

Date: 6th August, 2025

To,
Corporate Relations Department,
BSE Limited,
Phiroze Jeejeebhoy Towers,
Dalal Street, Fort, Mumbai - 400 001
Scrip code: 500825

Listing Department,
National Stock Exchange of India Limited,
Exchange Plaza, C-1, Block G, Bandra-Kurla Complex,
Bandra (East), Mumbai – 400 051
Symbol: BRITANNIA

Dear Sir/Madam,

Sub : Presentation for Investors/Analysts Conference Call (Group Meet) to be held today i.e., Wednesday, 6th August, 2025 at 10:00 A.M. IST

Ref : Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('SEBI Listing Regulations, 2015')

With reference to the subject cited above and pursuant to Regulation 30 read with Clause 15 of Para A of Part A of Schedule III of the SEBI Listing Regulations, 2015, please find enclosed the copy of Investors/Analysts Call Presentation pertaining to the financial results and operations of the Company for the quarter ended 30th June, 2025.

The Presentation is also made available on the Website of the Company at www.britannia.co.in/investors/financial-performance/analyst-call. The recordings and transcript of the said Call will be disseminated to the Stock Exchanges and will be hosted on the Website of the Company within the prescribed timelines as per the SEBI Listing Regulations, 2015.

Request you to please take the above information on records.

Yours faithfully,

For Britannia Industries Limited

T. V. Thulsidass
Company Secretary
Membership No. : A20927
Encl.: As above



Analyst Meet/ Q1'25-26 Results/ Conference Call



Disclaimer / Safe Harbor Statement



This presentation may contain statements which reflect Management's current views and estimates and could be construed as forward-looking statements. The future involves risks and uncertainties that could cause actual results to differ materially from the current views being expressed. Potential risks and uncertainties include factors such as general economic conditions, commodities and currency fluctuations, competitive product and pricing pressures, industrial relations and regulatory developments.

Agenda

Business Overview

Driving Strategic Priorities

Cost & Profitability Outlook

Financial Results



Business Overview

Performance Scorecard – Q1'26

Revenue from Operations



Profit after Tax*

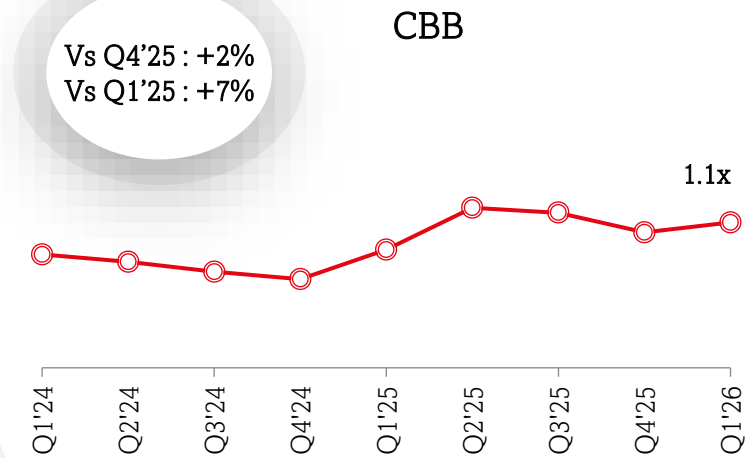
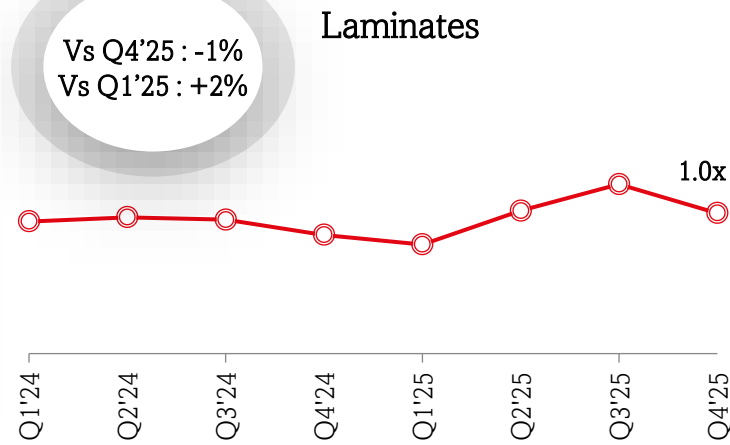
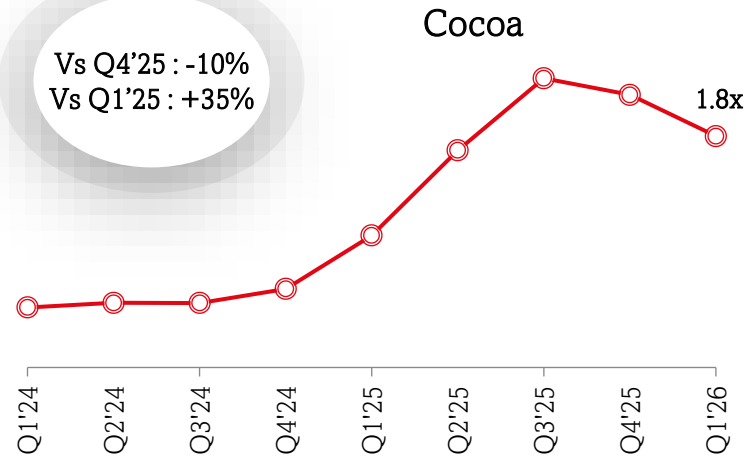
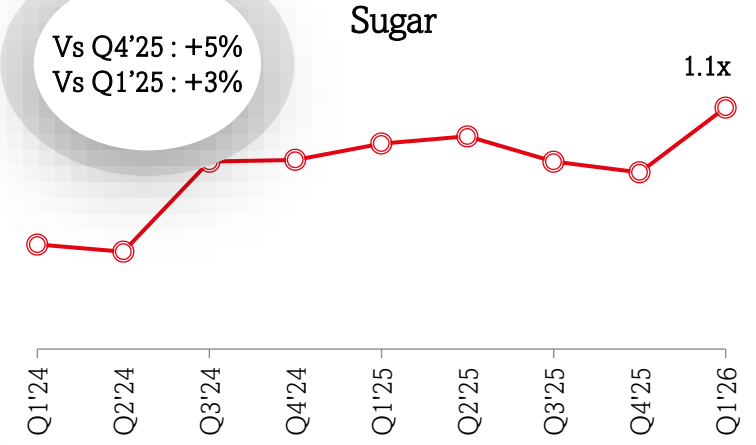
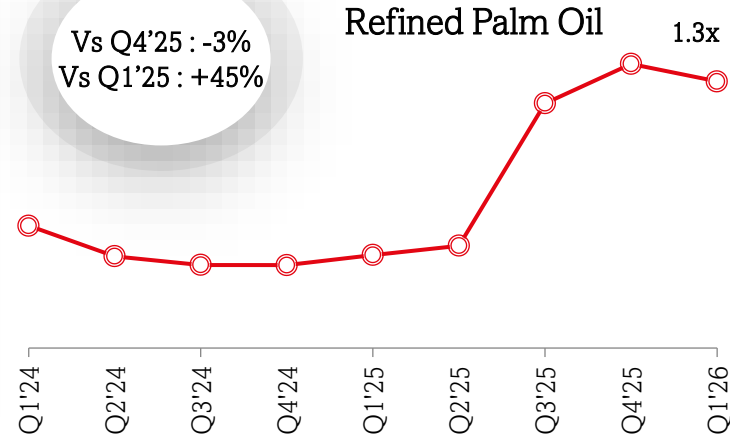
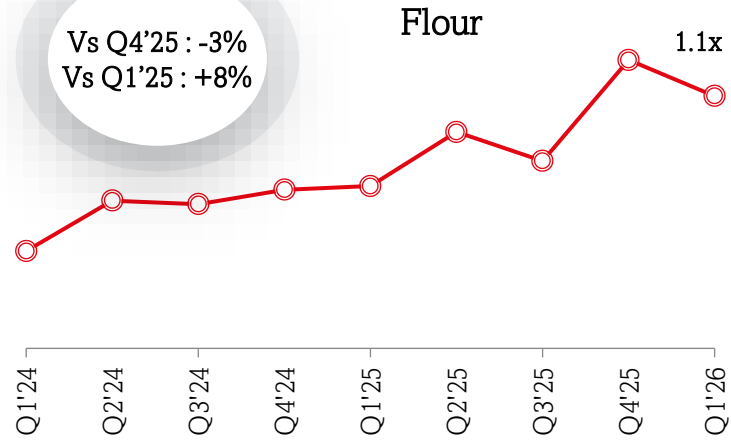


Market Share - Biscuits

- **Improved Relative Market Share** versus organized players over last 3 years
- **5 out of 7 regions gained** share in Q1'26 versus FY 2024-25
- Overall Market Share remained flattish as **Regional players gain traction** - with price disadvantage in select markets and categories post alternating inflationary and deflationary cycles for the industry

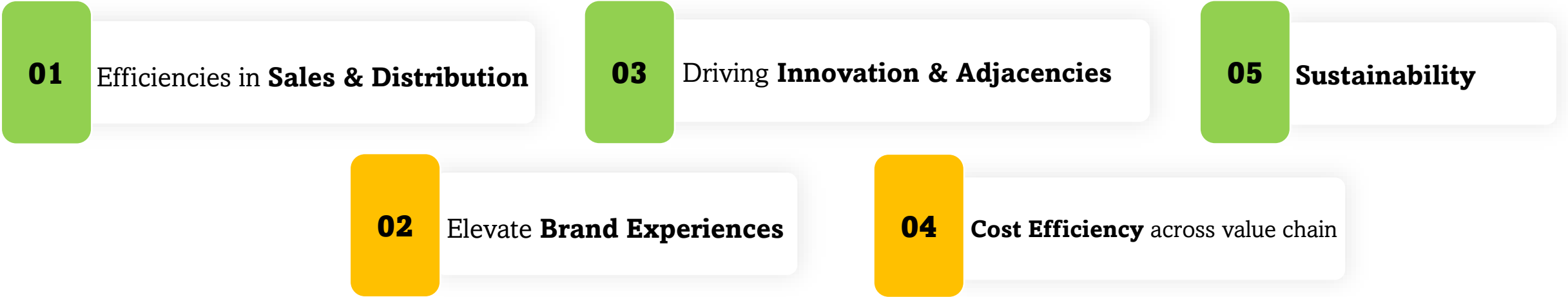
Commodity Price Trend

www.britannia.co.in



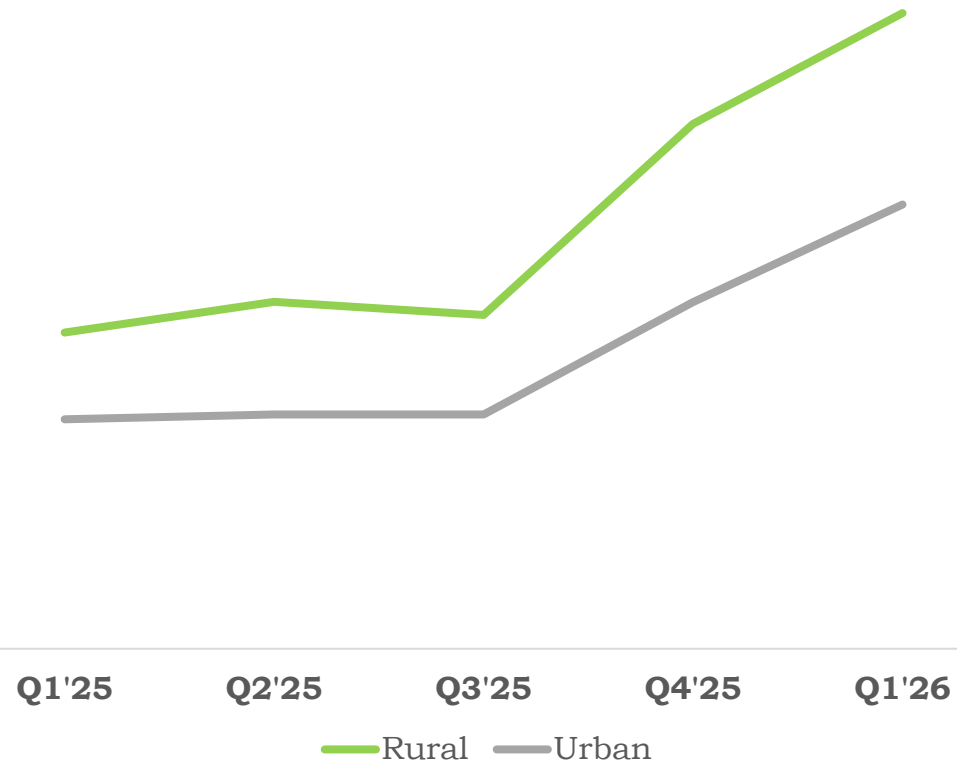


Driving Strategic Priorities



Building efficiencies in Distribution

Both Urban and Rural growths on a positive trajectory



Enablers for Rural Growth

Go Direct in Rural markets – more efficient supplies with higher lines per outlet

Better extraction from the existing distribution infrastructure

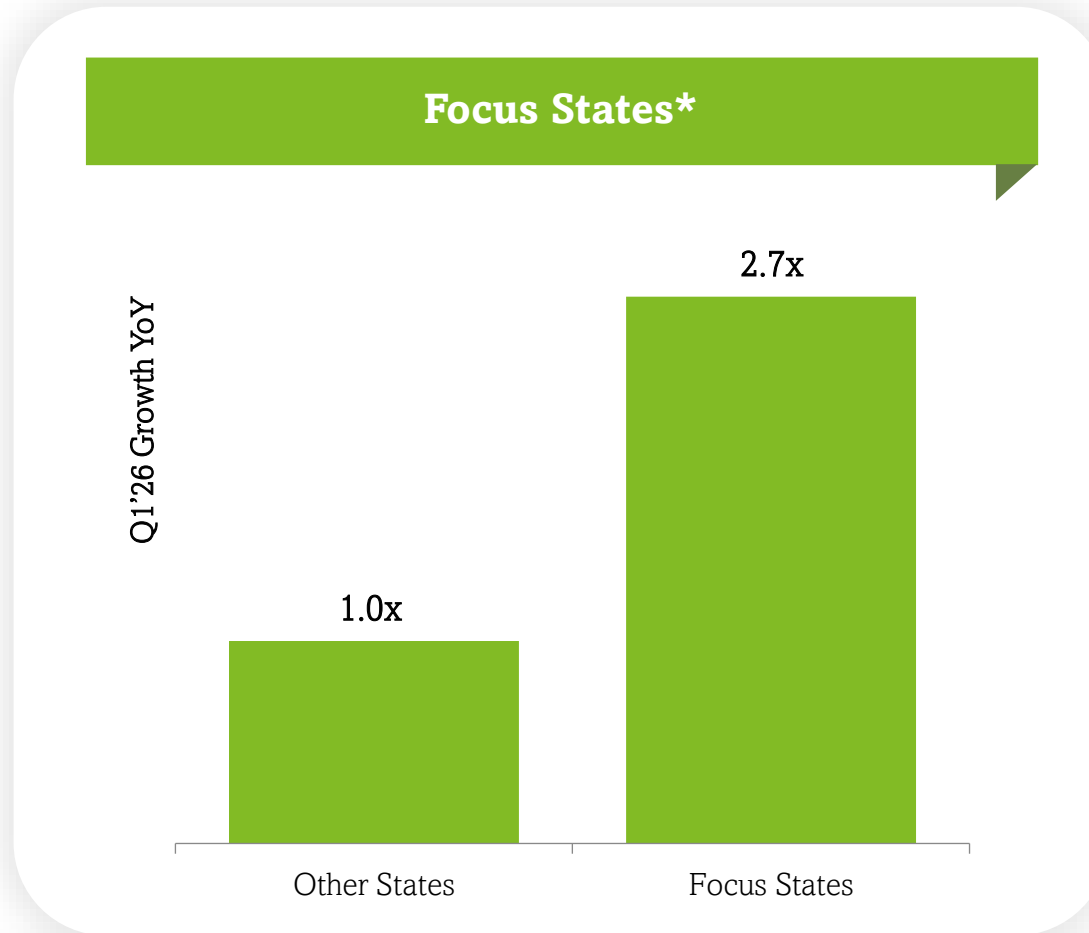
Strategy to drive Urban

Enabling more frequent service to **Hi-Potential outlets** through revised RTM

Revamped Sales Program for **Key Urban Accounts**

Leverage tailwinds in **E-commerce** with sustained healthy growths

Focus States driving growth in Hindi Belt



- All 4 states grew at double-digits during the quarter
 - Market Share gain of 65 Bps over Q1'25

Exciting Consumer Campaigns & Engagements



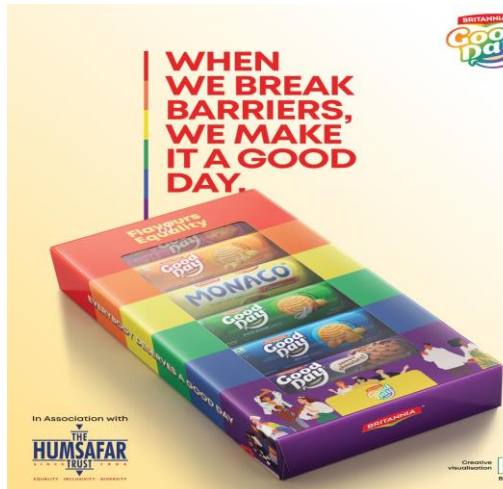
Good Day

5050 X 4th Umpire

Jim Jam



MBK X Gukesh

Good Day Pride Edition –
Flavors of Equality PackMarie Gold Her Startup Show –
Season 2

Innovations fueling Premiumization

In Market



Upcoming



Premium Products - Salience

Increased salience of 310
Bps since 2021-22

2021-22

2022-23

2023-24

2024-25

Q1 25-26

Adjacency Businesses



Rusk

- Double-digit growth across all Channels fueled by strong distribution



Croissant

- 4th consecutive quarter with mid 20s growth



Wafers

- Grew ~2.7x of Biscuits during Q1
- Market Share gain of 190 Bps over 2 years



Dairy

- **Cheese:** Healthy growth in GT, E-Comm after relaunch & price parity to competition
- **Drinks:** Milkshakes grew double-digit despite seasonal headwinds

ESG – Building a sustainable, profitable business

Progress on ESG KPIs



4% increase in Renewable Electricity share



3.4% reduction in specific water consumption



1.8% increase in women factory workforce



3.5% increase in BNF beneficiaries

Recognition



Recognized with multiple accolades at the Global CSR & ESG Awards 2025



Six factories awarded at the CII EHS Excellence Awards



Recognized by Dun & Bradstreet as one of 'India's Leading ESG Entities'

BRITANNIA

Cost & Profitability Outlook



COST & PROFITABILITY



Sustain Margins while being competitive against regional players



Invest behind key **Brands**; scale up **Innovations** planned for launch in upcoming Quarters

OUTLOOK



Focus on driving **consumption in core categories**, distribution in adjacent businesses



Closely monitor policy interventions, harvest output impacting Commodity prices



Financial Results



Revenue trends



12-month Growth%

9%

1%

2%

3%

4%

4%

6%

9%

10%

24-month Growth%

18%

23%

19%

14%

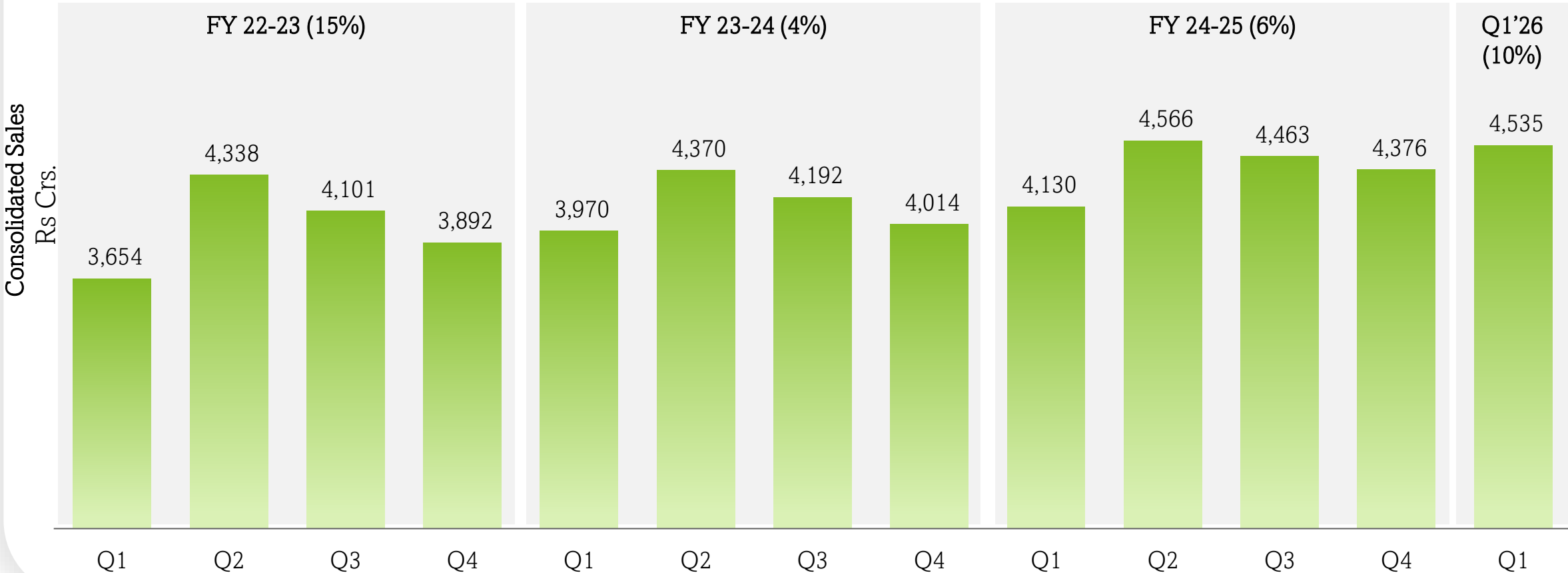
13%

5%

9%

12%

14%



Key Financial Lines – Consolidated (Reported)

| Particulars | Q1 25-26 | |
|----------------------------------|----------|-------------|
| | Rs Crs | Vs Q1 24-25 |
| Net Sales | 4,535 | 9.8% |
| Operating Profit | 675 | -0.7% |
| Profit Before Tax | 701 | 2.9% |
| Profit After Tax (Owner's Share) | 521 | 3.0% |

| Particulars | 16-17 | 17-18 | 18-19 | 19-20 | 20-21 | 21-22 | 22-23 | 23-24 | 24-25 | Q1'26 |
|------------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Profit from Operations % | 12.6% | 13.8% | 14.3% | 14.5% | 17.9% | 14.3% | 16.3% | 17.3% | 16.4% | 14.9% |
| Profit before Tax % | 14.1% | 15.4% | 16.1% | 16.1% | 19.5% | 14.9% | 19.0% | 17.6% | 16.7% | 15.5% |
| Profit after Tax % (Owner's Share) | 9.6% | 10.2% | 10.6% | 12.3% | 14.5% | 10.9% | 14.5% | 12.9% | 12.4% | 11.5% |

Source: Company Financials – Consolidated Results



Thank You!