



RUPA & COMPANY LIMITED

Date: August 12, 2025

National Stock Exchange of India Limited  
Exchange Plaza, 5<sup>th</sup> 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**

**Sub: Disclosure under Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015- Investor Presentation Q1 FY26**

Dear Sir/ Madam,

We are enclosing herewith Investor Presentation on the financial performance of Rupa & Company Limited ('the Company') for the quarter ended June 30, 2025.

The presentation will also be made available on the Company's website [www.rupa.co.in](http://www.rupa.co.in).

Kindly take the same on record.

Thanking you.

Yours faithfully,

**For Rupa & Company Limited**

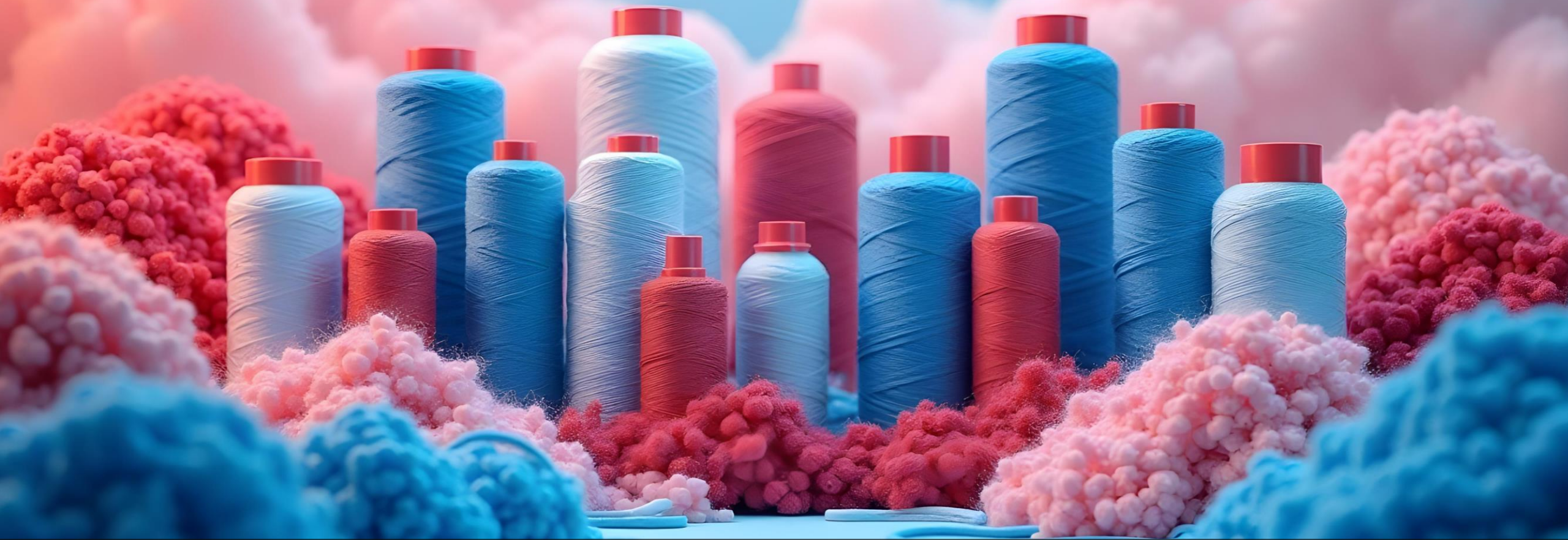
**Sumit Jaiswal**

***Company Secretary & Compliance Officer***

Encl.: As Above



**FASHIONING INDIA SINCE 1968**



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FRONTLINE

MACROMAN 

MACROWOMAN 

Bumchums

TORRIDO

Softline

EURO

FOOTLINE  
SOCKS

THERMOCOT

COLORS 

RUPA  
rainsuit



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## Q1 FY26 Result Highlights

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

*“The Company is navigating through complex industry landscape marked by heightened competitive intensity where price under cutting has been a major factor. The ongoing intense pricing competition in the industry has led to substantial increase of price sensitivity amongst dealers and our strategic decision to maintain prices, impacted topline growth.*

*Our revenues for the quarter witnessed a degrowth of 13% YoY, primarily reflecting the challenges of operating in the current environment. Despite these headwinds, our Athleisure segment continued its robust momentum, recording an impressive 32% growth in the quarter, reaffirming the strength of our brand positioning and the relevance of our diversified product portfolio.*

*EBITDA for the quarter has moderated due to higher branding and advertising expenses which stood at Rs. 21 crores, accounting for 11.5% of revenues and under absorption of admin and other expenses. We continue to exercise cost discipline and operational efficiencies to mitigate the said impact. Our continued investments in high-potential channels and product innovation remain central to our growth strategy.*

*Exports remained a bright spot, delivering 10% growth during the quarter, supported by sustained traction in key international markets. Modern Trade maintained stable momentum, contributing 8% to overall revenue.*

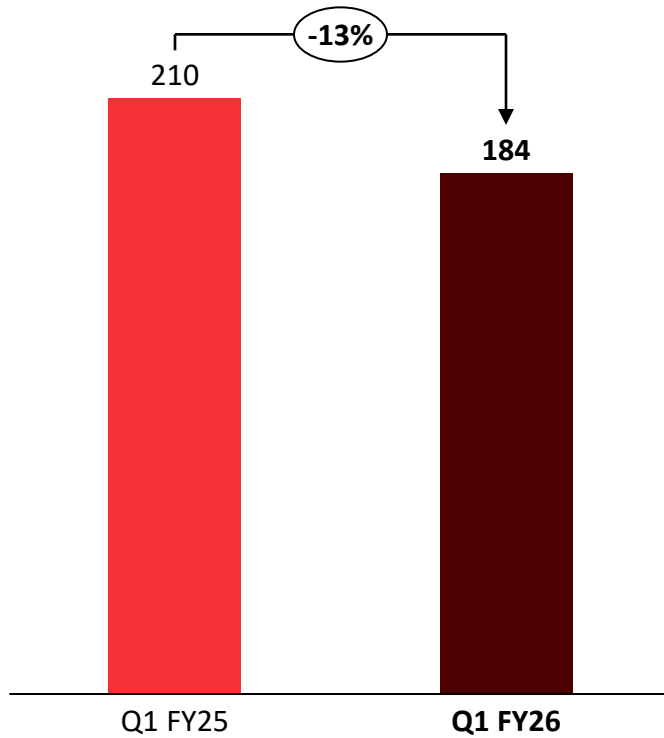
*Operational cash flow for the quarter stood at Rs 33 crores. We also have robust net cash and cash equivalents including investments of Rs 53 crores as at 30<sup>th</sup> June 2025, reflecting prudent working capital management, despite the challenging industry landscape.*

*We remain confident in our ability to navigate the current market environment, supported by our resilient business model, diversified product mix, and deep distribution network. Looking ahead, our focus will be on accelerating growth in high-potential segments, enhancing operational efficiencies, and continuing to deliver differentiated products that cater to evolving consumer preferences.”*

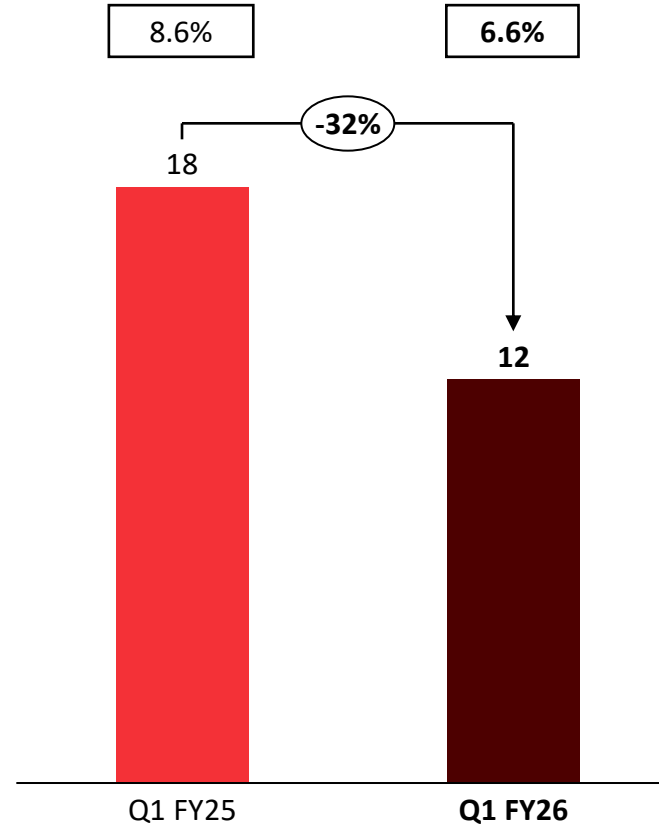
# Q1 FY26 financial highlights



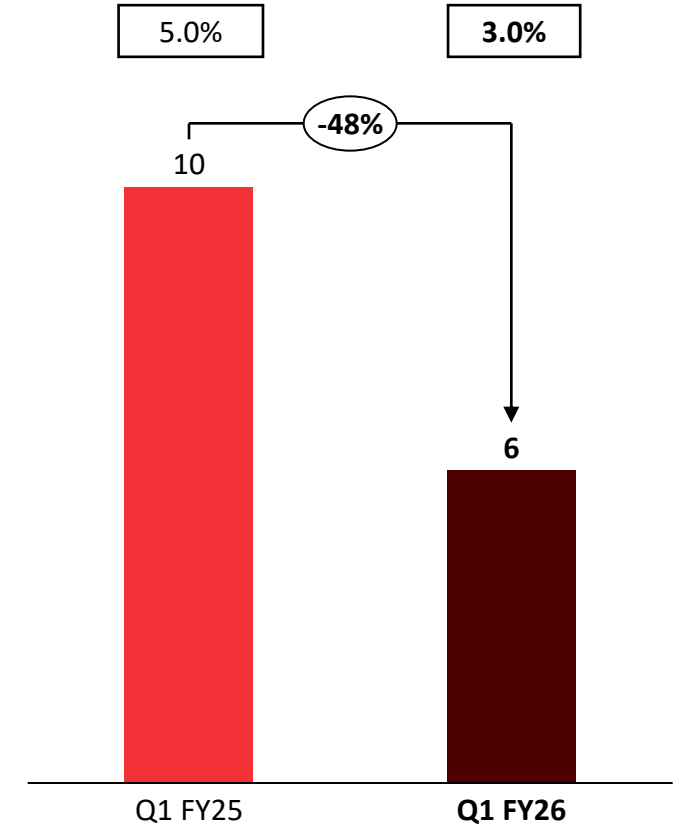
Revenue (Rs. In Cr)



EBITDA (in Rs. Cr)



PAT (in Rs. Cr)



# Q1 FY26 performance highlights



Revenues in Q1 FY26 stood at **Rs. 183.9 Cr**; Volume de-grew by 13%



EBITDA for the quarter stood at **Rs. 12.2 Cr**



In Q1 FY26, PAT stood at **Rs. 5.5 Cr**



Robust growth in value terms for Athleisure segment at **32%** in Q1 FY26



Modern Trade contributed **8%** to the revenues in Q1 FY26



Exports contributed **5%** of the revenues in Q1 FY26



Net Working Capital  
**June'25: Rs. 763 Cr vs 811 Cr in March'25**

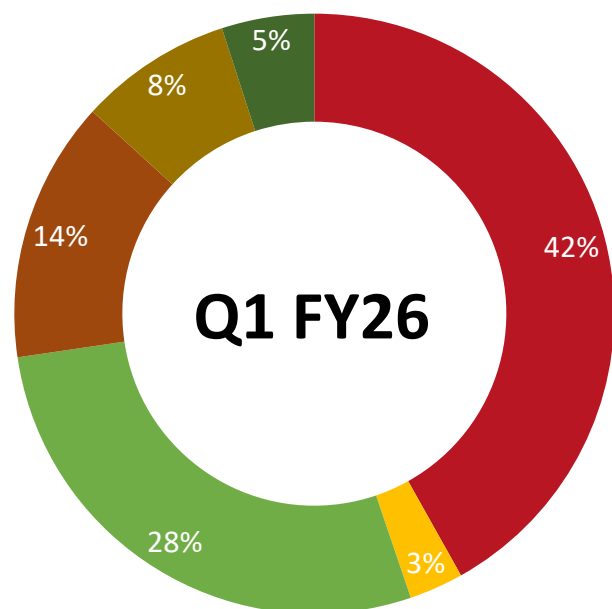


Cash Surplus including investments : **Rs. 53 Cr in Q1 FY26 vs 24 Cr in Q4 FY25**



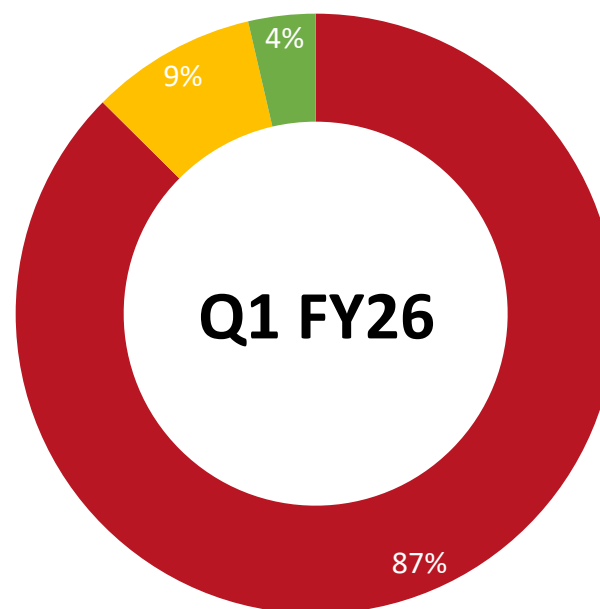
# Sales mix – Q1 FY26

Region-wise



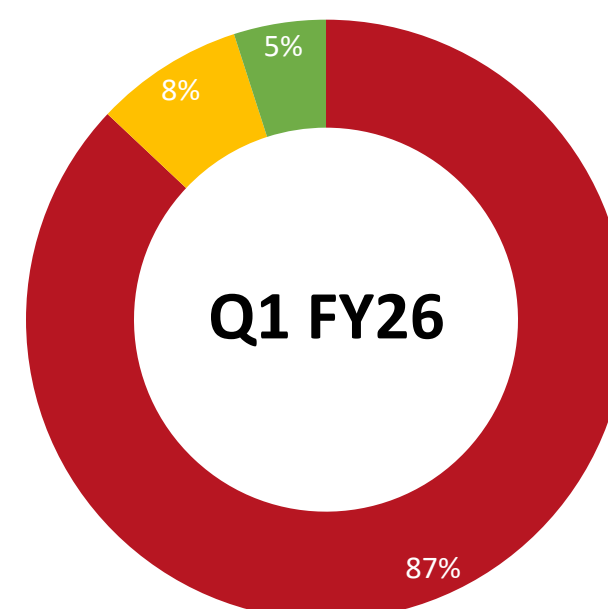
East North South  
North East West & Central Overseas

Gender-wise



Men Women Kids

Segment-wise



Domestic Modern Trade Exports

# Consolidated profit & loss statement



Particulars (Rs. Cr)	Q1 FY26	Q1 FY25	Y-o-Y%	Q4 FY25	Q-o-Q%	FY25
<b>Revenue from Operations</b>	<b>183.9</b>	<b>210.3</b>	<b>-12.6%</b>	<b>415.5</b>	<b>-55.7%</b>	<b>1239.3</b>
Total Raw Material	45.3	66.4		232.2		576.3
Sub-Contract Expenses	69.2	67.5		73.7		298.3
<b>Gross Profit</b>	<b>69.4</b>	<b>76.4</b>		<b>109.6</b>		<b>364.7</b>
<b>Gross Profit Margin %</b>	<b>37.7%</b>	<b>36.3%</b>		<b>26.4%</b>		<b>29.4%</b>
Employee Expenses	15.5	14.4		15.3		61.1
Other Expenses	41.7	44.0		48.4		173.2
<b>EBITDA</b>	<b>12.2</b>	<b>18.0</b>	<b>-32.2%</b>	<b>45.9</b>	<b>-73.4%</b>	<b>130.4</b>
<b>EBITDA Margin (%)</b>	<b>6.6%</b>	<b>8.6%</b>		<b>11.0%</b>		<b>10.5%</b>
Other Income	5.4	4.7		4.3		17.8
Depreciation	3.7	3.6		3.6		14.5
<b>EBIT</b>	<b>13.9</b>	<b>19.1</b>		<b>46.6</b>		<b>133.7</b>
Finance Cost	4.8	4.8		5.0		20.8
PBT before Exceptional Item	9.1	14.3		41.6		112.9
Exceptional Items	1.6	0.0		0.0		0.0
<b>Profit before Tax</b>	<b>7.5</b>	<b>14.3</b>		<b>41.6</b>		<b>112.9</b>
Tax	2.0	3.8		11.0		29.6
<b>Profit after Tax</b>	<b>5.5</b>	<b>10.5</b>	<b>-47.9%</b>	<b>30.6</b>	<b>-82.1%</b>	<b>83.3</b>
<b>PAT Margin (%)</b>	<b>3.0%</b>	<b>5.0%</b>		<b>7.4%</b>		<b>6.7%</b>
EPS	0.7	1.3		3.8		10.5





# #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

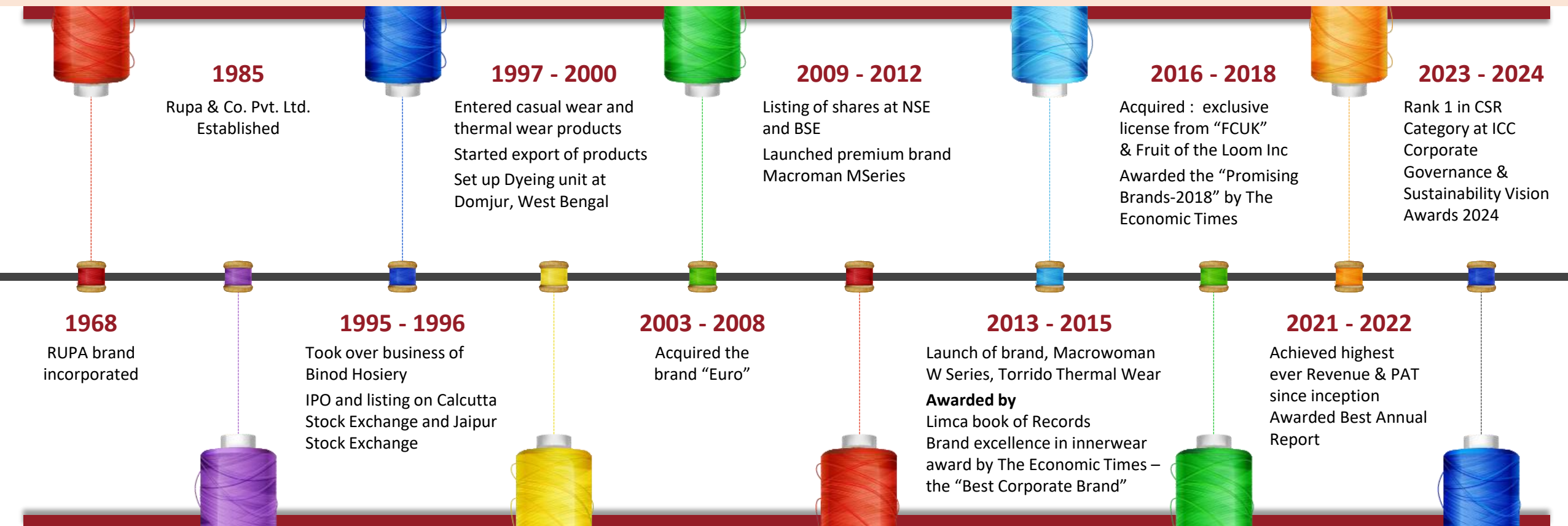


**10+**

Brands



# ...with long legacy of delivering excellence



# Star studded line-up of brand ambassadors



FRONTLINE

RUPA JON



Softline

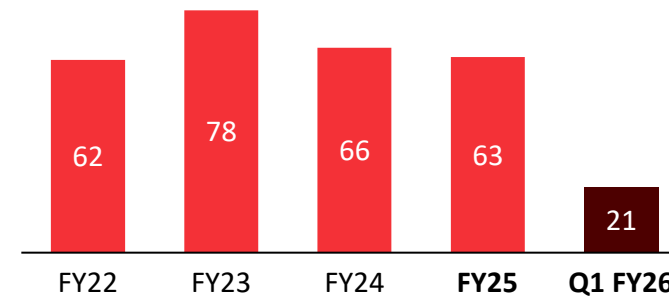
MACROMAN

“

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

”

## Brand Development Cost (Rs. Cr)



Advertisement & Branding Expense constitutes ~11.5% of Revenues in Q1 FY26



# 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. Ghanshyam Prasad Agarwala**  
Vice Chairman



**Mr. Prahlad Rai Agarwala**  
Chairman & Whole Time Director



**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. Ashok Bhandari**  
Independent Director



**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. Sunil Biyani**  
Head - Exports



**Mr. B. K. Singh**  
GM – Dyeing



**Mr. Pronob Mukerji**  
GM – Marketing, Media



**Mr. J. Rajendra Singh**  
GM– Production



**Mr. Randhir Singh Jolly**  
GM– Modern Trade



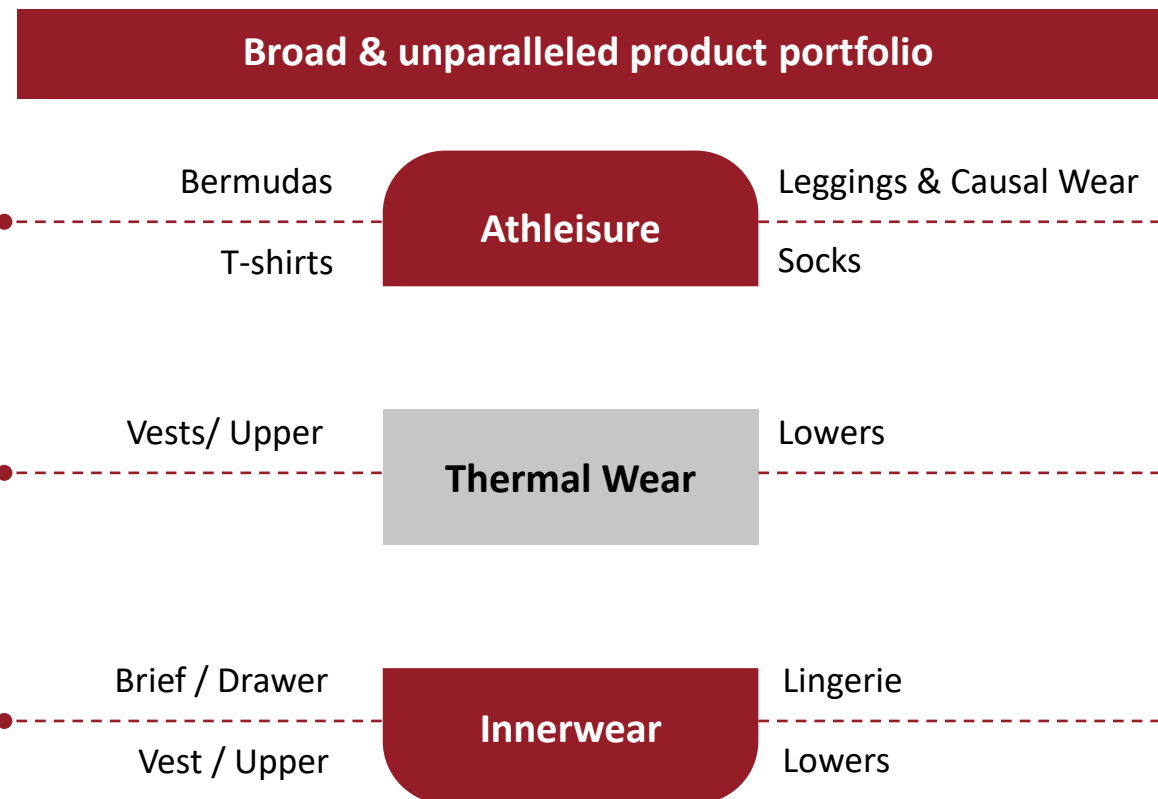
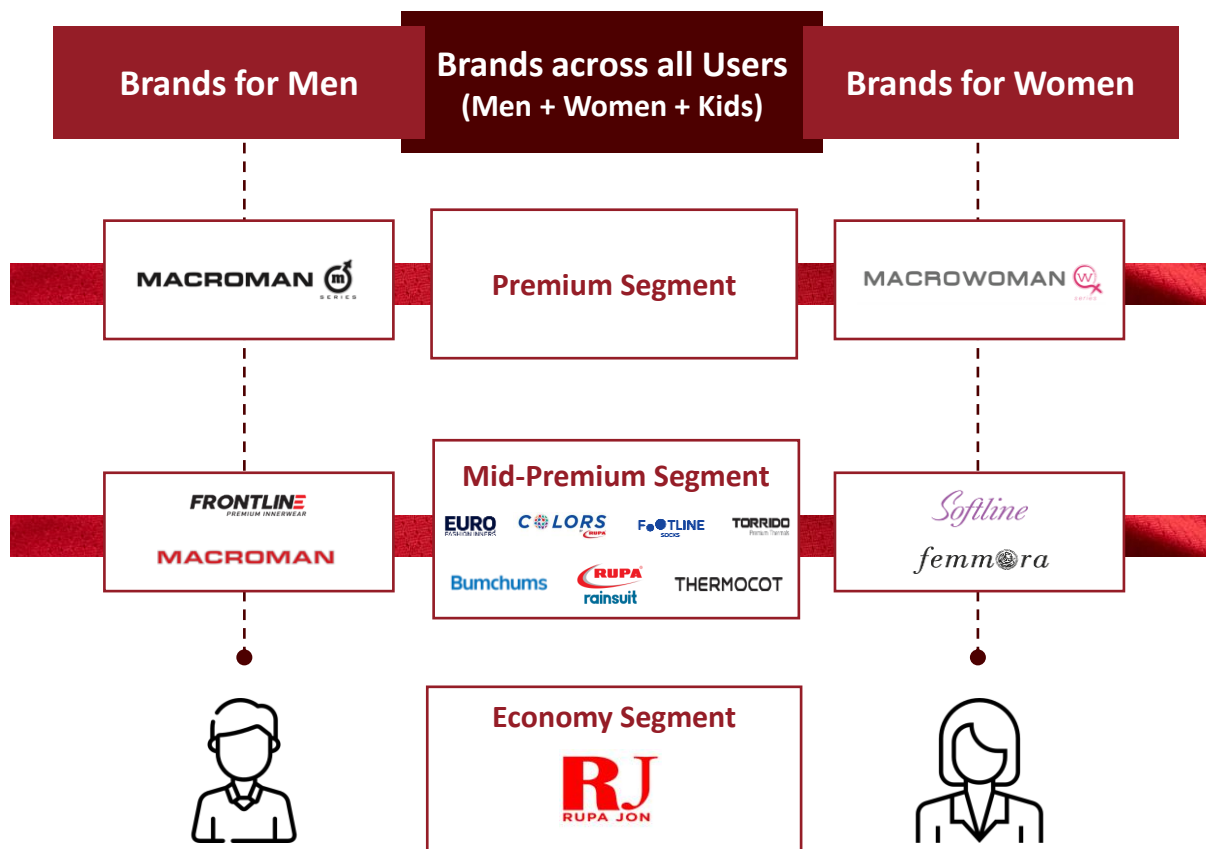
**Mr. Sumit Jaiswal**  
Company Secretary &  
Compliance Officer



# Strategic brand positioning across price segments

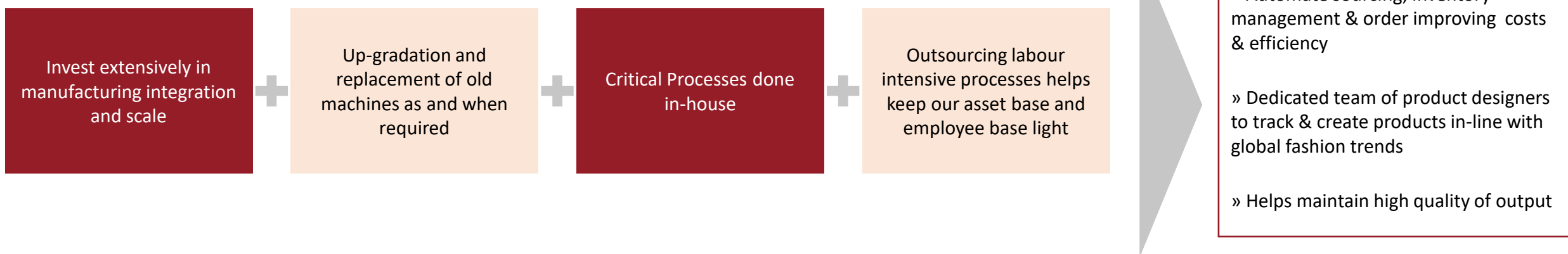
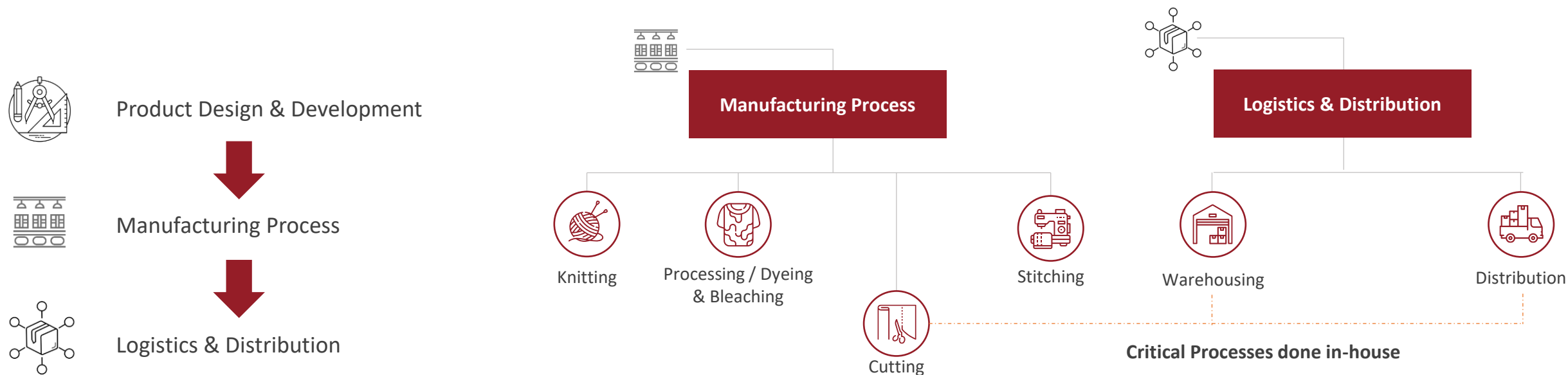


## Bouquet of Brands across Price Segments



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

# Integrated and efficient manufacturing process





# 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



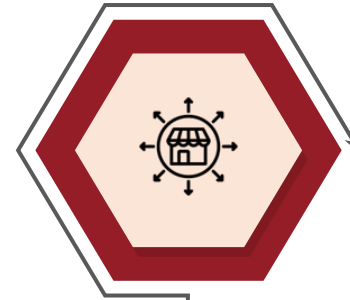
# Recent strategic initiatives



**Focus on high margin  
business**



**Rapid expansion in  
high potential areas**



**Investing & expanding  
modern trade network**



**Focus on exports in  
new emerging markets**



# 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.



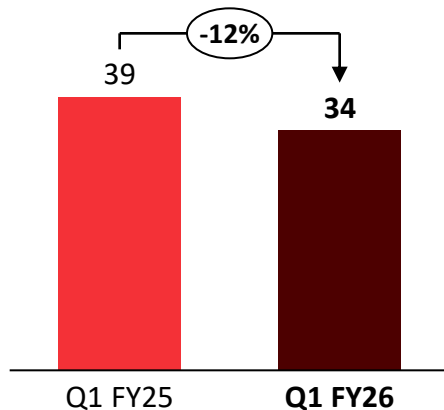
- Bumchums range of T-shirts, Bermudas, Tracks and Muscle.
- High Growth Potential in health and lifestyle focused Active wear segment. Industry has grown by ~13% CAGR since 2011



- 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 Polyester suitable for lowest temperatures

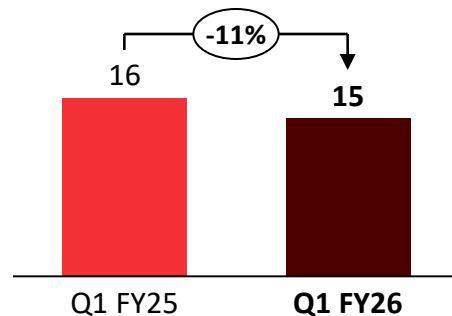
## 2. Rapid expansion in high potential areas

### X-Factor Areas



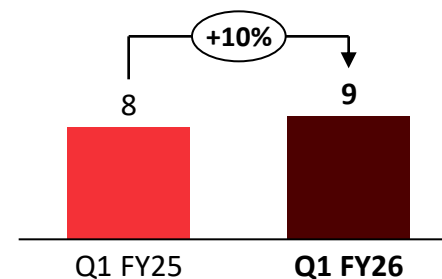
West Bengal, Maharashtra [Ex Mumbai Pune], Gujarat, MP, Chattisgarh, Western UP, Uttarakhand, Haryana, HP, Punjab, Tamil Nadu, Andhra Pradesh & Kerala. Key focus on building complete eco system of team marketing, retail & distribution network

### Modern Trade



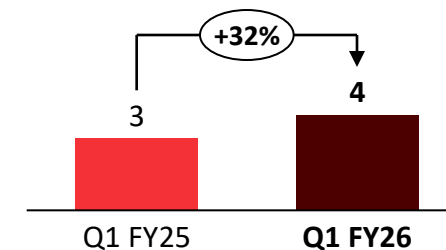
Focus on e-commerce via partnerships with Amazon, Flipkart. Drive direct sales through own website. Select LFS play and focus on EBO expansion

### Exports



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

### Govt. Business



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

### 3. 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.

To increase brand presence across 1000+ point of sales in next 1 years

#### Online Apps & Portals



Presence on all e-commerce sites

#### Strategy

- To leverage & grow in quick commerce
- To develop our D2c business through our Online Brand stores
- Develop a robust tech-based warehouse infrastructure to support Pure Play Marketplace business Model



#### Future Plan

To launch Rupa in the global online market Amazon.com

Develop Omni channel business

ROI driven AD campaigns & content marketing on ecommerce portals

To start D2C business across all e-commerce platforms.

Develop merchandise more suited for e-commerce.

## 4. Focus on exports and new markets

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



FY25 Revenue  
**Rs. 31 crores**





## *“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.

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

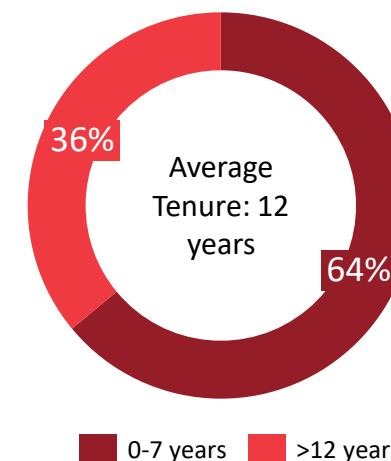


### **Mission**

## 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 62 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



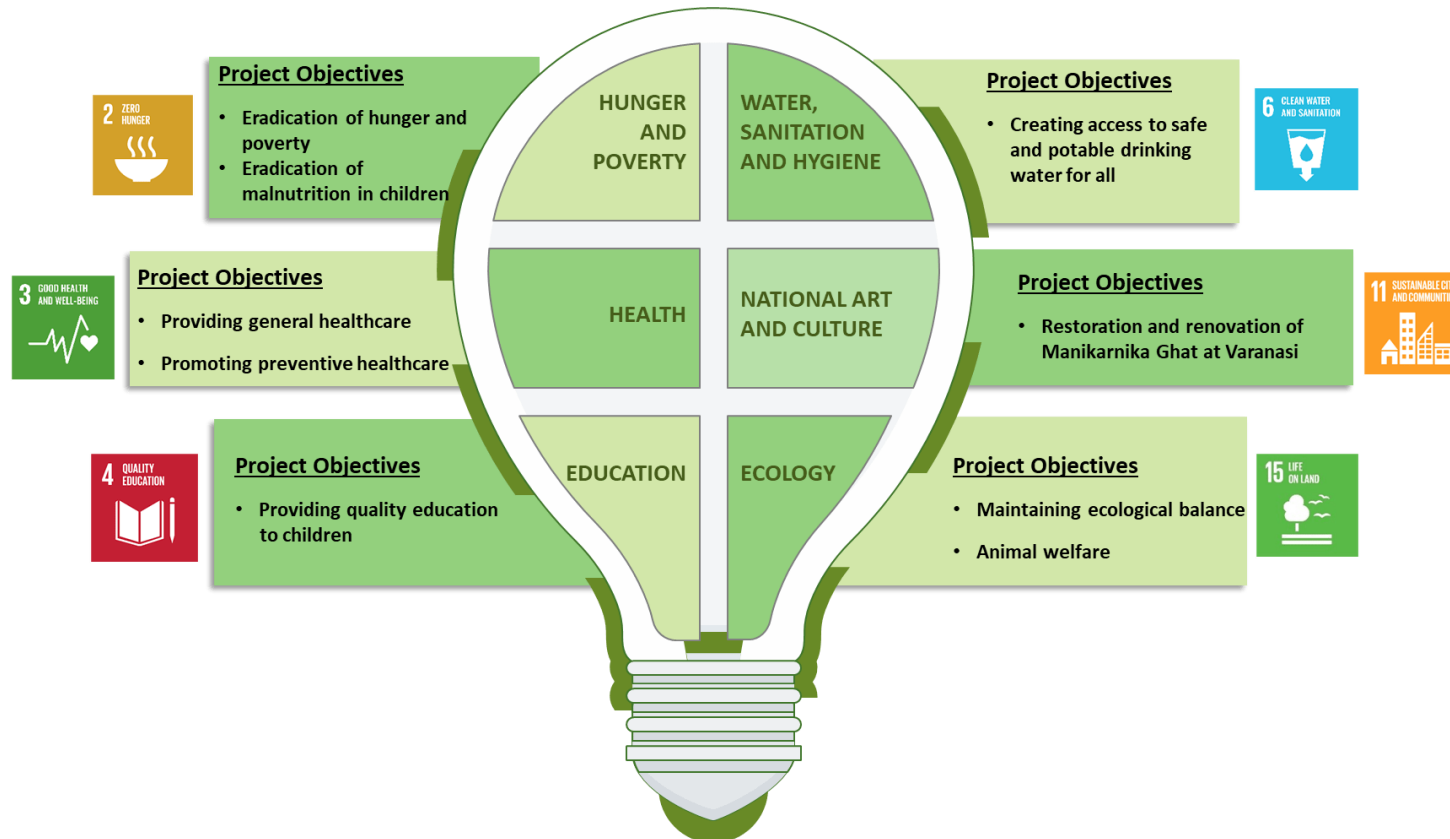
## Number of Directors

# 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.

## Key highlights

### Our Six CSR Focus Areas



CSR spent for FY 2024-25:  
**INR 2.70 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



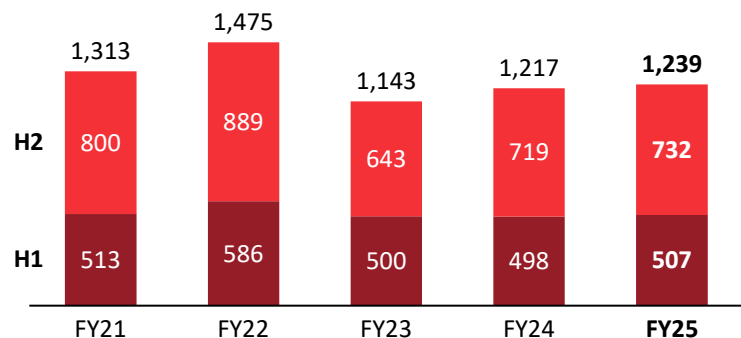
Food distribution programmes



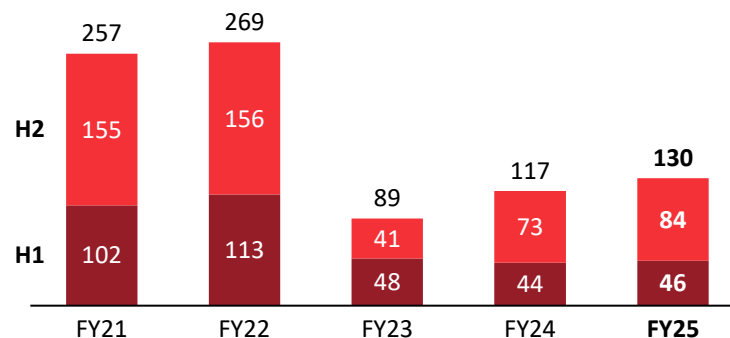


# Historical profit & loss highlights

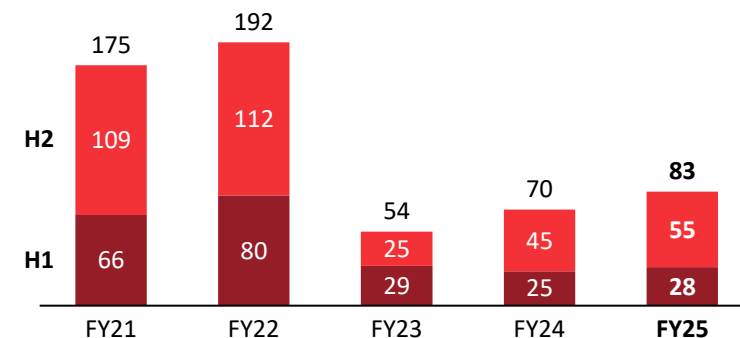
Revenue (Rs. In Cr)



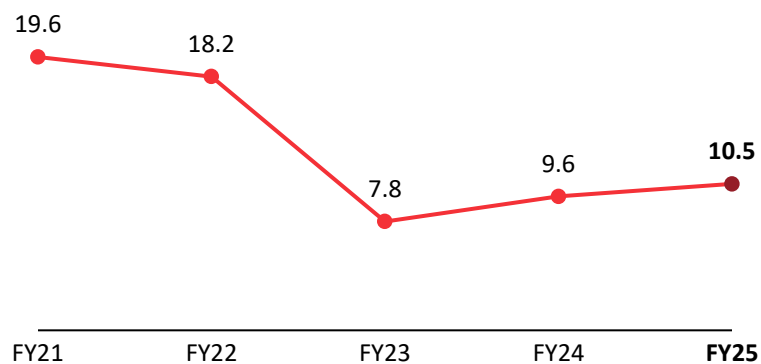
EBITDA (Rs. In Cr)



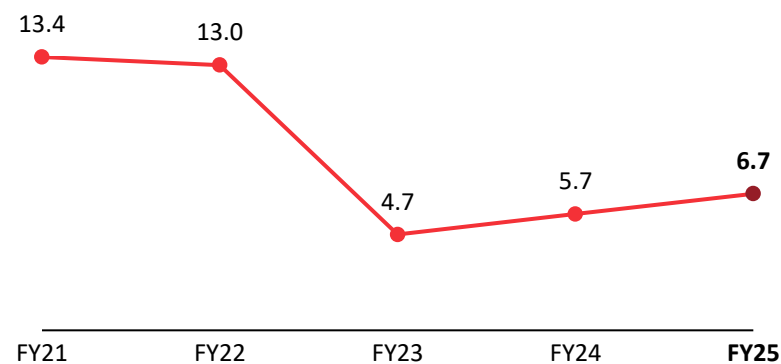
PAT (Rs. In Cr)



EBITDA Margins (%)

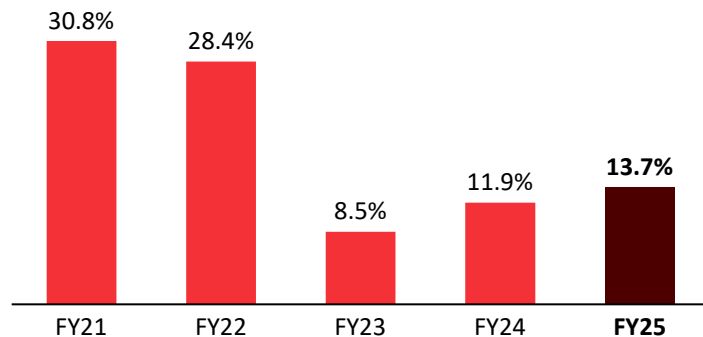


PAT Margins (%)

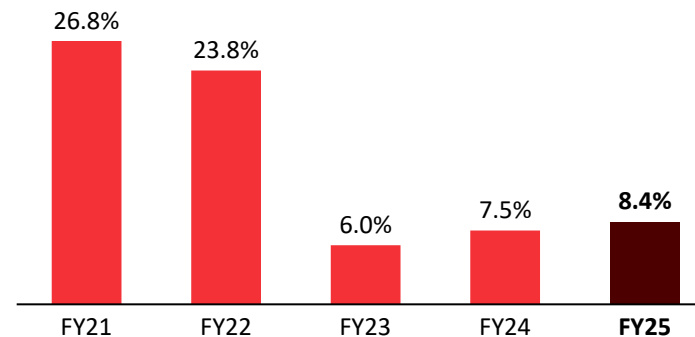


# Key financial ratios

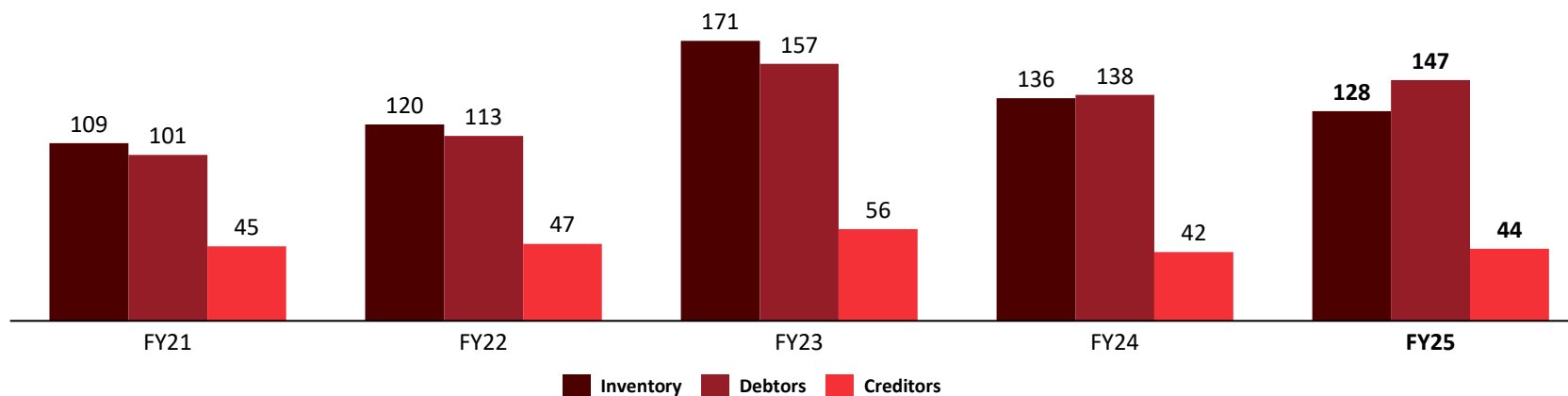
ROCE (%)



ROE (%)

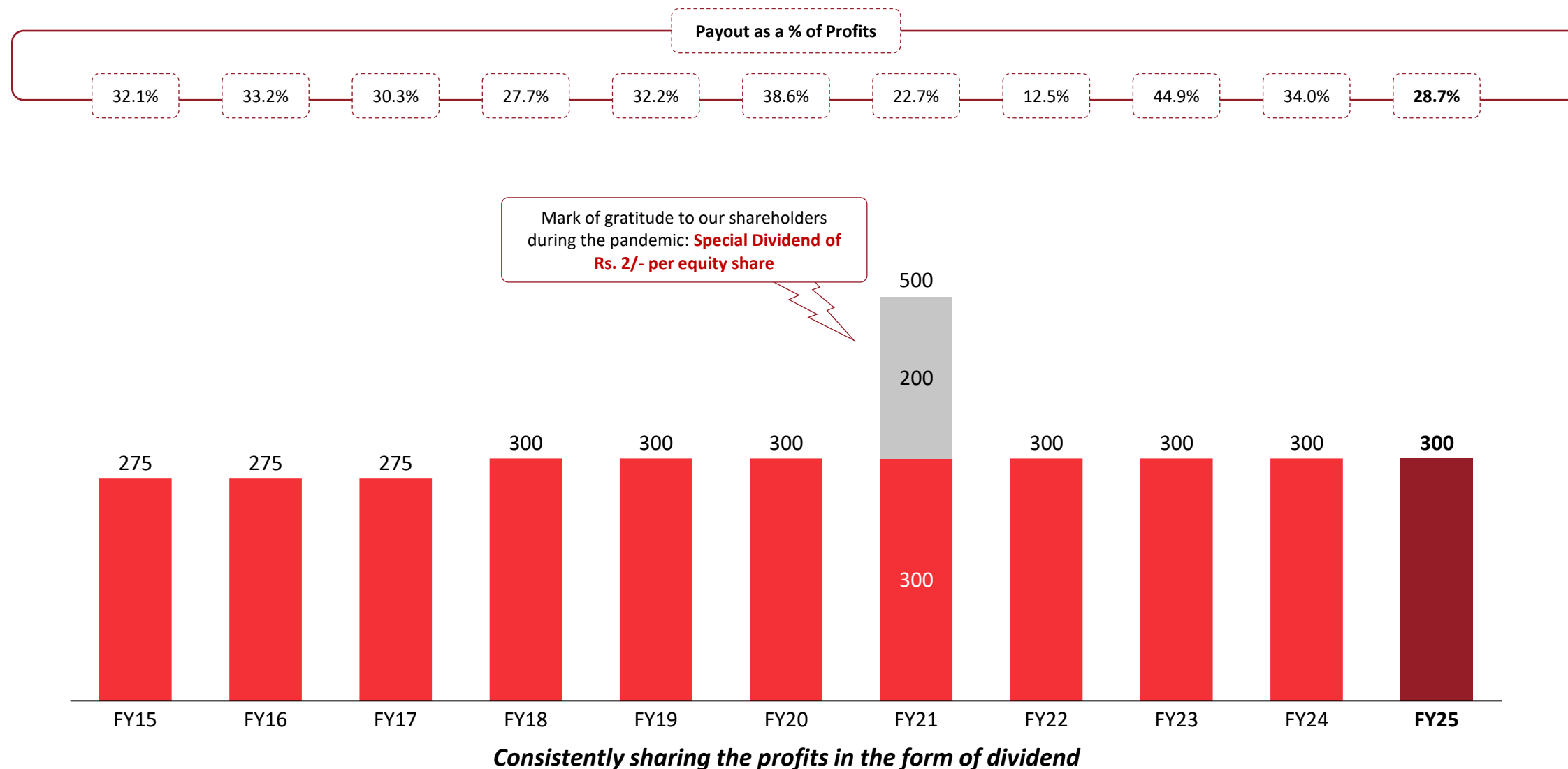


Working Capital Days





# Sharing profits consistently





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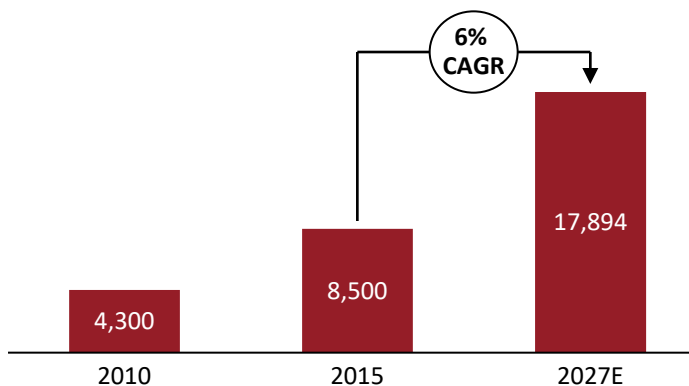
## Key Takeaways

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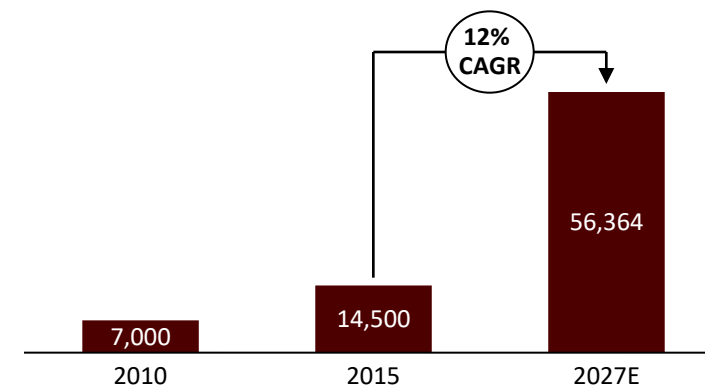
# Huge industry potential



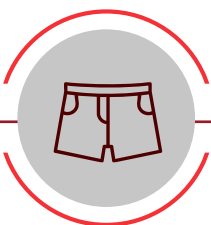
## Men's Innerwear Market



## Women's Innerwear Market



## Key Growth Triggers



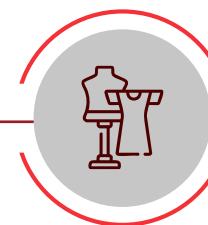
Emergence of purpose-specific innerwear (sporty, casual, fashionable) widening the Market



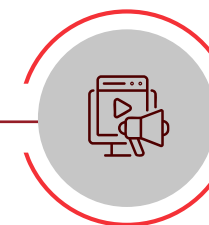
Increasing income levels and high spending power



Growth in penetration of organized retail



Changing Fashion Trends



Increasing penetration of electronic media leading to branded products



# Rupa & 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, Chief Financial Officer  
[sumit.khowala@rupa.co.in](mailto: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  
+91 9987989229  
[omkar.bagwe@in.mpms.mufg.com](mailto:omkar.bagwe@in.mpms.mufg.com)

Mr. Sumeet Khaitan  
+91 7021320701  
[sumeet.khaitan@in.mpms.mufg.com](mailto:sumeet.khaitan@in.mpms.mufg.com)

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**Thank You**

