



Date: November 08, 2025

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

Respected Sir/Ma'am,

**Sub: Investor Presentation**

Please find enclosed herewith, the Investor Presentation of the Company. The Investor Presentation is also available on the website of the Company at <https://www.luxinnerwear.com/>

This is for your information and records.

Thanking You

Yours faithfully,

**for LUX INDUSTRIES LIMITED**

**SMITA**  
**MISHRA**  
Digitally signed  
by SMITA  
MISHRA  
Date: 2025.11.08  
17:02:45 +05'30'

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

Enclosed – as stated above

**LUX INDUSTRIES LIMITED**

# LUX



# WHAT'S INSIDE

03

## Market

03 Market Outlook & Company Update



05-15

## Corporate identity

- 05 At a glance
- 06 Milestone
- 07-12 Product Portfolio
- 13 Presence
- 14 Export presence
- 15 Governance



17-18

## Opportunities

- 17 New Production facility
- 18 Opportunity landscape



20-35

## Fast-track progress

- 20 Strengths
- 21 Manufacturing
- 22 New Markets
- 23 Multi- Channel Footprint
- 24-28 Branding
- 29 Digitalization
- 30 Financials
- 31 Leadership Profile
- 32 Next Generation
- 33-34 Management
- 35 Transforming into a New Lux

37-52

## Performance

- 37 Business Highlights
- 38-52 Performance



54-62

## Sustainability

- 54 ESG
- 55 Sustainability
- 56-60 CSR
- 61-62 Environment





# MARKET OUTLOOK & COMPANY UPDATE

## Economy & Market Update

- Subdued consumption demands
- Brands continue to expand strategically in key markets
- Yarn prices remain stable
- ‘Omni channel’ being driven by players as their core strategy
- Exports sales looks promising

## Brand Performance

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

## Operational Highlights

- Volume growth of 19% for Q2 FY 26.
- Increased solar power capacity from 1MW to 1.7MW.
- Increased focus on modern trade and e-commerce.



05 At a glance

06 Milestone

07-12 Brand Portfolio

13 Presence

14 Export Presence

15 Governance



C O R P O R A T E

IDENTITY

# ENSURING EVERYDAY COMFORT FOR DECADES

## Lux group



### Leadership

**No.1**

Indian innerwear company  
(volume terms)

**₹ 1,383 Crores**

Consolidated revenue from operations\*



### 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

**4,000+**

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

\* HYE FY'26

\*\* YE Mar'25

# 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"

## 2015-16

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

## 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.

## 2017-19

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

## 2023-24

- Roped in Janhvi Kapoor as brand ambassador for "Lyra", Urvashi Rautela for 'GenX', Jacqueline Fernandez and Vijay Deverakonda for Lux Cozi
- Launched Rainwear and 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 Bottomwear 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
- Installed 700KW rooftop solar plant at Tamil Nadu Facilities
- Launched outerwear women range "Lux Cozi Pynk" and onboarded Shraddha Kapoor as the brand ambassador
- Launched economy segment innerwear range "Lux Parker" and 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" in our latest Lux Cozi innovation
- Mr. Saket Todi, ED & Mr. Udit Todi, ED named among India's Top 155 U35 Leaders by Avendus Hurun India 2025



# 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



**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

Leggings  
Jeggings  
Kurti Pant  
Palazzo  
T-shirts  
Night-suits  
Denims  
Tracks

## Kidswear

Leggings | Panty



# LUX PRODUCT PORTFOLIO




**Mens Outerwear**

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

**Mens Innerwear**

- Vest
- Brief
- Trunk
- Thermals

**Kidswear**

- T- Shirt
- Track Pant
- Sweatshirt
- Jackets




**Men's Innerwear**

- Vests
- Briefs
- Trunks
- Drawers

**Women's Innerwear**

- Panties
- Bloomers

**Men's Outerwear**

- T-shirts




**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




**Womenswear**

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

# LUX PRODUCT PORTFOLIO



**LUX CHAMPION**  
COMFORT WEAR

**PEHNO CHAMPION BANO CHAMPION**

**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 16 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 Biggest Exhibition on Gifting & Promotional Solutions- "Gifts World Expo" 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 2028

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

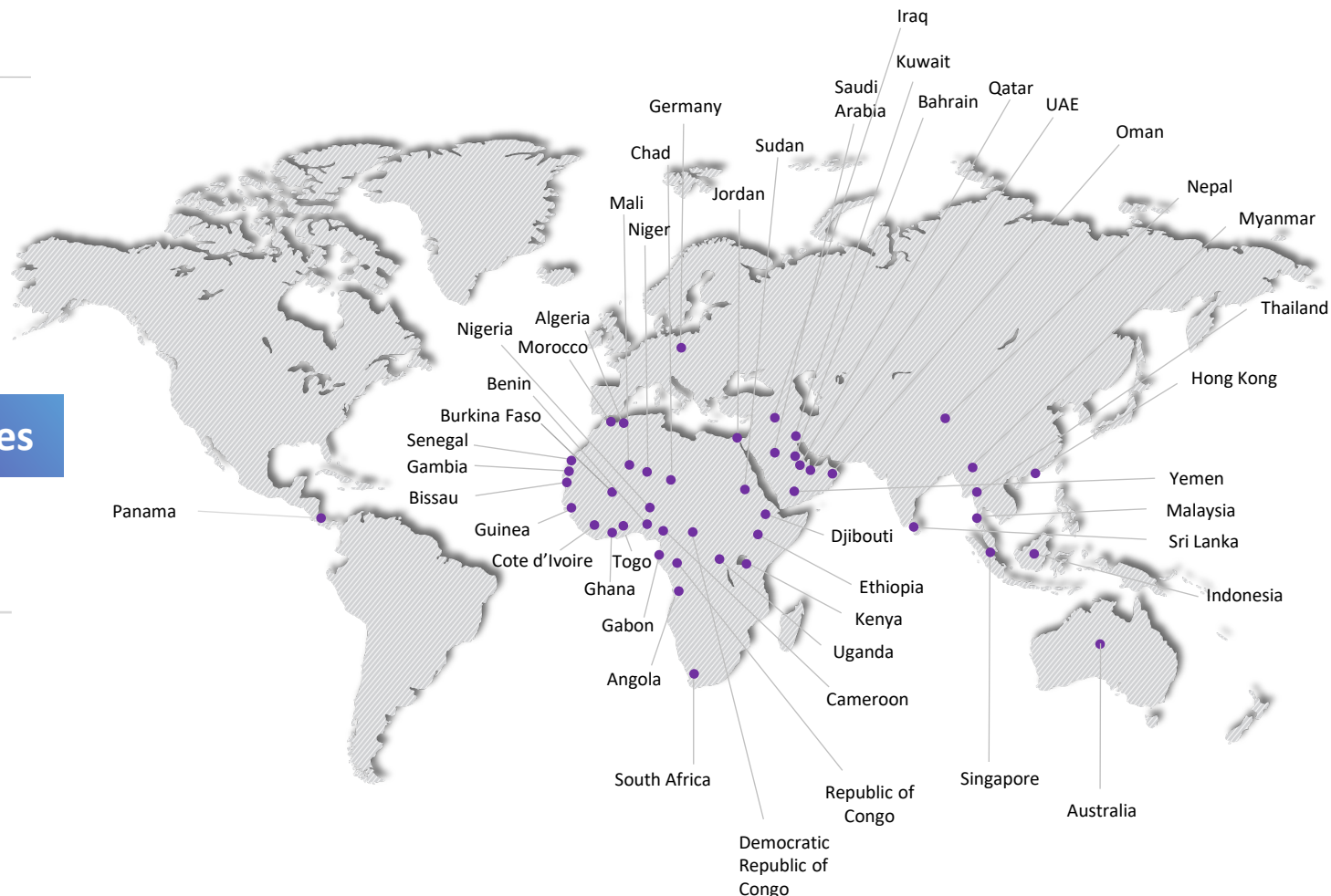
## Geography-wise sales

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, Fund raising, Product Development, Packaging 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:

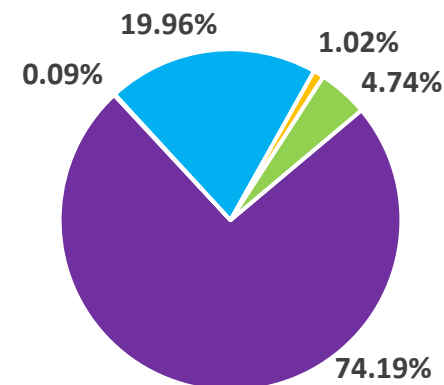
### Vertical A:

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

## Growing Trust

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

## Shareholding Pattern as on 30.09.2025



■ Promoter ■ Mutual Fund ■ Non-Institutional ■ FIIs ■ Insurance Company

## 25%

Women Independent Directors

## 50%

Share of Independent Directors on Board

17-18 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

**4,000+**

Employee workforce

**30+ years**

Longstanding dealer relationship

**₹55+ 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

**₹225 crores\***

Gross cash balance

**674+**

Districts-presence in India



\*HYE FY'26

Lux Industries Limited

- 20 Strengths
- 21 Manufacturing
- 22 New Markets
- 23 Multi- Channel Footprint
- 24-25 Branding
- 26 Digitalisation
- 27 Financials
- 28 Leadership Profile
- 29 Next Generation
- 30-31 Management
- 32 Transforming into a New Lux



FAST-TRACK

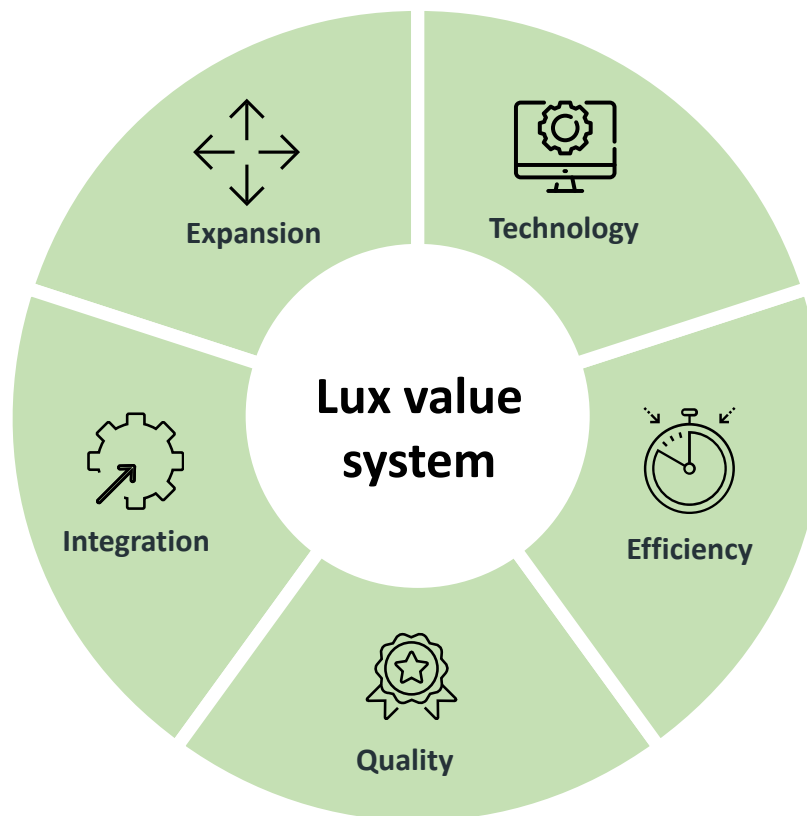
# PROGRESS



# GROWTH INITIATIVES

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

**Quality:** Creating new benchmarks for quality and comfort



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

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



# ENHANCING MANUFACTURING CAPABILITIES

Consistent manufacturing excellence for over 3 decades

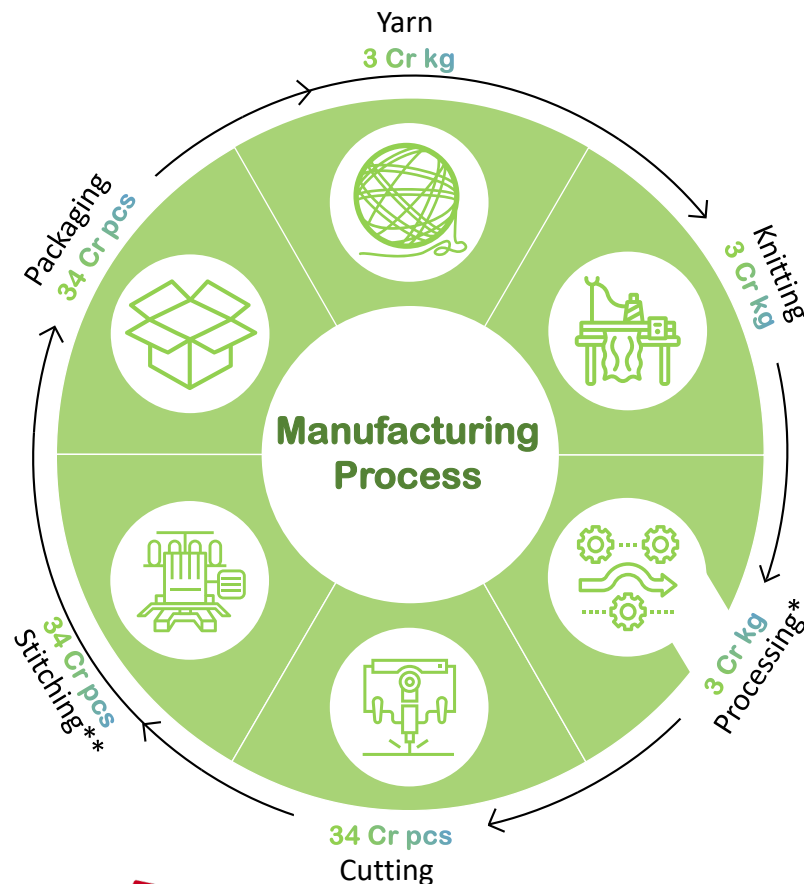
Ability to consistently deliver high quality products on timely basis

Investment on machines from Italy, Germany, and Singapore



\*Q1 FY'26

\*\*Outsourced to job workers with strong company control



Flexible core manufacturing process

Key focus areas: quality, cost effectiveness and innovation

Completed upgradation and replacement of old equipment

# VENTURING INTO NEWER REGIONS AND SEGMENTS

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

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

Launched “Lux Parker” in economy segment innerwear for millions of consumers at affordable prices

Onboarded Sourav Ganguly as the brand ambassador for “Lux Parker”

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

From an innerwear pureplay to a mix of athleisure and outerwear player

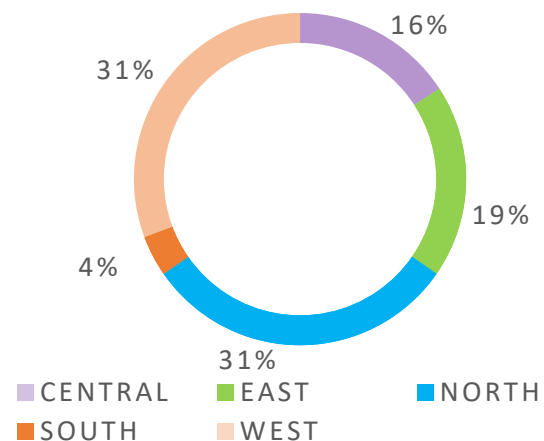
Onboarded Kartik Aaryan as the brand ambassador for ‘Lux Nitro’

Launched thermal wear range in the brand name “Lux Cozi Heatek” in our 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”

Domestic Sales (%)



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.

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



# 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 footprint with Amazon, Flipkart, Tata Cliq, Myntra and AJIO, among others



#FOFO: Franchise-owned-franchise operated

Adopting investment-light #FOFO model.

Expanding ONN EBOs at Airports. Live at Chennai and Srinagar

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



<1%

Dealer attrition

4,000+

Average daily online orders

16

Exclusive brand outlets (EBOs)

160+

Large store formats to showcase the entire product range



# CRAFTING 360° BRANDING INITIATIVES

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



**₹1,256 crores**

Branding investments in the last eight years including HYE FY'26

**9%**

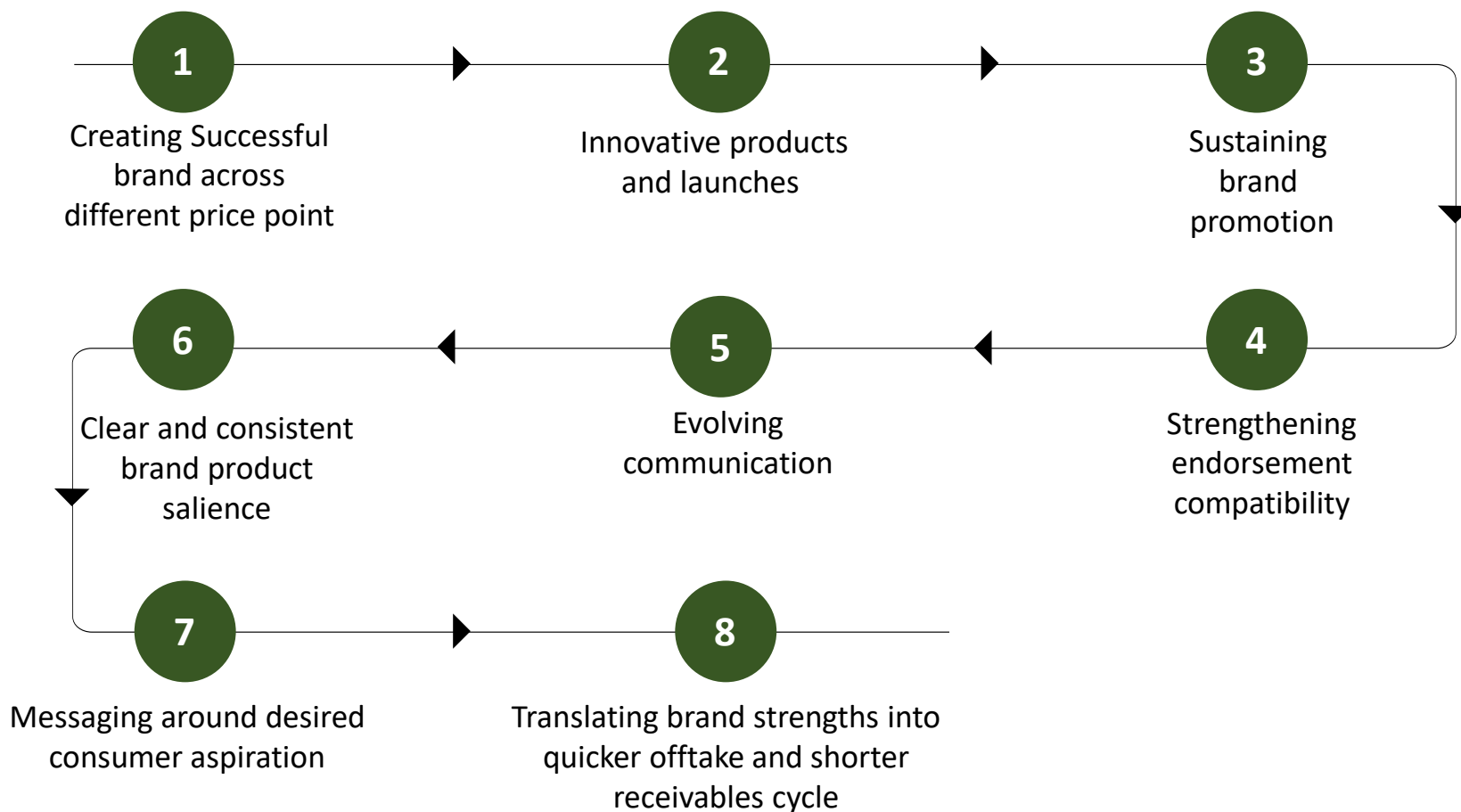
Average share of revenues spent on branding (FY18 – HYE FY'26)

**₹12**

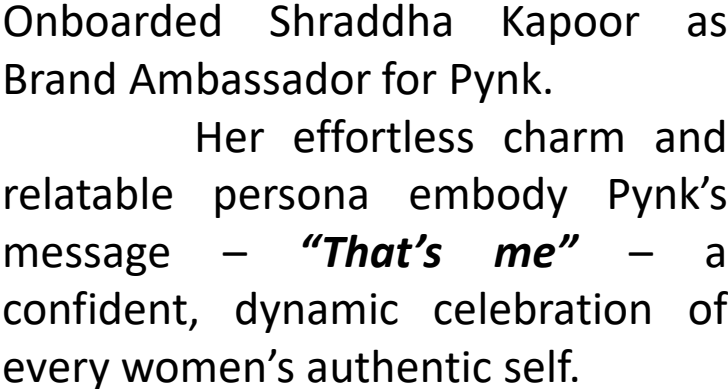
Return on every rupee spent on Brand promotion for HYE FY'26



# CREATING SUCCESSFUL BRAND STRATEGY







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 Avendus 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 Avendus 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*

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



***Mr. Udit Todi***

Executive Director  
**LUX INDUSTRIES LTD.**

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



# ACCELERATING DIGITAL ADOPTION

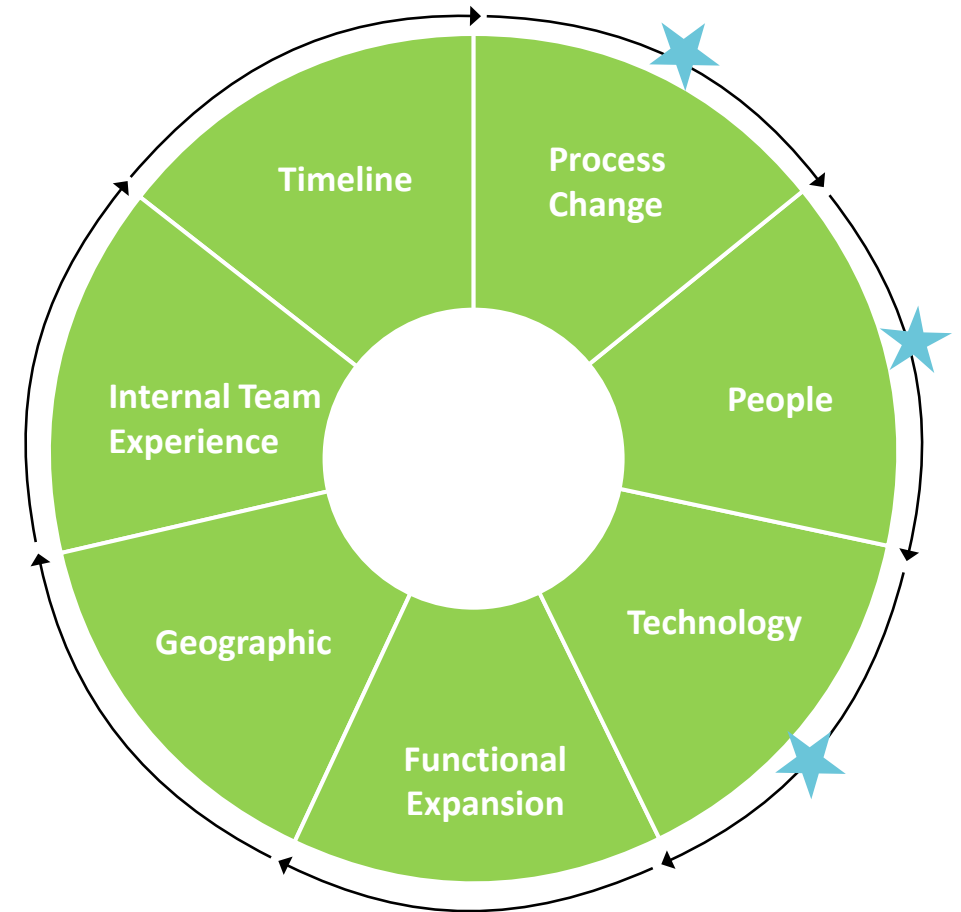
IT New Initiatives by developing new age solutions for better customer experiences – led by Subrata Kumar Roy for Vertical A

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

End-to-end IT solutions through dealer integration systems

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

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



# STRENGTHENING FINANCIALS

Leveraged credit policy to strengthen working capital

**8.8%**

ROCE, HYE FY'26

Strong liquidity buffer

**₹225 crores**

Gross cash and cash equivalents, HYE FY'26

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

**156 days**

Working Capital Days in HYE FY'25

**204 days**

Working Capital Days in HYE FY'26

**109 days**

Inventory cycle in HYE FY'25

**136 days**

Inventory cycle in HYE FY'26

**54 days**

Creditor days in HYE FY'25

**67 days**

Creditor days in HYE FY'26

**13x**

Interest cover in HYE FY'25

**4.7x**

Interest cover in HYE FY'26

**0.12**

Debt-equity in YE Mar'24

**0.17**

Debt-equity in YE Mar'25

# 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 23 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 19 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 11 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 11 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
- 22 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 15 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

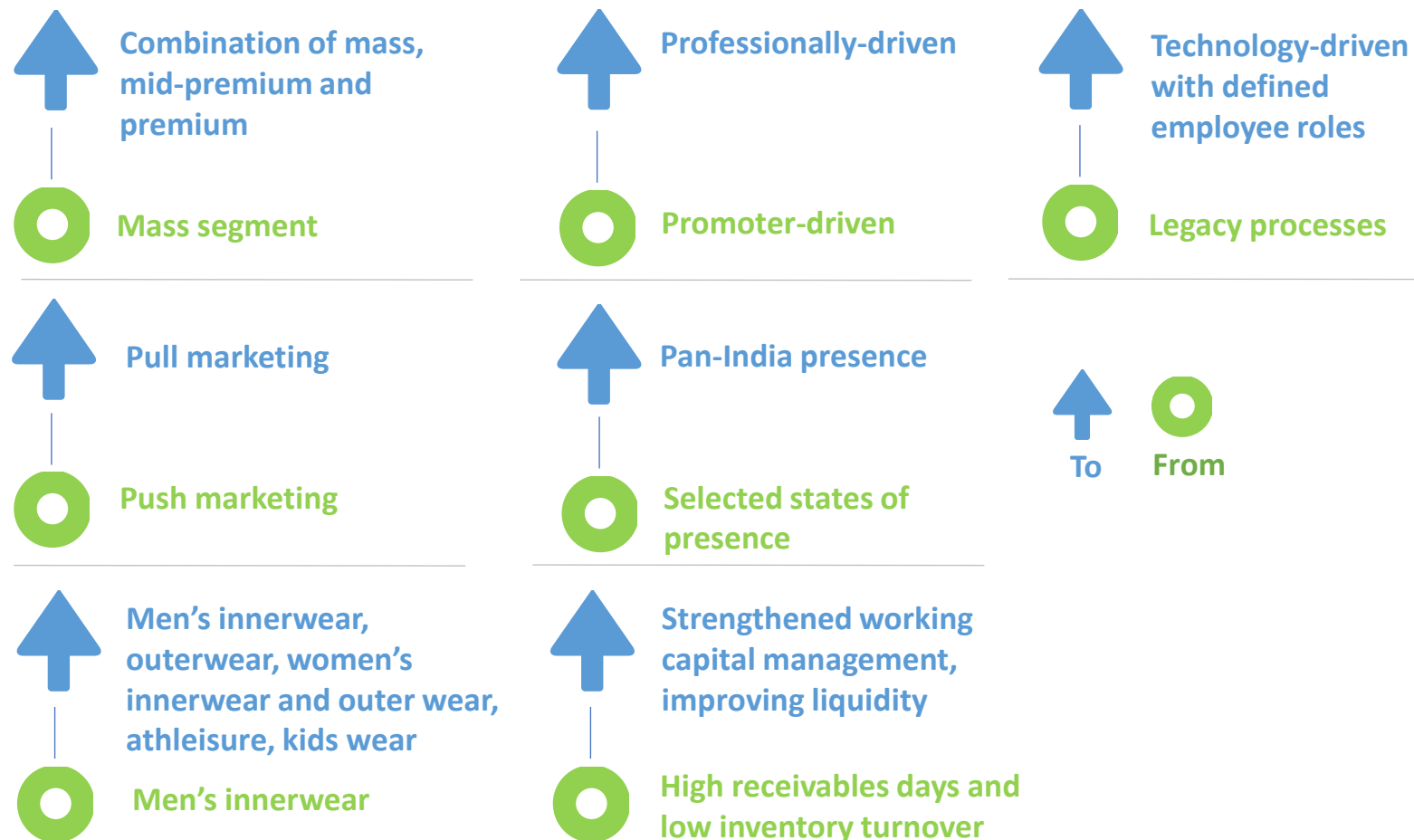


**Subrata Kumar Roy**  
Chief Information Officer - Vertical A

- 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



34 Business Highlights

35-55 Performance



PERFORMANCE

# Q2 & HYE FY'26 BUSINESS HIGHLIGHTS



**FINANCIAL  
PERFORMANCE**

Revenue increased by 15%  
Q2 YoY

Overall volume growth of  
19% Q2 YoY



**POWER  
BRANDS**

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

Promising response  
received for brands 'Lux  
Nitro', 'Lux Parker' & 'Lux  
Cozi Pynk'

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  
~9%



**GROWTH DRIVERS**

Long Standing  
Relationships with  
Distributors.

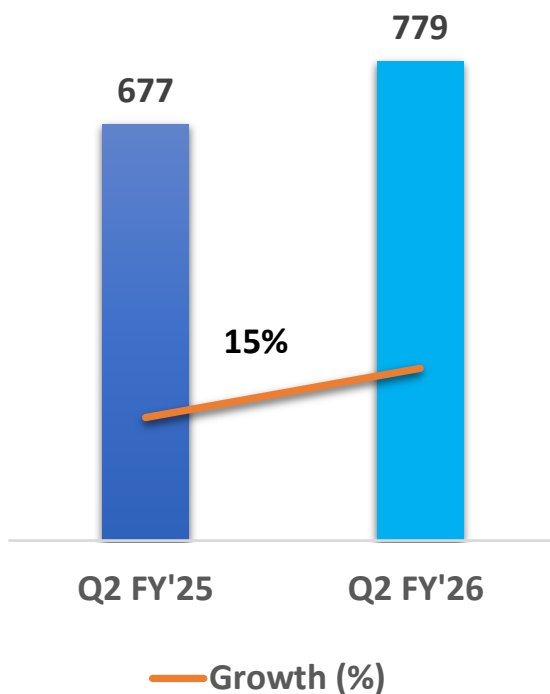
Experienced Board of  
Directors

Significant potential  
and space for growth  
of our emerging  
brands

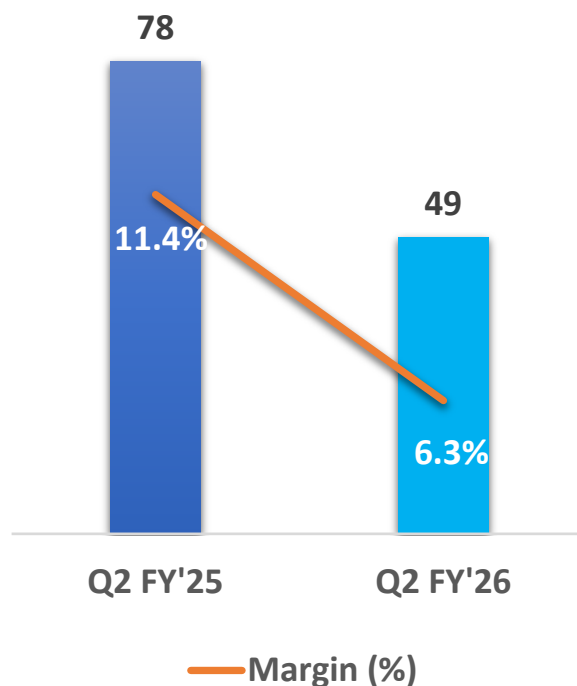


# FINANCIAL SNAPSHOT – Q2 FY'26 & Q2 FY'25

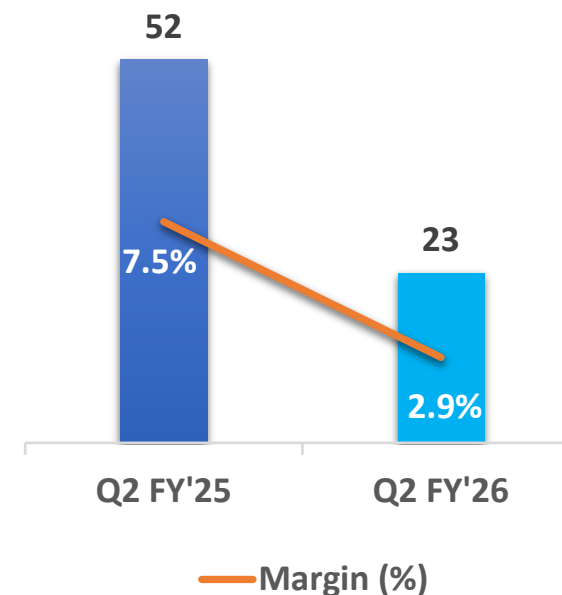
## Revenue (₹ in Crores)



## EBITDA (₹ in Crores)

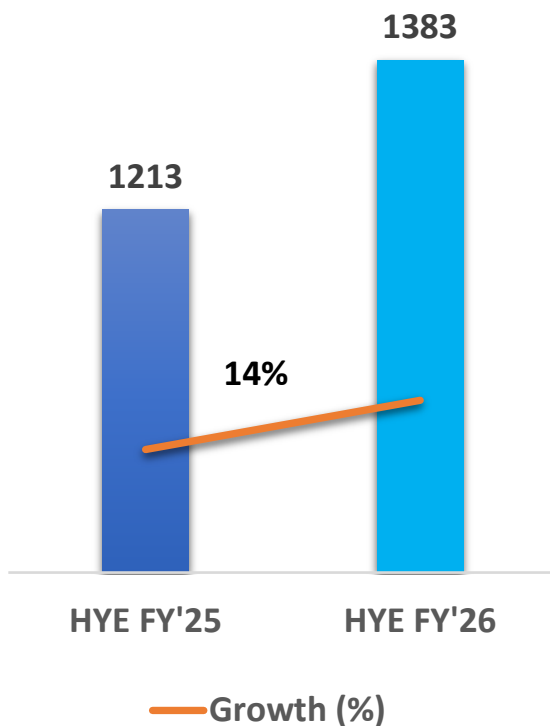


## PAT (₹ in Crores)

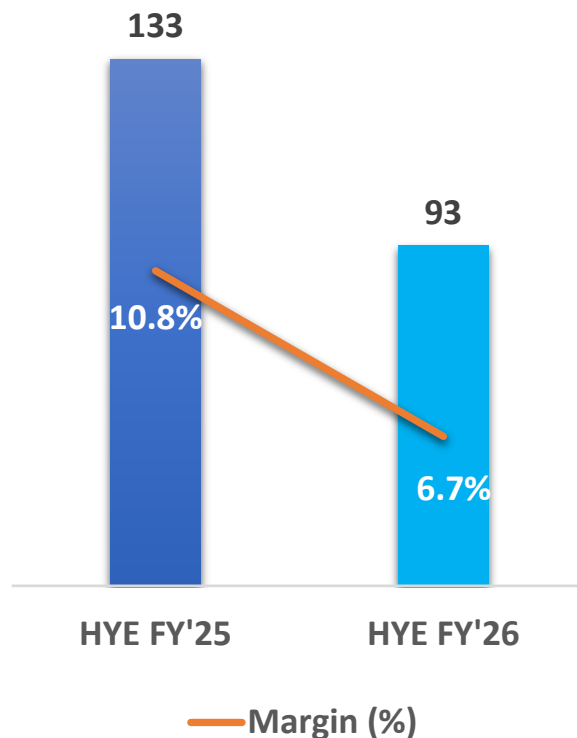


# FINANCIAL SNAPSHOTS –HYE FY'26 & HYE FY'25

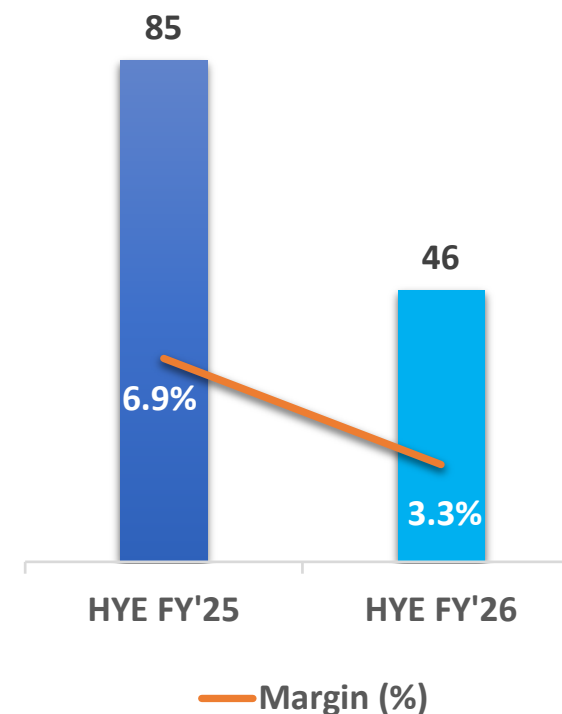
## Revenue (₹ in Crores)



## EBITDA (₹ in Crores)



## PAT (₹ in Crores)



# SEGMENT REVENUE & RESULTS- Q2 FY'26 & HYE FY'26

|                                                                  | Q2 (Rs. cr.)  |               |                | HYE (Rs. cr.)   |                 |               |
|------------------------------------------------------------------|---------------|---------------|----------------|-----------------|-----------------|---------------|
| Particulars                                                      | FY'26         | FY'25         | YoY growth     | FY'26           | FY'25           | YoY growth    |
| <b>Segment Revenue</b>                                           |               |               |                |                 |                 |               |
| a) Vertical A                                                    | 375.73        | 291.96        | <b>28.7%</b>   | 643.90          | 511.19          | <b>26.0%</b>  |
| b) Vertical B                                                    | 321.47        | 295.04        | <b>9.0%</b>    | 584.29          | 535.10          | <b>9.2%</b>   |
| c) Vertical C                                                    | 81.56         | 90.45         | <b>-9.8%</b>   | 154.90          | 166.45          | <b>-6.9%</b>  |
| <b>Revenue from operations</b>                                   | <b>778.76</b> | <b>677.45</b> | <b>15.0%</b>   | <b>1,383.09</b> | <b>1,212.74</b> | <b>14.0%</b>  |
| <b>Segment Result {Profit(+)/Loss(-) before Tax}</b>             |               |               |                |                 |                 |               |
| a) Vertical A                                                    | 15.05         | 30.15         | <b>-50.1%</b>  | 25.76           | 49.95           | <b>-48.4%</b> |
| b) Vertical B                                                    | 18.17         | 35.06         | <b>-48.2%</b>  | 35.55           | 58.78           | <b>-39.5%</b> |
| c) Vertical C                                                    | 3.72          | 6.94          | <b>-46.4%</b>  | 8.18            | 11.92           | <b>-31.4%</b> |
| d) Other un-allocable (expenditure) net of un-allocable income # | -5.47         | -4.52         | <b>-21.02%</b> | -7.54           | -8.10           | <b>-7.2%</b>  |
| <b>Profit before Tax</b>                                         | <b>31.47</b>  | <b>67.63</b>  | <b>-53.5%</b>  | <b>61.95</b>    | <b>112.55</b>   | <b>-44.9%</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 including depreciation has been shown as "unallocable".



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

| Particulars                | HYE (Rs. cr.)   |                 |              |
|----------------------------|-----------------|-----------------|--------------|
|                            | FY'26           | FY'25           | YoY growth   |
| <b>Segment Assets</b>      |                 |                 |              |
| a) Vertical A              | 1,298.74        | 935.65          | 38.8%        |
| b) Vertical B              | 1188.47         | 994.00          | 19.6%        |
| c) Vertical C              | 361.71          | 296.99          | 21.8%        |
| d) Un-allocable #          | 113.19          | 125.55          | -9.8%        |
| <b>Total Assets</b>        | <b>2,962.11</b> | <b>2,352.19</b> | <b>25.9%</b> |
| <b>Segment Liabilities</b> |                 |                 |              |
| a) Vertical A              | 660.50          | 342.96          | 92.6%        |
| b) Vertical B              | 390.54          | 262.01          | 49.1%        |
| c) Vertical C              | 120.63          | 78.10           | 54.5%        |
| d) Un-allocable #          | 30.89           | 33.77           | -8.5%        |
| <b>Total Liabilities</b>   | <b>1,202.56</b> | <b>716.84</b>   | <b>67.8%</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 including depreciation 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) |              |
|--------------------------|--------------------|--------------|--------------------|--------------|
|                          | Q2 FY 26           | Q2 FY 25     | HY1 FY'26          | HY1 FY'25    |
| Revenue From Operation   | 375.7              | 292.0        | 643.9              | 511.2        |
| Other Income             | 2.7                | 2.0          | 4.0                | 3.5          |
| <b>Total Income</b>      | <b>378.5</b>       | <b>294.0</b> | <b>647.9</b>       | <b>514.7</b> |
| <b>COGS</b>              | <b>261.2</b>       | <b>196.1</b> | <b>442.7</b>       | <b>334.0</b> |
| <b>Gross Margin</b>      | <b>117.3</b>       | <b>97.9</b>  | <b>205.3</b>       | <b>180.7</b> |
| <b>Gross Margin %</b>    | <b>31.0%</b>       | <b>33.3%</b> | <b>31.7%</b>       | <b>35.1%</b> |
| Employee Cost            | 22.8               | 19.7         | 43.9               | 38.1         |
| Advertisement Expenses   | 31.5               | 18.1         | 58.4               | 41.7         |
| Other Expenses           | 37.0               | 25.0         | 58.0               | 42.0         |
| <b>EBITDA</b>            | <b>26.0</b>        | <b>35.1</b>  | <b>45.0</b>        | <b>58.9</b>  |
| <b>EBITDA Margin %</b>   | <b>6.9%</b>        | <b>11.9%</b> | <b>6.9%</b>        | <b>11.4%</b> |
| Finance Cost             | 7.1                | 2.7          | 11.8               | 4.5          |
| Depreciation             | 3.8                | 2.3          | 7.5                | 4.5          |
| <b>Profit Before Tax</b> | <b>15.0</b>        | <b>30.1</b>  | <b>25.8</b>        | <b>49.9</b>  |
| <b>PBT Margin %</b>      | <b>4.0%</b>        | <b>10.3%</b> | <b>4.0%</b>        | <b>9.7%</b>  |

Note -

- 1) Revenue from Operation includes Rs.2.49cr & Rs.2.71cr of Export Incentive in Q2 FY'26 & Q2 FY'25 respectively
- 2) Revenue from Operation includes Rs.4.50cr & Rs.4.17cr of Export Incentive in HY1 FY'26 & HY1 FY'25 respectively

## KEY BUSINESS HIGHLIGHTS VERTICAL - A



### Consolidated Q2 FY'26 Performance Indicator

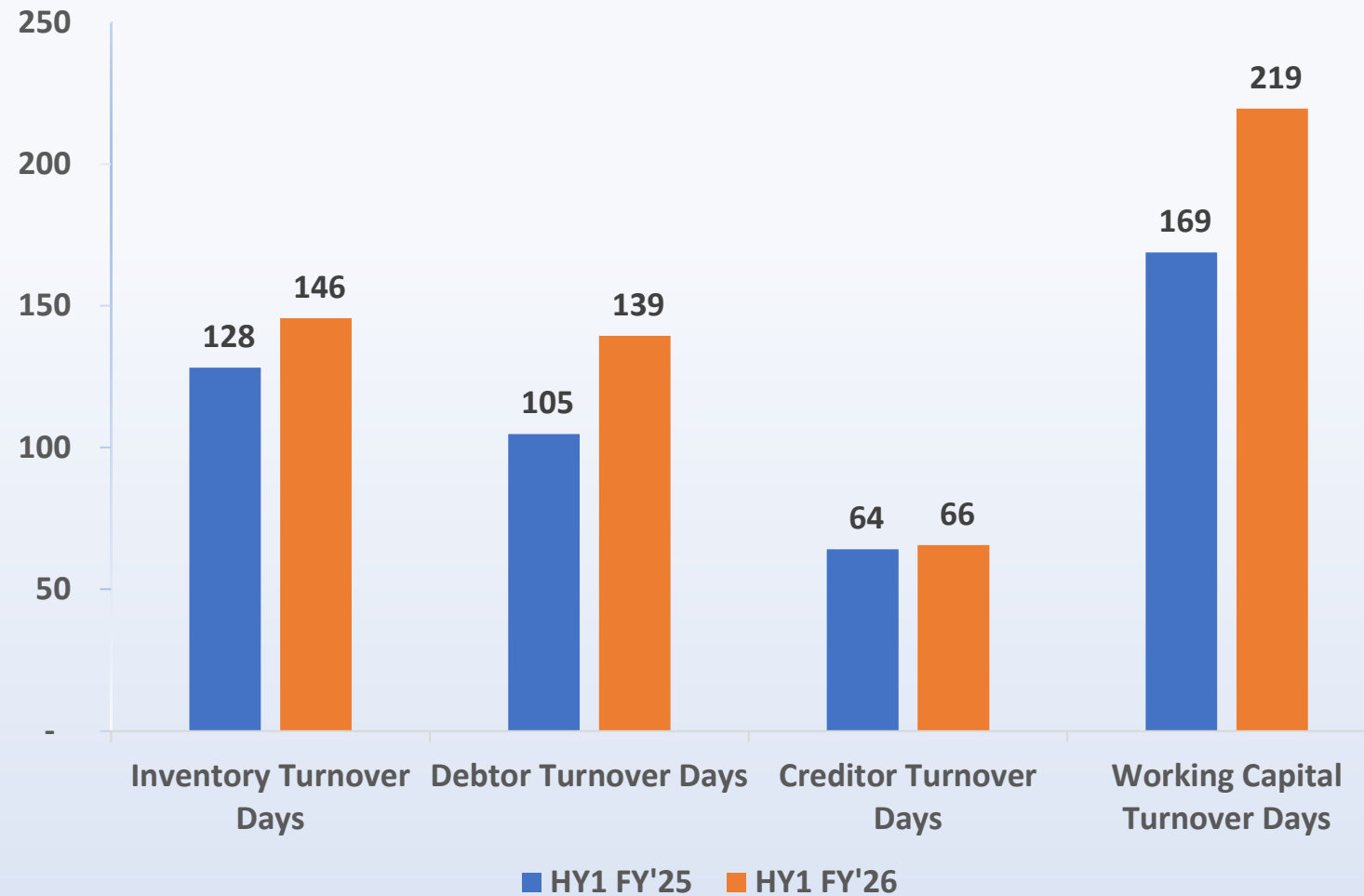
|                                                                                                                                                         |                                                                                                                                         |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|
| <b>Volume (in pcs)</b><br><b>4.81 crores</b><br> <b>40%</b>          | <b>EBITDA</b><br><b>Rs.26 crores</b><br> <b>-26%</b> |
| <b>Revenue from Operation</b><br><b>Rs.376 crores</b><br> <b>29%</b> | <b>PBT</b><br><b>Rs.15 crores</b><br> <b>-50%</b>    |

### Consolidated HY1 FY'26 Performance Indicator

|                                                                                                                                                           |                                                                                                                                          |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Volume (in pcs)</b><br><b>8.67 crores</b><br> <b>34%</b>           | <b>EBITDA</b><br><b>Rs.45 crores</b><br> <b>-24%</b> |
| <b>Revenue from Operation</b><br><b>Rs.644 crores</b><br> <b>26%</b> | <b>PBT</b><br><b>Rs.26 crores</b><br> <b>-48%</b>   |



## KEY PERFORMANCE INDICATORS VERTICAL - A



Mr. Udit Todi

OUR  
FACILITIES

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

Rahon Road  
(Punjab)

Tronica City  
(Ghaziabad)

Avinashi  
(Tiruppur)



BRANDS

**LUX**  
**NITRO**  
HI-PERFORMANCE INNERWEAR

**LUX**  
**VENUS**  
INNERWEAR

*Lyra*  
WOMEN'S WEAR

**LUX**  
**VENUS**  
*rainWear*

**LUX VENUS**  
*Afer*  
Women's Wear

**LUX**  
**Inferno**  
QUILTED THERMALS

OUR  
OFFICE

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



# KEY BUSINESS HIGHLIGHTS - VERTICAL B



Brand 'Lux Nitro'

Q2 FY'26

Revenue from Operations

Rs. 321 crores

▲ 9.0%

Advertisement Spend

Rs. 28 crores

▲ 17.9%

EBITDA

Rs. 23 crores

▼ 40.2%\*

HYE FY'26

Revenue from Operations

Rs. 584 crores

▲ 9.2%

Advertisement Spend

Rs. 52 crores

▲ 20.9%

EBITDA

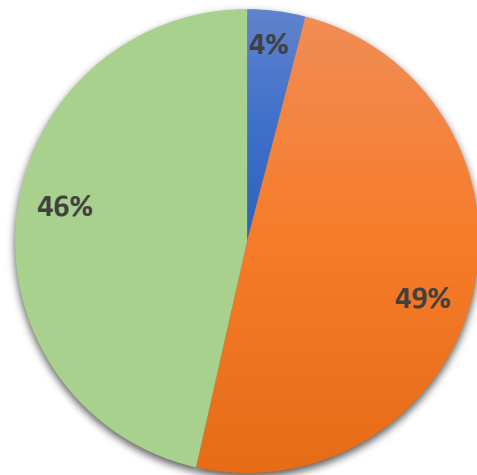
Rs. 43 crores

▼ 33.0%\*

- Mr. Udit Todi featured in the Avendus Wealth- Hurun India U35 List 2025
- 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"

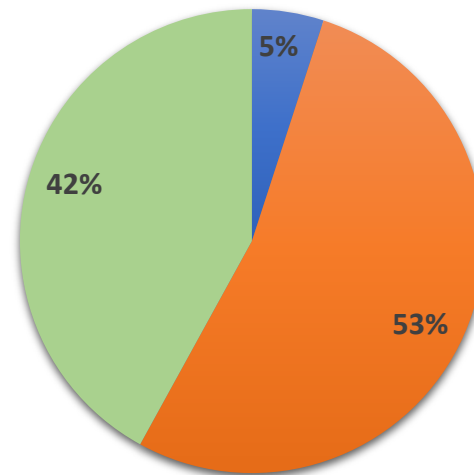
# SHIFT TOWARDS PREMIUMISATION

Sales Value composition HYE  
FY25



■ Premium ■ Mid-premium ■ Economy

Sales Value composition  
HYE FY26

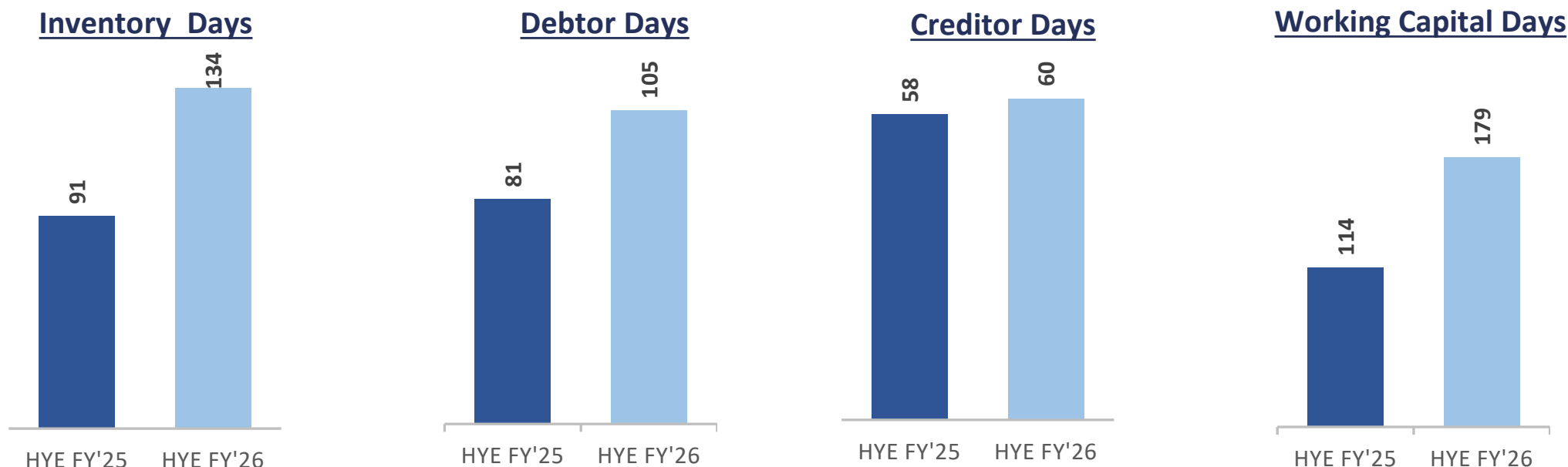


■ Premium ■ Mid-premium ■ Economy

- Increased focus on premium and mid-premium segment
- Export turnover increased by ~32% from Rs. 22 Crs. to Rs. 29 Crs for HYE FY'26.
- Composition of Premium up by 1% and Mid-premium by 4%



# 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 Kr. Todi

RELATED  
FACILITIES

Vengamedu  
(Tiruppur)



BRANDS

**LUX**  
**CHAMPION**  
COMFORT WEAR

**GenX**  
PREMIUM INNERS & CASUALS

**LUX**  
*Amore*  
WOMEN'S WEAR

**LUX**  
**CLASSIC**  
INNERWEAR

**LUX**  
**Karishma**

OUR OFFICE

Related Management Office  
Angeripalayam Main Road, Shastri Nagar, Tiruppur



# KEY BUSINESS HIGHLIGHTS- VERTICAL C



Q2 FY'26

Revenue from Operations

Rs. 82 crores



9.8%

PBT

Rs. 3.7 crores



46.5%

EBITDA

Rs. 4.6 crores



41.8%

HYE FY'26

Revenue from Operations

Rs. 155 crores



6.9%

PBT

Rs. 8.1 crores



31.5%

EBITDA

Rs. 10.1 crores



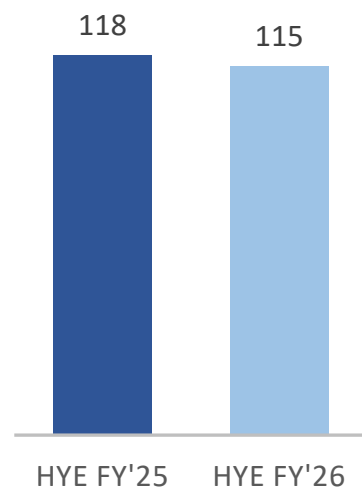
28.2%

- Migrating into SAP Hanna RISE.
- Installation of 400 KW Solar panel in Tiruppur Office & Facility.

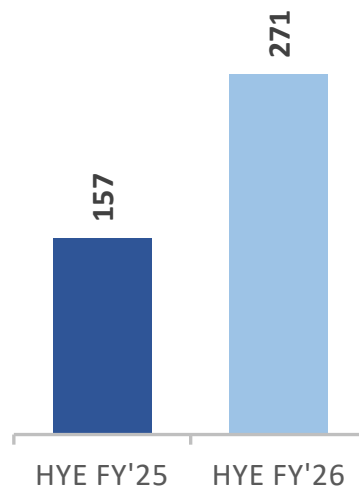
**CHALO  
APNI CHAAL**

# VERTICAL C - KEY PERFORMANCE INDICATORS

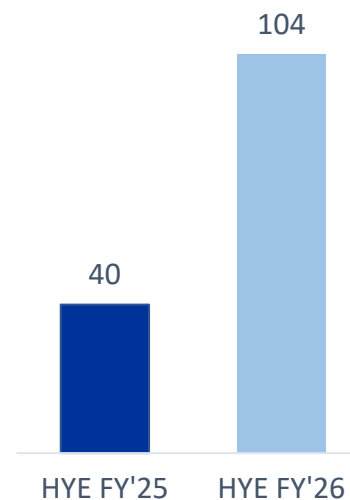
Inventory Days



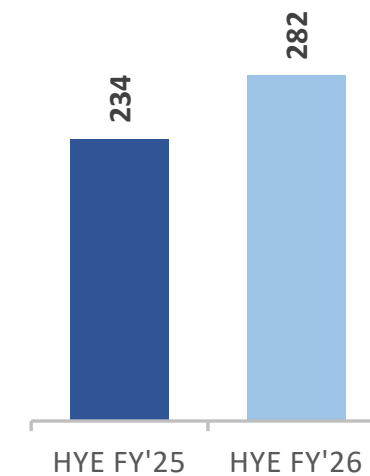
Debtor Days



Creditor Days



Working Capital Days



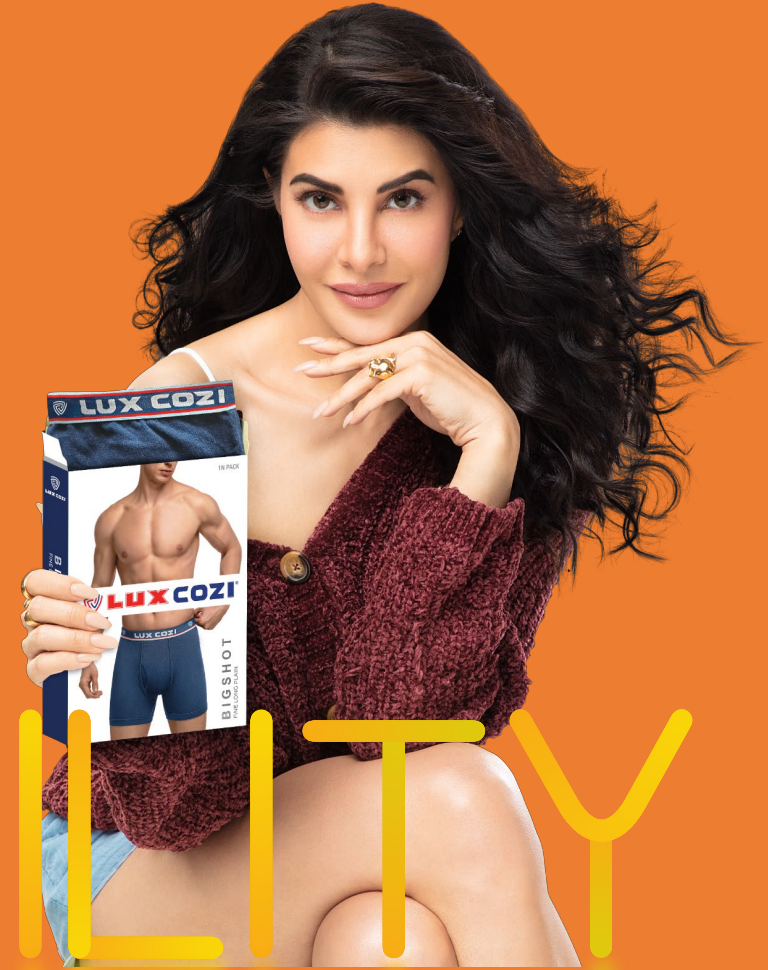


57 ESG

58 Sustainability

59-63 CSR

64-65 Environment



# SUSTAINABILITY

# REINFORCING OUR ESG COMMITMENT



- Collaborated with Churchgate Partners to implement ESG
- Provide more transparency in disclosures regarding Environment, Social and Governance related issues
- Guided by the principles to make a difference in society by giving back in equal measures
- Recognizing the need for sustained progress of society to pursue long-term goals that are beneficial for the community

## ESG Public Profile

View ESG details of Lux Industries



# 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 representing India in Paris Olympics 2024

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

**₹0.84 crores**

Actual CSR expenditure for HYE 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 Singhanian  
Hospital & Research  
Institute

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

Engaging in providing  
treatment to ailing  
population

Providing OPD and IPD  
services to the  
economically  
underprivileged

200+

Bed facility

1,500+

Liver transplants



Tata Medical Center Operation Theatre

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



# ADVANCING HEALTHCARE, INSPIRING HOPES

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



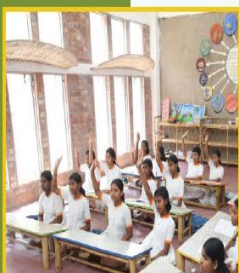
*Newly renovated General Ward at Shree Vishudanand Hospital & Research Institute, Kolkata*



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

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

Learning – Classrooms, activity spaces in use



Living – Hostel rooms and common areas



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



**GROUND YODHAS  
BUILDING A NEW WORLD**

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

**42** Gurus - educationists and artisans

**60** Campus caregivers



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

Process technology help save water

Substantial electricity cost reduction

Reducing carbon footprint

Energy-saving LED lighting systems in our plants save energy

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

Installations of Capacitors to reduce plant load

2 lakh litre

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



Rooftop solar power plant at Dankuni unit



# Safe Harbor

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

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

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

**For further information, please contact**

Lux Industries Limited



CIN: L17309WB1995PLC073053

Email: [investors@luxinnerwear.com](mailto:investors@luxinnerwear.com)

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