

Ref: SECT: STOC: 85-25 July 17, 2025

To The Manager **BSE Limited** Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai - 400 001 To The Manager, Listing Department, **National Stock Exchange of India Limited** Exchange Plaza, C-1, G Block, Bandra-Kurla Complex, Bandra (East), Mumbai – 400 051

Scrip Code: 519552

Scrip Code: HERITGFOOD

Sub: Investor Presentation - reg

Dear Sir/Madam,

Pursuant to Regulation 30 and other respective regulations of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we are herewith enclosing the copy of Investor Presentation which covers the milestones achieved by the Company during the quarter ended June 30, 2025, apart from that there are certain other information which is required to be known by our existing shareholders as well as prospective investors of the Company.

The copy of the same also available in the website of the Company i.e. www.heritagefoods.in

Kindly take the same on record and display the same on the website of your exchange.

Thanks & Regards, For HERITAGE FOODS LIMITED

UMAKANTA BARIK Company Secretary & Compliance Officer M No: FCS-6317

Encl: a/a



HERITAGE FOODS LIMITED

The Promise of Health and Happiness

Quality From Farm To Table

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Corporate Presentation Q1 - FY26

Heritage

HEALTH AND HAPPINESS

Heritage





Q1 FY26 Financial Highlights



Procurement volumes peaked to **1.8 MLPD (10%)** and Procurement prices increased to **Rs 43.3/L (4.7% higher YoY)**.

Milk Sales volumes peaked to **1.16 million liters per day (MLPD) up 2.8% YoY**, The average selling price increased to **₹56.4/L from ₹54.8/L** last year, reflecting stable market positioning and pricing strength.

Value-Added Products (VAP) segment, achieving a **5.5% increase in revenues**, reaching **Rs. 4,034 million**. Contribution of VAP to total revenue fell to **36.1%**, **down from 37.5% in Q1 FY26** due to unfavourable monsoons.

When including consumer packs of Ghee and Butter, VAP revenue reached **Rs. 4,540** million, up 7.4% YoY. This segment now contributes 40.6% to total revenue compared to 41.5% in Q1 FY25.



Mr. A V Girija Kumar Chairperson HERITAGE FOODS LIMITEI

We are happy to report a **10% growth in Q1FY26**, with highest ever quarterly consolidated revenue surpassing **INR 11,368 millions**. This performance reflects the strength of our brand portfolio and robust procurement system.

While **unseasonal rains in April–May** temporarily impacted demand for value-added products and weighed on profitability, **June witnessed a healthy recovery** reinforcing our confidence in the category.

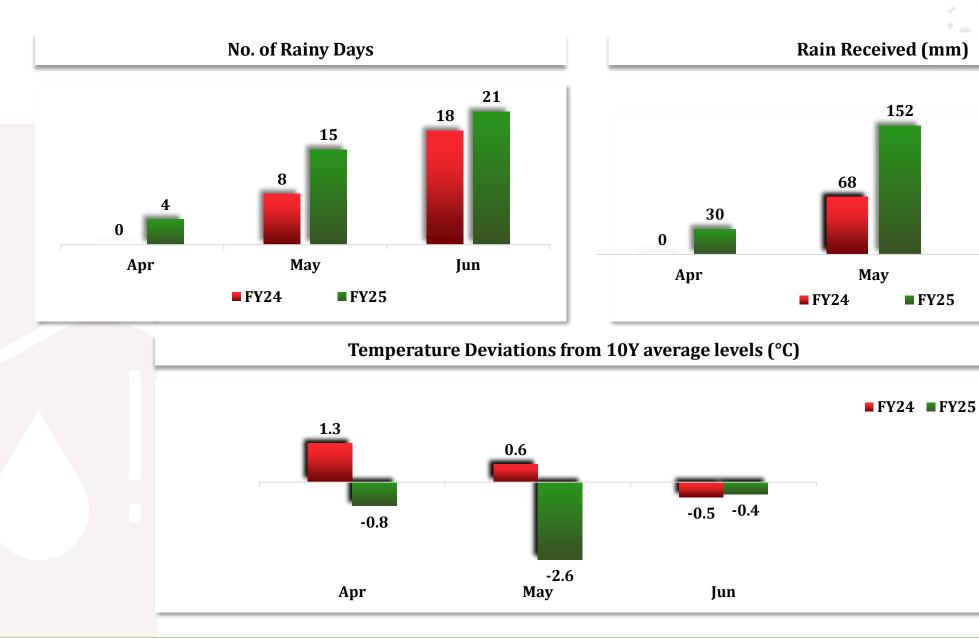
Our greenfield ice cream project is on track as we strengthen brand momentum and deepen customer partnerships. Backed by **strong consumer loyalty and an expanding network**, we're poised for accelerated growth while staying true to our **core values of quality, transparency, and farmer empowerment**.

Q1 FY26 Consolidated Financial Performance PBT PAT Revenue EBITDA 4.8% 3.6% Margins 9.1% 6.5% 7.5% 5.7% 778 **584** 938 11,368 739 10,327 550 **406** Q1FY25 Q1EY26 Q1FY25 Q1FY26 Q1FY25 Q1FY26 Q1FY26 Q1FY25 Milk Revenue **VAP Revenue Fat Products Ice-cream** 810 337 5,941 4,034 5,621 3,822 312 **468** 60/0 60/0 730/0 800 Q1FY26 Q1FY25 Q1FY25 Q1FY26 Q1FY25 Q1FY26 Q1FY25 Q1FY26

(Rs. In Mn.)

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Weather-Led Blip in VAP; Category Fundamentals Remain Strong



174

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Jun

147

Control, Leaner Model: *Yogurt's Next Chapter with Heritage*





HNFPL, **a 50:50 JV** between HFL and France's Novandie.



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HFL acquired 44.4% additional stake in HNFPL, increasing the Company's total holding **to 94.4%**

Integrated, leaner supply chain driving speed and efficiency











Heritage Nutrivet Limited – Wholly owned subsidiary





Leading livestock feed producer & distributor in 9 States across India.



Serving **farmers** across **6 states**.



Strong **farmer connect** with deep understanding of rural practices.



Customized nutrition solutions for diverse livestock needs.

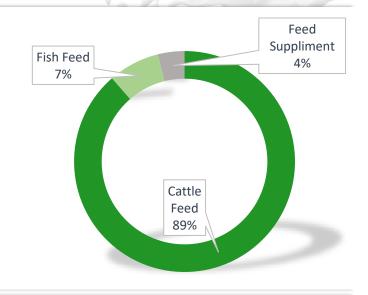


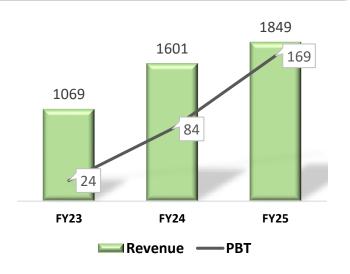
Enhances **livestock health** and longevity, boosts **milk yield**, prevents **energy deficiencies**, and promotes sustainable, **innovation driven nutrition**. 15+ Products





Product Portfolio







Crafting cold delights: Ice Cream Plant Taking shape at Shamirpet

(100) ICE CREAM BLOCK

Consolidated Financial Performance



Particulars (INR Mn)	Q1FY26	Q1FY25	Y-o-Y (%)	Q4FY25	Q-0-Q (%)
Operating Income	11,368	10,327	10%	10,485	8%
Expenses	10,629	9,389	13%	9,686	10%
EBITDA	739	938	(21)%	799	(7)%
EBITDA Margins (%)	6.5%	9.1%	(258) Bps	7.6%	(112) Bps
Depreciation	187	166	12%	178	5%
Finance Cost	42	34	24%	42	1%
Other Income	53	56	(5)%	65	(19)%
Share of Profit/(Loss) of an associate & Joint Venture	(13)	(16)	-	(15)	-
Exceptional Item	-	-	-	(87)	-
Profit Before Tax	550	778	(29)%	542	1%
Tax	144	193	(26)%	160	(10)%
Profit After Tax	405	584	(31)%	382	6%
PAT Margins (%)	3.6%	5.7%	(209) bps	3.6%	(7) bps
Other Comprehensive Income	(3)	(3)	_	(5)	_
Total Comprehensive Income	402	582	(31)%	377	6%
EPS Diluted (INR)	4.4	6.3	(30)%	4.1	6%

Q1FY26 Key Marketing Actions



Launched New Heritage Livo – Badam Milk and Yogurt Aiming to build an emotional bond with the consumer by establishing Heritage Milk as a Duration: Key markets: partner in Mom's quest for pure milk AP/TG, TN, KA, Mumbai and Delhi April – July'25 nutrition for her children. **Top Channels** TVC Value Ads Influencer campaign Visibility maa ZEEతెలుగు SANDEEP GENERAL STORE விஜய் ZEEಕನ್ನಡ

Q1FY26 Key Marketing Actions

Launched New Heritage Livo platform – for "Healthy Living"

Livo as a platform to introduce and re-position dairy ready to consumer dairy products as healthy alternative to junk, unhealthy drinkables as well as foods and promoting active, holistic lifestyle for young professionals

Heritage Livo Badam Milk with Vit A & D

Heritage Livo High Protein Yogurt





Heritage: Delivering across the Dairy Value Chain

Operating as a large FMCG company



Winning Model

Deep relation with 300,000+ farmers, built on immutable principles.

Unique, federated supply chain model that gives a strong advantage of 'freshness'.

Top brand in Southern metro cities, on brand recall and loyalty*

Strong professional leadership that thrive in this 'Great Place to work'. *Brand Health Track – internal study



Operational Excellence

3 Decades of Operations

2.5 MLPD Chilling capacity

2.83 MLPD Processing Capacity

18 Plants closer to the consumer

10 Mn consumers serviced daily

*As of FY25



Business Metrics

Revenue CAGR 16% (FY22-FY25)

25.0% Gross margin

8.0% EBITDA Margin

0.18 Net Debt/Equity

24.3% ROCE



Balanced Full Stack Portfolio









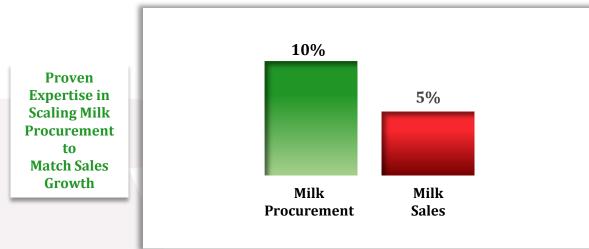


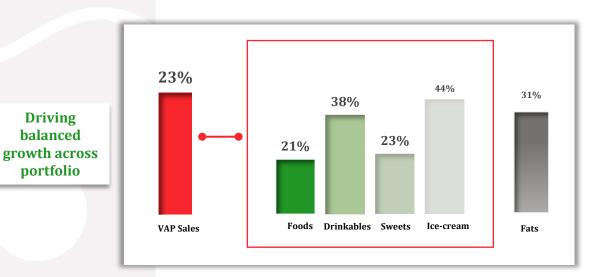


*As of FY25

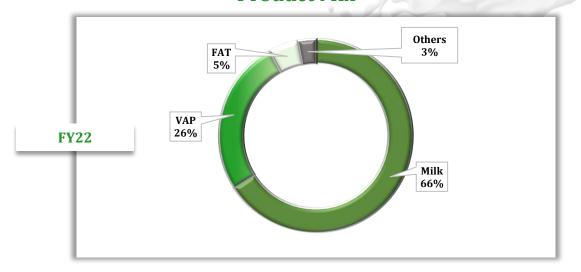
Strong Volume Led Growth in Dairy

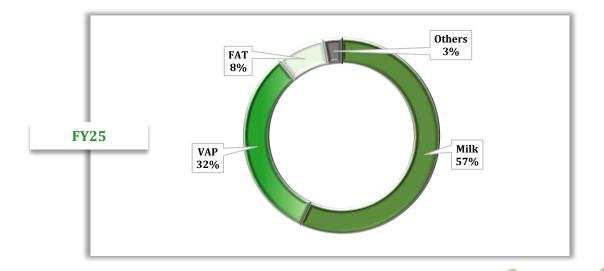
3 Year CAGR (FY22-FY25)





Product Mix





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From Dairy to Your Door: The Journey of Milk

Milk Procurement

300,000+ Farmers across 9 states

1.8 Mn Litres Procurement per day

> **Zero** Milk Holiday



2.5 MLPD Chilling Capacity

Chilling

Centers

190

Chilling Centres /

Bulk Coolers



Processing Plant

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18 State of the art Processing Plants

> Digitally Enabled

Distribution Network

> 2100+ Vehicles

7400+ Distributors

205,000 Retail Outlets

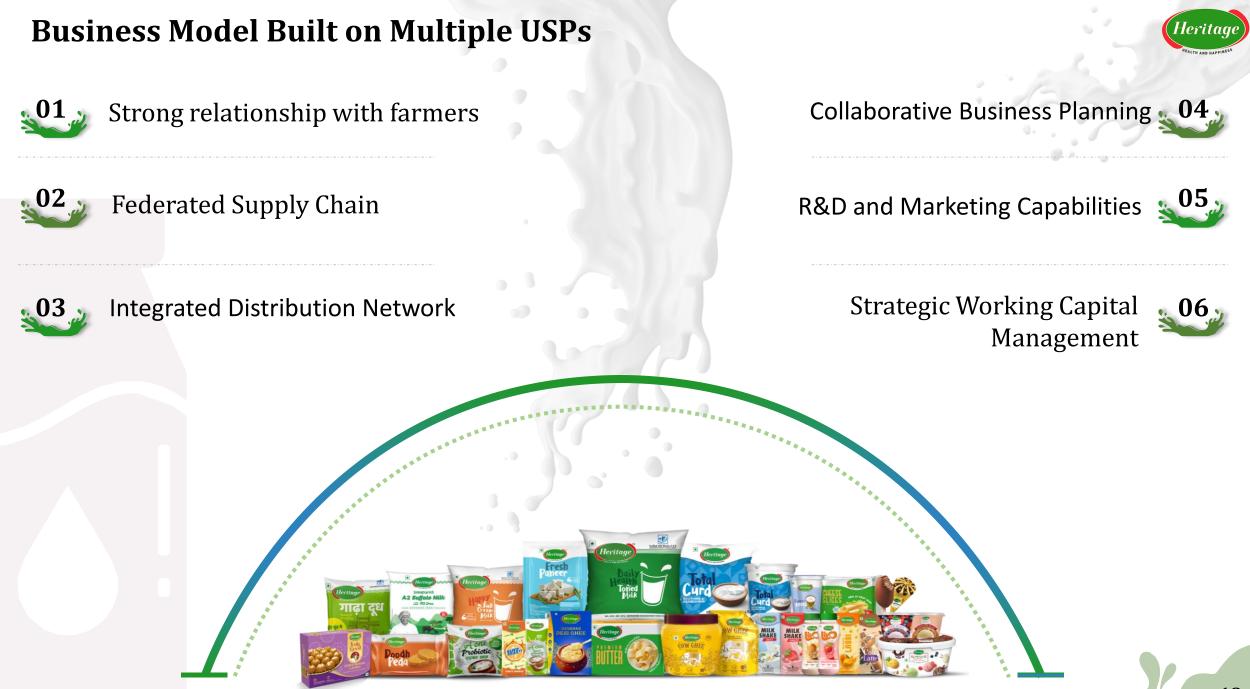
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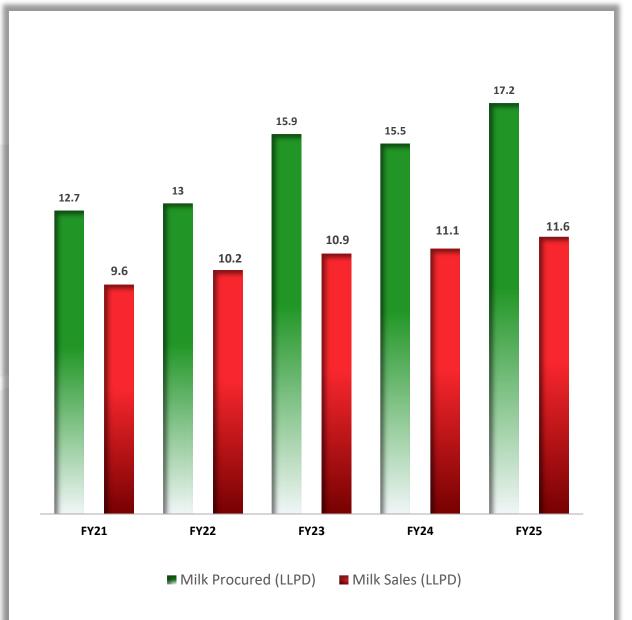
Mrs. Nara Bhuvaneswari,

Vice - Chairperson & Managing Director

At Heritage, we drive sustainable shareholder value through innovation, operational efficiency, and environmental stewardship, ensuring long-term growth, market leadership, and prosperity for all stakeholders.



Strong relationship with farmers - *Milk Procurement: Preferred Buyer*





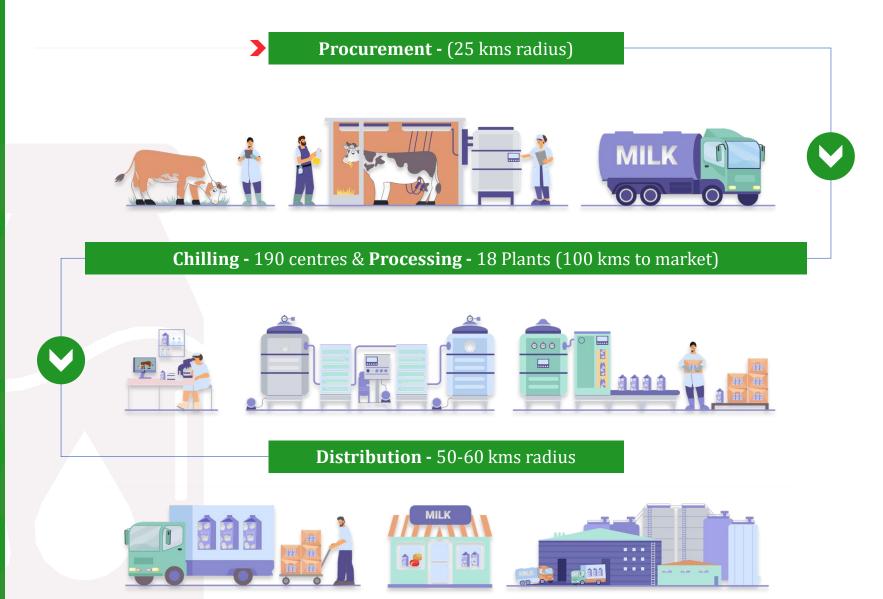
Transparency and accurate measurement

Fair pricing based on measurement of solids (fat and SNF) delivered

Faster and guaranteed cashflow to farmers - Thrice a month payment

- No Milk holiday since inception

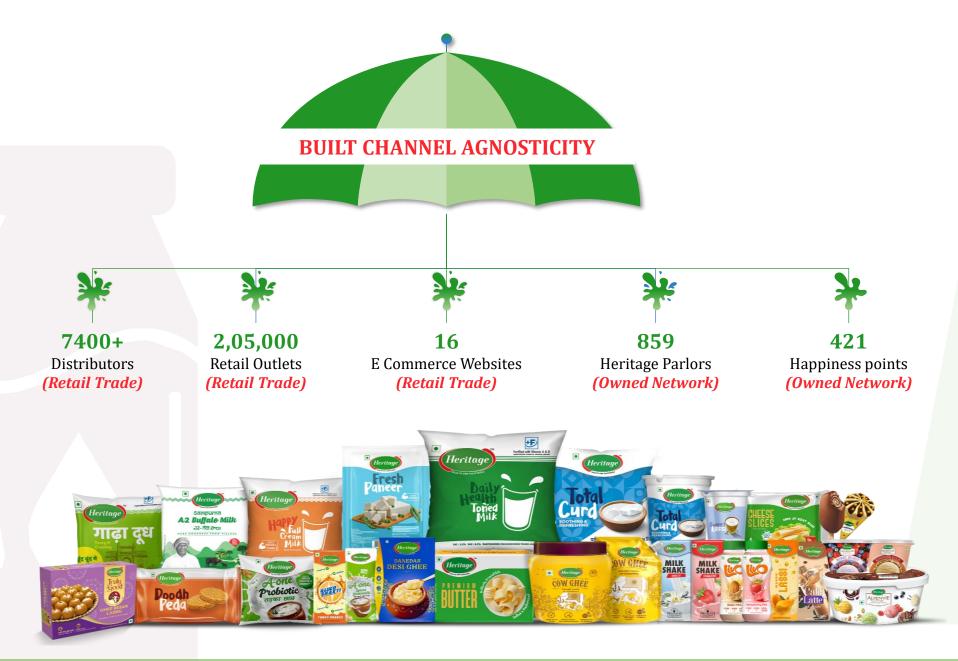
Federated Supply Chain - *Operating as a large FMCG company*



This reduces distance traveled by milk and maintains freshness

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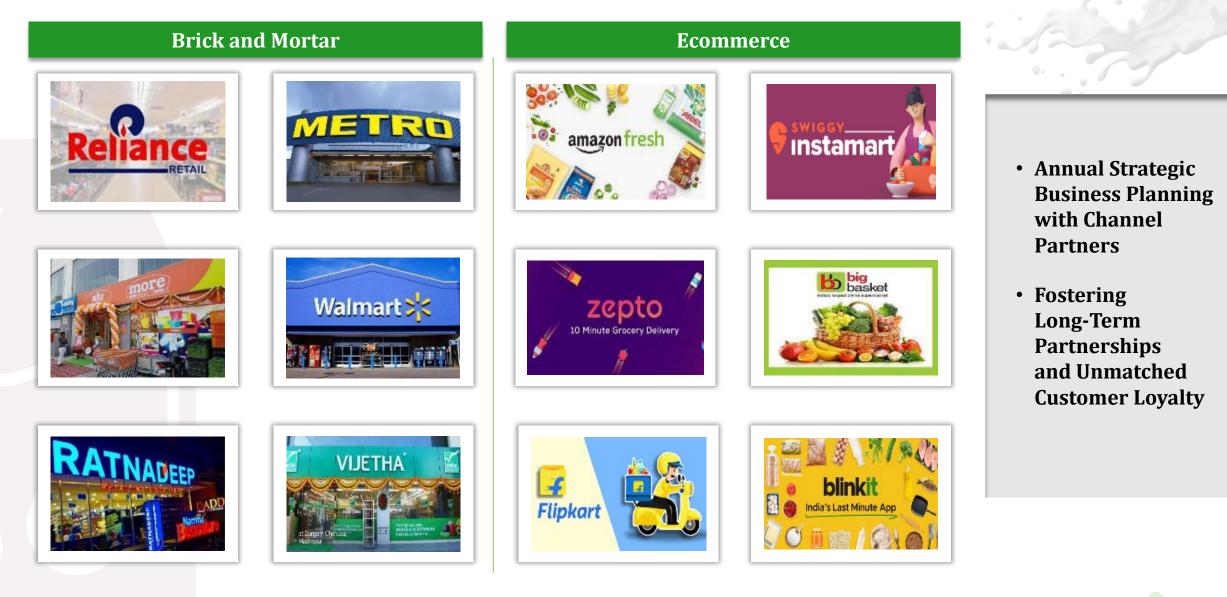
Integrated Distribution Network - 75% of pin codes in 17 states



- Happiness points revenue increased to 5-6% in FY25.
- WhatsApp commerce has also been launched servicing ~500 neighbourhood households.

Fostering Strategic Partnerships Through Collaborative Business Planning





R&D and Marketing Capabilities

New Product Launches





- ABECA 2025 (AmbitionBox Employee Choice Award) by the Naukri team, ranking among India's Top Rated FMCG Companies
- Certificate of Appreciation from Govt. of Telangana for groundwater management at Shamirpet Plant.
- Bronze Medal at the 6th CII-FACE Kaizen Awards 2024 for food safety and quality at Bayyavaram Plant.
- Gold at E4M IMA South 2024 for New Product Launch FMCG.
- Silver at E4M IMA South 2024 for Integrated Marketing Heritage Paneer Campaign.
- Silver at E4M IMA South 2024 for Branded Content Heritage Buffalo Milk.
- Bronze at E4M IMA South 2024 for Digital Marketing Heritage Howzzatt Campaign.
- Bronze at E4M IMA South 2024 for Omni Channel Marketing Heritage Buffalo Milk.

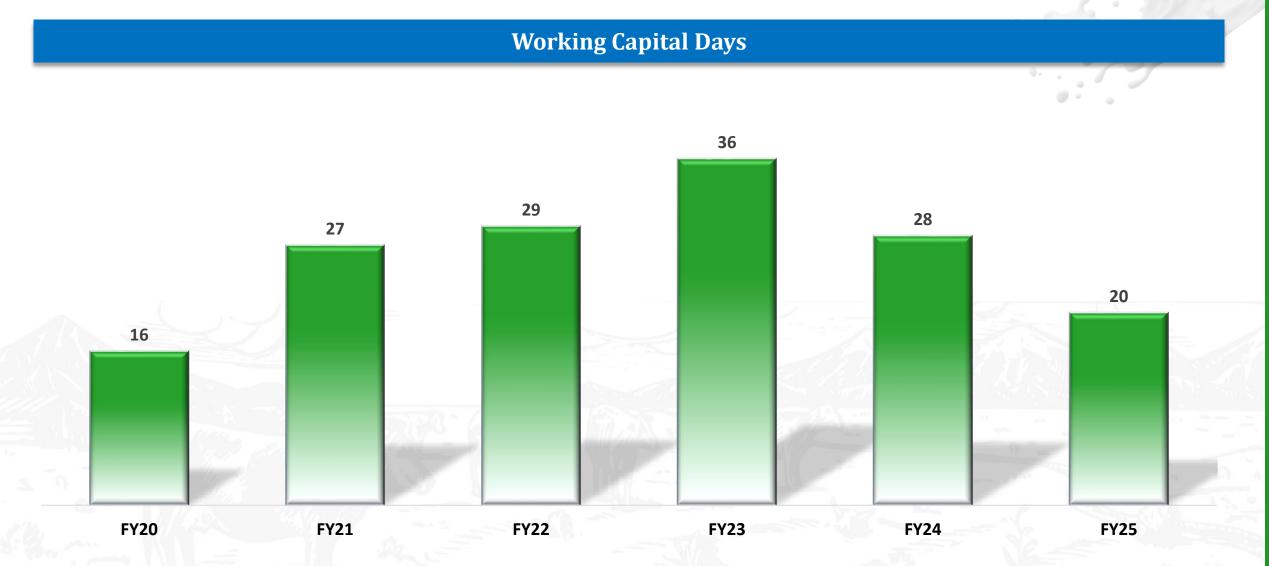






Strategic Working Capital Management - Significant Reduction over last one year





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Mrs. Nara Brahmani Executive Director

We create value by staying flexible, introducing innovative products, and expanding into high-growth markets to meet consumer needs and drive sustainable growth.

Clear Strategic Priorities to Drive Future Growth





Geographical Footprint Margin Expansion



Brand Building

Highly Tech Enabled

Geographical Footprint





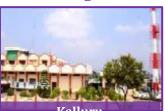
Manor

Karnataka

Yadavanahalli

Tamil Nadu









Haryana









Narket pally



Uppal

Andhra Pradesh





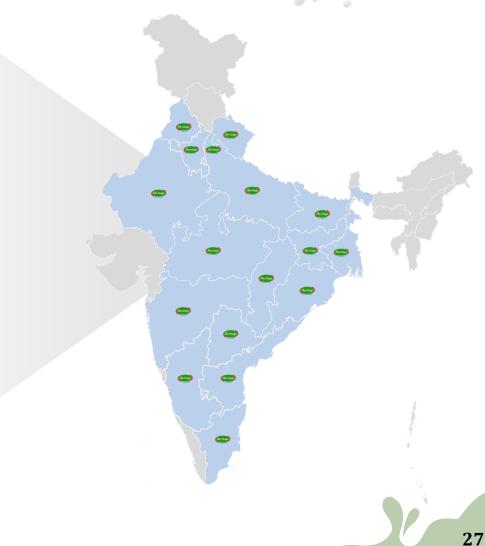




Gokul

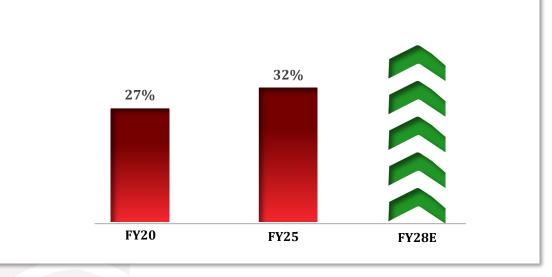
INDICATORS :

- Milk and Milk Products Sales 17 States
- Milk Procurement 9 States



VAP portfolio to Improve Margins

Higher Contribution of VAP (exc. Bulk FATS) to Revenue



Higher Gross Margins

Factors Driving VAP growth :

- Urbanisation
- Unorganised to Organised shift in the sector
- Higher disposable income

Industry Growth potential (By Category) :

Category	Organised Market Share	CAGR (next 7 years)
ICE CREAM	40%	18-20%
CURD	14%	21-23%
PANEER	4%	23-25%
GHEE	18-19%	9-12%

From Commoditized to Customized - Shaping unique experiences in a world of sameness



Truly Good Sweets Bring home the taste of tradition, every time







Livo Drinkables – Sip Pure. Live More.



SARVAGUNA Milk - the all - rounder your kitchen can count on.



Truly Good Gawa ghee – Bengal's own rich, aromatic brown ghee.



Total Curd – Full of Goodness, Packed with Taste.



Digitally Enabled Operations



Customer Live Application helps streamline sales and costs attributable while creating a responsible and accountable support environment at Heritage DIGIT Centre DMS

Distributor Management System helps streamlining the primary and secondary sales process from Agent level up to the counter sales level in an authentic manner Heritage VET+ is a one-stop solution for milch animal management. It provides virtual primary veterinary care, nutrition and best practices in dairy management

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VET 🕂



We prioritize the highest standards of quality in every product we produce, ensuring that our consumers receive only the best, fresh, and nutritious dairy options. **Diversified and Growing Product Portfolio**



TOTAL SKU's : 400+

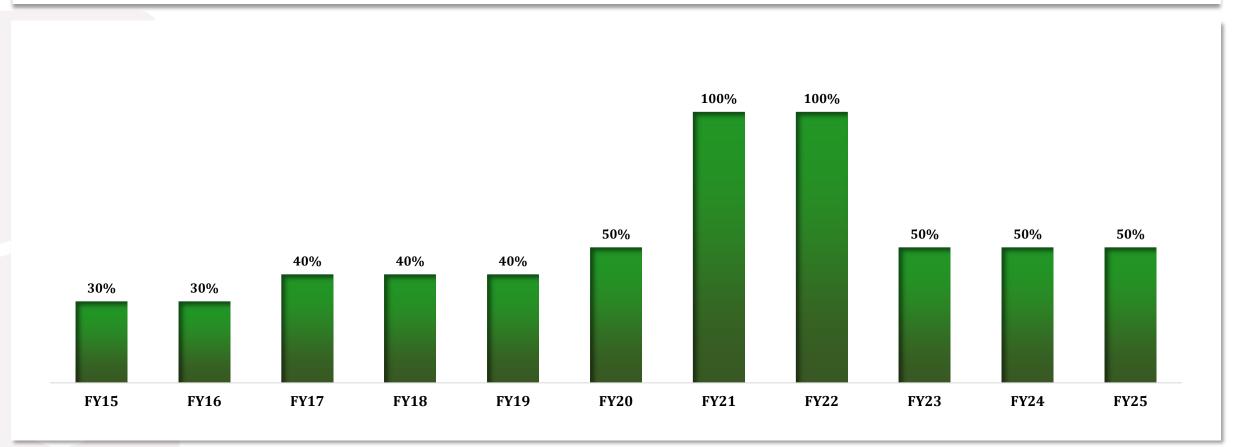


Focused on Shareholder Value Creation - Consistently Paying Dividend



The company maintained its commitment to shareholders by continuing to pay dividends, even during the challenging COVID years.

PERCENTAGE OF DIVIDEND OF FACE VALUE

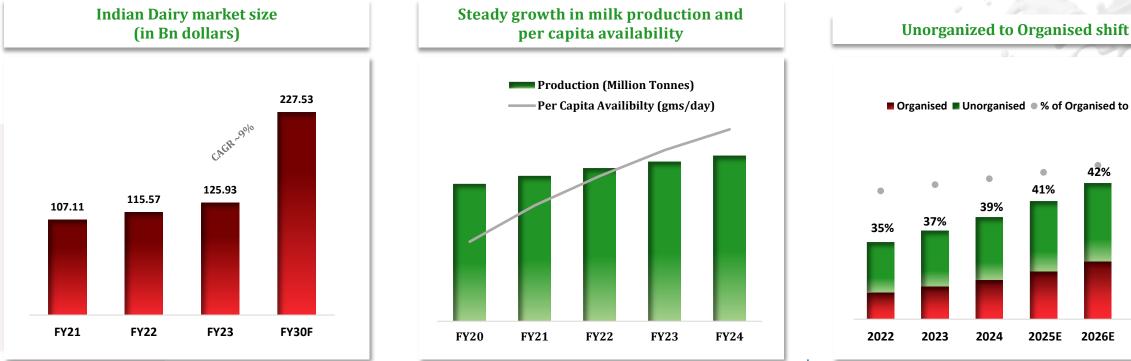


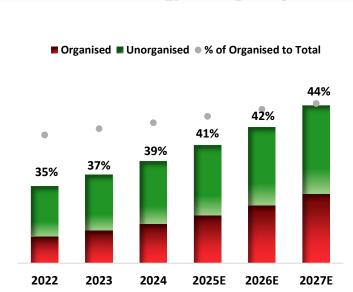
Srideep Kesavan CEO

At Heritage, we transcend the identity of a dairy company, embodying the essence of a progressive FMCG brand. Rooted in tradition yet driven by innovation, we craft products that enrich lives, inspire trust, and uphold uncompromising quality.



India's Dairy Industry: Poised for Significant Growth





- India the largest milk producer by contributing 23% of global milk production
- Huge availability of milk in the country boosts the production of value-added and processed products.
- Government impetus National Action Plan for Dairy Development (NAPD), National Programme for Dairy Development (NPDD), Interest Subvention on Working Capital Loans for Dairy Sector.

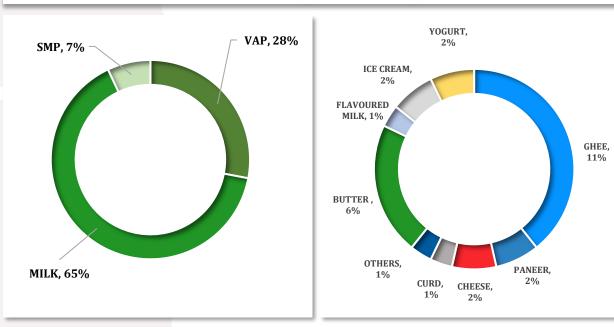
- ~40% of milk sales are handled by the organized sector, while 60% is managed by the unorganized sector.
- In contrast, developed nations process around 90% of surplus milk through the organized sector.

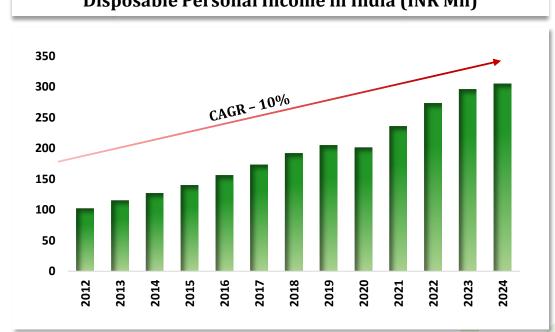
Shifting Towards VAP: Unlocking New Growth Opportunities



Says Mohit Makhija, Senior Director, CRISIL Ratings, "Amidst modest growth of 2-4% in realisation, the dairy industry's revenues are seen rising on healthy 9-11% growth in volumes. VAP segment - 40% contributor to the industry revenues - will be the primary driver, fueled by rising income levels and consumer transition towards branded products. Rising sales of VAP and liquid milk in the hotels, restaurants and cafes (HORECA) segment will also support the revenue growth."

Product contribution to organised Dairy sector Revenue





Disposable Personal Income in India (INR Mn)

ESG

Enviornmental

6.46 MW solar capacity 6.30 MW wind capacity

Lowering carbon footprint through climate - aligned initiatives.

100% facility coverage under waste minimization and recycling framework.

12.76 MW renewable capacity fulfilling 39% of total power needs.

2,837 Cattle Health Camps Conducted

Social

72,853 Cattle Treated



HFWA empowers farmers with high - yield practices and income - boosting support.

VET+ app: a 24/7 digital vet and dairy guide in every farmer's pocket.

Thousands of cattle treated - transforming animal health and farmer prosperity.

Governance

Total Board Size :

7 Whole Time Directors, 2 Independent Directors, 4 Non-Independent Directors, 244 years of cumulative corporate exposure



Governed with integrity and transparency, rooted in the Group's legacy of ethical leadership.

> Experienced board driving strategic, cross - sector decision - making.

Balanced and independent oversight focused on long - term stakeholder value creation.



Board of Directors





Mr. Angara Venkata Girija Kumar *Chairperson, Non-Executive Independent Director*

Commerce graduate, MBA, AIII, and Member of FSIB, Ministry of Finance. Former CMD of Oriental Insurance with 40+ years of global insurance experience; also served as Independent Director in top conglomerates.



Mrs. Aparna Surabhi Non-Executive Independent Women Director

FCA with B.Com and LL.B. from Bombay University, practicing since 1991. Brings 33+ years of audit and start-up consulting experience. Currently CFO & CHRO at Caliber Technologies Pvt. Ltd.

Mr. M P Vijay Kumar Non-Executive Independent Director

Fellow Member of ICAI, ICMA, and ICSI with 30+ years of experience. Member of IFRS Interpretation Committee and Advisory Council. Former ICAI Council Member, ASB Chairman, and NFRA Ex-Officio Member. Named BW CFO of the Year 2021 and among CIMA's 100 most influential CFOs in India.

Mr. Rakesh Thakur Ahuja Non-Executive Independent Director

Production Engineering graduate from Pune University and Harvard OPM alum. Founded Silver Line Wire Products in 1993, pioneering high-quality plastic-coated wire products for households.



Mrs. Bhuvaneswari Nara Vice Chairperson/Managing Director

Bachelor of Arts with rich business experience, leading Heritage Foods since 1994. Key driver of growth, overseeing operations with a focus on innovation and excellence in the dairy industry.



Mrs. Brahmani Nara *Executive Director*

A graduate in Electrical Engineering graduate from Santa Clara University, MBA from Stanford, and Communication Engineering degree from CBIT, Hyderabad. Since 2014, she has driven innovation and growth at Heritage Foods with her strong technical and strategic expertise.



Dr. M Sambasiva Rao Whole Time Director

A Doctorate in Zoology and about 20 years in the IAS, including as Joint Secretary in the Ministry of Commerce, now drives growth at Heritage Foods with his governance and commerce expertise.

Experienced Leadership Team with Proven Expertise





Mr. Srideep Kesavan CEO

He brings over 28 years of experience, with two decades in the packaged food industry as a seasoned marketer and business leader. He has held leadership roles at Coca- Cola India and Olam International Singapore. He is an alumnus of XLRI and CET Trivandrum.



CA A. Prabhakara Naidu CFO



Mr. J Samba Murty *COO*

Company Secretary



A Fellow Member of the Institute of Chartered Accountants of India, he graduated with a university rank in Science from Sri Venkateswara University. With over 36 years of experience in finance and accounts, he has been an integral part of Heritage Foods since its inception, contributing significantly to its growth and financial management.

He holds an MBA in Marketing and a Bachelor's in Science. As the COO of Heritage Foods since 2007, he brings extensive experience in Sales & Marketing. He has previously held leadership roles at APDDCF Limited, Visakha Dairy, NDDB, and Reliance, focusing strongly on the dairy and agribusiness sectors.

He holds a Master's in Economics, LLB, FCS, and LIII. A Fellow Member of the Institute of Company Secretaries of India, New Delhi, and a licentiate from the Insurance Institute of India, Mumbai, he has over 25 years of experience in Secretarial, Legal, Insurance, and Intellectual Property Rights domains.

Historical Consolidated Income Statement



Particulars (INR Mn)	FY23	FY24	FY25
Operating Income	32,407	37,939	41,346
Expenses	31,024	35,844	38,036
EBITDA	1,383	2,095	3,310
EBITDA Margins (%)	4.3%	5.5%	8.0%
Depreciation	561	608	696
Finance Cost	39	91	154
Other Income	121	120	279
Share of Profit/(Loss) of an associate & Joint Venture	(85)	(65)	(69)
Exceptional Item	-	-	87
Profit Before Tax	817	1,451	2,582
Tax	238	385	700
Profit After Tax	580	1,065	1,883
PAT Margins (%)	1.8%	2.8%	4.6%
Other Comprehensive Income	(3)	(11)	(13)
Total Comprehensive Income	578	1,055	1,870
EPS Diluted (INR)	6.33	11.48	20.29

Historical Consolidated Balance Sheet

Particulars (INR Mi	n)	FY23	FY24	FY25
Equity And Liability	у			
Equity Share Capital		464	464	464
Reserve and Surplus		6,795	7,618	9,256
Shareholders Fund		7,259	8,082	9,720
Minority Interest		0	0	0
Total Equity		7,259	8,082	9,720
Non-Current Liabilit	ies			
Long-term Borrowing	gs	332	1,095	1,461
Deferred tax liabilities (net)		247	261	287
Other long-term liabi	lities and provisions	266	302	350
Total non-current li	iabilities	846	1,659	2,098
Current Liabilities				
Short-term Borrowin	gs	1,348	226	283
Trade payables		770	1,450	1,715
Short Term Provision	15	90	108	136
Other current liabiliti	ies	938	1,287	1,631
Total current liabili	ities	3,146	3,071	3,766
Total Equity and Lia	ability	11,250	12,811	15,583

Particulars (INR Mn)	FY23	FY24	FY25
Assets		2	
Non-Current Assets			
Property, Plant and Equipment	6,133	6,968	7,411
Capital WIP	199	201	680
Intangible assets & investment property	84	76	65
Investment in Associate & Joint Venture	144	177	96
Financial assets	107	115	160
Other non-current assets	50	25	320
Total non-current assets	6,717	7,561	8,732
Current Assets			
Inventories	3,789	2,619	3,552
Investments	0	1,222	1,862
Trade Receivables	280	287	380
Cash & Bank Balances	192	838	697
Loans	0	0	0
Other Current Assets	271	283	360
Total Current Assets	4,533	5,250	6,852
Total Assets	11,250	12,811	15,583

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Strengthening Financial Health: Key Balance Sheet Ratios (Standalone)

 Current Ratio
 ROCE
 FATR

 1.8
 23.1
 6.2
 6

 1.7
 1.8
 0
 0
 0

FY24



Debt/Equity

0.16

FY24

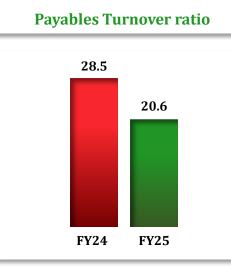
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FY25



FY25

FY24



FY25



FY24

FY25



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THANK YOU

Company Contact

Mr. Umakanta Barik Company Secretary and Compliance Officer

Mail id : hfl@heritagefoods.in Contact : 040-23391221/22

Heritage

HEALTH AND HAPPIN

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