

Date: 11th August, 2025

The Secretary, National Stock Exchange of India Ltd.,

Exchange Plazza, C-1, Block 'G', Bandra-Kurla Complex, Bandra (E),

Mumbai - 400 051

The Secretary, BSE Limited

Phiroze Jeejeebhoy Towers,

Dalal Street,

Mumbai - 400 001

Symbol - DOLLAR Scrip Code :541403

Dear Sir /Madam,

#### Reg: Investor Presentation to be made at Analyst(s) / Institutional Investor(s) meeting-'Earnings Call'

Pursuant to Regulation 30(6) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, and further to our intimation dated 4<sup>th</sup> August, 2025 regarding Conference Call viz. 'Earnings Call' for the Analyst(s)/ Institutional Investor(s) scheduled to be held on Tuesday, 12<sup>th</sup> August, 2025 at 4.00 pm (IST) as organized by Motilal Oswal, we are hereby enclosing a copy of Investor Presentation to be made on the financials and other matters of the Company at the aforesaid Earnings Call.

Please note that the schedule of the aforesaid Earnings Call is subject to change. The changes might happen due to exigencies on the part of the Company/ Investor(s)/ Analyst(s).

This may please be informed to all the concerned.

Thanking you, Yours Sincerely,

For Dollar Industries Ltd.

ABHISHEK MISHRA Digitally signed by ABHISHEK MISHRA Date: 2025.08.11 19:27:16 +05'30'

Abhishek Mishra

Company Secretary & Compliance Officer

Encl: As above

#### **DOLLAR INDUSTRIES LTD.**





Threadmark Of

# Legacy

**Dollar Industries Limited** 

Q1 FY26 Earnings Presentation



### Safe Harbor Statement

This presentation may contain certain forward-looking statements relating to Dollar Industries Limited and its future business, development and economic performance. These statements include descriptions regarding the intent, belief or current expectations of the Company, its subsidiaries, joint venture, and associates and their respective directors and officers with respect to the results of operations and financial condition of the Company, subsidiary, joint venture or associate, as the case may be. 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. Company assumes no obligation to update or alter forward-looking statements whether as a result of new information, future events or otherwise. 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.

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## The Warp and Weft of Memories and Learnings

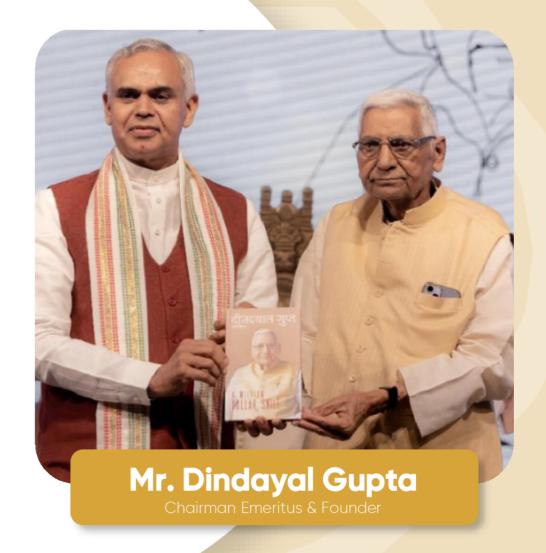
Over a glittering function attended by the city glitterati, the Biography of Shri Din Dayal Gupta, Chairman Emeritus, Dollar Industries Limited, was launched amidst much fanfare. The book was launched by Shri Acharya Devrat, Hon'ble Governor of Gujarat.

'A Million Dollar Smile' chronicles the journey of a young man with dreams in his eyes and a strong conviction in his beliefs who came to the city of joy from a small town of Manheru in Haryana way back in 1962 and started his hosiery business. Over 50 years, Dollar Industries under his leadership has created innumerable benchmarks in its field and graduated from being a hosiery to an apparel brand of international repute with their fibre to fashion methodology.

II

From a dream to the reality of creating a market-responsive, multi-brand company that continues to retain its leading position in its category, my life has largely evolved around Dollar Industries. However, there are other facets to it - the struggle, the learning lessons, the presence of human pillars who ensured that I don't crumble and fall on the way. This book touches upon all of it. At my age, I hope it will not only make for an interesting read but also serve as a reminder about how flexibility and openness to change is important as we carry on in life









## **Agenda**

Q1 FY26 Highlights

05-15

04

Financial Summary

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02

About Dollar Industries

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**ESG** 

34-38

**Growth Drivers** 

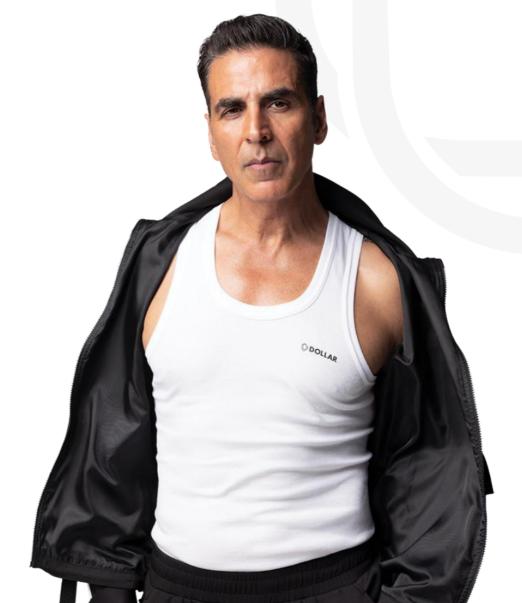
26-30

16-25

06

**Annexure** 

42-45





## **Management Commentary**

"We are pleased to report that in Q1 FY26, our Operating Income grew by 19.6% YoY to ₹3,991 Mn, driven by a robust 18.7% YoY growth in volumes.

Gross Profit grew by 19.0% YoY to ₹1,415 Mn, with Gross Profit Margin of 35.4%. Operating EBITDA increased by 20.4% YoY to ₹429 Mn, with Operating EBITDA margin at 10.7%

Profit after Tax (PAT) stood at ₹213 Mn, up 39.3% YoY, with PAT Margin of 5.3%.

A notable highlight this quarter was the strong performance of our modern trade, e-commerce, and quick commerce channels, which delivered a 65.2% YoY growth in revenue and 82.0% growth in volumes, contributing 12.2% to total operating revenue as against 8.7% in Q1 FY25. Quick commerce alone contributed 3.1%. Force NXT brand also posted impressive growth, with YoY growth of 23.0% in value and 17.5% in volume.

These results reflect the success of our strategic focus on high-margin products and our expanding footprint in new-age distribution channels. We remain committed to these initiatives to drive sustainable growth and profitability in the years ahead."











## Q1 FY26 Highlights

**Revenue from Operations** 

**Gross Profit** 

Profile After Tax

Rs. 213 Mn

Rs. 3,991 Mn

Rs. 1,415 Mn

Others

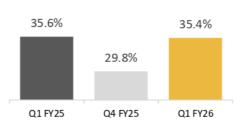
Rs. 429 Mn

Operating EBITDA



YoY Growth

**Gross Profit Margins** 



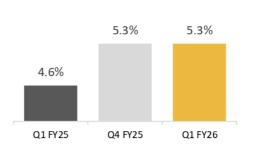
YoY Volume Growth





**Operating EBITDA Margins** 

**PAT Margins** 





4% Trunk 12% 12% ■ Vest Athleisure 33% 30% ■ Women's Innerwear Rain Guard

**Product Category wise Contribution** 



## Financial Highlights (1/2)

₹ Million

Particulars	Operating Income	Gross Profit	Operating EBITDA	Profit After Tax
Q1 FY26	3,991	1,415	429	213
Growth (YOY)	19.6%	19.0%	20.4%	39.3%
Growth (QOQ)	(27.3%)	(13.4%)	(24.1%)	(27.1%)
Margin¹(%)		35.4%	10.7%	5.3%
Margin —YoY Expansion/(Contraction)		(17bps)	8 bps	76 bps
Margin —QoQ Expansion/(Contraction)		569 bps	45 bps	2 bps
EPS <sup>2</sup>				3.76

#### Note

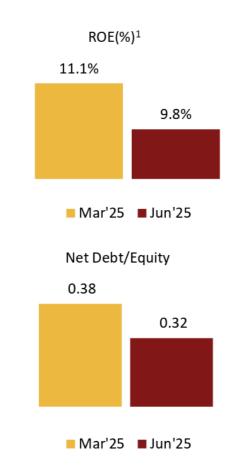
- 1. Gross Profit & Op EBITDA Margins calculated on Operating Income
- 2. EPS figures are not annualized

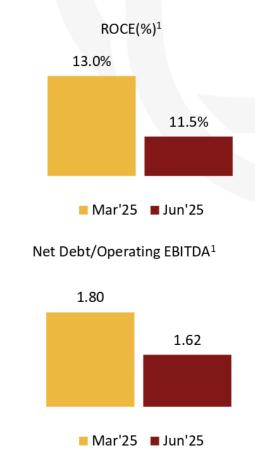


## Financial Highlights (2/2)

_		
7	Mil	lion
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Particulars	31-Mar-25	30-Jun-25
Net Worth <sup>3</sup>	8,598	8,818
Long Term Borrowings	308	277
Short Term Borrowings	2,988	2,509
Net Debt	3,293	2,785
Net Fixed Assets	2,744	2,734
Sales/Capital Employed	1.48	1.34
Cash Conversion Cycle <sup>2</sup>	160	173





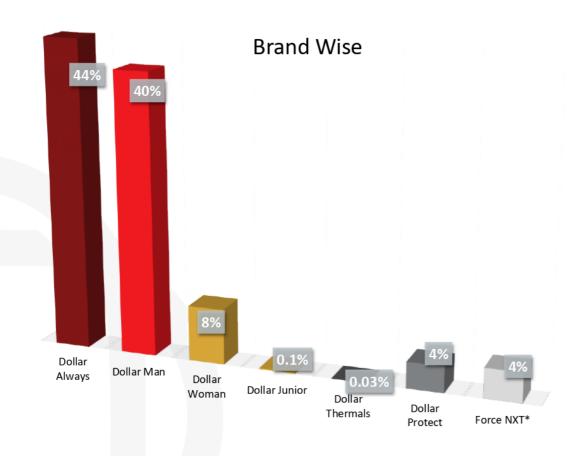
#### Note

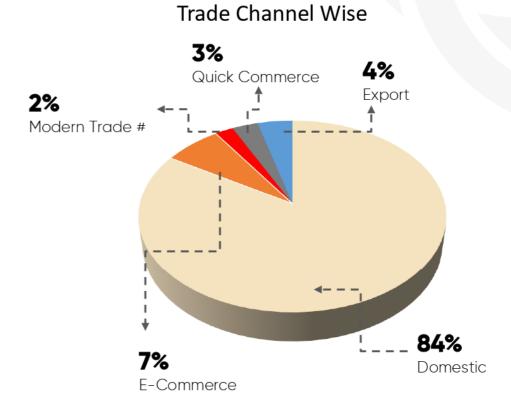
- 1. Profit figures are YTD annualized, ROE excludes Non-Controlling Interest
- 2. Receivable and Inventory days are based on operating income and Payables on cost of goods sold
- 3. Net worth includes Non-Controlling Interest





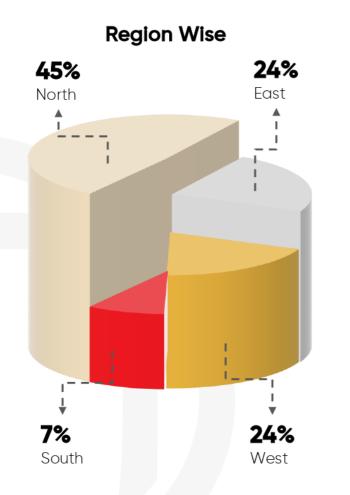
## Revenue Contribution (1/2) **Q1 FY26**

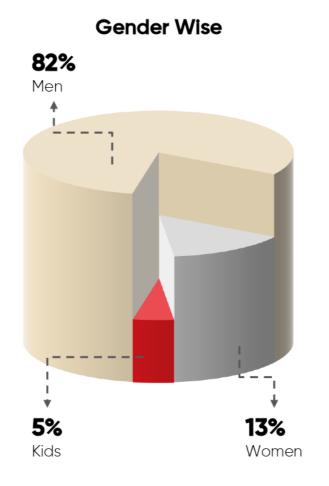


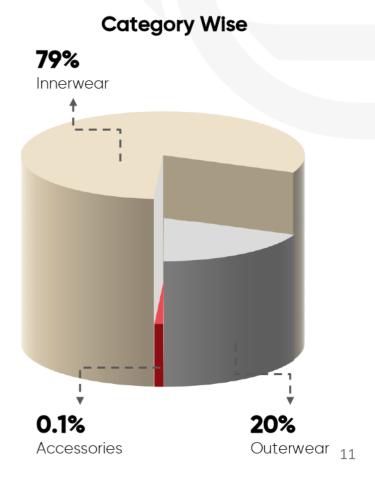




# Revenue Contribution (2/2) Q1 FY26









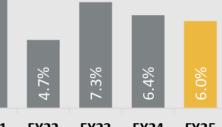
## **Our Brand Ambassadors**

Brand Ambassadors:

Yami Gautam Mahesh Babu Akshay Kumar Saif Ali Khan



Ad Spends as % of Revenue



FY21 FY22 FY23 FY24 FY25

By capping annual advertisement expenses at ₹1,000 million, ad spends as a percentage of revenue will decline in the coming years, aiding profitability.



Project Lakshya Updates (1/2)

### What are we doing?

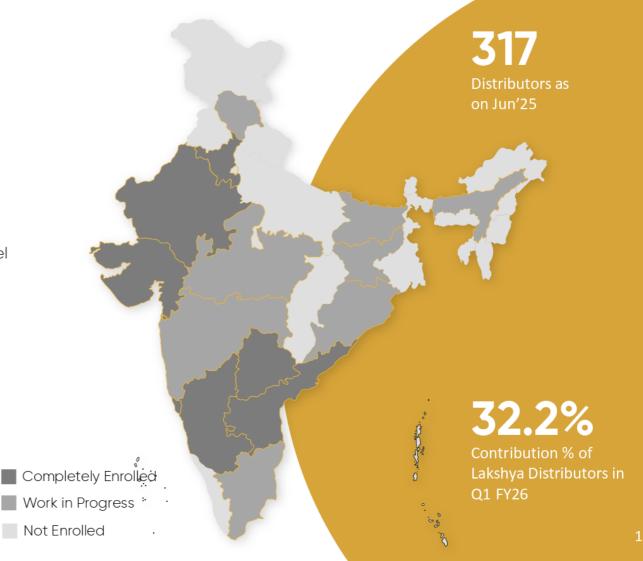
- Mapping retail network in area allocated to distributor
- Enrolling retailers into Project Lakshya
- Execute Retailer Bonding Programs to ensure higher retention
- Implementation of ARS and DMS at distributor level
- SOPs laid out for distributors leading to improved performance

### Why?

Reinvent the entire distribution model and transition from a push model to a replenishment-based model leading to a Demand-Pull Environment

#### **Outcomes**

- Increased market penetration
- Increased primary sales and secondary sales
- Availability of last mile data from retailer
- Distributor performance analysis
- Efficient Product Planning & Inventory Management
- Improved working capital for distributor





# Project Lakshya Updates (2/2)

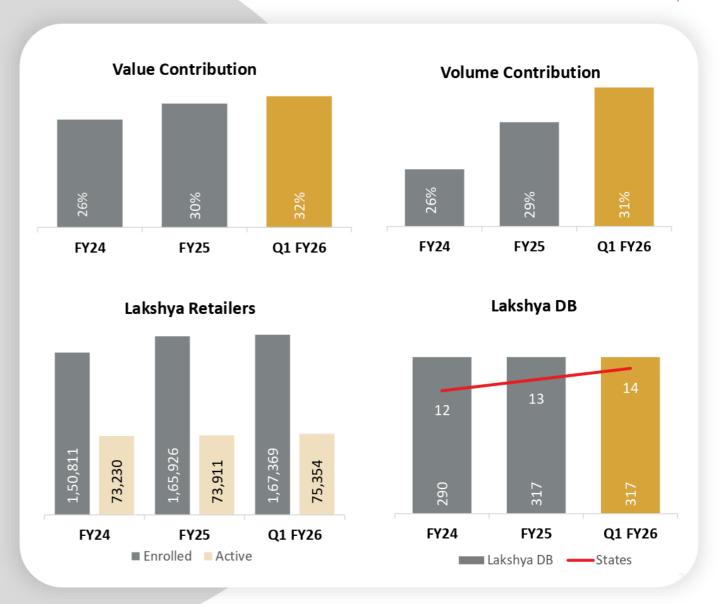








**Dollar Retailer Bonding Program** 





# Penetrating Countries Across The World

Export Revenue in Q1 FY26
₹ 165 Million
15 Countries

Where We Export







## About

**Dollar Industries Limited** 





## A Leading Player in Branded

## **Outerwear and Innerwear**

**Established in 1972**, we have been able to solidify our presence as one of the leading players in the Indian hosiery space.





15%

Market share in the Indian hosiery space



2000+
Products across all segments of presence



2400+
Total employees





Manufacturing units



1500+
Strong Pan-India dealer network



Presence across large

format stores

## **Mapping Our Progress Over**



50 Years

Started our journey as Bhawani Textiles, a proprietary firm, under the leadership of Shri Dindayal Gupta

1972-73

2007-08

Rebranded ourselves as Dollar Industries Limited

#### 2016-17

- Secured 2% of overall revenues from Force NXT within a year of its launch
- · Widened the reach of Missy and Bigboss Dollar range of products

2018-19

Shares were listed on BSE

- Revamped our brand identity by introducing a new brand logo and architecture
- Launched our new TVCs for men's and women's sections

2020-21

#### 2022-23

- Opened a total of 14 EBO's
- · Launched Rainwear series under Dollar Protect
- Roped in Bollywood actor Saif Ali Khan as the Brand ambassador for Dollar Lehar



Roped in Bollywood actor Salman Khan as the brand ambassador of Dollar Club

#### 2009-10

Roped in Bollywood actor Akshay Kumar as the brand ambassador of **Dollar Bigboss** 



#### 2015-16

We established 80.000+ MBOs across India and emerged as the highestselling Indian innerwear brand in the Middle Fast



- Shares were listed on NSE
- · Entered into a joint venture with Pepe Jeans Europe BV to manufacture premium range of products



- Implemented Project Lakshya to increase reach and range in the market
- Shri Dindayal Gupta, Chairman Emeritus was conferred with WBHA

"Hall of Fame" Award, 2020



#### 2021-22

- First EBO launched in October 2021
- G.O.A.T Brands Pte enters as new partner in Pepe Jeans Innerfashion J.V
- · Launched a complete bra range for women

#### 2024-25

· Roped in actor Mahesh Babu as the Brand Ambassador for Dollar Bigboss for South India



## Dollar Portfolio (1/2)



Big Boss | J-Class | Athleisure

Vests, Briefs, Trunks, Gym Vests, Socks, Tank Tops, Crew Necks, Polos, Henley, Bermudas, Capri, Track Pants, Joggers





Missy | Athleisure

Leg Wears, Casual Wear, Brassiere, Camisoles, Panties, Socks, Kurti



Lehar

Vests, Briefs, Trunks, Panties, Socks, Camisoles



Ultra | Wintercare
Thermal V-necks,
Thermal Trousers,
Long Camisoles, Short
Camisoles, Socks



Champion

T-shirts, Bermudas, Trousers, Socks



Rainguard

Raincoats, Rainwear, Windcheaters, Winter Jackets













## **Dollar Portfolio**

(2/2)





#### Innerwear & Athleisure





Muscle Tee



Boxer Shorts





Long Sleeve







Polo T-Shirt



Hoodie





Jogger



Jacket



Track Pant

Long Sleeve

Thermal Tee





Shorts



Long Thermal Trouser

#### Activewear



Tank Top



Muscle Tee



T-Shirt



Shorts



Jogger



Track Pant



## **Brand Architecture Breakup**









ASP - ₹ 230-250









**ASP - ₹85-95** 





**ASP - ₹ 45-55** 



## Competition with Integrated Value Chain

#### 2.5 Million

Metres per month Captive elastic production capacity

#### 0.3 Million

Pieces per day Captive cutting capacity

#### 700 Tonnes

Average monthly output of Ne 20s to 40s single yarn

#### **300 Tonnes**

Monthly captive knitting capacity

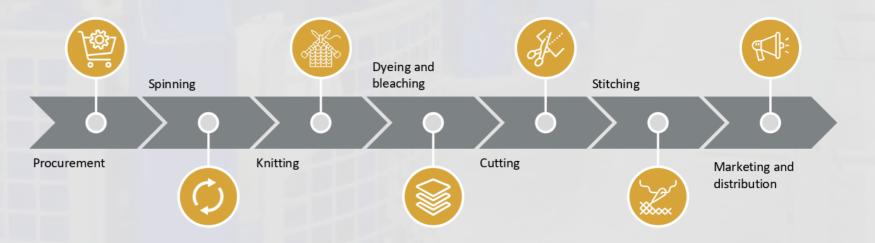
#### **400 Tonnes**

Monthly installed capacity of bleaching and dyeing

## Manufacturing Facilities:

- Kolkata
- Tirupur
- Ludhiana
- Delhi

Our Value Chain





## To Cater To Larger **Population**



Multi-Platform E-Retail Presence

Modern Trade & E-Commerce































### **Guided By**



## **Experienced Directors**



Mr. Vinod Kumar Gupta



Mr. Binay Kumar Gupta



Whole-time Director

Mr. Krishan Kumar Gupta



Whole-time Director

Mr. Bajrang Kumar Gupta



Mr. Gopal Krishnan Sarankapani



Mrs. Divya Newatia



Mr. Srikumar Bandyopadhyay



Mr. Rajesh Kumar Bubna



Independent Director





Independent Director

Mr. Sandip Kumar Kejriwal

### Supported By An



## **Experienced Team**













Ms. Aditi Ghosh











## **Growth Drivers**

Strategic Priorities



Leveraging new Brand Overhaul



Investing in Digitization



Growth Through Project Lakshya



Growth Through EBOs



Partnering for Growth



Diversifying Portfolio in Adjacent Segments





## Change In The Brand **Architecture**

#### What are we doing?

- 6 categories created MAN, WOMAN, JUNIOR, ALWAYS, THERMALS, PROTECT
- Akshay Kumar as our brand ambassador for Dollar man
- · Redesigned our logo to enhance connect with the consumers



To change the perception that Dollar is just a men's innerwear brand

8.0%

Share of women's brand revenue in Q1 FY26

#### Outcomes

- · We have been able to significantly enhance our brand recall through our
- We now address the needs of a huge consumer spectrum through differentiated price categories: premium, mass premium and economy
- We seamlessly connect with the millennials and cater to their needs















## Digitalization To Increase

**Efficiencies** 

## Why?

To integrate digitalization in our daily operations to increase efficiencies

## **Outcomes**

- · Transparent engagements with retailers
- · Deeper insights about on-ground realities
- Increased productivity and efficiencies
- With SAP, gain end-to-end data access for effective strategy execution

## What are we doing?

- Integrating Auto Replenishment System (ARS) and Distributor Management Systems (DMS) for our Lakshya distributors
- · Implemented ARS at the supply chain level
- Implementing an after-sales service app at the retail level and activity tracker for the sales team
- Successfully transitioned to SAP Hana S/4 ERP system
- Integrating automated tele calling for our tele-callers





# Partnership for Sustainable Growth

#### Joint Venture with G.O.A.T

- We entered a 51-49 JV with G.O.A.T Brands Lab Pte for Pepe Jeans Inner fashion Pvt. Ltd.
- G.O.A.T Brands Lab Pte acquired 50% stake of Pepe and additional 2% nonvoting equity
- Multi-brand distributor for men, women and kids' undergarments under athleisure, sportwear, lingerie, leisure wear, sleepwear, lounge wear made of natural fibers and MMF
- Would undertake business operations

#### **Expected outcomes**

- Opportunity to widen our supply of finished goods directly to end consumers through D2C channels.
- Go for in-organic growth or brand acquisition.
- Set a foot mark in Super Premium brands









# Diversifying Product Portfolio in Adjacent Segment

'Dollar Protect', the ultimate rainwear line that combines elegance with unbeatable protection!

A wide range of raincoats for men, women and kids, made from premium fabric with additional leak-proof stitching of comprehensive waterproofing.





'Dollar Woman' celebrates the freedom of spirit every woman deserves with its newly launched lingerie line with a varied range of products like Everyday Bra, T-shirt Bra, Sports Bra, Beginners Bra, Strapless Bra, Sleep Bra, Nursing Bra.





ATHLEISURE





## Q1 FY26

FINANCIAL SUMMARY



## Summary Profit & Loss

**₹ Million** 

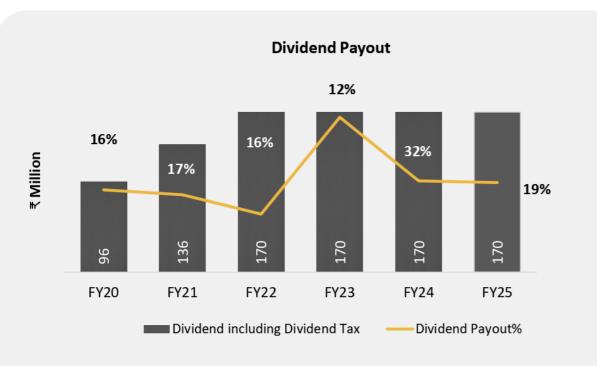
Particulars	Q1 FY26	Q1 FY25	YoY Change	Q4 FY25	QoQ Change	FY25
Operating Income	3,991	3,337	19.6%	5,491	(27.3%)	17,105
Gross Profit	1,415	1,189	19.0%	1,634	(13.4%)	5,674
Gross Profit (%)	35.4%	35.6%	(17 bps)	29.8%	569 bps	33.2%
Operating EBITDA	429	356	20.4%	565	(24.1%)	1,827
Operating EBITDA Margin (%)	10.7%	10.7%	8 bps	10.3%	45 bps	10.7%
Other Income	7	7	(4.3%)	18	(62.8%)	53
Finance Cost	65	67	(3.8%)	69	(6.9%)	282
Depreciation	95	84	12.4%	107	(11.3%)	376
PBT	284	215	31.8%	410	(30.8%)	1,238
PAT	213	153	39.3%	292	(27.1%)	910
PAT Margin (%)	5.3%	4.6%	76 bps	5.3%	2 bps	5.3%
EPS¹ (₹)	3.76	2.70	39.3%	5.16	(27.1%)	16.05

<sup>1.</sup> EPS figures are not YTD annualized

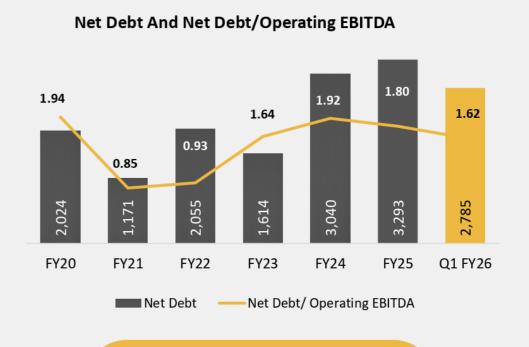


# Focus on Shareholder Value Creation

₹ Million

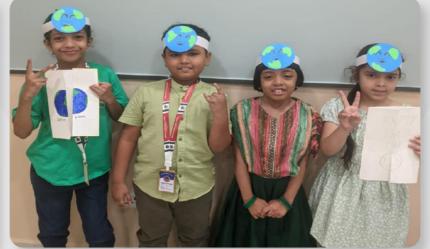














# ESG at Dollar Industries









## Contributing Towards a Greener Future Environment

#### Solar Power

## 100 Lakh Units/Year

Power generation capacity | of the solar power plant | in Tirupur

### **8 MW**

Total power generation capacity as on June'25

#### **Wind Power**

### 70 Lakh

**Units** 

Total power generated annually

### 4.95 MW

Total power generation capacity of our four windmills

#### Zero Liquid Discharge

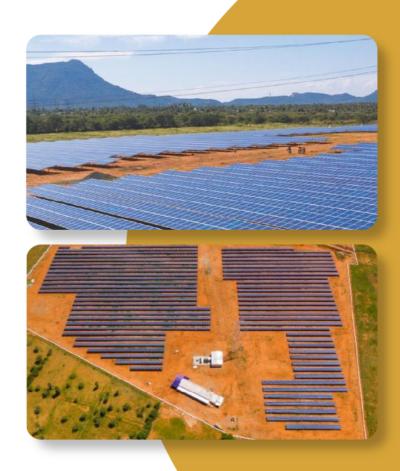
### 13.5

#### **Tonnes**

Daily production capacity of our effluent treatment plant

### 1000 KL

Zero liquid discharge capacity with multiple evaporators



# Empowering Our Biggest Asset Social (1/2)



### **Employee Engagement**

Engaging with our employees on a daily basis to address their grievances



### **Women Empowerment**

Working towards reducing the gender gap and creating a safe working environment



#### **Skill Development**

Conducting regular on-the-job and off-the-job training sessions to upskill our employees



#### **Diversity And Inclusion**

Implementing anti-harassment and Anti-discrimination policies across all verticals of our company

# Empowering Our Biggest Asset Social (2/2)



Donated ~**Rs 12 millions for**educational purposes to Acharya
Gurukul Haripur; Hariyana Shiksha
Kendra, Vichaar Nirmaan
Foundation & Vanprasth Sadhak
Ashram



Donated ~Rs 3 millions for medical facilities to Bhawani Parivar Matri Sangh, Delhi and Marwari Relief Society, West Bengal



Donated ~Rs 0.6 millions for installation of Water Hut Services across West Bengal



Donated Rs 1.2 millions to Akhil Bharat Goseva Sansthan; Calcutta Pinjrapole Society and Rajasthan Gokalyan



# Strengths That Drive Governance



**Diverse and experienced** Board of
Directors



Promoters possess >3 decades of experience



All members of the Nomination & Remuneration Committee are Independent Directors



Independent Directors account for 50%



75% members of the Audit Committee consist of Independent Directors



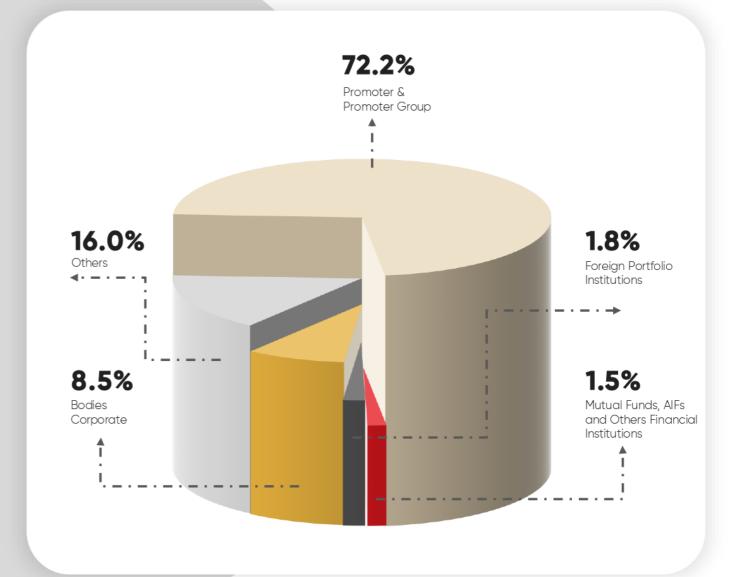
We have two **Woman Independent Director**on our Board



## Shareholding Summary

### Share Information As on 30 June 2025

NSE Ticker	DOLLAR	
BSE Ticker	DOLLAR	
Market Cap (INR Cr)	2,133.09	
% Free-float	27.79%	
Free-float market cap (INR Cr)	592.80	
Shares outstanding	5,67,16,120	

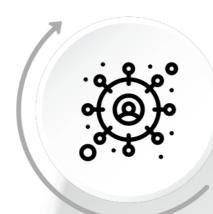






#### Wide reach

Channel expansion & Omni Channel strategy





## Integrated operations

Integrated value chain

## Why DOLLAR?



Increasing share of nonmale users





## Favourable financial positioning

Continuously strengthening financials



## THANK YOU





Chief Financial Officer **Ajay Kumar Patodia** 



cfo@dollarglobal.in



www.dollarglobal.in



Investor Relations Advisor

**Mudit Nahata** 



ir@uirtus.in



www.uirtus.in



## ANNEXURE

## Our VISION

Dollar in everyone's lives.

#### **Medium-term vision:**

We aspire to metamorphise the Company into an aspirational brand by offering premium and super premium products

#### Long-term vision:

To emerge as a complete brand and distribution company present across multiple categories of fashion wear – from garments to innerwear

## Our MISSION

- To emerge as India's leading and most-loved innerwear brand
- · To make fashionable yet affordable outerwear and innerwear
- · To provide our customers with a higher standard of apparel
- To reach out to customers conveniently (modern trade and e-commerce)
- To outperform industry standards in terms of quality of earnings
- To enhance the lives of people centred around Dollar
- To achieve high governance standards

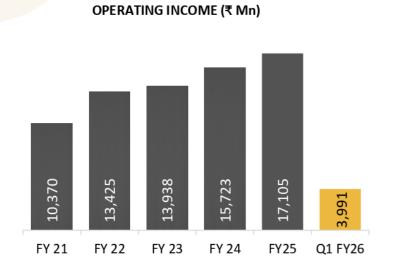
## Core VALUES

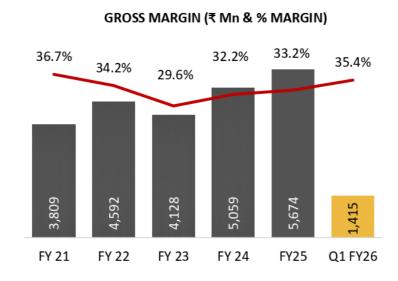
- Insights and constant innovation are a way for Dollar. We also add value to the Dollar experience so as to keep it more vibrant and relevant
- The benchmark for Dollar's success is customer satisfaction.
- Dollar delights its customers through a range of products that not only deliver comfort, but are constantly upgraded to keep the styling in line with the latest trends
- Business integrity is the way of life at Dollar. The Company is proud to stand by integrity and transparency in all its dealings and ensures adherence to highest standards of business ethics
- At Dollar, we value time and its optimum utilisation for timely decision making

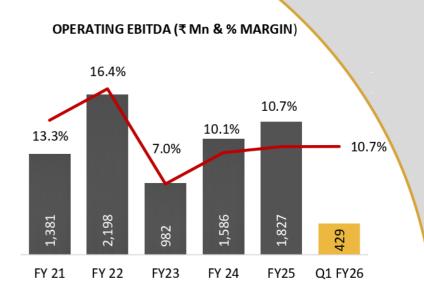


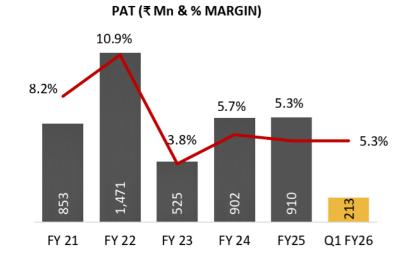


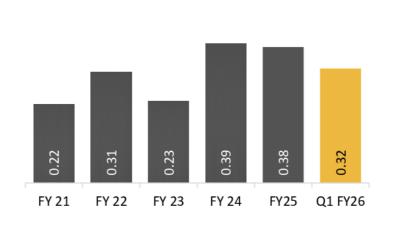
## Performance Track Record



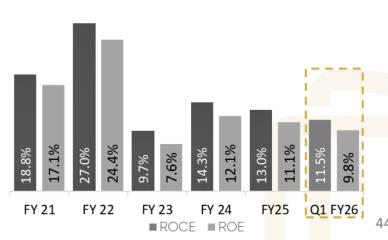








**NET DEBT – EQUITY RATIO** 



ROCE\* & ROE\*



## Cash Conversion Cycle Break Up

**₹ Million** 

Particulars	31-Mar-25	30-Jun-25*
Receivable Days <sup>1</sup>	112	120
Inventory Days <sup>2</sup>	110	125
Payable Days <sup>3</sup>	62	72
Cash Conversion Cycle <sup>4</sup>	160	173

- 1. Receivables days for is calculated by multiplying the average accounts receivables by 365 and dividing the result by the revenue from operations for the year/ period
- 2. Inventory days is calculated by multiplying the average inventory by 365 and dividing the result by the revenue from operations for the year/ period
- 3. Payables days is calculated by multiplying the average accounts payable by 365 and dividing the result by the Cost of Goods Sold for the year/ period. COGS includes sub-contracting expense.
- 4. Cash conversion cycle is calculated by adding Receivables days to Inventory days reduced by Payables days