



RUPA & COMPANY LIMITED



Date: 29/01/2021

To,

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

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

Sub: **Investor Release and Result Presentation**

Please find enclosed herewith Investor Release and Result Presentation in relation to Unaudited Financial Results of the Company for the quarter and nine-months ended December 31, 2020.

This is for your information and record please.

Thanking you.

Yours faithfully,

For Rupa & Company Limited



Kundan Kumar Jha

Company Secretary & Compliance Officer
ACS 17612

Encl: As above



Investor Release

Rupa & Company reports Robust Performance for Q3 FY21

- ✓ Revenue at Rs. 346 crores, growth of 12%
- ✓ EBITDA growth of 40%
- ✓ PAT growth of 52%

Kolkata, 29th January, 2021 – Rupa & Company Limited, one of the leading and largest knitwear brand in India, engaged in the manufacturing, marketing, selling and distribution of men's and women's innerwear, thermal wear and fashion wear announced its Unaudited Financial Results for the Quarter and nine months ended 31st December 2020.

Key Financial Highlights are as follows:

Particulars (Rs. Crs.)*	Q3 FY21	Q3 FY20	Y-o-Y	9M FY21	9M FY20	Y-o-Y
Revenues	345.6	307.6	12%	858.7	795.3	8%
EBITDA	64.3	45.8	40%	166.7	105.9	57%
EBITDA Margins (%)	18.6%	14.9%		19.4%	13.3%	
Profit After Tax	43.4	28.5	52%	109.4	66.2	65%
PAT Margins (%)	12.6%	9.3%		12.7%	8.3%	

* On Consolidated Basis

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

“We are pleased with the overall performance and profitability of the Company despite the current pandemic situation. The performance is an indication of the Company’s effort in building a resilient business capable of performing even in the most adverse conditions.

Our Revenues grew by 12% on back of increased volumes during the festive season. We also saw good traction in the winter wear sales. EBITDA and PAT grew 40% and 52% respectively due to change in product mix, improved operating efficiencies and cost reduction strategies. During the year gone by, the Company has spent ~4-5% on brand development.

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

The Company has been continually adopting measures to reduce its inventories and debtor cycle. Our focus is to bring efficiencies in our working capital cycle.

We have an unwavering approach to quality at Rupa. Quality is implemented at all levels, from Project Planning, Design and Documentation, to Execution and Supervision. With focus on innovation and research, continuous upgrading of machinery and technology at all levels, stringent quality control measures, and international-standard production norms gives Rupa’s products the leading edge.

Rupa has a strong PAN India presence. Our strategy is to foray in newer markets by appointing new distributors and building experienced team and further penetrate in the existing markets. This would lead to increased investments in brand development across new geographies.”



Update on Scheme of Arrangement

During the quarter gone by, the Board has approved the Scheme of Arrangement between Oban Fashions Private Limited (Demerged Undertaking), and Rupa & Company Limited (Resulting Company) subject to requisite approvals and permissions. The proposed demerger would help in

- Utilizing the current market presence and customer base of the Resulting Company
- Streamlining the operational structure of the Demerged Undertaking
- Synergies expected to bring in cost savings in the marketing, selling and distribution expenses as well as give benefits of the economies of scale of the Company
- Would enable consolidation of similar premium businesses and carry on the same more efficiently and effectively

About Rupa & Company Limited

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

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

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

Safe Harbor Statement

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

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INVESTOR PRESENTATION

January 2021

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RUPA & COMPANY LIMITED



Q3 & 9M FY21 FINANCIAL HIGHLIGHTS



FRONTLINE
PREMIUM INNERWEAR

MACROMAN

Bumchums
FUN IT UP

TORRIDO
Premium Thermals

footline

femmora

EURO
FASHION INNERS

Softline

THERMOCOT

MACROWOMAN



fcuk

Strong Q3 FY21 Performance*

Revenue from Operations

Rs. 346 crores

Growth

+12%

EBITDA

Rs. 64 crores

Margins 18.6%

Growth

+40%

Profit After Tax

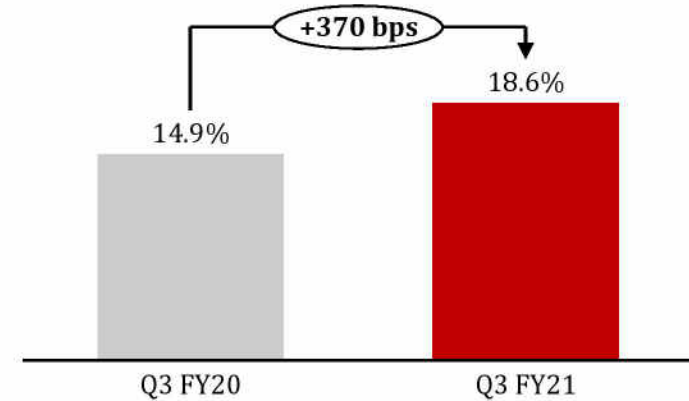
Rs. 43 crores

Margins 12.6%

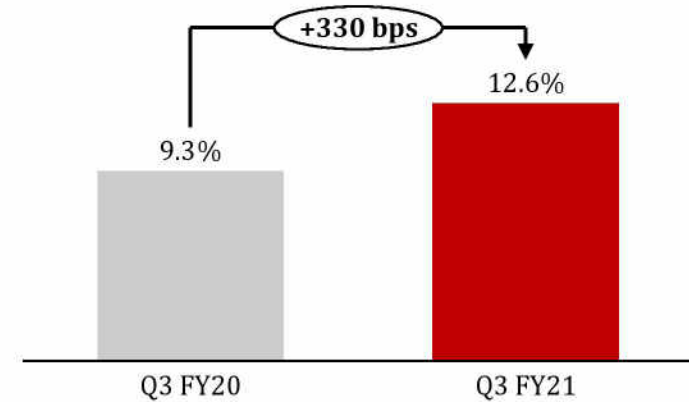
Growth

+52%

EBITDA Margin



PAT Margin



Strong 9M FY21 Performance*

Revenue from Operations

Rs. 859 crores

Growth
+8%

EBITDA

Rs. 167 crores

Margins 19.4%

Growth
+57%

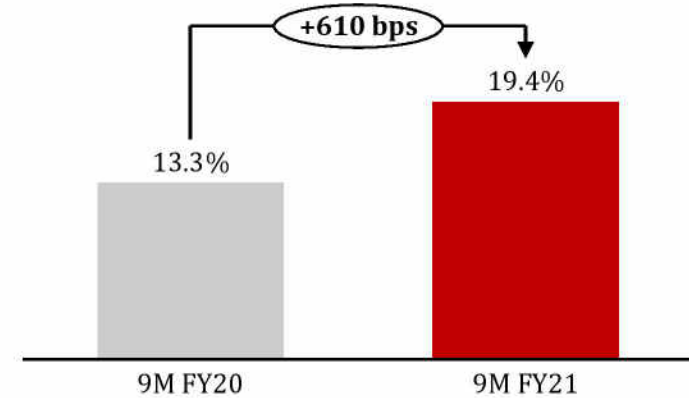
Profit After Tax

Rs. 109 crores

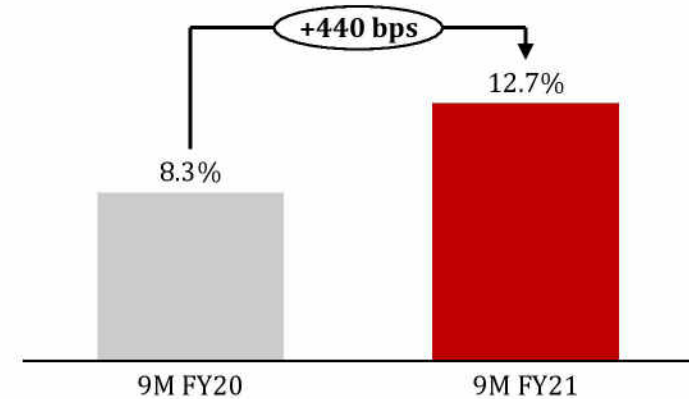
Margins 12.7%

Growth
+65%

EBITDA Margin



PAT Margin



Q3 & 9M FY21 Performance Highlights - Consolidated



Profit & Loss Statement (Rs. Crs.)	Q3 FY21	Q3FY20	Y-o-Y	9M FY21	9M FY20	Y-o-Y
Revenue from Operations	345.6	307.6	12%	858.7	795.3	8%
Total Raw Materials	162.4	148.2		397.4	333.4	
Employee Benefits Expense	12.5	16.5		34.9	49.2	
Sub-contracting/Jobbing Expenses	63.9	55.4		164.2	178.3	
Other Expenses	42.5	41.7		95.4	128.5	
EBITDA	64.3	45.8	40%	166.7	105.9	57%
EBITDA %	18.6%	14.9%	+370 bps	19.4%	13.3%	+610 bps
Other Income	1.7	2.1		4.0	5.6	
Depreciation and Amortisation Expense	3.5	5.0		11.1	14.5	
EBIT	62.5	43.0		159.7	97.0	
Finance Costs	3.6	5.1		10.6	14.4	
PBT	58.8	37.9	55%	149.1	82.6	80%
Total Tax Expense	15.5	9.4		39.7	16.4	
Profit for the year	43.4	28.5	52%	109.4	66.2	65%
PAT %	12.6%	9.3%	+330 bps	12.7%	8.3%	+440 bps
EPS	5.4	3.6		13.8	8.3	



RUPA & COMPANY LIMITED

ABOUT THE COMPANY



FRONTLINE
PREMIUM INNERWEAR

MACROMAN

Bumchums
FUN IT UP

TORRIDO
Premium Thermals

footline

femmora

EURO
FASHION INNERS

Softline

THERMOCOT

MACROWOMAN



fcuk
UNDERWEAR

#1 Undisputed knitwear Indian brand...



7,00,000+
Finished goods pieces per day



7,000+
SKUs



18
Sub Brands



1,25,000+
Retail Outlets



1,200+
Dealers



100+
Registration of Trademark's
Nationally & Internationally

Presence across major E-commerce platforms

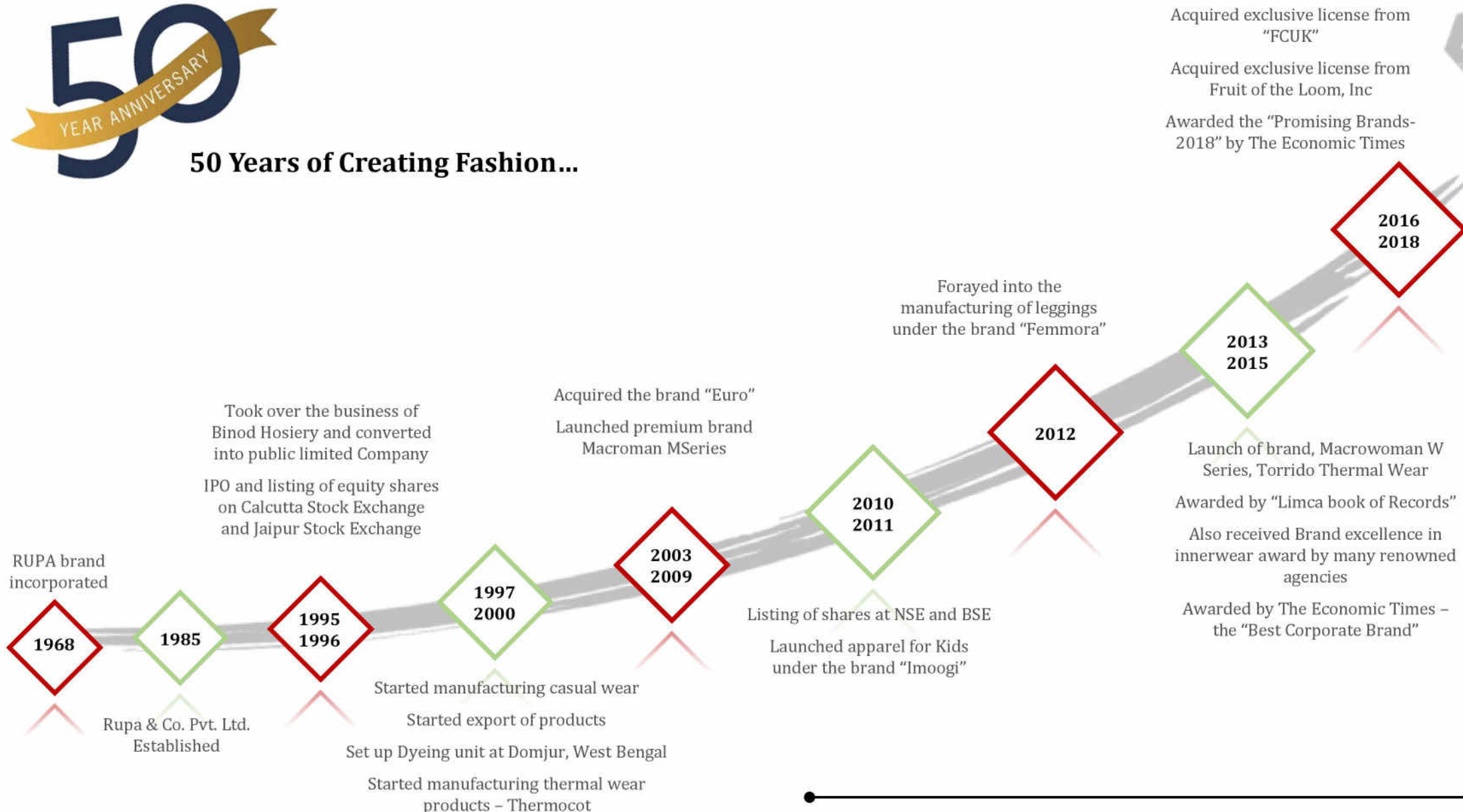


One of the leading and largest knitwear brand in India, engaged in the manufacturing, marketing, selling and distribution of men's and women's innerwear, thermal wear and fashion wear

... with long legacy of delivering excellence



50 Years of Creating Fashion...



...under the leadership and experienced advisory board

Mr. Prahlad Rai Agarwala, Chairman

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

Mr. Ghanshyam Prasad Agarwala, Vice Chairman

- More than 45 years of experience in the textile industry
- Instrumental in the development of the Company

Mr. Kunj Bihari Agarwal, Managing Director

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

Mr. Ramesh Agarwal, Whole-time Director & CFO

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

Mr. Mukesh Agarwal, Whole-time Director

- More than 25 years of experience in the textile industry
- Plays a key role in the setting up of systems and process for distribution & production planning
- Brand Director of Frontline

Mr. Niraj Kabra, Executive Director

- A commerce graduate from Calcutta University
- More than 15 years of rich expertise in the field of Operations and general administration. He has been serving on the Board of the Company since 2018

Mr. Dipak Kumar Banerjee, Independent Director

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

Mr. Sushil Patwari, Independent Director

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

Mrs. Alka Devi Bangur, Independent Director

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

Mr. Dharam Chand Jain, Independent Director

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

Mr. Ashok Bhandari, Independent Director

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

Mr. Vinod Kumar Kothari, Independent Director

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

...and a highly experienced management team

Mr. Vikash Agarwal, President

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

Mr. Rajnish Agarwal, President

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

Mr. Dinesh Kumar Lodha, Chief Executive Officer

- Extensive experience in business leadership – built businesses, scaled-up growth stage businesses, managed complex organizations as the CEO, worked in global matrix organizations with multiple stakeholders
- Member of ICAI and ICSI, he is possessing Black Belt (quality certification) in Lean Six Sigma, GE USA. Graduated from GE Crotonville, USA in Executive & Strategic Leadership (GE MDC) and from ISB Hyderabad in course on Marketing Strategies in Competitive Environment

Mr. Siddhant Agarwal, Vice President

- New generation young and dynamic industrialist completed M.Sc. from University of Warwick, U.K.
- Joined in the year 2016 and was instrumental in bringing two international brands, i.e. French Connection U.K. ('FCUK') and Fruit of the Loom ('FOTL')
- Looks after the business of these two international brands in India along with Modern Trade

Mr. B. K. Singh, General Manager – Dyeing

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

Mr. J. Rajendra Kumar Singh, General Manager – Production

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

Mr. Pronob Mukerji, General Manager – Marketing & Media

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

Mr. Randhir Singh Jolly, General Manager – Modern Trade

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

...maintaining brand leadership over decades



Most Promising Brand 2018
The Economic Times



Indywood Excellence Award 2017
Govt. of Telangana



Best Corporate Brand 2016
The Economic Times



Indian Power Brand 2011-12



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



Worldwide achievers(Zee)
Business Leadership Awards 2013



First Indian innerwear
manufacturer as licensee of
SUPIMA

1. Affordability

Broad & unparalleled product portfolio

Brands across a wide price range

2. Scalability

An integrated & efficient business model

State of Art Manufacturing facility

Far-reaching footprints

Quality implemented at all levels

Unwavering focus on R&D

3. Inspirations Brands

Accelerating the launch of
inspirational brands

Deepening commitments by
consistent investments

1. Broad & unparalleled product portfolio

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

Innerwear

Vests

Brief / Drawer

Lingerie



Thermal Wear

Vest / Upper

Lowers



Casual / Athleisure

Leggings & Casual Wear

Socks

T-shirts

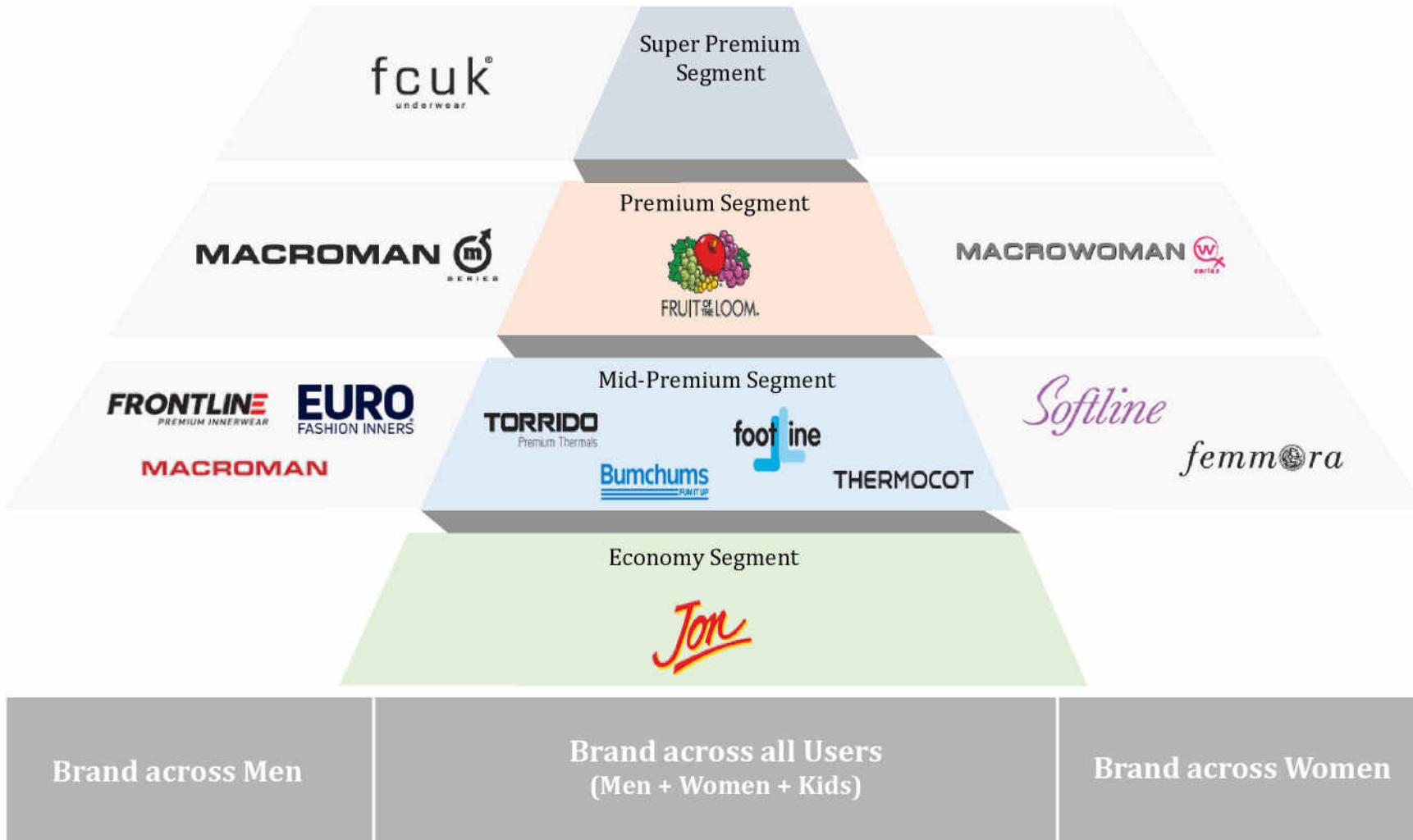
Bermudas & Tracks

Athleisure & Winter Fashion



1. Brands across a wide price range

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



Bouquet of Brands across Price Segments

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

Strategically making presence in Mid-premium to Super premium brands

Licensing of International Brands

2. An integrated & efficient business model



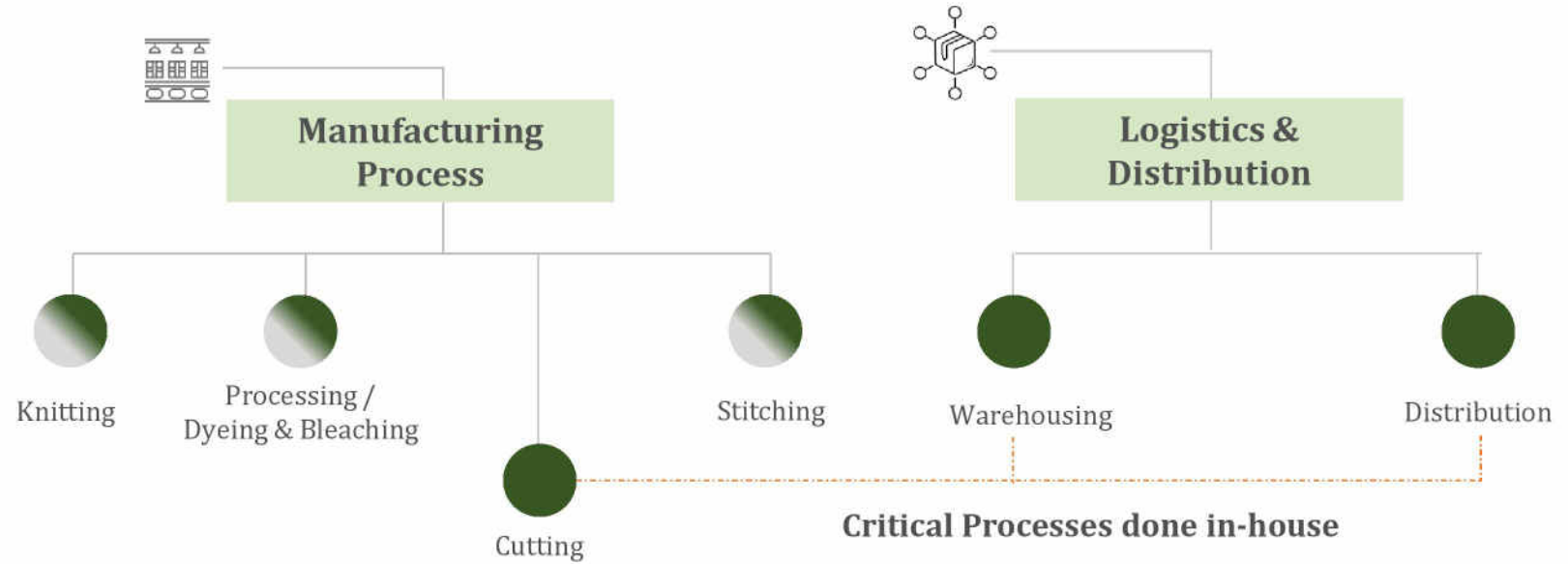
Product Design & Development



Manufacturing Process



Logistics & Distribution



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

2. State of Art manufacturing facility

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



Knitting: State of the Art Knitting process done at our manufacturing plants



Dyeing: Best in class technology for dyeing and bleaching to maintain competitive quality standards



Cutting: CNC and CAD technology is adopted to have accuracy in design and consistency in quality and quantity with minimum use of labour



Stitching: Specification and technical know-how support provided to all vendors to have consistency in quality

25 tons/day

Fabric Dyeing

7,00,000+

Finished Goods per day

3 tons/day

Yarn Dyeing

7,000+

SKUs