LUX



POISED

LUX INDUSTRIES LIMITED

CORPORATE PRESENTATION I Q2 & HYE FY'27

WHAT'S INSIDE

03
Market

03 Market Outlook & Company Update

05-18
Corporate Identity

05 At a glance
06-07 Milestone
08-15 Brand Portfolio
16 Presence
17 Export presence
18 Governance

20-23
Opportunities

20-21 New Production Facility
22 ICAI Visit to Dankuni
23 Opportunity landscape







25-39
Fast-track progress

25 Strengths
26 Manufacturing
27 New Markets
28 Multi- Channel Footprint
29-32 Branding
33 Digitalization
34 Financials
35 Leadership Profile
36 Next Generation
37-38 Management
39 Transforming into a New Lux

41-59
Performance

41 Business Highlights
42-59 Performance

61-67
Sustainability

61 Sustainability
62-66 CSR
67-69 Environment





MARKET OUTLOOK & COMPANY UPDATE

Economy & Market Update

- Brands continue to expand strategically in key markets
- Yarn prices remain high
- 'Omni channel' being driven as core strategy
- Sales looks promising
- Global demand remains uneven
- Freight volatility persists
- Competitive pricing pressure

Brand Performance

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

Operational Highlights

- Revenue decreased by 8% YoY Q2 FY 27
- Increased solar power capacity from 1MW to 1.7MW.
- Increased focus on modern trade and e-commerce.
- Brand investments for long-term growth rather than immediate margin maximization.

05 At a glance
06-07 Milestone
08-15 Brand Portfolio
16 Presence
17 Export Presence
18 Governance



CORPORATE IDENTITY

ENSURING EVERYDAY COMFORT FOR DECADES

Lux group

Leadership

No.1

Indian innerwear company (volume terms)

₹ 1328 Crore

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

44+ Crore

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

2 lakh+

Retailers network across India

46+

Country export presence

4,800+

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'26

MILESTONE

BUILDING ON A RICH LEGACY

1957
- Shri Girdhari Lal Todi founded Biswanath Hosiery Mills

1993-95
- Export commenced across the Middle East, Africa and Europe

2003
- IPO launched- oversubscribed 4 times

2010-12
- Shah Rukh Khan became brand ambassador for ONN
- Launched womenswear brand "Lyra"

2013
- Lux become Comfort Partner for Kings XI Punjab and Pune Warriors in IPL.

2014
- Lux Cozi became title sponsor at the Zee Cine Awards, the world's biggest viewer's choice awards, seen by over 700 million viewers across 168 countries

2015-16
- Shares of Lux listed on the BSE and NSE
- Commissioned Eastern India's largest hosiery manufacturing plant in Dankuni.
- Became KKR primary sponsor.

2017-19
- Varun Dhawan roped in as brand ambassador of Lux Cozi
- Amitabh Bachchan became face of the brands of Lux
- Launched "Lyra" lingerie

2017-19 (Contd.)
- Lux Classic & Lux Venus Classic relaunched.
- Kartik Aaryan onboarded as brand ambassador for Lux Inferno and Taapsee Pannu for Lyra.
- Launched India's first scented vest Lux Cozi.

2021-22
- Merger of J.M. Hosiery and Ebell Fashions with Lux Industries.
- Relaunched brand "Lux Venus" & onboarded Salman Khan as brand ambassador.
- Onboarded Sourav Ganguly for Lux Cozi, Boman Irani for Lux Inferno & Satish Kaushik for Lux Cott's wool.

MILESTONE

BUILDING ON A RICH LEGACY (Contd.)

2023

- Roped in Janhvi Kapoor as brand ambassador for "Lyra", Urvashi Rautela for 'GenX', Jacqueline Fernandez & Vijay Deverakonda for Lux Cozi.

2024

- Launched Rainwear & Lingerie category under the brand "Lux Venus".
- Shri Ashok Kumar Todi received "Bharat Samman Award, 2023" at The House of Lords (UK Parliament), London.
- Commissioned manufacturing facility at Jagadishpur, Hosiery Park, West Bengal.
- "Lux Cozi" got Brand of the Year
- "Lyra" was recognized as "India's Most Desired Bottom wear Brand" by TRA's MOST DESIRED BRANDS.

2025

- Launched "Lux Nitro" & "Lux Nitro Neo" as a men's innerwear brand in mid-premium segment & onboarded Kartik Aaryan as brand ambassador
- Launched outerwear women range "Lux Cozi Pynk" & onboarded Shraddha Kapoor as brand ambassador
- Launched economy segment innerwear range "Lux Parker" onboarded Sourav Ganguly as brand ambassador
- "Lux Cozi" got the Brand of the Year 2025 by BARC & ERTC Media
- "Lux Cozi Pynk" got the Best Brand for Women 2025 by Times Group
- Launched thermal wear range "Lux Cozi Heatek" is latest Lux Cozi innovation
- Mr. Saket Todi, ED & Mr. Udit Todi, ED named among India's Top 155 U35 Leaders by Avendus Hurun India 2025

2026

- Hrithik Roshan onboarded as Brand Ambassador for Premium Wear Brand "ONN" & Kartik Aaryan for "Lux Inferno"
- Sidharth Malhotra onboarded as Brand Ambassador for the brand "Lux Champion & Sunny Deol for "Lux Parker".
- Vertical B partners with **REEBOK** as its exclusive licensee for innerwear and thermal wear in India.
- Mr. Saket Todi, ED has been honoured with the prestigious "Star of the East 2026" award by Hurun India.
- Lux (Vertical B) was honoured with the Eastern India Best Employer Brand Award 2026 under the Employee Engagement category.

New Face for Brand - ONN



ONN
TOTAL COMFORT

We are proud to announce the onboarding of Hrithik Roshan as Brand Ambassador for ONN, marking a significant step in strengthening the brand's aspirational positioning. We believe his iconic personality, fitness-led image, and timeless sense of style strongly align with the values we aim to project. Through this association, we intend to enhance youth connect and further elevate the brand's premium perception across markets. His presence will lead upcoming integrated campaigns designed to drive higher visibility and consumer engagement. The collaboration is expected to significantly accelerate recall and preference among fashion-conscious audiences. With this strategic move, we are entering a sharper and more aspirational phase of brand growth.

NEW BRAND AMBASSADOR FOR 'LUX CHAMPION'



LUX CHAMPION
COMFORT WEAR

In an age dominated by loud trends and fast fashion, Lux Industries Limited is redefining comfort through the philosophy of a "second skin." Reinforcing this vision, the company has onboarded Sidharth Malhotra as the face of its premium brand, Lux Champion — a collaboration built on the idea that confidence begins with feeling comfortable in one's own skin.

Its latest range of premium innerwear and casual wear has been thoughtfully engineered to deliver a feather-light feel, combining superior fit, fabric technology, and everyday functionality. The move reflects the brand's strategic entry into the rapidly evolving performance-wear segment, where comfort, quality, and innovation shape consumer preference.

For the younger generation, it goes beyond hosiery — it becomes an essential comfort system for everyday living.
With his dynamic persona and grounded individuality, Sidharth Malhotra perfectly embodies the spirit of Lux Champion — where contemporary innovation meets timeless comfort.

NEW BRAND LAUNCHES



LUX COZI HEATEK THERMALS

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



LUX COZI pynk Fashion for her

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.

LUX PARKER
VESTS | BRIEFS | DRAWERS

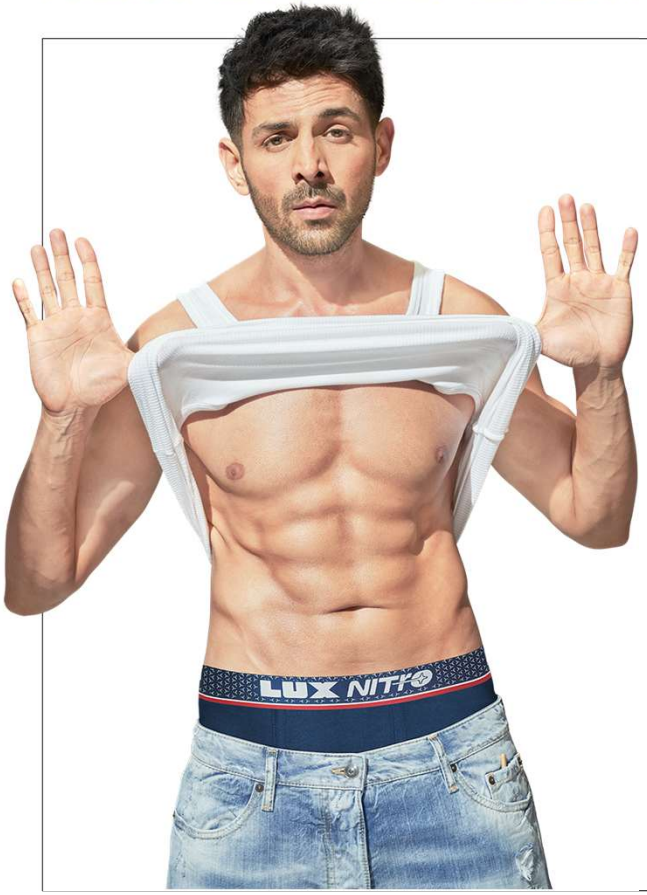
It has been revealed through multiple research and continuous dialogue with thousands of consumers, we uncovered a crucial truth: millions of consumers across India want to experience the ultimate comfort Lux Cozi offers—but for many, the price tag remains a barrier. Thus, a new brand is born.

Introducing Lux Parker, a bold new step into the future of comfort. A new brand in the economy segment with one purpose: to make Lux Cozi's unmatched quality accessible to all. The Lux Parker offers complete range of innerwear and outerwear for men's, women's and kids at a very affordable prices.

For the millions of Indians who need to wear the best, who believe that comfort should be within reach—Lux Parker is the answer. A new chapter. A new experience. Same unwavering commitment to quality. **"Lux Parker – Pehenna Jaroori Hai"**



NEW BRAND LAUNCHES



LUX NITRO™
HI-PERFORMANCE INNERWEAR
Yeh Andar Ki Baat Hai

Our latest mid-premium men's innerwear brand, Lux Nitro, marks a significant milestone, symbolizing a bold step forward to reinvigorate the market with a fresh and youthful personality. Lux Nitro aims to redefine the innerwear segment by combining superior quality, cutting-edge technology, and contemporary style, making it the ultimate choice for today's youth.

With the tagline "Yeh Andar Ki Baat Hai," the brand emphasizes inner strength and the importance of the right fit in empowering self-confidence.

The product portfolio ranges from briefs, vests, drawers to t-shirts as well. With Bollywood sensation Kartik Aaryan being associated as the brand ambassador for Lux Nitro, his vibrant personality, youthful energy, and widespread appeal aims to connect deeply with young consumers and aligns seamlessly with the brand's ethos of confidence and bold self-expression.

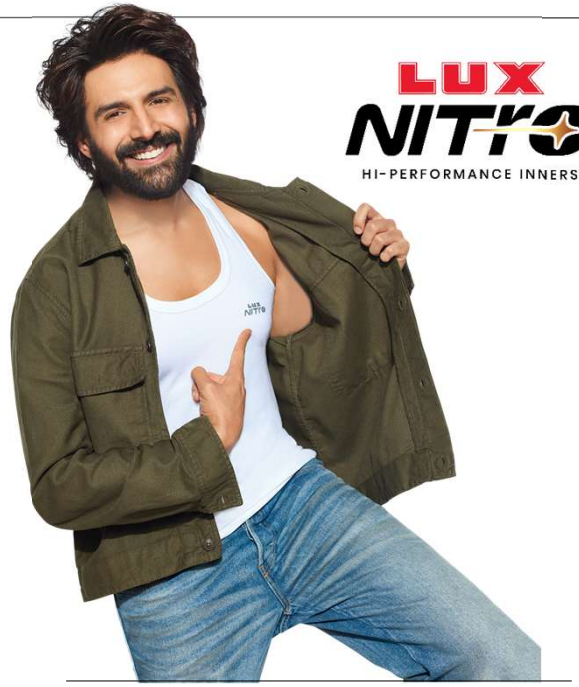
LUX PRODUCT PORTFOLIO

LUX COZI®



Men's Innerwear
Vest
Brief
Trunk
T-Shirt

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



LUX NITRO™
HI-PERFORMANCE INNERS

Men's Innerwear
Vests
Briefs
Trunks

Men's Outerwear
T-shirts
Track pants, Shorts
Hoodies, Jackets
Socks

Kidswear
Vests
T-Shirt
Underwear

Lyra
WOMEN'S WEAR

Women's Innerwear
Brassieres
Panties
Camisole
Shapewear
Lingerie

Women's Outerwear
Leg Jeggings
gings
Kurti Pant
Palazzo
T-shirts
Night-suits
Denims
Tracks
Co-ord Set

Kidswear
Leggings | Panty



LUX PRODUCT PORTFOLIO

ONN
TOTAL COMFORT



Mens Innerwear
- Vest
- Brief
- Trunk
- Thermals

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

Kidswear
- T- Shirt
- Track Pant
- Sweatshirt
- Jackets

LUX PARKER
VESTS | BRIEFS | DRAWERS



Men's Innerwear
- Vests
- Briefs
- Trunks
- Drawers

Women's Innerwear
- Panties
- Bloomers

Men's Outerwear
- T-shirts

LUX COZI pynk
Fashion for her



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



LUX VENUS

Men's Innerwear
- Vests
- T Shirts
- Briefs
- Boxers
- Pyjama
- Shorts

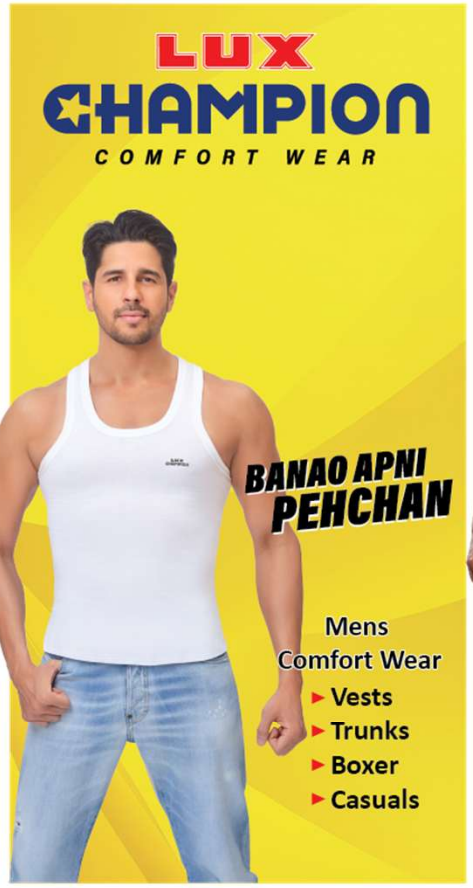
New Launches
- Rainwear category
- Lux Venus Her
- Lingerie



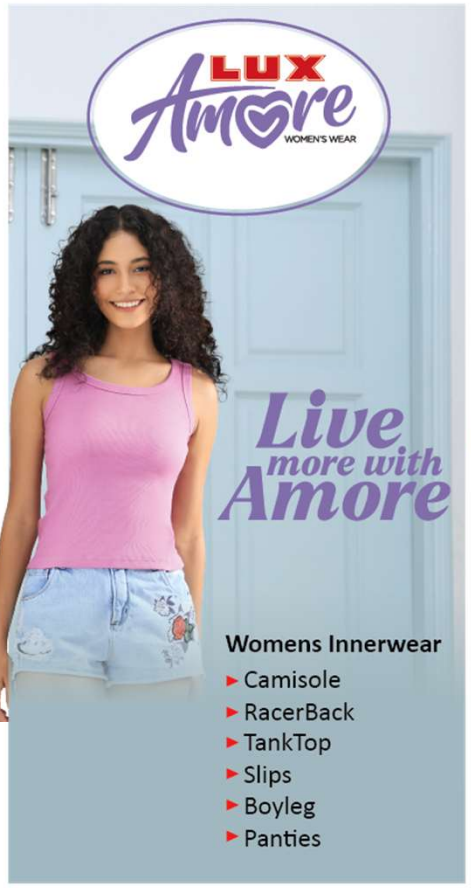
LUX Karishma

Women's Innerwear
- Panties
- Full Sips
- Half Slips
- Bloomer
- Cycling Shorts

LUX PRODUCT PORTFOLIO









PRESENCE

WIDENING AND DEEPENING REACH

3,000+ dealers' network

Available in 2 lakh+ multi-brand stores and 12 EBOs

Stronger e-retail platform presence

13+ Depots drive faster distribution in India

550+

Sales teams drive offtake

18+

Warehouses (12 states)

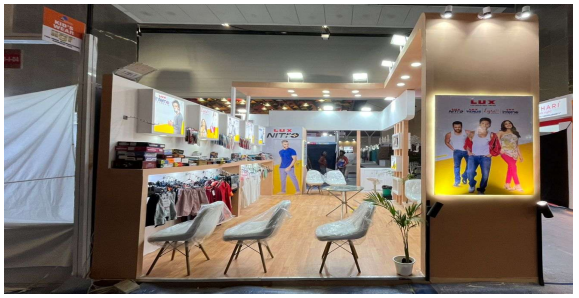
Strategically located manufacturing units (West Bengal, Punjab, Tamil Nadu and Uttar Pradesh) to address growing markets







Lux Industries Dankuni Factory



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

EXPORT PRESENCE

TAKING HOMEGROWN BRANDS TO THE GLOBAL MARKET

Star Export House recognition by Government of India

25

New countries added in past 5 years

46+

Country-wide presence

60

Targeted country-presence by 2030

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

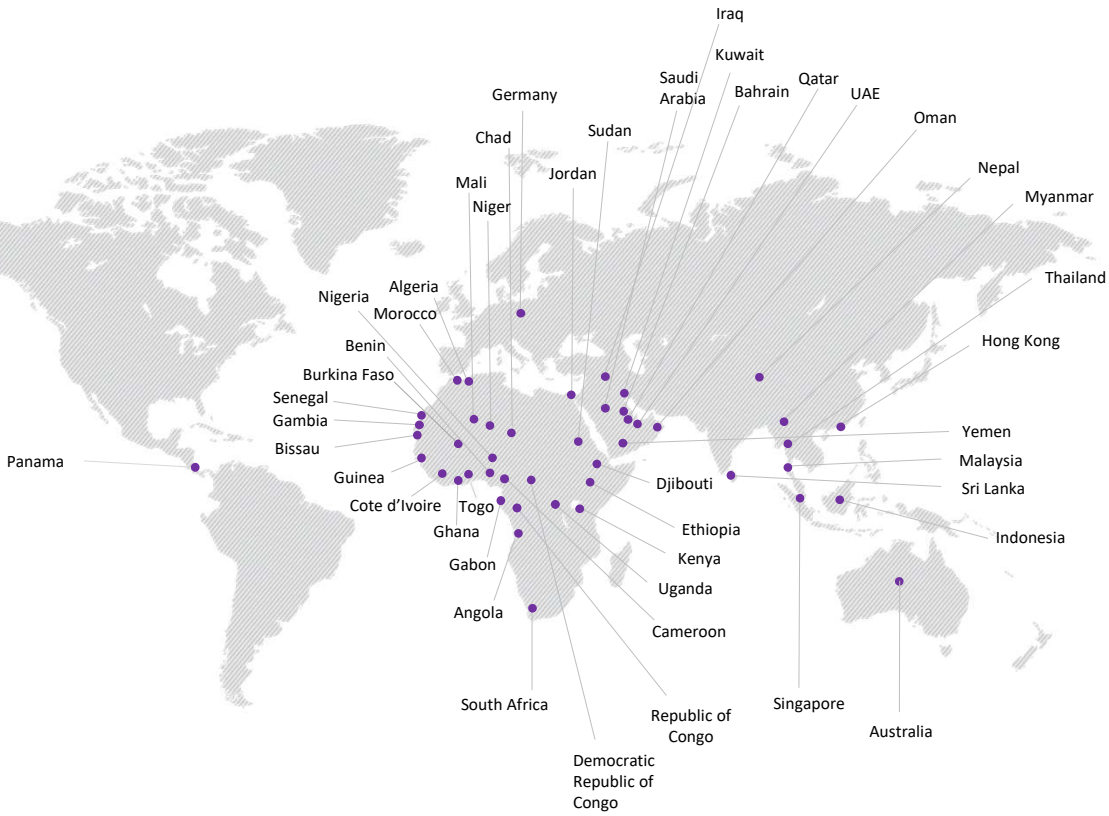
Geography-wise sales

92%

Domestic

8%

Exports



ADVANCING WITH GOOD GOVERNANCE

Experienced Board

- Promoter-Directors with 25+ years of average industry experience; expertise- Sales & Marketing, Brand Promotion, Product Development, Board service & Governance.
- Independent Directors with expertise in Accounting & Finance, Legal, Taxation, Banking, Internal Audit, Product Development and Strategy.

- S.K. Agarwal & Co. Chartered Accountants LLP is the Statutory Auditor.
- MR & Associates - Secretarial Auditor.
- E&Y - Internal Auditor for Vertical A.
- Deloitte - Internal Auditor for Vertical B.
- ABC LLP – Internal Auditor for Vertical C.

Strong Management Team

- Inducted new members in the recent quarters include:

Vertical A:

Mrs. Prathistha Dobhal, Manager- Legal

Mr. Kunal Banthia – AGM Digital Strategy & Transformation

Vertical B:

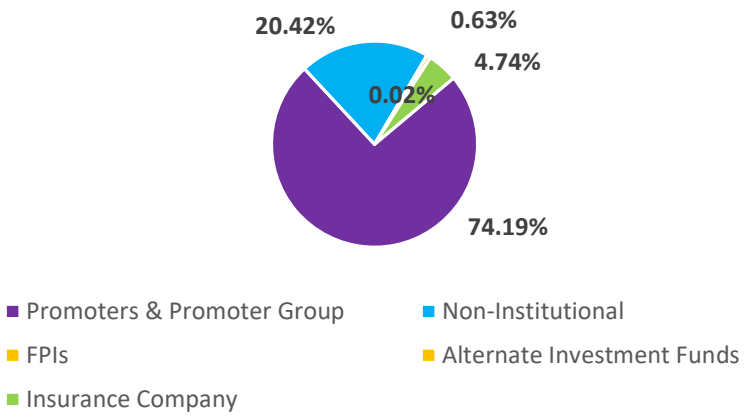
Mr. Bibekananda Maity- VP- Digital Strategy & Operations

Mr. Manmit Kumar Sinha – Senior Manager- Indirect Taxation

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 30.09.2026



25%

Women Independent Directors

50%

Share of Independent Directors on Board

20-21 New Production Facility
22 ICAI Visit to Dankuni
23 Opportunity landscape



OPPORTUNITIES

LUX COZI - DANKUNI EXPANSION

Lux Cozi laid the foundation stone for Rs.600 crore expansion of its manufacturing facility in Dankuni, West Bengal in presence of Hon'ble Chief Minister of West Bengal, Shri Suvendu Adhikari.

New expansion will cover approx. 12 lakh sq. ft. taking Lux Cozi's total manufacturing facility to approx. 20 lakh sq. ft. The expanded facility will feature modern infrastructure and advanced manufacturing facilities and is expected to create approx. 9000 direct and indirect employment 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

ICAI INDUSTRIAL VISIT TO LUX COZI DANKUNI

Eastern India Chartered Accountants Students Association (EICASA) of ICAI organized an Industrial visit for students to the **LUX COZI's** Dankuni, West Bengal facility.



रविवारी विश्वमित्र

• हिन्दी का प्राचीनतम राष्ट्रीय दैनिक •

आईसीएआई की पहल

सीए छात्रों ने किया लक्स इंडस्ट्रीज की यूनिट का इंडस्ट्रियल विज़िट

दैनिक विश्वमित्र विशेष

This visit provided students with practical exposure to key areas such as cost accounting, operational efficiency, risk management, and compliance, enabling them to connect classroom learning with real-world industrial practices.



ADVT

ET IN CAMPUS

THE ECONOMIC TIMES CAMPUS SPOTLIGHT

ICAI Takes CA Students to LUX Industries Dankuni Plant Visit

Eastern India Chartered Accountants Students Association (EICASA) organised a plant visit for CA students to Lux Industries Ltd's Dankuni manufacturing facility under CA Hari Ram Agarwal, chairman, EICASA & vice chairman, EIRC.
Students observed yarn sourcing, thread testing, knitting, automated cutting, stitching and warehousing, along with inventory management, waste disposal and job-work dyeing practices. The visit linked classroom learning with cost accounting, operational efficiency, risk management and compliance. EICASA was grateful for the opportunity and thanked Lux management, especially CA Suraj Narnolia (GM, Accounts & Finance), for the hospitality.

RESPONDING TO MARKET OPPORTUNITIES

3,000+
Strong distribution channel

4,800+
Employee workforce

30+ years
Longstanding dealer relationship

₹70+ crores
Near-term investment to augment production through internal accrual

₹24 to ₹1790
Price range of products

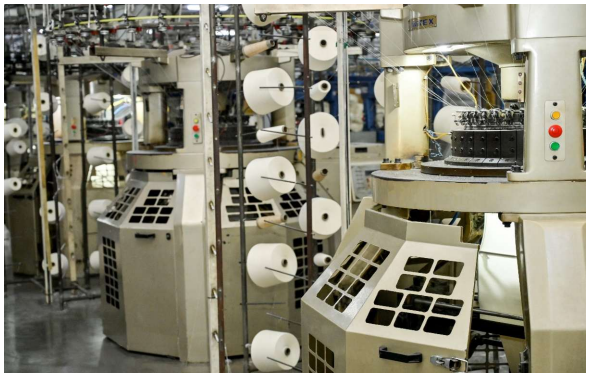
~15%
Existing market share in men's innerwear

₹258 crores*
Gross cash balance

674+
Districts-presence in India

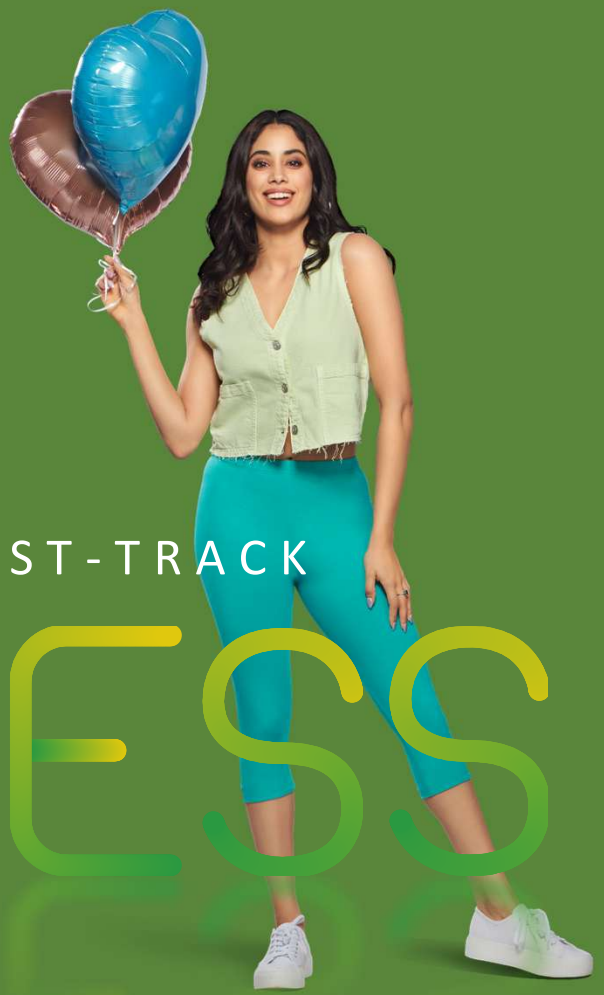






*HYE FY'27

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36 Next Generation
37-38 Management
39 Transforming into a New Lux



FAST-TRACK

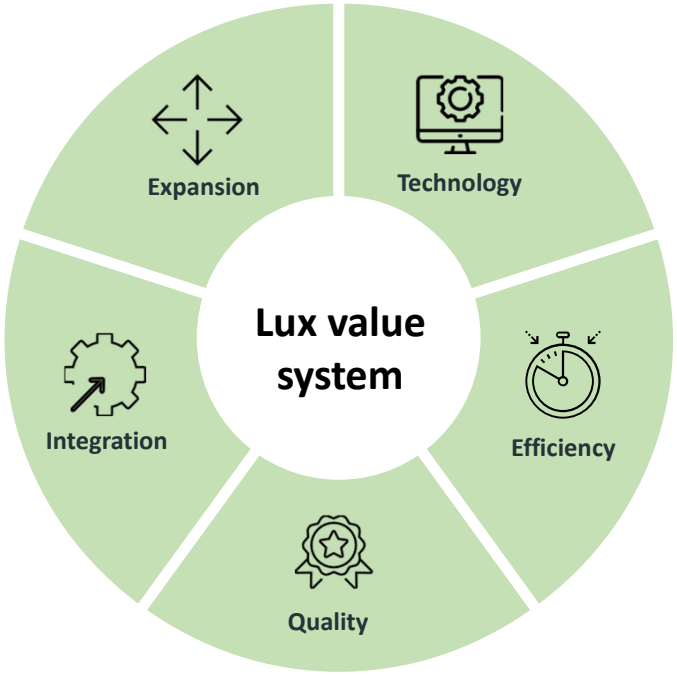
PROGRESS

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

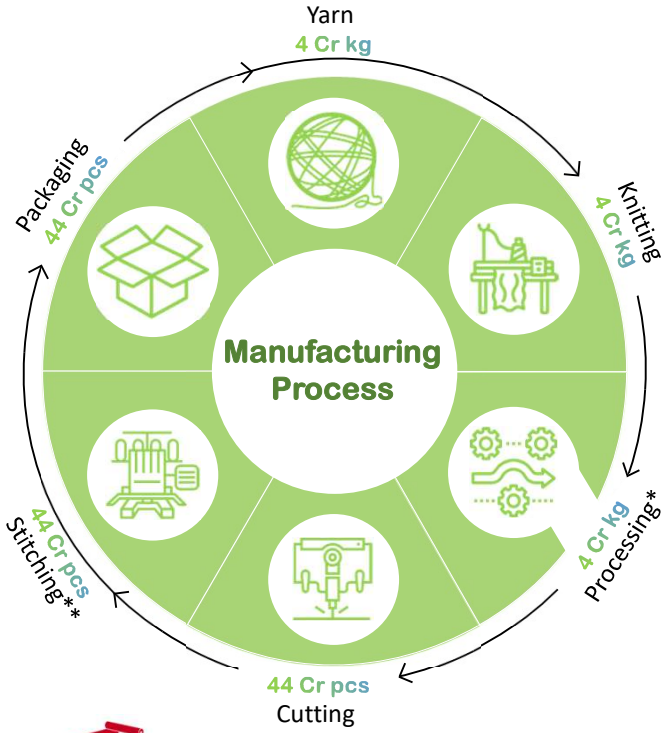


ENHANCING MANUFACTURING CAPABILITIES

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



Flexible core manufacturing process

Key focus areas: quality, cost effectiveness and innovation

Completed upgradation and replacement of old equipment

** FY'26*

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

VENTURING INTO NEWER REGIONS AND SEGMENTS

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

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

Launched “Lux Parker” with Sourav Ganguly as brand ambassador in economy segment innerwear at affordable prices

Onboarded Hrithik Roshan as the brand ambassador for “ONN”

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

Onboarded Sidharth Malhotra as the brand ambassador for “Lux Champion”

Onboarded Sunny Deol as the brand ambassador for “Lux Parker”

Launched thermal wear range in the brand name “Lux Cozi Heatek” is latest Lux Cozi innovation

Vertical B acquired the licensing rights for the 'REEBOK' brand to manufacture and sell innerwear and thermal wear products.

Highest selling thermal wear brand “Lux Inferno”- launched new categories- “Lux Inferno Premium” & “Lux Inferno Hotcots”

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

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

Promising response received for Rainwear category under the brand ‘Lux Venus’

Introduced 'Lux Venus Her' lingerie line, expanding our esteemed 'Lux Venus' brand to cater to women’s innerwear needs too.

Unveiling ‘Lux Nitro’: Redefining Men's Outerwear to meet the Elevated Fashion Aspirations of Modern Men.

EXPANDING THROUGH MULTI-CHANNEL FOOTPRINT

Growing wholesale market presence

Association with 3,000+ dealers with focused engagement initiatives

Adopting investment-light #FOFO model.

Expanding ONN EBOs at Airports, Live at Chennai, Srinagar and Patna

Strong presence in multi-brand outlets and large format stores

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

#FOFO: Franchise-owned-franchise operated





<1%

Dealer attrition

12

Exclusive brand outlets (EBOs)

4,000+

Average daily online orders

160+

Large store formats to showcase the entire product range



CRAFTING 360° BRANDING INITIATIVES



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

₹1,351 crores

Branding investments in the last eight years including HYE FY'27

7%

Average share of revenues spent on branding (FY19 – HYE FY'27)

₹14

Return on every rupee spent on Brand promotion for HYE FY'27

CREATING SUCCESSFUL BRAND STRATEGY

1. Creating Successful brand across different price point
2. Innovative products and launches
3. Sustaining brand promotion
4. Strengthening endorsement compatibility
5. Evolving communication
6. Clear and consistent brand product salience
7. Messaging around desired consumer aspiration
8. Translating brand strengths into quicker offtake and shorter receivables cycle



CELEBRATING AWARD WINNING LEADERSHIP







EXCEPTIONAL LEADERSHIP

Celebrating remarkable feat for India's growth story

Avendus^
Top Represented States by U35 Entrepreneurs





ACCELERATING DIGITAL ADOPTION

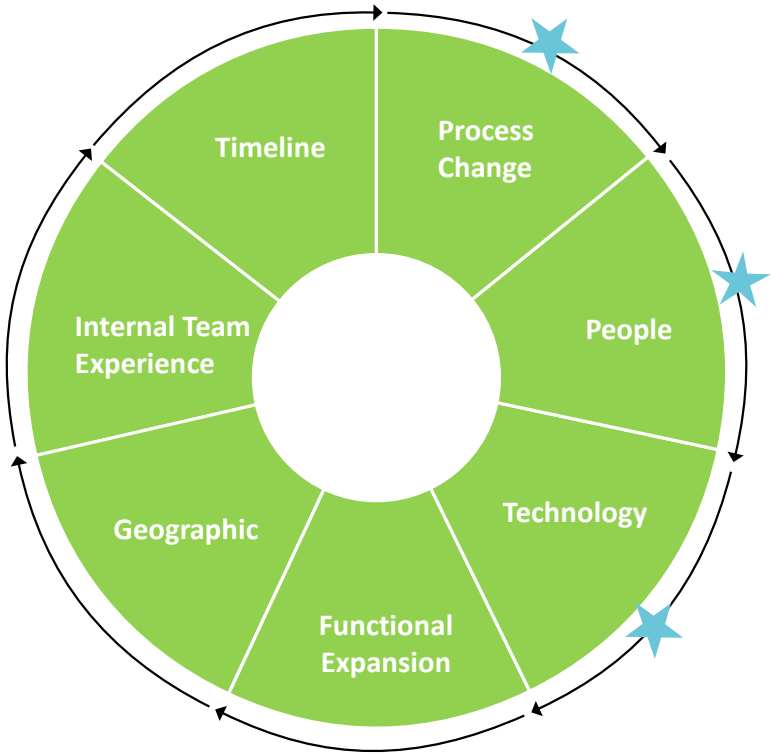
IT New Initiatives by developing new age solutions for better customer experiences

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

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

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

End-to-end IT solutions through dealer integration systems



STRENGTHENING FINANCIALS

Leveraged credit policy to strengthen working capital

9%

ROCE, HYE FY'27

Strong liquidity buffer

₹258 crores

Gross cash and cash equivalents, HYE FY'27

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

204 days	**217 days**
Working Capital Days in HYE FY'26	Working Capital Days in HYE FY'27
136 days	**149 days**
Inventory cycle in HYE FY'26	Inventory cycle in HYE FY'27
67 days	**79 days**
Creditor days in HYE FY'26	Creditor days in HYE FY'27
4.7x	**3.7x**
Interest cover in HYE FY'26	Interest cover in HYE FY'27
0.17	**0.32**
Debt-equity in YE Mar'25	Debt-equity in YE Mar'26

OUR LEADERSHIP PROFILE



Ashok Kumar Todi
Chairman

- Visionary, Founder and Promoter
- Commerce Graduate; engaged in the hosiery business for over five decades
- Forte lies in capturing market share, marketing, formulating various policies for growth and expansion
- Introduced attractive schemes for dealers, retailers and consumers
- Associated with various philanthropic organisations in India



Pradip Kumar Todi
Managing Director

- Visionary, Founder and Promoter
- Commerce Graduate
- Primarily focuses on product development and production functions
- Deep technical knowledge of the hosiery industry
- Forte lies in developing new patterns, yarn combinations, and knitting technologies & strong business acumen
- Introduced new styles and optimised production costs

NEXT GENERATION TAKING VISION FORWARD



Navin Kumar Todi
Executive Director

- Commerce Graduate
- Engaged with the Company for 25+ years
- Looking after the brands like GenX and Lux Cozi Her
- Responsible for operations of the Tiruppur unit
- Focusing on product premiumization, new brands and product categories



Rahul Kumar Todi
Executive Director

- Post Graduate (Marketing) from GRD, Coimbatore
- Engaged with the company for 20+ years
- Looking after the Production function of the 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 12 years
- Responsible for premium brands in the retail channel - ONN brand and exports market
- Introduced in-house capacity for stitching for better quality and cost control
- Expanded presence by 24+ countries
- Focus on quality; created a loyal customer base



Udit Todi
Executive Director

- MSC in Finance from LSE, London and Economics (Hons.) from St. Stephens College, Delhi.
- Engaged with the Company for 12 years
- Launched the Lyra brand achieving a revenue of over 300 crore within 5 years making it the market leader.
- Instrumental in setting up the Dankuni facility with cost optimization.
- Setting up new facilities for further growth plans.
- Expanding women's wear segment into a complete range including inner wear and athleisure.

STRENGTHENING THE MANAGEMENT TEAM

Professionals in key positions



Ajay Nagar
Chief Financial Officer

- Qualified Chartered Accountant
- 24 years of experience in Corporate Finance, Accounting, Budgeting, Treasury, Due Diligence, Business Partnering, Investor Relations, Financial Planning & Analysis, Fundraising and Audit.
- Prior to this role, he was associated with companies like BCCL (Times Group), TCS, Videocon, Essar & VIP Industries, and has been instrumental in their growth path through strong business and financial model



Smita Mishra
Company Secretary & Compliance Officer

- Qualified Company Secretary, associated with the Company for the last 16 years
- Heads the complete compliance functions and ensures efficient administration; compliance with statutory and regulatory requirements
- Played a critical role during listing on NSE and BSE



Sanjay Mittal
Vice President- Sales

- Has led and supported various leadership roles for 25+ years at the company
- Heads the sales function and plays a significant role in formulating the Sales Strategy
- Strong understanding of hosiery market and achieving targets, critical role in gaining market share via new launch with incremental topline

STRENGTHENING THE MANAGEMENT TEAM

Professionals in key positions



Anand Poddar
Vice President - Advertisement

- Associated with the Company for 25+ years
- Contributed significantly to the Company's growth and brand visibility and played a pivotal role in strengthening market presence and enhancing brand equity
- The long-standing service reflects his dedication, leadership, and commitment to the Company's vision and values



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

PREPARED FOR TOMORROW

To	From
Combination of mass, mid-premium and premium	Mass segment
Professionally-driven	Promoter-driven
Technology-driven with defined employee roles	Legacy processes
Pull marketing	Push marketing
Pan-India presence	Selected states of presence
Men's innerwear, outerwear, women's innerwear outerwear, athleisure, kids wear, rainwear	Men's innerwear
Strengthened working capital management, improving liquidity	High receivables days and low inventory turnover





41 Business Highlights
42-59 Performance



PERFORMANCE

Q2 & HYE FY'27 BUSINESS HIGHLIGHTS

FINANCIAL PERFORMANCE

- Revenue decreased by 8% Q2 YoY
- Vertical A of the Company delivered 50% Revenue growth in Winter Wear Segment
- Vertical B reported 18% volume growth in "Lux Venus" and 43% volume growth in exports in Q2 FY'27 YoY

POWER BRANDS

- Power brands i.e. Lux Cozi and Lux Venus maintained its strong market momentum
- "Lux Nitro" touched revenue of Rs. 175 crores in its 1st year of re-launch
- Lyra continued to dominate market in womenswear segment
- Lux parker did a revenue of Rs. 250+ cr. in the 1st year of its launch

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

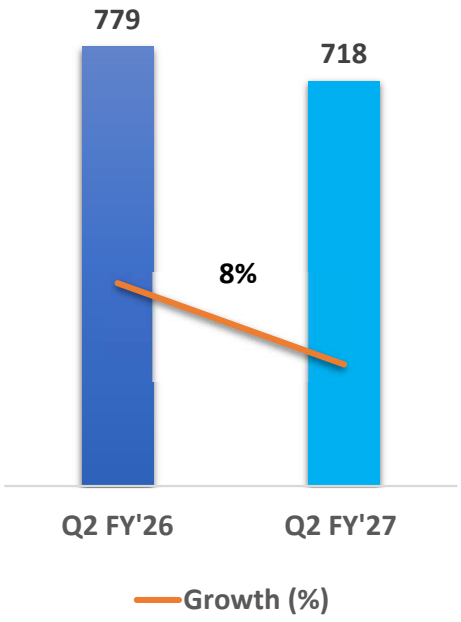
- Substantial investment in brand building
- Enhancement of brand appeal through targeted marketing initiatives
- Advertisement spends ~7%

GROWTH DRIVERS

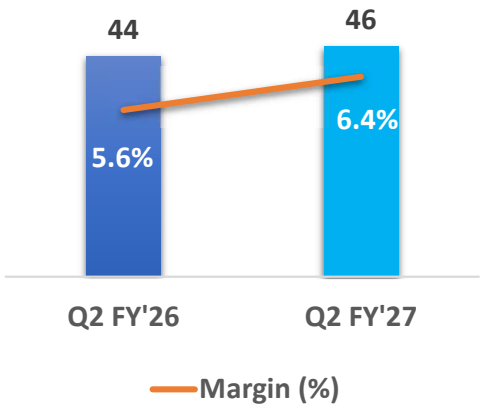
- Long Standing Relationships with Distributors.
- Experienced Board of Directors
- Significant potential and space for growth of our emerging brands

FINANCIAL SNAPSHOTS – Q2 FY'27 & Q2 FY'26

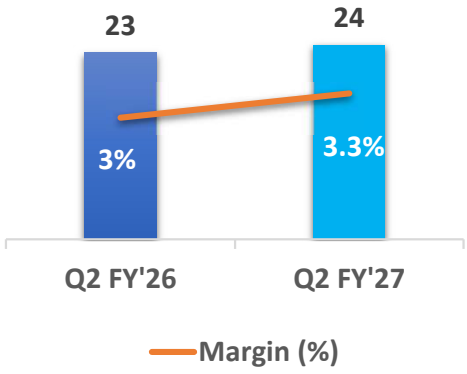
Revenue (₹ in Crores)



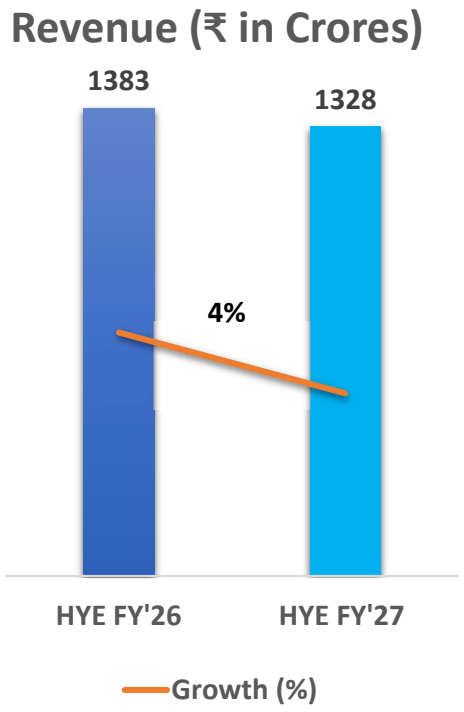
Operating EBITDA (₹ in Crores)

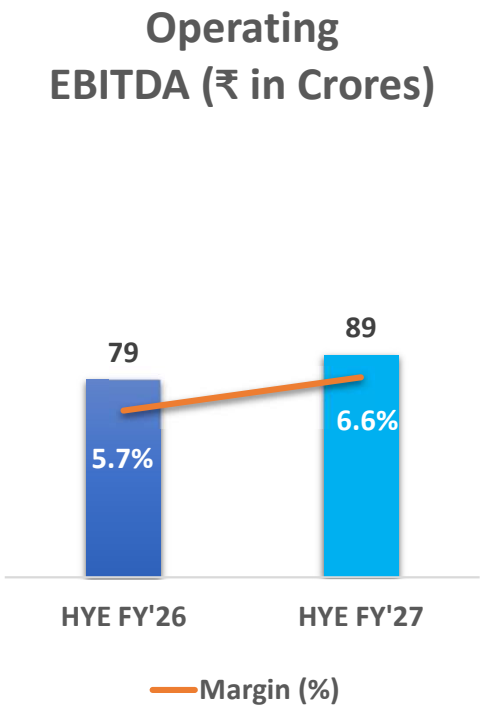


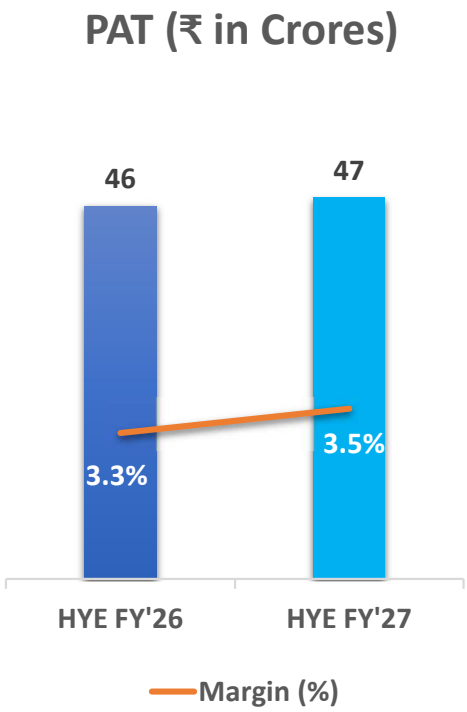
PAT (₹ in Crores)



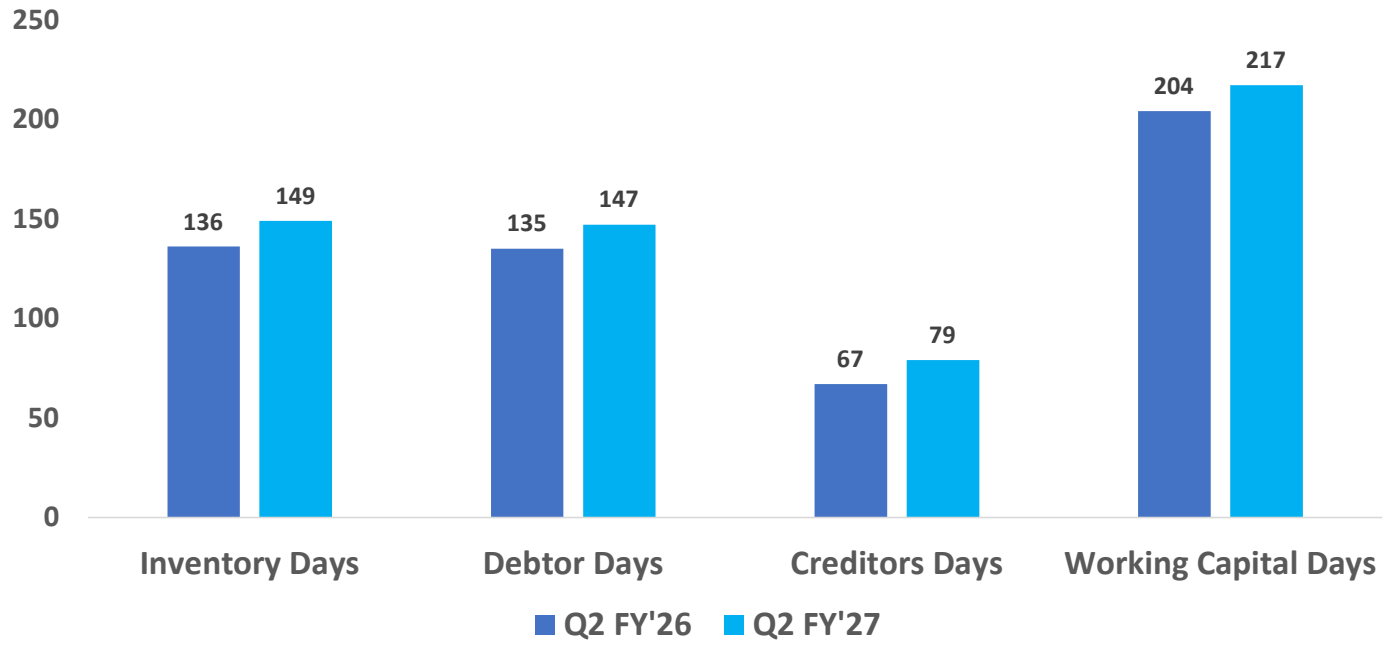
FINANCIAL SNAPSHOTS – HYE FY'27 & HYE FY'26







KEY PERFORMANCE INDICATORS



SEGMENT REVENUE & RESULTS- Q2 FY'27 & HYE FY'27

Particulars	Q2 (Rs. cr.)			HYE (Rs. cr.)		
	FY'27	FY'26	YoY growth	FY'27	FY'26	YoY growth
Segment Revenue						
a) Vertical A	313.47	375.73	**-16.57%**	604.24	643.90	**-6.16%**
b) Vertical B	322.76	321.47	**0.40%**	571.98	584.29	**-2.11%**
c) Vertical C	82.24	81.56	**0.83%**	151.28	154.90	**-2.34**
d) Other Unallocated Revenue	-	-	**-**	-	-	**-**
Revenue from operations	**718.47**	**778.76**	**-7.74%**	**1,327.50**	**1,383.09**	**-4.02%**
Segment Result {Profit(+)/Loss(-) before Tax}						
a) Vertical A	15.05	15.05	**0%**	30.00	25.76	**16.45%**
b) Vertical B	14.96	18.17	**-17.65%**	27.46	35.55	**-22.74%**
c) Vertical C	3.09	3.72	**-16.90%**	6.93	8.18	**-15.30%**
d) Other un-allocable (expenditure) net of un-allocable income	-1.49	-5.47	**72.77%**	-2.51	-7.54	**66.67%**
Profit before Tax	**31.61**	**31.47**	**0.46%**	**61.88**	**61.95**	**0.12%**

SEGMENT ASSETS & LIABILITIES- AS ON HYE FY'27

Particulars	HYE (Rs. cr.)		
	FY'27	FY'26	YoY growth
Segment Assets			
a) Vertical A	1,434.27	1,298.74	**10.44%**
b) Vertical B	1,328.73	1,188.47	**11.80%**
c) Vertical C	373.75	361.71	**3.33%**
d) Un-allocable	5.78	113.19	**-94.89%**
Total Assets	**3,142.53**	**2,962.11**	**6.09%**
Segment Liabilities			
a) Vertical A	684.16	660.50	**3.58%**
b) Vertical B	427.46	390.54	**9.46%**
c) Vertical C	138.19	120.63	**14.56%**
d) Un-allocable	26.36	30.89	**-14.69%**
Total Liabilities	**1276.17**	**1,202.56**	**6.12%**

VERTICAL A

Mr. Saket Todi

OUR FACILITIES

Dankuni (W.B.), Sankrail Industrial Park (W.B.), Tajpur Road (Punjab), Tiruppur (Tamil Nadu)



BRANDS

LUX COZI

ONN TOTAL COMFORT

LUX COZI Touch

LUX COZI pynk Fashion for her

LUX COZI Her

LUX COZI BOYZ

LUX PARKER VESTS | BRIEFS | DRAWERS

LUX COTT'S WOOL

LUX COZI HEATEK THERMALS

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 27	Q2 FY 26	YTD Sep-26	YTD Sep-25
Revenue From Operation	313.5	375.6	604.3	644.2
Other Income	5.0	2.7	8.9	4.0
Total Income	**318.5**	**378.3**	**613.2**	**648.2**
COGS	**207.3**	**261.1**	**396.1**	**442.9**
Gross Margin	**111.3**	**117.2**	**217.1**	**205.3**
Gross Margin %	**34.9%**	**31.0%**	**35.4%**	**31.7%**
Employee Cost	25.5	22.8	50.5	43.9
Advertisement Expenses	17.3	31.5	41.8	58.4
Other Expenses	41.2	37.0	70.0	58.0
EBITDA	**27.2**	**25.9**	**54.8**	**45.0**
EBITDA Margin %	***8.6%***	***6.9%***	***8.9%***	***6.9%***
Finance Cost	7.1	7.1	14.5	11.7
Depreciation	5.1	3.8	10.3	7.5
Profit Before Tax	**15.1**	**15.0**	**30.0**	**25.8**
PBT Margin %	***4.7%***	***4.0%***	***4.9%***	***4.0%***

Note -

1) Revenue from Operation includes Rs.2.98cr & Rs.2.49cr of Export Incentive in Q2 FY'27 & Q2 FY'26 respectively

2) Revenue from Operation includes Rs.5.03cr & Rs.4.50cr of Export Incentive in YTD Sep'26 & YTD Sep'25 respectively

CONSOLIDATED PERFORMANCE

KEY BUSINESS HIGHLIGHTS VERTICAL - A

Standalone Q2 FY'27 Performance Indicator

Volume (in pcs)	Revenue from Operation
3.72 crores	Rs.315 crores
▼ -23%	▼ -16%

EBITDA	PBT
Rs.27 crores	Rs.15 crores
▲ 2%	▼ -9%

Standalone YTD Sep'26 Performance Indicator

Volume (in pcs)	Revenue from Operation
8.05 crores	Rs.612 crores
▼ -7%	▼ -5%

EBITDA	PBT
Rs.53 crores	Rs.29 crores
▲ 16%	▲ 1%

Consolidated Q2 FY'27 Performance Indicator

Volume (in pcs)	Revenue from Operation
3.61 crores	Rs.314 crores
▼ -25%	▼ -17%

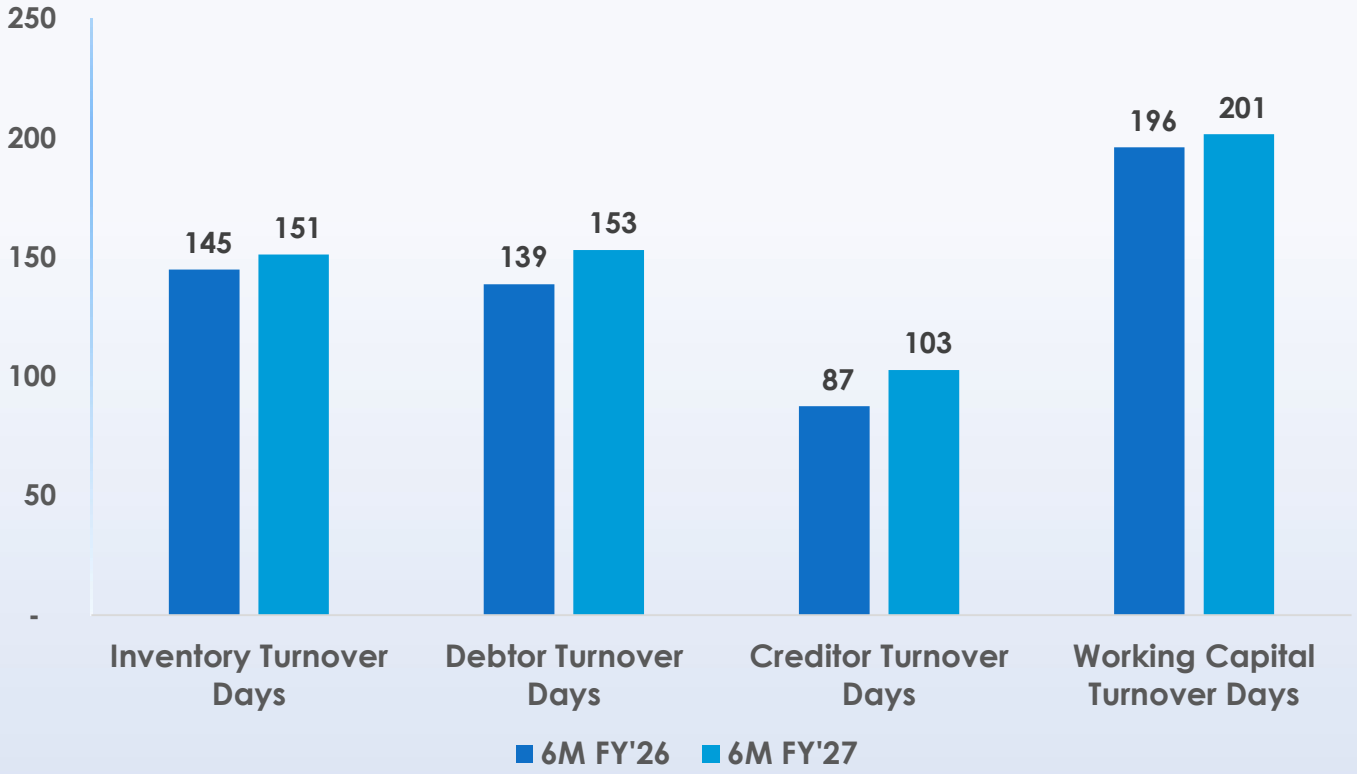
EBITDA	PBT
Rs.27 crores	Rs.15 crores
▲ 5%	0%

Consolidated YTD Sep'26 Performance Indicator

Volume (in pcs)	Revenue from Operation
7.85 crores	Rs.604 crores
▼ -10%	▼ -6%

EBITDA	PBT
Rs.55 crores	Rs.30 crores
▲ 22%	▲ 16%

KEY PERFORMANCE INDICATORS VERTICAL - A



VERTICAL B

Mr. Udit Todi

OUR FACILITIES

Hosiery Park, B.T. ROAD (W.B.) — Rahon Road (Punjab) — Tronica City (Ghaziabad) — Avinashi (Tiruppur)

OUR 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

FINANCIAL PERFORMANCE - VERTICAL - B

STANDALONE PERFORMANCE

Particulars	Amount (Rs. in Cr.)		Amount (Rs. in Cr.)	
	Q2 FY 27	Q2 FY 26	HYE SEP' 27	HYE SEP' 26
Revenue from operations	**322.76**	**321.47**	**571.98**	**584.29**
COGS	226.55	230.39	401.87	417.43
Gross Margin	**96.21**	**91.08**	**170.10**	**166.86**
Gross Margin %	***29.8%***	***28.3%***	***29.7%***	***28.6%***
Employee Benefits	17.49	16.49	35.23	31.99
Advertisement Expenses	24.96	27.87	42.21	51.61
Selling Expenses	5.06	4.56	6.21	7.73
Other Expenses	28.11	22.04	51.44	42.61
Operating EBITDA	**20.59**	**20.12**	**35.01**	**32.92**
Operating EBITDA %	***6.4%***	***6.2%***	***6.1%***	***5.5%***
Other Income	0.06	-2.47	-3.63	-10.13
Finance Costs	2.96	2.58	6.00	3.86
Depreciation	2.61	1.87	5.16	3.65
Profit Before Tax	**14.96**	**18.17**	**27.46**	**35.53**
Profit Before Tax %	**4.6%**	**5.6%**	**4.8%**	**6.0%**

KEY BUSINESS HIGHLIGHTS - VERTICAL B



Brand 'Lux Nitro'

	Revenue from Operations	Advertisement Spend	Operating EBITDA
Q2 FY'27	Rs. 323 crores ▲ 0.40%	Rs. 25 crores ▼ -10.44%	Rs. 21 crores ▲ 2.32%
HYE FY'27	Rs. 572 crores ▼ -2.11%	Rs. 42 crores ▼ -18.21%	Rs. 35 crores ▲ 6.36%

- **Sales volume increased by 18% for "Lux Venus" and Exports by 43%**
- **Acquired the Exclusive licensing rights for the 'REEBOK' brand to manufacture and sell innerwear and thermal wear products within India**
- **Highest selling thermal wear brand "Lux Inferno"- launched new categories- "Lux Inferno Premium" & "Lux Inferno Hotcots"**

Strategic Partnership with Reebok

Exclusive brand licensing partnership between Vertical B and Reebok.

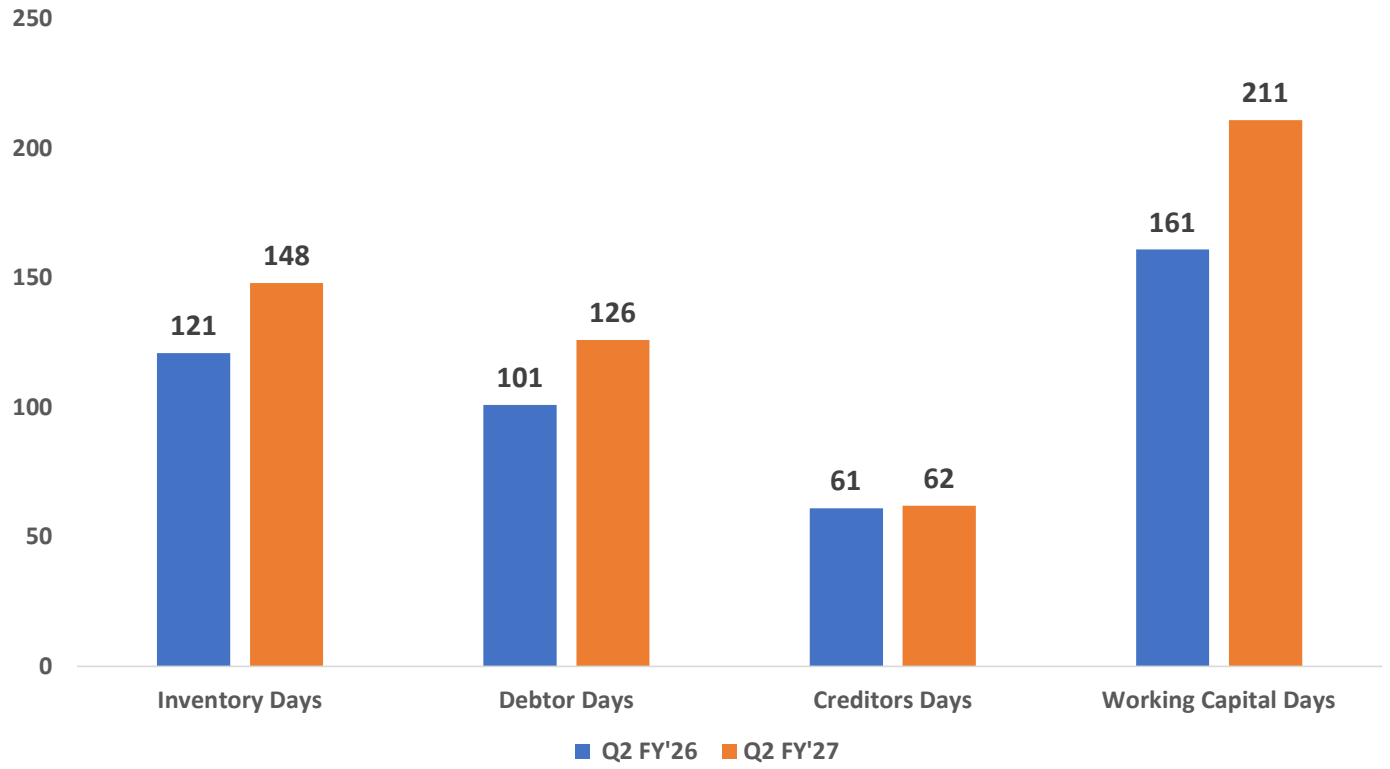
Territory	Product portfolio
Within India	Men's and women's innerwear, thermal wear

WHY IT MATTERS

- Supports the Vertical B's premiumisation strategy and enhances overall brand positioning.
- Expands presence beyond core offerings into the growing premium and branded innerwear market.
- Creates opportunities to leverage REEBOK's strong consumer recognition across India.
- Enables entry into additional consumer segments through a globally established sports and lifestyle brand.



VERTICAL B - KEY PERFORMANCE INDICATORS



VERTICAL C

Mr. Rahul Kumar Todi

RELATED FACILITIES

Vengamedu (Tiruppur)

OUR BRANDS

LUX CHAMPION COMFORT WEAR

GenX PREMIUM INNERS & CASUALS

LUX Amore WOMEN'S WEAR

LUX CLASSIC INNERWEAR

LUX Karishma

OUR OFFICE

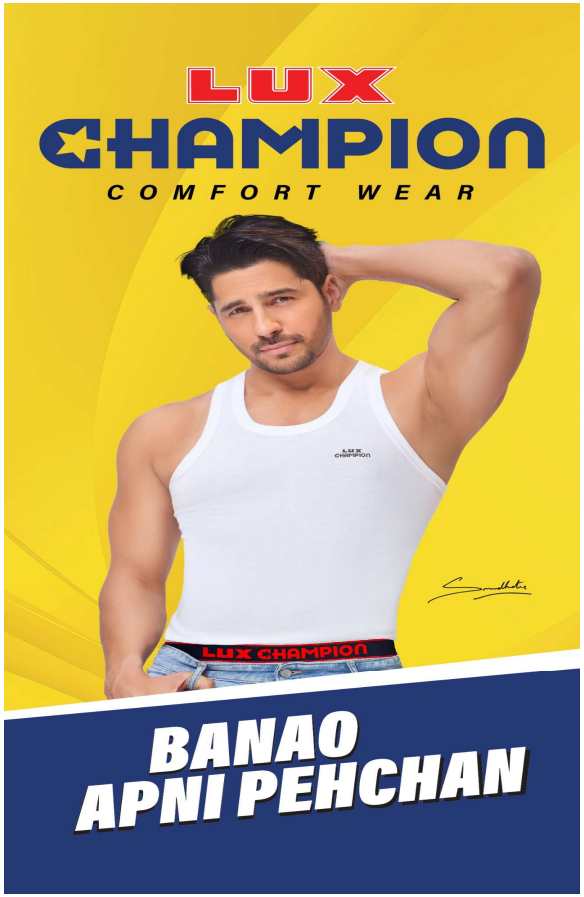
Related Management Office
Angeripalayam Main Road, Shastri Nagar, Tiruppur

FINANCIAL PERFORMANCE - VERTICAL - C

STANDALONE PERFORMANCE

Particulars	Amount (Rs. in Cr.)		Amount (Rs. in Cr.)	
	Q2 FY 27	Q2 FY 26	HYE SEP 27	HYE SEP 26
Revenue from operations	**82.24**	**81.56**	**151.28**	**154.90**
COGS	56.24	57.50	103.74	109.47
Gross Margin	**26.00**	**24.06**	**47.55**	**45.43**
Gross Margin %	***31.6%***	***29.5%***	***31.4%***	***29.3%***
Employee Benefits	6.60	5.64	12.84	11.28
Advertisement Expenses	4.96	4.67	7.37	7.74
Selling Expenses	2.14	1.86	3.37	2.73
Other Expenses	7.79	7.31	14.30	13.73
Operating EBITDA	**4.52**	**4.58**	**9.67**	**9.95**
Operating EBITDA %	***5.5%***	***5.6%***	***6.4%***	***6.4%***
Other income	-0.02	-0.03	-0.02	-0.14
Finance Costs	0.85	0.40	1.59	0.84
Depreciation	0.63	0.51	1.18	1.07
Profit Before Tax	**3.09**	**3.72**	**6.93**	**8.18**
Profit Before Tax %	**3.8%**	**4.6%**	**4.6%**	**5.3%**

KEY BUSINESS HIGHLIGHTS- VERTICAL C



Q2 FY'27

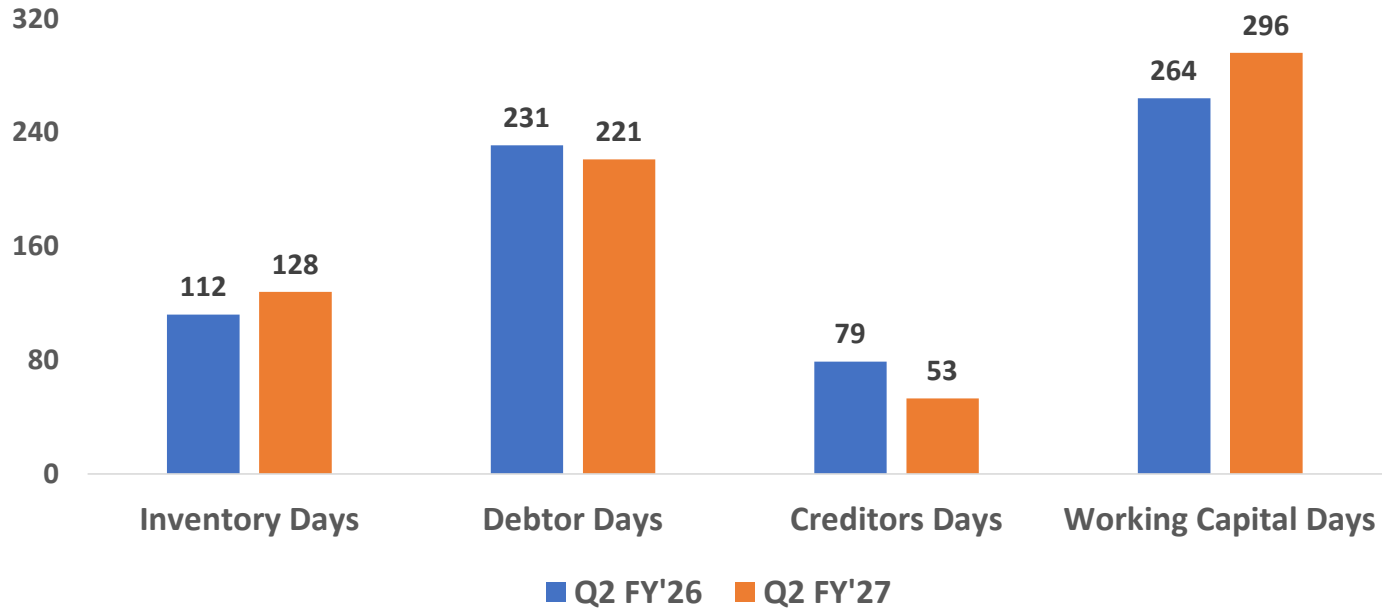
Revenue from Operations	PBT	Operating EBITDA
Rs. 82 crores ▲ 0.84%	Rs. 3.09 crores ▼ 16.92%	Rs. 4.52 crores ▼ 1.35%

HYE FY'27

Revenue from Operations	PBT	Operating EBITDA
Rs. 151 crores ▼ 2.33%	Rs. 6.93 crores ▼ 15.34%	Rs. 9.67 crores ▼ 2.76%

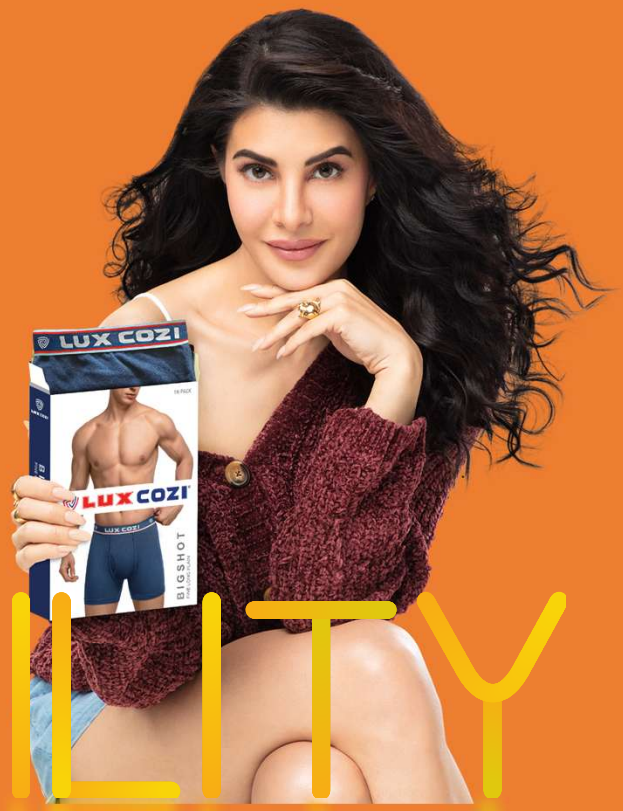
Onboarded Sidharth Malhotra for brand 'Lux Champion', marking a significant milestone in strengthening the brand's positioning and market presence.

VERTICAL C - KEY PERFORMANCE INDICATORS



61 Sustainability
52-66 CSR
67-69 Environment

SUSTAINABILITY



CONTINUING SUSTAINABILITY COMMITMENT

Action		Impact
Our products are made of 100% natural fibre and we use recyclable packaging	⟷	Hygienic products and reduced environmental impact
Many suppliers manufacture exclusively for us	⟷	Consistent product quality and employment generation
Manufacturing locally and maximising local sourcing	⟷	Boosting local economy and well-being in the society
Embedding sustainability and circularity across the value chain	⟷	Including sourcing sustainable raw materials, manufacturing processes, supply chain and waste management
Social commitment includes sustainability and inclusive growth	⟷	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

₹1.79 crore

Actual CSR expenditure for HYE FY'27

₹1.42 crore

Budgeted annual CSR expenditure (approx.) for FY 26-27

2,000+

Trees planted in 35-40 acres of land







SPREADING THE SEEDS OF KNOWLEDGE

Commitment for support of ₹ 2 crores towards the building of a free residential school project for over 1000+ unprivileged girls in Joka, WB has been fulfilled.

Built the Saraswati Sishu Mandir School at Bali (Murshidabad)

Contributed ₹ 1.5 crores to Dhanuka Dhunseri Foundation for promotion of Chess activities

Partnership and consultation with NGOs, registered trusts and Section 8 companies

100 +

Students enrolled



Saraswati Sishu Mandir School at Bali (Murshidabad)

ENSURING WELL-BEING FOR ALL

Supporting Pushpawati Singhania Hospital & Research Institute

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

Engaging in providing treatment to ailing population

Providing OPD and IPD services to the economically underprivileged

200+

Bed facility

1,500+

Liver transplants



Tata Medical Center Operation Theatre

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

ADVANCING HEALTHCARE, INSPIRING HOPES

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





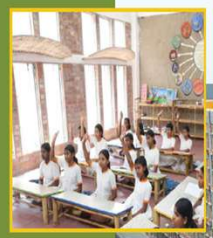


Newly renovated General Ward at Shree Vishudanand Hospital & Research Institute, Kolkata

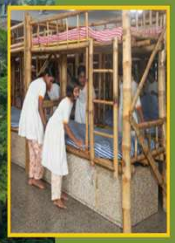
Help Us Help Them Foundation – School Project at Joka, Kolkata

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

Learning – Classrooms, activity spaces in use



Living – Hostel rooms and common areas





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



GROUND YODHAS BUILDING A NEW WORLD

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

42 Gurus - educationists and artisans

60 Campus caregivers

17 PARTNERSHIPS FOR THE GOALS

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

"Discipline, Contribution, Gratitude"



INCREASE IN SOLAR POWER CAPACITY





Substantial electricity cost reduction

Reducing carbon footprint

700 KW

700 kW solar panel installation at our Avinashi & Tiruppur Facility

REDUCING ENVIRONMENTAL FOOTPRINT

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

Energy-saving LED lighting systems in our plants save energy

Process technology help save water

~10% of our total power requirements met through renewable sources

Substantial electricity cost reduction

Installations of Capacitors to reduce plant load

Reducing carbon footprint

2 lakh litre

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



Rooftop solar power plant at Dankuni unit

Safe Harbor

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For further information, please contact

Lux Industries Limited

CIN: L17309WB1995PLC073053

Email: investors@luxinnerwear.com

Website: www.luxinnerwear.com