

Date: November 13, 2025

National Stock Exchange of India Limited
Exchange Plaza, 5th Floor,
Plot No. C/1, G Block
Bandra Kurla Complex, Bandra (E)
Mumbai - 400 051

BSE Limited
Phiroze Jeejeebhoy Towers,
Dalal Street
Mumbai - 400 001

Ref: NSE Symbol- RUPA / BSE Scrip Code- 533552

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

Dear Sir/ Madam,

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

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

Kindly take the same on record.

Thanking you.

Yours faithfully,

For Rupa & Company Limited

SUMIT
JAISWAL
Sumit Jaiswal

Digitally signed by SUMIT
JAISWAL
Date: 2025.11.13 21:04:16
+05'30'

Company Secretary & Compliance Officer

Encl: As Above



FASHIONING INDIA SINCE 1968

Investor Presentation | Q2 & H1 FY26

Safe harbor statement



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FRONTLINE

MACROMAN SERIES

MACROWOMAN SERIES

Bumchums

TORRIDO

Softline

EURO

FOOTLINE
SOCKS

THERMOCOT

COLORS
by RUPA

RUPA
rainsuit

Q2 & H1 FY26 Result Highlights

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

“The quarter witnessed a steady recovery trajectory with encouraging signs across key categories, reflecting our focused execution and strategic agility. To strengthen our market presence, we pursued an aggressive pricing policy designed to drive sales volume and improve overall competitiveness. Revenues for Q2FY26 grew by 8% Y-o-Y, supported by robust 14% volume growth, driven primarily by strong traction in the Economy and Mid Premium segments. While the Mid Premium segment trailed Economy segment in growth pace, the focus ahead is to reignite momentum in mid-premium segment to restore contribution balance and improve margin mix. The thermal wear witnessed a robust growth during the quarter contributing 13% of the revenues.

Exports continues to deliver strong performance with Y-o-Y growth of 28% contributing 4% to the revenues in the first half of FY26. Modern trade including e-commerce continued the steady momentum contributing 8% to the revenues.

EBITDA for the quarter stood at ₹22 crores, translating to a margin of 7%, reflecting the impact of a higher share of economy products and competitive market dynamics. Despite this, we continue to exercise prudent cost control and measured spending on brand investments to sustain operational resilience.

Operating cash flow for the half year stood at ₹23 crores, underscoring our disciplined focus on maintaining cash flows and liquidity preservation. Our cash surplus stands at ₹18 crores as on Sept’25. We remain committed to maintaining healthy cash generation and a robust balance sheet.

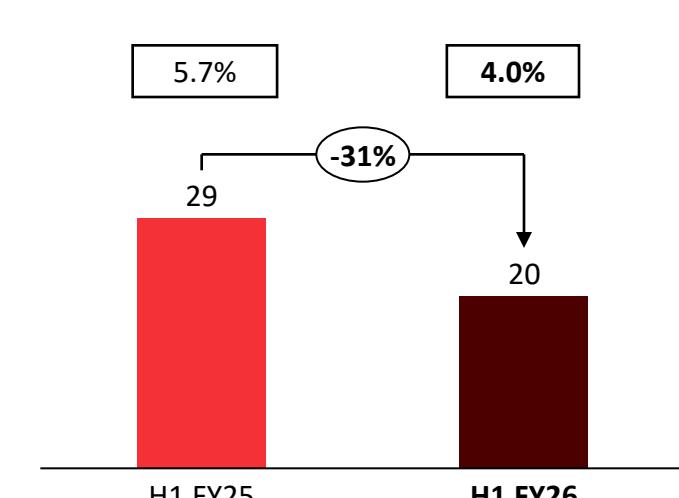
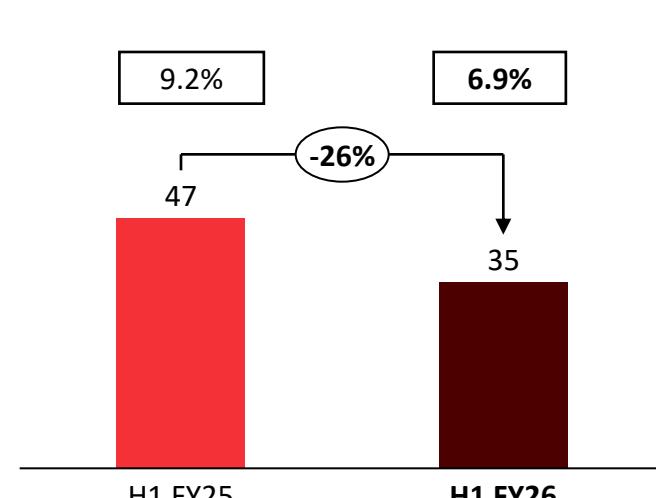
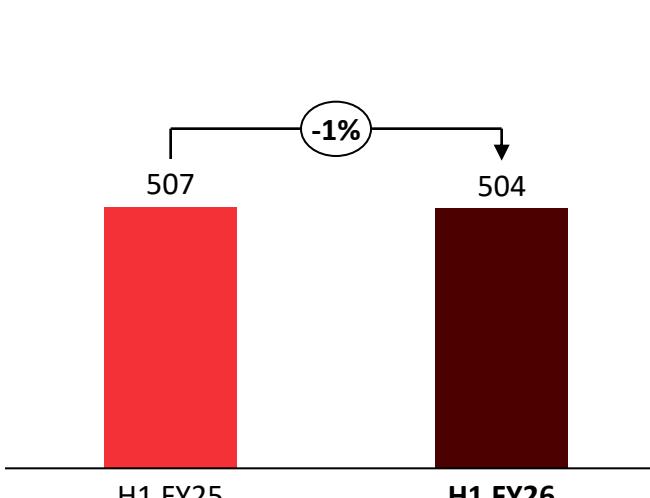
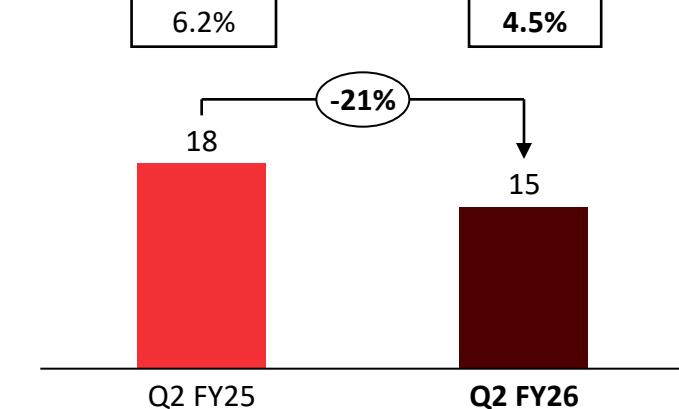
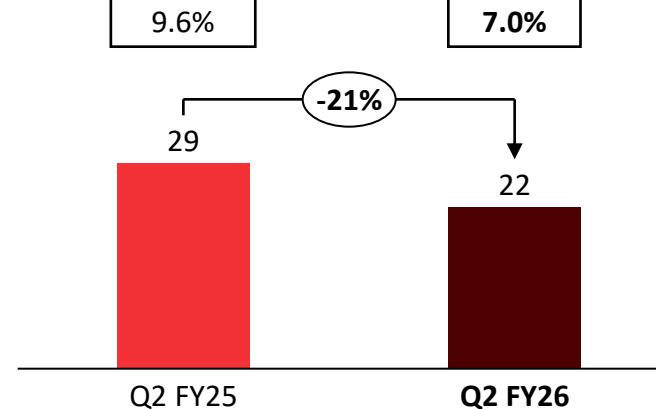
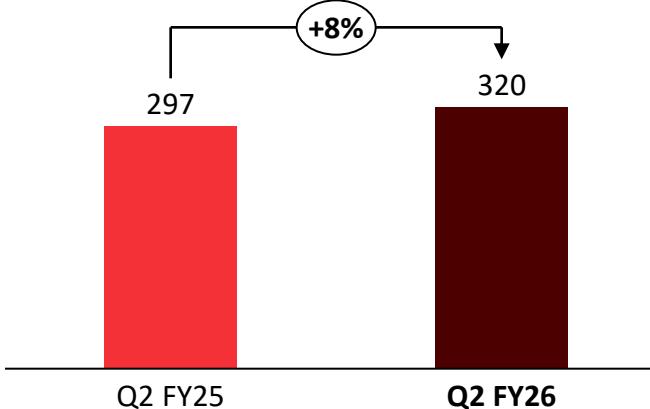
Looking ahead, our strategic priorities will remain centered around reigniting the mid-premium and premium segments, strengthening our product mix, and enhancing distribution effectiveness to drive profitable growth. With our diversified brand portfolio and deep-rooted market presence, we are confident of sustaining growth momentum and building long-term value for all stakeholders.”

Q2 & H1 FY26 financial highlights

Revenue (Rs. In Cr)

EBITDA (in Rs. Cr)

PAT (in Rs. Cr)



Q2 & H1 FY26 performance highlights



Revenues in Q2 FY26 stood at Rs. 320 Cr; H1 FY26: 504 Cr



EBITDA for the quarter stood at Rs. 22 Cr; H1 FY26: 35 Cr



In Q2 FY26, PAT stood at Rs. 15 Cr; H1 FY26: 20 Cr



Volume growth for Q2 FY26: 14% & H1 FY26: 3%



Modern Trade including E-commerce contributed ~8% to the revenues in H1 FY26



Exports contributed ~4% of the revenues in H1 FY26



Net Working Capital
Sept'25: Rs. 805 Cr vs 811 Cr in Mar'25



Net Cash Surplus stands at Rs. 18 Cr as on Sept'25



Key financial metrics

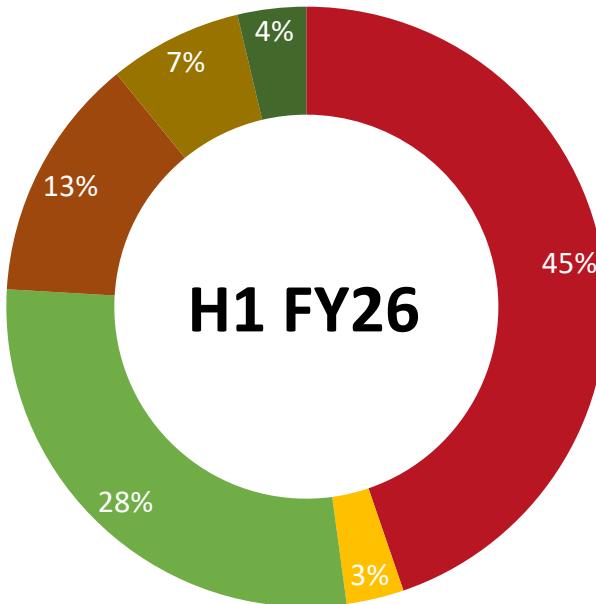


Particulars (in Rs Cr)	Sept-25	Mar-25
 Net Worth	1,014	1,018
 Long Term Borrowings	0.7	2
 Short Term Borrowings	239	223
 Total Cash & Cash Equivalents*	258	249
 Net Debt/(Surplus)	(18)	(24)

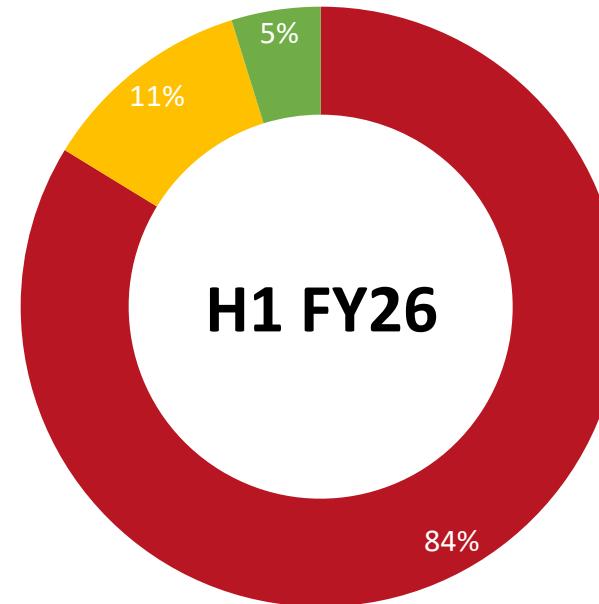
Note: *Total Cash & Cash Equivalents includes Investments and Fixed Deposits (current and non-current)

Sales mix – H1FY26

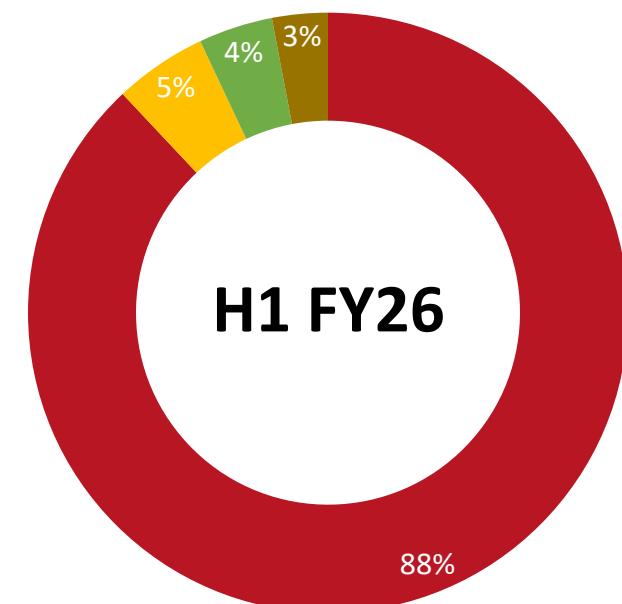
Region-wise



Gender-wise



Trade Segment-wise



■ East ■ North ■ South
■ North East ■ West & Central ■ Overseas

■ Men ■ Women ■ Kids

■ Domestic ■ Exports
■ Modern Trade ■ E-Com

Consolidated profit & loss statement



Particulars (Rs. Cr)	Q2 FY26	Q2 FY25	Y-o-Y%	Q1 FY26	Q-o-Q%	H1 FY26	H1 HY25	Y-o-Y%
Revenue from Operations	320.2	297.1	7.8%	183.9	74.1%	504.1	507.4	-0.7%
Total Raw Material	152.9	120.9		45.3		198.2	187.3	
Sub-Contract Expenses	79.5	90.6		69.2		148.7	158.0	
Gross Profit	87.8	85.6		69.4		157.2	162.1	
Gross Profit Margin %	27.4%	28.8%		37.7%		31.2%	31.9%	
Employee Expenses	16.6	15.9		15.5		32.1	30.2	
Other Expenses	48.8	41.2		41.7		90.5	85.3	
EBITDA	22.4	28.5	-21.4%	12.2	83.6%	34.6	46.6	-25.8%
EBITDA Margin (%)	7.0%	9.6%		6.6%		6.9%	9.2%	
Other Income	5.6	4.3		5.4		11.0	9.1	
Depreciation	3.7	3.7		3.7		7.4	7.3	
EBIT	24.3	29.1		13.9		38.2	48.4	
Finance Cost	4.6	5.0		4.8		9.4	9.9	
PBT before Exceptional Item	19.7	24.1		9.1		28.8	38.5	
Exceptional Items	0.0	0.0		1.6		1.6	0.0	
Profit before Tax	19.7	24.1		7.5		27.2	38.5	
Tax	5.2	5.7		2.0		7.2	9.5	
Profit after Tax	14.5	18.4	-21.4%	5.5	162.8%	20.0	29.0	-31.1%
PAT Margin (%)	4.5%	6.2%		3.0%		4.0%	5.7%	
EPS	1.8	2.3		0.7		2.5	3.6	

Consolidated balance sheet statement



Particulars (Rs. Cr)	Sept-25	Mar-25	Particulars (Rs. Cr)	Sept-25	Mar-25
ASSETS			EQUITY AND LIABILITIES		
Non-Current Assets			EQUITY		
Property, plant and equipment	221.7	221.9	Equity Share capital	8.0	8.0
Right to Use Assets	17.2	18.2	Other Equity	1,005.7	1,009.6
Capital work-in-progress	1.6	0.0	Total Equity	1,013.7	1,017.6
Intangible assets	0.8	0.9	LIABILITIES		
Intangible assets under development	0.0	0.0	Non-Current Liabilities		
Financial assets			Financial liabilities		
i) Investments	16.0	26.6	i) Borrowings	0.8	2.2
ii) Other financial assets	5.6	30.6	ii) Lease Liabilities	9.6	10.6
Non-Current Tax Assets (Net)	0.0	0.0	iii) Other financial liabilities	0.0	0.1
Other non-current assets	0.2	4.2	Provisions	3.2	3.2
Total Non-Current Assets	263.1	302.4	Deferred Tax Liabilities (Net)	14.5	13.9
Current Assets			Other non-current liabilities	1.6	2.0
Inventories	532.6	447.2	Total Non-Current Liabilities	29.7	32.0
Financial assets			Current Liabilities		
i) Trade receivables	408.2	511.7	Financial liabilities		
ii) Cash and cash equivalents	7.1	20.9	i) Borrowings	239.2	223.3
iii) Other Bank Balances (other than above)	231.8	175.4	ii) Lease Liabilities	1.9	1.8
iv) Loans	2.0	2.0	iii) Trade payables		
v) Other financial assets	3.2	2.4	- Total outstanding dues of creditors to microenterprises and small enterprises	5.7	6.9
Current Tax Asset (Net)	0.0	0.0	- Total outstanding dues of creditors other than microenterprises and small enterprises	130.5	140.6
Other Current Assets	62.6	49.6	iv) Other financial liabilities	82.4	80.5
Total Current Assets	1,247.5	1,209.2	Provisions	4.4	4.0
Total Assets	1,510.6	1,511.6	Other Current Liabilities	2.0	1.5
			Current Tax Liabilities (Net)	1.1	3.4
			Total Current Liabilities	467.2	462.0
			Total Liabilities	496.9	494.0
			Total Equity and Liabilities	1,510.6	1,511.6



Company Overview

#1 undisputed knitwear Indian brand...



7,00,000+

Finished goods
pieces per day



1,50,000+

Retail Outlets



9,000+

SKUs



1,500+

Dealers



100+

Registration of
trademark's both
Nationally & Internationally

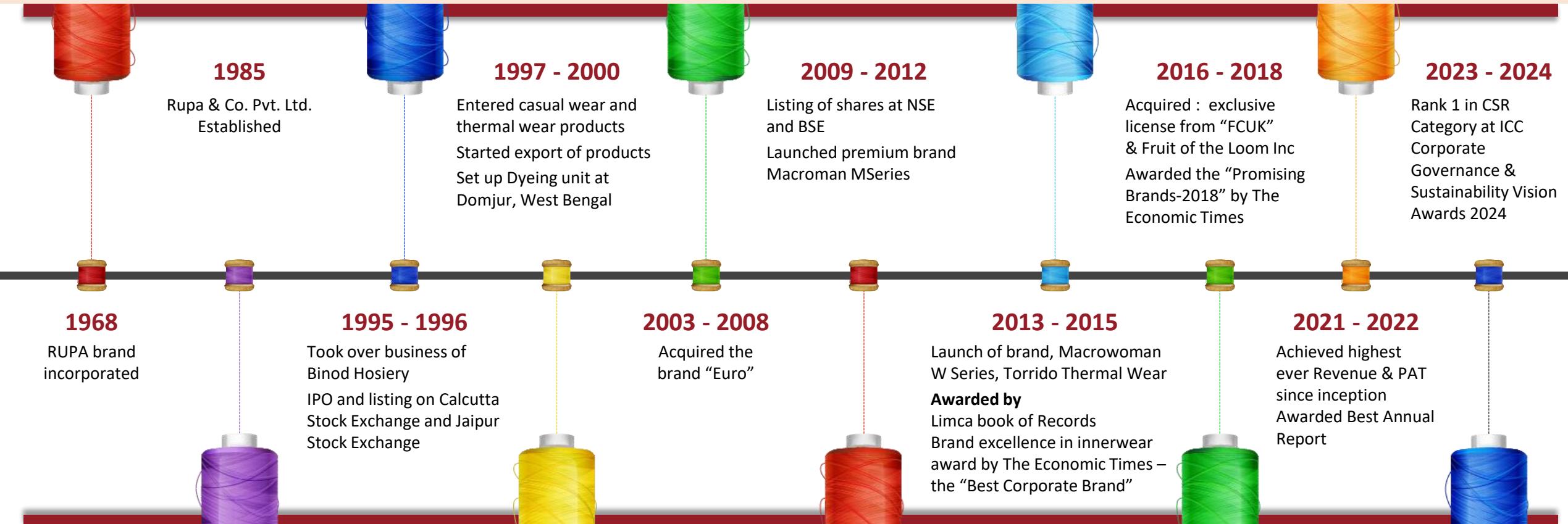


10+

Brands



...with long legacy of delivering excellence



Star studded line-up of brand ambassadors

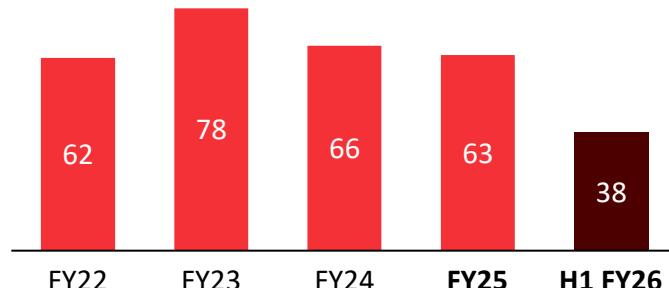


“

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

”

Brand Development Cost (Rs. Cr)



Advertisement & Branding Expense constitutes **~7.5% of Revenues** in H1 FY26

Awards & accolades



Rank 1 in CSR Category at
ICC Corporate Governance
& Sustainability Vision
Awards 2024



Brand edge Award for Best
Practices - Annual Report
2022 Design



Most Promised Digital
Presence in Retail and
E-commerce at National
Achievers Awards



The Iconic Platinum Award
for best Branded Content
Campaign



Most Trusted Award -2022 in
category of Fashion -
Innerwear and Outerwear

Our prominent leaders...



Mr. Ghanshyam Prasad Agarwala
Vice Chairman



Mr. Prahlad Rai Agarwala
Chairman & Whole Time Director



Mr. Kunj Bihari Agarwal
Managing Director



Mr. Ramesh Agarwal
Whole-time Director



Mr. Mukesh Agarwal
Whole-time Director



Mr. Vikash Agarwal
Whole-time Director



Mr. Rajnish Agarwal
President

..with strong composition of eminent board of directors..



Mr. Ashok Bhandari
Independent Director



Mr. Sumit Malhotra
Independent Director



Mr. Sunil Rewachand Chandiramani
Independent Director



Mr. Joginder Pal Dua
Independent Director



Mr. Arvind Baheti
Independent Director



Mr. Vijay Chibber
Independent Director



Mrs. Mamta Binani
Independent Director

..supported by experienced management team



Mr. Niraj Kabra
Executive Director



Mr. Sumit Khowala
Chief Financial Officer



Mr. Sourav Das
Chief Digital & IT Officer



Mr. Arijant Kumar Baid
VP - Finance



Mr. Sunil Biyani
Head - Exports



Mr. B. K. Singh
GM – Dyeing



Mr. Pronob Mukerji
GM – Marketing, Media



Mr. J. Rajendra Singh
GM – Production



Mr. Randhir Singh Jolly
GM – Modern Trade



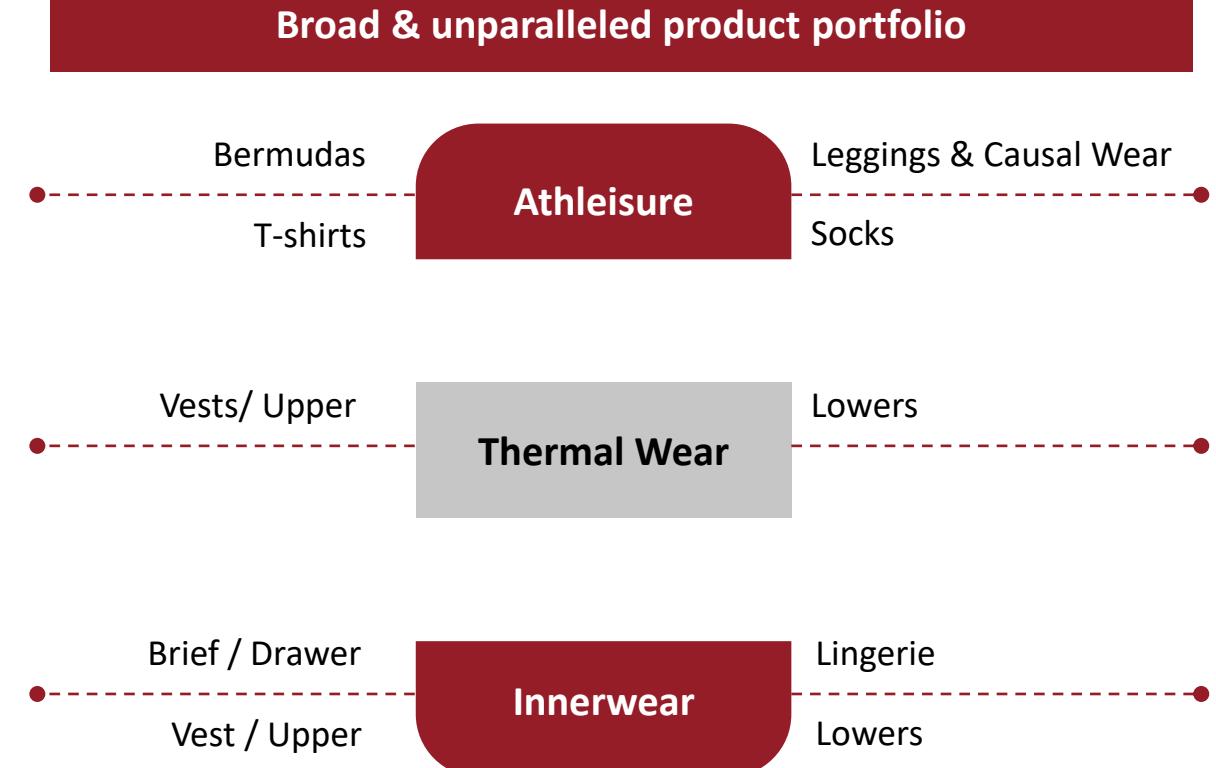
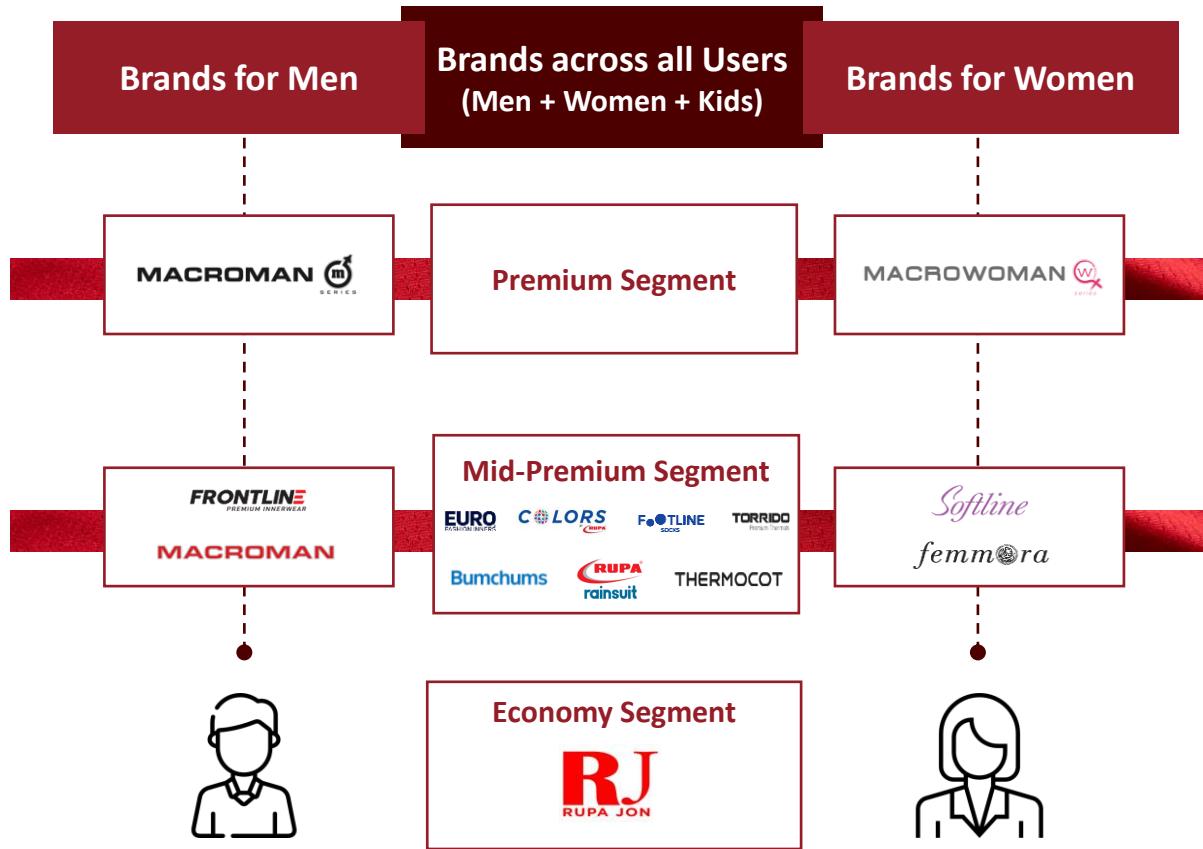
Mr. Sumit Jaiswal
Company Secretary &
Compliance Officer

Business Model

Strategic brand positioning across price segments



Bouquet of Brands across Price Segments



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

Integrated and efficient manufacturing process



Product Design & Development



Manufacturing Process



Logistics & Distribution



Manufacturing Process



Knitting



Processing / Dyeing & Bleaching



Cutting



Stitching



Logistics & Distribution



Warehousing



Distribution



Invest extensively in manufacturing integration and scale

Up-gradation and replacement of old machines as and when required

Critical Processes done in-house

Outsourcing labour intensive processes helps keep our asset base and employee base light

» 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

Our state-of-the-art manufacturing facilities



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



Domjur (West Bengal)



Tirupur (Tamil Nadu)



Bengaluru (Karnataka)



Ghaziabad (NCR)

7,00,000+

Finished Goods per day

9,000+

SKUs

3 tons/day

Yarn Dyeing

25 tons/day

Fabric Dyeing

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

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

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

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

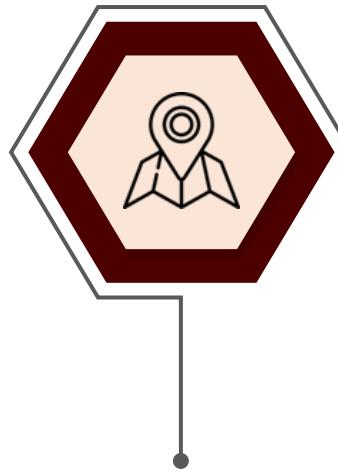
A photograph of a textile factory at sunset. In the foreground, several spools of red and blue thread are visible, some mounted on wooden bobbins. The background shows a city skyline with several tall buildings, their silhouettes against a sky filled with warm, orange and yellow hues from the setting sun.

Growth Initiatives

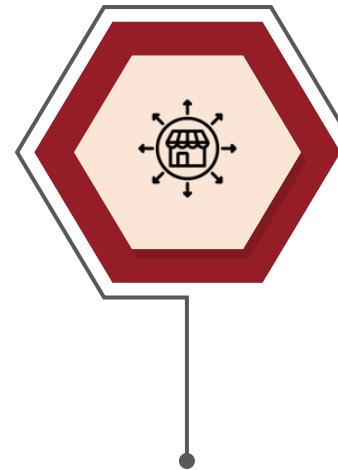
Recent strategic initiatives



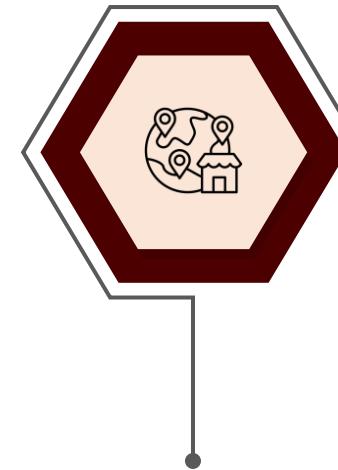
Focus on high margin business



Rapid expansion in high potential areas



Investing & expanding modern trade network



Focus on exports in new emerging markets

1. Focus on high margin business (1/2)



- One of the Largest Premium Brand of Innerwear, Leisurewear, Sportswear, Activewear & Athleisure, for Men & Women
- **Macroman M-Series and Macrowoman W-Series** have top notch fabrics, are styled by cutting edge designers & available in a variety of colors and pattern
- Launched gold collection series under **M-signature** brand in collaboration with famous fashion designer **Rohit Bal**



1. Focus on high margin business (2/2)



- Pioneering Premium Leggings, Lingerie and Outerwear brand with a huge range of wardrobe essentials.
- **Softline** aims to make 'comfortable' the new fashion statement. '**Softline**' has always pushed the envelope in terms of innovation, variety and comfort.
- Brands mantra 'Effortless You', communicates exactly to reach out to the primary consumer base offering over 250+ colors for all sizes.



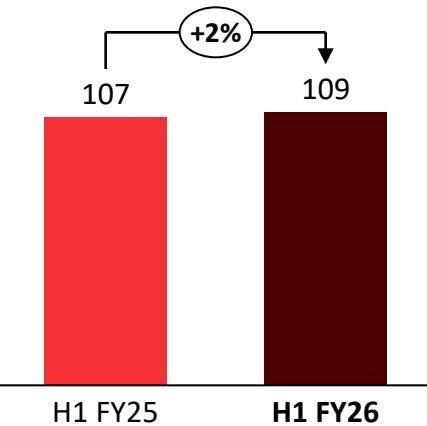
- Bumchums range of T-shirts, Bermudas, Tracks and Muscle.
- High Growth Potential in health and lifestyle focused Active wear segment. Industry has grown by ~13% CAGR since 2011



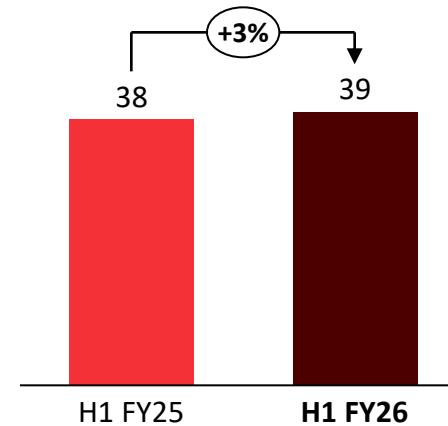
- Exquisite range of thermal wear, knitted on hi-tech machines to give a perfect and warm fit .
- Available in exciting colours, trendy styles, it is ideal for every member of the family
- Ideal companion during winter months. Now, you can stay warm and stylish in winters.
- a perfect blend of Cotton and Polyester suitable for lowest temperatures

2. Rapid expansion in high potential areas

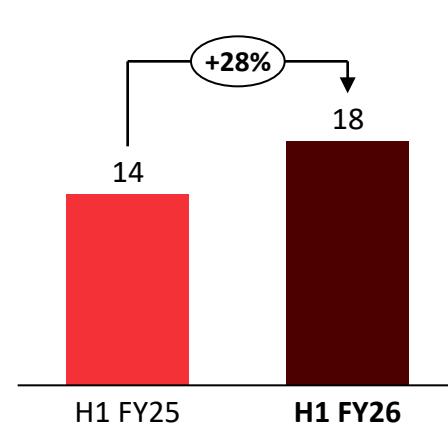
X-Factor Areas



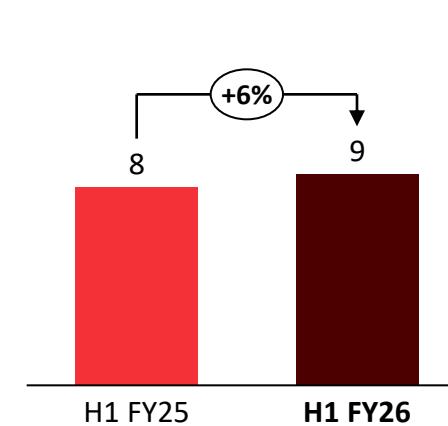
Modern Trade



Exports



Govt. Business



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

3. Investing & expanding modern trade network



Modern Retail Trade



Current store count: 1500+

Strategy

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

Future Plan

To double the store count in Regional & Value Large Format stores. Major Focus on Southern India states.

Online Apps & Portals



Presence on all e-commerce sites

Strategy

- To leverage & grow in quick commerce
- To develop our D2C business through our Online Brand stores
- Develop a robust tech-based warehouse infrastructure to support Pure Play Marketplace business Model



Future Plan

To launch Rupa in the global online market Amazon.com

Develop Omni channel business

ROI driven AD campaigns & content marketing on e-commerce portals

To start D2C business across all e-commerce platforms.

Develop merchandise more suited for e-commerce.

4. Focus on exports and new markets



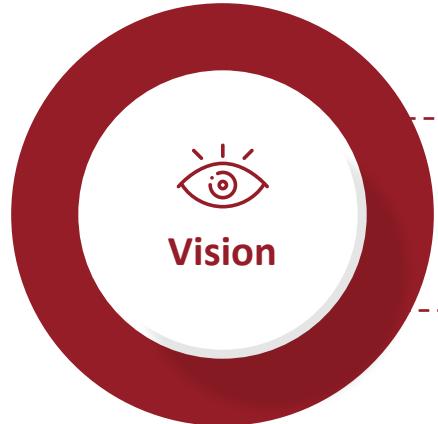
UAE | SAUDI ARABIA | KUWAIT | ALEGRIA | INDONESIA | NIGERIA | CONGO | USA | SINGAPORE and many more



A close-up, low-angle shot of several spools of thread and skeins of yarn in various colors (blue, red, orange, pink) against a blurred background of a sunset or sunrise over a field.

ESG & CSR Initiatives

“Weaving together a sustainable future”



To be one of the most loved knitwear and apparel brands in India; commended for responsible manufacturing and delivering superior customer experience with the best pricing.

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

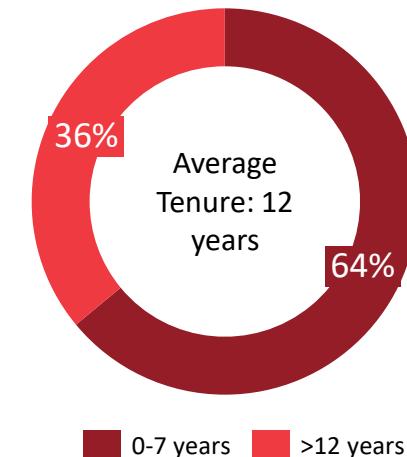


Strong board oversight on ESG

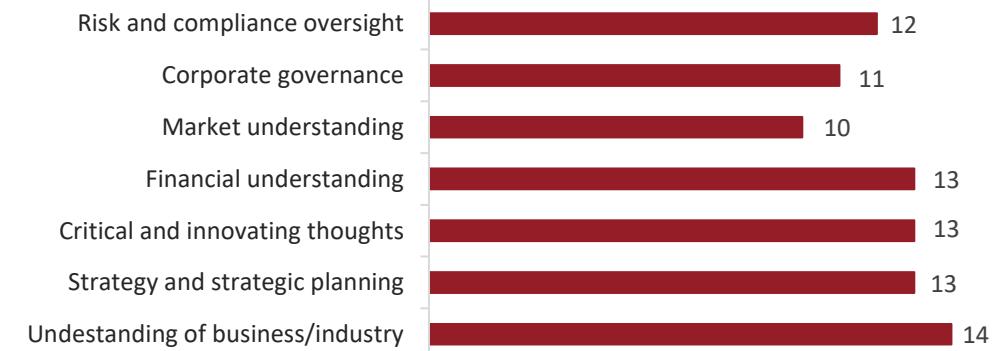
Responsible Governance

- 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 62 years
- Majority independence in the Audit Committee and all members of the Nomination and Renumeration 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



Skill sets

Number of Directors

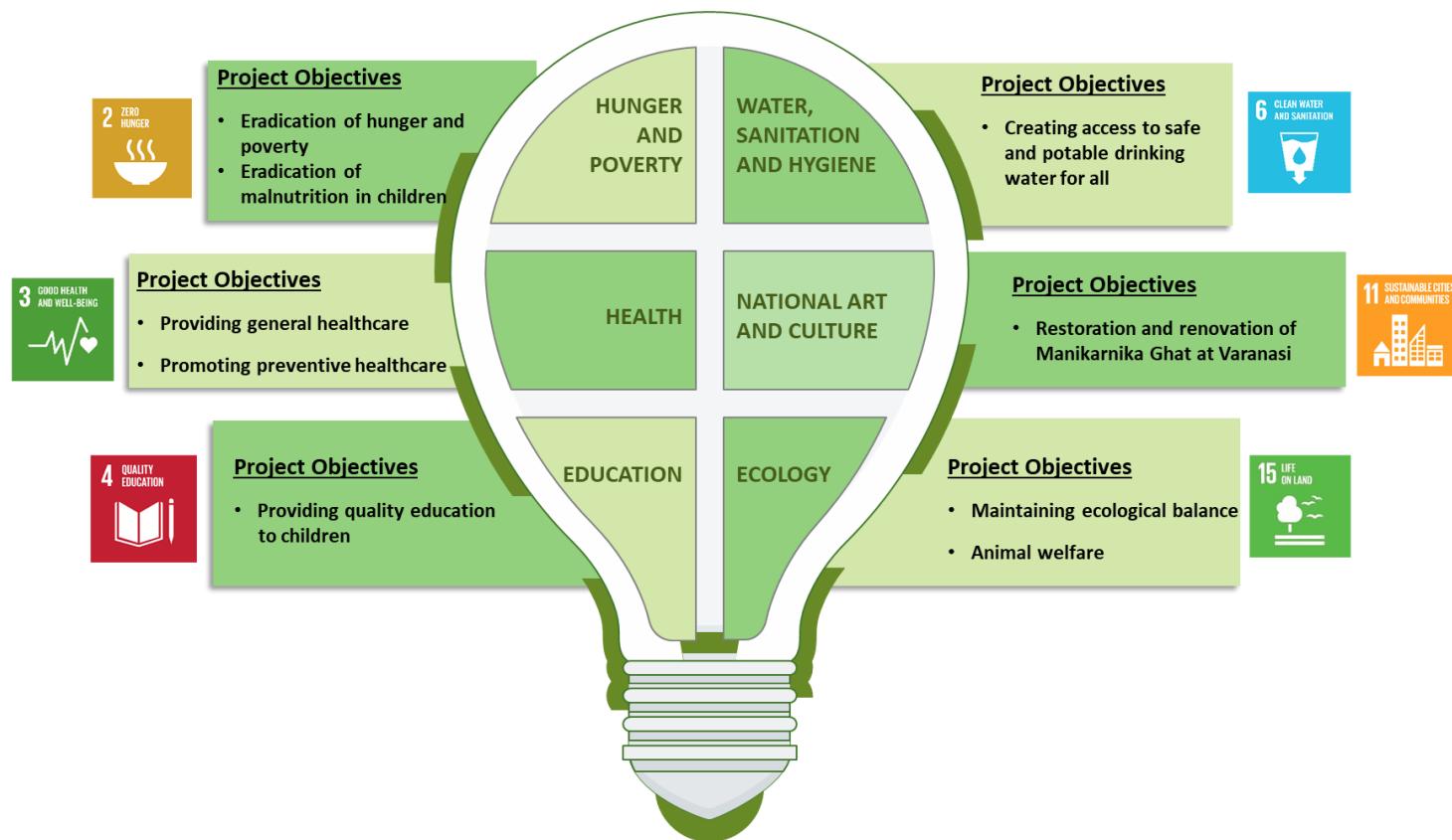
Strengthening our communities



Rupa & Company Limited operates with a strong belief that giving back to the society and contributing towards its sustainable development is every organization's responsibility. The Company and its people are committed to society, ecology and environment.

Key highlights

Our Six CSR Focus Areas



CSR spent for FY 2024-25:
INR 2.70 Crores



Glimpses of our CSR activities



Medical and healthcare facility under construction



Offering general preventative healthcare



Provision of mid-day meals



Cancer awareness & detection camp in collaboration with Indian Cancer Society



Animal welfare



Women empowerment



Supporting education



Foundation laid for New Girl's School



Drinking water facility



Computer education



Eye check-up camp



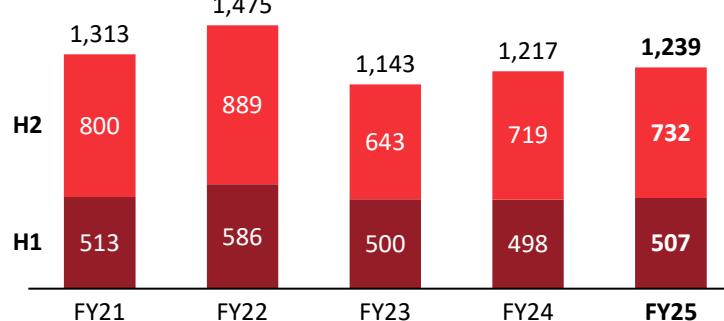
Food distribution programmes

Historical Financials

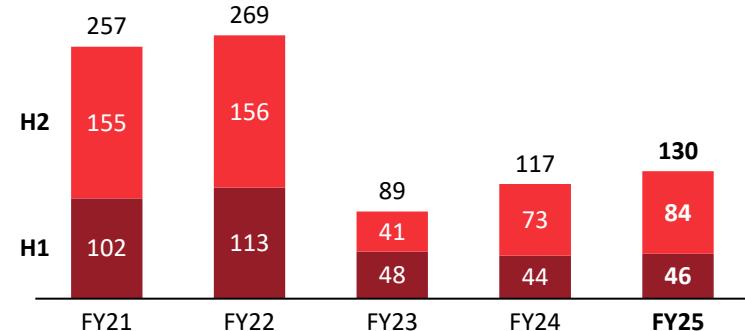
Historical profit & loss highlights



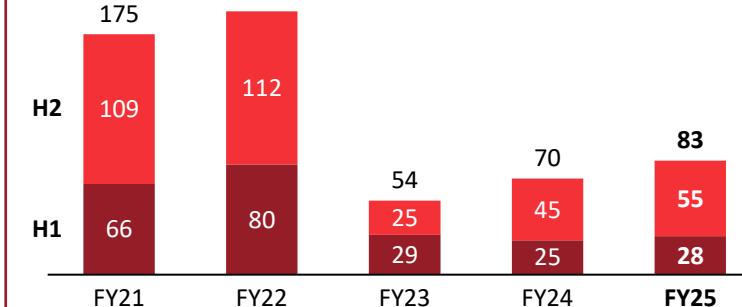
Revenue (Rs. In Cr)



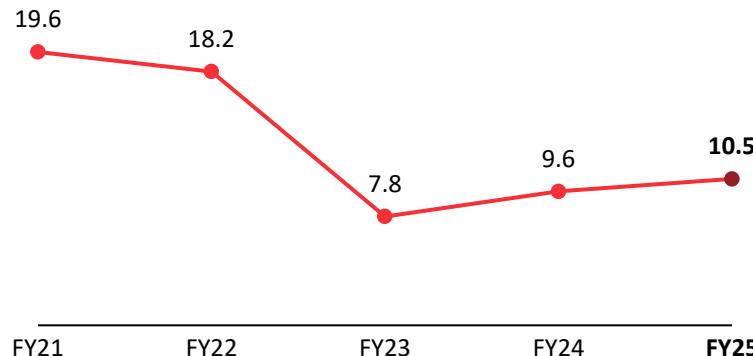
EBITDA (Rs. In Cr)



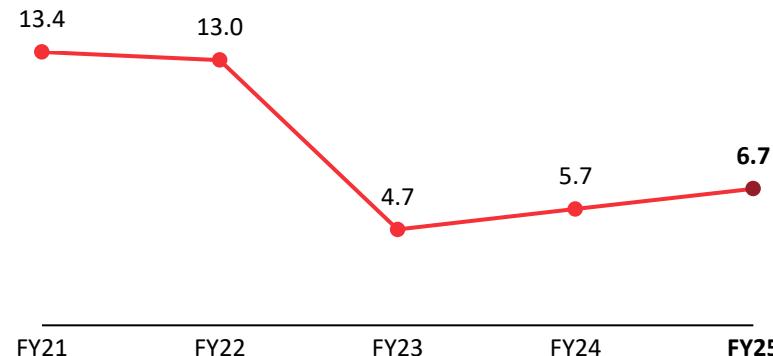
PAT (Rs. In Cr)



EBITDA Margins (%)

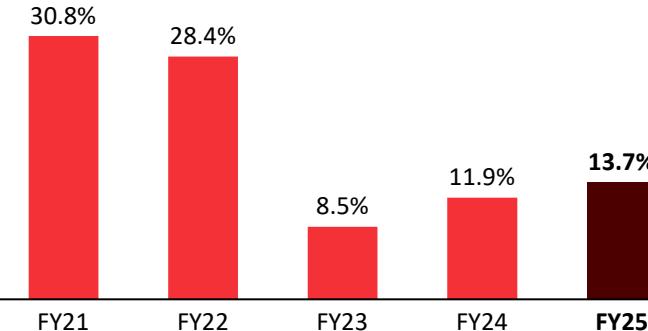


PAT Margins (%)

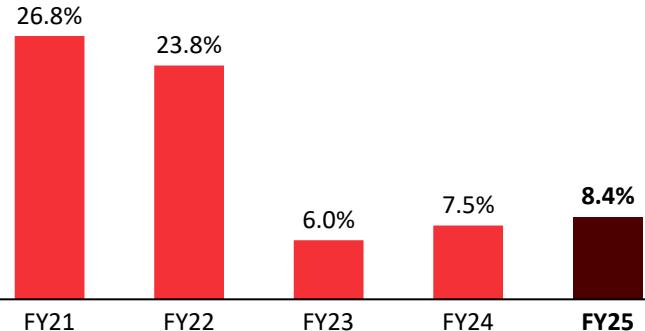


Key financial ratios

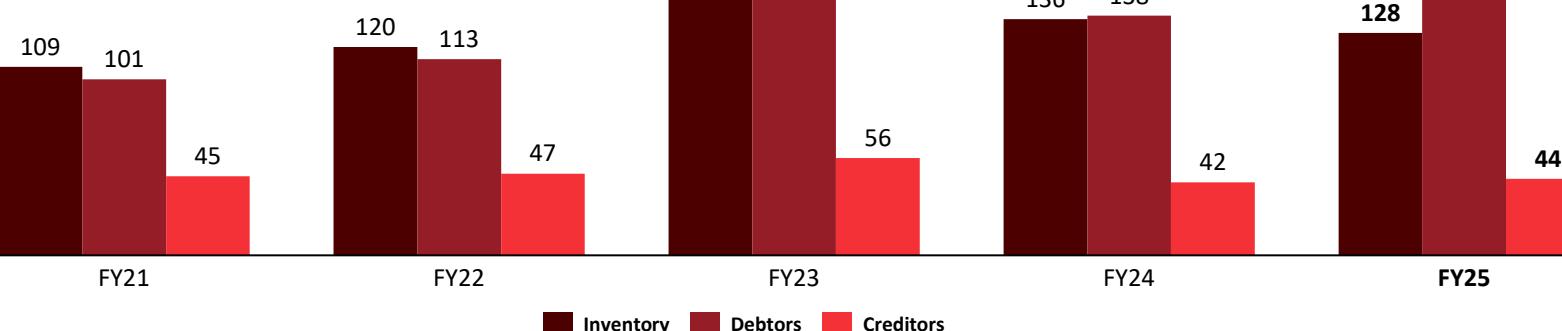
ROCE (%)



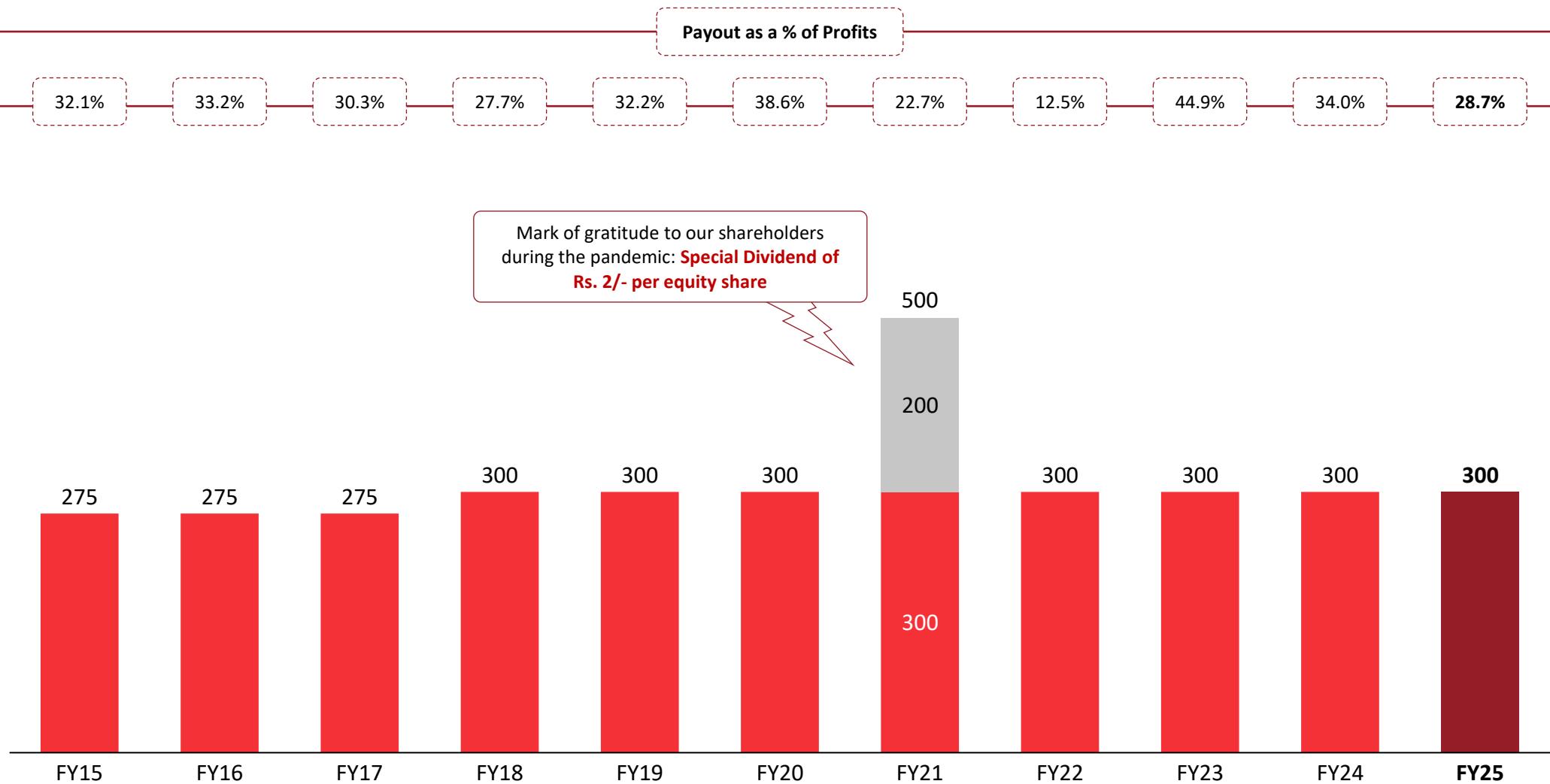
ROE (%)



Working Capital Days



Sharing profits consistently

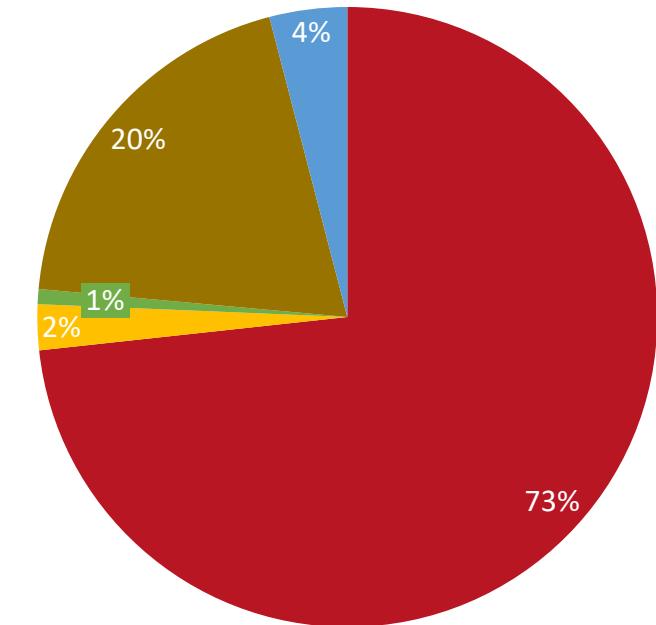


Consistently sharing the profits in the form of dividend

Shareholding Pattern

Share Information as on 30 Sept 2025

NSE Ticker	RUPA
BSE Ticker	533552
Market Cap (INR Cr)	1639.2
% Free-float	26.7%
Free-float market cap (INR Cr)	437.9
Shares outstanding	7,95,24,560



■ Promoters ■ Bodies Corporate ■ FPI ■ Others ■ DII

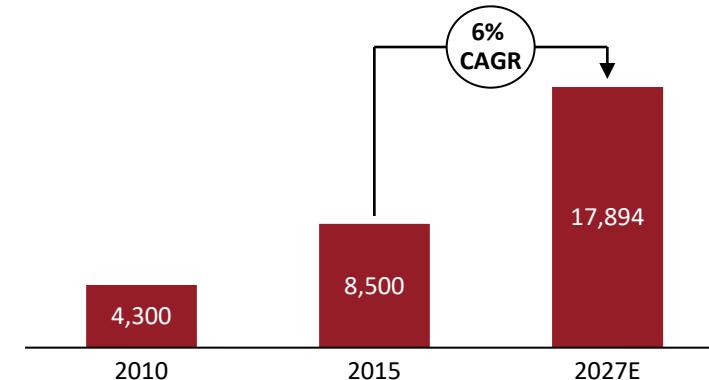
A vibrant, out-of-focus background image of various skeins of yarn in shades of red, blue, and pink, with several spools of thread standing upright in the center.

Key Takeaways

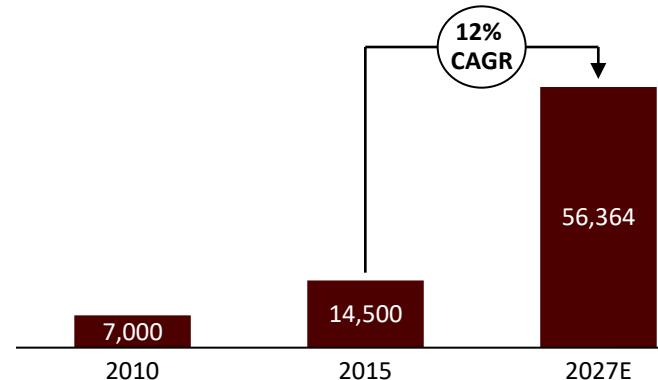
Huge industry potential



Men's Innerwear Market



Women's Innerwear Market



Key Growth Triggers



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



Increasing income levels and high spending power



Growth in penetration of organized retail



Changing Fashion Trends



Increasing penetration of electronic media leading to branded products



Diversifies product offering across demographics & price segments

Wide bouquet of brands with strong brand recall developed through consistent investment in ad spends

Efficient business model with key focus on value addition, quality control & product differentiation

Focused approach on growth & margin improvement to generate value

Consistent Dividend track record

Company:



Rupa & Company Ltd.
CIN: L17299WB1985PLC038517

Mr. Sumit Khowala, Chief Financial Officer
sumit.khowala@rupa.co.in

Investor Relation Advisors:



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For meeting request – [Click here](#)

Thank You

