INVESTOR UPDATE



Q 4 F Y 2 5 | F Y 2 5 M A Y 2 0 2 5

Safe Harbour

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Figures have been rounded off to the nearest Cr/Mn except otherwise stated

Previous period figures have been re-grouped/ reclassified wherever necessary, to confirm to current period's classification and the impact of the same is not considered to be material.



Snapshot of Performance

Two Strategic Developments
Shaping the Industry

113 Performance Overview

Augmenting Operations & Profitability

555 Journey Update(Commenced 2 years back)

Snapshot of Performance

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555 Journey Update(Commenced 2 years back)

Key Highlights

- 1. Clocked GMV of ₹ 18,744crs (\$2,217mn) for FY25 growth of 25% y-o-y
- 2. Reported topline of ₹12,578crs (\$1,487mn) for FY25; a y-o-y growth of 21% with a PAT growth of 19% y-o-y
- 3. Growth achieved across all geographies; the Americas leading with a growth of 39% y-o-y, reflecting strong regional performance
- 4. Order book in early April stands strong at +\$600 million, translating to a growth of 14% compared to the same period last year
- 5. Global headwinds continue to pose continued challenges & opportunities; however, proactive steps have been taken to drive strategic objectives
- 6. UK-India FTA unlocks a powerful growth runway for manufacturing and strategic sourcing from the region
- 7. US tariff developments effectively managed through strategic negotiations, ensuring stability and continued growth
- 8. Cost optimization initiatives, supported by BCG along with recalibration of short-term strategy has been set in motion. Results beginning to be visible
- 9. 555 Journey GMV build up shaping up, profitability to follow





Financial Snapshot (Q4 FY25 | FY25)







₹ IN CR AND \$ IN MN, UNLESS MENTIONED OTHERWISE

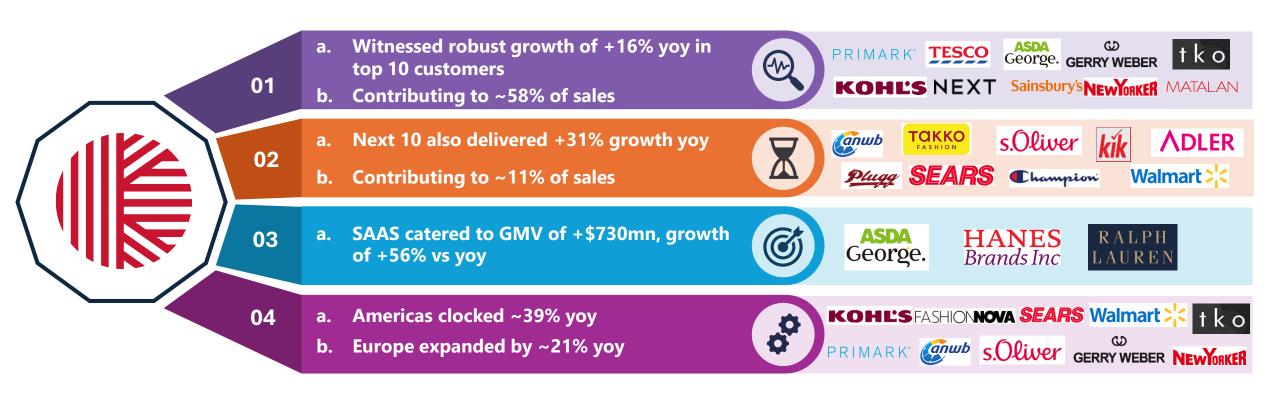




19% ROCE based on reported



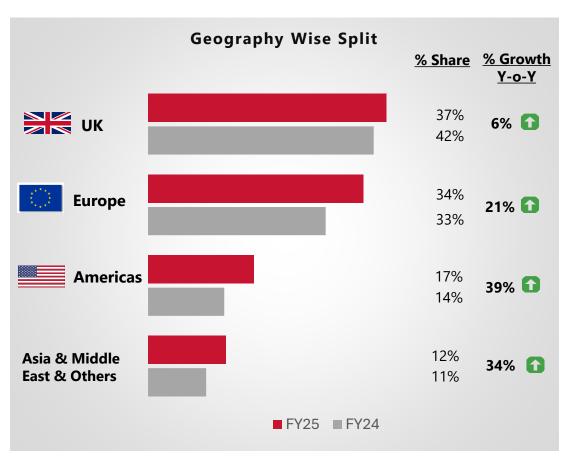
Continued Growth Trajectory Across Customers, Services & Geographies FY25 over FY24

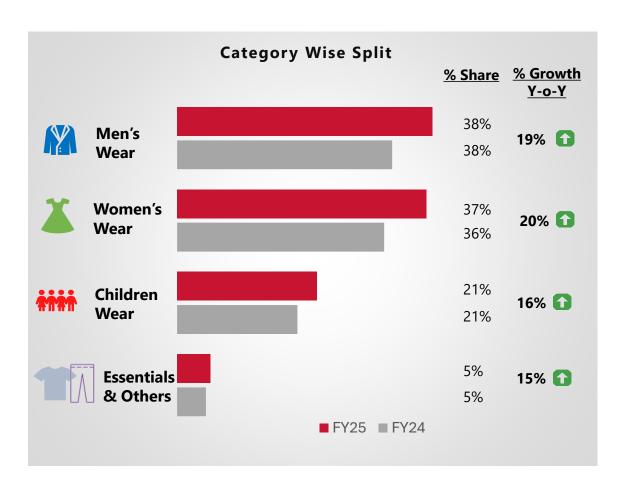




Revenue Break-up: Geography & Category (FY25)

Growth Witnessed Across Geographies and Categories





UK delivered growth of 26% on GMV basis YoY

Snapshot of Performance

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555 Journey Update(Commenced 2 years back)



Two Key Global Trade Developments Shaping the Textile & Apparel Market UK-India FTA Unlocking New Growth Opportunities in the Region

- 1. Post-Brexit, the UK is actively seeking to deepen trade with Commonwealth and South Asian economies to diversify from EU dependency
- 2. Indian exports to the UK faced tariffs of ~8–12%
- 3. Significantly reduce or eliminate these duties
- 4. Indian textiles and apparel players are expected to be among the key beneficiaries

Implications for the Apparel Sector

- 1. Improved Price Competitiveness for Indian apparel exporters in the UK market
- 2. Increased Export Volumes anticipated as demand for Indian-made products grows.
- 3. Compliance and Sustainability will be critical to meeting UK buyers' expectations post-FTA

PDS Advantage

- 1. Established UK Customer Relationships enable immediate scale-up of supply
- 2. Leveraging manufacturing footprint to drive higher sourcing positions us to capitalize on FTA-led demand surge
- 3. Sustainability & Traceability across our supply chain supports buyer priorities in the UK market





Well Poised to Leverage our Customer Relationship in UK

Potential to Significantly Scale Up Current GMV

KEY CUSTOMERS

PRIMARK[®]



RIVER ISLAND PEACOCKS





GMV Currently Managed In The Region



Catering To Multi-Category Sourcing

~78%	Apparel		% of GMV
~22%	Home Textiles	Home	General Merchandise

Multi-country Sourcing & Now Scaling India

- Established India sourcing footprint
- Recently acquired India based Knit Gallery to further drive scale



Acquisition of Manufacturing Business in India

Key milestone to expand sourcing footprint & cater to PDS' large customer base across UK









About Knit Gallery

- 1. Manufacturer and exporter of knitwear apparel products catering to men, women and children's categories
- 2. Production Capacity of 40+mn pieces a year, 14 manufacturing units and 4 warehouses
- 3. Largely 100% exports to customers in Germany, US and UK
- 4. Workforce: +3,000
- 5. Long term arrangement on +10-acre land parcel can enable doubling existing capacity at relatively low capex

Key Customers





Deal Update

- 1. Completed the acquisition of 55% stake in Knit Gallery Private Ltd
- 2. Equity consideration of \$4.6 (₹40cr) for 55% stake, payable over three tranches over next 12 months
 - 1. Of the above, upfront payment of \$2.8mn (\$24cr) done
 - 2. Business Transfer Consideration: ₹34 crore payable by KG to the Firm over 3 years
- 3. Onboarding & Integration is currently in process

PRIMARK[®]



Well positioned to enable PDS UK customers (~\$1bn of GMV) to establish and strengthen their sourcing base in India



Two Key Global Trade Developments Shaping the Textile & Apparel Market

U.S. Tariffs Impacts Creating Disruptions while also creating new opportunities

- 1. Continued Tariffs on China: The US has maintained or increased tariffs on Chinese textiles and apparel; some new categories have seen hikes in 2024–25
- 2. India & Vietnam Benefitting: India, Vietnam, Bangladesh, and other Southeast Asian countries have seen a relative advantage as buyers seek alternatives to China
- **3. Focus on 'Nearshoring':** US retailers are diversifying sourcing to Latin America (e.g., Mexico, CAFTA countries) to reduce exposure to tariffs and long lead times

Implications For The Sector

- 1. Increased cost pressures for US importers reliant on Chinese sourcing
- 2. Realignment of global supply chains with more orders flowing to alternative regions
- 3. Brands emphasizing flexibility, speed-to-market, and cost control in supplier selection

PDS Advantage

- 1. Diversified Sourcing Base: Presence across South Asia, Southeast Asia, and other low-tariff regions
- 2. Agility & Compliance: Ability to shift sourcing rapidly to regions with favorable trade terms
- 3. Opportunity Creation: Potential to attract global brands seeking tariff-optimized, compliant sourcing partners





North America Strategy

Progress thereof & Recalibration Underway



Latin AmericaNew Sourcing Region



Egypt

New Sourcing Region



INDIA

Vietnam

New Sourcing Region

Well Poised For United States

- Established a multi-country sourcing catering to the US region
 - Bangladesh | Vietnam | Sri Lanka | Turkey
- Other capabilities include
 - Cutting Plant & Sampling Room in Turkey
- Expanding sourcing in Egypt, Latam and India
 - In India, acquisition of Knit Gallery to further bolster sourcing
- Now strengthening the front end for garnering higher share





Strengthening the US Strategy – Foundry Group

Leveraging existing teams & structure with Foundry



Foundry Group - Global Supply Chain (HK) Ltd (GSCL)

Intimates Innovation Centre

Denim Lab

Sample **Production** Centre

Design Studio













Customers



SUPERORDINARY





About Foundry Group - Global Supply Chain (HK) Ltd (GSCL)

- Full-service agency / FOB / DDP partner for global customers
- Multi-category expertise including in Intimates, Performance, Sports, Swim, Woven tops and dresses, Denim & Woven Bottoms, Knits & Sweaters
- MOU signed with PDS
- Geographical Footprint covering Asia to Africa including R&D Facilities

Synergies with PDS

- Michael Yee experience across key customers (Walmart, GAP, PVH, etc.)
- Factory relationships
- Adds a new category of specialist activewear and intimates to PDS portfolio
- 4. New Customers added to PDS portfolio
- Team already setup
- Continuity of U.S. business after restructure of existing North America entities
- Consolidating efforts under one team enables to drive a focused approach





PDS Sourcing & Manufacturing Game Plan for UK & US











Sri Lanka

India

Vietnam

Egypt

Sourcing

+\$1.2bn

+\$95mn

+\$95mn Further augmenting sourcing operations leveraging manufacturing footprint

~\$10mn Office was set up 4

years back has now become profitable & targeting to double up

Team on Board

Team on Board

Manufacturing



\$93mn



\$15mn*



\$40mn



Current Order book strong. +10 acres land parcel available under long term arrangement, option to quickly scale up in the future

Potential to scale manufacturing through acquisition of smaller units in the long term

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555 Journey Update(Commenced 2 years back)



Profit and Loss (consolidated in ₹ CR)

PARTICULARS		QUARTI	ER ENDED		GROWTH FULL YEAR		R ENDED GROWTH	
(₹ IN CRS., UNLESS MENTIONED OTHERWISE)	31-Mar-25	31-Dec-24	GROWTH (%) Q-O-Q	31-Mar-24	(Y-o-Y)	31-Mar-25	31-Mar-24	(Y-o-Y)
Gross Merchandise Value	5,006.7	4,402.3	14%	4,526.6	11%	18,744.1	15,048.1	25%
Income From Operations	3,525.8	3,124.9	13%	3,215.2	10%	12,578.0	10,372.6	21%
COGS	2,825.0	2,487.9	14%	2,575.9	10%	10,047.1	8,261.8	22%
Gross Profit	700.8	636.9	10%	639.2	10%	2,530.9	2,110.9	20%
Gross Margin (%)	19.9%	20.4%	-51 bps	19.9%	-1 bps	20.1%	20.4%	-23 bps
Employee Expenses	325.9	321.2	1%	281.7	16%	1,210.8	979.5	24%
Other Expenses	235.6	220.2	7%	243.9	-3%	863.0	739.4	17%
EBITDA	139.3	95.5	46%	113.6	23%	457.1	392.0	17%
EBITDA Margin (%)	4.0%	3.1%	89 bps	3.5%	42 bps	3.6%	3.8%	-14 bps
Depreciation	35.5	26.6	34%	26.4	34%	110.7	93.4	19%
Other Income	9.4	9.0	5%	5.8	64%	49.5	34.7	43%
ЕВІТ	113.3	78.0	45%	93.0	22%	395.9	333.2	19%
EBIT Margin (%)	3.2%	2.5%	72 bps	2.9%	32 bps	3.1%	3.2%	-6 bps
Finance Costs	29.5	30.1	-2%	27.8	6%	126.5	107.0	18%
Profit Before Tax & Associates & Jv	83.8	47.9	75%	65.1	29%	269.4	226.2	19%
Add: Profit/(Loss) Of Associates & Jv	0.3	-0.7	0%	4.6	-94%	-0.9	6.2	-115%
Profit Before Tax	84.1	47.2	78%	69.7	21%	268.5	232.4	16%
Tax Expenses	9.5	4.7	103%	4.3	120%	27.1	29.7	-9%
Profit After Tax	74.6	42.5	76%	65.4	14%	241.4	202.7	19%
PAT Margin (%)	2.1%	1.4%	76 bps	2.0%	8 bps	1.9%	2.0%	-3 bps
- Owners Of The Company	40.3	24.9	62%	45.8	-12%	156.9	144.2	9%
- Non - Controlling Interest	34.3	17.6	95%	19.6	75%	84.5	58.4	45%

COMMENTARY

- GMV increased by 25% YOY for FY25 and 14% in Q4FY25 vs Q3FY25
- Topline witnessed growth of 21% YOY and 13% in Q4FY25 vs Q3FY25
- Gross Profit increased by 20% YOY in FY25
 - Margins have declined by 23bps in FY25 mainly due to the impact of decline in agency business (Excluding agency business would notice an improvement of 45bps)
- EBITDA increased by 17% YOY for FY25 and 46% in Q4FY25 vs Q3FY25
- Reported PAT increased by 19% in FY25 and 76% in Q4FY25 vs Q3FY25

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Performance Overview of Top 10 Sourcing Verticals*

Over 75% of Total Topline (Despite 13% topline growth with 4 out of Top 10 report decline in PBT)

\$ IN MN, UNLESS MENTIONED OTHERWISE

VERTICALS	KEY COUNTRY		REVENU	E			PBT	
VERTICALS	KEY COUNTRY	FY25	FY24	Growth Yo	Y (%)	FY25	FY24	Growth YoY (%)
	UK	265	240	10.4%	1	20	17	12.3%
simple approach	UK	206	153	34.5%	1	13	8	67.2%
T ECHNO design	Germany	138	112	22.4%	1	5	4	17.0%
KR/YONS	US	97	67	44.0%	1	8	4	116.3%
Twins Asia LIMITED	UK	93	131	-28.6%	\downarrow	1	8	-80.6%
N ®RLANKA	UK (Sri Lanka focussed)**	90	85	5.7%	1	4	6	-30.1%
spring	UK (Turkey focussed)**	67	60	13.3%	1	1	1	124.3%
Ana Stan	EU (China focussed)**	62	51	21.7%	1	2	-1	375.9%
KSL KEIDER SOVECHOLITE. Consent of Picil delinational Group	Germany	56	53	5.2%	1	4	5	-18.6%
2amra Fashion Limited	EU	43	37	16.0%	1	0	2	-72.6%
	Total Top 10	1,116	988	12.9%		59	53	10.7%



Investment in New Verticals (figures in ₹ cr)

PARTICULARS (₹ IN CR, UNLESS MENTIONED OTHERWISE)	Full Year		GROWTH
	FY 25	FY 24	(Y-O-Y)
Total Revenue	12,578.0	10,372.6	21%
Revenue from New Verticals	665.7	226.2	194%
Revenue from Existing Verticals	11,912.3	10,146.5	17%
EBITDA	457.1	392.0	17%
% EBITDA Margin	3.6%	3.8%	-14 bps
Investments in New Verticals through P&L	(162.4)	(103.7)	57%
EBITDA prior to Investments in New Verticals	619.5	495.7	25%
% EBITDA Margin prior to Investments in New Verticals	5.2%	4.9%	32 bps
Profit After Tax	241.4	202.7	19%
% PAT Margin	1.9%	2.0%	-3 bps
Impact of New Verticals	(175.0)	(112.4)	56%
PAT prior to Investment in New Verticals	416.3	315.1	32%
% PAT Margin prior to Investment in New Verticals	3.5%	3.1%	39 bps

SNO	KEY FOCUS AREAS OF GROWTH*	FY25	FY24
1	Design Led Sourcing (Flipkart, Myntra, Primark India, Knitwear, Tailoring)	_	
2	Design Services (DBS Lifestyle, DSGN)		
3	Brand Management (DA Brands, Luminoso, Roksanda, Moda & Beyond)	71%	64%
4	Product (Angelic Partners, Brand Collective, Design Arc Home)	_	
5	North America (North America, Fashion Nova)		
6	Manufacturing (Nodes, Norlanka Cutting Plant)		
7	Sustainability (Positive Material, Upcycle labs)		2.50/
8	Procurement (Central Procurement Team)	- 29% -	36%
9	Growth Team set up for new initiatives		
	TOTAL	162	104



Balance Sheet (CONSOLIDATED IN ₹ CR)

PARTICULARS	AS C	N
(₹ IN Crs., UNLESS MENTIONED OTHERWISE)	31-Mar-25	31-Mar-24
Non-Current Assets	1,226.1	1,111.3
Current Assets	3,512.0	2,950.6
Inventories	483.4	328.6
Trade Receivables	1,859.9	1,677.1
Cash & Bank Balances	737.4	684.1
Other Current Assets	431.2	260.7
Total Assets	4,738.0	4,061.9
Total Equity	1,716.3	1,245.7
Non-Current Liabilities	227.7	152.0
Borrowings (Long Term)	118.6	45.5
Other Non-Current Liabilities	109.1	106.5
Current Liabilities	2,794.1	2,664.2
Borrowings (Short Term)	992.6	897.4
Trade Payables	1,507.1	1,504.2
Other Current Liabilities	294.4	262.6
Total Equity & Liabilities	4,738.0	4,061.9

PARTICULARS	AS	ON
(₹ IN Crs., UNLESS MENTIONED OTHERWISE)	31-Mar-25	31-Mar-24
Inventory Days	18	15
Debtor Days	54	59
Payable Days	55	66
NWC Days	17	7
Total Debt	1,111	943
Net Debt	374	259

LEVERAGE RATIOS

• Net Debt / Equity: 0.2x

• Net Debt / EBITDA: 0.8x

RETURN TO STAKEHOLDERS

• Reported ROCE: 19%

• ROCE (Adjusting New Verticals): 27%

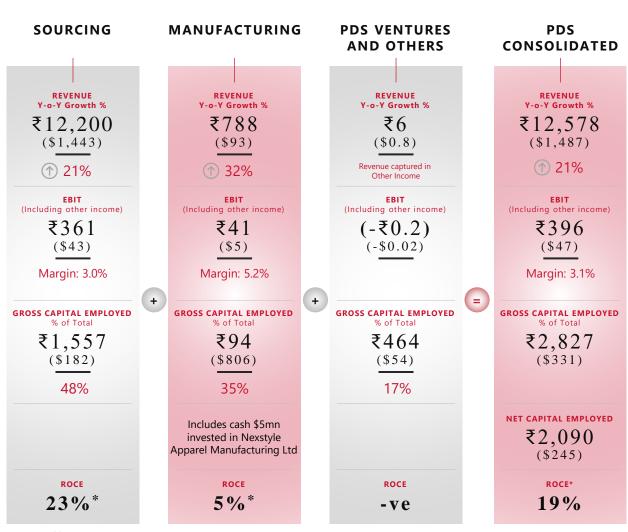
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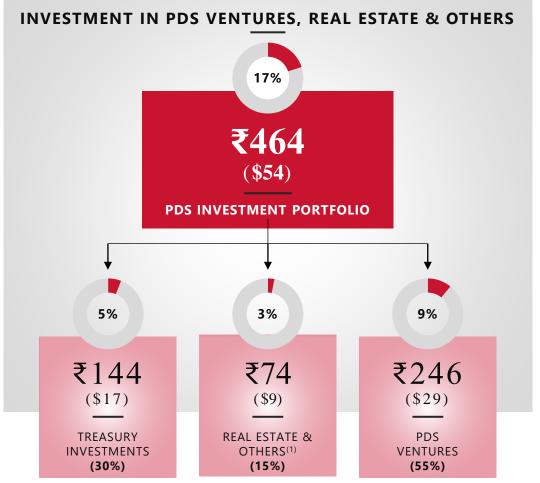
Note: Ratios based on INR values



Segmental Performance at a glance fy25

₹ IN CRORE AND \$ IN MN, UNLESS MENTIONED OTHERWISE





Note: (1) Excludes HK real estate property used for operating purposes at a book value of ₹26cr (\$3mn) and recently acquired UK property book value of 176crs (\$21mn) which is intended for operating purposes

Note:

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Cash Flow Statement (consolidated in ₹ crs)

DARTICH ARC (X R.I.C. LINES OF MENTIONER OTHERWISE)	For the p	period	
PARTICULARS (₹ IN Crs., UNLESS MENTIONED OTHERWISE)	31-Mar-25	31-Mar-24	
A. Cash Flow From Operating Activities			
Profit Before Tax	268	232	
Depreciation & Amortization Expenses	111	93	
Finance Costs	127	107	
Fair Value (Gain)/Loss On Financial Assets Measured At Fvtpl	-17	-1	
(Increase)/Decrease In Net Current Assets & Others	-525	-242	
A. Total Cash Flow From Operating Activities	-37	190	
B. Cash Flow From Investing Activities			
Capex (Includes Uk Property)	-144	-167	
Investment In Bank Deposits	-79	-8	
Venture Tech & Treasury Investments	-51	12	
Investment In Jvs & Subsidiaries & Others	-6	-167	
Interest & Dividend Received	22	15	
B. Total Cah Flow From Investing Activities	-258	-314	
(A+B) Total Cash Flow From Operating & Investing Activities	-295	-125	

PARTICINADO (X D. C IDA ECO MENTANIED OTREDUIGE)	For the	period
PARTICULARS (₹ IN Crs., UNLESS MENTIONED OTHERWISE)	31-Mar-25	31-Mar-24
C. Cash Flow From Financing Activities		
Proceeds From Borrowings (Net)	274	240
Proceeds From Issue Of Share Capital / ESOPS	431	13
Interest Paid	-126	-107
Payment Of Dividend To Equity Shareholders	-65	-54
Payment Of Dividend To Non - Controlling Interests	-71	-91
Payment Of Principal Portion Of Lease Liabilities	-40	-40
C. Total Cash Flow From Financing Activities	403	-38
(A+B+C) Net Increase / (Decrease) In Cash & Cash Equivalents	108	-163
Foreign Exchange Fluctuation	-8	6
Add: Cash At The Beginning & Cash Of Acquired Business	328	486
Add: Bank Overdraft	8	134
Cash & Cash Equivalent At The End	435	461

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555 Journey Update (Commenced 2 years back)



Strategic Actions for Augmenting Profitability& Capital Allocation

Business Related Strategic Actions to Drive Profitability

Recalibrate New Verticals

- 1. FY25 Topline of \$78mn at a cost of \$21mn P&L Investments across 25+ verticals
- 2. Verticals being closely monitored or proactively restructured
- 3. Clear mandate to Business Heads meet budget or cut cost or fund losses
- 4. North America Strategy Recalibrated (P&L Investment of \$5.1 mn over 2 years) being reorganized under Michael Yee

Reorganize Existing Verticals

- 1. Drive growth, operating efficiency & profitability
 - a. Drive Higher Profitability in top verticals
 - b. Cost optimization
 - c. Evaluate the Tail Merge or Shut Down
- 2. Reorganization proactively underway across three verticals
- 3. Cut Make Trim (CMT) in Turkey set up for better margins
- 4. Supply chain strengthened for Sri Lanka operations

Restrategise New Lobster

- 1. Invested \$18 mn now need to squeeze out profitability
- 2. Agency Business impacted by bankruptcy filed by retail partners
- 3. Wholesale business been significantly strengthened
- 4. Focused discussions underway on strategy and plan ahead
- 5. Driving better cash conversion cycle
 - 1. Higher receivable discounting
 - 2. Better payment terms from vendors

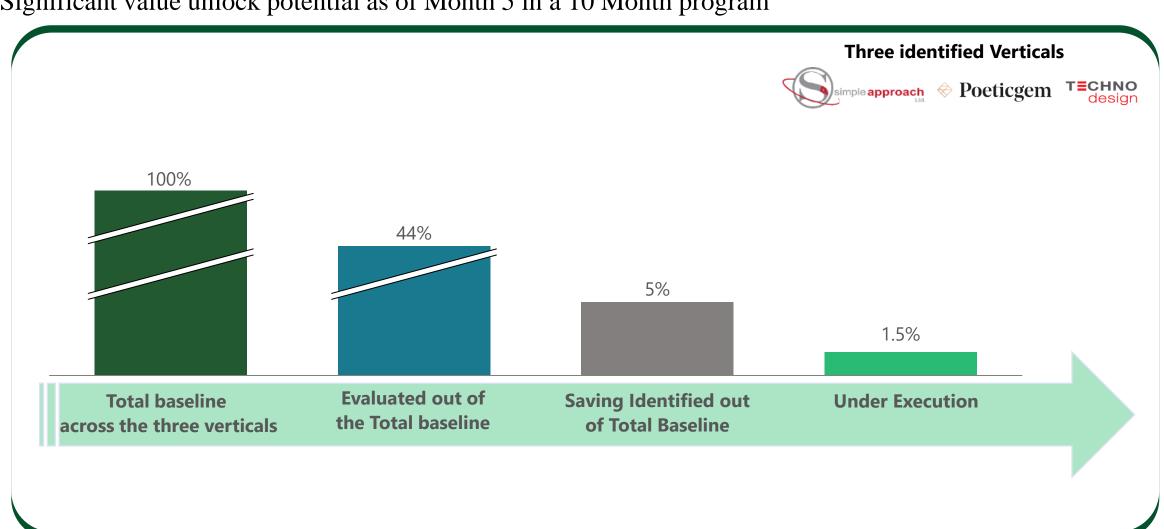
Driving Capital Allocation and Resource Optimization

- 1. Measured and Cautious View on New Investments (both across Verticals & Venture Tech)
- 2. Corporate Cost Reduction & Restructuring Agenda Underway
- 3. Central Procurement Team (CPT) has achieved break even on its own cost and now should meaningfully contribute to the bottom line of business
- 4. Net Working Capital has increased due to various reasons including change in business mix & change in terms of trade.
 - a. Focus on squeezing Net Working Capital and bringing it down to earlier levels of low single digit days & thereby optimizing interest costs



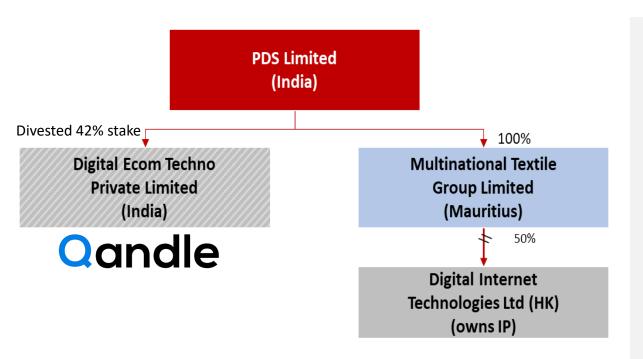
Cost Optimization Project with BCG:

Significant value unlock potential as of Month 5 in a 10 Month program





Divesting Non-Core Business



- PDS has divested its 42% shareholding in the Digital Ecom business to Mynd Integrated Solutions Private Limited ('Mynd').
- Mynd, based in Gurgaon, is a global service provider in business process and technology management.
- Total transaction comprises of sale of equity stake, redemption of preference shares and assignment of trademark for a consideration of ~\$1mn receivable in one or more tranches
- Transaction closed in April,2025, will be accounted for in FY25-26

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555 Journey Update (Commenced 2 years back)



555 Journey Update - Commenced 2 years back



---- Achieved GMV of \$2.2bn; ~45% of target ----

---- PAT \$29mn; ~17% of target ----

Initiatives undertaken should help accelerate our journey on PAT





Proposed Dividend30% of PAT with 168% of Face Value

₹ IN CRS, UNLESS MENTIONED OTHERWISE

PARTICULARS	FY25	H1 FY25 Declared & Paid	H2 FY25 Proposed
Consolidated Net Profit After Tax	241.4	124.4	117.0
Less: Net Profit Attributable to Non Controlling Interest	84.5	32.6	51.9
Profit Attributable to Equity Shareholders	156.9	91.7	65.1
Proposed Total Dividend	47.2	23.2	24.0
Proposed Dividend/Profit Attributable to Equity Shareholders	30%	25%	37%
EPS per share	11.44	6.87	4.57
Dividend Per share	3.35	1.65	1.70
Pay-out Ratio of EPS	29%	24%	37%
Face Value Per Share	2.00	2.00	2.00
Dividend %	168%	83%	85%



QIP Proceeds Utilization - Update

₹ IN CRS, UNLESS MENTIONED OTHERWISE

Particulars	Amount	Funds Deployed	Balance	Remarks
Repayment/pre-payment, in full or in part, of certain borrowings availed by our Company and certain of our Subsidiaries	279.5	278.4	1.1	HSBC UK loan amount paid
Pursuing strategic unidentified acquisitions, and other inorganic growth opportunities and general corporate purposes*	131.1	-	131.1	
Issue Expenses	19.4	18.6	0.9	
Total	430.0	296.9	133.1	
			131.8	Invested in Deposits
			1.3	Balance in Bank
			133.1	Balance

~₹24crs utilised in Q1 FY26 for funding Knit Gallery acquisition

Our Commitment of being a 'People First' Organisation









PDS Limited and Norlanka
Manufacturing Earns Great Place
to Work® Certification



PDS Wins the WOW Workplace Award by Jombay!



Recognized by ET Edge as one of the 'Best Organizations for Women 2025'!

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PDS Making an Impact @Bharat Tex 2025

PDS Booth













Roundtable & Panel Discussions









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Representing PDS



Our Executive Vice Chairman Pallak Seth, was a part of the Opening Plenary at the Best of Bangladesh 2025 in Europe.





Best of Bangladesh event attended by Pallak Seth (Executive Vice Chairman) & Sanjay Jain (Group CEO)



Radius Brands proudly took home the Best Licensed Fashion and Talent Brand award for their collaboration with Kelly Hoppen.



12th Asian Textile Conference (ATEXCON), 2025, organised by Confederation of Indian Textile Industry (CITI) attended by our Group CEO, Sanjay Jain, to discuss Asia's evolving role in global sourcing and manufacturing.

INVESTOR UPDATE | Q4 and FY25



World Retail Congress 2025

Our Executive Vice Chairman, Pallak Seth, along with other industry peers took the stage in London to discuss **Tariffs and Turmoil: Overcoming Sourcing and Supply Chain Challenges in a Volatile World.**









THANK YOU

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CONTACT US

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