



SECRETARIAL DEPARTMENT

Jekegram, Pokhran Road No.1, Thane (W)-400 606
Maharashtra, India
CIN No.: L17117MH1925PLC001208
Tel: (91-22) 4036 7000 / 6152 7000
Fax: (91-22) 2541 2805
www.raymond.in

RL/SE/26-27/47

August 07, 2026

To

The Department of Corporate Services - CRD
BSE Limited
P.J. Towers, Dalal Street
Mumbai - 400 001
Scrip Code: 500330

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

Dear Sir/Madam,

Sub: Raymond 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 First Quarter ended June 30, 2026.

The meeting of the Board of Directors commenced at 02:00 p.m. and concluded at 03:50 p.m.

The Investor Presentation is also available on the website of the Company i.e. www.raymond.in.

We request you to take the above information on record.

Thanking you.

Yours faithfully,
For **Raymond Limited**

Rakesh Darji
Company Secretary

Encl.: A/a



REGISTERED OFFICE

Plot No. 156/H No. 2, Village Zadgaon,
Rainagiri - 415 612, Maharashtra
Tel: (02352) 232514
Fax: (02352) 232513



Q1FY27

RESULTS PRESENTATION

AUGUST 07, 2026



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Section 01

Overview

Strategic Positioning & Executive Summary



Strategic Corporate Restructuring Complete — 100% Focus on High-Barrier Aerospace & Precision Technology

DEMERGED & LISTED

Raymond Lifestyle

Listed Sep 05, 2024

- Branded Textiles & Apparel
- Global Garmenting B2B
- Independent Capital Structure

DEMERGED & LISTED

Raymond Realty

Listed Jul 01, 2025

- Thane Land Bank Development
- MMR Asset-Light JDA Model
- Top-5 Developer in MMR

CORE RETAINED ENTITY

Raymond Limited

100% Pure-Play Aerospace, Precision Technology & Auto Components - Net Cash Surplus ₹68 Cr (FY26)

- **JK Maini Global Aerospace:**
 - Revenue ₹ 392 Cr.
 - EBITDA ₹ 88 Cr.
 - EBITDA Margin 22.3%
- **JK Maini Precision Tech:**
 - Revenue ₹ 1,667 Cr.
 - EBITDA ₹ 223 Cr.
 - EBITDA Margin 13.4%

Strategic Distraction-Free Allocation

Zero Non-Core asset distraction. Capital management bandwidth and cash flows are now 100% dedicated to precision engineering compounding.

01 PLATFORM

Diversified Engineering

- Precision Technology & Auto Components
- Aerospace & Defence
- Presence across aerospace, automotive, tools & hardware, defence, industrial applications and after market

02 INFRASTRUCTURE

Global Manufacturing Scale

- 16 state-of-the-art manufacturing facilities
- 1,800+ advanced machines | 5,250+ workforce
- Fully integrated production capabilities across India

03 CAPABILITIES

Deep Product Portfolio

- 8,000+ SKUs in Precision Tech & Auto
- 1,300+ precision aero-engine parts developed
- 350+ parts engineered for advanced LEAP engines

04 REACH

Global Customer Access

- Active footprint across 90+ countries
- 100+ large global customers | 25+ aerospace clients
- 20+ year relationships with Tier-1 aerospace OEMs

05 FORECAST

Revenue Visibility

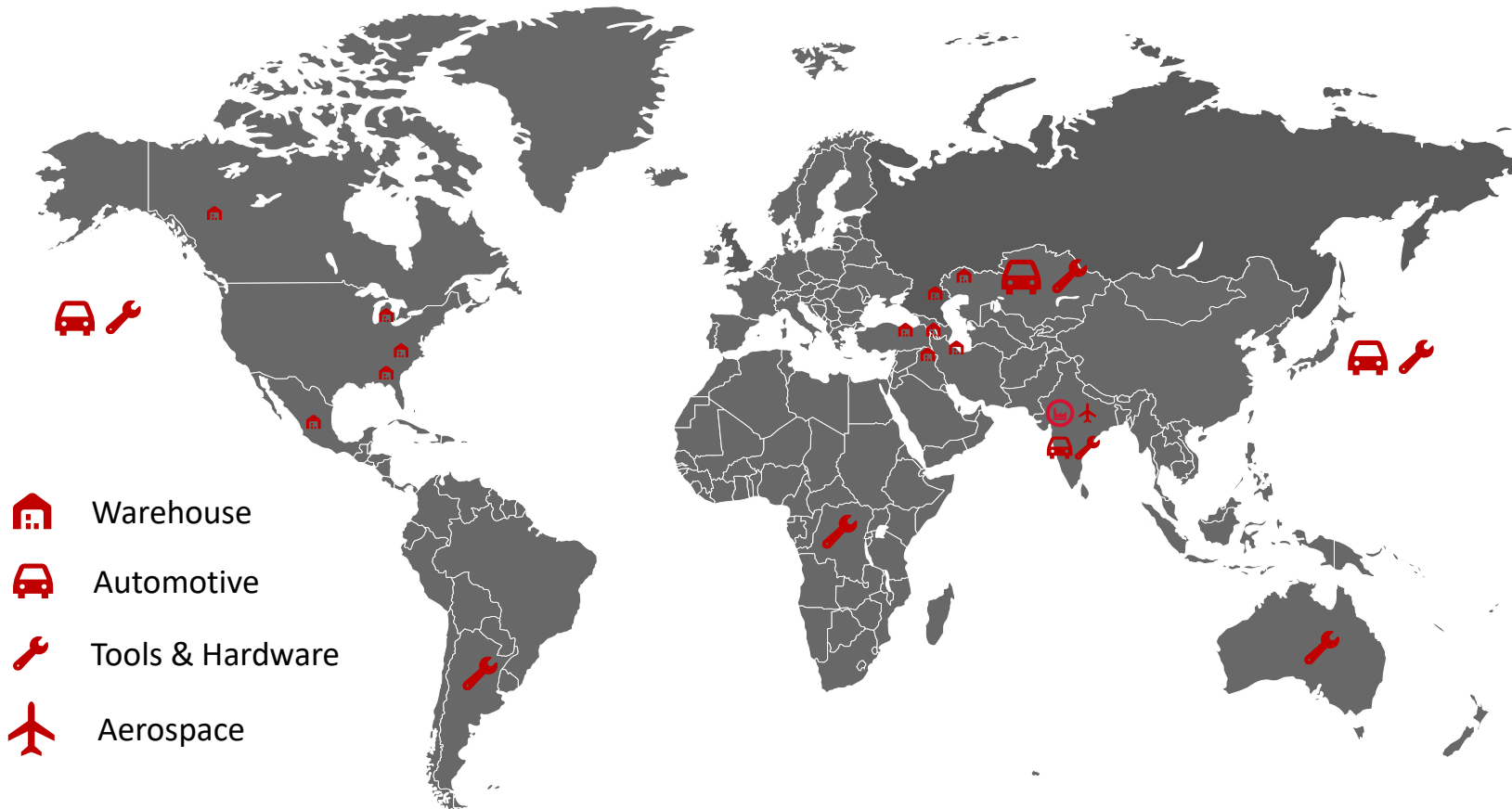
- ₹5,960+ Cr aerospace order book (10-yr horizon)
- Long-cycle programs with minimal customer churn
- Robust pipeline of RFQs and active engagements

06 PERFORMANCE

Financial & Strategic Discipline

- ₹2,312 Cr total income | ₹335 Cr EBITDA (FY26)
- ₹68 Cr net cash surplus (FY26)
- ~₹1,000 Cr committed capacity investment

Global Execution Footprint



Integrated Global Supply Route Logistics

Near-plant 3PL warehousing hubs in Europe and North America enable just-in-time delivery directly to Tier-1 assembly lines of Boeing, Airbus, Safran, and Pratt & Whitney, protecting against supply chain disruptions.



16

MANUFACTURING FACILITIES

Across Andhra, Karnataka, Maharashtra & Gujarat



11

GLOBAL WAREHOUSES

6 Europe, 3 USA, 1 Canada & 1 Mexico



90+

EXPORT COUNTRIES

Higher Export resilience across US & EU



600+

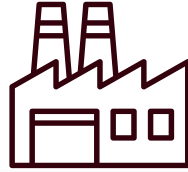
CONTAINERS / YEAR

20 ft containers exported annually

>65%

TOTAL EXPORTS

- Auto Components & Precision Tech >60%
- Tools & Hardware > 40%
- Aerospace > 80%



INFRASTRUCTURE & CAPACITY

Andhra Pradesh Greenfield Facility

The state-of-the-art greenfield project is progressing strictly on schedule to expand overall production capability.

Timeline & Readiness

Commercial production is expected to begin by **mid-next year**, significantly raising technical capabilities.

Governance & Leadership

Comprehensive upgrade of leadership, governance, and organizational capabilities to consistently drive stakeholder value.



B2C BRAND LEVERAGE

70-Year JK Files Legacy

Leveraging over seven decades of trusted brand equity and customer relationships to expand into adjacent product categories and new distribution channels.

Automotive Aftermarket

Entering the automotive aftermarket by leveraging our established brand, distribution network, and cross-channel market presence.

Financial Model

Built on a capital-efficient model that leverages existing manufacturing capabilities, distribution strengths, and diversified revenue streams.

Section 02

Consolidated Highlights

Financial Performance



Q1FY27 Consolidated Performance

TOTAL INCOME

₹ 628 Cr.



EBITDA & EBITDA MARGIN

₹ 100 Cr.



PBT & PBT MARGIN

₹ 42 Cr.



NET CASH SURPLUS

₹ 129 Cr.



Q1FY27 Segmental Performance

Aerospace & Defence

TOTAL INCOME

₹ 123 Cr.



EBITDA & EBITDA MARGIN

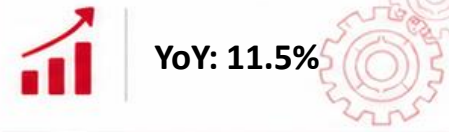
₹ 26 Cr.



Precision Technology & Auto Components

TOTAL INCOME

₹ 444 Cr.



EBITDA & EBITDA MARGIN

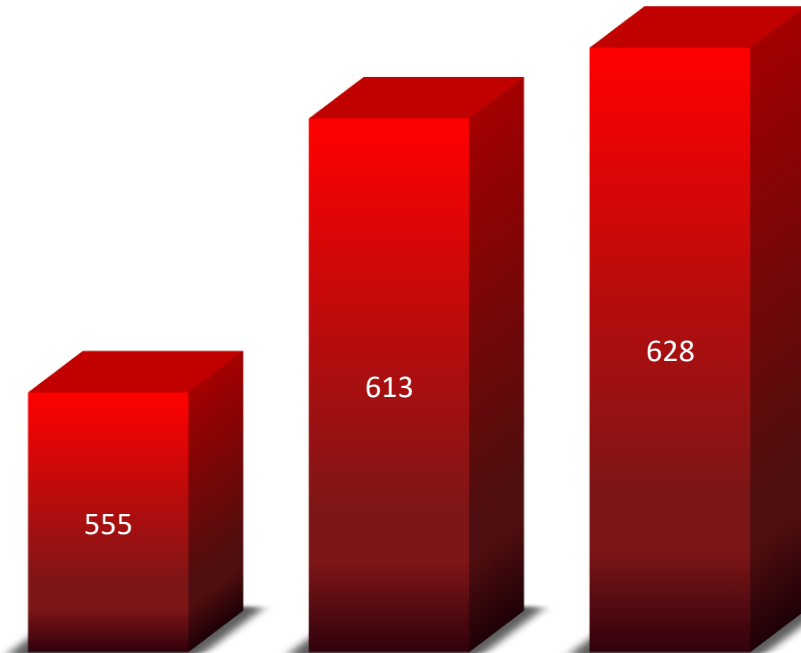
₹ 61 Cr.



Consolidated Performance Trends

TOTAL INCOME (₹ Cr.)


Y-o-Y Growth
13.1%



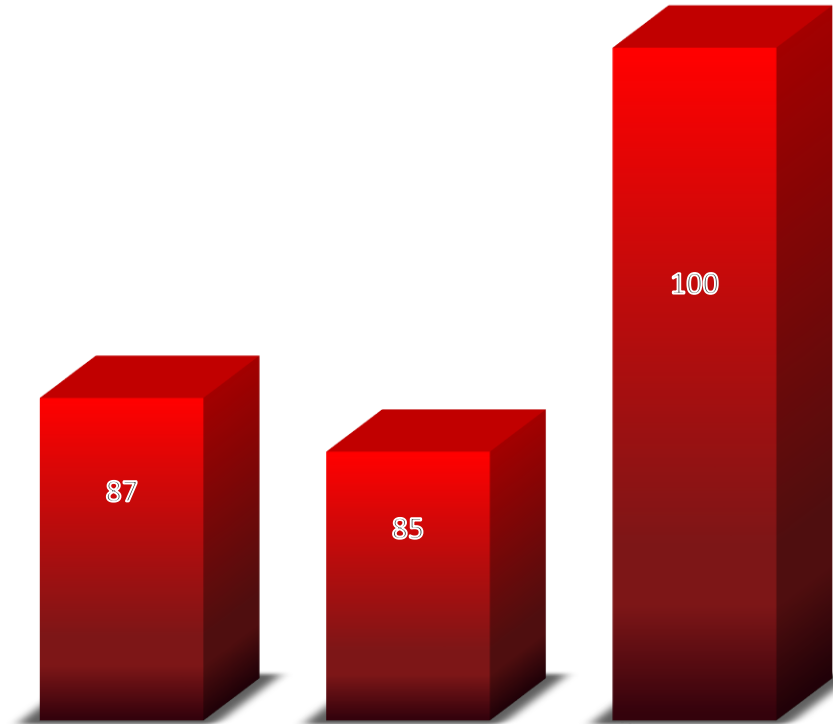
Q1 FY26

Q4 FY26

Q1 FY27

EBITDA & EBITDA Margin (₹ Cr.)


Y-o-Y Growth
14.3%



Q1 FY26

Q4 FY26

Q1 FY27

Consolidated Performance

Particulars (₹ Cr.)	Q1 FY27	Q4 FY26	Q1 FY26	YoY Change
Revenue from operations	606	603	524	
Other income	22	10	31	
Total Income	628	613	555	13%
Expenses	528	527	468	
EBITDA	100	85	87	14%
EBITDA Margin %	15.9%	13.9%	15.7%	
Depreciation	38	37	39	
Interest Expense	20	23	19	
PBT before exceptions	42	25	30	38%
PBT margin %	6.7%	4.1%	5.4%	
Exceptional Items	0	(20)	0	
Taxes	(10)	8	(8)	
Associate / JV / Minority	0	(1)	(2)	
Net Profit	31	12	21	50%

Q1FY27 Segmental Performance

Particulars (₹ Cr.)	REVENUE			EBITDA			EBITDA %	
	Q1 FY27	Q1 FY26	YoY	Q1 FY27	Q1 FY26	YoY	Q1 FY27	Q1 FY26
Precision Technology & Auto Components	444	398	11%	61	42	46%	13.8%	10.6%
Aerospace & Defense	123	87	40%	26	21	25%	21.2%	23.7%
Others	61	70		12	24			
Total	628	555	13%	100	87	14%	15.9%	15.7%

Note1: **Precision Technology & Auto Components** represents JK Maini Precision Technology Ltd. which includes T&H division, RPAL and Auto division of erstwhile Maini Precision.

Note2: **Aerospace & Defence** represents JK Maini Global Aerospace Ltd. which includes Aerospace & Defence division of erstwhile Maini Precision.

Note3: **Others** (includes unallocated expenses, elimination & other income)

Section 03

Aerospace & Defence Business

Segment Performance



Capturing Share via 'China +1' Sourcing Shift & Global Fleet Expansion



1



1. Record Commercial Fleet Backlog

16,000+ commercial aircraft pending delivery globally provides 12 to 15 years of uninterrupted production clearance.

2



2. 'China + 1' Sourcing Realignment

Global engine OEMs are actively de-risking supply chains and shifting precision machining allocations directly to qualified Indian partners.

3



3. Stringent Accreditation Barriers

AS9100D, Nadcap, ISO 27001 certifications require 3 to 5 years of qualification, creating massive moat against new entrants.

Dominating the Indian Aerospace Market

As the leading exporter of highly critical Aero engine components

Expertise in Precision Manufacturing for the Aerospace Sector

1,300+

Precision Aero Engine Parts Developed

350+

Parts of Latest LEAP Engines Variants

25+

Global Aero Components Manufacturing Clients

2 Decades

Relationship with Top Aero OEMs and Tier 1 Suppliers

Key Highlights

1

Preferred Supplier

To top 3 Global Aircraft Engine Manufacturers holding 88% market share.

2

Mission Critical Supply

High precision components to Global OEMs and Tier 1 suppliers in Aerospace & Defense industry.

3

Experienced Leadership

Senior Management with 30+ years of Industry Expertise.

Certifications

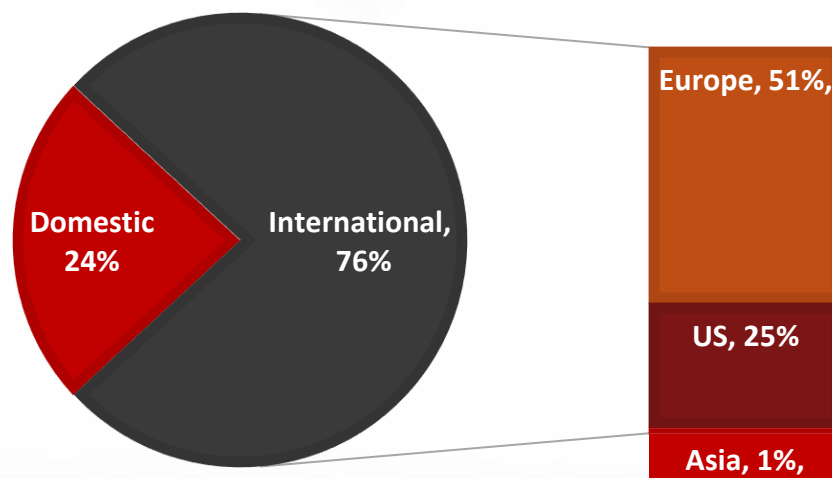


Aerospace & Defence

Revenue			EBITDA			EBITDA Margin	
Q1 FY27	Q1 FY26	YoY	Q1 FY27	Q1 FY26	YoY	Q1 FY27	Q1 FY26
123	87	40%	26	21	25%	21.2%	23.7%

*EBITDA margin absorbs accelerated capacity scaling costs and 100% full R&D write-offs for new SKUs.

Geography wise Revenue Split for Q1 FY27



At the Core of Global Commercial Aviation

Operating through **JK Maini Global Aerospace Ltd.**, we manufacture high-complexity, mission-critical components operating inside extreme thermal and pressure environments.

Operational Highlights:

1



Revenue Growth

Q1FY27 witnessed a robust growth of **40% vs PY**. This growth was largely driven significant capacity expansion, unlocking higher revenue realization across core Aerospace OEM and Tier-1 programs

2



Margins compression (temporary)

EBITDA margins experienced temporary compression due to targeted R&D investments required to capture a 40% revenue expansion; **margins will stabilize as programs reach steady-state**

3



Strong RFQ activity

Easing supply chain headwinds, paired with **our expanded capacity**, position us for seamless execution against a **growing multi-year order book**

Mission Critical Portfolio

High-Complexity Engine, Structural & Systems Components

Complex Engine Parts (75%+)



Structural Parts (15%+)



Systems Parts (5%+)



Aero Engine is our Biggest Revenue generator with more than 3/4th of the revenue from this segment

₹ 5960+ Crore order book and a high-conversion pipeline with scalable program expansion

ORDER BOOK VALUE

₹5,960+ Cr

10-Year Contract Scope

ACTIVE RFQ PIPELINE

₹1,632 Cr

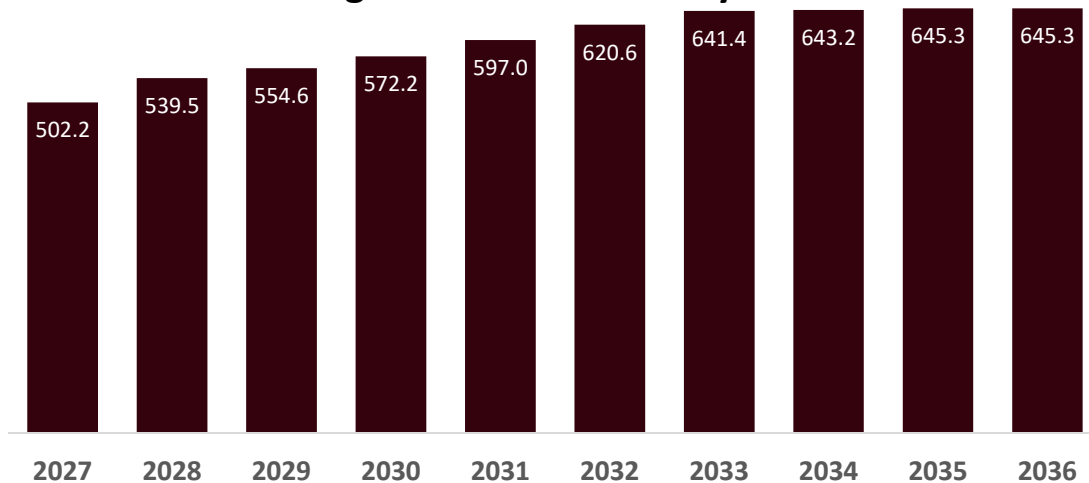
2,000+ Active Drawings

SKU RAMP VELOCITY

100+

New Engine SKUs / Year

Strong Order Book visibility



Program Life-Cycle Conversion Dynamics

Aerospace programs follow a multi-year S-curve lifecycle: [RFQ Bidding] → [Prototype R&D Sample] → [First Article Inspection (FAIR)] → [10-Year Mass Production]. Once FAIR qualification is achieved, OEM platform switching costs are prohibitive, ensuring zero customer churn.

Stage 1

Precision Component Manufacturing

- High-precision engine, structural and system components
- Established machining and specialised-process capabilities
- More than **1,300** aerospace parts developed

Stage 2

Deeper Programme Participation

- **350+** components for latest LEAP engine variants
- Increased share of business with existing customers
- More than **75%** of operations from complex aero-engine parts
- **100+ new SKUs** added during FY26

Stage 3

Assemblies & Specialised Processes

- Machining, welding, brazing and assembly capabilities
- Nozzle guide vanes and complex engine-critical products
- Transfer-of-technology programmes
- Expanded participation across casting and vane programmes

Stage 4

Design-to-Build / Integrated Partner

- Maiden build-to-spec order from a leading defence aerospace OEM
- Development of specialised onboard storage systems
- Customer engagement from design through production
- Positioning as an integrated "**Tier 1.5**" global aerospace partner

Moving from individual precision components to complex assemblies, specialised processes and design-to-build solutions - deepening customer integration and increasing value addition.

01 Stage 1 Precision Component Manufacturing

- High-precision engine, structural and system components
- Established machining and specialised-process capabilities
- More than **1,300** aerospace parts developed

02 Stage 2 Deeper Programme Participation

- **350+** components for latest LEAP engine variants
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- More than **75%** of operations from complex aero-engine parts
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03 Stage 3 Assemblies & Specialised Processes

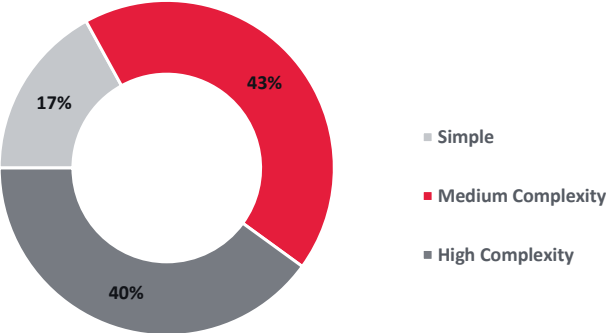
- Machining, welding, brazing and assembly capabilities
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04 Stage 4 Design-to-Build / Integrated Partner

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Moving from individual precision components to complex assemblies, **specialised processes** and **design-to-build solutions** – deepening customer integration and increasing value addition.

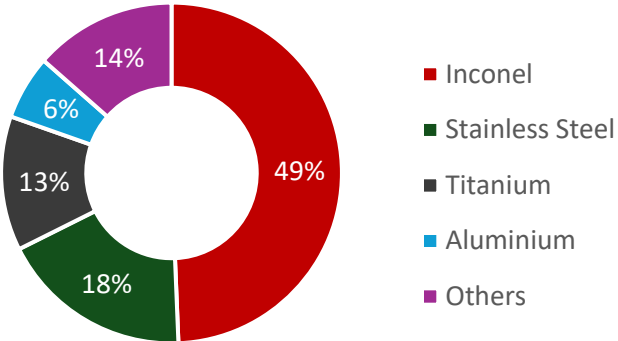
Part Complexity & Core Processes



Program Specifications

- Leap 1A Program
- Low Pressure Turbine – Stage 6 & Stage 7 components
- Dedicated facility to deliver **8,000 units** per year
- High-performance Material: **Rene 77**
- Honeycomb & Sheetmetal Assembly via advanced welding & brazing

Raw Materials Overview

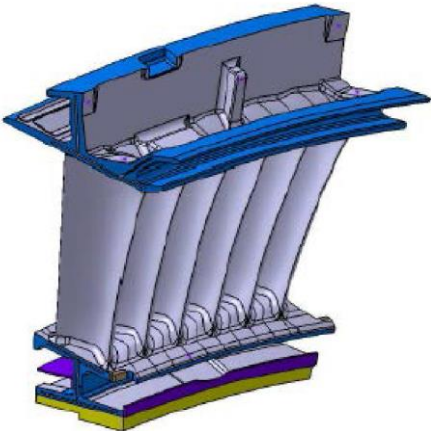


525 Tonnes Annual Consumption (Value Wise)

Key Manufacturing Processes



Nozzle Guide Vanes



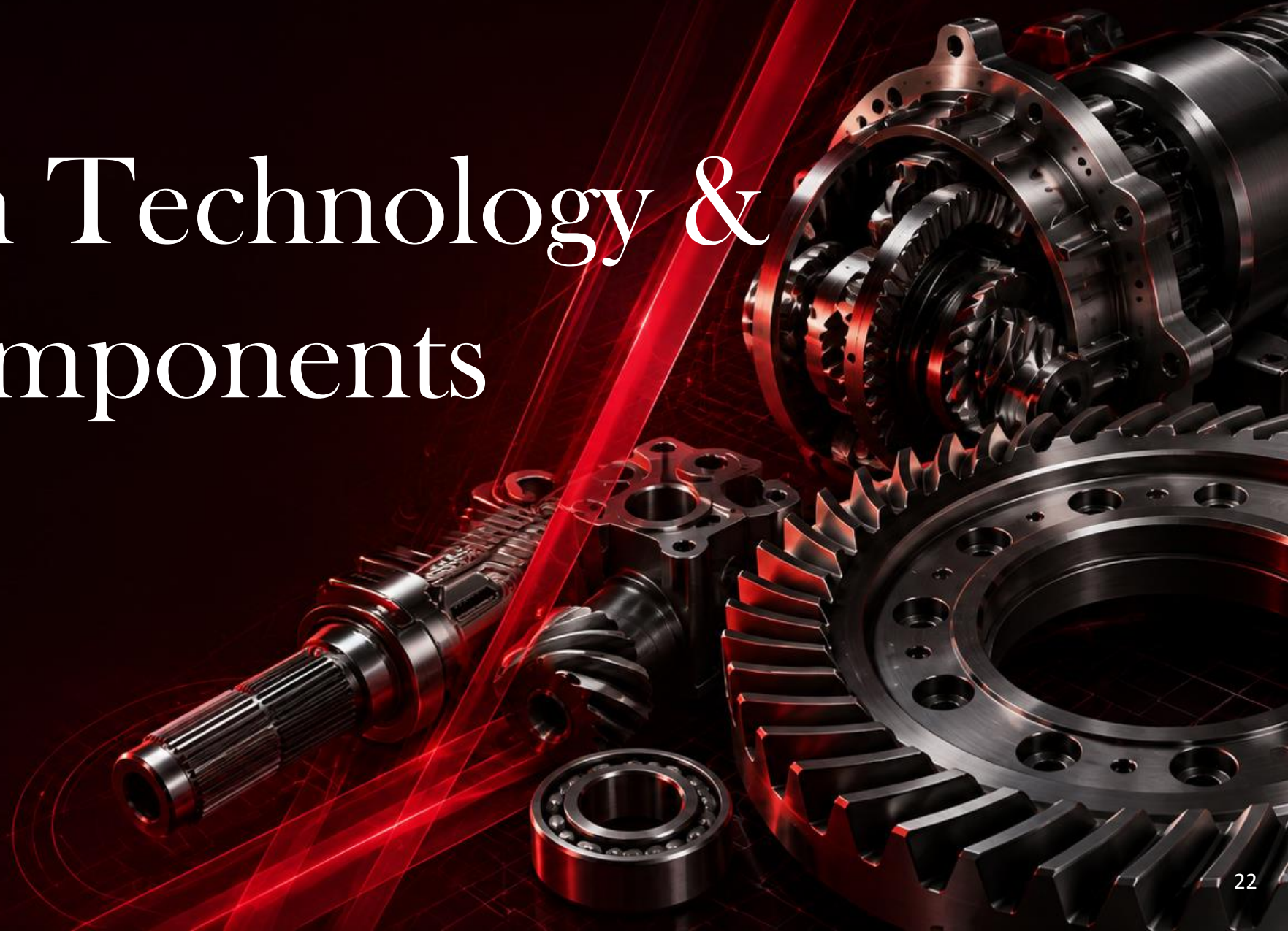
110 Varieties of Materials

Round Bar		Tubes	
Profile Sections		Castings	
Plates		Forgings	

Section 04

Precision Technology & Auto Components Business

Segment Performance



Factors Driving the Indian Engineering Consumables Market



Engineering Sales on Rise (a)

\$20 Bn

India exports over **\$20 Bn** of auto components annually, with a balanced trade ratio and growing demand from Europe and Southeast Asia.



OEM Market (b)

~4.7% CAGR

To grow at a **CAGR of ~4.7%** over the next 5 years driven by EV adoption, connected vehicle technologies, and smart manufacturing advancements.



Global Engineering Consumables Market (c)

~\$222 Bn | 8% | 7.1% | 3rd by 2030

India's Automotive Industry is valued at **~\$222 Bn** and contributes 8% of total exports and **7.1%** to GDP. It is set to become the **3rd largest Automotive Market** globally by 2030.



Accelerating EV & OEM Integration

Rapid technological shifts and local manufacturing support are positioning India as a global precision engineering hub.

Market Leadership in Engineering Consumables: India & Beyond



As one of India’s leading suppliers of high-end precision components

Expertise in Precision Technology
and Auto Components
Manufacturing

1,600+	100+	18+	7 Decades
Auto Components Manufactured	Large Customers across the Globe	Global Customer Locations	Trusted Tier-1 supplier with established relationships across domestic and global OEMs

Key Highlights

- 1

Preferred supplier
To leading domestic and global auto
manufacturers
- 2

Mission Critical Supply
Provides high precision components to
leading domestic and global OEMs and Tier 1
suppliers in the automotive industry
- 3

Experienced Leadership
Senior Management team with
30+ years of Industry expertise

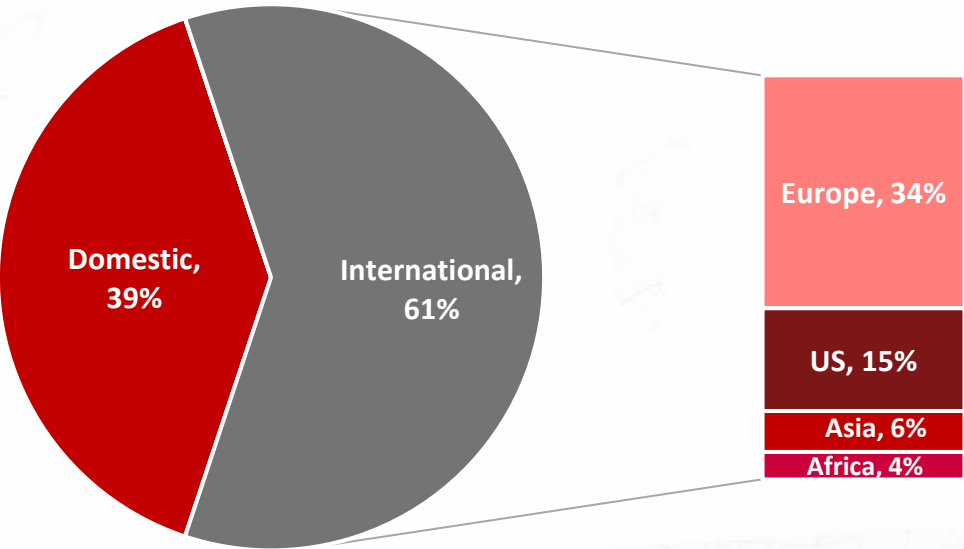
Certifications



Precision Technology & Auto Components

Revenue			EBITDA			EBITDA Margin	
Q1 FY27	Q1 FY26	YoY	Q1 FY27	Q1 FY26	YoY	Q1 FY27	Q1 FY26
444	398	11%	61	42	45%	13.8%	10.6%

Geography-wise Revenue Split



Global Leadership in Motion Control & Consumables

Operating under JK Maini Precision Technology Ltd., this division combines market-dominant engineering consumables with powertrain-neutral automotive drivetrain components.

Operational Highlights:

- 1 The segment witnessed a healthy growth of **11% in Q1 FY27 vs PY**. This was primarily driven by a ramp up in our export business, despite geopolitical headwinds, our strategic resilience allowed us to maintain steady growth.

EBITDA margins expanded driven by **volume growth, an improved product mix, enhanced operating leverage and targeted cost reduction initiatives.**
- 2



Note1 : Precision Technology & Auto components represents JK Maini Precision Technology Ltd. which includes Auto Components and Tools and Hardware Business .

Market Share

Auto Components

Ring Gears
#1 in India

Market Share

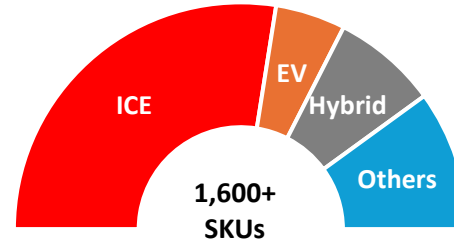
PV | ~55%

CV | ~45%

Flex Plates

Market Share

India | ~25%



Clean Powertrain



Electric and Hybrid



Hydraulics and Industrial

...Offering
Widest Range
of Products

Facilities and Reach

12 Manufacturing Facilities
1,250+ Machines
3,900+ Workforce

11 3PL Warehouses Globally
65+ Export Countries

Upcoming New Facility in Gudipalli, Andhra Pradesh with a CAPEX of ₹430 Cr over 5 years

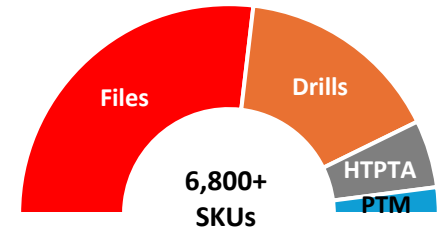
Tools & Hardware

Steel Files
#1 in India

Market Share

India | ~65%

Global | ~25%



Cutting Tools



Hand Tools



Power Tools

3 Manufacturing Facilities 900+ Active Dealers
560+ Machines 120 K Retail Touchpoints
1,350+ Workforce 90+ Export Countries

Aerospace & Defence Expansion

Investment: ~₹510 crore

Time Period: Over 5 years

Total Area Planned: ~ 45 Acres

Location: Andhra Pradesh (near Bengaluru airport)

Strategic Purpose:

- High-precision aero-engine components
- Support growing global OEM demand
- Expand complex machining & special processes
- Create capacity for existing order book
- Moving up the value chain into Assemblies
- Vertically Integrated to increase execution speed
- Building Factory in Factory for customers

Timeline:

- Ground-breaking completed & production targeted for late 2027

Demand Visibility:

- ₹5,960+ crore 10-year aerospace order book
- Strong RFQ & programme-expansion pipeline

Precision Technology & Auto Expansion

Investment: ~₹430 crore

Time Period: Over 5 years

Total Area Planned: ~32 Acres

Location: Andhra Pradesh (near Bengaluru airport)

Strategic Purpose:

- Serve EV, hybrid & next-gen mobility
- Support new customer nominations & assemblies
- Expand precision manufacturing capacity
- Improve proximity to key automotive OEMs

Current Operating Context:

- Existing capacity utilisation: ~85–90%
- Growing hybrid, EV & motion-control scope
- New nominations from a leading European advanced-drivetrain technology company

Capacity is being created against visible customer programmes and structural demand opportunities, rather than merely in anticipation of market growth.

JK Maini Precision Technology Limited (JKMPTL)

- JKMPTL recorded the highest-ever quarterly revenue in the company's history, demonstrating the team's strong execution, operational resilience and continued business growth.
- We successfully began mass production of precision components for a leading defence OEM.
- Expansion in Andhra (Near B'lore Airport) is progressing well and we are on track to begin commercial production in late 2027.
- We are establishing a training and production facility in Andhra Pradesh ahead of our project schedule to ensure operational readiness, optimize processes pre-launch, and enable a rapid post-launch scale up.
- Leveraging our existing OEM-grade production base and contract manufacturing of critical components & white label products, we are establishing an aftermarket business scheduled for rollout in Q2 FY27.

JK Maini Global Aerospace Limited (JKMGAL)

- JKMGAL recorded the highest-ever quarterly revenue in the company's history, demonstrating the team's strong execution, operational resilience and continued business growth.
- Expansion in Andhra (Near B'lore Airport) is progressing well and we are on track to begin commercial production in late 2027.
- Achieved formal audit approvals from a key Indian defense and aerospace OEM, validating facility standards, process compliance, and quality management systems.
- We have achieved critical manufacturing milestones on a flagship aircraft localization program, securing 135 total part awards—with 100 parts actively in serial production and the remaining 35 parts advancing through final First Article Inspection (FAI).

Raymond Limited to **Remain Net Cash Surplus**



Solar Power

Emission reduction by using solar power. Maini used **11.5 Mn** units from solar power last year



Paperless Factory

Paperless factory by introducing IOT (internet of things)



Transportation

Optimizing the transportation by grouping the products and people



Auto Lighting

Sensor installation in meeting room and office area



Air Compressor

Compressed air system audit and reduction in leakages and open usage



Oil Recycling

Oil recycling on machines using neat oil



Energy Audit & Conservation

This audit helps to identify the opportunities where there is a need to improve energy efficiency



Packing

Reusable wooden / Plastic pallets and minimizing corrugated boxes



STP

Sewage Treatment Plant management



Lighting

Replace incandescent light bulbs with LED ones



Metal Recycle

Compacted metal scrap recycling with foundries and mills



E-waste

Hazardous waste disposal through e-waste portal

Section 05

Management Team





GAUTAM HARI SINGHANIA

Chairman & Managing Director



HARMOHAN SAHNI

Non-Executive Director



DINESH KUMAR LAL

Independent Director



K NARASIMHA MURTHY

Independent Director



ASHISH KIRAN KAPADIA

Independent Director



**RASHMI BRIJGOPAL
MUNDADA**

Independent Director



TIKKA SHATRUJIT SINGH

Independent Director



AJOY MEHTA

Independent Director

Management Team



RAKESH TIWARY

Group CFO



GAUTAM MAINI

MD - Engineering Business



SANJEEV SHARMA

Joint MD & CEO - JKMP TL



K.A. NARAYAN

President - HR



NAVIN SHARMA

CFO - Engineering Business



JATIN KHANNA

Head - Corporate Development

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Thank You

Contact Us : RL.IR@Raymond.in

