



RUPA & COMPANY LIMITED



Date: November 11, 2022

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 Disclosures Requirements) Regulations, 2015- Investor Presentation**

Dear Sir/ Madam,

We are forwarding herewith Investor Presentation on the financial performance of the Company for the quarter and half year ended September 30, 2022.

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

Kindly take the same on record.

Thanking you.

Yours faithfully,

**For Rupa & Company Limited**

**Manish Agarwal**

***Company Secretary & Compliance Officer***

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



# Q2 & H1 FY23 INVESTOR PRESENTATION



**FRONTLINE**



**Bumchums**

**TORRIDO**

*Softline*

**EURO**

**foof line**

**THERMOCOT**



**fcuk**  
underwear

# Safe Harbor




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# Company Overview

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# #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

**18**

Sub Brands

# Long legacy of delivering excellence



**1968**

RUPA brand incorporated

**1985**

Rupa & Co. Pvt. Ltd. Established

**1995 - 1996**

Took over business of Binod Hosiery

IPO and listing on Calcutta Stock Exchange and Jaipur Stock Exchange

**1997-2000**

Entered casual wear and thermal wear products

Started export of products

Set up Dyeing unit at Domjur, West Bengal

**2003-2008**

Acquired the brand "Euro"

**2009-2012**

Listing of shares at NSE and BSE

Launched premium brand Macroman MSeries

**2013-2015**

Launch of brand, Macrowoman W Series, Torrido Thermal Wear

Awarded by

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

**2016-2018**

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

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

**2021-2022**

Achieved highest ever Revenue & PAT since inception

# Eminent Board of Directors



**Mr. Prahlad Rai Agarwala,**  
Chairman

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



**Mr. Ghanshyam Prasad Agarwala,**  
Vice Chairman

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



**Mr. Kunj Bihari Agarwal,**  
Managing Director

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



# Eminent Board of Directors



**Mr. Ramesh Agarwal,**  
Whole-time Director

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



**Mr. Mukesh Agarwal,**  
Whole-time Director

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



**Mr. Vikash Agarwal,**  
Whole-time Director

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

# Eminent Board of Directors



**Mr. Dipak Kumar Banerjee,**  
Independent Director

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



**Mr. Vinod Kumar Kothari,**  
Independent Director

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



**Mr. Ashok Bhandari,**  
Independent Director

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

# Eminent Board of Directors



**Mr. Sushil Patwari,**  
Independent Director

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



**Mr. Dharam Chand Jain,**  
Independent Director

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



**Mrs. Alka Devi Bangur,**  
Independent Director

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



**Mr. Sunil Chandiramani,**  
Independent Director

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

# Experienced Management Team



## Mr. Niraj Kabra, Executive Director

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

## Mr. Rajnish Agarwal, President

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

## Mr. Sumit Khowala, Chief Financial Officer

- Member of the Institute of Chartered Accountants of India and Institute of Company Secretaries of India
- Associated with the company for over a decade
- Expertise in Finance, Taxation & Banking

## 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, GM – Dyeing

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

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

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

## Mr. J. Rajendra Kumar Singh, GM– Production

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

## Mr. Randhir Singh Jolly, GM– Modern Trade

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

## Mr. Sarvesh Agarwal President - Export

- 18 years of experience, specialised in the field of techno commercial sales
- Previously worked with Himatsingka Seide and Trident

## Mr. Arihant Kumar Baid, VP - Finance

- 15 years of experience in Cross Functional areas in Finance
- Member of the Institute of Chartered Accountants of India

# Brand to recon with



Most Promising Brand 2018  
The Economic Times



Indywood Excellence Award 2017  
Govt. of Telangana



Best Corporate Brand 2016  
The Economic Times



Indian Power  
Brand 2011-12



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



Worldwide achievers(Zee)  
Business Leadership Awards 2013



First Indian innerwear manufacturer  
as licensee of SUPIMA

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# Q2 & H1 FY23 Result Highlights

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# Q2 & H1 FY23 Performance Highlights



## Q2 FY23

Revenue

**Rs. 286 crores**

EBITDA

**Rs. 29 crores**

*Margin*  
**10.2%**

PAT

**Rs. 17 crores**

*Margin*  
**5.9%**

## H1 FY23

Revenue

**Rs. 500 crores**

EBITDA

**Rs. 48 crores**

*Margin*  
**9.5%**

PAT

**Rs. 29 crores**

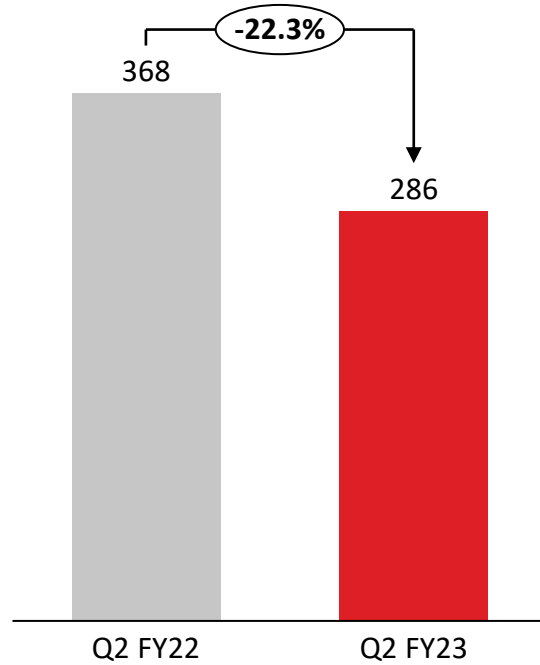
*Margin*  
**5.9%**



# Q2 FY23 Financial Highlights

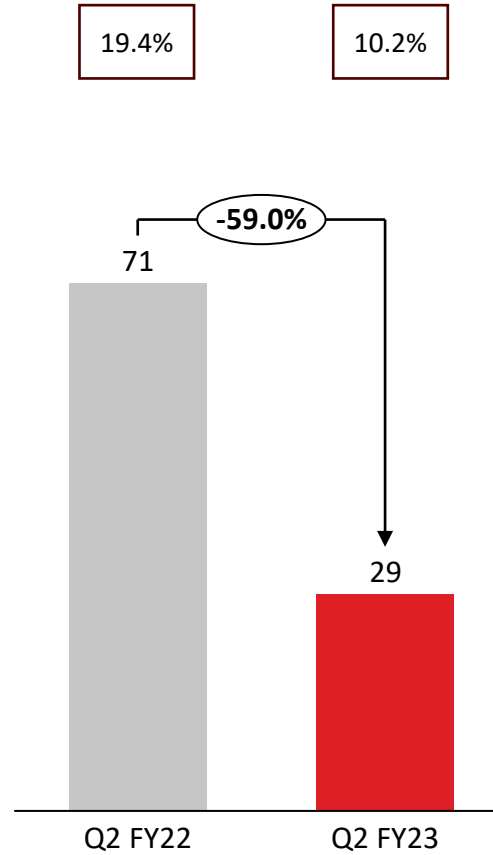


## Revenue from Operations

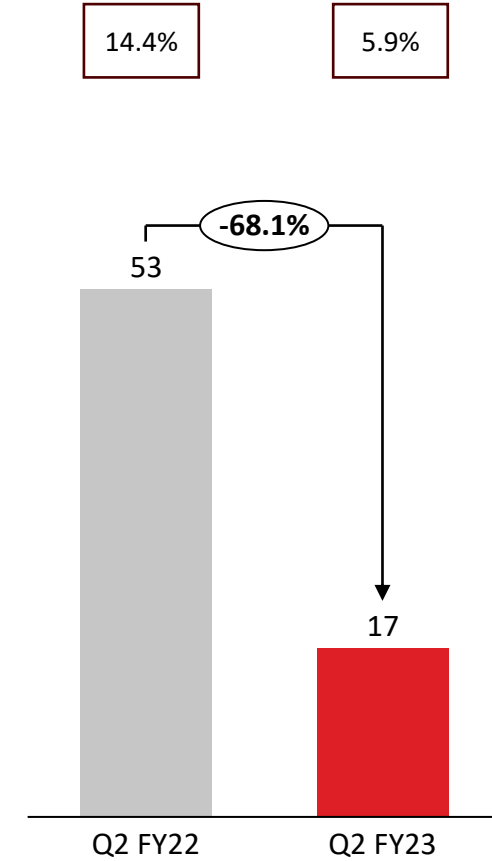


(Rs. in Cr)

## EBITDA & EBITDA Margin



## PAT & PAT Margin



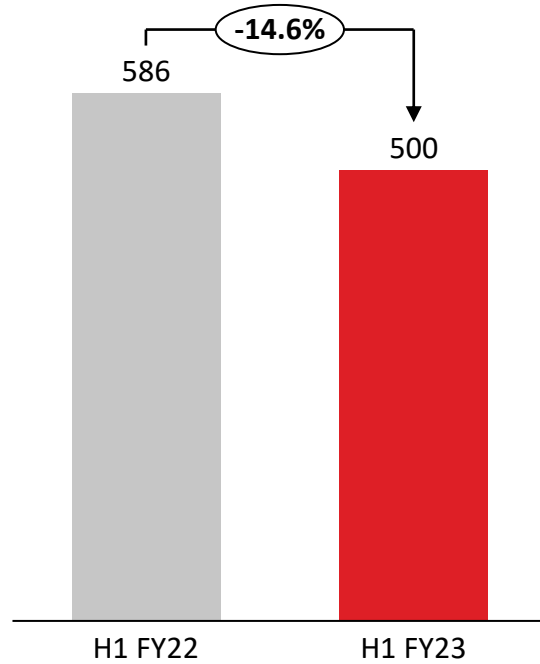
\*consolidated financials



# H1 FY23 Financial Highlights

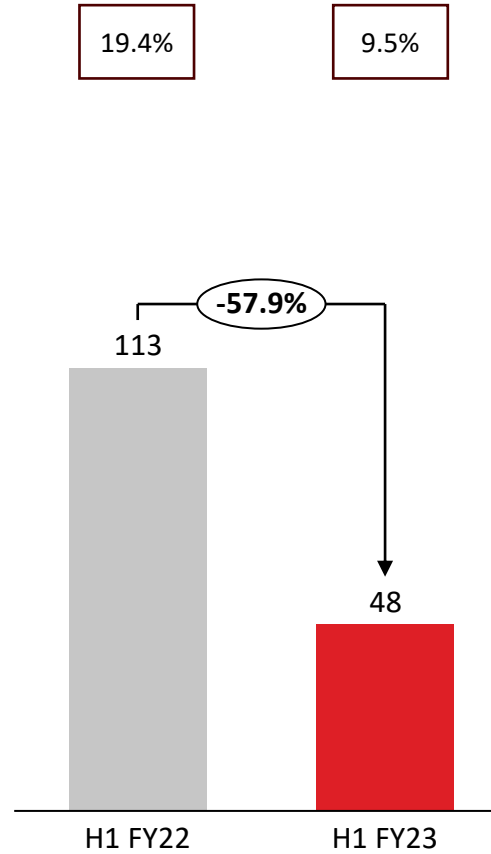


## Revenue from Operations

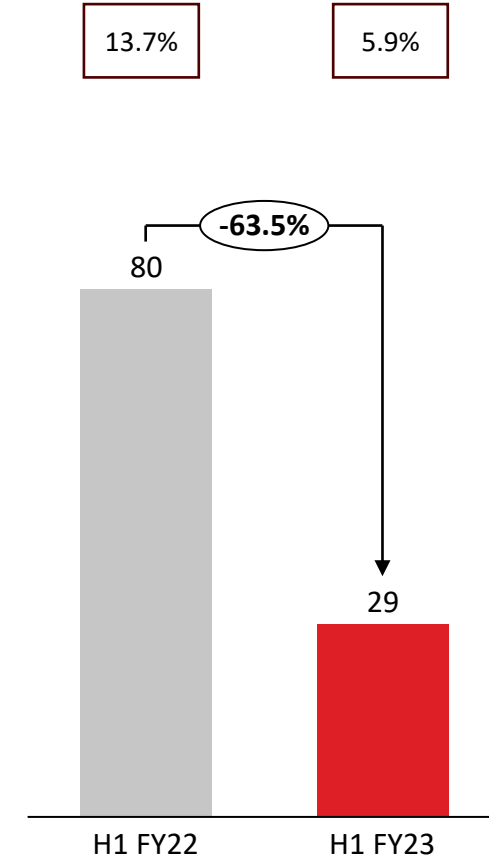


(Rs. in Cr)

## EBITDA & EBITDA Margin



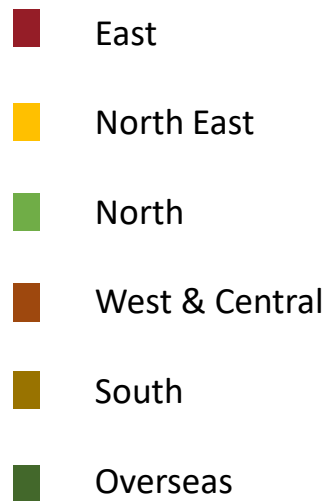
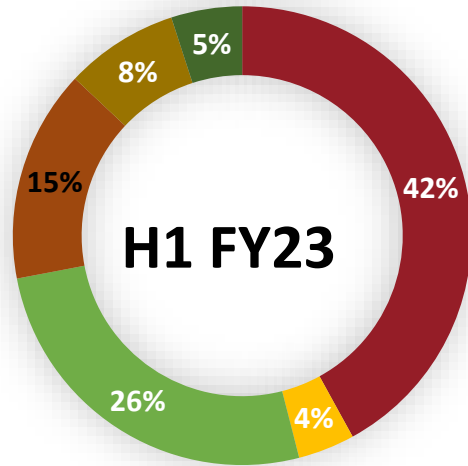
## PAT & PAT Margin



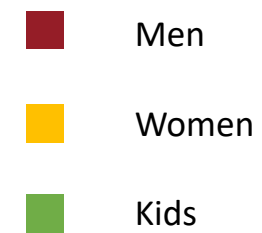
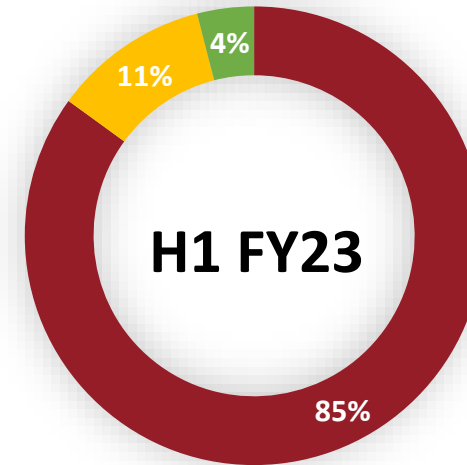
\*consolidated financials

# Sales mix

## Region-wise Revenue split



## Gender-wise Revenue split



# Consolidated Profit & Loss



Particulars (Rs. Crs.)	Q2 FY23	Q2 FY22	Y-o-Y	Q1 FY23	Q-o-Q	H1 FY23	H1 FY22	Y-o-Y
<b>Revenue from Operations</b>	<b>285.6</b>	<b>367.5</b>	<b>-22.3%</b>	<b>214.7</b>	<b>33.1%</b>	<b>500.3</b>	<b>585.5</b>	<b>-14.6%</b>
Total Raw Material	149.6	143.5		64.5		214.1	217.8	
Sub-Contract Expenses	50.2	93.5		69.9		120.1	152.8	
Gross Profit	85.7	130.5	-34.3%	80.3		166.0	214.9	-22.7%
Gross Profit Margin %	30.0%	35.5%		37.4%		33.2%	36.7%	
Employee Expenses	14.7	16.1		17.2		31.9	30.5	
Other Expenses	41.8	43.1		44.6		86.5	71.0	
<b>EBITDA</b>	<b>29.2</b>	<b>71.3</b>	<b>-59.0%</b>	<b>18.5</b>	<b>58.2%</b>	<b>47.7</b>	<b>113.4</b>	<b>-57.9%</b>
<b>EBITDA Margin (%)</b>	<b>10.2%</b>	<b>19.4%</b>		<b>8.6%</b>		<b>9.5%</b>	<b>19.4%</b>	
Other Income	3.2	2.3		5.6		8.8	4.4	
Depreciation	3.4	3.5		3.3		6.7	7.0	
EBIT	29.1	70.1	-58.5%	20.8	39.8%	49.8	110.8	-55.0%
Finance Cost	6.5	4.3		5.8		12.3	7.6	
Profit before Tax	22.6	65.8	-65.7%	15.0	50.8%	37.6	103.3	-63.6%
Tax	5.7	12.8		2.5		8.2	23.1	
<b>Profit after Tax</b>	<b>16.9</b>	<b>53.0</b>	<b>-68.2%</b>	<b>12.4</b>	<b>35.5%</b>	<b>29.3</b>	<b>80.2</b>	<b>-63.4%</b>
<b>PAT Margin (%)</b>	<b>5.9%</b>	<b>14.4%</b>		<b>5.8%</b>		<b>5.9%</b>	<b>13.7%</b>	
EPS	2.1	6.7		1.6		3.7	10.1	

# Consolidated Balance Sheet



Particulars (Rs. Crs.)	Sep-22	Mar-22
<b>ASSETS</b>		
Non - Current Assets		
Property, plant and equipment	191.9	188.7
Right of Use Assets	15.3	16.3
Capital work-in-progress	25.9	26.1
Intangible Assets	4.7	5.0
Intangible Assets under development	0.6	0.6
<b>Financial Assets</b>		
(i) Investments	0.0	0.0
(ii) Other Financial Assets	3.1	4.1
Non - Current Tax Assets	0.0	10.2
Other Non-Current Assets	12.0	7.4
<b>Total Non - Current Assets</b>	<b>253.6</b>	<b>258.4</b>
Current Assets		
Inventories	672.2	583.0
<b>Financial Assets</b>		
(i) Trade receivables	362.2	547.3
(ii) Cash and cash equivalents	5.2	4.3
(iii) Bank balances other than (ii) above	63.3	119.4
(iv) Loans	2.0	2.0
(v) Other Financial Assets	2.0	2.0
Current tax Assets (net)	12.0	-
Other Current Assets	74.8	60.7
<b>Total Current Assets</b>	<b>1,193.6</b>	<b>1,318.8</b>
<b>TOTAL ASSETS</b>	<b>1,447.2</b>	<b>1,577.1</b>

Particulars (Rs. Crs.)	Sep-22	Mar-22
<b>Equity</b>		
Equity Share Capital	8.0	8.0
Other Equity	879.4	873.8
<b>Total Equity</b>	<b>887.4</b>	<b>881.8</b>
<b>Liabilities</b>		
Non - Current Liabilities		
Financial Liabilities		
(i) Borrowings	12.8	15.9
(ii) Lease Liabilities	12.9	13.5
Provisions	0.6	0.6
Deferred Tax Liabilities, (net)	11.9	11.7
Other Non Current Liabilities	1.3	1.5
<b>Total Non - Current Liabilities</b>	<b>39.4</b>	<b>43.2</b>
Current Liabilities		
Financial Liabilities		
(i) Borrowings	330.8	339.0
(ii) Lease Liabilities	1.4	1.3
(iii) Trade Payables		
(a) total outstanding dues of micro enterprises and small enterprises	0.8	9.3
(b) total outstanding dues of creditors other than micro enterprises and small enterprises	117.8	210.6
(iv) Other Financial Liabilities	63.6	71.8
Provisions	3.4	2.9
Current Tax Liabilities (net)	0.7	10.3
Other Current Liabilities	1.9	6.8
<b>Total Current Liabilities</b>	<b>520.4</b>	<b>652.1</b>
<b>Total Equity and Liabilities</b>	<b>1,447.2</b>	<b>1,577.1</b>

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# Business Model

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FRONTLINE

FRONT OPEN MINI TRUNK

INSPIRED FROM NATURE

FRONT OPEN MINI TRUNK  
10  
COLOUR VARIANTS

CHARCOAL,  
LOCATION ♀ NORWAY

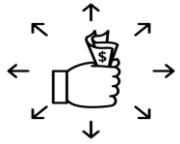
live  
colors

MINI BRIEFS  
available in 10 colours

The advertisement is split into two main sections. The left section features a charcoal-colored front open mini trunk against a starry night sky background. Below it, a man in a white tank top points towards the product, with a snowy mountain range in the background. Text includes 'FRONTLINE' on the waistband, 'FRONT OPEN MINI TRUNK', 'INSPIRED FROM NATURE', a circular badge with '10 COLOUR VARIANTS', and 'CHARCOAL, LOCATION ♀ NORWAY'. The right section has a blue background with a blue mini brief and a graphic of colorful streaks. It features the 'live colors' logo and 'MINI BRIEFS available in 10 colours'. At the bottom, ten different color variants of the mini briefs are displayed in two rows of five.

# Consumers are increasingly in pursuit of experiences

## Affordability



1

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

## Scalability



2

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

## Brand



3

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

## Distribution



4

- ✓ Expanding retail footprint
- ✓ Adopting digital transformation

# Broad & unparalleled product portfolio



Bermudas  
T-shirts

**Athleisure**

Leggings & Causal Wear  
Socks

Vests/ Upper

**Thermal Wear**

Lowers

Brief / Drawer

Lingerie

Vest / Upper

Lowers

**Innerwear**

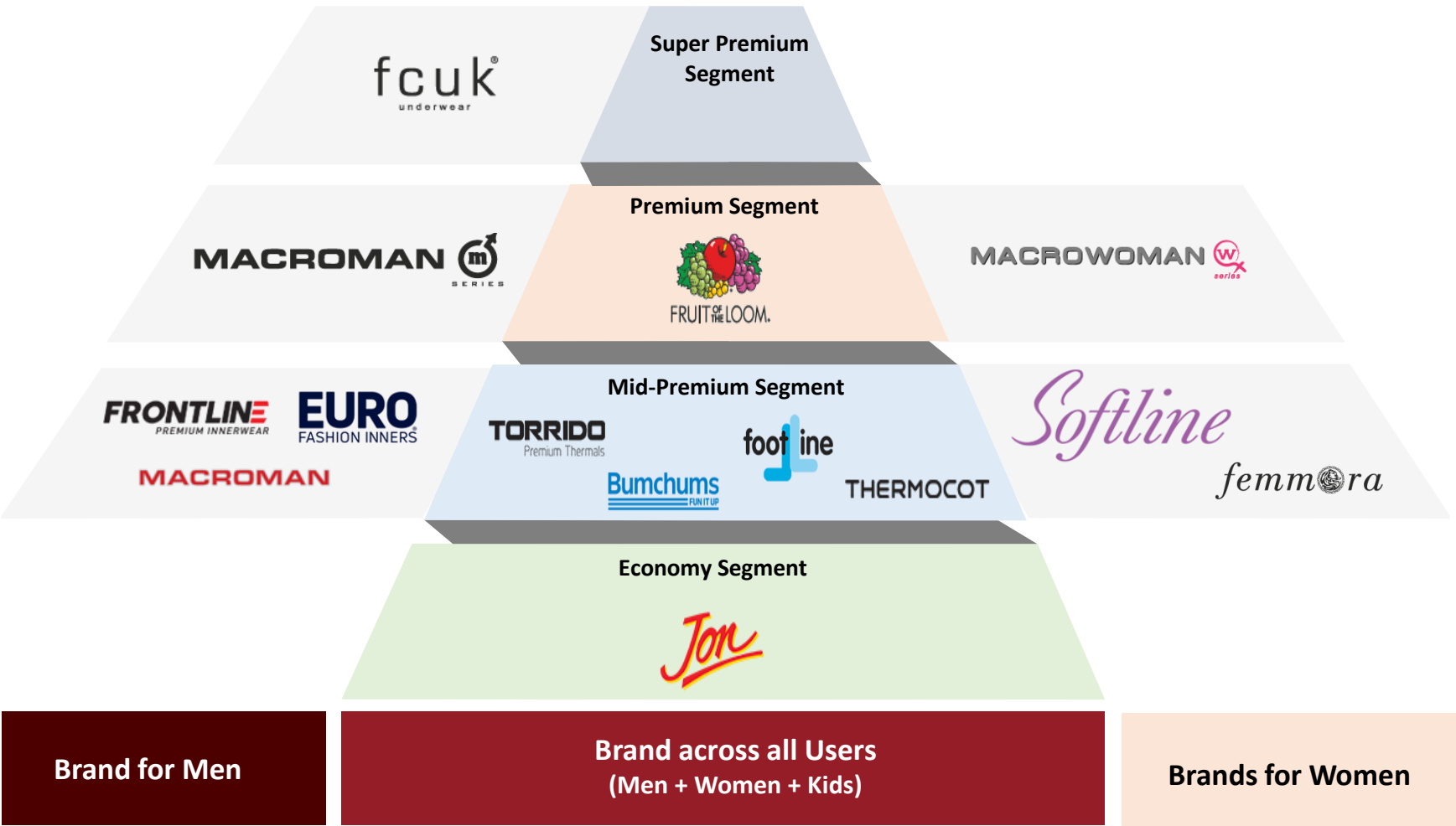


*"Rupa overhauls its portfolio periodically to the fast-changing requirements, evolving the market in line with changing times."*

# Brands across a wide price range



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



Bouquet of Brands across Price Segments

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

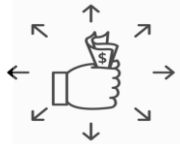
Strategically making presence in Mid-premium to Super premium brands

Licensing of International Brands



# Consumers are increasingly in pursuit of experiences

## Affordability



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- ✓ Broad & unparalleled product portfolio
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## Scalability



2

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

## Brand



3

- ✓ Accelerating the launch of aspirational brands
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## Distribution



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# An integrated & efficient manufacturing process



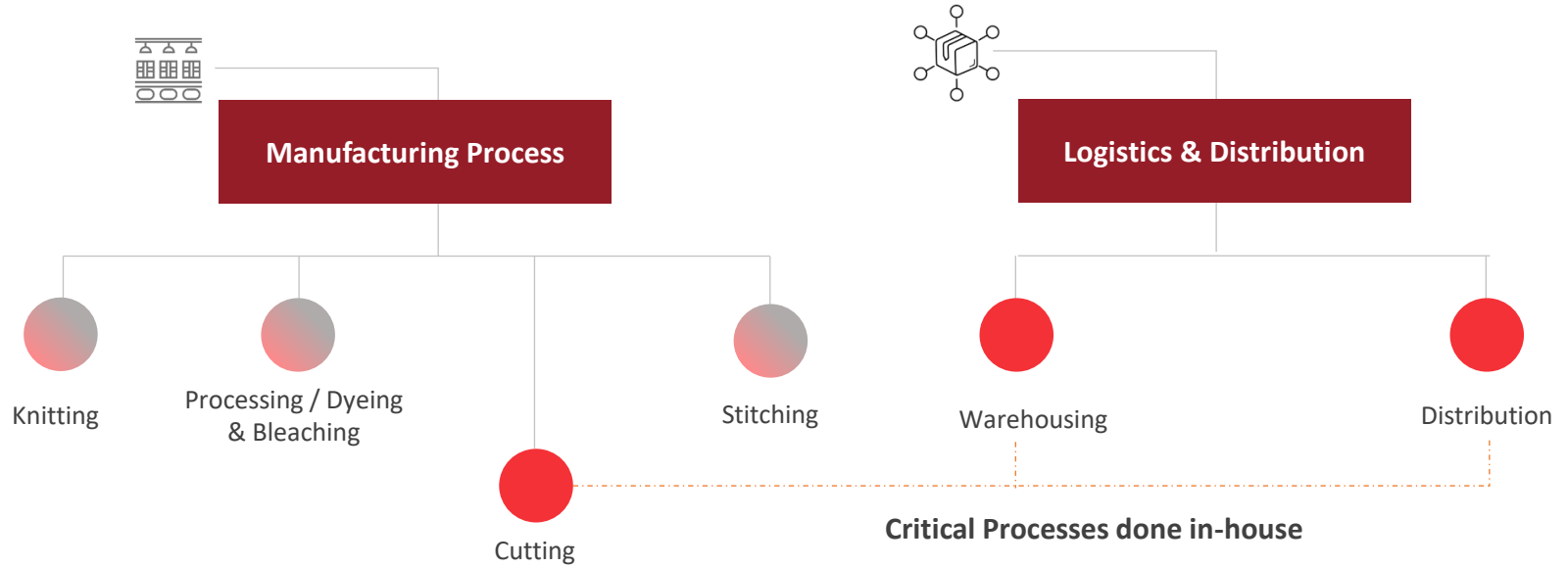
Product Design & Development



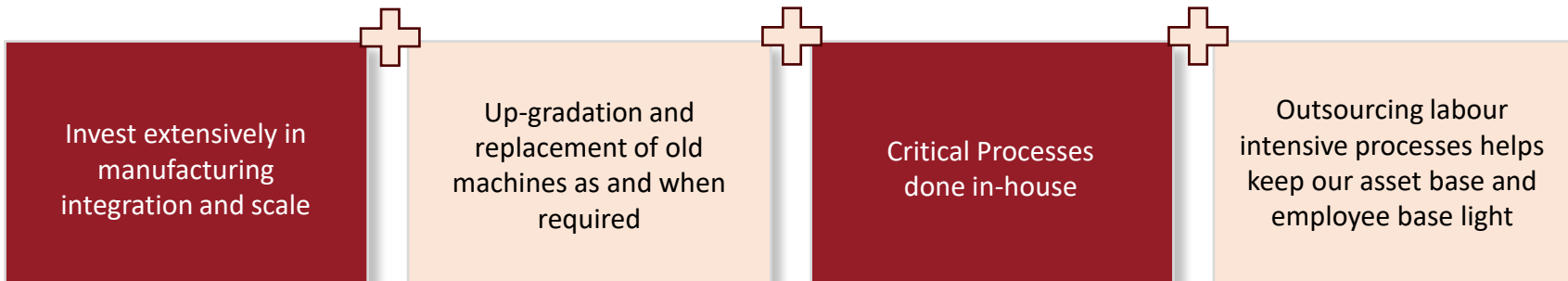
Manufacturing Process



Logistics & Distribution



**Critical Processes done in-house**



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

# State of art manufacturing facilities

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



Domjur (West Bengal)



Tirupur (Tamil Nadu)



Bengaluru (Karnataka)



Ghaziabad (NCR)



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

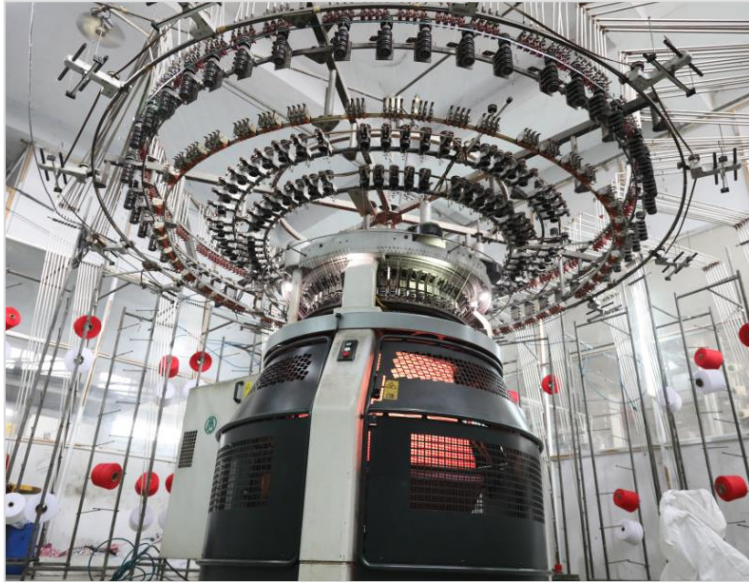
**7,00,000+**  
Finished Goods per day

**9,000+**  
SKUs

**3** tons/day  
Yarn Dyeing

**25** tons/day  
Fabric Dyeing

# Unwavering focus on R&D



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

# Quality implemented at each stage



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



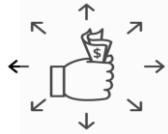
Understanding the value of research, the ultra-modern laboratory at Rupa's Dyeing and Processing Plant gives advanced developmental support to the daily operations

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



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## Affordability



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## Scalability



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

## Brand



3

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

## Distribution



4

- ✓ Expanding retail footprint
- ✓ Adopting digital transformation

# Reinforcing high growth : Women's Wear



- Pioneering Premium Leggings, Lingerie and Outerwear brand with a huge range of wardrobe essentials to seek ease with a fashionable edge
- Softline aims to make 'comfortable' the new fashion statement. 'Softline' has always pushed the envelope in terms of innovation, variety and comfort
- Brands mantra 'Effortless You', communicates exactly to reach out to the primary consumer base, i.e. young women, fulfilling their need for comfortable yet stylish Lingerie, Leggings and Casual wear
- Available in 250+ colours for all sizes

*Softline*  
WOMENSWEAR

**KIARA**  
now a SOFTLINE GIRL

**EFFORTLESSLY  
YOU**

*Kiara Advani*  
Kiara Advani

**250+**  
Colours  
for Every  
Mood

4RD COTTON  
STRETCHY FABRIC

LEGGINGS • PALAZZOS • PANTS

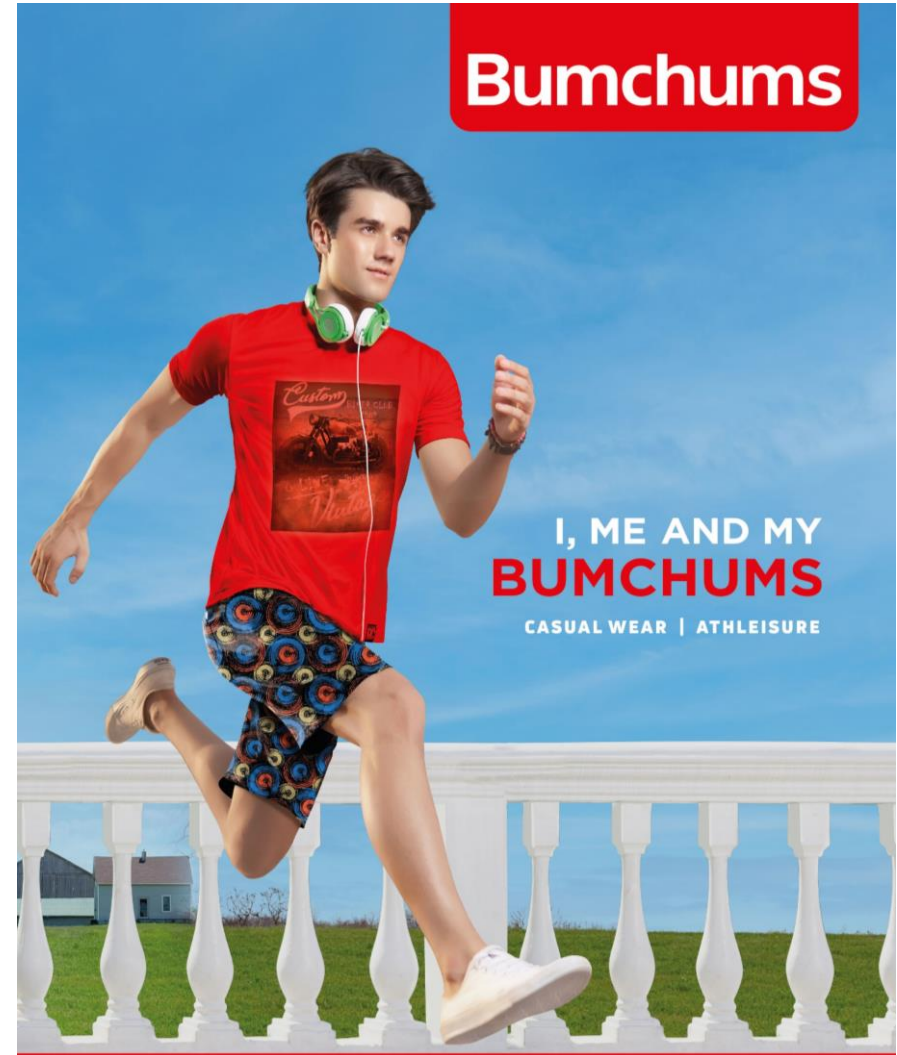
# Reinforcing high growth : Athleisure



There's a fun side to everyone!

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

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





# Reinforcing high growth : Thermal Wear



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



## THERMOCOT



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

**TORRIDO**  
Premium Thermals

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

# Scaling high margin revenue streams



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

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



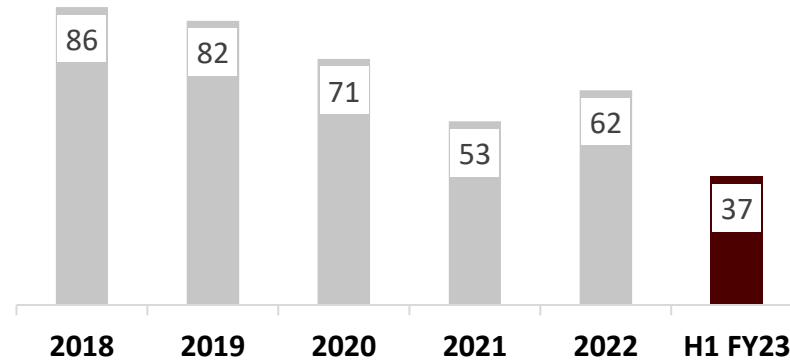
# Strategic & Consistent investments in Branding



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

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

Brand Development Cost (Rs. In Cr)



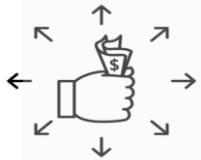
Brand development cost in H1 FY23 were higher at Rs 37 cr against Rs 20 cr in H1 FY22. This is attributable to heavy investments in marketing by engaging celebrity brand ambassadors and running national campaigns



# Consumers are increasingly in pursuit of experiences

## Affordability

1



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

## Scalability

2



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

## Brand

3



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

## Distribution

4



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

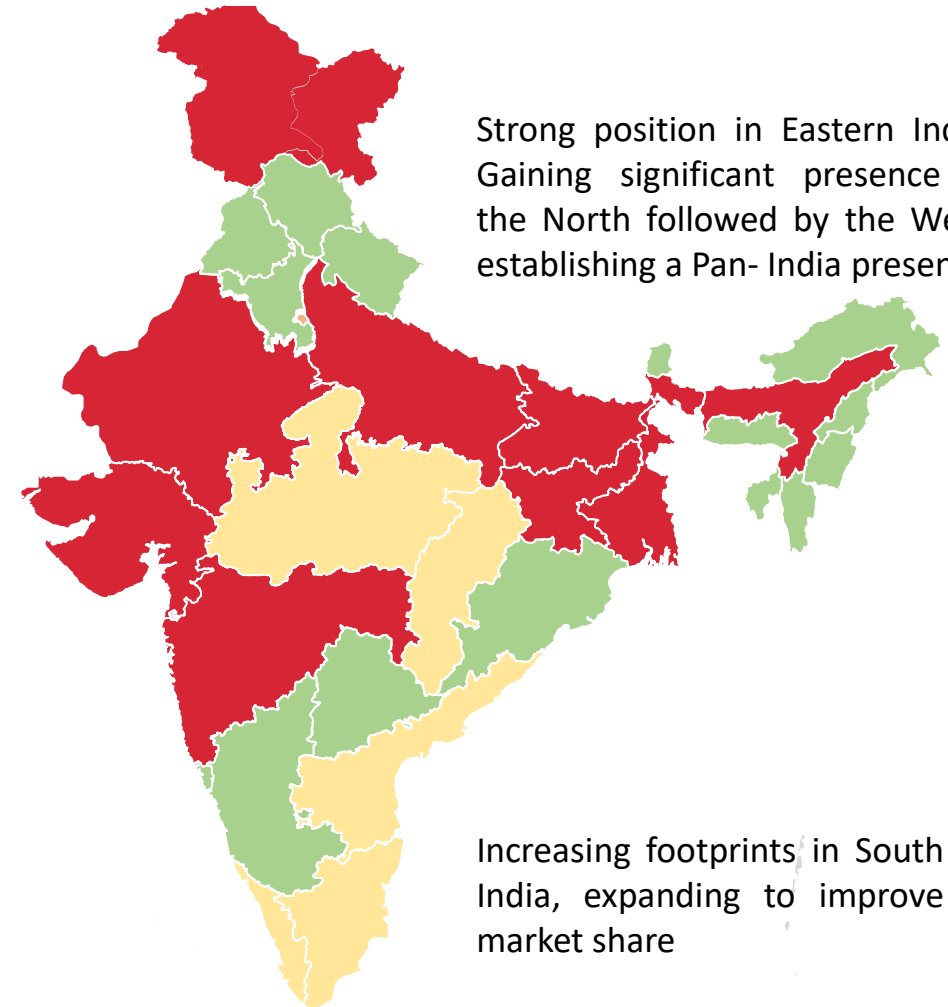
# Expanding retail footprint



1,50,000+  
Retail Outlets

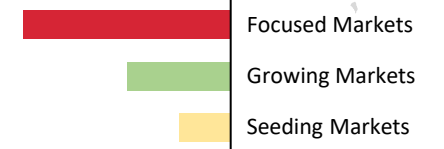
1,500+  
Dealers

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



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

Increasing footprints in South India, expanding to improve market share



# Digitisation & Information Technology



## Digital Transformation

Core Enterprise solution with SAP F&VB S4  
HANA Implementation

## Upgrade Channels

Revamp of B2C Sales Channel Rupa Online  
Store

## Revamps Sales System

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

## Analytics

Implementation of SAP Analytics on S4 HANA  
to help decision making

### Digital Transformation Areas

Manual Costing  
Derivation

Article Price variance from  
Cost Sheet Price

Lack of budget control in  
procurement of materials

No adherence to price after  
cost sheet approval

### Upgraded Channels

Details flow from Auto PR  
worth Pricing

Cost Sheet in SAP limits the price  
variance in Sales Order

Management Approval of cost  
sheet through SAP integrated  
Purchase Order

Approved Price cannot be  
changed in purchase Order

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

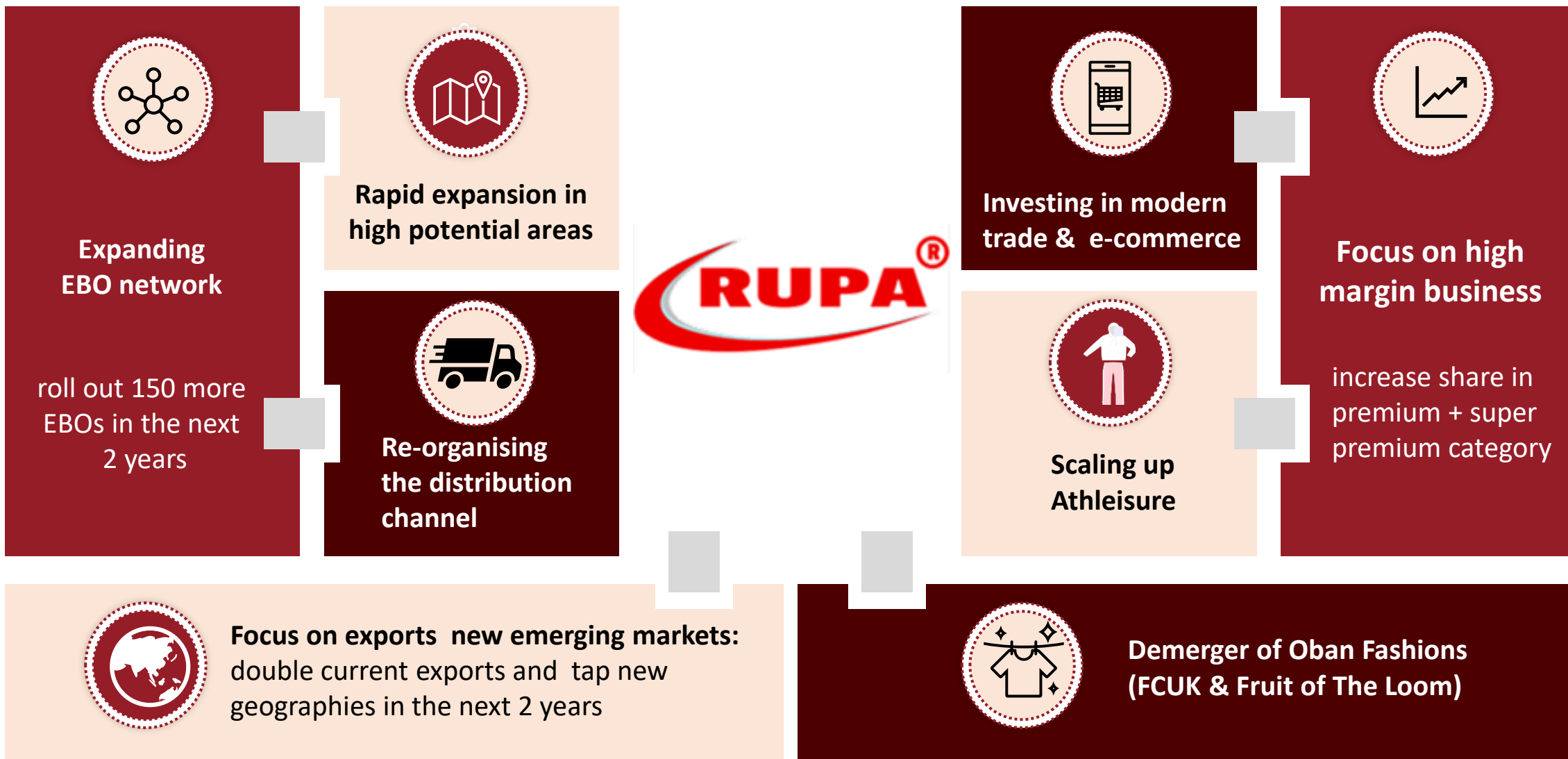
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# Growth Initiatives

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# Recent Strategic Initiatives





# Rapid expansion in high potential areas



Medium Term Target

**3X - 4 Years**

**4X - 3 Years**

**5X - 3 Years**

**5X - 3 Years**

FY23 Target

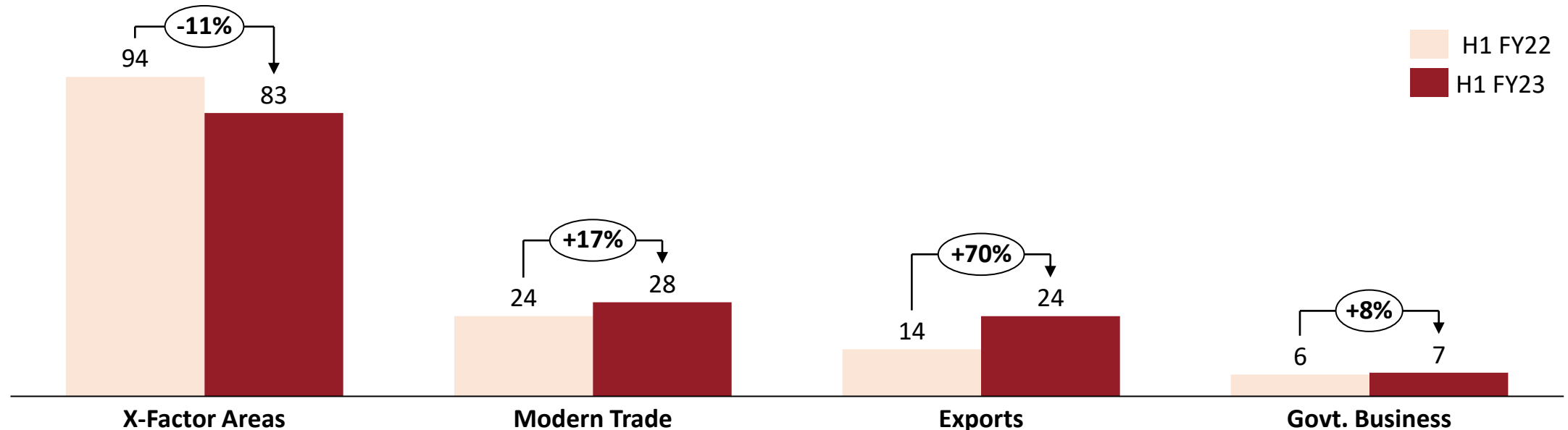
Growth - 45%

Growth - 60%

Growth - 70%

Growth - 55%

Revenue  
(in Rs cr)



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

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

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

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

# Expanding EBO network



## Exclusive Brand outlets

**Current store count : 24 EBO**

### Strategy:

- > Rupa flagship store of 1000 sq ft launched in Kolkata
- > Create small to mid sized Franchisee Store Model with best-in-class SOPs
- > Build and nurture, competent Franchisee Management Organisation Capabilities
- > Establish Franchise model within Top 50 Cities
- > Invest in Key enablers like Store design, Branding, IT, CRM, SCM, CS, Marketing & Training / Development

### Future Plan:

- Adding 50+ stores in FY23
- Stores to be added in high footfall areas like airports & railway stations
- Pan India presence with 150 EBO's in next 2-3 years

## Our maiden flagship store at Camac Street, Kolkata



# Investing in modern trade and e-commerce



**Current store count: 650+**

## Strategy:

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

## Future Plan:

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

## Modern Retail Trade



## Online Apps & portals



**Presence on all e-commerce sites**

## Strategy:

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

## Future Plan:

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

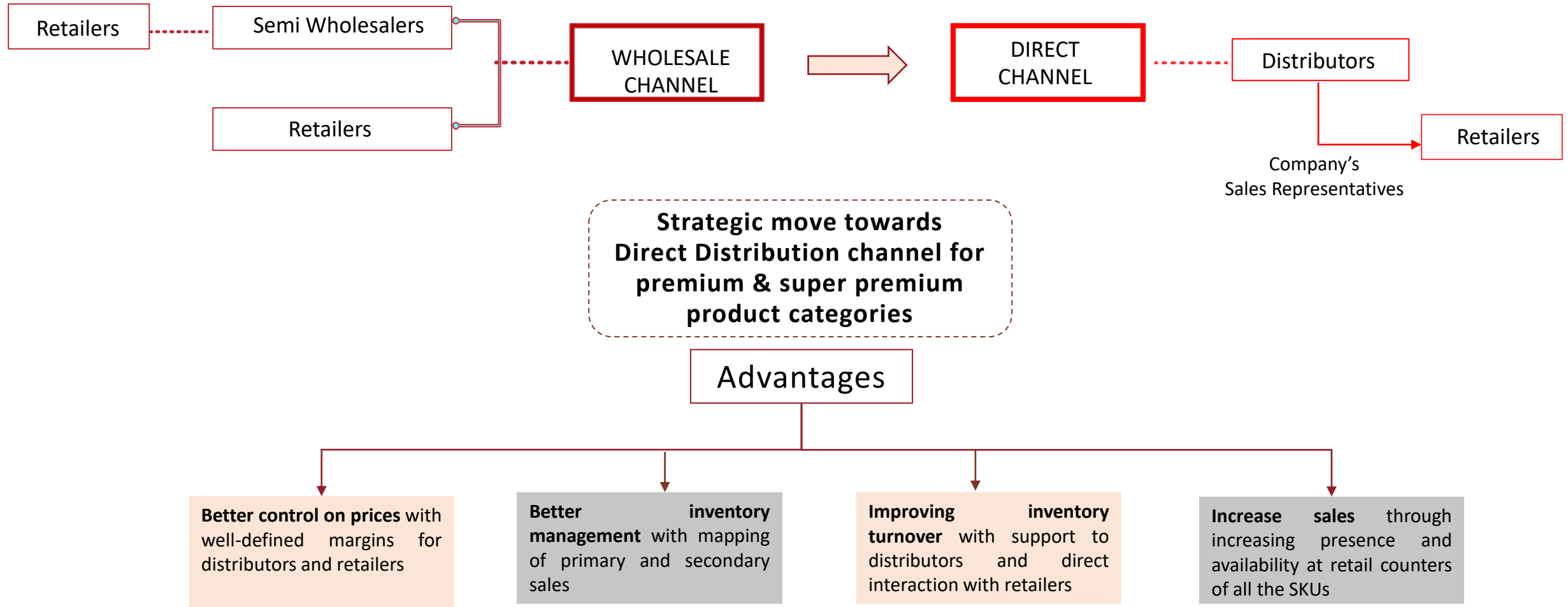
# Focus on exports and new markets



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



# Re-organising the distribution channel



## Market Presence

01

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

## Consolidation

02

Consolidation of similar premium businesses to execute more efficiently and effectively

## Synergies

03

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

## Management Bandwidth

04

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

## Capital Allocation

05

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



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# ESG & CSR Initiatives

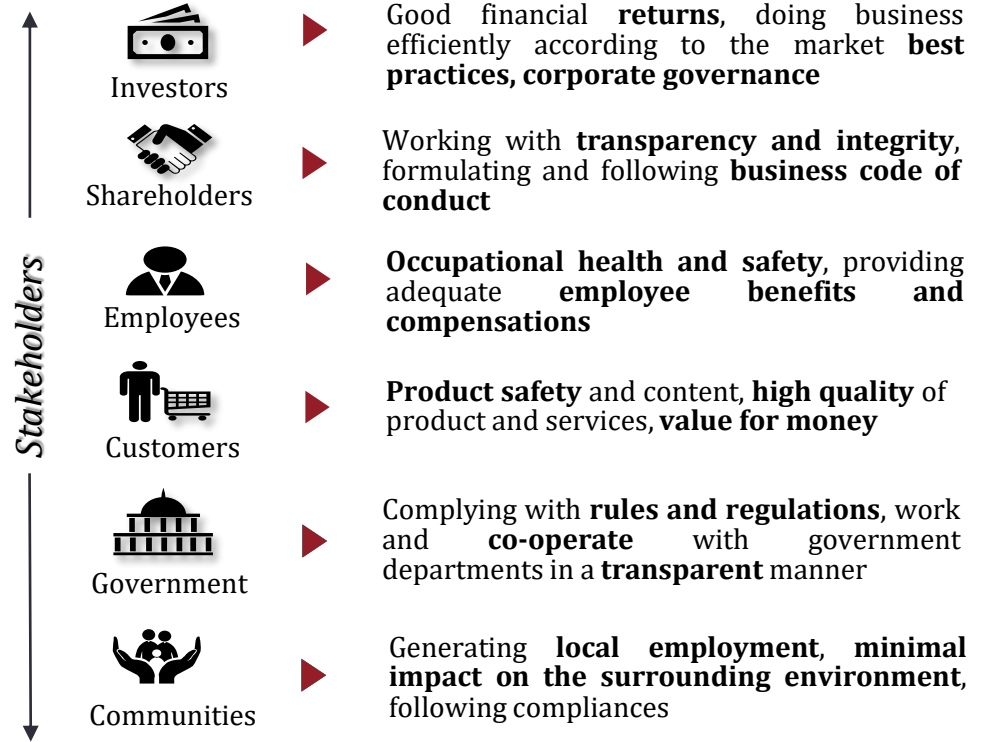
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# Why does ESG matter to us?



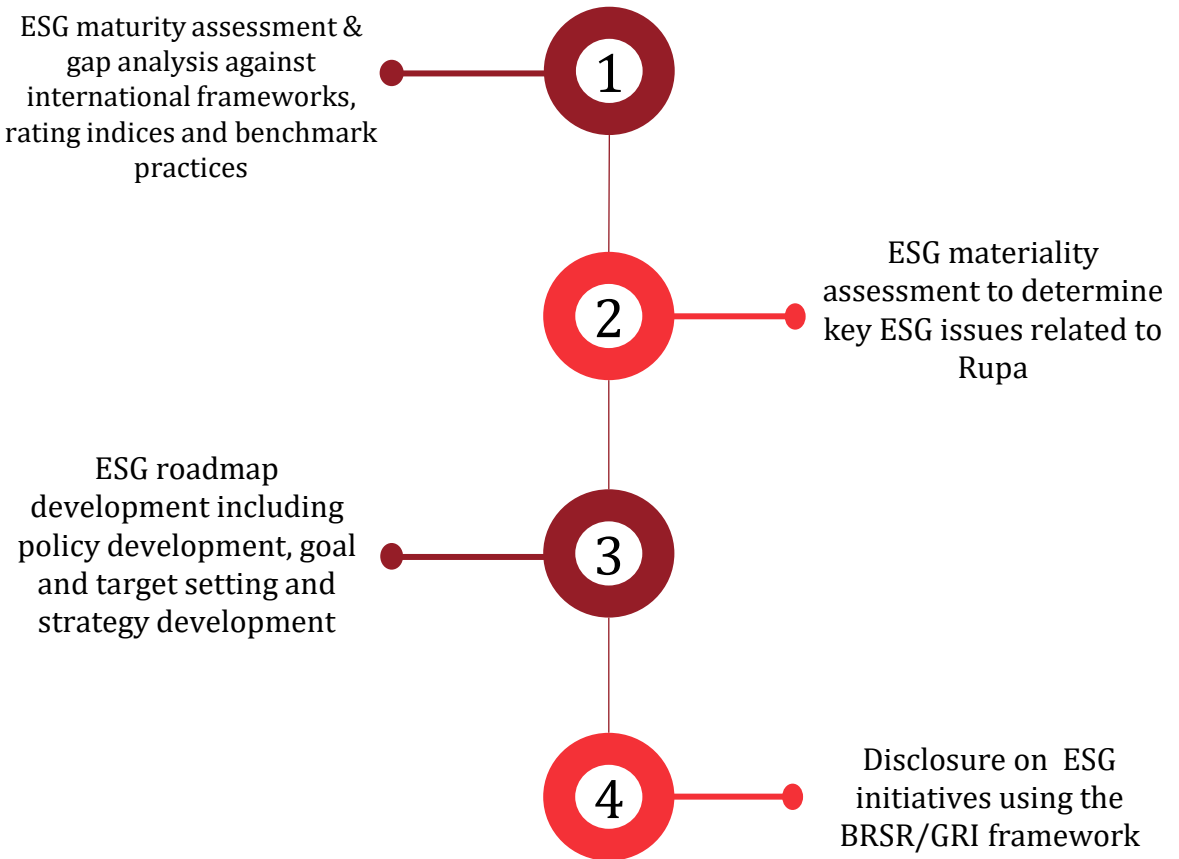
 Sustainability is something that Investors are demanding, Customers are expecting, Shareholders are relying on, & Employees are valuing.



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

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

## Collaboration with EY to implement ESG



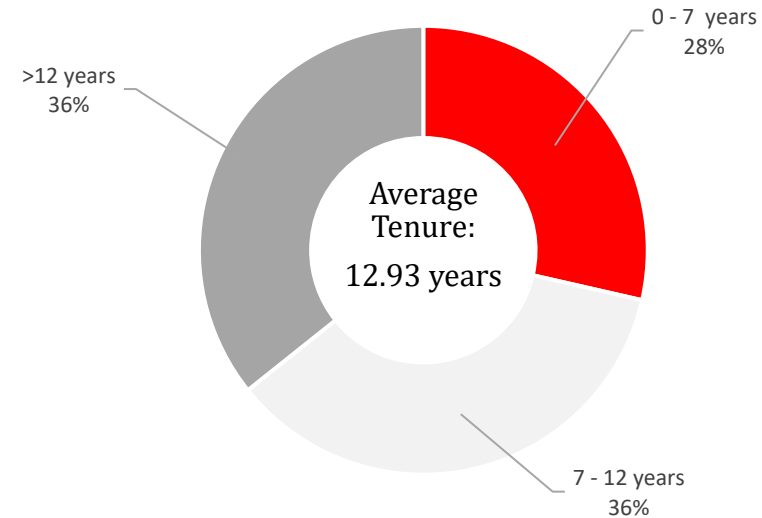


# Strong Board Oversight on ESG

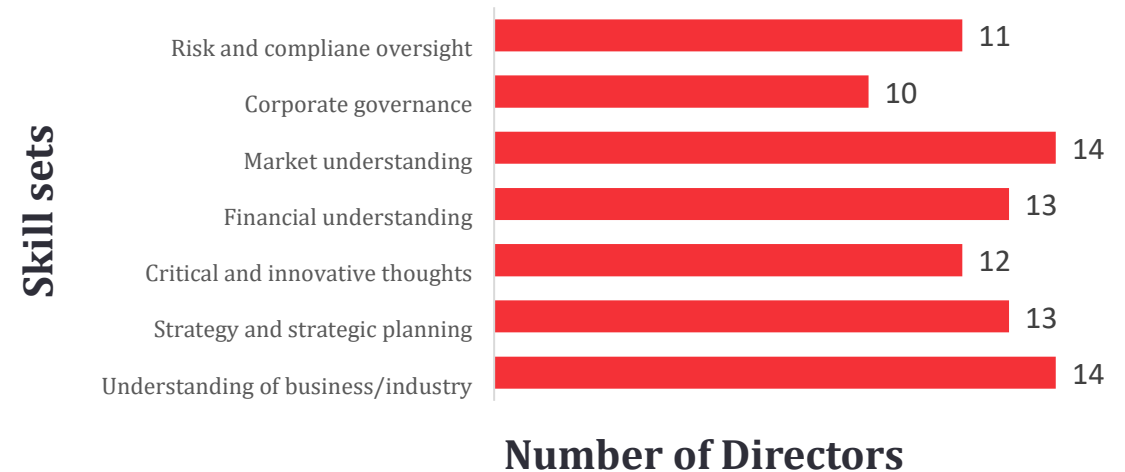
## Responsible Governance

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

## Board Tenure



## Board Experience



# Committed to Sustainable Growth



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

## Energy and GHG Management



The steam generated from the boiler is captured and reused in operations including drying, compaction and heating the incoming boiler water.

Conserved electricity through implementation of LED lighting



Indigenous products sourced locally thereby reducing carbon footprint

## Biodiversity Management



Planting trees in and around our facility

## Waste Management



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

100% fly ash produced during combustion of coal is utilized for brick manufacturing.

## Emissions Management



Bag filters ensure air pollution due to dust and particulate matter are below threshold limits

## Water and Effluent Management



Stringent periodic maintenance of all water pipes is undertaken to prevent water leakages.

Implementing Zero liquid discharge (ZLD) in all our manufacturing plants.

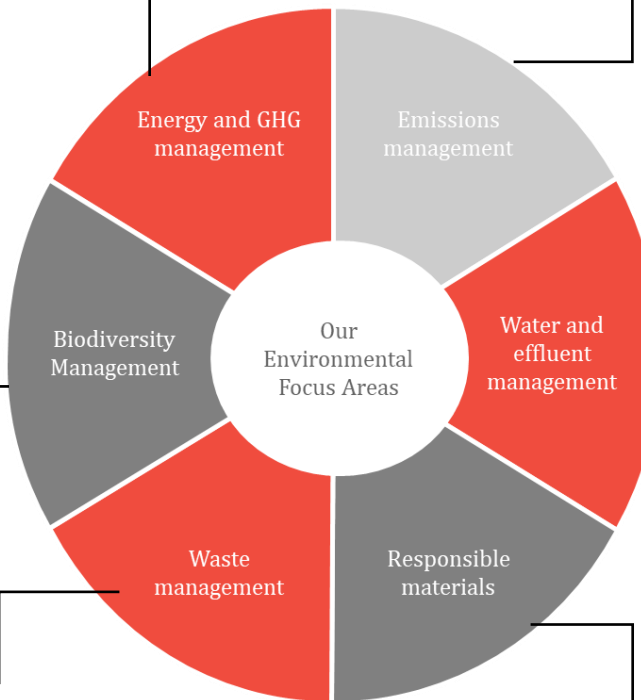
## Responsible Materials



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



Our material suppliers are GOTS approved and have received the Oeko-Tex certification, conforming that all our materials are free of banned substances such as hypochlorite and azo dyes.



# Care for our People



## Adhering to the highest labour standards



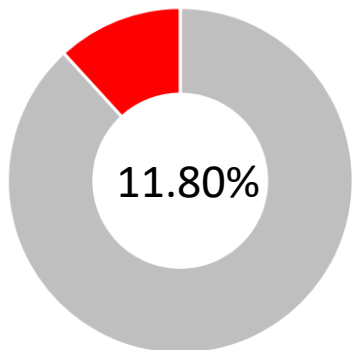
We respect and protect human rights both within and outside the workplace through the implementation of SA 8000 framework.

## Employee Strength

**Permanent Employees : 1,152**

**Contractual Employees: 1,420**

## Gender Diversity



■ Male ■ Female



All workmen on the shop floor are required to undergo workplace safety training to ensure prevention of unsafe acts. Free vaccination camps were organized for employees and family members

## Creating fulfilling career opportunities



Performance Improvement Plan helps our employees reach desired productivity levels through specific project work and close guidance



Imparted product training, behavioural training, functional training and personality training

**Total training hours: 1,318 hrs**



Performance based reward system is implemented for incentivizing the best performing employees



Celebrating days of national and international importance like Christmas, Diwali, Bengali New Year, Women's Day and conducting events focussed on team building and career guidance



*Women's Day celebrations*



*Health check up programmes*

# 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 Focus Areas

	<b>Project Objective</b>	<b>Amount Invested (in INR)</b>
	Eradicating hunger, poverty and malnutrition	14.97 Lakh
	Promoting healthcare including preventive healthcare	135.97 Lakh
	Education to children	60.15 Lakh
	Creating access to safe drinking water	24.85 Lakh
	Disaster relief	9.14 Lakh
	Ecological balance and animal welfare	40.72 Lakh

**CSR Investment (FY 21-22)-INR 3.28 Cr**



Installed 480+ water kiosks across the streets of Kolkata



Supporting education



Arranged vaccinations, oxygen concentrators, hospital beds and food for the needy during the pandemic



Provided relief packages during Amphan

# CSR Activities



**Health Check-up**



**Blanket Donation**



**Supporting Education**



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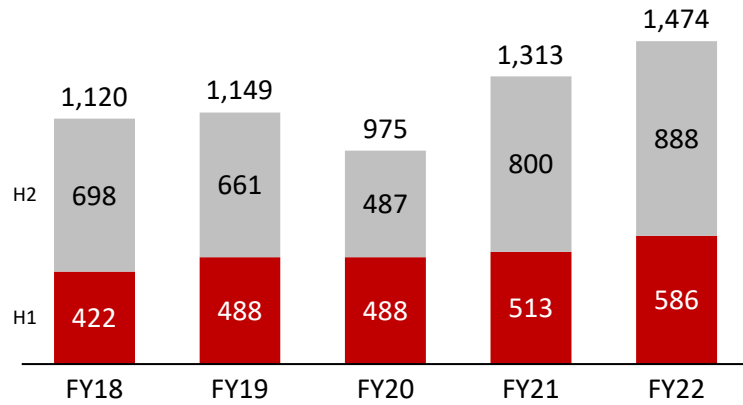
# Historical Performance

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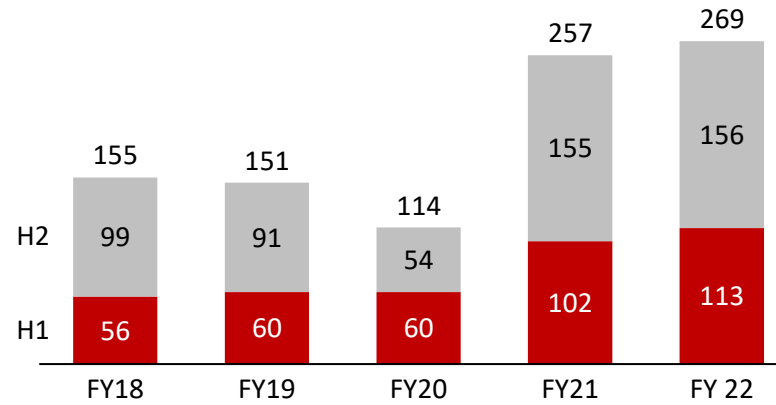


# Historical P&L Highlights

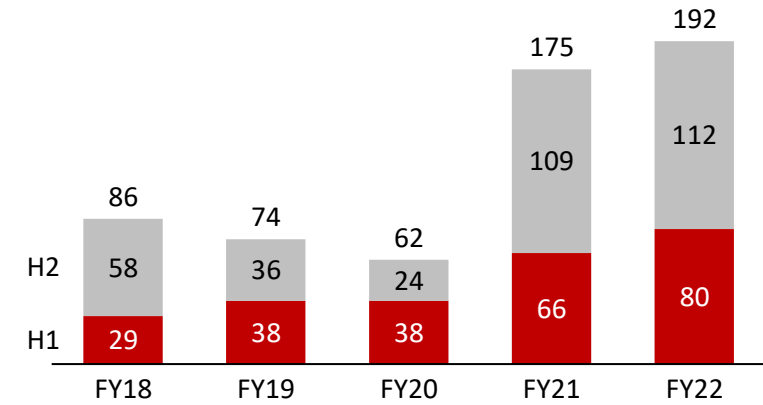
Revenue (Rs. In Cr)



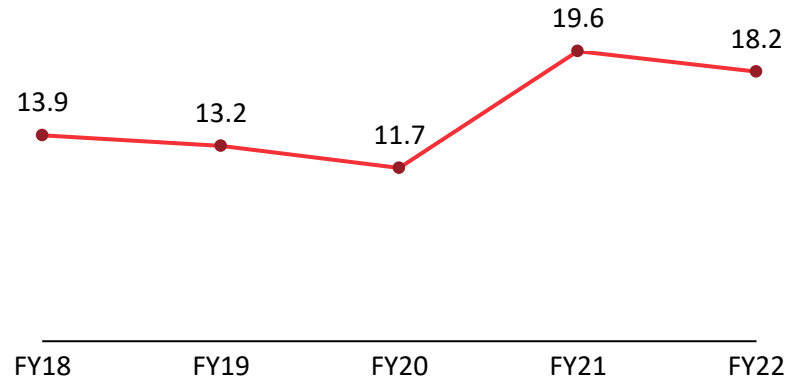
EBITDA (Rs. In Cr)



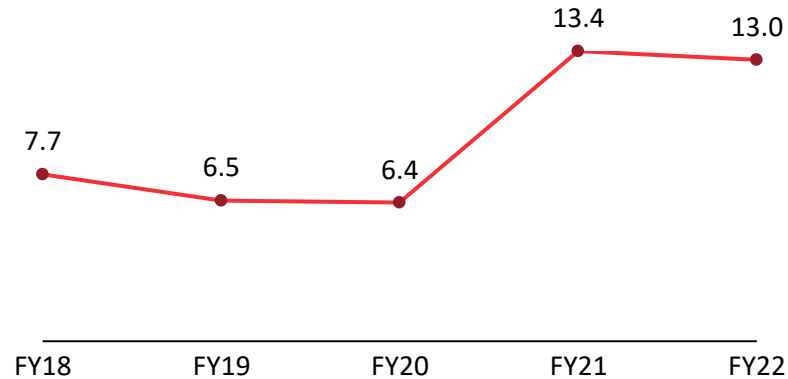
PAT (Rs. In Cr)



EBITDA Margins (%)



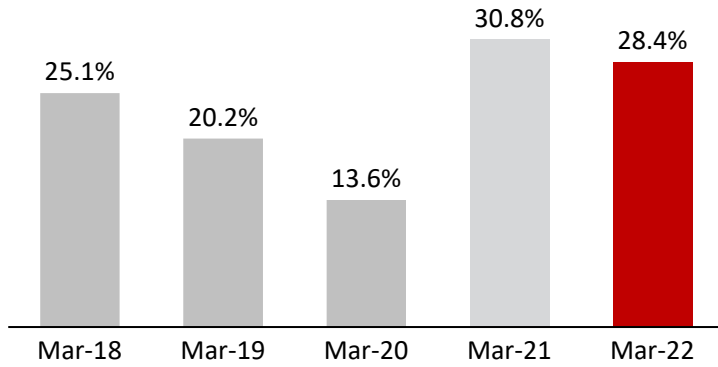
PAT Margins (%)



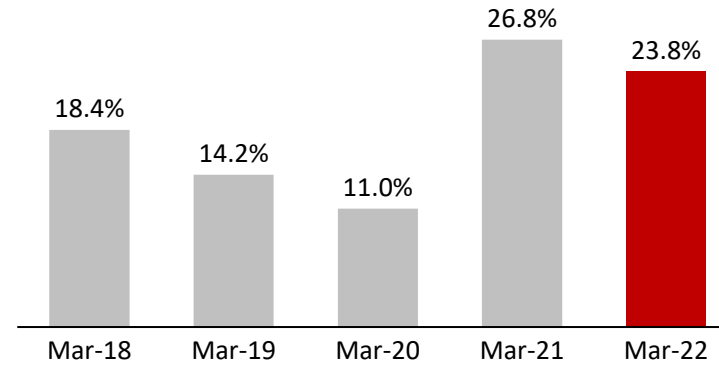
# Key Performance Ratios



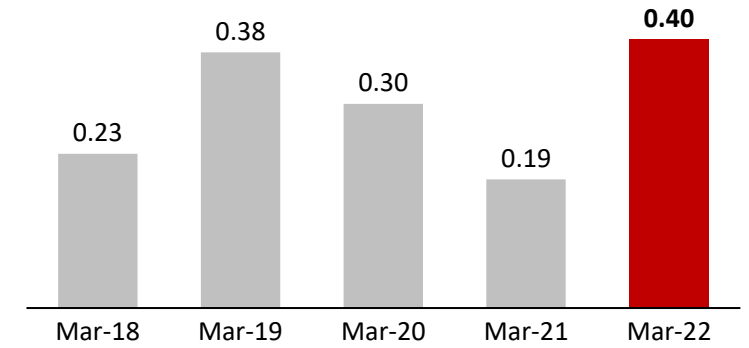
ROCE (%)



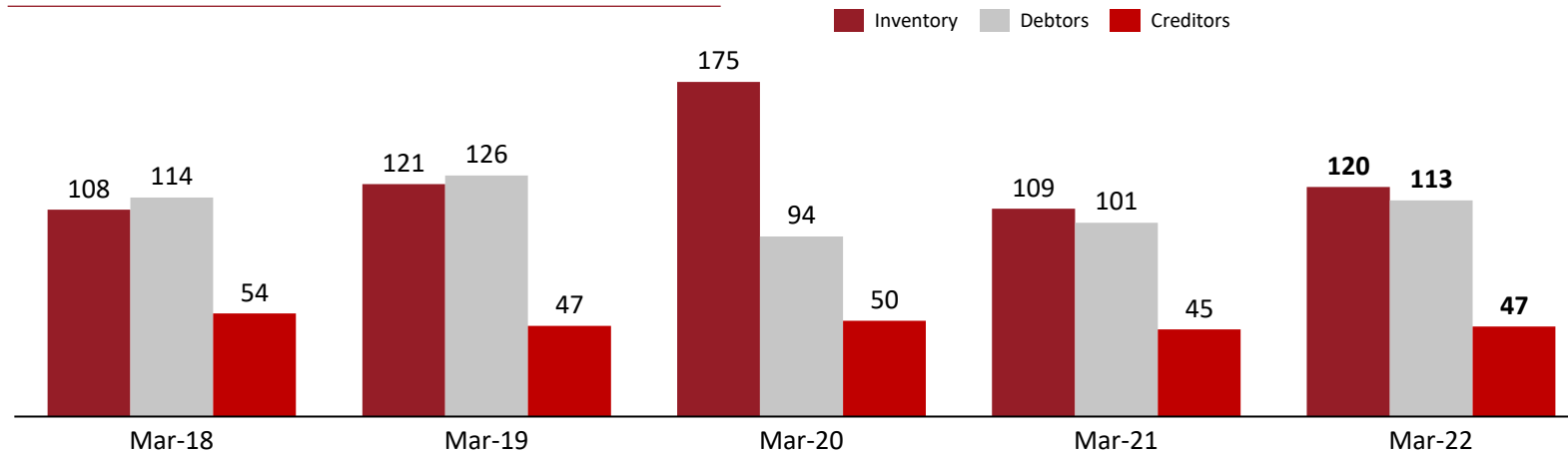
ROE (%)



Debt to Equity (X)



Working Capital Days

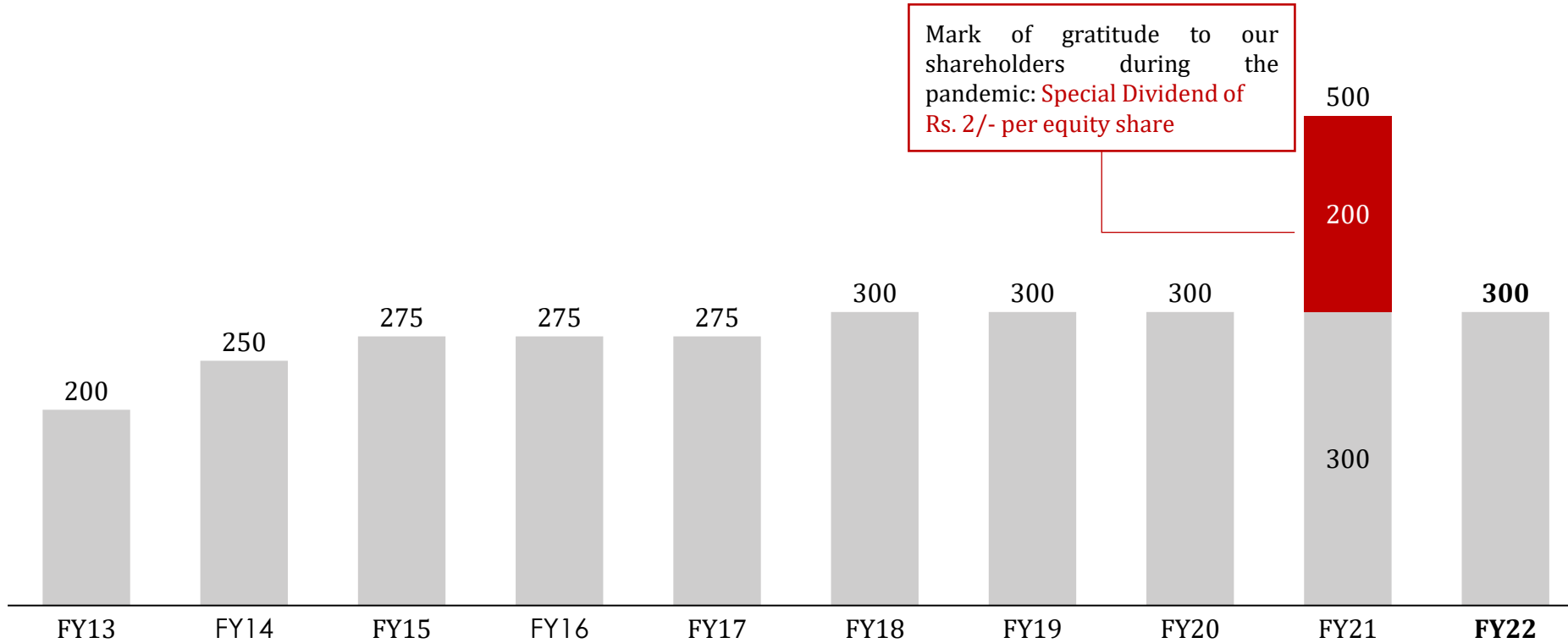




# Sharing profits consistently



Payout as a % of Profits



***Consistently sharing the profits in the form Dividend***

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# Key Takeaways

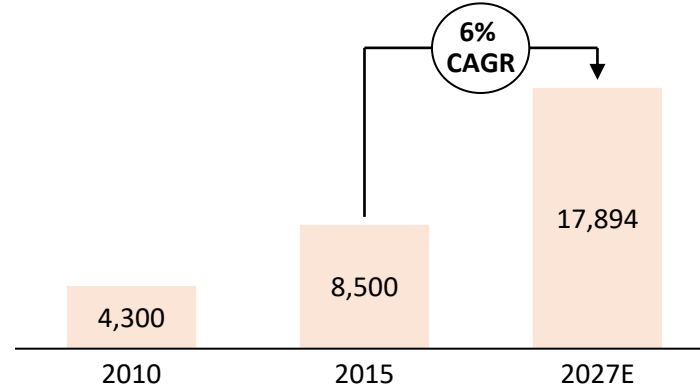
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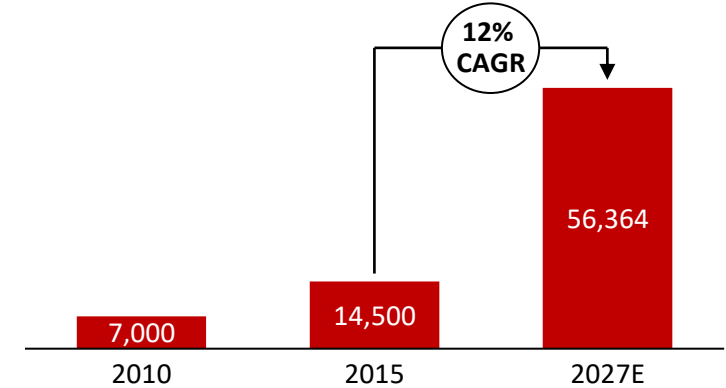
# Huge Industry Potential



### Men's Innerwear Market



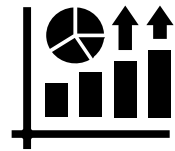
### Women's Innerwear Market



## 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 & Co. – Key Takeaways



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



# Thank You



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