

Date: 8<sup>th</sup> May, 2026

To,  
The Corporate Relations Department,  
BSE Limited,  
Phiroze Jeejeebhoy Towers,  
Dalal Street, Fort, Mumbai - 400 001  
Scrip Code: 500825

The Listing Department,  
National Stock Exchange of India Limited,  
Exchange Plaza, C-1, Block G, Bandra-Kurla Complex,  
Bandra (East), Mumbai – 400 051  
Symbol: BRITANNIA

Dear Sir/Madam,

**Sub : Presentation for Investors/Analysts Conference Call (Group Meet) to be held today i.e., Friday, 8<sup>th</sup> May, 2026**

**Ref : Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('SEBI Listing Regulations, 2015')**

With reference to the subject cited above and pursuant to Regulation 30 read with Clause 15 of Para A of Part A of Schedule III of the SEBI Listing Regulations, 2015, please find enclosed the copy of Investors/Analysts Conference Call Presentation pertaining to the financial results and operations of the Company for the quarter and financial year ended 31<sup>st</sup> March, 2026.

The Presentation is also made available on the Website of the Company at <http://www.britannia.co.in/investors/financial-performance/analyst-call>. The Audio Recording and Transcript of the said Call will be disseminated to the Stock Exchanges and will be hosted on the Website of the Company within the prescribed timelines as per the SEBI Listing Regulations, 2015.

Request you to please take the above information on record.

Thanking you,  
Yours faithfully,  
**For Britannia Industries Limited**

**Sona Rajora**  
**Company Secretary & Compliance Officer**  
**ICSI Membership No.: A35468**  
**Encl.: As above**



**Analyst Meet/ Q4'25-26 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.

A large white circle with a halftone dot pattern around it, containing the word "Agenda" in bold black text.

# Agenda

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**Business Overview**

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**Strategic Priorities**

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**Financial Results**

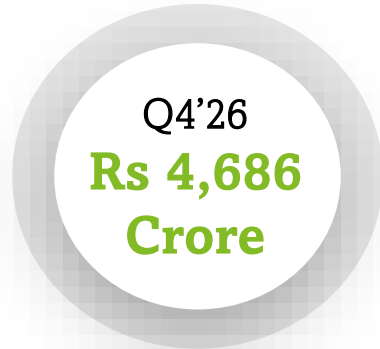


# **Business Overview**

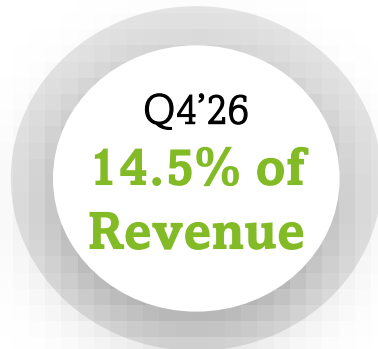
# Performance Scorecard – Q4 25-26

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## Revenue from Operations



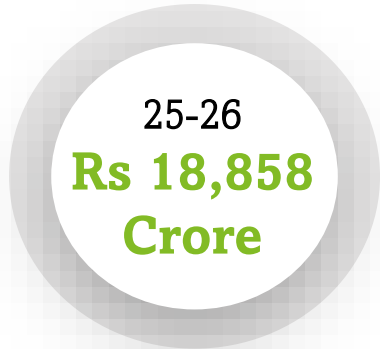
## Profit after Tax\*



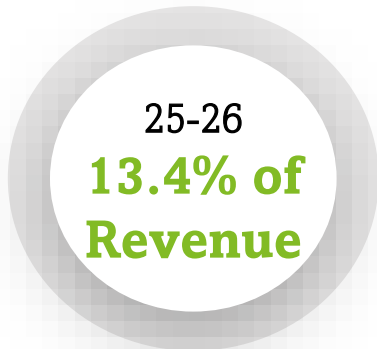
# Performance Scorecard – FY 25-26

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## Revenue from Operations

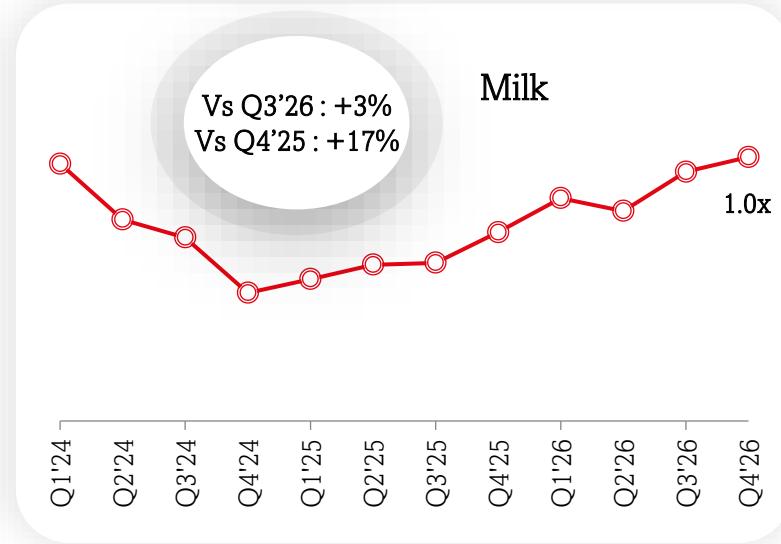
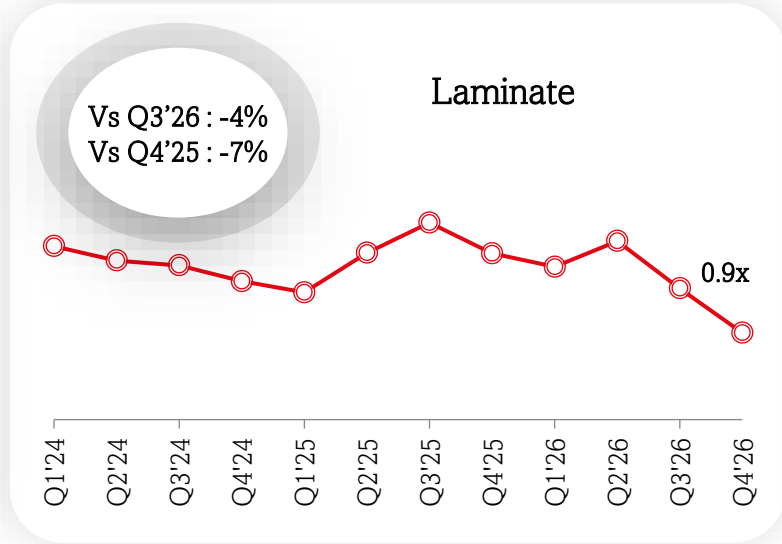
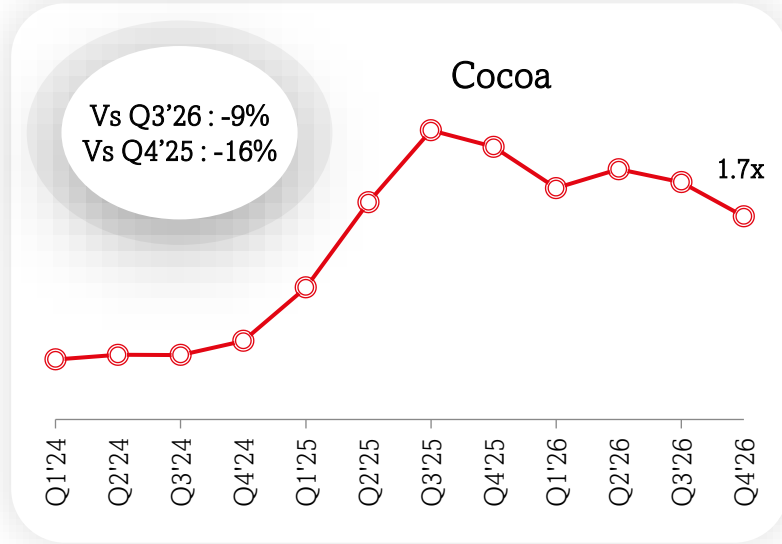
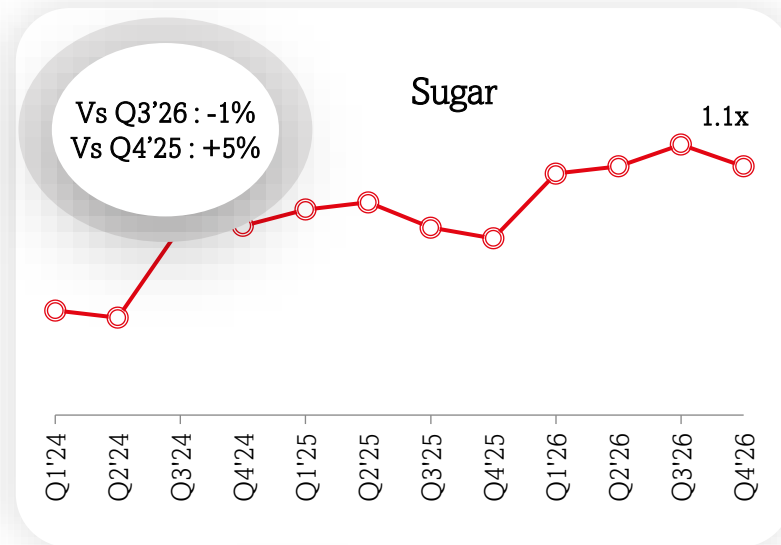
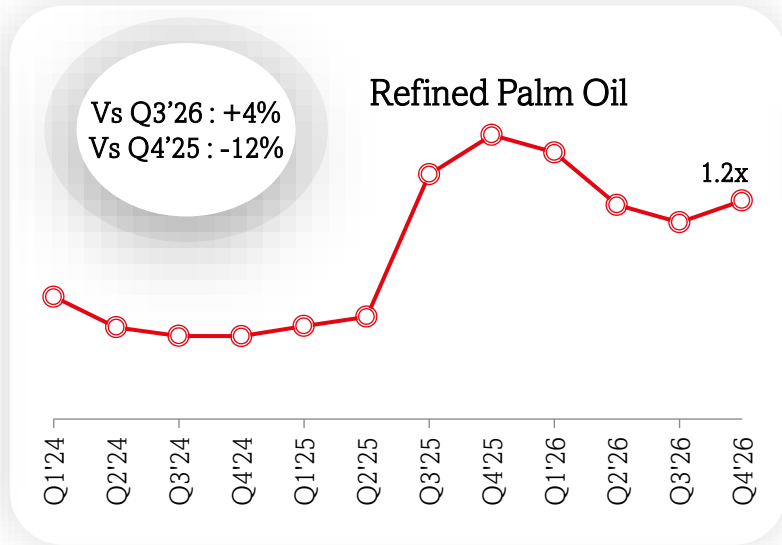
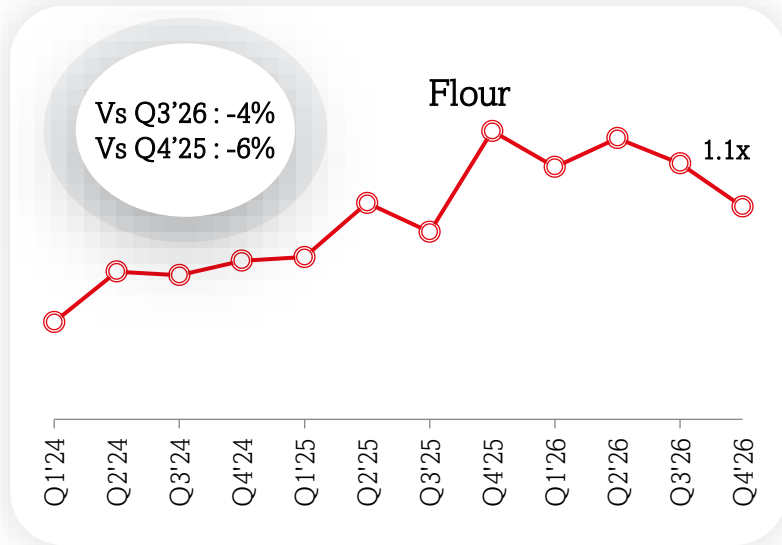


## Profit after Tax\*



# Commodity Price Trend

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

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

# 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

**BRITANNIA**

# Driving Strategic Priorities

**01**

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

**03**

Driving **Innovation, Adjacencies &  
Future Platforms**

**05**

**Sustainability**

**02**

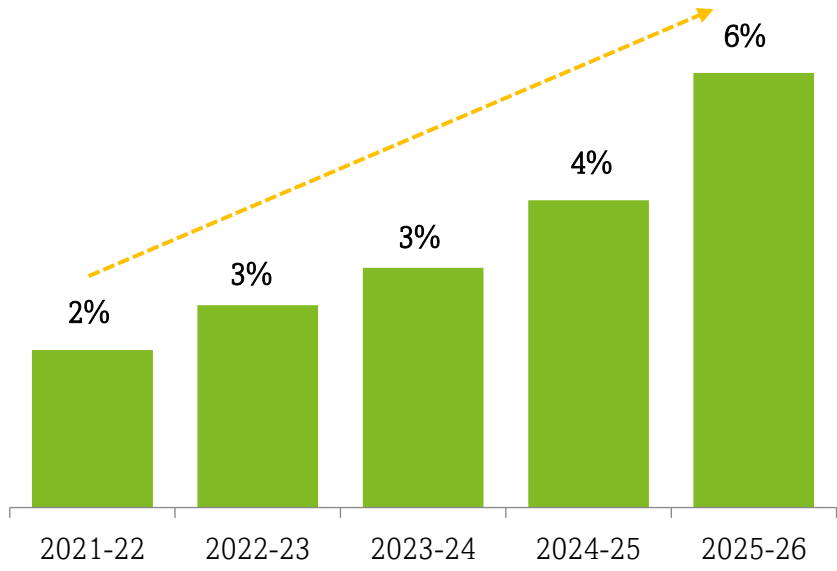
Elevate **Brand Experiences  
& Investments**

**04**

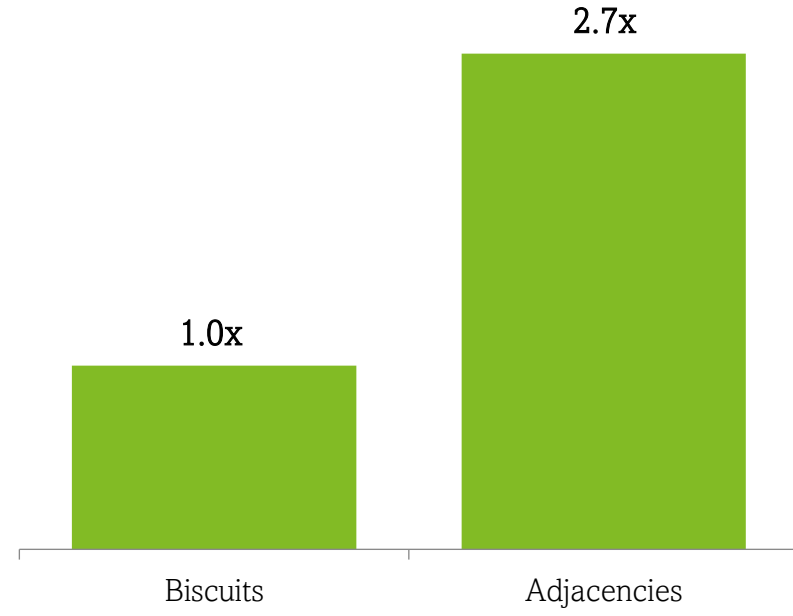
Winning in **“Many Indias”**

# E-commerce – exponential growth in emerging channel

### Saliency - Domestic Business



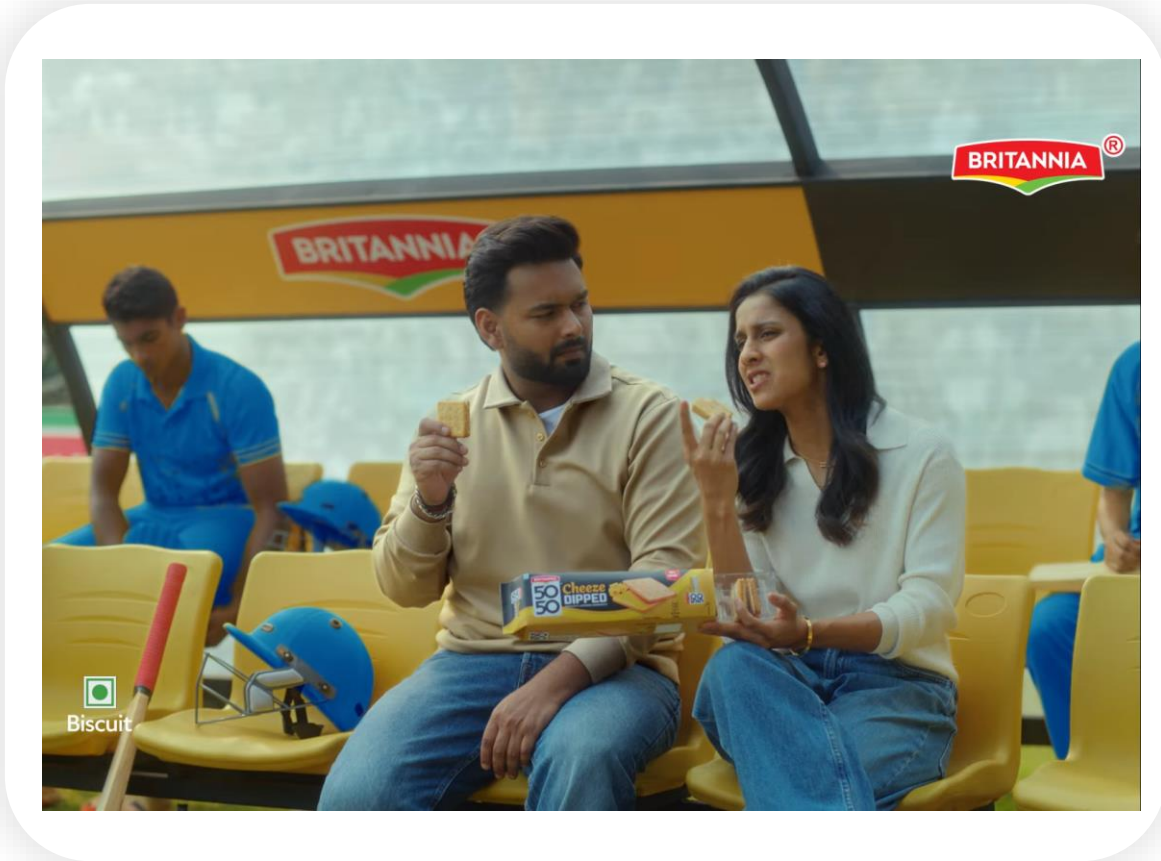
### Saliency - Categories



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

# 02 Key Brands & Products on Air

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5050 Cheese Dipped



Doodh Marie Gold



Good Day Butter

# Consumer Engagement Brand Activations

www.britannia.co.in



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



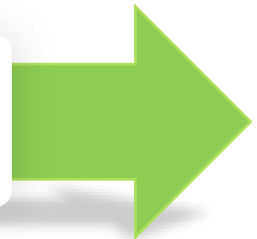
50-50 Cheeze & Caramel Dipped – became 2<sup>nd</sup> Biggest Player within Sandwich Cracker category in 3 months of launch

# Accelerating our Signature Brands

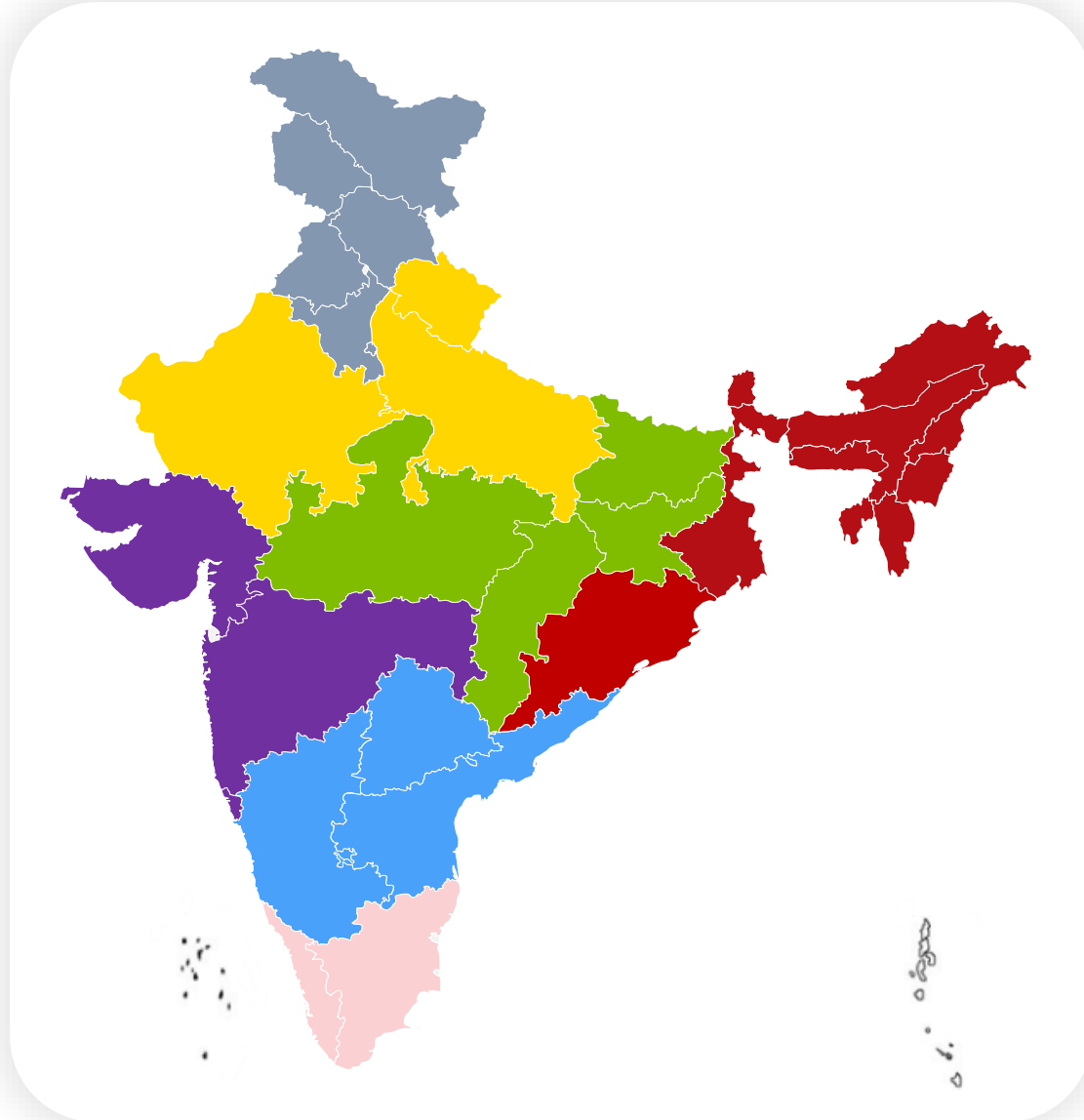
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Outpaced growth v/s other Products by ~3x in 25-26



# 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

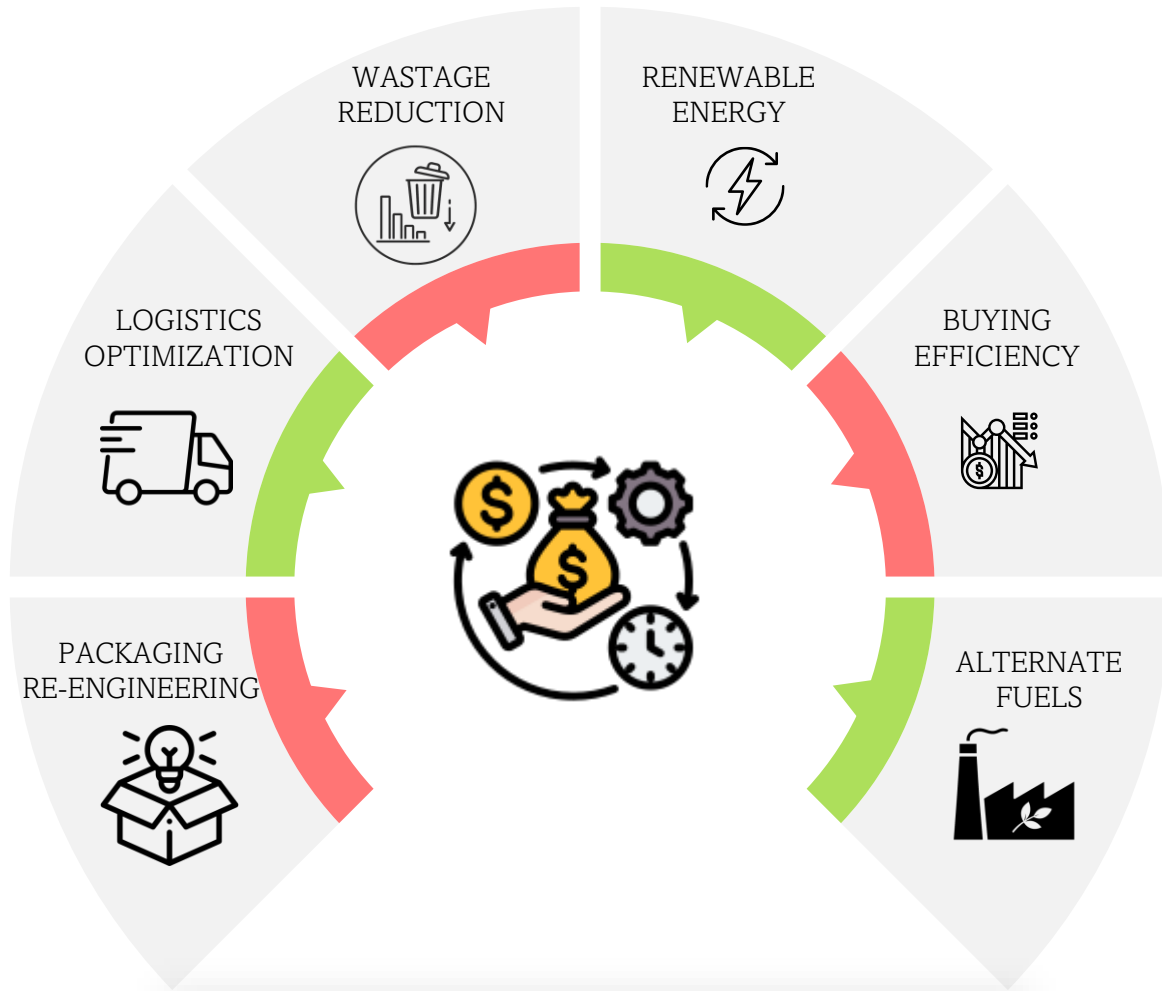


~67% increase in BNF beneficiaries

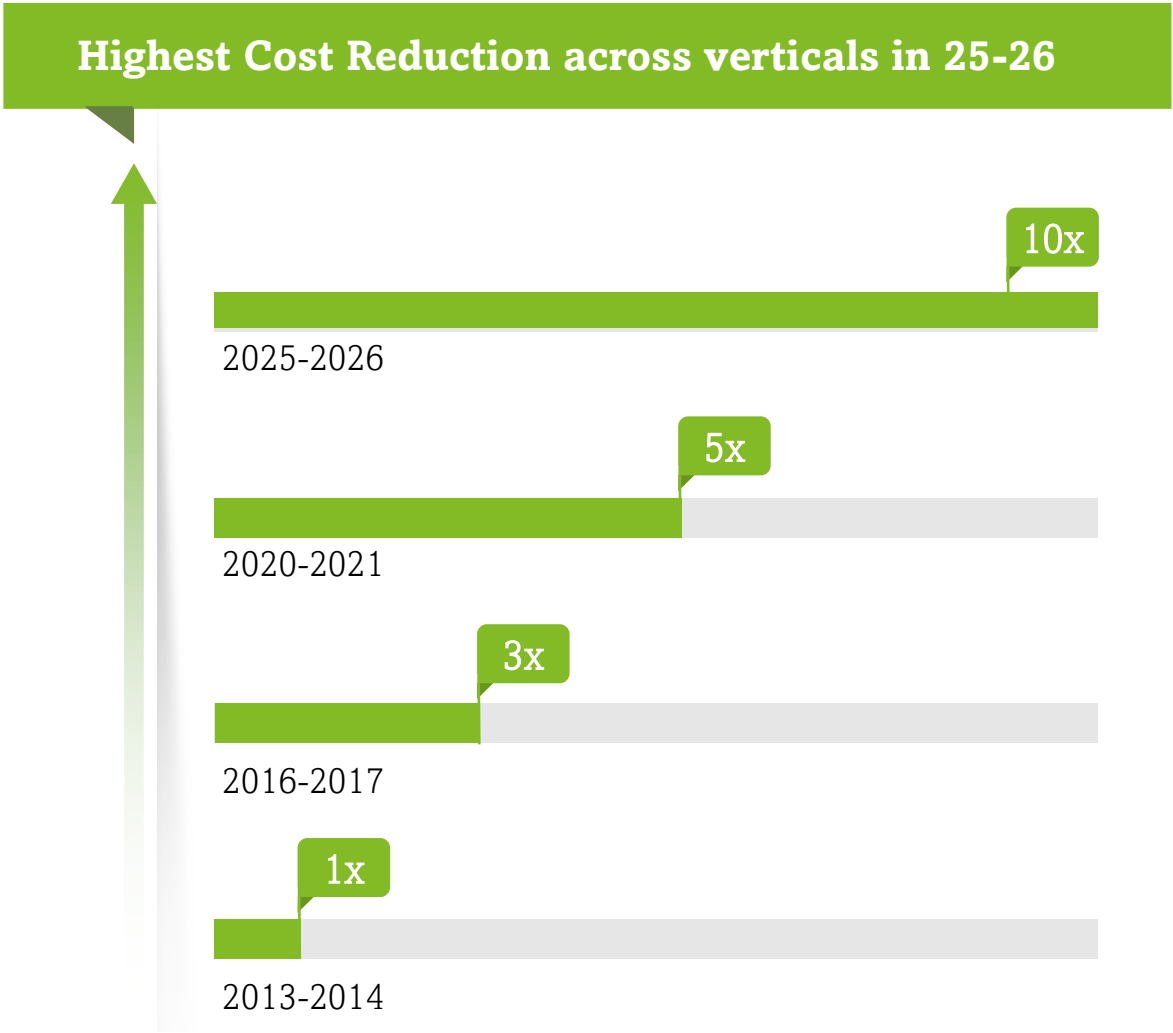


~14% increase in Renewable Electricity share in Own Plants

# Disciplined Cost Efficiency – Eliminating costs not adding value to Consumers



Evaluating alternate energy sources as long-term solution to mitigate fuel supply-led disruptions



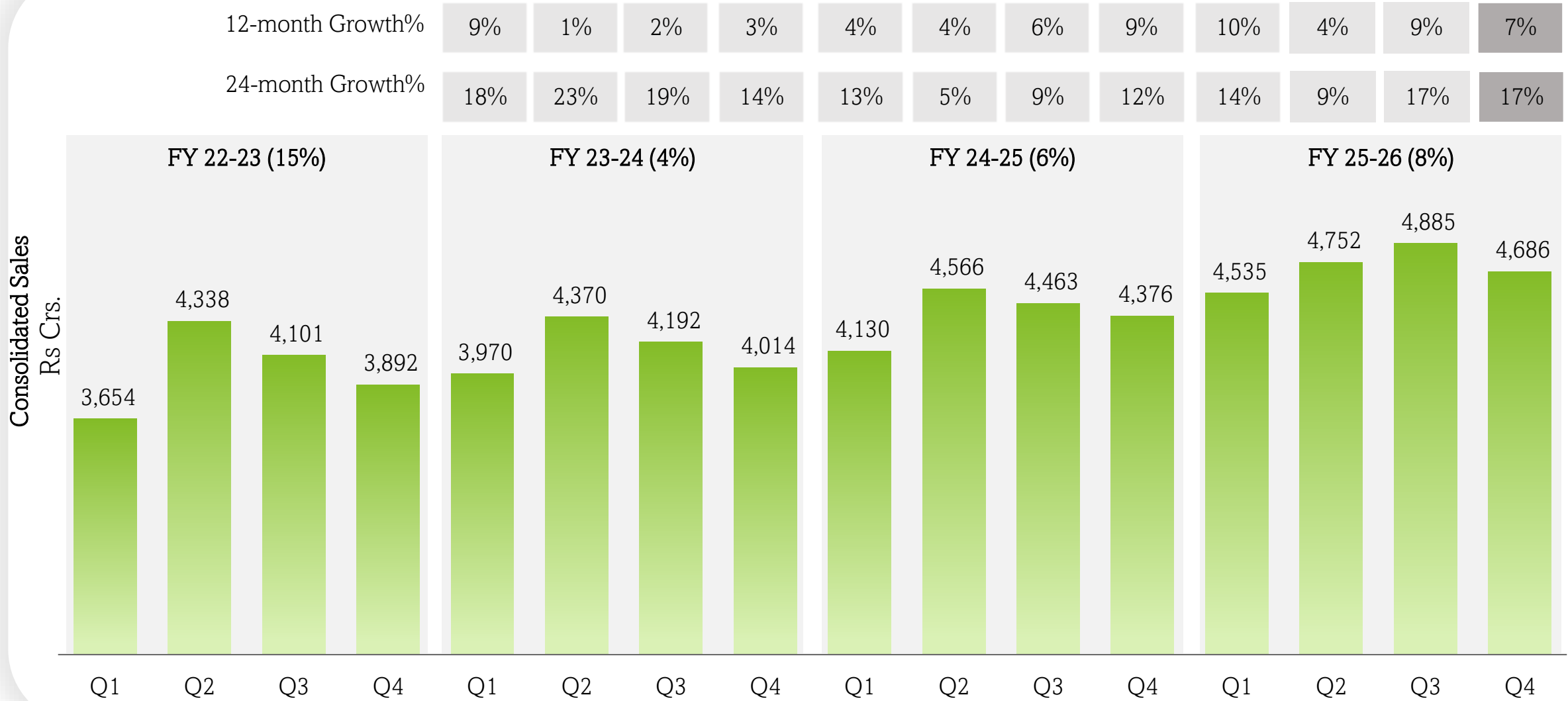


# Financial Results



# Revenue trends

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# 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!**