DOLLAR
WEAR THE CHANGE

01-11-2021

BSE Limited **Phiroze Jeejeebhoy Towers,** **Dalal Street,** **Mumbai – 400 001** **Scrip Code :541403**	**The Secretary,** **National Stock Exchange of India Ltd.,** **Exchange Plazza, C-1, Block 'G',** **Bandra-Kurla Complex, Bandra (E),** **Mumbai – 400 051.** **Symbol - DOLLAR**

Dear Sir(s),

Reg: Presentation to be made at Analyst / Institutional Investor meet (Earning Call)

Further to our intimation dated 23.10.2021 regarding Schedule of Analyst/ Institutional Investor Meet (Earning Call) and pursuant to Regulation 30(6) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, we are enclosing a copy of presentation to be made on the financials and other matters of the Company at the aforesaid Meet on 01.11.2021.

This may please be informed to all the concerned.

Thanking You,

Yours faithfully,

For Dollar Industries Limited

DOLLAR INDUSTRIES LTD. KOLKATA 700 071

Abhishek Mishra
Company Secretary

Encl: As above

DOLLAR
WEAR THE CHANGE

DOLLAR INDUSTRIES LTD

Q2FY22 INVESTOR PRESENTATION

Refer to Disclaimer at end

CORE TOPICS

1 About Us

- Vision & Mission
- Background; Our Journey
- Our Network / Our Strengths
- Value Chain & Manufacturing Facilities

2 Brand Portfolio

- Brand Evolution
- Brand Summary
- Our Brands

3 Quarter Performance

- Key highlights for the quarter
- Financial highlights for the quarter

4 Growth Pillars; Lakshya

- Transformation Changes
- Our 3 Growth Pillars
- Project Lakshya Updates
- Joint Venture with Pepe Jeans, London

5 Annual Financial Highlights

- Profit & Loss; Ratios
- Balance Sheet
- Working Capital Ratios
- Other Key Ratios

6 Annual Operational Highlights

- Domestic vs Exports
- Zone wise contribution
- Brand wise contribution

7 Management Team

- Our Founder
- Management Team
- Our Professional Team

8 ESG Framework

- Environment efforts
- Social efforts
- Governance aspects

VISION & MISSON

Vision

Dollar in everyone's life

MEDIUM TERM VISION

We aspire to metamorphize the company into an aspirational brand by offering premium and super premium products.

LONG TERM VISION

It is to emerge as a complete brand and distribution company present across multiple categories of fashion wear – from innerwear to garments.

GOAL

To be a ₹ 2,000-crore revenue company by FY2024-25.

Mission

- To emerge as India's leading and most-loved innerwear brand.
- To make fashionable yet affordable outerwear and innerwear.
- To provide our customers with a high quality product.
- To reach out to customers conveniently (modern trade and e-commerce).
- To invest in highly productive and energy efficient manufacturing facilities.
- To outperform industry standards in terms of profitability.
- To enhance the lives of people centred around Dollar.
- To achieve high governance standards.

BACKGROUND

49
Years of Industry Experience

Established by Shri Dindayal Gupta in 1972 as Bhawani Textiles

Commissioned a 4MW solar power plant generating 75 lakhs power units annually

Dollar revamped it's Brand Identity and introduced the new Brand Architecture in the year 2020

1000+ Distributors

1 Lac+ Retailers

1000+
Strength of our Distribution Network

13+
Countries Export Presence

Only company in India with a fully integrated, state-of-the art production unit

Invested in an effluent treatment plant with zero liquid discharge

Highest selling Indian innerwear and knitwear brand in the UAE and Middle East

Received Times Business Award, Kolkata for 'Best in Men's Hosiery', 2019

1 Lac+
Strength of our Retail Network

8.95 MW
Green energy generation

Evolved into one of India's leading knitwear manufacturing company

Installed 4 windmills of 4.95MW generating approx. 70 lakhs units of power annually

Akshay Kumar and Chitrangada Singh signed up as brand ambassadors

Project "Lakshya" being implemented successfully across states

4
Manufacturing Facilities

OUR JOURNEY

1972-73
Started as Bhawani Textiles under the leadership of Shri Dindayal Gupta

1994-95
Dollar begins export to Middle East and Other Countries

2004-05
Roped in Salman Khan as brand ambassador of Dollar Club. Received National Award in "Best Brand Category" and "Excelence in Men's Innerwear by CMAI

2007-08
Rebranded as Dollar Industries Ltd. Bestowed the National Award in the "Excellence in Men's Innerwear" category by CMAI

2008-09
Bestowed the National Award in "Excellence in Men's Innerwear" and "Best Brand category by CMAI

2009-10
Roped in Akshay Kumar as Brand Ambassador of Dollar Bigboss. Bestowed with the National Award in "Excellence in Men's Innerwear" category by CMAI for 3rd time in a row.

2014-15
Widened its presence across 29 Indian States

- Started an election campaign #UngliUthanaFitHaiBoss
- Started Project Lakshya to increase reach and range in the market
- Received Times Business Award, Kolata for "Best in Men's Hosiery" 2019
- Graced with ET's Most Promising Brand Award
- Shri Dindayal Gupta, Chairman Emeritus conferred with WBHA "Hall of Fame" Award, 2020

- Revamped Brand Identity by introducing a new Brand Logo and Architecture
- Launched new TVCs for Men & Women section
- Launched a new range of Anti Viral products featuring masks for men and women and Innerwear for Men
- Commissioned a 4 MW Solar Power Plant as part of "Green Mission"
- **FIRST EBO LAUNCHED in OCTOBER 2021**

2019-20

DOLLAR WEAR THE CHANGE

2020-21

BSE EXPERIENCE THE NEW

- Shares listed on BSE on 7th June 2018
- Launched Pepe Jeans Innerwear Fashion in October 2018 in parts of South India

2018-19

Pepe Jeans LONDON

Dollar

2015-16

Established >80,000 MBOs across India.
Emerged as the highest-selling Indian innerwear brand in Middle East.
Carved out 15% share of the branded innerwear market Brands Force NXT and Missy introduced.

2016-17

- Entered the MRT & E-Commerce segments
- Secured 2% of overall revenues from Force NXT within a year of its launch.
- Widened its Missy and Bigboss Dollar range.

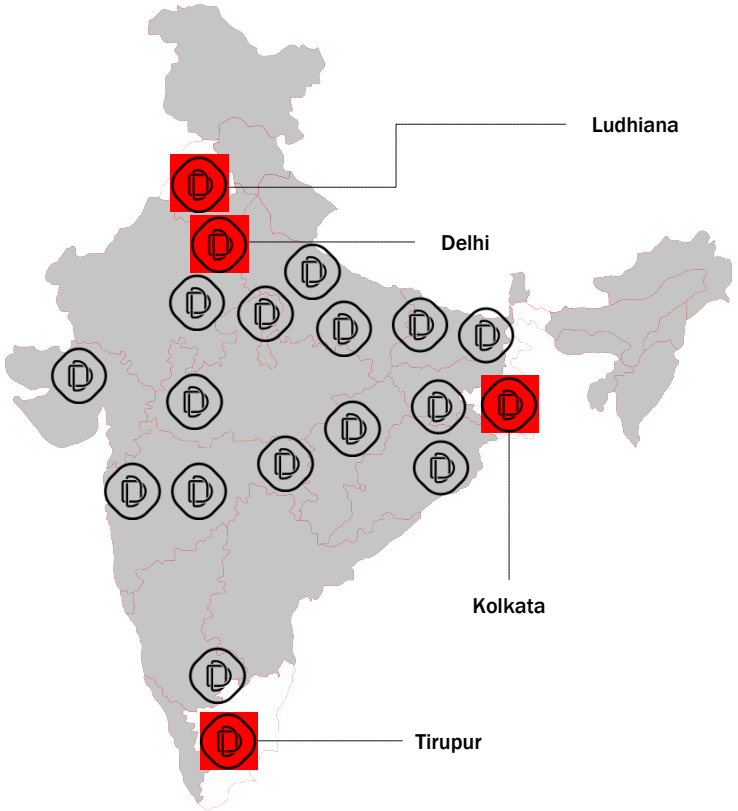
2017-18

NSE

- Shares listed on NSE on 21 April 2017
- **PEPE Jeans and Dollar Joint Venture in August 2017** to manufacture premium range of products in India, for both adults and kids.

OUR NETWORK

Domestic Network



Manufacturing facilities

Branch Network

International Network

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

Disclaimer : Maps are not to scale

OUR STRENGHTS

SENSIBLE INVESTMENTS IN MANUFACTURING ASSETS DISTINGUISH ITS PRODUCTS FROM ITS PEERS

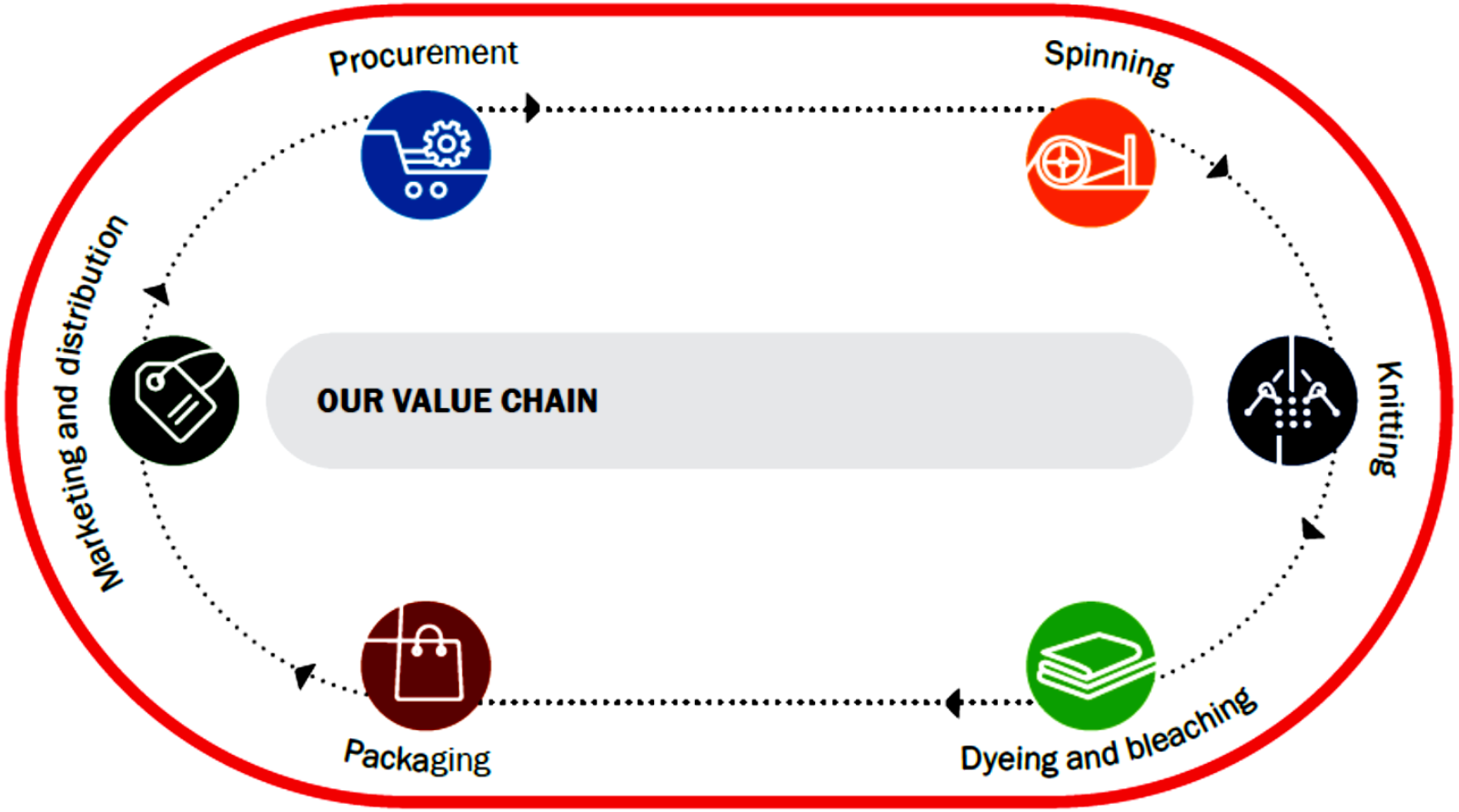
YOUNG ASSET QUALITY HELPING US TO REAP MULTIPLE BENEFITS

** Aggressively working on optimizing off-take*

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

MANUFACTURING FACILITES

VALUE CHAIN


Procurement
Spinning
Knitting
Dyeing and bleaching
Packaging
Marketing and distribution
OUR VALUE CHAIN

MANUFACTURING CAPABILITIES

SPINNING

- The Company manufactures 100% cotton combed quality yarn in different count ranges.
- Raw material is sourced from India and abroad.
- The raw material used is fine quality fibre with lowest possible contamination.
- Spinning machines: Blow and carding machine equipped with vital (foreign material detector) attachment - from Trutzschler and Trumac.
- Ne 20s to 40s single yarn is produced with average monthly output of 400 tonnes.

KNITTING

- Dollar's knitted fabric range includes a wide variety of fabrics such as single jersey, pique and fleece.
- Knitting machines: Machines from Mayer and CIE, Terrort, Smart and Unitex.
- In-built monthly capacity of 300 tonnes and sourcing of 300 tonnes.

DYEING & BLEACHING

- The Company's processing division is complete with latest automation and lab equipment.
- Dyeing and Bleaching using eco-friendly dyes and chemicals is a part of processing.
- Processing machines: Machines from Salvos, MCS, Bianco, Strahm, Corino and Fongs.
- Installed capacity of monthly 400 tonnes.

PRODUCTION CAPACITY

- Our operations include Cotton Procurement, Research & Development, Stitching and Packing.
- Dollar's Elastic production capacity is 25 Lakh metres per month.
- We also have a cutting capacity of 3 Lakh pieces per day.

MANUFACTURING FACILITIES

SPINNING

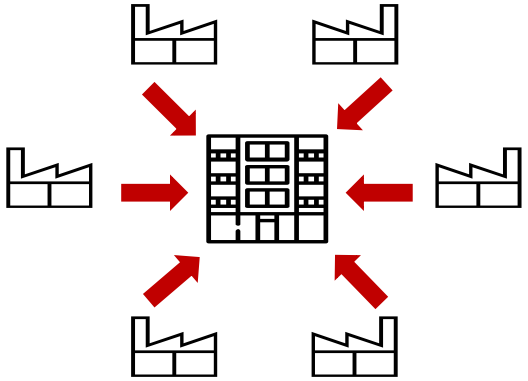
KNITTING

DYEING & BLEACHING

DYEING SALVOS

CAPEX PLANS

Integrated Warehouse



Total Planned Investments	FY21	FY22	FY23
Rs 50 crore	Rs 12 cr	Rs 22 cr	Rs 16 cr
Targeted Completion: FY2023			

Note: Land for the same is already in our gross block

Benefits to be derived from this effort

- ❑ Single point warehouse in West Bengal.
- ❑ Operational Efficiencies.
- ❑ Savings in rental and other overheads w.r.t. multiple warehouses.
- ❑ Sharp reduction in wastages, pilferage & damages.
- ❑ Strong internal controls over inventory, productivity, quality and efficiency.
- ❑ Assistance to fast track Project Lakshya distribution and related ERP efforts

Brownfield Expansion of Spinning Capacity

22,000 to 42,000 spindles

Total Planned Investments	FY21	FY22	FY23
Rs 65 crore	-	Rs 20 cr	Rs 45 cr
Targeted Completion: FY2023			

Note: Land for the same is already in our gross block

Benefits to be derived from this effort

- ❑ Irregular supply of yarn since last 18 months impacting production schedules
- ❑ Enhancing capacity will ensure regular supply of yarn, thereby ensuring smooth production process
- ❑ Maintain quality of yarn desired for our products
- ❑ Continuous production thereby ensuring no stock outs within the company or with dealers and distributors.
- ❑ Assist in our efforts to provide quality products at reasonable prices.
- ❑ 400 TPM of in house yarn capacity will increase to 600-700 TPM post this expansion.

BRAND EVOLUTION
&
BRAND PORTFOLIO

BRAND EVOLUTION

1972

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

1990

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

2005

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

2010

Actor Akshay Kumar came on board as brand ambassador. The revamped identity was truly Fit Hai Boss!

2020

The mnemonic D stands for Dollar, for Dynamism and for the Determination to be a part of every millennial Indian closet

OUR BRANDS

DOLLAR WEAR THE CHANGE

DOLLAR MAN

DOLLAR WOMAN

DOLLAR JUNIOR

DOLLAR ALWAYS

DOLLAR THERMALS

DOLLAR PROTECT

Standalone Brands

FORCE NXT

RKG®

FORCE GO WEAR

Club™

DOLLAR MAN

DOLLAR MAN | BIGBOSS | J-CLASS | ATHLEISURE

DOLLAR WOMAN

DOLLAR WOMAN | MISSY

Leg wears

Casual wear

Camisoles

Panties

Socks

DOLLAR JUNIOR

DOLLAR JUNIOR | CHAMPION

T-shirts

Bermudas

Trousers

Socks

DOLLAR ALWAYS

DOLLAR ALWAYS | LEHAR

Vests Briefs

Trunks Panties

Socks Camisoles

DOLLAR THERMALS

DOLLAR WEAR THE CHANGE

DOLLAR THERMALS | WINTERCARE

Thermal V-necks

Thermal trousers

Long camisoles

Short camisoles

Socks

FIRST EBO LAUNCHED

- First EBO inaugurated in October 2021.
- EBO setup at Ayodhya, Uttar Pradesh.
- EBO setup in FOFO model (Franchisee Owned Franchisee Operated).
- Targeting to open 8-10 EBOs in FY22.
- Initial EBOs to be launched in Uttar Pradesh and Rajasthan.

QUARTER PERFORMANCE HIGHLIGHTS

QUARTER HIGHLIGHTS

Revenue
52%

EBITDA
74%

Net Profit
84%

Channel Finance Tied up

EBITDA%
15.9%

PAT%
10.6%

1st EBO Launched

50%
Lakshya DBs

KEY HIGHLIGHTS

Highest ever Revenue, EBITDA & PAT

In spite of challenges faced in Q1FY22, the company has achieved highest ever growth in Q2. Revenue, EBITDA and PAT have grown 51.8% , 73.8% and 84.4% respectively

Channel Financing

Company has entered into an agreement with a large private sector bank for channel financing with an aim to reduce overall receivables. All distributors will be brought under channel financing

First EBO inaugurated

Company inaugurated its first EBO in October 2021 at Ayodhya, Uttar Pradesh on a FOFO Model.

Will look to open 8-10 stores in FY22 across Uttar Pradesh and Rajasthan initially.

Project Lakshya Updates

- 1.5 lac estimated outlets mapped
- 42,451 of mapped outlets enrolled
- 6% of total revenue from Lakshya Distributors for H1FY22
- 91 distributors enrolled until end of September 2021

PROFIT & LOSS

Standalone (Rs lacs)

Particulars	2QFY22	1QFY22	2QFY21	Y-O-Y%	H1FY22	H1FY21	YoY%
Revenues	**39,067.45**	**20,458.34**	**25,739.44**	51.78	**59,525.79**	**41,684.68**	42.80
Other Income	33.19	91.40	53.41	-37.86	124.59	70.96	75.58
Net Income from operations	**39,100.64**	**20,549.74**	**25,792.85**	51.59	**59,650.38**	**41,755.64**	42.86
Materials consumed	17,905.51	7,748.97	10,110.59	77.10	25,654.48	17,340.58	47.94
Subcontracting charges	7,664.28	4,606.01	5,785.95	32.46	12,270.29	8,251.43	48.71
Employee Cost	1,545.21	1,282.17	1,089.15	41.87	2,827.38	1,891.52	49.48
Other Expenses	5,783.93	3,287.56	5,239.76	10.39	9,071.49	7,821.76	15.98
Total Operating Expenses	**32,898.93**	**16,924.71**	**22,225.45**	48.02	**49,823.64**	**35,305.29**	41.12
EBITDA	**6,201.71**	**3,625.03**	**3,567.40**	73.84	**9,826.74**	**6,450.35**	52.34
EBITDA (%)	**15.86%**	**17.64%**	**13.83%**	+203 bps	**16.47%**	**15.45%**	+103 bps
Depreciation	402.44	383.23	347.98	15.65	785.67	681.92	15.21
Interest	165.03	136.62	226.54	-27.15	301.65	571.13	-47.18
Profit Before Tax	**5,634.24**	**3,105.18**	**2,992.88**	88.25	**8,739.42**	**5,197.30**	68.15
PBT Margin (%)	**14.41%**	**15.11%**	**11.60%**	+281 bps	**14.65%**	**12.45%**	+220 bps
Tax	1509.54	794.17	756.38	99.57	2303.71	1316.81	74.95
Profit After Tax	**4,124.70**	**2,311.01**	**2,236.50**	84.43	**6,435.71**	**3,880.49**	65.85
PAT Margin (%)	**10.55%**	**11.25%**	**8.67%**	+188 bps	**10.79%**	**9.29%**	+150 bps
Earnings Per Share (Rs)	**7.27**	**4.07**	**3.94**	84.43	**11.35**	**6.84**	65.85

~52%
Growth in Net Income

~74%
Growth in EBITDA

+84%
Growth in Net Profit

BALANCE SHEET

DOLLAR
WEAR THE CHANGE

Standalone (Rs lacs)

EQUITY & LIABILITIES	H1FY22	H2FY21
EQUITY		
(a) Equity Share Capital	1,134.32	1,134.32
(b) Other Equity	58,285.23	53,147.13
Total Equity	**59,419.55**	**54,281.45**
LIABLITIES		
Non-Current Liabilities		
(a) Financial Liabilities		
- Borrowings	142.91	230.76
- Lease Liabilities	151.54	205.05
(b) Provision	518.91	518.67
Deferred Tax liabilities (net)	-	-
Current Liabilities		
(a) Financial Liabilities		
- Borrowings	16,286.34	12,171.70
- Lease Liabilities	326.01	347.95
- Trade Payables – MSME	277.52	15.18
- Trade Payables	18,766.81	13,936.26
- Other Financial Liabilities	2,606.87	2,270.92
(b) Other Liabilities	277.59	341.46
(c) Provisions	5.70	11.55
Current Tax liabilities (Net)	732.11	-
TOTAL LIABILITIES	**40,092.31**	**30,049.50**
TOTAL EQUITY & LIABILITIES	**99,511.86**	**84,330.95**

ASSETS	H1FY22	H2FY21
NON-CURRENT ASSETS		
Property, Plant & Equipment	7,579.76	7,882.15
Capital Work-in-progress	2,574.50	1,466.60
Other intangible assets	7.73	3.68
Right of Use Assets	562.58	638.23
Investments in Joint Venture	692.00	1,000.00
Financial assets		
- Investments	62.00	62.00
-Loans	-	-
- Other financial assets	286.32	293.97
- Other assets	984.34	147.00
- Non current tax assets (net)	462.15	461.63
- Deferred Tax Assets (net)	145.87	109.30
	13,357.25	**12,064.56**
CURRENT ASSETS		
Inventories	41,885.32	33,394.70
Financial assets		
- Trade receivables	37,893.33	33,092.28
- Cash & Cash equivalents	833.20	696.87
- Bank Balances	33.54	33.35
- Loans	-	-
- Other Financial Assets	537.53	329.47
Other Assets	4,971.69	4,719.72
	86,154.61	**72,266.39**
TOTAL EQUITY & LIABILITIES	**99,511.86**	**84,330.95**

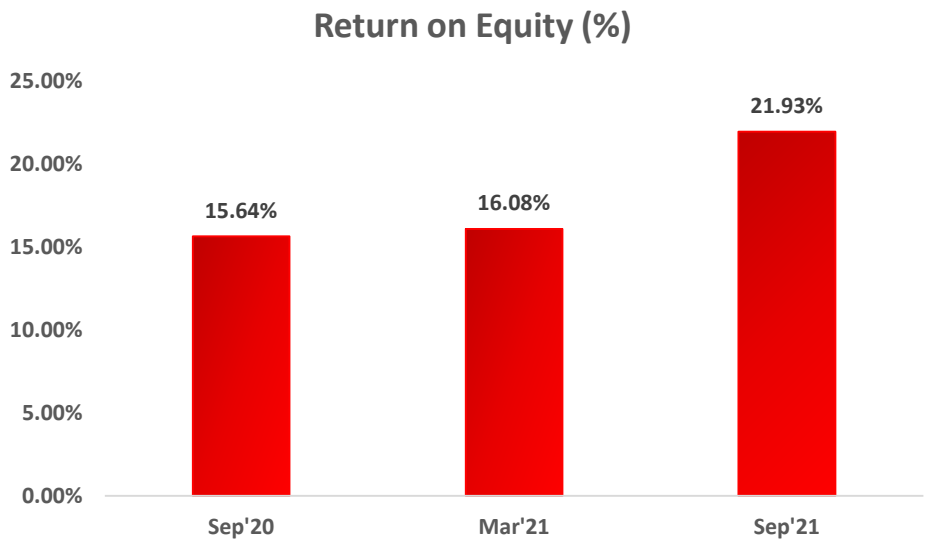
CASH FLOW STATEMENT

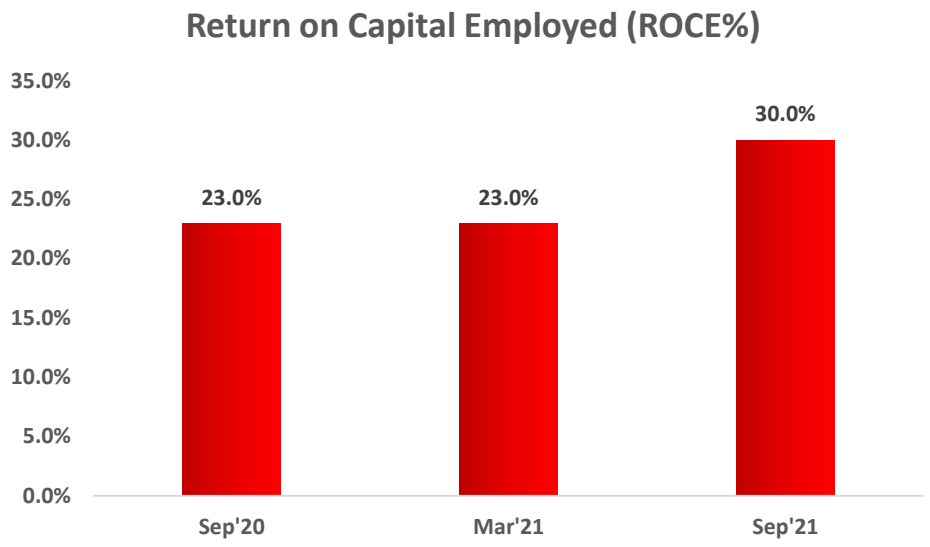
DOLLAR
WEAR THE CHANGE

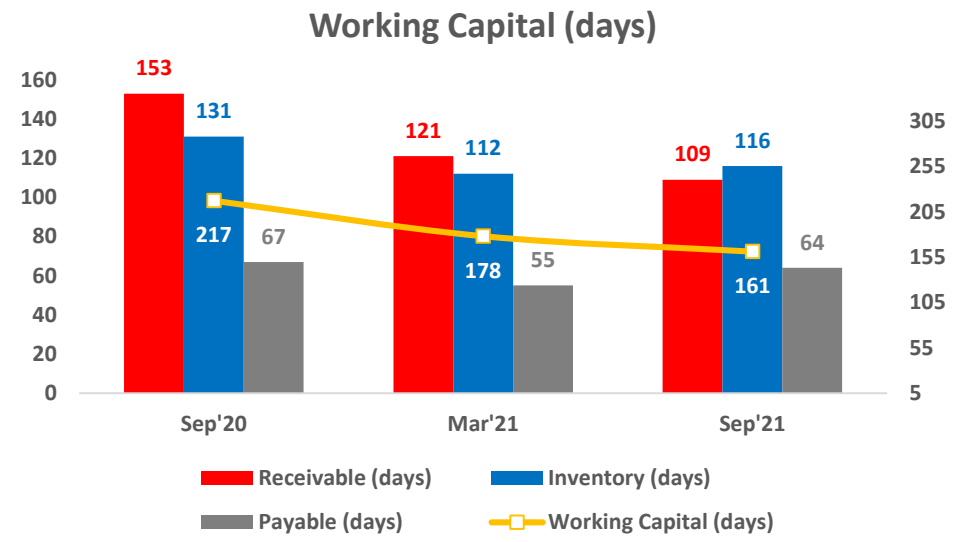
Standalone (Rs lacs)

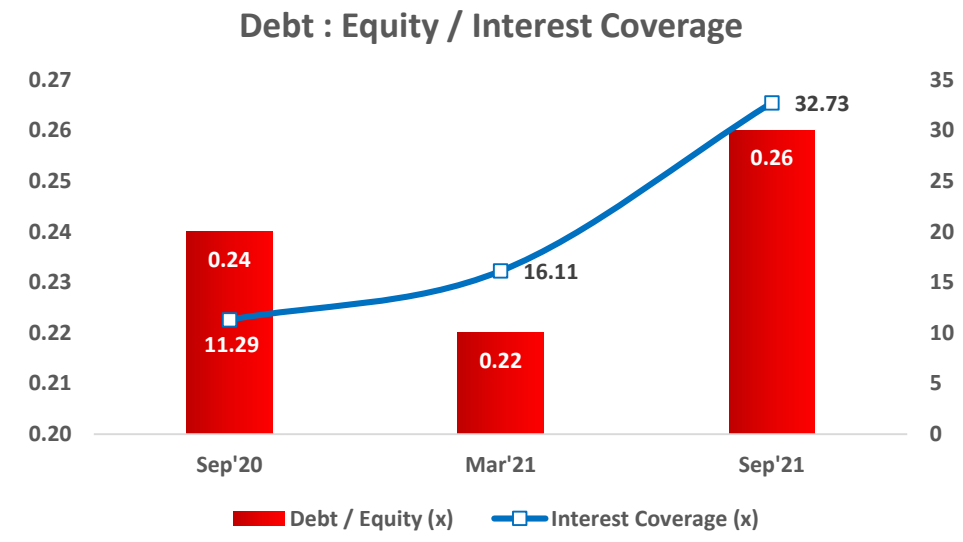
	H1FY22	H2FY21
Operating profit before working capital changes	10,243.35	14,368.96
Adjustments for working capital changes	-8,424.09	1,860.82
Income Tax Paid (net)	-1,630.08	-2,988.51
Net cash generated/(used in) from Operating Activities	**189.18**	**13,241.28**
Cash flow from Investing Activities		
Purchase of Property, plant and equipment including Capital WIP and Rights of Use	-2,230.54	-2,277.95
Purchase of intangible assets	-4.86	-1.66
Sale of Property, plant and equipment	7.75	6.62
Sale of Investments	-	0.03
Interest received	3.29	79.28
Net cash generated/(used in) Investing Activities	**-2,224.36**	**-2,193.68**
Cash flow from Financing Activities		
Proceeds from long term borrowings	-	41.09
Repayments of long term borrowings	-87.85	-141.40
(Repayments)/Proceeds from short term borrowings (net)	4,114.64	-8,541.12
Repayments of lease liabilities	-209.53	-422.24
Dividend paid	-1,361.19	-964.18
Tax on dividend paid	-	-
Interest paid	-284.56	-911.88
Net cash generated/(used in) in Financing Activities	**2,171.51**	**-10,939.73**
Net Increase/(Decrease) in Cash and Cash Equivalents (A+B+C)	**136.33**	**107.87**
Opening Cash and Cash Equivalents	**696.87**	**589.00**
Closing Cash and Cash Equivalents	**833.20**	**696.87**

KEY HALF YEARLY RATIOS









GROWTH PILLARS & PROJECT LAKSHYA UPDATES

TRANSFORMATIONAL CHANGES (1/2)

	WHERE WE "WERE"	WHERE WE "ARE"	WHERE WE "WILL BE"
BRAND ARCHITECTURE	Dollar	DOLLAR WEAR THE CHANGE	
INTEGRATED WAREHOUSING	6 warehouses in Kolkata.	Kick started the process of consolidating all warehouses into a single warehouse to build operational efficiencies.	Integrated warehouse by FY23.
DIGITIZATION	Push based sales model.	Auto Replenishments System & Distributor Management System being implemented	All Lakshya Distributors under ARS & DMS. After-Sales-Service app. Move from Oracle ERP to SAP HANA.
PROJECT LAKSHYA	51 distributors in 2 years.	Totally 91 distributors as of Sep 30, 2021. Added 40 distributors in H1.	125-150 distributors by end of FY22. 200-250 distributors by end of FY23.
MODERN RETAIL	2% of Revenue until FY21	3% of Revenue in H1FY22	4% of Revenue by end FY22 6% of Revenue by FY23

TRANSFORMATIONAL CHANGES (2/2)

	WHERE WE "WERE"	WHERE WE "ARE"	WHERE WE "WILL BE"
Receivables / Channel Finance	High receivables with Dealers & Distributors.	Company finalises discussion with a leading Private Bank for Channel Financing.	All Distributors to be brought under Channel Financing.
Market Penetration	Average 100 outlets per distributor.	Average 100 active outlets per distributor.	150-200 active outlets per distributor. Expand penetration to cover 50% of our distributors under Project Lakshya by FY24.
Supply Chain	Previously used to work on Push based model causing significant inventory pile up.	Moving to Replenishment Based model.	Increase in secondary sales which will lead to higher primary sales. Increase number of SKUs per distributor.
Revenue	Rs 1,040 crore in FY21.	Rs 595 crore in H1FY22.	Rs 2,000 crore by FY2024-25.
EBO	None.	First EBO inaugurated in October 2021.	8-10 EBOs in FY22.

GROWTH PILLARS

BRAND ARCHITECTURE

2010 – Akshay Kumar hired as brand ambassador

2020 – Logo redesigned to highlight mnemonic "D" for Dollar, Dynamism and Determinations

5 categories created – Male, Female, Kids, Value & Winter wear

Sub collections created under categories

MAN: Bigboss, J Class, Athleisure

WOMAN: MISSY – leg wears, casual wears, camisoles, Panties, Socks

JUNIOR: CHAMPION – Tshirt, bermudas, trousers, socks

ALWAYS: LEHAR – Vests, briefs, trunks, panties, socks

THERMALS: ULTRA & WINTERCARE – thermal v-necks, thermal trousers, long camisoles, short camisoles and socks

RESTRUCTURING THE DISTRIBUTION

WHAT ARE WE DOING?

- Replacing push model by replenishment model
- Assured & increased ROI of distributors
- Loyalty based programme for retailers
- Transactions order through tele calling services
- Retail servicing by sales officers in the field
- Real time visibility of sales

HOW?

- Mapping retail network in area allocated to distributor
- Enrolling retailer in Project Lakshya
- Supplies to distributors on replenishment model

EXPECTED OUTCOME

- Increased market penetration, primary sales and secondary sales
- Increase in Number of SKUs at distributor level
- Faster recovery of dues in retail channel

INVESTING IN DIGITIZATION

- Auto Replenishment Systems (ARS) and Distributor Management System (DMS) implemented at Lakshya distributors
- Work in progress for implementation of ARS at Supply Chain Level
- Implementation of after sales service app at retail level & activity tracker for sales team
- Road map planned to switch over from Oracle ERP to SAP
- Automated tele-calling solution through its user interface collects all past data of the retailers, which facilitates our tele-callers in providing a better customer experience, along with enhancing their productivity.

PROJECT LAKSHYA HIGHLIGHTS

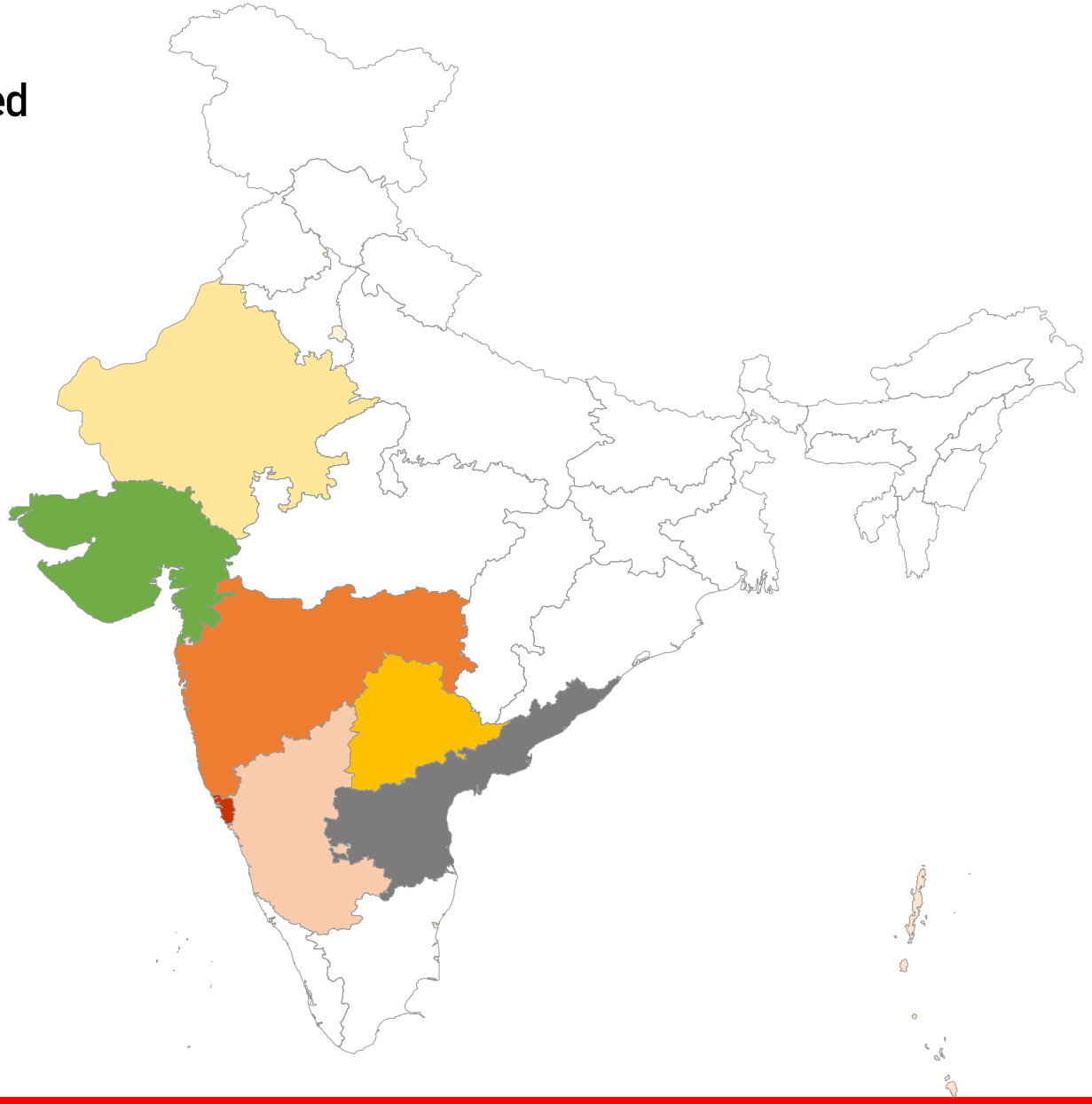
DOLLAR
WEAR THE CHANGE

1,52,071
Outlets Mapped

42,451
Total Outlets Enrolled

3,117
Pin codes Mapped

1,713
Pin codes Enrolled



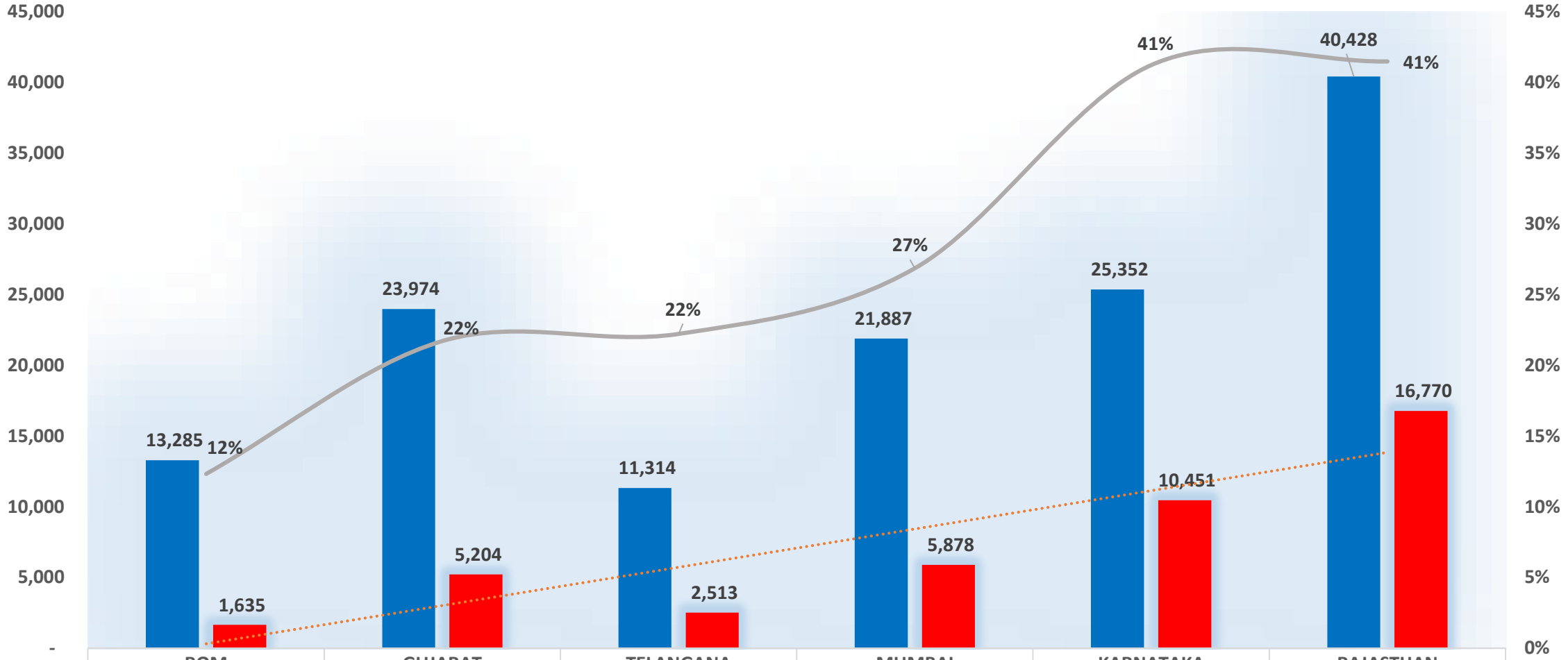
North East, Andhra Pradesh, Goa & Bihar
Mapping Work in progress

91 distributors On-boarded
Under Lakshya Project

6 % of Total sale
Contribution from Lakshya DB's for H1FY22

Disclaimer : Maps is not to scale

MAPPED vs ENROLLED



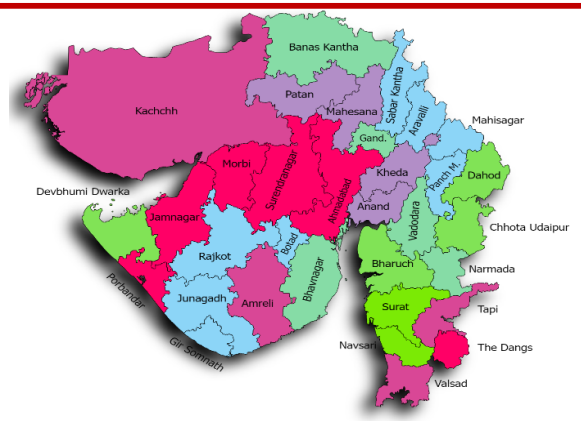
	ROM	GUJARAT	TELANGANA	MUMBAI	KARNATAKA	RAJASTHAN
Mapped Outlets	13,285	23,974	11,314	21,887	25,352	40,428
Enrolled Outlets	1,635	5,204	2,513	5,878	10,451	16,770
coverage %	12%	22%	22%	27%	41%	41%

Mapped Outlets · Enrolled Outlets · coverage % · Linear (Enrolled Outlets)

STATEWISE LAKSHYA UPDATE

DOLLAR
WEAR THE CHANGE

GUJARAT

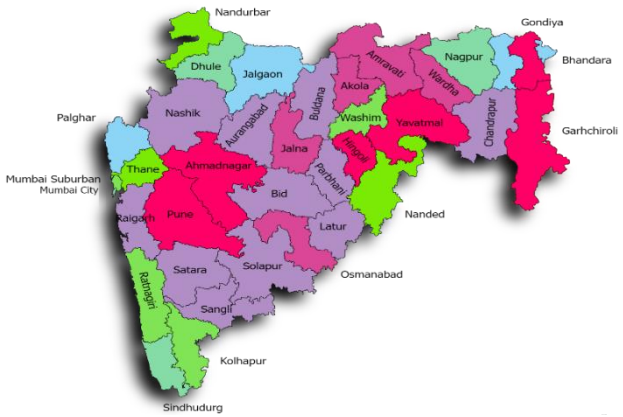


	Outlets	Pin code	Districts
Total Estimated	52,383	1,118	26
Mapped	23,974	380	19
Enrolled	5,204	*	*

MUMBAI

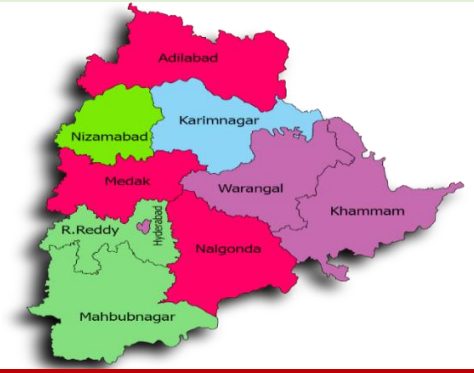
	Outlets	Pin code	Districts
Total Estimated	31,952	369	8
Mapped	21,887	250	5
Enrolled	5,878	*	*

Rest of Maharashtra



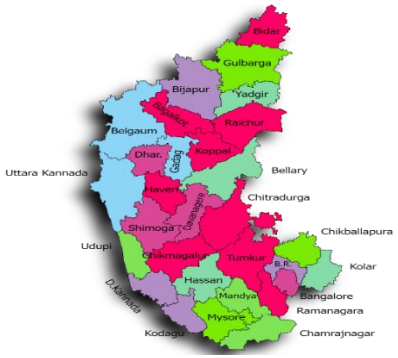
	Outlets	Pin code	Districts
Total Estimated	66,219	1,252	29
Mapped	13,285	277	13
Enrolled	1,635	*	*

TELANGANA



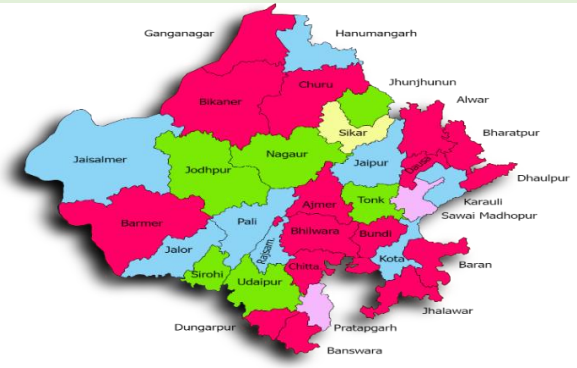
	Outlets	Pin code	Districts
Total Estimated	30,310	692	10
Mapped	11,314	155	9
Enrolled	2,513	*	*

KARNATAKA



	Outlets	Pin code	Districts
Total Estimated	52,467	1,393	30
Mapped	25,352	928	30
Enrolled	10,451	*	*

RAJASTHAN



	Outlets	Pin code	Districts
Total Estimated	56,724	1,010	33
Mapped	40,428	713	32
Enrolled	16,770	*	*

**Outlets in Districts and pin codes are work in progress*

Disclaimer : Maps are not to scale

JOINT VENTURE

50-50 joint venture partnership under the name PEPE Jeans Innerfashion Pvt. Ltd. with PEPE Jeans Europe B.V

This partnership requires a capital influx of Rs **200 crore** with Dollar and PEPE to invest Rs 36 crore each over a period of 4 years and the rest to be funded by banks as working capital loan

The joint venture is a **10 year** **exclusive** perpetual agreement

The joint venture would undertake business in the territories of **India, Sri Lanka, Bhutan, Nepal and Bangladesh**

ANNUAL FINANCIAL HIGHLIGHTS

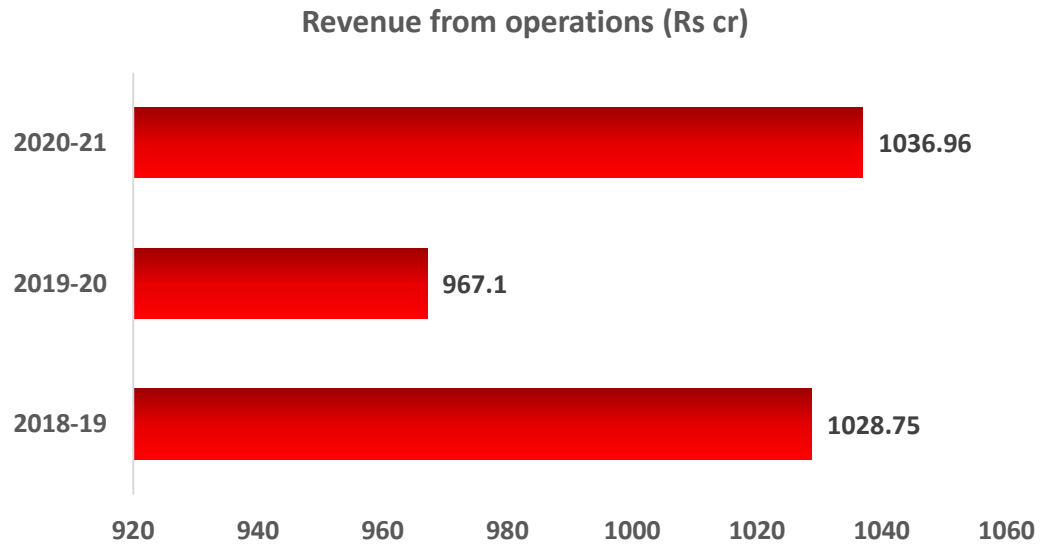
PROFIT & LOSS

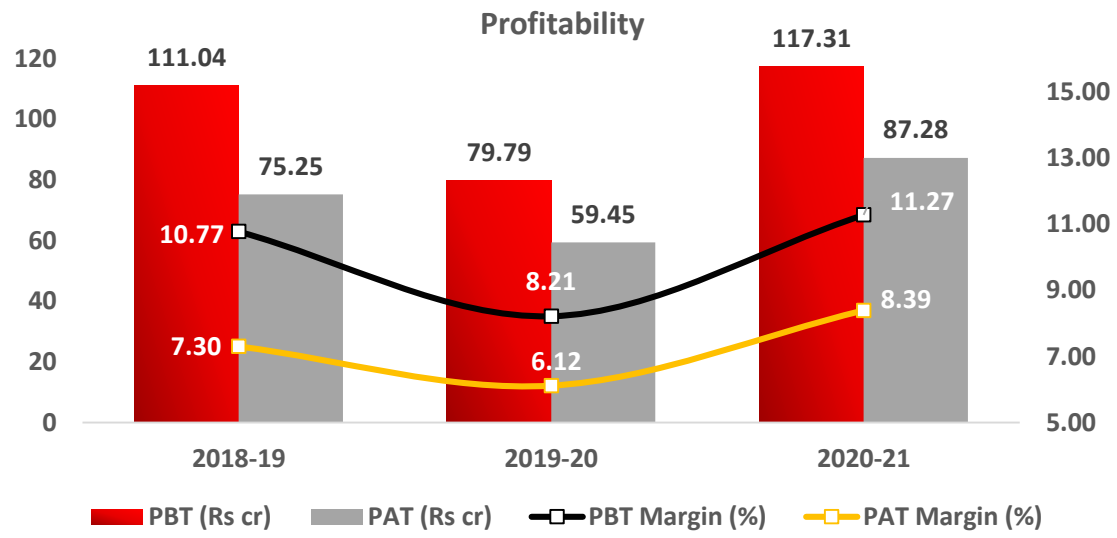
DOLLAR
WEAR THE CHANGE

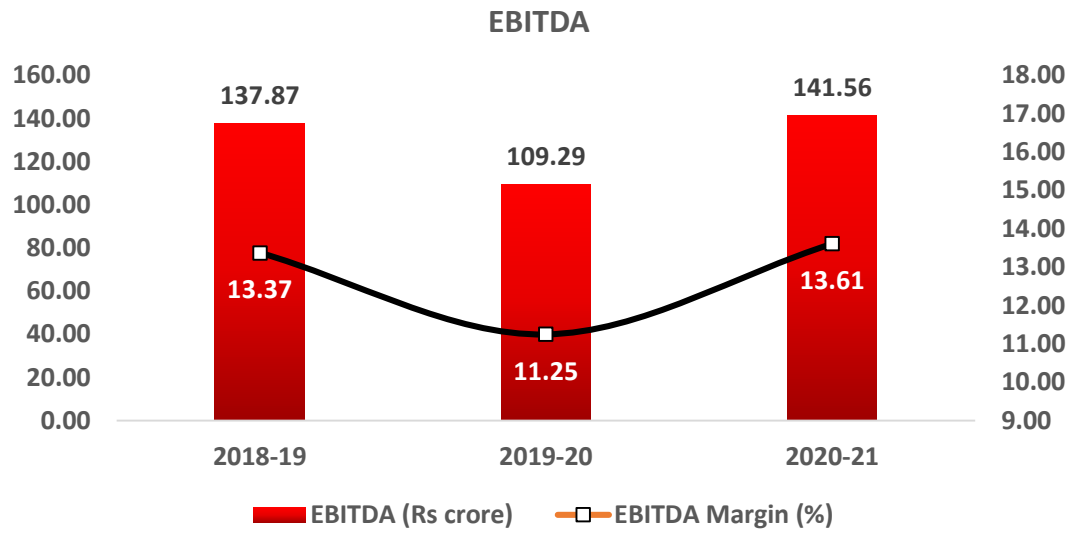
Standalone (Rs lacs)

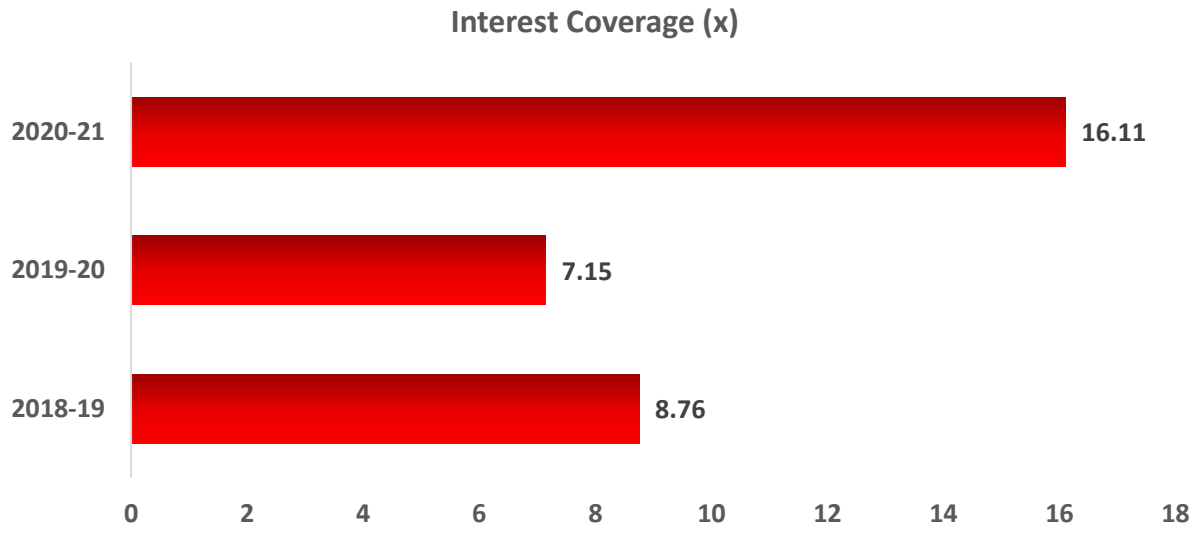
Particulars	FY19	FY20	FY21
Revenues	1,02,875.52	96,710.00	1,03,695.57
Other Income	220.96	471.20	348.13
Income from operations	**1,03,096.48**	**97,181,20**	**1,04,043.70**
Materials Consumed	43.353.72	44,486.70	44,527.79
Employee Cost	3,362.58	4,206.91	4,462.83
Other expenditure	42,593.13	37,198.43	40,896.70
Total Operating Expenses	**89,309.43**	**86,252.04**	**89,887.32**
EBITDA	**13,787.05**	**10,929.16**	**14,156.38**
EBITDA (%)	**13.37%**	**11.25%**	**13.61%**
Depreciation	1,109.57	1,421.24	1,547.08
Interest	1,573.94	1,529.03	878.69
Profit Before Tax	**11,103.54**	**7,978.89**	**11,730.61**
PBT Margin (%)	**10.77%**	**8.21%**	**11.27%**
Tax	3,578.12	2,033.51	3,002.59
Profit After Tax	**7,525.42**	**5,945.38**	**8,728.02**
PAT Margin (%)	**7.30%**	**6.12%**	**8.39%**
Earnings Per Share (Rs)	**13.27**	**10.48**	**15.39**

P&L RATIOS


Revenue from operations (Rs cr)
2020-21
1036.96
2019-20
967.1
2018-19
1028.75
920
940
960
980
1000
1020
1040
1060


Profitability
120
100
80
60
40
20
0
15.00
13.00
11.00
9.00
7.00
5.00
111.04
75.25
10.77
7.30
79.79
59.45
8.21
6.12
117.31
87.28
11.27
8.39
2018-19
2019-20
2020-21
PBT (Rs cr)
PAT (Rs cr)
PBT Margin (%)
PAT Margin (%)


EBITDA
160.00
140.00
120.00
100.00
80.00
60.00
40.00
20.00
0.00
18.00
17.00
16.00
15.00
14.00
13.00
12.00
11.00
10.00
9.00
137.87
13.37
109.29
11.25
141.56
13.61
2018-19
2019-20
2020-21
EBITDA (Rs crore)
EBITDA Margin (%)


Interest Coverage (x)
2020-21
16.11
2019-20
7.15
2018-19
8.76
0
2
4
6
8
10
12
14
16
18

BALANCE SHEET

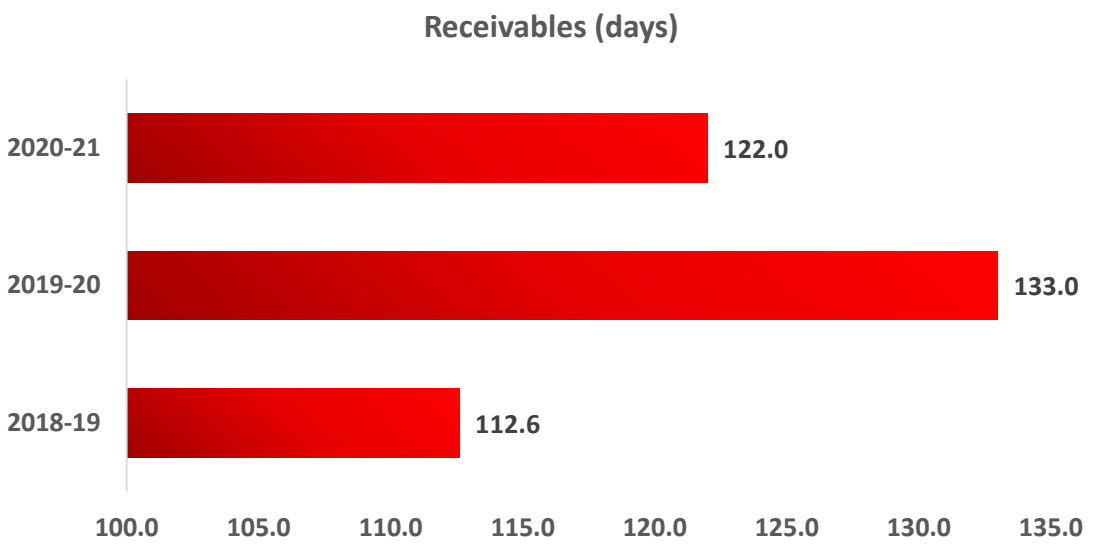
DOLLAR
WEAR THE CHANGE

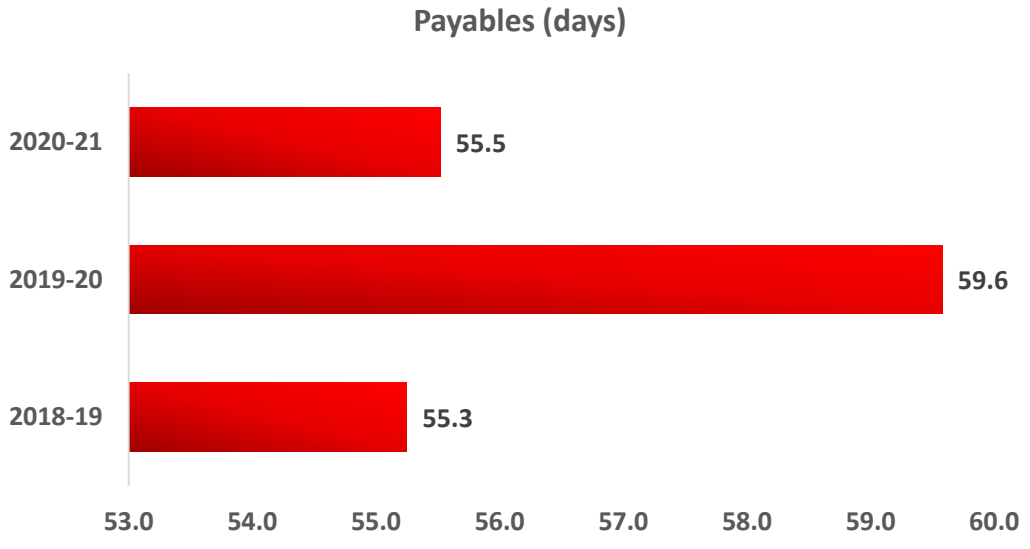
Standalone (Rs lacs)

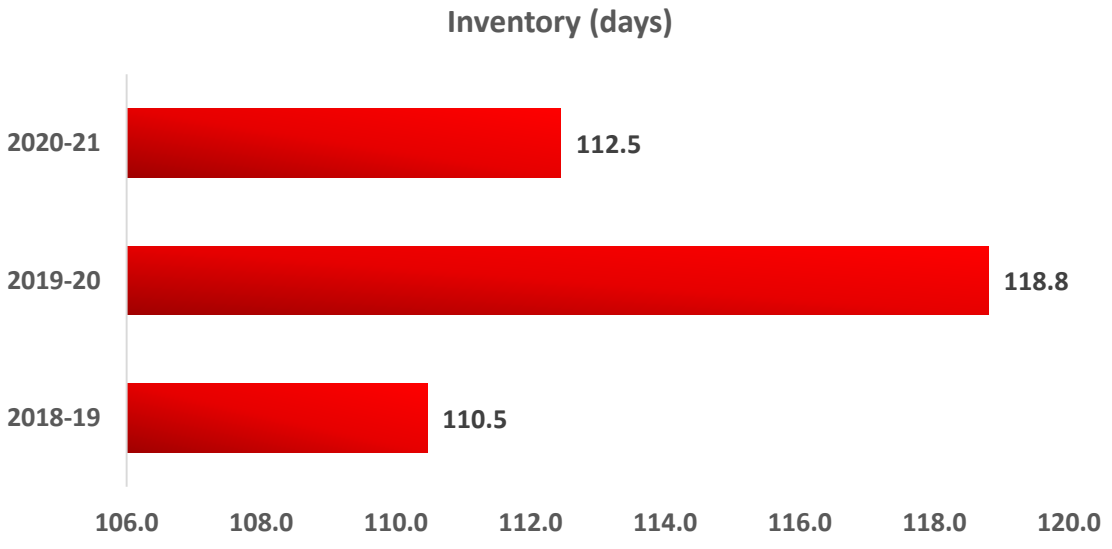
EQUITY & LIABILITIES	2019	2020	2021
EQUITY			
(a) Equity Share Capital	1,134.32	1,134.32	1,134.32
(b) Other Equity	40,634.87	45,360.23	53,147.13
Total Equity	**41,769.19**	**46,494.55**	**54,281.45**
LIABLITIES			
Non-Current Liabilities			
(a) Financial Liabilities			
- Borrowings	349.30	331.07	230.76
- Lease Liabilities	-	256.14	205.05
(b) Provision	208.90	397.06	518.67
Deferred Tax liabilities (net)	7.93	-	-
	566.13	**984.27**	**954.48**
Current Liabilities			
(a) Financial Liabilities			
- Borrowings	20,767.13	20,498.96	11,957.84
- Lease Liabilities	-	284.96	347.95
- Trade Payables	14,748.53	12,034.37	13,951.44
- Other Financial Liabilities	2,636.47	1,788.25	2,484.78
(b) Other Liabilities	377.40	290.05	341.46
(c) Provisions	1.81	7.49	11.55
Current Tax liabilities (Net)	131.02	-	-
	38,662.36	**34,904.08**	**29,095.02**
TOTAL LIABILITIES	**39,228.49**	**35,888.35**	**30,049.50**
TOTAL EQUITY & LIABILITIES	**80,997.68**	**82,382.90**	**84,330.95**

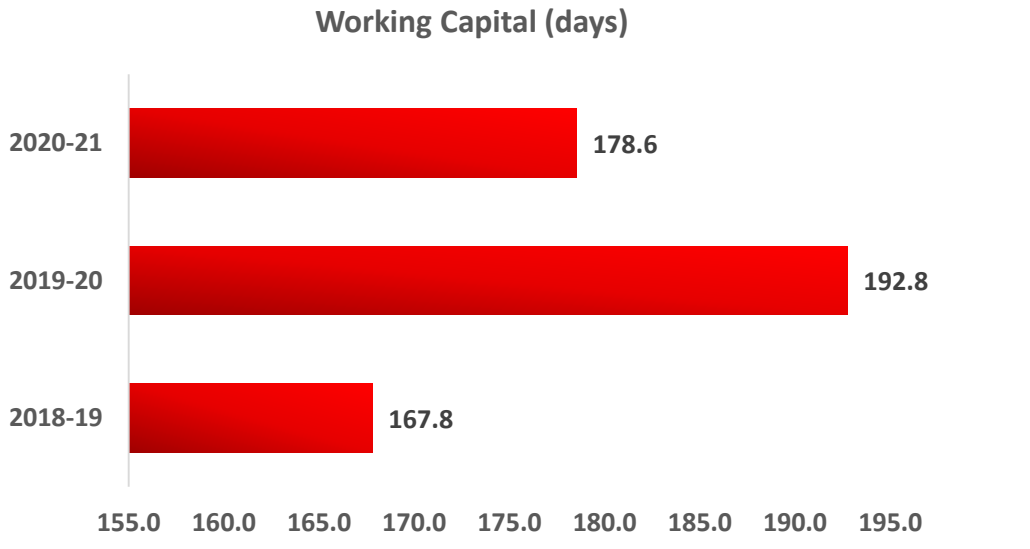
ASSETS	2019	2020	2021
NON-CURRENT ASSETS			
Property, Plant & Equipment	7,009.27	6,888.66	7,882.15
Capital Work-in-progress	202.59	1,405.47	1,466.60
Risght of use assets	-	539.64	638.23
Other intangible assets	10.89	4.12	3.68
Investments in Joint Venture	700.00	1,000.00	1,000.00
Financial assets	208.35	396.32	355.97
Non Current tax assets	285.18	461.35	461.63
Other assets	15.73	55.83	147.00
Deferred Tax assets (net)	-	131.41	109.30
	8,432.01	**10,882.80**	**12,064.56**
CURRENT ASSETS			
Inventories	32,456.71	30,496.54	33,394.70
Financial assets			
- Trade receivables	34,761.76	36,009.26	33,092.28
- Cash & Cash equivalents	2,073.47	589.00	696.87
- Bank Balances	79.91	29.99	33.35
- Loans	22.25	34.29	37.17
- Other Financial Assets	142.74	153.08	292.30
Other Assets	3,028.83	4,187.94	4,719.72
	72,565.67	**71,500.10**	**72,266.39**
TOTAL EQUITY & LIABILITIES	**80,997.68**	**82,382.90**	**84,330.95**

WORKING CAPITAL

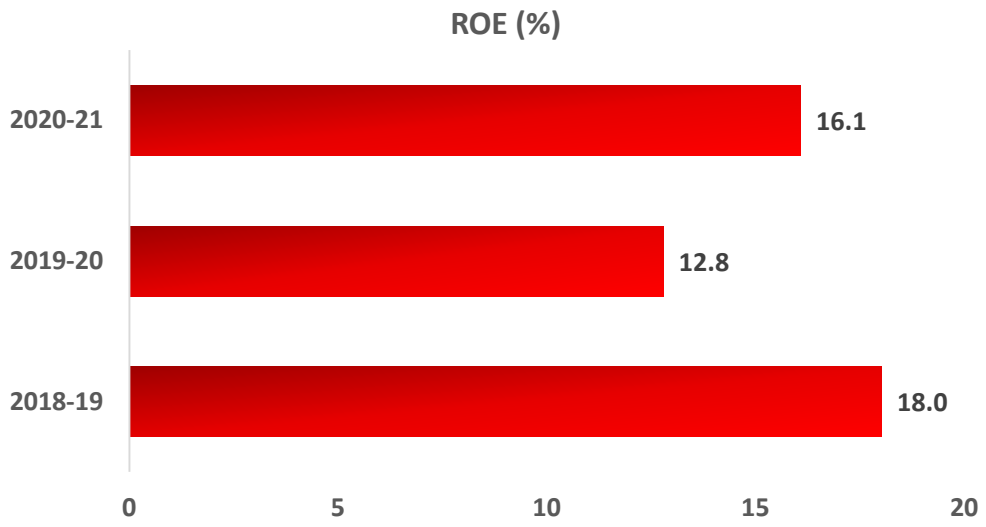


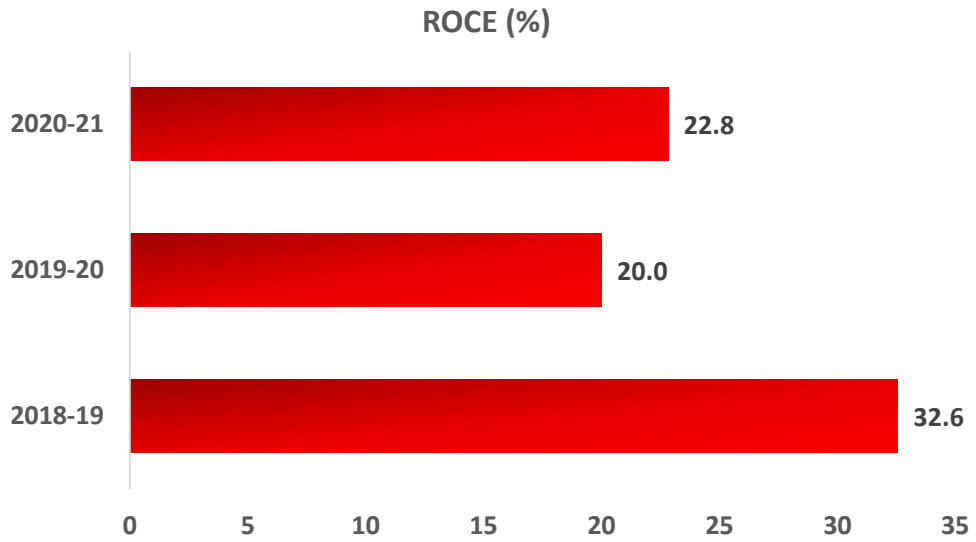


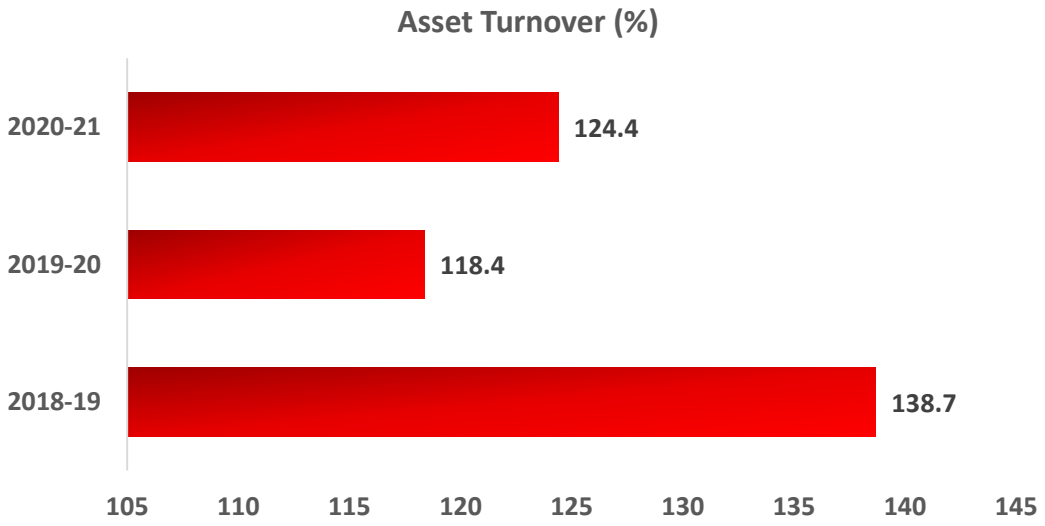


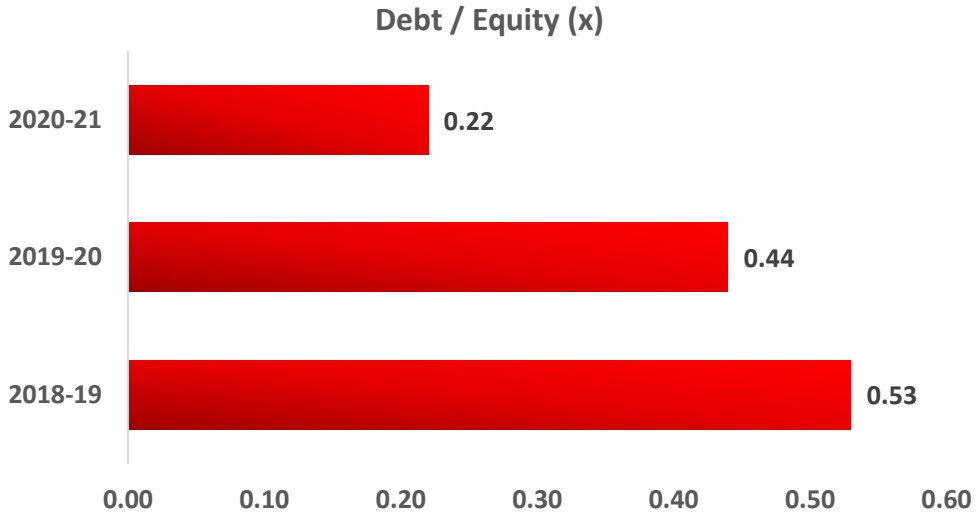


KEY RATIOS


ROE (%)
2020-21
16.1
2019-20
12.8
2018-19
18.0
0
5
10
15
20

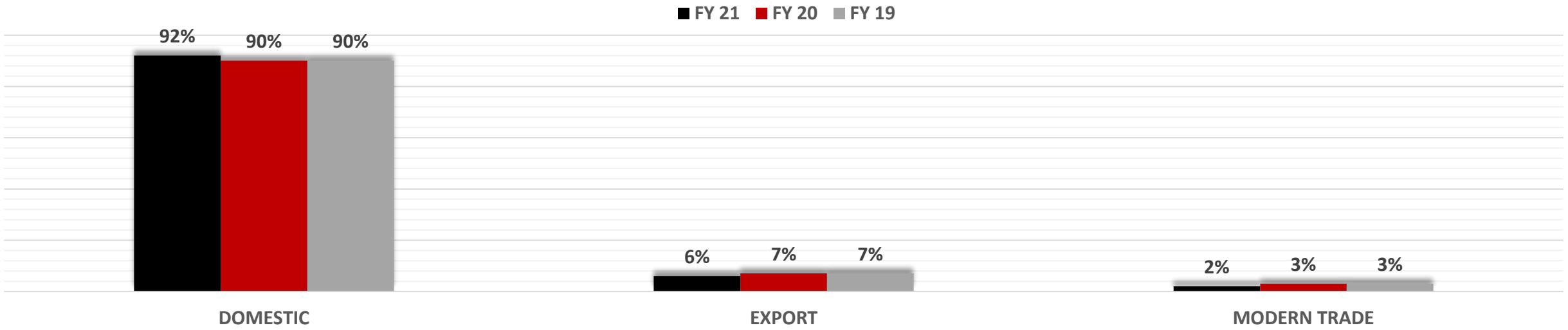

ROCE (%)
2020-21
22.8
2019-20
20.0
2018-19
32.6
0
5
10
15
20
25
30
35

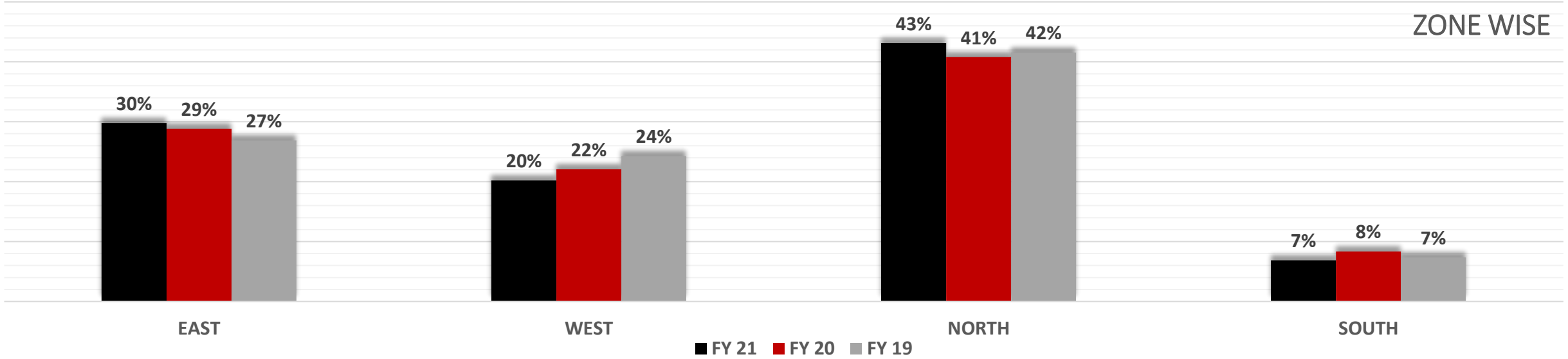

Asset Turnover (%)
2020-21
124.4
2019-20
118.4
2018-19
138.7
105
110
115
120
125
130
135
140
145


Debt / Equity (x)
2020-21
0.22
2019-20
0.44
2018-19
0.53
0.00
0.10
0.20
0.30
0.40
0.50
0.60

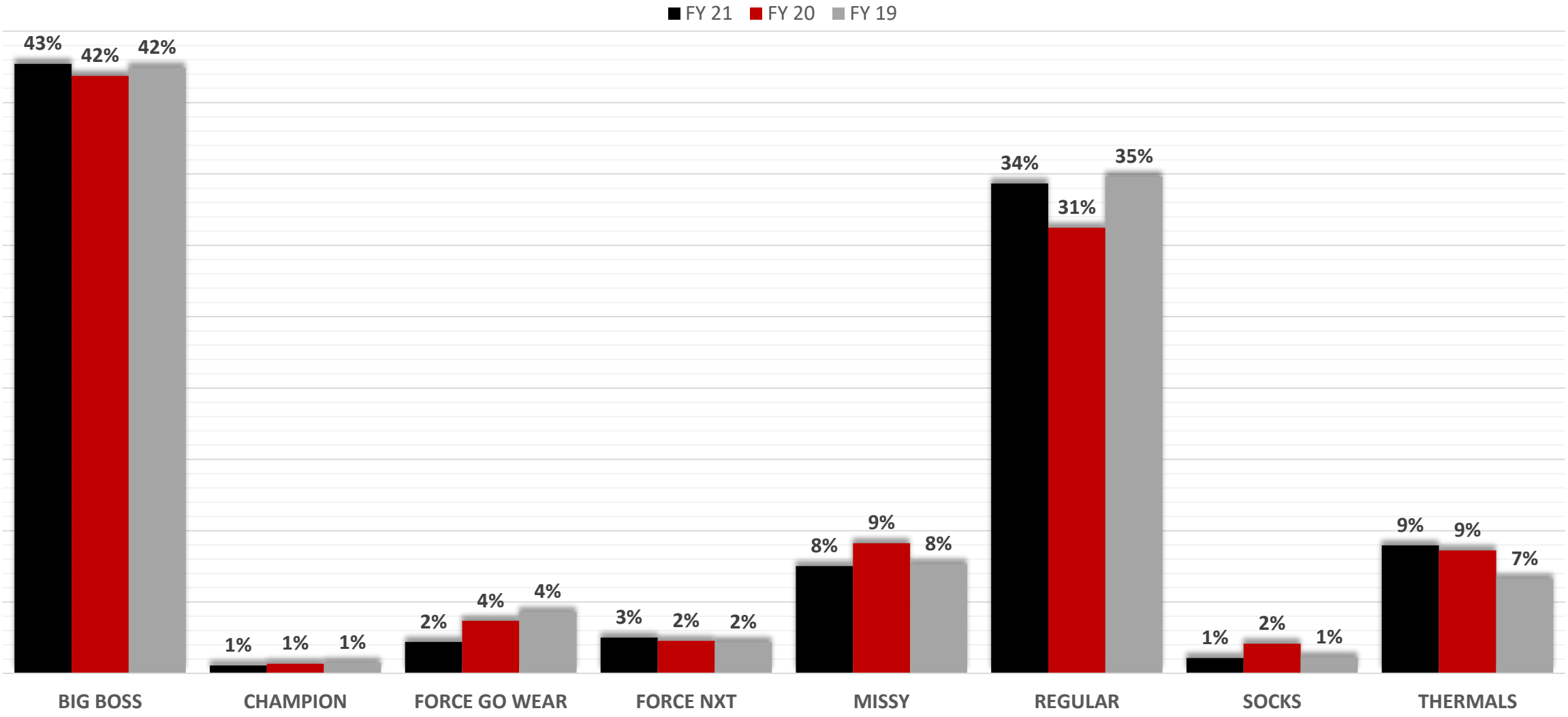
ANNUAL OPERATIONAL HIGHLIGHTS

REVENUE CONTRIBUTION

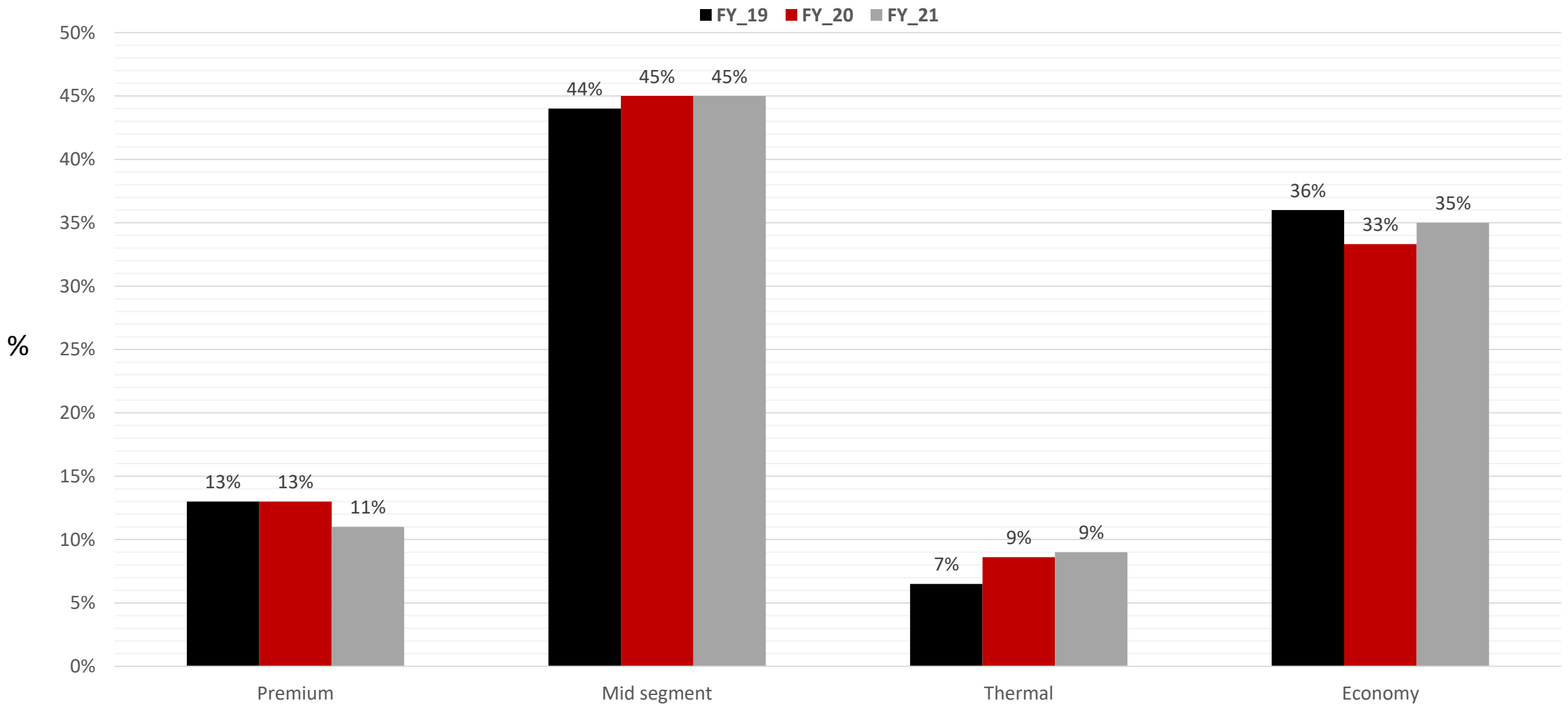




BRAND WISE CONTRIBUTION



CATEGORY WISE CONTRIBUTION



MANAGEMENT TEAM

OUR FOUNDER

Shri Dindayal Gupta

Chairman Emeritus & Founder

Has more than five decades of experience in the body-wear business. Under his dynamic and inspiring leadership, the company has grown exponentially over the years and earned laurels across national and international markets with its present fame being earned under his valuable leadership and guidance.

He was conferred with the West Bengal Hosiery Association 'Hall Of Fame' Award from Ms Smriti Zubin Irani, Hon'ble Minister of Textiles and Women & Child Development Government of India, for his extraordinary contribution to the textile industry.

LEADERSHIP TEAM

VINOD KUMAR GUPTA
Managing Director

Qualification : Member of the Institute of Chartered Accountants of India (ICAI) and the Institute of Company Secretaries of India (ICSI).

He has three decades of experience in the field of finance, marketing and administration. Presently he is looking after overall management of the Company. He has been instrumental in Dollar's growth and has scaled Dollar to new heights

BINAY KUMAR GUPTA
Managing Director

Qualification: Bachelor of Commerce

He has over three decades of experience and looks after procurement of raw materials, production aspects, marketing and export of the products of the Company. He has been instrumental in implementing India's first Integrated Unit from Fibre to Fashion for the company

KRISHAN KUMAR GUPTA
Whole Time Director

Qualification: Bachelor of Science (B.Sc)

He has more than two decades of experience in the manufacturing activities. He is one of the master minds behind the development of new and improved product range. Presently he looks after advertising and brand promotion alongside creative development which is crucial in formatting a company's brand image.

BAJRANG KUMAR GUPTA
Whole Time Director

Qualification: Bachelor of Technology (IIT-BHU)

He has over two decades of experience in his field. He is known for his technical skills and exemplary acumen in exports and has been contributing to the sphere of logistics, cost cutting measures and administration.

He is also known for his vast knowledge of the foreign market.

OUR PROFESSIONAL TEAM (1/2)

ANKIT GUPTA
President, Marketing

Qualification : Bachelor's Degree from St. Xaviers College, Kolkata and Post Graduate Degree from Institute of Management Technology, Ghaziabad and Dubai

Third generation entrepreneur, Ankit plays a pivotal role in defining Dollar's marketing strategies and in enhancing the company's communication initiatives amongst key stakeholders and consumers. He is responsible for planning and designing effective marketing campaigns aligned with the brand's vision and messaging

GAURAV GUPTA
Vice President, Strategy

Qualification : PGDM – Marketing, NMIMS Bangalore

Third generation entrepreneur, launched new product categories exclusively for Generation Y. Currently, he heads the premium range of products - Force NXT.

Gaurav is the Director for the joint venture of Dollar Industries Limited with Pepe Jeans Europe BV; post its finalisation in 2017.

AJAY KUMAR PATODIA
Chief Financial Officer

Qualification : Chartered Accountant, Cost & Management Accountant, Certified FI Consultant of SAP

Two decades of experience in corporate financing, accounting, investor relations, financial planning, Taxation and risk management. Prior to this, he was associated with Lux industries Ltd as CFO from last 18 years where he has been instrumental in the growth path of the organisation.

ABHISHEK MISHRA
Company Secretary

Qualification: Company Secretary from The Institute of Company Secretaries of India

He has over 7 years of post-qualification experience in areas of secretarial compliance with statutory and regulatory requirements including implementing governance structures, mechanisms and corporate conduct within the organisation's regulatory environment.

OUR PROFESSIONAL TEAM (2/2)

SHANTANU BANERJEE
GM – Marcom & Branding

A Marketing professional with 20 plus years of experience in marketing, media planning, advertising and brand management in various industry verticals. Having a proven record of successfully handling Clients, Corporate, Media & Entertainment, including marketing, brand building, product management and retail operations. Past experience of working with RPG Group, ITC, Turtle, Khadim India Ltd, Advertising agencies and ESPN Star Sports.

SANJAY SRIVASTAVA
GM – Sales (All India)

He is the General Manger of Sales (all over India), and he is also the key personnel in our Senior Management. He has immense experience in Sales and undertakes the prime responsibility in our sales all over India.

VEDPAL VERMA
GM - Fabric

Qualification: B.Tech (Textile Technology 1994) & MBA (Marketing 2000)

Responsible for production/marketing & sourcing. Total 26 years of experience in Textile Field . Started career from spinning and having marketing and merchandising in fabric for 12 years with an added garment marketing for 8 years. Having a exposure for domestic and export marketing . Contribution at shop floor for new development, innovations, diversification and new customers development.

Krishna Kumar SONI
GM – Spinning Division

Qualification: Bechelor of Textile Technology from TITS, Bhiwani 1978 batch.

He is responsible for handling the spinning division and possesses an experience of more than 38 years in this area.

Prior to Dollar, he has worked with Vardhman, LNJ Bhilwara Group and Priyasarshini Sahkari Soot Girni, Shirpur Maharastra

ESG FRAMEWORK

ENVIROMENT (E)

SOLAR POWER PLANT

- Dollar commissioned a 4 MW solar power plant at their manufacturing facility in Tirupur.
- The solar plant has a capacity of generating 75 lakhs power units annually.
- The objective for installing the solar plant is to not only reduce costs but also make the spinning unit sustainable and self-reliant.
- The solar plant will help in curbing the CO2 emissions by 9000kgs/per day with a sustainable environment.

WINDMILL

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

ZERO LIQUID DISCHARGE

- Dollar invested in an effluent treatment plant with zero liquid discharge
- The unit has a production capacity of about 13.5 tons a day, having 6 HPHT (High Pressure High Temperature) machines installed.
- The factory has a capacity of 1000 KL Zero Liquid Discharge with multiple evaporators
- Follows the norms of PCB, comply with labour laws and various quality systems.

SOCIAL (S)

Dollar Industries has a dedicated CSR Committee Chaired by the Managing Director Mr Vinod Kumar Gupta

Dollar Foundation joined hands with Kolkata Police and distributed food and medical equipment to the underprivileged across 60 wards during pandemic

Distributed 2000 packets of sanitary napkins amongst women dwelling in slum areas across Kolkata

Donated 2000 pieces of anti –viral masks to the frontline heroes at CRPF and CISF in New Delhi.

Joined hands with Delhi Metro Rail Authority (DMRA) to contribute and install water kiosks across 22 metro stations in order to provide hygienic drinking water for all

We collaborated with Kolkata Police and distributed food and medical equipment to the underprivileged across 60 wards. We also distributed 6,000 kgs of rice, 40,000 packets of biscuits, 40,000 masks and 10,000 soap bars to the people in need amid the first wave of the pandemic. During the nationwide lockdown, we also provided food and shelter to 300 migrant workers at our manufacturing unit at Tirupur.

GOVERNANCE (G)

Board of Directors - Composition

Diverse and experienced Board of Director. Promoters have more than 3 decades of experience in the business / industry.

50% of the Board of Directors comprises of Independent Directors.

Audit Committee - Composition

Three fourths (3 out of 4 members) of the Audit Committee Members are Independent Directors.

One member is from the promoter group i.e the Managing Director.

Chairman of the Committee is a Non Executive Independent Director.

Nomination & Remuneration Committee - Composition

All the members of the Nomination & Remuneration Committee Members are independent directors.

NIL participation of promoter group in the nomination & remuneration committee.

Chairman of the Committee is a Non Executive Independent Director.

Disclaimer

This document has been prepared for information purposes only and is not an offer or invitation or recommendation to buy or sell any securities of Dollar Industries Ltd (“Dollar", "Company“), nor shall part, or all, of this document form the basis of, or be relied on in connection with, any contract or investment decision in relation to any securities of the Company.

This document is strictly confidential and may not be copied, published, distributed or transmitted to any person, in whole or in part, by any medium or in any form for any purpose. The information in this document is being provided by the Company and is subject to change without notice. The Company relies on information obtained from sources believed to be reliable but does not guarantee its accuracy or completeness.

This document contains statements about future events and expectations that are forward-looking statements. These statements typically contain words such as “Est." or “estimated" and "expects/ed" and "anticipates/ed" and words of similar import. Any statement in this document that is not a statement of historical fact is a forward looking statement that involves known and unknown risks, uncertainties and other factors which may cause our actual results, performance or achievements to be materially different from any future results, performance or achievements expressed or implied by such forward-looking statements. None of the future projections, expectations, estimates or prospects in this document should be taken as forecasts or promises nor should they be taken as implying any indication, assurance or guarantee that the assumptions on which such future projections, expectations, estimates or prospects have been prepared are correct or exhaustive or, in the case of the assumptions, fully stated in the document. The Company assumes no obligations to update the forward-looking statements contained herein to reflect actual results, changes in assumptions or changes in factors affecting these statements.

You acknowledge that you will be solely responsible for your own assessment of the market and the market position of the Company and that you will conduct your own analysis and be solely responsible for forming your own view of the potential future performance of the business of the Company.

DOLLAR
WEAR THE CHANGE

THANK YOU

For more information, Please contact

Dollar Industries Ltd

Ajay Kumar Patodia, Chief Financial officer

Tel: +91-33-2288 4064 | Email: cfo@dollarglobal.in

www.dollarglobal.in

KAPTIFY® CONSULTING

Strategy & Investor Relations Advisory | Consulting

Tel: +91-845 288 6099 | Email: contact@kaptify.in

www.kaptify.in

BSE: 541403 | NSE: DOLLAR | BLOOMBERG : DOLLAR IN | ISIN: INE325C01035

CIN: L17299WB1993PLC058969

WWW.DOLLARGLOBAL.IN