



LEGACY OF EXCELLENCE

**Superhouse Limited**

# unity in **DIVERSITY!**

ANNUAL REPORT **2021-22**

# REPORT CONTENT

## Strategic Review 001-023

- 002 The world of Superhouse
- 004 Unity in diversity: Our businesses at a glance
- 006 Product showcase
- 008 Commitment to our customers
- 010 Our creative craftsmanship
- 012 Our organised operations
- 014 Our exciting exports opportunity
- 016 Our successful sustainability
- 018 Letter from our CMD
- 020 Key performance update
- 022 Awards and accolades

## Governance 024-052

- 024 Directors' report
- 029 Management's discussion and analysis
- 038 Corporate governance report

## Financial Statements 053-156

- 053 Standalone financial statements
- 106 Consolidated financial statements

## Shareholder Services

- 157 Notice
- 170 Proxy form
- 170 Attendance slip

# UNITY IN DIVERSITY!

## *Multiple Products, Multiple Segments, Multiple Geographies*

At Superhouse Limited, we are one of India's leading industrial conglomerates with diverse, yet strategic businesses that are united by our passion and ambition to serve our customers and unlock value for our shareholders and stakeholders.

Our businesses include footwear articles for men, women and children; safety footwear; leather accessories; safety wear; and equestrian products. All our divisions are backed by dedicated teams, manufacturing assets and distribution networks that has enabled scale, which has allowed us to produce multiple products for multiple market and consumer segments in multiple geographies, including India and over 50 countries around the world.

While we have always believed that the sum of parts of our various businesses is greater than the whole, such diversification has enabled de-risking against sectoral, segmental or geographic slowdowns while opening up robust multi-channel revenue opportunities.

*Thus at Superhouse, we truly exude:*

# UNITY IN DIVERSITY!

# The world of Superhouse!

Made in India, exported around the globe!

Superhouse Limited is a part of the US\$ 100 mn Superhouse Group and is amongst India's largest leather exporters with a presence in 60+ countries worldwide.

Canada

USA

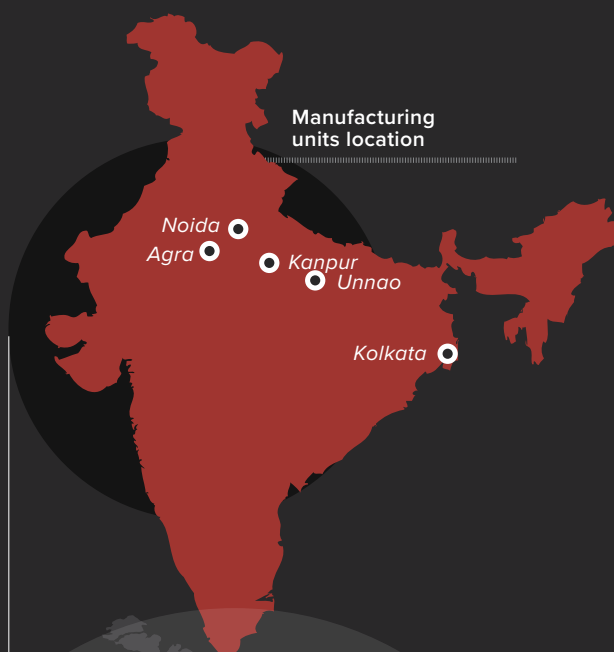
Europe

South Africa

Asia

Australia

New Zealand



## Fast facts



Established in  
**1980**



**15** manufacturing units  
in **5** cities in India



Total revenue  
from operations  
FY2022, Rs. **557.82** cr



Listed in **1992** on  
the BSE



Market cap  
of Rs. **250** cr



# Unity in Diversity!

Diversified business, United purpose: Serve our customers with a wide range of products

## Fashion footwear



### POSITIONING

One of India's largest manufacturers of the most diverse range of footwear articles, with fashion footwear comprising both modern footwear and classics that exude quality, design and practicality

### PRODUCTS

- Men's footwear
- Women's footwear
- Children's footwear

### KEY INFRA

- 3 dedicated factories for men, women and children's footwear
- 23 pan-India Allen Cooper retail outlets (own and franchise)
- 10,000 pairs/day capacity
- Sales offices in USA and Europe

### SEGMENT SALIENCE

- 3+ decades of experience
- 2 well-established brands – Allen Cooper and Silver Street London
- Self-sufficiency in raw material through captive tannery and sole-making unit
- Products stand for design, style, flair, craftsmanship and longevity
- Advanced QA/QC systems
- Hi-tech R&D with laboratories for in-house testing
- Own companies (subsidiaries) in the UK, Germany, Spain and the UAE to cater to international buyers
- Participation in international trade fairs and exhibitions

### FUTURE ROADMAP

- Create fast fashion products through augmenting assessment of international styles and trends
- Expand sales in domestic and international markets

## Personal Protective Equipment (PPE)



### POSITIONING

Wide range of certified PPE products that meet demanding customer requirements

### PRODUCTS

- Premium safety footwear
- Rubber vulcanised boots
- Industrial workwear
- Safety helmets
- Fall protection harnesses and equipment

### KEY INFRA

- Dedicated factory
- 6 modern Desma machines (for safety footwear)

### SEGMENT SALIENCE

- Products conforming to international standards
- Large customer base with multidecade relationships
- Excellent looks, utility and functionality
- State-of-the-art testing/QA facilities
- Capability to manufacture specialised products, such as flame-retardant workwear, high-visibility workwear, etc.

### FUTURE ROADMAP

- Expand products portfolio
- Introduce premium riding jackets

## Goods and accessories



### POSITIONING

Large and vibrant range of accessories that personify style, charm and functionality

### PRODUCTS

- Bags
- Belts
- Wallets

### KEY INFRA

- 3 modern production units in Kanpur and Kolkata
- 40,000 bags / month
- 150,000 belts / month
- 20,000 wallets / month

### SEGMENT SALIENCE

- Deep artisan skills and expertise
- Sophisticated machinery
- Assorted product range

### FUTURE ROADMAP

- Enhance product variety
- Tap into newer markets and customers



## Equestrian products



### POSITIONING

A major equestrian products manufacturer with sales to discerning markets of the world

### PRODUCTS

- Saddle pads
- Boots
- Protective jackets

### KEY INFRA

- Dedicated factory for manufacturing riding garments
- Modern in-house quilting and embroidery machines

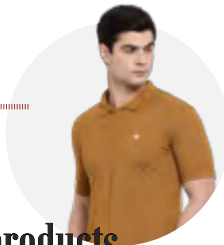
### SEGMENT SALIENCE

- Brand trust gained through manufacturing of the finest handcrafted equestrian products, especially saddle pads
- Strong focus on product innovation
- Expertise built in the use of high-quality and diverse fabrics, such as 100% cotton fabrics, mink fur, cool mesh fabrics, twill fabrics, etc.
- Acclaim from leading buyers in international markets

### FUTURE ROADMAP

- Make inroads into newer markets
- Expand product portfolio

## Textile garments and other products



### POSITIONING

Growing presence in a diverse range of textile garments and other products

### PRODUCTS

- Textile garments
- Others

### KEY INFRA

- Dedicated manufacturing facility
- 1 lac pcs per month capacity

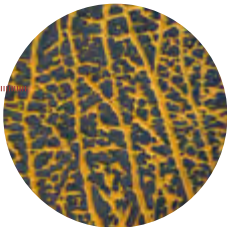
### SEGMENT SALIENCE

- Products embody trendy designs with assurance of comfort and durability

### FUTURE ROADMAP

- Emerge as a leader in the market

## Finished leather



### POSITIONING

Pioneers of the eco-friendly tanning process, with over 40 years of experience

### PRODUCTS

Finished leather across sizes, textures, colours and varieties that serve as key in-house input for other leather products of the Company

### KEY INFRA

- 3 tanneries
- 1.50 mn sq. ft capacity / month
- Modern environmental management standards, including ETPs

### SEGMENT SALIENCE

- Strong backward integration to secure raw material resource
- All factories certified by quality, environmental and social standards
- These include LWG Environmental Stewardship Audit, ISO 14001:2015, ISO 9001:2015 and OHSAS 18001:2017

### FUTURE ROADMAP

- Enhance utilisation
- Further incorporate best practices in the tannery process

# Product Showcase

At Superhouse, we manufacture a wide range of diverse products that have been showcased below.

Coverall



Safety helmets



Safety harness



Saddlery



Socks



Wallets



Jackets



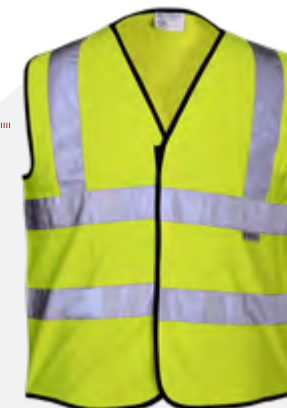
Sports shoes



Fashion shoes



High-visibility vest



Safety shoe



Safety jacket







# Unity in Diversity!

## Commitment to our customers!

### Our genesis – Labour of love

Superhouse Limited has its roots in the remarkable history of the older generation of the current promoters supplying leather and saddlery to the cavalry regiment of the Scindias of Gwalior. Today, Superhouse, helmed by the feted Mr. Mukhtarul Amin, has emerged as an export behemoth with sales to 60+ countries of the world.

Making this possible is our commitment to quality. Our business is ISO 9002 certified and we ensure that no product leaves our factory door without passing the requisite quality checks put in place. Thus, adherence to stringent EN 345 norms makes us a preferred partner of European importers/buyers.

# 33 years

Track record of winning  
1<sup>st</sup> Overall Export  
Performance award



Having invested in modern infrastructure and being in compliance with high-quality benchmarks, we conform to CSA, ANZ and SABS standards and so our products are the perfect embodiment of harmonisation between human craftsmanship and technological precision that has enabled us to carve a niche in the competitive globalised markets of the world.

Superhouse is a part of Superhouse Group, which is a multi-unit/ multi-product conglomerate engaged in footwear, leather and textile garments manufacturing and exports. Superhouse Limited is the Group's manufacturing arm and is backed by marketing offices and distribution channels routed through various offshore companies, including wholly-owned subsidiaries- Superhouse (U.K.) Limited, Superhouse (USA) International Inc., Superhouse Middle East FZC, Briggs Industrial Footwear Ltd, Superhouse GmbH, Linea De Seguridad SLU and LA Compagine Francaise D Protectio SARL.

## Our pioneering firsts!

- First to start safety footwear exports from India
- First to make specialised din leather with German collaboration
- First to manufacture shoe uppers for exports to the UK and Europe
- First to initiate manufacturing of PU safety footwear and commence exports
- First leather company to launch an IPO in 1992

# 15

Modern  
manufacturing sites

# 30

Product  
categories

# 02

Footwear brands –  
Allen Cooper and  
Silver Street London

# 8,000+

Skilled  
workforce





# Unity in Diversity!

## Our creative craftsmanship!

### Our product lines – Vibrant and diversified

At Superhouse, all our products are made by expert hands in efficient and modern machines in large batches that allow for an emphasis on quality across scale. We have cultivated expertise in leather tanning, cutting, sizing, stitching and value-added processing (embroidering, accessorizing, etc.) that not only enable the production of international quality articles acceptable to customers in demanding markets, but also a wide category of products, including fashionable leather footwear and garments, leather goods and accessories, PPE and industrial safety and workwear products, and non-leather sports and school shoes.



All our products are backed by dedicated state-of-the-art R&D centres where they undergo rigorous testing in machines that simulate real-life conditions. This mark of robust assurance explains our longstanding industry goodwill and enduring relations we have built with our customers, including overseas wholesale buyers.

# 0.20%

Investment in R&D as a % of revenue

# 300+

Product SKUs







# Unity in Diversity!

## Our organised operations!



### Our assets – Integrated across the value chain

At Superhouse, we're among the few in the leather industry to fully integrate our operations, which comprise 4 tanneries and 11 manufacturing units. Moreover, each of our product categories are manufactured in their own dedicated units. While our in-house tanneries majorly support our raw material requirements, we also selectively import certain leather grades from Italy, Columbia and Brazil.

An integrated operational setup enables value maximisation out of the leather manufacturing process as well as facilitates direct control over quality, costs and hence customer deliveries.

## 18 mn sq. ft

Annual leather production

## 3 mn

Leather footwear pairs manufactured per year







# Unity in Diversity!

## Unlocking exciting exports opportunity!

### Our exports – Large and thriving

At Superhouse, we've achieved global breakthrough with exports to 60+ markets around the world. We've attained the distinction of being the largest exporter from Uttar Pradesh, largest exporter of leather products from North India and now we have set our sights to become the largest leather exporter of India. While leather exports is always challenging on account of quality, cost and delivery considerations, our consistent exports growth is a validation of our success in all the three parameters.

We are among the few Indian leather companies to have strong and direct overseas presence through international wholly-owned subsidiary companies incorporated in the UK, USA, Middle East, Spain, Germany and France that enable country-wide marketing and distribution of our leather, leather products and textile garments.



We also have one subsidiary company in India that is into manufacturing and export of footwear and leather goods. While in the international markets we have a B2B sales model, in the domestic market we operate on a B2C basis.

# 07

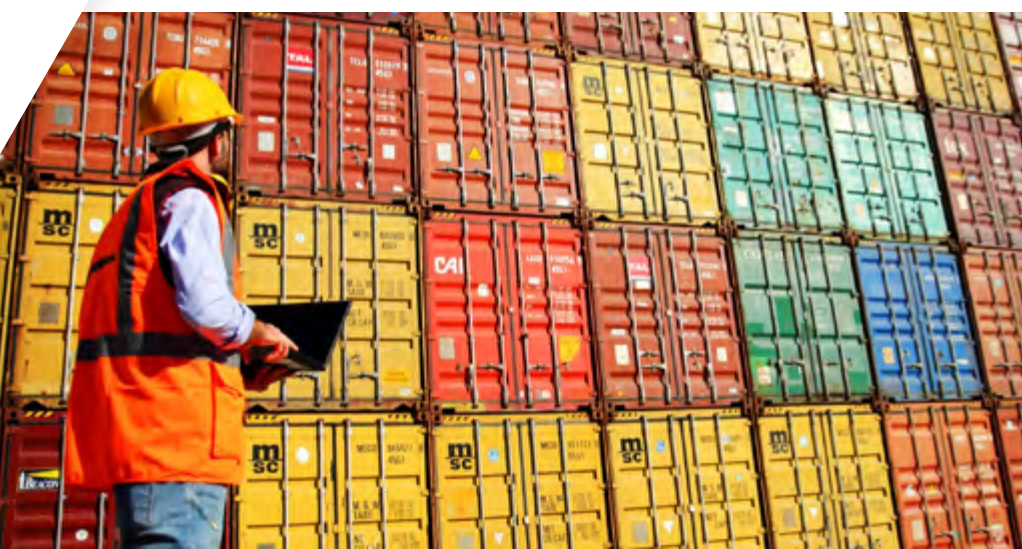
Wholly-owned overseas subsidiaries

# 495.86

Export revenue, 2021-22  
(Rs. crore)

# 22.60%

Export revenue growth YoY







# Unity in Diversity!

## Our sustainability success story!

### Our sustainability approach – Rooted in responsibility

In itself, leather is a sustainable natural product by origin because it is a by-product of the meat and dairy industry. At Superhouse, we create a unique material from a skin that would otherwise mostly end up in landfill. Further, being a part of a highly regulated industry, we are a responsible value chain partner manufacturing leather under controlled customer audit programs that are supportive of constantly raising the standard of modern leather manufacturing.



Our identity is anchored on brand trust and an important step we took in sustainable leather was not only the establishment of modern effluent treatment plants (ETPs) when these were not a regulatory requirement, but also opening up the use of this infrastructure to others in the

business. Our idea was to improve environmental standards of the sector as a whole. Today, we have organised programs in place to ensure environmental compliance, proper waste management and use of certified raw materials.

Through responsible business conduct, we impact 8 of the 17 UN SDGs (Sustainable Development Goals).

