

LUX



LUX INDUSTRIES LIMITED

CORPORATE PRESENTATION | Q3 & 9M YTD FY'26

WHAT'S INSIDE

03

Market

03 Market Outlook & Company Update



05-16

Corporate Identity

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



18-19

Opportunities

- 18 New Production Facility
- 19 Opportunity landscape



21-36

Fast-track progress

- 21 Strengths
- 22 Manufacturing
- 23 New Markets
- 24 Multi- Channel Footprint
- 25-29 Branding
- 30 Digitalization
- 31 Financials
- 32 Leadership Profile
- 33 Next Generation
- 34-35 Management
- 36 Transforming into a New Lux

38-54

Performance

- 38 Business Highlights
- 39-54 Performance



56-63

Sustainability

- 56 Sustainability
- 58-61 CSR
- 62-63 Environment



MARKET OUTLOOK & COMPANY UPDATE

Economy & Market Update

- Brands continue to expand strategically in key markets
- Yarn prices remain stable
- 'Omni channel' being driven as core strategy
- Sales looks promising

Brand Performance

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

Operational Highlights

- Revenue increased by 22% Q3 YoY
- Increased solar power capacity from 1MW to 1.7MW.
- Increased focus on modern trade and e-commerce.

05 At a glance

06 Milestone

07-13 Brand Portfolio

14 Presence

15 Export Presence

16 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)

₹ 2,056 Crores

Consolidated revenue from operations 9M YTD 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

4,000+

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

** YE Mar'25

Lux Industries Limited

BUILDING ON A RICH LEGACY

1957

- Shri Girdhari Lal Todi founded Biswanath Hosiery Mills

1993-95

- Export commenced across the Middle East, Africa and Europe

2003

- IPO launched- oversubscribed 4 times

2010-12

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

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

2023-25

- Roped in Janhvi Kapoor as brand ambassador for "Lyra", Urvashi Rautela for 'GenX', Jacqueline Fernandez & Vijay Deverakonda for Lux Cozi
- 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 Bottomwear Brand" by TRA's MOST DESIRED BRANDS
- Installed 700KW rooftop solar plant at Tamil Nadu Facilities

2026

- **Hrithik Roshan** onboarded as Brand Ambassador for our Premium Wear Brand "ONN" & **Kartik Aaryan** for "Lux Inferno"

2023-25 Contd..

- 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" 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 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 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



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
Co-ord Set

Kidswear

Leggings | Panty



LUX PRODUCT PORTFOLIO




Mens Outerwear

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

Mens Innerwear

- Vest
- Brief
- Trunk
- Thermals

Kidswear

- T- Shirt
- Track Pant
- Sweatshirt
- Jackets




Men's Innerwear

- Vests
- Briefs
- Trunks
- Drawers

Women's Innerwear

- Panties
- Bloomers

Men's Outerwear

- T-shirts




Womenswear

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




Men's Innerwear

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

New Launches

- Rainwear category
- Lux Venus Her
- Lingerie




Women's Innerwear

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

LUX PRODUCT PORTFOLIO



LUX CHAMPION
COMFORT WEAR

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

PRESENCE

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+

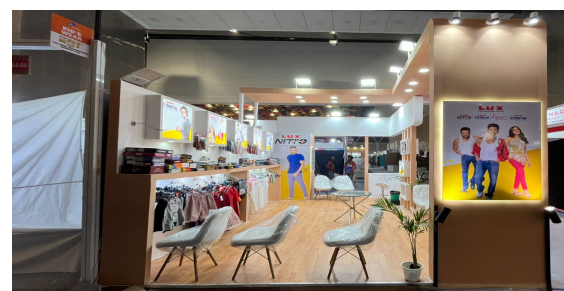
Sales teams drive offtake

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

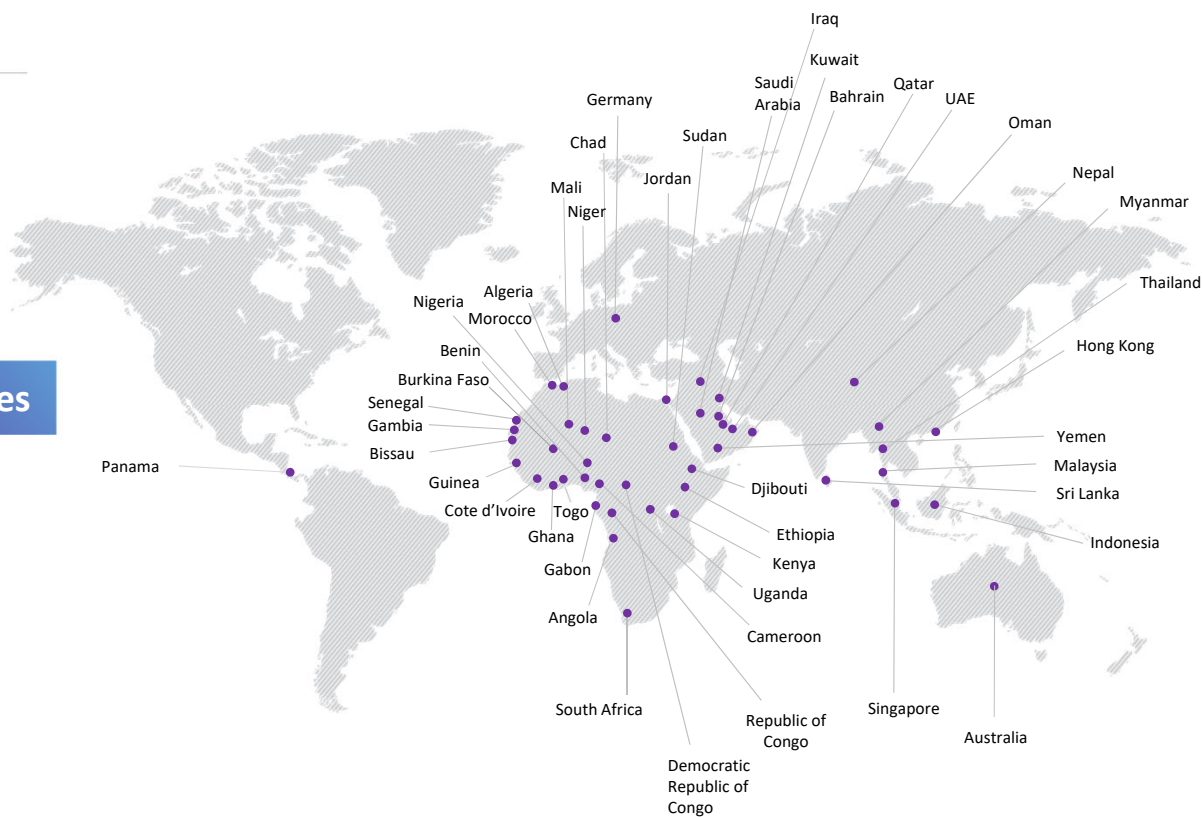
Lux Industries Limited



Targeted country-presence by 2028

Geography-wise sales

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:

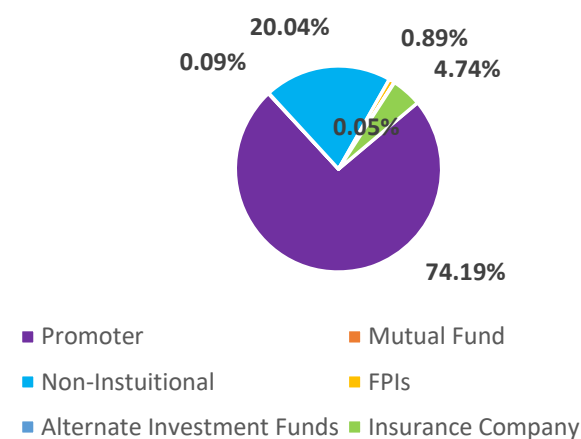
Mr. Subrata Kumar Roy, Chief Information Officer

Mrs. Prathistha Dobhal, Manager- Legal

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 31.12.2025



25%

Women Independent Directors

50%

Share of Independent Directors on Board

18 New Production Facility

19 Opportunity landscape



OPPORTUNITIES

NEW PRODUCTION FACILITY

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

₹239 crores*

Gross cash balance

674+

Districts-presence in India



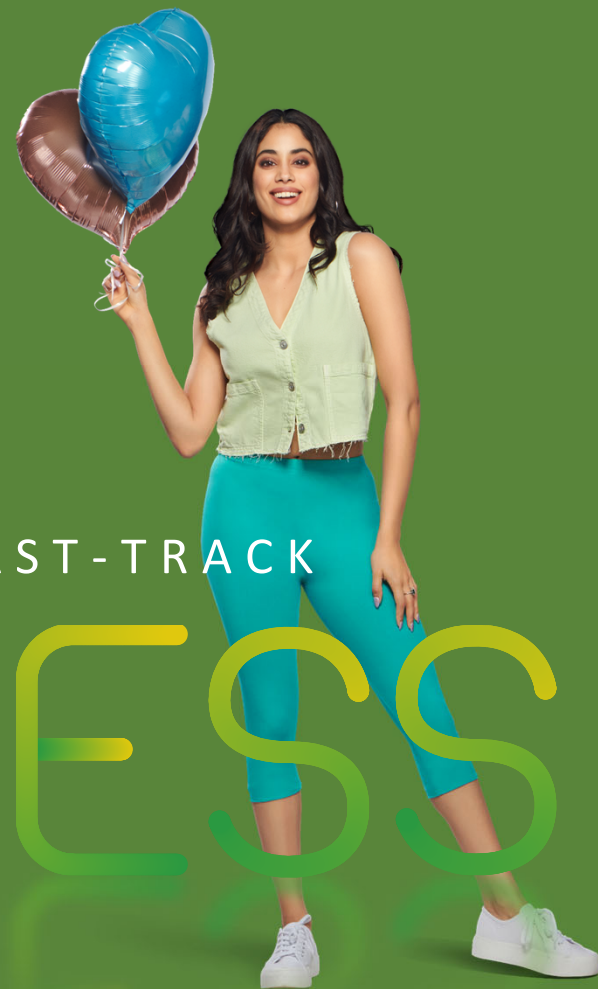
*9M YTD FY'26

Lux Industries Limited

- 21 Strengths
- 22 Manufacturing
- 23 New Markets
- 24 Multi- Channel Footprint
- 25-29 Branding
- 30 Digitalisation
- 31 Financials
- 32 Leadership Profile
- 33 Next Generation
- 34-35 Management
- 36 Transforming into a New Lux

FAST-TRACK

PROGRESS

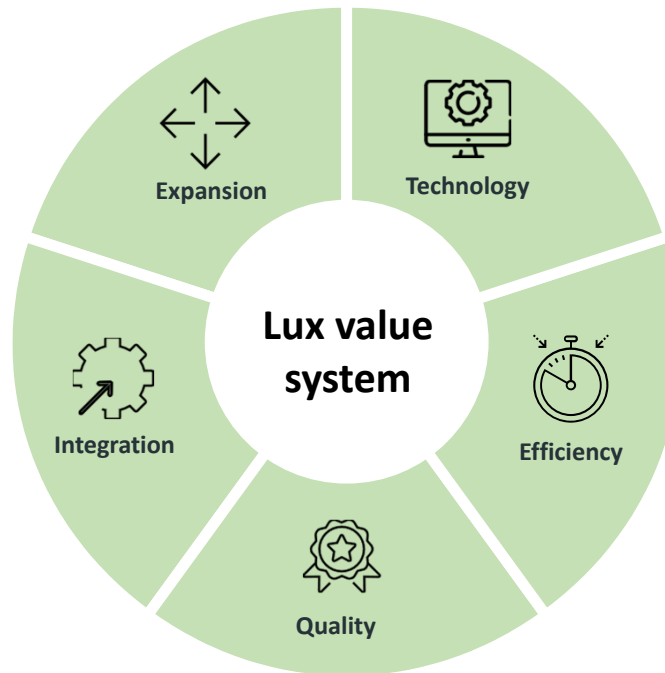


Lux Industries Limited

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

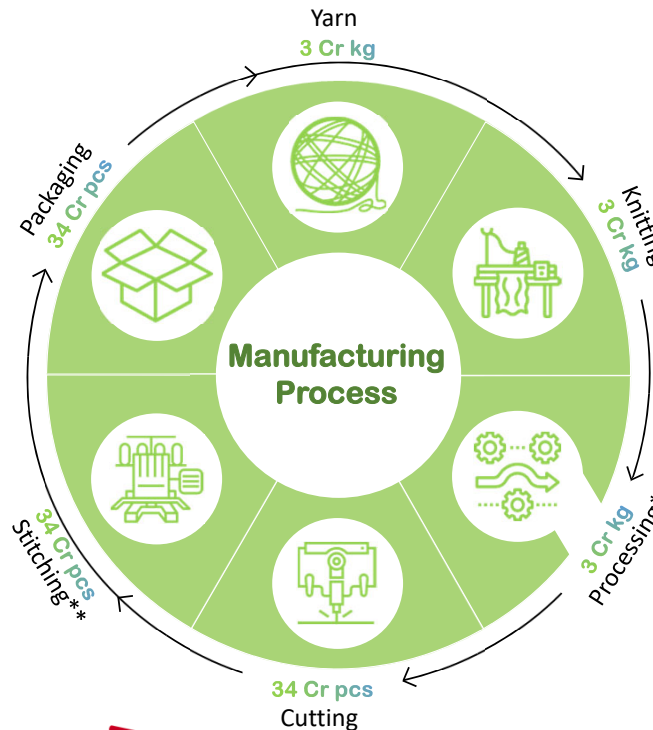


ENHANCING MANUFACTURING CAPABILITIES

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



*9M YTD FY'26

**Outsourced to job workers with strong company control

Lux Industries Limited

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” 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.

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

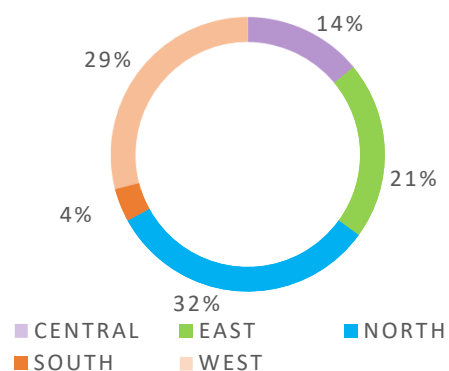
Onboarded Kartik Aaryan as the brand ambassador for ‘Lux Nitro’ & ‘Lux Inferno’

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

Adopting investment-light #FOFO model.

Expanding ONN EBOs at Airports. Live at Chennai and Srinagar, Upcoming in Patna Airport

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

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

amazon



#FOFO: Franchise-owned-franchise operated

Lux Industries Limited



<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



₹1,306 crores

Branding investments in the last eight years including 9M YTD FY'26

8%

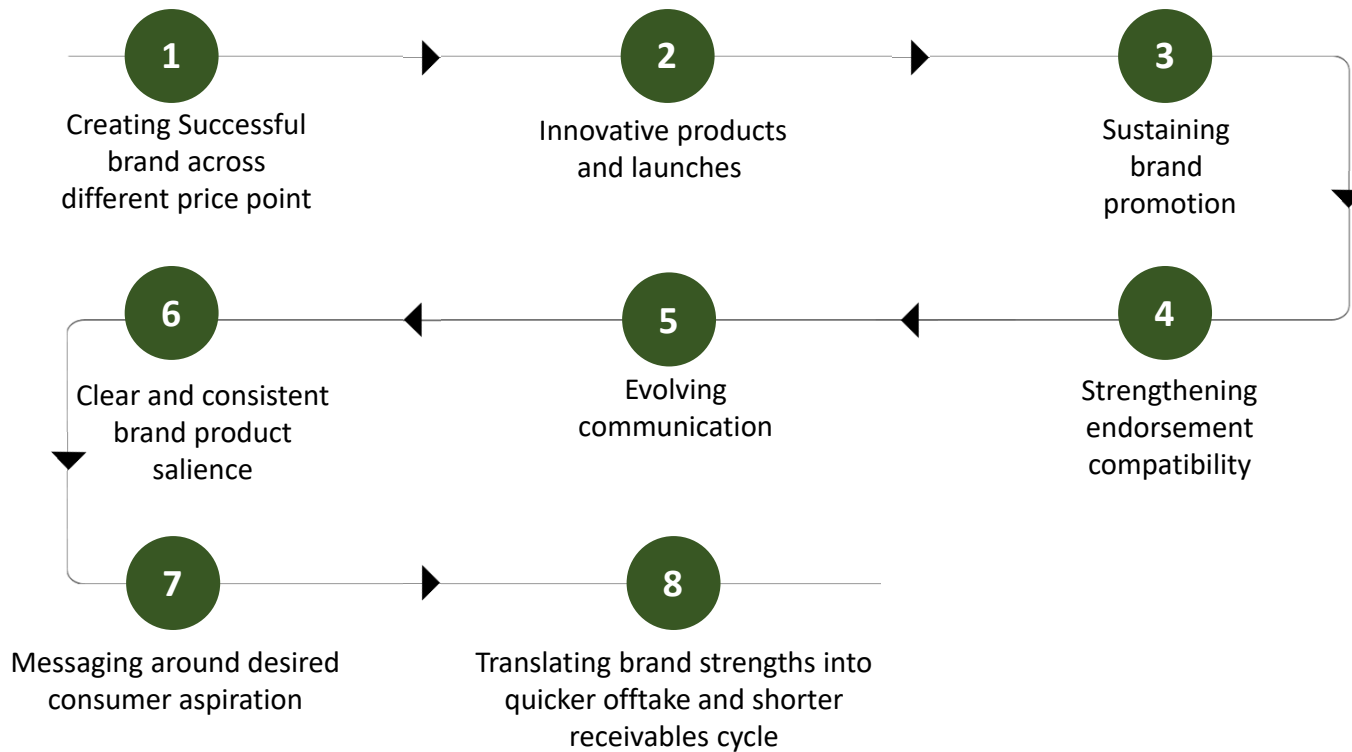
Average share of revenues spent on branding (FY18 – 9M YTD FY'26)

₹12

Return on every rupee spent on Brand promotion for 9M YTD FY'26

Salman Khan, Sourav Ganguly, Jacqueline Fernandez, Hrithik Roshan, Kartik Aaryan, Varun Dhawan, Shraddha Kapoor, Janhvi Kapoor, Pankaj Tripathi, Surya Kumar Yadav 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 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



BRANDING

EXCEPTIONAL LEADERSHIP

*Celebrating
remarkable feat for India's
growth story*

Avendus[^]
Top Represented States
by U35 Entrepreneurs



Mr. Udit Todi
Executive Director
LUX INDUSTRIES LTD.

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

Lux Industries Limited

ACCELERATING DIGITAL ADOPTION

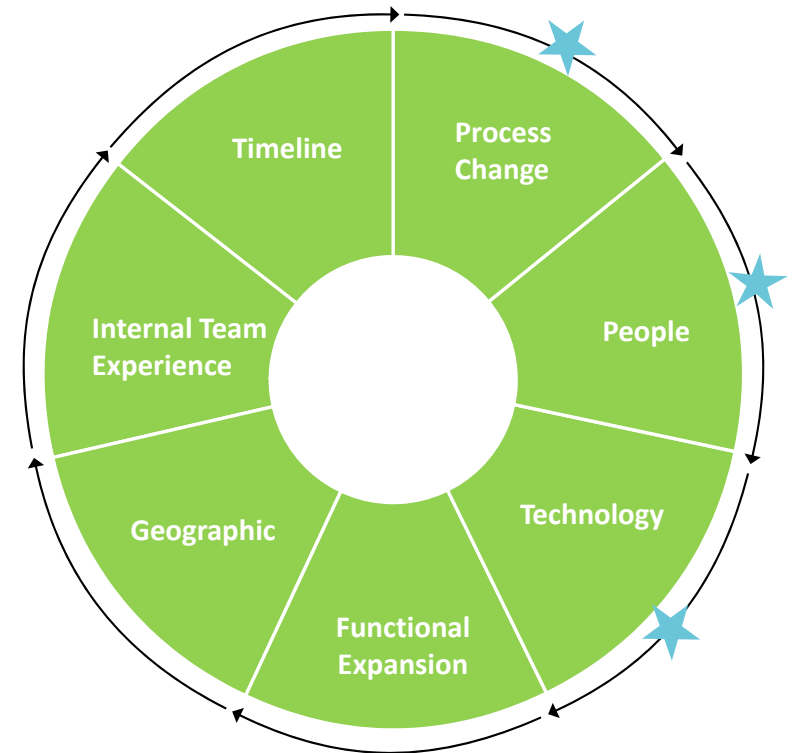
IT New Initiatives by developing new age solutions for better customer experiences – led by Subrata Kumar Roy for Vertical A

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

8.0%

ROCE, 9M YTD FY'26

Strong liquidity buffer

₹239 crores

Gross cash and cash equivalents, 9M YTD FY'26

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

157 days

Working Capital Days in 9M YTD FY'25

205 days

Working Capital Days in 9M YTD FY'26

119 days

Inventory cycle in 9M YTD FY'25

144 days

Inventory cycle in 9M YTD FY'26

54 days

Creditor days in 9M YTD FY'25

64 days

Creditor days in 9M YTD FY'26

12x

Interest cover in 9M YTD FY'25

4x

Interest cover in 9M YTD 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 Tirupur 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

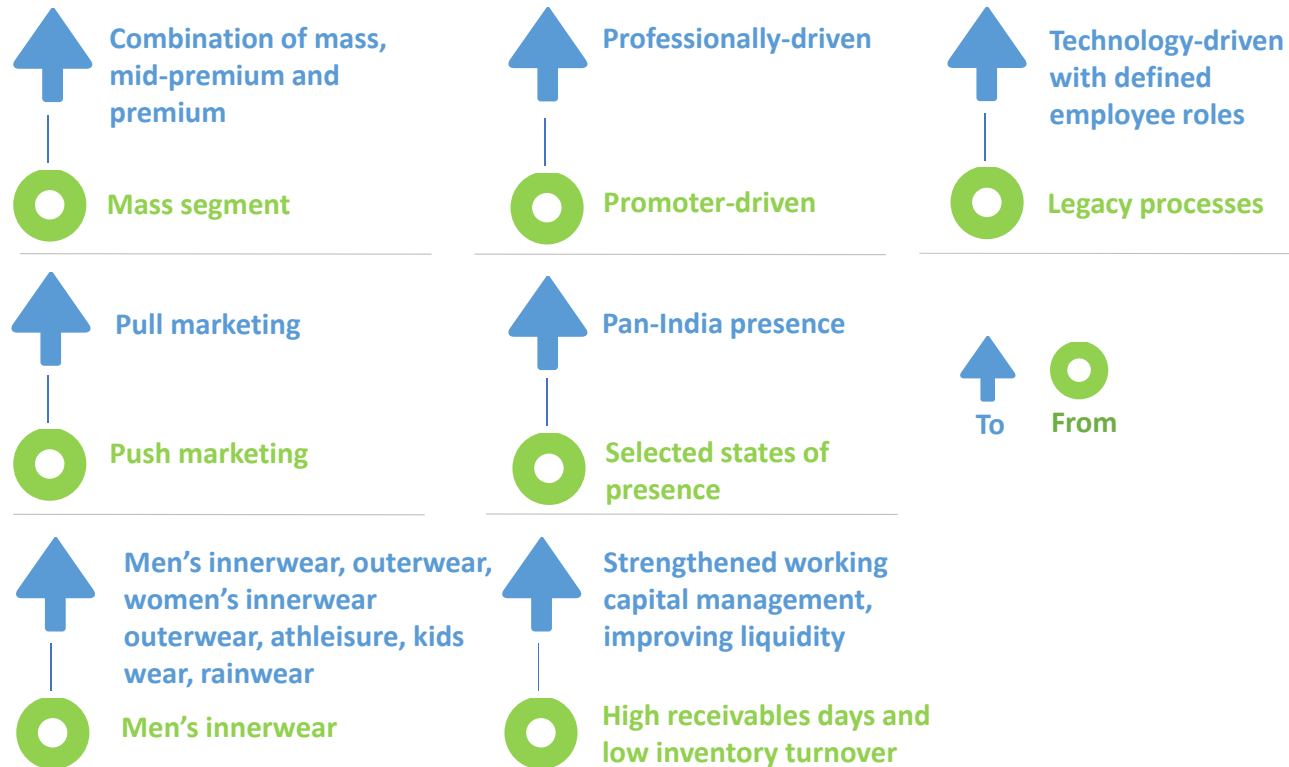
- Qualified Company Secretary with a Master's Degree in Commerce and a Law Graduate
- 20+ years experience in corporate law, SEBI regulations, governance, IPRs, due diligence, and legal matters
- Worked with Manaksia Ltd and Duncan Goenka Group at various leadership positions before joining Lux



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



38 Business Highlights
39-54 Performance



PERFORMANCE

Q3 & 9M YTD FY'26 BUSINESS HIGHLIGHTS



FINANCIAL PERFORMANCE

Revenue increased by 22% Q3 YoY & 16% 9M YoY

“Lux Inferno”, ‘Lux Champion’, ‘Lux Cozi Heatek’ & ‘Lux Cottswool’ delivered growth of 16%, 195% & 65% 9M YoY respectively



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’ & ‘Lux Cozi Heatek’

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

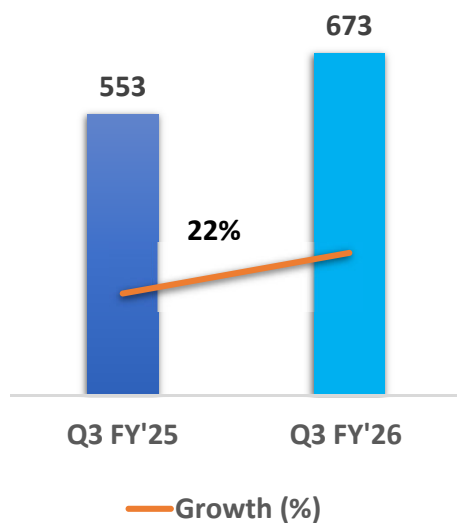
Long Relationships with Distributors.

Experienced Board of Directors

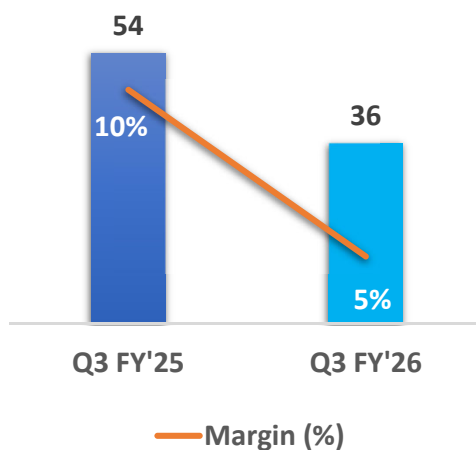
Significant potential and space for growth of our emerging brands

FINANCIAL SNAPSHOTS – Q3 FY'26 & Q3 FY'25

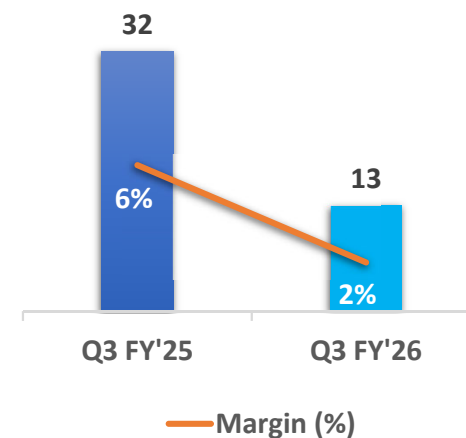
Revenue (₹ in Crores)



EBITDA (₹ in Crores)

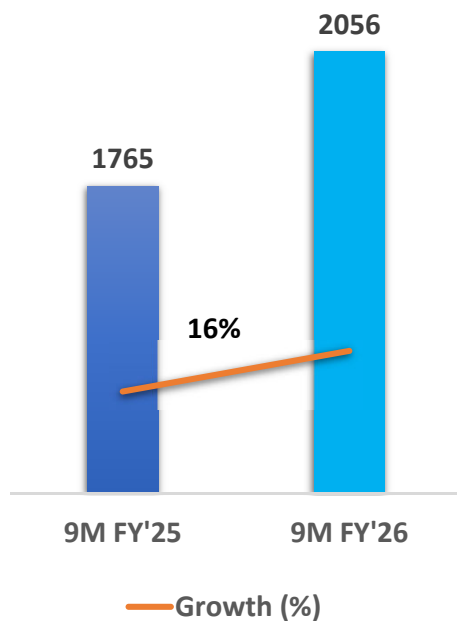


PAT (₹ in Crores)

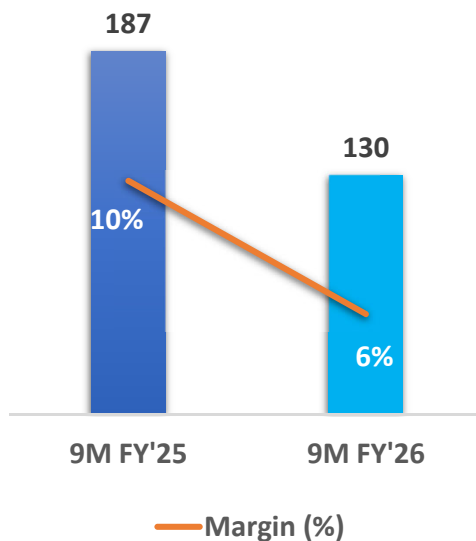


FINANCIAL SNAPSHOTS – 9M YTD FY'26 & 9M YTD FY'25

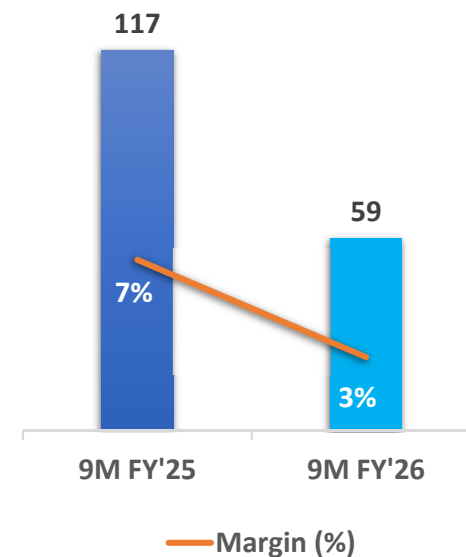
Revenue (₹ in Crores)



EBITDA (₹ in Crores)



PAT (₹ in Crores)



SEGMENT REVENUE & RESULTS- Q3 FY'26 & 9M YTD FY'26

	Q3 (Rs. cr.)			9M YTD (Rs. cr.)		
Particulars	FY'26	FY'25	YoY growth	FY'26	FY'25	YoY growth
Segment Revenue						
a) Vertical A	322.67	222.83	44.80%	966.57	734.02	31.68%
b) Vertical B	294.72	269.50	9.36%	879.00	804.60	9.25%
c) Vertical C	55.25	60.30	-8.36%	210.16	226.75	-7.32%
Revenue from operations	672.64	552.63	21.72%	2,055.73	1,765.37	16.45%
Segment Result {Profit(+)/Loss(-) before Tax}						
a) Vertical A	8.72	15.38	-43.33%	34.48	65.33	-47.23%
b) Vertical B	15.06	28.56	-47.27%	50.60	87.33	-42.05%
c) Vertical C	1.03	3.16	-67.35%	9.21	15.07	-38.92%
d) Other un-allocable (expenditure) net of un-allocable income #	-5.90	-4.53	-30.19%	-13.43	-12.60	-6.59%
Profit before Tax	18.91	42.57	-55.57%	80.86	155.13	-47.89%

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 9M YTD FY'26

Particulars	9M YTD (Rs. cr.)		
	FY'26	FY'25	YoY growth
Segment Assets			
a) Vertical A	1,325.83	918.32	44.38%
b) Vertical B	1,214.88	1,026.35	18.37%
c) Vertical C	308.31	283.98	8.57%
d) Un-allocable #	103.15	130.79	-21.13%
Total Assets	2,952.17	2,359.44	25.12%
Segment Liabilities			
a) Vertical A	673.88	326.38	106.48%
b) Vertical B	387.82	280.72	38.15%
c) Vertical C	67.51	63.72	5.95%
d) Un-allocable #	50.47	21.75	132.05%
Total Liabilities	1,179.68	692.57	70.33%

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".

FINANCIAL PERFORMANCE

VERTICAL A

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



CONSOLIDATED PERFORMANCE

KEY BUSINESS HIGHLIGHTS VERTICAL - A

CONSOLIDATED PERFORMANCE

Particulars	Amount (Rs. in cr)		Amount (Rs. in cr)	
	Q3 FY 26	Q3 FY 25	9M FY'26	9M FY'25
Revenue From Operation	322.7	222.9	966.6	734.0
Other Income	2.1	2.6	6.2	6.1
Total Income	324.8	225.4	972.7	740.1
COGS	222.0	146.8	664.7	480.9
Gross Margin	102.8	78.6	308.1	259.3
Gross Margin %	31.6%	34.9%	31.7%	35.0%
Employee Cost	23.0	17.5	66.9	55.6
Advertisement Expenses	29.4	16.3	87.8	58.0
Other Expenses	30.3	23.5	88.4	65.5
EBITDA	20.1	21.3	65.1	80.1
EBITDA Margin %	6.2%	9.4%	6.7%	10.8%
Finance Cost	6.2	3.1	18.0	7.5
Depreciation	4.1	2.8	11.6	7.3
Profit Before Tax	9.7	15.4	35.5	65.3
PBT Margin %	3.0%	6.8%	3.6%	8.8%

Note -

- 1) Revenue from Operation includes Rs.1.79cr & Rs.2.41cr of Export Incentive in Q3 FY'26 & Q3 FY'25 respectively
- 2) Revenue from Operation includes Rs.6.28cr & Rs.6.58cr of Export Incentive in 9M FY'26 & 9M FY'25 respectively
- 3) Employee Cost does not include Rs.1.33 cr. of aditional liability arising on account of gratuity due to change in Labour Code

Lux Industries Limited

CONSOLIDATED PERFORMANCE

KEY BUSINESS HIGHLIGHTS VERTICAL - A



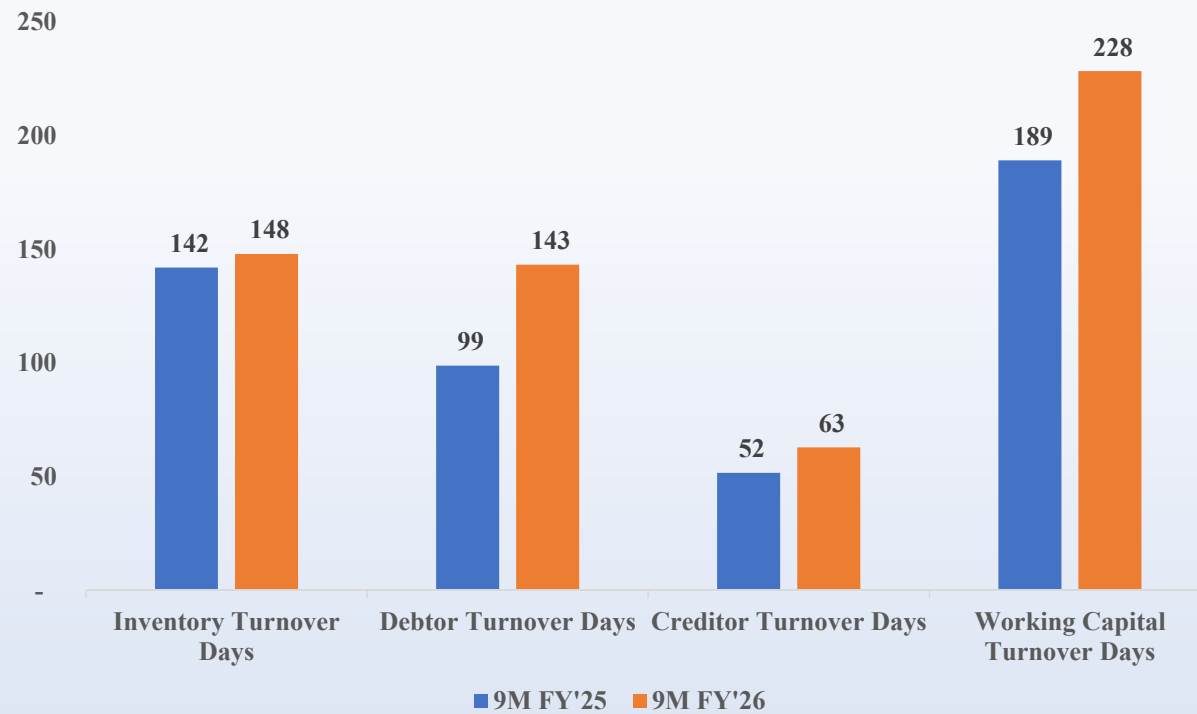
Consolidated Q3 FY'26 Performance Indicator

Volume (in pcs) 4.30 crores ▲ 63%	Revenue from Operation Rs.323 crores ▲ 45%
EBITDA Rs.20 crores ▼ -6%	PBT Rs.10 crores ▼ -37%

Consolidated 9M FY'26 Performance Indicator

Volume (in pcs) 12.93 crores ▲ 43%	Revenue from Operation Rs.967 crores ▲ 32%
EBITDA Rs.65 crores ▼ -19%	PBT Rs.36 crores ▼ -46%

KEY PERFORMANCE INDICATORS VERTICAL - A



PERFORMANCE

VERTICAL B

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
Her
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'

Q3 FY'26

Revenue from Operations

Rs. 295 crores



Advertisement Spend

Rs. 20 crores



EBITDA

Rs. 20 crores



9M YTD FY'26

Revenue from Operations

Rs. 879 crores



Advertisement Spend

Rs. 72 crores



EBITDA

Rs. 63 crores



- Mr. Udit Todi featured in the Aventus 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"

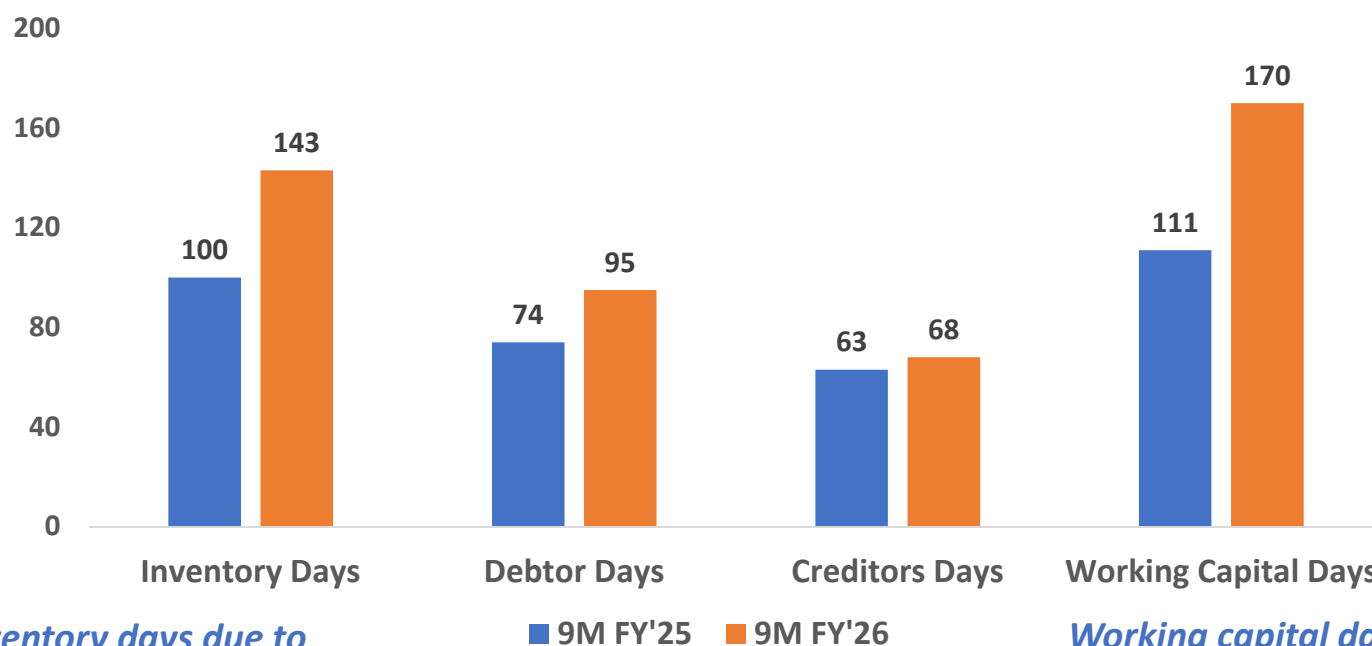
CONSOLIDATED PERFORMANCE

KEY BUSINESS HIGHLIGHTS VERTICAL - B

CONSOLIDATED PERFORMANCE

Particulars	Amount (Rs. in Cr.)		Amount (Rs. in Cr.)	
	Q3 FY 26	Q3 FY 25	YTD DEC 25	YTD DEC 24
Revenue from operations	294.72	269.50	879.00	804.60
COGS	208.72	182.69	626.16	559.10
Gross Margin	85.99	86.81	252.85	245.51
Gross Margin %	29.2%	32.2%	28.8%	30.5%
Employee Benefits	17.42	13.10	49.40	39.95
Advertisement Expenses	20.45	23.41	72.06	66.10
Other Expenses	29.88	19.47	72.50	56.20
EBITDA	20.08	31.41	63.12	95.66
EBITDA %	6.7%	11.6%	7.1%	11.6%
Finance Costs	2.84	1.34	6.7	3.86
Depreciation	2.17	1.53	5.81	4.46
Profit Before Tax	15.06	28.56	50.60	87.33
Profit Before Tax %	5.0%	10.5%	5.7%	10.6%

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
CLASSIC
INNERWEAR

LUX
Karishma

OUR OFFICE BRANDS

Related Management Office
Angeripalayam Main Road, Shastri Nagar, Tiruppur



CONSOLIDATED PERFORMANCE

KEY BUSINESS HIGHLIGHTS VERTICAL - C

CONSOLIDATED PERFORMANCE

Particulars	Amount (Rs. in Cr.)		Amount (Rs. in Cr.)	
	Q3 FY 26	Q3 FY 25	YTD DEC 25	YTD DEC 24
Revenue from operations	55.25	60.30	210.16	226.75
COGS	37.09	43.10	146.57	158.42
Gross Margin	18.15	17.19	63.59	68.32
Gross Margin %	32.9%	28.5%	30.3%	30.1%
Employee Benefits	6.10	4.80	17.38	16.74
Advertisement Expenses	1.53	0.67	9.27	11.10
Other Expenses	4.71	5.70	18.45	19.02
EBITDA	1.98	4.16	12.07	18.20
EBITDA %	3.6%	6.9%	5.7%	8.0%
Finance Costs	0.41	0.47	1.26	1.62
Depreciation	0.54	0.51	1.61	1.49
Profit Before Tax	1.03	3.16	9.21	15.07
Profit Before Tax %	1.9%	5.2%	4.4%	6.6%

KEY BUSINESS HIGHLIGHTS- VERTICAL C



Q3 FY'26

Revenue from Operations

Rs. 55 crores

▼ 8.4%

PBT

Rs. 1 crores

▼ 67.4%

EBITDA

Rs. 2 crores

▼ 52.3%

9M YTD FY'26

Revenue from Operations

Rs. 210 crores

▼ 7.3%

PBT

Rs. 9 crores

▼ 38.9%

EBITDA

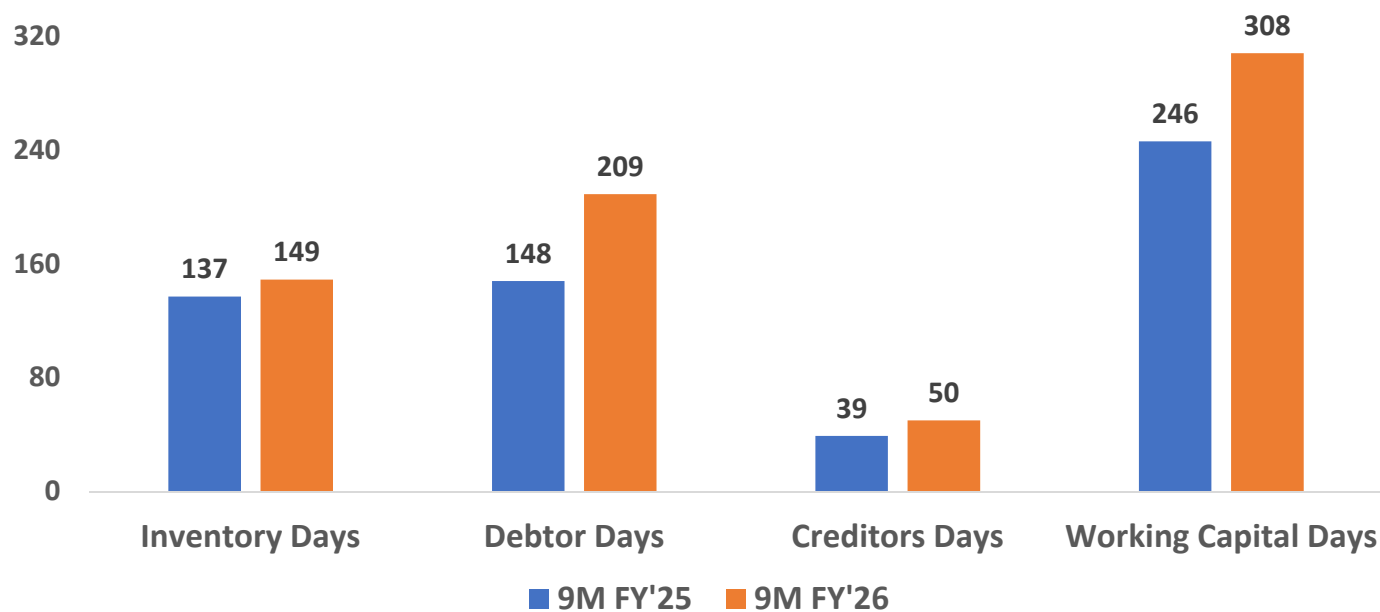
Rs. 12 crores

▼ 33.6%

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



VERTICAL C - KEY PERFORMANCE INDICATORS



56 Sustainability

57-61 CSR

62-63 Environment



SUSTAINABILITY

CONTINUING SUSTAINABILITY COMMITMENT



Action

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

Many suppliers manufacture exclusively for us

Manufacturing locally and maximising local sourcing

Embedding sustainability and circularity across the value chain

Social commitment includes sustainability and inclusive growth



Impact

Hygienic products and reduced environmental impact

Consistent product quality and employment generation

Boosting local economy and well-being in the society

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

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

WIDENING COMMUNITY IMPACT

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

Addressing environment sustainability

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

Focusing on animal welfare benefiting 500+ cows

Making available safe drinking water benefiting 1 lakh+ people

Providing medical support by distributing free medicines

Providing Education to underprivileged Children

Maintenance of Burning Ghats, Burial Grounds

₹1.59 crore

Actual CSR expenditure for 9M YTD 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

Lux Industries Limited

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

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

Learning – Classrooms, activity spaces in use



Living – Hostel rooms and common areas



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



**GROUND YODHAS
BUILDING A NEW WORLD**

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

42 Gurus - educationists and artisans

60 Campus caregivers



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

"Discipline, Contribution, Gratitude"



INCREASE IN SOLAR POWER CAPACITY



Substantial electricity
cost reduction

Reducing carbon
footprint

700 KW

700 kW solar panel installation at our Avinashi & Tiruppur Facility



REDUCING ENVIRONMENTAL FOOTPRINT

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

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

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

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

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

For further information, please contact

Lux Industries Limited



CIN: L17309WB1995PLC073053

Email: investors@luxinnerwear.com

Website: www.luxinnerwear.com