

Weaving *threads of* *Trust*

INVESTOR MEET
JUNE 2025

Agenda

1 Opening Address



Sanjay Jain
Group CEO

2 Strategic Vision & Market Positioning



Pallak Seth
Executive Vice Chairman

3 Financial Performance, Capital Allocation, and Sustainable Growth



Rahul Ahuja
Group CFO

4 Business Heads Speak



Rajnish Kapoor
Founder & Director
Krayons



Steve Goodwin
Managing Director
New Lobster



Eric Leddel
CEO
CASA Collective



Henry Stupp
President
Authentic Brands Group

Special Guest



Opening Address

– Sanjay Jain, Group CEO



Our Journey since 2014 (Since demerger from erstwhile Company)



25 Year Journey – Starting in 1999 from Sourcing-Led Business to a Global Fashion Solutions Platform across 22+ countries

- Since 2014 – Topline grew at a **CAGR of 12%** with increase in profitability at a **CAGR of 23%**
- Expanded operations with **90+ offices** across geographies
- Created a manufacturing base in Bangladesh & Sri Lanka – recently added of **Knit Gallery (India)**
- Added **New Categories** – Home, Footwear, Beauty
- Various disruptions created **opportunities for growth** – Covid, Red Sea Crisis, geo-political tensions, Bangladesh disruptions, US tariffs
- While we have achieved growth, profitability & balance sheet have been stretched
- On path for our 555 journey - **road map for enhancing growth** along with sustained profitability & high ROCE thereof

Note: While we demerged in 2014, the business was established in 1999 as a division in erstwhile Company

Where we aim to be?

Our Journey Towards 555 – Progress, Learnings, and Acceleration



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

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

Nearly two years ago, we launched our 555 vision – targeting \$5bn in GMV and 5% PAT.
The journey has been meaningful, but more importantly,

the groundwork laid thus far, positions us to accelerate our profitability.



Strategic Vision & Market Positioning

– Pallak Seth, Executive Vice Chairman



1. Who We Are

- The Platform
- PDS Solutions
- What Makes us Different

2. 555 Strategy

3. Macro Environment

- Change in Retailer Sourcing Strategy
- Disruptive Business Models
- How is PDS adapting?
- Opportunities

4. Regional Strategy & Customer Engagement

- UK & EU
- US
- PDS at Global Conferences

Who we are?

We're the World's Leading Entrepreneur-led Global Supply Chain Solutions Partner

88% Apparel

10% Home

2% Other

**category split based on GMV*

\$2.2bn+

GMV

\$1.5bn

Revenue

\$540mn+

Working Capital Limits

1.3mn+

Pieces per day production
handled

22+

Country presence with
90+ offices

10,200+

Employees & Factory
Associates

The Platform

PDS operates as a platform with 40+ business verticals, offering solutions to 250+ brands & retailers.




Moving from a product to a **solutions** company

PDS Solutions

Moving from a Product to a Services company

Governance




Design-Led Sourcing
We act as your design arm, introducing new concepts, trends and sourcing products at competitive costs across the value chain, enabling speed.



Sourcing as a Service
We act as your outsourced sourcing office for a particular region or category.



Category Management
We act as your outsourced Merchandising, Buying, Design and Sourcing departments for a specific category.



Brands
Leveraging our capabilities to grow brands, via brand management & wholesale distribution of licensed brands.



Manufacturing
We have our own factories spread across Bangladesh, Sri Lanka and India where we have roughly 220+ production lines in total.



Strong Leadership



ESG

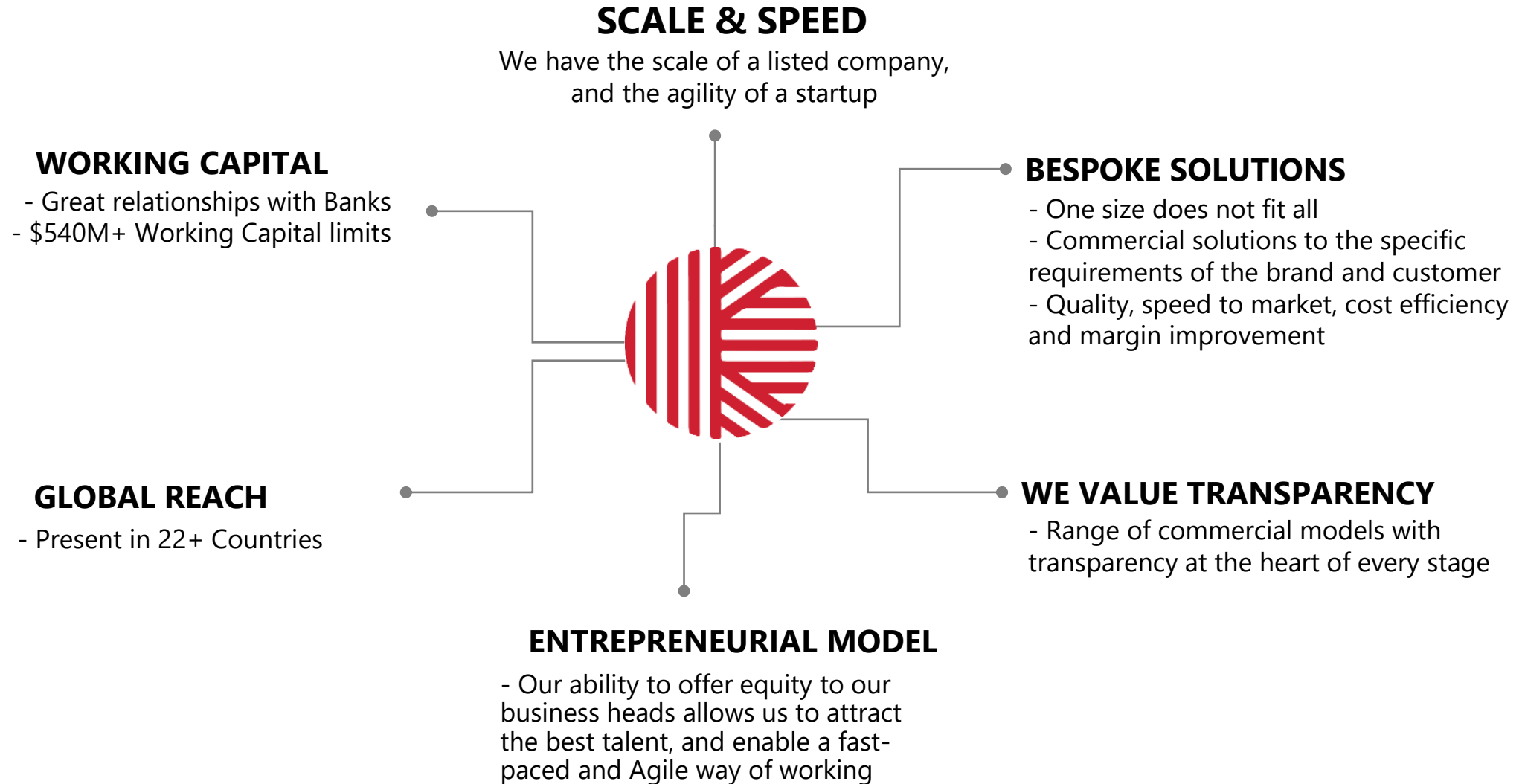


Financial Strength



Tech Enabled

What Makes us Different



555 STRATEGY

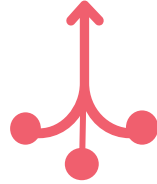


TARGET
5 YEARS
\$5B GMV | \$3.5B Revenue
5% PAT

Guardrails

- No growth for growth's sake
- **AAA credit worthy** customers
- Focus on **high ROCE** opportunities
- **No compromise on 6C & I principles**

MACRO ENVIRONMENT



**CONSOLIDATION
CONTINUES**



ESG RETHINK



**POST-TARIFF
WORLD**

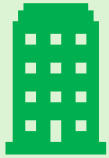


**AI & DISRUPTIVE BUSINESS
MODELS EMERGING**



**MORE RESPONSIBILITY
ON VENDORS**

3 Opportunities for PDS



**Manage Retailers
Sourcing Office**



**Add New
Countries of
origin**
(Duty & Tariff
Benefit)



**Brand & Category
Management**



**Fast Production
Model**
Small Quantities,
Short Lead-Time

How is PDS Adapting?



**Keeping Startup
Mentality**



**Product →
Solutions
Company**



Asset Light



PDS Ventures

Case Study: Adapting to Disruptive Business Models

SHEIN



TEMU

- **Fast production** model, driven by consumer behaviour, AI & Data

Vinted

V. Vestiaire Collective

- **Social commerce & resell** growing
- **Vinted** becomes **top French clothing retailer**



Set up a Fast Production model

- Test & Repeat
- Reduce Minimum Order Quantities (MOQ)
- Respond to trends



Online Enterprise

OLE

Subsidiary of PDS



YELLOW OCTOPUS
CIRCULAR SOLUTIONS

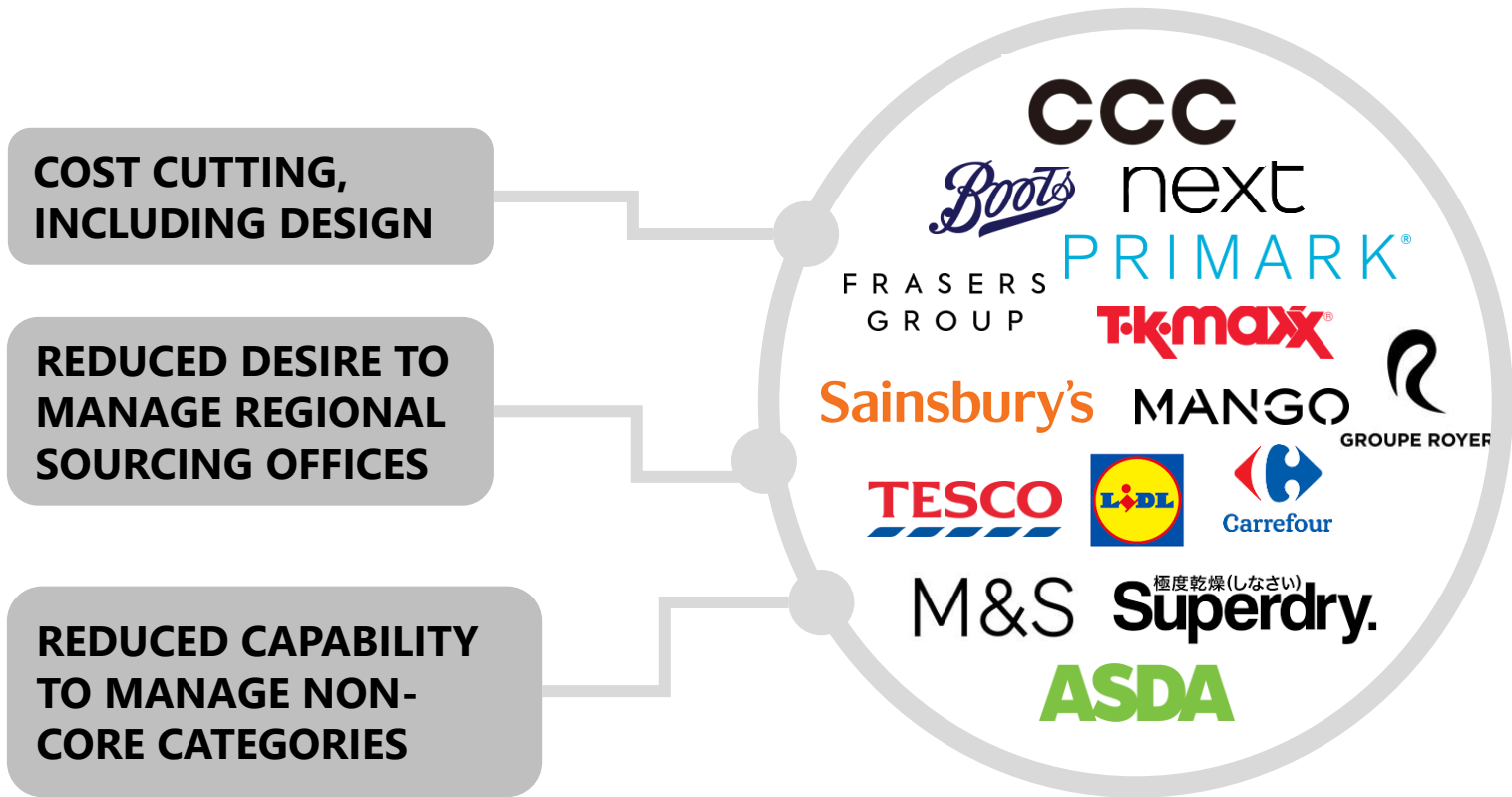
3★ BRAND COLLECTIVE

REGIONAL STRATEGY & CUSTOMER ENGAGEMENT

UK & EU

71% of PDS

UK & EU: Opportunities

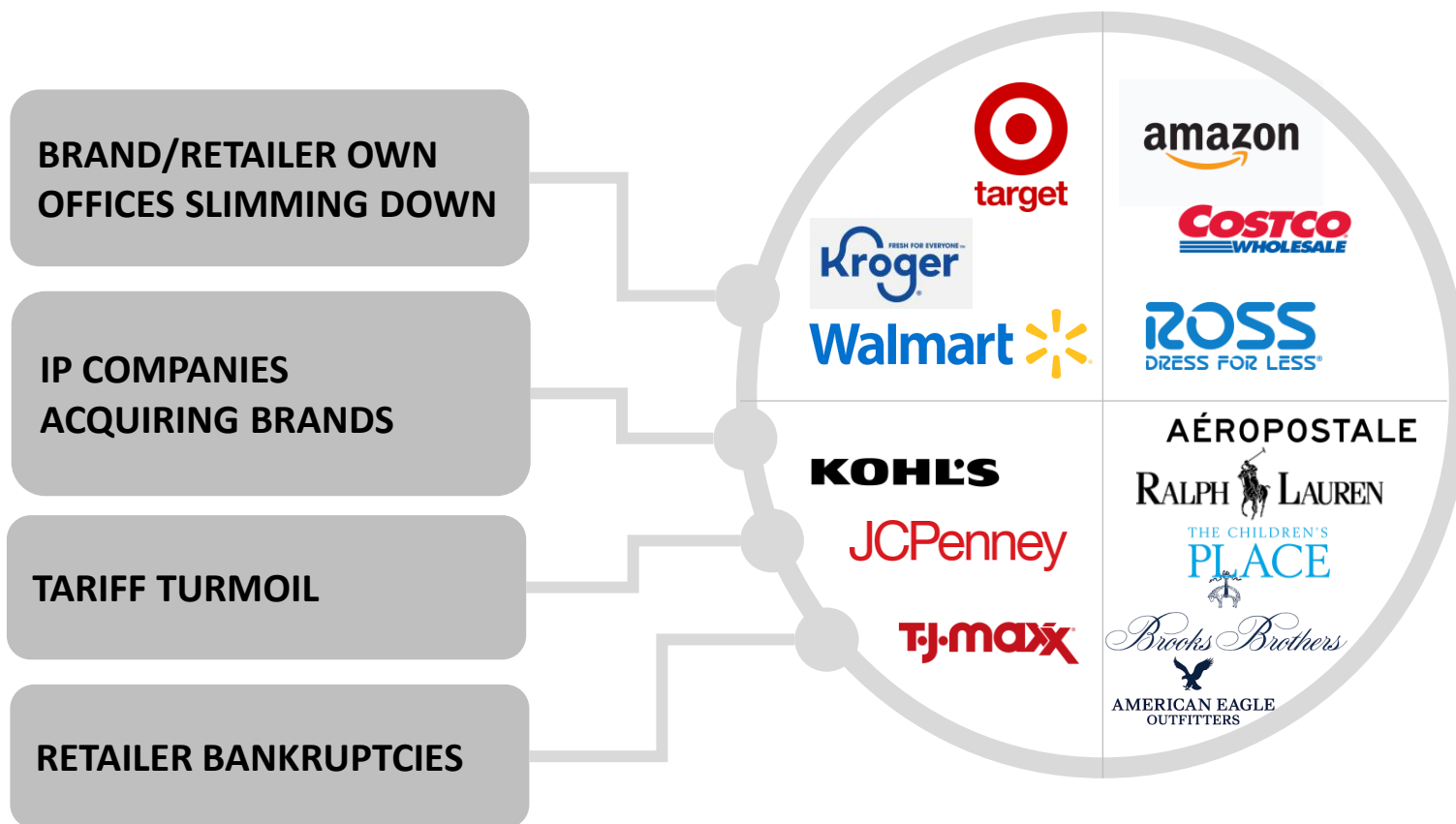


UK & EU: Market Environment



US
15% of PDS

US: Market Environment





PDS at Global Industry Conferences

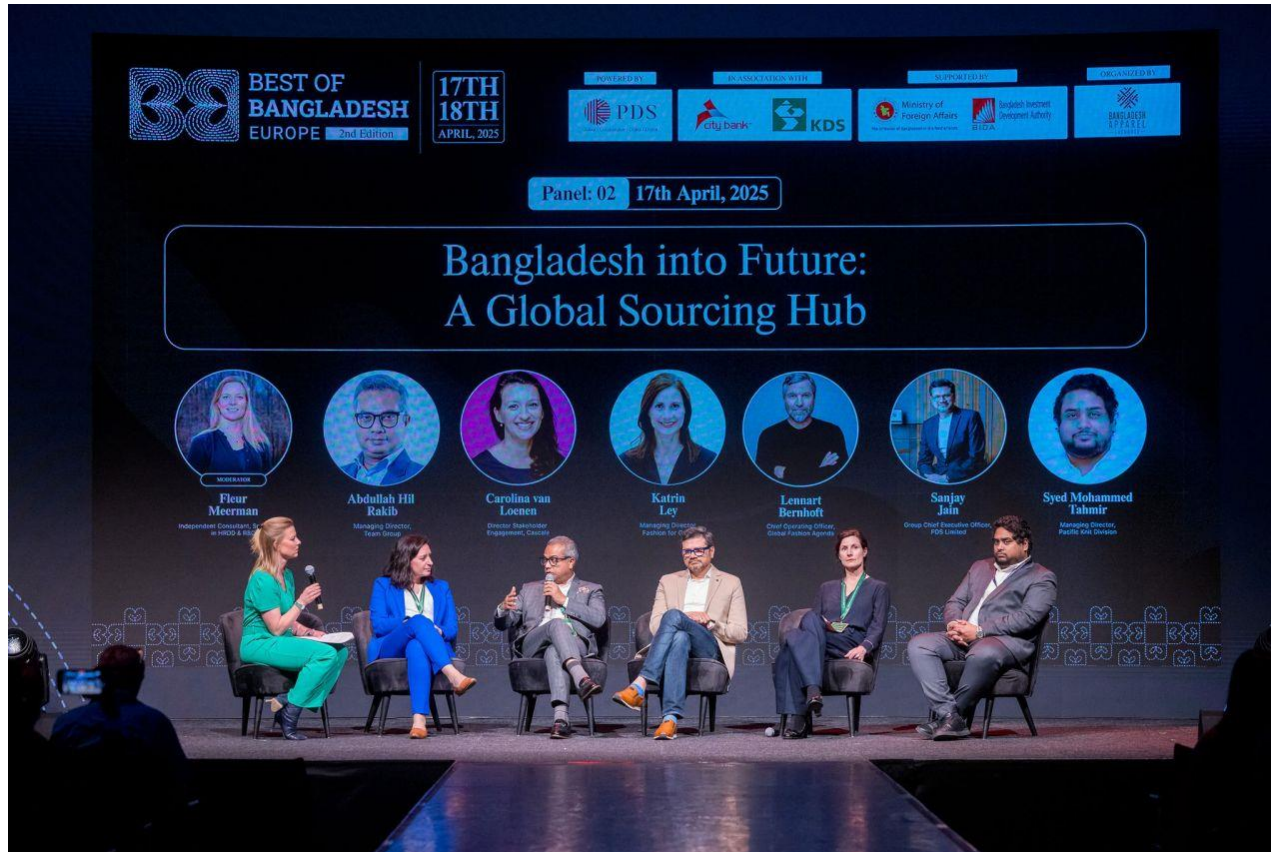


Bharat Tex: Delhi, February 2025



AAFA Executive Summit: Washington DC, March 2025

4 PDS at Global Industry Conferences



Best of Bangladesh: Amsterdam, April 2025



World Retail Congress: London, May 2025

PDS at Global Industry Conferences



Global Fashion Summit: Copenhagen, June 2025

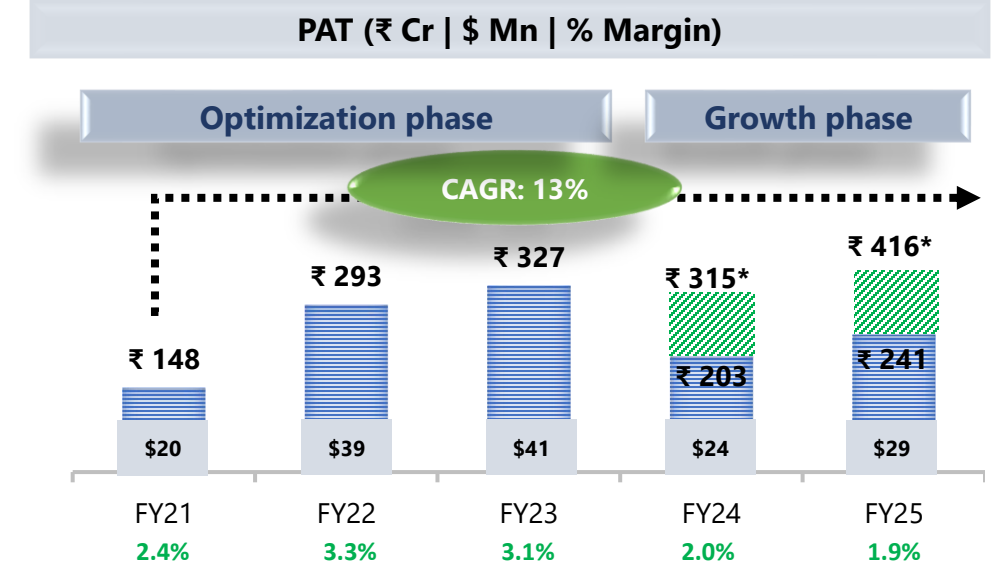
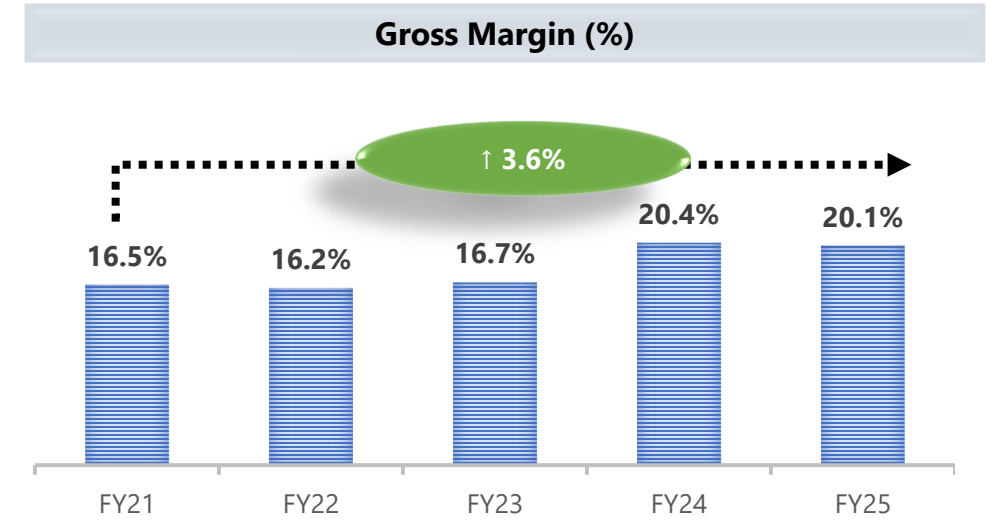
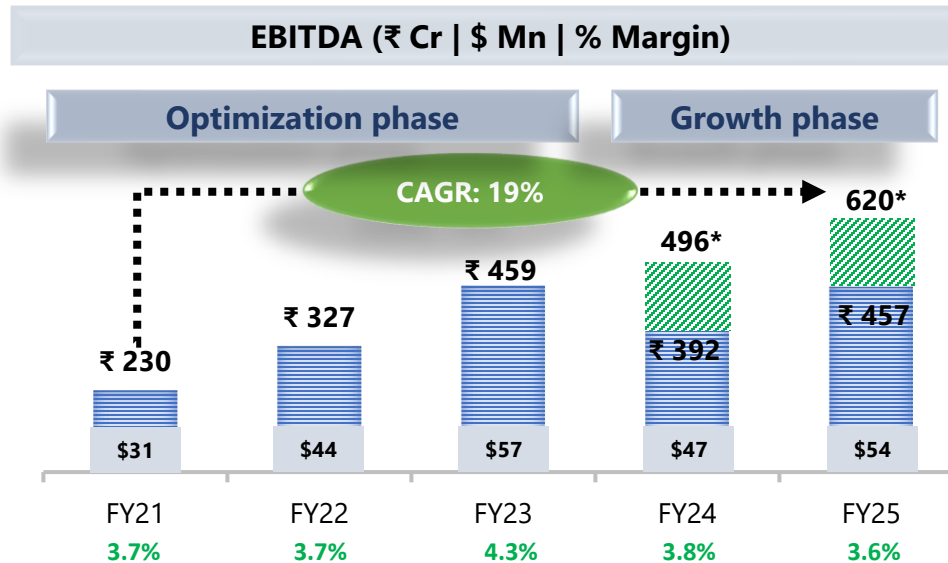
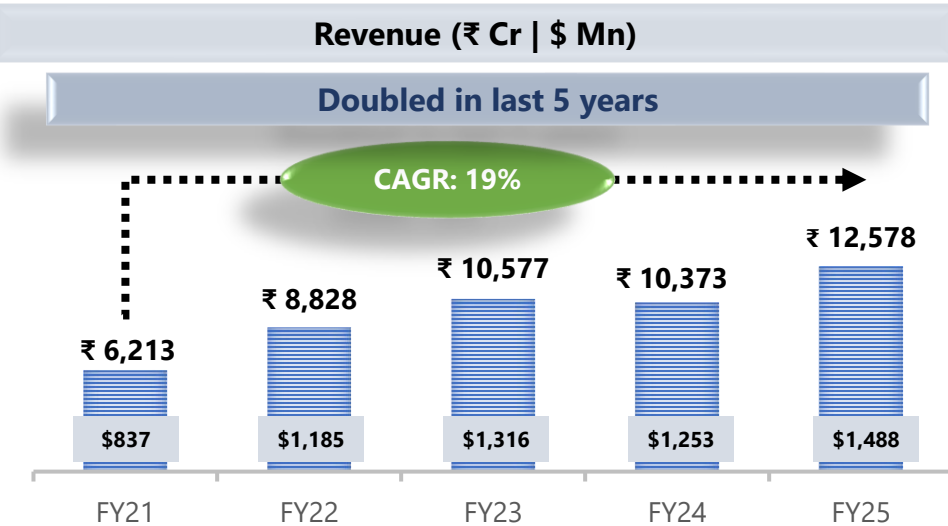


Financial Performance, Capital Allocation, and Sustainable Growth

– Rahul Ahuja, Group CFO



An Overview of Operating & Financial performance (1/2)

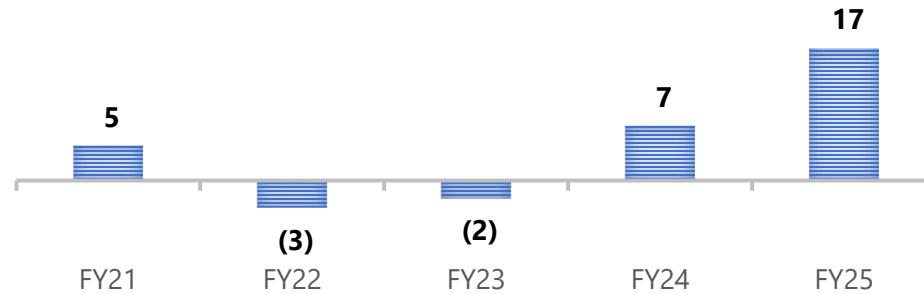


An Overview of Operating & Financial performance (2/2)

Net Working Capital Days

Optimization phase

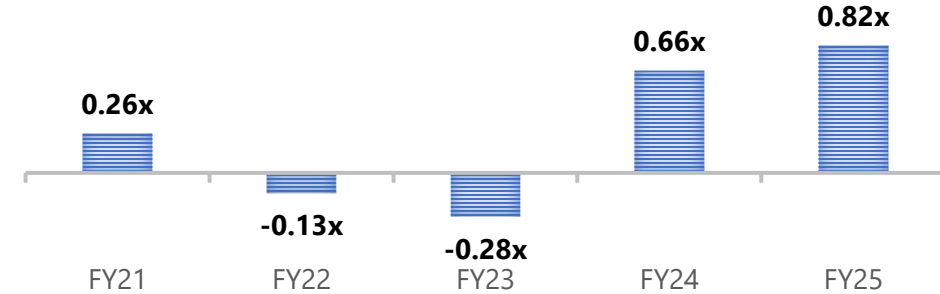
Growth phase



Net Debt / EBITDA (x)

Optimization phase

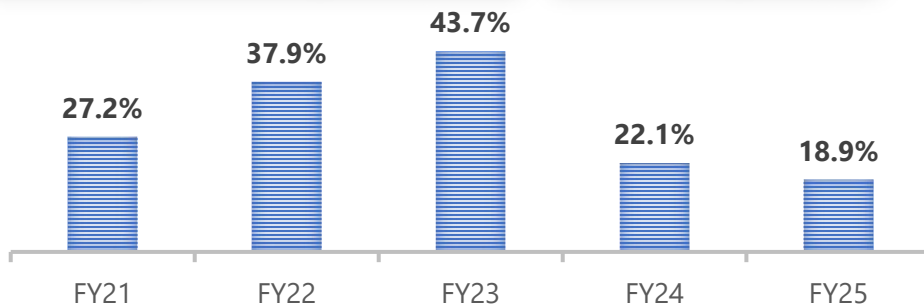
Growth phase



ROCE

Optimization phase

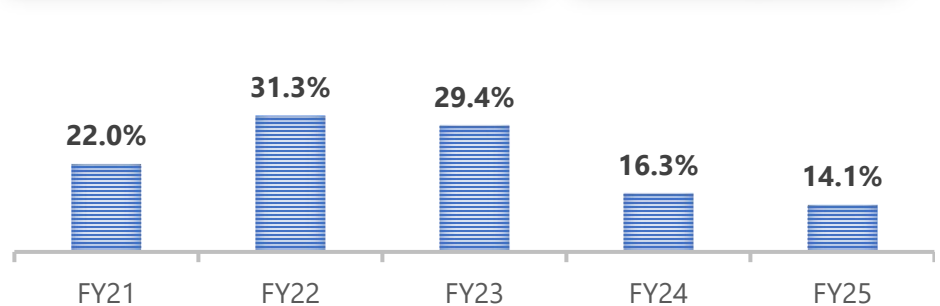
Growth phase



ROE

Optimization phase

Growth phase



PDS Highlights – Year in Review



Consistent Growth: Strong YoY growth in Revenue 21% Y-o-Y driven by customer diversification and agile sourcing



Robust Order Book: Healthy forward visibility with repeat orders and early seasonal locking as of early April order book stood strong at +\$600 million, translating to a growth of 14% compared to the same period last year



US Market Expansion: Americas leading with a growth of 39% y-o-y, reflecting strong regional performance. US strategy recalibrated and enhanced with Foundry Group under Michael Yee



New Customer Win – Fashion Nova: Entry into fast-fashion e-commerce, Target, Boots, Redtape, Home Depot Of Canada Inc, etc



Knit Gallery Acquisition: Strategic backward integration in Tirupur; boosts in-house manufacturing, India sourcing & speed to market



Successful QIP: Strengthened balance sheet to fuel growth & M&A



Global headwinds continue to pose continued challenges & opportunities; however, identified proactive steps to drive strategic objectives

Robust Growth Journey: Time to Refocus on Profitability

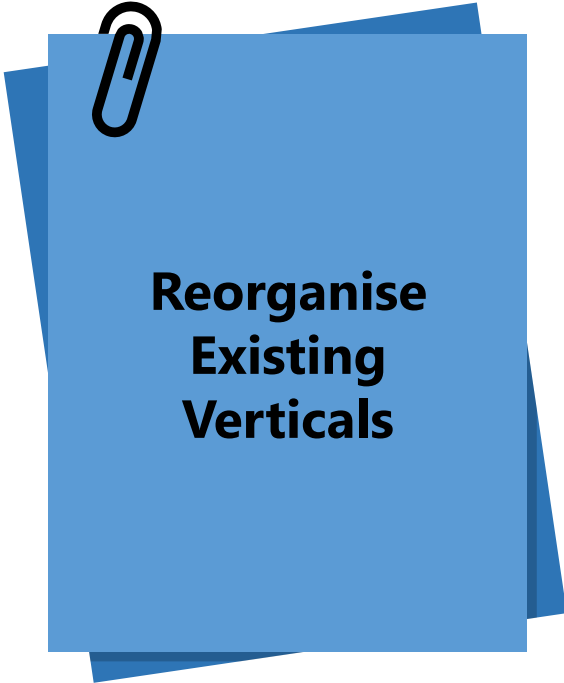
Strategic Priorities Identified to Drive Profitability



**Recalibration
of New
Verticals**



**Restrategise
New Lobster**



**Reorganise
Existing
Verticals**



**Driving Capital
Allocation and
Resource
Optimization**

Recalibration of New Verticals

Across teams, budgets, and leadership to restore profitability

₹ IN CRS, UNLESS MENTIONED OTHERWISE

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



Key Action Areas

1. Verticals being closely monitored or proactively restructured
2. Clear mandate to Business Heads –meet budget or cut cost or fund losses
3. North America teams restructured under the new leadership of Michael Yee
4. Focus on reducing losses by 30% in FY26
5. Tight filters on new business to drive sustainable growth

Reorganize Existing Verticals

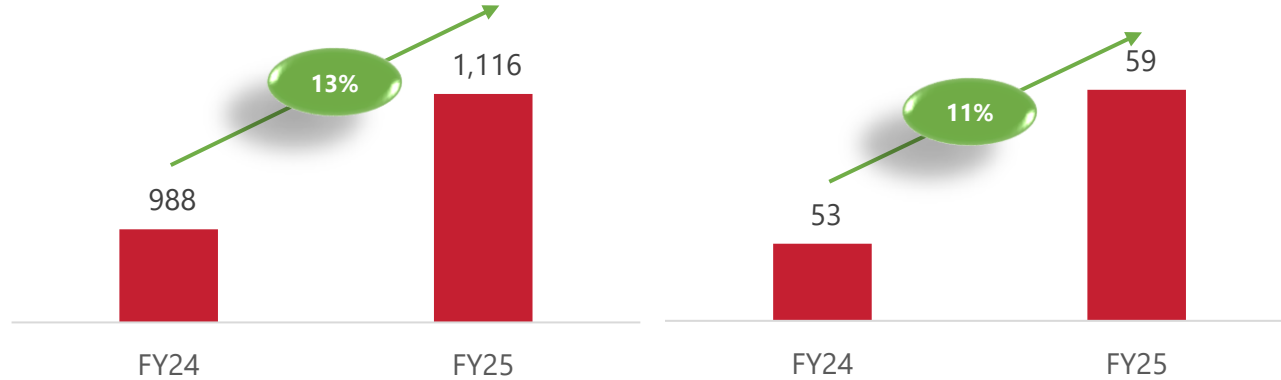
Focused on profitability through structural efficiencies and operational discipline

\$ IN MN, UNLESS MENTIONED OTHERWISE

Top 10 Verticals

Revenue

PBT



Align topline growth with growth in profitability

Key Action Areas

1. Drive operating efficiency, cost optimization leading to profitability
2. BCG initiatives across COGS & Opex to add savings
3. Evaluate the Tail – Merge or Shut Down
4. Reorganization proactively underway across verticals

Restratgeize New Lobster

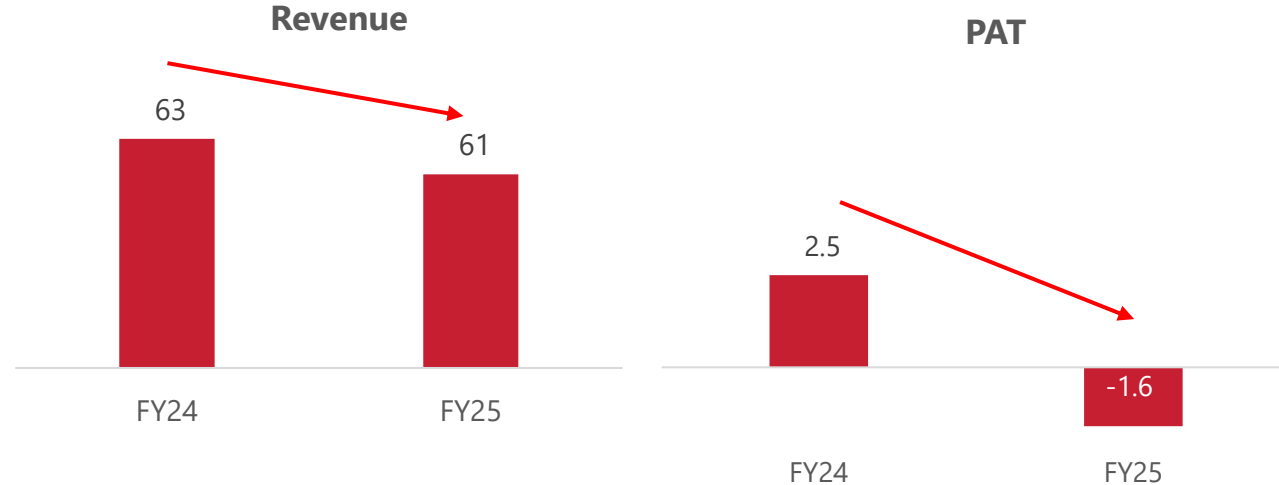
Pivoting strategy to improve margins and market fit

\$ IN MN, UNLESS MENTIONED OTHERWISE

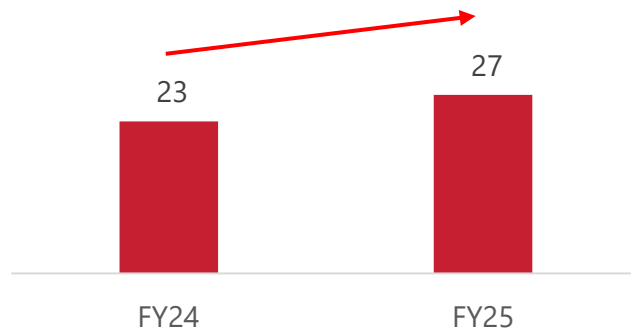
Financial Performance

Revenue

PAT



Net Working Capital



Key Action Areas

1. Invested \$18mn – now need to squeeze profitability
2. Strategy & Business Plan being tracked
3. Team Structures being evaluated & Cost Restructuring underway
4. Driving better cash conversion cycle
 - a. Increase receivable discounting
 - b. Negotiating favorable payment terms from vendors

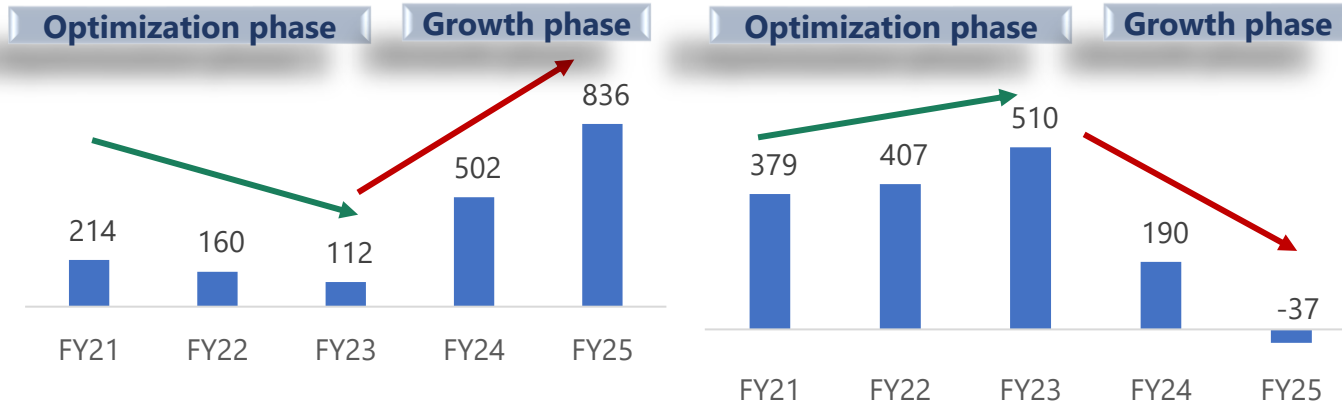
Driving Capital Allocation and Resource Optimization

Sharpening focus on cash efficiency, cost discipline, and prudent investment

₹ IN CRS, UNLESS MENTIONED OTHERWISE

Net Working Capital

Operating Cash Flow



Reasons

- Changing customers terms
- Timing of receivable factoring
- Growth of LDP/DDP business –\$63 to \$99mn (~57% Y-o-Y)

Steps

- Expedite current & evaluate additional factoring opportunities
- Exploring reducing inventory days
- Further explore supply chain finance

Reasons

- Impact of investment in new verticals
- Expansion of NWC

Steps

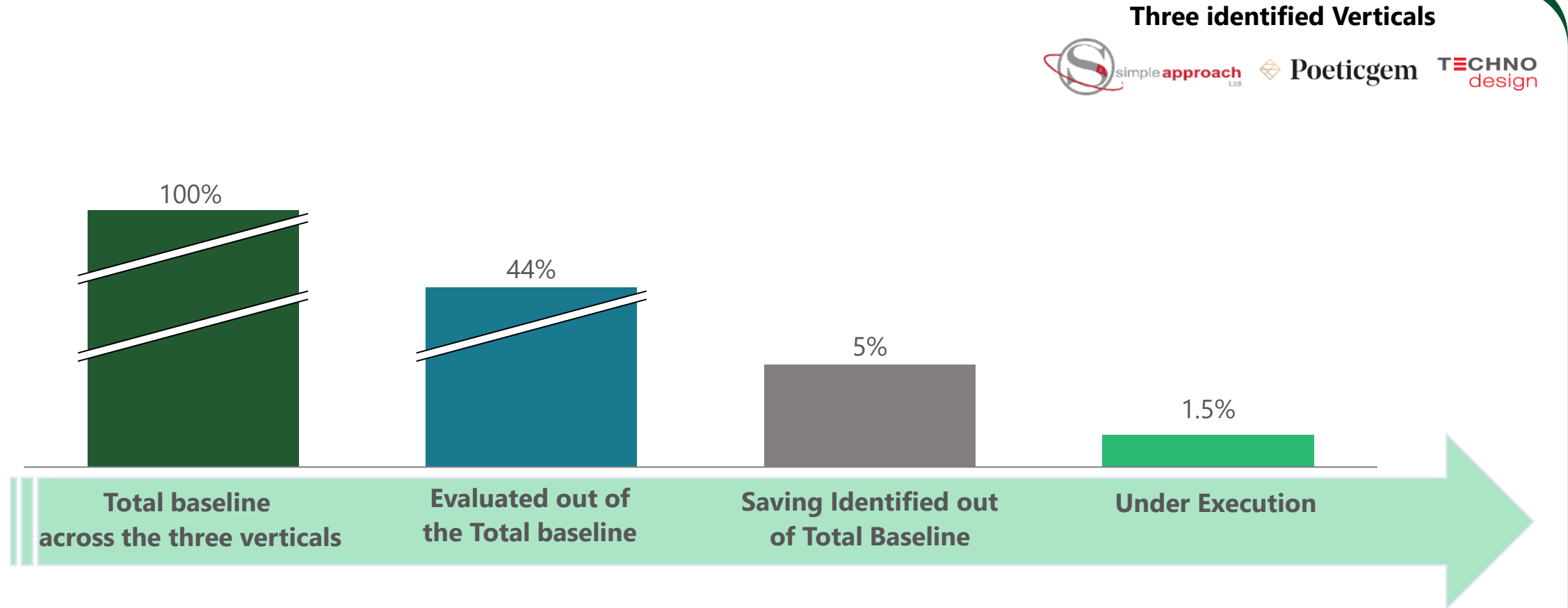
- Focus on driving higher profitability
- Squeezing NWC Capital
- New business ventures – Investments on Hold
- PDS Ventures - Investments limited only to committed amounts

Key Action Areas

1. Focus on squeezing Net Working Capital and bringing it down thereby optimizing interest costs
2. Measured and Cautious View on New Investments (both across Verticals & Venture Tech)
3. Drive Procurement Synergies
4. Cost Reduction both centrally & at vertical level

PDS LIMITED **Cost optimization across three key verticals**

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



Expecting Short-Term Softness, Long-Term Fundamentals Intact

1. FY26 revenue growth & profitability expected to be in mid-teens
2. Q1 FY26 profitability expected to be soft
 - a. Cyclical nature of the business
 - b. Impact of two Eid holidays occurring during the quarter impacting business
 - c. The normal profitability evolution cycle – profitability to follow
3. Cost optimization initiatives remain on track, benefits expected to materialize in the latter half of FY26 and annualized in FY27
4. While short term challenges prevail, long term outlook remains strong




KRAYONS

A Part of  PDS

Rajnish Kapoor



Design-led Sourcing To World's Leading Retailers And Brands



\$100 Mn+
Revenue

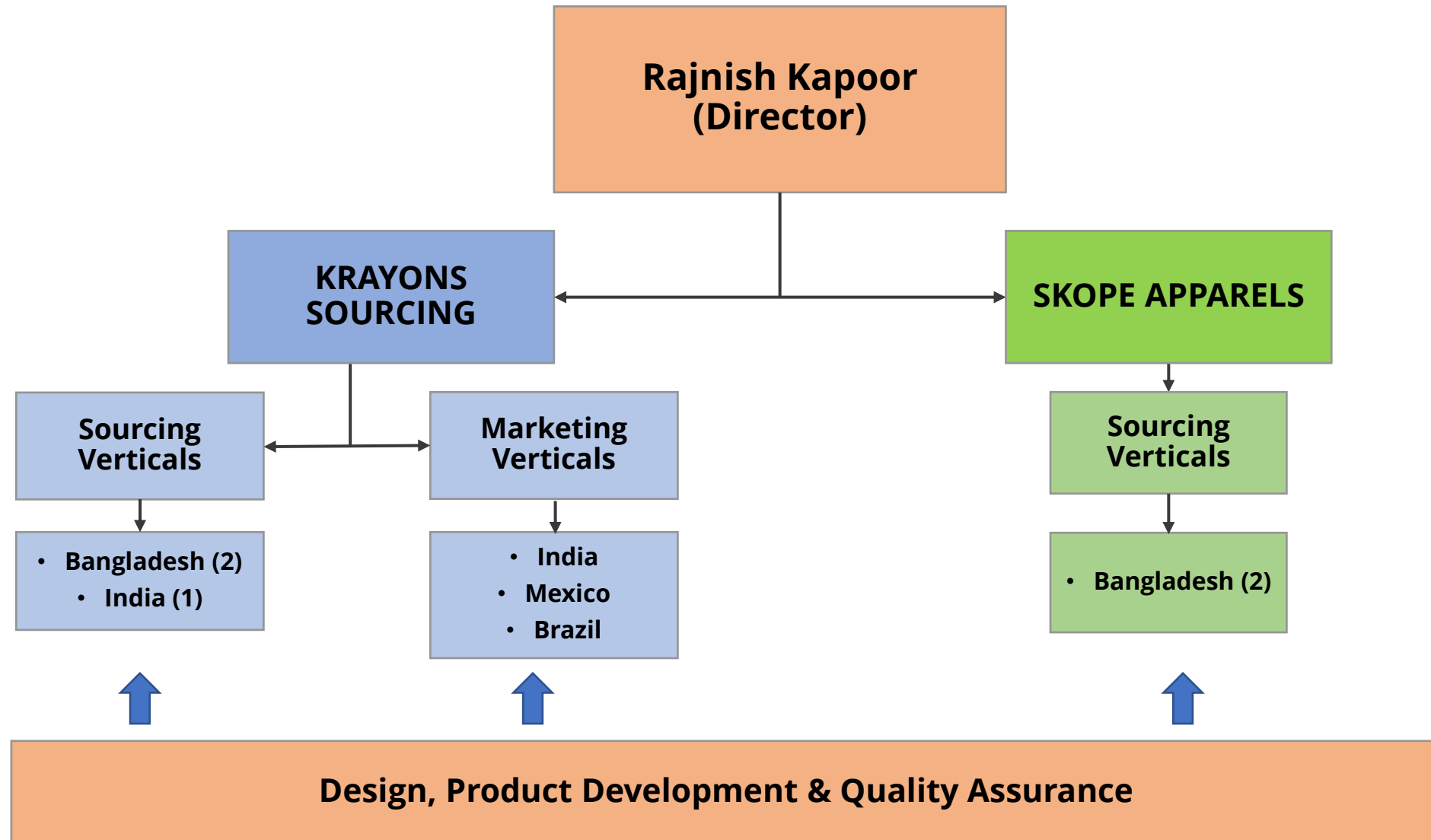


150+
Employees



4 Countries
Offices in BD, IND,
MEX & BRZL

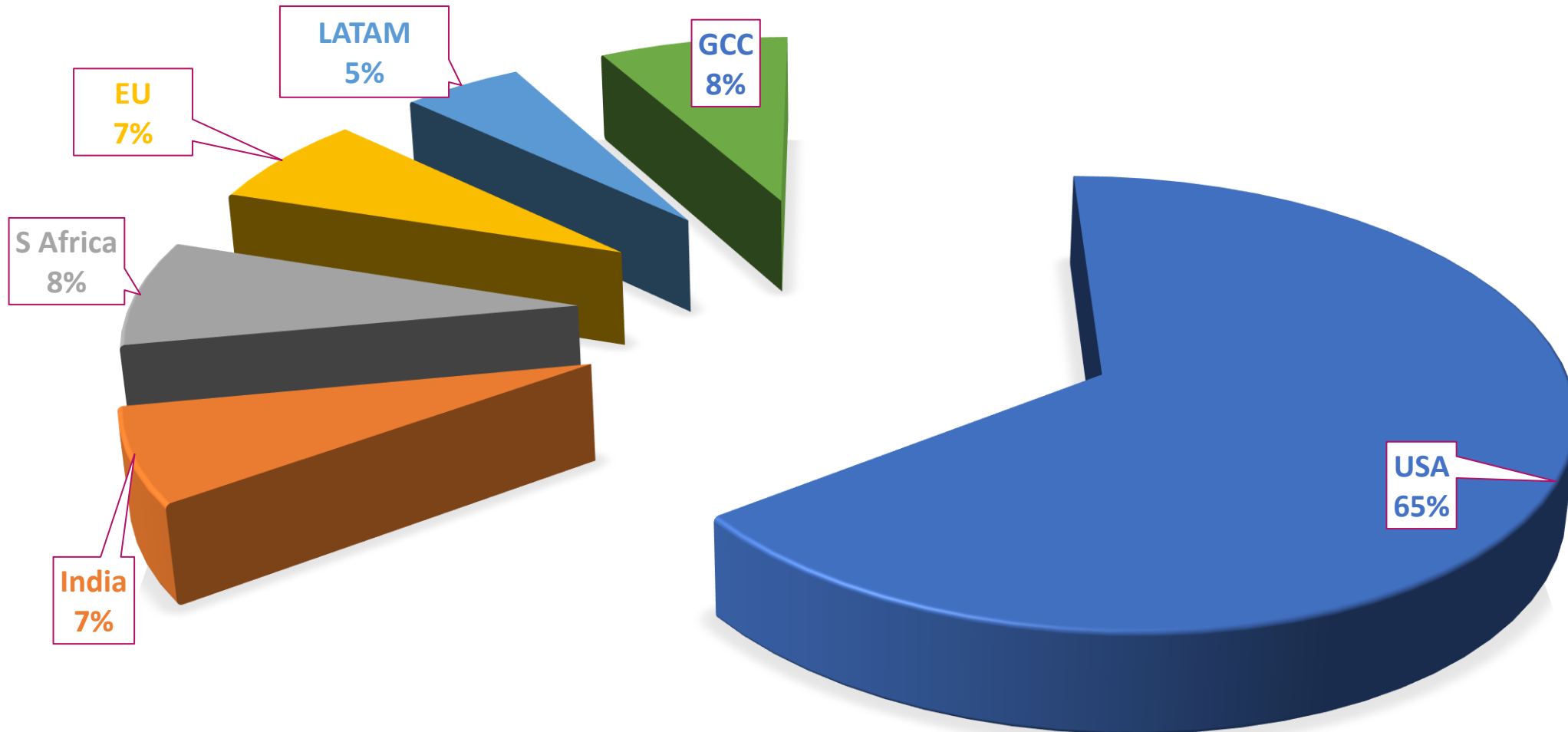
- Bottom Line Driven – **7%+ PBT** Benchmark
- Compliant & Transparent Supply Chain
- Design-led, quality assured & market-ready



Our Customer Footprint



Our Global Presence - By Regions

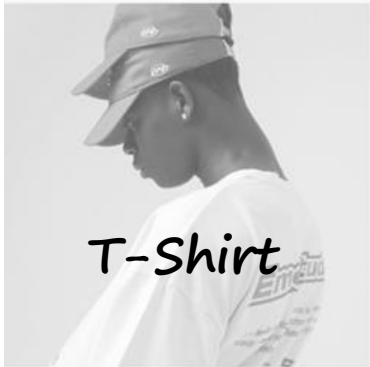


Our Strategic Customers



Our Product Categories (1/2)

Menswear



Womenswear



Our Product Categories (2/2)

Kidswear



T-Shirt



Sweatshirt &
Jacket



Shirt



Dress



Bottom



Infant

Home



Bedding



Cushions



Throws



Bathmats







Towels





Kitchen &
Table Linens

[DISCOVER](#) [SHOP](#) [SHOP THE LOOK](#) [SALE](#)




[SUSTAINABILITY](#)  |  





SIZE + INSEAM + COLOR +


SORT ▾



OSUN™ Shorts
One Short U Need


The ultimate multi-functional short with built-in antimicrobial liner. Made from recycled materials and built for maximum comfort.

 BEACH  LOUNGE  WORKOUT  SUSTAINABLE



OSUN™ Recycled Printed 4-Way Stretch... £56.00
Navy Blue Print

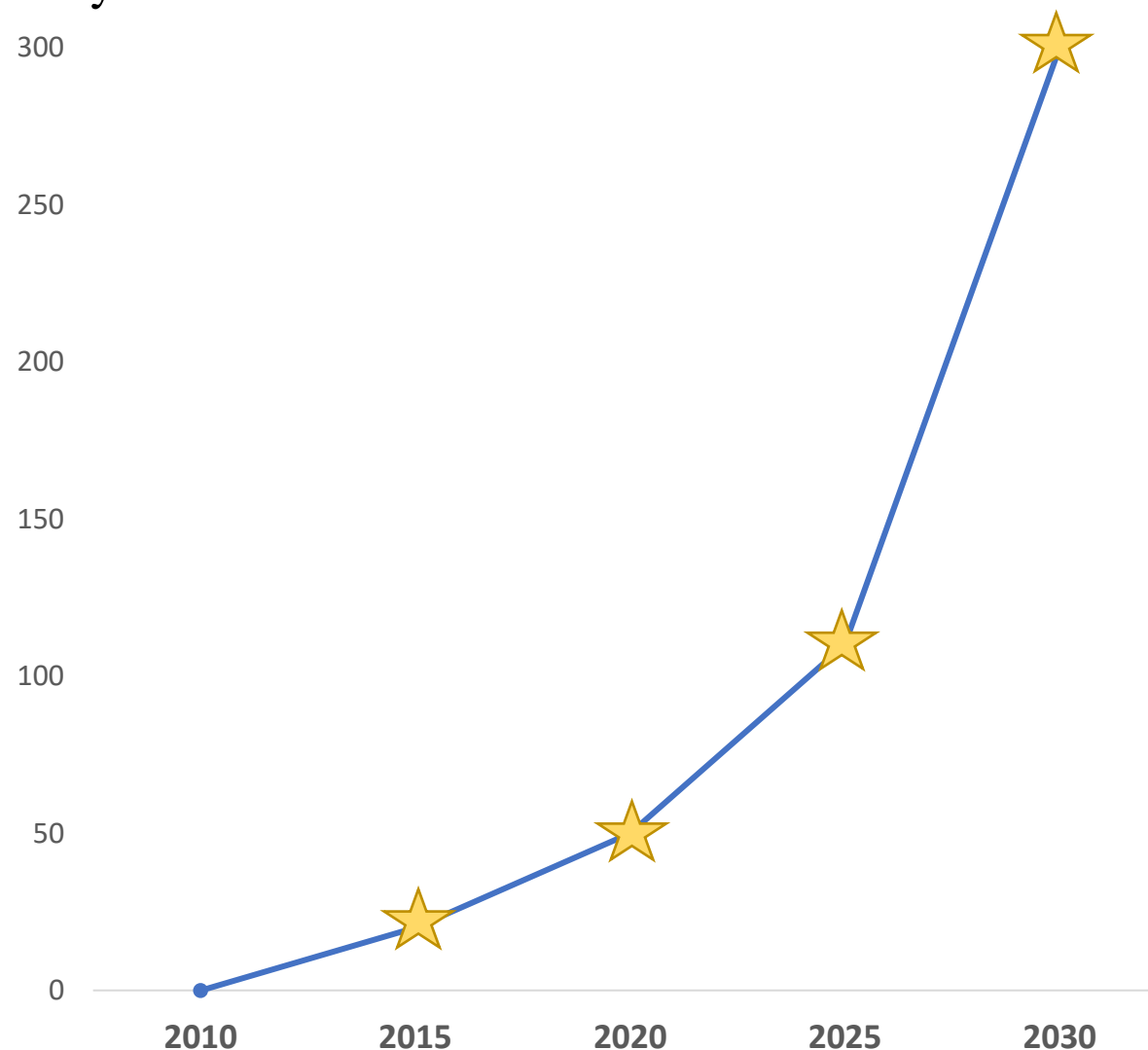
The One Short U Need. Multi-functional with built in liner.

 + 3 more

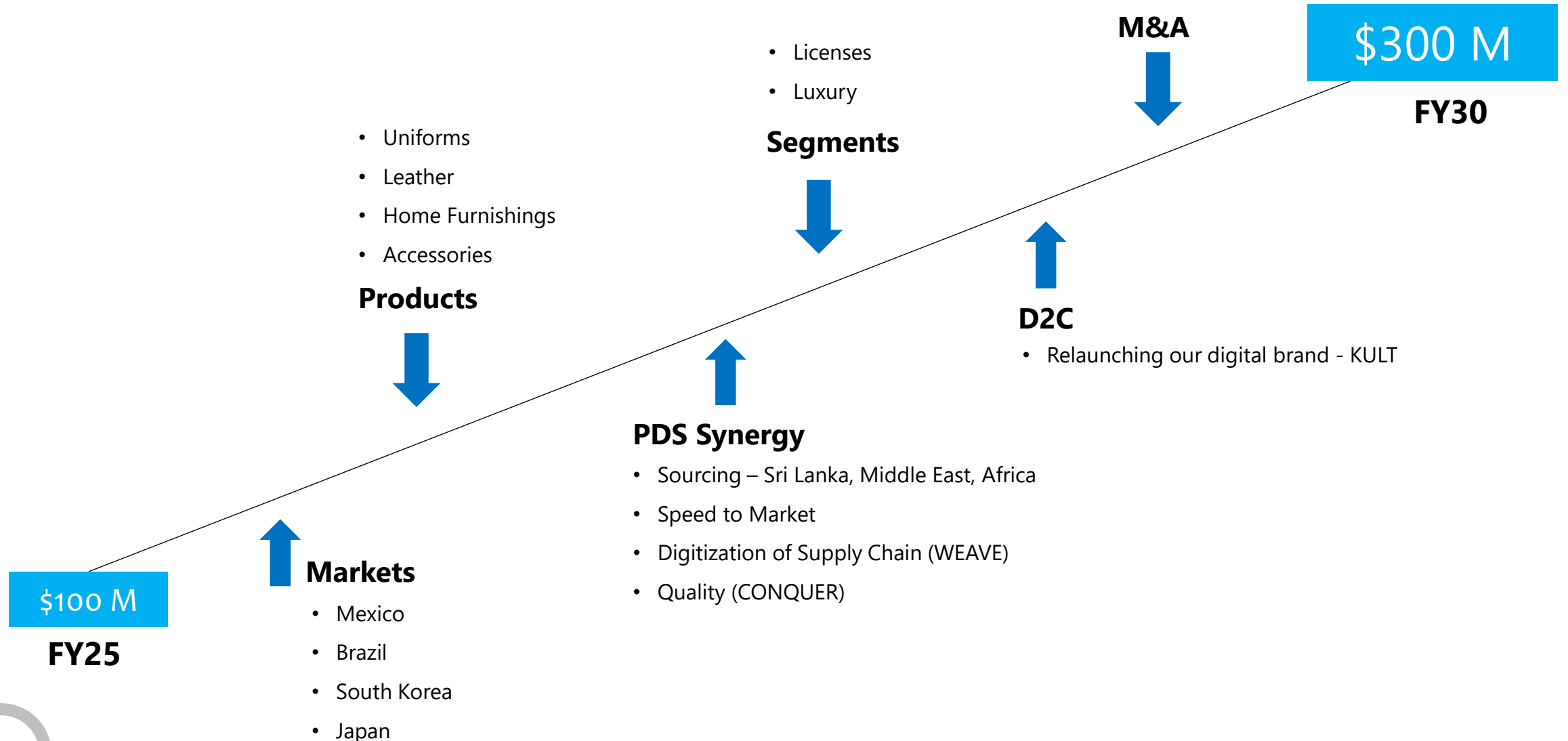
Growth Trajectory – 5 Year Roadmap - 3x Growth

Grown 5x in last 5 years. Plan to do 3x over next 5 years

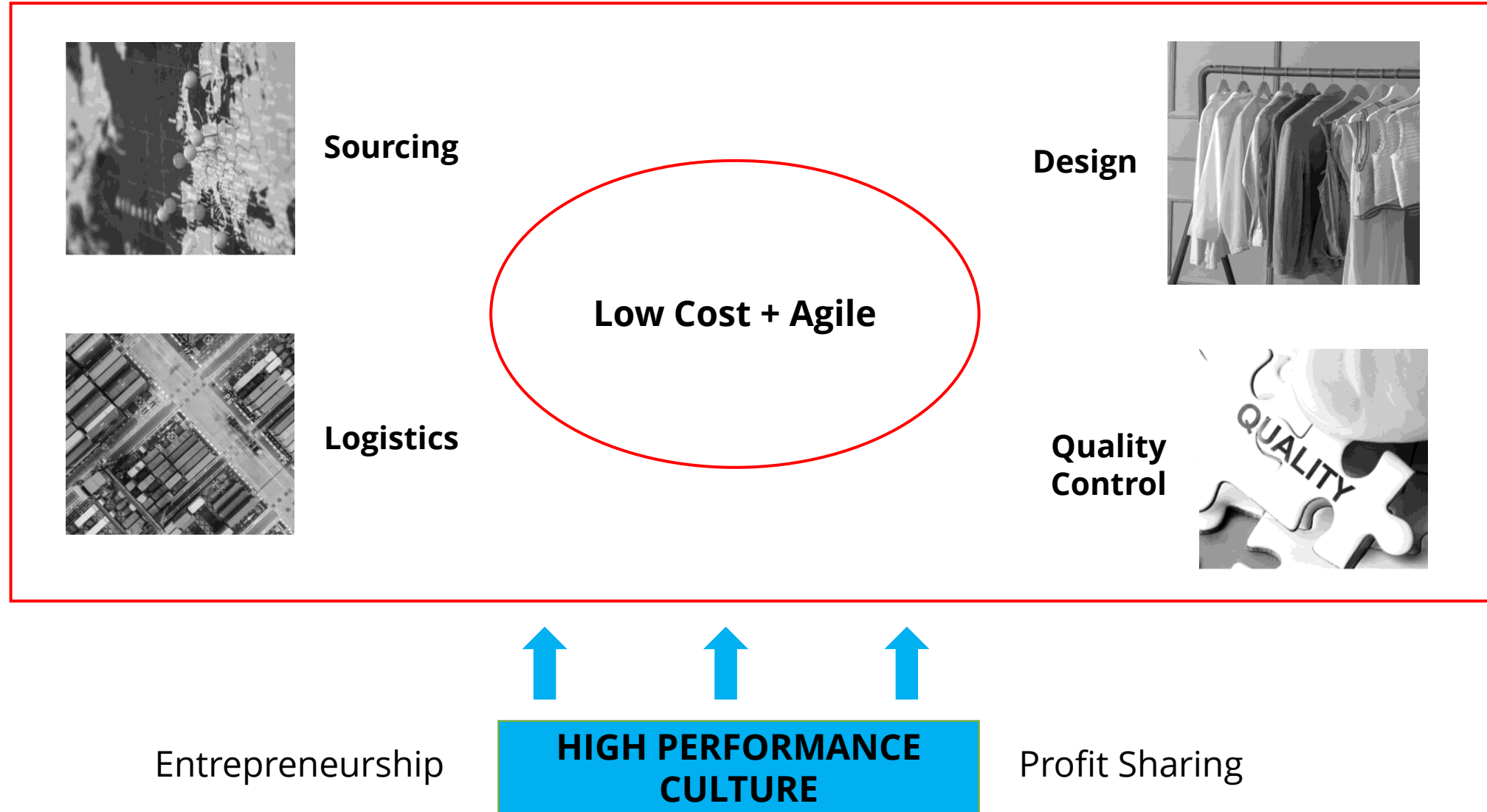
Year	Topline
2010	Initiated
2015	\$20M
2020	\$50M
2025	\$110M
2030	\$300M



5 Year Roadmap - 3x Growth



Our Competitive Advantage





NEW LOBSTER

 PDS GROUP

Steve Goodwin



Genesis of New Lobster: A Strategic Bet on Emerging Opportunity



Our Role and Revenue Model in New Lobster

authentic
AUTHENTIC BRANDS GROUP

Authentic Brands Group – Global brand management, Product approvals and Licencing agreements

Ted Baker Design Group (TDG)
(Design, Buying, Production, Sourcing,
Merch and Marketing)



PDS

Agency commission model
from Retail store partners

Ted Baker
North America
(Retail Stores & Wholesale)

Ted Baker
UK & Europe
(Retail Stores, e-comm, some
marketing, merch, people,
finance, IT)

Ted Baker
UK & Europe
(Wholesale)

Ted Baker
Middle East
(Retail Stores & Wholesale)

OSL

AARC



PDS

مجموعة الفطيم
Al-Futtaim group

Wholesale business capturing
topline and gross margins

Retail (Store & Ecomm) and Wholesale Operations

Post Acquisition Year 1 Journey: (Jun 2023- Mar 2024) (1/2)

June 2023 onwards

1. Order book for retail Q3 and Q4 seasons placed and booked with manufacturers prior to June 2023
2. Purchase orders placed by NODL and payments expected to be made by NODL to the factories
3. OSL and NLL would pay NODL for the purchase orders

October 2023

1. Experienced shipment delays from factories due to overdue and no payments from NODL
2. Due to the uncertainty around AARC/NODL, we start “uncoupling” process from NODL
 - a. Moved UK DC to our own 3PL provider
 - b. Managed own stock supply chain Freight and Duty
 - c. Closed the HK DC and set up a China consolidation centre
 - d. Accelerated our SAP system implementation from the NODL Microsoft AX system

November 2023

1. ABG supported AARC in securing an ABL which then clears majority of manufacturer’s overdue



Post Acquisition Year 1 Journey: (Jun 2023- Mar 2024) (2/2)

January 2024

1. AARC default on ABG payments and are removed as licence partner
2. Independent CEO is appointed by ABG
3. All partners report decline in sales AW23 due to serious delivery delays caused by NODL none payment
4. New Lobster first showroom collection for AW24 extremely well received. All majors place good buy quantities
5. AARC – Place their AW24 orders which get approved by the independent CEO and senior ABG team

March 2024

1. NODL put into administration – impacting our business, the brand and all the manufacturers and partners
2. Manufacturers not paid by NODL for Q2 summer stock with Q3 orders taken and precured fabrics and production capacity
3. New Lobster moved into damage limitation mode, met all manufacturers to save as much as Q3 as possible
4. Manage to maintain 85% of the Q3 range and majority of manufacturers
5. Obvious concerns raised by the UK/EU wholesale customers around all negative press caused by ongoing administration process and store closures
6. All international franchise partners not as affected and still witnessing strong sales

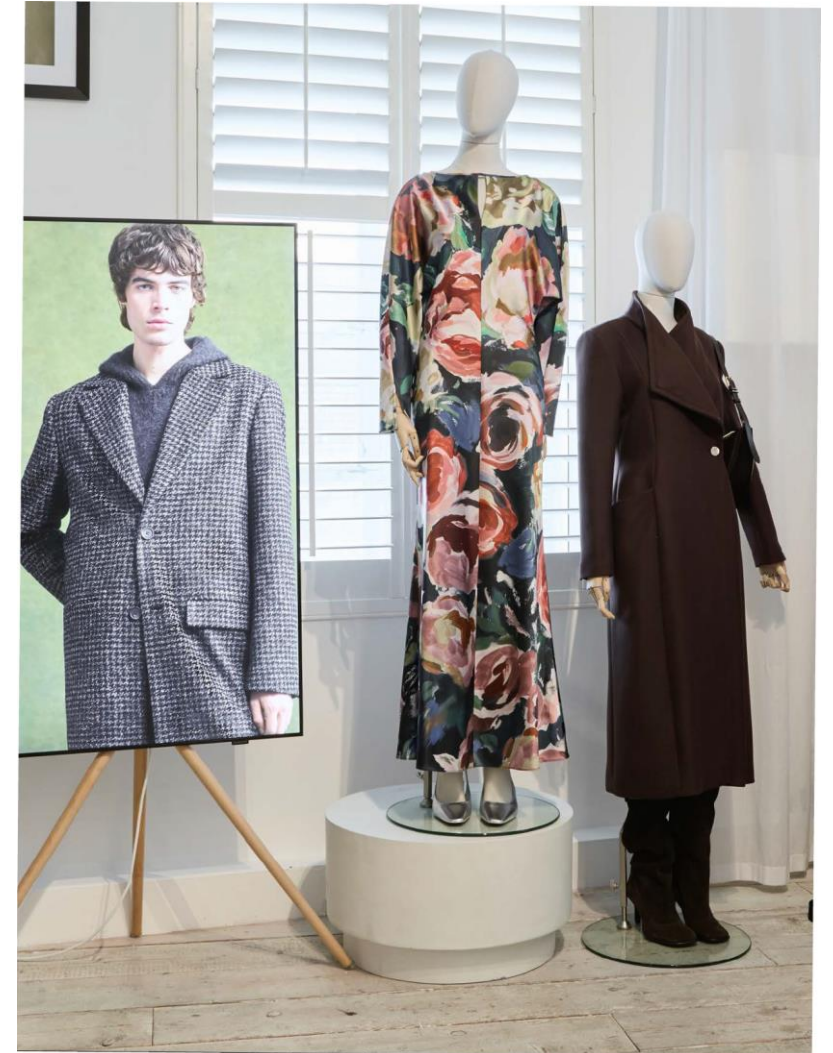
End April 2024

1. OSL (US Operator) files for chapter 15 in Canadian courts – **“A HUGE SHOCK!”**
2. Manufacturers are in production or production has finished for the AW24 styles - over 50% of the volumes are cancelled



Year 2 Journey (Apr 2024 – Mar 2025): Damage Control Mode

1. **Rescue AW24 product** for wholesale and franchise
 - a. Save as many manufacturer relationships as possible
 - b. Work with manufacturers and TK Maxx to clear excess inventory at manufacturers caused by administrations
2. **No new retail partner** assigned for the UK and stores are now in full “closing down” mode
3. All stand alone **US stores are now closed** as no retail partner found
4. New Lobster focussed on **Opex reduction**
 - a. Remove all marketing and store support, most mid level management (non product) and reduce all areas to bare minimum
 - b. Reduce head count from 135 to 84 - a 40% reduction
 - c. Remove nonessential spend – travel and marketing



Year 2 Journey (April 2024 – March 2025): Turn Around

August 2024

1. No retail operator is found for the UK/EU - all physical stores close
2. Massive detrimental effect on AW24 UK Wholesale business
3. ABG announce United Legwear (ULW) as Licence partner for USA retail and wholesale menswear
4. United Legwear also obtain the Bloomingdales concessions

September 2024

1. ABG announce United Legwear as Licence partner for UK/EU Ted Baker.com website
2. New Lobster manages to deliver a minimal Q4 range to ULW and key wholesale marketplace customers

January to March 2025

1. SS25 delivered to all partners
2. Some delivery delays caused by previous year administration
3. Orders at 60% of original budget due to the uncertainty around the Brand following store closures and administration



Where are we now?

Green Shoots

1. NEXT, JLP, Al Futtain (Middle East) South Africa and Bloomingdales showing **good sales at full price**
2. Ted Baker **brand appears to have survived the administrations** from an end customer prospective and still remains desirable
3. In place a completely **new Wholesale and Franchise sales and account team** to deliver the level of service required
4. Q1 and Q2 **ranges well received**
5. Range **shape and retail price architecture has been amended** to reflect the “new” brand landscape without stores
6. Entered into a **strategic supply partnership with Fraser Group**, supported by ABG where we deliver them “own brand” margin and they give Ted Baker physical footage in all House of Fraser stores and enhanced on lone presence.
7. Established **good relationship with TK Maxx and Zalando Lounge** to clear excess inventory and we have agreed SMU programmes for SS26

Work in Progress

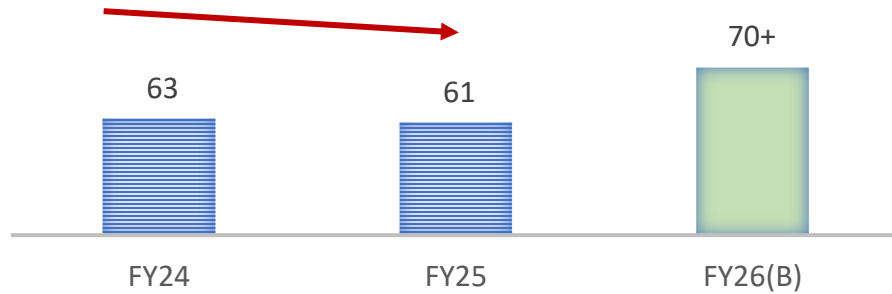
1. Analyzed the customer requirements and range shape - **Reducing the number of options** we design/present each phase by circa 25%
2. **Restructuring our buying and design teams** to reflect this resulting in a further \$1 million annualized saving
3. Manufacturer confidence- Currently working on **reduced terms with majority of manufacturers** – creating pressure on cash flow
4. **Terms will improve over time** as we get back to profit and they see our on-time payments



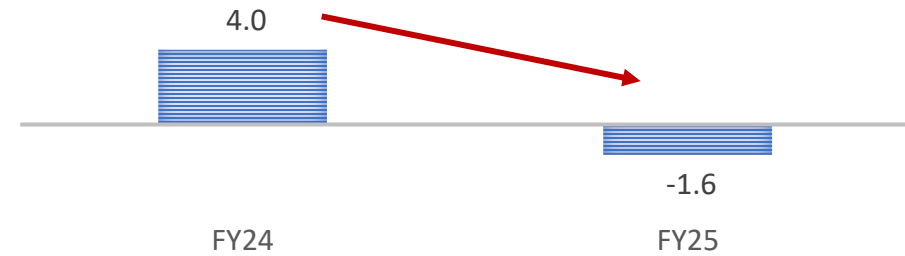
Financials at a Glance

\$ IN MN, UNLESS MENTIONED OTHERWISE

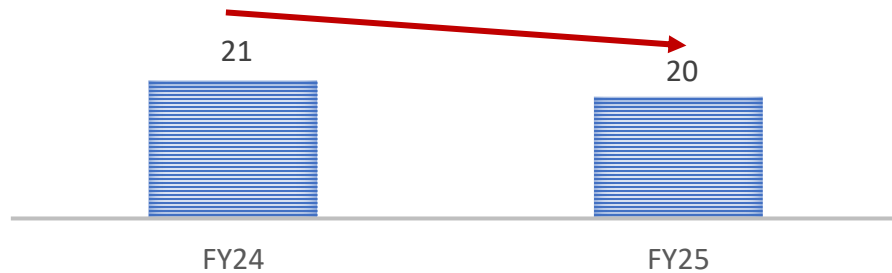
REVENUE



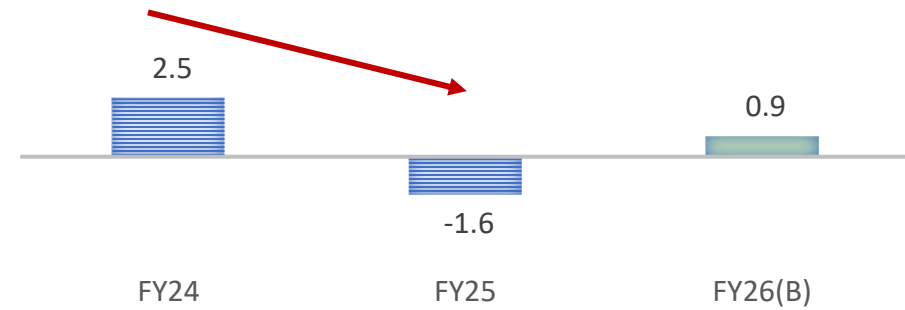
EBITDA



OPEX



PAT



Our Focus This Year

1. This year is a business reset
2. Focus on re establishing brand loyalty and trust with the end consumer.
3. Rebuilding relationships with key accounts and distribution partners
4. Work closely with our franchise partners to ensure we still understand their Regional needs
5. Continue to invest in range and innovation through the product ranges
6. Re-establish the Ted Baker footwear business
7. Bring back profitability in FY26





Home Division of  PDS

Eric Leddel











8am

- Rise & Shine -

Ceramic bathroom accessories

Towels

Robe

Bathmat

Storage

Laundry basket

Skin & Body Care



9am

- Breakfast is served -

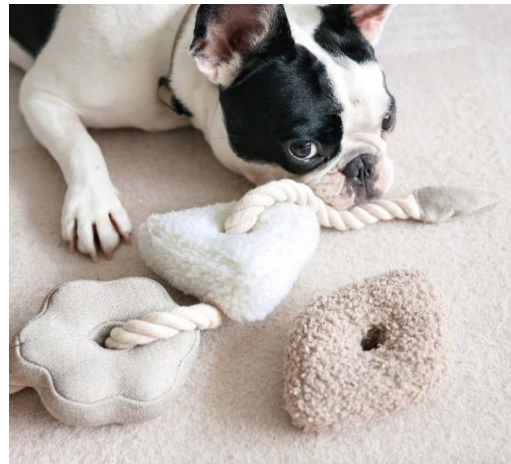
Tea & Coffee Pot
Teacups & Mugs
Ceramic breakfast sets
Cutlery
Juice jugs & Glass wear
Egg Cup Butterdishes
Napkins Tea towel Aprons



10am

- Time for a walk -

Dog Bed
Blanket
Carry Bag
Lead & Harness
Ceramic bowls
Dog Coats
Portable Drink Flask



11am

– Gardening Galore –

Gardening tools
Outdoor Plant pots
Ceramics & Rattan
Gardening bag
Tools



1pm

- Lazy Lunch -

Table wear & Glass wear
Cutlery & Plates
Serving Bowls & Utensils
Napkins & Tea Towels
Placemats
Condiments
Storage



2pm

- Coffee & Chill -

Tea Pots
Ceramics
Storage
Tableware
Throws
Cushions



6pm

- Gin O'Clock -

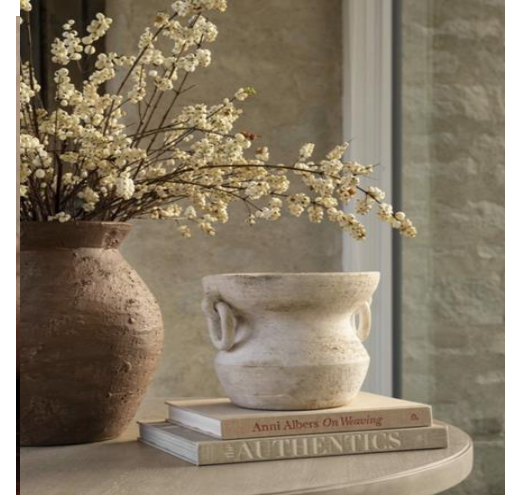
Serve wear
Coasters
Napkins
Barware
Nibble Servers
Wine Decanter



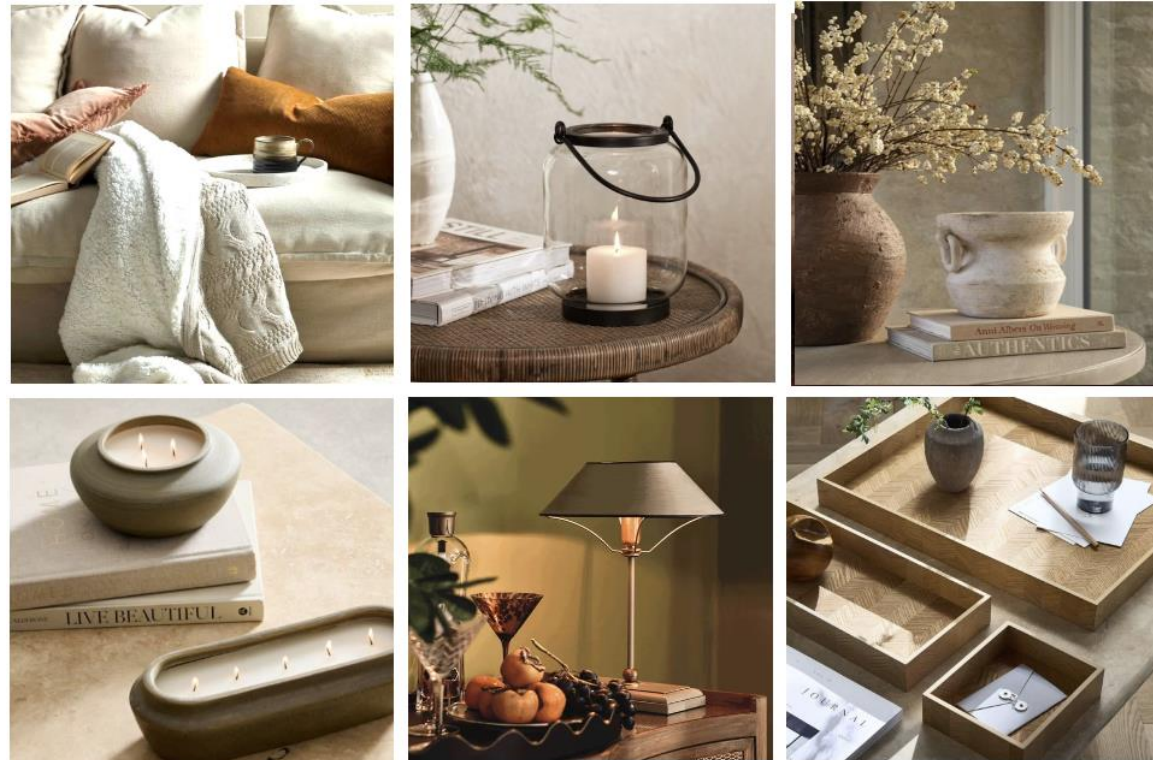
9pm

- Time for me -

Candles
Throws & cushions
Table trays & ornaments
Home scents



Sourcing full private label brand assortments from trend and design to manufacture as a sourcing partner or strategic supplier across multiple production countries



Global Team Leads

60 TEAM MEMBERS

- China/Hong Kong
- India
- Vietnam
- Bangladesh
- USA
- UK
- Pakistan
- Turkey

GLOBAL OFFICES

- Hong Kong (PDS)
- Shenzhen, China
- Gurgaon, India (PDS)
- Istanbul, Turkey (PDS)
- Karachi, Pakistan



Eric Leddel
CEO
Hong Kong



Iffat Khan
Creative Director
USA



Emily Tam
VP of Global Sourcing
Hong Kong









Emily Sin
General Manager
Hong Kong



Ashish Bajpai
General Manager
India

Core Services

-  Trend Forecasting
-  Private Label Product Development
-  Sourcing & Production
-  Compliance Assurance (Quality & Ethical)
-  Visual Merchandising & White Space
-  Provide flexible supply chain models



350 FACTORY NETWORK

- China
- India
- Pakistan
- Vietnam

SECONDARY PRODUCTION MARKETS

- Türkiye
- Taiwan
- Portugal
- Indonesia
- Malaysia
- Cambodia

SOURCING FROM WORLD CLASS FACTORIES ACROSS EUROPE & ASIA



HOME DÉCOR

Candles & Accessories
Home Accessories & Floral
Tabletop & Wall Décor
Photo Frames
Lighting



OUTDOOR

Garden Tools & Accessories
Décor
Furniture
Lighting
Textiles
Coir Mats



SEASONAL

Ornaments & lights
Christmas Décor
Halloween & Harvest
Small Events



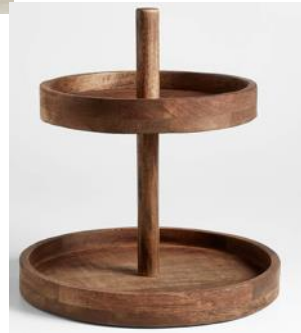
HOME TEXTILES

Bedding, Bath & Rugs
Kitchen
Kids & Nursery
Pillows & Throws
Window Fabric & Yarn



PETS

Pet House
Pet Bedding
Travel
Pet Accessories
Toys



HOUSEWARES

Tabletop
Housewares & Storage
Serve ware & Barware
Kitchen Electronics
Personal Electrics



PAPERSHOP

Wrap
Partyware
Stationery
Greeting Cards



TOYS

Stuffed
Summer
Crafts

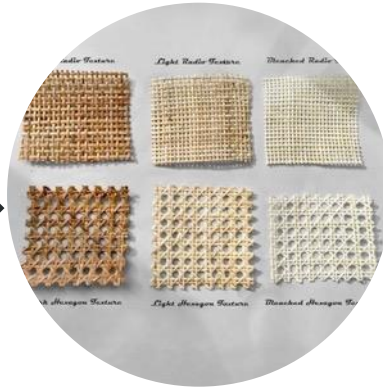
Our Development Process

1.



WHITE SPACE
ANALYSIS

2.



TREND
DEVELOPMENT

3.



PRODUCT
DEVELOPMENT

4.



PRODUCT
SOURCING

5.



QUALITY AND
COMPLIANCE

Natural Fibers Fashion Storage— White Space analysis

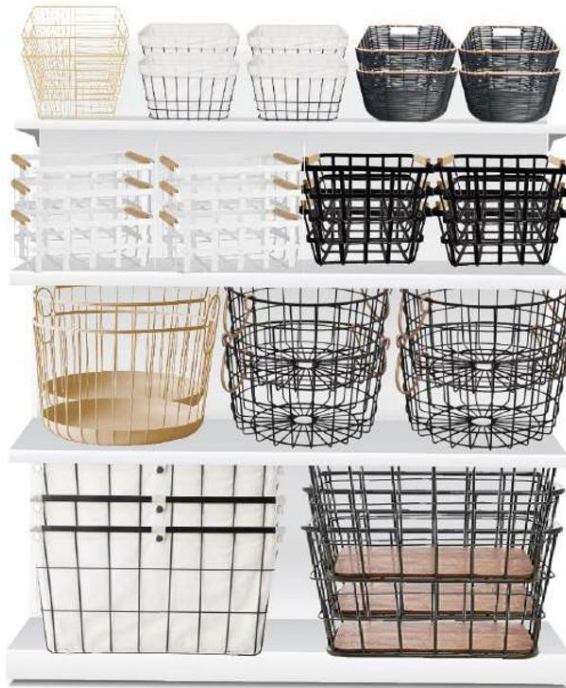
		west elm	POTTERY BARN	Crate&Barrel		Customer X
Small Basics					★ 	opportunity
Water Hyacinth	★ 	 ★				opportunity
Seagrass				n/a		opportunity
Rattan				★ 	★ 	opportunity

Opportunities:

- Simple construction small storage
- Single material / decorative structure
- Contemporary Rattan
- Light Seagrass with plastic stitching
- Maize, Banana Leaf....

Fashion Storage – Solutions

Metals



- Mixed Materials
- Mixed Metals
- Fabric Lined
- Black and White
- Small Basics
- Contemporary Silhouettes

Natural Fibers






















- Leather Accents
- Patterned Weaves
- Grey and Black
- Small Basics
- Rattan, Seagrass, Water Hyacinth

Textiles



- Leather Accents
- Mixed Materials
- Varied Rope Structures
- Value Packs
- Varied Felt Structures

Pillows and Throws – White Space analysis

	TARGET	macys	POTTERY BARN	Crate&Barrel	HomeGoods	Kirkland's Home	Customer X
Pillows							<div>OPPORTUNITY</div>
Specialty Throws							<div>OPPORTUNITY</div>
Combos 2 packs							

Opportunities:

- unique techniques and features that both value & newness

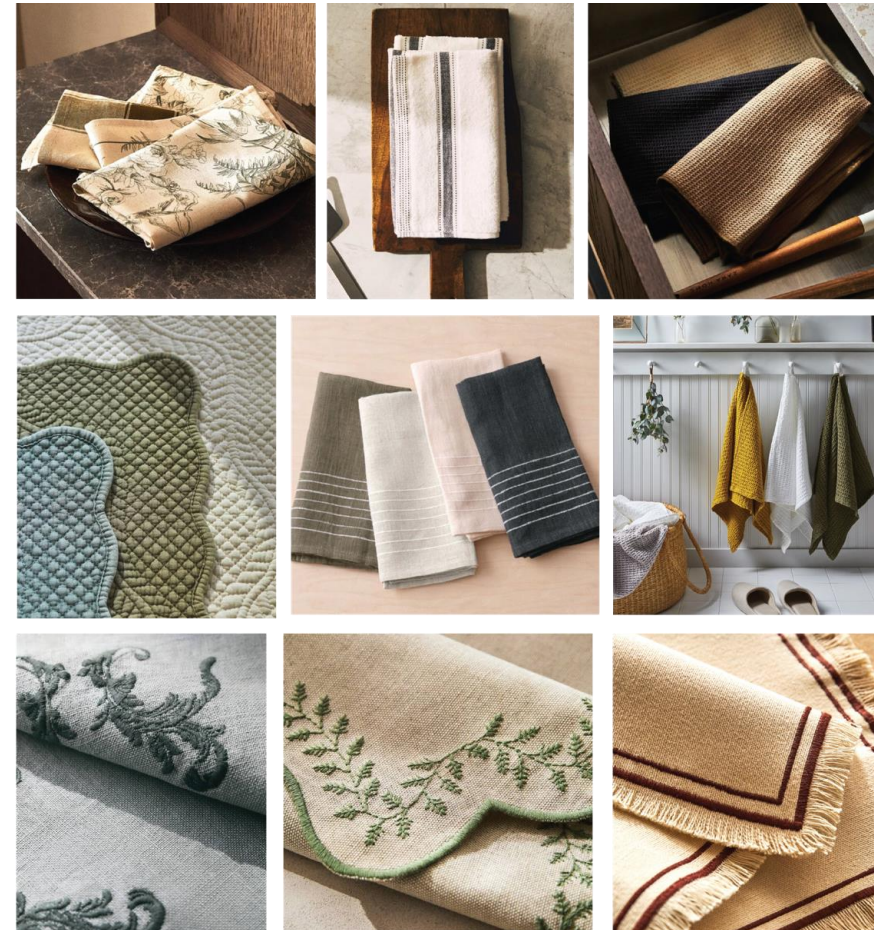
- Strong product representation
- Sustainable fabrication
- Perceived value
- First to market products
- Unique fabrications





Pillows/Throws/Quilts

- Waffle weave
- Color blocked woven pillow /matching throw
- Chunky & tight embroidery
- Double washed for softness
- Linen like w/ eyelash border
- Pom pom on summer linen
- Crinkled Cotton



Kitchen & Table Textiles

- Matelassé body w/ scalloped edge
- Chunky Crewel embroidery, light & delicate embroidery
- Barratta Stitched runner & tablecloth
- Washed out & distressed prints





Be Bright





Flora

INVESTOR MEET 2025



Materials & Techniques

- Woven Baskets
- Glazed Painted Ceramics
- Multi Colored Glass
- Seeded Glass
- Mango Wood w/brass handle
- Smooth high shine Figurines
- Embroidered Textiles

- Hammered Metal
- Wood Vases/Plant Pots
- Dyed Faux Leather Baskets
- Shaped Marble
- Scalloped Edged Jute
- Metal Candle Tapper
- Detailed Edged Photo Frames

Flora



Key & Developing customers



ASDA

3rd largest Supermarket In UK
\$500M FOB in direct GM purchasing



TJ-maxx

#1 Global Off Price Retailer
\$60B USD Revenue
\$10B USD GM Revenue
\$4.5B USD purchase



Walmart

#1 Global Retailer
\$125B USD in Revenue in 2025
for GM in US alone



Michaels

Largest Arts & Craft retailer in NA
\$560M USD in Revenue
1,300 stores across 49 states
JOANN & Party City Chapter 11



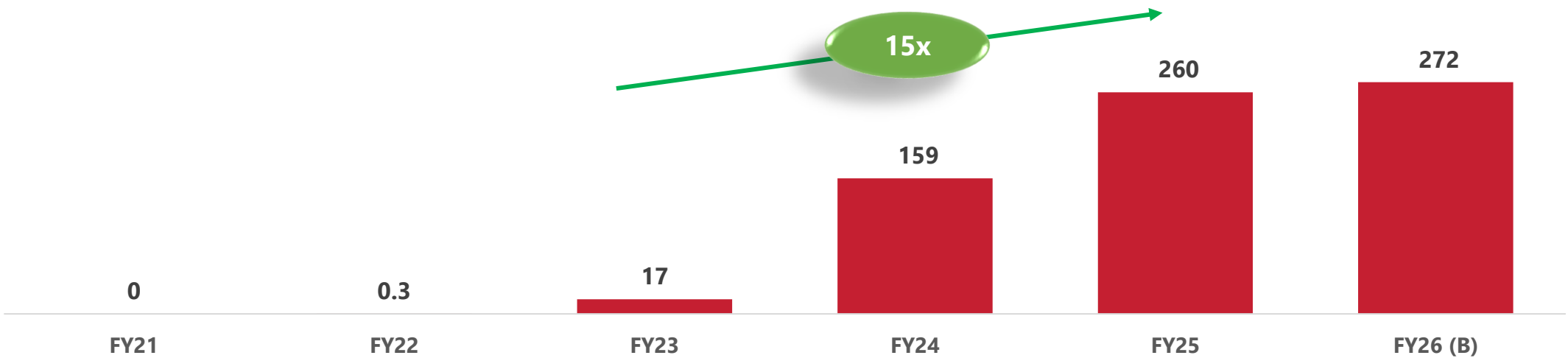
KOHL'S

\$16B Revenue in 2025
1,174 stores across 49 states

CASA Financial Highlights

\$ IN MN, UNLESS MENTIONED OTHERWISE

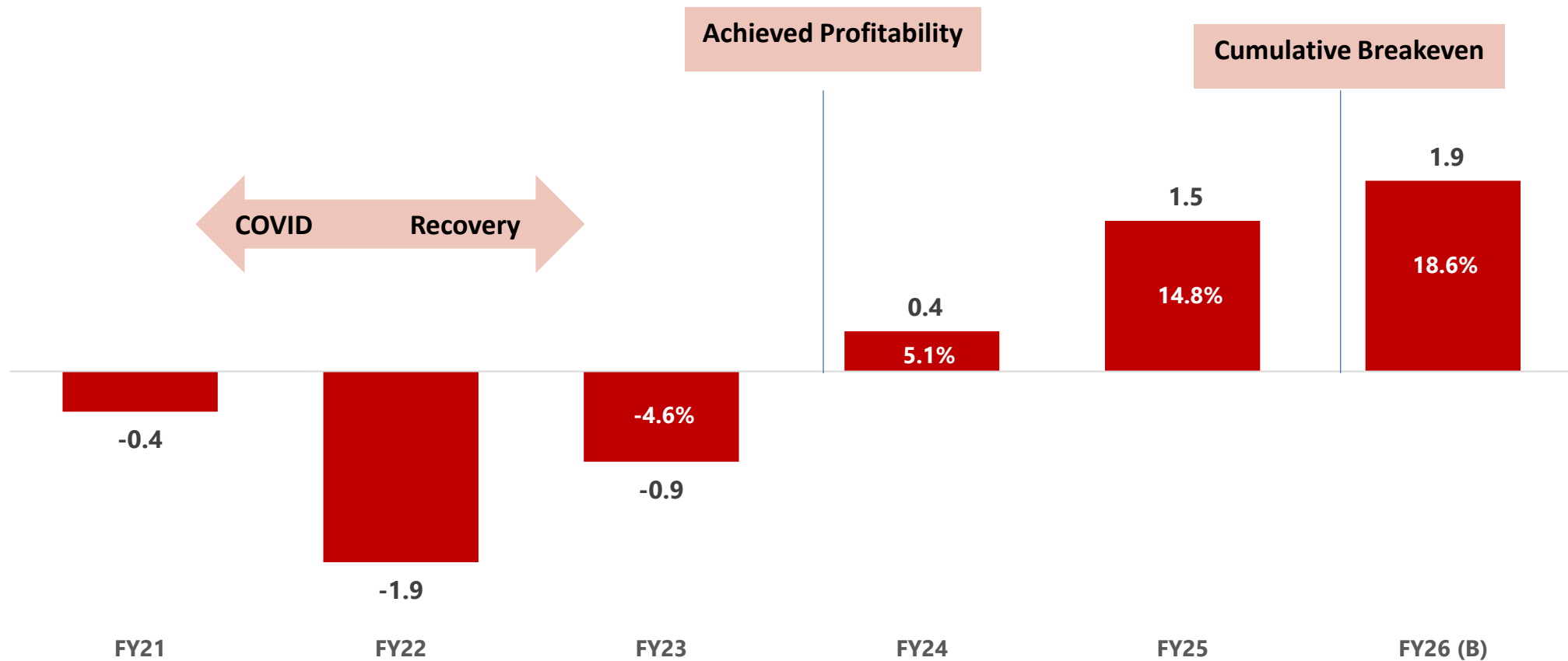
GMV (\$mn)



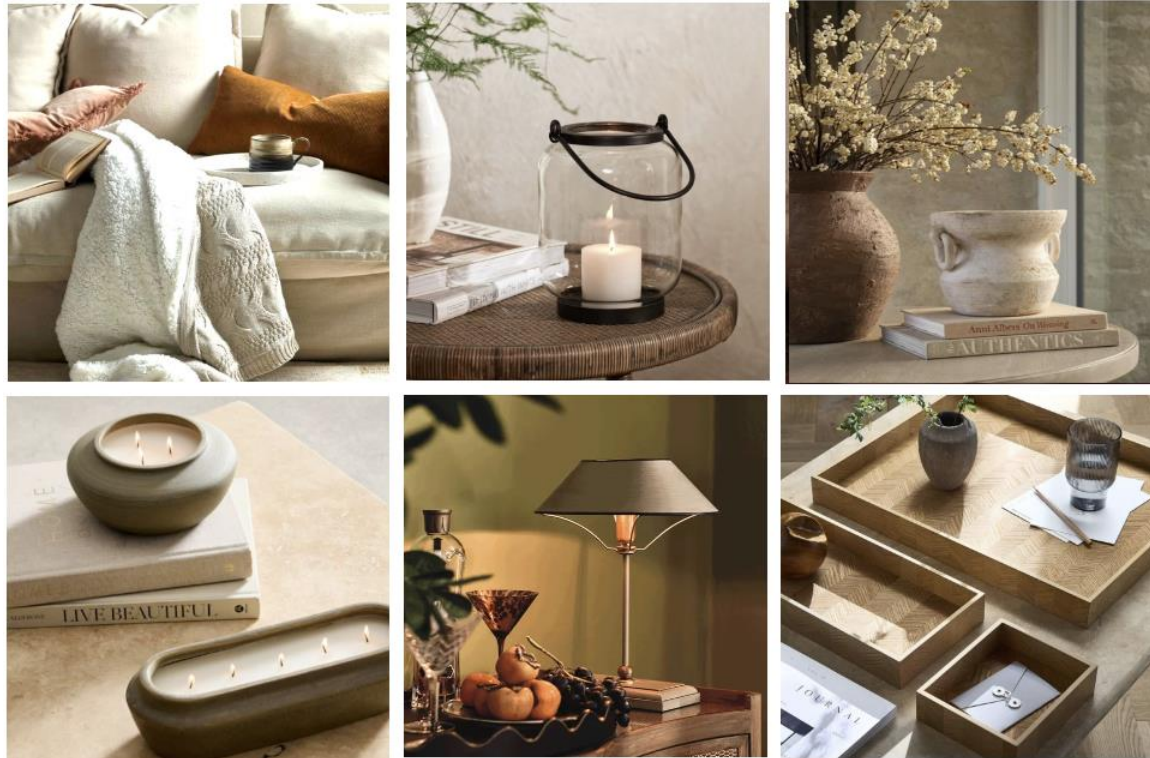
CASA Financial Highlights

\$ IN MN, UNLESS MENTIONED OTHERWISE

PBT (\$mn | % margin)



- Sourcing as a Service
 - USA Market
 - Online, Marketplace & Social E-commerce
 - Category Expansion
- Leveraging Management team





Global | Collaborative | Digital | Ethical

THANK YOU

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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.