INDUSTRIES LIMITED
(Formerly known as DOMS INDUSTRIES PVT. LTD.)

Ref No. DOMS/SE/26-27/48
Date: September 03, 2026

To,

The Manager
Corporate Relationship Department
BSE Limited
Phiroze Jeejeebhoy Towers,
Dalal Street,
Mumbai - 400 001

The Manager
Listing Department
National Stock Exchange of India Limited
Exchange Plaza, Bandra Kurla Complex
Bandra (East),
Mumbai - 400 051

BSE Symbol - DOMS
BSE Scrip Code - 544045

NSE Symbol - DOMS

Subject: Managing Director Speech at the 20th Annual General Meeting of the Company

Dear Sir/ Madam,

This is to inform that the 20th Annual General Meeting of DOMS Industries Limited (‘**the Company**’) was held on Thursday, September 03, 2026, through Video Conferencing (‘**VC**’) / Other Audio Visual Means (‘**OAVM**’) to transact the business as stated in the Notice date August 03, 2026.

Mr. Santosh Raveshia, Managing Director, addressed the shareholders of the Company. The same is enclosed with this letter and has also been uploaded on the Company’s website at www.domsindia.com.

The above is for your kind information and record.

Thanking you,
Yours faithfully,
For DOMS Industries limited

Mitesh Ashok Padia
Digitally signed by Mitesh Ashok Padia
Date: 2026.09.03 20:19:29 +05'30'

Mitesh Padia
Company Secretary and Compliance Officer
Membership No.: A58693

Encl.: As above

Good Afternoon Everyone !

Respected Chairperson, my fellow Directors, dear shareholders, and distinguished guests –

It is a privilege to welcome you all, to the 20th Annual General Meeting of DOMS Industries Limited. Your presence means a lot to us.

Before we begin, I would like to take a moment to remember our founders - my late father, Shri Rasiklal Raveshia, and my late uncle, Shri Mansukhlal Rajani. Their vision, hard work, and values built the foundation on which DOMS stands today. We also remember with deep gratitude Late Shri Amarjeet Sharma, whose guidance played an important role in our evolving journey. At DOMS, we believe that every big dream starts with good preparation. This belief guides how we design, make, and deliver our products - with great care, quality, and a focus on creating lasting value for our consumers. Because of this approach, the past year was another year of steady and resilient growth for DOMS.

Despite challenges like GST changes and global trade tensions, our team worked hard and stayed focused. This helped us maintain our business momentum and strengthen our position in the market. Our growth was supported by strong demand in India, through our wide distribution network, the trust people have in our brand, and a diverse range of products.

Our domestic business continued to be our main strength, contributing 87.5% of our gross product sales. Our export business also grew well, contributing the remaining 12.5%, even with uncertainties in the global market. We continued to add new products and improve existing ones across categories like pens, mechanical pencils, adhesives, paper stationery, stamp pads, kits & combos, tin pencil boxes, and scholastic art products. We also launched a new range of school bags through SKIDO, and baby hygiene products through Uniclan which are well received. Today, our portfolio includes nine product categories and over 4,700+ SKUs, helping us serve different consumers across markets. For us, moving beyond stationery into a wider range of child-centric products is not just diversification.

It is a natural step, built on the trust that generations of parents, students, and educators have placed in the DOMS brand. This allows us to support every stage of a child's learning and growth. Our investments in adjacent businesses and partnerships are also helping us grow.

Uniclan, our baby hygiene venture, grew by 22% over the previous year. We are working to expand its reach through selective distributors and by improving sales across our network. Our school bag segment, after its first back-to-school season last year, is still in a learning phase but has already shown growth of over 50%. During the year, we also empowered our manufacturing in the Paper Stationery segment by acquiring a 51% stake in Super Treads located in Siliguri, West Bengal. This was a strategic move to empower our supply chain in the East India market. Nevertheless, we have also significantly invested in this category through Pioneer Stationery, our flagship operations of Paper stationery located in Umbergaon.

Our recent acquisition of the Reynolds brand and related assets is another important step. It gives us a strong legacy brand, with flagship products like Trimax and Racer gel, which are all-time school favorites, 045 and Jetter pens, which are highly preferred by office professionals, all of which aligns with our long-term vision.

As our business grows, strengthening our manufacturing capabilities remains important. During FY26, we continued our capital expenditure, mainly for the development of our 50+ Acre greenfield project and for acquiring additional land of about 11+ acres in both Umbergaon and Jammu to support future expansion. As part of this greenfield project, the first building is on track for commercial production by the end of Quarter 2 of FY27. We have also invested in expanding our internal moulding capacities, writing instruments output, and adhesive manufacturing infrastructure. This integrated setup helps us maintain product quality, improve cost efficiency, and build a scalable platform for long-term growth.

Our distribution network continues to be a key strength. Today, DOMS reaches the market through more than 130 super stockiests, over 6,000+ distributors, more than 150,000 retail outlets, and a dedicated sales force of over 1,100 professionals. The integration of the Reynolds sales team and channel network further expands our reach. Uniclan adds to this with over 95 super stockiests, 1,300 plus distributors, and over 55,000 retail outlets. Our recent global distribution agreement with FILA also strengthens our international presence.

None of this would be possible without our people. Our workforce of over 14,500 people is the backbone of our journey. During the year, we also expanded our Employee Stock Option Plan to deepen long-term alignment across the organisation.

Our connection with consumers continues to grow in the digital space. Our YouTube subscriber base crossed 4 million, and our Instagram community grew to over 225,000 followers. Initiatives like the DOMS Art League and our KidZania painting studios, which engage over 30,000 children every month, help us foster creativity and build a lasting emotional connect with our consumers.

This strong brand trust translates into solid financial results. For Financial Year 2026:

• Revenue from Operations grew by 21.6% to reach INR 2,326.4 crore, surpassing our guided range.
• EBITDA increased by 15.5% to INR 402.6 crore, with an EBITDA margin of 17.3%, remaining at the higher end of our guided range.
• The modest moderation in margin was mainly due to the higher contribution of our subsidiary, Uniclan, to our consolidated operations.
• Profit After Tax grew by 12.2% to INR 239.6 crore, delivering a healthy PAT margin of 10.3%.

This performance reflects our disciplined, growth-focused capital allocation strategy, which involved higher cash utilisation towards strategic capital expenditures. As we channel these investments into expanding our operational footprint, we have clear visibility to achieve high teen sales growth in the current financial year and the following years.

We do expect some pressure on margins in the current year due to the ongoing conflict in West Asia and other geopolitical developments. However, our past experience in navigating changing market conditions gives us confidence in our ability to respond. We have initiated a balanced, gradual approach to pricing and a continued focus on cost efficiencies, ensuring that any pricing action is undertaken without impacting our market share or competitive positioning.

Backed by our strong brand equity, expansive distribution reach, exciting new product pipeline, and ongoing capacity investments, we are well-positioned to deliver consistent growth.

On behalf of the Board of Directors and the entire management team, I would like to express our sincere gratitude:

- To our valued employees, for their relentless dedication and hard work.
- To our super stockiests, distributors, retailers, and business partners, for their enduring collaboration and support.
- To our consumers, for the confidence they place in our brands every single day.
- And, above all, to you, our shareholders, for your unwavering support and belief in our vision.

We look to the future with profound confidence and a shared determination to build upon the remarkable progress we have achieved together.

Thank you.