



RUPA & COMPANY LIMITED

Date: May 26, 2026

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

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

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

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

Dear Sir/ Madam,

We are enclosing herewith Investor Presentation on the financial performance of Rupa & Company Limited ('the Company') for the quarter and financial year ended March 31, 2026.

The presentation will also be made available on the Company's website www.rupa.co.in.

Kindly take the same on record.

Thanking you.

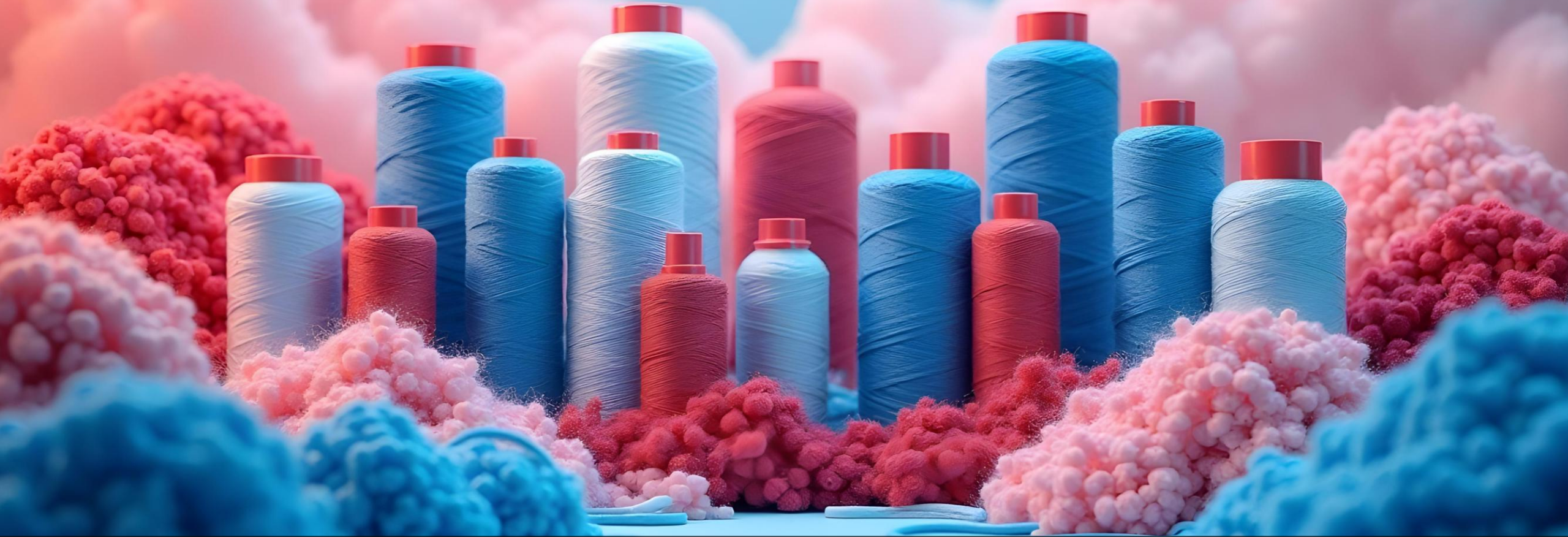
Yours faithfully,
For Rupa & Company Limited

Ramesh Agarwal
Whole-time Director

Encl: As Above



FASHIONING INDIA SINCE 1968



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01 Q4 & FY26 Result Highlights

02 Company Overview

03 Business Model

04 Growth Initiatives

05 ESG & CSR Initiatives

06 Historical Financials





Q4 & FY26 Result Highlights

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

“Our Company delivered a steady performance during the quarter amidst a competitive business environment and evolving consumer demand trends across key categories. Revenue growth during the quarter was driven by healthy volume expansion across segments, while pricing conditions across the industry continued to remain competitive.

The Company recorded a strong volume growth of 9% during the quarter, reflecting improved market traction, focused execution and strengthening consumer demand across our product portfolio. Our continued emphasis on scale expansion, deeper channel engagement and product mix improvement supported the overall business performance during the quarter. The Athleisure segment continued to witness encouraging momentum, reaffirming strong consumer acceptance and the growing relevance of our diversified portfolio.

Exports contributed 3% to overall revenues, while Modern Trade, including e-commerce, contributed 5% to revenues during the year, reflecting our calibrated and strategic channel expansion efforts in a competitive market environment.

EBITDA for the quarter stood at Rs. 55 crores, with EBITDA margins at 12.5%. Operating cash flow for FY26 stood at Rs. 45 crores, demonstrating our continued focus on prudent cash management and working capital efficiency. Our cash surplus further improved to Rs. 33 crores as on March 2026, reflecting the strength of our balance sheet and healthy liquidity position.

During the quarter, we further strengthened our sales and distribution capabilities with focused investments in our sales team and field execution. We believe these initiatives will enhance market penetration, improve channel productivity and strengthen customer engagement across key markets.

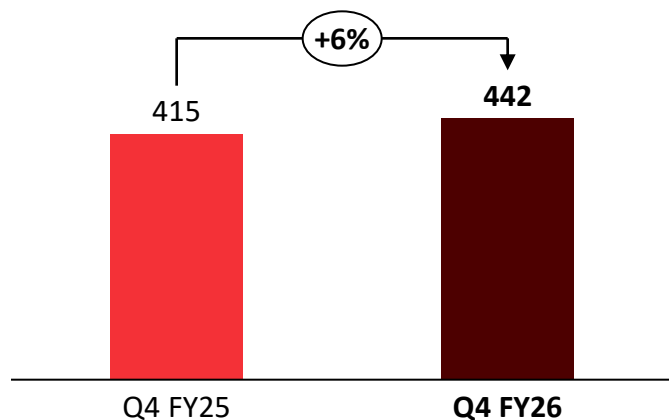
Our commitment towards delivering sustainable long-term value to all stakeholders remains strong. In line with this commitment, the Board has proposed, subject to shareholders’ approval, a dividend of Rs. 3 per equity share for FY26.

Going forward, we remain focused on strengthening our presence in the Mid-Premium and Premium categories, scaling high-growth segments such as Athleisure, expanding distribution reach and driving efficiency-led improvements across operations. Backed by our established brands, extensive distribution network and strong market positioning, we remain confident of navigating the evolving market environment while continuing to create sustainable long-term value for all stakeholders.”

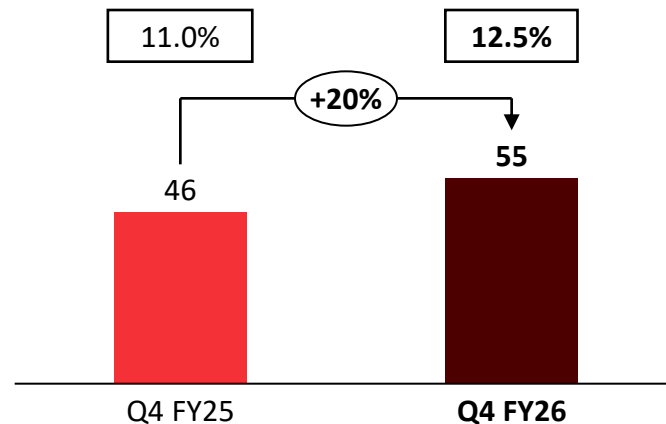
Q4 & FY26 financial highlights



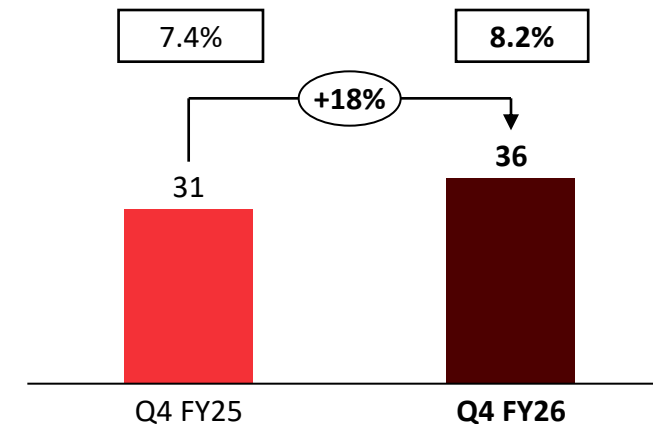
Revenue



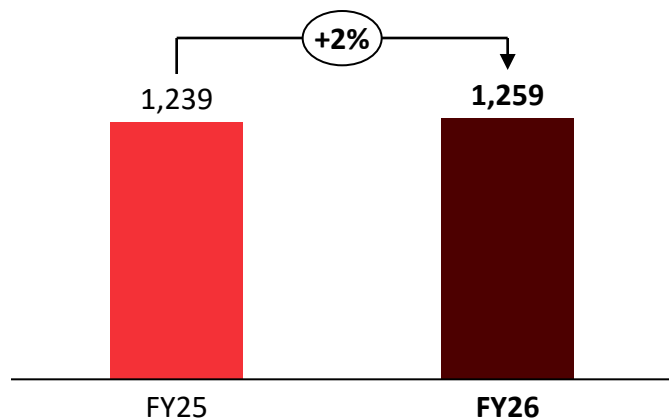
EBITDA



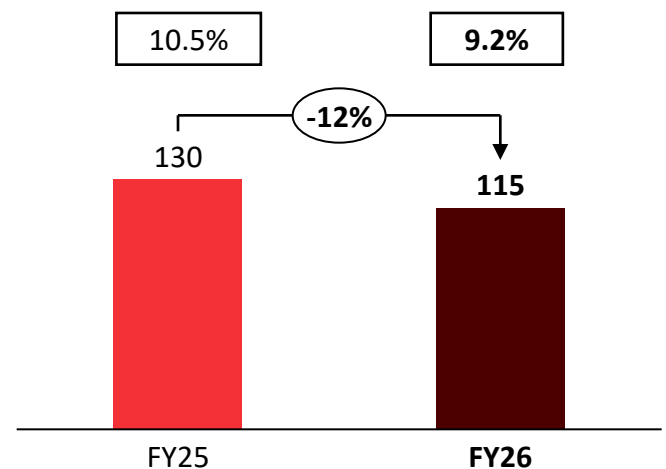
PAT*



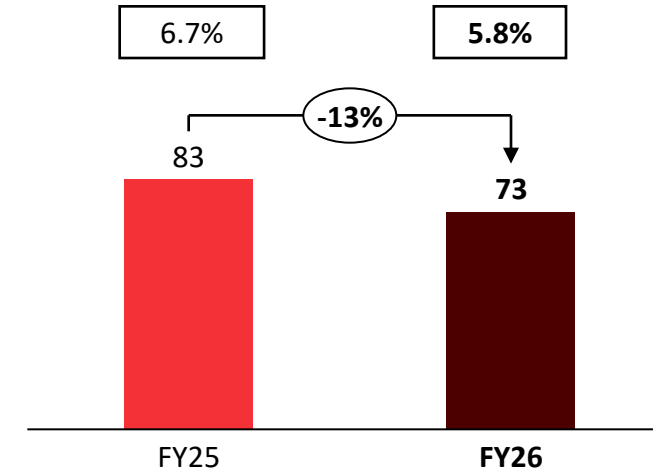
+2%



10.5%



6.7%



Note: *includes exceptional items (expense) aggregating to Rs 2.9 Cr in Q4 FY26 and Rs. 5.6 Cr in the full year FY26

All figures in Rs. crores

Q4 & FY26 performance highlights



Revenues in Q4 FY26 stood at Rs. 441.5 Cr; FY26: 1259.1 Cr



EBITDA for the quarter stood at Rs. 55.0 Cr; FY26: 115.3 Cr



In Q4 FY26, PAT* stood at Rs. 36.1 Cr; FY26: 72.5 Cr



Volume growth in Q4FY26 stood at 9%; FY26: 4%



Modern Trade including E-commerce contributed 5% to the revenues in FY26



Exports contributed 3% of the revenues in FY26



Net Working Capital
Mar'26: Rs. 854 Cr vs 811 Cr in Mar'25

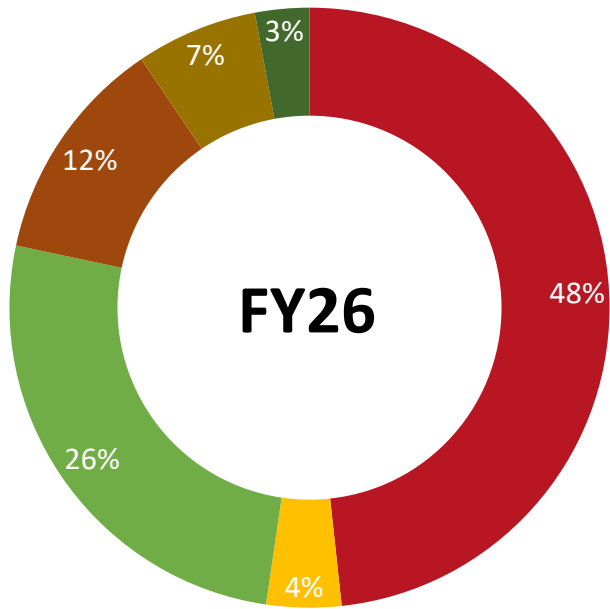


Net Cash Surplus stands at Rs. 33 Cr as on Mar'26

Note: *includes exceptional items (expense) aggregating to Rs 2.9 Cr in Q4 FY26 and Rs. 5.6 Cr in the full year FY26

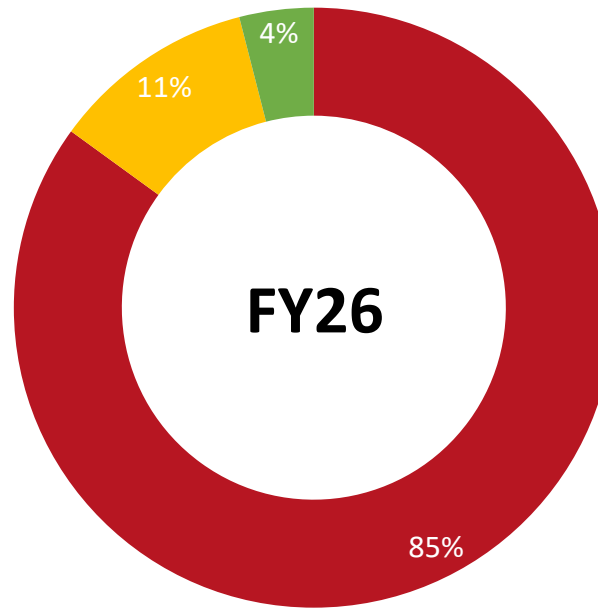
Sales mix – FY26

Region-wise



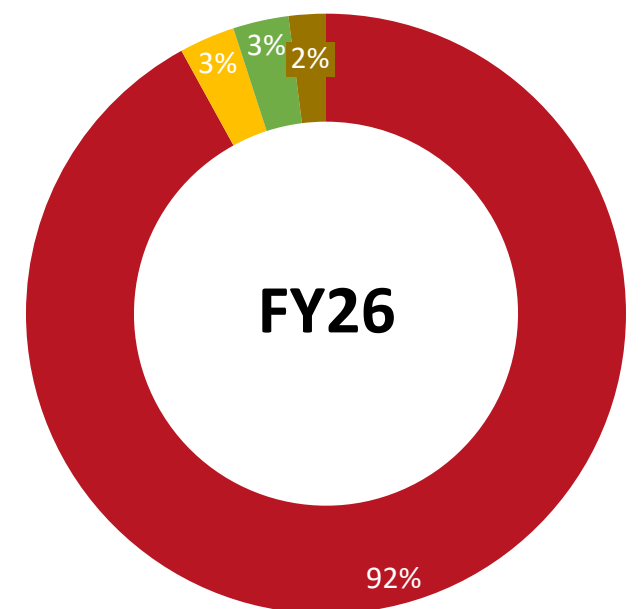
- East
- North
- South
- North East
- West & Central
- Overseas

Gender-wise



- Men
- Women
- Kids

Trade Segment-wise



- Domestic
- Exports
- Modern Trade
- E-Com

Key financial metrics

Particulars (in Rs Cr)

Mar-26

Mar-25



Net Worth

1,066

1,018



Long Term Borrowings

-

2



Short Term Borrowings

250

223



Total Cash & Cash Equivalents*

283

249



Net Debt/(Surplus)

(33)

(24)

Note: *Total Cash & Cash Equivalents includes Investments and Fixed Deposits (current and non-current)

Consolidated profit & loss statement



Particulars (Rs. Cr)	Q4 FY26	Q4 FY25	Y-o-Y%	Q3 FY26	Q-o-Q%	FY26	FY25	Y-o-Y%
Revenue from Operations	441.5	415.5	6.3%	313.5	40.8%	1,259.1	1239.3	1.6%
Total Raw Material	228.4	232.2		164.8		591.5	576.3	
Sub-Contract Expenses	89.0	73.7		66.3		303.9	298.3	
Gross Profit	124.1	109.6		82.4		363.7	364.7	
Gross Profit Margin %	28.1%	26.4%		26.3%		28.9%	29.4%	
Employee Expenses	16.8	15.3		16.9		65.8	61.1	
Other Expenses	52.3	48.4		39.8		182.6	173.2	
EBITDA	55.0	45.9	19.8%	25.7	114.0%	115.3	130.4	-11.6%
EBITDA Margin (%)	12.5%	11.0%		8.2%		9.2%	10.5%	
Other Income	6.1	4.3		5.7		22.9	17.8	
Depreciation	3.8	3.6		3.8		15.0	14.5	
EBIT	57.3	46.6		27.6		123.2	133.7	
Finance Cost	5.6	5.0		4.8		19.8	20.8	
PBT before Exceptional Item	51.7	41.6		22.8		103.4	112.9	
Exceptional Items	2.9	0.0		1.1		5.6	0.0	
Profit before Tax	48.8	41.6		21.7		97.8	112.9	
Tax	12.7	11.0		5.5		25.3	29.6	
Profit after Tax	36.1	30.6	18.1%	16.2	123.1%	72.5	83.3	-12.9%
PAT Margin (%)	8.2%	7.4%		5.2%		5.8%	6.7%	
EPS	4.6	3.8		2.0		9.1	10.5	

Consolidated balance sheet



Particulars (Rs. Cr)	Mar-26	Mar-25
ASSETS		
Non-Current Assets		
Property, plant and equipment	220.4	221.9
Right to Use Assets	16.2	18.2
Capital work-in-progress	0.0	0.0
Intangible assets	0.6	0.9
Financial assets		
i) Investments	16.0	26.6
ii) Other financial assets	14.9	30.6
Deferred Tax Assets (Net)	0.0	0.0
Non-Current Tax Assets (Net)	0.0	0.0
Other non-current assets	0.3	4.2
Total Non-Current Assets	268.4	302.4
Current Assets		
Inventories	445.9	447.2
Financial assets		
i) Trade receivables	578.0	511.7
ii) Cash and cash equivalents	4.5	20.9
iii) Other Bank Balances (other than above)	250.3	175.4
iv) Loans	2.0	2.0
v) Other financial assets	3.8	2.4
Other Current Assets	61.5	49.6
Total Current Assets	1,346.0	1,209.2
Total Assets	1,614.4	1,511.6

Particulars (Rs. Cr)	Mar-26	Mar-25
EQUITY AND LIABILITIES		
EQUITY		
Equity Share capital	8.0	8.0
Other Equity	1,058.1	1,009.6
Total Equity	1,066.1	1,017.6
LIABILITIES		
Non-Current Liabilities		
Financial liabilities		
i) Borrowings	0.0	2.2
ii) Lease Liabilities	8.5	10.6
iii) Other financial liabilities	0.1	0.1
Provisions	3.7	3.2
Deferred Tax Liabilities (Net)	15.2	13.9
Other non-current liabilities	1.5	2.0
Total Non-Current Liabilities	29.0	32.0
Current Liabilities		
Financial liabilities		
i) Borrowings	247.7	223.3
ii) Lease Liabilities	2.0	1.8
iii) Trade payables		
- Total outstanding dues of creditors to microenterprises and small enterprises	8.3	6.9
- Total outstanding dues of creditors other than microenterprises and small enterprises	161.3	140.6
iv) Other financial liabilities	85.1	80.5
Provisions	4.3	4.0
Other Current Liabilities	2.3	1.5
Current Tax Liabilities (Net)	8.3	3.4
Total Current Liabilities	519.3	462.0
Total Liabilities	548.3	494.0
Total Equity and Liabilities	1,614.4	1,511.6



#1 undisputed knitwear Indian brand...



7,00,000+

Finished goods
pieces per day



1,50,000+

Retail Outlets



9,000+

SKUs



1,500+

Dealers



100+

Registration of
trademark's both
Nationally & Internationally

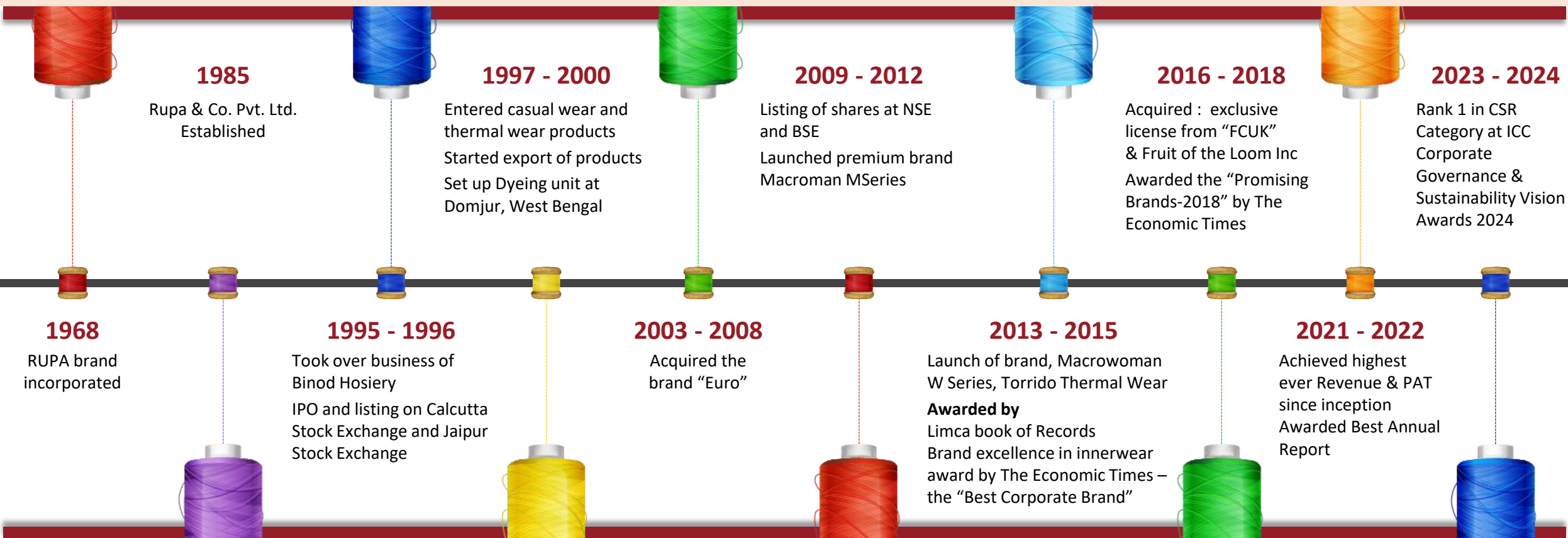


10+

Brands



...with long legacy of delivering excellence



Star studded line-up of brand ambassadors



FRONTLINE
PREMIUM INNERWEAR



RJ
RUPA JON



Sofiline
WOMENSWEAR



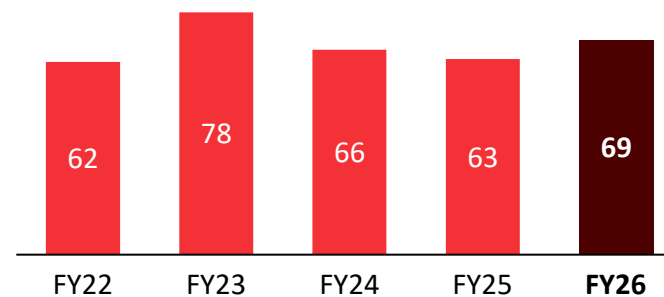
MACROMAN

“

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

”

Brand Development Cost (Rs. Cr)



Advertisement & Branding Expense constitutes **5.5%** of Revenues in FY26

Awards & accolades



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

Brand edge Award for Best Practices - Annual Report 2022 Design

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

The Iconic Platinum Award for best Branded Content Campaign

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

Our prominent leaders...



Mr. Ghanshyam Prasad Agarwala
Vice Chairman



Mr. Prahlad Rai Agarwala
Chairman & Whole Time Director



Mr. Kunj Bihari Agarwal
Managing Director



Mr. Ramesh Agarwal
Whole-time Director



Mr. Mukesh Agarwal
Whole-time Director



Mr. Vikash Agarwal
Whole-time Director



Mr. Rajnish Agarwal
President

..with strong composition of eminent board of directors..



Mr. Ashok Bhandari
Independent Director



Mr. Sumit Malhotra
Independent Director



Mr. Sunil Rewachand Chandiramani
Independent Director



Mr. Joginder Pal Dua
Independent Director



Mr. Arvind Baheti
Independent Director



Mr. Vijay Chibber
Independent Director



Mrs. Mamta Binani
Independent Director

..supported by experienced management team..



Mr. Niraj Kabra
Executive Director



Mr. Sumit Khowala
Chief Financial Officer



Mr. Sourav Das
Chief Digital & IT Officer



Mr. Arihant Kumar Baid
VP - Finance



Mr. B. K. Singh
GM – Dyeing



Mr. Pronob Mukerji
GM – Marketing, Media



Mr. J. Rajendra Singh
GM– Production



Mr. Anubrata Chatterjee
GM – HR



Mr. Kaushik Acharjee

National Sales Head (Vice President)



Mr. Sunil Biyani

Head - Exports



Mr. Aalok Singh

Ecommerce Head



Mr. Randhir Singh Jolly

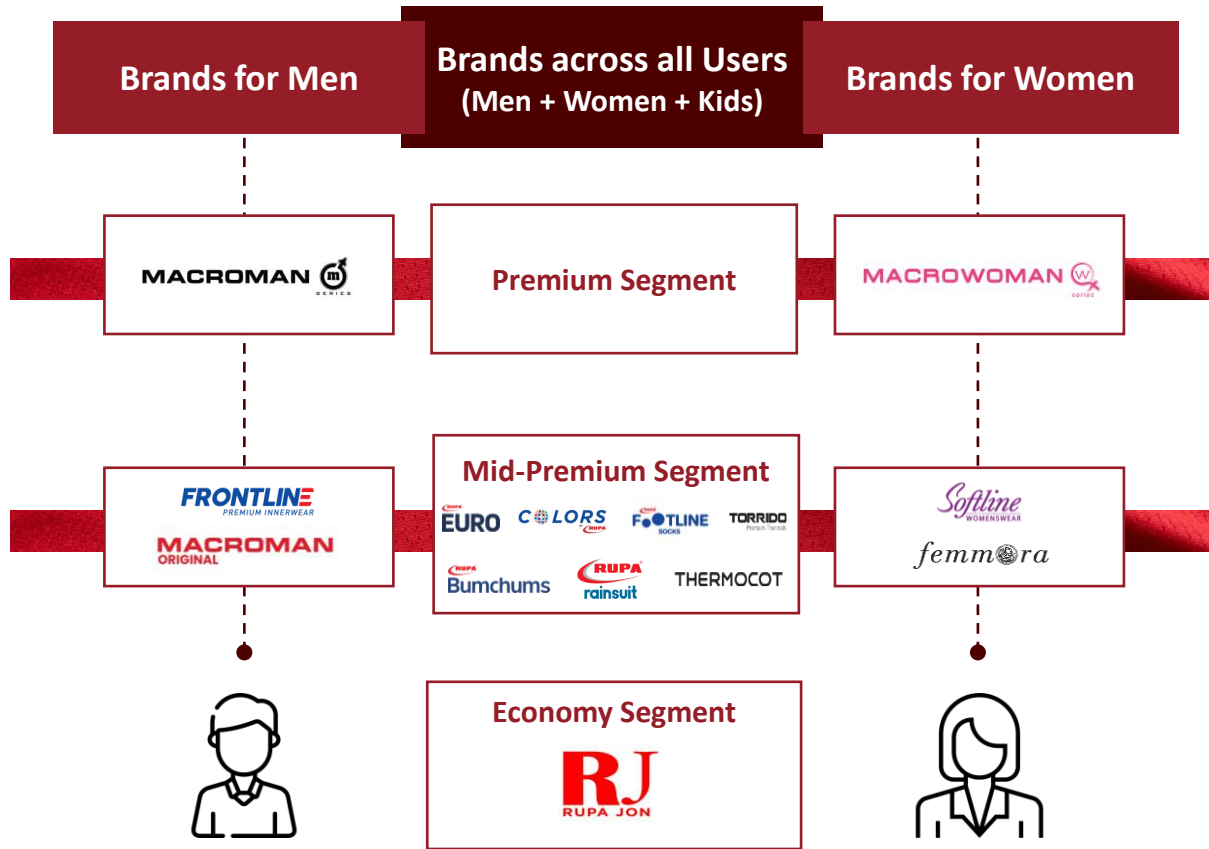
GM– Large Format Stores



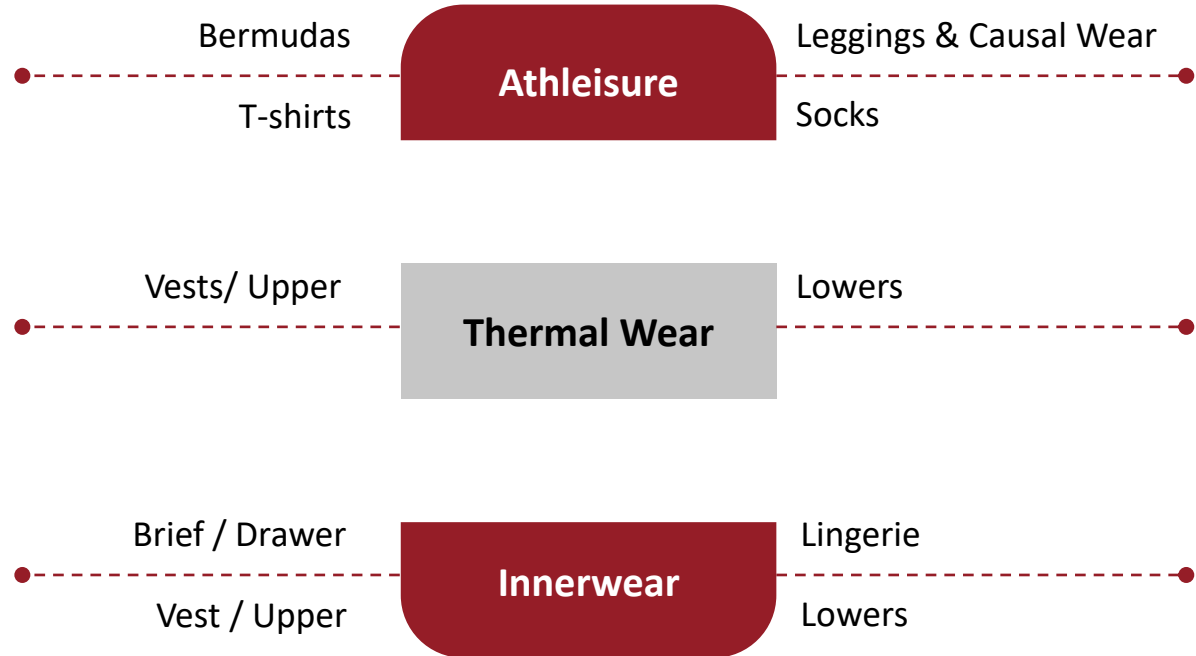
Strategic brand positioning across price segments



Bouquet of Brands across Price Segments



Broad & unparalleled product portfolio



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

Integrated and efficient manufacturing process



Product Design & Development



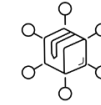
Manufacturing Process



Logistics & Distribution



Manufacturing Process



Logistics & Distribution



Knitting



Processing / Dyeing & Bleaching



Cutting



Stitching



Warehousing



Distribution

Critical Processes done in-house

Invest extensively in manufacturing integration and scale



Up-gradation and replacement of old machines as and when required



Critical Processes done in-house



Outsourcing labour intensive processes helps keep our asset base and employee base light



- » Automate sourcing, inventory management & order improving costs & efficiency
- » Dedicated team of product designers to track & create products in-line with global fashion trends
- » Helps maintain high quality of output

Our state-of-the-art manufacturing facilities



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



7,00,000+

Finished Goods per day

9,000+

SKUs

3 tons/day

Yarn Dyeing

25 tons/day

Fabric Dyeing

- » **Knitting:** State of the Art Knitting process done at our manufacturing plants
- » **Dyeing:** Best in class technology for dyeing and bleaching to maintain competitive quality standards
- » **Cutting:** CNC and CAD technology is adopted to have accuracy in design and consistency in quality and quantity with minimum use of labour
- » **Stitching:** Specification and technical know-how support provided to all vendors to have consistency in quality



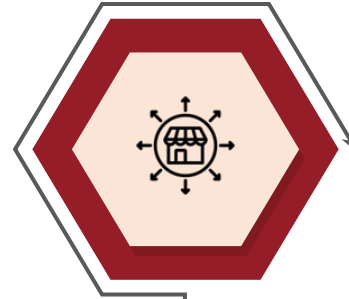
Growth Initiatives



Focus on high margin business



Rapid expansion in high potential areas



Investing & expanding modern trade network

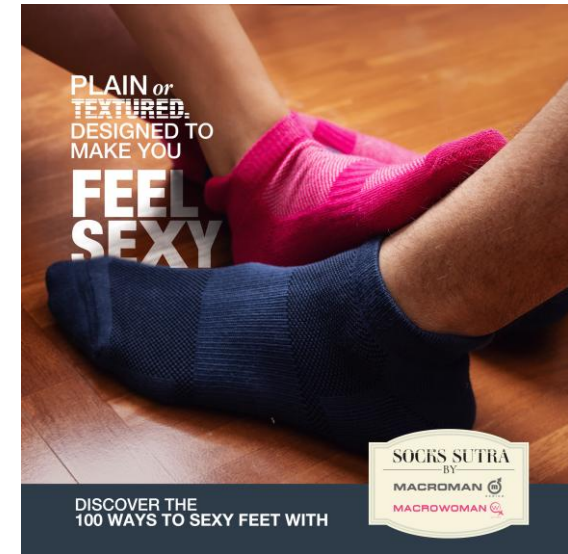


Focus on exports in new emerging markets

1. Focus on high margin business (1/2)



- One of the Largest Premium Brand of Innerwear, Leisurewear, Sportswear, Activewear & Athleisure, for Men & Women
- **Macroman M-Series and Macrowoman W-Series** have top notch fabrics, are styled by cutting edge designers & available in a variety of colors and pattern
- Launched gold collection series under **M-signature** brand in collaboration with famous fashion designer **Rohit Bal**



1. Focus on high margin business (2/2)



- Pioneering Premium Leggings, Lingerie and Outerwear brand with a huge range of wardrobe essentials.
- **Softline** aims to make 'comfortable' the new fashion statement. '**Softline**' has always pushed the envelope in terms of innovation, variety and comfort.
- Brands mantra 'Effortless You', communicates exactly to reach out to the primary consumer base offering over 250+ colors for all sizes.



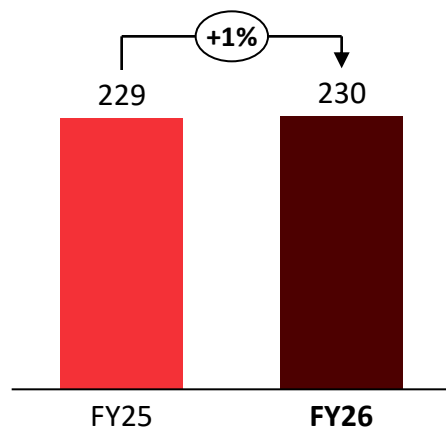
- Bumchums range of T-shirts, Bermudas, Tracks and Muscle.
- High Growth Potential in health and lifestyle focused Active wear segment. Industry has grown by ~13% CAGR since 2011



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

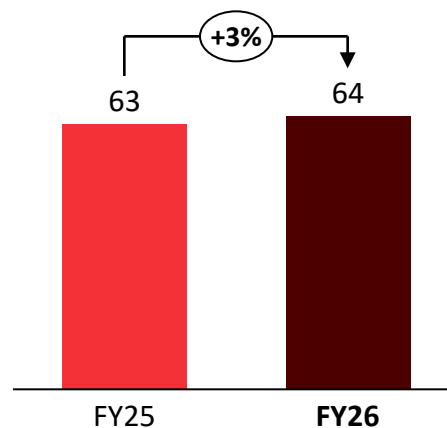
2. Rapid expansion in high potential areas

X-Factor Areas



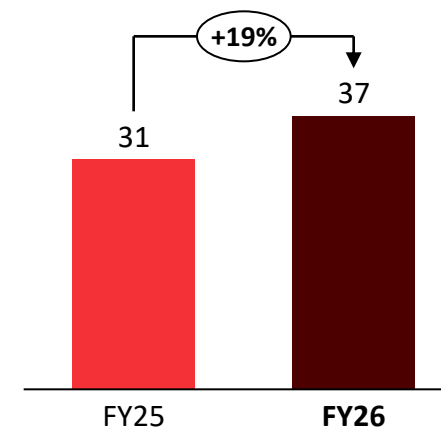
West Bengal, Maharashtra [Ex Mumbai Pune], Gujarat, MP, Chattisgarh, Western UP, Uttarakhand, Haryana ,HP , Punjab, Tamil Nadu, Andhra Pradesh & Kerala. Key focus on building complete eco system of team marketing, retail & distribution network

Modern Trade



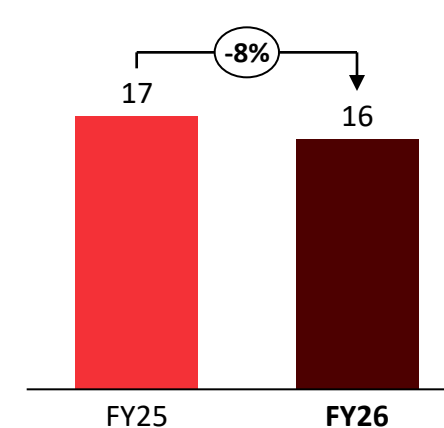
Focus on e-commerce via partnerships with Amazon, Flipkart. Drive direct sales through own website. Select LFS play and focus on EBO expansion

Exports



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

Govt. Business



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

3. Investing & expanding modern trade network

Modern Retail Trade



Current store count: 1500+

Strategy

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

Future Plan

To double the store count in Regional & Value Large Format stores. Major Focus on Southern India states.

Online Apps & Portals



Presence on all e-commerce sites

Strategy

- To leverage & grow in quick commerce
- To develop our D2C business through our Online Brand stores
- Develop a robust tech-based warehouse infrastructure to support Pure Play Marketplace business Model



Future Plan

To launch Rupa in the global online market Amazon.com

Develop Omni channel business

ROI driven AD campaigns & content marketing on e-commerce portals

To start D2C business across all e-commerce platforms.

Develop merchandise more suited for e-commerce.

4. Focus on exports and new markets



UAE | SAUDI ARABIA | KUWAIT | ALEGRIA | INDONESIA | NIGERIA | CONGO | USA | SINGAPORE and many more



FY26 Revenue
Rs. 37 crores



“Weaving together a sustainable future”



Vision

To be one of the most loved knitwear and apparel brands in India; commended for responsible manufacturing and delivering superior customer experience with the best pricing.

Rupa endeavors to responsibly manufacture products through responsible procurement, innovations in technology, effective utilization of resources and minimum impact on the planet.

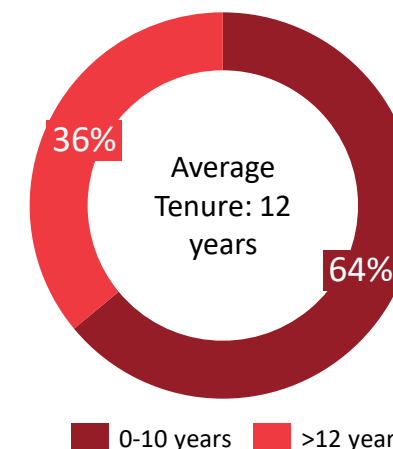


Mission

Responsible Governance

- Active oversight from Board of Directors and dedicated Board level CSR Committee for overseeing ESG risks
- Corporate Social Responsibility embedded in our Values
- Fosters a culture of honesty, integrity and accountability
- Zero tolerance for corruption & bribery
- The Board comprises of five sub committees
- 50% of the directors on the Board are Independent Directors
- Average age of Board is 63 years
- Majority independence in the Audit Committee and all members of the Nomination and Remuneration Committee are independent
- Business strategy is based on the principles of stakeholder inclusion and sustainability context
- Endeavor to leverage human and capital resources to translate opportunities into reality, create awareness of corporate vision and spark entrepreneurship at all levels
- Committed towards enhanced transparency in ESG disclosure

Board Tenure



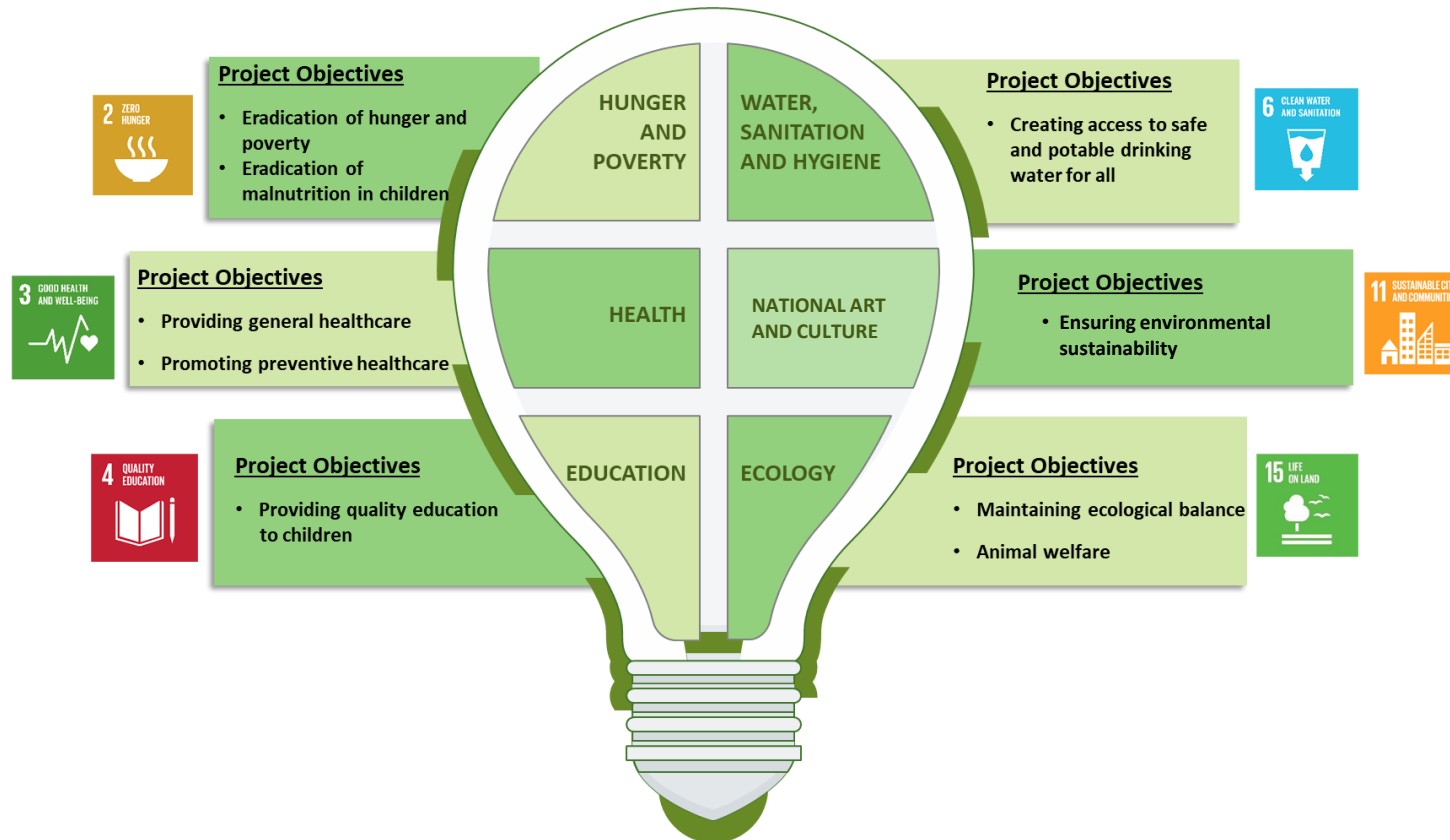
Board Experience



Number of Directors

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

Our Six CSR Focus Areas



Key highlights



CSR spent for FY 2025-26:
INR 1.81 Crores



480+ water kiosks installed throughout the streets of Kolkata

Glimpses of our CSR activities



Medical and healthcare facility under construction



Offering general preventative healthcare



Provision of mid-day meals



Cancer awareness & detection camp in collaboration with Indian Cancer Society



Animal welfare



Women empowerment



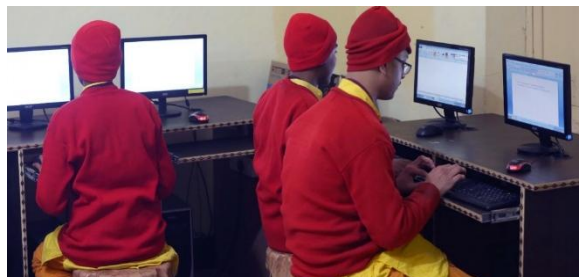
Supporting education



Foundation laid for New Girl's School



Drinking water facility



Computer education



Eye check-up camp

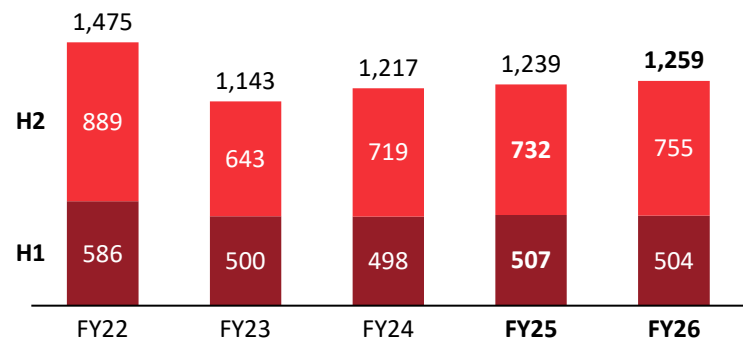


Food distribution programmes

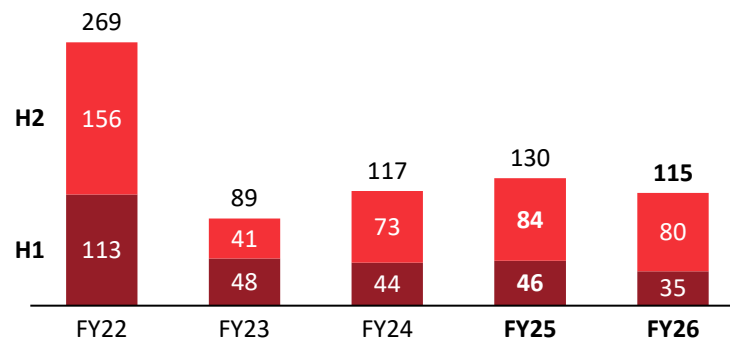


Historical profit & loss highlights

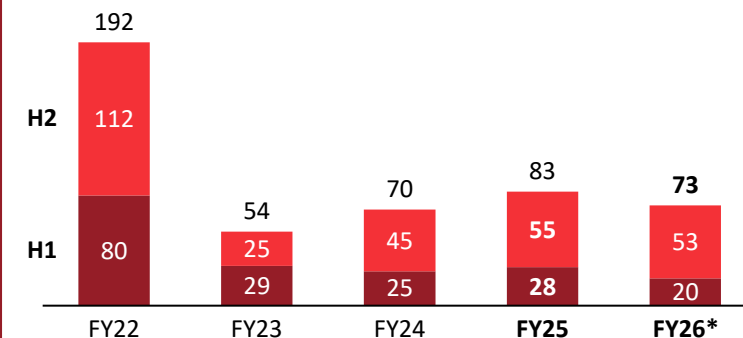
Revenue



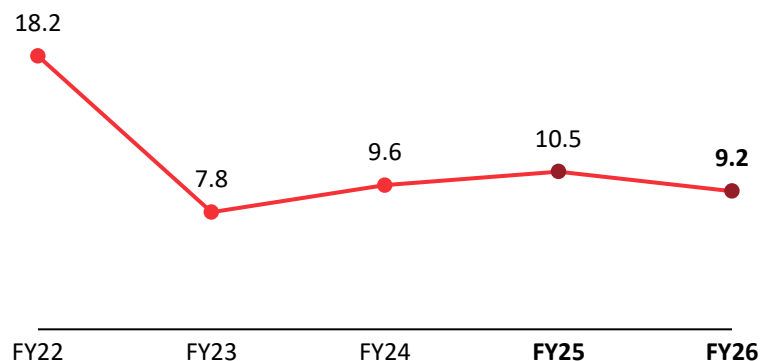
EBITDA



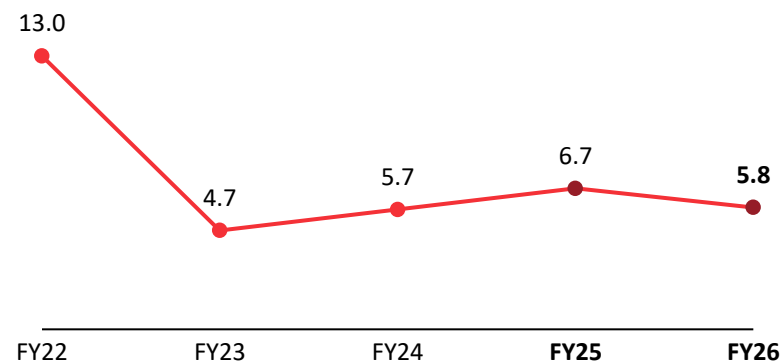
PAT



EBITDA Margins (%)



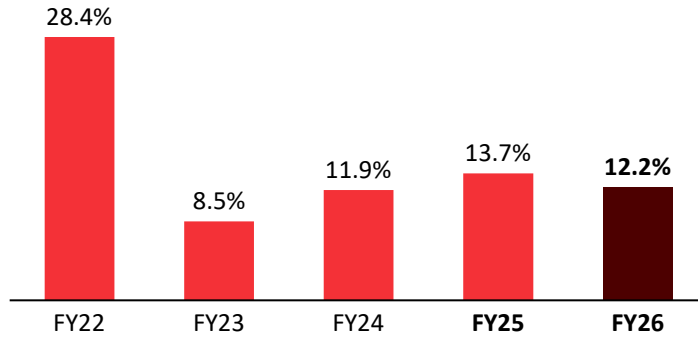
PAT Margins (%)



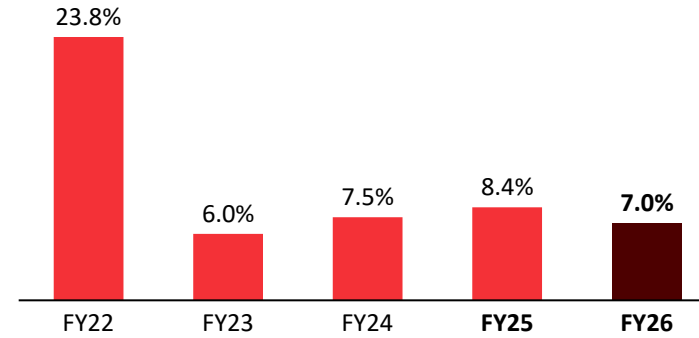
Note: *includes exceptional items (expense) aggregating to Rs 2.9 Cr in Q4 FY26 and Rs. 5.6 Cr in the full year FY26

Key financial ratios

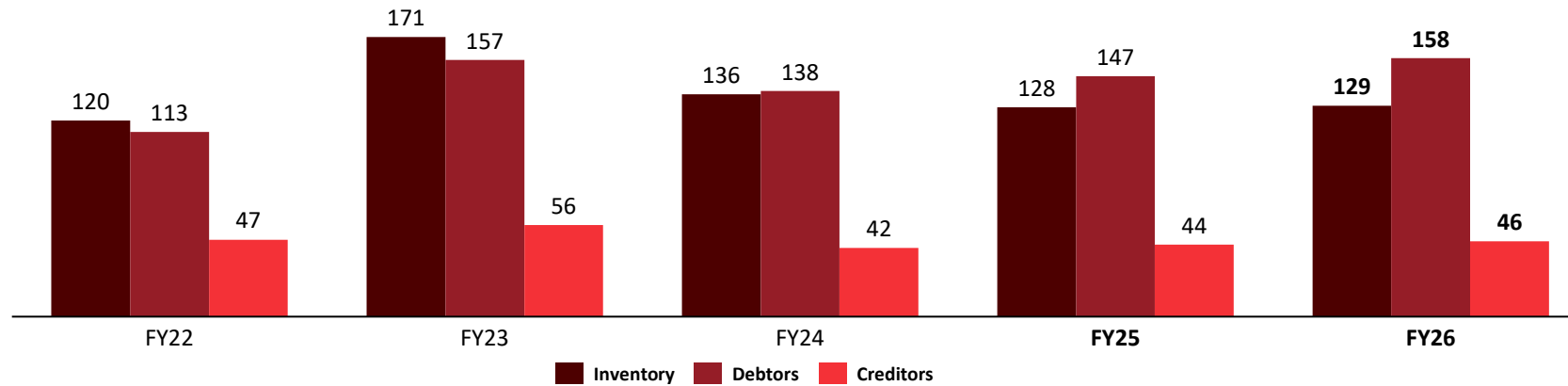
ROCE (%)



ROE (%)



Working Capital Days



Sharing profits consistently

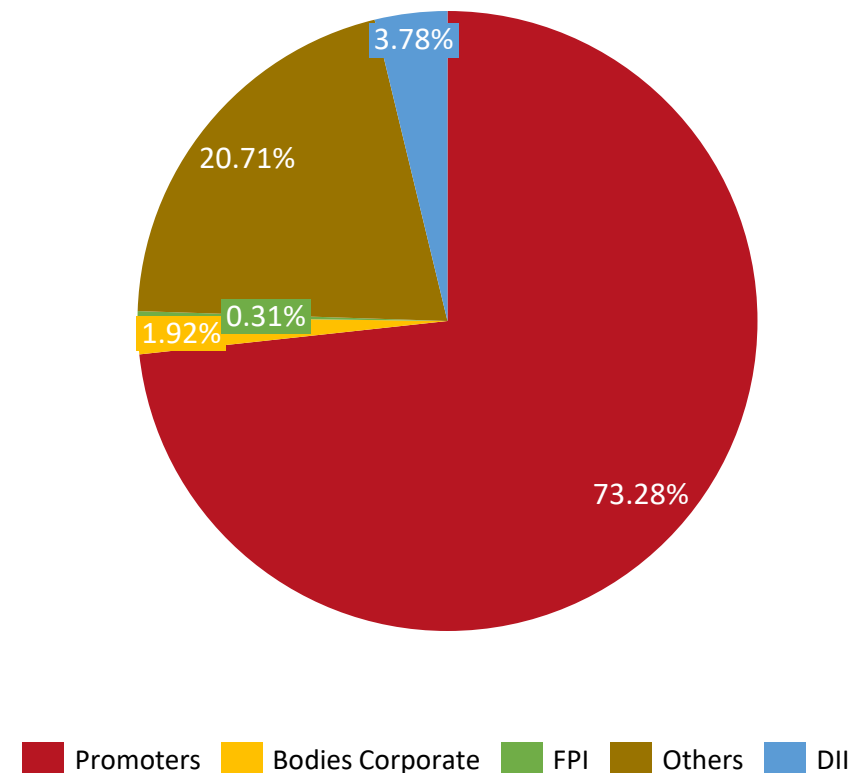


Mark of gratitude to our shareholders during the pandemic: **Special Dividend of Rs. 2/- per equity share**

Consistently sharing the profits in the form of dividend

Share Information as on 31 Mar 2026

NSE Ticker	RUPA
BSE Ticker	533552
Market Cap (INR Cr)	880.2
% Free-float	26.7%
Free-float market cap (INR Cr)	235.0
Shares outstanding	7,95,24,560



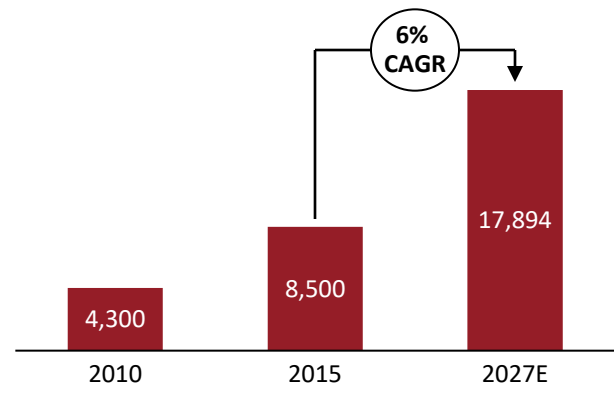


Key Takeaways

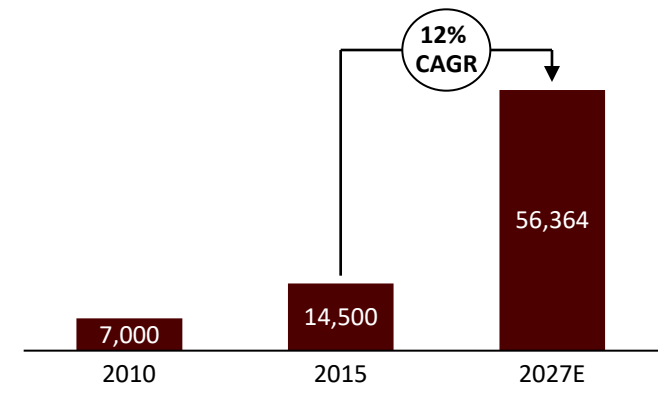
Huge industry potential



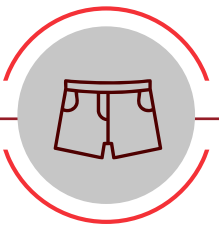
Men's Innerwear Market



Women's Innerwear Market



Key Growth Triggers



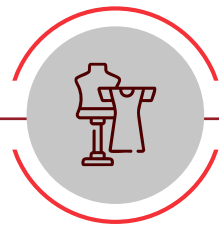
Emergence of purpose-specific innerwear (sporty, casual, fashionable) widening the Market



Increasing income levels and high spending power



Growth in penetration of organized retail



Changing Fashion Trends



Increasing penetration of electronic media leading to branded products



Diversifies product offering across demographics & price segments

Wide bouquet of brands with strong brand recall developed through consistent investment in ad spends

Efficient business model with key focus on value addition, quality control & product differentiation

Focused approach on growth & margin improvement to generate value

Consistent Dividend track record

Company:



Rupa & Company Ltd.

CIN: L17299WB1985PLC038517

Mr. Sumit Khowala, Chief Financial Officer
sumit.khowala@rupa.co.in

Investor Relation Advisors:



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For meeting request – [Click here](#)

Thank You

