



Investor Presentation  
November 2022

# SAFE HARBOR

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## BUSINESS OVERVIEW

# ABOUT ADF FOODS



## ABOUT US

ADF Foods (ADF) is a leading manufacturer of prepared ethnic food, offering frozen foods, ready-to-eat (RTE) items, ready-to-cook (RTC) items, chutneys, sauces, pickles, spices, pastes, dips and milk drinks under its 8 Flagship brands.

## OUR BRANDS



# BUSINESS SNAPSHOT

**8**

BRANDS

**3**

MANUFACTURING  
FACILITIES

**55+**

COUNTRIES

**2**

WAREHOUSES

**180+**

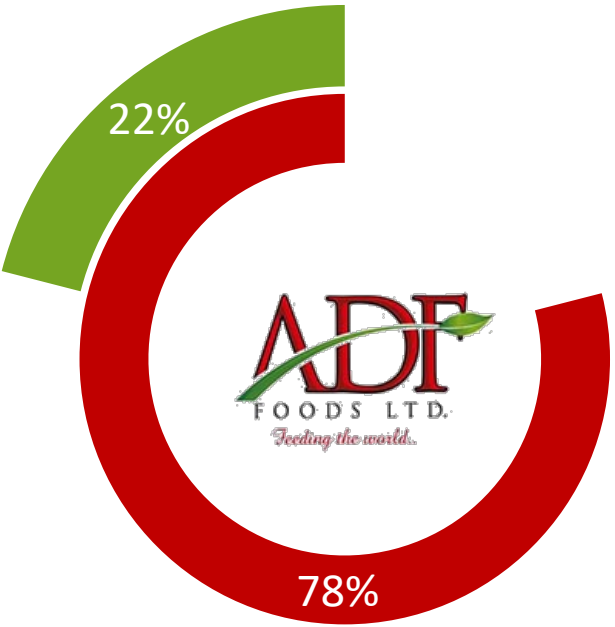
DISTRIBUTORS

**~28,000**  
MTPA

CAPACITY



# BUSINESS DIVISIONS



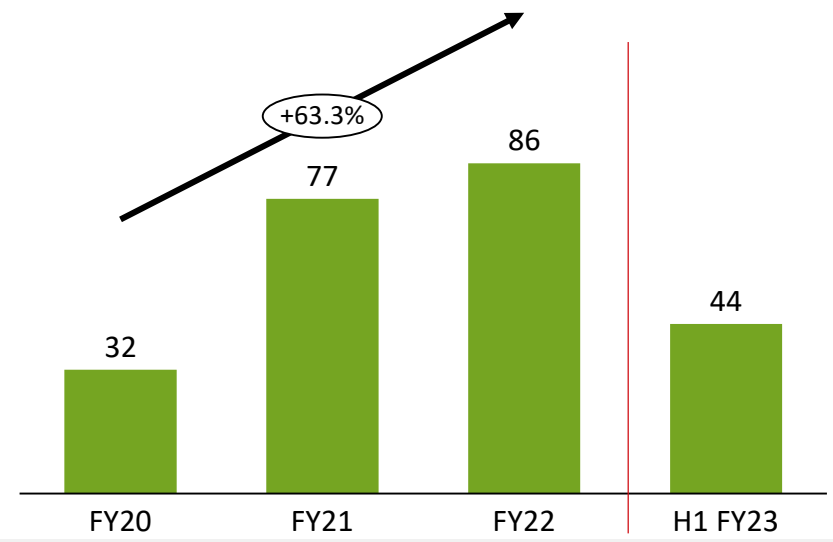
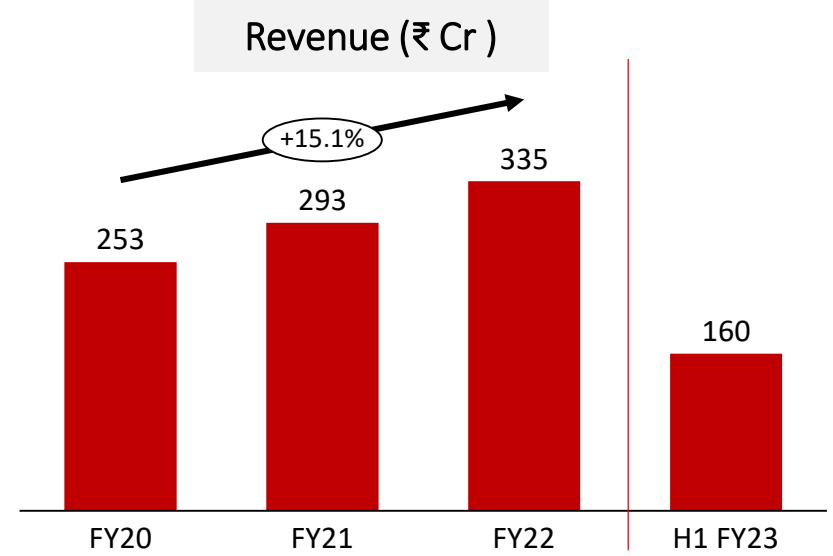
■ Processed Foods Business \*  
■ Distribution Business \*

## PROCESSED FOODS BUSINESS

- Large range of products suited for different palates
- One of the top brands in ethnic food shelves in key markets
- One of the largest Indian exporters of processed snacks

## DISTRIBUTION BUSINESS

- Synergistic products offering a wider basket
- Strong presence in US markets with a growing UK & Europe presence



\* Revenue Breakdown as of H1 FY23



# PRODUCT PORTFOLIO



## Frozen Products

## Ready-to-eat & Ready-to-cook

## Food Accompaniments

## Spices & Others

## Mexican Products

### Select key products

- Snacks- Punjabi samosas, batata vada, kathi rolls
- Vegetables- Green chilli, Mix vegetable cut, methi, palak
- Breads- Naans, parathas

- Ready to eat- Pav Bhaji, dal makhni, matar paneer
- Ready to eat Vegan- Bhindi masala, paneer (tofu) makhani

- Pickles- chilli, lemon, mango, mixed
- Chutneys – coconut, coriander, mint, sandwich, panipuri, date & tamarind
- Sauces- Pasta and pizza sauce

- Spices- Madras curry powder, tamarind
- Others- Almond, Mango, turmeric and honey milk

- Mexican and plant-based products- Frozen Mexican hand rolled burritos, plant-based protein (Meat alternatives) like meatless meatballs

### Frozen Products



**400+**  
**SKUs**

# NEW PRODUCT LAUNCHES





# ADF SOUL – LAUNCHED IN INDIA

ADF  
SOUL



*Products under ADF Soul brand have been launched PAN India on e-commerce platform from Q2 FY23*

*Currently pickles and chutneys are introduced in traditional & in olive oil categories keeping in mind the health of the consumer*

*Products are available on company's own e-commerce platform (<https://soul-foods.in/>) & on Amazon platform. Soon to be available on all leading e-commerce platforms*

*Strong pipeline of products to be added under international gourmet category*



CUSTOMER CENTRIC APPROACH

# STRENGTHENING THE REACH TO THE CONSUMERS

In addition to expanding our production capacities, ADF is also expanding its reach in key markets through direct distribution





# A BOUQUET OF GLOBAL BRANDS



## Positioning

Flagship Brand targeted at Indian diaspora worldwide

Primarily targeted at Non-Indian diaspora consumers

## Products

Frozen- Snacks, breads, vegetables  
RTE, meal accompaniments, pastes, sauces, spices, milk drink

RTE, meal accompaniments, pastes, sauces

## Geographies

USA, Canada, UK and APAC

Germany & USA

## Retail Channel

70-90% from ethnic stores across geographies ;  
Balance from mainstream/ modern trade stores

100% from mainstream/ modern trade stores



## Positioning

Premium brand targeted at Arabic diaspora

Economy Brand

## Products

Meal accompaniments, pastes, sauces

Meal accompaniments, pastes, sauces

## Geographies

Middle East

Middle East

## Retail Channel

95% from mainstream/ modern trade stores

65% from mainstream/modern trade stores; 35%  
general trade

# A BOUQUET OF GLOBAL BRANDS



**Frozen Organic Mexican Food**

**Positioning**

Primarily targeting urban Indian customers

**Products**

Meal accompaniments, pastes, sauces

**Geographies**

Pan India

**Retail Channel**

Available through e-commerce websites like Amazon and company website

Organic, made with USDA certified organic ingredients

Hand rolled burritos

USA

100% from mainstream/ modern trade stores



**Positioning**

Non-GMO, all natural, vegan, vegetarian

**Products**

Meatless meatballs

**Geographies**

USA

**Retail Channel**

100% from mainstream/ modern trade stores

North Indian, Mughlai & South-Asia cuisine

Pastes, puff pastry sheets, flavored waters, essences

UK, US, Canada

Indian Ethnic & South-Asian ethnic stores

# MANUFACTURING FACILITIES

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
- Ready to eat curries and spices; meal accompaniments



Surat,  
Gujarat

- Manufacturing of frozen products
- Leased facility with total area of 2,800 Sqm



## Manufacturing expansion initiatives

### Existing Facilities

- Undertaking brownfield and debottlenecking efforts at existing plants in Nadiad and Nasik
- Unlock additional capacities of ~20% for ready-to-eat and condiments

### New Facility

- Greenfield expansion at Surat to increase capacities for frozen foods
- Potential to add ~10,000 metric tonnes of capacity in Phase 1



# Warehousing and Distribution Facilities



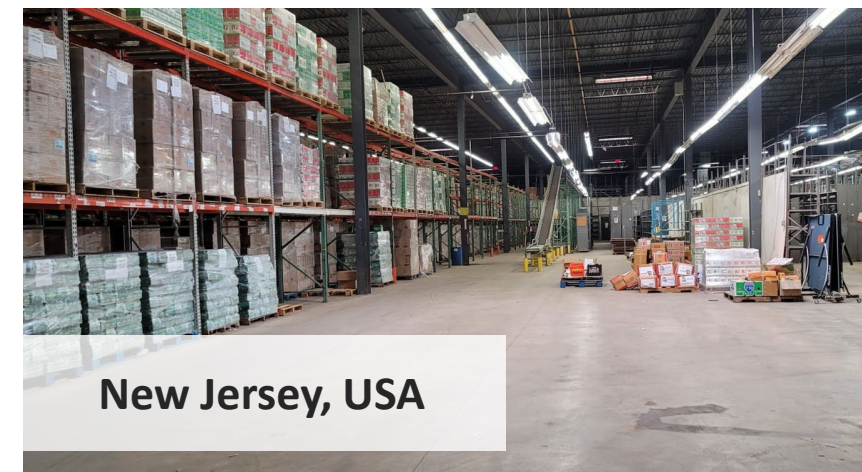
Atlanta, USA

New Jersey: 66,000 sq.ft.

Atlanta: 34,000 sq.ft.



Atlanta, USA



New Jersey, USA



New Jersey, USA

# CERTIFICATIONS & ACCREDITATIONS

## ISO 9002 certification

Awarded prestigious ISO 9002 certification by BVQI of U. K. for export promotion.



## BRC accreditation

APEDA (Ministry of Commerce and Industries) Award for exceptional performance in Exports



## Bureau Veritas

This accreditation demonstrates that products, processes and services meet the highest levels of safety, quality and regulatory standards.



## Hazard analysis & critical control point

Accreditation of internationally recognized HACCP (Hazard Analysis and Critical Control Point) certification



## USDA Organic

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



## UKAS

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





# AWARDS & RECOGNITIONS

## BUILDING A LONG-LASTING LEGACY



### Great Taste Award

In 2017-18, the Company's ADF Soul Brand has won the prestigious 'Great Taste Award' in the Ready to Eat category for Punjabi Choley in the UK



### Best FMCG Company (SME Sector)

Awarded 'Best FMCG Company' in Agri-business sector (SME Sector) at the DHL- CNBC International Awards for 2008-09



### SOFI Awards 2017

'Truly Indian' organic product category won two silver awards in the SOFI awards of 2017, held by Specialty Foods Association, USA



### Best Overall exporter of the year

Awarded 'Best Overall Exporter of the Year' (SME Sector) at the DHL- CNBC International Awards for 2008-09



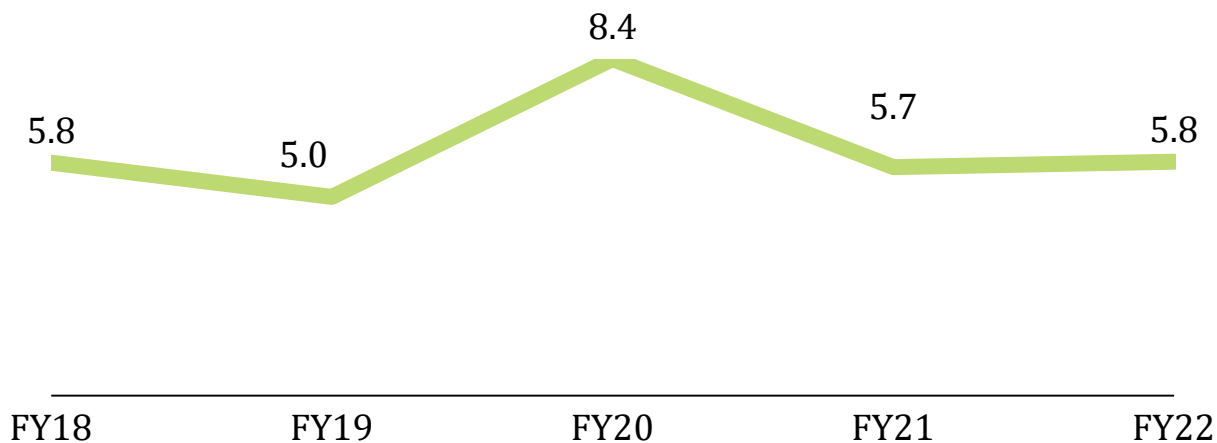
### Exceptional Performance in Exports

The company received prestigious APEDA award for 5 consecutive years from 1997-98 for exports promotion.



# ADVERTISING & MARKETING

## ADVERTISEMENT & MARKETING EXP % REVENUE



### PLI Scheme Incentive for Branding & Marketing Expense

- The PLI scheme was introduced to enhance the nations manufacturing capacities and improve national brand presence globally
- Received approval for PLI incentive to promote branding & marketing on the global stage
- Financial incentive for 50% of the budgeted outlay on international branding & marketing expenses or 3% of sales of food products whichever is lower, subject to a maximum incentive of Rs. 61.35 Crore
- The Scheme was announced in May 2021, starting with the base year as FY 2021-22 and valid upto FY 2025-26. Subsequently, MOFPI revised the period starting with base year as FY22-23 & valid upto FY 2026-27



**Cabinet approves PLISFPI**

The Ministry of Food Processing Industries welcome the Cabinet decision of approving the Central Sector Scheme - Production Linked Incentive Scheme for Food Processing Industry (PLISFPI)



# ADVERTISING & MARKETING

## SOCIAL MEDIA MARKETING



adefashokaofficial

“

Hi, I am a Canadian immigrant since 3 years and purchase packaged Indian food of multiple brands every month.

I purchased Ashoka naan last month. It was very fluffy, spongy, not dry, and seemed like it came to my plate straight from a tandoor - Fresh! Never had such excellent naan since 3 years in Canada, not even in Indian restaurants. I am delighted and now I search and purchase Ashoka naan in Walmart and have also purchased Ashoka ready to eat curries and excited to try your other products.

Sajjad Ali, Canada

76 likes

adefashokaofficial Ashoka makes your day, and this, ours! 😊

\_\_c\_s\_\_1 🥰🥰🥰🥰

prabhakar\_g\_krish ❤️

FRESH OFF THE SHELVES

4,188 views

adefashokaofficial Fresh off the shelves, to your table... more

View all 4 comments

adefashokaofficial @cookingwithshy Thank you, Shailaja 😊

dxblover80\_ @adefashokaofficial is best 😊

# GLOBAL DISTRIBUTION NETWORK

**55+**

COUNTRIES

**180+**

DISTRIBUTORS

**2**

WAREHOUSES

**8**

COUNTRY MANAGERS





# STRENGTHENING DISTRIBUTION



**Positioning**

Unilever is a Fortune 500 FMCG company selling products like tea, coffee, beverages, etc. across the globe.

Patanjali Ayurveda is a rapidly growing Indian multinational consumer goods company based in Uttarakhand, India

**Products**

Indian tea and coffee beverages, soups & wheat flour

Natural, herbal and ayurvedic packaged goods

**Geographies**

USA and UK

UK and Western Europe

**Retail Channel**

Mainstream/ modern trade stores as well as ethnic stores

Mainstream/ modern trade stores as well as ethnic stores

**INVESTMENT IN DISTRIBUTION**



# VALUE PROPOSITION WITH GROWTH DRIVERS

## Processed Foods

H1 FY23 Revenue **159.8 Cr**

H1 FY23 ROCE **29.4%\***

## Distribution

H1 FY23 Revenue **₹ 44.2 Cr**

H1 FY23 ROCE **16.9%\***

## Growth Strategies

- ◆ India Business
- ◆ QSR / Cloud Kitchen
- ◆ Launch of Innovative Products

## Investments

- ◆ Expansion
  - Manufacturing capacities
  - Distribution network
- ◆ Inorganic Acquisition

## Opportunities

- ◆ **QSR / Cloud Kitchen**
- ◆ **Strengthening Distribution**
- ◆ **Capacity Expansion**
- ◆ **Acquisitions**
- ◆ **India Business**
- ◆ **Product Innovation**
- ◆ **E-commerce**
- ◆ **Plant based Foods**

◆ Innovative products

◆ Capacity expansion

◆ Brand building

◆ Focus on mainstream customers

◆ Focus on mainstream stores

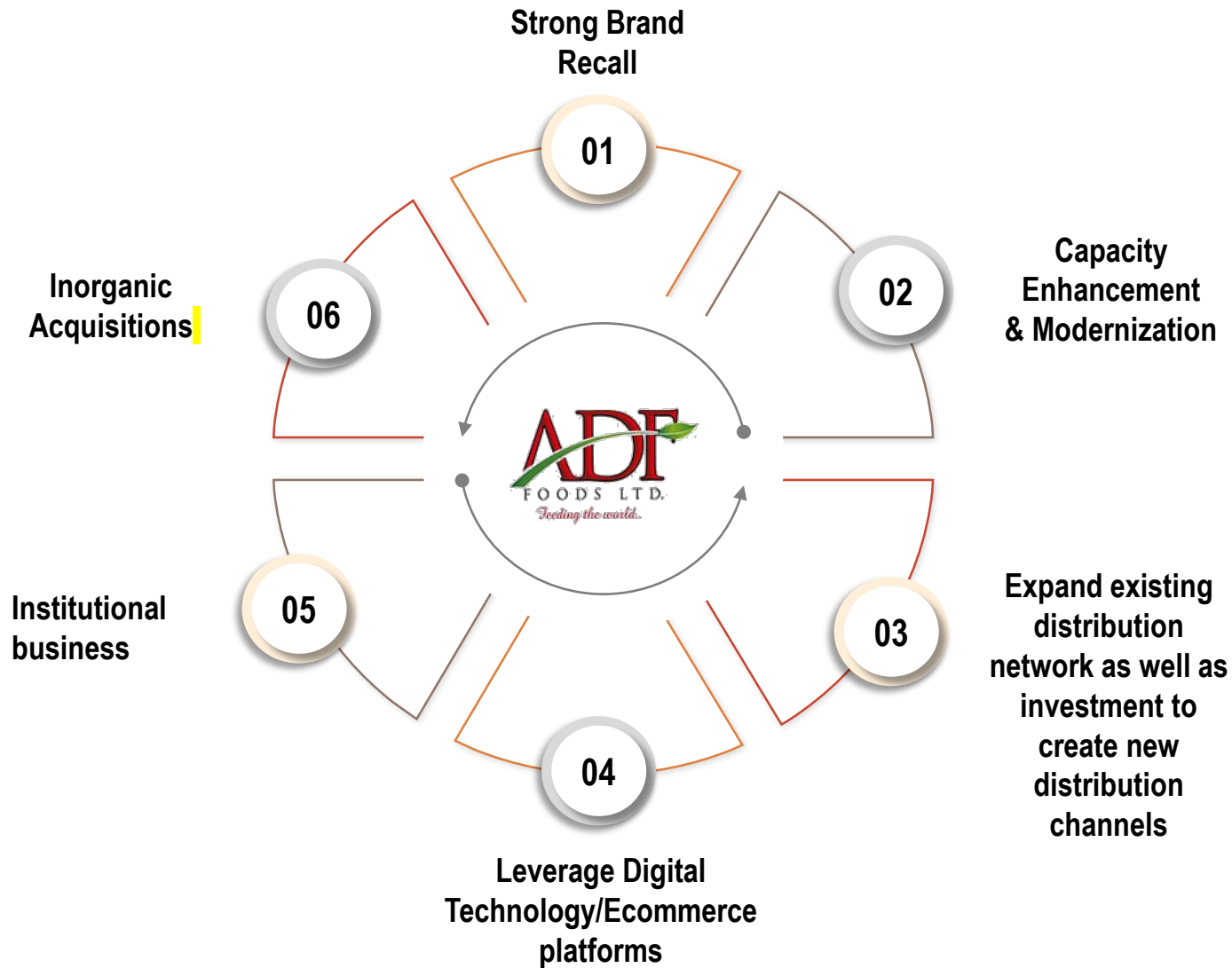
◆ Stronger position with retailers

◆ Cross Selling

◆ Loyal customer base

◆ Complimentary products

# AT AN INFLECTION POINT



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





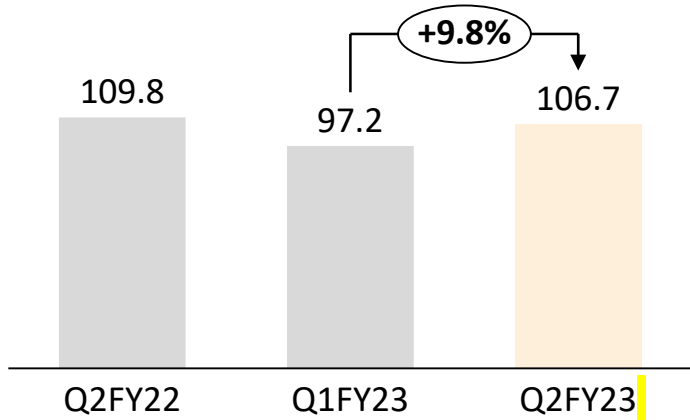


## FINANCIAL PERFORMANCE

# Q2 FY23 RESULT HIGHLIGHTS

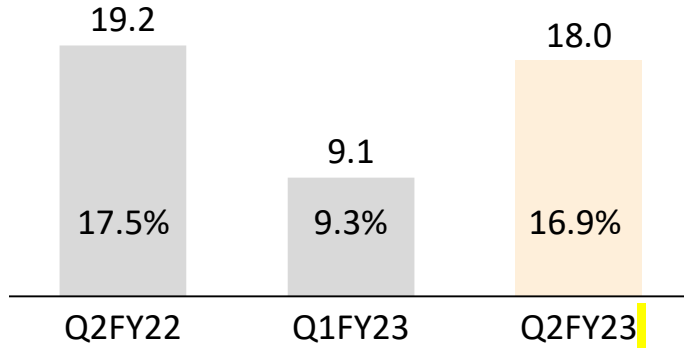
## REVENUE\* (₹ Cr)

Consolidated Quarterly performance

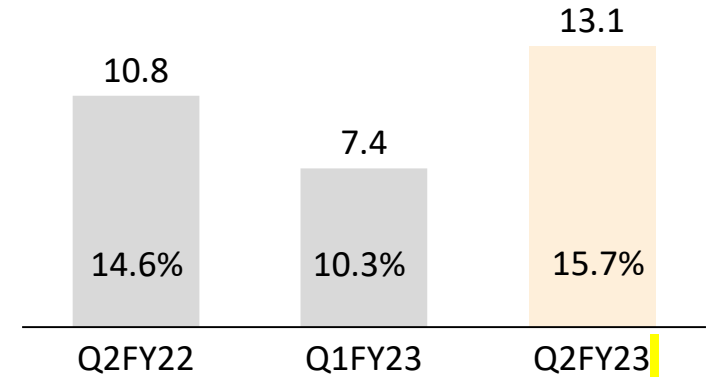
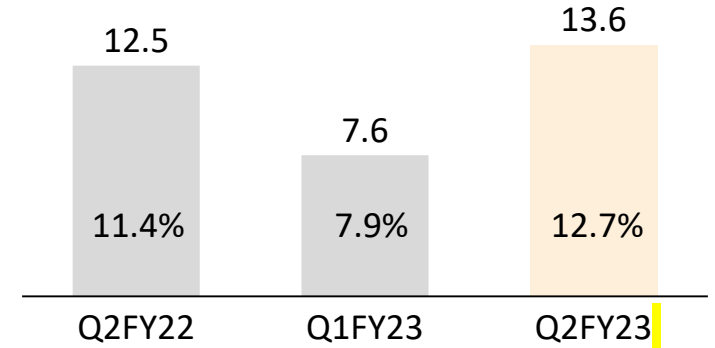
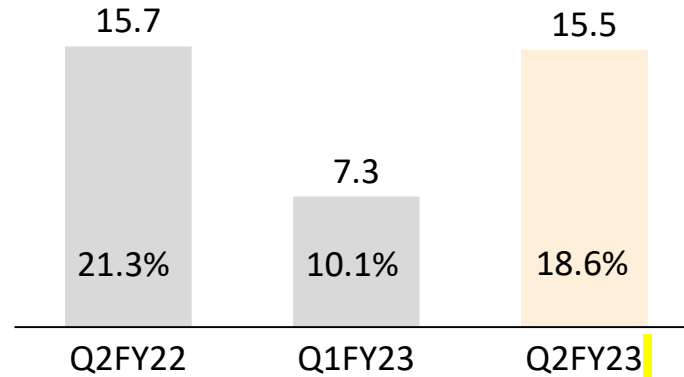
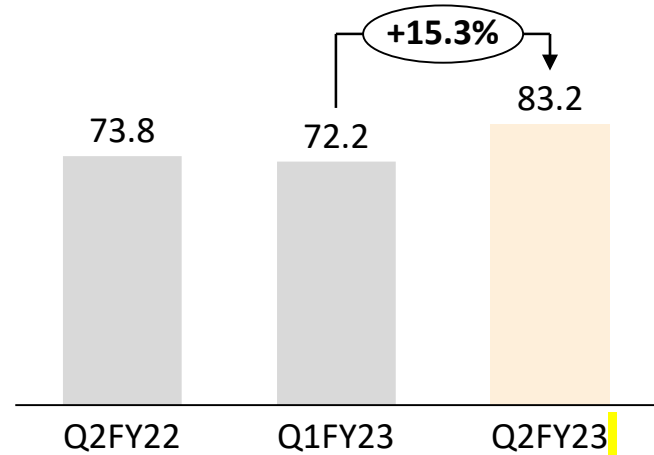


## EBITDA (₹ Cr) & MARGIN

Standalone Quarterly performance

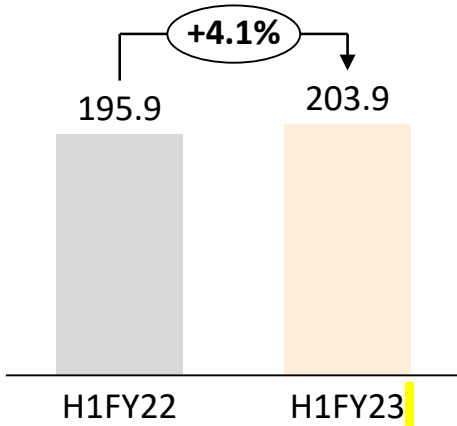


## PAT\* (₹ Cr) & MARGIN

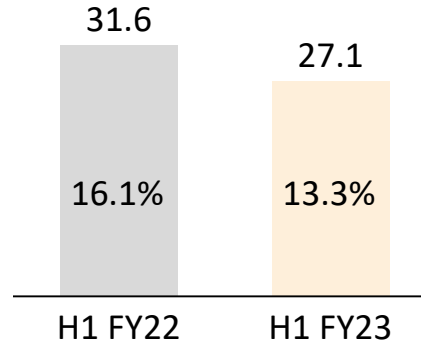


# H1 FY23 RESULT HIGHLIGHTS

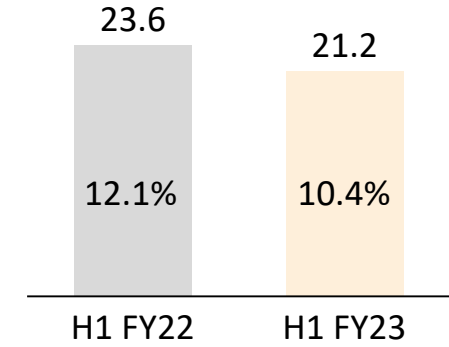
## REVENUE (₹ Cr)



## EBITDA (₹ Cr) & MARGIN

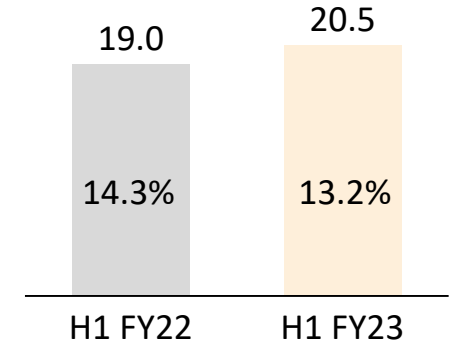
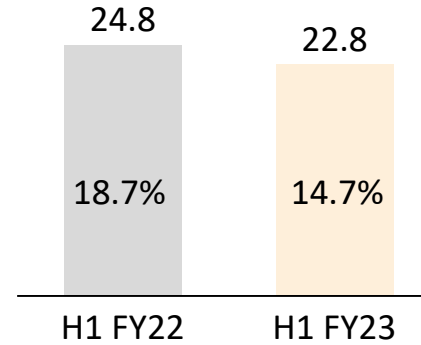
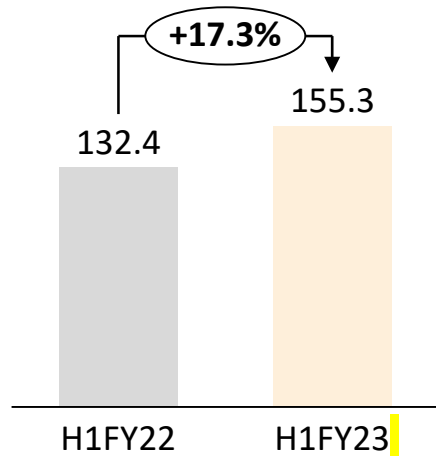


## PAT (₹ Cr) & MARGIN



Consolidated Half Yearly performance

Standalone Half Yearly performance





# Q2 & H1 FY23 CONSOLIDATED PROFIT & LOSS

Particulate (₹ Cr)	Q2 FY23	Q2 FY22	Y-o-Y	Q1 FY23	Q-o-Q	H1 FY23	H1 FY22	Y-o-Y
<b>Revenue from Operations</b>	<b>106.7</b>	<b>109.8</b>	<b>-2.7%</b>	<b>97.2</b>	<b>9.8%</b>	<b>203.9</b>	<b>195.9</b>	<b>4.1%</b>
Cost of Materials consumed	34.4	26.2		38.3		72.7	62.8	
Purchase of stock-in-trade	18.0	16.5		13.6		31.6	60.4	
Changes in Inventories	-2.4	13.5		-2.5		-5.0	-18.3	
<b>Gross Profit</b>	<b>56.8</b>	<b>53.6</b>	<b>5.9%</b>	<b>47.9</b>	<b>18.6%</b>	<b>104.6</b>	<b>91.0</b>	<b>15.0%</b>
<b>GP Margin</b>	<b>53.2%</b>	<b>48.8%</b>		<b>49.2%</b>		<b>51.3%</b>	<b>46.5%</b>	
Employee Benefits Expense	7.7	6.0		6.7		14.4	10.8	
Other Expenses	31.1	28.4		32.0		63.1	48.7	
<b>EBITDA</b>	<b>18.0</b>	<b>19.2</b>	<b>-6.0%</b>	<b>9.1</b>	<b>98.4%</b>	<b>27.1</b>	<b>31.6</b>	<b>-14.2%</b>
<b>EBITDA %</b>	<b>16.9%</b>	<b>17.5%</b>		<b>9.3%</b>		<b>13.3%</b>	<b>16.1%</b>	
Depreciation and Amortisation Expense	3.3	1.7		3.3		6.6	3.2	
Finance Costs	0.7	0.2		0.7		1.4	0.4	
Other Income	3.9	0.5		4.2		8.0	4.0	
<b>PBT</b>	<b>17.9</b>	<b>17.7</b>	<b>1.2%</b>	<b>9.3</b>	<b>92.0%</b>	<b>27.2</b>	<b>32.0</b>	<b>-15.1%</b>
<b>PBT Margin</b>	<b>16.7%</b>	<b>16.1%</b>		<b>9.6%</b>		<b>13.3%</b>	<b>16.3%</b>	
Tax Expenses	4.3	5.1		1.7		5.9	8.3	
<b>PAT</b>	<b>13.6</b>	<b>12.5</b>	<b>8.8%</b>	<b>7.6</b>	<b>77.9%</b>	<b>21.2</b>	<b>23.6</b>	<b>-10.1%</b>
<b>PAT %</b>	<b>12.7%</b>	<b>11.4%</b>		<b>7.9%</b>		<b>10.4%</b>	<b>12.1%</b>	

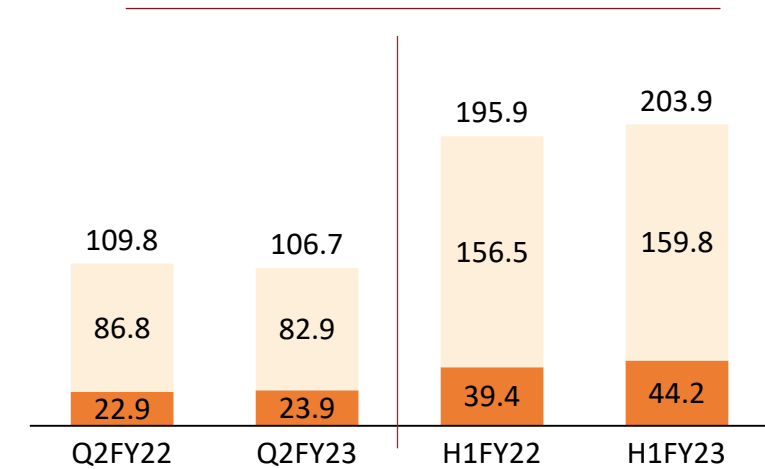
# Q2 & H1 FY23 STANDALONE PROFIT & LOSS

Particulate (₹ Cr)	Q2 FY23	Q2 FY22	Y-o-Y	Q1 FY23	Q-o-Q	H1 FY23	H1 FY22	Y-o-Y
<b>Revenue from Operations</b>	<b>83.2</b>	<b>73.8</b>	<b>12.8%</b>	<b>72.2</b>	<b>15.3%</b>	<b>155.3</b>	<b>132.4</b>	<b>17.3%</b>
Cost of Materials consumed	34.4	26.2		38.3		72.7	62.8	
Purchase of stock-in-trade	1.2	1.6		0.8		2.0	3.2	
Changes in Inventories	-0.1	1.8		-6.6		-6.7	-8.1	
<b>Gross Profit</b>	<b>47.7</b>	<b>44.2</b>	<b>7.9%</b>	<b>39.6</b>	<b>20.3%</b>	<b>87.3</b>	<b>74.6</b>	<b>17.0%</b>
<b>GP Margin</b>	<b>57.3%</b>	<b>59.9%</b>		<b>54.9%</b>		<b>56.2%</b>	<b>56.3%</b>	
Employee Benefits Expense	5.3	4.6		4.6		9.9	8.6	
Other Expenses	26.9	23.9		27.7		54.6	41.2	
<b>EBITDA</b>	<b>15.5</b>	<b>15.7</b>	<b>-1.2%</b>	<b>7.3</b>	<b>112.4%</b>	<b>22.8</b>	<b>24.8</b>	<b>-8.0%</b>
<b>EBITDA %</b>	<b>18.6%</b>	<b>21.3%</b>		<b>10.1%</b>		<b>14.7%</b>	<b>18.7%</b>	
Depreciation and Amortisation Expense	1.3	1.5		1.4		2.7	2.9	
Finance Costs	0.1	0.2		0.1		0.2	0.3	
Other Income	3.3	0.8		3.6		7.0	4.0	
<b>PBT</b>	<b>17.4</b>	<b>14.8</b>	<b>17.0%</b>	<b>9.5</b>	<b>83.5%</b>	<b>26.8</b>	<b>25.6</b>	<b>4.9%</b>
<b>PBT Margin</b>	<b>20.9%</b>	<b>20.1%</b>		<b>13.1%</b>		<b>17.3%</b>	<b>19.3%</b>	
Tax Expenses	4.3	4.1		2.1		6.3	6.6	
<b>PAT</b>	<b>13.1</b>	<b>10.8</b>	<b>21.5%</b>	<b>7.4</b>	<b>76.8%</b>	<b>20.5</b>	<b>19.0</b>	<b>8.1%</b>
<b>PAT %</b>	<b>15.7%</b>	<b>14.6%</b>		<b>10.3%</b>		<b>13.2%</b>	<b>14.3%</b>	

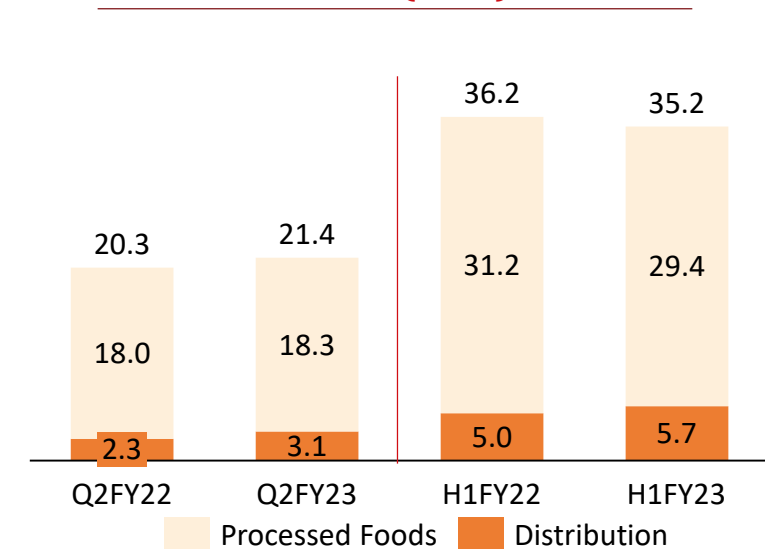
# SEGMENT WISE RESULTS BREAK UP

Particulate (₹ Cr)	Q2 FY23	Q2 FY22	Y-o-Y	H1 FY23	H1 FY22	Y-o-Y
<b>Revenue</b>						
Processed & Preserved Foods	82.9	86.8		159.8	156.5	2.1%
Agency Distribution	23.9	22.9		44.2	39.4	12.0%
<b>Total</b>	<b>106.7</b>	<b>109.8</b>		<b>203.9</b>	<b>195.9</b>	<b>4.1%</b>
<b>Results</b>						
Processed & Preserved Foods	18.3	18.0		29.4	31.2	-5.7%
Agency Distribution	3.1	2.3		5.7	5.0	15.3%
<b>Total</b>	<b>21.4</b>	<b>20.3</b>		<b>35.2</b>	<b>36.2</b>	<b>-2.8%</b>
<b>Capital Employed</b>						
Processed & Preserved Foods	249.7	201.1		249.7	201.1	
Agency Distribution	70.1	62.4		70.1	62.4	
<b>Margin (%)</b>						
Processed & Preserved Foods	22.1%	20.8%		18.4%	19.9%	
Agency Distribution	12.8%	10.1%		13.0%	12.6%	

## REVENUE (₹ Cr)



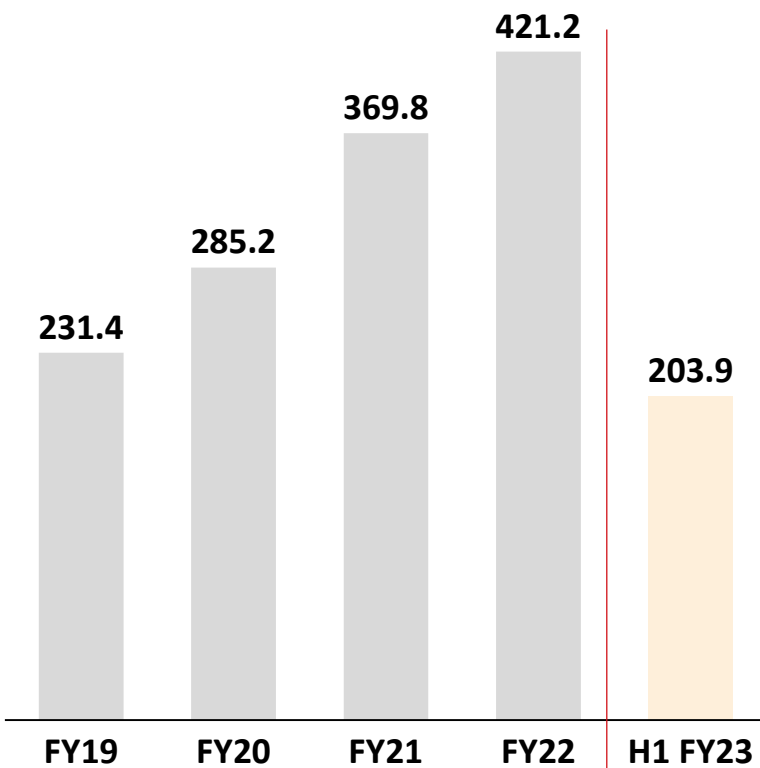
## EBIT (₹ Cr)



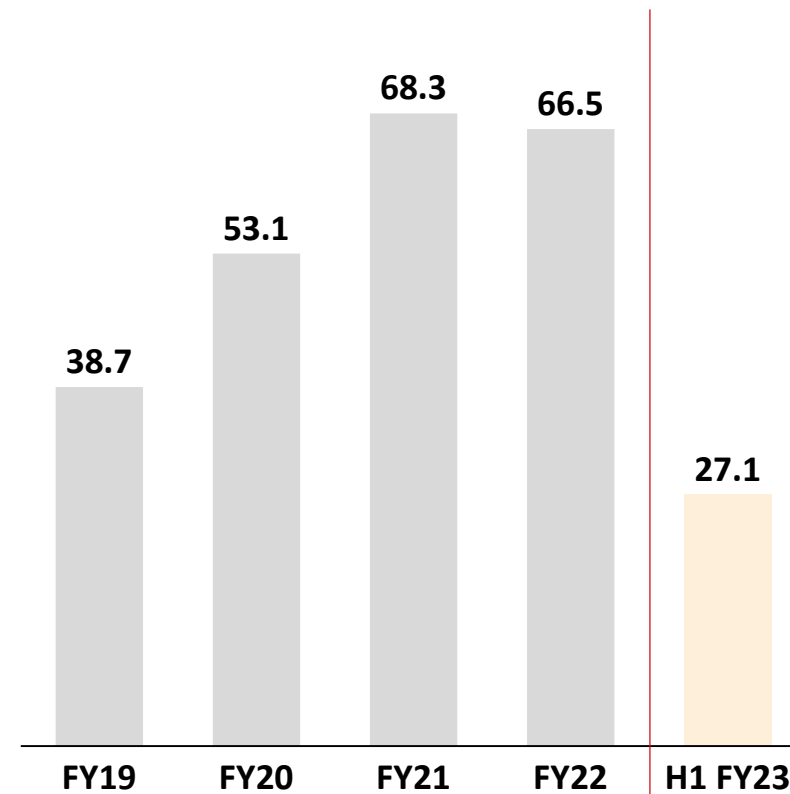
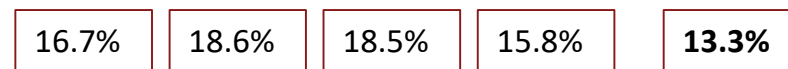


# STRONG & SUSTAINABLE FINANCIAL PERFORMANCE

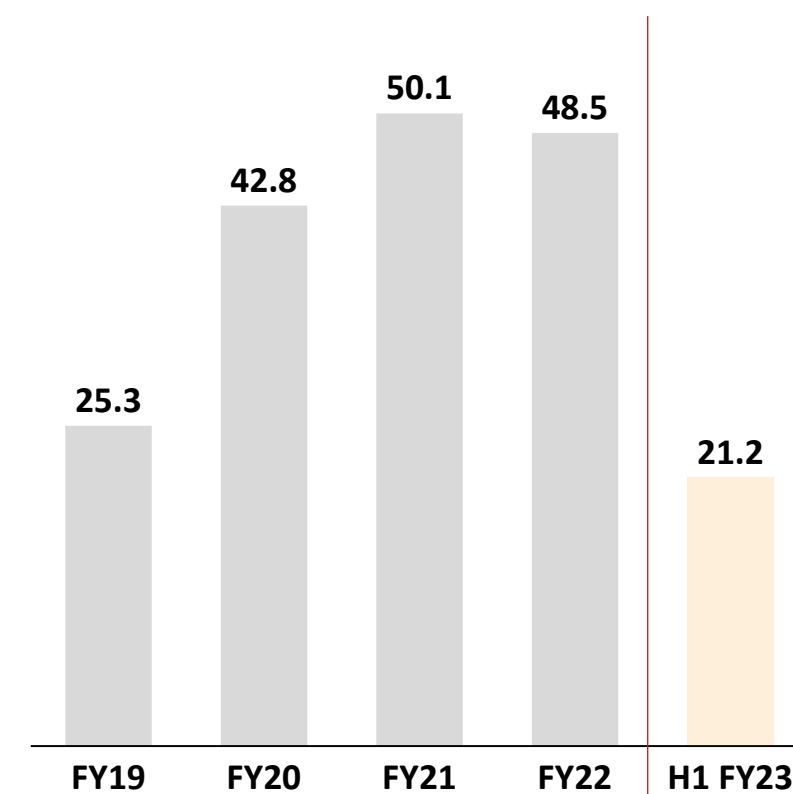
## REVENUE (₹ Cr)



## EBITDA (₹ Cr) & MARGIN (%)



## PAT (₹ Cr) & MARGIN (%)



# CONSOLIDATED PROFIT & LOSS

Particulate (₹ Cr)	FY22	FY21	FY20	FY19	FY18
<b>Revenue from Operations</b>	<b>421.2</b>	<b>369.8</b>	<b>285.2</b>	<b>231.4</b>	<b>201.0</b>
Cost of Materials consumed	120.2	107.3	81.8	89.3	78.2
Purchase of stock-in-trade	88.8	124.9	86.4	42.0	34.1
Changes in Inventories	0.7	-17.1	-19.2	-11.1	1.5
<b>Gross Profit</b>	<b>211.5</b>	<b>154.7</b>	<b>136.1</b>	<b>111.1</b>	<b>87.2</b>
<b>GP Margin</b>	<b>50.2%</b>	<b>41.8%</b>	<b>47.7%</b>	<b>48.0%</b>	<b>43.4%</b>
Employee Benefits Expense	23.6	17.6	17.6	16.1	16.4
Other Expenses	121.5	68.8	65.4	56.3	49.3
<b>EBITDA</b>	<b>66.5</b>	<b>68.3</b>	<b>53.1</b>	<b>38.7</b>	<b>21.6</b>
<b>EBITDA %</b>	<b>15.8%</b>	<b>18.5%</b>	<b>18.6%</b>	<b>16.7%</b>	<b>10.7%</b>
Depreciation and Amortisation Expense	9.1	5.9	5.9	14.2	6.8
Finance Costs	1.8	1.2	1.3	0.9	1.1
Other Income	9.5	5.5	9.4	14.1	18.6
<b>PBT</b>	<b>65.1</b>	<b>66.7</b>	<b>55.3</b>	<b>37.7</b>	<b>32.2</b>
<b>PBT Margin</b>	<b>15.5%</b>	<b>18.0%</b>	<b>19.4%</b>	<b>16.3%</b>	<b>16.0%</b>
Exceptional Items			-0.3	0.0	0.0
Tax Expenses	16.6	16.6	12.2	12.4	14.0
<b>PAT</b>	<b>48.5</b>	<b>50.1</b>	<b>42.8</b>	<b>25.3</b>	<b>18.2</b>
<b>PAT %</b>	<b>11.5%</b>	<b>13.5%</b>	<b>15.0%</b>	<b>10.9%</b>	<b>9.1%</b>

# CONSOLIDATED BALANCE SHEET

Equity & Liabilities (₹ Cr)	Sept'22	Mar'22
<b>Equity</b>		
(a) Equity Share Capital	22.4	21.3
(b) Other Equity	360.9	321.6
(b) Non-controlling interest	2.6	2.6
<b>Total Equity</b>	<b>385.8</b>	<b>345.6</b>
<b>Non-Current Liabilities</b>		
(a) Financial Liabilities		
(i) Lease liabilities	50.3	49.5
(ii) Borrowings	4.1	10.7
(iii) Other Financial Liabilities	-	-
(b) Provisions	1.1	0.9
(c) Deferred tax Liabilities (Net)	7.2	8.1
<b>Total Non-Current Liabilities</b>	<b>62.7</b>	<b>69.2</b>
<b>Current Liabilities</b>		
<b>(a) Financial Liabilities</b>		
(i) Borrowings	5.5	4.8
(ii) Lease Liabilities	5.5	4.9
(iii) Trade Payables	26.3	31.6
(iv) Other Financial Liabilities	14.1	11.6
Other non financial liabilities	3.1	1.5
Provisions	0.2	0.1
Income tax liabilities (net)	1.4	1.3
<b>Total Current Liabilities</b>	<b>56.0</b>	<b>55.8</b>
<b>Total Equity &amp; Liabilities</b>	<b>504.5</b>	<b>470.6</b>

Assets (₹ Cr)	Sept'22	Mar'22
<b>Non-Current Assets</b>		
(a) Property, plant and equipment	116.5	115.6
(b) Capital Work-in-Progress	0.6	0.1
(c) Intangible Asset	23.6	21.4
(d) Goodwill	21.4	23.2
<b>Financial Assets</b>		
(a) Loans	0.1	0.1
(b) Other Financial Assets	2.3	2.3
Deferred tax assets	3.4	2.8
Income tax assets	5.0	5.0
Other Non Financial Assets	9.6	0.7
<b>Total Non-Current Assets</b>	<b>182.4</b>	<b>171.2</b>
<b>Current Assets</b>		
(a) Inventories	82.1	76.2
<b>(b) Financial Assets</b>		
(i) Investments	52.4	39.3
(ii) Trade Receivable	91.0	71.0
(iii) Cash and Cash Equivalents	43.7	54.2
(iv) Bank balances other than above	16.6	23.4
(iv) Loans	0.2	0.4
(iv) Other financial assets	17.0	20.7
(c) Other non financial assets	19.2	14.4
<b>Total Current Assets</b>	<b>322.1</b>	<b>299.4</b>
<b>Total Assets</b>	<b>504.5</b>	<b>470.6</b>



# CONSOLIDATED CASH FLOW STATEMENT

Cash Flow Statement (₹ Cr)	Sept'22	Mar'22
<b>Cash Flow from Operating Activities</b>		
Profit before Tax	27.2	65.1
Adjustment for Non-Operating Items	4.0	6.5
<b>Operating Profit before Working Capital Changes</b>	<b>31.2</b>	<b>71.6</b>
Changes in Working Capital	29.8	-23.1
<b>Cash Generated from Operations</b>	<b>1.4</b>	<b>48.5</b>
Less: Direct Taxes paid	-6.7	-14.4
<b>Net Cash from Operating Activities</b>	<b>-5.3</b>	<b>34.1</b>
Cash Flow from Investing Activities	-15.9	-53.8
Cash Flow from Financing Activities	8.7	33
<b>Net increase/ (decrease) in Cash &amp; Cash equivalent</b>	<b>-12.5</b>	<b>13.3</b>
Cash and cash equivalents at the beginning of the year	54.2	39.8
Unrealized Foreign exchange restatement in Cash & Cash equivalents	2.0	1.1
<b>Cash and cash equivalents at the end of the year</b>	<b>43.7</b>	<b>54.2</b>



GOVERNANCE FOCUSED

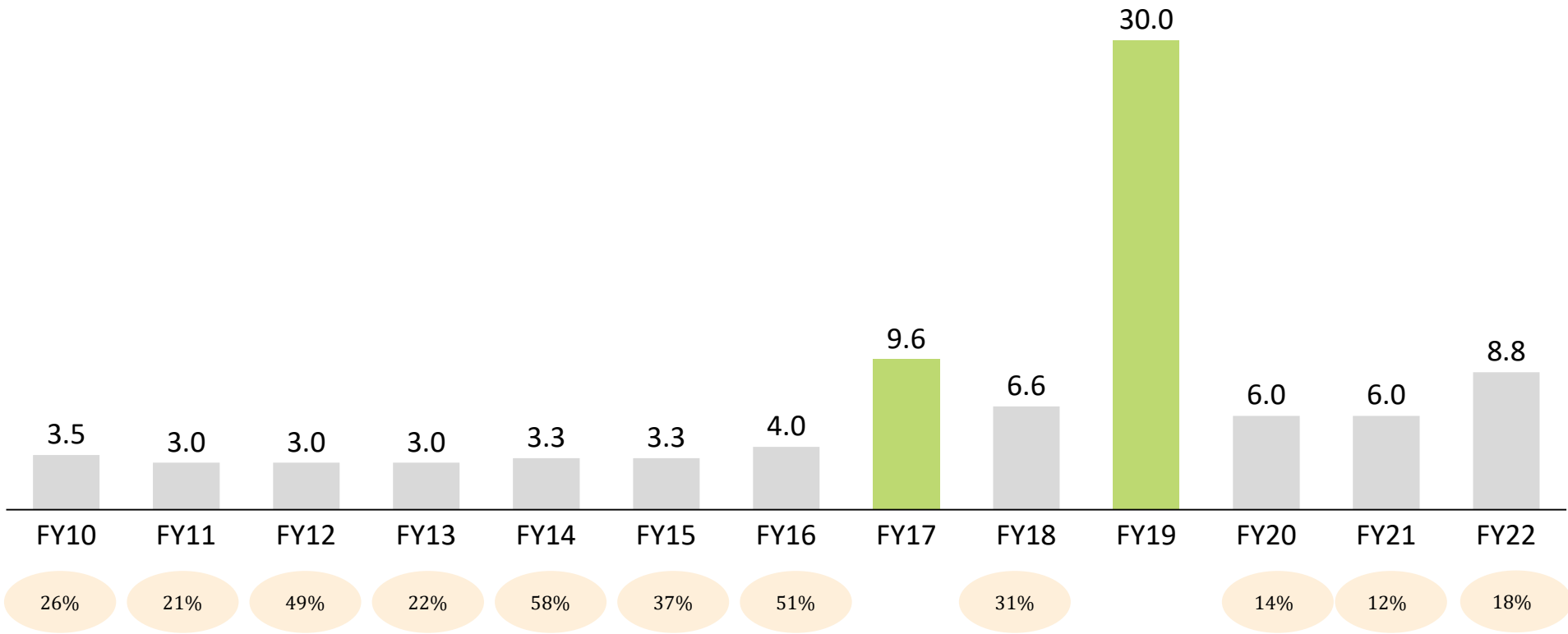
# CONSISTENT SHAREHOLDER RETURNS

FY18 Rs 5.5 crore Dividend Payout	FY19 Rs 30 crore Buyback	FY20 Rs 6 crore Dividend Payout	FY21 Rs 6 crore Dividend Payout	FY22 Rs 8.8 crore Dividend Payout	<b>Rs 90.1 crores</b> Returned to shareholders in the last 13 years
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## VALUE CREATION FOR SHAREHOLDERS

Robust shareholder returns over the last 10 years

Value creation through buyback in FY17 and FY19 during which dividend was not paid



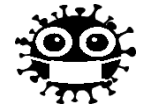
Total Dividend (₹ Cr)     
  Payout Ratio = Dividend/PAT     
  Shares buyback amount



# CORPORATE SOCIAL RESPONSIBILITY (CSR)



## Covid Measures



- Partnered with NGOs for supply of oxygen concentrator machines and distribution of food and hygiene kits to slums and village children in Maharashtra.



## Clean India Mission



- Swachh Bharat Abhiyaan: Constructed over 100 toilets with running water supply in Nadiad district.
- Programmes to educate villagers about proper sanitation and hygiene practices.



## Education support program



- Partnered with several education not-for-profit organizations to provide educational support to facilitate regular studies, value education, personality development etc.



## Women Empowerment



- ADF helps in the cause of giving women a safe space to live and work by contributing towards the annual maintenance cost of a girl's hostel in Mumbai and a girls school in Porbunder, Gujarat.
- Further the Company has provided financial aid to start a vocational training centre at Nadiad



## Animal Welfare

- Involved with an animal protection organization IDA (In Defence of Animals) since 2016 that provides medical care to ill and injured animals and also runs neutering drives for strays.



## Support to the Disabled

- Contribute for annual maintenance expenses and financial aid of Cheshire Home, NGO that provides residential care to physically challenged men
- Partnered with SIES College, Stephen's High School & a Spastic Society called ADAPT all located in Mumbai to impart educational support to disabled children.



## Medical Aid

- Partnered with two NGOs viz. Nirant Vividh Seva Trust and Samanvay Samajik Sanstha towards providing financial support to underprivileged people across India.
- Provided financial aid two hospitals in Nadiad to purchase medical equipment.



## Environmental Protection

- Partnership with a NGO called Isha Outreach which is a part of the Cauvery campaign which aims at supporting farmers to plant 242 crore trees in next 12 years.

# BOARD OF DIRECTORS



**Bimal Thakkar**  
Chairman, Managing Director and CEO

- 35 years of experience in domestic and export food industry
- Instrumental role in developing brands and new products, tapping new markets, international acquisitions, setting up of subsidiary companies in U.K. and U.S.A.



**Deepa Harris**  
Independent Director

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



**Chandir Gidwani**  
Independent Director

- 45+ years of experience in financial services
- Chairman Emeritus & Founder of Centrum Capital Ltd; Member of industry associations e.g. FICCI, CII, etc.



**Ravinder Jain**  
Independent Director

- 45+ years of experience in business management
- Ex - MD of Shaw Wallace, MD of Millennium Alcobev and head of McDowell and Co.



**Jay Mehta**  
Non-Executive Director

- 35+ years of rich industrial experience
- Executive Vice Chairman of Gujarat Sidhee Cement Ltd and Saurashtra Cement Ltd



**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

# MANAGEMENT TEAM

**Bimal Thakkar**  
Chairman, Managing  
Director and CEO

- Under Bimal's leadership, ADF Foods has evolved from a small dried fruit store to a global brand with food processing and distribution capabilities and presence in over 55 countries.
- Further, Bimal played a pivotal role in taking the Company public in 1991. Since then, the Company has not only remained debt free but also extremely profitable with robust financials.
- Going forward, the Company is well-poised for accelerated growth under leadership, guidance and vision of Bimal.

**Shardul Doshi**  
Chief Financial Officer

- Shardul is a CA, CWA and CS with over 25 plus years of experience with various multinational and large Indian corporates.
- Shardul has strong knowledge and proficiency in areas of equity & debt fund raising, investor relations, strategy, M&A, corporate restructuring, MIS, accounts and taxation. He has been associated with the Company since last two years.

**Devang Gandhi**  
Chief Operating Officer

- Devang brings to ADF over 30 years of rich and varied corporate experience in multiple industries.
- He joined as a Company COO in 2019 and since then have played an important role in bringing best practices and operational excellence which has helped in streamlining of operations and cost reduction.
- Mr. Devang Gandhi is a commerce graduate and has completed his management studies from Switzerland

**Shalaka  
Ovalekar**  
CS & Legal Head

- Shalaka Ovalekar is a qualified Company Secretary, CWA, and has a Bachelor's degree in Law and Commerce.
- She has 17+ years of experience in secretarial and legal functions. She has been working with the Company as Company Secretary, Compliance Officer and Legal Head for over 12 years.

THANK YOU



ADF Foods Limited

CIN: L15400GJ1990PLC014265

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