

SECRETARIAL DEPARTMENT

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Maharashtra, India
CIN No.: L17117MH1925PLC001208
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June 3, 2016

To,
The Department of Corporate Services - CRD
BSE Ltd.
P.J. Towers, Dalal Street,
Mumbai 400 001
Fax No. 22722037 / 39 / 41
Scrip Code: 500330

The National Stock Exchange of India Ltd
Exchange Plaza, 5th Floor,
Bandra-Kurla Complex
Bandra (East)
MUMBAI 400 051
Fax No. 6641 8125/26
Scrip Code: RAYMOND EQ

Luxembourg Stock Exchange
Societe De La De Luxembourg Societe,
35A, Boulevard Joseph II,
L-1840 Luxembourg

Dear Sirs,

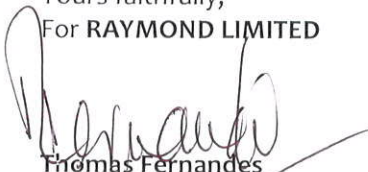
Sub: Presentation on Third Quarter Results

In continuation to our letter dated May 18, 2016 and pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we enclose herewith the presentation to be made at the Investor Meet scheduled today i.e. June 3, 2016.

The said presentation is also uploaded on the website of the Company.

Thanking you

Yours faithfully,
For **RAYMOND LIMITED**


Thomas Fernandes
Director – Secretarial
& Company Secretary

Encl: a/a

CORPORATE OFFICE

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B Wing, Worli, Mumbai - 400 018
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REGISTERED OFFICE

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Raymond

INVESTOR MEET

3rd June 2016



Disclaimer

The particulars of this presentation contain statements related but not limited to revenues, financial results and supplemental financial information which has been compiled by the management, not to be construed as being provided under any legal or regulatory requirement and are not intended to invite any investment in the Company. The information contained in this presentation has not been subjected to review by any auditors or by the Board of Directors of the Company. Commentary in the presentation describes the reporting quarter performance versus the same quarter of the corresponding previous year, unless specified otherwise. The figures for the previous periods in this presentation have been regrouped/ reclassified, wherever necessary. Company assumes no responsibility and does not provide any warranty to the accuracy or comprehensiveness of the information contained in this presentation.

This presentation is not intended to be a “prospectus” (as defined under the Companies Act, 2013 and the relevant provisions of rule, the Companies (Prospectus and Allotment of Securities) Rules, 2014). This is for information purposes only and does not constitute or form part of, and should not be considered as any offer for sale or subscription of or solicitation or invitation of any offer to buy or subscription for securities in any jurisdiction. No part of this presentation and the information contained herein should form the basis of, or be relied upon, in connection with any investment decision or any contract or commitment to purchase or subscribe for any securities.

Statements in this presentation describing the Company’s objectives, projections, estimates, expectations or predictions may constitute forward looking statements. Such statements are based on the current expectations and certain assumptions of the Company's management, and are, therefore, subject to risks and uncertainties. Actual results may differ materially from those expressed or implied. The Company neither intends, nor assumes any obligation to amend, modify, revise or update these forward looking statements, on the basis of any subsequent developments which differ from those anticipated.

Agenda

1



MACRO ENVIRONMENT

2



PERFORMANCE UPDATE

3



CHALLENGES AND OPPORTUNITIES

4



STRATEGIC DIRECTION

1



MACRO ENVIRONMENT

2

PERFORMANCE UPDATE

3

CHALLENGES & OPPORTUNITIES

4

STRATEGIC DIRECTION

Global Environment

China Rebalancing Economy

Moving towards Consumption & Service



Oil & Commodity price

Down –Affecting Producers



Global Economy

Growth Revised @ 3.2%
▼ by 0.2%

China	6.5
India	7.5
Euro area	2.4
World	3.2
Rich economies	1.9
Emerging markets	4.1
United States	1.9
Brazil	-3.8
Britain	1.9
Japan	0.5
Russia	-1.8
Sub-Saharan Africa	3.0

Source: IMF

US Monetary Policy

Tightening will lead
appreciation of USD



Japan & EU

Interest rate reduced for growth



Domestic Environment

👍 **Repo Rate cut @6.5%**

▼ by 0.25%



👍 **Forex Reserves \$360 bn**

All time high



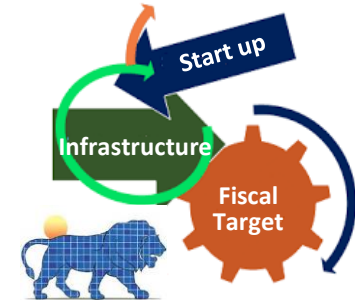
👎 **Additional taxes Introduced**

Krishi Kalyan Cess, Clean energy Cess, Excise duty on readymade garments



👍 **Government Focus**

Make in India



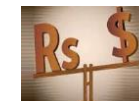
⚠️ **Factors to influence Inflation & Growth**



Weaker
Global
Growth



Increase in
Oil Price



Currency
Depreciation



7th Pay Commission

Implementation
of the award

1

MACRO ENVIRONMENT

2



PERFORMANCE UPDATE

3

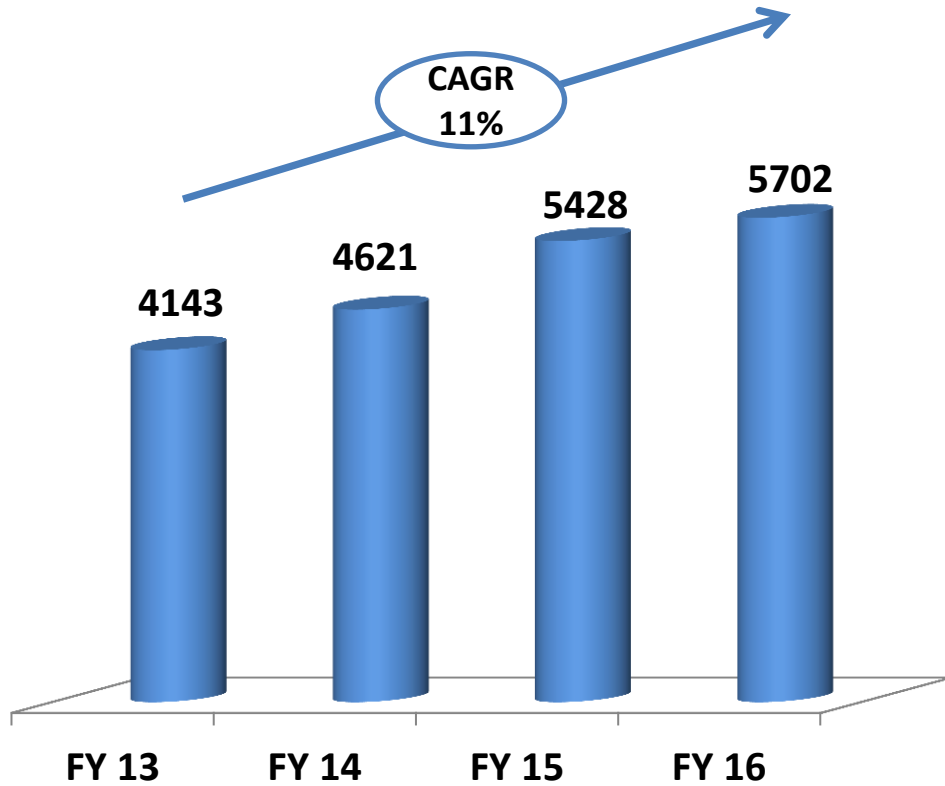
CHALLENGES & OPPRTUNITIES

4

STRATEGIC DIRECTION

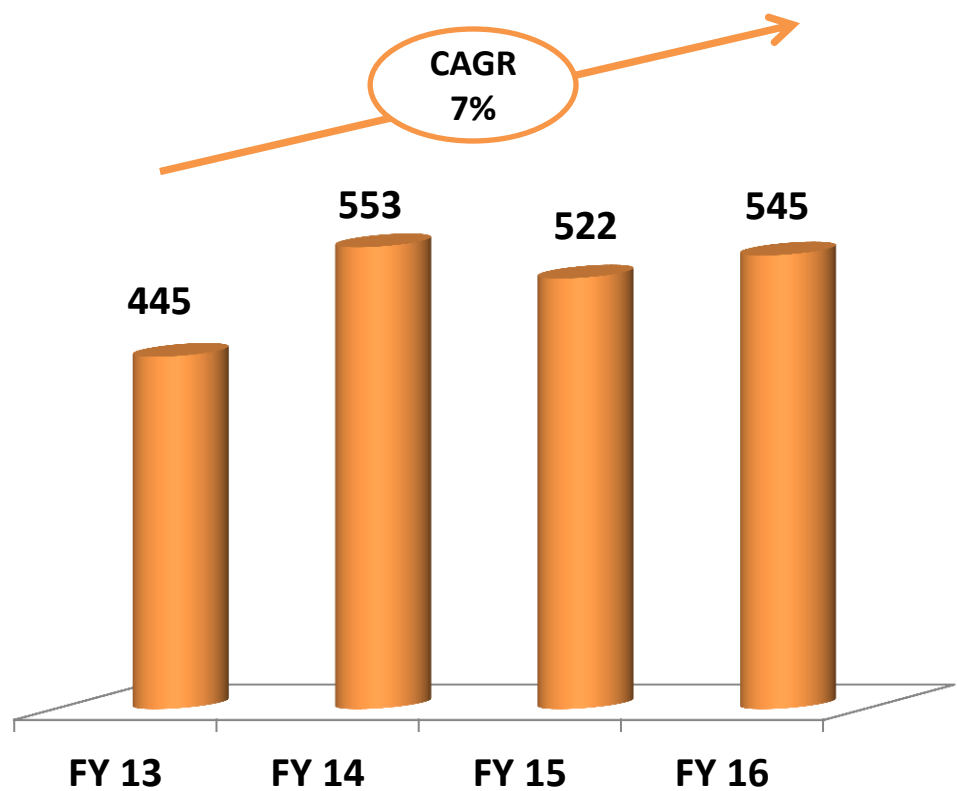
Financials (1/3)

REVENUE



EBITDA

Rs Cr

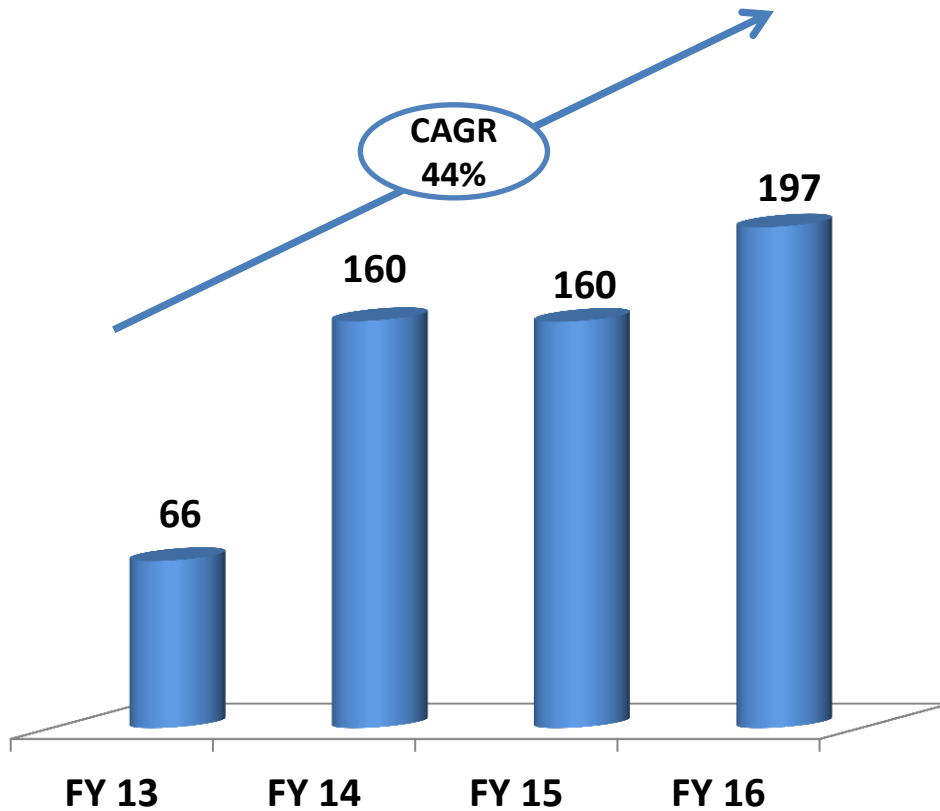


Sustained investments in product innovation, portfolio sharpening, retail expansion & renovation and brand building

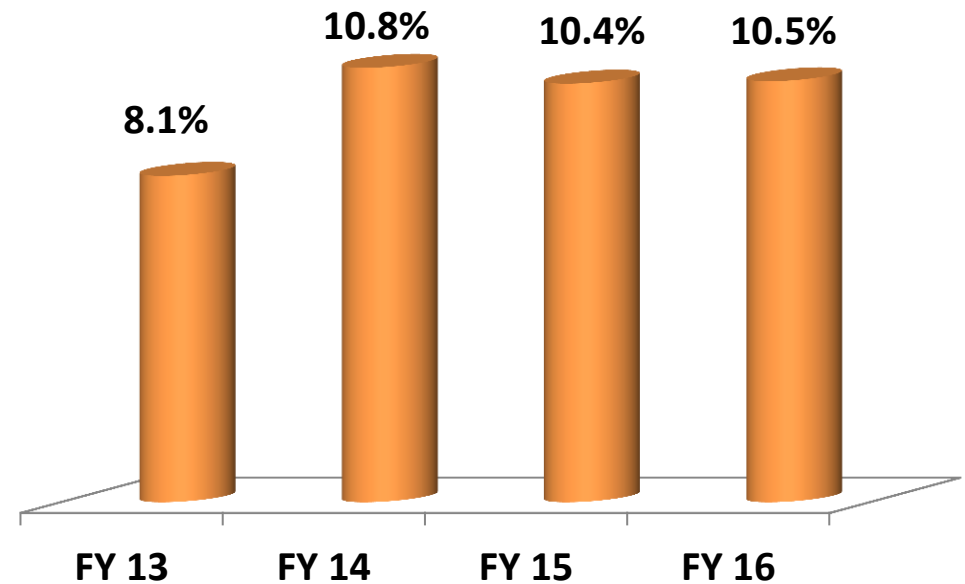
Financials (2/3)

Rs Cr

PBT (before exc items)

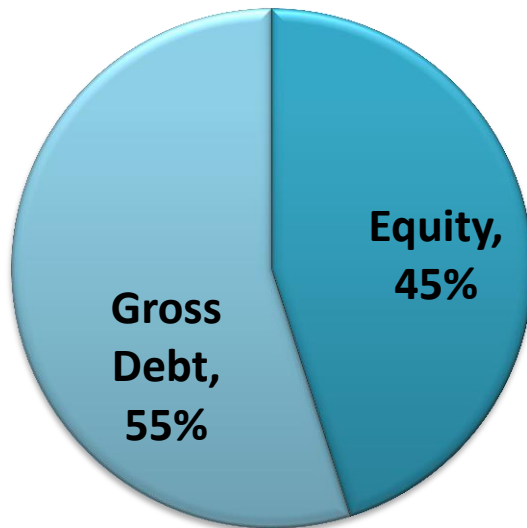


RoCE



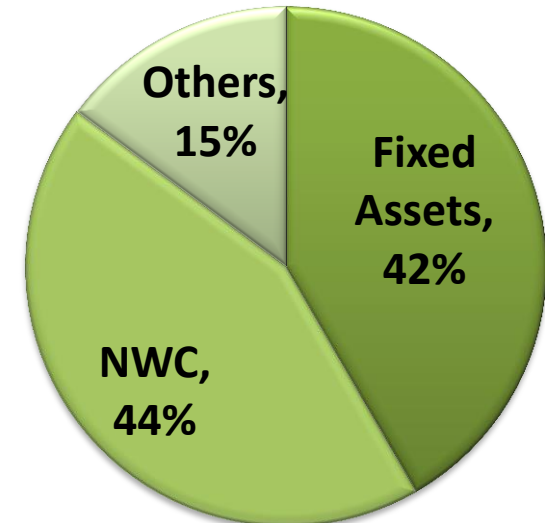
Financials (3/3)

Sources of Funds

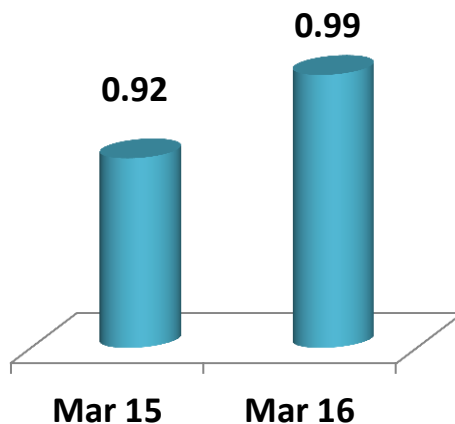


Capital employed- Mar 16
Rs 3755 Cr

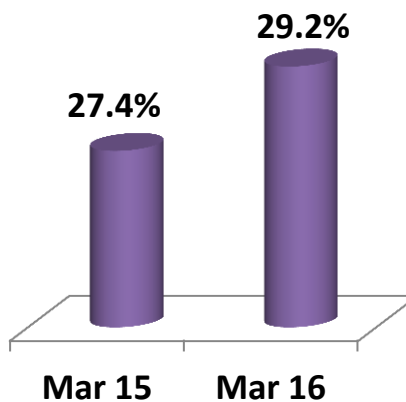
Application of Funds



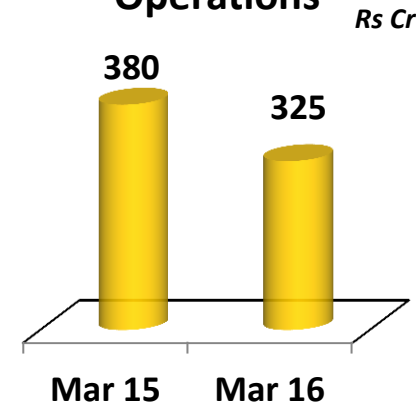
Net debt/ Equity



NWC % to Sales



Cash flow from Operations



1

MACRO ENVIRONMENT

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CHALLENGES AND OPPORTUNITIES

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STRATEGIC DIRECTION

Challenges

4% drop in Export Sales



Extended EOSS period
across industry



Rising cost of doing
business in India



Opportunities

Growth

31% sales growth in B2C Shirting



18% sales growth in Apparel



Raymond flagship store operationally profitable within 1st quarter of launch



22% sales growth in renovated stores



Capacity additions

Garmenting Unit acquisition (1.2mn pcs pa)



18mn mtr added in B2B Shirting & Denim



Efficiency

Forging unit hived off



Cost reduction initiatives in Engineering business



Rewards & Recognition



Raymond features as one of **India's Most Respected companies** as per **Business World Survey**

Raymond RTW wins **Best Store design award** at **"Global event in Las Vegas"**



Raymond bags **"Most Trusted Brand"** Award in **Retail Category**



Park Avenue wins **Shoppers Stop Pinnacle Award "2015 Best Brand Mens Classic"**



SSAL awarded **"Gold Certificate of Merit"** in **Indian Manufacturing excellence awards 2015**



3 plants awarded for Excellence in Energy Conversation & Management



Denim plant won **"16th Annual Green-tech Environment Award – 2015"**

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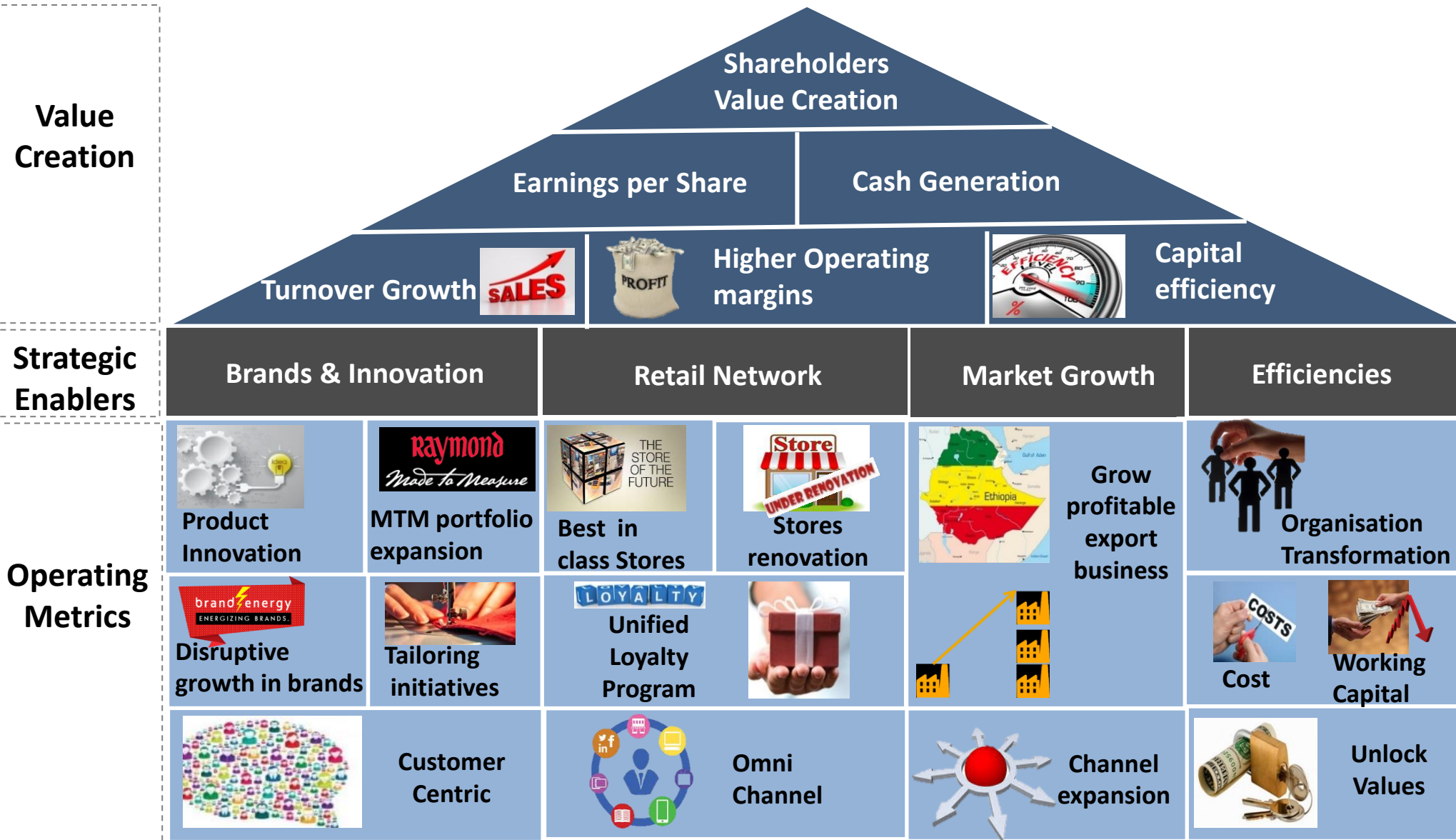
CHALLENGES & OPPORTUNITIES

4



STRATEGIC DIRECTION

Strategic Direction

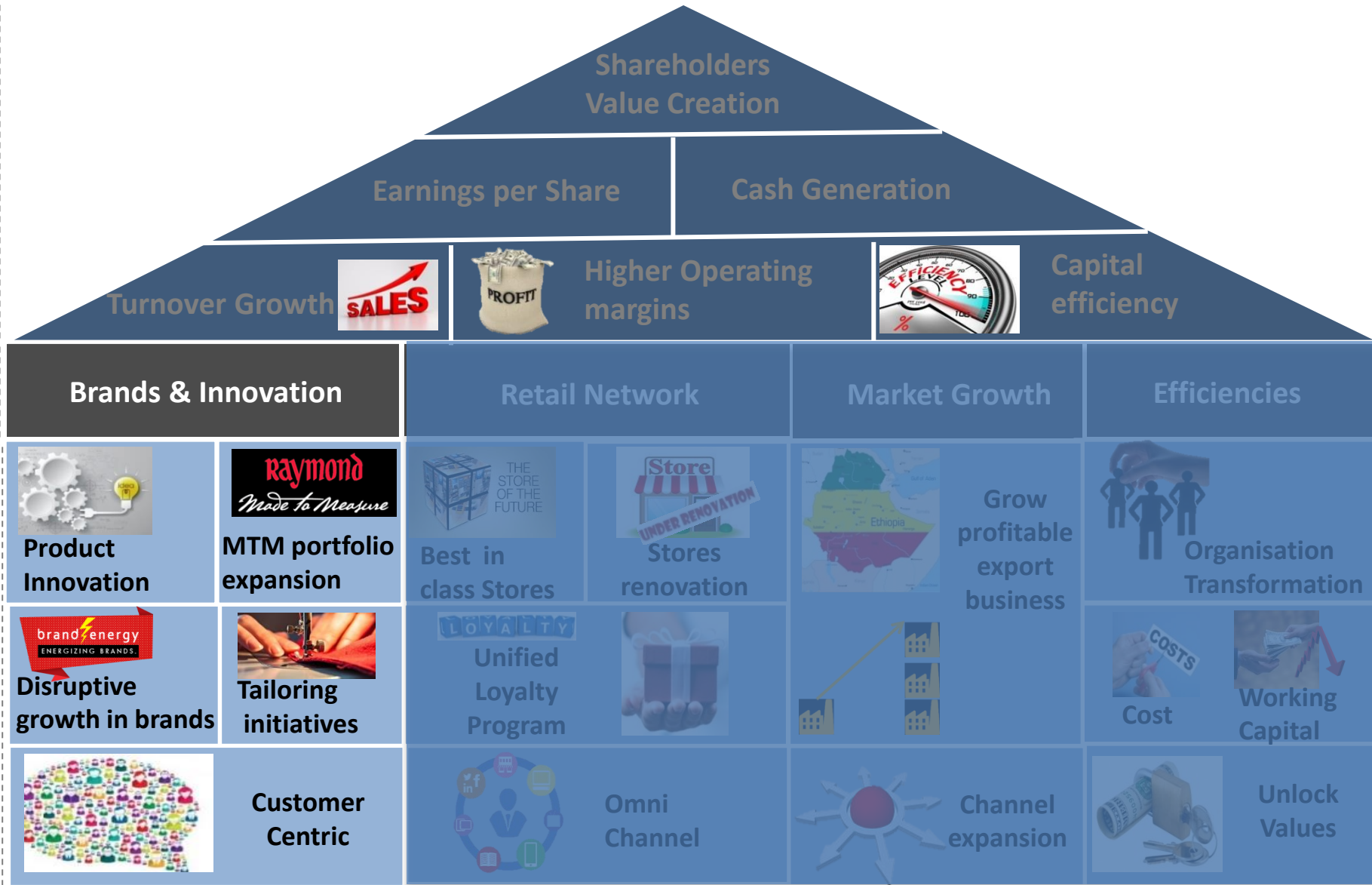


Strategic Direction

Value
Creation

Strategic
Enablers

Operating
Metrics



Innovative & Futuristic Products

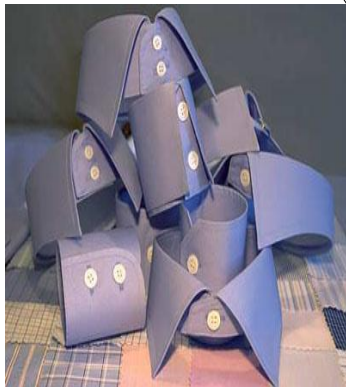


MTM aspires to provide complete wardrobe solution

Current Portfolio



Suits



Shirts



Trouser



Accessories

Recent Launches



Made to Fit



Bags



Shoes



Lithography

Future Plans



Denim

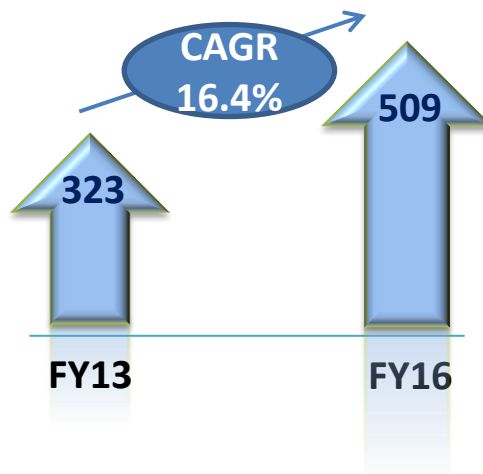
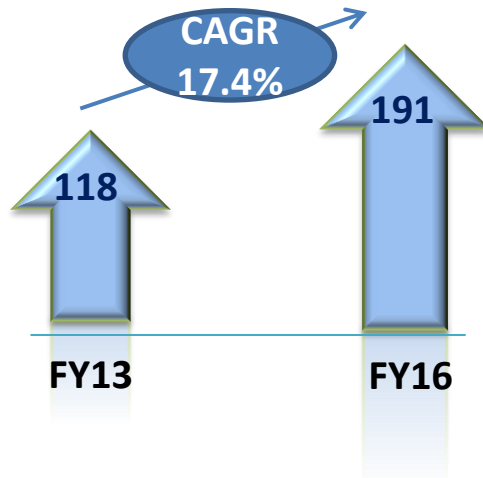


MTM Woman

MTM grew by 45% in FY16; Double-digit L2L growth of 18%

Disruptive growth in Brands i.e. 1.5x-2x of Market

SALES (Rs cr)



Among **TOP 5**
Formal
Apparel
Brands by
2020

Repositioning Fabrics through Tailoring Initiatives



Compromised fits



Customized fits



Sell Cloth



Sell Looks



Tailoring: barrier



Tailoring: value add

Expand Tailors base (Masters) by 20x to 100,000

Customer Centric Approach

PRODUCT Centricity



CUSTOMER Centricity

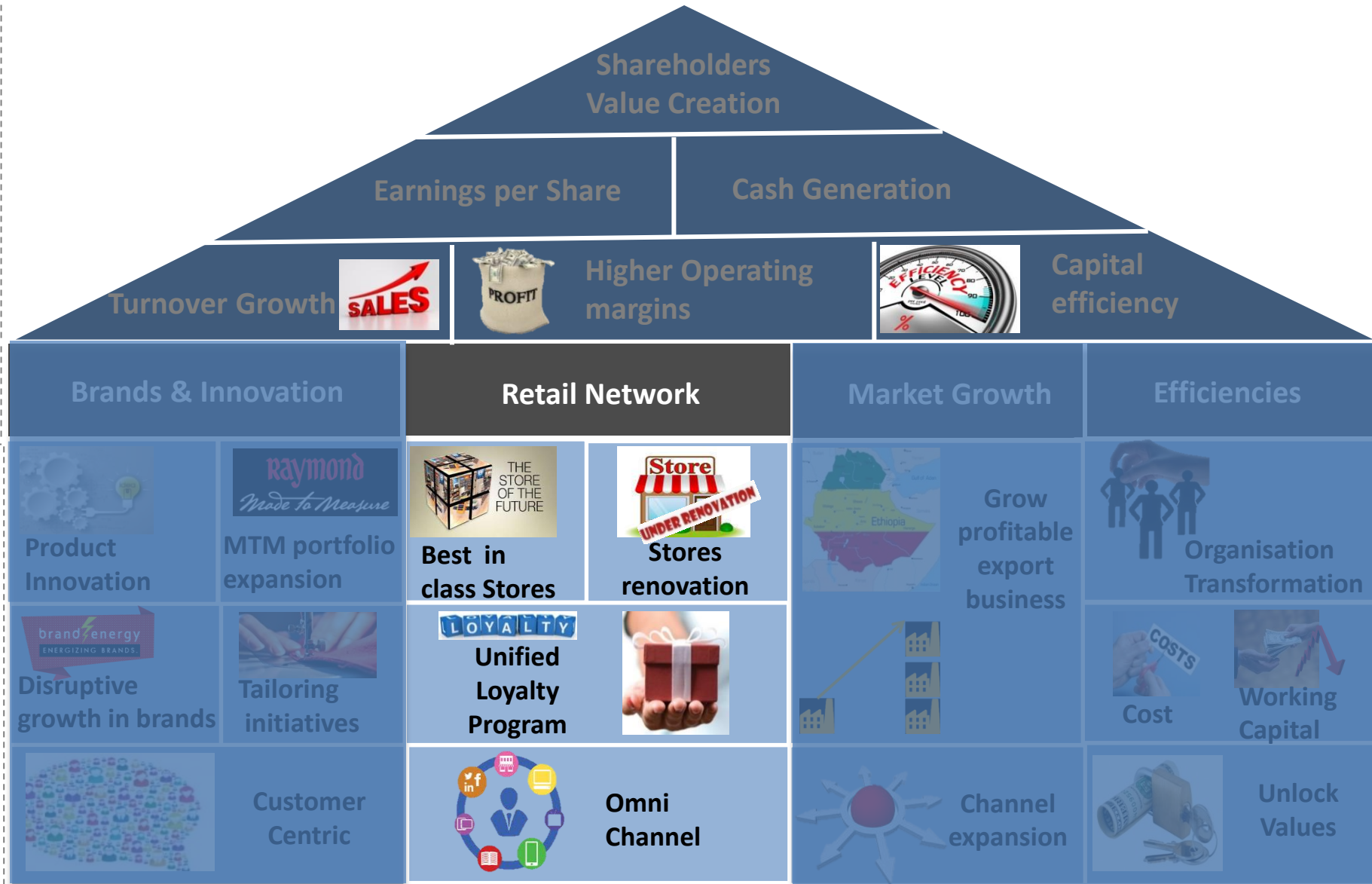


Strategic Direction

Value
Creation

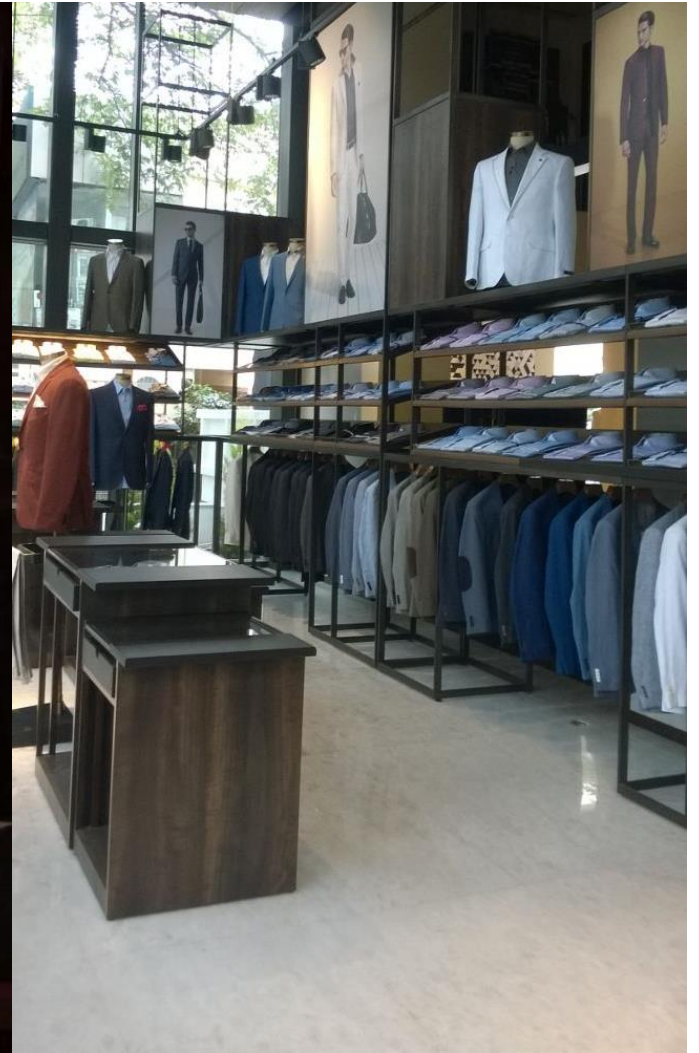
Strategic
Enablers

Operating
Metrics



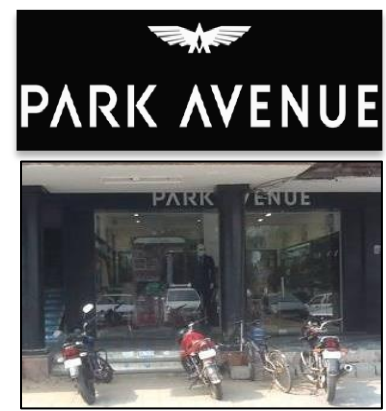
Best in Class Stores to enhance Consumer experience

Raymond Ready to Wear flagship store in Indiranagar



Aggressive stores renovation – 7x sales growth

Old Look



New Design



Stores renovated

85

12

16

L2L Growth %

22%

8%

6%

Renovation is a key strategic theme to continue forward



Loyalty Program to contribute 50% of Retail network sales in FY17

EARLIER



NOW



The Raymond Rewards program to provide holistic engagement with 1Mn+ customer

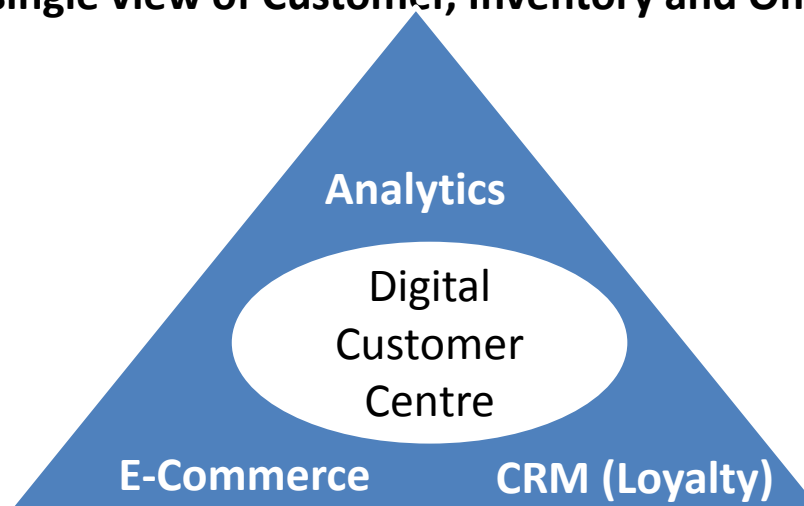
Digital Immersion in Raymond

Digital Vision

Create a holistic digital ecosystem to deliver superior Omni Channel customer experience

Raymond Digital Customer Centre

Provide single view of Customer, Inventory and Omni Channel capabilities



Roadmap

Launch

**Chief Digital Officer &
One Digital Team**

Phase 1

**Unified Loyalty
Program**

Phase 2

**Re launch of
E-commerce Site**

Phase 3

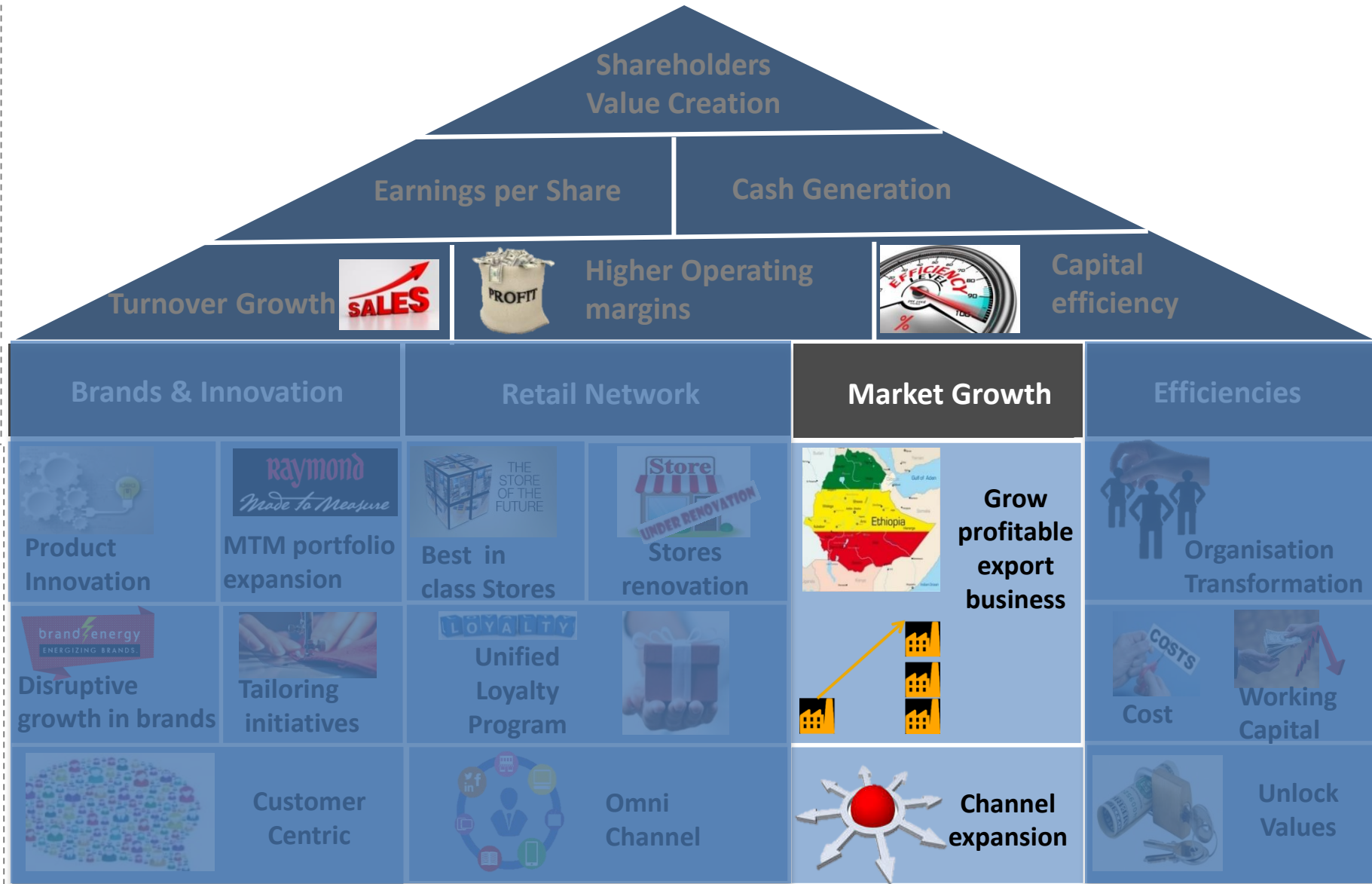
**Trigger Omni
Channel**

Strategic Direction

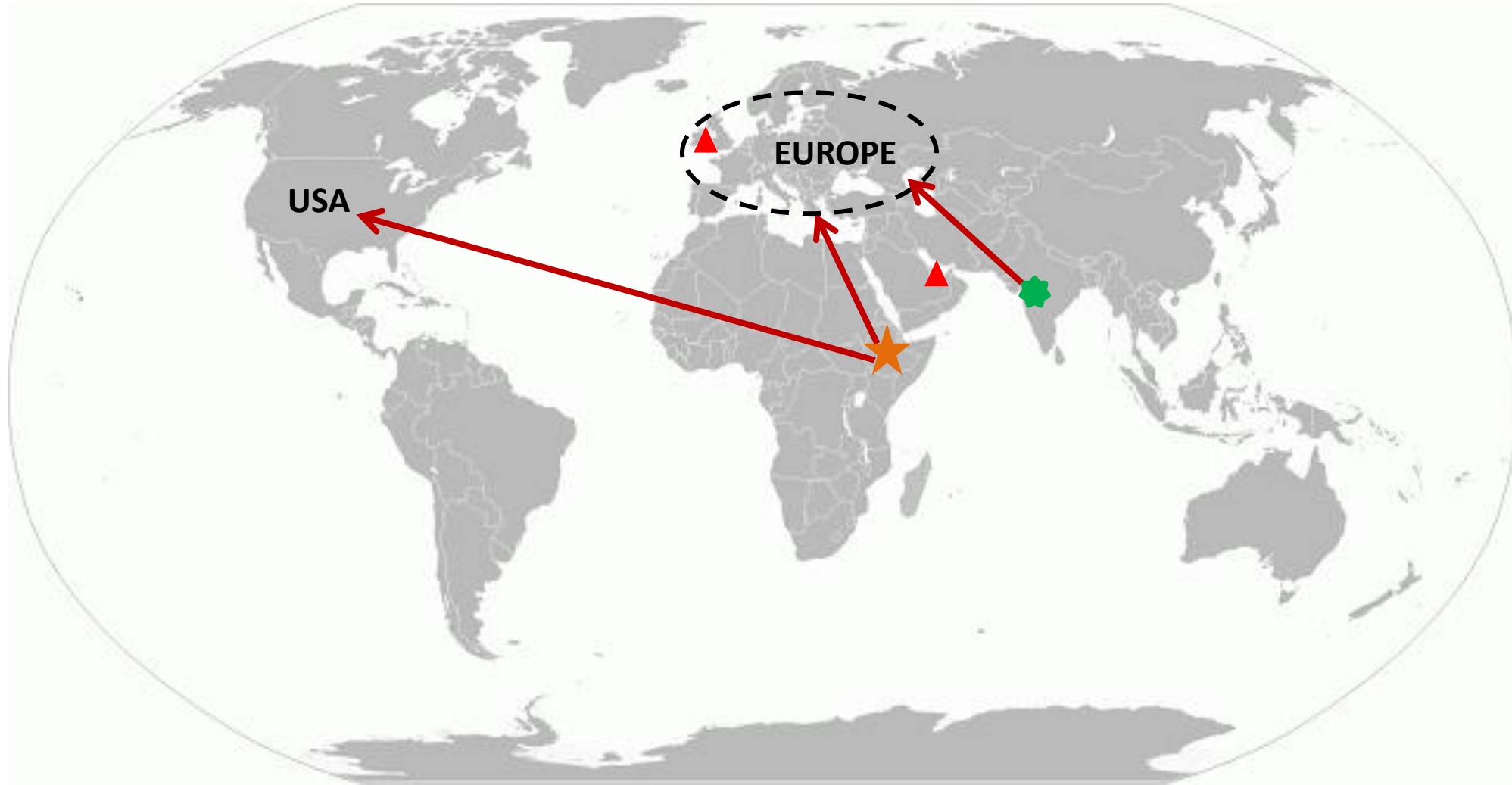
Value
Creation

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Metrics



Driving profitable export business in key markets



★ Garmenting Unit in
Ethiopia

★ Denim Plant
at Yavatmal

▲ Marketing office
in Dubai & London

Network & Channel expansion

APPAREL

Expansion through EBO network



2.5x EBO's in 4 years

Increased LFS presence



3x LFS presence in 4 years

B2C Shirting

Growth through Retail & wholesale channels



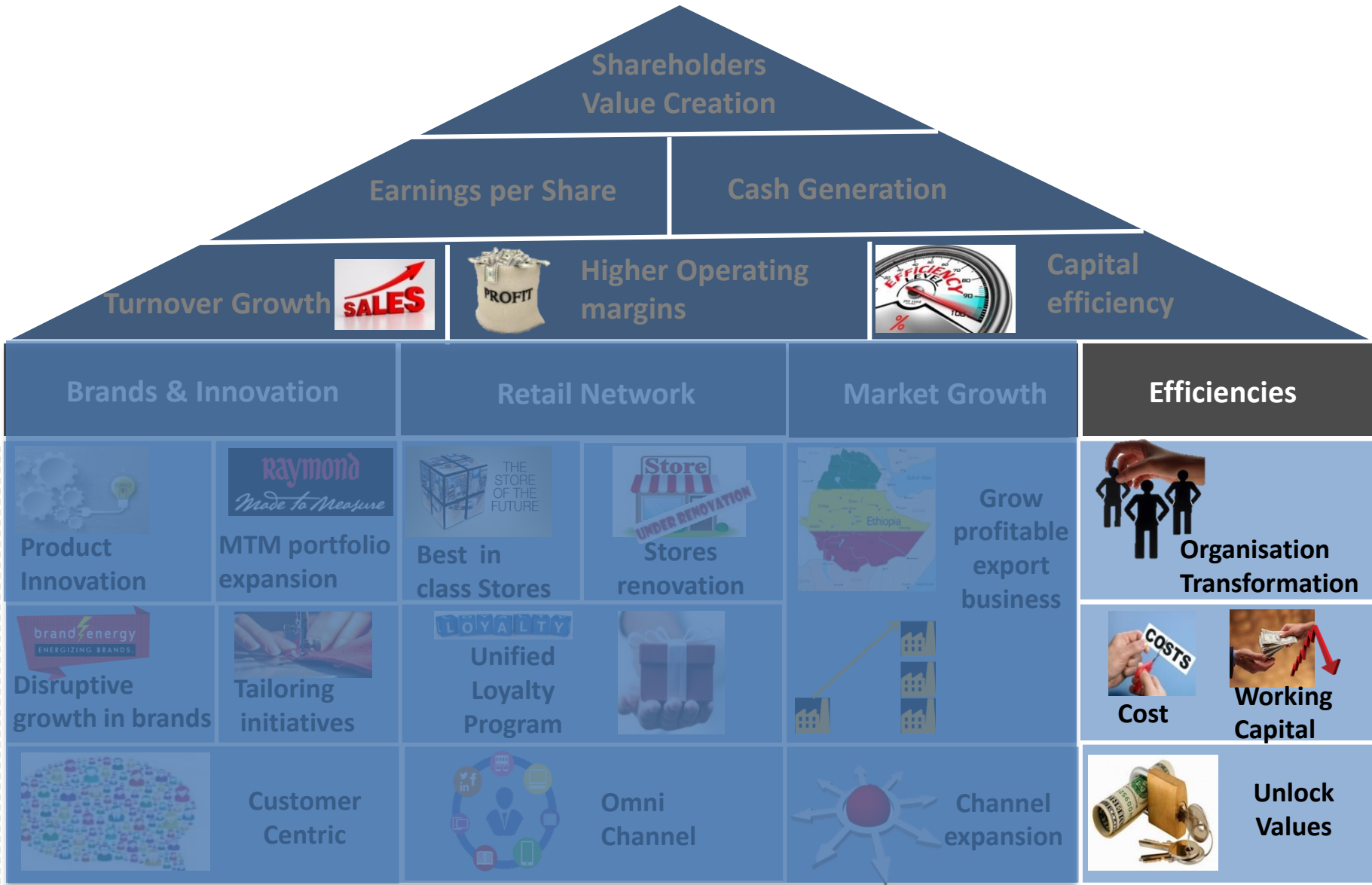
2.5x counters in 4 years

Strategic Direction

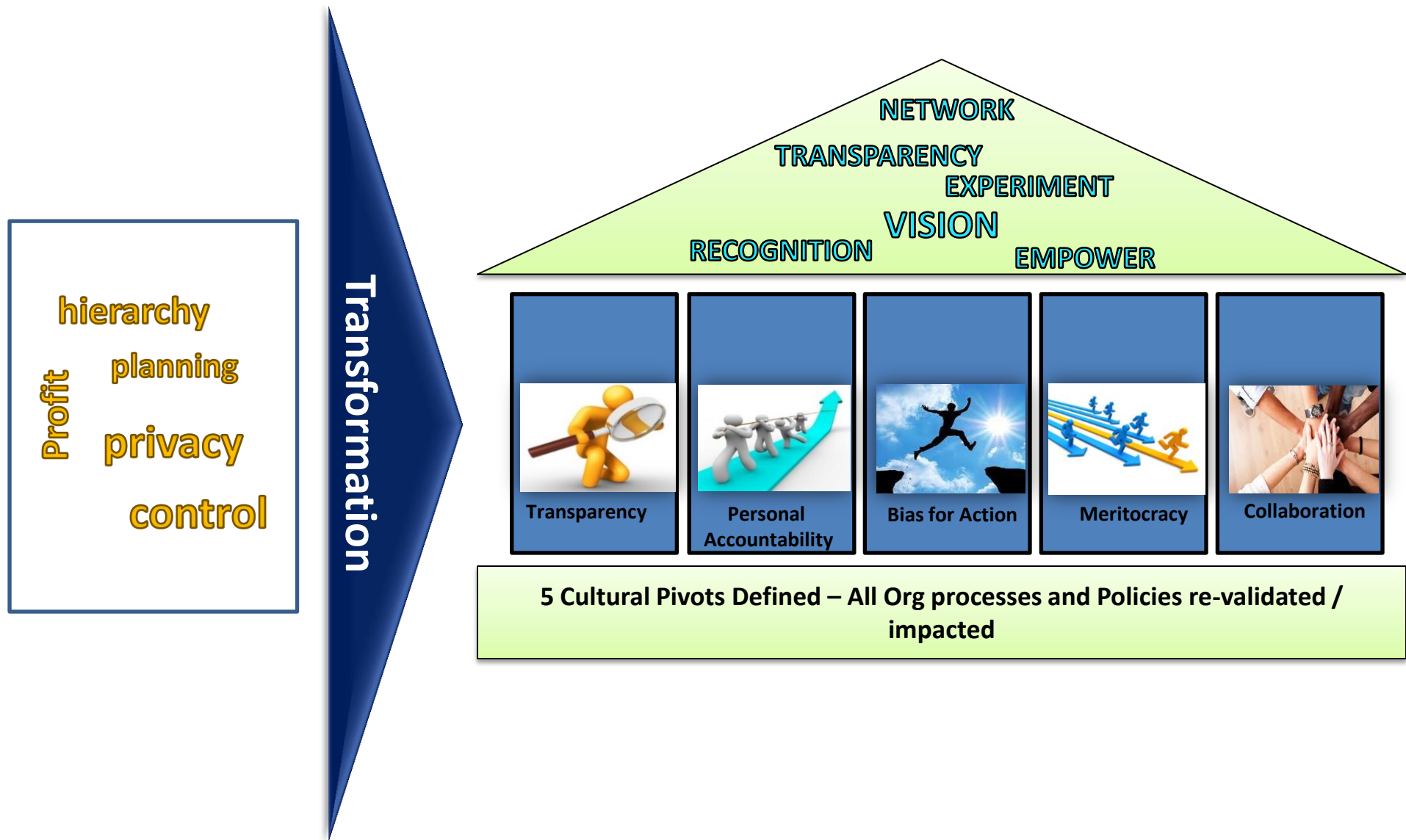
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Laying foundation of new culture



Cost Optimization

Vendor Consolidation



Enhance yield



Leverage technology for
Material procurement



Cost control



Working Capital efficiencies

Working Capital Days

Net Working Capital

113

100

107

Inventory

88

79

83

Debtors

68

63

68

FY 14

FY 15

FY 16

Improve Working Capital cycle



- ✓ *Channel financing*
- ✓ *Re-engineer supply chain*
- ✓ *SKU's rationalisation*
- ✓ *Better payment terms with vendors*

Unlock Value (1/3)

Thane Land



- 125 acres land
- Real Estate team in place
- Various options being evaluated
 - ✓ Sale of land
 - ✓ Development
 - ✓ Strategic partnership

Unlock Value (2/3)

Tools & Hardware



Challenging environment

- Slowdown in industrial activities in key markets especially Latin America
- Currency devaluation of African countries

Initiatives



Market & category expansion



Scaling up power tool business & its accessories



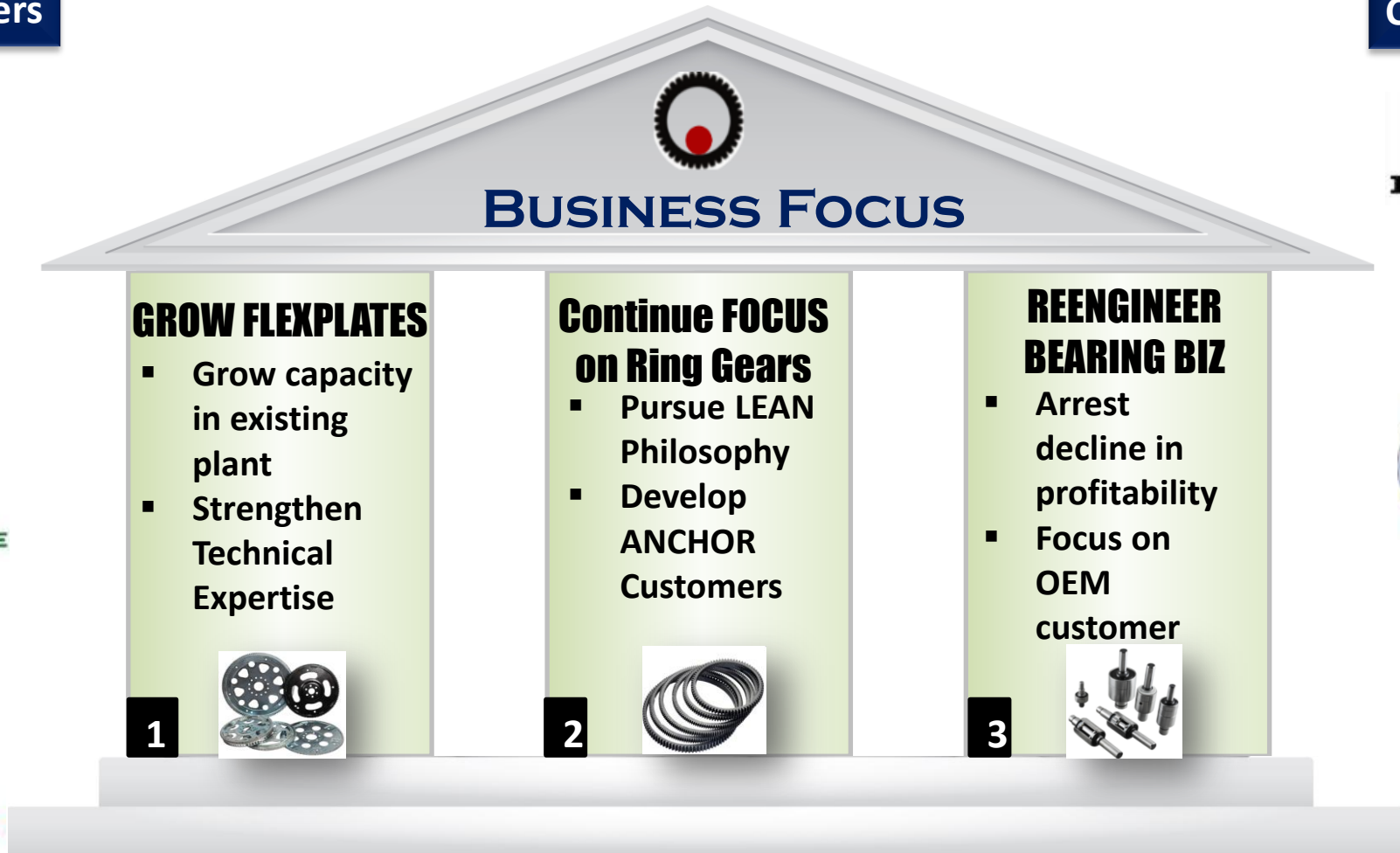
Optimization of manufacturing Assets

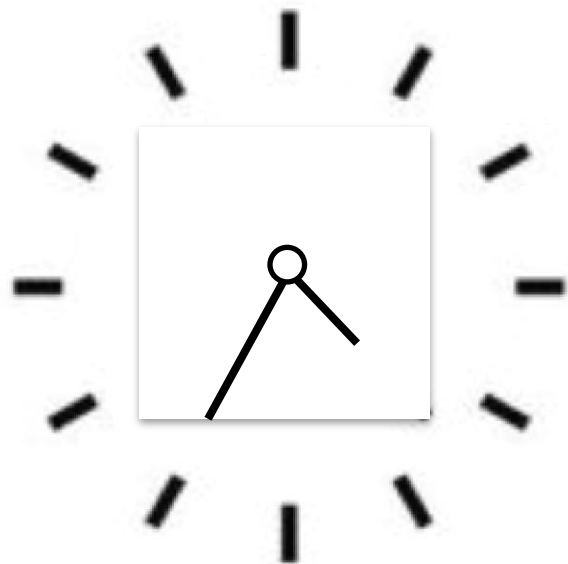
Unlock Value (3/3)

Tier 1 Customers



Tier 2 Customers





Q & A time

