



Date: May 21, 2026

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

**Sub: Investor Presentation**

Please find enclosed herewith 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



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# 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 7% YoY Q4 and 13% YoY FY’26
- 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 maximisation

- 05 At a glance
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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)

**₹ 2,929 Crores**

Consolidated revenue from operations for FY'26



### Prominence

**~15%**

Share in organized men's innerwear market

**95%**

Fill rate against industry average of 80%

## Unique in its value proposition



### Scale

**34+ crore**

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

**2 lakh+**

Retailers network across India

**46+**

Country export presence

**4,500+**

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

# 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 has been onboarded as the Brand Ambassador for the brand “Lux Champion.”
- Sunny Deol onboarded as Brand Ambassador for brand “Lux Parker”

# 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.



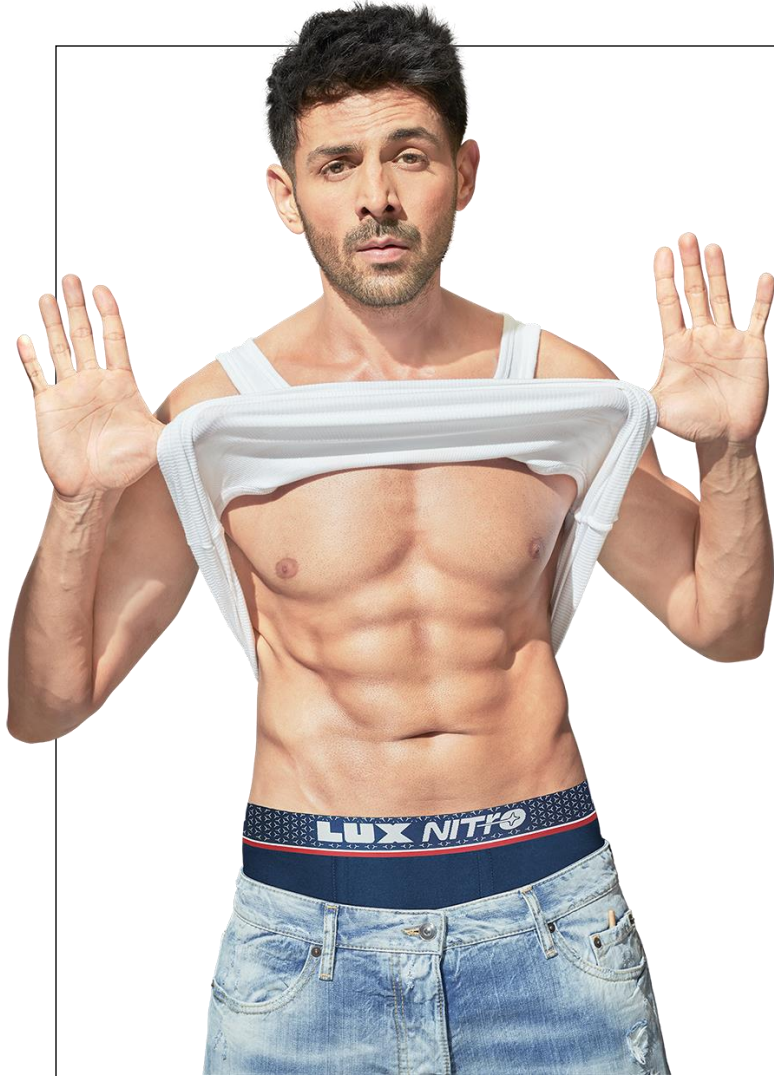
It has been revealed through multiple research and continuous dialogue with thousands of consumers, we uncovered a crucial truth: millions of consumers across India want to experience the ultimate comfort Lux Cozi offers—but for many, the price tag remains a barrier. Thus, a new brand is born.

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**<sup>™</sup>  
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

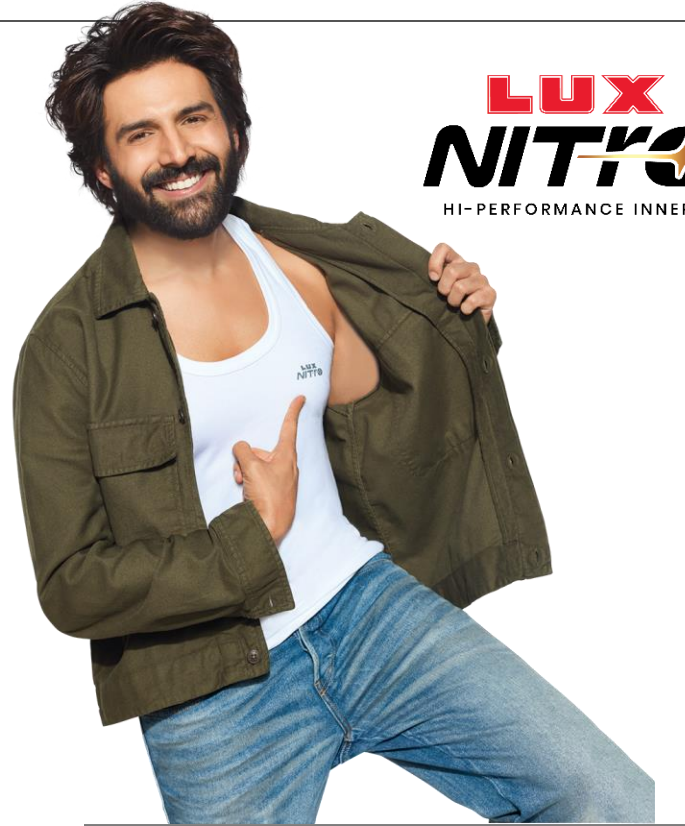


**Men's Innerwear**

- Vest
- Brief
- Trunk
- T-Shirt

**Kidswear**

- Vest
- Mega
- Brief
- Trunk
- Half Pant
- Track Pants
- T-Shirt



**Men's Innerwear**

- Vests
- Briefs
- Trunks
- T-Shirt

**Kidswear**

- Vests
- T-Shirt
- Underwear



**Womenswear Innerwear**

- Brassieres
- Panties
- Camisole
- Shapewear
- Lingerie

**Womenswear Outerwear**

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

**Kidswear**

- Leggings | Panty

# LUX PRODUCT PORTFOLIO



**Mens Outerwear**  
T- Shirt      Half Pant  
Track Pant      Joggers  
Jackets      Socks  
Sweatshirt

**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

1,170+ dealers' network

Available in 2 lakh+ multi-brand stores and 15 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

# 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)

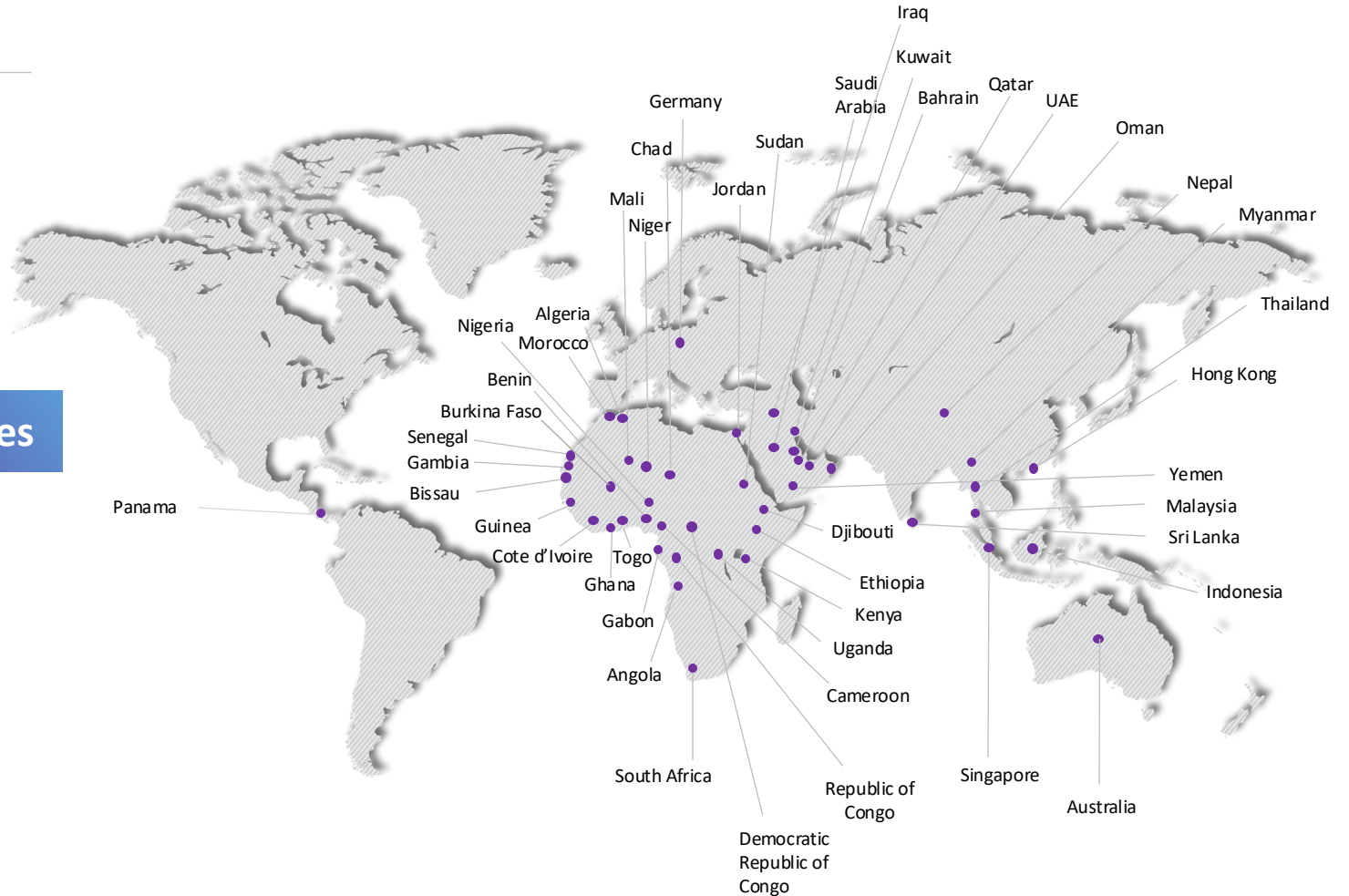
## Geography-wise sales

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 has been appointed as the Secretarial Auditor.
- E&Y continues as the Internal Auditor for Vertical A of the Company.
- Deloitte Tohmatsu appointed as the Internal Auditor for Vertical B & C of the Company.

## Strong Management Team

- Inducted new members in the recent quarters include:

### Vertical A:

**Mr. Subrata Kumar Roy**, Chief Information Officer

**Mrs. Prathistha Dobhal**, Manager- Legal

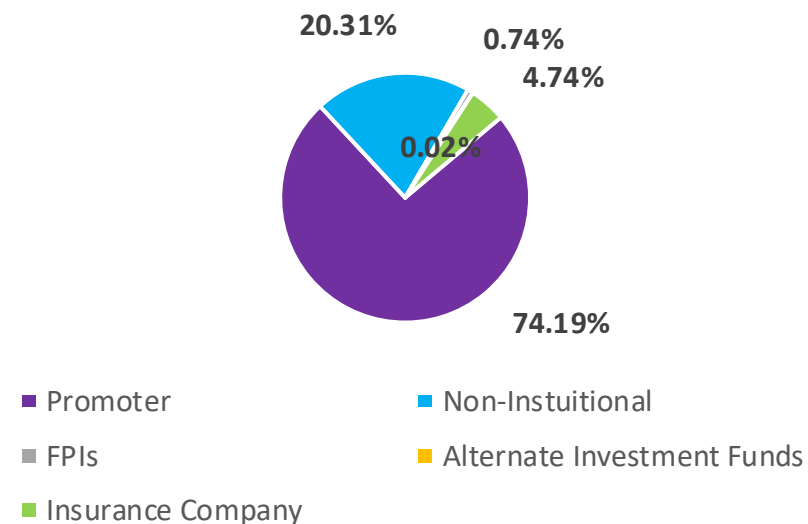
### Vertical B:

**Mr. Bibekananda Maity**- Vice President, Digital Strategy & Operations

## 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 31.03.2026



**25%**

Women Independent Directors

**50%**

Share of Independent Directors on Board

21 New Production Facility  
22 Opportunity landscape



# 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

# RESPONDING TO MARKET OPPORTUNITIES

**1,170+**

Strong distribution channel

**4,500+**

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

**₹300 crores\***

Gross cash balance

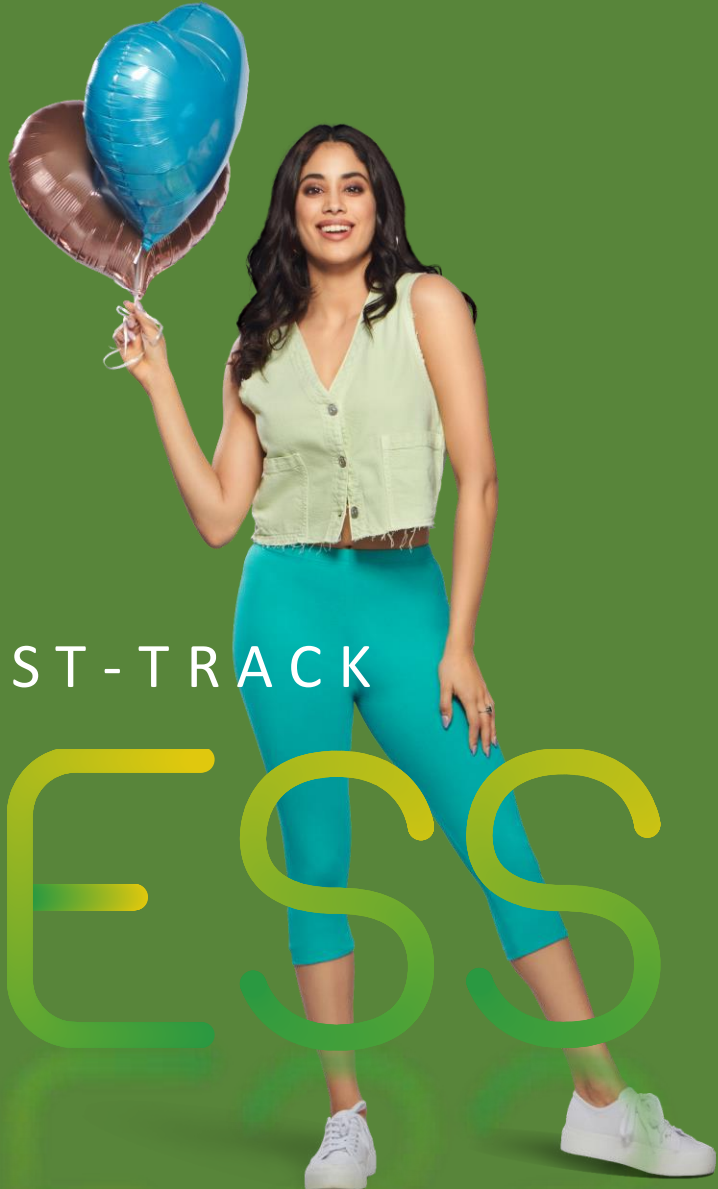
**674+**

Districts-presence in India



\*YE FY'26

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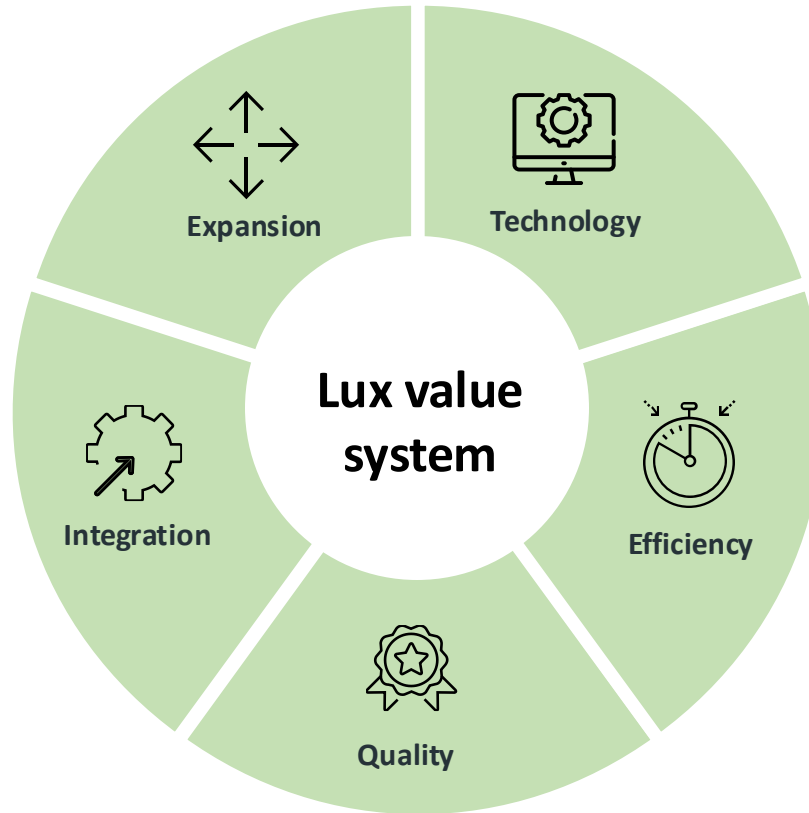
FAST-TRACK

# 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

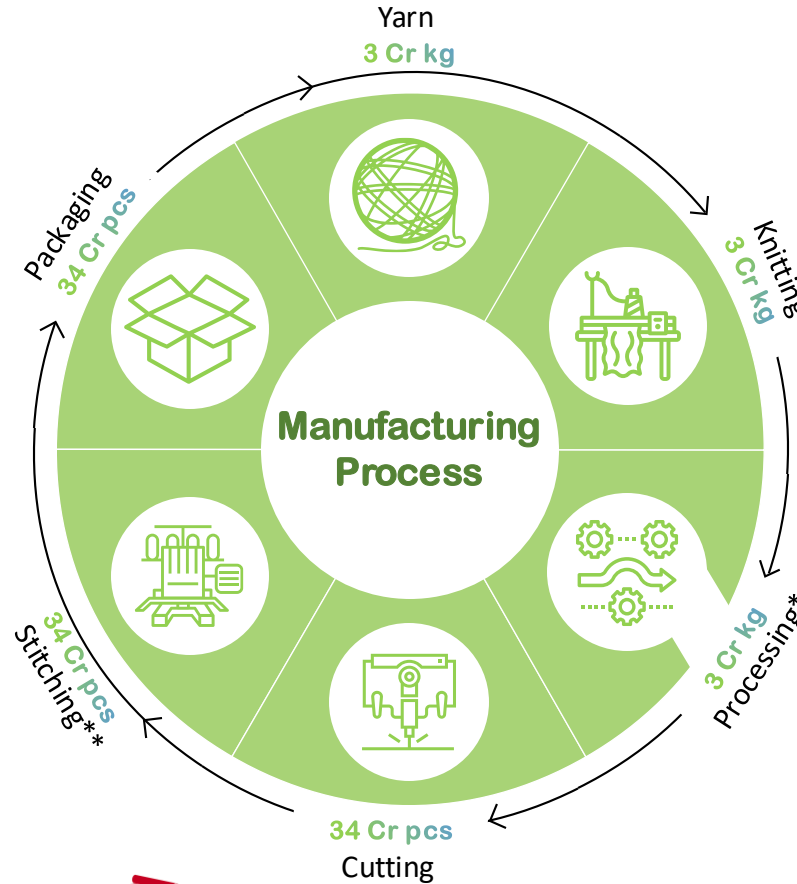


# ENHANCING MANUFACTURING CAPABILITIES

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 Sidarth 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

Diversify product portfolio in female (innerwear & outerwear) and kids segment

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 1,170+ 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

15

Exclusive brand outlets (EBOs)

160+

Large store formats to showcase the entire product range



# CRAFTING 360° BRANDING INITIATIVES



**₹1,260 crores**

Branding investments in the last eight years including FY'26

**8%**

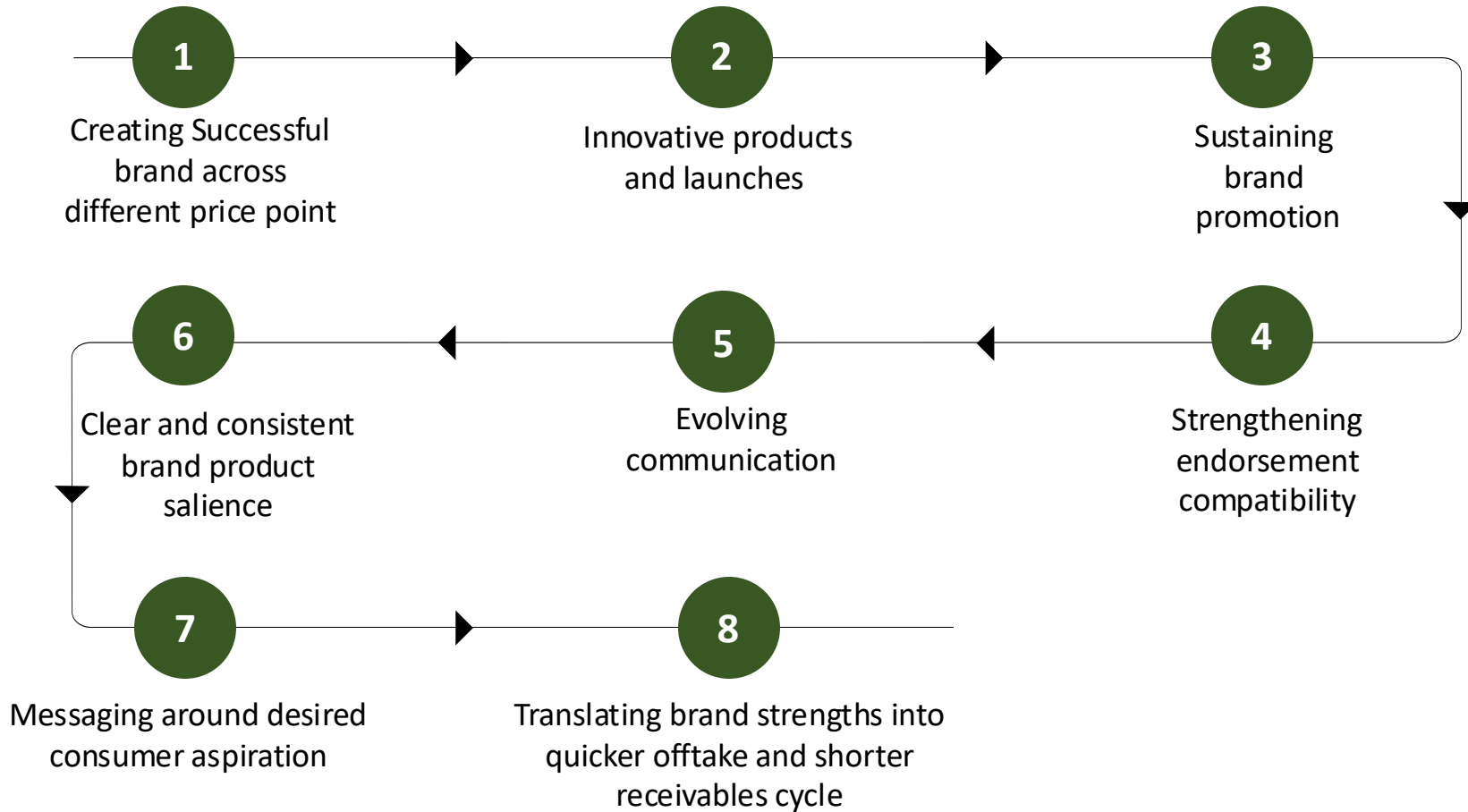
Average share of revenues spent on branding (FY19 – FY'26)

**₹13**

Return on every rupee spent on Brand promotion for FY'26

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

# CREATING SUCCESSFUL BRAND STRATEGY



# CREATING SUCCESSFUL BRAND STRATEGY



Onboarded Shraddha Kapoor as Brand Ambassador for Pynk.

Her effortless charm and relatable persona embody Pynk's message – *“That’s me”* – a confident, dynamic celebration of every women’s authentic self.

Within just a year of its launch **“PYNK”** has been honoured with the **“Best Brand for Women 2025”** award by the Times Group



# NEXT GENERATION LEADER

Mr. Saket Todi featured in the Aventus Wealth – Hurun India U35 List 2025 under the categories as mentioned below:-

- *Top Representative Cities U35 Entrepreneurs*
- *Top Representative State U35 Entrepreneurs*
- *Top Industries Representative - Lux Industries Ltd*
- *India's Most Experienced U35 Leaders*

The Aventus Wealth – Hurun India U35 List 2025 celebrates the country's young yet seasoned entrepreneurs and next-generation leaders who are shaping India's business future.

We are proud to share that Mr. Saket Todi, Executive Director – Lux Industries Ltd., has been recognised among India's top 155 young business leaders in this prestigious list.

Mr. Saket Todi's inclusion in the Hurun India U35 List 2025 is a testament to his leadership, vision, and the depth of experience he brings to India's evolving U35 leadership landscape.

Lux Industries Limited



# EXCEPTIONAL LEADERSHIP

*Celebrating  
remarkable feat for India's  
growth story*

**Aventus<sup>^</sup>**  
Top Represented States  
by U35 Entrepreneurs



# ACCELERATING DIGITAL ADOPTION

**IT New Initiatives by developing new age solutions for better customer experiences – led by Subrata Kumar Roy for Vertical A**

**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

**9.4%**

ROCE, FY'26

Strong liquidity buffer

**₹300 crores**

Gross cash and cash equivalents, FY'26

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

**181 days**

Working Capital Days in FY'25

**197 days**

Working Capital Days in FY'26

**116 days**

Inventory cycle in FY'25

**124 days**

Inventory cycle in FY'26

**61 days**

Creditor days in FY'25

**67 days**

Creditor days in FY'26

**12x**

Interest cover in FY'25

**5x**

Interest cover in FY'26

**0.17**

Debt-equity in FY '25

**0.32**

Debt-equity in FY'26

# 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



**Surendra Bajaj**  
Vice President - Marketing

- 35+ years of experience in marketing industry
- Associated with the Company for 6+ years
- Worked with Khaitan Group of Companies before joining Lux
- Instrumental in formulating marketing strategy and plans



**Pradip Kumar Kandar**  
GM - Secretarial & Legal

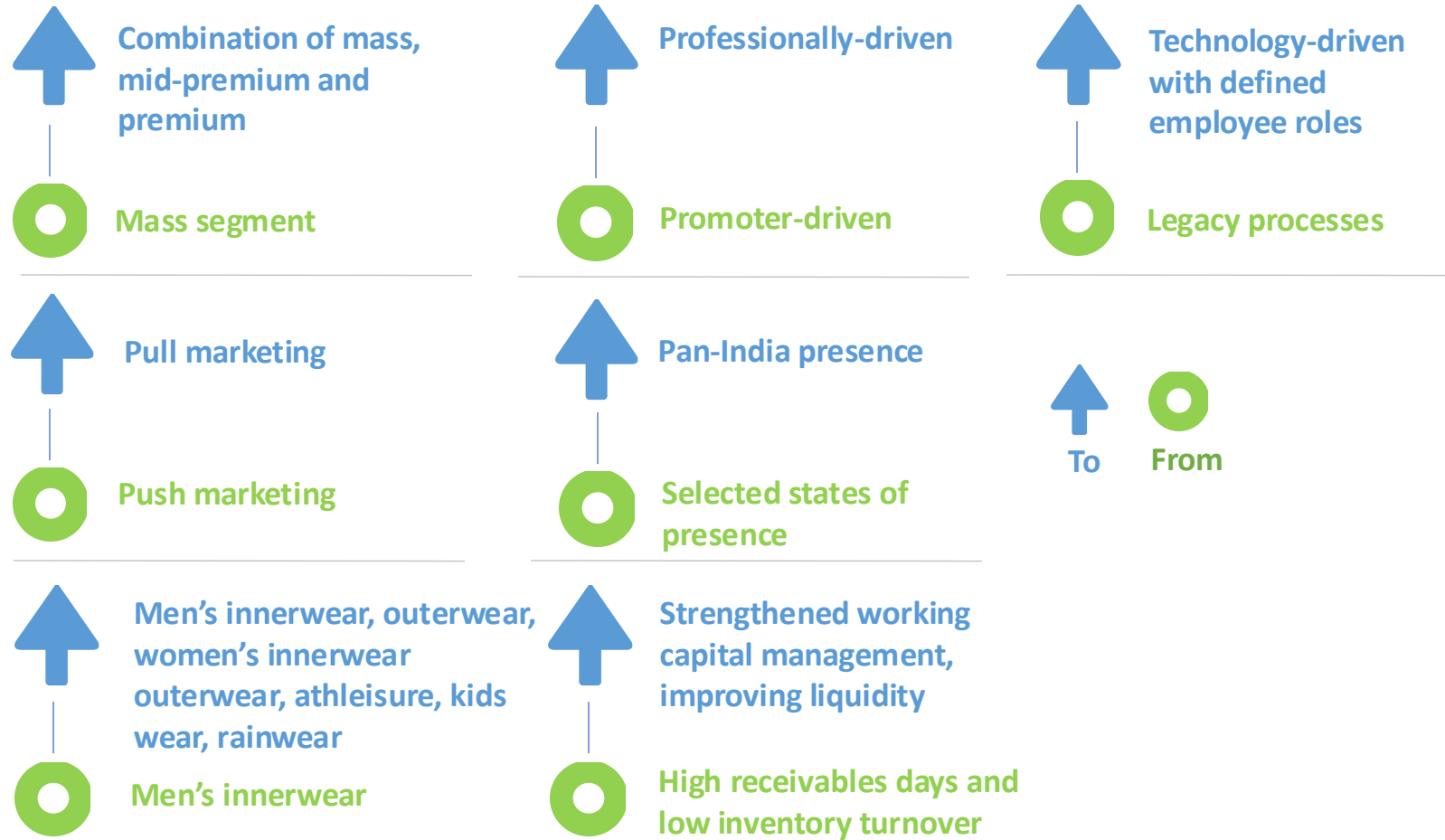
- Qualified Company Secretary with a Master's Degree in Commerce and a Law Graduate
- 20+ years experience in corporate law, SEBI regulations, governance, IPRs, due diligence, and legal matters
- Worked with Manaksia Ltd and Duncan Goenka Group at various leadership positions before joining Lux



**Subrata Kumar Roy**  
Chief Information Officer - Vertical A

- Senior IT Leader
- 30+ years of experience in designing IT and driving digital transformation aligned with Business Goals.
- Prior to this role, he was associated with companies like Skipper Limited, Usha Martin Ltd, Kalisma Steel Pvt Ltd, Hindustan National Glass & Industries Ltd, Rockman Industries Ltd. Rubamin Ltd. and Apollo Tyres Ltd at various leadership positions.

# PREPARED FOR TOMORROW



41 Business Highlights  
42-58 Performance



# PERFORMANCE



# Q4 & FY'26 BUSINESS HIGHLIGHTS



## FINANCIAL PERFORMANCE

Revenue increased by 7% Q4 YoY & 13% FY'26 YoY

“Lux Inferno” & “Lux Venus” delivered volume growth of 15% & 6% respectively, on FY'26 YoY respectively

Dividend recommended @ 100% i.e. Rs. 2/- per equity share for the FY 25-26. Promoters have waived their right to receive the Final Dividend for the year



## 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 1<sup>st</sup> year of re-launch

Lyra continued to dominate market in womenswear segment

‘Lux Cozi Pynk’ got the Best Brand for Women 2025 by Times Group



## 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 ~8%



## GROWTH DRIVERS

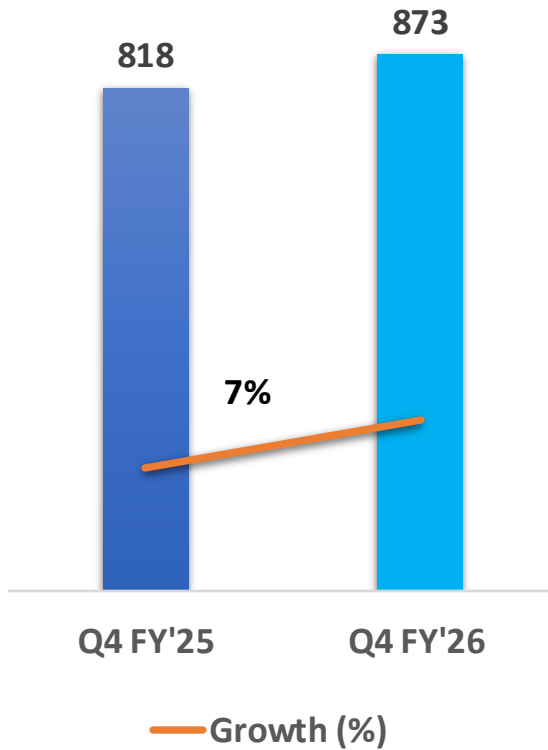
Long Standing Relationships with Distributors.

Experienced Board of Directors

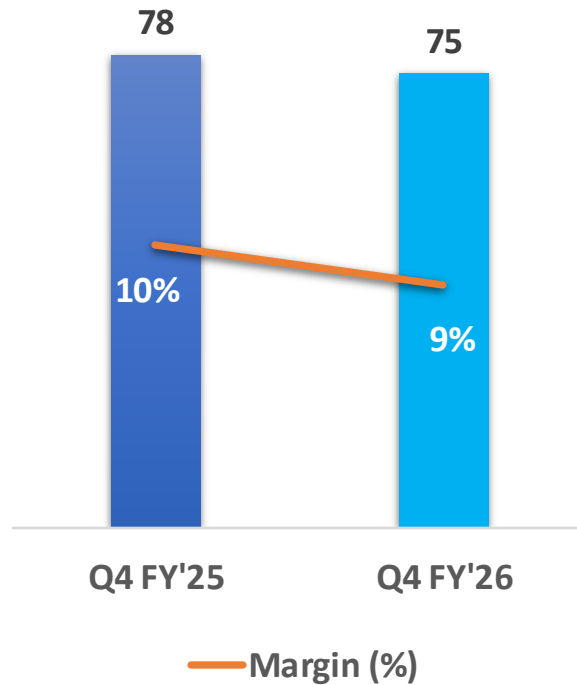
Significant potential and space for growth of our emerging brands

# FINANCIAL SNAPSHOT – Q4 FY'26 & Q4 FY'25

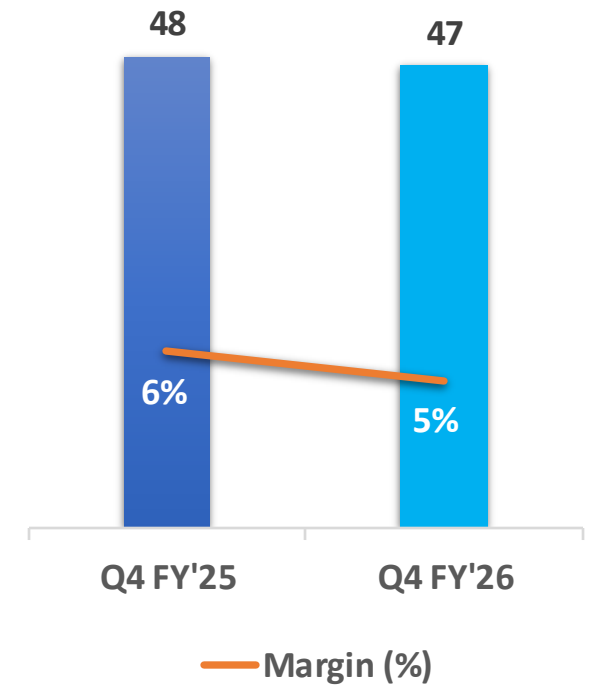
## Revenue (₹ in Crores)



## EBITDA (₹ in Crores)

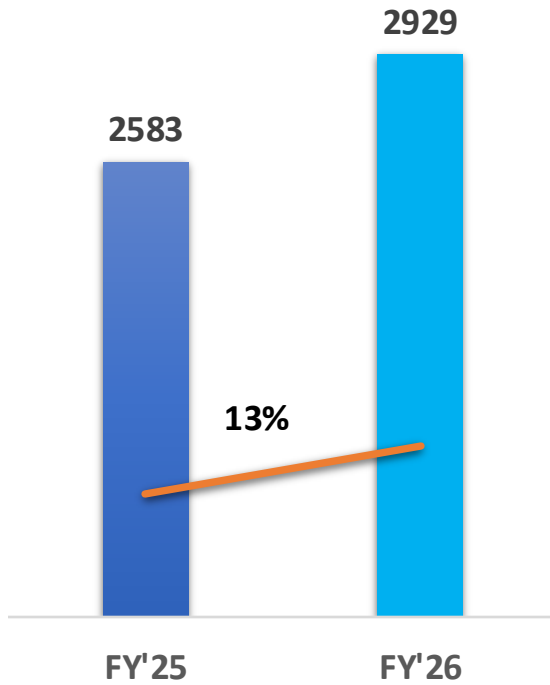


## PAT (₹ in Crores)



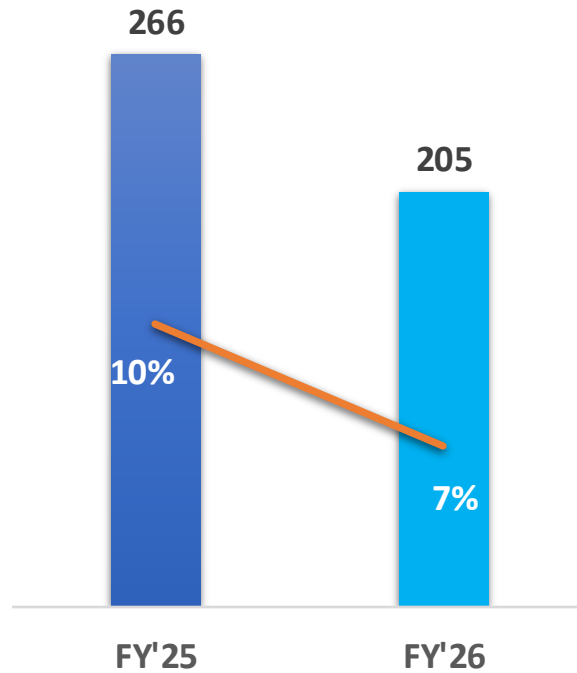
# FINANCIAL SNAPSHOT – FY'26 & FY'25

Revenue (₹ in Crores)



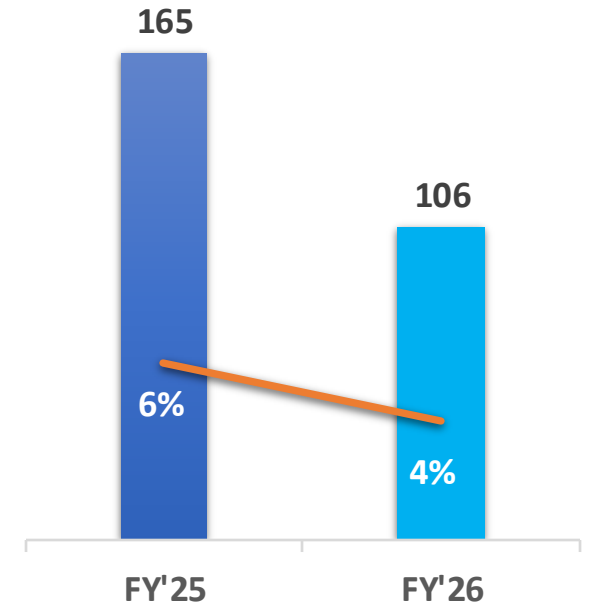
— Growth (%)

EBITDA (₹ in Crores)



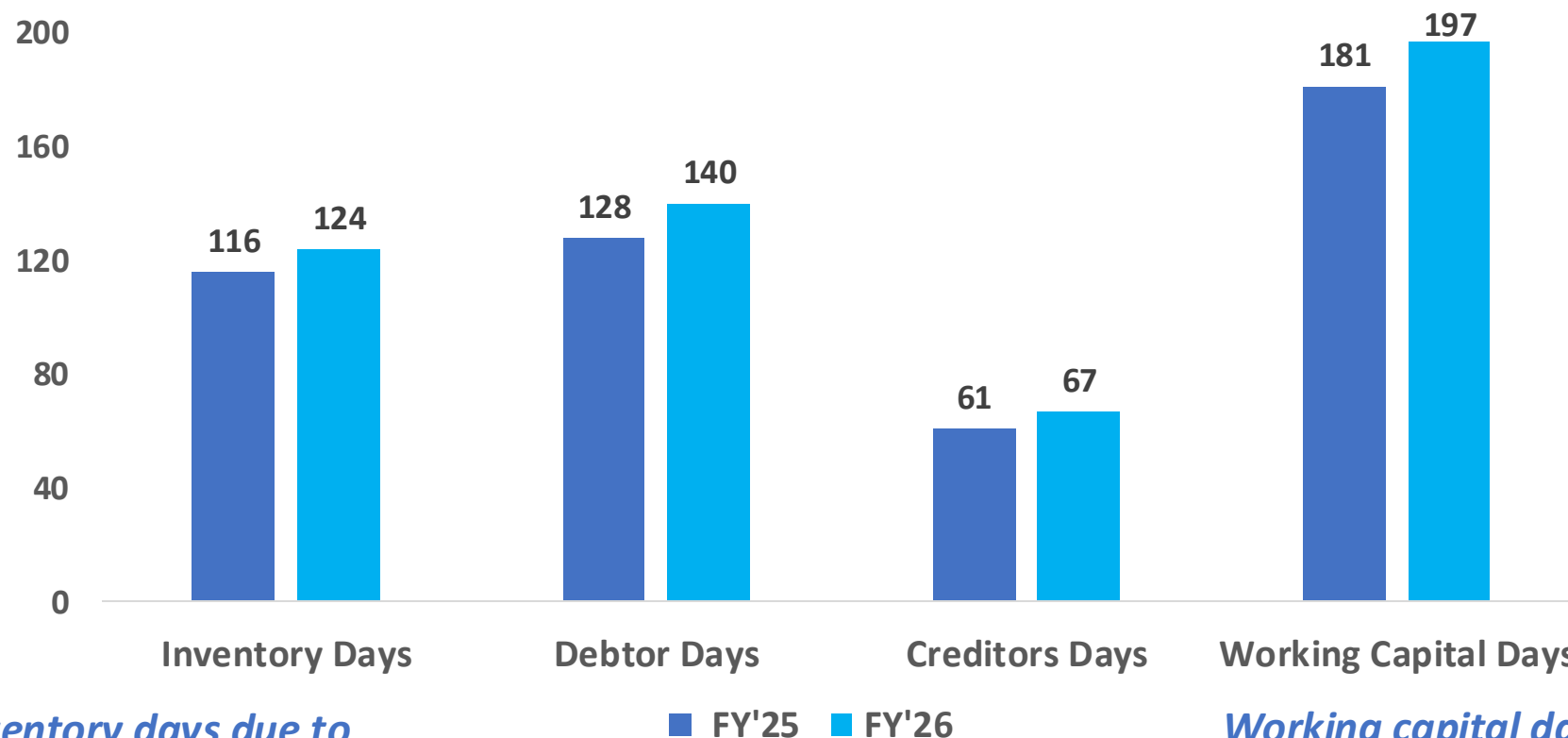
— Margin (%)

PAT (₹ in Crores)



— Margin (%)

# KEY PERFORMANCE INDICATORS



*Increase in Inventory days due to inventory carrying of new brand Lux Nitro in mid-premium innerwear segment*

*Working capital days expected to ease out going forward due to better inventory management and faster debtor collection*

# SEGMENT REVENUE & RESULTS- Q4 FY'26 & FY'26

Particulars	Q4 (Rs. cr.)			YE (Rs. cr.)		
	FY'26	FY'25	YoY growth	FY'26	FY'25	YoY growth
<b>Segment Revenue</b>						
a) Vertical A	398.65	378.55	<b>5.31%</b>	1,365.22	1,112.57	<b>22.71%</b>
b) Vertical B	356.65	333.97	<b>6.79%</b>	1,235.65	1,138.57	<b>8.53%</b>
c) Vertical C	117.71	105.17	<b>11.92%</b>	327.87	331.92	<b>-1.22%</b>
<b>Revenue from operations</b>	<b>873.01</b>	<b>817.69</b>	<b>6.77%</b>	<b>2,928.74</b>	<b>2,583.06</b>	<b>13.38%</b>
<b>Segment Result {Profit(+)/Loss(-) before Tax}</b>						
a) Vertical A	29.70	31.73	<b>-6.40%</b>	64.18	97.06	<b>-33.88%</b>
b) Vertical B	23.90	31.04	<b>-22.99%</b>	74.51	118.37	<b>-37.06%</b>
c) Vertical C	8.60	7.63	<b>12.70%</b>	17.80	22.70	<b>-21.60%</b>
d) Other un-allocable (expenditure) net of un-allocable income #	-5.54	-4.86	<b>-14.11%</b>	-18.98	-17.47	<b>-8.63%</b>
<b>Profit before Tax</b>	<b>56.66</b>	<b>65.54</b>	<b>-13.55%</b>	<b>137.51</b>	<b>220.66</b>	<b>-37.68%</b>

# The management is conducting detailed review of un-allocable assets and liabilities which are directly attributable to business verticals. Pending review, such assets/liabilities and related expenses has been shown as "unallocable".

# SEGMENT ASSETS & LIABILITIES- AS ON YE FY'26

Particulars	YE (Rs. cr.)		
	FY'26	FY'25	YoY growth
<b>Segment Assets</b>			
a) Vertical A	1,370.41	1,072.66	27.76%
b) Vertical B	1,348.40	1,067.24	26.34%
c) Vertical C	320.98	307.28	4.46%
d) Un-allocable #	49.07	116.53	-57.90%
<b>Total Assets</b>	<b>3,088.86</b>	<b>2,563.71</b>	<b>20.48%</b>
<b>Segment Liabilities</b>			
a) Vertical A	650.74	457.43	42.26%
b) Vertical B	480.29	297.60	61.39%
c) Vertical C	87.22	72.11	20.96%
d) Un-allocable #	49.85	21.78	128.84%
<b>Total Liabilities</b>	<b>1,268.10</b>	<b>848.92</b>	<b>49.38%</b>

# The management is conducting detailed review of un-allocable assets and liabilities which are directly attributable to business verticals. Pending review, such assets/liabilities and related expenses has been shown as "unallocable".

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)		Amount (Rs. in cr)	
	Q4 FY 26	Q4 FY 25	FY'26	FY'25
Revenue From Operation	398.6	378.5	1,365.2	1,109.1
Other Income	10.7	1.2	16.8	7.3
<b>Total Income</b>	<b>409.3</b>	<b>379.7</b>	<b>1,382.0</b>	<b>1,116.4</b>
<b>COGS</b>	<b>281.7</b>	<b>260.8</b>	<b>946.4</b>	<b>738.2</b>
<b>Gross Margin</b>	<b>127.6</b>	<b>118.9</b>	<b>435.6</b>	<b>378.2</b>
<b>Gross Margin %</b>	<b>31.2%</b>	<b>31.3%</b>	<b>31.5%</b>	<b>33.9%</b>
Employee Cost	23.4	18.6	90.3	74.3
Advertisement Expenses	29.0	24.4	116.8	82.4
Other Expenses	33.5	36.9	121.8	102.4
<b>EBITDA</b>	<b>41.7</b>	<b>39.0</b>	<b>106.8</b>	<b>119.1</b>
<b>EBITDA Margin %</b>	<b>10.2%</b>	<b>10.3%</b>	<b>7.7%</b>	<b>10.7%</b>
Finance Cost	6.9	4.1	24.9	11.7
Depreciation	5.1	3.1	16.4	10.4
<b>Profit Before Tax</b>	<b>29.7</b>	<b>31.7</b>	<b>65.5</b>	<b>97.1</b>
<b>PBT Margin %</b>	<b>7.3%</b>	<b>8.4%</b>	<b>4.7%</b>	<b>8.7%</b>

**Note -**

- 1) Revenue from Operation includes Rs.1.64cr & Rs.2.40cr of Export Incentive in Q4 FY'26 & Q4 FY'25 respectively
- 2) Revenue from Operation includes Rs.7.93cr & Rs.8.98cr of Export Incentive in FY'26 & FY'25 respectively
- 3) Revenue from Operation includes Rs.1.39cr of Insurance Claim Received in Q4 FY'26 & in FY'26
- 4) Employee Cost does not include Rs.1.33 cr. of additional liability arising on account of gratuity due to change in Labour Code in FY 26

# KEY BUSINESS HIGHLIGHTS VERTICAL - A



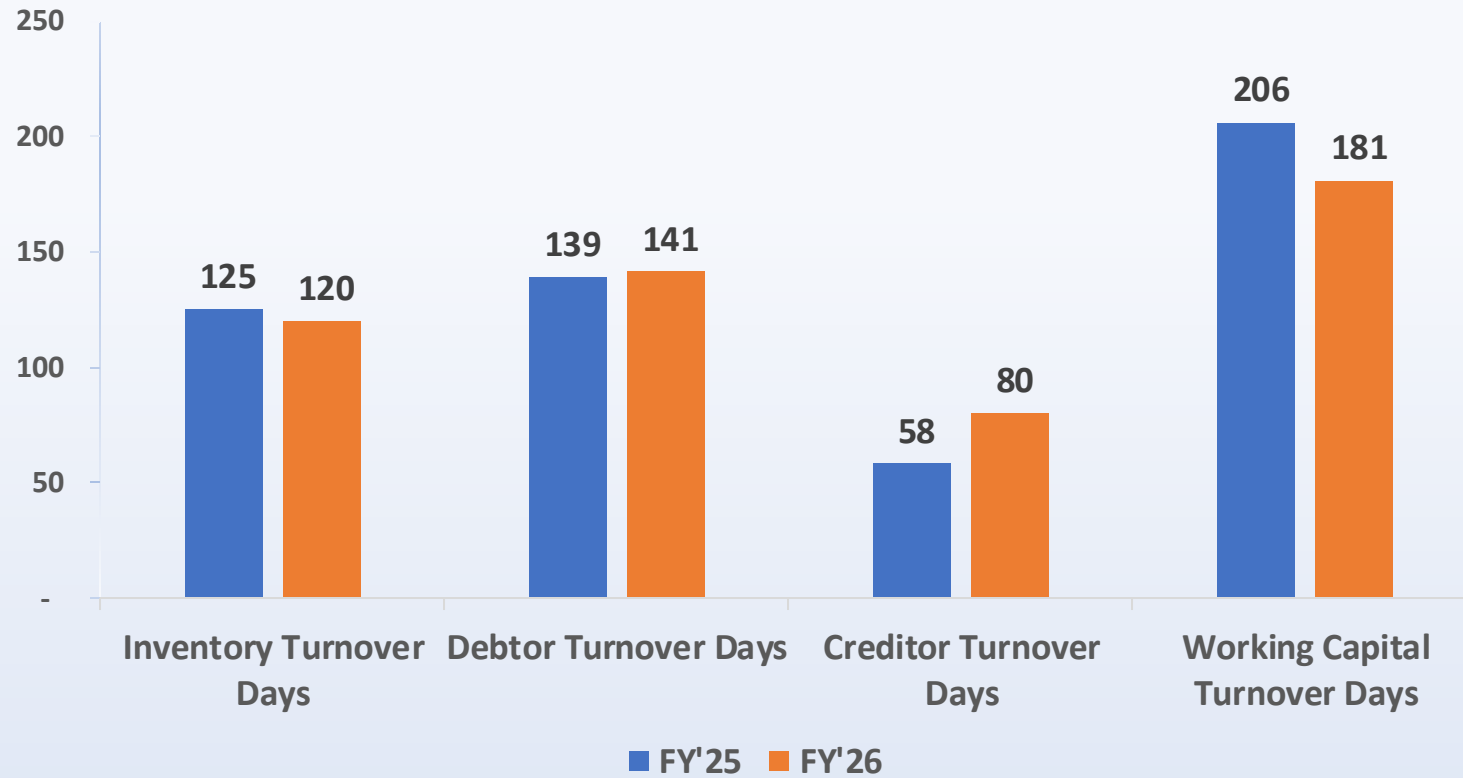
## Consolidated Q4 FY'26 Performance Indicator

<b>Volume (in pcs)</b> 5.80 crores ▲ 4%	<b>Revenue from Operation</b> Rs.399 crores ▲ 5%
<b>EBITDA</b> Rs.42 crores ▲ 7%	<b>PBT</b> Rs.30 crores ▼ -6%

## Consolidated FY'26 Performance Indicator

<b>Volume (in pcs)</b> 18.74 crores ▲ 28%	<b>Revenue from Operation</b> Rs.1365 crores ▲ 23%
<b>EBITDA</b> Rs.107 crores ▼ -10%	<b>PBT</b> Rs.66 crores ▼ -33%

# 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



OUR OFFICE

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



# KEY BUSINESS HIGHLIGHTS - VERTICAL B



Q4 FY'26

Revenue from Operations

Rs. 357 crores



Advertisement Spend

Rs. 30 crores



EBITDA

Rs. 29 crores



YE FY'26

Revenue from Operations

Rs. 1,236 crores



Advertisement Spend

Rs. 102 crores



EBITDA

Rs. 92 crores



- Overall sales Quantity increased by 16.3% at vertical level, 15% for “Lux Inferno” and 48% for “Rainwear”
- Launch of new product category i.e. Socks under the brand “Lux Nitro”
- Promising response for “Lux Nitro” and “Lux Venus Rainwear”
- Installation of 300 KW Solar panel in Avinashi Facility, catering to 60% of energy consumption
- Highest selling thermal wear brand “Lux Inferno”- launched new categories- “Lux Inferno Premium” & “Lux Inferno Hotcots”

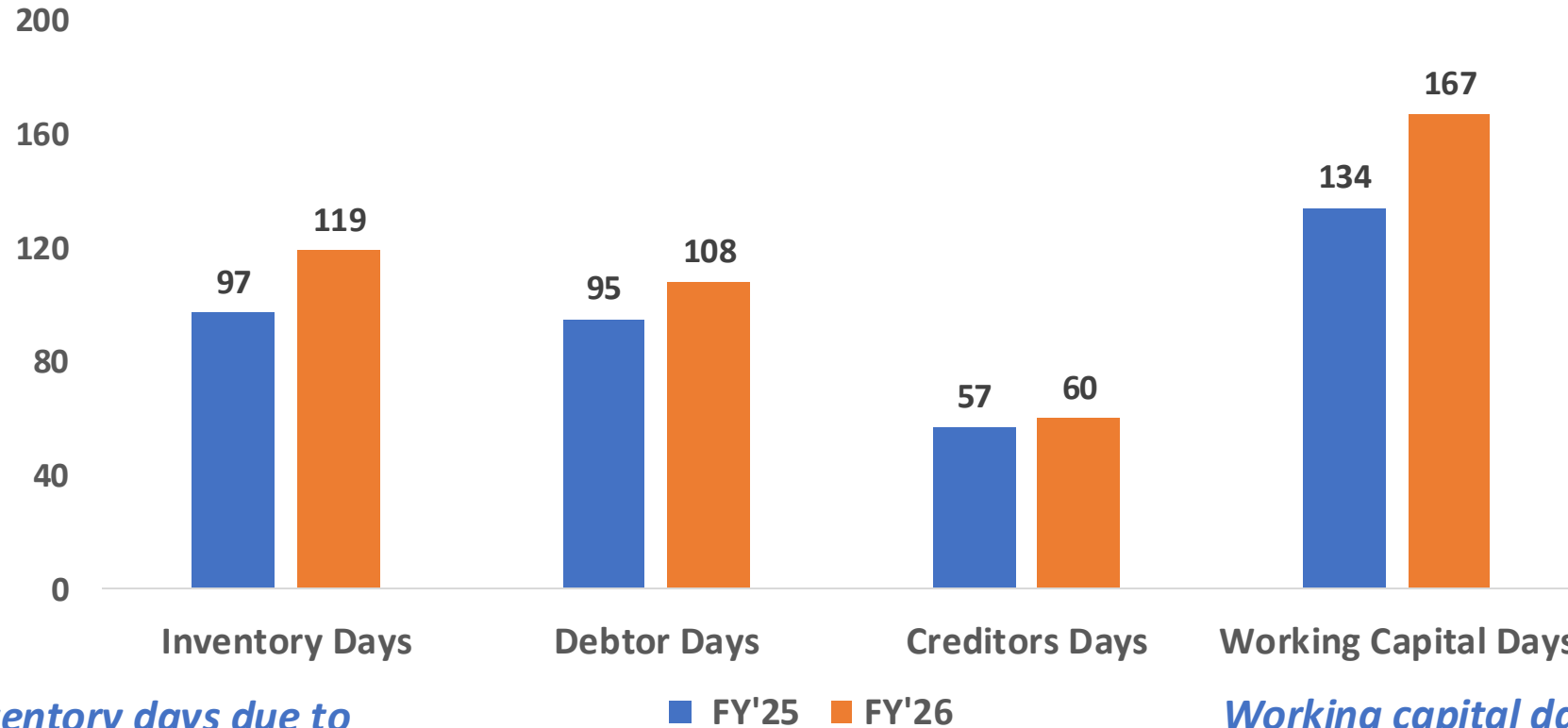
Brand ‘Lux Nitro’

## KEY BUSINESS HIGHLIGHTS VERTICAL - B

### CONSOLIDATED PERFORMANCE

Particulars	Amount (Rs. in Cr.)		Amount (Rs. in Cr.)	
	Q4 FY 26	Q4 FY 25	YE MAR' 26	YE MAR' 25
<b>Revenue from operations</b>	<b>356.65</b>	<b>333.97</b>	<b>1,235.65</b>	<b>1,138.57</b>
COGS	260.07	229.00	886.23	788.10
<b>Gross Margin</b>	<b>96.58</b>	<b>104.96</b>	<b>349.42</b>	<b>350.47</b>
<b>Gross Margin %</b>	<b>27.1%</b>	<b>31.4%</b>	<b>28.3%</b>	<b>30.8%</b>
Employee Benefits	16.74	13.95	66.15	53.91
Advertisement Expenses	30.03	28.24	102.09	94.34
Other Expenses	21.96	23.60	94.42	79.81
<b>EBITDA</b>	<b>29.07</b>	<b>34.14</b>	<b>92.22</b>	<b>129.78</b>
<b>EBITDA %</b>	<b>8.1%</b>	<b>10.2%</b>	<b>7.4%</b>	<b>11.2%</b>
Finance Costs	2.69	1.43	9.39	5.29
Depreciation	2.50	1.67	8.31	6.13
<b>Profit Before Tax</b>	<b>23.90</b>	<b>31.04</b>	<b>74.51</b>	<b>118.37</b>
<b>Profit Before Tax %</b>	<b>6.7%</b>	<b>9.3%</b>	<b>6.0%</b>	<b>10.2%</b>

# VERTICAL B - KEY PERFORMANCE INDICATORS



*Increase in Inventory days due to inventory carrying of new brand Lux Nitro in mid-premium innerwear segment*

*Working capital days expected to ease out going forward due to better inventory management and faster debtor collection*

# 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.)	
	Q4 FY 26	Q4 FY 25	YE MAR 26	YE MAR 25
<b>Revenue from operations</b>	<b>117.71</b>	<b>105.17</b>	<b>327.87</b>	<b>331.92</b>
COGS	84.47	73.84	231.04	232.27
<b>Gross Margin</b>	<b>33.24</b>	<b>31.33</b>	<b>96.83</b>	<b>99.65</b>
<b>Gross Margin %</b>	<b>28.2%</b>	<b>29.8%</b>	<b>29.5%</b>	<b>30.0%</b>
Employee Benefits	6.51	5.51	23.89	22.24
Advertisement Expenses	3.19	5.92	12.47	17.02
Other Expenses	8.47	6.72	26.90	25.74
<b>EBITDA</b>	<b>9.61</b>	<b>8.48</b>	<b>21.69</b>	<b>26.68</b>
<b>EBITDA %</b>	<b>8.2%</b>	<b>8.1%</b>	<b>6.6%</b>	<b>8.0%</b>
Finance Costs	0.49	0.36	1.75	1.98
Depreciation	0.54	0.51	2.14	2.00
<b>Profit Before Tax</b>	<b>8.60</b>	<b>7.62</b>	<b>17.80</b>	<b>22.70</b>
<b>Profit Before Tax %</b>	<b>7.3%</b>	<b>7.2%</b>	<b>5.4%</b>	<b>6.8%</b>

# KEY BUSINESS HIGHLIGHTS- VERTICAL C



Q4 FY'26

Revenue from Operations

Rs. 118 crores

11.9%

PBT

Rs. 8.60 crores

12.9%

EBITDA

Rs. 9.61 crores

13.2%

YE FY'26

Revenue from Operations

Rs. 328 crores

1.2%

PBT

Rs. 17.80 crores

21.6%

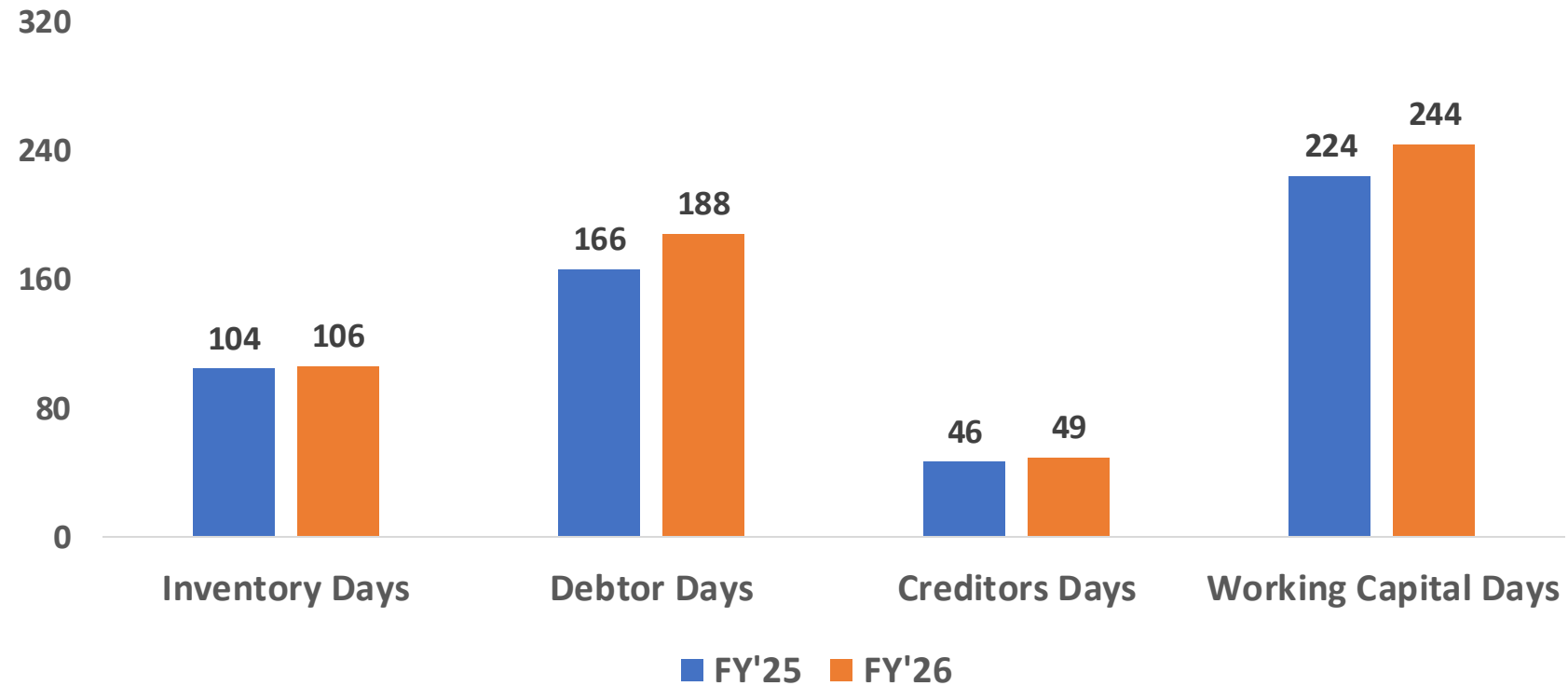
EBITDA

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

**₹3.15 crore**

Actual CSR expenditure for FY'26

**₹1 crore**

Budgeted annual CSR expenditure (approx.) for FY 25-26

**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 Singhania  
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.

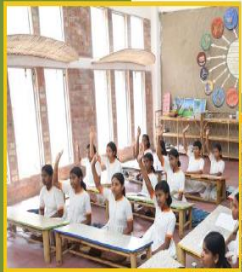


*Newly renovated General Ward at Shree Vishudanand Hospital & Research Institute, Kolkata*

# 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

17 PARTNERSHIPS FOR THE GOALS



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

Energy-saving LED lighting systems in our plants save energy

Process technology help save water

30-40% of our total power requirements met through renewable sources

Substantial electricity cost reduction

Installations of Capacitors to reduce plant load

Reducing carbon footprint

**2 lakh litre**

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



Rooftop solar power plant at Dankuni unit



# Safe Harbor

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Website: [www.luxinnerwear.com](http://www.luxinnerwear.com)