



RUPA & COMPANY LIMITED



Date: 08-02-2022

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
---	--

Respected Ma'am/ Sir,

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

Sub: Investor Presentation

Please find enclosed herewith Investor Presentation of the Company on the Unaudited (Standalone & Consolidated) Financial Results for the quarter and nine months ended December 31, 2021. The Investor Presentation will also be available on the website of the Company.

This is for your information and record please.

Thanking you.

Yours faithfully,

For Rupa & Company Limited

Kundan Kumar Jha

**Company Secretary & Compliance Officer
ACS17612**



Encl: As above



INVESTOR PRESENTATION

February 2022



MORE THAN 50 YEARS OF DELIVERING EXCELLENCE



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

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

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

This presentation is for general information purposes only, without regard to any specific objectives, financial situations or informational needs of any particular person. The Company may alter, modify or otherwise change in any manner the content of this presentation, without obligation to notify any person of such change or changes.



Q3 & 9M FY22

FINANCIAL HIGHLIGHTS



We are delighted to inform that
MR. P. R. AGARWALA
(Chairman, Rupa Group)
has been conferred
with the prestigious
PADMA SHRI
award



Our Group Chairman, industrialist Mr Prahlad Rai Agarwala has been named among this year's Padma Awards recipients by the union government.

Mr. Agarwala, has been leading the Rupa Group, the number one knitted garments company in India for over five decades, has been selected for “**Padma Shri**” in recognition of his distinguished service in the field of trade and industry.

The award recognizes Mr Agarwala's accomplishments as a visionary corporate leader and philanthropist and his immense contribution to trade, industry and society. He is the driving force behind the Rupa Group and has led the Group with a great deal of success and aplomb for over five decades. He has also played a critical role in the growth of the Indian hosiery industry.

Q3 FY22

Revenue **+25%**
Rs. 433 crores 

EBITDA **+26%**
Rs. 81 crores 
Margin at 18.7%

PAT **+34%**
Rs. 58 crores 
Margin at 13.5%

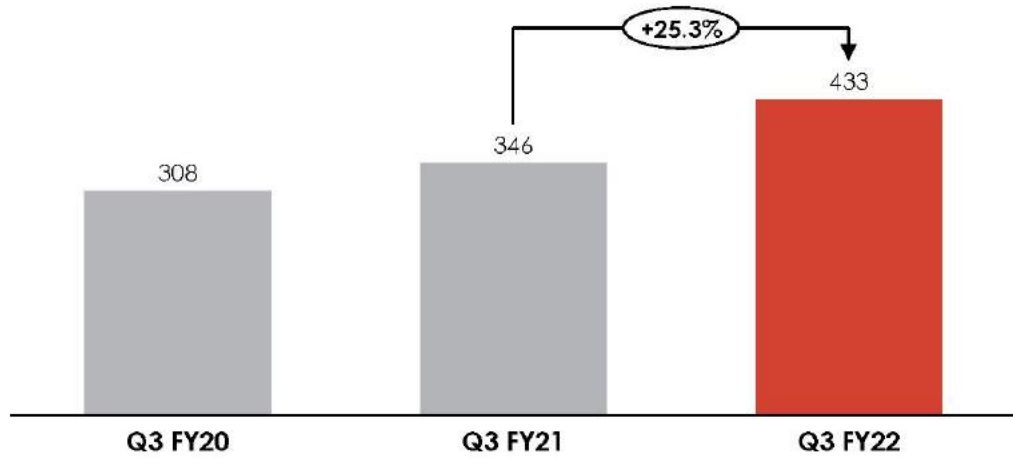
9M FY22

Revenue **+19%**
Rs. 1,019 crores 

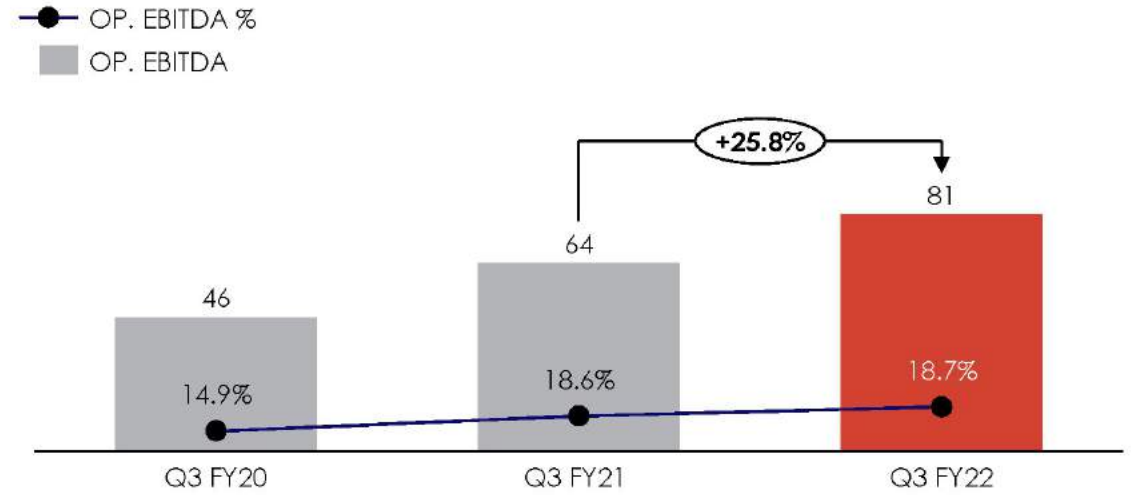
EBITDA **+17%**
Rs. 194 crores 
Margin at 19.1%

PAT **+30%**
Rs. 143 crores 
Margin at 14%

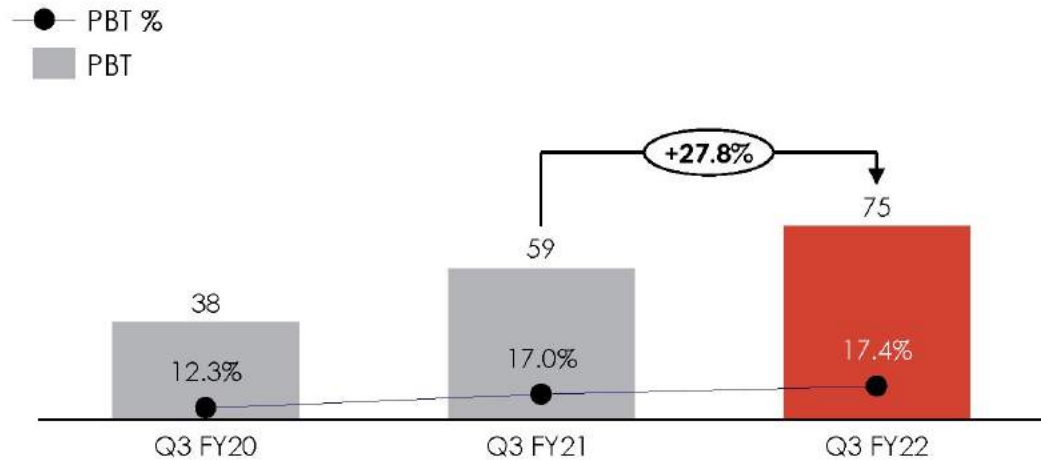
Total Revenue



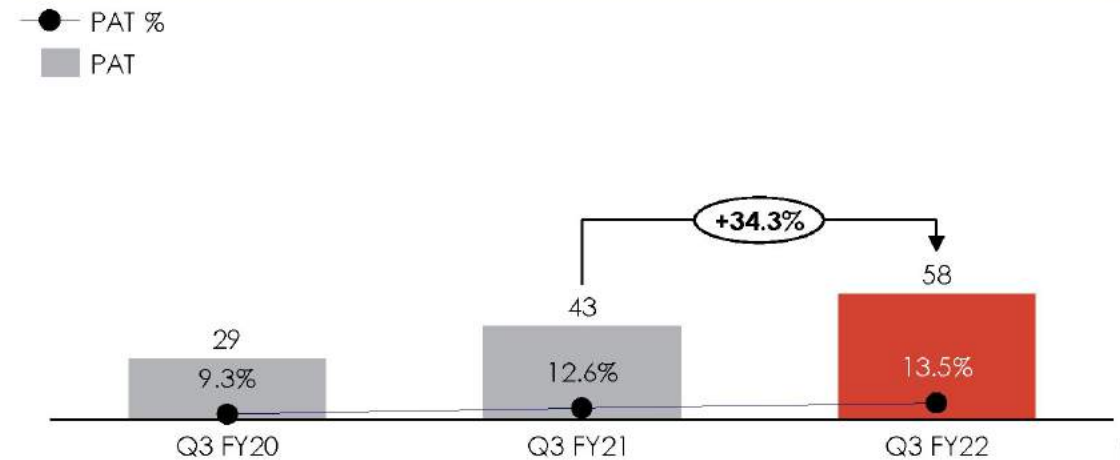
OP.EBITDA & OP.EBITDA%



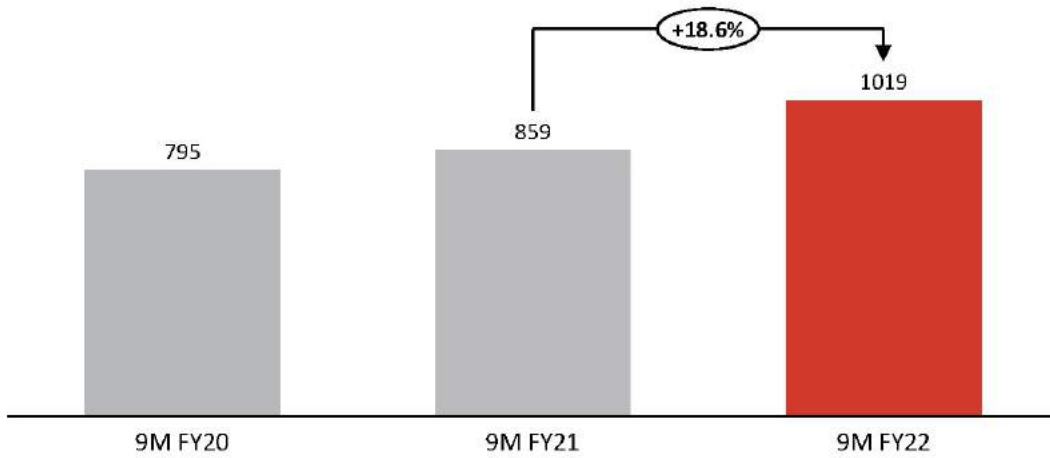
PBT & PBT%



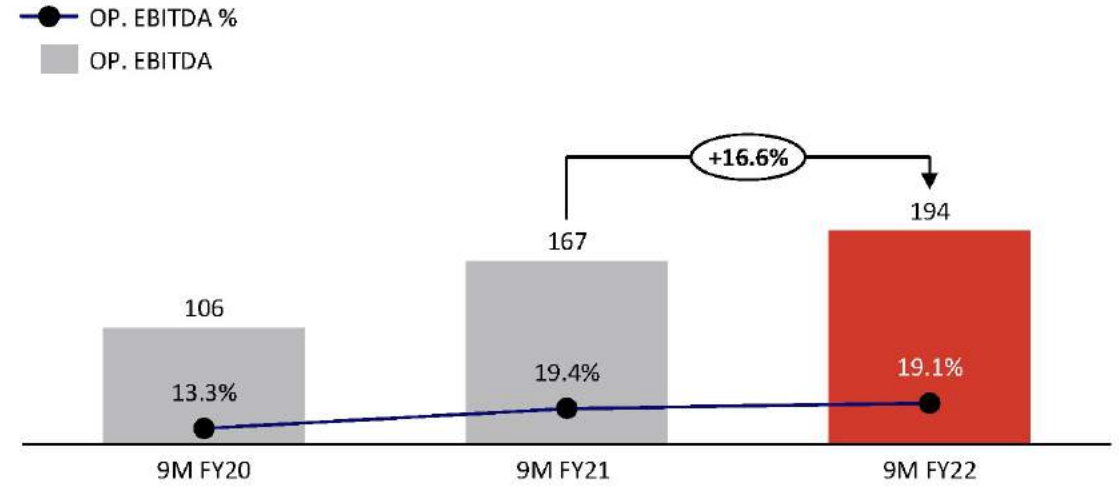
PAT & PAT%



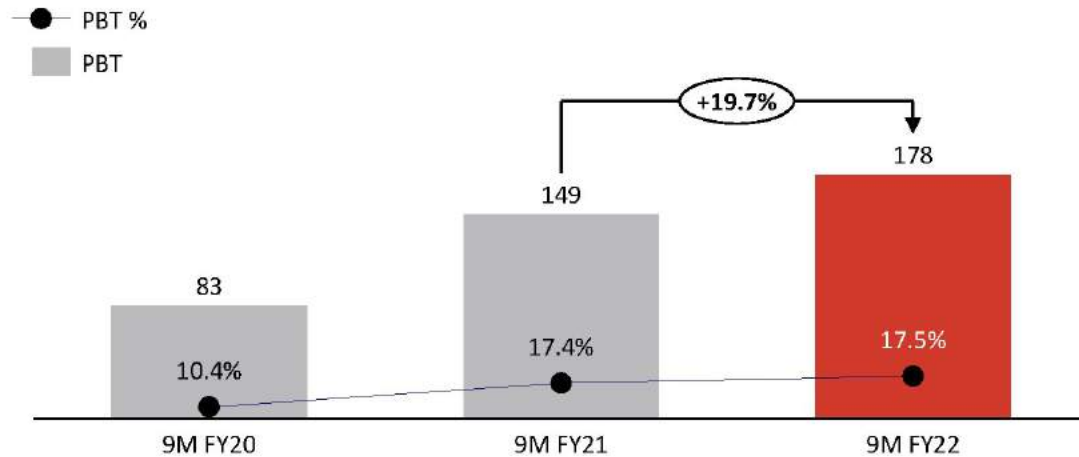
Total Revenue



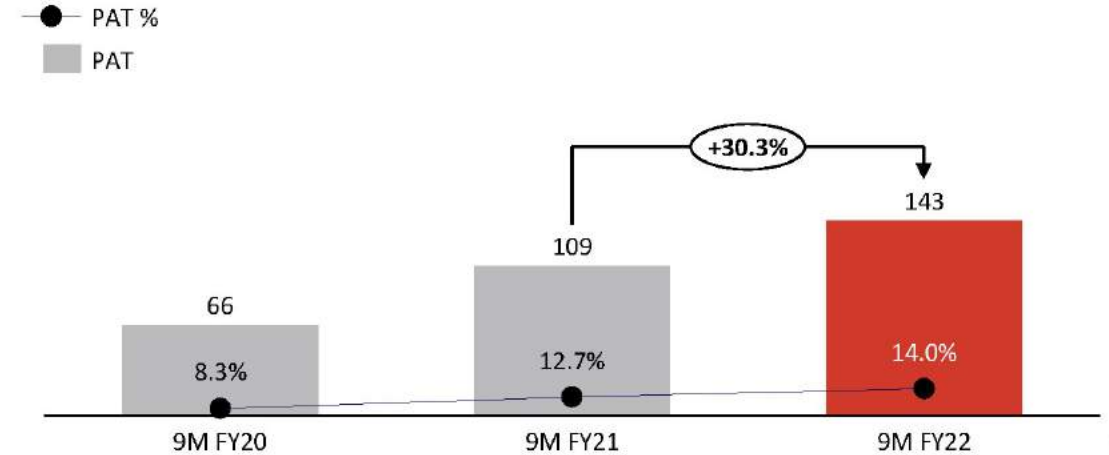
OP.EBITDA & OP.EBITDA%



PBT & PBT%



PAT & PAT%



Q3 & 9M FY22 Consolidated P&L



Particulars (Rs. Crs.)	Q3 FY22	Q3 FY21	Y-o-Y	9M FY22	9M FY21	Y-o-Y
Total Revenue	433.2	345.6	25%	1,018.7	858.7	19%
Total Raw Material	206.9	162.4		424.7	397.4	
Subcontracting Expenses	83.9	63.9		236.6	164.2	
Gross Profit	142.5	119.3	19%	357.4	297.1	20%
Gross Profit Margin (%)	32.9%	34.5%		35.1%	34.6%	
Employee Expenses	16.0	12.5		46.5	34.9	
Other Expenses	45.6	42.5		116.6	95.4	
EBITDA	80.9	64.3	26%	194.3	166.7	17%
EBITDA Margin (%)	18.7%	18.6%		19.1%	19.4%	
Other Income	2.9	1.7		7.2	4.0	
Depreciation	3.6	3.5		10.5	11.1	
EBIT	80.2	62.5	28%	191.0	159.7	20%
Finance Cost	5.0	3.6		12.5	10.6	
Profit before Tax	75.2	58.8	28%	178.5	149.1	20%
Tax	16.9	15.5		36.0	39.7	
Profit After Tax	58.3	43.4	34%	142.5	109.4	30%
PAT Margin (%)	13.5%	12.6%		14.0%	12.7%	
EPS (Rs)	7.3	5.5		17.9	13.8	



ABOUT THE COMPANY

#1 Undisputed knitwear Indian brand...



'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'



7,00,000+

Finished goods pieces per day



1,25,000+

Retail Outlets



7,000+

SKUs



18

Sub Brands



1,200+

Dealers



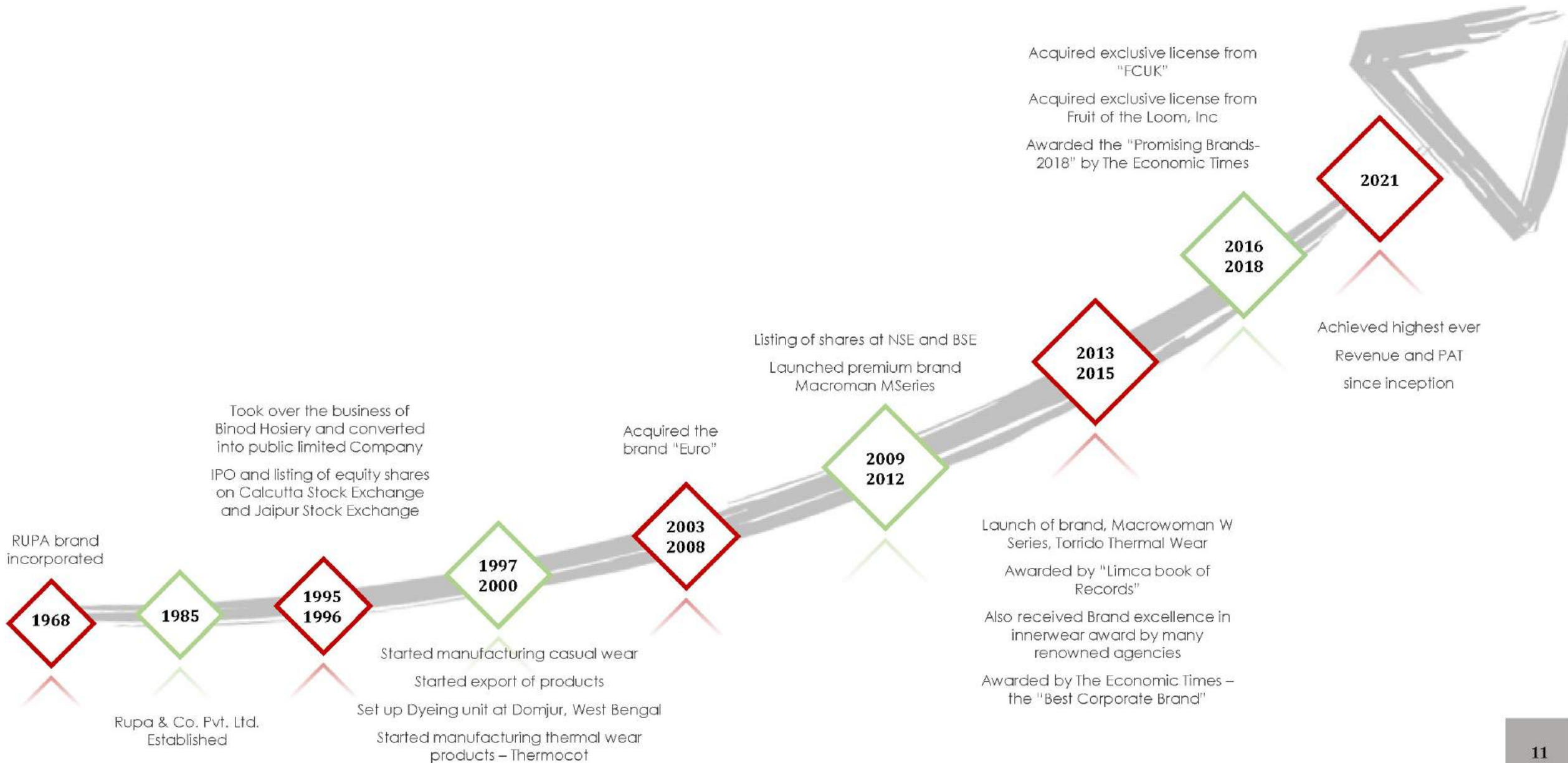
100+

Registration of Trademark's Nationally & Internationally

Presence across major E-commerce platforms



... with long legacy of delivering excellence



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 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

- 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
- Actively engaged in various philanthropic activities

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

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'. He is also managing the Group's Finance function and Investor Relation Activities
- Former President of Indian Chamber of Commerce, 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



BUSINESS MODEL

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

4. IT Infrastructure

Digitalisation of Sales & Distribution

Digital Transformation across functions

Demand Planning

1. Broad & unparalleled product portfolio



Innerwear

Vests
Brief / Drawer
Lingerie



Thermal Wear

Vest / Upper
Lowers



Casual / Athleisure

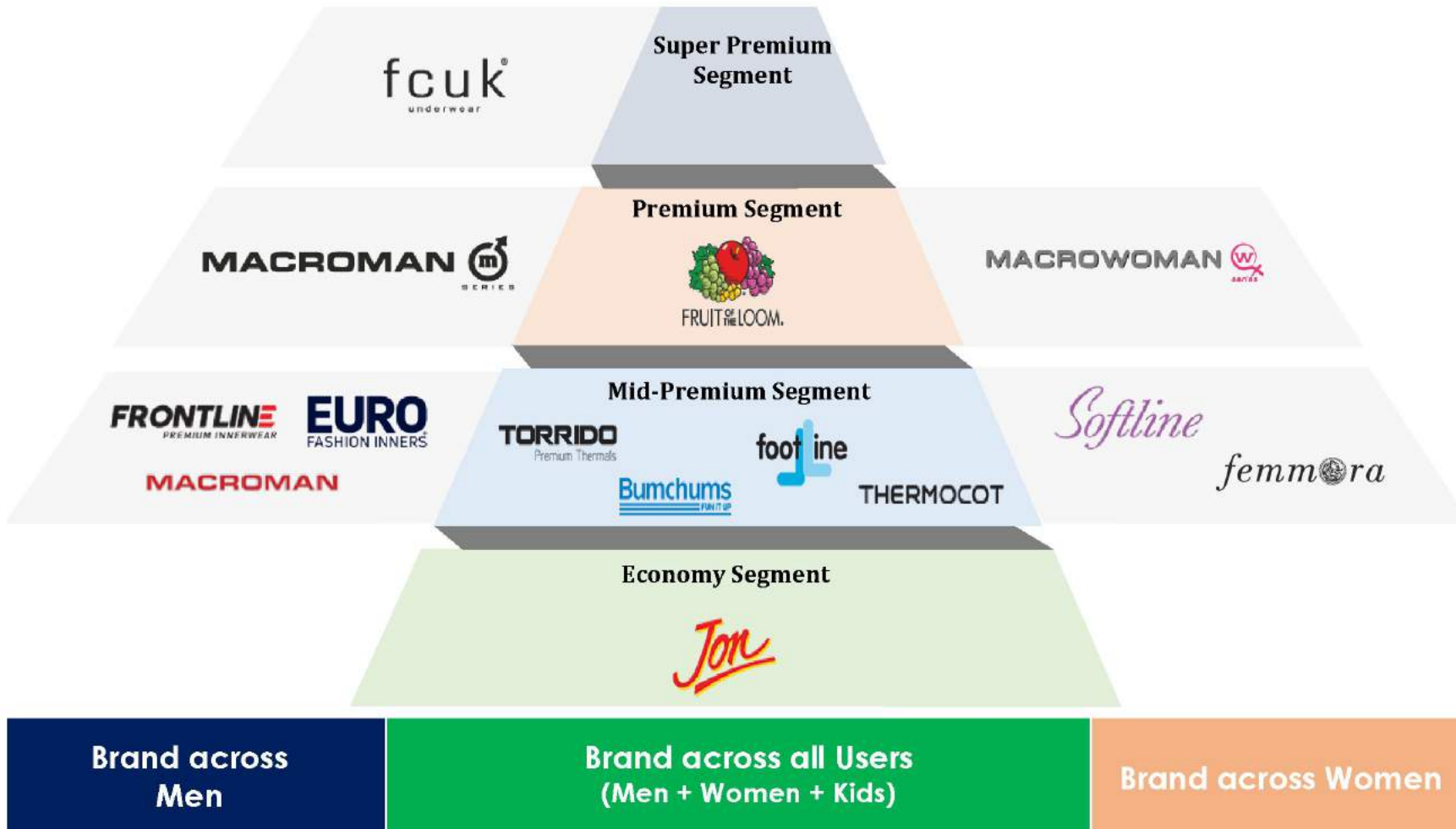
Leggings & Casual Wear
Socks
T-shirts
Bermudas & Tracks
Athleisure & Winter
Fashion



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

Brands for every demographic & budget

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

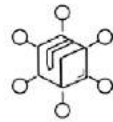
2. Integrated & efficient manufacturing prowess



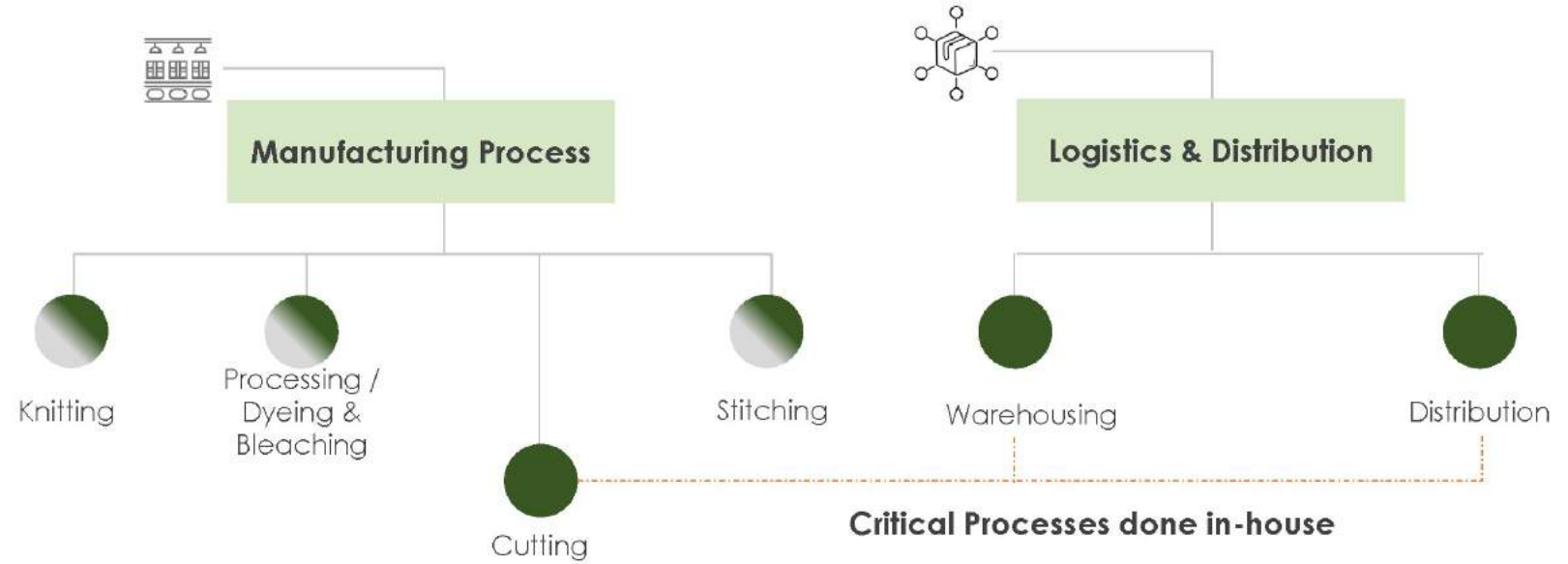
Product Design & Development



Manufacturing Process



Logistics & Distribution



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

State of Art manufacturing facility



Continues 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

25 tons/day

Fabric Dyeing

7,00,000+

Finished Goods per day

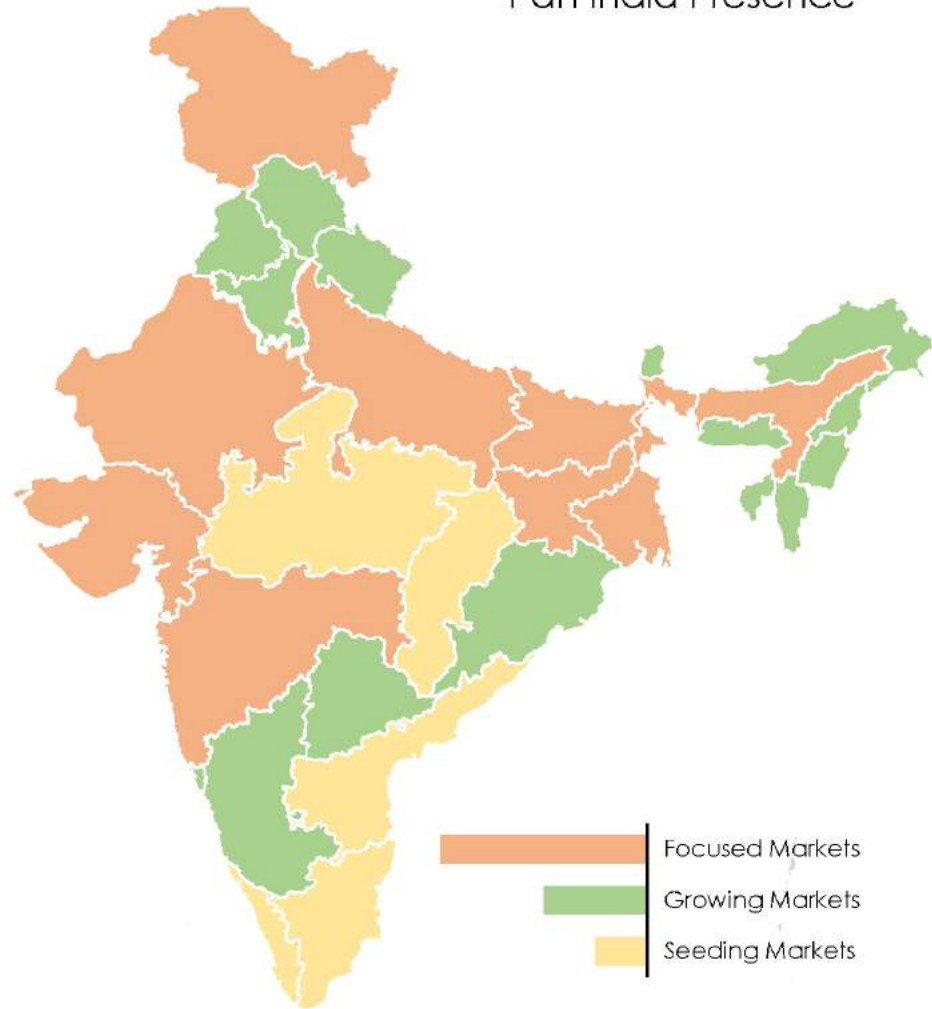
3 tons/day

Yarn Dyeing

7,000+

SKUs

Pan India Presence



- █ Focused Markets
- █ Growing Markets
- █ Seeding Markets

→ RUPA enjoys very strong position in the East of India and has gained significant presence in the North followed by the West of India

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

→ RUPA is increasing its footprints in South India and plans to expand and improve market share going ahead

→ RUPA has a wide range of product portfolio which helps it to strategise the product offering suiting to the different consumer preferences of the respective states

→ **Exports:** RUPA exports its products in Middle East Countries like UAE, Saudi Arabia, Kuwait, Iraq, etc. Myanmar, Ukraine, Algeria, Indonesia, Nigeria, Congo, Russia, USA and Singapore among others and it aims to strengthen its presence in the existing markets and introduce localised products as per the varied preferences of the consumers

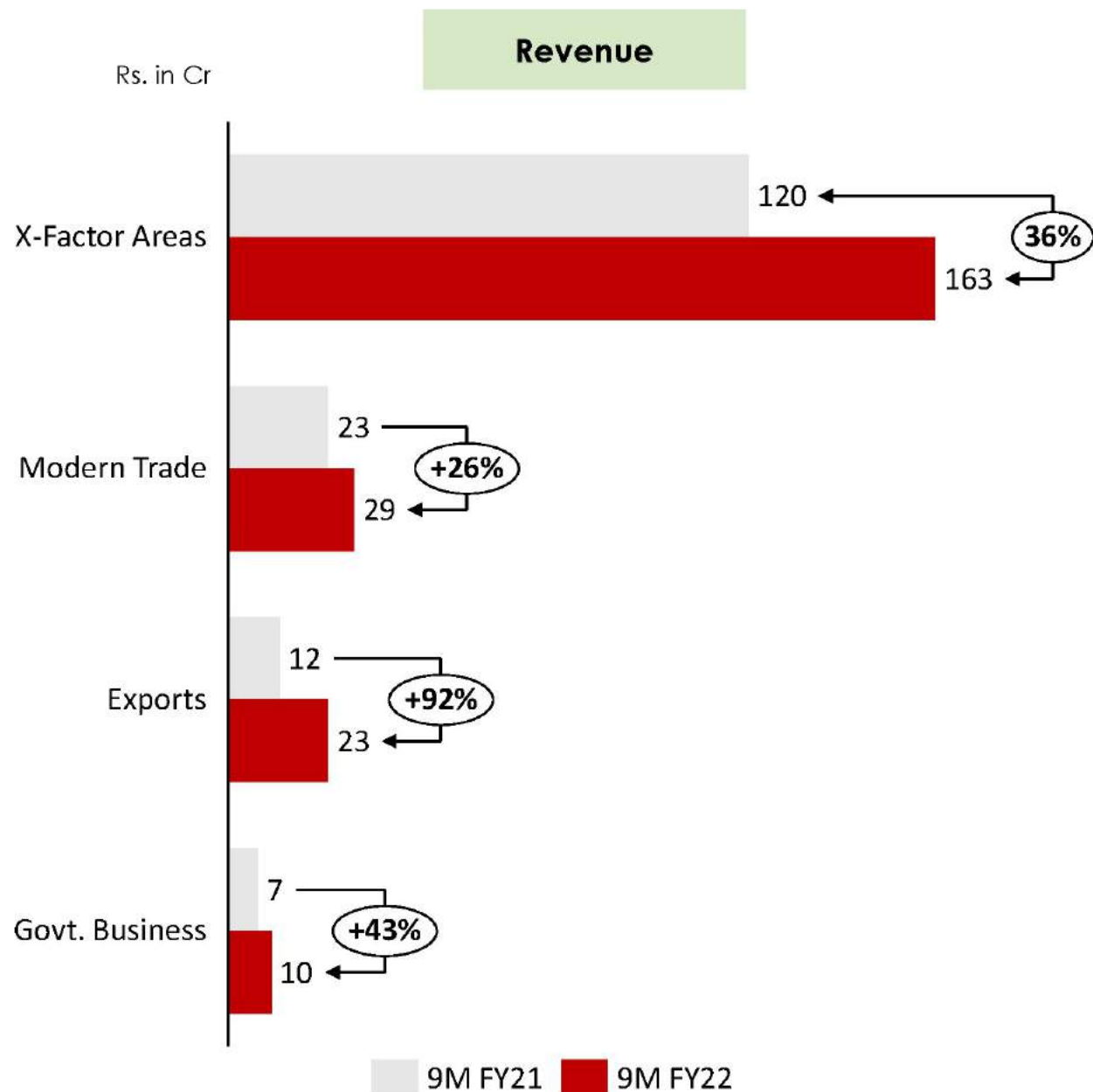
1,200+

Dealers

125,000+

Retail Outlets

Penetration in High Potential Areas



Growth Target

3X
4 Years



X-Factor Areas : West Bengal, Maharashtra [Ex Mumbai Pune], Gujarat, MP, Chattisgarh, Western UP, Uttarakhand, Haryana ,HP , Punjab, Tamil Nadu, Andhra Pradesh & Kerala. Building complete eco system of team marketing, retail & distribution network is the key focus here

4X
3 Years



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

5X
3 Years



Focus on Exports and new markets and many more : International business is seeing substantially improved traction, and we expect the momentum to continue with focus on Middle East, Bangladesh, Africa & Russia business

5X
3 Years



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

Quality implemented at all levels



Pursuit of quality without compromise is achieved by single-minded focus on innovation and research, continuous upgrading of machinery, stringent quality control measures, and international-standard production norms

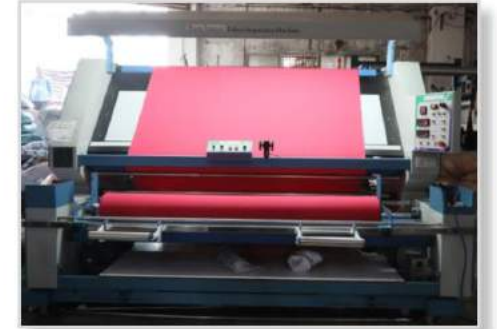
Quality is implemented at all levels, from Project Planning, Design and Documentation, to Execution and Supervision

Application of advanced technology at every level – from planning to production – gives Rupa products the leading edge

Multi-pronged use of technology helps to meet all the required specifications, ably assisted by a trained pool of highly-qualified scientists and technicians

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.



"Quality is our lodestar at Rupa. Since inception to the present day, we have never, and we shall never, compromise on quality. Because, if you follow quality, everything else will follow automatically."

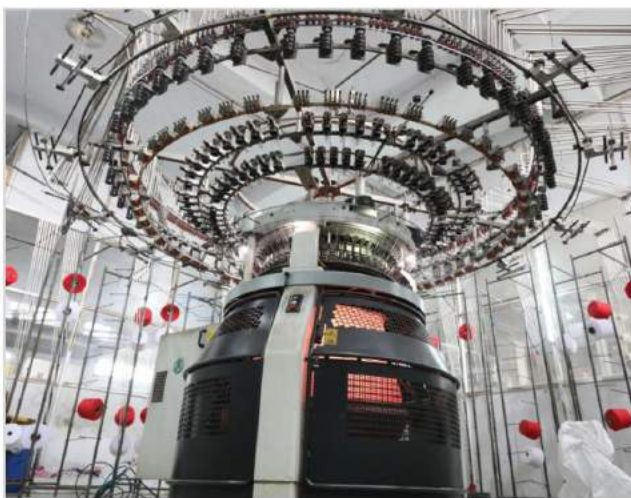
We put in a lot of research and effort to give environmentally friendly clothes

Innerwear, thermals and hosiery products are made from superior and natural fibers that are grown in sustainable farming methods

Most of our fabrics are biodegradable

Regularly upgraded and modernized production technologies help to conserve and recycle precious water and energy

We make soft, breathable, lush and comfy knitted wear that also replenish the environment in every way we can



Harnessing the power of technology allows to conform to international standards of fastness properties like rubbing, perspiration, light and washing

Each of Rupa's product proudly flaunts the Colorfast guarantee

Much of the research is focused on enhancing the standards of colour in the quality control laboratory

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

Our products conform to international standards of fastness properties like rubbing, perspiration, light and washing and come with a Colorfast guarantee

3. Accelerating the launch of inspirational brands



- Exclusive license to develop, manufacture, market and sell the FCUK brand of innerwear and related products in India
- Access to a global brand with strong brand recognition in the super premium segment
- Brings global expertise in improving other areas as well viz., manufacturing processes, designing capabilities, logistic management, etc.
- More than 30 distribution points at pan India level, available on Amazon, Myntra, Paytm, Flipkart and other E-commerce Portals

Well-known & largest International brands in the innerwear category



fcuk[®]
underwear

Making luxury accessible

Rupa – A truly Global Indian

Premium innerwear based on comfort accessible



Globally known premium apparel brand

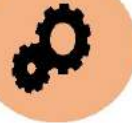
- Exclusive license from Fruit of the Loom, Inc, to manufacture, distribute, advertise and sell innerwear and outerwear products for men, boys, women, girls and toddlers in India, under their brand names
- Exclusive tie up with Amazon and Central; more than 60 distribution points at pan India level
- Widely accepted by the consumers

Market Presence



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

Consolidation



Consolidation of similar premium businesses to execute more efficiently and effectively

Synergies



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

Management Bandwidth



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

Capital Allocation



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

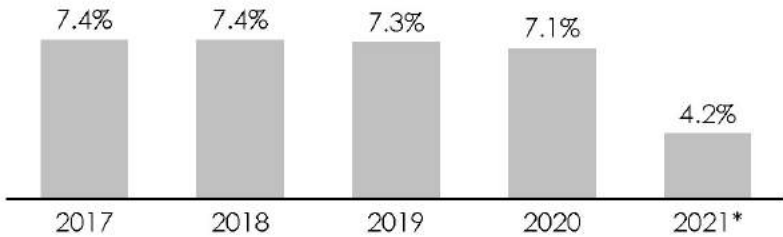
“ Strong brand recall developed through consistent investment in advertising and brand promotion strategies ”

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

Rs. Crs.



Consistent annual investment of 6-8% of sales in brand development to create a robust portfolio



* Lower in 2021 due to CoVID, no brand expense done in 9MFY21

Brand Development Cost (Rs. In Cr)

Expect Branding and Advertisement Cost to come back to normalcy i.e. 6-8% of revenues in FY22





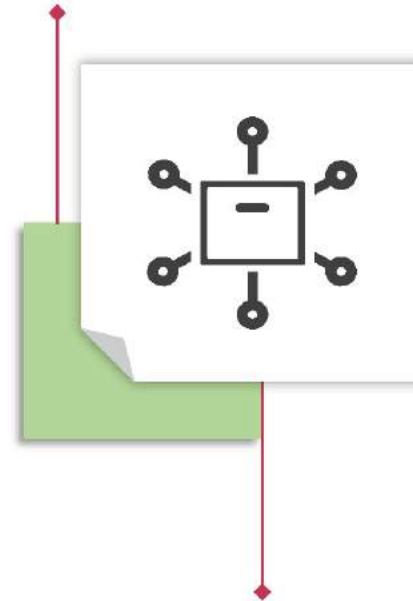
- Significant decrease in operational time for article management and maintenance
- Data Record Error Rate will reduce ensuring that master data is clean and streamline
- Reduce duplication and manual effort in order scheduling
- Reduce duplication and manual effort in sales order booking with fast SO creation App
- Increase flexibility in creation of sales order with configuration of prefilling data
- Single source of truth for outside manufactured articles or traded articles
- Reduce manual effort for creation of multiple DOs
- Reduce manual effort of manual quality process
- Digital Rework Process in case of Return

Digital Transformation



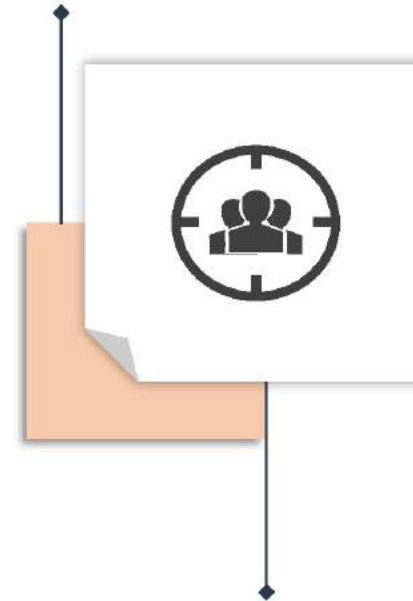
Core Enterprise solution with SAP F&VB S4 HANA Implementation

Upgrade Channels



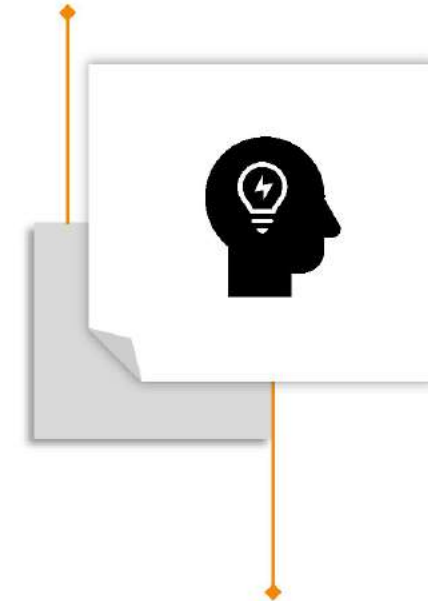
Revamp of B2C Sales Channel Rupa Online Store

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

Upgrade Channels

Manual Costing Derivation



Details flow from Auto PR worth Pricing

Article Price can be higher than Cost Sheet Price



Cost Sheet in SAP will limit the price variance in Sales Order

No budget control for procurement of materials included in cost sheet



Management Approval of cost sheet through SAP integrated Purchase Order

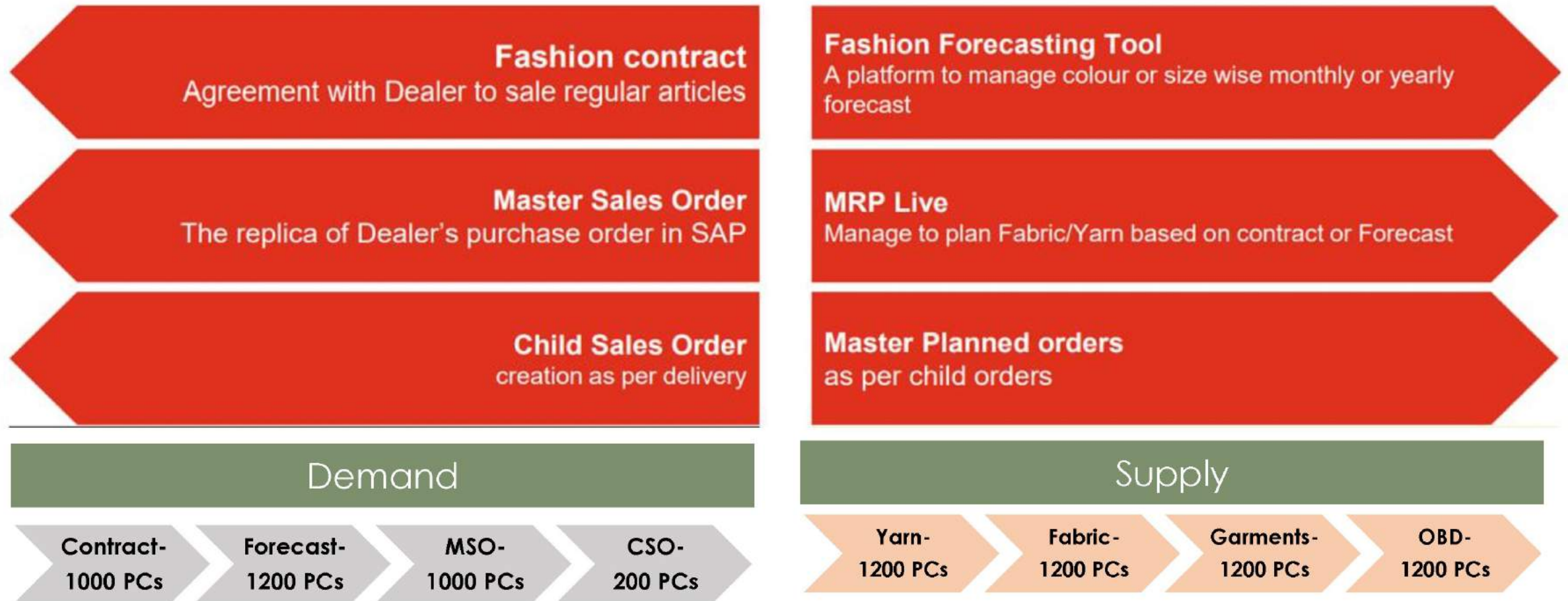
No adherence to price after cost sheet approval



Approved Price can not be changed in purchase Order

Implementation of SAP S4 (HANA) in Fashion Procurement has led to increased efficiency in supply chain

Fashion Demand Planning – Dealer Contracts, Order & Forecasts





GROWTH STRATEGIES



- Plan to have presence through 300 LFS in the next 2 years
- Plan to roll out 150 more EBOs in the next 2 years
- Enhance brand visibility through increasing online presence

Moving from wholesale distribution channel to a direct distribution channel for some products

Foray in newer markets and further penetrate in the existing markets



Aim to increase share in premium + super premium category

Plan to grow through in-licensing or inorganic brand associations as well through organic growth of the Casual wear range

Leggings under the brands "Softline" and "Femmora" have significant growth and widely accepted by the consumer

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

Focus to double exports and tap new geographies in the next 2 years

Scaling high margin revenue stream



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 patterns, with interesting accents and a range of exciting cuts for fashion and comfort

Direct distribution model with access to retailers through own sales personnel



Bumchums



I, ME AND MY
BUMCHUMS
CASUAL WEAR | ATHLEISURE

“The most recent popular expression in design is "athleisure," one of those made-up terms that are so incredibly strange as to be flawlessly illustrative. That is, fashioners are fixated on garments that fit a to some degree general class of being suitable for either athletic or recreation interests”

bumchums
Fun it up



Range for Men, Women and Kids

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

High Growth Potential in Active / Thermal Wear
Health and lifestyle focused
Active wear segment industry has grown by ~13% CAGR since 2011

Softline
LEGGINGS

EFFORTLESS
YOU



4RD COTTON
STRETCH FABRIC

available in
FREE SIZE
TO FIT ALL



- 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
- Variety of leggings, crafted from unique 4D cotton stretch fabric for added comfort
- Available in 250+ colours for all sizes
- Outerwear consist of Western Kurti pants, Palazzo pants and Knitted pants. Crafted from high quality cotton, blended with elastane that allows free movement for daily wear

Softline

Plans to scout for opportunities in Women Wear to develop brand capabilities, manufacturing ability or distributional reach



THERMOCOT

Your 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

Available in a variety of exciting colours, trendy styles and all sizes, it is ideal for every member of the family

So stylish yet thin that you can step out in your Torrido for morning jogs or even wear it under the shirt for a business meeting

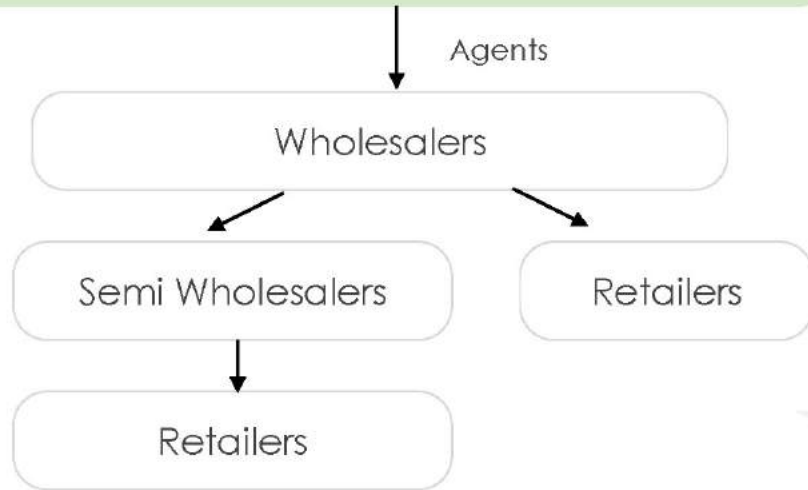
Plan to cross Rs. 200 crores of Thermal wear revenue in next 2 years

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



FY 21 Revenue: Plan to grow the revenues to 5x by FY24

Wholesale Distribution Channel



Strategically move towards Direct Distribution channel for its product categories

Direct Distribution Channel



Better control on prices with well-defined margins for distributors and retailers

Better inventory management with mapping of primary and secondary sales

Improving inventory turnover with support to distributors and direct interaction with retailers

Increase sales through increasing presence and availability at retail counters of all the SKUs

MODERN RETAIL TRADE

Currently have 150+ stores

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
- › Become a secondary sales driven company, investing on Brand staff

Future Plan:

- › To have presence through 300 counters in the next 2 years



EXCLUSIVE BRAND OUTLETS

Currently have 17 stores

Strategy:

- › Create small to mid sized Franchise 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 7-10 stores in next 1 quarter
- › To roll out 150 more EBOs in the next 2 years



ONLINE PORTALS

Present on all e-commerce sites

Strategy:

- › E-commerce Industry is expected to grow double by 2022 (\$50 Billion)
- › Develop a robust tech-based warehouse infrastructure to support Pure Play Market Place business Model
- › Develop packs /Combos based on requirements

Future Plan:

- › Enhance brand visibility through increasing online presence



Different modern retail formats and e-commerce platform offer significant opportunities to propel growth

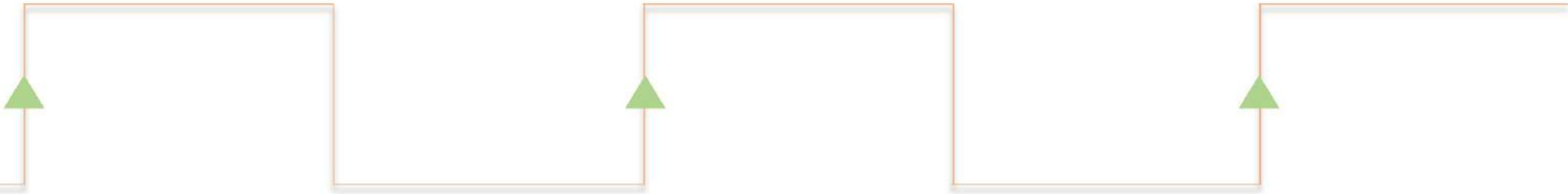
Substantial opportunity to drive growth



Increasing income levels and high spending power

Growth in penetration of organized retail

Increasing penetration of electronic media leading to branded products

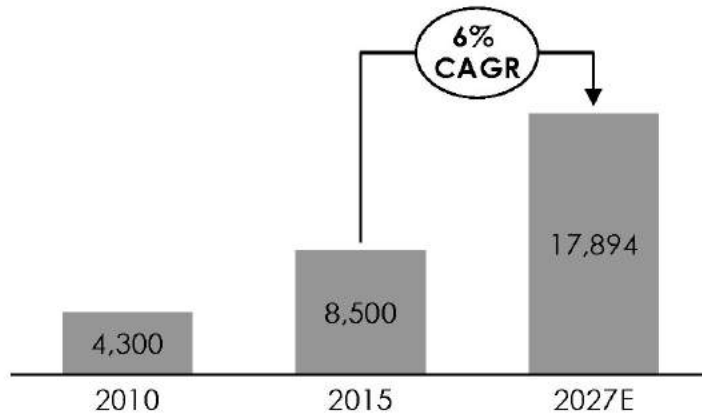


Emergence of purpose-specific innerwear (sporty, casual, fashionable) widening the Market

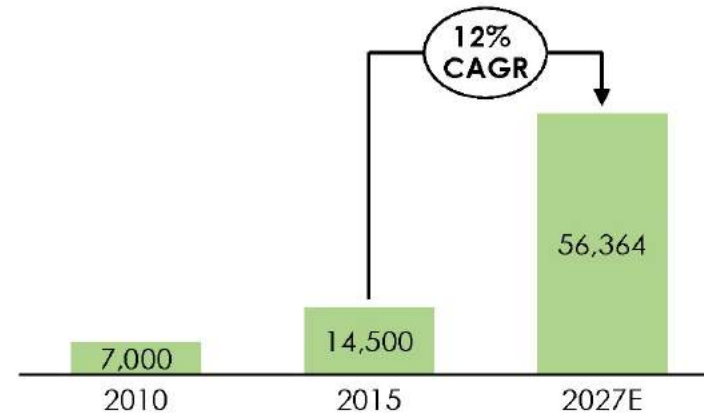
Growing urbanization

Changing Fashion Trends

Men Category (Innerwear Industry)



Women Category (Innerwear Industry)



Rs. In Crs

- Integration of ESG principles into regular operations
- Adherence to regulatory standards forms the cornerstone of our operations



ENVIRONMENT

- More than 90% of the fabric wastes are recycled
- The emissions, solid waste and effluent generated were within the limits as prescribed by CPCB or SPCB
- Endeavour to use the latest energy efficient technologies to ensure optimal utilisation of the resources without having to compromise with the quality of its products



SOCIAL

- Continuous engagement with communities surrounding the operations This is done to gauge the needs, priorities and expectations of the local community
- Safeguard the interest of the vulnerable and marginalized section of the society through CSR activities



GOVERNANCE

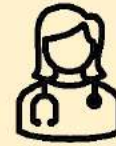
- Foster a culture of honesty, integrity and accountability
- Highest standards of ethics in all spheres of its business activities
- Endeavor to leverage human and capital resources to translate opportunities into reality, create awareness of corporate vision and spark entrepreneurship at all levels
- Enhanced disclosure to the authorities for maintaining high governance standards



Contribution towards welfare of underprivileged section



Ensure availability of safe and hygiene drinking water at public places



Supported healthcare activities during COVID pandemic by providing Oxygen Concentrator, Free Vaccination, Masks Distribution, etc



Construction and functioning of schools, library and educational institutions.



Provided vocational & industrial training



Mass Tree Plantation drives and special efforts for animal welfare

Society



Promoting education & vocational skills



Eradicating hunger, poverty and malnutrition



Setting up old age homes

Health and Safety



Promoting health care



Ensuring Animal Welfare

Environment



Disaster management relief & rehabilitation



Facilitate availability of drinking water

CSR



FY22 Budget: Rs 329 Lakhs



Amount Spent: Rs 248 Lakhs



Providing Safe Drinking Water

More than 400 water filters and coolers installed at public places



Donating Blankets to the needy



Supporting the Meritorious Students

Rewarding the meritorious students, especially the underprivileged children in the society

Relief Package in Cyclone Amphan



Supporting Education



Relief Package During COVID



Books distribution, meals for children





Providing education and vocational training to the underprivileged students

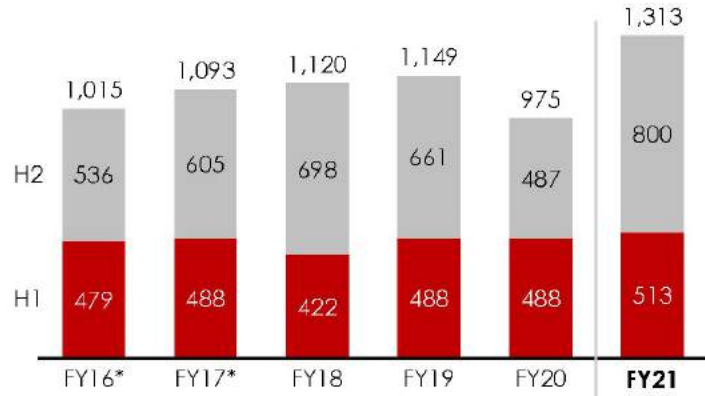


HISTORICAL FINANCIALS

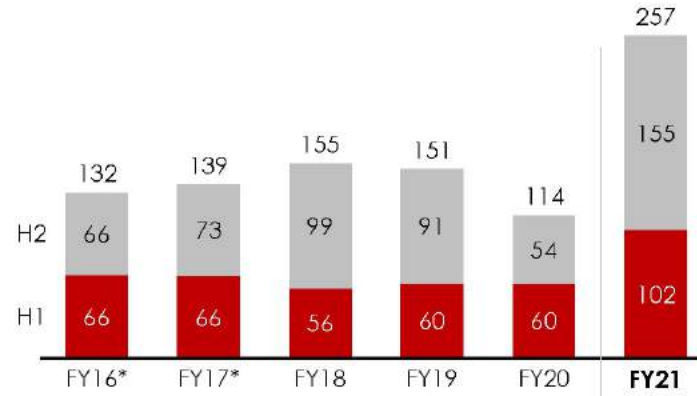
Historical Financials - Consolidated



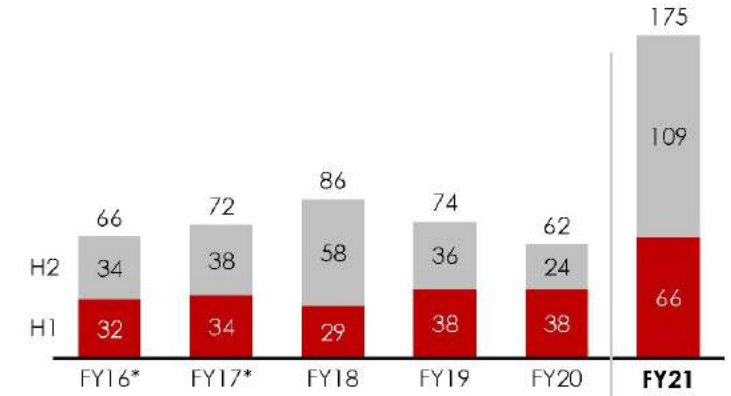
Revenue (Rs. In Cr)



EBITDA (Rs. In Cr)



PAT (Rs. In Cr)



EBITDA Margin

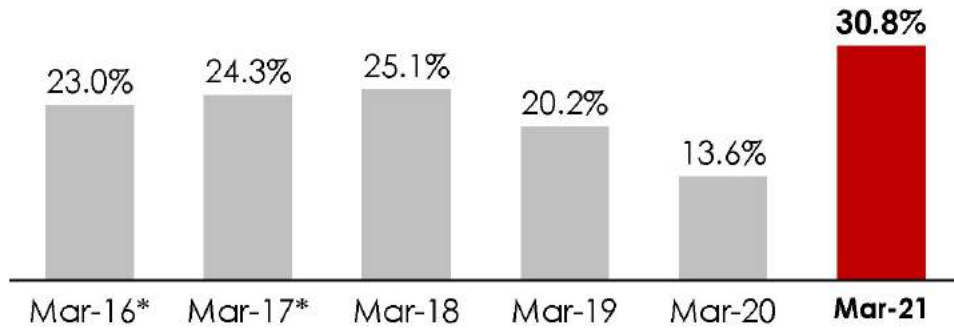


PAT Margin

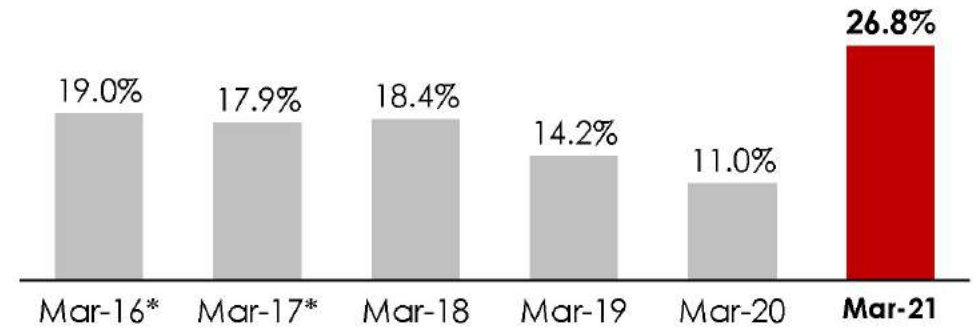


* Financials for FY16 and FY17 are Pre-IND AS

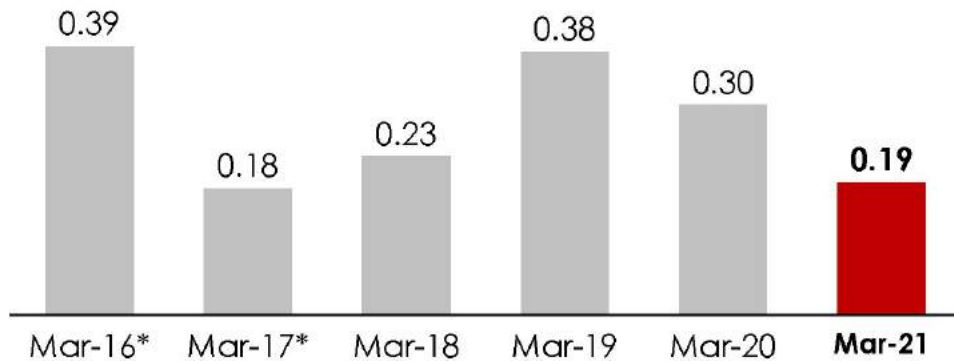
RoCE %



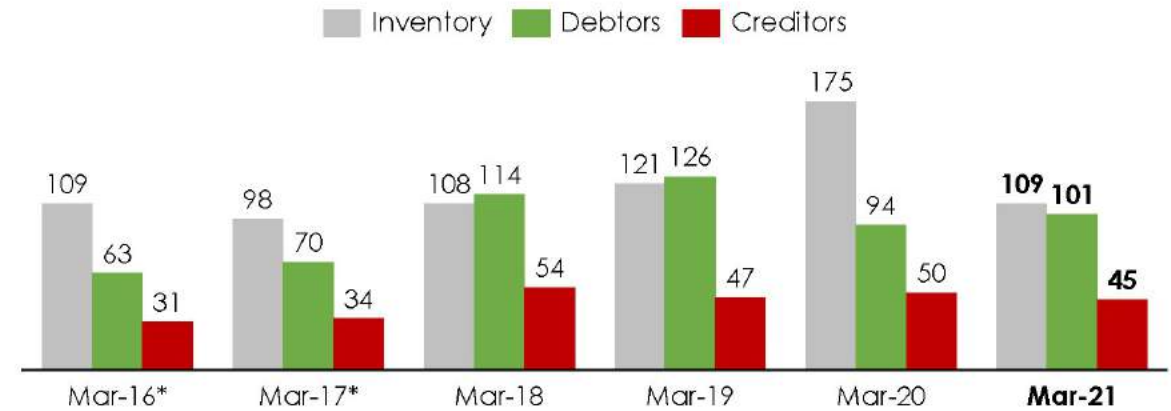
RoE %



Debt to Equity



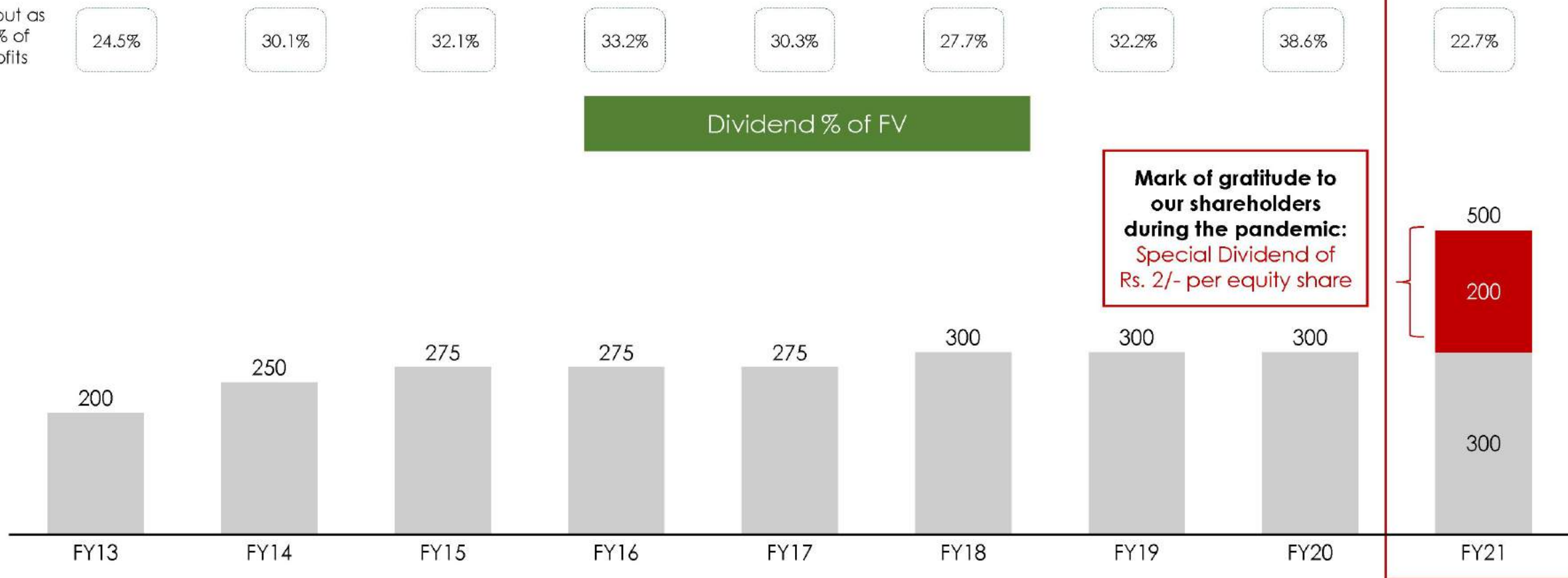
Working Capital (Days)



Sharing profits consistently



Payout as a % of Profits



Consistently sharing over 20% - 30% of the profits as Dividend to shareholders



THANK YOU

Company:



CIN: L17299WB1985PLC038517

Mr. Sumit Khowala

sumit.khowala@rupa.co.in

Investor Relations Advisors :



Mr. Rajesh Agrawal

+91 9967491495

rajesh.agrawal@linkintime.co.in

Mr. Nachiket Kale

+91 9920940808

nachiket.kale@linkintime.co.in