

## Resilience and Recovery

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### **Forward-looking statement**

This document contains statements about expected future events and financial and operating results of La Opala RG Limited, which are forward-looking. By their nature, forward-looking statements require the Company to make assumptions and are subject to inherent risks and uncertainties. There is significant risk that the assumptions, predictions and other forward-looking statements will not prove to be accurate. Readers are cautioned not to place undue reliance on forward-looking statements as a number of factors could cause assumptions, actual future results and events to differ materially from those expressed in the forward-looking statements. Accordingly, this document is subject to the disclaimer and qualified in its entirety by the assumptions, qualifications and risk factors referred to in the management's discussion and analysis of the annual report.

### Resilience and Recovery

The year under review was the most challenging in the company's existence.

The year was marked by extremes in business reality – pandemic-induced lockdown during the early part of the year and the unleashing of pent-up consumption during the last two quarters.

The result is that La Opala was tested for resilience during the first quarter of 2020-21 and thereafter for responsiveness to demand recovery during the latter part of the year.



How we remained flexible and adaptive to the pandemic

### La Opala. Capitalised on the online wave

At La Opala, one of the better things to happen at our company last year was an increase in the number of people who never needed to step out to buy.

They bought with the click of a button.

Following an informal survey among all those who purchased La Opala online, this is what we aggregated by way of feedback:

"Who wants to get the car out, drive and find parking space?"

"This is a standardised product; how much can get you go wrong in buying La Opala?"

"The packaging was first-rate. I will always buy La Opala online"



How we remained flexible and adaptive to the pandemic

# La Opala. Provided a 'feel good factor' at home

At La Opala, we felt that perhaps consumers would be likely to save their money at a time when one was uncertain about where the economy would go or where their next salary raise would come from.

So when our products began to disappear off the shelves starting from the second half of the last financial year, we asked our trade partners to seek consumers out and ask why they were buying.

These were some of the answers that came in from all over.

"We wanted to give our dinner table a 'feel good' influence during the pandemic"

"I surprised my wife on her birthday with a La Opala dinner set"

"I sent it online to a newly married couple. So what if they didn't invite anyone?"

"Since I was not eating out of a tiffin box, I wanted something better."

"I wanted to celebrate life!"



How we remained flexible and adaptive to the pandemic

### La Opala. Extended beyond gifting

At La Opala, our trade partners had always celebrated our brands for their gifting potential.

'As long as people keep getting married,' they would tell us laughingly, 'La Opala products will continue to sell.'

Then came the pandemic. Marriages were deferred. Marriage receptions were cancelled.

Our trade partners feared the worst.

But curiously, the orders kept coming in. Our trade partners asked their walk-in consumers: 'For who are you buying?'

The answer in virtually case: 'For my family, for who else?'

Our trade partners are now saying: 'La Opala products are moving faster than they ever did!'

La Opala RG Limited.
Bringing value to the consumer's table.
In more senses than one.
Through its long-standing opalware market leadership in India.
And exports to more than 35 countries.

### Our vision

The desire for beautiful things is universal. The dedication to enrich life with brilliance of beauty is rare. Our vision is to be the chosen tableware of every home across the world.

### Our mission

Our roadmap starts with our mission, which is enduring. It declares our purpose as a company and serves as the standard against which we weigh our actions and decisions. Our mission is to continuously optimise satisfaction of our consumers through our world class products and services. This, we believe, is the best way to ensure consistent success for our company, shareholders and employees.

### Our background

Established in 1987, La Opala RG Limited was the first to introduce opal glass and 24% lead crystal glass in India. The Company is engaged in the manufacture and marketing of opal glass tableware and 24% lead crystalware products. Over the years, the company has emerged as India's largest tableware and glassware lifestyle brand.

### Our distribution network

The Company's extensive distribution network is spread across India, comprising more than 12,000 retailers. The Company focused on demand coming out of semi-urban India, addressing more than 650 towns with a population of 100,000+. The Company also enjoys an international presence, exporting products to over 35 countries.

### Core values

Integrity: Acting and taking decisions in a manner that are fair and honest, Following the highest standards of professionalism and being recognised for doing so. Integrity for us means not only financial and intellectual integrity, but encompasses all other dimensions.

Commitment: We are committed to deliver value to all our stakeholders, consumers, employees and other business partners. In the process we are being accountable for our own actions and decisions.

Passion: We need to be passionate about our work and passionate about our business. We need to hire passionate employees; we need to create passionate customers.