



August 7, 2026

Compliance Department, BSE Limited, Phiroze Jeejeebhoy Tower, Dalal Street, Fort, Mumbai - 400 001	Compliance Department, National Stock Exchange of India Ltd. Exchange Plaza, Plot No. C/1, G-Block, Bandra Kurla Complex, Bandra (E), Mumbai - 400 051
Scrip Code: 539889	NSE Symbol: PARAGMILK

Dear Sir/Madam,

Sub: Investor Presentation on Unaudited Financial Results for quarter ended June 30, 2026

In continuation of our letter dated August 6, 2026, intimating the Unaudited Financial Results for quarter ended June 30, 2026 and pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we hereby enclose a copy of Investor Presentation being issued by the Company in this regard.

The said presentation would also be used for Post Earnings Conference Call with Analysts / Investors scheduled on August 7, 2026.

Copy of the above document is also being made available on the Company's website www.paragmilkfoods.com.

Requesting you to take the same on records and oblige.

Thanking you.

For **Parag Milk Foods Limited**

Virendra Varma
Company Secretary &
Compliance Officer
FCS No. 10520

Encl: As above

Parag Milk Foods Ltd.

CIN: L15204PN1992PLC070209

Registered Office: Flat No. 1, Plot No. 19, Nav Rajasthan Society, Behind Ratna Memorial Hospital,
Senapati Bapat Road, Shivaji Nagar, Pune - 411016, Maharashtra

Corporate Office: 10th Floor, Nirmal Building, Nariman Point, Mumbai - 400021, Maharashtra

Tel.: 022- 43005555 | Website: www.paragmilkfoods.com | Email: investors@parag.com





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PERFORMANCE HIGHLIGHTS



KEY HIGHLIGHTS Q1FY27

Highest-Ever Q1 Revenue of ₹945 Crore in Q1 FY27; 11% YoY Value growth, 3% YoY Vol growth

EBITDA at ₹70 crore increased by 6% YoY; 7.4% vs 7.7% LY. PBT flat YoY; PAT declined by 20% mainly due to current tax impact

New Age business comprising Pride of Cows & Avvatar grew by 59%, contributing 13% to overall turnover

Avvatar joined hands as a partner with India's one of the most viral and talked-about shows hosted by Samay Raina - India's Got Latent Season 2. The show has more than 64 mn views on Youtube and more than 2.2 mn views on Netflix

Parag Milk Foods Board approves doubling of Cheese production capacity from 60 MT to 120 MT; driving parallel expansion in Whey Protein generations

Parag Milk Foods elevates Mr. Rakesh Kothari as Chief Financial Officer and KMP

BUSINESS HIGHLIGHTS

Q1 FY27

945^{CR}
Revenue
up 11% YoY

70^{CR}
EBITDA
up 6% YoY

22^{CR}
PAT
down 20% YoY

3%
Volume Growth
11%
Value Growth

EBITDA % of sales

7.4%
vs 7.7% LY

PBT Growth

0.4%
up YoY

PAT % of sales

2.3%
vs 3.2% LY

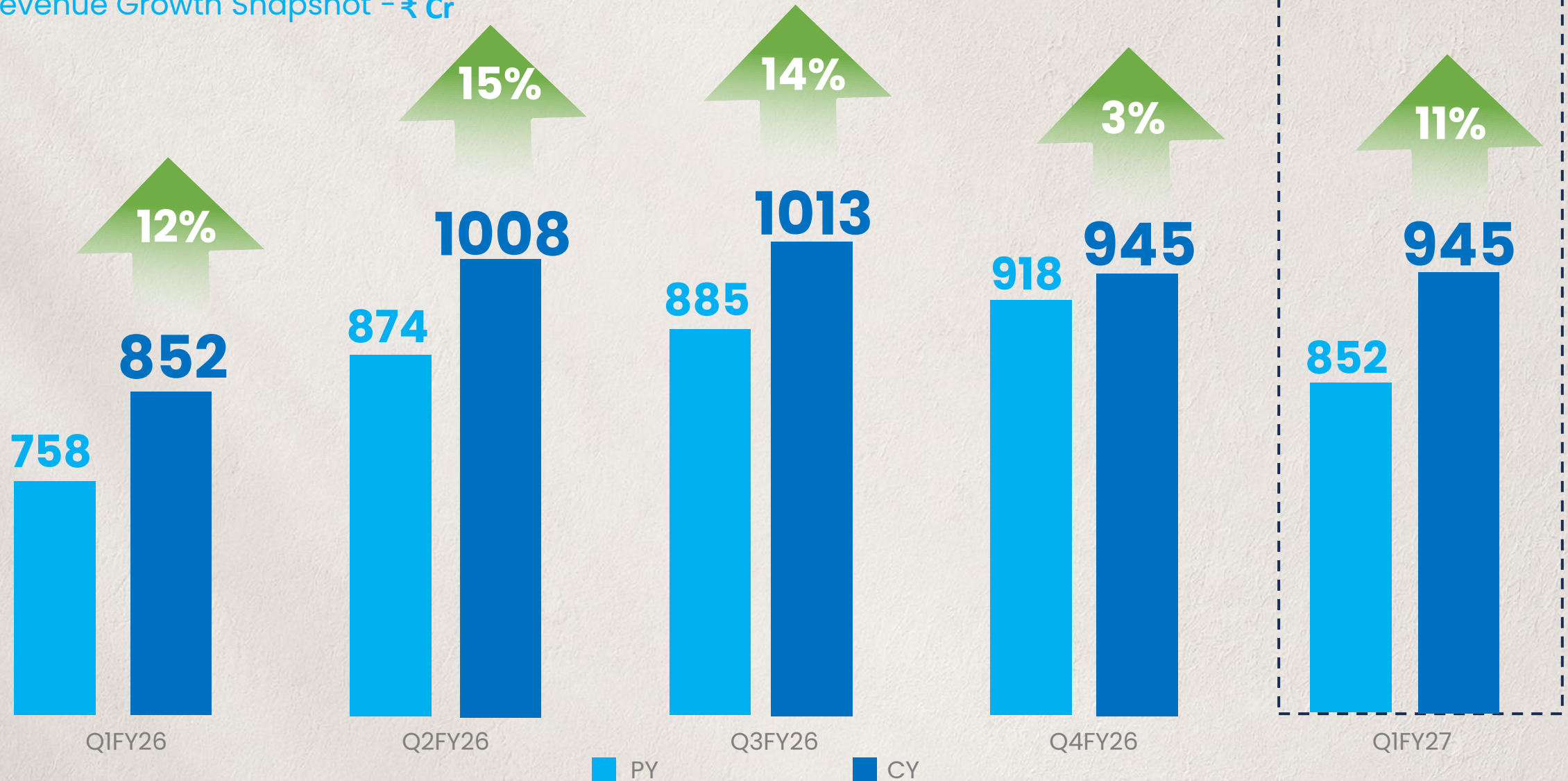


FINANCIAL UPDATE



STRONG REVENUE MOMENTUM

Revenue Growth Snapshot - ₹ Cr



Consistent revenue growth across the last five quarters, demonstrating sustained execution and stable business momentum.

Q1FY27 BUSINESS SNAPSHOT

YoY Growths

Revenue
118 CR

59%
Growth



New age business

10%
Growth

Revenue
580 CR



Flagship categories

22%
Growth

Revenue
141 CR



Ingredients & SMP

Revenue
81 CR

8%
Decrease



Liquid milk

NOTE:

- **Flagship Categories** includes Ghee, Cheese, Paneer & Dahi
- **New Age Business** includes Pride of Cows and Avvatar brands
- **Liquid Milk** includes Liquid milk offerings
- **Ingredients & SMP** includes Lactose, Whey Powder, Skimmed Milk Powder
- **Others** includes UHT Products, Beverages, etc.

Revenue
25 CR

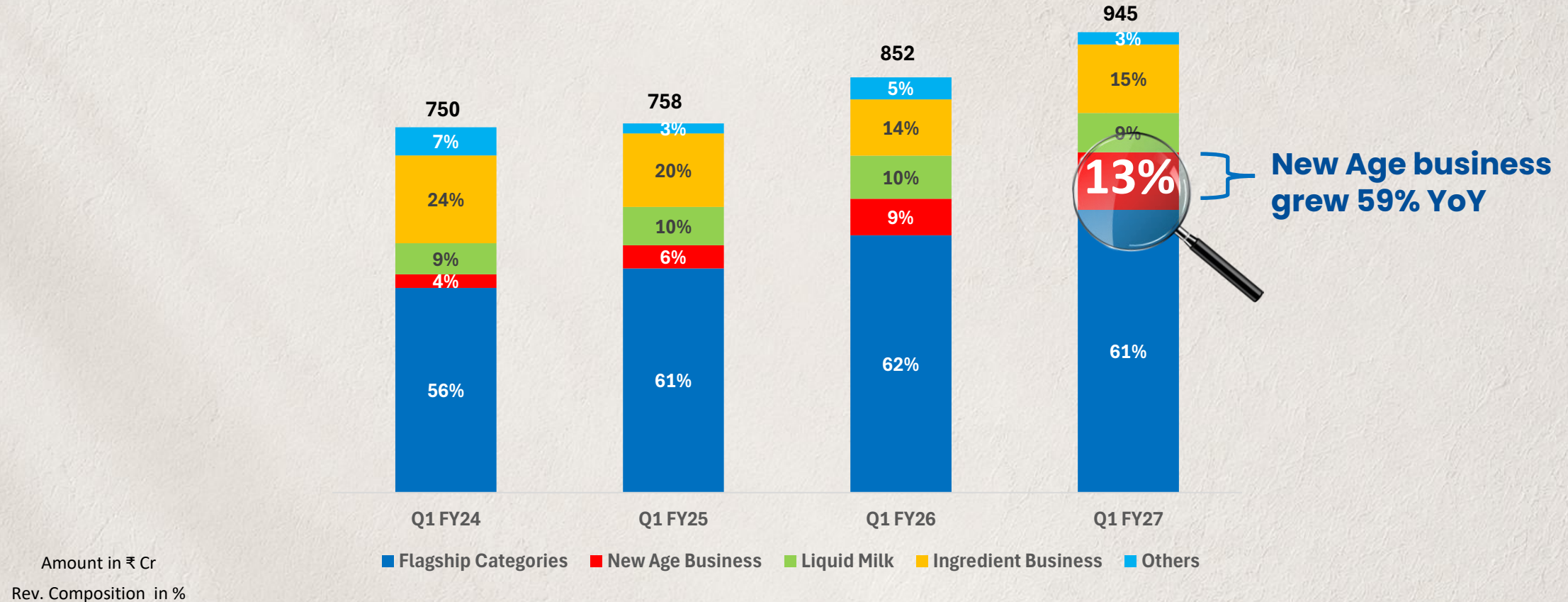
46%
Decrease



Others

HIGHEST EVER Q1

Q1 Revenue mix over the past 4 years



Over the last four years, revenue contribution from Flagship categories and New age Business has grown significantly, reflecting robust fundamentals, product quality and strong consumer trust.

FINANCIAL UPDATE

Consolidated Financials			₹ Cr
Particulars	Q1 FY26	Q1 FY27	Growth % YOY
Revenue	852	945	11% ↑
Gross Margin	233	258	11% ↑
Gross Margin %	27.4%	27.3%	
EBITDA	66	70	6% ↑
EBITDA %	7.7%	7.4%	
PBT	29	29	0.4% ↑
PAT	28	22	-20% ↓
PAT %	3.2%	2.3%	

Parag milk foods delivered 11% YoY revenue growth in Q1FY27, reaching a turnover of ₹945 Cr, while overall volume grew by 3%. EBITDA increased by 6% YoY with a marginal decline in EBITDA % due to inflation. PBT flat YoY, PAT declined 20% YoY mainly due current tax impact from FY27.

FINANCIAL UPDATE

Standalone Financials			₹ Cr
Particulars	Q1 FY26	Q1 FY27	Growth % YOY
Revenue	831	920	11% ↑
Gross Margin	218	237	9% ↑
<i>Gross Margin %</i>	<i>26.3%</i>	<i>25.7%</i>	
EBITDA	64	68	6% ↑
<i>EBITDA %</i>	<i>7.8%</i>	<i>7.4%</i>	
PBT	33	32	-0.6% ↓
PAT	32	25	-21% ↓
<i>PAT %</i>	<i>3.9%</i>	<i>2.8%</i>	

Standalone revenue grew by 11%, reaching a turnover of ₹920 Cr in Q1FY27. EBITDA increased by 6% YoY with a marginal decline in EBITDA % due to inflation. PBT marginally down YoY, PAT declined 21% YoY mainly due current tax impact from FY27.

BUSINESS UPDATE



Q1FY27 BUSINESS COMPOSITION

New age business **13%**



Flagship categories **61%**



Ingredients & SMP **15%**



Liquid milk **9%**



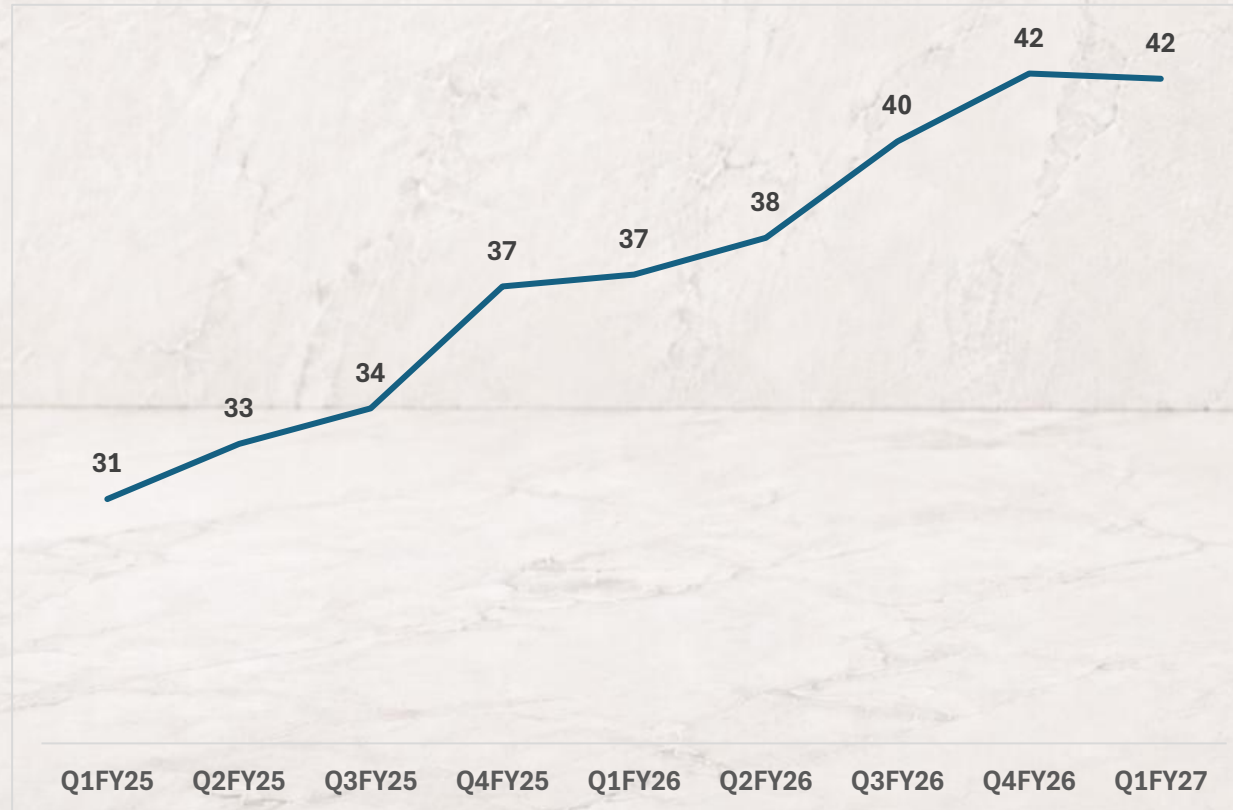
Others **2%**



MILK PRICE MOVEMENT

For Q1 FY27,
milk prices
have moved

**13% up YoY;
flat QoQ**

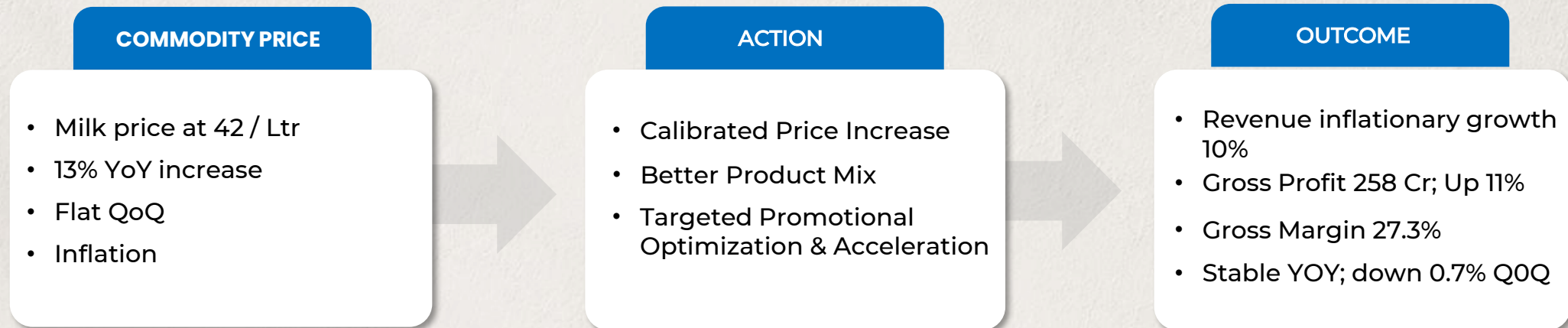


MILK PRICE EFFECT



Ideas for a new day

Milk price inflation managed through pricing & mix actions



NOTE:

- **YoY Impact:** Milk prices increased by 13% YoY; however, the company successfully mitigated the impact through calibrated price increases and a better product portfolio. Consequently, gross margin was sustained at 27.3% in Q1FY27 vs 27.4% in Q1Y26. **Gross Profit grew in line with revenue demonstrating navigation of commodity inflation.**
- **QoQ Impact:** Gross margin decreased by 70 bps QoQ to 27.3% in Q1, due to full quarter impact of increased milk prices in Q1 vs sequential quarter. **The cost push was offset with calibrated price increases and a favourable product mix.**

STRATEGIC PRIORITIES



OUR STRATEGIC PRIORITIES

Strengthening &
Accelerating the
Flagship
Categories

Brand
Building &
Innovation

Strengthening
New Age
Business

Evolve
Route
to Market

Driving
Financial
Growth



STRENGTHENING & ACCELERATING

THE FLAGSHIP CATEGORIES



	VOLUME GROWTH	VALUE GROWTH
Q1FY27	-2% YoY	10% YoY

61% OF OVERALL
BUSINESS

STRENGTHENING & ACCELERATING

THE FLAGSHIP CATEGORIES

Ghee

Leaders and pioneers in cow ghee category
1 position

22%

Market share in branded cow ghee segment
(source IMARC)



Cheese

Dominant in cheese category
2 position

35%

Market share (source IMARC)





BRAND BUILDING & INNOVATION



Amazon A+ Content



Region-Specific POSM Deployment across Rajasthan, UP, Haryana, Jharkhand and Bihar

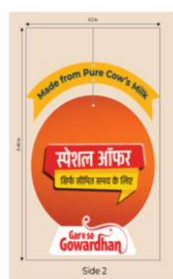
Flanges



Poster



Dangler

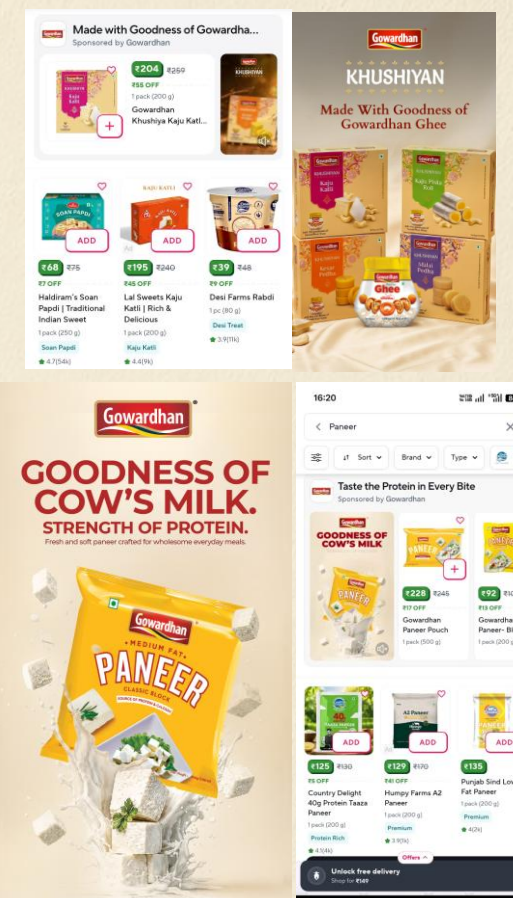


Partnership Across TV & Youtube

with ABP Majha & Jai Maharashtra Channels



Video ad on Zepto

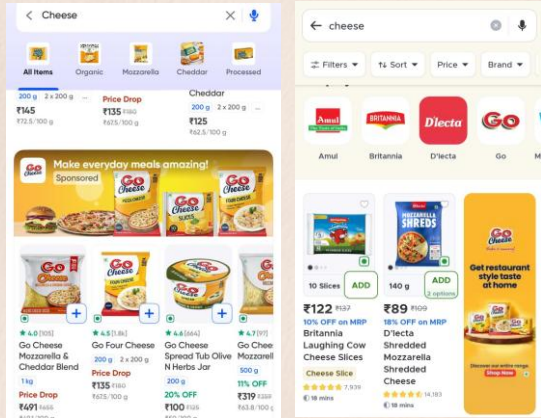




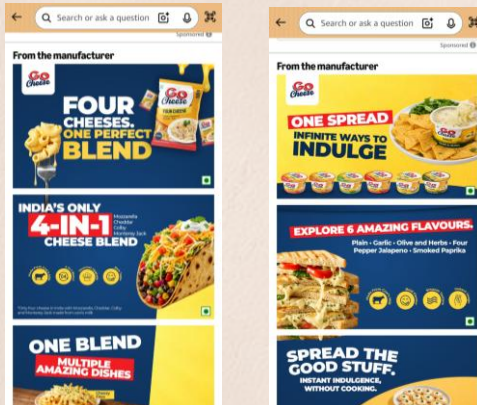
BRAND BUILDING & INNOVATION



Quick Commerce Visibility Campaign



Amazon A+ Content & Brand Store

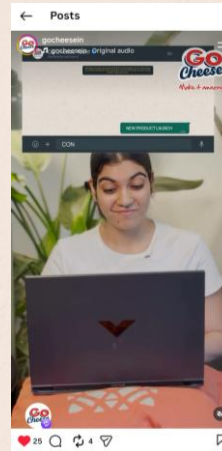


Building Mindshare

Moment Marketing on Father's Day



Moment Marketing on Brother's Day



Intern Program



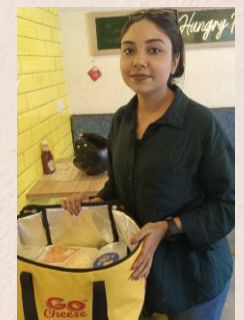
HoReCa Authenticity Certificate

In line with the latest government regulations mandating the declaration of Real Cheese and Analogue Cheese by food establishments



HoReCa Insulation Bags

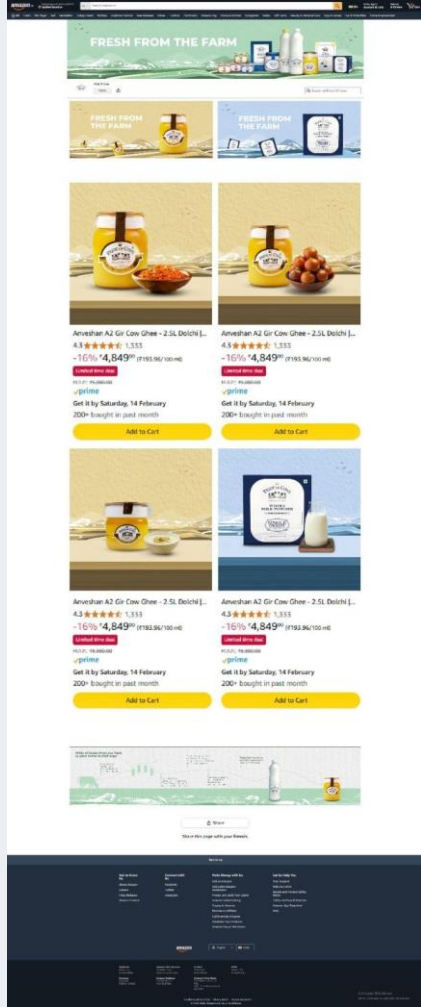
Insulated bags were deployed across India for the HoReCa team to safely transport cheese products for sampling, ensuring temperature control and preventing product spoilage



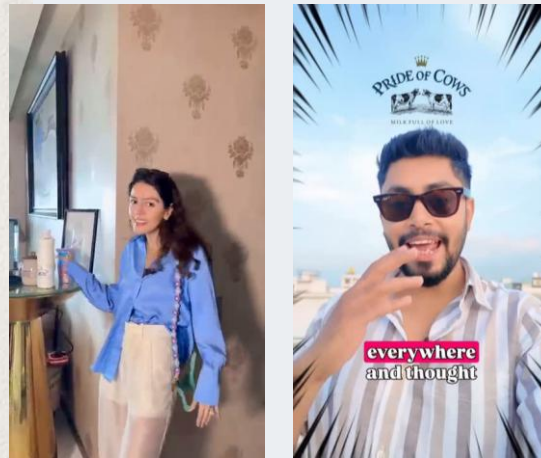


BRAND BUILDING & INNOVATION

Amazon Store Revamp



Influencer Campaigns Product focused



Ghee

Curd and Paneer

Offline Activities



Milk day special



Influencer Activity



New Product Launch

RTD Protein Cold Coffee



Protein Cold Coffee Campaign – PR Box

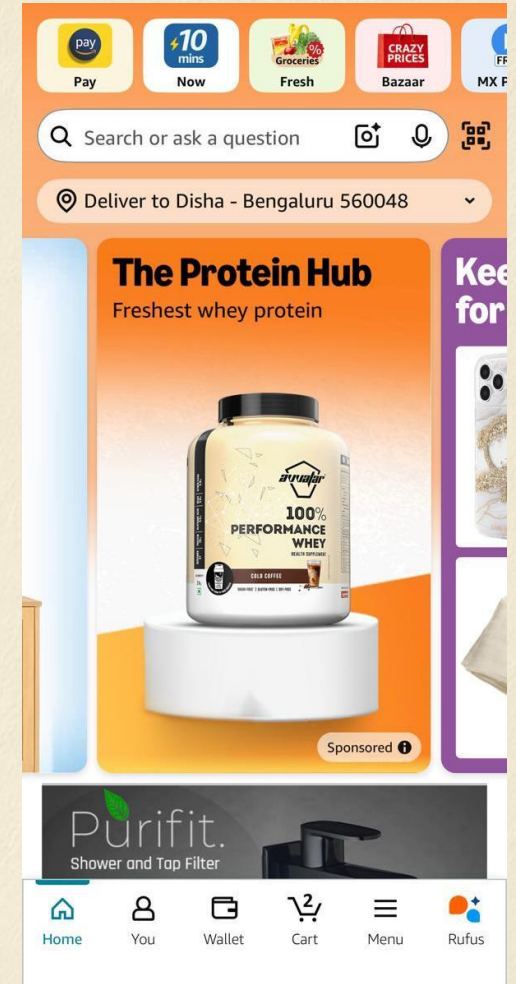
40+ Influencers; 3.1 Mn Impressions



Disruptive Mktg Activity



E-Com & Quick Com



STRENGTHENING NEW AGE BUSINESS

Grew by
59% YoY
during Q1 FY27

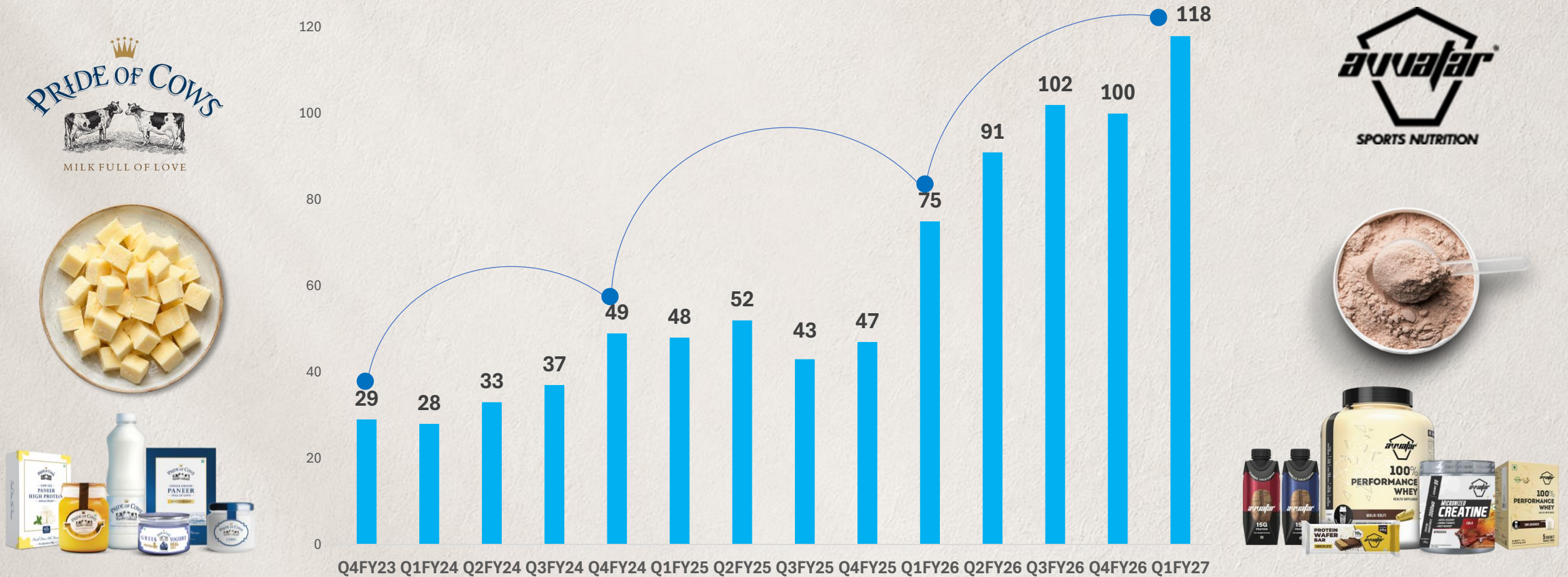
Contributes
to **13%**
of overall
business



Pride of Cows and **Avvatar Sports Nutrition** represent the **New Age Business** stream of the company – a strategic pivot towards premium, consumer-centric brands. These ventures are built on strong differentiators: single-origin purity for Pride of Cows and performance focused nutrition for Avvatar. Together, they signal our future-ready growth in high-value, high-margin categories.

QUARTERLY REVENUE

NEW AGE BUSINESS



New age business emerging as a strong growth pillar increasing its portfolio share from 4% in Q1FY24 to 13% in Q1FY27

STRENGTHENING NEW AGE BUSINESS



ROUTE TO MARKET

Direct to Consumers

E-Commerce

Organized Trade Channels

INCREASING PRODUCT PORTFOLIO

Ghee | Milk | Curd | Paneer |

Greek Yogurt | Fresh Cheese

**DIRECT CONSUMER
BASE 1Lakh+**

Now present across

8 Cities

Mumbai, Pune, Delhi
Ahmedabad, Surat
Bengaluru, Vadodara
& Chandigarh



GROWTH STRATEGY

More points of sale,
more products

STRENGTHENING NEW AGE BUSINESS



First **"Made in India"** whey protein brand—offering unadulterated, fresh, 100% vegetarian whey

Revenue

More than ~75% revenue is from E-com, Q-Com & website

ROUTE TO MARKET

Direct to Consumers
Quick & E-Commerce | Website | Organized Trade Channels

INCREASING PRODUCT PORTFOLIO

Whey blend Protein | Isorich Protein | 100% Performance Whey | Alpha Whey | Nitro Iso Whey | Mass Gainer | Muscle Gainer | Creatine | Protein Bar | Protein RTD | Fuel Whey



X
Q1FY22



15x
Q1FY25



37x
Q1FY27



EVOLVE ROUTE TO MARKET

29
Depots

500
Super Stockists

~4,500
Distributors

4.6 Lakh
Retail Touch Points



B2C
65% of
total
Business

General
Trade



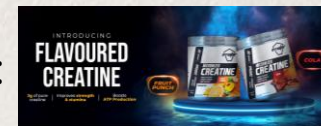
Modern
Trade



Quick
Commerce



Website:



E-Commerce



Mobile
Application



HoReCa



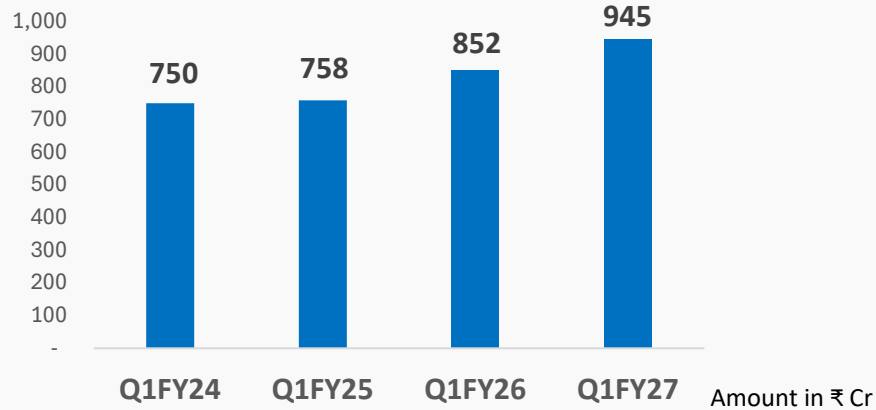
Institutional



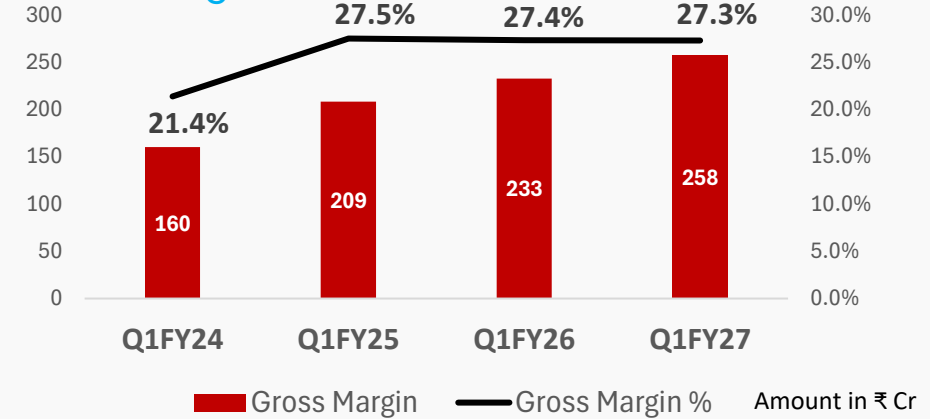
B2B
35% of
total
Business

DRIVING FINANCIAL GROWTH

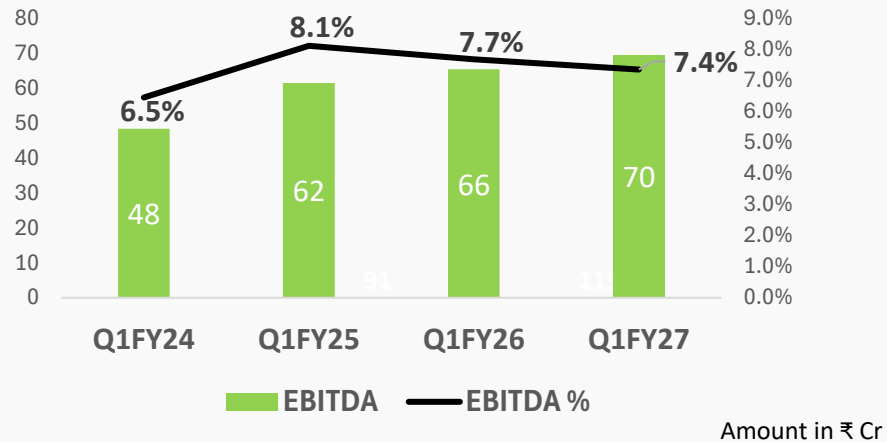
Revenue



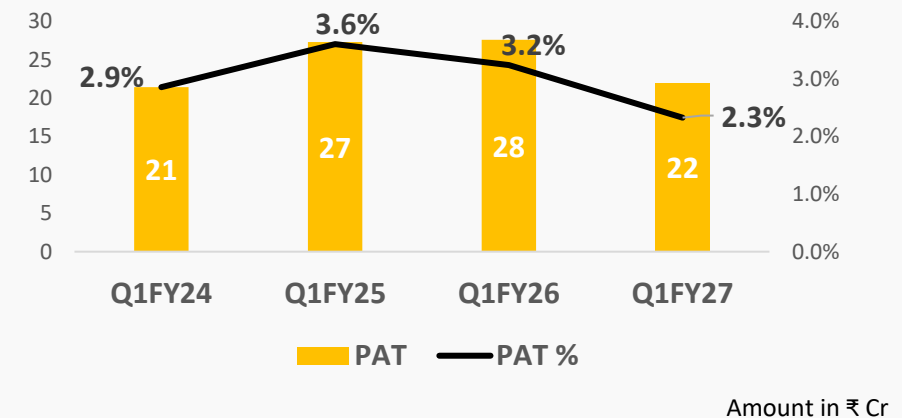
Gross Margin



EBITDA



PAT



In Q1FY27, Parag Milk Foods demonstrated steady financial performance. PBT flat YoY; PAT declined mainly due to current tax impact in FY27

AWARDS & ACCOLADES



Akshali Shah, Executive Director, has been recognised in **Fortune India's Most Powerful Women in Business 2026**. The honour reflects her transformative leadership in evolving Parag Milk Foods into a modern nutrition-led FMCG company, driving innovation, premiumisation, and growth across its diverse portfolio of dairy and nutrition brands.

ABOUT THE COMPANY



CHAIRMAN'S MESSAGE

A journey that began with farmers is now aiming to provide complete nutrition to consumers across the globe. The strength of our developed infrastructure, food technology expertise supported by a strong farmer network, and powerful distribution channels have been our strong pillars and have helped us stand out in the industry.

The global nutrition industry is growing rapidly with evolving consumer needs and rising awareness of the benefits of a high protein diet. Being a trustworthy nutrition player we are now geared up to become **a health and nutrition company that provides innovative protein solutions across the spectrum.**

Devendra Shah



PARAG'S JOURNEY



1998

Commissioned a value added plant at Manchar, started production of ghee & butter under "Gowardhan" brand

1992

Parag Milk Foods was founded by **Mr. Devendra Shah**. It is strategically located in the milk belt at Manchar

2005

Launched **Bhagyalakshmi Dairy Farm**, India's most advanced farm; equipped with state-of-the-art technologies

2008

Commissioned **Go Cheese world**, India's largest cheese manufacturing plant with the capacity of 40 metric tons/day



2010

Palamaner plant was established with world class UHT facility

2011

Launched the brand "**Pride of Cows**" – A first of its kind; premium farm to home dairy brand



2016

Parag Milk Foods Limited got listed on the bourses

2017

Entered the consumer business of 100% Whey Protein with the brand "**Avvatar**"



2021

Investment by International Finance Corporation (IFC) and prominent consumer fund – Sixth Sense Venture Advisors LLP

2024

Consolidated Revenue crossed the milestone of **INR 3,000 cr.**

2025

Expanded into new categories: ready-to-eat Indian sweets, yogurts, and protein bars. Highest-Ever Quarterly Revenue Milestone- **₹ 1,000+ Cr**



BUSINESS MODEL

DISTRIBUTION

29
Depots

4,500+
Distributions

500+
Super
Stockists

4.6 Lakh
Pan India Retail
Touch Points

MILK PROCUREMENT

100% Cow Milk from
Key Milk Belts

Relationship with over
5 lakh+ Farmers
across India

PROCESSING

03
State-of the-Art
Manufacturing
Facilities

3.4mn
Litres/day Milk
Processing
Capacity

10 lakh
Litres/day Whey
Processing
Capacity

110
MT/ day each of
Ghee & Cheese

20 MT/ day
of paneer

DAIRY FARMING

2 Largest automated dairy farm with
~5000+ Holstein
Friesian Cows

Brands



FOUR POWER BRANDS



Everyday dairy essentials including ghee, paneer, curd and fresh milk associated with traditional lifestyle.



A wide range of processed and natural cheese products, UHT milk and dairy-based beverages associated with modern lifestyle.



A premium, farm-to-home, single-origin brand offering ghee, paneer, low-fat high-protein paneer, curd, Greek yogurt, whole milk, low-fat milk and whole milk powder associated with premium and niche lifestyle.



India's first Made in India whey protein brand, offering fresh, 100% vegetarian whey products like Whey Blend Protein, Isorich Protein, 100% Performance Whey, Alpha Whey, Nitro Iso Whey, Mass Gainer, Muscle Gainer, Creatine and Protein Bar associated with sports nutrition lifestyle.

FY26

BUSINESS COMPOSITION

10%
New age business



64%
Flagship categories



13%
Ingredients & SMP



16%
Liquid milk



4%
Others



FY22 to FY26 CAGR

New age business

51%CAGR



Flagship categories

18%CAGR



Ingredients & SMP

1%CAGR



Liquid milk

16%CAGR



Others

26%CAGR



Overall Revenue 17% CAGR

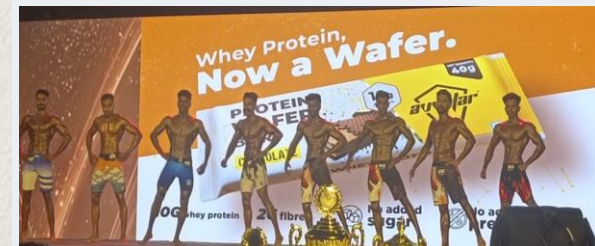
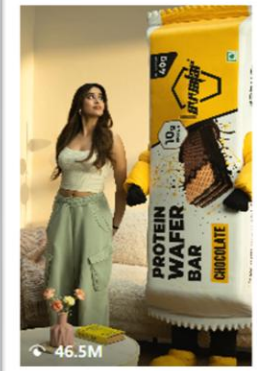
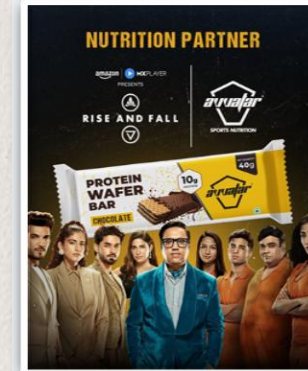
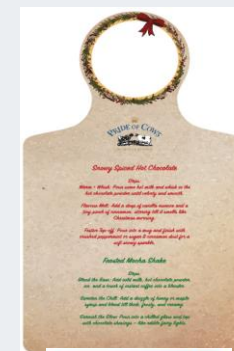
BRAND BUILDING & INNOVATION



Views
37 Mn

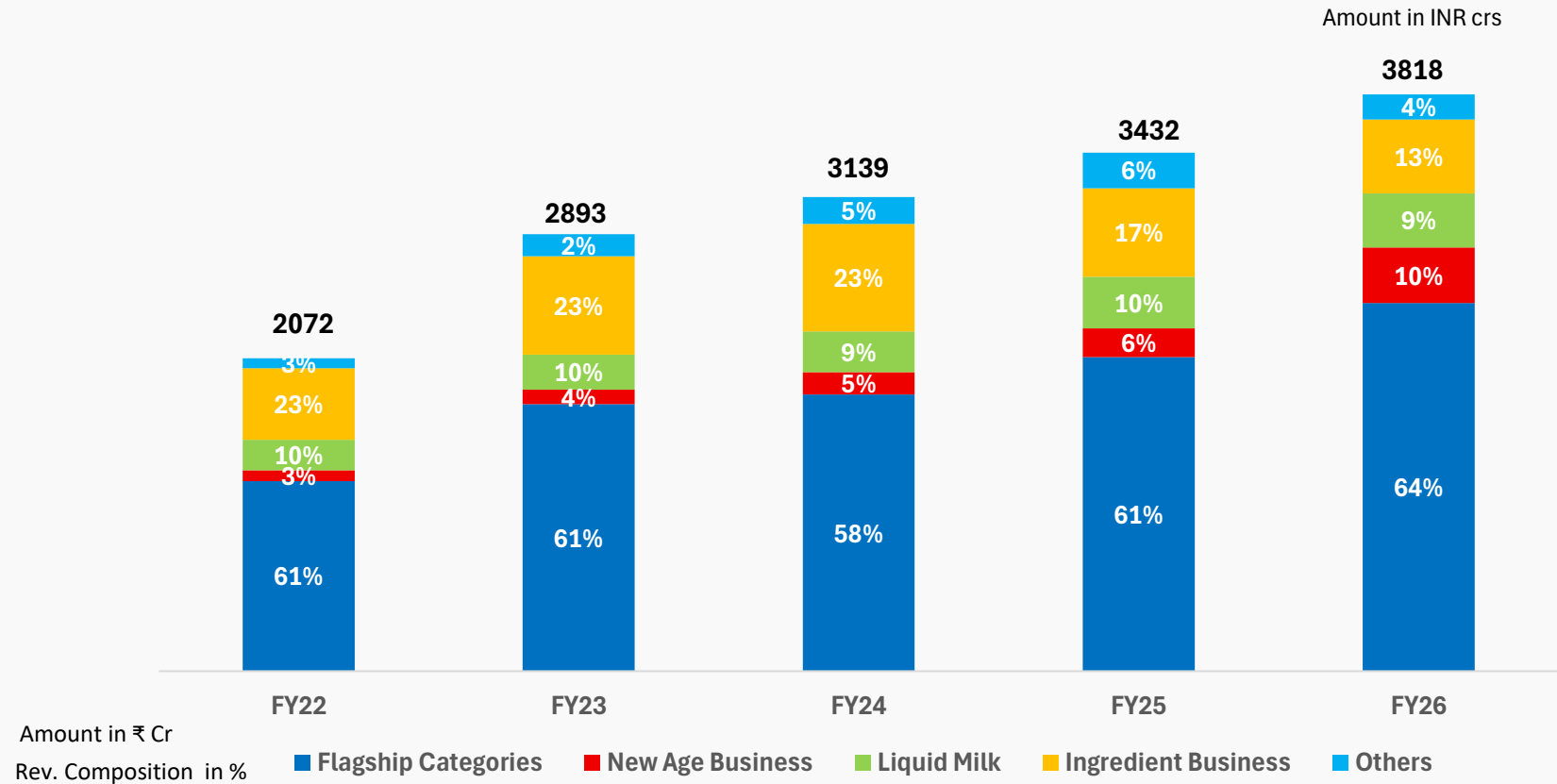


Impressions
92 Mn



DRIVING FINANCIAL GROWTH

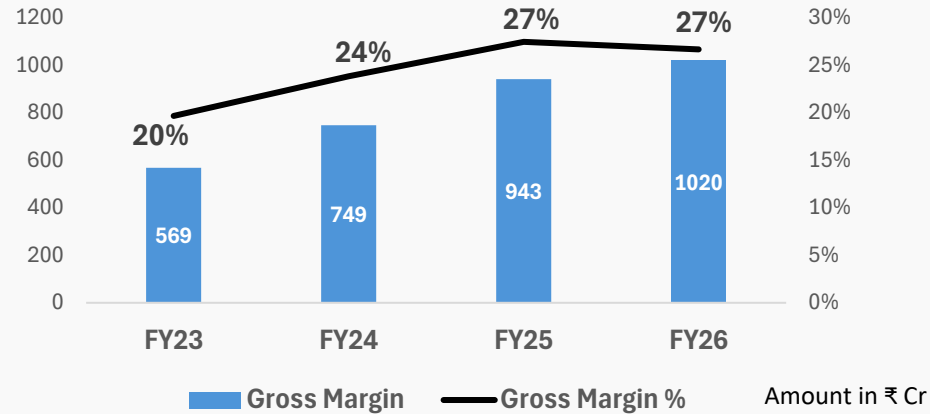
Revenue Snapshot



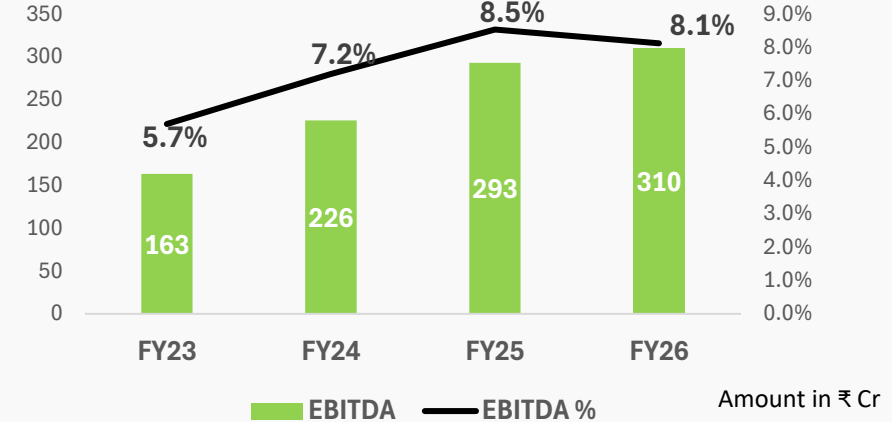
Over the last five years, revenue has grown approximately twofold, reflecting robust fundamentals, product quality, and strong consumer trust.

DRIVING FINANCIAL GROWTH

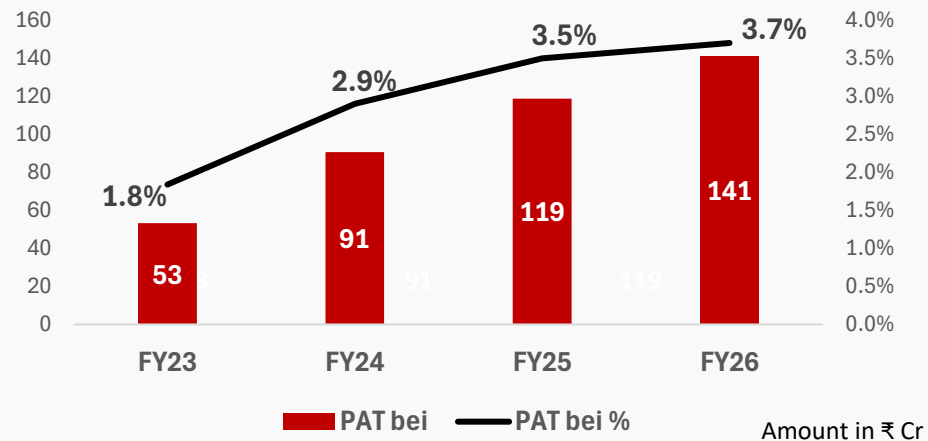
Gross Margin



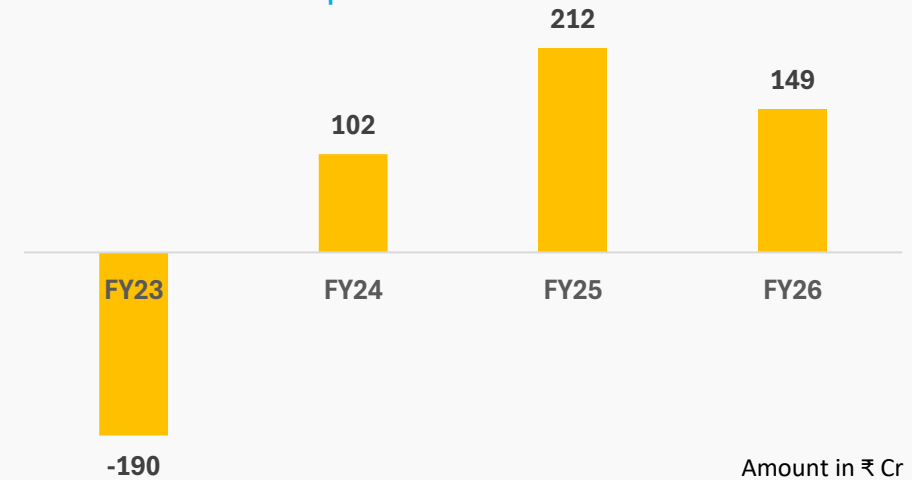
EBITDA



PAT



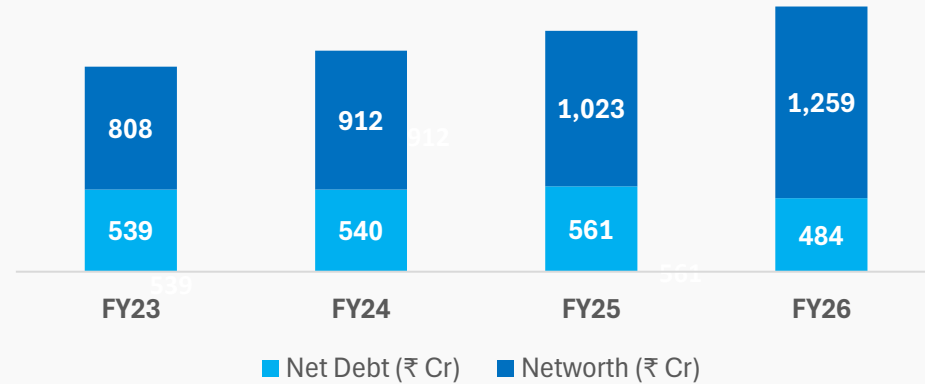
Cashflow from Operations



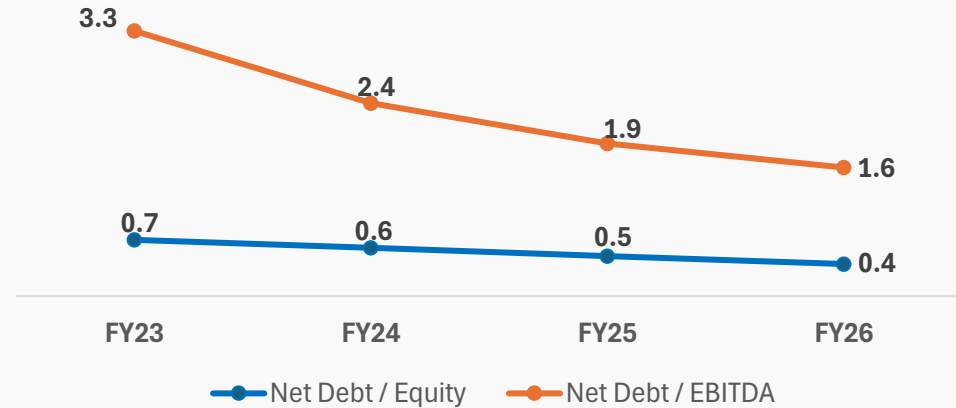
In FY26, Parag Milk Foods demonstrated a robust financial performance. Cashflow from operations grew steadily to ₹149 Cr. Gross Margin improved to 27%, and EBITDA rose to ₹310 Cr (8.1 of sales). PAT bei increased to ₹141 Cr, with PAT margin stable to 3.7% of sales, indicating healthy bottom-line growth.

DRIVING FINANCIAL GROWTH

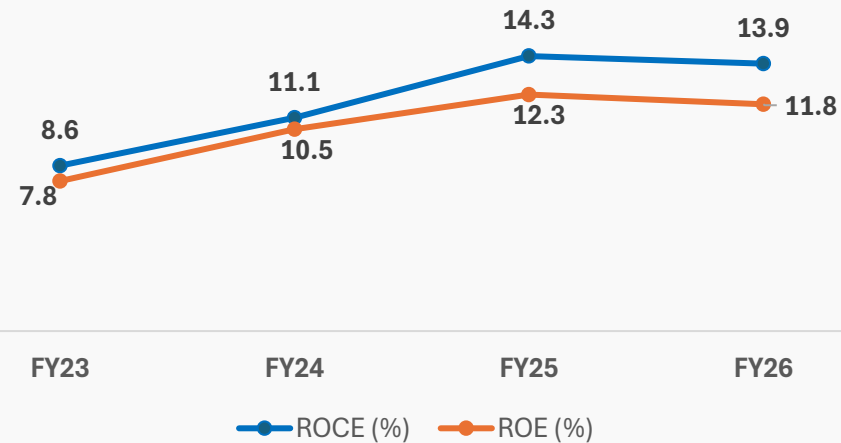
Net Debt and Net Worth



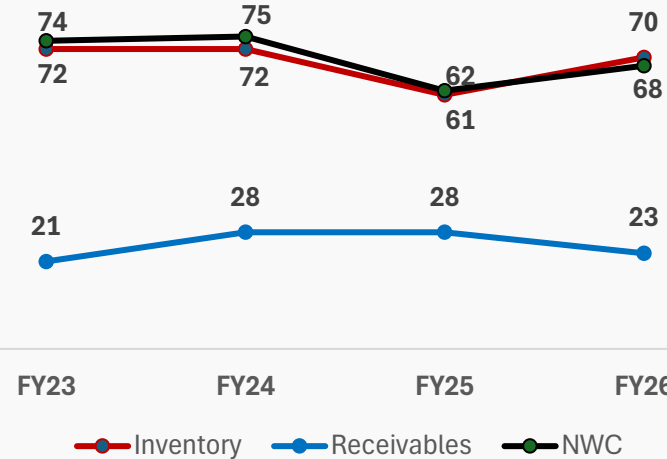
Net Debt/Equity Ratio & Net Debt to EBITDA (Multiple)



Return on Capital



Net Working capital (no. of days of sales)



The company's financial position has strengthened in FY26 with healthy return ratios (ROCE at 13.9%, ROE at 11.8%), lower Net Debt/Equity (0.4x), material reduction in net debt which now stands at ₹484 Cr . These trends demonstrate an optically leveraged balance sheet, consistent improvement across areas leading to strong operating hygiene and better return on capital for all stakeholders.

BOARD OF DIRECTORS



Mr. Devendra Shah
Chairman

Parag has grown consistently under the leadership of Mr. Devendra Shah. He brings enthusiasm and innovation to the business and has enhanced the company's revenue exponentially.



Mr. Pritam Shah
Managing Director

Mr. Pritam Shah oversees the company's execution strategy and market consolidation. His expertise in procurement and production has been instrumental in enhancing Parag's performance.



Ms. Akshali Shah
Executive Director

Ms. Akshali Shah, has more than a decade experience with Parag Milk Foods. She has played an instrumental role in the journey of transformation from being a Dairy to a leading FMCG company with product innovation focusing on health & nutrition. Her vision is to transform Parag Milk Foods into a technology driven FMCG company. She holds an MBA degree in Family Managed Business from S. P. Jain Institute of Management.



Dr. Dnyanesh Darshane
Independent Director

Dr. Dnyanesh V. Darshane has more than 37 years of global experience across continents and companies. He has been associated with top companies like The Coca-Cola Company, Nicolas-Piramal, Pepsi Foods, Tata Pharma, U.S. Vitamins Pharmaceutical. Dr. Darshane holds a Ph.D. in Analytical Chemistry from the Institute of Science, India and an M.B.A. from Emory University, USA.



Mr. Nikhil Vora
Non- Executive Director

Mr. Nikhil Vora, Founder and CEO of Sixth Sense Ventures, brings 28 years of expertise in financial markets and the consumer domain. Formerly MD and Head of Research at IDFC Securities, he is renowned as one of India's sharpest analytical minds, shaping strategies for top brands like Hindustan Unilever, Aditya Birla Group, and Godrej.



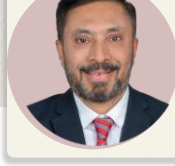
Mr. Amitabha Mukhopadhyay
Independent Director

Mr. Amitabha Mukhopadhyay brings over 35 years of diverse experience. A Chartered Accountant and Law graduate, he has served as the President and Group CFO of Tata AutoComp Systems, as Business Head and Group CFO of Thermax Limited, and as Managing Director & CEO of IFB Agro Industries.



Ms. Namrata Garud
Independent Director

Ms. Namrata Garud is an Independent Advocate & Solicitor. She has done specialization in family law which includes divorce & child custody. Ms. Garud has previously worked with M/s. Jayakars, Advocates & Solicitors, M/s. Khaitan & Jayakar and M/s. Gagrath & Co.



Mr. Milind Patil
Independent Director

Mr. Milind Patil, a veteran in the pharmaceutical and healthcare sectors, had a career spanning nearly four decades. Mr. Patil is renowned for his expertise in business transformation, risk and compliance, M&A, and financial strategy. He has been recognized with numerous accolades, including the FE CFO of the Year (2022) and the CA CFO Healthcare Sector Award (2015).

CORE LEADERSHIP TEAM



Rahul Kumar Srivastava,
Chief Operating Officer

Over 25 years of experience in the Dairy industry with Amul and Lactalis. Leads end-to-end manufacturing, procurement, supply chain and operational excellence.



Ankit Jain,
Chief Strategy Officer

Over 21 years of experience in FMCG and real estate with Marico and Arvind Smart Spaces. Shapes PMFL's long-term growth roadmap, strategic initiatives, business transformation and new opportunities.



Subhodeep Roy,
Chief Business Officer

Over 20 years of experience in FMCG with Dabur, GCPL, Britannia, TCPL and Cadbury. Spearheads sales and business operations across channels, strengthening market reach, accelerating distribution and driving portfolio growth.



Rakesh Kothari,
Chief Financial Officer

Over 24 years of experience in finance with Citi Bank and Sadhana Nitro Chem. Leads the Company's finance function, focusing on financial strategy, governance, risk management and compliance.



Virendra Varma,
Company Secretary

Over 20 years of experience in corporate governance, regulatory compliance and secretarial practices. Oversees statutory compliance, Board governance, investor-related matters and adherence to legal frameworks.

AWARDS & ACCOLADES



Pride of Cows has been awarded **Best Customer Retention Initiative** of the Year 2025



Best Use of Traditional Platform – Gowardhan BW Retail Reboot Awards 2024

Grocery Brand of the Year – Gowardhan BW Retail Reboot Awards 2024

D2C Company of the Year – Pride of Cows BW Retail Reboot Awards 2024

Fitness & Sports Brand of the Year – Avvatar India BW Retail Reboot Awards 2024



Certificate of Appreciation by the Bureau of Indian Standards (BIS) for excellence in Whole Milk Powder standards.



Nava Bharat Inspiring Women Summit 2025

50 Most Influential Women in Advertising, Media, and Marketing, Impact

Business Today- The most powerful Woman leader 2026



CII Andhra Pradesh safety excellence award

THANK YOU

