



INVESTOR PRESENTATION

Q1 FY27



CORE TOPICS



Quarter Performance

- + Key Performance Highlights
- + Financial Summary
- + Channel wise Contribution

Our Brands

- + Tommy Hilfiger
- + United Colors of Benetton
- + Juicy Couture
- + Superdry
- + Off-White
- + Aeropostale

Way Forward

- + New International Brands

Annual Highlights

- + Income Statement
- + Balance Sheet

Strategic Transformation

- + Building, Scaling, Compounding –
The Strategic Growth Roadmap
- + Building an Integrated Lifestyle &
Brand Platform
- + The Operational Shift Is Already
Underway

About Us

- + Company background
- + Leadership team
- + Key categories
- + Our approach; Design process
- + Business Model
- + Sales Channels;

Annexure

- + New Office
- + Manufacturing & Warehouse
- + Social Media

┌ Strategic Transformation

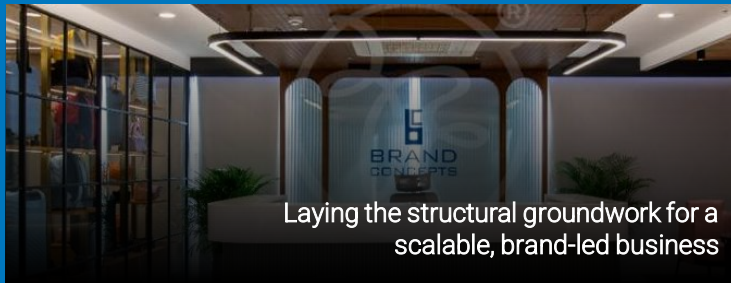
A disciplined, phase-driven approach to constructing a platform built for durable growth

Building, Scaling, Compounding — The Strategic Growth Roadmap



PHASE 1

Foundation Building



Laying the structural groundwork for a scalable, brand-led business

- Secured exclusive license agreements across 6 premium international brands
- Built a multi-brand distribution framework spanning trade, institutional, and retail channels
- Invested in warehousing, logistics, and sourcing infrastructure for volume scale
- Initiated in-house manufacturing, reducing import dependency and cost exposure



ESTABLISHED ■ ■ ■ ■ ■

PHASE 2

Platform Expansion



Scaling reach, depth, and brand equity across channels and categories

- Built omnichannel presence across online, branded EBOs, large format stores, and 50+ Bagline stores
- Expanded the lifestyle accessories portfolio through broader category depth and premium brand additions
- Premiumized the brand mix through aspirational marketing in TH, Juicy Couture, Off-white and Superdry



UNDERWAY ■ ■ ■ ■ ■ ■

PHASE 3

Operating Leverage



Translating scale and integration into structural profitability and shareholder value

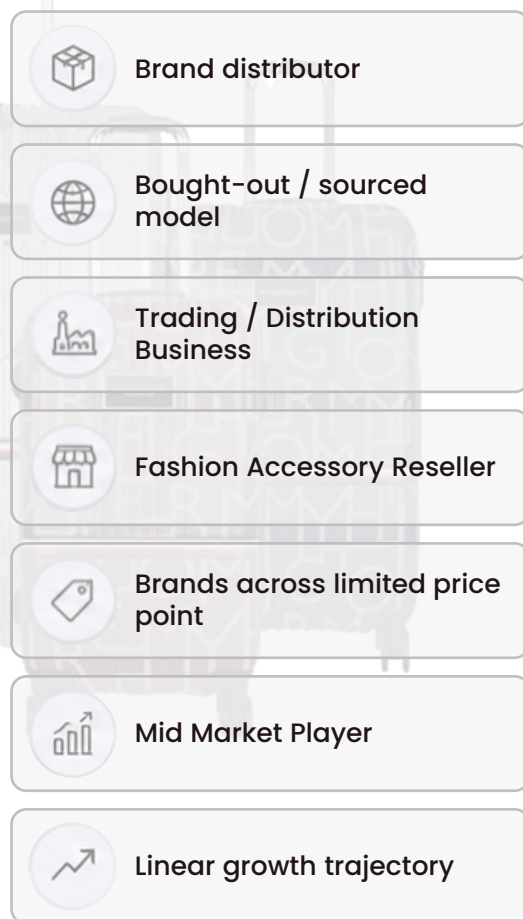
- Unlock scale efficiencies as manufacturing (20K–25K units/month) absorbs a larger revenue share
- Drive margin expansion through higher manufacturing integration and better product mix
- Deliver stronger ROCE as manufacturing and warehousing investments mature and yield returns
- Transition to a self-funded, cash-generative model with an improved balance sheet



AHEAD ■ ■ ■ ■ ■

Building an Integrated Lifestyle & Brand Platform

THEN



NOW

Multi-brand platform

Exclusive licenses across Multiple international brands spanning travel gear, handbags, small leather goods, and lifestyle accessories



Scaling in-house manufacturing

Dedicated facility in Ujjain, MP producing 20,000–25,000 units/month with 3.5 lakh annual capacity and 8-acre headroom for expansion



Lifestyle ecosystem

Strengthened the lifestyle accessories portfolio through broader category depth and premium brand additions



Scalable platform

With a 1 lakh sq. ft. warehouse capable of housing 12 lakh units and new manufacturing facility multi-fold volume growth without proportionate capex can be expected in coming years



Vertically integrated model

End-to-end control from design and sourcing to manufacturing, warehousing, and retail – reducing cost dependency and improving margin quality



Omnichannel presence

50+ Bagline stores, Tommy Hilfiger Travel Gear outlets, large format stores, and digital commerce platforms operating in tandem



Premiumization beneficiary

Premium brand investments in TH, Juicy Couture, and Superdry commanding stronger pricing power and gross margin expansion



Q1 FY27 PERFORMANCE HIGHLIGHTS

Summary Performance Highlights

Financial Highlights — Q1 FY27

- Revenue growth moderated to 10.98% YoY to INR 79.57 Cr. As existing business remained under pressure from intensifying competition and weak international travel. New brand additions helped prop up overall revenue
- EBITDA grew 49.68% YoY to INR 5.34 Cr. (vs INR 3.57 Cr.); EBITDA margin improved to 6.71% vs 4.97% primarily driven by sales growth of 11% and controlled operating expenses.
- PBT loss widened marginally by 3.46% YoY to INR 3.16 Cr. (vs INR 3.05 Cr.) reflecting continued pressure from higher depreciation, interest costs, and ongoing operating investments.

Sales / Revenue / Topline

- E-Commerce revenue declined YoY, as we undertook deliberate consolidation exiting non-performing SKUs to sharpen focus on profitable, high-potential products within the channel.

Focus Areas for Upcoming Quarters

- **E-Commerce Recovery Plan:** Building on this quarter's SKU consolidation, we're actively executing a structured recovery plan to reignite E-Commerce growth applying sharp learnings to drive a stronger, more profitable channel going forward.
- **High Throughput Focus in Modern Trade:** Prioritising locations with proven footfall and revenue density over broad-based expansion.
- **Optimisation of Manufacturing Capacities:** Aligning production output with demand requirements to improve utilisation efficiency and reduce idle capacity costs.

Strategy

- Early green shoots visible in Juicy Couture and Off-White alongside valuable learnings from the brand-building journey so far.
- Focus is on capitalising on positive indicators and doubling down on what's working while maintaining the discipline to exit what isn't delivering returns.

External Challenges

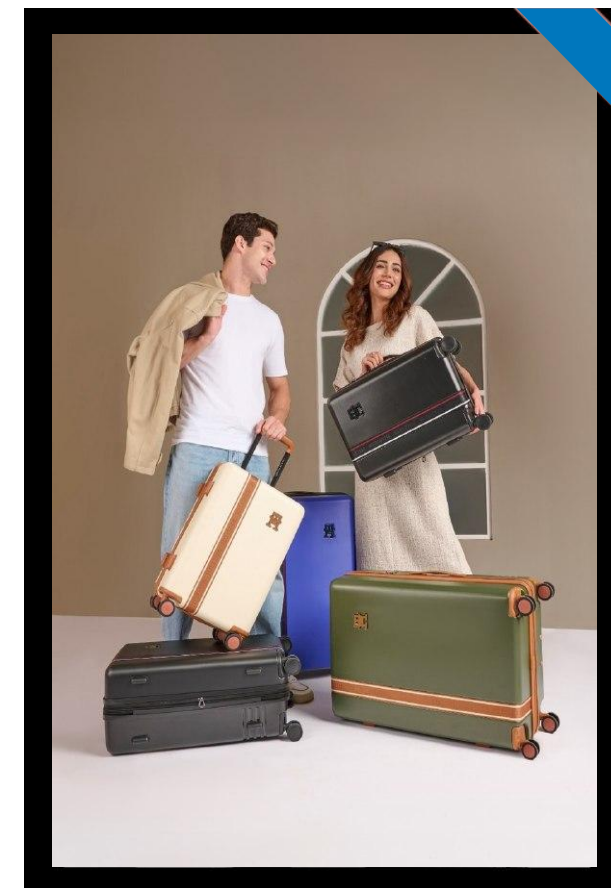
- **Modern Trade Intensification:** Well-funded new-age players chasing market share over profits. As more players compete for the same limited retail space, rentals keep rising while sales get split across more competitors, squeezing both cost and revenue per store.
- **Strengthening USD:** The US Dollar has strengthened materially, making imported raw materials more expensive and adding sustained pressure on input costs.

Other Key Updates

- **Bagline Consolidation:** Building a leaner, more profitable Bagline network by exiting underperforming stores. 8 stores shut In Q1 (4 COCO, 4 FOFO).
- 9 additional stores under notice (7 COCO, 2 FOFO) to be closed by Q2
- **CSD:** Progress on SLG launch in CSD, our all SKUs Passed in Product Selection Committee.

Q1 FY27 INCOME STATEMENT (Standalone)

Particulars (INR Mn)	Q1FY27	Q4FY26	Q1FY26	YoY%
Revenue from Operations	795.7	904.2	716.9	11.0%
Other Income	11.4	5.1	5.7	101.0%
Total Income from operation	807.0	909.3	722.6	11.7%
Total Expenditure	753.7	823.6	686.9	9.7%
EBITDA	53.4	85.7	35.7	49.7%
EBITDA Margin (%)	6.7%	9.5%	5.0%	
Depreciation	39.5	37.4	33.0	19.8%
EBIT	13.8	48.3	2.7	422.4%
Interest	45.4	45.2	33.2	36.9%
Profit Before Tax	-31.6	3.1	-30.5	-3.5%
Tax	-2.6	-4.5	-3.4	-24.0%
Reported Net Profit	-29.0	7.7	-27.2	-6.9%
Other Comprehensive income	-0.4	-2.5	0.9	-100.0%
Total Comprehensive income	-29.4	5.2	-26.3	11.8%
PAT Margin (%)	-3.6%	0.8%	-3.8%	
Reported EPS (Rs)	-2.33	0.61	-2.19	-6.4%



NEW STORE – Juicy Couture (Hyderabad)



Expanded retail presence with the launch of a new Juicy Couture store at Lakeshore Mall, Hyderabad, spanning and reinforcing the company's growth strategy.

NEW STORE - Off-White (Bengaluru)



Marked the launch of the first Off-White store in India with a outlet at Mall of Asia, Bengaluru, establishing a dedicated retail presence for the brand.

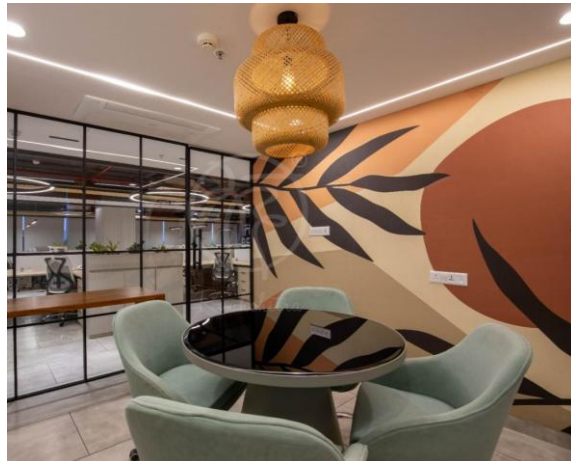
NEW MANUFACTURING UNIT



NEW WAREHOUSE



CORPORATE OFFICE





WAY FORWARD

WAY FORWARD

WE ARE PROGRESSING FROM CONCEPT-LED DEVELOPMENT TO SCALED FINISHED PRODUCTS, WHILE BUILDING A STRONG, DIFFERENTIATED IDENTITY AS A LEADING FASHION HOUSE IN TRAVEL & ACCESSORIES.

LICENSEES



Channel-Brand Fit

Our approach is to align each brand with the channels where it fits best some brands **Tommy Hilfiger, United Colors of Benetton** are positioned across all channels given their broad appeal, while others **Juicy Couture, Superdry, Off-White** are being scaled selectively through the channels best suited to their positioning MBOs and EBOs for focused brand-building, and E-Commerce for wider reach. This channel-brand fit ensures sharper execution and better returns on each brand's potential.

NEW BRANDS



Brand Portfolio Optimization

Having built a comprehensive **multi-brand portfolio** spanning all key price points and categories, we are not actively pursuing new international brand additions at this time. Our focus is on **deepening and strengthening** our existing brands rather than further portfolio expansion.

MANUFACTURING



Manufacturing

The company has setup its manufacturing unit for manufacture of hard luggage while consolidation with IFF overseas brings the soft luggage manufacturing expertise into our fold.



ABOUT US

ABOUT US



MISSION

To become the greatest company in fashion bags, travel gear, & accessories in India .

VISION

To serve the fashion conscious consumer with a great product & ownership experience, thus creating value for our customers, employees, partners, share holders & the society at large.



2007
Year of Incorporation

2018
IPO

Indore
Based

- + Brand Concepts is a premier resource for licensed fashion and lifestyle brands in category:
- + **Travel Gear:** Luggage Trolleys, Backpacks,
- + **Small Leather Goods:** Belts & Wallets for both Men & Women,
- + **Women Handbags and Lifestyle accessories.**
- + The company works with brands like Tommy Hilfiger, United Colors of Benetton, Juicy Couture, off-White, Aeropostale.
- + Our portfolio, with strategic product offering, makes us one of the preferred retailer across all formats. We continuously aspire to get more efficient and stronger with our technical expertise and increasing market share, transforming the latest trends into accessible fashion.
- + The company has an omni channel presence

EXCLUSIVE BRAND LICENSES:



LEADERSHIP TEAM



Prateek Maheshwari
Managing Director

- + Mr. Prateek Maheshwari holds the degree of MBA from S.P. Jain Institute, Mumbai.
- + He possesses vast experience in the field of Brand Licensing and Fashion Gear manufacturing.
- + He is new age marketer, spear heading the Brand Licensing Business to become the pioneers in the bags/ travel gear market in India.
- + He is looking after policy matters, organisational development and overall administration of our Company.



Abhinav Kumar
CEO & Whole Time Director

- + Mr. Abhinav Kumar is the co-founder of Brand Concepts.
- + He started his career with Advertising and later moved on to head the marketing activities of Tommy Hilfiger India during his tenure with the Murjani Group.
- + He was not only instrumental in launching 10 different categories under Tommy Hilfiger brand, but was also a part of the core team which brought in other brands like CK, FCUK, Jimmy Choo, Gucci, Bottega Venetta in India under the Murjani stable.
- + He has been instrumental in bringing Tommy Hilfiger and the other brand licensees into Brand Concepts.

KEY CATEGORIES

BACKPACKS

- + We design and manufacture trendy and sturdy backpacks. We make laptop bags, duffle & gym bags, rucksacks and school backpacks.

LUGGAGE

- + Based on individual taste and preference, we meticulously design our travel gear. We create luggage both hard & soft, that is loaded with fashion and has relevant functionality with a cool classic feel that is perfect for travel.

HANDBAGS, CLUTCHES, WALLETS

- + We offer all kinds of bags such as cross-body, shoulder, totes, hobos, and traditional handbags in colors, styles and patterns that range from the classic to contemporary. From the sleek and sexy to the fun and whimsical bags.

SMALL LEATHER GOODS

- + Men's belts & wallets are products that vary from taste to taste and need to need. Trendy casual & formal range of belts and Slim, lightweight designs, such as bi-fold and tri-fold easily slip into a back pants pocket, shirt pocket, coat or briefcase. Durable leather for the classics & fabrics like nylon and canvas.



OUR APPROACH



Brand Concepts is built on the thinking of our Founders. They believe that brand and lifestyle licensing is mutually beneficial to both the licensor and the licensee. While the brand owner/licensor benefits from generating a new revenue stream, increasing their brand awareness, and expanding into new product categories, geographies as well as retail channels; the licensee generates a new revenue stream at the same time as having an association with the brand name, and differentiating its offerings from competitors.

Since Brand Concepts works with highly reputed global and domestic brands, it follows the highest standards of quality checks, inspite of outsourcing the manufacturing of its products. With a dedicated team of in-house professionals that include merchandisers, account specialists and retail planners, Brand Concept services its key retail relationships with unmatched execution and program management



The team is backed by a strong sourcing network, in-house trend-spotting and design teams, coupled with robust logistics and warehousing network.

We sell our products through exclusive THTG stores, EBOs as well as several large multi brand outlets (MBOs). We have also appointed master distributors (on cash and carry) to service our distributor and retail business.



UNITED COLORS
OF BENETTON.

Juicy Couture

Off-White™

SUPERDRY®

AÉROPOSTALE

DESIGN PROCESS



EMPATHISE

Conduct research to develop an understanding of our users requirements

DEFINE

Combine all our research and observe where our user problems exist

IDEATE

Brainstorm and generate a range of crazy and creative ideas

PROTOTYPE

Build a real tactile representation for a range of our ideas

TEST

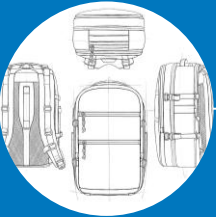
Return to our users for feedback

IMPLEMENT

Put the vision into effect



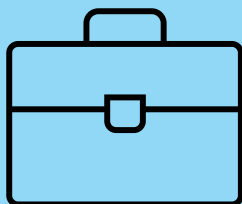
Conceptual Prototypes



Final Products



BUSINESS MODEL



1 LICENSED BRANDS

- + Partner with top international and domestic brands as an exclusive licensee in key product categories.

2 PRODUCT DESIGN

- + The product team analyses the brand, competitive landscape & prepares a product brief for the design team
- + The design team prepares the design which is send for sampling

3 SUPPLIER COORDINATION

- + Buying team coordinates to get the samples, inspects them & place order
- + Once the products are ready with suppliers , buying team gets it to the warehouse

4 SALES, DISTRIBUTION & MARKETING

- + Merchandisers takes control and in coordination with the sales team starts planning product placement in the market. Sales team get in touch with marketing team for support. National-level advertising through OOH, Print & other mediums

5 OMNI CHANNEL

- + Our products are sold Online as well as in stores through EBOs(COCO / FOFO / FOCO), MBOs, LFS, Distributors & Retail.

SALES CHANNELS

Branded Retail Channels



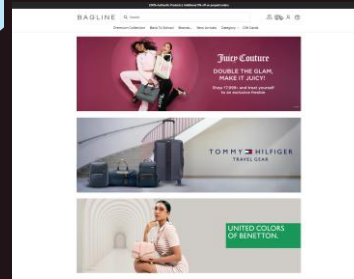
Tommy Hilfiger Travel Gear Outlets

- + Brand Concepts currently has **4 Tommy Hilfiger Travel Gear (THTG)** outlets exclusively for the Tommy Hilfiger range of Travel Gear and Soft Leather Goods.



Bagline outlets

- + The company currently has **35 Bagline** stores across India which exclusively sell products manufactured and marketed by Brand Concepts across all their licensee and own brands.



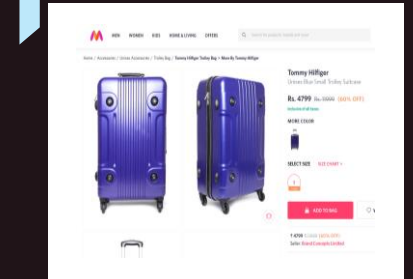
BAGLINE.Com

- + **www.bagline.com** is the **E-Commerce venture** of BCL, which is a fashion accessory retail company. **The physical stores of BCL also go by the name of "BAGLINE"**. All BCL brands would be listed directly with all the bagline stores integrated.



MBOs / Retail

- + The company sells its products to several **LFS/MBOs/Retail** and is systematically moving to a **master distributor model** across all zones / cities to reduce working capital in the business.



Online

- + The company sells through several **Ecommerce platforms such as Myntra and Amazon** and is currently working on starting its own online selling platform as well under the name of bagline.com

OUR BRANDS



Tommy Hilfiger (TH) is one of the most successful fashion brands in the world.

Background

Other Licensed Categories

- + Present in 90+ countries
- + One of the most popular foreign brands in India
- + One of the earliest International lifestyle brands to enter India in 2003 through Murjani Group.

Other Licensed Categories

- + Apparel: 50:50 JV with Arvind Mills
- + Watches: Titan
- + Eyewear: Sterling Metaplast
- + Undergarments: Arvind Mills

Retail Network

- + 100+ TH Exclusive Brand Stores in India
- + Multi-brand Stores
- + Digital commerce platforms

License Agreement

Exclusive License agreement till Dec 2026, to manufacture, market & retail the products.

Positioning

- + Trendy, aspirational & legacy brand in the monotonous premium travel segment.
- + A good value proposition as products are priced 10-25% discounted to some peers despite carrying a more exclusive brand perception.

Licensed Categories

Small Leather Goods (SLG):

- + Belts
- + Wallets

Travel Gear:

- + Backpacks
- + Hard Luggage
- + Soft Luggage
- + Duffle Bags



UCB is an ambassador of contemporary casual chic style. It is one of the world's most popular & loved Brand.

Background

- + Present in 120+ countries
- + UCB has a network of 6500+ stores across the globe.
- + Benneton Group ventured into the Indian market in 1991. It has a network of 350+ stores in India.

Retail Network

- + 300+ UCB Exclusive Brand Stores
- + Multi-brand Stores
- + Digital commerce platforms

Licensed Categories

- + Small Leather Goods (SLG)
- + Travel Gear
- + Women Handbags
- + Key Chains
- + Neck Pillows & more.

License Agreement

Exclusive License agreement till 2030.

Other Licensed Categories

- + Watches: Timex India
- + Eyewear: Mondottica International

Positioning

- + "Color" is the core competency of UCB. The company boasts of diversity, hence comes the word "United" in the brand name.
- + All the products of UCB are moderately priced as compared to its competitors despite offering a wide range and varieties in its creations.



Off-White is a globally acclaimed streetwear label blending high fashion with urban edge.

Background

- + Presence in 40+ countries
- + Off-White is a luxury fashion and urban streetwear brand.
- + Off-White offers a wide product range including Men's, Women's, and Kid's apparel, footwear, bags, swimwear, and a diverse selection of fashion accessories

Retail Network

- + Exclusive Brand Stores
- + Multi-brand Stores
- + Digital commerce platforms

Distribution Agreement

Long Term Contract.

Categories

- + Small Leather Goods (SLG)
- + Women Handbags
- + Footwear
- + Swimwear and other fashion accessories
- + Men's, Women's, Boy's and Girl's ready-to-wear apparel

Positioning

- + Gen-Z and millennial audiences who value authenticity, boldness, and cultural relevance in fashion.
- + Off-White™ sits uniquely between high fashion and streetwear creating a category of its own often referred to as "luxury streetwear."



Superdry is renowned worldwide for its unique fusion of Americana, Japanese graphics, and modern British fashion

Background

- + Present in 65+ countries.
- + 768 stores operated globally
- + Major Dominance in the UK and Europe market:
- + Superdry is a premium global fashion brand offering a diverse portfolio of apparel and accessories from casualwear and outerwear to athleisure and lifestyle products..

Retail Network

- + Exclusive Brand Stores
- + Multi-brand Stores
- + Digital commerce platforms

Licensed Categories

- + Women Handbags
- + Travel Gear
- + Small Leather Goods (SLG)

License Agreement

Long Term Contract.

Positioning

- + Superdry is positioned as a contemporary premium casualwear brand, blending global streetwear influences with high quality craftsmanship.
- + The brand appeals to urban, style-conscious youth and millennials seeking distinctive fashion that balances trend with authenticity.
- + Superdry stands as a lifestyle brand with global relevance and a distinctive international identity.



Juicy Couture is a LA lifestyle brand infused with casual glamor and an irreverent attitude, Identified as a casual luxury brand.

Background

- + Present in 90+ countries.
- + 225+ stores operated globally
- + Major Dominance in the USA market:
- + Juicy Couture a casual luxury brand, offering apparel in the categories of women, girls and baby, handbags, shoes, intimates, swimwear, fragrance, accessories and jewelry.

Retail Network

- + Exclusive Brand Stores
- + Multi-brand Stores
- + Digital commerce platforms

Licensed Categories

- + Women Handbags
- + Travel Gear
- + Small Leather Goods (SLG)
- + Socks & more.

License Agreement

Long Term Contract.

Positioning

- + Juicy discovers the couture in the everyday and delivers an element of surprise in all of its designs.
- + Juicy Couture is identified as a casual luxury brand
- + Juicy Couture's collections are designed to empower all, from those with a maximalist aesthetic to those with a nostalgic, sophisticated style.



ANNUAL FINANCIAL HIGHLIGHTS



ANNUAL INCOME STATEMENT (Standalone)



Particulars (INR Mn)	FY21	FY22	FY23	FY24	FY25	FY26
Net Sales	427.9	861.7	1,632.2	2,901.5	2,919.2	3,480.7
Other Income	1.0	6.1	3.8	24.8	11.0	18.8
Total Income	428.9	867.7	1,636.0	2,926.3	2,930.2	3,499.5
Total Expenditure	458.6	784.2	1,419.8	2,576.6	2,588.5	3,186.0
EBITDA	-29.6	83.5	216.2	349.8	341.7	313.4
EBITDA Margin (%)	-6.9%	9.7%	13.2%	12.1%	11.7%	9.0%
Depreciation	11.3	25.0	34.6	70.7	129.1	130.1
PBIT	-40.9	58.6	181.6	279.0	212.6	183.4
Extraordinary Items	-	-	2.4	-	-	-7.6
ESOP Expenses	-	-	-	21.5	15.4	8.9
Interest	46.0	48.1	49.4	75.6	120.4	161.4
PBT	-87.0	10.4	134.6	182.0	76.8	5.4
Tax	-23.8	2.9	34.1	60.7	24.5	-4.3
Profit After Tax	-63.2	7.6	100.4	121.3	52.3	9.7
PAT Margin (%)	-14.8%	0.9%	6.2%	4.2%	1.8%	0.3%
Other Comprehensive Income	0.0	-0.6	1.3	2.5	1.8	-1.1
Total Comprehensive Income	-63.2	7.0	101.6	123.7	54.2	8.6
Earnings Per Share (Excl ESOPs exp/ Extraordinary) (Rs)	-5.97	0.72	9.26	12.82	5.45	2.10
Earnings Per Share (Reported) (Rs)	-5.97	0.66	9.60	10.07	4.22	0.78

ANNUAL BALANCE SHEET (Standalone)



Particulars (INR Mn)	FY25	FY26
Equity & Liabilities		
Equity		
Equity Share Capital	124.2	124.8
Other Equity	678.3	705.8
Total Equity	802.5	830.6
Non-Current Liabilities		
Financial Liabilities		
i) Borrowings	201.0	201.8
ii) Lease Liabilities	311.1	366.2
iii) Other Financial Liabilities	21.4	22.9
Provisions	20.7	32.1
Total Non-Current Liabilities	554.2	623.0
Current Liabilities		
Financial Liabilities		
i) Borrowings	721.8	1,152.6
ii) Lease Liabilities	62.4	95.0
iii) Trade Payables	507.7	704.1
iv) Other Financial Liabilities	36.5	41.9
Other Current Liabilities	37.7	161.2
Provisions	10.2	16.2
Total Current Liabilities	1,376.12	2,171.0
Total Equity & Liabilities	2,732.8	3,624.5

Particulars (INR Mn)	FY25	FY26
Non-Current Assets		
Property Plant & Equipment	589.6	1,041.6
Capital Work-in-progress	229.5	0.0
Investment Property	2.6	9.5
Other Intangible Assets	0.8	0.8
Financial Assets		
(i) Investments	4.7	3.6
(ii) Other Financial Assets	28.4	46.7
Deferred Tax Assets (Net)	50.9	56.2
Other Non-Current assets	13.4	0.0
Total Non-Current Assets	920.0	1,158.4
Current Assets		
Inventories	761.4	1,276.8
Financial Assets		
(i) Trade Receivables	740.3	987.4
(ii) Cash & Cash Equivalents	2.6	1.1
(iii) Bank Balance (excl. ii)	93.6	59.0
(iv) Loans and Advances		
(v) Other Financial Assets	88.3	25.2
Current Tax Assets	11.3	2.1
Other Current Assets	115.1	114.6
Total Current Assets	1,812.8	2,466.1
Total	2,732.8	3,624.5

BAGLINE ON SOCIAL MEDIA

 <https://www.instagram.com/baglineindia/>

 <https://www.facebook.com/baglineindia>

 www.bagline.com



JUICY COUTURE ON SOCIAL MEDIA

 <https://www.instagram.com/juicycouture.india/>

 <https://www.facebook.com/profile.php?id=61572422587112>

 <http://www.juicycoutureindia.in/>



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You acknowledge that you will be solely responsible for your own assessment of the market and the market position of the Company and that you will conduct your own analysis and be solely responsible for forming your own view of the potential future performance of the business of the Company.



THANK YOU!

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