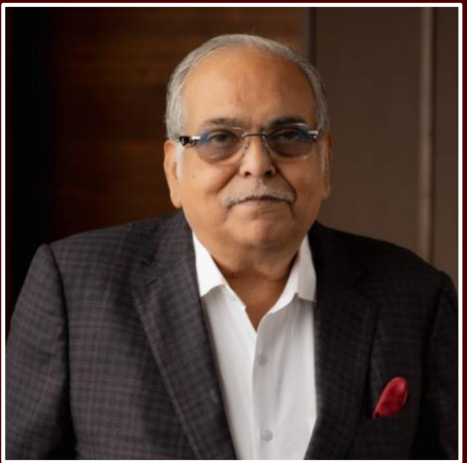
FASHIONING INDIA SINCE 1968

Investor Presentation | Q1 FY27



In Memoriam – A Tribute to

Mr. Ashok Bhandari

It is with deep sadness that we inform you of the passing of Mr. Ashok Bhandari, Non-Executive Independent Director of the Company, on August 03, 2026. Mr. Bhandari had been associated with the Company since August 10, 2018, serving as Chairman of the Audit Committee and the Nomination & Remuneration Committee.

A veteran finance professional, he was widely respected for his knowledge, wisdom, and integrity. His guidance and valuable advice played an important role in the Company's growth and progress. He earned the respect and admiration of the Board, the management, and everyone who had the privilege of working with him. His passing is a great loss to the Company. On behalf of the entire Rupa family, we extend our heartfelt condolences to all his loved ones. Our thoughts and prayers are with them during this difficult time.

May his soul rest in eternal peace.

Safe harbor

This presentation has been prepared by and is the sole responsibility of **Rupa & Company Limited (the "Company").** By accessing this presentation, you are agreeing to be bound by the trailing restrictions.

This presentation does not constitute or form part of any offer or invitation or inducement to sell or issue, or any solicitation of any offer or recommendation to purchase or subscribe for, any securities of the Company, nor shall it or any part of it or the fact of its distribution form the basis of, or be relied on in connection with, any contract or commitment thereof. In particular, this presentation is not intended to be a prospectus or offer document under the applicable laws of any jurisdiction, including India. No representation or warranty, express or implied, is made as to, and no reliance should be placed on, the fairness, accuracy, completeness or correctness of the information or opinions contained in this presentation. Such information and opinions are in all events not current after the date of this presentation. There is no obligation to update, modify or amend this communication or to otherwise notify the recipient if the information, opinion, projection, forecast or estimate set forth herein, changes or subsequently becomes inaccurate.

Certain statements contained in this presentation that are not statements of historical fact constitute "forward-looking statements." You can generally identify forward-looking statements by terminology such as "aim", "anticipate", "believe", "continue", "could", "estimate", "expect", "intend", "may", "objective", "goal", "plan", "potential", "project", "pursue", "shall", "should", "will", "would", or other words or phrases of similar import. These forward-looking statements involve known and unknown risks, uncertainties, assumptions and other factors that may cause the Company's actual results, performance or achievements to be materially different from any future results, performance or achievements expressed or implied by such forward-looking statements or other projections. Important factors that could cause actual results, performance or achievements to differ materially include, among others: (a) our ability to successfully implement our strategy, (b) our growth and expansion plans, (c) changes in regulatory norms applicable to the Company, (d) technological changes, (e) investment income, (f) cash flow projections, and (g) other risks.

This presentation is for general information purposes only, without regard to any specific objectives, financial situations or informational needs of any particular person. The Company may alter, modify or otherwise change in any manner the content of this presentation, without obligation to notify any person of such change or changes. Figures for the previous period/year have been regrouped and / or reclassified to conform to the classification of current period wherever necessary.

TABLE OF CONTENTS

RUPA Jon | RUPA FRONTLINE | RUPA Bumchums | RUPA EURO | MACROMAN | MACROWOMAN | Zenzi | RUPA THERMOCOT

RUPA TORRIDO | COLORS BY RUPA | RUPA softline | RUPA FOOTLINE SOCKS | Peek a boo Newborn & Infant Wear | RUPA rainsuit | FEMMORA

Q1 FY27 Result Highlights

Management commentary

Commenting on the financial performance Mr. Vikash Agarwal - Whole Time Director, said,

“The Company delivered a steady performance during the quarter, with revenue growing by ~10%, supported by healthy consumer demand and improving momentum across key categories. Growth was supported by healthy volume traction, particularly in the Value segment, providing a positive start to FY27. Going forward, the management remains focused on broadening growth beyond the Value segment, while progressively improving the portfolio mix and realisations to enhance the quality and sustainability of growth.

Exports contributed 4% to overall revenues, while Modern Trade, including e-commerce, contributed 5% during the quarter. Both channels continue to gain traction and provide meaningful opportunities to further scale the Company’s market presence and expand its reach.

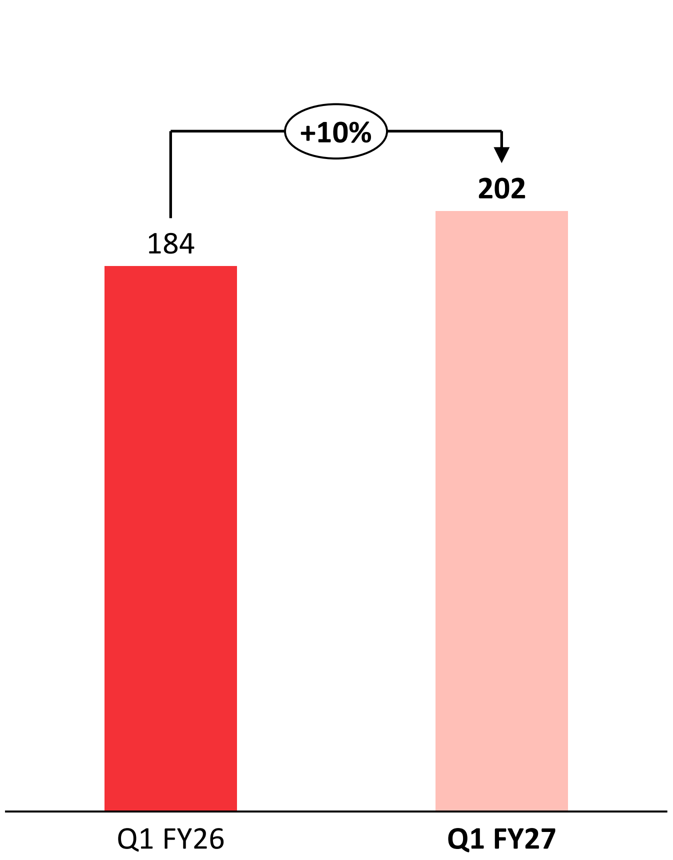
EBITDA stood at ₹15.7 crore, with an EBITDA margin of 7.8%, supported by stable operating performance. The Company maintained a net cash surplus of ₹7 crore as at June 2026, reflecting its continued focus on liquidity discipline and financial flexibility.

Yarn prices are currently on an upward trajectory, creating a favourable pricing environment for the Company. While competitive intensity remains elevated, the Company continues to adopt a calibrated pricing approach, with the objective of progressively translating the favourable pricing environment into improved realisations and margins.

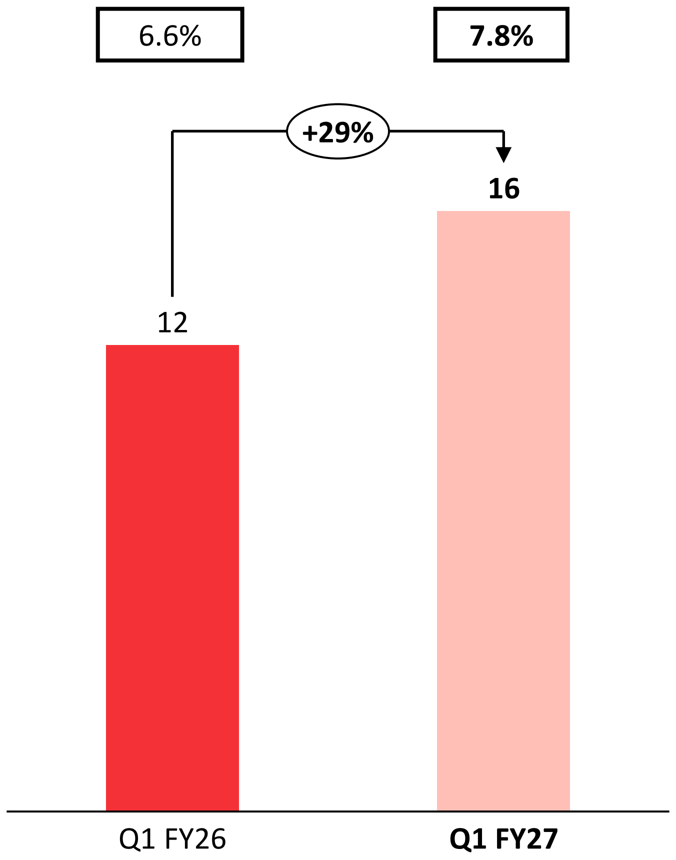
With healthy volume momentum, expanding channels, disciplined cost management and an improving pricing environment, the Company remains focused on delivering sustainable growth, strengthening profitability and creating long-term value for shareholders.”

Q1 FY27 financial highlights

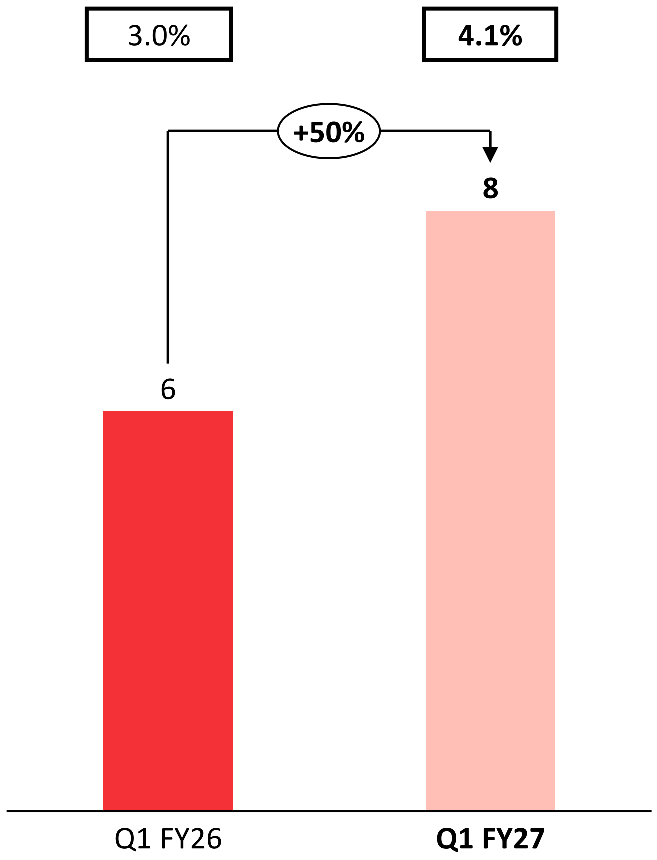
Revenue



EBITDA



PAT



Q1 FY27 performance highlights

Revenues in Q1 FY27 stood at
Rs. 202.4 Cr

EBITDA for the quarter stood at
Rs. 15.7 Cr

In Q1 FY27, PAT stood at
Rs. 8.3 Cr

Volume growth in Q1 FY27 stood at ~**10%**

Modern Trade including E-commerce contributed **5%** to the Revenues in Q1FY27

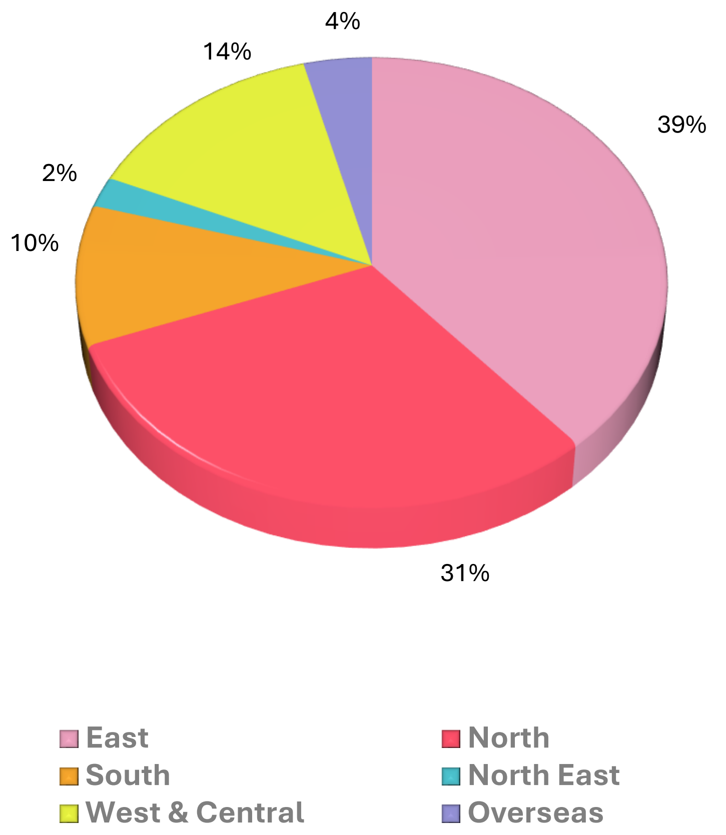
Exports contributed **4%** of the revenues in Q1FY27

Net Working Capital Jun’26:
Rs. 868 Cr vs 854 Cr in Mar’26

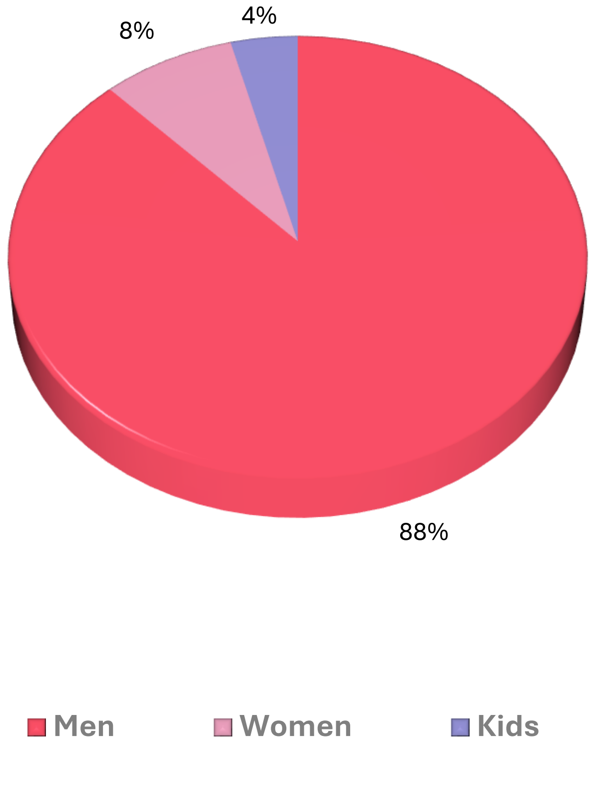
Net Cash Surplus stands at
Rs. 7 Cr as on Jun’26

Sales mix – Q1 FY27

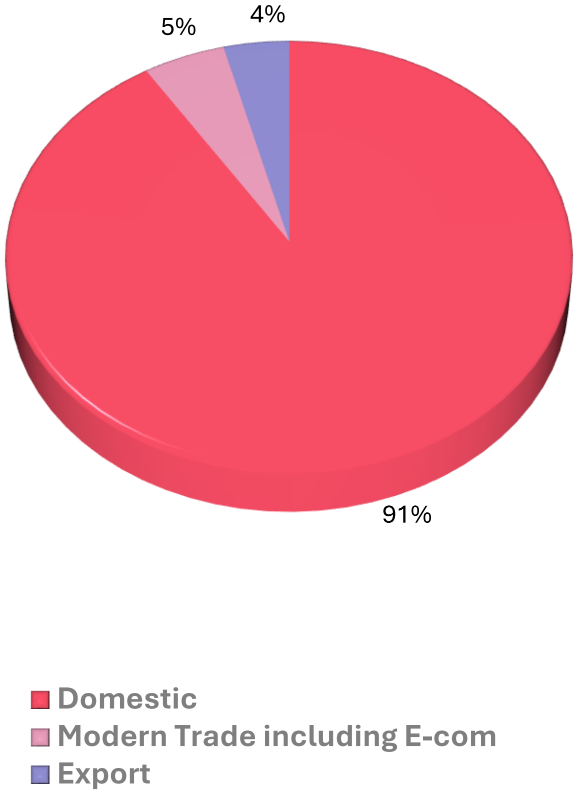
Region-wise



Gender-wise



Trade Segment-wise



Consolidated profit & loss statement

Particulars (Rs. Cr)	Q1 FY27	Q1 FY26	Y-o-Y%	Q4 FY26	Q-o-Q%	FY26
Revenue from Operations	**202.4**	**183.9**	**10.1%**	**441.5**	**-54.1%**	**1,259.1**
Total Raw Material	50.3	45.3		228.4		591.5
Sub-Contract Expenses	76.4	69.2		89.0		303.9
Gross Profit	**75.7**	**69.4**		**124.1**		**363.7**
Gross Profit Margin (%)	**37.4%**	**37.7%**		**28.1%**		**28.9%**
Employee Expenses	16.7	15.5		16.8		65.8
Other Expenses	43.3	41.7		52.3		182.6
EBITDA	**15.7**	**12.2**	**29.1%**	**55.0**	**-71.4%**	**115.3**
EBITDA Margin (%)	**7.8%**	**6.6%**		**12.5%**		**9.2%**
Other Income	5.4	5.4		6.1		22.9
Depreciation	3.8	3.7		3.8		15.0
EBIT	**17.3**	**13.9**		**57.3**		**123.2**
Finance Cost	5.1	4.8		5.6		19.8
PBT before Exceptional Item	**12.2**	**9.1**		**51.7**		**103.4**
Exceptional Items	-	1.6		2.9		5.6
Profit before Tax	**12.2**	**7.5**		**48.8**		**97.8**
Tax	3.9	2.0		12.7		25.3
Profit after Tax	**8.3**	**5.5**	**50.2%**	**36.1**	**-77.1%**	**72.5**
PAT Margin (%)	**4.1%**	**3.0%**		**8.2%**		**5.8%**
EPS	1.0	0.7		4.6		9.1

Company Overview

#1 undisputed knitwear Indian brand...

7,00,000+
Finished goods pieces per day

1,50,000+
Retail Outlets

9,000+
SKUs

1,500+
Dealers

100+
Registration of trademark's both Nationally & Internationally

10+
Brands

...with 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

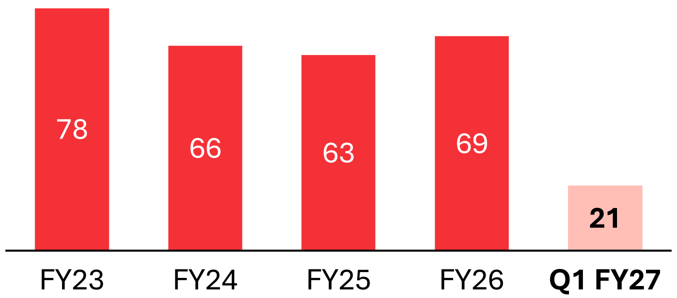
2021 - 2022
Achieved highest ever Revenue & PAT since inception
Awarded Best Annual Report

2023 - 2024
Rank 1 in CSR Category at ICC Corporate Governance & Sustainability Vision Awards 2024

Star studded line-up of brand ambassadors

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

Brand Development Cost (Rs. Cr)



Advertisement & Branding Expense constitutes **10.5% of Revenues** in Q1 FY27

Awards & accolades

Rank 1 in CSR Category at ICC Corporate Governance & Sustainability Vision Awards 2024

Brand edge Award for Best Practices - Annual Report 2022 Design

Most Promised Digital Presence in Retail and E-commerce at National Achievers Awards

The Iconic Platinum Award for best Branded Content Campaign

Most Trusted Award - 2022 in category of Fashion - Innerwear and Outerwear

Our prominent leaders…

Mr. Prahlad Rai Agarwala

Chairman & Whole Time Director

Mr. Ghanshyam Prasad Agarwala

Vice Chairman

Mr. Kunj Bihari Agarwal

Managing Director

Mr. Ramesh Agarwal

Whole-time Director

Mr. Mukesh Agarwal

Whole-time Director

Mr. Vikash Agarwal

Whole-time Director

Mr. Rajnish Agarwal

President

..with strong composition of eminent board of directors..

Mr. Sumit Malhotra

Independent Director

Mr. Sunil Rewachand Chandiramani

Independent Director

Mr. Joginder Pal Dua

Independent Director

Mr. Arvind Baheti

Independent Director

Mr. Vijay Chibber

Independent Director

Mrs. Mamta Binani

Independent Director

..supported by experienced management team..

Mr. Niraj Kabra

Executive Director

Mr. Sumit Khowala

Chief Financial Officer

Mr. Sourav Das

Chief Digital & IT Officer

Mr. Arihant Kumar Baid

VP - Finance

Mr. B. K. Singh

GM – Dyeing

Mr. J. Rajendra Singh

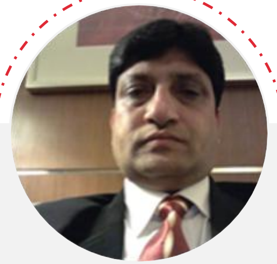
GM– Production

Mr. Anubrata Chatterjee

GM – HR

..strengthening the sales team

Mr. Kaushik Acharjee
National Sales Head (Vice President)



Mr. Sunil Biyani
Head - Exports

Mr. Aalok Singh
Ecommerce Head

Mr. Randhir Singh Jolly
GM– Large Format Stores

Business Model

Strategic brand positioning across price segments

Bouquet of Brands across Price Segments

Brands for Men	Brands across all Users (Men + Women + Kids)	Brands for Women
MACROMAN	Premium Segment	MACROWOMAN
Zenzi, FRONTLINE, MACROMAN ORIGINAL	Mid-Premium Segment: EURO, COLORS, FOOTLINE, TORRIDO, Bumchums, rainsuit, Peek-a-boo, THERMOCOT	Softline, FEMMORA
	Economy Segment: RUPA, Jon	

Broad & unparalleled product portfolio

	Category	
Bermudas, T-shirts	**Athleisure**	Leggings & Causal Wear, Socks
Vests/ Upper	**Thermal Wear**	Lowers
Brief / Drawer, Vest / Upper	**Innerwear**	Lingerie, Lowers

"Rupa overhauls its portfolio compatible with evolving market requirements."

Integrated and efficient manufacturing process

Product Design & Development

Product Design & Development

Knitting → Processing / Dyeing & Bleaching → Cutting → Stitching

Logistics & Distribution

Warehousing → Distribution

Critical Processes done in-house

Invest extensively in manufacturing integration and scale

Up-gradation and replacement of old machines as and when required

Critical Processes done in-house

Outsourcing labour intensive processes helps keep our asset base and employee base light

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

Our state-of-the-art manufacturing facilities

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

Domjur (West Bengal)

Tirupur (Tamil Nadu)

Bengaluru (Karnataka)

Ghaziabad (NCR)

7,00,000+ Finished Goods per day	**9,000+** SKUs
3 tons/day Yarn Dyeing	**25** tons/day Fabric Dyeing

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

Growth Initiatives

Recent strategic initiatives

- Focus on high margin business
- Rapid expansion in high potential areas
- Investing & expanding modern trade network
- Focus on exports in new emerging markets
- Scaling up Women's & Athleisure Segments

1. Focus on high margin business (1/2)

- 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
- Launched gold collection series under **M-signature** brand in collaboration with famous fashion designer **Rohit Bal**

1. Focus on high margin business (2/2)

- Pioneering Premium Leggings, Lingerie and Outerwear brand with a huge range of wardrobe essentials.
- **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 offering over 250+ colors for all sizes.

- Bumchums range of T-shirts, Bermudas, Tracks and Muscle.
- High Growth Potential in health and lifestyle focused Active wear segment. Industry has grown by ~13% CAGR since 2011

- 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

- Ideal companion during winter months. Now, you can stay warm and stylish in winters.
- A perfect blend of Cotton and Polyster suitable for lowest temperatures

2. Investing & expanding modern trade network

Modern Retail Trade

Current store count: 1500+

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 & Value Large Format stores. Major Focus on Southern India states.

Online Apps & Portals

Strong presence across all leading e-commerce marketplaces

Strategy

- Marketplace expansion – onboarding Myntra, Nykaa & AJIO to widen brand reach
- Building a unified D2C brand website for direct-to-consumer growth
- Strengthening tech backbone – WMS, OMS & SAP integration for real-time inventory & order automation

Future Plan

- To launch Rupa in the global online market Amazon.com
- To leverage & grow in quick commerce channel
- ROI driven AD campaigns & content marketing on e-commerce portals
- To start D2C business across all e-commerce platforms
- Develop ecom-exclusive product lines & dedicated online-only inventory

3. Focus on exports and new markets

UAE | SAUDI ARABIA | KUWAIT | ALEGRIA | INDONESIA | NIGERIA | CONGO | USA | SINGAPORE and many more

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

FY26 Revenue

Rs. 37 crores

ESG & CSR Initiatives

ESG vision & mission

“Weaving together a sustainable future”

Vision

To be one of the most loved knitwear and apparel brands in India; commended for responsible manufacturing and delivering superior customer experience with the best pricing.

Mission

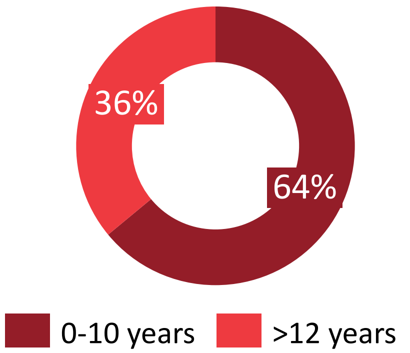
Rupa endeavors to responsibly manufacture products through responsible procurement, innovations in technology, effective utilization of resources and minimum impact on the planet.

Strong board oversight on ESG

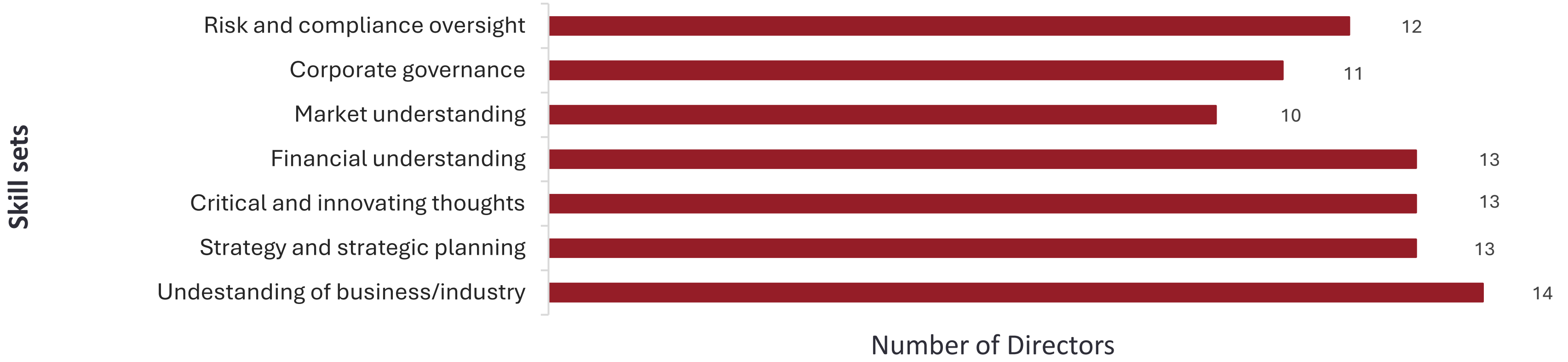
Responsible Governance

- 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 63 years
- Majority independence in the Audit Committee and all members of the Nomination and Renumeration 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



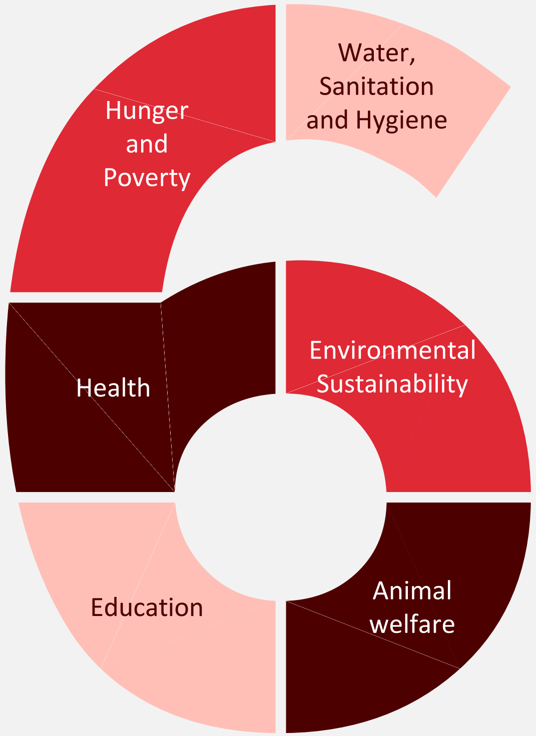
Board Experience



Strengthening our communities

Rupa & Company Limited operates with a strong belief that giving back to the society and contributing towards its sustainable development is every organization's responsibility. The Company and its people are committed to society, ecology and environment.

Our Six CSR Focus Areas



2 ZERO HUNGER

Project Objectives

- Eradication of hunger and poverty
- Eradication of malnutrition in children

3 GOOD HEALTH AND WELL-BEING

Project Objectives

- Providing general healthcare
- Promoting preventive healthcare

4 QUALITY EDUCATION

Project Objectives

- Providing quality education to children

6 CLEAN WATER AND SANITATION

Project Objectives

- Creating access to safe and potable drinking water for all

11 SUSTAINABLE CITIES AND COMMUNITIES

Project Objectives

- Maintenance of cremation ghats and construction of burial ground

15 LIFE ON LAND

Project Objectives

- Construction of cattle sheds and provision of food and care for animals

Key highlights

₹

CSR spent for FY 2025-26:

INR 1.81 Crores

480+ water kiosks

Installed throughout the streets of Kolkata

Glimpses of our CSR activities


Medical and healthcare facility under construction


Offering general preventative healthcare


Provision of mid-day meals


Cancer awareness & detection camp in collaboration with Indian Cancer Society


Animal welfare

Women empowerment


Supporting education


Foundation laid for New Girl's School

Drinking water facility


Computer education

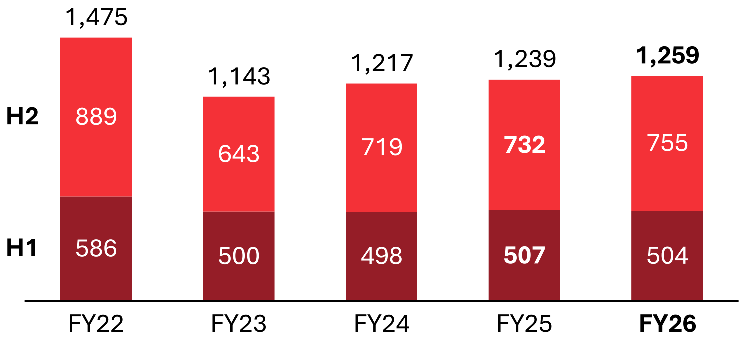

Eye check-up camp


Food distribution programmes

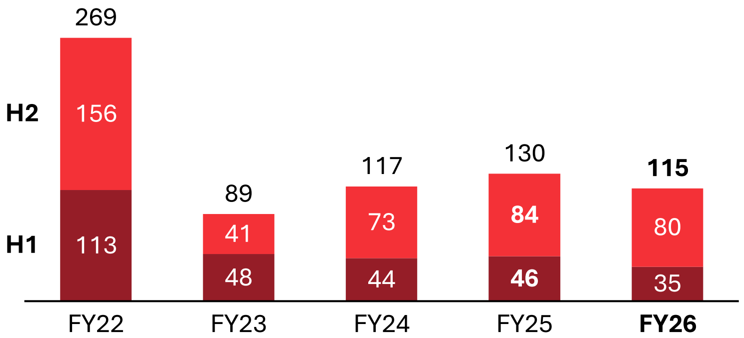
Historical Financials

Historical profit & loss highlights

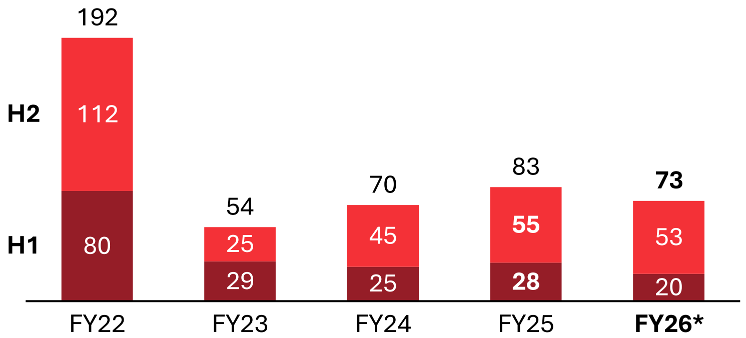
Revenue



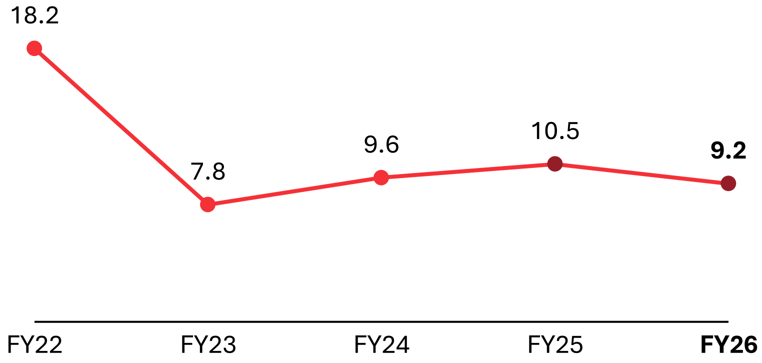
EBITDA



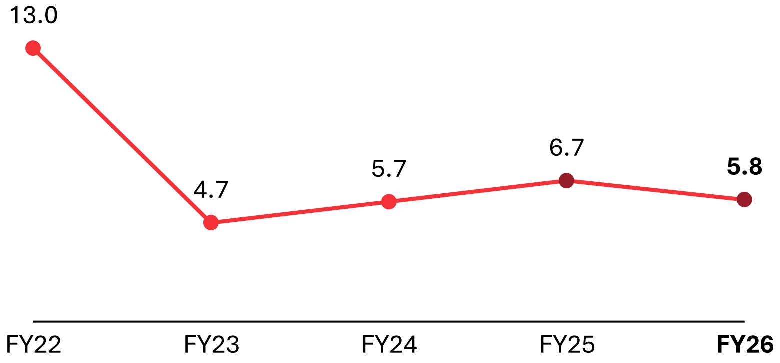
PAT



EBITDA Margins (%)

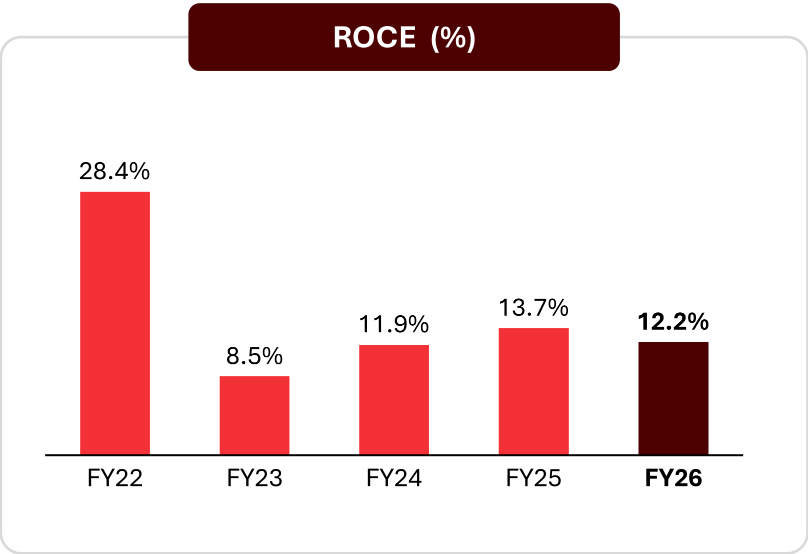


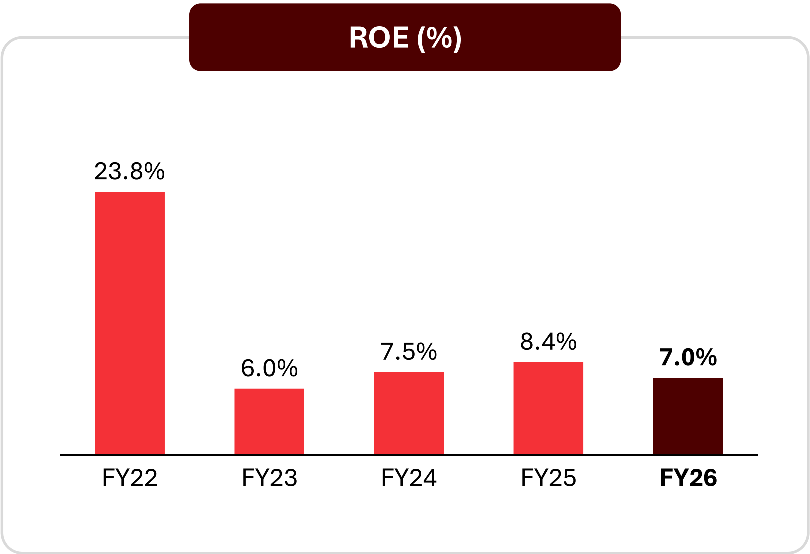
PAT Margins (%)

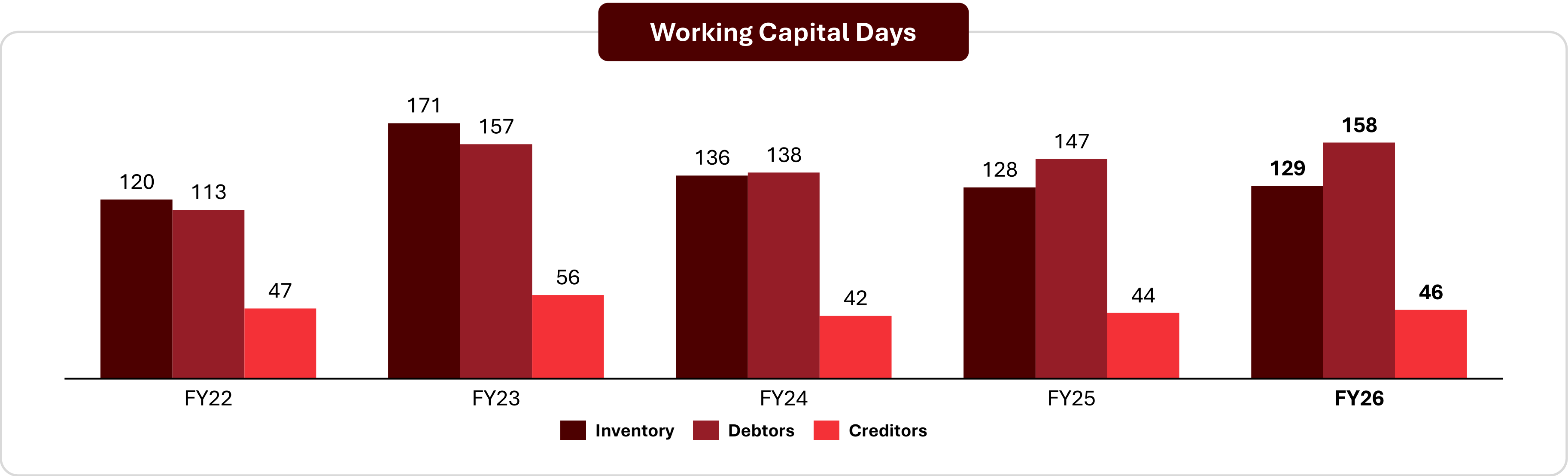


Note: *includes exceptional items (expense) aggregating to Rs 2.9 Cr in Q4 FY26 and Rs. 5.6 Cr in the full year FY26

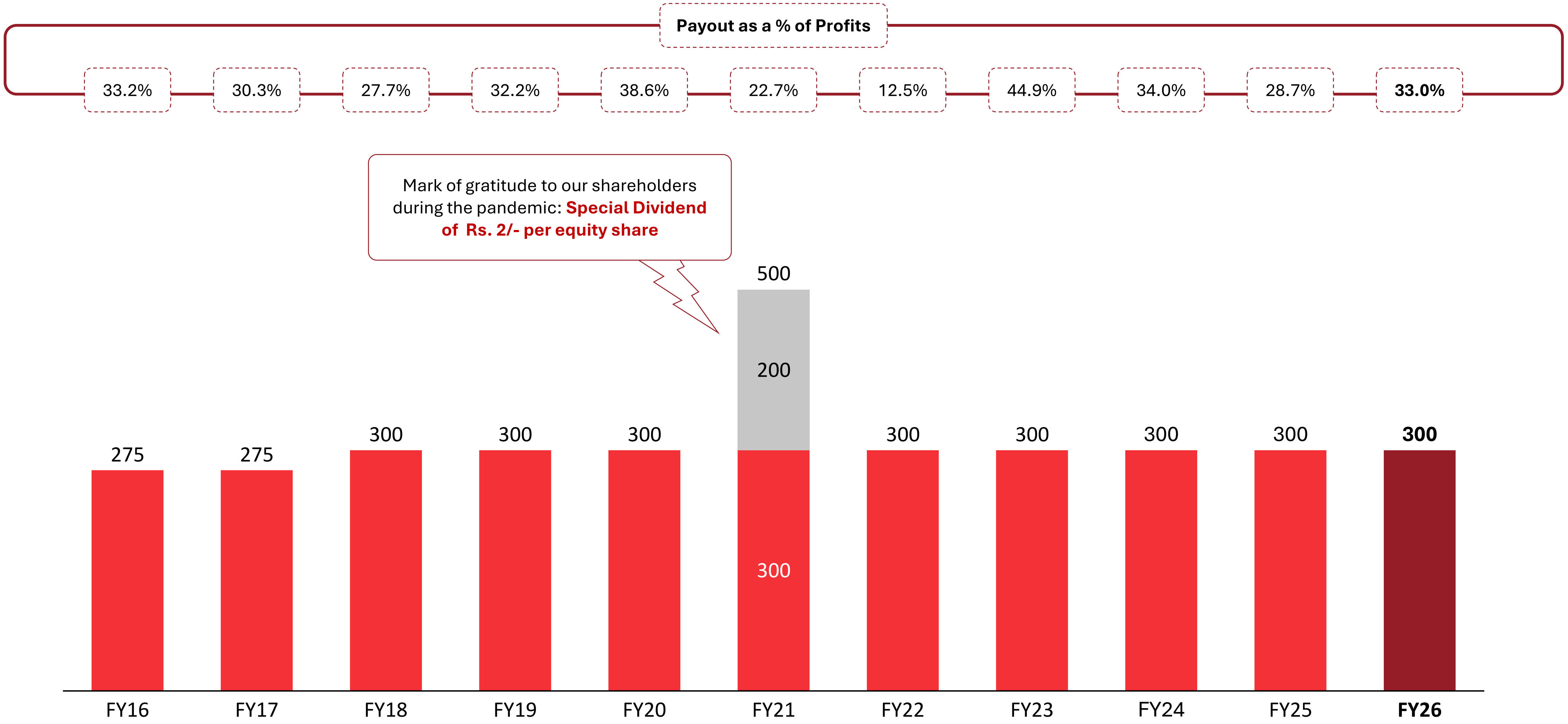
Key financial ratios







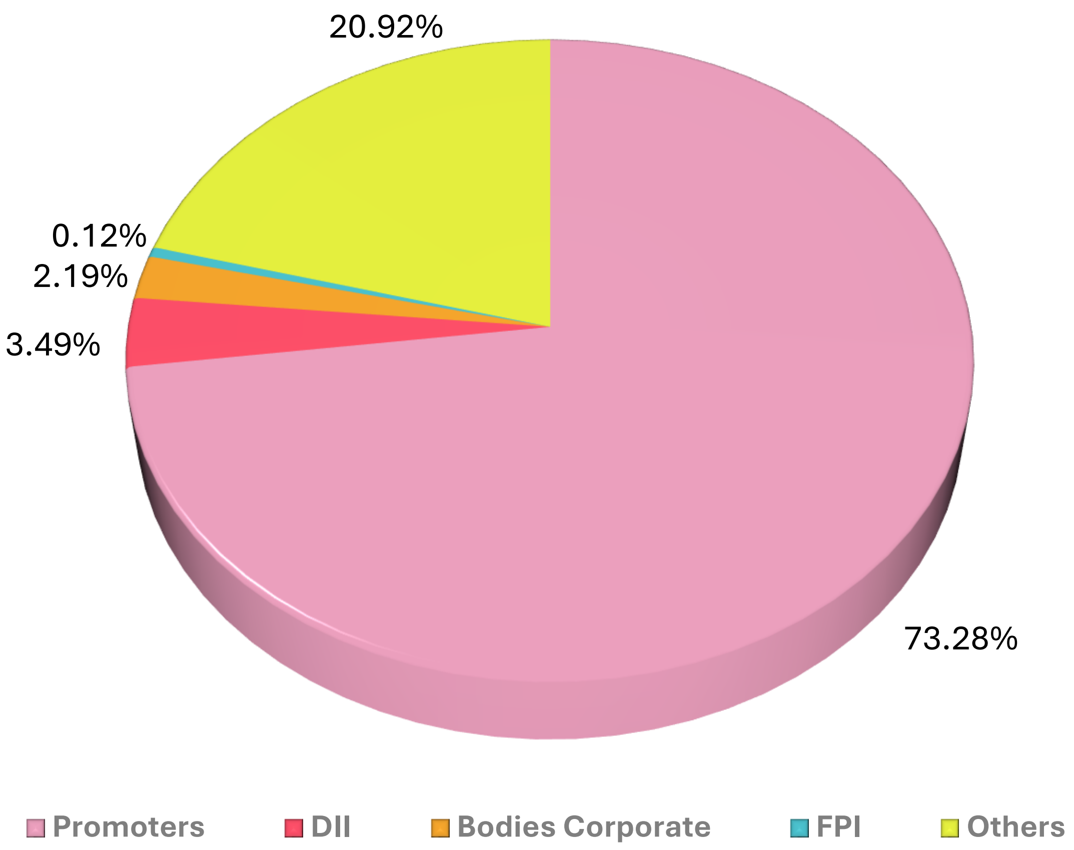
Sharing profits consistently



Consistently sharing the profits in the form of dividend

Shareholding Pattern

Share Information as on 30th Jun 2026	
NSE Ticker	RUPA
BSE Ticker	533552
Market Cap (INR Cr)	1,344
% Free-float	26.7%
Free-float market cap (INR Cr)	359
Shares outstanding	7,95,24,560



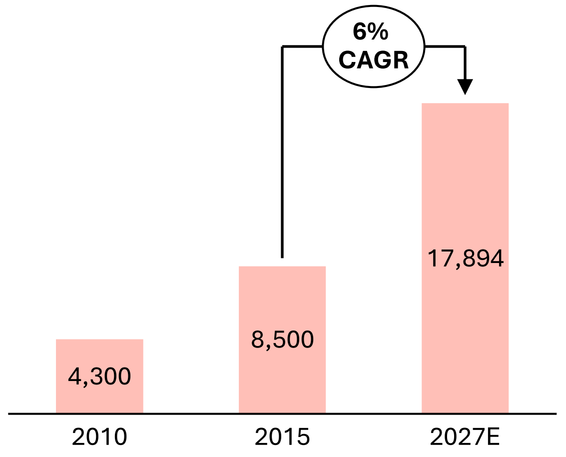
Key Takeaways

Huge industry potential

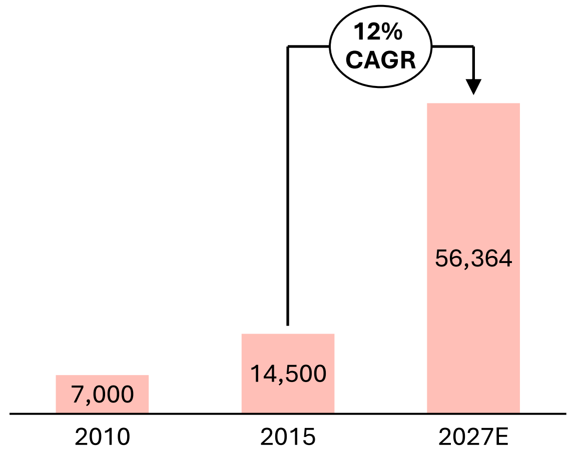
Key Growth Triggers

- 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

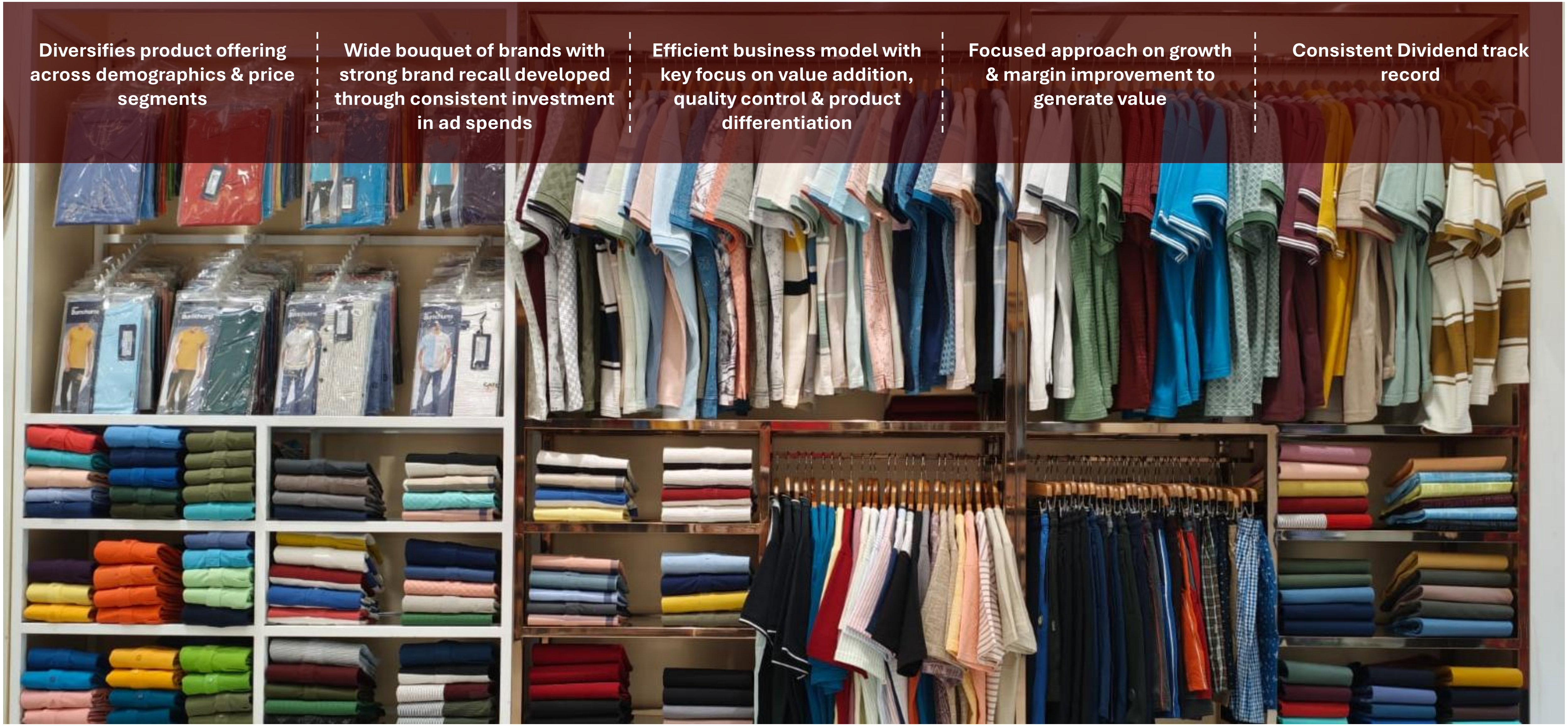
Men's Innerwear Market



Women's Innerwear Market



Rupa & Company Ltd. - key takeaways



- 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
- Focused approach on growth & margin improvement to generate value
- Consistent Dividend track record

Company:

Rupa & Company Ltd.
CIN: L17299WB1985PLC038517

Mr. Sumit Khowala, CFO
sumit.khowala@rupa.co.in

Investor Relation Advisors:

MUFG Intime India Private Limited
A part of MUFG Corporate Markets,
a division of MUFG Pension & Market Services

Mr. Omkar Bagwe
omkar.bagwe@in.mpms.mufg.com

Ms. Pradnya Singh
pradnya.singh@in.mpms.mufg.com

Meeting Request Link

THANK YOU