

Investor Presentation

Financial Results — Quarter and Half Year Ended September 30, 2026

3 November 2026

Key Highlights

~INR 1,012 Cr

TTM Sep 26 Revenue — up from ~INR 300 Cr in FY21

Demonstrated growth execution

INR 1950+ Cr

Installed revenue capacity across all units on conclusion of current capex by March 2027. New product categories to go live FY 28

INR 480+ Cr

Capex since FY20 — mostly from internal accruals

Operating Leverage Ahead

Average utilisation of 52–55% across INR 1,950+ Cr of installed capacity. Revenue can nearly double without significant incremental capex from hereon and the concluding FY27 capex cycle adds further headroom.

China+1 Structural Tailwind

CNYINR has appreciated 24% over 13 months, alongside a 10% tariff differential and geopolitical preference to India vs China. Leading retailers are actively diversifying 15–20% of sourcing out of China over 2–3 years, with India the primary beneficiary.

Blue-Chip Customer Base

Walmart, Target, TJ Maxx group, Action, Costco, Williams Sonoma, Pottery Barn, JYSK and Sainsbury's, among others — 20+ year relationships with the top 15 customers underpin a built-in demand pipeline.

Vertically Integrated Model

Yarn-to-finished-product capability across cotton and MMF, spread over 8 factory locations. Replacement cost of INR 950+ Cr represents a significant barrier to entry. The Company manufactures entirely against confirmed customer orders.

Cash Flow Inflection

With the capex cycle concluding, 40–50% of operating cash flow becomes available for opportunity based expansion, debt reduction, dividends or growth. Cash generation continues to improve with scale and a better product mix.

PLI & Trade Deal Catalysts

PLI approval received on July 1, 2026 across multiple products, with benefits expected to accrue from FY28. EU and UK trade deals are in place and US tariffs stand at 10% under Section 301.

Company at a Glance

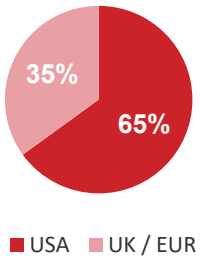
Operations

- Engaged in manufacturing of Technical & Home Textiles products
- Direct exports to large retailers in USA, UK & EUR — over 90% export revenue
- 8 factory locations: Silvassa (2), Vapi (1), Panipat (4), Aurangabad (1)
- Office + Showroom in New York, USA (Faze3 USA LLC)
- Equal capabilities across Cotton & Polyester/MMF products
- Order-backed manufacturing only; ~85% FOB; turnaround 45-100 days
- Globally mandated infrastructure and operations standards

Product Categories

- Floor coverings: Bathmats, Rugs — Rubber backed
- Performance & Outdoor Home Textiles (micro polyester, cushions)
- Top of Bed, Blankets, Curtains, Accessories
- Handloom: Accent Rugs, Throws, Power-loom rugs
- Vertically integrated: Yarn to Finished Product
- Inhouse Design, Development & Innovation capability

Market & Customer Profile



- Strong 20+ year relationships with Top 15 customers
- Top 12 customers contribute ~80% of revenue
- No single customer exceeds 15% of revenue
- Most customers procure multiple products across factories
- Customer appetite at least 10x current volumes — huge unfulfilled demand

Competitive Edge

- Multiple product lines (unique vs peers)
- China cost, tariff & FX arbitrage neutralised
- Adequate room for all Indian peers
- Most peers in only 1 product category

Management: Founder/Promoters + Professional CXOs • CARE Rated A (Stable) / A1 (July 2026) • Factory replacement value > INR 950 Crs

Our Valued Customers



Product Portfolio

www.fazethree.com

























Market Opportunity

China +1 Acceleration

CNYINR moved from 11.65 to 14.5 (+24%) in 13 months — major cost advantage for India. Top retailers targeting 15-20% diversification from China within 2-3 years combined with 10% tariff differential in USA, this is the strongest tailwind in a decade.

Trade Deals in Place

FTA with EU and UK are additional positives. US India trade deal also expected to conclude in H1 CY 2027 as per latest reports, even otherwise 10% tariff currently is already factored in.

India preferred diversifier under China+1

Commitments from large retailers like Walmart to source $ 30Bn by 2030. Most retailers prefer India as country diversification option versus China

Worlds largest democracy & politically stable large economy

Labour costs & Currency tailwind versus peers like China

Supplier Landscape

Other supplier countries (Turkey, Egypt, Pakistan, Bangladesh) face structural challenges — currency instability, infrastructure gaps, quality issues — driving customer preference towards India. Brownfield expansion is the key to capturing demand.

India's MMF Opportunity

India leads in cotton home textiles but MMF (Floor coverings, Rugs, Outdoor, Performance textiles, TOB, Curtains) is dominated by China. India's MMF exports potential is estimated at 20x current levels. PLI for MMF will build the optimum supply chain.

As India consumes more Oil over the years the RM availability for downstream industries will drive economy of scale and pricing parity with global markets

Supply chain opportunity

With significant scale of operations / business coming to Indian Companies, the Retailers would prefer to establish supply chain for moving larger value businesses across Textile Trade from hereon eg: Foxconn to India

Post energy crises caused by West Asia, Supply Chains will again reroute and tilt in favor of India given the stability and neutrality

Capitalizing on the Global Opportunity

INR 480+ Crs invested from internal accruals since FY20

Silvassa
2022 & 2026

MMF Floor Coverings, Performance Rugs, Technical & Outdoor

INR 900 Crs revenue capacity

FY27E revenue ~INR 400 Crs

Top of Bed & Blankets
2023

Incl. Filled Products — brownfield expansion backed by customer commitments

INR 550 Crs revenue capacity

~55% utilisation

Panipat
2024-26

Cotton Home Textiles division and processing unit

INR 550+ Crs revenue capacity

~55% utilisation

Mats & More (Aurangabad)
Sub.

Patio mats, outdoors textiles — new category for existing customers

INR 100 Crs revenue capacity

~50% utilisation

- INR 35+ Cr invested in Rooftop Solar 3.5 MW (captive), PNG clean energy for processing & Li-ion Electric MHE — ESG focus
- CARE credit rating reaffirmed A(Stable)/A1 (July 2026). Factory replacement value >INR 950 Crs — significant entry barrier
- Focus on reducing costs, being innovative and most competitive manufacturer while maintaining budgeted net profit margins
- Strong domestic supplier partnerships with upfront payment terms securing quality and timely supplies from best in business
- Company's current planned capex expected to conclude in FY27. At least 40-50% of CFO available for alternative uses ahead

Management Outlook — FY27 & Beyond

Q2FY27: Highest-ever revenue for a September quarter at INR 267.8 Crs, up 29% year on year. EBIDTA margin recovered to ~13.3% from 11.5% in Q1FY27, aided by growth/operating leverage, repricing with customers (ongoing) and better USDINR realization. H1 FY27 revenue up 19% YoY with a strong order book for H2 FY27.

Growth Trajectory

Strong volume momentum continued through H1 FY27 (revenue up 19% YoY) and is expected to sustain through FY27 and FY28, alongside inflation-led pricing growth similar to the FY22/23 cycle. ***FY27 revenue growth is expected to be around 20%+***. Long-standing customer relationships and the Company's resilience have been demonstrated through successive stress tests since July 2025 — tariffs and the West Asia crisis ongoing through Nov 2026.

Margin Recovery Q2FY27 & H1FY27

EBIDTA margin recovered to 13.29% in Q2FY27 from 11.52% in Q1FY27 — driven by operating leverage at higher revenue, repricing and upcharges flowing through, better USDINR realisation

Q1FY27 margins had been impacted by the input cost surge following the West Asia crisis; the Q2 recovery reflects the repricing actions initiated then. TTM EBIDTA margin stands at 11.93%, up from 9.89% in FY26.

PLI & Capex

PLI approval was received on July 1, 2026, with benefits expected to accrue from FY28.

FY27 capex adds new product capabilities by Q1FY28. The major capex cycle concludes in FY27, freeing 40–50% of CFO for alternative uses.

FY 28 - Revenue and Margins

Revenue momentum is expected to be stronger than FY 27 as one would expect the overhang of West Asia conflict to subside. New product categories and additional opportunities opening with existing customers.

Margin recovering will be significant aided by substantial reduction in current RM prices, price upcharges across products becoming effective, better USDINR realization and further operating leverage

Input Cost Watch — H2 FY27: Cotton, polyester, chemical, fuel, packaging and logistics costs remain elevated versus pre-crisis levels, partially offset by USDINR realisation. Repricing and upcharges requests are underway with customers. Business momentum remains strong and customer feedback continues to be positive.

P&L Summary — Quarterly

Consolidated • INR Crs

Particulars	Q2 FY27	Q1 FY27	Q2 FY26	Q2 FY27 vs Q2 FY26 (Growth %)
Total Income	267.82	235.10	207.39	**29.14%**
EBIDTA	35.59	27.09	5.52	NM
EBIDTA margin %	13.29%	11.52%	2.66%	
Depreciation	8.85	8.07	7.66	
Finance Cost	5.77	5.65	4.56	
PBT	20.97	13.37	-6.70	NM
PAT	15.46	9.64	-5.22	NM
PAT margin %	5.77%	4.10%	-2.52%	
Cash Profit	24.31	17.71	2.43	NM
Cash Profit margin %	9.08%	7.53%	1.17%	

Q2FY27 Total Income of INR 267.8 Crs is the highest-ever September-quarter revenue for the Company, up 29.1% year on year; H1 FY27 revenue of INR 502.9 Crs is up 18.9% over H1 FY26.

EBIDTA margin recovered to 13.29% from 11.52% in Q1FY27, aided by repricing with customers, better USDINR realisation and operating leverage. The Q2FY26 base (EBIDTA margin of 2.66%) was impacted due to one time MTM impact on USDINR forwards and then-prevailing 50% US tariffs on India.

PAT of INR 15.5 Crs against a loss of INR 5.2 Crs in Q2FY26; growth percentages on EBIDTA and profit lines are not comparable.

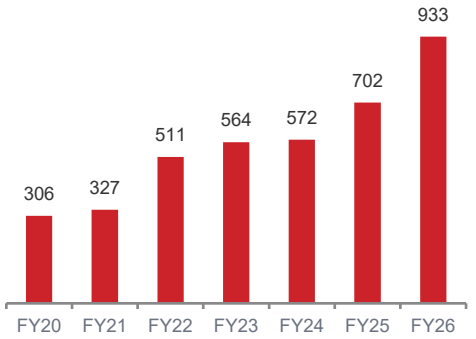
P&L Summary — Annual

Consolidated • INR Crs

Particulars	TTM Sep 26	FY26	FY25	FY24	FY23	FY22	FY21	FY20
Total Income	1,012.6	932.8	701.7	572.3	563.8	511.4	326.7	306.3
Growth %	8.56%	32.92%	22.61%	11.91%	10.24%	56.53%	6.67%	13.32%
EBIDTA	120.9	92.3	92.2	94.3	99.9	86.6	47.9	37.8
EBIDTA margin %	11.93%	9.89%	13.14%	16.47%	17.73%	16.93%	14.67%	12.32%
Depreciation	32.8	30.7	25.0	20.6	14.5	10.2	8.8	8.0
Finance Cost	22.1	19.5	14.6	11.3	7.8	5.0	3.8	8.6
PBT	65.9	42.1	52.7	62.4	77.6	71.4	35.3	21.2
PAT	51.1	33.6	40.7	46.6	58.3	51.1	25.0	18.1
PAT margin %	5.05%	3.60%	5.79%	8.15%	10.34%	9.99%	7.65%	5.92%
Cash Profit	83.9	64.3	65.7	67.2	72.8	61.3	33.8	26.1
Cash Profit margin %	8.28%	6.90%	9.36%	11.75%	12.91%	11.98%	10.36%	8.52%
EPS (INR)	20.8	13.8	16.7	19.2	24.0	21.0	10.3	7.5
EPS growth %	**50.31%**	**-17.38%**	**-12.82%**	**-20.00%**	14.16%	104.20%	37.96%	20.52%
Cash EPS	**34.1**	**26.5**	**27.0**	**27.7**	**29.9**	**25.2**	**13.9**	**10.7**
Cash EPS growth %	30.41%	-2.07%	-2.31%	-7.60%	18.79%	80.98%	29.69%	28.83%

6-Year CAGR

Revenue	22%
EBIDTA	21%
EPS	19%
Cash EPS	21%



Revenue crossed the INR 1,000 Crs mark on a trailing-twelve-month basis — INR 1,012.6 Crs, a 22% 6-year CAGR. TTM EBIDTA margin recovered to 11.93% from 9.89% in FY26 as tariff impacts unwound and repricing flowed through; operating leverage at higher revenue levels should support further improvement. FY27/FY28 revenue growth is expected to stay ahead of the historical CAGR.

Balance Sheet Summary — Annual

Consolidated • INR Crs

Particulars	Sep 30, 2026	Mar 31, 2026	Mar 31, 2025	Mar 31, 2024	Mar 31, 2023	Mar 31, 2022	Mar 31, 2021	Mar 31, 2020
Networth^	480.0	452.3	420.0	380.6	334.6	278.3	226.1	201.5
Non-Current liabilities	46.9	47.6	9.9	8.7	6.8	5.3	1.7	2.6
ST Borrowings (Net)*	192.4	175.3	160.7	74.0	44.3	77.1	48.9	37.2
Current liabilities	189.1	107.5	69.7	39.4	33.1	38.7	28.4	16.7
Total Liabilities	**908.4**	**782.7**	**660.3**	**502.6**	**418.8**	**399.3**	**305.1**	**258.0**
Net Fixed Assets^	467.5	366.8	299.3	240.5	208.4	157.1	132.9	125.4
Non-Current Assets	32.3	48.5	24.5	18.4	9.3	15.6	7.4	12.4
Current Assets (Excl Cash)*	408.6	367.4	336.5	243.7	201.1	226.7	164.8	120.2
Total Assets	**908.4**	**782.7**	**660.3**	**502.6**	**418.8**	**399.3**	**305.1**	**258.0**
Core Capital Employed#^	667.3	**623.6**	**538.9**	**407.2**	**329.3**	**304.3**	**221.7**	**186.0**
*Cash & Cash Eq / Liquid Invst	41.04	30.85	19.58	82.60	116.28	80.58	42.46	16.29

*^ includes INR 51.99 of Land Revaluation Reserve • # Core capital employed excludes revaluation of INR 51.99 and Current Liabilities • *Excludes Cash and Cash Equivalents and unsecured payables financing included in current liabilities*

Key Ratios Summary

Consolidated

Return Ratios	Sep 26	FY26	FY25	FY24	FY23	FY22	FY21	FY20	FY19
ROE^	12%	8%	11%	14%	21%	23%	15%	10%	13%
Core ROCE #^	14%	11%	14%	20%	27%	29%	19%	13%	15%
Operating Ratios	**Sep 26**	**FY26**	**FY25**	**FY24**	**FY23**	**FY22**	**FY21**	**FY20**	**FY19**
Current Ratio	2.2	3.4	4.8	6.2	6.1	5.9	5.8	7.2	7.2
Fixed Asset Turnover	2.4	3.0	2.8	3.1	3.7	5.1	4.2	3.8	4.1
Total Asset Turnover	1.2	1.3	1.2	1.3	1.6	1.5	1.3	1.3	1.4
Inventory days	86	78	112	96	61	96	88	88	98
Debtor days	42	45	48	49	64	59	78	60	62
Payable days	51	24	23	15	12	18	17	10	13
Cash Conversion Cycle	77	99	137	130	113	137	149	138	147
Solvency Ratios	**Sep 26**	**FY26**	**FY25**	**FY24**	**FY23**	**FY22**	**FY21**	**FY20**	**FY19**
Outside Liab / Equity	0.88	0.71	0.55	0.30	0.23	0.42	0.34	0.27	0.34
Net Debt / Equity	0.48	0.48	0.38	0.19	0.13	0.28	0.22	0.18	0.25
Net Debt / EBIDTA	1.92	2.33	1.74	0.78	0.44	0.89	1.02	1.25	1.48
Interest Coverage	3.98	3.16	4.62	6.55	10.90	15.31	10.37	3.64	3.65

^INR 51.99 Crs Land Revaluation Reserve excluded for ROE & Core ROCE. Revenue, EBIDTA and PAT considered. #Average Core Capital Employed for Core ROCE. Interest coverage on gross finance cost.

Cash Flow Summary

Consolidated • INR Crs

Particulars	H1 FY27	Mar-26	Mar-25	Mar-24	Mar-23	Mar-22	Mar-21	Mar-20	Cumul. 2020-S26
PAT + Depn + non-cash adj	42.0	64.3	65.7	67.2	72.8	61.3	33.8	26.1	**433.3**
Working capital changes	39.7	6.9	-61.3	-34.5	21.6	-48.0	-34.0	0.9	-108.7
CF from Operations	81.7	**71.3**	**4.4**	**32.7**	**94.4**	**13.3**	**-0.1**	**27.0**	**324.6**
CF Investing & Fixed assets	-117.6	-98.3	-83.8	-52.7	-65.9	-34.4	-16.3	-12.4	-481.3
CF Non-Current Assets	16.2	13.7	-6.1	-9.1	6.3	-8.2	5.0	-3.2	14.7
CF Borrowings/financing	17.1	14.6	86.7	29.7	-32.8	28.2	11.7	-9.5	145.7
CF Dividend							-1.5		-2.7
CF change for year	**-2.6**	**1.3**	**1.3**	**0.6**	**2.0**	**-2.2**	**-1.2**	**1.9**	**1.0**

Capital Allocation — Looking Ahead

INR 481.3 Crs deployed in capex and fixed assets from FY20 to H1 FY27, against INR 324.6 Crs of cumulative CFO — building INR 1,950+ Cr of revenue capacity from an INR 306 Cr base.

H1 FY27 CFO of INR 81.7 Crs, aided by an INR 39.7 Crs working-capital release; H1 investing of INR 117.6 Crs was funded by CFO, realisation of non-current assets and INR 17.1 Crs of incremental borrowings.

Major capex cycle expected to conclude in FY27. This would make at least 40-50% of CFO available for alternative uses — debt reduction, working capital optimisation, or shareholder returns.

ESG investments: INR 35+ Cr in Rooftop Solar 3.5 MW, PNG clean energy, Li-ion Electric MHE. Additional ESG capex committed in FY27.

Thank you

Faze Three Group

Awards & Recognition

Winner of D&B "Business Enterprises of Tomorrow 2025" — Best Global Business (Mid-Corporate). CARE Rating reaffirmed A(Stable)/A1 (July 2026).

Akram Sati

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