



Being human



MRVL

MANDHANA RETAIL VENTURES LIMITED

INVESTOR PRESENTATION

Q4 & FY18 EARNINGS

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LICENSING AGREEMENT: UPDATE

CURRENT SCENARIO

- Agreement Valid till March 2020
- Foundation has a strong relationship with our company
- Various discussions on-going with the foundation to strengthen the brand and the organisation
- Legal teams working on completing the drafting process



WHAT TO EXPECT

- Renewal expected in the next few months
- No major changes, in terms and conditions, from the original agreement expected
- Royalty rates expected to remain the same
- Renewed agreement expected to have a similar-to-current 9-10 years tenure

STRENGTHENING THE CORE TEAM

Appointment of COO and CFO

- ✦ Appointed **Mr. Hemant Gupta** as the firm's new CFO & COO
- ✦ A Chartered Accountant by Profession; Hemant comes with a rich experience in Finance and operations, M&A, legal and compliance
- ✦ Prior to joining Mandhana, **Hemant was associated with Blackberrys as CFO and Head of commercial, legal and secretarial**
- ✦ Before Blackberrys, Hemant served as the **Chief Financial Officer at Carrefour India**, the second largest retail chain in the world, and was instrumental in setting up their retail business in India
- ✦ With such rich retail pedigree, Hemant expects to identify challenges and accordingly strengthen the business model



TMRVL is a strong brand with a large target audience; my immediate focus would be to strengthen the business model and adapt the strategy to the changing customer requirements

FY18 AT A GLANCE

Expanded Footprints

Opened 10 new domestic exclusive stores in FY18
Opened 5 SIS outlets in Fiji

Overcame Regulatory Hurdles

IND AS implemented
Smooth GST Transition

Strengthened E-Commerce

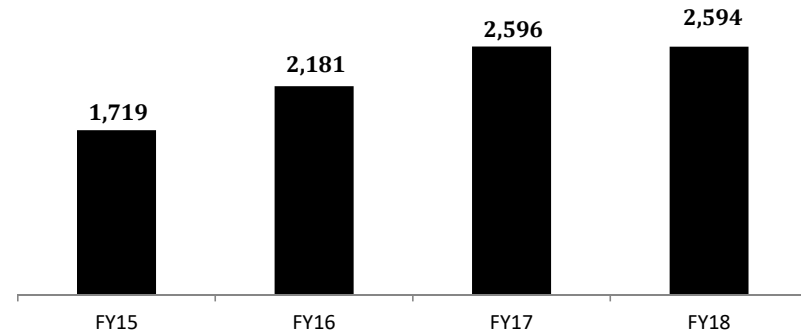
Jabong
Cloudtail

Volume Growth was 11% in Domestic and 15% in Exports

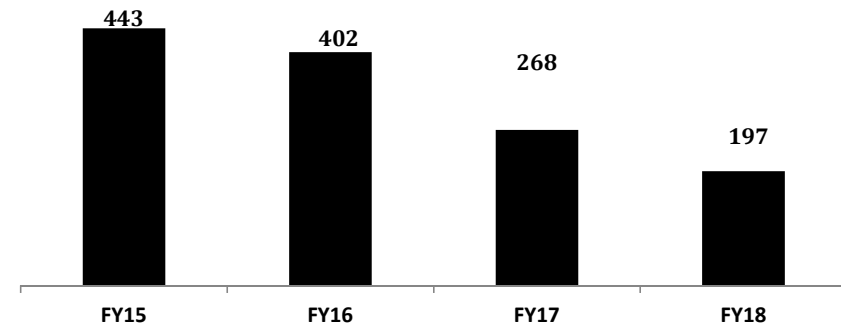
EBITDA lower due to higher discount given post GST impact

Despite challenging year; no debt on balance sheet

Sales (INR Mn)

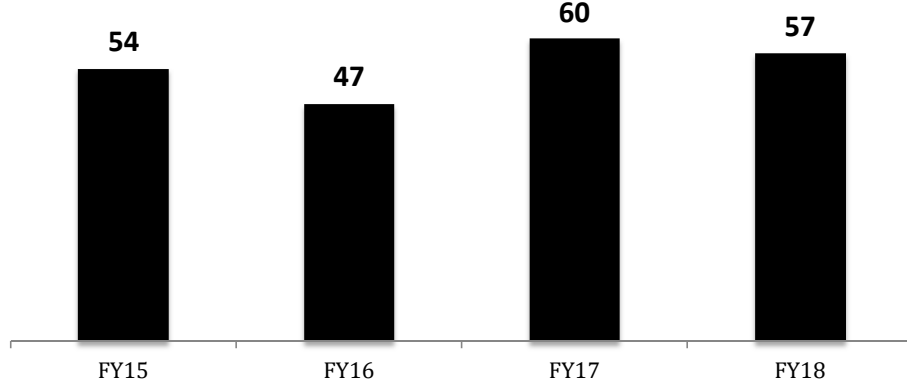


EBITDA (INR Mn)

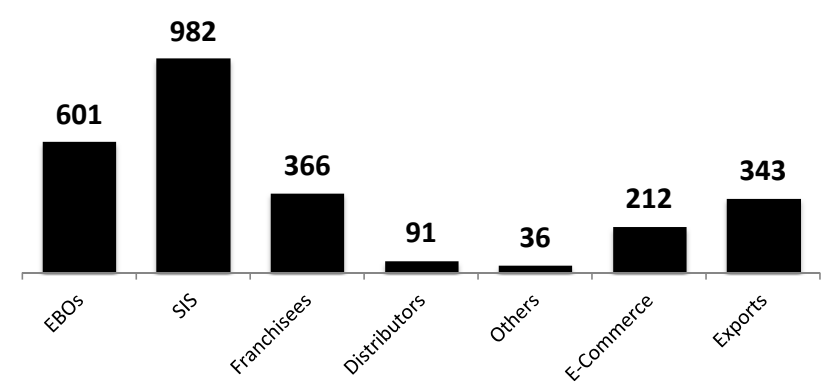


KEY PERFORMANCE INDICATORS

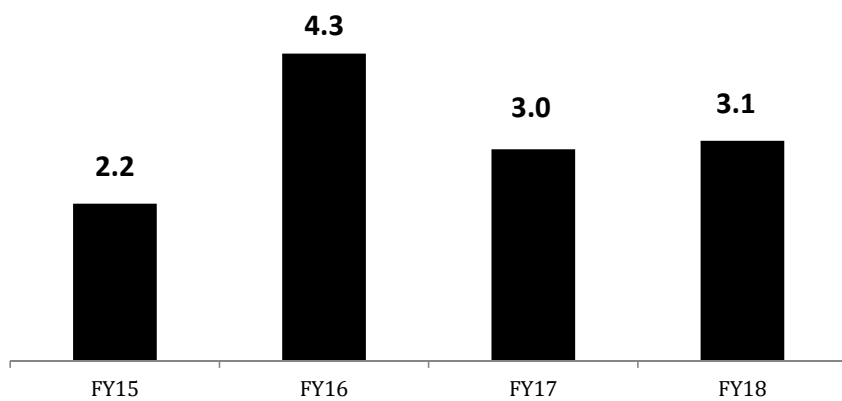
Gross Profit %



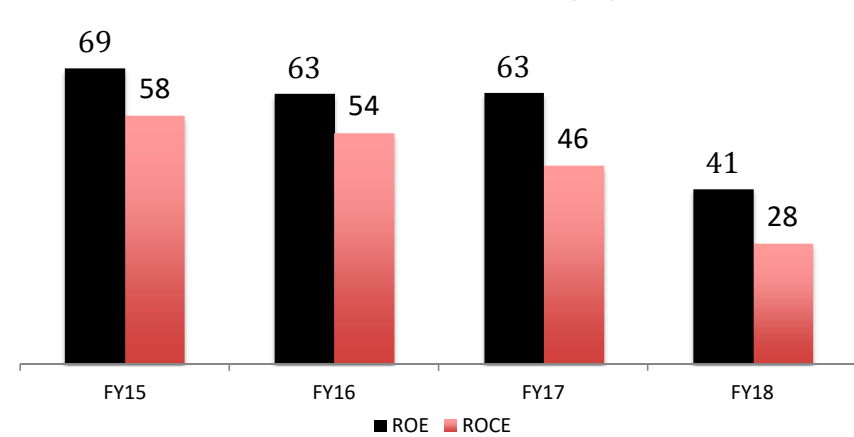
Category Wise Sales (INR Mn)



Advertisement Cost (% of Revenue)



Return Ratios (%)



Growing Domestic Distribution Network

Focussed on creating an Asset Light Business Model; Faster Penetration in Tier 2 and 3

Points of Sales	As on March 2017	Stores opened in QTR 1	Stores opened in QTR 2	Stores opened in QTR 3	Stores opened in QTR 4	As on March 2018
EBO	29	(+1)	(+1,-1)	(+1)	(+3)	34
SIS	351	(+3)	(+6)	(+14)	(-2)	372
Franchisee	24	(+1)	(+1)	(+2)	(-1)	27
Distributors	10	(-3)				7
E- Commerce	4			(-1)		3
Total Domestic POS	418	2	7	16	0	443

■ **FY18 Domestic POS – 443**

■ **FY 19 – 12 new Domestic Outlets planned**

FINANCIAL STATEMENTS – Q4 and FY18

INR MILLION	Q4FY18	Q4FY17	% CHANGE
Revenue	569	501	14%
Expense	548	556	-1%
EBITDA	21	(55)	-138%
EBITDA Margin (%)	4%	-11%	-133%
Finance Cost	7	10	-27%
Depreciation	9	8	16%
Other Income	4	8	-46%
PBT	9	(65)	-114%
Tax	13	(13)	-202%
PAT	(4)	(52)	-92%
EPS	(0.2)	(2.3)	-92%

INR MILLION	FY18	FY17	% CHANGE
Revenue	2,594	2,596	0%
Expense	2,398	2,327	3%
EBITDA	197	268	-27%
EBITDA Margin (%)	8%	10%	-27%
Finance Cost	18	24	-26%
Depreciation	37	34	8%
Other Income	13	18	-27%
PBT	155	228	-32%
Tax	65	88	-27%
PAT	90	140	-35%
EPS	4.1	6.3	-35%

BALANCE SHEET

BALANCE SHEET	FY18	FY17
Share Capital	221	221
Reserves	453	362
Net Worth	674	583
Non-Current Liabilities	17	35
Long Term Borrowings	10	27
Deferred Tax	-	-
Other non-current liabilities	1	2
Long Term Provisions	6	5
Current Liabilities	652	714
Short Term Borrowings	75	59
Trade Payables	436	412
Other Current Liabilities	140	242
Short Term Provisions	1	0
Total Equity & Liabilities	1,343	1,331

	FY18	FY17
Non-Current Assets	386	419
Fixed Assets		
Tangible Assets	256	244
Intangible Assets	4	4
Capital WIP	0	0
Long Term Loans & Adv:	15	19
Deferred Tax	96	134
Other Non Current Asset	15	17
Current Assets	957	912
Inventories	548	613
Trade Receivables	199	137
Cash & Cash Equivalents	15	5
Short Term Loans & Adv	153	140
Other Current Assets	42	16
Total Assets	1,343	1,331

FY18: A CHALLENGING YEAR



IND AS 115 applicable from April 1

So when should
the revenue
be recorded?



Higher Discounts

Lower Prices

Value-added Services

Marketing Innovations

Omni Channel Retailing

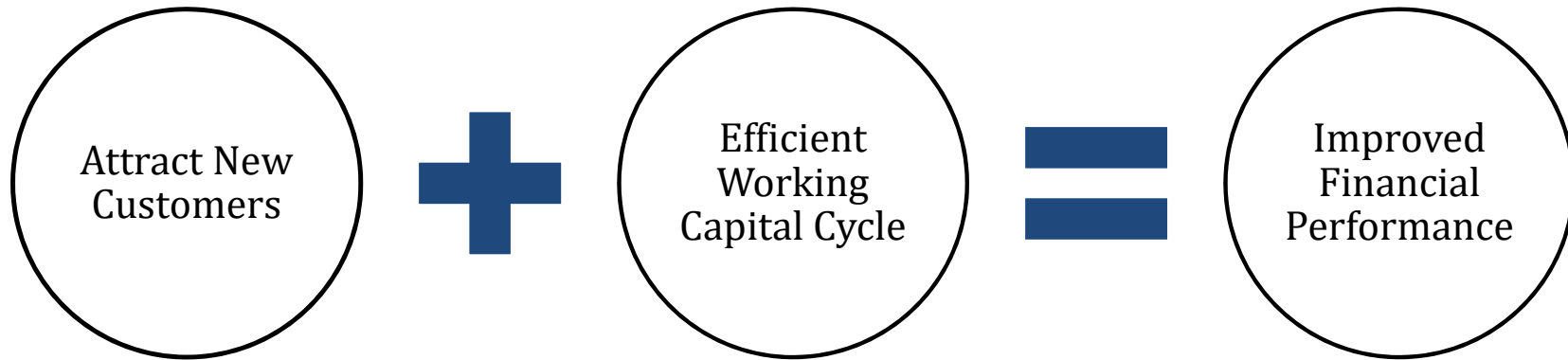
Low Sales Growth

Disruptive GST Rollout

Disparate Pricing

**Stability towards
end-FY18**

EMBRACING THE NEW FUTURE



#DenimCode

I. ATTRACT NEW CUSTOMERS

PRODUCT LINE

- New Trendy designs before each fashion season
- Launch of 'Core Line' containing Evergreen pieces



PRICING

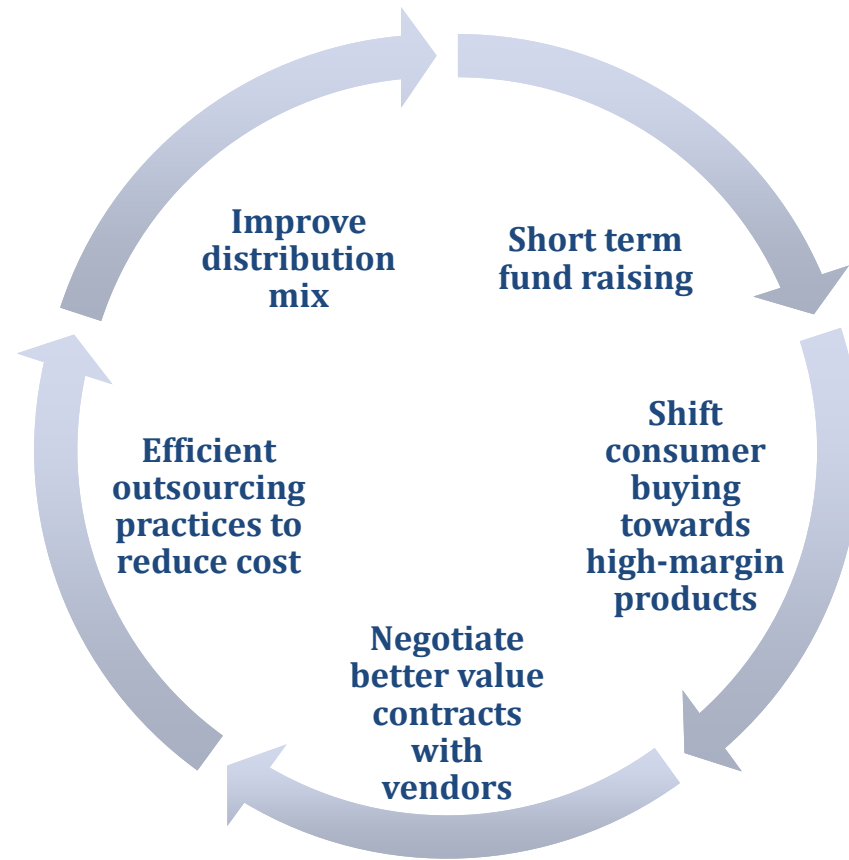
- Reducing certain product pricing by 15-20%
- Catering to Value-For-Money consumers



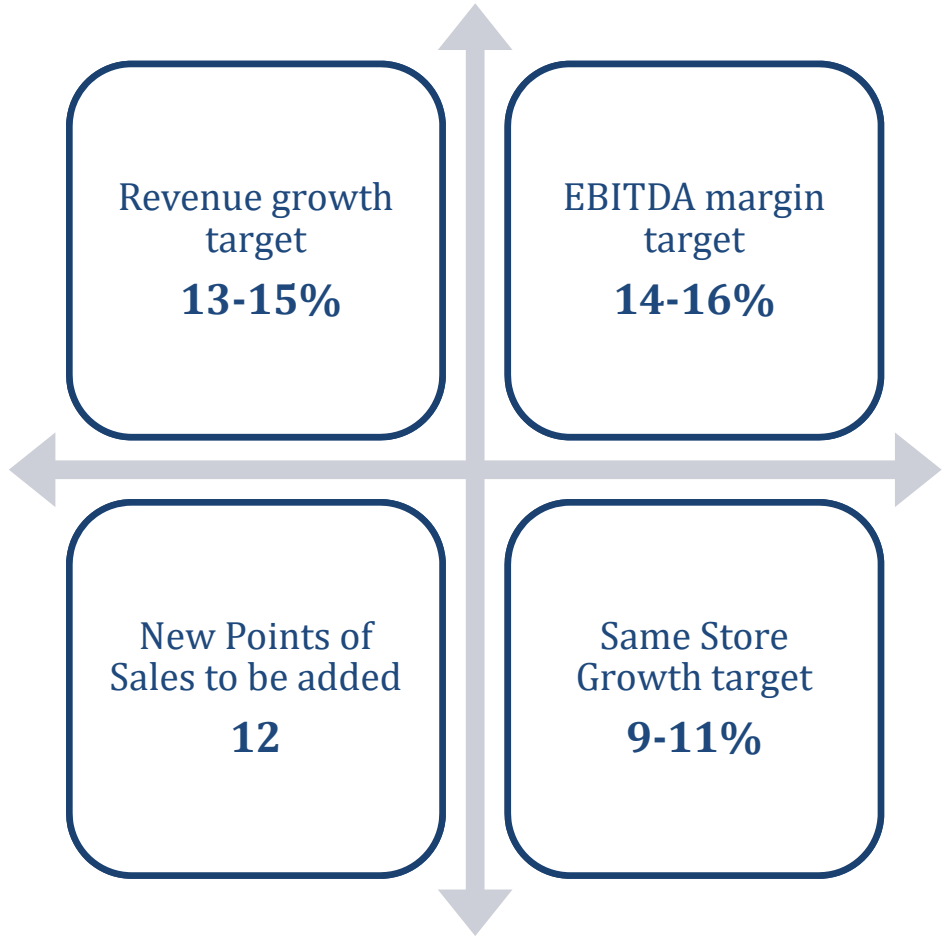
FOOTFALLS

- Opening 12 new stores in FY19
- Targeting same-store-sales growth of 10%

II. EFFICIENT WORKING CAPITAL MANAGEMENT



RESULT: IMPROVED FINANCIAL PERFORMANCE



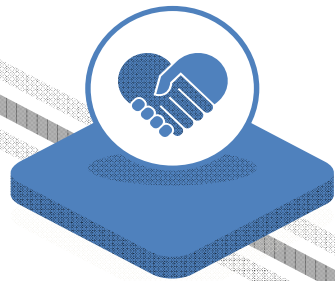


MRVL

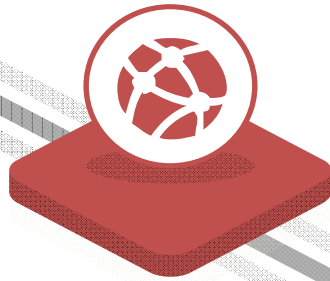
MANDHANA RETAIL VENTURES LIMITED

Corporate Overview

A LEADING RETAIL COMPANY



Being Human Clothing
Exclusive Brand Partner for "Being Human Brand"



c.600+ points of Sale
Well established distribution network



Asset Light Business Model
EBOs are Leased & Franchises are owned by Partners




Negligible Debt
Strong Balance sheet




Strong and Eminent board
Strong corporate governance practices


KEY INVESTMENT HIGHLIGHTS

 Scalable business model with strong growth potential - Rapidly expanding footprints

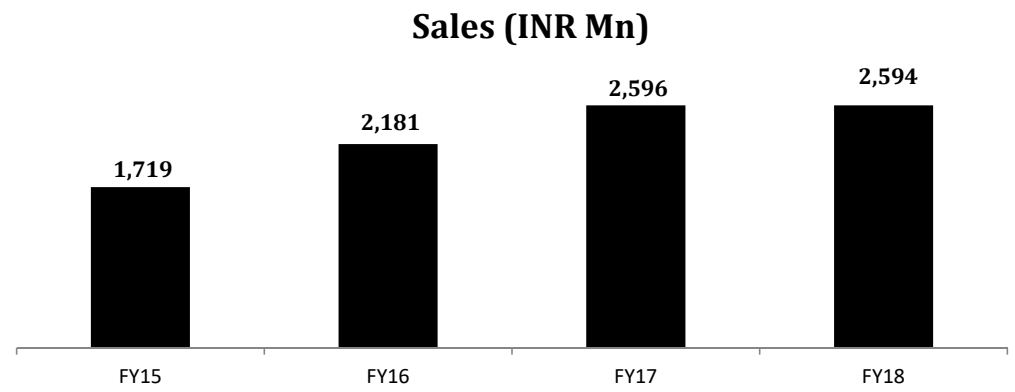
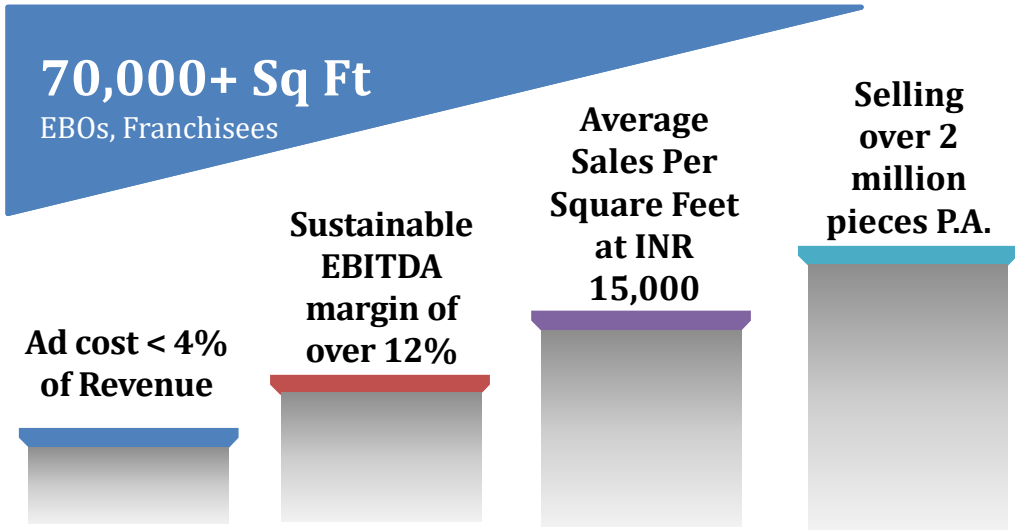
 Strong Balance Sheet with Negligible Debt

 Well positioned to leverage a premium brand - ASP INR 1,200-1,300 per piece

 Low Advertising cost - Less than 4% of topline

 Ability to pursue own growth and investment opportunities

 Strong focus on corporate governance



Being Customer Centric

Value for Money

- Reduced pricing by almost 15%-20% for multiple products
- Creating multiple price entry points
- 'Core Line' – evergreen fashion

HIGHER SALES GROWTH

Innovative Designing

- Quick to launch new trends in line with international fashion updates
- International fashion trends
- Innovative marketing to attract new audiences

INCREASE CUSTOMER BASE

Multiple Sales Channels

- Strong sales partnerships with existing franchisee partners
- New Points of Sales being added to cater to larger base
- Expanding E-commerce footprints

OPEN NEW REVENUE LINES

WIDER PENETRATION PAN INDIA



Being Human Clothing has a Pan India presence with 443 point of sales in 152 Cities.

- EBO – 34
- Franchise – 27
- SIS – 372
- Distributors – 7
- E-Commerce – 3

GLOBAL FOOTPRINT



Being Human Clothing has a global presence with 167 point of sales in 15 Countries.

GCC – 125

FIJI – 3

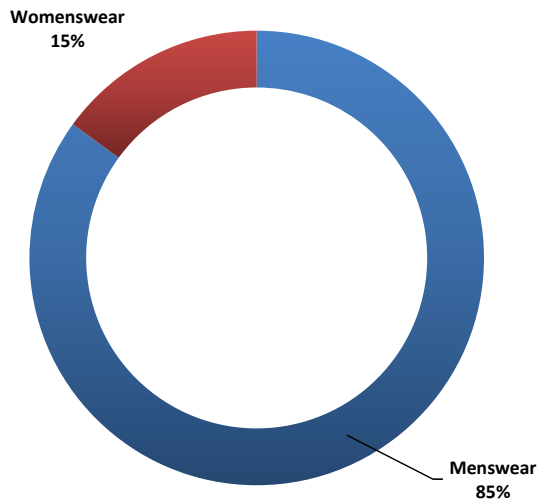
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EUROPE – 35

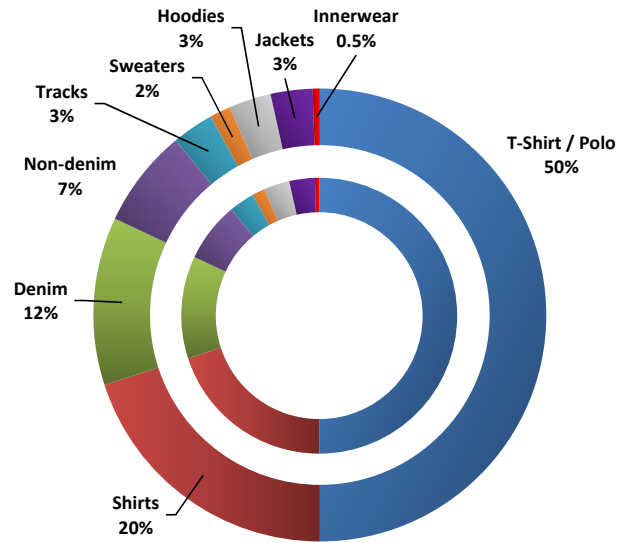
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A WELL DIVERSIFIED PORTFOLIO

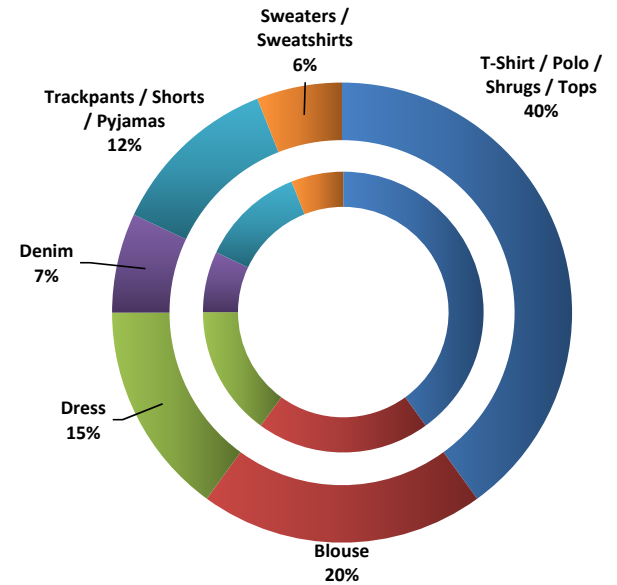
BUSINESS DIVISION CATEGORYWISE



MENSWEAR CATEGORYWISE DIVISION



WOMENSWEAR CATEGORYWISE DIVISION



Creating a de-risked and sustainable business model

Shareholders

- Providing a high growth retail platform
- Strategic focus on providing superior returns through higher profits and cash flows

Suppliers/Vendors

- Long term relationships with a large network of supplier and vendors
- Being a preferred “customer” for vendors



- Providing customers with best quality products and price points
- Standardized and enhanced customer experience
- Providing easy and lucrative loyalty Programmes

Customers

- Working with a large team of 3rd party manufacturers
- Enhancing skill set by creating capabilities to develop new designs and ensuring ethical practices
- Providing regular quality checks to ensure minimum rejections

Manufacturers

SUPERIOR DESIGNING CAPABILITIES

Strategy

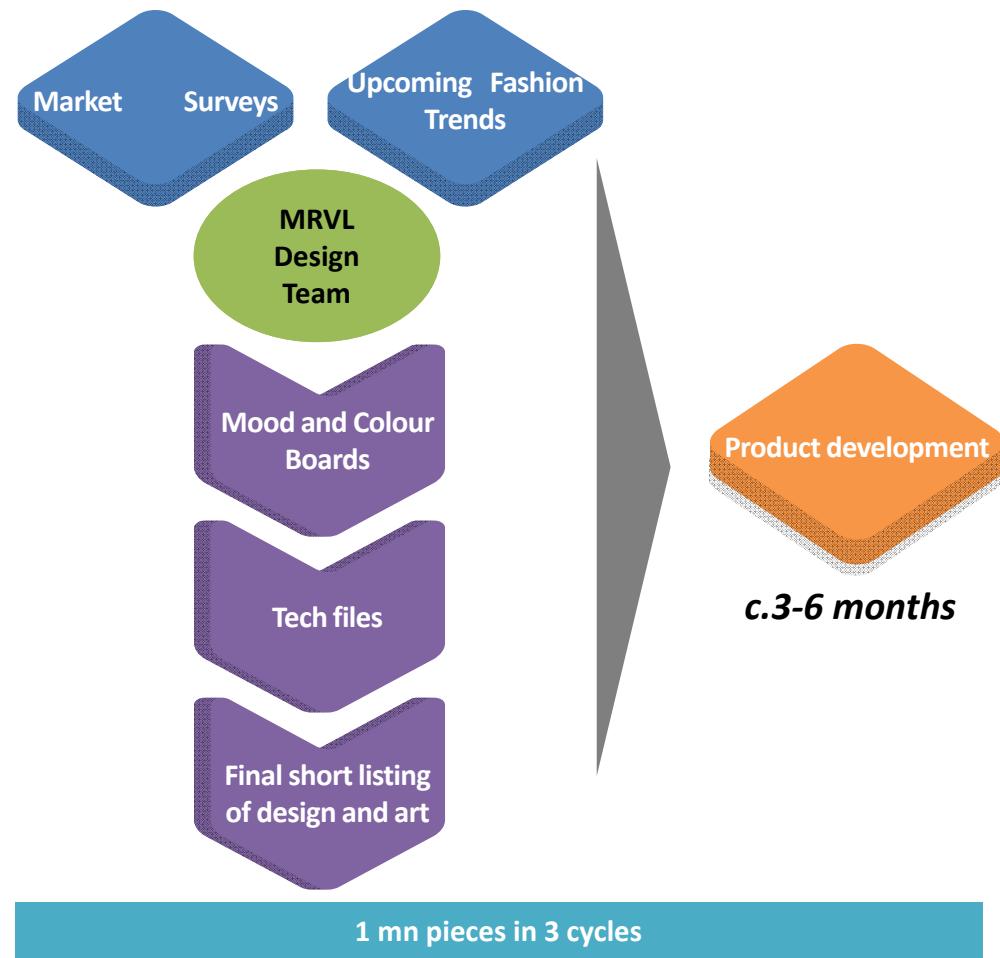
- Focus on developing new and unique designs for customers in a timely manner

Approach

- Follow a stringent timetable for designing new products
- Strong focus on Customer preference while designing and product development
- Customer feedback collected and shared with designers
- Designs tweaked/changed based on the feedback received

MRVL Design Team

- Strong in-house design team
- Design team headed by European designers who provide the insights on upcoming trends
- Mood boards and colour cards developed for the season
- Getting artwork approvals and completing other formalities
- Development of tech files for production team
- Pushing the design through production process



PRODUCT DEVELOPMENT

Strategy

- Develop the new designs in the most efficient and cost effective manner

Approach

- Following a stringent pre-production timelines
- Distributing business among vendors based on categories of products being developed
- Ensuring smooth process for proto development and getting the necessary approvals in place

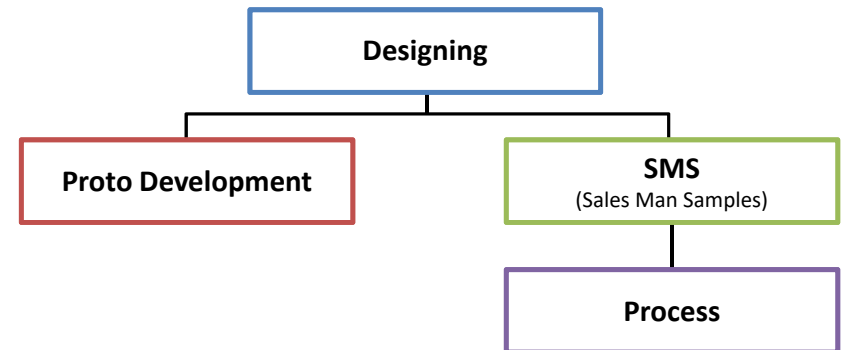
MRVL Product Development Team

Proto Development

- Lab-dip, strike-off for proto samples
- Proto presentation review meeting
- Selection of products based on proto look, feel & final appearance
- Color balancing undertaken wherever needed

Sales Man Samples (SMS)

- Final samples which are required for final presentation & buying meetings



PRODUCTION PROCESS

Strategy

- De-risked production process and timely launch of new collection

Approach

- Ensure proper division of orders with various vendors
- Hard negotiations to ensure higher margins
- Planning season wise deliveries
- Developing additional SKUs to avoid any delays later

MRVL Production Management Team

- Sharing the final tech files with selected vendors
- Hand-holding through production process to ensure high quality standards
- Conducting In-line, mid-line and final inspections for all the orders of the season
- Conducting the fabric and garment lab test



WAREHOUSING & DISTRIBUTION

Strategy

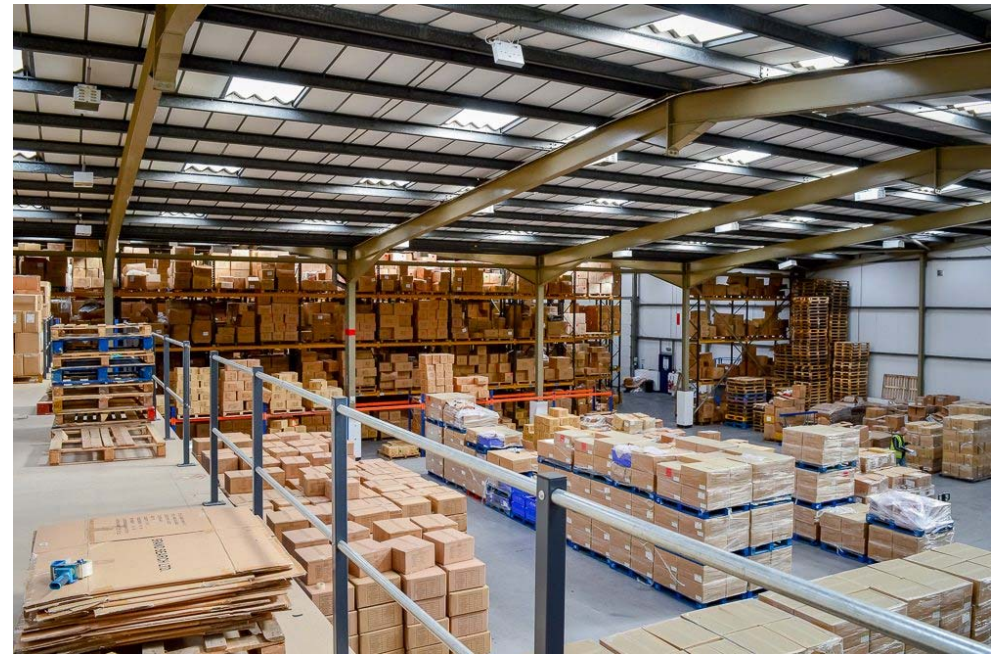
- Timely deliveries to all the channel partners

Approach

- Ensure proper segregation of merchandise, category wise to ensure faster pick up and packing for delivery
- Proper tracking mechanism for receiving, putting away, order picking, shipping, etc.
- Seamless ERP integration to achieve maximum efficiency

MRVL Warehousing Management Team

- Ensure the merchandise Received at the warehouse must be properly verified and inspected .
- Maintain high level of quality controls for storage in the warehouse to have better shelf and space utilization
- Proper safety and natural lightening arrangements in the warehouse
- Tracking all the pending orders systematically for pick and pack.
- Adopt lean inventory practices
- Ship the articles to the logistics partner based on their zones strength to achieve timely delivery target



ELEVATED SHOPPING EXPERIENCE

Strategy

- Provide an elevated yet comfortable shopping experience to customers

Approach

- All the stores are designed and developed around the themes of Re-cycle, Re-use and Re-invent

MRVL Marketing team

- Stores are designed based on the unique characteristics of the city in which they are situated
- The endeavor is to provide a strong brand connect along-with a premium vibe
- Use of unique props to bring out the elements unique to the city



CUSTOMER FOCUSED PROGRAMS

Strategy

- Provide lucrative and genuine loyalty programs
- Achieve higher “Same Store Growth”

Approach

- Create a easy to use and lucrative customer loyalty programme
- The current loyalty base is over 900,000

MRVL Sales team

- 100% Share Loyalty Program where customer earns not just Goodness Points but also surprise gifts in return of shopping at a Being Human store.



EARN
GOODNESS
POINTS



EMBRACING IT FOR A UNIQUE SHOPPING EXPERIENCE

Strategy

- Smart utilization of IT to capture customer preference and enhance shopping experience

Approach

- Use technology to innovate and introduce new ways to engage with target group
- Integrate technology with operations

MRVL IT team

- Created a unique platform for customers to browse through collection and also match and create looks
- The concept called shopsense to search or discover new looks and share with friends for feedback through email or whatsapp using a large touch screen before making a purchase decision
- Provides a combined online and offline experience to the customer within the store itself.

Easily browse through the inventory

Match and Create Looks

Search and discover new styles

Find product availability

41% of our customers use the same for ease of purchase

Influenced approximately 10% sales

Understand Customer Behavior



EMINENT AND DISTINGUISHED BOARD



Mr. Pradip V. Dubhashi, aged 69 years, was appointed as Chairman & Non-Executive & Independent Director on our Board on October 07, 2016. He has a BE in Electrical Engineering from CoEP (Pune) and a post graduate diploma in management from XLRI School of Management (Jamshedpur). He has spent 44 years in Development Banking, Industry and Strategy Consulting



Ms. Sangeeta M. Mandhana, aged 48, is commerce graduate from Calcutta University. She has also done International Montessori course from London Montessori Centre, Calcutta and was into teaching profession for few years. With her aptitude for designing apparels and outfits which she eventually turned into her expertise and she was heading Design Department of Golden Seams Industries Private Limited as Vice-President – Design from July 1, 2011 till August 31, 2016.



Mr. Priyavrat P. Mandhana, aged 29 years, is commerce graduate from Mumbai University and possesses more than 4 years of experience and exposure in MIL. He has also completed 'Masters of Innovation and Entrepreneurship' from University of Warwick, United Kingdom. He was looking after overall affairs of the MIL as especially textiles segment as Vice-President – Corporate Affairs from August 1, 2014 till August 31, 2016. Currently, he plays a vital role in strategizing and monitoring retail business of our Company.



Mr. Sachin S. Jaju, aged 41 years is a commerce graduate and has a Masters in Accounts from the R.A.Poddar College, Mumbai. He has a Masters in Marketing from N.M.I.M.S, Vile Parle. He has hands on experience of 18 years in business. In 2001, he forged entry in Palette International into health and personal care segment with the vision of a finely balanced customer portfolio to offer continued & consistent growth. With a vision to bring another growth booster, in 2005 he maneuvered a dealership agreement with Dystar to import and market its products in India.



Mr. Ramnath Pradeep, aged 66 years, is a post graduate in Economics and Law. He has served the banking industry for more than 37 years in various positions. He retired as Chairman & Managing Director, Corporation Bank. Earlier he served as Executive Director of Central Bank of India and was appointed as Legal Adviser to ONGC LTD. The Government of India appointed him as Chief Vigilance Officer in State Bank of India in rank of DMD and Bank of India. He had also been on the Boards of IILFS, Cent Bank Financial Services Ltd, Cent Bank Home Finance Ltd, Corp Bank Security Ltd, Indian Institute of Banking and Finance Ltd, Zen Advisors Pvt. Ltd. He was also appointed by RBI and IBA to head various committees of Banks.



Mr. Kiran C. Vaidya, aged 57 years, was appointed as Non-Executive & Independent Director on our Board on October 07, 2016. He is a commerce graduate from Bangalore University. He was a rank holder and a Gold Medalist. He is also an associate member of Institute of Cost and Works Accountants of India. He has over 35 years of experience in various industries in the fields of Finance, accounts, costing, budgeting, project finance, working capital management, equity raising through IPO, QIP and private equity, mergers and acquisition, general overall business Management and strategic planning. His last assignment was with JBF Industries Ltd. as Group President and CFO.

STRONG LEADERSHIP TEAM



Manish Mandhana, CEO:

He is a commerce graduate having overall experience of 25 years in the business of textiles and retail with dynamic exposure of Both Indian and global retail market. In line with his own philosophy of giving back to the society and an opportunity to create a fashion brand with international reach, Manish entered the retail markets with Being Human clothing brand in 2010. In his career span of 25 years he has travelled and done business in more than 60 countries globally. He is a prominent speaker in most of the prestigious global events across world retail forum & appeared in all the most prominent business chronicles across the world & honoured with several prestigious award for his contribution in retail business.



Hemant Gupta, COO & CFO:

He is a Chartered Accountant by profession. Comes with a rich experience of 18 years in finance & operations, M&A, Legal and compliance. He was associated with Blackberrys (one of the biggest domestic apparel brands in India) as CFO and head of Commercial, legal & Secretarial. He also served as a CFO for Carrefour India (2nd largest retail chain in the world) & was instrumental in setting up their retail business in India. He is handling over all corporate strategy, business operations, finance & all the other functions for the company.



Kunal Mehta, Vice President – Business Development and Marketing:

He is a Commerce Graduate from Mumbai University. He has a rich experience of over 26 years in Brand building, Business Development and Marketing. Mr. Mehta was an entrepreneur earlier where he was heading his own brand, called ICE into Manufacturing of Garment Retail & Exports. He is associated with the brand from 5 years. He handles core business of the Brand which is strategic and operational Marketing, Franchise & Business Development, Customer Relationship Management.



Jagdish Pamwani, Vice President – SIS

He holds a Bachelor's degree in Commerce from Mumbai University and a Professional Development Program from Cornell University, New York. He has vast work experience of over 25 years in the field of sales and Marketing in Apparel and Textile industry. He was previously associated with Mahajan Industries as Director – Operations. He is associated with the brand right from the inception. He is handling large format stores (LFS), Multi Brand Outlet (MBO), E Commerce & Distribution.

STRONG LEADERSHIP TEAM



Purvi Joshi, Vice President – Sourcing & International Business

She holds a Bachelor's degree in Arts from SK Somaiya Institute, Mumbai University. She has to her credit a couple of other educational certifications including Fashion Designing & Apparel Merchandising from India International Trade Centre and Quality Assurance from Indian Institute of Quality Assurance and a Retail Management from Welingkar Institute, Mumbai. She has over 16 years of work experience in Garment and Apparel Industry. She was previously associated with Creative Garments in the field of Merchandising. She handles end to end Designing, Merchandising, Quality Assurance, Buying & Sourcing, Production and International Marketing for our brand Being Human



Saurabh Singh, Head – Men's Wear Design

He is a design professional with a Bachelor of Design focused in Fashion/Apparel Design from National Institute of Fashion Technology, Mumbai. He is associated with the brand from the inception. He is heading the designing of men's wear department & responsible for creation of range based on the season, keeping in mind the latest fashion trends, customer preferences, peer comparison, etc



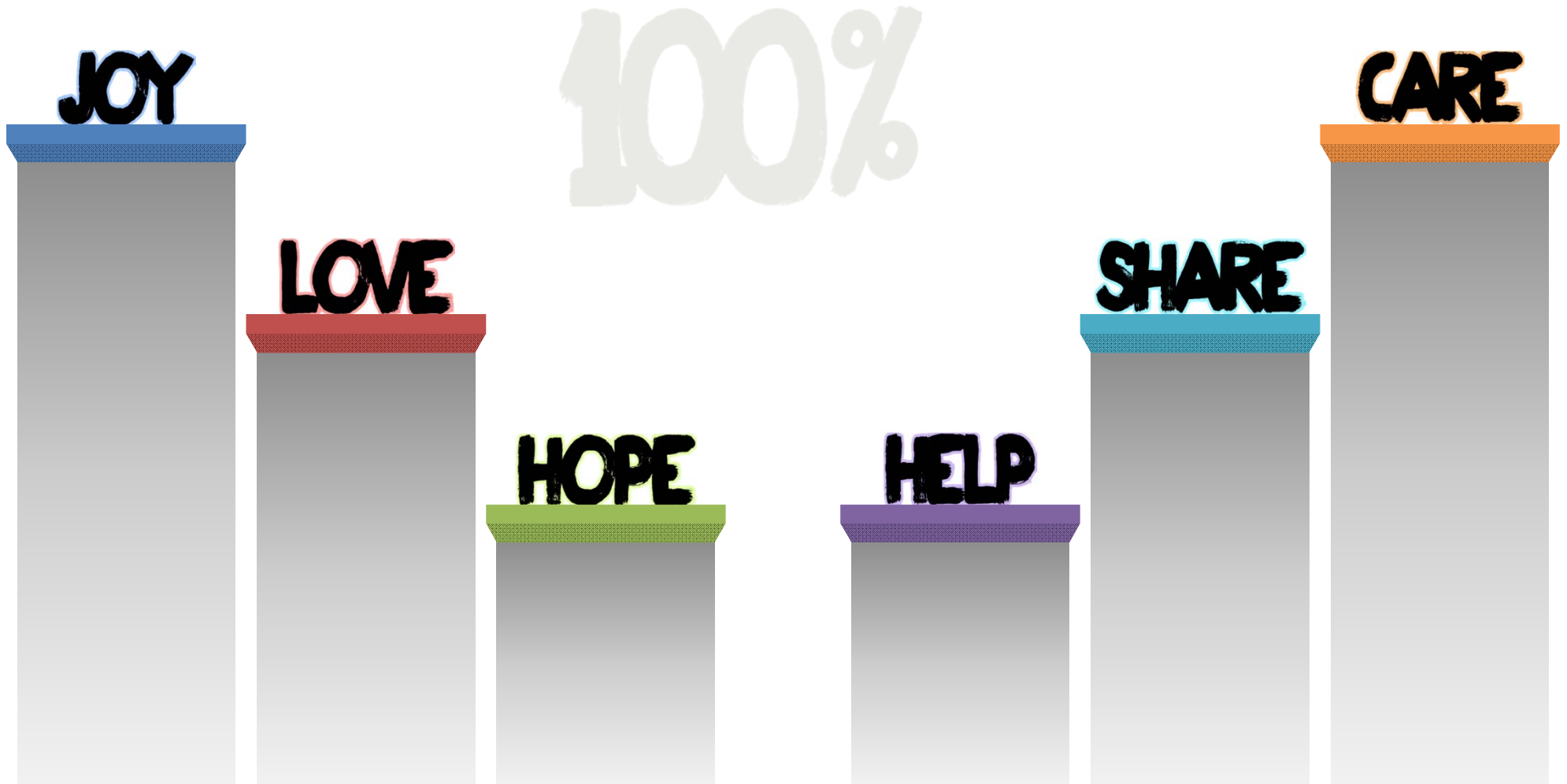
Kalpesh Vyas, Head – Warehouse at Tarapur.

He is B.E Mechanical engineer and MBA in operations. Having a rich experience of around 9.5 years having served in handling Warehouse Operations, Stock Audits, Reconciliation of Physical Stock & Ensuring Optimum Inventory Levels at all times.



Deepali Mathur, Head – HR.

He is a Human Resource Professional with a rich experience of around 10 years in the HR domain. She is a commerce graduate and has completed her Masters in Human Resource Management from Institute of Technology & Management, Mumbai. Her varied experience in the HR sphere encompasses of key areas in the HR, mainly Talent Acquisition and Development, Succession Planning, Workforce Planning, Statutory Compliances, Compensation & Benefits, Performance Management, Career & Leadership development. Prior to joining us, she was associated with Trent Ltd and Trent Hyper Market Ltd.



THANK YOU