

BRITANNIA

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





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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

Q1’26	12 Months Growth	24 Months Growth
Rs 4,535 Crore	+9.8%	+14.2%

Profit after Tax*

Q1’26	12 Months Growth	24 Months Growth
11.5% of Revenue	+3.0%	+13.8%

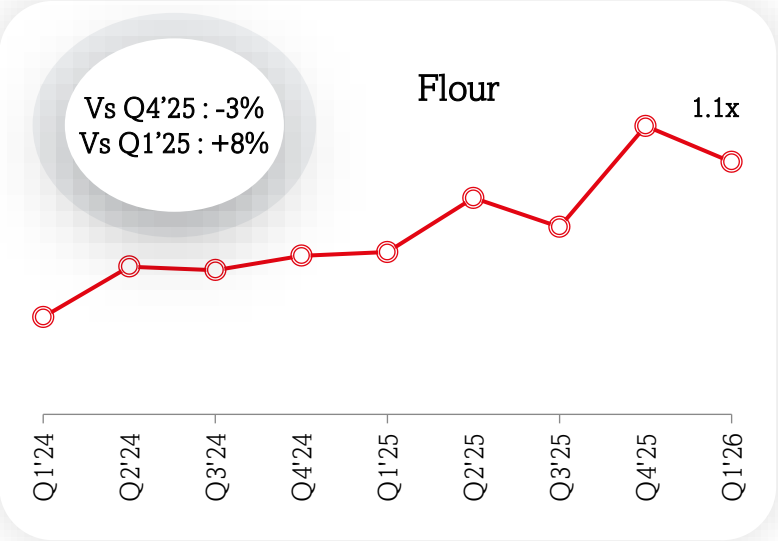
Source: Company Financials – Consolidated Results

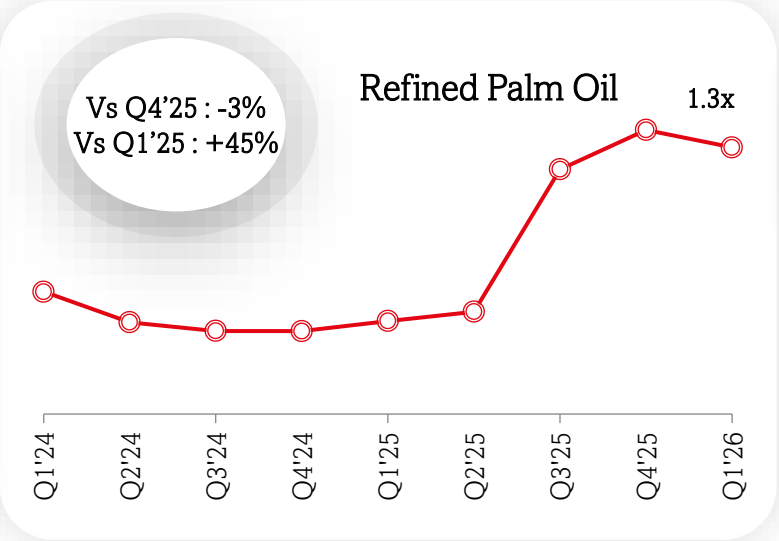
**Owner’s share*

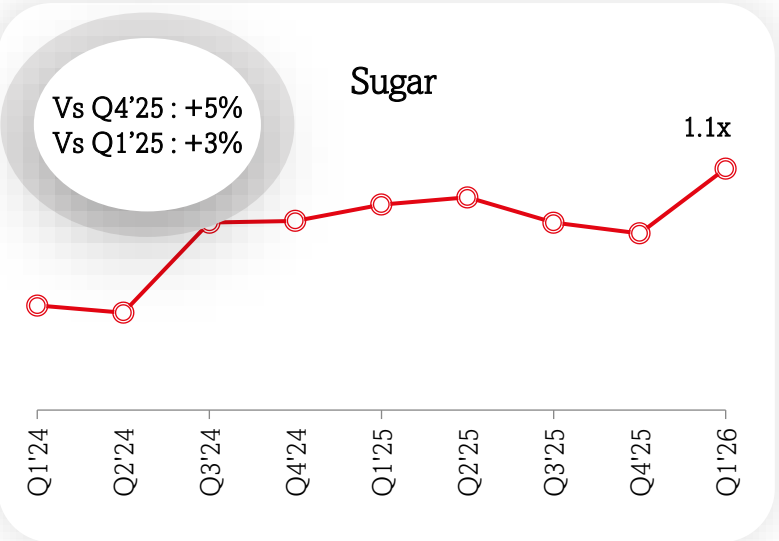
Market Share - Biscuits

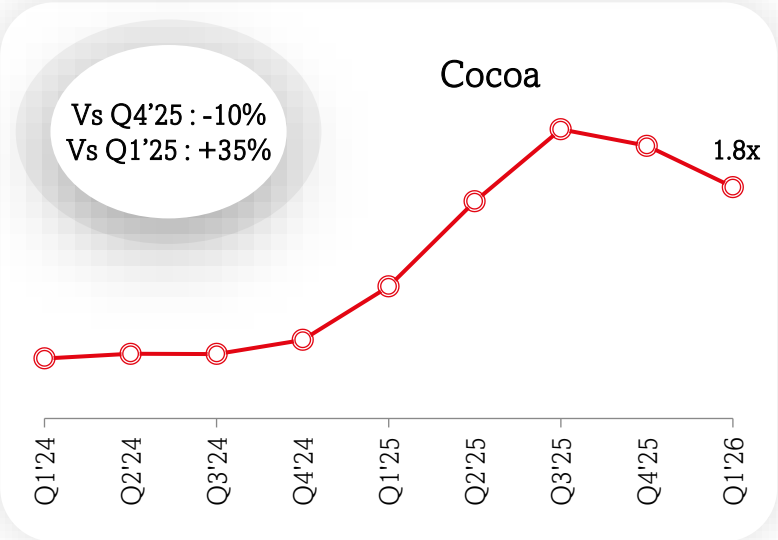
- **Improved Relative Market Share** versus organized players over last 3 years
- **5 out of 7 regions gained** share in Q1'26 versus FY 2024-25
- Overall Market Share remained flattish as **Regional players gain traction** - with price disadvantage in select markets and categories post alternating inflationary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

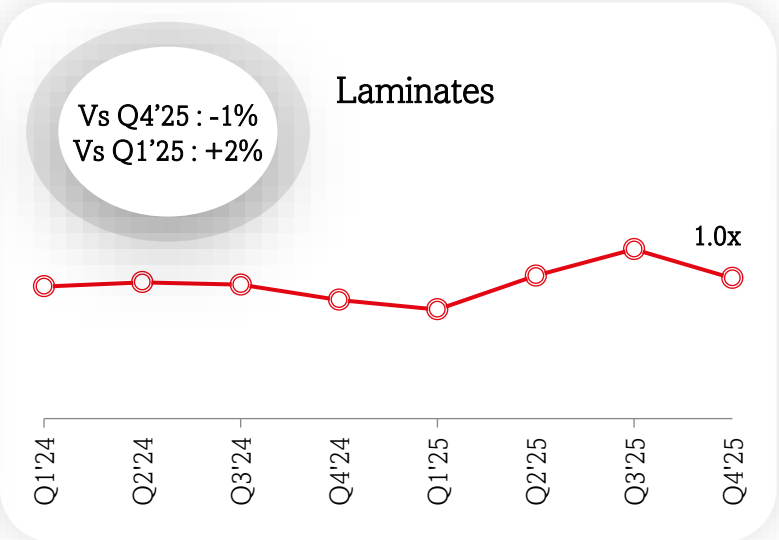
Commodity Price Trend

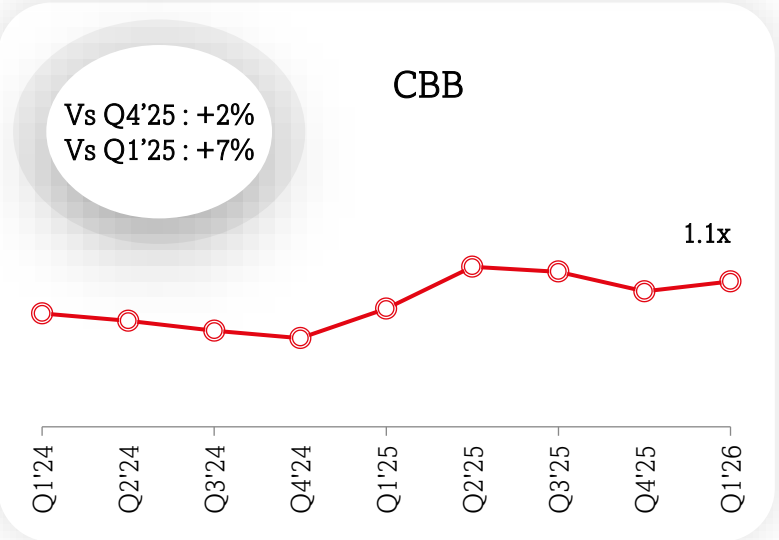












Note:
Strategic covers enabled input costs being lower than market prices

Note: Above values are based on average actual consumption rates for the quarter

Driving Strategic Priorities

01 Efficiencies in **Sales & Distribution**

03 Driving **Innovation & Adjacencies**

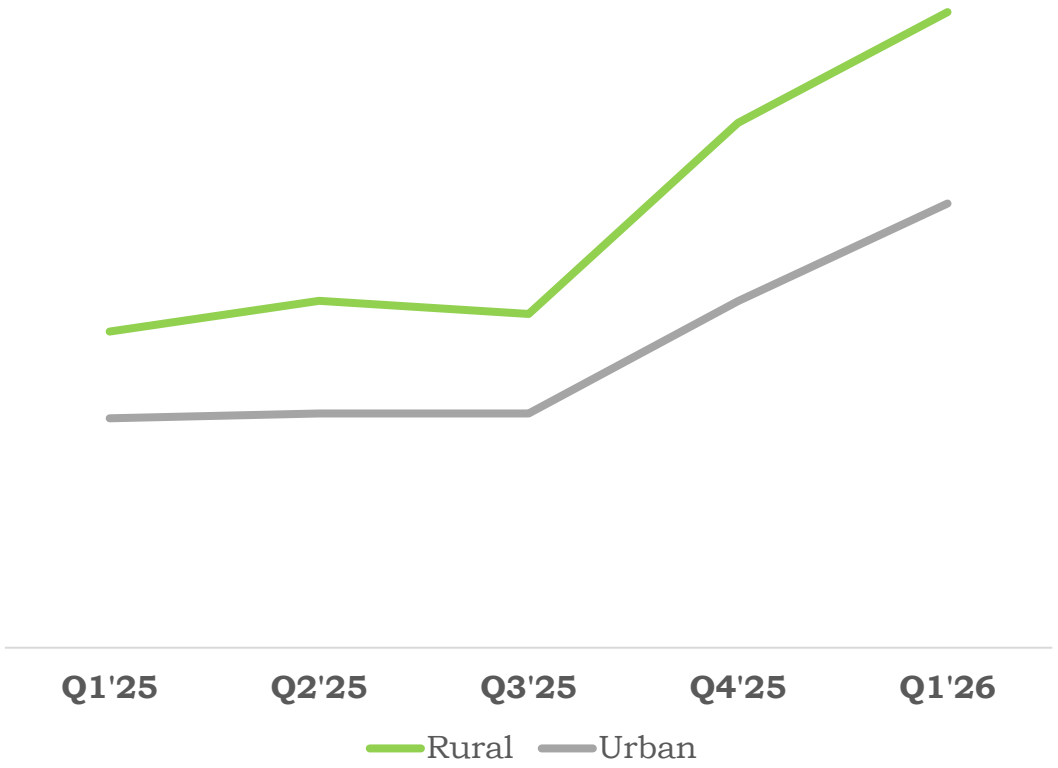
05 **Sustainability**

02 Elevate **Brand Experiences**

04 **Cost Efficiency** across value chain

Building efficiencies in Distribution

Both Urban and Rural growths on a positive trajectory



Enablers for Rural Growth

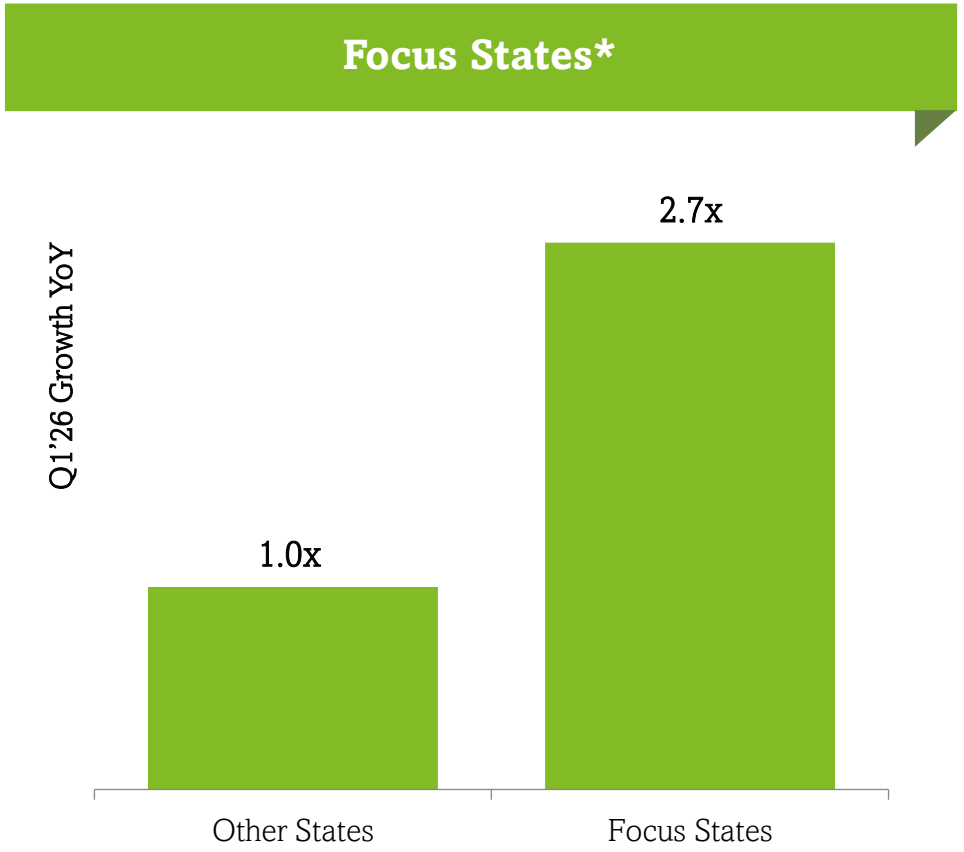
- **Go Direct in Rural markets** – more efficient supplies with higher lines per outlet
- **Better extraction** from the existing distribution infrastructure

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

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

*Uttar Pradesh, Madhya Pradesh, Gujarat, Rajasthan

Exciting Consumer Campaigns & Engagements



Good Day



5050 X 4th Umpire



Jim Jam



MBK X Gukesh



Good Day Pride Edition –
Flavors of Equality Pack



Marie Gold Her Startup Show –
Season 2

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Innovations fueling Premiumization

In Market









Upcoming

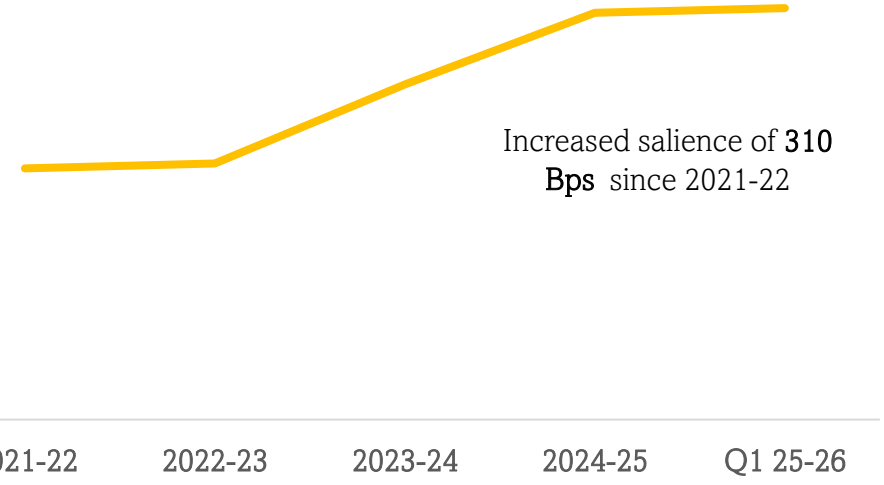








Premium Products - Salience



**Salience of Premium Cookies, Health and Creams within Biscuits*

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'

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

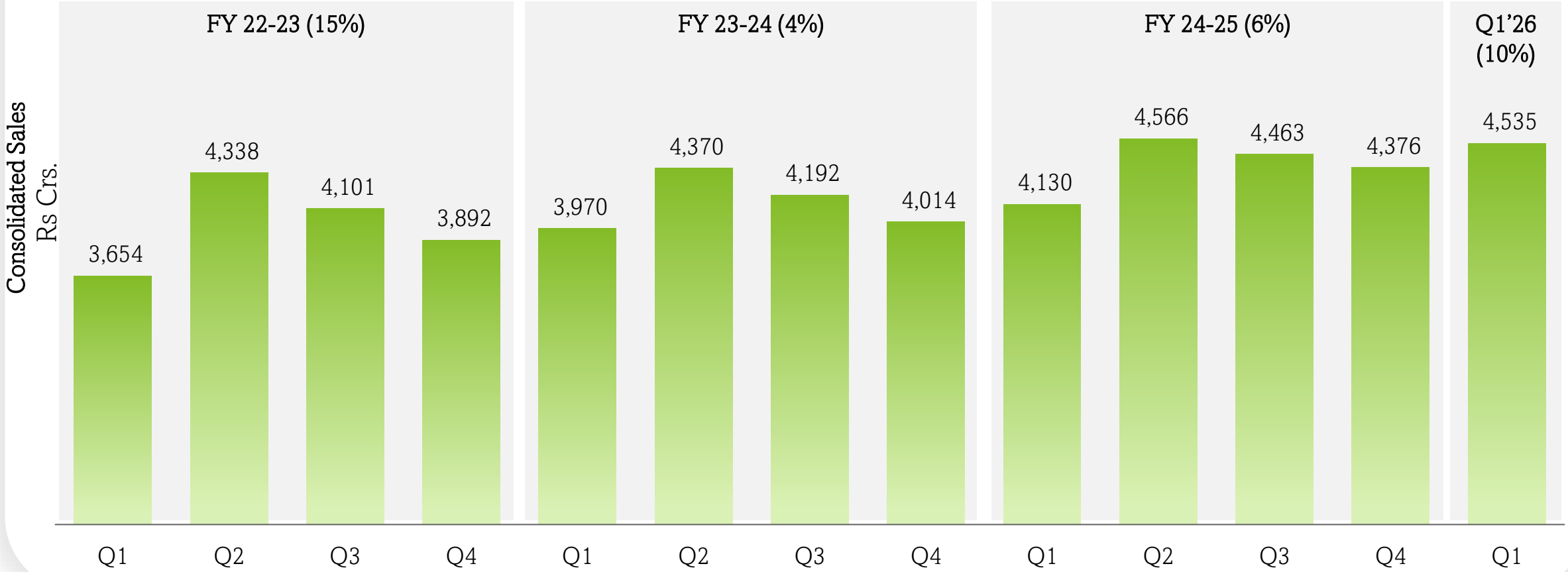
Financial Results





Revenue trends

	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
12-month Growth%	9%	1%	2%	3%	4%	4%	6%	9%	10%				
24-month Growth%	18%	23%	19%	14%	13%	5%	9%	12%	14%				



Consolidated Sales as per published results

Nos. in the bracket indicate revenue growths

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

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Thank You!