



Analyst Meet
Q3'19-20 Results
Conference Call
10th Feb 2020

Disclaimer / Safe Harbor Statement

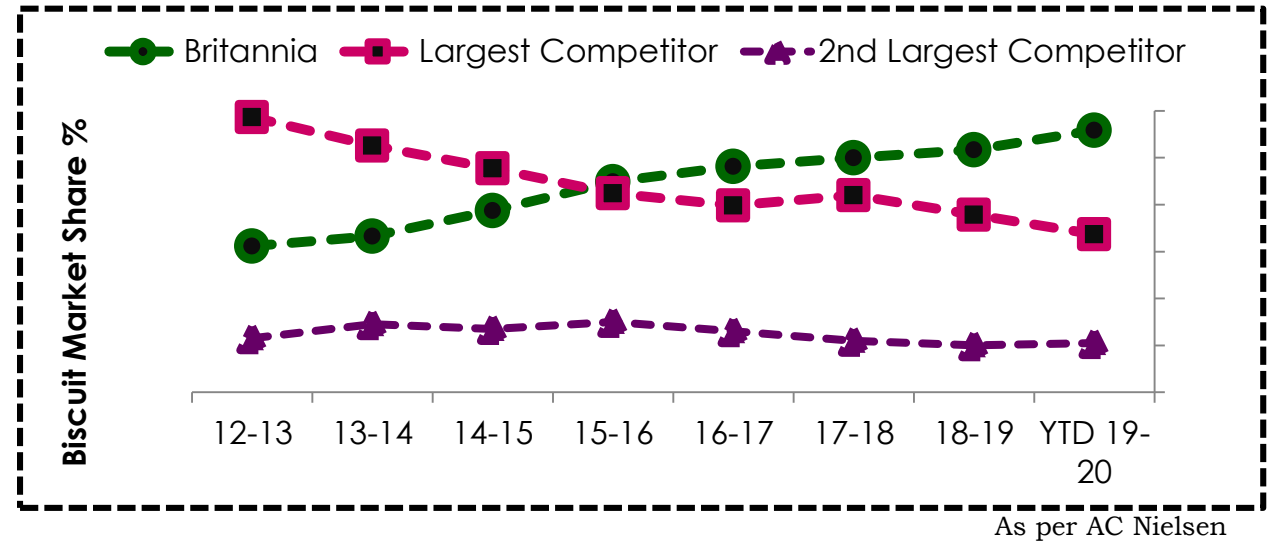
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Resilient performance in a challenging environment

#1 Revenue



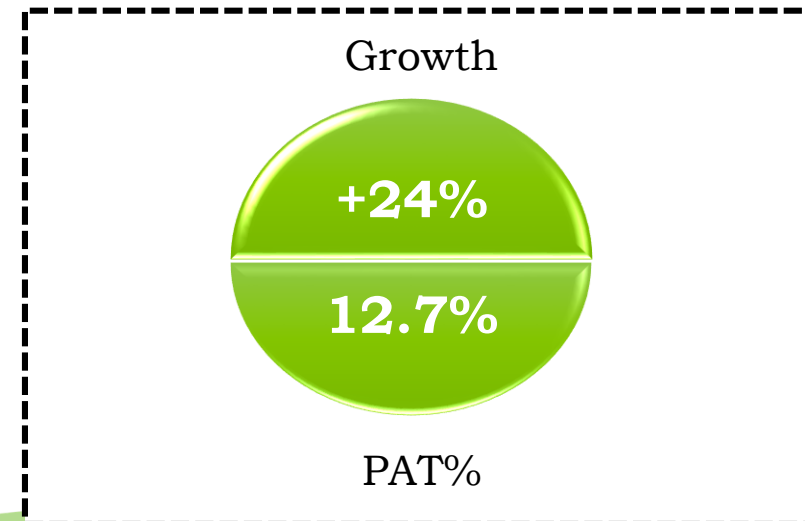
#2 Market Share



#3 Operating profit



#4 PAT



In these times of economic slowdown, we worked on the following



1. Continuous replenishment of inventories: Pull based model
2. Improving distributor health
3. Reducing wastages
4. Tightening fixed costs
5. Capacity extraction
6. SAP – Process improvements
7. Prioritization of innovation projects

Our strategic planks should bolster our position...

#1 Total Foods company



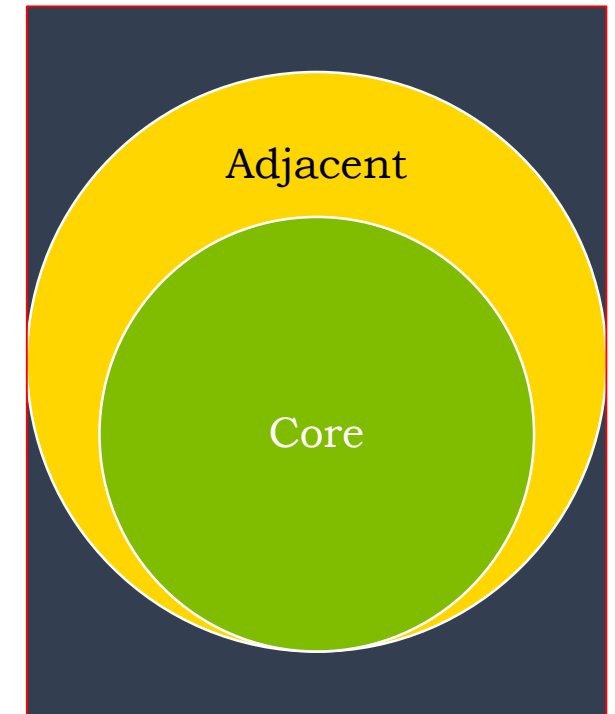
#2 Cost focus



#3 Distribution & Marketing



#4 Adjacent business



Strive for profitable growth

#1 Journey to be a 'Total Foods Company' has begun

Wafers



Available in 4 flavors Pan India – Chocolate, Vanilla, Strawberry, Orange with ~10% market share.

Milk Shakes



- Available in 4 flavors Pan India – Chocolate, Vanilla, Mango, Strawberry
- Focus is to enhance distribution.

Baked Salted Snacks



Available in 3 formats in South - Groovy Chips, Fun Sticks, Crunchy fills. Launched Groovy Chips in West

Croissant



2 Variants:
 • Chocolate
 • Vanilla

- Tracking closely the ongoing pressure test in WB, TN & MT Channel.
- Work program underway for learnings from test.

#2 Driving cost efficiency

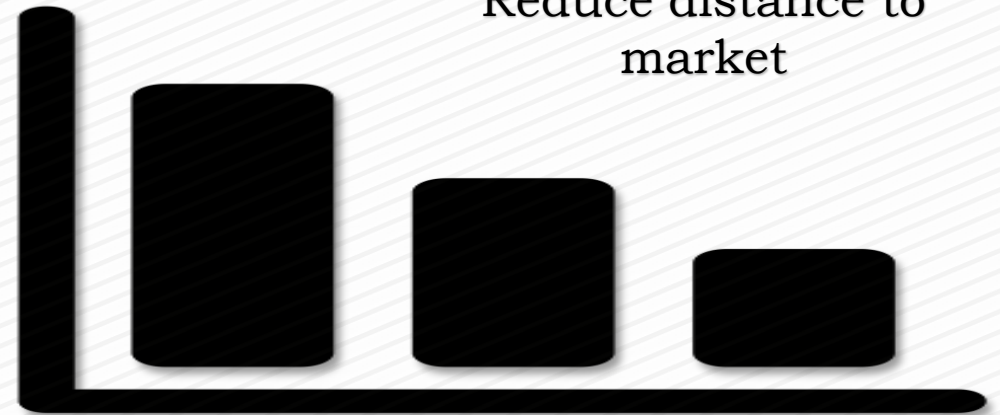
ZERO-BASED BUDGETING

IMPROVE PRODUCTIVITY

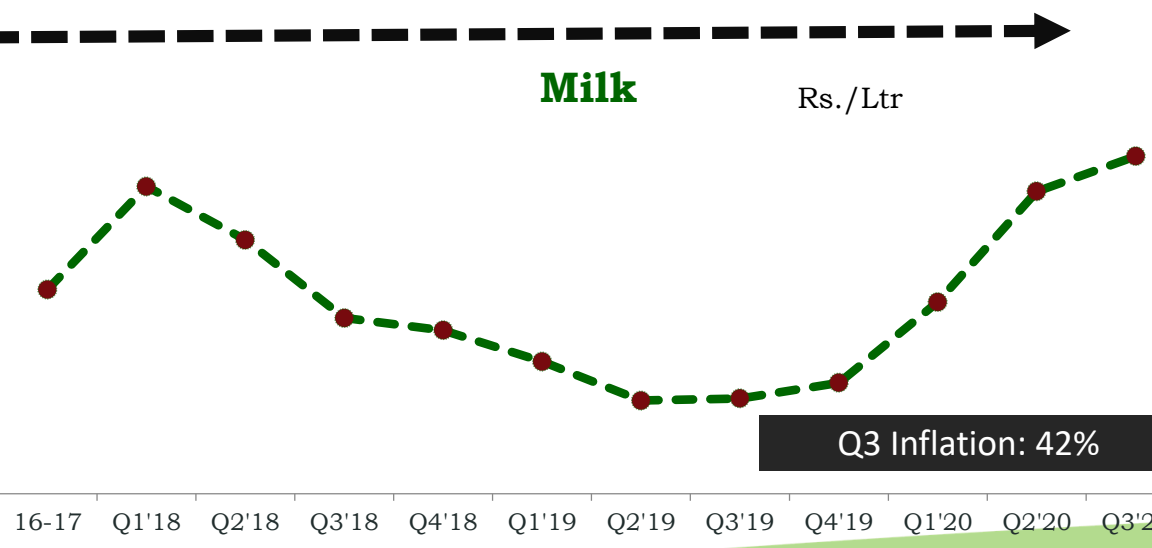
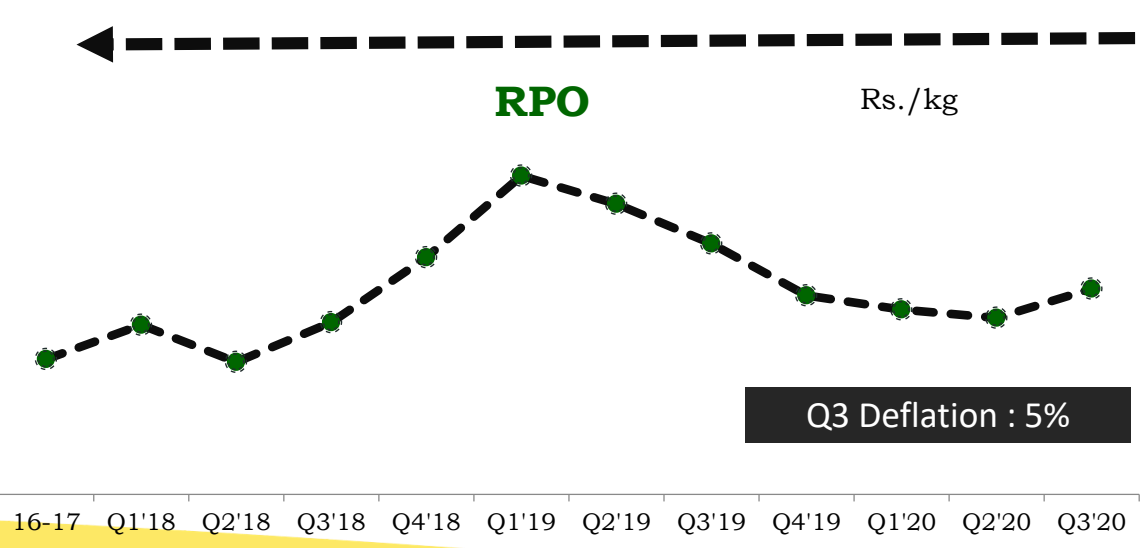
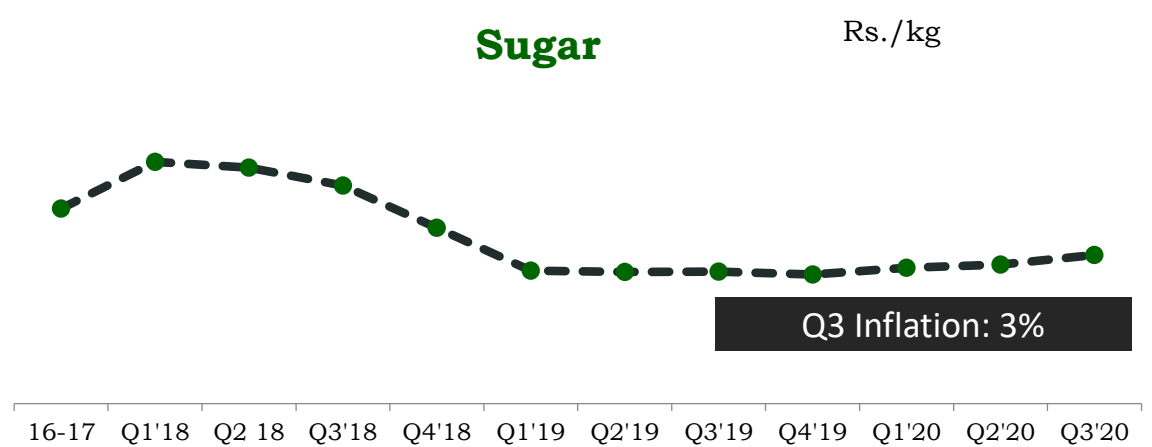
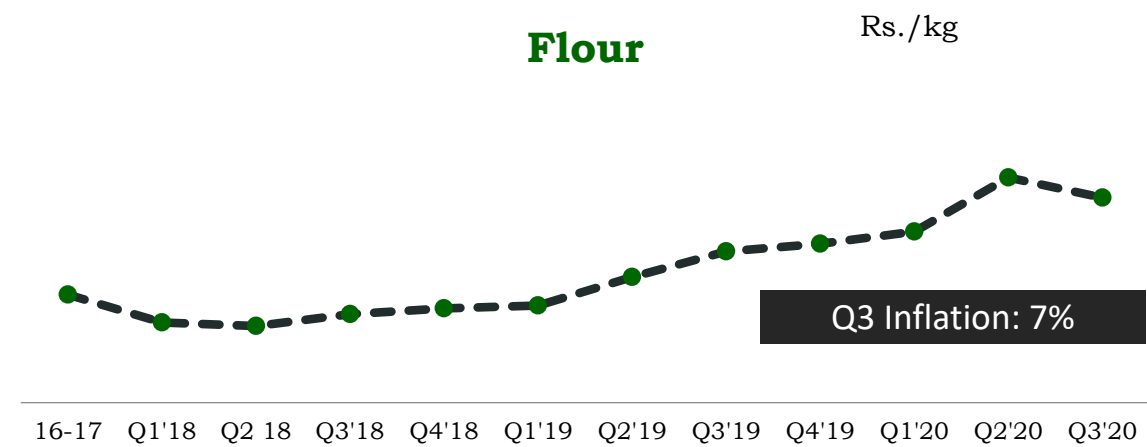


REDUCE WASTE AND SAVE

Reduce distance to market

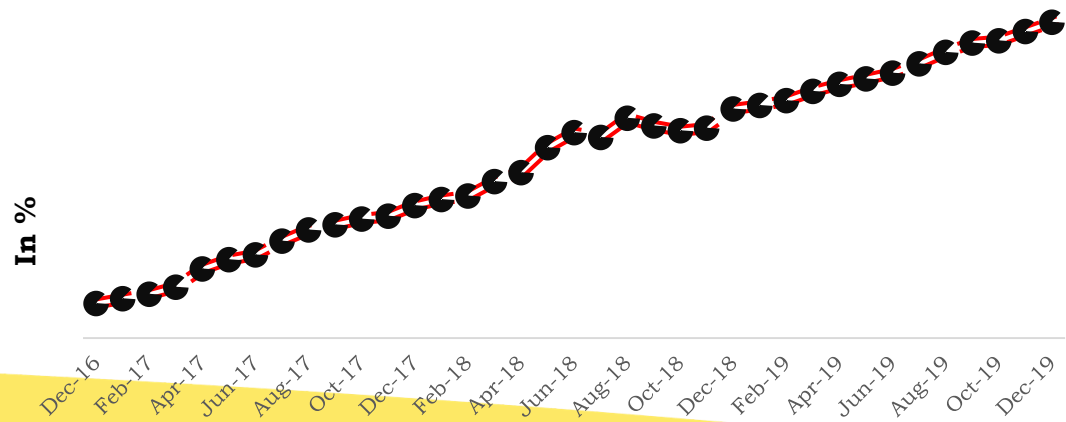
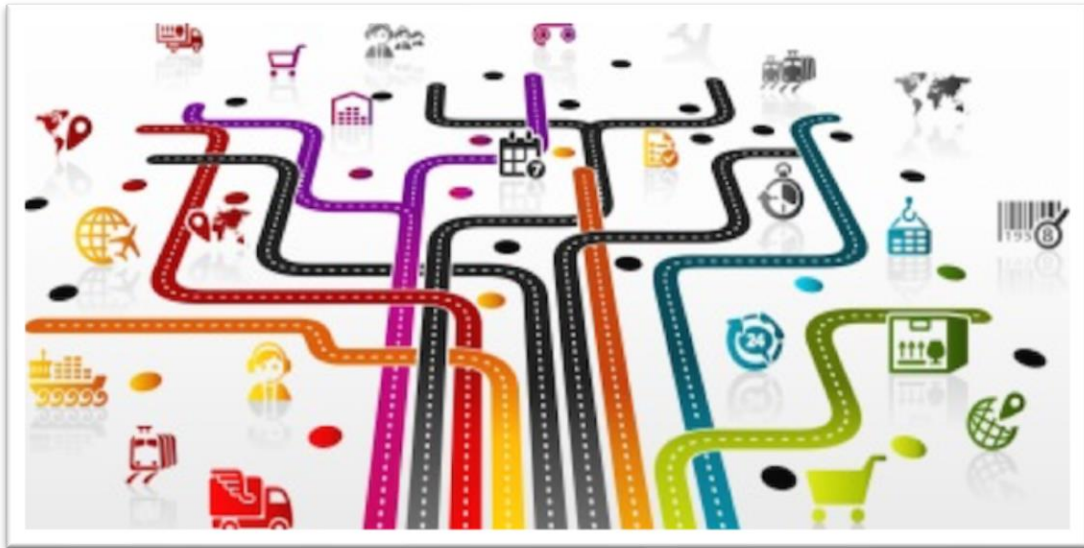


#2 Our strategic position in Commodities helped us navigate inflation at moderate levels of 3 - 4%

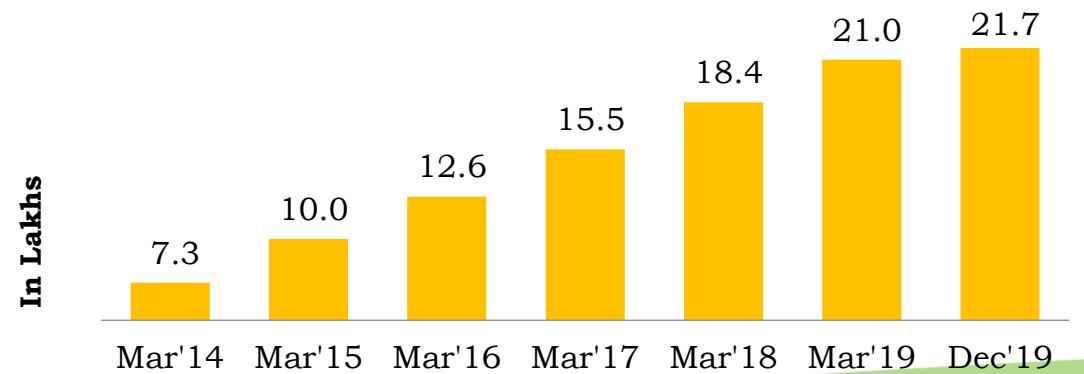


#3 Distribution drive

Steady increase in Numeric Distribution

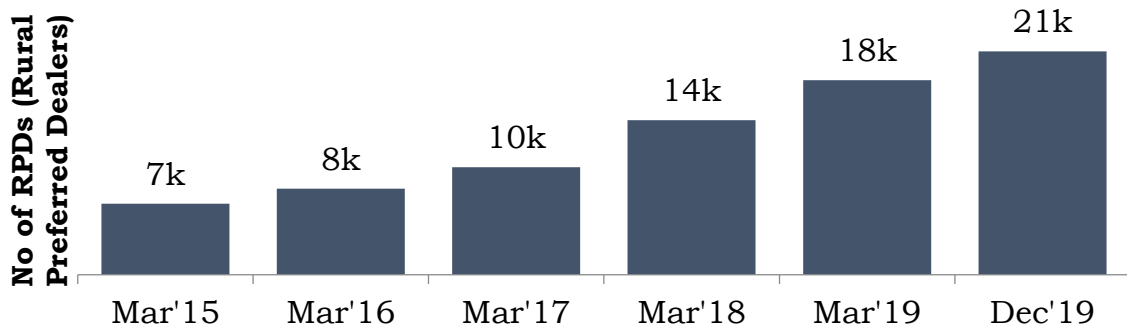


Sustaining Direct Reach

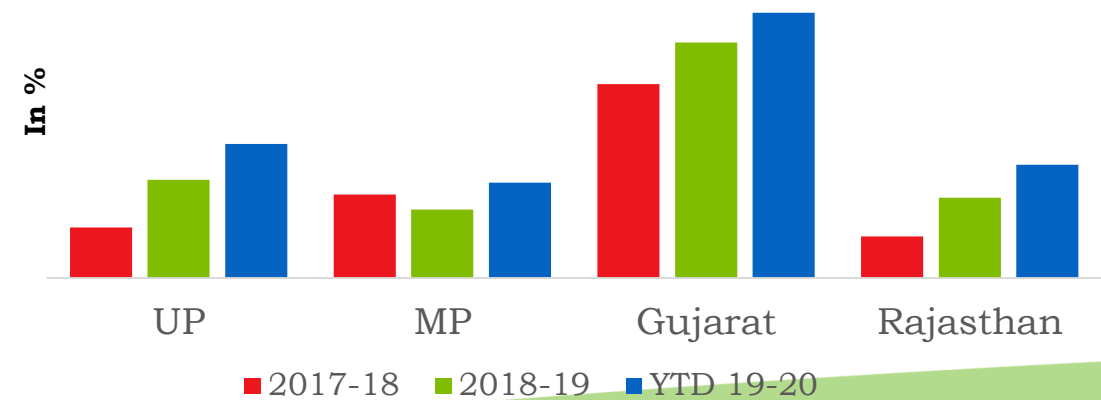


#3 Distribution drive

Sustaining Rural distribution



Market share gains in Hindi belt



#3 Marketing activities

Goodday



Bourbon



Timepass Salted snacks



Mariegold



Key Brands on air

Cake – Toy promo



Wafers – Promotion



Tiger Krunch Chocochips



Consumer Promotions

#4 Adjacent Business



Bread: Focus continues to be on driving profitable growth.



Dairy: Significant upsurge in milk prices impacting profitability.

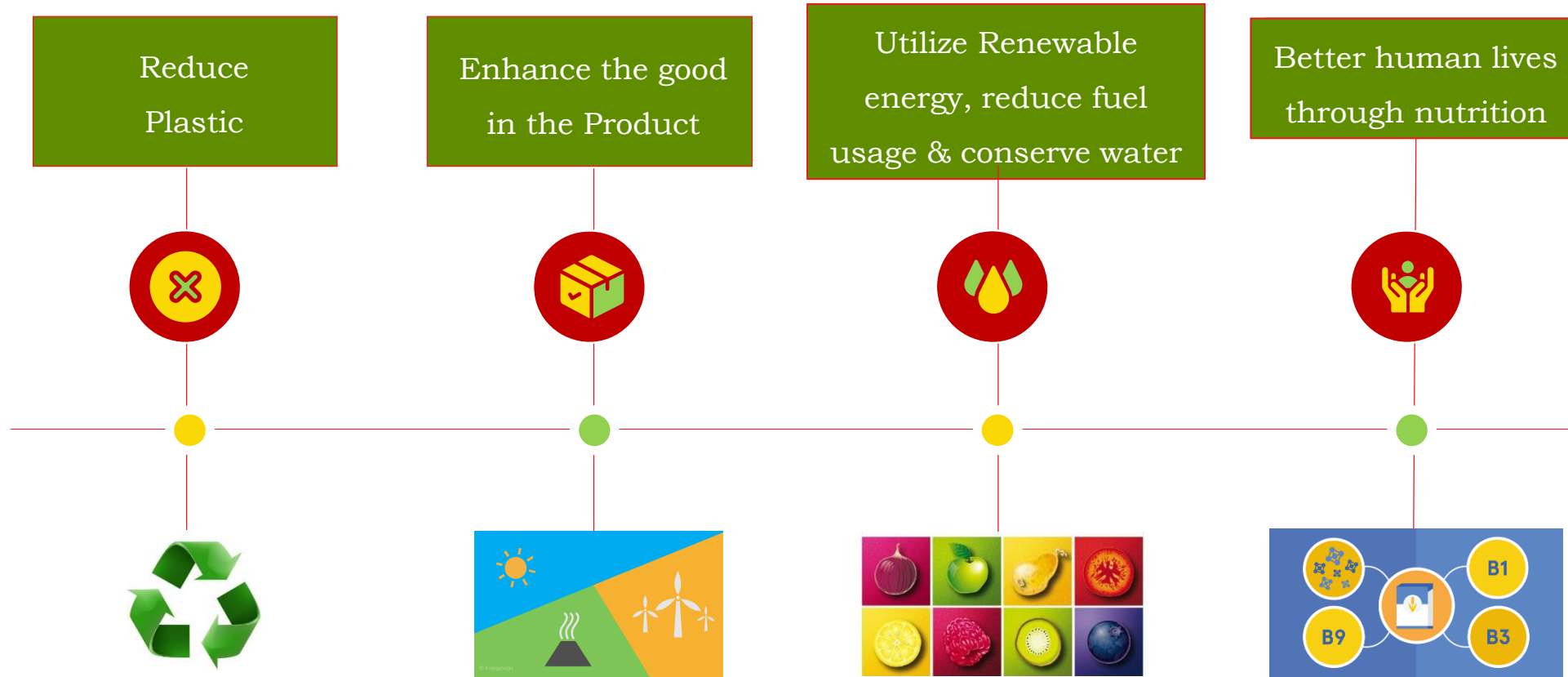


International: While Middle East continues to be challenging, Nepal is growing high double digits.



Growing Responsibly

Sustainability - Where we want to make a difference....



What's our BIG GOALS?

Reduce
Plastic

Enhance the good
in the Product

Utilize Renewable
energy, reduce fuel
usage & conserve water

Better human lives
through nutrition

Work done so far

- 12% laminates reduction since 13-14*
- 20% recycling of plastic waste in 2019-20

Our Promise

- Plastic tray removal - 2022
- Usage of recyclable laminate - 2024
- Focus on Plastic recycling

Work done so far

- 100% transfat free
- 46% of portfolio with essential micronutrients & fortified
- Increase in whole grain & dietary fiber content /serving by 10%

Our Promise

- Reduce 5% Sugar and Sodium in Bakery - 2021

Work done so far

- 28% usage of renewable power in own units
- 30% reduction in fuel usage since 2013-14*
- Treated water used for green zone
- Rainwater harvesting facility in plants

Our Promise

- 50% usage of renewable power in own units - exit 2021

What we strive for?

- Nutrition programmes in 4 states
- Fortifying health of 36,000 children

Employee activities

- Educated people on importance of water conservation in 12 teams
- Plastic waste collection drive across 6 locations

Recognitions in 2019



Brand Equity Most Trusted Brand 2019 (Food)



Brand Equity Most Trusted Brand 2019



Aon Best Employer, 2019



Food Company of the Year 2019 India Food Safety Summit



Our EVP Make Things Happen



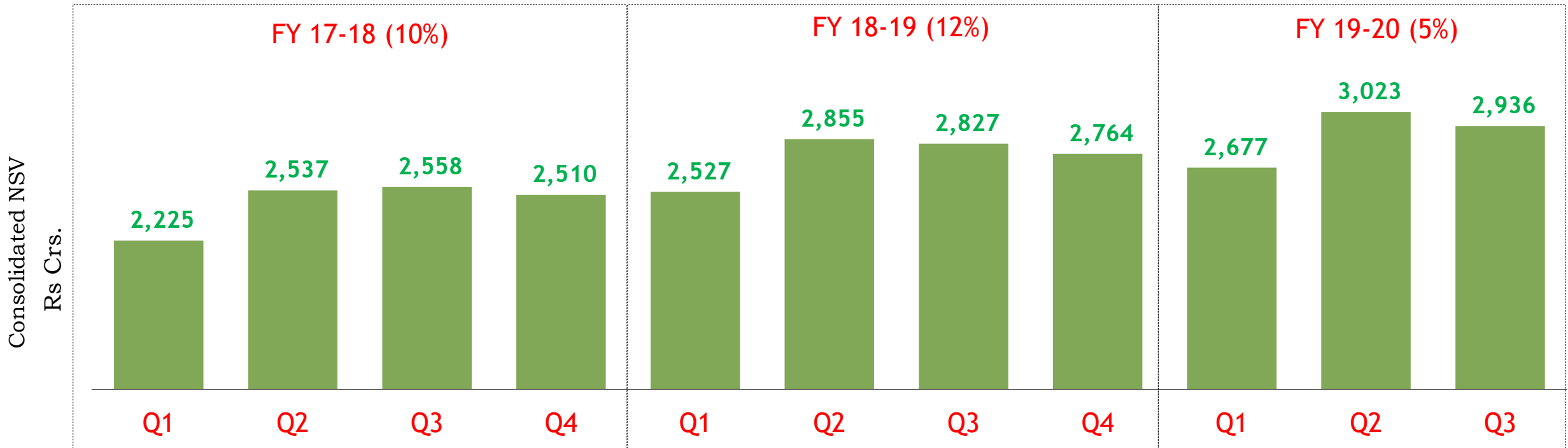
AIB audit clearance



4 star award in EHS excellence in Perundurai & Bidadi

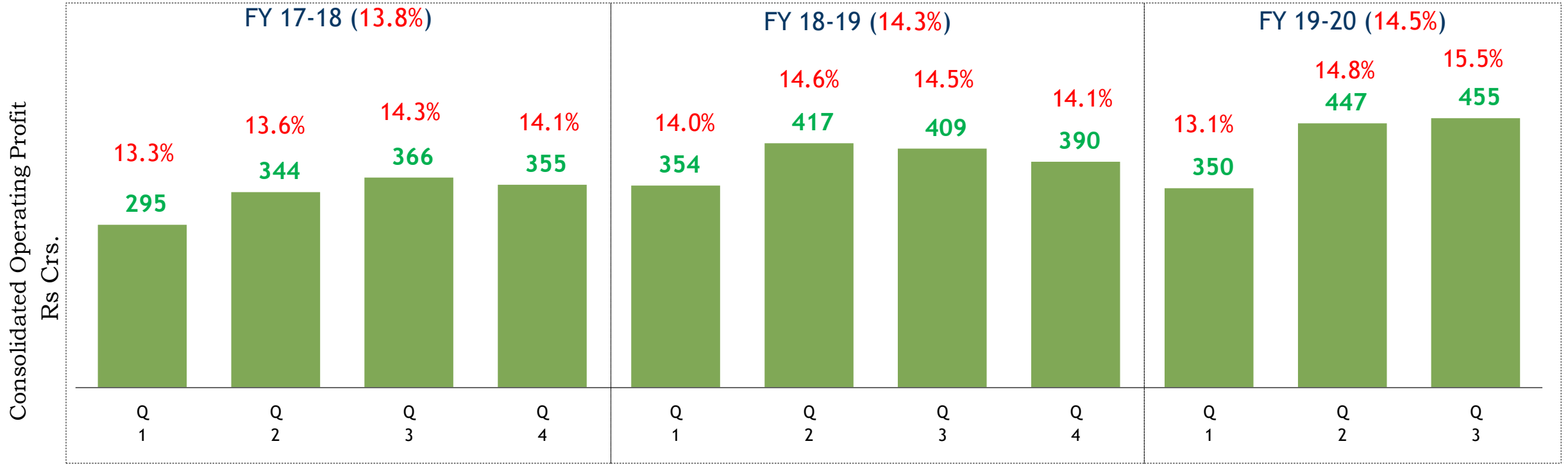
Financials

Revenue growth



	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Growth%	14%	13%	11%	10%	6%	6%	4%
24 month growth%	20%	21%	25%	24%	20%	19%	15%

Improved profitability by 100 bps vs last year



	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Growth%	20%	21%	12%	10%	-1%	7%	11%
24 month growth%	23%	35%	44%	42%	19%	30%	24%

Key Financial Lines – Consolidated (Reported)

Particulars (Consolidated)	Q3'19-20	Growth %
Net Sales	2,936	4%
Operating Profit	455	11%
Profit Before Tax	497*	7%
Profit After Tax	373	24%

Particulars (Consolidated)	12-13	13-14	14-15	15-16	16-17	17-18	18-19	19-20 Q1	19-20 Q2	19-20 Q3
Profit from Operations%	5.7%	8.0%	9.3%	13.2%	12.9%	13.8%	14.3%	13.1%	14.8%	15.5%
Profit before Tax%	5.8%	8.3%	12.2%	14.7%	14.5%	15.4%	16.1%	14.6%	16.5%	16.9%
Profit after Tax%	4.2%	5.8%	8.9%	9.9%	9.9%	10.2%	10.6%	9.4%	13.4%	12.7%

* Factors interest on bonus debentures @ Rs. 5 Cr per month starting Sep'19.