



# INVESTOR PRESENTATION

May 2021



**FRONTLINE**  
PREMIUM INNERWEAR

**MACROMAN**   
SERIES

**Bumchums**  
FUN IT UP

**TORRIDO**  
Premium Thermals

**footline**

*femmora*

**EURO**  
FASHION INNERS

*Softline*

THERMOCOT

MACROWOMAN



**fcuk**  
underwear

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Q4 & FY21

FINANCIAL HIGHLIGHTS

# Strong Q4 FY21 Performance\*



Revenue from Operations

Rs. 454 crores

 **+153%**

Gross Profit

Rs. 162 crores

 **+172%**

EBITDA

Rs. 91 crores

 **+1,050%**

Profit After Tax

Rs. 66 crores

 **Stellar Performance**  
Q4 FY20 : Rs. -4.3  
crores

Export Revenues

Rs. 8 crores

 **+17%**

Gross Profit Margin

35.7%

 **+240 bps**

EBITDA Margin

20.0%

 **+1,560 bps**

PAT Margin

14.5%

 **+1,690 bps**

**Highest ever Revenues & Most Profitable Year at Rupa & Co.**

# Strong FY21 Performance\*



Revenue from Operations

Rs. 1,313 crores



**+35%**

Gross Profit

Rs. 459 crores



**+34%**

EBITDA

Rs. 257 crores



**+126%**

Profit After Tax

Rs. 175 crores



**+183%**

Total Dividend

Rs. 5/- per share



**+67%**

FY20 : Rs. 3/- per share

Gross Profit Margin

35.0%



**+20 bps**

EBITDA Margin

19.6%



**+790 bps**

PAT Margin

13.4%



**+700 bps**

**Highest ever Revenues & Most Profitable Year at Rupa & Co.**



# Strong Balance Sheet



Return on Capital  
Employed (RoCE)

30.8%

 **+1,710 bps**

Return on Equity (RoE)

26.8%

 **+1,610 bps**

Operating Cash Flows

Rs. 211 crores

 **+133%**

Cash & Bank Balances

Rs. 118 crores

 Improved from  
Rs. 1.7 crores in  
FY20

Return on Capital  
Employed (RoCE)  
(excl. Cash)

33.3%

 **+1,950 bps**

Net Debt

Rs. 27 crores

Reduced from  
Rs. 177 crores in FY20

Net Debt to Equity

0.04x

Reduced from 0.30x  
in FY20

Working Capital Days

165 days

Improved by **54 days** from  
FY20  
FY20 : 219 days

**Highest ever Revenues & Most Profitable Year at Rupa & Co.**

# Q4 & FY21 Performance Highlights



Particulars (Rs. Crs.)	Q4 FY21	Q4 FY20	Y-o-Y	FY21	FY20	Y-o-Y
<b>Total Revenue</b>	<b>454.0</b>	<b>179.3</b>	153%	<b>1,312.7</b>	<b>974.6</b>	35%
Total Raw Material	<b>214.0</b>	<b>66.5</b>		<b>611.4</b>	<b>400.0</b>	
Subcontracting Expenses	77.7	53.1		241.9	231.4	
<b>Value Addition</b>	<b>162.3</b>	<b>59.7</b>	172%	<b>459.4</b>	<b>343.3</b>	34%
<b>Value Addition (%)</b>	<b>35.7%</b>	<b>33.3%</b>		<b>35.2%</b>	<b>35.0%</b>	
Employee Expenses	17.8	16.5		52.7	65.7	
Other Expenses	53.9	35.3		149.3	163.8	
<b>EBITDA</b>	<b>90.6</b>	<b>7.9</b>	1,050%	<b>257.3</b>	<b>113.7</b>	126%
<b>EBITDA Margin (%)</b>	<b>20.0%</b>	<b>4.4%</b>		<b>19.6%</b>	<b>11.7%</b>	
Other Income	3.2	1.8		7.3	7.4	
Depreciation	2.7	4.1		13.8	18.5	
<b>EBIT</b>	<b>91.1</b>	<b>5.6</b>	1,531%	<b>250.8</b>	<b>102.6</b>	144%
Finance Cost	2.8	4.2		13.4	18.6	
<b>Profit before Tax</b>	<b>88.3</b>	<b>1.4</b>		<b>237.4</b>	<b>84.0</b>	183%
Tax	22.4	5.7		62.1	22.1	
<b>Profit After Tax</b>	<b>65.9</b>	<b>-4.3</b>		<b>175.3</b>	<b>61.9</b>	183%
<b>PAT Margin (%)</b>	<b>14.5%</b>	<b>-2.4%</b>		<b>13.4%</b>	<b>6.4%</b>	
EPS (As per Profit after Tax)	8.29	-0.54		22.04	7.78	

# Balance Sheet



ASSETS (Rs. Crs.)	Mar-21	Mar-20
<b>Non - Current Assets</b>		
Property, plant and equipment	168.9	166.2
Right of Use Assets	18.1	11.9
Capital work-in-progress	19.4	6.4
Intangible Assets	6.0	7.2
Intangible Assets under development	0.0	0.0
Financial Assets		
(i) Investments	0.0	0.0
(ii) Loans	1.2	2.0
(iii) Other Financial Assets	1.5	0.2
Deferred Tax Assets	11.6	11.6
Non - Current Tax Assets	10.3	10.2
Other Non-Current Assets	8.5	10.5
<b>Total Non - Current Assets</b>	<b>245.5</b>	<b>226.2</b>
<b>Current Assets</b>		
Inventories	390.6	467.3
Financial Assets		
(i) Trade receivables	364.4	251.3
(ii) Cash and cash equivalents	3.2	1.3
(iii) Bank balances other than (ii) above	115.2	0.4
(iv) Loans	4.1	3.4
(v) Other Financial Assets	0.8	0.0
Other Current Assets	42.7	50.6
Income Tax Assets (Net)	0.0	0.0
<b>Total Current Assets</b>	<b>921.0</b>	<b>774.4</b>
<b>Total Assets</b>	<b>1,166.4</b>	<b>1,000.6</b>

EQUITY & LIABILITIES(Rs. Crs.)	Mar-21	Mar-20
<b>Equity</b>		
Equity Share Capital	8.0	8.0
Other Equity	721.6	570.0
<b>Total Equity</b>	<b>729.5</b>	<b>578.0</b>
<b>Liabilities</b>		
<b>Non - Current Liabilities</b>		
Financial Liabilities		
(i) Borrowings	13.5	10.9
(ii) Lease Liabilities	14.7	6.9
(iii) Other Financial Liabilities	0.0	0.0
Provisions	0.4	0.7
Deferred Tax Liabilities, (net)	10.5	9.6
Other Non Current Liabilities	1.7	2.0
<b>Total Non - Current Liabilities</b>	<b>40.9</b>	<b>30.1</b>
Current Liabilities		
Financial Liabilities		
(i) Borrowings	126.4	165.1
(ii) Lease Liabilities	1.3	3.0
(iii) Trade Payables		
(a) total outstanding dues of micro enterprises and small enterprises	11.6	0.3
(b) total outstanding dues of creditors other than micro enterprises and small enterprises	151.0	134.5
(iv) Other Financial Liabilities	77.1	80.7
Provisions	3.4	3.3
Current Tax Liabilities (net)	19.5	0.0
Other Current Liabilities	5.8	5.7
<b>Total Current Liabilities</b>	<b>396.0</b>	<b>392.5</b>
<b>Total Equity and Liabilities</b>	<b>1,166.4</b>	<b>1,000.6</b>



# Cash Flow Statement



Cash Flow Statement (Rs. Crs.)	Mar-21	Mar-20
Cash Flow from Operating Activities		
Profit before Tax	237.4	84.0
Adjustment for Non-Operating Items	23.8	31.3
Operating Profit before Working Capital Changes	<b>261.2</b>	<b>115.3</b>
Changes in Working Capital	-6.7	19.3
Cash Generated from Operations	<b>254.5</b>	<b>134.6</b>
Less: Direct Taxes paid	-43.9	-44.2
<b>Net Cash from Operating Activities</b>	<b>210.6</b>	<b>90.4</b>
<b>Cash Flow from Investing Activities</b>	-137.0	-15.2
<b>Cash Flow from Financing Activities</b>	-71.7	-81.1
Net increase/ (decrease) in Cash & Cash equivalent	<b>1.9</b>	<b>-5.9</b>
Cash and cash equivalents at the beginning of the year	1.3	7.2
Effect of exchange rate changes on Cash & Cash Equivalent	0.0	0.0
Cash and cash equivalents at the end of the year	<b>3.2</b>	<b>1.3</b>



ABOUT THE COMPANY

# #1 Undisputed knitwear Indian brand...



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



**7,00,000+**

Finished goods pieces per day



**1,25,000+**

Retail Outlets



**7,000+**

SKUs



**18**

Sub Brands

Presence across major E-commerce platforms



**1,200+**

Dealers



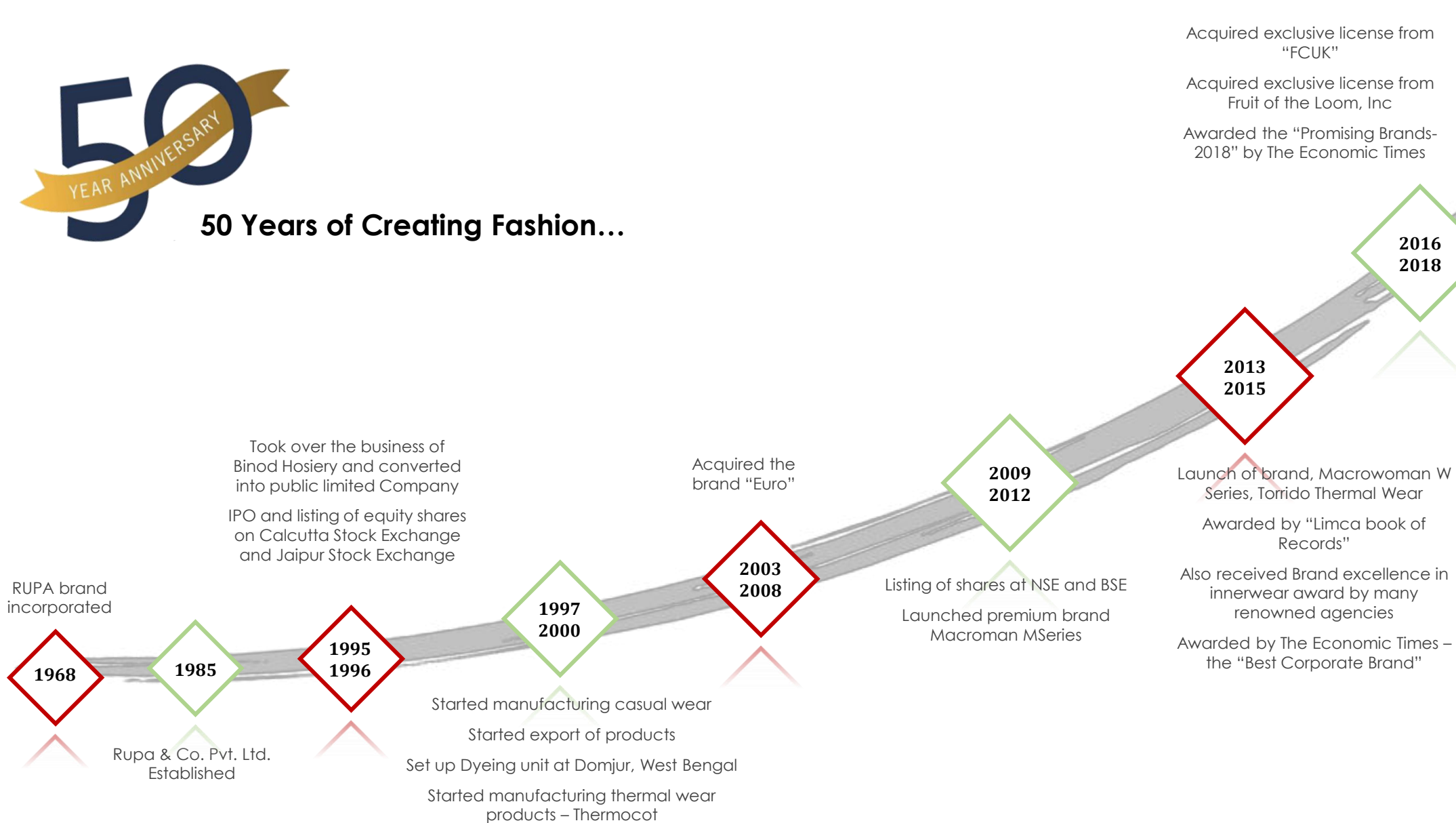
**100+**

Registration of Trademark's Nationally & Internationally

# ... 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 47 years of experience in the textile industry
- Rich experience in leadership, strategic guidance, risk foresight and operations of the Company
- Actively engaged in various philanthropic activities

## **Mr. Kunj Bihari Agarwal**, Managing Director

- More than 45 years of experience in the textile industry, specialization in marketing and distribution
- Guides the company and the management at all the stages of its development and strategic decisions
- Actively engaged in various philanthropic activities

## **Mr. Ramesh Agarwal**, Whole-time Director & CFO

- More than 30 years of experience in the textile industry
- Plays a key role in the production planning & distribution of products and completely manage processing house
- Brand Director of Jon, Thermocot, Torrido and Femmora

## **Mr. Mukesh Agarwal**, Whole-time Director

- More than 25 years of experience in the textile industry
- Plays a key role in the setting up of systems and process for distribution & production planning
- Brand Director of Frontline

## **Mr. Niraj Kabra**, Executive Director

- A commerce graduate from Calcutta University
- More than 15 years of rich expertise in the field of Operations and general administration. He has been serving on the Board of the Company since 2018

## **Mr. Dipak Kumar Banerjee**, Independent Director

- A Chartered Accountant with experience over 45 years
- He started his career with LIC in 1970 and thereafter, in 1975, joined HUL. In 1992, he became the Commercial Director of Unilever Plantations Group
- Joined the company as a Board member in 2013

## **Mr. Sushil Patwari**, Independent Director

- 40+ years of experience in the field of cotton yarn and knitted fabric industry
- Member of the Executive Committee of the Federation of Indian Export Organizations.
- Joined the company as a Board member in 2003

## **Mrs. Alka Devi Bangur**, Independent Director

- She has over 16 years of experience
- Managing Director of Peria Karmalai Tea & Produce Co. Ltd.
- She is the member of FICCI Ladies Organization (FLO) (Ladies wing of FICCI). She is also the committee member of Bharat chamber of Commerce

## **Mr. Dharam Chand Jain**, Independent Director

- 45+ years of experience in the field of textile and knitted fabric industry
- Chairman of K.D. Sarees Emporium Private Limited. Joined the company as a Board member in 2003

## **Mr. Ashok Bhandari**, Independent Director

- Chief Financial Officer and President at Shree Cements Limited for over 25 years
- 40+ years of experience as a key executive negotiating with banks, governments, JV partners, and technology & equipment suppliers

## **Mr. Vinod Kumar Kothari**, Independent Director

- Chartered Accountants and Company Secretary
- Former chairman of the Institute of Company Secretaries of India. He is an author, trainer and expert on specialized areas in finance

# ...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'. He is also managing the Group's Finance function and Investor Relation Activities
- President of Indian Chamber of Commerce and also associated with Young President Organisation (YPO), acting as a Board Member of the Calcutta Chapter

## **Mr. Rajnish Agarwal**, President

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

## **Mr. Dinesh Kumar Lodha**, Chief Executive Officer

- Extensive experience in business leadership – built businesses, scaled-up growth stage businesses, managed complex organizations as the CEO, worked in global matrix organizations with multiple stakeholders
- Member of ICAI and ICSI, he is possessing Black Belt (quality certification) in Lean Six Sigma, GE USA. Graduated from GE Crotonville, USA in Executive & Strategic Leadership (GE MDC) and from ISB Hyderabad in course on Marketing Strategies in Competitive Environment

## **Mr. Siddhant Agarwal**, Vice President

- New generation young and dynamic industrialist completed M.Sc. from University of Warwick, U.K.
- Joined in the year 2016 and was instrumental in bringing two international brands, i.e. French Connection U.K. ('FCUK') and Fruit of the Loom ('FOTL')
- Looks after the business of these two international brands in India along with Modern Trade

## **Mr. B. K. Singh**, General Manager – Dyeing

- More than 35 years of expertise in the field of Dyeing and production operations
- Previously worked with Suryawansi Dyeing Mills

## **Mr. J. Rajendra Kumar Singh**, General Manager – Production

- 20 years experience in production and operation in textile
- Ex-VP/Head Operation – Manufacturing, Gokaldas Images

## **Mr. Pronob Mukerji**, General Manager – Marketing & Media

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

## **Mr. Randhir Singh Jolly**, General Manager – Modern Trade

- 15 years of experience in the field of textile, Apparels & Innerwear
- Previously worked with Bombay Dyeing and Raymond's



# ...maintaining brand leadership over decades



Most Promising Brand 2018  
The Economic Times



Indywood Excellence Award  
2017  
Govt. of Telangana



Best Corporate Brand 2016  
The Economic Times



Indian Power Brand 2011-12



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



Worldwide achievers(Zee)  
Business Leadership Awards 2013



First Indian innerwear  
manufacturer as licensee  
of SUPIMA

## 1. Affordability

Broad & unparalleled product portfolio

Brands across a wide price range

## 2. Scalability

An integrated & efficient business model

State of Art Manufacturing facility

Far-reaching footprints

Quality implemented at all levels

Unwavering focus on R&D

## 3. Inspirations Brands

Accelerating the launch of inspirational brands

Deepening commitments by consistent investments

# 1. Broad & unparalleled product portfolio



## Innerwear

Vests

Brief / Drawer

Lingerie



## Thermal Wear

Vest / Upper

Lowers



## Casual / Athleisure

Leggings & Casual Wear

Socks

T-shirts

Bermudas & Tracks

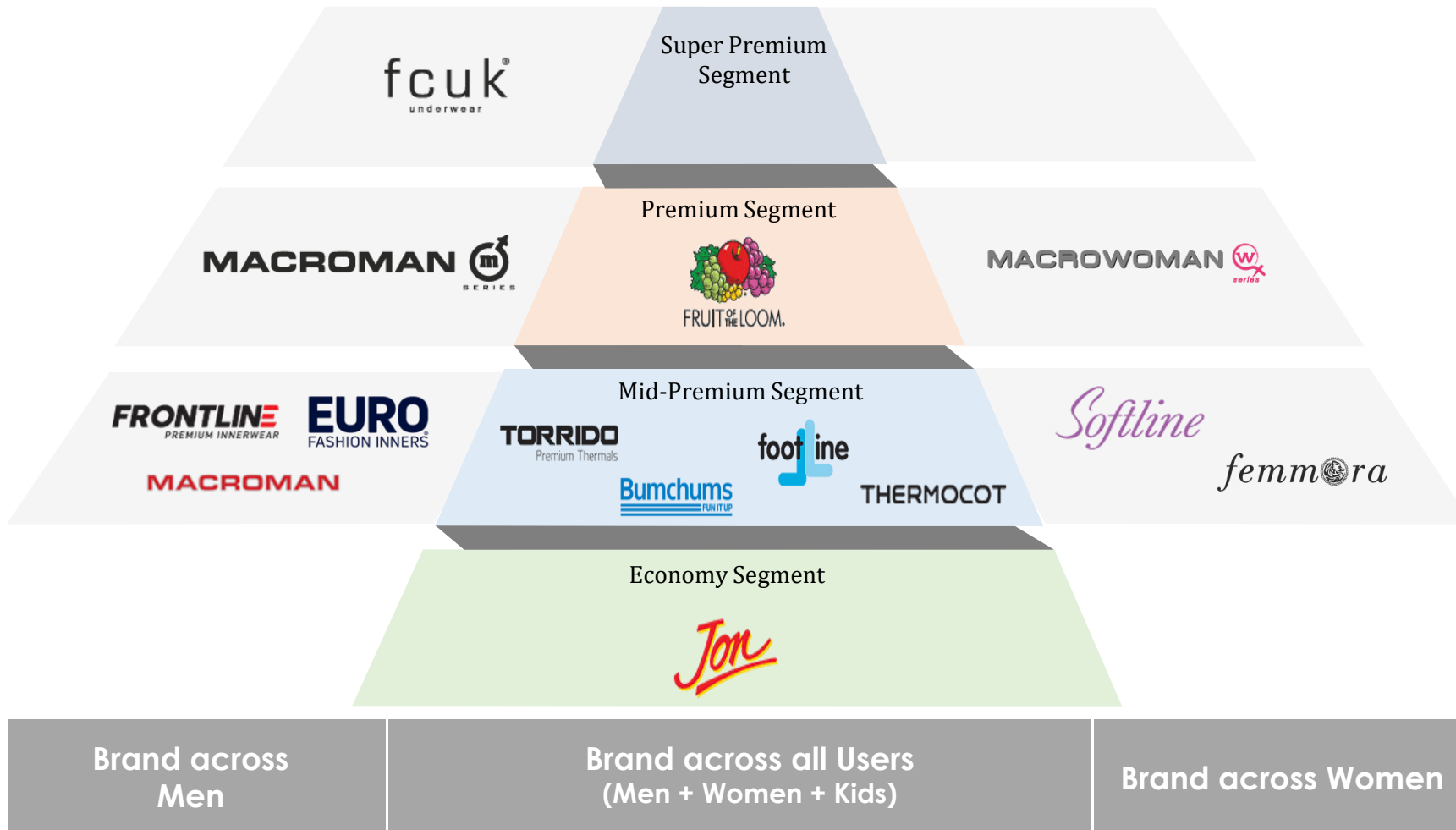
Athleisure & Winter  
Fashion



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

# 1. Brands across a wide price range

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



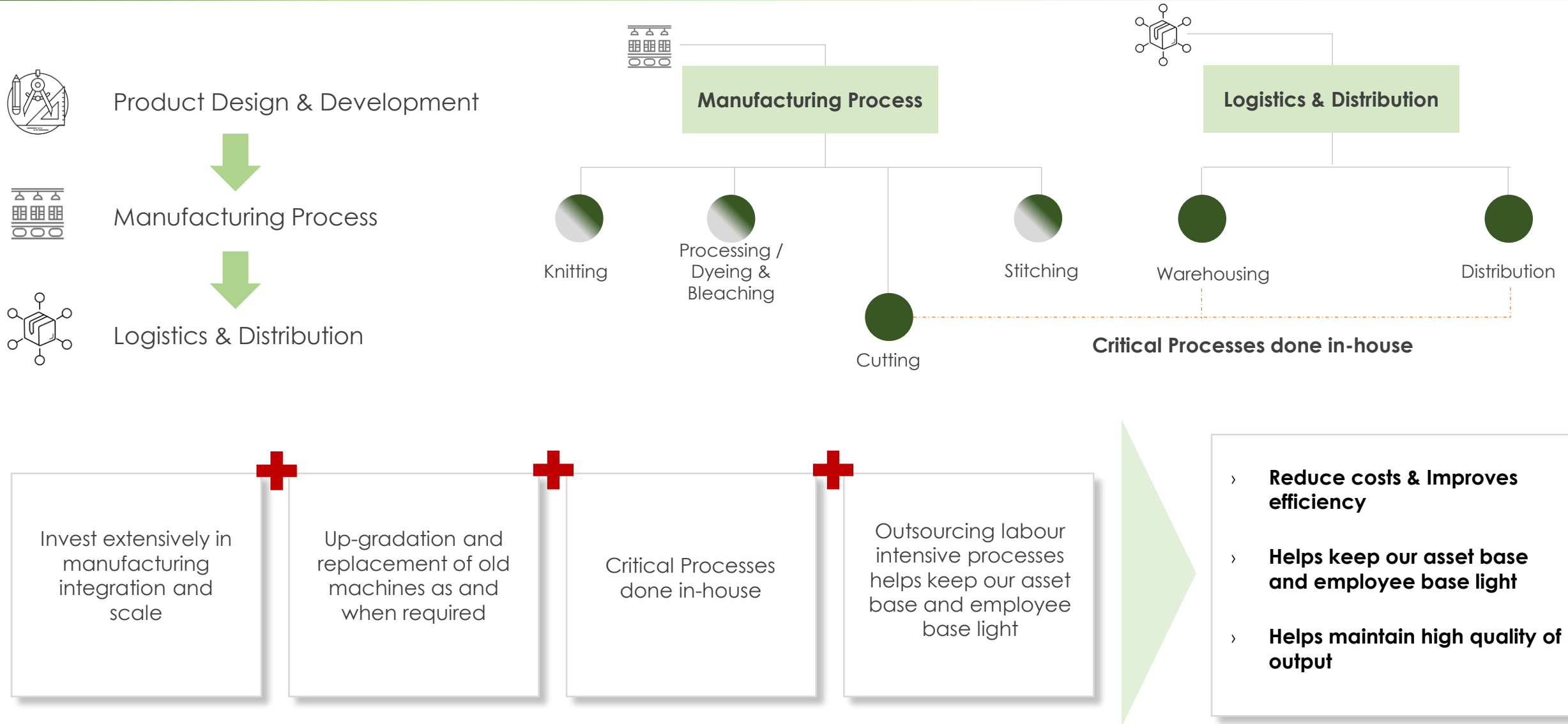
Bouquet of Brands across Price Segments

Gamut of products from innerwear to casual and athleisure wear  
(Inner wear + Thermal wear + Active wear)

Strategically making presence in Mid-premium to Super premium brands

Licensing of International Brands

## 2. An integrated & efficient business model





## 2. State of Art manufacturing facility

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

Domjur (West Bengal)



Tirupur (Tamil Nadu)



Bengaluru (Karnataka)



Ghaziabad (NCR)



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

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

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

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

**25** tons/day

Fabric Dyeing

**7,00,000+**

Finished Goods per day

**3** tons/day

Yarn Dyeing

**7,000+**

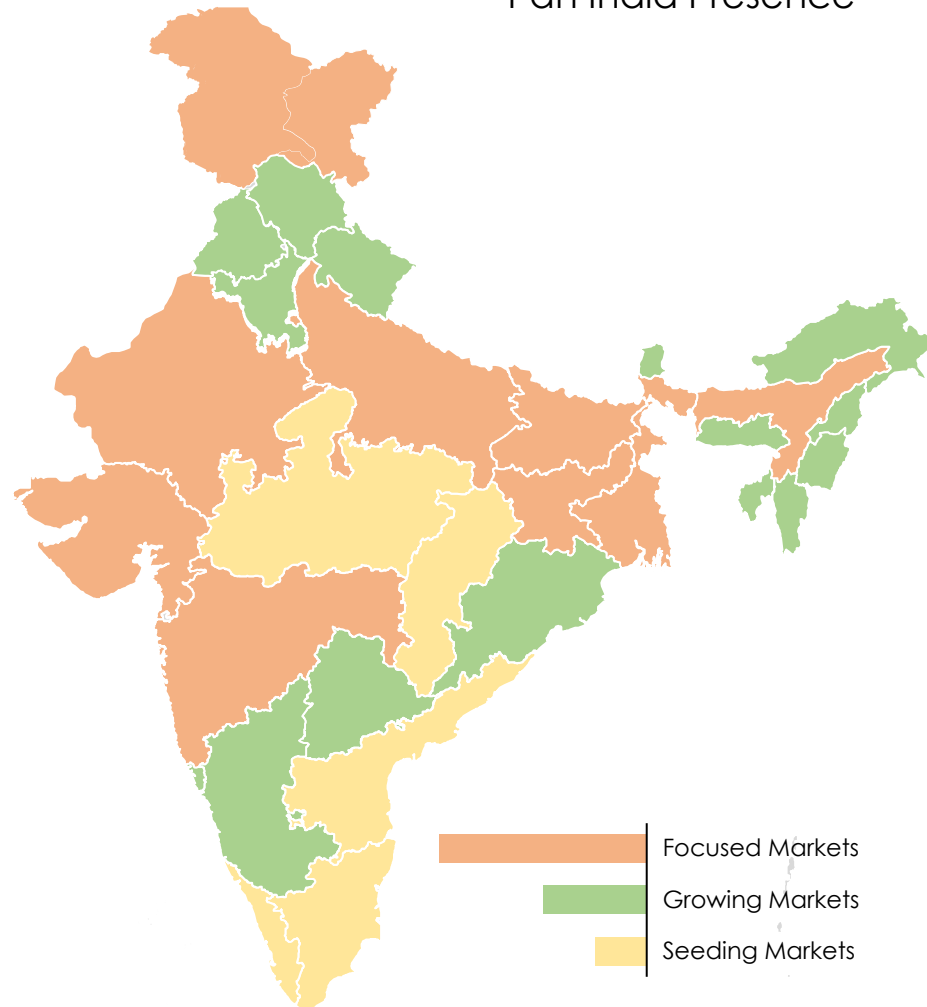
SKUs





## 2. Far-reaching footprints

### Pan India Presence



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

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

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

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

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

**1,200+**

Dealers

**125,000+**

Retail Outlets

## 2. Quality implemented at all levels



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

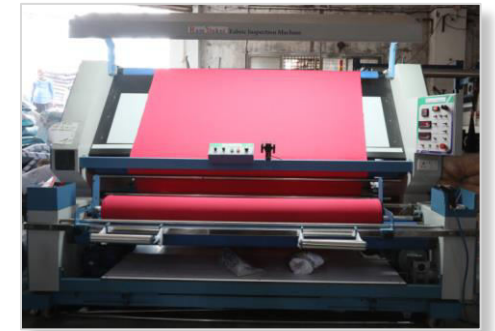
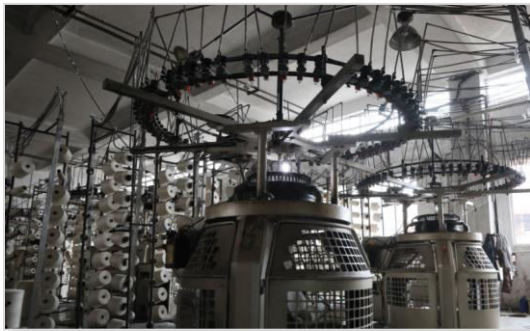
Quality is implemented at all levels, from Project Planning, Design and Documentation, to Execution and Supervision

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

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

Understanding the value of research, the ultra-modern laboratory at Rupa's Dyeing and Processing Plant gives advanced developmental support to the daily operations

The Dyeing unit is supported by an advanced in-house R & D unit, which continually strives to bring cutting-edge technology and know-how to production processes.



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

## 2. Unwavering focus on R&D



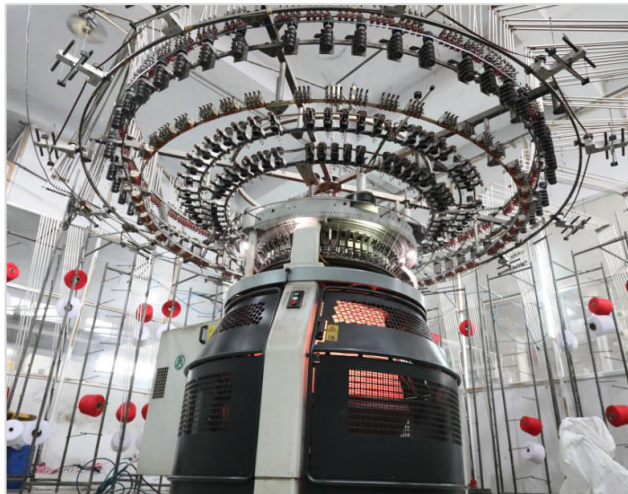
We put in a lot of research and effort to give environmentally friendly clothes

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

Most of our fabrics are biodegradable

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

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



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

Each of Rupa's product proudly flaunts the Colorfast guarantee

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

Up-to-date, high-performance equipment and matching software is used to aid perfect colour formulation and colour correction, as well as testing for colour-fastness, and effects

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

### 3. Accelerating the launch of inspirational brands



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

Well-known & largest International brands in the innerwear category

The fcuk underwear logo is inside an orange circle on the left side of the slide. It consists of the word "fcuk" in a bold, lowercase, sans-serif font, with the word "underwear" in a smaller, lowercase, sans-serif font below it.

fcuk<sup>®</sup>  
underwear

**Making luxury accessible**

**Rupa – A truly Global Indian**

**Premium innerwear based on comfort accessible**



Globally known premium apparel brand

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



### 3. Deepening commitments by consistent investments

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

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

Rs. Crs.

80

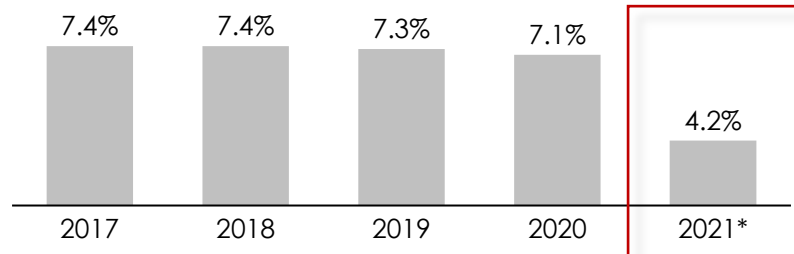
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82

71

54

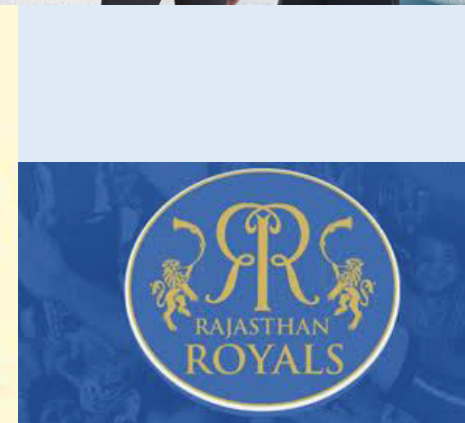
Consistent annual investment of 6-8% of sales in brand development to create a robust portfolio



\* Lower in 2021 due to CoVID, no brand expense done in H1FY21

Brand Development Cost (Rs. In Cr)

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



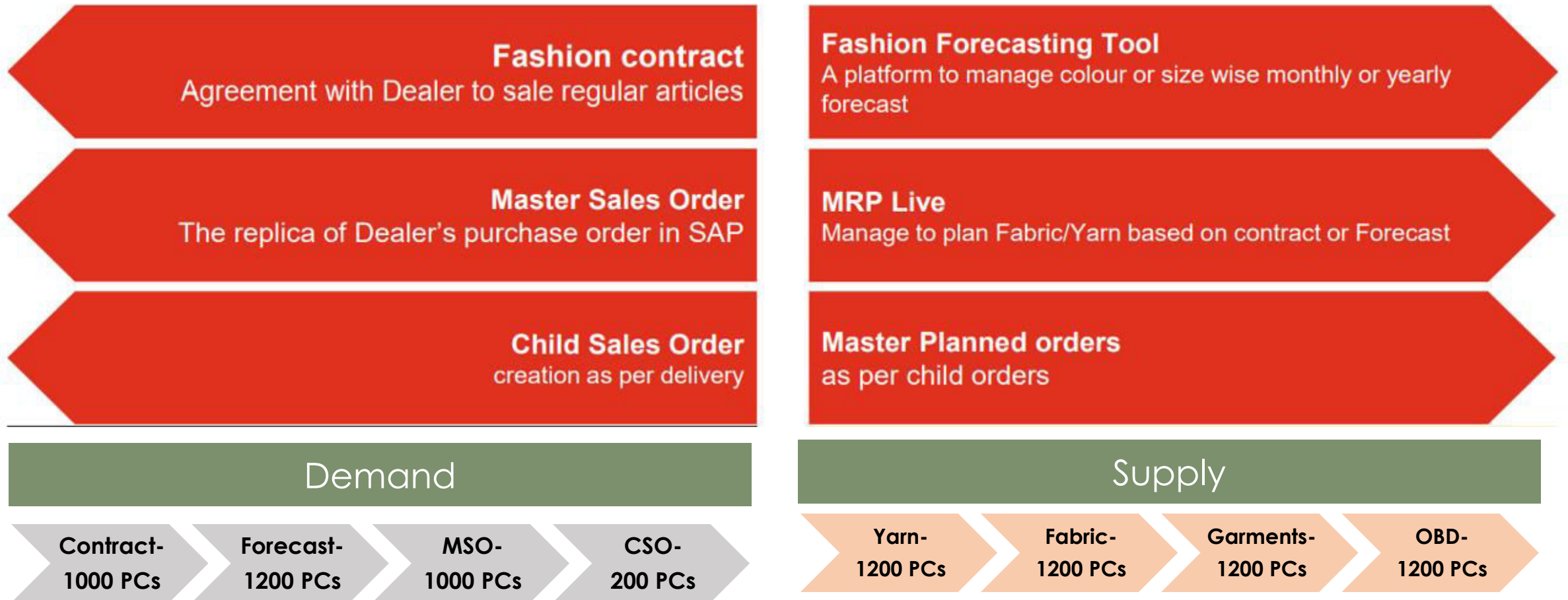
## 4. IT Infrastructure – Sales & Distribution



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



### Fashion Demand Planning – Dealer Contracts, Order & Forecasts





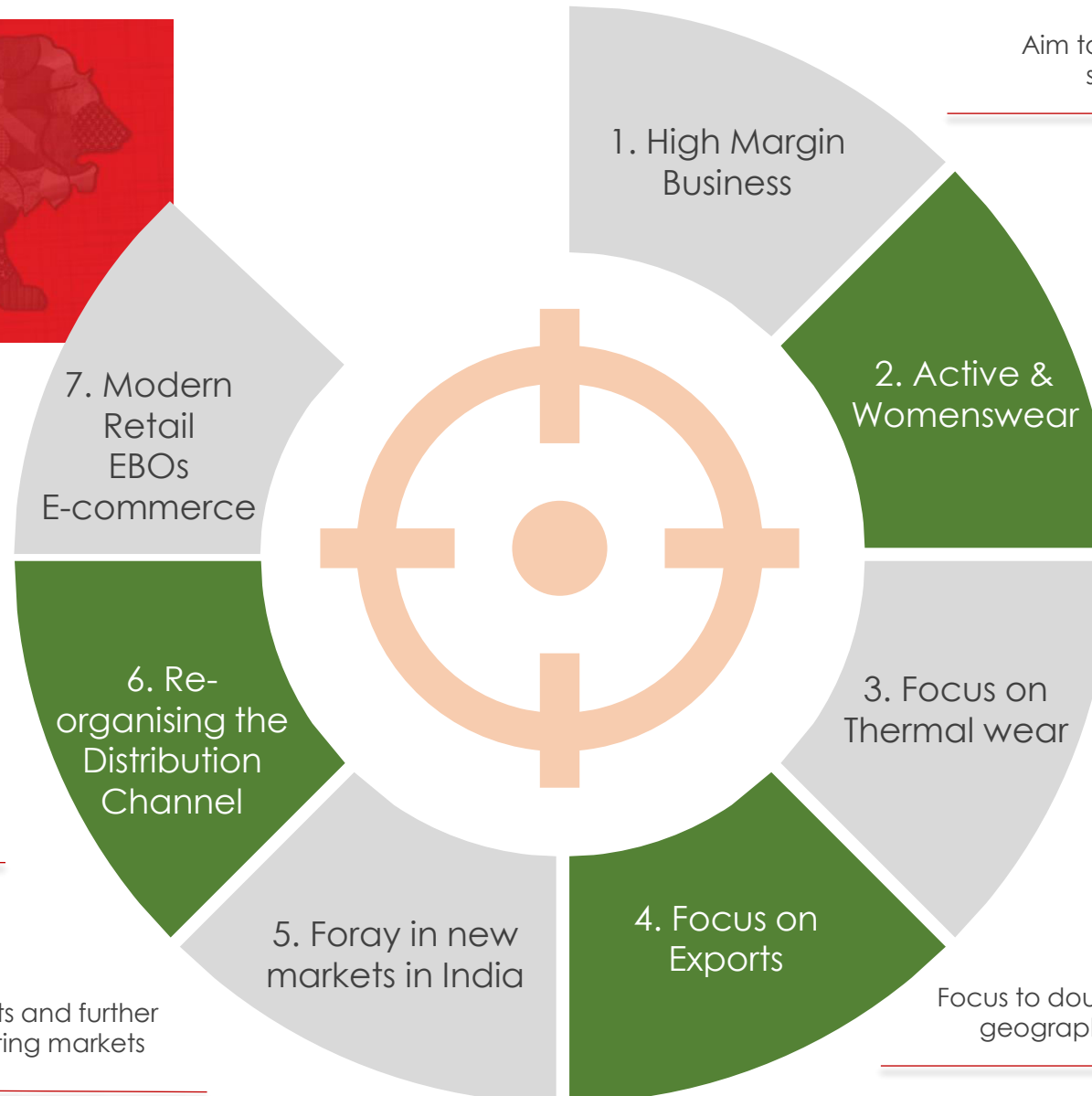
# GROWTH STRATEGIES



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

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

Foray in newer markets and further penetrate in the existing markets



Aim to increase share in premium + super premium category

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

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

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

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



# 1. Scaling high margin revenue stream



One of the Largest Premium Brand of Innerwear, Leisurewear, Sportswear, Activewear & Athleisure, for Men & Women

Macroman M-Series and Macrowoman W-Series have top notch fabrics, are styled by cutting edge designers, available in a variety of colors and patterns, with interesting accents and a range of exciting cuts for fashion and comfort

Direct distribution model with access to retailers through own sales personnel



# 1. Scaling high margin revenue stream

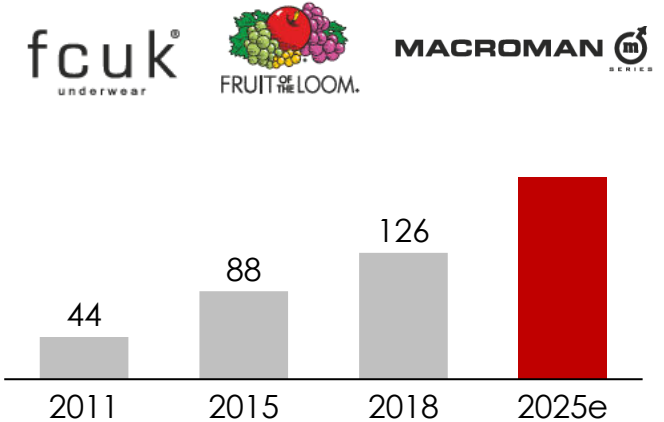


- Vision to occupy the white space in the category and consumer mindspace where the aspirational Indian consumer can show off his style quotient and discerning taste
- Catering to the brand sensitive Indian youth, aspiring towards super-premium product categories
- Making luxury accessible to the Indian consumers
- Given its super-premium positioning, distribution largely through its retail MBO's (very selectively present across premium retail locations) along with an aggressive ecommerce strategy
- Company is targeting 6,000-8,000 doors in the next 3-5 years

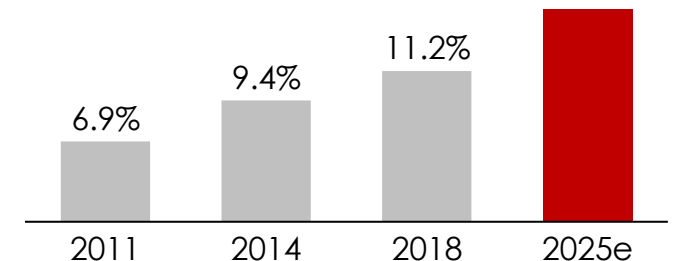


- Fruit of the Loom is positioned within the large, fast growing mass-premium category, providing significant room to create scaled-up brands, comparable to the value segment
- Aim is to make premium innerwear based on comfort accessible to the consumer and become the by word for the category
- Given its premium positioning, follows an aggressive distribution led strategy; extensive presence across 3,280 retail touchpoints (MBO's) along with a strong online focus
- Company targets expansion into 30,000+ doors in the next 3-5 years

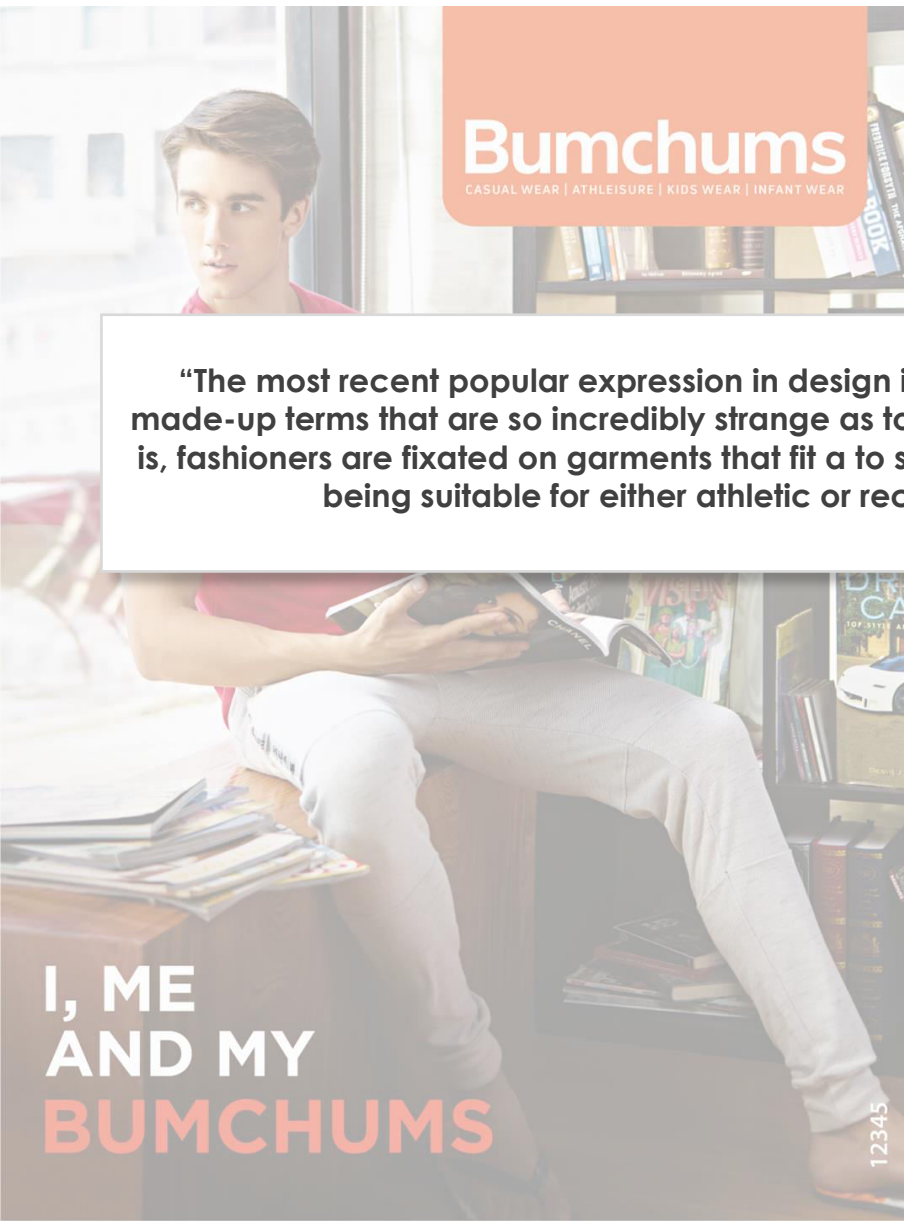
Premium + Super Premium\*  
(Rs. in Cr)



Premium + Super Premium\*  
(% of revenue)



## 2. Reinforcing high growth segments – Athleisure



**Bumchums**  
CASUAL WEAR | ATHLEISURE | KIDS WEAR | INFANT WEAR

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



Range for Men, Women and Kids

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

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

Athleisure - Anything from active leisure wear to workout clothes

Winterwear - From lounge wear and full sleeve t-shirt to classic stylish hoodie



## 2. Reinforcing high growth segments – Womenswear



- Pioneering Premium Leggings, Lingerie and Outerwear brand with a huge range of wardrobe essentials to seek ease with a fashionable edge
- Softline aims to make 'comfortable' the new fashion statement. 'Softline' has always pushed the envelope in terms of innovation, variety and comfort
- Brands mantra 'Effortless You', communicates exactly to reach out to the primary consumer base, i.e. young women, fulfilling their need for comfortable yet stylish Lingerie, Leggings and Casual wear
- Variety of leggings, crafted from unique 4D cotton stretch fabric for added comfort
- Available in 250+ colours for all sizes
- Outerwear consist of Western Kurti pants, Palazzo pants and Knitted pants. Crafted from high quality cotton, blended with elastane that allows free movement for daily wear

*Softline*

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

### 3. Reinforcing high growth segments – Thermal wear



#### THERMOCOT

Your ideal companion during winter months. Now, you can stay warm and stylish in winters

Thermocot fabric is knitted on hi-tech machines with a perfect blend of Cotton and Polyester to give a perfect and warm fit even in the lowest temperatures

#### TORRIDO Premium Thermals

Exquisite range of thermal wear

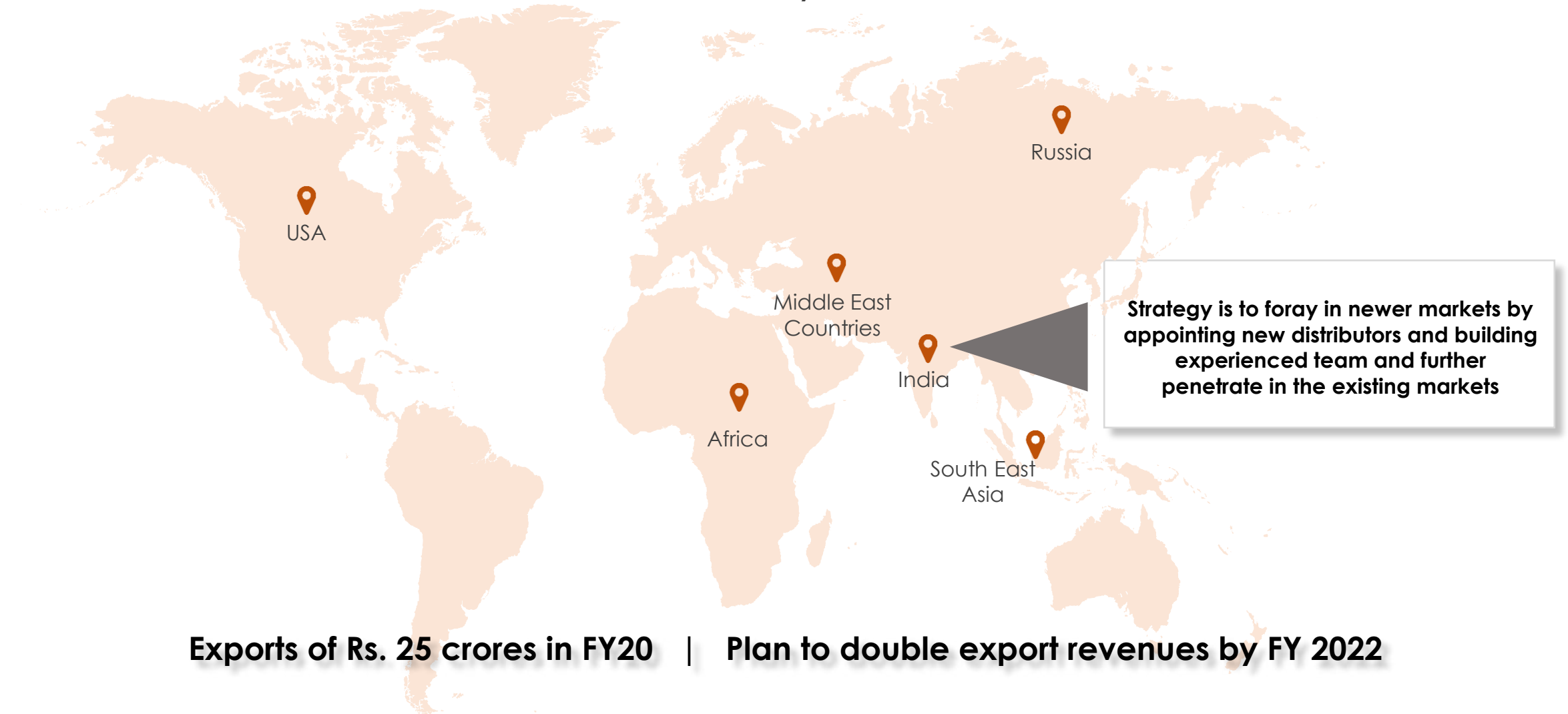
Available in a variety of exciting colours, trendy styles and all sizes, it is ideal for every member of the family

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

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

## 4/5. Focus on Exports and new markets

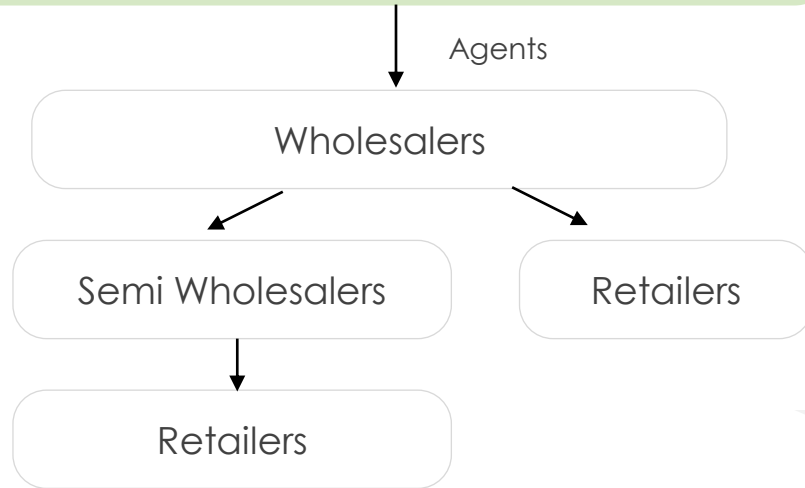
UAE | Saudi Arabia | Kuwait | Iraq | Myanmar | Ukraine | Algeria | Indonesia | Nigeria | Congo | USA | Singapore | Russia  
and many more



**Exports of Rs. 25 crores in FY20 | Plan to double export revenues by FY 2022**

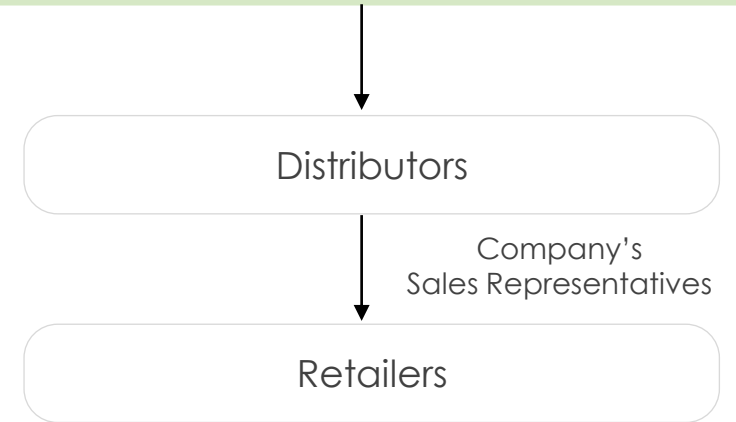
## 6. Excellence is all about Simplifying and Optimising

### Wholesale Distribution Channel



Strategically move towards  
Direct Distribution channel  
for its product categories

### Direct Distribution Channel



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

**Better inventory  
management** with mapping  
of primary and secondary  
sales

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

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

# 7. Prudent investing to drive business forward

## MODERN RETAIL TRADE

**Currently have 150+ stores**

### Strategy:

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

### Future Plan:

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



## EXCLUSIVE BRAND OUTLETS

**Currently have 11 stores**

### Strategy:

- › Create small to mid sized Franchise Store Model with best-in-class SOPs
- › Build and nurture, competent Franchisee Management Organisation Capabilities
- › Establish Franchise model within Top 50 Cities
- › Invest in Key enablers like Store design, Branding, IT, CRM, SCM, CS, Marketing & Training / Development

### Future Plan:

- › Adding 7-10 stores in next 1 quarter
- › To roll out 150 more EBOs in the next 2 years



## ONLINE PORTALS

**Present on all e-commerce sites**

### Strategy:

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

### Future Plan:

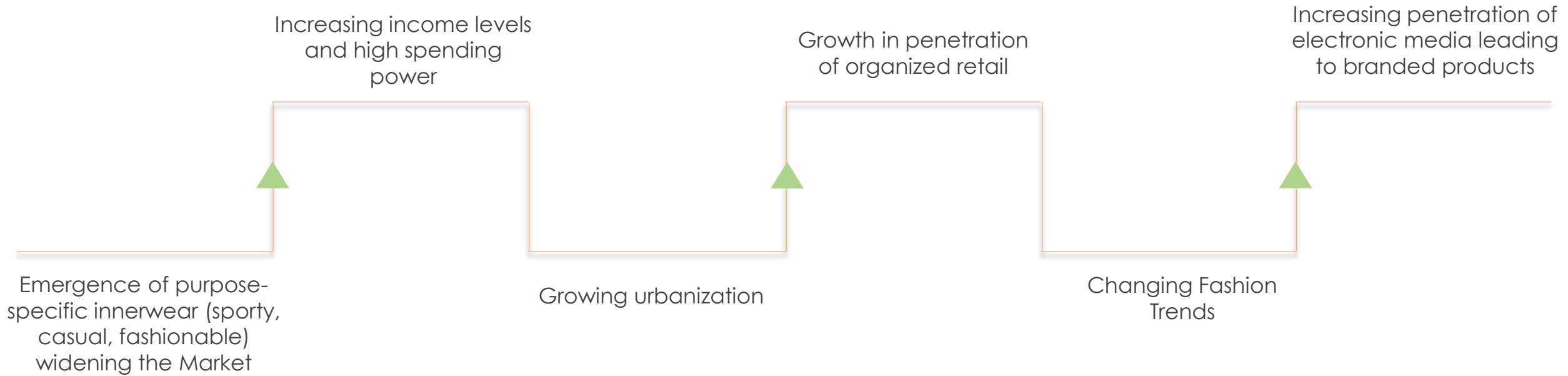
- › Enhance brand visibility through increasing online presence



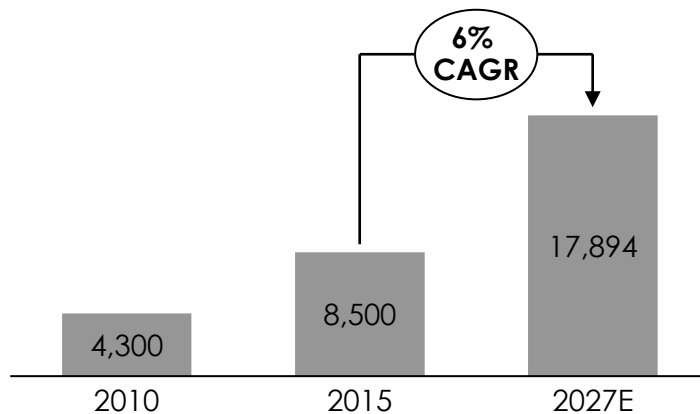
Different modern retail formats and e-commerce platform offer significant opportunities to propel growth



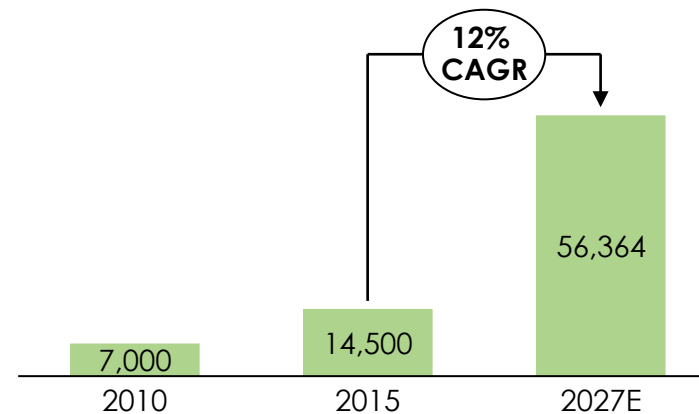
# Substantial opportunity to drive growth



## Men Category (Innerwear Industry)



## Women Category (Innerwear Industry)



Rs. In Crs



## Providing Safe Drinking Water

More than 400 water filters and coolers installed at public places

## Donating Blankets to the needy



## Supporting the Meritorious Students

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





Promoting overall  
development of the Girl Child

Promoting  
Girl Child Education





## SHALINI WALK 2020

8th March 2020

Assembly point: Duckback House, 41 Shakespeare Sarani, Kolkata 77

### Event Coverage

Commemorating the International Women's Day on March 8, more than 220 Shalinis, took out a rally from our Duckback House office to AC Market. The energy and zeal of the young brigade was exemplary as they, strode forth brandishing feisty banners and placards that deftly conveyed the most poignant of messages and brought home the critical issues of gender equality, women empowerment and equal opportunities. Decked up in pink, a quintessential colour that celebrates womanhood, the girls took to the roads in a carpe diem fashion.

Our long time partner Rupa and Co. Ltd. provided the pink tees and white caps making the event a delight for everyone. Support from Kolkata Police who ensured a safe and secured road for the girls, was extremely heartening.

This year marked the beginning of a long journey and we have miles to go....








## Contribution towards Annamitra

Providing Food to the needy children

## Donation to the Tribal Society

Upliftment of all from the Tribal society





Providing Food Ration



Providing CoVID Beds



Supporting the Mid-Day Meal Project by ISKCON

Providing Food during CoVID







Providing education and vocational training to the underprivileged students

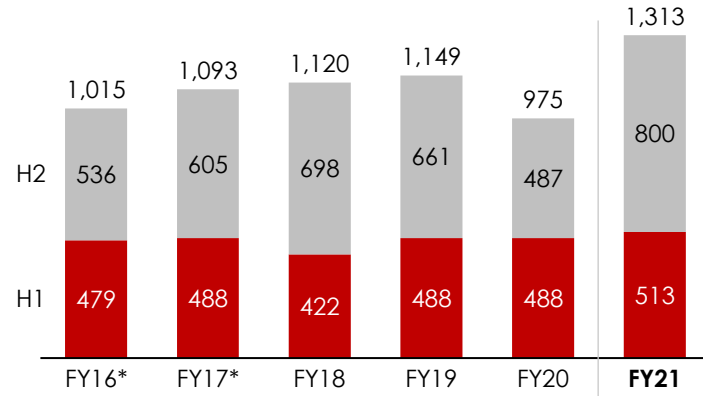


HISTORICAL FINANCIALS

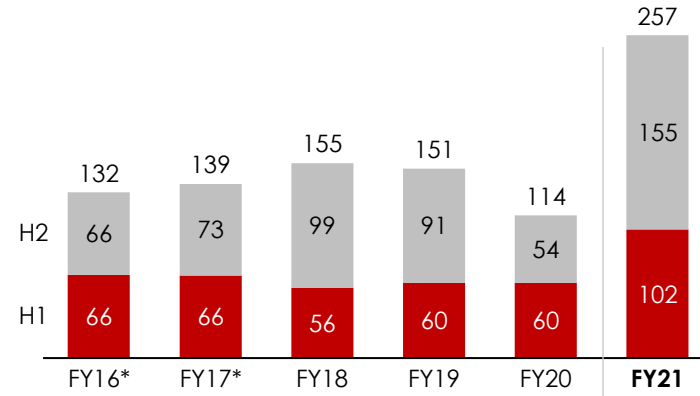
# Historical Financials - Consolidated



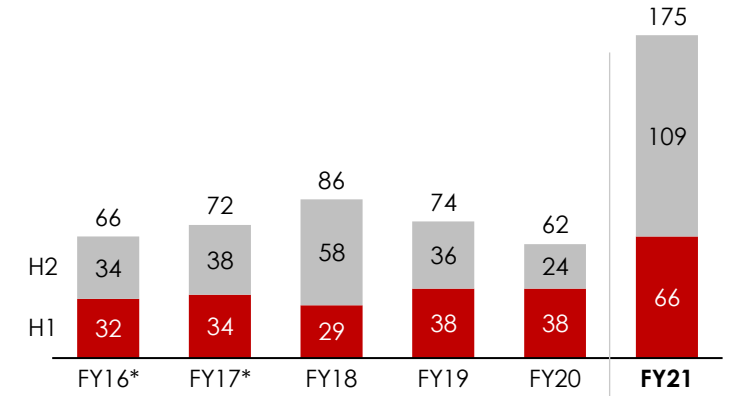
Revenue (Rs. In Cr)



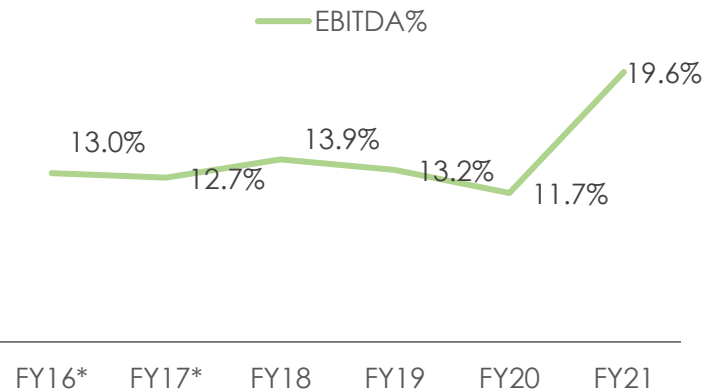
EBITDA (Rs. In Cr)



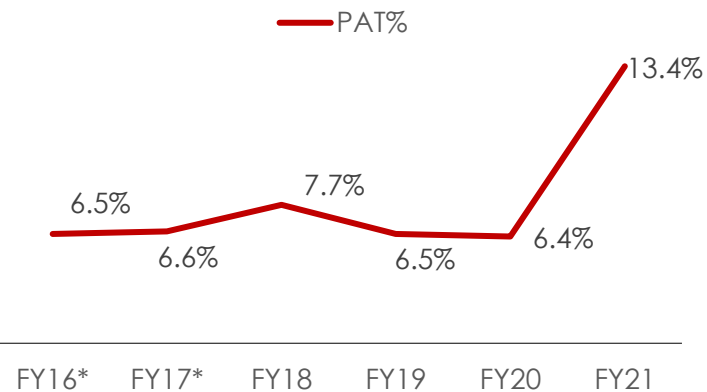
PAT (Rs. In Cr)



EBITDA Margin



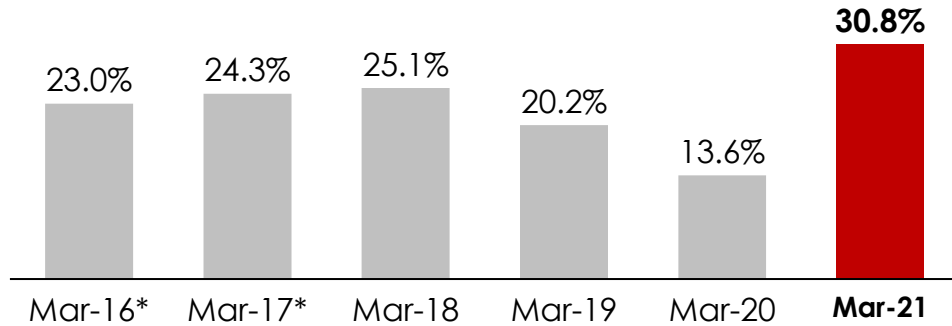
PAT Margin



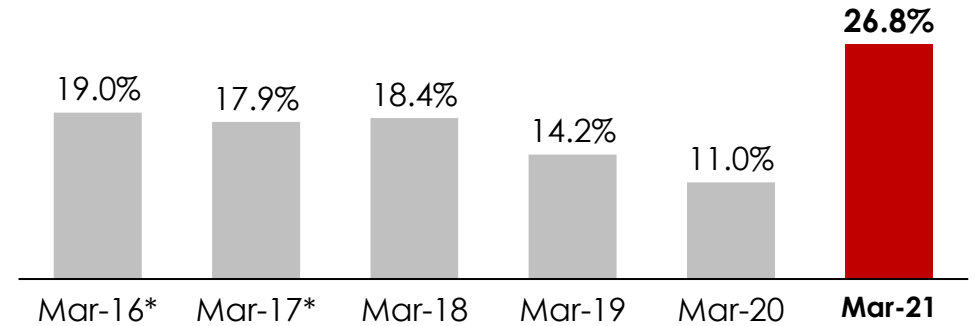
# Historical Financials - Consolidated



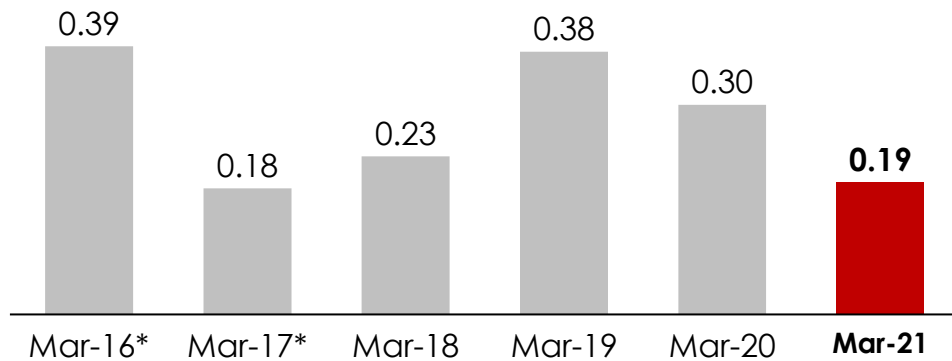
## RoCE %



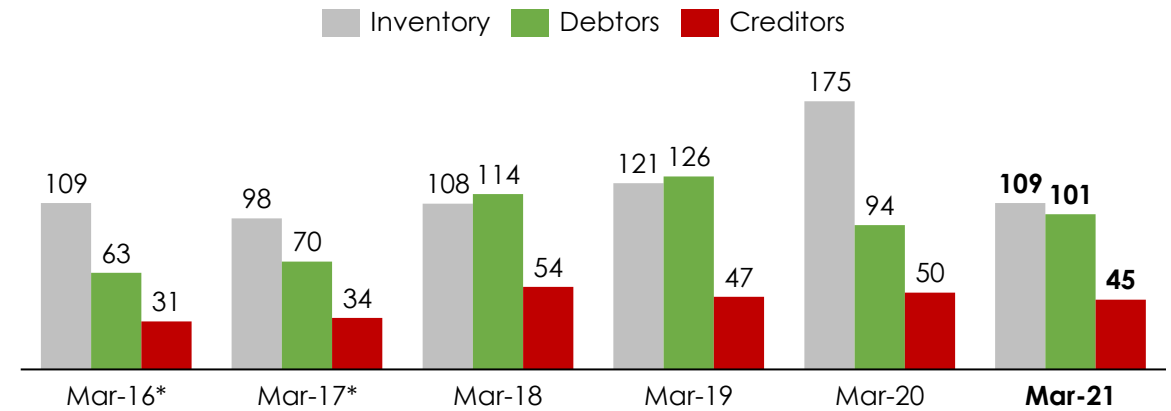
## RoE %



## Debt to Equity



## Working Capital (Days)

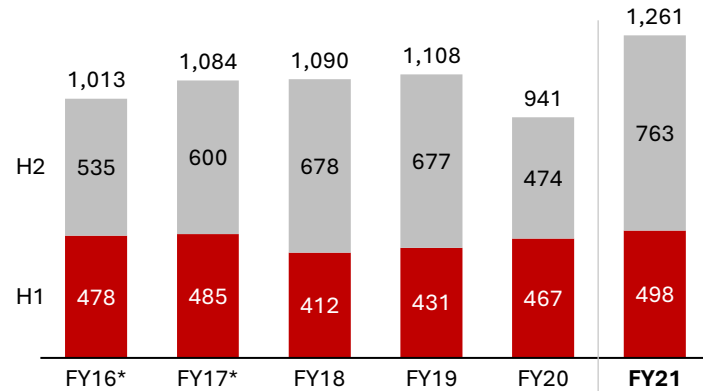




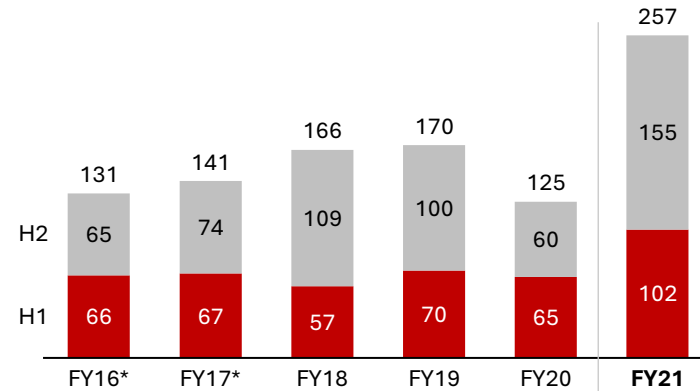
# Historical Financials - Standalone



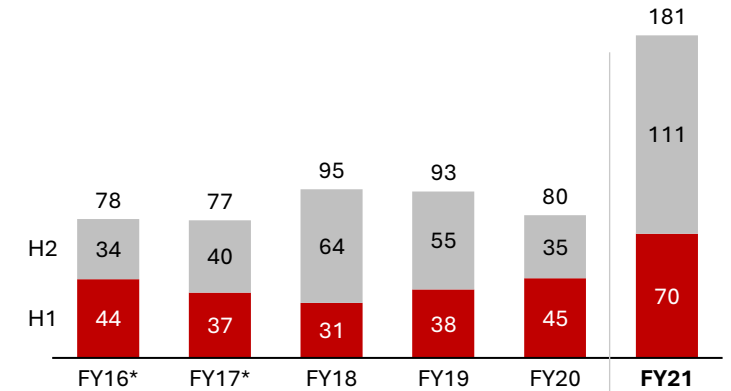
Revenue (Rs. In Cr)



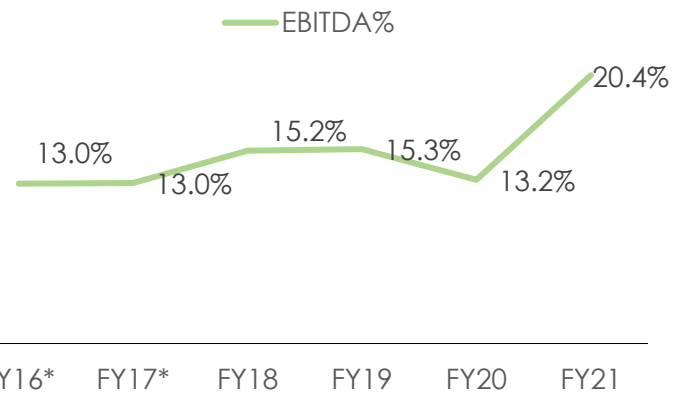
EBITDA (Rs. In Cr)



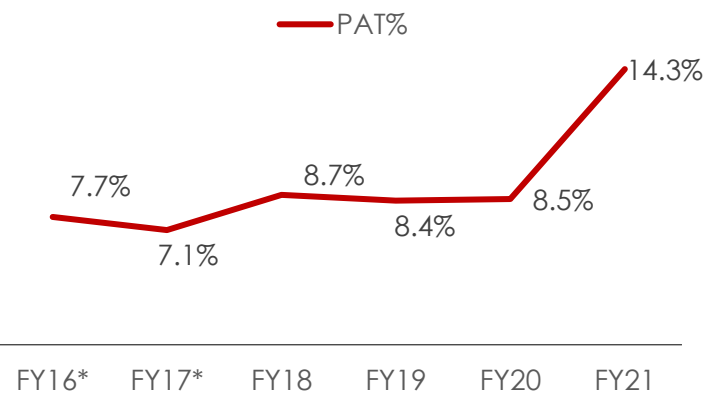
PAT (Rs. In Cr)



EBITDA Margin



PAT Margin



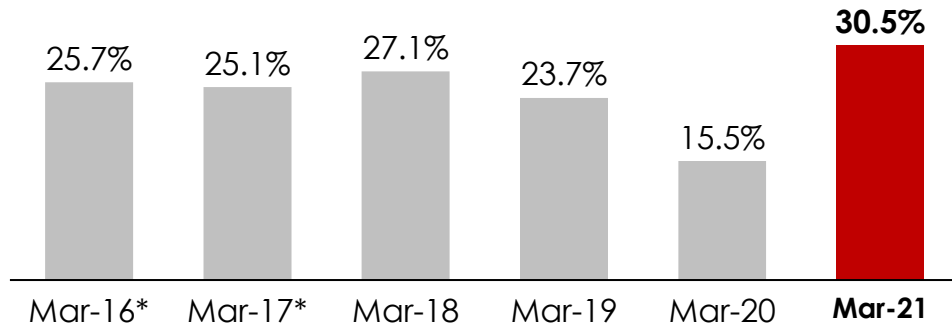
\* Financials for FY16 and FY17 are Pre-IND AS



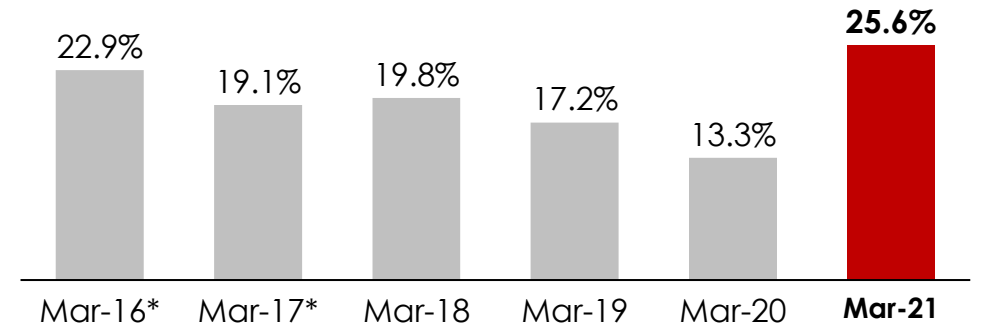
# Historical Financials - Standalone



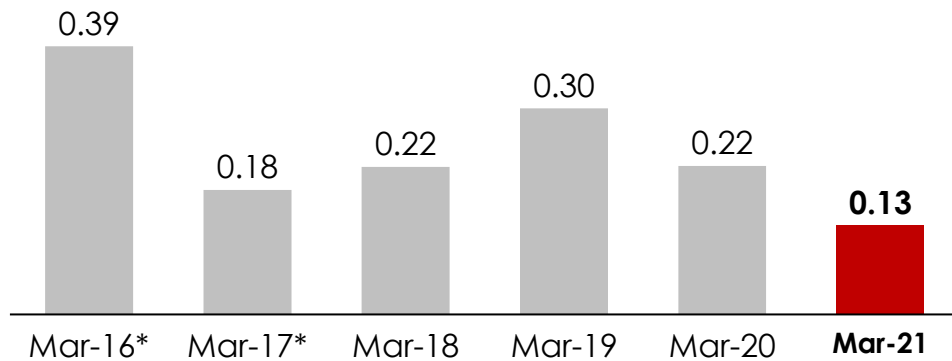
### RoCE %



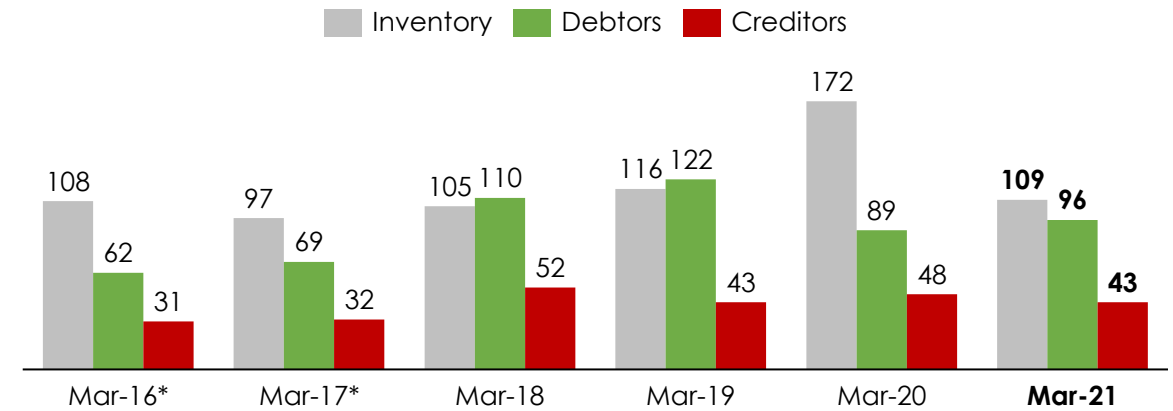
### RoE %



### Debt to Equity



### Working Capital (Days)



\* Financials for FY16 and FY17 are Pre-IND AS

# Sharing profits consistently



Payout as  
a % of  
Profits

24.5%

30.1%

32.1%

33.2%

30.3%

27.7%

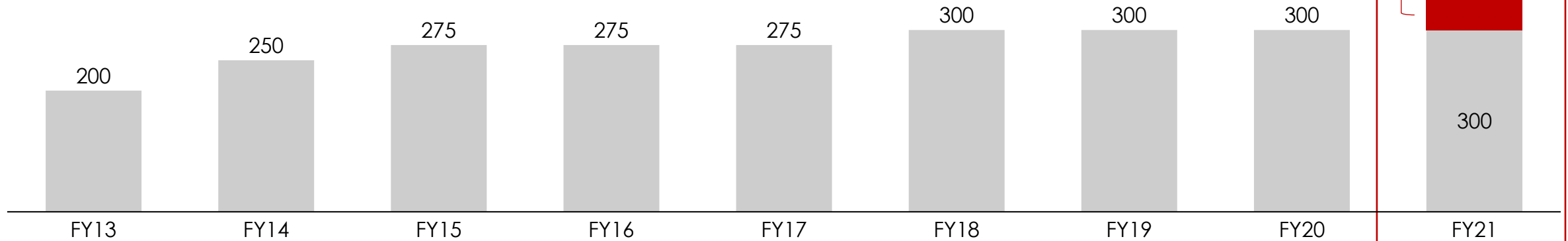
32.2%

38.6%

22.7%

Dividend % of FV

**Mark of gratitude to  
our shareholders  
during the pandemic:  
Special Dividend of  
Rs. 2/- per equity share**



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



# THANK YOU

Company:



CIN: L17299WB1985PLC038517

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**FRONTLINE**  
PREMIUM INNERWEAR

**MACROMAN** 

**Bumchums**  
FUN IT UP

**TORRIDO**  
Premium Thermals

**EURO**  
FASHION INNERS

**foot line**

*femmora*

*Softline*

**THERMOCOT**

**MACROWOMAN** 

  
FRUIT OF THE LOOM

**fcuk**  
underwear