



Investor Presentation

Q1FY22





Agenda

- 01 Q1FY22 Financial & Operational Highlights
 - 02 About The Company
 - 03 Our Growth Strategy
 - 04 Historical Financial Overview
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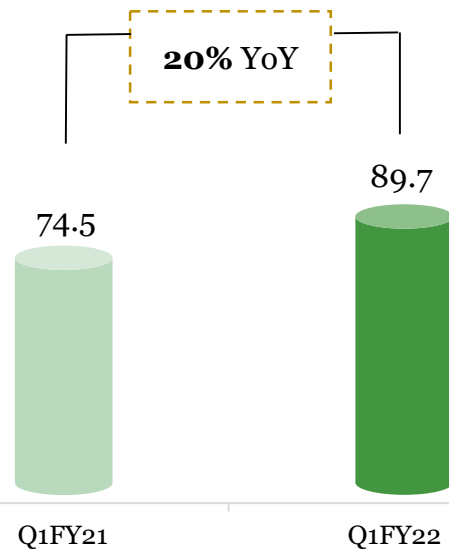
Q1FY22 Financial & Operational Highlights



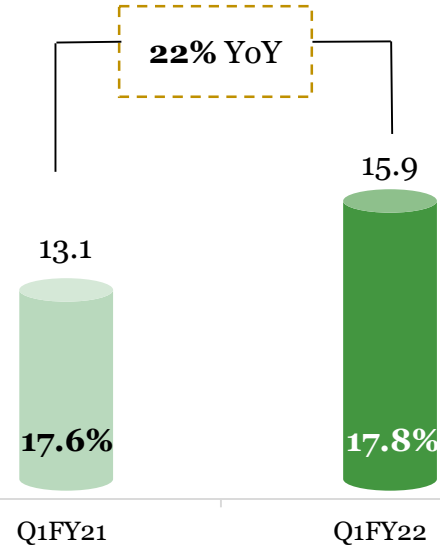
Q1FY22 consolidated result highlights

Financials in Rs. Cr

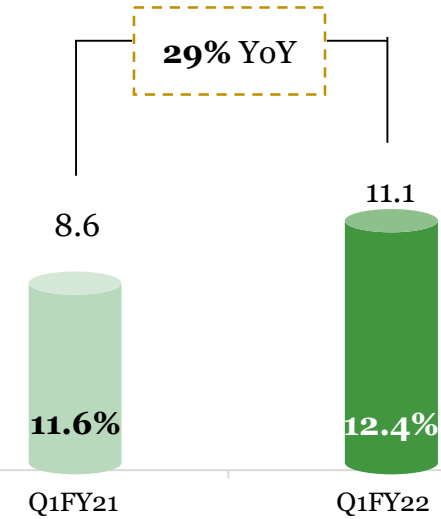
Total Income



EBITDA & Margin



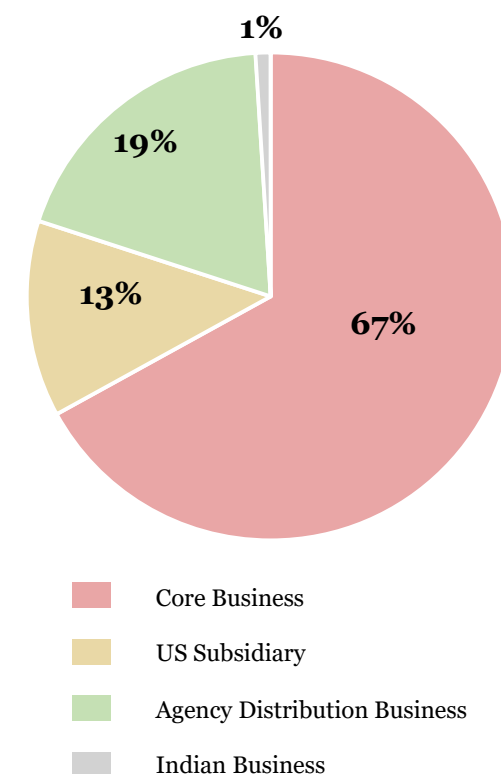
PAT & Margin



Consolidated profit & loss statement

| (Rs Cr) | Q1FY22 | Q1FY21 | YoY |
|----------------------------|--------------|--------------|------------|
| Revenue from operations | 86.2 | 73.9 | 17% |
| Other income | 3.5 | 0.6 | |
| Total Income | 89.7 | 74.5 | 20% |
| Cost of material consumed | 36.6 | 22.2 | |
| Purchase of stock-in-trade | 43.9 | 22.8 | |
| Changes in inventories | -31.8 | 0.0 | |
| Employee expenses | 4.8 | 3.9 | |
| Other expenses | 20.2 | 12.5 | |
| Total Operating expenses | 73.8 | 61.4 | |
| EBITDA | 15.9 | 13.1 | 22% |
| EBITDA margin | 17.8% | 17.6% | |
| Finance cost | 0.1 | 0.3 | |
| Depreciation | 1.4 | 1.4 | |
| PBT | 14.3 | 11.3 | 27% |
| PBT margin | 16.0% | 15.2% | |
| Exceptional items | 0.0 | 0.0 | |
| Tax Expenses | 3.2 | 2.7 | |
| PAT | 11.1 | 8.6 | 29% |
| PAT margin | 12.4% | 11.6% | |

Contribution to Revenue – Q1FY22



Operational highlights of the quarter

Strengthened sales and marketing team

- Appointed Mr. John Campbell as an Additional Country Manager (Retail Brands) to handle US market
- Appointed Mr. Simon Roberts as Sales Agent for UK mainstream market

Commenced operations from recently leased warehouse of 66,000 Sqft in New Jersey, USA



National promotion event of Ashoka Brand across 30 stores in the UAE



About the Company

“ At ADF we believe in maintaining high quality standards, introducing new and innovative products while remaining customer centric ”



Company highlights

Operational strengths

7
Brands

55+
Countries

180+
Distributors

3
State-of-the-art Facilities

400+
SKU

~28,000
MTPA Capacity

Financial strengths

Zero
Total Debt

20%
EBITDA Margin

13%
PAT Margin

21%
Return on Equity

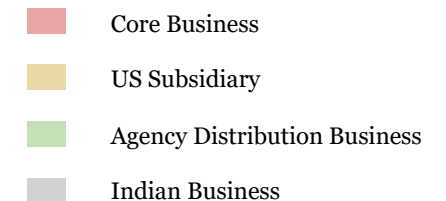
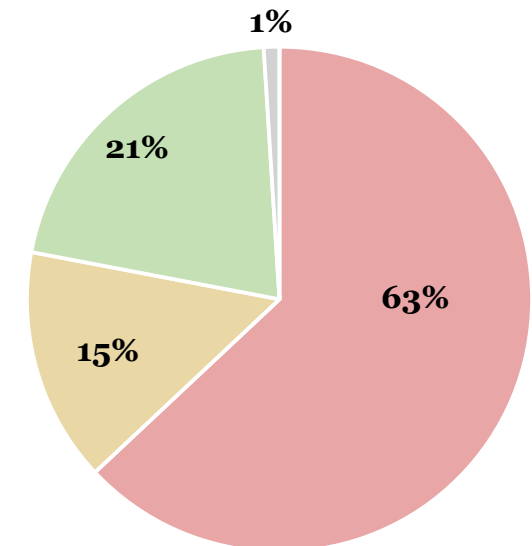
27%
Return on Capital Employed

Rs 81 cr
Net Cash & Equivalents

Our businesses – presence across all categories

| | |
|-------------------------------------|---|
| Core business | Export of wide range of Indian ethnic products - ready-to-cook, ready-to-eat, frozen, pickles, condiments, etc. - to over 55 countries with significant presence across US, UK and GCC markets |
| US subsidiary | Dealing in organic & natural foods in the US in a wide range of authentic organic Mexican Food and Meat substitute products |
| Agency distribution business | Distribution of consumer products for a Fortune 500 FMCG , in the US and UK markets; the products are synergistic to own products and enables to offer a wide range to distributors |
| India business | Healthy & tasty products under the brand 'SOUL' for the urban India ; pioneer in some product categories such as olive oil based pickles |

Contribution to Revenue FY21



Core business

| | |
|-----------------------|--|
| Positioning | <ul style="list-style-type: none">• Flagship brand primarily targeted at Indian diaspora worldwide |
| Products | <ul style="list-style-type: none">• Frozen snacks, frozen breads, frozen vegetables, RTE, meal accompaniments, pastes, sauces, spices, milk drinks• 400+ products across categories |
| Geographies | <ul style="list-style-type: none">• USA, Canada, UK and APAC |
| Retail channel | <ul style="list-style-type: none">• 70-90% from ethnic stores* across geographies• Balance from mainstream/ modern trade stores |



*Ethnic stores are a subcategory of general trade stores

Core business



| | | | |
|-----------------------|--|---|--|
| Positioning | <ul style="list-style-type: none"> Primarily targeted at Non-Indian consumers | <ul style="list-style-type: none"> Premium brand targeted at Arabic diaspora | <ul style="list-style-type: none"> Economy brand |
| Products | <ul style="list-style-type: none"> RTE, meal accompaniments, pastes, sauces | <ul style="list-style-type: none"> Meal accompaniments, pastes, sauces | <ul style="list-style-type: none"> Meal accompaniments, pastes, sauces |
| Geographies | <ul style="list-style-type: none"> Germany and USA | <ul style="list-style-type: none"> Middle East | <ul style="list-style-type: none"> Middle East |
| Retail channel | <ul style="list-style-type: none"> 100% from mainstream/ modern trade stores | <ul style="list-style-type: none"> 95% from mainstream/ modern trade stores | <ul style="list-style-type: none"> 65% from mainstream/ modern trade stores ; 35% general trade |





| | | |
|----------------|---|---|
| Positioning | <ul style="list-style-type: none">• Organic, made with USDA certified organic ingredients | <ul style="list-style-type: none">• Non-GMO, all natural, vegan, vegetarian |
| Products | <ul style="list-style-type: none">• Hand rolled burritos | <ul style="list-style-type: none">• Meatless meatballs |
| Geographies | <ul style="list-style-type: none">• USA | <ul style="list-style-type: none">• USA |
| Retail channel | <ul style="list-style-type: none">• 100% from mainstream/ modern trade stores | <ul style="list-style-type: none">• 100% from mainstream/ modern trade stores |



Agency distribution business

- Distribution of some products of a global Fortune 500 FMCG in USA and UK markets
- Products are complimentary to existing range of ADF products and offers wide range of products to the distributors
- Enables the company access to a wider product portfolio to offer the retailers who stock the company's products
- Focusing on adding more complimentary products of similar nature in product basket as well as adding products of few more companies in newer markets





BINDASS KHAO

Positioning

- Primarily targeting urban Indian customers

Products

- Wide range of products - pickles, sauces, cooking paste, ready to cook instant masala mix, etc.

Geographies

- Sold and marketed primarily in Mumbai, India

Retail channel

- Available in Reliance Retail, Sahakari Bhandar & Haiko; Online Presence in Big Basket and Flipkart



State of the art manufacturing units

Nadiad, Gujarat

- Total Built up factory area - 15,000 Sqm
- Frozen Foods (Samosas, Vegetables, Snacks, Parathas, etc)
- Meal Accompaniments (Pickles, Chutneys, Pastes, Sauces)
- Ready to Eat Curries & Canned Vegetables



Nasik, Maharashtra

- Total Built up factory area – 10,100 Sqm
- Totally automated spice processing unit by Buhler, Germany
- Meal Accompaniments (Pickles, Chutneys, Pastes, Sauces)
- Ready to Eat Curries & Spices



Surat, Gujarat

- Leased facility with a capacity of 1,950 MTPA
- Spread over an area of 7 acres in Surat
- Frozen Foods (Breads, Snacks etc)
- Ready to Eat Curries



Accreditations



The facility at Nasik is USDA Organic accredited, ensuring stringent production norms and sound farming practises



Bureau Veritas accreditation which demonstrates that products, processes and services meet the highest levels of safety, quality and regulatory standards

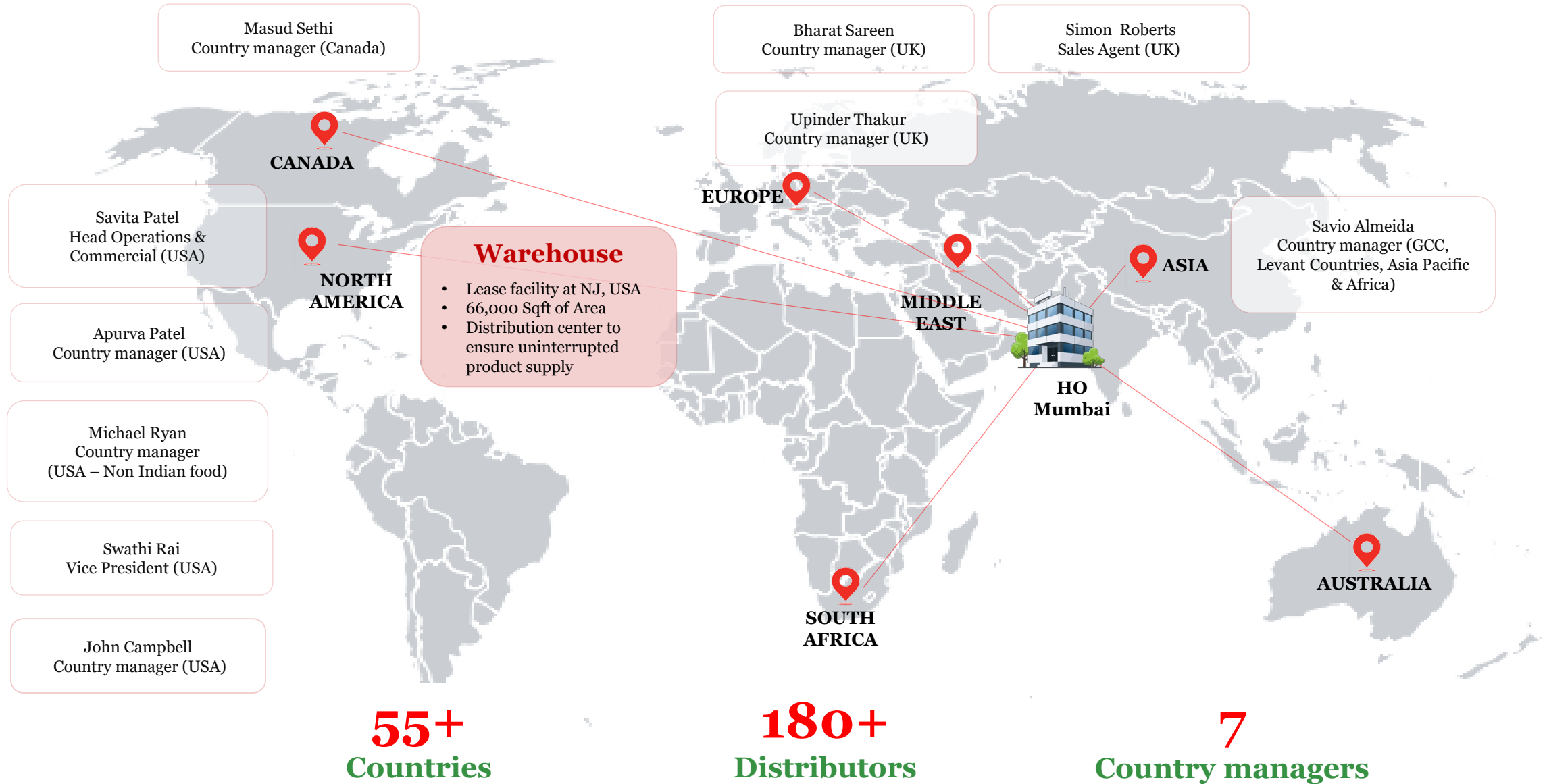


UKAS accreditation which ensures high standards for managing occupational health and safety



BRC accreditation ensuring both food safety & quality standard best practices are being maintained

Strong distribution network



Branding and advertising engagements in overseas markets



Ashoka was the Associate Sponsor of IPL 2020 for the US and Canada markets on Willow TV



BIG BOSS Sponsorship on Colors TV



Sponsorship of Taarak Mehta Ka Ooltah Chashmah on Sony SAB

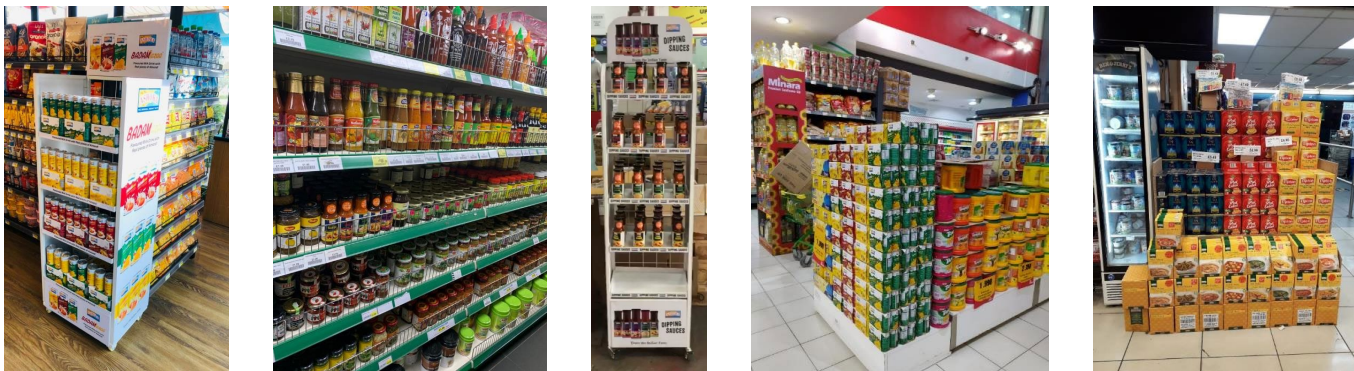


Sponsorship on Aajtak & India Today News Channels

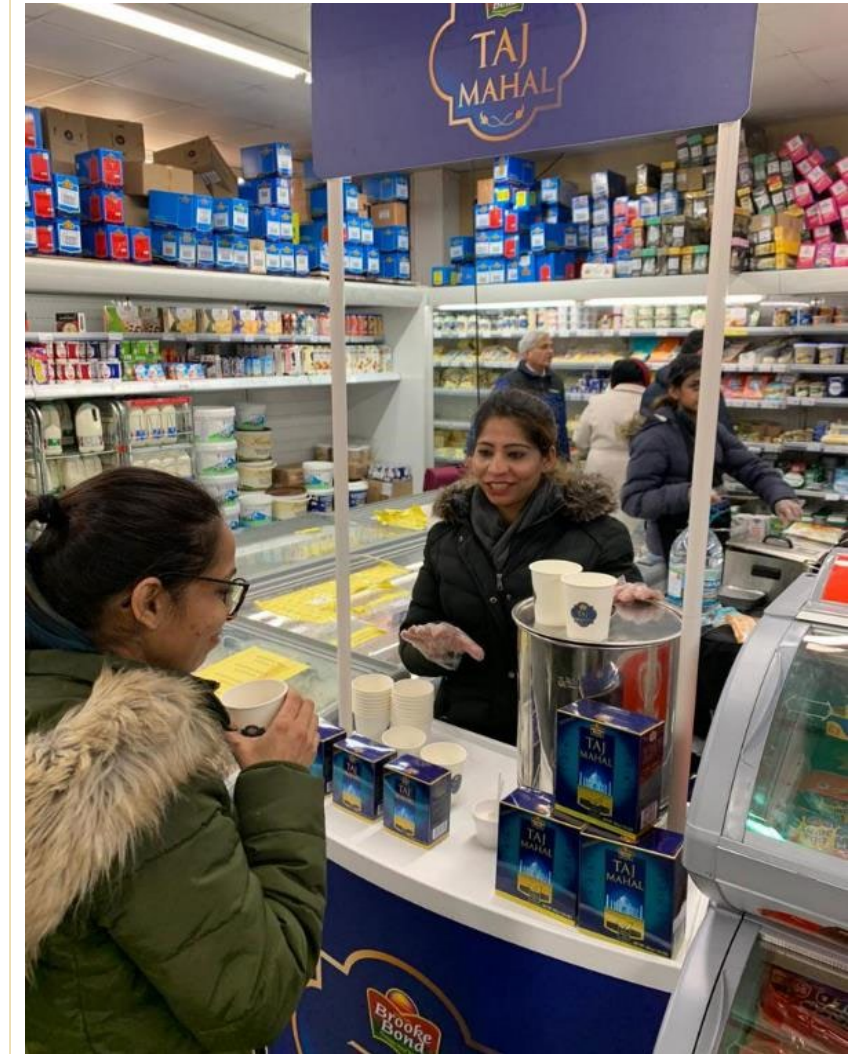
Instore promotions and displays



UK Cross promotion - Buy any pack of tea & get Ashoka RTE pack free



Instore displays



Tea sampling promotion

Bimal Thakkar

Chairman, Managing Director and CEO

- 30+ years of experience in domestic and export management
- Instrumental role in development of Brands and new products, tapping new markets, international acquisitions, setting up of subsidiary companies in U.K. and U.S.A.

Devang Gandhi

COO

- 30+ years of experience in business management
- Hold a bachelor's degree in commerce

Shardul Doshi

CFO

- 25 years of experience in finance, IR and accounting
- Is a CA, CWA and CS and holds a bachelor's degree in commerce

Shalaka Ovalekar

CS & Legal Head

- 15+ years of experience in secretarial and legal functions
- Is a CS, CWA, LLB and holds a bachelor's degree in commerce

Maneck Katpitia

VP, International Operations

- 30+ years of experience in international operations
- Holds bachelor's degree in commerce and postgraduate in marketing and sales management

Balbir Singh

VP, Manufacturing

- 25+ years of experience in food industry
- Holds a master's degree in food technology

Deepak Nachane

GM, Purchase

- 25+ years of experience in procurement, vendor development, inventory control
- Holds engineering degree in production technology & diploma in business & materials management

Deepa Harris

Independent Director

- 30+ years of expertise in high-end luxury hospitality category
- Currently Independent Director of PVR Limited, Jubilant Foodworks Ltd., Prozone Intu Properties Ltd, Taj Safaris, Concept Hospitality Ltd. and TCPL Packaging Limited.

Ravinder Jain

Independent Director

- 45+ years of experience in business management
- Has held various management position like MD of Shaw Wallace, MD of Millennium Alcobev and head of McDowell and Co.
- Has been instrumental in developing several green field businesses in alcohol and beverage industry as well as many well-known brands like McDowell's Whisky, Bagpiper Whisky etc.

Viren Merchant

Non-Executive Director

- 30+ years of experience and expertise in business management and pharmaceutical and healthcare industry
- Currently CEO of Encore Healthcare Pvt Ltd.

Chandir Gidwani

Independent Director

- 45+ years of experience in financial services
- Chairman Emeritus & Founder of Centrum Capital Ltd; also runs a proprietary investing business focused on mid-sized Indian companies. Member of industry associations e.g. FICCI, CII, etc.

Jay Mehta

Non-Executive Director

- 35+ years of rich industrial experience
- Executive Vice Chairman of Gujarat Sidhee Cement Ltd and Saurashtra Cement Ltd and is on the Board of various other private and public limited companies

Our Growth Strategy



On path to achieve our growth plans

Our strategy



Achievements so far

1 Increased Capacities

1. Started commercial production at the leased unit (capacity of 1,950 MTPA) in Surat, Gujarat, to drive near-time growth
2. Allotted ~7 acres land in Gujarat for Rs ~60 cr greenfield expansion to enhance capacity by ~10,000 MTPA in Phase I

2 Broadened Distribution Network

1. Acquired a warehouse on lease in the US as a distribution center for uninterrupted supply, having an area of 66,000 sq ft
2. Made major inroads with supermarket chains with additional listings in Canada and US and seeing good product takeoff

3 Strengthened 'Agency Distribution' Business

1. Continued addition of new products in distribution business, thereby enhancing product basket
2. Present in US and UK markets and looking at tapping into more geographies

Historical Financial Overview



Consolidated profit & loss statement

| (Rs Cr) | FY21 | FY20 | FY19 |
|----------------------------|--------------|--------------|--------------|
| Revenue from operations | 369.3 | 285.2 | 231.4 |
| Other income | 6.0 | 9.4 | 14.1 |
| Total Income | 375.3 | 294.6 | 245.5 |
| Cost of material consumed | 107.3 | 81.8 | 89.3 |
| Purchase of stock-in-trade | 124.9 | 86.4 | 42.0 |
| Changes in inventories | -17.1 | -19.2 | -11.1 |
| Employee expenses | 17.6 | 17.6 | 16.1 |
| Other expenses | 68.8 | 65.4 | 56.3 |
| Total Operating expenses | 301.6 | 232.1 | 192.6 |
| EBITDA | 73.8 | 62.5 | 52.9 |
| EBITDA margin | 19.7% | 21.2% | 21.5% |
| Finance cost | 1.2 | 1.3 | 0.9 |
| Depreciation | 5.9 | 5.9 | 14.2 |
| PBT | 66.7 | 55.3 | 37.7 |
| PBT margin | 17.8% | 18.8% | 15.4% |
| Exceptional items | 0.0 | -0.3 | 0.0 |
| Tax Expenses | 16.6 | 12.2 | 12.4 |
| PAT | 50.1 | 42.8 | 25.3 |
| PAT margin | 13.3% | 14.5% | 10.3% |

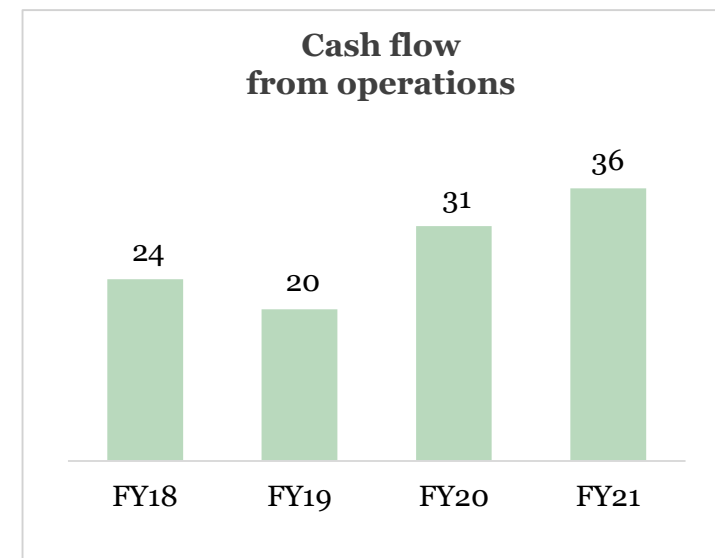
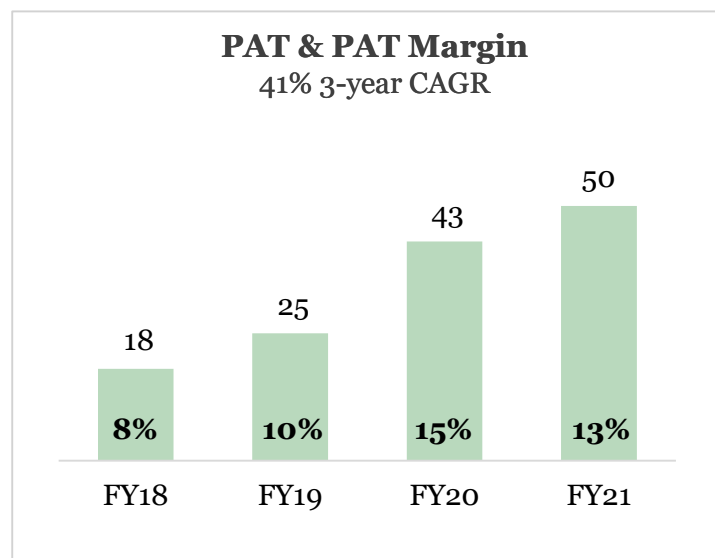
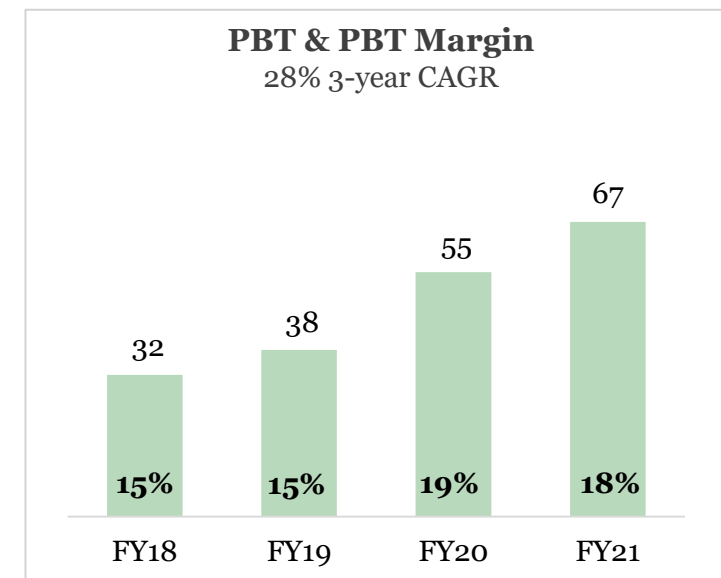
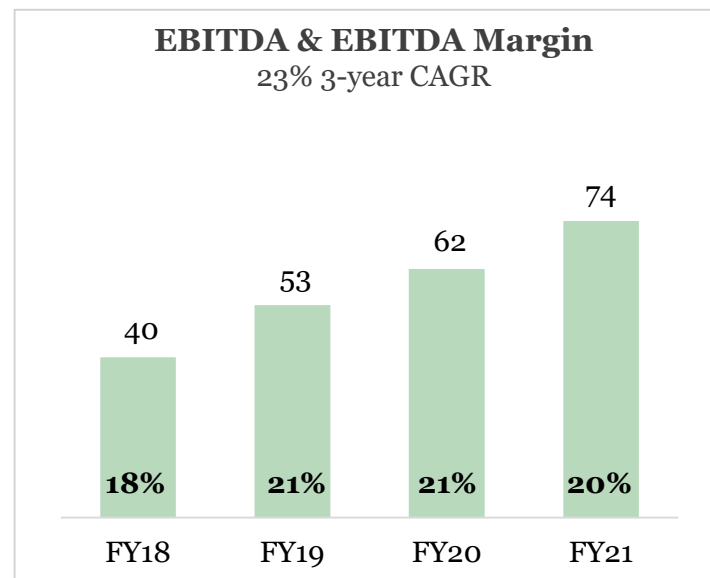
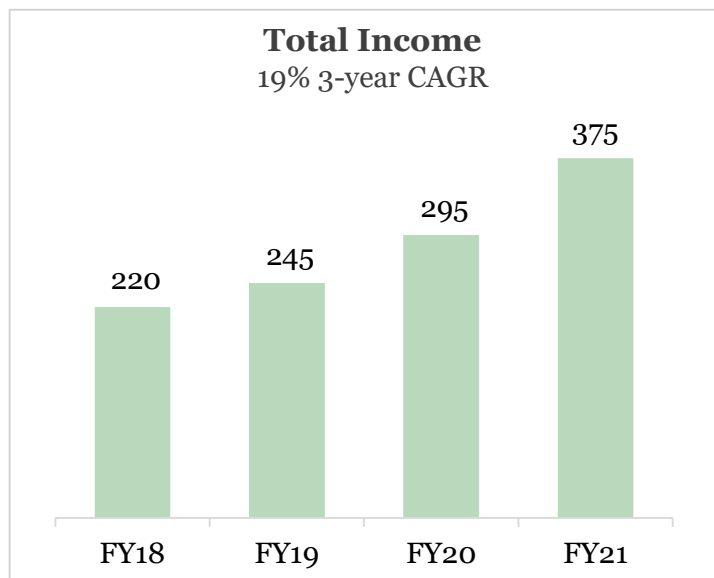
Consolidated balance sheet

| (Rs Cr) | Mar'21 | Mar'20 |
|--------------------------------------|--------------|--------------|
| Share Capital | 20.4 | 20.4 |
| Reserves | 253.1 | 184.0 |
| Shareholders' Funds | 273.5 | 204.4 |
| Other liabilities | 0.9 | 1.4 |
| Deferred tax liability | 7.6 | 7.1 |
| Total Non-Current Liabilities | 8.4 | 8.5 |
| Trade Payables | 34.8 | 21.3 |
| Other Current Liabilities | 7.8 | 11.7 |
| Current Tax Liabilities | 0.3 | 0.3 |
| Other Financial Liabilities | 2.1 | 2.6 |
| Short Term Borrowings | 0.0 | 23.2 |
| Total Current Liabilities | 45.1 | 58.9 |
| Total Liabilities | 327.0 | 271.8 |

| (Rs Cr) | Mar'21 | Mar'20 |
|---------------------------------|--------------|--------------|
| Fixed Assets incl. CWIP | 56.2 | 58.2 |
| Intangible Assets | 21.3 | 21.4 |
| Income Tax Asset (Net) | 5.0 | 4.6 |
| Other Non Current Assets | 5.7 | 10.3 |
| Total Non-Current Assets | 88.3 | 94.4 |
| Inventories | 72.9 | 54.6 |
| Sundry Debtors | 64.9 | 53.1 |
| Cash and Bank | 64.7 | 36.7 |
| Investments | 16.6 | 18.0 |
| Other Financial Assets | 10.8 | 7.2 |
| Other Current Assets | 8.7 | 7.6 |
| Total Current Assets | 238.7 | 177.4 |
| Total Assets | 327.0 | 271.8 |

Consolidated financial performance

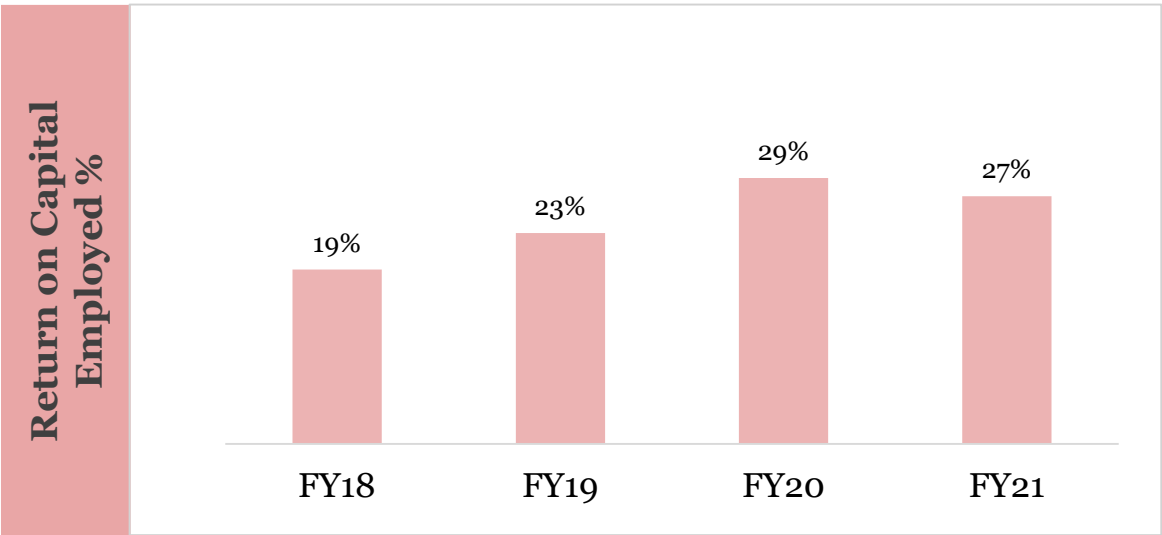
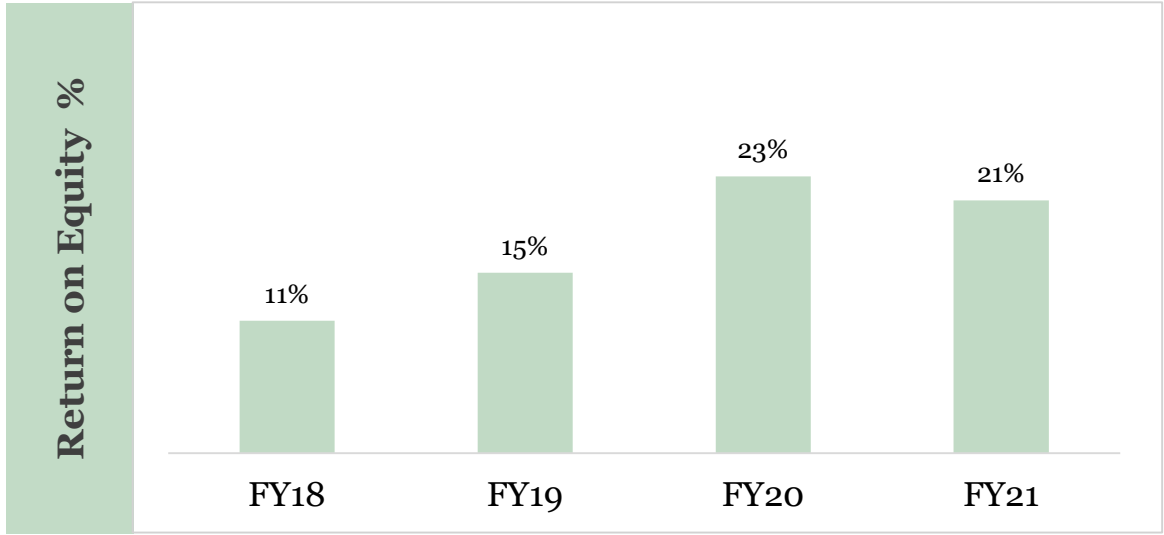
Financials in Rs. Cr



Generating value for shareholders

Our continued focus lies on improving cash generation and maintaining a robust balance sheet, thereby enabling us to generate strong returns and reward shareholders

| | | | | | |
|--|--|---|--|---|---|
| FY17 Rs 9.6 crore Buyback | FY18 Rs 5.5 crore Dividend Payout | FY19 Rs 30 crore Buyback | FY20 Rs 6 crore Dividend Payout | Rs 51 crores Returned to shareholders in the last 4 years | FY21 Rs 6 crore Proposed Dividend Payout |
|--|--|---|--|---|---|



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Thank You



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