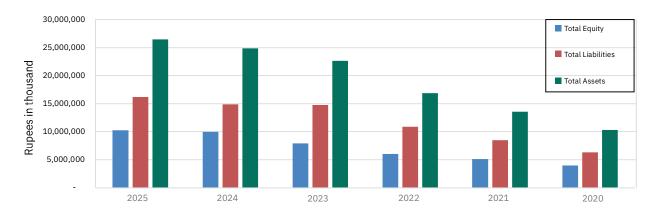
# SIX YEARS' PERFORMANCE

| Operating           Gross margin         %         13.32         14.22         20.80         16.07         12.99         15.56           Pre tax margin         %         1.46         1.43         8.69         5.70         3.53         4.05           Net margin         %         0.86         (0.07)         7.10         4.33         2.02         3.04           Performance           Return on long term assets         %         1.78         (0.16)         21.79         11.53         3.75         7.17           Total assets turnover         times         1.02         1.20         1.25         1.27         0.98         1.17           Fixed assets turnover         times         2.12         2.54         3.11         2.71         1.88         2.39           Inventory turnover         days         97         91         92         84         96         86           Return on equity         %         2.27         (0.20)         25.37         15.46         5.25         9.22           Return on capital employed         %         12.60         17.83         37.69         22.58         12.58         17.47 |
|---|
| Gross margin         %         13.32         14.22         20.80         16.07         12.99         15.56           Pre tax margin         %         1.46         1.43         8.69         5.70         3.53         4.05           Net margin         %         0.86         (0.07)         7.10         4.33         2.02         3.04           Performance           Return on long term assets         %         1.78         (0.16)         21.79         11.53         3.75         7.17           Total assets turnover         times         1.02         1.20         1.25         1.27         0.98         1.17           Fixed assets turnover         times         2.12         2.54         3.11         2.71         1.88         2.39           Inventory turnover         days         97         91         92         84         96         86           Return on equity         %         2.27         (0.20)         25.37         15.46         5.25         9.22           Return on capital employed         %         12.60         17.83         37.69         22.58         12.58         17.47                     |
| Pre tax margin         %         1.46         1.43         8.69         5.70         3.53         4.05           Net margin         %         0.86         (0.07)         7.10         4.33         2.02         3.04           Performance           Return on long term assets         %         1.78         (0.16)         21.79         11.53         3.75         7.17           Total assets turnover         times         1.02         1.20         1.25         1.27         0.98         1.17           Fixed assets turnover         times         2.12         2.54         3.11         2.71         1.88         2.39           Inventory turnover         days         97         91         92         84         96         86           Return on equity         %         2.27         (0.20)         25.37         15.46         5.25         9.22           Return on capital employed         %         12.60         17.83         37.69         22.58         12.58         17.47  |
| Net margin         %         0.86         (0.07)         7.10         4.33         2.02         3.04           Performance           Return on long term assets         %         1.78         (0.16)         21.79         11.53         3.75         7.17           Total assets turnover         times         1.02         1.20         1.25         1.27         0.98         1.17           Fixed assets turnover         times         2.12         2.54         3.11         2.71         1.88         2.39           Inventory turnover         days         97         91         92         84         96         86           Return on equity         %         2.27         (0.20)         25.37         15.46         5.25         9.22           Return on capital employed         %         12.60         17.83         37.69         22.58         12.58         17.47   |
| Performance         Return on long term assets       %       1.78       (0.16)       21.79       11.53       3.75       7.17         Total assets turnover       times       1.02       1.20       1.25       1.27       0.98       1.17         Fixed assets turnover       times       2.12       2.54       3.11       2.71       1.88       2.39         Inventory turnover       days       97       91       92       84       96       86         Return on equity       %       2.27       (0.20)       25.37       15.46       5.25       9.22         Return on capital employed       %       12.60       17.83       37.69       22.58       12.58       17.47  |
| Return on long term assets         %         1.78         (0.16)         21.79         11.53         3.75         7.17           Total assets turnover         times         1.02         1.20         1.25         1.27         0.98         1.17           Fixed assets turnover         times         2.12         2.54         3.11         2.71         1.88         2.39           Inventory turnover         days         97         91         92         84         96         86           Return on equity         %         2.27         (0.20)         25.37         15.46         5.25         9.22           Return on capital employed         %         12.60         17.83         37.69         22.58         12.58         17.47  |
| Total assets turnover         times         1.02         1.20         1.25         1.27         0.98         1.17           Fixed assets turnover         times         2.12         2.54         3.11         2.71         1.88         2.39           Inventory turnover         days         97         91         92         84         96         86           Return on equity         %         2.27         (0.20)         25.37         15.46         5.25         9.22           Return on capital employed         %         12.60         17.83         37.69         22.58         12.58         17.47   |
| Fixed assets turnover         times         2.12         2.54         3.11         2.71         1.88         2.39           Inventory turnover         days         97         91         92         84         96         86           Return on equity         %         2.27         (0.20)         25.37         15.46         5.25         9.22           Return on capital employed         %         12.60         17.83         37.69         22.58         12.58         17.47   |
| Inventory turnover         days         97         91         92         84         96         86           Return on equity         %         2.27         (0.20)         25.37         15.46         5.25         9.22           Return on capital employed         %         12.60         17.83         37.69         22.58         12.58         17.47   |
| Return on equity       %       2.27       (0.20)       25.37       15.46       5.25       9.22         Return on capital employed       %       12.60       17.83       37.69       22.58       12.58       17.47   |
| Return on capital employed % 12.60 17.83 37.69 22.58 12.58 17.47  |
|   |
| 0/ 400.00 400.00 400.00 400.00  |
| Retention % 100.00 100.00 92.37 89.03 100.00 100.00   |
| Leverage  |
| Debt:equity 48:52 44:56 53:47 53:47 50:50 49:51   |
|   |
| <b>Liquidity</b> Current times 0.95 1.01 1.05 0.95 0.90 0.94  |
|   |
| Quick times 0.50 0.52 0.55 0.43 0.41 0.48   |
| Valuation   |
| Earning per share (pre tax) Rs. 0.78 0.84 4.81 2.40 0.92 0.95   |
| Earning / (loss) per share (after tax) Rs. 0.46 (0.04) 3.93 1.82 0.53 0.72  |
| Breakup value Rs. 20.18 19.55 15.50 11.79 10.02 7.78  |
| Dividend payout - cash Rs 0.30 0.20   |
| Payout ratio - cash (after tax) % - 7.63 10.97  |
| Price earning ratio times 10.16 0.00 1.09 1.47 5.70 5.30  |
| Market price to breakup value times 0.23 0.18 0.28 0.23 0.30 0.49   |
| Dividend yield % 6.98 7.48  |
| Market value per share Rs. 4.66 3.48 4.30 2.68 3.00 3.80  |
| Market capitalization         Rs. In million         2,372         1,771         2,187         1,362         1,527         1,935  |
| Historical trends   |
| Turnover Rs. In million 27,137 29,854 28,208 21,453 13,241 11,998   |
| Gross profit Rs. In million 3,615 4,246 5,867 3,447 1,720 1,867   |
| Profit before tax Rs. In million 396 428 2,450 1,222 467 486  |
| Profit / (loss) after tax   |
| 1101117 (1000) artor tax  |
| Financial position  |
| Shareholder's funds Rs. In million 10,272 9,952 7,889 6,004 5,102 3,959   |
| Property plant and equipment Rs. In million 12,809 11,764 9,066 7,913 7,027 5,028   |
| Current assets Rs. In million 13,344 12,970 13,463 8,824 6,440 5,195  |
| Current liabilities Rs. In million 13,993 12,824 12,833 9,328 7,149 5,505   |
| Long term assets Rs. In million 13,141 11,898 9,186 8,052 7,134 5,097   |
| Long term liabilities Rs. In million 2,219 2,091 1,926 1,545 1,323 828  |

# **HORIZONTAL ANALYSIS Financial Position**

|                                       | 2025       | Change<br>w.r.t 2024 | 2024       | Change<br>w.r.t 2023 | 2023       | Change<br>w.r.t 2022 | 2022       | Change<br>w.r.t 2021 | 2021       | Change<br>w.r.t 2020 | 2020       |
|---------------------------------------|------------|----------------------|------------|----------------------|------------|----------------------|------------|----------------------|------------|----------------------|------------|
|                                       | Rs (000)   | %                    | Rs (000)   |
| Total Equity                          | 10,272,430 | 3.2                  | 9,952,042  | 26.1                 | 7,889,460  | 31.4                 | 6,003,621  | 17.7                 | 5,101,549  | 28.9                 | 3,959,164  |
| Total Non-current Laibilities         | 2,219,497  | 6.1                  | 2,091,979  | 8.6                  | 1,926,058  | 24.7                 | 1,544,611  | 16.8                 | 1,322,991  | 59.7                 | 828,461    |
| Total Current Laibilities             | 13,992,687 | 9.1                  | 12,824,377 | (0.1)                | 12,833,339 | 37.6                 | 9,327,529  | 30.5                 | 7,148,806  | 29.9                 | 5,504,757  |
| <b>Total Equity &amp; Laibilities</b> | 26,484,614 | 6.5                  | 24,868,398 | 9.8                  | 22,648,857 | 34.2                 | 16,875,761 | 24.3                 | 13,573,346 | 31.9                 | 10,292,382 |
|                                       |            |                      |            |                      |            |                      |            |                      |            |                      |            |
| Total Non-current Assets              | 13,140,568 | 10.4                 | 11,897,996 | 29.5                 | 9,186,355  | 14.1                 | 8,051,577  | 12.9                 | 7,133,708  | 40.0                 | 5,096,966  |
| Total Current Assets                  | 13,344,046 | 2.9                  | 12,970,402 | (3.7)                | 13,462,503 | 52.6                 | 8,824,184  | 37.0                 | 6,439,638  | 23.9                 | 5,195,416  |
| Total Assets                          | 26,484,614 | 6.5                  | 24,868,398 | 9.8                  | 22,648,857 | 34.2                 | 16,875,761 | 24.3                 | 13,573,346 | 31.9                 | 10,292,382 |

## Horizontal Analysis - Financial Position

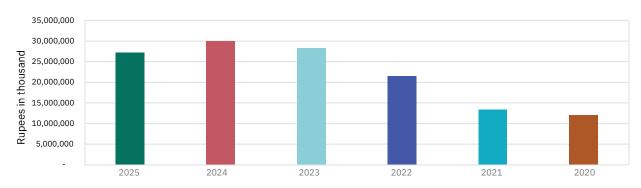


## **HORIZONTAL ANALYSIS**

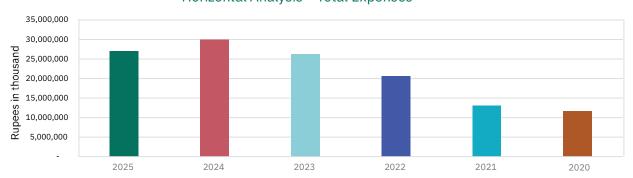
# **Financial Performance**

|                                 | 2025       | Change<br>w.r.t 2024 | 2024       | Change<br>w.r.t 2023 | 2023       | Change<br>w.r.t 2022 | 2022       | Change<br>w.r.t 2021 | 2021       | Change<br>w.r.t 2020 | 2020       |
|---------------------------------|------------|----------------------|------------|----------------------|------------|----------------------|------------|----------------------|------------|----------------------|------------|
|                                 | Rs (000)   | %                    | Rs (000)   |
| Sales                           | 27,137,278 | (9.1)                | 29,854,242 | 5.8                  | 28,208,445 | 31.5                 | 21,452,848 | 62.0                 | 13,241,030 | 10.4                 | 11,997,808 |
| Cost of Sales                   | 23,522,571 | (8.1)                | 25,608,307 | 14.6                 | 22,341,281 | 24.1                 | 18,006,175 | 56.3                 | 11,521,196 | 13.7                 | 10,131,060 |
| Gross Profit                    | 3,614,707  | (14.9)               | 4,245,935  | (27.6)               | 5,867,164  | 70.2                 | 3,446,673  | 100.4                | 1,719,834  | (7.9)                | 1,866,748  |
| Distribution cost               | 1,323,105  | (8.8)                | 1,450,442  | 5.9                  | 1,369,765  | 24.5                 | 1,100,121  | 53.3                 | 717,552    | 2.5                  | 700,338    |
| Administrative expenses         | 784,587    | 6.1                  | 739,681    | 5.3                  | 702,705    | 48.2                 | 474,068    | 32.1                 | 358,939    | 9.9                  | 326,728    |
| Other expenses                  | 127,175    | (33.4)               | 190,843    | (42.4)               | 331,308    | 9.2                  | 303,439    | 145.8                | 123,455    | 12.7                 | 109,578    |
| Other income                    | 194,537    | (31.1)               | 282,204    | 19.6                 | 236,021    | 74.4                 | 135,336    | (53.1)               | 288,348    | 172.7                | 105,734    |
| Profit from operations          | 1,574,377  | (26.7)               | 2,147,173  | (42.0)               | 3,699,407  | 117.1                | 1,704,380  | 110.9                | 808,235    | (3.3)                | 835,838    |
| Finance cost                    | 1,178,388  | (31.4)               | 1,718,887  | 37.6                 | 1,249,473  | 159.2                | 482,136    | 41.2                 | 341,436    | (2.5)                | 350,031    |
| Profit before levy and taxation | 395,989    | (7.5)                | 428,286    | (82.5)               | 2,449,934  | 100.4                | 1,222,245  | 161.8                | 466,799    | (3.9)                | 485,808    |
| Levy & taxation                 | 162,476    | (63.7)               | 447,908    | (0.1)                | 448,423    | 52.6                 | 293,872    | 47.7                 | 199,016    | 65.0                 | 120,595    |
| Profit /(Loss) after taxation   | 233,513    | 1290.1               | (19,622)   | (101.0)              | 2,001,511  | 115.6                | 928,373    | 246.7                | 267,783    | (26.7)               | 365,213    |

## Horizontal Analysis - Total Income



## Horizontal Analysis - Total Expenses



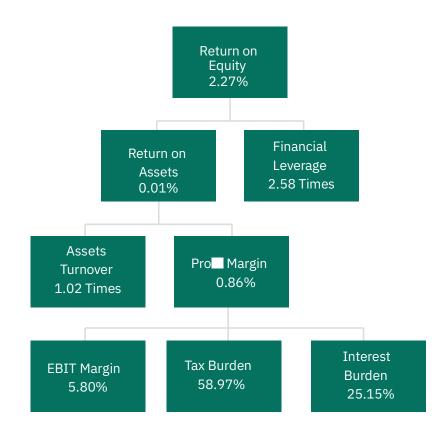
# **VERTICAL ANALYSIS Financial Position**

|                                       | 2025       | %     | 2024       | %     | 2023       | %     | 2022       | %     | 2021       | %     | 2020       | %     |
|---------------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
|                                       | Rs (000)   |       | Rs (000)   |       | Rs (000)   |       | Rs (000)   |       | Rs (000)   |       | Rs (000)   |       |
|                                       | 10,272,430 | 38.8  | 9,952,042  | 40.0  | 7,889,460  | 34.8  | 6,003,621  | 35.6  | 5,101,549  | 37.6  | 3,959,164  | 38.5  |
| Total Non-current Laibilities         | 2,219,497  | 8.4   | 2,091,979  | 8.4   | 1,926,058  | 8.5   | 1,544,611  | 9.2   | 1,322,991  | 9.7   | 828,461    | 8.0   |
| Total Current Laibilities             | 13,992,687 | 52.8  | 12,824,377 | 51.6  | 12,833,339 | 56.7  | 9,327,529  | 55.3  | 7,148,806  | 52.7  | 5,504,757  | 53.5  |
| <b>Total Equity &amp; Laibilities</b> | 26,484,614 | 100.0 | 24,868,398 | 100.0 | 22,648,857 | 100.0 | 16,875,761 | 100.0 | 13,573,346 | 100.0 | 10,292,382 | 100.0 |
|                                       |            |       |            |       |            |       |            |       |            |       |            |       |
| Total Non-current Assets              | 13,140,568 | 49.6  | 11,897,996 | 47.8  | 9,186,355  | 40.6  | 8,051,577  | 47.7  | 7,133,708  | 52.6  | 5,096,966  | 49.5  |
| Total Current Assets                  | 13,344,046 | 50.4  | 12,970,402 | 52.2  | 13,462,503 | 59.4  | 8,824,184  | 52.3  | 6,439,638  | 47.4  | 5,195,416  | 50.5  |
| Total Assets                          | 26,484,614 | 100.0 | 24,868,398 | 100.0 | 22,648,857 | 100.0 | 16,875,761 | 100.0 | 13,573,346 | 100.0 | 10,292,382 | 100.0 |

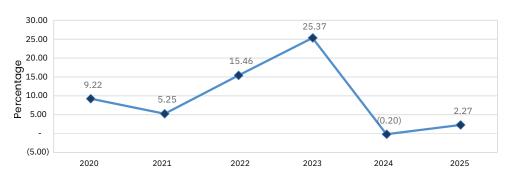
# **Financial Performance**

| İ                               | 2025       | %     | 2024       | %     | 2023       | %     | 2022       | %     | 2021       | %     | 2020       | %     |
|---------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
|                                 | Rs (000)   |       | Rs (000)   |       | Rs (000)   |       | Rs (000)   |       | Rs (000)   |       | Rs (000)   |       |
|                                 | 27,137,278 | 100.0 | 29,854,242 | 100.0 | 28,208,445 | 100.0 | 21,452,848 | 100.0 | 13,241,030 | 100.0 | 11,997,808 | 100.0 |
| Cost of Sales                   | 23,522,571 | 86.7  | 25,608,307 | 85.8  | 22,341,281 | 79.2  | 18,006,175 | 83.9  | 11,521,196 | 87.0  | 10,131,060 | 84.4  |
| Gross Profit                    | 3,614,707  | 13.3  | 4,245,935  | 14.2  | 5,867,164  | 20.8  | 3,446,673  | 16.1  | 1,719,834  | 13.0  | 1,866,748  | 15.6  |
| Distribution cost               | 1,323,105  | 4.9   | 1,450,442  | 4.9   | 1,369,765  | 4.9   | 1,100,121  | 5.1   | 717,552    | 5.4   | 700,338    | 5.8   |
| Administration expenses         | 784,587    | 2.9   | 739,681    | 2.5   | 702,705    | 2.5   | 474,068    | 2.2   | 358,939    | 2.7   | 326,728    | 2.7   |
| Other expenses                  | 127,175    | 0.5   | 190,843    | 0.6   | 331,308    | 1.2   | 303,439    | 1.4   | 123,455    | 0.9   | 109,578    | 0.9   |
| Other income                    | 194,537    | 0.7   | 282,204    | 0.9   | 236,021    | 8.0   | 135,336    | 0.6   | 288,348    | 2.2   | 105,734    | 0.9   |
| Profit from operations          | 1,574,377  | 5.8   | 2,147,173  | 7.2   | 3,699,407  | 13.1  | 1,704,380  | 7.9   | 808,235    | 6.1   | 835,838    | 7.0   |
| Finance cost                    | 1,178,388  | 4.3   | 1,718,887  | 5.8   | 1,249,473  | 4.4   | 482,136    | 2.2   | 341,436    | 2.6   | 350,031    | 2.9   |
| Profit before levy and taxation | 395,989    | 1.5   | 428,286    | 1.4   | 2,449,934  | 8.7   | 1,222,245  | 5.7   | 466,799    | 3.5   | 485,808    | 4.0   |
| Levy and taxation               | 162,476    | 0.6   | 447,908    | 1.5   | 448,423    | 1.6   | 293,872    | 1.4   | 199,016    | 1.5   | 120,595    | 1.0   |
| Profit /(Loss) after taxation   | 233,513    | 0.9   | (19,622)   | (0.1) | 2,001,511  | 7.1   | 928,373    | 4.3   | 267,783    | 2.0   | 365,213    | 3.0   |

# RETURN ON EQUITY (ROE) DUPONT ANALYSIS MODEL



### Return on Equity (%)



# STATEMENT OF VALUE ADDITION

### **Value Added**

Local Sales Export Sales Total Sales

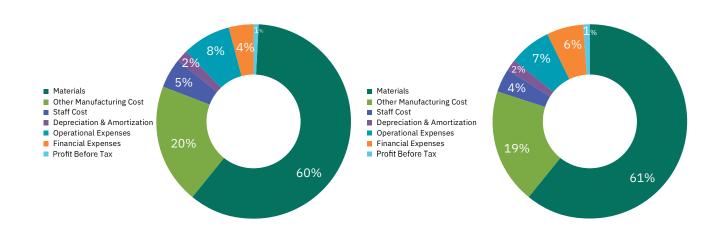
#### **Value Allocated**

Materials
Other Manufacturing Cost
Staff Cost
Depreciation & Amortization
Operational Expenses
Financial Expenses
Profit Before Levy and Taxation

| 20   | 25         | 20   | 24         |
|------|------------|------|------------|
| %    |            | %    |            |
|      |            |      |            |
|      |            |      |            |
| 47%  | 12,714,426 | 44%  | 13,132,856 |
| 53%  | 14,422,852 | 56%  | 16,721,386 |
| 100% | 27,137,278 | 100% | 29,854,242 |
|      |            |      |            |
|      |            |      |            |
| 60%  | 16,197,916 | 61%  | 18,123,605 |
| 20%  | 5,407,809  | 19%  | 5,734,217  |
| 5%   | 1,405,294  | 4%   | 1,267,810  |
| 2%   | 511,553    | 2%   | 482,675    |
| 8%   | 2,040,330  | 7%   | 2,098,762  |
| 4%   | 1,178,388  | 6%   | 1,718,887  |
| 1%   | 395,989    | 1%   | 428,286    |
| 100% | 27,137,278 | 100% | 29,854,242 |

## **Application of Revenue for 2024- 25**

## **Application of Revenue for 2023-24**



## **CASH FLOW ANALYSIS**

Financial highlights of key operating results for the year 2024-25 are as follows:

|                      | 2025            |
|----------------------|-----------------|
|                      | (Rs in Million) |
| Cash and Bank 2024   | 474             |
| Cash from operations | 2,023           |
| Finance cost         | (1,326)         |
| Income tax           | (450)           |
| Working capital      | (245)           |
| Capital expenditure  | (1,622)         |
| Long-term financing  | 261             |
| Short-term financing | 1,314           |
| Other outlays        | (297)           |
| Cash and Bank 2025   | 816             |

# Comments of Favourable / (Unfavourable) Variances in:

#### Operating cash flows

Operating cash flows experienced a decrease, driven by a change in government policies resulting in delayed sales tax refunds.

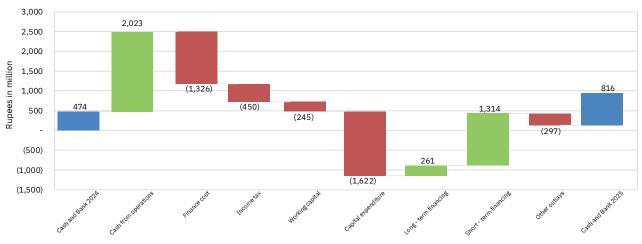
### **Investing cash flows**

Investing cash outflow is mainly attributable to the new state-of-the-art Apparel units as well as investment towards operational effectiveness and efficiency of Power generation unit.

### Financing cash flows

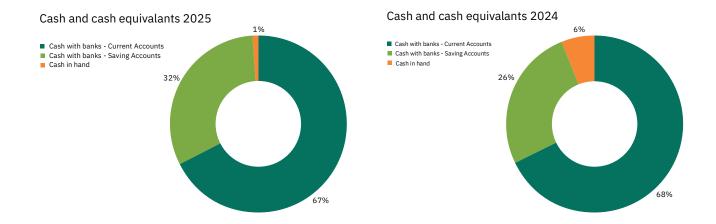
The significant change in cash flow of financing activity pertain to the financing of our Investing cash outflows through strategic long term loans as well as managing of our day to day operations to gather competitive advantage.

#### Cash Flow Reconciliation



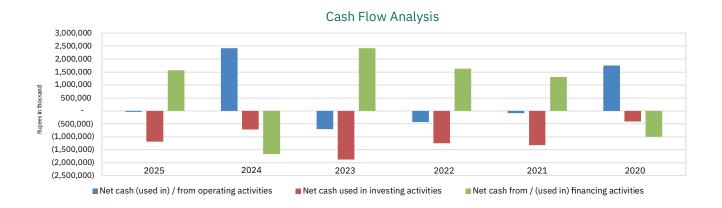
#### Breakup of cash and cash equivalents

| Particulars                        | 2025      | 2024      |
|------------------------------------|-----------|-----------|
|                                    | Rs. (000) | Rs. (000) |
| Cash in hand                       | 10,534    | 26,685    |
| Cash with banks - Current Accounts | 549,174   | 321,525   |
| Cash with banks - Saving Accounts  | 256,018   | 125,291   |
|                                    | 815,726   | 473,501   |



## **Summary of Cash flows**

| Financial highlights                           | 2025        | 2024        | 2023        | 2022        | 2021        | 2020        |
|--|-------------|-------------|-------------|-------------|-------------|-------------|
|  |             |             |             |             |             |             |
| Net cash (used in) / from operating activities | (34,336)    | 2,419,969   | (703,165)   | (434,623)   | (90,104)    | 1,750,880   |
| Net cash used in investing activities          | (1,190,879) | (715,290)   | (1,878,998) | (1,243,565) | (1,322,684) | (406,898)   |
| Net cash from / (used in) financing activities | 1,567,440   | (1,669,892) | 2,414,726   | 1,624,498   | 1,306,680   | (1,004,910) |
| Net change in cash and cash equivalents        | 342,225     | 34,787      | (167,437)   | (53,690)    | (106,108)   | 339,072     |

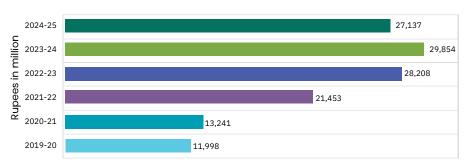


|                                | 2025        | 2024      |  |  |  |
|--------------------------------|-------------|-----------|--|--|--|
|                                | Rs. (000)   |           |  |  |  |
| Cash generated from operations | 1,778,154   | 4,343,839 |  |  |  |
| Income tax and levy paid - net | (450,113)   | (323,064) |  |  |  |
| Capital expenditures           | (1,622,419) | (480,858) |  |  |  |
|                                | (294,378)   | 3,559,937 |  |  |  |

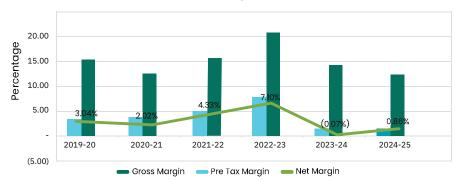
Free Cash Flow (FCF) is the cash company produces from operations, less cost of expenditure on assets. Operational efficiency can be depicted from the cash generated from operations including effective working capital management. The capital expenditure undertaken during the FY-25 shows a management commitment to expansion, further improvement in operations and longevity of the company

# PERFORMANCE OVERVIEW

#### Sales Growth



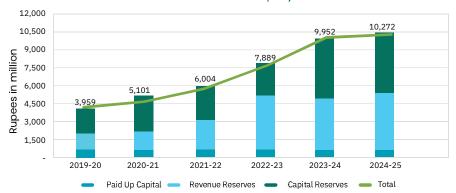
### **Profitability Ratios**



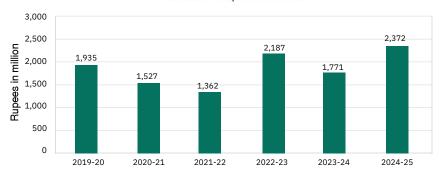
## Financial Charges %



## Shareholders Equity %

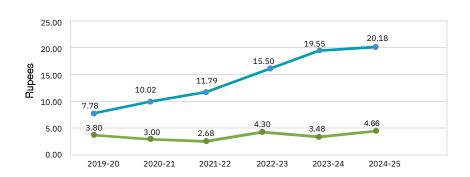


## Market Capitalization



## Break-up Value vs Market Price

Break up Value Market Price







## Liquidity Ratios

