



INVESTOR PRESENTATION

January 2021

Jon

FRONTLINE
PREMIUM INNERWEAR

MACROMAN  MACRO

Bumchums
KNITWEAR

TORRIDO
Premium Thermals

footline

femmo 

EURO
FASHION INNERS

Softline

THERMOCOT MACRO

Safe Harbor

This presentation has been prepared by and is the sole responsibility of Rupa & Company Limited (the “Company”). By accessing this presentation, you agree 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 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 commitment thereof. In particular, this presentation is not intended to be a prospectus or offer document under the applicable laws of any jurisdiction. Any 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 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 amend this communication or to otherwise notify the recipient if the information, opinion, projection, forecast or estimate set forth herein, changes or 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,” “could,” “estimate,” “expect,” “intend,” “may,” “objective,” “goal,” “plan,” “position,” “shall,” “should,” “will,” “would”, or other words or phrases of similar import. These forward-looking statements involve known and unknown risks, uncertainties 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 requirements, (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.



Q3 & 9M 1 FINANCIAL HIC

Jon

FRONTLINE
PREMIUM INNERWEAR

MACROMAN 
S.L.

Bumchums
GUILTY

TORRIDO
Premium Thermals

footline

femmora

EURO
FASHION INNERS

Softline

THERMOCOT MACRO

Strong Q3 FY21 Performance*

Revenue from Operations

Rs. 346 crores

Growth

+12%

EBITDA

Rs. 64 crores

Margins 18.6%

Growth

+40%

Profit After Tax

Rs. 43 crores

Margins 12.6%

Growth

+52%

EBITDA Margin

+370 bps

14.9%

Q3 FY20

PAT Margin

+330 bps

9.3%

Q3 FY20

* On Consolidated Basis

Strong 9M FY21 Performance*

Revenue from Operations

Rs. 859 crores

Growth
+8%

EBITDA

Rs. 167 crores

Margins 19.4%

Growth
+57%

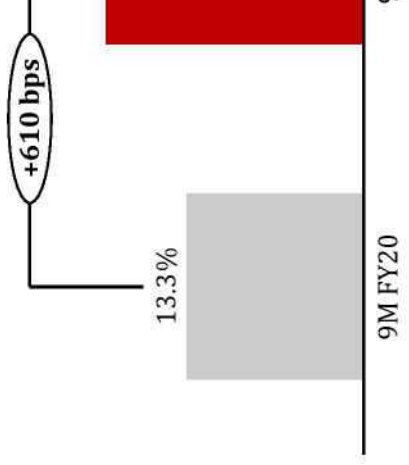
Profit After Tax

Rs. 109 crores

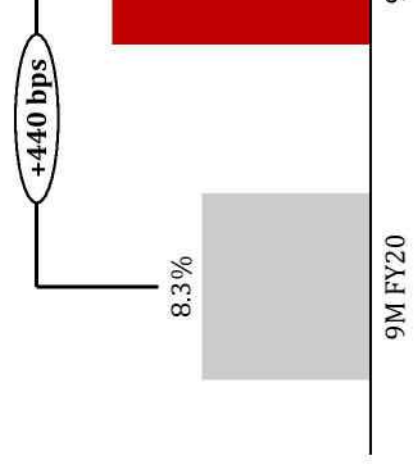
Margins 12.7%

Growth
+65%

EBITDA Margin



PAT Margin



* On Consolidated Basis

Q3 & 9M FY21 Performance Highlights - Consolidated

Profit & Loss Statement (Rs. Crs.)		Q3 FY21	Q3FY20	Y-o-Y	9M FY21	9M FY
Revenue from Operations		345.6	307.6	12%	858.7	795.3
Total Raw Materials		162.4	148.2		397.4	333.4
Employee Benefits Expense		12.5	16.5		34.9	49.2
Sub-contracting/Jobbing Expenses		63.9	55.4		164.2	178.3
Other Expenses		42.5	41.7		95.4	128.1
EBITDA		64.3	45.8	40%	166.7	105.9
EBITDA %		18.6%	14.9%	+370 bps	19.4%	13.3%
Other Income		1.7	2.1		4.0	5.6
Depreciation and Amortisation Expense		3.5	5.0		11.1	14.5
EBIT		62.5	43.0		159.7	97.0
Finance Costs		3.6	5.1		10.6	14.4
PBT		58.8	37.9	55%	149.1	82.6
Total Tax Expense		15.5	9.4		39.7	16.4
Profit for the year		43.4	28.5	52%	109.4	66.2
PAT %		12.6%	9.3%	+330 bps	12.7%	8.3%
EPS		5.4	3.6		13.8	8.3



ABOUT THE COMPANY



Jon

FRONTLINE
PREMIUM INNERWEAR

MACROMAN 
S.L.

Bumchums
BUTTUP

TORRIDO
Premium Thermals

foot line

femmora

EURO
FASHION INNERS

Softline

THERMOCOT

MACRO

#1 Undisputed knitwear Indian brand...



7,00,000+

Finished goods pieces per day



7,000+

SKUs



1,25,000+

Retail Outlets



1,200+

Dealers



Presence across major E-commerce platforms

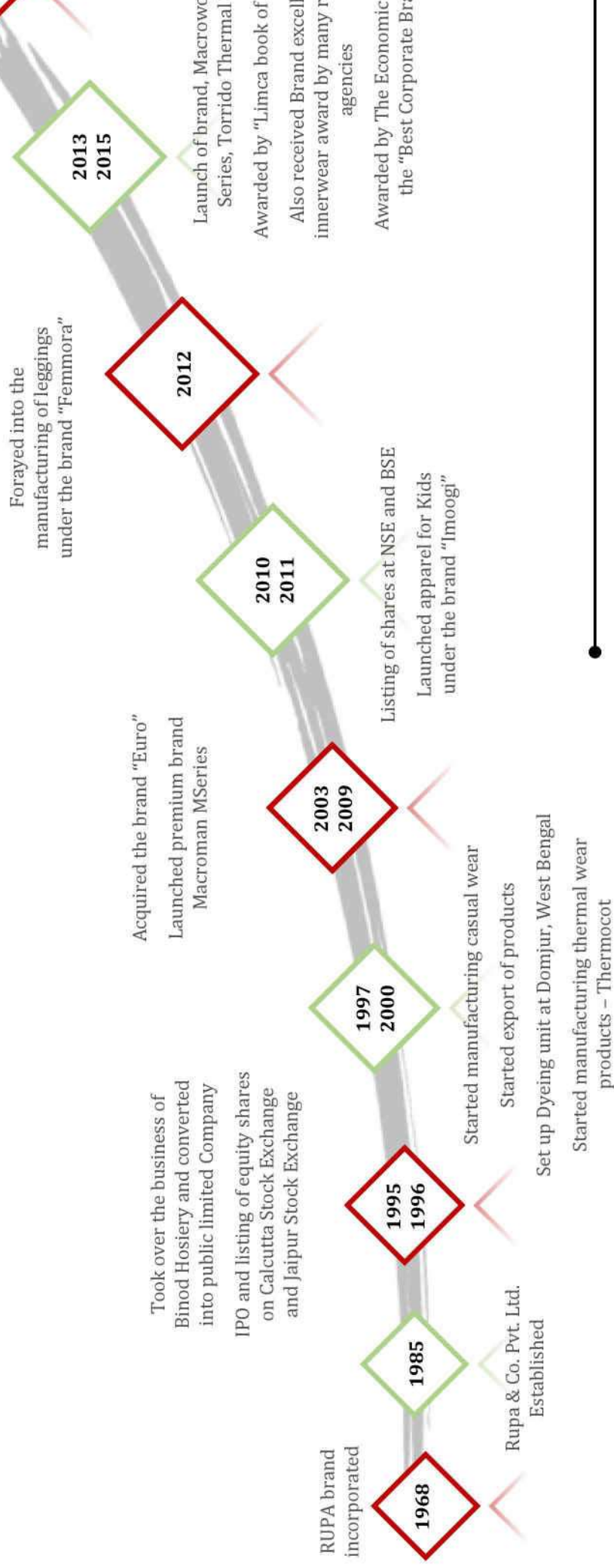


One of the leading and largest knitwear brand in India, engaged in the manufacturing, marketing, selling and men's and women's innerwear, thermal wear and fashion wear

... with long legacy of delivering excellence



50 Years of Creating Fashion...



...under the leadership and experienced advisory board

Mr. Prahlad Rai Agarwala, Chairman

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

Mr. Ghanshyam Prasad Agarwala, Vice Chairman

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

Mr. Kunj Bihari Agarwal

- More than 45 years of experience in marketing and specialization in marketing a product
- Guides the company and the industry in its development and strategic planning

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 Mumbai University
- More than 15 years of rich experience in sales and general administration. He has been with 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 Bangru

- She has over 16 years of experience in textile industry
- Managing Director of Peria Hosiery Pvt. Ltd.
- She is the member of FICCI (Federation of Indian 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

- Chartered Accountants and former Chairman of the Institute of Cost Accountants of India
- Former chairman of the Institute of Cost Accountants of India. He is an author, trainer in finance

...and a highly experienced management team

Mr. Vikash Agarwal, President

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

Mr. 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. 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. Rajnish Agarwal, President

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

Mr. Siddhant Agarwal, Vice President

- New generation young and dynamic industrialist coming from Warwick, U.K.
- Joined in the year 2016 and was instrumental in launching brands, i.e. French Connection U.K. ('FCUK') and Fruit of the Loom U.K.
- Looks after the business of these two international brands in Modern Trade

Mr. Pronob Mukerji, General Manager – Marketing & Media

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

Mr. Randhawa, General Manager

- 15 years of experience in textile, Apparel
- Previously worked with Raymonds

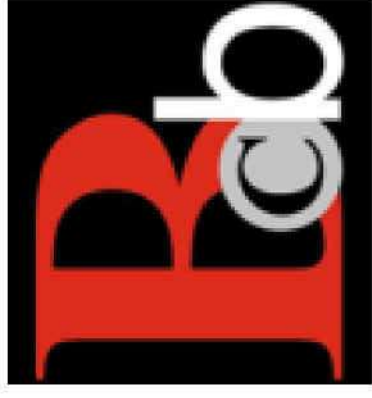
...maintaining brand leadership over decades



Most Promising Brand 2018
The Economic Times



Indywood Excellence Award 2017
Govt. of Telangana



Best Corporate Brand 2016
The Economic Times



Indian Fashion



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



Worldwide achievers(Zee)
Business Leadership Awards 2013



First Indian innerwear
manufacturer as licensee of
SUPIMA

We offer Affordability + Scalability + Inspirational Brands

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. Inspirational

Accelerating
inspirational

Deepening co
consistent

1. Broad & unparalleled product portfolio

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

Innerwear



Vests

Brief / Drawer

Lingerie



Thermal Wear



Vest / Upper

Lower



Casual / Ath



Leggings & Cau

Socks

T-shirt

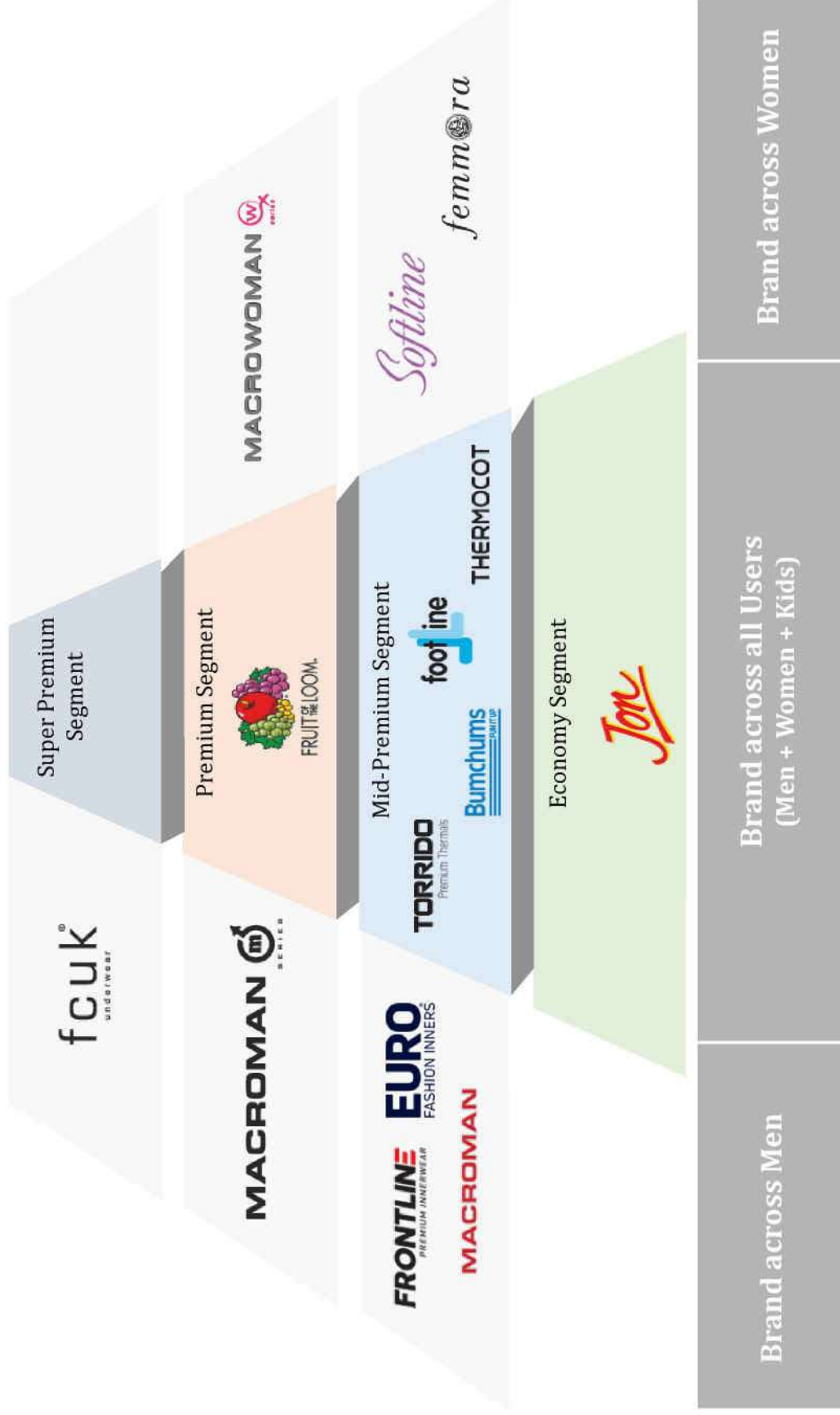
Bermudas &

Athleisure & Win



1. Brands across a wide price range

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



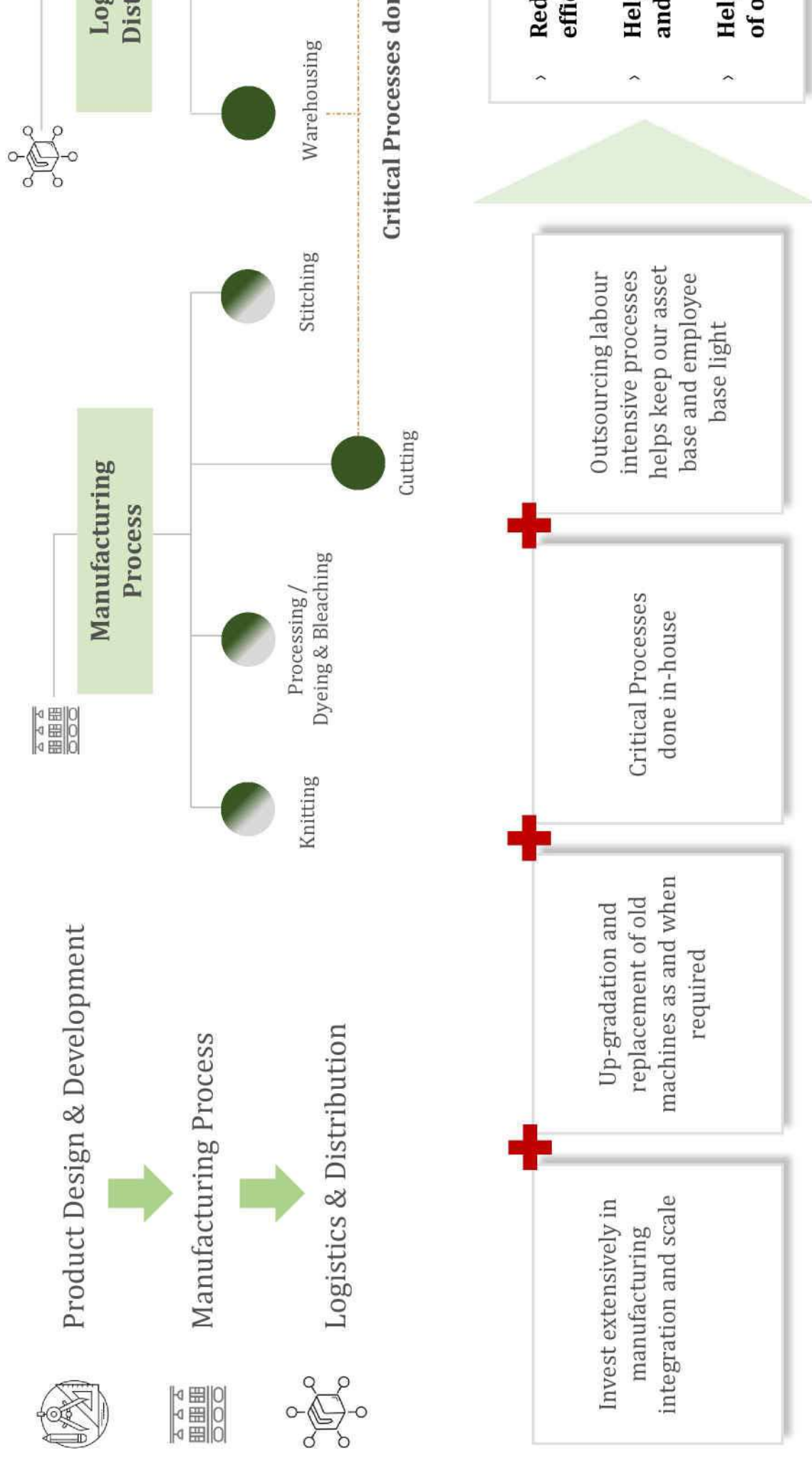
Bouquet

Gam
inner
a
(Inner wea

Strategic
Mid-prem

Licens

2. An integrated & efficient business model



2. State of Art manufacturing facility

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



Disclaimer : Map not to scale. All data, information and maps are provided "as is" without warranty or any representation of accuracy, timeliness or completeness