November 13, 2026

BSE Limited **Corporate Relationship Department** Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai – 400 001	**National Stock Exchange of India Limited** **Listing Department,** Exchange Plaza, C–1, Block G, Bandra Kurla Complex, Bandra (E), Mumbai – 400 051
Scrip Code – 530517	**Symbol – RELAXO**

Sub: Investor Presentation on the Unaudited Financial Results for the quarter and half year ended September 30, 2026

Dear Sir/ Madam,

Pursuant to Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended, please find enclosed herewith Investor Presentation on the Unaudited Financial Results of the Company for the quarter and half year ended September 30, 2026.

This is for your information and records please.

Thanking You,

For **Relaxo Footwears Limited**

AMIT ROY

Digitally signed by AMIT ROY
DN: c=IN, o=Personal, title=4118, pseudonym=qkkyc0bw24zd5h13xpig08j87eoavmm, 2.5.4.20=037810a0e91ba189fd0e770dbef353450998a1d54d46dbf9a18be23648f6273f2e9, postalCode=110019, st=Delhi, serialNumber=26ae843a6fab40fc0fa09ae7f6626a2564f20e724bf630 2ab85c0357223d0720, cn=AMIT ROY
Date: 2026.11.13 16:53:16 +05'30'

Amit Roy
Chief Financial Officer

Encl.: as above

INVESTOR PRESENTATION

Q2 & H1 FY27

November 2026

COMMITTED TO PROVIDE
BEST-IN-CLASS FOOTWEAR

Safe Harbor

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

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

RELAXO



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Company Overview

RELAXO

BEST IN PERFORMANCE

A journey that has moved upwards and touched many new milestones successfully year after year. This journey comprises a series of possibilities, overcoming challenges and achieving a collective brilliance. And yet, every success is still part of our learning curve.

1976
Launched Relaxo brand
Revenue: ₹0.12 Crore

1984
Relaxo Footwears Limited was incorporated
Revenue: ₹1.78 Crores

1995
IPO, to set up a plant in Haryana
Revenue: ₹38.17 Crores

2005-07
- Launched 'Flite' and 'Sparx' brands
- First COCO store launched
- Commenced Exports

Revenue: ₹235.93 Crores

2010
Renewable power capacity of 6.00MW
Revenue: ₹553.70 Crores

2012-15
Business Transformation Initiatives
- Signed top-notch celebrities as brand ambassadors
- Strengthened distribution and supply chain management
- Launched e-commerce platform
- Increased people engagement
- New product development & portfolio strategy

Revenue: ₹ 1,480.81 Crores

2017-18
- Corporate identity revamped
- Merger of 'RRPL' and 'MPPL' with the Company

Revenue: ₹1,948.57 Crores

2022-26
- Acquisition of 30 acres land in Bhiwadi for future expansion
- Manufacturing capacity soared to 10.5 lacs pair per day

Revenue: ₹ 2,702.16 Crores

RELAXO

Diversified Portfolio with Strong Identities









RELAXO

Efficient Customer Reach across Channels









Distribution Channels

~630 (ACTIVE)
Pan-India Distributors
(General Trade)

~70,000+
Retailers/
Multi-Brand Outlets

445
Exclusive Brand Outlets
(EBOs)

~37
Countries Exported to

1
Overseas office in Dubai

amazon · Flipkart · TATA CLiQ · zepto · AJIO · meesho · snapmint 0% EMI · SWIGGY · blinkit

RELAXO

Sustained Manufacturing Excellence, Certification & Innovation

Strong in-house manufacturing capabilities

9
Manufacturing Facilities

~9.1 Lakh *
Pair per day capacity

- Continuous focus on optimising operations
- Dedicated line for manufacturing fast moving SKUs
- Lean manufacturing (waste minimisation without compromising on productivity)
- Maynard Operation Sequence Technique (MOST)
- Yield improvement
- Focus on cost optimisation in manufacturing allows competitive pricing

**The Company is upgrading & modernizing its manufacturing facilities (RFL – I & II) to support future growth, optimize infrastructure utilization, and enhance its presence in the fashion-forward footwear segment. Accordingly, the production capacity has been recalibrated from 10.5 Lakh pair per day to 9.1 Lakh pair per day as per Outcome of Board Meeting held on 13th August 2026*

Committed to provide Best in Class footwear

- In-house manufacturing helps in maintaining the end to end quality
- Monitor every stage of the manufacturing process
  - Designing
  - Material Management
  - Production Process
  - Packaging
  - Final Products

Certifications

- ISO 9001:2015
- ISO 14001:2015
- ISO 45001:2018
- ISO 27001:2022
- Member of SATRA
- Member of SEDEX

IPR Spectrum

87	13	1,465
Trademarks	Copyrights	Design

RELAXO

Distinguished Board of Directors

Executive Directors

Ramesh Kumar Dua , Chairman & Managing Director

- 51 years of experience in strategy, sales and marketing, production and new product development in the footwear industry
- Leading Relaxo to become the largest footwear manufacturer of India

Mukand Lal Dua , Whole Time Director

- 53 years of experience in manufacturing excellence in footwear industry
- Providing cutting edge impetus to new product development and quality control

Nikhil Dua, Whole Time Director

- 29 years of experience in production, new product development and has deep knowledge of product mix in Footwear Industry
- Studied from International School of Modern Shoe-making, Czech Republic

Gaurav Kumaar Dua, Co-CEO & Whole Time Director

- 25 years of experience in sales and marketing in footwear industry
- Joined in 2001 and heading sales & marketing and has been instrumental in revenue growth

Sushil Batra, Executive Director

- 34 years of experience in Finance, Taxation and Strategic Planning
- Formerly served as a CFO and was elevated to Board in 2024

Independent Directors

Kuldip Singh Dhingra, Independent Director

- 54 years of experience in paint and related industries in strategy & planning, strategy, corporate management, manufacturing etc

Rajeev Bhadauria, Independent Director

- 39 years of experience in Human Resource and leadership, previously associate with JSPL, Reliance ADA group & NTPC

Yogesh Kapur, Independent Director

- 40 years of experience in reputed financial institutions in the field of investment banking, strategic initiatives, business/corporate restructuring, etc.

Raj Kumar Jain, Independent Director

- 46 years of experience for leading consumer organisations in sales, marketing and supply chain

Richa Arora, Independent Director

- Over 32 years of experience in business, strategy, ESG & Sustainability, marketing for FMCG companies and other consulting organizations

RELAXO

And a Strong Management Team

Ritesh Dua, Co - Chief Executive Officer
MBA having over 25 years of experience in Finance, HR & IT

Rahul Dua, Executive Vice President
Graduate having over 15 years of experience in Manufacturing

Ankit Jain, Company Secretary & Compliance Officer*
FCS having over 17 years of experience in Manufacturing, Real Estate & Infrastructure companies

Gaurav Malik, Head – Product Development
Graduated in Footwear Technology & Design, having over 22 years of rich experience in product design and innovation

Karan Singh Suryawanshi, Vice President – GT Sales (SPARX)
MBA having over 20 years of experience in sales and marketing having worked with Marico Limited, Mars International, and United Breweries

Harpreet Singh Bhatia, Vice President – Revenue Growth
MBA, having over 30 years of diverse experience in sales and leadership, known for consistently driving sustainable business growth

Nitin Dua, Executive Vice President
MBA having over 21 years of experience in Retail Business

Amit Roy, Chief Financial Officer
CA & CMA with over 30 years of experience in finance, accounting, treasury, taxation, and corporate strategy

Verinder Kumar, Senior Vice President - Manufacturing
Post-Graduate having 40 years of experience in manufacturing, production and projects

Vijay Kumar, Vice President – Supply Chain Management
Post Graduate in Supply Chain and Material Management having over 22 years of experience across leading organizations like ITC, etc.

Manoj Taneja, Vice President – E Commerce
MBA having over 17 years of experience in Digital channels in the fashion & lifestyle industries

Manoj Lalwani, Vice President - Marketing
MBA with over 23 years of extensive marketing experience in leading FMCG, Retail, and Media broadcasting Companies.

Manju Kohli, Chief Human Resources Officer
Post-Graduate Diploma in Human Resources & Industrial Relations having over 20 years of global HR leadership experience across various industries

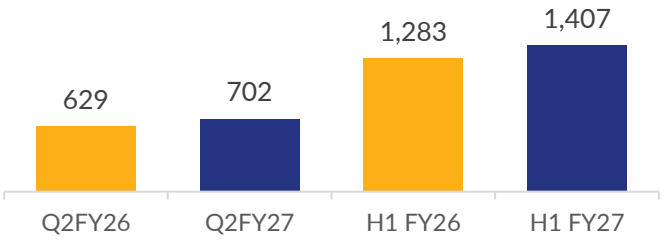
** Mr. Ankit Jain, Company Secretary and Compliance Officer had tendered his resignation on 7th September 2026 and was relieved from his responsibilities from closure of business hours on 3rd November 2026*

RELAXO

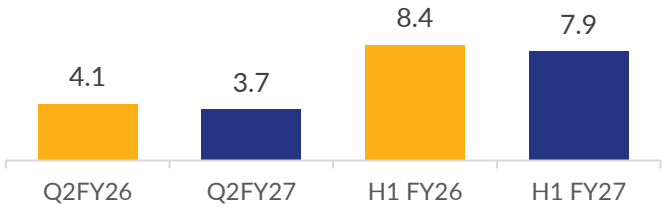
Quarterly Performance at a Glance

Q2 & H1 FY27 Financial Highlights – Profit and Loss (1/2)

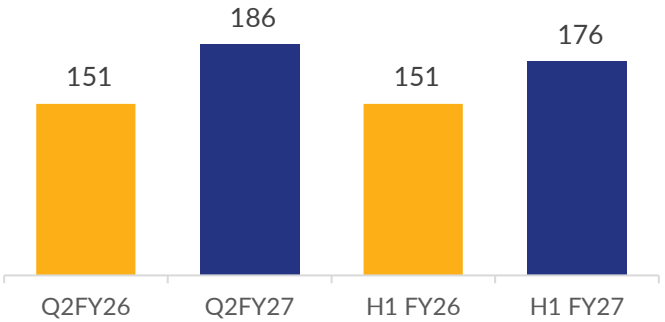
Revenue (₹ in Cr.)



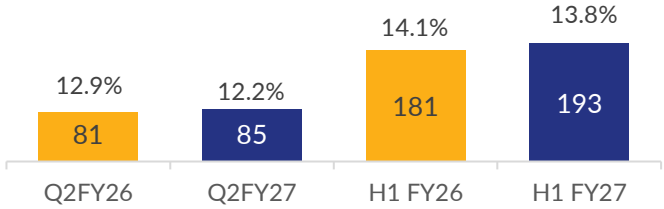
No. of Pairs sold (in Cr.)



Average Realization per pair (in ₹)

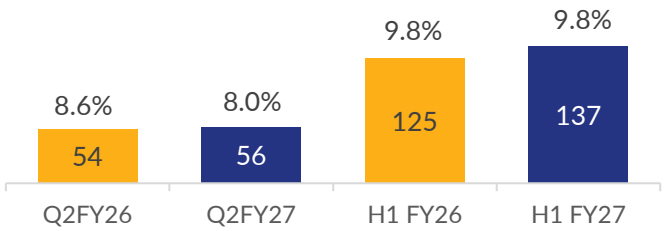


EBITDA (₹ in Cr.) & Margin (%)

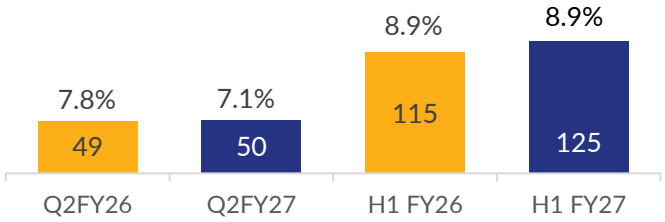


Q2 & H1 FY27 Financial Highlights – Profit and Loss (2/2)

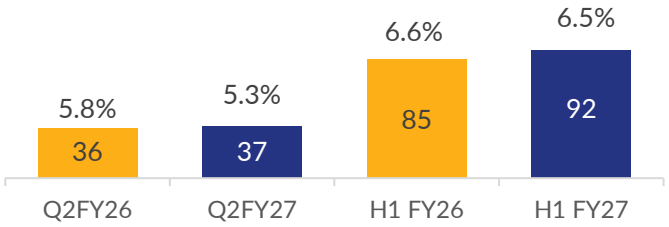
EBIT (₹ in Cr.) & Margin (%)



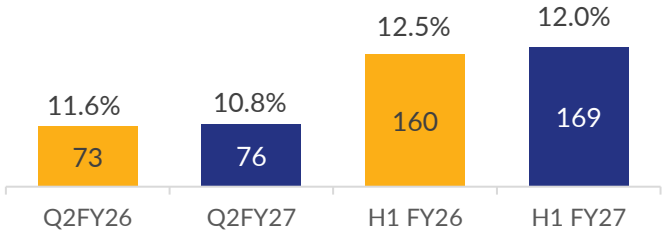
PBT (₹ in Cr.) & Margin (%)



PAT (₹ in Cr.) & Margin (%)

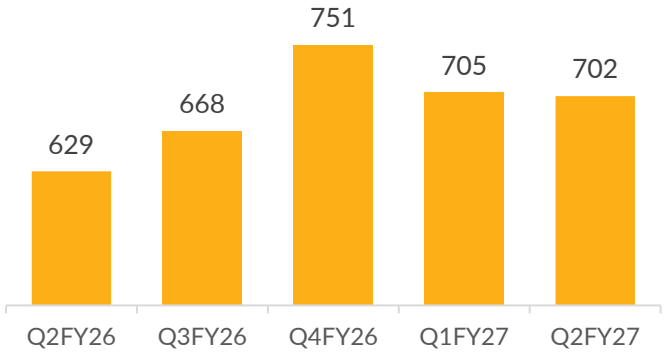


Cash PAT (₹ in Cr.) & Margin (%)

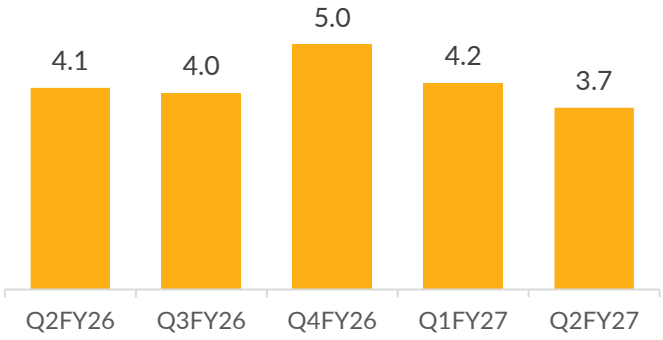


Quarterly Trend – Profit and Loss (1/2)

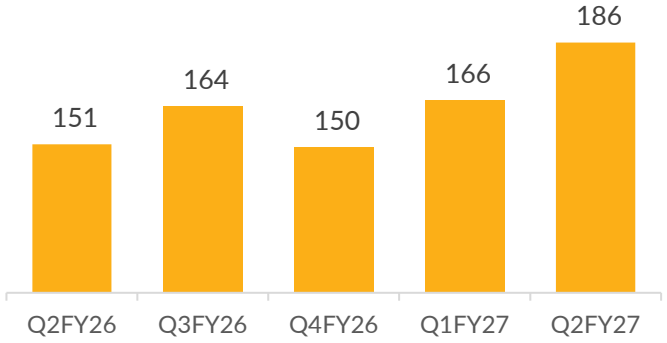
Revenue (₹ in Cr.)



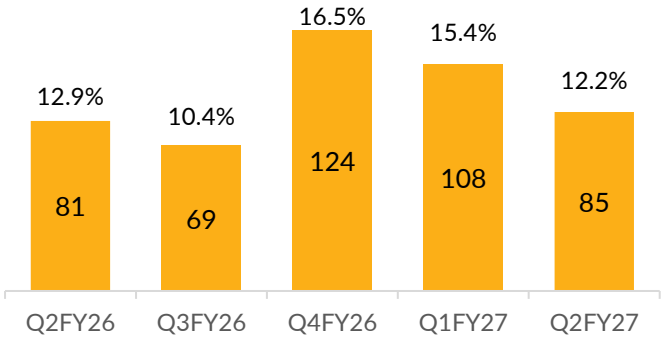
No. of Pairs sold (in Cr.)



Average Realization per pair (in ₹)

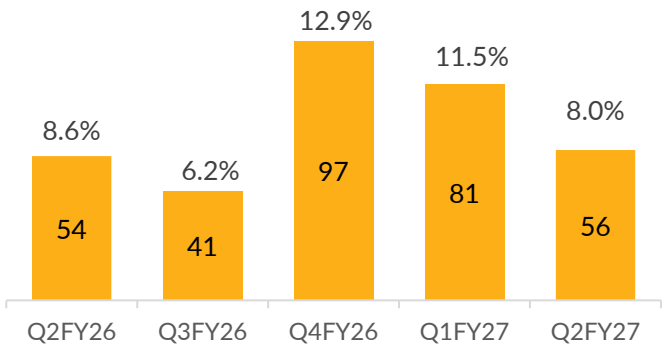


EBITDA (₹ in Cr.) & Margin (%)

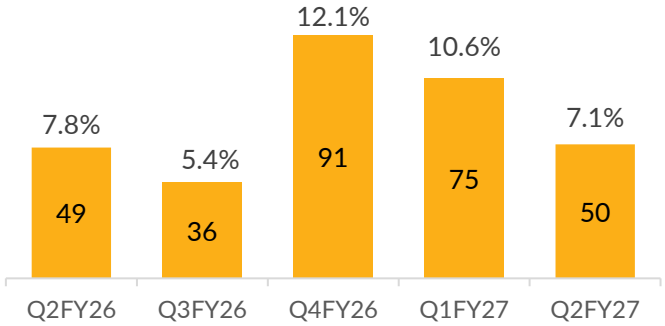


Quarterly Trend – Profit and Loss (2/2)

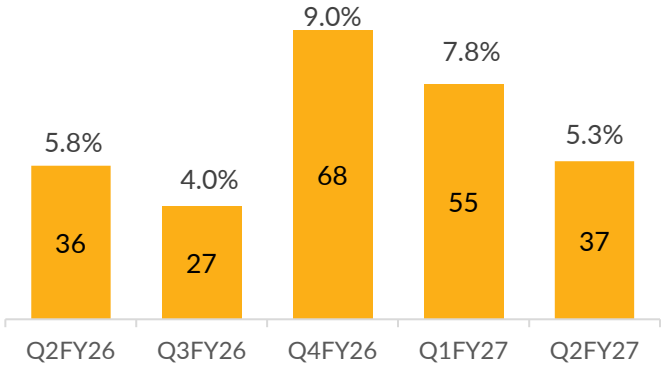
EBIT (₹ in Cr.) & Margin (%)



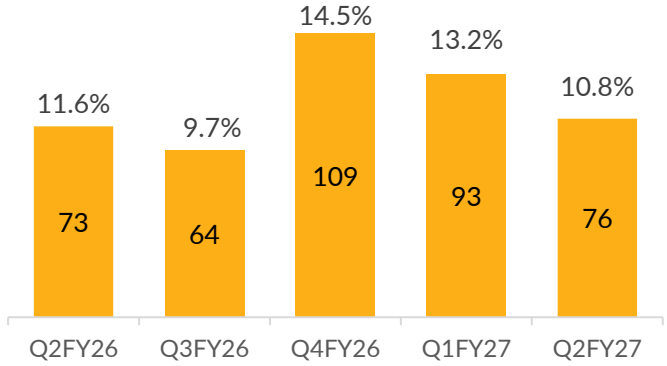
PBT (₹ in Cr.) & Margin (%)



PAT (₹ in Cr.) & Margin (%)



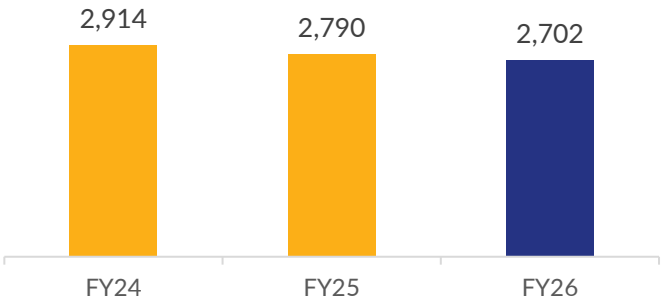
Cash PAT (₹ in Cr.) & Margin (%)



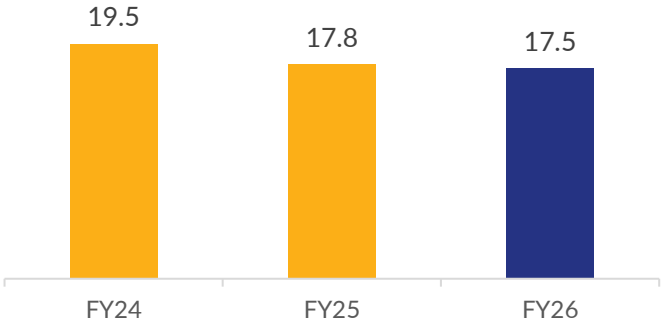
Annual Financial Highlights

Annual Financial Highlights – Profit and Loss (1/2)

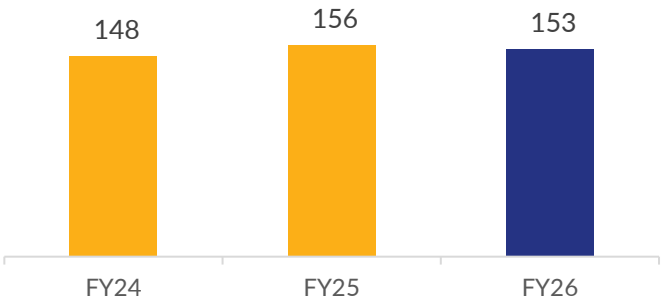
Revenue (₹ in Cr.)



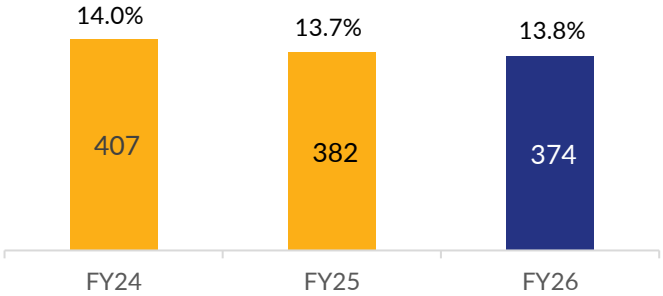
No. of Pairs sold (in Cr.)



Average Realization per pair (in ₹)

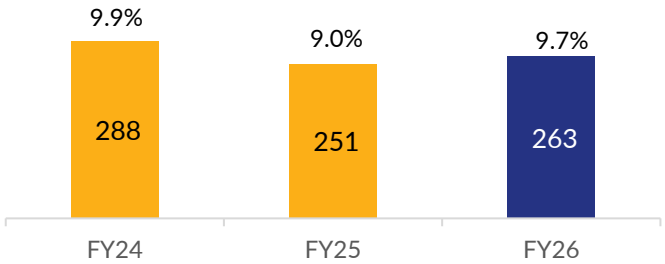


EBITDA (₹ in Cr.) & Margin (%)

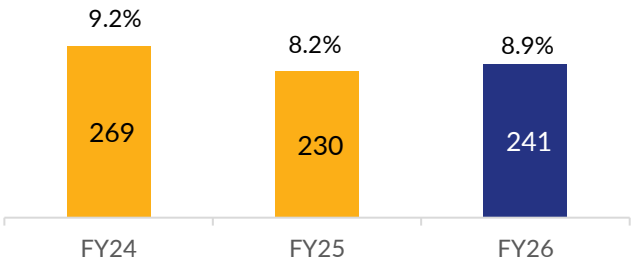


Annual Financial Highlights – Profit and Loss (2/2)

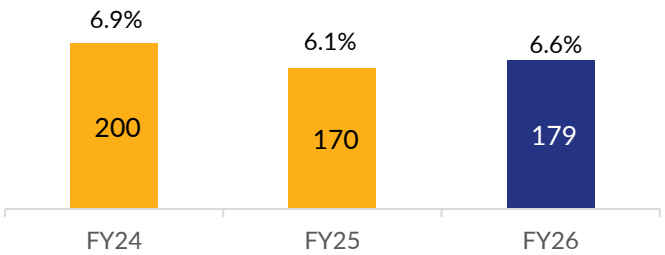
EBIT (₹ in Cr.) & Margin (%)



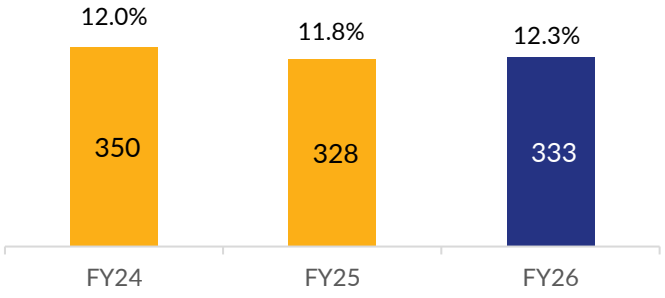
PBT (₹ in Cr.) & Margin (%)



PAT (₹ in Cr.) & Margin (%)

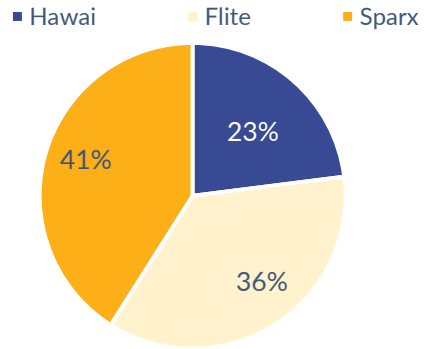


Cash PAT (₹ in Cr.) & Margin (%)

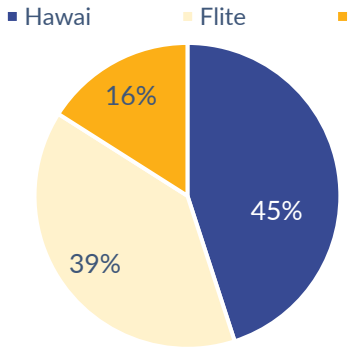


Annual Financial Highlights – FY26 Revenue Mix

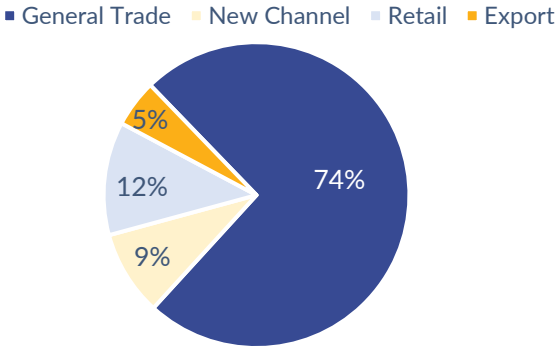
Brand-Wise Revenue Mix



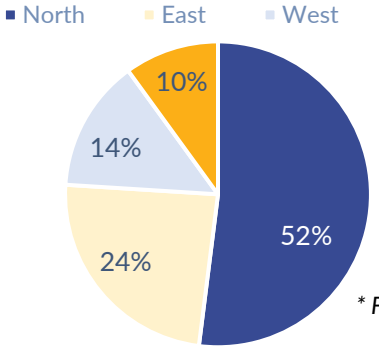
Brand-Wise Volume Mix



Channel-Wise Revenue Mix



Region-Wise Revenue Mix *

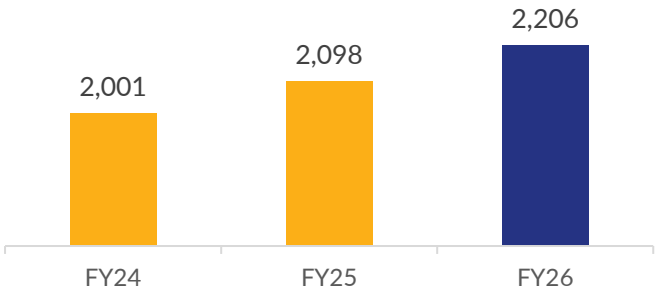


** For General Trade*

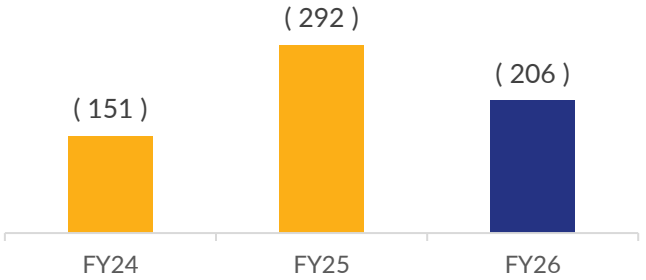
Annual Financial Highlights – Balance Sheet

(₹ in Cr.)

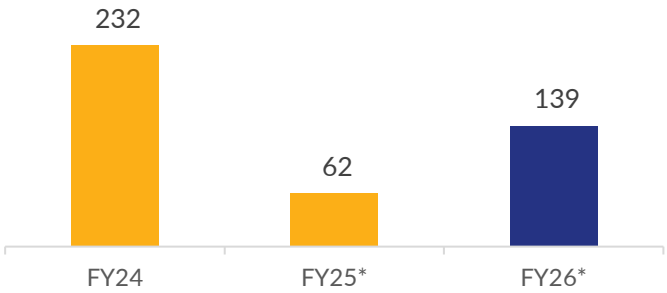
Net Worth



Net Debt

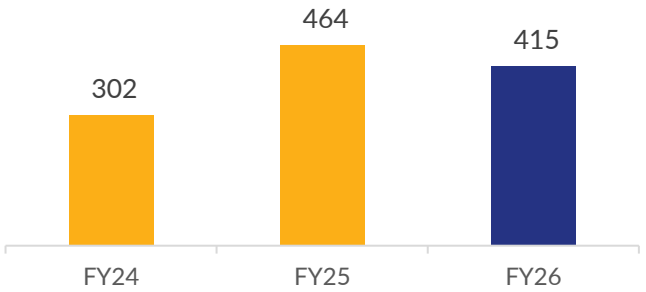


Capex



** Net of Financial Assistance*

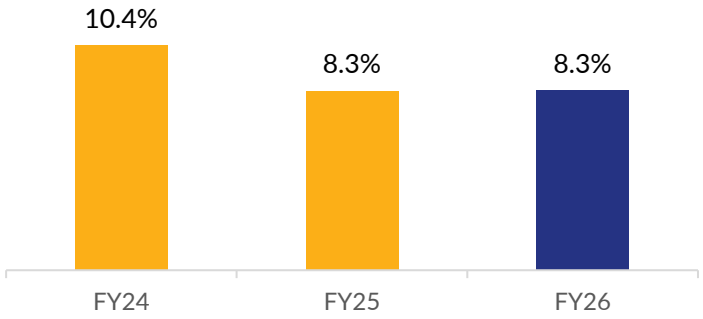
Cash Generated from Operations



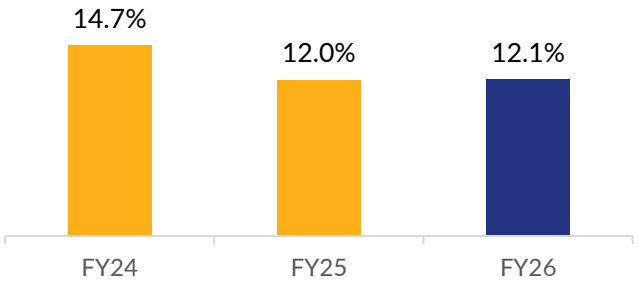
RELAXO

Annual Financial Highlights – Key Financial Ratios

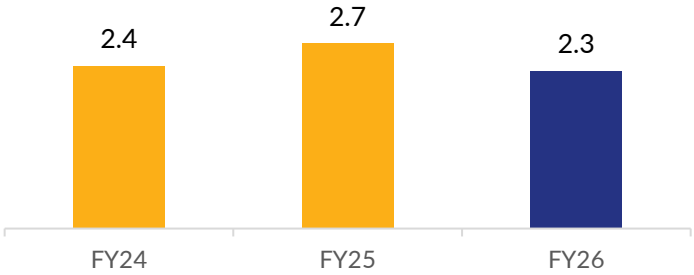
ROE (%)



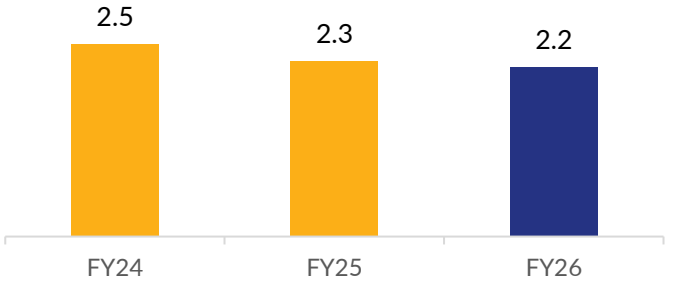
ROCE (%)



Current Ratio (x)



Fixed Asset Turnover Ratio (x)



Statement of Profit & Loss – Q2 & H1 FY27

Particulars (₹ in Cr.)	Q2FY27	Q2FY26	Y-o-Y	Q1FY27	Q-o-Q	H1 FY27	H1 FY26	Y-o-Y
Revenue from Operations	701.62	628.54	11.63%	705.05	(0.49%)	1,406.67	1,283.03	9.64%
Other Income	12.48	12.26	1.79%	12.96		25.44	23.58	7.89%
Total Income	**714.10**	**640.80**	**11.44%**	**718.01**	**(0.54%)**	**1,432.11**	**1,306.61**	**9.61%**
Cost of Materials Consumed, including Packing Material	287.20	253.96		311.48		598.68	501.82	
Purchases of Stock-in-Trade	22.86	26.24		22.78		45.64	48.27	
Changes in Inventories of Finished Goods, Stock-in-Trade and Work-in-Progress	(39.84)	(35.16)		(99.25)		(139.09)	(55.30)	
Employee Benefits Expense	115.32	100.05		123.56		238.88	205.56	
Other Expenses	230.82	202.29		238.25		469.07	402.07	
Total Operating Expenses	**616.36**	**547.38**	**12.60%**	**596.82**	**3.27%**	**1,213.18**	**1,102.42**	**10.05%**
EBITDA	**85.26**	**81.16**	**5.05%**	**108.23**	**(21.22%)**	**193.49**	**180.61**	**7.13%**
EBITDA Margin	**12.15%**	**12.91%**	**(76 bps)**	**15.35%**	**(320 bps)**	**13.76%**	**14.08%**	**(32 bps)**
Finance Costs	6.18	5.21		5.90		12.08	10.42	
Depreciation and Amortisation Expense	41.41	39.36		40.21		81.62	79.01	
Profit Before Tax (PBT)	**50.15**	**48.85**	**2.66%**	**75.08**	(33.20%)	**125.23**	**114.76**	**9.12%**
PBT Margin	**7.15%**	**7.77%**	**(62 bps)**	**10.65%**	**(350 bps)**	**8.90%**	**8.94%**	**(4 bps)**
Tax Expense	13.20	12.69		20.14		33.34	29.70	
Profit for the Period (PAT)	**36.95**	**36.16**	**2.18%**	**54.94**	**(32.74%)**	**91.89**	**85.06**	**8.03%**
PAT Margin	**5.27%**	**5.75%**	**(48 bps)**	**7.79%**	**(252 bps)**	**6.53%**	**6.63%**	**(10 bps)**
Basic EPS (₹)	1.48	1.46		2.21		3.69	3.42	

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Balance Sheet

EQUITY AND LIABILITIES (₹ in Cr.)	H1FY27	FY26
Equity		
Equity Share Capital	24.89	24.89
Other Equity	2,275.86	2,181.47
	2,300.75	**2,206.36**
Liabilities		
Non-Current Liabilities		
Financial Liabilities		
Lease Liabilities	209.71	187.67
Other Financial Liabilities	-	-
Provisions	21.49	21.19
Deferred Tax Liabilities (Net)	17.37	21.09
	248.57	**229.95**
Current Liabilities		
Financial Liabilities		
Borrowings	41.11	-
Lease Liabilities	46.87	44.98
Trade Payables (Total Outstanding Dues)	265.29	262.64
Other Financial Liabilities	97.60	85.67
Other Current Liabilities	61.01	63.28
Provisions	45.42	51.03
Current Tax Liabilities (Net)	9.39	5.03
	566.69	**512.63**
Total Equity and Liabilities	**3,116.01**	**2,948.94**

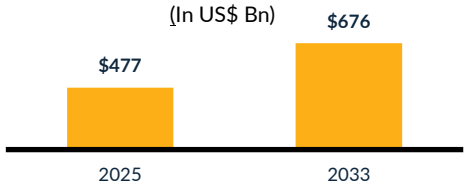
ASSETS (₹ in Cr.)	H1FY27	FY26
Non-Current Assets		
Property, Plant and Equipment	960.14	966.37
Capital Work-in-Progress	113.82	96.70
Intangible Assets	6.77	8.28
Intangible Assets under Development	0.57	0.57
Right-of-Use Assets	411.92	390.00
Financial Assets		
Investments	186.35	247.40
Loans	0.00	0.02
Other Financial Assets	21.43	20.84
Other Non-Current Assets	27.30	25.24
	1,728.30	**1,755.42**
Current Assets		
Inventories	710.21	556.72
Financial Assets		
Investments	141.41	188.42
Trade Receivables	278.83	298.89
Cash and Cash Equivalents	88.39	17.69
Bank Balances other than Cash and Cash Equivalents	6.38	6.50
Loans	0.28	0.35
Other Financial Assets	10.74	15.81
Other Current Assets	151.47	109.14
	1,387.71	**1,193.52**
Total Assets	**3,116.01**	**2,948.94**

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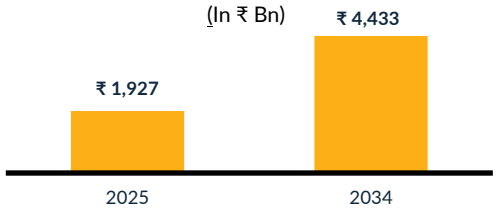
Industry Overview

Attractive dynamics of the Indian footwear industry

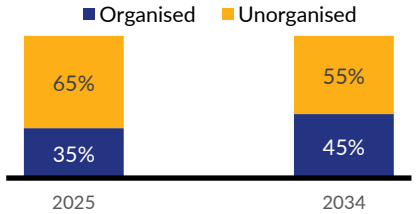
Global Footwear Market is expected to grow at 4.5% CAGR from 2025 to 2033 to $676 Bn



Indian Footwear Market is expected to grow at 9.7% CAGR from 2025 to 2034 to ₹ 4,433 Bn



Improving share of Organised footwear market – India



- **Global E-Commerce footwear** market is expected to outperform overall market by growing at 4.25% CAGR from 2025 to 2035 to $400 bn.
- **Asia-Pacific** holds the largest share in footwear market i.e. 32%.
- **In Global exports**, India has moved up one place from 6th to 5th largest exporter of footwear by quantity.

- **Digital Transformation** – Online shopping, virtual try-ons, Investments in R&D on new technologies, Smart shoes, and AI-powered personalization are reshaping customer experiences.
- **Millennial Consumer Choices** – Trends like personal style and self-expression highly affect demand
- **Women's footwear -** Women footwear is gaining share, reflecting rising workforce participation and faster fashion cycles.
- **Sports & Athleisure -** Fastest-growing footwear category, expected to expand at ~10% CAGR, driven by rising health awareness and a shift toward performance-oriented, comfort-focused sports footwear.

- **India's organised footwear market** is expected to grow at a 13% CAGR, expanding from ₹ 674 Bn in 2025 to ₹ 1,995 Bn by 2034, creating significant growth opportunities for organised players.
- **Supportive policy** reforms, **rapid urbanisation** with a growing middle class income, and improved access to capital are collectively accelerating the shift of India's footwear market toward the organised sector.

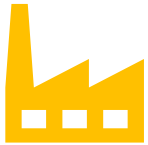
Source : Industry Reports

Key Strengths

Key Strengths



Diversified Product Portfolio



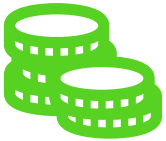
Manufacturing Excellence



Wide Distribution Network

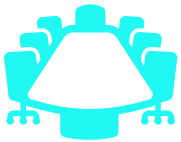


Product Innovation



Financial Resilience with Strong Credit Profile

ICRA AA (Long Term)
A1+ (Short Term)



Distinguished Board and Management Team



Evolving Macroeconomic Industry Growth drivers



Strong Corporate Governance

RELAXO

Annexures

Awards and Accolades

1st Place for Excellent Export Performance (Non-Leather Footwear) 2024-2025

Northern Region Export Excellence Award 2025

Rotary India National CSR Award 2025 (Northern Region) under the Mega Category – Education & Literacy

India's Retail Champions Awards (Category - Footwear) 2025



Sustainable Development Goals (SDG) Achievers Award 2023-24 under United Nations SDG 4– Quality Education

BW Retail World - Retail Reboot Awards 2024 for Best Use of Festive Marketing

1st Place for Excellent Export Performance (Non-Leather Footwear) 2023-2024

Best Supply Chain Reach Strategy
ISCM Supply Chain Ranking 2024

Prithvi Awards 2024 Recognition to Sustainability Icons

Dun & Bradstreet-India's 500 Value Creators 2023

Northern Region Export Excellence Award 2023

Status of Three Star Export House 2023

2nd Place for Excellent Manufacturing & Export Performance 2022-2023

Being a Good Corporate Citizen

Education

Parivartan - Model School Project - Working upon the school infrastructure development & capacity building of teachers, students, SMC members, parents, as well as Community in 128 Govt. schools (118 in Haridwar & 10 in Dehradun district) directly impacting approx. 14,000 students

Skill Development & Remedial Education Project: Empowering 420 youth through 4 skill development courses & Remedial Education support to 500 students in Delhi



Education Kit Distribution



Skill Development Project

Health

At Khairthal district Rajasthan, implementing two major healthcare initatives i.e. **Nayan - Avoidable Blindness Project**; focusing over the eye screening & corrective procedures through 2 Vision Centers & regular outreach to approx. 2.7 lacs residents of 189 villages including approx. 55000 students of Government schools of the of Tijara block

Mobile Health Unit Project - providing primary healthcare facilities in 11 villages around Bhiwadi



Project Nayan



Mobile Health Unit Project

Environment

Water Conservation Project - Under our environmental conservation efforts, we have constructed/renovated 18 anicut/checkdams & earthen ponds with a cumulative water holding capacity of 4.9 lacs cubic meter in a single filing, on & around Ruparel River, Alwar

Plantation Drive – Plantation drives in over 55,000 saplings in Bachedi Village around the Sariska Tiger Reserve, Alwar, Rajasthan and Haryana.



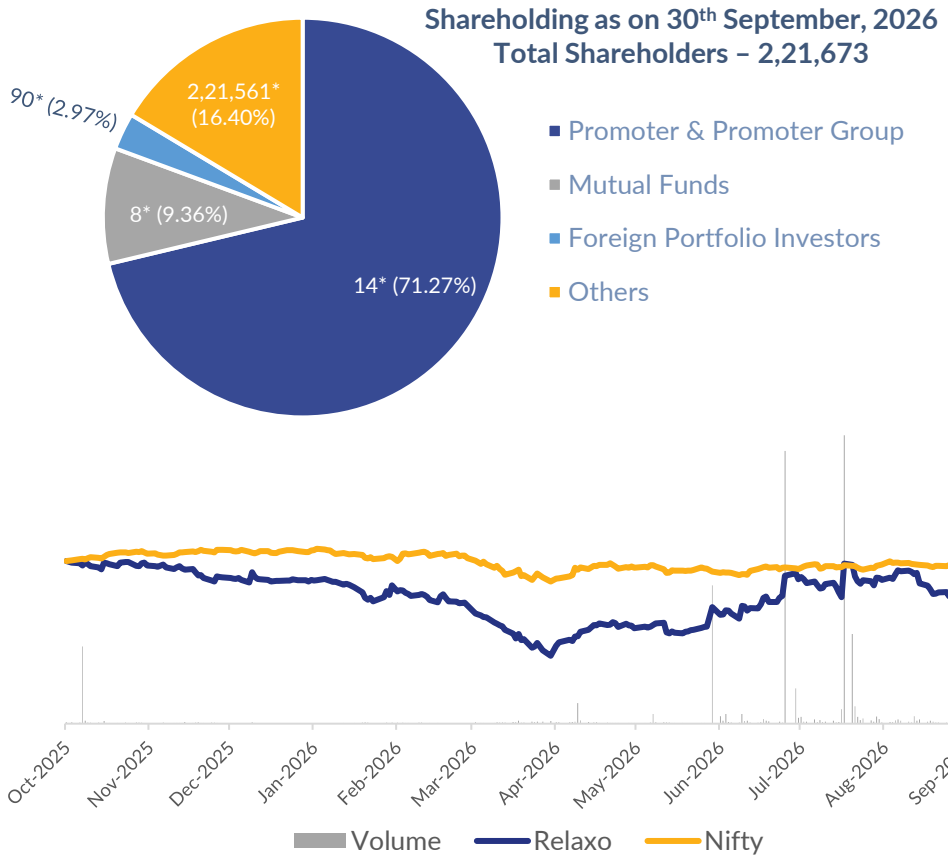
Plantation Drive



Water Conservation Project

RELAXO

Shareholding Pattern



Shareholder Information as on 30th September 2026	
BSE Ticker	530517
NSE Ticker	RELAXO
Market Cap (₹ in Cr)	7,249.09
% Free- float	28.73%
Shares Outstanding (in Cr)	24.89
3M ADTV (Shares)	11,47,712
Enterprise Value (₹ in Cr)	7,202
52 Week High (₹)	445.6
52 Week Low (₹)	237.9
52 Week ADTV (₹ in Cr)	27.6

** Denotes No. of Shareholders*

Thank You