

# PRATAAP SNACKS LIMITED

## Q4 & FY21 - Results Presentation

Rich  
Feast



May 2021

# 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.



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Q4 & FY'21 Results

# Financial Overview



## In Q4 FY21 (YoY basis)

- Revenue of Rs. 3,095.4 million, registering degrowth of 1.5%
- Operating EBITDA of Rs. 139.2 million, translating to a margin of 4.5%
- PAT stood at Rs. 71.3 million with margins at 2.3%
- EPS (Diluted) stood at Rs. 3.04 per share

## In FY21 (YoY basis)

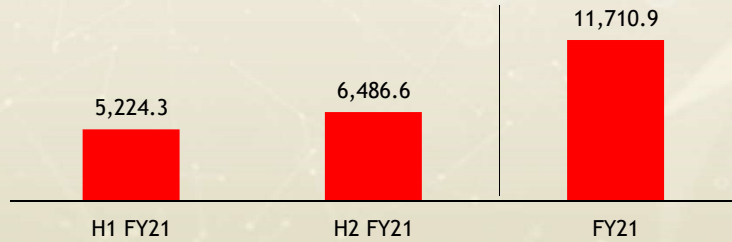
- Revenue of Rs. 11,710.9 million, registering a degrowth of 16.0%
- Operating EBITDA of Rs. 630.7 million, translating to a margin of 5.4%
- PAT stood at Rs. 141.6 million with margins at 1.2%
- EPS (Diluted) stood at Rs. 6.04 per share

# FY21 Highlights - Healthy recovery in H2

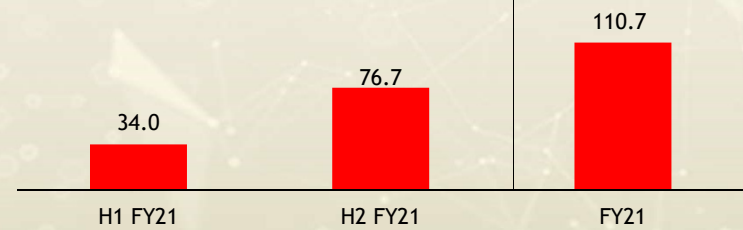


Capitalised on market recovery to deliver a healthy rebound in H2

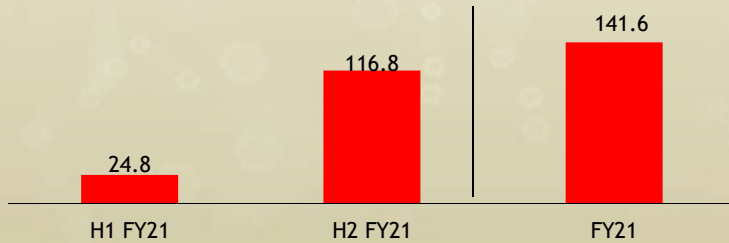
Total Income



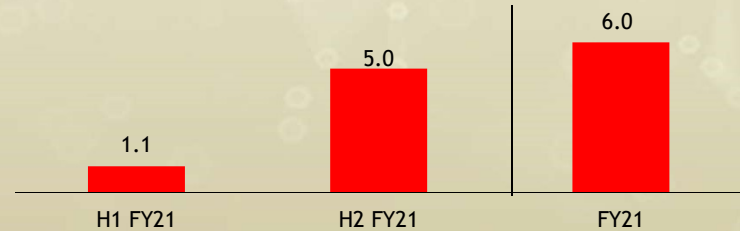
PBT



PAT



EPS in INR



PAT %

0.5

1.8

1.2

# Operational Overview



- Reported an encouraging performance in Q4FY21
  - Q4 revenues recovers to last years base despite facing COVID19 challenges
    - Avadh products in markets outside Gujarat have received positive response
  - Additionally, expanding into categories like Rusk to aid growth
- Company adopting Direct Distribution model which will aid top-line as well as margin growth
  - Tele calling initiative undertaken with stockiest and dealers to faster replenish stock
- Expansion across owned / 3P facilities to be closer to the target market
  - In January 21, 3P facility in Bengaluru has been converted to owned facility which will increase penetration in the southern markets
  - Further looking to enhance production through an owned facility in Kolkata in the Eastern market to rationalize distribution costs

# Operational Overview



- Continue to face high volatility in key raw materials such as palm oil which are adversely affecting margins
  - Partially mitigated this through continuous operational and manufacturing process re-engineering and cost optimization initiatives and owned and 3P facilities
  - Direct Distribution model will aid to optimize distribution costs and support margins
- The Company continues to maintain a steady financial position with robust liquidity
  - Healthy balance sheet enables the Company to scale up capacity headroom to respond to market demand





## Unlocking of Restrictions

- Key sales points like railway stations, bus stations, markets and highways witnessing subdued activity
- Re-opening of schools, colleges and other institutions, to re-invigorate demand for products which are primarily out-of-home consumption
- Plan to launch Avadh products outside Gujarat markets



## Improved Distribution Reach

- Focusing on tele-calling and leveraging on startups to improve distribution and faster replenishments
- Successful pilot in 2019 which is now converted in a full-fledged program in various regions
- Using a mix of data and analysis, feedback from local sales team and software to identify distribution gaps
- Re-opening of Modern trade to aid distribution reach

## Expanding 3P tie-ups

- PSL has set up 5 3P facilities in last 3 years
- Contribution of 3P facilities increased from 8% to 24% of sales in last 3 years
- Implementing asset light model



## Compressing of Distribution Structure

- PSL is implementing direct distribution from its various plants across regions
- This results in savings through lower trade margins and freight optimization

## Establishing hubs across India

- PSL has identified Hisar, Bengaluru as its 3P facilities for upgradation
- Further it has identified Kolkata as a suitable location as a hub
- These hubs will have the entire product range and cater to proximate markets to enable PSL to realize its synergies

# CSR Initiatives Undertaken in FY2021



- PSL focused on giving back to the society in these unprecedented times
- PSL delivered around 1,500 meals on a daily basis during lockdown
  - Organized free meals for front-line workers including Policemen, medical personnel and Government staff on duty
  - Distributed free meals to people who were in quarantine
  - PSL also reached out to underprivileged sections of the society by delivering free meal boxes.
- PSL distributed products manufactured by it free of cost on a regular basis throughout the lockdown





**Commenting on Q4 & FY'21 performance, Mr. Amit Kumat - Managing Director & CEO, Prataap Snacks Limited said:**

*"I am pleased to share that Q4 Revenues have recovered to last year's base despite several challenges due to the pandemic. Our performance in FY21 has been impacted by two significant external challenges – first is the pandemic-led disruption that has impacted sales volumes as outdoor and social activities continue to remain muted. Secondly, the adverse cyclical in input prices has placed significant pressure on profitability.*

*We have responded by focusing sales on areas less affected by the pandemic and driving efficiencies in distribution to enhance sales. The results are evident as we have reported revenues in the fourth quarter that are nearly at the same level as last year, despite continued closure of schools and negligible travel activities. Faced with margin pressure, we have undertaken cost rationalisation initiatives and process efficiencies even as we accelerated structural improvements through a compressed distribution structure.*

*The second wave has thrown up many of the challenges once more but we were better prepared this time and there has been less disruption across operations. These challenges are temporary in nature and we are confident that we will rebound strongly as the restrictions across various states and regions are eased and as the commodity cycle reverses. The structural improvements undertaken will accrue more long-lasting benefits which, along with the healthy balance sheet will help us to elevate the growth trajectory and performance metrics going forward."*

# Abridged P&L Statement

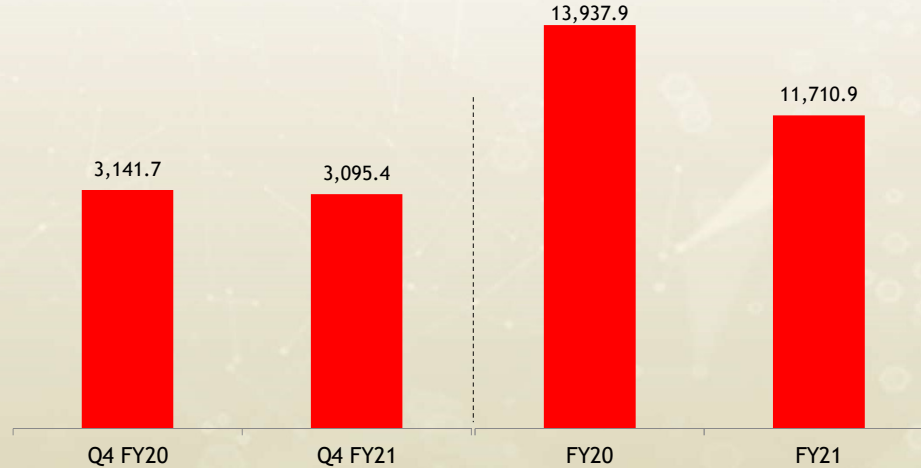


| Particulars            | Q4 FY'21 | Q4 FY'20 | Y-o-Y Change (%) | FY'21    | FY'20    | Y-o-Y Change (%) |
|------------------------|----------|----------|------------------|----------|----------|------------------|
| Income from Operations | 3,095.4  | 3,141.7  | -1%              | 11,710.9 | 13,937.9 | -16%             |
| Raw Material Cost      | 2,287.4  | 2,306.2  | -1%              | 8,430.9  | 9,947.1  | -15%             |
| Gross Margins          | 808.0    | 835.5    | -3%              | 3,280.0  | 3,990.8  | -18%             |
| Gross Margins %        | 26.1%    | 26.6%    | -50 Bps          | 28.0%    | 28.6%    | -60 Bps          |
| EBITDA                 | 139.2    | 137.1    | 2%               | 630.7    | 936.8    | -33%             |
| EBITDA Margins %       | 4.5%     | 4.4%     | 10 Bps           | 5.4%     | 6.7%     | -130 Bps         |
| Depreciation           | 131.0    | 153.8    | -15%             | 545.7    | 617.4    | -12%             |
| Interest               | 14.6     | 15.6     | -6%              | 62.7     | 74.6     | -16%             |
| Profit After Tax       | 71.3     | 197.6    | -64%             | 141.6    | 469.2    | -70%             |
| EPS (Diluted) in Rs.   | 3.04     | 8.42     | -64%             | 6.04     | 20.01    | -70%             |

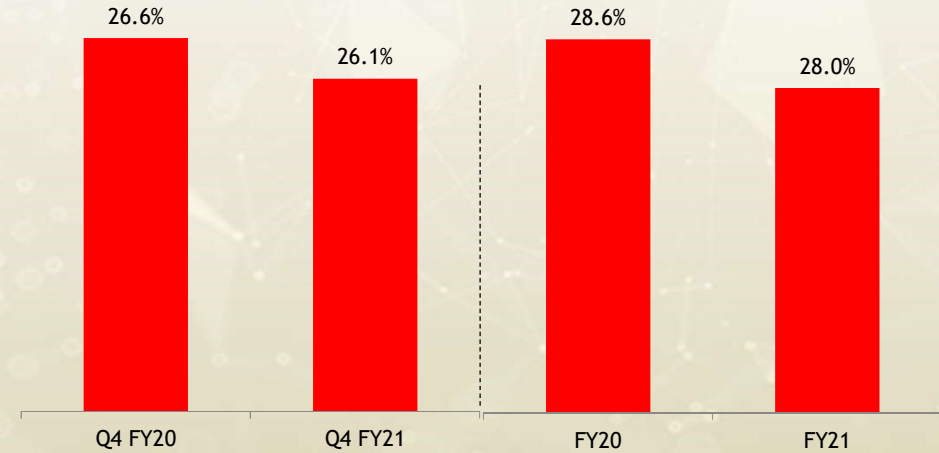
# Financials - Q4 & FY'21 Performance



## INCOME FROM OPERATIONS

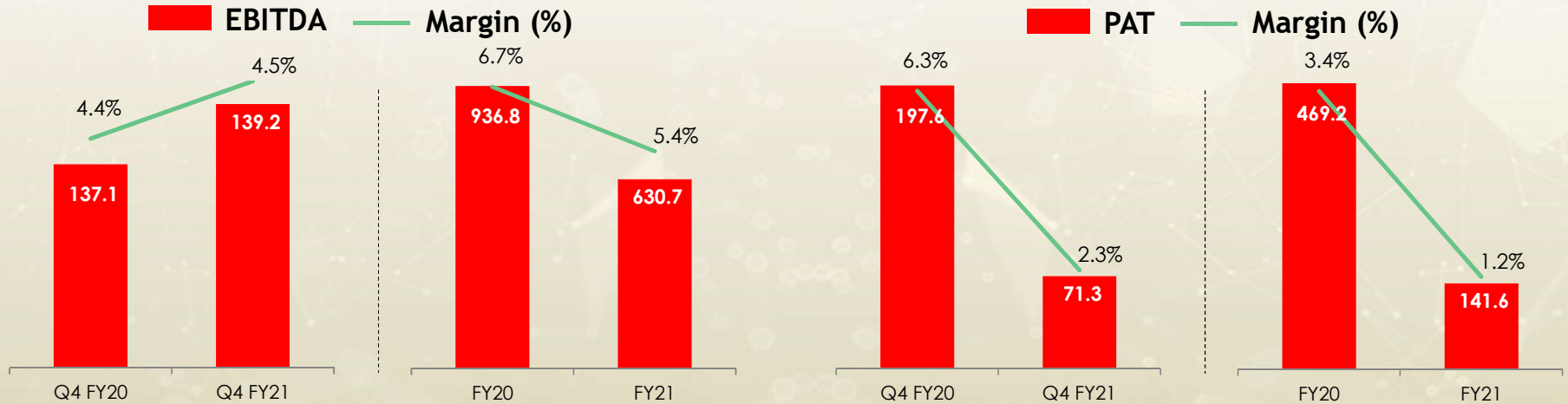


## Gross Margin (%)



- Income from operations in Q4 FY'21 stood at Rs.3,141.7 mn, revenues recovers to last years base despite facing COVID19 challenges
- Gross margin was resilient at 26.1% in Q4 FY'21 and 28.0% in FY'21
  - Palm oil which is the major raw material component experienced rise of 30% in FY 21 compared to FY 20 full year average price
  - Ongoing cost optimization and process re-engineering initiatives, largely mitigated impact of higher palm oil prices

# Financials - Q4 & FY'21 Performance

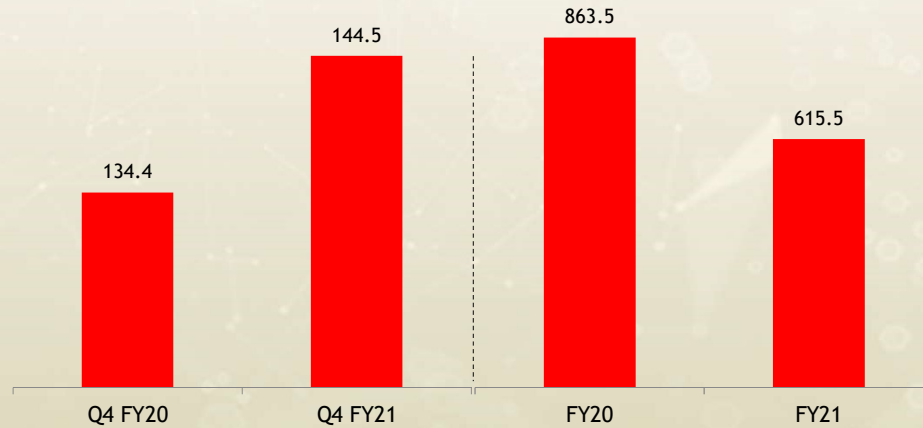


- EBITDA for Q4 FY'21 stood at Rs. 139.2 mn, marginal improvement despite pressure in Gross Margin
- Profit after Tax for Q4 FY'21 stood at Rs. 71.3 million with margins of 2.3%

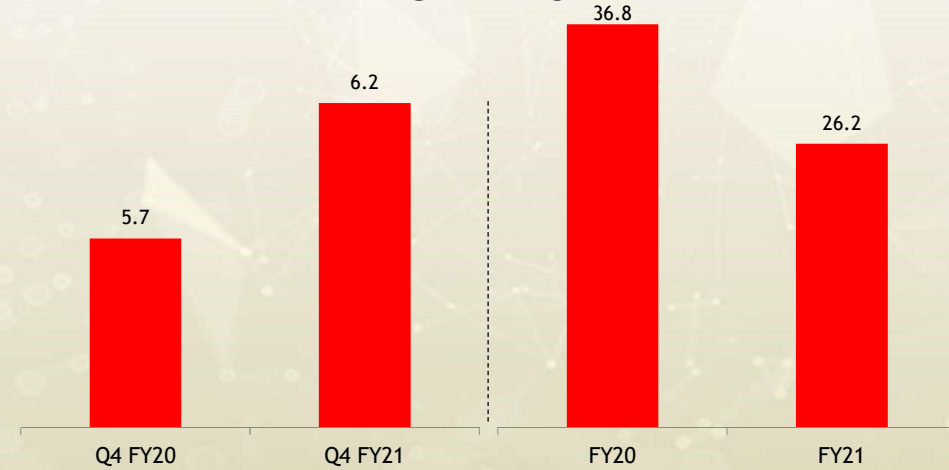
# Financials - Q4 & FY'21 Performance



## Cash Profit



## Cash EPS



- The Company follows a conservative accounting policy and is amortizing intangible assets of Avadh Snacks





## Company Overview

# Prataap Snacks at a Glance



\*[6 Inhouse plants and 8 contract manufacturing units (3P)]

# Diverse Product Portfolio



POTATO CHIPS

- Potato based snack
- SKUs: 10 flavours
- Target group: All



CHULBULE

- Rice grit & Corn grit based snack
- SKUs: 7 flavours
- Target group: Youth & Children



RINGS, KURVES & PUFF

- Corn grit based snack
- Market leader in Rings
- SKUs: 11 flavours
- Target group: Children



NAMKEEN

- Gram and other lentils based
- SKUs: 22 varieties
- Target group: All



PELLET SNACKS

- Wheat based
- SKUs: 5 flavours
- Target group: Children



CUP CAKE, TIFFIN CAKE & SANDWICH CAKE

- Cake variations with Chocolate fillings
- SKUs: 9 flavour
- Target group: Children and Youth



NAMKEEN & FRYUMS

- Namkeen and Fryums catering to local tastes
- SKUs: 55 varieties
- Target group: All

*Diverse product portfolio at strategic price points and pack sizes*



Fastest growing and fourth largest snacks player in Gujarat



~6% market share in Gujarat, one of the largest market



25% revenue CAGR over the past 5 years



Avadh Snacks delivered a double-digit growth in Q4 FY 21 YoY

## Product Portfolio

### Namkeen



**Key Products:** Bhavnagri Gathiya, Sada Mamra, Papdi Gathiya, Chavanu, Lasaniya Mamra

**Price Point:** Rs. 5, 10, 30, 50

**SKUs:** 34 varieties

**Target group:** Adults

### Fryums



**Key Products:** Tomato Cup, Salted reffil, Masala cup, Chiji Noodles, Salli, White crunchy papad

**Price Point:** Rs. 5, 10,

**SKUs:** 21 varieties

**Target group:** All

# Avadh Snacks - Unique Business model & Expansion plans



## Business Model

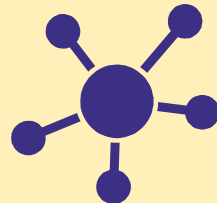


### Avadh has a Unique Business model

- Super Value Player offering higher value for Money to consumers.

### Direct Distribution model

- Manufacturing facility at Rajkot and a well-oiled distribution network in Gujarat
- Established facility in close proximity to markets to reduce distribution costs
- Direct supplies to distributors without any C&F / super stockist



## Expansion plans

Increased capacity of Rajkot facility by 50% in Q1FY21

To expand Avadh's products in neighboring markets initially

Pan India expansion using Prataap's existing distribution

# Sweet Snacks Portfolio



## Cookie-Cake

- SKU's - 3
- Target group - Youth and Children



## Center Filled Cup Cake

- SKU's - 2
- Target group - Youth and Children



## Choco Vanilla Cake

- SKU's - 1
- Target group - Youth and Children



## Yum Cake

- SKU's - 1
- Target group - Youth and Children



## Tiffin Cake

- SKU's - 1
- Target group - Youth and Children



## Sandwich Cake

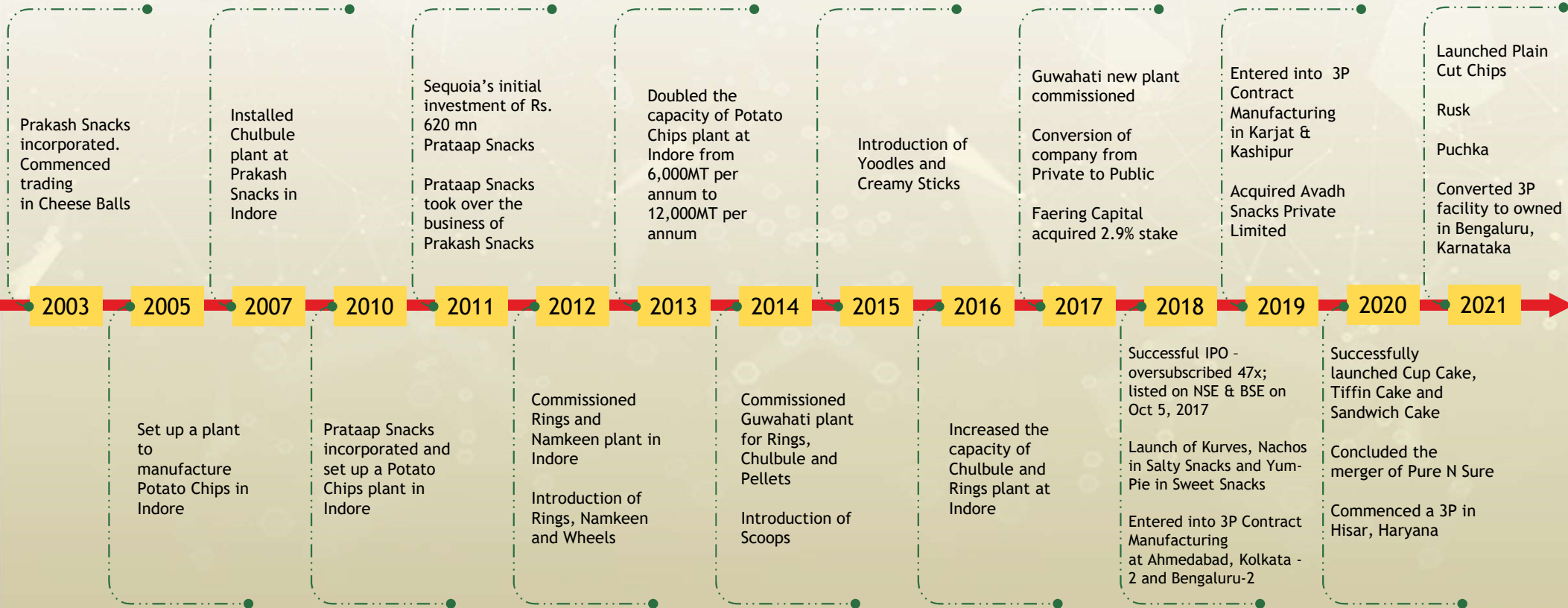
- SKU's - 3
- Target group - Youth and Children

*Diverse product portfolio at strategic price points and pack sizes*

# Track Record of Innovation



# Key Milestones



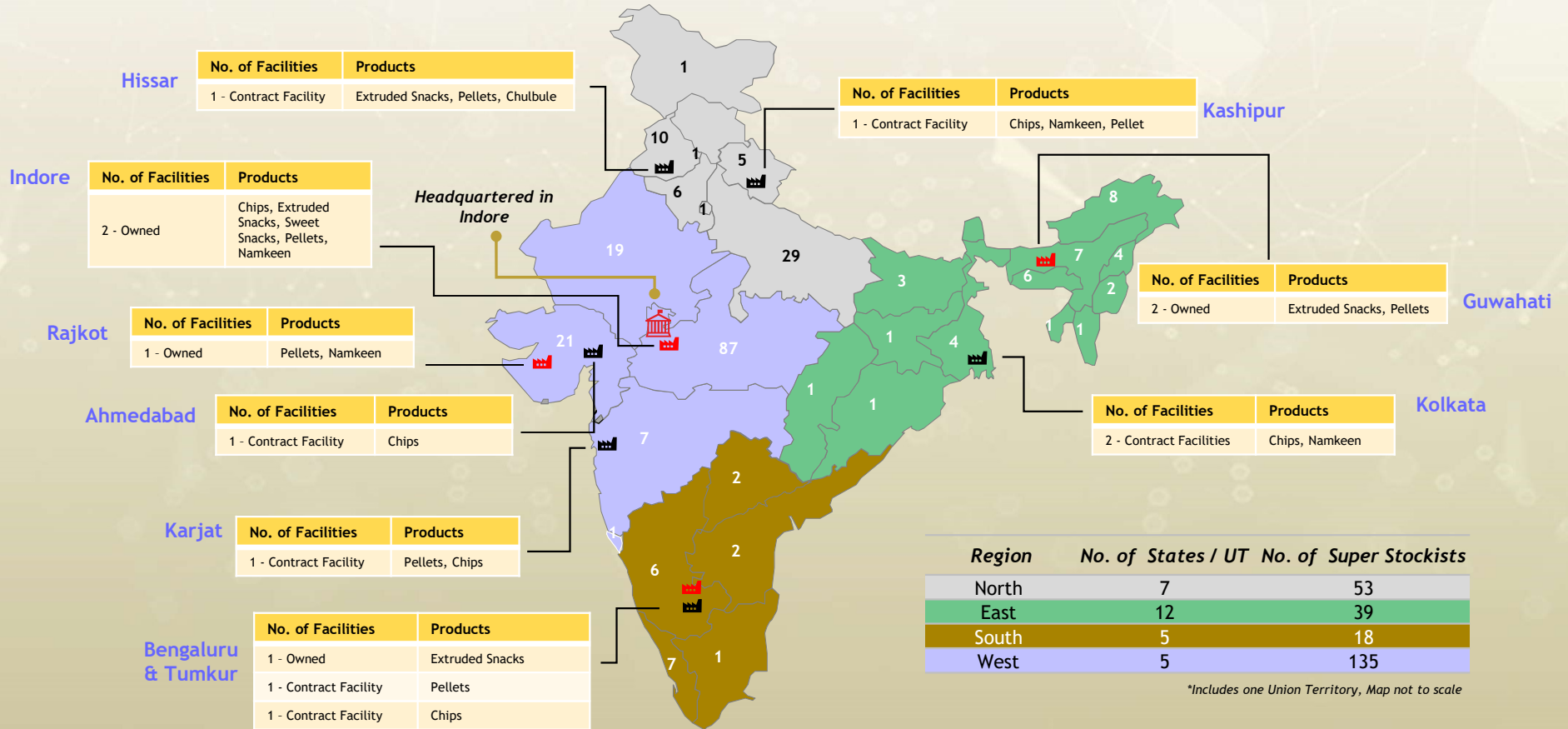
**Note:** As per Financial Year



# Pan India Presence



Strategically located Manufacturing facilities to cater the regional demand



# Guided by an Accomplished Board



**Arvind Mehta**

*Chairman & Executive Director*

Over 32 years of experience in real estate business along with over 17 years in the snacks food industry and in the financing business



**Amit Kumat**

*Managing Director & CEO*

Managing Director and Chief Executive Officer  
Over 25 years in the snacks food industry



**Apoorva Kumat**

*Executive Director (Operations)*

Over 25 years of experience in the snacks food industry



**G.V. Ravishankar**

*Non-Executive Nominee Director  
MD (Sequoia Capital)*

Over 20 years in management consultancy & PE investments. Previously worked at McKinsey & Company and Wipro Technologies



**Vineet Kumar Kapila**

*Independent Director*

Ex-COO (RPC North of United Spirits) & earlier MD (Spencer's Retail)



**Haresh Ram Chawla**

*Independent Director*

Partner (India Value Fund) & earlier CEO (TV18)



**Chetan Kumar Mathur**

*Independent Director*

Ex-CFO PepsiCo India (Snacks)  
32 years of experience in F&B industry, worked with PepsiCo India for 23 years



**Mr. V.T. Bharadwaj**

*Independent Director*

General Partner at A91 Partners  
Over 20 years in management consultancy & PE investments. Previously worked with Sequoia Capital and McKinsey & Company



**Anisha Motwani**

*Independent Director*

Partner (Storm the Norm Ventures)  
Earlier with General Motors India & Max Life Insurance Company

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

# Helmed by a Professional Management Team



Corporate functions



**Mr. Arvind Mehta**  
*Chairman & Executive Director*

Over 32 years of experience in real estate business along with over 17 years in the snacks food industry and in the financing business



**Mr. Amit Kumat**  
*Managing Director and Chief Executive Officer*

Over 25 years in the snacks food industry



**Mr. Apoorva Kumat**  
*Executive Director*

Over 25 years of experience in the snacks food industry



**Mr. Sumit Sharma**  
*Chief Financial Officer*

Member of Institute of Chartered Accountants of India. He has over 19 years of experience in accounting, finance, banking and taxation and worked with Crompton Greaves, L&T and New Holland Group

# Helmed by a Professional Management Team



Corporate functions



**Mr. Subhashis Basu**  
*Chief Operating Officer*

He holds bachelor degree in Science (Economics). He has over 29 years of experience in the FMCG industry and worked with Parle, PepsiCo India and Mother Dairy



**Mr. Subhash Bhatt**  
*Vice President - Operations*

He holds bachelor degree in Technology. He has over 25 years of experience in the snacks food industry and worked with Prakash Snacks and Hello Agro



**Mr. Raj Kumar Kalra**  
*General Manager Sales - North*

He holds bachelor degree in Arts. He has around 33 years of experience in the FMCG industry and worked with Moon Beverages, Aqua Minerals, Super Cassettes and Paras Aqua



**Mr. Awadh B. Singh**  
*General Manager Sales - East*

He holds bachelor degree in Science. He has over 33 years of experience in the FMCG industry and worked with Prakash Snacks and Hello Agro

# Helmed by a Professional Management Team



Corporate functions



**Mr. Mahesh Purohit**  
*General Manager Sales - West*

He holds bachelor degree in Commerce. He has over 24 years of experience in the FMCG industry and worked with Parke-Davis, BPL Synergy and Candico



**Mr. D.V. Praveen Kumar**  
*General Manager Sales - South*

He holds bachelor degree in Commerce. He has over 33 years of experience in the field of beverages & food, FMCG, dairy, confectionaries, cosmetics and edible and worked with PepsiCo for more than 21 years



**Mr. Om Prakash Pandey**  
*Company Secretary and Compliance Officer*

Fellow Member of the Institute of Company Secretaries of India. He has over 15 years of experience in corporate laws and secretarial matters and worked with NSE, Great Offshore, Avantika Gas and Universal Cables

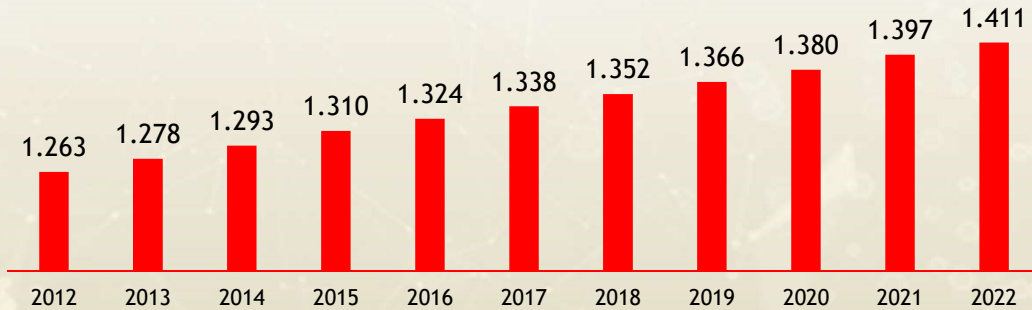


## Industry Overview

# Favourable Demographics Supporting Industry Growth

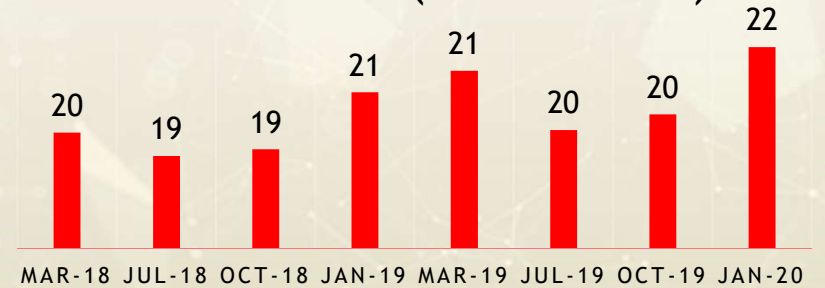


## POPULATION TREND (BILLIONS)



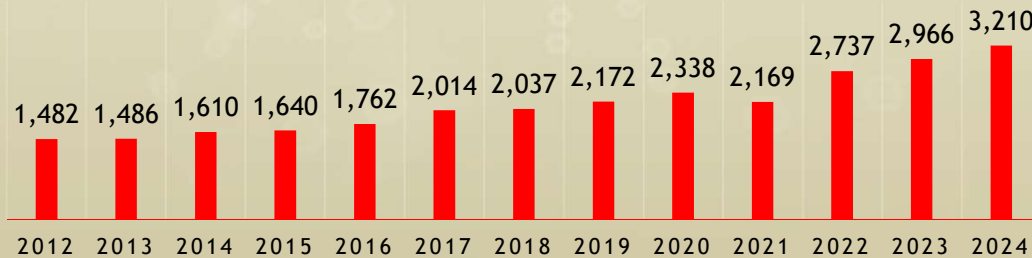
Source: World Population Review

## INDIA'S ANNUAL CONSUMER EXPENDITURE (RS. TRILLION)



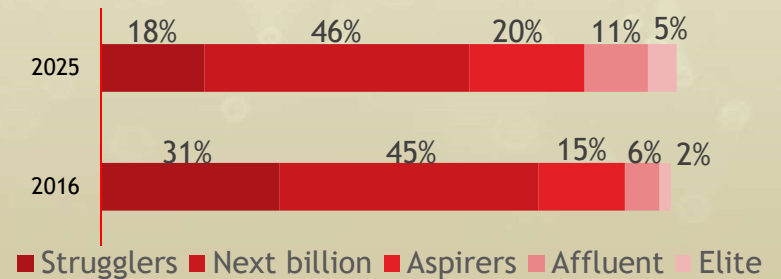
Source: [www.statista.com](http://www.statista.com)

## GDP PER CAPITA AT CURRENT PRICES (US\$)



Source: [www.statista.com](http://www.statista.com)

## RISING AFFLUENCE AND DISPOSABLE INCOME

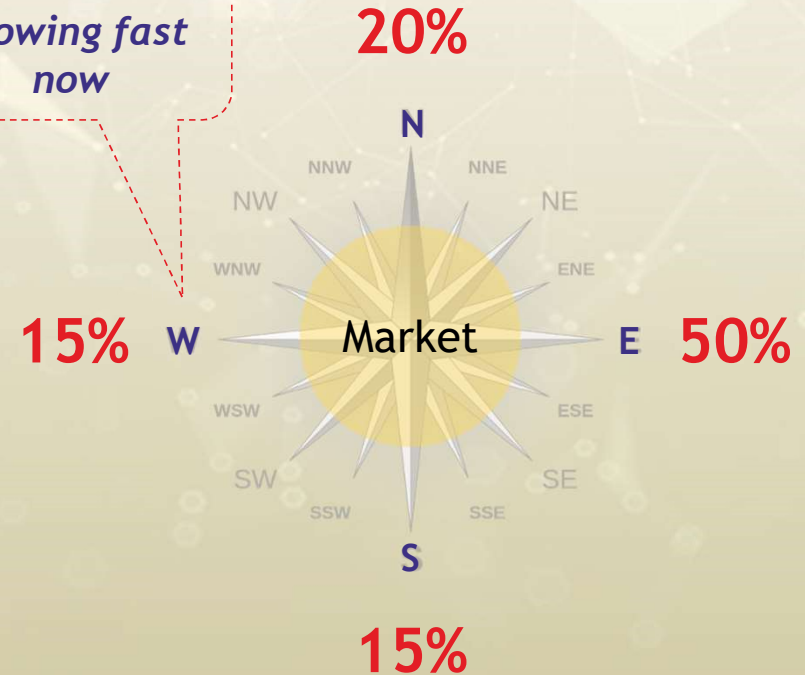


Source: World Economic Forum Report: Future of Consumption in Fast-Growth Consumer Markets - India

# Sweet Snacks Industry - Characteristics



*West is growing fast now*





# About Prataap Snacks Ltd.



Prataap Snacks Ltd. (PSL) is a leading Indian Snack Foods Company. It offers multiple variants of products across categories of Potato Chips, Extruded Snacks, Namkeen (traditional Indian snacks) under the popular and vibrant Yellow Diamond brand. It has recently launched a range of sweet snacks under the distinctive Rich Feast brand. PSL is focused on offering deep value to consumers through a variety of pack sizes at attractive price points. Its products are present across 27 states in India and it is one of the fastest growing companies in the organized snacks industry.

Headquartered in Indore, India; PSL operates 14 manufacturing facilities of which 6 facilities (Indore (2), Assam (2), Bangalore and Gujarat) are owned and 8 facilities [located in Ahmedabad, Kolkata (2), Bangalore (2), Kashipur, Karjat and Hissar) are on contract manufacturing basis. Its distribution network includes more than 240 super stockists and more than 4300 distributors allowing it extensive reach across the country. PSL has a wide presence that is equally spread in metro cities and urban clusters as well as in rural areas and Tier 2 and 3 cities and towns. Its products are available at independent grocers and small retail stores in the lanes and bylanes of its key markets and it is now building up its presence in supermarkets, hypermarkets and modern trade outlets.

Led by an able and experienced leadership and guided by an accomplished Board of Directors, PSL is a socially responsible corporate citizen with a strong focus on Corporate Governance and Internal controls. Following a successful IPO in September 2017, PSL is now listed on the Bombay Stock Exchange (BSE:540724) and National Stock Exchange (NSE:DIAMONDYD) in India.

**Sumit Sharma**

Prataap Snacks Ltd

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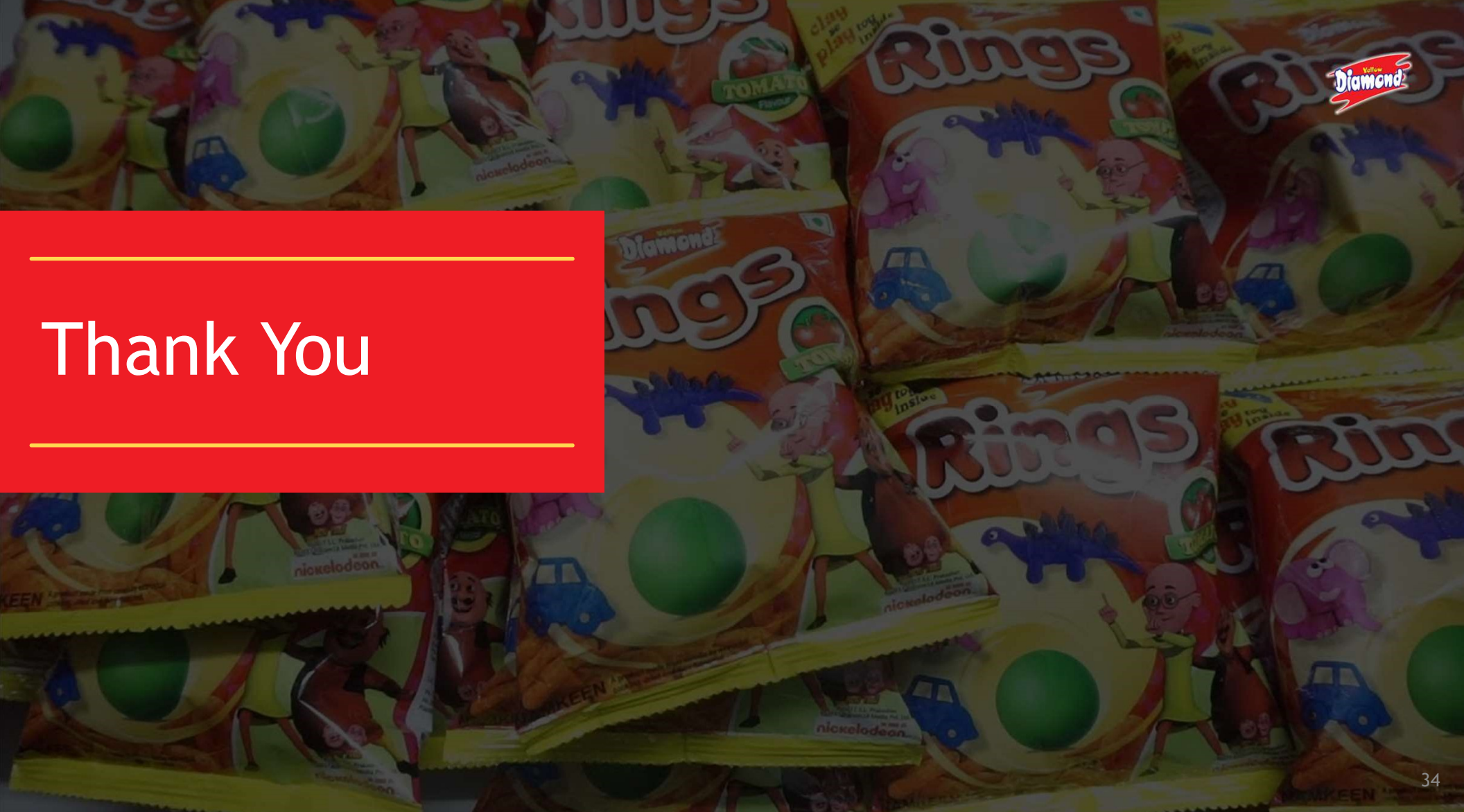
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Thank You