



RUPA & COMPANY LIMITED

Date: February 12, 2026

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 nine months ended December 31, 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.

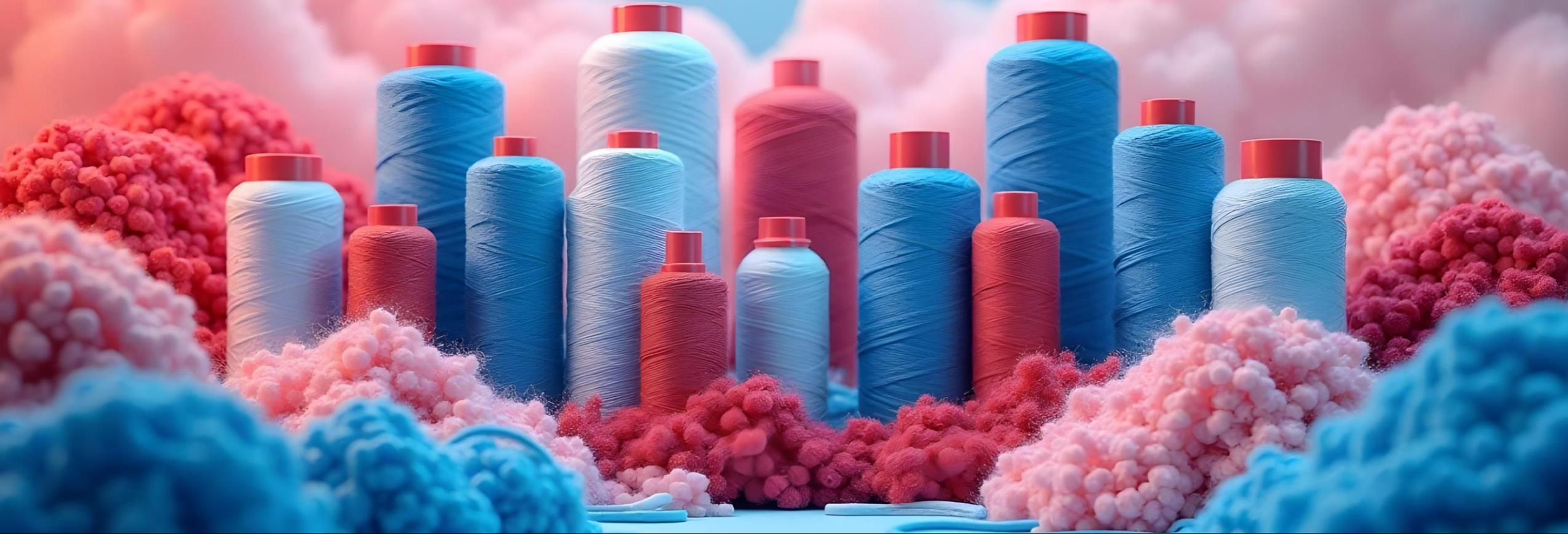
Yours faithfully,
For Rupa & Company Limited

Sumit Jaiswal
Company Secretary & Compliance Officer

Encl.: As Above



FASHIONING INDIA SINCE 1968



----- Investor Presentation | Q3 & 9M FY26 -----

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01 Q3 & 9M FY26 Result Highlights

02 Company Overview

03 Business Model

04 Growth Initiatives

05 ESG & CSR Initiatives

06 Historical Financials





Q3 & 9M FY26 Result Highlights

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

“Our Company delivered a steady performance this quarter with consistent consumption trends across our key markets. Revenue was driven by a favorable product mix, with the Mid-Premium portfolio leading volume growth. While pricing conditions remained under pressure across segments and continued to weigh on net realizations, we responded in line with market dynamics. As a result, margins reflected the ongoing pricing pressure during the quarter.

On an overall basis, volume-mix delivered 3.0% growth during the quarter offset by a 3.8% adverse pricing impact. Exports continued to demonstrate healthy traction with Y-o-Y growth of 28%, contributing 4% to revenues. Modern trade including e-commerce contributed 6% to revenues during the quarter, reflecting calibrated channel expansion in a competitive landscape.

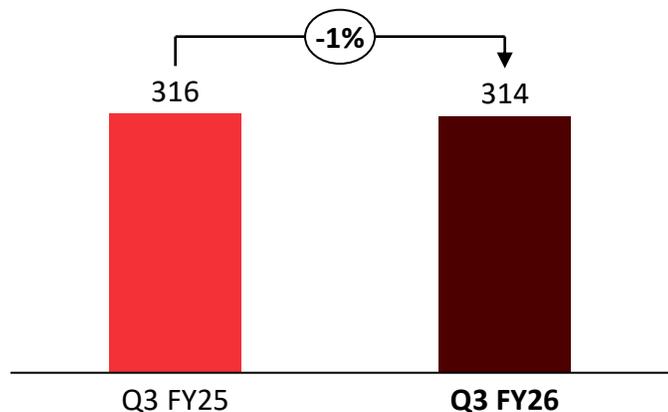
EBITDA for the quarter stood at ₹25.7 crores, translating to a margin of 8.2%, reflecting the impact of pricing pressures and product mix dynamics. We remain focused on disciplined cost management, sharper inventory control and improving operational efficiencies to protect profitability.

Operating cash flow for 9MFY26 stood at ₹49 crores, underscoring our continued emphasis on cash discipline and liquidity management. Our cash surplus strengthened to ₹41 crores as on December’25, reflecting prudent working capital management and a strong balance sheet position.

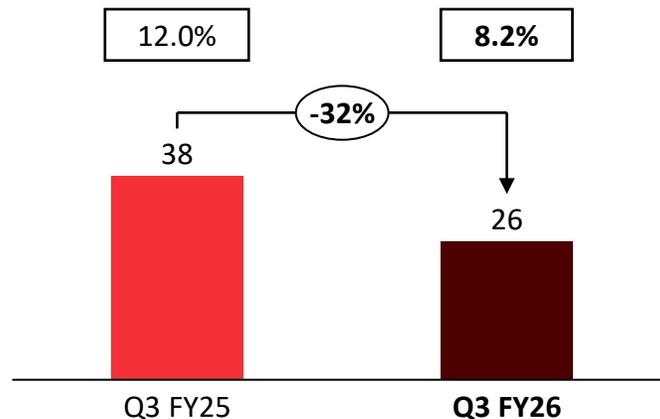
Looking ahead, our strategic priorities remain centered on strengthening the mid-premium portfolio, scaling high-growth categories such as Athleisure, optimizing channel mix, and driving efficiency-led margin improvement. With our established brands and extensive distribution network, we remain confident of navigating near-term headwinds while positioning the business for sustainable and profitable growth.”

Q3 & 9M FY26 financial highlights

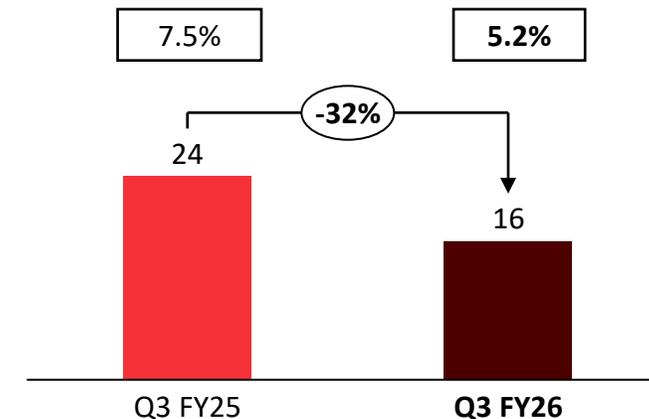
Revenue (Rs. In Cr)



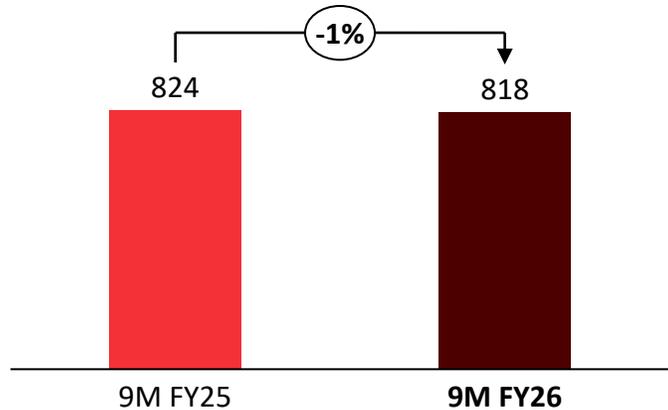
EBITDA (in Rs. Cr)



PAT (in Rs. Cr)

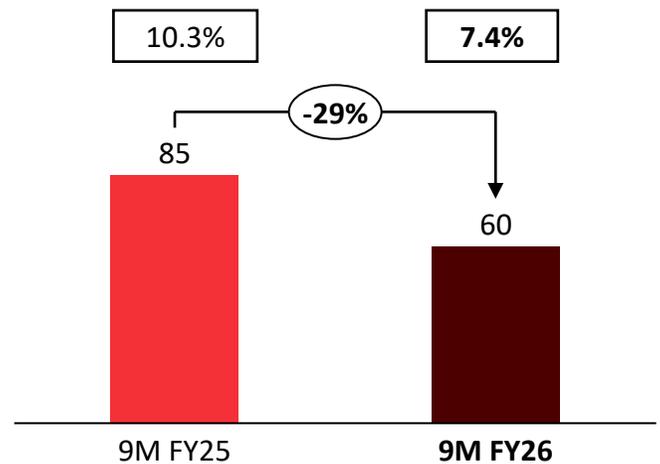


-1%



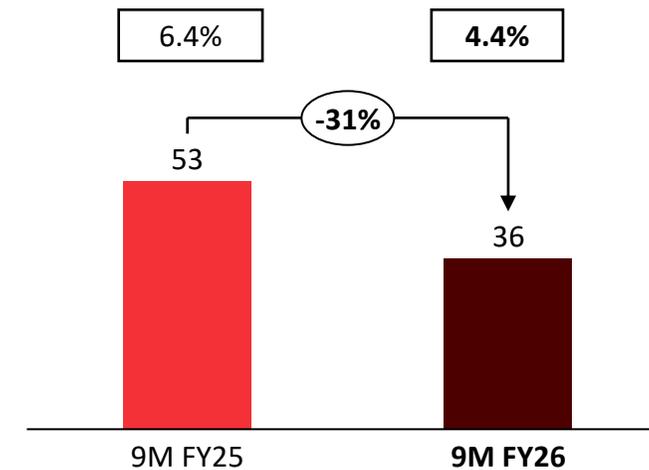
10.3%

7.4%



6.4%

4.4%



Q3 & 9M FY26 performance highlights

Revenues in Q3 FY26 stood at Rs. 313.5 Cr; 9M FY26: 817.6 Cr



EBITDA for the quarter stood at Rs. 25.7 Cr; 9M FY26: 60.3 Cr



In Q3 FY26, PAT stood at Rs. 16.2 Cr; 9M FY26: 36.2 Cr



Volume growth for Q3 FY26 stood at 3.0%; 9M FY26: 2.0%



Modern Trade including E-commerce contributed 6% to the revenues in 9M FY26



Exports contributed 4% of the revenues in 9M FY26



Net Working Capital
Dec'25: Rs. 801.6 Cr vs 811 Cr in Mar'25



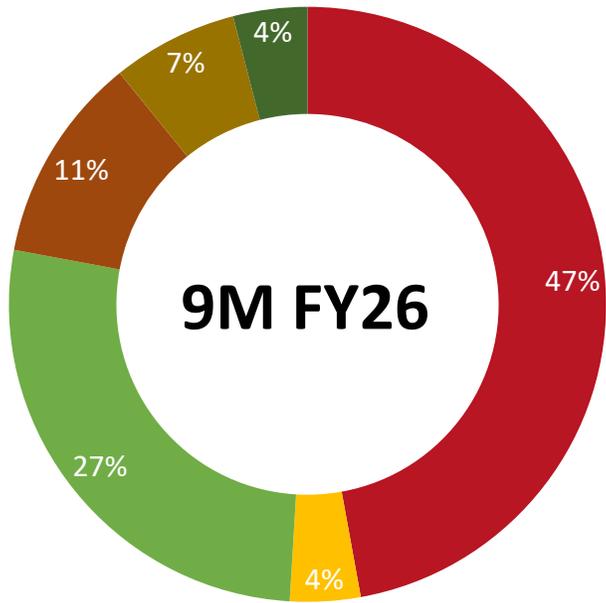
Net Cash Surplus stands at Rs. 41 Cr as on Dec'25



Sales mix – 9MFY26

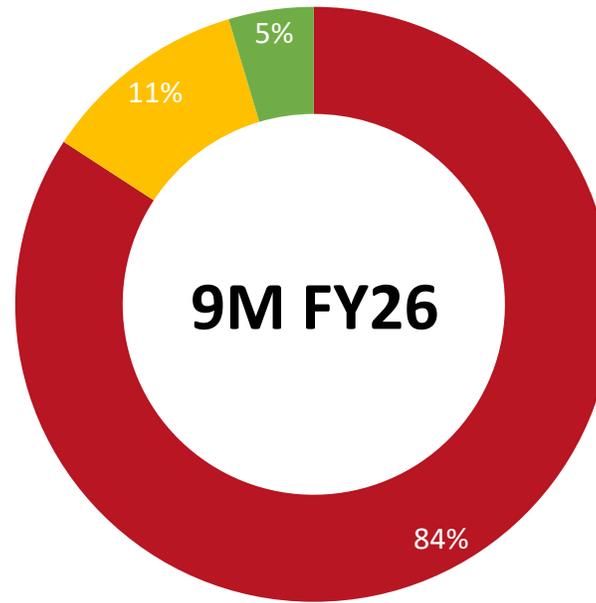


Region-wise



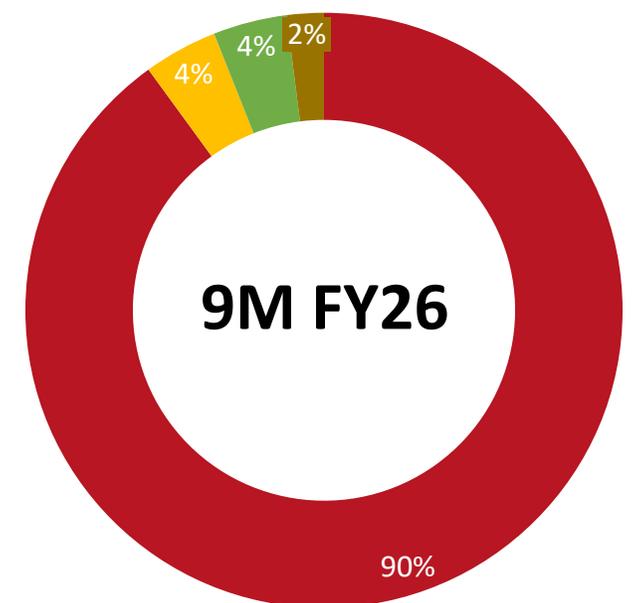
- East
- North
- South
- North East
- West & Central
- Overseas

Gender-wise



- Men
- Women
- Kids

Trade Segment-wise



- Domestic
- Modern Trade
- Exports
- E-Com

Consolidated profit & loss statement



Particulars (Rs. Cr)	Q3 FY26	Q3 FY25	Y-o-Y%	Q2 FY26	Q-o-Q%	9M FY26	9M FY25	Y-o-Y%
Revenue from Operations	313.5	316.4	-0.9%	320.2	-2.1%	817.6	823.8	-0.8%
Total Raw Material	164.8	156.8		152.9		363.1	344.2	
Sub-Contract Expenses	66.3	66.5		79.5		214.9	224.5	
Gross Profit	82.4	93.1		87.8		239.6	255.1	
Gross Profit Margin %	26.3%	29.4%		27.4%		29.3%	31.0%	
Employee Expenses	16.9	15.6		16.6		49.0	45.8	
Other Expenses	39.8	39.5		48.8		130.3	124.8	
EBITDA	25.7	38.0	-32.4%	22.4	14.7%	60.3	84.5	-28.6%
EBITDA Margin (%)	8.2%	12.0%		7.0%		7.4%	10.3%	
Other Income	5.7	4.4		5.6		16.7	13.4	
Depreciation	3.8	3.6		3.7		11.2	10.9	
EBIT	27.6	38.8		24.3		65.8	87.0	
Finance Cost	4.8	5.9		4.6		14.3	15.7	
PBT before Exceptional Item	22.8	32.9		19.7		51.5	71.3	
Exceptional Items	1.1	0.0		0.0		2.7	0.0	
Profit before Tax	21.7	32.9		19.7		48.8	71.3	
Tax	5.5	9.1		5.2		12.6	18.6	
Profit after Tax	16.2	23.8	-31.9%	14.5	11.8%	36.2	52.7	-31.3%
PAT Margin (%)	5.2%	7.5%		4.5%		4.4%	6.4%	
EPS	2.0	3.0		1.8		4.6	6.6	

Note: Exceptional items for the quarter includes the impact of new labour codes



#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

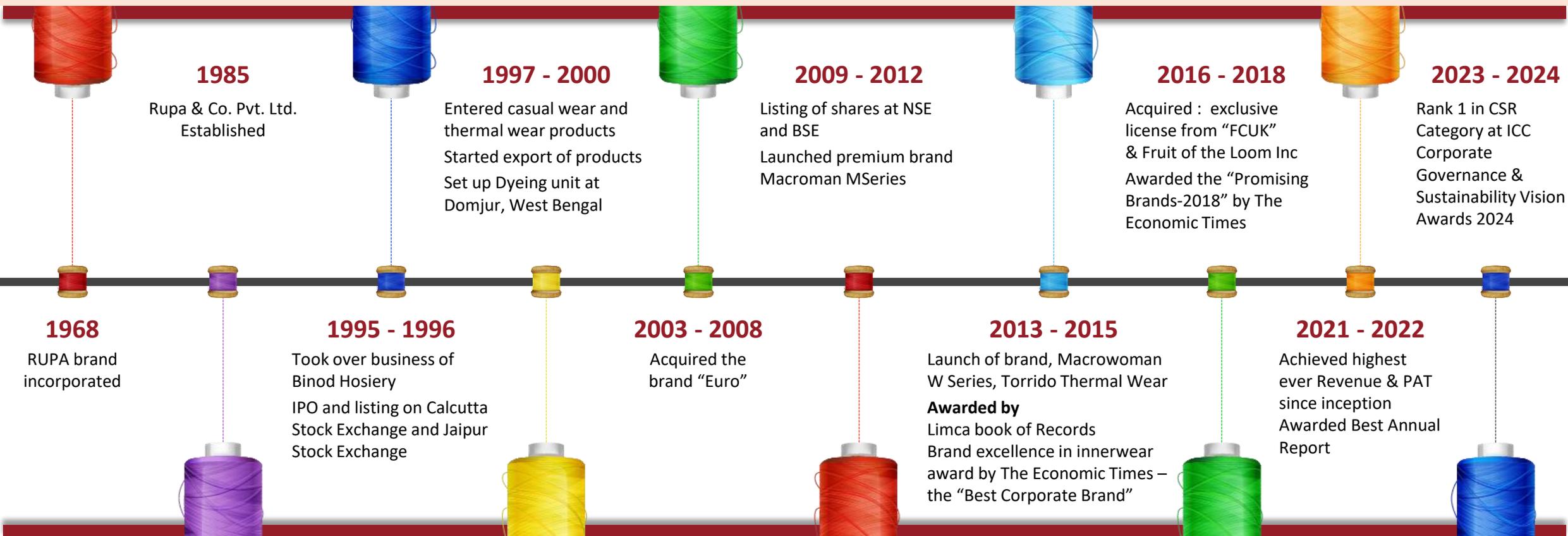


10+

Brands



...with long legacy of delivering excellence

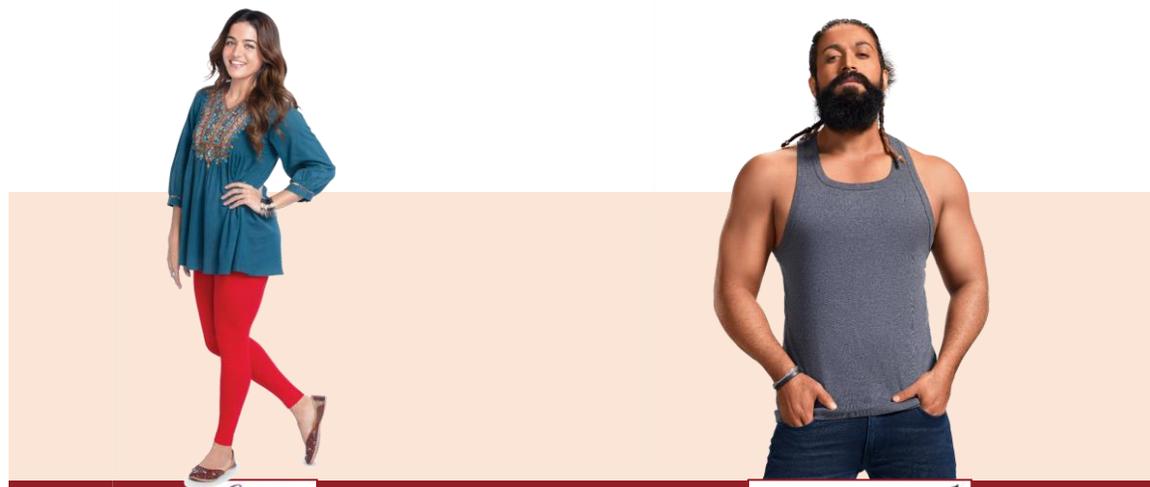


Star studded line-up of brand ambassadors



FRONTLINE

RUPA JON



Softline

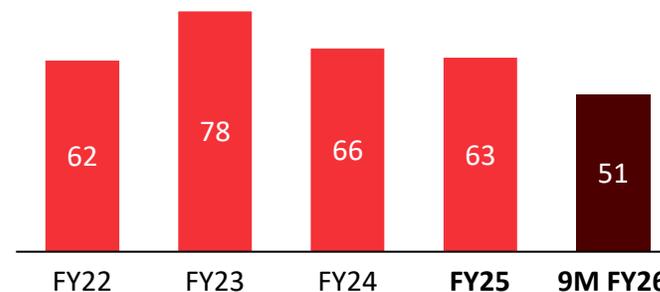
MACROMAN

“

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

”

Brand Development Cost (Rs. Cr)



Advertisement & Branding Expense constitutes ~6% of Revenues in 9M 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. Arihant 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



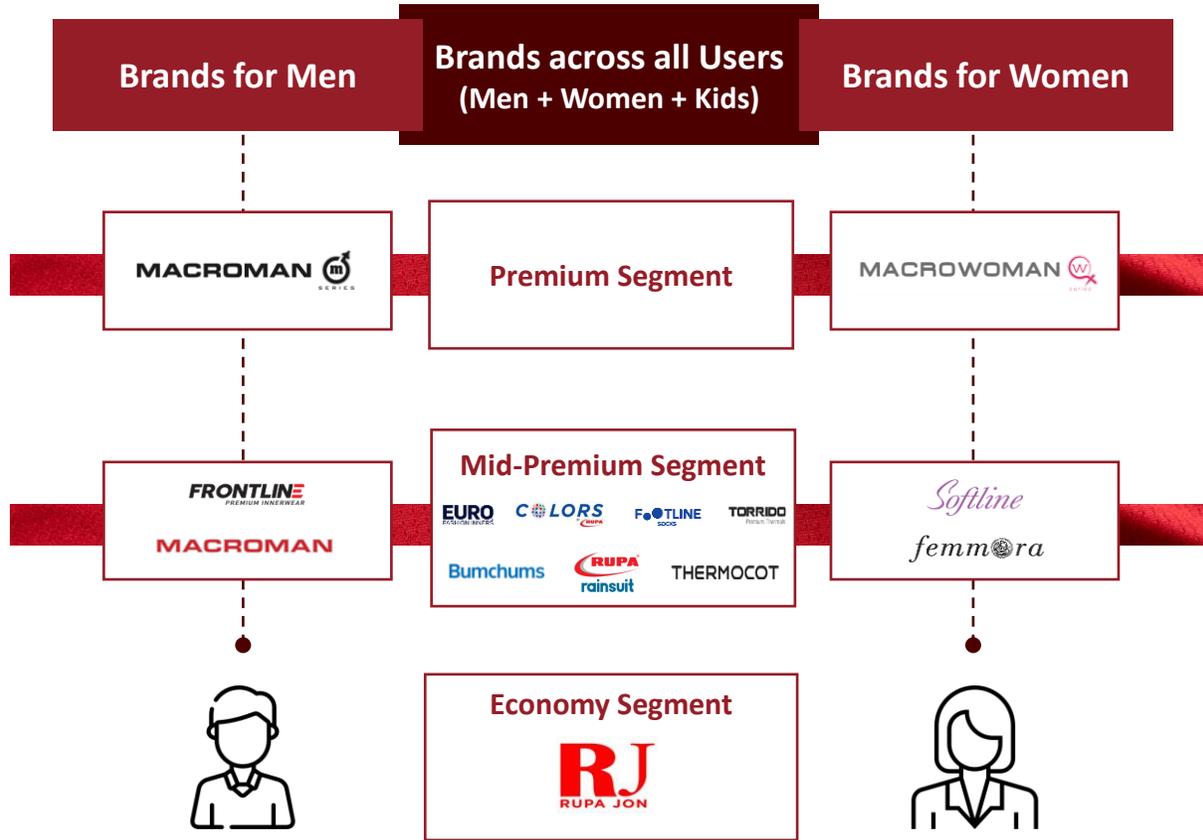
Mr. Sumit Jaiswal
Company Secretary &
Compliance Officer



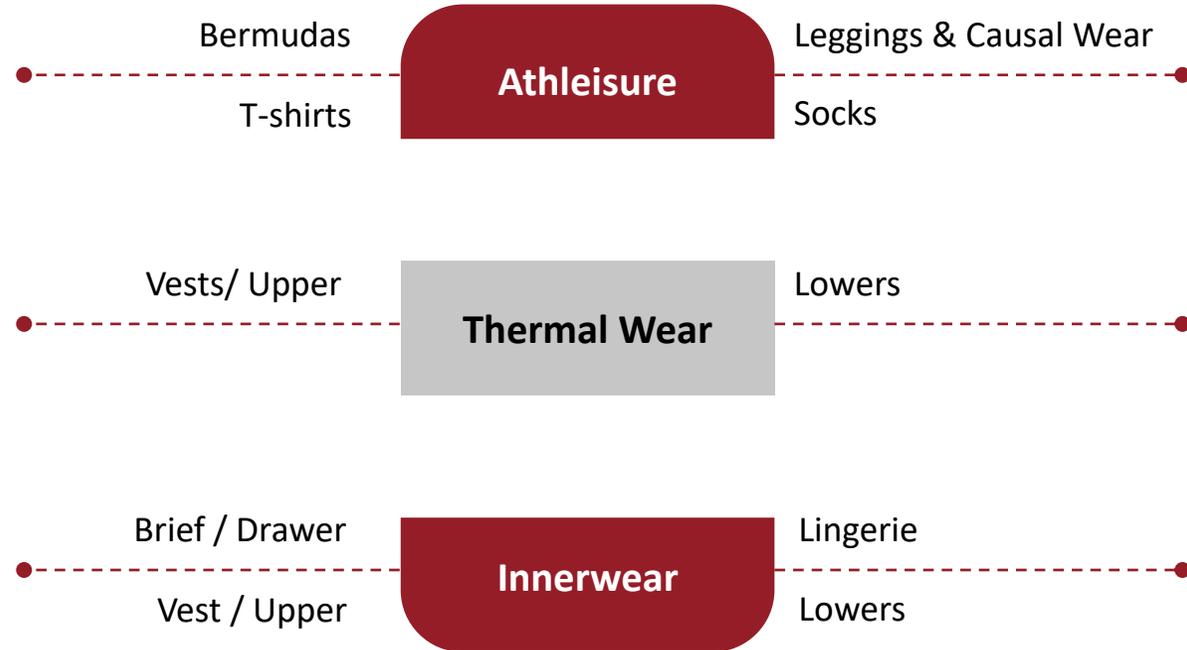
Strategic brand positioning across price segments



Bouquet of Brands across Price Segments



Broad & unparalleled product portfolio



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

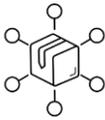
Integrated and efficient manufacturing process



Product Design & Development



Manufacturing Process



Logistics & Distribution



Manufacturing Process



Logistics & Distribution



Knitting



Processing / Dyeing & Bleaching



Cutting



Stitching



Warehousing



Distribution

Critical Processes done in-house

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



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



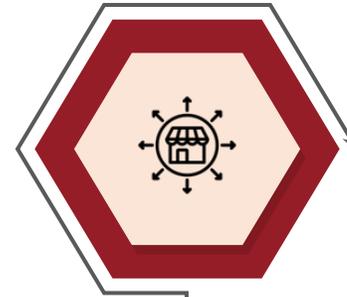
Growth Initiatives



Focus on high margin business



Rapid expansion in high potential areas



Investing & expanding modern trade network

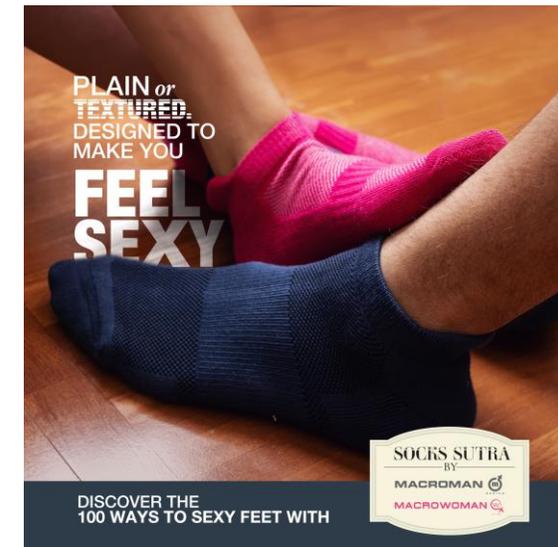


Focus on exports in new emerging markets

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.



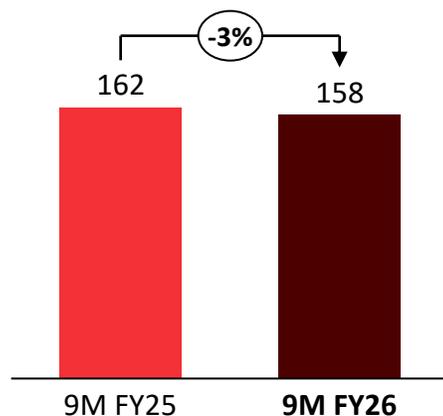
- Bumchums range of T-shirts, Bermudas, Tracks and Muscle.
- High Growth Potential in health and lifestyle focused Active wear segment. Industry has grown by ~13% CAGR since 2011



- 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

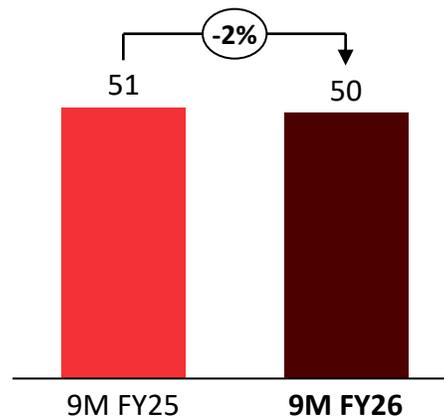
2. Rapid expansion in high potential areas

X-Factor Areas



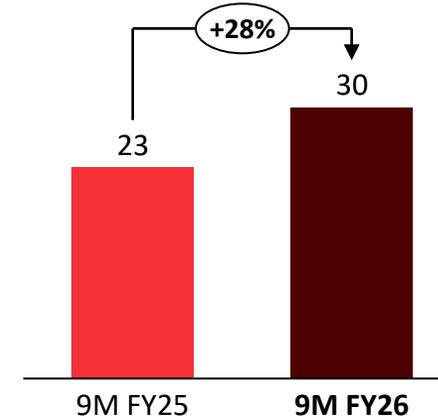
West Bengal, Maharashtra [Ex Mumbai Pune], Gujarat, MP, Chattisgarh, Western UP, Uttarakhand, Haryana ,HP , Punjab, Tamil Nadu, Andhra Pradesh & Kerala. Key focus on building complete eco system of team marketing, retail & distribution network

Modern Trade



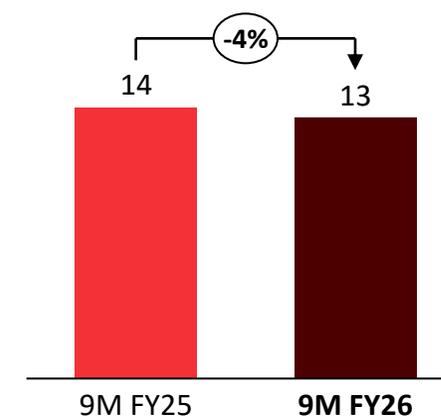
Focus on e-commerce via partnerships with Amazon, Flipkart. Drive direct sales through own website. Select LFS play and focus on EBO expansion

Exports



International business is seeing substantially improved traction, and we expect the momentum to continue with focus on Middle East, Bangladesh, Africa & Russia

Govt. Business



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



FY25 Revenue
Rs. 31 crores



“Weaving together a sustainable future”



Vision

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.

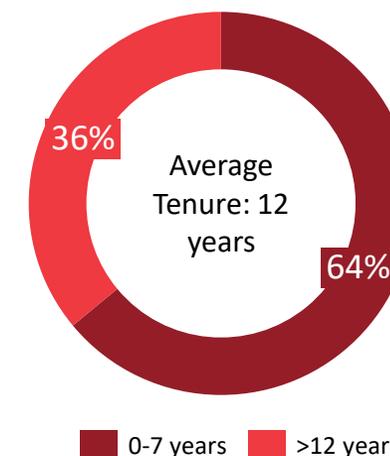


Mission

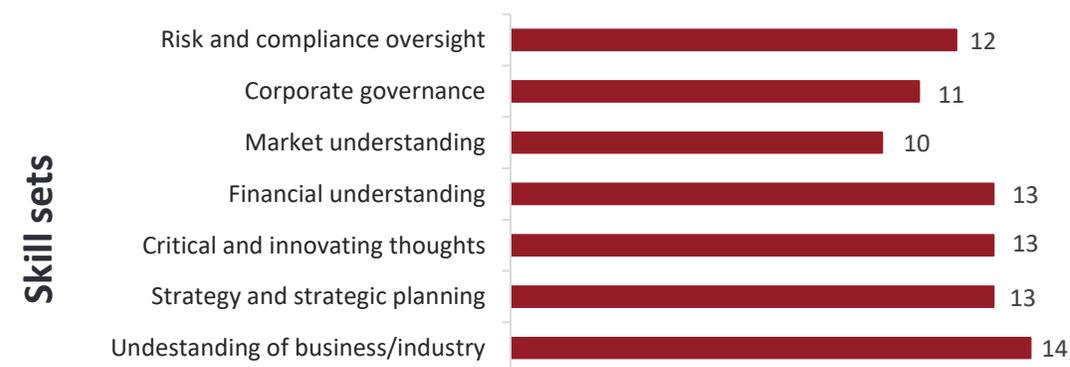
Responsible Governance

- 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 Remuneration 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



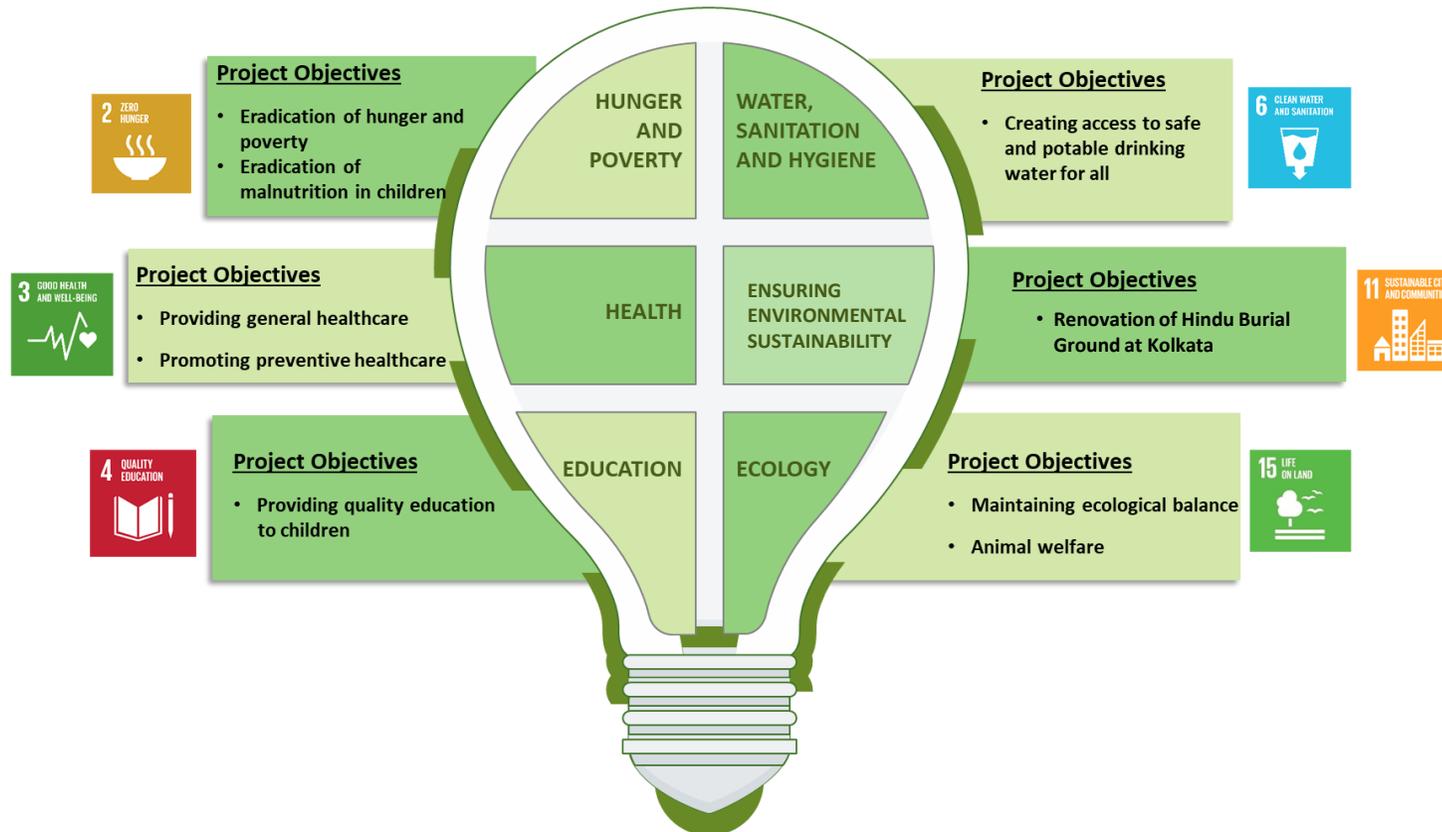
Board Experience



Number of Directors

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.

Our Six CSR Focus Areas



Key highlights



CSR spent for FY 2024-25:
INR 2.70 Crores



480+ water kiosks installed throughout the streets of Kolkata

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

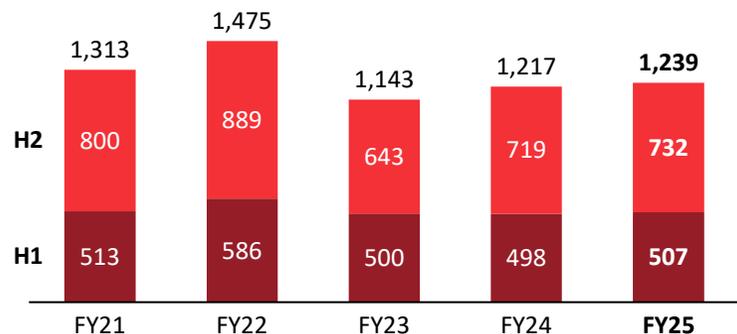


Food distribution programmes

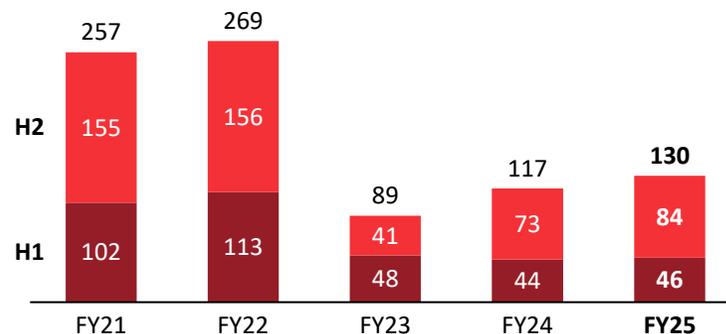


Historical profit & loss highlights

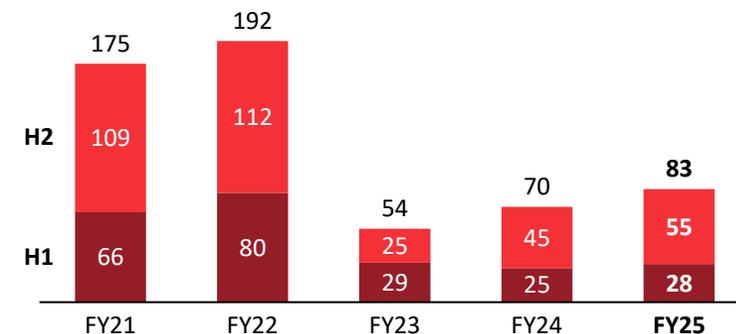
Revenue (Rs. In Cr)



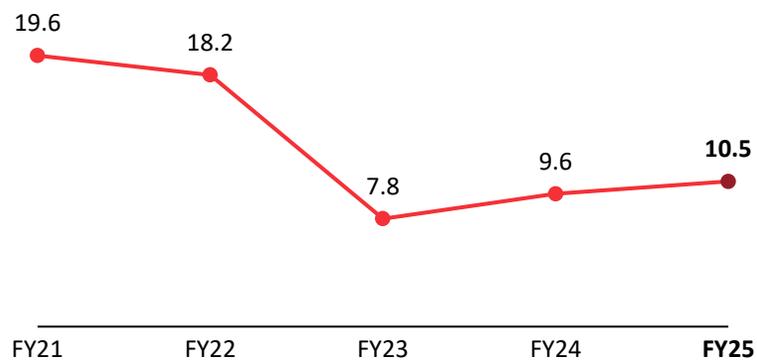
EBITDA (Rs. In Cr)



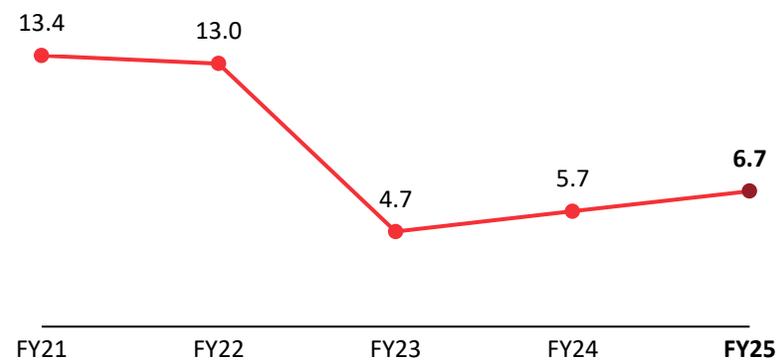
PAT (Rs. In Cr)



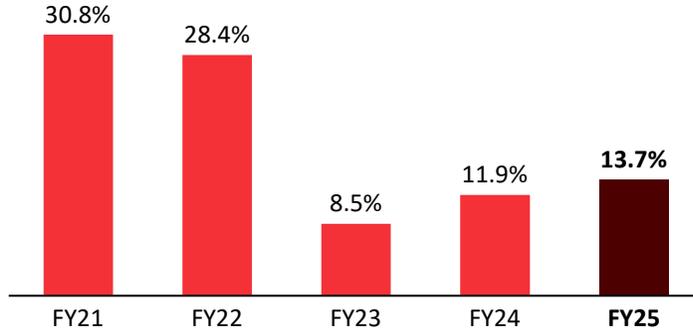
EBITDA Margins (%)



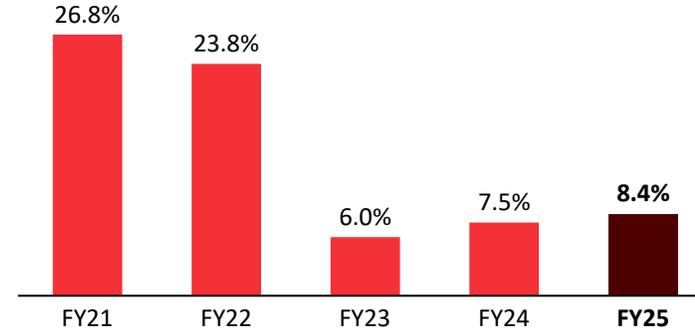
PAT Margins (%)



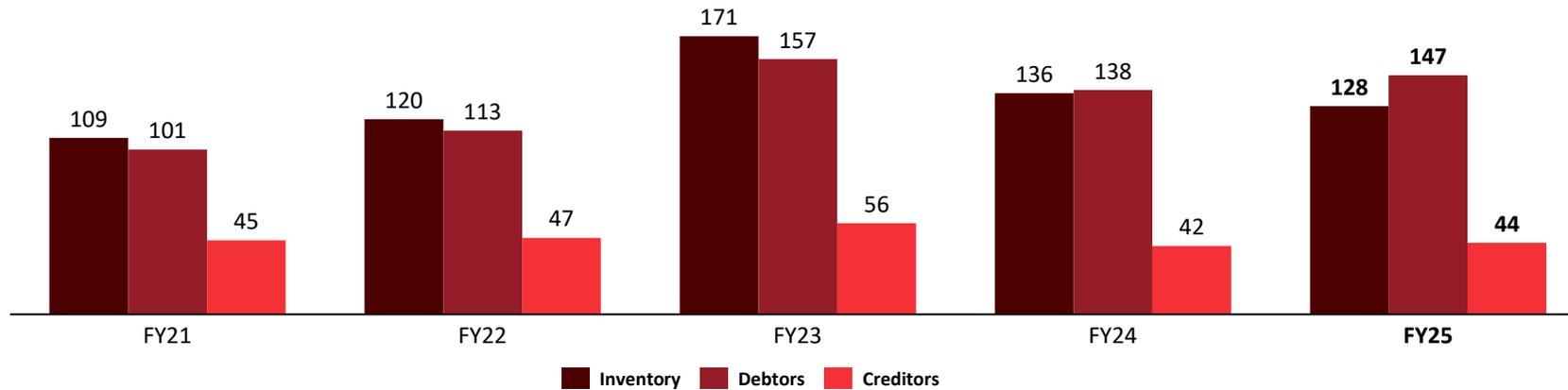
ROCE (%)



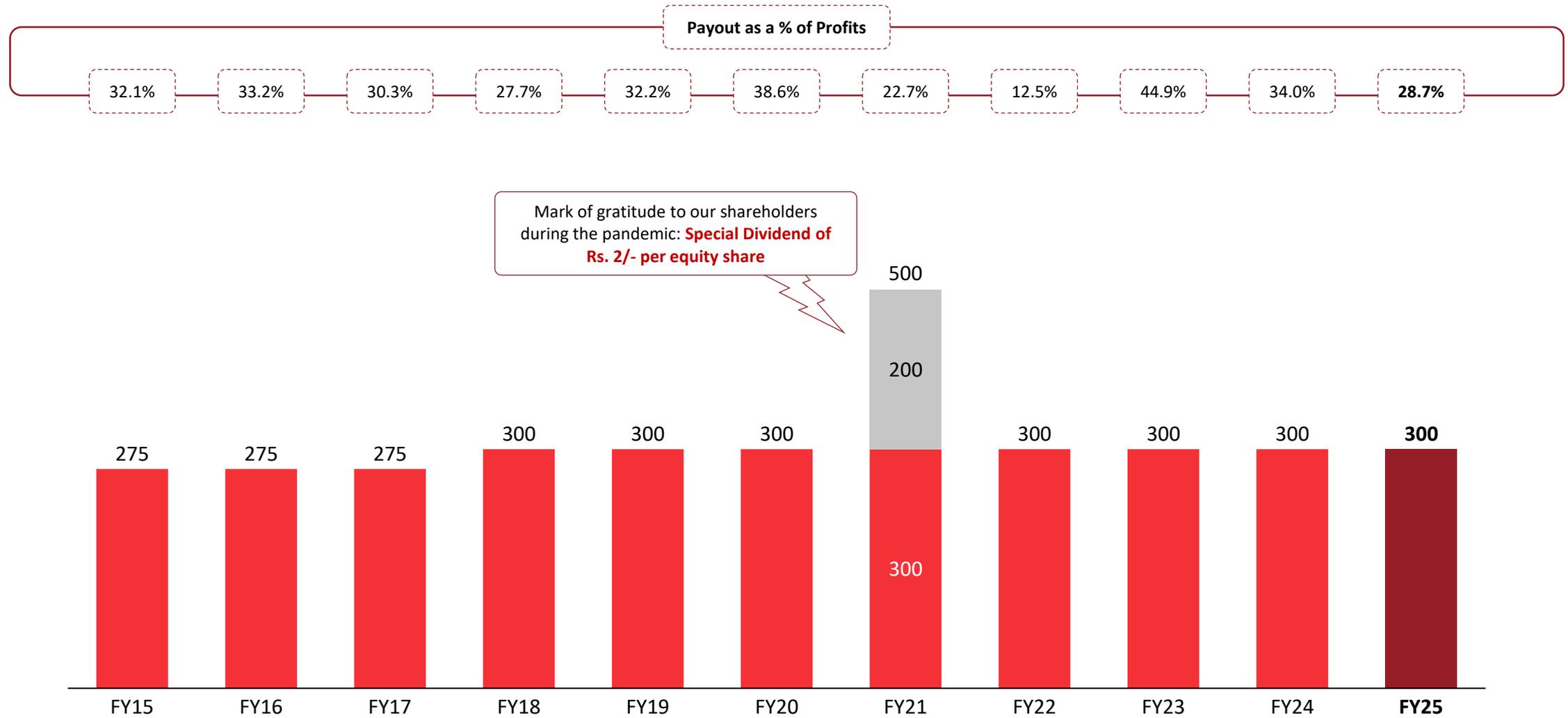
ROE (%)



Working Capital Days



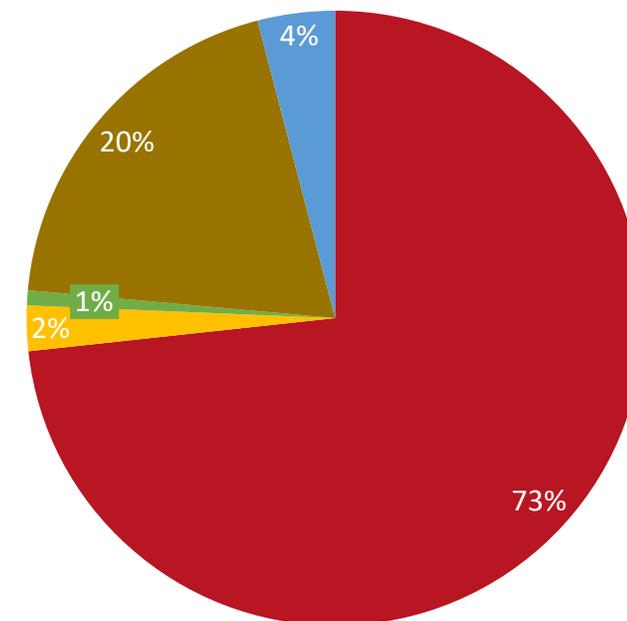
Sharing profits consistently



Consistently sharing the profits in the form of dividend

Share Information as on 31 Dec 2025

NSE Ticker	RUPA
BSE Ticker	533552
Market Cap (INR Cr)	1,271.6
% Free-float	26.7%
Free-float market cap (INR Cr)	339.8
Shares outstanding	7,95,24,560



■ Promoters ■ Bodies Corporate ■ FPI ■ Others ■ DII

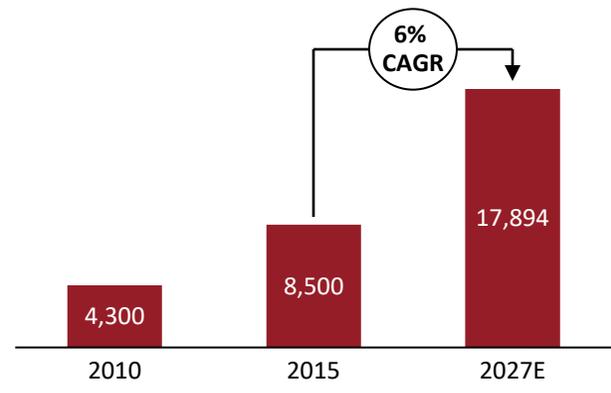


Key Takeaways

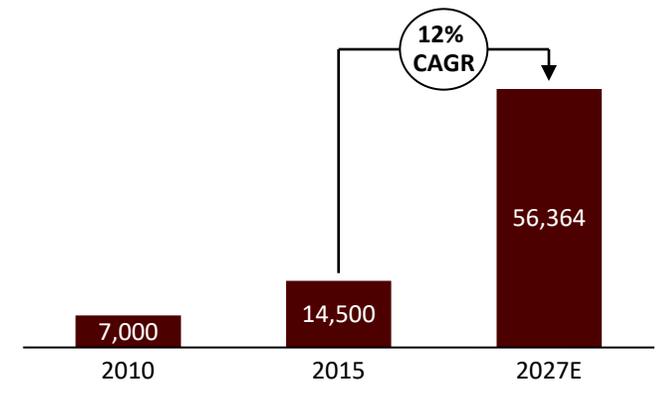
Huge industry potential



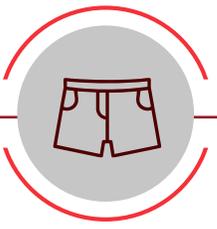
Men's Innerwear Market



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:



MUFG Intime India Private Limited

A part of MUFG Corporate Markets,
a division of MUFG Pension & Market Services

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sumeet.khaitan@in.mpms.mufg.com

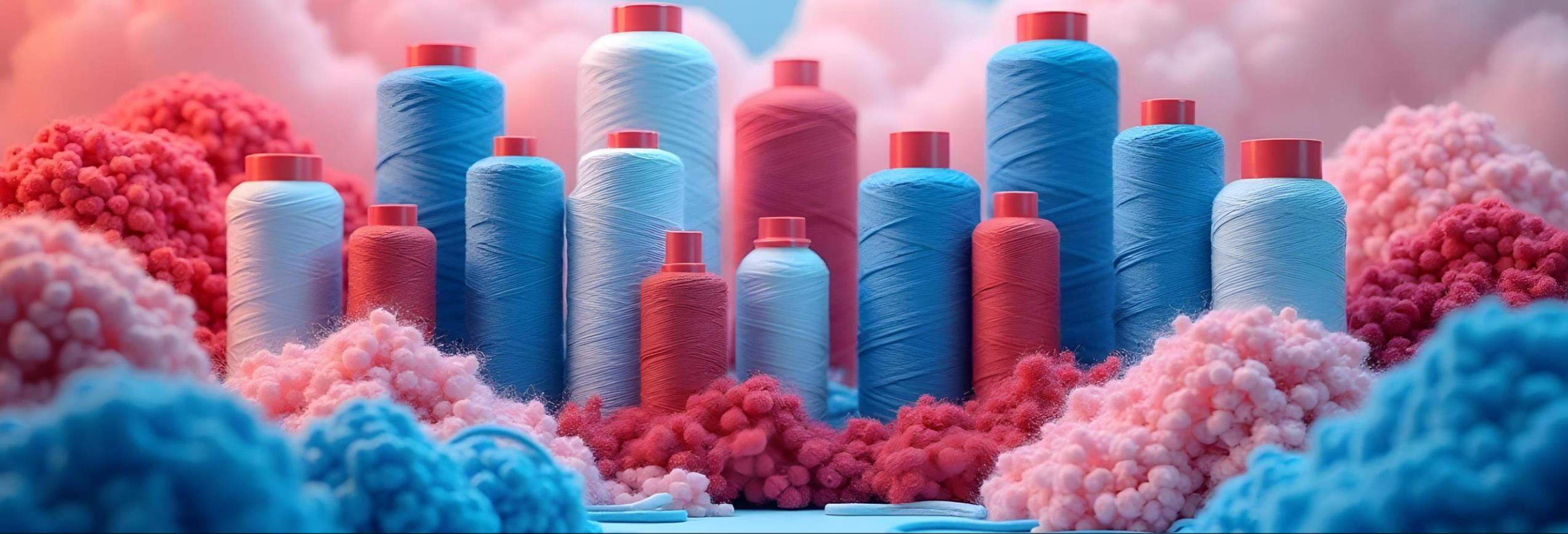
For meeting request – [Click here](#)

Thank You





FASHIONING INDIA SINCE 1968



----- Investor Presentation | Q3 & 9M FY26 -----

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01 Q3 & 9M FY26 Result Highlights

02 Company Overview

03 Business Model

04 Growth Initiatives

05 ESG & CSR Initiatives

06 Historical Financials





Q3 & 9M FY26 Result Highlights

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

“Our Company delivered a steady performance this quarter with consistent consumption trends across our key markets. Revenue was driven by a favorable product mix, with the Mid-Premium portfolio leading volume growth. While pricing conditions remained under pressure across segments and continued to weigh on net realizations, we responded in line with market dynamics. As a result, margins reflected the ongoing pricing pressure during the quarter.

On an overall basis, volume-mix delivered 3.0% growth during the quarter offset by a 3.8% adverse pricing impact. Exports continued to demonstrate healthy traction with Y-o-Y growth of 28%, contributing 4% to revenues. Modern trade including e-commerce contributed 6% to revenues during the quarter, reflecting calibrated channel expansion in a competitive landscape.

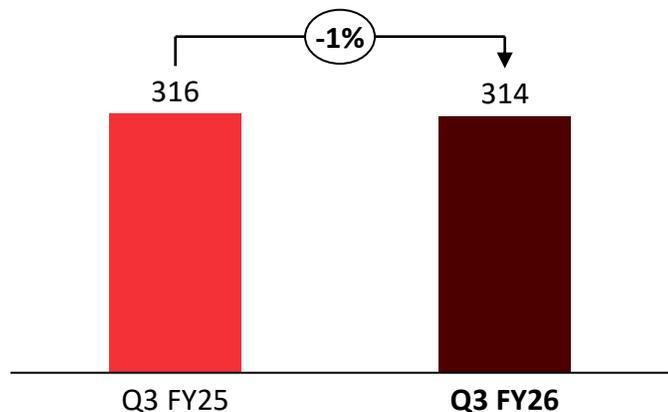
EBITDA for the quarter stood at ₹25.7 crores, translating to a margin of 8.2%, reflecting the impact of pricing pressures and product mix dynamics. We remain focused on disciplined cost management, sharper inventory control and improving operational efficiencies to protect profitability.

Operating cash flow for 9MFY26 stood at ₹49 crores, underscoring our continued emphasis on cash discipline and liquidity management. Our cash surplus strengthened to ₹41 crores as on December’25, reflecting prudent working capital management and a strong balance sheet position.

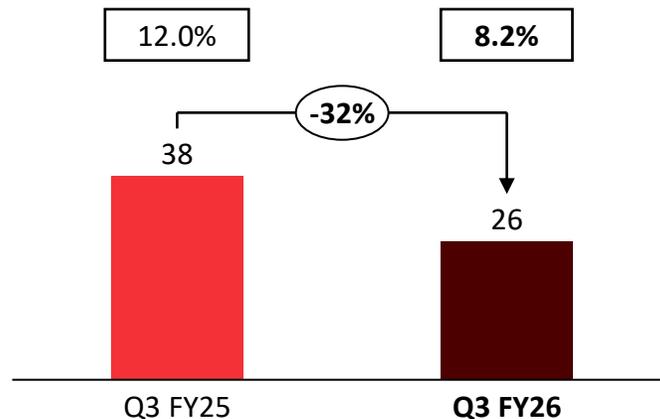
Looking ahead, our strategic priorities remain centered on strengthening the mid-premium portfolio, scaling high-growth categories such as Athleisure, optimizing channel mix, and driving efficiency-led margin improvement. With our established brands and extensive distribution network, we remain confident of navigating near-term headwinds while positioning the business for sustainable and profitable growth.”

Q3 & 9M FY26 financial highlights

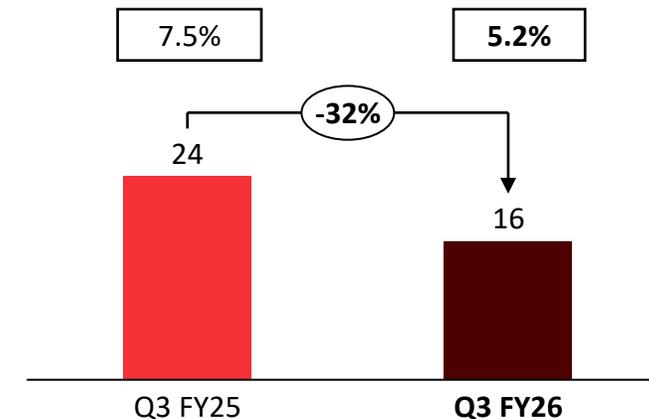
Revenue (Rs. In Cr)



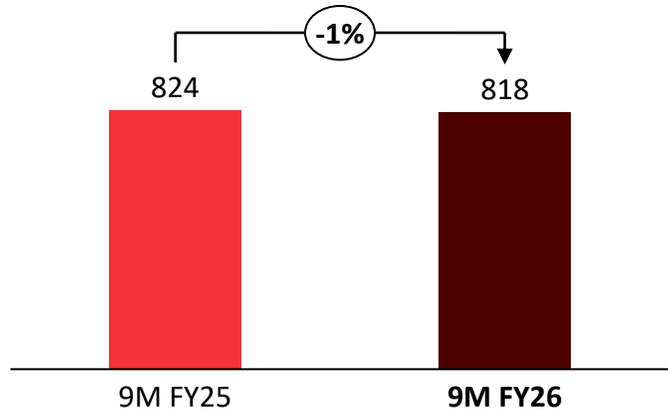
EBITDA (in Rs. Cr)



PAT (in Rs. Cr)

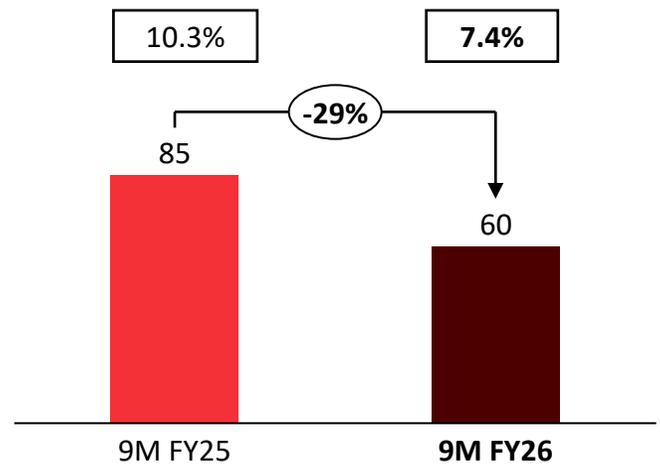


-1%



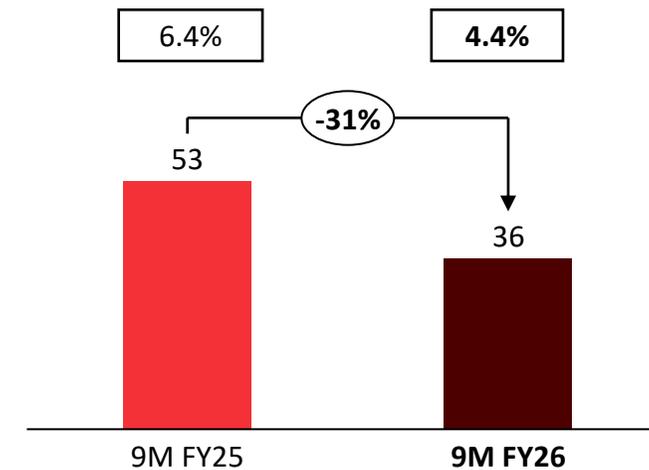
10.3%

7.4%



6.4%

4.4%



Q3 & 9M FY26 performance highlights

Revenues in Q3 FY26 stood at Rs. 313.5 Cr; 9M FY26: 817.6 Cr



EBITDA for the quarter stood at Rs. 25.7 Cr; 9M FY26: 60.3 Cr



In Q3 FY26, PAT stood at Rs. 16.2 Cr; 9M FY26: 36.2 Cr



Volume growth for Q3 FY26 stood at 3.0%; 9M FY26: 2.0%



Modern Trade including E-commerce contributed 6% to the revenues in 9M FY26



Exports contributed 4% of the revenues in 9M FY26



Net Working Capital
Dec'25: Rs. 801.6 Cr vs 811 Cr in Mar'25



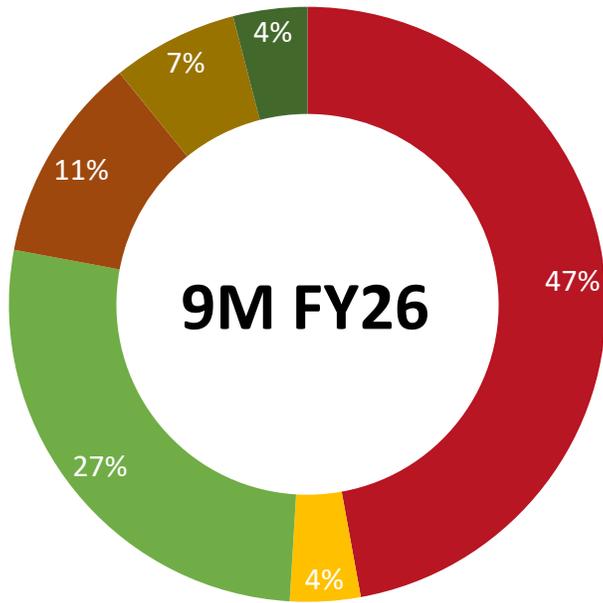
Net Cash Surplus stands at Rs. 41 Cr as on Dec'25



Sales mix – 9MFY26

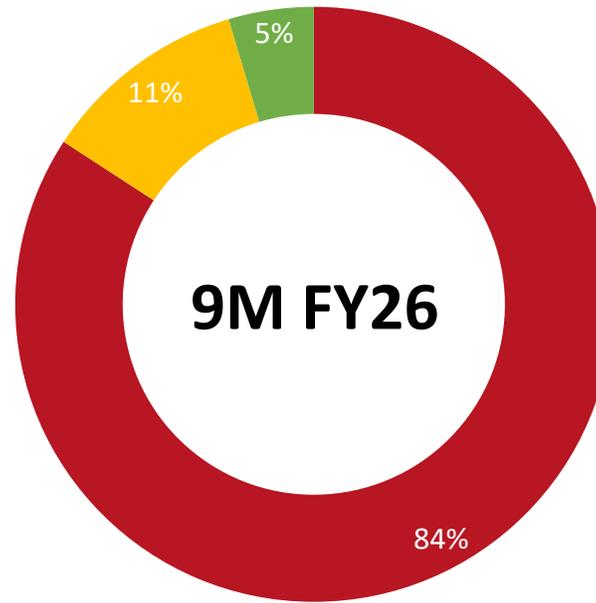


Region-wise



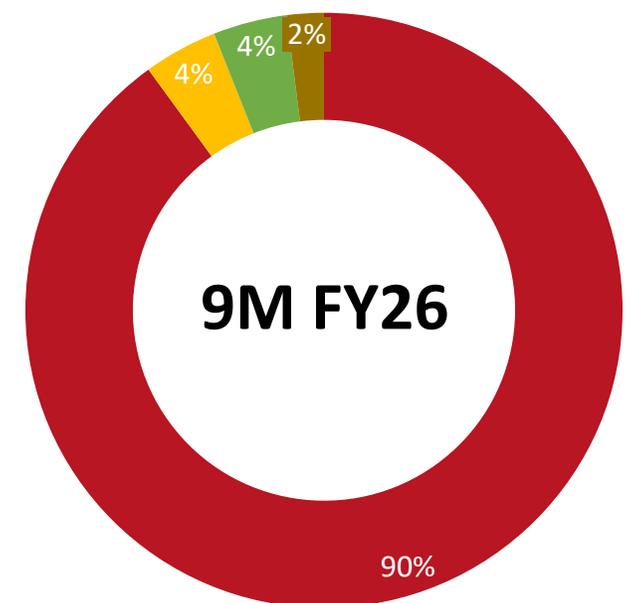
- East
- North
- South
- North East
- West & Central
- Overseas

Gender-wise



- Men
- Women
- Kids

Trade Segment-wise



- Domestic
- Modern Trade
- Exports
- E-Com

Consolidated profit & loss statement



Particulars (Rs. Cr)	Q3 FY26	Q3 FY25	Y-o-Y%	Q2 FY26	Q-o-Q%	9M FY26	9M FY25	Y-o-Y%
Revenue from Operations	313.5	316.4	-0.9%	320.2	-2.1%	817.6	823.8	-0.8%
Total Raw Material	164.8	156.8		152.9		363.1	344.2	
Sub-Contract Expenses	66.3	66.5		79.5		214.9	224.5	
Gross Profit	82.4	93.1		87.8		239.6	255.1	
Gross Profit Margin %	26.3%	29.4%		27.4%		29.3%	31.0%	
Employee Expenses	16.9	15.6		16.6		49.0	45.8	
Other Expenses	39.8	39.5		48.8		130.3	124.8	
EBITDA	25.7	38.0	-32.4%	22.4	14.7%	60.3	84.5	-28.6%
EBITDA Margin (%)	8.2%	12.0%		7.0%		7.4%	10.3%	
Other Income	5.7	4.4		5.6		16.7	13.4	
Depreciation	3.8	3.6		3.7		11.2	10.9	
EBIT	27.6	38.8		24.3		65.8	87.0	
Finance Cost	4.8	5.9		4.6		14.3	15.7	
PBT before Exceptional Item	22.8	32.9		19.7		51.5	71.3	
Exceptional Items	1.1	0.0		0.0		2.7	0.0	
Profit before Tax	21.7	32.9		19.7		48.8	71.3	
Tax	5.5	9.1		5.2		12.6	18.6	
Profit after Tax	16.2	23.8	-31.9%	14.5	11.8%	36.2	52.7	-31.3%
PAT Margin (%)	5.2%	7.5%		4.5%		4.4%	6.4%	
EPS	2.0	3.0		1.8		4.6	6.6	

Note: Exceptional items for the quarter includes the impact of new labour codes



#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

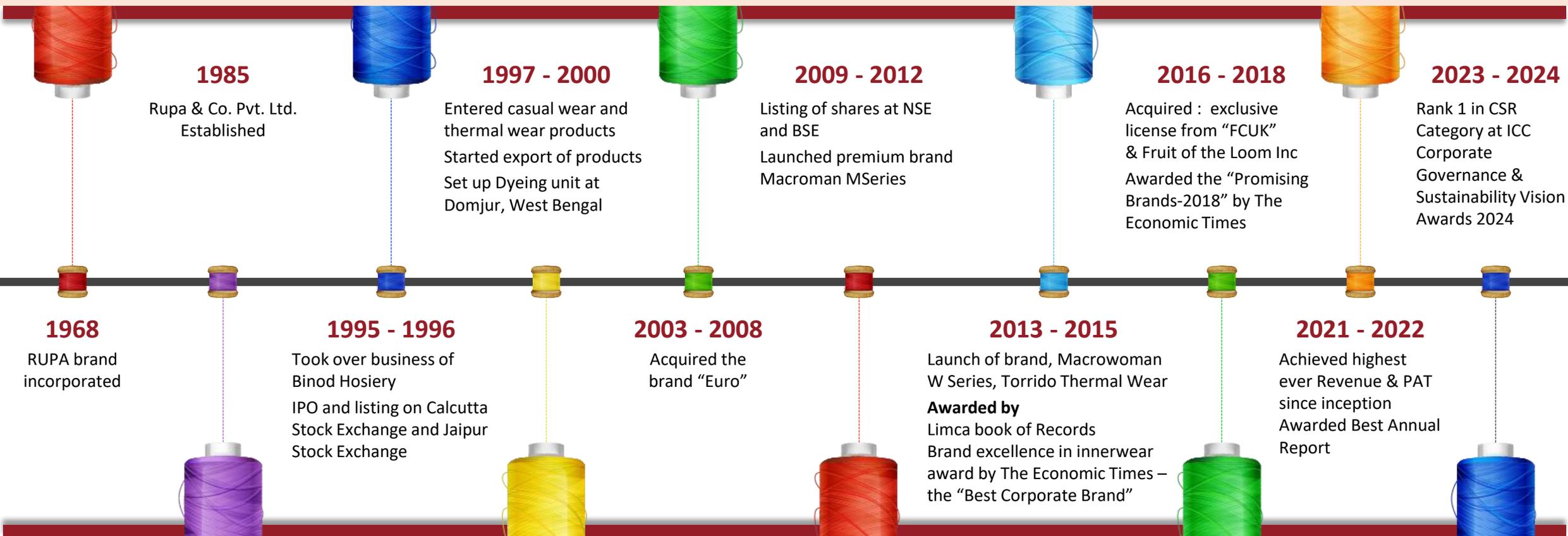


10+

Brands



...with long legacy of delivering excellence

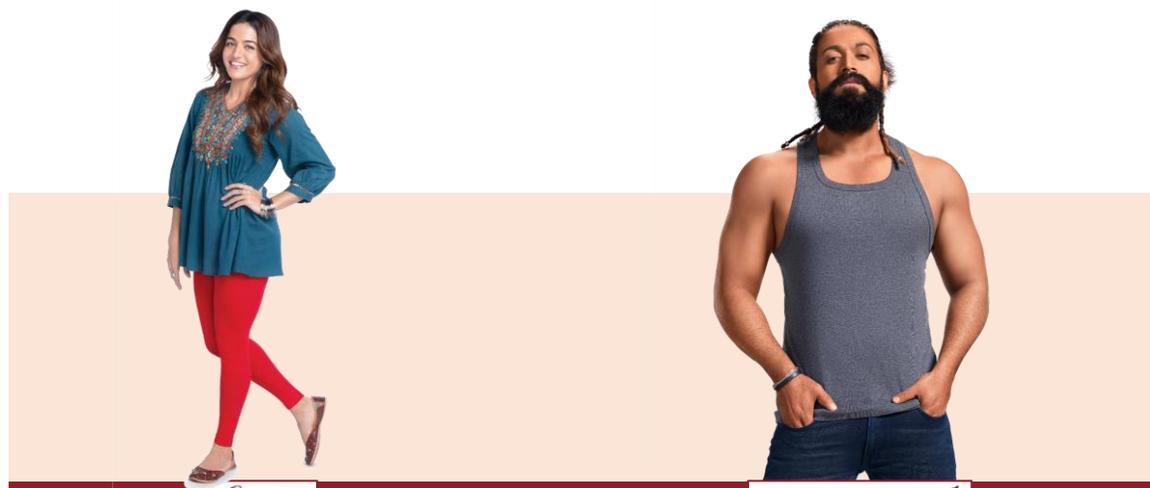


Star studded line-up of brand ambassadors



FRONTLINE

RJ
RUPA JON



Softline

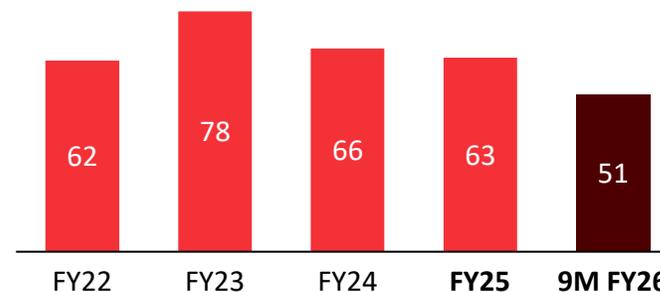
MACROMAN

“

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

”

Brand Development Cost (Rs. Cr)



Advertisement & Branding Expense constitutes ~6% of Revenues in 9M 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. Arihant 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



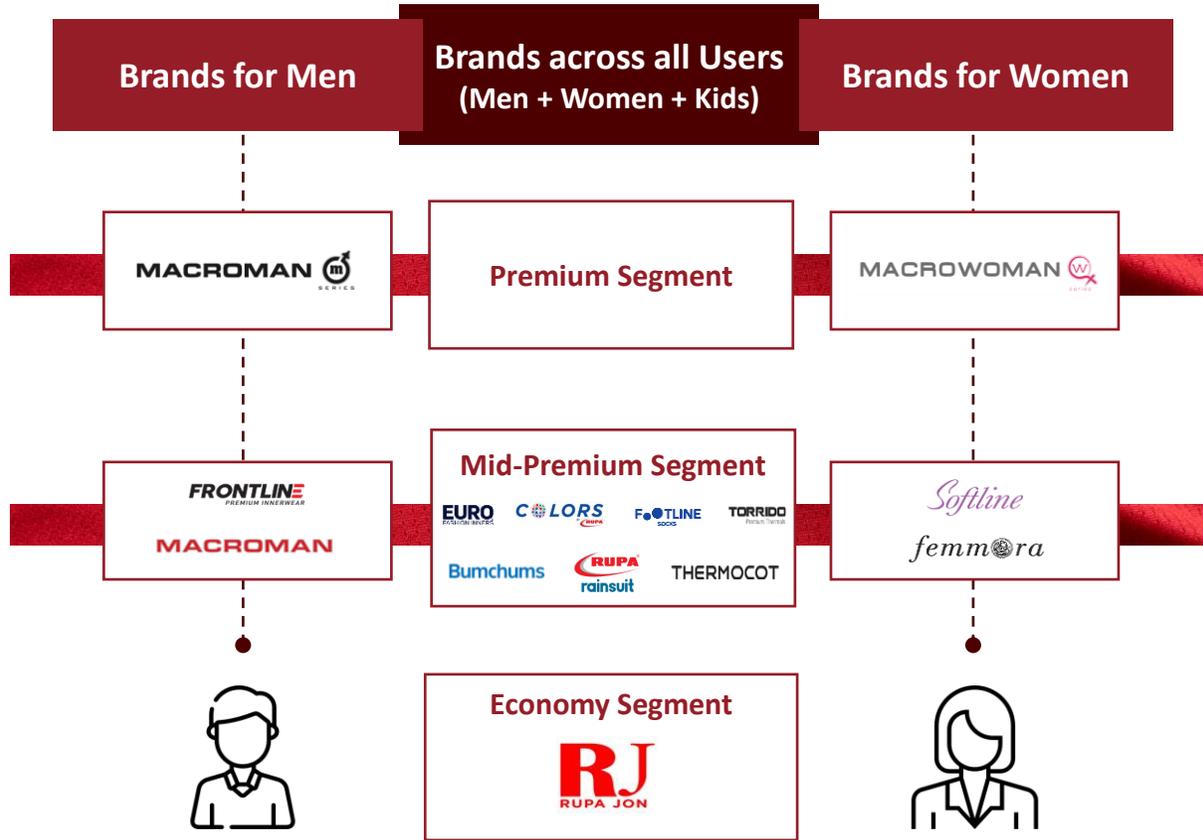
Mr. Sumit Jaiswal
Company Secretary &
Compliance Officer



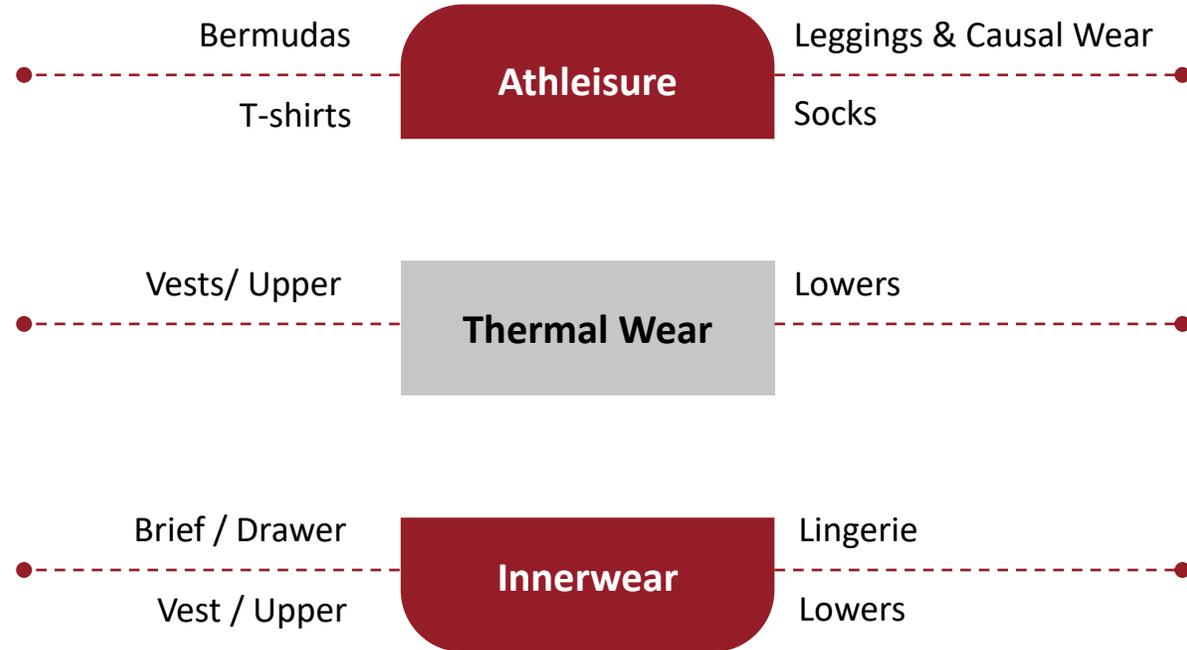
Strategic brand positioning across price segments



Bouquet of Brands across Price Segments



Broad & unparalleled product portfolio



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

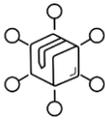
Integrated and efficient manufacturing process



Product Design & Development



Manufacturing Process



Logistics & Distribution



Manufacturing Process



Logistics & Distribution



Knitting



Processing / Dyeing & Bleaching



Cutting



Stitching



Warehousing



Distribution

Critical Processes done in-house

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



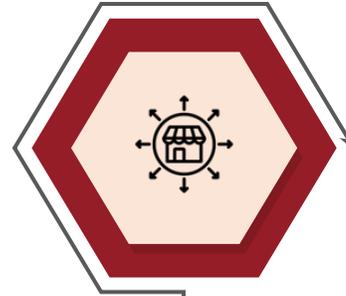
Growth Initiatives



Focus on high margin business



Rapid expansion in high potential areas



Investing & expanding modern trade network

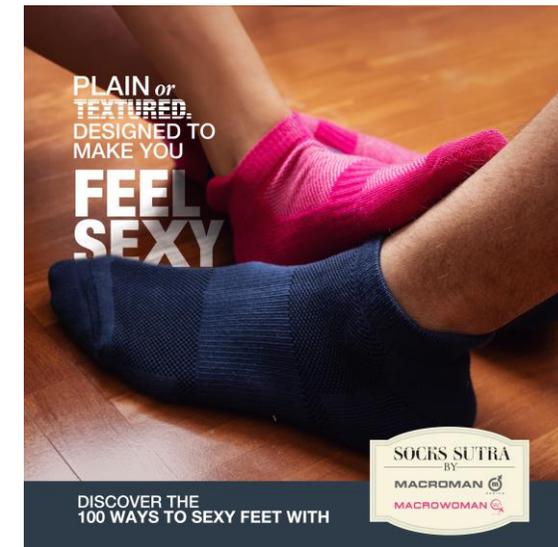


Focus on exports in new emerging markets

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.



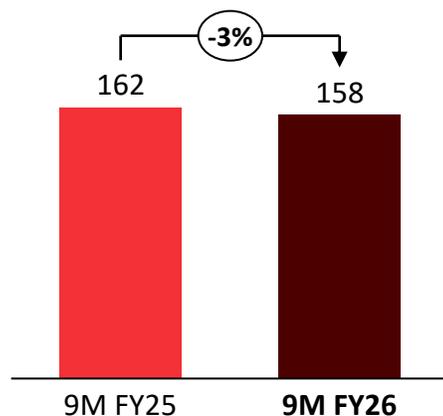
- Bumchums range of T-shirts, Bermudas, Tracks and Muscle.
- High Growth Potential in health and lifestyle focused Active wear segment. Industry has grown by ~13% CAGR since 2011



- 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

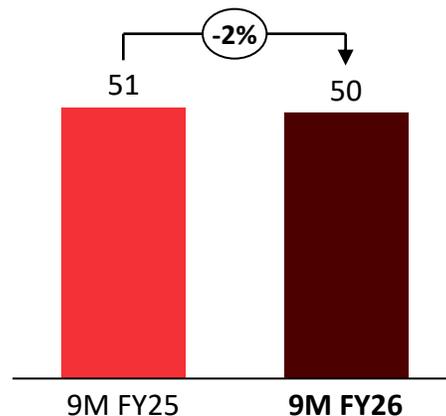
2. Rapid expansion in high potential areas

X-Factor Areas



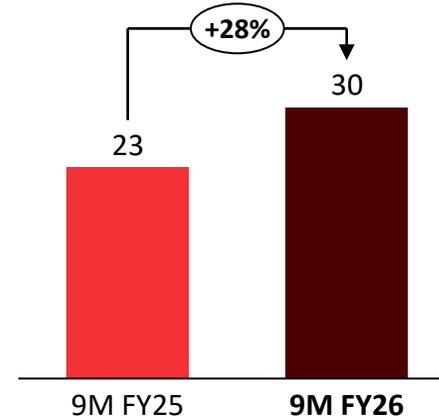
West Bengal, Maharashtra [Ex Mumbai Pune], Gujarat, MP, Chattisgarh, Western UP, Uttarakhand, Haryana ,HP , Punjab, Tamil Nadu, Andhra Pradesh & Kerala. Key focus on building complete eco system of team marketing, retail & distribution network

Modern Trade



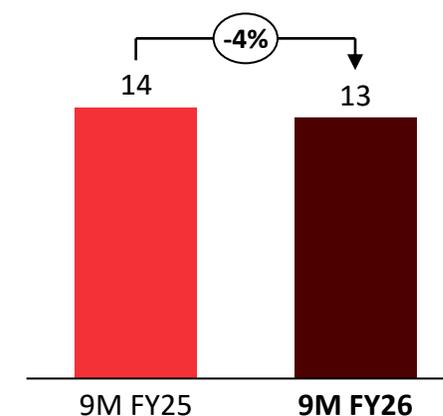
Focus on e-commerce via partnerships with Amazon, Flipkart. Drive direct sales through own website. Select LFS play and focus on EBO expansion

Exports



International business is seeing substantially improved traction, and we expect the momentum to continue with focus on Middle East, Bangladesh, Africa & Russia

Govt. Business



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



FY25 Revenue
Rs. 31 crores



“Weaving together a sustainable future”



Vision

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.

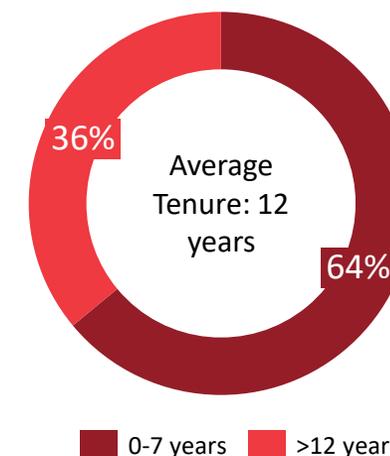


Mission

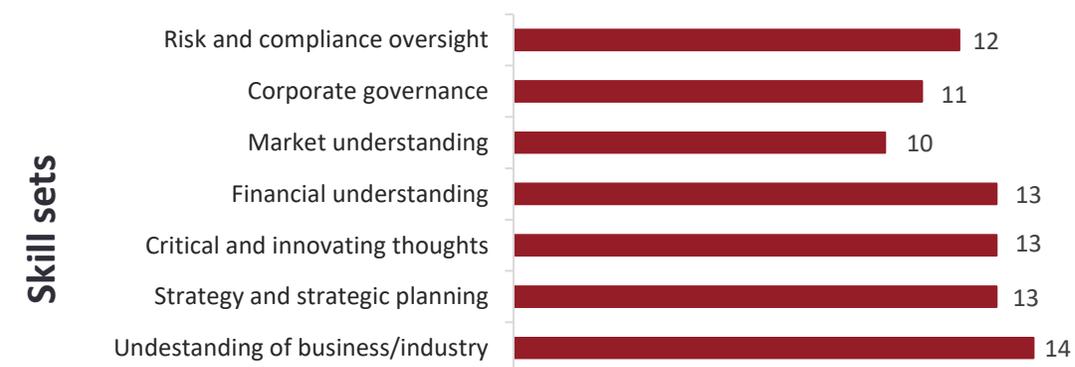
Responsible Governance

- 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 Remuneration 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



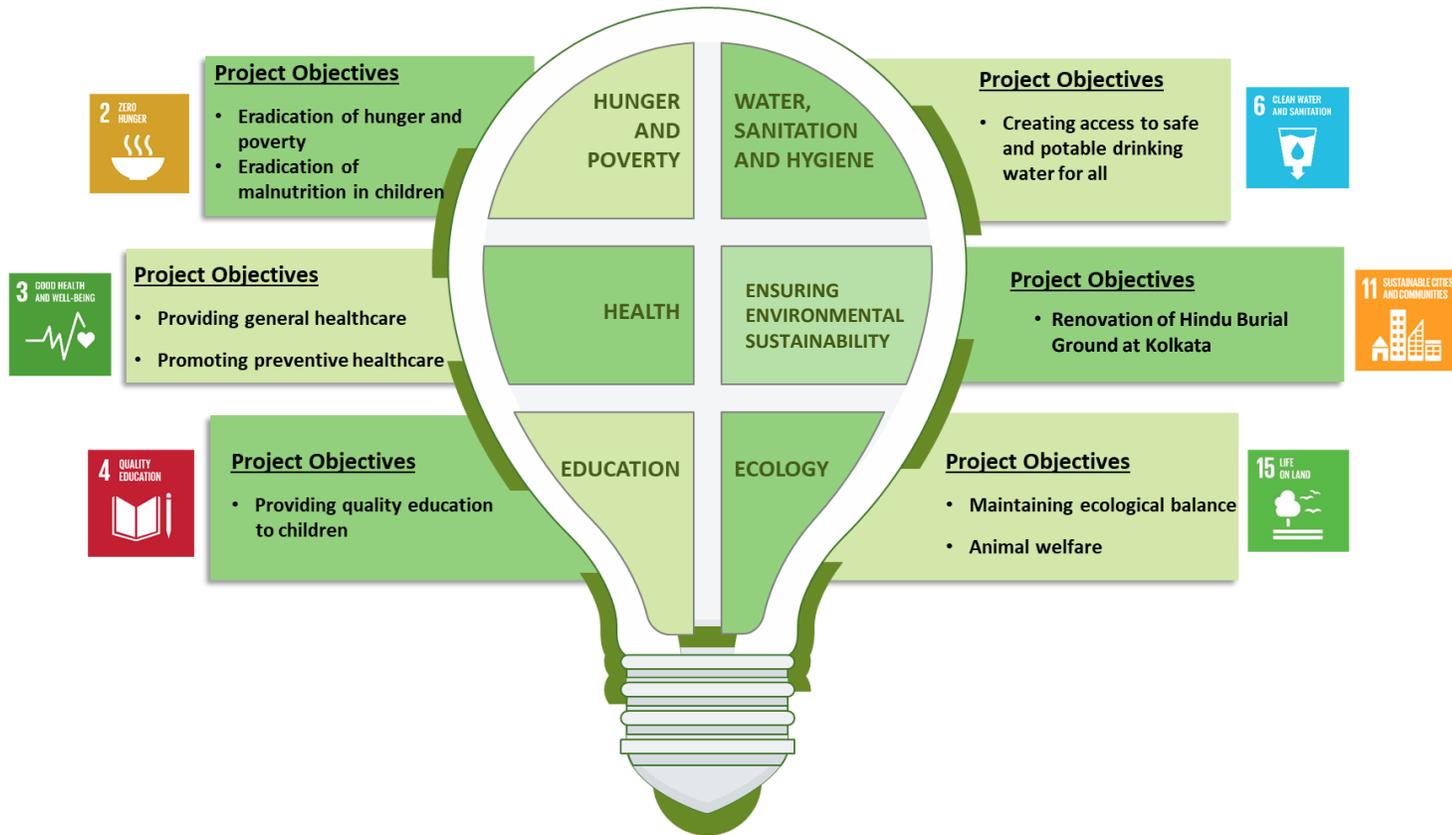
Board Experience



Number of Directors

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.

Our Six CSR Focus Areas



Key highlights

₹ CSR spent for FY 2024-25: **INR 2.70 Crores**

480+ water kiosks installed throughout the streets of Kolkata

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

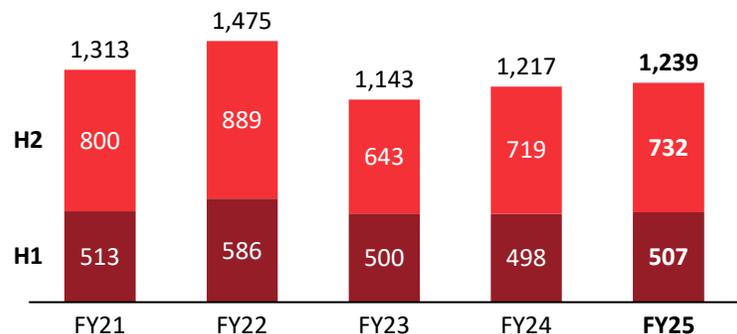


Food distribution programmes

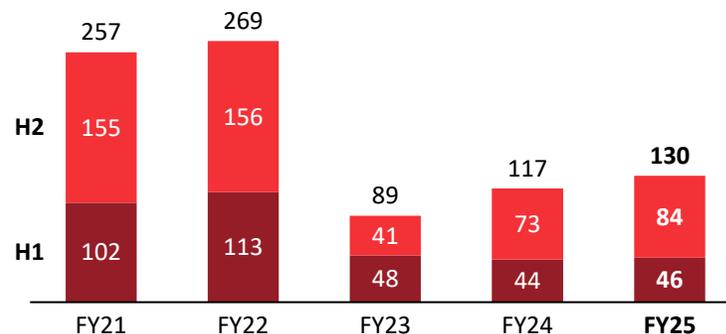


Historical profit & loss highlights

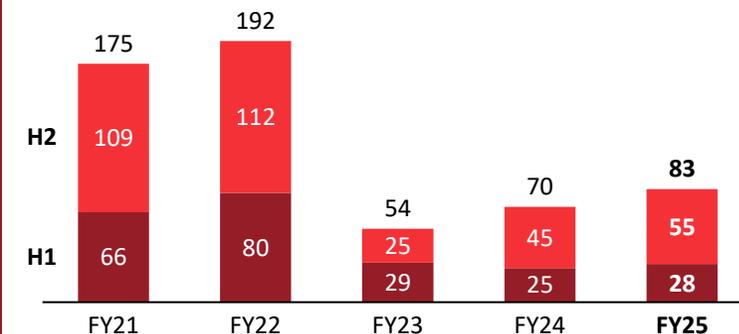
Revenue (Rs. In Cr)



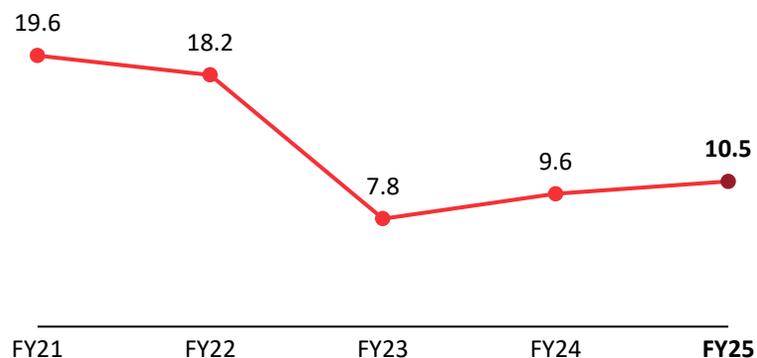
EBITDA (Rs. In Cr)



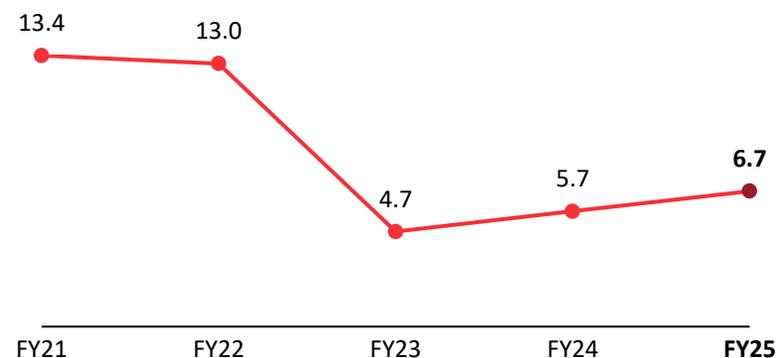
PAT (Rs. In Cr)



EBITDA Margins (%)

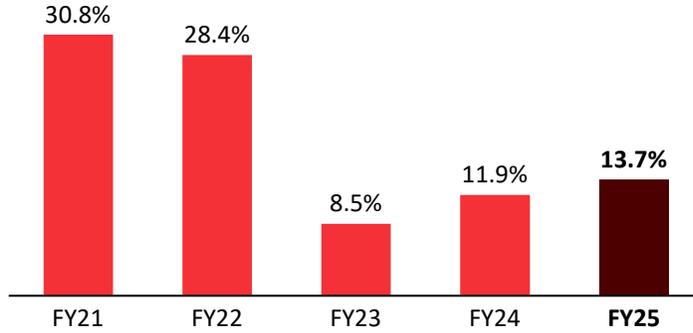


PAT Margins (%)

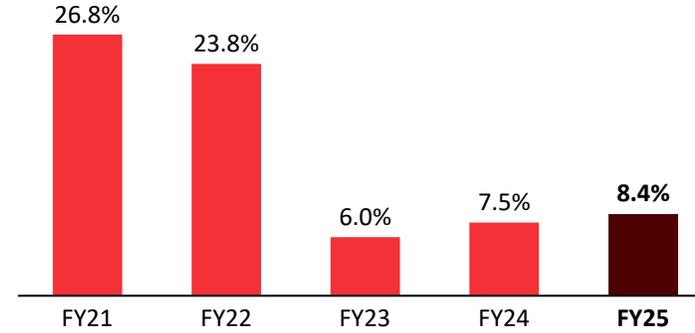


Key financial ratios

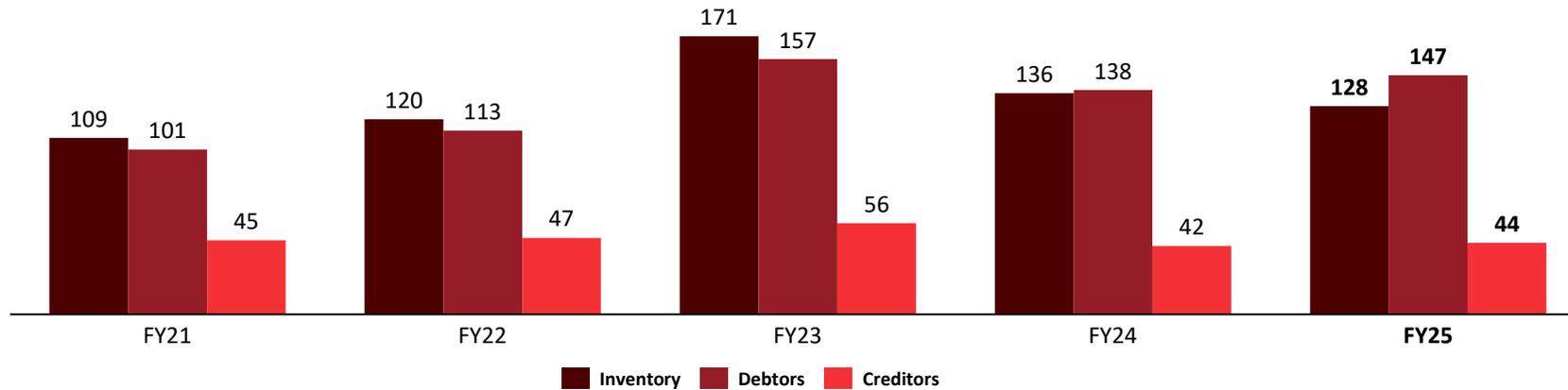
ROCE (%)



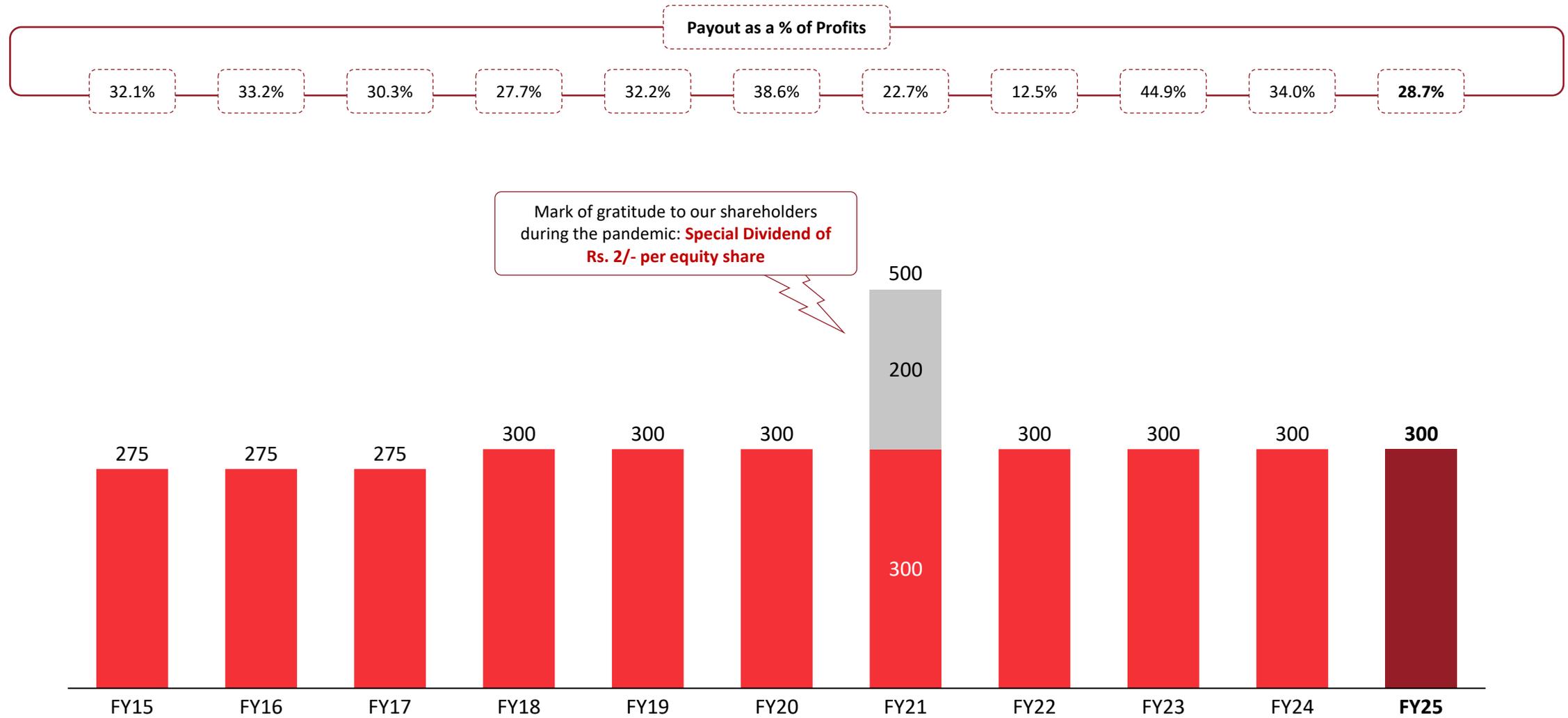
ROE (%)



Working Capital Days



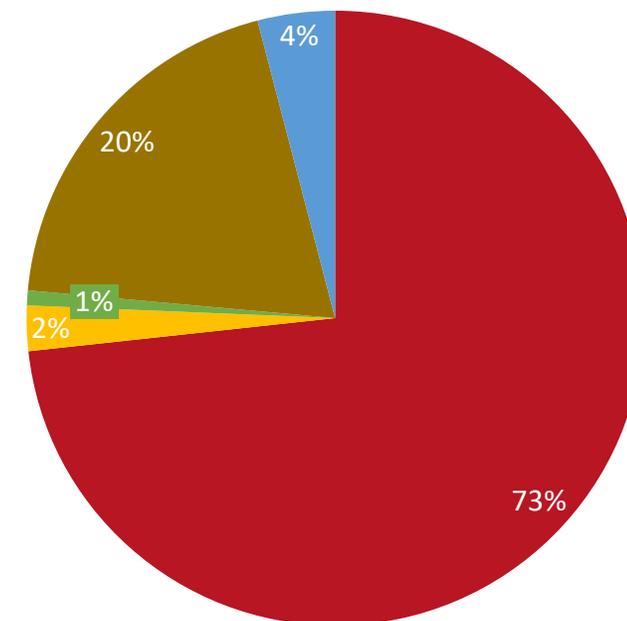
Sharing profits consistently



Consistently sharing the profits in the form of dividend

Share Information as on 31 Dec 2025

NSE Ticker	RUPA
BSE Ticker	533552
Market Cap (INR Cr)	1,271.6
% Free-float	26.7%
Free-float market cap (INR Cr)	339.8
Shares outstanding	7,95,24,560



■ Promoters ■ Bodies Corporate ■ FPI ■ Others ■ DII

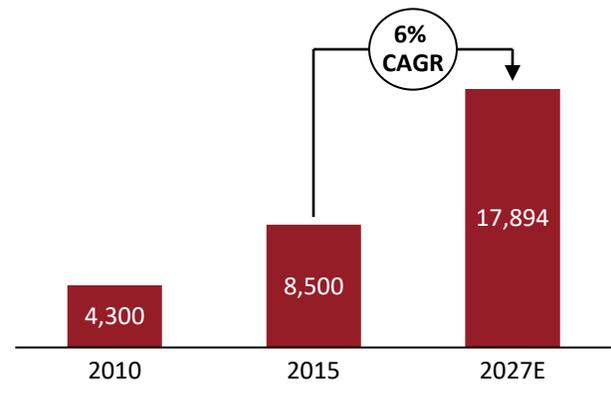


Key Takeaways

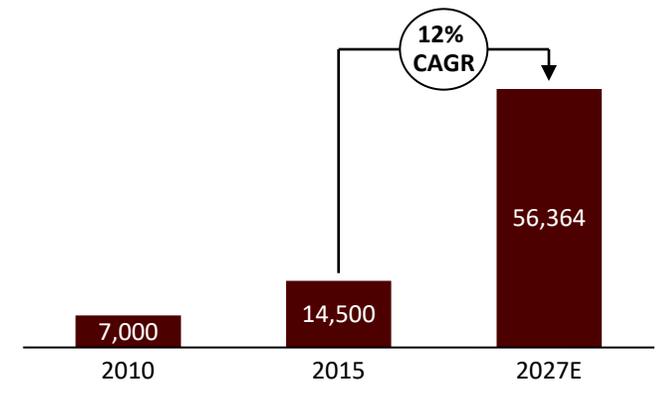
Huge industry potential



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

