EVERY AMBITION NEEDS PREPARATION

DOMS Industries Limited
Investor Presentation

Q1'FY2027

DOMS - Scaling Across a Multi-Category Consumer Platform

Established Brand Portfolio	DOMS, Reynolds, AMARIZ, Fixy Fix, CLAPJOY, C3 Joy of Creation, Wowper			
Products & Market Presence	**9** Product Categories	**4,800+** SKUs	**28 States and 8 UTs** PAN India Presence	**55+** Export Countries
Manufacturing Infrastructure & Expertise	**55+ acres/ 2.00+ mn sq.ft** Operations Area	**18** Facilities across **5 Locations**	**14,000+** Workforce	**61+ acres** Expansion Area
Consistent Growth Trajectory	Revenue Growth **~20% CAGR** (FY 2016 - 2026)	Sustained Profitability **17%+** EBITDA Margin*	Prudent Leverage **0.02 x** Net Debt to Equity*	Asset Utilization **2.7 x** Gross Fixed Asset Turnover*

Note : All the datapoints are as of June 30, 2026 unless mentioned otherwise

** Calculated for FY26 / As on March 31, 2026*

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Q1’FY27 Performance Highlights

Q1'FY27 - Consolidated Key Financial Highlights

Q1'FY27

Revenues	EBIDTA	PAT
₹ 670.5 Cr	₹ 82.6 Cr	₹ 45.3 Cr
Y-o-Y Growth: 19.2%	Y-o-Y Growth: (16.4%)	Y-o-Y Growth: (23.4%)
	Margin: 12.3%	Margin: 6.8%

- **Sustained Revenue Growth**
  - Strong domestic demand, supported by healthy back-to-school season traction
  - Successful new product launches with encouraging consumer acceptance
  - Marginally higher ASPs driven by calibrated pricing actions to partially offset raw material inflation
- **EBITDA Moderated Due to Transitory Headwinds**
  - Significant increase and volatility in raw material costs, driven by the Middle East conflict and broader global uncertainties
  - Higher Employee Benefit Expenses on account of new tranche of ESOP grants and increase in headcount to support requirement at the upcoming new facility
  - Elevated other expenses on account of the Channel Partners Meet and the milestone event marking possession of the first building in the 50+ acre project
- **PAT impacted by Higher Depreciation -** Higher depreciation due to capacity expansion and commissioning of new facilities to support growth

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Reynolds - Strategic Brand Acquisition

Asset Perimeter – What we Acquired

- **Trademarks & Domain Names**
  Worldwide registered core brand identities
  (Brand '**Reynolds**' and it's Sub Brands)
- **Patents & Designs**
  Proprietary manufacturing moulds and product designs
- **Machinery & Equipment** (other than Land & Building)
  Customised tools for Reynolds writing instruments
- **Inventory**
  Relevant Closing stock
- **Key Customer & Supplier Contracts**
  Novation of relevant operational agreements
- **Employees**
  Relevant Teams associated with Sales & Marketing of Reynolds Brand

Deal Rationale – Why we Acquired

- **Strengthening Company's Writing Instrument Portfolio**
  Reynolds major presence in the ₹ 10 to ₹ 100 price segment helps to elevate the Group's product price point segment
- **Immediate expansion of manufacturing capabilities via Asset Acquisition**
  Shifting of Assets & Molds from Reynolds existing Chennai plant to the newly under development ~50 acres plant will help in speedy manufacturing expansion
- **Leveraging heritage of recognized legacy brand will facilitate engagement with a wider audience**
  Capitalize on the legacy brand's established trust and recall to connect with a broader audience across generations.
- **Bolster Sales capabilities enabling greater market reach**
  Multi-category product launch under the Reynolds brand, while creating opportunities to add new channel partners.

Intend to operate 'Reynolds' as parallel brand primarily focused towards Office Segment, with it's unique DNA retaining its Established Identity

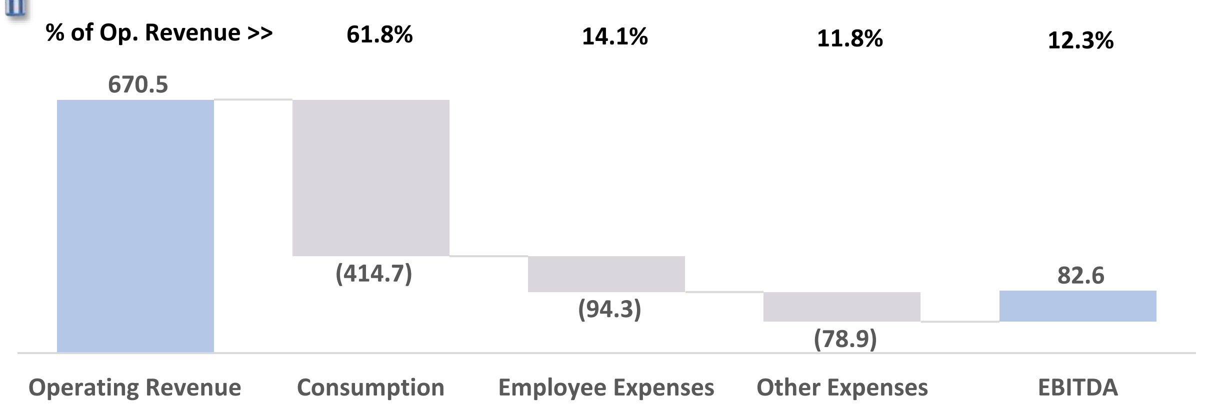
- **Current Status -** Implementation of Asset Purchase Agreement underway with Team integration completed and transfer of Assets to Umbergaon undertaken. Full sales potential of Brand will be realized over time as integration across functions progresses as well as on commencement of manufacturing for Reynolds products

Consolidated P&L Highlights - Q1'FY27

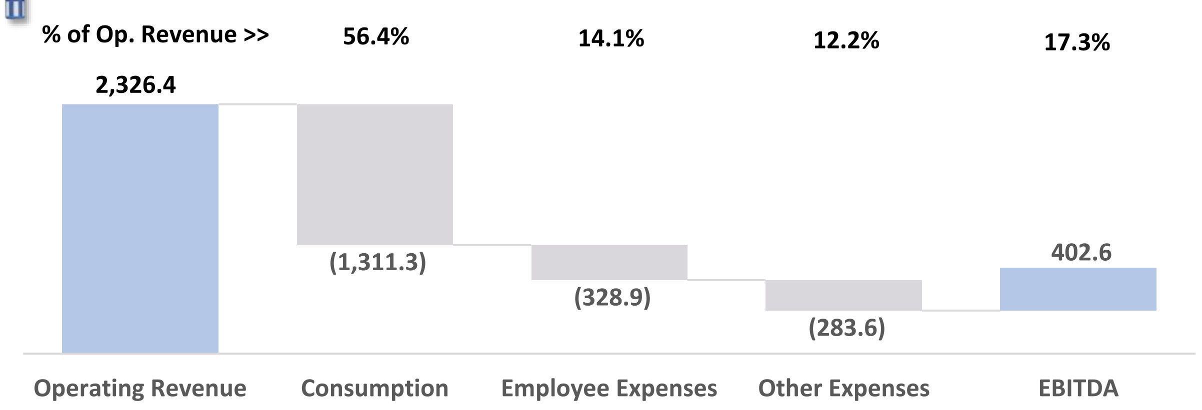
Particulars (₹ Cr)	Q1'FY27	Q1'FY26	Y-o-Y % Change	Q4'FY26	FY26	FY25	Y-o-Y % Change
Revenue from operations	670.5	562.3	19.2%	604.0	2,326.4	1,912.6	21.6%
Consumption Expenses	414.7	325.4		336.3	1,311.3	1,080.6	
Gross Profit	255.8	236.9	8.0%	267.7	1,015.1	832.0	22.0%
Gross Profit Margins (%)	*38.2%*	*42.1%*		*44.3%*	*43.6%*	*43.5%*	
Employee Benefits Expense	94.3	76.4		86.2	328.9	265.2	
Other Expenses	78.9	61.8		80.6	283.6	218.3	
EBITDA	**82.6**	**98.7**	**-16.4%**	**100.9**	**402.6**	**348.4**	**15.5%**
EBITDA Margins (%)	***12.3%***	***17.6%***		***16.7%***	***17.3%***	***18.2%***	
Other Income	4.0	4.5		4.1	18.6	22.6	
Depreciation & Amortisation	23.4	20.4		23.2	88.1	69.2	
EBIT	63.2	82.8	-23.7%	81.9	333.1	301.9	10.3%
EBIT Margins (%)	*9.4%*	*14.7%*		*13.6%*	*14.3%*	*15.8%*	
Finance Costs	2.0	3.5		3.0	10.8	15.0	
Share of Profit / (Loss) of Associates	-0.0	-0.0		0.0	0.0	0.0	
Profit Before Tax	61.1	79.3	-22.9%	78.9	322.3	286.8	12.4%
PBT Margins (%)	*9.1%*	*14.1%*		*13.1%*	*13.9%*	*15.0%*	
Tax expenses	15.9	20.2		20.7	82.7	73.3	
PAT	**45.3**	**59.1**	**-23.4%**	**58.2**	**239.6**	**213.5**	**12.2%**
PAT Margins (%)	***6.8%***	***10.5%***		***9.6%***	***10.3%***	***11.2%***	

Operational Highlights - Q1’FY27 & FY26 (1/2)

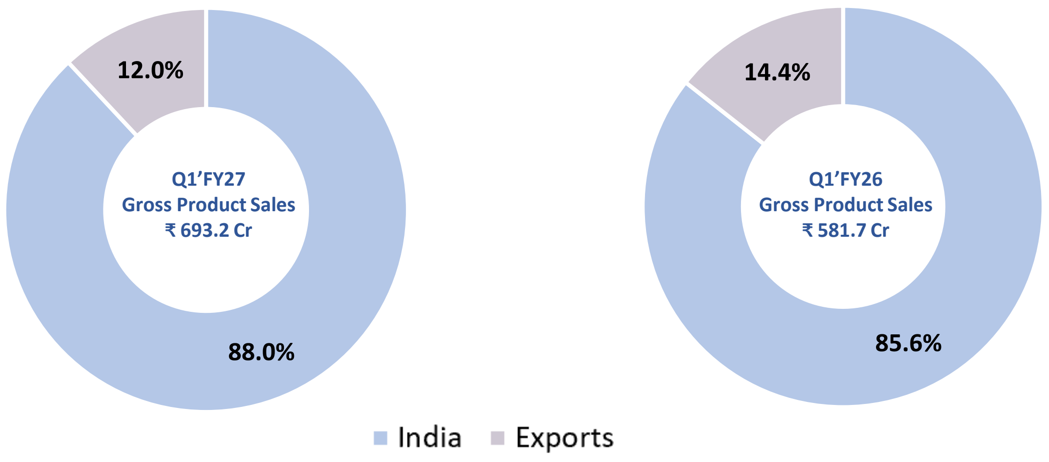
Q1’FY27 – Operational Analysis



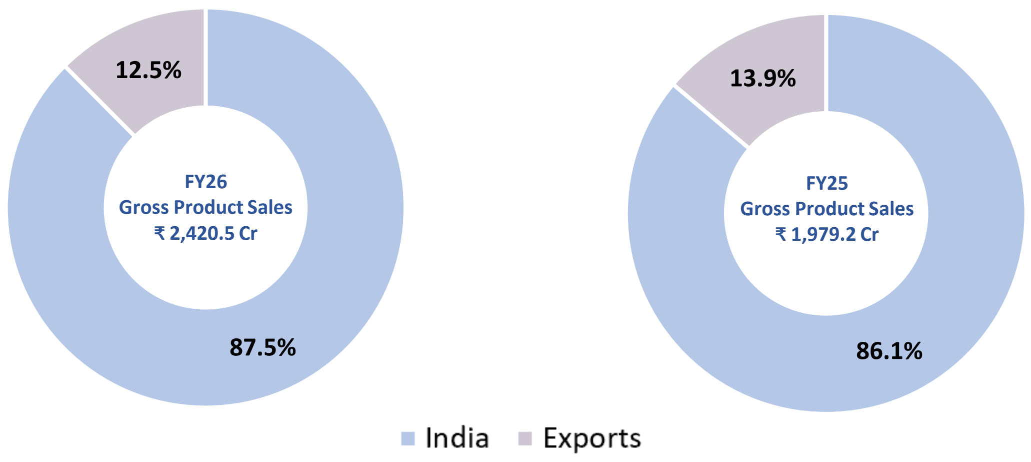
FY26 – Operational Analysis



Q1’FY27 - Geographic Sales Break up

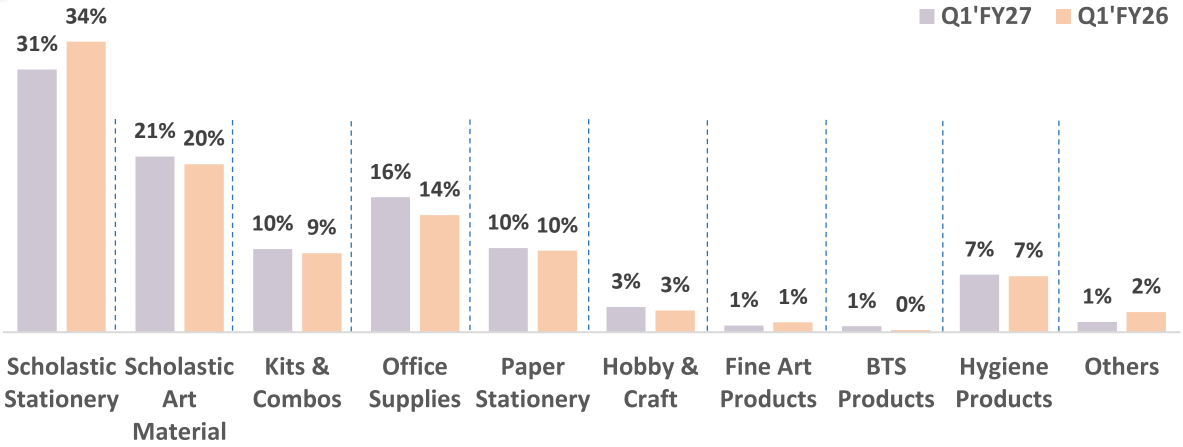


FY26 - Geographic Sales Break up

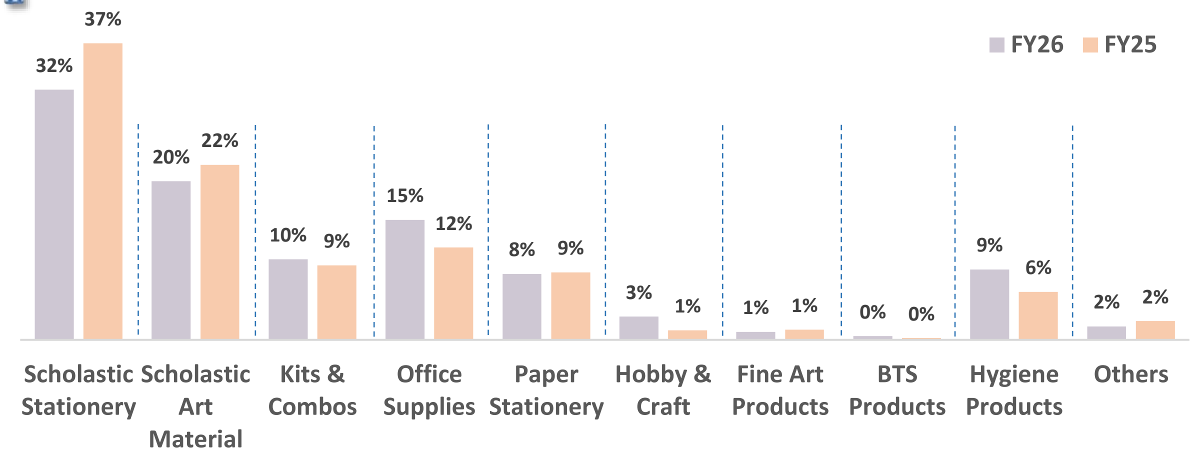


Operational Highlights - Q1’FY27 & FY26 (2/2)

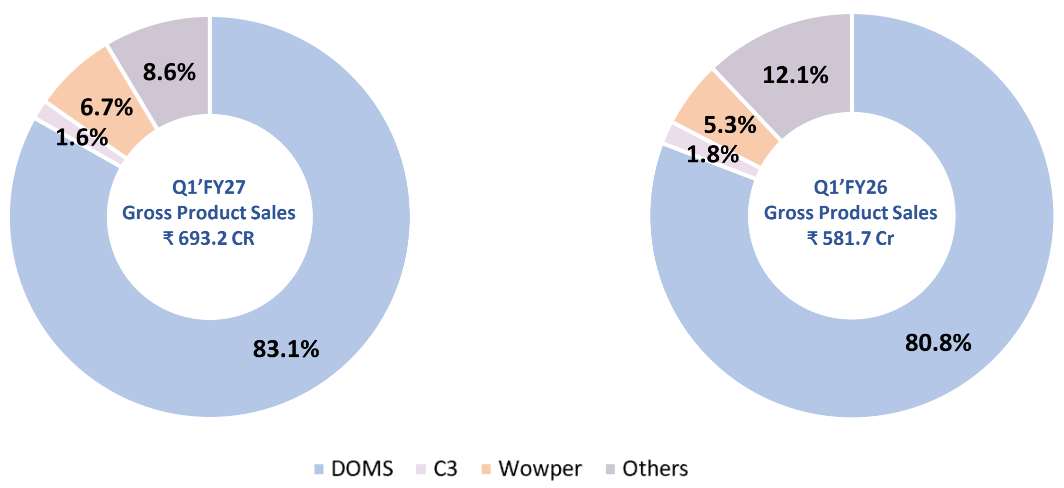
Q1’FY27 - Product Category wise Sales Break up



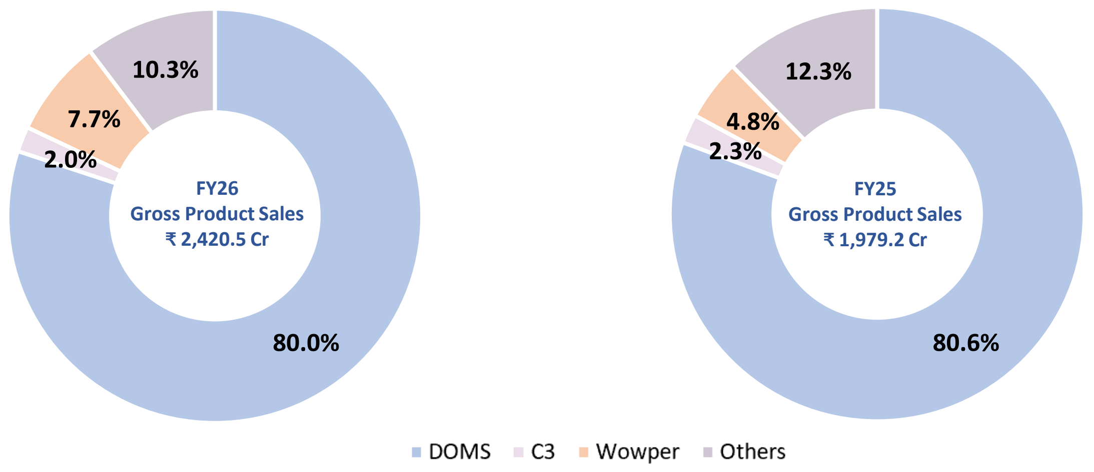
FY26 - Product Category wise Sales Break up



Q1’FY27 - Brand wise Sales Break up



FY26 - Brand wise Sales Break up



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Recent Product Launches & Marketing Initiatives

New Product Launches - Enhancing Portfolio Breadth

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Marketing Activities - Building Strong Consumer Connect

World Environment Day Activities

Core Event

National Pen Day Activities

Interactive Activities

Digital Initiatives - Enhancing Consumer Engagement

4.20 Mn+
SUBSCRIBERS

YouTube Link : [Click Here]

225K+
FOLLOWERS

Instagram Link : [Click Here]

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Company Overview

Our Journey - Built on Trust, Driven by Commitment

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1973
R.R. Industries was founded as a partnership firm

2005
'DOMS' Trademark registered

2006
Incorporation of Writefine Products Pvt. Ltd.

2011
Acquired businesses of R.R. Industries & S. Tech Industries

2012
Strategic partnership with F.I.L.A.

FILA

2015-16
Acquired 51% stake in Pioneer Stationery Pvt. Ltd. (Paper Stationery)

2023
Acquired 30.0% stake in Clapjoy Innovations Pvt. Ltd. (Toys)

2023
Acquisition of 75.0% in Micro Wood Pvt. Ltd. (Tin & Paper Packaging Business)

2023
Successful IPO & Listing on BSE and NSE

2024
Acquired 51.0% in Skido Industries Pvt Ltd (Bags & Related Items)

2024
Acquired 51.8% in Uniclan Healthcare Pvt Ltd (Baby Hygiene)

2025
Acquisition of 51.0% in Super Treads Pvt. Ltd. (Paper Stationery)

2026
Acquisition of 'Reynolds' Brand & Related Asset Purchase

DOMS - Leading with Excellence

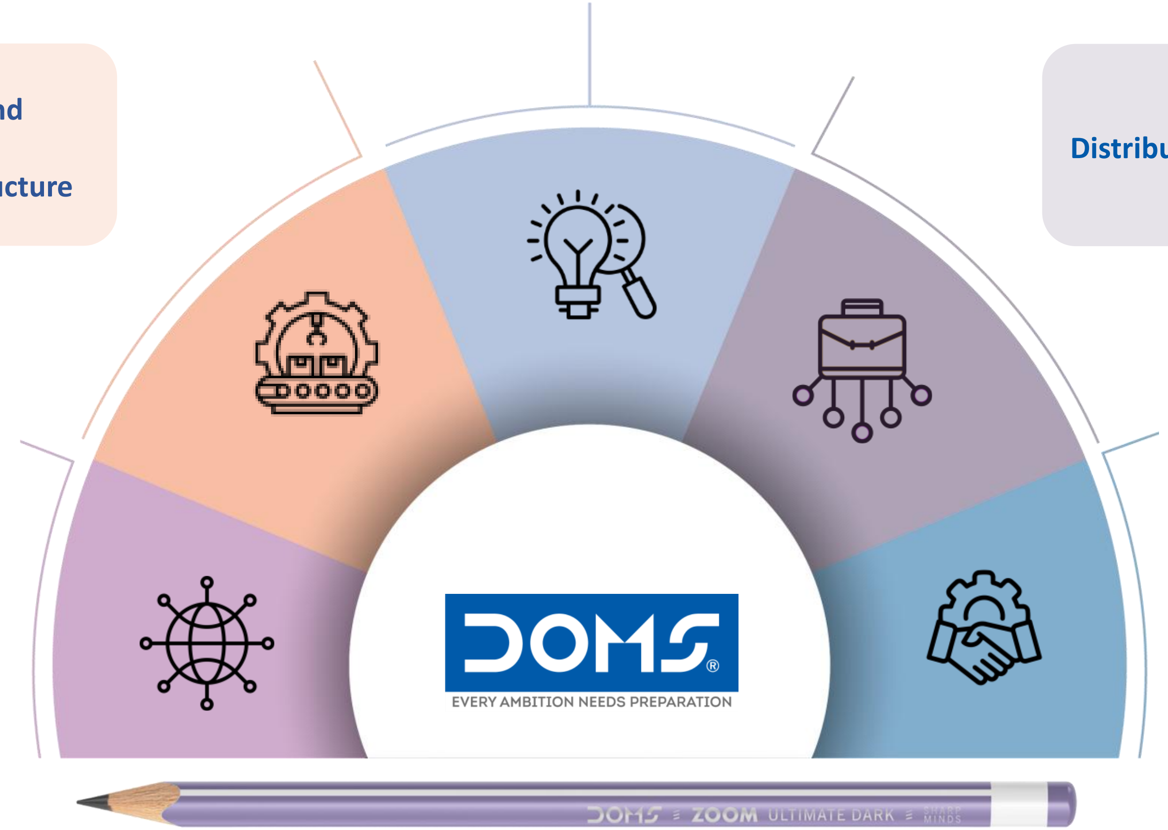
1 Diversified Product Portfolio Catering to Evolving Customer Requirements

2 Modern, Scalable and Integrated Manufacturing Infrastructure

3 Focused R&D and Product Engineering Driving Differentiation

4 Multi-Channel Distribution Network with Strong Pan India Presence

5 Experienced Board & F.I.L.A. Partnership – Enabling Product Expertise & Access to Global Markets



Diversified Portfolio - Supporting Multi-Category Growth

1

Scholastic Stationery

2

Scholastic Art Material

3

Office Supplies

4

Paper Stationery

5

Kits & Combos

6

Hobby & Craft

7

Fine Art Products

8

Baby Hygiene

9

Back to School

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Modern, Scalable & Integrated Infrastructure (1/3)

Scale and Size of Operations – 18 Manufacturing Facilities Spread Across 2.00+ mn sq. ft. Operating Facility Area



Robust & Modern Manufacturing Infrastructure – Enabling End-to-End Operations


Modern, Scalable & Integrated Infrastructure (2/3)

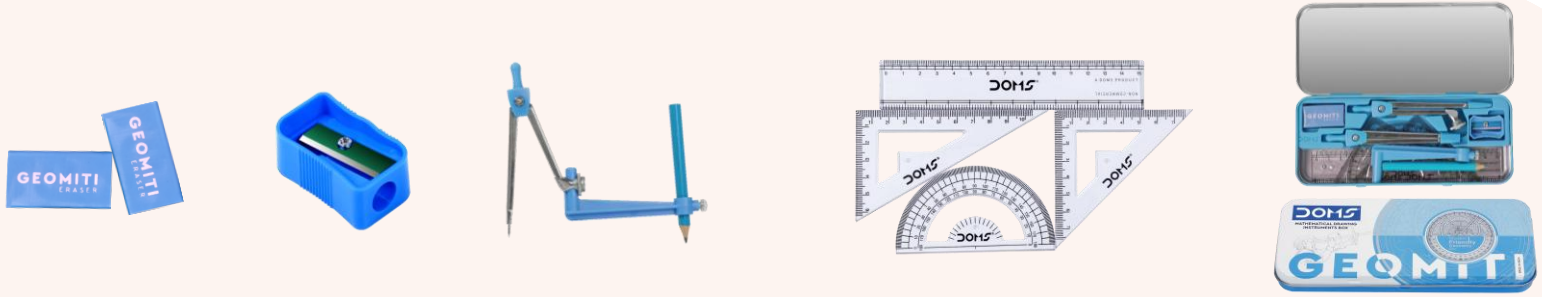
Foundation for Future Growth - Strategic Land Bank for Future Expansion : (i) ~50+ Acres (Greenfield Project) **(ii)** 11+ Acres (Adjoining Existing Facilities)

Development at our ~50+ acre Greenfield Project on track - Expect to commission 300,000+ sq. ft. of Operational Area by the end of Q2'FY27

Modern, Scalable & Integrated Infrastructure (3/3)

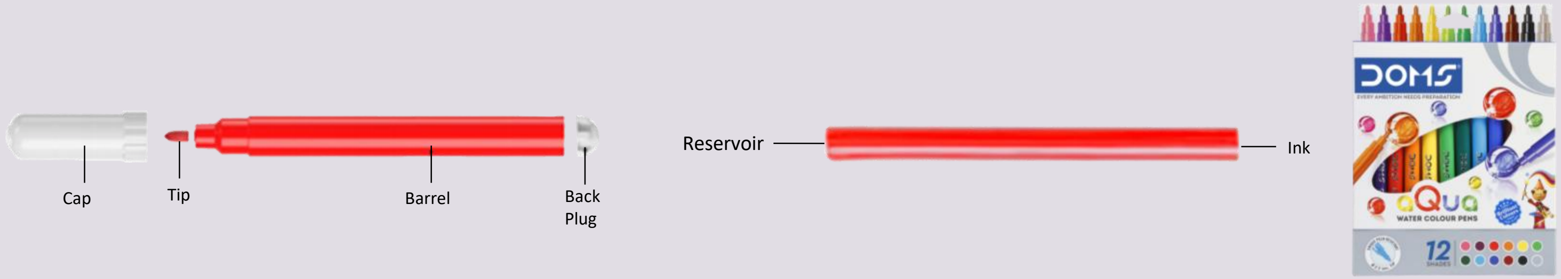
Backward Integrated In-House Manufacturing Infrastructure – Driving Operational Efficiency

From Wood Processing to Finished Pencils - All key components are manufactured in-house



In-house manufacturing of :

- Tin boxes & Label Printing
- Mathematical Instruments
- Other Stationery Materials



From Sketch Pen Caps to Ink & Reservoir to Packaging Material - All are manufactured in-house

Focused R&D & Product Engineering driving Differentiation

State-of-Art R&D Facility and In-House Designing Team

R&D and Design Team
60+ employees[1]

Quality Check & Assurance Team
180+ employees[1]

F.I.L.A. Expertise as a Strategic Partner

DOMS + FILA
Fabbrica Italiana Lapis ed Affini

- **Knowledge sharing arrangement with F.I.L.A.**
- **F.I.L.A. partnership augmenting DOMS R&D capabilities**
- **Exchanging technical know-how from F.I.L.A.**

Key Innovative Initiatives

Innovative Design

Improved Usability

Patented Technology

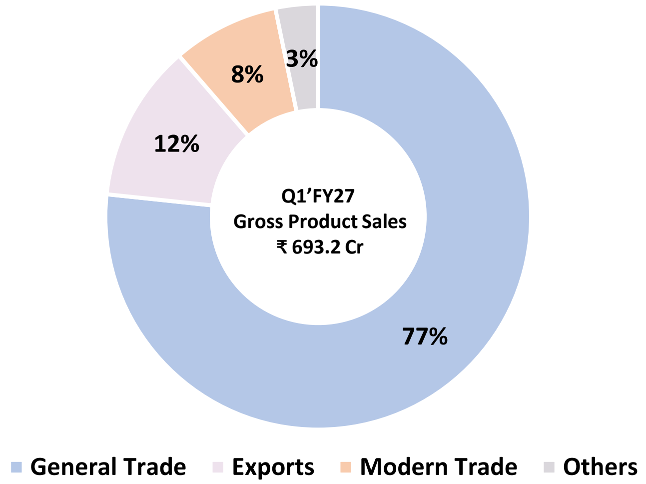
Note: (1) As of June 30, 2026

Multi Channel Distribution Network - Key Growth Enabler

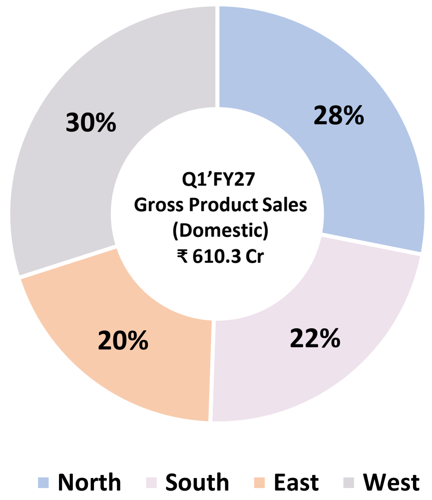
Domestic Distribution Strength

	DOMS	Uniclan Healthcare Pvt. Ltd.
Super Stockist	130+	95+
Distributors	6,250+	1,300+
Retail Outlets	1,45,000+	55,000+
Sales Personnel	1,100+	210+

Multi Channel Presence



Balanced Regional Mix



Expanding International Presence

55+
Countries

7.0%
F.I.L.A. Group Exports

5.0%
Third Party Exports

6
Continents

Note: Data for Q1'FY27 / as of June 30, 2026, unless otherwise mentioned

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Board - Steering Success through Experience & Vision

Promoter Group Directors

Massimo Candela
Chairman

Luca Pelosin
Non-Executive Director

Annalisa Barbera
Non-Executive Director

Ketan Rajani
Whole Time Director

Santosh Raveshia
Managing Director

Sanjay Rajani
Whole Time Director

Chandni Somaiya
Whole Time Director

Om Raveshia
Whole Time Director

Independent Directors

Gianmatteo Terruzzi
Independent Director

Mehul Shah
Independent Director

Harsh Thakkar
Independent Director

Nitesh Shah
Independent Director

Rajiv Mistry
Independent Director

Darshika Thacker
Independent Director

Rohan Ghalla
Independent Director

Piyush Mehta
Independent Director

Supported by Senior Management Driving Business Efficiency

Senior Management Team

Harshad Raveshia
Chief Consultant
Wood Working Division

Purav Raveshia
Vice President
Product Development

Santosh Swain
Vice President
Purchase & General Affairs

Suresh Rajani
Chief Consultant
Colour Pencil Division

Sumit Rajani
Vice President
Color Pencil & Graphite Lead

Rahul Shah
Chief Financial Officer

Vijay Somaiya
Head - Polymer Division

Suraj Raveshia
Vice President
International Business

Saumitra Prasad
Chief Marketing Officer

Management Team includes Promoter Group Directors as well as Professional Members

Permanent Employees[1]
13,500+

Contracted Employees[1]
1,000+

Better Cost Controls and Margin Expansion + **Greater Control on Product Quality**

Note : (1) As of June 30, 2026

F.I.L.A. Partnership - Product Expertise & Global Market Access

Fabbrica Italiana Lapis ed Affini

INDUSTRY EXPERIENCE	100 + Years
MARKET PRESENCE	150 + Countries
NO. OF BRANDS	25 Brands
REVENUES[1]	572 Euro Mn

Note : (1) As of FY25 (ending Dec 31, 2025)

Symbiotic Relationship with F.I.L.A. Group

Global Export Distribution

- Exclusive rights for export of DOMS products in FILA's existing areas of presence
- FILA's infrastructure and market expertise combined with DOMS' diverse product range creates a powerful synergy, driving mutual growth and success

Exclusive Marketing Rights - FILA Products

- Access to F.I.L.A. Group's Popular and Premium Brands in the Stationery & Art material Industry
- Exclusive Marketing Rights in 7 countries for such FILA Group Products

Access to Product Know How & Global Trends

- Access to FILA Group's established product formulation and use case
- Knowledge sharing of emerging global trends on account of its presence across 150 countries
- Inputs from FILA Board Members with strong Industry domain experience

DOMS Manufacturing Experience

- With inhouse manufacturing capabilities manufacture (OEM basis) for FILA Group
- Assist in improving ability to source quality products at competitive prices from India for global sales
- Aim to consolidate certain procurement activities across the FILA Group providing an opportunity for us to utilize our manufacturing infrastructure efficiently

Strategic Growth Levers

01 Focus on expanding Manufacturing Capacity

- Ongoing broad based Capacity Expansion across Product categories in Stationery & Art material segment
- Plan to commercialize operations at ~50+ acres – first phase construction nearing completion
- Regular modernization /upgradation at existing facility leading to improving manufacturing capacities
- Accelerate growth in Baby Hygiene by optimizing capacity utilization in line with evolving market opportunities.

02 Capitalising Inorganic Growth Opportunities

- Explore opportunities across products with key focus around the kids' consumer ecosystem
- Pursue acquisition and partnership opportunities domestically as well as internationally with an aim to fill gaps across manufacturing and distribution

03 Continue Expanding Product Lines

- Recent Expansion of product portfolio - Introduction of mechanical pencils, adhesives, back to school product range and fine art products
- Additionally, continue to focus on increasing depth within products thereby improving ASP
- Seek to expand product lines associated through growing years of kids, children and young adults with an aim to evolve more than just a stationery brand.

04 Strengthen Distribution & Market Reach

- Omnichannel distribution network expansion strategy in place
- Aim to build a parallel distribution of general merchant retail universe within the GT segment
- Deepen existing relationship by increasing shelf space for products (new SKUs & Products)
- Strengthening arrangements with super stockiest & distributors to improve reach
- Parallelly focus to develop modern trade, e-commerce and quick commerce

05 Leverage Technology & Data Capabilities

- Continue to invest in technology to drive business efficiencies and cross-functional synergies
- Strengthen systems for better production planning & managing distribution operations
- Further strengthen data analytics enabling better understanding of preferences of customers, improve sales and help in scaling operations

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Sustained Financial Performance

Consolidated P&L Overview

Particulars (₹ Cr)	FY22	FY23	FY24	FY25	FY26
Revenue from Operations	683.6	1,211.9	1,537.1	1,912.6	2,326.4
Other Income	2.6	4.6	10.1	22.6	18.6
Total Income	**686.2**	**1,216.5**	**1,547.3**	**1,935.2**	**2,344.9**
Cost of Materials Consumed	425.1	742.7	878.4	1,048.9	1,252.8
Purchase of Stock-in-Trade	13.7	26.1	59.1	60.6	79.8
Changes in Inventories of Finished Goods, Stock-in-Trade and WIP	-6.8	-5.5	-44.8	-28.9	-21.3
Employee Benefits Expense	101.4	141.8	213.1	265.2	328.9
Finance Costs	10.3	11.9	17.1	15.0	10.8
Depreciation and Amortization	38.0	40.7	51.2	69.2	88.1
Other Expenses	80.4	120.1	158.6	218.3	283.6
Total Expenses	**662.2**	**1,077.8**	**1,332.8**	**1,648.4**	**2,022.7**
Profit / (Loss) Before Tax	**24.0**	**138.8**	**214.5**	**286.8**	**322.3**
Tax Expenses	6.9	35.9	54.8	73.3	82.7
Profit / (Loss) After Tax	**17.1**	**102.9**	**159.7**	**213.5**	**239.6**

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Consolidated Balance Sheet

Particulars (₹ Cr)	FY22	FY23	FY24	FY25	FY26
Non- Current Assets					
Property, Plant and Equipment	186.1	279.9	374.6	498.4	594.4
Capital Work-in-Progress	4.0	6.9	25.4	60.3	162.1
Right of use Assets	38.2	38.2	61.1	76.5	86.1
Goodwill	2.0	2.0	62.4	74.6	75.8
Other Intangible Assets	0.2	0.1	0.1	40.9	36.5
Investments	-	1.5	1.5	1.5	1.5
Other Financial Assets	10.6	10.9	17.4	20.8	27.3
Deferred Tax Assets	1.2	3.2	5.4	8.2	9.4
Other Tax Assets (Net)	1.1	0.3	0.2	1.5	2.0
Other Non-Current Assets	9.3	17.4	25.3	48.1	77.4
Total Non-Current Assets	**252.8**	**360.4**	**573.5**	**830.8**	**1,073**
Current Assets					
Inventories	159.2	184.6	225.1	294.0	377.0
Trade Receivables	49.2	35.6	64.6	134.3	163.6
Cash and Cash Equivalents	9.3	34.3	56.4	60.5	53.5
Bank Balance other than above	6.5	7.4	249.4	164.9	8.3
Other Financial Assets (inc. Loans)	0.6	0.8	3.7	6.5	3.6
Other Current Assets	19.9	16.6	17.1	28.6	33.2
Total Current Assets	**244.6**	**279.4**	**616.5**	**688.8**	**639.2**
Total Assets	**497.5**	**639.8**	**1,190.0**	**1,519.6**	**1,711.8**

Particulars (₹ Cr)	FY22	FY23	FY24	FY25	FY26
Equity	0.4	0.4	60.7	60.7	60.7
Equity Share Capital	246.9	337.1	753.7	942.1	1,159.0
Other Equity	10.8	17.9	27.8	79.7	82.4
Non-Controlling Interest	**258.1**	**355.3**	**842.2**	**1,082.5**	**1,302.1**
Total Equity					
Non-Current Liabilities					
Borrowings	2.9	15.2	83.7	105.5	38.0
Lease Liabilities	29.4	30.3	43.0	43.2	36.2
Other Financial Liabilities	-	-	-	1.4	5.3
Non-Current Provisions	7.8	9.1	13.2	18.8	26.3
Deferred Tax Liabilities (Net)	-	-	-	11.3	10.0
Total Non-Current Liabilities	**40.0**	**54.5**	**140.0**	**180.2**	**115.9**
Current Liabilities					
Borrowings	82.1	84.9	32.2	47.6	51.6
Lease Liabilities	8.7	9.5	13.0	15.4	15.4
Trade Payables	81.1	87.0	89.2	109.1	125.0
Other Financial Liabilities	13.1	17.5	41.1	40.6	48.2
Other Current Liabilities (incl. Provisions)	9.6	23.6	30.7	41.4	49.7
Current Tax Liabilities (Net)	4.8	7.4	1.6	2.8	3.9
Total Current Liabilities	**199.3**	**229.9**	**207.8**	**256.9**	**293.9**
Total Equity & Liabilities	**497.5**	**639.8**	**1,190.0**	**1,519.6**	**1,711.8**

Consolidated Cash Flow Overview

Particulars (₹ Cr)	FY22	FY23	FY24	FY25	FY26
Cash flow from Operating Activities					
Profit / (Loss) before tax	24.0	138.8	214.5	286.8	322.3
Adjustments for non-cash items	7.4	43.0	50.9	72.8	93.9
Adjustment for non-operating items	43.4	10.5	10.5	-2.8	5.3
Operating cash inflow before working capital changes	74.8	192.4	275.8	356.8	421.5
Net decrease / (increase) in working capital	-20.7	15.4	-29.0	-97.7	-82.4
Cash generated from Operations	54.1	207.7	246.8	259.1	339.1
Income tax paid (net of refunds)	-3.2	-34.5	-64.3	-75.7	-84.7
Net cash flows generated from Operating activities (A)	**50.9**	**173.3**	**182.5**	**183.3**	**254.3**
Cash flow from Investing Activities					
Purchase of property, plant and equipment (including CWIP and capital advances)(net) + Upfront Payment for leasehold land	-34.9	-136.3	-153.5	-213.3	-292.8
Acquisition of subsidiary, net of cash	0.0	0.0	-70.5	-24.9	-15.8
Proceeds from sale of property plant & equipment	0.2	0.8	0.3	0.2	0.3
Other Inflow / (Outflow) from Investing Activities	0.9	-0.5	-233.8	98.4	159.7
Net cash flows used in Investing activities (B)	**-33.7**	**-135.9**	**-457.5**	**-139.6**	**-148.6**
Cash flow from Financing Activities					
Proceeds from Fresh Issue of Shares (Net)	-	0.0	334.7	0.0	0.0
Dividends paid	-	-5.6	-9.3	-15.2	-19.1
Finance cost paid	-11.0	-14.0	-12.0	-11.5	-12.0
Payment of lease liabilities	-7.9	-7.4	-14.8	-16.6	-17.2
Proceeds / (Repayments) of borrowings	-11.6	14.6	-1.3	3.5	-64.5
Net cash flows (used in) / generated from Financing activities (C)	**-30.6**	**-12.4**	**297.2**	**-39.8**	**-112.7**
Net increase/(decrease) in cash and cash equivalents (A+B+C)	**-13.4**	**25.0**	**22.2**	**4.0**	**-7.0**

Key Financial Metrices – Reflecting Business Resilience

Networth
₹ 1,302.1 Cr

Healthy Balance Sheet

Cash Balance
₹ 61.8 Cr

Strong Liquidity

Debt:Equity Ratio
0.02 x

Comfortable Debt Coverage

Cash Flow from Operations
₹ 254.3 Cr

Positive Operational Profile

Working Capital Days
65 Days

Prudent Efficiency

ROE / ROCE
20.1% / 23.9%

Attractive Return Profile

CAPEX
₹ 292.8 Cr

Growth Driven – Investing in Future

Gross Fixed Asset Turnover
2.7 x

Improving Asset Turns

Note : All the datapoints are as of March 31, 2026 / FY26, unless mentioned otherwise

EVERY AMBITION NEEDS PREPARATION

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Thank You

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