

Date: 7th November, 2025

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, 7th November, 2025 at 9:30 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 Call Presentation pertaining to the financial results and operations of the Company for the quarter and half year ended 30th September, 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 Recordings 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

T. V. Thulsidass
Company Secretary
Membership No. : A20927
Encl.: As above



Analyst Meet/ Q2'25-26 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

Cost & Profitability Outlook

Financial Results



Business Overview

Performance Scorecard – Q2'26

Revenue from Operations



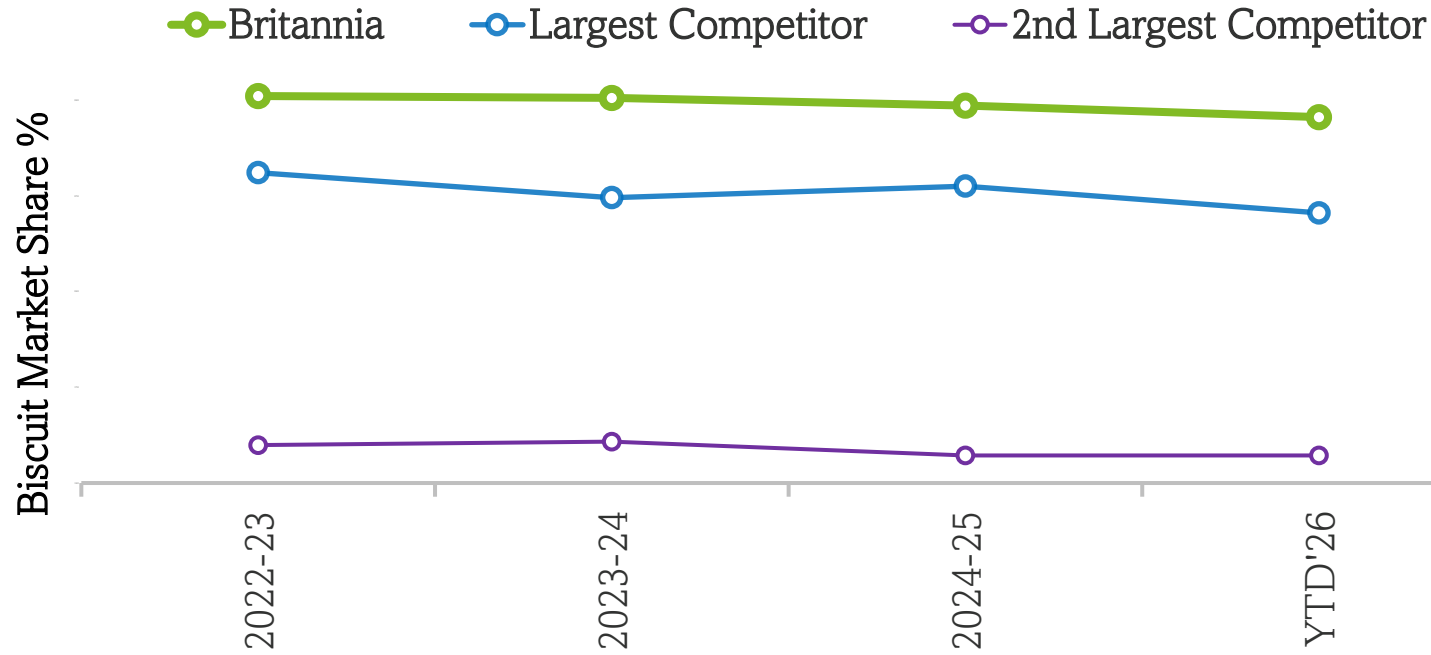
Profit after Tax*



GST Rate Rationalization

- ~85% of **Business** underwent change in GST Rates wef 22nd September 2025
- **Short term headwinds** on Business seen in September due to **de-stocking** by Distributors, Channel partners; **delayed buying** by consumers
- Transitional impact expected to get normalized progressively in ongoing quarter

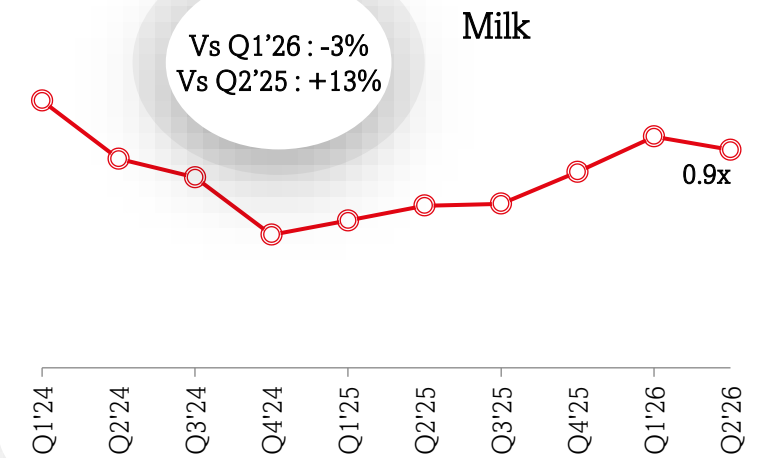
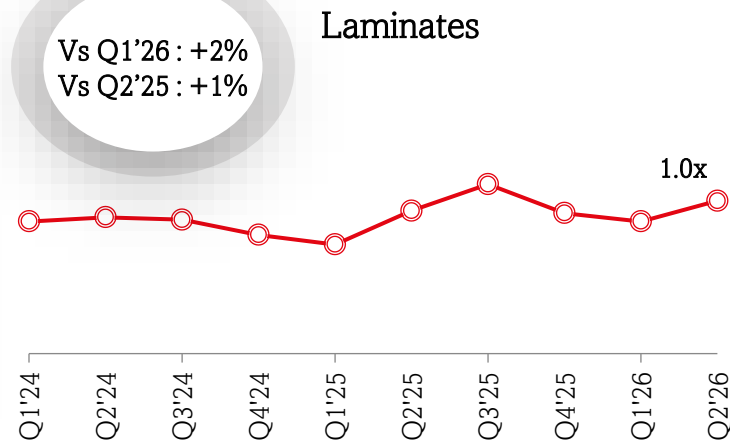
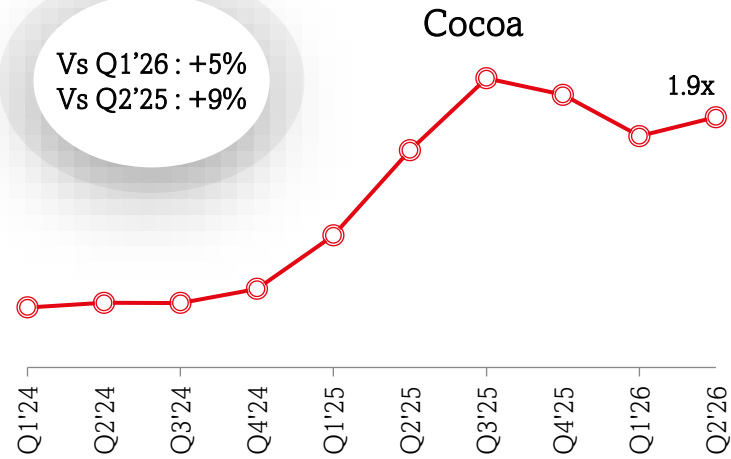
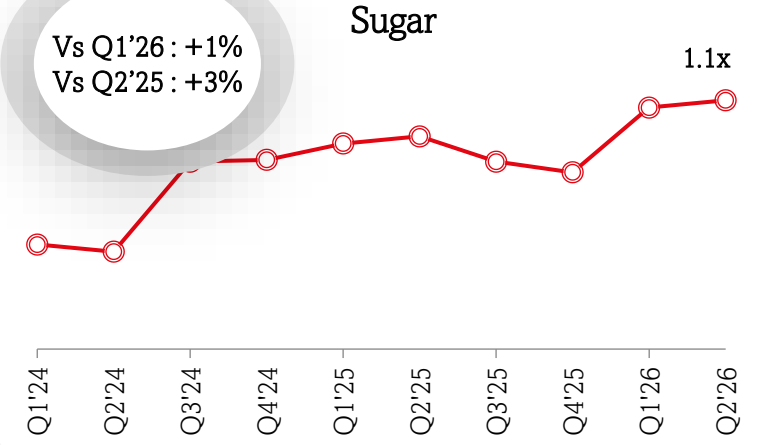
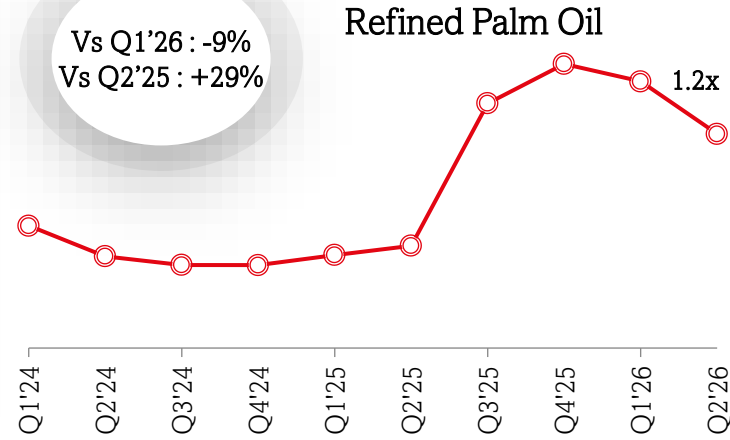
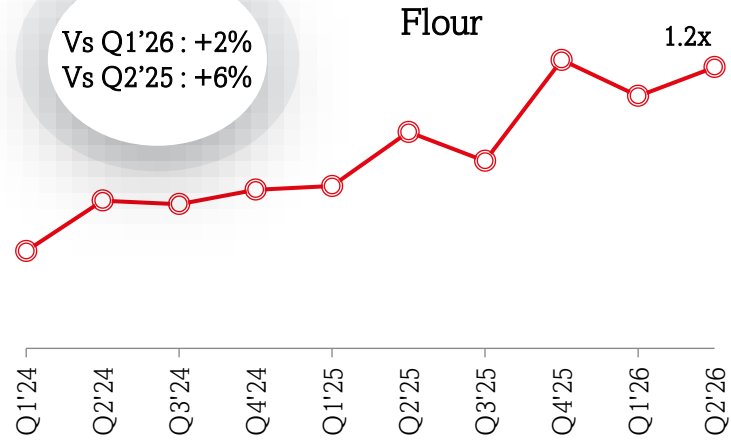
Market Share - Biscuits



- Sustained healthy gap versus Organized National players over last 3 years
- Marginal share loss for Large Players to multiple local, regional competitors

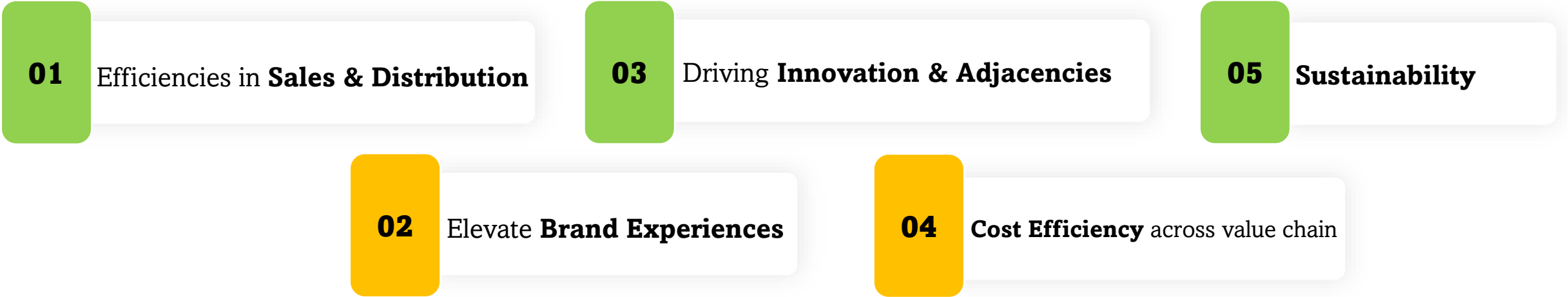
Commodity Price Trend

www.britannia.co.in





Driving Strategic Priorities



Consumer Campaigns for Core & Innovation Products



Pure Magic Range



NutriChoice 100% Millet Cookies



GD Chunkies Range



Tiger 'Doodh' Glucose



Golmaal X Ravi Shastri



- **Croissant & Rusk** – Delivered competitive double-digit growth during the quarter – driven by the strong momentum in E-commerce Channel
- **Wafers** – 5th consecutive quarter of healthy double-digit growth; augmented additional capacity in North
- **International Business** – Africa business continued growing well, JV in Kenya taking healthy shape
- **Cake** – Impulse products such as Brownie continued gaining traction in the Urban markets
- **Cheese** – Healthy growth for Cheese in E-com, General Trade (India) along with sequential market share gains

ESG – Building a sustainable, profitable business

Progress on ESG KPIs – over Q4'25



13% increase in Renewable Electricity share



3.4% reduction in specific water consumption



1% increase in women factory workforce



22% increase in BNF beneficiaries

Recognition



Recognized with **Golden Peacock Award** for the second consecutive year

S&P Global

15.4% improvement in the S&P Global Corporate Sustainability Assessment (CSA) Score – from 52 in 2024 to 60 in 2025

BRITANNIA

Cost & Profitability Outlook



MEDIUM TERM BUSINESS OUTLOOK



Drive healthy **volume-led growth** through region-consumer centric products, distribution, and price competitiveness



Invest behind key core Brands through Product Restage, Media and Consumer awareness interventions to strengthen our leadership



Sustain margins enabled by cost saving initiatives - subject to commodity prices remaining stable and rangebound



Financial Results



Revenue trends



12-month Growth%

9%

1%

2%

3%

4%

4%

6%

9%

10%

4%

24-month Growth%

18%

23%

19%

14%

13%

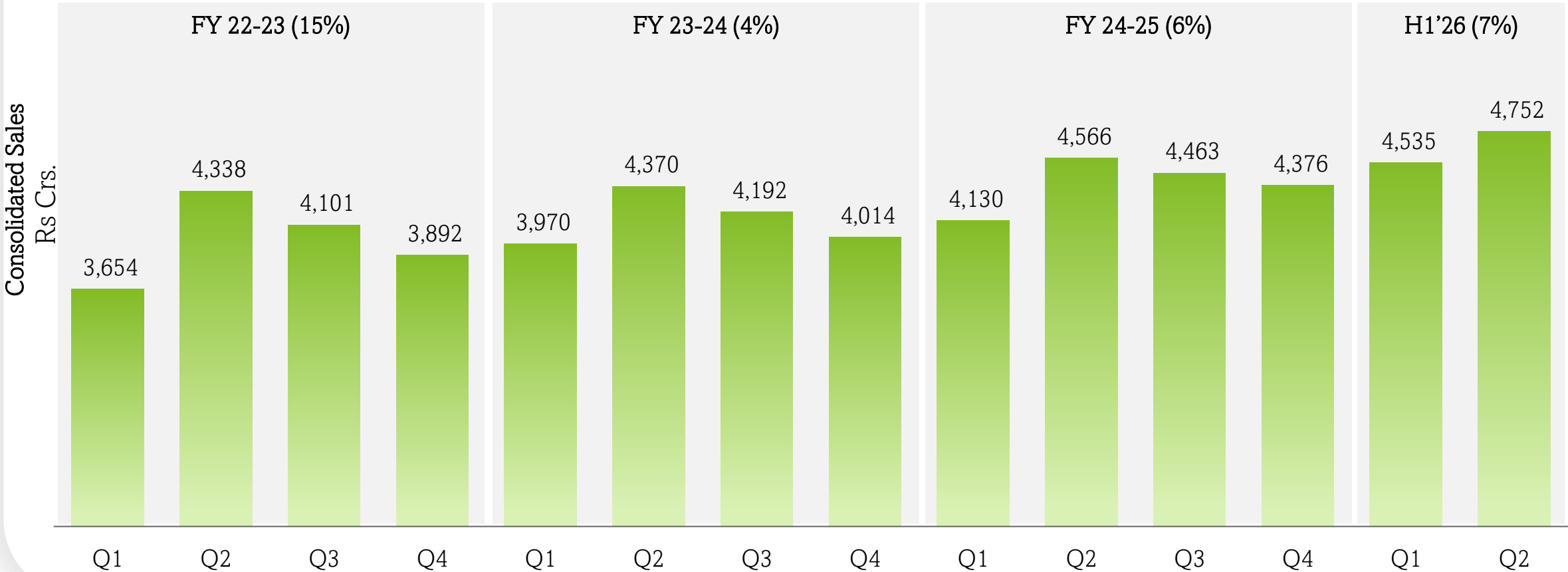
5%

9%

12%

14%

9%



Key Financial Lines – Consolidated (Reported)

Particulars	Q2 25-26	
	Rs Crs	Vs Q2 24-25
Net Sales	4,752	4.1%
Operating Profit	869	22.9%
Profit Before Tax	884	23.6%
Profit After Tax (Owner's Share)	654	23.1%

Particulars	16-17	17-18	18-19	19-20	20-21	21-22	22-23	23-24	24-25	Q1'26	Q2'26
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%
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%
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%

Source: Company Financials – Consolidated Results



Thank You!