



Date: August 14, 2026

To, The Secretary, BSE Limited, P.J. Towers, Dalal Street, Mumbai- 400 001 Scrip Code: 539542	To, The Secretary, National Stock Exchange of India Ltd., Exchange Plaza, C-1, Block G, Bandra Kurla Complex, Bandera (E), Mumbai – 400 051 Symbol: LUXIND
---	--

Respected Sir/Madam,

Sub: Investor Presentation

Please find enclosed herewith, the Investor Presentation of the Company. The Investor Presentation is also available on the website of the Company.

This is for your information and records.

Thanking You.

Yours faithfully,

For LUX INDUSTRIES LIMITED

Smita Mishra
(Company Secretary & Compliance Officer)
M.No: A26489

Enclosed - as stated above

LUX INDUSTRIES LIMITED

LUX



WHAT'S INSIDE

03

Market

03 Market Outlook & Company Update



05-16

Corporate Identity

- 05 At a glance
- 06-07 Milestone
- 08-15 Brand Portfolio
- 16 Presence
- 17 Export presence
- 18 Governance



21-22

Opportunities

- 21-22 New Production Facility
- 22 ICAI Visit to Dankuni
- 23 Opportunity landscape



25-39

Fast-track progress

- 25 Strengths
- 26 Manufacturing
- 27 New Markets
- 28 Multi- Channel Footprint
- 29-32 Branding
- 33 Digitalization
- 34 Financials
- 35 Leadership Profile
- 36 Next Generation
- 37-38 Management
- 39 Transforming into a New Lux

41-58

Performance

- 41 Business Highlights
- 42-58 Performance



60-67

Sustainability

- 60 Sustainability
- 61-65 CSR
- 66-67 Environment



MARKET OUTLOOK & COMPANY UPDATE

Economy & Market Update

- Brands continue to expand strategically in key markets
- Yarn prices remain volatile
- ‘Omni channel’ being driven as core strategy
- Sales looks promising
- Global demand remains uneven
- Freight volatility persists
- Competitive pricing pressure

Brand Performance

- Growing appetite for mid- premium & premium brands
- Strong brand recall
- Moderate volume recovery
- Promising response received for brand ‘Lux Nitro’ ‘Lux Parker’, ‘Lux Cozi Heatek’ and ‘Lux Cozi Pynk’.

Operational Highlights

- Revenue increased by 1% YoY Q1 FY 27
- Increased solar power capacity from 1MW to 1.7MW.
- Increased focus on modern trade and e-commerce.
- Brand investments for long-term growth rather than immediate margin maximization.

- 05 At a glance
- 06-07 Milestone
- 08-15 Brand Portfolio
- 16 Presence
- 17 Export Presence
- 18 Governance



C O R P O R A T E

IDENTITY

ENSURING EVERYDAY COMFORT FOR DECADES

Lux group



Leadership

No.1

Indian innerwear company
(volume terms)

₹ 609 Crore

Consolidated revenue
from operations for Q1 FY'27



Prominence

~15%

Share in organized
men's innerwear market

95%

Fill rate against industry
average of 80%

Unique in its value proposition



Scale

44+ Crore

Garment pieces*
manufacturing capacity
across 9 state-of-the-art
plants

2 lakh+

Retailers network across
India

46+

Country export presence

4,800+

Employees

5K+

SKUs; among industry's
largest innerwear
ranges. It will be 13K+ if
color and size counted
separately

100+

Products spanning
innerwear, outerwear,
rainwear and athleisure
wear categories

* YE Mar'26

Lux Industries Limited

BUILDING ON A RICH LEGACY

1957

- Shri Girdhari Lal Todi founded Biswanath Hosiery Mills

1993-95

- Export commenced across the Middle East, Africa and Europe

2003

- IPO launched- oversubscribed 4 times

2010-12

- Shah Rukh Khan became brand ambassador for ONN
- Launched womenswear brand "Lyra"

2013

- Lux become Comfort Partner for Kings XI Punjab and Pune Warriors in IPL.

2017-19

- Varun Dhawan roped in as brand ambassador of Lux Cozi
- Amitabh Bachchan became face of the brands of Lux
- Launched "Lyra" lingerie

2015-16

- Shares of Lux listed on the BSE and NSE
- Commissioned Eastern India's largest hosiery manufacturing plant in Dankuni.
- Became KKR primary sponsor.

2014

- Lux Cozi became title sponsor at the Zee Cine Awards, the world's biggest viewer's choice awards, seen by over 700 million viewers across 168 countries

2017-19 (Contd.)

- Lux Classic & Lux Venus Classic relaunched.
- Kartik Aaryan onboarded as brand ambassador for Lux Inferno and Taapsee Pannu for Lyra.
- Launched India's first scented vest Lux Cozi.

2021-22

- Merger of J.M. Hosiery and Ebell Fashions with Lux Industries.
- Relaunched brand "Lux Venus" & onboarded Salman Khan as brand ambassador.
- Onboarded Sourav Ganguly for Lux Cozi, Boman Irani for Lux Inferno & Satish Kaushik for Lux Cott's wool.

BUILDING ON A RICH LEGACY (Contd.)

2023

- Roped in Janhvi Kapoor as brand ambassador for “Lyra”, Urvashi Rautela for ‘GenX’, Jacqueline Fernandez & Vijay Deverakonda for Lux Cozi.

2024

- Launched Rainwear & Lingerie category under the brand “Lux Venus”.
- Shri Ashok Kumar Todi received “Bharat Samman Award, 2023” at The House of Lords (UK Parliament), London.
- Commissioned manufacturing facility at Jagadishpur, Hosiery Park, West Bengal.
- “Lux Cozi” got Brand of the Year
- “Lyra” was recognized as “India’s Most Desired Bottom wear Brand” by TRA’s MOST DESIRED BRANDS.

2025

- Launched “Lux Nitro” & “Lux Nitro Neo” as a men’s innerwear brand in mid-premium segment and onboarded Kartik Aaryan as the brand ambassador
- Launched outerwear women range “Lux Cozi Pynk” & onboarded Shraddha Kapoor as the brand ambassador
- Launched economy segment innerwear range “Lux Parker” onboarded Sourav Ganguly as the brand ambassador
- “Lux Cozi” got the Brand of the Year 2025 by BARC & ERTC Media
- “Lux Cozi Pynk” got the Best Brand for Women 2025 by Times Group
- Launched thermal wear range “Lux Cozi Heatek” is latest Lux Cozi innovation

2025 Contd..

- Mr. Saket Todi, ED & Mr. Udit Todi, ED named among India’s Top 155 U35 Leaders by Avendus Hurun India 2025

2026

- Hrithik Roshan onboarded as Brand Ambassador for Premium Wear Brand “ONN” & Kartik Aaryan for “Lux Inferno”
- Sidharth Malhotra onboarded as Brand Ambassador for the brand “Lux Champion & Sunny Deol for “Lux Parker”
- Vertical B partners with **REEBOK** as its exclusive licensee for innerwear and thermal wear in India
- Mr. Saket Todi, ED has been honoured with the prestigious “Star of the East 2026” award by Hurun India

New Face for Brand - ONN



We are proud to announce the onboarding of Hrithik Roshan as Brand Ambassador for ONN, marking a significant step in strengthening the brand's aspirational positioning. We believe his iconic personality, fitness-led image, and timeless sense of style strongly align with the values we aim to project. Through this association, we intend to enhance youth connect and further elevate the brand's premium perception across markets. His presence will lead upcoming integrated campaigns designed to drive higher visibility and consumer engagement. The collaboration is expected to significantly accelerate recall and preference among fashion-conscious audiences. With this strategic move, we are entering a sharper and more aspirational phase of brand growth.

NEW BRAND AMBASSADOR FOR 'LUX CHAMPION'



LUX
CHAMPION
COMFORT WEAR

In an age dominated by loud trends and fast fashion, Lux Industries Limited is redefining comfort through the philosophy of a “second skin.” Reinforcing this vision, the company has onboarded Sidharth Malhotra as the face of its premium brand, Lux Champion — a collaboration built on the idea that confidence begins with feeling comfortable in one’s own skin.

Its latest range of premium innerwear and casual wear has been thoughtfully engineered to deliver a feather-light feel, combining superior fit, fabric technology, and everyday functionality. The move reflects the brand’s strategic entry into the rapidly evolving performance-wear segment, where comfort, quality, and innovation shape consumer preference.

For the younger generation, it goes beyond hosiery — it becomes an essential comfort system for everyday living.

With his dynamic persona and grounded individuality, Sidharth Malhotra perfectly embodies the spirit of Lux Champion — where contemporary innovation meets timeless comfort.

NEW BRAND LAUNCHES



LUX COZI HEATEK thermals, with the promise of "Garmi Ka Ehsaas" (The Feeling of Warmth), blend warmth with modern style. This range exemplifies the brand's philosophy of making premium, innovative quality accessible to all families.

The HEATEK range features advanced textile technology across four variants for men, women, and children, each designed for different winter intensities.

- Premium Thermals (888): Fur-layered for extreme winters. Provides hyper warmth, soft comfort, and is snow-safe.
- Smart Thermals (777): Heat-lock fabric for maximum insulation. Ultra-soft and moisture-absorbent for all-day freshness.
- Luxury Thermals (555): Lightweight and comfortable with superior heat retention. Features a soft touch for easy layering.
- Quilted Thermals (333): Ideal for mild winters or as a starter layer, especially for kids and moderate climates.

The new Lux Cozi Heatek range ensures the whole family to enjoy the next generation of Indian thermal wear, blending innovative fabric with a modern style and look.

NEW BRAND LAUNCHES



Pynk is a sophisticated mid-premium womenswear brand from the house of Lux Cozi, redefines everyday fashion with its versatile range. From elegant Kurti Pants and classic Churidars to trendy Jeggings and chic Ribbed Palazzos, Pynk offers something for every occasion and style. The Brand boasts an impressive colour palette featuring over 200 vibrant hues, paired with a diverse collection of over 20 product categories, with even more innovative additions on the horizon. Crafted from premium stretch-fabric, Pynk products are designed to provide unmatched comfort, ensuring ease of movement, a perfect fit, and all-day wearability without compromising on style.

PYNK embodies the vibrant, unstoppable spirit of today's young women — fearless, passionate, and purpose-driven. She is as ambitious as she is grounded, leading with both heart and strength.



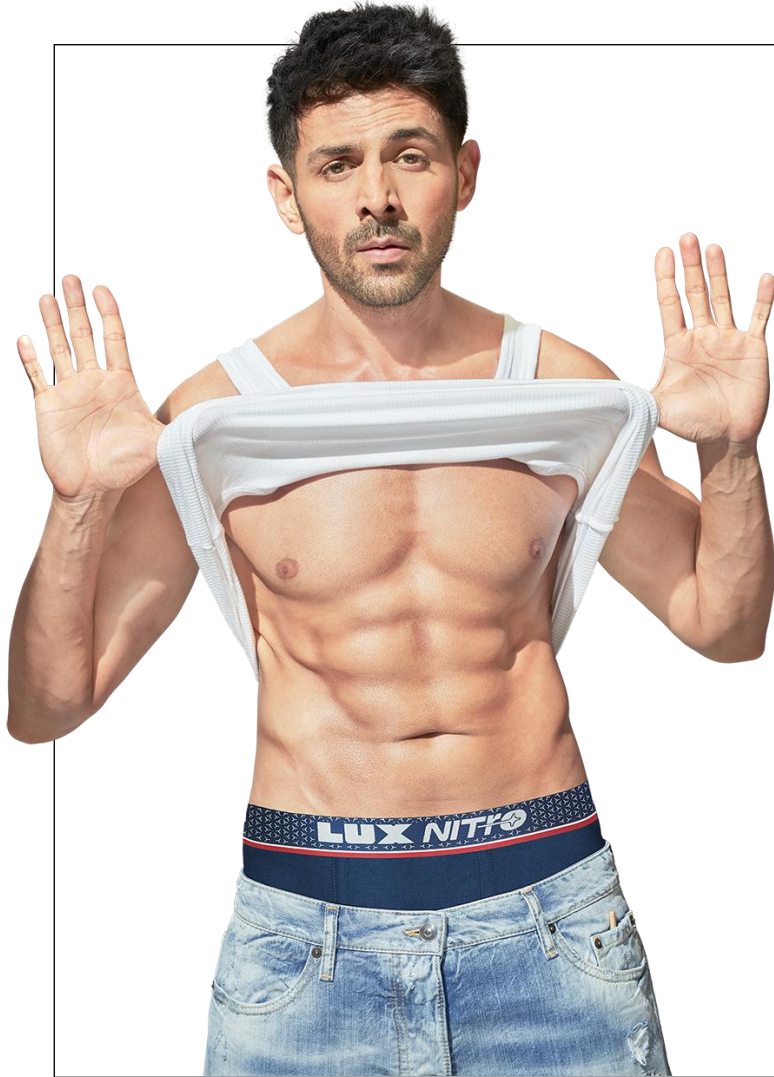
It has been revealed through multiple research and continuous dialogue with thousands of consumers, we uncovered a crucial truth: millions of consumers across India want to experience the ultimate comfort Lux Cozi offers—but for many, the price tag remains a barrier. Thus, a new brand is born.

Introducing Lux Parker, a bold new step into the future of comfort. A new brand in the economy segment with one purpose: to make Lux Cozi's unmatched quality accessible to all. The Lux Parker offers complete range of innerwear and outerwear for men's, women's and kids at a very affordable prices.

For the millions of Indians who need to wear the best, who believe that comfort should be within reach—Lux Parker is the answer. A new chapter. A new experience. Same unwavering commitment to quality. **“Lux Parker – Pehenna Jaroori Hai”**



NEW BRAND LAUNCHES



LUX
NITRO[™]
HI-PERFORMANCE INNERWEAR

**Yeh Andar
Ki Baat Hai**

Our latest mid-premium men's innerwear brand, Lux Nitro, marks a significant milestone, symbolizing a bold step forward to reinvigorate the market with a fresh and youthful personality. Lux Nitro aims to redefine the innerwear segment by combining superior quality, cutting-edge technology, and contemporary style, making it the ultimate choice for today's youth.

With the tagline "Yeh Andar Ki Baat Hai," the brand emphasizes inner strength and the importance of the right fit in empowering self-confidence.

The product portfolio ranges from briefs, vests, drawers to t-shirts as well. With Bollywood sensation Kartik Aaryan being associated as the brand ambassador for Lux Nitro, his vibrant personality, youthful energy, and widespread appeal aims to connect deeply with young consumers and aligns seamlessly with the brand's ethos of confidence and bold self-expression.

LUX PRODUCT PORTFOLIO

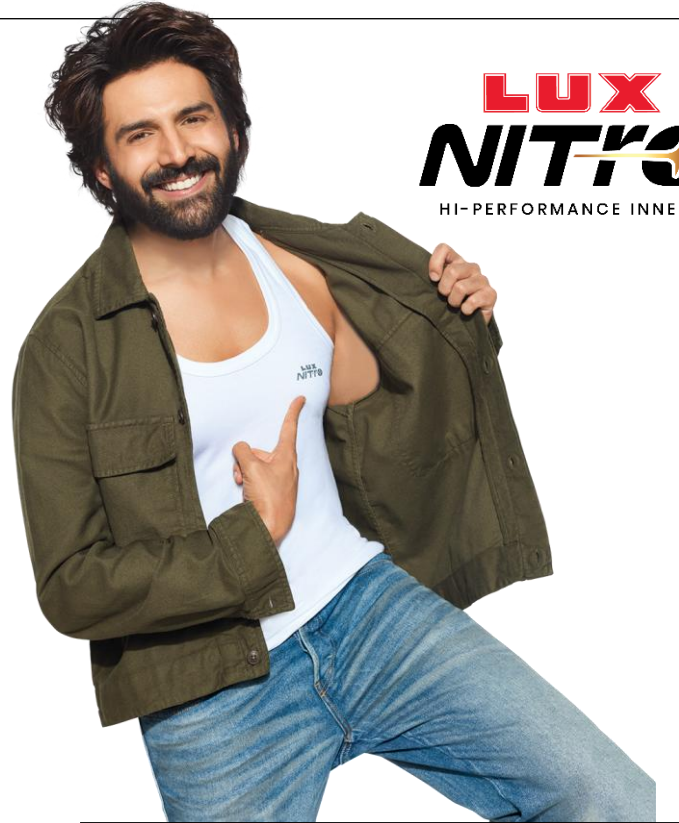


Men's Innerwear

Vest
Brief
Trunk
T-Shirt

Kidswear

Vest
Mega
Brief
Trunk
Half Pant
Track Pants
T-Shirt



Men's Innerwear

Vests
Briefs
Trunks

Men's Outerwear

T-shirts
Track pants, Shorts
Hoodies, Jackets
Socks

Kidswear

Vests
T-Shirt
Underwear



Women's Innerwear

Brassieres
Panties
Camisole
Shapewear
Lingerie

Women's Outerwear

Leg Jeggings
gings
Kurti Pant
Palazzo
T-shirts
Night-suits
Denims
Tracks
Co-ord Set

Kidswear

Leggings | Panty



LUX PRODUCT PORTFOLIO




Mens Outerwear

- T- Shirt
- Track Pant
- Jackets
- Sweatshirt
- Half Pant
- Joggers
- Socks

Mens Innerwear

- Vest
- Brief
- Trunk
- Thermals

Kidswear

- T- Shirt
- Track Pant
- Sweatshirt
- Jackets




Men's Innerwear

- Vests
- Briefs
- Trunks
- Drawers

Women's Innerwear

- Panties
- Bloomers

Men's Outerwear

- T-shirts




Womenswear

- Leggings
- Jeggings
- Kurti Pant
- Palazzo
- Casual Tees
- Joggers
- Track Pants
- Cigarette Pants
- Pencil Pants
- Short Tunic
- Co-ord Set
- Shapewear




Men's Innerwear

- Vests
- T Shirts
- Briefs
- Boxers
- Pyjama
- Shorts

New Launches

- Rainwear category
- Lux Venus Her
- Lingerie




Women's Innerwear

- Panties
- Full Sips
- Half Slips
- Bloomer
- Cycling Shorts

LUX PRODUCT PORTFOLIO



LUX CHAMPION
COMFORT WEAR

BANAO APNI PEHCHAN

Mens Comfort Wear

- ▶ Vests
- ▶ Trunks
- ▶ Boxer
- ▶ Casuals



GenX
PREMIUM INNERS & CASUALS

CHALO APNI CHAAL

Mens Innerwear

- ▶ White Vests
- ▶ Gym Vests
- ▶ Briefs
- ▶ Drawer

Mens Casualwear

- ▶ T-Shirts
- ▶ Shorts/Bermuda
- ▶ Track Pants



LUX Amore
WOMEN'S WEAR

Live more with Amore

Womens Innerwear

- ▶ Camisole
- ▶ RacerBack
- ▶ TankTop
- ▶ Slips
- ▶ Boyleg
- ▶ Panties



LUX CLASSIC
INNERWEAR

Yeh Bahot Chalega!

Mens Innerwear

- ▶ Gym Vests
- ▶ Briefs
- ▶ Trunks

WIDENING AND DEEPENING REACH

3,000+ dealers' network

Available in 2 lakh+ multi-brand stores and 12 EBOs

Stronger e-retail platform presence

13+ Depots drive faster distribution in India

550+

Sales teams drive offtake

18+

Warehouses (12 states)

Strategically located manufacturing units (West Bengal, Punjab, Tamil Nadu and Uttar Pradesh) to address growing markets



Lux Industries Dankuni Factory

Participated in India's Most Prestigious International Garments Exhibition "74th India International Garment Fair (IIGF)" in New Delhi



Lux Industries Limited

TAKING HOMEGROWN BRANDS TO THE GLOBAL MARKET

Star Export House
recognition
by
Government
of India



25

New countries added in
past 5 years

46+

Country-wide presence

60

Targeted country-presence
by 2030

Market traction in
tropical countries
(including GCC
region and Africa)

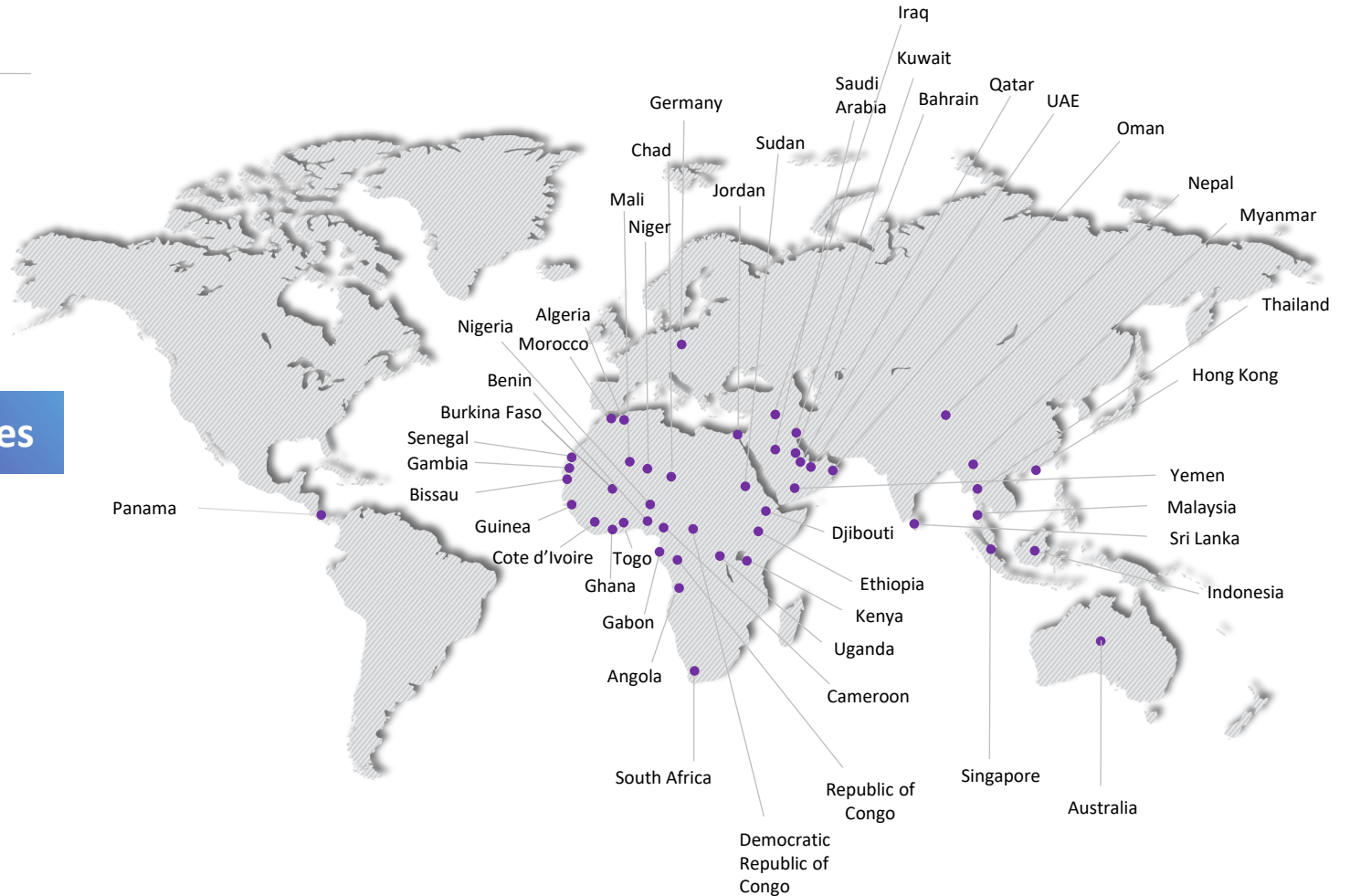
Geography-wise sales

92%

Domestic

8%

Exports



ADVANCING WITH GOOD GOVERNANCE

Experienced Board

- Promoter-Directors with 25+ years of average industry experience; expertise- Sales & Marketing, Brand Promotion, Product Development, Board service & Governance.
- Independent Directors with expertise in Accounting & Finance, Legal, Taxation, Banking, Internal Audit, Product Development and Strategy.

- S.K. Agarwal & Co. Chartered Accountants LLP is the Statutory Auditor.
- MR & Associates - Secretarial Auditor.
- E&Y - Internal Auditor for Vertical A.
- Deloitte - Internal Auditor for Vertical B.
- ABC LLP – Internal Auditor for Vertical C.

Strong Management Team

- Inducted new members in the recent quarters include:

Vertical A:

Mrs. Prathistha Dobhal, Manager- Legal

Mr. Kunal Banthia – AGM Digital Strategy & Transformation

Vertical B:

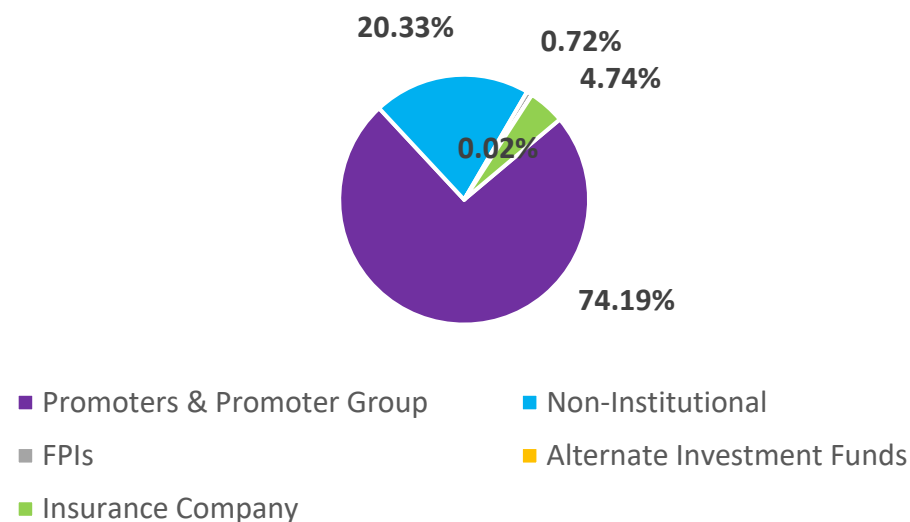
Mr. Bibekananda Maity- VP- Digital Strategy & Operations

Mr. Manmit Kumar Sinha – Senior Manager- Indirect Taxation

Growing Trust

- Marquee investors like Life Insurance Corporation of India, among others
- Covered by key research and brokerage houses such as Anand Rathi, SMIFS, B&K Securities, Phillip Capital

Shareholding Pattern as on 30.06.2026



25%

Women Independent Directors

50%

Share of Independent Directors on Board

21-22 New Production Facility
22 ICAI Visit to Dankuni
23 Opportunity landscape



OPPORTUNITIES

LUX COZI - DANKUNI EXPANSION

Lux Cozi laid the foundation stone for Rs.600 crore expansion of its manufacturing facility in Dankuni, West Bengal in presence of Hon'ble Chief Minister of West Bengal, Shri Suwendu Adhikari.

New expansion will cover approx. 12 lakh sq. ft. taking Lux Cozi's total manufacturing facility to approx. 20 lakh sq. ft. The expanded facility will feature modern infrastructure and advanced manufacturing facilities and is expected to create approx. 9000 direct and indirect employment opportunities.



NEW PRODUCTION FACILITY

WEST BENGAL HOSIERY PARK, KOLKATA

Commissioned 4.50 lakh square feet, 'State-of-the-Art' facility which is spread over 5 acres of land, with 30% allocated for manufacturing and the remaining area dedicated to warehousing, storage, and finishing facilities.



Lux Industries Jagadishpur Hosiery Park Facility
Lux Industries Limited

ICAI INDUSTRIAL VISIT TO LUX COZI DANKUNI

Eastern India Chartered Accountants Students Association (EICASA) of ICAI organized an Industrial visit for students to the **LUX COZI's** Dankuni, West Bengal facility.



आईसीआई की पहल

सीए छात्रों ने किया लक्स इंडस्ट्रीज की यूनिट का इंडस्ट्रियल विज़िट



दैनिक विश्वमित्र विशेष

कोलकाता/डानकुनी, 8 अप्रैल (वि.प्र.)। सीए छात्रों की इंडस्ट्री का प्रैक्टिकल अनुभव देने की अपनी पहल के तहत, ईआईसीएएस ने 5 अप्रैल 2026 को सीए हरि राम अग्रवाल (चेयरमैन, ईआईसीएएस और वाइस चेयरमैन, ईआईआरसी)

CA INDIA

की देखरेख में लक्स इंडस्ट्रीज लिमिटेड की डंकुनी मैनुफैक्चरिंग यूनिट का इंडस्ट्रियल विज़िट आयोजित किया। छात्रों को मैनुफैक्चरिंग प्रोसेस के बारे में अर्थ जानकारी मिली - जैसे कच्चे धागे की सोर्सिंग से लेकर धागे की रैपिंग, दुलाई, ऑटोमेटेड कटिंग, सिलाई और एडवांस्ड मशीनों का

This visit provided students with practical exposure to key areas such as cost accounting, operational efficiency, risk management, and compliance, enabling them to connect classroom learning with real-world industrial practices.

इलेमाल करके वेयरहाउसिंग तक। उन्हें कंपनी के प्रोडक्शन को लगातार बनाए रखने के तरीके, कुशल इन्वेंट्री मैनेजमेंट, कच्चे के सही निपटान के तरीके और मशीनों की जवाबदार रखरखाव से संबंधित प्रक्रियाओं के लिए ज़रूरी चर्कें मॉडल के बारे में भी प्रैक्टिकल अनुभव मिला। इस विज़िट से छात्रों को कॉस्ट अकाउंटिंग, ऑपरेशनल एफिशिएंसी, रिस्क मैनेजमेंट और कंप्लायंस जैसे अहम बातों का प्रैक्टिकल अनुभव मिला, जिससे वे क्लासरूम में सीखी गई बातों को

असल दुनिया की इंडस्ट्रियल प्रैक्टिस से जोड़ पाए। ईआईसीएएस, लक्स इंडस्ट्रीज के मैनेजमेंट का दिल से शुक्रिया अदा करता है- वास्तव में सीए छात्रों को लक्स इंडस्ट्रीज (जीएफ, अकाउंट्स एंड टैक्स) में प्रवेश करने का अवसर मिला, जो मोहन सिंह, श्री कृष्ण अग्रवाल, सीए हरि राम और सीए सुजय नारनोलिया (सीए, अकाउंट्स एंड टैक्स) का - विद्यार्थियों अपनी अध्ययन जानकारी दी, गर्मजोशी से स्वागत किया और इस विज़िट को सीखने का एक सार्वकालिक अनुभव बनाने में मदद की।

Lux Industries Limited

IN CAMPUS

THE ECONOMIC TIMES
CAMPUS SPOTLIGHT

ADVT

ICAI Takes CA Students to LUX Industries Dankuni Plant Visit



Eastern India Chartered Accountants Students Association (EICASA) organised a plant visit for CA students to Lux Industries Ltd's Dankuni manufacturing facility under CA Hari Ram Agarwal, chairman, EICASA & vice chairman, EIRC.

Students observed yarn sourcing, thread testing, knitting, automated cutting, stitching and warehousing, along with inventory management, waste disposal and job-work dyeing practices. The visit linked classroom learning with cost accounting, operational efficiency, risk management and compliance. EICASA was grateful for the opportunity and thanked Lux management, especially CA Suraj Narnolia (GM, Accounts & Finance), for the hospitality.

RESPONDING TO MARKET OPPORTUNITIES

3,000+

Strong distribution channel

4,800+

Employee workforce

30+ years

Longstanding dealer relationship

₹70+ crores

Near-term investment to augment production through internal accrual

₹24 to ₹1790

Price range of products

~15%

Existing market share in men's innerwear

₹259 crores*

Gross cash balance

674+

Districts-presence in India



*Q1 FY'27

Lux Industries Limited

25	Strengths
26	Manufacturing
27	New Markets
28	Multi- Channel Footprint
29-32	Branding
33	Digitalisation
34	Financials
35	Leadership Profile
36	Next Generation
37-38	Management
39	Transforming into a New Lux

FAST-TRACK

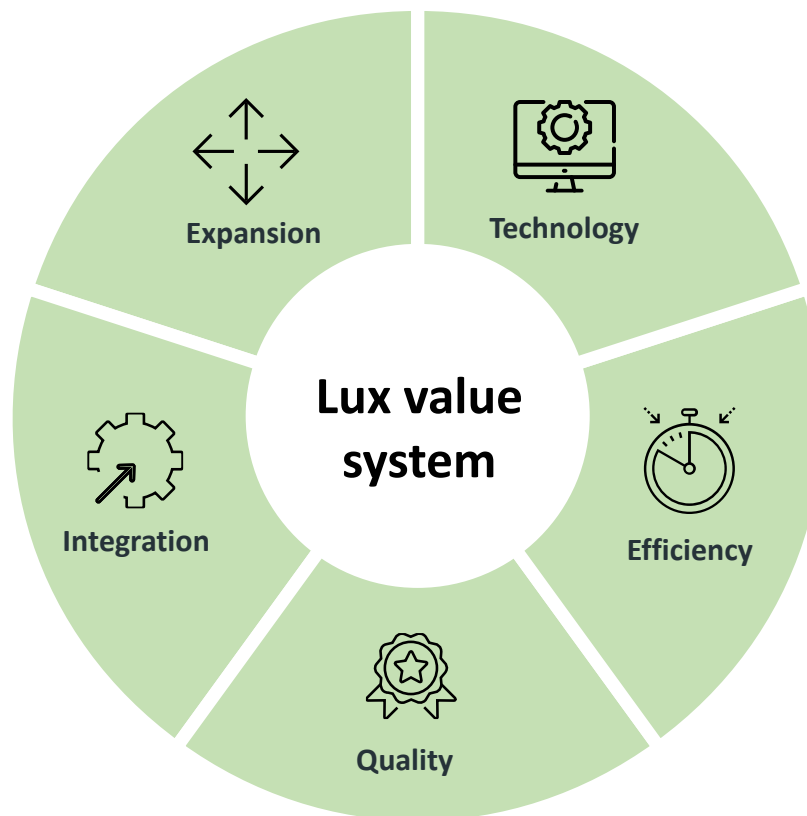
PROGRESS



GROWTH INITIATIVES

Expansion: Foraying into new segments and geographies and expanding multi-channel footprint

Quality: Creating new benchmarks for quality and comfort



Technology: Augmenting digital capability with investments in automation (SAP HANA) for enhanced operational control

Efficiency: Presence across value-chain and scale driving organisation-wide efficiency

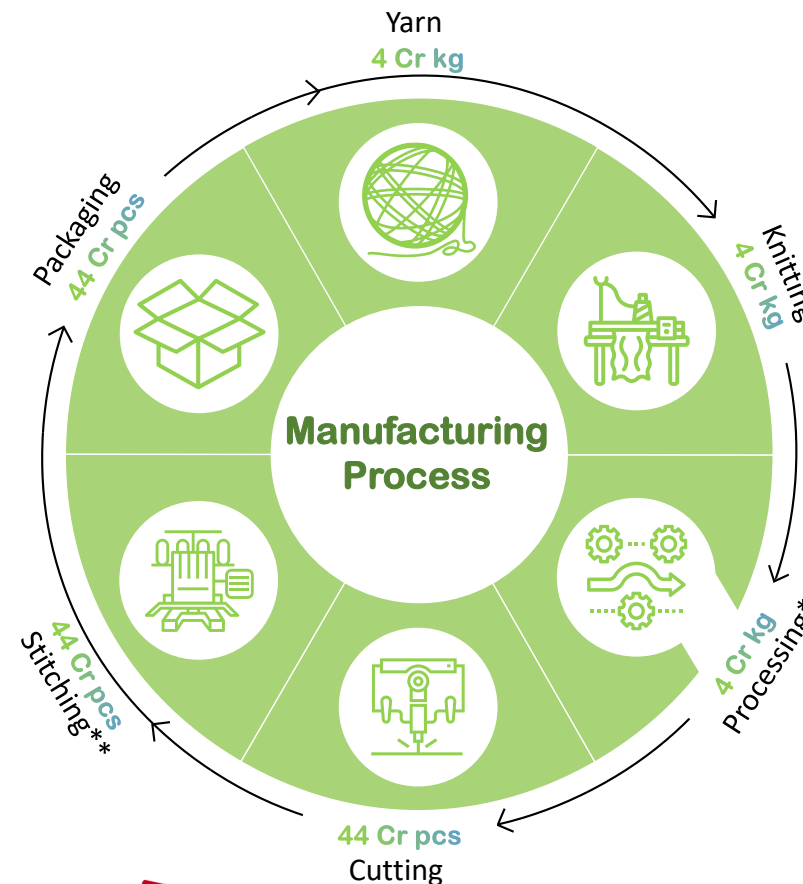


ENHANCING MANUFACTURING CAPABILITIES

Consistent manufacturing excellence for over 3 decades

Ability to consistently deliver high quality products on timely basis

Investment on machines from Italy, Germany, and Singapore



Flexible core manufacturing process

Key focus areas: quality, cost effectiveness and innovation

Completed upgradation and replacement of old equipment

* FY'26

**Outsourced to job workers with strong company control

VENTURING INTO NEWER REGIONS AND SEGMENTS

Launched “Lux Cozi Pynk” in women outerwear range expanding “Lux Cozi” brand in all range of products

Onboarded Shraddha Kapoor as the brand ambassador for “Lux Cozi Pynk”

Launched “Lux Parker” with Sourav Ganguly as brand ambassador in economy segment innerwear at affordable prices

Onboarded Hrithik Roshan as the brand ambassador for “ONN”

Becoming an all-season brand is about being a reliable choice, meeting consumer needs every day of the year.

Onboarded Sidharth Malhotra as the brand ambassador for “Lux Champion”

Onboarded Sunny Deol as the brand ambassador for “Lux Parker”

Launched thermal wear range in the brand name “Lux Cozi Heatek” is latest Lux Cozi innovation

Vertical B acquired the licensing rights for the 'REEBOK' brand to manufacture and sell innerwear and thermal wear products.

Highest selling thermal wear brand “Lux Inferno”- launched new categories- “Lux Inferno Premium” & “Lux Inferno Hotcots”

Onboarded Kartik Aaryan as the brand ambassador for ‘Lux Nitro’ & ‘Lux Inferno’

Launch of new product category i.e. Socks under the brand ‘Lux Nitro’

Promising response received for Rainwear category under the brand ‘Lux Venus’

Introduced 'Lux Venus Her' lingerie line, expanding our esteemed 'Lux Venus' brand to cater to women’s innerwear needs too.

Unveiling ‘Lux Nitro’: Redefining Men's Outerwear to meet the Elevated Fashion Aspirations of Modern Men.

EXPANDING THROUGH MULTI-CHANNEL FOOTPRINT

Growing wholesale market presence

Association with 3,000+ dealers with focused engagement initiatives

Strong presence in multi-brand outlets and large format stores

Enlarging e-commerce & quick e-commerce footprint with Amazon, Flipkart, Tata Cliq, Myntra, AJIO, Zepto and Blinkit among others



#FOFO: Franchise-owned-franchise operated

Adopting investment-light #FOFO model.

Expanding ONN EBOs at Airports, Live at Chennai, Srinagar and Patna

Target revenue of ₹200 Cr from online sales in next 3 years



<1%

Dealer attrition

4,000+

Average daily online orders

12

Exclusive brand outlets (EBOs)

160+

Large store formats to showcase the entire product range



CRAFTING 360° BRANDING INITIATIVES



Salman Khan, Sourav Ganguly, Jacqueline Fernandez, Hrithik Roshan, Kartik Aaryan, Varun Dhawan, Janhvi Kapoor, Pankaj Tripathi, Surya Kumar Yadav, Sidharth Malhotra and Urvashi Rautela are the brand endorsers

₹1,304 crores

Branding investments in the last eight years including Q1 FY'27

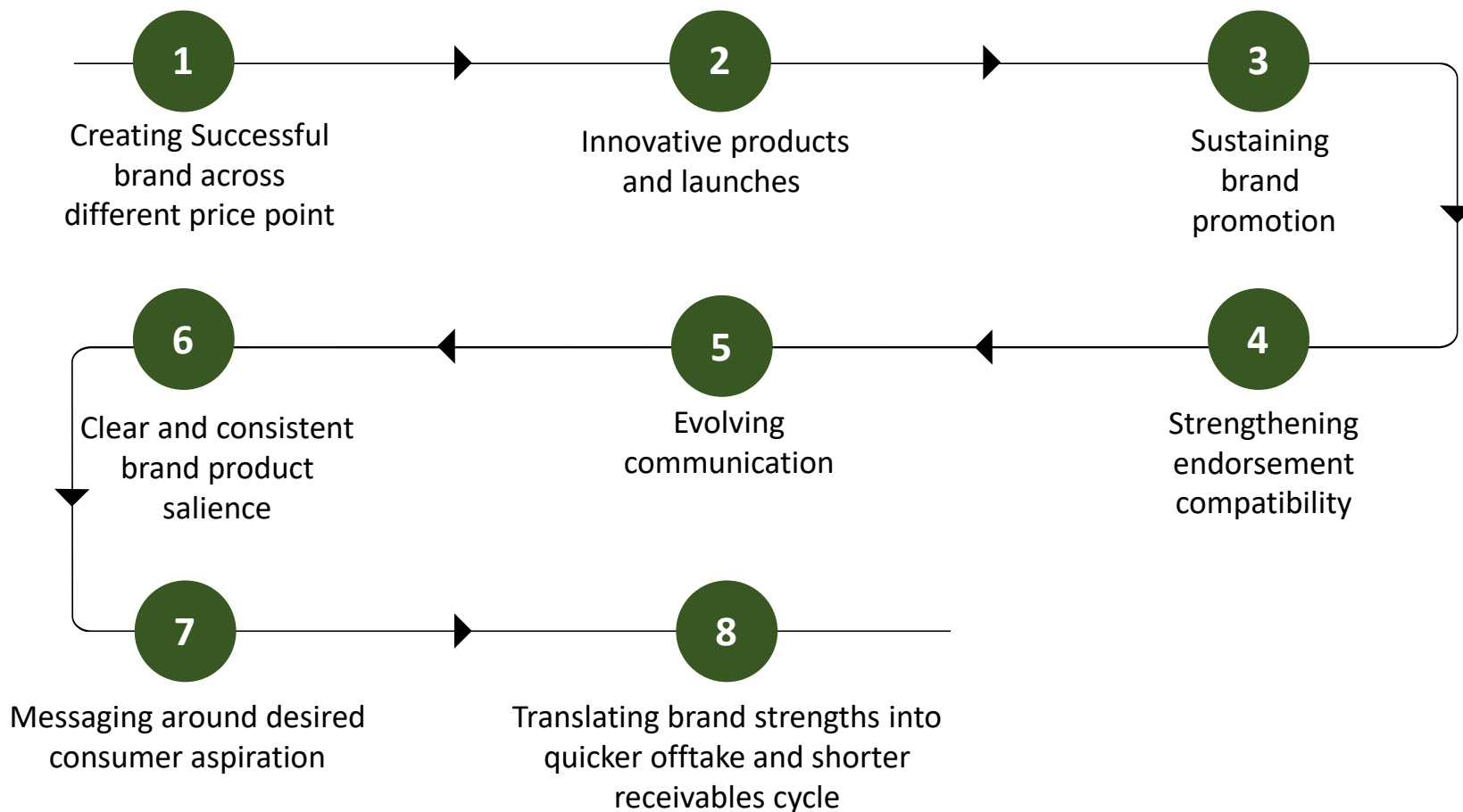
7%

Average share of revenues spent on branding (FY19 – Q1 FY'27)

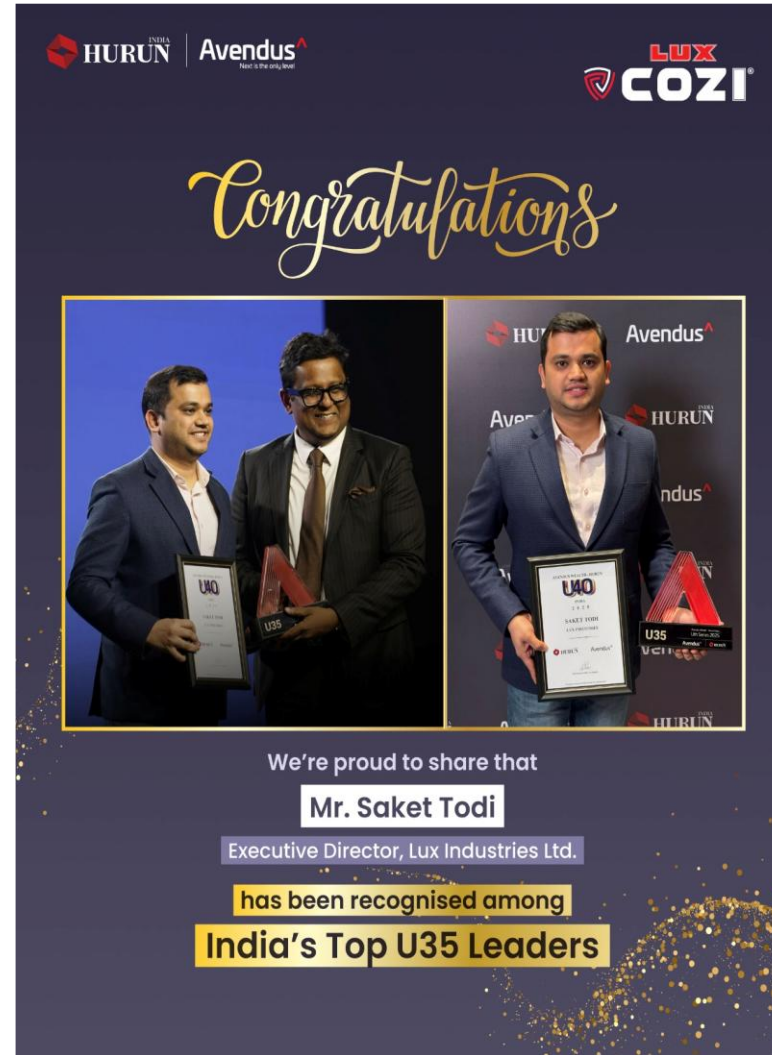
₹14

Return on every rupee spent on Brand promotion for Q1 FY'27

CREATING SUCCESSFUL BRAND STRATEGY



CELEBRATING AWARD WINNING LEADERSHIP



Lux Industries Limited

EXCEPTIONAL LEADERSHIP

*Celebrating
remarkable feat for India's
growth story*

Avendus[^]
Top Represented States
by U35 Entrepreneurs



Mr. Udit Todi

Executive Director
LUX INDUSTRIES LTD.

Featured in the Avendus Wealth
– ***Hurun India U35 List 2025***,
recognizing 155 of
India's most inspiring
entrepreneurs under
***35 for exceptional leadership
and business impact***

ACCELERATING DIGITAL ADOPTION

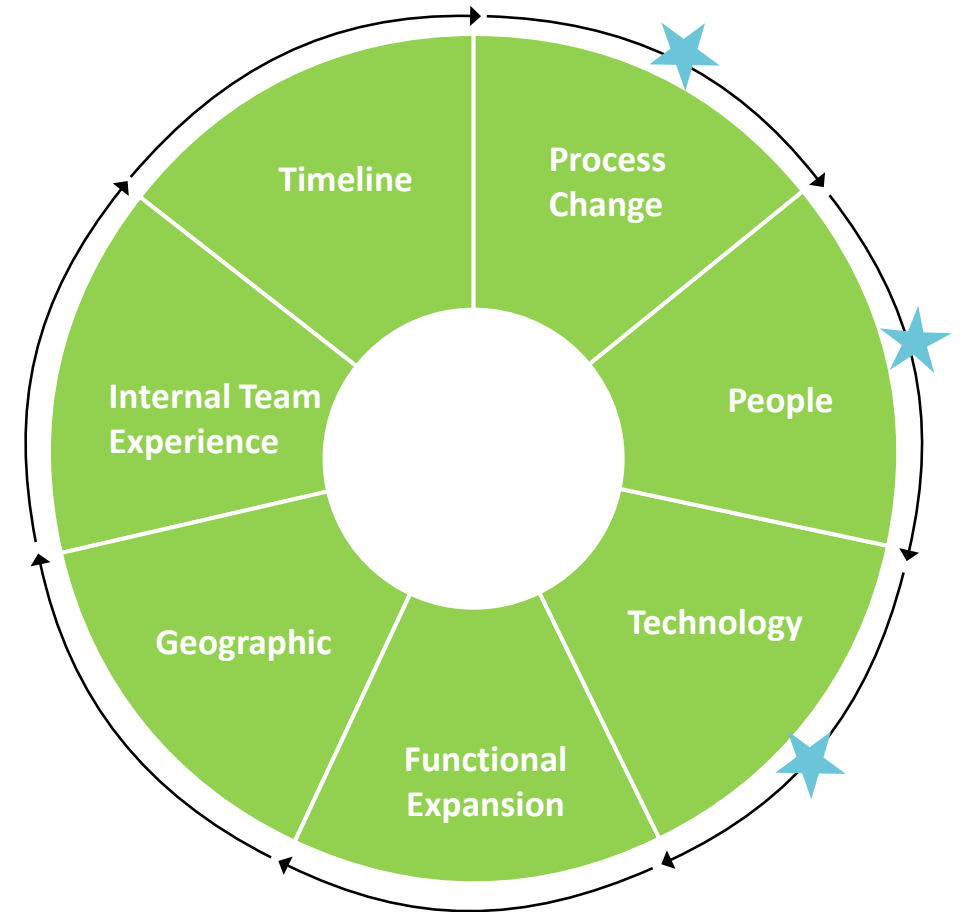
IT New Initiatives by developing new age solutions for better customer experiences

Launched 'Lyra Connect' Retailer App- a first of its kind app to directly connect with its retailers

Launched 'Venus Connect' Retailer App- to directly connect with its retailers

Rollout new website "onninternational.com" direct ONNline platform for customers

End-to-end IT solutions through dealer integration systems



STRENGTHENING FINANCIALS

Leveraged credit policy to strengthen working capital

9%

ROCE, Q1 FY'27

Strong liquidity buffer

₹259 crores

Gross cash and cash equivalents, Q1 FY'27

Aggressive investment in brand building with focus on premiumization and brand recognition

206 days

Working Capital Days in Q1 FY'26

232 days

Working Capital Days in Q1 FY'27

153 days

Inventory cycle in Q1 FY'26

154 days

Inventory cycle in Q1 FY'27

69 days

Creditor days in Q1 FY'26

69 days

Creditor days in Q1 FY'27

5.5x

Interest cover in Q1 FY'26

3.6x

Interest cover in Q1 FY'27

0.20

Debt-equity in Q1 FY'26

0.28

Debt-equity in Q1 FY'27

OUR LEADERSHIP PROFILE



Ashok Kumar Todi
Chairman

- Visionary, Founder and Promoter
- Commerce Graduate; engaged in the hosiery business for over five decades
- Forte lies in capturing market share, marketing, formulating various policies for growth and expansion
- Introduced attractive schemes for dealers, retailers and consumers
- Associated with various philanthropic organisations in India



Pradip Kumar Todi
Managing Director

- Visionary, Founder and Promoter
- Commerce Graduate
- Primarily focuses on product development and production functions
- Deep technical knowledge of the hosiery industry
- Forte lies in developing new patterns, yarn combinations, and knitting technologies & strong business acumen
- Introduced new styles and optimised production costs

NEXT GENERATION TAKING VISION FORWARD



Navin Kumar Todi
Executive Director

- Commerce Graduate
- Engaged with the Company for 25+ years
- Looking after the brands like GenX and Lux Cozi Her
- Responsible for operations of the Tiruppur unit
- Focusing on product premiumization, new brands and product categories



Rahul Kumar Todi
Executive Director

- Post Graduate (Marketing) from GRD, Coimbatore
- Engaged with the company for 20+ years
- Looking after the Production function of the Tiruppur Unit
- Handled wide range of responsibilities across businesses
- Overseeing several functions like finance, personnel, operations, among others



Saket Todi
Executive Director

- Post Graduate (Brand Management) from MICA
- Engaged with the Company for 12 years
- Responsible for premium brands in the retail channel - ONN brand and exports market
- Introduced in-house capacity for stitching for better quality and cost control
- Expanded presence by 24+ countries
- Focus on quality; created a loyal customer base



Udit Todi
Executive Director

- MSC in Finance from LSE, London and Economics (Hons.) from St. Stephens College, Delhi.
- Engaged with the Company for 12 years
- Launched the Lyra brand achieving a revenue of over 300 crore within 5 years making it the market leader.
- Instrumental in setting up the Dankuni facility with cost optimization.
- Setting up new facilities for further growth plans.
- Expanding women's wear segment into a complete range including inner wear and athleisure.

STRENGTHENING THE MANAGEMENT TEAM

Professionals in key positions



Ajay Nagar
Chief Financial Officer

- Qualified Chartered Accountant
- 24 years of experience in Corporate Finance, Accounting, Budgeting, Treasury, Due Diligence, Business Partnering, Investor Relations, Financial Planning & Analysis, Fundraising and Audit.
- Prior to this role, he was associated with companies like BCCL (Times Group), TCS, Videocon, Essar & VIP Industries, and has been instrumental in their growth path through strong business and financial model



Smita Mishra
Company Secretary & Compliance Officer

- Qualified Company Secretary, associated with the Company for the last 16 years
- Heads the complete compliance functions and ensures efficient administration; compliance with statutory and regulatory requirements
- Played a critical role during listing on NSE and BSE



Sanjay Mittal
Vice President- Sales

- Has led and supported various leadership roles for 25+ years at the company
- Heads the sales function and plays a significant role in formulating the Sales Strategy
- Strong understanding of hosiery market and achieving targets, critical role in gaining market share via new launch with incremental topline

STRENGTHENING THE MANAGEMENT TEAM

Professionals in key positions



Anand Poddar
Vice President - Advertisement

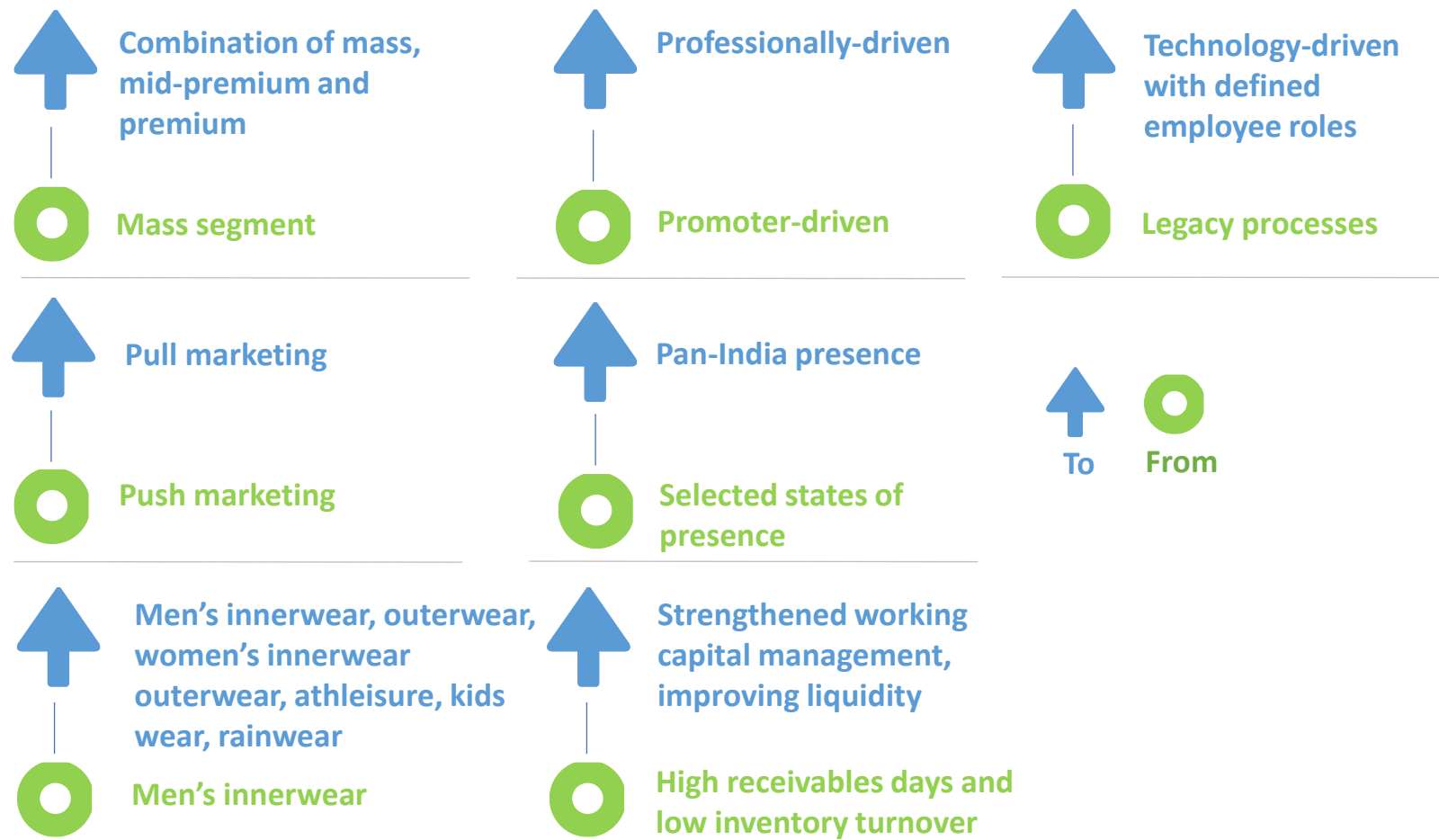
- Associated with the Company for 25+ years
- Contributed significantly to the Company's growth and brand visibility and played a pivotal role in strengthening market presence and enhancing brand equity
- The long-standing service reflects his dedication, leadership, and commitment to the Company's vision and values



Pradip Kumar Kandar
GM - Secretarial & Legal

- Qualified Company Secretary with a Master's Degree in Commerce and a Law Graduate
- 20+ years experience in corporate law, SEBI regulations, governance, IPRs, due diligence, and legal matters
- Worked with Manaksia Ltd and Duncan Goenka Group at various leadership positions before joining Lux

PREPARED FOR TOMORROW



41 Business Highlights

42-58 Performance



PERFORMANCE

Q1 & FY'27 BUSINESS HIGHLIGHTS



**FINANCIAL
PERFORMANCE**

Revenue increased by 1%
Q1 YoY

Vertical A of the Company
delivered 8% Revenue
growth

Vertical B reported 50%
volume growth in “Lux
Venus Rainwear” and 10%
value growth in exports in
Q1 FY'27 YoY



**POWER
BRANDS**

Power brands i.e. Lux Cozi
and Lux Venus maintained
its strong market
momentum

“Lux Nitro” touched
revenue of Rs. 175 crores
in its 1st year of re-launch

Lyra continued to
dominate market in
womenswear segment

Lux parker did a revenue of
Rs. 250+ cr. in the 1st year
of its launch



DIGITAL PLAY

Pivoting from primarily
offline to Omni-channel
enabled innerwear &
Outerwear brand.

Investing in IT infra to
build digital platforms and
create a connect with the
channel partners

Having presence in
major ecommerce
platforms.



BRAND INVESTMENT

Substantial investment
in brand building

Enhancement of brand
appeal through targeted
marketing initiatives

Advertisement spends
~7%



GROWTH DRIVERS

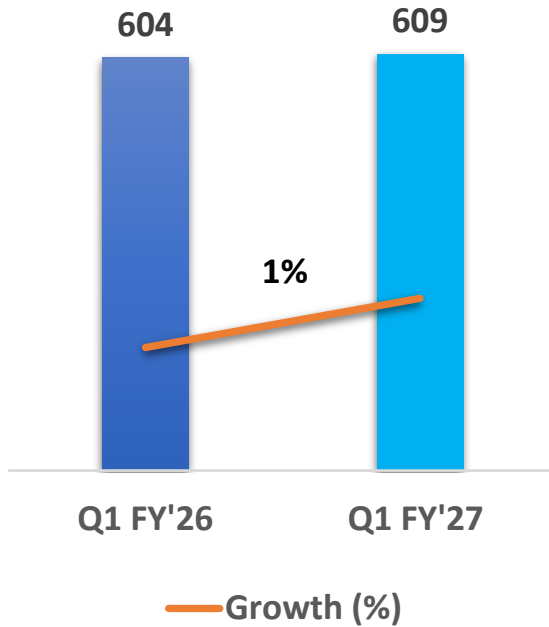
Long Standing
Relationships with
Distributors.

Experienced Board of
Directors

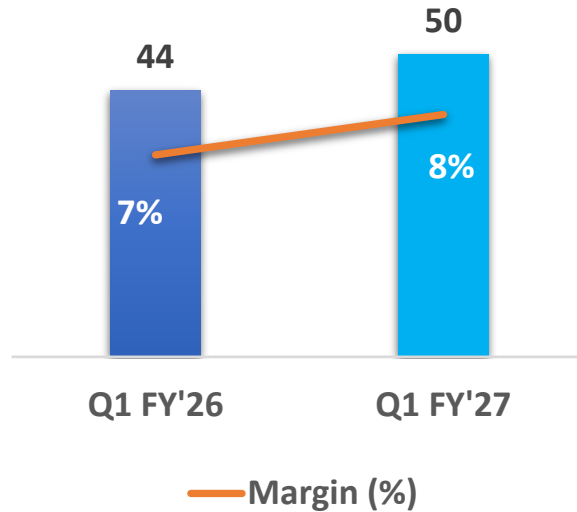
Significant potential
and space for growth
of our emerging
brands

FINANCIAL SNAPSHOTS – Q1 FY'27 & Q1 FY'26

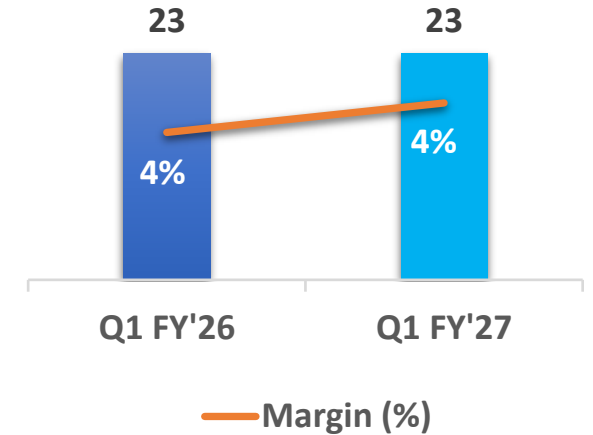
Revenue (₹ in Crores)



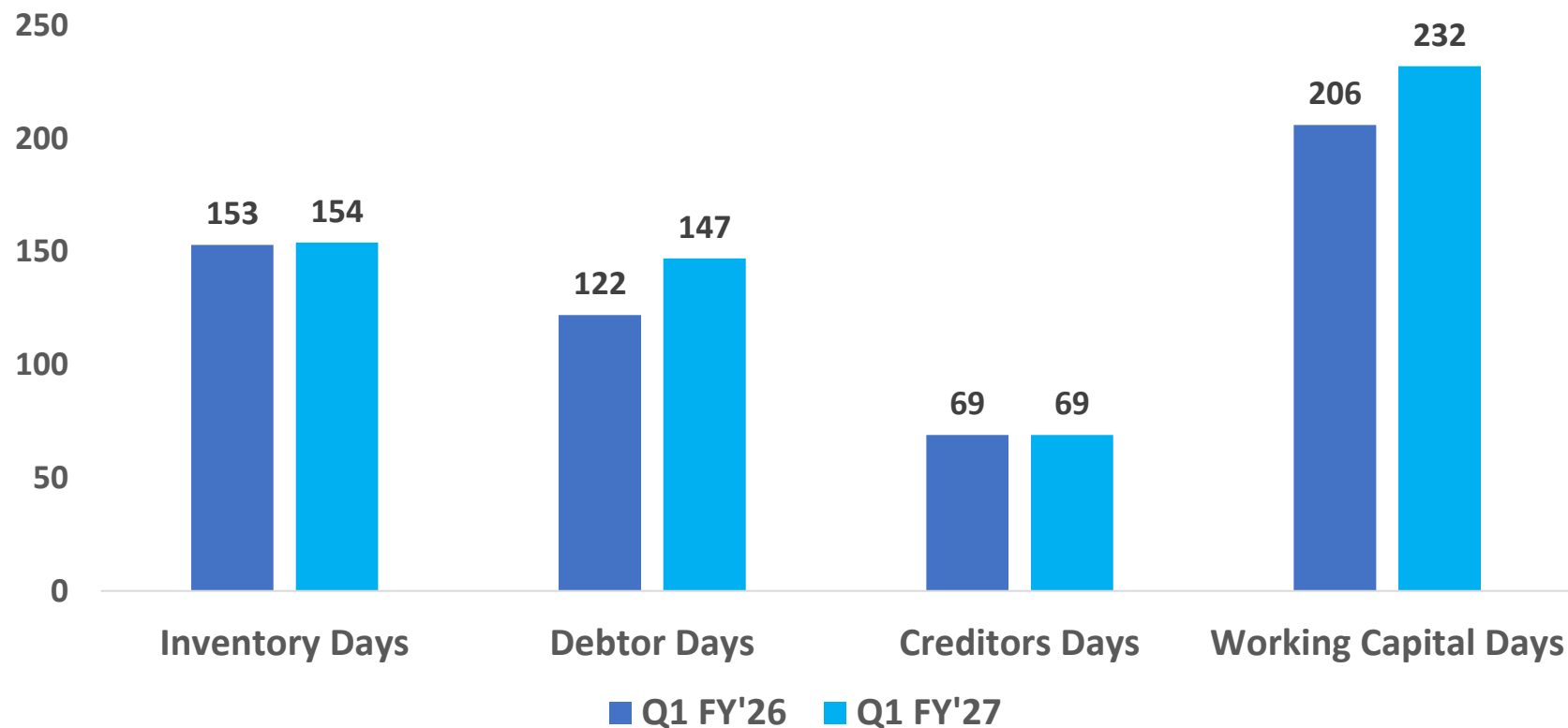
EBITDA (₹ in Crores)



PAT (₹ in Crores)



KEY PERFORMANCE INDICATORS



SEGMENT REVENUE & RESULTS- Q1 FY'27 & YE FY'26

	Q1 (Rs. cr.)			YE (Rs. cr.)		
Particulars	FY'27	FY'26	YoY growth	FY'26	FY'25	YoY growth
Segment Revenue						
a) Vertical A	290.77	268.17	8.43%	1,365.22	1,112.57	22.71%
b) Vertical B	249.22	262.82	-5.18%	1,235.65	1,138.57	8.53%
c) Vertical C	69.04	73.34	-5.86%	327.87	331.92	-1.22%
Revenue from operations	609.03	604.33	0.78%	2,928.74	2,583.06	13.38%
Segment Result {Profit(+)/Loss(-) before Tax}						
a) Vertical A	14.95	10.71	39.56%	64.18	97.06	-33.88%
b) Vertical B	12.50	17.38	-28.06%	74.51	118.37	-37.06%
c) Vertical C	3.84	4.46	-13.96%	17.80	22.70	-21.60%
d) Other un-allocable (expenditure) net of un-allocable income	-1.02	-2.07	50.50%	-18.98	-17.47	-8.63%
Profit before Tax	30.27	30.48	-0.71%	137.51	220.66	-37.68%

SEGMENT ASSETS & LIABILITIES- Q1 FY'27 & Q1 FY'26

Particulars	QE (Rs. cr.)		
	Q1 FY'27	Q1 FY'26	YoY growth
Segment Assets			
a) Vertical A	1,361.77	1152.41	18.17%
b) Vertical B	1,234.74	1098.33	12.42%
c) Vertical C	328.77	308.82	6.46%
d) Un-allocable	49.38	116.72	-57.69%
Total Assets	2,974.66	2676.28	11.15%
Segment Liabilities			
a) Vertical A	642.21	529.84	21.21%
b) Vertical B	369.83	315.56	17.20%
c) Vertical C	90.78	70.21	29.30%
d) Un-allocable	27.88	22.62	23.27%
Total Liabilities	1,130.70	938.23	20.51%

Mr. Saket Todi

OUR
FACILITIES

Dankuni (W.B.), Sankrail Industrial Park (W.B.), Tajpur Road (Punjab), Tiruppur (Tamil Nadu)



BRANDS



OUR
OFFICE

Head Office, 17th floor Adventz Infinity,
Salt Lake, Kolkata - 700091



KEY BUSINESS HIGHLIGHTS VERTICAL - A

CONSOLIDATED PERFORMANCE

Particulars	Amount (Rs. in cr)	
	Q1 FY 27	Q1 FY 26
Revenue From Operation	290.9	268.2
Other Income	3.8	1.3
Total Income	294.7	269.5
COGS	188.8	181.4
Gross Margin	105.9	88.0
Gross Margin %	35.9%	32.7%
Employee Cost	25.0	21.1
Advertisement Expenses	24.5	26.8
Other Expenses	28.8	21.1
EBITDA	27.6	19.0
EBITDA Margin %	9.4%	7.1%
Finance Cost	7.3	4.7
Depreciation	5.3	3.6
Profit Before Tax	15.0	10.7
PBT Margin %	5.1%	4.0%

Note -

- 1) Revenue from Operation includes Rs.2.05cr & Rs.2.01cr of Export Incentive in Q1 FY'27 & Q1 FY'26 respectively
- 2) Add. Depreciation of Rs.0.60 cr. (0.2% of Net Sales) has been added in CY post allocation from Vertical D

KEY BUSINESS HIGHLIGHTS VERTICAL - A



Standalone Q1 FY'27 Performance Indicator

Volume (in pcs)

4.33 crores

▲ 12%

Revenue from Operation

Rs.297 crores

▲ 11%

EBITDA

Rs.26 crores

▲ 35%

PBT

Rs.14 crores

▲ 15%

Consolidated Q1 FY'27 Performance Indicator

Volume (in pcs)

4.23 crores

▲ 10%

Revenue from Operation

Rs.291 crores

▲ 8%

EBITDA

Rs.28 crores

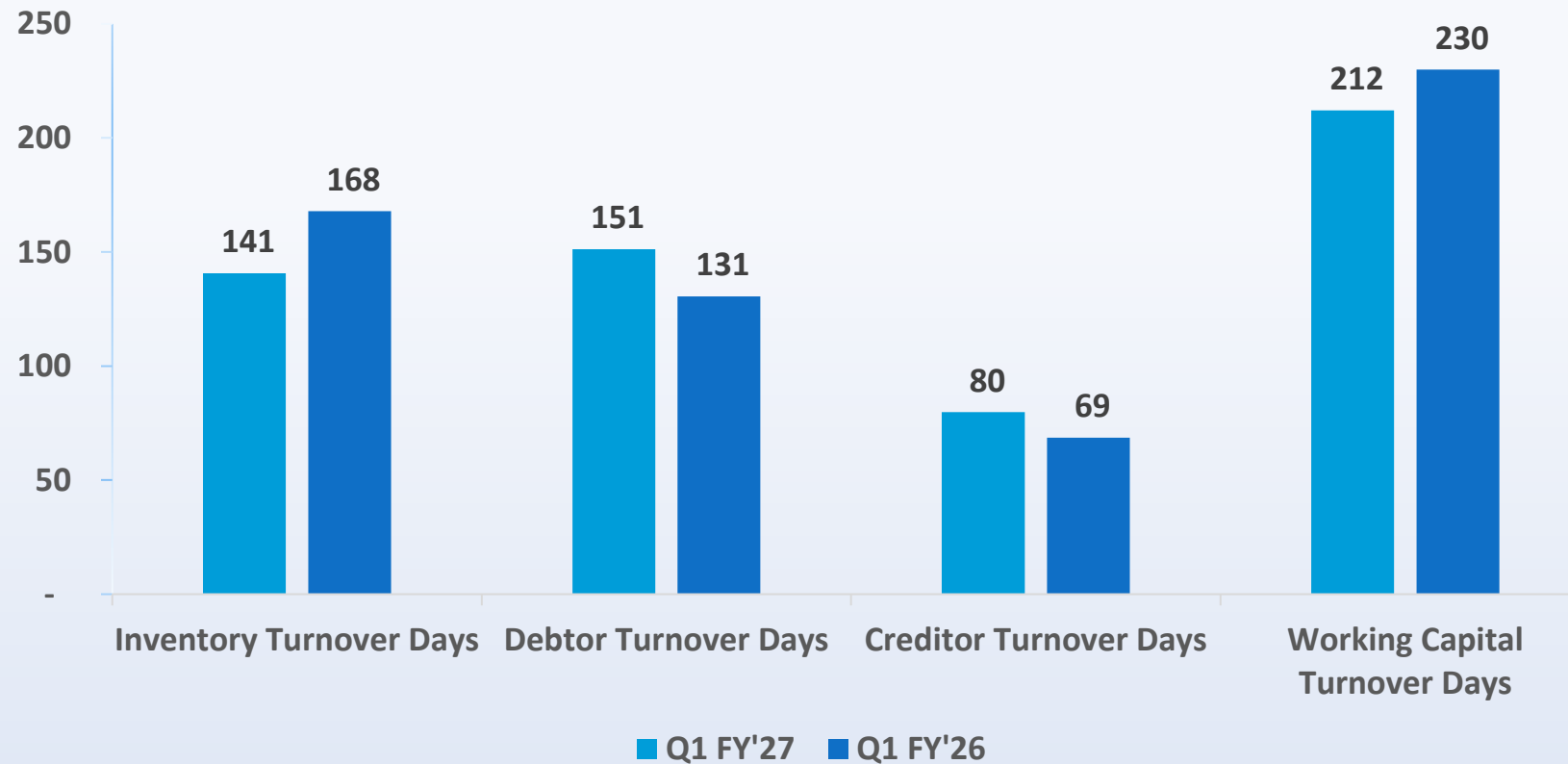
▲ 45%

PBT

Rs.15 crores

▲ 40%

KEY PERFORMANCE INDICATORS VERTICAL - A



Mr. Udit Todi

OUR
FACILITIES

Hosiery Park,
B.T. ROAD
(W.B.)

Rahon Road
(Punjab)

Tronica City
(Ghaziabad)

Avinashi
(Tiruppur)



BRANDS

LUX
NITRO
HI-PERFORMANCE INNERWEAR

LUX
VENUS
INNERWEAR

Lyra
WOMEN'S WEAR

LUX
VENUS
rainWear

LUX VENUS
Afer
Women's Wear

LUX
Inferno
QUILTED THERMALS

OUR
OFFICE

Corporate Office, 10th Floor, PS Srijan Tech Park,
DN-52, Sector-V, Salt Lake, Kolkata - 700091



KEY BUSINESS HIGHLIGHTS VERTICAL - B

CONSOLIDATED PERFORMANCE

Particulars	Amount (Rs. in Cr.)		Amount (Rs. in Cr.)	
	Q1 FY 27	Q1 FY 26	YE MAR' 26	YE MAR' 25
Revenue from operations	249.22	262.82	1,235.65	1,138.57
Other Income	3.68	7.65	15.21	22.22
COGS	175.32	187.05	886.23	788.10
Gross Margin	73.89	75.78	349.42	350.47
Gross Margin %	29.7%	28.8%	28.3%	30.8%
Employee Benefits	17.74	15.50	66.15	53.91
Advertisement Expenses	17.26	23.74	102.09	94.34
Other Expenses	24.48	23.74	104.17	94.66
EBITDA	18.10	20.44	92.22	129.78
EBITDA %	7.2%	7.6%	7.4%	11.2%
Finance Costs	3.04	1.28	9.39	5.29
Depreciation	2.55	1.77	8.31	6.13
Profit Before Tax	12.50	17.39	74.51	118.37
Profit Before Tax %	4.9%	6.4%	6.0%	10.2%

KEY BUSINESS HIGHLIGHTS - VERTICAL B



Q1 FY'27

Revenue from Operations

Rs. 249 crores

▼ -5.2%

Advertisement Spend

Rs. 17 crores

▼ -27.3%

EBITDA

Rs. 18 crores

▼ -11.5%

FY'26

Revenue from Operations

Rs. 1,236 crores

▲ 8.5%

Advertisement Spend

Rs. 102 crores

▲ 8.2%

EBITDA

Rs. 92 crores

▼ 28.9%

- Sales Qty increased by 50% for “Lux Venus Rainwear” and Exports value growth of 10%
- Acquired the Exclusive licensing rights for the 'REEBOK' brand to manufacture and sell innerwear and thermal wear products within India
- Highest selling thermal wear brand “Lux Inferno”- launched new categories- “Lux Inferno Premium” & “Lux Inferno Hotcots”

Brand 'Lux Nitro'

Strategic Partnership with Reebok

Exclusive brand licensing partnership between Vertical B and Reebok.

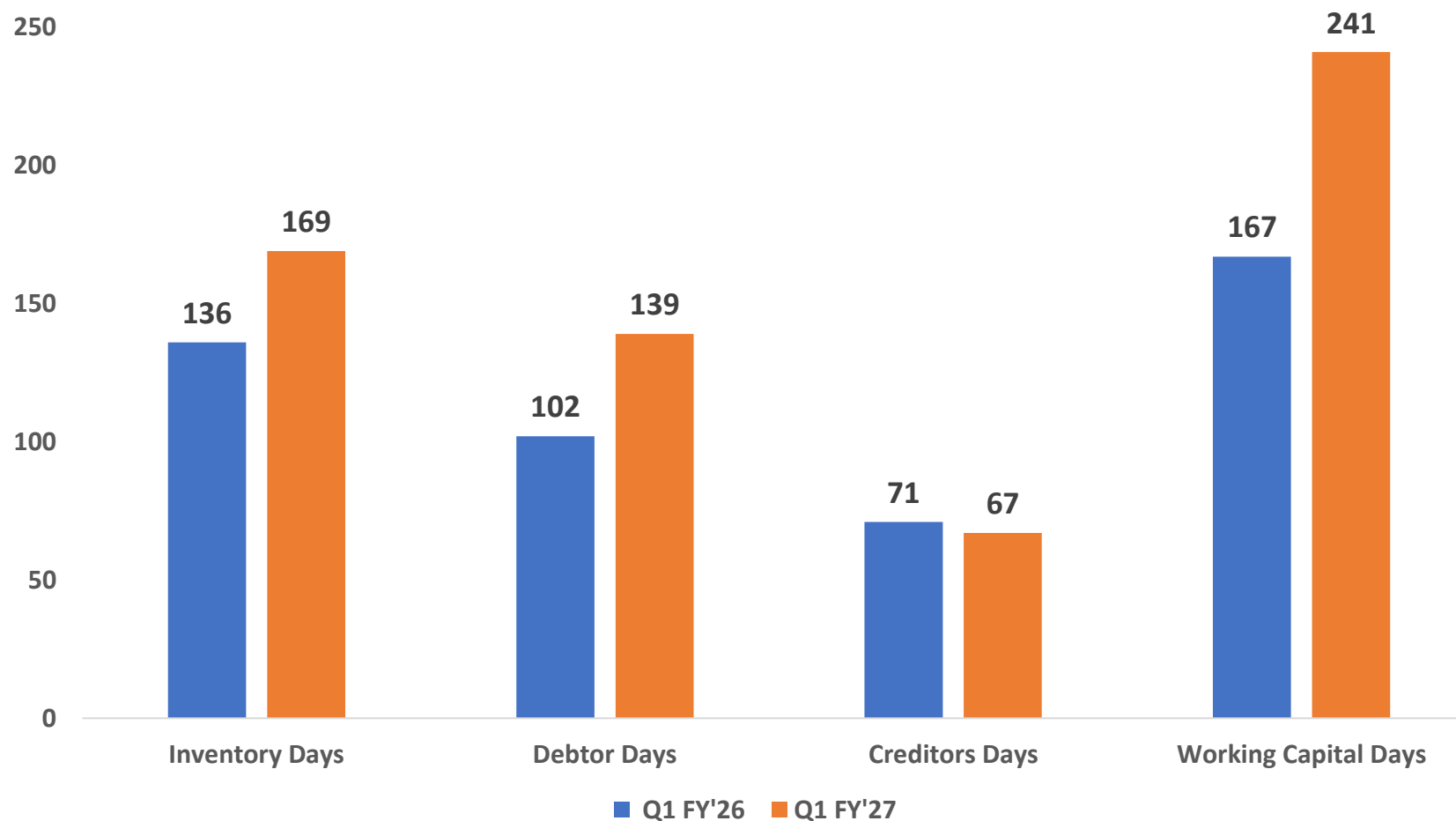
Territory	Product portfolio
Within India	Men's and women's innerwear, thermal wear

WHY IT MATTERS

- Supports the Vertical B's premiumisation strategy and enhances overall brand positioning.
- Expands presence beyond core offerings into the growing premium and branded innerwear market.
- Creates opportunities to leverage REEBOK's strong consumer recognition across India.
- Enables entry into additional consumer segments through a globally established sports and lifestyle brand.



VERTICAL B - KEY PERFORMANCE INDICATORS



VERTICAL C

Mr. Rahul Kumar Todi

RELATED
FACILITIES

Vengamedu
(Tiruppur)



LUX
CHAMPION
COMFORT WEAR

GenX
PREMIUM INNERS & CASUALS

LUX
Amore
WOMEN'S WEAR

LUX
CLASSIC
INNERWEAR

LUX
Karishma

OUR OFFICE BRANDS

Related Management Office
Angeripalayam Main Road, Shastri Nagar, Tiruppur



KEY BUSINESS HIGHLIGHTS VERTICAL - C

CONSOLIDATED PERFORMANCE

Particulars	Amount (Rs. in Cr.)		Amount (Rs. in Cr.)	
	Q1 FY 27	Q1 FY 26	YE MAR 26	YE MAR 25
Revenue from operations	69.04	73.34	327.87	331.92
COGS	47.50	51.98	231.04	232.27
Gross Margin	21.54	21.36	96.83	99.65
Gross Margin %	31.2%	29.1%	29.5%	30.0%
Employee Benefits	6.24	5.64	23.89	22.24
Advertisement Expenses	2.40	3.07	12.47	17.02
Selling Expenses	1.24	0.87	12.04	7.98
Other Expenses	6.51	6.43	26.90	25.74
EBITDA	5.15	5.46	21.69	26.68
EBITDA %	7.5%	7.4%	6.6%	8.0%
Finance Costs	0.74	0.45	1.75	1.98
Depreciation	0.55	0.55	2.14	2.00
Profit Before Tax	3.84	4.46	17.80	22.70
Profit Before Tax %	5.6%	6.1%	5.4%	6.8%

KEY BUSINESS HIGHLIGHTS- VERTICAL C



Q1 FY'27

Revenue from Operations

Rs. 69 crores



5.9%

PBT

Rs. 3.84 crores



13.9%

EBITDA

Rs. 5.15 crores



5.7%

YE FY'26

Revenue from Operations

Rs. 328 crores



1.2%

PBT

Rs. 17.80 crores



21.6%

EBITDA

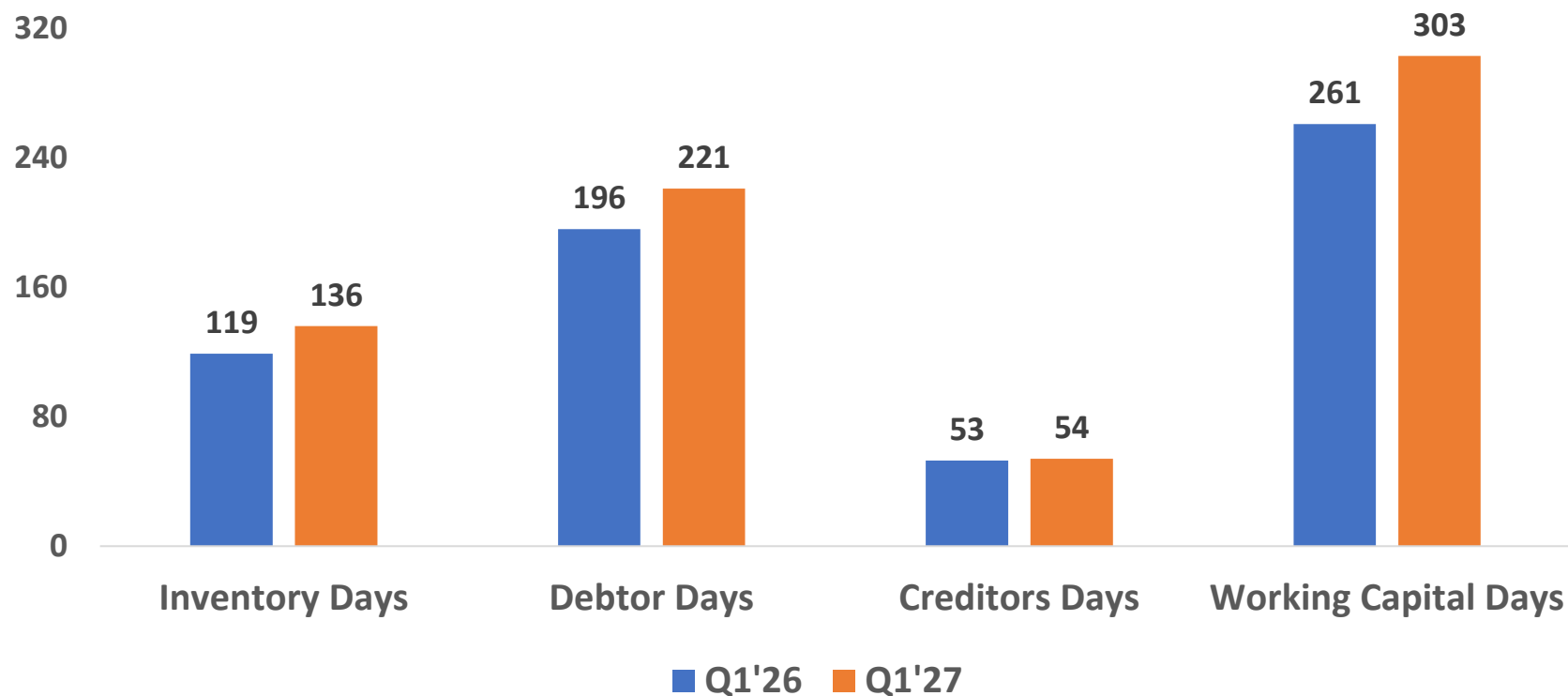
Rs. 21.7 crores



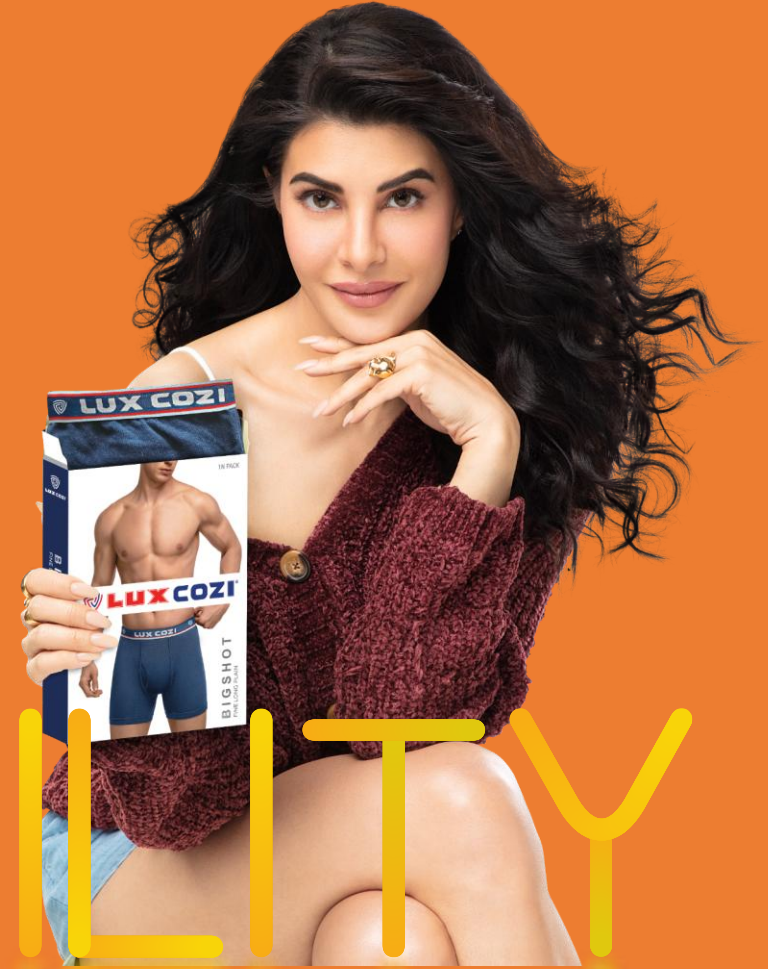
18.7%

Onboarded Sidharth Malhotra for brand 'Lux Champion', marking a significant milestone in strengthening the brand's positioning and market presence.

VERTICAL C - KEY PERFORMANCE INDICATORS



60 Sustainability
51-65 CSR
66-67 Environment



SUSTAINABILITY

CONTINUING SUSTAINABILITY COMMITMENT



Action

Our products are made of 100% natural fibre and we use recyclable packaging

Many suppliers manufacture exclusively for us

Manufacturing locally and maximising local sourcing

Embedding sustainability and circularity across the value chain

Social commitment includes sustainability and inclusive growth



Impact

Hygienic products and reduced environmental impact

Consistent product quality and employment generation

Boosting local economy and well-being in the society

Including sourcing sustainable raw materials, manufacturing processes, supply chain and waste management

Including sustainable raw materials; enhanced workforce management and greater community reach



WIDENING COMMUNITY IMPACT

Supporting economically backward people through various measures such as by building rest rooms

Addressing environment sustainability

Promotion of Sports by supporting Athlete, Mr. Anush Agarwalla for Equestrian Sport

Focusing on animal welfare benefiting 500+ cows

Making available safe drinking water benefiting 1 lakh+ people

Providing medical support by distributing free medicines

Providing Education to underprivileged Children

Maintenance of Burning Ghats, Burial Grounds

₹1.20 crore

Actual CSR expenditure for Q1 FY'27

₹1.42 crore

Budgeted annual CSR expenditure (approx.) for FY 26-27

2,000+

Trees planted in 35-40 acres of land



SPREADING THE SEEDS OF KNOWLEDGE

Commitment for support of ₹ 2 crores towards the building of a free residential school project for over 1000+ unprivileged girls in Joka, WB has been fulfilled.

Built the Saraswati Sishu Mandir School at Bali (Murshidabad)

Contributed ₹ 1.5 crores to Dhanuka Dhunseri Foundation for promotion of Chess activities

Partnership and consultation with NGOs, registered trusts and Section 8 companies

100 +

Students enrolled



Saraswati Sishu Mandir School at Bali (Murshidabad)

ENSURING WELL-BEING FOR ALL

Supporting
Pushpawati Singhanian
Hospital & Research
Institute

Reaching healthcare
through focused
intervention areas
(kidney ailments, cardio-
vascular diseases, cancer
among others)

Engaging in providing
treatment to ailing
population

Providing OPD and IPD
services to the
economically
underprivileged

200+

Bed facility

1,500+

Liver transplants



Tata Medical Center Operation Theatre

Developed one Operation Theatre at Tata Medical Center by contributing ₹ 2.50 crore including infrastructure and medical equipment's

ADVANCING HEALTHCARE, INSPIRING HOPES

The Company is proud to extend its support to Shree Vishudanand Hospital & Research Institute, Kolkata towards the development of the General Ward. The newly renovated general wards are equipped with enhanced infrastructure and modern medical equipment, designed to provide a safer, more hygienic, and comfortable environment for patients in need.



Newly renovated General Ward at Shree Vishudanand Hospital & Research Institute, Kolkata

Help Us Help Them Foundation – School Project at Joka, Kolkata

For the first time, **every seat is filled** — 1,000 rural girls now have access to quality education and holistic care.

Learning – Classrooms, activity spaces in use



Living – Hostel rooms and common areas



Being – Children engaged in yoga, games, or evening circle



**GROUND YODHAS
BUILDING A NEW WORLD**

1000 Students from the forests of Purulia to the rural belts of Bankura and the coastal edges of 24 Parganas

42 Gurus - educationists and artisans

60 Campus caregivers



Professional collaboration for Technology, Educationists, Strategy and Implementation of curriculum in different districts

"Discipline, Contribution, Gratitude"



INCREASE IN SOLAR POWER CAPACITY



Substantial electricity
cost reduction

Reducing carbon
footprint

700 KW

700 kW solar panel installation at our Avinashi & Tiruppur Facility



REDUCING ENVIRONMENTAL FOOTPRINT

1 MW rooftop solar power plant at Dankuni (West Bengal) unit

Process technology help save water

Substantial electricity cost reduction

Reducing carbon footprint

Energy-saving LED lighting systems in our plants save energy

~10% of our total power requirements met through renewable sources

Installations of Capacitors to reduce plant load

2 lakh litre

Water saved every day through state-of-the-art processing technology



Rooftop solar power plant at Dankuni unit



Safe Harbor

This presentation and the accompanying slides (the “Presentation”), which have been prepared by **Lux Industries Limited** (the “Company”), have been prepared solely for information purposes and do not constitute any offer, recommendation or invitation to purchase or subscribe for any securities, and shall not form the basis or be relied on in connection with any contract or binding commitment what so ever. No offering of securities of the Company will be made except by means of a statutory offering document containing detailed information about the Company.

This Presentation has been prepared by the Company based on information and data which the Company considers reliable, but the Company makes no representation or warranty, express or implied, whatsoever, and no reliance shall be placed on, the truth, accuracy, completeness, fairness and reasonableness of the contents of this Presentation. This Presentation may not be all inclusive and may not contain all of the information that you may consider material. Any liability in respect of the contents of, or any omission from, this Presentation is expressly excluded.

Certain matters discussed in this Presentation may contain statements regarding the Company’s market opportunity and business prospects that are individually and collectively forward-looking statements. Such forward-looking statements are not guarantees of future performance and are subject to known and unknown risks, uncertainties and assumptions that are difficult to predict. These risks and uncertainties include, but are not limited to, the performance of the Indian economy and of the economies of various international markets, the performance of the industry in India and world-wide, competition, the company’s ability to successfully implement its strategy, the Company’s future levels of growth and expansion, technological implementation, changes and advancements, changes in revenue, income or cash flows, the Company’s market preferences and its exposure to market risks, as well as other risks. The Company’s actual results, levels of activity, performance or achievements could differ materially and adversely from results expressed in or implied by this Presentation. The Company assumes no obligation to update any forward-looking information contained in this Presentation. Any forward-looking statements and projections made by third parties included in this Presentation are not adopted by the Company and the Company is not responsible for such third party statements and projections.

For further information, please contact

Lux Industries Limited



CIN: L17309WB1995PLC073053

Email: investors@luxinnerwear.com

Website: www.luxinnerwear.com