meenakshi (india) limited
CIN - L74300TN1987PLC014678

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Date: 11.08.2026

The Secretary
BSE Limited
Phiroze Jeejeebhoy Towers,
Dalal Street Bandra,
Mumbai- 400001
Scrip Code: 544831

The Secretary
The Calcutta Stock Exchange Limited
7, Lyons Range Dalhousie,
Kolkata- 700001
Scrip Code: 23128

Dear Madam/Sir,

Sub: Transcript of the Earnings Conference Call on the Financial Results for the quarter ended June 30, 2026.

We would like to inform you that the transcript of the Earnings Conference Call held on August 7, 2026, at 3:00 P.M. (IST), in connection with the Unaudited Financial Results of the Company for the quarter ended June 30, 2026, has been uploaded on the Company's website at https://www.milgroup.in/.

The same is being submitted for your information and record.

Thanking You,
Yours faithfully,
For MEENAKSHI (INDIA) LIMITED

KANCHAN RATHI
Digitally signed by KANCHAN RATHI
Date: 2026.08.11 15:21:18 +05'30'

KANCHAN RATHI
COMPANY SECRETARY & COMPLIANCE OFFICER

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Meenakshi India Limited

Q1 FY'27 Earnings Conference Call

August 07, 2026

Moderator: Good day ladies and gentlemen, and welcome to the Earnings Conference Call for Q1 FY27 for Meenakshi India Ltd.

As a reminder, all participant lines will be in the listen-only mode and there will be an opportunity for you to ask questions after the management discussion concludes. Should you need assistance during the call, please signal an operator by pressing "*" followed by "0" on your touchtone phone.

Meenakshi India Limited was incorporated in 1982 and is involved in the business of apparel manufacturing based out of Tamil Nadu. The company provides end-to-end manufacturing solutions and specializes in premium bottom ware and outwear for international brands.

With over four decades of industry experience, Meenakshi India Limited combines manufacturing excellence, product innovation and sustainable practices to deliver high-quality apparel solutions to customers worldwide. Let us now begin with the introduction of the management team.

We have with us today Mr. Ashutosh Goenka – Chairman and Managing Director of the company. Also joining us today is Mr. Shubhang Goenka – Executive Non-Independent Whole-Time Director. Ms. Kanchan Rathi – Company Secretary. Mr. Vivek Bahety – Chief Financial Officer. And Ms. Dhriti – Senior Manager, Finance.

I would now like to request Mr. Ashutosh Goenka – Chairman and Managing Director to give his opening remarks. Thank you and over to you, sir.

Ashutosh Goenka: Thank you. Good afternoon, everyone. And thank you for joining us today.

On behalf of the Board of Directors and the entire Management Team, I extend a warm welcome to all our shareholders, investors, analysts and business partners. History tells us that leadership in global manufacturing changes only once every few decades.

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I believe we are witnessing one of those moments today. India has a unique opportunity to emerge as one of the world's preferred apparel sourcing destinations. For the first time in many years, multiple structural forces are converging in India's favour.

Global brands are actively diversifying their sourcing base under the China Plus One strategy. At the same time, India's growing network of bilateral trade agreements and free trade agreements, including the recently concluded agreement with the UK and the European Union and the ongoing one with the United States, have the potential to further strengthen India's competitiveness in the global apparel sourcing industry. These are not cyclical developments.

They are structural changes that can reshape the global apparel supply chain over the coming decade. I believe Indian manufacturers with strong capabilities, proven execution, and long-standing customer relationships will be among the biggest beneficiaries of this transformation. With this opportunity, Meenakshi India occupies a very distinct position.

From the very beginning, we have consciously chosen to build our business around premium global brands rather than the mass-market apparel segment. Our customers do not choose us simply because of the price. They choose us because of our ability to consistently deliver superior quality, product innovation, technical expertise, sustainability, compliance, and dependable execution.

This also means that our competitive landscape is fundamentally different from others. Countries such as Bangladesh, Vietnam, and Pakistan have established themselves as strong manufacturing hubs for large volumes and price-sensitive apparel. However, at Meenakshi, we operate in the premium segment, where sourcing decisions are driven by trust, quality, product complexity, flexibility, and long-term partnerships.

These capabilities are built over years, not months, and are reflected in our enduring relationships with leading international brands and our exceptional customer retention record. For over 40 years, we have never tried to be the cheapest manufacturer. We have always strived to be the most trusted manufacturing partner.

I firmly believe that philosophy will become even more valuable in the decade ahead. The next decade will not only be won by the lowest-cost manufacturers, it will be won by the most trusted partners. At Meenakshi, that is exactly what we have spent four decades building.

Looking ahead, our strategy remains clear. We will continue to strengthen our leadership in premium woven apparel by expanding capacity in a phased manner, broadening our product

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portfolio, moving further up in the value chain through value-added offerings, investing in technology, sustainability, while maintaining a financial discipline that has always been one of our greatest strengths. These priorities are aligned with our long-term growth roadmap.

Coming to the 1st Quarter, I am pleased to share that we have made encouraging progress. While revenues remained broadly stable, our reported profitability improved significantly, supported primarily by other income during the quarter. However, I believe the more meaningful takeaway lies in the performance of our core garment business.

In the corresponding quarter of the previous year, our core business operations had reported an operating loss. During the current quarter, although operating profits from the core business remain modest, we have returned to positive operating performance. We view this as an important milestone because it indicates that the corrective measures taken over the past year have started yielding results, and the fundamentals of our business are steadily improving.

As demand continues to strengthen and structural opportunities before the Indian textile industry unfold, we believe this operational recovery provides a solid foundation for sustainable and profitable growth in the years ahead. Markets reward quarterly performances, but great companies are built over decades. At Meenakshi, our core business has been growing steadily.

We remain focused on building an institution that will continue to earn the trust of our customers, employees, and shareholders for generations to come. We are not in the business of producing garments alone. We are in the business of building enduring relationships with our customers, with our employees, communities, and our shareholders.

If we continue to strengthen those relationships and execute with discipline, I am confident that sustainable growth and long-term shareholder value will naturally flow. Before I conclude, I would like to sincerely thank our employees for their dedication and hard work, our customers for their continued support, our suppliers and business partners for their unwavering support, and our shareholders for their confidence in Meenakshi. With this, I invite our whole-time director, Shubhang Goenka, to take you through the financial performance of the quarter in more detail.

After that, I think we can have the debate, and Dhriti will join us for the Q&A session, and we will answer any queries that we have. Thank you. Over to you, Shubhang.

Shubhang Goenka: Good afternoon, ladies and gentlemen. A very warm welcome to the first earnings call of Meenakshi India Limited. Thank you for joining us.

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Before we begin, I would like to note that some of the statements made on today's call may be forward-looking in nature. Actual results may differ and I request all of you to read them together with the disclosures in our published results. This is a special call for us. Our equity shares were listed on BSE Limited on the 22nd of July this year under the direct listing route and this is our first opportunity to speak with the wider investment community.

With that said, I will now jump into the results:

For the quarter ended 30th June 2026, the company delivered a profit after tax of Rs. 712 lakhs as against Rs. 281 lakhs in the same quarter last year, a growth of nearly 153% year-on-year and against Rs. 451 lakhs in the immediately preceding quarter, a growth of about 58% year-on-year again.

Earnings per share came in at Rs. 6.34 for the quarter compared with Rs. 2.51 a year ago and Rs. 4.02 in quarter 4 of the previous year. Revenue from operations was Rs. 3,224 lakhs compared with Rs. 3,339 lakhs in Q1 of last year, lower by about 3.4% year-on-year and Rs. 2,921 lakhs in Q1 of FY25 representing a 10.3% growth. What I would draw your attention to is the quality of this revenue.

Our Textile segment result:

The operating profit of the garment business, improved to Rs. 343 lakhs from Rs. 28.24 lakhs in the same quarter last year, a 12-fold improvement on a broadly similar top line. This reflects a better product mix, pricing discipline and cost control in a tariff-disrupted global sourcing environment. The total expenses for the quarter were Rs. 3,172 lakhs, down 6.9% year-on-year and almost 18.5% quarter-on-quarter. Within this, cost of materials net of inventory changes was Rs. 1,472 lakhs which work out to about 45.7% of revenue, an improvement from roughly 48% last year. Employee benefit expense was at Rs. 894 lakhs, broadly flat year-on-year and 7.3% lower than Q4. Other expenses declined 7.3% year-on-year to Rs. 747 lakhs.

Finance cost was just Rs. 9.98 lakhs and I will come back to you on what this says about our balance sheet. Other income for our quarter was Rs. 711 lakhs against Rs. 402.7 lakhs last year. I want to be fully transparent about this composition as we disclosed in note #7 of our results. It includes an unrealized fair gain value on investments of Rs. 372.64 lakhs and a net gain of Rs. 225.78 lakhs from the reversal and remeasurement of foreign currency forward contracts and realized investment gains of Rs. 32.91 lakhs. These items are linked to market prices and may vary or not recur in subsequent quarters. The effective tax rate for the quarter was about 6.6% primarily because of unrealized fair value gains attracting minimal current tax until realization.

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A few ratios worth noting:

PAT margin on total income was about 18%. Our core EBITDA margin i.e. the garment business alone excluding our other income, turned positive at about 3.4% against a marginally negative number in the same quarter last year and we see further room for normalization towards our historical level.

The company's net worth stood at Rs. 142.65 crores as on 30th June a book value of about Rs. 127 per share up from Rs. 150.65 crores at March 26th. We are effectively debt-free with borrowings of under Rs. 1 crore and we held cash bank balances and investments of approximately Rs. 80 crores at the last balance sheet day.

To summarize the quarter:

A strong bottom line, an operating business that has clearly turned the corner from last year's industry-wide stress, a treasury that performed well and which we have disclosed transparently and a balance sheet with zero leverage and substantial liquidity that gives us flexibility to invest as the global sourcing realignment plays out.

We thank our shareholders, longstanding and new, for their confidence.

Moderator: Thank you very much. We will now begin the question-and-answer session. The first question is from Rishikesh Rajesh Shah from Alchemy Capital.

Rishikesh Rajesh Shah: So, sir, since this is the first on-call that we are holding, for better understanding I had a few questions. So, if I look at our business, it is dominantly into premium bottom ware and outwear.

So, do you think this is a conscious choice to stay in bottom ware where per piece realizations are high or is there any other reason as well for these high realizations?

Ashutosh Goenka: No, the reason why we, as I gave in my opening remarks also, we have always concentrated on premium bottom ware segment because we feel that competing against mass market brands like the mass market production center like Bangladesh and Vietnam is going to be difficult. So, we'd rather stick to value-added premium product where the competition is from countries like Turkey or Tunisia, Eastern European production bases, Guatemala, Latin American production bases. So, we consciously maintained our focus on premium bottom ware segment.

bottom ware essentially because until 2005, India was under the quota regime where this category was a very sought-after category. The premiums on the quota were very high, which means that the orders that were coming to India were much higher than what India was

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allowed to export. We realized that once the quotas go, this will be a fantastic opportunity instead of competing in other categories.

And we started a plant specializing in bottom-layer and it paid off.

Rishikesh Rajesh Shah: Correct. So, sir, if we look at the performance of this company in FY26, I know we had tariffs even in Q1, we have some headwinds. But being a premium kind of manufacturer, we should have been able to pass on the higher tariffs reasonably easily as compared to other Bangladesh and Vietnam kind of people. So, don't you think our margins have taken a lot of hit if we are a premium player as we say?

Ashutosh Goenka: It doesn't matter whether we are premium or mass market when it comes to tariffs. In fact, the impact on their selling price is much higher than the impact that low-cost countries had or low-cost products will have. And going by whatever we have been hearing in the industry, we shared much lesser of the burden than a lot of other manufacturers have in the mass market segment.

Rishikesh Rajesh Shah: Okay. And, sir, we talk about having our in-house washery. So, other companies also have in-house washery or is this something we do differently as compared to other companies?

Ashutosh Goenka: No, most of the companies have their own in-house washing. Our washing capabilities, there is a handwriting-to-be wash effect which can vary from company to company. And this is where our USP is. Our wash effects are especially liked by our customers. The signature that the product carries is very distinct from other manufacturers.

Rishikesh Rajesh Shah: Okay. And, sir, when I look at the PPT, you guys talk about growth areas moving into adjacent apparel items from men's bottom ware. And then you talk about women's wear and athleisure.

So, exactly what do we want to do on this side? Are we moving away from this high realization of premium bottom ware to all these segments?

Shubhang Goenka: No. So, Shubhang here, we aren't looking to move away. We are intending to supplement our capabilities. Women's wear is an obvious easy entry because a women's wear bottom and a men's wear bottom aren't too different in terms of product. So, we look to target companies for their women's wear bottom segment and out wear segment also. Apart from that, it is a move to expand our product offering. Athleisure is something that is a global need and a global trend direction that the world moves. So, in order to be able to be relevant in this, we too have developed capabilities, the sourcing requirements, the supplier base and the operator handling base to be able to handle these products better. So, a customer including existing customers has some more option and more relevant options in the same field as bottoms and outerwear as well to buy from us.

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Rishikesh Rajesh Shah: And sir, in athleisure, if you see dominantly, it is occupied by your man-made fiber. And we are into cotton fiber, if I am not wrong. So, will we be having different supply chains for that? Or will stay on the cotton side of athleisure?

Shubhang Goenka: So, we are predominantly cotton fiber-based products, but we do have a certain portion which is man-made fiber as well. We already have a supplier base for man-made fibers, which includes India as well as China and other countries. And we just want to develop this supply base a little more to get fabrics that are more relevant towards athleisure, so that you can serve that segment. So, it's not that we don't have a foot in the game. We are just trying to get better our capabilities

Rishikesh Rajesh Shah: Got it. And sir, also we talked about entering the D2C side of the business. So, exactly what do we want to do on that side?

Ashutosh Goenka: We have already entered it as a test marketing phase. And unfortunately, we ran into some patent issues with SHORTSTOP. So, for the time being, since we have not invested much in the brand and our test marketing was not very far ahead, we put that on hold as of now until we are able to sort out this patent issue.

Rishikesh Rajesh Shah: Right. Sir, capacity expansion, when I look at the presentation we had, we are planning to go from 18 lakh pieces to 38 lakh pieces. And the current capacity is 65% and has a good room for growth for the next one or two years, if I am not wrong. So, are we seeing that kind of customer demand?

Ashutosh Goenka: See, the capacity utilization and percentage is very relative. That can change with the product mix. 65% does not really mean that we have used 65% capacity and 35% is empty. The 65% we have taken in terms of just absolute number of pieces produced. So, if the product mix is different, utilization could be lower, but it could actually mean that the capacity is utilized better. So, having said that, we do have some capacity in the current facilities.

That would be about two lines, if I may mention in the industry nomenclature. Apart from that, we plan to gradually add two more units, two more manufacturing units, depending on the demand. But yes, we see demand going up in India substantially to be able to use up these capacities that we plan.

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Rishikesh Rajesh Shah: Right. So, then when we talk about entering into an MOU for contract manufacturing in Sri Lanka, then Vietnam or Nepal. So, if there's so much demand in India, then why do we want to move to this manufacturing basis outside India?

Shubhang Goenka: This is to help give our existing customers and new US customers an opportunity to still work with Meenakshi and let us do the production in a country of origin that suits their needs. So, there are different countries from where we are seeing demand. We took this step primarily for the US market given the uncertainty on geopolitical situation. It always helps a customer to know that if there was a change in situation within a short period of time, that we still can offer a flexibility to move production and safeguard some of their costs. That doesn't take away anything from the business that we are seeing from Europe and the UK with their FTAs in place. The Sri Lanka MOU was not intended to move production from these places out of India.

We are seeing good requirement from brands in Europe and UK itself to start taking up a lot of capacity within our existing and potentially new plants. I'll add to this. The Sri Lankan agreement was done only to tide over the tariff issues.

We have got that agreement in place. We have not luckily had the need to use it. That is an arrangement that we would use only in case of extreme conditions if there is a turnaround on the tariffs.

As far as Nepal is concerned, that definitely is a future plan because what we have been seeing in the past 1-1.5 years is a change in the policy of the US every now and then. So, Nepal, since before the quota regime already had this industry in a very big way, has available labor, cheaper labour and capability, skill levels are available. So, that is something we will definitely look at to diversify geographical manufacturing risk.

Rishikesh Rajesh Shah: Got it. Sir and, what is the kind of CAPEX we are looking for this incremental 20 lakh pieces and if you can give some aspect as to how much we will be doing CAPEX each year for 2027 and 2028 and how much will be operationalized over the next 2-3 years?

Vivek Bahety: We are looking forward to putting one factory in 2028 and that will cost 20 crores for one factory. For others, that will go phase manner. We will use the capacity over the years. And the second factory, we are looking at FY2030. That will again have a similar cost.

Rishikesh Rajesh Shah: Okay, got it. And sir, if you can give some kind of guidance as to what capacity utilization or revenue you are looking for in FY2027 and margins we can expect.

Shubhang Goenka: In FY2027, we are looking at better capacity utilization as compared to last year. We made adjustments to our way of working as well from last year. Margins also, as you can see from

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quarter 1, is on track to be back to pre-tariff level. At the moment, our expectation is to be utilizing close to 70% capacity in FY2027. And we move back towards the EBITDA margins that we saw in FY2025.

Rishikesh Rajesh Shah: Okay, got it. Sir, I have one more question regarding landed duty paid that we are shifting towards. So, I know that will give us higher working, higher realization, but also that will increase our working capital, and we will have to take responsibility of rate. So, why are we moving towards this landed duty paid model, LDP?

Ashutosh Goenka: This is just to give the customers an additional service. And like you said, we will get a reasonably good margin because it gives the customer a lot of flexibility in their inventory. So, people are willing to pay. Of course, that is a very small portion of our business. We would offer that facility only if we got reasonably good rewards for that additional facility.

Rishikesh Rajesh Shah: Right, got it. And again, sir, just a clarity I needed on CAPEX. We will be doing 30 crores over the next two years and by FY30, again next 30 crores.

Ashutosh Goenka: So, about 40 crores up to FY30 in two phases.

Rishikesh Rajesh Shah: 40 crores, right. So, 20-20 crores.

Ashutosh Goenka: Yes. These are ballpark figures, you know, very, very ballpark figures. I would rather say 40-50 crores.

Rishikesh Rajesh Shah: Right. And, sir, Phase 1 will be operational by FY28?

Ashutosh Goenka: We hope to have it operational by FY28. But right now, we don't see it happening exactly in FY28. We may be off by a couple of months.

Rishikesh Rajesh Shah: Okay. Got it. Thanks. Thanks a lot, sir, for all the answers. All the best.

Moderator: Thank you. The next question is from Rhea Patel, who is an individual investor. Please go ahead.

Rhea Patel: Yeah. So, I have a few questions. So, the first question is that what is the geographical breakup of the revenue in terms of the countries?

Shubhang Goenka: Hello. Yeah. So, we are more or less 50-50 between Europe and the U.S. We have a small customer base out of Australia and another small customer base out of the Middle East. But in broad terms, it's never a fixed value. As a thumb rule, we hover between half and half. The U.S.

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has slowed a bit given the tariffs and Europe has taken a little more of the share. So, if I am not wrong, we are closer to 60% Europe at the moment.

Rhea Patel: Okay. And also, the company is still dealing with the effects of tariffs from the U.S. or are things back to normal now?

Shubhang Goenka: So, things are not back to normal what they were before tariff levels. But the good thing that we need to take note from is that our customer base in the U.S. has still decided to remain with Meenakshi. A lot of customers have moved out of India. And once the business moves out of India, it's very difficult to get them back into the country. We have managed to keep the customers that we used to work with before tariffs. Volumes have reduced. It's a blend of tariff-related reasons as well as overstocking on the customer side. But we are seeing a positive working relation going forward with our U.S. business.

Rhea Patel: Okay. And what are the steps that were taken to mitigate the effects of the same when they were imposed?

Shubhang Goenka: So, the first step is that we had to partner with our U.S. customers on prices, on discounts. This is in order to hedge the increase in cost so that they don't have to pass too much of a cost on to the end consumer as well. We had to hold some shipments for a small period of time so that we can land them at times when tariffs are favorable. These are the two major things that we had to do to keep the business with. Essentially, if you see, our margins took a hit because of the discounts that we offered to the customers to retain them. Okay.

Rhea Patel: Fair enough. And are there any other markets like Japan, China, Middle East, where the company is planning to expand its customer base?

Shubhang Goenka: So, the company is working with a large majority of countries across the globe. We are looking to increase our base in countries such as Australia also, Japan also, and Canada as well. Our business in Canada has grown in the last year. We believe partially also helped by the FTAs in those countries in the last few months. Japan has always been a favorable country for the Indian market. Although we don't have any business in Japan at the moment, it has always been a country of target and country of interest for us.

Rhea Patel: Okay. And what about China, sir?

Shubhang Goenka: At the moment, China is not on our target base. China is a net exporter of garments. And at the moment, they are quite significantly hit with tariffs themselves. A lot of capacity in China is

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available, and we don't intend to get into a price war effectively. But a lot of our customers also sell in China. So, in that way, we have a customer base where we ship some products to China. But the parent customer is a European brand.

Rhea Patel: And can you please tell me the revenue contribution of the top 5 clients?

Ashutosh Goenka: I think it will be about 70% concentrated in the top 5 clients.

Rhea Patel: Top 5. Okay. And what about the top 10?

Ashutosh Goenka: The rest would be above 95%. Because we have, I think at any point of time, anywhere between 12 to 20 customers at the most.

Rhea Patel: Okay. Got it. And I just wanted to know that what is the maximum capacity utilization that can be achieved? 80%. Right.

Ashutosh Goenka: So, 80% is when we plan. As we hit 80%, we start to increase capacity. We don't intend to use. Also, it is difficult to plan to use 100% given the seasonality of the business. 80% is a good target for capacity utilization.

Rhea Patel: And by when will this 80% be achieved?

Shubhang Goenka: We are hoping by FY27, we should hit 70%. And then FY28, we start to use the balance. And we put up more capacity.

Rhea Patel: Got it, sir. Thank you so much. All the best. Thank you.

Moderator: Thank you. The next question is from Jagdish Sharma from Sincere Syndication. Please go ahead.

Jagdish Sharma: Hi, sir. Good afternoon. Sir, my two questions. First is, you just said you will reach pre-tariff EBITDA margin, right?

Shubhang Goenka: We are not going to reach pre-tariff EBITDA margin entirely. But we are moving towards that as evidenced by the 1st Quarter.

Jagdish Sharma: So, what will be the margin, sir?

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Shubhang Goenka: The margin is hard to pinpoint exactly given that the market situation is changing on a daily basis. We are targeting to hit a margin of about 17%. By FY28.

Jagdish Sharma: Okay. And, sir, you have already done 29.5 which is 30 crore EBITDA in FY28. Sorry, FY25. But in the presentation, you have given 65 crore as PAT guidance and 500 crores as EBITDA margin. Sorry, 500 crores as revenue. Don't you think this is little bit conservative, sir?

Ashutosh Goenka: It is. Keeping in mind, we are talking about… Can you repeat the question if I heard you wrong, please?

Jagdish Sharma: No, sir. By FY30, you have guided or you are saying that project FY30 revenue and PAT to be 500 crores and 65 crores respectively. Right?

Ashutosh Goenka: That is a conservative figure. We should be able to achieve this. The reason why we have given conservative figures is because the FTAs are not fully operational yet. The European FTA will hopefully get operational in the 1st Quarter of calendar year 27. The US, we have been hearing contradicting reports for the past two months on a daily basis. So, we have actually kept these things in mind and kept a conservative target. We are hopeful of surpassing these figures.

Jagdish Sharma: Okay. So, because it looks super conservative because you have already done 30 crore EBITDA in FY25. With that, let's say you are coming back to the margin level, you could at least do 100-110 crore EBITDA.

Ashutosh Goenka: No. I will correct you here. In FY25, there was an exceptional income of about 12.5 crores. So, we have taken that out.

Jagdish Sharma: So, it is like a 3x. Okay. So, my next question is like in one of your slides, you have given that early stage of strategic evaluation for expansion into Nepal, Vietnam and Sri Lanka. What is this about, sir?

Shubhang Goenka: We are intending to diversify and give our customers a product offering from different countries. Our next factory, we are also considering to put up outside India in one of the three countries mentioned in our presentation.

Jagdish Sharma: And what about this contract manufacturing, sir? And what is this about?

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Ashutosh Goenka: Contract manufacturing is an option which is not a factory wholly owned by Meenakshi. But there is a pricing agreement and terms of business agreement with an existing Sri Lankan factory to carry out our production in that factory.

Jagdish Sharma: And you have calculated these revenues also into that project FY30, right? Am I right in my understanding, sir?

Shubhang Goenka: Yeah. Correct.

Jagdish Sharma: **So** what is your expectation, sir Will it be 5-10% or 20% contribution to the revenues?

Ashutosh Goenka: Like I earlier said on the call, the Sri Lankan facility will be utilized only if there is an adverse impact of tariffs on India. Else, we will not use that capacity. So, we can't give you a number on that. It all depends on how things pan out in the future.

Jagdish Sharma: Okay. Let's say you are not utilizing it. You will utilize the Indian factory for the contract manufacturing. Is what you are saying and that is the understanding which is correct?

Ashutosh Goenka: No. When it is Indian factories, it is our own factories where we will do the production. Sri Lankan contract is just in case there is an adverse impact. So, we have an existing agreement to move the production out of India.

Jagdish Sharma: Okay. It is short. Understood. My final question, sir. Entry into the D2C segment, how do you plan to do that, sir? What do you think of that, sir?

Ashutosh Goenka: I just answered that on my previous caller, I think. We actually put that on hold right now because we have got some patent issues pending on this. And we have just started test marketing. We haven't gone into it full-fledged. So, we put that on hold for the time being until we decide how to go about it.

Jagdish Sharma: Understood Okay, sir. Thank you, sir. All the very best, sir. Thank you so much.

Moderator: Thank you. The next question is from Jignesh from Vedaarth Investment. Please go ahead.

Jignesh: Yeah. So, sir, since this is your first call, I wanted to understand. Before tariff, the numbers were quite good. So, can you give some brief background on what kind of… I can only see the quarterly numbers. So, FY25, what kind of numbers did we achieve and across how many clients we had achieved that number?

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Shubhang Goenka: Yeah. Just a second. Can you repeat? You are asking about FY25?

Jignesh: Yeah

Ashutosh Goenka: Historically, FY25, we had gross revenue of 191 lakhs. And our EBITDA at 51 lakhs, which includes…. 155 crores is the operational revenue and 191 crores is the gross revenue. On this EBITDA is at 51 crores, which includes the exceptional item of 12.5 crores. PAT is at 40 crores, including the exceptional item.

Jignesh: Okay. So, broadly, what was that exceptional item, 12.5 crores?

Ashutosh Goenka: Yeah. We had a sale of agricultural land that contributed to that exceptional item.

Jignesh: So, since there is no debt in the company and we are sitting on a lot of cash also. So, broadly, wanted to understand the reason for the IPO and where has the amount been utilized?

Ashutosh Goenka: We have not done an IPO. We were listed on Calcutta Stock Exchange, as you know, which has been non-functional for the past 25 years. We just went for direct listing on BSE. We have not raised any funds. So, we have got that outlook. So, we don't need to raise funds

Jignesh: Right. Okay. So, the kind of revenues and EBITDA number, apart from the exceptional income that we had, that EBITDA can be reached by FY28. But even after there is some tariff finalization, do you expect that number to come again since a lot of clients must have reduced business for the last one or two years and might be doing the business with other countries?

Ashutosh Goenka: Like Shubhang told earlier in his remarks, we have given discounts primarily to hold on to the customers and that has paid results. We have not lost any customers. And with the margins that we have projected, we have been consistently achieving those margins in the past 3-4 years. So, we don't see a problem in achieving those EBITDA margins in FY28 either.

Jignesh: Right, understand. And another question that you have mainly focused on the bottom ware suppose you are getting into other segments like athleisure, so after you start your new plant by FY30, what kind of revenues do you see from the new segments?

Shubhang Goenka: So, athleisure is not an entirely new segment. And athleisure also includes bottom ware in athleisure. We are already developing our capability. It's not that our next plant will be a dedicated athleisure plant. The capabilities for athleisure pretty much exist with similar machines. It's just about the raw material base and product handling by the workers.

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Jignesh: So, final question. Like in Europe for man-made fibers, I think big retailers have been stipulated to use the recycled fabrics. So, India as a country, are we ready? Will you be able to source that to provide to your premium customer the finished product?

Shubhang Goenka: There is availability of recycled man-made fiber in India. Although it's not a very big capacity, but there is a capacity available. So, wherever customer demands, we are in a position to offer it.

Moderator: Thank you. The next question is from Disha, who is an individual investor. Please go ahead.

Disha: Yeah, hi. So, I want to understand. Owing to the volatile nature of the current US government, what are the management plans to cover any future trade-related risks that may arise?

Shubhang Goenka: So, like we mentioned, one step we have already taken is we have got an MOU with a Sri Lankan contract manufacturer that helps you change the country of origin. So, if something were to happen on goods made in India, we can offer our customers goods made in Sri Lanka as well. After this, if the Sri Lanka proposition is taken up positively, we are also looking to put up our own plants outside India to hedge geopolitical risks against one single country. We can give the customers an option of producing in different countries with different country of origin products.

Disha: Okay. So, is there any expansion plan like client base in India too? And if it is, then what are the differences in margins domestically and internationally?

Shubhang Goenka: So, we are primarily an export-oriented company. We do very little domestic business because there is a difference in margins and requirements by domestic brands. Domestic brands are more geared towards the price offering and they don't require the kind of setup that we have in terms of quality, compliance and factory layouts and so on. For us, it turns out to be a less profitable business. So, we don't plan to get into domestic manufacturing.

Disha: Okay. Thanks. I am done with my questions. Thank you.

Shubhang Goenka: Thank you so much.

Moderator: Thank you very much. That was the last question. As there are no further questions, I would now like to hand the conference over to Mr. Ashutosh Goenka – Chairman and Managing Director for closing comments.

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Ashutosh Goenka: Thank you, everybody. I hope we have been able to answer your queries. And if there is anything else apart from this, you can get in touch with us offline also. We will be more than happy to give you whatever details you need. Wishing you all the best. And we look forward to a positive next quarter where we will touch base with you soon. Thank you, everybody.

Moderator: Thank you very much. For any further queries, please write to us at investor.relations@milgroup.in. Ladies and gentlemen, on behalf of Meenakshi India Limited, that concludes today's session. Thank you for your participation. You may now disconnect your lines.