

Raymond Limited

Q4FY22 Result Presentation

31st March, 2022



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Q4 Highlights

Market Update

- **Upbeat sentiments in Domestic Market drives consumer demand:**
 - **Initial weeks of Q4 impacted due to Omicron-led restrictions**, followed by recovery in February
 - March witnessed a sharp upturn in demand driven by upcoming strong wedding season in Q1 FY23
 - Resumption of physical offices, social gatherings, and wedding seasons contribute to healthy footfalls and higher secondary sales driving primary sales momentum across trade channels
- **Exports: Maintained strong momentum**
 - **US, UK & Europe: Strong retail sales** with positive consumer sentiments despite higher inflation
 - **Key drivers:** China+ 1 strategy, consolidation of brands, new customer acquisitions driving order book

Q4 FY22: A Quarter of Significant Achievements



Highest ever revenue of ₹ 2,032 crores, up 44% vs. PY



Highest ever EBITDA of ₹ 358 crores with **EBITDA margin** of 17.6%



Highest ever PBT of 242 crores & **margin** of 11.9%

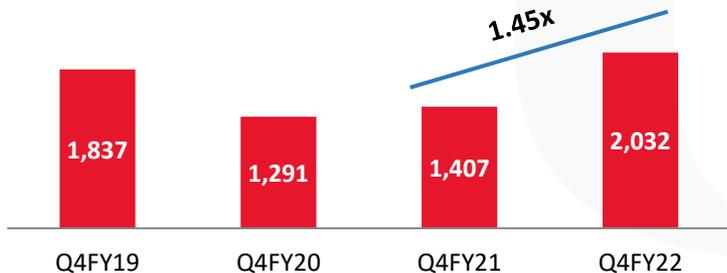


Significant net debt reduction by ₹ 165 Cr through internal accruals leading to net debt of ₹ 1,088 cr

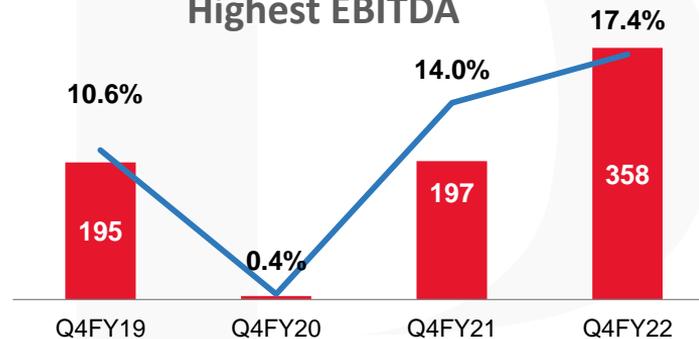
Q4FY22 – A quarter of record achievements

₹ Cr.

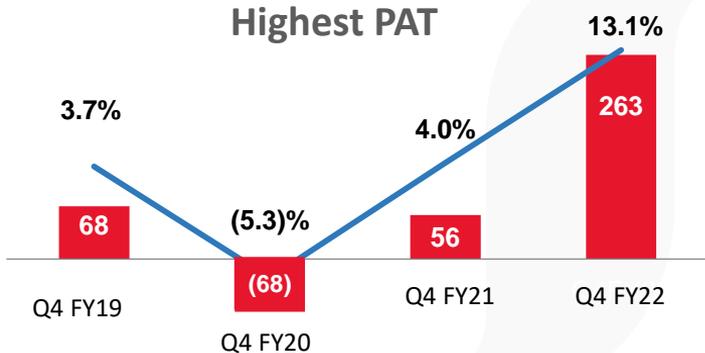
Highest Revenue



Highest EBITDA



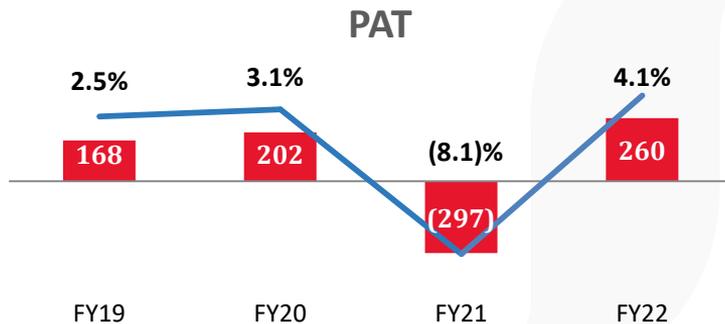
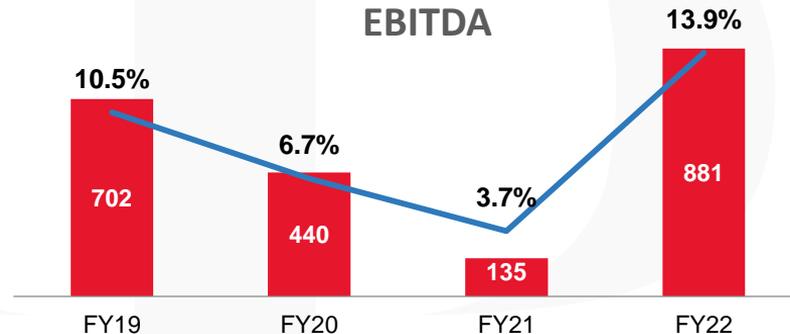
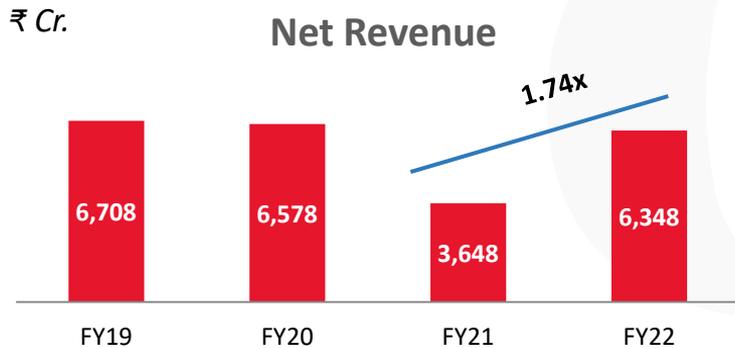
Highest PAT



- **Profitable topline growth across all businesses**
- **Balance sheet strengthening continues**
 - NWC days improved to 45 days vs. 72 days in PY
 - Net debt reduced by Rs. 165 Cr to Rs. 1,088 Cr

FY20 onward figures are post IND AS 116, NWC days based on quarterly annualised sales

FY22 – A year of significant achievements



- Strong profitable growth across all businesses
- Highest EBITDA despite pandemic in Q1
- Highest PAT achieved in 10 years



Financial Highlights

Consolidated Results – Q4FY22

Particulars (₹ Cr)	Q4FY22	Q4FY21	FY22	FY21	YoY	QoQ	YoY
Net Revenue	2,032	1,407	6,348	3,648	44%	161	625
Opex	506	408	1,754	1,320	24%	28	98
EBITDA	358	197	881	135	82%	55	161
<i>EBITDA margin %</i>	<i>17.6%</i>	<i>14.0%</i>	<i>13.9%</i>	<i>3.7%</i>	<i>364 bps</i>	<i>143 bps</i>	<i>364 bps</i>
<i>Depreciation</i>	59	71	240	314	(16)%		
<i>Interest</i>	57	61	228	276	(6)%		
PBT before exceptions	242	65	413	(455)	271%	56	177
<i>PBT margin %</i>	<i>11.9%</i>	<i>4.6%</i>	<i>6.5%</i>	<i>(12.5)%</i>			
Exceptional Items	(111)	0	(163)	0		(109)	(111)
Taxes	132	(19)	22	161		215	152
Associate / JV / Minority	0	11	(11)	(3)		1	(10)
Net Profit	263	56	260	(297)	367%	163	207

Note:

Exceptional Items (net):

Q4: Includes write-off trade receivables (Apparel Business) – ₹. 99 Cr; interest subsidy receivable on TUF loan written-off ₹. 12 Cr

FY22 : Includes gain on exchange of land surrendered in lieu of development rights , provision towards discount sharing with customers (trade receivables) and write-down of inactive category of inventories in Apparel

Segment Results – Q4FY22

Post Ind AS 116	Revenue			EBITDA		EBITDA %	
Particulars (₹ Cr)	Q4FY22	Q4FY21	Y-o-Y%	Q4FY22	Q4FY21	Q4FY22	Q4FY21
Branded Textile	886	722	23%	201	163	22.7%	22.6%
Branded Apparel	279	175	59%	31	(19)	11.0%	(10.7%)
Garmenting	213	126	69%	7	(3)	3.5%	(2.3%)
High Value Cotton Shirting	175	133	31%	15	20	8.5%	14.7%
Engineering	205	189	8%	34	37	16.4%	19.6%
Real Estate	321	54	495%	56	14	17.4%	25.0%
Others #	(46)	8		15	(15)		
Raymond Consolidated	2,032	1,407	44%	358	197	17.6%	14.0%

* Engineering business is aggregation of JK Files & Engineering Ltd, JK Talabot Ltd and Ring Plus Aqua Ltd (RPAL)

Others includes non scheduled airline operations, unallocated expenses, elimination and other income

Segment Results – FY22

Post Ind AS 116	Revenue			EBITDA		EBITDA %	
Particulars (₹ Cr)	FY22	FY21	Y-o-Y%	FY22	FY21	FY22	FY21
Branded Textile	2,789	1,572	77%	492	164	17.6%	10.4%
Branded Apparel	891	457	95%	43	(125)	4.8%	NA
Garmenting	725	549	32%	47	19	6.5%	3.5%
High Value Cotton Shirting	572	258	122%	60	4	10.5%	NA
Engineering	812	541	50%	123	83	15.1%	15.3%
Real Estate	707	141	402%	147	22	20.8%	15.6%
Others #	(149)	130		(30)	(32)		
Raymond Consolidated	6,348	3,648	74%	881	135	13.9%	3.7%

* Engineering business is aggregation of JK Files & Engineering Ltd, JK Talabot Ltd and Ring Plus Aqua Ltd (RPAL)

Others includes non scheduled airline operations, unallocated expenses, elimination and other income



Key Focus Areas

Key Focus Areas



Cost Rationalization

- Continued focused on optimizing operating expenses
- A&SP, Marketing, SG&A and Rentals



Liquidity Management

- Focus on working capital management
- Monitoring inventory levels and collection from customers



Digital Imperatives

- Exclusive Merchandise for Online
- Fasten Omni Channel integration
- Inclusive planning with e-com players



Go to Market

- New Product & Range Development
- On time availability of new range of products

Cost rationalisation

Particulars (₹ Cr)	Q4FY22	Q3FY22	Q4FY21	FY22		Pre-Covid Levels	
				FY21	Q4FY20	FY20	
Employment Cost	247	227	180	880	674	234	996
A & SP	32	41	25	122	59	47	240
Others expenses	227	210	203	753	588	270	971
Total Opex	506	478	408	1,754	1,320	551	2,207
Interest Cost	57	57	61	228	276	72	303
Total Cost	563	535	469	1,982	1,596	623	2,510

Reduction vs Pre-covid levels

10%

21%

Continued focus on cost optimization enabled reduction in operating costs & interest in FY22 by ₹ 528 Cr (lower by 21%) as compared to pre-covid levels of FY20

**Others include commission, freight, outsourcing cost, admin overheads and other expenses*

Net Debt reduction while maintaining liquidity levels

- **NWC lower vs Dec-21** – led by improvement in overall management of debtors & creditors

Particulars (₹ Cr)	Mar'22	Dec'21	Mar'21	vs Dec'21	vs Mar-21
Net Working Capital	1,002	1,101	1,117	(99)	(115)

- **Cash flow in FY22:** Operating Cash Flow @ ₹ 677 cr and Free Cash Flow @ ₹ 380 cr

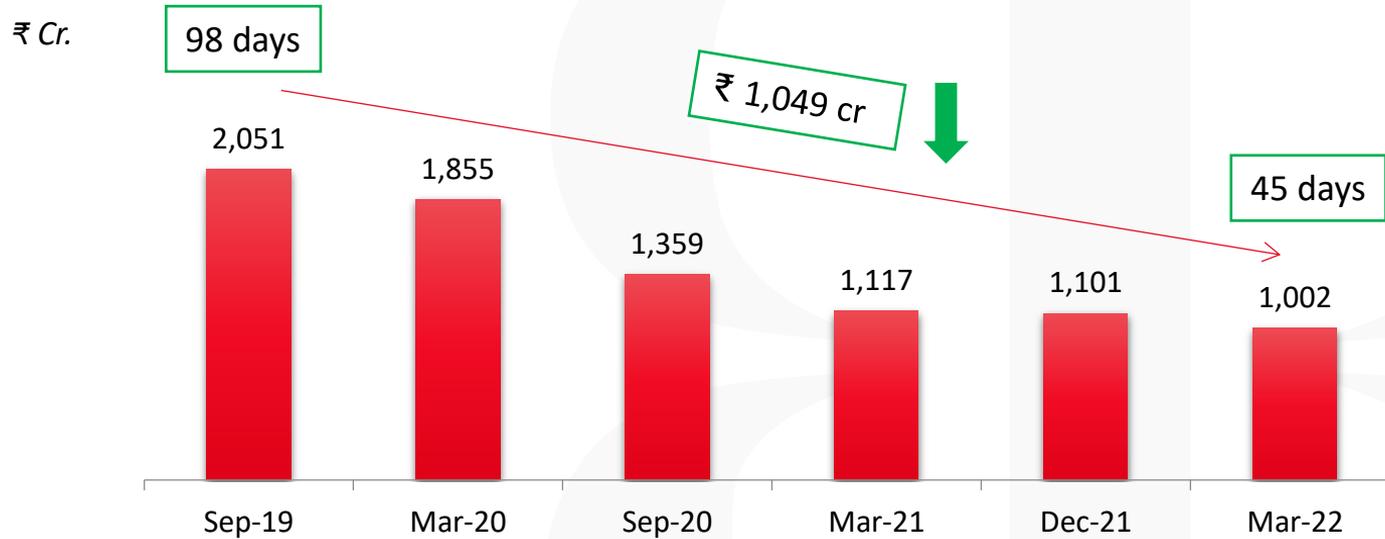
- **Net debt reduction** by ₹ 165 Cr. vs Dec'21 and ₹ 328 Cr. vs Mar'21

Particulars (₹ Cr)	Mar'22	Dec'21	Mar'21	vs Dec'21	vs Mar-21
Net Debt	1,088	1,253	1,416	(165)	(328)
Net Worth	2,436	2,176	2,179	260	257
Net Debt / Equity (X)	0.45	0.58	0.65		

- **Strong liquidity levels maintained with Increase in Cash & Cash Equivalents to ₹ 979 cr**

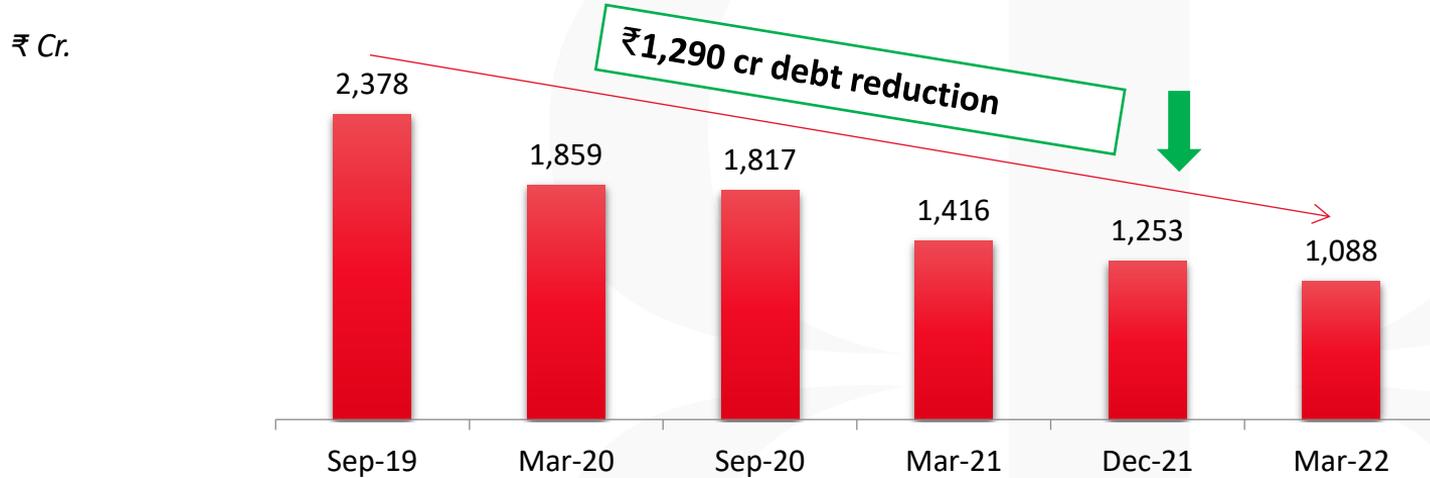
Particulars (₹ Cr)	Mar'22	Dec'21	Mar'21
Cash & Cash equivalents	979	872	660

NWC days lower by over 50% from peak level



- **Key initiatives:** strong emphasis on collections and efficient inventory management & related production cycles
- NWC days reduced by over 50% to 45 days in Mar-22 from 98 days in Sep-19, while highest quarterly revenue achieved in Q4

Net debt reduction by over 50% from peak level



- **Key Initiatives:** Focused revenue growth, cost optimization & effective working capital management generating FCF
- **Net debt reduction by ₹1,290 cr by:**
 - ₹ 940 Cr through FCF mainly generated during the pandemic impacted period of FY21 and FY22
 - ₹ 350 cr from land sale (Dec-19)
- **Improved net debt: equity ratio** from 1.10x (Sep-19) to 0.45x (Mar-22)
- **Improved debt structure (from 21% to 92%)** through refinancing with 3-10 yr. maturities of long term debt

Digital Imperatives: The new norm of business

Online Services

Home Assist & MTM Concierge

- Shubharambh designer services to cater to wedding shopping

Made-To-Order (MTO)

- Expanded MTO to Denims with personalization & continuation

Fasten Omni Channel Integration

- Over 250+ brand EBO leveraging endless aisle to address sale loss due to sizes & designs stocking
- Exclusive merchandise for online

Strengthening 3rd party tie-up

- Integrating AI based recommendation for personalisation
- Aggressive play on e-commerce marketplaces with **over 2x options** made available online
- Over 20K+ designs across brands

Own Website

- Revamped own website and launched: MyRaymond.com
- 100+ of EBO inventory listed on-line to offer omni channel sales
- Focus on expanding MTO orders from shirts and Denims serviced across India

Go to Market Initiatives - Fabric

Stretch and Sustainable Collection - Suiting



The Stretch Story |

SPANAX



Max Comfort



Shape Retention



The Sustainable Way |

SUSTAINOUVA GOLD

- **'SPANAX'** combines unique solution of comfort & performance and offers two variations: Multi-directional stretch and Weft-stretch
- Sustainouva Gold, an innovative bio-degradable fabric

Vibez Collection – B2C Shirting



raymond
VIBEZ
A STORY IN PRINTS

- Latest collection of vibrant shirting fabrics titled **'Vibez'**
- Collection available across cotton, linen & various blends

Go to Market Initiatives - Apparel

New range portfolio



- Advanced flexi and auto fit range
- Premiumization of the Products
- Enhancing Formals range - Wrinkle Free and Creaseless

Sustainable Collection



- Sustainable fashion

Upcoming trends

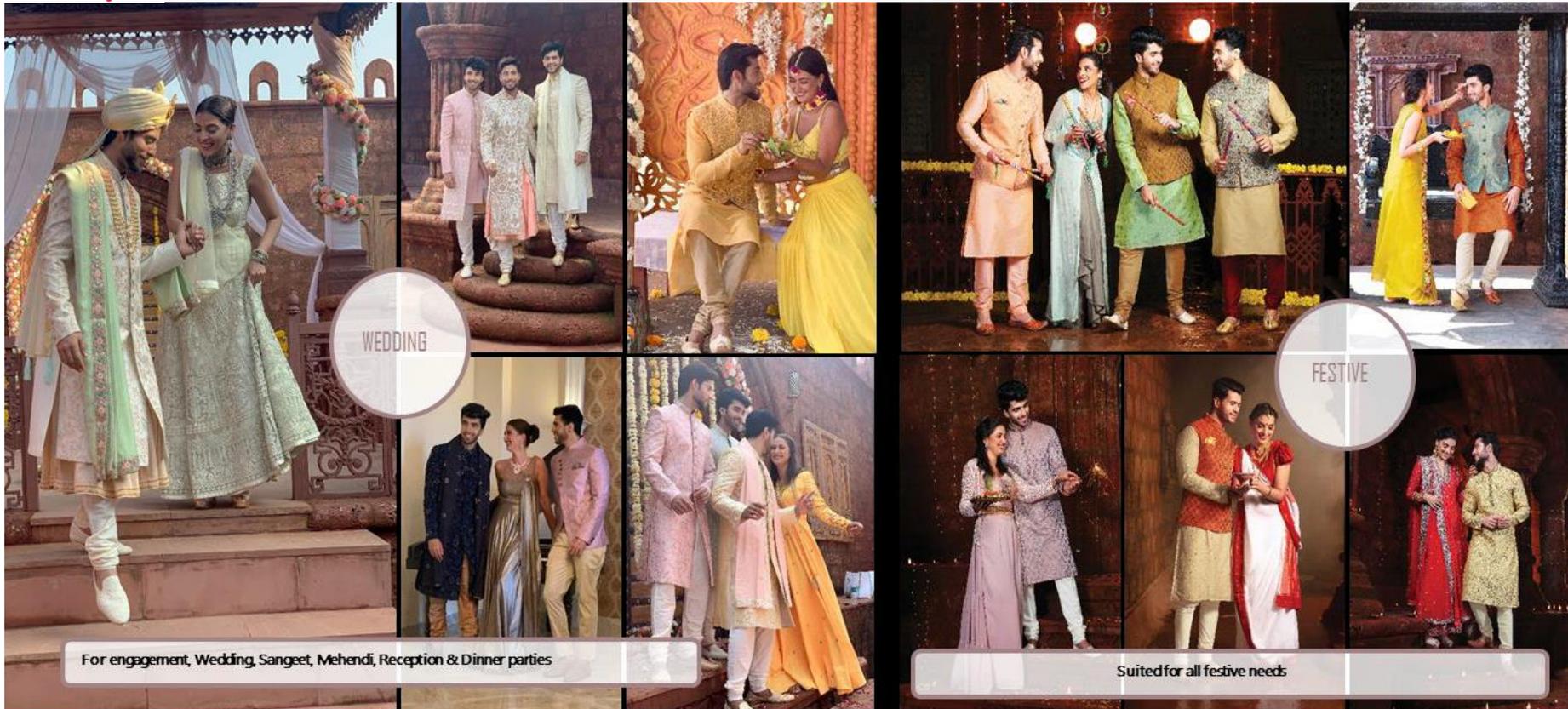


- Active formal workwear in knit bases

Ethnics range for targeted Occasion

ethnix
by raymond

raymond



WEDDING

FESTIVE

For engagement, Wedding, Sangeet, Mehendi, Reception & Dinner parties

Suited for all festive needs



Segment Financials

Raymond

The Complete Man



Branded Textile

Branded Textile

Particulars (₹ Cr)	Q4FY22	Q4FY21	% Var.	FY22	FY21	% Var.
Net Sales	886	722	23%	2,789	1,572	77%
EBITDA	201	163		492	164	
EBITDA margin	22.7%	22.6%		17.6%	10.4%	

- **Branded Textile** segment sales reported **strong growth of 23%** in Q4F22 vs PY
 - Growth witnessed across primary channels & retail store network driven by strong momentum in secondary sales led by wedding related purchases and higher footfalls in retail outlets
 - Sales also picked up in primary channels due to upcoming wedding season
- Achieved **EBITDA margin of 22.7%**, mainly driven by higher realizations and operational efficiencies



Branded Apparel

Branded Apparel

Particulars (₹ Cr)	Q4FY22	Q4FY21	% Var.	FY22	FY21	% Var.
Net Sales	279	175	59%	891	457	95%
EBITDA	31	(19)		43	(125)	
EBITDA margin	11.0%	NA		4.8%	NA	

- **Branded Apparel** segment recorded a robust sales growth of 59% in Q4F22 vs PY
 - Strong consumer demand for our brands driven by resumption of offices, social gatherings and upcoming wedding season
 - Growth was witnessed across all channels including online
- **Reported EBITDA margin of 11.0%**, compared to EBITDA loss in the previous year mainly due to better sales and continued operational efficiencies



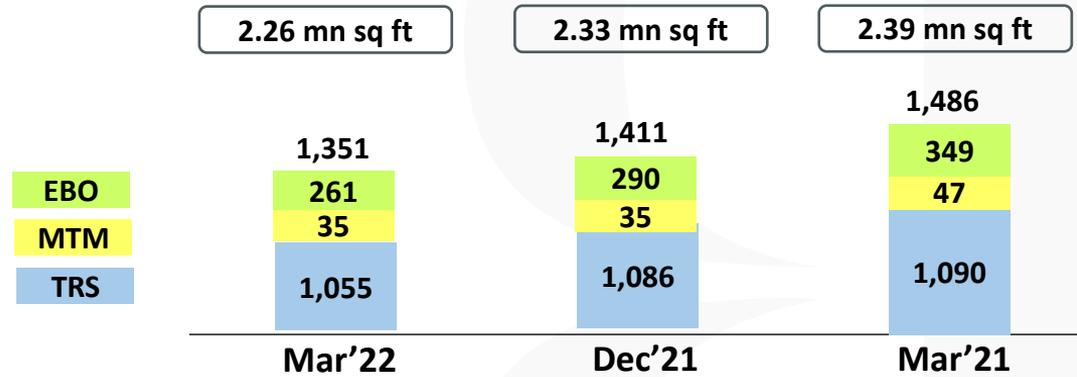
"Over 100 styles
One colour"



Raymond
WHITES
SHIRTS

Retail Network

Exclusive Retail Network



- High consumer footfalls across 1,351 store network of TRS and EBOs
- TRS network witnessed ~14% growth in average transaction value (ATV) in Q4FY22 vs. previous year



Garmenting

Garmenting

Particulars (₹ Cr)	Q4FY22	Q4FY21	% Var.	FY22	FY21	% Var.
Net Sales	213	126	69%	725	549	32%
EBITDA	7	(3)		47	19	
EBITDA margin	3.5%	NA		6.5%	3.5%	

- **Garmenting segment** reported a buoyant sales **growth of 69%** in Q4F22 vs PY
 - Driven by high demand from existing customers in US & Europe markets and new customer acquisitions
- **EBITDA margin for the quarter improved to 3.5%**, versus EBITDA loss in the PY , mainly due to higher utilization levels



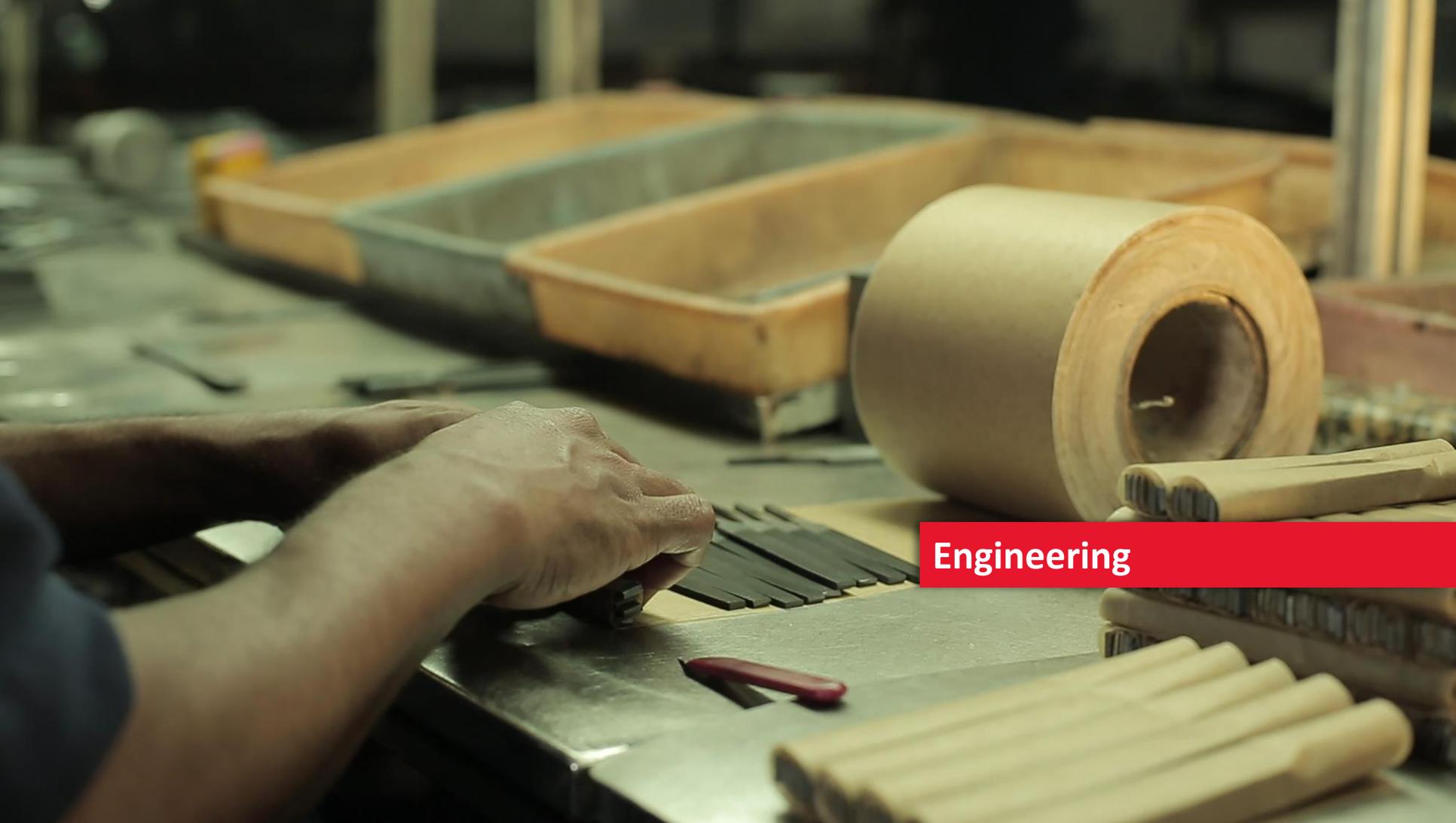
High Value Cotton Shirting

High Value Cotton Shirting

Particulars (₹ Cr)	Q4FY22	Q4FY21	% Var.	FY22	FY21	% Var.
Net Sales	175	133	31%	572	258	122%
EBITDA	15	20		60	4	
EBITDA margin	8.5%	14.7%		10.5%	NA	

- **High Value Cotton Shirting** segment sales grew at a healthy 31%, led by higher demand of cotton fabric by our B2B customers
- EBITDA margin for the quarter at 8.5% mainly due to higher cotton prices

The results shown above are for 100% operations and include minority interest



Engineering

Engineering Business

Particulars (₹ Cr)	Q4FY22	Q4FY21	% Var.	FY22	FY21	% Var.
Net Sales	205	189	8%	812	541	50%
EBITDA	34	37		123	83	
<i>EBITDA margin</i>	<i>16.4%</i>	<i>19.6%</i>		<i>15.1%</i>	<i>15.3%</i>	

- On aggregate basis, the sales grew by 8% to ₹ 205 Cr as compared to ₹ 189 Cr in previous year. Sales growth was mainly driven in domestic and exports markets of US, Europe & Asia led by ring gears, drills and bearing categories.
- Lower EBITDA margin of 16.4% mainly due to increase in raw material price and freight cost which was partly offset by higher productivity and efficiencies

* Engineering business is aggregation of JK Files & Engineering Ltd, JK Talabot Ltd and Ring Plus Aqua Ltd (RPAL)
The results shown above are for 100% operations and include minority interest



Raymond | REALTY
Go Beyond



Project

Project Details

Q4 Highlights

Raymond's maiden venture into Real Estate

- Overall 20 acres of residential development
- **TenX Habitat**
 - Total 10 towers and convenience retail with ~2.8 mn sq.ft of saleable area
 - Total units planned for sale: 3,143 | **2BHK: 2,503; 1BHK: 640**
- **Address by GS**
 - Total 2 towers with ~1.1 mn sq.ft of saleable area
 - Total units planned for sale: 570 | **4BHK: 186; 3BHK: 362, 5BHK & above: 22**
- **Maintains strong momentum in bookings** with 146 units in Q4 in TenX Habitat and 62 units in Address by GS project.
- **Cumulative bookings till Mar-22:** 1,909 units in TenX Habitat and 179 units in Address by GS Project

Ten X Habitat - 3 towers to be delivered 2 yrs ahead of RERA Timeline

Aerial View - 1



Aerial View - 2



Reference Image – Central Amenities



Reference Image – Building Elevation



The Address of GS – Construction in full swing

Reference Image – Building Elevation



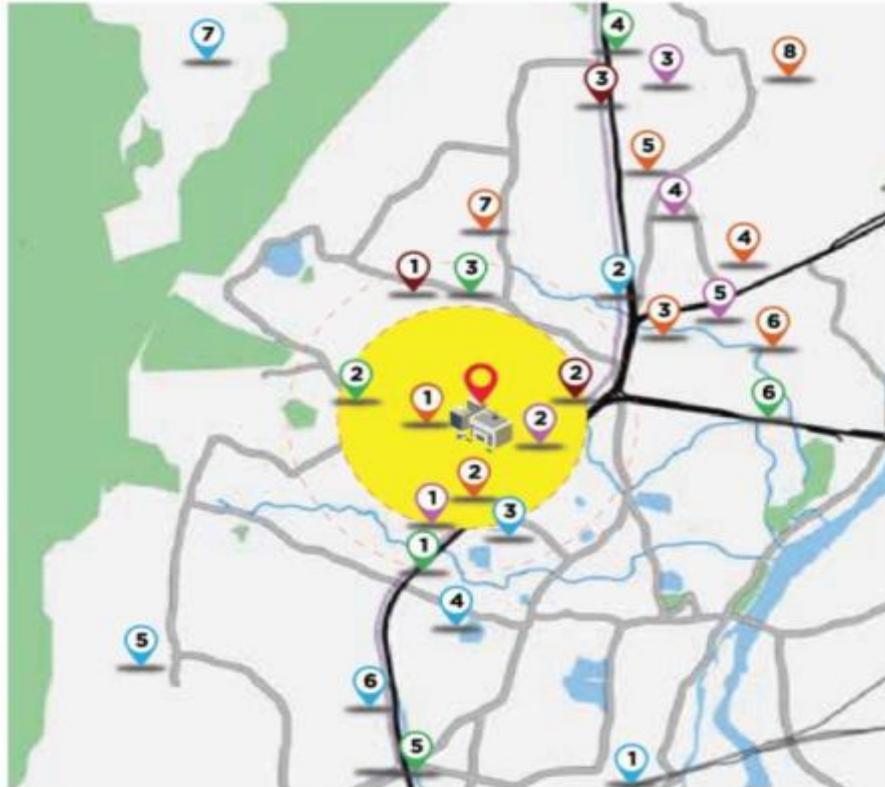
Tower A – Foundation work in progress

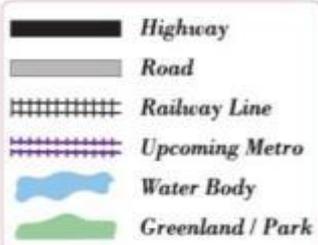


Tower B – Excavation work in progress



Excellent Connectivity & Eco-system



 HOSPITAL <ol style="list-style-type: none">1. Bethany Hospital2. Jupiter Hospital3. Titan Hospital	 ROAD <ol style="list-style-type: none">1. Eastern Express Highway2. Pokhran Road 13. Pokhran Road 24. Ghodbunder Road5. Teenhath Naka6. Mumbai - Nashik Highway												
 HIGH STREET - SHOPPING <ol style="list-style-type: none">1. Korum Mall2. Viviana Mall3. R Mall (Thane)4. D-Mart5. Big Bazaar	 CONNECTIVITY <ol style="list-style-type: none">1. Thane Station2. Upcoming Metro line 43. Cadbury Junction4. Thane Municipal Corporation5. Passport Seva Kendra6. Thane RTO7. Yeoor Hills												
 SCHOOLS <ol style="list-style-type: none">1. Smt. Sunitidevi Singhania School2. Smt. Sulochanadevi Singhania School3. C.P. Goenka International School4. Holy Cross Convent High School5. Holy Trinity English High School6. Lodha World School7. Euro Kids8. Orchid International School	 <table border="1"><tr><td></td><td>Highway</td></tr><tr><td></td><td>Road</td></tr><tr><td></td><td>Railway Line</td></tr><tr><td></td><td>Upcoming Metro</td></tr><tr><td></td><td>Water Body</td></tr><tr><td></td><td>Greenland / Park</td></tr></table>		Highway		Road		Railway Line		Upcoming Metro		Water Body		Greenland / Park
	Highway												
	Road												
	Railway Line												
	Upcoming Metro												
	Water Body												
	Greenland / Park												

Booking Update – KPI's

KPIs	TEN X				ADDRESS BY GS			
	9M FY22	Q4FY22	FY22	Till Mar'22	Q3FY22	Q4FY22	FY22	Till Mar'22
Number of booking	376	146	522	1909	117	62	179	179
Booking Value (₹ Cr.)	398	170	568	1887	252	148	400	400
Collections (₹ Cr.)	421	188	609	1091	11	30	41	41
Area (Mn Sq.ft.)	0.34	0.13	0.47	1.66	0.21	0.12	0.33	0.33

Particulars (₹ Cr)	Q4FY22			FY22		
	Q4FY21	% Var.		FY21	% Var.	
Net Sales	54	495%		141	402%	
EBITDA	14			22		
EBITDA margin	25.0%			15.6%		

A large, light gray watermark of the letters 'RR' in a serif font is centered in the background of the slide.

Business Consolidation

Update on Strategic Initiatives

Consolidation of Engineering business



Synergy in:

- Business Development
- RM Sourcing & Logistics
- Overall Administrative processes



Done

Consolidation of B2C business incl. Apparel into Raymond Ltd



Synergy in:

- Design & Innovation
- Sourcing
- Operational Efficiency



Done

Subsidiarisation of Real Estate business

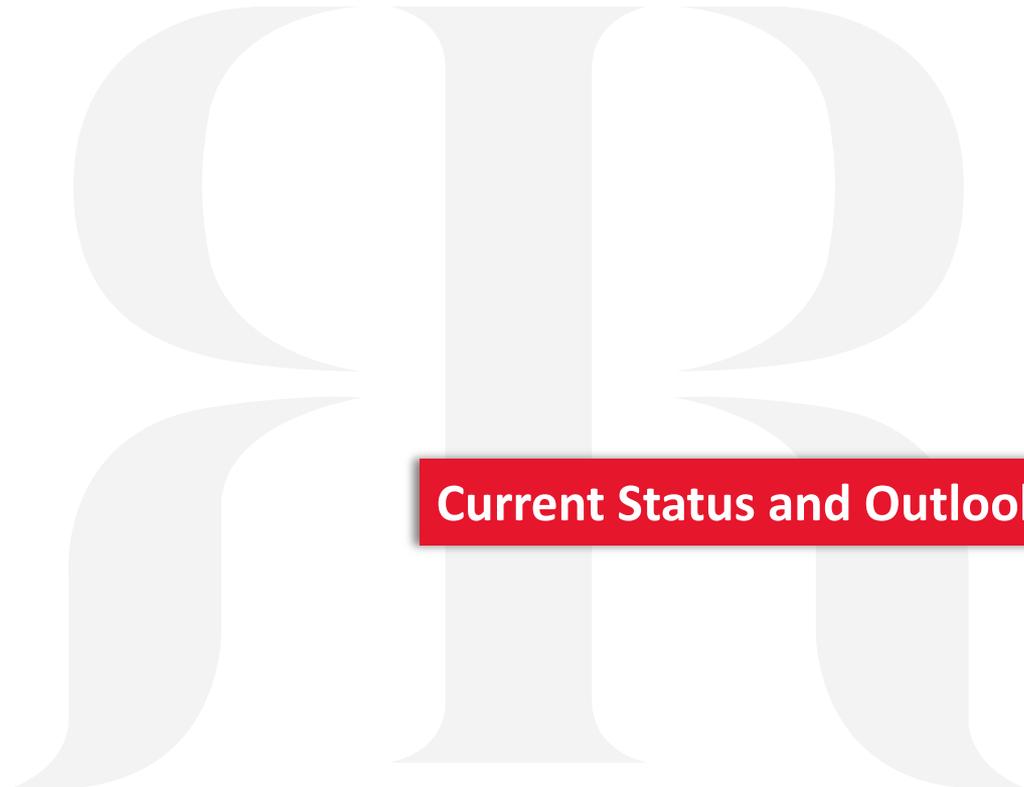


Leads to:

- Differentiated Focus
- Ability to seek growth capital



In Process



Current Status and Outlook

Current Status of Operations & Outlook



Company expects to be on profitable growth momentum



Domestic Market: Overall consumer sentiments are positive with summer wedding season, social gatherings



Exports market: momentum in B2B businesses of Garmenting & Engineering with healthy order flow



Real Estate: Construction activity in full swing in compliance with all the relevant guidelines



Closely monitoring rising input prices and inflation



Continued focus on liquidity management through cost reduction initiatives and NWC optimization



Aim to become a **net debt free** company in next 3 years

Chairman & Managing Director on Q4FY22 performance



Gautam Hari Singhania
Chairman and Managing Director

“I am happy to announce that the company delivered a very strong quarterly performance consecutively in two quarters. Capitalizing on the strength of the brand along with our expansive network, we leveraged the growing demand both in domestic and international markets through wide range of product offerings.”

We have witnessed demand recovery across all our businesses to pre-covid levels and with our effective cost management, we have delivered highest profitability for the quarter and the year. With strong focus on deleveraging, through profitability and working capital management, we have generated free cashflows which has reduced the net debt by ~40% in last two years despite the pandemic.”



Company Overview

95+ year old diversified group with strong presence across sectors



Suiting



Shirting



Apparel



Retail Presence



Garmenting



Engineering



Real Estate



Denim



FMCG



Trust

- One of India's most trusted textile & apparel brands with near 100% awareness
- Strong relationships with stakeholders over last 9 decades



Quality

- Recognized for its innovation and high-quality product offerings
- Loyal consumer base spanning domestic and international markets



Excellence

- Leadership in different product categories
- Crafting world-class offerings and delivering a delightful service experience

- **Group Size**
 - Revenue size of ~ ₹ 8,000 Cr
- **Manufacturing**
 - State-of-the-art 19 manufacturing facilities at strategic locations in India and 1 in Ethiopia
- **Employment**
 - Workforce of 30,000+
- **Reach**
 - Wide reach in 600+ towns & cities in multiple businesses in India
 - Global footprint in 90+ countries

Note: Aggregated revenues of Raymond consolidated along with FMCG associate and Denim JV. Workforce includes frontline and plant staff

Raymond Group led by



Gautam Hari Singhania
Chairman and Managing Director
Raymond Ltd



S L Pokharna
Director - Raymond Ltd



Rajeew Bakshi
Non Executive Chairman
Raymond Consumer Care Ltd
Ex – Metro, Pepsi and Cadbury



Ravi Uppal
Non Executive Chairman
JK Files & Engineering Ltd & its subsidiary RPAL
Ex – L&T, JSW
Currently – CMD of Steel Infra Solutions P. Ltd.

Management Team



S L Pokharna
Director - Raymond
Ltd.



Amit Agarwal
Group CFO
Ex- JSW, Jet Airways,
Essar Group



K A Narayan
President – HR
Ex- Wockhardt



Jatin Khanna
Head – Corporate Development
Ex- Max Financial Services



Sunil Kataria
CEO – Lifestyle
Ex- Godrej Consumer
Products



Balasubramanian V
MD – JK Files & Engineering Ltd
Ex- Eaton Industrial, Bosch Chassis



Hemant Lakhota
CEO – Tools & Hardware
Ex- Schneider Electric,
Crompton Greaves



Harmohan Sahni
CEO – Realty
Ex- ECL Finance
Gcorp Developers



Arvind Mathur
CEO - Denim
Ex- Coats Plc



Sudhir Langer
CEO - FMCG
Ex- Tata Global Bev.,
Reckitt, Colgate

Commands Market Leadership across our Businesses



Suiting

~65% market share in
worsted suiting



Shirting

Largest Branded player in
shirting fabrics



Apparel

Amongst top 3
menswear players



Garmenting

Largest exporter of men's
suits, jackets & Denim



Engineering

#1 brand in steel files:
>60% market share in India
>50% market share in Africa

#1 in ring gears in
domestic PV & CV auto
markets



Denim

Leading Manufacturer of
International Brands



FMCG

Market leader in Aerosol
in Fragrances

Manufacturing Excellence

Fabric & Garmenting

Suiting



Manufacturing world's finest fabric

250s – worsted suiting

Shirting



Manufacturing world's finest fabric

340s – cotton fabric
150 lea linen fabric

Denim



Manufacturer of high quality denim fabrics & garments to top Global & Indian brands

Garmenting



End to end integrated garment manufacturer of high value menswear clothing

100 mn+ meters of fabric & ~11 mn garmenting capacity p.a.

Plants strategically located:

Cotton Rich Belts

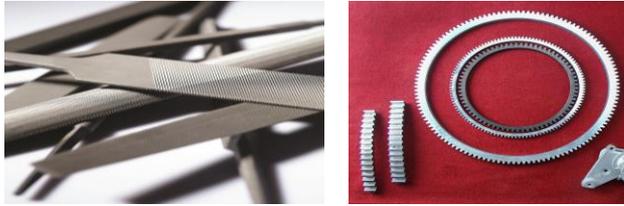
Weaving clusters

Skilled workforce

Manufacturing Excellence

Engineering, FMCG & Real Estate

Engineering



#2 Global supplier of Steel Files
One of the leading global players in Ring Gears

- End to end manufacturing solutions provider for files & drills
- Sole manufacturer of Flex Plates in India

Aggregate Capacity:

- Files – 7.4 mn dozens
- Drills – 13.2 mn units
- Ring Gears - 8.2 mn units
- Flex plates – 0.6 mn units
- Water pump – 3.9 mn units

FMCG



Amongst the top player in India's Sexual wellness category

Aggregate Capacity:

~400 mn pieces

Real Estate



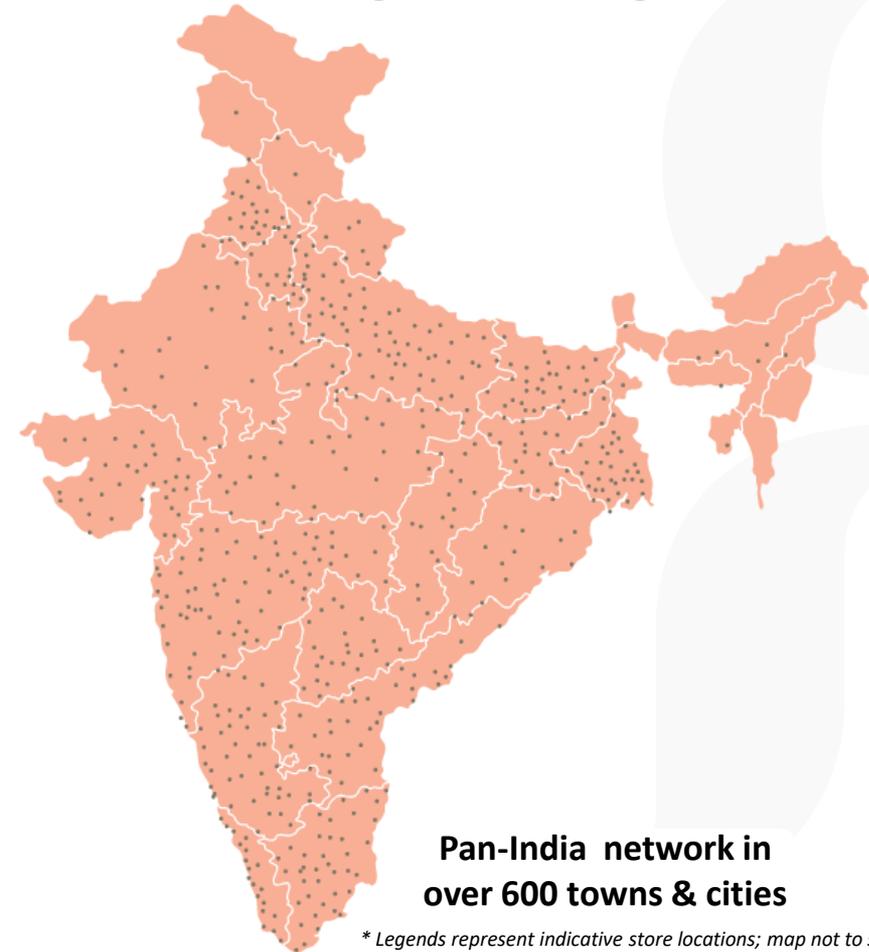
- Fast paced construction activity
- Acceptance of design

Total Inventory:

Ten X: ~3,150 units
The Address by GS:
570 units

Domestic presence

One of the largest asset-light distribution network in multiple businesses



**Legends represent indicative store locations; map not to scale*

Branded Textiles

20,000+ POS

Branded Apparel

8,000+ POS

Retail
(2.3 mn sq. ft)

1,350+ stores | ~80% franchisee

Engineering

~1.5 lakh POS

FMCG

6.5 lakh+ POS

International Presence

Global Footprint in 90+ Countries through diversified businesses



~50 retail stores in overseas location



Overseas Store Location



Manufacturing Location

** Legends represent indicative store locations; map not to scale*

Our Brands - Home grown portfolio of renowned brands with high recall value



Branded Textile



Branded Apparel



FMCG



Real Estate



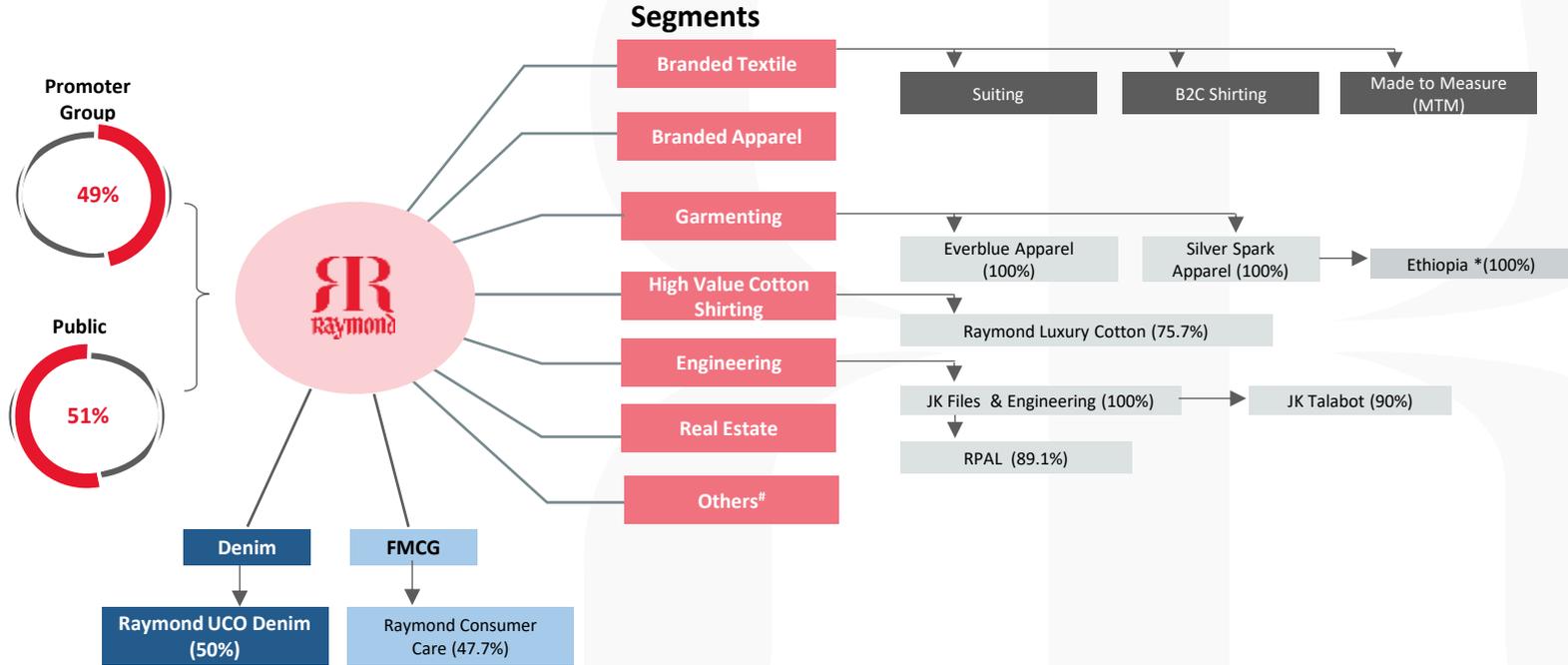
Engineering



Umbrella Brand

Presence in Africa & Asia through multiple sub-brands

Raymond Group at a Glance



(1) Raymond shareholding pattern as of 31st March 2022 as per BSE

(2) Legend: ■ Division ■ Associate ■ Subsidiary ■ Business Segment ■ Joint Venture

* Silver Spark Apparel Ethiopia Plc | [#]Includes Non-Scheduled Airline operations

Note: The structure includes key companies & operating businesses only

Thank You

www.raymond.in

