

Date: 31/05/2021

To,

The Listing Department National Stock Exchange of India Ltd Exchange Plaza, Plot no. C/1, G Block, Bandra-Kurla Complex Bandra (E), Mumbai - 400 051 NSE Symbol: RUPA	The Department of Corporate Services BSE Ltd Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai- 400 001 Scrip Code: 533552
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Respected Ma'am/ Sir,

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

Sub: Investor Release and Presentation

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

This is for your information and record please.

Thanking you.

Yours faithfully,

For Rupa & Company Limited



Kundan Kumar Jha
Company Secretary & Compliance Officer
ACS17612

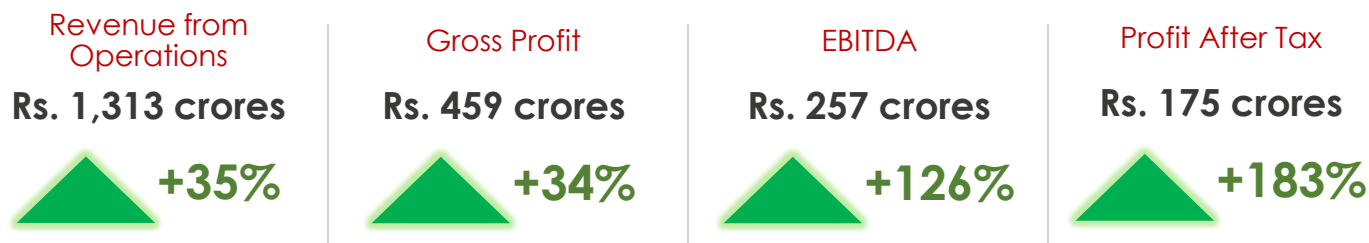
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Investor Release

Rupa & Company Limited reports Highest ever Revenues & Profits in FY21

Kolkata, 31st May 2021; Rupa & Company Limited, one of the leading and largest knitwear brand in India, engaged in the manufacturing, marketing, selling and distribution of men's and women's innerwear, thermal wear and fashion wear announced its Audited Financial Results for the Quarter and year ended 31st March 2021



Key Financial Highlights:

Particulars (Rs. Crs.)	Q4 FY21	Q4 FY20	Y-o-Y	FY21	FY20	Y-o-Y
Revenues	454.0	179.3	153%	1,312.7	974.6	35%
EBITDA	90.6	7.9	1,050%	257.3	113.7	126%
EBITDA Margins (%)	20.0%	4.4%		19.6%	11.7%	
Profit After Tax	65.9	-4.3		175.3	61.9	183%
PAT Margins (%)	14.5%	-2.4%		13.4%	6.4%	

* On Consolidated Basis

Dividend: The Board of Directors have recommended a Total Dividend of **Rs. 5/- per equity share** (including Dividend of Rs. 2/- per equity share as a mark of gratitude to our shareholders during the pandemic) of Face Value of Re. 1/- each (500% of Face Value) for the financial year ended 31st March 2021.

Other Highlights[^]

- Return on Capital Employed (RoCE) is at 30.8%, +1,710 bps YoY
- Return on Equity (RoE) is at 26.8%, +1,610 bps YoY
- Net Debt is Rs. 27 crores, reduced from Rs. 177 crores in FY20
- Cash & Bank Balances are at Rs. 118 crores, improved from Rs. 1.7 crores in FY20
- Net Debt to Equity is at 0.04x, reduced from 0.30x in FY20
- Working Capital Days is at 165 days, Improved by 54 days from FY20; FY20 : 219 days



Commenting on the Results, Mr. Dinesh Kumar Lodha, CEO said,

"Despite the challenges faced due to the pandemic, Rupa & Company recorded its highest ever revenues and profits in FY2021. This was possible due to increased sales volumes, changes in product mix, improved operating efficiencies and cost reduction strategies.

For FY21, Revenues increased by 35% whereas EBITDA & PAT increased significantly by 126% and 183% respectively. During the year, our Working Capital has reduced by 54 days to 165 days. Going ahead, we expect collection efficiencies which would reduce Working Capital further.

In line with evolving consumer preferences and market demands, the Company has introduced new varieties in each sub-brand. These products have the latest fabric innovations, cutting-edge production techniques, and advanced design elements to give the finest experience of style and comfort to the end-user.

Rupa has a strong PAN India presence. Our strategy is to foray in newer markets by appointing new distributors and building experienced team and further strengthen our share in the existing markets. This would lead to increased investments in brand development across new geographies. During the year gone by, the Company has spent ~4.2% on brand development. We expect branding and advertisement cost to come back to normalcy i.e., 6-8% of revenues in FY22.

The Company's focus is to increase share in premium and super premium category, improve focus on women, casual, and thermal wear, and foray in newer markets with higher penetration in the existing markets.

We are witnessing a second wave of CoVID-19 infections, and this has once again resulted in disruption to our business as several states have announced restrictions. We expect business to start gaining traction in June 2021 and expect higher than industry growth for the coming year."



About Rupa & Company Limited

Rupa, today is one of the leading knitwear brand in India, covering the entire range of knitted garments from innerwear to casual wear. Rupa has a broad & unparalleled product portfolio of innerwear, thermal wear, and casual and athleisure wear. The Company has a bouquet of brands across all price segments – economy, mid-premium, premium as well as the super-premium across men, women, and kids.

The Company has 4 state of the art manufacturing facilities in Domjur (West Bengal), Tirupur (Tamil Nadu), Bengaluru (Karnataka) and Ghaziabad (NCR) with a capacity of 7,00,000 finished goods per day.

The Company has PAN India presence with over 1,200 dealers and over 1,25,000 retail touchpoints.

Contact Details

Company: Rupa & Company	Investor Relations: Orient Capital
	
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Safe Harbor Statement

Any forward-looking statements about expected future events, financial and operating results of the Company are based on certain assumptions which the Company does not guarantee the fulfilment of. These statements are subject to risks and uncertainties. Actual results might differ substantially or materially from those expressed or implied. Important developments that could affect the Company's operations include a downtrend in the industry, global or domestic or both, significant changes in political and economic environment in India or key markets abroad, tax laws, litigation, labour relations, exchange rate fluctuations, technological changes, investment and business income, cash flow projections, interest, and other costs. The Company does not undertake any obligation to update forward-looking statements to reflect events or circumstances after the date thereof.



INVESTOR PRESENTATION

May 2021



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Q4 & FY21

FINANCIAL HIGHLIGHTS

Strong Q4 FY21 Performance*



Revenue from Operations

Rs. 454 crores

 **+153%**

Gross Profit

Rs. 162 crores

 **+172%**

EBITDA

Rs. 91 crores

 **+1,050%**

Profit After Tax

Rs. 66 crores

 **Stellar Performance**
Q4 FY20 : Rs. -4.3
crores

Export Revenues

Rs. 8 crores

 **+17%**

Gross Profit Margin

35.7%

 **+240 bps**

EBITDA Margin

20.0%

 **+1,560 bps**

PAT Margin

14.5%

 **+1,690 bps**

Highest ever Revenues & Most Profitable Year at Rupa & Co.

Strong FY21 Performance*



Revenue from Operations

Rs. 1,313 crores



+35%

Gross Profit

Rs. 459 crores



+34%

EBITDA

Rs. 257 crores



+126%

Profit After Tax

Rs. 175 crores



+183%

Total Dividend

Rs. 5/- per share



+67%

FY20 : Rs. 3/- per share

Gross Profit Margin

35.0%



+20 bps

EBITDA Margin

19.6%



+790 bps

PAT Margin

13.4%



+700 bps

Highest ever Revenues & Most Profitable Year at Rupa & Co.

Strong Balance Sheet



Return on Capital Employed (RoCE)

30.8%

 **+1,710 bps**

Return on Equity (RoE)

26.8%

 **+1,610 bps**

Operating Cash Flows

Rs. 211 crores

 **+133%**

Cash & Bank Balances

Rs. 118 crores

 Improved from Rs. 1.7 crores in FY20

Return on Capital Employed (RoCE)
(excl. Cash)

33.3%

 **+1,950 bps**

Net Debt

Rs. 27 crores

Reduced from Rs. 177 crores in FY20

Net Debt to Equity

0.04x

Reduced from 0.30x in FY20

Working Capital Days

165 days

Improved by **54 days** from FY20
FY20 : 219 days

Highest ever Revenues & Most Profitable Year at Rupa & Co.

Q4 & FY21 Performance Highlights



Particulars (Rs. Crs.)	Q4 FY21	Q4 FY20	Y-o-Y	FY21	FY20	Y-o-Y
Total Revenue	454.0	179.3	153%	1,312.7	974.6	35%
Total Raw Material	214.0	66.5		611.4	400.0	
Subcontracting Expenses	77.7	53.1		241.9	231.4	
Value Addition	162.3	59.7	172%	459.4	343.3	34%
Value Addition (%)	35.7%	33.3%		35.2%	35.0%	
Employee Expenses	17.8	16.5		52.7	65.7	
Other Expenses	53.9	35.3		149.3	163.8	
EBITDA	90.6	7.9	1,050%	257.3	113.7	126%
EBITDA Margin (%)	20.0%	4.4%		19.6%	11.7%	
Other Income	3.2	1.8		7.3	7.4	
Depreciation	2.7	4.1		13.8	18.5	
EBIT	91.1	5.6	1,531%	250.8	102.6	144%
Finance Cost	2.8	4.2		13.4	18.6	
Profit before Tax	88.3	1.4		237.4	84.0	183%
Tax	22.4	5.7		62.1	22.1	
Profit After Tax	65.9	-4.3		175.3	61.9	183%
PAT Margin (%)	14.5%	-2.4%		13.4%	6.4%	
EPS (As per Profit after Tax)	8.29	-0.54		22.04	7.78	

Balance Sheet



ASSETS (Rs. Crs.)	Mar-21	Mar-20
Non - Current Assets		
Property, plant and equipment	168.9	166.2
Right of Use Assets	18.1	11.9
Capital work-in-progress	19.4	6.4
Intangible Assets	6.0	7.2
Intangible Assets under development	0.0	0.0
Financial Assets		
(i) Investments	0.0	0.0
(ii) Loans	1.2	2.0
(iii) Other Financial Assets	1.5	0.2
Deferred Tax Assets	11.6	11.6
Non - Current Tax Assets	10.3	10.2
Other Non-Current Assets	8.5	10.5
Total Non - Current Assets	245.5	226.2
Current Assets		
Inventories	390.6	467.3
Financial Assets		
(i) Trade receivables	364.4	251.3
(ii) Cash and cash equivalents	3.2	1.3
(iii) Bank balances other than (ii) above	115.2	0.4
(iv) Loans	4.1	3.4
(v) Other Financial Assets	0.8	0.0
Other Current Assets	42.7	50.6
Income Tax Assets (Net)	0.0	0.0
Total Current Assets	921.0	774.4
Total Assets	1,166.4	1,000.6

EQUITY & LIABILITIES(Rs. Crs.)	Mar-21	Mar-20
Equity		
Equity Share Capital	8.0	8.0
Other Equity	721.6	570.0
Total Equity	729.5	578.0
Liabilities		
Non - Current Liabilities		
Financial Liabilities		
(i) Borrowings	13.5	10.9
(ii) Lease Liabilities	14.7	6.9
(iii) Other Financial Liabilities	0.0	0.0
Provisions	0.4	0.7
Deferred Tax Liabilities, (net)	10.5	9.6
Other Non Current Liabilities	1.7	2.0
Total Non - Current Liabilities	40.9	30.1
Current Liabilities		
Financial Liabilities		
(i) Borrowings	126.4	165.1
(ii) Lease Liabilities	1.3	3.0
(iii) Trade Payables		
(a) total outstanding dues of micro enterprises and small enterprises	11.6	0.3
(b) total outstanding dues of creditors other than micro enterprises and small enterprises	151.0	134.5
(iv) Other Financial Liabilities	77.1	80.7
Provisions	3.4	3.3
Current Tax Liabilities (net)	19.5	0.0
Other Current Liabilities	5.8	5.7
Total Current Liabilities	396.0	392.5
Total Equity and Liabilities	1,166.4	1,000.6

Cash Flow Statement



Cash Flow Statement (Rs. Crs.)	Mar-21	Mar-20
Cash Flow from Operating Activities		
Profit before Tax	237.4	84.0
Adjustment for Non-Operating Items	23.8	31.3
Operating Profit before Working Capital Changes	261.2	115.3
Changes in Working Capital	-6.7	19.3
Cash Generated from Operations	254.5	134.6
Less: Direct Taxes paid	-43.9	-44.2
Net Cash from Operating Activities	210.6	90.4
Cash Flow from Investing Activities	-137.0	-15.2
Cash Flow from Financing Activities	-71.7	-81.1
Net increase/ (decrease) in Cash & Cash equivalent	1.9	-5.9
Cash and cash equivalents at the beginning of the year	1.3	7.2
Effect of exchange rate changes on Cash & Cash Equivalent	0.0	0.0
Cash and cash equivalents at the end of the year	3.2	1.3



ABOUT THE COMPANY

#1 Undisputed knitwear Indian brand...



'One of the leading and largest knitwear brand in India, engaged in the manufacturing, marketing, selling and distribution of men's and women's innerwear, thermal wear and fashion wear'



7,00,000+

Finished goods pieces per day



1,25,000+

Retail Outlets



7,000+

SKUs



18

Sub Brands



1,200+

Dealers



100+

Registration of Trademark's Nationally & Internationally

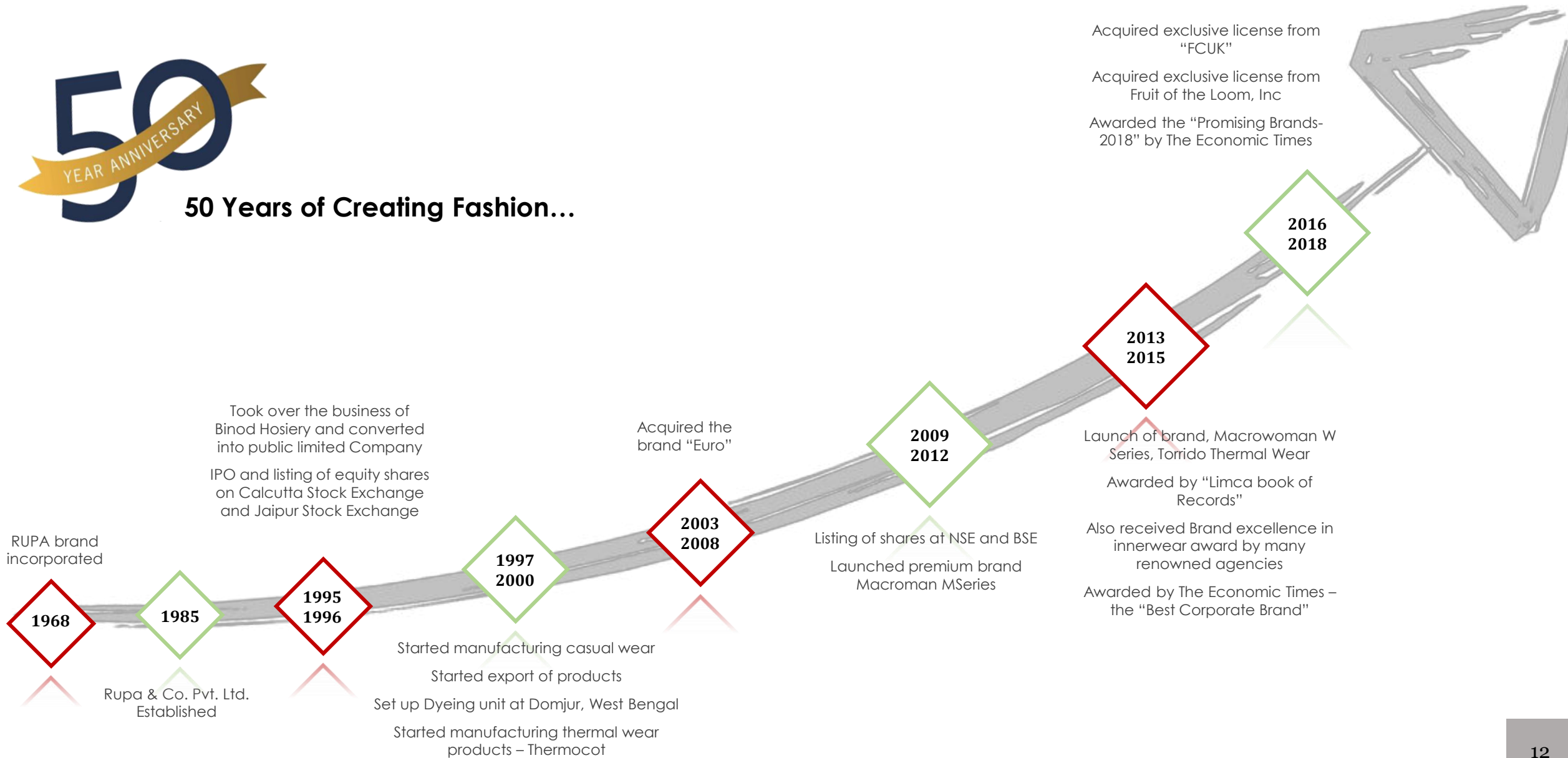
Presence across major E-commerce platforms



... with long legacy of delivering excellence



50 Years of Creating Fashion...



Mr. Prahlad Rai Agarwala, Chairman

- More than 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

- More than 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

- More than 45 years of experience in the textile industry, specialization in marketing and distribution
- Guides the company and the management at all the stages of its development and strategic decisions
- Actively engaged in various philanthropic activities

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 manage processing house
- Brand Director of Jon, Thermocot, Torrido and Femmora

Mr. Mukesh Agarwal, Whole-time Director

- More than 25 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. Niraj Kabra, Executive Director

- A commerce graduate from Calcutta University
- More than 15 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. Dipak Kumar Banerjee, Independent Director

- A Chartered Accountant with experience over 45 years
- He 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. 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

Mrs. Alka Devi Bangur, Independent Director

- She has over 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. 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

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

Mr. Vinod Kumar Kothari, Independent Director

- Chartered Accountants and Company Secretary
- Former chairman of the Institute of Company Secretaries of India. He is an author, trainer and expert on specialized areas in finance

Mr. Vikash Agarwal, President

- New generation industrialist, graduated from St. Xavier's College, Kolkata and completed Diploma in Marketing from the University of California, USA
- Brand Director of premium brands, 'Macroman M-Series' & 'Macrowoman W-Series' along with the other brands, 'Softline' & 'Footline'. He is also managing the Group's Finance function and Investor Relation Activities
- President of Indian Chamber of Commerce and also associated with Young President Organisation (YPO), acting as a Board Member of the Calcutta Chapter

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. J. Rajendra Kumar Singh, General Manager – Production

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

Mr. Pronob Mukerji, General Manager – Marketing & Media

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

Mr. Randhir Singh Jolly, General Manager – Modern Trade

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

...maintaining brand leadership over decades



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

1. Affordability

Broad & unparalleled product portfolio

Brands across a wide price range

2. Scalability

An integrated & efficient business model

State of Art Manufacturing facility

Far-reaching footprints

Quality implemented at all levels

Unwavering focus on R&D

3. Inspirations Brands

Accelerating the launch of inspirational brands

Deepening commitments by consistent investments

1. Broad & unparalleled product portfolio



Innerwear

- Vests
- Brief / Drawer
- Lingerie



Thermal Wear

- Vest / Upper
- Lowers



Casual / Athleisure

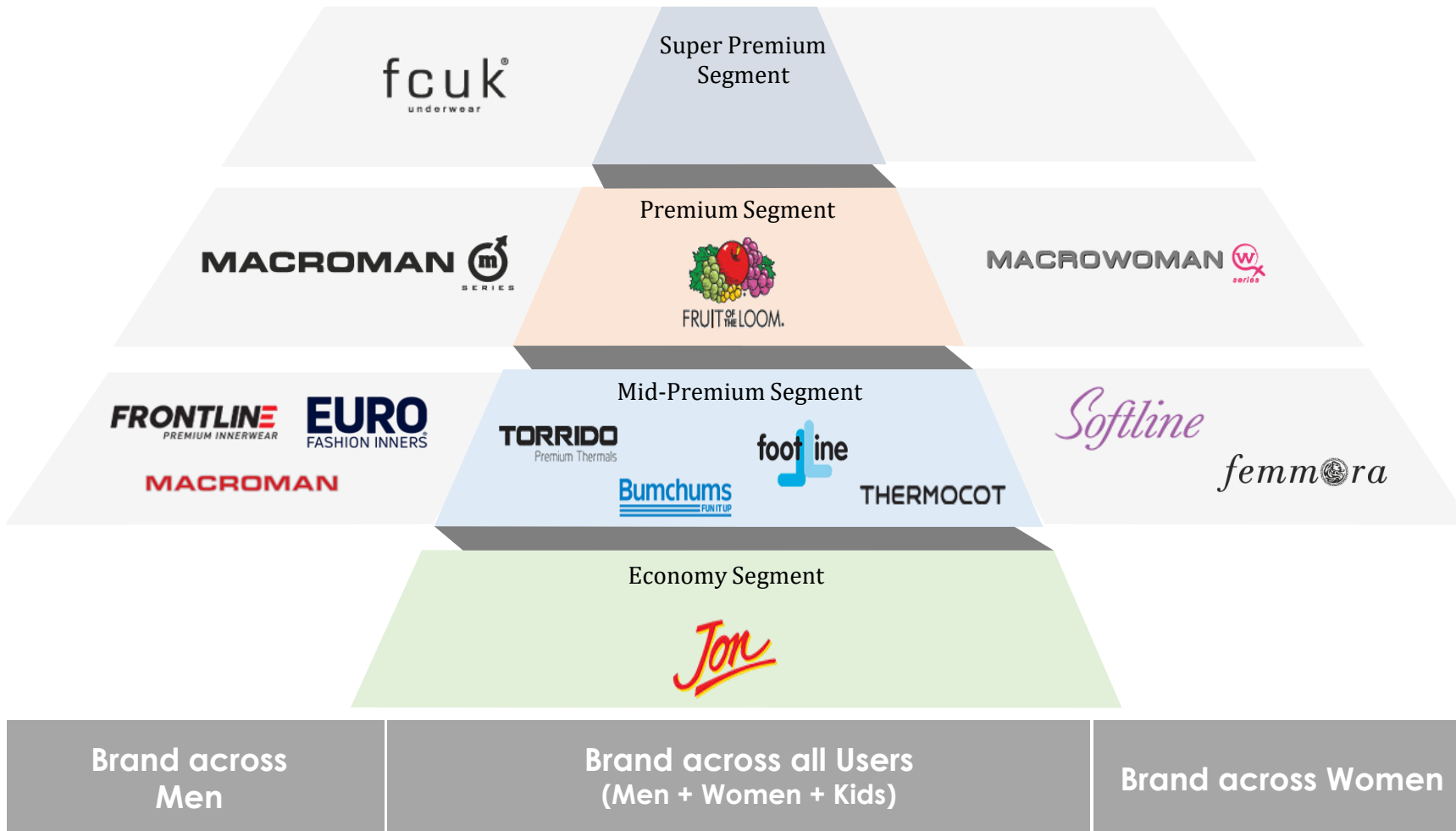
- Leggings & Casual Wear
- Socks
- T-shirts
- Bermudas & Tracks
- Athleisure & Winter Fashion



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

1. Brands across a wide price range

Diversified product offering across customer types, product categories and price segments



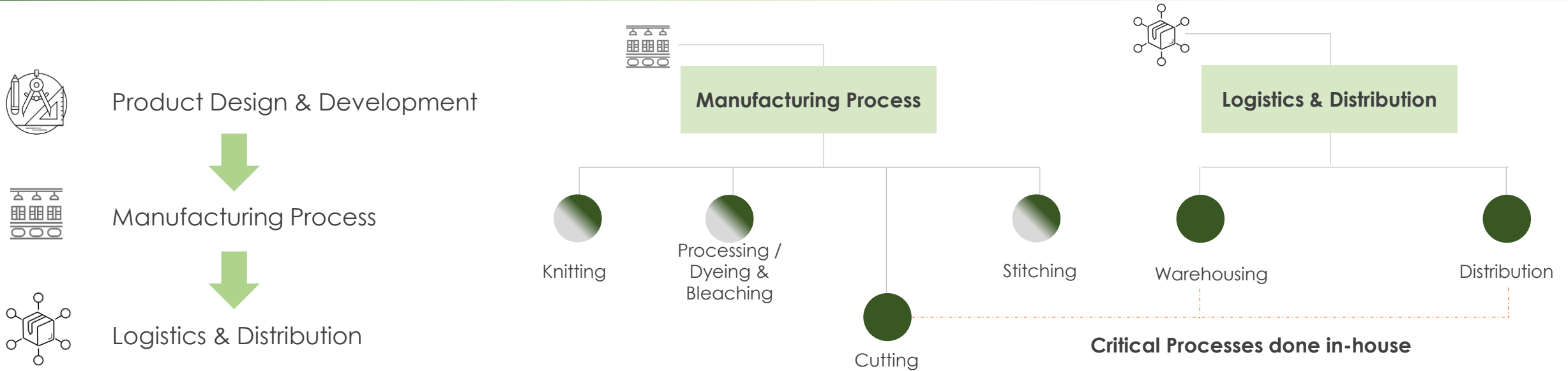
Bouquet of Brands across Price Segments

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

2. An integrated & efficient business model



- > **Reduce costs & Improves efficiency**
- > **Helps keep our asset base and employee base light**
- > **Helps maintain high quality of output**

2. State of Art manufacturing facility



Continues 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

25 tons/day

Fabric Dyeing

7,00,000+

Finished Goods per day

3 tons/day

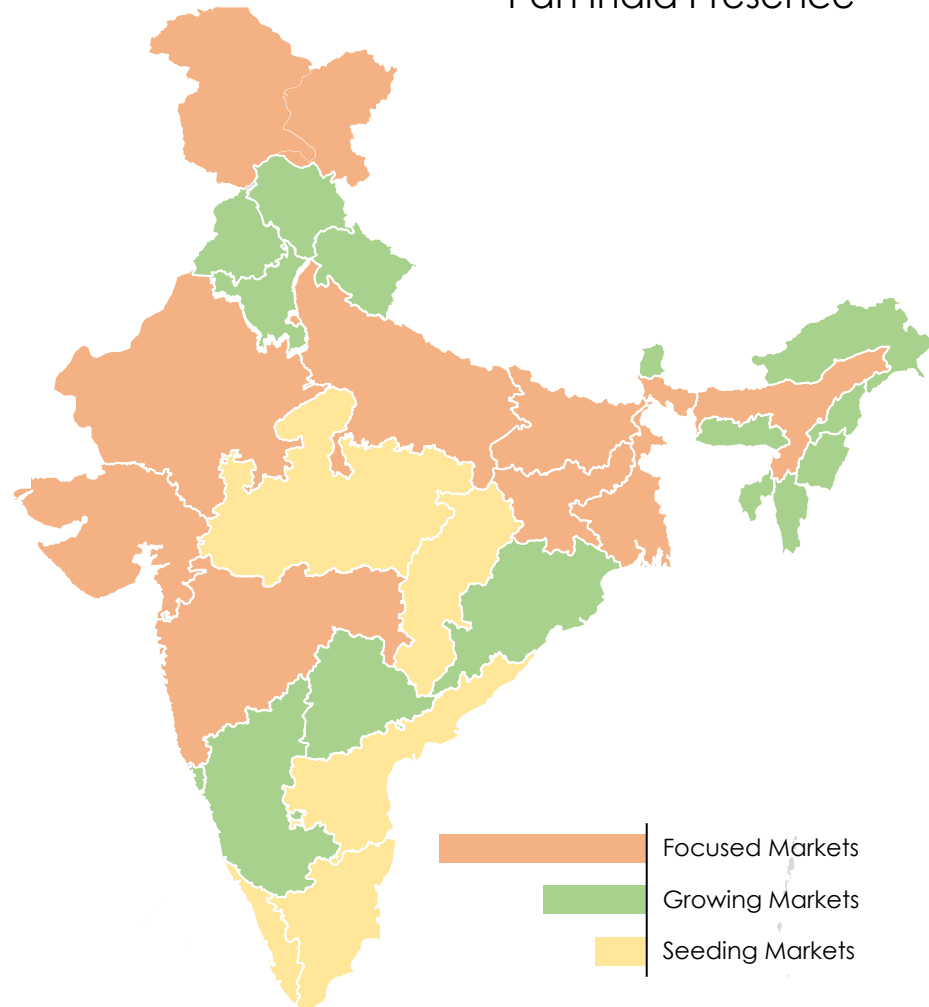
Yarn Dyeing

7,000+

SKUs

2. Far-reaching footprints

Pan India Presence



→ RUPA enjoys very strong position in the East of India and has gained significant presence in the North followed by the West of India

→ Strategy is to foray in newer markets by appointing new distributors and building experienced team and further penetrate in the existing markets

→ RUPA is increasing its footprints in South India and plans to expand and improve market share going ahead

→ RUPA has a wide range of product portfolio which helps it to strategise the product offering suiting to the different consumer preferences of the respective states

→ **Exports:** RUPA exports its products in Middle East Countries like UAE, Saudi Arabia, Kuwait, Iraq, etc. Myanmar, Ukraine, Algeria, Indonesia, Nigeria, Congo, Russia, USA and Singapore among others and it aims to strengthen its presence in the existing markets and introduce localised products as per the varied preferences of the consumers

1,200+

Dealers

125,000+

Retail Outlets

2. Quality implemented at all levels



Pursuit of quality without compromise is achieved by single-minded focus on innovation and research, continuous upgrading of machinery, stringent quality control measures, and international-standard production norms

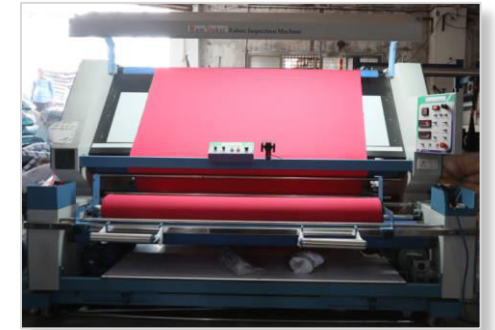
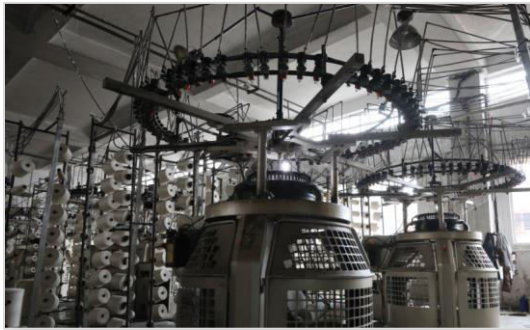
Quality is implemented at all levels, from Project Planning, Design and Documentation, to Execution and Supervision

Application of advanced technology at every level – from planning to production – gives Rupa products the leading edge

Multi-pronged use of technology helps to meet all the required specifications, ably assisted by a trained pool of highly-qualified scientists and technicians

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.



"Quality is our lodestar at Rupa. Since inception to the present day, we have never, and we shall never, compromise on quality. Because, if you follow quality, everything else will follow automatically."

2. Unwavering focus on R&D



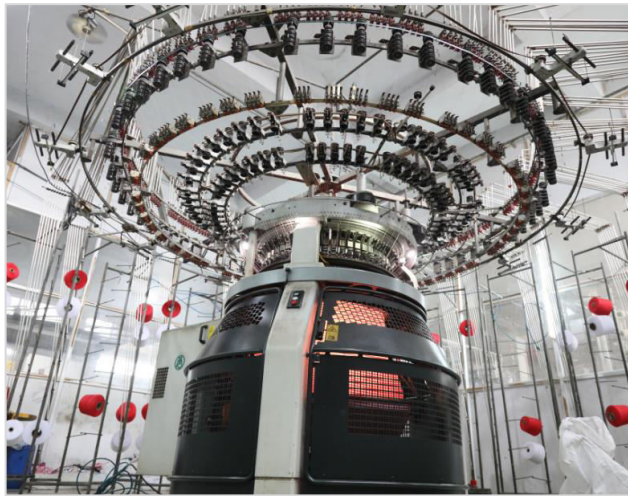
We put in a lot of research and effort to give environmentally friendly clothes

Innerwear, thermals and hosiery products are made from superior and natural fibers that are grown in sustainable farming methods

Most of our fabrics are biodegradable

Regularly upgraded and modernized production technologies help to conserve and recycle precious water and energy

We make soft, breathable, lush and comfy knitted wear that also replenish the environment in every way we can



Harnessing the power of technology allows to conform to international standards of fastness properties like rubbing, perspiration, light and washing

Each of Rupa's product proudly flaunts the Colorfast guarantee

Much of the research is focused on enhancing the standards of colour in the quality control laboratory

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

Our products conform to international standards of fastness properties like rubbing, perspiration, light and washing and come with a Colorfast guarantee

3. Accelerating the launch of inspirational brands



- Exclusive license to develop, manufacture, market and sell the FCUK brand of innerwear and related products in India
- Access to a global brand with strong brand recognition in the super premium segment
- Brings global expertise in improving other areas as well viz., manufacturing processes, designing capabilities, logistic management, etc.
- More than 30 distribution points at pan India level, available on Amazon, Myntra, Paytm, Flipkart and other E-commerce Portals

Well-known & largest International brands in the innerwear category



fcuk[®]
underwear

Making luxury accessible

Rupa – A truly Global Indian

Premium innerwear based on comfort accessible



Globally known premium apparel brand

- Exclusive license from Fruit of the Loom, Inc, to manufacture, distribute, advertise and sell innerwear and outerwear products for men, boys, women, girls and toddlers in India, under their brand names
- Exclusive tie up with Amazon and Central; more than 60 distribution points at pan India level
- Widely accepted by the consumers

3. Deepening commitments by consistent investments



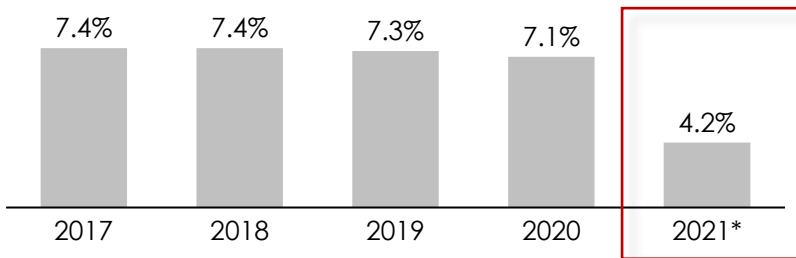
“ Strong brand recall developed through consistent investment in advertising and brand promotion strategies ”

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

Rs. Crs.



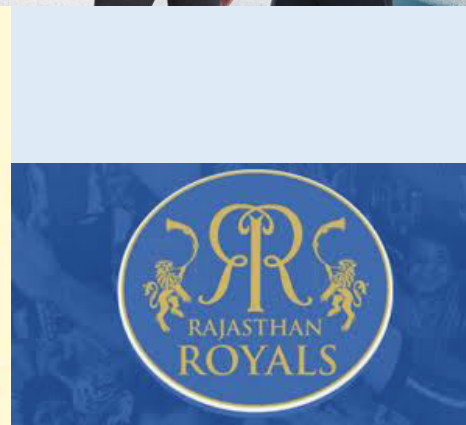
Consistent annual investment of 6-8% of sales in brand development to create a robust portfolio



* Lower in 2021 due to CoVID, no brand expense done in H1FY21

Brand Development Cost (Rs. In Cr)

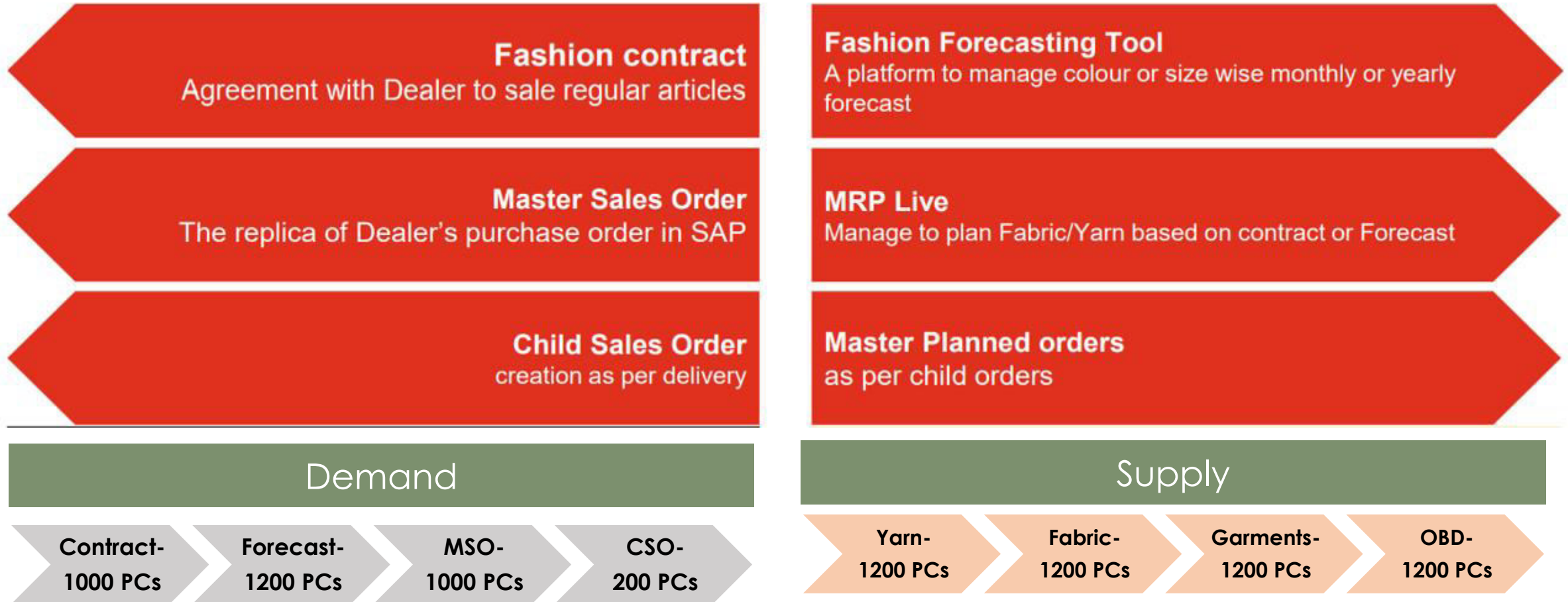
Expect Branding and Advertisement Cost to come back to normalcy i.e. 6-8% of revenues in FY22





- Significant decrease in operational time for article management and maintenance
- Data Record Error Rate will reduce ensuring that master data is clean and streamline
- Reduce duplication and manual effort in order scheduling
- Reduce duplication and manual effort in sales order booking with fast SO creation App
- Increase flexibility in creation of sales order with configuration of prefilling data
- Single source of truth for outside manufactured articles or traded articles
- Reduce manual effort for creation of multiple DOs
- Reduce manual effort of manual quality process
- Digital Rework Process in case of Return

Fashion Demand Planning – Dealer Contracts, Order & Forecasts





GROWTH STRATEGIES



- Plan to have presence through 300 LFS in the next 2 years
- Plan to roll out 150 more EBOs in the next 2 years
- Enhance brand visibility through increasing online presence

Moving from wholesale distribution channel to a direct distribution channel for some products

Foray in newer markets and further penetrate in the existing markets



Aim to increase share in premium + super premium category

Plan to grow through in-licensing or inorganic brand associations as well through organic growth of the Casual wear range

Leggings under the brands "Softline" and "Femmora" have significant growth and widely accepted by the consumer

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

Focus to double exports and tap new geographies in the next 2 years

1. Scaling high margin revenue stream



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 patterns, with interesting accents and a range of exciting cuts for fashion and comfort

Direct distribution model with access to retailers through own sales personnel

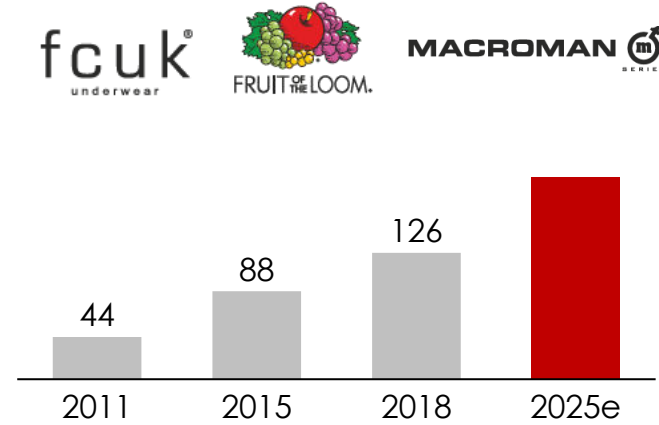


1. Scaling high margin revenue stream



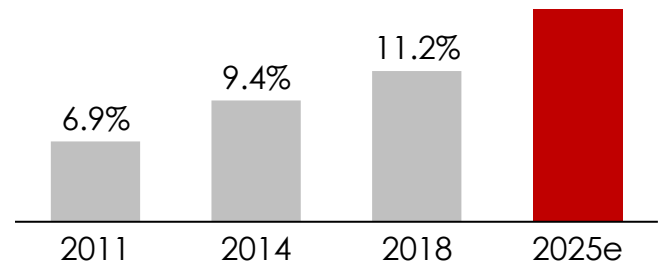
- Vision to occupy the white space in the category and consumer mindscape where the aspirational Indian consumer can show off his style quotient and discerning taste
- Catering to the brand sensitive Indian youth, aspiring towards super-premium product categories
- Making luxury accessible to the Indian consumers
- Given its super-premium positioning, distribution largely through its retail MBO's (very selectively present across premium retail locations) along with an aggressive ecommerce strategy
- Company is targeting 6,000-8,000 doors in the next 3-5 years

Premium + Super Premium*
(Rs. in Cr)



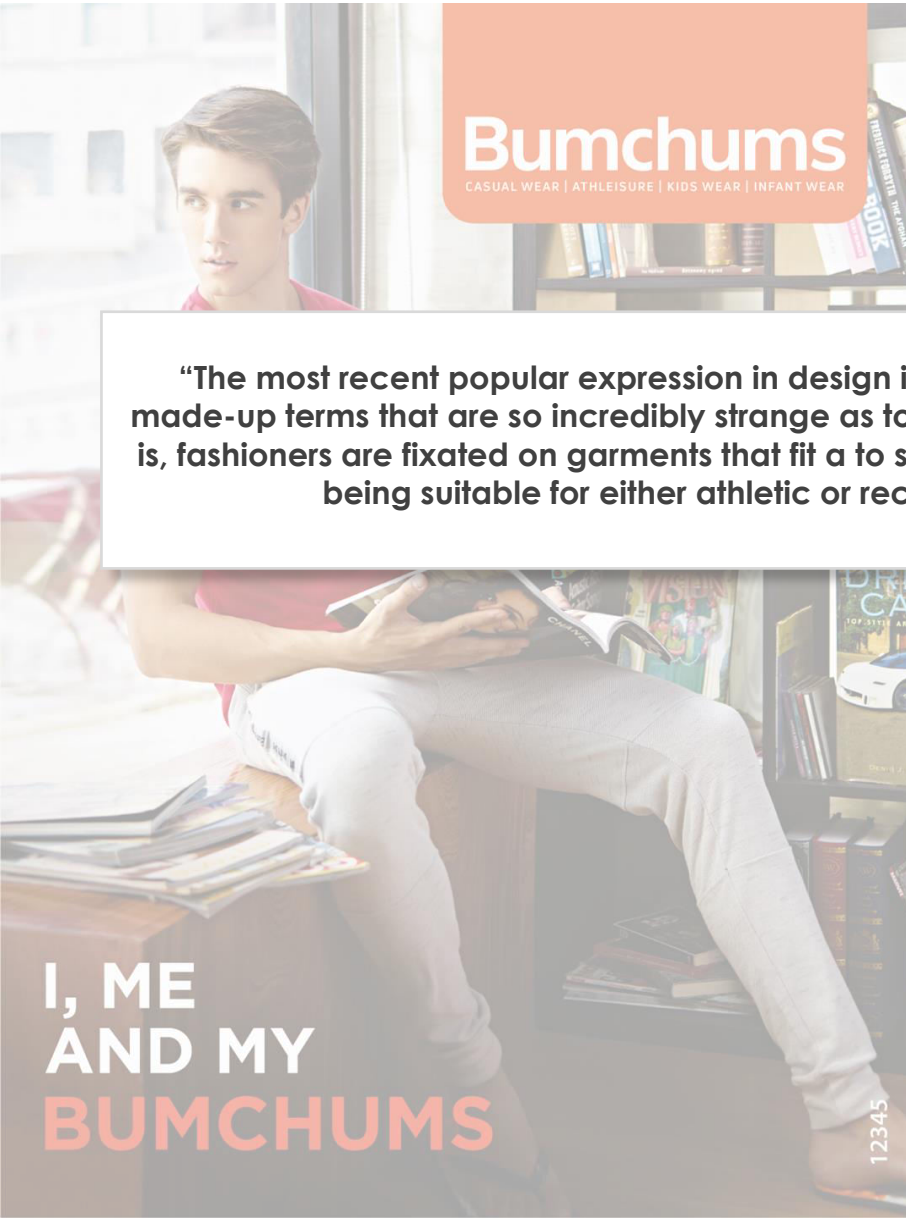
- Fruit of the Loom is positioned within the large, fast growing mass-premium category, providing significant room to create scaled-up brands, comparable to the value segment
- Aim is to make premium innerwear based on comfort accessible to the consumer and become the by word for the category
- Given its premium positioning, follows an aggressive distribution led strategy; extensive presence across 3,280 retail touchpoints (MBO's) along with a strong online focus
- Company targets expansion into 30,000+ doors in the next 3-5 years

Premium + Super Premium*
(% of revenue)



* Includes FCUK, Fruit of the Loom and M Series

2. Reinforcing high growth segments – Athleisure



“The most recent popular expression in design is "athleisure," one of those made-up terms that are so incredibly strange as to be flawlessly illustrative. That is, fashioners are fixated on garments that fit a to some degree general class of being suitable for either athletic or recreation interests”

Range for Men, Women and Kids

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

High Growth Potential in Active / Thermal Wear
Health and lifestyle focused
Active wear segment
industry has grown by ~13% CAGR since 2011

Athleisure - Anything from active leisure wear to workout clothes

Winterwear - From lounge wear and full sleeve t-shirt to classic stylish hoodie

2. Reinforcing high growth segments – Womenswear



- 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
- Variety of leggings, crafted from unique 4D cotton stretch fabric for added comfort
- Available in 250+ colours for all sizes
- Outerwear consist of Western Kurti pants, Palazzo pants and Knitted pants. Crafted from high quality cotton, blended with elastane that allows free movement for daily wear

Softline

Plans to scout for opportunities in Women Wear to develop brand capabilities, manufacturing ability or distributional reach

3. Reinforcing high growth segments – Thermal wear



THERMOCOT

Your 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

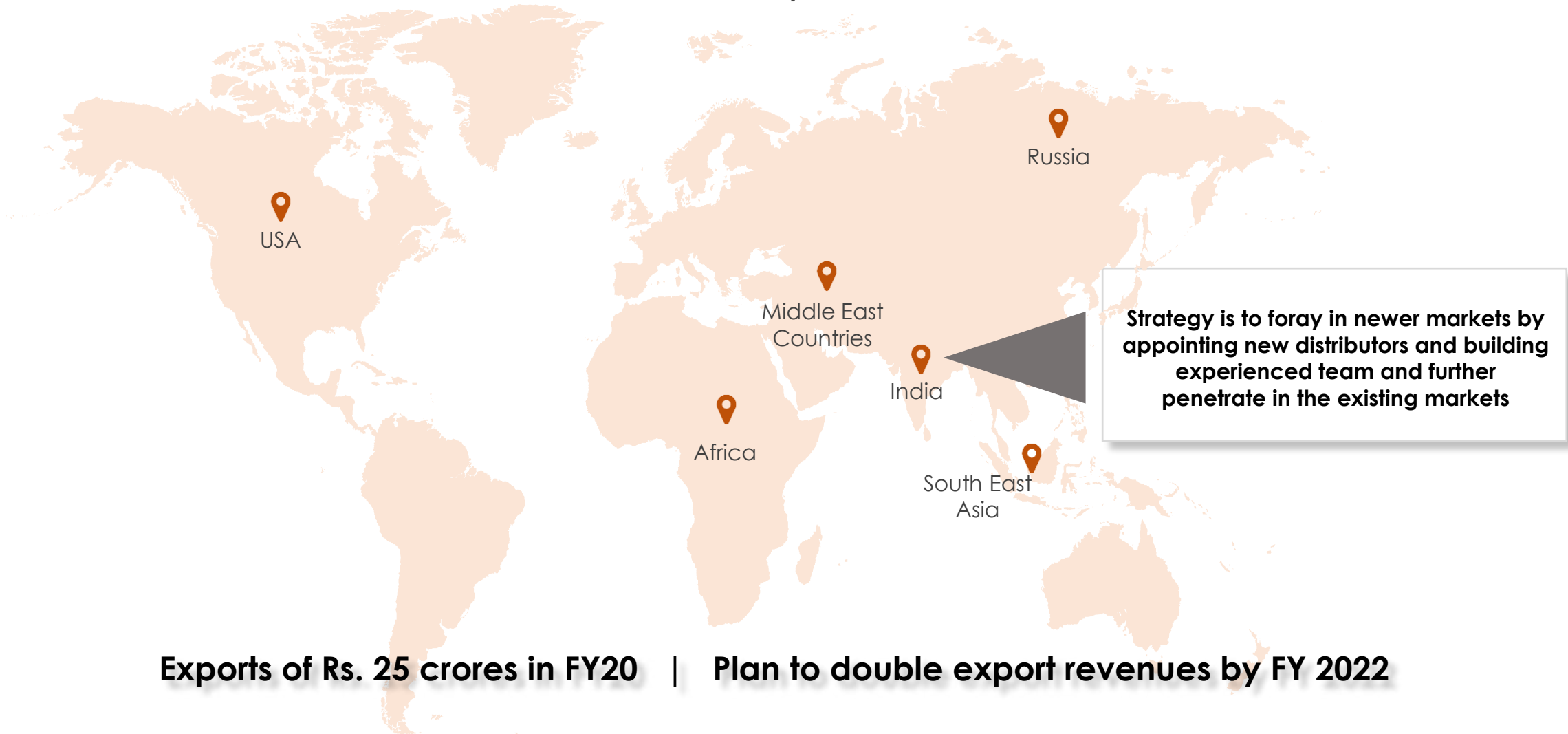
Available in a variety of exciting colours, trendy styles and all sizes, it is ideal for every member of the family

So stylish yet thin that you can step out in your Torrido for morning jogs or even wear it under the shirt for a business meeting

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

4/5. Focus on Exports and new markets

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



Exports of Rs. 25 crores in FY20 | Plan to double export revenues by FY 2022

6. Excellence is all about Simplifying and Optimising



Better control on prices with well-defined margins for distributors and retailers

Better inventory management with mapping of primary and secondary sales

Improving inventory turnover with support to distributors and direct interaction with retailers

Increase sales through increasing presence and availability at retail counters of all the SKUs

7. Prudent investing to drive business forward

MODERN RETAIL TRADE

Currently have 150+ stores

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
- > Become a secondary sales driven company, investing on Brand staff

Future Plan:

- > To have presence through 300 counters in the next 2 years



EXCLUSIVE BRAND OUTLETS

Currently have 11 stores

Strategy:

- > Create small to mid sized Franchise 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 7-10 stores in next 1 quarter
- > To roll out 150 more EBOs in the next 2 years



ONLINE PORTALS

Present on all e-commerce sites

Strategy:

- > E-commerce Industry is expected to grow double by 2022 (\$50 Billion)
- > Develop a robust tech-based warehouse infrastructure to support Pure Play Market Place business Model
- > Develop packs /Combos based on requirements

Future Plan:

- > Enhance brand visibility through increasing online presence



Different modern retail formats and e-commerce platform offer significant opportunities to propel growth

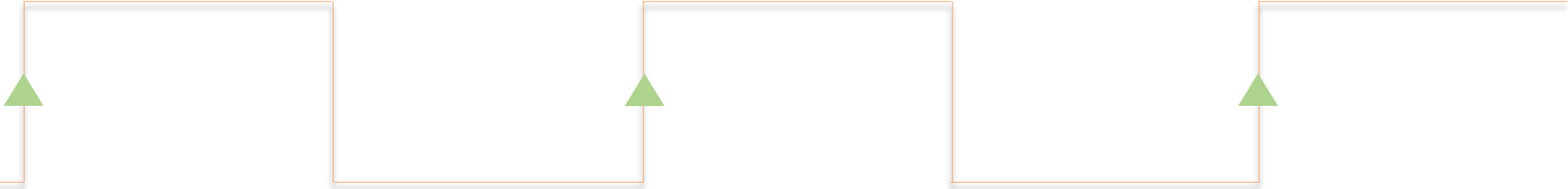
Substantial opportunity to drive growth



Increasing income levels and high spending power

Growth in penetration of organized retail

Increasing penetration of electronic media leading to branded products

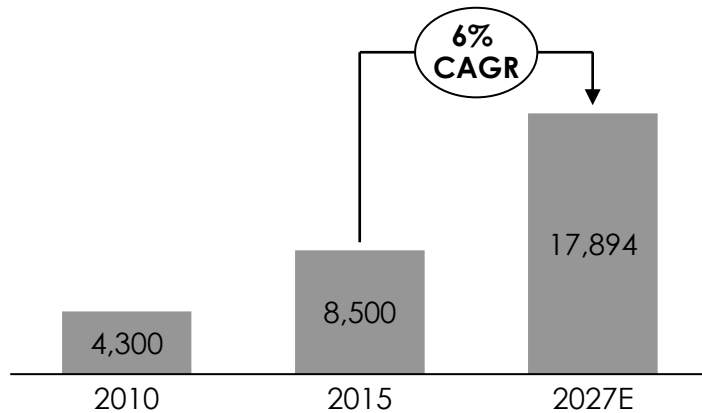


Emergence of purpose-specific innerwear (sporty, casual, fashionable) widening the Market

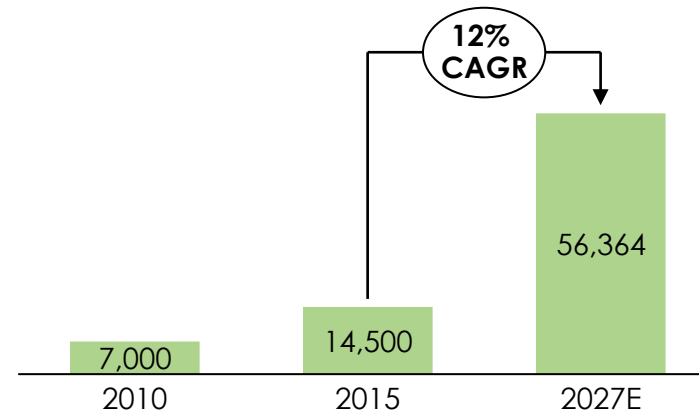
Growing urbanization

Changing Fashion Trends

Men Category (Innerwear Industry)



Women Category (Innerwear Industry)



Rs. In Crs



Providing Safe Drinking Water

More than 400 water filters and coolers installed at public places



Donating Blankets to the needy



Supporting the Meritorious Students

Rewarding the meritorious students, especially the underprivileged children in the society



Promoting overall development of the Girl Child

Promoting Girl Child Education



SHALINI WALK 2020
8th March 2020

Assembly point: Duckback House, 41 Shakespeare Sarani, Kolkata 71

International Women's Day

Event Coverage

Commemorating the International Women's Day on March 8, more than 220 Shalinis, took out a rally from our Duckback House office to AC Market. The energy and zeal of the young brigade was exemplary as they, strode forth brandishing feisty banners and placards that deftly conveyed the most poignant of messages and brought home the critical issues of gender equality, women empowerment and equal opportunities. Decked up in pink, a quintessential colour that celebrates womanhood, the girls took to the roads in a carpe diem fashion.

Our long time partner Rupa and Co. Ltd. provided the pink tees and white caps making the event a delight for everyone. Support from Kolkata Police who ensured a safe and secured road for the girls, was extremely heartening.

This year marked the beginning of a long journey and we have miles to go....



Contribution towards Annamitra

Providing Food to the needy children

Donation to the Tribal Society

Upliftment of all from the Tribal society





Providing Food Ration



Providing CoVID Beds



Supporting the Mid-Day Meal Project by ISKCON

Providing Food during CoVID





Providing education and vocational training to the underprivileged students

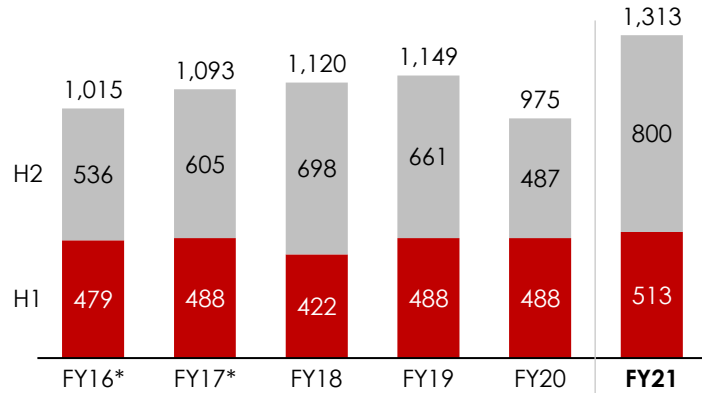


HISTORICAL FINANCIALS

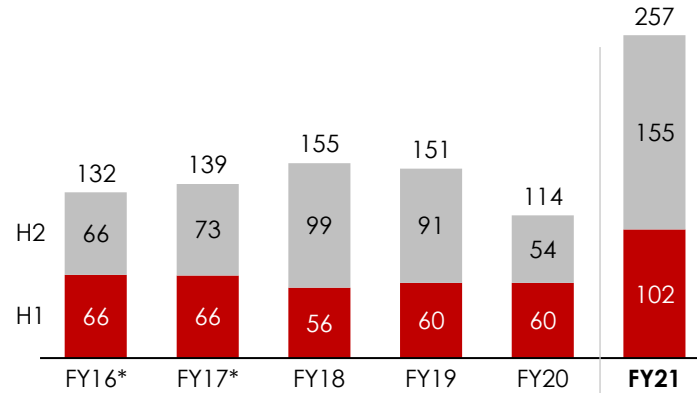
Historical Financials - Consolidated



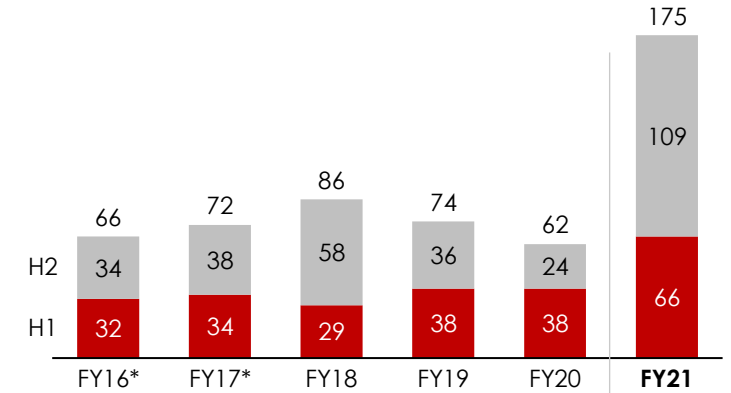
Revenue (Rs. In Cr)



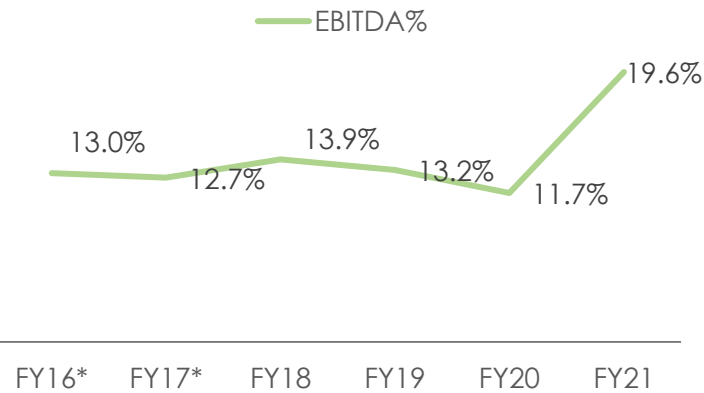
EBITDA (Rs. In Cr)



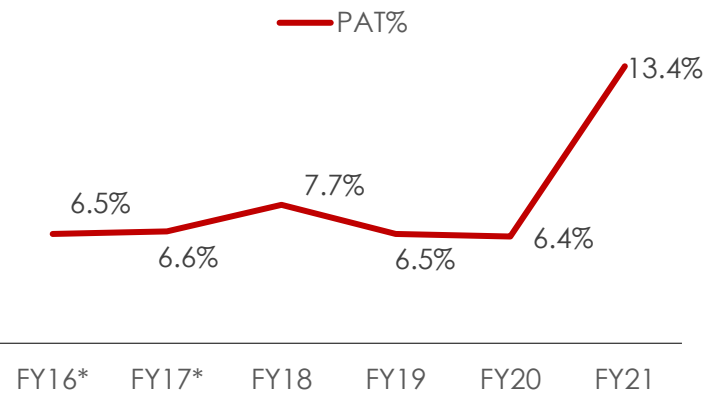
PAT (Rs. In Cr)



EBITDA Margin



PAT Margin

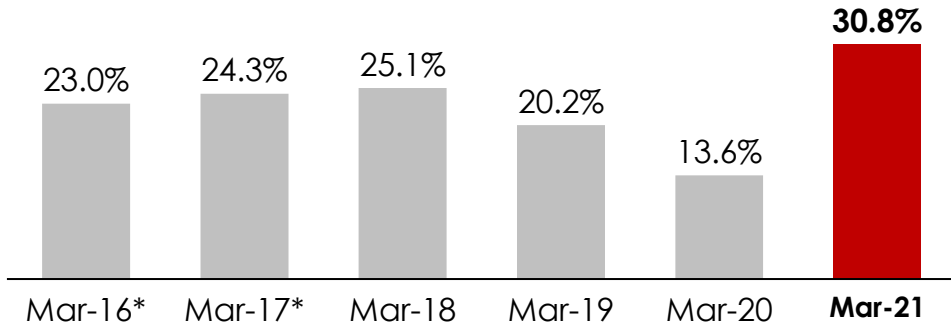


* Financials for FY16 and FY17 are Pre-IND AS

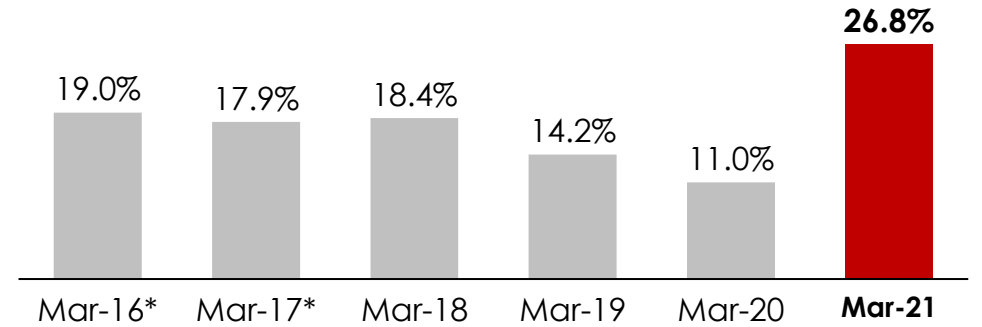
Historical Financials - Consolidated



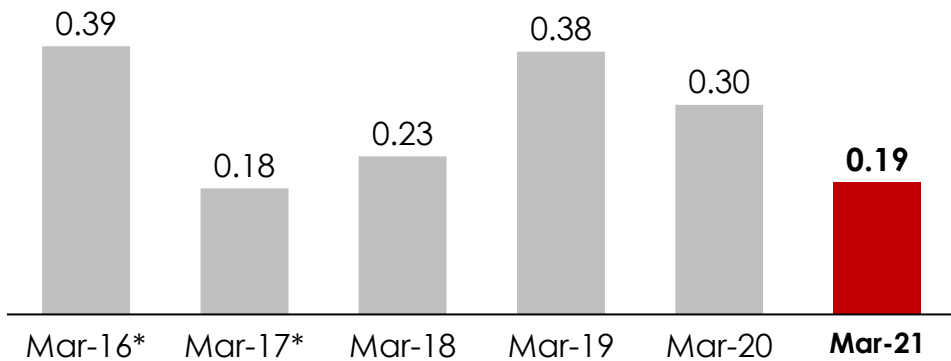
RoCE %



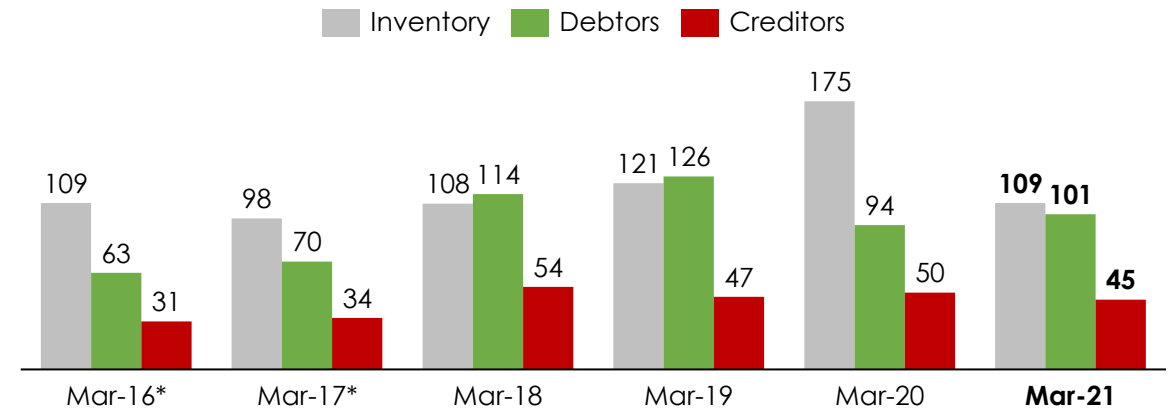
RoE %



Debt to Equity



Working Capital (Days)

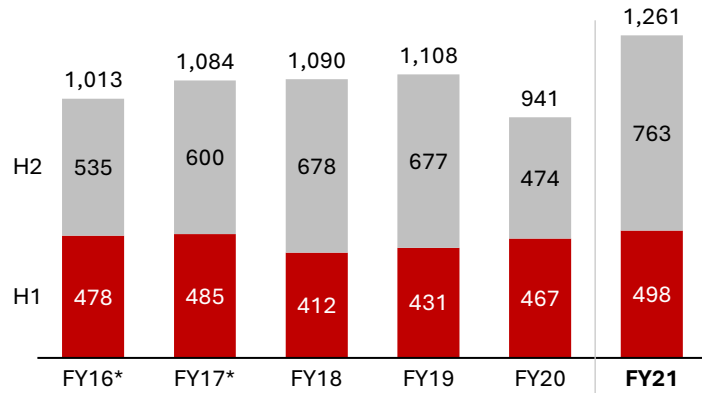


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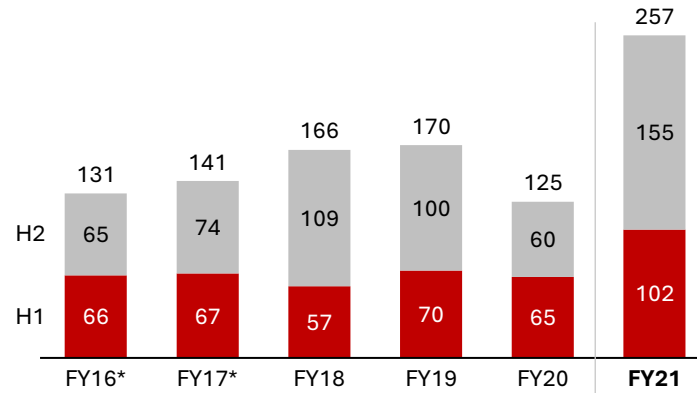
Historical Financials - Standalone



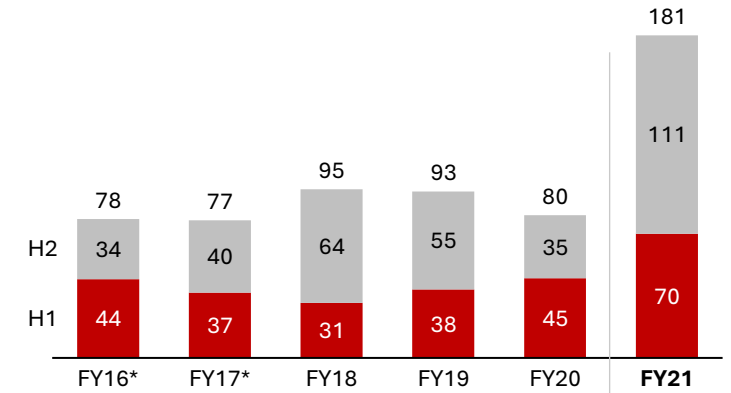
Revenue (Rs. In Cr)



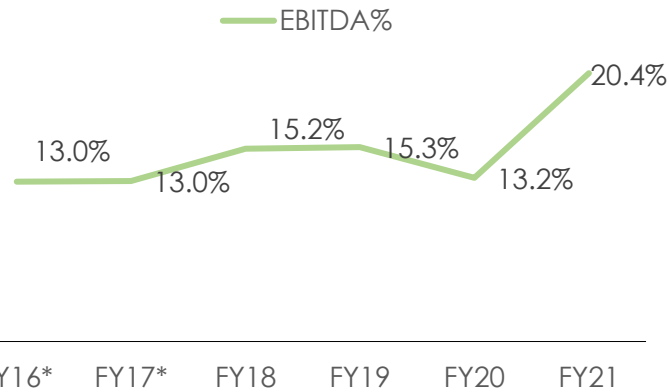
EBITDA (Rs. In Cr)



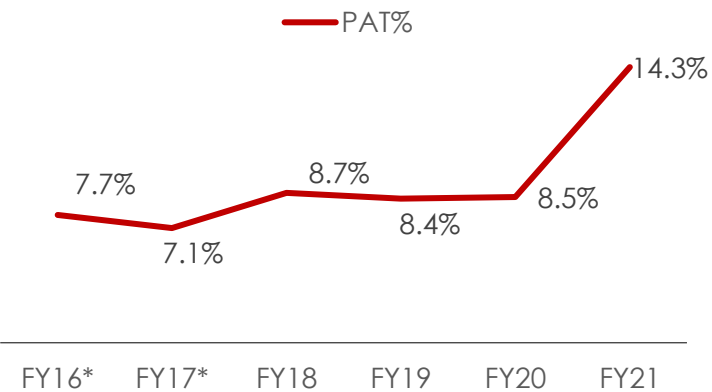
PAT (Rs. In Cr)



EBITDA Margin



PAT Margin

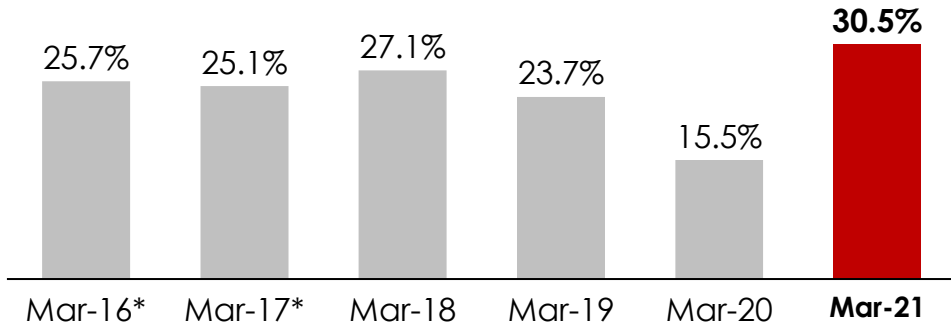


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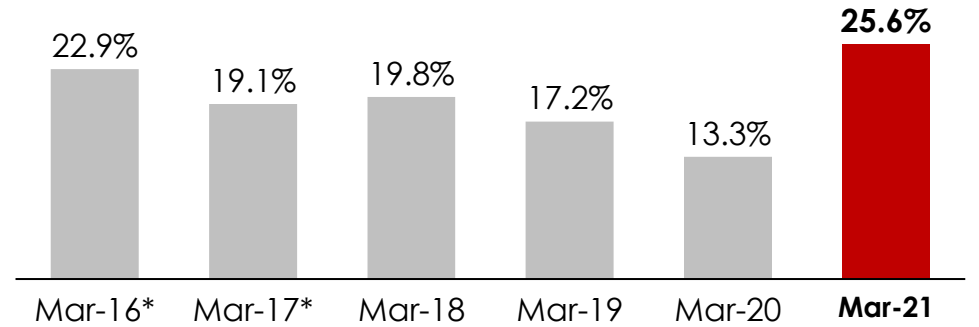
Historical Financials - Standalone



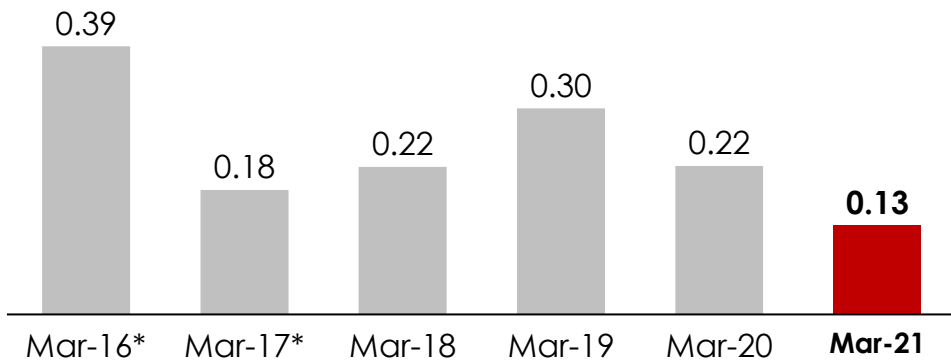
RoCE %



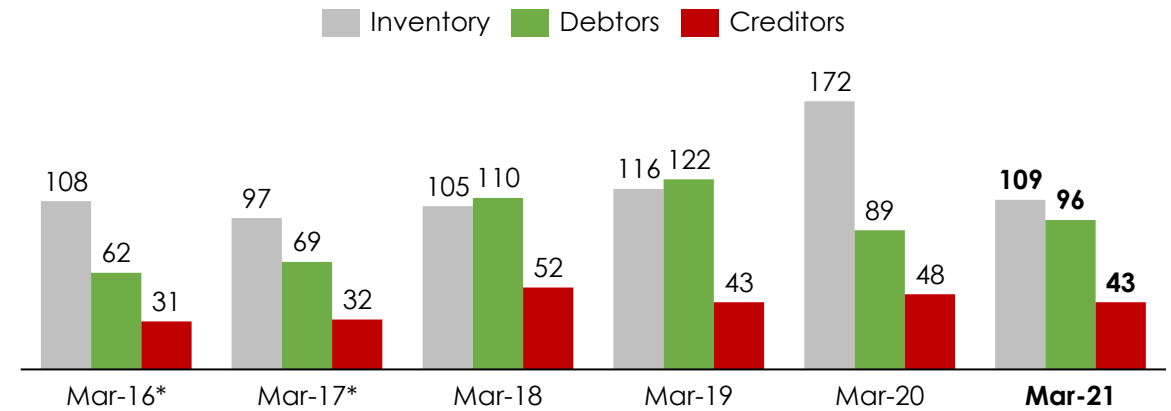
RoE %



Debt to Equity



Working Capital (Days)



* Financials for FY16 and FY17 are Pre-IND AS

Sharing profits consistently



Payout as a % of Profits

24.5%

30.1%

32.1%

33.2%

30.3%

27.7%

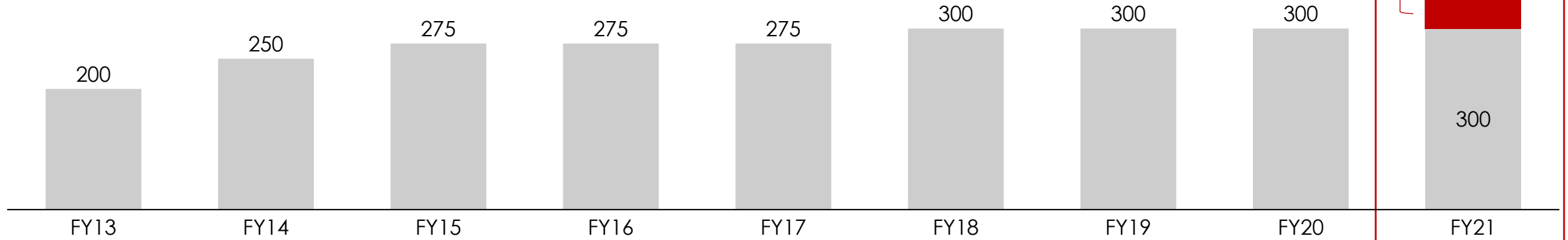
32.2%

38.6%

22.7%

Dividend % of FV

Mark of gratitude to our shareholders during the pandemic:
Special Dividend of Rs. 2/- per equity share



Consistently sharing over 20% - 30% of the profits as Dividend to shareholders



THANK YOU

Company:



CIN: L17299WB1985PLC038517

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FRONTLINE
PREMIUM INNERWEAR

MACROMAN 
SERIES

Bumchums
FUN IT UP

TORRIDO
Premium Thermals

EURO
FASHION INNERS

foot line

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