

INDORAMA VENTURES



Richard Jones, Vice-President (Investor Relations & Corporate Communications)



Indorama Ventures management at the launch of first IPO in 2010

Looking beyond

Target set for 2016-20: Indorama Ventures' strategic plan (FY 2014-18) is to build upon our position in each region, as well as expand geographical presence through organic growth and value-enhancing acquisition in its core business. We have an ambitious goal to grow total capacity to 11.8 MMT and double the Core EBITDA in 2018 over 2014. We also asiming to deliver superior and long-term shareholder value by achieving seven consecutive years of EPS growth since 2012.

The next phase of growth for Indorama Ventures will be on non-commodity and high value-added (HVA) differentiated businesses. We plan to grow our HVA business from \$2.5 billion to \$4 billion revenue by 2018.

From 2015-2018, we have a CAPEX plan to invest around \$3.1 billion on growth and \$0.4 billion on maintenance (total \$3.5 billion). 87 per cent of these capex are in the developed markets and also in the HVA.

We are also looking at one HVA acquisition per annum until 2018.

Core focus areas that will drive growth: We have focused strategies that consist of three major components:

- ▶ **Product diversification:** We have significantly expanded our product portfolio to focus on high value-added (HVA) products which will drive the bottom line. We also intend to focus on the development of our research and development

capabilities, either through our own facilities or through the establishment of key relationships with other industry players.

- ▶ **Geographical diversification:** We are expanding into fast-growing emerging markets with presence in 21 countries (including Spain). Our geographical spread give us unique potential for growth while bringing us closer to the global businesses of large clients and allowing us to serve new markets.
- ▶ **Value chain integration:** We seek further growth through acquisitions of other PET, fibres and yarns, oxide and glycols or PTA or other products in our value chain. Our objective is to strengthen our position as a

market leader in the polyester value chain segment of intermediate petrochemicals in terms of scale, integration and differentiation as well as profitability and return on investment.

Larger upstream integration projects are under review to capture better margins in the Polyester value chain and lower the impact of the price movement of our key raw materials.

Two steps to ensure growth in our niche:

- ▶ The polyester value chain market has a huge potential for growth in the long term. The world's population is expected to reach 9 billion by 2050 and the new middle-class households will increase to 3 billion over the next 20 years. A growth of urban populations and middle-income households as well as the rise in disposable income levels will lead to greater polyester consumption in the future. Demand for PET is also rising along with polyester. The PET market is expected to grow at a CAGR of 6 per cent, with a double-digit growth in markets such as China and India.
- ▶ The current economic slowdown and many businesses are under pressure. This situation allows us to be able to secure the best deals as many current owners need to sell their businesses due to financing issues. By pursuing M&A strategy on the core business during a weak economy, we have a higher chance of creating shareholder value and delivering greater returns.

If given one wish to change, in our niche, across the integrated textile chain, it would be: Our aspiration is to bring the specialised and higher value products and technologies from developed to developing regions where they can experience faster growth.

Top three steps on the anvil to decrease carbon footprint:

- ▶ Increase focus on sustainability and increased operational efficiency.
- ▶ Expansion of our recycling arm.
- ▶ Greater use of renewable energy (solar and wind power).

Looking back

Top achievements during the last five years of this decade: Indorama Ventures has made significant progress over the past years. Notable achievements include:

- ▶ Listing on the SET: Indorama Ventures is listed on the Stock Exchange of Thailand in 2010 in place of Indorama Polymers PCL (IRP) shares, which were delisted, pursuant to the restructuring plan.
- ▶ 167 per cent growth in the size of the company in last 5 years: A capacity growth from 3.3 MMT in 2010 to 8.8 MMT in 2015 (including India) with a target of 11.8 MMT in 2018, further growth of 25 per cent over 2015. While we are today the largest PET producers in the world, it is our goal to become one of the top 20 chemical companies in the world by 2020.
- ▶ Advancing towards High Value-added (HVA) Segment: We have expanded from being a pure commodity company to having a substantial high value-added (HVA) differentiated business including recycling products which accounts for 33 per cent of revenues and 45 per cent of EBITDA.



Solar farm in Indorama Ventures' factory at Lopburi in Thailand

- ▶ Acquisitions: Acquisitions of well-known polyester specialty businesses like America's Invista and Germany's Trevira, both descendants of Hoechst, as well as the acquisition of a manufacturer of high value-added polypropylene fibres and yarns for hygiene applications, FiberVisions, have been a game-changer for Indorama Ventures since 2012. These acquisitions facilitated the entry of Indorama Ventures into the branded specialist business and provide access to outstanding research and development facilities with accompanying intellectual property. We see growing opportunities for technical and automotive applications, both for staple fibres and for filaments. The acquisition of a manufacturer of Nylon 6.6 Polyamide fibres and yarns, PHP fibres, provides us with a horizontal entry into technological yarns used in air bags and tire cords for automobiles. These achievements are significant and have made Indorama Ventures headway on the HVA front.

Other important element of our HVA portfolio is recycled PET and fibres. Entering the recycling space in 2011 with the acquisition of Wellman Europe, Indorama Ventures today has eight recycling platforms across three continents. We are well positioned to take advantage of the increasing demand for recycled content in premium applications.

Our investments into HVA products over the past few years are delivering positive returns due to premium margins that they command over necessities and due to the barriers to entry that we have created for ourselves.

- ▶ Expanding presence and entry into the EO/EG business: Expanded our presence in 62 countries now (including Cepsa Spain) and also expanded our business vertically into MEG segment (part of EOEG), which is one of the main raw materials for our downstream products, by acquiring the largest single EO/EG production facility in the US. Indorama Ventures' integration into MEG adds value to US PET and polyester margin chain.
- ▶ Integration and consolidation: We have completed integration both vertically and horizontally into MEG, PTA, PET resin, polyester fibres and yarns and HVA products. We believe that integration enhances our operating efficiency, competitiveness and responsiveness to customers and market developments, as well as allowing stability in volumes and profits.

We are also focused on the consolidation of businesses acquired to bring about significant gains from synergies and as well from new products by leveraging on our industry leading innovation platform. We also took on some major initiatives at our Trevira fibre facility in Europe, including a consolidation from two sites to one, additional productivity improvements and a refocus towards specialty products.

Moving forward, our strategy will focus on going further into ethylene and paraxylene raw materials, in line with our downstream polyester and other feedstock (PTA and MEG) capacities.

Growth percentage during the last five years, and last fiscal: 167 per cent growth of capacity in 2015 over 2010 and a growth of 17 per cent in 2015 over 2014 (including India).

Target set for 2010-15: We are well on track. Most of the targets have been achieved. We have consolidated our position in all key markets and now becoming recognised internationally as the top player in the industry.

Over the last five years, we focused on expansion into all economic regions where our customers are present including growth into emerging markets where we see urbanisation leading to double digit growth. Our strategy of backward integration into our key feedstock and diversified our portfolio into value-added products has been executed to capture long-term growth, sustain profitability and draw our relationships with customers closer.

We have implemented a number of important CAPEX projects to improve operating efficiency and reduce the cost of production.

5 main challenges during the last five years:

- ▶ Growing geographically: It is essential to have a local presence in which we are in close proximity to customers and able to provide faster response times as well as maintain stronger relationships. We took the decision to support our major customers by expanding and acquiring business across continents, in both developed and emerging markets. This strategy has reinforced our position as the preferred supplier to brand owners and customers. We continue to looking for opportunities within the core business based on geographical locations of customers.

We are the only PET resin producer with production facilities in Asia, North America, Europe and Africa, which allows us to market our products globally to customers for their world-wide requirements.



Solar Energy at Indorama Ventures' factory at Lopburi in Thailand



Recycled fibres from Indorama Wellman International

- ▶ Vertical integration: In the commodity market, companies are competing on the basis of low cost. A vertical integration strategy is a key business strategy that offers the benefit of low cost, improves business competitiveness and profitability.

Over the past years, Indorama Ventures has become more vertically integrated to capture the economies of production and ensure availability of key raw materials.

We further integrate into our upstream raw materials, such as paraxylene and ethylene, which help us to maintain more substantial margins through the cycles that the petrochemical industry experiences from time to time and improve efficiency throughout the value chain.

- ▶ Entering the value added segment of the industry: As a leading polyester value chain player, we need

to work alongside our customers to provide them with innovative ideas, expertise and support solutions for their specific requirement. Through this differentiation goal, we have significantly expanded our non-commodity or high value-added portfolio.

Our investment in research and development will provide customers with new products and services that will enhance our offering and complete the loop as a one-stop centre for global requirements. We have acquired companies that add high value-added (HVA) PET and other fibre products to our portfolio including Polyester, Nylon 6.6 or Polypropylene-based (PP) fibres.

We plan to invest further into specialised or higher value-added products that form barriers to entry and have higher or more stable margins than commodities. As we undertake our 2018 growth plans, we would expect to see less impact on the company from the volatility of the pure commodities businesses.

- ▶ Developing management: The quality of the management is a very important part of our due diligence process. Our management team is composed of highly experienced managers with longstanding leadership experience, as well as significant industry knowledge. We are growing our international business and integrating multiple local cultures into our global Indorama Ventures culture.
- ▶ Creating a sustainable enterprise: Producing quality products is no longer the only attribute to maintain leadership. We have made progress towards corporate responsibility goals and focus on making profits through means that reduce harm to society and the environment.

All our production facilities have developed and implemented occupational health and safety standards that complied with international standard. We are committed to continually reducing our impact on the environment and constantly monitor our environmental impact, such as emissions and wastewater discharge. The company monitors customer satisfaction with product quality and delivery times on a regular basis.

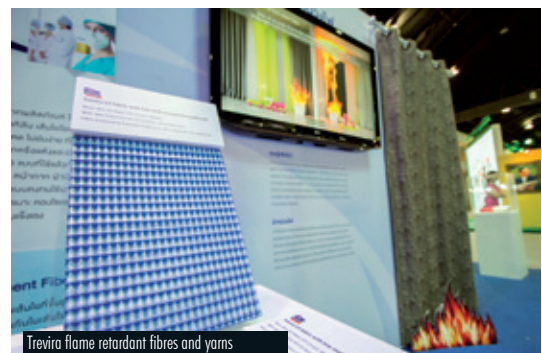
We implement many social programmes in the area where we operate. These are aimed at supporting education, culture, health and safety, as well as charity projects.



Hygiene fibres for diapers from Indorama FiberVisions



Wind Energy at Indorama's Orion Global PET plant in Lithuania



Trevira flame retardant fibres and yarns

SENSIENT TECHNOLOGIES



Christophe Bulliard, Marketing Director



Looking beyond

Target set for 2016-20: Target is to develop further our position of provider of all digital textile printing technologies with the most performing inks. We are working further on development of sustainable solutions for textile printing.

Core focus areas that will drive growth: Efficiency and sustainability of the textile printing process.

Two steps to ensure growth in our niche: Educating the whole chain on the value of digital printing, taking care of full costs and risk analysis (no stock is equal to low risk and better cash flow and less waste) and developing further ink platforms with enhanced efficiency.

Looking back

Top achievements during the last five years of this decade:

- ▶ We have contributed heavily to making digital sublimation an industrial technology. Today most of sublimation printing is done digitally thanks to the performance of the inks (high concentration and efficient transfer allowing the use of thin papers) and the availability of fast, reliable printers.
- ▶ The industry has developed new business models enabled by digital printing: fast fashion and personalised applications.
- ▶ Sensient has also developed ElvaJet Alpha, an ink technology that majorly reduces or eliminates the need for water in polyester printing.

Growth percentage during the last five years, and last fiscal: Digital

textile printing has been growing at 15-20 per cent per year in the past 3-5 years.

Target set for 2010-15: The target yet to be achieved is for pigment printing to reach the levels of digitalisation of the other technologies.

Main challenges during the last five years: The rate of growth has attracted many new players to textile printing, creating a very high dynamic in the offers. It has been accompanied by very strong pressure on the margins, to the point that restructuration and consolidation of the industry have already started.

Highlight of the year that was: ITMA, and in particular, the position that digital printing has now reached in the industry. The acceleration of the consolidation is also a highlight that will impact in the coming years.

INDOFIL INDUSTRIES



Atchutuni L N Rao, Sr. Vice President & Head of Speciality & Performance Chemical Division



TRIVIA

MEN

Favourite shirt brand: Park Avenue (Raymond)

Favourite trouser brand: Raymond poly wool

Favourite Indianwear brand: Park Avenue

Best 2 books read in 2015: *The Strategist* by Cynthia A Montgomery-Harvard Business School and *Winning through Innovation* by Michael L Tushman-Harvard Business Review Press

Resolution for 2016: Growth through Innovation

Looking beyond

Target set for 2016-20: We are committed to maintain our growth rate till 2020 and strategies are in place to fructify the same.

Core focus areas that will drive growth:

Our major focus areas to drive the growth are: emerging international market, technical textile, reactive and pigment printing, value added coating, etc.

Three steps to ensure growth in our niche:

- ▶ 'Make in India' slogan initiated by the present government will result in many new technology and products being implemented in India. This will help us to expand our business areas.
- ▶ According to some prominent experts, India is poised to grow at a CAGR of 13 per cent for technical textile industry till 2050, which is one of the fastest across all sectors; this will also help us to continue our growth as per our projection.
- ▶ Expansion of international business in emerging countries will also fuel growth tremendously to meet our target as per our plan.

Top two suggestions to the Union Textiles Minister on the expected Textile Policy:

Finalisation of Free Trade Agreements with top buying countries as well as neighbouring countries will boost the growth.

If given one wish to change, in our niche, it would be: Facilitating in-house development of high end fabric for defence and other technical requirements will help us to save our exchequer.

The one critical step that must be taken to ensure that India does not miss the bus to emerge as the textile giant it always shows the potential to be: As the domestic demand will be steady and growing further, maintaining and boosting the export growth is the key factor which can help India to emerge as a textile giant. Textile ministry should draft and implement special export policy for textiles which will not only increase the presence in international markets but also lead to tremendous job opportunities in the country. Trade agreement with various potential countries can leapfrog the export business which is the key to increase the business.

Looking back

Top 5 achievements during the last five years of this decade: Indofil has done exceptionally well in last five years in their textile division as focus has been made to make it a successful and sustainable business. The major achievements during last five years can be summarised as follows:

- ▶ Establishing our self as one of the top printing package supplier.
- ▶ To create a strong image in customer's mind to be a reliable supplier for technical textile chemicals.
- ▶ Expansion of high performance products apart from the existing acrylic chemistry.
- ▶ Strengthening the business module to suit the growth of the division as per the market requirement.

- ▶ Increasing the presence in international market is another feather in the cap for our division. We have significantly expanded our presence in major textile markets like Bangladesh, Sri Lanka, Latin America and other emerging markets.

Growth percentage during the last five years, and last fiscal:

We have been growing at a steady rate since last five years at a CAGR of 25 per cent. Last fiscal the growth rate was 30 per cent compared to previous years.

3 main challenges during the last five years:

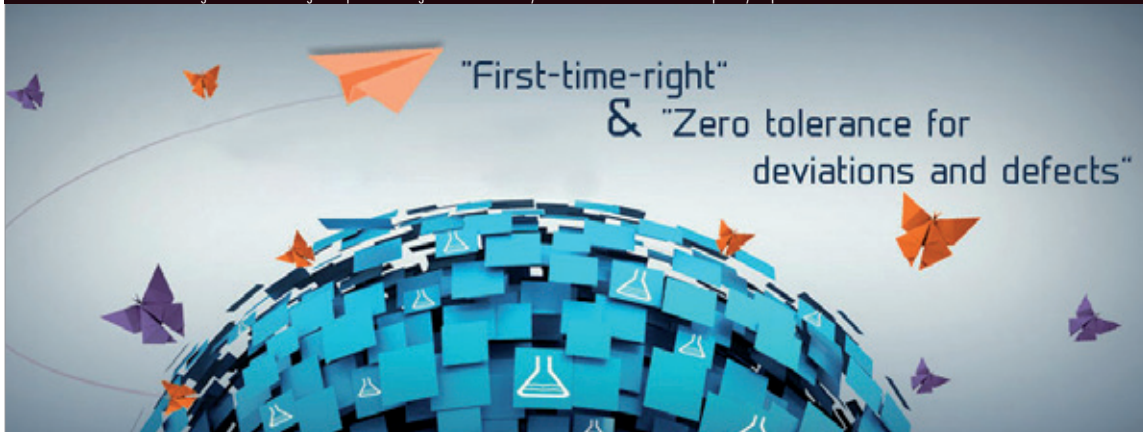
- ▶ Textile and textile chemical is evolving to meet more stringent requirements of global demands set by various authorities which are adopted by major nations of the world. We need continuous innovation to meet those requirements so that we can offer what is sought by most environment friendly norms.
- ▶ Fulfilling the increasing demand for supply during the major growth period has been a challenge for us although this has been resolved and streamlined.
- ▶ Expansion of our state-of-the art Dahej plant will further fulfil our future demand sufficiently to maintain the projected growth in the coming years.

Highlight of the year that was: 2015 was a happening year for us.

We were able to enter into many new avenues of technical textiles which has re-confirmed our strong presence in this emerging sector. We have started new busines which has boosted our confidence to move forward unflinchingly.



Textile and textile chemical is evolving to meet more stringent requirements of global demands set by various authorities which are adopted by major nations of the world.



VASA PHARMACHEM



Jaimin R Vasa, Managing Director

Looking beyond

Target set for 2016-20: Since last five years we are having tremendous growth in our turnover and export volume. Earlier, we were exporting only to few countries and that too in very small quantity. Now we are exporting our products to almost 32 countries and have achieved 400 per cent growth.

Target set for 2016-2020 is to 'Focus on customer behaviour' and use focus and simplicity as guides to transform the business. With our new facility at Dholka, we are expanding our production capacity to meet the fastest growing emerging markets' requirements.

Core focus areas that will drive growth: A chemical company's strategic planning is complicated by uncertainties that obscure the view of the future business terrain. The industry is emerging from the downturn with a set of challenges that includes improving operational efficiency, limiting expansion, and increasing focus and differentiation. Circumstances in the next decade could differ from today's conventional wisdom and expectations. When the way forward is unclear, keeping a range of alternative possibilities in view is crucial to effective planning. A second customer-focused growth strategy is based on the firm's existing customers.

Three steps to ensure growth in out niche: India's textile industry since its beginning continues to be predominantly cotton based. The industry is highly localised in Ahmedabad and Bombay in the western part of the country though



other centres exist including Kanpur, Calcutta, Indore, Coimbatore, Tirupur and Sholapur. Contributing over 25 per cent at ₹20,000 crore, Gujarat is quickly emerging as a hub for the technical textiles sector.

- ▶ Textile units in Gujarat need to invest intensely in research and development for developing new products, reduce average costs of production and transaction, and improve raw material base for unleashing the growth potential.
- ▶ E-marketing initiatives will be pursued in order to cut down intermediaries and increase wage earnings of weavers. This would make handlooms attractive to younger generations as well.
- ▶ Technology Mission for Technical Textile is aimed to address the key issues being faced by the industry like lack of basic infrastructure in terms of testing facilities, lack of market development support, skilled manpower, lack of R&D, absence of regulatory measures, absence of specifications and

standards. The period for this mission should be extended for some more years.

Top three suggestions to the Union Textiles Minister on the expected Textile Policy: Textile industry is at an inflection point today, with environmental and competitive pressures demanding new approaches.

- ▶ To enhance exports, Centre needs to extend the interest subvention for all textile products.
- ▶ Government needs to remove import duties and reduce the central excise duty and also withdraw anti-dumping duties on shuttle-less looms (projectile) and other shuttle-less looms (air jet looms, rapier looms and water jet looms) and spares and accessories.
- ▶ India has signed a Free Trade Agreement (FTA) with Bangladesh, which allows any garment converted in Bangladesh, whether the fabric is from that country, India or any other country like

TRIVIA

MEN

Favourite shirt brand:

Ralph Lauren and Van Heusen

Favourite trouser brand:

Marks & Spencer

Favourite tie brand:

Calvin Klein, Giorgio Armani

Favourite Indian wear brand:

Arvind Mills

Best 2 books read in 2015:

Lead Positive and *Frugal Innovation*

WOMEN

Favourite Western wear brand:

Zara, Guess and Vero Moda

Favourite Indian wear brand (excluding sarees):

Nautanki and Moonsoon

Favourite saree brand:

Nalli Silk Saree and Kalanjali Silk Saree

Favourite bag brand:

Fendi and Hermes

Best 2 books read in 2015:

The eye of the world by Robert Jordan and *Don't Throwaway Tomorrow* by Dr. Robert Schudler

China, to arrive duty-free in India. Such agreements are hurting India, where even Chinese products can now come duty-free. India was competent enough in yarn exports. China has stopped buying yarn from India and instead begun producing. In the past couple of months, imports are growing, especially from China. In such a scenario, the Centre needs to provide a level playing field. Unlike our competing nations like Vietnam, Bangladesh and Cambodia which have duty-free access, all textile products from India attract four to 15 per cent duties. Therefore, government should extend maximum export incentive for yarn, fabric and garments to the exporters. Also the FTA with Bangladesh as well as with

other countries should be modified to protect Indian manufacturers.

The one critical step that must be taken to ensure that India does not miss the bus to emerge as the textile giant it always shows the potential to be: Digital textile printing is the need of the age. Digital printing allows mills to print an almost unlimited array of colours and complex patterns in short runs. It is also a very clean process that minimises waste and substantially reduces water and energy consumption. Digital textile requires mills to invest heavily in digital printing machines and to retrain staff and use high-quality specialist inks, but it is now cost-effective for higher value fabrics. Government should encourage and give necessary subsidy for this.

Looking back

Top 5 achievements during the last five years of this decade: A successful entrepreneur is always aware of the new developments and changes that take place around him in the society and is prepared to adapt to the changing needs of the society. He is the central point, around whom all other factors of production, productive resources and techniques shall revolve. He integrates talent, abilities and drives to transform the resources into profitable ventures. Building a business is way harder than starting one. The most important thing is to build something people want. Without that, everything else is irrelevant. Thinking in first principles -- it helps you focus on what's most important for your

customer. A person who has a business of his own is called an entrepreneur. But what differentiates an entrepreneur from a successful entrepreneur are his achievements in the field of his business.

- ▶ As recognition of our accomplishments, we have received awards including the 'MSME award for Growth in Production and Profit for the year 2009-2010' by Government of Gujarat, which was distributed by then chief minister of Gujarat, Narendra Modi, during the Vibrant Gujarat summit 2011.
- ▶ Also, we have received India's TOP SME 100 Awards sponsored by India SME forum and co-sponsored by Ministry of MSME, Government of India and Bank of India from Kalraj



Pharmaceuticals



Foods



Neutraceuticals



Cosmetics/Personal Healthcare



Veterinary/Animal Nutrition



Mishra, Union Minister of MSME, and Prahlad Kakkar renowned advertising film maker in 2014.

- ▶ To recognise my contributions to the academic field, I was felicitated as an “Eminent Engineer Entrepreneur”, by Pandit Deendayal Petroleum University, Gandhinagar, Gujarat, in September 2014.
- ▶ As a president of Gujarat Chemical Association and chairman of MSME Committee, Gujarat Chamber of Commerce and Industry, I have written 20 articles during the five year period, which have been published in various national and international journals widely circulated in India and all over the world in the field of SMEs issues.
- ▶ As an academician and an entrepreneur, I have delivered more than 30 speeches during the last five years on various entrepreneurship subjects at the academic institutions and industry associations like Nirma University, LJ Institute of Pharmacy, Vishwakarma Engineering College, Pandit Deendayal Petroleum University, Ahmedabad Management Association, and Gujarat Chamber of Commerce and Industry.

Growth percentage during the last five years, and last fiscal: We have achieved 10 per cent, 20 per cent, 25 per cent and 30 per cent growth percentage during the last four years, and the last fiscal year we have achieved 40 per cent growth in our annual turnover and 200 per cent growth in export volume.

Target set for 2010-15: We have achieved all the targets set for 2010-15.

5 main challenges during the last five years:

- ▶ Enrollment in a doctoral programme with Gujarat Technological University in Management at this age is very challenging.
- ▶ To acquire 2nd plant at Dholka and its further development.
- ▶ Build a corporate business office.
- ▶ Compete with China in terms of price and quality in my business.
- ▶ Every entrepreneur knows that productivity is one of the key ingredients for successful product development. We have developed and introduced eight new products through innovative research and development activities related to the line of our business.

Highlights of the year that was:

- ▶ The main highlight of 2015 is that we acquired our 2nd unit at Dholka and updated it as per the FDA guidelines.
- ▶ We built our own ultra modern corporate business office.
- ▶ We also received two awards at a time: Best Small Enterprise Award in the category of ‘Growth and Profit’ from Government of Gujarat for the year 2013-14, and ‘Outstanding Export Performance’ award for the year 2011-2012 from Saurabhshai Patel, minister - Finance, Energy and Petrochemicals, Government of Gujarat.

PRATIBHA SYNTEX



Atul Mittal, Vice-President (Marketing)



Looking beyond

Target set for 2016-20: To be a ₹1,500 crore company.

Core focus areas that will drive growth: We want to be a company making 100 per cent sustainable apparel using sustainable fibres, fabrics and processes.

Three steps to ensure growth in our niche: Introducing new products, new fibres and fabrics; increasing efficiency to be more competitive in terms of pricing; and achieving 100 per cent OTIF.

Top two suggestions to the Union Textiles Minister on the expected Textile Policy: Very aggressive target of

35 million jobs and setting up manufacturing facility in Northeastern states, infrastructure development, port efficiency.

The one critical step that must be taken to ensure that India does not miss the bus to emerge as the textile giant it always shows the potential to be: Strong efforts have to be made to bring more countries under duty free access, stable cotton prices and export incentives, poor automation in customs should be dealt with, and lower banks' rate of interest.

TRIVIA

MEN

Favourite shirt brand: Arrow

Favourite trouser brand: Arrow

Favourite tie brand: No particular brand

Favourite Indianwear brand: No particular brand

Best 2 books read in 2015:

Goal by Eliyahu Goldratt and *Let my people go surfing* by Yvon Chouinard

Resolution for 2016: 35 per cent growth in business, increase physical activities, spend more time with family, go on a long holiday

WOMEN

Favourite Westernwear brand:

Zara

Favourite Indianwear brand

(excluding sarees): Soch

Favourite saree brand: Satya Paul

Favourite bag brand: Jimmy Choo

Best 2 books read in 2015:

Revolution 2020 by Chetan Bhagat and *Inferno* by Dan Brown

Resolution for 2016: Target of one crore premium for Max Life Insurance, regular exercising and walk, plan some holidays, and increment in savings



Pratibha Syntex registered 30 per cent year-on-year growth during the last five years.

Looking back

Top 4 achievements during the last five years of this decade: Doubled the business in last five years, received considerable customer satisfaction, provided team substantial growth, and trained team on a personal level.

Growth percentage during the last five years, and last fiscal: Growing by 30 per cent year-on-year, last fiscal almost the same.

Target set for 2010-15: To achieve 100 per cent OTIF, right now 98 per cent, finish it by next year half.

Main challenges during the last five years: Biggest challenge is falling international currencies like euro and rand in South Africa and increasing costs.

Highlights of the year that was: Positive business growth, quarter planning, increased customer satisfaction and reduction in non-performing business.



For 2016-20, the company has set a target to become a ₹1,500 crore company.

SGS INNOVATIONS



Deepak Ningoo, Kamal Ningoo, Kajal Ningoo, Mukundkumar Ningoo, Directors



Left to Right: Kajal Ningoo, Kamal Ningoo, Deepak Ningoo, and Mukundkumar Ningoo, Directors-SGS Innovations

Looking beyond

Target set for 2016-20:

- ▶ The biggest target is to set up world class research and development wing of SGS Innovations which would become the point of generating the products that would define the signature styles of leading fashion brands and fashion designers.
- ▶ Another important target is to create smooth and minimal lead time distribution network of our innovations across the globe.
- ▶ To make SGS Innovations not only the name but the culture of the Indian fashion industry.
- ▶ To make SGS Innovations a global fashion company in the coming 10 years.

Core focus areas that will drive growth: The core focus would be to create something new every day for the fashion industry by making our research and development more advanced and resourceful. Another area of keen focus would be a faster distribution network with minimal lead time and offering a product that would help our customers to innovate in their niche segment.

Three steps to ensure growth in our niche: We feel that serving the dreams of our prospects/customer is more

important than just serving their temporary requirement. It may create a positive long-term impact on the brand's Image. We believe in creating a product that should become the weapon of creation for our users and we are doing it for the last 35 years and continue to do so. To innovate before being asked for; companies who constantly innovate create their own new segment.

Top two suggestions to the Union Textiles Minister on the expected Textile Policy:

- ▶ In our opinion growth should not be subjected to numbers itself. The main thing is that Indian brands should be given proper backup to participate in textile expos and show their creativity on an international platform.
- ▶ Branding and creating strong public relations is the main part where Indian brands are currently lacking.

The one critical step that must be taken to ensure that India does not miss the bus to emerge as the textile giant it always shows the potential to be: The time when 100 per cent GDP from textiles would be generated by Indian brands, India would become the leader in world textiles. This is the only critical step rather critical move according to us.

TRIVIA

MEN

Favourite shirt brand:

Arrow

Favourite trouser

brand: Marks & Spencer

Favourite tie brand:

Zodiac

Favourite Indianwear

brand: Raymond

Best 2 books read in

2015: *The Secret* by Rhonda Byrne and *The Intelligent Investor* by Benjamin Graham.

Resolution for 2016: To become more focused on brand strengthening and create global footprint of SGS Innovations.

Looking back

Top 4 achievements during the last five years of this decade:

- ▶ Setting up world class dyeing process for superior colour fastness and finest appearance along with unmatched performance of our products.
- ▶ To make SGS Innovations not only the name but the culture of our organisation and its working.
- ▶ Making our brand 'Bandhu' the leading brand in embroidery threads across pan India.
- ▶ Making our distribution network much wider and stronger across five leading embroidery hubs in India.

Growth percentage during the last five years, and last fiscal:

We have grown at an average annual rate of 15 per cent in terms of sales during the last five years. Also, we have succeeded in increasing our market share mainly last fiscal.

Target set for 2010-15: To set up 100 per cent automatised dyeing and processing for faster lead time. The timeline set to make it operational is by 2016-end.

Main challenges during the last five years: To make Bandhu the biggest brand in fine quality embroidery threads. Another big challenge was to search and cater the creative design houses engaged in the field of embroidery and give them products that enhance their creativity. To transform into the big brand from just one store in India.

Highlights of the year that was: The biggest highlight of 2015 was the enhancement of global footprint of SGS Innovations. Also we exhibited at the leading Textile Expo in Colombo, Sri Lanka in the month of November. We received an overwhelming response and we greatly succeeded in creating demand for our innovative yarns in South Africa, Pan Europe, Middle East and of course Sri Lanka.



Chain stitch embroidery



Computerised embroidery thread

LUCKY SPINNING



Umesh Sharma, Chief Marketing Officer



TRIVIA

MEN

Favourite shirt brand: Arrow
Favourite trouser brand: Blackberrys
Favourite tie brand: I don't use
Best 2 books read in 2015: None
Resolution for 2016: Personally to learn Chinese and professionally travel more to reach out to more customers

Looking beyond

Target set for 2016-20: More automation, value added products and more products. Have geographical presence.

Core focus areas that will drive growth: Segment-wise marketing.

Three steps to ensure growth in our niche: Diverse product, consistency, and continuity.

Top suggestion to the Union Textiles Minister on the expected Textile Policy: Please do not keep adding more capacities without understanding real demands.

The one critical step that must be taken to ensure that India does not miss the bus to emerge as the textile giant it always shows the potential to be: Systematic expansion.

Looking back

Top achievements during the last five years of this decade:

- ▶ Personal: worked and lived in all continents, added Portuguese and Spanish.
- ▶ Professional: added new products like mélange, dyed yarn, fine counts.

Growth percentage during the last five years, and last fiscal: 25 per cent year-on-year during the last five years and for the last fiscal 29 per cent.

Main challenge during the last five years: Revive products to be more profitable.

MAG SOLVICS



Dhandayuthapani (CD), Director



Looking beyond

Target set for 2016-20: We have created the vision called 'MAG 2020' where we set target for the year 2020. MAG 2020 includes wide range of new products, business volume and moving beyond current level of business. Though we have drawn in the year 2014-15, entire team of MAG is working towards that vision. We have confidence that we will achieve our vision well in time frame.

Core focus areas that will drive growth: Our focus majorly is with 2 points – maintaining high standards in quality products and total services support to customers. We never compromise on these 2 issues.

Three steps to ensure growth in our niche:

- ▶ Wider range of products which are needed in the current market environment.
- ▶ Exploring new products in the field of technical textiles.
- ▶ Provide cost effective solutions where industry is not in a position to afford.

Top two suggestions to the Union Textiles Minister on the expected Textile Policy:

- ▶ Give more benefits when someone focuses on value-adds from the current business like ginners or cotton traders investing on spinning mills in Gujarat region.
- ▶ TUF loans across the textile value chain.

Looking back

Top 5 achievements during the last five years of this decade:

- ▶ Establishment of high volume cotton fibre testing.
- ▶ Introduction of fully automatic single yarn strength testing with wide range of raw materials and introduction of online spinning monitoring system in ITMA 2015.
- ▶ Obtaining recognition for our R&D from DSIR, Government of India.
- ▶ Spreading customer base in many more countries specially Europe and Latin America.
- ▶ Creation of MAG brand globally.

Growth percentage during the last five years, and last fiscal: The CAGR during the last 5 years is about 10 per cent and in the last fiscal, it was about 24 per cent.

Target set for 2010-15:

- ▶ Two new products in spinning area which was targeted in 2010-15 but not completed.
- ▶ More focus on fabric, processing and garments area in terms of new products and market share.

All the above will be put in place before India ITME 2016.

5 main challenges during the last five years:

- ▶ Increase in competition on the high value products.
- ▶ Inconsistency in market trends.
- ▶ Price
- ▶ Brand loyalties towards established market leaders.
- ▶ Establishment of MAG products in the new market.

Highlights of the year that was:

- ▶ Participation in ITMA with a purpose – We achieved our purpose and got very good response not only from Indian visitors, but also from other countries.
- ▶ Establishment of our new products such as AccuTrash (fully automatic trash separator with additional features over existing version of our own computerised trash separator), Tensomaster (fully automatic single yarn strength tester) and launching of SpinFo (online spinning monitoring system) were the highlight in 2015.

VISAGAR POLYTEX



Tilokchand Kothari, Chairman & Managing Director



Looking beyond

Target set for 2016-20: To cross ₹2 billion in sales.

Core focus areas that will drive growth: Retail contribution to sales turnover to cross over 50 per cent.

Three steps to ensure growth in our niche:

- ▶ Strong focus on R&D, hiring and retaining the best creative staff to continue to be a trendsetter in this fast changing and dynamic industry.
- ▶ Building a sales and distribution network, expanding client reach.
- ▶ Increasing our captive production.

Top two suggestions to the Union Textiles Minister on the expected Textile Policy:

- ▶ Although in the new policy funds have been sought under TUFS, disbursement of the said funds on time is critical as well so that they can be utilised on the right moment.
- ▶ To initiate trade stimulation by economic integration steps such as FTAs to increase competitiveness with other countries.

The one critical step that must be taken to ensure that India does not miss the bus to emerge as the textile giant it always shows the potential to be: A thorough focus on the Indian textile manufacturing industry – in line with 'Make in India' initiative – which has a potential to do the same as had happened in China during the last two decades.

TRIVIA

MEN

Favourite shirt

brand: Zara

Favourite trouser

brand: Zara

Favourite tie brand:

Satya Paul

Favourite

Indianwear brand:

Raymonds

Best 2 books read

in 2015: *Wings of Fire*

and *I am Malala*

Resolution for 2016:

More hard work and execution of ideas

WOMEN

Favourite

Westernwear

brand: Zara

Favourite

Indianwear brand

(excluding sarees):

Global Desi

Favourite saree

brand: Satya Paul

Favourite bag

brand: Michael Kors

Best 2 books

read in 2015: *Law*

of Attraction and

Men of Steel by Vir

Sanghvi

Resolution for 2016:

Get fit and adapting

innovative practices

at work



Establishment of Vividha as a nationwide umbrella brand for value based ethnicwear is one of the top five achievements for Visagar Polytex.



Looking back

Top 5 achievements during the last five years of this decade:

- ▶ Establishment of Vividha as a nationwide umbrella brand for value based ethnicwear.
- ▶ Setting up manufacturing plant in Surat and reaching a capacity of 1 billion stitches per day.
- ▶ Reaching a milestone of 1,500 clients base.
- ▶ Surpassing sales turnover of ₹500 million.
- ▶ Establishing a thorough R&D centre to enable trendsetting collections season after season.

Growth percentage during the last five years, and last fiscal: We have been growing at an average rate of close to 11 per cent in the last 5 years. We grew around 15 per cent (annualised) in the last fiscal.

Target set for 2010-15: We are yet to tap the exports market directly which has a huge potential for our products. We will be doing so in the next year.

5 main challenges during the last five years:

- ▶ Market conditions have been tough and unfavourable, straining our resources; however we sailed through and in fact registered good growth despite the odds.
- ▶ The ever persisting seasonal labour availability and raw material procurement issues affecting production.
- ▶ High rental values of prospective locations.
- ▶ Inventory management – especially during the initial phase of our retail expansion.
- ▶ Establishing the critical balance between centralisation and decentralisation which is crucial if we are operating in this highly unorganised marketplace.

Highlights of the year that was:

Expanding our retail as well as wholesale reach through increased market penetration and plans are on cards to have presence on pan-India basis.

ITC



Atul Chand, Divisional Chief Executive-ITC's Lifestyle Retailing Business Division



TRIVIA

MEN

Favourite shirt brand:

Wills Lifestyle

Favourite trouser

brand: Wills Lifestyle

Favourite tie brand:

Wills Lifestyle

Favourite Indianwear

brand: Custom
tailored

Best 2 books read in

2015: *Decoding the
New Consumer Mind*
by Kit Yarrow

Looking beyond

Target set for 2016-20:

Target for 2020 is to make John Players and Wills Lifestyle as the foremost consumer experience brands in their own segments. To grow at a CAGR of 15-20 per cent and get to more markets and expand our footprint to make fashion accessible to the Tier 2/3 markets of the country. Some of the core focus areas would be Footprint expansion, Brand Building initiatives and innovating on product portfolio offering best of products for our ever evolving consumers.

Looking back

Top 6 achievements during the last five years of this decade: In the last five years of decade, we have created new benchmarks towards bringing premium products to the consumers, connecting with them through stronger brand initiatives, enhancing our products availability through a wider retail and trade footprint. Listed below are key moments from this journey of last few years.

- ▶ **Leading the fashion edge - Wills Lifestyle India Fashion Week:** Launched in 2000, Wills Lifestyle stands for the core values of elegance, sophistication and exclusivity. These values enable the brand to provide superior consumer value and match global standards of performance and quality. The brand evokes an image of international premium quality that easily sets it apart from competitors.

To provide an experience of these brand values, Wills Lifestyle became the title partner of the country's most premier fashion event – India Fashion Week – the largest business-to-business platform for the fashion design industry. Working with the best designers in India it championed the ramp-to-rack initiative making exclusive designerwear available to its clients. For nearly a decade the Wills Lifestyle India Fashion Week created benchmarks and remained the

most revered fashion event in India and the largest in Asia.

The collaborative range of designerwear through this initiative is sold across our Wills Lifestyle stores as Wills Signature. The range offers an exquisite expression of styles created by India's leading designers – Rohit Bal, JJ Valaya, Pankaj & Nidhi, Ritu Kumar, Rohit Gandhi & Rahul Khanna and more.

- ▶ Luxurious Fashion Portfolio from Wills Lifestyle: Wills Lifestyle has made great advances in bringing the best of fashion delivered through top notch craftsmanship to its customers over the years be it luxurious formalwear, vibrant relaxedwear or chic eveningwear range. The Luxuria range is the top-of-the-line formal offering from the brand along with Ecostyle range of pure linens and organic cottons; Wonder Press range with wrinkle-free shirts and special finishes of Coolmax and Thermolite. Over the last few years, Wills Lifestyle has also successfully brought back into fashion Nehru jackets and bandhgalas with exquisite cuts, fits, fabric and style.

The relaxedwear line of the brand, Wills Sport has been revitalised with the launch of the new Wills Sport logo in 2014. The new logo has been put on all casual merchandise adding spiritedness and vibrancy to the fastest growing category of casuals and denims. Women's westernwear is a rapidly growing category for the brand encapsulating soft tailoring along with desk-to-dinner ensembles.

- ▶ John Players Youth Connection – From Hrithik to Ranbir: Right from its inception in 2002, John Players was very sharply positioned as a brand for the young male who was desirous of vibrant, bold and contemporary fashion. The brand stands for the values of fun, friends and freedom. The brand exudes playfulness of youth and extends the same in its product portfolio via vibrant colours and edgy designs. Over these years, the brand has successfully created its loyal base of customers across a network of 400+ EBOs, 1600 MBOs and LFRs and e-commerce stores and has been rated as one of the Top 5 Most Exciting Apparel Brands for last 3 years. The brand has created a strong connect with the youth in its early years, with established youth icons like Hrithik Roshan and later Ranbir Kapoor as its



Over the last few years, Wills Lifestyle has also successfully brought back into fashion Nehru jackets and bandhgalas with exquisite cuts, fits, fabric and style.

brand ambassador. This successful association strongly established the brand, true to the values it stood for with its targeted audiences.

- ▶ Exciting youthful range of clothing from John Players: Being a youth fashion apparel brand, John Players feels the pulse of today's youth and translates it into inspired fashion clothing that's vivid, vibrant and playful. The brand's comprehensive product portfolio encompasses a complete range of menswear – stylish and fashion infused formalwear, cool and relaxed casualwear or chic partywear, across its portfolio of suits, jackets, shirts, T-shirts, trousers and denims.

With Johnplayer Jeans as a brand extension in denims, the brand offers experimental washes, contemporary fits and edgy styling in denim wear. The brand has innovated with limited edition range of knitted denims, laser-printed denims, summer denims and more. The entire range of denims from the brand, have 'stretch' in their fabric as a mandatory feature.

- ▶ Brand engagement on digital ecosystems: With the re-definition of the marketing paradigm, and the arrival of the digital era, Wills Lifestyle and John Players have championed the digital movement as a game changer in the category. The brands have been consistently delivering greater buzz and engagement blending in fashion and technology for a greater connect with digitally savvy consumers of today. Both brands together, have a vibrant social media community of 16 lakh followers which add to the brand's conversations on a daily basis.

Wills Lifestyle has been a pioneer in bringing new age initiatives to the consumers. The brand has leveraged the association of Wills Lifestyle India Fashion Week exceedingly well on digital front – from first ever celeb tweets (Gul Panag) live from venue, RFID technology at the event to drones capturing the moments on ramp. Recently the brand's #WillsRockTheRamp (360 selfie booth) campaign won Silver and Bronze at the Goafest'15 and #WillsFashionTag campaign at WIFW won Gold in the event-based PR category at The Times of India, Big Bang Awards 2014.

On the other hand, John Players with its slew of digital initiatives to bring celebrity content has been a front runner amongst the youth brands. From Hrithik's

new cool moves video, Ranbir's New Face of Cool campaign to owning recent Friendship Day on Twitter with #ThoseFriendsWho campaign and #Buddiez activation ; John Players has been making waves across digital media platforms.

- ▶ Expanding retail and trade footprint across formats: Wills Lifestyle with its high fashion imagery and premium retailing ambience, has expanded to over 100 exclusive stores across 40 cities and more than 400 shop-in-shops in leading large format stores and multibrand outlets. Wills Lifestyle also continues its group synergies with presence in ITC Hotel's premium properties that cater to high-end business and leisure travellers. The brand has boutique stores in ITC Maurya in New Delhi, ITC Gardenia in Bengaluru, ITC Mughal in Agra, ITC Grand Central and ITC Maratha in Mumbai and ITC Grand Chola in Chennai.

John Players, being a youth brand in mid-priced segment is available in 400+ exclusive stores and 1600+ multibrand outlets and large format stores. The brand has created multiple formats for John Players EBOs for a superior consumer experience over the years and has also launched Johnplayers.Jeans exclusive store with a denim focussed retail identity which is more edgy and contemporary catering to younger customers.



Wills Lifestyle has made great advances in bringing the best of fashion delivered through top notch craftsmanship to its customers over the years be it luxurious formalwear, vibrant relaxedwear or chic eveningwear range.

Growth percentage during the last five years, and last fiscal:

We have been powering our brands in various geographies in India with 500+ stores across 250 cities, 2000+ multibrand outlets, key large format retail stores and leading e-commerce portals. The product portfolio of both brands has grown leaps and bounds across categories and occasions to fulfil the growing demand from our loyal members fuelled by younger demographics, growing disposable incomes and aspirations, greater embrace of self-indulgence.

In 2015, across both brands we opened more than 100+ exclusive stores of John Players and Wills Lifestyle apart from penetrating more of multibrand and large format retailers. These represent a refreshed and more contemporary retail identity for John Players, one

that makes shopping experience richer and more immersive. We are also opening John Players Jeans outlets/counters which is aiding further expansion given great acceptance of the denim extension from younger audiences. Simultaneously, we are looking to rapidly expand our brand footprint across key accounts and large format retailers like Shoppers Stop, Lifestyle, Reliance Trends, Pantaloons, etc. In the e-commerce ecosystem as well, John Players is making rapid progress, partnering with various key fashion apparel e-tailers like Myntra, Jabong, Flipkart, Snapdeal amongst others, besides driving own e-commerce platform.

Target set for 2010-15: We are looking forward to wow our consumers with fast fashion cycles leading to newer products at stores every month rather than every season which is the industry benchmark. This will enable variety and vitality of products in stores appealing to the consumer preferences and emerging fashion trends.

We are also looking to penetrate deeper in the tier II and III markets for both Wills Lifestyle and John Players. The business is tying up with master franchisees across regions to bring in greater local participation for faster execution.

5 main challenges during the last five years: Some of the key challenges which the industry faces include increasing real estate costs and availability of quality space in organized retail. Increasing online purchases from consumers is another change which we have embraced through partnering with the e-commerce portals and launching our owned e-commerce platforms.

Highlights of the year that was:

- ▶ Wills Lifestyle celebrated 15 years of fashion across its stores in 2015. As a part of the celebration, the brand blended fashion with technology yet again offering consumers with a never-seen-before experience at stores.
- ▶ Wills Lifestyle was rated as the Most Attractive Brand in the Branded Apparel Category by TRA Research Pvt Limited (Publisher of the Brand Trust Report) in



2015. Wills Lifestyle was also named Superbrand 2015 by the Superbrands Council of India.

- ▶ John Players launched a multi-media consumer engagement platform - "#John Players #Buddiez". John Players was rated as the 4th Most Exciting Brand in the apparel category in 2015's AC Nielsen-Brand Equity Survey.



612 LEAGUE



Manu Indrayan, CEO & Co-Founder
Mohita Indrayan, Chief Creative Officer & Co-Founder

Looking beyond

Target set for 2016-20: Financially, we want to emerge as the foremost Indian kidswear brand aiming at a turnover of ₹300 crore in next five years. From the marketing and HR perspective, we want to introduce innovative marketing strategies (both online and offline) through home grown icons and employ a young and motivated team.

As we expand our presence in the EBO segment, which are the exclusive outlets, we would be broadening the product offerings. As of now, we just have apparels but we are also planning to get into accessories,

innerwear like thermals, and eventually into shoes. We would also be adding products in the ethnic wear space as we aren't into it yet. In the next one year, we plan to expand our exclusive store presence by 50 more stores including 10-12 flagship stores.

Since we believe that a consumer brand today needs to be omni channel present, we are scaling up our presence across all retail formats including large formats, exclusive brand outlets, e-com portals, multi-brand outlets through distributors and agents.

Core focus areas that will drive growth:

- ▶ Exclusive brand outlets led by flagship stores at premiere locations.
- ▶ Digital retail led by own website and smart marketing strategies across established e-com portals.

Three steps to ensure growth in our niche:

- ▶ Expansion of exclusive store network.
- ▶ Expansion of supply chain network.
- ▶ Development of brand equity through innovative and smart marketing leveraging technology and consumer behaviour in the digital space.

Top three suggestions to Union Textiles Minister on the expected Textile Policy:

- ▶ Ease of movement of goods from various locations.
- ▶ GST – removing multiple taxation cascading effects.
- ▶ Recognition of brands as assets for funding purposes.

The one critical step that must be taken to ensure that India does not miss the bus to emerge as the textile giant it always shows the potential to be: Thrust on upper end of the value chain (garments/ made-ups) – skill development programmes, processing industries, professional education in apparel design, merchandising and marketing programmes. TUFS scheme benefits provided earlier mainly resulted in creation of surplus capacities in the spinning sector only. Government needs to lay emphasis on development of softer skills.



TRIVIA

FOR MEN

BY MANU INDRAYAN

Favourite shirt brand:
Brooks Brothers / Polo
(Ralph Lauren)

Favourite trouser brand: LP

Favourite tie brand:
Satya Paul / Salvatore
Ferragamo

Favourite Indianwear brand: None

Best 2 books read in 2015: *Rebooting India* by Nandan Nilekani & Viral Shah and *Scion of Ishkvaku* by Amish Tripathi

Resolution for 2016:
612 League to be made a household name.

FOR WOMEN

BY MOHITA INDRAYAN

Favourite

Westernwear brand:
Zara, Promod, Avirate

Favourite Indianwear brand (excluding sarees): AM:PM (Indo-westerns), prefer more customised Indianwear.

Favourite saree brand: Nalli

Favourite bag brand: Bottega Venetta, Prada

Best 2 books read in 2015: *Taj Trilogy of The Twentieth Wife*, *The Feast of Roses* and *The Shadow Princess*.

Resolution for 2016:
Professionally work toward making 612 League a household name in kidswear across India. Personally work towards a more healthy and fit lifestyle!

Looking back

Top 4 achievements during the last five years of this decade:

- ▶ 612 League was adjudged as India's top kidswear brand.
- ▶ It bagged prestigious awards like the 'Pinnacle Award' as the 'Best Brand' under the kidswear category for two consecutive years in 2012 and 2013 at Shoppers Stop.
- ▶ The Images Fashion Forum Award as the 'Best Performing Partner' with Reliance Trends for three years in a row: 2013, 2014 and 2015.
- ▶ Flipkart's Excellence Awards for a phenomenal performance as a seller.

Growth percentage during the last five years, and last fiscal: 77 per cent per annum for the last five years and 68.4 per cent for the last fiscal.

Target set for 2010-15: All targets achieved, in fact, surpassed. New targets set for 2015-16 on track.

7 main challenges during the last five years:

- ▶ Fund raising from banks in initial stages, leading to delay in product supplies at stores.
- ▶ Introducing the brand concept and convincing retailers to place the products in their stores.
- ▶ Establishment of a franchise network.
- ▶ Product quality and range development without sufficient minimum quantities leading to sub-optimal product design.
- ▶ Development and retention of manpower to maintain a dynamic organisation set-up.
- ▶ Managing growth through continuous scaling up of manufacturing capacity and building a vendor network.
- ▶ Fire in one of our production units just before festive season last year.

Highlight of the year that was: Focus on development of omni-channel capabilities. Special thrust was given to the e-com channel and 612 League was awarded the Flipkart's Excellence Award for a phenomenal performance as a seller.



BREAKBOUNCE



Sanjeev Mukhija, Managing Director

Looking beyond

Target set for 2016-20: To become a national brand with pan India footprint and brand awareness.

Core focus areas that will drive growth:

- ▶ Awareness, impact ad engagement of our core TG.
- ▶ Launch of the brand's own e-commerce.
- ▶ Scaling the retail footprint through expansion of EBOs to key markets.
- ▶ Technology integration to product and marketing.

Three steps to ensure growth in our niche:

- ▶ Curated fashion lines keeping the consumers at the heart of the all marketing and design initiatives.
- ▶ Engaging marketing activities.
- ▶ Tech-integration with marketing efforts and innovation.

Given one wish to change, I would change: Excessive discounting as it dilutes the brand and product value.

The two critical steps that must be taken to ensure that India does not miss the bus to emerge as the textile giant it always shows the potential to be:

- ▶ Government's contribution in waving duties and promoting FDI in the sector.
- ▶ Government support to create jobs in the sector.

Top three steps on the anvil to decrease carbon footprint:

- ▶ Used water from our factory is being recycled to be used in gardens and toilets.
- ▶ Garment waste is being used to create recycled bags/rags.
- ▶ Used paper is recycled as well.



Looking back

Top 3 achievements during the last five years of this decade:

We are the only brand to bring Streetwear to Indian youth.

Our design is in sync with international fashion, bringing progressive fashion to the Indian market in styles and designs that are at least 2 seasons ahead as compared to other brands in a similar category.

- ▶ We launched our first EBO in Baroda and there are more to come this coming year in key markets. This gives us an edge to directly reach out to our own consumers.
- ▶ Successfully building a growing community online that thrives by Breakbounce not just for fashion but for an experience.
- ▶ Brand has built a strong youth connect.

Growth percentage during the last five years, and the last fiscal: 30 per cent year-on-year.

Target set for 2010-15: ₹100 crore in 2017.

5 main challenges during the last five years:

- ▶ Heavy discounting in major e-commerce portals and change in consumer behaviour with respect to pricing.
- ▶ Extreme clutter in media placements.
- ▶ Customer behaviour is moving away from brand loyalties. New innovative communication/marketing is a challenge to keep up with what I'd call fast moving consumers now.

Highlights of the year that was:

- ▶ Launch of Breakbounce's denim collection and footwear collection.
- ▶ Launch of Breakbounce's EBO in Baroda.



TRIVIA

MEN

Favourite shirt brand: Scotch & Soda

Favourite trouser brand: Breakbounce Streetwear

Favourite tie brand: Thomas Pink

Favourite Indianwear brand: FabIndia

Best 2 books read in 2015: *Fanny and Zooney* & *Noble House*

Resolution for 2016: Work hard. Party harder.

WOMEN

Favourite Westernwear brand: Mango

Favourite Indianwear brand (excluding saris): FabIndia

Favourite bag brand: Hidesign

Best 2 books read in 2015: *Looking for Alaska*, *Kafka on the Shore*

Resolution for 2016: Practice yoga daily



20DRESSES.COM



Sumant Kasliwal, Founder & CEO

Looking beyond**Target set for 2016-20:**

- ▶ Complete behavioural change: To change the way how fashion is consumed leveraging technology.
- ▶ Become the largest and smartest Indian fashion brand by 2020.
- ▶ Organisation: Build a most happy and innovative place to work for.

Core focus areas that will drive growth:

- ▶ Deep personalisation using technology.
- ▶ Product innovation.
- ▶ Speed: Bring trending fashion to consumers at lightning speed.

Three steps to ensure growth in our niche:

- ▶ Technology
- ▶ Speed
- ▶ Investment in building better working environment for employees.

Top two suggestions to the Union Textiles Minister on the expected Textile Policy:

- ▶ Boost research and innovation in textile manufacturing, tax breaks, and investments.
- ▶ Simplify labour laws.

The one critical step that must be taken to ensure that India does not miss the bus to emerge as the textile giant it always shows the potential to be:

High focus and emphasis in using technology to boost innovation.

Looking back**Top 5 achievements during the last five years of this decade:**

- ▶ After 10 years of deliberation, left a high profile investment job to pursue dreams of starting up.
- ▶ Building an excellent team of co-workers at 20Dresses.com.
- ▶ Converting top industry professionals as believers in 20Dresses concept and having them as investors in the company (including BS Nagesh, non-executive chairman, Shoppers Stop).
- ▶ Breaking a myth that fashion e-commerce cannot be profit making. We are!
- ▶ After 4 years of starting up, still managing to retain my sanity.

Growth percentage during the last five years, and last fiscal: We have grown 300 per cent in last fiscal.

Target set for 2010-15: Target to enter women's formalwear is yet to be achieved. We also expect to enter other genres viz women's ethnicwear, men's, kids' and international markets in 2016-17.

5 main challenges during the last five years:

- ▶ Entering fashion business as complete outsider. Building from scratch.
- ▶ High integration of technology in understanding consumer behaviour and entire supply chain processes.
- ▶ Building scale along with ensuring profitability and customer delight.
- ▶ Recruiting top talent.
- ▶ Managing supply chain and supernormal growth at the same time.

Highlight of the year that was: Building a robust fashion personalisation platform for consumers.

TRIVIA**MEN**

Favourite T-shirt brand: Banana Republic

Favourite denim brand: Diesel

Favourite tie brand: I don't wear a tie!

Favourite Indianwear brand: Sadly none!

Best 2 books read in 2015: *Hard Things about Hard Things* by Ben Horowitz and *Bold* by Peter Diamandis and Steven Kotler

Resolution for 2016: Make my team and customers happier

SAIESTA.COM



Rajat Sikka, Managing Director

Looking beyond

Target set for 2016-20:

Want to sell more than 2000 garments per day.

Core focus areas that will drive growth: Pricing, keeping it low and affordable.

Three steps to ensure growth in our niche: Better Internet connectivity in tier II & III cities, better bandwidth speed and more credit card penetration among women.

Top suggestion to the Union Textiles Minister on the expected Textile Policy:

Regulatory hurdles should be lessened for known and established brands.

The one critical step that must be taken to ensure that India does not miss the bus to emerge as the textile giant it always shows the potential to be: Better infrastructure and more sops for garment manufacturers.



TRIVIA

MEN

Favourite shirt brand: Ermenegildo Zegna

Favourite trouser brand: Burberry

Favourite tie brand: No favourites

Favourite Indianwear brand: Raghavendra Rathore

Best 2 books read in 2015: *Edge of Eternity* by Ken Follet and *What you're really meant to do* by Robert Kaplan

Resolution for 2016: Go to the gym much more

WOMEN

Favourite Westernwear brand: Isabel Marant

Favourite bag brand: Dior

Looking back

Top 5 achievements during the last five years of this decade: Initiated ESOP for employees, 92 per cent shipment on time, less than 2 per cent returns, initiated an in-house matrix for employee rating, and managed to slash our overheads by 7 per cent.

Growth percentage during the last five years, and last fiscal: More than 200 per cent for the last five years and for the last fiscal by 70 per cent.

Target set for 2010-15: As a young brand, the idea is to grow internationally across 8 to 10 countries.

5 main challenges during the last five years:

Inflationary pressures, recruitment of quality staff, challenges in technology, making sure that our platform is user-friendly, and regulatory hurdles.

Highlight of the year that was: Launching the brand in various market places and a sharp increase in sales.

YELLOWFASHION.IN



Darshan Patodi, Co-Founder

**Looking beyond**

Target set for 2016-20: By 2020, we want to grow more than 10 times of our current FY15-16 numbers.

Core focus areas that will drive growth: Building a team and an infrastructure for the current projected scale.

Two steps to ensure growth in our niche: Building better payment and delivery infrastructure in remote tier III & IV markets in India should fuel the growth which the textile industry needs as the demand will explode and the infrastructure should support the growth which mobile connectivity will fuel from these markets.

Top two suggestions to the Union Textiles Minister on the expected Textile Policy: Top suggestions are opening up FDI and policy clarity on e-commerce.

Looking back

Top achievements during the last five years of this decade: Launch of Yellowfashion.in was the biggest step which we took around 4 years back, crossing the 100,000 women customer base in 2015 and the recent launch in Sri Lanka is another big achievement for us.

Growth percentage during the last five years, and last fiscal: We have maintained 100 per cent growth year-on-year in the last 4 years and we wish to continue the same going forward.

Target set for 2010-15: We aspire to grow 200 per cent in FY15-16 but looks that we'll miss this and will chase next year.

3 main challenges during the last five years: Top of mind challenges are scaling up, hiring and growing the right team, and meeting customer expectations consistently.

Highlight of the year that was: Achievement of 100,000 women customers from India and the trust and relationship we have been able to build with them.

TRIVIA**FOR MEN BY PALLAVI PATODI**

Favourite shirt brand: Louis Philippe
 Favourite trouser brand: Van Heusen and Indian Terrain
 Favourite tie brand: Zodiac
 Favourite Indianwear brand: Millenium
 Best 2 books read in 2015: *Zero to One* and *Selling the wheel*
 Resolution for 2016: To learn salsa and yoga

FOR WOMEN**BY DARSHAN PATODI**

Favourite Westernwear brand: Ginger and Forever
 Favourite Indianwear brand (excluding sarees): Biba
 Favourite saree brand: Yellowfashion
 Favourite bag brand: Esbeda

LECTRA



Daniel Harari, CEO



TRIVIA

MEN

Favourite shirt brand:

Loro Piana

Favourite trouser

brand: Brioni

Favourite tie brand:

Hermès

Best 2 books read in

2015: *Lontano* by Jean-

Christophe Grangé and

Maleficio by Donato

Carrisi

Resolution for 2016:

Eat healthier

Looking beyond

Target set for 2016-20: Our target is to increase our leadership, become a two-digit growth company and develop a SaaS offer.

Core focus areas that will drive growth:

Five accelerators will drive Lectra's growth, namely, emerging countries, together with the industrial revival in the United States and other developed countries; the automotive market—an industry currently experiencing far-reaching technological and geographical change; the leather market, thanks to the revolutionary new range of Versalis automated cutters; PLM for fashion and apparel offering collaborative solutions facilitating collection management; and, finally, 3D technology for fashion and apparel, the new universal product development solution.

- ▶ Of the eight economies forecast to account for half of global growth in the current decade, China alone is expected to represent a third of potential growth in Lectra's activity over the next two years

and into the medium term, followed by South Korea. Looking further ahead, Brazil, Mexico and Turkey—where Lectra already holds a strong position, but where the current economic situation is difficult—are expected to increase their contribution.

- ▶ The main contribution from developed countries will come from the United States, Germany, Italy and France, gradually picking up momentum in the medium term.
- ▶ The automotive market's share is expected to increase further, under the combined impact of expanding markets in emerging countries, the rising proportion of leather-upholstered car interiors, and the growing use of airbags, in 2015-2016 as well as in the medium term.
- ▶ Growth in the leather market will be essentially concentrated in the automotive sector, with slower uptake of new technologies in the furniture and fashion markets.

- ▶ In the fashion and apparel markets, market globalisation, the rise in consumption in the emerging countries and in internet sales are all expected to boost sales of PLM software in the coming years. On the other hand, adoption of 3D technology could proceed more slowly than forecast, but will pick up in the medium term. This technology represents an unavoidable revolution for businesses, which will prompt a radical rethink of their development methods so that they can take full advantage of the benefits it brings.

Three steps to ensure growth in our niche: Innovative cutting room, PLM and 3D technology are three keys assets to support fashion and apparel manufacturers' growth.

Given one wish to change, in our niche, it would be: Be able to develop more strategic and less tactical plans with our customers.

The one critical step that must be taken to ensure that India does not miss the bus to emerge as the

textile giant it always shows the potential to be: We would like our Indian customers to focus on providing more value to their customers and developing a long-term strategic plan, rather than reducing costs. To achieve these goals, they should rely on innovation and technology. In India, Lectra has created interest among premium customers who can see the benefits of using technology and can take the market to the next level. Lectra provides the best value for money, quality and productivity. We believe in the Indian market but compared to other countries like China, there is still a gap. This gap will only be bridged if Indian manufacturers understand the value of innovated technology. Basic technology with lower investments are cheaper, but very often, at the end what first appeared to be cheaper becomes finally more expensive.

Top three steps on the anvil to decrease carbon footprint: As Lectra cutters are eco-friendly, we are already decreasing our carbon footprint.

Looking back

Top 5 achievements during the last five years of this decade: During the last five years, Lectra has renewed its offer, bolstered its premium positioning, increased its lead over competitors and won market share. Last but not least, the acceleration of the company's transformation plan has enabled it to prepare for new challenges in the post-crisis economy and seize the resulting opportunities.

Growth percentage during the last five years, and last fiscal: The growth percentage of Lectra revenues during the last five years is 11 per cent. For the last fiscal year the growth percentage of Lectra revenues corresponds to 4 per cent.

Target set for 2010-15: Lectra decided at the end of 2011 to give precedence to its long-term strategy and accelerate the company's transformation. We wanted to prepare the company for the challenges of the post-crisis economic landscape and enable it to seize the resulting opportunities. We committed to €50 million investments for the future over the 2012-15 period, with three objectives: to strengthen our worldwide sales and marketing teams significantly, as our software R&D teams, keep innovation at the heart of our strategy, and accelerate our investments in marketing.

Investments in marketing have enhanced Lectra's image and raised its profile, thanks in particular to our new lectra.com website, increasingly rich customer testimonials and a global communications campaign in the fashion and apparel sectors.

We reviewed our transformation plan at the end of 2014 to readjust our hiring among the different geographic markets and market sectors, and also to increase the number of pre-sales consultants, a vital evolution given the growing strategic importance for the company's customers in investing in Lectra technologies.

The transformation plan will be almost completed at the end of 2015, with a reallocation of resources toward the most strategically important activities as well as the geographical markets and market sectors with the greatest growth potential.

5 main challenges during the last five years: Accentuate Lectra's technological leadership and the high value of its product and service offer; strengthen its competitive position and its long-term relationships with customers; accelerate organic growth; boost profitability by regularly increasing the operating margin; and generate free cash flow in excess of net income thus self financing its future growth were Lectra's main challenges during the last years.

Highlight of the year that was: During 2015, Lectra has continued to invest strongly in technology. Thanks to its strong investments Lectra has been able to go a step further in terms of innovation by launching, for example, new versions of its Lectra Fashion PLM solution and DiaminoFashion, its marker-making solution, both dedicated to the needs of the fashion and apparel companies. Combined with reinforced business expertise and change methods based on Lectra's 40 years' experience in the fashion and apparel industry, Lectra was, in 2015, the perfect partner of fashion brands and retailers who wanted to meet the challenges of today's modern fashion market and remain competitive. 

Interviews: Mary Christine Joy, Hiral Oza, Rohit Mergu

