



Global | Collaborative | Digital | Ethical

PDS/SE/2026-27/27

June 15, 2026

Listing Department National Stock Exchange of India Limited Exchange Plaza, C-1 Block G, Bandra Kurla Complex, Bandra (E), Mumbai -400 051 Scrip Symbol: PDSL	Corporate Relationship Department BSE Limited Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai- 400001 Scrip Code: 538730
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Sub: Investor's Presentation for PDS Investor Day

Dear Sir/Madam,

Pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find enclosed herewith the Investor's Presentation for PDS Investor Day to be held by the Company on Monday, June 15, 2026, at 3:30 PM (IST).

The above information is also available on the website of the Company at www.pdsltd.com.

We request you to kindly take the above information on record for the purpose of dissemination to the shareholders.

Thanking you,

Yours faithfully,
for PDS Limited

Abhishekh Kanoi
Group Legal Head & Company Secretary
ICSI Membership No.: F-9530

Encl.: As above

PDS Limited

Registered & Corporate Office Address: Unit No. 1031 & 1032, Solitaire Corporate Park Andheri Ghatkopar Link Road,
Andheri East, Mumbai 400093, Maharashtra, India.  +91 2241441100

CIN: L18101MH2011PLC388088  www.pdsltd.com  info@psltd.com



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WELCOME TO PDS INVESTOR DAY

JUNE 2026

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.





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PALAK SETH

EXECUTIVE
VICE,
CHAIRMAN



1. The Big Picture

What is PDS
How it works
Who we are
What we do: PDS Services

2. Our Advantage

Why customers choose us
Why talent chooses us
A model that is hard to replicate

3. The Market

Macro environment

4. Business Update

4.1 New Business
4.2 Customers

5. Risk Management

PDS risk architecture
Our governance partners

6. On The Stage

7. Future Focus

Building towards 555 strategy
How we will get there

1

THE BIG PICTURE

What Business are we Becoming?

1 WHAT IS PDS

We are a **parent company to 40+ business verticals** led by **Leading industry Experts.**



1 HOW IT WORKS

The PDS Platform

*Focus on Partnerships
& Operational Excellence*

- ✓ Growth & Partnerships
- ✓ Banking
- ✓ Treasury
- ✓ IT
- ✓ HR
- ✓ Legal
- ✓ Risk & Compliance



The Subsidiaries

Focus on the Customer

- ✓ Design
- ✓ Development
- ✓ Critical path
- ✓ Manufacturing
- ✓ Quality assurance

1 WHO WE ARE



*We have evolved into a services
business, with product at heart.*




1 WHAT WE DO: PDS Services

We are a services business with product at heart.

Governance



Manufacturing
 We have four Manufacturing facilities across Bangladesh, India and Sri Lanka, producing 62M Pcs/Year.




Design-Led Sourcing
 We act as a Full-Service Vendor and an extension of a Brand/Retailer's design & product teams.




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



Category Management
 We act as an Outsourced Buying Department for a particular Category.



Brands
 We run and operate Brands both as owners and as Licensees, partnering with global IP firms.

 **Strong Leadership**

 **ESG**

 **Financial Strength**


 **Tech Enabled**

2

OUR ADVANTAGE

What sets us apart

C-Suite leaders in the world's largest Brands & Retailers come to us with challenges..



We listen, and design *bespoke solutions* around their needs.

2 WHY CUSTOMERS CHOOSE US

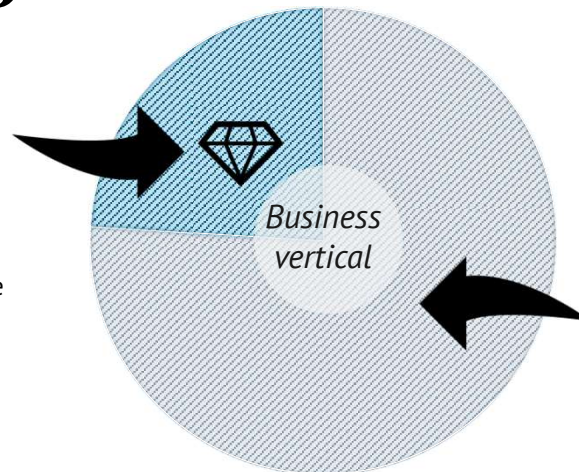
- ✓ *We move fast* ————— **Scale** of a listed company, **agility** of a startup
- ✓ *We are doers* ————— We don't just advise, we **execute**
- ✓ *We attract the best talent* ——— Our Subsidiary CEO's are **Owners with Equity**
- ✓ *We offer unseen transparency* ————— Radically **open** on commercials = **high-trust**
- ✓ *Strong compliance policies* ————— **Zero tolerance** on ethical and social compliance
- ✓ *Tech as the bedrock* ————— Our Platform runs on SAP with bolt-on **AI solutions**

2 A MODEL THAT IS HARD TO REPLICATE

Very few businesses today would be able to re-create our model, which is what makes PDS one of the top 2 industry players globally.

Owner's Equity

- ✓ Tap into PDS scale
- ✓ Leverage the Ecosystem
- ✓ Become a Partner, not an employee



PDS Group

- ✓ Highly scalable
- ✓ Higher ROCE by investing in organic growth instead of acquiring ready-made businesses at higher multiples

2 WHY TALENT CHOOSES US

The best leaders value Partnership.



Paul Wright | 2022

Executive Business Development and ESG Director
Previously Sourcing & Quality Director at Dunelm, Primark, ASDA & MATALAN



Gareth Hall | 2024

Commercial Director at Spring Near East, previously Sourcing Director at Hanes Brands and Target Australia.



Melanie Wilson | 2024

Executive Director at ON:ME, with previous experience as Senior Director of Global Sourcing at ASDA/George for 10 years.



Abhishek Nawani | 2025

CEO of PDS Manufacturing & Stellar Brands (PDS subsidiary)
Previously in supply chain role at PVH.



Andrew Reaney | 2024

CEO at OLE (PDS subsidiary),
Previously in director roles in Buying, Product, and Sourcing at Dunnes, Primark, and Boohoo.



Michael Yee | 2025

CEO of GSC Link (PDS subsidiary), with previous leadership roles as MD at Kate Spade, EVP at GAP, and CEO at MGF Sourcing.



Arnold Panagiotopoulos | 2024

Head of Sourcing at Design Arc (PDS subsidiary), previously Global Sourcing Manager at C&A.



Chris Bath | 2025

Global Sourcing Director at Poeticgem, previously Director of Global Sourcing at Sainsbury's for 24 years.

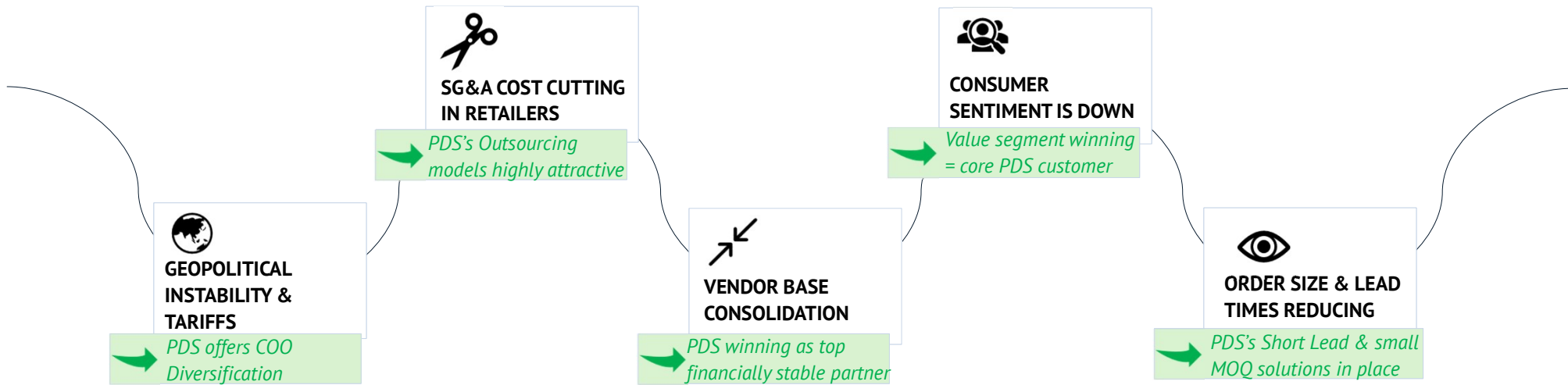


3

THE MARKET

What Are We Seeing?

3 MACRO ENVIRONMENT



How does this benefit PDS?

4 BUSINESS UPDATE

What have we achieved?

What are we focusing on?

4.1 *New Business*

4.1 WHEN VERTICALS SCALE, THEY PAY OFF

Analyzing FY 21-23 Cohort: Invested in growth, backed winners and are now converting scale into recovery + net profit

14

Total
Businesses
Onboarded

COHORT SCORECARD	
Verticals Started	14
Profitable	9
Path to profitability	1
Closed	4

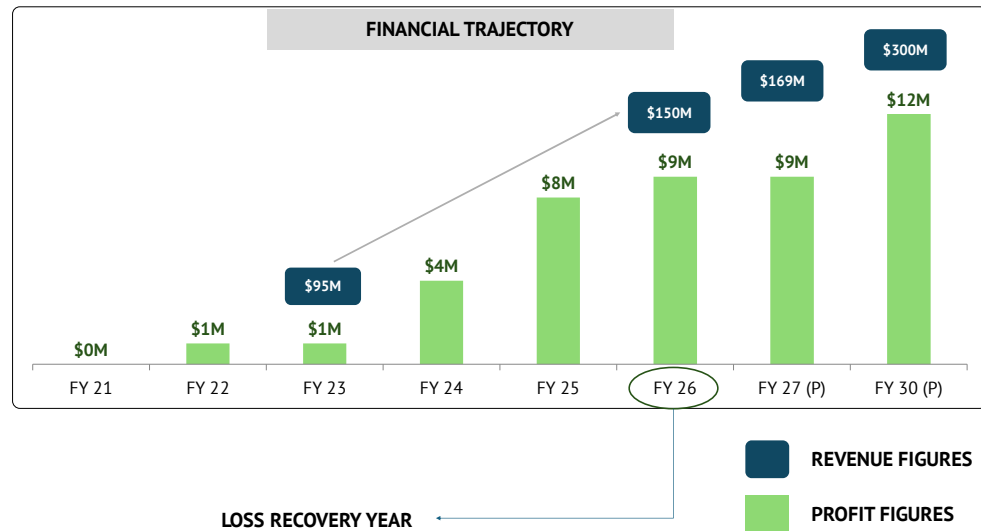
Total Loss Funding: \$18 Mn

**Profit Earned till FY 26:
\$22 Mn**

Net PBT: +\$4 Mn



TOTAL CUMULATIVE POTENTIAL PBT by 2030: \$40 Mn+*



Notes: The businesses considered here were started during FY21-FY23. The count only the new verticals on the platform level and not any subsidiaries of Top 10 businesses.
*Pertains to 9 profitable businesses in the cohort

4.1 FY 21-23: KEY ACHIEVEMENTS



What we saved (Build vs Buy)

To achieve \$9M PBT (FY 26)	
Acquisition cost (x5 PBT)	\$45M
Loss Funding	\$18M
Savings	+\$27M

PARTNER TO GROW RATHER THAN TO EXIT

RECOVERY WITHIN 4-5 YEARS: RETURNS UP TO PERPETUITY

AVOIDS UPFRONT CASH REQUIREMENT



What we Achieved

SAAS MODEL ESTABLISHMENT

ESTABLISHED US GEOGRAPHICAL FOOTPRINT

DIVERSIFIED INTO NON-APPAREL CATEGORIES

FOUNDATION FOR MOVING FROM PRODUCT TO SOLUTIONS BUSINESS

EXPANDED WALLET SHARE WITH EXISTING CUSTOMER BASE

4.1 FY 24-26: FOLLOWING SIMILAR TRAJECTORY

23
Total
Businesses
Onboarded

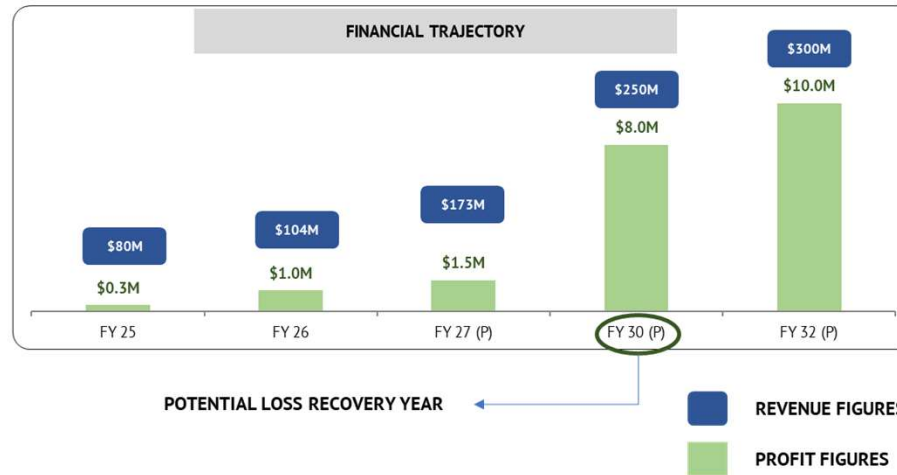
COHORT SCORECARD	
Verticals Started	23
Profitable	4
Path to profitability	9
Restructured	4
Closed	6

Total Loss Funding **\$50 Mn**

Majority loss funding fed into stabilizing Ted Baker business



TOTAL CUMULATIVE POTENTIAL PBT by 2032: \$40 Mn+



Our Focus

- NEW BUSINESS:** No plan to open new businesses which require loss funding
- CUSTOMER ADDITION:** Feeding new customers to existing businesses

Notes: The businesses considered here were started during FY24–FY26. The count only the new verticals on the platform level and not any subsidiaries of Top 10 businesses.

4.1 FY 24-26: KEY ACHIEVEMENTS

- 1 Top Global Player**
- 2 US Market Acceleration**
- 3 SAAS Model Established as Industry Standard**
- 4 Learnings from Brands Business**
- 5 Category Management as New Service Offering**

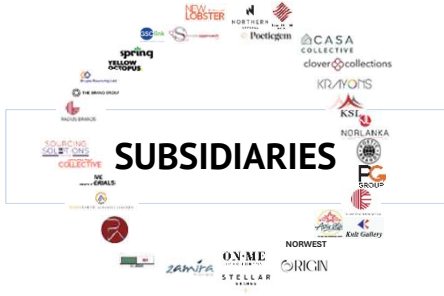
4.2 *Customers*

4.2 BUSINESS DEVELOPMENT: Establishment of Growth & Partnership Team



GROWTH & PARTNERSHIPS TEAM

The Growth, Strategy & Partnerships team is bringing new opportunities to the PDS Ecosystem.



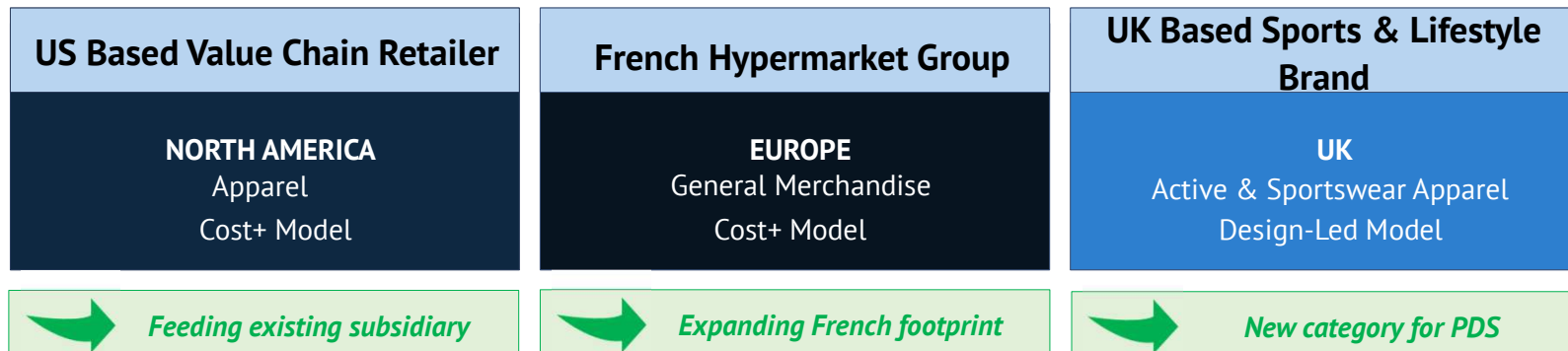
Execute on opportunities, using operating leverage to scale and grow.

4.2 DEALS CLOSED: Sourcing as a Service

Growth & Strategy teams converting an active pipeline.






~\$400M Potential GMV
\$7-8M Potential Net Profit

**Infinite ROCE +
 0 Working Capital**



4.2 UNLOCKED NEW ACCOUNTS

Potential PDS opportunity from strategic customers unlocked in last 3 years who usually work Directly with Factories.

 <p>RALPH LAUREN</p> <p>\$50 - \$100M</p>	 <p>TARGET</p> <p>\$50 - \$100M</p>	 <p>Walmart</p> <p>\$50 - \$100M</p>	 <p>SOHO HOUSE</p> <p>\$10 - \$15M</p>
<p>M&S</p> <p>\$30 - \$50M</p>	 <p>H&M</p> <p>\$50 - \$100M</p>	<p>PVH</p> <p>\$50 - \$100M</p>	<p>BURBERRY LONDON ENGLAND</p> <p>\$10 - \$15M</p>

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4.2 UNLOCKED NEW ACCOUNTS: Design-led Sourcing

Potential PDS opportunity from strategic customers unlocked in last 3 years, feeding our existing verticals.

 <p>CCC</p> <p>\$50 - \$100M</p>	 <p>THE VERY GROUP</p> <p>\$30 - \$40M</p>	 <p>LC WAIKIKI</p> <p>\$50 - \$100M</p>	 <p>G-STAR RAW</p> <p>\$5 - \$15M</p>
 <p>FASHION NOVA</p> <p>\$50 - \$100M</p>	 <p>CIDER</p> <p>\$50 - \$100M</p>	 <p>Brands For Less</p> <p>\$10 - \$20M</p>	 <p>Catalyst Brands</p> <p>\$20 - \$30M</p>

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5

RISK MANAGEMENT

How We Manage Risk

5 PDS RISK ARCHITECTURE – that engineers out every risk this Industry carries

NO INVENTORY RISK

ORDER-TO-PRODUCTION

Every piece has a confirmed buyer before production begins.

NO COUNTRY RISK

GEOGRAPHIC
DIVERSIFICATION

Diversified Sourcing Geography Mix

NO CREDIT RISK

CREDIT INSURANCE
+ FACTORING

*Customer receivables covered credit insurance.
Invoices factored to cash within days of shipment.*

NO BUYER CONCENTRATION RISK

PORTFOLIO PROTECTION

No single customer dependency beyond 10%

NO CURRENCY RISK

NATURAL USD HEDGE

Transaction cleared in dollars

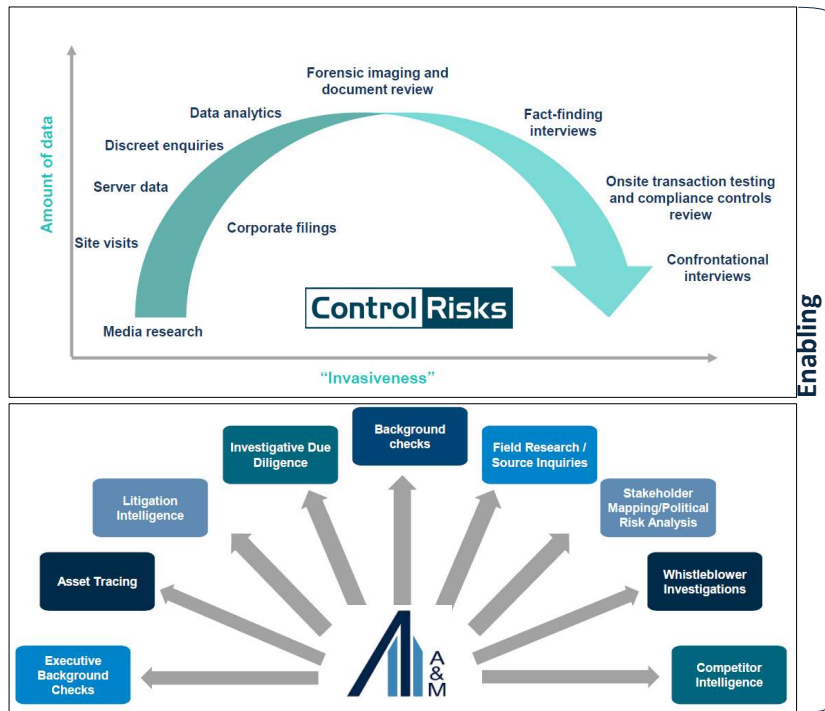
NO QUALITY REJECTION RISK

PROCESS-LED QC

Experienced QC & Compliance Taskforce

5 OUR GOVERNANCE PARTNERS

Navex, Deloitte and Alvarez & Marsal are our trusted partners.



- ✓ Whistle Blower Investigations
- ✓ Employee Misconduct Investigations
- ✓ Business Intel Gathering
- ✓ Multijurisdictional Asset Trace
- ✓ **Navex** Global Ethics hotline
- ✓ **Deloitte** Employee reference checks
- ✓ **Deloitte** Code of Conduct
- ✓ **Great Place to Work Certified**



6

ON THE STAGE

We participate in selected forums

6 PDS ON THE WORLD STAGE

GLOBAL FASHION SUMMIT
Copenhagen, Denmark
May 2026



PDS partnered with Global Fashion Agenda during the annual Global Fashion Summit. Pictured is Faiza Seth, PDS Co-Founder revealing "Synflux" as the 2025 Trailblazer Award winner.

FIRESIDE CHAT

From Borders to Bridges: Building Cross-Border Business Alliances

6 PDS ON THE WORLD STAGE

BUSINESS ICONS OF ASIA
Phuket, Thailand
April 2026

Sanjay Jain
CEO of PDS Group joined the fireside chat at Business Icons of Asia 2026, Phuket, discussing how geopolitical shifts, supply chain diversification, and trust are redefining cross-border business alliances.



Sanjay Jain
Group CEO
PDS Limited



Moderator:
Karan Karayi
Editor in Chief
Team Marksmen Network



Presented by **TEAM MARKSMEN DAILY** | Televised on **in Focus** | Magazine partner **Business Startups** | Research partner **TEAM MARKSMEN** | Brought to you by **TEAM MARKSMEN**

Business Startups | The CFO | CEO Insights | Business Review | CURRENT MARKETS

6 PDS ON THE WORLD STAGE

RETAIL WEEK AWARDS

London, United Kingdom
March 2026

PDS team attended this prestigious event bringing the retail industry together.



6 PDS ON THE WORLD STAGE

EXECUTIVE SUMMIT
AMERICAN APPAREL & FOOTWEAR ASSOCIATION
Washington DC, United States
March 2026



7

FUTURE FOCUS

Where will growth come from?

7 BUILDING TOWARDS 5-5-5 STRATEGY

- No growth for growth's sake
- Work with on AAA **credit worthy** customers
- Focus on **high ROCE** opportunities
- **No compromise on 6C & I principles**
(Compliant Capacity, Credit, Compliance, Currency, Cost Management, no Customer Dependency, no Inventory risk)




TARGET
5 Years
\$5Billion GMV
5% PAT

7 HOW WE WILL GET THERE


We are Chasing




We are Avoiding





PDS

Together we're building a better,
more sustainable supply chain



*Resilient
by Design*





Global | Collaborative | Digital | Ethical

ANKUR AGARWAL

HEAD OF VC,
PDS VENTURES





Built on Industry, Driven by Innovation.

— *Ankur Agarwal*



Material Science

Manufacturing Solutions

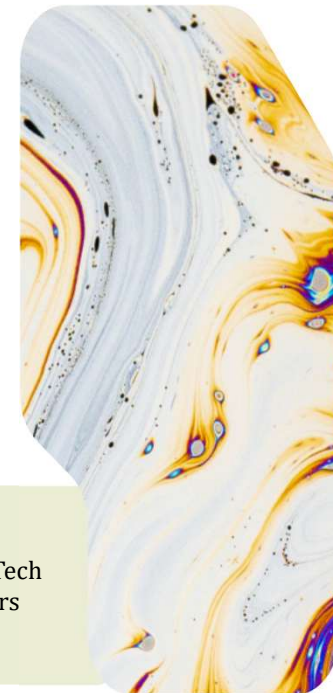
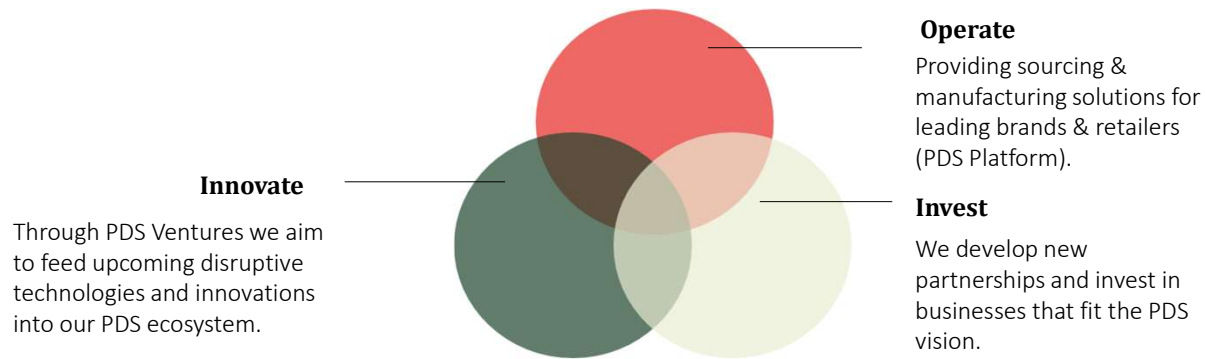
Circularity

Transparency & Traceability

Fashion Tech Enablers

The only structured CVC in the Fashion Supply Chain

Our fund has invested across direct investment in 80+ start-ups and through a few institutional funds



Material Science Innovation	Manufacturing Processes & Solutions	Post-Consumer/ Circular Solutions	Transparency & Traceability in the supply chain	Fashion Tech Enablers
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Key Areas of Investment

Material Science	Manufacturing Solutions	Circularity	Transparency & Traceability	Fashion Tech Enablers
<p>TIRA</p> <p> ponda</p> <p>SHELLWORKS</p> <p> BIOFLUFF</p> <p>MATEREAL</p> <p>Solarcore®</p> <p> amphico</p> <p> EVERBLOOM</p>	<p>NATURE COATINGS</p> <p> NEFFA NEW FASHION FACTORY</p> <p> DYE RECYCLE</p> <p> Manny AI</p> <p>SMARTEX.AI</p> <p> Colorifix</p> <p>unspun</p>	<p>By Rotation</p> <p>PENTATONIC®</p> <p>Resortecs, Recycling made Easy.</p> <p>refiberd.</p> <p>EVRNU®</p>	<p> northbound</p> <p>Sheep Inc.</p> <p> Fabacus</p> <p>kavida.ai</p>	<p> Blue Kactus</p> <p> TO THE MARKET</p> <p> lovethesales</p> <p>Warpfy</p> <p>BrandLab 360</p> <p>BIGTHINX</p> <p> buywith</p>



01

Why Did We Start?

The strategic rationale behind PDS Ventures

The Rationale

Creating Strategic Customer Stickiness Through Innovation

~~X~~\$100Mn+ Investment in Greenfield Factories

✓ Asset-Light Model

Instead of investing capex into manufacturing,
We are investing in innovation to partner with strategic brands

01



Strategic Differentiation

Started in 2018 as the only global fashion supply chain partner with a CVC arm, positioning PDS ahead of competitors and closer to emerging tech and business model disruptions

CVC · New Business Models · Tech Innovation

02



Innovation Partner

Created a platform to partner with new technologies and future disruptive innovations in the fashion world, providing early access of the same to our Customers

Innovators · Collaborators · Investors

03



Network Expansion

Established ourselves as the Innovation Partner to leading brands, retailers, top universities, global industry bodies, Governments and Financial Institutions.

Global Stage · VCs

04



Brand & Customer Building

Opened non-traditional routes to brands and retailers, strengthening PDS' customer access while positioning the Group as a global innovation leader beyond manufacturing and sourcing.

Marketing · Brand · Customer Access



02

**How Do
We Do It?**

Strategic Investment Process with Partners



How PDS Ventures has moved the needle - commercially, strategically, and financially

Co-Investing with Strategics

- Investing with strategic customers, large FIs as a consortium which unlocks larger, higher-conviction deals



Value add beyond Capital

- Investing strategic capital helping portfolio companies scale through the network of PDS, which enables us to invest small cheque size in a large competitive rounds (more valuable for founders)

Lower Risk Mechanism

- A strong consortium of Brand, PDS and FIs structurally lower early-stage risk through coordinated DD
- Able to get better terms and revenues for our network access, reducing the aggregate price of investment

PDS Ventures is seen as a Validation Partner for other Brands/retailers and Large Institutional VCs to invest alongside

Robust Decision Making –

Lean Team structure tapping into Industry expertise from Network



Lean Investment Team with complementary skills



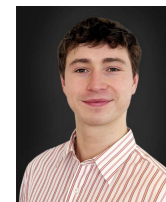
Ankur Agarwal

Investment Head



Jared Golden

Co - Investor



Riley Marchant

Investment Associate

Investment Committee & Advisors (From Industry)



Pallak Seth

Fashion Industry Expert

Founder & Executive
Vice Chairman,
PDS Group
Founder, PDS Ventures



Faiza Seth

Innovation & Sustainability
Expert

Entrepreneur &
Philanthropist
Co-Founder, PDS Group
Advisor, PDS Ventures



Parth Gandhi

Finance Expert

PDS Board Member



Sandra Campos

Industry Expert

PDS Board Member



Yael Gairola

Supply Chain Expert

PDS Board Member &
PDS Ventures Advisor



Rani Saad

Deep tech Expert

Co-Founder & President
Stanford Angels



Paul Wright

ESG Expert

PDS Group ESG &
Business Development
Director



Elsa Parente

Material Science Expert

Co-Founder & Co-CEO
Positive Materials



03

**What Have
We Achieved?**

Strategic Value created for PDS Group

Beyond capital returns, helping PDS build strategic retailer and customer relationships that translate into long-term commercial value

\$100M+ Potential GMV generated through strategic introductions, customer acquisition, and ecosystem partnerships

① Strategic Halo Effect

Venture Relationships has strengthened PDS's credibility and expanded access to leading global retailers and brands.



New geographies unlocked



New retail segments opened



Brand credibility compounding

② Proven Impact

New customers & capabilities created through venture relationships

Luxury segment expansion



Design-led sourcing, New Geographies & Categories



nobody's child

LC WAIKIKI

③ New set of Opportunities

Current strategic in-roads and relationship opportunities

BESTSELLER

REFORMATION

Goldwin

M&S

TERRANOVA

INDITEX

GANNI

The Trailblazer Programme

powered by PDS Ventures & Global Fashion Agenda (1200+ Attendees | 160+ Applications | 9 Finalists)

2026



PDS Ventures, a Trusted and Respected Partner by GFA to start this open Innovation Program at a global scale

Representatives & Jury:



Active Participation at Leading Industry Events



Bharat Tex 2025



Best of Bangladesh 2025

Our presence at key global industry forums has helped position PDS Ventures as a forward-looking fashion platform; creating new opportunities for partnerships, customer introductions and long-term value creation across the Group

PDS Ventures' impact acknowledged by the World's most Influential Publications

From Fashion to Finance | Global Recognition

Does the Everlane Sale Mark the Death of Millennial Sustainability?

BY SOPHIE BENSON AND BELLA WEBB
May 19, 2026

VOGUE BUSINESS

... alike have had to adjust to the say-do gap in sustainability, a pill that consumers simply won't pay a premium for sustainable products, and sustainability is rarely the main motivation for buying. "When brands like Everlane and Allbirds first emerged, investors saw them as the next generation of purpose-led consumer brands. The expectation was that consumers would increasingly pay a premium for transparency, sustainable materials, and ethical production, so these brands could scale very quickly on the strength of their mission and community," says **Pallak Seth, co-founder and executive chair of manufacturing group PDS, which regularly invests in sustainable fashion-focused startups through PDS Ventures.**

"The market today is much more disciplined," he explains. "Investors are now focused less on the sustainability narrative alone and more on fundamentals — profitability, customer acquisition efficiency, supply chain defensibility, and long-term resilience. The expectation is no longer simply 'Can sustainability drive brand heat?' But 'Can sustainability improve the economics and durability of the business?'"

PDS Ventures
7mo •

We're honoured that PDS Ventures has been recognised as the leading Supply-Chain Investor in Sustainable Fashion in the new Investment in Circular Fashion: Opportunities and Success Stories report, authored by **Irene Maffini**.

The report also features case studies from several of our portfolio companies driving material and process innovation:

- **Materra** – fully traceable, regenerative cotton
- **Colorifix** – bio-based dyeing technology reducing water, energy, and chemical use
- **PACT** – novel protein-based materials


A huge thank you to **Irene Maffini** and the ecosystem partners driving this work forward — and to everyone collaborating across supply chains, from brands to manufacturers to material innovators.

We're proud to play our part in supporting the next generation of sustainable fashion solutions.

Forbes

New Fashion Innovation Hub Unveiled By PDS And Future Fashion Assembly

By **Brooke Roberts-Islam**, Senior Contributor. © Brooke Roberts-Islam is a Lon...
Published Jun 11, 2026, 09:34am EDT



GLOBAL MARKET

The Indian Entrepreneur Disrupting the Global Sourcing Industry

PDS Limited founder Pallak Seth has created a next-generation sourcing platform used by brands like Zara and Gap, challenging the dominance of Hong Kong supply chain management giants.




Ponda founders: Julian, Neloufar, Finlay and Antonia

Ponda secures \$2.4M to commercialise regenerative insulation BioPuff®, co-led by Faber VC and Counteract

Ponda
5,904 followers

November 24, 2025

Investment will accelerate the scale-up of Ponda's plant-based insulation technology and regenerative wetland farming model to decarbonise the global textiles industry. Over the next 18 months Ponda will expand production capacity, scale its European wetland farming network, and launch commercial BioPuff® lines for Autumn/Winter 2026 collections.

Bristol, UK – 24 November 2025

Ponda, the UK-based biomaterials company pioneering regenerative-material supply chains, today announced the close of a \$2.4 million seed funding round to commercialise its flagship insulation, BioPuff®. The oversubscribed round was co-led by **Faber** (Lisbon) and **Counteract** (London), with participation from **PDS Ventures**, **Evenlode Investment** and the **Royal College of Art**.



04

Where Are We Now?

Fund status and portfolio performance

Moving towards self sustainability



Strategic



Investments




Growth



Exits

Portfolio Case Studies



Proven Exits



Fashion Tech Enablers

Initial Investment in 2020 at a Blended Valuation of **\$30 Mn+** → **6.5x +** Exit → **\$200+ Mn** Acquired by COREWEAVE in 2025


Develops AI-powered software that enables engineers to predict product performance and reduce physical testing


Transparency & Traceability

Initial Investment in 2021 at a Valuation of **\$2 Mn** → **4.8x +** Exit → Acquired in 2025

Using AI to build digital twins to mitigate supply chain disruptions





Current Portfolio Examples



Fashion Tech Enablers

Initial Investment at **\$4.5 Mn** → **\$36 Mn+** Current valuation


Enables brands to digitize real-world objects accurately in realistic 3D at scale via material capture.

Material Science

Initial Investment at **\$7.5 Mn** → **\$35 Mn+** Current valuation

Building sustainable biomaterial (alternate leather) from marine collagen



Thank You



pdsventures.com

CONFIDENTIAL



*Resilient
by Design*





Global | Collaborative | Digital | Ethical

SADIK
SUNASARA
GROUP CFO








Built Through Disruptions

Over the last decade, PDS invested to build a differentiated global platform while navigating unprecedented industry disruption.



What We Built



INVESTMENT PHASE

-  Expanded sourcing network
-  Invested in leadership capabilities
-  New Partnerships
-  Built technology platforms
-  Enhanced operating efficiencies



What We Weathered

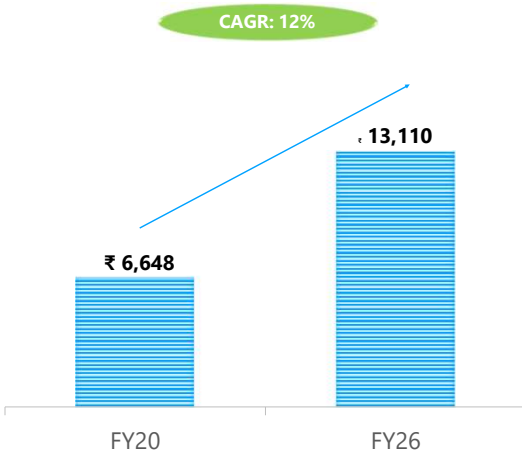
INDUSTRY DISRUPTIONS

-  Covid disruptions
-  Inventory destocking & weak demand
-  Geopolitical disruptions
-  Freight inflation
-  Supply chain volatility

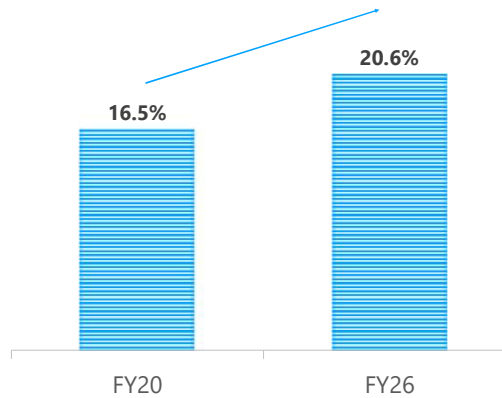
↑ **~12% CAGR** delivered through the decade

Delivered Growth Throughout the Cycle

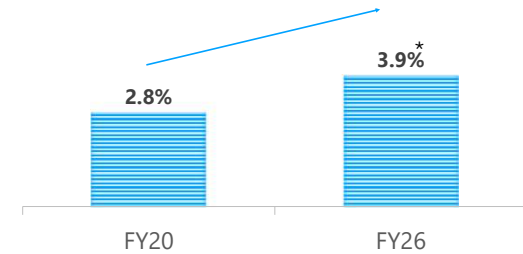
Revenue



Gross Margin

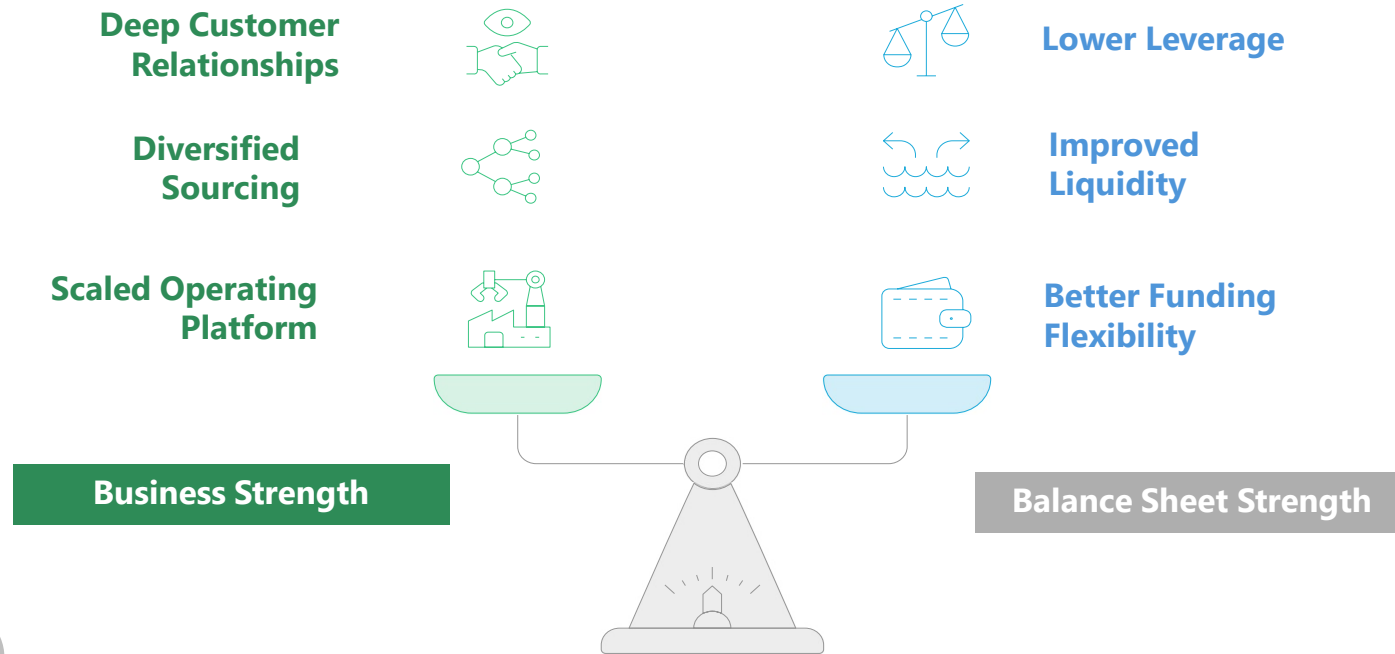


EBITDA Margin



Investment Phase is Behind Us

Entering the Next Phase from a Position of Strength



Diversified Working Capital Lines




Facility Type	\$MN
Working Capital	588
Term Loans	18
GRAND TOTAL	606

Foundations Laid for Next Phase

Profitability was moderated by design as we built the platform; with the investments behind us, profitability is set to follow









Green Shoots so far....

-  **Loss-making verticals fixed**
Design Arc restructured; Grupo & J Craft exited; Brands being closely monitored
-  **Investment discipline**
New-vertical spend cut ~24%; on track for ~50%
-  **Interest & net debt**
Higher factoring; Net debt cut down;
-  **Cost Optimization - Project PULSE**
Coupa e-bidding, pricing tools & central MDM being implemented
-  **New Lobster turnaround**
Geopolitical demand hit; restructured & cost-realigned

Result leaner cost base, cleaner portfolio, lower financing cost

Trajectory Remains Aligned

GMV		Largely on Track
Platform Scale		Achieved
Customer Entrenchment		Achieved
Global Infrastructure		Achieved
Cash Generation		Improved
Profitability & ROCE		Catching Up



PDS

Together we're building a better,
more sustainable supply chain



*Resilient
by Design*





Global | Collaborative | Digital | Ethical

ANUJ
BANAİK
MANAGING
DIRECTOR,
POETICGEM



A photograph of a clothing store interior. In the center, a dark wooden dining table with four legs and several chairs is set on a patterned rug. The store is filled with clothing racks on both sides, displaying various items like shirts, blouses, and dresses. In the background, there are display boards with fashion-related images. Four people are visible: two women on the left talking, one woman in the center looking at a garment on a rack, and one woman on the right looking at her phone. The lighting is soft and modern, with track lighting on the ceiling. The overall atmosphere is clean and contemporary.

POETIGEM

Industry talent migration



CHRIS BATH
Global Sourcing Director
25+ years



GRAHAM COOK
CRM, Tesco
15+ years



ARNOLD P
ED, Footwear & Accessories
28+ years



CHARLOTTE PETTICAN
ED, Womenswear
27+ years



RAHUL MUKHERJI
ED, Tritron Fashion (Licensed Brands)
9+ years

Sainsbury's

TESCO

mr price C&A

Arcadia

FILA



BEN FIELDING
CRM, PRIMARK
10+ Years



TERESA HASLAM
Director of Technical



VANESSA PARKS
Design Director, Womenswear
10+ Years



ALAN WRAGG
Consultant, Technical & Quality
26+ years



DAN GOLBY
CRM, NEXT
16+ years

PRIMARK ASDA

M&S RiverIsland

TESCO

next

POETICGEM

WHAT MAKES PG UNIQUE?



Servicing customers at their doorstep

Local presence | faster decisions | Embedded with customers



Concept to Delivery

360 solution | 80+ designers | Multi product | Multi country sourcing offices | 75+ Complaint factory base | Strong financials



Tailored engagement models built around creating customer value

Category management | Cost plus model | Talent led & Own Brand IPs | SGNA efficiency

The logo for Tesco, featuring the word "TESCO" in a bold, red, sans-serif font with a blue horizontal line underneath.

The logo for Sainsbury's, featuring the word "Sainsbury's" in a blue, serif font with a yellow swoosh underneath.

The logo for Next, featuring the word "next" in a lowercase, black, sans-serif font.

The logo for Primark, featuring the word "PRIMARK" in a bold, blue, sans-serif font with a registered trademark symbol.

The logo for ASDA George, featuring the word "ASDA" in green and "George." in black, both in a sans-serif font.

The logo for Matalan, featuring the word "MATALAN" in a red, sans-serif font.

Strong partnerships of over 20 years across key UK retailers

OUR FOCUS AREAS FY27

POETICGEM

CATEGORY
MANAGEMENT



GARMENT COST
TRANSPARENCY



DIGITIZATION & AI



PG x DA
INTEGRATION



FOOTWEAR & ACCESORIES

Category management as a growth lever



CATEGORY MANAGEMENT

POETICGEM

Sainsbury's

PG built an end-to-end category management proposition "Reaktiv"



Customer response drove £15M retail sales



Kidswear Reaktiv launch

Aug '24

Sept '24

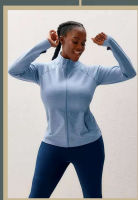
Jan '25

Sept '25

Jan '26

Aug '26

Sainsbury's identified an activewear opportunity



Sainsbury's Tu partners with Strictly star Oti Mabuse

Launched in 100+ stores

Sainsbury's Q1: Tu Clothing outperforms with 8 percent sales increase

Reaktiv expanded into menswear



PG'S PRESS COVERAGE

Boots enlists Mollie King and Poeticgem for babywear line

Boots launches baby clothing range created by Poeticgem

Sainsbury's Tu partners with dancer Oti Mabuse



The new collection has been developed in collaboration with Tu's supplier Poeticgem to offer versatile options for everyone from yoga enthusiasts and casual walkers to dedicated gym goers, featuring practical design details such as pockets in leggings to slot in a phone, light-reflecting shower-resistant jackets and supersoft fabrics for ultimate comfort.

First look: F&F taps into men's workwear with new brand RDA

EXCLUSIVE

Poeticgem Fashions Watford Headquarters Acquisition

First look: Poeticgem launches young fashion brand in F&F



First look: Little Mistress and Vicky Pattison reunite for SS26 collection

BY GRACIE PARTINGTON 25 FEBRUARY 2026



Drapers




1/5

The range is available in sizes S-XXXL, with retail prices ranging from £12.50 for a cotton T-shirt to £40 for a cotton long-sleeved overshirt.

RDA is available in 180 [Tesco](#) stores across the UK – in primarily its larger locations – as well as online.

Developed alongside manufacturer Poeticgem, the range features a selection of casualwear, including chore jackets, overshirts, structured denim pieces and relaxed workwear trousers in an understated palette that includes navy, camel and cream.

Dan Golby, head of product at Poeticgem, said: "We are pleased to continue our partnership with [F&E](#), working closely with the team to further strengthen and scale our menswear offering across both in store and online channels. The brand is rooted in elevated everyday wear, and we look forward to supporting the success and growth of RDA."

A photograph of a modern clothing store interior. The scene is dimly lit with track lighting. In the foreground, a woman sits on a white pouf, looking at a tablet. A man in a red jacket sits on a white sofa next to her. To the right, two women are seated on the sofa, one holding a book or magazine. In the background, a man in a striped shirt is walking towards the left, carrying a tray. The store features several clothing racks with various garments, mannequins on the left, and a central coffee table. The overall atmosphere is clean and contemporary.

Navigating Volatility. Creating Opportunity.

MARKET HEADWINDS

Subdued Consumer Demand

Rising Supply Chain Costs

Margin Pressure & Price Sensitivity

OUR APPROACH WITH BCG INITIATIVES

Open Costing

Open Bidding



Digitization & AI





PG X DA integration

POETICGEM

X

DESIGN
ARC

ENHANCED CAPABILITY



LARGER ECOSYSTEM



FIXED SERVICE AND
COST SYNERGIES



From two entities in one market to one integrated, customer-focused platform. The merger removes duplication, sharpens focus & unlocks scale.

One Office
Infrastructure
UK + BD

One Customer Interface |
Increased Wallet Share

Enhanced Design &
Sourcing

~\$4M cost efficiency

STRONGER TOGETHER



FOOTWEAR AND ACCESSORIES



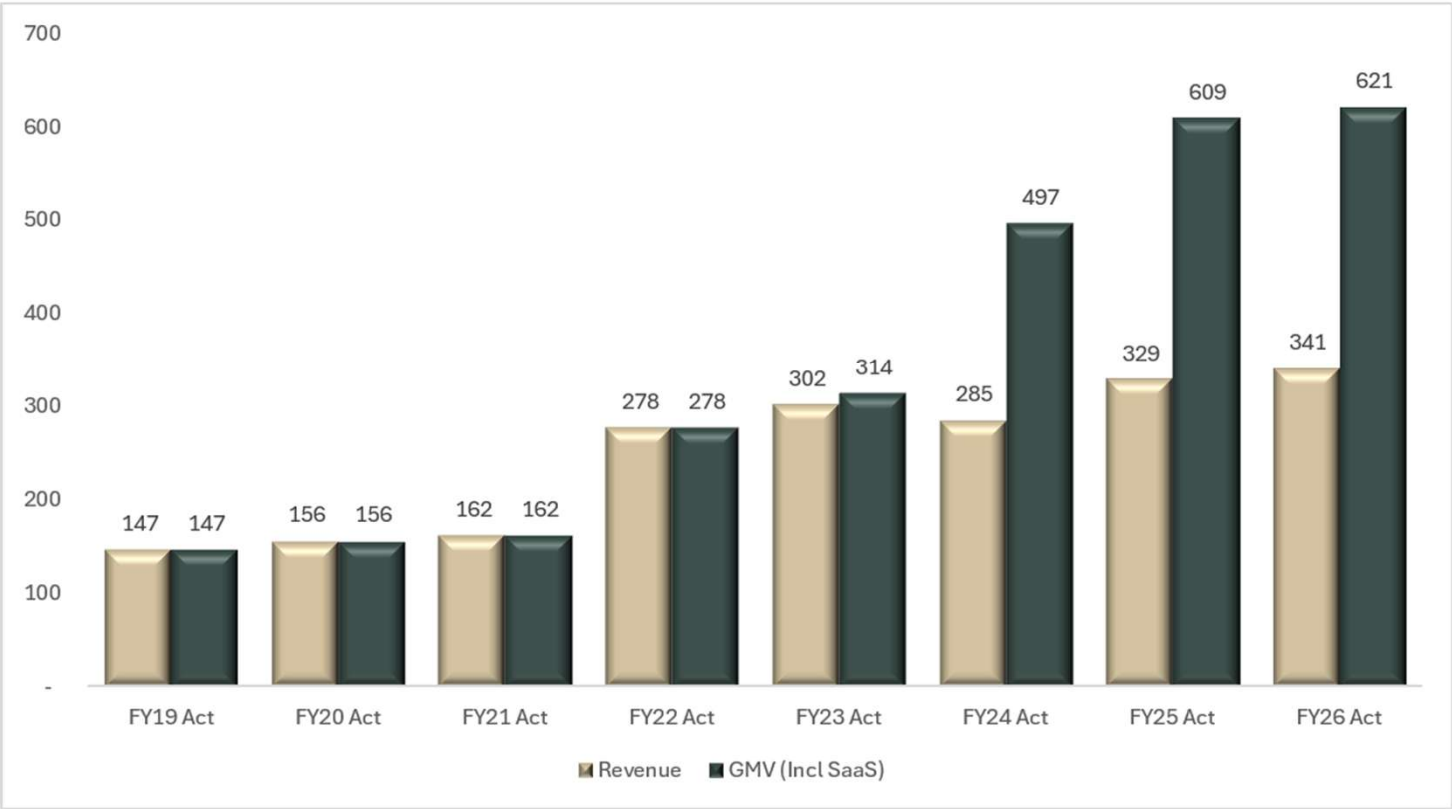
FOOTWEAR & ACCESSORIES

- Footwear & Accessories set up in **July 2025**, is a focused growth division within PG, led by industry specialists **Arnold and Laura**
- The division brings deep product, sourcing and customer expertise across **footwear, bags and accessories**
- We are already servicing established customers including **River Island, Ted Baker, Frasers, TK Maxx and Very**
- The team is building a strong commercial platform by leveraging existing customer relationships across Poeticgem
- The division strengthens PG's ability to offer a broader, end-to-end fashion **solution beyond apparel**



Revenue Snapshot

OUR TURNOVER GROWTH



PRIVATE & CONFIDENTIAL





POETICGEM
POWERED BY STRENGTH



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more sustainable supply chain



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Global | Collaborative | Digital | Ethical

RAJIVE
RANJAN
FOUNDERS &
MANAGING DIRECTOR,
TECHNO DESIGN



T C H N O
E H O
D E S I G N

PDS' German Market Anchor &
Strategic Partnership Engine

presented by Rajive Ranjan
Managing Director, Techno Design

Investor Day
Mumbai - June 15, 2025



Headquartered in
Düsseldorf, Germany

PDS Group Integration

Leading Player in the German Fashion Sourcing Market



End-to-End Sourcing Solutions

for apparel, home textiles and hard goods
for leading retailers and brands

Simplifying Supply Complexity

across product design, sourcing execution
and inventory management

Global Multi-Country Sourcing Network

Bangladesh, India, Pakistan, China, Vietnam
Turkey, Egypt, Morocco, Albania

Key Market Headwinds

German Brands & Retailers are increasingly under Pressure

01 Geopolitics

Ukraine & Iran War

intensifying pressure on European retailers through rising energy costs, renewed inflation risk, logistics disruption and weakening consumer confidence.

02 Weak Consumer Sentiment

Trading Down

cautious consumer spending drives demand for stronger price-value ratios and budget options.

03 Competition

Unlevel Playing Field

direct-to-consumer players like Shein & Temu exploit duty-free channels and lower compliance burdens.

04 Margins

Profit Pressure

heavy discounting, shrinking sales and margins, increasing operating costs lead to accumulated inventory, higher financing costs and insolvency risk.

Our Value Proposition

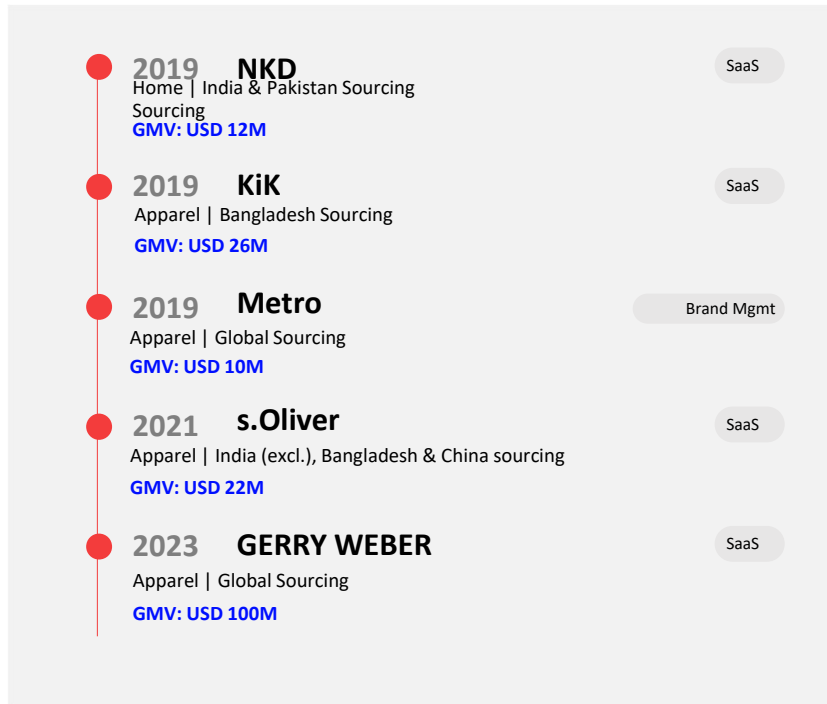
Strategic Supply Chain Partner



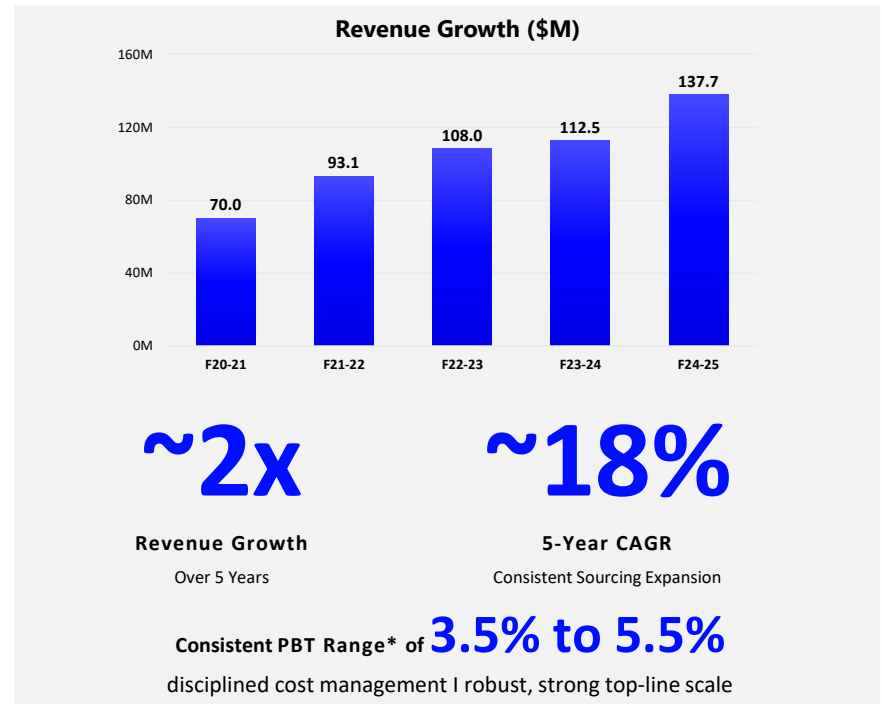
- 01 Improve Price-Value Ratio of Products**
through strategic sourcing and a highly competitive sourcing structure, leveraging full potential of sourcing markets
- 02 Cost Efficient Sourcing Structure**
reduction of overhead costs, while ensuring know-how transfer and brand protection
- 03 Working Capital Support**
to customers and partner factories (provided secured payment)
- 04 Value Added Services**
powering brands with advanced 3D collection designs, NOS management and AI-driven inventory controls

The Growth Journey

Building Growth Through Strategic Collaboration



SaaS: Sourcing as a Service



* PBT in % of revenue

Case Study Gerry Weber

Global Sourcing Takeover

GERRY WEBER

75 STAFF

Assets Acquired

successful integration of China, Bangladesh and Turkey sourcing offices.

+10 \$M

Bottom-line Impact for GW

zero overhead costs in sourcing countries, cost reduction in HQ, and improved FOB prices by 3%.

Strategic Benefits

Footprint

strengthened premium segment and core DACH markets

Financials

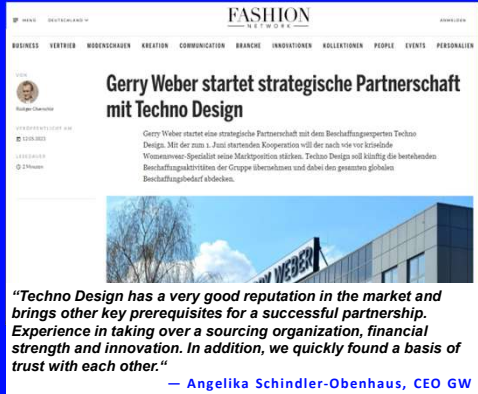
achieved net-cash positive results and direct revenue + margin increases.

Global Reach

expanded global sourcing footprint in Europe and the Middle East.

Foundation

established a solid baseline for future takeovers.



Gerry Weber startet strategische Partnerschaft mit Techno Design

Gerry Weber startet eine strategische Partnerschaft mit dem Beschaffungsgiganten Techno Design. Mit der zum 1. Juni startenden Kooperation will der sich vorwiegend in Wasser- und Spezialtextil seiner Marktposition stärken. Techno Design soll künftig die bestehenden Beschaffungsaktivitäten der Gruppe übernehmen und dabei den gesamten globalen Beschaffungsbetrieb übernehmen.

"Techno Design has a very good reputation in the market and brings other key prerequisites for a successful partnership. Experience in taking over a sourcing organization, financial strength and innovation. In addition, we quickly found a basis of trust with each other."

— Angelika Schindler-Obenhaus, CEO GW

\$100M

Annual FOB Sourcing Volume
Exclusive Sourcing Partnership

Risk Safeguard Success

Commercial Excellence: Zero Credit Risk Realized During Insolvency

Despite a €10 million bottom-line improvement delivered by Techno Design in year one, Gerry Weber filed for insolvency in March 2025.

ZERO

Financial Loss

Proactive, structured legal framework and credit safeguards protects Techno Design from any payment defaults.

€2 MILLION

Active Escrow Buffer

fully funded in advance to cover early insolvency closure-related costs.

100% AR SECURED

Receivables Protected

layered transaction safeguards eliminated collection exposure.

WIP* PROTECTION

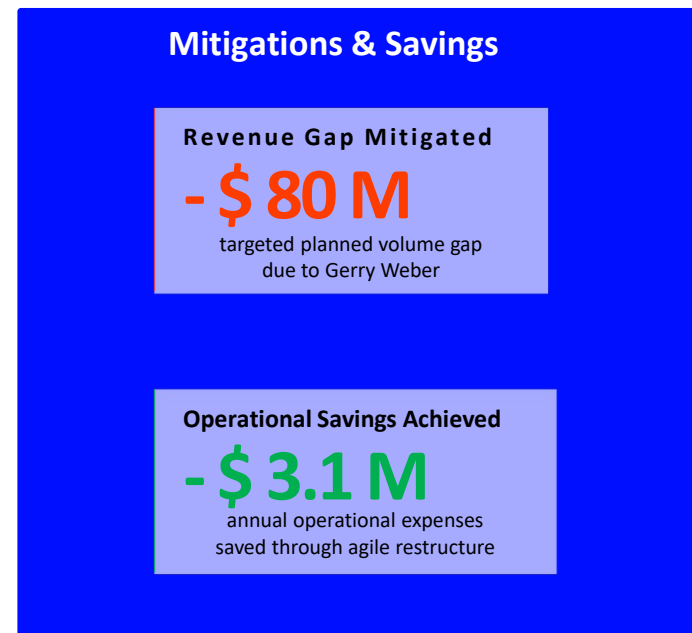
Brand Rights

legally protected direct-sell rights for all transit and unfinished goods.

*WIP: Work-in-Progress

Proactive Cost Restructuring

- 01** **Protect our People & Culture**
safeguarding team cohesion, morale and critical talent during the transition.
- 02** **Deliver on what we can Control**
shifting operational focus toward flawless execution and disciplined delivery.
- 03** **Reduce Structural Overhead**
lowering fixed costs and improving efficiency without weakening future scalability.
- 04** **Fiscal Discipline**
Prioritizing financial stability and disciplined cash management.



Strategic Expansion

Growth Priorities and Pipeline

Geographic Mitigation

mitigating weak consumer sentiments in Germany (+0.2% GDP) by rapidly expanding into faster growing regions like Poland (+3.6%) and Switzerland (1.3%)

Premium Segment Focus

intensifying brand penetration within high-margin Mid-Market and Premium fashion.

Core Expansion

growing existing anchor accounts, expanding footprint in the high-demand Home category.

+\$70M

Customers Onboarded Starting FY25/26

Micasa

Home | Switzerland

\$10M Potential

Half Price

Apparel & Home | Poland

\$30M Potential

TCP / Gymboree

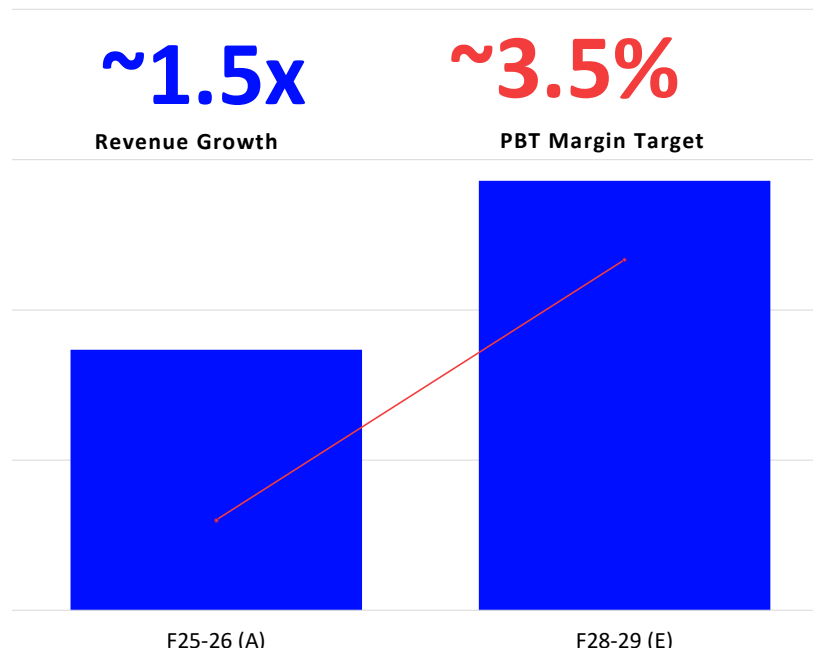
Apparel | USA

\$30M Potential

Additional partnerships under negotiation.

Financial Roadmap

Pathway to Profit Recovery



Key Drivers

- | new strategic account wins
- | premium customer onboarding
- | AI-driven productivity enhancements
- | AI-driven products and services



Techno Design

resilient. strategic. growth-ready.

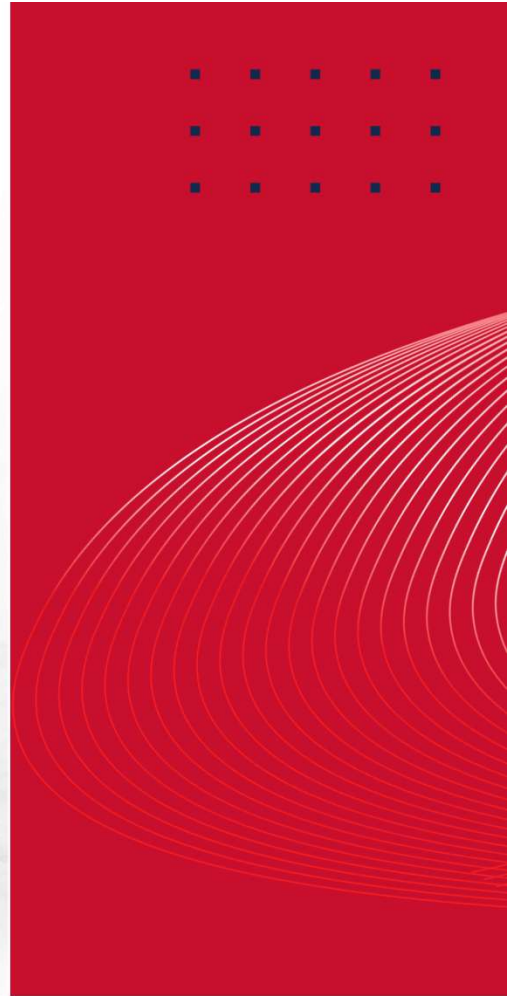


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more sustainable supply chain



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by Design*





Global | Collaborative | Digital | Ethical

SAFAK KIPIK

CEO SPRING
NEAREAST





Table of Contents

01 About Us

02 Growth Journey

03 Strategic Focus Areas

04 Leadership Team

About Us

Founded in 2010, Spring is a trusted partner in supplying fashion and home products. We bring trend-driven designs to life with exceptional quality, flexibility, and sustainability helping brands thrive in an ever-evolving market.



Premium Customer Base

Tier-1 UK & EU retailers



Agile Multi-Origin Sourcing

Turkey, Egypt & nearshore flexibility



Design-Led Capabilities

Full-service product dev



Speed-to-Market

4-6 week critical paths



Sustainability Credentials

Certified fabrics, ethical supply chain



Higher-Margin Model

CMT + sourcing fee model



How We Bring Products to Life

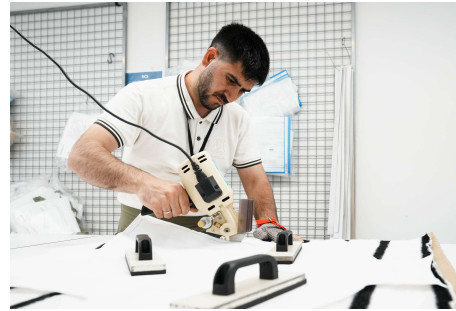
From concept to customer, Spring combines design, sourcing, development and manufacturing expertise under one platform.



Design Led Sourcing



Sourcing as a Service



CMT

Key Statistics

\$ \$220+ Mn
GMV, \$90+ MN Topline

200+
Team Members

20+
Brands/Buyers

80+ Factories
(Turkey & North Africa)

25+ Mn
Units Per Year

Strategically Positioned Between Demand & Supply

spring at the Centre of the Emerging Nearshore Supply Chain



Why Near Shore Matters

- Stronger Competitiveness
- Greater Flexibility
- Cost Efficiency
- Strategic Proximity
- Supply Chain Resilience

Trusted by Leading Premium Brands & Global Retailers

Purple Label



SOHO HOUSE

CLUB MONACO



CASTORE



G-STAR

MINT VELVET

SOSANDAR



THG

JOHN LEWIS & PARTNERS

nobody's child

MANGO

RIVER ISLAND

DUNNES STORES

FATFACE

ASOS

NEXT



George.

Tu



Case Study: Creating long-term value, trust, execution and regional scale



Our Journey with Ralph Lauren



Premium Customer Retention
6+ years
of strong strategic partnership with Ralph Lauren.



Regional Expansion
2 Regions
Scaled from Turkey to North Africa.



Value Creation
Multi-Category Growth
Expanded from sourcing support to multi-category partner.

spring x Ralph Lauren Product Portfolio



Motor Sports



Wimbledon



Winter Olympics

Growth Journey

From a traditional sourcing model to a diversified, higher-margin business platform.



Traditional Model

- Multiple factories to manage
- Long sampling cycles
- Production delays
- High operational overhead
- Inventory risk



Spring CMT Model

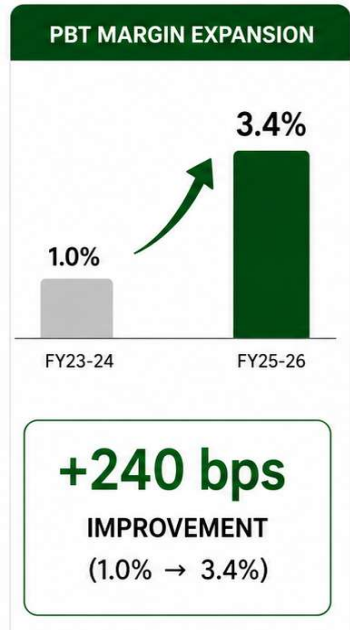
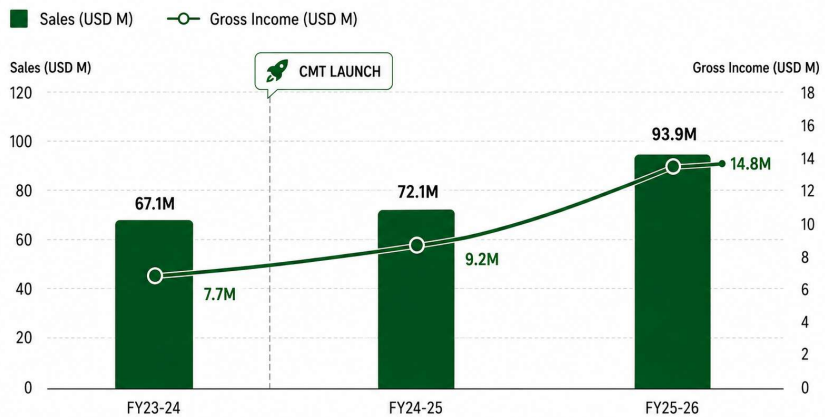
500K	4 weeks	97%
Units / month capacity	Agile production lead time	On-time delivery rate


CMT Delivered Strong Growth and Profitability

CMT implementation accelerated growth and significantly improved margins and profitability in FY25-26.



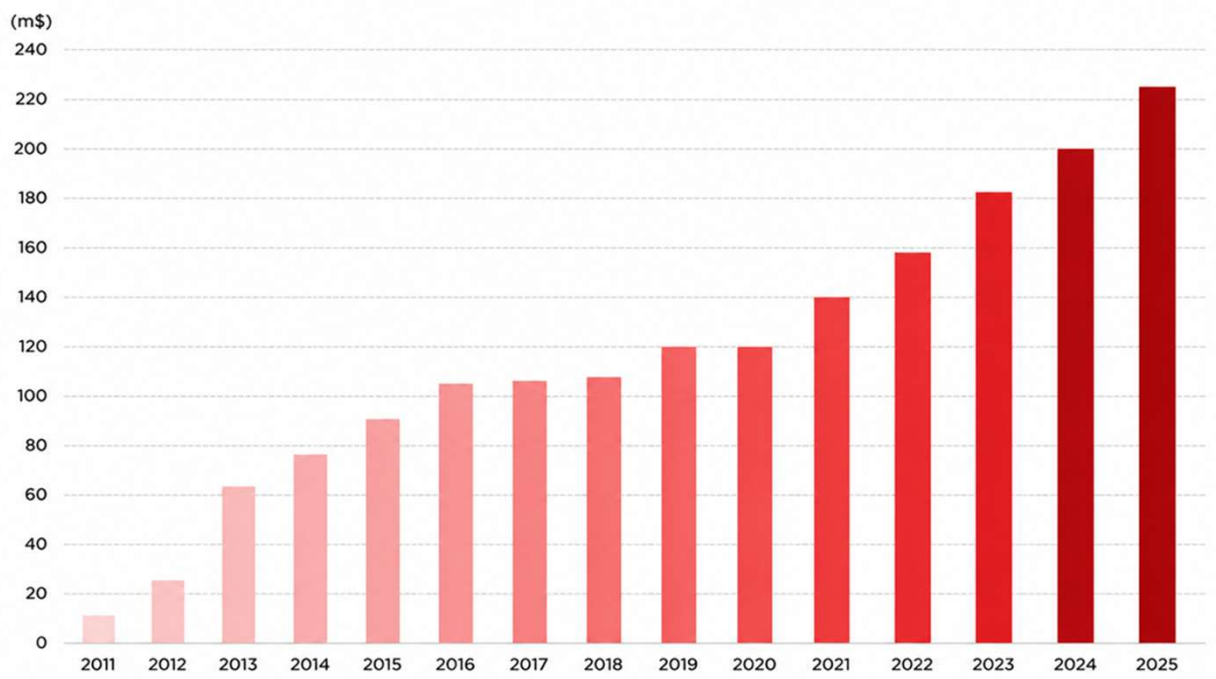
SALES & GROSS INCOME TREND



 The first full year post-CMT saw PBT margin increase from 1.0% to 3.4%, demonstrating the profitability benefits of the model.

Transformation Driving Growth

Strategic initiatives translated into sustained revenue growth.



Key Growth Drivers

- Strategic Partnerships
- Design-Led Sourcing
- CMT & Sampling Capabilities
- Regional Expansion
- Higher-Value Service Mix

\$ 220 M +

GMV in 2025

Strategic Priorities & Results

Investments made. Outcomes being delivered.

Strategic Priorities

Product & Design
Agile squads • Sample room • R&D investment
Regional Expansion
Egypt (GMV \$50m) • Tunisia • Morocco
Market Expansion
Strategic customers • New markets • Premium/Luxury
Manufacturing
CMT (Virtual) • Asset light • Higher margin
Technology & Operational Excellence
Simplification • AI • Digital Transformation



Results

 Sales Growth	 GM & NM Growth
 Operational Efficiency	 Service Quality

Spring's Digital Design & Product Creation Strategy

Design-Led. AI-Enabled. Future-Focused.




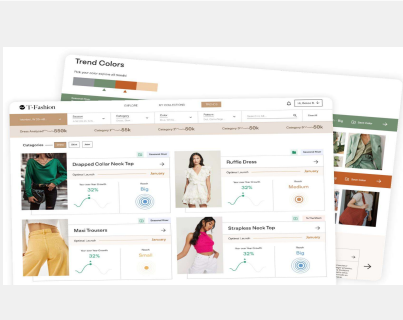



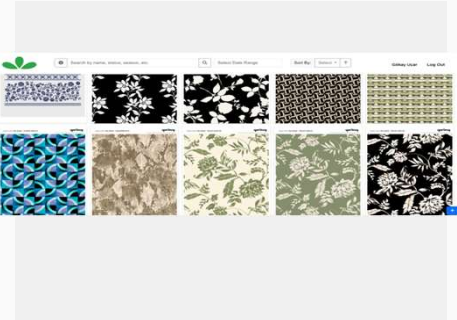
OUR VISION

To redefine product creation through design excellence, digital innovation and AI-powered intelligence.

● **Smarter Design**

● **Faster Decisions**

● **Better Products**

 <h3>Digital Fashion</h3> <p>Faster Visualization. Smarter Decisions.</p> <p>AI-powered digital sampling and virtual visualization that compress development timelines and reduce sampling cost.</p> 	 <h3>AI Trend Intelligence</h3> <p>Predict Trends. Unlock Opportunities.</p> <p>Real-time trend forecasting and consumer insight tools enabling data-driven range planning at speed.</p> 	 <h3>AI Design & Product Development</h3> <p>Accelerate Creativity Scale Innovation.</p> <p>Generative design tools and AI co-pilots that augment creative teams and accelerate the product development cycle.</p> 	 <h3>Digital Product Ecosystem</h3> <p>Connected Data. Connected Teams.</p> <p>Integrated PLM and digital asset platform connecting design, sourcing and retail partners on a single data backbone.</p> 
---	--	---	--



The Leadership Team Behind **spring**



Safak Kipik

CEO



Yeliz Yerliyurt

Country Director



Gareth Hall

Commercial Director



Susie Sullivan

Head of Design



Ediz Yucetin

Sourcing &
Technical Director



Oguz Kamburoglu

Transformation
Operational Excellence Director



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MICHEAL YEE
CEO GSC LINK





Table of Contents



01

Who are we?

02

US Market & Opportunities

03

Capabilities & Management

04

Financial Review and Forecast





01

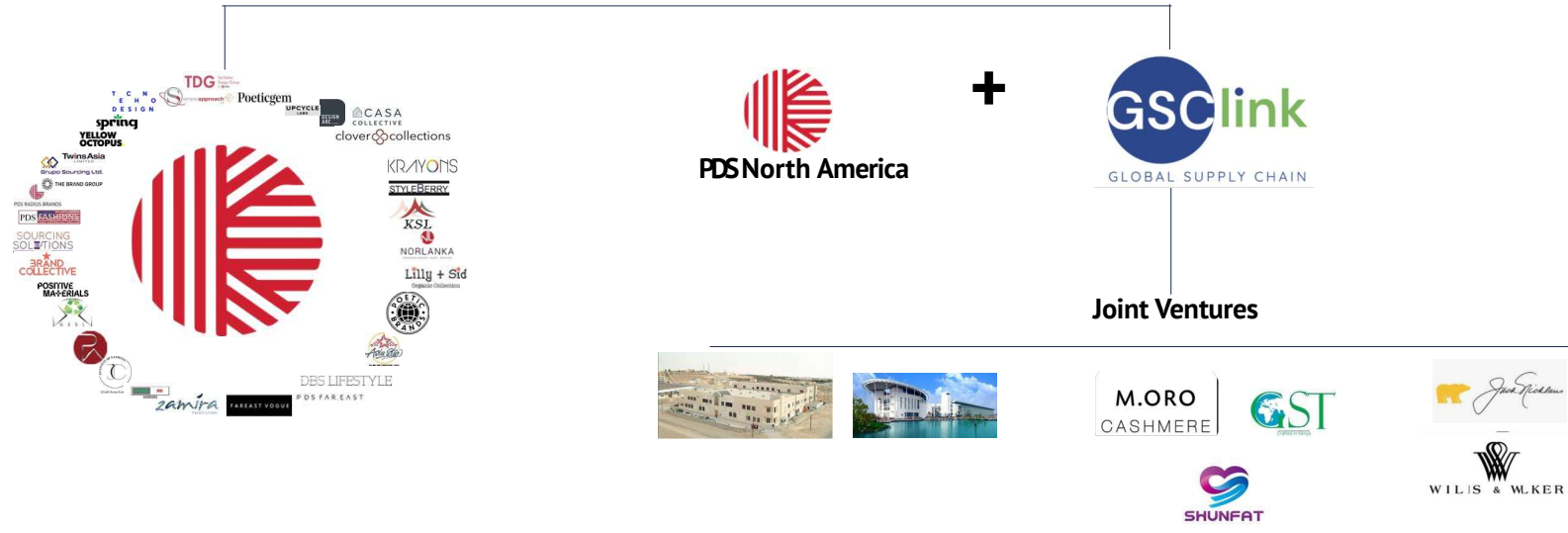
Who are We?



HISTORY & MERGER

UK, Europe

USA, Canada
Category Focus (Denim, Active, Intimates)



Powered by PDS

KEY BUSINESS BLOCKS

01 SOURCING & MANUFACTURING PARTNERSHIPS



Logos of brands and retailers associated with Sourcing & Manufacturing Partnerships:

- Calvin Klein
- AÉROPOSTALE
- PEPPER
- hûha™
- Reebok
- KOHL'S
- eberjey
- AMERICAN EAGLE OUTFITTERS
- TEN THOUSAND
- Walmart
- LUCKY * BRAND
- maurices
- TJ-maxx
- berghaus
- speedo
- NAUTICA
- canterbury

02 SOURCING AS A SERVICE



Logos of brands associated with Sourcing as a Service:

- RALPH LAUREN
- FAMILY DOLLAR



02

**US Market &
Opportunities**



Five cross-channel takeaways

01

Brand Acquisitions, PE Consolidators, Brand Licensing

Brand bankruptcies and acquisitions by PE consolidators with growth of Brand Licensing.

02

Off-price is the consensus winner

TJX (\$56B, +6.0%, 12% op margin) and Ross (\$23B, +7%, +5% comps) outearn department stores by 3-4x in operating margin and still grow.

03

DTC-specialty splits into haves and have-nots

Ralph Lauren (+14.6%) and Abercrombie (+6.4%) are firmly in the haves; Lululemon mid-cycle at +9.0% but margins compressing. Outside this group, brand heat is everything.

04

Department stores are still consolidating

Macy's Polaris plan continues. Nordstrom went private. Survivors lean on category resets and digital.

05

Wholesale-brand houses are mid-restructuring

Nike is resetting wholesale partnerships; VF (+TNF strong, Vans weak) is simplifying; Tapestry is mid-Capri-rebound. Each is a margin recovery story, not a top-line growth one.

PE consolidators and the licensing-led brand model

Brand managers are converting apparel IP into asset-light licensing ecosystems.

Core model: own / manage IP → license globally → scale through specialist operating partners

THE PURE LICENSOR

Authentic Brands Group

IP PLATFORM

SCALE
\$38B systemwide retail

PLATFORM
50+ brands · 1,700+ partners · 150 countries

EXAMPLES
Reebok · Champion · GUESS · Nautica · Dockers

THE FASHION CHALLENGER

WHP Global

BRAND BUILDER

SCALE
\$9.5B+ retail sales

PLATFORM
80+ countries

EXAMPLES
Vera Wang · Rag & Bone · G-Star · Express

THE LICENSED OPERATOR

G-III Apparel Group

OPERATOR

SCALE
NYSE-listed apparel operator

PLATFORM
Execution partner for IP owners and brand platforms

EXAMPLES
DKNY · Karl Lagerfeld · Calvin Klein · Tommy Hilfiger

PARALLEL DYNAMIC
Cross-border buyers are acquiring Western apparel IP
Shein · Anta Sports · HSG / Golden Goose

INVESTOR TAKEAWAY
Value is shifting to brand-IP ownership and partner-led execution.
Opportunity: partner to scale brands, without carrying full operating complexity.

Sources: TheFashionLaw — LVMH/Marc Jacobs · PR Newswire — ABG/Lee · CNBC — ABG IPO plans · Sahn Capital — Shein/Everlane.





03

**Capabilities &
Management**



Global Management Team



30+ years of experience spanning global sourcing, supply chain, manufacturing, and running brand / retail business with a focus on strategic transformation and growth.

- CEO of MGF Sourcing Inc
- CEO of Greater China Retail of GAP inc
- EVP of Global Sourcing & Product Operations fo GAP inc
- Manager Director of Acenture
- Board Member of "Toy R US" Asia
- Partner at Kurt Salmon Associates



New York



**Sajewa
Dissanayake**

30+ years of experience in the apparel value chain. Leadership team at Brandix, BrandM, and Hela, he has engaged with major US brands such as VS&Co, PVH, Gap, Jockey, Under Armour, etc.



Sri Lanka



**LoveShan
Sadikeen**

25+ years operations, Supply Chain Management and product development. Past experience includes Li & Fung, working closely with brands such as American Eagle, CK & Nike.



Jordan, Egypt, Africa



**Champaka
Gunawardhana**

25+ years of experience in EMEA, with a focus on near-shore to Europe and duty-free to the USA. His past experience head of manufacturing for Africa for Brandix.



Hong Kong / China



Eva Chen

25+ years' experience with US brands such as AEO, Lululemon, UA, Techstyle, Salvage X Fenty, etc., as well as first-tier brands in the Chinese market.



Americas



**Andres
Patino**

40+ years of experience specializing in active apparel and nearshore and on-shore operations. His past experience at Zentrix and brands such as Fabletics & Ralph Lauren.



Vietnam & Cambodia



**Denise
Cheung**

25+ years of experience in product Development & Costing in Denim, Woven and Knits Category. His past experience includes tenures with MGF and Epic Group in the region.



Bangladesh



**Laksman
Fonseka**

30+ years experience Operations, Supply Chain Management and product development. Work experience in Sri Lanka, Jordan & Bangladesh.

Work for brands Gap, BR, A&F, Zara, Jones New York



Powered by PDS

PRODUCT CATEGORIES



Intimates & Active



Woven Tops & Dresses



Denim & Woven Bottoms



Knit Tops & Bottoms



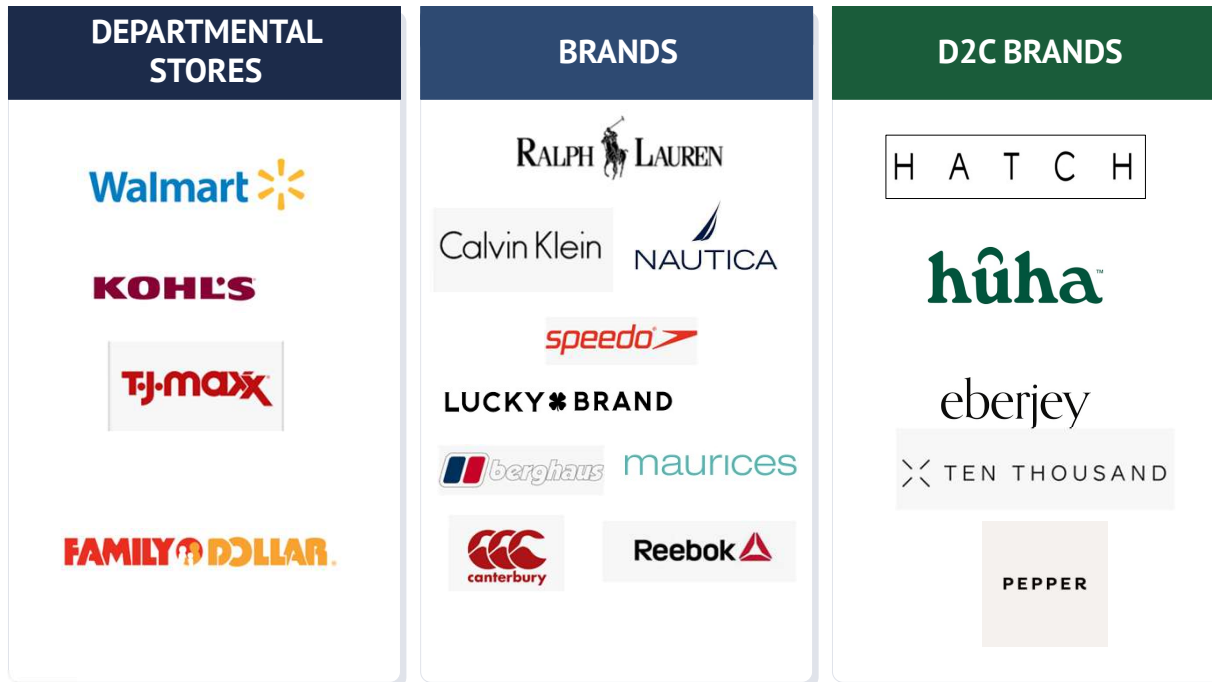
Sweaters | Toppers



OPERATING MODEL



CUSTOMER & CHANNEL PORTFOLIO



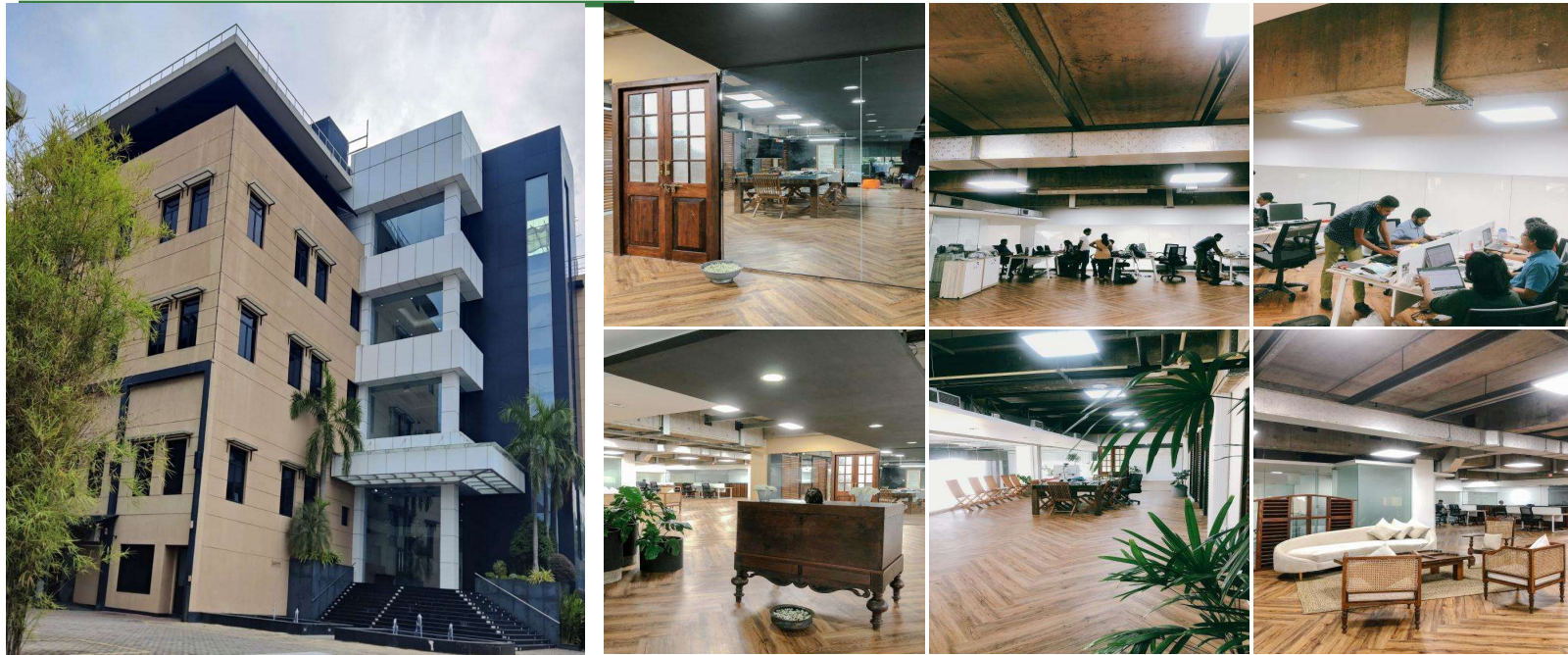
SOURCING & DESIGN, PD CAPABILITIES



● Offices

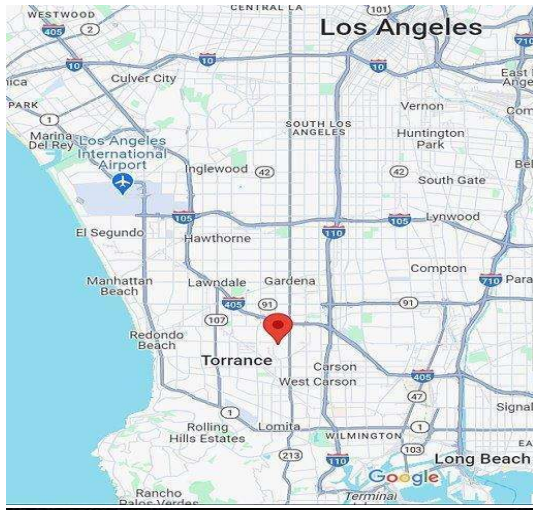
Powered by PDS

INTIMATES & ACTIVE INNOVATION CENTER – SRI LANKA



Powered by  PDS

DENIM WASH HOUSE – USA, LOS ANGELES



Denim Lab — with a large creative space for co-creation projects and collection development.

State of the Art wash development laundry and enhanced capability and know how. Ability to transfer formulas to duplicate overseas for production execution.

Made in USA available.





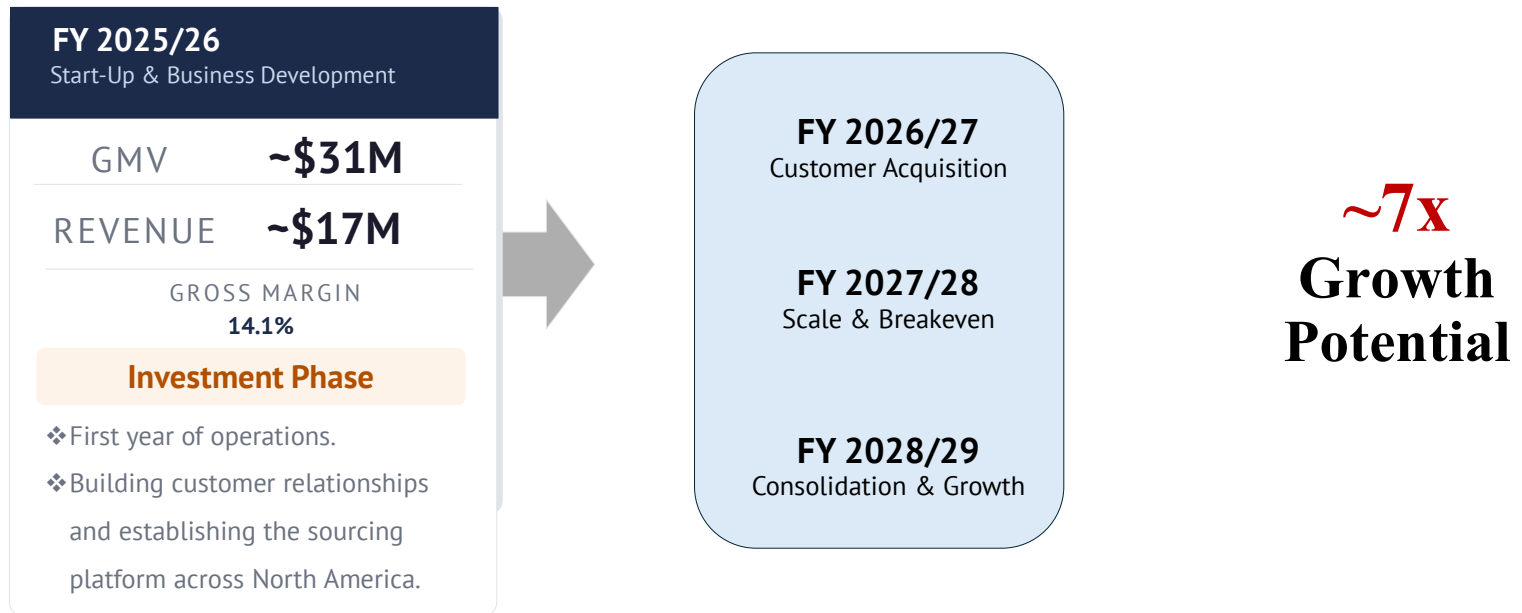
04

Financial Review and Forecast



FINANCIAL OUTLOOK: REVENUE & PROFITABILITY TRAJECTORY

Four-year growth journey from startup phase to scaled profitable platform





PDS

Together we're building a better,
more sustainable supply chain



*Resilient
by Design*





Global | Collaborative | Digital | Ethical

ABHISHEK
NAVANI
CEO
MANUFACTURING



Table of Contents

01

What we have Built

02

Our Journey

03

Strategic Roadmap Ahead

04

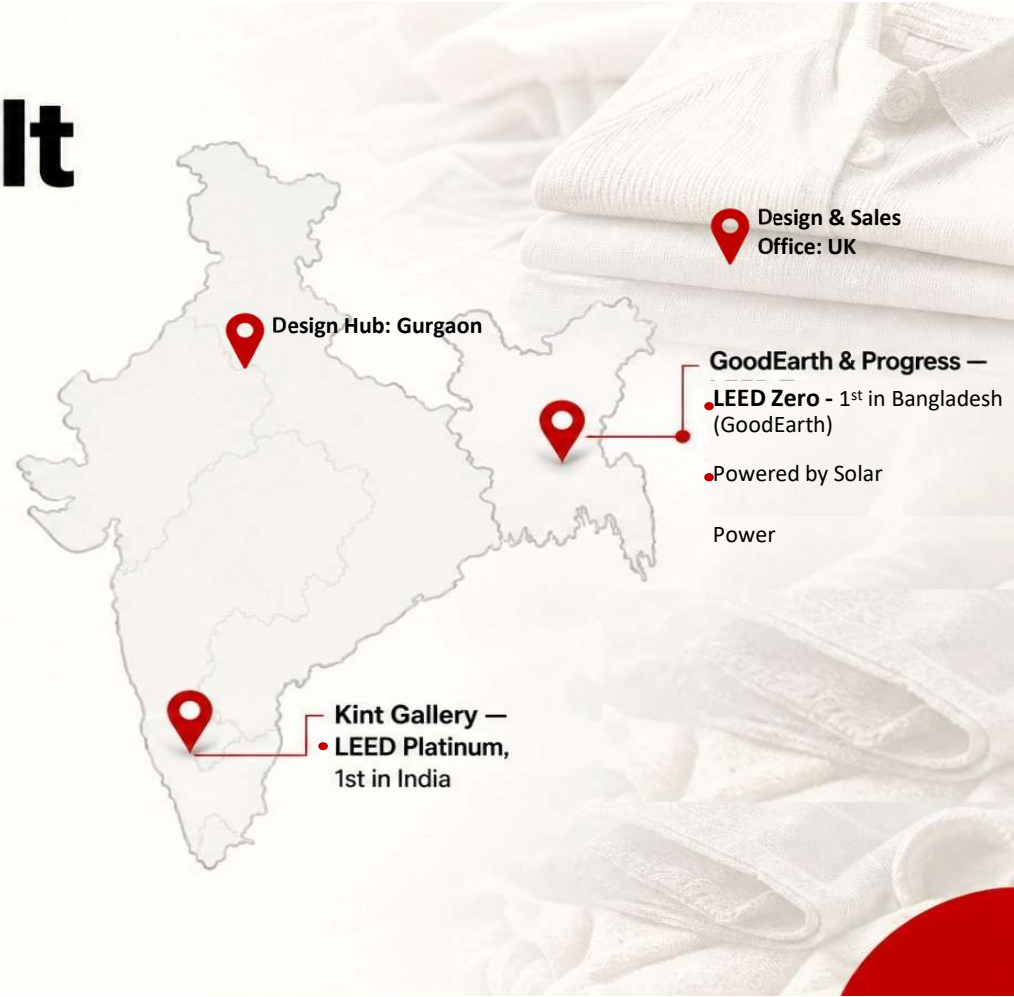
Core Team



What We Have Built

 14 Factories	 ~62mn pieces Capacity	 174 Lines
 6,149 Machines	 ~9,100 Employees	 ₹1,000+ Cr Sales

Key Certifications



PDS LIMITED

PDS Manufacturing India: Knit Gallery

Knit Gallery
Tiruppur, India



12 Factories



99 Lines



~41mn

Pieces / Annum Capacity



2,085 Machines



402,266 sqft (Factory) /
22,968 sqft (Corporate)



Kids wear, Tops
Underwear and Nightwear –
Key Product Categories



2,600+ Employees








PDS LIMITED

PDS Manufacturing Bangladesh: Good Earth



Good Earth
Dhaka, Bangladesh



	1 Factory
	30 Lines
	~9mn Pieces/Annum Capacity
	1,740 Machines
	7.8 acres / 4,192 sqft (Factory) / (Corporate)
	Dresses, Formal & Casual Shirts/ Blouses for Ladies, Men & Kids — Key Product Categories
	3,181+ Employees



PDS LIMITED

PDS Manufacturing Bangladesh: Progress



Progress Apparels
Dhaka, Bangladesh



1
Factory



45
Lines



~12mn
Pieces/Annum Capacity



2,324
Machines



27,527 sqft / 4,192 sqft
(Factory) / (Corporate)



**Bottom wear, School wear, Shorts,
Skirts & Denim**

Key Product Categories



3,878
Employees

Product Portfolio & Customers

Diversified Product Categories coupled with...



Men's Wear

- Men's Woven, Knits
- Shirts, Tees and Nightwear
- Swimwear



Women's Wear

- Women Woven and Knits
- Tops, Dresses, Blouses and Nightwear
- Athleisure wear



Children's Wear

- Girl's and Boy's wear
- Nightwear
- Baby wear

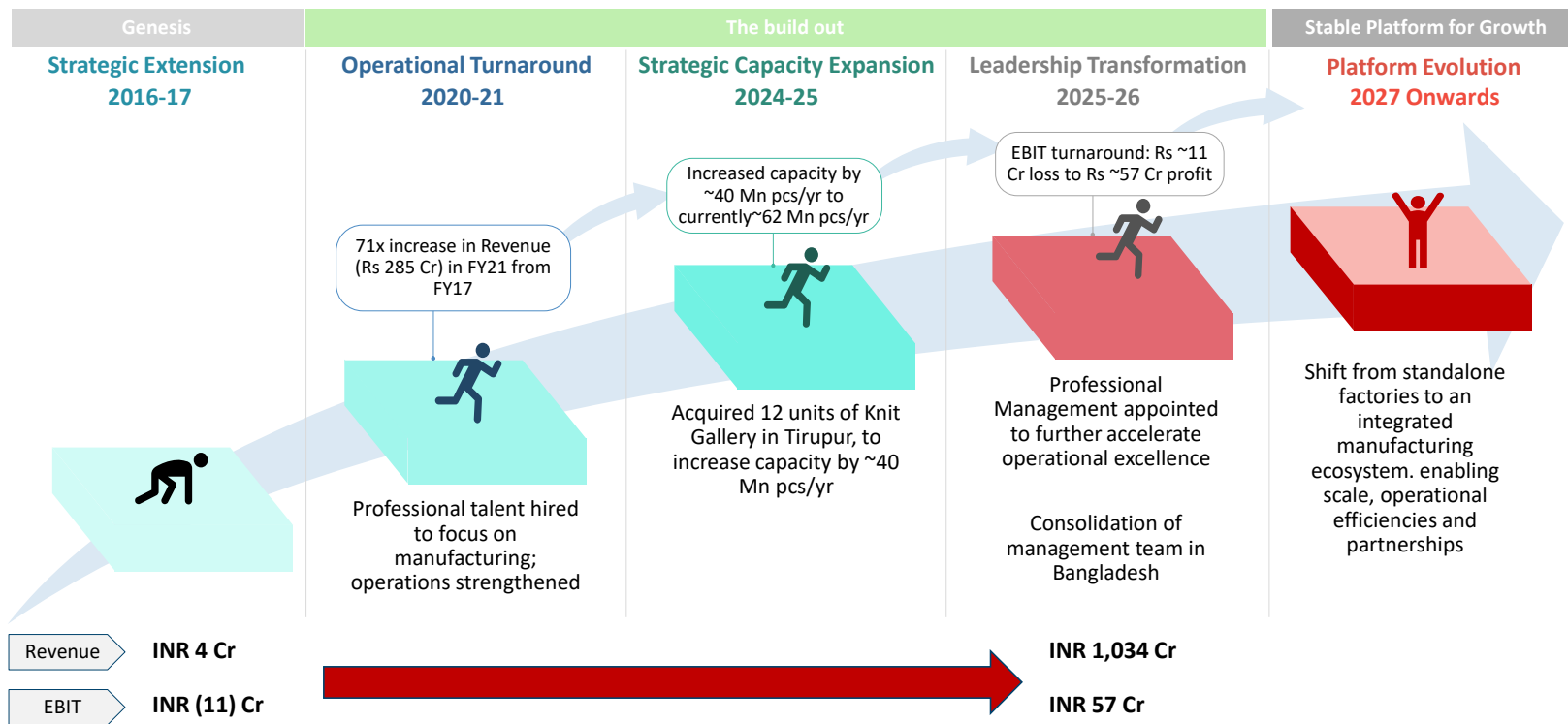


...strong client base driving export revenue

Trusted supplier to large global brands across product categories

Our Journey so Far

What began as Support Infrastructure is now a Standalone Value Creator



Our Journey Ahead

India Story – Market Shifts Create Opportunity

01 External Opportunity



Market Opportunities

- › **China + 1, Bangladesh + 1**
 - Primark, Walmart & peers scouting India for **1,000+ machine** partners.
- › **Indian Retailers looking for capacity in India**
- › **UK · EU · US Trade Deals**
 - 8% to 12% duty cut
 - India at par with traditional sourcing hubs
- › **Government subsidy**
 - Wages, interest, capex, GST, power —layers of support.
- › **Increasing demand for integrated design and manufacturing partners**

02 The PDS Edge



Ready on day one.

- › **KG Acquisition — scale, today**
 - **40 Mn pieces · 2,000 machines** — at tier-1 retailer scale.
- › **UK & Europe customer book**
 - Decades of relationships — where the FTAs bite hardest.
- › **Dedicated Mfg. & Design team**
 - Standalone leadership, plus UK Marketing & Design talent.
- › **Actively discussing meaningful partnership for securing capacity**

Positioned at the intersection of favorable industry trends, strong capabilities and focused execution



Key Focus Areas



1. Value-added product mix and premiumization.



2. Focus on Design led manufacturing



3. Capacity expansion in the right locations through meaningful partnership like Egypt, Indonesia.



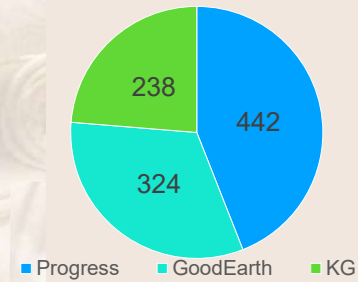
4 High-performing team, lean structure & efficient factories.



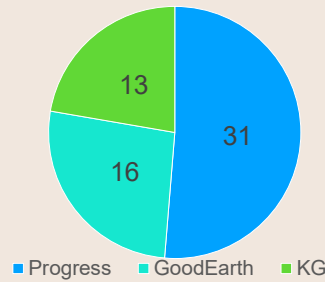
5 Continued focus on sustainability, ethical practices & corporate governance.

Driving the next leg of growth through focused execution & Strategic Expansion

FY'26 Revenue (₹ Cr)



FY'26 EBIT (₹Cr)



Near to Long term Strategy

1. **India** - 2x revenue aspiration with high single digit PBT
2. **Bangladesh** – Enhance productivity and up the value chain – target to have sustainable growth with profitability augmentation thereof

*Before intersegment adjustments

Core Manufacturing Team

The People behind Every Piece



Abhishek Nawani
CEO – Global Manufacturing



Owns

Leads end-to-end manufacturing strategy, operational excellence, and business performance across PDS Manufacturing



Mansi Agrawal
CFO – Global Manufacturing



Owns

Drives financial planning, cost optimization, budgeting and profitability across PDS Manufacturing



Manoj Dimri
CEO – Bangladesh Manufacturing



Owns

Leads Bangladesh manufacturing strategy, growth initiatives and overall business performance across production operations



Vijay Anand
CEO – Knit Gallery

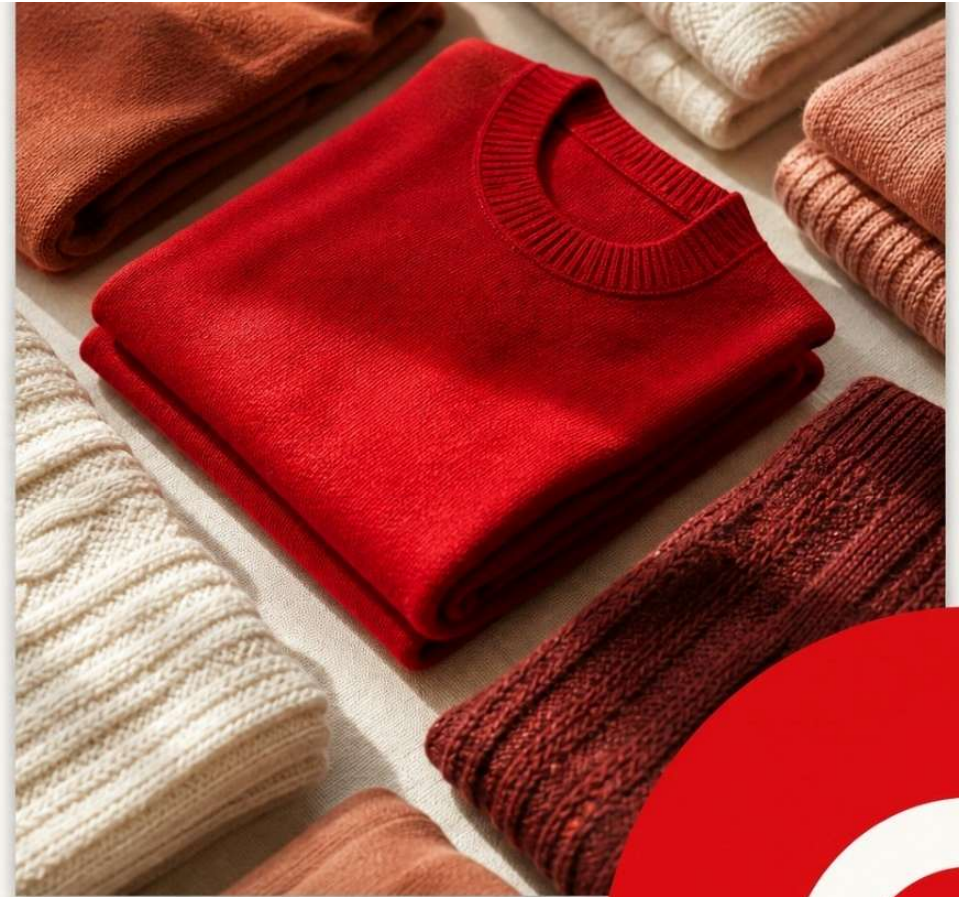


Owns

Leads the India business with Knit Gallery, driving growth, operational execution and customer satisfaction

Thank You!

PDS MANUFACTURING • INVESTOR DAY • JUNE 2026





PDS

Together we're building a better,
more sustainable supply chain



*Resilient
by Design*





Q&A





*Resilient
by Design*

