



Analyst Meet/ Q4'25-26 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

Strategic Priorities

Financial Results



Business Overview

Performance Scorecard – Q4 25-26

Revenue from Operations

Q4'26
**Rs 4,686
Crore**

12 Months
Growth
+7.1%

24 Months
Growth
+16.7%

Profit after Tax*

Q4'26
**14.5% of
Revenue**

12 Months
Growth
+21.1%

24 Months
Growth
+26.0%

Performance Scorecard – FY 25-26

Revenue from Operations

25-26
**Rs 18,858
Crore**

12 Months
Growth
+7.5%

24 Months
Growth
+14.0%

Profit after Tax*

25-26
**13.4% of
Revenue**

12 Months
Growth
+16.3%

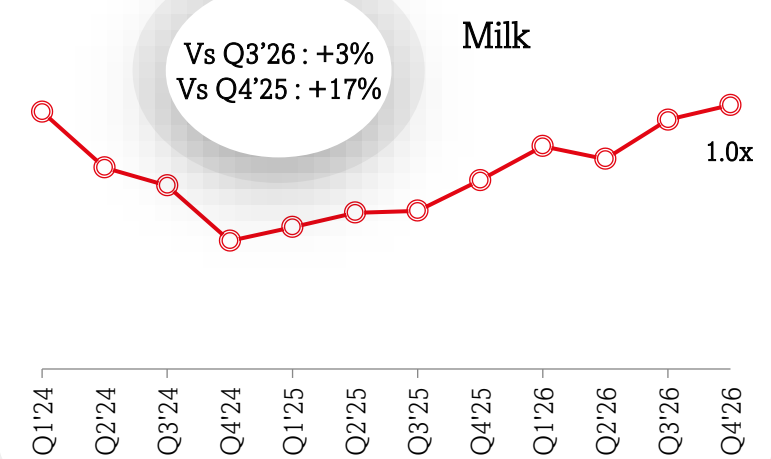
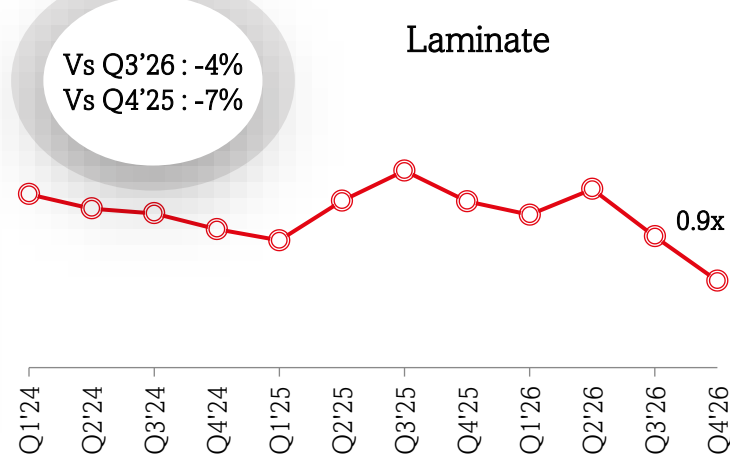
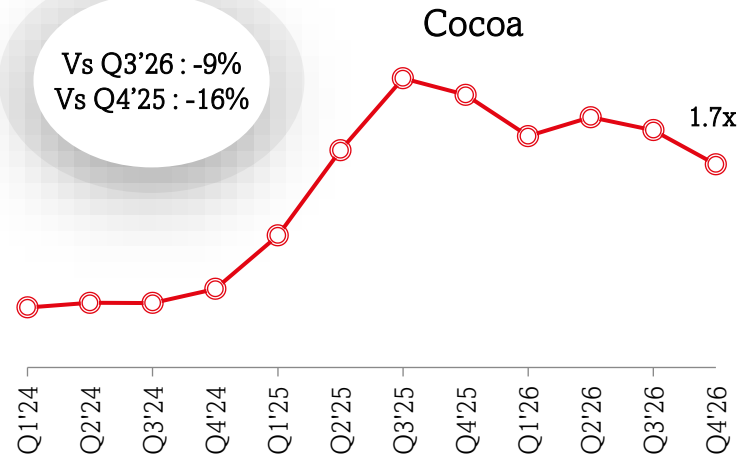
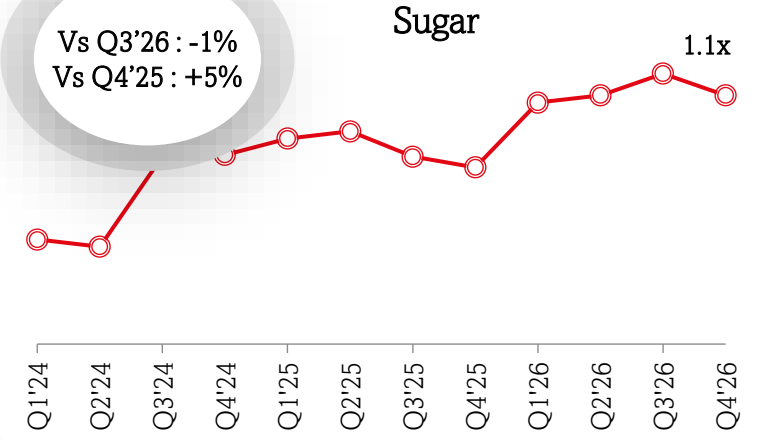
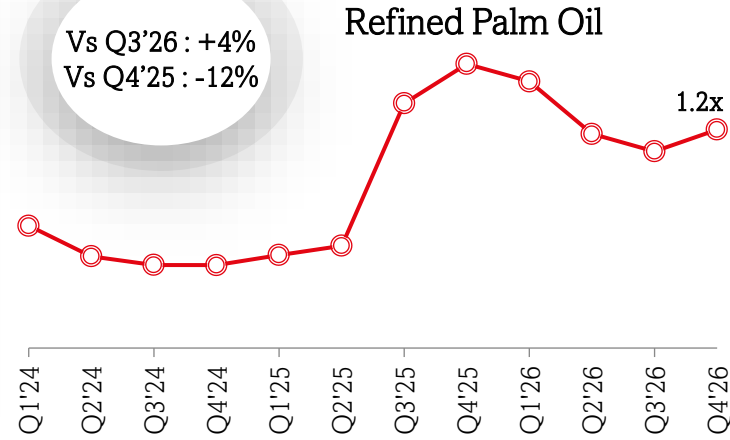
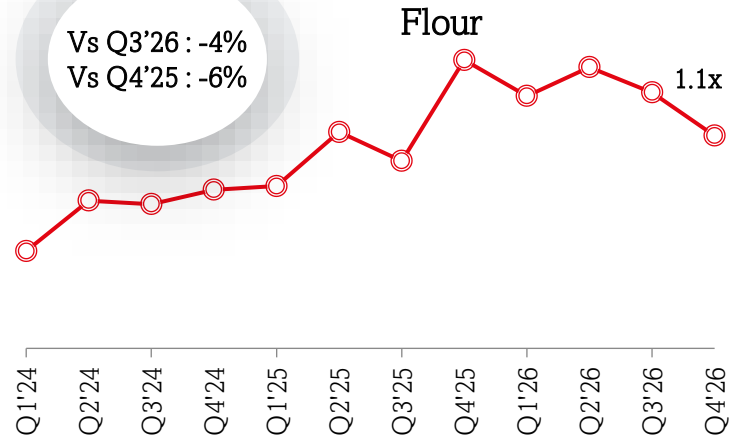
24 Months
Growth
+18.4%

Market Share: In view of transition to GST 2.0 & dual pricing on packs permitted by the Govt., Nielsen's data needs further evaluation & analysis

Source: Company Financials – Consolidated Results
*Owner's share

Commodity Price Trend

www.britannia.co.in



Impact – West Asia Conflict

Impact:

- International Business revenues and profitability impacted during Q4'26 owing to vessel unavailability, slowdown in demand
- Significant increase in fuel costs, ocean freight rates
- No material disruption to production operations at our India manufacturing facilities on account of industrial fuel supply constraints

Mitigation Measures:

- Initiating calibrated price increases from Q1'27
- Optimizing sourcing between India and International manufacturing facilities for key geographies to mitigate supply-related challenges; expected to be fully operational by mid-May
- Accelerating cost optimization and efficiency initiatives across the business



Driving Strategic Priorities

01

Efficiencies in **Sales, Distribution & Supply Chain**

03

Driving **Innovation, Adjacencies & Future Platforms**

05

Sustainability

02

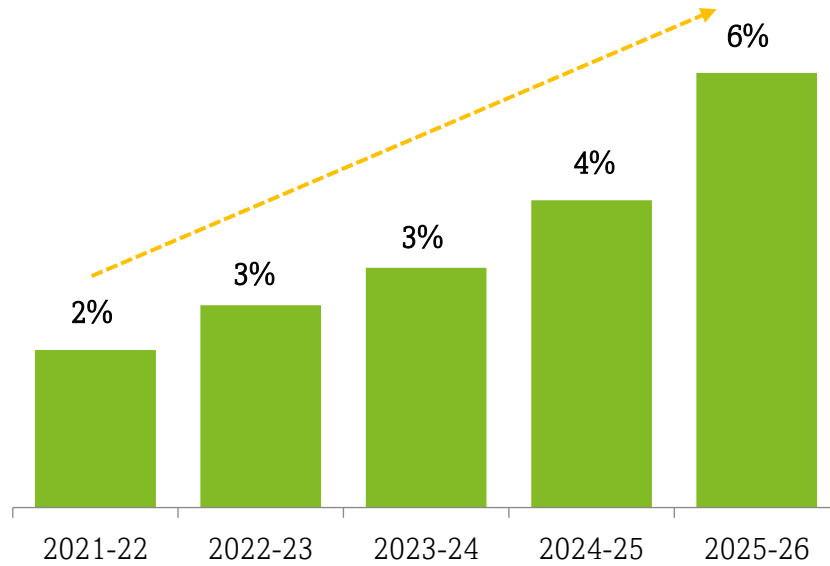
Elevate **Brand Experiences & Investments**

04

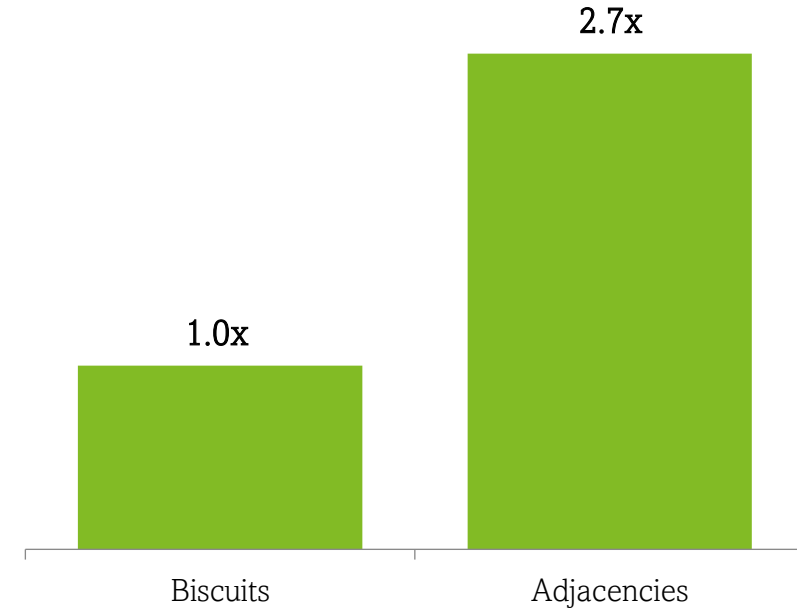
Winning in “**Many Indias**”

E-commerce – exponential growth in emerging channel

Salience - Domestic Business



Salience - Categories



- Fueling the fastest growing channel through exclusive launches, Premium offerings
 - Investments to grow further

Key Brands & Products on Air



5050 Cheese Dipped



Doodh Marie Gold



Good Day Butter

Consumer Engagement Brand Activations



Tiger Krunch



Croissant



Jim Jam & Wafers

Adjacency Businesses

A VALENTINE'S BUILT ON LOVE'S LITTLE SLIP-UPS.

Our Gen-Z-focused Valentine's campaign is built around those awkward relationship moments when things don't go as planned, so you simply **Fudge It** and move on.



- **Wafers** – Continued growing healthy double-digit
- **Cake & Rusk** – E-Commerce driving growth @ ~1.4x of Biscuits; successful scale up of Brownie well accepted by consumers;
- **Dairy Business** – Double-digit growth, fueled by Ghee

Innovations gaining traction



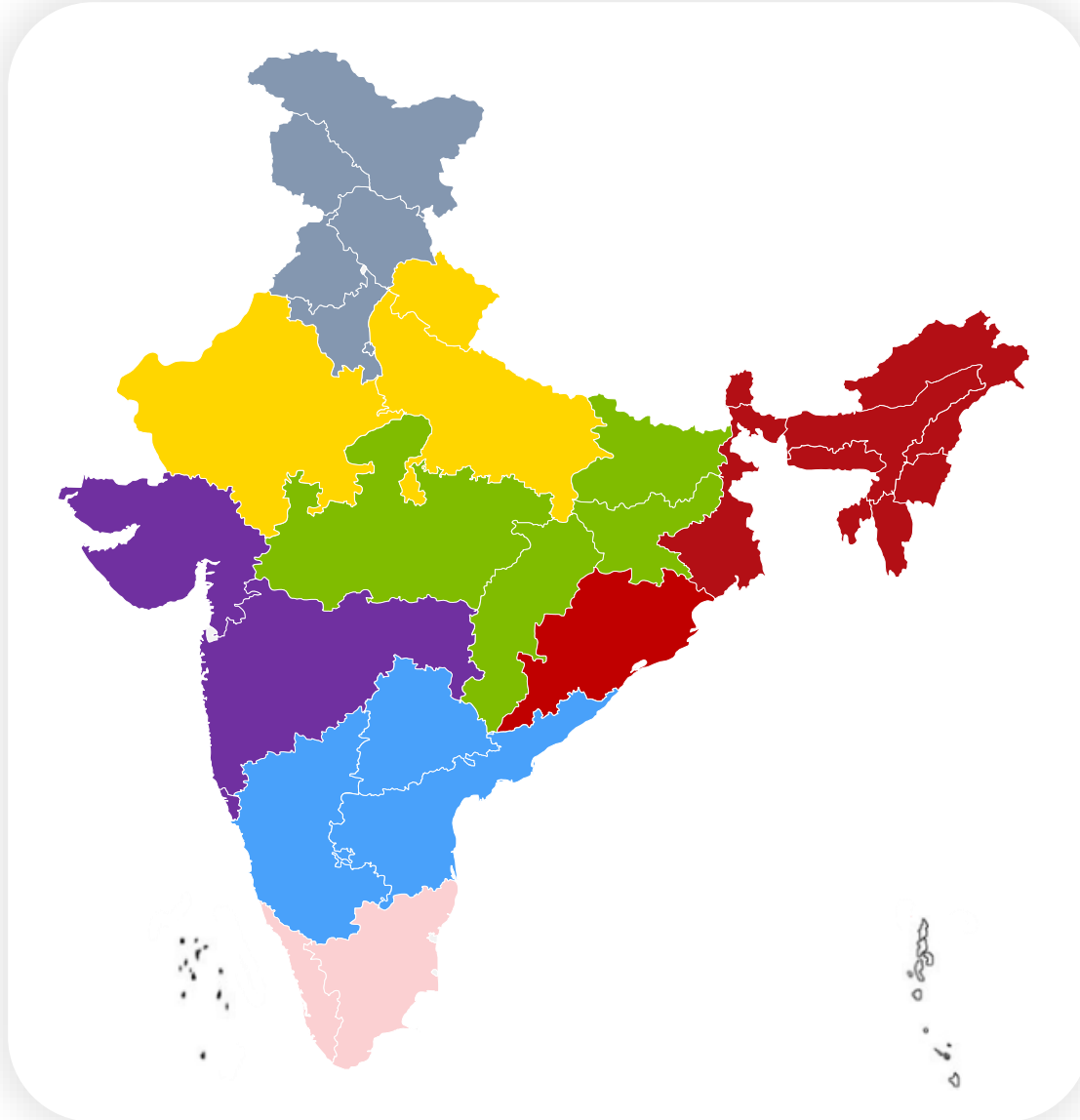
50-50 Cheeze & Caramel Dipped – became 2nd Biggest Player within Sandwich Cracker category in 3 months of launch

Accelerating our Signature Brands



Outpaced growth v/s other Products by ~3x in 25-26

Winning in “Many Indias”



Prioritising localisation to meet the needs of “Many Indias” through Region-specific business strategies

ESG – Building a sustainable, profitable business

Progress on ESG KPIs – over 24-25



~7% reduction in specific water consumption



~1% increase in women factory workforce

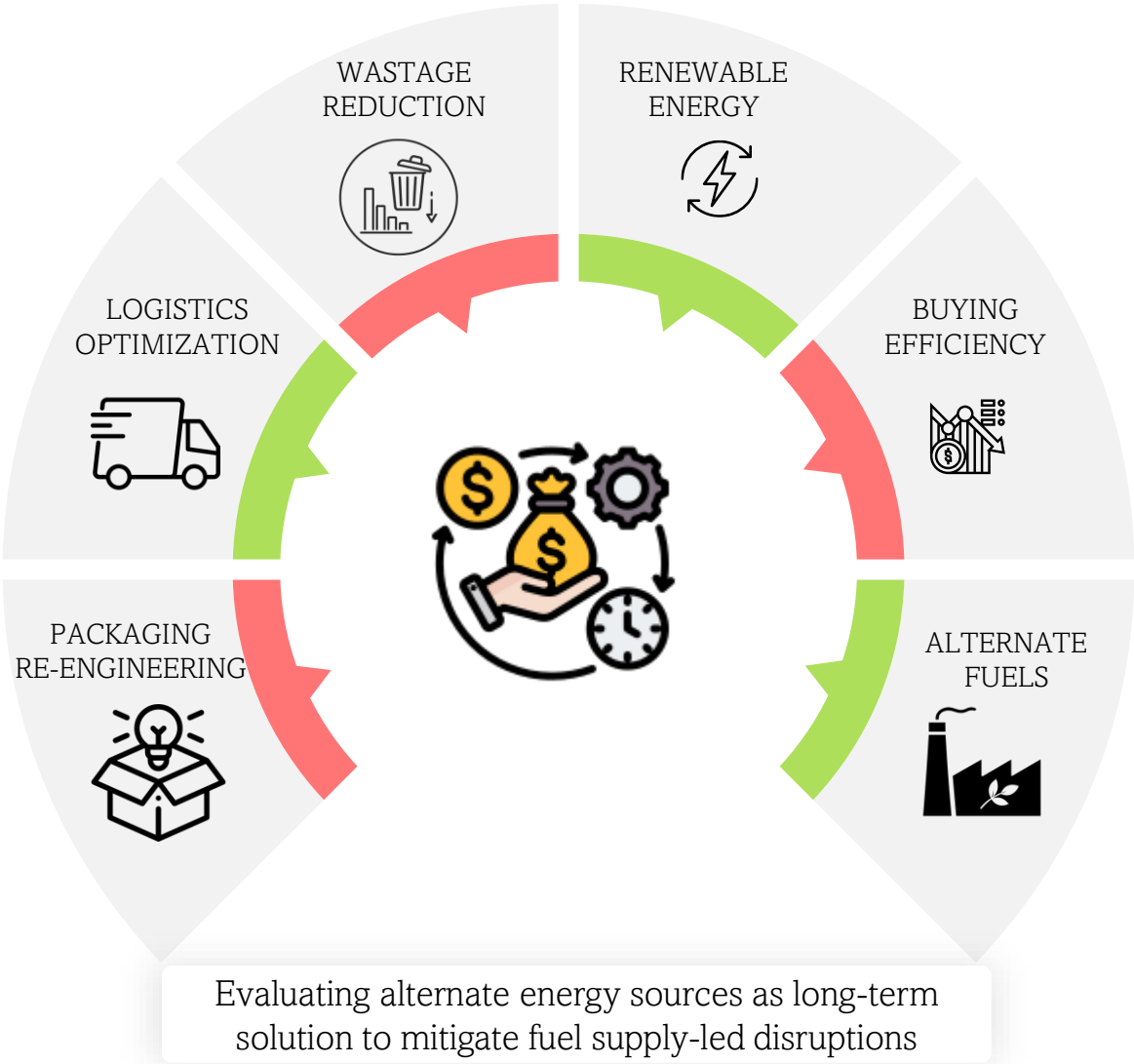


~67% increase in BNF beneficiaries



~14% increase in Renewable Electricity share in Own Plants

Disciplined Cost Efficiency – Eliminating costs not adding value to Consumers

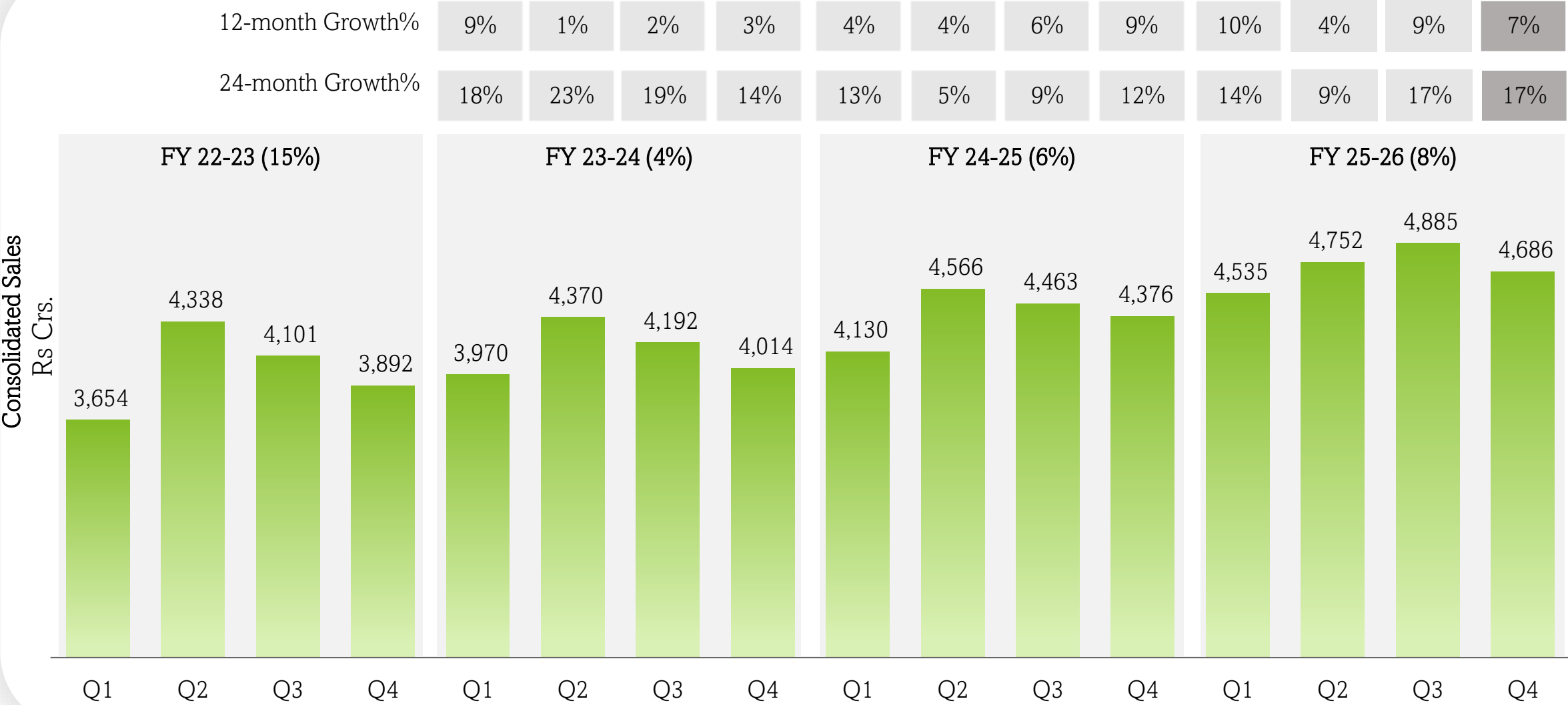




Financial Results



Revenue trends



Consolidated Sales as per published results

Nos. in the bracket indicate revenue growths

Key Financial Lines – Q4 25-26 - Consolidated

Particulars	Q4 25-26	
	Rs Crs	Vs Q4 24-25
Net Sales	4,686	7.1%
Operating Profit	768	6.0%
Profit Before Tax	785	4.4%
Profit After Tax (Owner's Share)	678	21.1%

Particulars	21-22	22-23	23-24	24-25	Q1'26	Q2'26	Q3'26	Q4'26
Profit from Operations %	14.3%	16.3%	17.3%	16.4%	14.9%	18.3%	18.3%	16.4%
Profit before Tax %	14.9%	19.0%	17.6%	16.7%	15.5%	18.6%	18.8%	16.8%
Profit after Tax % (Owner's Share)	10.9%	14.5%	12.9%	12.4%	11.5%	13.8%	13.9%	14.5%

Source: Company Financials – Consolidated Results

Key Financial Lines – FY 25-26 - Consolidated

Particulars	FY 25-26	
	Rs Crs	Vs FY 24-25
Net Sales	18,858	7.5%
Operating Profit	3,208	11.6%
Profit Before Tax	3,289	12.4%
Profit After Tax (Owner's Share)	2,533	16.3%

Particulars	21-22	22-23	23-24	24-25	25-26
Profit from Operations %	14.3%	16.3%	17.3%	16.4%	17.0%
Profit before Tax %	14.9%	19.0%	17.6%	16.7%	17.4%
Profit after Tax % (Owner's Share)	10.9%	14.5%	12.9%	12.4%	13.4%

Source: Company Financials – Consolidated Results



Thank You!