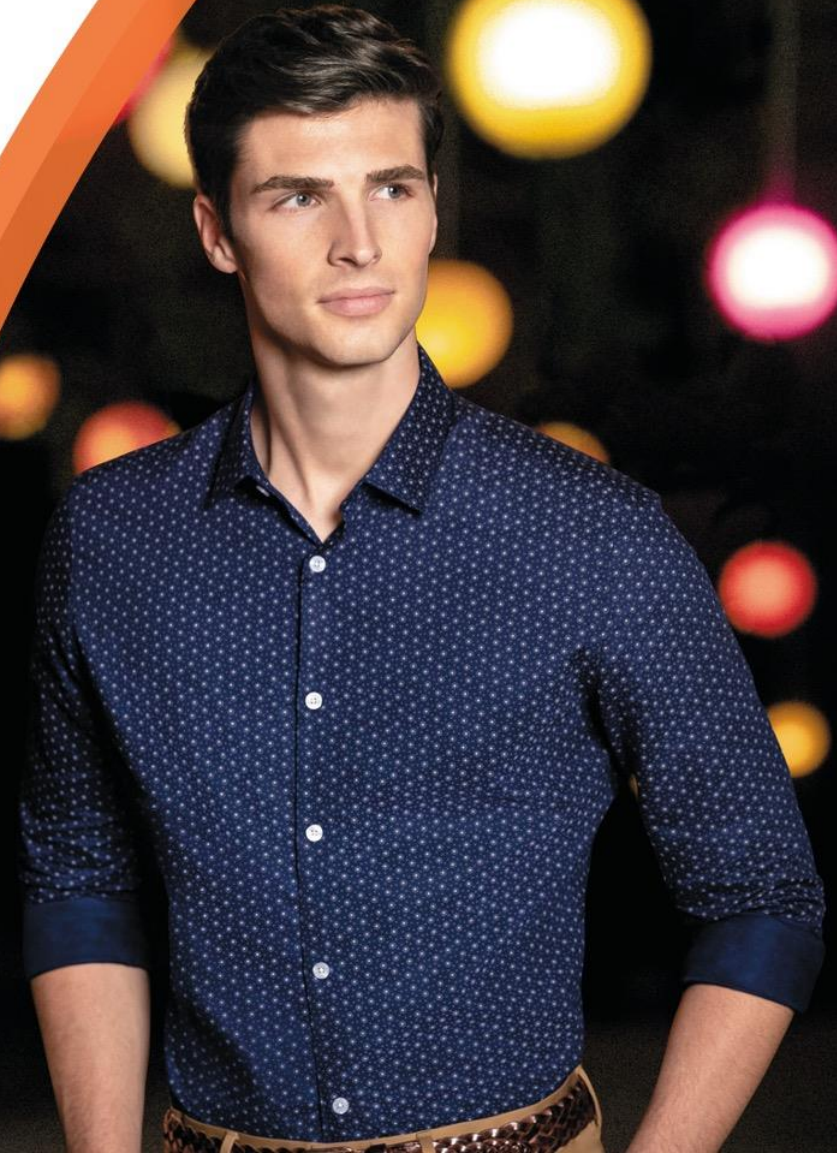




# Performance Highlights

Q1 2020





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# India's Finest Brands



# India's **widest** distribution network

**2,662**

Brand Stores

**342**

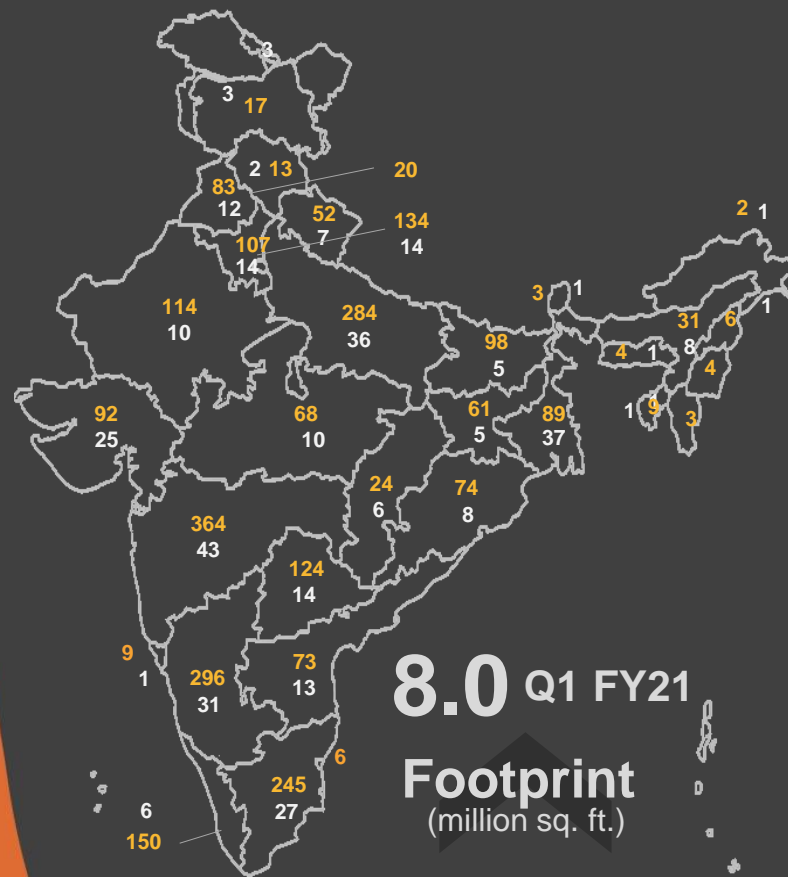
Pantaloons Stores

**23,700**

Multi-brand  
Outlets

**6,754**

SIS across  
Dept stores



**8.0** Q1 FY21

**Footprint**  
(million sq. ft.)

**7.7** Q1 FY20

# Standing by our COVID warriors

ABFRL dedicated its facilities to meet the rising need for PPE and coveralls for our frontline warriors

Our staff was reskilled and machinery reengineered in record time to start producing 3-ply Single Use Face Masks, Cloth Masks and Coveralls

## Q1 FY21 Achievements

**10 lakh+**  
3-ply Masks

**8 lakh+**  
Coveralls





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# Market Update



## Pandemic Blues

As COVID spread, the lockdown sustained through whole of April, bringing offline business to a halt. Business resumed across all segments once lockdown restrictions were eased.



## Digital

Digital drove sales as physical shopping got affected due to movement restrictions – ecommerce and Omni channel got majority of consumer traffic



## Safety First

Continued focus on offering hygienic and sanitized shopping environment as markets opened in May post unlock



## Innovation

Traditional categories and channels gave way for newer and innovative products, sold through unconventional modes





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# Q1 Highlights

## Cost Control actioned

Ran focused cross functional initiatives on Immediate cost optimization across key line items of Sellex, overheads and advertising

## Accelerated Digitization

Ramped up digital transformation agenda, drove impeccable and fast paced execution of key initiatives

## New ways of Shopping

Brands discovered new ways of reaching out to customers given movement restrictions; different brands showed growing salience to new modes of shopping

## Innovative Products

Created new product lines centered around functionality to drive up sales; met with extremely promising results

# Immediate Focus



## Safety and Health

- Rolled out COVID assistance and emergency response program (CAER) for providing assistance to employees and families
- Stores ran on highest safety protocols – many stores covered by local media on quality of protocols



## Cost Reduction

- Rentals:
  - Substantial savings already locked in, balance to flow in Q2 onwards
  - Renewed renegotiations in light of extended COVID
- Overheads:
  - Manpower cost optimization initiatives kicked in only from June'20; gains to be realized in subsequent quarters
  - Front-end Sales staff redeployed
  - Travel, administrative and other overheads slashed
- Discretionary Expenses: Deep cuts taken across functions



## Focus on Cash

- SS20 inventory carried over to AW20
- Maintained adequate liquidity through existing / new banking lines
- Completion of Rights Issue of Rs. 1000 Cr., First tranche received, utilized to repay Debt

# Strengthening the Balance Sheet

## Successful closure of Rights Issue

### Specifics

- ❑ Rs. 1000 Cr. rights @ Rs. 110 per share

### Funds Status

- ❑ First tranche of Rs. 496 Cr received on 31<sup>st</sup> July'20; Next tranche in Q4

### Usage of Funds

- ❑ Reduced equivalent debt

### Listing of PPS

- ❑ PPS listed as of 03<sup>rd</sup> August 2020

### Investors participated

- ❑ Promoters, large investors & retail shareholders

# ABFRL | Q1 Highlights

<i>In Rs. Cr.</i>	<b>Q1 FY20</b>	<b>Q1 FY21</b>
<b>Revenue</b>	<b>2065</b>	<b>323</b>
<b>EBITDA</b>	<b>332</b>	<b>-182</b>
<b><i>EBITDA Margin</i></b>	<b>16.1%</b>	<b>-56.3%</b>
<b>EBIT</b>	<b>129</b>	<b>-419</b>
<b>PAT</b>	<b>22</b>	<b>-410</b>

*Revenue shortfall cushioned by Cost Saving initiatives*

# ABFRL | P&L Detailed

<i>In Rs. Cr.</i>	Q4 FY20	Q1 FY21	Change over Q4 FY20	Q1 FY20	Change over Q1 FY20
Revenue from Operations	1,832	323	-82%	2,065	-84%
Other Income (including Rent Concession benefits)	17	179		18	
<b>Total Income</b>	<b>1,849</b>	<b>502</b>	<b>-73%</b>	<b>2,083</b>	<b>-76%</b>
Cost of Goods Sold	886	190	-79%	948	-80%
Employee Benefits Expense	283	248	-12%	260	-5%
Rent Expense (Variable)	106	28	-73%	122	-77%
Other Expenses	401	217	-46%	421	-48%
<b>Total Fixed Expenses</b>	<b>790</b>	<b>494</b>	<b>-37%</b>	<b>803</b>	<b>-39%</b>
<b>EBITDA</b>	<b>173</b>	<b>(182)</b>		<b>332</b>	

## Cost reduction Q1 FY21 vs Q4 FY20:

- Rent expenses - Rs. 237 Cr.
- Other expenses - Rs. 183 Cr.
- Employee expenses – Rs. 35 Cr. (Full benefit to flow in from Q2 onwards)

# Key segments | Q1 Highlights

(In Rs. Cr.)	NSV			EBITDA	
	Q1 FY20	Q1 FY21	Growth	Q1 FY20	Q1 FY21
<b>Madura</b>					
Lifestyle Brands	1006	190	-81%	191	-67
Other Businesses	205	47	-77%	-29	-37
<b>Madura Segment</b>	<b>1210</b>	<b>237</b>	<b>-80%</b>	<b>161</b>	<b>-105</b>
<b>Pantaloons Segment</b>	<b>890</b>	<b>82</b>	<b>-91%</b>	<b>164</b>	<b>-72</b>
Elimination	-34	1		6	2
<b>ABFRL Standalone</b>	<b>2065</b>	<b>320</b>	<b>-85%</b>	<b>332</b>	<b>-175</b>
Ethnic Subsidiaries	0	3		0	-7
<b>ABFRL Consolidated</b>	<b>2065</b>	<b>323</b>	<b>-84%</b>	<b>332</b>	<b>-182</b>



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## Lifestyle Brands

Performance defined by innovation and agility

Launched Work from home collections

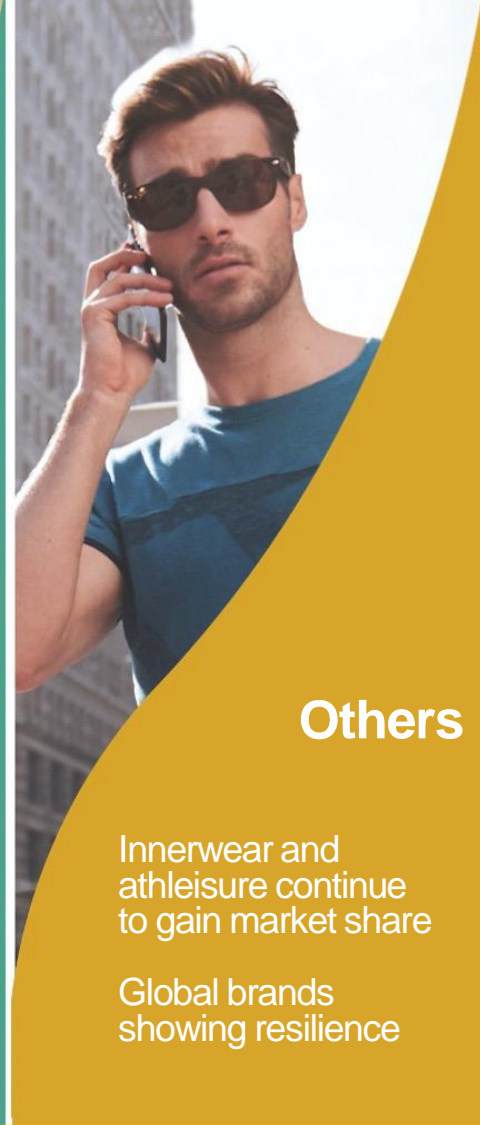
Adopted innovative methods to reach customers



## Pantaloons

Significant leap in Ecommerce journey

Pantaloons.com and partner channels aided sales



## Others

Innerwear and athleisure continue to gain market share

Global brands showing resilience



## Ethnic

Gearing up for new launches

performance of  
key portfolios

# LIFESTYLE BRANDS

  
LOUIS PHILIPPE

 Allen Solly

 VAN HEUSEN  
POWER DRESSING

 PETER ENGLAND



# LIFESTYLE BRANDS

  
LOUIS PHILIPPE

 VAN HEUSEN  
POWER DRESSING

 Allen Solly

 PETER ENGLAND

- 81% network operational by end of Q1, paramount importance given to safety and hygiene measures
- Reached 30% of pre COVID sale run rate by June 2020
- Operational stores, on LTL basis are above 50% of pre COVID levels in June 2020
- Product Innovation at core of strategy –
  - Brands launched Work from home collection
  - New launch of merchandize focused around health and safety
  - Strong customer traction for protective masks; over ~50 lakh branded masks sold
- Significant strides taken on Digital front
  - As of June 2020, E-commerce orders (by value) up 166% vs June last year
  - WhatsApp Commerce, Video Selling, Hyperlocal format piloted successfully to reach wider customer base

## Retail Network

	Q1 FY21	Q1 FY20
 Area (,000 sq.ft.)	2806	2628
 Stores	2222	2057

# Q1

Channel-wise  
Revenue (in  
Rs. crore)

	Q1 FY20	Q1 FY21
Wholesale	349	35
Retail	450	71
Others	207	84

## Loyalty Base (lakh)



# 49%

of revenues from  
loyal customers

\*Wholesale includes Department Stores

performance of  
key portfolios

pantaloon's



# PANTALOONS

## pantaloons

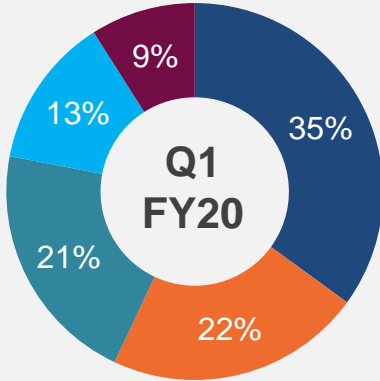


- By the end of Q1, 256 stores resumed partial operations in line with local guidelines and with strong safety protocols
- Casualization a strong trend. Surge in demand for Kids wear. Significant increase in private label share
- Strong cost control measures in place across all cost lines
- Accelerate digital pivot
  - Good early results with traction building on Pantaloons.com and partnered E-com business. Avg. Daily Volumes up 4.2x and 2.5x respectively vs LY
- Pilots on alternate sales channels: WhatsApp Commerce & Pantaloons Pop Shops yielding good results

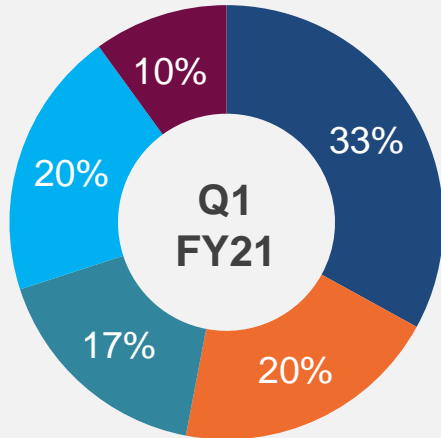
## Retail Network

	Q1 FY21	Q1 FY20
 Area (,000 sq.ft.)	4363	4066
 Stores	342	314

# Category Mix

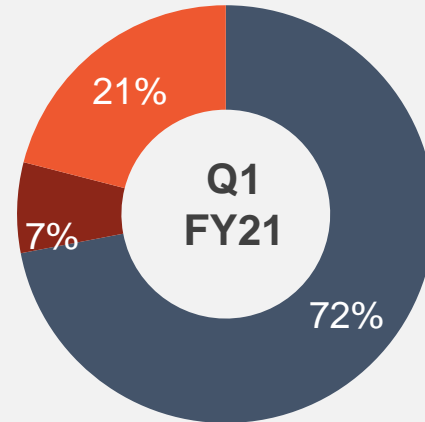
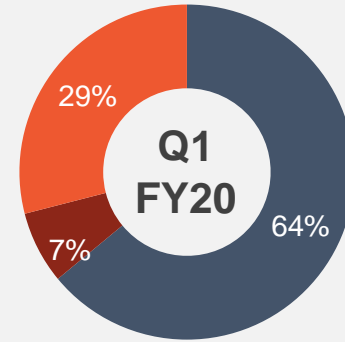


- Men
- Women's Western
- Women's Ethnic
- Kids
- Non Apps



- Own Brands
- MFL
- Others

# Ownership Mix



performance of  
key portfolios

# OTHER BUSINESS SEGMENTS



# GLOBAL BRANDS

THE COLLECTIVE



FOREVER 21

- As of June, Global brands E-commerce business was at 140%+ of Pre COVID run rate against June last year
- Impactful performance marketing and WhatsApp Commerce led to 100% increase in conversions on The Collective website
- Accelerated E-Commerce presence for American Eagle, leading to 250% increase over pre COVID run-rate

## Forever 21

- Commercial renegotiations complete with favourable terms
- Robust traffic on brand website



VAN HEUSEN®  
WOMAN  
INTIMATES

V VAN HEUSEN®  
INNERWEAR | ATHLEISURE

# INNERWEAR & ATHLEISURE

- Higher demand for work from home categories – Athleisure mix grew by ~30%
- June sales reached 83% of June last year
- Clear indication of quickest recovery and very strong trajectory in the coming quarters
- Robust E-commerce performance, June sales at 3x of last year
  - Brand website visits grow 4-folds

performance of  
key portfolios

## ETHNIC WEAR

JAYPORE



SHANTANU & NIKHIL

### Jaypore

- Product curation underway
- New store launch planned next quarter

### Shantanu and Nikhil

- New 'pret' line S&N launched
- E-commerce live, 2 stores slated to open in Q2





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# Way Forward



**Digital  
Acceleration**



**Cost  
Optimization**



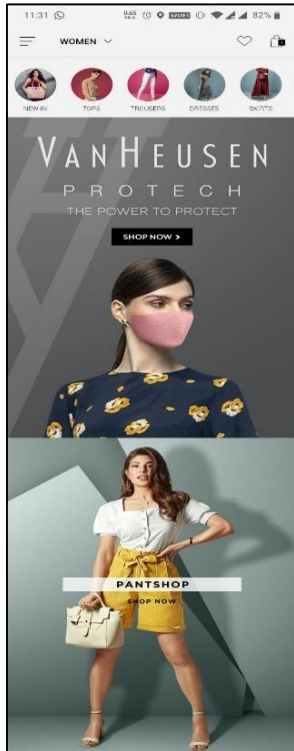
**Cash  
Conservation**

# Digital Initiatives launched in Q1 (1/2)



## Mobile Apps

- VH and LP Apps launched
- Other brand apps under development



## Buy online Shop from Store



**Place order on website OR Virtual Store kiosk**



**Nearest store with order queries / Order shipped to nearest store**



**Courier collects order from store and delivers to customer**



**Store confirms order availability**

# Digital Initiatives launched in Q1 (2/2)



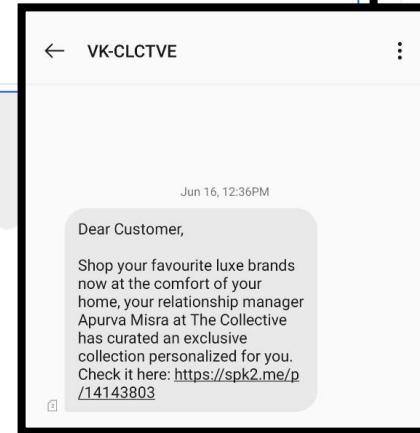
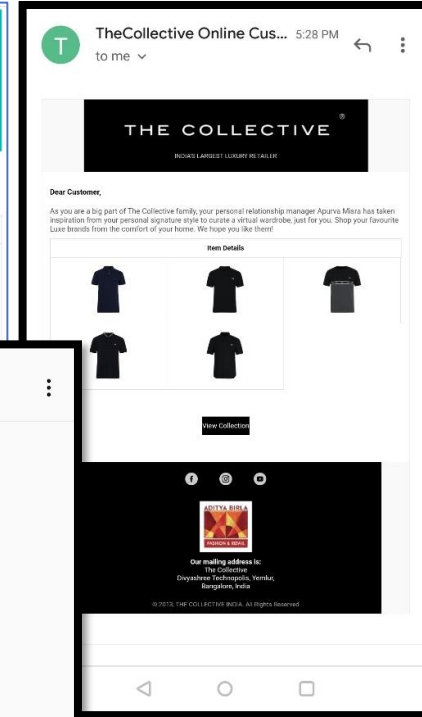
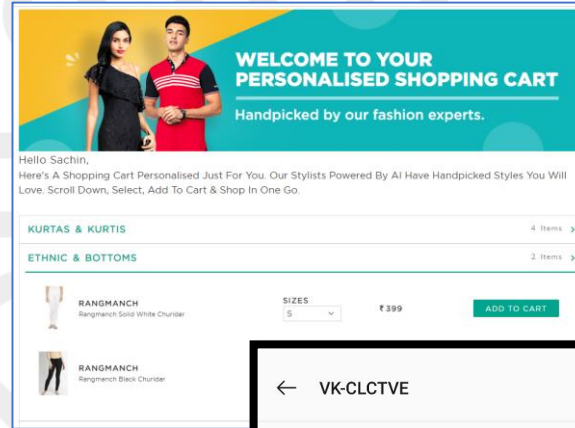
## Omnichannel

- Hyperlocal delivery
- WhatsApp Commerce



## Personalization

- Personalized Merchandize curation enabled on Pantaloons, The Collective websites





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# Financials

<i>In Rs. Cr.</i>	Q1 FY20	Q1 FY21
<b>Revenue from Operations</b>	<b>2,065</b>	<b>323</b>
Other Income	18	179
<b>Total Income</b>	<b>2,083</b>	<b>502</b>
<b>EXPENSES</b>		
Cost of Materials Consumed	183	61
Purchases of Stock-in-Trade	707	53
Changes in Inventories	59	76
Employee Benefits Expense	260	248
Finance Costs	94	126
Depreciation & Amortisation	202	237
Rent Expense	122	28
Other Expenses	421	217
<b>Total Expenses</b>	<b>2,048</b>	<b>1,046</b>
Profit before Tax	35	(545)
Tax Expenses	14	(135)
<b>Net Profit after Tax</b>	<b>22</b>	<b>(410)</b>

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**Allen Solly**  
— MASKS —

**WEAR A MASK ,  
IT'S AS EASY AS WEARING A SMILE.**

Click anywhere on the image to watch the commercial

