



## Analyst Meet/ Q3'25-26 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**

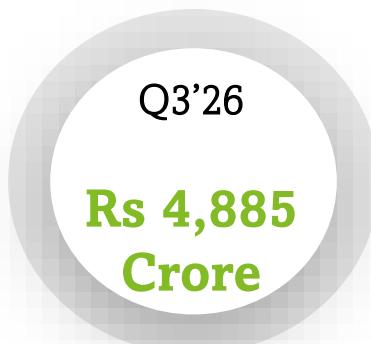
**Financial Results**



# **Business Overview**

# Performance Scorecard – Q3 25-26

## Revenue from Operations



## Profit after Tax\*



# Performance Scorecard – YTD 25-26

## Revenue from Operations



## Profit after Tax\*

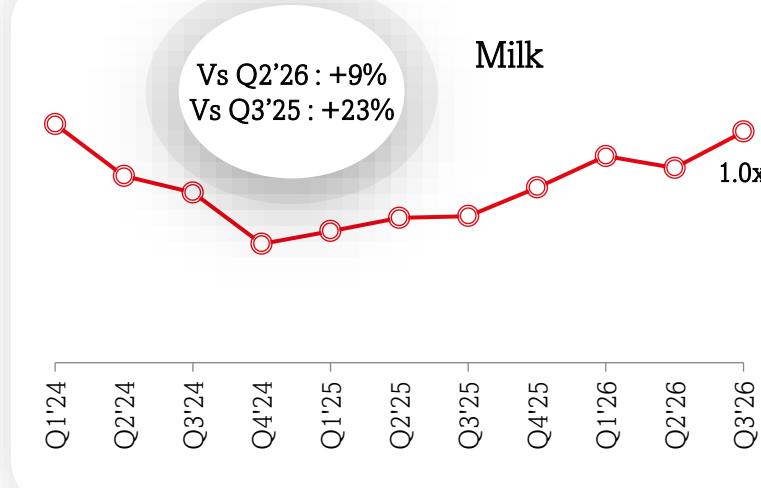
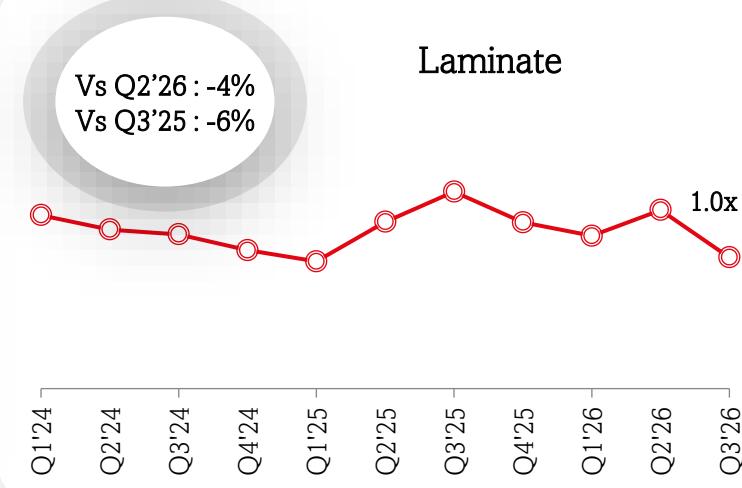
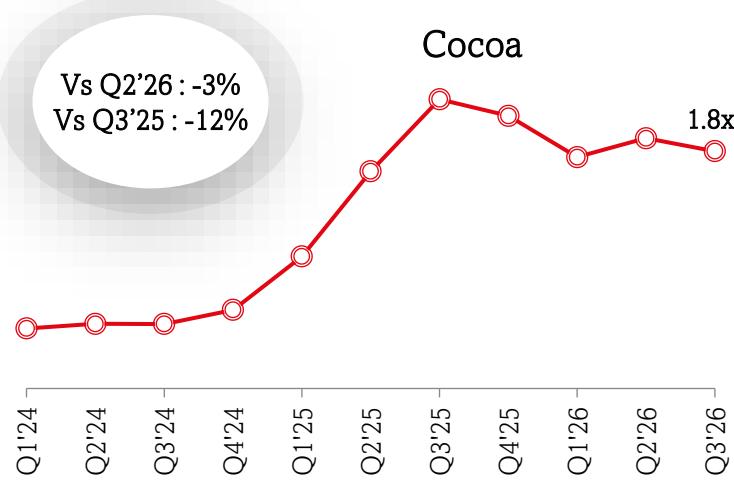
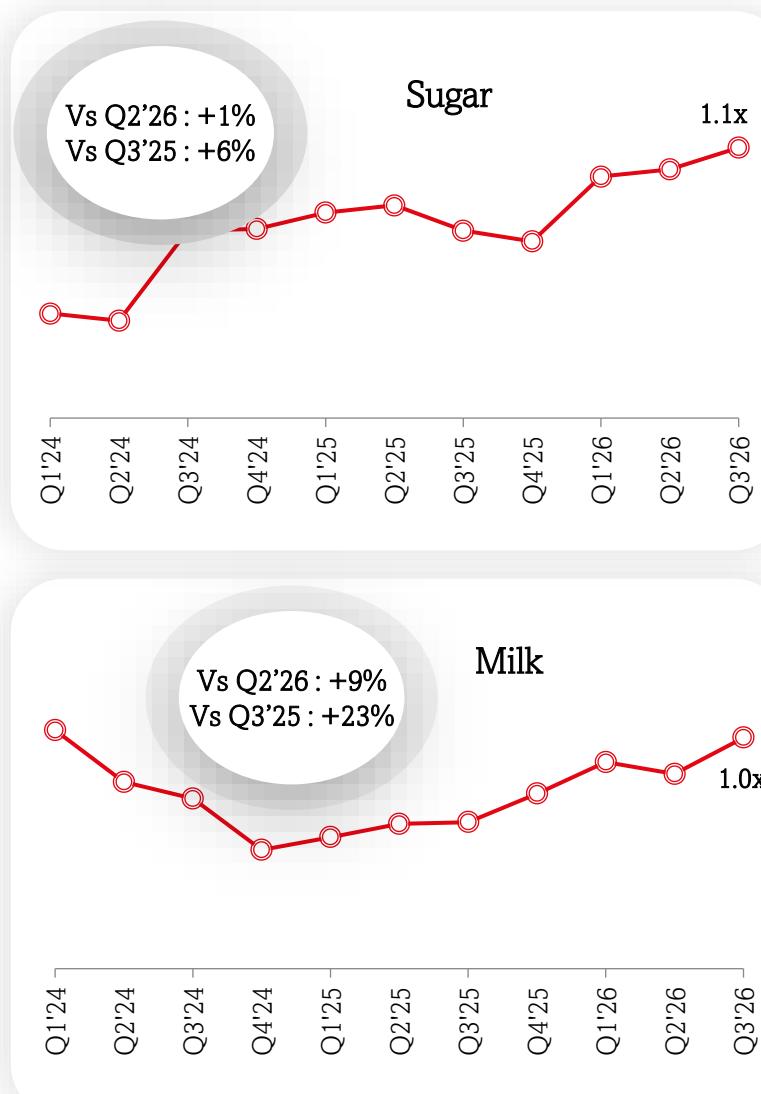
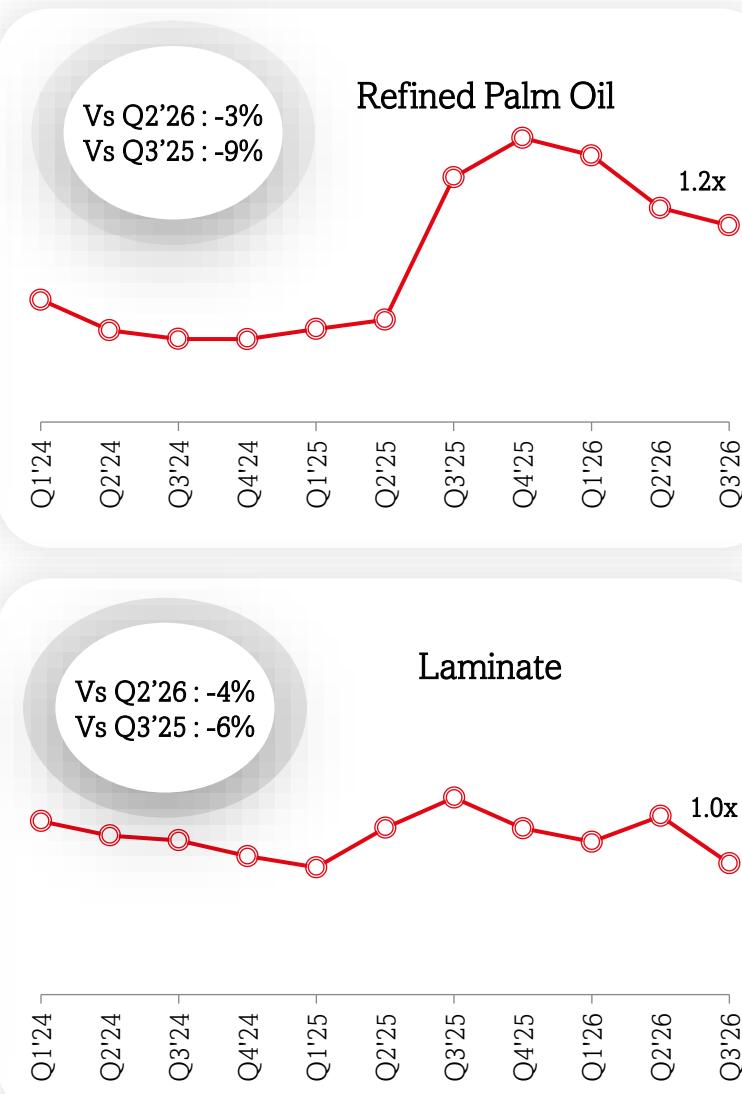
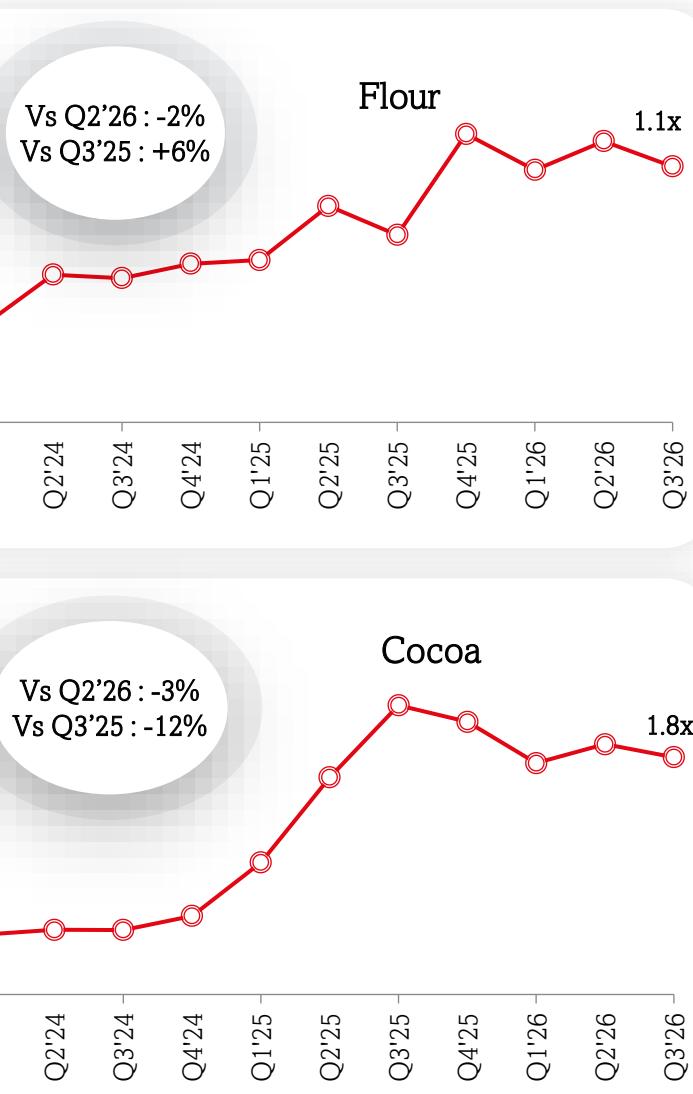


Market Share: In view of transition to GST 2.0 & dual pricing on packs permitted by the Govt. in Q3, Nielsen's data needs further evaluation & analysis

Source: Company Financials – Consolidated Results

\*Owner's share

# Commodity Price Trend



# Driving Strategic Priorities

01

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

03

Driving **Innovation, Adjacencies & Future Platforms**

05

**Sustainability**

02

Elevate **Brand Experiences & Investments**

04

Focused Intervention to **fight Regional competitors**

# Ramping up Media for Key Brands & Products



Nutri Choice x Aamir Khan



Little Hearts



Good Day 'Crafted'

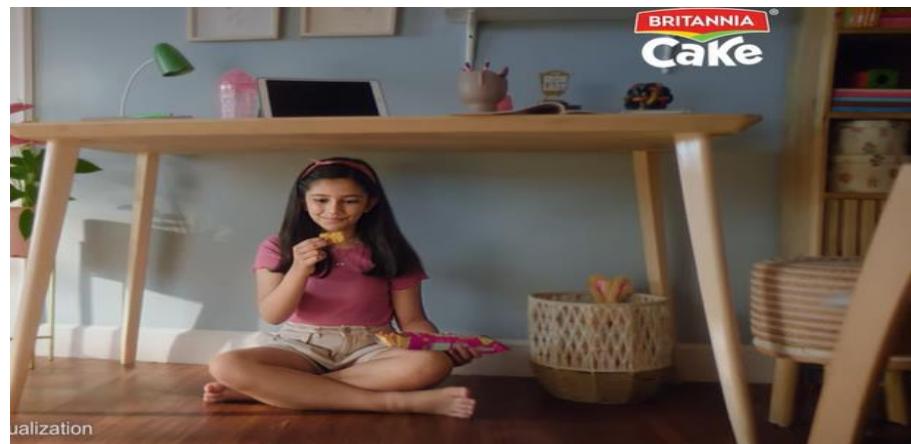
# Ramping up Media for Key Brands & Products



BTLC Cheese Triangles



Rusk Toastea



Britannia Cake

# Exciting Innovations



50-50 Dipped Range



'Veg' variants of Brownie, Layer Cakes



'Doodh' Marie Gold

# Adjacency Businesses



- Cake, Rusk, Croissant & Wafers :
  - All 4 categories grew **double-digit** during the quarter
  - Contribution of E-Commerce channel to these Businesses ~3x of Biscuits
- Dairy – Marginal growth in Cheese while other businesses such as Ghee, Milk Drinks, Dairy Whitener grew faster

# ESG – Building a sustainable, profitable business

## Progress on ESG KPIs – over Q4'25



~5.7% reduction in specific water consumption



~2% increase in women factory workforce



27% increase in BNF beneficiaries



Sustained 'B' rating in CDP Climate  
Change & Water Security themes

## Recognition



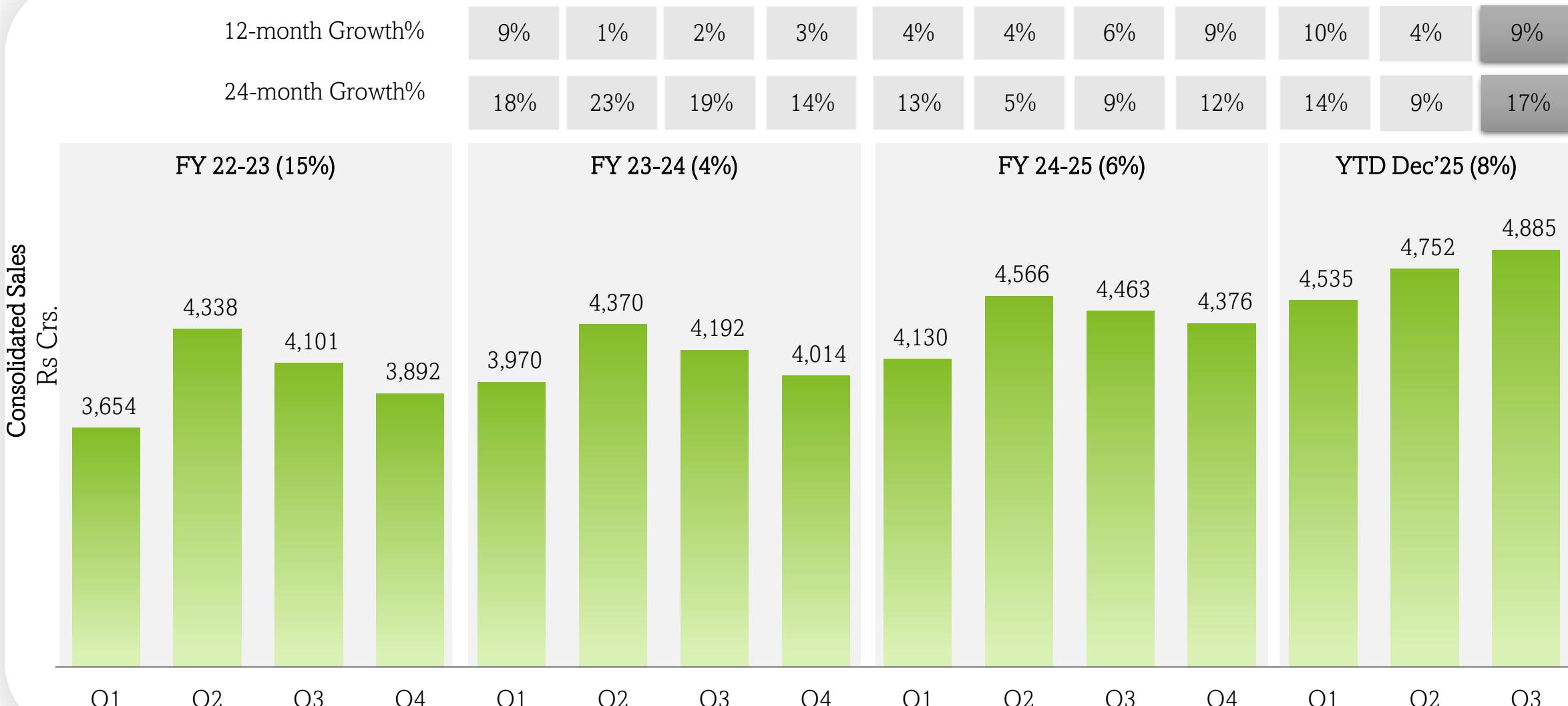
Recognized as the '**Best CSR Project of the Year 2025**' at the **CSR Summit & Awards 2025** organized by UBS Forum



# Financial Results



# Revenue trends



# Key Financial Lines – Q3 25-26 - Consolidated

Particulars	Q3 25-26	
	Rs Crs	Vs Q3 24-25
Net Sales	4,885	9.5%
Operating Profit	895	17.4%
Profit Before Tax	919	18.1%
Profit After Tax (Owner's Share)	680	16.9%

Particulars	16-17	17-18	18-19	19-20	20-21	21-22	22-23	23-24	24-25	Q1'26	Q2'26	Q3'26
Profit from Operations %	12.6%	13.8%	14.3%	14.5%	17.9%	14.3%	16.3%	17.3%	16.4%	14.9%	18.3%	18.3%
Profit before Tax %	14.1%	15.4%	16.1%	16.1%	19.5%	14.9%	19.0%	17.6%	16.7%	15.5%	18.6%	18.8%
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%	13.8%	13.9%

Source: Company Financials – Consolidated Results

# Key Financial Lines – YTD 25-26 - Consolidated

Particulars	YTD December 25-26	
	Rs Crs	Vs YTD 24-25
Net Sales	14,172	7.7%
Operating Profit	2,440	13.5%
Profit Before Tax	2,504	15.1%
Profit After Tax (Owner's Share)	1,855	14.6%

Particulars	16-17	17-18	18-19	19-20	20-21	21-22	22-23	23-24	24-25	YTD 25-26
Profit from Operations %	12.6%	13.8%	14.3%	14.5%	17.9%	14.3%	16.3%	17.3%	16.4%	17.2%
Profit before Tax %	14.1%	15.4%	16.1%	16.1%	19.5%	14.9%	19.0%	17.6%	16.7%	17.7%
Profit after Tax % (Owner's Share)	9.6%	10.2%	10.6%	12.3%	14.5%	10.9%	14.5%	12.9%	12.4%	13.1%

Source: Company Financials – Consolidated Results



**Thank You!**