





Analyst Meet/ Q1’26-27 Results / Conference Call

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Agenda

- Business Overview
- Strategic Priorities
- Costs & Financials

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Business Overview

Performance Scorecard – Q1 26-27

Revenue from Operations

Q1'27	12 Months Growth
Rs 4,964 Crore	+9.5%

Profit after Tax*

Q1'27	12 Months Growth
11.9% of Revenue	+13.6%

Source: Company Financials – Consolidated Results

**Owner's share*

Strategic Priorities

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



Elevate **Brand Experiences & Investments**



Driving **Innovation, Adjacencies & Future Platforms**



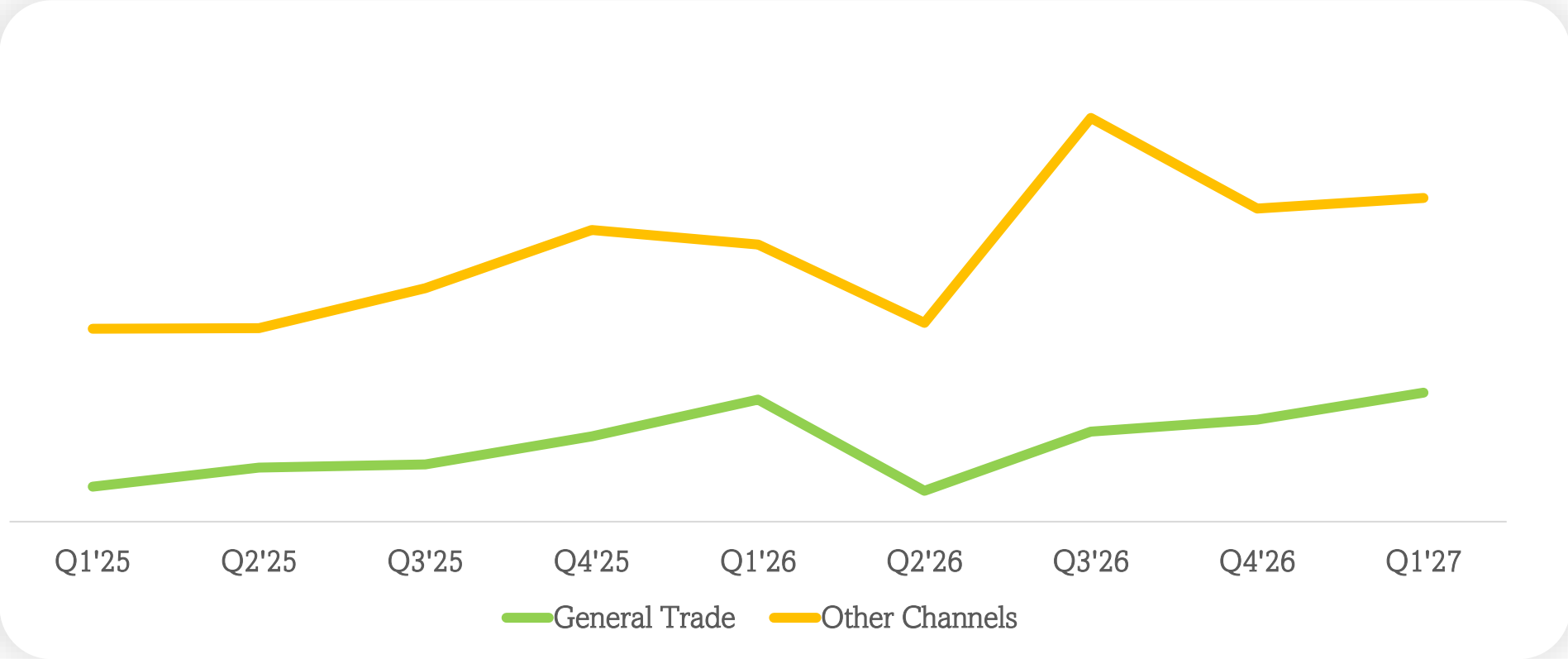
Winning in **“Many Indias”**



Sustainability



All Channels contributing to healthy growth

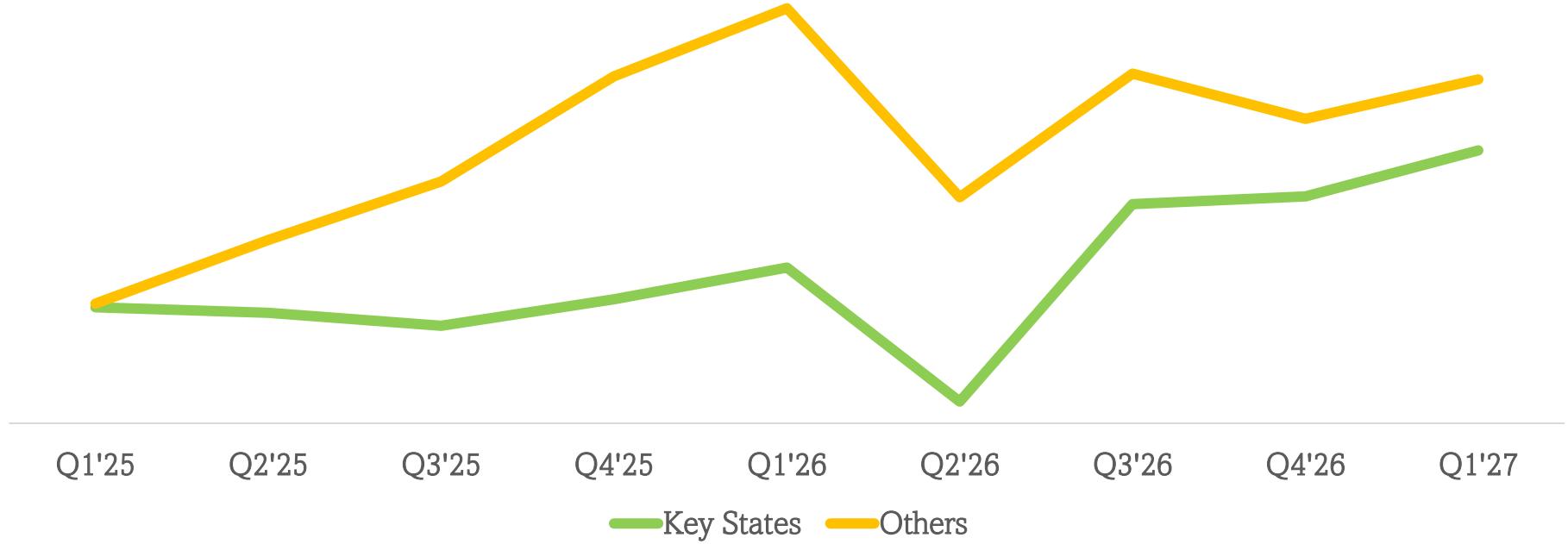


- General Trade grew 1.5x of 25-26 growth in Q1’27
- Other Channels continued steady momentum, growing 2.5x of General Trade; E-Commerce leads with strong double-digit



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Strengthening our Key States



- Key States delivering 1.8x of 25-26 growth in Q1’27
- Other States grew double-digits @ 1.3x of Key States



Key States contributing >50% of Domestic Revenue

National activations for Core Brands



Marie Gold x
International Tea Day



NutriChoice x
World Health Day



Consumer Engagement through Topical Campaigns

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Little Hearts X
Mother's Day



Cakes X
Social Media Activation



Driving Croissant through Innovations

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25-26 Launch



Q1' 26-27 Launch



Q1'27 Growth

↓

> 30%



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Other Adjacency Businesses







Adjacency Businesses (Cake, Rusk & Wafers) – Delivered double-digit growth led by portfolio Innovations, new variants





Dairy – Portfolio grew in double-digits, fueled by Ghee, Cheese



International Business – Flat growth for the quarter, with business stabilizing in the last part of the quarter. Impact of current developments in West Asia being closely monitored



Region-Focused Product & Media Activations

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Milk Bikis X
Thirukkural in TN



Milk Bikis X
Northern States





Rusk Outdoor Campaigns
in Tamil Nadu

Execution of our strategy to win in “Many Indias” is on



ESG – Building a sustainable, profitable business

Progress on ESG KPIs
over Q4'26

~0.7% increase in women factory workforce

3,97,125 BNF beneficiaries reached in Q1'27, representing ~78% of FY 25-27

~16% increase in Renewable Electricity share in Own Plants

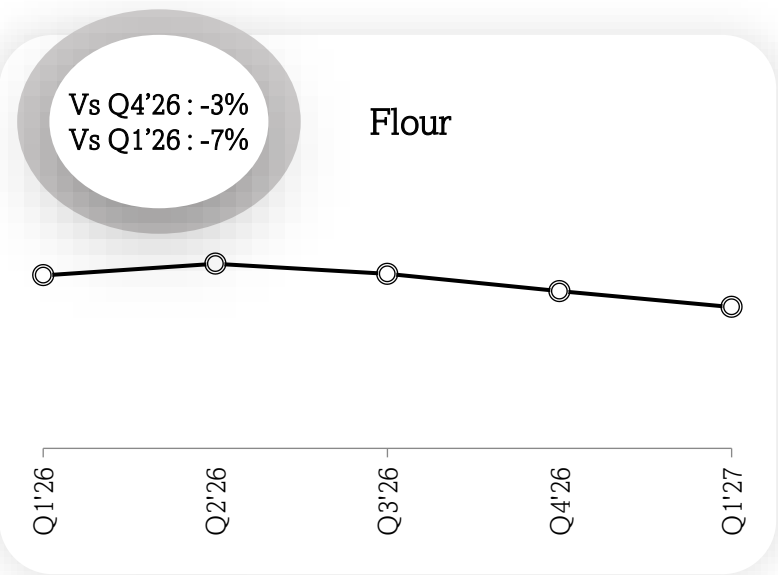


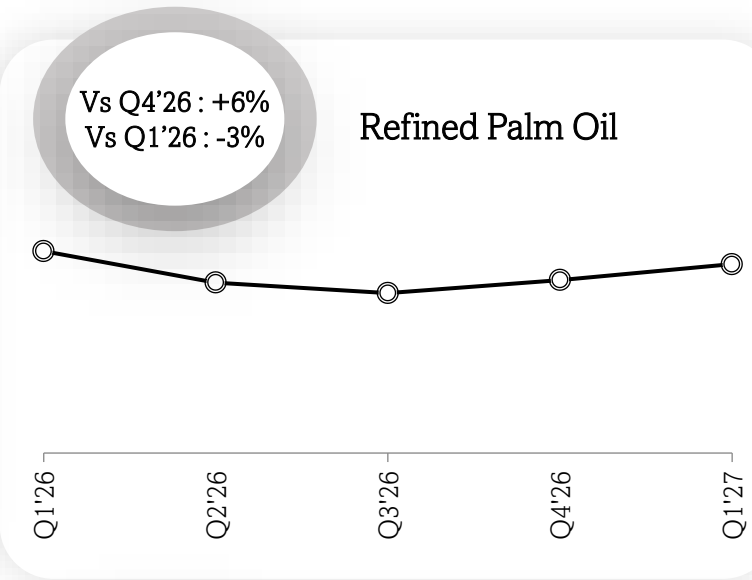
Costs & Financials

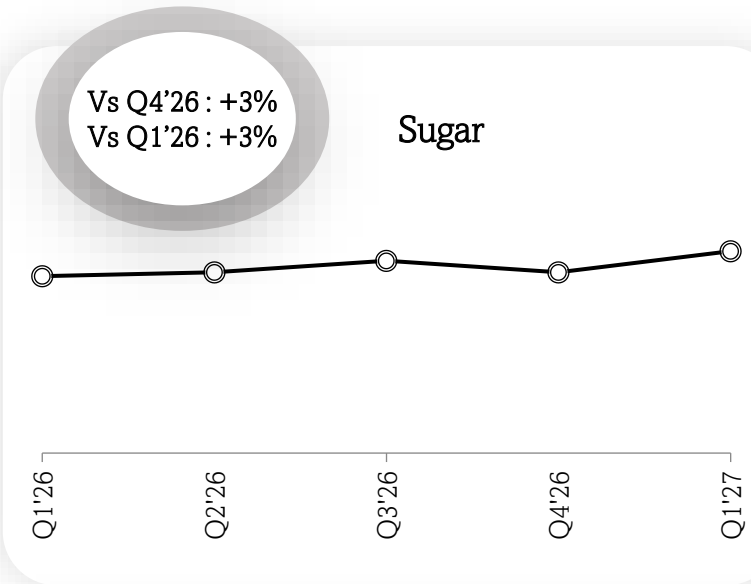


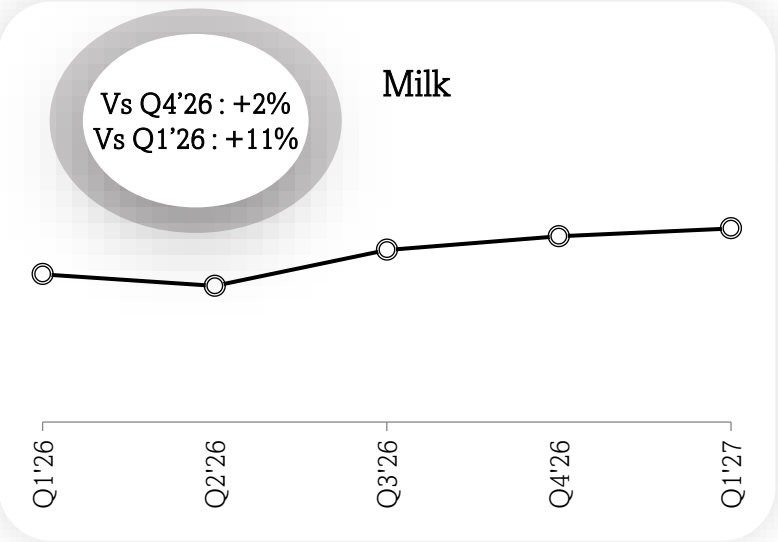


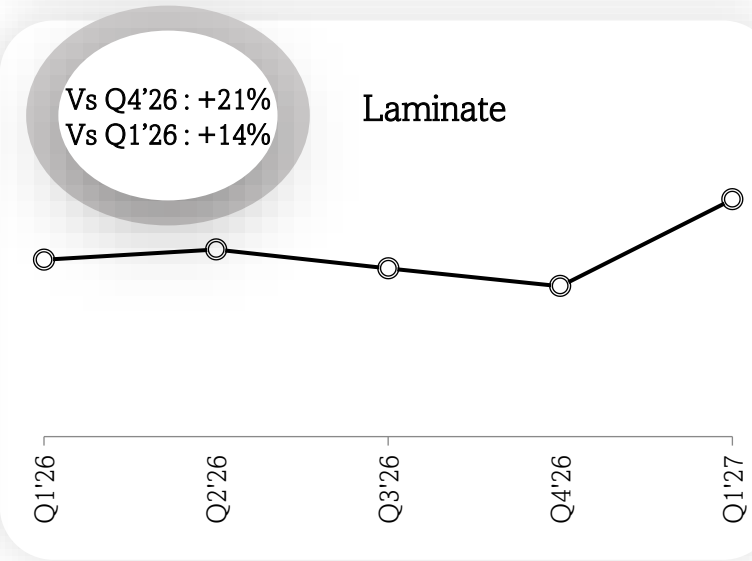
Input Costs Trend

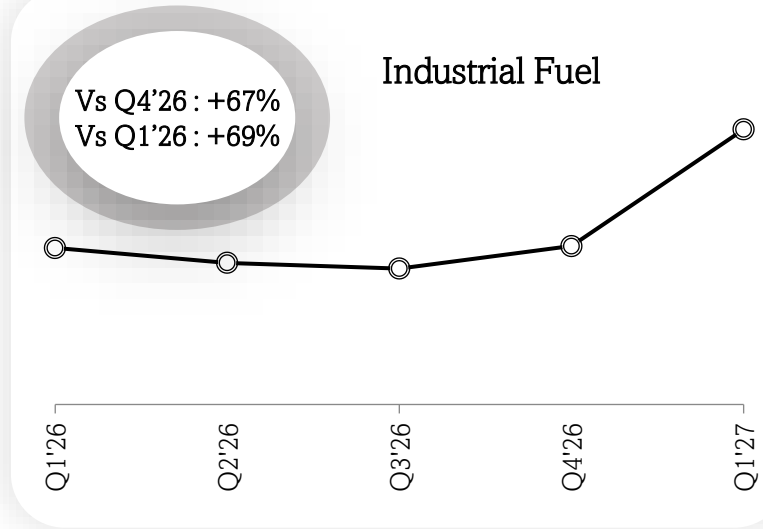












Note:
Strategic covers enabled input costs being lower than market prices

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

Focusing on Cost Efficiency Programs



Packaging Cost Optimization



Wastage Reduction



Alternate Fuels



Renewable Energy



Buying Efficiency

Accelerating cost efficiency initiatives across verticals

Revenue trends

	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
	FY 23-24 (4%)				FY 24-25 (6%)				FY 25-26 (8%)				Q1'27
12-month Growth%	4%	4%	6%	9%	10%	4%	9%	7%	9%				
24-month Growth%	13%	5%	9%	12%	14%	9%	17%	17%	20%				
Consolidated Sales Rs Crs.	3,970	4,370	4,192	4,014	4,130	4,566	4,463	4,376	4,535	4,752	4,885	4,686	4,964

Consolidated Sales as per published results

Nos. in the bracket indicate revenue growths

Key Financial Lines – Q1 26-27 - Consolidated

Particulars	Q1 26-27	
	Rs Crs	Vs Q1 25-26
Net Sales	4,964	9.5%
Operating Profit	761	12.7%
Profit Before Tax	797	13.7%
Profit After Tax (Owner's Share)	591	13.6%

Particulars	21-22	22-23	23-24	24-25	25-26	Q1'27
Profit from Operations %	14.3%	16.3%	17.3%	16.4%	17.0%	15.3%
Profit before Tax %	14.9%	19.0%	17.6%	16.7%	17.4%	16.1%
Profit after Tax % (Owner's Share)	10.9%	14.5%	12.9%	12.4%	13.4%	11.9%

Source: Company Financials – Consolidated Results

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Thank You!