

THREADMARK OF

LEGACY

DOLLAR INDUSTRIES LIMITED
Q3 & 9M FY25 Earnings Presentation

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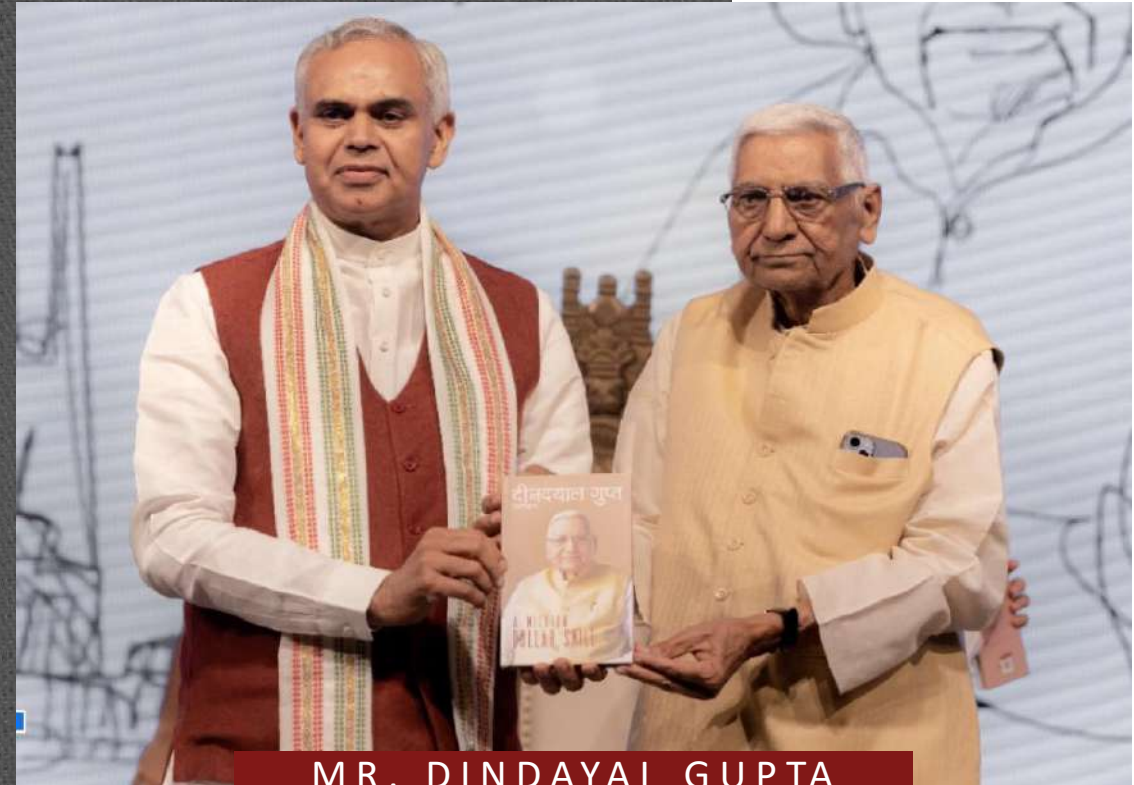
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THE WARP AND WEFT OF MEMORIES AND LEARNINGS

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.



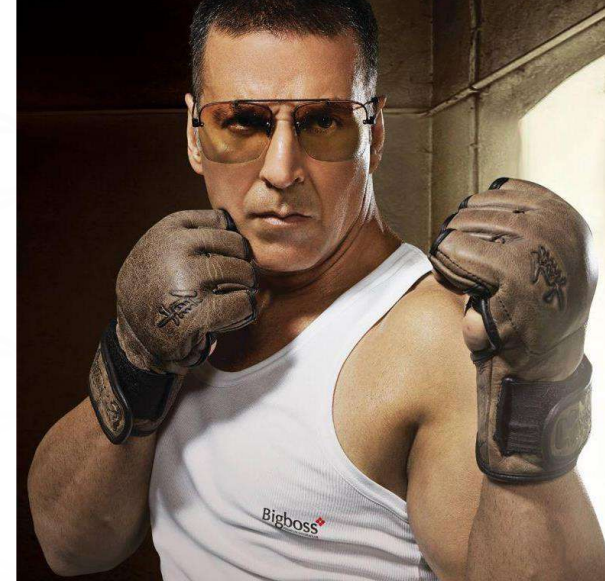
MR. DINDAYAL GUPTA
CHAIRMAN EMERITUS & FOUNDER

“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

1	About Dollar Industries	05-11
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ABOUT DOLLAR INDUSTRIES LIMITED

 **DOLLAR**
WEAR THE CHANGE

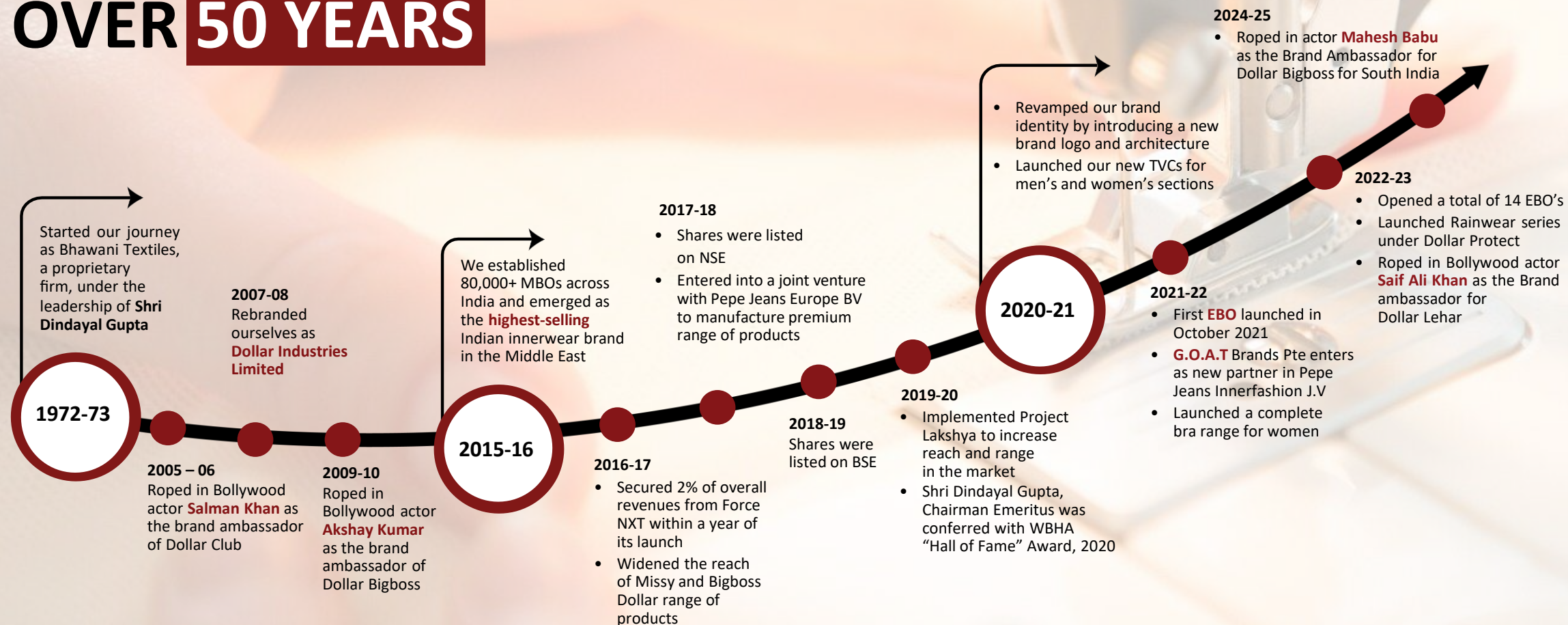
 50
GLORIOUS
YEARS

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.

~250 million Garment manufacturing capacity (pieces)	15% Market share in the Indian hosiery space	2000+ Products across all segments of presence	2100+ Total employees
15 countries Export presence	04 Manufacturing units	1500+ Strong Pan-India dealer network	900+ Presence across large format stores

MAPPING OUR PROGRESS OVER **50 YEARS**



DOLLAR PORTFOLIO (1/2)

DOLLAR MAN

Big Boss | J-Class | Athleisure

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



DOLLAR WOMAN

Missy | Athleisure

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



DOLLAR JUNIOR

Champion

T-shirts, Bermudas,
Trousers, Socks

DOLLAR PROTECT

Rainguard

Raincoats, Rainwear,
Windcheaters, Winter
Jackets

DOLLAR ALWAYS

Lehar

Vests, Briefs,
Trunks, Panties,
Socks, Camisoles



DOLLAR THERMALS

Ultra | Wintercare



















Thermal V-necks,
Thermal Trousers,
Long Camisoles,
Short Camisoles,
Socks









DOLLAR PORTFOLIO (2/2)

FORCE NXT®

Innerwear & Athleisure

 Brief	 Trunk	 Vest	 T-Shirt	 Henley	 Tank Top
 Muscle Tee	 Long Sleeve T-Shirt	 Polo T-Shirt	 Jogger	 Track Pant	 Shorts
 Boxer Shorts	 Sweat Shirt	 Hoodie	 Jacket	 Long Sleeve Thermal Tee	 Long Thermal Trouser

Activewear

 Tank Top	 Muscle Tee	 T-Shirt	 Shorts	 Track Pant	 Jogger
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BRAND ARCHITECTURE BREAKUP

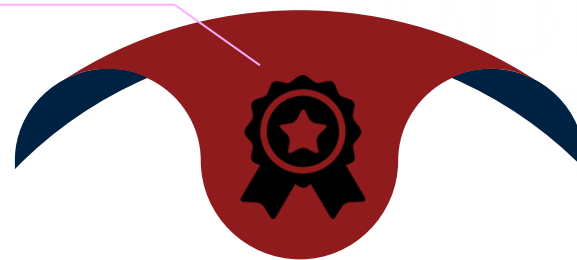
PREMIUM

DOLLAR
THERMALS

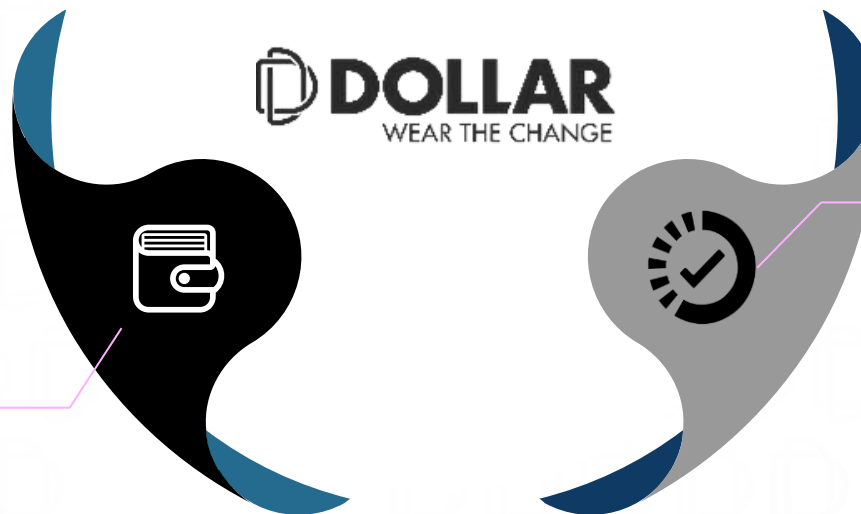
FORCE
GO WEAR

FORCE NXT.
INNERWEAR | ATHLEISURE

Pepe Jeans
LONDON



DOLLAR
WEAR THE CHANGE



MID-PREMIUM

DOLLAR JUNIOR **DOLLAR** MAN

DOLLAR PROTECT **DOLLAR** WOMAN

ECONOMY

DOLLAR
ALWAYS

MANAGEMENT COMMENTARY

“We are delighted to announce our financial performance for the third quarter and the first nine months of the current fiscal year. Operating Income for Q3 FY25 has surged by 14.8% YoY, amounting to ₹3,807 Mn. In 9M FY25, it has increased by 8.3% YoY, reaching ₹11,613 Mn. Additionally, total volume grew by 8.2% YoY in Q3 FY25.

Gross Profit has also shown robust growth. In Q3 FY25, it grew by 20.7% YoY to ₹1,355 Mn. In 9M FY25, it has increased by 14.5% YoY, amounting to ₹4,040 Mn. Gross Profit Margin stood at 35.6% for Q3 FY25 expanding by 172 bps over Q3 FY24. 9M FY25 GP margin stood at 34.8%.

Operating EBITDA has seen significant improvement, with a 27.6% YoY increase to ₹416 Mn in Q3 FY25 and a 24.3% YoY rise to ₹1,261 Mn in 9M FY25. Operating EBITDA Margin was 10.9% in Q3 FY25 expanding by 109 bps over Q3FY24. 9M FY25 EBITDA margin stood at 10.9%.

Profit After Tax (PAT) has also shown healthy growth. In Q3 FY25, it grew by 12.8% YoY to ₹200 Mn. In 9M FY25, it increased by 8.2% YoY, reaching ₹618 Mn. PAT Margin was 5.2% in Q3 FY25 and 5.3% in 9M FY25.

Notably, modern trade and e-commerce YoY revenue grew by 34.9% in Q3 FY25 and 55.2% in 9M FY25, contributing 8.9% to total operating revenue during this period. In Q3 FY25, Force NXT recorded YoY value growth of 13.8% and a volume growth of 23.3%. Thermals segment reported YoY growth of 20.8% in revenue, reaching ₹1,006 Mn in 9M FY25.

These figures demonstrate our strategic focus on increasing the share of e-commerce sales and modern trade, as well as enhancing the overall sales and contribution of high-margin products, which are key to achieving our revenue and profitability targets in the coming periods.”



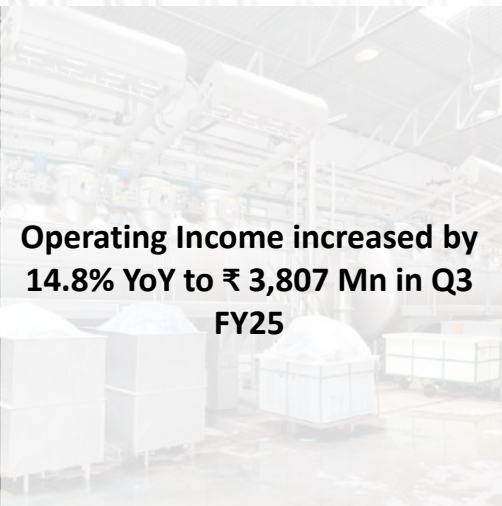
Vinod Kumar Gupta

Binay Kumar Gupta




Q3 & 9M FY25 HIGHLIGHTS

KEY HIGHLIGHTS



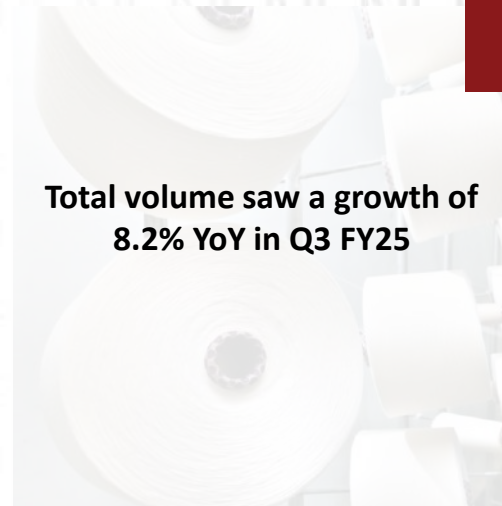
Operating Income increased by 14.8% YoY to ₹ 3,807 Mn in Q3 FY25

Gross Profit increased by 20.7% YoY; Margins stood at 35.6% in Q3 FY25



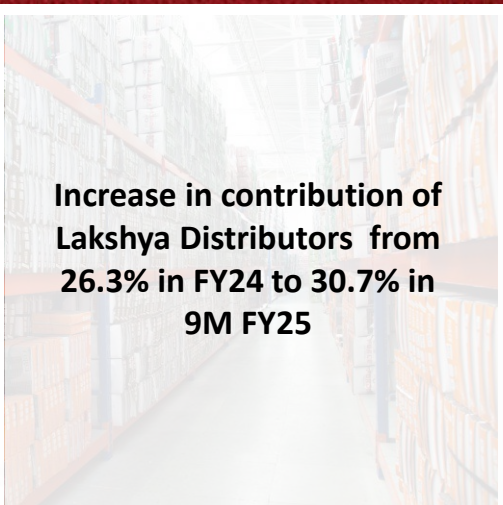
Increase in Operating EBITDA by 27.6% YoY; Margins stood at 10.9% in Q3 FY25

PAT margin stood at 5.2% in Q3 FY25



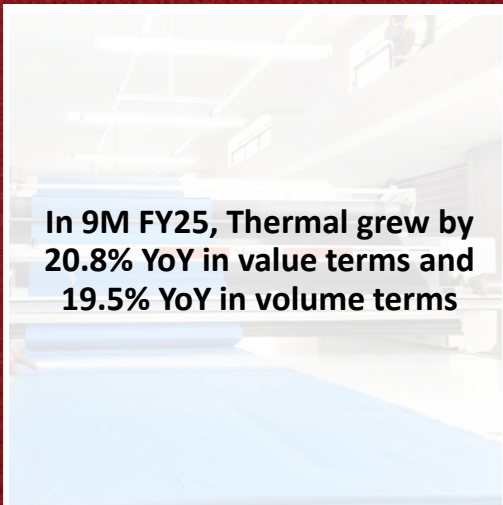
Total volume saw a growth of 8.2% YoY in Q3 FY25

No. of Lakshya Distributors increased from 290 as on Mar'24 to 315 as on Dec'24



Increase in contribution of Lakshya Distributors from 26.3% in FY24 to 30.7% in 9M FY25

Revenue from Modern Trade & E-commerce saw a growth of 55.2% YoY in 9M FY25; Contributing 8.9%



In 9M FY25, Thermal grew by 20.8% YoY in value terms and 19.5% YoY in volume terms

In Q3 FY25, ForceNXT grew by 13.8% YoY in value terms and 23.3% YoY in volume terms

FINANCIAL HIGHLIGHTS (1/2)

₹ Million

Particulars	Operating Income	Gross Profit	Operating EBITDA	Profit Before Tax	Profit After Tax	Cash Profit ¹
Q3 FY25	3,807	1,355	416	271	200	294
Growth (YOY)	14.8%	20.7%	27.6%	19.5%	12.8%	23.2%
Growth (QOQ)	(14.8%)	(9.5%)	(14.9%)	(20.8%)	(24.7%)	(17.1)
Margin ² (%)		35.6%	10.9%	7.1%	5.2%	
9M FY25	11,613	4,040	1,261	828	618	887
Growth (YOY)	8.3%	14.5%	24.3%	9.8%	8.2%	23.6%
Margin ² (%)		34.8%	10.9%	7.1%	5.3%	
EPS/CEPS ³					10.89	15.63

Note:

1. Cash Profit = PAT add Depreciation
2. Gross Profit & Op EBITDA Margins calculated on Operating Income
3. EPS and CEPS are for nine months ending Dec'24; EPS figures are not annualized

FINANCIAL HIGHLIGHTS (2/2)

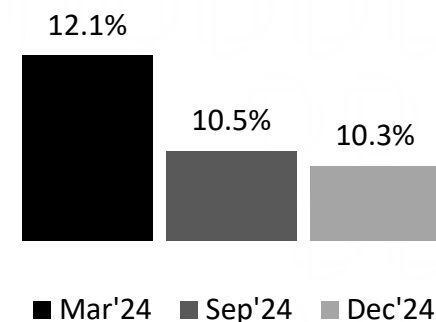
₹ Million

Particulars	31-Mar-24	30-Sep-24	30-Dec-24
Net Worth³	7,838	8,095	8,294
Long Term Borrowings	300	316	357
Short Term Borrowings	2,760	3,238	2,967
Net Debt	3,040	3,531	3,320
Net Fixed Assets	2,471	2,822	2,812
Sales/Capital Employed	1.58	1.37	1.36
Cash Conversion Cycle²	150	163	171

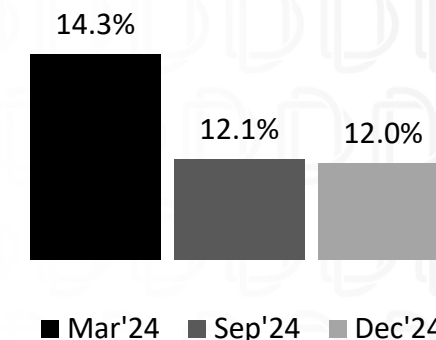
Note:

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

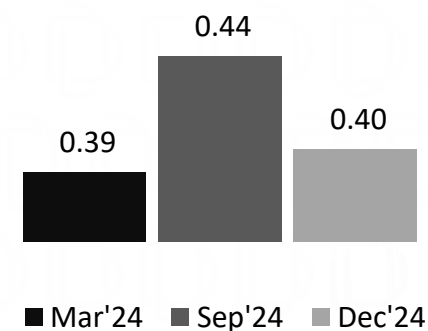
ROE(%)¹



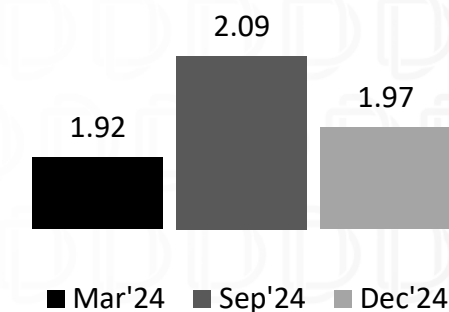
ROCE(%)¹



Net Debt/Equity

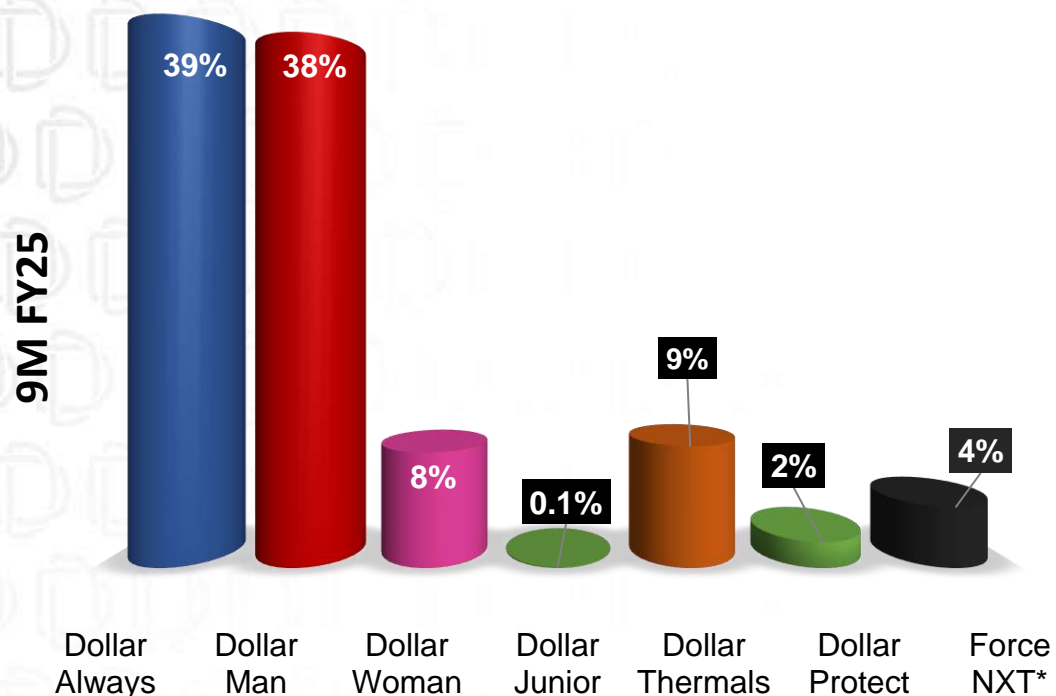


Net Debt/Operating EBITDA¹



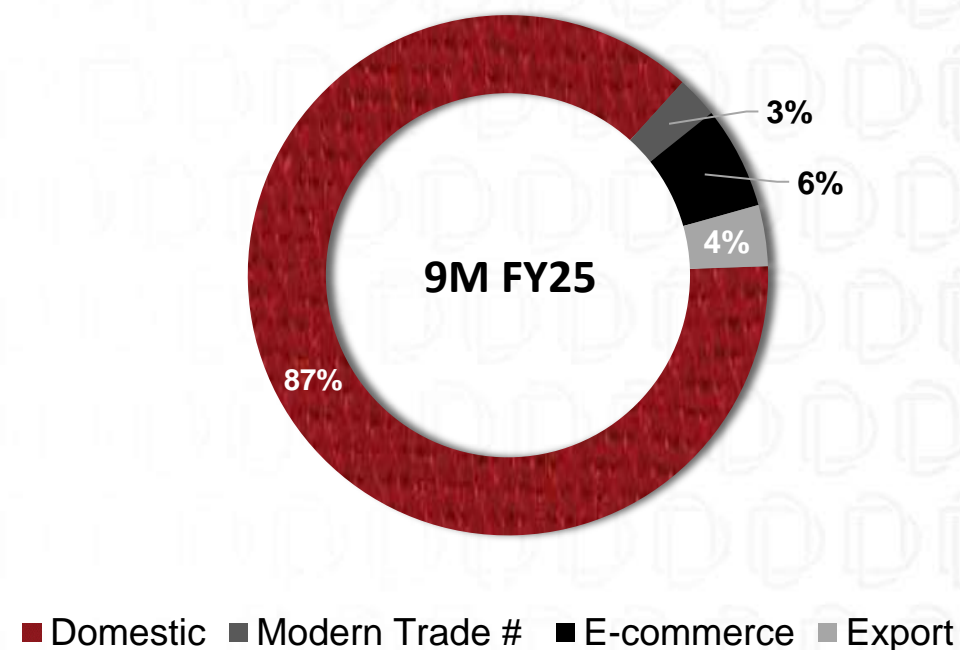
REVENUE CONTRIBUTION (1/2)

BRAND WISE



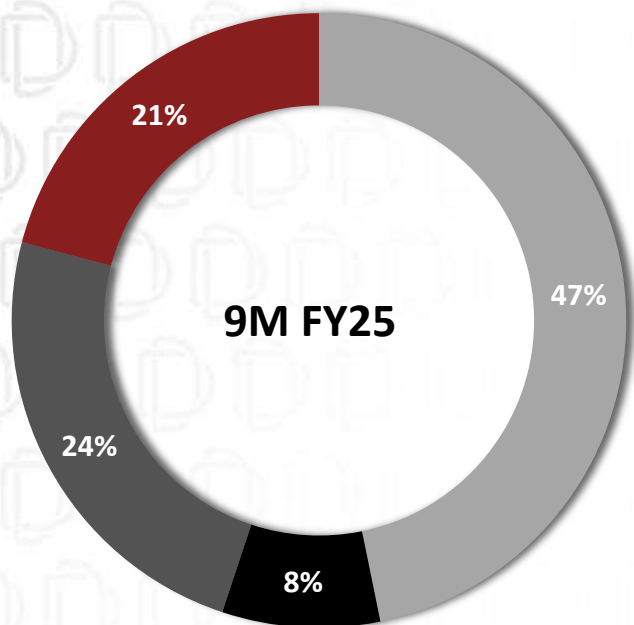
*Force Gowear and Pepe are part of Force NXT
#Modern Trade includes revenue from EBOs

TRADE CHANNEL WISE



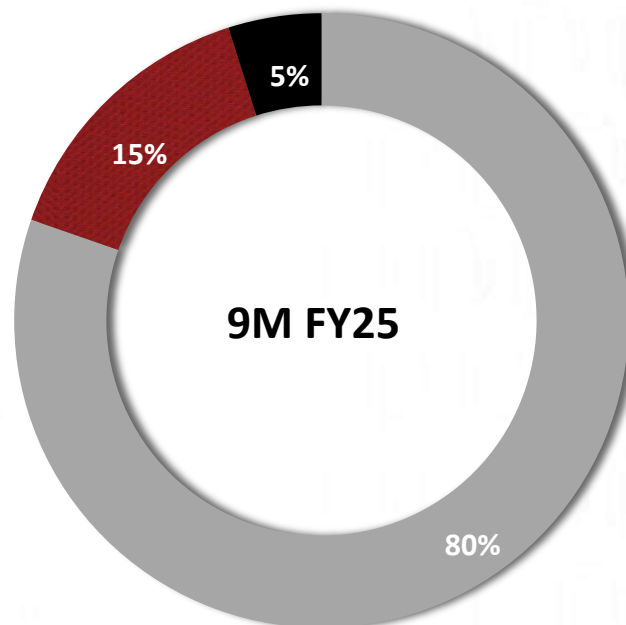
REVENUE CONTRIBUTION (2/2)

REGION WISE



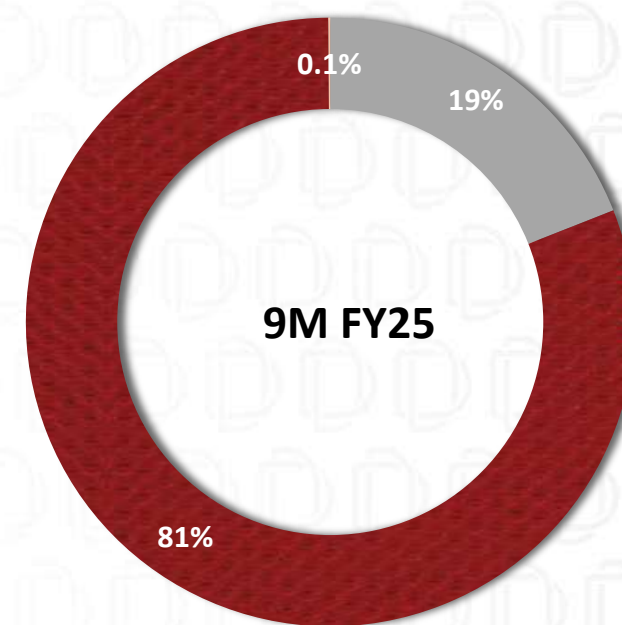
■ North ■ South ■ East ■ West

GENDER WISE



■ Men ■ Women ■ Kids

CATEGORY WISE



■ Outerwear ■ Innerwear ■ Accessories

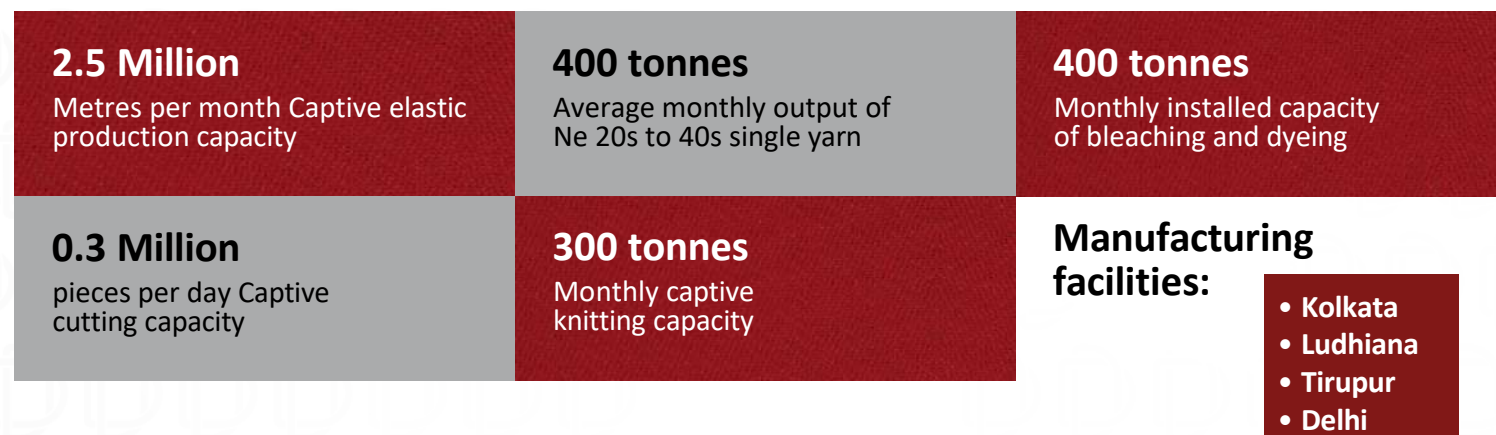


Q3 & 9M FY25

OPERATIONAL HIGHLIGHTS



EDGING PAST COMPETITION WITH INTEGRATED VALUE CHAIN



Our Value Chain



WIDENING FOOTPRINT TO CATER TO LARGER POPULATION

Sales Team 500+	Dealer network 1500+	Retail reach 1,45,000+	
EBOs 17	Branches 14	Depots 15	Warehouses 20+

Multi-platform

E-retail presence



Modern trade &
E-commerce



PENETRATING COUNTRIES ACROSS THE WORLD

Export revenue in 9M FY 25

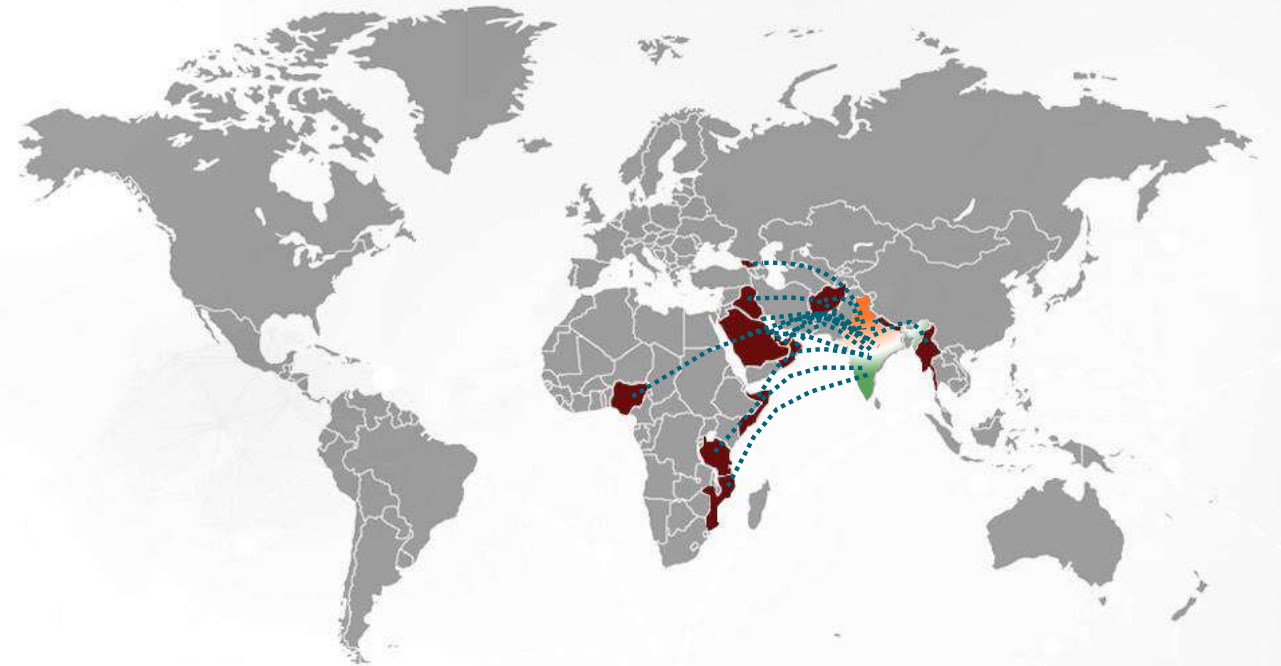
15 Countries | 445 Million

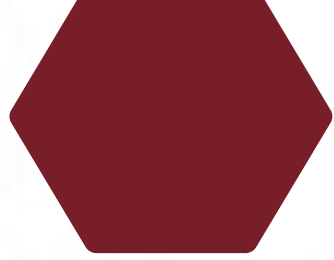
Export revenue in FY 26

30 Countries | 11.0%

Where we export

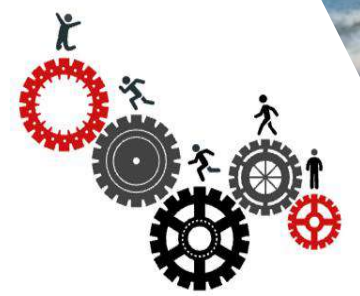
- | | | | |
|----------------|---------------|------------------|--------------|
| 1. Afghanistan | 5. Kuwait | 9. Nigeria | 13. Somalia |
| 2. Bahrain | 6. Mozambique | 10. Oman | 14. Tanzania |
| 3. Georgia | 7. Myanmar | 11. Qatar | 15. UAE |
| 4. Iraq | 8. Nepal | 12. Saudi Arabia | |





Q3 & 9M FY25

GROWTH DRIVERS

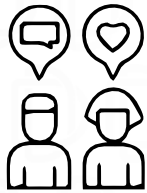


DOLLAR
WEAR THE CHANGE

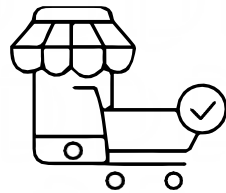
50
GLORIOUS YEARS

GROWTH DRIVERS

Strategic priorities



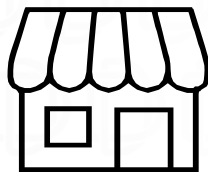
Leveraging new brand overhaul



Investing in digitisation



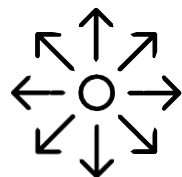
Growth through Project Lakshya



Growth through EBOs



Partnering for growth



Diversifying portfolio in adjacent segments



CHANGING THE BRAND ARCHITECTURE

Why?

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

8.2%

Share of women's
brand revenue in
9M FY25

11.0%

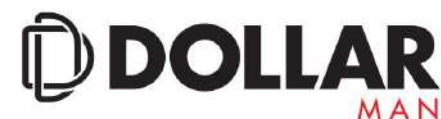
Share of women's
brand revenue in
FY26

What are we doing?

- 6 categories created – MAN, WOMAN, JUNIOR, ALWAYS, THERMALS, PROTECT
- Akshay Kumar as our brand ambassador for Dollar man
- Signed Yami Gautam as our brand ambassador for Dollar Women
- Redesigned our logo to enhance connect with the consumers
- Roped in Saif Ali Khan for Dollar Always

Outcomes

- We have been able to significantly enhance our brand recall through our dedicated branding initiatives.
- 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

 **DOLLAR**
MAN **DOLLAR**
JUNIOR **DOLLAR**
WOMAN **DOLLAR**
THERMALS **DOLLAR**
ALWAYS **DOLLAR**
PROTECT

INTEGRATING DIGITALIZATION TO INCREASE EFFICIENCIES

Why?

To integrate digitalization in our daily operations to increase efficiencies

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

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

PROJECT LAKSHYA UPDATES (1/2)

315

Distributors
as on Dec'24

25

Distributors
added in
9M FY25

30.7%

Contribution % of Lakshya
Distributors in 9M FY25

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

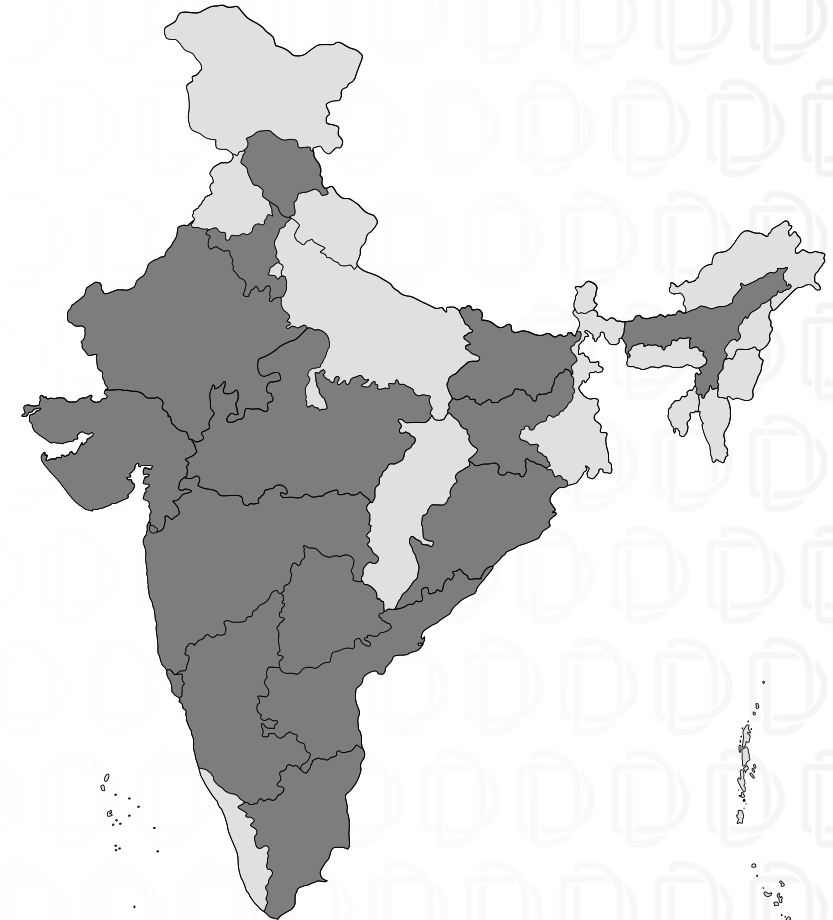
Why?

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

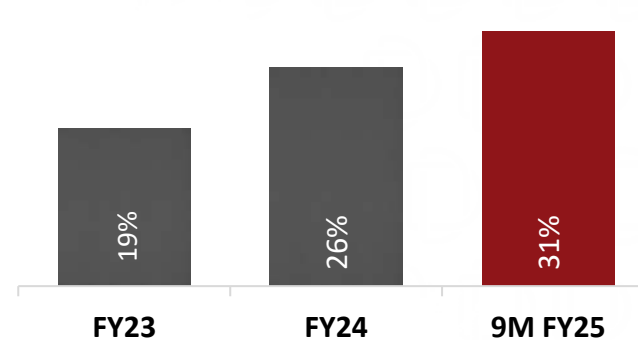


PROJECT LAKSHYA UPDATES (2/2)

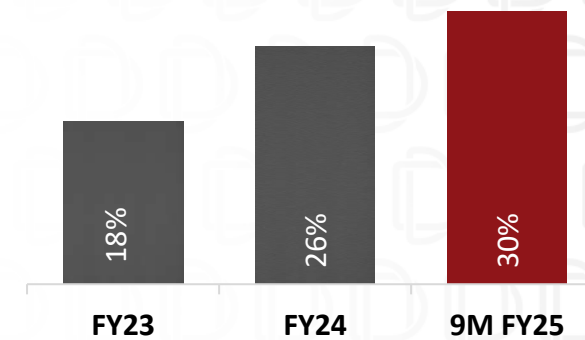


DOLLAR RETAILER BONDING PROGRAM

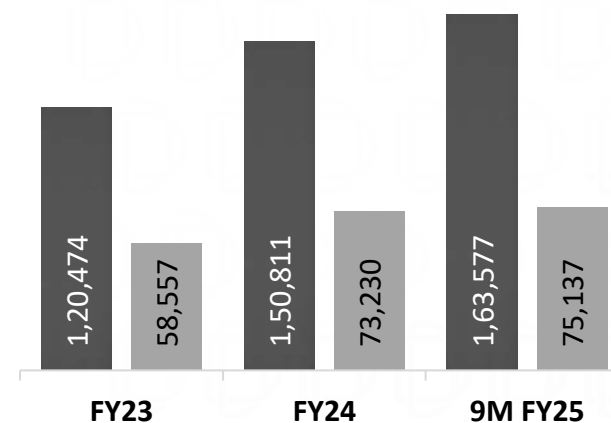
VALUE CONTRIBUTION



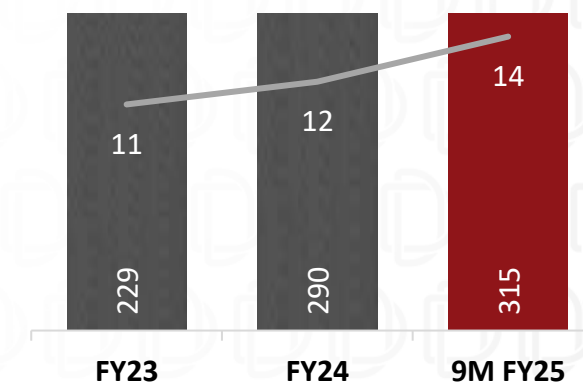
VOLUME CONTRIBUTION



LAKSHYA RETAILERS



LAKSHYA DB



PURSUING GROWTH THROUGH **EBO**

125

Targeted EBOs by 2026



We successfully forayed into the exclusive brand outlet (EBO) segment



Launched 17 EBOs, four each in Delhi & Punjab, two each in Madhya Pradesh & Maharashtra, one each in Rajasthan, Gujarat, Uttar Pradesh, Haryana & Odisha



EBO set up under the FOFO model (Franchise-owned franchise-operated)



STRATEGIC 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% non-voting equity
- Multi-brand distributor for men, women and kids' undergarments under athleisure, sportswear, lingerie, leisure wear, sleepwear, lounge wear made of natural fibres and MMF
- Would undertake business operations in the regions of India, Sri Lanka, Bhutan, Nepal and Bangladesh

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.

RESULTING IN TRANSFORMATIONAL CHANGES

PERCEIVED AS A BRAND FOR ALL

1

- Revenue contribution from **Project Lakshya distributors ~70% by FY26**
- Distributors under channel financing **~60% by FY26**



2

- Replenishment-based sales model (ARS) leading to a **Demand-Pull** environment



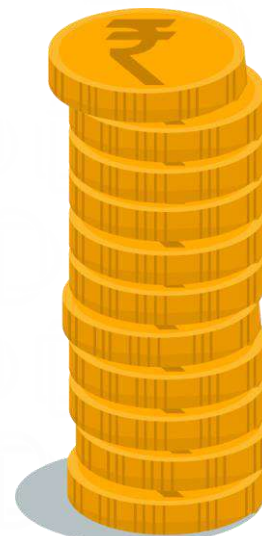
3

- Active retailers per distributors **150-200 by FY26**
- Share of revenue from **modern retail 8% by FY26**



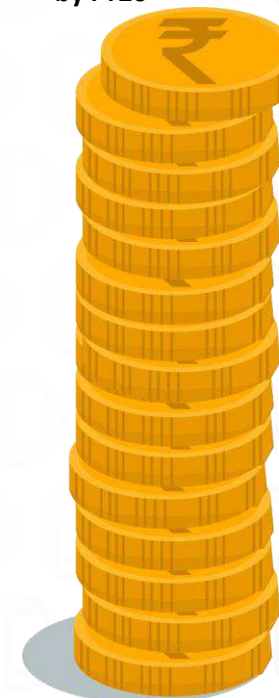
4

- **Rs. 20,000 Mn** revenue by FY26



5

- High Margin Product contribution to increase from 27% in FY24 to **33%** by FY26





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 Dec'24

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



EMPLOYEE ENGAGEMENT

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



SKILL DEVELOPMENT

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



WOMEN EMPOWERMENT

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



DIVERSITY AND INCLUSION

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

BEING A RESPONSIBLE CORPORATE

SOCIAL



Donated ~Rs 147 lakhs to schools in UP, Rajasthan, Chhattisgarh and Odisha, to ensure underprivileged children have access to quality education



Donated ~Rs 25 lakhs to cutting edge Cancer Care Centre in Tirupur for upgradation of medical facilities and equipment



Installed water huts and kiosks across the states of Delhi NCR, Odisha, Rajasthan, Uttar Pradesh and Tamil Nadu, among others



Donated sanitary napkins to the underprivileged women residing in the slums of Kolkata and girl schools

STRENGTHS THAT DRIVE GOVERNANCE



**Diverse and
experienced**
Board of Directors



Independent
Directors
account for
50%



All members of the
**Nomination &
Remuneration
Committee** are
Independent Directors



Promoters possess
**>3 decades of
experience**



75% members of the
Audit Committee consist
of **Independent
Directors**



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

GUIDED BY EXPERIENCED DIRECTORS



Mr. Vinod Kumar Gupta
Managing Director



Mr. Binay Kumar Gupta
Managing Director



Mr. Krishan Kumar Gupta
Whole-time Director



Mr. Bajrang Kumar Gupta
Whole-time Director



**Mr. Gopal Krishnan
Sarankapani**
Whole-time Director



Mr. Rajesh Kumar Bubna
Independent Director



Ms. Vibha Agarwal
Independent Director



Mr. Sandip Kumar Kejriwal
Independent Director



**Mr. Srikumar
Bandyopadhyay**
Independent Director



Mrs. Divya Newatia
Independent Director

SUPPORTED BY AN EXPERIENCED TEAM



Mr. Ankit Gupta
President, Marketing



Mr. Gaurav Gupta
Vice-president, Strategy



Mr. Aayush Gupta
Vice-president, Sales



Mr. Ajay Kumar Patodia
Chief Financial Officer



Mr. Sanjay Srivastava
General Manager – Sales



Mr. Abhishek Mishra
Company Secretary



Mr. Shantanu Banerjee
General Manager – Marcom
and Branding



Mr. Vedpal Verma
General Manager – Fabric
Division



Ms. Aditi Ghosh
Deputy General Manager –
HR and Admin



Mr. Ratnesh Trivedi
National Sales Head –
Lakshya



Q3 & 9M FY25

FINANCIAL SUMMARY

SUMMARY PROFIT & LOSS

₹ Million

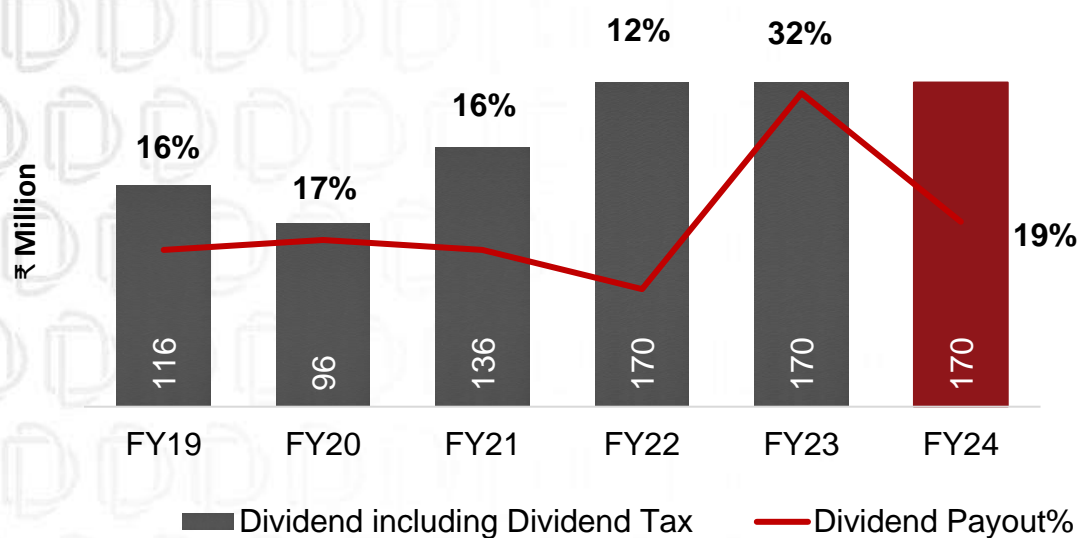
Particulars	Q3 FY25	Q3 FY24	YoY Change	Q2 FY25	QoQ Change	9M FY25	9M FY24	YoY Change	FY24
Operating Income	3,807	3,316	14.8%	4,469	(14.8%)	11,613	10,723	8.3%	15,723
Gross Profit	1,355	1,123	20.7%	1,497	(9.5%)	4,040	3,528	14.5%	5,059
Gross Profit (%)	35.6%	33.9%	172 bps	33.5%	209 bps	34.8%	32.9%	188 bps	32.2%
Operating EBITDA	416	326	27.6%	489	(14.9%)	1,261	1,015	24.3%	1,586
Operating EBITDA Margin (%)	10.9%	9.8%	109 bps	10.9%	(2 bps)	10.9%	9.5%	140 bps	10.1%
Other Income	17	12	40.6%	11	50.7%	36	24	47.1%	45
Finance Cost	74	49	51.0%	71	3.0%	212	122	73.4%	185
Depreciation	95	62	53.1%	90	5.0%	269	146	83.8%	213
PBT	271	227	19.5%	342	(20.8%)	828	754	9.8%	1,217
PAT	200	177	12.8%	265	(24.7%)	618	571	8.2%	902
PAT Margin (%)	5.2%	5.3%	(10 bps)	5.9%	(70 bps)	5.3%	5.3%	(1 bps)	5.7%
EPS ² (₹)	3.52	3.12	12.8%	4.67	(24.7%)	10.89	10.07	8.2%	15.90

1. Previous Years' numbers are strictly not comparable due to inclusion of a subsidiary in this Financial Year

2. EPS figures are not YTD annualized

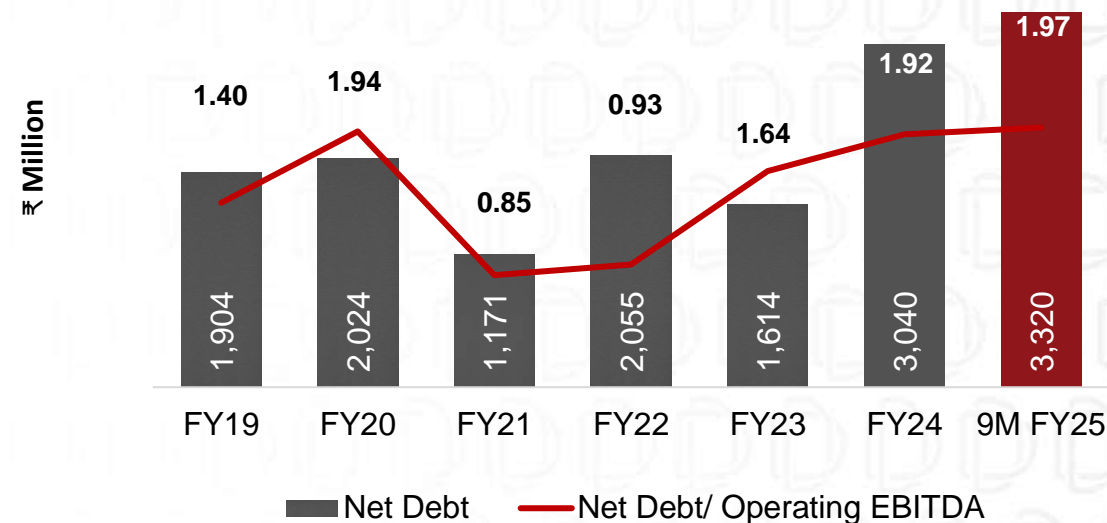
FOCUS ON **SHAREHOLDER** VALUE CREATION

DIVIDEND PAYOUT



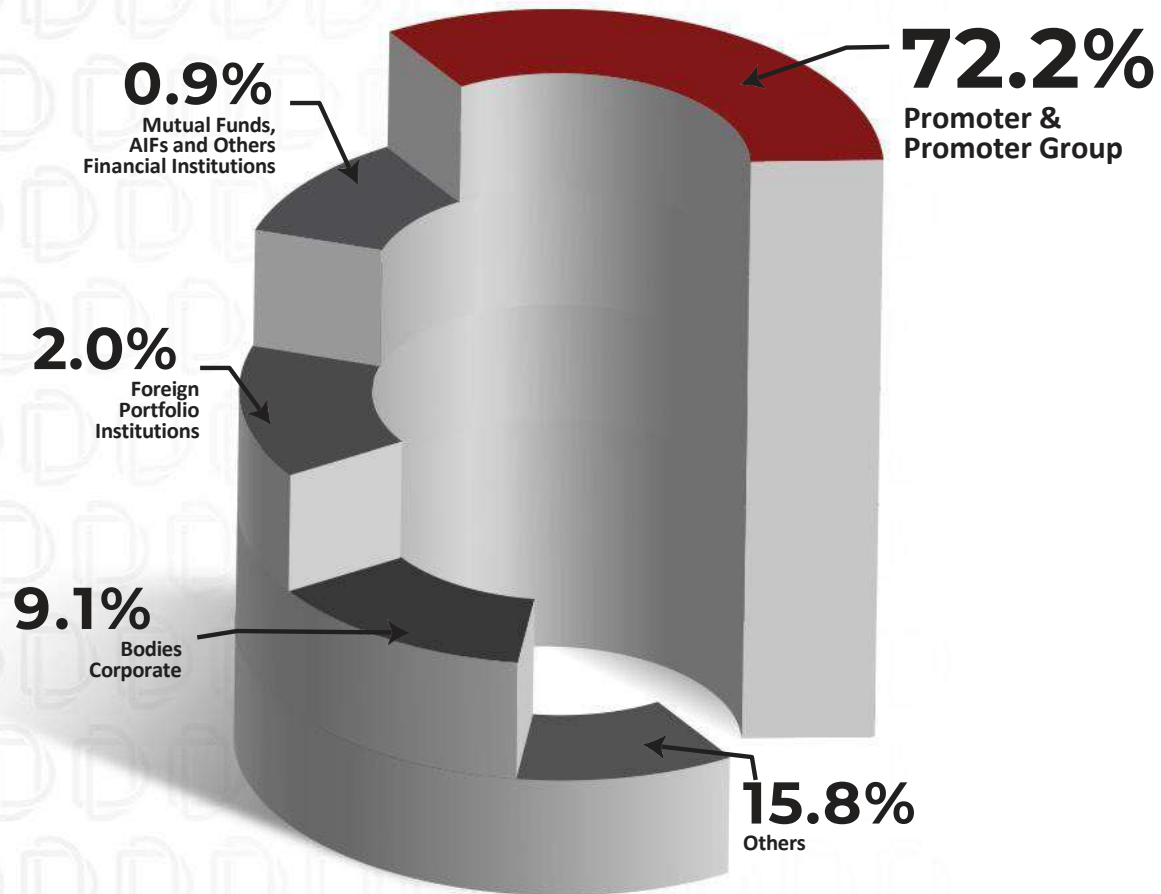
Consistent dividend payout

NET DEBT AND NET DEBT/OPERATING EBITDA



Company judiciously allocating its capital to balance between dividend payout and investment for growth

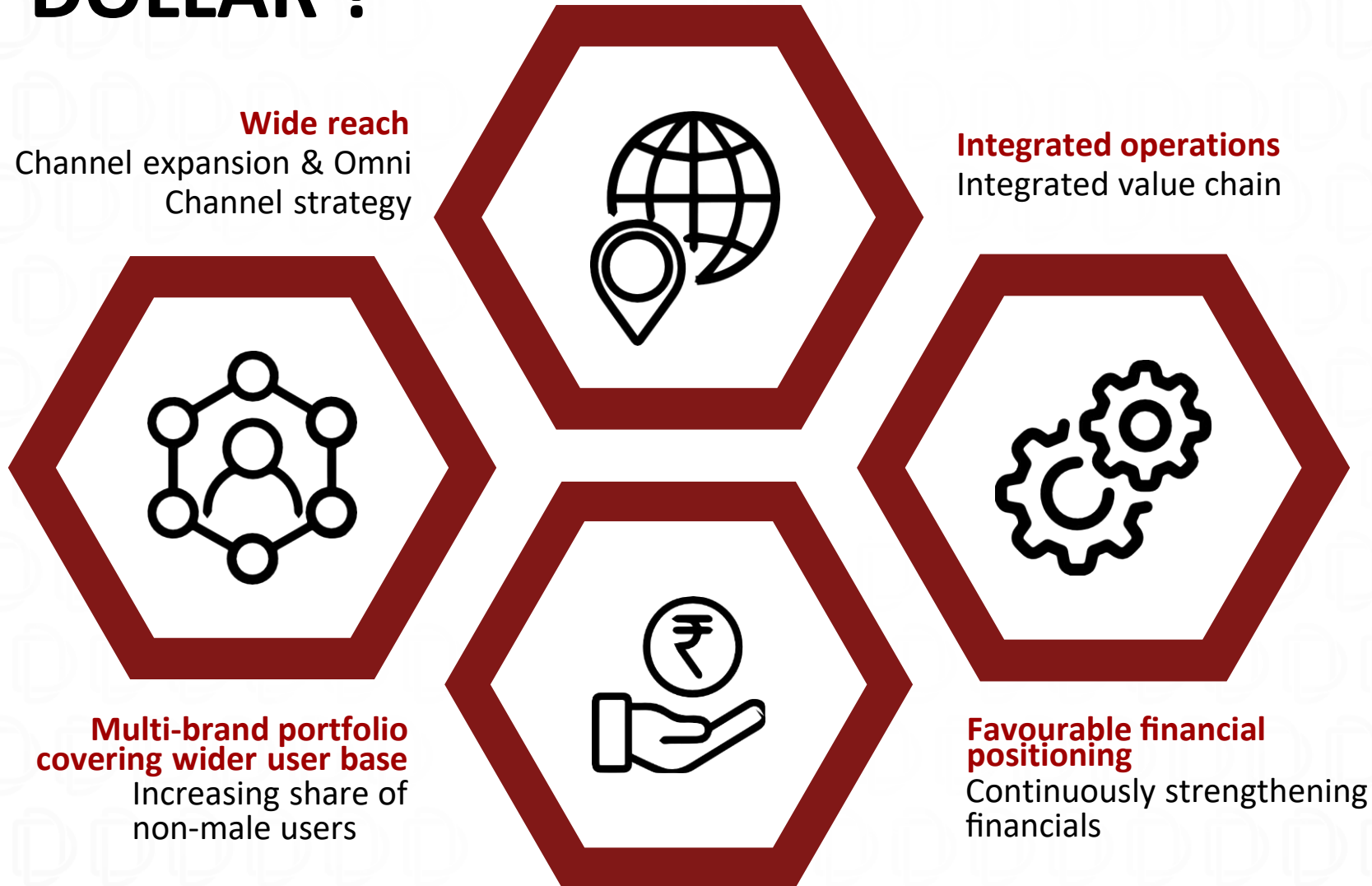
SHAREHOLDING SUMMARY



Share Information As on 31 Dec 2024

NSE Ticker	DOLLAR
BSE Ticker	DOLLAR
Market Cap (INR Cr)	2,783.06
% Free-float	27.79%
Free-float market cap (INR Cr)	773.42
Shares outstanding	5,67,16,120

WHY DOLLAR ?



THANK YOU




Chief Financial Officer
Ajay Kumar Patodia


 cfo@dollarglobal.in

 www.dollarglobal.in



Investor Relations Advisor
Sanjeev Sancheti

 ir@uirtus.in

 www.uirtus.in

ANNEXURE

VISION, MISSION AND VALUES

Our Vision

Dollar in everyone's lives.

Medium-term vision: We aspire to metamorphose 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

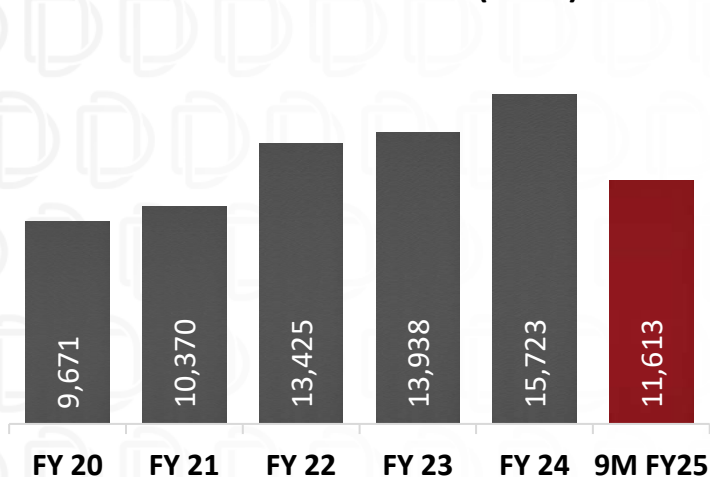
Core Values

- 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

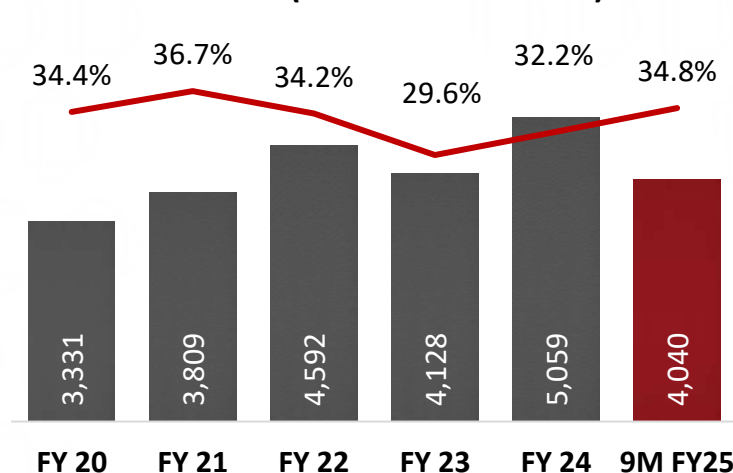


PERFORMANCE TRACK RECORD

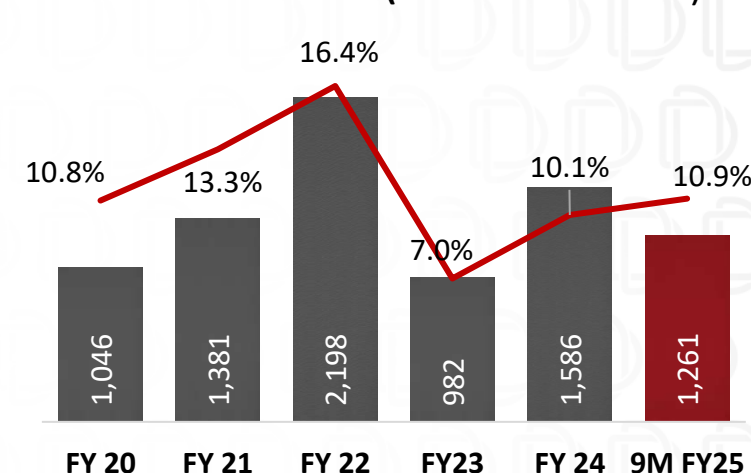
OPERATING INCOME (₹ Mn)



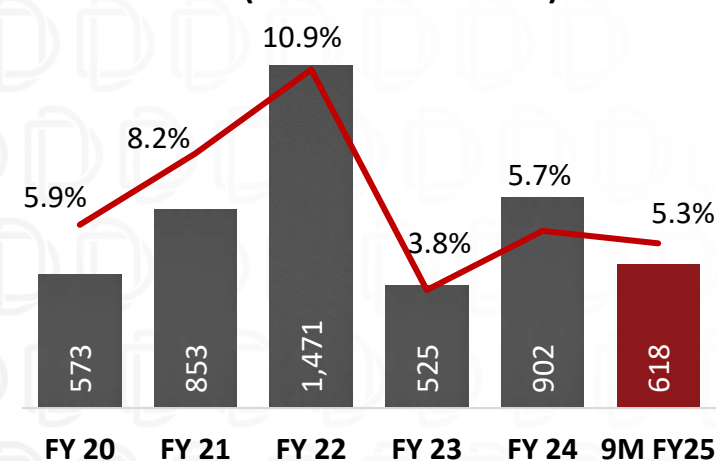
GROSS MARGIN (₹ Mn & % MARGIN)



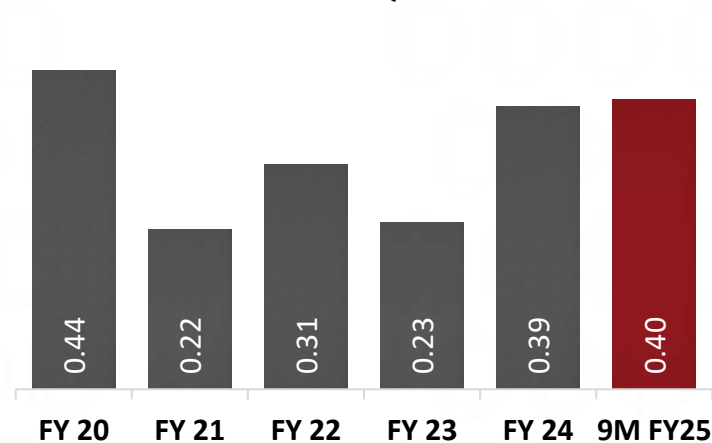
OPERATING EBITDA (₹ Mn & % MARGIN)



PAT (₹ Mn & % MARGIN)



NET DEBT – EQUITY RATIO



ROCE* & ROE*

