

PARAG MILK FOODS LIMITED

Investor Presentation February 2021



Milkrich

PRIDE OF COM

GO NATURAL CHEESE SHIREDDHE

C

Safe Harbor



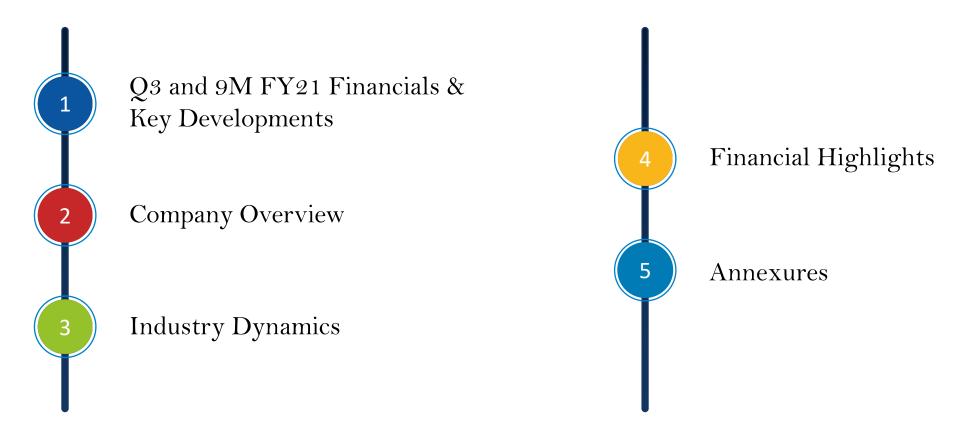
This presentation and the accompanying slides (the "Presentation"), which have been prepared by **Parag Milk Foods Limited** (the "Company"), have been prepared solely for information purposes and do not constitute any offer, recommendation or invitation to purchase or subscribe for any securities, and shall not form the basis or be relied on in connection with any contract or binding commitment what so ever. No offering of securities of the Company will be made except by means of a statutory offering document containing detailed information about the Company.

This Presentation has been prepared by the Company based on information and data which the Company considers reliable, but the Company makes no representation or warranty, express or implied, whatsoever, and no reliance shall be placed on, the truth, accuracy, completeness, fairness and reasonableness of the contents of this Presentation. This Presentation may not be all inclusive and may not contain all of the information that you may consider material. Any liability in respect of the contents of, or any omission from, this Presentation is expressly excluded

Certain matters discussed in this Presentation may contain statements regarding the Company's market opportunity and business prospects that are individually and collectively forward-looking statements. Such forward-looking statements are not guarantees of future performance and are subject to known and unknown risks, uncertainties and assumptions that are difficult to predict. These risks and uncertainties include, but are not limited to, the performance of the Indian economy and of the economies of various international markets, the performance of the industry in India and world-wide, competition, the company's ability to successfully implement its strategy, the Company's future levels of growth and expansion, technological implementation, changes and advancements, changes in revenue, income or cash flows, the Company's market preferences and its exposure to market risks, as well as other risks. The Company's actual results, levels of activity, performance or achievements could differ materially and adversely from results expressed in or implied by this Presentation. The Company assumes no obligation to update any forward-looking information contained in this Presentation. Any forward-looking statements and projections made by third parties included in this Presentation are not adopted by the Company and the Company is not responsible for such third party statements and projections.

Contents



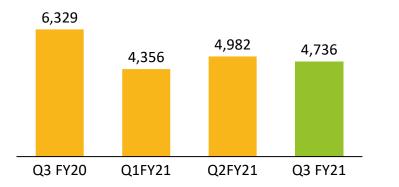




Q3 and 9M FY21 Financials & Key Developments

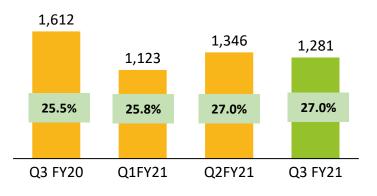


Revenue (Rs. Mn)



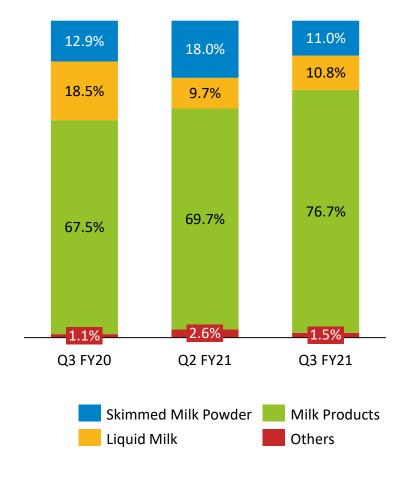
Gross Profit (Rs. Mn)

Gross margins stable QoQ at 27% despite revenue decline and increase in price of milk

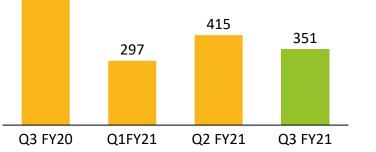


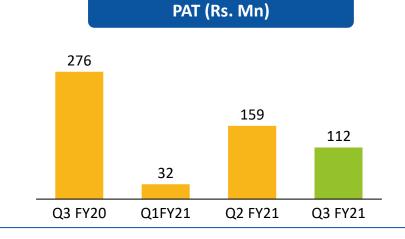
Product wise Revenue Break-up (Rs. Mn)

Increasing contribution from VADP portfolio



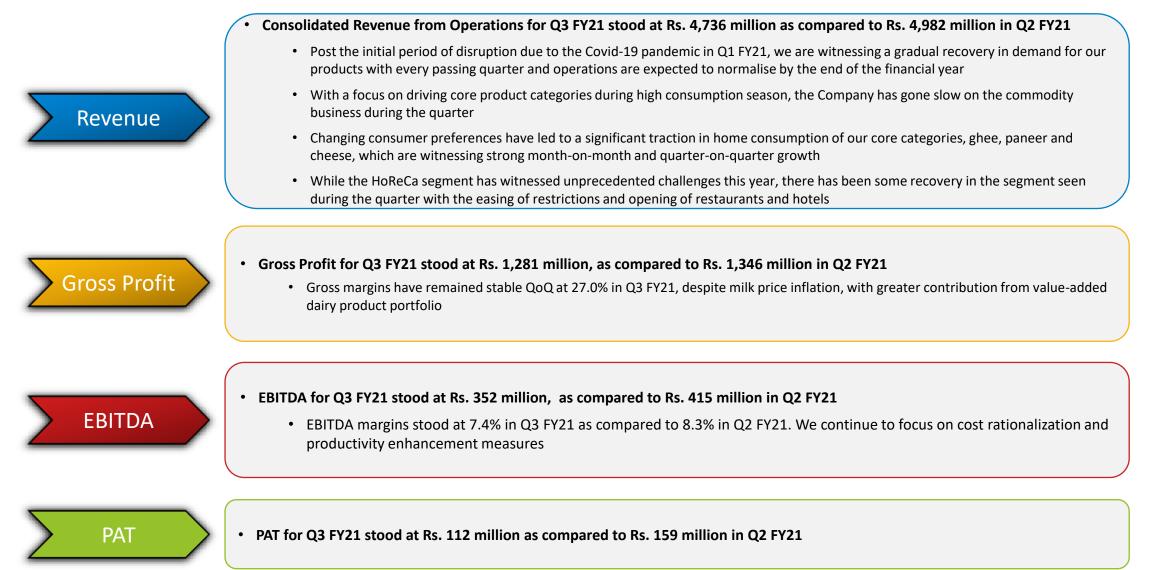






Key Financial Highlights





Consolidated Profit & Loss Statement – Q3 & 9M FY21



In Rs. Million								
Particulars	Q3 FY21	Q3 FY20	Y-o-Y	Q2 FY21	Q-o-Q	9M FY21	9M FY20	Y-o-Y
Revenue from Operations	4,735.9	6,329.3	-25%	4,982.3	-5%	14,074.2	19,026.9	-26%
Raw Material Costs	3,455.1	4,717.6		3,636.2		10,324.2	14,087.8	
GROSS PROFIT	1,280.8	1,611.7	-21%	1,346.1	-5%	3,750.02	4,939.1	-24%
Gross Margins %	27.0%	25.5%		27.0%		26.6%	26.0%	
Employee Expenses	195.3	242.8		199.0		590.01	769.3	
Other Expenses	734.0	781.3		732.3		2096.5	2,459.0	
EBITDA	351.5	587.6	-40%	414.9	-15%	1,063.5	1,710.9	-38%
EBITDA Margin %	7.4%	9.3%		8.3%		7.6%	9.0%	
Other Income	29.8	7.7		22.4		66.9	66.6	
Depreciation	127.2	136		134.1		393.5	399.1	
EBIT	254.2	459.3	-45%	303.2	-16%	736.9	1,378.4	-47%
Finance Cost	115.6	112.6		110.9		336.4	292.1	
Exceptional Items	0.0	0.0		0.0		0.0	0.0	
РВТ	138.6	346.7	-60%	192.4	-28%	400.5	1,086.4	-63%
Tax Expense	26.4	70.9		33.4		97.1	250.5	
PAT	112.2	275.8	-59%	159.0	-29%	303.5	835.8	-64%
PAT Margin %	2.4%	4.4%		3.2%		2.2%	4.4%	
Other Comprehensive Income	-0.2	0.2		0.0		-0.6	0.7	
Total Comprehensive Income	112.0	276.0	-	159.0	-	302.9	836.5	

Expansion of Health and Nutrition Portfolio



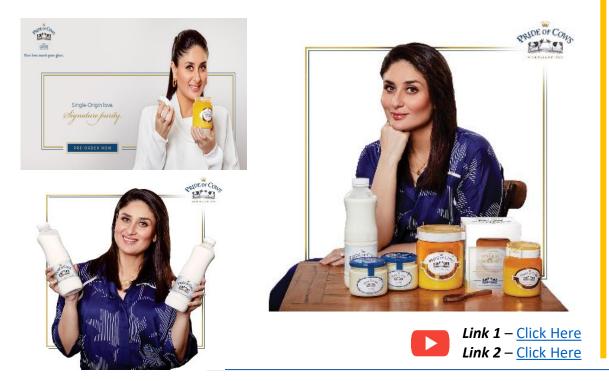
- To add further value to its large cheese and whey business, the Company has introduced high potential Lactose products
- The Company has commissioned a Lactose Plant with a capacity of 40 MT/day. Through the commissioning of this plant, the Company is now intending to add higher value to Whey Permeates that are generated during the filtration process of whey protein
- The Company's expertise in dairy ingredients has allowed it to create lactose that is ideal for multiple segments such as food applications, infant nutrition and clinical nutrition products
- Globally, the lactose market size stood at USD 1.2 billion in 2018 and is projected to grow to USD 1.5 billion by 2026, exhibiting a CAGR of 3.7% during this period. The Indian lactose market size is ~40,000-45,000 MT and is valued at INR 5,000 million (~USD 70 million), with a major part of the requirement being met through imports. This provides a huge opportunity for import substitution for players like Parag Milk Foods Ltd. that has end-to-end manufacturing capabilities to tap into
- The Company has a fully integrated value chain with control over key processes from procurement and supply chain to processing and distribution, maintaining highest standards of quality and delivery throughout
- The Company's best practices and state-of-the-art infrastructure makes it the partner-of-choice for leading MNC players and is thereby confident of reaping the benefits of further value addition in its Health & Nutrition business

Marketing Campaigns & Consumer Engagement Initiatives



Pride of Cows Celebrity Endorsement

- Appointed ace **Bollywood celebrity Kareena Kapoor Khan** for our premium, subscription based, unique farm-to-home offering under the brand *'Pride of Cows'*.
- Collaboration will help enhance the brand's reach and increase awareness amongst consumers that are looking for high quality, fresh and pure products.
- Recently expanded the Pride of Cows range through the addition of curd and single-origin ghee, products that are made from 'Pride of Cows' milk 'Full of Love'.



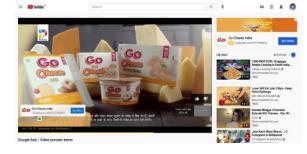
Gowardhan, Go Cheese & Avvatar



• Campaign in Maharashtra on top Marathi regional movie channels such as Zee Talkies SD & HD and during the Zee Talkies Comedy Awards 2020.



- Campaigns on Top Hindi, Gujarati, Marathi & Bengali News channels leading upto and during the festive season.
- Har Tasty Cheez Mein Go Cheez' Youtube campaign has reached more than 4 crore target audience, with a unique reach of more than 1.4 crore during campaign.









• 6 Months Shelf Life

Product Features

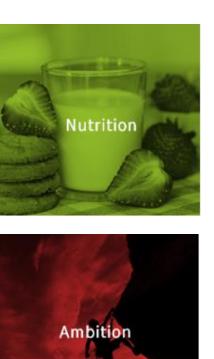
- Frozen (-18°C)
- SKU: 1KG
- MRP: ₹350

- Provide pre-shredded packaged paneer for HoReCa & Institutional customers
- Drive optimization in paneer value chain

Value Proposition









Company Overview

Parag at a Glance



Strong Relationships	State-of-the-art Facilities	Strong Distribution	170+ SKU's	4 Brands	Ranked #1
Established Strong Relationships with over 2 lakh farmers and over 3.5 lakh retail touch points	Aggregate milk processing capacity of 2.9 mn litres per day with the largest Cheese production capacity in India of 60 MT / day and a Paneer Capacity of 20MT / day	Pan-India Distribution Network of 19 Depots, over 140 Super Stockists and 3,000+ Distributors	Diversified product portfolio with 170+ SKU's that cater to a wide range of customers	Gowardhan Go Pride Of Cows Avvatar	Parag Milk Foods was ranked #1 in Fortune India's 'Next 500' from #67 last year



Evolution of the Company





1992

Parag Milk Foods Ltd founded in 1992 with one purpose: To deliver Fresh Milk and Diary Products



1998

Commissioned Manchar plant and began manufacturing Traditional products like Butter and Ghee under the brand, 'Gowardhan'



2005

Birth of **Bhagyalaxmi Dairy Farm** - India's most modern dairy farm with the finest International Equipments



2008

Commissioned **"Go Cheese World"** - India's largest cheese manufacturing plant with a capacity of 40 MT per day



2010

Palamaner plant was established with a world-class UHT facility



Birth of **'Pride of Cows'**, a First-of-its-kind premium farm-to home milk brand



2014 Realising the needs of our institutional clients, we launched B2B Whey Protein



2015

Relaunched the brand Parag with a new identity



2016 Got listed on the bourses, thus becoming a **Publicly branded** and owned entity



2017 Launched a 100% Whey protein under the brand Avyatar



2018

Extended the Health & Nutrition Product Portfolio by adding Go Protein Power & Avvatar Advance Mass Gainer

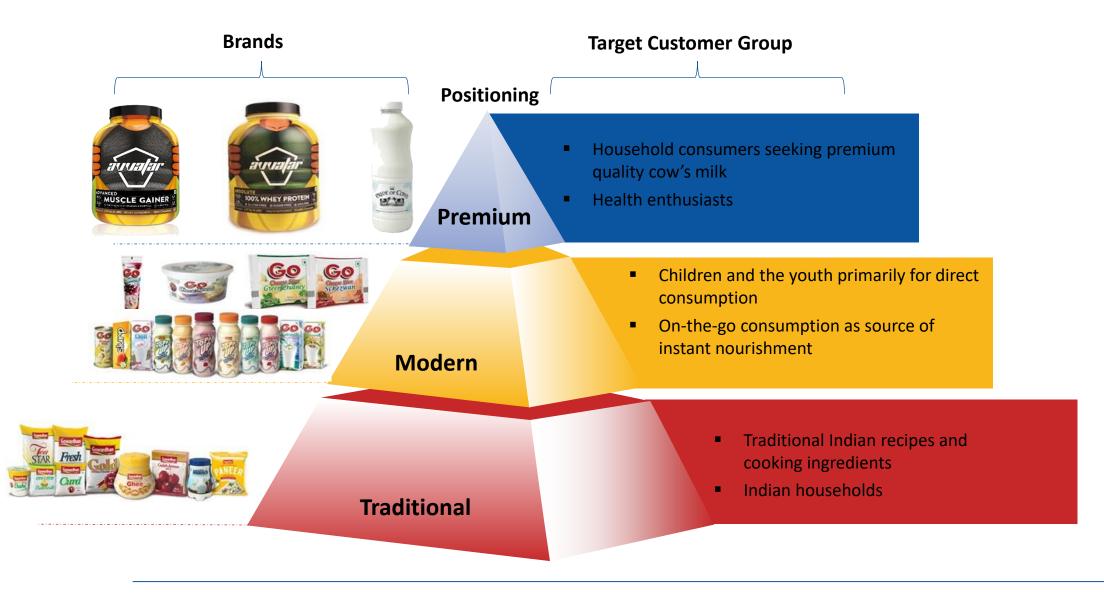


2018

Established our third manufacturing facility in North India in Sonipat, Haryana on acquiring Danone's manufacturing facility

Our Diverse Product Portfolio catering to all segments of customers







2nd Largest Player in Cheese in the India with 35% Market Share

Leaders & Pioneers of **Cow Ghee** category under Brand '**Gowardhan' Ghee**

India's First Company to launch a truly 'Made-in-India' B2C Whey protein powder under Brand 'Avvatar'

Introduced the concept of Farm-to-Home milk under the brand 'Pride of Cows' Pioneers of Fresh Paneer with a 75 Day Shelf Life

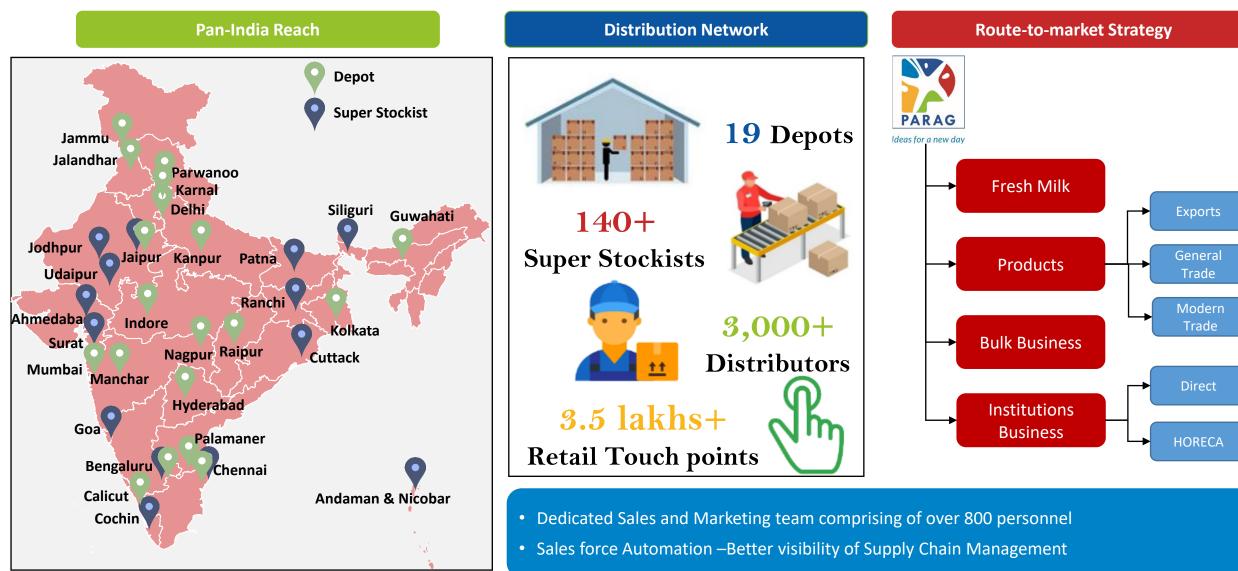
Owns one of the Largest Cow Farms in India

Leading private player in UHT Category under the Brand 'GO'

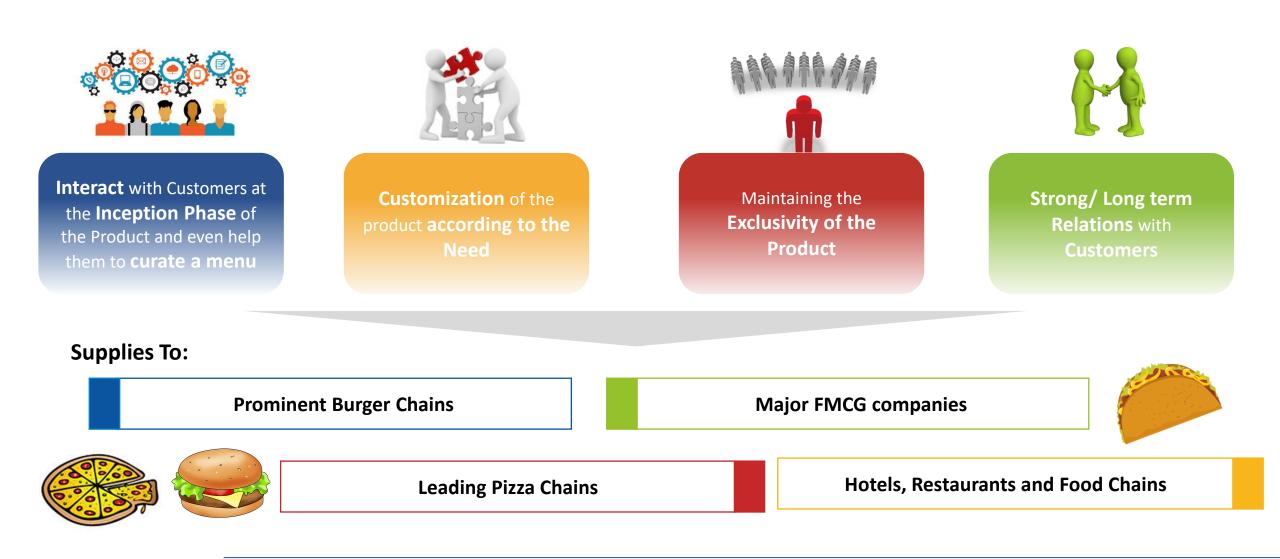
Converted waste into value-added products like organic fertilizers from cow manure and urine under brand **'Bhagyalaxmi Dairy Farms'**

Last mile availability from 'Farm to Fork'



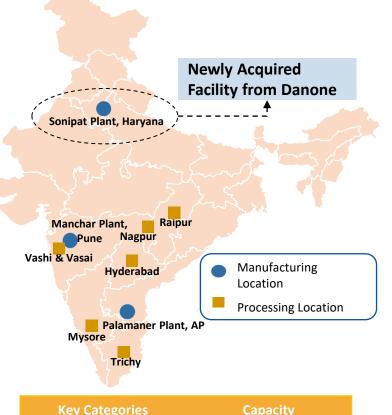






A Pan-India Manufacturing Footprint





Key Categories	Capacity
Milk Processing	2.9 mn litres per day
Cheese	60MT per day
Paneer	20MT per day
Ghee	110 MT per day
Whey Processing	6 lakh litres per day

Key Features : Parag's Manufacturing Footprint

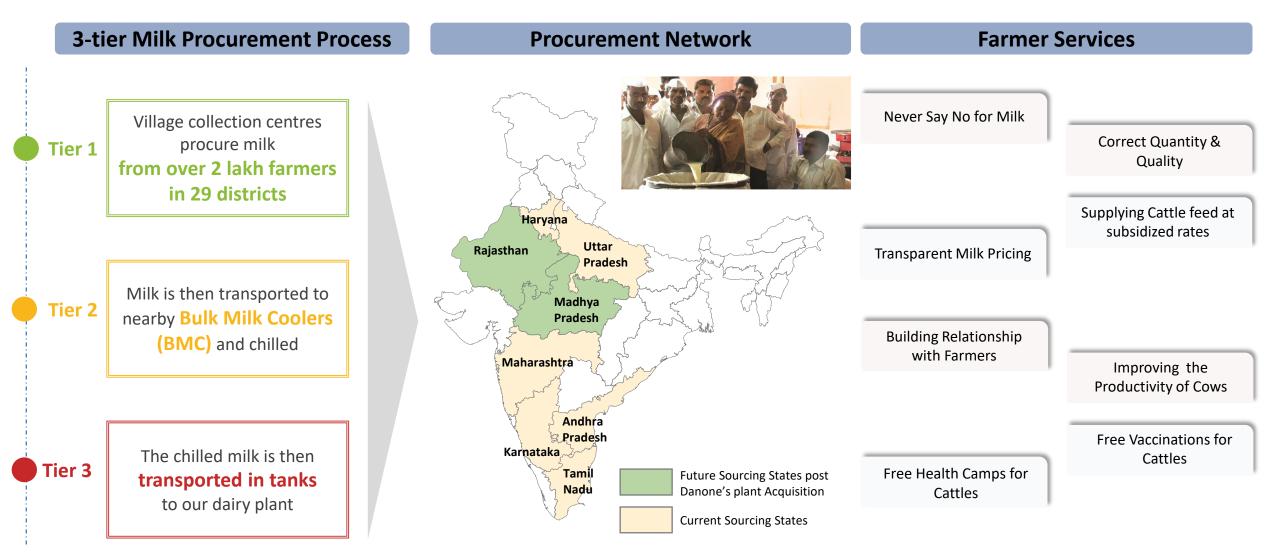
- One of the Largest Cheese Plants in India
- India's 1st state-of-the-art fully integrated Whey Protein Plant
- Fully automated Paneer Plant
- World-class UHT facility
- India's most Modern Dairy Farm
 - □ Houses Over 2,500 Holstein Friesian Cows
 - □ With an Average yield of 20-25 litres per cow vs India's Average of 4-5 litres per cow
- Newly Acquired Sonipat Facility & Infrastructure
 - Currently has a Milk & Curd Processing Unit
 - Future Plans to install processing units for pouch milk, flavoured milk, pouch butter milk, cup curd, misthi doi as well as expand the existing yoghurt facility

State-of-the-art Technology



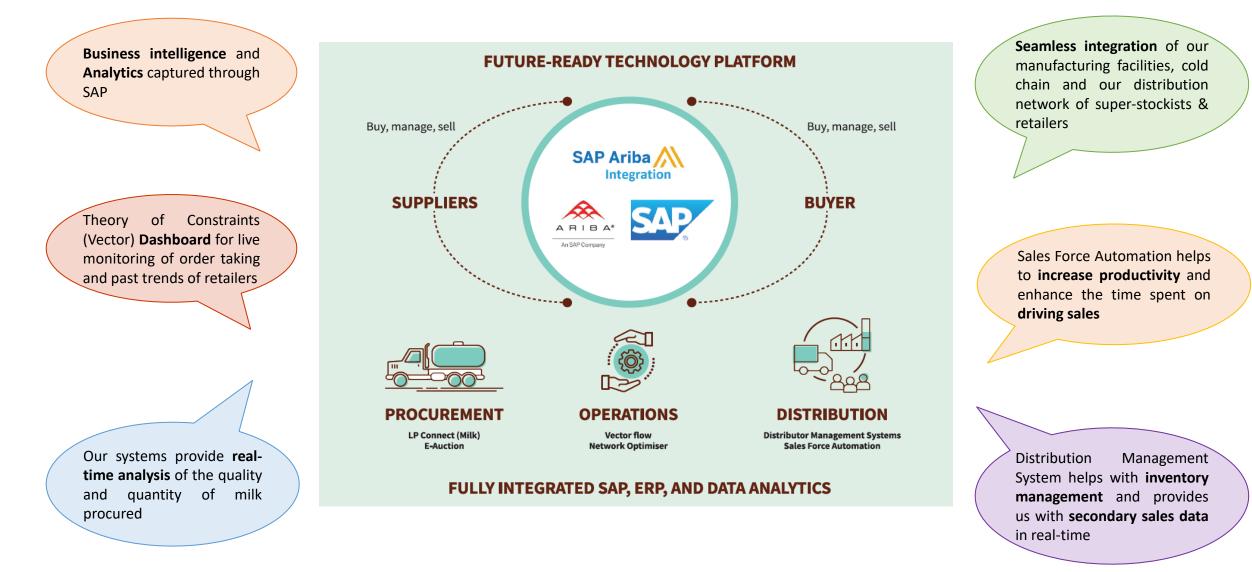






Integration of Technology across all verticals





Our Strategy for Value Creation



Increase Operational Efficiencies

Leverage in-house technological, R&D capabilities

- to:
 - Maintain strict operational controls
 - Enhance customer services levels
 - Develop customised systems & processes

Strengthen Our Brands

- Enhance brand recall through strategic branding initiatives
- Increase Ad spend on diverse channels including television, newsprint, digital media

Increase Milk Procurement

- Strengthening existing farmer relations
- Offer quality & quantity based incentives
- Set up new collection centres & reach new districts
- To add new bulk coolers and automated collection systems



Focus on Health & Nutrition

Introduce healthy & nutritious product variants like

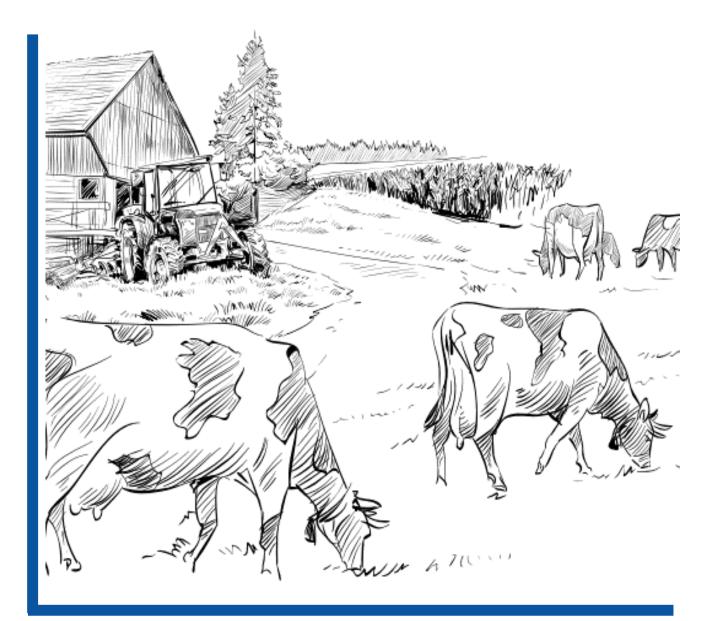
- Whey protein powder for mass consumption and in different formats
- Colostrum products as daily supplements
- High protein, low fat cheese products

Increase Value-added Product Portfolio

- Offer wider range of farm-to home products under 'Pride of Cows'
- Focus on health & nutritional aspect in developing premium products
- Sell whey protein directly to consumers in the form of a branded product

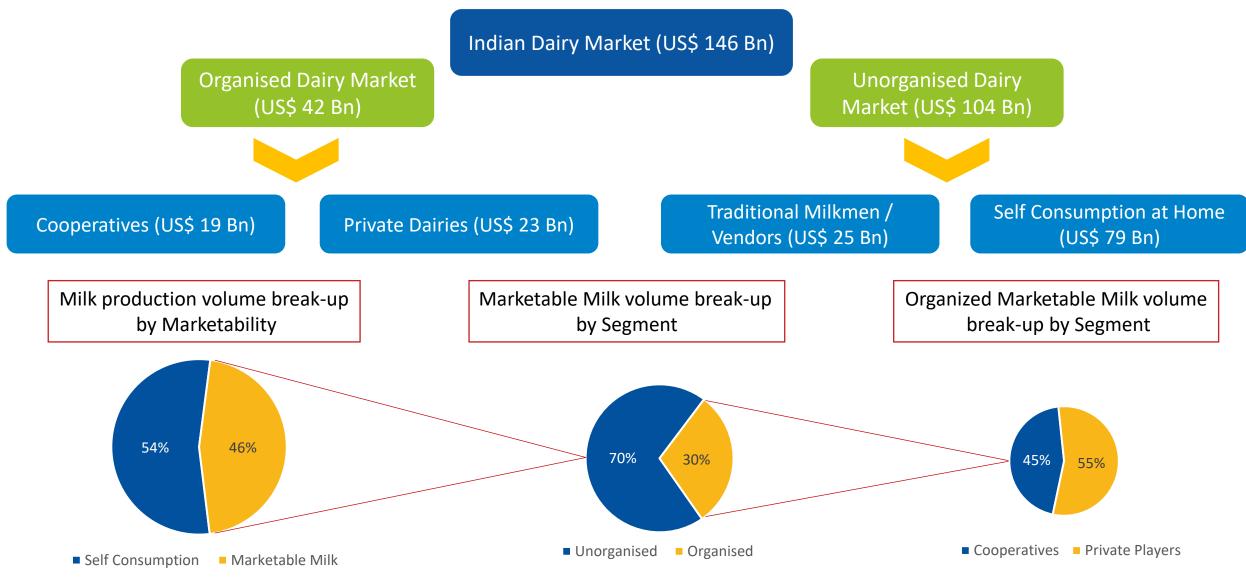
Enhance Product Reach

- Strengthen distributor & stockists base to achieve higher retail penetration
- Introduce low unit price products in Tier III cities
- Identify specific states and regions in India to increase sales volumes



Industry Dynamics

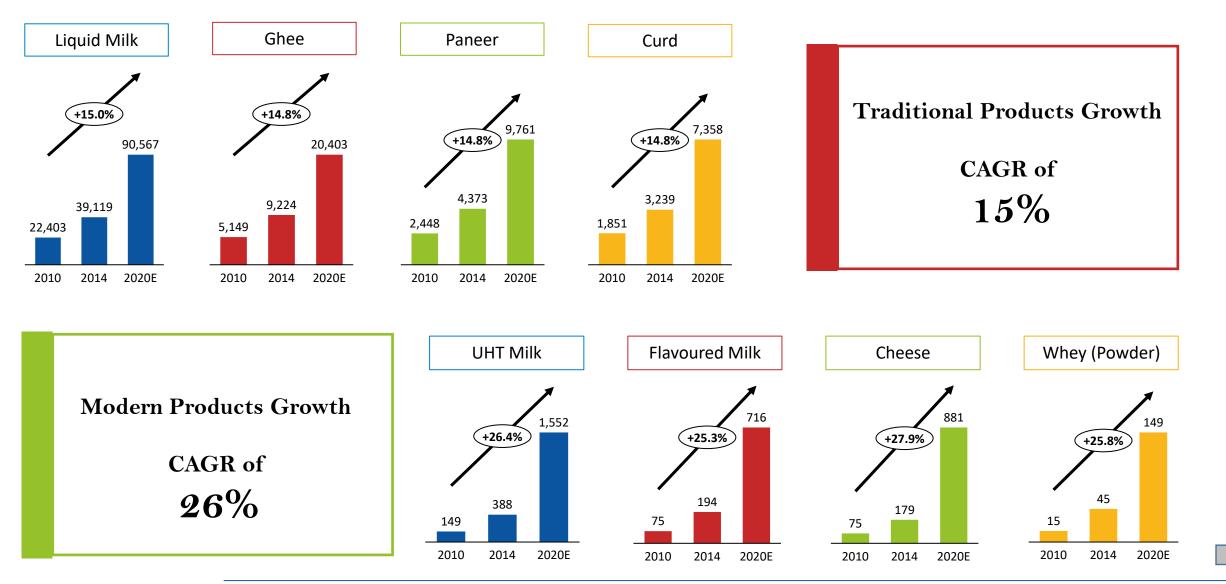




Source: IMARC Report – Industry size is as per market realizations Amounts in US\$ Billion, 1US\$ = INR 72

Tremendous Growth Potential across Product Segments





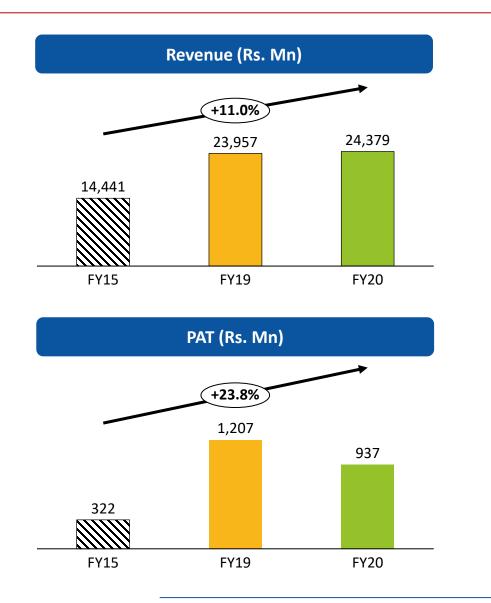
Source: IMARC Report Amounts in US\$ Million, 1US\$ = INR 67

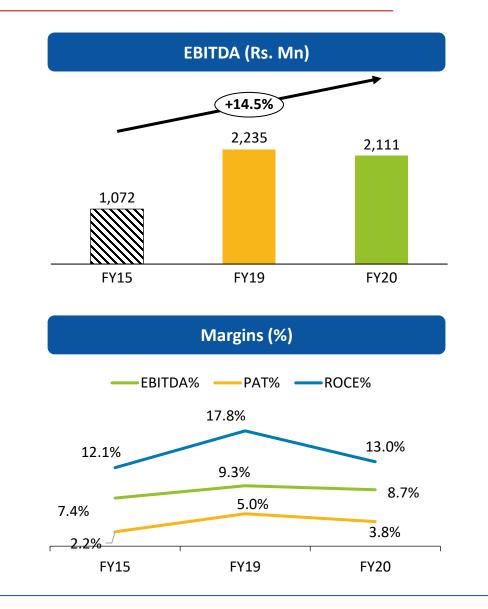


Financial Highlights

Key Financial Highlights

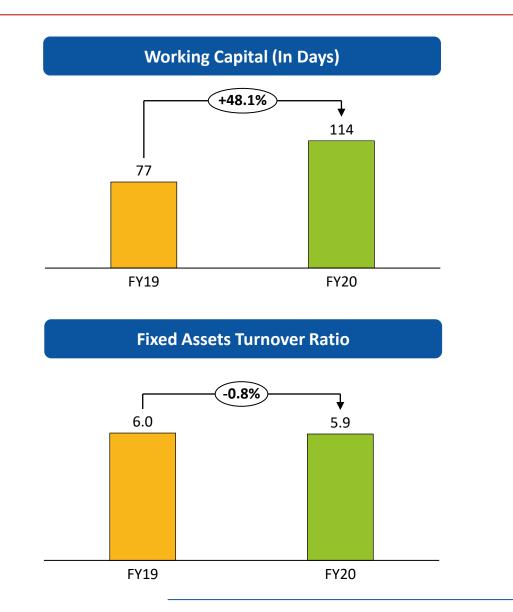




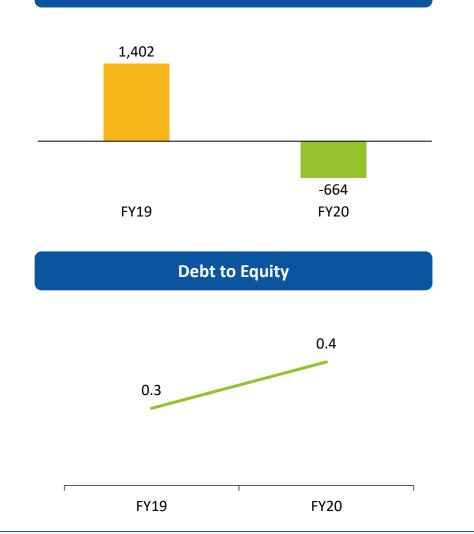


Key Financial Highlights





Operating Cash Flows (Rs. Mn)



Consolidated Profit & Loss Statement



Particulars	FY20	FY19	YoY
Revenue from Operations	24,379.2	23,956.6	2%
Raw Material Costs	18,146.9	16,573.6	
GROSS PROFIT	6,232.4	7,383.0	-16%
Gross Margins	25.6%	30.8%	
Employee Expenses	961.0	949.9	
Other Expenses	3,160.3	4,198.1	
EBITDA	2,111.0	2,235.0	-6%
EBITDA Margin %	8.7%	9.3%	
Other Income	76.0	102.6	
Depreciation	536.4	501.9	
EBIT	1,650.6	1,835.7	-10%
Finance Cost	381.0	357.9	
Exceptional Items	0.0	0.0	
РВТ	1,269.6	1,477.9	-14%
Tax Expense	332.7	270.7	
PAT	936.9	1,207.2	-22%
PAT Margin %	3.8%	5.0%	
Other Comprehensive Income	3.6	1.0	
Total Comprehensive Income	940.4	1,208.2	

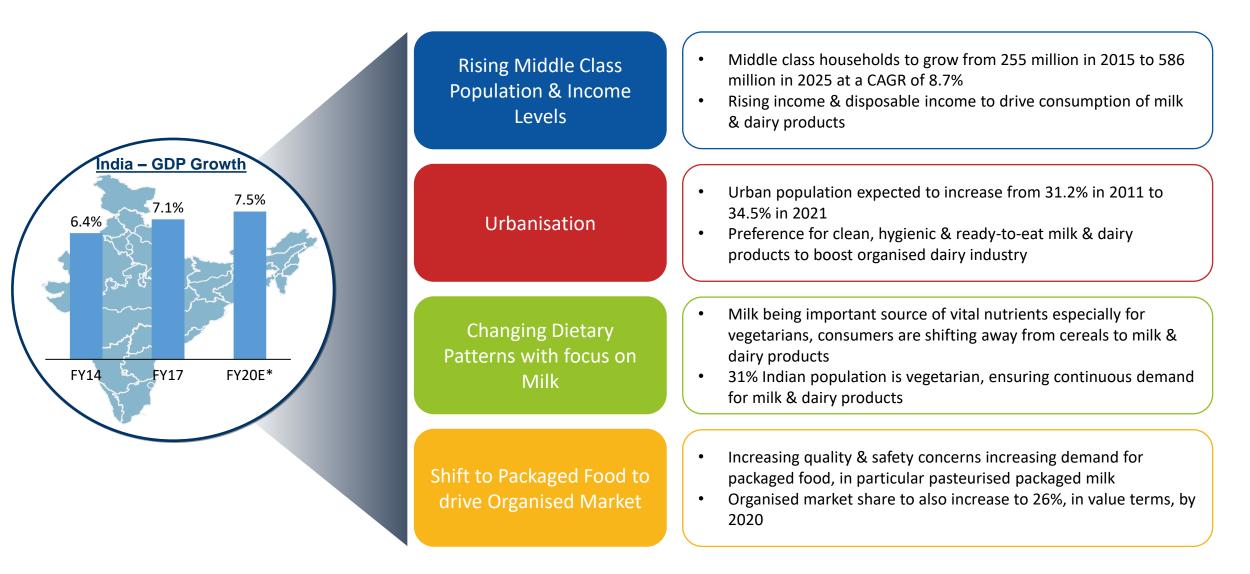


Particulars	Mar-20	Mar-19
ASSETS		
Non-current assets		
Property, plant and equipment	4,132.9	4,023.4
Capital work-in-progress	70.2	290.3
Other intangible assets	26.5	34.5
Biological assets other than bearer plants	359.7	337.6
Right to use Asset	137.2	0.0
Financial assets		
Investments	5.5	5.3
Loans	4.3	3.5
Other financial assets	121.1	130.0
Deferred tax assets (net)	88.3	166.7
Other non-current assets	187.1	219.2
Sub-total - Non-Current Assets	5,132.9	5,210.4
Current assets		
Inventories	6,328.9	4,628.8
Financial assets		
Trade receivables	3 <i>,</i> 034.8	2,786.5
Cash and cash equivalents	223.8	73.5
Other Bank balances	54.7	46.9
Other current assets	2,072.0	1,674.3
Sub-total - Current Assets	11,714.1	9,209.9
TOTAL - ASSETS	16,846.9	14,420.4

Particulars	Mar-20	Mar-19
EQUITY AND LIABILITIES		
Equity		
Equity Share capital	839.4	839.4
Other equity	8,272.2	7,432.0
Sub-total - Shareholders' funds	9,111.6	8,271.4
LIABILITIES		
Non-current liabilities		
Financial liabilities		
Borrowings	481.5	646.2
Lease Liability	112.1	0.0
Provisions	45.1	44.5
Other non-current liabilities	0.0	0.0
Sub-total - Non-current liabilities	638.7	690.7
Current liabilities		
Financial liabilities		
Borrowings	3,215.7	1,497.5
Trade payables	2,940.4	2,971.0
Other financial liabilities	804.3	725.7
Other current liabilities	51.8	75.7
Provisions	4.6	10.2
Current tax liabilities (net)	79.9	178.4
Sub-total - Current liabilities	7,096.6	5,458.3
TOTAL - EQUITY AND LIABILITIES	16,846.9	14,420.4

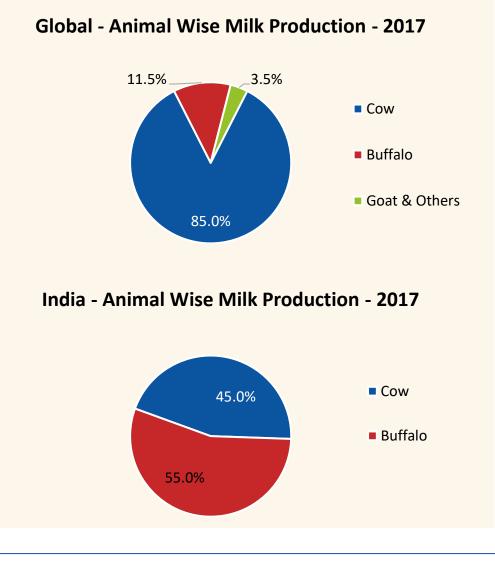
Annexures



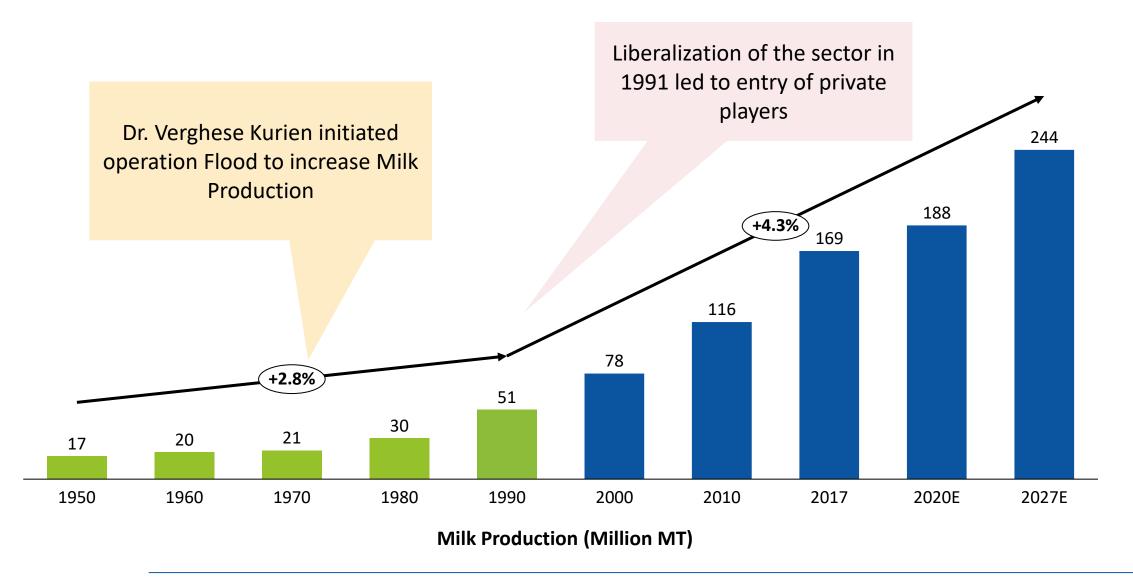




Тор М	/lilk Proc	lucing Co	ountries	(Million	MT)	
Countries	2017	2018E	2019E	2020E	2027E	CAGR
India	169	174	181	188	244	3.7%
EU – 28	164	167	167	169	177	0.8%
USA	98	98	99	100	105	0.7%
Pakistan	54	56	58	59	70	2.8%
China	40	43	44	45	50	2.3%
Russia	31	31	31	31	31	0.0%
Brazil	29	30	30	31	36	2.1%
New Zealand	21	22	22	23	25	1.5%
World	823	844	859	875	994	1.9%

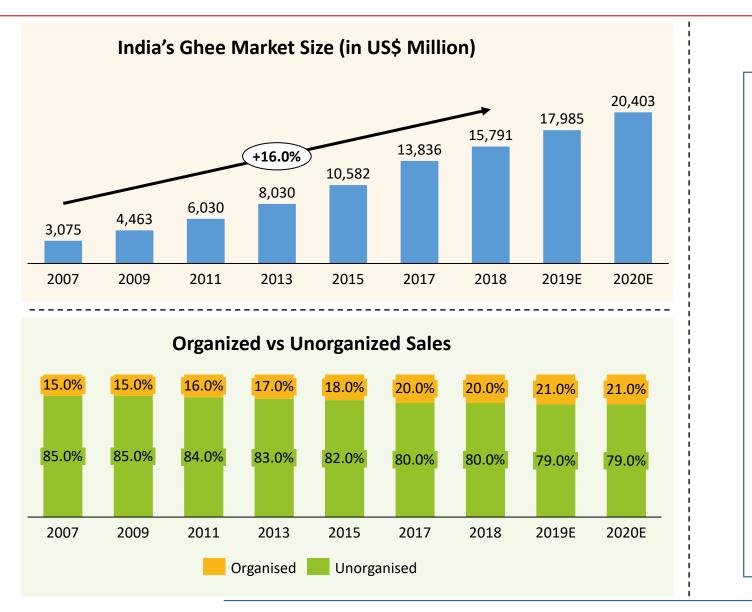






Ghee Market (Butter Oil/Cooking Oil/Clarified Butter)

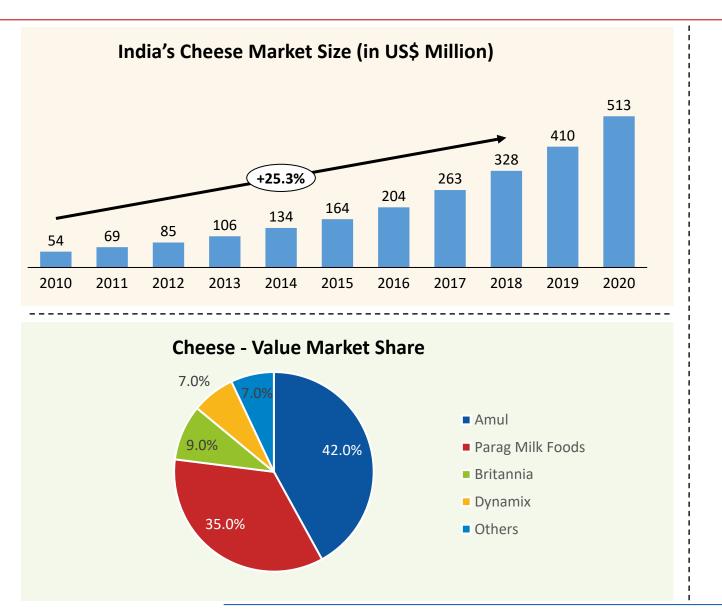




- Ghee is traditionally used as cooking oil in Indian households
- It is the 2nd largest category in the Indian dairy industry after Liquid Milk
- The organized market is currently 20% of total, and is growing rapidly at a CAGR of 17%
- Parag is present in the "Cow Ghee" category and are not only pioneers of the category but also the most sought after brand in the segment
- The Cow Ghee segment is growing faster than the overall Ghee market and has higher margins

Cheese Market

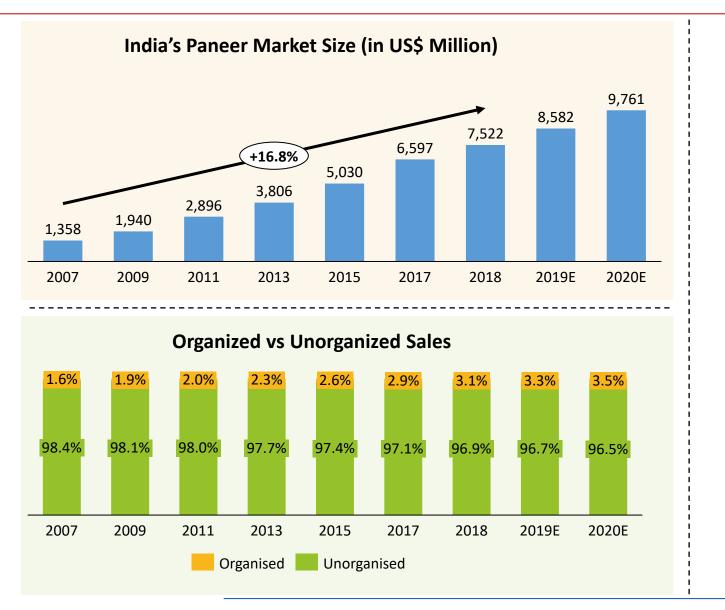




- Cheese is one of the fastest growing segments among dairy products in India
- Rise in food service outlets and changing food habits are major drivers
- Earlier, the cheese market in India was dominated by block cheese, slices and cubes
- Through innovation Parag has achieved a leadership position with a 1/3rd market share
- Parag dominates the Institutional & HoReCa segment
- Maharashtra is the biggest market for cheese consumption, followed by Gujarat, Delhi, Tamil Nadu and Uttar Pradesh

Paneer (Cottage cheese)

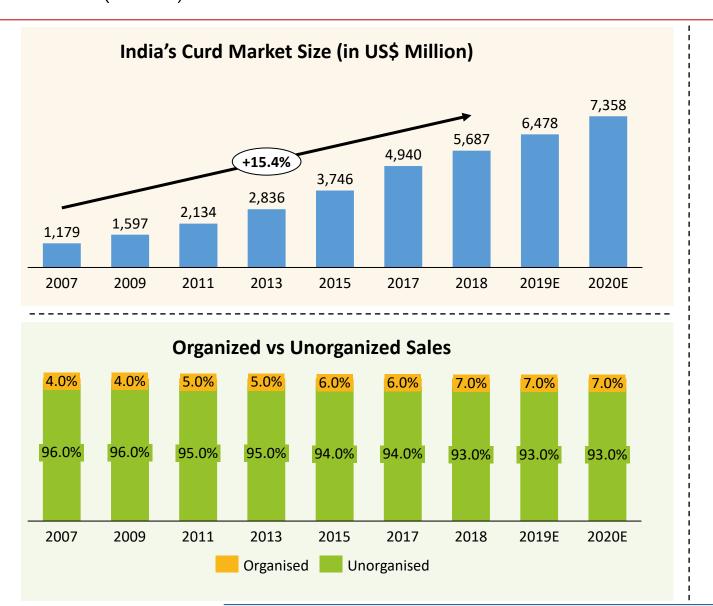




- Paneer is to India what cheese is to the Western world and is an integral part of many Indian recipes
- Paneer is the third largest segment in the milk products category
- Paneer is consumed like vegetables in Indian households and therefore purchased fresh on a daily basis
- With innovation in manufacturing & packaging, Parag has created a long-shelf life Fresh Paneer made from 100% cow milk
- Due to hygiene and consistency in taste, the trend towards branded packaged paneer is gaining momentum

Curd (Dahi)

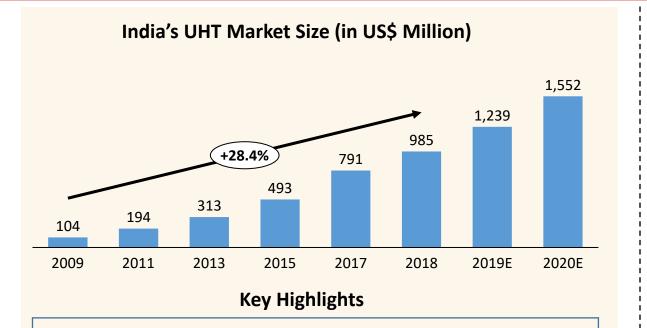




- Curd industry has transformed from being a product that was traditionally made at home to a branded & packaged product
- The organized curd market is growing rapidly at a CAGR of 20%+ with even higher growth in metros
- With a distinctive home-made recipe and made of pure Cow milk, our curd is well-positioned to dominate this category in major markets
- Parag has significant presence in major metros like Mumbai, Pune, Nagpur, Hyderabad, Bangalore & Chennai and is now expanding into Delhi NCR and nearby markets of North & East

UHT & Beverages





 In 2014, the UHT milk market accounted for less than 1% of the total milk market and ~5% of the organized milk market

- However, with benefits like safety, convenience and longer shelf life, usage of UHT milk is increasing at a fast pace in major metros
- Milk deficit areas are switching from milk powders to UHT milk
- Parag has established itself as a the largest private player in this segment

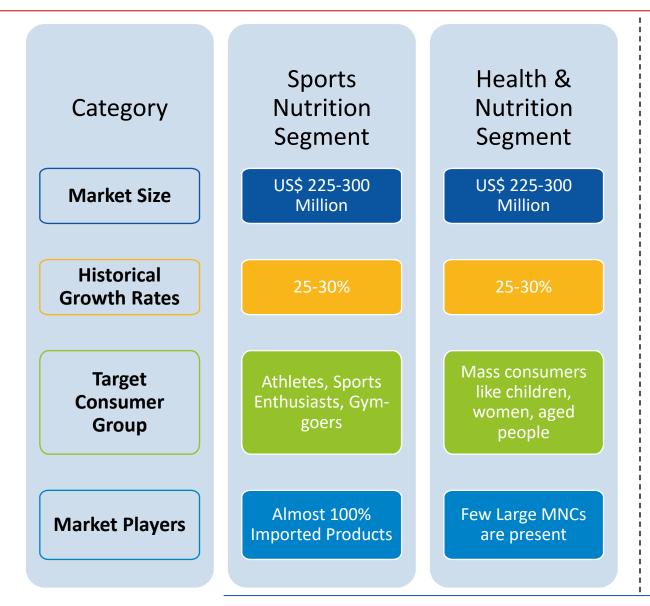
India's Flavoured Milk Beverages Market Size (US\$ Million)



- Flavoured milk represents one of the fastest growing segments in the Indian dairy market due to:
 - Indian consumers slowly substituting carbonated soft drinks with healthier options
 - Advent of single serve, re-sealable bottles and tetra packs which has made milk convenient for use and easier to distribute

Whey Protein





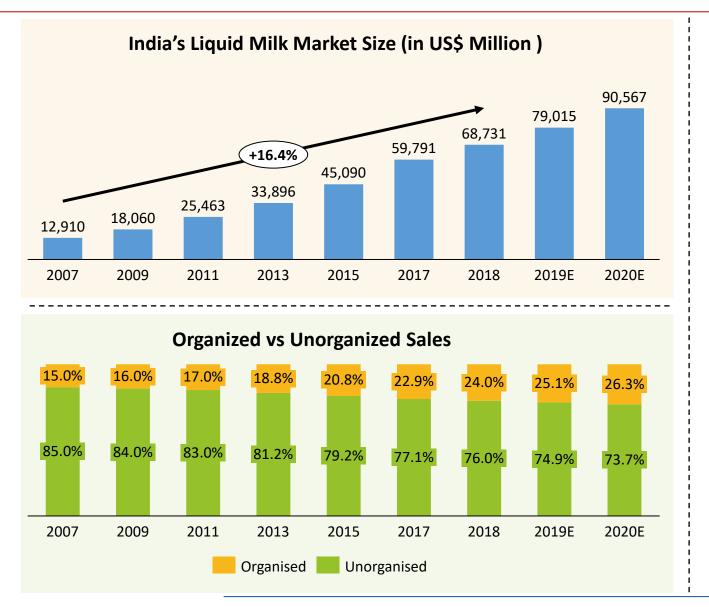
Key Highlights

- Whey Protein market is estimated at 35,000 MT, translating into business potential of US\$ 450 Million, growing upwards of 25%
- Parag has the most integrated & largest whey processing facility in the country and intends to dominate this market
- We have introduced 'Avvatar' whey protein in the sports nutrition category and are in process of launching various products under the Health & Nutrition segment as well
- Parag intends to not only have the Health & Nutrition business as 7% of its portfolio in the medium term, but more importantly, intends to drive its profitability and growth for both Cheese & Whey businesses

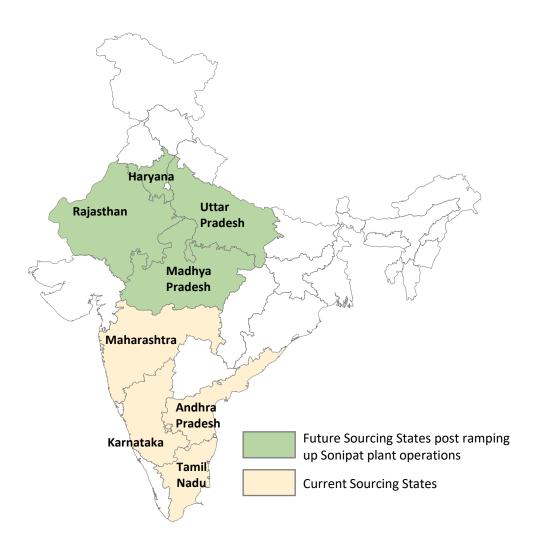
Source: IMARC Report 1US\$ = INR 67

Liquid Milk Market





- A majority (77%) of the milk sold in India is unorganized and in the form of loose milk sold by milkmen
- The organized sector in liquid milk is highly fragmented with several regional players and cooperatives
- Consumers are shifting from loose liquid milk to branded packaged milk due to safety and quality concerns
- The organized liquid milk market is growing faster than the unorganized market
- Parag has a strong presence in urban parts of West and South India and is currently the largest private player in Mumbai



In I	Million MT						
Sr. No	States	Milk Production (2016-17)	% Share of Total Milk Produced	CAGR for last 2 years	Cow Milk Production (2016-17)	% Share of Cow Milk	CAGR for last 2 years
1	Tamil Nadu	7.6	4.6%	2.9%	7.1	93%	3.1%
2	Karnataka	6.6	4.0%	3.5%	4.6	70%	2.6%
3	Maharashtra	10.4	6.4%	4.4%	6.2	60%	8.2%
4	Bihar	8.7	5.3%	5.8%	5.2	60%	9.2%
5	Madhya Pradesh	13.4	8.2%	11.7%	6.6	49%	14.7%
6	Gujarat	12.8	7.8%	4.6%	5.8	45%	7.7%
7	Rajasthan	19.4	11.9%	6.9%	7.1	37%	7.9%
8	Andhra Pradesh*	16.9	10.3%	12.3%	5.3	31%	12.1%
9	Uttar Pradesh	27.6	16.9%	4.6%	8.6	31%	16.2%
10	Punjab	11.3	6.9%	4.4%	3.2	28%	3.1%
11	Haryana	9.0	5.5%	6.6%	1.7	19%	17.8%
	India Total	163.7	100.0%	5.8%	70.2	43%	8.2%

Ir

*Including Telangana

Disclaimer: Maps not to scale. All data, information, and maps are provided "as is" without warranty or any representation of accuracy, timeliness or completeness Source: Ministry of Animal Husbandry, Dairy and Fisheries



Contact Us



PARAG Ideas for a new day	SGA Strategic Growth Advisors
Company :	Investor Relations Advisors:
Parag Milk Foods Limited	Strategic Growth Advisors Pvt. Ltd.
CIN: L15204PN1992PLC070209	CIN: U74140MH2010PTC204285

Name: Shirish Upadhyay – Sr. VP (Strategy)

Email: shirish.upadhyay@paragmilkfoods.com

Phone: +91 22 4300 5555/ Ext: 565

Mr. Varun Divadkar

varun.Divadkar@sgapl.net

+91 9833373300 / +91 9763702204