



# PERFORMANCE HIGHLIGHTS FY25-26 Q4

 PAGE INDUSTRIES LIMITED

MAY 21, 2026

# SAFE HARBOUR STATEMENT

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# MANAGEMENT COMMENTARY

A notable uplift in consumer confidence and retail demand characterised the quarter, evident across categories and channels. Strategic initiatives – from fortifying distributor inventory health and intensifying brand-building campaigns to accelerating product innovation and expanding retail and manufacturing footprints – underpinned this performance. Premiumisation gained further traction as consumers increasingly embraced value-added premium offerings and outerwear, lifting average selling prices, while targeted price adjustments in select styles ensured portfolio alignment.

Key input costs, led by cotton alongside other raw materials, continued to exert inflationary pressure throughout the quarter. A combination of strategic sourcing, supply chain optimisation, operational efficiencies, and measured pricing interventions effectively contained these headwinds.

Steady progress marks our digital transformation journey, with purposeful investments in technology, analytics, and process integration spanning the entire value chain. These efforts are strengthening organisational agility, sharpening decision-making, and laying the groundwork for scalable future growth.

Financially, we are delighted to report robust expansion in both revenue and profit after tax

We are honoured to receive the “Licensee of the Decade” award from Jockey International for the second consecutive term, a testament to the strength of our partnership. The award is all the more special coinciding with the 150<sup>th</sup> Anniversary of this iconic brand. We congratulate Jockey International on this milestone and wish them continued global success.



# FINANCIAL HIGHLIGHTS

Financials (INR mn)	Q4FY26	%	Q3FY26	%	Q4FY25	%	YoY growth
Revenue	12,526		13,868		10,981		14.1%
EBITDA	2,605	20.8%	3,181	22.9%	2,352	21.4%	10.7%
PBT (Before Exceptional Item)	2,378	19.0%	2,913	21.0%	2,187	19.9%	8.7%
Exceptional Item	-	-	350	2.5%	-	-	-
PAT	1,787	14.3%	1,895	13.7%	1,640	14.9%	9.0%

Financials (INR mn)	FY26	%	FY25	%	YoY growth
Revenue	52,468		49,349		6.3%
EBITDA	11,529	22.0%	10,626	21.5%	8.5%
PBT (Before Exceptional Item)	10,603	20.2%	9,786	19.8%	8.4%
Exceptional Item	350	0.7%	-	-	-
PAT	7,638	14.6%	7,291	14.8%	4.8%

- Strong volume led revenue growth of 14.1% and operational efficiency including procurement strategies have sustained strong EBITDA margin momentum. PAT growth in the quarter was 9%.



# PROFIT AND LOSS STATEMENT: FULL YEAR

Financials (INR mn)	FY26	%	FY25	%	YoY growth
Revenue	52,468		49,349		6.3%
COGS	21,594	41.2%	21,305	43.2%	1.4%
Employee Cost	9,429	18.0%	8,215	16.6%	14.8%
Other operating cost	9,916	18.9%	9,204	18.7%	7.7%
Emp + operating cost	19,346	36.9%	17,419	35.3%	11.1%
EBITDA	11,529	22.0%	10,626	21.5%	8.5%
Other Income	639	1.2%	616	1.2%	3.7%
Depreciation	1,066	2.0%	992	2.0%	7.5%
Finance Cost	498	0.9%	464	0.9%	7.3%
PBT (Before Exceptional Item)	10,603	20.2%	9,786	19.8%	8.4%
Exceptional Item	350	0.7%	-	-	-
PBT	10,253	19.5%	9,786	19.8%	4.8%
Tax	2,615	5.0%	2,494	5.1%	4.8%
PAT	7,638	14.6%	7,291	14.8%	4.8%



# PROFIT AND LOSS STATEMENT: QUARTERLY

Financials (INR mn)	Q4FY26	%	Q3FY26	%	Q4FY25	%	YoY growth
Revenue	12,526		13,868		10,981		14.1%
COGS	5,207	41.6%	5,833	42.1%	4,292	39.1%	21.3%
Employee Cost	2,285	18.2%	2,331	16.8%	2,087	19.0%	9.5%
Other operating cost	2,429	19.4%	2,522	18.2%	2,249	20.5%	8.0%
Emp + operating cost	4,714	37.6%	4,853	35.0%	4,336	39.5%	8.7%
EBITDA	2,605	20.8%	3,181	22.9%	2,352	21.4%	10.7%
Other Income	172	1.4%	124	0.9%	201	1.8%	-14.4%
Depreciation	280	2.2%	265	1.9%	249	2.3%	12.8%
Finance Cost	119	0.9%	127	0.9%	118	1.1%	0.4%
PBT (Before Exceptional Item)	2,378	19.0%	2,913	21.0%	2,187	19.9%	8.7%
Exceptional Item	-	-	350	2.5%	-	-	-
PBT	2,378	19.0%	2,562	18.5%	2,187	19.9%	8.7%
Tax	591	4.7%	667	4.8%	547	5.0%	8.0%
PAT	1,787	14.3%	1,895	13.7%	1,640	14.9%	9.0%



# BALANCE SHEET

Assets (INR mn)	FY26	FY25
<b>Non Current Assets</b>		
Property, Plant and Equipment	8,728	8,298
Other Non Current and Financial Assets	729	708
<b>Total Non Current Assets</b>	<b>9,457</b>	<b>9,006</b>
<b>Current Assets</b>		
Inventories	10,557	8,589
Trade receivables	2,011	1,916
Cash and Bank Balances	4,323	4,714
Other Current and Financial Assets	2,216	2,205
<b>Total Current Assets</b>	<b>19,107</b>	<b>17,424</b>
<b>Total Assets</b>	<b>28,564</b>	<b>26,430</b>

Total Equity & Liabilities (INR mn)	FY26	FY25
<b>Total Equity</b>	<b>15,026</b>	<b>14,072</b>
<b>Non Current Liabilities</b>	<b>2,460</b>	<b>2,253</b>
<b>Current Liabilities</b>		
Trade payables	3,227	2,549
Other Current and Financial liabilities	7,851	7,556
<b>Total Current Liabilities</b>	<b>11,078</b>	<b>10,105</b>
<b>Total Equity &amp; Liabilities</b>	<b>28,564</b>	<b>26,430</b>

Note : Lease liabilities as per Ind-AS 116 have been grouped under Other current, non-current liabilities respectively

\* Previous year figures have been regrouped / reclassified, wherever necessary



# UNMATCHED MARKET COVERAGE

JOCKEY®

## Multi-Brand Trade Channel

**4,041**

Distributor Accounts

**2,731**

Cities / Towns

**1,15,644**

Retail Network

**757**

Team Strength

## Exclusive Brand Store

**1,579**

Exclusive Brand Stores

**31**

Exclusive Woman Stores

**39**

Exclusive Juniors Stores

**30**

Factory Outlets

**571**

Cities / Towns

## Key Department Store

**16**

Partner Chains

**893**

Stores

**1,345**

Points of Sale

## ECommerce

Jockey.in

amazon  Myntra

Flipkart 

SWIGGY  instamart



... and more Partners



# UNMATCHED MARKET COVERAGE



## Multi-Brand Trade Channel

**962**  
Stores

**150**  
Cities

## Exclusive Brand Store

**36**  
Stores

**11**  
Cities

## ECommerce

Speedo.in



... and more Partners



# JOCKEY - NEW LAUNCHES

Style No. MV48  
TRACKPANT



Style No. A173  
WIDE LEG PANTS



Style No. IM37  
POLO T-SHIRT

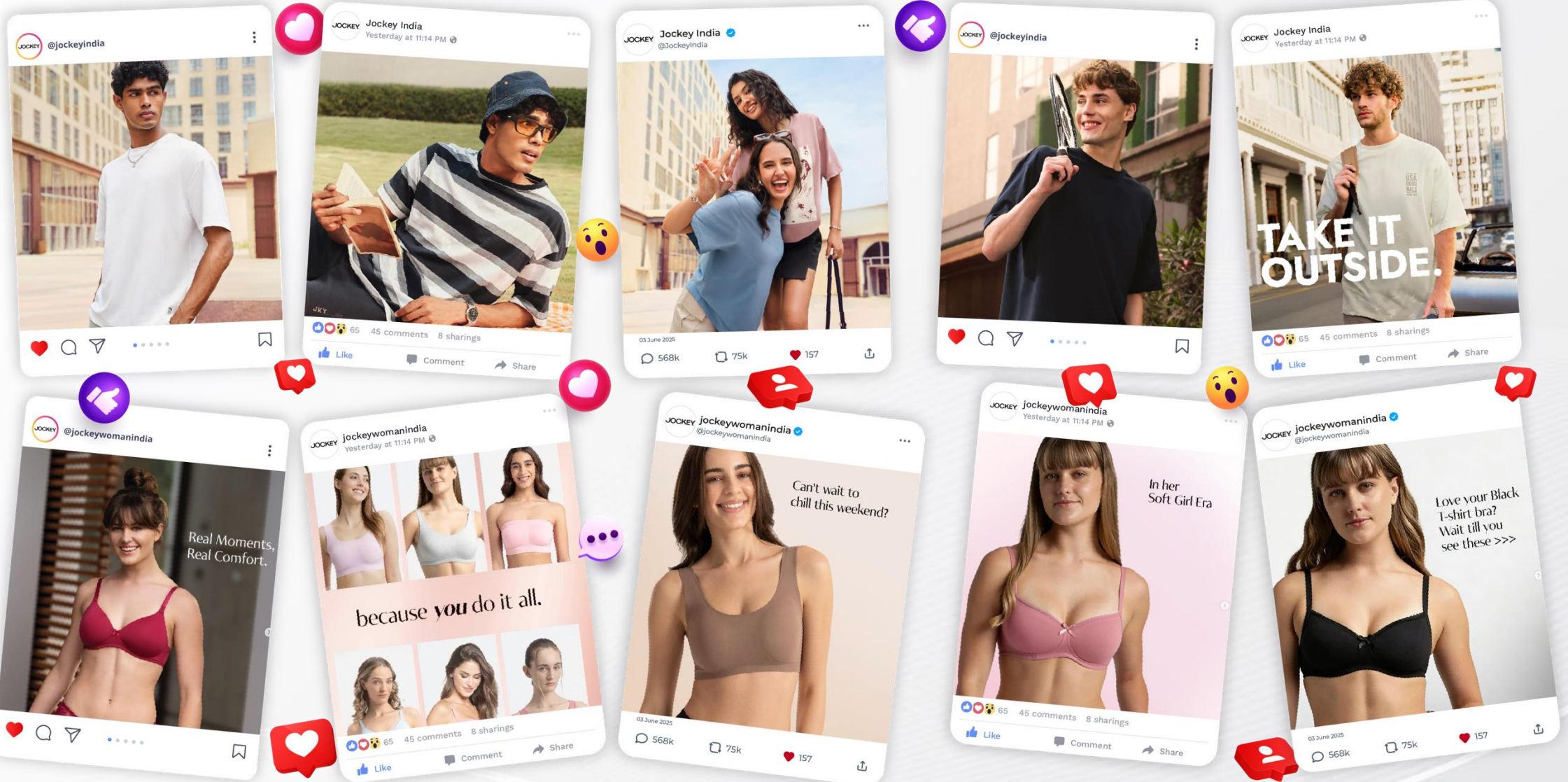


Style No. U119  
JOGGER



# DIGITAL/SOCIAL MEDIA REACH

# JOCKEY®



Followers



9,10,900



3,94,985



22,576

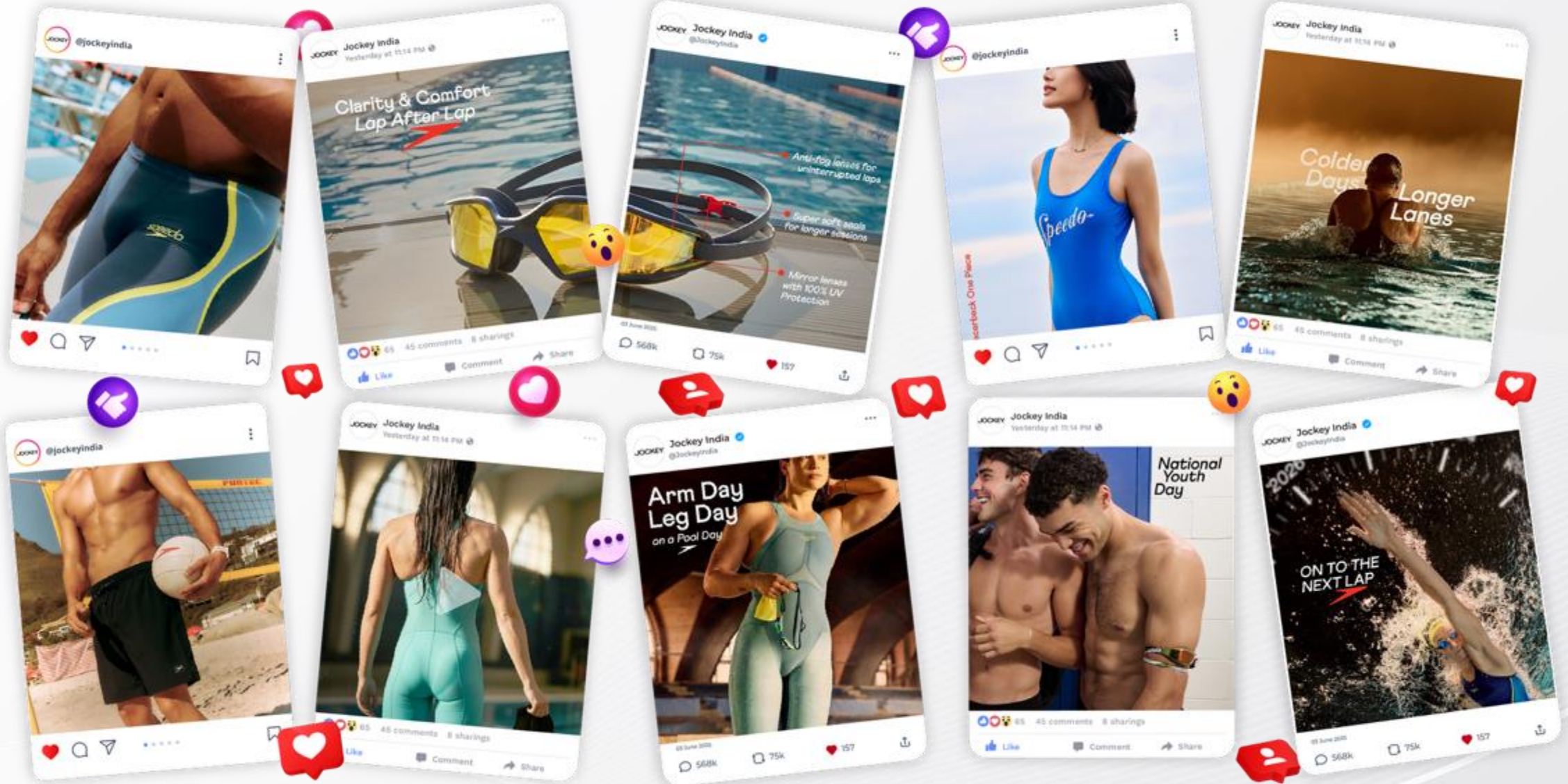


37,500



12

# DIGITAL/SOCIAL MEDIA REACH



Followers



3,82,000



26,900



1,870



13

# PUBLIC RELATIONS

## Striking the perfect balance: Stylish yet functional winter outfits for women to try now



As the holiday season sets in, winter mornings bring a familiar chill, longer commutes, and layers that never seem to sit quite right. The season calls for pieces that move effortlessly from a quick coffee run to airport transits, work meetings, and everything in between. This winter, the focus is on items that are easy to layer, thoughtfully designed, and versatile enough to carry one through unpredictable weather. With the right choices, dressing for winter becomes less of a routine and more a way of taking your own touch of playfulness outside.



## Striking the perfect balance: Stylish yet functional winter outfits for women to try now



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## Thermals as the New Winter Base Layer | Jockey Essentials



## The New Base Layer: Thermals as the winter essential



## The New Base Layer: Thermals As The Winter Essential

Subtlewear. As winter settles in, comfort begins with hand-picked layers that keep you warm throughout the day and in various settings. While often overlooked, choosing the right base layer is key to shaping how the entire day feels from start to finish. Cold mornings on long commutes, shuffling between indoor and outdoor spaces throughout the day, and evenings that stretch longer than planned – through it all, the base layer stays constant. Designed to feel soft, gentle, and kind on the skin, thermals by Jockey create a sense of ease that lasts, holding warmth close while managing moisture naturally. When the base feels right, winter moves at its own pace – calm, balanced, and uninterrupted.

Here's a look at the base layers that are becoming the season's winter essentials.

**Three quarter sleeve thermal top**

The three quarter sleeve thermal top is a winter wardrobe essential, offering smart layering and perfect balance between warmth and everyday functionality. With StayWarm and StayFresh Technology, it keeps the wearer cozy from within while pairing effortlessly with almost any outfit. The top sits lightly against the skin with both Touch Microfibre Elastane stretch fabric which adapts to your movements, and moisture-wicking fabric to keep you cool as you move. Thoughtful details, like the ribbed cuffs and hem, ensure a snug fit that stays in place throughout the day.

**ODISHASTAND**

## The New Base Layer: Thermals as the winter essential



## The New Base Layer: Thermals as the winter essential



## Thermals by Jockey: Thermals as the winter essential



### Winter Outfit Essentials For Everyday Men's Fashion

Minimal winter fashion needs define men's style this season, with full-sleeve sweaters, cargo joggers, graphic tees and denim elevating everyday wear.

SME Street Daily

### The Gen Z Men's Winter Edit: Everyday Fits with Easy Attitude

January 11, 2025

Media 360 Bulletins

### The Gen Z Men's Winter Edit: Everyday Fits with Easy Attitude

January 11, 2025

Content Media Solution

### The Gen Z Men's Winter Edit: Everyday Fits with Easy Attitude

January 11, 2025

Online Media Cafe

### The Gen Z Men's Winter Edit: Everyday Fits with Easy Attitude

January 11, 2025

ODISHA HAAT

### The Gen Z Men's Winter Edit: Everyday Fits with Easy Attitude

January 11, 2025

Quick Biz News

# COMPANY OVERVIEW



# PAGE INDUSTRIES: VISION & MISSION STATEMENT



## Vision

Be a trusted, market-leading organization, that crafts world-class experiences, and creates meaningful and lasting value for every life we touch



## Mission



**Consumer:** Building trust and being an indispensable part of our consumers' lives by offering world-class products, and bringing joy in every experience with our brands.



**Business Partners:** Building enduring partnerships that fuel inclusive growth, grounded in mutual respect, trust and success.



**PAGEians:** Nurturing talent and passion in every PAGEian to fuel excellence in everything they do, while finding fulfilment, growth, and happiness in their journeys.



**Shareholders:** Creating lasting shareholder value, through consistent, balanced and responsible growth.



# PAGE INDUSTRIES: AT A GLANCE



Leading player in  
Premium Innerwear and  
Athleisure market



Highly Experienced Professional  
Management supported by  
21,244 Employees  
80% Women Employees



Production Capacity  
280 mn pieces  
16 manufacturing units  
Strong backward integration



PAN India Presence  
1,16,606 Retail Network  
1,615 Exclusive Brand Stores  
893 Large Format Stores  
& E-Commerce



Strong Financial  
Performance  
Healthy ROCE 71.4%

## JOCKEY®

- Jockey is one of the world's most loved and recognizable brands, with a presence in over 140 countries.
- Page Industries Limited is the exclusive licensee of Jockey International Inc. (USA) for the manufacture, distribution and marketing of Jockey products in: India, Sri Lanka, Bangladesh, Nepal, Kuwait, Oman, Qatar, Maldives, Bhutan, the United Arab Emirates, Saudi Arabia and Bahrain.
- The brand's product portfolio includes: Innerwear and Outerwear for Men, Women and Kids, as well as Socks, Thermals, Towels, Handkerchiefs, Caps and Face Masks.

## speedo®

- Speedo International Ltd. is a manufacturer and distributor of swimwear and swimming accessories based in Nottingham, UK
- Exclusive licensee of Speedo International Ltd. for manufacture, distribution and marketing in India
- Products include Swimwear, Equipment, Water shorts, Apparel and Footwear



# MANUFACTURING CAPABILITIES

## STRONG IN-HOUSE MANUFACTURING CAPABILITIES

- Facilities spread over 2.9 million sq ft across 16 manufacturing units
- Present in 14 facilities in Karnataka, 1 in Tamil Nadu, 1 in Odisha.
- 64% in-house manufacturing

## COMMITTED TO QUALITY

- Our own manufacturing helps set high quality standards for both in-house and outsourced manufacturing
- Monitor every stage of manufacturing process: Designing, Raw Materials, Production Process, Packaging and Final Products

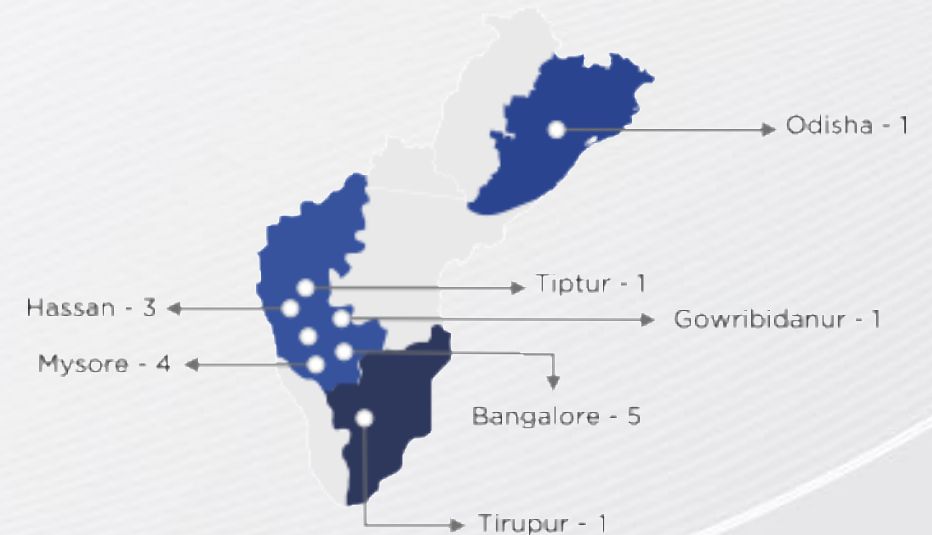


Odisha Unit



KR Pet Unit

Location	Units	Employees
Bangalore	5	6,615
Mysore	4	5,181
Hassan	3	3,857
Gowribidanur	1	1,367
Tiptur	1	1,013
Tirpur	1	188
Odisha	1	1,356
<b>Grand Total</b>	<b>16</b>	<b>19,577</b>



# JOCKEY PRODUCT PORTFOLIO



## WOMEN INNERWEAR

BRASSIERES  
SPORTS BRA  
PANTIES  
CAMISOLE  
CROP TOP  
TANK TOPS  
SHAPEWEAR  
SHORTIES



## JUNIORS GIRLS

PANTIES  
BLOOMERS  
SHORTIES  
CAMISOLE  
TANK TOPS  
T-SHIRTS  
SHORTS  
CAPRIS  
TRACK PANTS  
PYJAMAS  
SWEAT SHIRTS  
JACKETS



## THERMAL MEN, WOMEN & KIDS

TANK TOP  
CAMISOLE  
VEST  
LEGGINGS  
T-SHIRT  
LONG JOHN



## JUNIORS BOYS

VESTS  
BRIEFS  
TRUNKS  
BOXER SHORTS  
T-SHIRTS  
POLO T-SHIRTS  
TRACK PANTS  
SHORTS  
SWEAT SHIRTS  
JACKETS



## OUTERWEAR

BERMUDAS  
TRACK PANTS  
LOUNGE PANTS  
SPORTS SHORTS  
T-SHIRTS  
POLO T-SHIRTS  
GYM VESTS  
YOGA PANTS  
SLEEPWEAR  
JACKETS  
TANK TOP  
MUSCLE VEST  
CAPRIS  
LEGGINGS



## SOCKS

CALF  
ANKLE  
LOW SHOW  
NO SHOW



## CAPS

## HANDKERCHIEF



## MEN INNERWEAR

VESTS  
BRIEFS  
BOXER BRIEFS  
TRUNKS  
BOXER SHORTS  
INNER TEES  
MIDWAYS



## TOWELS

FACE  
HAND  
BATH



# SPEEDO PRODUCT PORTFOLIO

## JUNIORS BOYS

JAMMERS  
AQUASHORTS  
BRIEFS  
ALL-IN-ONE SUIT  
SUNTOPS



## JUNIORS GIRLS

V CUT SWIM SUIT  
SWIM DRESS  
LEGSUIT  
ALL-IN-ONE SUIT  
CAPRIS  
LEGGINGS  
SUNTOPS



## EQUIPMENT

GOGGLES  
CAPS  
TRAINING AID  
SWIM CONFIDENCE



## SWIMWEAR

LEISURE  
SWIMDRESS  
KNEESUIT  
LEGSUIT  
FULL BODY SUIT  
JAMMER  
AQUASHORTS  
WATERSHORTS  
ALL-IN-ONE SUIT



## SWIMACTIVE

H2O ACTIVE  
SUN TOP  
CAPRI  
LEGGING  
WATERSHORT



## FOOTWEAR

SLIDE  
THONG



# EXCLUSIVE BRAND STORE

JOCKEY  
woman



# EXCLUSIVE BRAND STORE

# JOCKEY®

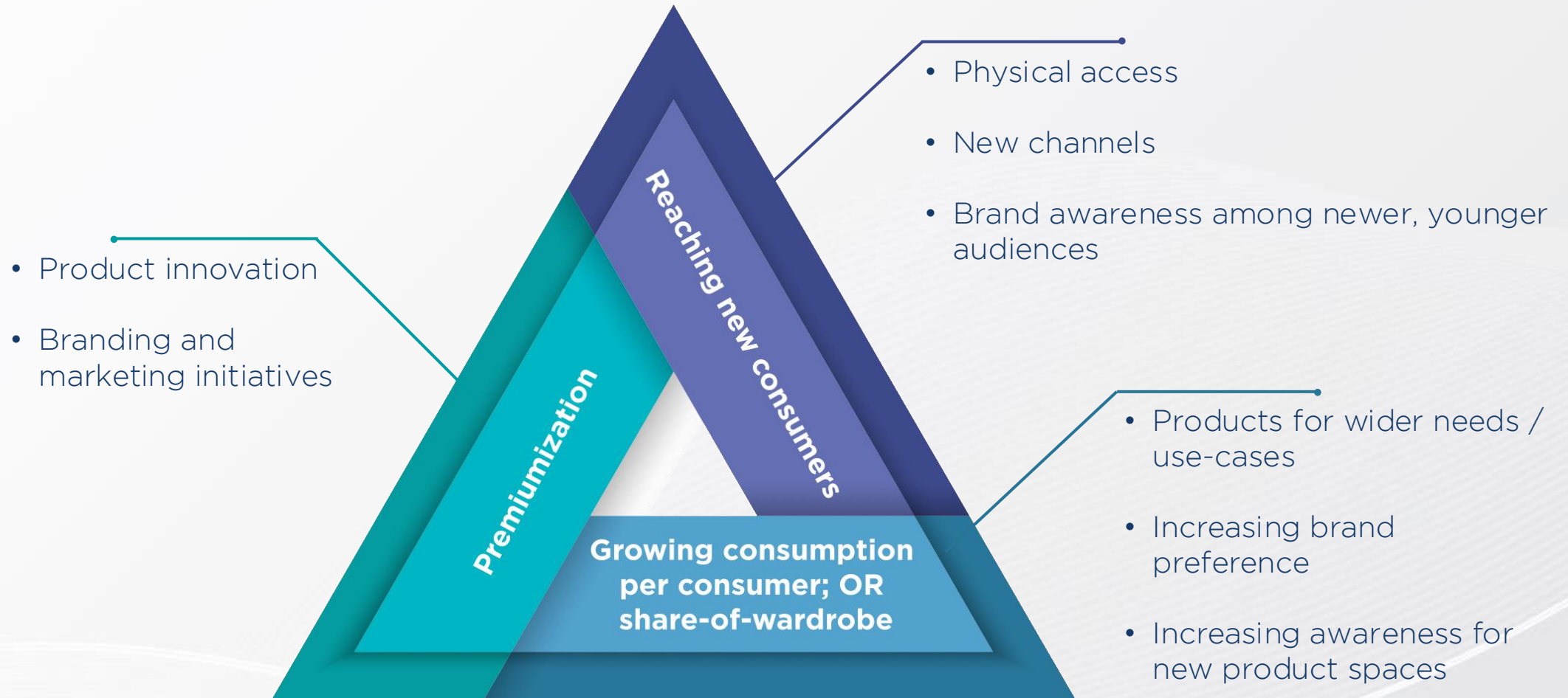


# EXCLUSIVE BRAND STORE

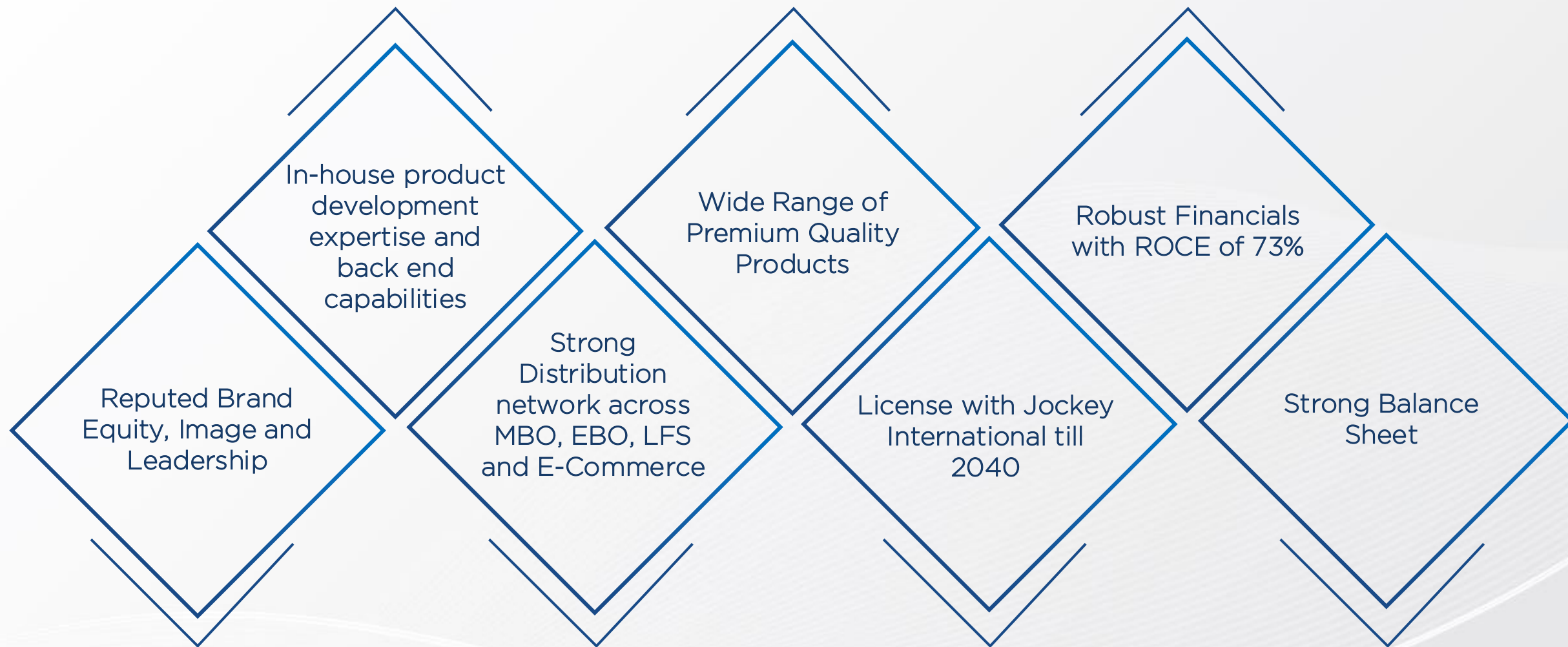


# GROWTH DIMENSIONS

Page Industries' sustained growth is fuelled by strategic initiatives that places our consumers at the centre. Our growth initiatives are aimed at reaching new consumers, serving a wider set of their apparel needs, and preimmunizing their wardrobes with high quality differentiated offerings.



# KEY STRENGTHS



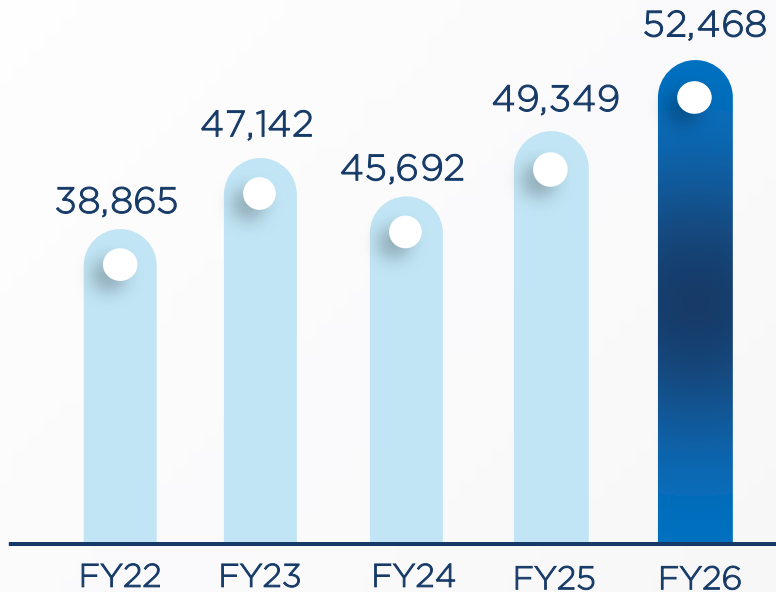
# PAGE VALUES



# PROVEN TRACK RECORD OF FINANCIAL PERFORMANCE

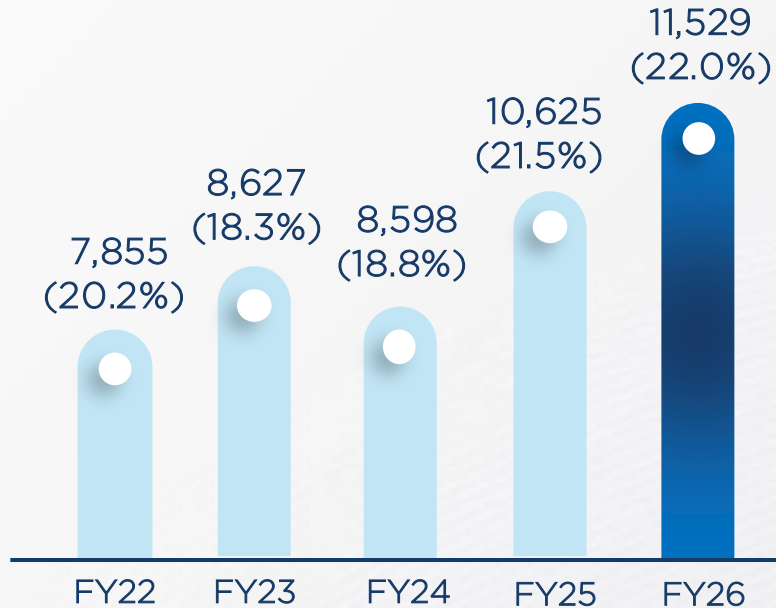
## Revenue

₹ Million



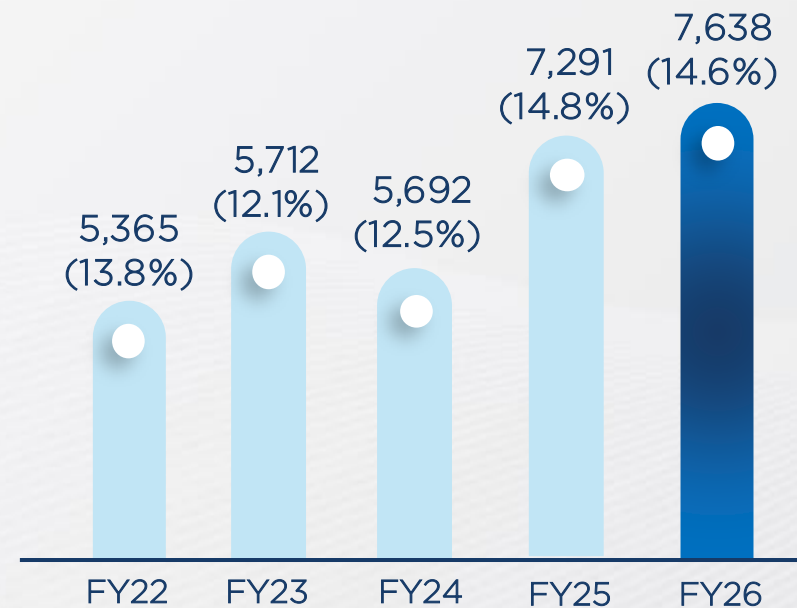
## EBITDA

₹ Million (EBITDA Margin %)



## PAT

₹ Million (PAT Margin %)



Delivered growth with steady margins

Strong Brand Value

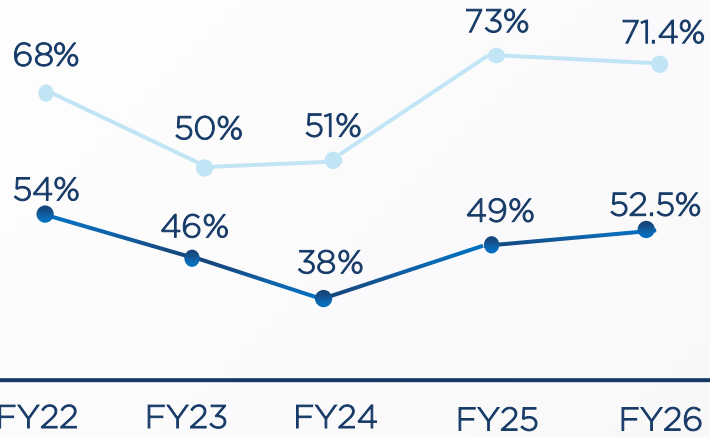
Expansion of Distribution Network

Focus on Profitable Growth

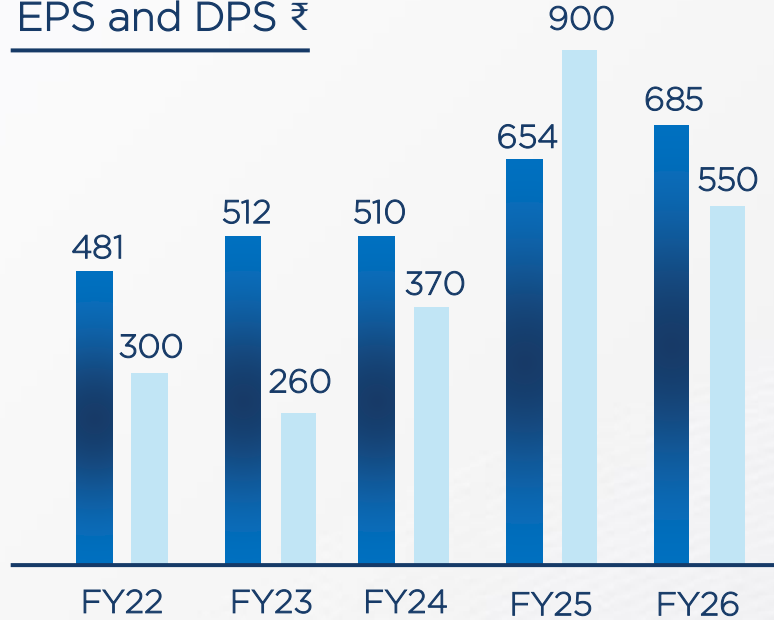


# PROVEN BALANCE SHEET STRENGTH

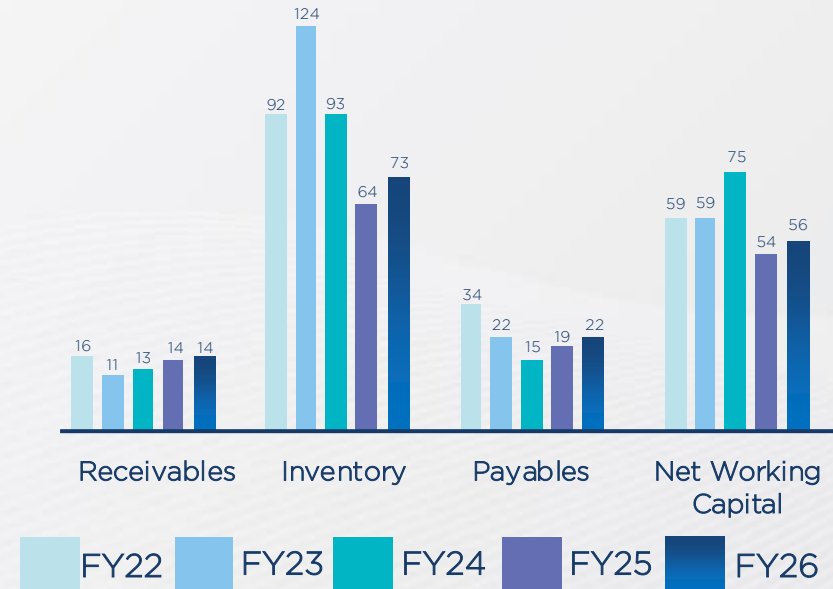
RONW/ROCE



EPS and DPS ₹



Working Capital Days



—●— RONW    —●— ROCE

■ EPS    ■ DPS

■ FY22    ■ FY23    ■ FY24    ■ FY25    ■ FY26

Investing in future, through strong internal accruals and generating high ROCE.

▶ High returns for shareholders

▶ Best in class Return on Capital Employed



# SHAREHOLDING PATTERN

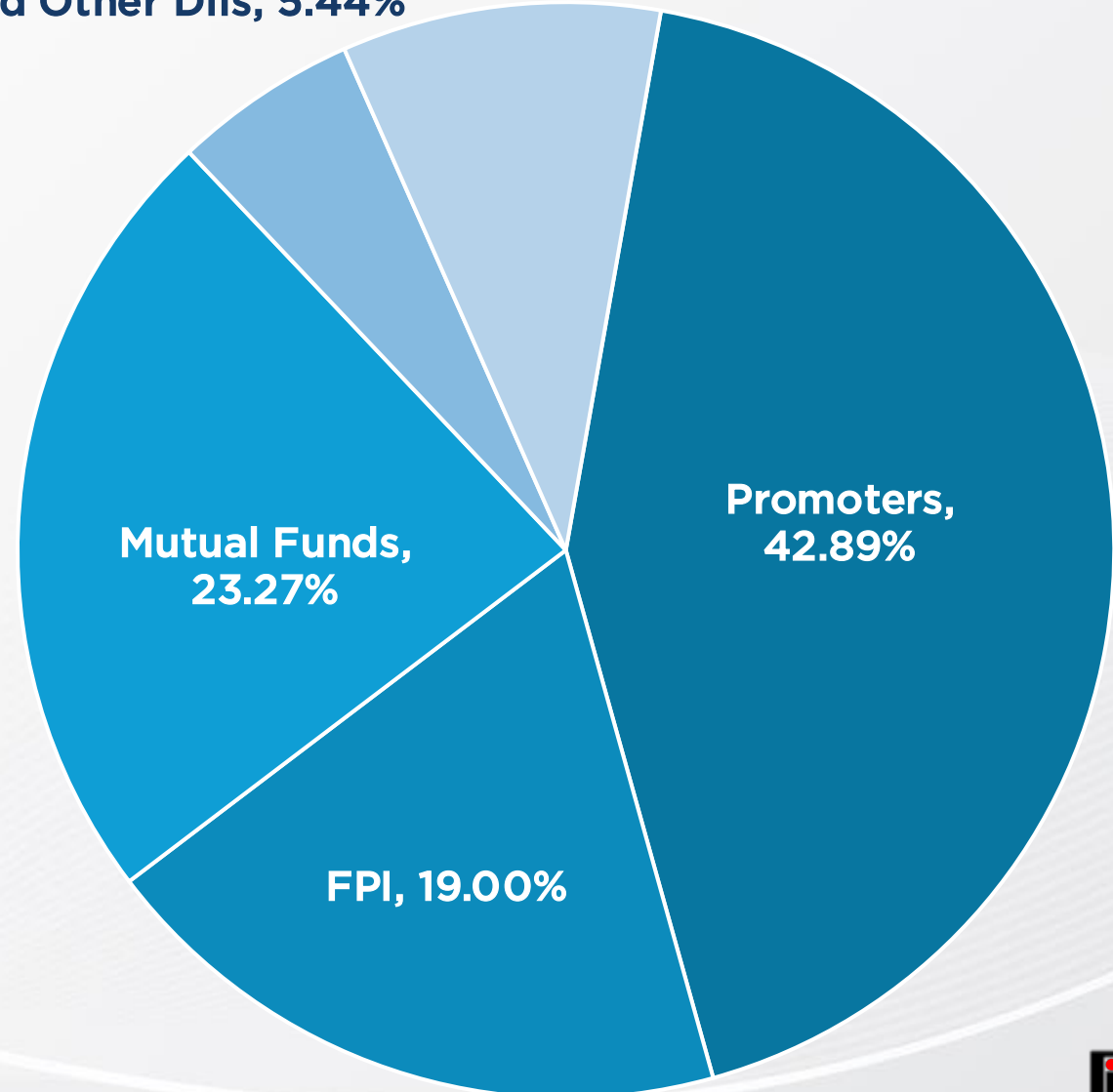
As on March 2026



**Market Cap: ~ INR 355 bn**  
(as on March 2026)

Insurance Companies  
and Other DIIs, 5.44%

Others (incl SWF,  
pension funds), 9.40%



# SUSTAINABILITY



It gives me great pride to present our 7th Sustainability Report, which captures Page Industries' continued journey of responsible growth, environmental stewardship, and social responsibility. This year's report showcases how we have deepened our sustainability integration across all facets of our business while remaining aligned with India's long-term development goals and global ESG best practices.

Despite a dynamic business environment, we delivered resilient performance in FY 2024-25, meeting strategic and sustainability goals through strong governance, innovation, and stakeholder engagement. We strengthened our sustainability ambitions across water stewardship (ZLD, rainwater harvesting, and per-capita consumption), climate action, and resource efficiency. Renewable energy reached 33% of total consumption, while Scope 1 & 2 GHG intensity declined to 5.42 tCO<sub>2</sub>e per million minutes produced, marking a 42% reduction from the FY 2019-20 base year. Our circularity efforts achieved zero waste to landfill, validated through comprehensive traceability audits across all hazardous and non-hazardous waste recyclers.

Through Value Chain Partner (VCP) mapping and structured supplier engagement, we embed environmental, social, and ethical standards across our upstream partnerships, strengthening supply chain resilience and stakeholder trust. We also advance diversity and inclusion through women's empowerment initiatives that promote equity and foster a culture where everyone can thrive viewed as both a social responsibility and a strategic advantage.

Looking ahead, we will continue to drive innovation-led sustainability, delivering profitable growth in harmony with people and the planet. On behalf of the Board, I thank our 23,400+ employees, partners, and stakeholders for their trust and collaboration, which inspire us to uphold excellence, ethics, and sustainability as a core strength of Page Industries.



सुंदर

Sunder (Ashok) Genomal,



# OUTCOMES

## Economic performance Mission

1 Economic performance

**Rs 4,934 Cr**

Sustainable revenue growth

Target: Rs. 8000 Cr by FY 28-29

2 CSR Spent

**Rs 155.85Mn**

Spent towards health care, nutrition, health care and livelihood programs

3 CSR Beneficiaries

**23,750+**

Beneficiaries under initiatives

4 Project Selection Framework

“An ESG-driven project evaluation framework is implemented that enables management to make informed decisions on safety, energy, environment, water, and community impact for all new project selections.”

## Governance Risk and Compliance

1 WRAP Compliance

**100%\***

All in-house facilities are certified

Yearly Target: 100% Maintained

2 Risk Management Framework

**“Double materiality”**

has been completed

Target: ESG risk integration  
FY 25-26

3 IT- Data breaches

**“0”**

Data Breaches



# OUTCOMES

## Responsible Supply Chain

### 1 Supplier Sustainability Assessment

**100%\***

Completed for upstream VCPs in line with BRSR – SEBI requirements (2% above business valued vendors)

Yearly Target: 100% Maintained

### 2 RSL Compliance

**100%\***

Complied for all fabric and yarn vendors.

Yearly Target: Maintain a compliance rate 90%

## Energy & GHG

### 1 Energy Intensity

**19%\***

Achieved the reduction of energy intensity

Target: 20% by FY 27-28 (Baseline 2019-20)

### 2 Emission Intensity

**42%\***

Achieved the reduction of emission intensity

Target : 40% by FY 27-28, 50% by FY 29-30 (Baseline 2019-20)

### 3 Share of Renewable Energy

**33%\***

Renewable Energy Contribution (Briquette + Solar)

Target 50% by 27-28



# OUTCOMES

## Water & Effluent

### 1 Water Intensity

**15.5%\***

Achieved Reduction in water intensity FY 24-25

Target 15% by 27-28

### 2 Rainwater Harvesting

**1.5%\***

Increased Rainwater harvesting catchment FY 24-25

Target 7% by 27-28

### 3 Water neutrality

**2\***

Facilities assessment has been completed

Target 2 unit by 2027-28

## Material

### 1 OEKO-Tex certification

**100%\***

Complied Fabric, Elastic, Yarn and Label Suppliers

Yearly Target: 100% Maintained

### 2 EPR (Plastic) responsibility

**100%\***

Recycling of pre- and post-consumption plastic (1,308 MT)

Yearly Target: 100% Maintained

### 3 EPR (Plastic) Credits

**100%\***

Received plastic credits from authorised recyclers

Yearly Target: 100% Maintained



# OUTCOMES

## Product stewardship

### 1 Renewable materials usage

**82%\***

Usage of renewable material in fabric & Accessories (Jockey)

### 2 Recycled Packaging

**51%\***

Usage of recycled packaging material (Jockey)

**46%\***

Usage of recycled packaging material (Speedo)

## Diversity & Equal Opportunity

### 1 Women in the people's leaders

**13%\***

Women's Representation in the People's Leader

Target: 18% by 27-28

### 2 Women's in associated employees (Factory Level)

**90%\***

Women's Representation in the Factories

Target: Sustain more than 85%

### 3 POSH Awareness

**100%\***

Completed for all Employees

Yearly Target: 100% Maintained



# OUTCOMES

## Occupational Health & Safety

1 WASH Pledge

100%\*

Complied with all Wash requirements

Yearly Target: 100% Maintained

2 ZERO land fill

Zero

Waste to Landfill

Yearly Target: 100% Maintained

3 Risk Management Programs

12\*

High-risk management programs have been implemented

New Initiative

4 Safety Assessment

100%\*

Completed for all EBS

5 ESG Digitization

“ESG Compass”

Launched ESG & Safety Data Management

Target: FY 25-26

6 ZDHC Compliance

100%\*

ZDHC Complied

Yearly Target: 100% Maintained

7 Safety training

7.1\*

Million Minutes for employee safety trainings



# AWARDS & RECOGNITIONS



## World Safety Organization (WSO)

Outstanding Performance (Gold 4 Star Trophy)” under the Category “Workplace OHS&E Excellence Award” by the World Safety Organization (WSO), India.



## ABK AOTS 5S Awards

Excellent implementation of the Japanese 5S workplace management



## ABK AOTS Kaizen Award

Kaizen (Continuous Improvement) Competition for maintenance practices

# AWARDS & RECOGNITIONS



## CII Award

Achieved silver trophy for Unit 12 in the 17th CII National POKA YOKE Competition



## IGBC GREEN BUILDING CERTIFICATION

Platinum @ Unit 22 for promotes the design and construction of environmentally responsible factories



## WRAP

Received for ensuring safe, legal, humane, and ethical conditions in our operations.

# THANK YOU

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