



RUPA & COMPANY LIMITED



Date: 23 May, 2022

National Stock Exchange of India Limited
Exchange Plaza, 5th Floor,
Plot No. C/1, G Block
Bandra Kurla Complex, Bandra (E)
Mumbai - 400 051

BSE Limited
Phiroze Jeejeebhoy Towers,
Dalal Street
Mumbai - 400 001

Ref: NSE Symbol- RUPA / BSE Scrip Code- 533552

Ref: Disclosure under Regulation 30 of the SEBI (Listing Obligations and Disclosures Requirements) Regulations, 2015- Investors Presentation

Dear Sir/ Madam,

We are forwarding herewith Investors Presentation on the financial performance of the Company for the quarter and year ended March 31, 2022.

Kindly take the same on record.

Thanking you.

Yours faithfully,
For Rupa & Company Limited

Manish Agarwal
Manish Agarwal
Company Secretary & Compliance Officer



Encl: As above

THE
FABRIC OF
**INDIA'S
COMFORT.**



Q4 & FY22 INVESTOR PRESENTATION



FRONTLINE



Bumchums

TORRIDO

Softline

EURO



THERMOCOT



Safe Harbor



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Our Group Chairman Honoured with Padma Shri Award



Our Group Chairman, industrialist Mr. Prahlad Rai Agarwala being bestowed the prestigious PADMA SHRI award by the Honourable President of India, Shri Ram Nath Kovind on 21st March, 2022 at Rashtrapati Bhavan, New Delhi.

The award recognizes Mr. Agarwala's accomplishments as a visionary corporate leader, his philanthropy and his immense contribution to trade, industry and society. He is the driving force behind the Rupa Group and has led the Group with a great deal of success and aplomb for over five decades. He has also played a critical role in the growth of the Indian Hosiery Industry.

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Company Overview



#1 undisputed knitwear indian brand



7,00,000+

Finished goods
pieces per day

1,50,000+

Retail Outlets

7,000+

SKUs



1,500+

Dealers

100+

Registration of trademark's
both Nationally &
Internationally

18

Sub Brands

Long legacy of delivering excellence



1968

RUPA brand incorporated

1985

Rupa & Co. Pvt. Ltd. Established

1995 - 1996

Took over business of Binod Hosiery

IPO and listing on Calcutta Stock Exchange and Jaipur Stock Exchange

1997-2000

Entered casual wear and thermal wear products

Started export of products

Set up Dyeing unit at Domjur, West Bengal

2003-2008

Acquired the brand "Euro"

2009-2012

Listing of shares at NSE and BSE

Launched premium brand Macroman MSeries

2013-2015

Launch of brand, Macrowoman W Series, Torrido Thermal Wear

Awarded by

- Limca book of Records
- Brand excellence in innerwear award by The Economic Times –the "Best Corporate Brand"

2016-2018

Acquired : exclusive license from "FCUK" & Fruit of the Loom Inc

Awarded the "Promising Brands-2018" by The Economic Times

2021-2022

Achieved highest ever Revenue & PAT since inception

Eminent Board of Directors



Mr. Prahlad Rai Agarwala,
Chairman

- 50+ years of experience in the textile industry
- Provides strategic direction to the Company and is the driving force behind the establishment and growth of the Company



Mr. Ghanshyam Prasad Agarwala,
Vice Chairman

- 47+ years of experience in the textile industry
- Rich experience in leadership, strategic guidance, risk foresight and operations of the Company
- Actively engaged in various philanthropic activities



Mr. Kunj Bihari Agarwal,
Managing Director

- 45+ years of experience in the textile industry, specialization in marketing and distribution
- Guides the company in strategic development
- Actively engaged in various philanthropic activities

Eminent Board of Directors



Mr. Ramesh Agarwal,
Whole-time Director & CFO

- More than 30 years of experience in the textile industry
- Plays a key role in the production planning & distribution of products and completely manages processing house
- Brand Director of Jon, Thermocot, Torrido and Femmora



Mr. Mukesh Agarwal,
Whole-time Director

- 30+ years of experience in the textile industry
- Plays a key role in the setting up of systems and process for distribution & production planning
- Brand Director of Frontline



Mr. Vikash Agarwal,
Whole-time Director

- Graduated from St. Xavier's College, Kolkata and University of California, USA
- Brand Director of premium brands, 'Macroman M-Series' & 'Macrowoman W-Series' 'Softline' & 'Footline'.
- Former President of Indian Chamber of Commerce, also associated with Young President Organisation (YPO), acting as a Board Member of the Calcutta Chapter

Eminent Board of Directors



Mr. Dipak Kumar Banerjee,
Independent Director

- Chartered Accountant with 45 years+ experience
- Started his career with LIC in 1970 and thereafter, in 1975, joined HUL. In 1992, he became the Commercial Director of Unilever Plantations Group
- Joined the company as a Board member in 2013



Mr. Vinod Kumar Kothari,
Independent Director

- Vinod Kothari is internationally recognized as an author, trainer and consultant on specialized financial subjects, viz., housing finance, securitisation, credit derivatives, accounting for financial instruments, structured finance, banking regulations
- Engaged in practice of corporate laws for over 30 years through his firm Vinod Kothari and Company is



Mr. Ashok Bhandari,
Independent Director

- Chief Financial Officer and President at Shree Cements Limited for over 25 years
- 40+ years of experience as a key executive negotiating with banks, governments, JV partners, and technology & equipment suppliers

Eminent Board of Directors



Mr. Sushil Patwari,
Independent Director

- 40+ years of experience in the field of cotton yarn and knitted fabric industry
- Member of the Executive Committee of the Federation of Indian Export Organizations.
- Joined the company as a Board member in 2003



Mr. Dharam Chand Jain,
Independent Director

- 45+ years of experience in the field of textile and knitted fabric industry
- Chairman of K.D. Sarees Emporium Private Limited. Joined the company as a Board member in 2003



Mrs. Alka Devi Bangur,
Independent Director

- 16+ years of experience
- Managing Director of Peria Karmalai Tea & Produce Co. Ltd.
- She is the member of FICCI Ladies Organization (FLO) (Ladies wing of FICCI). She is also the committee member of Bharat chamber of Commerce



Mr. Sunil Chandiramani,
Independent Director

- 25 years of experience with Ernst & Young LLP, responsible for leading Largest Advisory Practice and Global Innovation Strategy
- On the Board of several Listed and PE funded organisations: Sapphire Foods, Ganesh Grains, Poonawalla Fincorp, Jammu & Kashmir Bank and MORE Retail Limited

Experienced Management Team



Mr. Niraj Kabra, Executive Director

- A commerce graduate from Calcutta University
- More than 20 years of rich expertise in the field of Operations and general administration. He has been serving on the Board of the Company since 2018

Mr. Rajnish Agarwal, President

- New generation industrialist, Master's in Business Administration in Marketing from University of Cardiff, U.K.
- Brand Director of brands, 'Bumchums' & 'Euro'. He also looks after the branding related activities in Rupa

Mr. Dinesh Kumar Lodha, Chief Executive Officer

- Extensive experience in business leadership – built businesses, scaled-up growth stage businesses, managed complex organizations as the CEO, worked in global matrix organizations with multiple stakeholders
- Member of ICAI and ICSI, he is possessing Black Belt (quality certification) in Lean Six Sigma, GE USA. Graduated from GE Crotonville, USA in Executive & Strategic Leadership (GE MDC) and from ISB Hyderabad in course on Marketing Strategies in Competitive Environment

Mr. Siddhant Agarwal, Vice President

- New generation young and dynamic industrialist completed M.Sc. from University of Warwick, U.K.
- Joined in the year 2016 and was instrumental in bringing two international brands, i.e. French Connection U.K. ('FCUK') and Fruit of the Loom ('FOTL')
- Looks after the business of these two international brands in India along with Modern Trade

Mr. B. K. Singh, General Manager – Dyeing

- More than 35 years of expertise in the field of Dyeing and production operations
- Previously worked with Suryawansi Dyeing Mills

Mr. Pronob Mukerji, General Manager – Marketing, Media

- More than 17 years of experience in Marketing & Media
- Previously worked with Page Industries

Mr. J. Rajendra Kumar Singh, General Manager – Production

- 20 years experience in production and operation in textile
- Ex-VP/Head Operation – Manufacturing, Gokaldas Images

Mr. Randhir Singh Jolly, General Manager – Modern Trade

- 20 years of experience in the field of textile, Apparels & Innerwear
- Previously worked with Bombay Dyeing and Raymond's

Brand to recon with



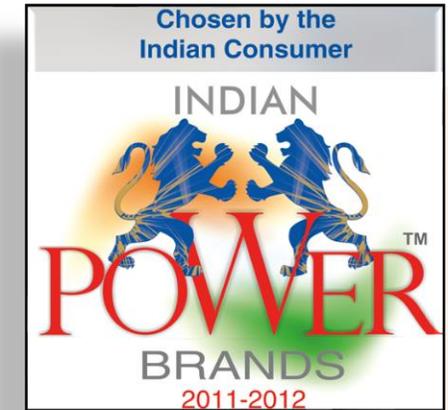
Most Promising Brand 2018
The Economic Times



Indywood Excellence Award 2017
Govt. of Telangana



Best Corporate Brand 2016
The Economic Times



Indian Power
Brand 2011-12



The Worlds Greatest Brand 2015
Asia "Macroman M-Series"



Worldwide achievers(Zee)
Business Leadership Awards 2013



First Indian innerwear manufacturer
as licensee of SUPIMA

Q4 & FY22 Result Highlights



Strong Q4 & FY22 Performance*



Q4 FY22

Revenue

Highest ever
quarterly revenue

Rs. 455 crores

EBITDA

Rs. 74 crores

Margin
16.3%

PAT

Rs. 49 crores

Margin
10.8%

FY22

Revenue

Highest ever full
year revenue

Rs. 1,474 crores

EBITDA

Rs. 269 crores

Margin
18.2%

PAT

Rs. 192 crores

Margin
13.0%

Robust Balance Sheet as on March-22



28.4%
**Return on Capital
Employed (RoCE)**

23.8%
**Return on Equity
(RoE)**

186 days
Working Capital Days

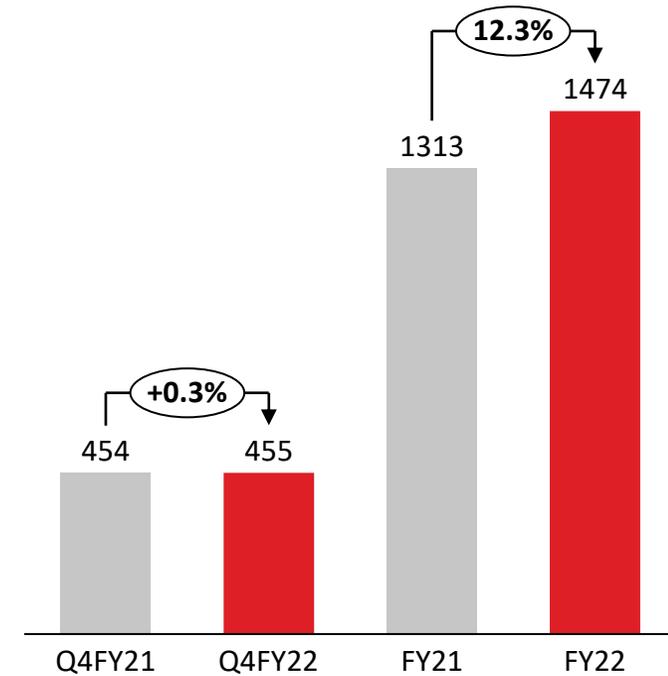
**Rs. 231
crores**
Net Debt

0.26x
Net Debt to Equity

Growth in revenues and profitability

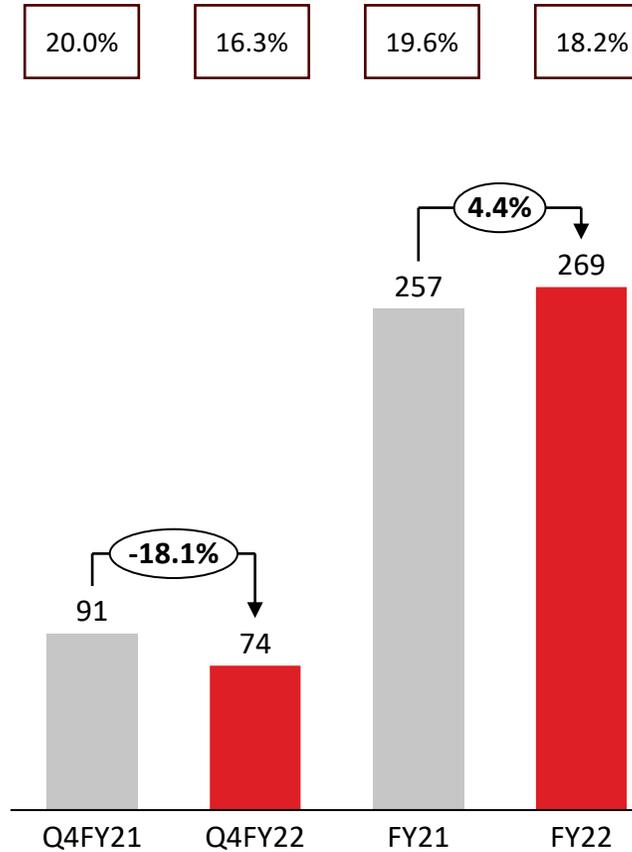


Revenue from Operations

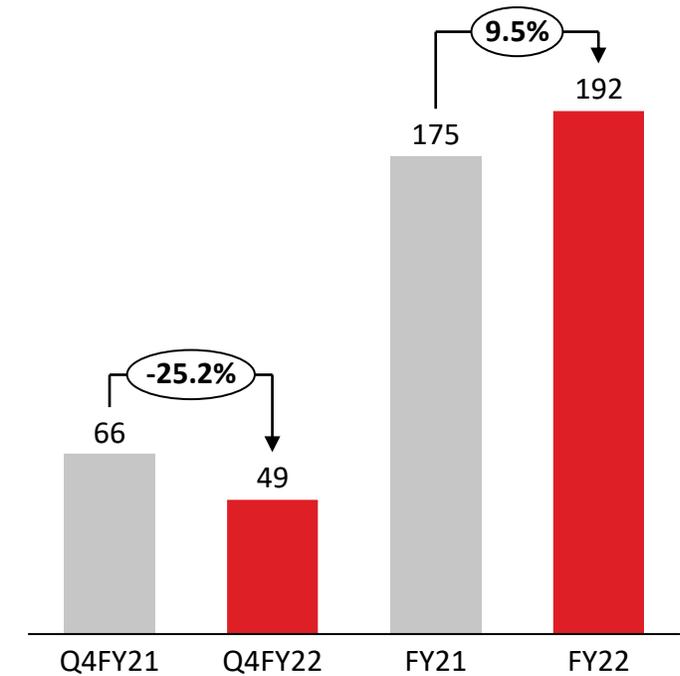


(Rs. in Cr)

EBITDA & EBITDA Margin



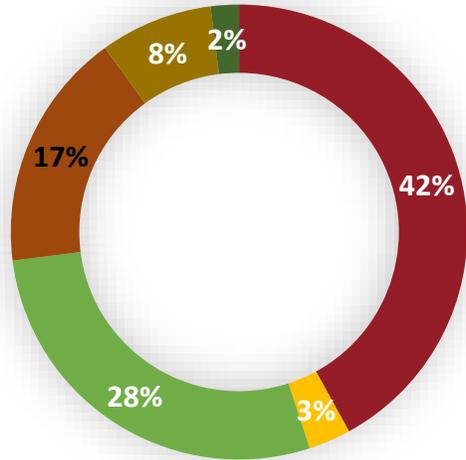
PAT & PAT Margin



*consolidated financials

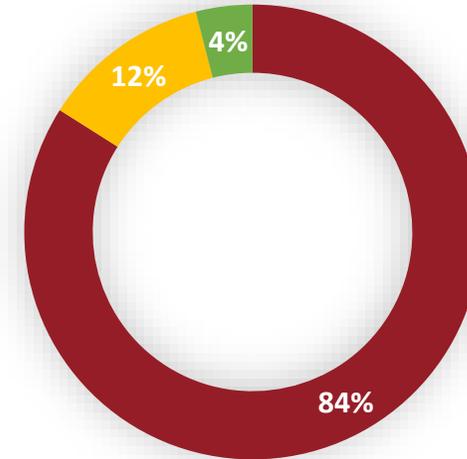
FY 22 : Sales mix

Region-wise Revenue split



- East
- North East
- North
- West & Central
- South
- Overseas

Gender-wise Revenue split



- Men
- Women
- Kids

Consolidated Profit & Loss



Particulars (Rs. Crs.)	Q4 FY22	Q4 FY21	Y-o-Y	FY22	FY21	Y-o-Y
Total Revenue	455.5	454.0	0.3%	1,474.1	1,312.7	12.3%
Total Raw Material	208.0	214.0		632.7	611.4	
Subcontracting Expenses	90.8	77.7		327.4	241.9	
Gross Profit	156.6	162.3	-3.5%	514.0	459.4	11.9%
Gross Profit Margin (%)	34.4%	35.7%		34.9%	35.0%	
Employee Expenses	21.6	17.8		68.1	52.7	
Other Expenses	60.8	53.9		177.4	149.3	
EBITDA	74.2	90.6	-18.1%	268.5	257.3	4.4%
EBITDA Margin (%)	16.3%	20.0%		18.2%	19.6%	
Other Income	3.6	3.2		10.8	7.3	
Depreciation	3.4	2.7		13.9	13.8	
EBIT	74.4	91.1	-18.3%	265.4	250.8	5.8%
Finance Cost	6.2	2.8		18.7	13.4	
Profit before Tax	68.2	88.3	-22.7%	246.7	237.4	3.9%
Tax	18.9	22.4		54.9	62.1	
Profit After Tax	49.3	65.9	-25.2%	191.8	175.3	9.5%
PAT Margin (%)	10.8%	14.5%		13.0%	13.4%	
EPS (Rs)	6.2	7.3		24.1	22.0	

Consolidated Balance Sheet



ASSETS (Rs. Crs.)	Mar-22	Mar-21
Non - Current Assets		
Property, plant and equipment	188.7	168.9
Right of Use Assets	16.3	18.1
Capital work-in-progress	26.1	19.4
Intangible Assets	5.0	6.0
Intangible Assets under development	0.6	0.0
Financial Assets		
(i) Investments	0.002	0.002
(ii) Other Financial Assets	4.1	2.7
Deferred Tax Assets	0.0	11.6
Non - Current Tax Assets	10.2	10.3
Other Non-Current Assets	7.4	8.5
Total Non - Current Assets	258.4	245.5
Current Assets		
Inventories	583.0	390.6
Financial Assets		
(i) Trade receivables	547.3	364.4
(ii) Cash and cash equivalents	4.3	3.2
(iii) Bank balances other than (ii) above	119.4	115.2
(iv) Loans	2.0	2.0
(v) Other Financial Assets	2.0	2.9
Other Current Assets	60.7	42.7
Total Current Assets	1,318.8	921.0
Total Assets	1,577.1	1,166.4

EQUITY & LIABILITIES(Rs. Crs.)	Mar-22	Mar-21
Equity		
Equity Share Capital	8.0	8.0
Other Equity	873.8	721.6
Total Equity	881.8	729.5
Liabilities		
Non - Current Liabilities		
Financial Liabilities		
(i) Borrowings	15.9	13.5
(ii) Lease Liabilities	13.5	14.7
Provisions	0.6	0.4
Deferred Tax Liabilities, (net)	11.7	10.5
Other Non Current Liabilities	1.5	1.7
Total Non - Current Liabilities	43.2	40.9
Current Liabilities		
Financial Liabilities		
(i) Borrowings	339.0	131.9
(ii) Lease Liabilities	1.3	1.3
(iii) Trade Payables		
(a) total outstanding dues of micro enterprises and small enterprises	9.3	11.6
(b) total outstanding dues of creditors other than micro enterprises and small enterprises	210.6	151.0
(iv) Other Financial Liabilities	71.8	71.5
Provisions	2.9	3.4
Current Tax Liabilities (net)	10.3	19.5
Other Current Liabilities	6.8	5.8
Total Current Liabilities	652.1	396.0
Total Equity and Liabilities	1,577.1	1,166.4

Business Model

FRONTLINE

FRONT OPEN MINI TRUNK

INSPIRED FROM NATURE

FRONT OPEN MINI TRUNK
10
COLOUR VARIANTS

CHARCOAL,
LOCATION ♀ NORWAY

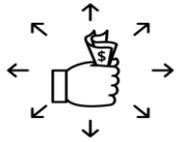
live
colors

MINI BRIEFS
available in 10 colours

The advertisement features a man in a white tank top pointing towards the product. The background is a scenic view of a snowy mountain range. The product is shown in a dark charcoal color, and a grid of ten different color variants is displayed at the bottom right.

Consumers are increasingly in pursuit of experiences

Affordability



1

- ✓ **Broad & unparalleled product portfolio**
- ✓ **Brands across a wide price range**
- ✓ **Preferred choice of consumers**

Scalability



2

- ✓ An integrated & efficient manufacturing process
- ✓ State of Art Manufacturing facilities
- ✓ Unwavering focus on R&D
- ✓ Quality implemented at each stage

Brand



3

- ✓ Accelerating the launch of aspirational brands
- ✓ Premiumisation to drive margins
- ✓ Consistent investments to expand

Distribution



4

- ✓ Expanding retail footprint
- ✓ Adopting digital transformation

Broad & unparalleled product portfolio



Bermudas
T-shirts

Athleisure

Leggings & Causal Wear
Socks

Vests/ Upper

Thermal Wear

Lowers

Brief / Drawer

Lingerie

Vest / Upper

Lowers

Innerwear

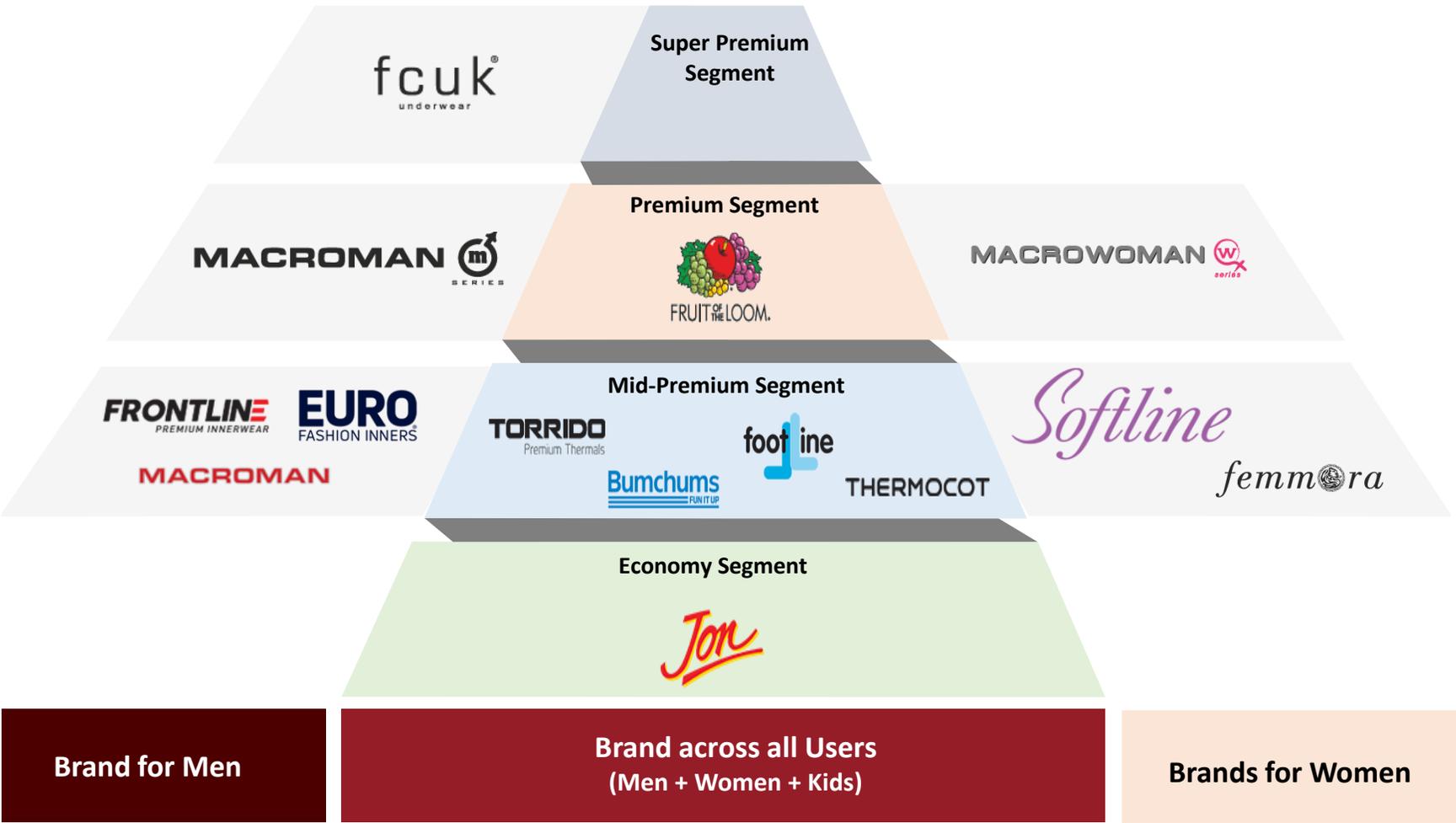


"Rupa overhauls its portfolio periodically to the fast-changing requirements, evolving the market in line with changing times."

Brands across a wide price range



Diversified, targeted product offering across demographics, categories and price segments



Bouquet of Brands across Price Segments

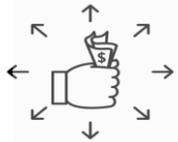
Gamut of products from innerwear to casual and athleisure wear
(Inner wear + Thermal wear + Active wear)

Strategically making presence in Mid-premium to Super premium brands

Licensing of International Brands

Consumers are increasingly in pursuit of experiences

Affordability



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Scalability



2

- ✓ **An integrated & efficient manufacturing process**
- ✓ **State of Art Manufacturing facilities**
- ✓ **Unwavering focus on R&D**
- ✓ **Stringent Quality control**

Brand



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Distribution



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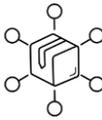
An integrated & efficient manufacturing process



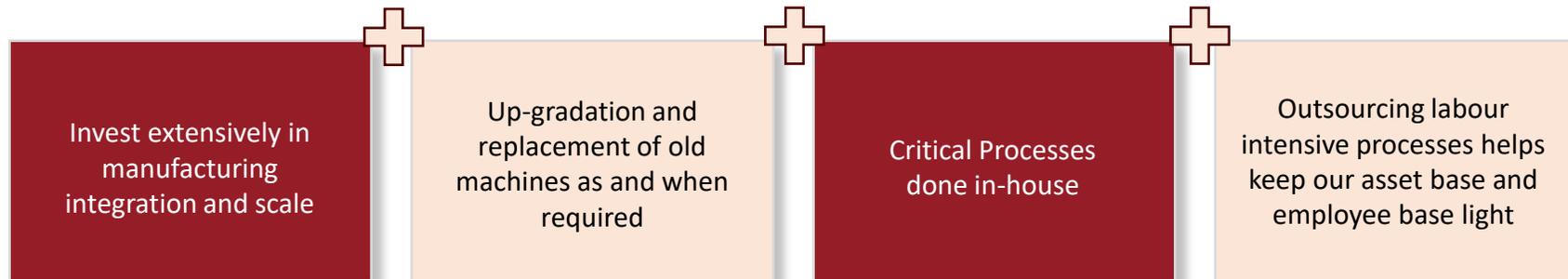
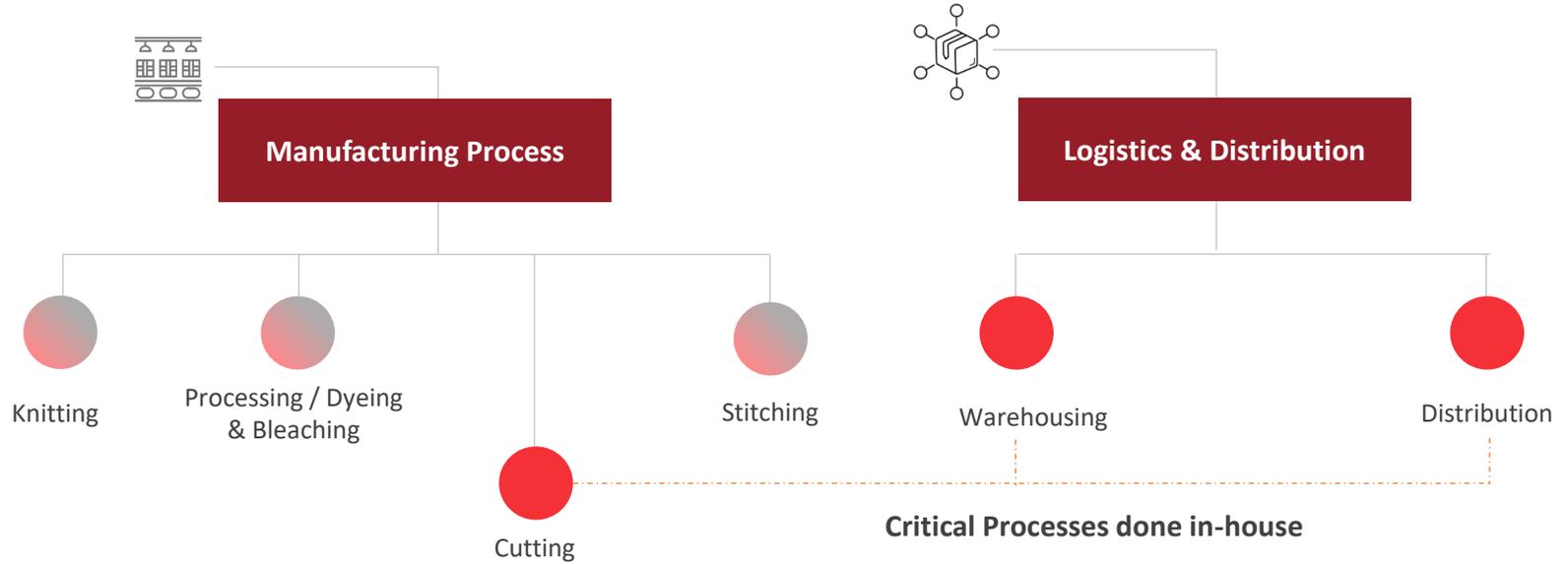
Product Design & Development



Manufacturing Process



Logistics & Distribution



- » Automate sourcing, inventory management & order improving costs & efficiency
- » Dedicated team of product designers to track & create products in-line with global fashion trends
- » Helps maintain high quality of output

State of art manufacturing facilities

Continous investment in R&D to produce environment-friendly clothes and minimize carbon footprints



Domjur (West Bengal)



Tirupur (Tamil Nadu)



Bengaluru (Karnataka)



Ghaziabad (NCR)



- » **Knitting:** State of the Art Knitting process done at our manufacturing plants
- » **Dyeing:** Best in class technology for dyeing and bleaching to maintain competitive quality standards
- » **Cutting:** CNC and CAD technology is adopted to have accuracy in design and consistency in quality and quantity with minimum use of labour
- » **Stitching:** Specification and technical know-how support provided to all vendors to have consistency in quality

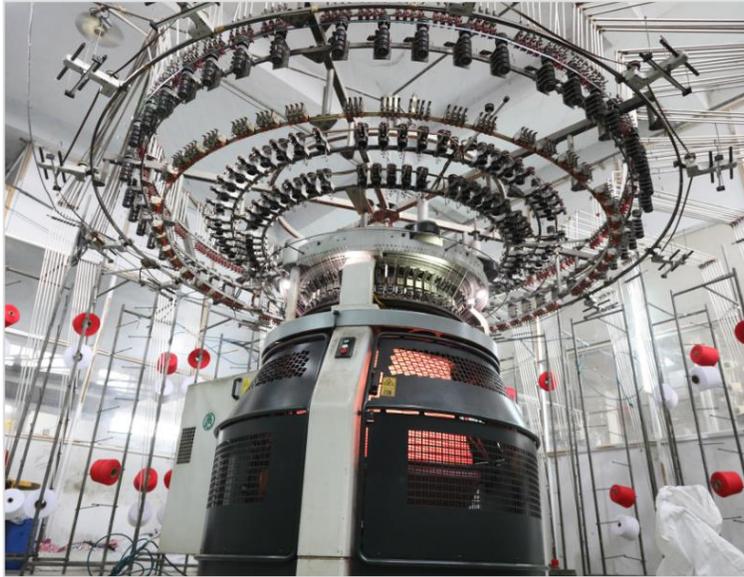
7,00,000+
Finished Goods per day

7,000+
SKUs

3 tons/day
Yarn Dyeing

25 tons/day
Fabric Dyeing

Unwavering focus on R&D



- Harnessing the power of technology enables conforming to international standards
- Majority of our fabrics are biodegradable
- Innerwear, thermals and hosiery products are made from superior and natural fibers that are grown in sustainable farming methods
- Each of Rupa's product proudly flaunts the Colorfast guarantee
- We make soft, breathable, lush and comfy knitted wear that also replenish the environment in every way we can
- Up-to-date, high-performance equipment and matching software is used to aid perfect colour formulation and colour correction, as well as testing for colour-fastness, and effects

Quality implemented at each stage



Quality is our lodestar at Rupa. Since inception, we have never compromised on quality. We believe, if you follow quality, everything else will follow automatically.



Understanding the value of research, the ultra-modern laboratory at Rupa's Dyeing and Processing Plant gives advanced developmental support to the daily operations

The Dyeing unit is supported by an advanced in-house R & D unit, which continually strives to bring cutting-edge technology and know-how to production processes.



Consumers are increasingly in pursuit of experiences

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Scalability



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Brand



3

- ✓ **Reinforcing high growth segments**
- ✓ **Scaling high margin revenue streams**
- ✓ **Strategic & consistent investments in branding**

Distribution



4

- ✓ Expanding retail footprint
- ✓ Adopting digital transformation

Reinforcing high growth : Women's Wear



- Pioneering Premium Leggings, Lingerie and Outerwear brand with a huge range of wardrobe essentials to seek ease with a fashionable edge
- Softline aims to make 'comfortable' the new fashion statement. 'Softline' has always pushed the envelope in terms of innovation, variety and comfort

- Brands mantra 'Effortless You', communicates exactly to reach out to the primary consumer base, i.e. young women, fulfilling their need for comfortable yet stylish Lingerie, Leggings and Casual wear
- Available in 250+ colours for all sizes

Softline
WOMENSWEAR

KIARA
now a SOFTLINE GIRL

**EFFORTLESSLY
YOU**

Kiara Advani
Kiara Advani

250+
Colours
for Every
Mood

40 COTTON
STRETCH FABRIC

LEGGINGS • PALAZZOS • PANTS

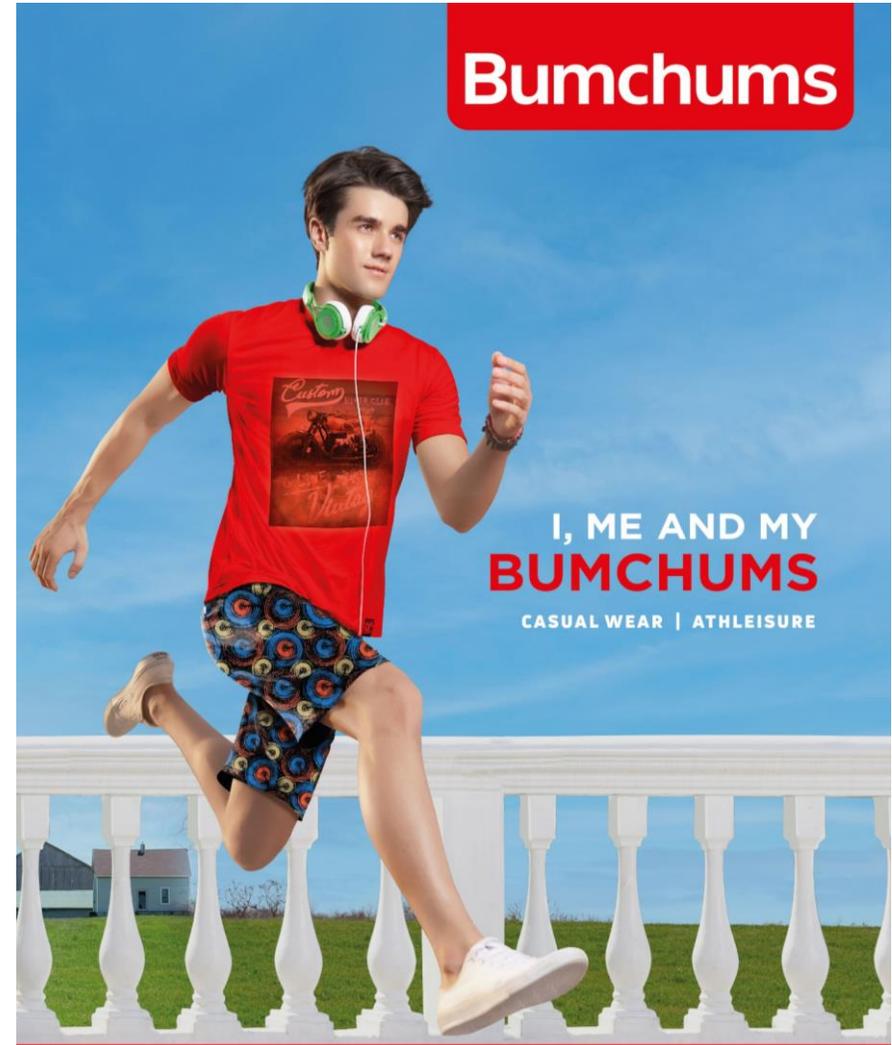
Reinforcing high growth : Athleisure



There's a fun side to everyone!

Bumchums range of T-shirts, Bermudas, Tracks and Muscle Tees is designed for those who hate seriousness

High Growth Potential in health and lifestyle focused Active wear segment. Industry has grown by ~13% CAGR since 2011



Reinforcing high growth : Thermal Wear



Plan to cross Rs. 200 crores of Thermal wear revenue in next 2 years



THERMOCOT



- ✓ Ideal companion during winter months. Now, you can stay warm and stylish in winters
- ✓ Thermocot fabric is knitted on hi-tech machines with a perfect blend of Cotton and Polyester to give a perfect and warm fit even in the lowest temperatures

TORRIDO
Premium Thermals

- ✓ Exquisite range of thermal wear, knitted on hi-tech machines to give a perfect and warm fit
- ✓ Available in exciting colours, trendy styles, it is ideal for every member of the family
- ✓ So stylish yet thin - step out in Torrido for morning jogs or even wear it under a shirt for a business meeting

Scaling high margin revenue streams



One of the Largest Premium Brand of Innerwear, Leisurewear, Sportswear, Activewear & Athleisure, for Men & Women

Macroman M-Series and Macrowoman W-Series have top notch fabrics, are styled by cutting edge designers & available in a variety of colors and pattern



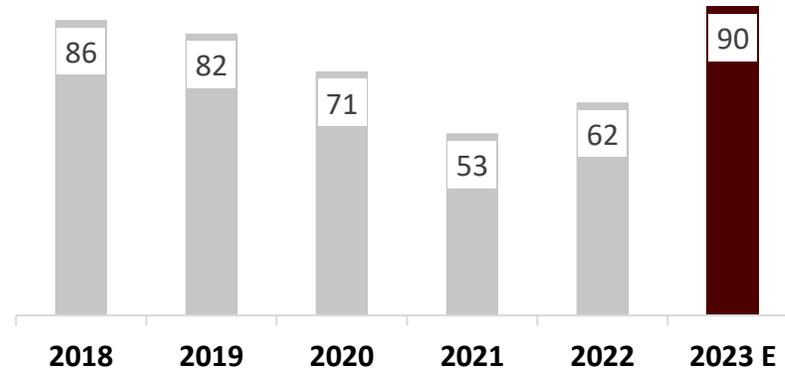
Strategic & Consistent investments in Branding



“ Strong brand recall developed through consistent investment in advertising and brand promotion strategies ”

Over **Rs. 1,000 crores** spent on brand development in the last decade

Brand Development Cost (Rs. In Cr)



(Lower in 2021 due to CoVID, no brand expense done in FY21)



Consumers are increasingly in pursuit of experiences

Affordability

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- ✓ Brands across a wide price range
- ✓ Preferred choice of consumers

Scalability

2



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- ✓ State of art manufacturing facilities
- ✓ Unwavering focus on R&D
- ✓ Quality implemented at each stage

Brand

3



- ✓ Reinforcing high growth segments
- ✓ Scaling high margin revenue streams
- ✓ Strategic & consistent investments in branding

Distribution

4



- ✓ **Expanding retail footprint**
- ✓ **Adopting digital transformation**

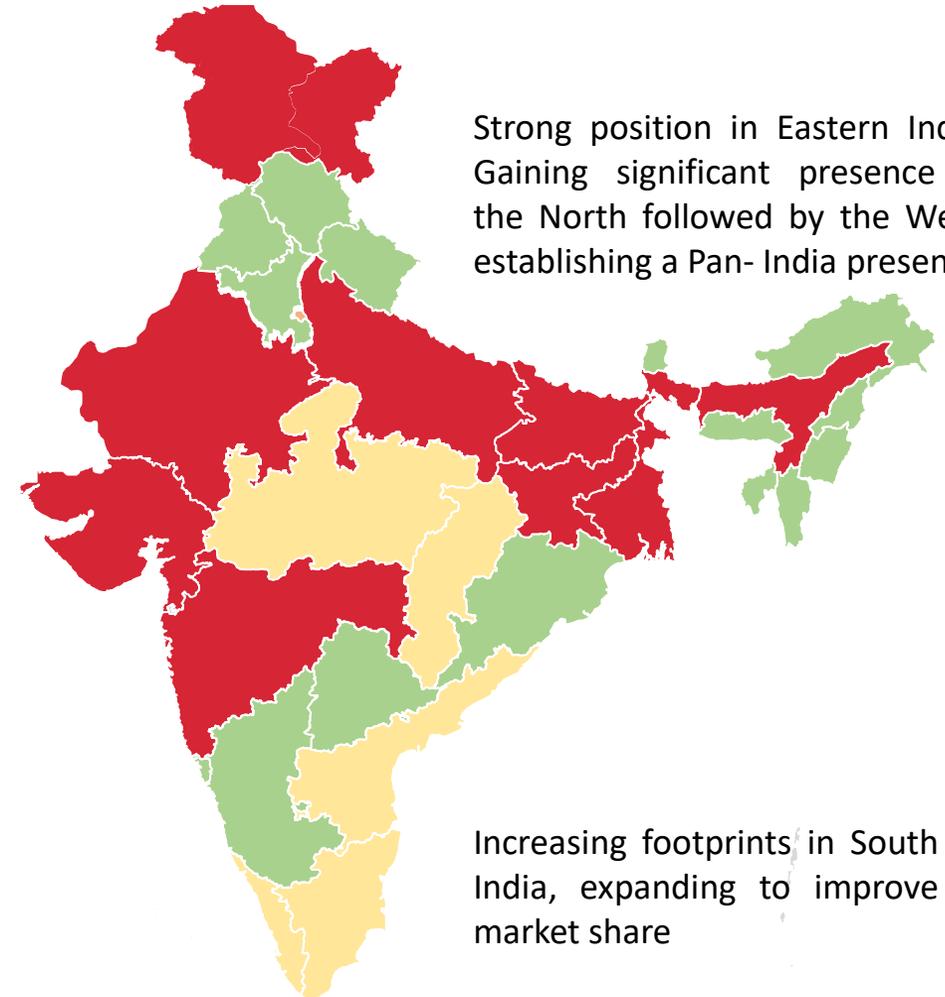
Expanding retail footprint



1,50,000+
Retail Outlets

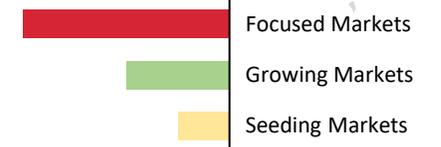
1,500+
Dealers

Strategy: Foray in newer markets by appointing new distributors and building experienced team while offering products as per consumer preferences



Strong position in Eastern India. Gaining significant presence in the North followed by the West, establishing a Pan- India presence

Increasing footprints in South India, expanding to improve market share



Digitisation & Information Technology



Digital Transformation

Core Enterprise solution with SAP F&VB S4
HANA Implementation

Upgrade Channels

Revamp of B2C Sales Channel Rupa Online
Store

Revamps Sales System

Dealer Management System (DMS) & Mobile
Sales Force Automation to increase secondary
sales.

Analytics

Implementation of SAP Analytics on S4 HANA
to help decision making

Digital Transformation Areas

Manual Costing
Derivation

Article Price variance from
Cost Sheet Price

Lack of budget control in
procurement of materials

No adherence to price after
cost sheet approval

Upgraded Channels

Details flow from Auto PR
worth Pricing

Cost Sheet in SAP limits the price
variance in Sales Order

Management Approval of cost
sheet through SAP integrated
Purchase Order

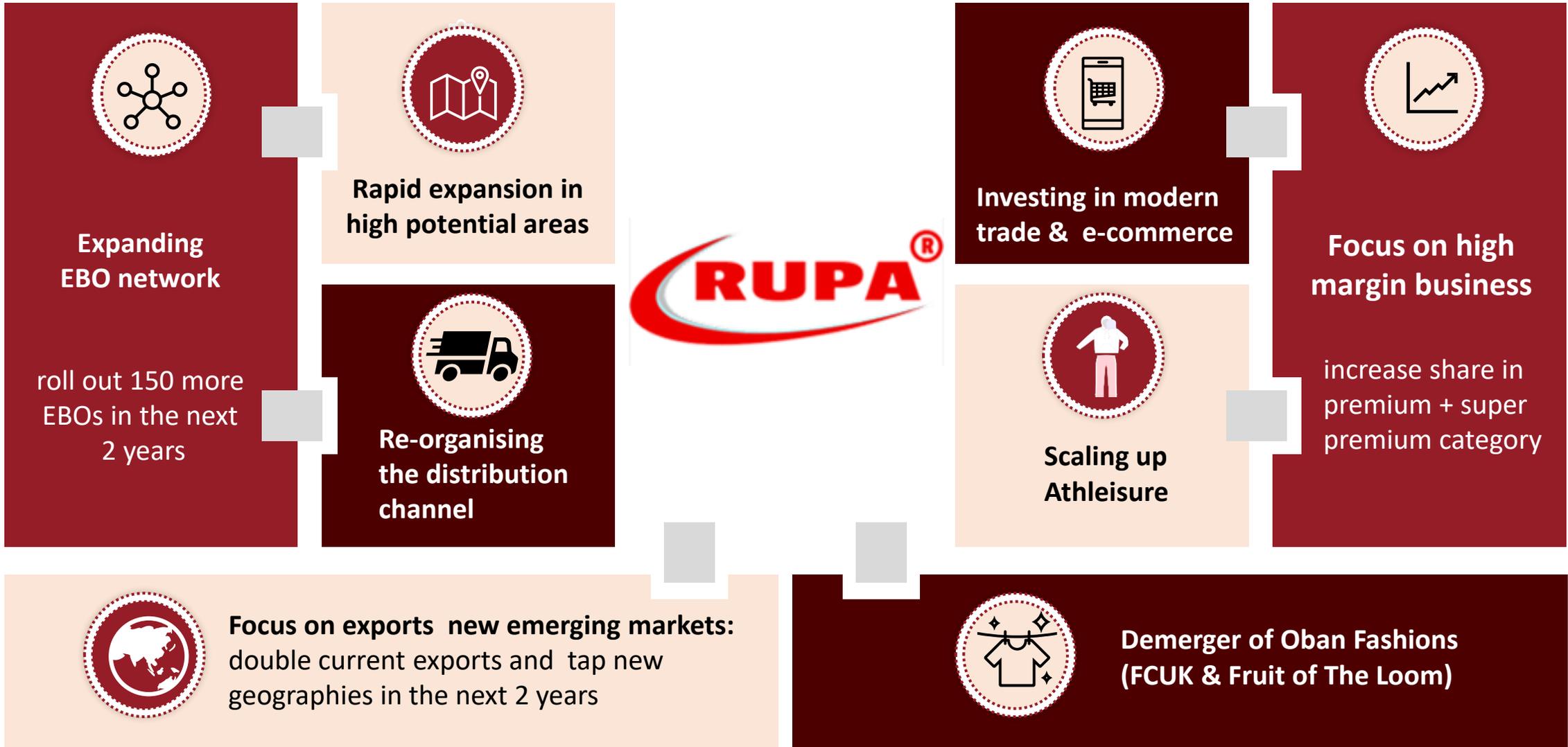
Approved Price cannot be
changed in purchase Order

**Implementation of SAP S4 (HANA) in Fashion Procurement will lead to
increased efficiency in supply chain**

Growth Initiatives



Recent Strategic Initiatives



Rapid expansion in high potential areas



Medium Term Target

3X - 4 Years

4X - 3 Years

5X - 3 Years

5X - 3 Years

FY23 Target

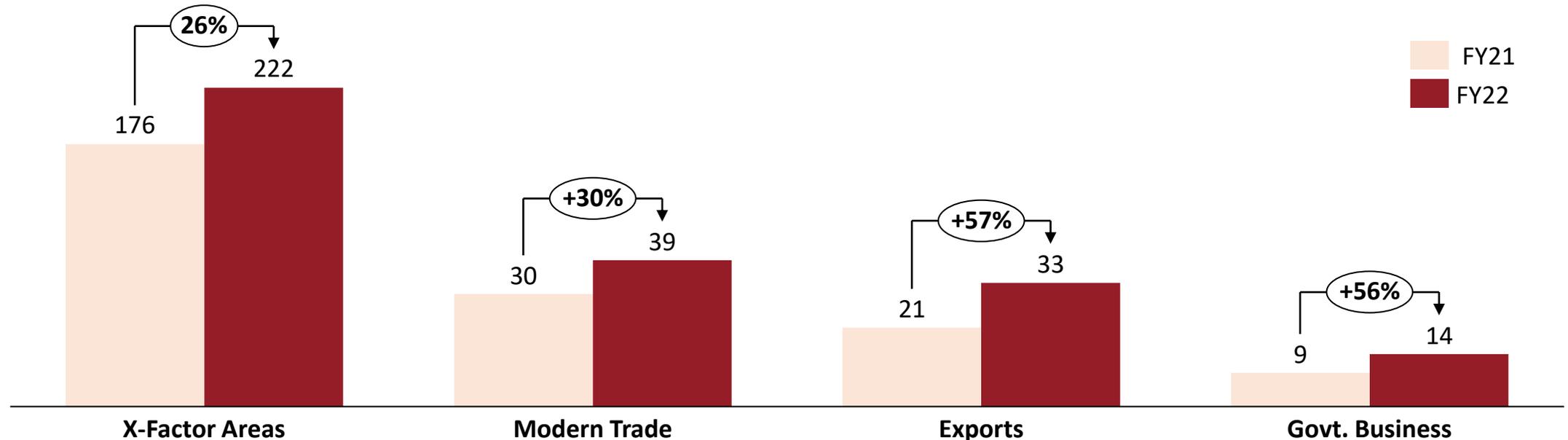
Growth - 45%

Growth - 60%

Growth - 70%

Growth - 55%

Revenue
(in Rs cr)



West Bengal, Maharashtra [Ex Mumbai Pune], Gujarat, MP, Chattisgarh, Western UP, Uttrakhand, Haryana ,HP , Punjab, Tamil Nadu, Andhra Pradesh & Kerala. Key focus on building complete eco system of team marketing, retail & distribution network

Focus on e-commerce via partnerships with Amazon, Flipkart. Drive direct sales through own website. Select LFS play and focus on EBO expansion

International business is seeing substantially improved traction, and we expect the momentum to continue with focus on Middle East, Bangladesh, Africa & Russia

CSD & CPC offers great opportunity. Introduction of new product will drive volume

Expanding EBO network



Exclusive Brand outlets

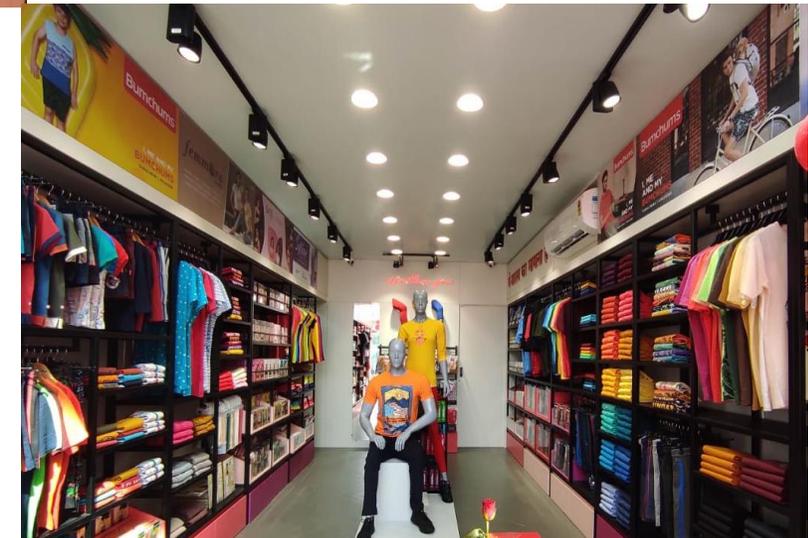
Current store count : 20 EBO

Strategy:

- > Create small to mid sized Franchisee Store Model with best-in-class SOPs
- > Build and nurture, competent Franchisee Management Organisation Capabilities
- > Establish Franchise model within Top 50 Cities
- > Invest in Key enablers like Store design, Branding, IT, CRM, SCM, CS, Marketing & Training / Development

Future Plan:

- Adding 50+ stores in FY23
- Launch of Rupa flagship store
- Pan India presence with 150 EBO's in next 2-3 years



Investing in modern trade and e-commerce



Current store count: 150+

Strategy:

- › Increase Brand Footprints across all brands creating special product line more relevant for Modern Trade
- › Improve on time order serviceability to avoid revenue loss
- › Create a robust, tech driven warehouse infrastructure

Future Plan:

- To double the store count in Regional Large Format Stores: Pothy's, Lulu, Sarvana, Jayachandra, Chennai Silks
- To increase brand presence across 1000+ point of sales in next 2 years

Modern Retail Trade



Online Apps & portals



Presence on all e-commerce sites

Strategy:

- › E-commerce Industry is poised to grow at 13% CAGR (Nielsen survey)
- › Develop a robust tech-based warehouse infrastructure to support Pure Play Market Place business Model
- › Develop packs /Combos based on requirements

Future Plan:

- Co brand for Amazon Exclusive.
- To launch Rupa in the global online market of UAE via Amazon.
- ROI driven AD campaigns & content marketing on ecommerce portals
- Brand launch on e-commerce b2b through Ajio

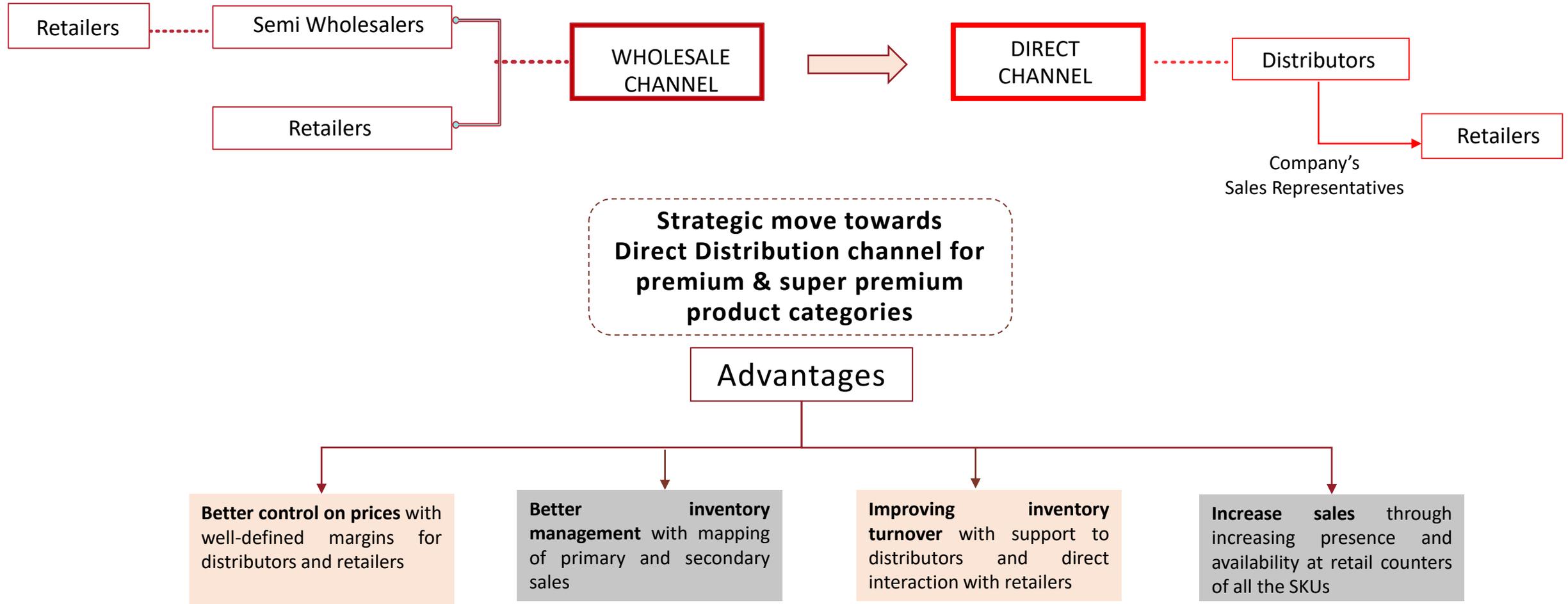
Focus on exports and new markets



UAE | Saudi Arabia | Kuwait | Iraq | Myanmar | Ukraine | Algeria | Indonesia | Nigeria | Congo | USA | Singapore | Russia and many more



Re-organising the distribution channel



Market Presence

01

Utilizing the current market presence and customer base to access premium market segments leading to higher top line growth

Consolidation

02

Consolidation of similar premium businesses to execute more efficiently and effectively

Synergies

03

Cost savings in marketing, distribution expenses, benefits of the economies of scale and elimination of duplicate expenses

Management Bandwidth

04

Enable specialised focus of management in the entity to achieve higher topline

Capital Allocation

05

Demerger enables managing the different funding requirements in terms of type of funds and amount of infusion required



ESG & CSR Initiatives



Why does ESG matter to us?



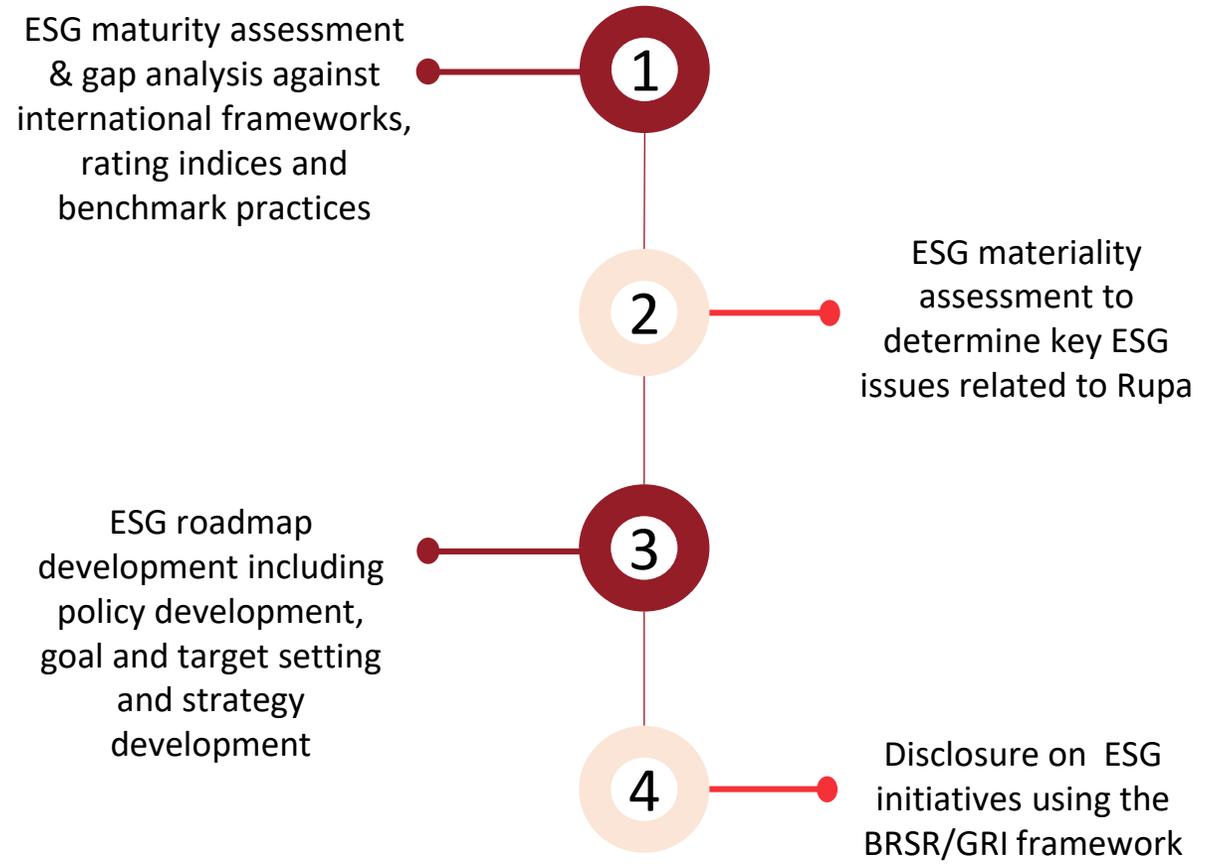
Sustainability is something that Investors are demanding, Customers are expecting, Shareholders are relying on, & Employees are valuing.



Changing concept of Asset Valuation-More dominance of "Intangible Assets"

Need for valuation of "Shared Values" and "Externalities"

Collaboration with EY to implement ESG



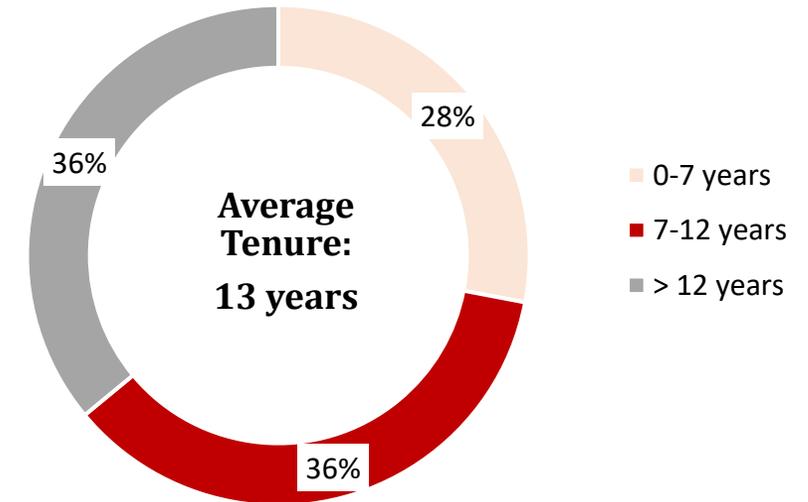
Strong Board Oversight on ESG



Responsible Governance

- Active oversight from Board of Directors and dedicated Board level CSR committee for overseeing ESG risks
- Corporate social responsibility embedded in our Values
- Fosters a culture of honesty, integrity and accountability
- Zero tolerance for corruption & bribery
- The Board comprises of five sub committees
- 50% of the directors on the Board are Independent Directors
- Average age of Board is 64 years
- Majority independence in the Audit Committee and all members of the Nomination and Remuneration Committee are Independent
- Business strategy is based on the principles of stakeholder inclusion and sustainability context
- Endeavor to leverage human and capital resources to translate opportunities into reality, create awareness of corporate vision and spark entrepreneurship at all levels
- Committed towards enhanced transparency in ESG disclosure

Board Tenure



Board Experience



Committed to Sustainable Growth



CSR Vision : improving lives in pursuit of collective development and environmental sustainability



Established ISO 14001 (Environment Management System) and adhere to policies in alignment with the principles under Non-Voluntary Guidelines



Utilized paddy husk as an alternative and clean source of fuel for power generation



More than 90% of the fabric waste is recycled and 100% of our packaging is recyclable and reusable



Our products are made from 100% viscose fibre and hence biodegradable



Installation of heat recycling system whereby heat from the discharged effluent is trapped and re-used for heating water

Plant locations are illuminated with LED lighting



Indigenous products sourced locally thereby reducing carbon footprint



Imparts training to employees to enrich their knowledge, skill and competency to perform their job effectively and efficiently.



Workplace safety training is provided to workmen to enhance the knowledge and skills, they need to protect equipment, facilities and unintentional physical injuries.

CSR Highlights – FY22



Society



Promoting education & vocational skills



Eradicating hunger, poverty and malnutrition



Setting up old age homes

Health and Safety



Promoting health care



Ensuring Animal Welfare



Disaster management relief & rehabilitation



Facilitate availability of drinking water

Environment

FY22 Budget: Rs **329 Lakhs**

Budgeted Amount Spent Entirely



Education & vocational training for the underprivileged students



Women's Day Celebration



Supporting Education



We operate with a strong belief that giving back to the society and contributing towards its sustainable development is every organizations responsibility.

CSR Activities



Ambulance Donation



Blanket Distribution



Upliftment of Tribal society

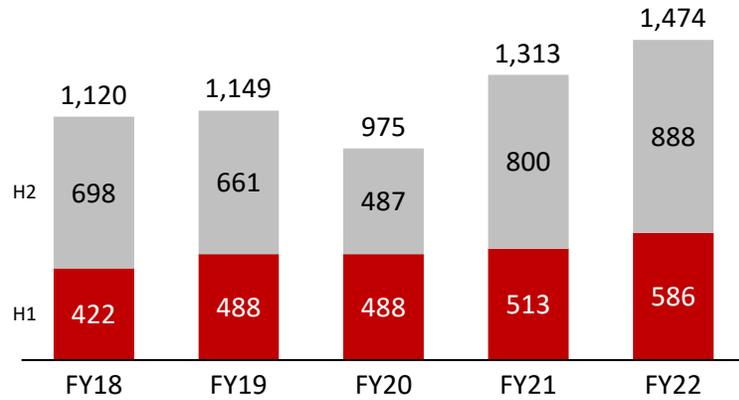


Historical Performance

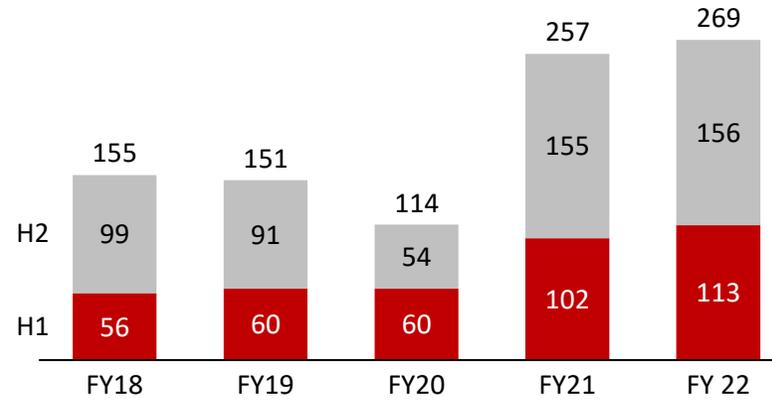


Historical P&L Highlights

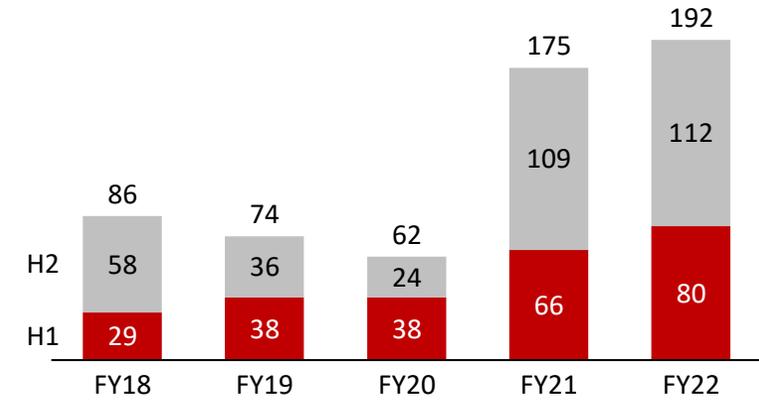
Revenue (Rs. In Cr)



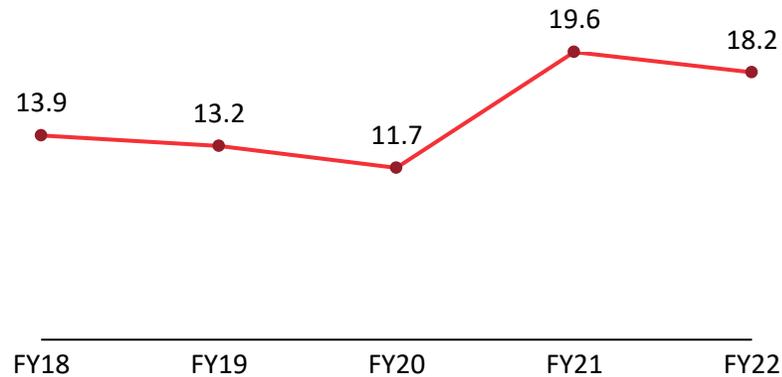
EBITDA (Rs. In Cr)



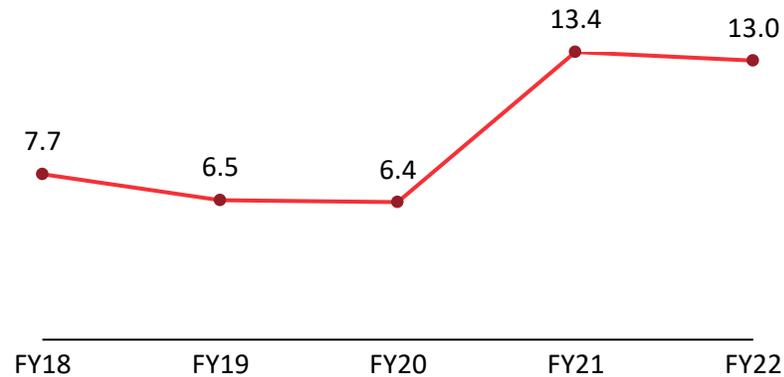
PAT (Rs. In Cr)



EBITDA Margins (%)



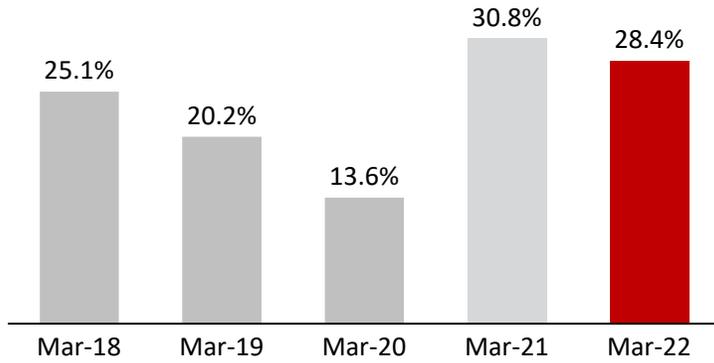
PAT Margins (%)



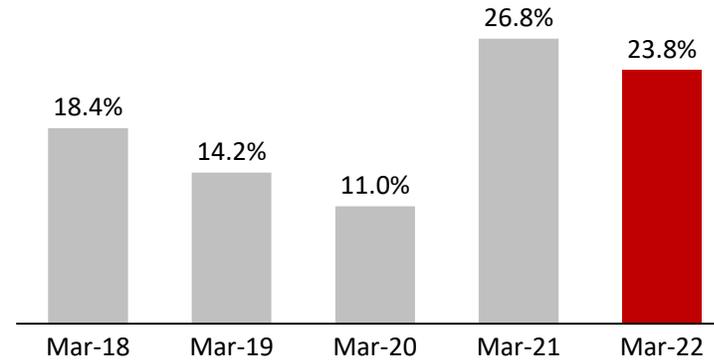
Key Performance Ratios



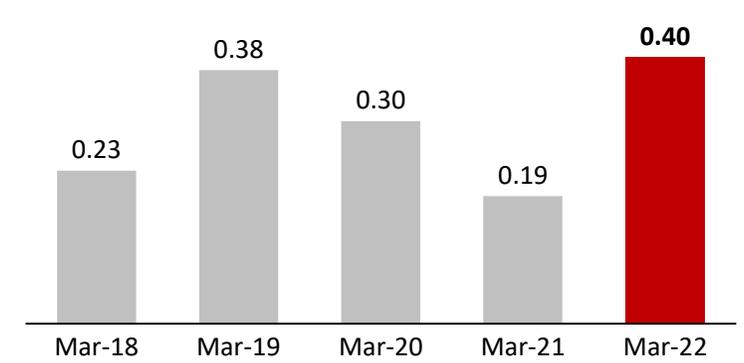
ROCE (%)



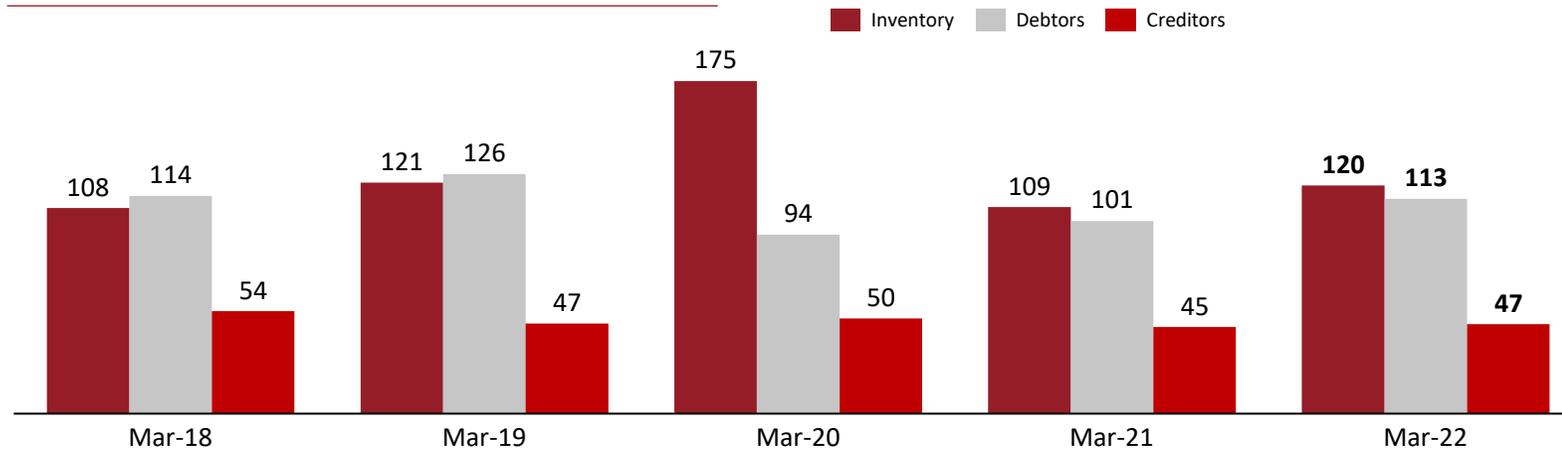
ROE (%)



Debt to Equity (X)



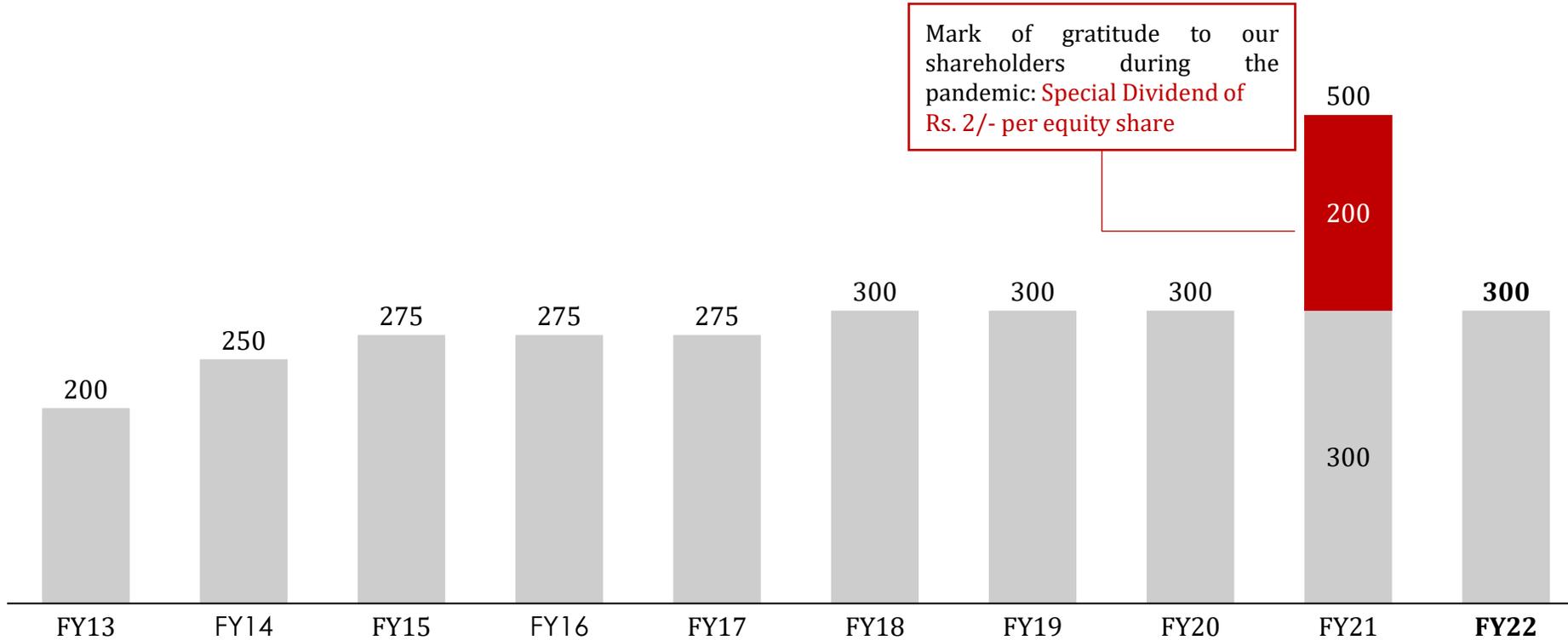
Working Capital Days



Sharing profits consistently



Payout as a % of Profits



Consistently sharing the profits in the form Dividend

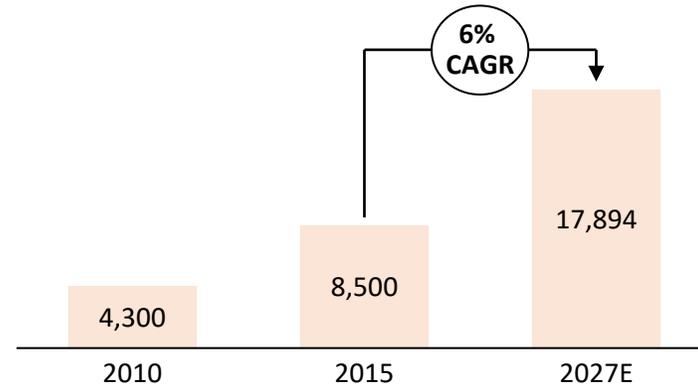
Key Takeaways



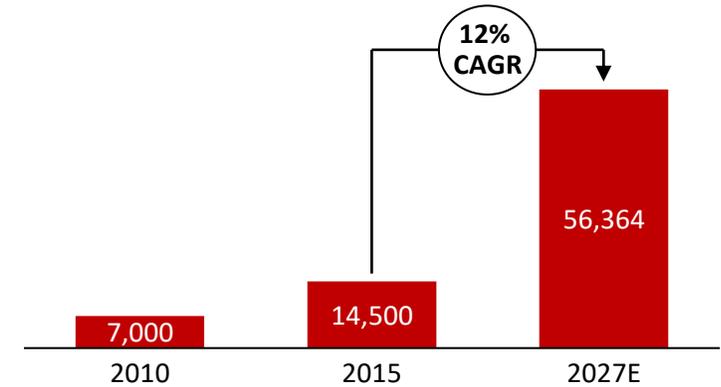
Huge Industry Potential



Men's Innerwear Market



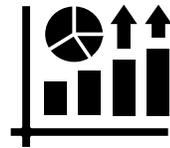
Women's Innerwear Market



Key Growth Triggers



Emergence of purpose-specific innerwear (sporty, casual, fashionable) widening the Market



Increasing income levels and high spending power



Growth in penetration of organized retail



Changing Fashion Trends



Increasing penetration of electronic media leading to branded products

Rupa & Co. – Key Takeaways



- **#1 undisputed knitwear Indian brand**
- **Diversifies product offering across demographics & price segments**
 - **Wide bouquet of brands with strong brand recall developed through consistent investment in ad spends**
- **Efficient business model with key focus on value addition, quality control & product differentiation**
- **Extensive distribution network with an unparalleled nationwide network**
- **Focused approach on growth & margin improvement to generate value**
- **Consistent Dividend track record**



Thank You



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