



KOKUYO CAMLIN LIMITED

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CIN - L24223MH1946PLC005434

8th August, 2025

The Secretary,
BSE Limited
Corporate Relationship Department
1st Floor, New Trading Ring
Rotunda Building, P.J.Towers,
Dalal Street, Fort, Mumbai-400 001

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

Scrip Code: 523207

Symbol: KOKUYOCMLN

Dear Sir,

Sub: Presentation to be made at the 78th Annual General Meeting

Please find enclosed herewith the presentation to be made to the Investors at the 78th Annual General Meeting of the Company scheduled to be held today, i.e. 8th August, 2025 at 10:00 a.m. (IST) over video conferencing / other audio-visual means.

This presentation is being submitted in compliance with Regulations 30 read with Schedule III of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended.

This is for your information and records.

Thank you.

For KOKUYO CAMLIN LIMITED

VIPUL BHOY
COMPANY SECRETARY & COMPLIANCE OFFICER

Encl: a/a

KOKUYO CAMLIN LTD

Annual General Meeting 2025

Business Presentation



Business Overview



Resilient Legacy, Forward Focus

We enter our 78th AGM with nearly 90 years of heritage, a commitment to enable creative expression, and a dynamic economic climate.

Over our long and eventful journey, we've faced both highs and challenges—but each time, we've shown unwavering resilience and bounced back stronger. Kokuyo Camlin has long been a pioneer in India's art and stationery market and continues to maintain leadership across several key categories, built on deep expertise and strengthened by well established contact programs for schools and artists

Our focus is deeply on the Consumer, while being aware of the competition.



Innovation & R&D

- Innovation – a key **strategic priority** for the Board
- Continued investment in **premium product development**
- Established **technical leadership** in the fine art segment
- Leveraging Kokuyo's global **expertise, technology & best practices**



Market Expansion

- Sustained leadership in **stationery** and **art materials**
- Entered **new** and **complementary** product segments
- **Expanding reach across geographies**, growing contribution from export markets



Digital & Operational Excellence

- **Brand equity** and **distribution network** remain core competitive advantages
- **Omnichannel presence** driving deeper reach
- Emphasis on building systems, attracting talent, and empowering teams

FY25 Performance Recap

Strong Fundamentals amid challenges

- Revenues declined by 6.6% YoY, largely due to **cautious consumer sentiment and muted discretionary spendings**. Adverse market price adjustments amid heightened competition further moderated sales growth
Seasonal volumes were impacted by **discontinuity in operations, at one of our plants**.
- We consciously chose **not to engage in deep discounting practices**, rather focussed on **rationalizing select low-margin product lines**
- We view this dip as **temporary**. Our **Core stationery and art materials** businesses remained fundamentally healthy – **volumes** in key categories held **steady**, and we **maintained market share** in our core segments
- Importantly, we **avoided chasing unsustainable sales**; Focus was on **protecting earnings** and **optimizing our product mix** for profitability and growth
- An internal Management review led to the identification of discrepancies between recorded and physical inventory. We quantified the discrepancy and **took a one-time inventory loss** charge of **₹23.56 crore in FY25** financials to write off the missing stock and related indirect taxes
- Undertook strict corrective** actions from a process perspective to ensure highest operating standards – Inventory management **processes have been overhauled**
- Despite the headwinds, the Company maintained a **strong financial position with a solid balance sheet**



₹763 Cr

Revenue

Revenues down **6.6%**
amid market headwinds



~40%

Gross Margin

Stable gross profit margin,
supported by better product
mix & selective pricing



~4.5%*

EBITDA Margin

Operating margin impacted
by one-time charges
*(Adjusted number of 7.4%)

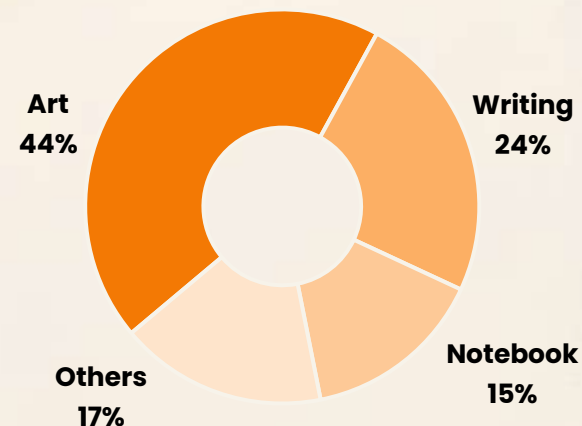


₹5.8 Cr

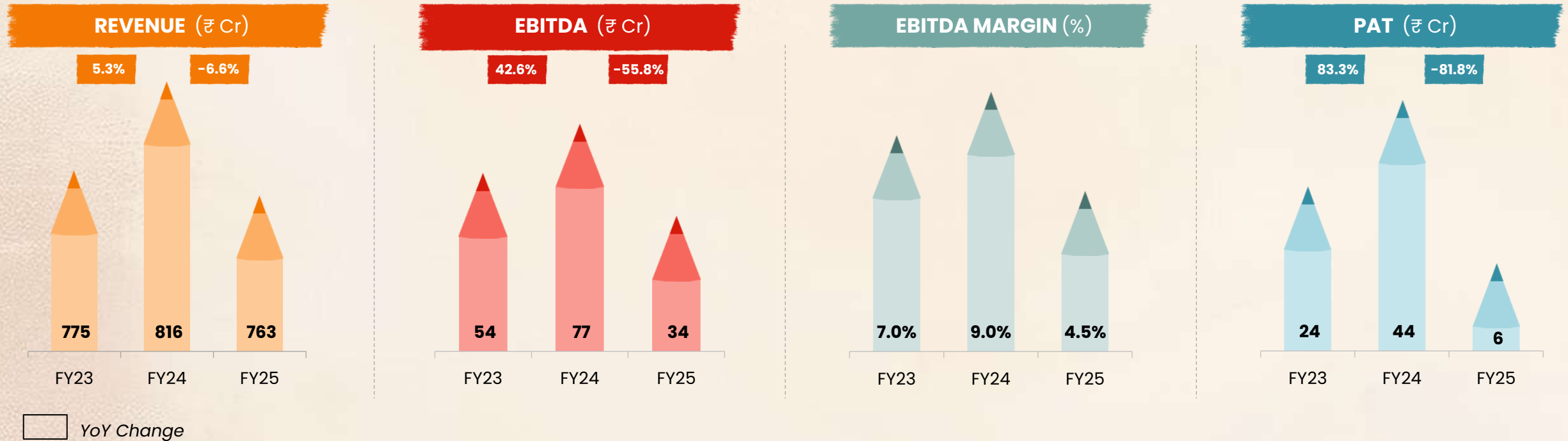
Net Profit

Profit after tax impacted
on account of one-time
inventory adjustment

FY25 Revenue Mix



Financial Snapshot



- Post-COVID, our revenue was on a steady upward trajectory—FY25 should be viewed as an aberration
- Our gross profit margin remained around the 38–40% range, reflecting a stable input cost management and improved product mix.
- EBITDA margins declined due to one off inventory adjustment during the year

Business Snapshot

Sales Breakdown by Category

FY
2024

44.7%



ART

22.3%



WRITING

16.0%



NOTEBOOK

17.0%



OTHERS

FY
2025

44.1%

ART

- Maintained strong leadership in the fine art segment
- Hobby range continues to be a key growth driver
- School colour segment witnessed subdued performance
- Strategically opted to stay away from aggressive price-led competition
- Focused on developing new products aligned with emerging consumer needs

WRITING

- Maintained stable performance in core categories such as markers and mechanical pencils
- Continued market share gains in wooden pencils driven by product differentiation

NOTEBOOK

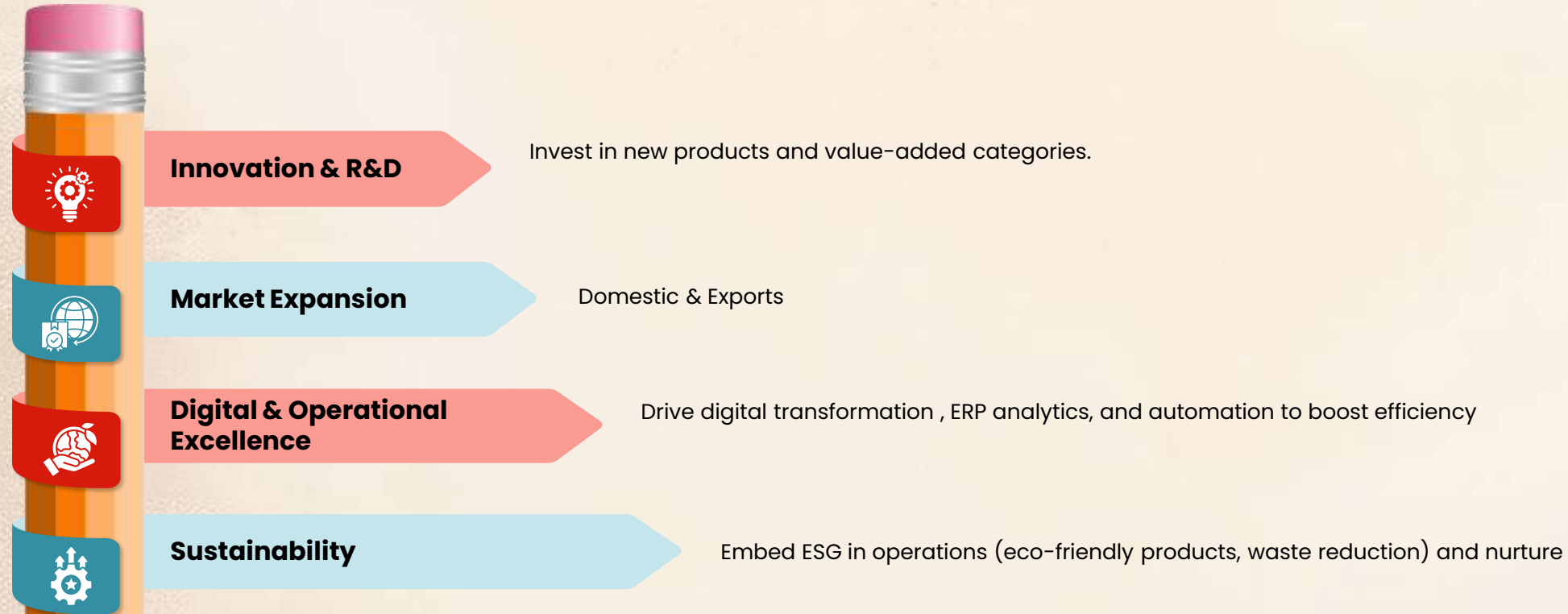
- Key Growth Driver over the past few years
- However, last year impacted by price-led competitive pressures and subdued demand

OTHERS

- Expanded geometry box portfolio with premium offerings - well received by the market
- Value growth moderated due to heightened competition at lower price points

Future Outlook and Strategy

Building for Long-Term Shareholder Value



"Our leadership is sharply focused on steering Kokuyo Camlin into its next growth phase—leveraging our legacy strengths in product and distribution while driving new initiatives."



Product Innovation & R&D Leadership

Kokuyo Camlin operates primarily under its two flagship brands: '**Camel**' for art materials and '**Camlin**' for stationery



Innovation & Modernization is the centre of growth strategy



Accelerate the pace of **new product development**



Launch 5-6 new products or major line extensions **each year**



Focus is on premiumization and value-added products



Deepen our R&D collaboration with **Kokuyo Japan**



Notable Product launches in FY25

- Camel Art Studio
- Camel Colorpad
- Grip Pro mechanical pencil,
- Cartridge whiteboard marker
- Scholar pro Geometry Box
- Acrylic markers
- Premium sketchbooks
- Gouache colors
- Spin Eraser



Research & Development

- Dedicated R&D center at Tarapur
- Continuous investment in product development & improvement
- Investment in R&D has increased every year since FY23 (0.73% of Revenues in FY25)
- Cumulative spend of Rs 15 cr from FY23-25



Strong Collaboration with Kokuyo

- Ongoing collaboration with parent leveraging our R&D and manufacturing capabilities
- Launched new products in Japan & China using our manufacturing facilities
- Active collaboration on R&D with parent

SCHOOL COLOR



NPDs



GEO BOX PORTFOLIO



Distribution Network, Market Expansion & International Ambitions



Strengthening
Distribution and Reach



Emphasis on
building an
omnichannel presence



Build on the strengths of the
Direct distribution model

International Ambitions



Establish Kokuyo
Camlin as a significant pan-
Asian player

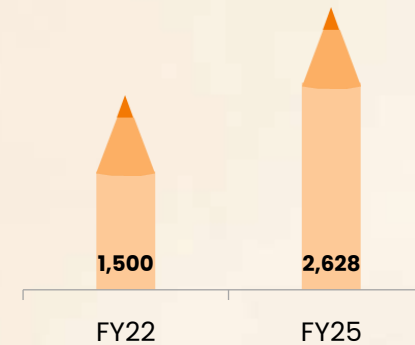


Aim to have
export sales constitute
over 7-10% in the medium-term

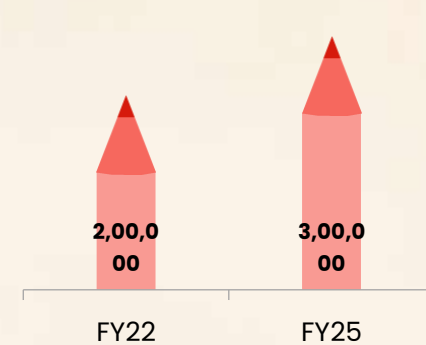
Distributors & Retail touch points

- Direct distribution model – superior quality of reach
- Access to >300,000 outlets, with a direct reach >130,000

Distributors (#)



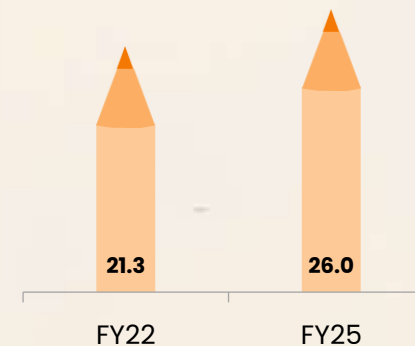
Retail touch points (#)



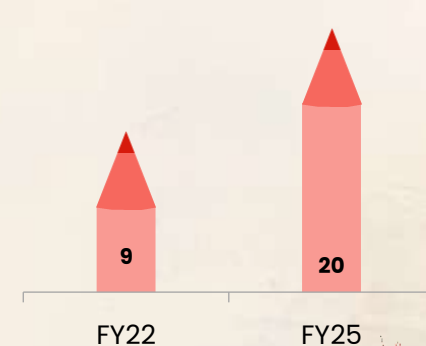
Export Revenues & Footprint

- Actively looking expand distribution beyond India
- ASEAN markets is a focus area – for us & parent company
- Aim to enhance contribution from overseas & build large presence in Asia Pacific

Export revenues (Rs cr)



Countries exported (#)



Digital Transformation & Operational Excellence



Digital-first growth engine

Digital transformation as a strategic pillar for growth and efficiency



Tech-enabled operations

Continually integrating technology across operations

Digital Transformations & Automation



Best in class equipment & Infusion of **tech into operations** – to reduce costs & wastage and enhance yields



Affiliated to **Japanese philosophy** of automation tools – **5S** and **Kaizen**



Digital tools to optimize sales, distribution, inventory, and expense management across key business divisions



Commitment to Sustainability and ESG



Embedding sustainability in our operations and strategy



Align with global investor expectations & Kokuyo's group ethos

Making Operations Sustainable & Compliant



Plastic Reduction

- **Sustainable packaging** in select product lines
- Reducing plastic usage through **redesign** and **material substitution**
- Recyclable and **eco-friendly packaging** in new product development



Power Consumption

- **Solar Power plant installed** in Patalganga Plant (**1,081 kWp**) and Tarapur facility (**500 kWp**)
- **Target** to generate at least **30%** of power **from renewable sources**



Local Community Engagement

- **9 Mini Science Centres** set up in Maharashtra & J&K
- **1,000+ teachers trained** in STEM pedagogy
- **108 Nanhi Kalis supported** through education & life skills



Wastage Reduction

- **Zero Liquid Discharge** systems at both Patalganga and Tarapur plants
- Patalganga facility has a **50 lakh litre water harvesting** pond



Compliance

- **BIS and IMS certifications** across all manufacturing units
- Regular **fire drills, SDRF-led** first aid training, and safety awareness programs
- Rigorous **ESG reporting** standards



Concluding Remarks

Confidence in the Road Ahead

Better prepared for the road ahead

See year ahead with **confidence**

- The fundamentals of our business are strong
- Our brands are well-recognised
 - Our team is empowered, and
 - Our financial position is secure



We are **optimistic** – because the initiatives we are undertaking, position us for a better future

- Building digital capabilities
- Upskill the factory
- Leveraging synergies with the parent company

THANK YOU

