Mafatlal®
MAFATLAL INDUSTRIES LIMITED

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CIN : L17110GJ1913PLC000035 Website : www.mafatlals.com

7th August, 2026

To,
BSE Limited
Phiroze Jeejeebhoy Towers,
Dalal Street,
Mumbai- 400001

BSE Code: 500264

Dear Sir / Madam,

Sub: <u>Investor Presentation for Q1 of FY 2026-27.</u>

Pursuant to Regulation 30 read with Schedule III of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, we enclose herewith Investors Presentation on the Financial Highlights for the quarter ended on 30th June 2026.

The aforementioned Presentation has been uploaded on the Company's website viz., www.mafatlals.com.

We request you to kindly take the same on record.

Thanking you,

Yours faithfully,
For Mafatlal Industries Limited
Amish Kumar Shah
Digitally signed by Amish Kumar Shah
Date: 2026.08.07 18:05:07 +05'30'
Amish Shah
Company Secretary
Encl.: a/a

ARVIND MAFATLAL GROUP
The ethics of excellence

SINCE 1905
Mafatlal®

Mafatlal Industries Limited
Investor Presentation
Q1FY27

Safe Harbour

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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.

This presentation contains certain forward-looking statements concerning the Company’s future business prospects and business profitability, which are subject to a number of risks and uncertainties, and the actual results could materially differ from those in such forward-looking statements. The risks and uncertainties relating to these statements include, but are not limited to, risks and uncertainties regarding fluctuations in earnings, our ability to manage growth, competition (both domestic and international), economic growth in India and abroad, ability to attract and retain highly skilled professionals, time and cost over runs on contracts, our ability to manage our international operations, government policies and actions regulations, interest and other fiscal costs generally prevailing in the economy. The Company does not undertake to make any announcement in case any of these forward-looking statements become materially incorrect in future or update any forward-looking statements made from time to time by or on behalf of the Company.

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Financial Highlights Q1FY27

Management Commentary

"As we progress through FY27, we remain focused on strengthening our organizational structure, improving execution, and building a stronger foundation for sustainable growth across our businesses.

Our integrated Uniforms Solution business continues to benefit positively from fabric to garmenting solutions, long-standing customer relationships, intensive supply chain, and the delivery of value-added offerings to institutions.

We continue to enhance our capabilities in Digital Infrastructure segment as we build it into a key growth engine for the Company over the medium to long term.

As part of our value-focused growth strategy, we remained selective in the Consumer Durables business by prioritizing higher-margin orders. The Company intends to continue this approach going forward.

As of June 30, 2026, our total order book stood at approximately INR 890 Cr, comprising Textiles & Related Products of INR 480 Cr, Digital Infrastructure of INR 110 Cr, and Consumer Durables of INR 300 Cr.

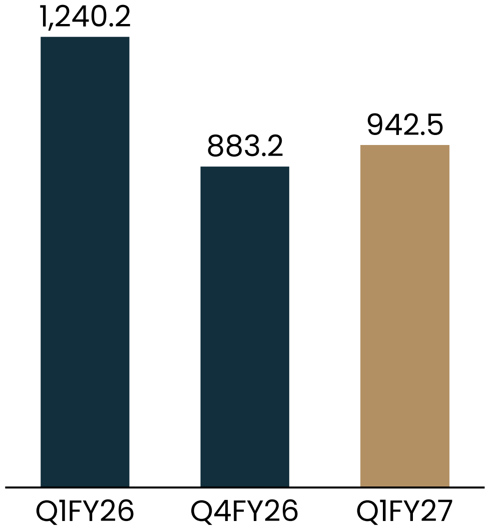
Looking ahead, we remain focused on enhancing our leadership in the integrated Uniforms Solution and scaling our Digital Infrastructure segment. We will continue to drive execution excellence and operational discipline to deliver sustainable value creation for all our stakeholders."

- Mr. Priyavrata Mafatlal, MD and CEO

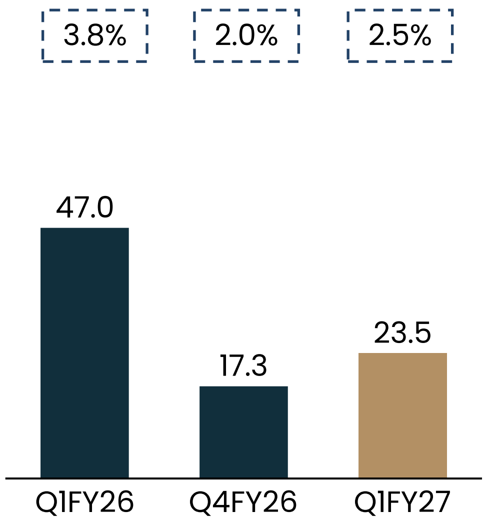
Financial Highlights - Q1FY27

INR in Cr | Margins

Revenue from Operations



Operating EBITDA*



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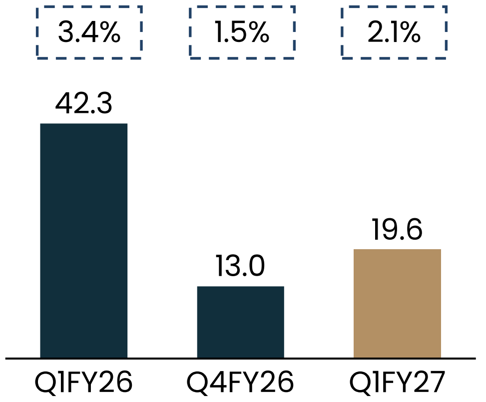


Running Orderbook

INR 890 Cr

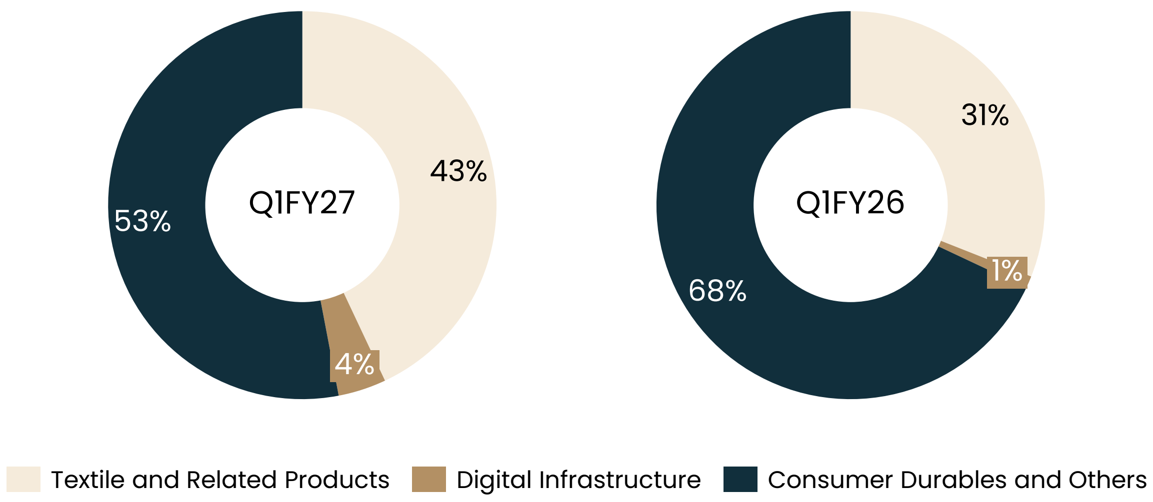
to be executed in the near future

- The Company's core business segments, Textiles & Related Products and Digital Infrastructure, generated quarterly revenue of INR 447.9 Cr, registering 14.6% YoY growth.
- Overall, the revenue reflects the strategic portfolio realignment undertaken, with calibrated reduction in the low-margin products of the Consumer Durables business.
- Growth in Textiles & Related Products during Q1FY27 was primarily driven by the Company's continued shift towards Uniforms Solution business. Revenue contribution from the segment stood at 43.1%, while the EBIT contribution was 59.9%.
- The Digital Infrastructure business recorded healthy growth in both revenue and profitability, supported by institutional projects involving ICT Labs, IT systems, Robotics Labs with integrated software and other digital learning platforms. Certain projects are backed by long-term Annual Maintenance Contracts (AMCs) and after-sales service agreements of up to five years, enhancing recurring revenue visibility.
- As part of green initiatives, the Company:
  - Commissioned 4 MWp captive solar power project in Nadiad manufacturing unit.
  - Initiated rainwater harvesting to reduce groundwater consumption.
- In accordance with Ind AS 12, Company has recognized Deferred Tax Assets (net) charge of Rs. 5.0 Cr under tax expense during the period.
- Gross debt as of June 30, 2026, stood at INR 58.8 Cr (Long-Term Debt of INR 33.4 Cr). As of 31st March 2026, Gross Debt stood at INR 60.8 Cr (Long-Term Debt of INR 33.1 Cr).

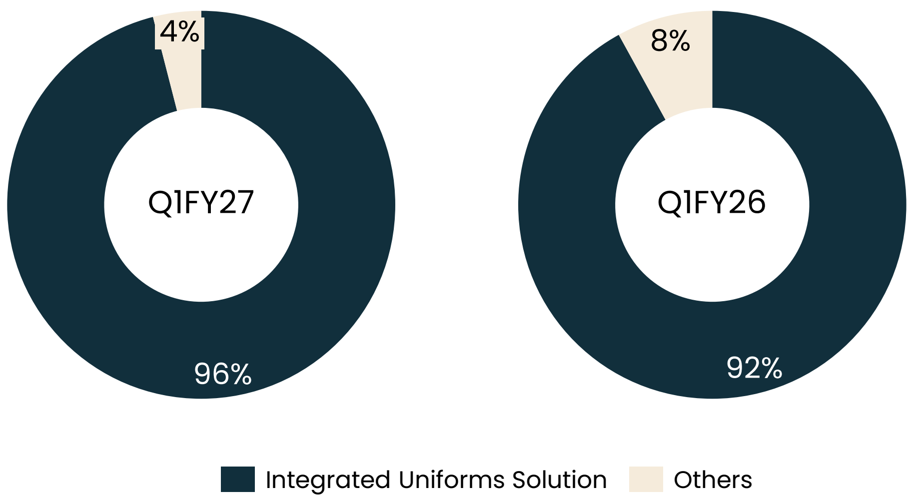
**The Operating EBITDA excludes Rent Income from Investment Properties and Income from Other Investments, amounting to INR 1.48 Cr (INR 1.18 Cr for Q1FY26) and INR 0.70 Cr, (INR 0.01 Cr for Q1FY26) respectively.*

Segment Reporting

Segmental Revenue Breakup



Breakup of Textile and Related Products



Particulars (INR in Cr)	Segment Revenue				EBIT from Segment*				EBIT Margin from Segment*		
Segments	Q1FY27	Q1FY26	Y-o-Y	FY26	Q1FY27	Q1FY26	Y-o-Y	FY26	Q1FY27	Q1FY26	FY26
Textile and Related Products	405.9	384.3	5.6%	1,494.2	18.8	37.5	(49.9%)	75.7	4.6%	9.8%	5.1%
Digital Infrastructure	42.0	6.5	543.5%	62.3	4.6	0.9	416.0%	6.3	11.1%	13.8%	10.1%
Consumer Durables and Others	494.6	849.5	(41.8%)	2,313.9	7.9	11.0	(27.9%)	32.4	1.6%	1.3%	1.4%
Total	942.5	1,240.2	(24.0%)	3,870.4	31.4	49.4	(36.5%)	114.5	3.3%	4.0%	3.0%

** EBIT from segment is as per the segment working excluding unallocable income and expenditure*

Profit and Loss - Q1FY27

Particulars (INR in Cr)	Q1FY27	Q4FY26	Q-o-Q	Q1FY26	Y-o-Y
Revenue from Operations	942.5	883.2	6.7%	1,240.2	(24.0%)
Other Income	7.0	8.6		4.4	
Other gains (net)	0.8	0.5		0.1	
Total Income	950.2	892.3	6.5%	1,244.8	(23.7%)
Total Raw Material	822.5	766.7		1,115.8	
Gross Profit	127.7	125.6	1.7%	129.0	(1.0%)
GP Margin (%)	13.4%	14.1%		10.4%	
Employee Benefit Expenses	18.4	17.0		15.6	
Net impairment (gain) / loss on financial assets	(8.0)	3.5		4.6	
Other Expenses	91.7	86.2		60.5	
EBITDA	25.7	18.9	35.7%	48.3	(46.8%)
EBITDA Margin (%)	2.7%	2.1%		3.9%	
Depreciation and Amortization Expenses	4.0	4.4		4.0	
EBIT	21.7	14.6	48.9%	44.4	(51.0%)
EBIT Margin (%)	2.3%	1.6%		3.6%	
Finance Cost	2.1	1.5		2.1	
Profit before Tax	19.6	13.0	50.2%	42.3	(53.7%)
PBT Margin (%)	2.1%	1.5%		3.4%	
Deferred Tax Charge/ (Credit)	5.0	(4.8)		(3.7)	
Profit After Tax	14.6	17.9	(18.2%)	45.9	(68.2%)
PAT Margin (%)	1.5%	2.0%		3.7%	
Cash PAT *(Profit After Tax + Depreciation)*	18.6	22.2		49.9	
Operating EBITDA	23.5	17.3	36.1%	47.0	(50.0%)
Operating EBITDA Margin (%)	2.5%	2.0%		3.8%	

**The Operating EBITDA excludes Rent Income from Investment Properties and Income from Other Investments, amounting to INR 1.48 Cr (INR 1.18 Cr for Q1FY26) and INR 0.70 Cr, (INR 0.01 Cr for Q1FY26) respectively.*

Company Brief

About Us

120+
Years of legacy

- Diversified business portfolio spanning Textiles, Digital Infrastructure (offering software, hardware & services) and Consumer Durables.
- Leading integrated uniforms solution provider with end-to-end capabilities across design, sourcing, manufacturing and distribution.
- Asset-light hybrid manufacturing model supported by an established vendor ecosystem.
- Scalable business model focused on institutional and B2B growth.
- Holding 15.12% in NOCIL Ltd, part of promoter holding.

Scalable business model with

- Uniform focused institutional business
- Branding & Distribution led business model
- Strong Vendor Ecosystem
- Unique Consumer Demand Driven Business

Diversified offerings & unified purpose catering to

Schools	Oil & Gas
Hospitality	Security
Aviation	Pharmaceutical
Auto Industry	Infrastructure
Health-care	Cement

INR Cr	Revenue from Operations	Operating EBITDA & *Margins*	Profit Before Tax & *Margins*	ROCE*
Q1FY27	942.5	23.5 *2.5%*	19.6 *2.1%*	23.0%
FY26	3,870.4	113.8 *2.9%*	96.7 *2.5%*	

**ROCE is for FY26 excludes dividend income and investment in NOCIL Ltd.*

Scaling with Discipline - Strategic Framework

Asset-Light, Execution-led Model

Product-Agnostic, Demand-driven Growth

Diversified Market Access

Solution-led Offerings and Annuity Income

Scalable Systems and Process Transformation

Leadership and People Capability

Systems, Process Excellence and Governance

Customer-centric Approach and Global Expansion

Our Transformation Journey

2019-2025
Laying the Foundation for Growth & Diversification

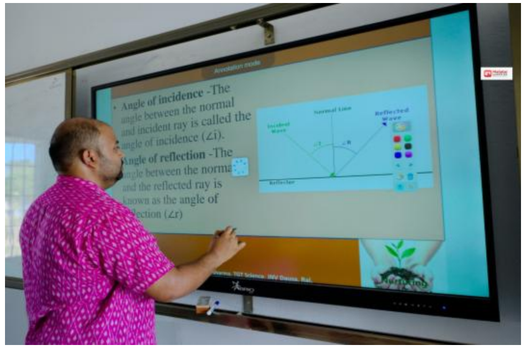
- 2019 to 2025 marked a period of transformation and diversification.
- Navigated significant financial challenges and adopted an asset-light business model.
- Leveraged over 100 years of legacy to build a strong vendor and sourcing ecosystem.
- Focused on value-added product offerings with flexibility.
- Expanded relationships with leading institutional and corporate customers, across various sectors.
- Entered in the Digital Infrastructure business, thereby creating a new growth platform beyond textiles and engaged in public welfare initiatives in the consumer durables segment.

2026 and Beyond
Building the Next Chapter of Growth

- Expand the integrated uniforms solution platform with end-to-end garmenting capabilities.
- Leveraging Asset-light operating model and strong vendor ecosystem built over 120 years to enable execution of large, diverse and time-sensitive orders.
- Strengthening the presence in uniforms solution and increasing capabilities across corporate and institutional segments.
- Further expanding into apparel manufacturing and exports through Mafatlal Apparel Exports.
- Strengthened the Digital Infrastructure segment by developing application and software capabilities through Pieflowtech Solutions, with a focus on deepening long term customer relationship.

Transformed from Legacy Textile Player to Diversified Integrated Uniform and other Solutions Provider

A Glimpse of Our Portfolio






Progressively redefined portfolio in line with the changing market needs, transitioning from a traditional product-led approach to a purpose-driven platform built around institutional relevance and scalable value creation

Portfolio Positioned for Growth	
Textiles and Technical Textiles	• Integrated Uniforms Solution
	• Beyond Uniforms Solution
Non- Textiles	• Digital Infrastructure
	• Consumer Durables

Diversification strategy is a response to the institutional demand patterns driven by government spending on education, healthcare, digital infrastructure and public welfare

Textiles and Technical Textiles

Integrated Uniforms Solution

Beyond Uniforms Solution

- Integrated uniforms solution remain a key pillar of MIL's textiles portfolio. The business serves institutions across education, healthcare, aviation, security, automobiles, QSRs, petrochemicals, oil & gas and the public sector, delivering end-to-end integrated uniforms solution at scale.
- Beyond uniforms, MIL's textiles business caters to consumer and institutional markets through woven white, Rubia, polyester-cotton fabrics, home furnishings, and voile fabric exports to the Middle East.
- Backed by a strong vendor network and integrated supply chain, the Company executes large, time-sensitive orders with consistency and reliability.

- Diversified product portfolio spanning non-woven healthcare products (patient wear and surgical gowns), to hospitals and healthcare institutions to meet their customized requirements.
- The hygiene portfolio includes sanitary napkins, baby diapers, and adult diapers aimed at improving accessibility to quality hygiene products.
- The home furnishings range offers bed and bath solutions to households across income segments, reinforcing MIL's consumer-facing presence.

Non Textiles

Digital Infrastructure

- Well positioned to participate in digital education related projects under programs such as Samagra Shiksha, PM SHRI Schools and ICT@Samagra Shiksha.
- Scalable business model combining project execution with recurring service revenues, enhancing revenue visibility.
- Software and application capabilities are being strengthened through its subsidiary, Pieflowtech Solutions Private Limited, to support the Company's Digital Infrastructure business.
- Appraised with CMMI® Maturity Level 5 (ML5) for CMMI®-DEV and CMMI®-SVC, demonstrating the highest level of process maturity through continuous, data-driven process optimization aligned with globally recognized CMMI best practices.

Consumer Durables

- Leveraging supply chain strengths, institutional relationships, and strategic adjacencies aligned with its broader growth strategy, and expanding presence into the consumer durables segment.
- Participates in large-scale public welfare-led institutional projects.
- Providing a broad portfolio of products, including utensils, toys, school bags, furniture, shoes, among others.

Our Team

Experienced Board Of Directors

Mr. Hrishikesh Mafatlal

Promoter & Chairman
Years of Experience: 49+

- Graduation in Commerce from Mumbai's Sydenham College in 1975.
- Honors Degree in Commerce Advance Management Program (AMP) at Harvard Business School in 1993.
- Served on the Board of Governors of IIM Ahmedabad for 12 years.
- Vice Chairman of the Cotton Textiles Export Promotion Council (TEXPROCIL).
- Chairman and Promoter Director of NOCIL Ltd.

Mr. Priyavrata Mafatlal

Managing Director and CEO
Years of Experience : 18+

- Masters in Commerce from Mumbai University.
- Alumni of Harvard Business School, USA and Istituto Marangoni, London.
- Experienced in Manufacturing, Marketing, Human Resource and General Management.
- Director on the Board of NOCIL Ltd., VrataTech Solutions and Founder of Get Set Learn.

Mr. Atul Srivastava

Independent Director
Years of Experience : 49+

- Honors Degree in Science and fellow member of the Institute of Chartered Accountants of India.
- Experience in the areas of finance, accounting, taxation and commercial management.

Mr. Abhay Jadeja

Independent Director
Years of Experience : 21+

- LLB & Member of Bar Council of Maharashtra & Goa, Bombay Bar Association and Supreme Court Bar Association.
- Experience in the fields of complex commercial & civil litigations, family and succession disputes, estate, trust planning, white collar crimes, foreign exchange regulation matters, securities laws, insolvency, pharmaceutical & pricing related matters.

Mr. Ashutosh Bishnoi

Independent Director
Years of Experience : 42+

- Master of Business Administration Mahindra Universe Program at the Harvard Business School, (Boston) (USA).
- Experience in the fields of financial services and consumer marketing and has been associated with well-known Indian corporate house.

Mr. Jyotin Mehta

Independent Director
Years of Experience : 41+

- Chartered Accountant, Company Secretary and Management Accountant.
- Expertise spans corporate finance, internal audit, corporate governance, company law, legal and regulatory compliance, and customer service.

Mr. Desh Khetrapal

Independent Director
Years of Experience : 51+

- Master of Business Administration in Marketing & Finance from the Faculty of Management Studies, Delhi University, Business degree from SRCC.
- Through his experience as CEO & MD roles across various listed companies, he is renowned for his strategic vision & operational leadership with deep experience in steering organizations through growth and transformation in competitive markets.

Dr. Archana Hingorani

Independent Director
Years of Experience : 31+

- Bachelor's degree in Arts from the University of Mumbai, an MBA, and a Ph.D. in Philosophy from the University of Pittsburgh.
- Expertise spans private equity, fund investment, and asset management and served on the Board of various listed entities.

Professional Management Team

Mr. Priyavrata Mafatlal

Managing Director and CEO

Years of Experience : 18+

- Masters in Commerce from Mumbai University.
- Alumni of Harvard Business School, USA and Istituto Marangoni, London.
- Experienced in Manufacturing, Marketing, Human Resource and General Management.
- Director on the Board of NOCIL Ltd., VrataTech Solutions and Founder of Get Set Learn .

Mrs. Smita Jhanwar

Chief Financial Officer

Years of Experience : 17+

- B. Com, M. Com, Post Graduate Diploma in Management (MBA - Finance & Marketing).
- Expertise in area of Banking, Treasury, Strategy, Financial Management and Change Management.
- Alumni of ISB Hyderabad and NUS Singapore.

Recalibrated management team brings fresh perspective and expertise to navigate the evolving business landscape to drive long-term success

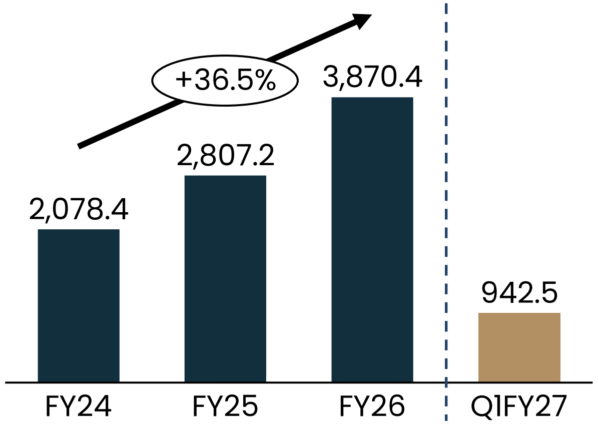
Historical Financials

Financial Performance Trend

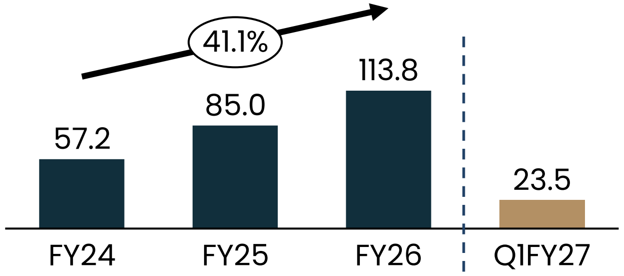
ARVIND MAFATLAL GROUP
The ethics of excellence

INR in Cr

Revenue from Operations



Operating EBITDA*



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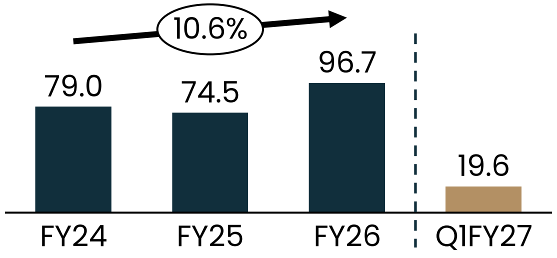
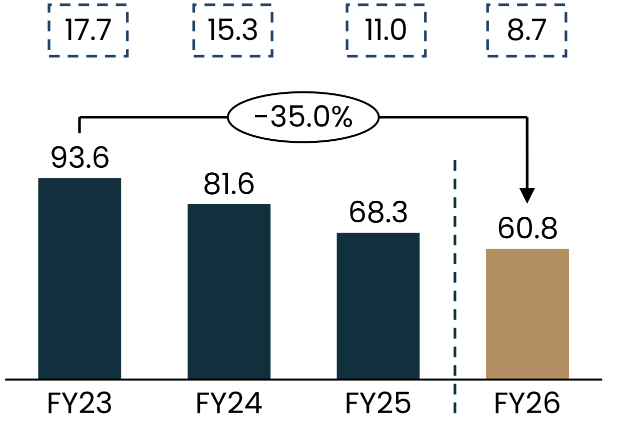
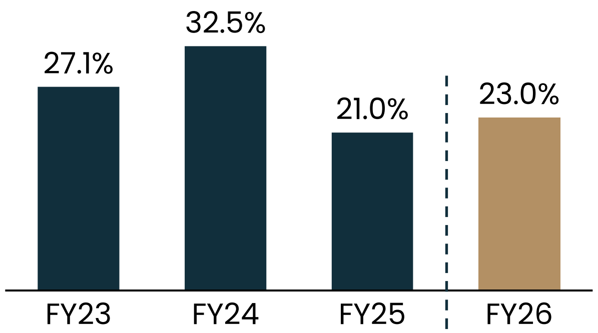


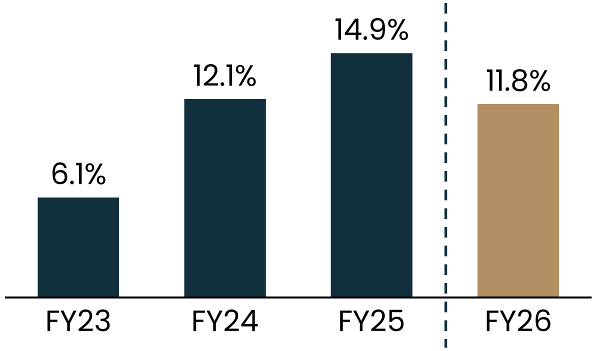
Gross Debt & Interest Cost



Return on Capital Employed#



Return on Equity



**Operating EBITDA excludes income from Investments, Income from Investment Property and Income from Non-Core Asset*

 # Excluding dividend income and investment of NOCIL and after exceptional item

Profit and Loss

Particulars (INR in Cr)	FY26	FY25	FY24	FY23
Revenue from Operations	3,870.4	2,807.2	2,078.4	1,370.5
Other Income	30.5	34.3	23.7	22.1
Other gains (net)	1.2	3.7	40.2	23.0
Total Income	3,902.2	2,845.3	2,142.2	1,415.6
Total Raw Material	3,456.5	2,418.8	1,731.6	1,072.6
Gross Profit	445.7	426.5	410.6	343.0
GP Margin (%)	11.4%	15.0%	19.2%	24.2%
Employee Benefit Expenses	61.5	58.9	60.8	52.0
Net impairment loss on financial assets	18.7	4.3	9.2	6.0
Other Expenses	240.7	256.8	231.3	211.1
EBITDA	124.9	106.5	109.4	73.9
EBITDA Margin (%)	3.2%	3.7%	5.1%	5.2%
Depreciation and Amortization Expenses	16.6	15.0	15.0	15.4
EBIT	108.2	91.5	94.4	58.5
EBIT Margin (%)	2.8%	3.2%	4.4%	4.1%
Finance Cost	8.7	11.0	15.3	17.7
Exceptional Item	(2.9)	(6.0)	-	(0.5)
Profit before Tax	96.7	74.5	79.0	40.3
PBT Margin (%)	2.5%	2.6%	3.7%	2.8%
Deferred Tax Charge/ (Credit)	5.6	(23.6)	(19.7)	2.8
Profit After Tax	91.1	98.1	98.8	37.5
PAT Margin (%)	2.3%	3.4%	4.6%	2.7%
Operating EBITDA	113.8	85.0	57.2	40.7
Operating EBITDA Margin (%)	2.9%	3.0%	2.7%	3.0%

Balance Sheet

Assets (INR in Cr)	Mar-26	Mar-25	Mar-24	Mar-23
Non - Current Assets	591.7	615.8	758.1	646.8
Property plant & equipment	75.4	74.6	79.8	91.0
Right-of-use assets	2.2	1.7	0.4	0.7
Capital work-in-progress	9.9	0.4	-	-
Intangible assets	5.5	5.7	3.3	0.7
Investment properties	1.9	2.0	2.1	2.3
Financial assets				
(i) Investment in subsidiaries	1.4	0.9	0.3	0.3
(ii) Other investments	389.5	443.4	631.5	522.9
(iii) Trade receivables	0.4	0.8	1.1	0.0
(iv) Other financial assets	12.4	4.9	3.6	7.0
Deferred tax assets (Net)	63.3	59.7	14.9	5.0
Other non - current assets	2.0	1.9	0.5	0.7
Current tax assets (net)	27.9	19.8	20.6	16.2
Current Assets	1,158.3	774.4	1,048.4	528.2
Inventories	105.6	97.3	79.9	106.2
Financial assets				
(i) Trade receivables	710.4	479.4	638.1	285.9
(ii) Cash and bank balance	123.7	51.2	182.2	48.8
(iii) Bank balance	134.5	111.0	85.4	24.2
(iv) Loans	0.5	-	-	-
(v) Other financial assets	10.4	10.0	16.9	20.5
Other current assets	49.9	25.5	45.9	42.6
Current tax assets (net)	23.2	-	-	-
Total Assets	1,750.0	1,390.2	1,806.4	1,175.0

Equity & Liabilities (INR in Cr)	Mar-26	Mar-25	Mar-24	Mar-23
Total Equity	773.0	741.4	814.6	614.6
Share capital	14.4	14.4	14.3	14.1
Other equity	758.5	727.0	800.3	600.5
Non-Current Liabilities	49.6	38.8	49.8	47.2
Financial liabilities				
(i) Borrowings	33.1	22.5	27.2	26.1
(ii) Lease liabilities	0.8	1.0	0.2	0.4
(iii) Other financial liabilities	13.9	13.8	19.7	19.7
Other non current liabilities	1.4	1.5	2.8	1.0
Provisions	0.4	-	-	-
Current Liabilities	927.4	610.0	942.1	513.2
Financial Liabilities				
(i) Borrowings	27.6	45.8	54.5	67.5
(ii) Lease liabilities	1.6	0.9	0.3	0.4
(iii) Trade payables	714.2	443.4	765.7	370.8
(iv) Other financial liabilities	154.4	98.5	77.9	34.0
Other current liabilities	16.9	11.9	31.4	27.6
Provisions	12.7	9.7	12.2	12.6
Total Equity & Liabilities	1,750.0	1,390.2	1,806.4	1,175.0

Cash Flow Statement

Particulars (INR in Cr)	Mar-26	Mar-25	Mar-24	Mar-23
Net Profit Before Tax	96.7	74.5	79.0	40.8
Adjustments for: Non - Cash Items / Other Investment or Financial Items	24.6	8.3	(21.7)	(0.9)
Operating profit before working capital changes	121.3	82.8	57.3	40.0
Changes in working capital	51.0	(168.1)	105.5	(44.1)
Cash generated from Operations	172.3	(85.3)	162.8	(4.2)
Direct taxes (refund) / paid (net)	(31.4)	1.7	(4.0)	(2.1)
Net Cash from Operating Activities	140.9	(83.6)	158.8	(6.3)
Net Cash from Investing Activities	(35.5)	(16.9)	(2.3)	36.5
Net Cash from Financing Activities	(32.9)	(30.6)	(23.1)	(34.2)
Net Increase / Decrease in Cash and Cash equivalents	72.6	(131.1)	133.4	(4.0)
Cash & Cash equivalents at the beginning of the period	51.2	182.2	48.8	52.9
Cash & Cash equivalents at the end of the period	123.7	51.2	182.2	48.8

Annexures

Creating a better tomorrow

- Installed 4 MWp solar power plant at its Nadiad manufacturing unit for captive consumption
- Strengthening resource optimization practices
  - Minimizing waste
  - Improving Input Utilization
  - Embedding responsible consumption across processes
- Rain water harvesting to reduce ground water usage

- Voluntary CSR initiatives focused on education, healthcare, and rural development
- Supported rural education and skill development through Vrindaranya Grama Punarutthana Mandali
- Promoted healthcare, women empowerment, and livelihoods through Shri Chaitanya Health and Care Trust
- Contributed to inclusive community development and village upliftment

- Active Board oversight and strategic decision-making
- Diverse and experienced Board with strong independent oversight
- Strong focus on ethics, transparency, regulatory compliance, and internal controls
- Enhanced cybersecurity, data privacy, and risk management supporting long-term value creation

Thank You

Company

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