



LIFESTYLE LIMITED

(Formerly known as
Raymond Consumer Care Limited)



RLL/SE/26-27/46

October 28, 2026

To

The Department of Corporate Services - CRD
BSE Limited
P.J. Towers, Dalal Street
Mumbai - 400 001
Scrip Code: 544240

The National Stock Exchange of India Limited
Exchange Plaza, 5th Floor
Bandra-Kurla Complex
Bandra (East), Mumbai - 400 051
Symbol: RAYMONDSL

Dear Sir/Madam,

Sub: Raymond Lifestyle Limited – Investor Presentation

Pursuant to Regulation 30 of the SEBI (Listing Obligation and Disclosure Requirements) Regulations, 2015, we enclose herewith the Investor Presentation on the Unaudited Financial Results for the Second quarter and Half year ended September 30, 2026.

The meeting of the Board of Directors commenced at 03:15 P.M. and concluded at 05:50 P.M.

The Investor Presentation is also available on the website of the Company i.e. <https://raymondlifestyle.com/>.

We request you to take the above information on record.

Thanking you.

Yours faithfully,
For **Raymond Lifestyle Limited**

Priti Nitin Alkari
Digitally signed by
Priti Nitin Alkari
Date: 2026.10.28
19:05:07 +05'30'

Priti Alkari
Company Secretary

Encl.: A/a



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Raymond

LIFESTYLE LIMITED

RESULTS PRESENTATION - Q2FY27 & H1FY27

October 28, 2026



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MACRO OUTLOOK & BUSINESS OVERVIEW



Geopolitical & Currency Impact

- Brent crude continues to trade above **\$105–\$110/bbl**, maintaining strong cost pressures on synthetic fiber inputs, dye chemicals, and freight costs
- Indian Rupee continues to hover near record lows (nearing **94–95 USD/INR**), elevating import costs for raw materials
- Persistent global supply chain disruptions



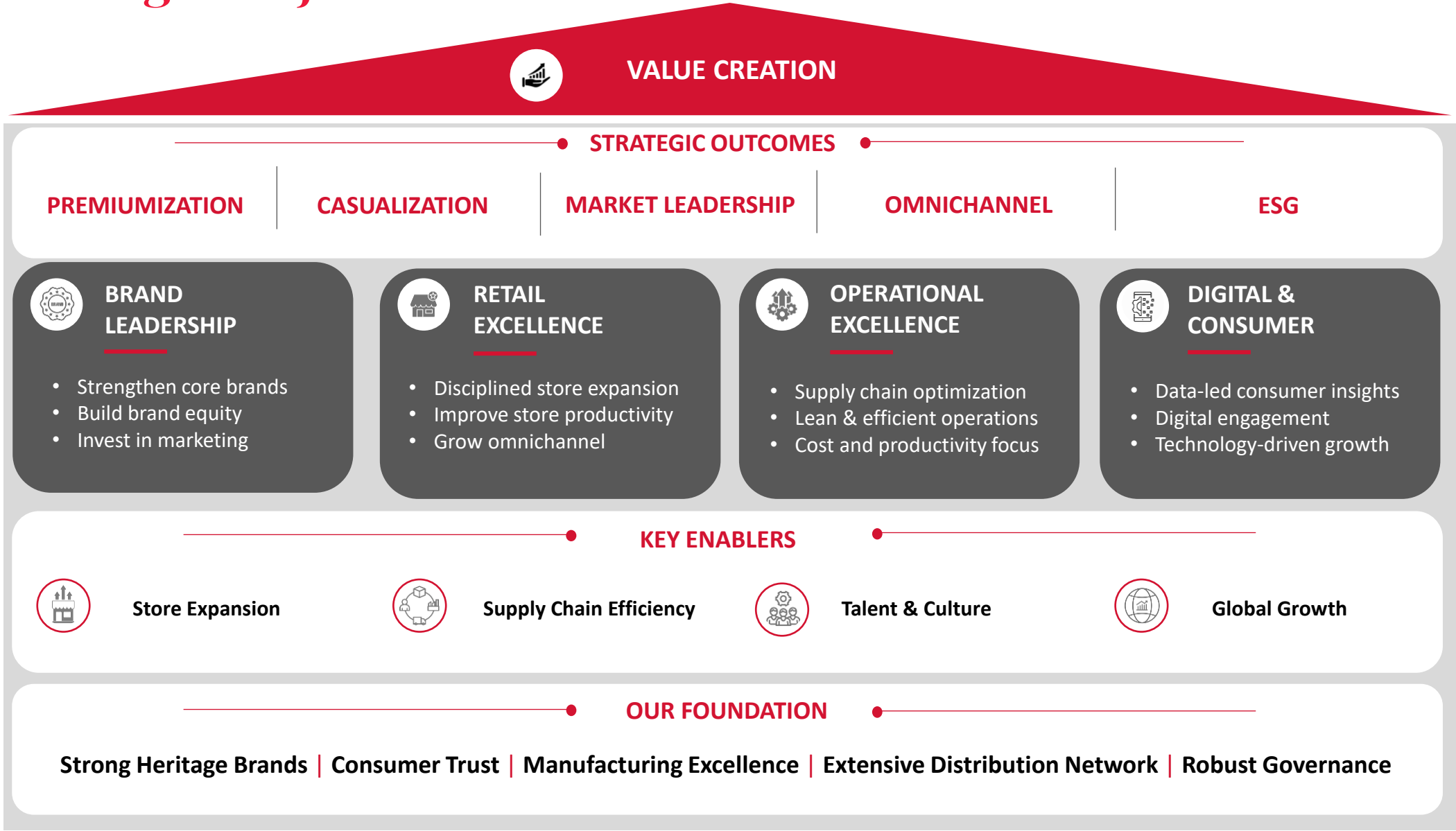
Environmental & Commodity

- Unpredictable seasonal rainfall patterns and extreme heat events continue to impact agricultural yields, creating supply-chain swings in raw fiber availability
- Benchmark wool prices remain firm near elevated multi-year levels
- Domestic cotton prices remain elevated



Economy & Inflation

- Reserve Bank of India (RBI) has raised India's FY27 real GDP growth projection to **7.1%** (up from earlier baseline estimates), reflecting resilient domestic consumption, strong urban demand, and ongoing premiumization across retail categories
- CPI inflation projection for FY27 has been revised to **5.2%** (up from earlier estimates) driven by persistent input cost pressures



OUR FOCUS

- Consistent Profitable Growth
- Margin Expansion
- Strong Cash Flows
- Long-term Shareholder Value Creation

Category Dominance

- ~65% **Worsted Suiting** fabric share & OTC Shirting leadership
- **Pricing Power:** Wedding/celebration wear driving strong **EBITDA margins >18%**.
- **Fully vertically integrated** business model

Efficiency & Profitability

- **Manufacturing Excellence:** First Time Right (FTR) > **95%**, Capacity Utilization > **90%**
- **FY26 Performance:** **23% EBITDA** growth (₹804 Cr) and a massive **63%** surge in **PBT**
- **FY27 Target:** Double digit top line & higher double digit EBITDA growth

Asset Light & Retail Strength

- **TRS FOFO Dominance** – Sustaining > **90% share** in FOFO model
- **1,600 + Stores:** Active network optimization toward high-yielding premium retail locations

Fortified Balance Sheet

- **Working Capital:** NWC cycle reduced from 87 to **77 days** in FY26
- **Sustained Net-Debt Free entity status**
- **Disciplined working capital** management yielding **robust Free Cash Flow**

Premiumization & Casualization

- **Fabric Mix Upshift**
Transitioning towards high-value Wool, Poly-wool blends, and pure Linen
- **Launching Premium Products**
Accelerating premium product introductions across collections
- **Casualization Expansion**
Accelerated growth in core casual brands ColorPlus & Parx; increasing casual mix within formal brands Park Avenue & Raymond RTW

Strategic Growth Levers

- **FY27 Roadmap:** Focused on Premiumization, Casualization & Geographical Diversification
- **International Growth:** Expanding into EU & UK markets via trade agreements (FTAs)

Our Business Portfolio

Raymond
LIFESTYLE LIMITED



Branded Textiles

Premium Suiting & Shirting fabrics.



raymond
Made to Measure



Branded Apparel



Garmenting

Serving marquee brands across the **US, UK & Europe** through a scalable **B2B** export platform.

Leveraging a **vertically integrated model** from "fabric-to-garment".



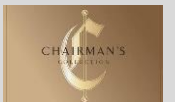
High Value Cotton Shirting

Maintaining **market leadership** through end-to-end integrated manufacturing.

Supply **premium cotton & linen shirting fabrics** to domestic & global markets.



Emerging Business





HIGHLIGHTS

Q2FY27 & H1FY27- Performance Snapshot

FINANCIAL PERFORMANCE



Q2FY27

H1FY27

TOTAL INCOME

YoY 
₹ 2,125 Cr. 14%


₹ 3,685 Cr. 10%

EBITDA

YoY 
₹ 270 Cr. 4.0%
Margin 12.7%


₹ 404 Cr. 6.0%
Margin 11.0%

PBT

YoY 
₹ 91 Cr. (16%)
Margin 4.3%


₹ 53 Cr. (37%)
Margin 1.4%

OPERATING HIGHLIGHTS



SEP '26

STORE COUNT

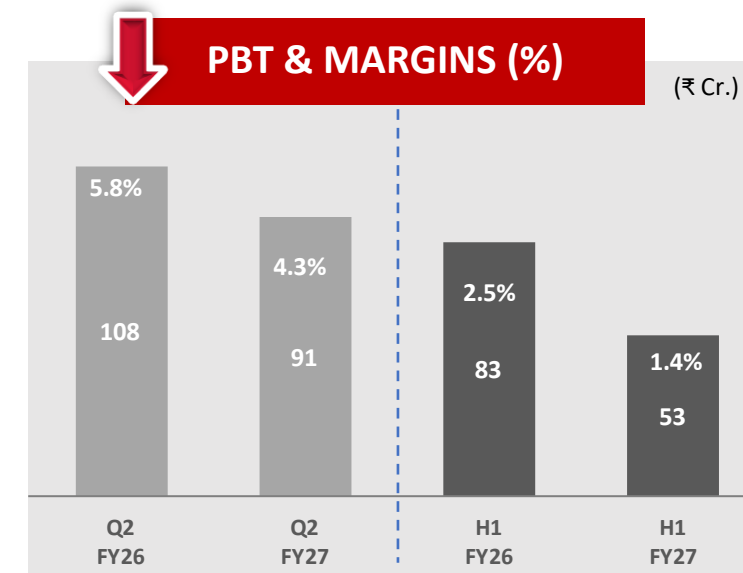
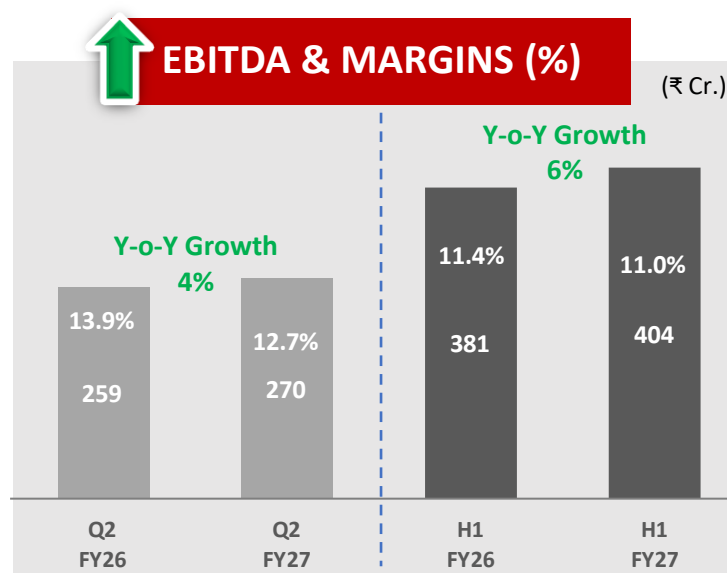
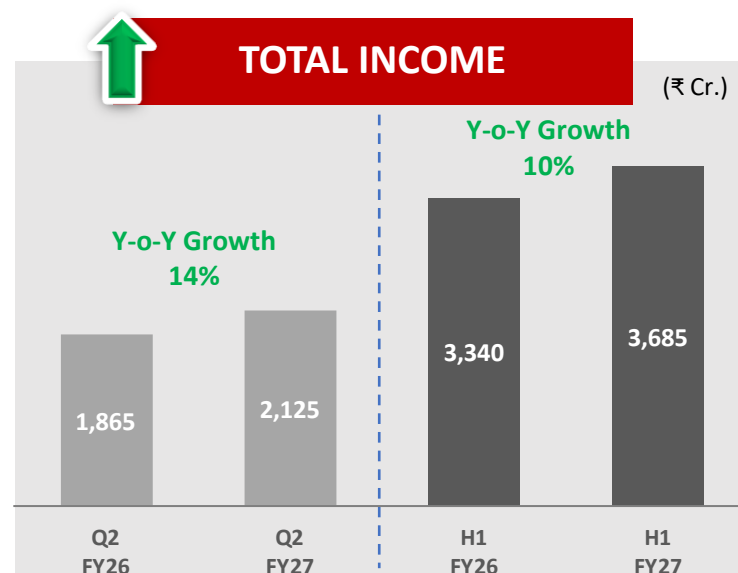
YoY 1,663 29 
1,634
QoQ 1,627 7 

NET CASH

₹ 69 Cr.

International momentum and domestic premiumization fuel solid performance

Q2FY27 & H1FY27 Performance Trends



- **Total Income growth of 14% Y-o-Y** was on account of:
 - Strong performance by the **garmenting segment**, driven by **order book execution**, following the US-India Tariff rationalization, & onboarding of new global clients
 - Robust performance within **Branded Apparel** led by casualization
 - Successful **premiumization** across **Branded Textile**
- **Margin** were at **12.7%**, reduced by 120 bps on account of increased marketing investments and significant increase in raw material prices & freight costs
- **Robust cash flow** with net cash position at **₹ 69 Cr in Sep'26** from (₹ 246) Cr in Sept'25, representing a **cash generation of ₹ 300+ Cr**
- **Network Optimization**: **53** underperforming stores exited; strategic expansion with **24** new locations, net closures of **29** stores since Sep'25

Net Working Capital*

(₹ Cr.)

No. of Days

105

1,870

Sept'25

82

1,622

Sept'26

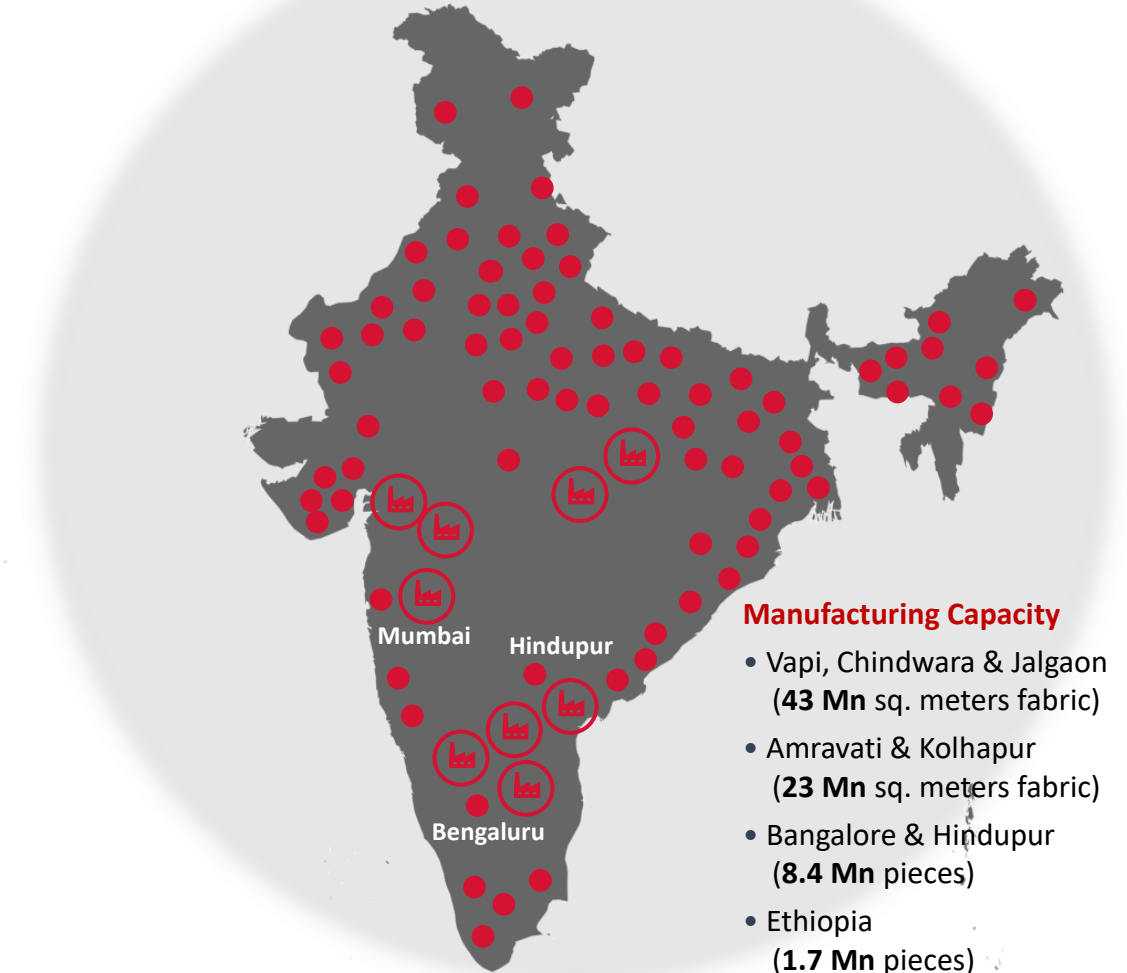
- **NWC** improved by 23 days, stood at **82 days** in **Sept'26** v/s 105 days in Sep'25, mainly due to better collections and inventory management

Unrivalled Presence & Distribution Depth



Massive Footprint across 600+ Towns/Cities

- **1,134 TRS Outlets:** The flagship Raymond Shop footprint nationwide
- **450 EBOs:** Exclusive stores for Raymond Ready to Wear (RRTW), Park Avenue, ColorPlus & Ethnix
- **20,000+ Trade Points:** Deepest wholesale distribution network in Indian apparel
- **12.4 Million Loyalty Members:** High-value active CRM engine driving repeat purchases



Manufacturing Capacity

- Vapi, Chindwara & Jalgaon
(43 Mn sq. meters fabric)
- Amravati & Kolhapur
(23 Mn sq. meters fabric)
- Bangalore & Hindupur
(8.4 Mn pieces)
- Ethiopia
(1.7 Mn pieces)



40+

Countries
Exported to



43

International
Stores



1600+

Retail
Stores



11

Manufacturing
Facilities



600+

Cities & Town

23,000+

Employees (D+I)*



**FINANCIAL
PERFORMANCE**

Q2FY27 & H1FY27 - P&L Statement

Consolidated Performance

Particulars (₹ Cr.)	Q2FY27	Q2FY26	YoY
Revenue from Ops	2,075	1,832	13%
Other Income	49	33	
Total Income	2,125	1,865	14%
Expenses	1,855	1,606	
EBITDA	270	259	4%
<i>EBITDA Margin %</i>	<i>12.7%</i>	<i>13.9%</i>	
Depreciation	105	91	
Interest Expense	74	60	
PBT	91	108	(16%)
<i>PBT margin %</i>	<i>4.3%</i>	<i>5.8%</i>	
Taxes	(23)	(28)	
Net Profit	68	80	(15%)
Exceptional Items	0	(5)	
Net Profit Post Exception	68	75	(10%)

H1FY27	H1FY26	YoY
3,591	3,263	10%
94	78	
3,685	3,340	10%
3,281	2,960	
404	381	6%
<i>11.0%</i>	<i>11.4%</i>	
214	180	
137	117	
53	83	(37%)
<i>1.4%</i>	<i>2.5%</i>	
(8)	(23)	
45	60	(25%)
0	(5)	
45	55	(19%)

Segment Performance - Quarterly & Half Yearly

Branded Textile

(₹ Cr.)

Particulars (₹ Cr.)	Q2 FY27	Q2 FY26	YoY	H1 FY27	H1 FY26	YoY
Revenue	971	906	7%	1,654	1,605	3%
EBITDA	188	186	1%	283	293	(4%)
EBITDA margin	19.3%	20.6%		17.1%	18.3%	

Branded Apparel

(₹ Cr.)

Particulars (₹ Cr.)	Q2 FY27	Q2 FY26	YoY	H1 FY27	H1 FY26	YoY
Revenue	559	465	20%	908	800	14%
EBITDA	49	41	20%	67	67	(0%)
EBITDA margin	8.8%	8.8%		7.4%	8.4%	



REVENUE

Higher on account of volume growth, in spite of **late festive onset and strong bookings** as compared to the previous year



EBITDA

Favorable sales mix offset by **elevated raw material costs & freight costs** constrained margin expansion



REVENUE

Continued to enhance portfolio with **Casualization** strategy, while, growth was witnessed across key channels such as **LFS, Trade & E-commerce**



EBITDA

Impacted by **adverse channel mix** and **higher raw material prices**, offset by **closure of non performing stores**

Segment Performance - Quarterly & Half Yearly

Garmenting

(₹ Cr.)

Particulars (₹ Cr.)	Q2 FY27	Q2 FY26	YoY	H1 FY27	H1 FY26	YoY
Revenue	339	269	26%	635	466	36%
EBITDA	25	14	75%	47	6	643%
EBITDA margin	7.4%	5.3%		7.4%	1.3%	

High Value Cotton Shirting

(₹ Cr.)

Particulars (₹ Cr.)	Q2 FY27	Q2 FY26	YoY	H1 FY27	H1 FY26	YoY
Revenue	222	212	5%	417	416	0%
EBITDA	21	25	(17%)	40	44	(9%)
EBITDA margin	9.5%	12.0%		9.6%	10.6%	



REVENUE

Strong order book execution, following the US-India Tariff rationalization, UK India FTA & onboarding of new global clients



EBITDA

Increased on account of **higher volumes and increase in ASP**



REVENUE

Higher due to **strong linen performance & higher ASP**



EBITDA

Impacted by **higher raw material prices & freight costs**, partially offset by higher ASP

Segment Performance - Quarterly & Half Yearly

Emerging Businesses#

(₹ Cr.)

Particulars (₹ Cr.)	Q2 FY27	Q2 FY26	YoY	H1 FY27	H1 FY26	YoY
Revenue	100	87	15%	179	160	12%
EBITDA	(23)	(9)		(42)	(22)	
EBITDA margin	(23.0%)	(10.6%)		(23.3%)	(13.9%)	

REVENUE



Ethnix - Reduced retail footprint by net **27** stores since Sep'25 and changing the business model

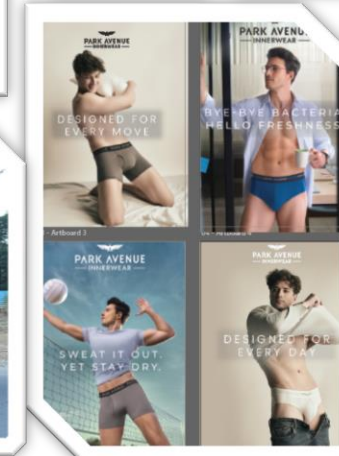
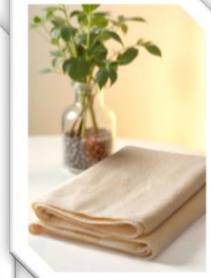
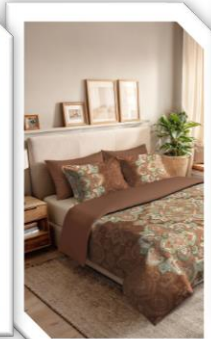
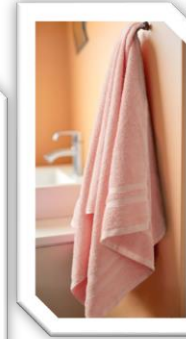
Home – Delivered **strong double digit** growth & launched a super-premium line

IW – Growth was witnessed across key channels

EBITDA



These emerging businesses continue to be in **investment mode**



Exclusive Retail Network

Retail network evolution with new brand identity across brands with focus on premium locations



Exclusive Outlets & Brands

 Premium Formal Wear	 Premium Formal Brands	 Wedding & Ceremonial Wear	 Wedding & Ceremonial Wear
 Casual Brands	 Casual Brands	 Luxury & Ultra Luxury	 Luxury & Ultra Luxury



■ TRS ■ MTM ■ EBO

Total Stores

Sept'25	1,110	50	503	1,663
Mar'26	1,109	49	495	1,653
Sept'26	1,134	50	450	1,634



SATYAKI GHOSH

Whole time Director & Chief Executive Officer

*“Our performance in Q2 and H1 FY27 demonstrates sustained operational continuity, strategic resilience, and focused commercial execution across domestic and international markets. Our Garmenting business continued to deliver robust growth, capitalizing on global supply chain realignments, while our Branded Apparel business expanded by 20%, spearheaded by strong momentum across our casual brands ColorPlus and Parx. While elevated input costs and channel mix dynamics influenced near-term operating margins, our disciplined pricing, substantial working capital contraction, net debt-free balance sheet with ₹ 69 Cr in net cash provide tremendous operational resilience. As we enter the peak festive and wedding season, domestic demand indicators remain strong. Supported by retail network optimization, brand investments, and capacity ramp-ups, **we remain firmly confident in our strategic direction and on track to achieve our stated FY27 guidance.**”*



ESG Target 2030 & Key Priorities

ESG TARGETS



15%

Reduction in Scope 1 & 2 GHG emissions



25%

Renewable Energy Usage



Zero

Waste to Landfill by 2030



Zero*

Liquid Discharge (ZLD) by 2030



<15%

Employee Turnover Rate



Zero

Fatalities in Workplace Safety



40%#

Female Representation



100%^

Independent Directors on all Board Committees

KEY PRIORITIES



Accelerate decarbonization and resource efficiency



Nurture talent, diversity & well-being



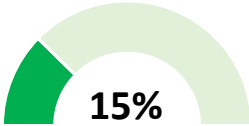
Enhance governance and risk management



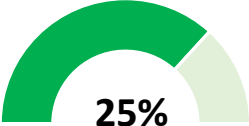
Key Achievements in FY26



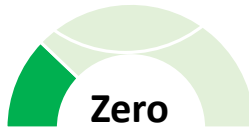
3.7%
Reduction in Scope 1 & 2



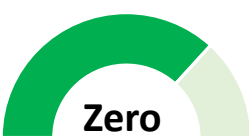
18.52%
Energy consumption from renewable sources



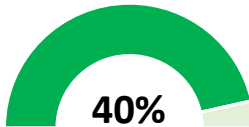
24.26%
Reduction in waste to landfill



73.54%
Increase in Liquid Discharge



37.22%
On track towards improving female representation



Targeted themes designed to drive sustainable development and social upliftment



Education

Supporting quality learning, infrastructure, and educational resources for children.



Livelihood & Skill

Strengthening artisan livelihoods, and promoting skill development.



Community

Fostering inclusive growth, community infrastructure, and enhancing social fabric.



Environment

Promoting green initiatives, conservation, and sustainable resource management.



Disaster Management

Strengthening preparedness, carrying out active relief, and supporting rehabilitation.

Proposed Strategic Programs

A strategic three pillar approach designed for comprehensive social impact and sustainable community upliftment

CSR Program 1

Project Neev by Raymond

Integrated Village Adoption across manufacturing hubs

Drives comprehensive rural upliftment through a structured Village Adoption model across **3 focal villages in Amravati, Vapi and Doddaballapur.**

Integrates localized development interventions customized to regional socio-economic needs and priorities.

Establishes essential infrastructure, including water systems, roads, and sanitation, to support sustainable long-term growth.

CSR Program 2

Raymond Good Neighbor Project

Centralized and social interventions

Focuses on specialized social welfare programs to empower community. To prevent ad-hoc scope creep, help is structured under the **"Neighbor"** theme:

Neighborly Fixes: Urgent infrastructure repairs (e.g., community water taps, school roofs).

Neighborly Care: Immediate relief (e.g., distributing blankets, emergency food, medical transport).

Neighborly Time: Skill-based volunteering where Raymond employees drop in to help and mentor.

CSR Program 3

Project Weave

Strengthening artisan livelihoods

Heritage Preservation: Protect India's textile traditions and crafts through NGO partnerships and capacity-building workshops.

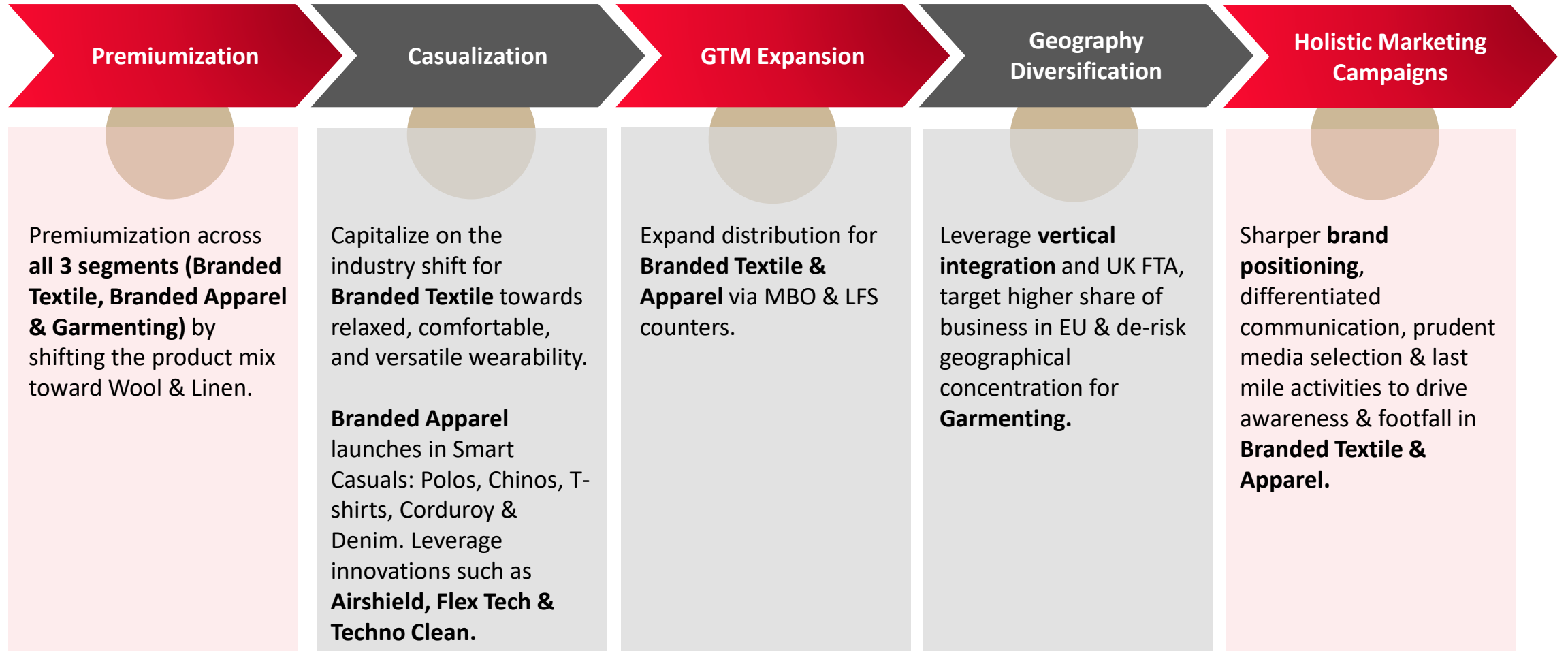
Sustainable Livelihoods: Empower artisans, weavers, and women-led SHGs through skill development, fair pay, and order-linked production.

Enterprise Incubation: Transition artisans into self-sustaining enterprises via design mentoring, quality standards, and direct market access.

Brand Synergy: Align community upliftment with Raymond's legacy to build an authentic flagship CSR program.

A full-page photograph of a man with dark hair and a beard, wearing a white long-sleeved shirt, a patterned tie, and light blue trousers. He is standing in front of a large window that looks out onto a bright blue ocean under a blue sky with white clouds. To the left, a framed picture of a ship's wheel is visible on the wall. A red banner is at the bottom left.

**WAY
FORWARD**





**LEADERSHIP
TEAM**

Strong Governance with High Pedigree Board Members



GAUTAM HARI SINGHANIA
Executive Chairman



K. NARASIMHA MURTHY
Independent Director



VINEET NAYAR
Independent Director



ANISHA MOTWANI
Independent Director



GIRISH C. CHATURVEDI
Independent Director



DINESH LAL
Independent Director



RAJIV SHARMA
Independent Director



SATYAKI GHOSH
Wholetime Director & CEO

Led by Experienced Management Team



SATYAKI GHOSH
Wholetime Director & CEO



E C PRASAD
Chief Financial Officer



VIKRAM MAHALDAR
*Chief Business Officer
(Suiting)*



ANUPAM DIKSHIT
*Chief Business Officer
(Shirting)*



NEERAJ NAGPAL
*Chief Business Officer
(Apparel, MTM & TRS)*



MANISH BHARATI
*Chief Business Officer
(Garmenting & IB)*



VIPUL MATHUR
*Chief Business Officer
(Home & Ethnix)*



DEBDEEP SINHA
*Chief Business Officer
(Sleepz & IW)*



HRISHIKESH SINGH
Chief Information Officer



KALPANA SINGH
Chief Marketing Officer

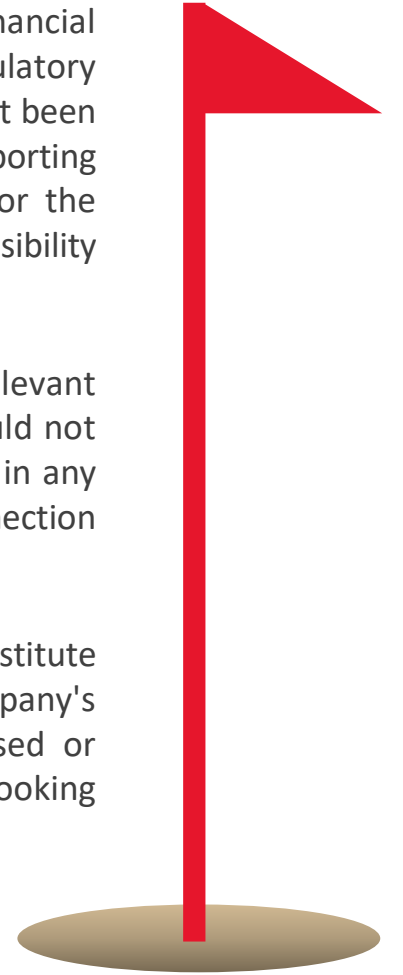


MLN PATNAIK
Chief HR Officer

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Raymond
LIFESTYLE LIMITED

Thank You

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