



PRATAAP SNACKS LIMITED

Q3 FY23

4th February 2023





DISCLAIMER

Certain statements in this document may be forward-looking statements. Such forward-looking statements are subject to certain risks and uncertainties, like regulatory changes, local political or economic developments, and many other factors that could cause our actual results to differ materially from those contemplated by the relevant forward-looking statements. Prataap Snacks Limited (PSL) will not be in any way responsible for any action taken based on such statements and undertakes no obligation to publicly update these forward-looking statements to reflect subsequent events or circumstances.





THE MAIN INGREDIENTS: *Company Overview*



COMPANY AT A GLANCE



Large, compounding market

INR 398 Bn market
Growing at 11.2% CAGR⁽¹⁾



Market leadership

Market Leader in Rings;
Top 5 Leader in Savoury Snacks



Significant revenue scale

FY22 Revenue of INR ~ 14 Bn
8-year revenue CAGR: 15%⁽²⁾



Diverse product portfolio

125 SKUs across Potato Chips,
Extruded Snacks, Namkeen
and Sweet Snacks



Nationwide manufacturing & distribution footprint

14 manufacturing facilities;
Presence across ~2.2 Mn retail
outlets



Experienced Leadership

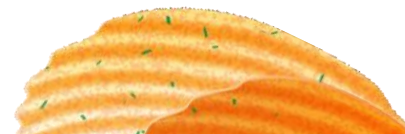
Founder-led management
team guided by an able
Board



Source: Nielsen.

(1): As of [2021], CAGR for last [4] years.

(2): Revenue CAGR from FY14 to FY22.



KEY MILESTONES



2003

Company founded

2006

Installed Chulbule plant at Prakash Snacks in Indore

2012

Doubled the capacity of Potato Chips plant at Indore

2016

Guwahati new plant commissioned

2018

Forayed into Sweet Snacks

Entered into 3P Contract Manufacturing at Kolkata -2 and Bengaluru-2

Acquired Avadh Snacks – a leading regional player in Gujarat

2020

Converted 3P facility to owned in Bengaluru, Karnataka

Commenced 3P manufacturing at Kanpur

2022

Completed restructuring of distribution pyramid

Commissioned facility in Kolkata for Extruded Snacks

2011

Sequoia's initial investment of Rs. 620 mn Prataap Snacks

Launched Rings, Namkeen and Wheels

2014

Commissioned Guwahati plant for Rings, Chulbule and Pellets

Introduction of Scoops

2017

Successful IPO – oversubscribed 47x; listed on NSE & BSE on Oct 5, 2017

2019

Commenced 3P manufacturing at Hisar

Expanded range in sweet snacks through launch of Cup Cake, Tiffin Cake and Sandwich Cake

2021

Launched Swiss Rolls

Received approval under PLI Scheme of Government of India

2004

Set up a plant to manufacture Potato Chips in Indore



Corporate development

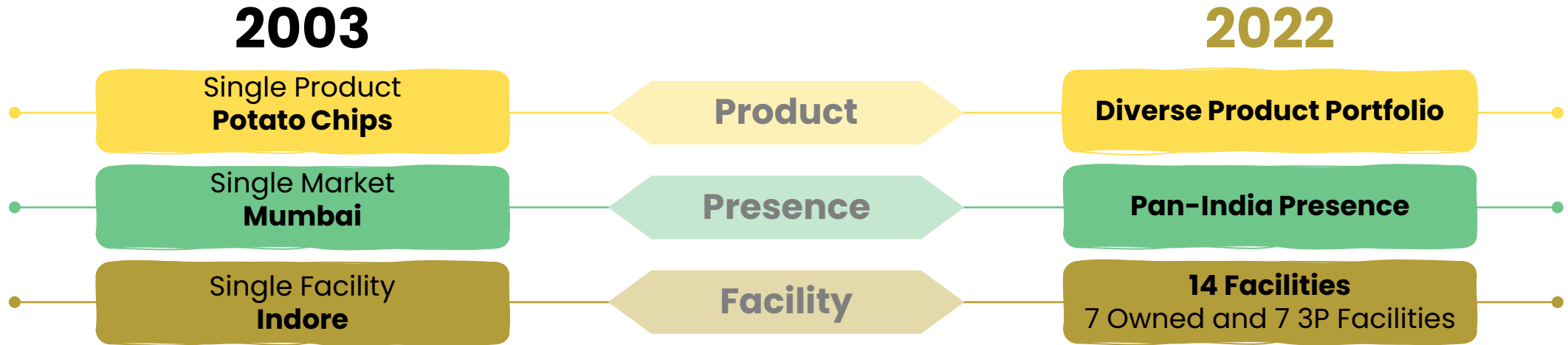


Category expansion



Geographical expansion / Facility Addition

COMPANY EVOLUTION











Snapshot of Recent Growth

2014	Rs. 446 Cr	Revenue	Rs. 1,397 Cr	2022
	40+	SKUs	125+	
	3 Facilities	Facilities	14 Facilities	

8 yr Revenue CAGR – 15% despite Covid impact

DIVERSE PRODUCT PORTFOLIO

Appealing to consumers and trade partners

CATEGORIES	% of FY22 Revenue	PRODUCTS
 <p>Extruded Snacks</p>	<p>58%</p>	 <p>Chulbule Rings Wheels Pellets Scoops Puff Stix</p>
 <p>Potato Chips</p>	<p>23%</p>	 <p>Chips Chips Chips Chips Chips</p>
 <p>Namkeen</p>	<p>16%</p>	 <p>Moong Dal Chana Masala Masala Premium Bhujia Sev Bhavnagar Gathina Bhavnagar Gathina</p>
 <p>Sweet Snacks</p>	<p>3%</p>	 <p>Cookie -Cake Center Filled Cup Cake Choco Vanilla Cake Tiffin Cake Sandwich Cake Swiss Roll</p>

Market Leader in Rings, Top 5 Leader in Savoury Snacks



BRANDING & MARKETING

Brand seen to be energetic and vibrant

Brand Philosophy

Consumer oriented focus

Providing value in multiple ways – great taste, high quality ingredients, vibrant packaging, reasonable price

Dildaar hain
hu♡

Brand tagline encapsulates the philosophy of delivering value to the customer

Brand Ambassadors / Associations⁽¹⁾



(1) PSL had brand endorsement association with Salman Khan, Ben 10 and Chhota Bheem in past.

OPERATIONAL EXCELLENCE

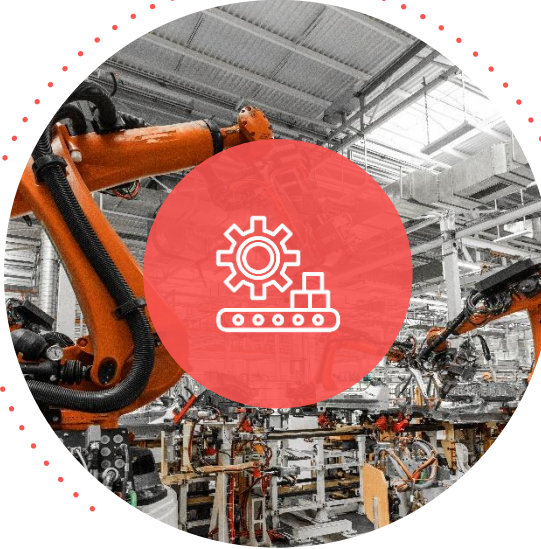
Powered by tech and automation



Data Analytics

Experienced Sales Analytics department working with advanced BI Tools

Profitability being regularly monitored and tracked at region as well as SKU level to enable decision making



Production Automation

Complete ERP Solution to manage production processes; Software deployed to manage grammage during packing process

Using advanced WMS software to manage FG inventory



Sales Automation

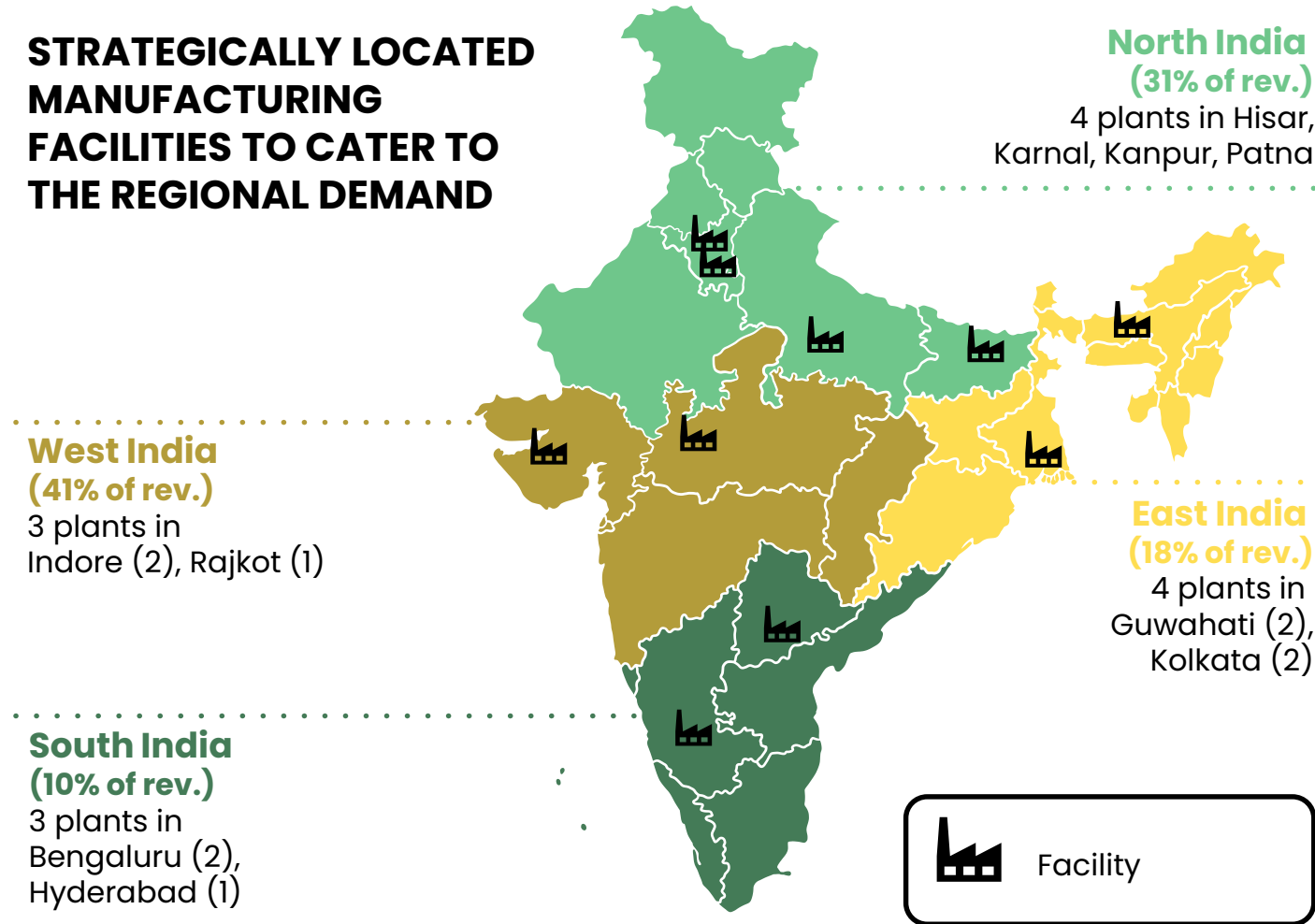
State-of-the-art SFA being used to guide sales team with assisted order taking

To identify gaps in market and optimize sales routes through geotagging of outlets

ESTABLISHED MANUFACTURING NETWORK

Reduced distribution costs; Improved time-to-market; Disciplined investment mindset

STRATEGICALLY LOCATED MANUFACTURING FACILITIES TO CATER TO THE REGIONAL DEMAND



Nationwide manufacturing footprint

- Optimised distribution cost
- Faster time-to-market



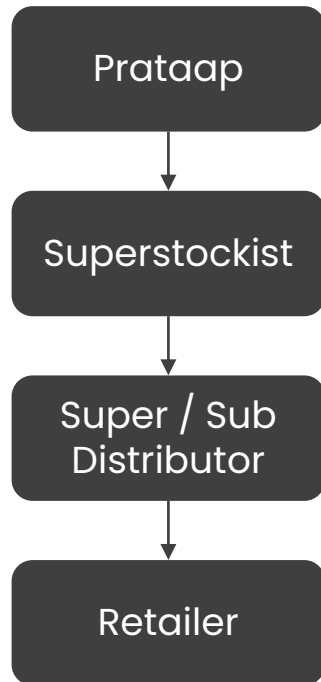
Leveraging mix of contracted and owned manufacturing

- Disciplined investment approach: Scale-up after proving market viability

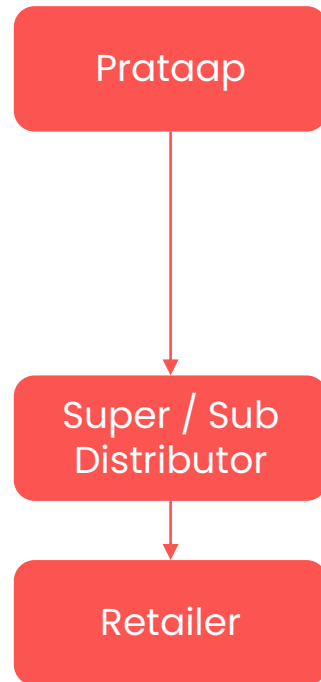
OPTIMISED DISTRIBUTION MODEL

Direct distribution model on a nationwide scale

**OLD
DISTRIBUTION
MODEL**



**DIRECT
DISTRIBUTION
MODEL**



Shifted to a direct distribution model upon hitting critical scale

- Decentralized manufacturing footprint allows us to supply directly to distributors
- Reduced distribution costs (realized ~3% improvement in EBITDA margin)

Amongst one of very few Snacks food players in India with a pan-India distribution network

- Supported by over 5,200 super/sub distributors reaching >2M touchpoints across India
- Ability to tap growth across all parts of India

OUR ESG APPROACH

Cornerstones of doing good business











- Actively working in accordance with Uniform Framework for Extended Producers Responsibility (EPR) issued by the Ministry of Environment, Forest, and Climate Change
- We engage in mass collection for processing and disposal of empty packets in collaboration with accredited NGOs in several states.
- We are also exploring development and use of recyclable packaging laminate with our suppliers
- Aligned to the strategy to combat climate change and transition to a low carbon economy, our aim is to reduce our carbon footprint and reduce our energy consumption
- This will be realised through adopting solar energy in factories, increasing the use of non-fossil fuels at manufacturing facilities, incorporating energy efficient building designs, implementing energy efficient devices and implementing automated energy management solutions
- Use of bio-mass briquettes for generating heat for manufacturing process, currently representing over 45% of fuel cost
- Our newly-installed Effluent Treatment Plant (ETP) and Reverse Osmosis unit at Indore plant is helping to recycle the used water from production units which is then reused
- This has led to initial savings in overall water consumption
- We also aim to minimise our freshwater requirements through our rainwater harvesting initiative.

To reduce freshwater consumption by **20% at Indore** plant by March 2024

To utilise **25% of total power consumption from Solar** Energy and other non-conventional energy by March 2024

STRONG 'VALUE-FOR-MONEY' BRAND

Appealing to customers across socio-demographic profiles

CATEGORIES	Rings, Kurves, Puff, Stix	CHILDREN 	YOUTH 	ADULTS/FAMILY 
 Extruded Snacks	Chulbule	✓✓	✓✓	
 Potato Chips	Pellets	✓✓	✓✓	
 Namkeen	Potato Chips	✓✓	✓✓	✓✓
 Sweet Snacks	Namkeen	✓✓	✓✓	✓✓
 Sweet Snacks	Sweet Snacks	✓✓	✓✓	

Targeting value for money segment

Guided by an Accomplished Board



Mr. Arvind Mehta
Chairman &
Executive Director



Mr. Amit Kumat
Managing Director
and CEO



Mr. Apoorva Kumat
Executive Director
(Operations)



Bharat Singh
Non-executive Nominee
Director



Vineet Kumar Kapila
Independent Director



Chetan Kumar Mathur
Independent Director



Mr. V.T. Bharadwaj
Independent Director



Anisha Motwani
Independent
Director

PSL has high standards of Corporate Governance and sound internal control policies



ESSENTIAL FLAVOURS:

Growth Strategies and Financial Progress



STRATEGIC INITIATIVES

Executing on a clear roadmap for robust and disciplined growth

TOP LINE GROWTH



Expand Namkeen Footprint

~43% of snacks industry (but currently contributes to around 16% of our revenue⁽¹⁾)



Drive mix of larger pack sizes

Increase volumes of larger pack sizes through value and visibility initiatives



Disciplined Product Innovation and Geographical Expansion

Drive SKU Expansion in core categories and continue to add touchpoints in distribution network

BOTTOM-LINE & CASH FLOW FOCUS



Direct Distribution Model

Reducing distribution costs and time-to-market



Levers to Improve Margins

Product portfolio pruning, improving productivity, reduction in utility costs of power and water



Working Capital Improvement

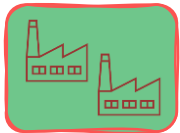
Seeking efficiencies to unlock cashflows and improve returns

MEASURES TO ENHANCE PROFITABILITY AND RETURNS



Bottom slicing

- Reasons for lesser volumes being identified, and levers are worked on to improve them
- Indirect expenses are being saved by discontinuing less popular products



Capacity expansion

- Selective capacity expansion in target markets
- Leveraging opportunity from PLI scheme to enhance presence in high-potential underpenetrated markets



Compression of distribution structure

- PSL has implemented direct distribution across all regions, ahead of schedule
- This results in savings through lower trade margins and freight optimization



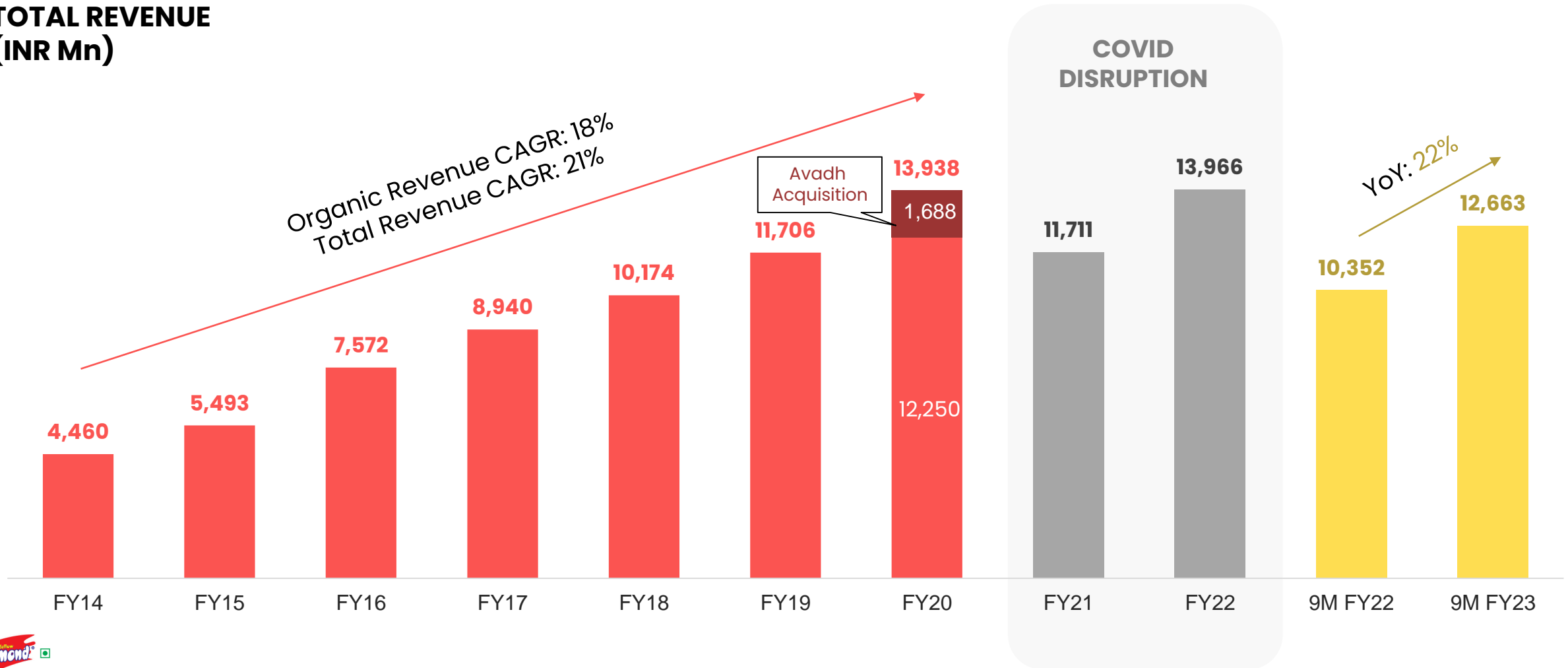
Establishing hubs across India

- PSL has established hubs in all the manufacturing facilities
- These hubs will have the entire product range and cater to proximate markets in order to optimise distribution with cost efficiency

ROBUST REVENUE GROWTH

Consistent execution track record

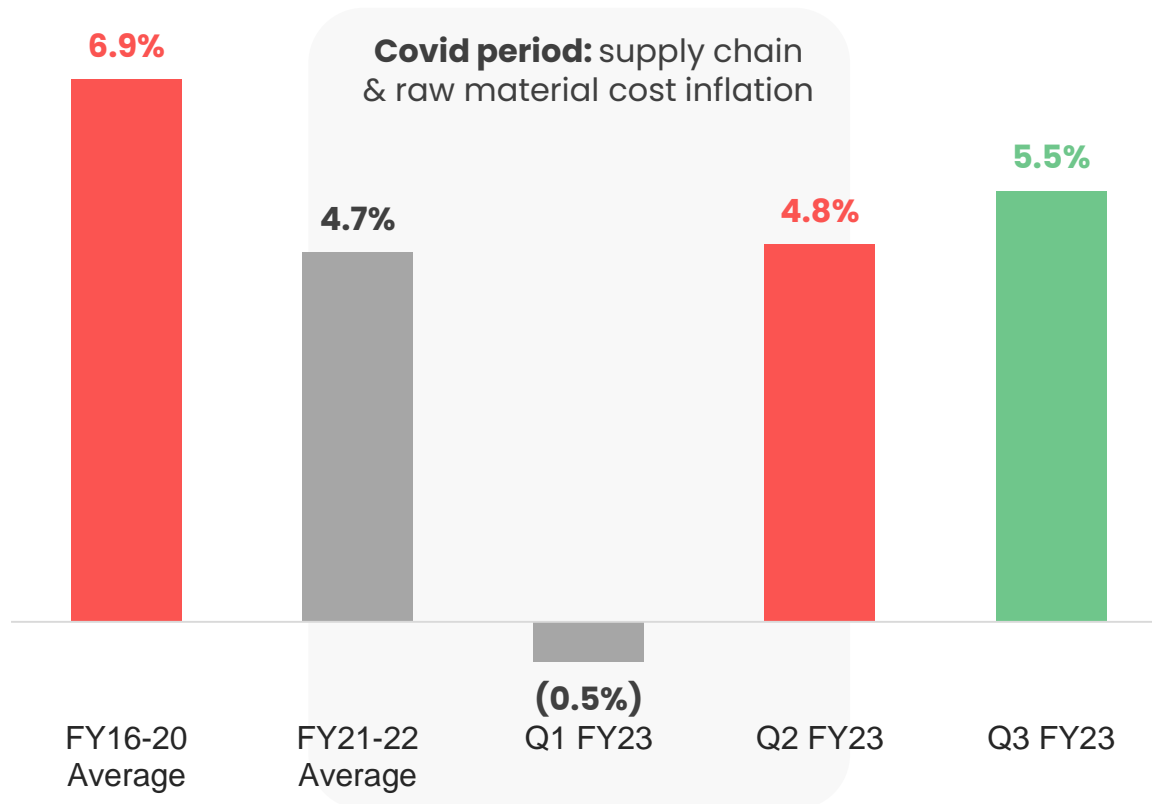
TOTAL REVENUE (INR Mn)



EBITDA MARGIN RECOVERY

On the back of recent stabilization of volatile raw material prices

EBITDA MARGIN (%)



5 year (FY16–FY20) average EBITDA margin was 6.9%.

In FY21–22, margin was impacted by:

- Operating deleverage due to shutdown, lockdown and disruption
- Sharp increase in raw material prices, especially palm oil & packaging

Margin pressure was countered by:

- Shift to direct distribution model
- Process improvements through automation efforts, portfolio pruning and better average realisation
- Long term contracts to mitigate fluctuations in input prices

With these initiatives, the potential range for margin is superior to pre-COVID levels

APPROVAL UNDER PERFORMANCE LINKED INCENTIVE ('PLI') SCHEME



Received approval under PLI scheme of the Government of India under 'Ready to Eat' segment

All products are covered under the PLI scheme except for Potato Chips

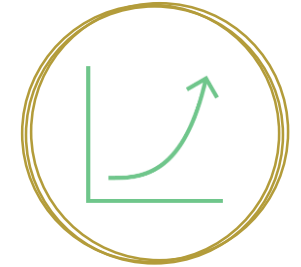


The base year for calculating the PLI benefit on-incremental sale is FY 19-20 for the first 4 years and FY 21-22 and FY 22-23 for the fifth and sixth years respectively



The minimum CAGR for sales for calculating the incentive is 10% with the maximum cap of 13% CAGR for eligible products

- From FY 21-22 to FY 24-25, the incentive rate for eligible products is 7.5% on the incremental sales over base year sales
- The incentive for FY 25-26 is 6.75% and FY 26-27 is 6% calculated on the incremental sales over base year sales



The benefit is available including growth in Avadh sales

The investment commitment aggregates to ~ Rs.105 crore, of which PSL has already invested Rs. 59 crores with purchase orders issued for the balance amount

OUR LONG-TERM TARGET OPERATING MODEL



**CONSISTENT
GROWTH**

~15%

Revenue growth
(faster than industry)



**PROFITABILITY
CENTRIC**

>10%

EBITDA margin



**CAPITAL
EFFICIENCY**

15–20%

RoCE



PROOF OF THE PUDDING:

Q3 FY23 Performance Update



OPERATIONAL OVERVIEW

Reported a healthy revenue growth of 11% yoy during Q3 FY23 and 22% during 9M FY23 primarily driven by higher volumes

- Delivered continued momentum in top-line on the back of steady demand across key geographies
- Continued to enhance distribution network through addition of touchpoints in focus markets as well as by optimizing existing network through better efficiency

Witnessed softening of palm oil prices and other key RM/PM, coupled with structural change to distribution layer which assisted in delivering better margin performance

- After peaking in Q1 FY23, palm oil prices continued to soften in the third quarter. There was some moderation in other input such as packing materials
- Benefits from the easing of input prices will fully accrue in ensuing quarters and we anticipate further positive impact on EBITDA margin going forward
- Avadh reported strong revenue growth and EBITDA margins of 12% for the quarter, surpassing the margin performance of the parent company

Robust outlook for top-line and profitability on the basis of resilient demand, further reduction in input prices and expanding manufacturing footprint

- Commenced production at the Kolkata facility this quarter which will further optimize distribution in the region
- Land acquisition and orders for machinery for the Jammu facility has been completed, integration of this facility is progressing as planned
- Maintaining an optimistic outlook for both revenue growth and enhanced profitability

MD & CEO's Message



Commenting on Q3 & 9M FY23 performance, Mr. Amit Kumat Managing Director & CEO, Prataap Snacks Limited said:

"We are pleased to report sustained growth with revenues higher by 11% yoy in Q3 and by 22% yoy on a YTD basis. We continue to enhance our distribution network through addition of touch points in focus markets as well as by optimising the existing network through better efficiency.

Our subsidiary Avadh continued to report strong revenue growth. The EBITDA margin improved to 12% for the quarter, surpassing the margin performance of the parent company.

We have witnessed softening of palm oil prices as well as reduction in prices of some other inputs. Benefits from the easing of input prices will fully accrue in ensuing quarters and we anticipate further positive impact on EBITDA margin going ahead.

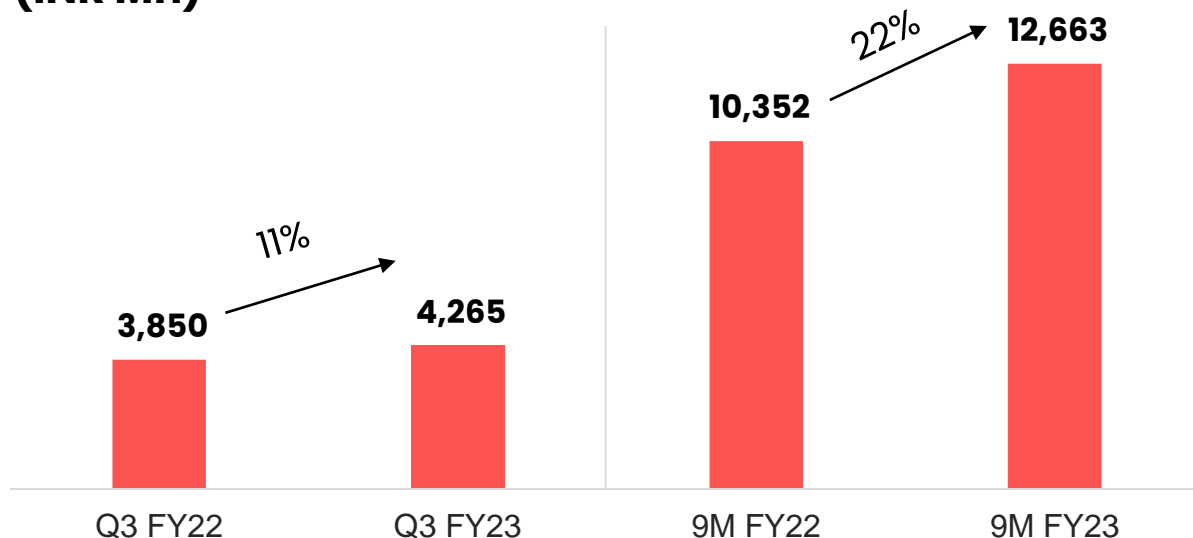
We have commenced production at the Kolkata facility this quarter and this will optimize our distribution in the region. Plans for the Jammu facility are progressing well as the land acquisition has been completed and orders for machinery have been placed. We maintain an optimistic outlook for both revenue growth and enhanced profitability."

ABRIDGED P&L STATEMENT

(INR Mn)	Q3 FY'23	Q3 FY'22	Y-o-Y Change (%)	9M FY'23	9M FY'22	Y-o-Y Change (%)
Income from Operations	4,264.5	3,849.5	11%	12,663.1	10,351.6	22%
Raw Material Cost	3,027.4	2,844.8	6%	9,271.5	7,633.6	21%
Gross Profit	1,237.1	1,004.7	23%	3,391.6	2,718.0	25%
Gross Margins	29.0%	26.1%	+291 Bps	26.8%	26.3%	+52 Bps
EBITDA	233.9	181.1	29%	435.2	533.7	-18%
EBITDA margin	5.5%	4.7%	+78 Bps	3.4%	5.2%	-172 Bps
Depreciation	150.6	132.8	13%	468.5	398.6	18%
Interest	15.9	15.4	3%	51.3	47.0	9%
Profit after tax	58.2	(72.4)	NA	(13.2)	58.6	NA
Diluted EPS (Rs)	2.48	(3.09)	NA	(0.56)	2.50	NA

FINANCIALS – Q3 & 9M FY'23 PERFORMANCE

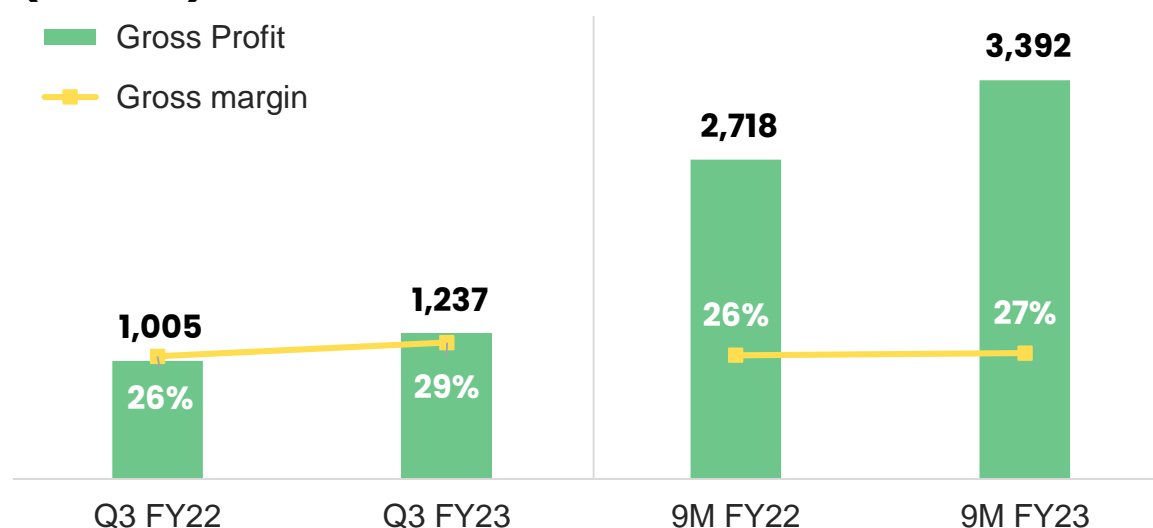
Income from Operations (INR Mn)



Income from operations grew by 11%

- Improvement in overall activity levels supported by resilient consumption patterns has led to higher demand
- Distribution expansion in focus markets is aiding the revenue momentum

Gross Profit (INR Mn)

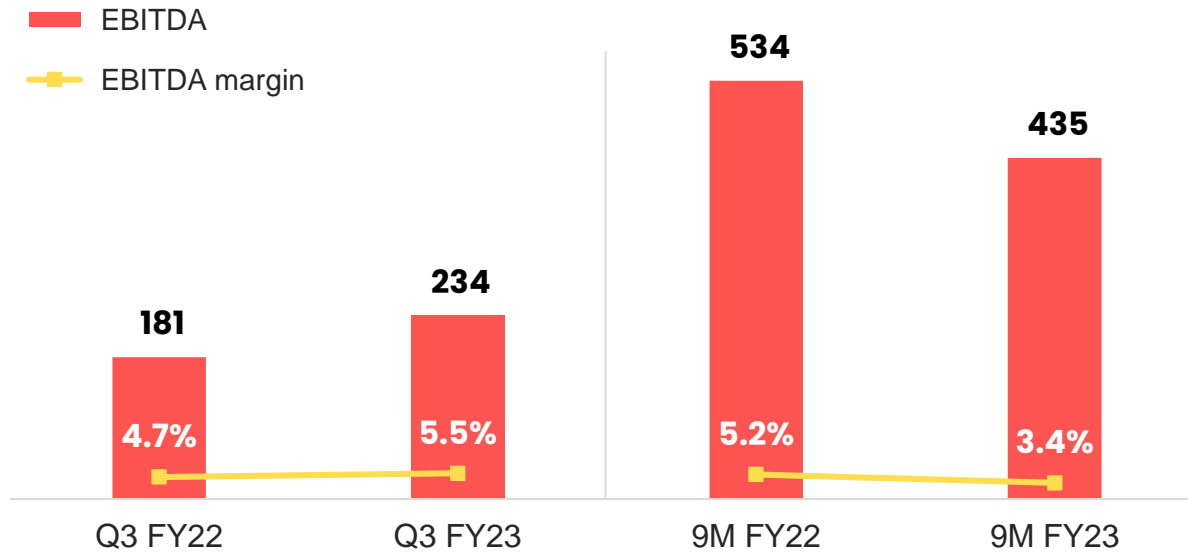


Gross margin stood at 29%

- Cost saving initiatives such as production efficiency, compression of distribution layers and better realization have enabled the company to structurally expand the gross margin profile
- The effect of the structural change will be more visible in the ensuing quarters

FINANCIALS – Q3 & 9M FY'23 PERFORMANCE

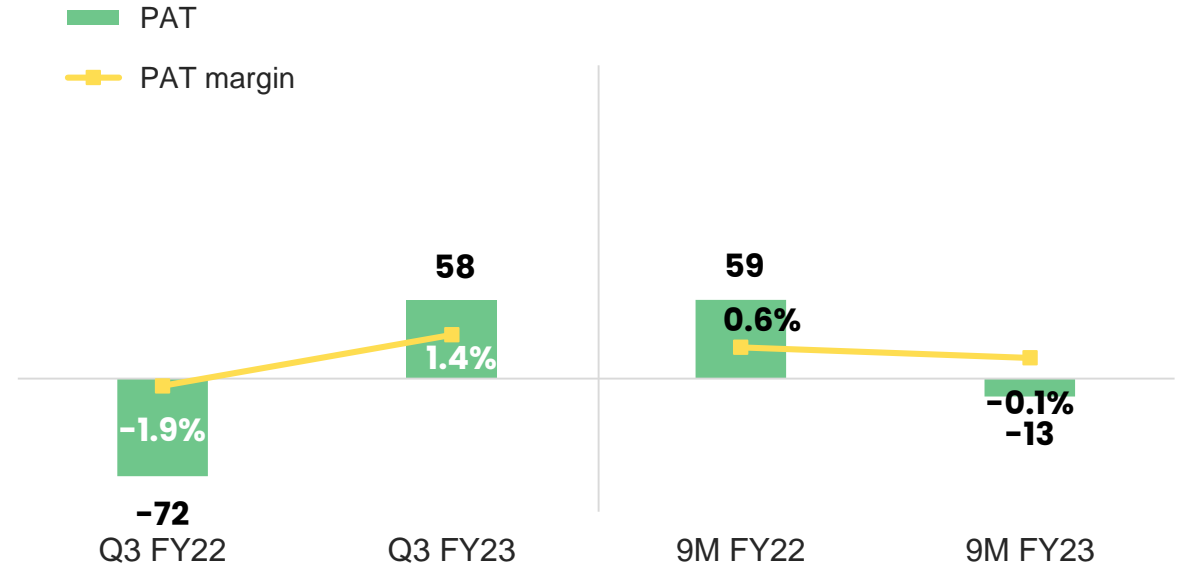
EBITDA (INR Mn)



EBITDA margin stood at 5.5%

- Softening of prices of key raw materials/packing materials aided better margin performance
- Avadh delivered a strong margin performance of 12%, surpassing the margin performance of the parent Company

PAT (INR Mn)

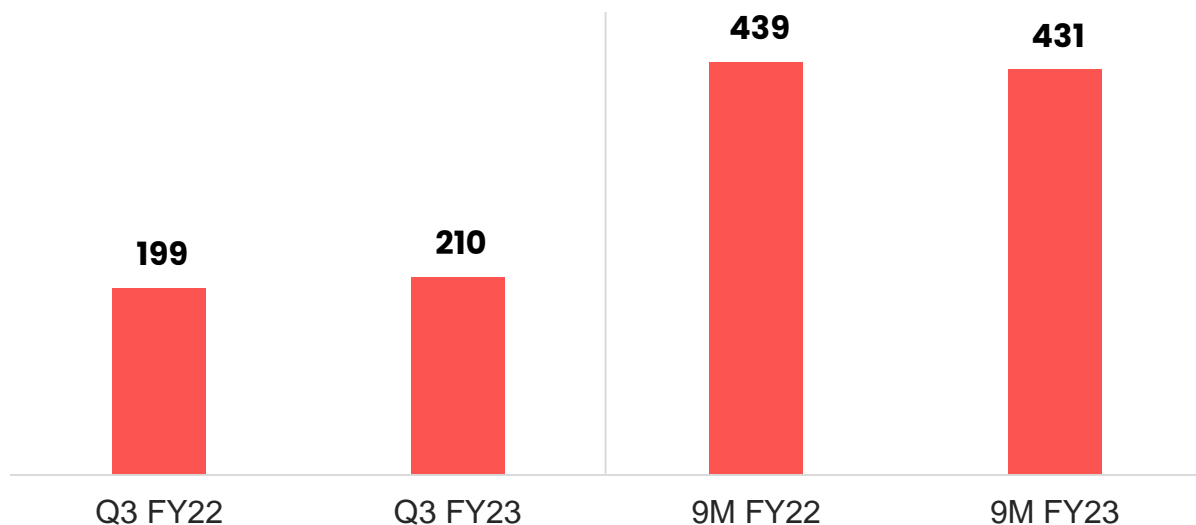


PAT margin stood at 1%

- With further softening of unusually high RM prices in Q3, the Company has further improved on the PAT performance this quarter
- In the backdrop of normalizing input prices along with rising volumes, the outlook for profitability is favourable in the ensuing quarters

FINANCIALS – Q3 & 9M FY'23 PERFORMANCE

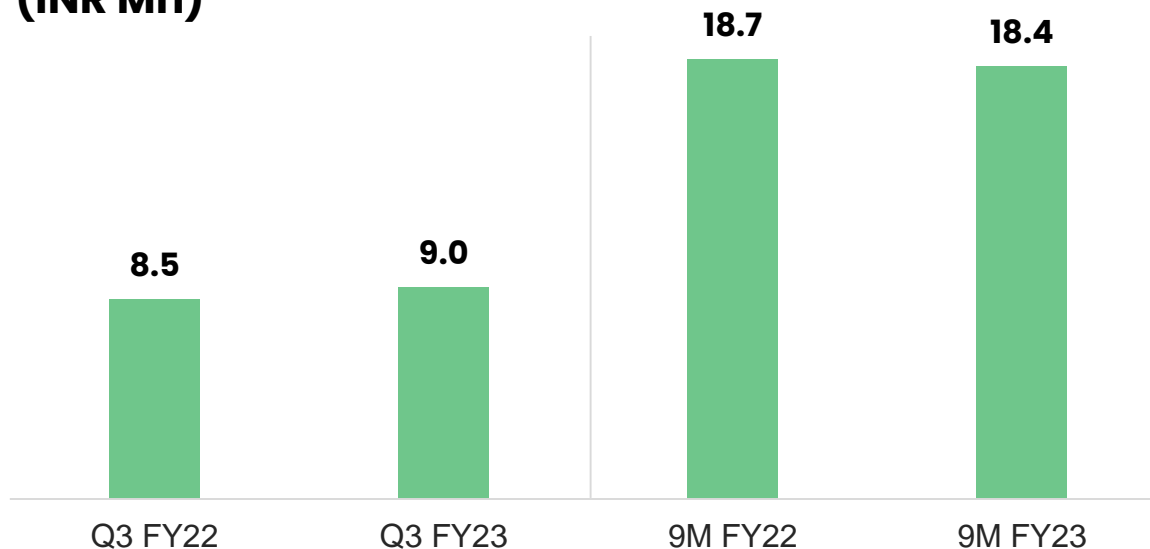
Cash profit (INR Mn)



Resumed generating healthy levels of Cash Profit

- Cash profit higher compared to corresponding quarter last year
- Cash profit in Q3 FY23 is ~3.6x of PAT

Cash EPS (INR Mn)



Cash EPS rebounds strongly

- The Company follows a conservative accounting policy and is amortizing intangible assets of Avadh Snacks
- A lateral benefit has been contained tax outflow



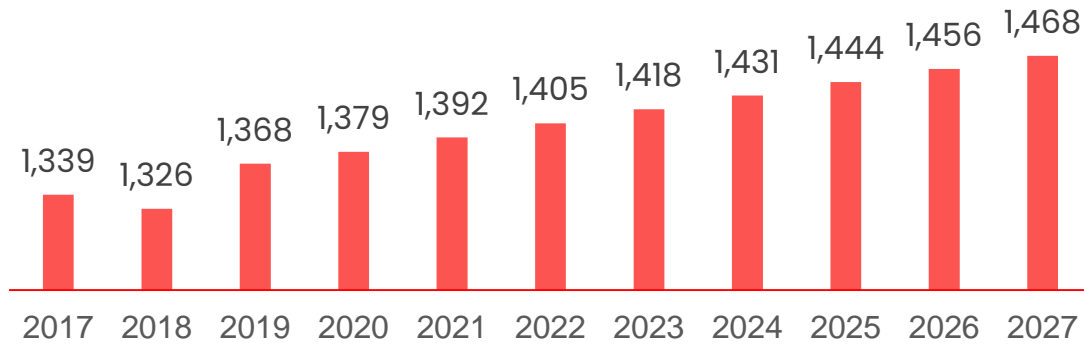
EVOLVING TASTES:

Industry Overview



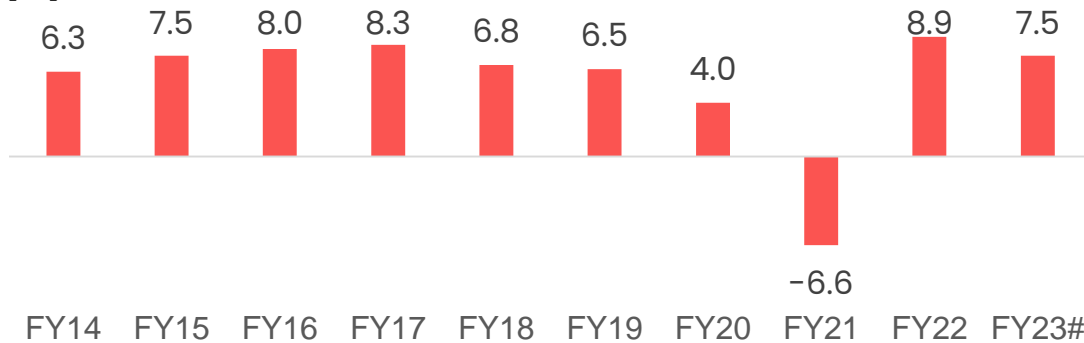
Favourable Demographics Supporting Industry Growth

India Population Trend (Millions)



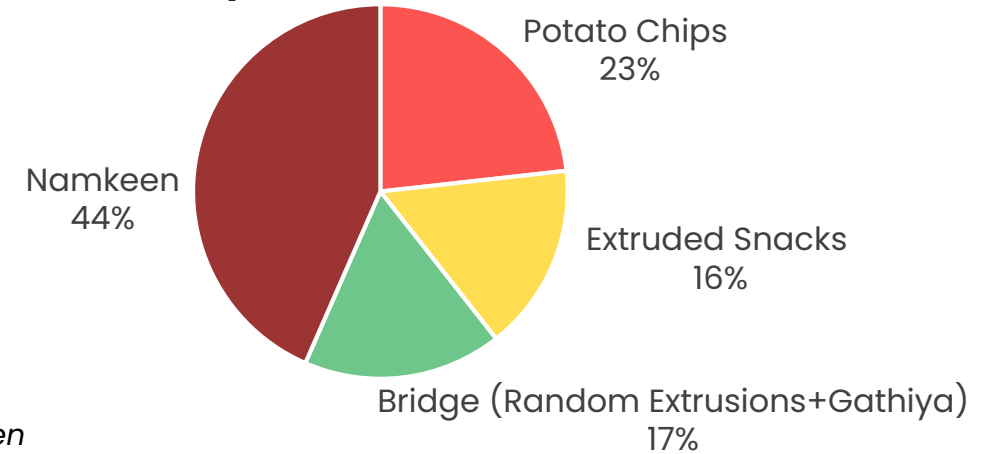
Source: Statista April 2022

India GDP Growth (%)



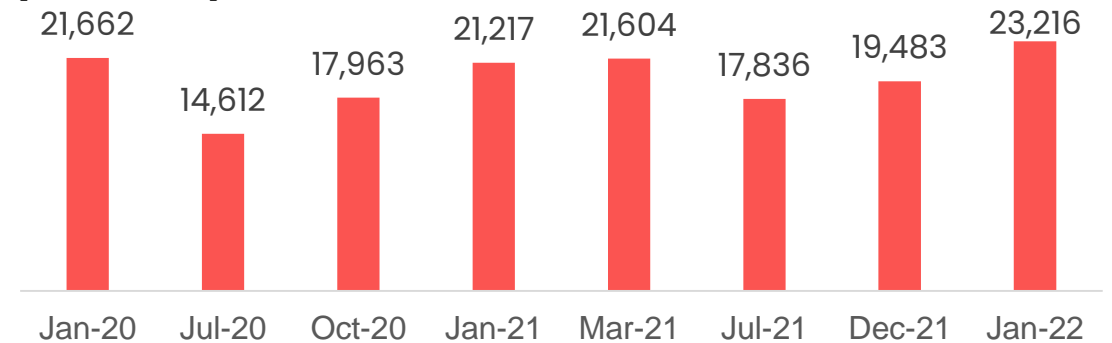
Source: NSO Second Advance Estimates as on 28th Feb 2022
#SPF report by RBI dated 8th April, 2022)

Total Organized Snacks Food Market Size ~40,000 Crores (Last 12 months)



Source: Nielsen

Consumer spending in India (Rs. Billion)



Source: Statista, March 2022



THANK YOU!



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