



RUPA & COMPANY LIMITED



Date: November 09, 2024

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

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

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

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

Dear Sir/ Madam,

We are enclosing herewith Investor Presentation on the financial performance of Rupa & Company Limited ('the Company') for the quarter and half year ended September 30, 2024.

The presentation will also be made available on the Company's website [www.rupa.co.in](http://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



**YEH STYLE KA  
MAMLA HAI!**

**Investor Presentation | Q2 & H1 FY25**



**FRONTLINE**



**MACROWOMAN**



**Bumchums**

**TORRIDO**

*Softline*

**EURO**



**THERMOCOT**



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**Q2 & H1 FY25  
Result Highlights**

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

*“We are pleased to present comprehensive overview of the performance of the Company this quarter and half year ended September 2024. For the half year, we have reported a stable performance - our volume grew by 5%, and the value grew by 2%. The industry continues to witness aggressive price strategies and resistance for price increase post stabilization of yarn prices. Additionally, demand usually associated with the festive season has partially shifted to Q3 this financial year. We expect improved performance in the coming quarters, with a potential boost from thermal wear sales, athleisure and modern trade business.*

*Revenues for the quarter stood at Rs. 297 crores, a decline of 1.6% YoY, impacted mainly due to aggressive price strategies vis-à-vis growth in volume by 2%. In terms of sales volumes for the first half of the year, athleisure segment showed a promising growth of 35%. Revenues from Modern Trade also demonstrated a robust growth of 35% in H1 FY25, contributing 7% to the overall revenues. This underscores our strong presence in major online platforms. Additionally, we have also observed a significant growth of 25% in X-factors areas in H1 FY25. This showcases our successful utilization of diverse revenues streams. Exports remained subdued, with export revenue at Rs. 14 crores, contributing 3% to total revenues.*

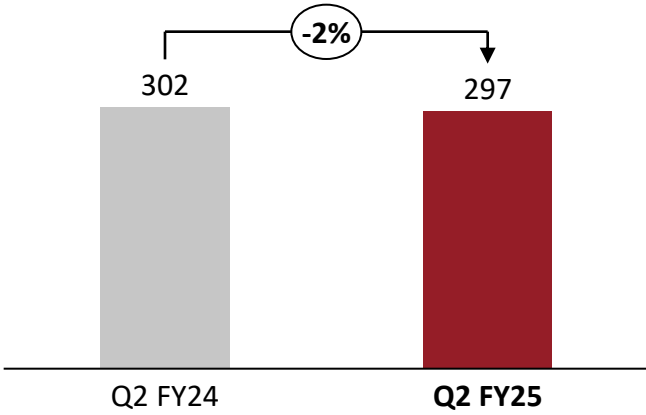
*Amidst these challenging conditions, our efforts were focused on efficient working capital management and reducing debt. As on Sept'24 our net debt stands at Rs. 20 crores. Our branding and advertisement expenses as on H1 FY25 stood at Rs. 33 crores which stood at 6.5% of our overall revenues. Our Exclusive Brand Outlet (EBO) count reached 31 stores as of H1 FY25, and we continue to expand our retail footprint to reach a broader customer base.*

*Looking ahead, we aspire to reach new business milestones and bring innovative products to our diverse range of customer segments. Our commitment to a customer-first approach will be key to reinforcing our leadership in the industry and advancing a sustainable business model.”*

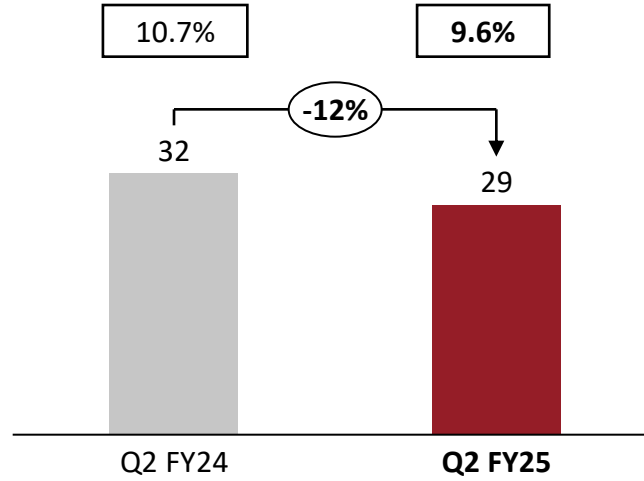
# Q2 & H1 FY25 Financial Highlights



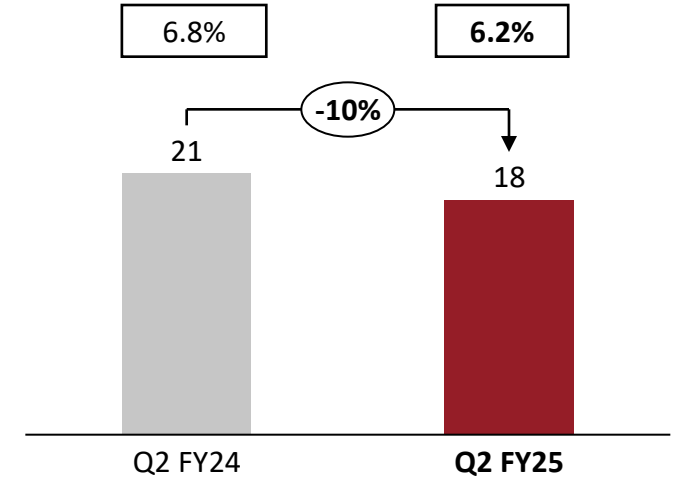
Revenue (in Rs. Cr)



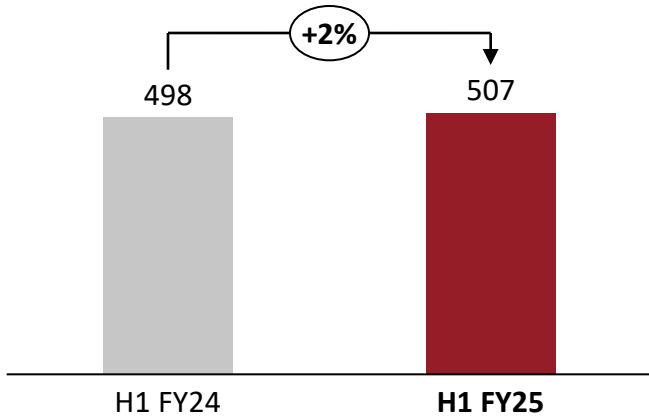
EBITDA (in Rs. Cr)



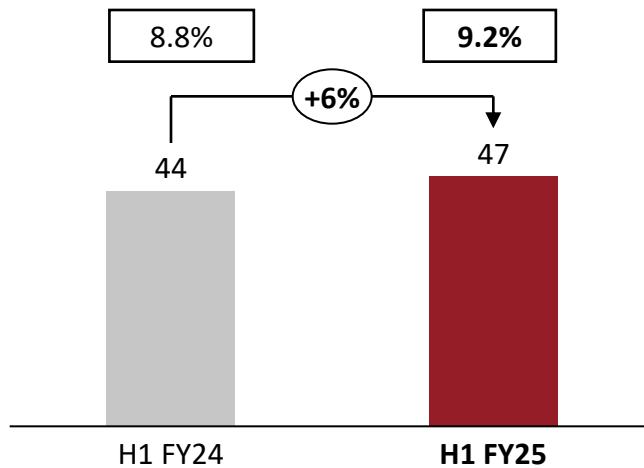
PAT (in Rs. Cr)



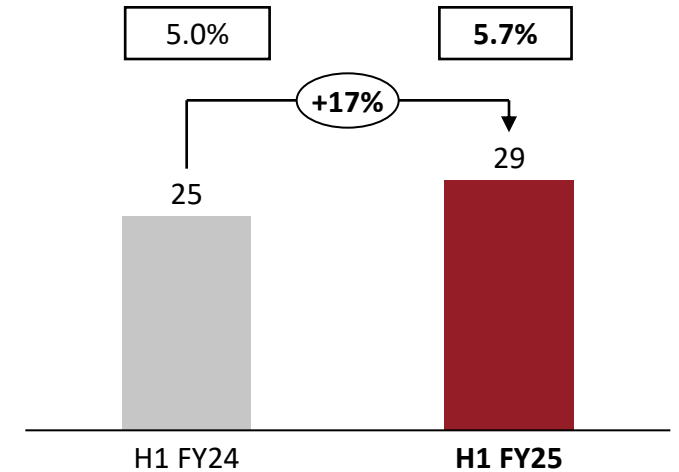
Revenue (in Rs. Cr)



EBITDA (in Rs. Cr)



PAT (in Rs. Cr)



# Q2 & H1 FY25 Performance Highlights



Revenues in H1 FY25 stood at Rs. 507 crores

Revenues in Q2 FY25 stood at Rs. 297 crores

In H1 FY25, EBITDA grew by 6% and PAT by 17% YoY.

Volume growth Q2 FY25 – 2%, H1 FY25 – 5%



Modern Trade contributed **7%** to the revenues in H1 FY25

Exports contributed **3%** of the revenues in H1 FY25

Net Working Capital Sept'24: Rs. 790 crores

Net Debt as on H1 FY25: Rs. 20 crores



# Key Financial Metrics

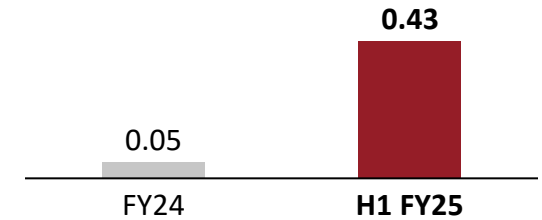


Particulars (in Rs Cr)	Sept-24	Mar-24
Net Worth	987	958
Long Term Borrowings	4	6
Short Term Borrowings	207	221
<b>Total Cash &amp; Cash Equivalents*</b>	<b>191</b>	<b>221</b>
<b>Net Debt</b>	<b>20</b>	<b>6</b>
Net Debt/Equity (x)	0.02	0.01
Net Debt/ Operating EBITDA	0.43	0.05

*Net Debt/Equity (x)*

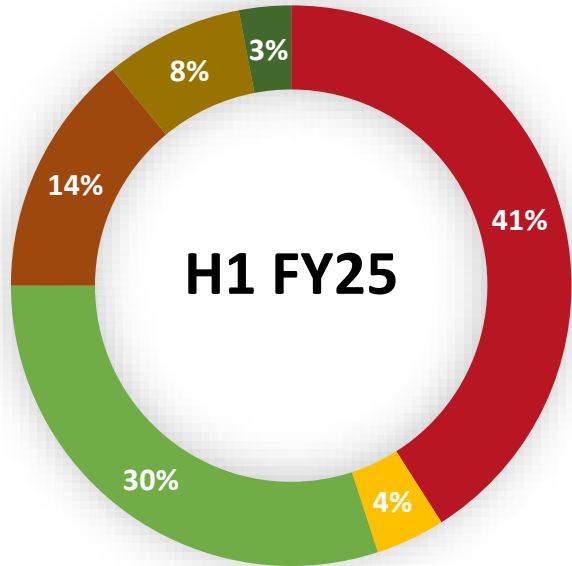


*Net Debt/Operating EBITDA*

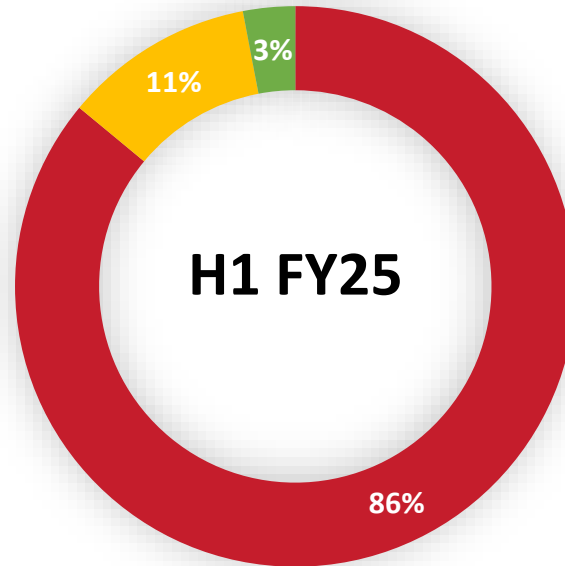


Note: \*Total Cash & Cash Equivalents includes Fixed Deposits & Investments

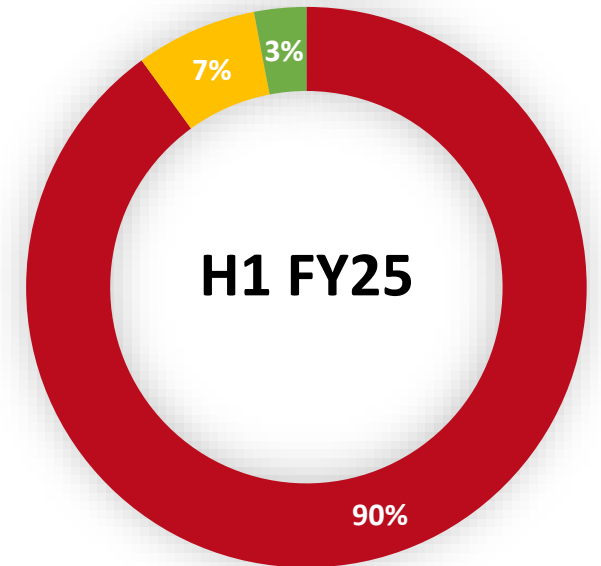
### Region-wise



### Gender-wise



### Segment-wise



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

■ Men ■ Women ■ Kids

■ Domestic ■ Modern Trade ■ Exports

# Consolidated Profit & Loss Statement



Particulars (Rs. Cr)	Q2 FY25	Q2 FY24	Y-o-Y%	Q1 FY25	Q-o-Q%	H1 FY25	H1 FY24	Y-o-Y%
<b>Revenue from Operations</b>	<b>297.1</b>	<b>302.1</b>	<b>-2%</b>	<b>210.3</b>	<b>41%</b>	<b>507.4</b>	<b>497.5</b>	<b>2%</b>
Total Raw Material	120.9	144.6		66.4		187.3	222.2	
Sub-Contract Expenses	90.6	67.0		67.5		158.0	116.1	
Gross Profit	85.6	90.5		76.4		162.1	159.2	
Gross Profit Margin %	28.8%	30.0%		36.3%		31.9%	32.0%	
Employee Expenses	15.9	14.1		14.4		30.2	27.5	
Other Expenses	41.2	44.0		44.0		85.3	88.0	
<b>EBITDA</b>	<b>28.5</b>	<b>32.4</b>	<b>-12%</b>	<b>18.0</b>	<b>58%</b>	<b>46.6</b>	<b>43.8</b>	<b>6%</b>
<b>EBITDA Margin (%)</b>	<b>9.6%</b>	<b>10.7%</b>		<b>8.6%</b>		<b>9.2%</b>	<b>8.8%</b>	
Other Income	4.3	4.4		4.7		9.1	7.6	
Depreciation	3.7	3.8		3.6		7.3	7.3	
EBIT	29.1	33.0		19.1		48.4	44.2	
Finance Cost	5.0	5.2		4.8		9.9	10.4	
PBT before Exceptional Item	24.1	27.8		14.3		38.5	33.8	
Exceptional Items	0.0	0.0		0.0		0.0	0.0	
Profit before Tax	24.1	27.8		14.3		38.5	33.8	
Tax	5.7	7.3		3.8		9.5	9.0	
<b>Profit after Tax</b>	<b>18.4</b>	<b>20.5</b>	<b>-10%</b>	<b>10.5</b>	<b>75%</b>	<b>29.0</b>	<b>24.8</b>	<b>17%</b>
<b>PAT Margin (%)</b>	<b>6.2%</b>	<b>6.8%</b>		<b>5.0%</b>		<b>5.7%</b>	<b>5.0%</b>	
EPS	2.3	2.6		1.3		3.6	3.1	

# Consolidated Balance Sheet Statement



Particulars (Rs. Cr)	Sept-24	Mar-24
<b>ASSETS</b>		
<b>Non-Current Assets</b>		
Property, plant and equipment	220.3	224.5
Right to Use Assets	19.2	18.3
Capital work-in-progress	0.0	0.4
Intangible assets	1.1	1.2
Intangible assets under development	0.0	0.0
Financial assets		
i) Investments	26.0	0.0
ii) Other financial assets	12.2	5.4
Deferred Tax Assets (Net)	0.0	0.0
Non-Current Tax Assets (Net)	0.0	0.0
Other non-current assets	6.5	5.3
<b>Total Non-Current Assets</b>	<b>285.3</b>	<b>255.1</b>
<b>Current Assets</b>		
Inventories	568.4	423.0
Financial assets		
i) Trade receivables	366.8	488.2
ii) Cash and cash equivalents	8.6	15.1
iii) Other Bank Balances (other than above)	156.5	205.9
iv) Loans	2.0	2.0
v) Other financial assets	4.4	4.3
Current Tax Asset (Net)	2.9	4.4
Other Current Assets	62.6	48.2
<b>Total Current Assets</b>	<b>1,172.3</b>	<b>1,191.1</b>
<b>Total Assets</b>	<b>1,457.6</b>	<b>1,446.2</b>

Particulars (Rs. Cr)	Sept-24	Mar-24
<b>EQUITY AND LIABILITIES</b>		
<b>EQUITY</b>		
Equity Share capital	8.0	8.0
Other Equity	979.2	950.1
<b>Total Equity</b>	<b>987.1</b>	<b>958.0</b>
<b>LIABILITIES</b>		
<b>Non-Current Liabilities</b>		
Financial liabilities		
i) Borrowings	3.9	5.6
ii) Lease Liabilities	11.5	11.0
iii) Other financial liabilities	0.1	0.1
Provisions	2.5	2.3
Deferred Tax Liabilities (Net)	13.1	12.6
Other non-current liabilities	1.5	1.6
<b>Total Non-Current Liabilities</b>	<b>32.6</b>	<b>33.2</b>
<b>Current Liabilities</b>		
Financial liabilities		
i) Borrowings	204.3	217.1
ii) Lease Liabilities	1.7	1.0
iii) Trade payables		
- Total outstanding dues of creditors to microenterprises and small enterprises	2.1	3.2
- Total outstanding dues of creditors other than microenterprises and small enterprises	143.3	146.0
iv) Other financial liabilities	77.1	75.3
Provisions	1.9	1.6
Other Current Liabilities	1.6	6.3
Current Tax Liabilities (Net)	6.0	4.5
<b>Total Current Liabilities</b>	<b>437.9</b>	<b>455.0</b>
<b>Total Liabilities</b>	<b>470.5</b>	<b>488.2</b>
<b>Total Equity and Liabilities</b>	<b>1,457.6</b>	<b>1,446.2</b>



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## Company Overview

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# #1 undisputed knitwear Indian brand...



**7,00,000+**

Finished goods  
pieces per day

**1,50,000+**

Retail Outlets

**9,000+**

SKUs

Dealers

**1,500+**

Registration of  
trademark's both  
Nationally &  
Internationally

**100+**

Brands

**10+**

# ...with long legacy of delivering excellence



**1968**

RUPA brand incorporated



**1985**

Rupa & Co. Pvt. Ltd. Established



**1995 - 1996**

Took over business of Binod Hosiery  
IPO and listing on Calcutta Stock Exchange and Jaipur Stock Exchange



**1997-2000**

Entered casual wear and thermal wear products  
Started export of products  
Set up Dyeing unit at Domjur, West Bengal



**2003-2008**

Acquired the brand "Euro"



**2009-2012**

Listing of shares at NSE and BSE

Launched premium brand Macroman M Series



**2013-2015**

Launch of brand, Macrowoman W Series, Torrido Thermal Wear

Awarded by Limca book of Records Brand excellence in innerwear award by The Economic Times –the "Best Corporate Brand"



**2016-2018**

Acquired : exclusive license from "FCUK" & Fruit of the Loom Inc

Awarded the "Promising Brands-2018" by The Economic Times



**2021-2022**

Achieved highest ever Revenue & PAT since inception

Awarded Best Annual Report



**2023-2024**

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

# Star Studded Line-up of Brand Ambassadors

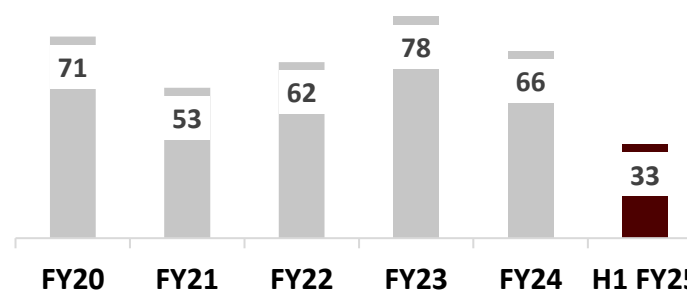


“

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

”

Brand Development Cost (Rs. Cr)



Advertisement & Branding Expense constitutes ~6.5% of Revenues in H1 FY25.



# Awards & Accolades



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



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



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



Brand edge Award for Best Practices - Annual Report 2022 Design



The Iconic Platinum Award for best Branded Content Campaign



# 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



**Mrs. Alka Devi Bangur**  
Independent Director  
(retiring on 13<sup>th</sup> Nov 2024)

# ..supported by experienced management team



## Mr. Niraj Kabra, Executive Director

A commerce graduate from Calcutta University. More than 20 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. Sumit Khowala, Chief Financial Officer

Member of the Institute of Chartered Accountants of India and Institute of Company Secretaries of India. Associated with the company for over a decade. Expertise in Finance, Taxation & Banking

## Mr. Sourav Das, Chief Digital & IT Officer

Joined recently as Group's Chief of Digital & IT. Accomplished CIO, having 24+ years of experience across diverse sectors like Manufacturing, FMCG, Auto, etc. Played pivotal role in digital transformation landscape at Aditya Birla's Group Mining Business – EMIL.

## Mr. Aриhant Kumar Baid, VP - Finance

15 years of experience in Cross Functional areas in Finance. Member of the Institute of Chartered Accountants of India

## Mr. Sunil Biyani, Head - Exports

Astute professional with nearly 20 years of rich experience in the field of Sales & Marketing, Product Development, Profit Centre Operations, & Business Development.

## Mr. B. K. Singh, GM – Dyeing

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

## Mr. Pronob Mukerji, GM – Marketing, Media

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

## Mr. J. Rajendra Kumar Singh, GM– Production

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

## Mr. Randhir Singh Jolly, GM– Modern Trade

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



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## Business Model

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# Consumers are increasingly in pursuit of experiences



## Affordability

- ✓ Broad & unparalleled product portfolio
- ✓ Brands across a wide price range
- ✓ Preferred choice of consumers



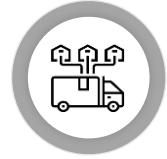
## Scalability

- ✓ An integrated & efficient manufacturing process
- ✓ State of Art Manufacturing facilities
- ✓ Unwavering focus on R&D
- ✓ Quality implemented at each stage



## Branding

- ✓ Accelerating the launch of aspirational brands
- ✓ Premiumisation to drive margins
- ✓ Consistent investments to expand



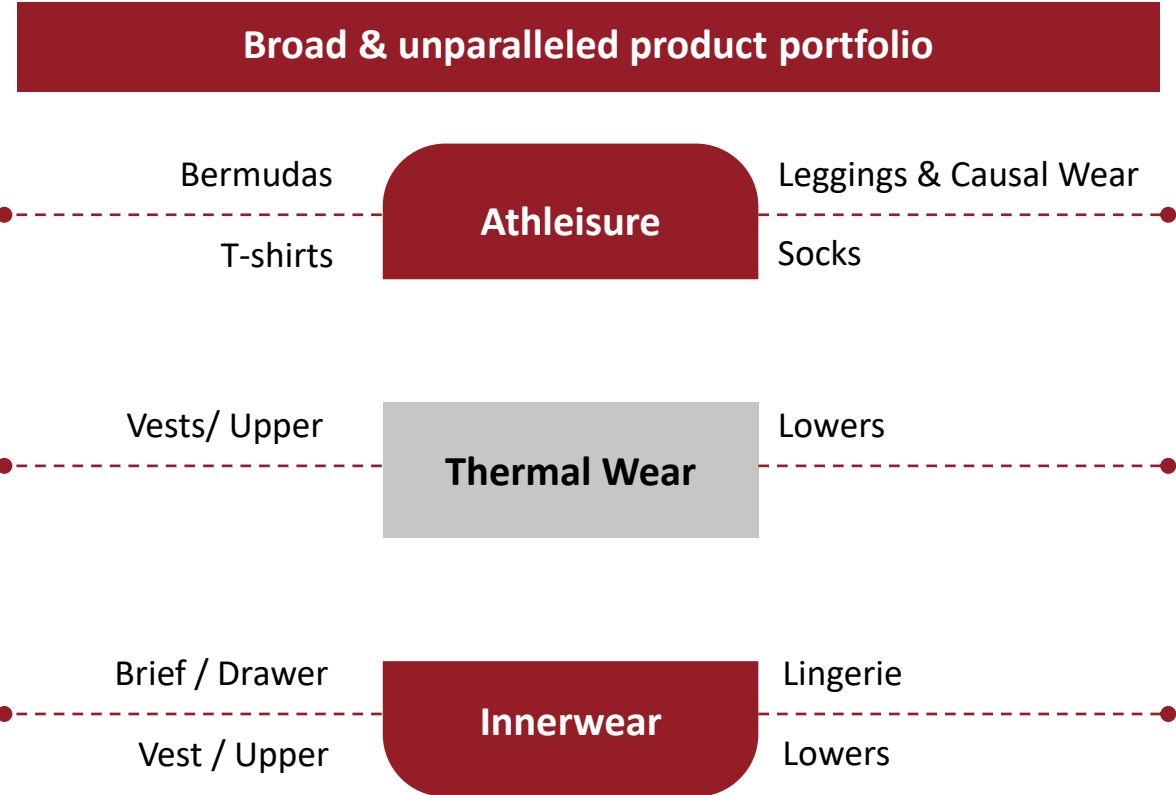
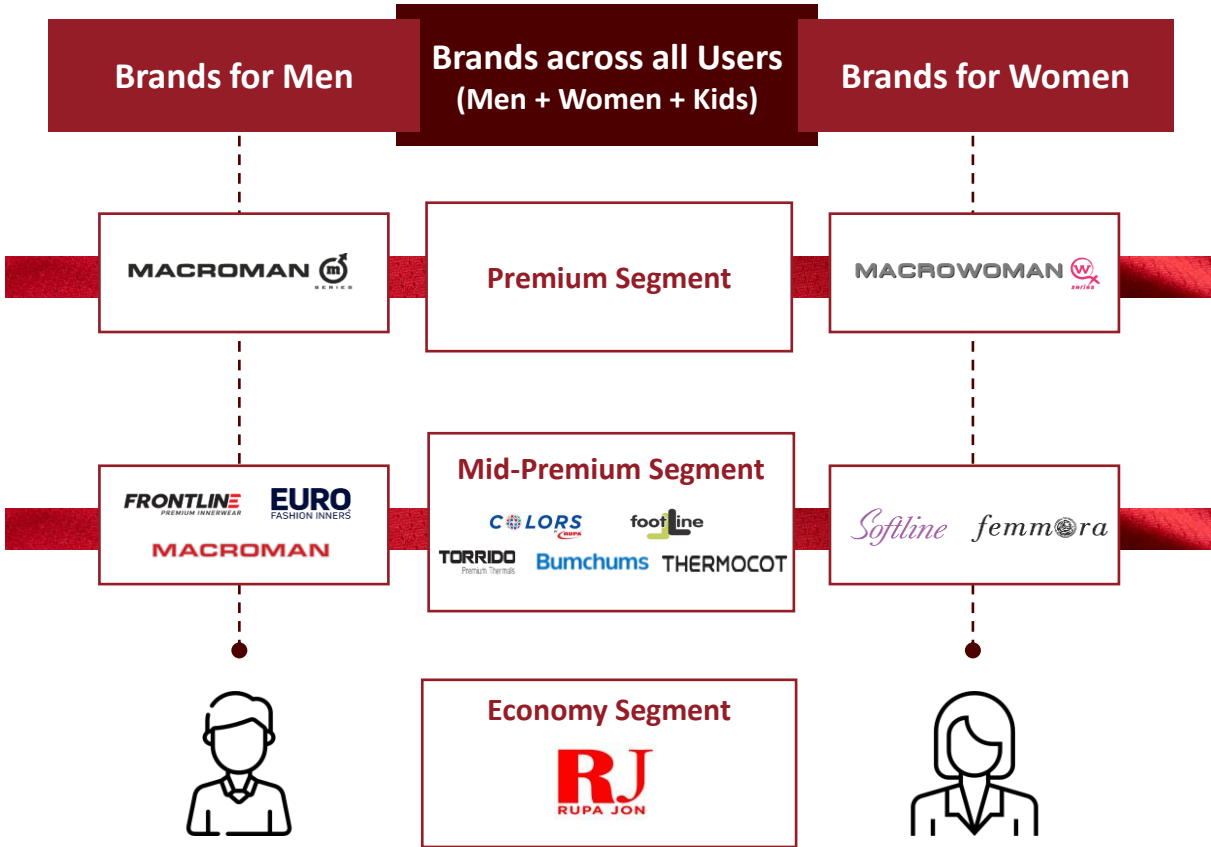
## Distribution

- ✓ Expanding retail footprint
- ✓ Adopting digital transformation

# 1. Affordability - brands across wide price range segments



## Bouquet of Brands across Price Segments



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

# 2. Scalability - an integrated & efficient manufacturing process...



Product Design & Development



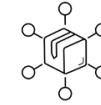
Manufacturing Process



Logistics & Distribution



Manufacturing Process



Logistics & Distribution



Knitting



Processing / Dyeing & Bleaching



Stitching



Cutting

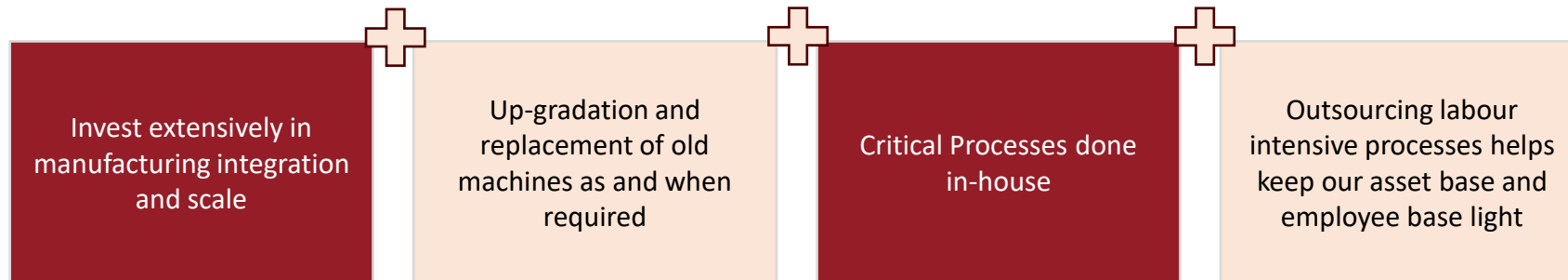


Warehousing



Distribution

Critical Processes done in-house



- » 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



# ...along with state of the art manufacturing facilities



*Continous 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

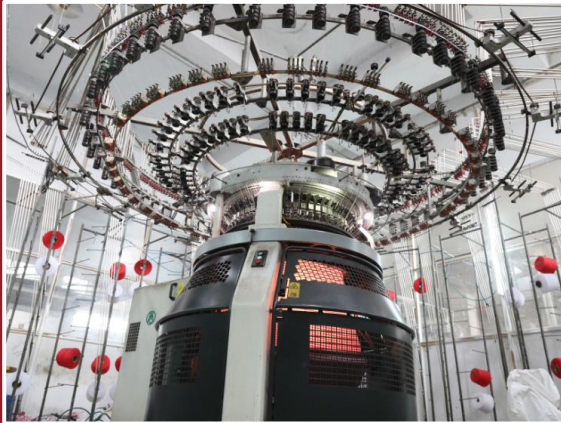
» **Cutting:** CNC and CAD technology is adopted to have accuracy in design and consistency in quality and quantity with minimum use of labour

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

# ... with unwavering focus on R&D and quality standards

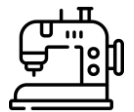


- Harnessing the power of technology enables conforming to international standards
- Innerwear, thermals and hosiery products are made from superior and natural fibers that are grown in sustainable farming methods and are biodegradable.
- We make soft, breathable, lush and comfy knitted wear that replenish the environment in every way.
- 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 which proudly flaunts the Colorfast guarantee



- 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.

# ... resulting in high volume capacities



OPERATIONS	IN HOUSE CAPACITY
Fabric Dyeing & Bleaching	25 Tons/Day
Yarn Dyeing & Bleaching	3 Tons/Day
Knitting	25 Tons/Day
Cutting	10 Lacs Pieces/Day
Stitching	1 Lac Pieces/Day
Warehouse Space	8.5 Lacs Sq Ft Approx



## Strategic Advantages

- Streamlined Operations
- Technologically advanced machineries to support our manufacturing infrastructure
- Robust control practices in place to ensure consistent quality of our products
- Improved inventory management, productivity, and overall efficiency
- Consistent utilization of material, promoting a seamless production flow
- Supporting our goal of delivering high-quality products at affordable prices.



### 3. Branding - reinforcing high growth segments...



- 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

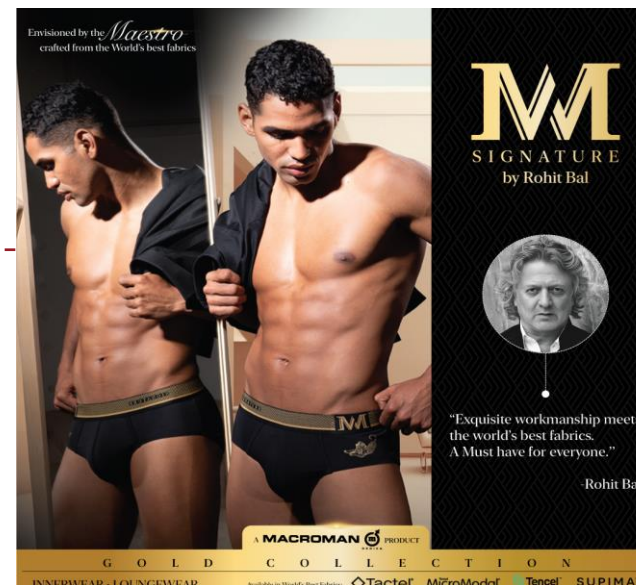


- Exquisite range of thermal wear, knitted on hi-tech machines to give a perfect and warm fit .
- Available in exciting colours, trendy styles, it is ideal for every member of the family
- Ideal companion during winter months. Now, you can stay warm and stylish in winters.
- a perfect blend of Cotton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

# ...and scaling high margin revenue streams



- 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**



# Recent Launches by Colors



Follow Us: @LiveColors

**COLORS** BY RUPA

Which color are you?

live colors QR CODE SCAN & EXPLORE

PLAYSURE collection for HIM

MEN'S SLEEVELESS JACQUARD

TEE #1104

**COLORS** BY RUPA

Which color are you?

PLAYSURE collection for HIM

**PUFF JACKET** #131

AVAILABLE COLOURS: AQUAPER BLAKE, AQUAPER BLUE, AQUAPER BÉLLE

live colors QR CODE SCAN & EXPLORE

Toll-Free No: 1800 1235 001 | Shop @ rupaonlinestore.com | livecolors.in | amazon.in

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**COLORS** BY RUPA

Which color are you?

live colors QR CODE SCAN & EXPLORE

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**SPORTY** FRONT OPEN MINI TRUNK #134

95% COTTON & 5% SPANDEX | SOFT TOUCH | WIDER GUSSET  
PERMEABLE MESH FABRIC AT SIDE & GUSSET | QUICK DRY  
BREATHABLE FABRIC | SUPER STRETCHABLE

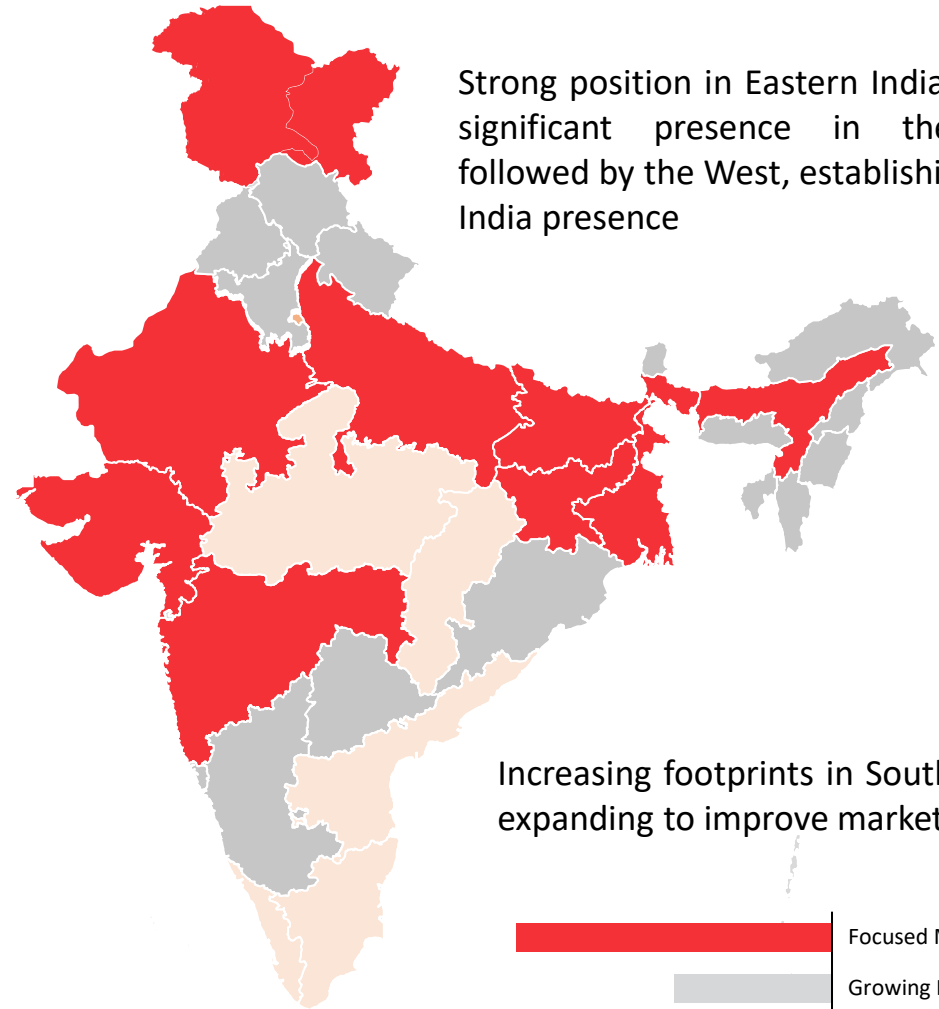
# 4. Distribution - expanding retail footprint



1,50,000+  
Retail Outlets

1,500+  
Dealers

**Strategy:** Foray in newer markets by appointing new distributors and building experienced team while offering products as per consumer preferences



Strong position in Eastern India. Gaining significant presence in the North followed by the West, establishing a Pan-India presence

Increasing footprints in South India, expanding to improve market share

- Focused Markets
- Growing Markets
- Seeding Markets



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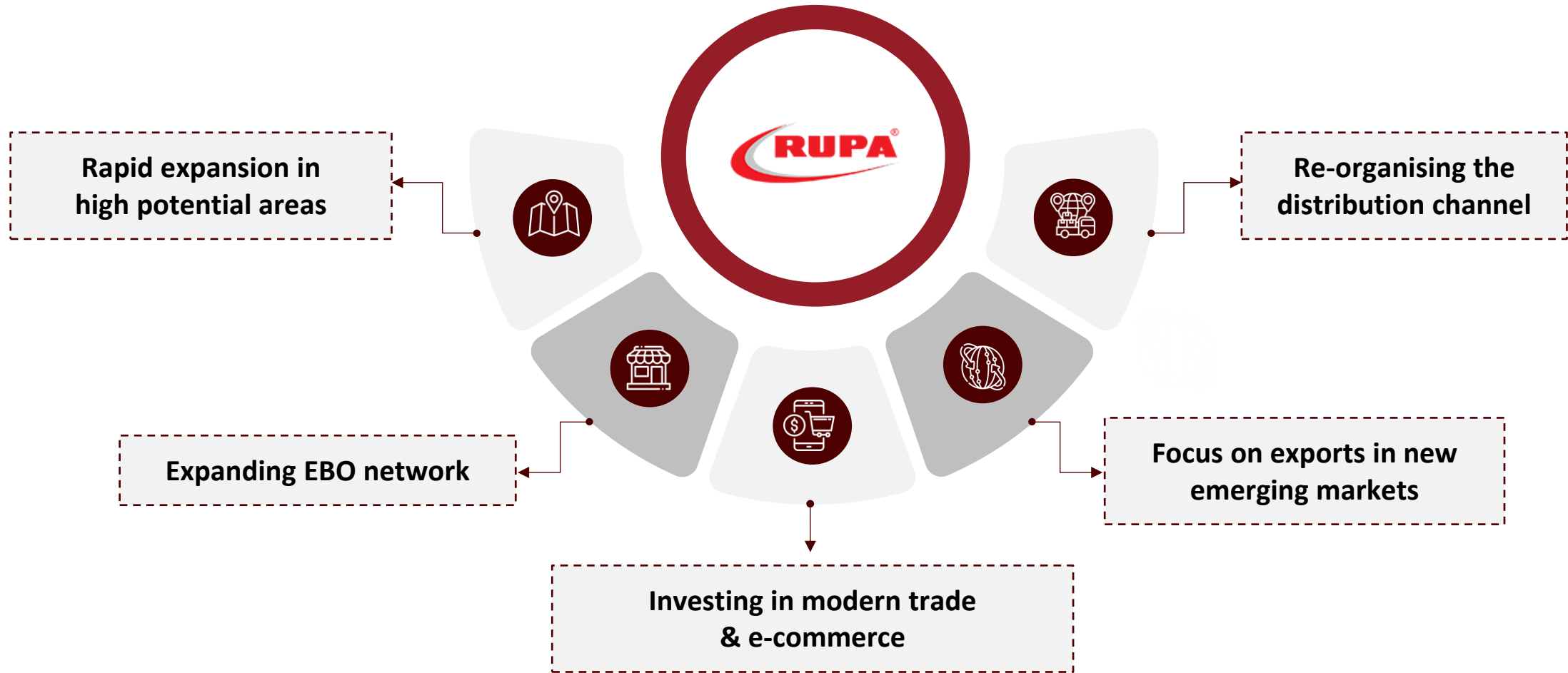
## Growth Initiatives

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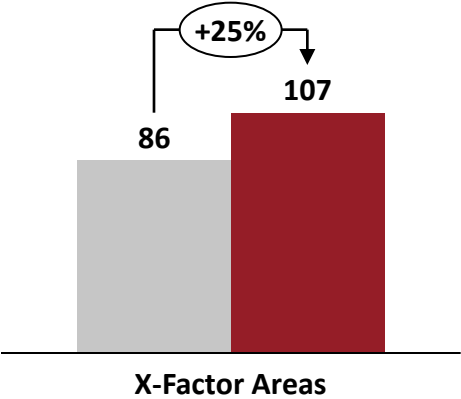
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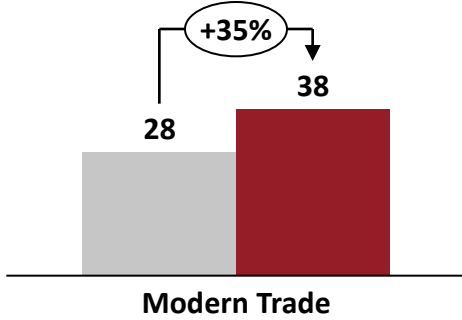
# Recent Strategic Initiatives



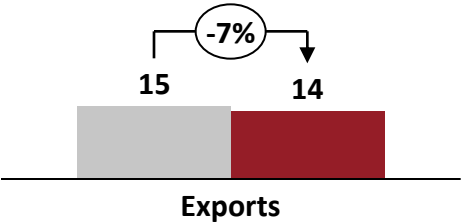
# 1. Rapid expansion in high potential areas



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



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



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



CSD & CPC offers great opportunity. Introduction of new product will drive volume

■ H1 FY24 ■ H1 FY25 Revenues (in Rs cr)

## 2. Expanding EBO network



**Exclusive Brand outlets : 31 EBO**

### Strategy:

- › Opened Rupa - The Comfort Stores at multiple locations.
- › Create small to mid sized Franchisee 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 100+ stores in FY25.
- Stores to be added in high footfall areas in Tier 1, Tier 2 and Tier 3 cities.
- Pan India presence with 150 EBO's in next 2-3 years

**Our Rupa – The Comfort Store at Barrackpore , West Bengal**



# 3. Investing in modern trade and e-commerce



## 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
- Recently Launched on WALMART



### Future Plan:

- To double the store count in Regional & Value Large Format stores. Major Focus on Southern India states.
- To increase brand presence across 1000+ point of sales in next 1 years

## Online Apps & Portals



Presence on all e-commerce sites

### Strategy:

- E-commerce Industry is poised to grow at 13% CAGR (Nielsen survey)
- Develop a robust tech-based warehouse infrastructure to support Pure Play Marketplace business Model
- Brand launched on quick commerce retail platforms



### Future Plan:

- To launch Rupa in the global online market of UAE via Amazon
- To Launch at First Cry
- ROI driven AD campaigns & content marketing on ecommerce portals
- To start D2C business across all Ecommerce platforms.

# 4. Focus on exports and new markets

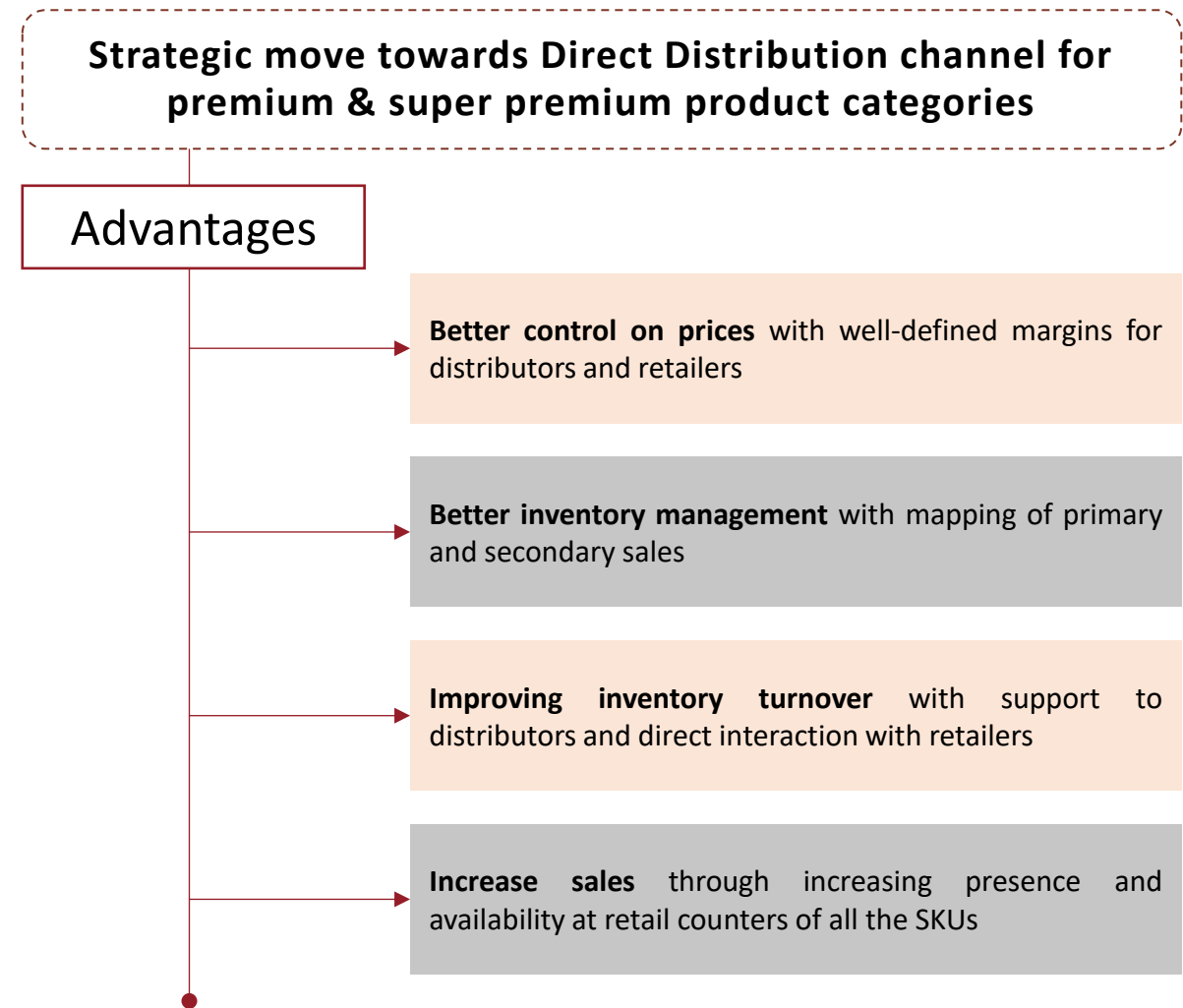
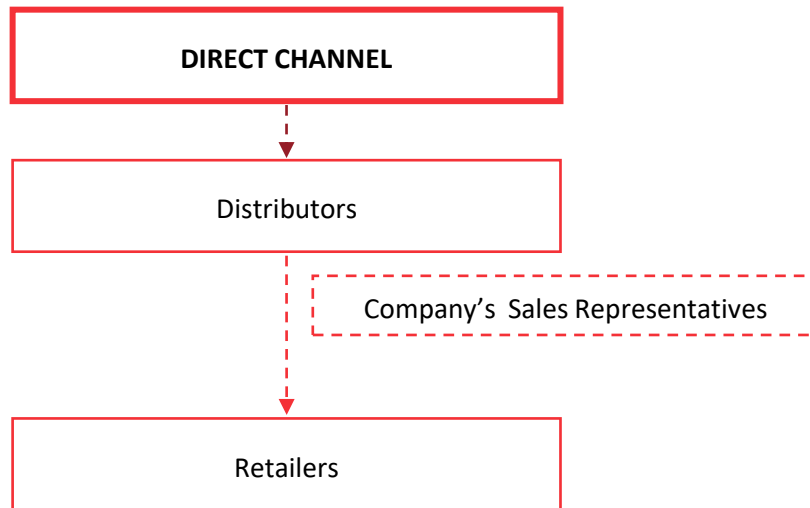
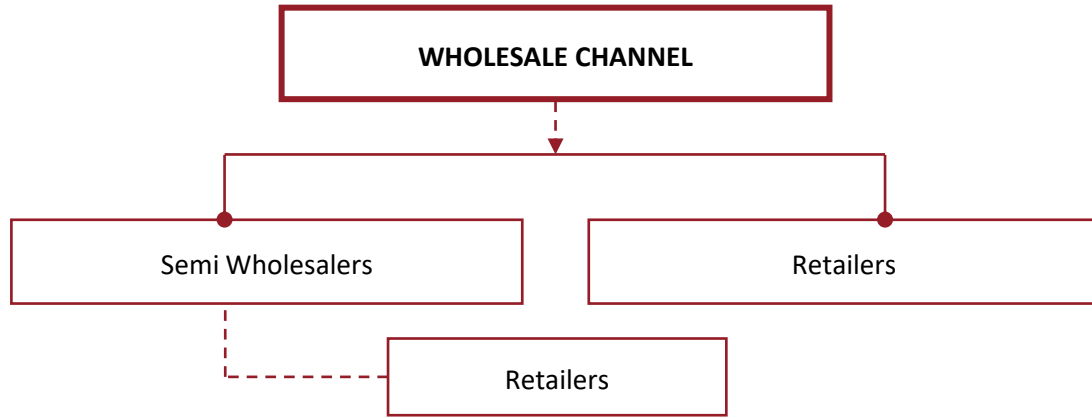


UAE | SAUDI ARABIA | KUWAIT | ALEGRIA | INDONESIA | NIGERIA | CONGO | USA | SINGAPORE and Many More



**FY 24 Revenue  
Rs. 25 crores**

# 5. Re-organising the distribution channel





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## ESG & CSR Initiatives

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# Why ESG matters to us ?



Sustainability is something that investors are demanding, customers are expecting, shareholders are relying on and employees are valuing.

## Stakeholders' Perspective



### Investors

Good financial **returns**, doing business efficiently according to the market **best practices, corporate governance**



### Shareholders

Working with **transparency and integrity**, formulating and following **business code of conduct**



### Employees

**Occupational health and safety**, providing adequate **employee benefits and compensations**



### Customers

**Product safety** and content, **high quality** of product and services, **value for money**



### Government

Complying with **rules and regulations**, work and co-operate with government departments in a **transparent** manner



### Communities

Generating **local employment, minimal impact on the surrounding environment**, following compliances



Changing concept of Asset Valuation-More dominance of **"Intangible Assets"**



Need for valuation of **"Shared Values"** and **"Externalities"**

1

ESG maturity assessment & gap analysis against international frameworks, rating indices and benchmark practices

2

ESG materiality assessment to determine key ESG issues related to Rupa

3

ESG roadmap development including policy development, goal and target setting and strategy development

4

Disclosure on ESG initiatives using the BRSR/GRI framework

5

ESG implementation through BRSR policies, Safety observation report, Energy saving opportunities, EHS SOPs, EPR documentation and Vendor identification



*“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**

## Strategic Sustainability Pillars

### Environment



- ❖ Energy and climate change management
- ❖ Water and effluent management
- ❖ Chemical management
- ❖ Waste management and Circular economy
- ❖ Sustainable packaging

### Social



- ❖ Diversity and inclusion
- ❖ Occupational health and safety
- ❖ Corporate citizenship
- ❖ Human rights

### Governance



- ❖ Corporate governance
- ❖ Ethics, transparency and accountability
- ❖ Responsible sourcing
- ❖ Customer relationships management
- ❖ Innovation management

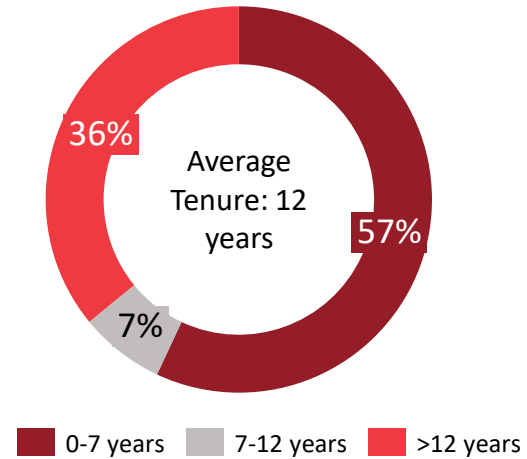
[Click here](#) to visit ESG micro site

# Strong Board Oversight on ESG

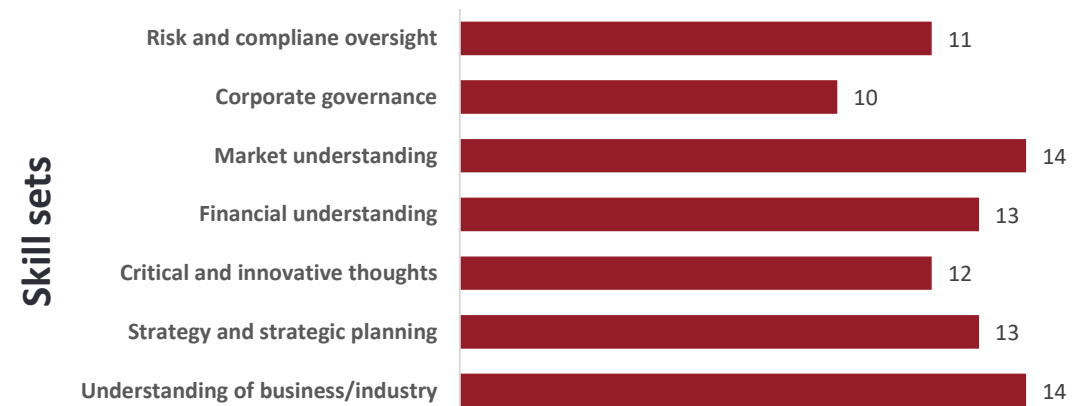
## Responsible Governance

- Active oversight from Board of Directors and dedicated Board level CSR committee for overseeing ESG risks
- Corporate social responsibility embedded in our Values
- Fosters a culture of honesty, integrity and accountability
- Zero tolerance for corruption & bribery
- The Board comprises of five sub committees
- 50% of the directors on the Board are independent directors
- Average age of Board is 62 years
- Majority independence in the Audit Committee and all members of the Nomination and 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

## CSR Vision : Improving lives in pursuit of collective development and environmental sustainability

### Energy and GHG Management

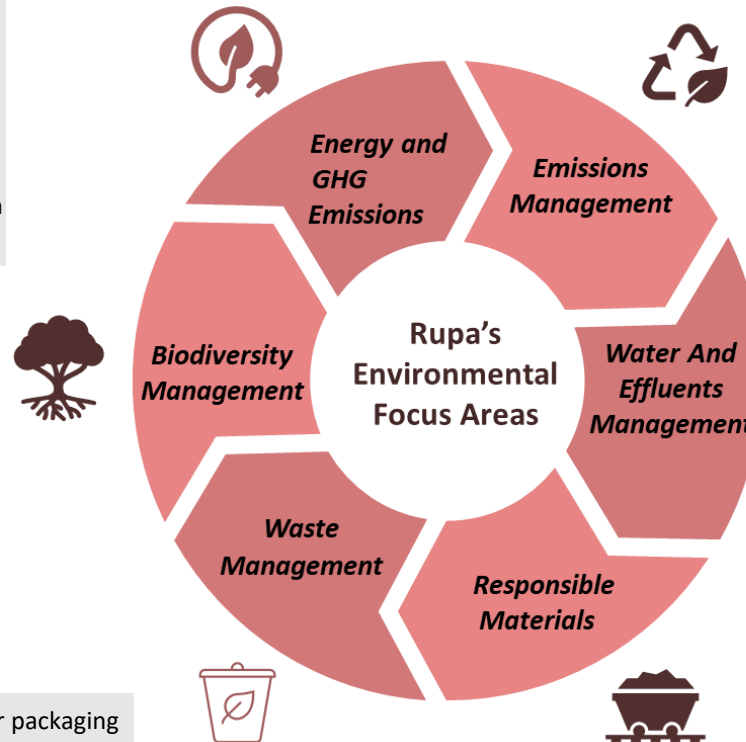
- The steam generated from the boiler is captured and reused in operations including drying, compaction and heating the incoming boiler water.
- Conserved electricity through replacement of traditional lighting systems with LED lighting
- Daylight harvesting in plant operations
- Indigenous products sourced locally thereby reducing carbon footprint

### Biodiversity Management

- Enhancing greenery by planting trees in and around Company's sites

### Waste Management

- More than 90% of the fabric waste is recycled and 100% of our packaging is recyclable and reusable
- 100% fly ash produced during combustion of coal is utilized for brick manufacturing.
- Planning of implementation of the 4R (Reduce, Reuse, Recycle and Recover) principles for effective utilization of waste resources



### Emissions Management

- Installed bag filters to ensure particulate matter suppression and limit it within permissible limits.
- Undertaking regular air quality emissions assessment through NABL accredited laboratories.

### Water and Effluent Management

- Stringent periodic maintenance of all water pipes is undertaken to prevent water leakages.
- Successful pilot runs conducted for achieving Zero Liquid Discharge (ZLD) through nanotechnology.

### Responsible Materials

- Material suppliers are GOTS approved and have received the Oeko-Tex certification, conforming that all our materials are free of banned substances such as hypochlorite and azo dyes.
- Implementation of SAP S4 (HANA) in fashion raw materials procurement for increased efficiency in supply chain



# Care for our People



## Adhering to the highest labour standards



We respect and protect human rights both within and outside the workplace by adhering to the principles of human rights including no child labour, non-discrimination and fair wages.



All workmen on the shop floor are required to undergo workplace safety training for ensuring prevention of unsafe acts and accidents.

## Gender Diversity



~ 11 % female workforce

## Creating fulfilling career opportunities



Performance Improvement Plan helps our employees reach desired productivity levels through specific project work and close guidance



Imparted product training, behavioural training, functional training and personality training



Performance based reward system is implemented for incentivizing the best performing employees



Celebrating days of national and international importance like Christmas, Diwali, Bengali New Year, Women's Day and conducting various events like Cricket Tournament, etc. to focus on team building and career guidance

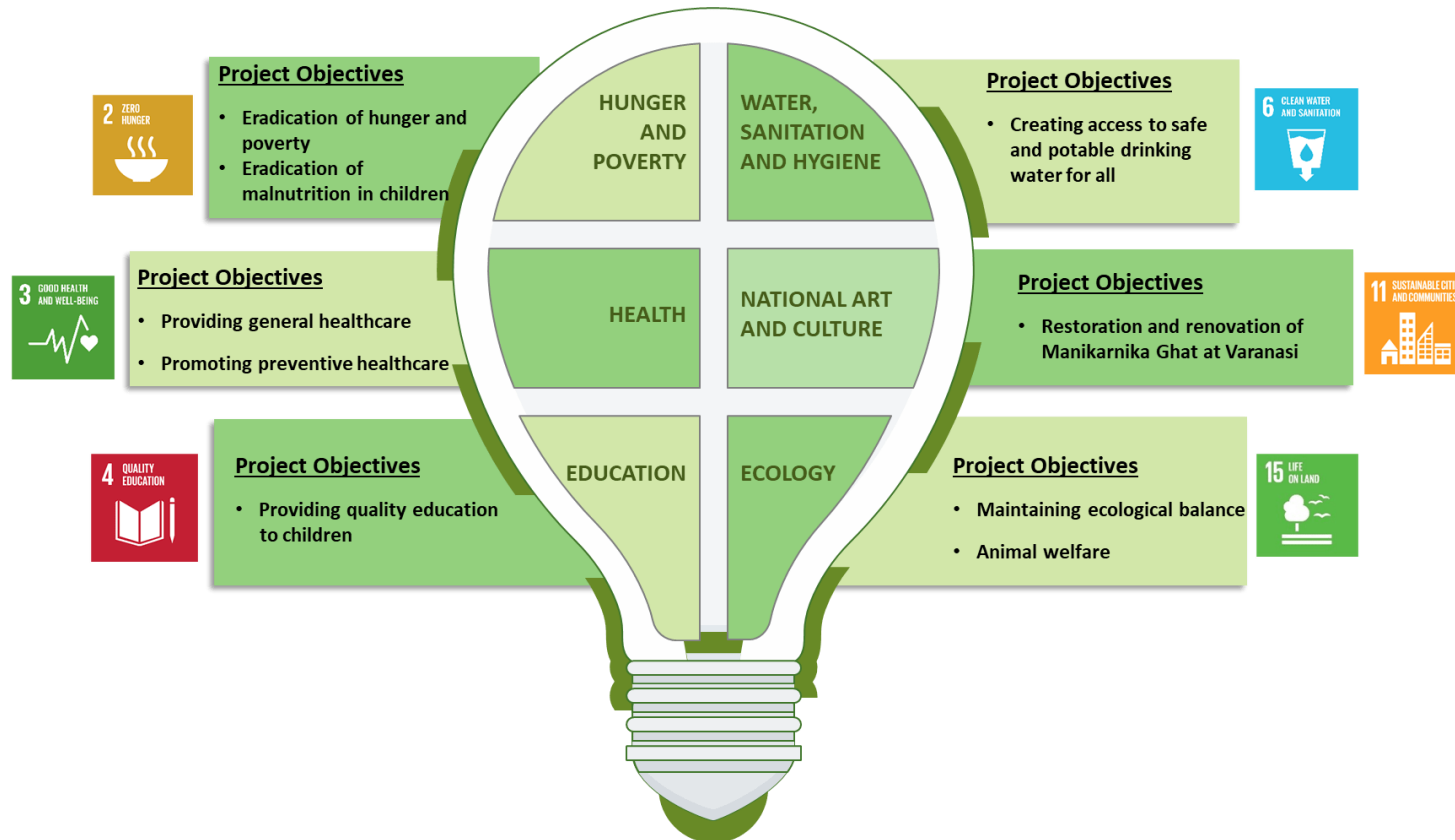


# Strengthening our Communities

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

## Key highlights

### Our Six CSR Focus Areas



₹ CSR spent for FY 2023-24: **INR 3.64 Crores**

**480+** water kiosks installed throughout the streets of Kolkata

# Glimpses of our CSR Activities



Medical and healthcare facility under construction



Cancer awareness and detection camp in collaboration with Indian Cancer Society



Provision of mid-day meal



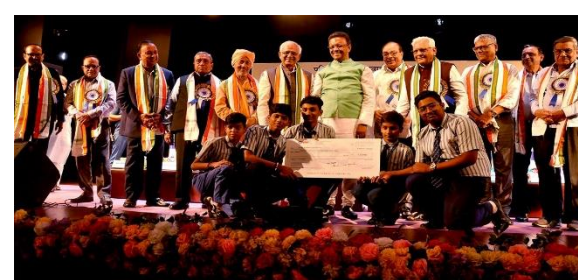
One Teacher School



Animal welfare



Women empowerment



Supporting education



Cancer Awareness Camp



Drinking water facility



Computer education



Eye check-up camp



Mid-day meal



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## Historical Financial Performance

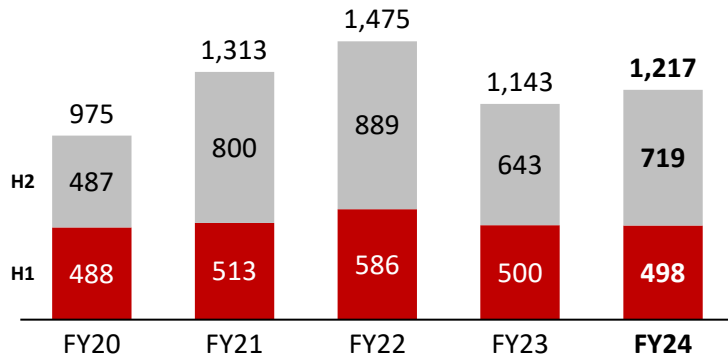
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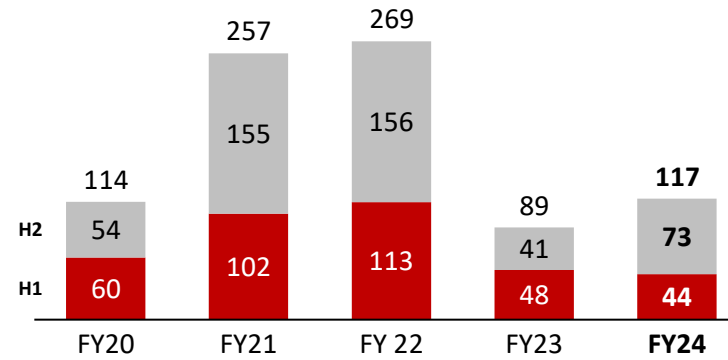
# Historical P&L Highlights



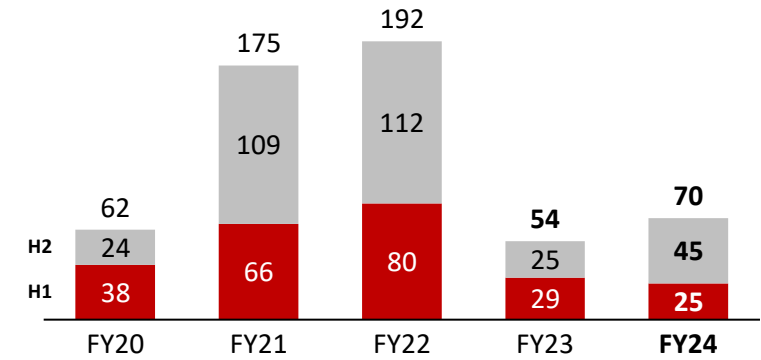
**Revenue (Rs. In Cr)**



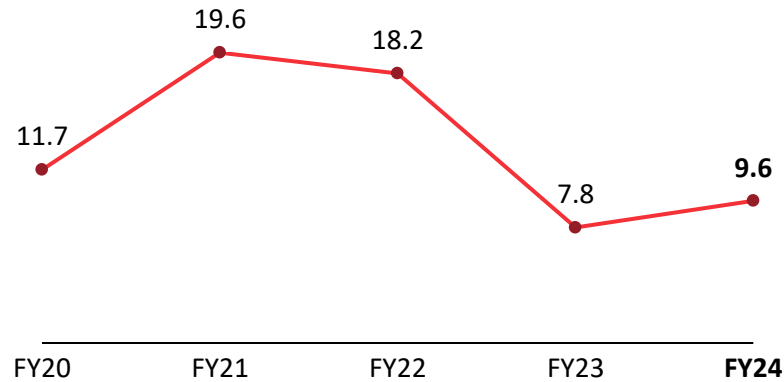
**EBITDA (Rs. In Cr)**



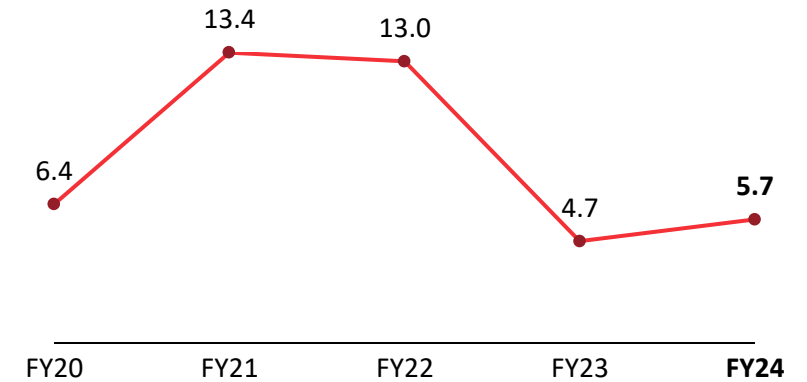
**PAT (Rs. In Cr)**



**EBITDA Margins (%)**



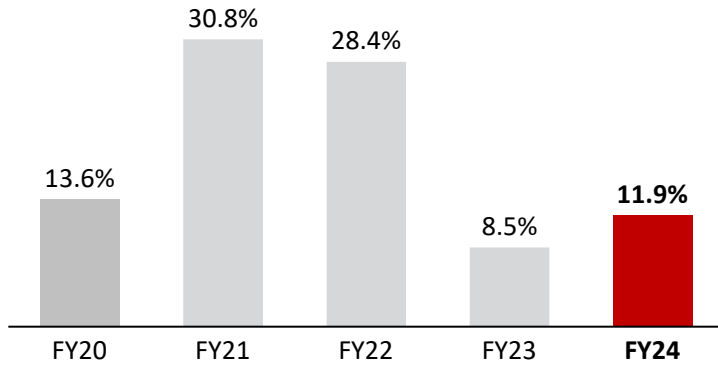
**PAT Margins (%)**



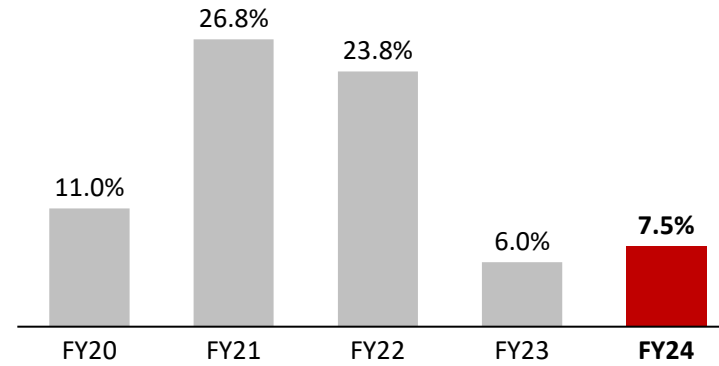
# Key Financial Ratios



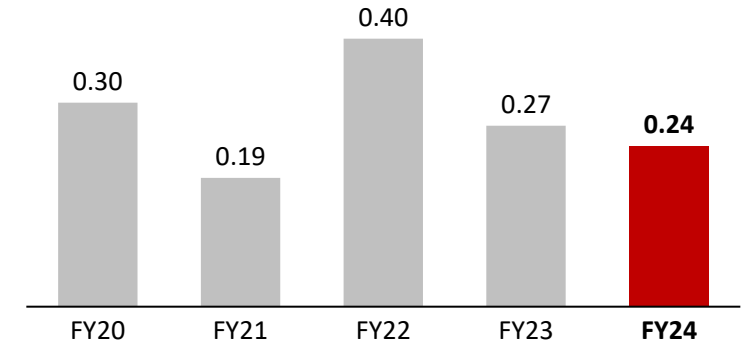
**ROCE (%)**



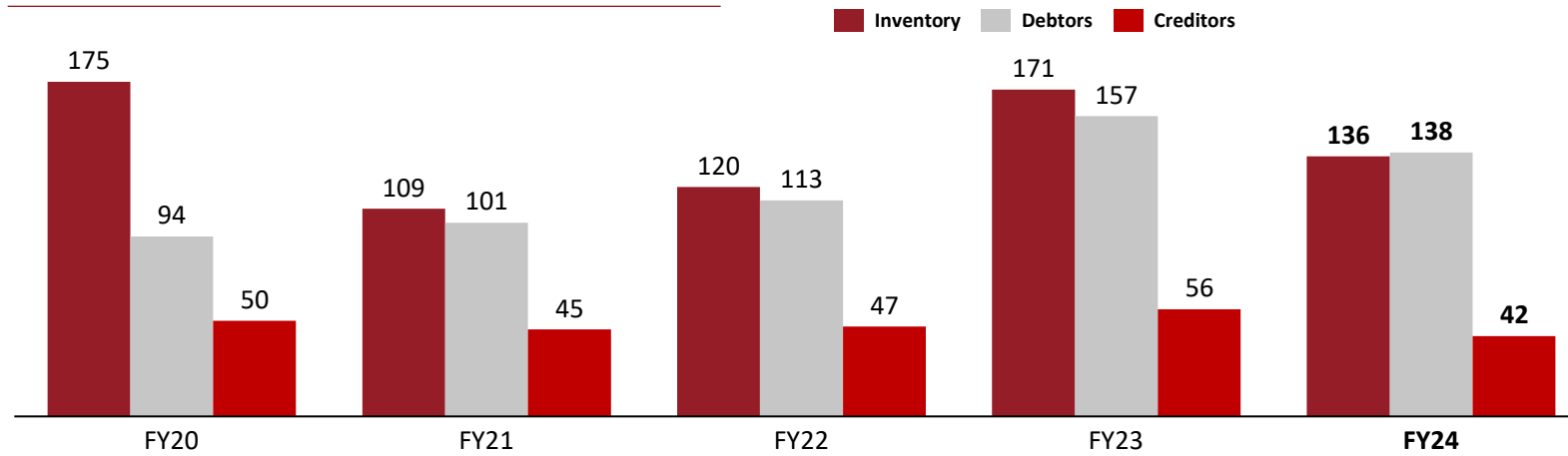
**ROE (%)**



**Debt to Equity (X)**



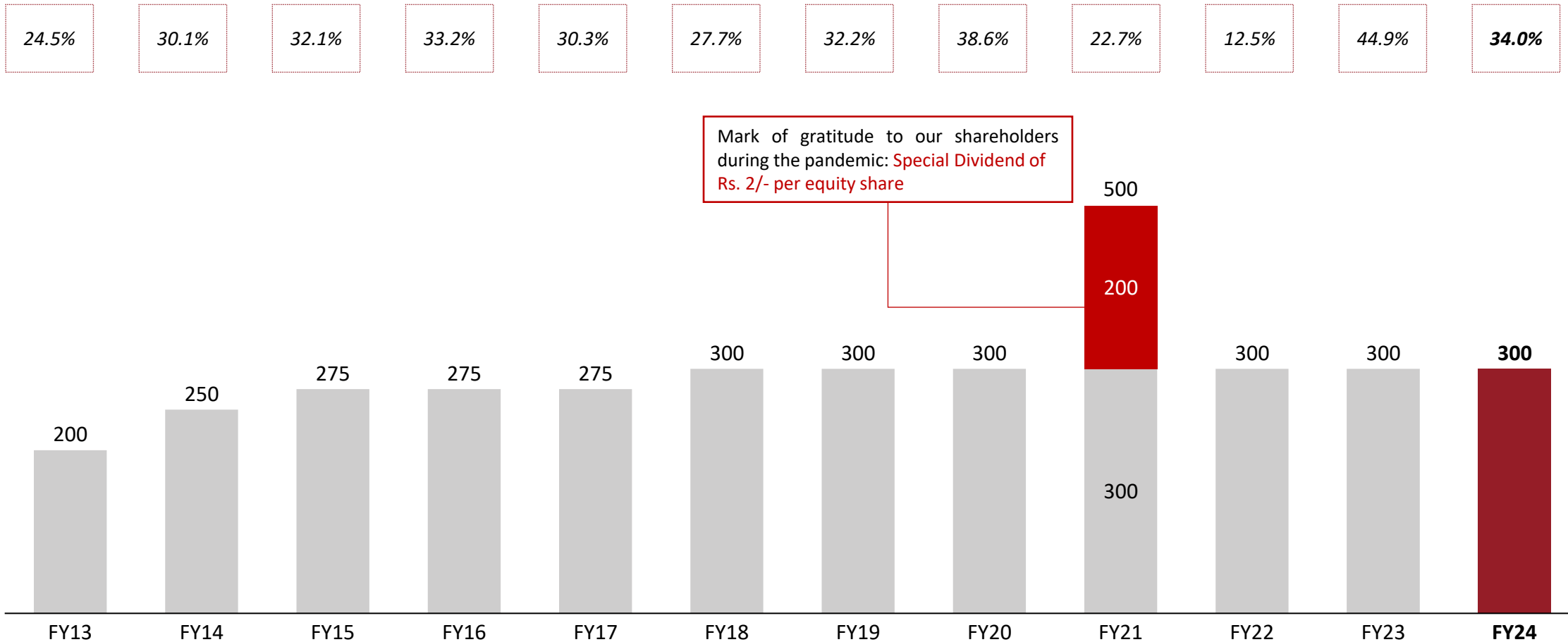
**Working Capital Days**



# Sharing profits consistently



Payout as a % of Profits



*Consistently sharing the profits in the form Dividend*



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## Key Takeaways

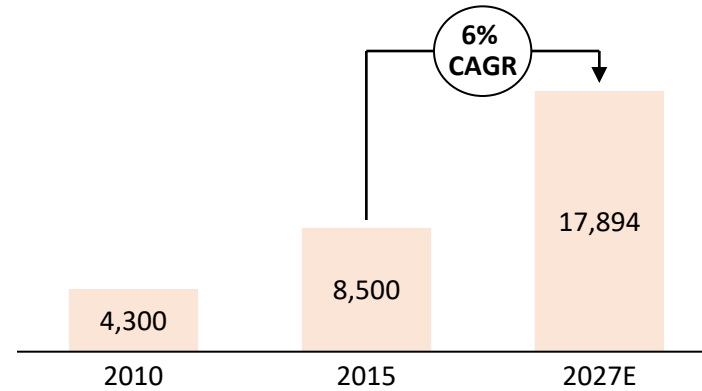
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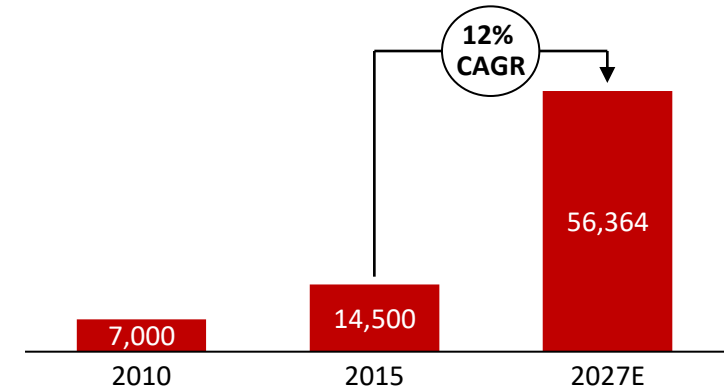
# Huge Industry Potential



### Men's Innerwear Market



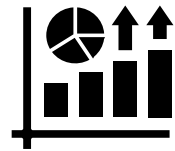
### Women's Innerwear Market



## 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
- 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**

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**Thank You**