

SECRETARIAL DEPARTMENT

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Maharashtra, India
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RL/SE/AC/19-20/14B

May 02, 2019

The Department of Corporate Services - CRD
BSE Limited
P.J. Towers, Dalal Street
Mumbai - 400 001
Fax No. 022-22721919
Scrip Code: 500330

The National Stock Exchange of India Limited
Exchange Plaza, 5th Floor
Bandra-Kurla Complex
Bandra (East), Mumbai - 400 051
Fax No. (022) 26598120
Symbol: RAYMOND

Luxembourg Stock Exchange
Societe De La Bourse De Luxembourg,
35A, Boulevard Joseph II,
L-1840 Luxembourg
Trading Code : USY721231212

Dear Sir / Madam,

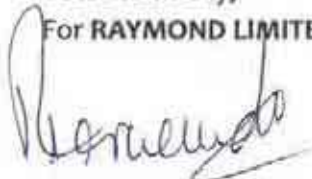
Sub: Raymond Limited - Presentation on Annual Investor Meet

Pursuant to Regulation 30 of the SEBI (Listing Obligation and Disclosure Requirements) Regulations, 2015, we enclose herewith the presentation made at the Annual Investor Meet held today i.e. May 2, 2019.

The said presentation is also uploaded on the website of the Company viz www.raymond.in

Thanking you,

Yours faithfully,
For RAYMOND LIMITED



Thomas Fernandes
Director - Secretarial &
Company Secretary



Encl: a/a

REGISTERED OFFICE

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Raymond



T O M O  O W
O N O U R M I N D

Annual Investor Meet, 2nd May 2019



*“The business continues to **build capacities** for enhanced performance and delivery across verticals with **innovative products and services** as well as technology adoption that includes **digitalization and automation**”*

AGENDA



Q4 FY19 Results

FY19 Results

Initiatives

➤ Undertaken in FY19

➤ Planned in FY20

The Journey Ahead

AGENDA



Q4 FY19 Results

FY19 Results

Initiatives

➤ Undertaken in FY19

➤ Planned in FY20

The Journey Ahead

A **modest** Year for the **Economy**



FY19 - First full year post two consecutive structural reforms in the country

While India remains fastest growing major economy, GDP growth moderated



In H2FY19, liquidity issues emerged in the economy, impacting trade channels

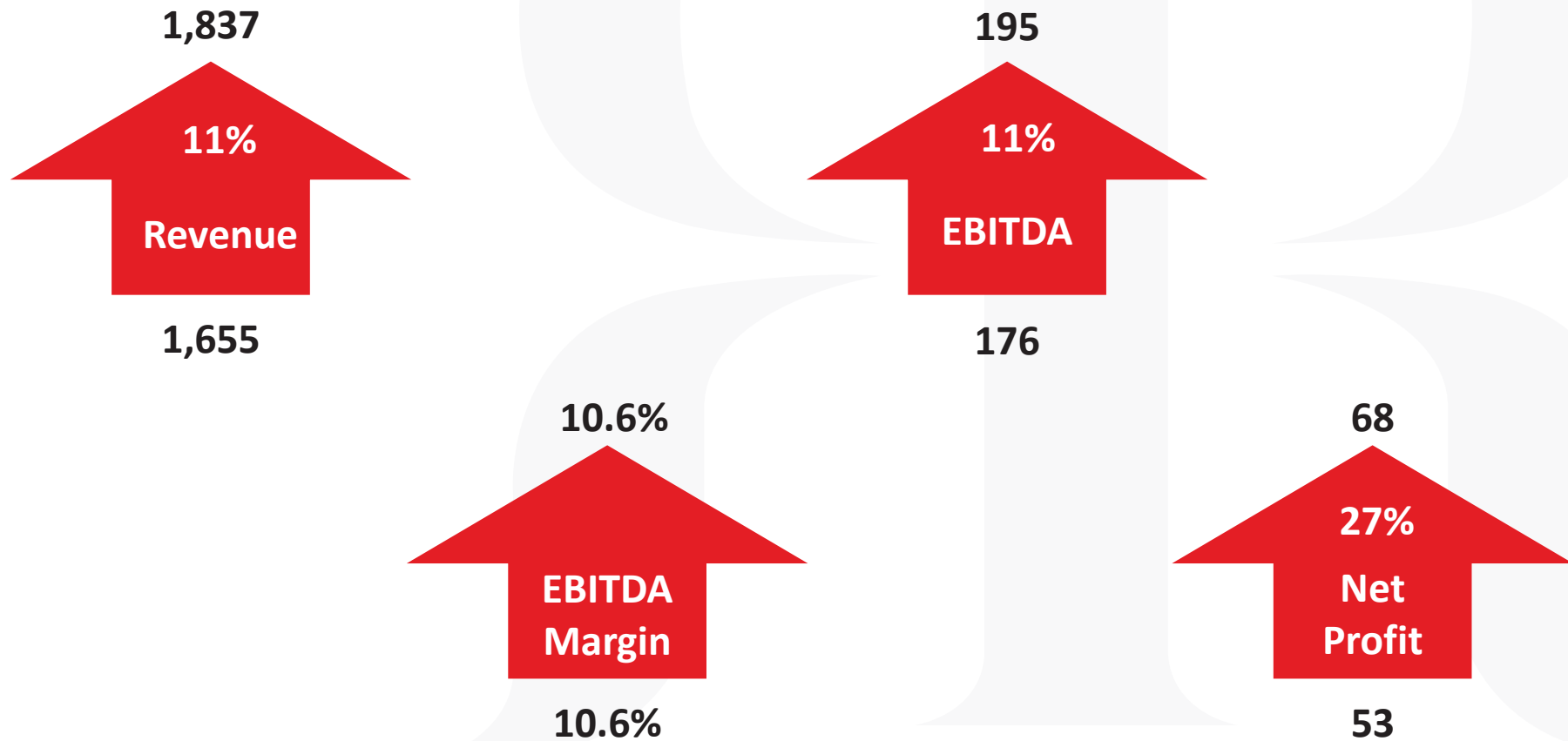
Consumer sentiments moderated, **however consumption led growth remains intact**





Strong **profitable** growth in Q4FY19

INR Cr.



Consolidated Result – Q4FY19

Particulars (INR Cr)	Q4 FY19	Q4 FY18	Y-o-Y%
Net Revenue	1,837	1,655	11%
Net Sales	1,809	1,630	11%
EBITDA	195	176	11%
<i>EBITDA margin</i>	10.6%	10.6%	
PBT before exceptions	94	76	24%
<i>PBT margin</i>	5.1%	4.6%	
Underlying Net Profit (before exceptions)	68	53	28%
Exceptional items (net of tax)	-1	0	
Net Profit	68	53	27%
<i>Profit margin</i>	3.7%	3.2%	

Segment Performance Q4FY19 - Growth across all Segments

	Sales (INR Cr.)	Sales Growth (%)	EBITDA Margin (%) Q4 FY19	EBITDA Margin LTL (%)*	EBITDA Margin (%) Q4 FY18
Branded Textiles	832	4% ↑	15.9%	16.7% ↓	19.5%
Branded Apparel	489	21% ↑	6.5%	7.0% ↑	3.7%
Garmenting	212	5% ↑	3.6%	4.3% ↓	6.9%
High Value Cotton Shirting	156	7% ↑	12.9%	13.8% ↑	9.1%
Tools & Hardware	102	14% ↑	8.2%	8.2% ↓	9.8%
Auto Components	68	10% ↑	21.9%	22.3% ↑	15.1%
Consolidated Revenues	1,837	11% ↑	10.6%	10.6% ↔	10.6%

* EBITDA Margin LTL: Like to Like EBITDA margin excluding common cost allocation for comparable basis

Company entered into contracts with group companies for allocation of common costs from Q1 FY19, resulting in allocation to its group companies / business segments.

The impact on net profit of the group is insignificant

Branded Textile

Particulars (INR Cr)	Q4 FY19	Q4 FY18	% Chg
Net Sales	832	802	4%
EBITDA	132	156	-16%
<i>EBITDA margin</i>	<i>15.9%</i>	<i>19.5%</i>	
EBITDA LTL	139	156	-11%
<i>EBITDA margin LTL</i>	<i>16.7%</i>	<i>19.5%</i>	

- Increase in sales driven by TRS and MBO channel
 - ✓ Suiting grew by 3% driven by volumes and
 - ✓ Shirting grew by 9% driven by better product mix
- EBITDA LTL margin lower mainly due to higher advertising and sales promotion expense and channel stock correction in shirting business
- Channel growth for the quarter

Channel Growth	Wholesale: -14%	TRS: 23%	MBO: 12%	Others: 12%
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Branded Textile

EBITDA Margin lower for the quarter vs PY due to

Future Investment on Customization - #TailorYourStyle

- Advertisement spends of ~ Rs 12 crores

Overall Wholesale Channel impacted

- Stock Correction of ~Rs 5 Cr in B2C Shirting

Continued efforts to maintain the growth momentum

- 10% volume growth in domestic Suiting Business in Q4
- Price hike of 5%-6% taken in Jan'19 to benefit in FY20

#TailorYourStyle

Raymond

CUSTOM TAILORING



Branded Apparel

Particulars (INR Cr)	Q4 FY19	Q4 FY18	% Chg
Net Sales	489	403	21%
EBITDA	32	15	115%
<i>EBITDA margin</i>	6.5%	3.7%	
EBITDA LTL	34	15	129%
<i>EBITDA margin LTL</i>	7.0%	3.7%	

- Branded Apparel growth driven by
 - ✓ Strong double-digit growth across all brands with 20%+ growth in RRTW and Parx supported by new customer segments. **SSSG EBO positive** at 6.9%
 - ✓ Strong performance in MBO channel and well supported by EBO and LFS channels
- EBITDA Margin LTL improved mainly due to better channel mix and operational efficiencies
- Brands and Channels growth for the quarter -

Brand Growth	PA: 19%	PX: 24%	CP: 13%	RRTW: 25%*
Channel Growth	MBO: 57%	EBO: 17%	LFS: 16%	TRS: -2%

*excluding institutional sales, RRTW sales growth of 14%

PA: Park Avenue, PX: Parx, CP: Color Plus, RRTW: Raymond Ready-To-Wear

Garmenting

Particulars (INR Cr)	Q4 FY19	Q4 FY18	% Chg
Net Sales	212	201	5%
EBITDA	8	14	-46%
<i>EBITDA margin</i>	3.6%	6.9%	
EBITDA LTL	9	14	-35%
<i>EBITDA margin LTL</i>	4.3%	6.9%	

- Growth led by exports to US markets
- EBITDA margin LTL lower at 4.3% mainly due to lower utilization of Ethiopia plant capacity and initial cost of B2B Made-to-Measure services in US

High Value Cotton Shirting

Particulars (INR Cr)	Q4 FY19	Q4 FY18	% Chg
Net Sales	156	145	7%
EBITDA	20	13	52%
<i>EBITDA margin</i>	<i>12.9%</i>	<i>9.1%</i>	
EBITDA LTL	21	13	63%
<i>EBITDA margin LTL</i>	<i>13.8%</i>	<i>9.1%</i>	

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

- Sales growth led by yarn sales from Amravati plant
- EBITDA margin LTL improved to 13.8% mainly led by improved product mix and increased efficiency on account of stabilization of Amravati operations

Tools and Hardware

Particulars (INR Cr)	Q4 FY19	Q4 FY18	% Chg
Net Sales	102	90	14%
EBITDA	8	9	-5%
<i>EBITDA margin</i>	<i>8.2%</i>	<i>9.8%</i>	

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

- Growth driven by better performance in exports markets
- EBITDA margin was lower mainly due to -
 - ✓ Increase in raw material cost and
 - ✓ Lower sales from high margin domestic business
- The overall turnaround strategy of building operational efficiency and product rationalization has resulted in improved performance for the year

Auto Component

Particulars (INR Cr)	Q4 FY19	Q4 FY18	% Chg
Net Sales	68	62	10%
EBITDA	15	9	60%
<i>EBITDA margin</i>	<i>21.9%</i>	<i>15.1%</i>	
EBITDA LTL	15	9	63%
<i>EBITDA margin LTL</i>	<i>22.3%</i>	<i>15.1%</i>	

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

- Growth driven by ramp up of volume from existing customers and supported by new customers & products
- EBITDA margin LTL higher mainly due to exchange rate gains and favourable product mix

AGENDA



Q4 FY19 Results

FY19 Results

Initiatives

➤ Undertaken in FY19

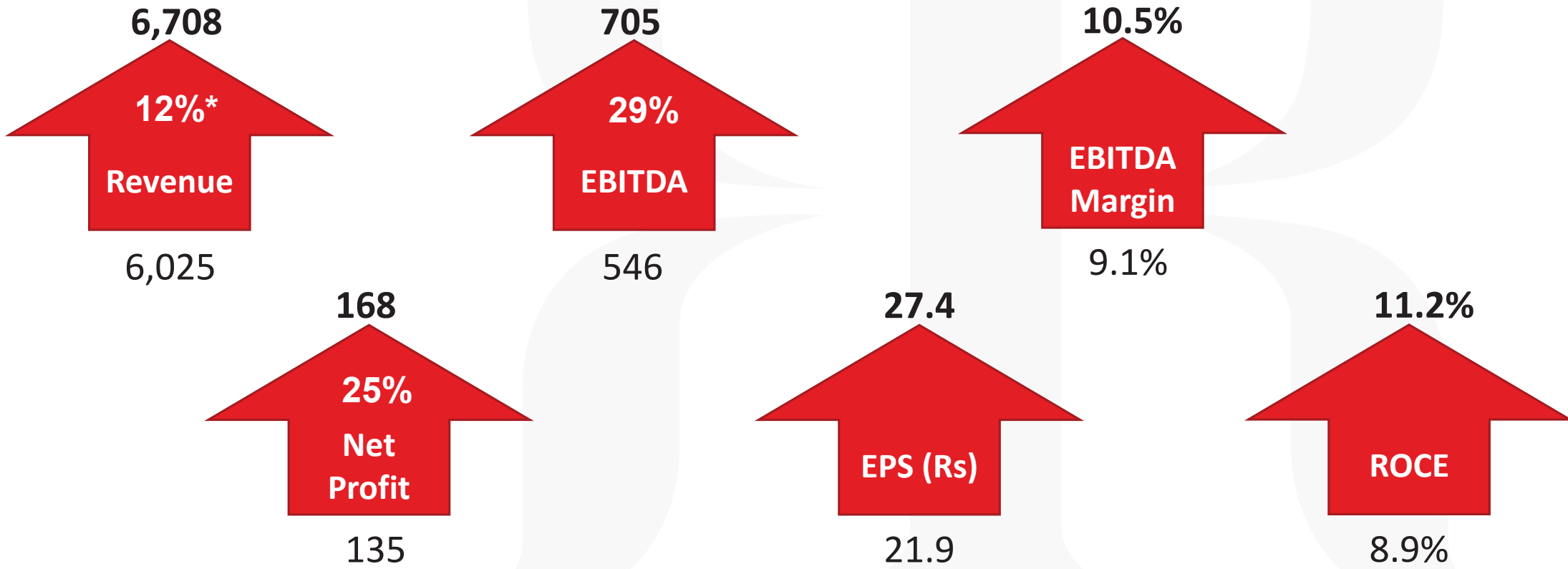
➤ Planned in FY20

The Journey Ahead



Strong performance in Revenue & Profitability

INR Cr.



* Exc. GST impact

Consolidated Results – Profitable Revenue Growth **Achieved in FY19**

Particulars (INR Cr)	FY19	FY18	Change	Y-o-Y%
Net Revenue	6,708	6,025	683	11%
Net Sales	6,582	5,906	676	11%
EBITDA	702	546	156	29%
<i>EBITDA margin</i>	<i>10.5%</i>	<i>9.1%</i>		<i>140 bps</i>
PBT before exceptions	273	192	81	42%
<i>PBT margin</i>	<i>4.1%</i>	<i>3.2%</i>		<i>88 bps</i>
Net Profit Underlying ** (before exceptions)	171	115	56	48%
Exceptional items (net of tax)	-3	19	-22	
Net Profit	168	135	33	25%
<i>Profit margin</i>	<i>2.5%</i>	<i>2.2%</i>		<i>27 bps</i>

12%*

*Revenue growth excluding GST impact

** Adjusted for exceptional items (net of tax) – Transferable Development Rights (TDR) & VRS

FY19 Highlights - What has gone well:



At consolidated level - Strong Performance over previous year

- ✓ Growth across all segments



- ✓ Branded Apparel achieved strong profitable growth over last year
- ✓ Topline growth by 17%*, EBITDA LTL margin improvement by 263 bps to 4.2%^



Built scale in line with asset light expansion strategy:

- ✓ ~300 mini TRS stores
- ✓ ~ 51 tailoring hubs as on March, 2019



Significant improvement in High Value Cotton Shirting EBITDA margins by 433 bps to 14.5%^ led by Amravati attaining full capacity utilisation

**Sales growth is excluding GST impact*

^ Excluding corporate cost allocation

FY19 Highlights - What has gone well:



Real Estate: Project launched

- ✓ Initial response ahead of expectations
- ✓ To-date 400+ bookings



- ✓ Capital efficiency improvement
- ✓ ROCE improvement continues – from 8.9% to 11.3%



- ✓ Capex under control @ ₹ 275 cr, in line with guidance

FY19 Highlights - Challenges faced:



Suiting: Rising wool prices

- ✓ Cost optimization steps undertaken to partly mitigate its impact
- ✓ Price hikes (July-19 & Jan-20), fiber optimization



B2C Shirting business faced headwinds in H2

- ✓ Channel stock correction impacting margins



Operating & Political Transition challenges in Ethiopia

- ✓ Adequate order book in place



Denim business faced various external challenges



Efforts underway to improve Working Capital efficiency

Segment Performance FY19

	Sales (INR Cr.)	Sales Growth (%)	EBITDA Margin (%) FY19	EBITDA Margin LTL (%)*	EBITDA Margin (%) FY18
Branded Textiles	3,153	8% ↑	13.8%	14.7% ↓	15.7%
Branded Apparel	1,647	16% ↑	3.7%	4.2% ↑	1.6%
Garmenting	779	13% ↑	5.1%	5.9% ↑	5.2%
High Value Cotton Shirting	648	13% ↑	13.7%	14.5% ↑	10.2%
Tools & Hardware	401	10% ↑	10.7%	10.7% ↑	9.0%
Auto Components	259	19% ↑	22.6%	22.7% ↑	20.8%
Consolidated Revenues	6,708	11% ↑	10.5%	10.5% ↑	9.1%

* EBITDA Margin LTL: Like to Like EBITDA margin excluding common cost allocation for comparable basis

Company entered into contracts with group companies for allocation of common costs from the Q1 FY19, resulting in allocation to its group companies / business segments.

The impact on net profit of the group is insignificant

Branded Textile – Strong growth witnessed

INR Cr.	FY 19	FY 18	Amt	%age
Sales	3,153	2,915	238	8%
EBITDA	435	458	-23	-5%
<i>EBITDA margin</i>	13.8%	15.7%		<i>-191 bps</i>
EBITDA LTL	463	458	5	1%
<i>EBITDA margin LTL</i>	14.7%	15.7%		<i>-102 bps</i>

8.9%*

- **Suiting (+9%*)** - Driven by volume growth of 11% in domestic business and strong performance in TRS channel
- **B2C Shirting (+12%*)** – Led by growth in TRS & MBO channels
- **Lower EBITDA margin LTL** mainly due to higher input prices and higher operating costs
 - ✓ Initiatives undertaken to mitigate - Wool microns optimization, process optimization and price hike
- Channel growth for the year -

Channel Growth*

Wholesale: 3%

TRS: 14%

MBO: 11%

Others: 15%

*Sales growth is excluding GST impact

Branded Apparels – Momentum on achieving scale

INR Cr.	FY 19	FY 18	Amt	%age
Sales	1,647	1,424	223	16%
EBITDA	61	23	38	169%
<i>EBITDA margin</i>	3.7%	1.6%		211 bps
EBITDA LTL	70	23	47	206%
<i>EBITDA margin LTL</i>	4.2%	1.6%		263 bps

17.2%*

- **Power Brands maintaining growth momentum at 14% (H1: 11% & H2: 16%):**
 - ✓ Strong growth in RRTW and Parx brands
- **Supported by New customer segments** – Ethnix & Next Look
- **Rapid channel network expansion** – Strong performance in MBO and EBO channels
- **Higher EBITDA margin** mainly due to strong sales growth and better channel mix
- Channel growth for the year -

Channel Growth*

MBO: 46%

EBO: 10%

LFS: 5%

TRS: -1%

*Sales growth is excluding GST impact

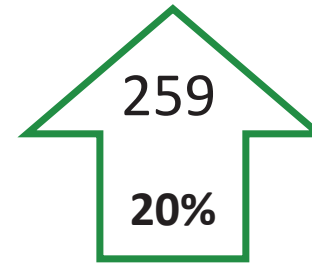
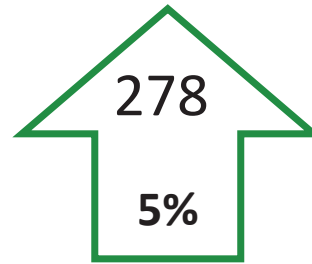
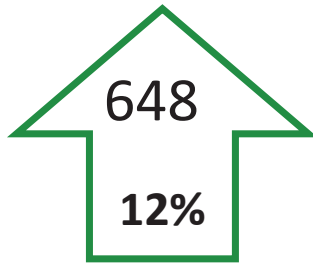


Power Brands maintaining growth momentum...

4 Power Brands

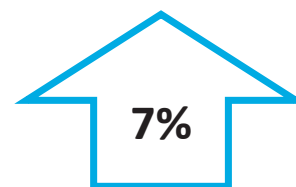


Sales (₹ Cr.) & YoY growth (%)*



Supported by
New Customer
Segments

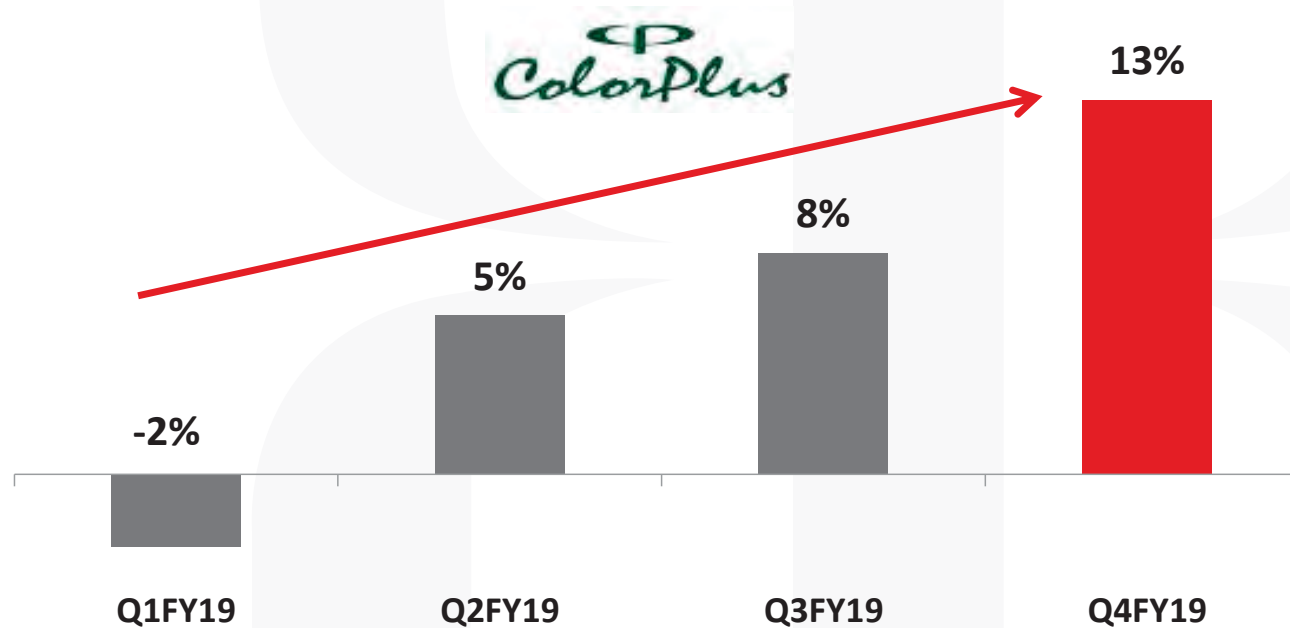
5 Year CAGR%*



*Sales growth is excluding GST impact, period FY14-FY19
^ Excluding institutional sales of ₹68 cr, RRTW growth @7%

Color Plus – Regaining Momentum

Exited the year with double-digit growth of 13% in Q4FY19



*Q1FY19 sales growth is excluding GST impact

Garmenting – Maintained growth momentum

INR Cr.	FY 19	FY 18	Amt	%age
Sales	779	691	87	13%
EBITDA	40	36	4	11%
<i>EBITDA margin</i>	5.1%	5.2%		<i>-8 bps</i>
EBITDA LTL	46	36	10	27%
<i>EBITDA margin LTL</i>	5.9%	5.2%		<i>68 bps</i>

- Revenue growth driven by higher **exports to US**
 - ✓ Scale-up of exports to US market from Ethiopia plant
- While EBITDA margin LTL improved due to operational efficiencies in Indian operations,
 - ✓ However partially impacted due to initial cost of B2B MTM services in US market
- Ethiopia plant capacity below expectation due to civil unrest in the country,
 - ✓ Now order book in place

High Value Cotton Shirting - Improved performance

INR Cr.	FY 19	FY 18	Amt	%age
Sales	648	575	73	13%
EBITDA	89	59	30	51%
<i>EBITDA margin</i>	13.7%	10.2%		350 bps
EBITDA LTL	94	59	36	60%
<i>EBITDA margin LTL</i>	14.5%	10.2%		433 bps

13.2%*

Results are shown for 100% operations & include minority interest

- Sales growth driven by **increased yarn sales and better off-take from customers**
- **Amravati Plant** – Linen manufacturing facility in Maharashtra, achieves **100% capacity utilization** within 6 months of operations
- ... **leading to improvement in EBITDA margin**

**Sales growth is excluding GST impact*

Tools & Hardware - Sustaining Profitable Operations

INR Cr.	FY 19	FY 18	Amt	%age
Sales	401	365	37	10%
EBITDA	43	33	10	32%
EBITDA margin	10.7%	9.0%		177 bps

11.9%*

Results are shown for 100% operations & include minority interest

- After a successful turnaround last fiscal, the business has witnessed significant profitable growth this year
 - ✓ Growth driven by better performance in both domestic and international markets
 - ✓ Continued focus on customer engagement through customer-retailer loyalty programmes
- The turnaround strategy of building operational efficiency and product rationalization helped in improving EBITDA margin, countering the steep rise in steel prices
 - ✓ Optimizing manufacturing capabilities – Needle Files Capacity Expansion, Chainsaw Files Capacity optimization & Drills Capacity relocation with focus on Asset Light approach

**Sales growth is excluding GST impact*

Auto Components - Strong sales & profit growth

INR Cr.	FY 19	FY 18	Amt	%age
Sales	259	218	41	19%
EBITDA	58	45	13	29%
<i>EBITDA margin</i>	<i>22.6%</i>	<i>20.8%</i>		<i>177 bps</i>
EBITDA LTL	59	45	13	30%
<i>EBITDA margin LTL</i>	<i>22.7%</i>	<i>20.8%</i>		<i>188 bps</i>

20%*

Results are shown for 100% operations & include minority interest

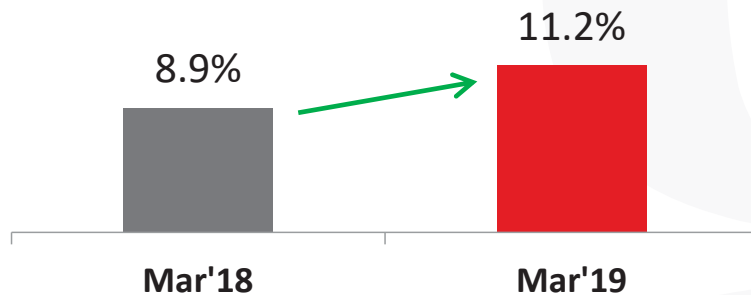
- **Strong revenue growth momentum** in domestic and international markets
- **Capacity expansion** in ring gears from 4.6mn to 8.6 mn pcs to support the demand
- **EBITDA margin improvement** led by better product mix & cost reduction

**Sales growth is excluding GST impact*

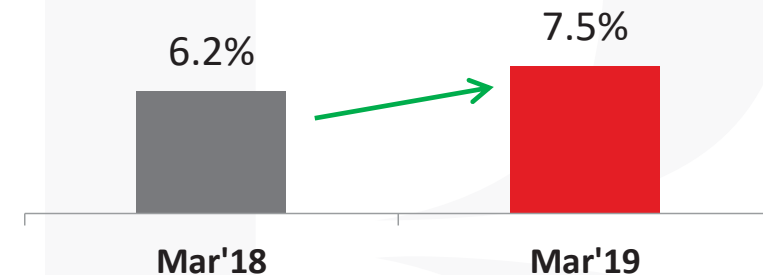
Balance Sheet and Cash Flow

Improvement in Performance Indicators

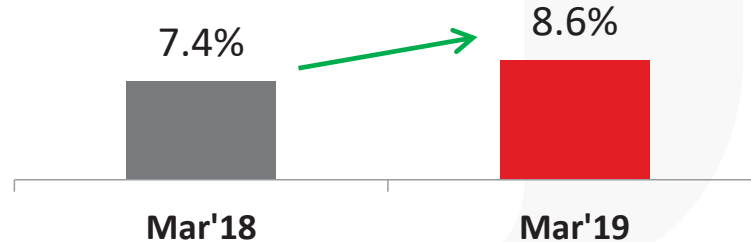
ROCE showed strong growth...



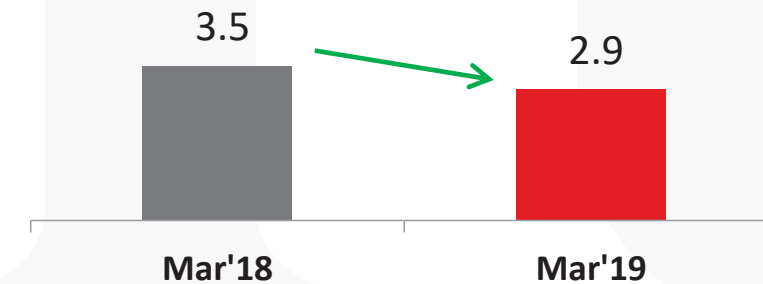
...mainly Driven by improvement in EBIT margin



Increased ROE – Enhanced Shareholder Value



Net Debt/EBITDA (X) improved due to better profitability

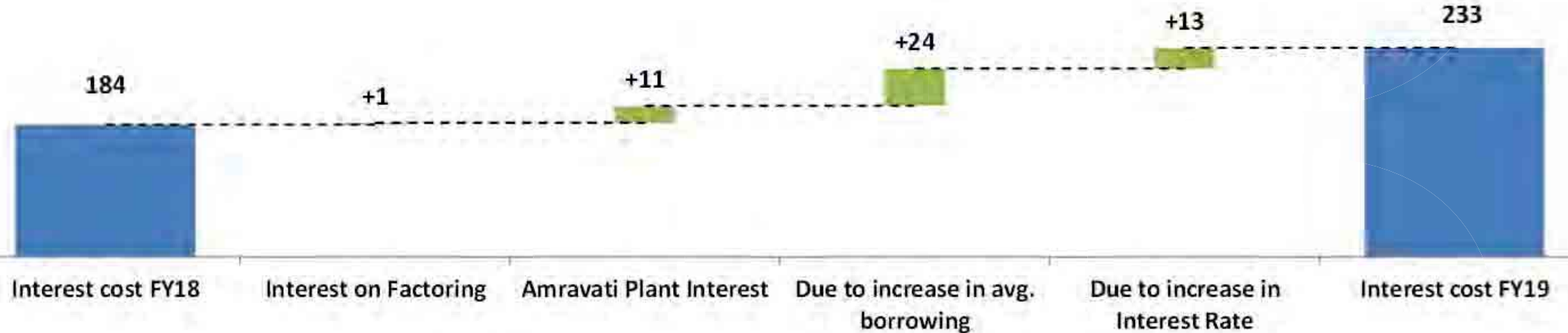


ROCE excluding Real Estate: 11.9% vs 9.2% in PY

Balance Sheet

Particulars (INR Cr)	FY19	FY18	Variance
Net Worth	2,037	1,888	149
Gross Debt	2,468	2,353	114
Capital Employed	4,505	4,242	263
NFA + CWIP	2,049	2,012	37
Current Investments & Cash	402	460	(58)
NWC	1,731	1,442	288
Others	322	328	(5)
Capital Deployed	4,505	4,242	263

Interest cost up in FY19 by Rs 48 Cr



Full Year: **Positive Cash flow** from Operations

Particulars (₹Cr)	FY19
Operating Profit less Taxes & Exc. Items	523
Working Capital Changes	(262)
Cash Flow from operating activities (a)	261
Net purchase of Fixed Assets	(251)
Movement in Investments	39
Interest & dividend income	80
Cash Flow from Investing Activities (b)	(133)
Interest Paid	(255)
Dividend & DDT Paid	(22)
Cash Flow from Financing Activities before Debt (c)	(277)
Net Cash Flow Movement before Debt	(149)
Debt movement	128
Changes in Currency Fluctuation	(4)
Net increase in cash and cash equivalents	(25)

Cash flow from operating activities positive at ₹261 cr due to better operating performance

Guidance for FY 2019 Achieved

KPI	Guidance for FY19	Actual Results
Revenue Growth	7% - 9%	12% *
EBITDA Margin	+80 – 100 bps	+140 bps
ROCE (Underlying)^	<i>Improvement from FY18:</i> 9.2%	11.9%
Net Debt/ EBITDA	<i>Improvement from FY18:</i> 3.5X	2.9X
Free Cash Flow	- ve	-ve

* Excluding GST impact

^ Excludes real-estate impact

AGENDA



Q4 FY19 Results

FY19 Results

Initiatives

➤ Undertaken in FY19

➤ Planned in FY20

The Journey Ahead

While maintaining **Profitable Growth Momentum**

Making Raymond future ready by

- ❑ Continued product & service innovation
- ❑ Market & Network Expansion
- ❑ Transforming 'Supply Chain Management'
- ❑ Adopting Next-Gen Technology platforms

across all businesses



Initiatives - Undertaken in FY19

Product & Service Innovations

- Brand Campaigns
- New Product offerings
- New Customer Segments

Market & Network Expansion

- Channel Expansion
- New Store Categories
- Digitalization
- Institutional Business
- Tailoring Ecosystem
- Capacity Stabilization

Transform SCM & Adopt New Age Tech

- Supply chain Transformation
- Future Ready IT Platforms
- Product Re-engineering
- Building Talent

Initiatives - Undertaken in FY19

Product & Service Innovations

- Brand Campaigns
- New Product offerings
- New Customer Segments

Market & Network Expansion

- Channel Expansion
- New Store Categories
- Digitalization
- Institutional Business
- Tailoring Ecosystem
- Capacity Stabilization

Transform SCM & Adopt New Age Tech

- Supply chain Transformation
- Future Ready IT Platforms
- Product Re-engineering
- Building Talent

Brand & Innovation – Campaigns & Properties

Highly Contextual & Sharply targeted marketing campaign

Tailor your style



Khadi



Raymond Linen



Investing to Build Strong Brand Properties

Sports Engagement



Style Sponsors for Indian team at Asian Games, Youth Olympics

Music Association



Association with India Music Summit, ParxHunt & BansuriUtsav

Movie Engagement



Brand Placement in Sui Dhaaga

Product Innovations – New Offerings

Largest Apparel tradeshow in India with showcase of ~20,000 SKU's

PARK AVENUE



Air Weight Collection



Active Formals

ColorPlus



Cashmere sweater

parx



Eco Collection

raymond



Knit shoes



Creaseless shirts



CP Denim

Fashion Accessories



Wooden Bow-Tie



Acrylic Bow-Tie



Wooden set

Product Innovation – New Offerings

Shirting Fabric Portfolio

Sunlight Prints



Without Sunlight Under Sunlight

Gold & Silver plated yarn used with linen for the rich look





Perfumed Finish Shirts



Spill Resistant Finish

Increased range of Linen Products with high quality yarns

MTM – Category extension & Concierge service



Ceremonial

Curated Line of
Special edition
products



Lounge Wear

Track pants, shorts,
hoodies, round & V
neck T-shirts



Casual Wear

Denim, Polo &
Chinos piloted
across 20 stores

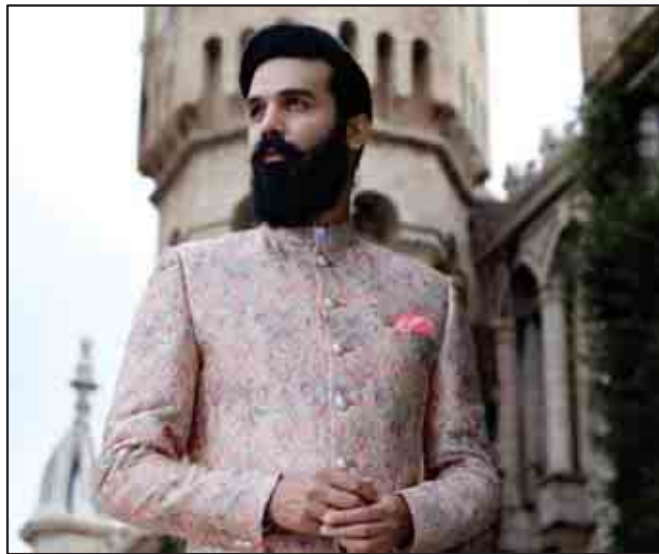


**Concierge
Service**

Revamped website
to attract online
bookings

New Customer Segments - **Ethnix**

Opportunity in high growth premium Ethnic Wear segment



Bandhgalas

Sherwanis

Smart Ethnix

Kurtas

Bundis

Fusion Wear

- Design inspiration from Indian art forms such as – Rangoli, pottery, ghats of Benares, embroidery patterns,. etc.
- Retailed through multiple channels, EBO's designed with sustainable materials & finishes

New Customer Segments - Khadi

Khadi for Nation, Khadi for Fashion



- Retailed through extensive network of Raymond stores and 120+ MBO doors
- Opened innovative concept store at prominent location - Kala Ghoda, Mumbai
- Closely worked with 150+ clusters to generate 3 million+ man-hours of additional employment at 30% higher wages

New Customer Segments – Next Look

Opportunity in untapped value segment due to shift from **Unorganized** to **Organized** sector



next look

- Targeted at youth & young professionals – Aspirational designs at value price
- Strong focus on Tier II - IV cities
- To leverage existing strong retail presence in 550 towns
- Distribution reach of 1000+ MBO's and TRS network

Initiatives - Undertaken in FY19

Product & Service Innovations

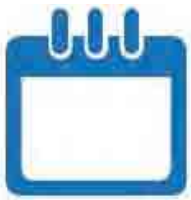
- Brand Campaigns
- New Product offerings
- New Customer Segments

Market & Network Expansion

- Channel Expansion
- New Store Categories
- Digitalization
- Institutional Business
- Tailoring Ecosystem
- Capacity Stabilization

Transform SCM & Adopt New Age Tech

- Supply chain Transformation
- Future Ready IT Platforms
- Product Re-engineering
- Building Talent



1 Store launched every 1.5 days



**1st Mini TRS, Bihta
Mar, 2017**



**100th Mini TRS, Gurugram
Apr, 2018**



**200th Mini TRS, Hoskote
Oct, 2018**



**300th Mini TRS, Kengeri
Mar, 2019**

400 Days

200 Days

150 Days

Fastest Rollout of stores

Mini-TRS – Asset light model of expansion

300 Mini TRS stores opened – across 190+ towns

Largest retail network in India – presence in 590+ towns



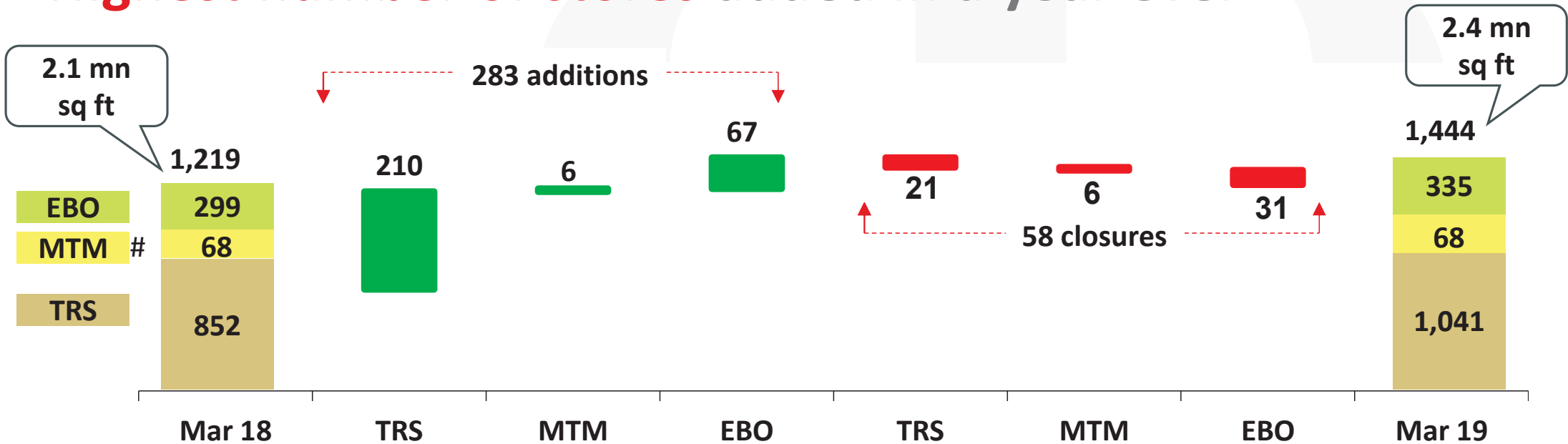
New Design
Attractive Pay-Back

Low Investment
Fully Franchised

Right Size
Tier III - VI towns



Highest number of stores added in a year ever



- Additions include 191 Mini TRS
- ~97% of stores added are franchised including Mini TRS
- Blended sales growth across our retail formats was ~11% for the year

Network Expansion

EBO & MTM network



Added 72 new stores

Increased MBO reach



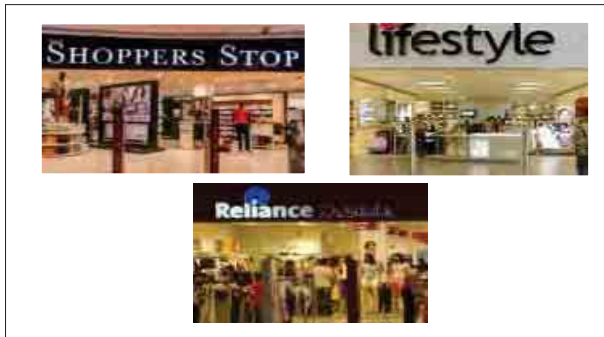
Increased by ~1,000 doors

Ethnix reach



2 EBOs, 80 MBO's and TRS network

Increased LFS presence



Added 350+ new doors

B2C Shirting – Wholesale & MBO



Added 150+ new doors

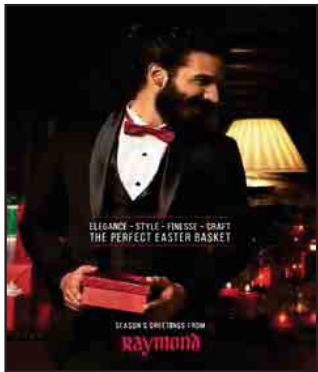
Khadi reach



*120+ MBO's, TRS network
Exclusive store in Kalaghoda*

Store activities for Customer Engagement

11,000 + Local store marketing activities



New Store Categories - Innovative Store Concepts



Atelier Lounge



Ceremonial



Ethnix



Khadi



Macy's Tailor Square

Atelier



Ceremonial



Ethnix



Khadi



Macy's Tailor Square – 15 Stores in USA



Expanding Tailoring Eco-system

Capacity

Capability

Connect

Consumer

3 Pillars of Execution

Tailoring Hubs



- 51 operational hubs
- **Annual Conversion capacity of ~2mn meters of fabric**
- Franchisee model

Centre of Excellence



- Skill Training of Tailors/ Kharigars
- **~25,000+ tailors trained**
- More than 1.4 lakh hours of training

Custom Tailoring



- **Online Tailoring** now available in 8 cities
- Launch of Premium and Express Tailoring

Digitalization – Raymond Rewards & Digital Reach

raymond REWARDS



- Connects **1,385 stores and 650+ Franchisee partners**
- **Large base of 6.3 mn members** contributing to 82% of retail sales
- Over **1.05 million repeat customers**, growing at 11% Y-o-Y
- Member ATV high at ₹6,120

New launches
communicated

Product
recommendations

Special
customized offers

Tactical Program
Benefits

Incremental footfalls + Spends

STRONG DIGITAL REACH



- **1 billion+** Digital impressions
- Unique Digital reach to **250 million+ individuals**

Market expansion through Institutional Business

Institutional Sales emerging as major channel of growth

Industry-wise coverage



Public-Sector coverage



Defence

INDIAN ARMY

INDIAN AIR FORCE

INDIAN NAVY

Sports



Amravati & Ethiopia - Capability to **quickly execute and scale-up new capacities**



Amravati (High Value Shirting)



Achieved optimal capacity utilization **within 3 months of start of operations**

Ethiopia (Garmenting)



Continued scale up, shipped ~0.5 Mn garments with **nil quality defects in FY19**

Initiatives - Undertaken in FY19

Product & Service Innovations

- Brand Campaigns
- New Product offerings
- New Customer Segments

Market & Network Expansion

- Channel Expansion
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Transform SCM & Adopt New Age Tech

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- Future Ready IT Platforms
- Product Re-engineering
- Building Talent

Supply chain Transformation Initiatives

Project Leap: Suiting SCM Redesign




- Increase Distribution Reach
- Improve Working Capital
- Improve Sales Volume
- Improve Lead time
- Improve NOS availability

Partnered with  VECTOR
CONSULTING GROUP

Project Athaang: Apparel SCM Redesign



- Integrated Merchandise Management to drive gross margin improvement
- Integrated Customer Experience to drive disproportionate customer acquisition and retention

Partnered with  VG
VANTO

Future Ready IT platforms

Digitized Order booking



- B2B ordering tool providing forecast, timely delivery & access to larger range online
- Orders fulfilled within 3 days of receipt
- Even a single SKU of smallest length can be ordered

Project Pursuit: Single ERP across BUs

Pursuit
Business Excellence with Technology

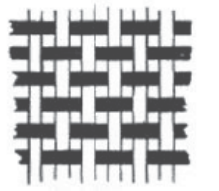
- Implementation of new ERP across BUs initiated
- Complete Changeover to new omni-channel ready POS initiated

Product Re-engineering

Product re-engineering to reduce wool price impact



Wool microns optimization



Product re-engineering



Process optimization

Investment in Learning & Development

PROGRAMS CONDUCTED



Singularity University

- **Top 20 leaders**
- Aiming for an exponential change of 10x instead of an incremental 10% change



Cambridge University

- **Top 30 young Hi-potentials**
- Knowledge series, personalized coaching, to develop future leaders



Shakti

- **All women employees**
- Focusses on creating self-leadership among women

AGENDA



Q4 FY19 Results

FY19 Results

Initiatives

➤ Undertaken in FY19

➤ **Planned in FY20**

The Journey Ahead

1. Network Expansion to continue

Focus on asset light expansion



Mini TRS – Stabilize existing stores and further roll-out of ~100 Mini TRS

PA 500 – Increase penetration of Park Avenue via compact 500 Sq ft franchise stores

Scaling up of Style Advisory to ~50 cities

LFS & MBOs – Door expansions to continue

Wholesalers - Increase reach in Wholesaler network

2. Services for customization & better user experience

Park Avenue – Design it Yourself 'DIY'



Pilot in 5 EBO's till FY19;
200+ new doors (MBO+TRS) in FY20

3D printed accessories



68 MTM + RTW Stores till FY19
200 stores in FY20

Drive Custom Tailoring



- Aggressive Tailoring Campaign
- Online Tailoring to reach 40 Cities
- Reach 75 Tailoring hubs

Style-Me (Visualization) Mirror



RAYMOND
StyleME

- Enhance overall shopper experience
- Additional ~150 units to be installed Pan-India

3. Accelerate Product Innovations

Fabrics from unique material/properties

Luxury Collection



Diamond, Titanium, Gold,
Silver, Super 180s

Wellness Collection



Anti-Bacterial, anti-odour,
with fragrance

Sustainability Collection



Recycled Fabric, Charcoal,
Cellulose Fibre, Paper Yarn

Jacketing Fabric



Pineapple blend, cashmere, Silk,
Super 90s Nylon, 100% wool

Core business profitable growth momentum to continue in FY20

1 Network Expansion



2 Strong focus on customization and user experience



3 Accelerate Product Innovation

TECHNO FRESH



4 Ongoing process transformation in SCM and Digital Automation



5 Improving Ethiopia capacity utilisation



Strong focus on improving profitability through initiatives including :

- Asset light network expansion
- Product reengineering and process optimisation in Suiting Business
- Improving operating efficiency in Branded Apparel

AGENDA



Q4 FY19 Results

FY19 Results

Initiatives

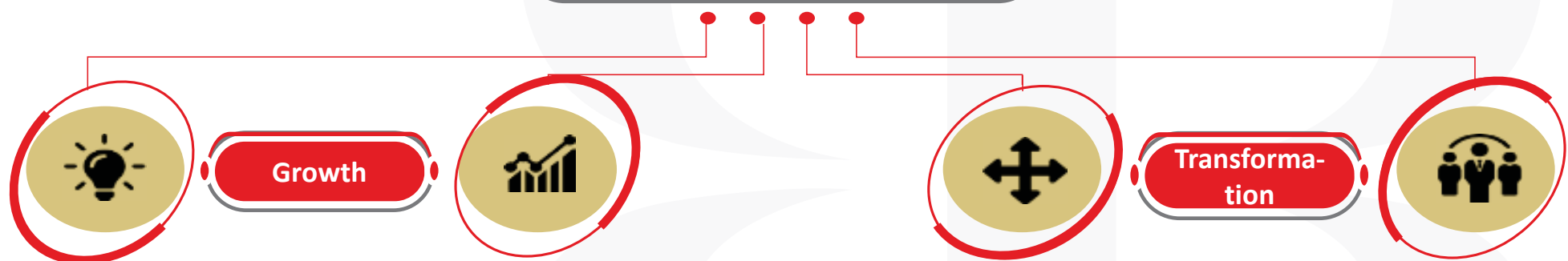
➤ Undertaken in FY19

➤ Planned in FY20

The Journey Ahead

Transformation Drivers

Enhancing Stakeholders' Value



Innovate & Sustain

Textile – The Core Business

- ▶ Product innovations
- ▶ Service innovations
- ▶ Market & Category expansion
- ▶ Channel penetration
- ▶ Sustain the margins

Invest & Grow

Apparel – The Growth Engine

- ▶ Asset light network expansion
- ▶ Stabilize Brand investments
- ▶ Retail experience – store of the future
- ▶ Omnichannel penetration
- ▶ Full wardrobe & services solution

Unlock value & De-leverage

- ▶ Engineering – Turnaround in progress of T&H business
- ▶ Sustain profitable growth in Auto business
- ▶ FMCG – Category expansion, leverage Raymond brand & channel Specific Focus
- ▶ Real Estate – An opportunity

Management

- ▶ Further strengthen corporate governance
- ▶ Industry repute Advisory Board
- ▶ Dynamic leadership

Continued Growth in the Core Textiles Business

Inducing Triggers



Eliminating Barriers



Exploring new opportunities



Accelerating fabric growth



Product Innovation

New Products/Blends

- TechnoSeries
- Monza
- Linen

Service Innovation

- Custom Tailoring
- Enhancing capability & capacity of tailoring ecosystem

Product Extensions

- Khadi

Increasing Penetration

- New Format - Mini TRS
- Dealer Network expansion

Servicing @ door step: Online Tailoring

- Launched in 8 cities

Untapped Potentials

Institutional Business

- End to End Solutions

Style Advisory

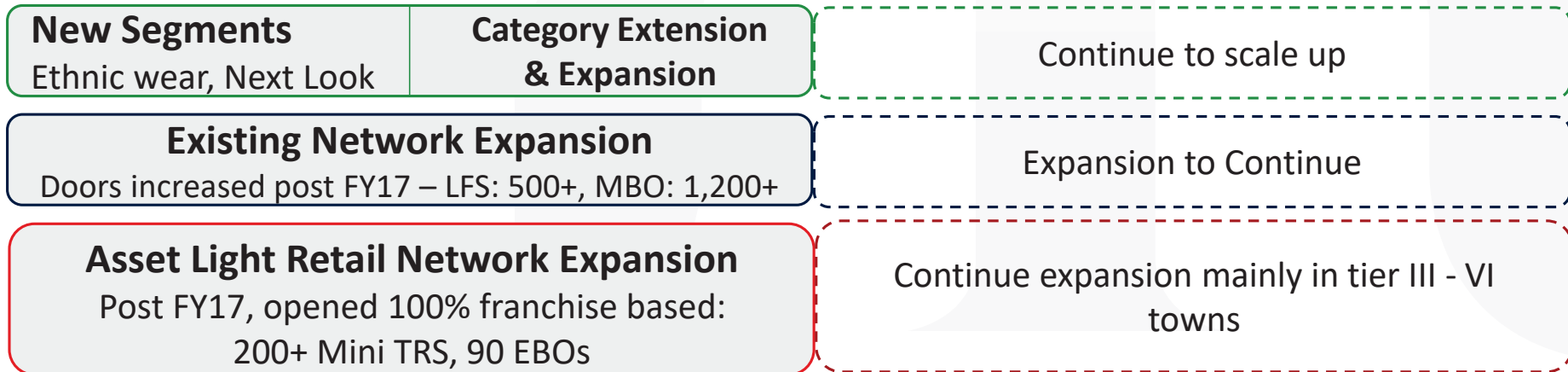
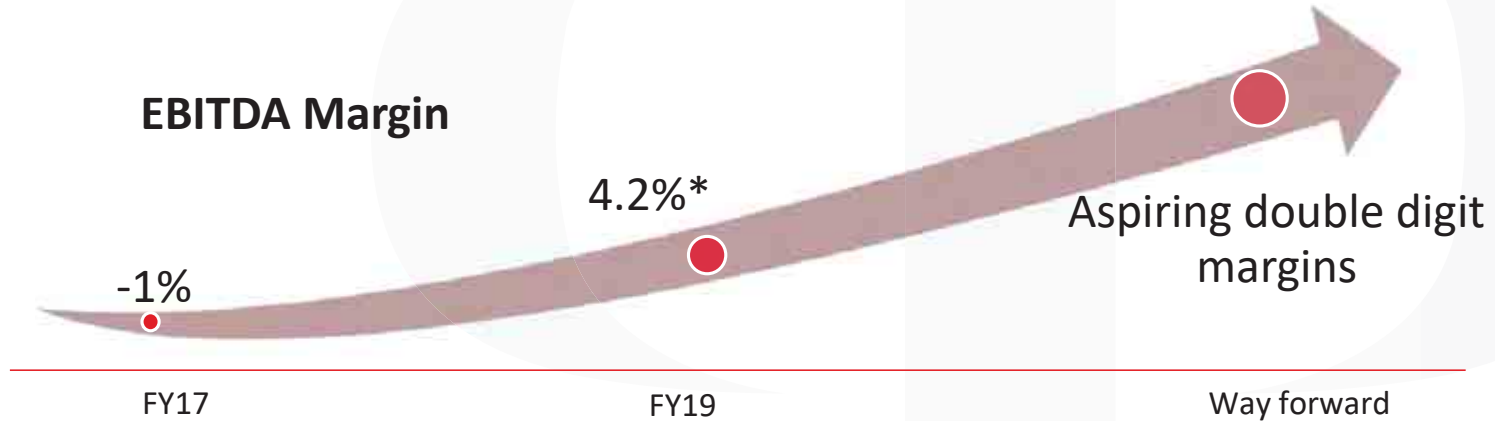
- Look Visualization Service
- Enhance shopper experience and brand engagement

Growing faster than the Industry

Sustain EBITDA margin by product re-engineering and process optimization to mitigate increase in wool price



Scaling up towards Profitability – Branded Apparel



* Excluding Corporate Cost Allocation

The Journey ahead - Create consistent shareholder value



	FY18 – Guidance vs Actual		FY19 – Guidance vs Actual		FY-2020 Guidance
	FY-2018 Guidance	FY-2018 Results	FY-2019 Guidance	FY-2019 Results	
Revenue Growth	7% - 9%	13.0% ✓	7% - 9%	11.0% ✓	10% - 12%
EBITDA Margin	+100 – 150 bps	9.1% (+140 bps) ✓	+80 - 100 bps	10.6% (+150 bps) ✓	+70-100 bps
ROCE Underlying	8% - 9%	9.2% ✓	→	11.3% (from 9.1%)	12% - 15%
Net Debt to EBITDA	stable	3.5x (from 4.0x)	→	2.9x (from 3.5x)	~2.5x
Free cash flow	-ve	-ve ✓	-ve	-ve ✓	+ve

Note: Nos. excluding real estate project

→ On track of achieving FY 2020 guidance



FMCG

Raymond FMCG – A House of Brands



FMCG – Who are We

- **Part of the Raymond Group of Companies**
- **Comprises of Two SBUs – J.K Helene Curtis Ltd. (JKHC) & Raymond Consumer Care Ltd. (RCC)***
- **Focused on Home & Personal Care - Male grooming & Sexual Wellness Categories**
 - ✓ **Male Grooming: Fragrance & Deos | Hair Care | Body Care**
 - ✓ **Sexual Wellness: Condoms | Lubes | Delayed Sprays**
- **Having a large condom manufacturing facility at Aurangabad, Maharashtra**

FMCG – Our Strengths

The logo for 'BEST products', with 'BEST' in large, multi-colored block letters (B: blue, E: green, S: orange, T: pink) and 'products' in a smaller, black, cursive font below it.

BEST
products

- One of the Best Portfolio in Personal Care
- Well established portfolio in Home care

The logo for 'BRAND', where each letter is a different color and is placed on a small, colorful rectangular block that looks like a hanging tag.

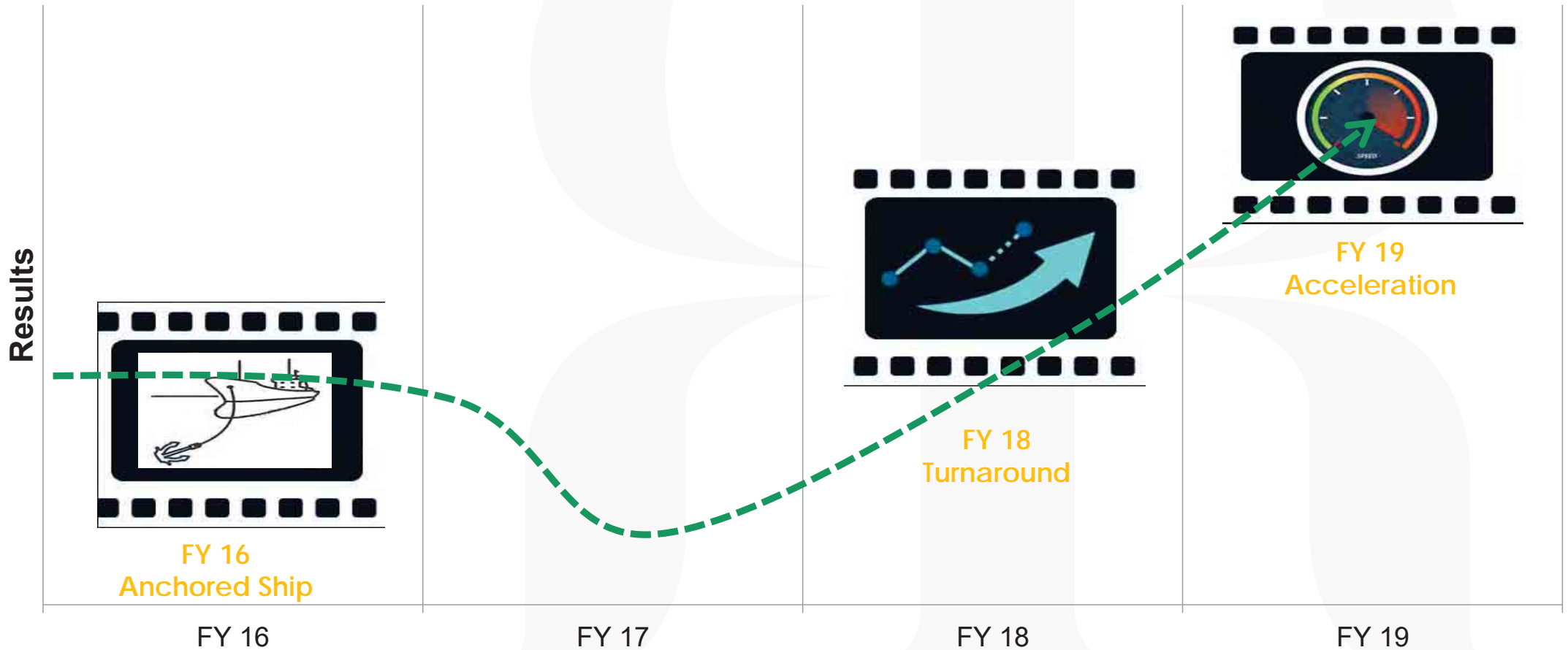
BRAND

- Hold a house of Iconic Brands
- PARK AVENUE | RAYMOND | KAMA SUTRA | PREMIUM



- Young and Motivated Management Team
- Average age of employees ~32 Yrs

FMCG – Raymond Reimagined Journey of Last Three Years

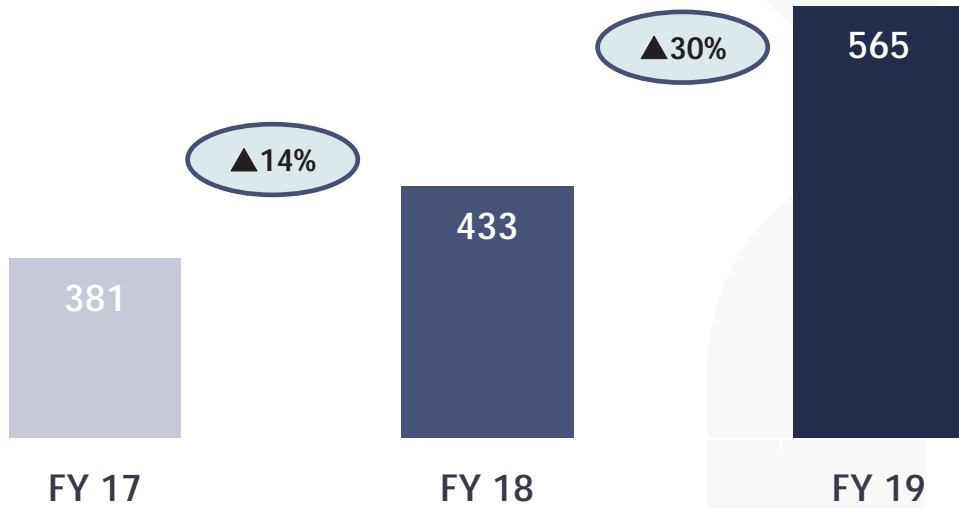


FMCG – Key Highlights

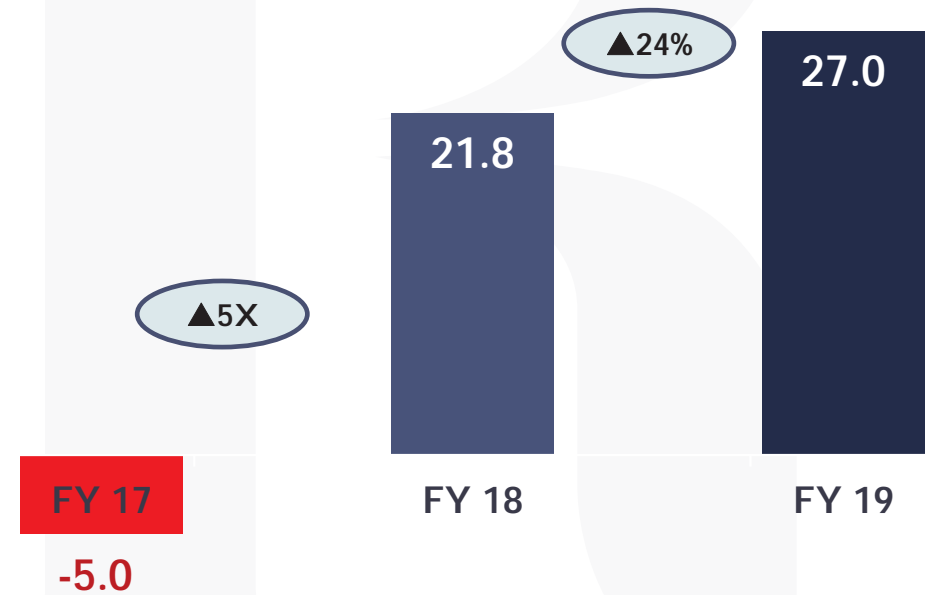
- **Topline growth of 22% CAGR in last 2 years**
- **Retail presence across 3.5 Lac outlets across all brands**
- **Serving ~11,000 Modern Trade Outlets and strong foothold in CSD & Institutional Channel**
- **In 2017, acquired 100% ownership of “Kamasutra” brand from Ansell**
- **In the process of integrating two existing companies – JK Helen Curtis and JK Ansell**
- **Profitability improvement in coming year led by unlocking of Organizational Synergies**

Performance – Financial Highlights*

Net Sales**



EBITDA**



* Aggregated financials of JKHC & RCC for 100% of Operations

** All Figures in INR Crs,

Led by – New Product Launches & Organization Building Initiatives

New launches



New PA EDP



New Flavored Condoms



Luxury Perfume Collection



Premium Condoms Portfolio



Pocket Perfumes – PA & KS



Beer Shot Shampoo

Organization Building Initiatives

- Category management Structure
- Strengthen R&D and Supply Chain Capabilities
- Distribution footprint expansion
- And next level of Digitalization:
 - ✓ Sales-force Automation
 - ✓ Next generation ERP
 - ✓ Distributor management system

Followed with – Long Term Brand Building

Subah Good Morning to Din Amazing



It all Begins with a Spark



New EDP



The Men with Class



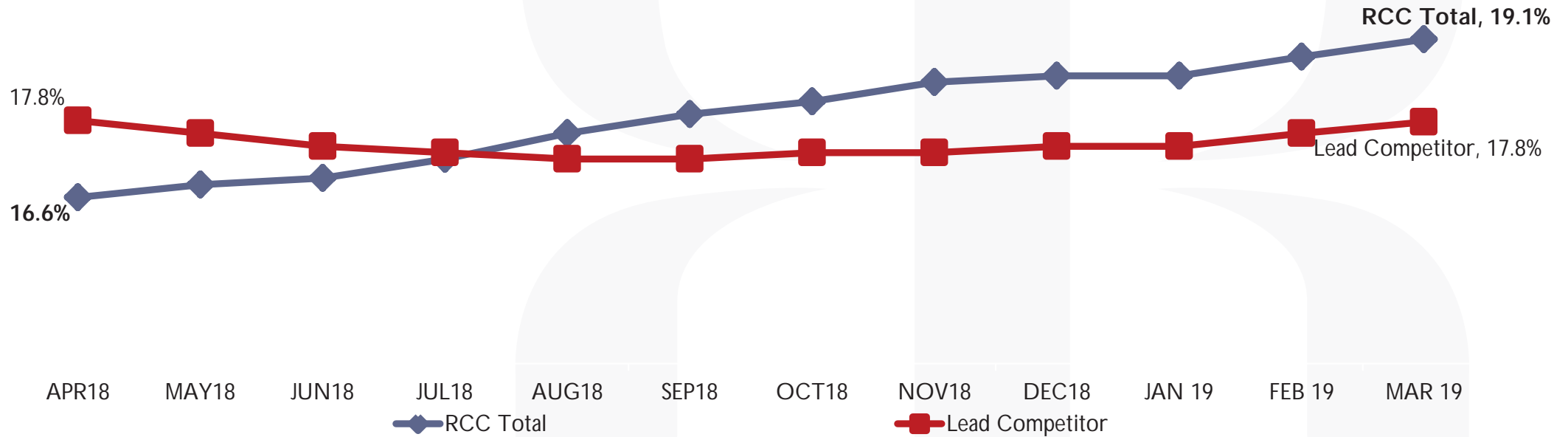
Kuch Unke Liye Kuch Apke liye





And in Male Deos – We have attained Market Leadership

MAT Deo Market Shares %

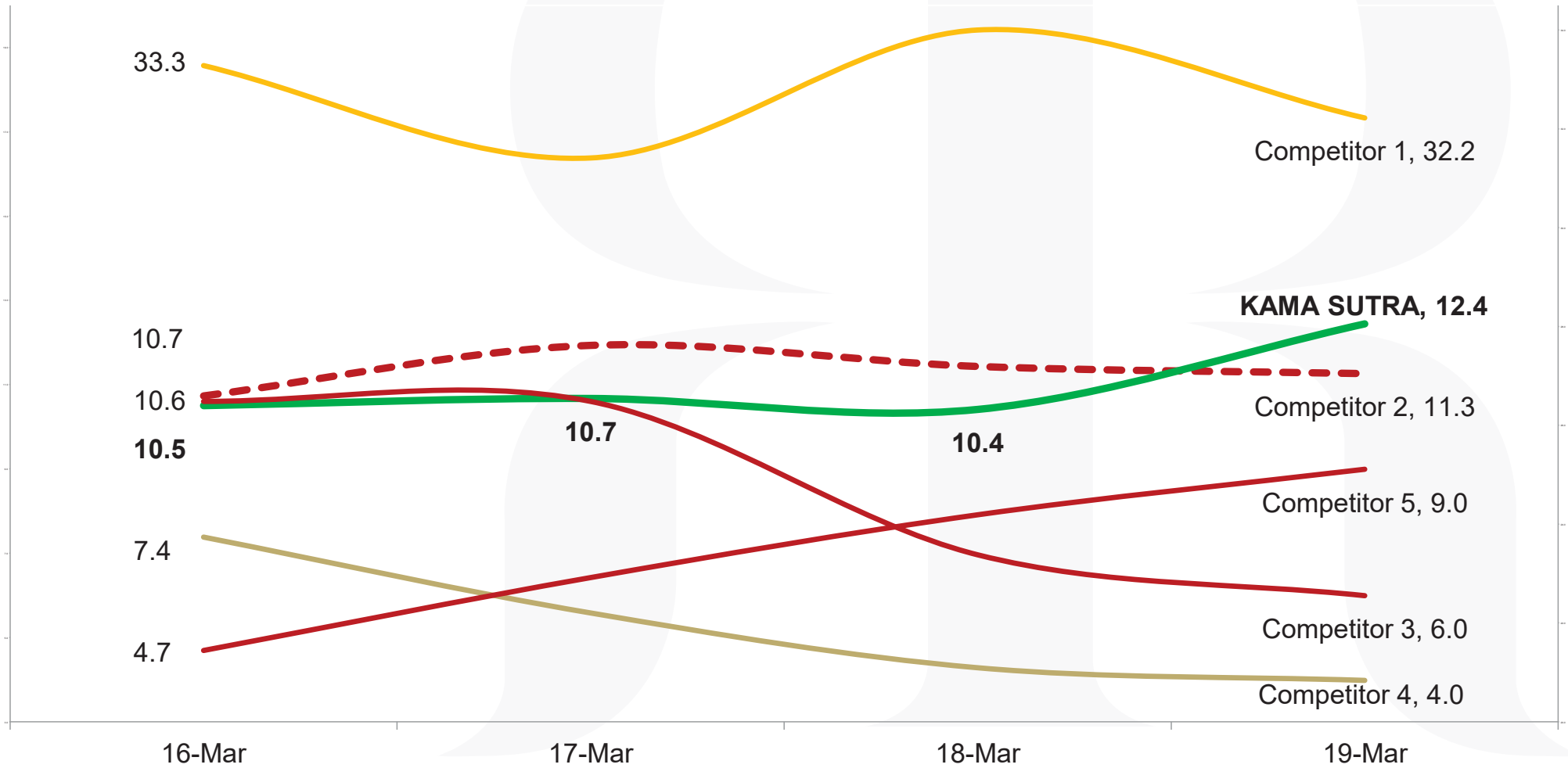


Gained 250 BPS Market Share in last 12 Months

Source: AC Nielsen Audit report



And in Condoms – We have become No 2 from No 4 in Three Years



Source: AC Nielsen Audit report

In terms of Other Categories – Market Standing Improved



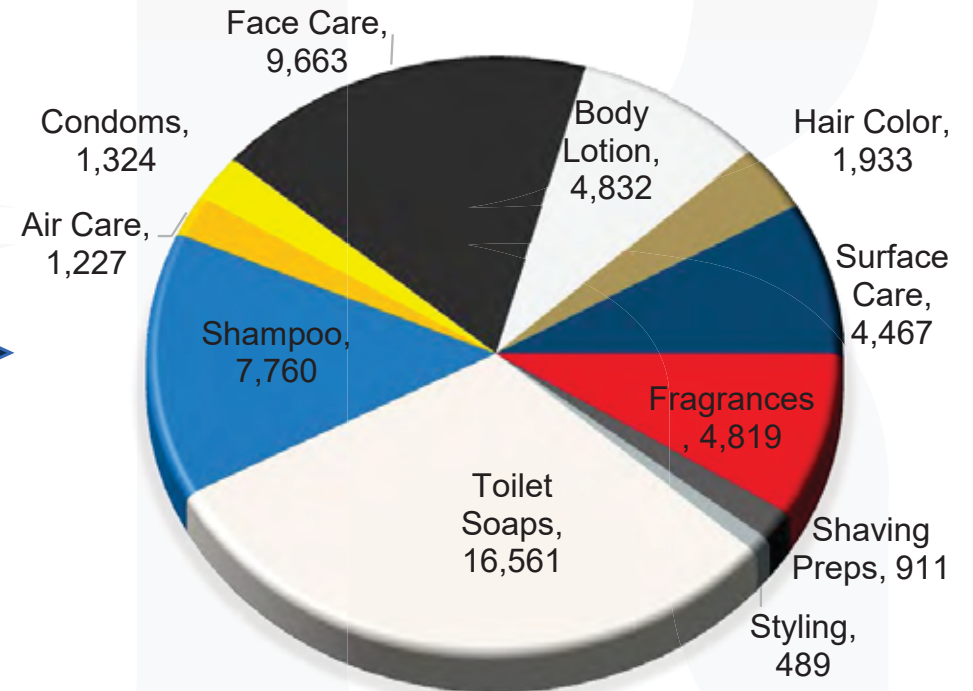
Source: Internal Estimates

And Huge Headroom for Growth – 10X Possibility

**Current Core Categories
Size - ~5250 Cr**



**Addressable Market (FY23)
Size - ~54000 Cr**



10x

Will Continue to Grow – With the Vision of



Making the World Look Good & Feel Great Everyday

With Philosophy of - Living as One Team and Believing in One Dream



Raymond | REALTY
Go Beyond



Macro environment **shaping up the Real Estate sector**

- Friendlier FDI policy expected to increase fund inflow into the sector
- Low home loan interest rates to help in increasing demand
- Income tax law for 2nd house – A big positive for investors
- REIT listing opens a new chapter for the Sector
- Property tax waiver up to 500 sqft homes in Mumbai
- New DCR in Mumbai to increase development potential of projects by 20%
- GST revision putting pressures on developer margin (~5%) and sales velocity
- Implementation of Ind AS 115 has created a negative sentiment, for listed Realty Companies

Competitive scenario MMR

- New launches up by 183% YoY
- Sales up by 95% YoY
- Unsold inventory remains same as last year
- Overhang period of 35 months

Thane Market :

- New launches down by 35% YoY
- Absorption remains flat at 47,000 units
- Unsold Inventory has come down by 10% YoY (Big positive)
- More than 50% launches with smaller configuration inventory

Source: Anarock, Prop Equity



Launch of Raymond Realty Aspirational – 14 acres

Excellent Connectivity & Eco-system



Layout Plan



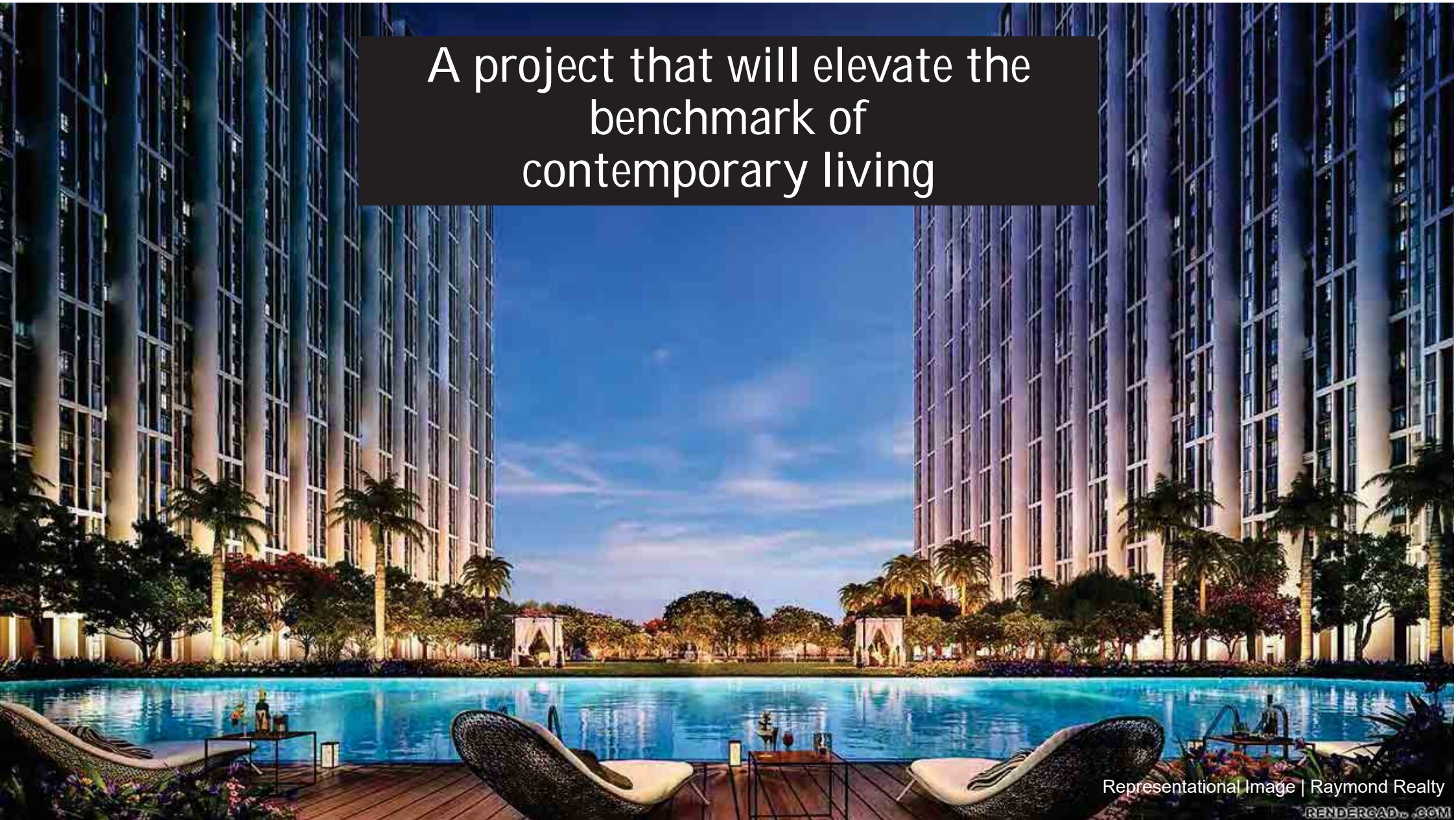
MLCP
-Construction to start post monsoon

Premium

Tower-D,E
-Approvals at advance stage
- Launch progressively from May

Tower-A,B,C
-All approvals obtained
-RERA Registration Done
-Launched for Sale
-Construction Commenced

A project that will elevate the
benchmark of
contemporary living



Representational Image | Raymond Realty

RENDERCAD.COM

Niceties – Unique to our project

- Offie-crèche
- Laundromat
- Netflix pods
- Community Kitchen
- Guest Rooms
- More than 1500 + trees on mother earth
- 7 acres of amenities & open space out of 14 acres project
- Over & above this we have more than 75 plus amenities in our project



1500 + trees on Mother earth



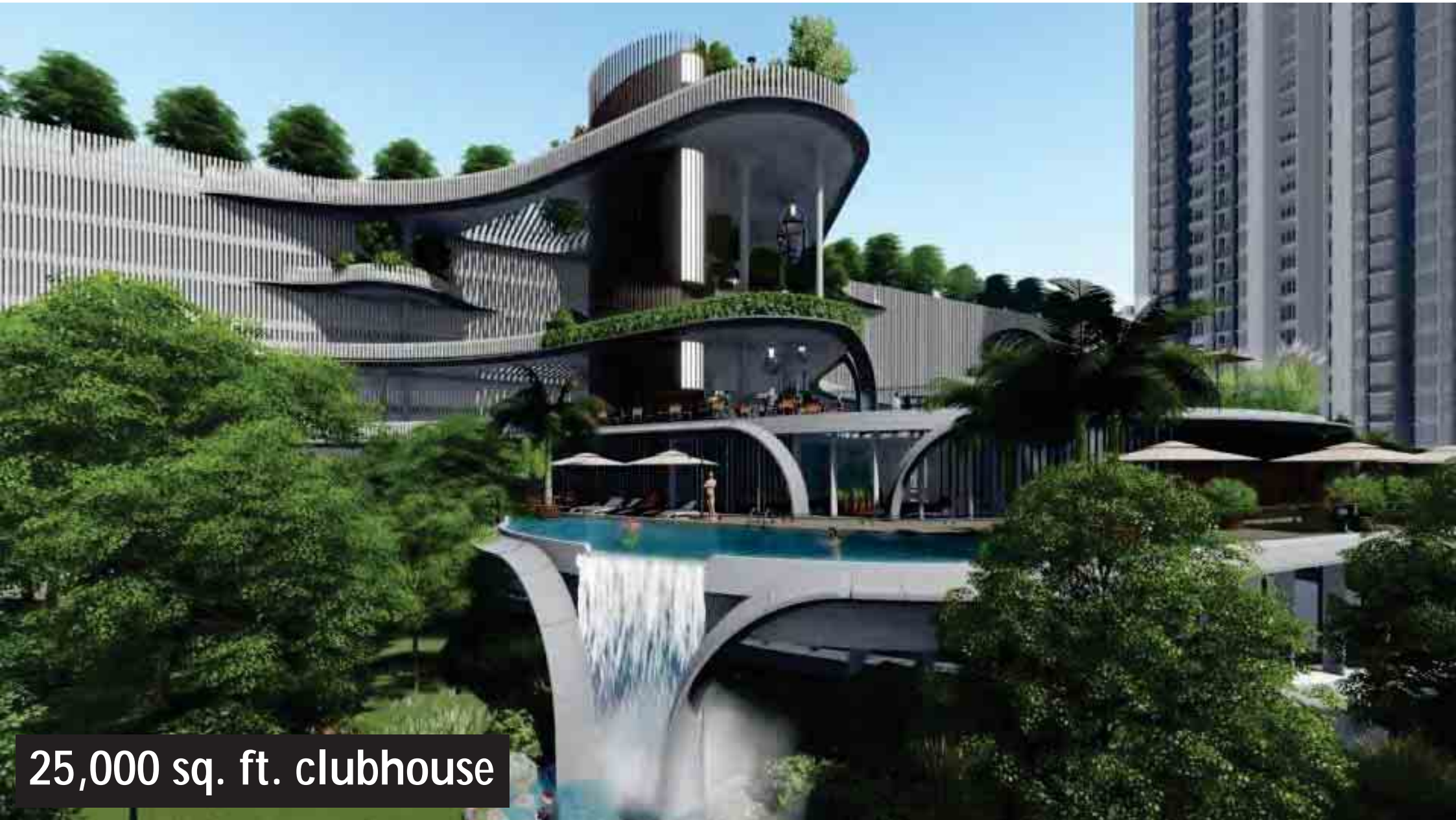
Elevated walk way

Representational Image | Raymond Realty



Central 5 acre landscape greens

Representational Image | Raymond Realty



25,000 sq. ft. clubhouse

G+42 storied,
Magnificent towers with
contemporary designed facade



Representational Image | Raymond Realty



Smart sized homes for the
complete family

2 Bed - Haven



Living room



Bedroom 1



Master Bedroom



Kitchen

Smart Sized homes for Millennial & DINKS

2 Bed - Nest



Living room

Shot on location Image | Raymond Realty



Washroom



Bedroom 1

Co- Creators



MEP Partner



Faquih & Associates India
ARCHITECTS

Interior Designer

cracknell

Landscape

**Architect
Hafeez
Contractor**

Master Architect



EPICONS CONSULTANTS PVT. LTD

Structural Consultant



Construction Contractor



GODREJ & BOYCE

Green Consultant

Financial Update

Particulars (₹ Cr)	Q4FY19	FY19
Total Units sold	211	211
Total Area sold	0.2 mn	0.2 mn
Sales	20 Cr	20 Cr
PBT	2 Cr	-4 Cr
Capital Employed till FY19		235 cr*

*Capital Employed includes existing Transferrable Development Rights (TDR) of ₹50 cr

Business Update

Aspirational – 14 Acres

- Soft Launch- Employees, Dealers, Vendors
- Inventory – One tower launched at a time, till now launched Tower A,B & C
- Sold 400 + units till date
- Public Launch – Akshay Tritiya (7th May 2019)

Premium - To be launched soon

Financial Projection for overall 20 acres (Aspirational & Premium)

Project Revenue	Rs. 4,000 - 4200 Cr
PAT Margin	25%+
Peak funding	Rs.250 - 300 Cr

- Project cash flow - Positive on year on year basis
- Loan is expected to be repaid by F.Y. 21-22

Construction Update



- Tower A,B & C - Excavation & PCC completed
- Construction Contractor finalized – Capacite Infra Projects Ltd
- Balance towers construction schedule to coincide with sales velocity

RESPONSE



Q&A

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