









Investor Presentation May 2023

# SAFE HARBOR



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# 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**















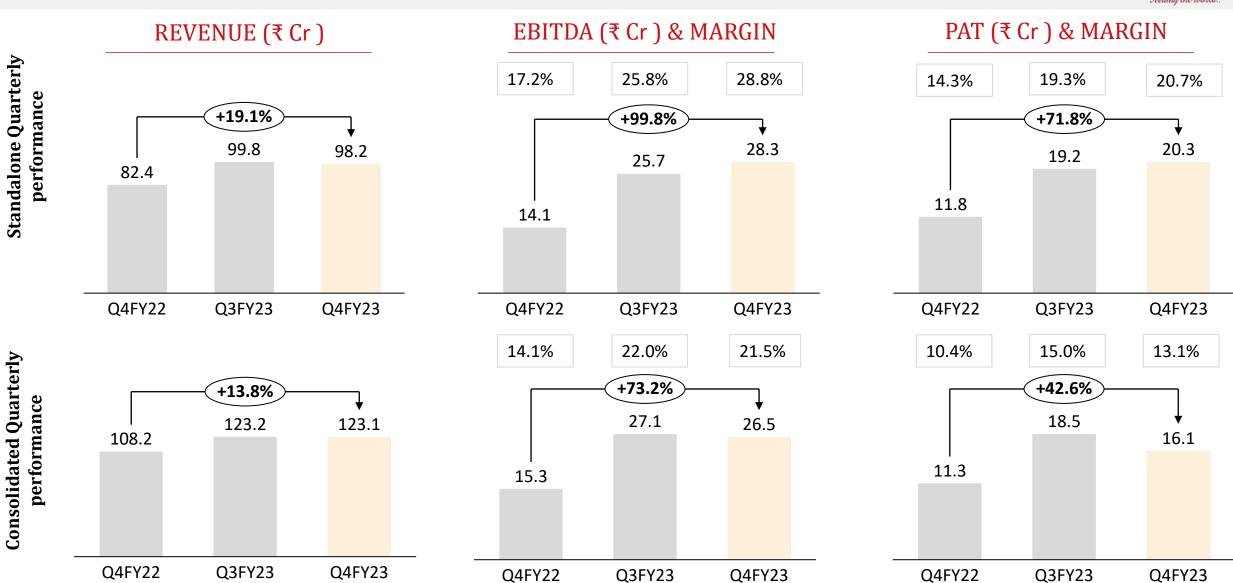




Q4 & FY23 Performance Highlights

# Q4 FY23 RESULT HIGHLIGHTS



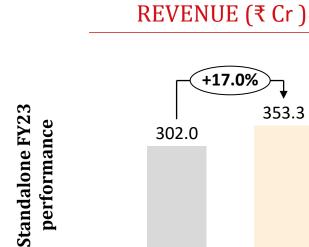


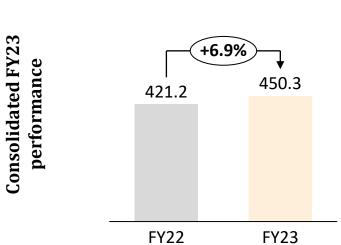
# **FY23 RESULT HIGHLIGHTS**

353.3

FY23

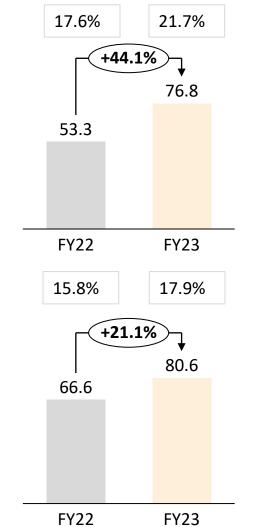




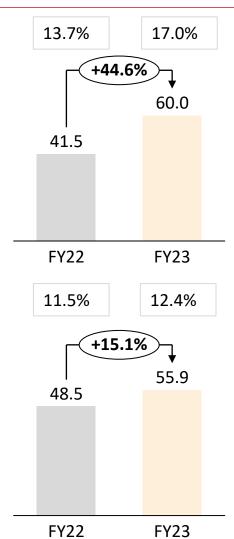


FY22

# EBITDA (₹ Cr ) & MARGIN 17.6% 21.7%



# PAT (₹ Cr ) & MARGIN



# STANDALONE PERFORMANCE HIGHLIGHTS



# REVENUE (₹ Cr )

# EBITDA (₹ Cr ) & MARGIN (%)

PAT (₹ Cr ) & MARGIN (%)

19.7%

22.0%

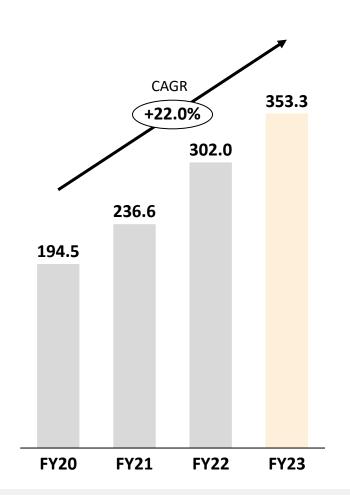
17.6%

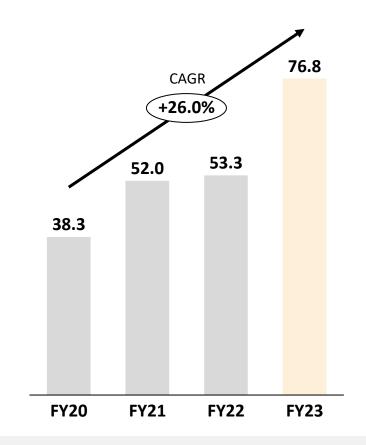
21.7%

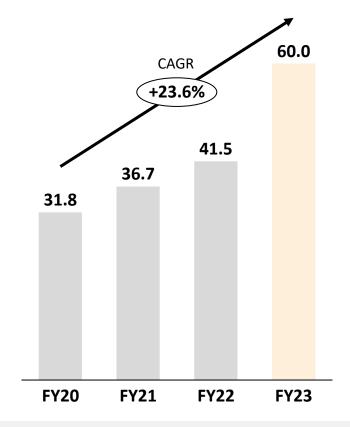
16.4% 15.5%

13.7%

17.0%

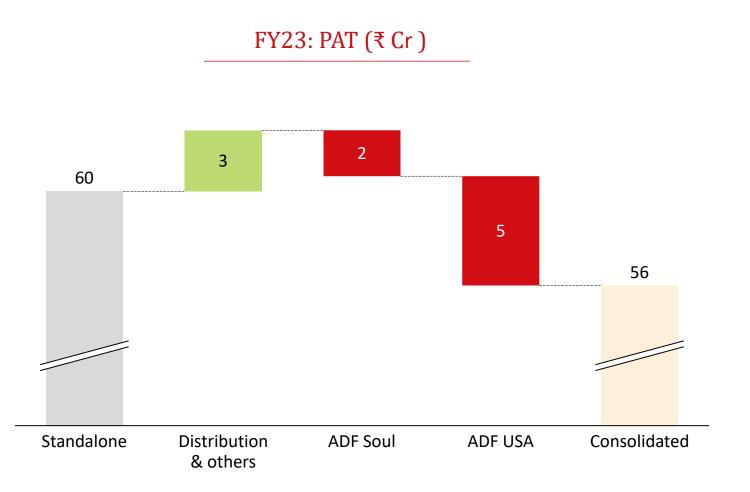






# CONSOLIDATED PERFORMANCE HIGHLIGHTS



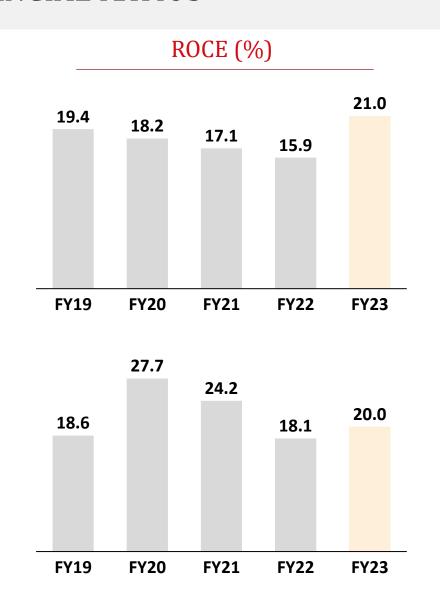


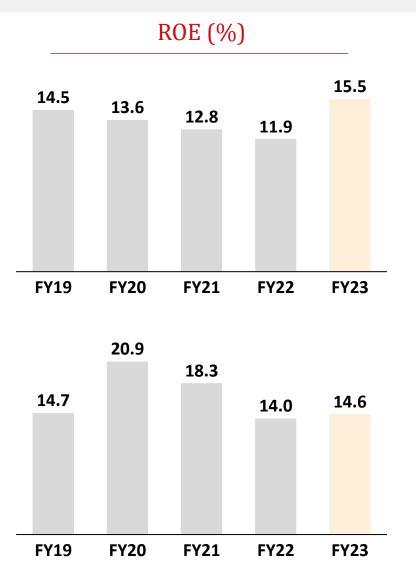
- In FY23, ADF Foods USA incurred a loss of ~₹5 Cr on account of supply chain disruptions. For FY22, this business generated a topline of ~₹32 Cr and net profit of ~₹2.5 Cr. Further, in FY21 (full year of operations), Revenue was ~₹53 Cr and net profit was ~₹6.5 Cr
- The Company is making meaningful investments in sales and marketing to create awareness for "ADF Soul' brand in India. This has resulted in a loss of ~₹2 Cr
- Further, the company has invested in a new warehouse in USA on a long-term lease basis (FY23 lease payout ~₹6.6 Cr), the benefit of which is likely to accrue in coming years

# **KEY FINANCIAL RATIOS**



Standalone



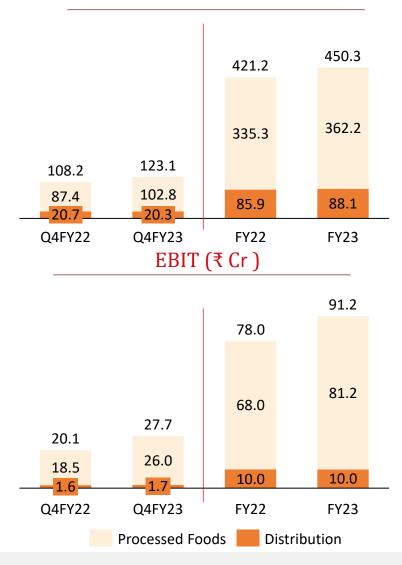


# SEGMENT WISE RESULTS BREAK UP



Particulate (₹ Cr)	Q4 FY23	Q4 FY22	Y-o-Y	FY23	FY22	Y-o-Y
Revenue						
Processed & Preserved Foods	102.8	87.4	17.6%	362.2	335.3	8.0%
Distribution	20.3	20.7	-2.2%	88.1	85.9	2.6%
Total	123.1	108.2	13.8%	450.3	421.2	6.9%
Results						
Processed & Preserved Foods	26.0	18.5	40.5%	81.2	68.0	19.5%
Distribution	1.7	1.6	5.6%	10.0	10.0	-0.6%
Total	27.7	20.1	37.7%	91.2	78.0	16.9%
Capital Employed						
Processed & Preserved Foods	249.9	218.9		249.9	218.9	
Distribution	67.9	64.6		67.9	64.6	
Margin (%)						
Processed & Preserved Foods	25.3%	21.2%		22.4%	20.3%	
Distribution	8.5%	7.87%		11.3%	11.6%	

# REVENUE (₹ Cr )



# Q4 FY23 STANDALONE PROFIT & LOSS



Particulate (₹ Cr)	Q4 FY23	Q4 FY22	Y-o-Y	Q3 FY23	Q-o-Q	FY23	FY22	Y-o-Y
Revenue from Operations	98.2	82.4	19.1%	99.8	-1.6%	353.3	302.0	17.0%
Cost of Materials consumed	36.6	30.5		34.8		143.6	120.2	
Purchase of stock-in-trade	1.0	1.7		4.0		7.5	6.3	
Changes in Inventories	2.5	0.4		3.6		-0.5	-1.2	
Gross Profit	58.1	49.9	16.4%	57.3	1.3%	202.7	176.6	14.8%
Employee Benefits Expense	5.1	4.5		5.5		20.5	17.9	
Other Expenses	24.7	31.2		26.1		105.4	105.4	
EBITDA	28.3	14.1	99.8%	25.7	9.9%	76.8	53.3	44.1%
EBITDA %	28.8%	17.2%		25.8%		21.7%	17.6%	
Depreciation and Amortisation Expense	1.4	1.3		1.4		5.5	5.5	
Finance Costs	0.2	0.3		0.2		0.6	0.8	
Other Income	0.6	3.6		2.6		10.1	9.1	
PBT	27.2	16.2	68.6%	26.7	2.1%	80.8	56.1	43.9%
PBT Margin	27.7%	19.6%		26.8%		22.9%	18.6%	
Tax Expenses	7.0	4.4		7.5		20.8	14.6	
PAT	20.3	11.8	71.9%	19.2	5.5%	60.0	41.5	44.6%
PAT %	20.7%	14.3%		19.3%		17.0%	13.7%	

# Q4 & FY23 CONSOLIDATED PROFIT & LOSS



Particulate (₹ Cr)	Q4 FY23	Q4 FY22	Y-o-Y	Q3 FY23	Q-o-Q	FY23	FY22	Y-o-Y
Revenue from Operations	123.1	108.2	13.8%	123.2	-0.1%	450.3	421.2	6.9%
Cost of Materials consumed	36.6	30.5		34.8		143.6	120.2	
Purchase of stock-in-trade	8.1	17.7		16.7		56.9	88.8	
Changes in Inventories	13.4	2.4		5.5		14.0	0.7	
Gross Profit	65.0	57.5	13.1%	66.2	-1.9%	235.9	211.5	11.5%
Employee Benefits Expense	7.3	6.3		7.9		29.7	23.6	
Other Expenses	31.2	35.9		31.2		125.5	121.4	
EBITDA	26.5	15.3	73.2%	27.1	-2.3%	80.6	66.6	21.1%
EBITDA %	21.5%	14.1%		22.0%		17.9%	15.8%	
Depreciation and Amortisation Expense	3.5	3.1		3.6		13.7	9.1	
Finance Costs	0.6	0.8		0.7		2.7	1.8	
Other Income	0.6	3.9		2.6		11.2	9.5	
РВТ	22.9	15.3	49.5%	25.4	-10.2%	75.5	65.1	15.9%
PBT Margin	18.6%	14.1%		20.6%		16.8%	15.5%	
Tax Expenses	6.8	4.0		6.9		19.6	16.6	
PAT	16.1	11.3	42.6%	18.5	-13.2%	55.9	48.5	15.1%
PAT %	13.1%	10.4%		15.0%		12.4%	11.5%	

# CONSOLIDATED BALANCE SHEET



Equity & Liabilities (₹ Cr)	Mar'23	Mar'22
Equity		
(a) Equity Share Capital	22.4	21.3
(b) Other Equity	396.9	321.6
(b) Non-controlling interest	2.4	2.6
Total Equity	421.6	345.6
Non-Current Liabilities		
(a) Financial Liabilities		
(i) Lease liabilities	49.6	49.5
(ii) Borrowings	0.0	10.7
(iii) Other Financial Liabilities	0.0	-
(b) Provisions	1.2	0.9
(c) Deferred tax Liabilities (Net)	9.6	8.1
Total Non-Current Liabilities	60.3	69.2
Current Liabilities		
(a) Financial Liabilities		
(i) Borrowings	0.0	4.8
(ii) Lease Liabilities	5.7	4.9
(iii) Trade Payables	22.5	31.6
(iv) Other Financial Liabilities	11.6	11.6
Other non financial liabilities	1.9	1.5
Provisions	0.1	0.1
Income tax liabilities (net)	1.2	1.3
Total Current Liabilities	43.1	55.8
Total Equity & Liabilities	525.0	470.6

Assets (₹ Cr)	Mar'23	Mar'22
Non-Current Assets		
(a) Property, plant and equipment	129.1	115.6
(b) Capital Work-in-Progress	6.7	0.1
(c) Intangible Asset	24.4	21.4
(d) Goodwill	21.4	23.2
Financial Assets		
(a) Loans	0.1	0.1
(b) Other Financial Assets	2.3	2.3
Deferred tax assets	4.6	2.8
Income tax assets	6.4	5.0
Other Non Financial Assets	0.1	0.7
Total Non-Current Assets	195.1	171.2
Current Assets		
(a)Inventories	63.1	76.2
(b) Financial Assets		
(i) Investments	80.0	39.3
(ii) Trade Receivable	94.3	71.0
(iii) Cash and Cash Equivalents	39.9	54.2
(iv) Bank balances other than above	23.6	23.4
(iv) Loans	0.1	0.4
(iv) Other financial assets	16.2	20.7
(c) Other non financial assets	12.7	14.4
Total Current Assets	329.9	299.4
Total Assets	525.0	470.6

# CONSOLIDATED CASH FLOW STATEMENT



Cash Flow Statement (₹ Cr)	Mar'23	Mar'22
Cash Flow from Operating Activities		
Profit before Tax	75.5	65.1
Adjustment for Non-Operating Items	10.9	-6.7
Operating Profit before Working Capital Changes	86.4	71.8
Changes in Working Capital	-15.1	-23.4
Cash Generated from Operations	71.3	48.5
Less: Direct Taxes paid	-20.7	-14.4
Net Cash from Operating Activities	50.5	34.1
Cash Flow from Investing Activities	-62.9	-53.8
Cash Flow from Financing Activities	-4.8	33.0
Net increase/ (decrease) in Cash & Cash equivalent	-17.2	13.3
Cash and cash equivalents at the beginning of the year	54.2	39.8
Unrealized Foreign exchange restatement in Cash & Cash equivalents	2.8	1.1
Cash and cash equivalents at the end of the year	39.9	54.2



KEY DEVELOPMENTS – Q4 FY23

# NEW PRODUCT LAUNCHES THROUGHOUT FY23 - ASHOKA



Entered 2 new product categories - plant-based products and frozen desserts in addition to existing range extensions.











# NEW PRODUCT LAUNCHES THROUGHOUT FY23 – ADF SOUL



# S O L

#### Olive oil-based Pickle range



#### *International gourmet range*





**BUSINESS OVERVIEW** 

# **BUSINESS DIVISIONS**





#### PROCESSED FOODS BUSINESS

Large range of products suited for different palates

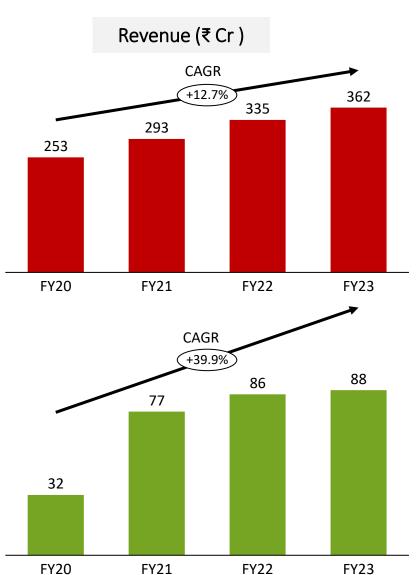
One of the top brands in ethnic food shelves in key markets

One of the largest Indian exporters of processed food

#### **DISTRIBUTION BUSINESS**

Synergistic products offering a wider basket

Strong presence in US markets with a growing UK & Europe presence



\* Revenue Breakdown as of FY23

# BUSINESS SNAPSHOT WITH MULTIPLE GROWTH LEVERS



8

**BRANDS** 

3

**FACILITIES** 

MANUFACTURING

55+

**COUNTRIES** 

2

WAREHOUSES in US for Distribution

**Strong** 

DISTRIBUTION NETWORK

**Net Debt Free** 

HEALTHY
BALANCE SHEET



#### **Growth Opportunities**

- Supermarket listings
- B2B growth via bulk and private label
- QSR / Cloud Kitchens



#### **Capacity Expansion**

- Greenfield project in Surat to increase frozen foods capacity
- Completion of debottlenecking efforts at existing facilities



#### **PLI Scheme**

 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 Cr



#### **Focus**

- Focus on mainstream customers/stores
- India business
- · Adding more distribution lines
- Adding more principals



#### Elinancea Distribution

- Step down subsidiary for direct distribution in New Jersey & Georgia
- Higher throughput, higher margins



# Acquisitions

Evaluation of several inorganic growth opportunities



#### **Product Innovation**

 Launch of new and innovative products under our existing brands following a customer centric approach and in turn improve our product portfolio to meet evolving consumer demand



#### Warehousing/Infrastructure

Plan on increasing warehousing infrastructure by opening multiple warehouses in key geographies to increase sales and penetration

# STRENGTHENING BRAND ASHOKA...





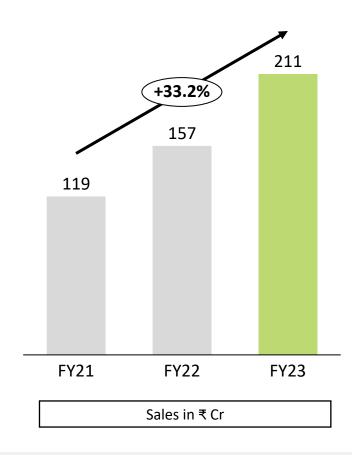
- ✓ Ashoka is our flagship brand targeted towards Indian diaspora
- ✓ Sold in 55+ Countries
- ✓ Authentic Indian taste
- ✓ **DESI AT HEART** is the essence of ASHOKA

## Categories

Ambient Range	Pickles, Chutney, Pastes, pulp, sauces, RTE, Murabba
Frozen Range	Indian breads, RTE, Indian snacks & vegetables, plant based curries, Indo-Thai, Indo-Chinese, sweets



# Ashoka as a brand has grown ~2X in last 2 years



# ... WITH MEANINGFUL ADVERTISING & MARKETING













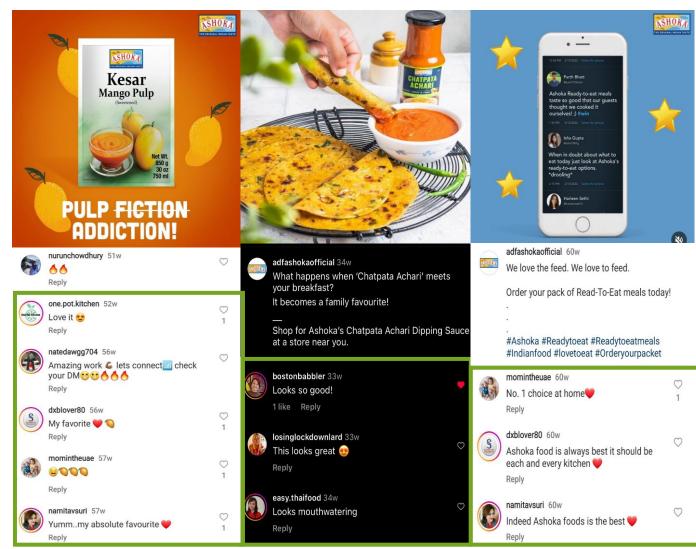
# ... AND POSITIVE SOCIAL MEDIA TESTIMONIALS











# ... LEADING TO INCREASE IN SHELF SPACE FOR ASHOKA















# FOCUS ON CREATING SUCCESSFUL BRANDS





# A BOUQUET OF OTHER GLOBAL BRANDS













Positioning	Products	Geographies	Retail Channel
Premium brand targeted at Arabic diaspora	Meal accompaniments, pastes, sauces	Middle East	95% from mainstream/ modern trade stores
Economy Brand	Meal accompaniments, pastes, sauces	Middle East	65% from mainstream/modern trade stores; 35% general trade
Organic, made with USDA certified organic ingredients	Hand rolled burritos	USA	100% from mainstream/ modern trade stores*
Non-GMO, all natural, vegan, vegetarian	Meatless meatballs	USA	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

\*On account of supply chain disruptions in USA , there have been no sales for PJ's and Nate's brand

# PRODUCT PORTFOLIO





#### **Frozen 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 & Ready-to-cook

Food

**Accompaniments** 



- 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

#### **Shelf Stable Products**





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

**400+** SKUs

**Mexican Products** 



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

#### **Frozen Products**



## MANUFACTURING FACILITIES



# Gujarat Nadiad,

#### 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







**Existing Facilities** 

Fresh capex along with adding infrastructure

Capex of Rs. 5 Cr during the year has added

at existing plants in Nadiad and Nasik. This

# Nasik,

#### Total Built up factory area – 10,100 Sqm

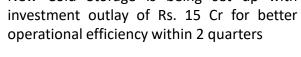
- Totally automated spice processing unit by Buhler, Germany
- Ready to eat curries and spices; meal accompaniments



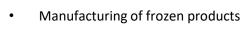


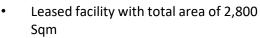
# revenue potential worth Rs. 30 Cr ■ New Cold Storage is being set up with **New Facility** ■ Phase 1 planning completed for greenfield

will enhance growth in FY24



- expansion at Surat to increase capacities for frozen foods
- Ground break to be done in Q2













Gujarat

Surat,











New Jersey: 66,000 sq.ft.

Atlanta: 34,000 sq.ft.



# **CERTIFICATIONS & ACCREDITATIONS**



#### ISO 2200: 2018 certification

by BVQI for management system standards



#### **BRC** accreditation - Grade A

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

#### **SMETA AUDIT**

Both our facilities undergo SMETA AUDIT for the 4 Pillars -Labour Standard, Health& Safety, **Environment, Business Ethics** 



#### SGS

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



#### Hazard analysis & critical control point

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

#### **USDA Organic**

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



CERTIFICATED

#### **UKAS**

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



**CUSTOMER CENTRIC APPROACH** 

# STRENGTHENING DISTRIBUTION







# GOVERNANCE FOCUSED

# CONSISTENT SHAREHOLDER RETURNS

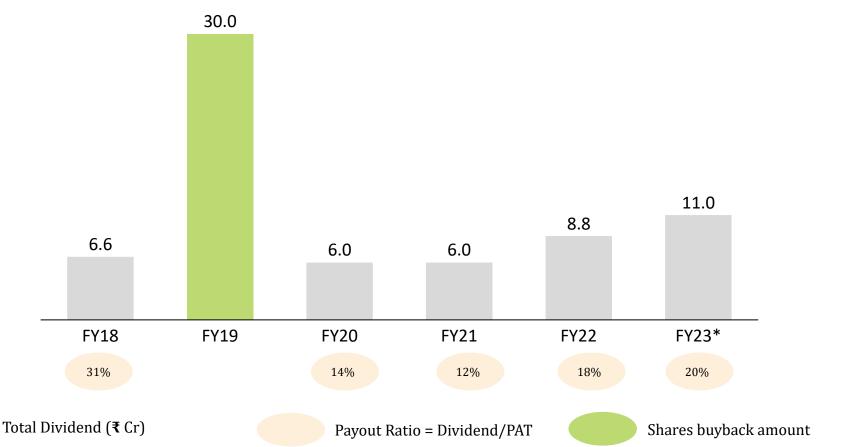


FY18 Rs 6.6 crore Buyback FY19 Rs 30 crore Buyback FY20 Rs 6 crore Dividend Payout FY21 Rs 6 crore Dividend Payout FY22 Rs 8.8 crore Dividend Payout Rs 57.4 crores
Returned to
shareholders in the last
5 years

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



# 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 Maharshtra.



#### **Clean India Mission**

- Swachch 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**







- 36 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.



**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

# THANK YOU





**ADF Foods Limited** 

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