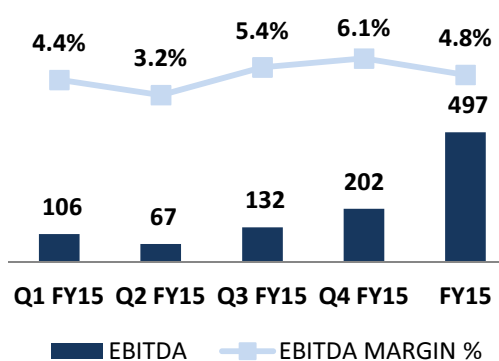


# Q4 FY15 & FULL YEAR FY15 RESULTS HIGHLIGHTS

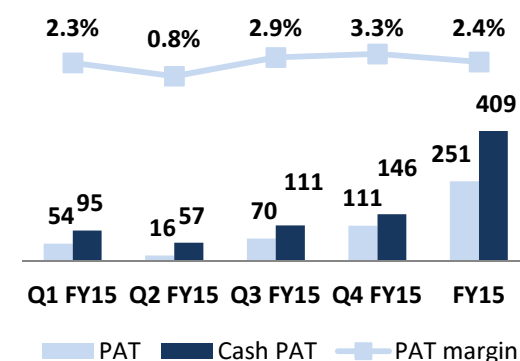
## REVENUES



## EBITDA & EBITDA MARGIN %



## PAT & PAT MARGIN %



- Q4 FY15 Revenues increased by 36.2% QoQ driven by robust demand and improved capacity utilisation. Gross margins declined by 444 bps QoQ.
- Q4 FY15 EBITDA increased by 53.5% QoQ. EBITDA Margin increased by 68 bps QoQ to 6.1% driven by higher capacity utilisation resulting into improved operating leverage, increased operating efficiency and productivity.
- Q4 FY15 PAT increased 57.5% QoQ due to robust increase in sales and efficient cost control. This was partially offset by increased tax rate. PAT Margin increased by 45 bps QoQ.
- The company shows improved visibility on business front through its robust order book and expects to sustain growth along with improved margins over coming quarters.
- Interest cost is minimal due to low leverage. Cash profit continues to remain healthy.

In Rs Mn

## Q4FY15 & FULL YEAR FY15 – CONSOLIDATED PROFIT & LOSS STATEMENT

The consolidated results are not comparable as the previous period numbers are not restated to reflect the demerger of company's SDM business.

Particulars in Rs Mn	Q4 FY15	Q3 FY15	QOQ %	FY15
<b>Total Sales</b>	<b>3,339.9</b>	<b>2,451.9</b>	<b>36.2%</b>	<b>10,237.4</b>
Cost of Goods Sold	1,824.2	1,230.4	48.3%	5,363.9
<b>Gross Profit</b>	<b>1,515.7</b>	<b>1,221.5</b>	<b>24.1%</b>	<b>4,873.5</b>
<i>Gross Margin %</i>	<i>45.4%</i>	<i>49.8%</i>	<i>-444 bps</i>	<i>47.6%</i>
Employee Expenses	451.3	449.7	0.3%	1,661.3
Other Expenses	862.0	639.9	34.7%	2,715.7
<b>EBITDA</b>	<b>202.4</b>	<b>131.8</b>	<b>53.5%</b>	<b>496.5</b>
<i>EBITDA Margin %</i>	<i>6.1%</i>	<i>5.4%</i>	<i>68 bps</i>	<i>4.8%</i>
Depreciation	35.8	40.9	-12.5%	158.5
Other Income	76.8	51.4	49.5%	240.5
Exceptional items	-2.3	0.2	-1299.0%	-1.4
<b>Profits Before Interest and Taxes</b>	<b>241.1</b>	<b>142.5</b>	<b>69.1%</b>	<b>577.1</b>
Interest Expense	63.9	53.3	19.8%	234.9
<b>Profits Before Taxes</b>	<b>177.2</b>	<b>89.2</b>	<b>98.6%</b>	<b>342.1</b>
Taxes	73.9	19.0	288.5%	99.0
<i>Tax rate</i>	<i>41.7%</i>	<i>21.3%</i>	<i>2039 bps</i>	<i>28.9%</i>
<b>Profits After Tax Before Minority Interest</b>	<b>103.3</b>	<b>70.2</b>	<b>47.1%</b>	<b>243.1</b>
Minority Interest	7.4	0.1	12634.5%	7.6
<b>Profits After Tax</b>	<b>110.7</b>	<b>70.2</b>	<b>57.5%</b>	<b>250.7</b>
<i>PAT Margin %</i>	<i>3.3%</i>	<i>2.9%</i>	<i>45 bps</i>	<i>2.4%</i>
EPS (Rs)	5.11	3.24	57.7%	11.57

## FY15 – CONSOLIDATED BALANCE SHEET STATEMENT

The consolidated results are not comparable as the previous period numbers are not restated to reflect the demerger of company's SDM business.

Particulars in Rs Mn	FY15	Particulars in Rs Mn	FY15
<b>Non-current assets:</b>		<b>Share Holders' Funds:</b>	
<b>Fixed assets</b>	<b>2,076.2</b>	Equity share capital	216.6
<b>Goodwill on consolidation</b>	<b>83.2</b>	Reserves and Surplus	2,957.6
Non-current investments	0.5	<b>Total of Shareholder funds</b>	<b>3,174.3</b>
Long-term loans and advances	431.8	<b>Minority interest</b>	<b>98.4</b>
Other non-current assets	36.2	<b>Non-current liabilities:</b>	
Trade Receivables	15.5	Long term Borrowings	138.9
Deferred Tax Assets	27.3	Deferred tax liabilities (Net)	-
<b>Total non-current assets</b>	<b>511.3</b>	Long Term Provisions	46.8
<b>Current assets:</b>		Other Long-term Liabilities	413.3
Inventories	1,747.7	<b>Total of Non-current liabilities</b>	<b>599.0</b>
Trade receivables	1,193.2	<b>Current liabilities:</b>	
Current Investments	111.8	Short-term borrowings	1,459.9
Cash and bank balances	944.0	Trade payables	1,658.2
Short-term loans and advances	389.2	Other current liabilities	292.1
Other Current Assets	285.8	Short-term provisions	60.6
<b>Total Current Assets</b>	<b>4,671.7</b>	<b>Total of Current liabilities</b>	<b>3,470.8</b>
<b>Total Assets</b>	<b>7,342.5</b>	<b>Total Equity &amp; Liabilities</b>	<b>7,342.5</b>

# BUSINESS OUTLOOK

## Preferred Vendor to Global Brands & Retailers

- Multi-product offerings, multi-location diversified & vertically integrated manufacturing base, strong design capabilities and strong quality compliance systems.

## Asset Light & Scalable Business Model

- High operational flexibility & scalability as the manufacturing operations can be quickly scaled up / down in response to changing apparel demand scenario.
- Optimal capacity utilisation can generate high ROCE.

## Focus on Improvement in Capacity Utilisation

- Capacity Rationalisation through diversification into new geographies:
- Focus on diversifying into other geographies like Australia, UK, Germany, Canada, Mexico, Chile, South Africa.

## Capacity Expansion Plan

- Expansion plan to add capacities in Chennai and Bangalore over FY16-17.
- Diversify business risk and capitalise on improving global apparel demand.

## Future Growth Opportunity E-Retail Initiative "SBUYS"

- Forward integration into online fashion apparel retailing under the brand "SBUYS".
- Leverage strong knowledge of fashion apparels and offer latest trends and designs across womenswear and kidswear segments.

FOR ANY FURTHER QUERIES PLEASE CONTACT -

THANK YOU



Mr. Raj Chawla  
Chief Finance Officer  
Pearl Global Industries  
Email – [rajkumar.chawla@pearlglobal.com](mailto:rajkumar.chawla@pearlglobal.com)  
Contact No – +91 8447594225

DICKENSON**SEAGULL**IR

Mr. Ammeet Sabarwal / Mr. Nilesh Dalvi  
IR Consultant  
Email – [ammeet.sabarwal@dickensonir.com](mailto:ammeet.sabarwal@dickensonir.com)  
[nilesh.dalvi@dickensonir.com](mailto:nilesh.dalvi@dickensonir.com)  
Contact No – +91 9819576873 / 9819289131





# **ANNEXURE**

## SCHEME OF ARRANGEMENT POST DE-MERGER

Pearl Global Industries Limited operates across three business streams –

- Manufacturing
- Marketing & Distribution
- Sourcing of garments through subsidiaries

Till recently, the Company operated (through its subsidiaries) with two distinct business segments:

- **Manufacturing and Merchant Trade**

Manufacturing – through facilities in Bangladesh, India and Indonesia.

Merchant Trade – Indian office procures orders from customers and outsources them to own/third party factories in Bangladesh, and Indonesia.

- **Sourcing Marketing and Distribution (SDM)**

Vast marketing network spread across Hong Kong, United States and UK which procures orders from the customers and outsources them entirely to third-party manufacturers. It also has facilities handling apparels processing and distribution in the US and UK.

- **Post the Scheme of Arrangement of the Company with PDS Multinational Fashions Limited, the SDM business of the Group stands divested into PDS as on May 13, 2014.**
- **PDS Multinational Fashions Limited issued six fully paid up equity shares of Rs. 10 to the shareholders of Pearl Global Industries Ltd for every five fully paid up equity shares of Rs. 10 each held, amounting to Rs. 259.9 Mn on June 5, 2014.**
- **PDS Multinational Fashions Limited thus ceased to be a subsidiary of Pearl Global and accordingly its Q1 & Q2 FY15 results are not consolidated with the results of Pearl Global.**