RENAISSANCE GLOBAL LIMITED
(FORMERLY RENAISSANCE JEWELLERY LIMITED)
CIN.: L36911MH1989PLC054498
REGD. OFFICE / UNIT I : PLOT NO. 36A & 37, SEEPZ, ANDHERI (E), MUMBAI 400 096.
TEL. : 022-4055 1200 | FAX : 022-2829 2146 | WEB: www.renaissanceglobal.com

Ref. No.: RGL/S&L/2019/156

November 12, 2019

Bombay Stock Exchange Limited Listing Department Phiroze Jeejeebhoy Towers Dalal Street, Fort, Mumbai – 400 001	**National Stock Exchange of India Ltd.** Exchange Plaza, Plot no. C/1, G Block, Bandra Kurla Complex, Bandra (East), Mumbai - 400 051

Sub.: Investor Presentation.

Dear Sir

We are enclosing herewith the Investor Presentation for the purpose of updating our investors.

We request you to upload the same under the suitable section of your website.

Thanking you,

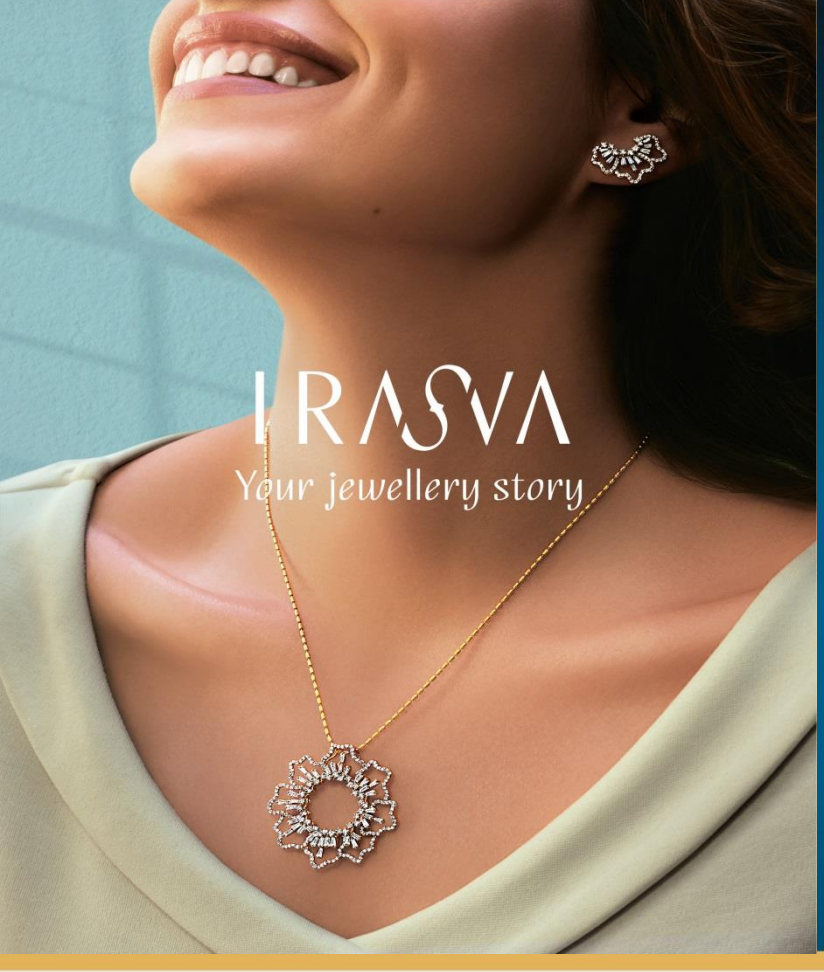
Yours faithfully,
For **Renaissance Global Limited**

G. M. Walavalkar
VP – Legal & Company Secretary

Encl.: As Above

RENAISSANCE GLOBAL LIMITED

INVESTOR PRESENTATION



Discussion Summary

1. Company Overview
2. Business Strategy & Outlook
3. Annexure

Our Brands

Enchanted Disney FINE JEWELRY

Hallmark DIAMONDS moments

IRASVA

Your jewellery story

A Renaissance Global Alliance

To experience our collection, visit the flagship store: Kundamal House, 67 Hughes Road, Mumbai - 400007 | Toll free no: 1800 419 4018 | Email: flagshipmumbai@irasva.com

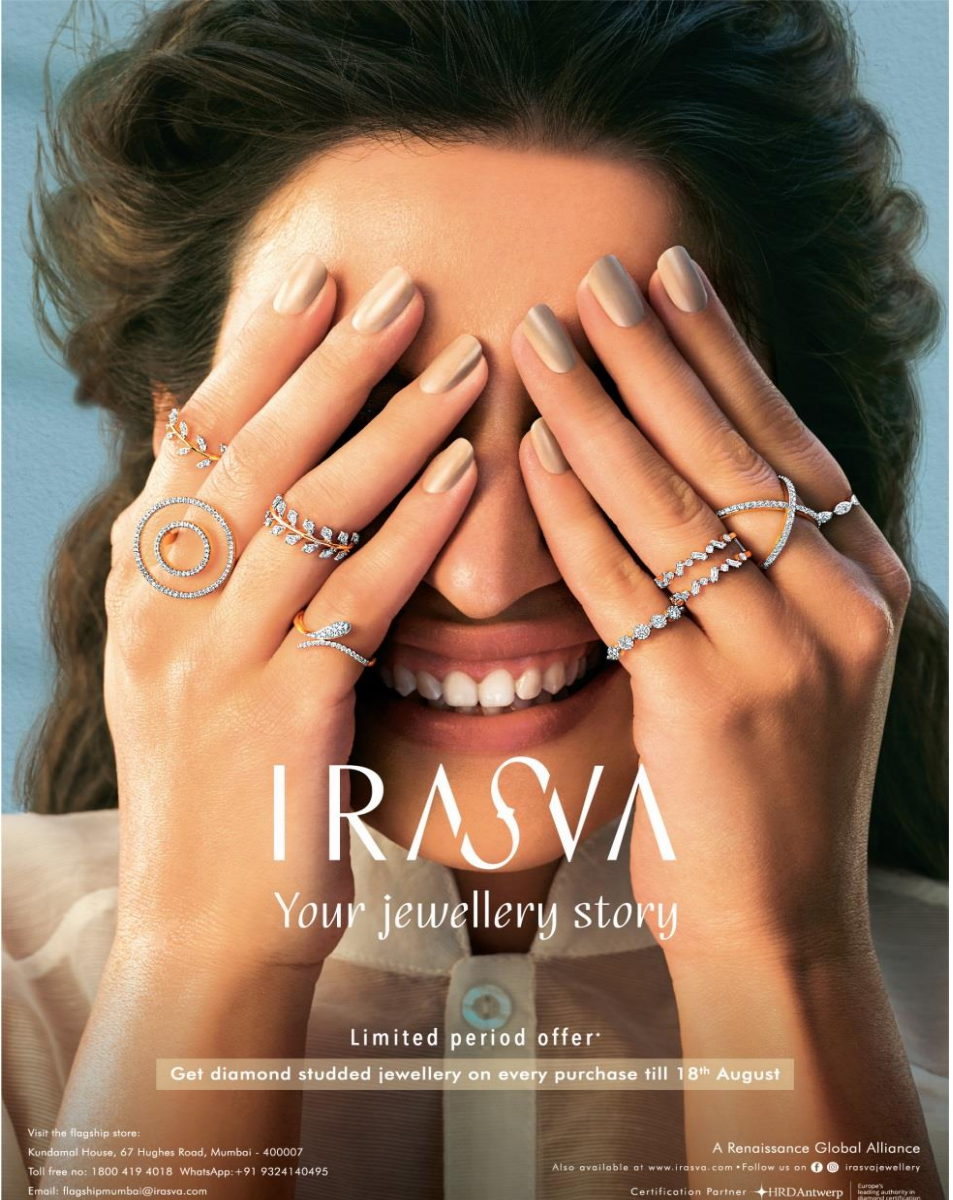
Also available at www.irasva.com
Follow us on irasvajewellery

'Enchanted Disney Fine Jewelry' is the perfect marriage of romance of Disney and the lasting beauty of fine jewelry. The timelessly elegant designs subtly evoke the love, adventure, happiness and magic of the fairy tales loved by millions.

Enchanted
Disney FINE JEWELRY

Hallmark, founded in 1910 is a well known greeting card company. Its vision is to create a more emotionally connected world. Our Hallmark branded jewellery helps individuals celebrate the special moments in their lives.

Hallmark
DIAMONDS
moments



We have launched our brand 'Irasva' in the Indian market through a joint venture with Bennett, Coleman and Company Limited. Irasva's gold and diamond jewellery is a confluence of two shared ideologies that the modern woman lives by, a love for self and a love for expression.

IRASVA
Your jewellery story

Largest Supplier of Branded Jewellery To Leading Global Retailers

India's Largest Exporter of Gem-Set Jewellery

- GJPEC Award for "Largest Exporter of Studded Metal Jewellery" for 7th time in 2017
- 2.9 Mn pieces of jewellery sold in FY19,
- Robust manufacturing (166,000 sq. ft., 2,916 employees)

Strong Design Capabilities

- ~95% of sales based on in-house designs
- ~12,000 new designs developed in FY 2019
- 151 member design team based in US, UK, Hong Kong, Dubai & Mumbai
- Strong R&D to drive product innovation

Acquisition Strategy

- Track record of successful acquisitions
- Expansion of product portfolio and geographies via strategic acquisitions
- Opportunities continue to be available due to market turmoil

Robust Financials *

- Total Revenues, EBITDA & PAT of Rs 26,022 Mn, Rs 1,342 Mn & Rs 841 Mn in FY19, growing at 42%, 33% and 32% respectively
- Low leverage: Net Debt / Equity – 0.92
- Return Ratios: ROE: 12.7%

Global Marketing Presence

- Dedicated in-house marketing across key markets in USA, UK & Middle East
- Incorporated a subsidiary in China.
- Continued focus on geographical diversification
- Share of revenues from US reduced from 85% in FY11 to 57% in FY19

Focus on Licensed Brands

- Licensing agreement to sell "Enchanted Disney Fine Jewellery" and "Heart of Hallmark Diamonds " jewellery collections
- Branded jewellery sales to bring significant value addition, higher margins & profitability

India Brand Strategy

- Strategic investment in joint venture(JV) with Bennett, Coleman and Company Limited(BCCL) to promote brand 'IRASVA' owned by the JV
- BCCL has committed Rs. 3500 Mn of advertising spends in exchange of 49% equity in the joint venture

Marquee Clientele

- Amazon, Argos, Helzberg, J.C Penney, Malabar Gold, Signet, Wal-Mart
- Diversified Customer Base

* FY19 Financials

State-Of-The-Art Manufacturing Facilities With Highly Skilled Workforce

- Robust manufacturing setup in 166,000 sq. ft. across 8 manufacturing facilities with 2,916 skilled employees
- Global standard manufacturing technologies including Casting, CNC Machining and 3D Printing
- Each piece of jewellery is manufactured as per customer requirements, backed by strong internal processes
- Right balance between full time and contractual manpower, resulting in cost savings during the off season
- Customized ERP solution for effective monitoring and efficient inventory management

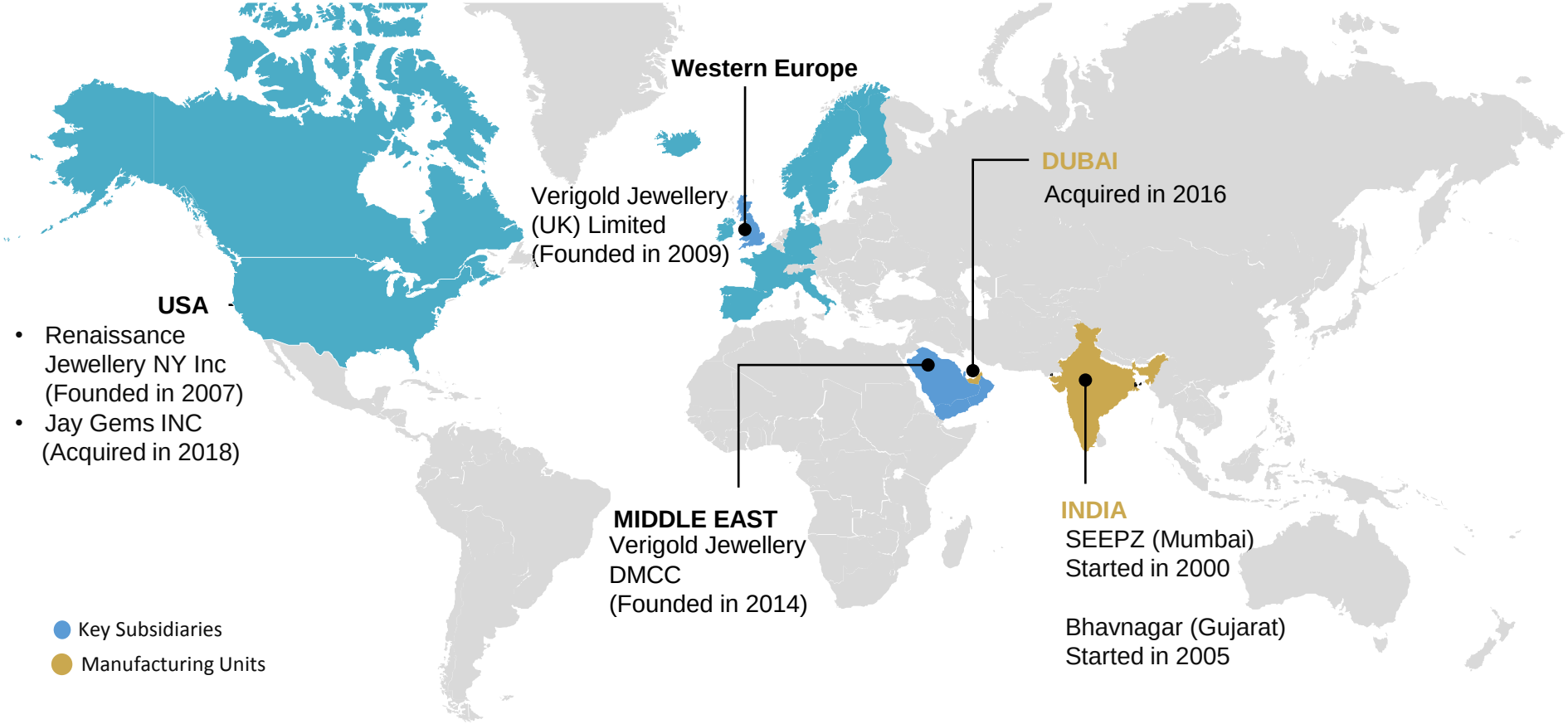
Mumbai (across all 6 units)
Area: 95000 sq ft
Manpower: 1312

Bhavnagar
Area: 65,000 sq ft
Manpower: 1512

Dubai
Area: 6000 sq ft
Manpower: 92

Manufacturing Facilities in Maharashtra & Gujarat

Global Marketing Presence To Serve Key Jewellery Markets



Preferred Partner to Marquee Global Retailers Across The World

- 50+ Customers Across USA, UK & Middle East
- 10+ Year Relationships with Top 10 Customers
- Diversified Customer Base
- Minimal Credit Risk Due to Stable Clientele & Disciplined Credit Terms

E-Commerce/ Television	Specialty Jewellers	Multi-Brand Retailers
amazon	SIGNET JEWELERS	Walmart
QVC	RIDDLE'S JEWELRY	JCPenney
jewelry television	REEDS Jewelers	Argos
	H.SAMUEL	macy's
	PEOPLES THE DIAMOND STORE	
	HELZBERG DIAMONDS	
	CHARM DIAMOND CENTRES	
	Fred Meyer Jewelers	
	MALABAR GOLD & DIAMONDS	
	KAY JEWELERS Every kiss begins with Kay.	
	ZALE CORPORATION	
	Joyalukkas	

RENAISSANCE
GLOBAL LIMITED

BUSINESS STRATEGY & OUTLOOK

Business Strategy & Outlook

Increasing Sales Of Licensed Brands In Existing Markets	• Grow branded jewellery sales through Disney and Hallmark licensing agreements, leading to increased customer wallet share and market penetration • Develop new products under Disney license – Mickey, Minnie and Star Wars
Expanding Licensed Brand Sales In New Geographies	• Introduce wide range of Enchanted Disney Fine Jewelry in new markets where there is strong Disney brand recognition • Launch Hallmark Diamonds in new markets
Continued Focus on New Product Development and Innovation	• Expand gold Jewellery portfolio in Middle East by introducing new technologies including 3D printing • Introduce new product categories including wedding bands in the US and then replicate across other geographies
Inorganic Growth To Accelerate Growth in New Products & New Markets	• Aggressively pursue suitable acquisitions, new brand licenses for product expansion and geographical expansion opportunities • Leverage strong balance sheet position for faster growth
India Brand Strategy	• Strategic investment in joint venture(JV) with Bennett, Coleman and Company Limited(BCCL) to promote brand IRASVA owned by the JV • BCCL has committed Rs 3500 Mn of advertising spends in exchange of 49% equity in the joint venture

Playbook of Strong Strategies

Increase the awareness of our brands

We intend to increasingly invest in and evolve marketing programs through a variety of media designed to build awareness of our brands

Keep renewing and enhancing our product offerings

RGL's product development strategy is to accelerate the introduction of new design collections, and/or expand certain existing collections annually, all of which are intended to appeal to existing and new customers.

Strengthen our competitive position in key markets

While we enjoy a strong reputation and large customer base, it encounters significant competition. By focusing on enhanced product development, the Company's objective is to become a supplier of choice to its key customers.

Cultivate an efficient operating Model

The Company is focused on improving its business operations through new systems, more effective processes and cost restraint, to drive margin growth.

Create an agile organization to Succeed

Ability to quickly respond to changing customer requirements is the key to success. The management strives to motivate and develop employees with core competencies needed to achieve its objectives.

Improve operating margins

RGL's long-term objective is to improve gross margins, realising greater efficiencies in its product supply chain and adjusting selling prices when appropriate. These efforts are intended to generate a higher rate of operating earnings growth relative to sales growth

Improve inventory, other asset productivity and cash flow

RGL's long-term objective is to maintain inventory growth at a rate less than sales growth, with greater focus on efficiencies in product sourcing and manufacturing while optimising store inventory levels within India

Strengthen employee engagement and building capabilities

Our team is key to accomplishing the company's transformation goals. RGL has hired and promoted several executives to fill key leadership roles, and is investing in building e-commerce, analytics and innovation capabilities.

Acquisitions

RGL plans to actively consider further acquisitions of brands or distribution companies in areas where it believes geographic, demographic and market conditions are favourable for its core business and where the target business is complementary to existing business.

Organic & Inorganic Growth

Vogue DMCC

- Renaissance Jewellery DMCC acquired Vogue DMCC in 2016.
- Vogue DMCC specialises in manufacturing and wholesaling of plain gold jewellery in the Middle East.
- Renaissance leveraged the Vogue DMCC distribution network to expand sales of Renaissance products in the GCC markets.

Jay Gems Inc

- Renaissance acquired Jay Gems Inc in 2018 for USD 25.62 million
- Jay Gems has been in existence for 25 years, focused on diamond jewellery, and generated revenues of USD 79.5 Mn in 2017
- Jay Gems has the exclusive “Enchanted Disney Fine Jewelry” license.
- The acquisition expands Renaissance global product offerings.
- Licensed Jewelry will help improve margins of the Consolidated company.
- ROE and ROCE for the license business is higher than the other businesses.

IRASVA

- A subsidiary of Renaissance has made a strategic investment in a joint venture with Bennett, Coleman and Company Limited to launch a consumer jewellery brand “IRASVA” in India.
- The first IRASVA retail store opened in Mumbai in May 2019.

Entry into Branded Jewellery Through Acquisition of Jay Gems

- Branded jewellery is the fastest growing segment of the jewellery business.
- This growth is predicated due to De Beers reducing marketing spends on Generic diamond jewellery
- Renaissance acquired Jay Gems INC in FY 2018-19. Jay Gems has the exclusive license to 'Enchanted Disney Fine Jewellery' which features Disney Princess inspired engagement rings and fashion fine jewellery.
- Enchanted Disney Fine Jewellery is a top performing brand at Zales Jewelers.
- Disney is the biggest licensing company in the world (with USD 57 billion in sales – 2017) including USD 5.5 billion for the Disney Princess brand
- The acquisition will be accretive due to staggered purchase consideration, synergies and focus on higher margin categories.

Global Expansion of Branded Jewellery Products

- To capitalise on the international appeal of the Disney brand, Renaissance has acquired exclusive licenses for the Middle East, China, India, South Africa, the Philippines, Malaysia and Singapore.

- Due to the success of the ‘Enchanted Disney Fine Jewelry’, Renaissance has the opportunity to create jewellery for additional Disney license properties including Mickey and Minnie, Star Wars and other Disney I.P.

- Marketing of the licensed brands is magnified by the high profile of continued Disney global film launches, including Aladdin and Frozen 2 in 2019

Current Brand Portfolio and Benefits of the Branded Play

Benefits of Branded Jewellery Sales

- Superior product positioning and deeper customer relationships
- Increased competitiveness through design exclusivity
- Higher value addition and focus on higher price points
- Better pricing and higher margins than generic jewellery
- Opportunity to market both bridal and fashion fine jewellery collections

Licensing Agreement with Disney

Enchanted Disney Fine Jewelry

Disney Cinderella

Licensing Agreement with Hallmark

Hallmark Diamonds Moments

The Two Brands : Reach & Opportunities

Enchanted Disney Fine Jewelry

- Introduces one of the world's best loved brands to the fine jewellery market
- Successful distribution at every level of retail, including independents, specialty retailer
- USD 125 million in retail sales in 2018
- Global name recognition with potential for worldwide growth
- Successful in both bridal and fashion jewellery
- According to a study by the Knot/ XO Group, 1 in 4 brides want something from Disney for their wedding day

Disney's Wedding Connection

~50,000	~5,000	#1
Vows Exchanged at Disney Weddings	Weddings Annually	Honeymoon Destination

Disney Social Media Connections

100+ Mn Followers	12+ Mn Followers	5+ Mn Followers	3+ Mn Subscribers	40+ Mn Website Visitors

Hallmark Diamonds

- Hallmark has a global presence in more than 100 countries
- Top 2% of Brands (2017 Equitrend/Harris Interactive)
- #5 Most Reputable Company (2017 U.S Reptrak 100)
- 6 billion annual brand interactions
- Brand reaches 99% of US women ages 25-54
- Over half of US adult women interacted with at least 3 Hallmark touch points in the past 6 months
- 500+ bloggers with reach of +24 million
- Strong brand association with emotional connection is highly relevant to jewellery consumers

Hallmark Social Media Connections

64.1 Million	16 Million	150 Million	92 Million	16.7 Million

IRASVA

- Verigold Jewellery DMCC will make a strategic investment of Rs. 200 Mn in a joint venture with Bennett, Coleman and Company Limited.
- A joint venture to launch a retail jewellery brand in India
- Renaissance Global upon conversion of the Debenture will own 51% of the joint venture
- Bennett, Coleman and Company Limited has an advertisement spend commitment of Rs 3500 Mn over a period of 5 years
- The first “IRASVA” store opened in May 2019 and the company plans to expand to 25 stores in India in the next five years
- We will be strategic with the scale up of IRASVA and will monitor its profitability closely.
- We will be able to leverage global design bank as well as Enchanted Disney Fine Jewelry.

IRASVA

- Irasva's gold and diamond jewellery celebrates the modern woman's love for self and love of expression

- 'Irasva' is a combination of "ira" meaning enjoyment and "sva" meaning self in Hindi.

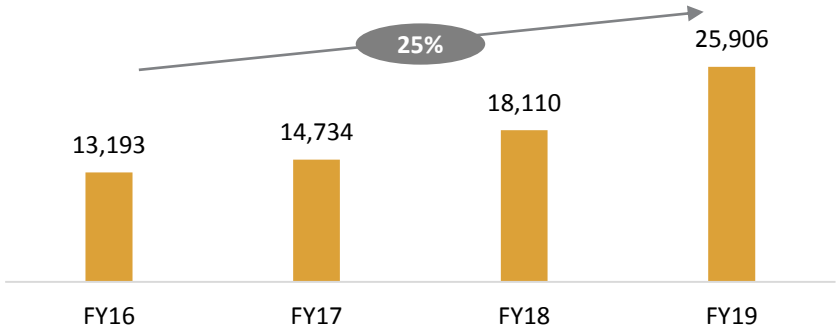
- The Irasva brand invites women to indulge in self love.

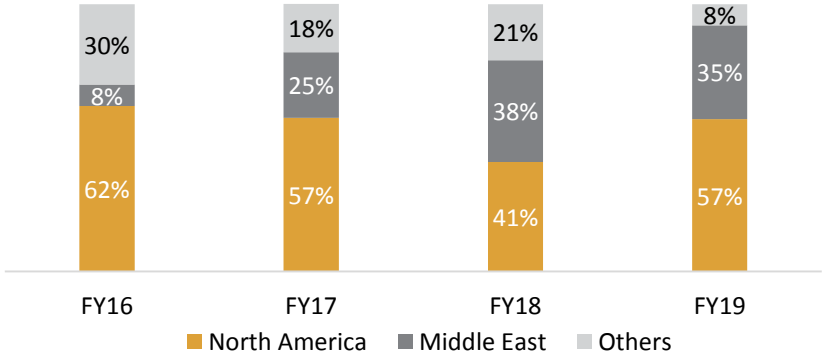
- Irasva jewellery inspires every woman to create, feel beautiful and express herself in every moment

- Irasva is a every day fine jewellery brand for the self-assured modern woman

Geographical Diversification Through Entry Into New Markets

Robust Sales Growth & Geographical Diversification Achieved Over FY16 to FY19 Driven by Entry in GCC Market



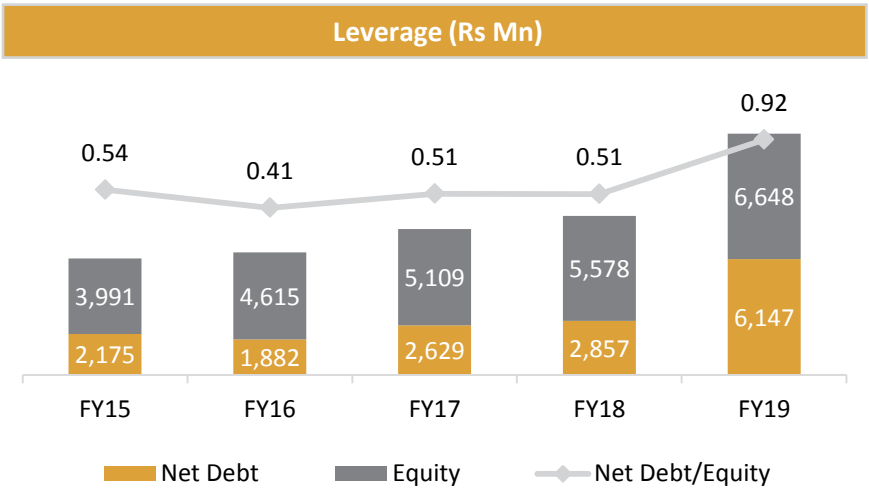


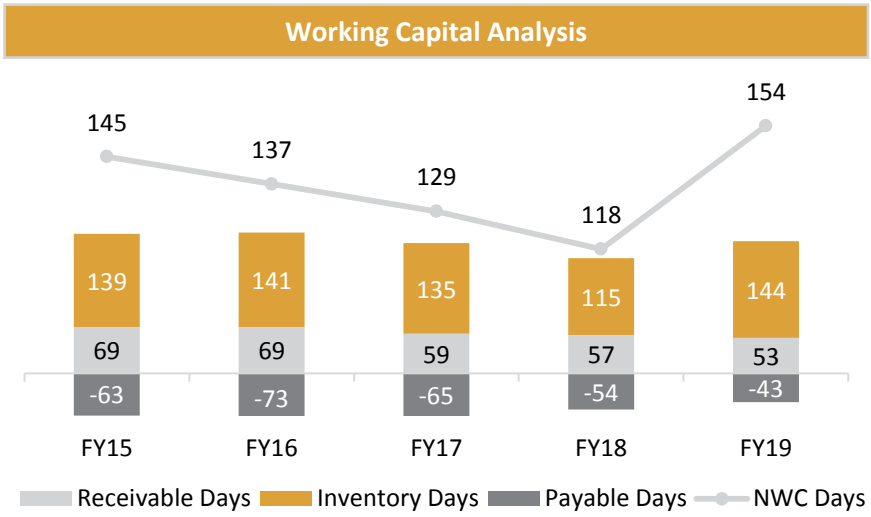
- Over the years, Renaissance has strategically reduced its dependence on the US market and diversified into key jewellery markets across Middle East, Asia Pacific and Europe
- In addition to having a direct marketing presence through own subsidiaries in USA, UK and Middle East, Renaissance has also diversified its manufacturing base across India and Dubai
- The acquisition of a manufacturing facility in Dubai has eased entry into the Gulf Cooperation Council (GCC) markets

Renaissance has continually pursued geographical diversification

- In FY 2011, 85% of its revenues from the US but in FY 2019, US revenue share was reduced to 57%
- The Vogue acquisition helped to substantially increase the contribution from the Middle East from 8% in FY2016 to 35% in FY2019

Financial Strength Driving Business Growth (Consolidated)





Balance Sheet Discipline : Low Leverage & Efficient Working Capital Management

- The Gems & Jewellery export sector in India, has been negatively affected by capital mismanagement and highly leveraged balance sheets
- In contrast, Renaissance has steadily grown its business with a highly disciplined approach based on prudent capital allocation and efficient working capital management
- Inventory and receivables days have been reduced by close monitoring and optimization of the entire cycle from orders to delivery till the receipt of money
- The recent acquisition of Jay Gems Inc was funded through internal accruals. The Debt\Equity ratio is elevated on account of purchase consideration payable to erstwhile owners classified as Debt in Financials. **Our goal is to bring the Net Debt\Equity down to 0.5**
- Inventory days have increased from 115 days to 144 days because of high inventory on the books of Jay Gems. We are committed to manage the Jay Gems inventory better and bring it to lower levels over the next year

Working capital calculated with Total Income as denominator

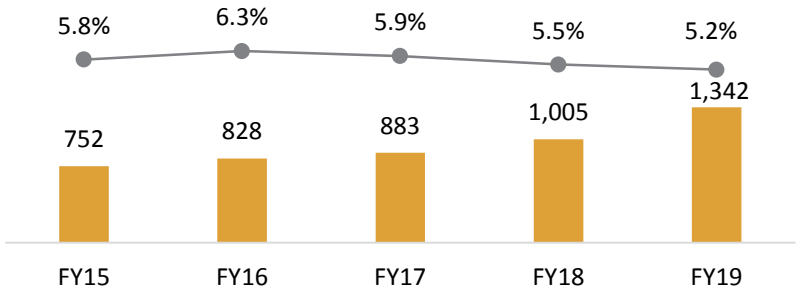
Limited Exposure to Currency & Commodity Fluctuations

Business Offers Significant Natural Hedge Leading to Limited Exposure to Currency & Commodity Risk

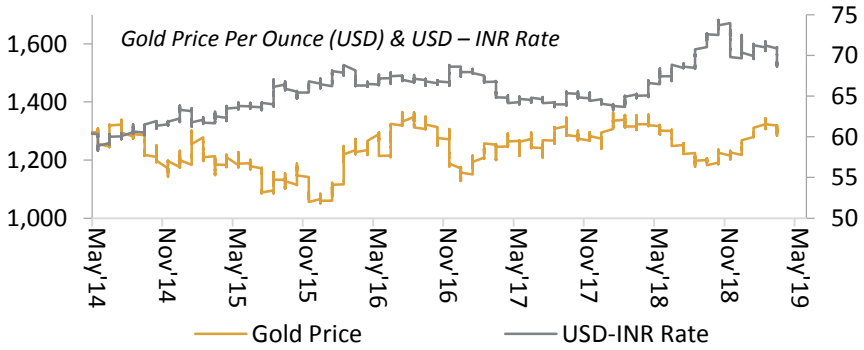
The Company's functional Currency is USD since majority of the business transactions are undertaken in USD currency

- Operating margins have been largely stable despite currency & commodity price volatilities
- Majority of the sales are in USD currency while few sales in European market are in their local currency
- Globally, sales are on MRP basis, leading to limited exposure to commodity prices & inventory price risk
- All the raw material purchases including gems, diamonds and gold, even in India, are in USD currency
- The incremental sales take into account the currency and commodity price at the time of order confirmation from customer
- A small portion of manufacturing expenses in India are booked in INR, for which commensurate hedging is undertaken
- Majority of the loans are under PSFC & PCFC are also in USD

Healthy EBITDA Growth & Stable EBITDA Margin over Last 5 Years



Despite Volatile Currency & Commodity Price Movements



RENAISSANCE
GLOBAL LIMITED

ANNEXURE

Experienced Management Team

Niranjan Shah, Chairman

- Associated with the company since inception
- Over 4 decades of experience in the gems & jewellery industry
- Responsible for the overall strategic planning and decision making

Sumit Shah, Vice Chairman

- 22 years of industry experience
- Responsible for long term business plans and new business initiatives

Hitesh Shah, Managing Director

- 22 years of industry experience
- Responsible for Finance, Accounting and Merchandising operations

Suhel Kothari, Director

- President, RJNY Inc (Verigold)
- Manages operations of USA division

Neville Tata, Executive Director

- 21 years of industry experience
- He is responsible for Production and HRM

Experienced Independent Directors: Strong Corporate Governance

Veer Kumar Shah, Independent Director **(ICAI, 1969;)**

- Practicing Chartered Accountant with more than 4 decades of experience
- Expert in Accounting, Auditing , Taxation, Company Law matters, Arbitration matters and management consultancy in diverse sectors

Anil Chopra, Independent Director

- 30 years experience in marketing of consumer products, Prior worked in Tata Sons and their group company, Voltas
- Exp. in Commercial, Human Resource Development and Administration functions

Arun Sathe, Independent Director

- Practicing Lawyer in High court & Supreme Court & Veteran Economist
- Governing Council Member of Mah. Chamber of Commerce, Finance & Taxation Committee of the Chamber & FICCI; Part time member of SEBI

Vishwas Mehendale, Independent Director

- Practicing Chartered Accountant in Taxation and appellate matters, including drafting and arguing appeals before Commissioners of I.Tax & Appellate Tribunal
- Expert in Direct & Indirect Tax Laws, Accounts & Audits, Finance & Corporate Laws

Madhavi Pethe, Independent Director

- Former Independent Director of Bombay Commodity Exchange. Limited by Forward Markets Commission, Central Govt
- Member of Board of Studies of Banking & Insurance University of Mumbai

Consolidated Profit & Loss Statement

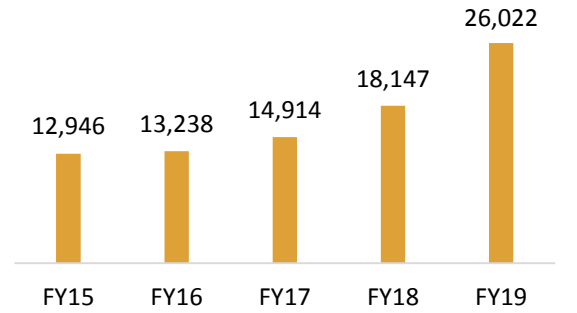
Particulars (In Rs Mn)	FY19**	FY18**	FY17*	FY16	FY15
Revenue From Operations	25,906.3	18,109.6	14,734.5	13,195.8	12,764.4
Other Income	115.7	373.9	179.7	41.9	181.9
Total Income	**26,022.0**	**18,147.0**	**14,914.2**	**13,237.7**	**12,946.3**
COGS	21,441.6	14,803.9	11,577.4	9,959.1	9,907.2
Gross Profit	**4,580.4**	**3,343.1**	**3,336.8**	**3,278.0**	**3,039.1**
Gross Margin %	**17.6%**	**18.8%**	**22.4%**	**24.7%**	**23.4%**
Employee Expenses	922.8	789.2	803.2	792.4	779.6
Other Expenses	2,315.2	1548.3	1,651.0	1,658.5	1,507.3
EBITDA	**1,342.1**	**1,005.6**	**882.6**	**827.6**	**752.2**
EBITDA Margin %	**5.2%**	**5.5%**	**5.9%**	**6.3%**	**5.8%**
Depreciation	181.0	110.6	140.3	150.2	173.5
Finance Cost	249.6	144.9	132.1	105.3	115.9
PBT	**911.5**	**750.1**	**610.1**	**572.1**	**455.8**
Tax Expense	59.0	106.7	114.9	98.6	57.2
PAT	**852.5**	**643.4**	**495.2**	**473.5**	**405.6**
Loss due to discontinued operations	**11.2**	**5.4**			

* Excluding extraordinary items
**P&L excluding loss due to discontinued operations

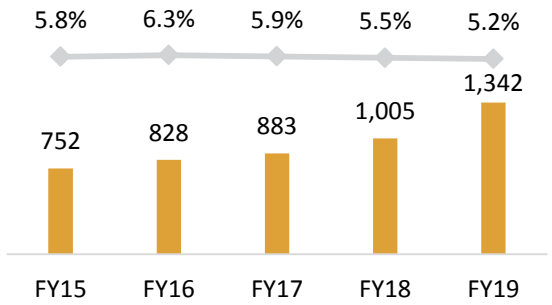
Financial Summary

In Rs Mn

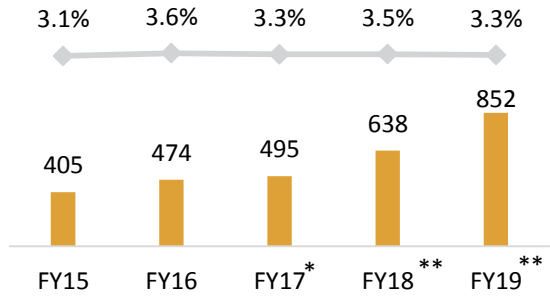
Total Income



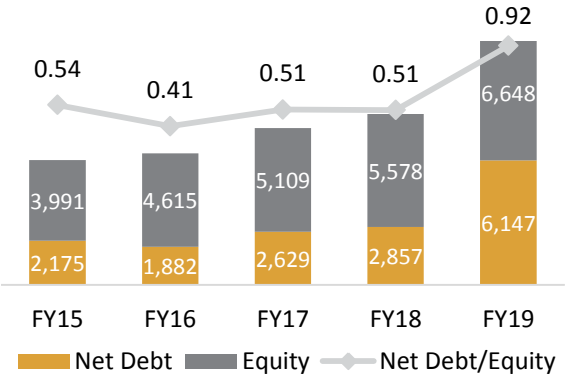
EBITDA & EBITDA Margin



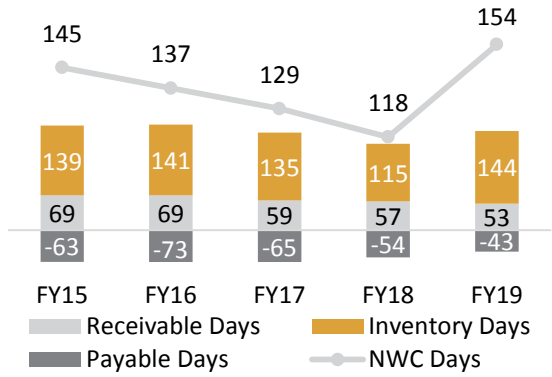
PAT & PAT Margin



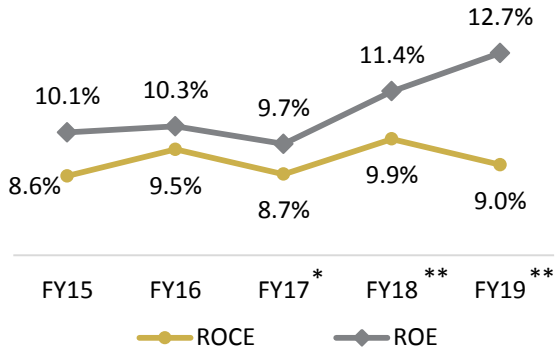
Leverage Analysis



Working Capital Analysis



Return Ratios

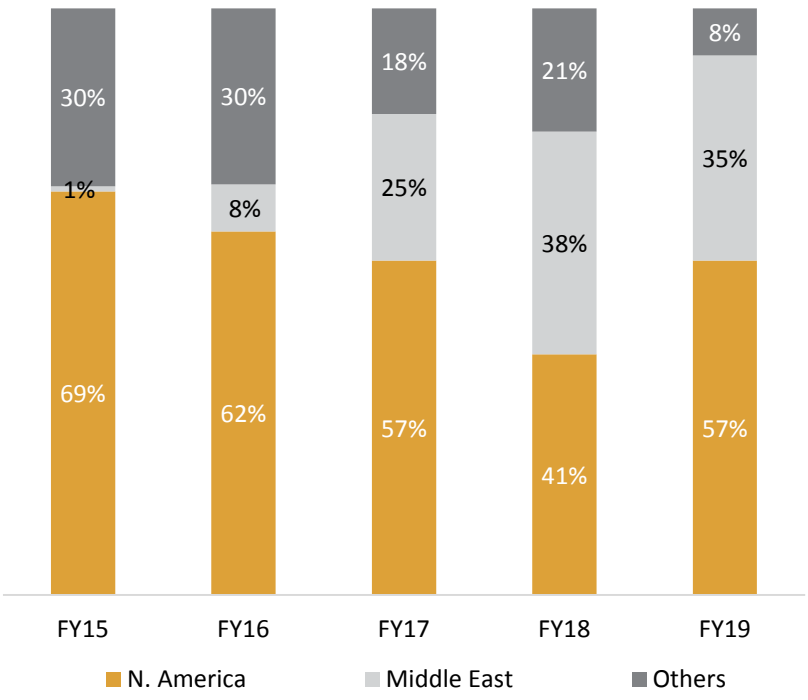


Working capital calculated with Total Income as denominator in all ratios
ROCE = EBIT / Cap. Employed (Equity inc. minority & Debt)

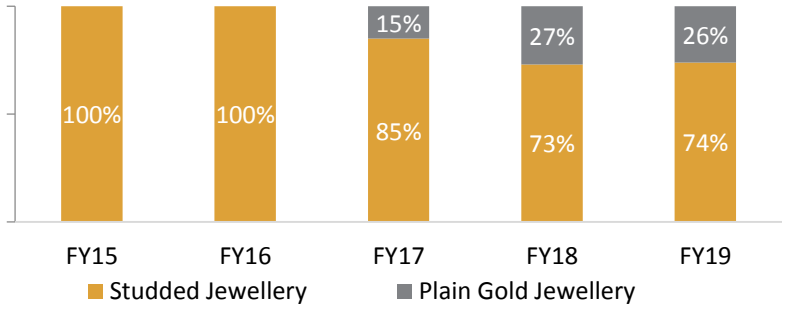
*Excluding extraordinary items
**including loss due to discontinued operations

Operational Summary

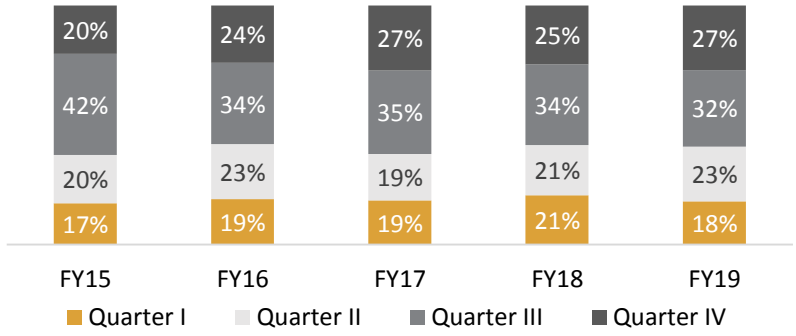
Geographical Mix



Studded Jewellery vs. Plain Gold Jewellery



Seasonality



Awards

2001
SEEPZ-SEZ Star Award

2005
WM Int'l Supplier of the Year

2006
GJEPC Award for largest exporter of studded metal jewellery

2008
GJEPC Award for largest exporter of studded metal jewellery

2009
Emerging India Award

2011
GJEPC Award for largest exporter of studded metal jewellery

2012
GJEPC Award for largest exporter of studded metal jewellery

2015
GJEPC Award for largest exporter of studded metal jewellery

2016 & 2017
GJEPC Award for largest exporter of studded metal jewellery

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THANK YOU

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