



RUPA & COMPANY LIMITED

Date: May 21, 2025

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

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

Dear Sir/ Madam,

We are enclosing herewith Investor Presentation on the financial performance of Rupa & Company Limited ('the Company') for the quarter and financial year ended March 31, 2025.

The presentation will also be made available on the Company's website www.rupa.co.in.

Kindly take the same on record.

Thanking you.

Yours faithfully,

For Rupa & Company Limited

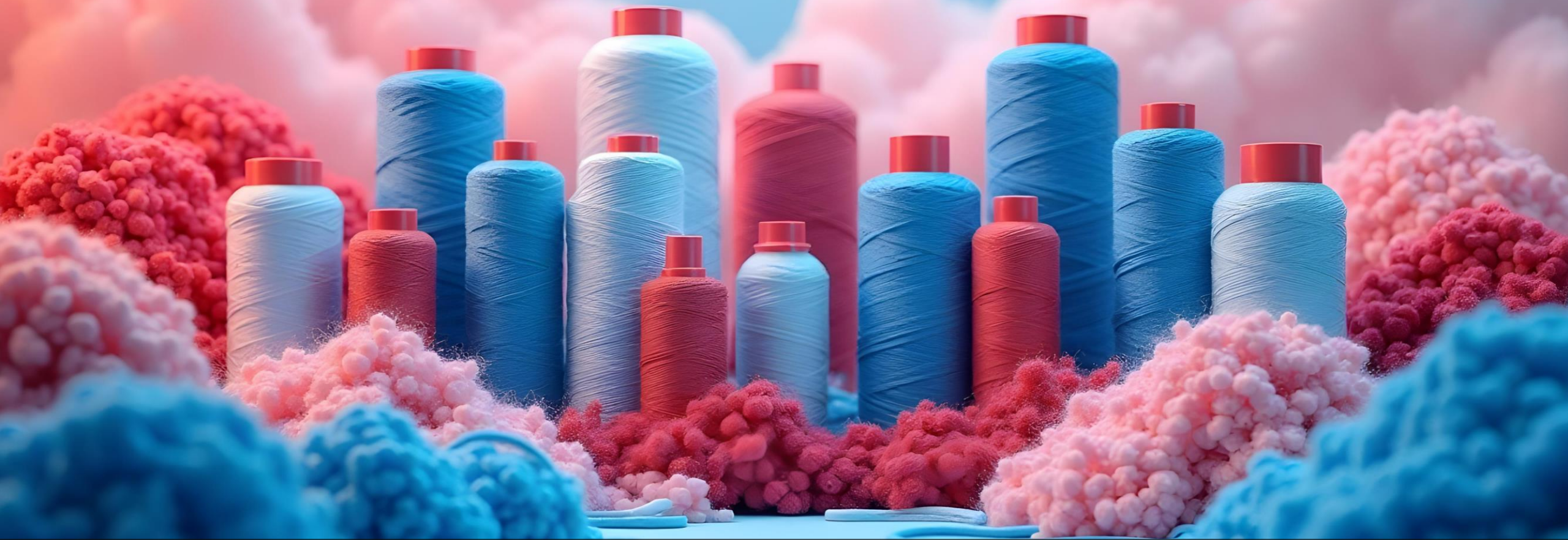
Sumit Jaiswal

Company Secretary & Compliance Officer

Encl: As Above



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Company Overview

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Historical Financials



Q4 & FY25 Result Highlights

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

“We are pleased to present an overview of our performance for Q4 and FY25. The year was marked by stable topline performance. We achieved a 4% volume growth in Q4 and a 3% volume growth for the full year, driven primarily by sales in our Economy and Athleisure segments. This performance underscores the strength of our brand, the appeal of our product portfolio, and skillful application of our market acumen.

Our revenues for Q4 stood at Rs 415 crore, reflecting a 4% growth driven by sales in our core product lines. For FY25, our total revenue was Rs 1,239 crore. EBITDA saw a notable increase, growing 15% in Q4 and 11% for the full year. Net profit also increased by 29% in Q4 and 19% for FY25, highlighting the effectiveness of our business model.

Exports grew by 24% in FY25, reaching Rs 31 crore and Modern Trade continued to show positive momentum and grew by 17%, in FY25. The revenue contribution from these high-potential areas was 3% and 5%, respectively.

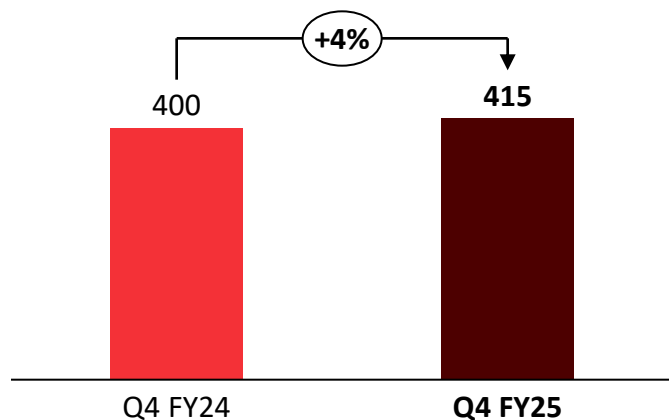
Our healthy business performance generated significant free cash flow. Our net cash surplus, including investments, amounted to Rs 24 crore, with operational cash flow of Rs. 59 crore for FY25. Branding and advertising expenses totalled Rs. 63 crore, representing 5% of our overall revenues.

We remain committed to creating value for all stakeholders, including our shareholders. In line with this, I am pleased to announce that the board, subject to shareholders approval, has declared a dividend of Rs 3 per equity share for FY25.

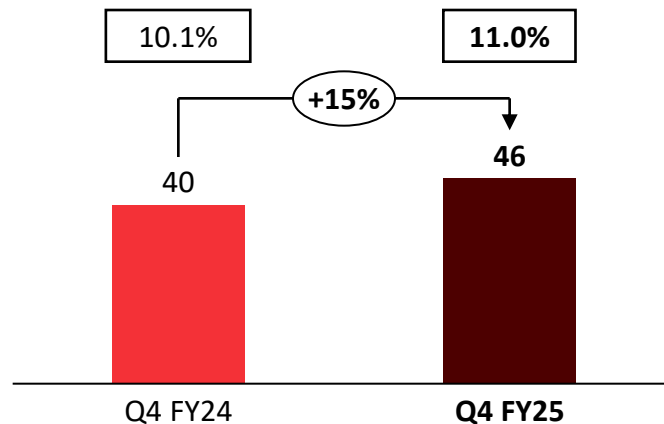
Looking ahead, we are confident in reaching new business milestones and delivering innovative products to meet the diverse needs of our customer segments. Our customer-centric approach will further strengthen our leadership position in the industry and support the continued growth of our sustainable business model.”

Q4 & FY25 financial highlights

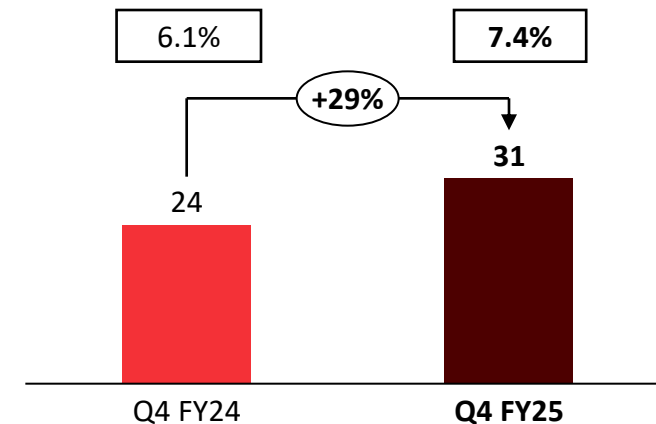
Revenue (Rs. In Cr)



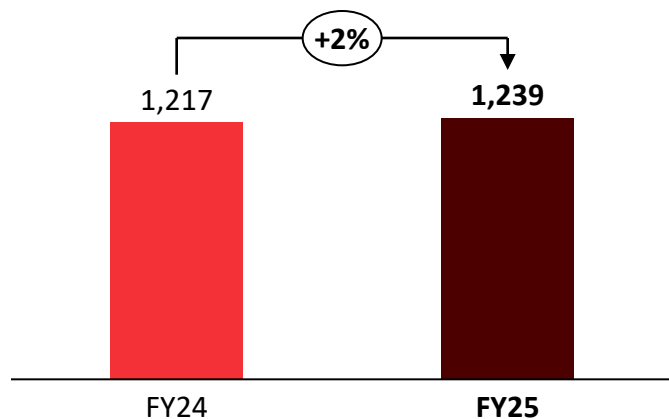
EBITDA (in Rs. Cr)



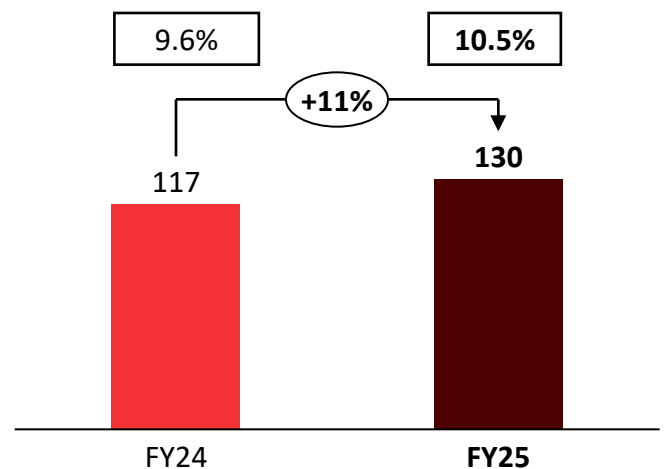
PAT (in Rs. Cr)



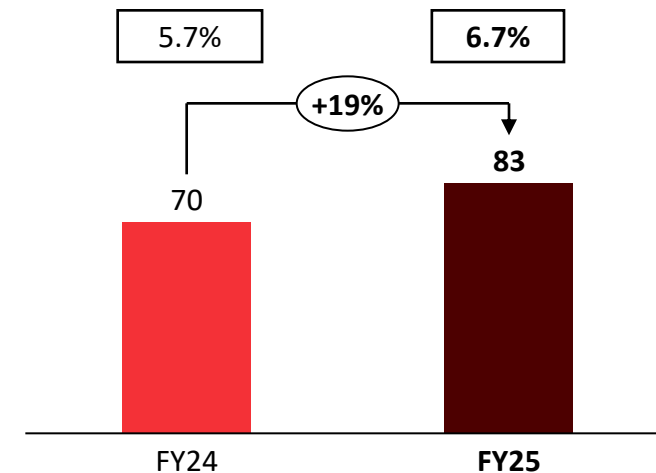
+2%



+11%



+19%



Q4 & FY25 performance highlights



Revenues in Q4 & FY25 stood at **Rs. 415 cr and Rs. 1,239 cr**



EBITDA for Q4 & FY25 grew by **15% and 11%** respectively



In Q4 & FY25, PAT grew by **29% & 19%** respectively



Volume growth in **Q4 FY25: 4% & FY25: 3%**



Modern Trade contributed **5%** to the revenues in FY25



Exports contributed **3%** of the revenues in FY25



Net Working Capital **Mar'25: Rs. 811 crores**

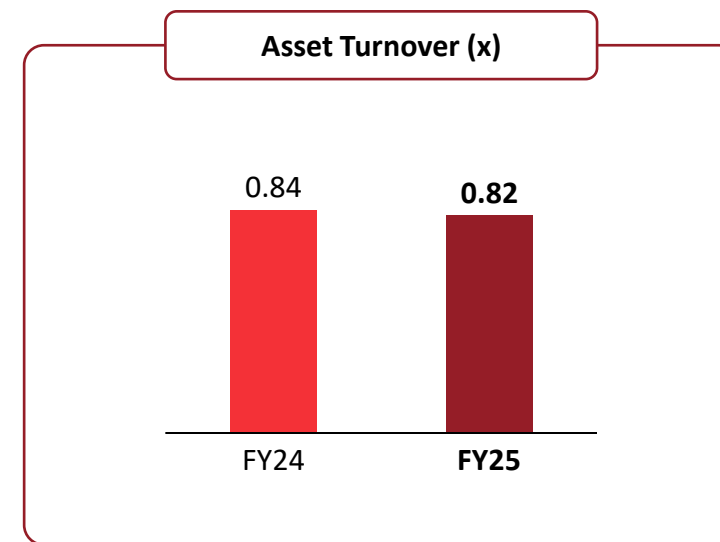
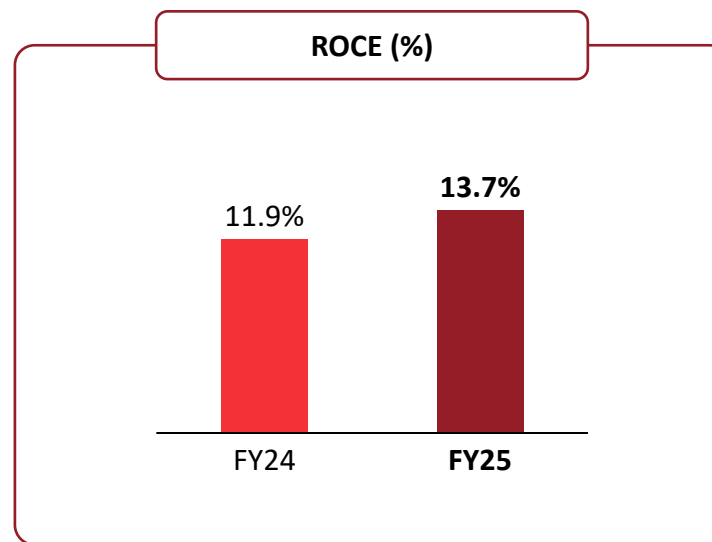
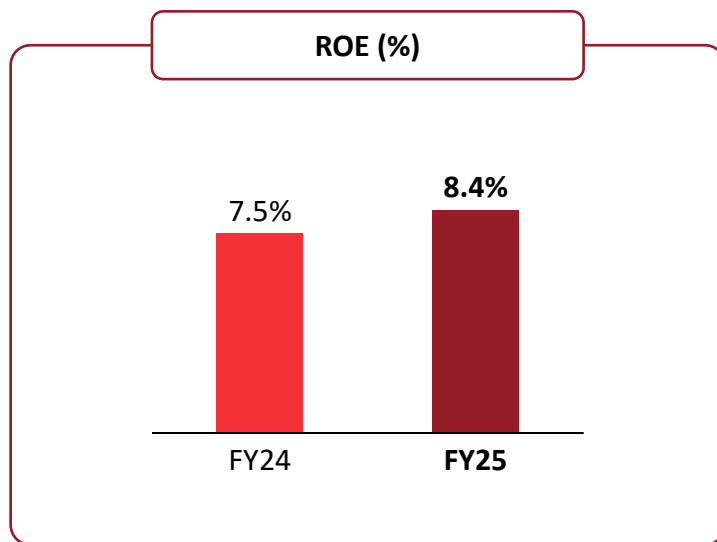


Cash Surplus including investments : **Rs. 24 crore** in FY25



Key financial metrics

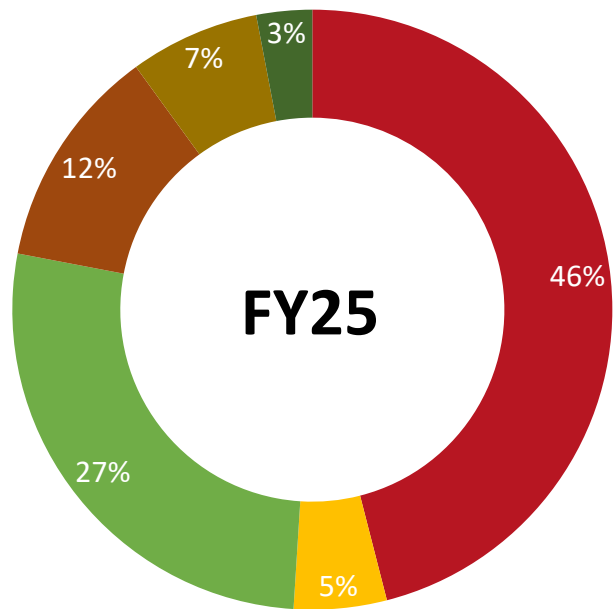
Particulars (in Rs Cr)	Mar-25	Mar-24
Net Worth	1,018	958
Long Term Borrowings	2	6
Short Term Borrowings	223	221
Total Cash & Cash Equivalents*	249	223
Net Debt/(Surplus)	(24)	4
Net Debt/Equity (x)	-	0.01
Net Debt/ Operating EBITDA	-	0.03



Note: *Total Cash & Cash Equivalents includes Investments and Fixed Deposits (current and non-current)

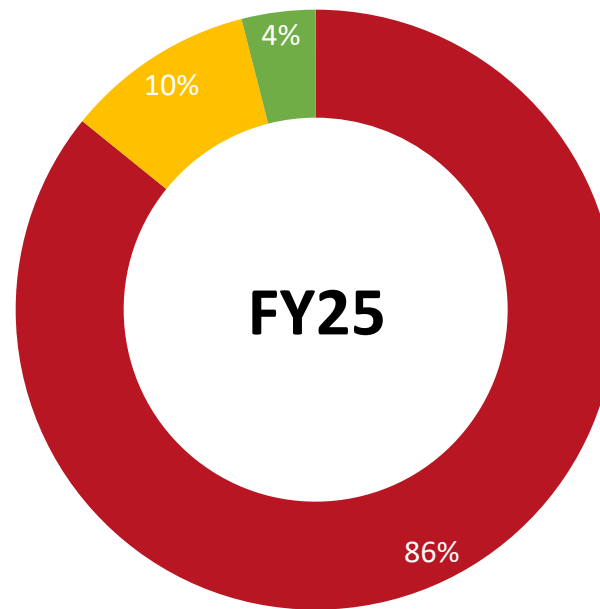
Sales mix - FY25

Region-wise



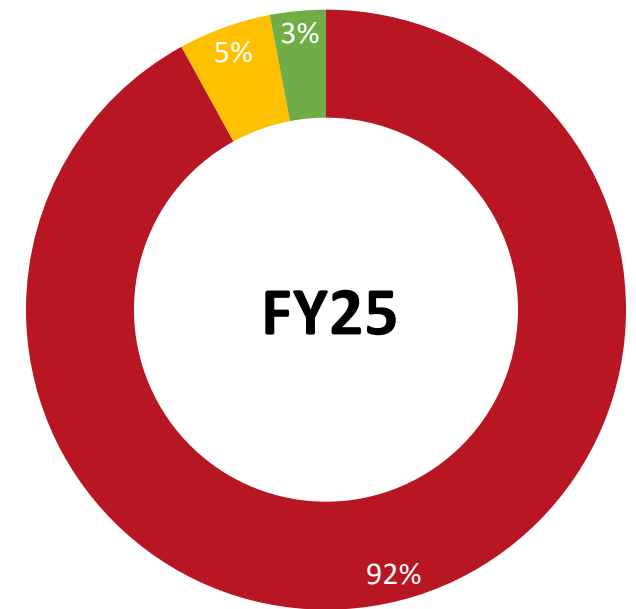
East North South
North East West & Central Overseas

Gender-wise



Men Women Kids

Segment-wise



Domestic Modern Trade Exports

Consolidated profit & loss statement



Particulars (Rs. Cr)	Q4 FY25	Q4 FY24	Y-o-Y%	Q3 FY25	Q-o-Q%	FY25	FY24	Y-o-Y%
Revenue from Operations	415.5	400.5	4%	316.4	31%	1239.3	1,216.5	2%
Total Raw Material	232.2	221.3		156.8		576.3	617.0	
Sub-Contract Expenses	73.7	71.9		66.5		298.3	247.6	
Gross Profit	109.6	107.3		93.1		364.7	351.9	
Gross Profit Margin %	26.4%	26.8%		29.4%		29.4%	28.9%	
Employee Expenses	15.3	14.2		15.6		61.1	56.6	
Other Expenses	48.4	52.7		39.5		173.2	178.2	
EBITDA	45.9	40.4	14%	38.0	21%	130.4	117.1	11%
EBITDA Margin (%)	11.0%	10.1%		12.0%		10.5%	9.6%	
Other Income	4.3	5.0		4.4		17.8	16.8	
Depreciation	3.6	3.7		3.6		14.5	14.7	
EBIT	46.6	41.6		38.8		133.7	119.2	
Finance Cost	5.0	4.9		5.9		20.8	20.7	
PBT before Exceptional Item	41.6	36.8		32.9		112.9	98.5	
Exceptional Items	0.0	3.8		0.0		0.0	3.8	
Profit before Tax	41.6	33.0		32.9		112.9	94.7	
Tax	11.0	8.7		9.1		29.6	24.9	
Profit after Tax	30.6	24.2	26%	23.8	28%	83.3	69.8	19%
PAT Margin (%)	7.4%	6.1%		7.5%		6.7%	5.7%	
EPS	3.8	3.1		3.0		10.5	8.8	

Consolidated balance sheet statement



Particulars (Rs. Cr)	Mar-25	Mar-24
ASSETS		
Non-Current Assets		
Property, plant and equipment	221.9	224.5
Right to Use Assets	18.2	18.3
Capital work-in-progress	0.0	0.4
Intangible assets	0.9	1.2
Intangible assets under development	0.0	0.0
Financial assets		
i) Investments	26.6	0.0
ii) Other financial assets	30.6	5.4
Non-Current Tax Assets (Net)	0.0	0.0
Other non-current assets	4.2	5.3
Total Non-Current Assets	302.4	255.1
Current Assets		
Inventories	447.2	423.0
Financial assets		
i) Trade receivables	511.7	488.2
ii) Cash and cash equivalents	20.9	15.1
iii) Other Bank Balances (other than above)	175.4	205.9
iv) Loans	2.0	2.0
v) Other financial assets	2.4	4.3
Current Tax Asset (Net)	0.0	4.4
Other Current Assets	49.6	48.2
Total Current Assets	1,209.2	1,191.1
Total Assets	1,511.6	1,446.2

Particulars (Rs. Cr)	Mar-25	Mar-24
EQUITY AND LIABILITIES		
EQUITY		
Equity Share capital	8.0	8.0
Other Equity	1,009.6	950.1
Total Equity	1,017.6	958.0
LIABILITIES		
Non-Current Liabilities		
Financial liabilities		
i) Borrowings	2.2	5.6
ii) Lease Liabilities	10.6	11.0
iii) Other financial liabilities	0.1	0.1
Provisions	3.2	2.3
Deferred Tax Liabilities (Net)	13.9	12.6
Other non-current liabilities	2.0	1.6
Total Non-Current Liabilities	32.0	33.2
Current Liabilities		
Financial liabilities		
i) Borrowings	223.3	217.1
ii) Lease Liabilities	1.8	1.0
iii) Trade payables		
- Total outstanding dues of creditors to microenterprises and small enterprises	6.9	3.2
- Total outstanding dues of creditors other than microenterprises and small enterprises	140.6	146.0
iv) Other financial liabilities	80.5	75.3
Provisions	4.0	1.6
Other Current Liabilities	1.5	6.3
Current Tax Liabilities (Net)	3.4	4.5
Total Current Liabilities	462.0	455.0
Total Liabilities	494.0	488.1
Total Equity and Liabilities	1,511.6	1,446.2



#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

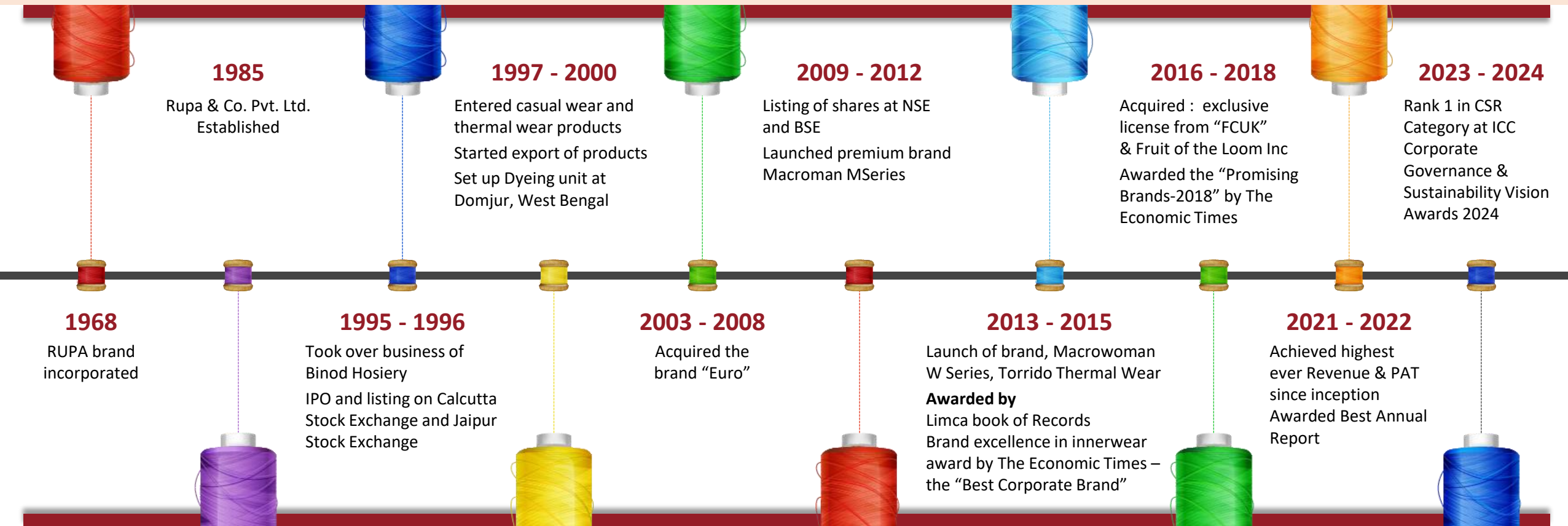


10+

Brands



...with long legacy of delivering excellence



Star studded line-up of brand ambassadors



FRONTLINE

RJ
RUPA JON



Softline

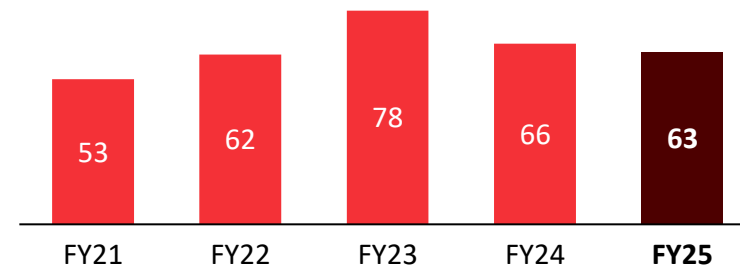
MACROMAN

“

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

”

Brand Development Cost (Rs. Cr)



Advertisement & Branding Expense constitutes **5% of Revenues** in FY25.

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. Rajiv Singh
National Sales Head



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



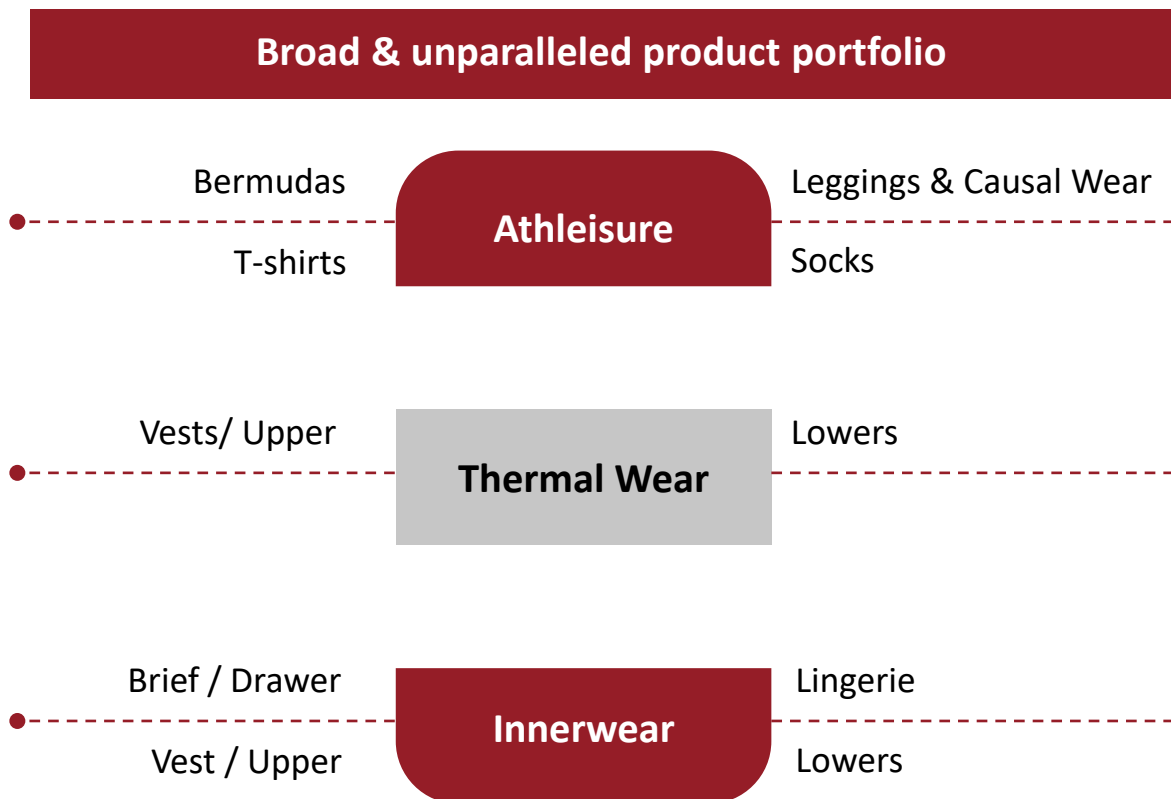
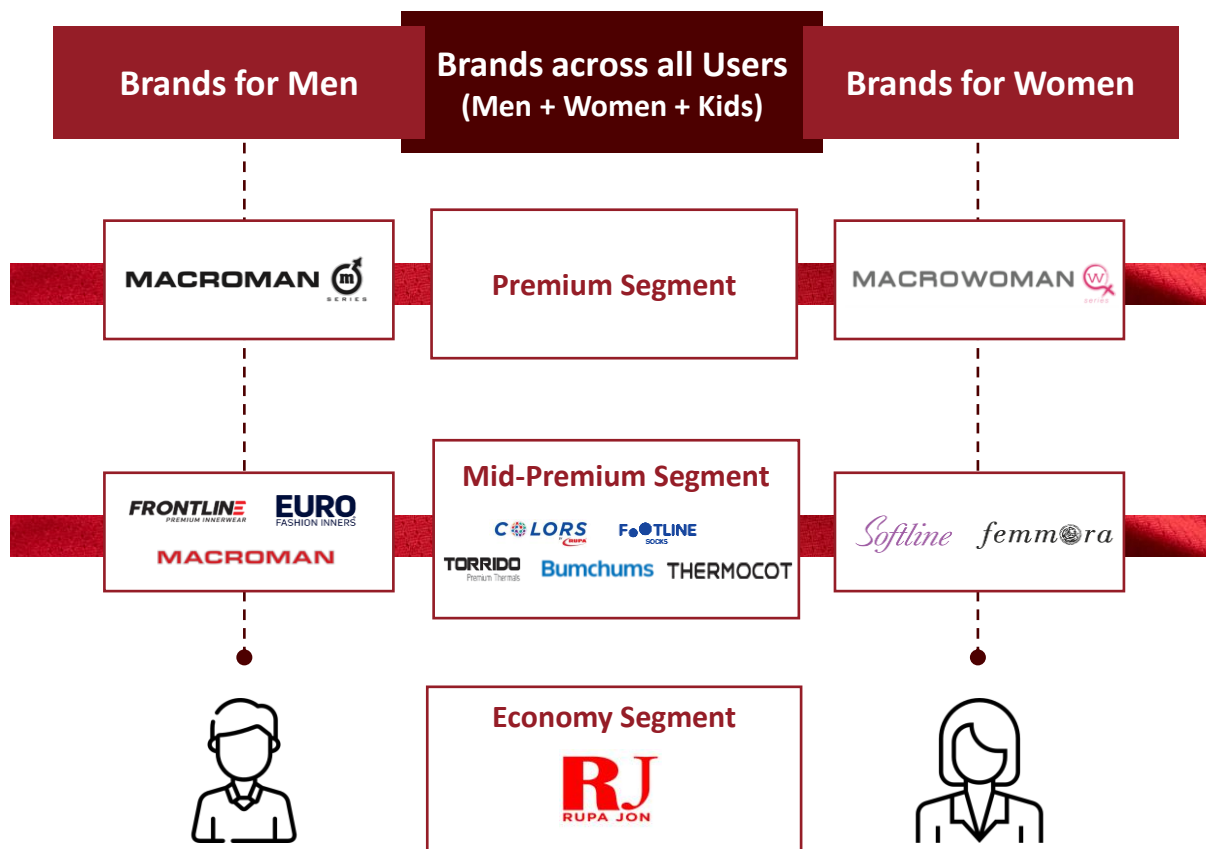
Mr. Sumit Jaiswal
Company Secretary &
Compliance Officer



Strategic brand positioning across price segments

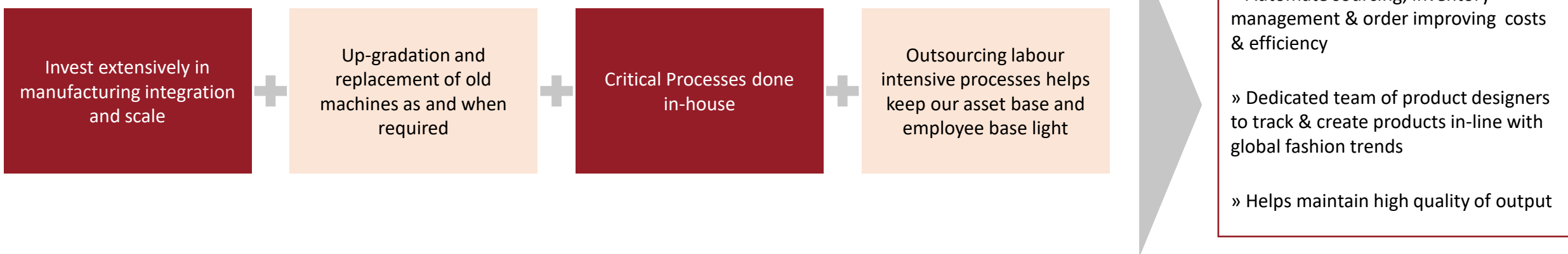
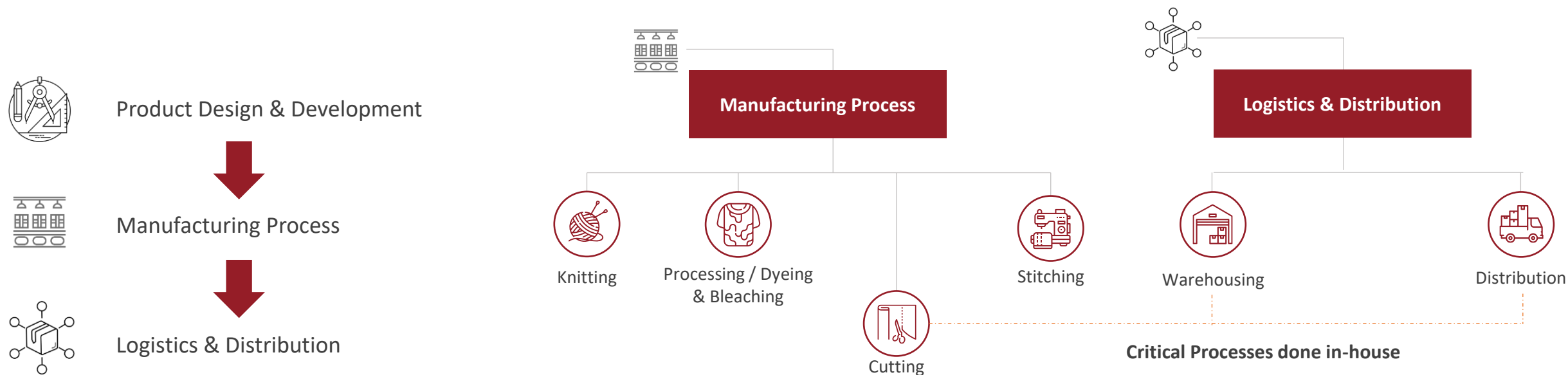


Bouquet of Brands across Price Segments



"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



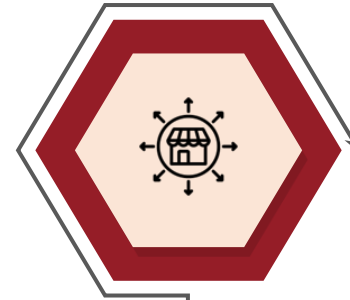
Recent strategic initiatives



**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.



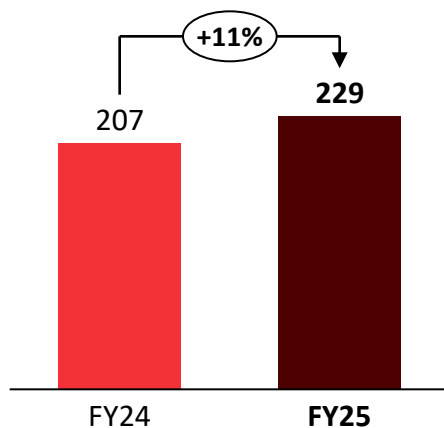
- Bumchums range of T-shirts, Bermudas, Tracks and Muscle.
- High Growth Potential in health and lifestyle focused Active wear segment. Industry has grown by ~13% CAGR since 2011



- 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

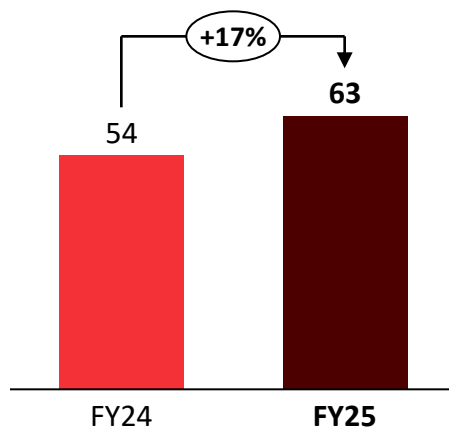
2. Rapid expansion in high potential areas

X-Factor Areas



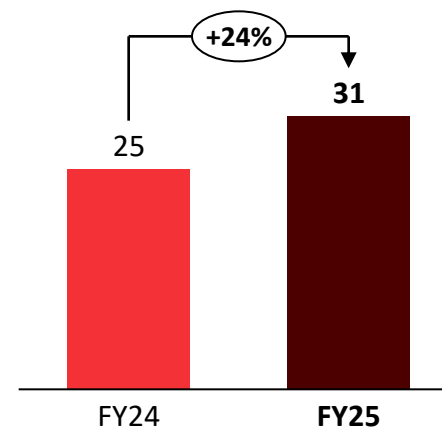
West Bengal, Maharashtra [Ex Mumbai Pune], Gujarat, MP, Chattisgarh, Western UP, Uttarakhand, Haryana ,HP , Punjab, Tamil Nadu, Andhra Pradesh & Kerala. Key focus on building complete eco system of team marketing, retail & distribution network

Modern Trade



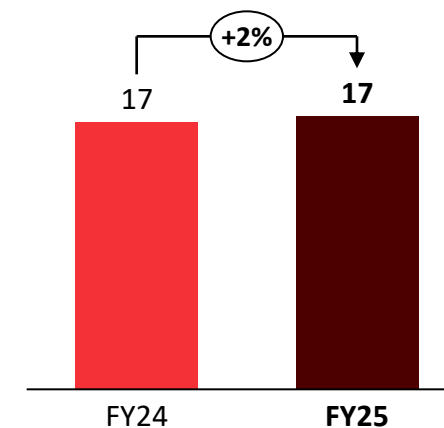
Focus on e-commerce via partnerships with Amazon, Flipkart. Drive direct sales through own website. Select LFS play and focus on EBO expansion

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
- Recently Launched on WALMART



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

- Launch of Rupa products in KSA & UAE
- Launched brands of Rupa @ First Cry.
- Develop a robust tech-based warehouse infrastructure to support Pure Play Marketplace business Model
- Brand launched on quick commerce retail platforms



Future Plan

To launch Rupa in the global online market Amazon.com

To start D2C business across all e-commerce platforms.

ROI driven AD campaigns & content marketing on ecommerce portals

Develop merchandise more suited for e-commerce.

EBO Network

Exclusive Brand outlets : 33

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

Stores to be added in high footfall areas in Tier 1, Tier 2 and Tier 3 cities.

Pan India presence with 100+ EBO's in next 2-3 years

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.

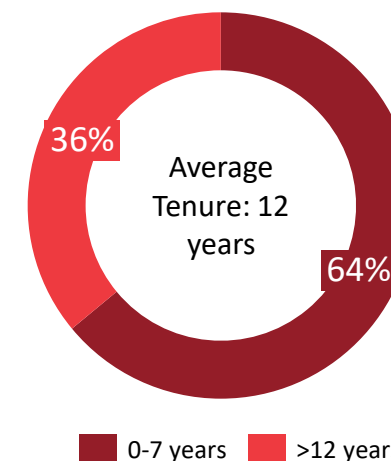


Mission

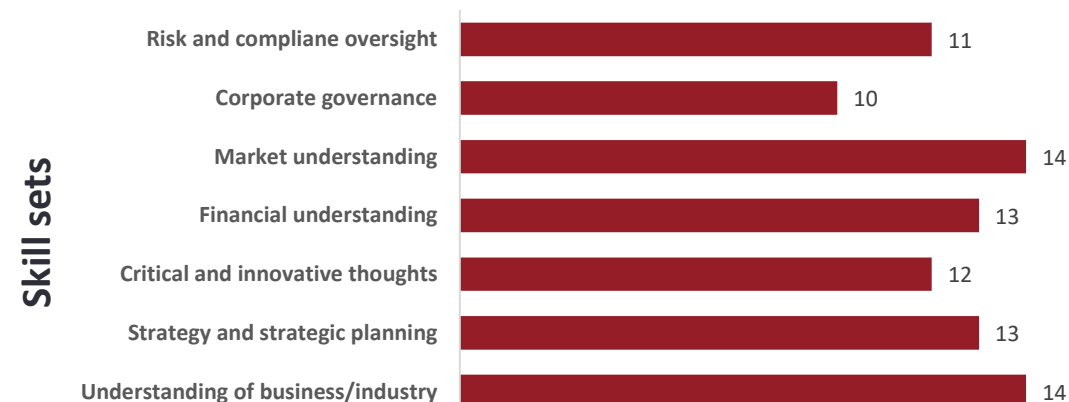
Responsible Governance

- 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



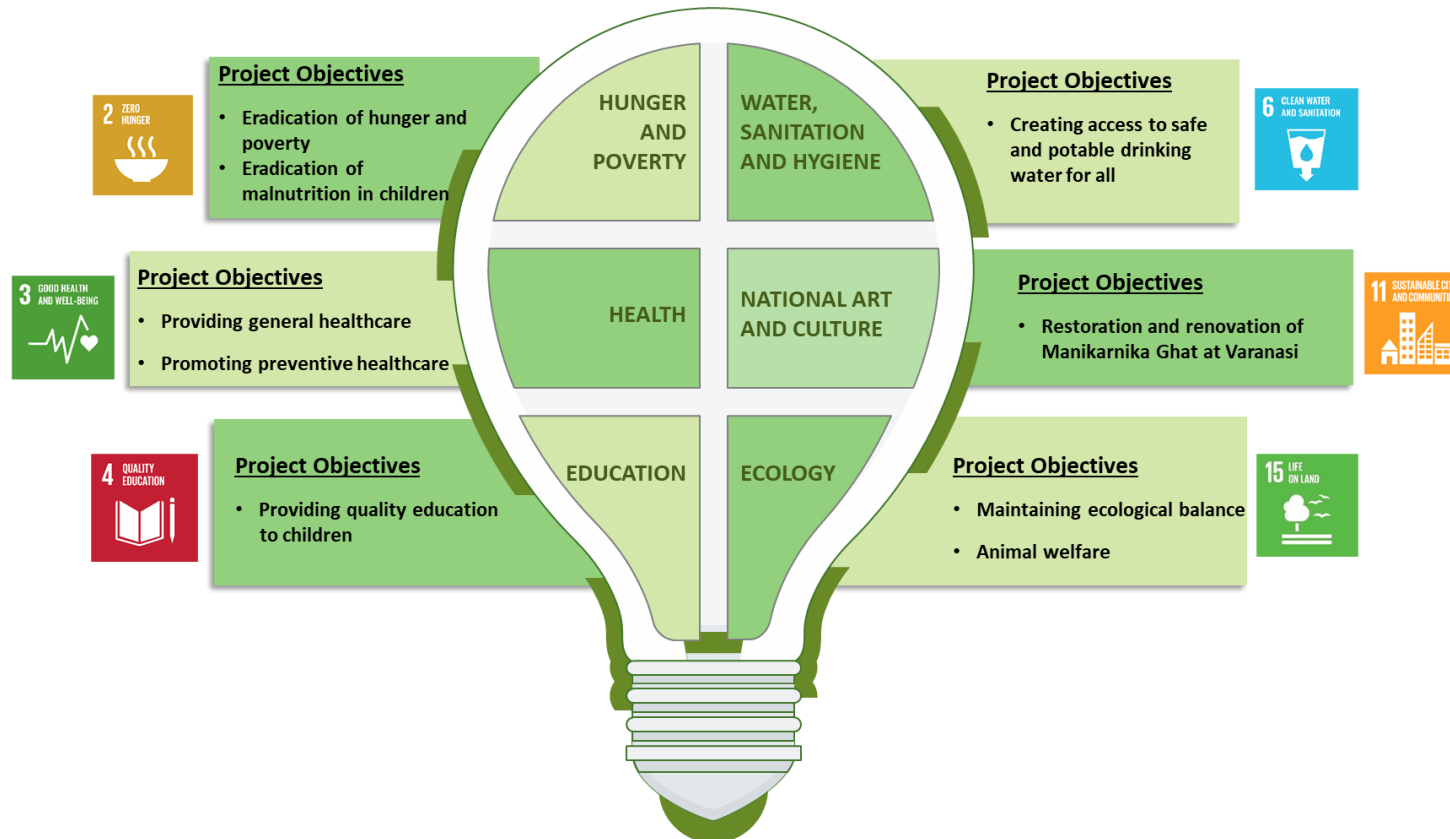
Number of Directors

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



Dialysis unit setup at Nagrik Healthcare centres



Provision of mid-day meal



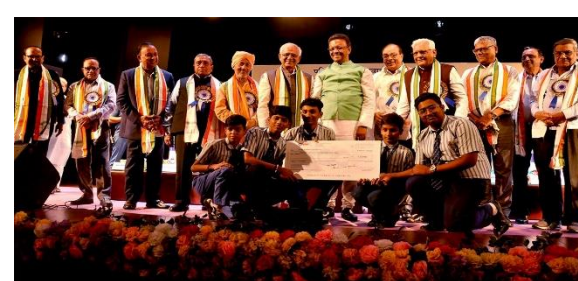
Cancer awareness & detection camp in collaboration with Indian Cancer Society



Animal welfare



Women empowerment



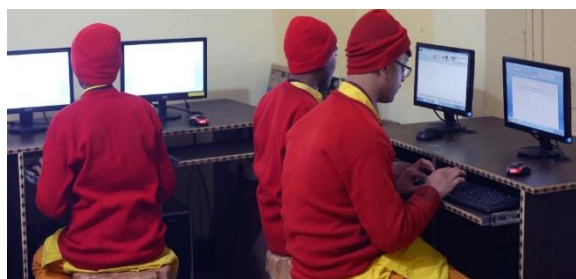
Supporting education



Foundation laid for New Girl's School



Drinking water facility



Computer education



Eye check-up camp



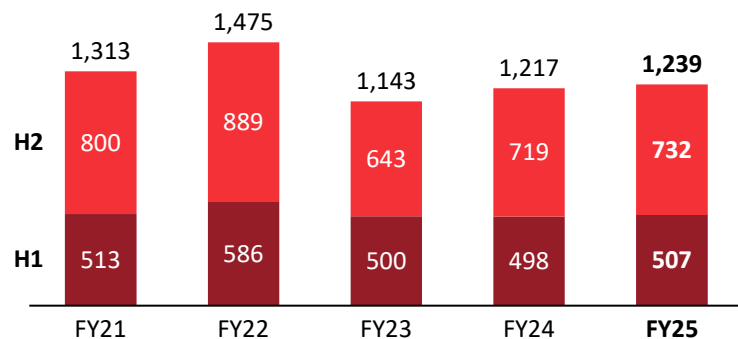
Food distribution programmes



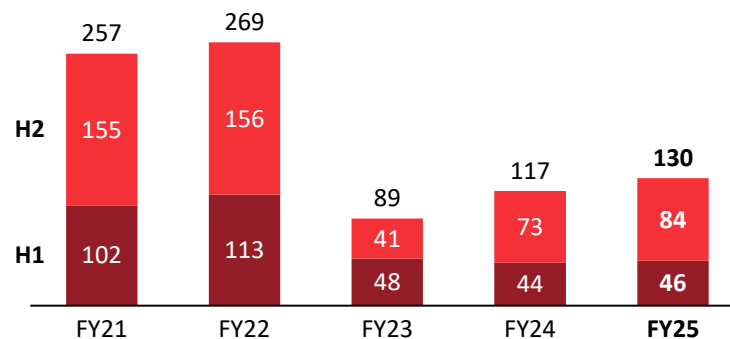
Historical Financial Performance

Historical profit & loss highlights

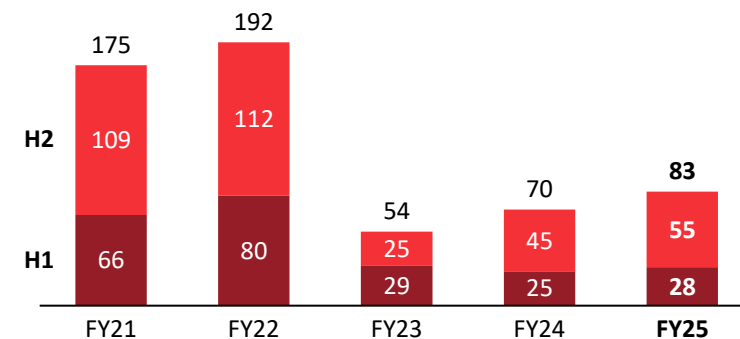
Revenue (Rs. In Cr)



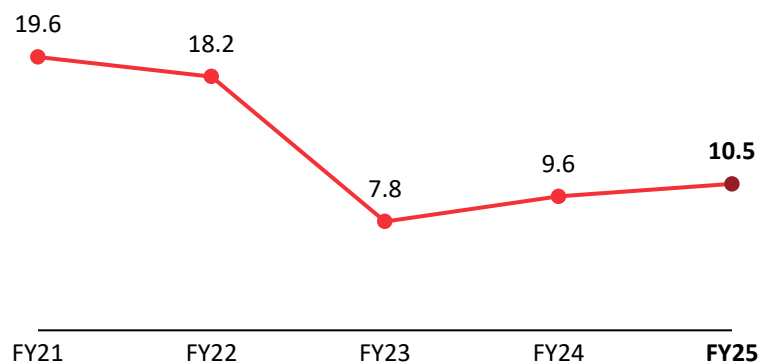
EBITDA (Rs. In Cr)



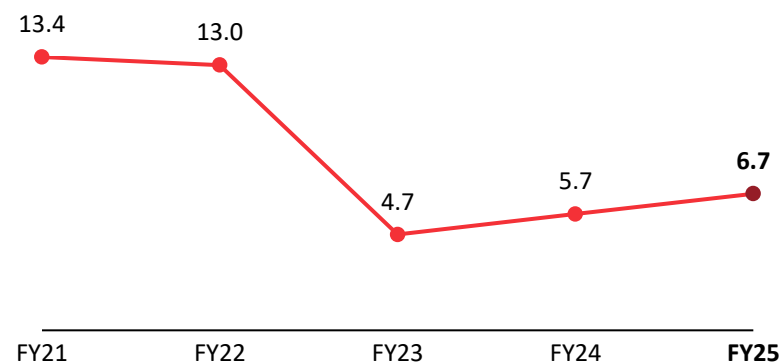
PAT (Rs. In Cr)



EBITDA Margins (%)

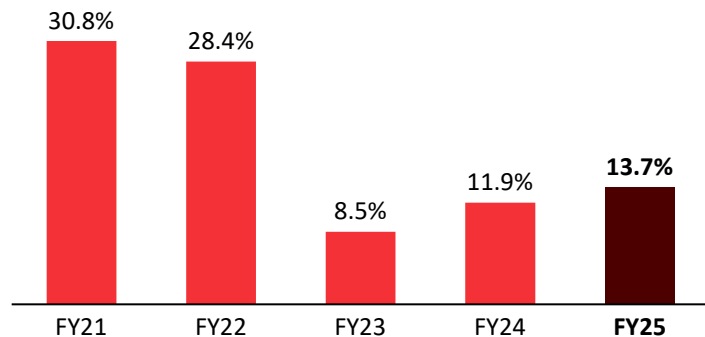


PAT Margins (%)

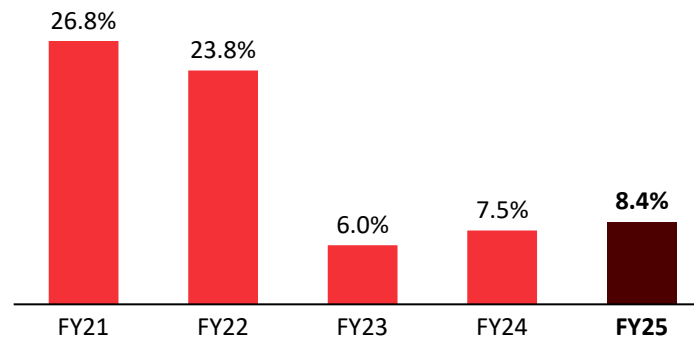


Key financial ratios

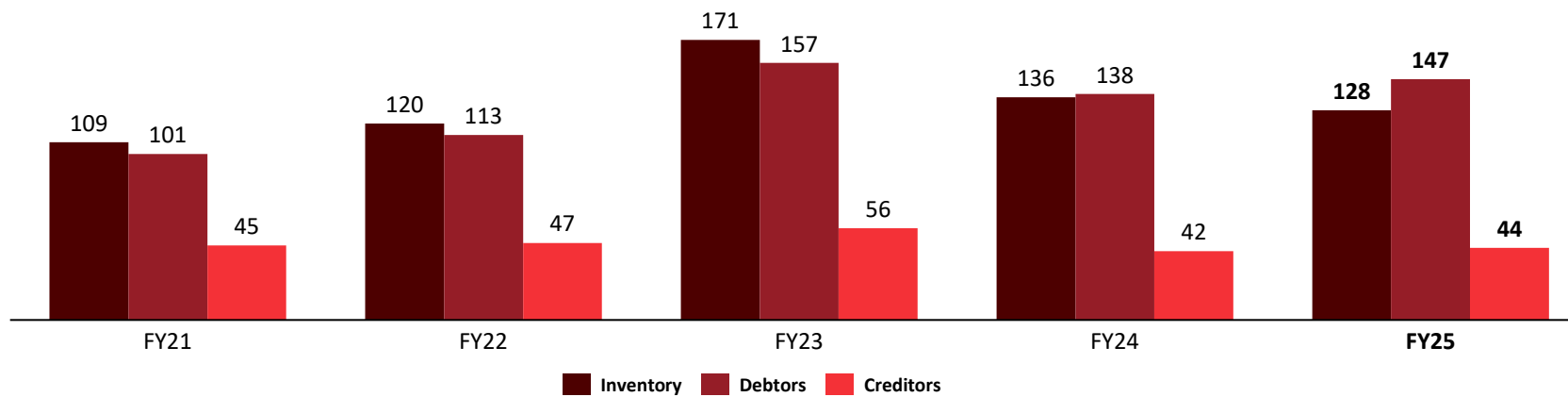
ROCE (%)



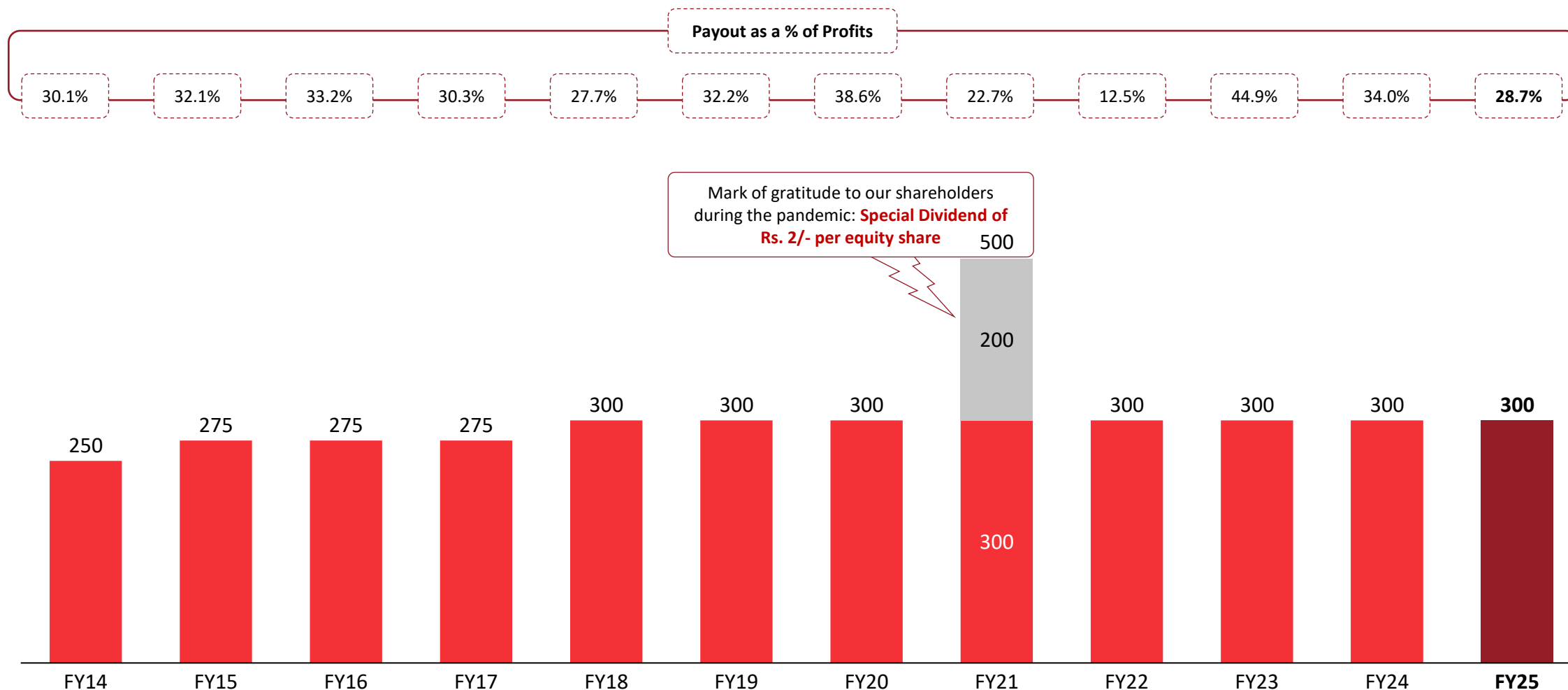
ROE (%)



Working Capital Days



Sharing profits consistently



Consistently sharing the profits in the form of dividend

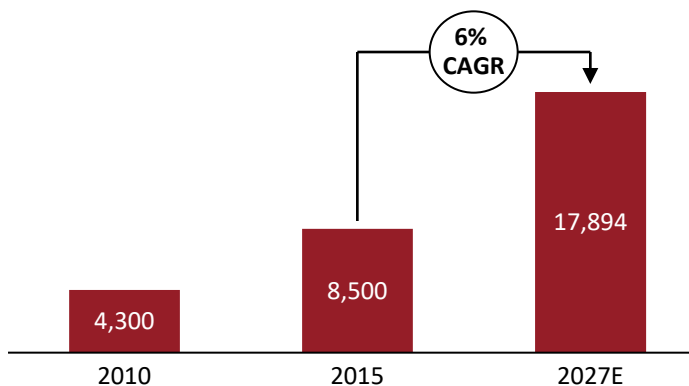


Key Takeaways

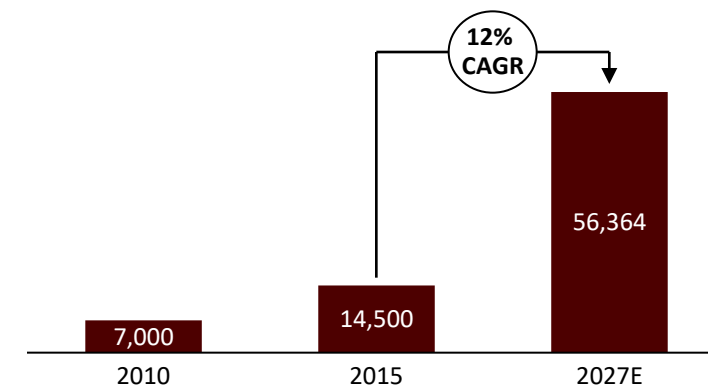
Huge industry potential



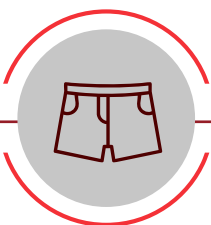
Men's Innerwear Market



Women's Innerwear Market



Key Growth Triggers



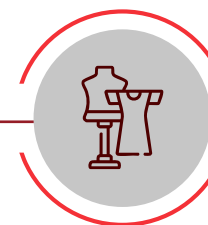
Emergence of purpose-specific innerwear (sporty, casual, fashionable) widening the Market



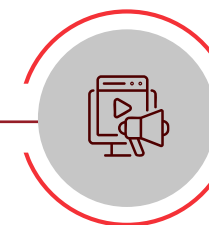
Increasing income levels and high spending power



Growth in penetration of organized retail



Changing Fashion Trends



Increasing penetration of electronic media leading to branded products

Rupa & 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

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Investor Relation Advisors:



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Thank You

