



FLAIR WRITING INDUSTRIES LIMITED



Investor Presentation

Q3 and 9M FY26



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Flair®



Performance Updates



Q3 FY26 Performance Highlights



(y/y growth)

Revenue from Operations

INR **317.7** Crores



+20.1% Y-o-Y

EBITDA

INR **56.9** Crores



+25.7% y-o-y

Profit After Tax

INR **33.1** Crores



+13.2% y-o-y

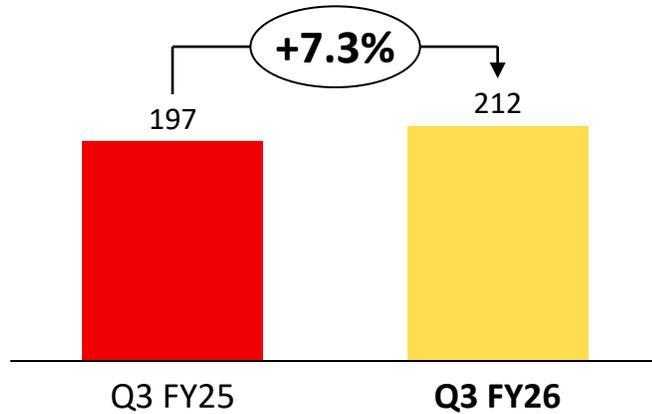
Other Key Highlights

- The company continues to maintain its growth momentum with **fifth consecutive quarter of 15%+ Y-o-Y topline growth**. Having consistently outperformed its 15% revenue guidance, the company expects to outperform its guidance in the next 2 years
- **Our diversified businesses** of Creative and Steel bottles & Houseware **delivered a combined revenue growth of 78.5% Y-o-Y**
 - **The Creative segment continued its exceptional growth delivering 68.7% Y-o-Y growth and firmly establishing itself as one of the company's most dynamic and high-potential engines of expansion**
 - **With a strong 116.2% Y-o-Y revenue surge, the steel bottles & houseware segment is emerging as a breakout growth catalyst, propelled by robust and accelerating market demand**
- **Total Own Brand Sales rose 23.3% YoY, driven by strong domestic traction. Overall Export performance also remained robust, with both Own Brand and OEM recording healthy volume-led growth**
- **The New Valsad facility is expected to be partially operational in Q4, further augmenting capacity**
- **The total Capex at the Flomaxe Surat facility is at ₹9.6 Cr as of 9M FY26, largely invested in plant and machinery, with the subsidiary contributing positively to the Creative segment. An additional ₹8.28 Cr has been invested in a new building under construction, scheduled for completion by Q1 FY27**

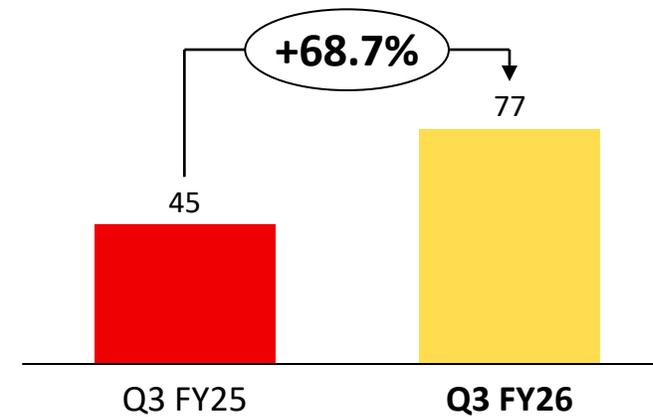
Segment Performance (Q3 FY26)

Achieved broad based business growth during the quarter

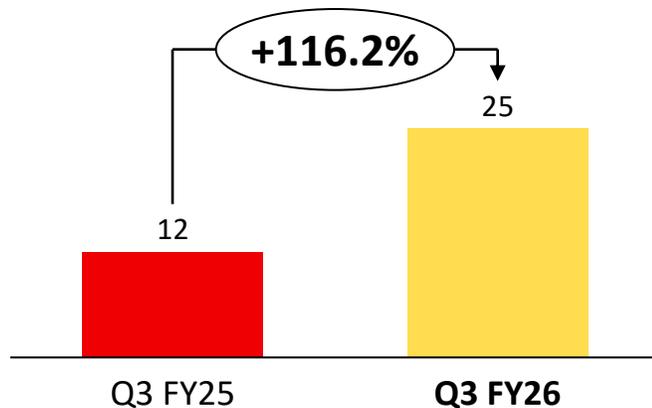
Pens Revenue



Creative Revenue



Steel Bottles & Houseware Revenue



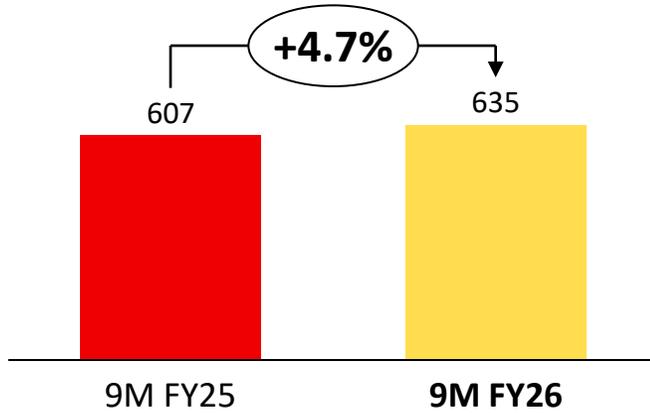
Other Key Highlights

- Own Brand sales has been continuously powering the pen category's growth, alongside Export OEM sales for the quarter. As previously guided, overall OEM growth was slightly tempered by the slowdown in the domestic OEM segment
- The Creatives segment growth remains strong, supported by a broader portfolio and ongoing product innovation
- The Steel Bottles & Houseware segment strengthened its role as a key growth driver, continuously delivering strong Y-o-Y revenue acceleration on the back of robust market demand
- Launched 28 new products this quarter across categories.

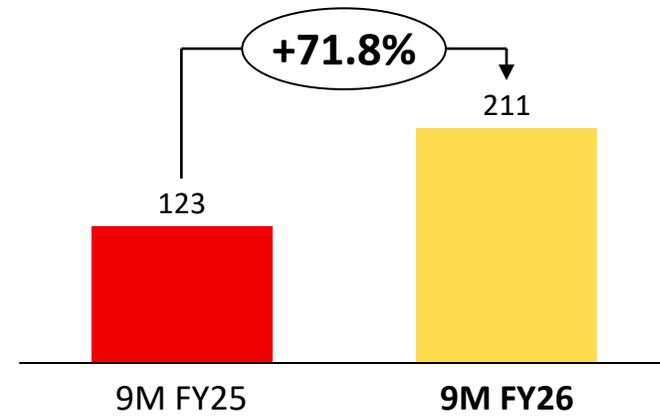
Segment Performance (9M FY26)

Achieved robust business growth across all segments

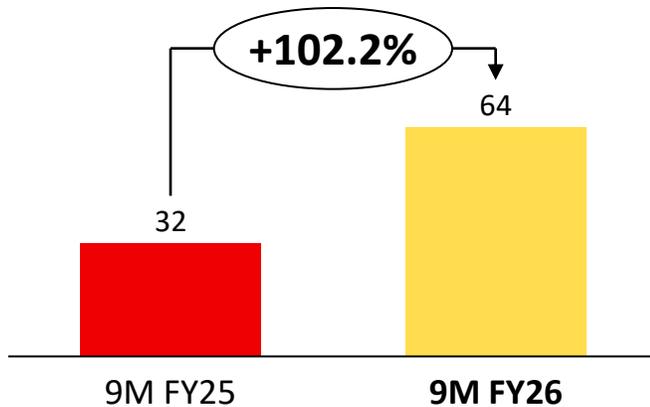
Pens Revenue



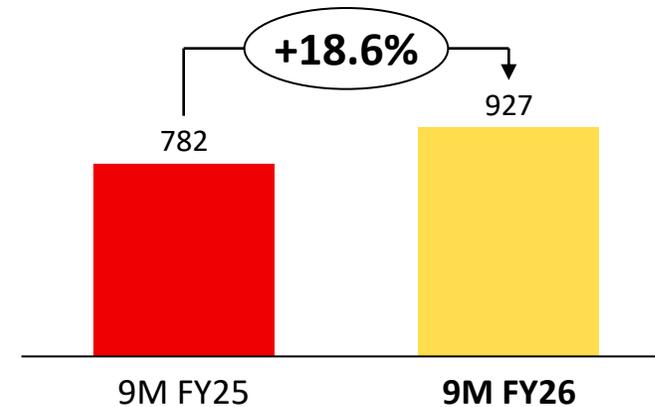
Creative Revenue



Steel Bottles & Houseware Revenue



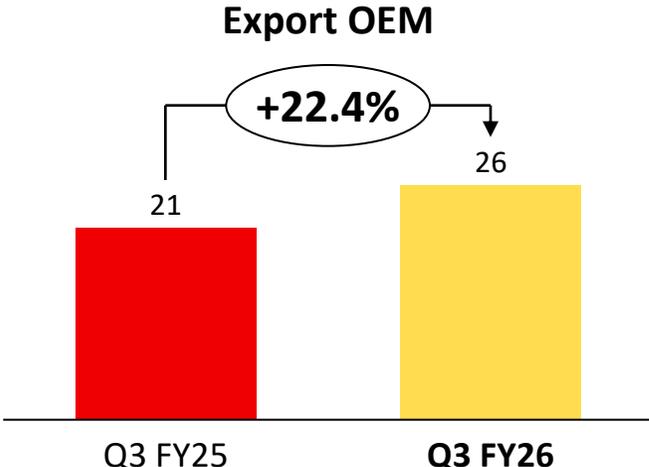
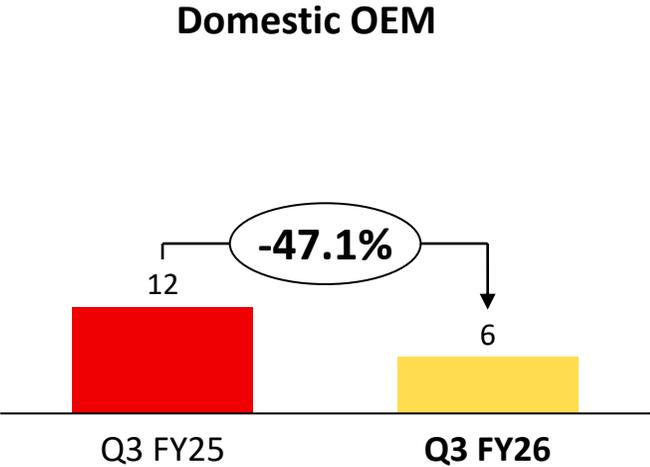
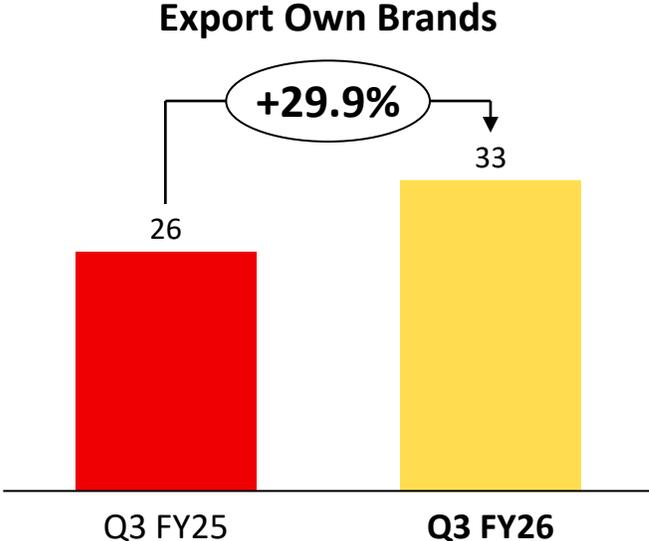
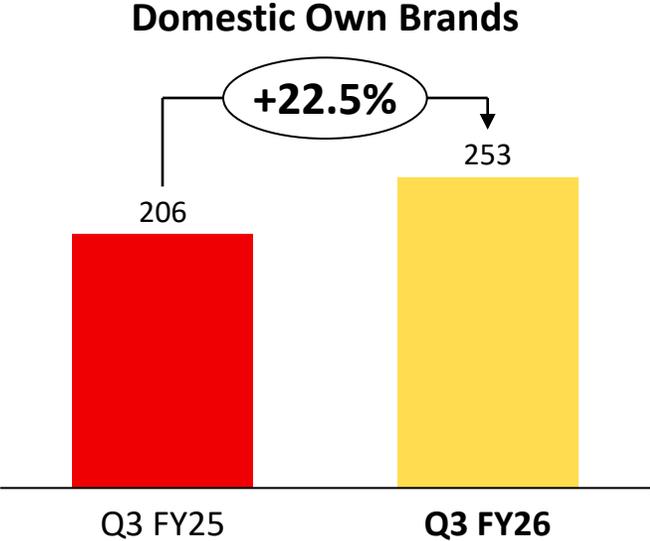
Total Revenue



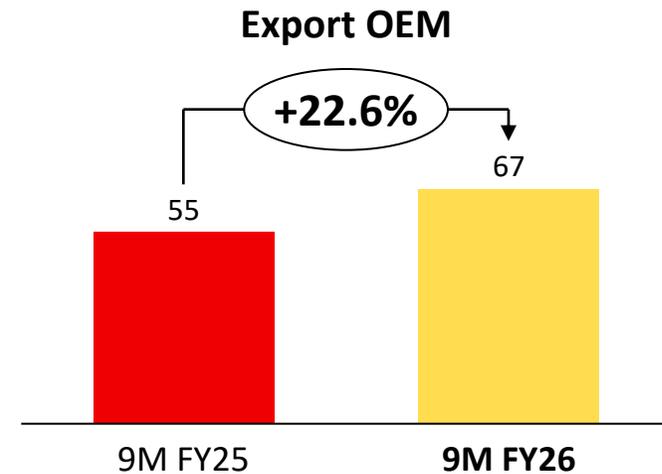
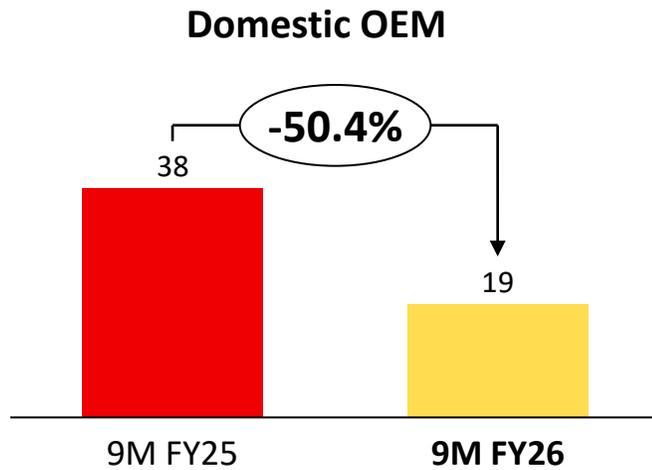
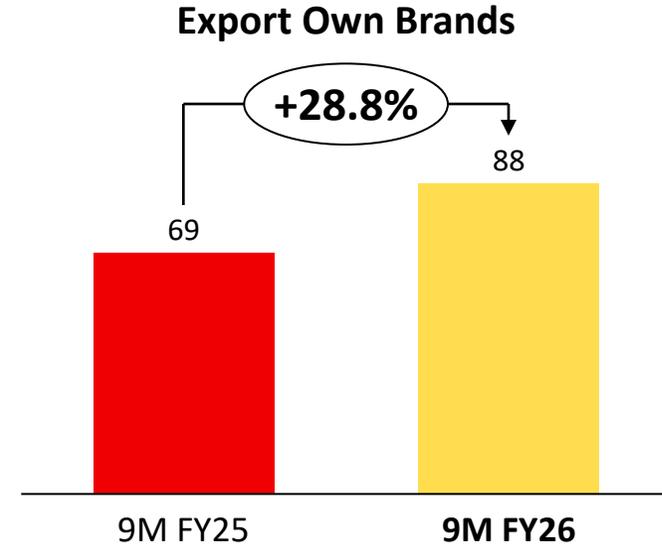
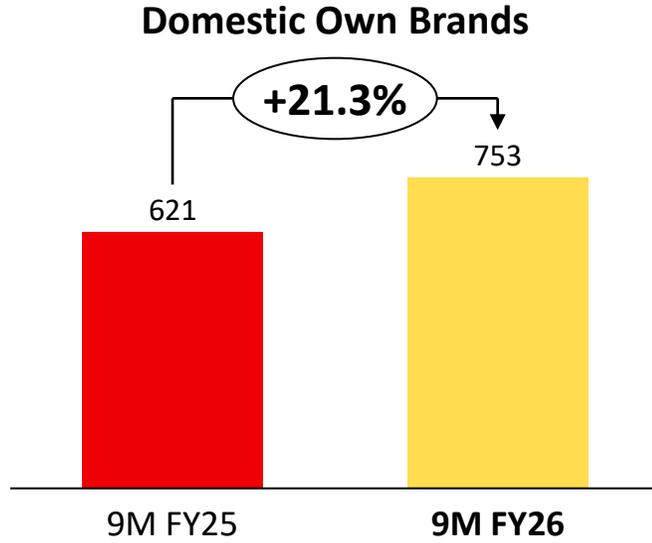
Business Performance (Q3 FY26)



₹ in Crs



Business Performance (9M FY26)



Transformation Initiatives for Robust Foundations



Undertaken Growth Capex

- Capital Expenditure of ~INR 130 crores incurred during FY25, will boost further growth with build out of capacities for various segments
- Planned capex for FY26 of ~INR 80-90 crores towards setting up a new unit in Valsad for writing instruments and stationery and fund capex for subsidiaries
- Capex incurred in 9M FY26 ~INR 63 Crores.



Sustainable Operational Practices

- The 1.85 MW rooftop solar power project commissioned at our Valsad and Daman units have started yielding savings
- Effluent Treatment Plants and the implementation of rainwater harvesting systems for water conservation are contributing to sustainability programme
- Reuse of internally rejected plastic across various product lines, including stands and packaging boxes.



Expanding Human Capital

- Investments in sales/marketing headcount for better market visibility and ensuring granular distribution reach
- Optimum usage of outsourced contract employees to capitalize on demand
- Focus on increasing sales throughput per distributor
- These initiatives have enabled the quick scale up of our creative and steel bottles & houseware segments.



Replacing Legacy ERP

- Undertaking key digital transformation through replacement of legacy ERP system with an enterprise grade system - to kickstart shortly
- Multiple modules spanning several functional areas curated for manufacturing
- Enabling the management to streamline business processes, adopt global best practices, and enhance overall organizational agility.

New Product Launches



New Product Launches



New Product Launches

pierre cardin
PARIS

HERITAGE
EXCLUSIVE BALL PEN

TIMELESS STYLE. EFFORTLESS WRITING

pierre cardin
PARIS

EVOX
DESIGNER BALL PEN

EXPRESS YOUR VISION
WITH **EVOX**

pierre cardin
PARIS

OLYMPIA
ROLLER PEN

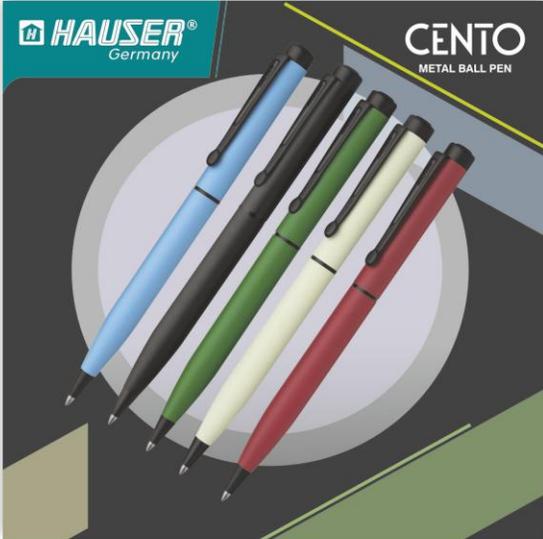
PENS FASHION

pierre cardin
PARIS

OLYMPIA
LIQUID FOUNTAIN PEN

PENS FASHION

New Product Launches



New Product Launches



Consolidated Profit & Loss Statement – Q3 & 9M FY26



PROFIT & LOSS STATEMENT (₹ in crs)	Q3 FY26	Q3 FY25	Y-o-Y	Q2 FY26	Q-o-Q	9M FY26	9M FY25	Y-o-Y
Revenue from Operations	317.7	264.5	20.1%	320.9	-1.0%	927.2	781.8	18.6%
Cost of Materials Consumed	156.0	127.4		154.3		454.7	379.0	
Gross Profit	161.7	137.2	17.9%	166.6	-2.9%	472.5	402.9	17.3%
Gross Profit %	50.9%	51.9%	-95 bps	51.9%	-100 bps	51.0%	51.5%	-57 bps
Employee Benefits Expense	53.6	43.5		56.3		160.3	124.1	
Other Expenses	51.2	48.4		49.9		145.4	140.8	
EBITDA	56.9	45.3	25.7%	60.4	-5.7%	166.8	137.9	20.9%
EBITDA %	17.9%	17.1%	80 bps	18.8%	-89 bps	18.0%	17.6%	35 bps
Depreciation and Amortisation Expense	13.5	11.7		13.2		39.4	32.5	
Other Income*	3.1	6.5		8.5		14.9	16.6	
EBIT	46.6	40.1	16.2%	55.7	-16.4%	142.4	122.0	16.7%
Finance Costs	1.2	1.3		1.5		3.9	4.1	
PBT	45.4	38.8	17.0%	54.2	-16.3%	138.5	117.9	17.4%
Total Tax Expense	12.2	9.5		11.5		33.6	29.7	
Profit After Tax for the period	33.1	29.3	13.2%	42.7	-22.4%	104.8	88.2	18.8%
PAT %	10.4%	11.1%	-63 bps	13.3%	-288 bps	11.3%	11.3%	2 bps

*Other income - In Q2 FY26 other income included one time income from sale of fixed asset and profit on sale of investments amounting to Rs. 3.62cr. In Q3 FY25 Interest from Bank FD was Rs. 3.20 Cr which for the current quarter is Rs. 0.47 Crs. The lower FD amount was on account of use of IPO proceeds for capex and expansion activities.


pierre cardin
PARIS

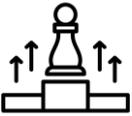


PENS *in* FASHION

Company Overview



Market Leadership with over 5 decades of excellence



- **Biggest** pen brand
- **Top 3** player in Writing Instrument Industry*
- **Higher share of premium products** in pen segment versus industry average
- **Largest Pen Exporter** with footprint in **115** countries^

Strong Financial Position and a healthy Balance Sheet



- Robust Revenue & Profit Growth: **23%** Revenue CAGR & **29%** PAT CAGR (past 3 years)
- **Net Debt Negative#** Balance Sheet

Diversifying Legacy Business with High Growth Segment



- Creative segment established in 2021 – Successfully scaled to contribute **~16% of revenue** in FY25 and has further increased contribution to 23% in 9M FY26
- Launched **range of BIS Compliant Steel Bottles** in the domestic market

Largest Distribution Network amongst writing instrument players



- Super-stockist: **170**
- Distributor: **8,000+**
- Wholesaler & Retailer: **3,30,000+**
- Present in **over 6500+ pincodes**

Key Milestones



2021

“Flair Creative” range of products was launched



2023

Launched steel bottles in domestic & international market
BIS Certificate received



2024

Company got listed on NSE & BSE



2025

Partnership with Maped for distribution of its products
Further strengthened pencil portfolio



2018

Manufacturing plant was set up in Valsad (Gujarat)



2015

Manufacturing unit was set up in Naigaon



2014

NPPI* acquired certain trademarks of the “Hauser” brand



1976

“Flair” brand was registered



1998

We commenced production at one of our manufacturing units in Daman



2009

New Manufacturing plant was set up in Dehradun



2012

Acquired “Pierre Cardin” brand

*National Pen and Plastic Industries (“NPPI”) was one of the Erstwhile Partnership Firms, which was converted into FPPIPL on April 25, 2016 and subsequently merged into our Company pursuant to the Scheme.

Product Categories

Pens



Ball Pen



Gel Pen



Fountain Pen



Metal Pen

Stationery



Colouring Kits



Geometry Boxes



Other Writing Instruments



Electronic Calculators

Steel Bottle & Houseware



Stainless Steel Bottles



Vacuum Insulated Mug / Tumblers



Lunch Boxes / Containers



Other Household Items

Manufacturing Facilities

11 Strategically Located Manufacturing Plants



Dehradun (Uttarakhand)
1 unit, 435mn
p.a capacity



Naigaon (Maharashtra)
1 unit



Valsad (Gujarat)
3 units, ~578mn p.a
capacity and upcoming
new manufacturing unit



**Daman (Dadra & Nagar
Haveli and Daman & Diu)**
5 units, ~1,013mn p.a. capacity
and upcoming centralized
warehouse



Surat (Flomaxe Stationery)
1 units, ~130mn p.a.
capacity

**Only Brand with 80% plus Captive
In-House Tips Manufacturing
Capabilities**

Majority of the workforce consists
of women across our facilities part
of Women Empowerment initiative

Rooftop Solar Power Project – Installed 1.85MW capacity



Valsad

Strategic Operational Benefits of the Capex Programme

- **Installed Capacity for Writing Instruments & Stationery to increase** in Q4 FY26 with the partial commencement of ongoing capex for New Valsad Facility and Surat and this expanded capacity will be a key contributor in our growth aspirations
- **Increased share of in-house manufacturing up to 75%** of creative products to provide better control on operations and higher margins
- **Higher Automation** and integration of robots enabling smoother workflows and efficient production.

Upcoming Manufacturing Facilities

New Unit in Valsad – Manufacturing of Writing Instruments & Stationery Products



Flomaxe Surat Facility – Current Capacity Expansion



Advertisement and Marketing Initiatives

(During Q3 FY26)



Competitive Edge



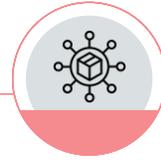
Recognizable brands

Years of dedicated efforts in creating and establishing both mass as well as premium brands



Strong financial performance

Historical track-record of strong financial performance with industry-leading profitability margins, ROE & ROCE



Largest distribution network

Largest pan-India distributor/dealer network and wholesale/retailer network in the writing instruments industry and strong presence in targeted markets abroad



Quality Manufacturing

High-quality manufacturing at a large scale backed by strong R&D and innovation capabilities



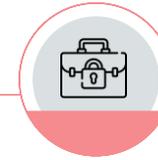
Diversified product

Diversified product portfolio moving beyond the traditional pens business to synergistic segments



Global Footprint

Ability to partner with international brands being the largest exporter of writing instruments from India and making inroads through quality creative products



Evolving Portfolio

Expansive catalogue of offerings across price segments driven by innovation and the need to cater to a wide array of consumers



ROADMAP & STRATEGIES



Fast-Tracking Expansion Through Diversification..



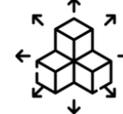
Leveraging Over Five Decades Of Experience In The Legacy Pen Business To Scale New Categories Creating A Long-term Value For The Business



Presence across price points



Flair's brand strength



Distribution network



Manufacturing capabilities

Built A Quality Product Portfolio For The Newer Categories

Creative Segment

Introduced “**Flair Creative**” in Jan’21 to tap into a newer market with potential to offer standalone & bundled offerings

Offerings include water colors, crayons, sketch, pens, erasers, wooden pencils, geometry boxes, fine liners, sharpeners and scales

Envision a higher growth segment driven by shifting consumer preference, portfolio deepening as well as channel fill

“Flair Creative” crossed ₹ 170 Crs+ of revenue in FY24-25 and in 9M FY26, it achieved revenue of Rs 211 Crs

18% Revenue Growth in FY25

Collaboration with **DISNEY**

240 Products sold under this category

Steel Bottles & Houseware

Company is amongst the initial domestic manufacturers of steel bottle to receive the new BIS Compliance Certification

Made a breakthrough in stainless steel bottles in major domestic Modern Trade chains in short span

The segment crossed ₹ 44 Crs of revenue in FY24-25 and in 9M FY26, it achieved revenue of Rs 64 Crs

Range of Houseware Products sold to complement the existing bottles portfolio and offer bigger basket of products to distributors

BIS Compliant Steel Bottles

Dedicated Distribution Team

22 Products sold under this category

..by Leveraging our Own Brand Sales..

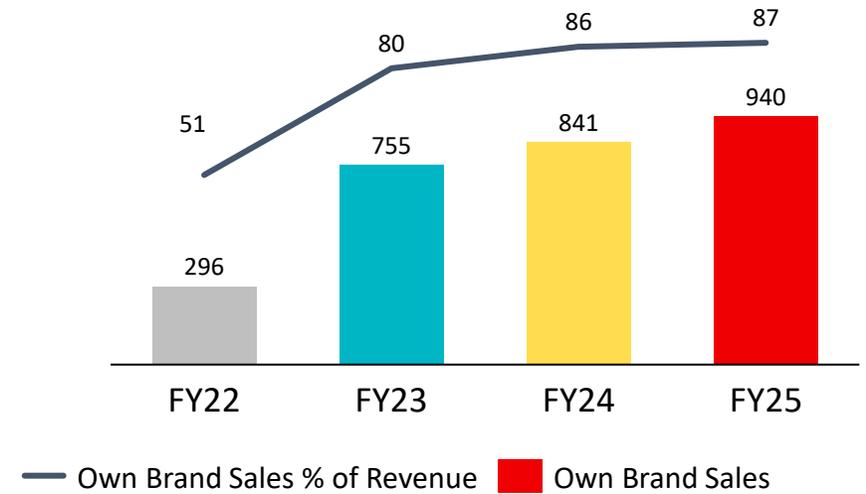
Multi-Brand Portfolio Catering Across All Price Points



Levers for Growth



Rising Contribution of Own Brand Sales



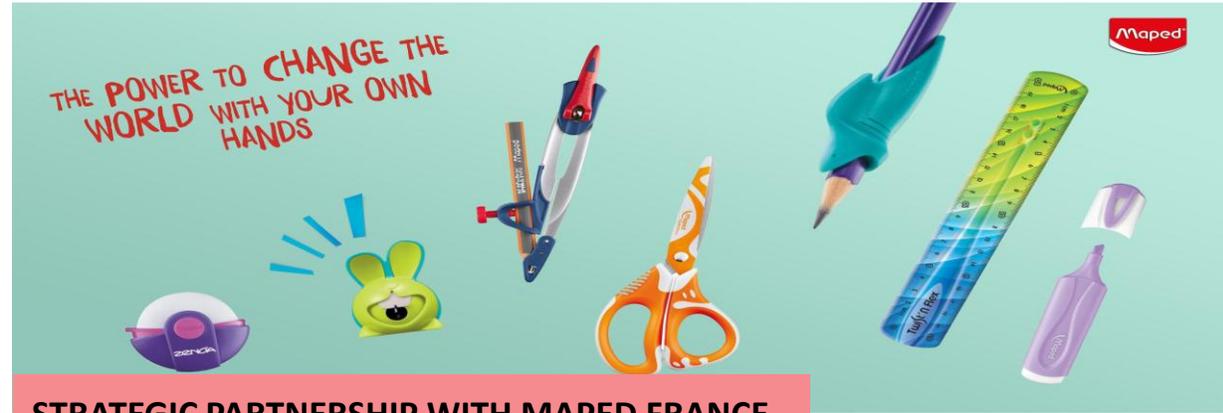
..and Accelerating Growth through Partnerships..

Leveraging Strengths of Industry Leaders For Mutual Benefit



COLLABORATION WITH DISNEY

- Has a Brand Licensing Agreement with Disney for using its characters from multiple IPs since March 2024
- Characters are being used in a plethora of stationery & art products as well as other stationeries such as kits
- This is to help us gain mind market share with the young Disney audience in India
- Currently around 20 Disney branded SKUs are manufactured and distributed.



STRATEGIC PARTNERSHIP WITH MAPED FRANCE

- An Agreement with MAPED FRANCE for distribution of its stationery products in India is giving incremental contribution to Creative Category Sales
- Maped is a French stationery brand with close to eight decades of presence in 5 continents and 120 countries
- Maped products are being targeted towards mid-premium price points of the stationery market
- Provides an opportunity to Flair to augment its basket of stationery portfolio across Mass and Mid Premium category to distributors besides ensuring higher in-house manufacturing.

..combined with ability to Identify & Address White Spaces

History of Developing Innovative Products – 380 design registrations and trademark filed so far



Flair Writo-Meter
*our longest writing pen
10,000 meters*



Hauser XO
*offered in pastel colors is
the largest selling writing
instrument in India*



Flair Woody
*wooden finish to a ball
pen*

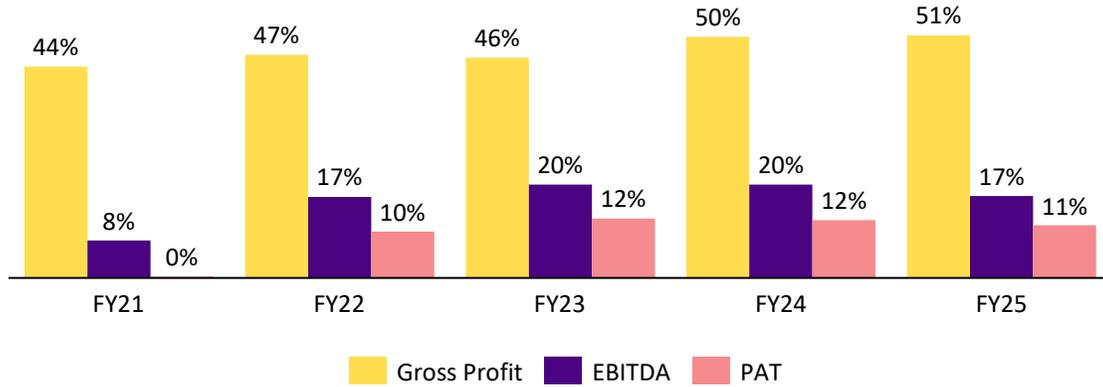


Sunny
has 4-in-1 pen

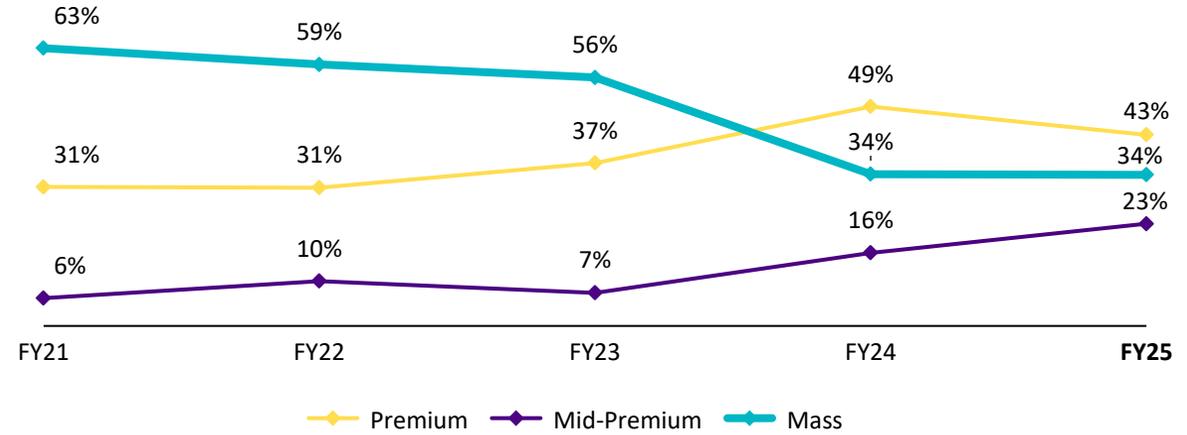


..thus, **R**edefining Brand Value towards Premiumisation

Amongst the Highest Margins in the Industry



Increasing Premium Share in New Launches



- ❖ **Comprehensive portfolio catering to customers across the price points** - Expansion within each price segment is crucial to tap demand and user requirements at various price points
- ❖ **Brand presence in mid premium and premium segments** – Investments made in brands such as “Hauser” and “Pierre Cardin” for differentiated market positioning. Certain high-ticket products are also available under the flagship brand “Flair”
- ❖ **New product launches have been increasingly targeted towards higher price point** – Two-Thirds of all new pens launched in FY25 catered to mid-premium and premium segment
- ❖ **Innovation led product expansion** – Develop and introduce practical yet stand out products based on innovation in design, features and writing experience



Board of Directors



Mr. Khubilal Jugraj Rathod, Chairman

- He has 50+ years of experience in the writing instruments industry
- Received the Lifetime Achievement Award and the Udyog Rattan Award from the Institute of Economic Studies, the Lifetime Achievement Award from The Bombay Fountain Pen Manufacturers and Traders Association, the award for the 'Most Admired Leader' from Herald Global, Inspirational Leaders of New India award from Powerbrands Glam, Las Vegas, USA.



Mr. Vimalchand Jugraj Rathod, Managing Director

- He is a fellow member of the ICAI and holds a B.Com degree from the Bangalore University
- Has 42+ years of experience in the writing instruments industry
- Received "Asia's Most Promising Leader 2015-16" award from World Consulting and Research Corporation, "Award of Appreciation" from the Pen and Stationery Association of India and award from the PlastIndia Foundation
- Previously served as Chairman, Plastic Export Promotion Council & currently Chairman of Pen & Stationery Association of India



Mr. Rajesh Khubilal Rathod, Whole-time Director

- Holds a B. Com degree from the University of Mumbai and has 35+ years of experience in the writing instruments industry
- He heads the international sales and marketing division along with global relationship development



Mr. Mohit Khubilal Rathod, Whole-time Director

- Holds a Bachelor of Arts degree (majoring in business administration) from the Muhlenberg College, Pennsylvania and has 25+ years of experience in the writing instruments industry
- He heads the product development, domestic sales and marketing division



Mr. Sumit Vimalchand Rathod, Whole-time Director

- Holds a Bachelor of Arts degree from the Eckerd College, Florida, a Post Graduate Diploma in Management from the S.P. Jain Institute, Mumbai and has 17+ years of experience in the writing instruments industry
- He heads the new business development, production, process and system management with a direct focus on steel bottles business

Board of Directors & Senior Management Team



Mr. Punit Saxena, Independent Director

- He holds a Bachelor of Science degree , an MBA degree from University of Rajasthan, Master of Valuation (Real Estate) degree.
- He was previously associated with UTI Infrastructure, Technology and Services Limited (as its chief executive officer), Unit Trust of India, Jaipur Development Authority, Rajasthan State Industrial Development and Investment Corporation Limited.



Mr. Rajneesh Bhandari, Independent Director

- Holds Bachelor of Technology in Chemical Engineering degree from the IIT, Delhi
- Has experience in the Health Care and Telecommunication Industry



Mr. Deven Bipin Shah, Independent Director

- He is an associate member of the ICAI and holds a Bachelor of Commerce degree from Sydenham College. More than 25 years of experience in Audit, Taxation & Consultation
- He is a founder of a Chartered Accountancy firm with a specialization in Charitable Trust & NGO



Ms. Sheetal Bhanot Shetty , Independent Director

- She holds a Bachelor of Arts degree and a Master of Arts degree from the University of Bombay, Mumbai, Maharashtra.



Mr. Manoj Vinod Lalwani , Independent Director

- He holds a Bachelor of Engineering degree from University of Pune, Pune, Maharashtra and completed his Master of Science in Plastics Engineering from University of Massachusetts, Boston, USA
- He has experience in the field of manufacturing filler compounds for plastic polymers.

Management Team



Mr. Jatin Chadha, Chief Operating Officer

- He holds a Bachelor of Technology degree in I.T and engineering, a Master of International Business degree.
- He is responsible for strengthening the operations vertical to improve the productivity of the Company



Mr. Alpesh Porwal, Chief Financial Officer

- He is a Chartered Accountant (ICAI) and CPA (Delaware, USA)
- He is responsible for the overall finance function and business transformation within in the Company



Mr. Vishal Kishor Chanda, Company Secretary and Compliance Officer

- He is an associate member of the ICSI and holds a M.Com degree, a Bachelor of Laws degree both from the University of Mumbai
- He is responsible for the overall secretarial and statutory compliance in the Company

Social Responsibility

We understand the crucial role of collaboration in building a better tomorrow for all stakeholders. We have also ensured that beyond collaboration - our CSR initiatives span critical areas such as education and healthcare and continue to make a positive impact.

We believe in “empowerment through employment”



Recently distributed sewing machines promoting self reliance



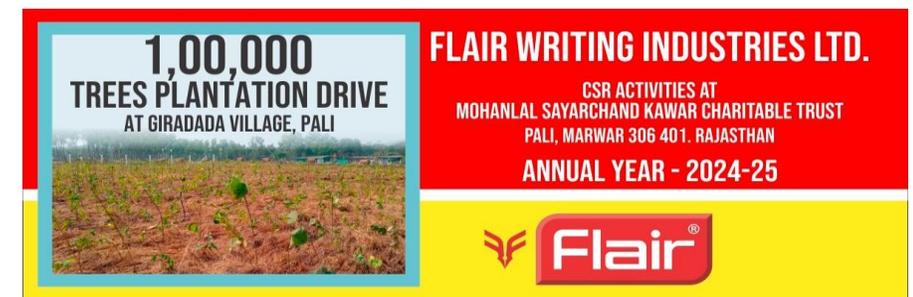
Supporting education through distribution of laptops to students from tribal and minority communities.



Donation of Anesthesia Workstation at Sadri Government Hospital



Undertaken tree Plantation Drive in Pali, Rajasthan



Top Awards and Accolades



2010-11
Award for No. 1 Exporter to the Flair Group of Companies from the BFPMTA



2012-13
Asia's Most Promising Brands from WCRC



2013-14
Award for No. 1 Exporter to the Flair Group of Companies from the WIMO



2013-14
Most Valuable Brand 2014 award in the category of Gems, Jewellery and Accessories from WCRC



2014-15
Export Excellence Award for No. 1 Exporter to the Flair Group of Companies from the BFPMTA



2014-15
Award for No. 1 Exporter to the Flair Group of Companies from the WIMO



2015-16
Export Excellence Award for No. 1 Exporter to FPPiPL from the BFPMTA



2015-16
Award for No. 1 Exporter to the Flair Group of Companies from the WIMO



2016-17
Award for No. 1 Exporter to the Flair Group of Companies from the WIMO



2017-18
Award for Second Best Exporter to the Company from the PEPC in the category for writing instruments



2018-19
Export Award to the Company from the PEPC in the category for writing instruments (excluding parts)



2019-20
Award for Top Exporter to the Company from the PEPC in the category for writing instruments



2020-21
Award for Top Exporter to the Company from the PEPC in the category for writing instruments



2022-23, 2021-22, 2020-21
Award for Top Exporter to the Company from the PEPC in the category for writing instruments



2023-24 Conferred as one of the Best Brands 2024 by ET Edge at the Best Brands Conclave



2023-24
Award for Top Exporter to the Company from the PEPC in the category for writing instruments



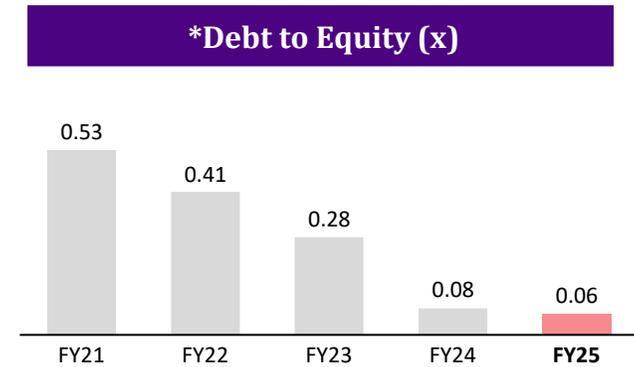
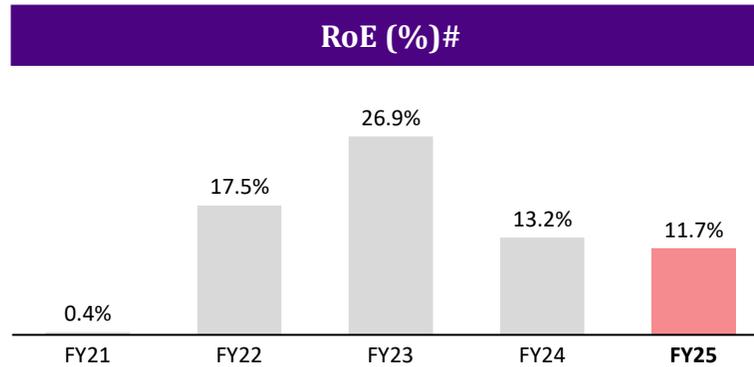
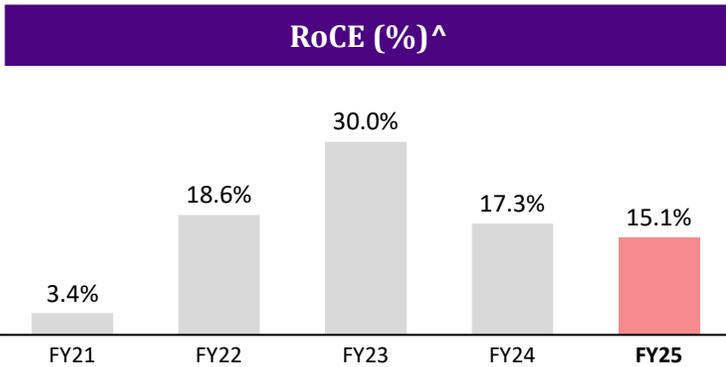
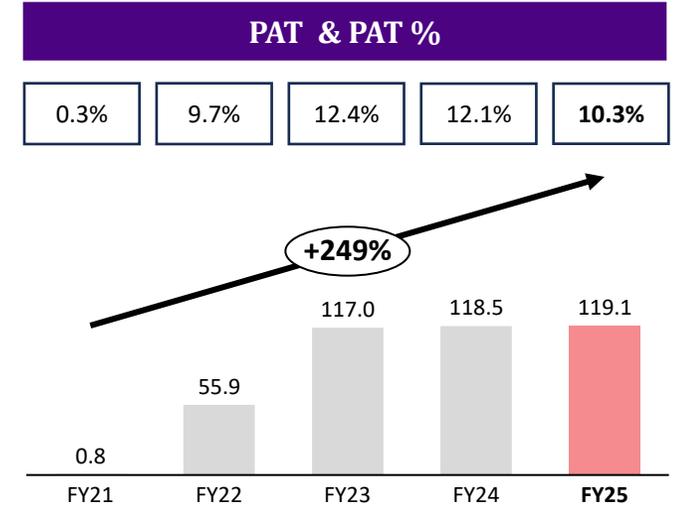
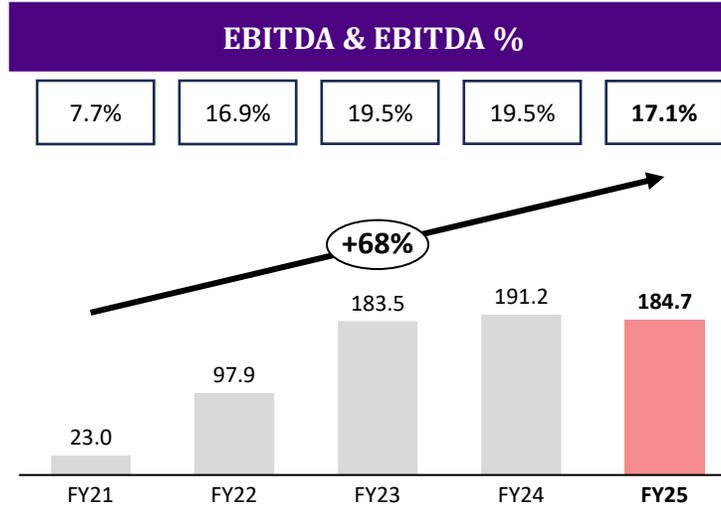
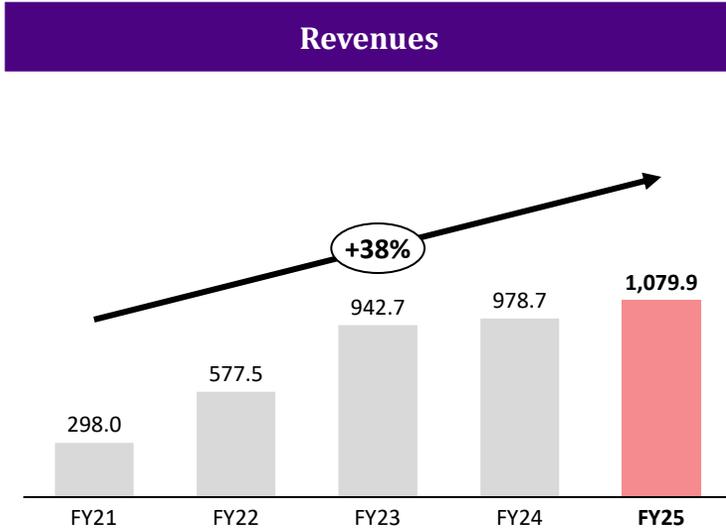
2023-25
Award for the first best Exporter of Writing Instruments to the Flair Group



2024-2025
Award for Top Exporter to the Company from the PEPC in the category for writing instruments

Performance in Charts

₹ in Crs



Equity base has **more than doubled** to Rs. 898.7 crores in FY24 due to **net infusion** of Rs. 346.4 crores from **IPO proceeds**

Absolute borrowings repayment of **Rs. 72.5 crores** in FY24

^RoCE = EBIT/(Net Worth + Borrowings+ Lease Liabilities + Deferred tax liabilities)

RoE = PAT/ Net Worth

*Debt includes Current & Non-Current Borrowings and Lease Liabilities. Equity includes Net Worth

Historical Consolidated Profit & Loss Statement



Particulars (₹ in crs)	FY25	FY24	FY23	FY22	FY21
Revenue from Operations	1079.9	978.7	942.7	577.5	298.0
Cost of Materials Consumed	532.2	485.7	508.8	308.2	166.4
Gross Profit	547.7	493.0	433.9	269.3	131.6
GP %	50.7%	50.4%	46.0%	46.6%	44.2%
Employee Benefits Expense	171.7	145.8	117.3	88.3	58.4
Other Expenses	191.2	156.0	133.0	83.0	50.0
EBITDA	184.7	191.2	183.5	97.9	23.2
EBITDA %	17.1%	19.5%	19.5%	16.9%	7.8%
Other Income	24.6	14.5	11.6	10.2	12.9
Depreciation and Amortisation Expense	44.7	36.8	27.3	24.4	22.4
EBIT	164.6	169.0	167.8	83.4	13.5
Finance Costs	5.3	10.2	10.0	9.3	11.5
PBT	159.3	158.8	157.8	74.1	2.0
Total Tax Expense	40.3	40.3	40.8	18.2	1.2
Profit for the year	119.1	118.5	117.0	55.9	0.8
PAT %	11.0%	12.1%	12.4%	9.7%	0.3%

COMPANY :



Flair Writing Industries Limited
CIN : L51100MH2016PLC284727
Mr. Alpesh Porwal (Chief Financial Officer)
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Meeting Request [Link](#)



Thank You

