



April 22, 2019.

To, The Secretary, National Stock Exchange of India Ltd., Exchange Plaza, C-1, Block G, Bandra Kurla Complex, Bandera (E), Mumbai – 400 051 <u>Symbol: LUXIND</u>	To, The Secretary, BSE Limited, P.J. Towers, Dalal Street, Mumbai- 400 001 <u>Scrip Code: 539542</u>
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Dear Sir,

Sub: Investor Presentation.

Please find enclosed herewith Investor Presentation of the Company. The Investor Presentation is also available on the website of the Company.

This is for your information and record.

Thanking You,

Yours faithfully,
For Lux Industries Limited

Smita Mishra

***Smita Mishra
(Company Secretary & Compliance Officer)***

M.No:26489

Encl: As above

LUX INDUSTRIES LTD



FASHION PASSION

DEPENDABLE

PROFITABLE

CONTEMPORARY

DYNAMIC

ENERGETIC

TRUSTED

BRAND

VALUE FOR MONEY

DURABLE

YOUTHFUL

QUALITY

COMFORTABLE

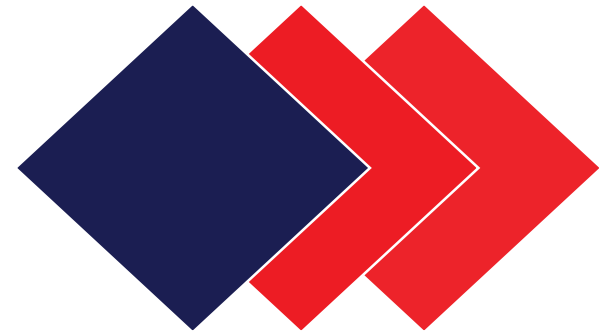
ASPIRATIONAL

EFFICIENCY

FAMILIAR

SUSTAINABILITY

LUX®



April 2019

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Pioneering Commitment



1st Ranked
innerwear
company in
Volume Terms

~8% of
Annual revenue
invested in
Brand
Promotion

2,000
pieces sold
every minute

5,000+
SKU's

1st Ranked
innerwear
Brand in Bengal

14-15%
Market share in
Organized
Men's
Innerwear
Market

More than
100 products
across **12**
Brands

Manufacturing
Capacity of
2,000 lac
garments pieces
a year

1st Ranked
Indian exporter
of Innerwear

47 Number of
countries
products are
exported to

Enjoys a fill rate
of **95%**
against Industry
Avg. of **80%**

6
Manufacturing
Facilities

Opportunities are
never coincidental.

Market Opportunity



KARISHMA
BIG SHOT
CLASSIC
INFERNO
GENX
COTT's
WOOL
GLO
MOZZE
TOUCH
VENUS
ONN

Exponential Opportunities....

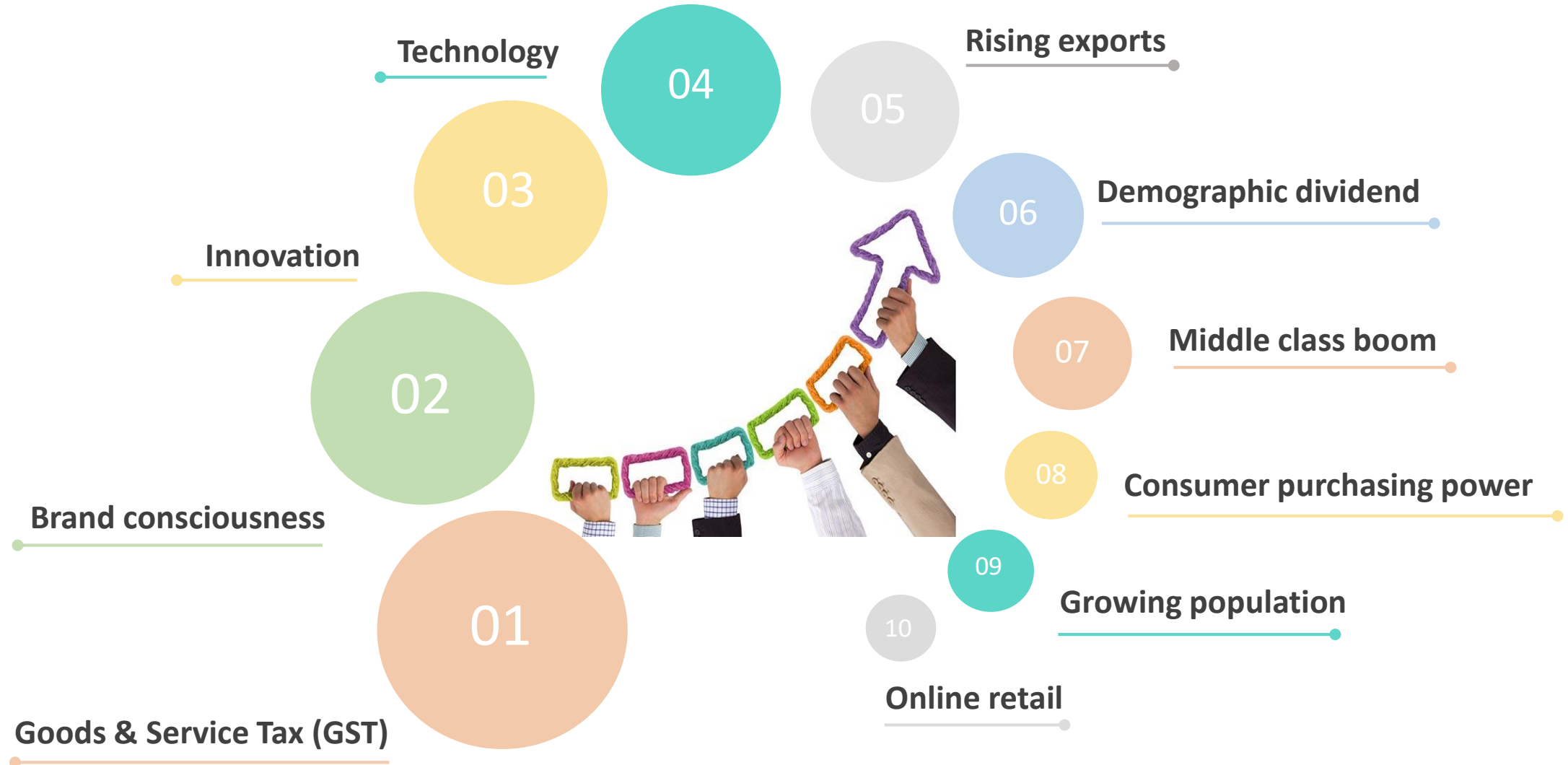


Presence across Categories



- ✓ Addressed **Men and Women** wear categories
- ✓ At the cusp of rapid growth; per capita inner wear expenditure **expected to double to Rs. 300**
- ✓ Innerwear market of Rs. 24,000 Cr (2015) projected to grow to **Rs. 47,000 Cr by 2020**
- ✓ Enhanced **Manufacturing Automation** (ultrasonic cutting systems) increasing efficiency and global competitiveness
- ✓ Emergence of purpose-specific innerwear (sporty, casual, fashionable) **Widening the Market**
- ✓ Widening **Customer Needs**; increasing product extensions
- ✓ Growing scope of **E-commerce**
- ✓ Growing traction from **Africa, Arab countries and Middle East**

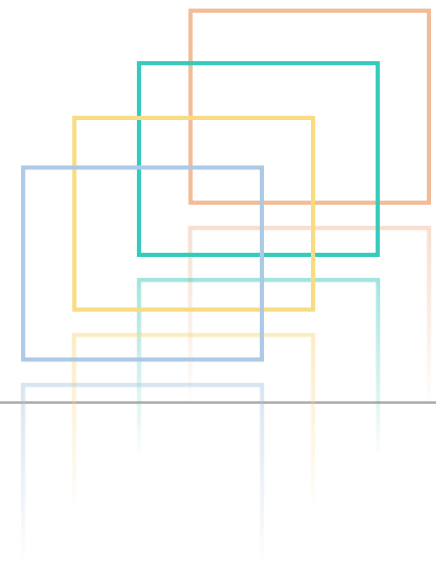
....poised to Grow





A house is only as strong
as its foundation

Strong Foundation



KARISHMA
BIG SHOT
CLASSIC
INFERNO
GENX

MOZZE
COZZI
TOUCH
VENUS

COTT's
WOOL GLO
ONN

**SUNO
TOH
APNE
DIL KI**

*Vaman
Dhanu*



“We are gaining
Market Share”

We have created Brand Equity



Economy
Segment



Mid Premium
Segment



Premium
Segment



Our Products are Bare Necessities



Diverse Product Portfolio

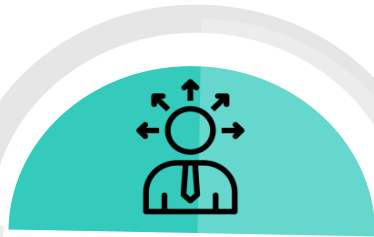
01

- ✓ Mass, Semi Premium & Premium
- ✓ Men's innerwear to Men's & Women's outerwear
- ✓ Complementary Products like socks & children's wear



02

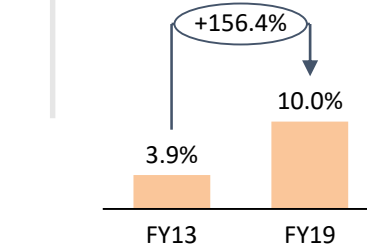
- ### Fresh Initiatives
- ✓ GLO Range underwear : Neon & Bright for increasing youth appeal
 - ✓ Manufacture leggings for women
 - ✓ Invested in quality material and contemporary designs (European and American influences)



Premiumization

03

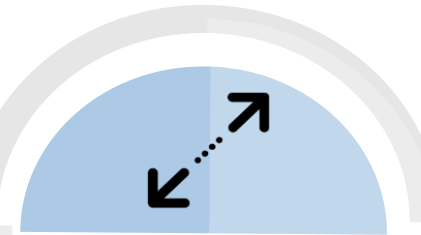
- ✓ ONN Brand growing revenues at 30%
- ✓ Increase in Premium Brand contribution to revenue & Expanding Margins



04

Widest Consumer Range

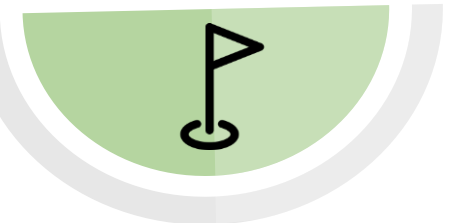
- ✓ The Products range from Rs. 38 – Rs. 1,350
- ✓ Over 5,000 SKU's , among the largest innerwear ranges in the Industry, thus graduating into a one-stop destination



05

Milestone Achieved

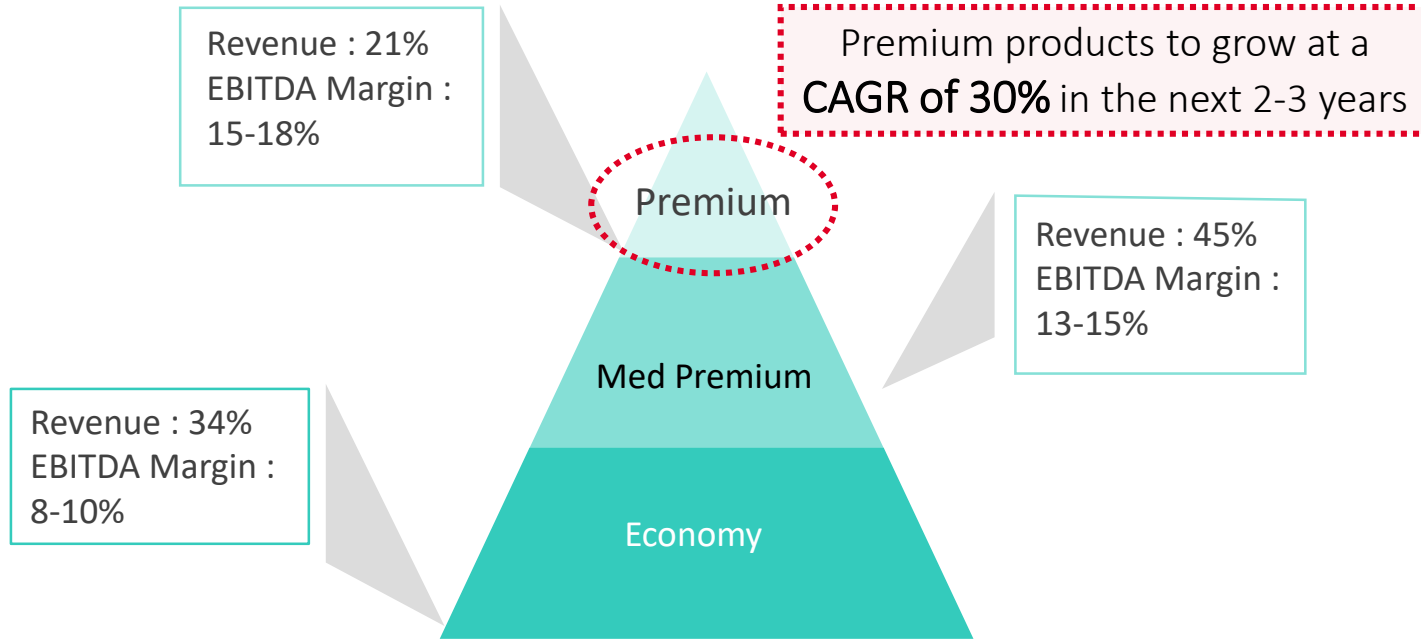
- ✓ Lux Cozi helped sectorial transformation from un-organized to brand driven
- ✓ Enjoys the recall of being a Pioneer in the launch & styling of premium products
- ✓ Largest in the space of Semi-premium Indian Brands which contributes 10% to revenue for FY17



Our Products satisfy Customer needs



Presence across Categories



Presence across various Price Points



... From Semi Premium to Premium

... From Men's innerwear to Men's and Women's outerwear

Lux Cozi is one of the strongest and fastest growing men's innerwear brands (economy and mid-segment)

Lux Cozi GLO is a durable player in the economy to mid-brand segment

Lux Venus is one of the largest vest brands in the economy category

Lux Cozi Bigshot is a preferred consumer brand in the boxer/ briefs segment

ONN is emerging as one of the most promising mid-to-premium men's innerwear brands

We manufacture to maintain High Quality Standards



Process

Raw material	→	Yarn
Step - 1	→	Knitting
Step - 2	→	Pocessing
Step - 3	→	Cutting
Step - 4	→	Stiching
Step - 5	→	Packaging

100% Knitting, Cutting done in-house

One of Lowest Manufacturing Cost

- ❑ 100% of our products in-house with zero Outsourcing
- ❑ Invested extensively in manufacturing integration and scale with the objective to reduce costs

Largest Employer in Sector

- ❑ Our pool of 1,496 employees (as on 31 March 2019) makes us one of the largest employers in the sector

Critical Processes done in-house

- ❑ Lux has concentrated on large, technology driven manufacturing
- ❑ Outsourcing processes such as stitching, we are able to keep our asset profile and employee base light

We have advanced Manufacturing Facilities



State-of-the-art Equipment in creating Top-notch Products for consumers

350 circular Knitting machines

Fully Automated in-house Stitching units

Ahead of the trends due to the expertise of its in-house design team

1. Ludhiana
2. Agarpara
3. B.T.Road
4. Dankuni
5. Dhulagarh
6. Tiruppur

“ Manufactured 20 crore garment pieces a year which is one of the largest in the Indian innerwear sector ”

We deliver Quality to generate Loyalty



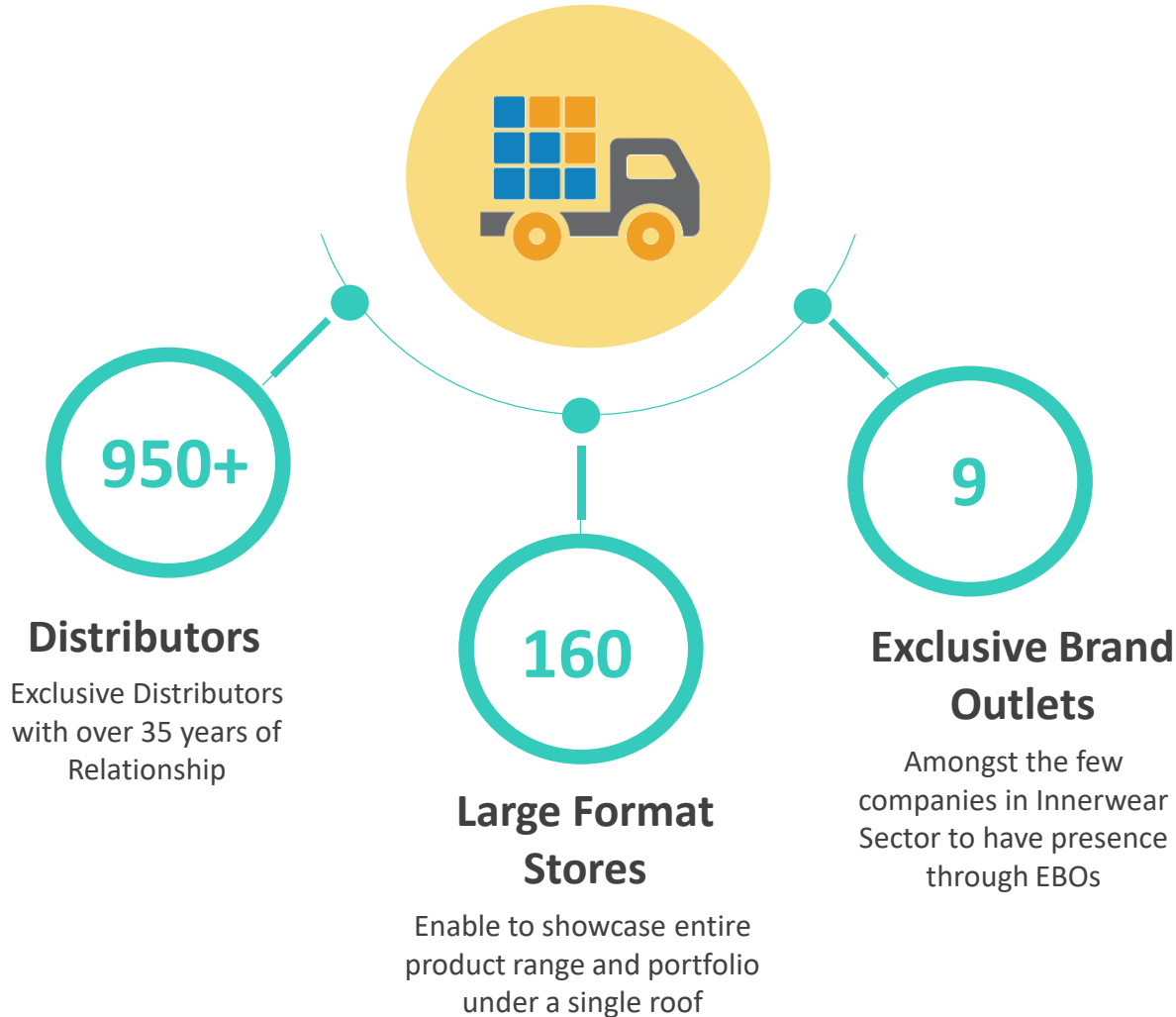
- 01** Manufacture **100%** of our products **in-house** with **zero outsourcing**
- 02** Company invested in cutting machine from **Morgan Technica SPA, Italy**, and knitting machine from **Mayer & Cie, Germany**, and **United Texmac Pte Ltd Singapore**
- 03** **Up-gradation and replacement of old machines** is done as and when required in order to **maintain high quality of output**
- 04** To keep creating **new benchmarks for quality and comfort**, the two fundamentals that lay the foundation of our company and take it to the epitome of success.

State-of-the-art Machines from



MORE THAN PRODUCTS; A QUALITY ASSURANCE OF THE BEST MANUFACTURING AND QUALITY STANDARDS

We have right distribution setup to Support Growth



Merchandise Strength

- ❑ Core strength lies in the goodwill that we enjoy among distributors, dealers and retailers rather than machines and products

Capitalizing Opportunity

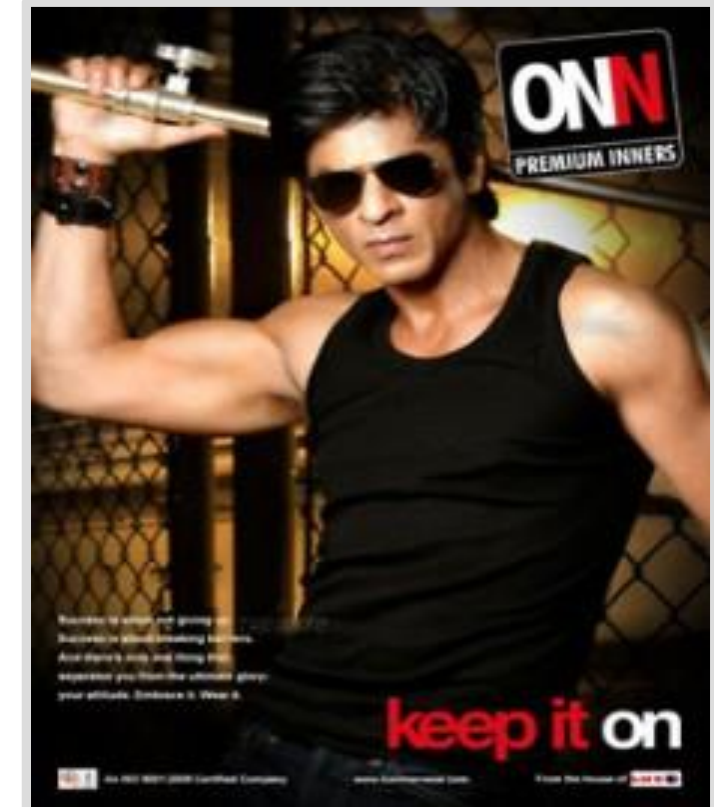
- ❑ First Indian innerwear company to organize distributor and owner conferences within and outside India



“ There is less than 1% attrition among distributors ”
“ Available from Distributors ,Retailers to small clusters in India ”

LUX is available where customers are...

We have Celebrity Endorsements



Lux's profit from every rupee invested in brand spending increased from **5.74%** in FY13 to **7.47%** in FY19

We are led by Experienced Leadership



Mr. Ashok Kumar Todi

- ❑ His forte lies in Marketing of the products and formulating various policies for Growth & Expansion of the business on pan India basis
- ❑ He has rejuvenated with exploring schemes for distributors, retailers and even for consumers
- ❑ Has also been associated with various philanthropic organizations of the country



MR. ASHOK KUMAR TODI
CHAIRMAN

MR. PRADIP KUMAR TODI
MANAGING DIRECTOR

Mr. Pradip Kumar Todi

- ❑ Presently looking after the Product Development and Production
- ❑ His forte is in developing new patterns, yarn combinations, knitting technologies
- ❑ He has helped the Company to introduce new products with new styles from time to time
- ❑ He has immense acquaintance in technical know-how in hosiery industry
- ❑ His contribution in decreasing production costs helped the Company to enhance profits

We are supported by Strong Management Team



<p>Mr. Saket Todi Sr. Vice President (Marketing)</p>	<ul style="list-style-type: none"> ❑ Mr. Saket Todi, son of Shri Ashok Kumar Todi, aged 27 years ❑ Has done his post graduation in Brand Management and has eminent knowledge in marketing ❑ His contribution towards strengthening the premiumisation of brand “Lux” is significant ❑ Has been associated with the Company since 2014 with his in-depth knowledge in marketing which has helped the Company to achieve greater success and increase profitability 		
<p>Mr. Udit Todi Sr. Vice President (Strategy)</p>	<ul style="list-style-type: none"> ❑ Mr. Udit Todi, son of Shri Pradip Kumar Todi, aged 27 years ❑ He is Master of Science in Finance from The London School of Economics and Political Science (LSE) ❑ Has been associated with the Company since 2014 and has expertise in the field of finance and his proficiency in the management of marketing area of the Company is remarkable 		
<p>Mr. Ajay Patodia Chief Financial Officer</p>	<ul style="list-style-type: none"> ❑ He is qualified as FCA, FICWA, DISA (ICAI), SAP (FI), and IFRS(C) ❑ He has expertise in the field of finance along with high command in the area of taxation ❑ He is associated with the Company since 2005 	<p>Mrs. Smita Mishra Company Secretary & Compliance Officer</p>	<ul style="list-style-type: none"> ❑ She is an Associate Member of The Institute of Company Secretaries of India (ICSI) ❑ She ensures efficient administration of the company with regard to compliance of statutory and regulatory requirements ❑ She is associated with the Lux group since 2009
<p>Mr. Narendra Panjwani Head Of Quality Control</p>	<ul style="list-style-type: none"> ❑ He has many years of experience in hosiery industry, as he had worked with Maxwell Industries Limited for 21 years ❑ He has done Bachelor of Science ❑ He is associated with the Company since 2013 	<p>Mr. Surendra Kumar Bajaj Vice President (Marketing)</p>	<ul style="list-style-type: none"> ❑ He has worked with Khaitan Group of Companies before joining Lux and has an extensive experience in marketing ❑ He is associated with the Company since 2014

We are supported by Strong Management Team



Mr. Sanjay Mittal
Vice President (Sales)

- ❑ He heads the Sales function and plays an important role in formulating the Sales Strategy
- ❑ He is associated with the Company since 1996

Mr. Bibekananda
Maity
IT Head

- ❑ He has done post graduation in MBA & MCA and has more than 22 years of experience in IT function of manufacturing sector
- ❑ He is associated with the Company since 2015

Mr. Manoj Ghiya
Production Manager

- ❑ He formulates the Strategy to run the manufacturing processes reliably and efficiently
- ❑ He is associated with the Company since 1989

Mr. R.K. Bhutoria
HR Manager

- ❑ He plays a major role formulating Strategy for Employee Engagement and Empowerment
- ❑ He is associated with the Company since 2004

We are honoured by Awards & Recognitions

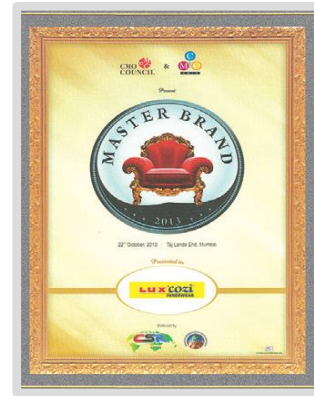


2012-13



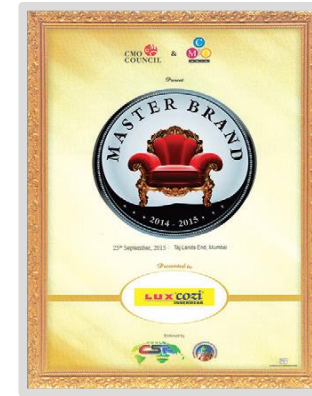
Asia's Most Promising Brands

2013



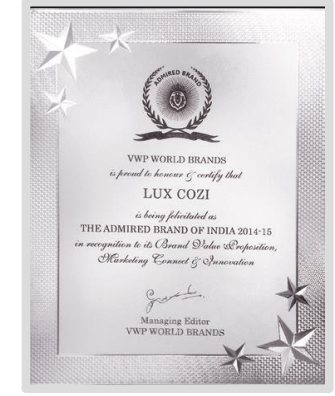
The Master Brand

2014



The Master Brand

2014-15



The Admired Brand of India

2015



The World's Greatest Brands

2016



Asia's Greatest Brands

2018



Lux Cozi - Best Brand of the Year



Great leaders inspire
greatness in others

Market Penetration Strategy



KARISHMA
BIG SHOT
CLASSIC
INFERNO
GENX
MOZZE
COTT's
WOOL
COZI
TOUCH
VENUS
GLO
ONN

Multi-Product & Multi-Brand Approach



	Quality at Low Costs	Premiumization
Product & Quality	<ul style="list-style-type: none"> ❑ 100 products under 12 brands for a growing family's needs ❑ 5000 SKUs across all major brands ❑ Product offerings across ages, genders, geographies and seasons ❑ Extensive Vertical Integration with 100% manufacturing in-house ❑ Cost leadership through ability to manufacture the largest innerwear volumes at one of the lowest costs 	<ul style="list-style-type: none"> ❑ Only 20% of the innerwear market accounted for by the premium and Semi-premium Segments, offering significant headroom for Premiumisation ❑ Lux's ONN is a premium brand growing at ~ 30% every year ❑ Lux GLO in the mid-premium segment introduced in January 2017 ❑ Revenues from premium brands increased from 3.9% in FY13 to 10.0% in FY19
Market Penetration	<ul style="list-style-type: none"> ❑ First Indian innerwear brand to extend its product portfolio from innerwear vests to outerwear cum related products ❑ Product offerings across ages, genders, geographies and seasons ❑ Present in high-growth segments of active wear and sportswear ❑ Vests, briefs, trunks, boxers, thermal wear, Panties, camisoles, leggings, lounge wear, t-shirts and socks 	<ul style="list-style-type: none"> ❑ Pan India Footprint – Strong Presence in Western & Central India with highest absolute sales from Madhya Pradesh, U. P. and Uttarakhand ❑ Exports to 47 countries largely comprising the Middle East, Africa, Australia and Europe ❑ Sales focussed in tropical countries with demographics similar to India thereby offering a huge potential
	Share of Wallet	Geographical Leadership

Technologically Advanced Expansion



Integrated Unit across knitting, processing and cutting functions which will strengthening efficiency, productivity & profitability



New state-of-the-art 12 lakh sq. ft (approx) manufacturing facility in Dankuni, West Bengal

Rs.83 Cr investment across 11.48 acres on the outskirts of Kolkata

108 stitching / sewing machines from Singapore; 11 high-speed knitting machines from Germany; 60 sock knitting machines from China and 2 cutting machines from Singapore & Italy

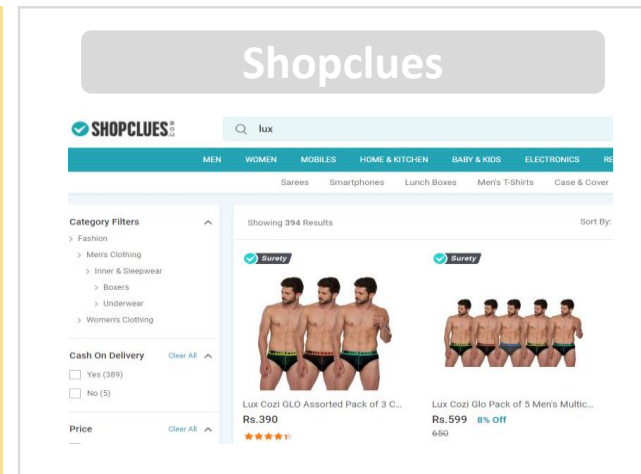
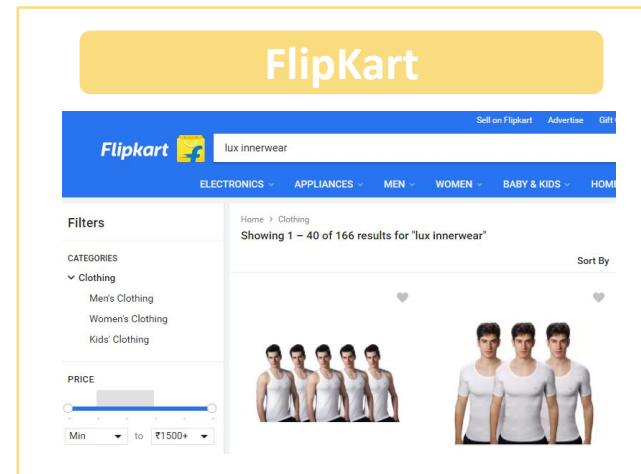
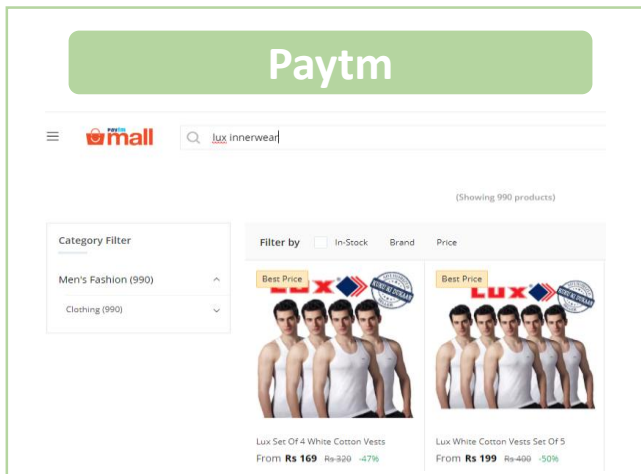
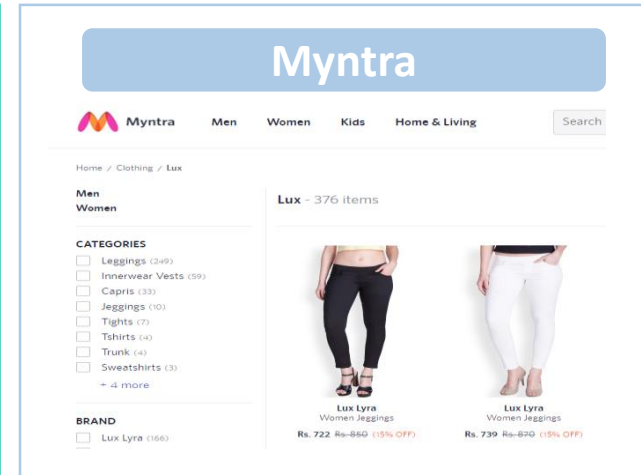
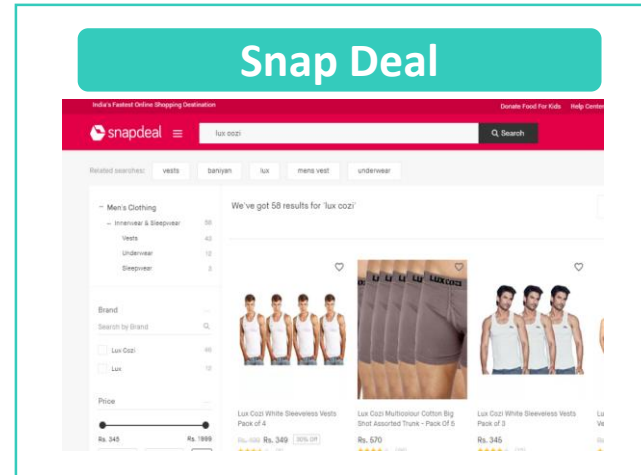
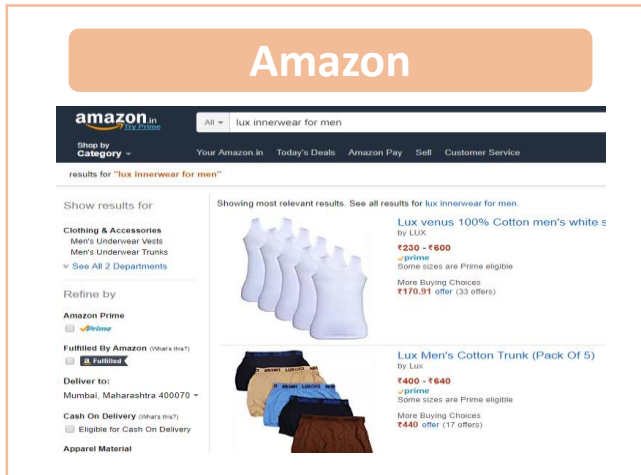
Has the capacity to produce 5 lakh units of finished products a day

Phase-II expansion to double the production capacity over the next 3-4 years

The New Age Distribution: E - Commerce

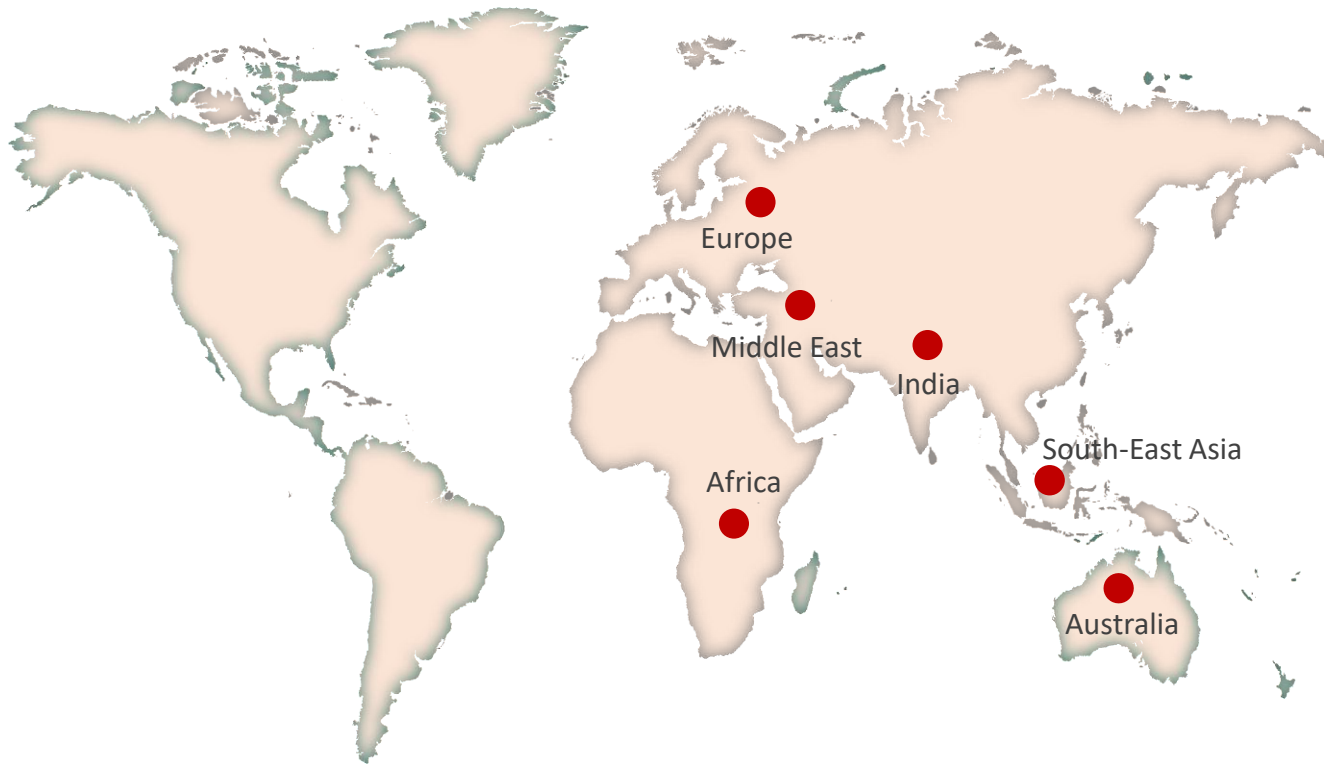


❑ Company is creating an online presence through e-commerce websites, enhancing access and image



Other Presence:
❑ Keep It On
❑ Jabong
❑ Lime Road
❑ Tata Cliq

Focus on Demographics with Huge Potential

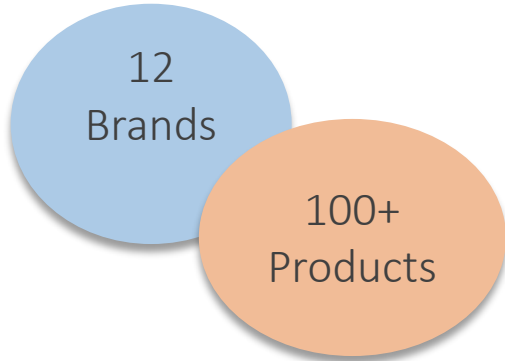


- ✓ For FY 2018-19, Export Contribution to Revenue was 11%
- ✓ Increase in the number of countries exported to from 22 to 47 over the past 5 years

Exports of Rs. 136 crores in FY19 to reach Rs. 175 crores in FY20

- ✓ First Indian innerwear brand to extend its product portfolio from innerwear vests to outerwear cum related products
- ✓ Product offerings include Vests, briefs, trunks, boxers, thermal wear, Panties, camisoles, leggings, lounge wear, t-shirts and socks across ages, genders and seasons
- ✓ Present in high-growth segments of active wear and sportswear
- ✓ Pan India Footprint – Strong Presence in Western & Central India with highest absolute sales from Madhya Pradesh, U. P. and Uttarakhand
- ✓ Sales focussed in tropical countries with demographics similar to India thereby offering a huge potential

Sustained Brand Investments



Lux sponsored the KKR team in the IPL, now an international cricket event, enhancing visibility and respect



Lux also sponsored the Bollywood Awards Ceremony TOIFA in Vancouver in 2016, strengthening its pan-India visibility



1992 Ye Andar Ki Baat Hai the first television advertisement featuring Sunny Deol was launched.



2001 Face of Lux Sunny Deol was signed as Lux Cozi's brand ambassador

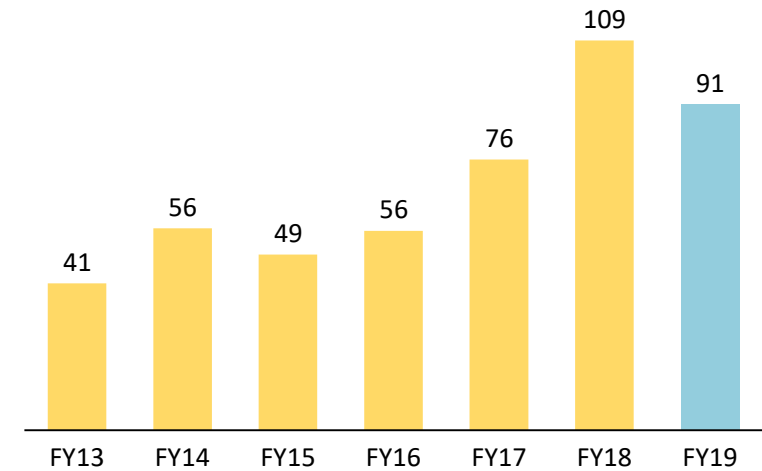


2010 New look - Indian film icon Shah Rukh Khan was engaged as brand ambassador for ONN



2017 Varun Dhawan was signed as Lux Cozi brand ambassador; Lux Glo, a sub brand of Lux Cozi was launched the capability to conceive, invest and mature brands
Amitabh Bachchan was signed August 2017

Marketing Spend (Rs. In Cr)



- ✓ Invested Rs. 477 Cr in our brands across the 7-years ending FY18
- ✓ Sustained brand investments at 8% of turnover

GST to aid faster customer transition from the Unorganised Space to the Organised one...



- ✓ Have signed Mr. Amitabh Bachchan as the Brand Ambassador for our brand 'Venus'. It is one of the largest innerwear brands in India. We have also signed him for our winter wear brand 'Inferno'
- ✓ Launched Mr. Bachchan as its ambassador through an extensive campaign from January 2018 across a mix of media like Television, Online, Print and Out-of-Home media
- ✓ *Mr. Bachchan's iconic legacy as an actor, the brand appeal synergizes with his personality which is liked by people of all demographics*

“

Endorsement of LUX products will further strengthen the bond with the masses, give our users a greater sense of purpose and help the brands scale newer heights over the course of next few years

”



- ✓ Have signed Mr. Varun Dhawan as the new brand ambassador for LUX Cozi. By signing Dhawan, LUX Cozi is repositioning itself within the young audience
- ✓ LUX Cozi is one of the most popular and the largest market share holder in the economy to the mid-segment of men's innerwear.
- ✓ The style and fashion sense makes him endearing to all sections of the audience cutting across age groups, especially the youth

“

I am delighted to be the brand ambassador for LUX Cozi; their innerwear products stand for comfort and quality and I really liked the vibe of the ad campaign when I met with the creative team.

- Varun Dhawan

”

Product Innovation – India's First Scented Vest



INDIA looks good, feels good and smells good!!

Landmark Product in the Men's Innerwear Category

Creating value based products keeping in mind the essential necessity and aspirational style quotient of India

Unique feature of these vests is the fact that they retain their fragrance even after continued washes

“ Lux Cozi has been synonymous with quality, comfort and durability. I am very excited to be a part of the launch of their next big product - India's first scented vests. With the onset of summer, this innovative product will revolutionise the vest game

- Varun Dhawan ”



Artimas Fashions
Private Limited
(Wholly Owned
Subsidiary of Lux
Industries)



CSE Consulting
LLP
(License Owner of
One8) – Brand of Virat
Kohli

LUX Industries will be manufacturing and marketing a unique collection of socks, innerwear and sleepwear for One8, globally



Synergies

- ✓ Aim at providing superior product quality coupled with comfortable feel that will grab instant attention of the youth
- ✓ Fill the need-based vacuum that is created in the premium innerwear
- ✓ Provide knowledge and expertise in manufacturing, designing, marketing and retail for the brand



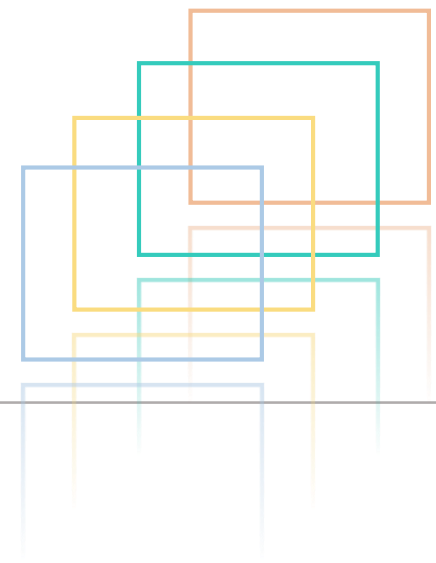
With One8, we aim to disrupt the premium innerwear segment through innovative product offerings. We feel extremely confident that the about our distribution and resource strength, coupled with the youth appeal of Virat Kohli will make One8 the most preferred brand in the premium category





The investor of today profits from the growth of tomorrow

Financial Performance



KARISHMA
BIG SHOT
CLASSIC
INFERNO
GENX

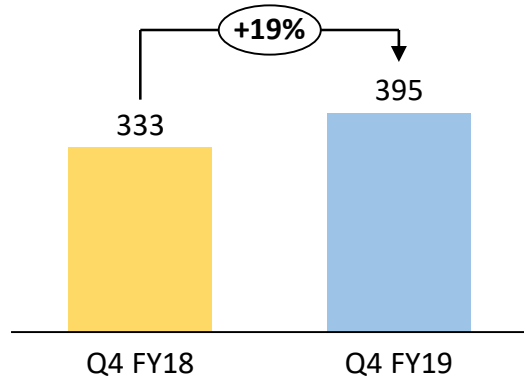
MOZZE
COZZI
TOUCH
VENUS

COTT's
WOOL
ONNO
GLO

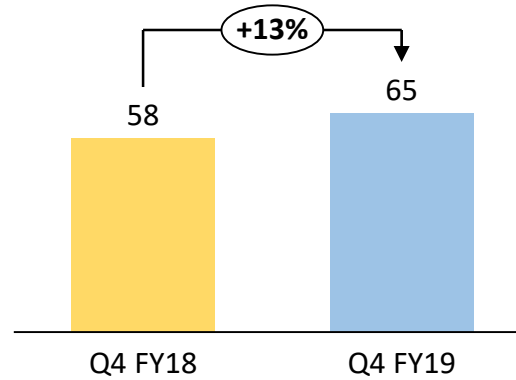
Q4 FY19 Financial Highlights*



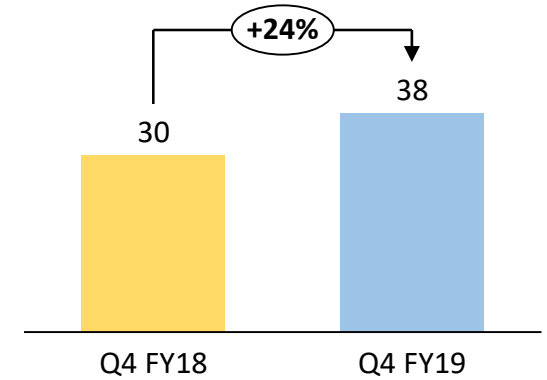
Revenue (Rs. In Cr)



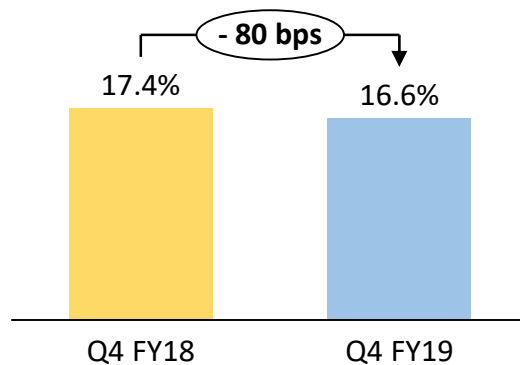
EBITDA (Rs. In Cr)



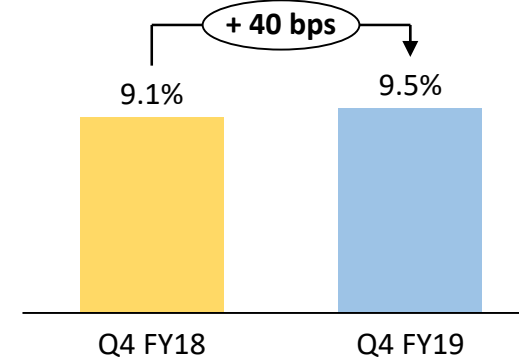
Profit after Tax (Rs. In Cr)



EBITDA Margins (%)



PAT Margins (%)

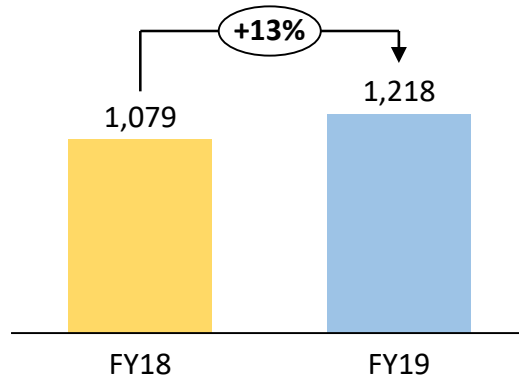


* - Ind-AS Financials

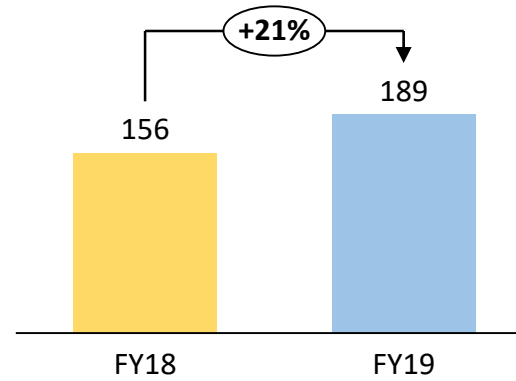
FY19 Financial Highlights*



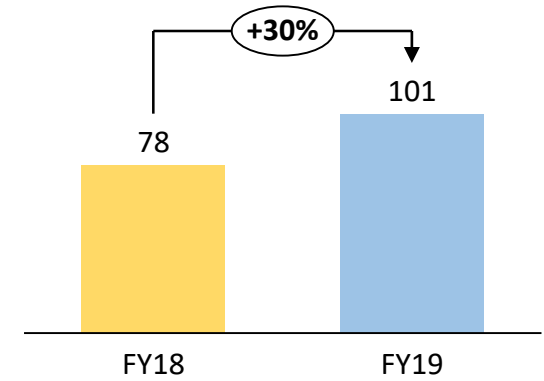
Revenue (Rs. In Cr)



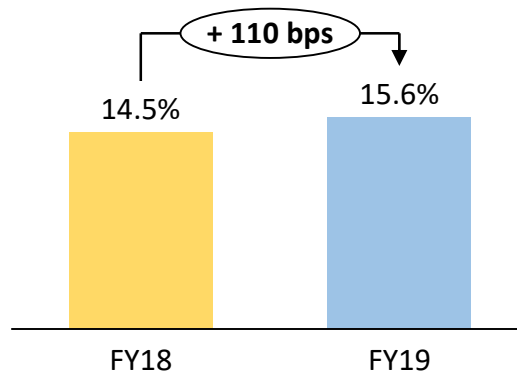
EBITDA (Rs. In Cr)



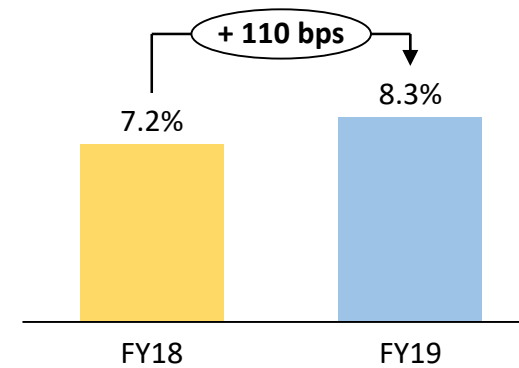
Profit after Tax (Rs. In Cr)



EBITDA Margins (%)



PAT Margins (%)



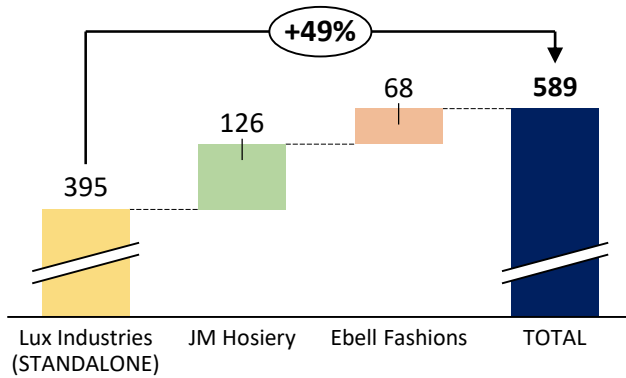
* - Ind-AS Financials

Proforma Financials



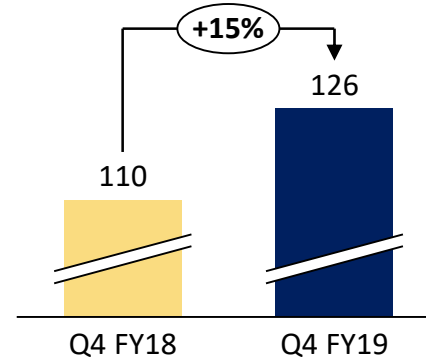
Revenue (Rs. In Cr)

Q4 FY19



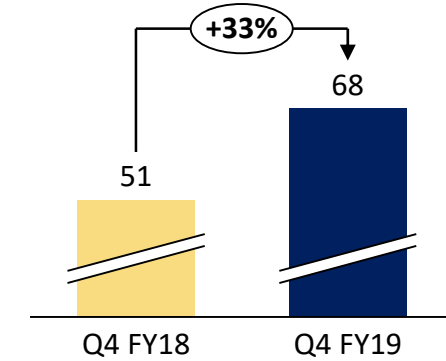
J. M. Hosiery*

Revenues (Rs. Crs.)



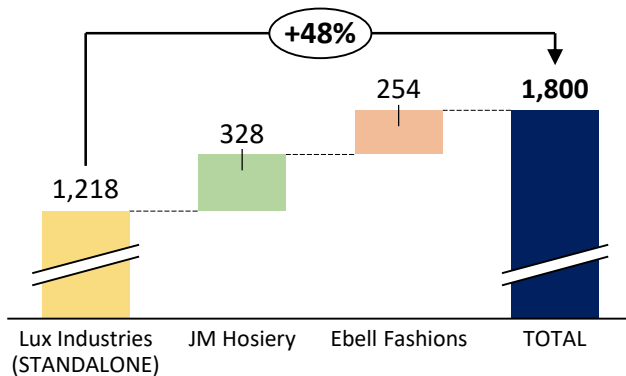
Ebell Fashions*

Revenues (Rs. Crs.)



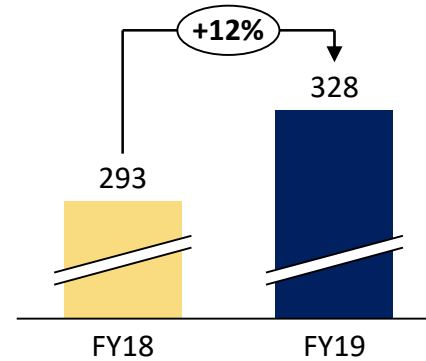
Revenue (Rs. In Cr)

FY19



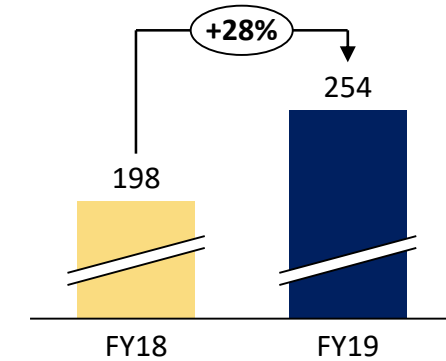
J. M. Hosiery*

Revenues (Rs. Crs.)



Ebell Fashions*

Revenues (Rs. Crs.)



Financial Performance*



Particulars (Rs. In Cr)	Q4 FY19	Q4 FY18	Y-o-Y	FY19	FY18	Y-o-Y
Total Income from Operations	394.6	332.9	19%	1217.9	1079.4	13%
Raw Material Cost	221.9	157.7		577.0	485.5	
Employee Expenses	11.0	8.2		43.5	37.5	
Subcontracting / Jobbing expenses	56.9	67.0		240.6	221.6	
Other Expenses	39.4	42.1		167.3	178.8	
EBITDA	65.4	57.9	13%	189.5	156.1	21%
EBITDA Margin %	16.6%	17.4%		15.6%	14.5%	
Depreciation	2.9	2.6		11.2	9.6	
EBIT	62.5	55.4	13%	178.2	146.4	22%
EBIT Margin %	15.8%	16.6%		14.6%	13.6%	
Finance Cost	5.1	7.2		23.6	25.4	
Profit before Tax	57.4	48.1	19%	154.6	121.0	28%
Tax	19.8	17.7		53.3	43.1	
Profit After Tax	37.6	30.4	24%	101.3	77.9	30%
PAT Margin %	9.5%	9.1%		8.3%	7.2%	
Other Comprehensive Income	0.2	-0.2		0.1	-0.2	
Total Comprehensive Income	37.9	30.2	25%	101.4	77.7	31%
EPS	14.90	12.04		40.12	30.84	

* - Ind-AS Financials

Balance Sheet*



Equity & Liabilities (Rs. Crs.)	Mar-19	Mar-18
Equity	413.9	318.6
Equity Share capital	5.3	5.3
Other Equity	408.6	313.3
Non-Current Liabilities	15.8	13.4
Borrowings	5.3	4.9
Deferred tax liabilities (Net)	7.6	6.2
Provisions	2.9	2.3
Current Liabilities	373.7	540.0
Borrowings	172.4	316.5
Trade Payables	162.7	188.6
Other financial liabilities	25.0	24.1
Provisions	0.6	0.5
Other current liabilities	7.4	9.9
Current tax liabilities (Net)	5.6	0.5
TOTAL EQUITY & LIABILITIES	803.4	872.1

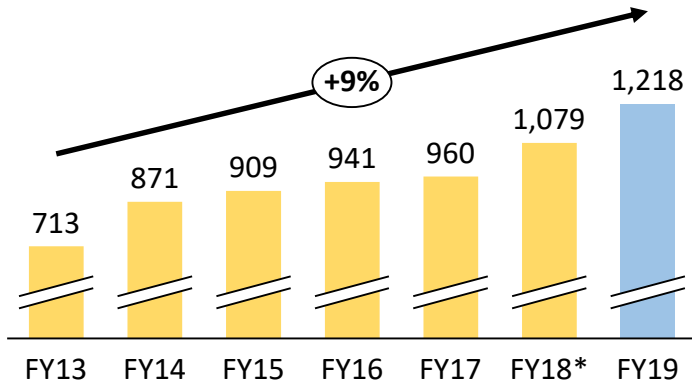
Assets (in Rs. Crs.)	Mar-19	Mar-18
Non-current assets	140.6	135.9
Property, Plant and Equipment	131.8	125.3
Capital work-in-progress	0.4	5.3
Intangible assets	0.4	1.1
Investments	4.6	0.8
Other financial assets	3.3	2.9
Other non-current assets	0.1	0.5
Current assets	662.8	736.1
Inventories	251.0	299.2
Trade receivables	368.3	389.1
Cash and cash equivalents	1.9	2.1
Other bank balances	0.1	0.1
Loans	3.9	0.8
Other financial assets	2.6	2.4
Other current assets	35.1	42.4
TOTAL ASSETS	803.4	872.1

* Ind-AS Financials

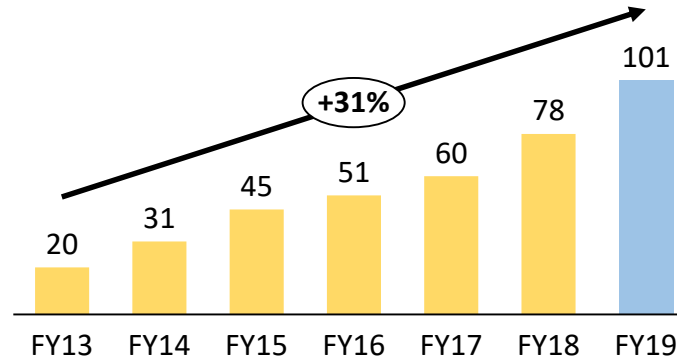
Operating Performance



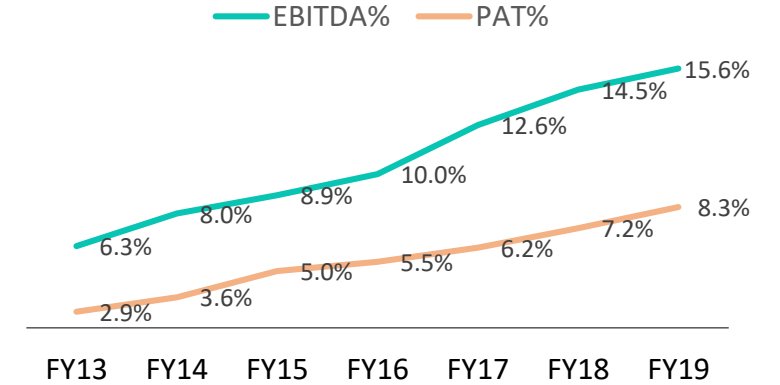
Revenue (Rs. In Cr)



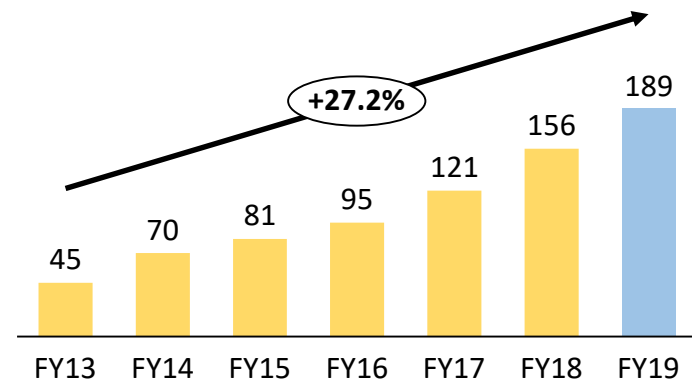
PAT (Rs. In Cr)



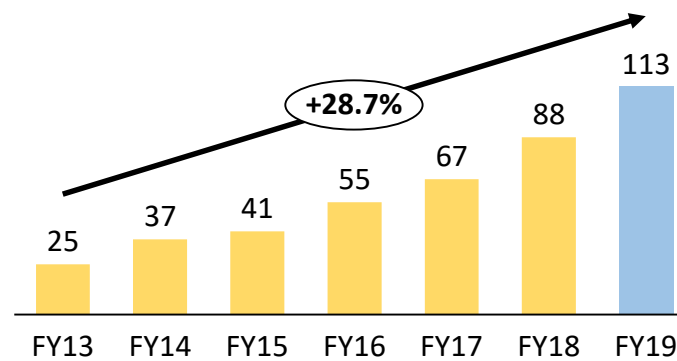
EBITDA & PAT Margins (%)



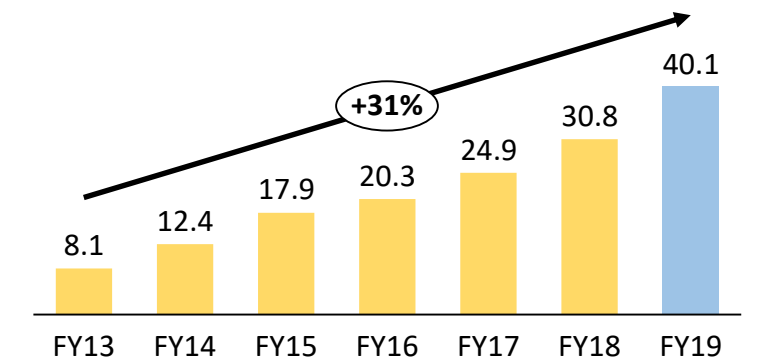
EBITDA (Rs. In Cr)



Cash PAT (Rs. In Cr)



EPS



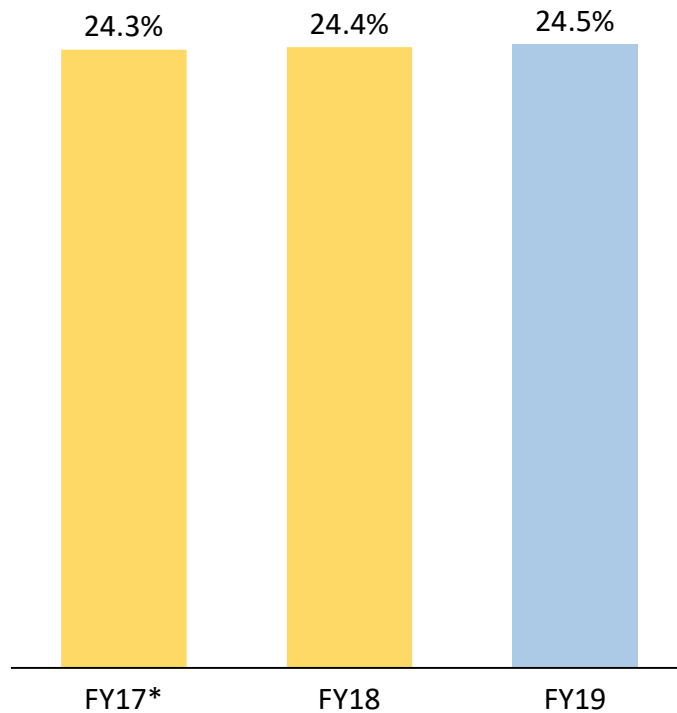
FY17 & FY18 numbers are as per Ind-AS Financials

* The Revenues stated for FY18 have been restated as per IND AS 115

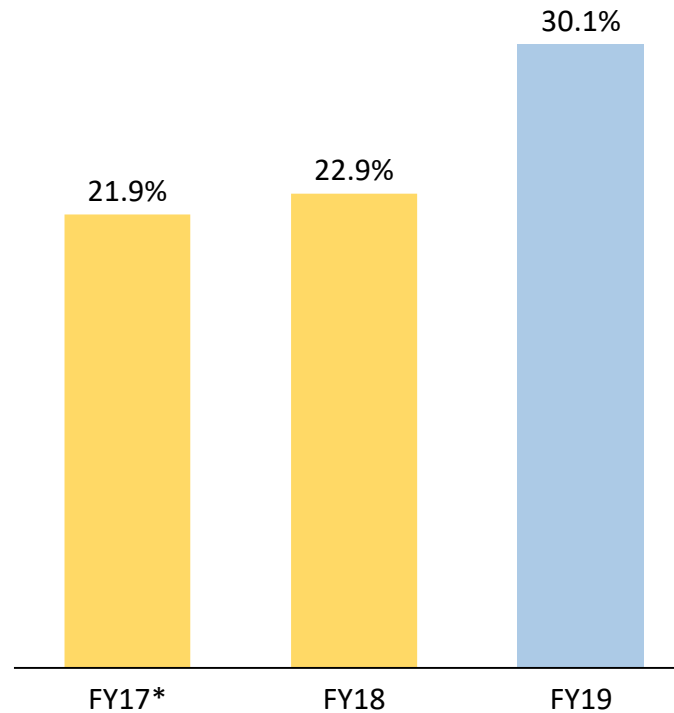
Lean Balance Sheet & Sustained Returns



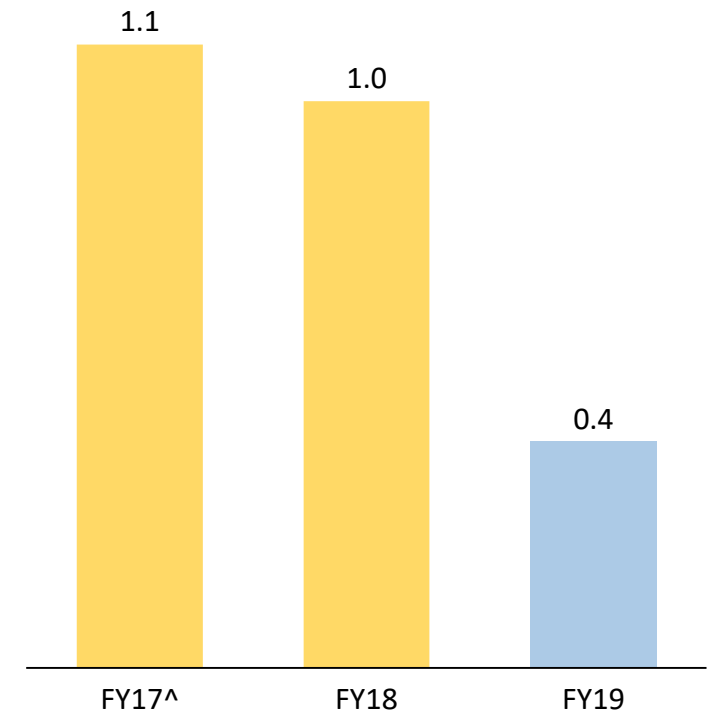
Return on Equity (RoE)



Return on Capital Employed (RoCE)

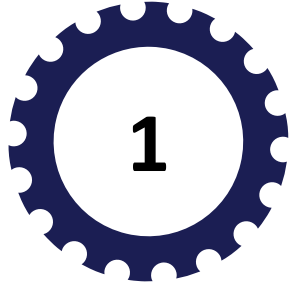


Net Debt to Equity (x)



* - Excl. Preference Share Capital of Rs. 56 crores

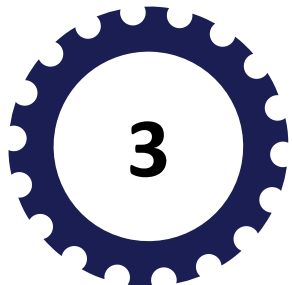
^ - Preference Share Capital of Rs. 56 crores considered as Debt and is excl. from Shareholders' Fund



To achieve Revenue of Rs. 1,500 crores; having 13% - 15% annual growth rate



Maintaining sustainable growth in EBITDA Margin of 100 to 150 basis points



To constantly add new and innovative products for gaining significant market share and to capture various other countries in the world to increase export contribution

Being accessible
is being humble.



Company :



CIN: L17309WB1995PLC073053

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Investor Relations Advisors :

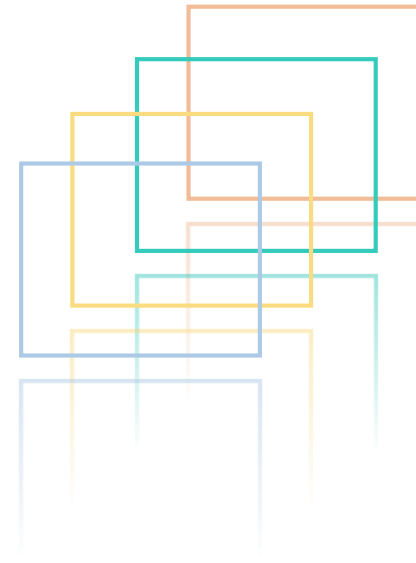
SGA Strategic Growth Advisors

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