

Date: 11th February, 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.,
Wednesday, 11th February, 2026 at 11:00 A.M. (IST)**

**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 nine months ended 31st December, 2025.

The Presentation is also made available on the Website of the Company at 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 records.

Thanking you,
Yours faithfully,
For Britannia Industries Limited

N. Venkataraman
Executive Director and Chief Financial Officer
DIN: 05220857
Encl.: As above



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

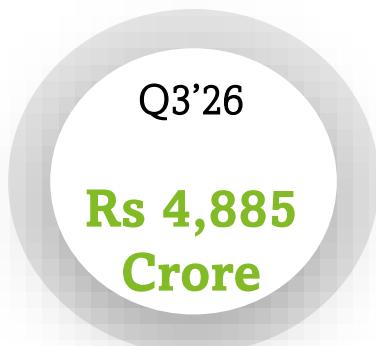
Financial Results



Business Overview

Performance Scorecard – Q3 25-26

Revenue from Operations



Profit after Tax*



Performance Scorecard – YTD 25-26

Revenue from Operations



Profit after Tax*

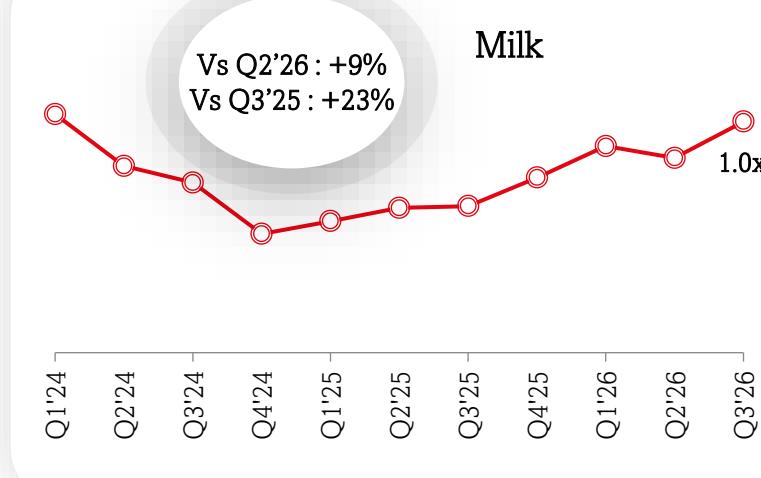
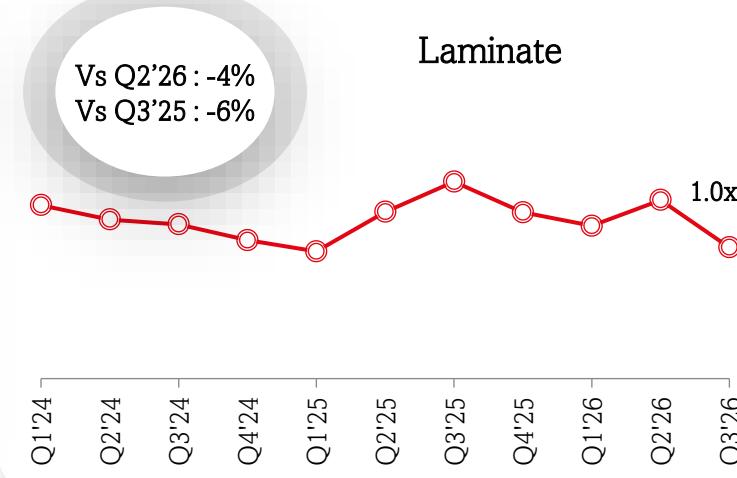
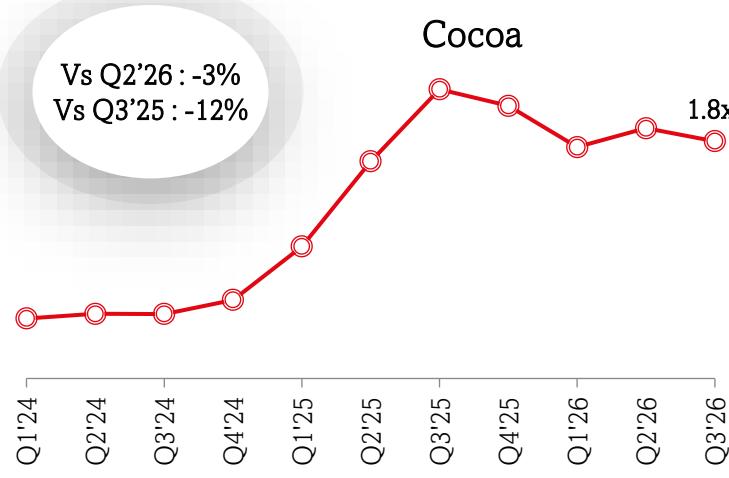
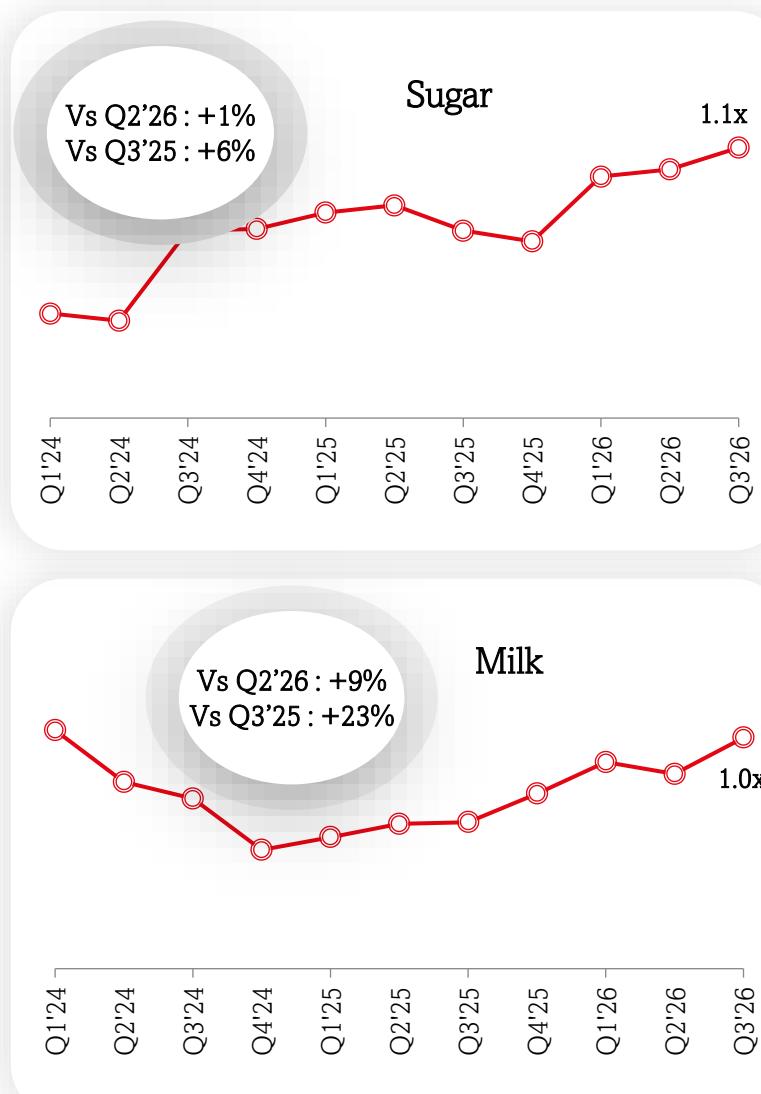
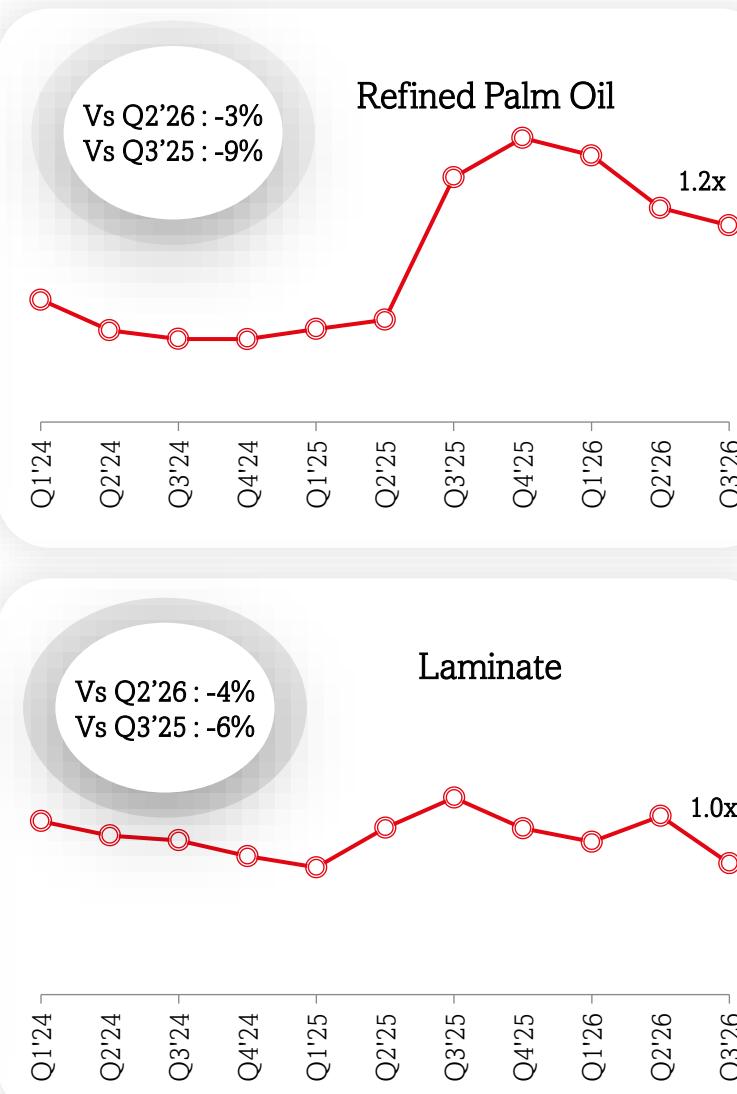
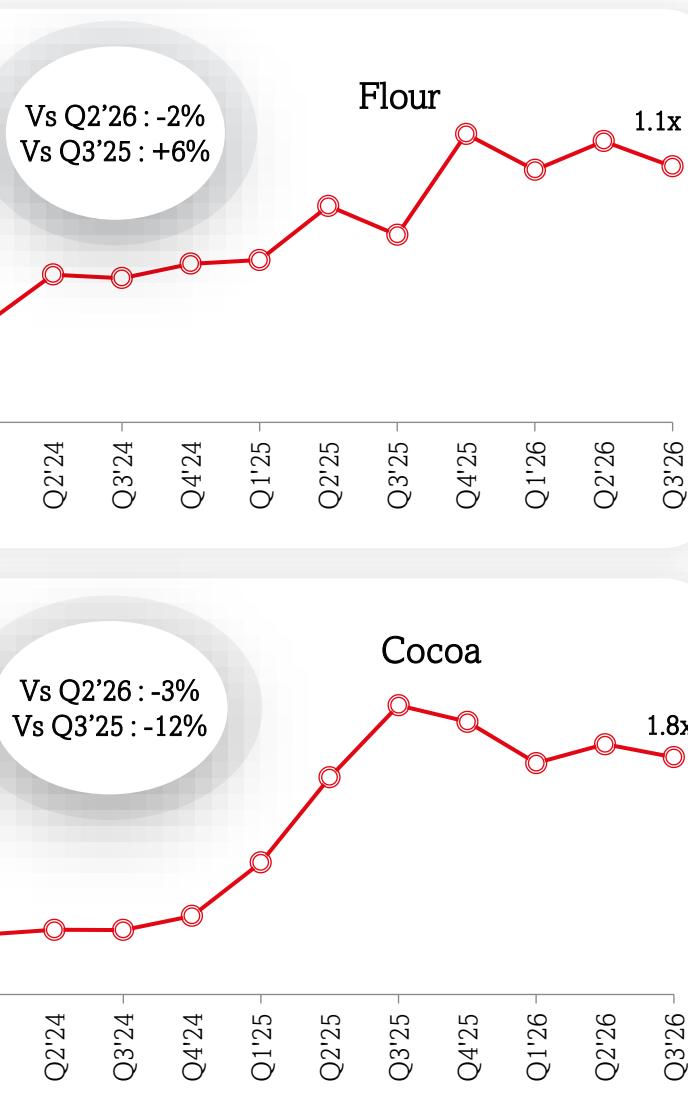


Market Share: In view of transition to GST 2.0 & dual pricing on packs permitted by the Govt. in Q3, Nielsen's data needs further evaluation & analysis

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'

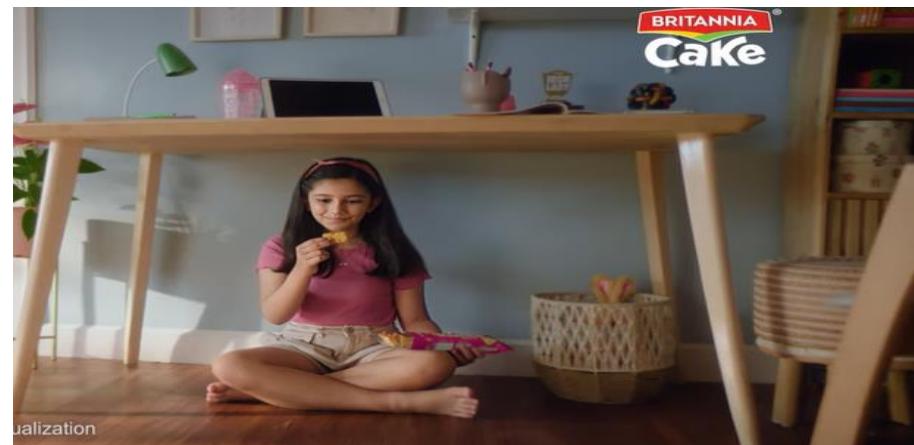
Ramping up Media for Key Brands & Products



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



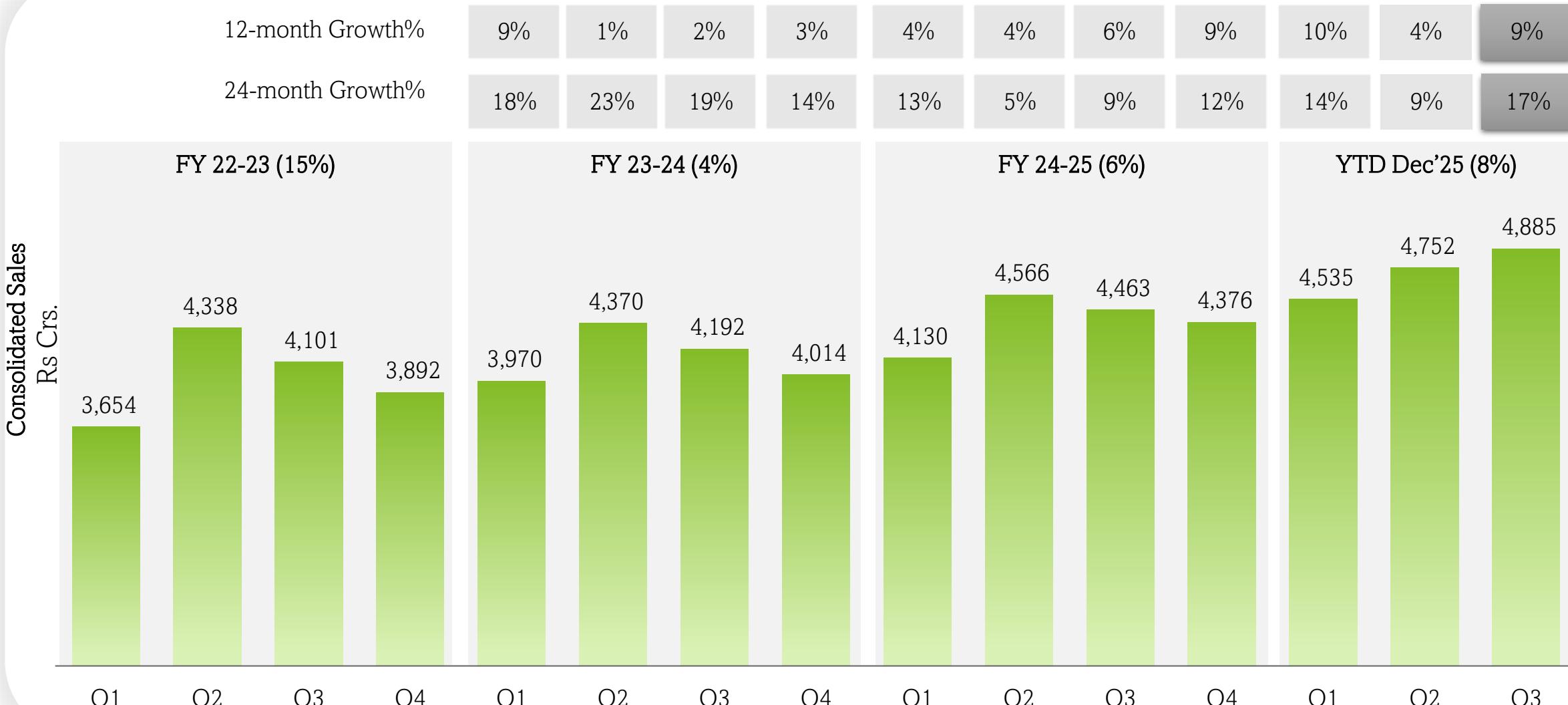
Recognized as the '**Best CSR Project of the Year 2025**' at the **CSR Summit & Awards 2025** organized by UBS Forum



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!