DE NEERS®
Revolution in Hand Tools

DE NEERS TOOLS LIMITED

INVESTOR PRESENTATION
H1FY27



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ABOUT US



01

ABOUT US

DE NEERS®
Revolution in Hand Tools

DE NEERS:

A Legacy Brand Delivering Trusted Hand Tools for Over Seven Decades. **Established legacy since 1951**, now in its **fourth generation** of serving India's hand tools industry. Promoters' deep industry experience has enabled De Neers' transformation from a small Delhi-based setup to a PAN-India presence across multiple states.

Hand tools are manufactured under stringent quality controls in advanced manufacturing facilities equipped with modern technology and robust infrastructure.



350+

Dealer Network

Servicing across India via our widespread dealer network

30+

Industries Served

Automotive, Textile, Healthcare, Agriculture, Cement etc.

~9,600

Stock Keeping Units (SKUs)

Hand Tools, Steel Files, Cutting Tools, Non-Sparking Tools, etc.



ISO Certified

ISO 9001:2015

ISO 14001:2015

ISO 45001

MANAGEMENT



MR. NEERAJ KUMAR AGGARWAL
Promoter & Managing Director

Commerce graduate (Honours) from Shri Ram College of Commerce (SRCC), Delhi University – Passout 1995.

Brings **31+ years** of industry experience in the hand tools sector.

Founded De Neers with a vision to build a high-quality, premium hand tools brand rooted in customer trust.

Currently oversees all business functions driving strategic growth, operational efficiencies and overall business development.

MANAGEMENT TEAM



Mrs. Shilpy Aggarwal
Whole Time Director

She oversees distribution and logistics, contributing to business development, operational efficiency, and the expansion of the Company's nationwide presence



Ms. Riya Aggarwal
Whole Time Director

Oversees finance and business development, focusing on financial planning, identifying growth opportunities, and strengthening domestic and international business relationships.



Mr. Santosh Mishra
CFO

With nearly 27 years of experience in finance and accounting, he brings expertise in financial planning, working capital management, regulatory compliance, risk management, and financial control.



Mr. Sudhir Malhotra
Strategic Advisor

A seasoned automotive industry leader with 35+ years of experience across sales, marketing, aftersales, and dealer network development. He has held senior leadership roles at DCM Toyota, Daewoo Motors, Honda Cars India, Nissan India, General Motors, and Renault India, including Vice President – Sales & Marketing at Renault India.

OUR TEAM

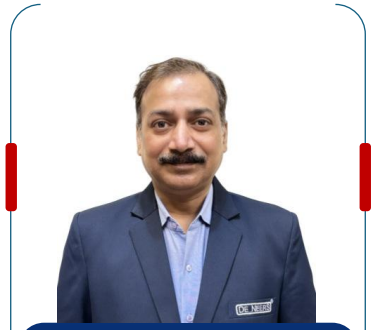
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Mr. Dinesh Sharma
Head of Accounts



Mr. Vijay Singh
Head of Finance



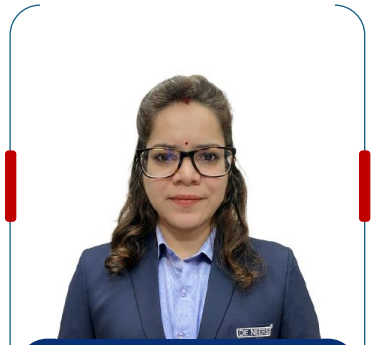
Mr. Manoj Kumar
Head of Sales & Marketing



Mr. Pankaj Singh
Head of OEM / Exports



Mr. Deepak Rastogi
Head of IT & Digital System



Mrs. Bhagyashree Periwal
Head of Legal / Secretarial Compliance



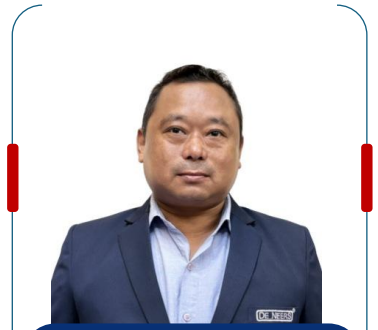
Mr. Man Bahadur
Head of HR & Administration



Mr. Neeraj Thapa
Head of Supply Chain & Logistics



Mr. Sunil Sharma
Head of Quality / R&D, Engineering



Mr. Yogesh Thapa
Head of Operations

MISSION

Deliver uncompromising quality tools at **cost-effective prices**, supported by reliable service and professional packaging.

Lead industry innovation through the introduction of **specialized product lines** – including Insulated, Non-Sparking, Stainless Steel Anti-Magnetic, & Titanium Tools.

Offer the widest range of professional tool kits and provide a **one-stop solution** for diverse industrial needs.

Strengthen partnerships with OEMs and institutional buyers through customized, application-specific tools.

Champion the "Make in India" initiative by expanding local sourcing and manufacturing of the full hand-tool portfolio.

Ensure consistent product availability backed by robust supply-chain and inventory systems.

VISION

To build India's most trusted and globally competitive hand tools brand through innovation, quality excellence and comprehensive industrial solutions

INDUSTRY OVERVIEW



02

CAPITALIZING ON EMERGING OPPORTUNITIES

PENETRATION INTO VALUE-ADDED SEGMENT

Targeting the Fast-Growing EV Sector

Rising EV adoption drives increasing demand for insulated tools, critical for safety and maintenance.

High growth potential in a rapidly evolving market with minimal domestic competition.

First-Mover Advantage

Planning to establish manufacturing infra with testing facilities for EV tools. Positioned to become the **FIRST INDIAN MANUFACTURER OF VDE-CERTIFIED INSULATED TOOLS** (Globally recognized German standards).

Strong differentiation from competitors reliant on imported products.

The newly established alliance has commenced production better than products imported earlier.

Import Substitution Opportunity

Currently, **insulated tools** are largely **imported from China.**

Aligned with "Make in India", local manufacturing offers **cost advantages, faster availability and reduced dependency** on imports.

The Company is already in the process of establishing a Joint Venture to support localized manufacturing.

Quality & Certification

Focus on delivering **VDE-certified** (Globally recognized German standards) products, ensuring **global standards of safety, reliability and performance.** (IEC 60900 Certified) along with RITES certification on esteemed quality assurance by Indian Government.

Builds **customer trust and strengthens brand positioning** in premium segments.

Dedicated teams have been established to drive quality enhancement and certification readiness initiatives.

Potential Benefits

Margin Potential: Backward integration, leading to cost advantages.

Enhanced Product Mix: Expands value-added offerings

Futuristic Tools

De Neers Insulated Tools is a combination of advanced design, high strength steel, ergonomic insulated grips and precision engineering to deliver superior safety, durability and performance for modern learned concerned professionals.

BUSINESS OVERVIEW



03

OUR PRODUCT PORTFOLIO



Steel Hand Tools



Insulated Tools



Stainless Steel Tools



Tool Kits, Tool-Boxes & Trolleys



Non-Sparking Tools



Next Generation Tools

INDUSTRIES WE SERVE

DE NEERS®
Revolution in Hand Tools

- Automotive
- Textile
- Mining
- Engineering
- Steel Industry
- Infrastructure
- Electronics
- Power Sector
- Petrochemicals / Oil & Gas
- Cement
- Agriculture
- Healthcare & Pharma

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Revolution in Hand Tools

FINANCIAL HIGHLIGHTS



04

MANAGEMENT COMMENTARY

H1FY27 marked a strong performance for De Neers Tools, with the Company delivering healthy growth across revenue and profitability. **Consolidated Revenue grew 51.2% YoY to ₹109.38 Cr**, reflecting strong business momentum and an improvement over the corresponding period last year.

Consolidated EBITDA increased 33.1% YoY to ₹19.48 Cr, while margins were temporarily impacted due to strategic pricing adjustments for onboarding of leading brands to expand market share and large volume orders across selected products. **With revised pricing now being implemented, we expect margins to improve going forward**. PAT grew 43.9% YoY to ₹12.65 Cr, reflecting healthy growth in bottom-line profitability

On the business front, we continued to focus on expanding our market reach through strategic customer acquisition. During the period, we onboarded leading brands and secured large-volume orders, supported by strategic pricing initiatives across selected products.

During June'26, the Company has signed a JV for backward integration of socket manufacturing and also has the plans to expand into the allen keys, screw drivers and allied products helping us to optimize cost and improve profitability.

In view of the evolving geopolitical situation in Dubai during the period, we are strengthening our focus on expanding our presence across the Middle East and other strategic international markets, **targeting exports to contribute 10–15% of consolidated revenue by 2030**. Going forward we remain focused on broadening our product portfolio, expanding our distribution network and strengthening our position in the domestic and international tools market.

PERFORMANCE HIGHLIGHTS

H1FY27 (CONSOLIDATED)

Revenue	EBITDA*	PAT
₹ 1,093.8 Mn	₹ 194.8 Mn	₹ 126.6 Mn
⇈ 51.2% YoY	⇈ 33.1% YoY	⇈ 43.9% YoY

Gross Margin**	EBITDA Margin*	PAT Margin
25.8%	17.8%	11.6%

**Gross Margin computed using operating revenue less stock-in-trade sold during the year
*To evaluate core operations, EBITDA margin exclude non-operating income

HALF YEARLY FINANCIAL PERFORMANCE (CONSOLIDATED)

Particulars (INR Mn)	H1FY27	H2FY26	H1FY26	YoY%
Net Sales	**1,093.8**	**1,056.8**	**723.4**	**51.2%**
Total Expenditure	**899.0**	**815.8**	**577.1**	**55.8%**
EBITDA	**194.8**	**241.0**	**146.3**	**33.1%**
EBITDA Margin	**17.8%**	**22.8%**	**20.2%**	**-242 bps**
Other Income	0.9	-0.1	2.5	-65.2%
Depreciation	2.9	3.8	3.8	-22.6%
EBIT	**192.8**	**237.1**	**145.0**	**32.9%**
Finance Cost	26.3	28.0	21.8	20.8%
PBT (Before Exceptional & Other)	**166.5**	**209.0**	**123.3**	**35.0%**
Tax	39.9	44.1	35.3	13.0%
Reported PAT	**126.6**	**164.9**	**88.0**	**43.9%**
Reported Net Profit Margin	**11.6%**	**15.6%**	**12.2%**	**-59 bps**
Earnings Per Share	**11.47**	**19.10**	**10.22**	**12.2%**

Revenue Growth:

- Revenue from Operations grew **51.2% YoY to ₹1,093.8 Mn in H1FY27**, reflecting strong growth over the corresponding period.

Profitability Performance:

- **EBITDA increased 33.1% YoY to ₹194.8** Mn, supported by higher revenue.
- EBITDA margin moderated to 17.8%, **primarily due to strategic pricing adjustments** for onboarding of leading brands to expand market share and large volume orders across selected products
- **Reported PAT grew 43.9% YoY** to ₹126.6 Mn, supported by higher operating earnings.

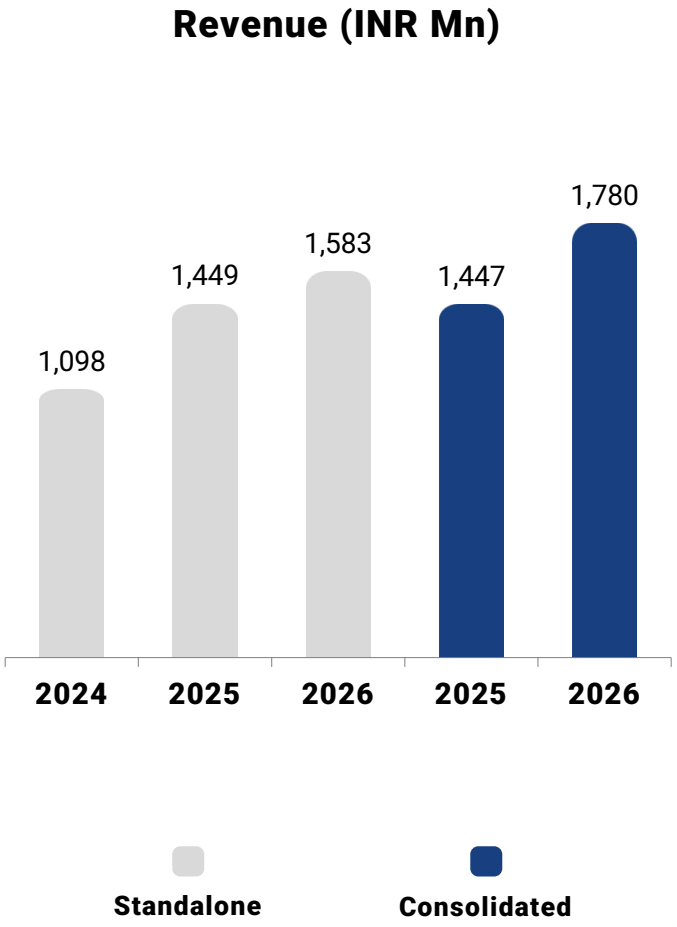
ANNUAL PROFIT & LOSS STATEMENT

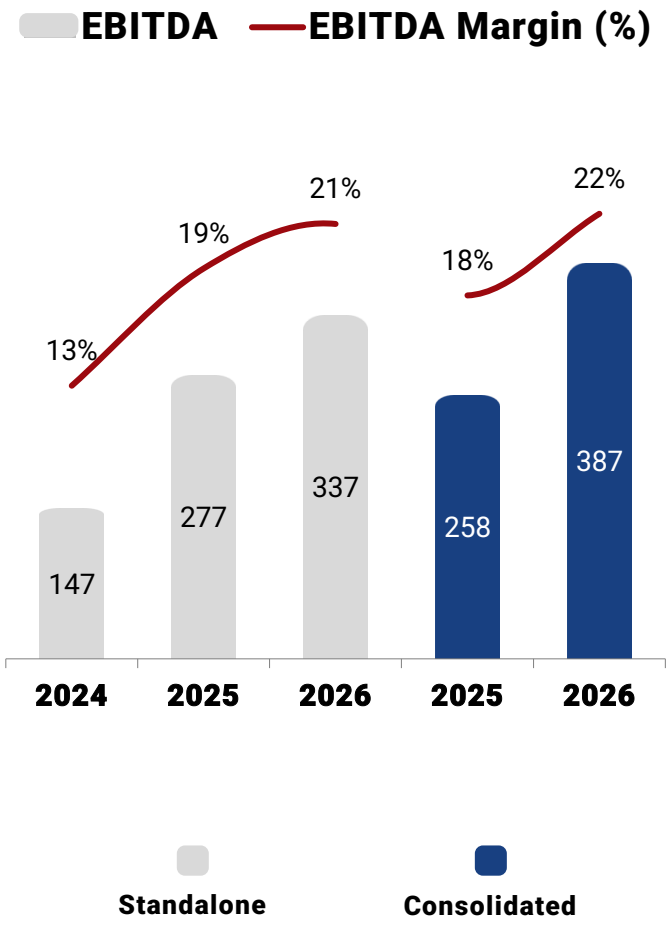
DE NEERS® Revolution in Hand Tools

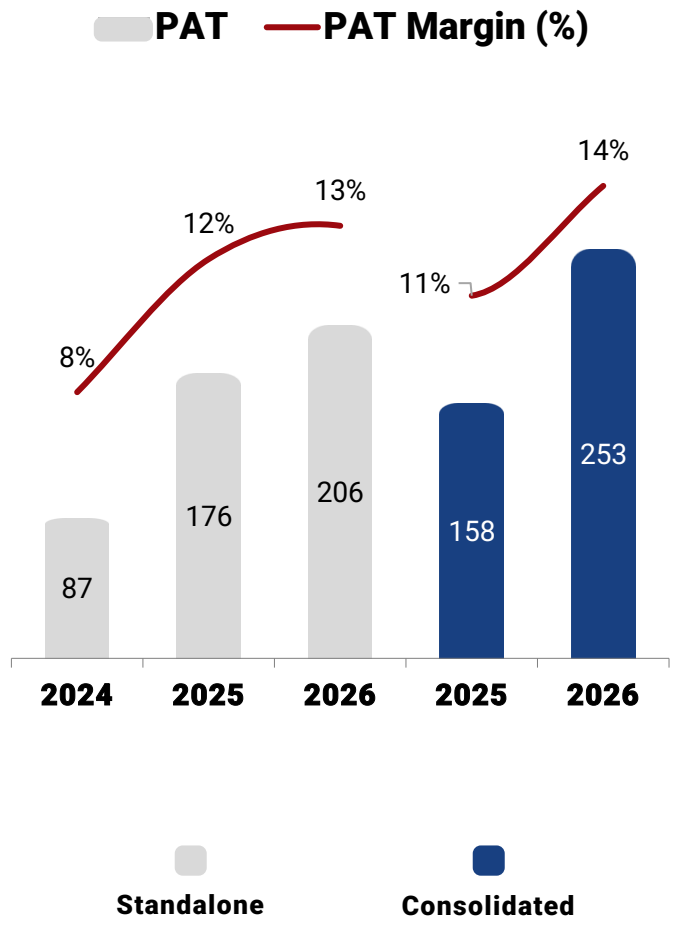
	Standalone					Consolidated	
Particulars (INR Mn)	**FY22**	**FY23**	**FY24**	**FY25**	**FY26**	**FY25**	**FY26**
Net Sales	**601.9**	**950.5**	**1,098.0**	**1,449.2**	**1,582.6**	**1,447.0**	**1,780.3**
Total Expenditure	**533.0**	**831.2**	**951.1**	**1,172.1**	**1,246.0**	**1,188.7**	**1,392.9**
EBITDA	**68.9**	**119.3**	**146.9**	**277.1**	**336.7**	**258.3**	**387.3**
EBITDA Margin	**11.4%**	**12.6%**	**13.4%**	**19.1%**	**21.3%**	**17.8%**	**21.8%**
Other income	11	0.5	17.9	6.4	1.9	6.5	2.3
Depreciation & Amortization	3.2	7.8	8.4	7.7	7.6	7.7	7.6
EBIT	**76.6**	**112**	**156.4**	**275.8**	**331.0**	**257.0**	**382.1**
Interest	7.3	19.3	35	38.0	49.8	37.9	49.8
Profit before tax	**69.4**	**92.7**	**121.4**	**237.8**	**281.2**	**219.1**	**332.3**
Tax	20.5	23.3	34.8	61.5	75.5	61.5	79.4
Reported Net Profit	**48.8**	**69.4**	**86.6**	**176.3**	**205.7**	**157.6**	**252.9**
Reported Net Profit Margin	**8.1%**	**7.3%**	**7.9%**	**12.2%**	**13.0%**	**10.9%**	**14.2%**
EPS	7.72	10.96	10.36	20.48	23.90	18.33	29.32

ANNUAL KEY HIGHLIGHTS

DE NEERS®
Revolution in Hand Tools







ANNUAL BALANCE SHEET

DE NEERS® Revolution in Hand Tools

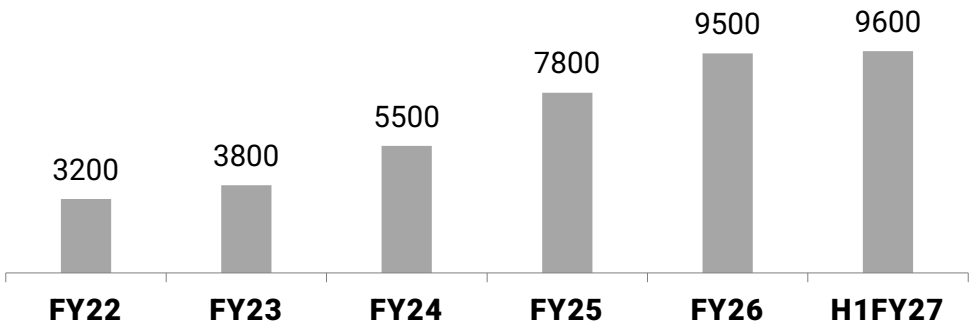
Particulars (INR Mn)	Standalone		Consolidated	
	FY26	H1FY27	FY26	H1FY27
EQUITY AND LIABILITIES				
EQUITY				
Share Capital	186.1	112.2	186.1	112.2
Reserves and Surplus	747.7	1,309.9	767.0	1,334.2
Minority Interest	-	0.0	0.4	1.1
Money received against Warrants		59.5		59.5
Total Equity	**933.8**	**1,481.6**	**953.4**	**1,507.0**
Non-Current Liabilities				
Long term borrowings	325.4	585.9	325.4	601.7
Other long term liabilities	3.6	3.7	3.6	3.7
Total Non-Current Liabilities	**329.0**	**589.5**	**329.0**	**605.4**
Current Liabilities				
Trade payables	197.3	253.1	245.3	289.8
Other current liabilities	16.3	31.8	54.9	56.8
Short term borrowings	408.1	93.0	408.1	93.0
Short term provisions	71.4	40.6	75.3	44.6
Total Current Liabilities	**693.1**	**418.5**	**783.5**	**484.2**
Total Equity & Liabilities	**1,956.0**	**2,489.6**	**2,065.9**	**2,596.6**

Particulars (INR Mn)	Standalone		Consolidated	
	FY26	H1FY27	FY26	H1FY27
Non Current Assets				
Fixed Assets	19.0	17.8	19.1	34.0
Capital WIP	-	-		2.4
Noncurrent investment	2.3	3.0	-	-
Deferred tax assets	9.5	9.6	9.5	9.6
Other Non Current Assets	3.3	63.2	3.3	3.2
Total Non-Current Assets	**34.0**	**93.7**	**31.8**	**49.2**
Current Assets				
Inventories	1,291.7	1,403.7	1,394.8	1,465.9
Sundry debtors	517.1	734.1	516.3	746.9
Cash and bank	3.2	1.3	9.1	32.2
Other current assets	8.8	1.2	11.8	1.2
Short term loans and advances	101.1	255.6	102.1	301.2
Total Current Assets	**1,922.0**	**2,395.9**	**2,034.1**	**2,547.4**
Total Assets	**1,956.0**	**2,489.6**	**2,065.9**	**2,596.6**

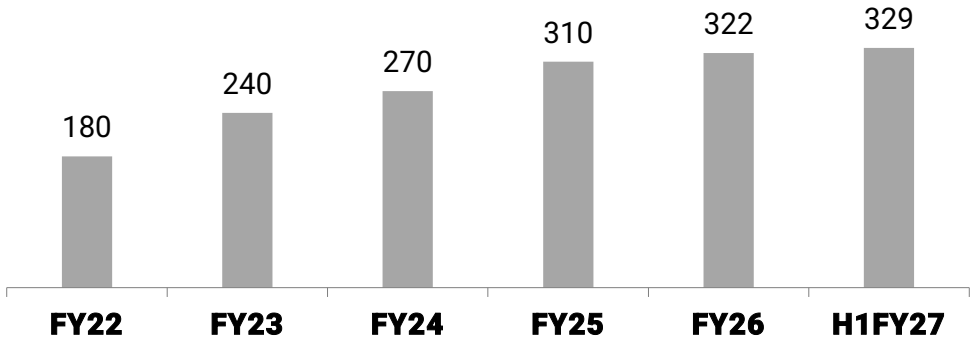
SCALING NEW HEIGHTS

DE NEERS®
Revolution in Hand Tools

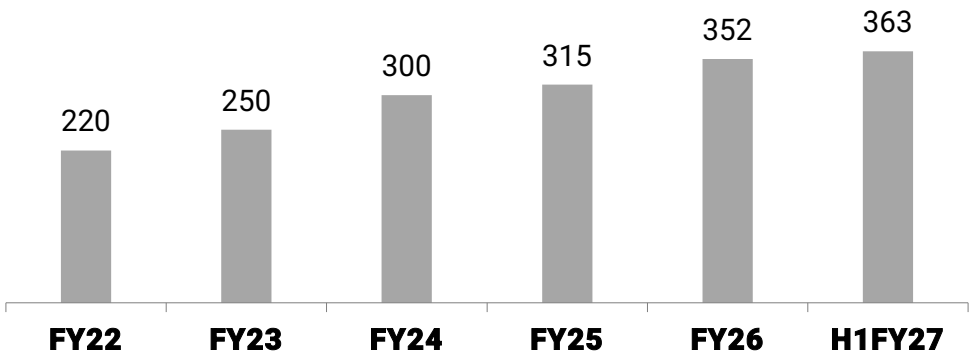
Number of SKUs



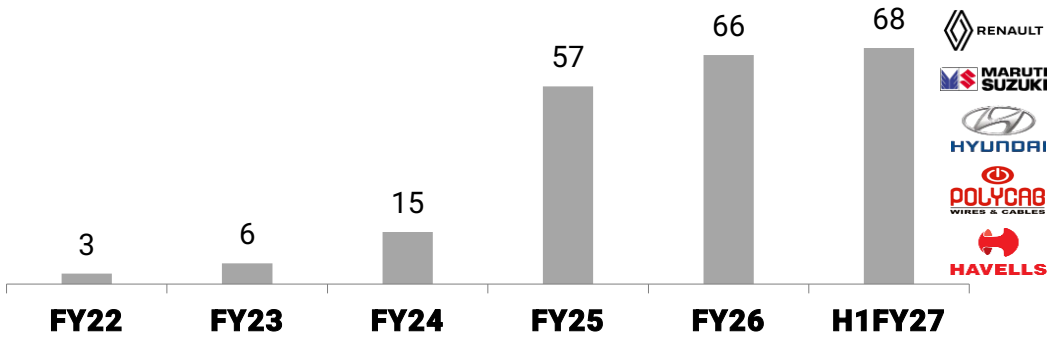
Number of Cities Covered (PAN India)



Number of Dealers



Number of OEMs



POWER OF DIVERSE SKUs

With over 9600 SKU's across diverse product categories, more than twice the portfolio of our closest competitor, De Neers is positioned as a comprehensive, one stop solution provider for diverse industrial requirements.

Key Advantages

Distinct Brand identity
Unmatched product breadth across hand tool categories positions De Neers as the go-to solution provider for both standard and niche requirements.

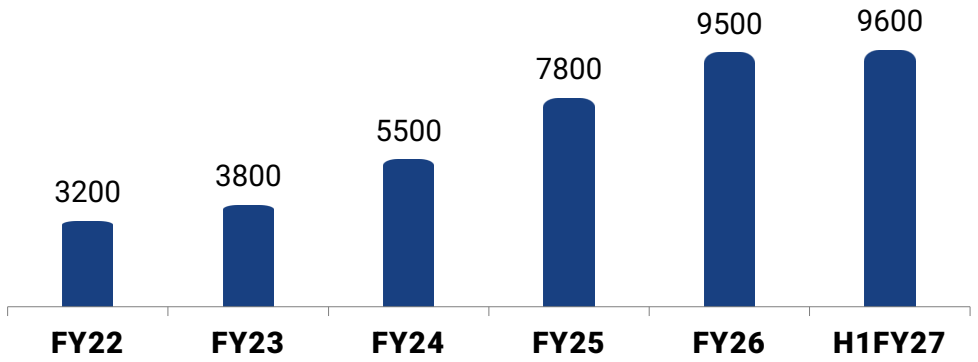
Customer / Dealer Convenience
One-stop sourcing model simplifies procurement for customers and dealers. Eliminates dependence on multiple suppliers, ensuring time and cost efficiency.

Cross selling opportunities
Integrated product portfolio enables cross-selling of complementary SKUs. Increases average transaction value and enhances share of wallet per dealer.

~9,600 SKU's

SKUs have expanded over 23% since last 2 years

Number of SKUs



RECENT DEVELOPMENTS

Joint Venture Progresses Toward Manufacturing Commencement

Joint Venture Structure

51%
De Neers Stake
Majority Stake

49%
JV Partner(s)
Strategic Industry Participants

DNSJV Private Limited
JV Company

JV signed on 15 June 2026 to set-up the manufacturing facility at Sonepat, Haryana. Construction work at site is progressing well and the commercial production is targeted by mid of FY2027-28.

Cost Optimization Initiative : With JV we did a backward integration in socket manufacturing and also have the plans to expand into the allen keys, screw drivers and allied products helping us to optimize cost and improve profitability

Strategic entry into POWER TOOLS



The company is evaluating entry into the power tools category, expanding its addressable market beyond conventional hand tools.

DNSJV Pvt Ltd

Precision | Strength | Reliability

IMPACT SOCKET MANUFACTURING

- High Strength Allloy Steel
- Durable Performance
- Built for Professionals

QUALITY IN EVERY SOCKET

DE NEERS

IMPACT SOCKETS

STRONGER.
TOUGHER.
LONGER.



1. RAW MATERIAL
High grade alloy steel



2. FORGING
Precision forging for strength



3. CNC MACHINING
Accurate dimensions & finish



4. HEAT TREATMENT
Enhanced durability



5. SURFACE FINISHING
Corrosion resistant coating



6. QUALITY CHECK
100% inspection



7. FINISHED PRODUCTS
Ready for the market

VALUED CLIENTELE

DE NEERS®
Revolution in Hand Tools













































New Addition



New Addition



WAY FORWARD



05

STRATEGIC FOUNDATION

DE NEERS®
Revolution in Hand Tools

Established Infrastructure

Industry most comprehensive portfolio with 9,600+ SKUs.

Established inventory and wide distribution network.

Operating platform ready to support business expansion

01

Strategic Positioning

Extensive product range and established sourcing network.

Strong dealer and OEM relationships

Our wide product range and established infrastructure give us an edge over competitors.

02

Future Value Creation

Platform designed to support 3-4x current revenue

Higher operating leverage as business scales.

Focus on capital efficiency and Backward integration

03

VISION 2030

Forging Our Path to Excellence

As we look ahead, our strategic initiatives are designed to achieve the following objectives



Value Added Products
10%+ revenue share from value added products

Global Penetration
10-15% revenue share from Exports

Revenue Growth
20-25% CAGR YoY

Profitability Growth
20-25% CAGR YoY

Working capital Optimization
Reducing working capital cycle

OEM Alliance
Become approved vendor for major automotive giants in India



THANK YOU!



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