KDDL Limited

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Ref: KDDL/CS/2020-21/39

National Stock Exchange of India Limited Exchange Plaza, C-1, Block G, Bandra Kurla Complex, Bandra, Mumbai - 400 051 BSE Limited, Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai - 400001

Date: 25th February, 2020

Trading Symbol: KDDL

Scrip Code : 532054

Subject: Result Update Presentation

Dear Sir/ Madam,

Please find enclosed Result Update Presentation for Q1FY21.

Kindly take the same on record.

Thanking you,

Yours truly

For KDDL Limited

Brahm Prakash Kumar Company Secretary



Safe Harbor



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Q1FY21 Performance
Overview

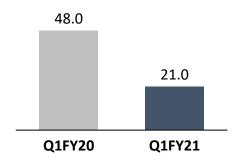
Q1FY21 Performance

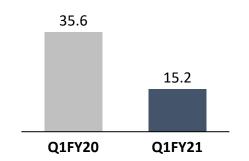


Standalone Performance (Rs. Crs)

Revenue

Gross Profit

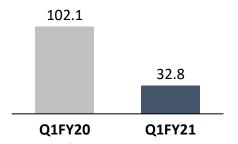


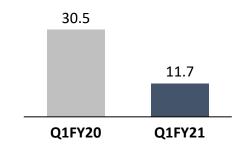


Ethos Performance (Consolidated) (Rs. Crs.)

Revenue

Gross Profit





COVID-19 Impact on the Business (1/2)



Business Operations



- The outburst of Pandemic COVID-19 has disrupted businesses through out. KDDL was also affected with COVID-19 from March onwards as all factories, retail stores and offices were closed due to strict lockdown and curfew across the country.
- Most of the manufacturing operations are operational now, however at lower capacity utilization due to compliance of MHA guidelines related to social distancing, transportation, restrictions on permitted strength etc. We are witnessing gradual growth & recovery in revenue.
- About 34 of our total 47 Ethos retail Stores are now operational. Stores are being open for limited time and with limited staff ensuring strict social distancing measures. We are witnessing gradual improvement in visitor footfalls week on week and hope to be back to pre-COVID levels by Q4FY21.

Financial Impact



- Q1FY21 was impacted as company could not operate for a significant part of Q1 due to strict lockdown imposed. As a result, profitability of the company was affected due to decline in revenues however expenses which are fixed in nature continue to occur.
- We expect business to stabilize and profitability to normalize going forward as lockdown is further eased.

Steps Taken For Smooth operations



- We have commenced the operations in all factories and offices after complete sanitisation of the facilities.
- We have also implemented strict guidelines and undertaken necessary precautionary measures for social distancing, limited manpower, staggered working, work from home, regular screening and sanitisation, preventive health check-ups and necessary guidance and advisory for providing a safe working environment to all employees.

COVID-19 Impact on the Business (2/2)



Optimising Costs



- We are taking all necessary actions and available options for reducing costs, overheads and deferring the long-term commitments of expenditures.
- In addition, all avenues and efforts are being initiated for enhancing the revenue and income of the company to minimise the impact of COVID-19 on the profitability of the company.

Comfortable Liquidity Position



 We will be able to meet all our liabilities and cater to the requirements of the customers as our financial position and balance sheet is strong. Our liquidity position is adequate to meet all our commitments. We remain committed to raising need based additional debt or equity for the business sustenance and development.

Demand Assessment



- Based on the prevailing situation and assessment of the market, we expect the markets to approach some kind of normalcy by the second half of the financial year.
- Chinese markets were the first to open up which is the biggest market for Swiss brands and now Swiss watch industry has also commenced operations which should improve demand further.
- We also foresee new opportunities for us in the field of precision engineering business as we are also witnessing increase in flow of enquires from very reputed overseas customers.

Standalone Profit & Loss



Profit & Loss (Rs. Crs.)	Q1FY21	Q1FY20
Revenue	21.0	48.0
Cost of Goods Sold	5.8	12.5
Gross Profit	15.2	35.6
Employee Expenses	10.8	14.1
Other Expenses	5.7	13.1
EBITDA	-1.3	8.3
Margin (%)	-6.3%	17.3%
Other Income	0.8	0.9
Interest	2.4	2.1
Depreciation	3.0	3.0
PBT	-5.9	4.1
Tax	-1.1	1.3
PAT	-4.8	2.9

Consolidated Profit & Loss



Profit & Loss (Rs. Crs.)	Q1FY21	Q1FY20
Revenue	53.0	152.9
Cost of Goods Sold	28.2	84.9
Gross Profit	24.8	68.0
Employee Expenses	19.5	25.8
Other Expenses	11.6	24.3
EBITDA	-6.3	17.9
Margin (%)	-11.9%	11.7%
Other Income	5.6	0.8
Interest	7.2	6.5
Depreciation	12.3	10.9
Share of Loss of equity accounted investees	0.2	0.0
PBT	-20.3	1.3
Tax	-4.7	1.5
PAT	-15.6	-0.1
Minority Interest	-0.1	-0.6
PAT After Minority Interest	-15.5	0.4

Adjusted Consolidated Profit & Loss



Due Sit O Land (De Core)	As Rep	oorted	Adjusted for INDAS 116	
Profit & Loss (Rs. Crs.)	Q1FY21	Q1FY20	Q1FY21	Q1FY20
Revenue	53.0	152.9	53.0	152.9
Cost of Goods Sold	28.2	84.9	28.2	84.9
Gross Profit	24.8	68.0	24.8	68.0
Employee Expenses	19.5	25.8	19.5	25.8
Other Expenses	11.6	24.3	19.8	32.1
Normalized EBITDA	-6.3	17.9	-14.6	10.2
Normalized Margin (%)	-11.9%	11.7%	-27.5%	6.7%
Other Income	5.6	0.8	5.6	0.8
Interest	4.2	4.1	4.2	4.1
INDAS 116 Interest	3.0	2.4	-	-
Depreciation	4.9	3.8	4.9	3.8
INDAS 116 Depreciation	7.4	7.0	-	-
Share of Loss of equity accounted investees	0.2	0.0	0.2	0.0
РВТ	-20.3	1.3	-18.2	3.0

Ind AS 116: Impact on Financials



- The adoption of Ind AS 116 has resulted in recognizing a Right-of-Use Assets of **Rs. 102.2 Crores** and equivalent to the lease liability of **Rs. 102.2 Crores** as on 30th June 2020
- Overall balance sheet will increase by the amount of asset created for Leases. This will have an impact on Profitability as under:

Profit & Loss Impacts		For Q1FY21 (Rs. Cr.)	Financial impact
Other expenses (Rent)	Decrease in Rent expense	-8.3	
Finance costs	Increase in Finance cost	3.0	This affects other expenses, depreciation and finance cost in the Profit & loss statement &
Depreciation	Increase in Depreciation	7.4	consequently impacts EBITDA and PBT of the company
Profit before tax	Decrease in PBT	-2.1	

There would be no change in the cash flow of the company due to applicability of INDAS 116

Standalone Balance Sheet



Assets (Rs. Crs.)	Mar-20	Mar-19	Liabilities (Rs. Crs.)	Mar-20	Mar-19
Non-current assets	216.0	185.2	Equity	169.5	167.1
Property, plant and equipment	93.8	94.1	Equity share capital	11.7	11.7
Capital work-in-progress	2.2	2.4	Other equity	157.8	155.4
Right-of-use asset	12.7	-			
Investment Property	0.5	-	Non-current liabilities	58.5	39.5
Other intangible assets	0.4	0.7	Financial Liabilities		
Financial assets			(i) Borrowings	45.2	34.5
(i) Investments	100.7	79.7	(ii) Lease Liabilities	5.9	-
(ii) Loans	2.2	2.2	(iii) Other financial liabilities	1.2	0.7
Income Tax Asset	2.3	5.0	Provisions	1.1	0.1
Other Non Current Assets	1.3	1.0	Deferred tax liability (net)	5.1	4.2
Current assets	84.1	77.5	Current liabilities	72.1	56.1
Inventories	32.1	30.7	Financial Liabilities		
Financial assets			(i) Borrowings	19.3	7.4
(i) Trade receivables	24.6	23.7	(ii) Lease Liabilities	2.0	-
(ii) Cash and cash equivalents	9.5	2.5	(iii) Trade payables	13.5	15.7
(iii) Other bank balances	5.4	6.1	(iv) Other financial liabilities	31.1	26.3
(iv) Loans	1.9	1.8	Other current liabilities	3.2	2.8
(v) Other financial assets	2.1	5.7	Provisions	2.7	2.7
Other current assets	8.4	7.1	Current tax liabilities(net)	0.3	1.3
Total Assets	300.1	262.8	Total Liabilities	300.1	262.8

Consolidated Balance Sheet



Assets (Rs. Crs.)	Mar-20	Mar-19	Liabilities (Rs. Crs.)	Mar-20	Mar-19
Non-current assets	299.2	183.9	Equity	227.4	235.0
Property, plant and equipment	158.6	143.2	Equity share capital	11.7	11.7
Capital work-in-progress	2.9	6.8	Other equity	174.0	179.1
Right-of-use asset	109.6	-	Non Controlling Interest	41.7	44.1
Other intangible assets	0.8	0.8			
Intangible assets under development	0.1	0.4	Non-current liabilities	174.0	73.7
Equity accounted investees	1.0	0.3	Financial Liabilities		
Financial assets			(i) Borrowings	80.1	67.2
(i) Investments	0.5	0.5	(ii) Lease Liabilities	85.4	-
(ii) Loans	10.2	12.4	(iii) Other financial liabilities	2.1	1.1
(iii) Other financial assets	1.3	1.2	Provisions	1.3	1.2
Income Tax Asset	3.7	6.3	Deferred tax liability (net)	5.1	4.2
Deferred tax assets (net)	7.2	6.3			
Other Non Current Assets	3.4	5.6			
			Current liabilities	255.8	210.1
Current assets	358.0	335.0	Financial Liabilities		
Inventories	252.7	239.9	(i) Borrowings	74.3	61.9
Financial assets			(ii) Lease Liabilities	20.9	-
(i) Trade receivables	28.5	31.1	(iii) Trade payables	87.3	84.6
(ii) Cash and cash equivalents	22.8	16.0	(iv) Other financial liabilities	52.6	45.8
(iii) Other bank balances	5.7	6.4	Other current liabilities	13.8	9.4
(iv) Loans	8.0	4.8	Provisions	6.2	4.0
(v) Other financial assets	6.6	5.9	Current tax liabilities(net)	0.7	4.3
Other current assets	33.7	30.9			
Total Assets	657.2	518.9	Total Liabilities	657.2	518.9



Manufacturing Business
Overview

Introduction - Watch Dials and Hands Business



Watch Dials

- Commercial operations began in 1983
- Leading Global supplier of Watch Dial serving many well-known brands all over the world
- Manufacturing facilities located at Parwanoo & Derabassi, near Chandigarh in India
- Capability to manufacture dials with high & complex features

Watch Hands

- Commercial operations began in 1996
- Only supplier in India and one of 5 independent manufacturers globally; facilities located at Bengaluru
- Recently acquired Estima AG in Switzerland; to enhance presence in midpriced segment European Brands

Value Proposition

- Deep Understanding of the Global Watch Industry
- Established relationships with Swiss Watch makers as well as Indian Watch makers
- Consistent Manufacturing on basis International Quality norms





Acquired in 2019

About "Estima AG"

- · Estima was established as a maker of watch hands in Switzerland in 1924
- It was a leading supplier to Swiss and other European watch brands in the mid-priced segment and enjoyed an excellent reputation
- However, over last 10 years, it was unable to keep up with market changes and lost market share leading to declining turnover and mounting losses

Strategic Rationale for Acquisition

- Estima was a competitor of the Company in the business of watch hands manufacturing
- Has a well established name, valuable production infrastructure and will be serve as a good platform to establish a foothold in Swiss watch component manufacturing
- Will help capture additional market share of customers in European market serviced by Estima

Estima AG's 2020 Turnover – CHF 1.9 Million

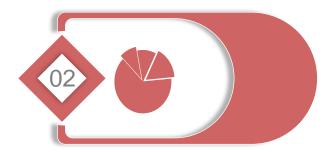
Introduction - Precision Engineering Business





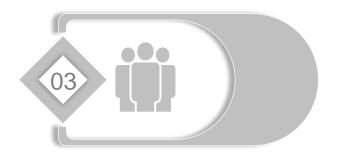
Value Proposition

Eigen offers a full package of services, ranging from design and development to full scale production, providing customers with optimized supply chain solutions



Capabilities

We address various segments such as Electrical, Electronics, Automobile, Telecommunications, medical equipment, Aerospace, Consumer Durables etc

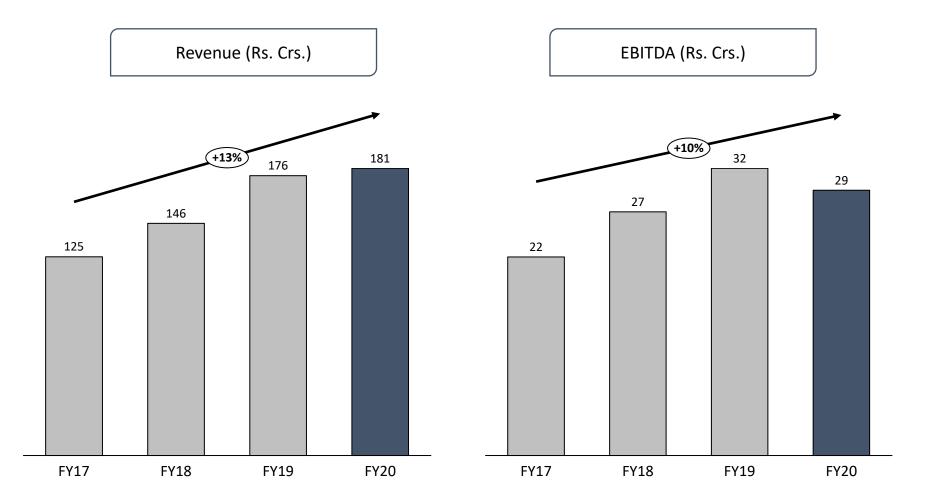


Customers

Enabling our customers to meet their design and production needs for over 12 years. We have some of the most wellknown names in their industry as our esteemed customers

Stable Manufacturing Performance*







Ethos
Q1FY21 Snapshot

Renewed Strategy for ETHOS

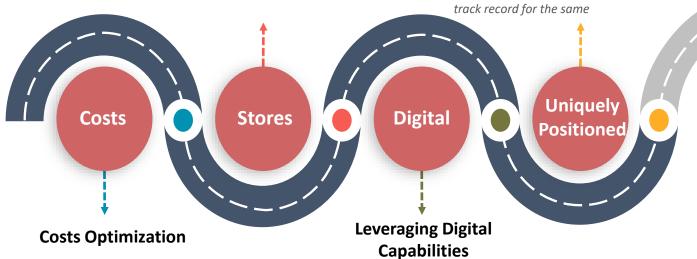


Stores Optimization

In depth assessment of each store's performance across India . Accelerated Closure of Stores which fails our cost vs. benefits assessment. Focus towards Bigger Flagship Stores that attracts more footfalls. Already closed 5 stores recently

Uniquely Positioned to Grow

Post Pandemic, Swiss brands may focus more on developed markets and less on developing like India. Ethos is uniquely positioned to partner with them and grow these swiss brands with its network & reach without them having to deploy their own resources and has a proven



Fit & Lean ETHOS 2.0

Ongoing Rental Negotiation with Mall Owners for rent reduction or part waiver of rentals or a combination of both to optimize rental costs. Deferment of all unproductive expenses & capex in the medium term to conserve cash while ensuring that spend on 'good costs' imperative

for business recovery is not compromised

We have the most advanced digital communication and e-commerce capabilities in the country for any luxury product. With the change in customer behaviour, we will be best positioned to leverage these capabilities and increase market share substantially

COVID-19 Impact on the Business



Revenue Impact

ETHOS was severely impacted due to the lockdown imposed by Government to prevent the spread of COVID-19. All the stores were shutdown during the later part of March which adversely impacted the business. Stores started re-opening from April onwards and footfalls have been gradually improving as customers have started adjusting to new normal

Operational Stores

About 34 of our total 47 Ethos retail Stores are now operational. Stores are being open for limited time and with limited staff ensuring strict social distancing measures. We are witnessing gradual improvement in visitor footfalls week on week and hope to be back to pre-COVID levels by Q4FY21

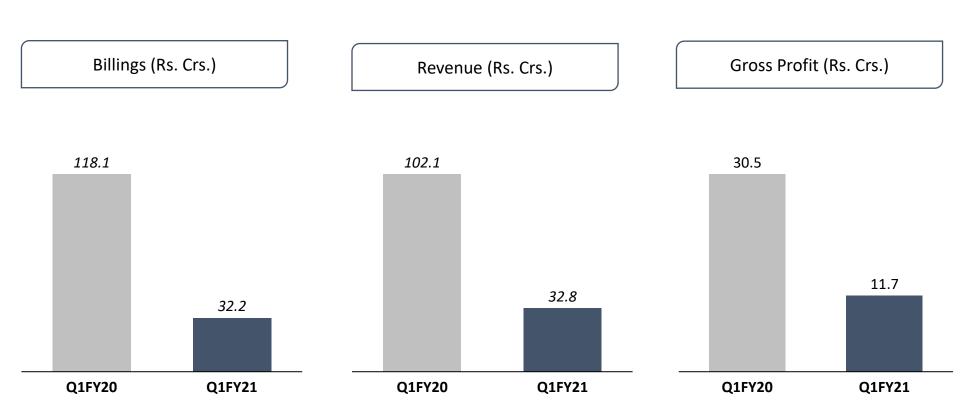
Optimism

The optimism is based on similar experience in demand shocks witnessed by us due to series of decisions taken by the government with the intention to curb black money like requirement of Pan Card details for high value transactions, TCS requirements and prohibition of large cash transactions. We have always witnessed strong bounce back in sales post these demand shocks. While the severity of COVID-19 is much higher than those, but eventually we expect the business to recover

Q1FY21 Performance



Q1FY21 vs Q1FY20 (Consolidated*)



Consolidated Profit & Loss



Particulars (Rs. Crores)*	Q1FY21	Q1FY20
Revenue	32.8	102.1
Cost of Goods Sold	21.1	71.6
Gross Profit	11.7	30.5
Employee Expenses	7.1	8.7
Other Expenses	5.4	9.6
Reported EBITDA	-0.8	12.1
Margin (%)	-2.4%	11.9%
Interest	4.6	4.2
Depreciation	8.9	7.8
Profit before share of JV	-14.3	0.1
Share of loss of JV	-0.2	-0.0
PBT	-14.4	0.1
Tax	-3.6	0.1
PAT	-10.8	0.0

Adjusted Consolidated Profit & Loss



Particulars (Rs. Crores)*	As Rep	oorted	Adjusted for INDAS 116 & other items		
Particulars (RS. Crores)"	Q1FY21	Q1FY20	Q1FY21	Q1FY20	
Revenue	32.8	102.1	28.1	102.1	
Cost of Goods Sold	21.1	71.6	21.1	71.6	
Gross Profit	11.7	30.5	7.0	30.5	
Employee Expenses	7.1	8.7	7.1	8.7	
Other Expenses	5.1	9.3	8.1	16.4	
Normalized EBITDA	-0.4	12.5	-8.2	5.3	
Normalized Margin (%)	-1.3%	12.2%	-29.3%	5.2%	
Interest	1.8	2.1	1.8	2.1	
INDAS 116 Interest	2.8	2.1	-	-	
Depreciation	2.1	1.4	2.1	1.4	
INDAS 116 Depreciation	6.8	6.4	-	-	
Forex Items - Loss	0.4	0.4	0.4	0.4	
Share of loss of JV	-0.2	-0.0	-0.2	-0.0	
РВТ	-14.4	0.1	-12.6	1.5	

^{*}Consolidated Financials include Watch Retailing Business and Digital Marketing business Financials are with applicability of IND AS 116

Ind AS 116: Impact on Financials



- The adoption of Ind AS 116 has resulted in recognizing a Right-of-Use Assets of **Rs. 90.7 Crores** and lease liability of **Rs. 96.5 Crores**, as on 30th June, 2020
- Overall balance sheet will increase by the amount of asset created for Leases. This will have an impact on Profitability as under:

Profit & Loss Impact		For Q1FY21 (Rs. Cr.)	Financial impact
Other expenses (Rent)	Decrease in Rent expense	-3.0	
Finance costs	Increase in Finance cost	2.8	This affects other expenses, other income, depreciation and finance
Depreciation	Increase in Depreciation	6.8	cost in the Profit & loss statement & consequently
Other Income	Increase in Other income	4.8	impacts, Revenue, EBITDA and PBT of the company
Profit before tax	Decrease in PBT	-1.8	

There would be no change in the cash flow of the company due to applicability of INDAS 116

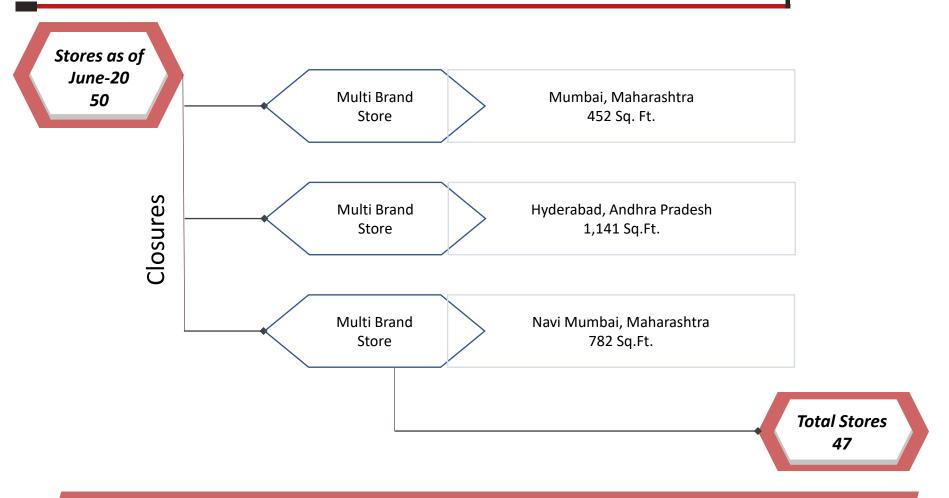
Consolidated Balance Sheet



Assets (Rs. Crores)*	Mar-20	Mar-19	Equity & Liabilities (Rs. Crores)*	Mar-20	Mar-19
Non-current assets	142.7	43.6	Shareholder's Fund	152.2	133.9
Fixed Assets	32.2	26.6	Share Capital	18.2	16.9
Right of Use	96.9	-	Other Equity	134.0	117.0
Financial Assets	9.3	11.2			
Other Non Current Assets	3.6	5.8	Non-current liabilities	97.8	17.8
Investment in Joint Venture	0.7	-	Borrowings	15.8	16.2
			Lease Liabilities	79.8	0.0
Deferred Tax asset	7.3	6.3	Others Financial Liabilities	0.9	0.5
			Other Liabilities	1.3	1.1
Current assets	274.7	251.4	Current liabilities	174.6	149.7
Inventories	218.6	205.6	Current Borrowings	53.6	53.0
Trade Receivables	9.4	8.9	Lease Liabilities	19.1	-
Cash and Bank Balances	10.0	7.8	Trade Payables	72.4	68.6
Other Financial Assets	12.7	6.7	Other Financial Liabilities	16.2	17.1
Other Current Assets	24.0	22.5	Current provisions	2.4	1.4
			Other Current liabilities	11.0	9.6
Total Assets	424.7	301.4	Total Equity & Liabilities	424.7	301.4

Largest Pan India retailer of Luxury Watches





In line with our strategy, non-performing stores & stores with higher rental cost & lower sales will be closed down; Focus to be on profitability of stores rather than expansion

New Initiatives



Repair and Service

Repair and services over 60 of the World's top Luxury watch Brands

Strap and Bracelet replacement

Servicing of Movements

Bracelet link removal and adjustment

Ultrasonic Cleaning

Pre-Owned Watches

Pre-Owned Watches has the potential to expand the volume and customer base

Ethos has the expertise to check the authenticity and to ensure that each time piece is in great condition for its new owner to enjoy

The prices we quote for each pre-owned watch is based on a thorough assessment of its current market value, and its years of use. This makes it a fair price

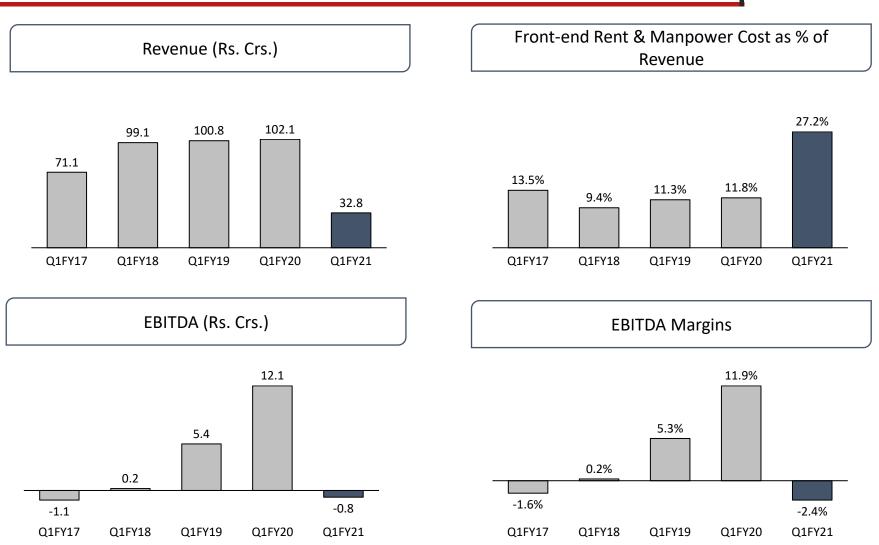
Financial consultancy Kepler Cheuvreux estimates the current global market for pre-owned watches alone to be worth upward of USD \$15 billion annually



Operational Snapshot

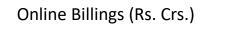
Ethos - Performance Trend



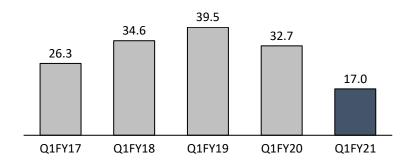


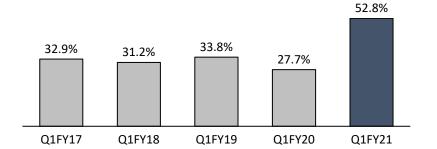
Ethos - Online Sales Trend

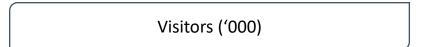


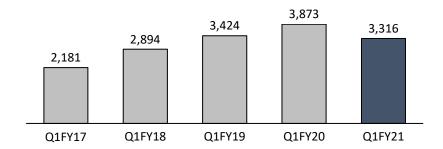


Online Billing as % of Total Billing







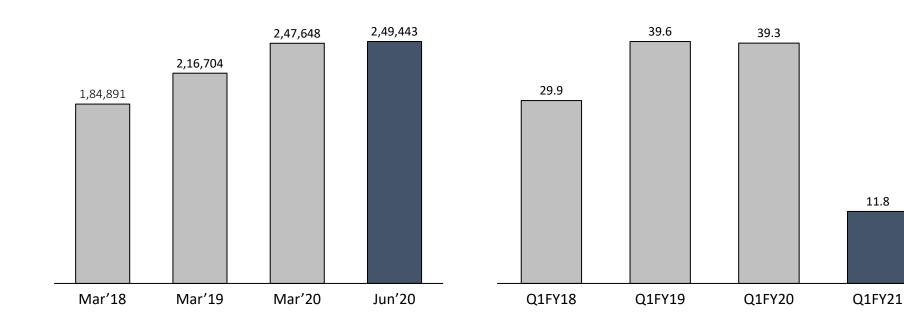


Ethos - Repeat Sales Trend











Ethos is India's

Largest

Luxury Watch

Retailer

Pan-India Presence with Offline Store Network





India's Largest retail chain of Luxury Watches with 47 stores

Presence across Metros, Tier I, Tier
II cities

1 Duty Paid Retail Outlet at Domestic Terminals

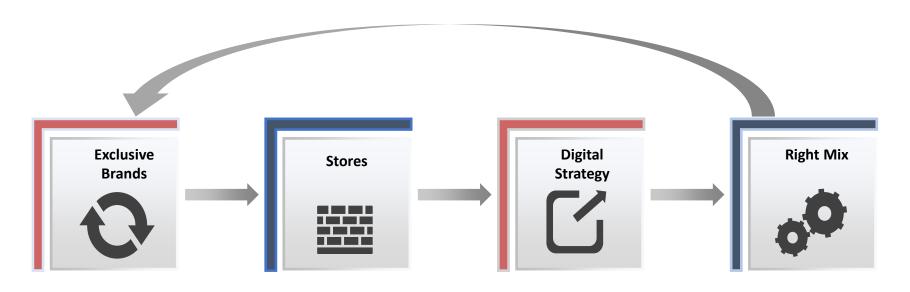
1 Duty Free Retail Outlet at International Terminals

Store Selection Criteria:

Reputed /Pedigree Mall at Premium location where other Premium brands present and having better facility management

Pan-India Presence with Offline Store Network





 Higher share of Business from Exclusive Brands To go slower on new stores in near term.
 Focus on improving profitability of existing stores

- Leverage on our Digital platform to drive sales and customers
- Digital strategy to lead to cost optimization and margin growth

 Targeting to have a right mix of Brands at all price points leading to faster churn in Inventory and increasing profitability

Ethos is India's Preferred Destination for Luxury Watches...



Knowledge

Ethos has well trained Knowledgeable staff to ensure highest customer satisfaction and increasing repeat buying.

One-stop shop

Ethos' access to Swiss Watch Brands will make it a '1 Stop Shop' for Luxury Watches In India

Mind Share

Ethos to be synonymous with Luxury watches retailing in India thus gaining 'Customer Mind Share '



Ethos makes Swiss Watches 'Available Online' in a confluence of Online-Offline model helping us to leverage the strength of Swiss Watch Brands and our wide Distribution Reach

Trust

Ethos DNA is all about Authenticity increasing the 'Trust factor' in a large Unorganized market.

With an Asset Light Model...



Improve Return On Capital Employed

Operating Leverage Playing Out

Reduce Front-End Cost like Manpower and Rental expenses

Maximize Reach

Expand catchment area of offline store, leading to higher revenue

Minimize Investment

Focus on Online Presence & Rationalize Store Presence

and Continued Investments in Advertising...



Print Ads in leading news media...







... with **ETHOS** co-branding

Offering the best Watch Brands under one roof























PANERAI

































BVLGARI



For further information, please contact:

Company:

Investor Relations Advisors:



Ethos Ltd.

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