

May 20, 2022

DCS-CRD
BSE Limited
Phiroze Jeejeebhoy Towers
Dalal Street
Mumbai - 400 001

DCS-CRD
National Stock Exchange of India Ltd.
Exchange Plaza
Bandra-Kurla Complex
Bandra (E), Mumbai - 400 051

Scrip Code: 519183

Symbol: ADFFOODS

Sub: Investor Presentation

Enclose please find Corporate Presentation of the Company for the Fourth Quarter and Year ended March 31, 2022.

The aforementioned Presentation has been uploaded on the Company's website viz., www.adf-foods.com

You are requested to take the above on your records.

Yours faithfully,

For **ADF Foods Limited**


Shalaka Ovalekar
Company Secretary



Encl: As above



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 *

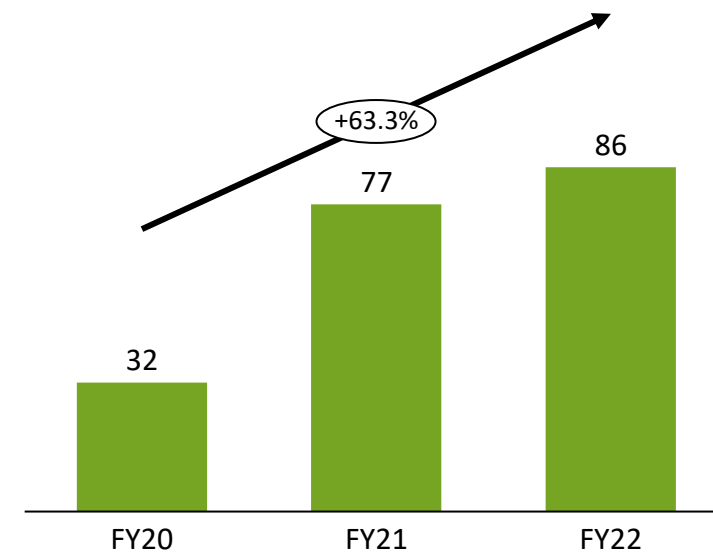
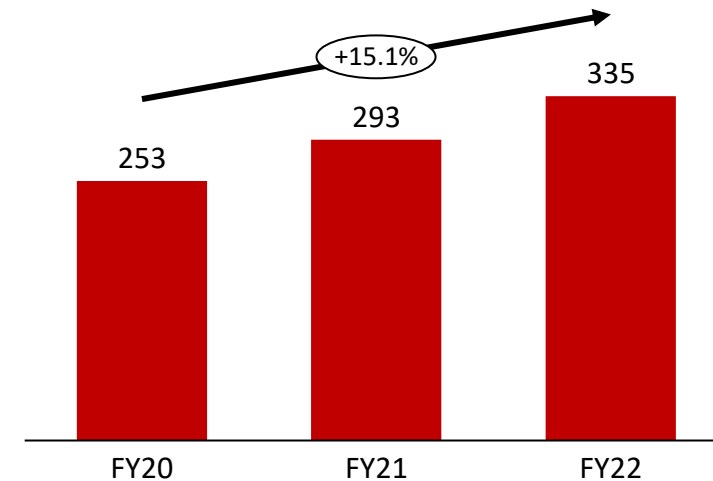
PROCESSED FOODS BUSINESS

- 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 (₹ Cr)



PRODUCT PORTFOLIO



Frozen Products

Ready-to-eat & Ready-to-cook

Food Accompaniments

Spices & Others

Mexican Products

Shelf Stable Products

400+
SKUs

Select key products

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

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

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

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

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

Frozen Products

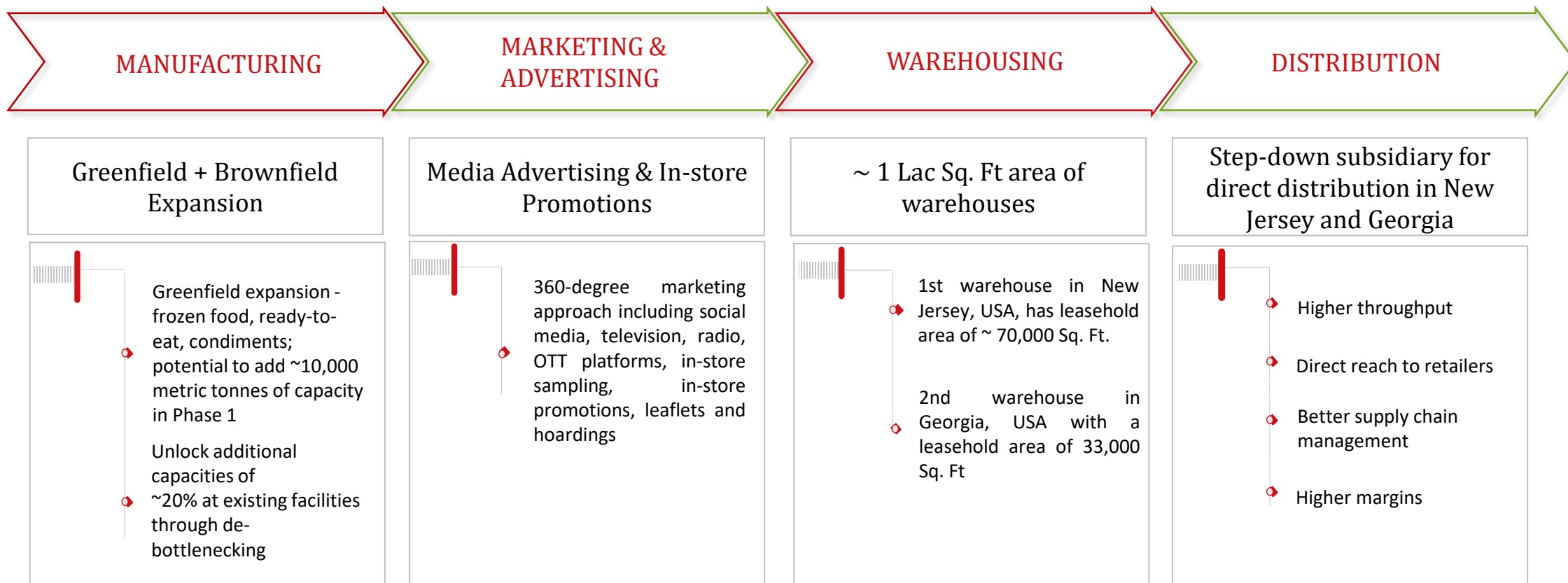




CUSTOMER CENTRIC APPROACH

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, frozen breads, frozen 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



Positioning

Primarily targeting urban Indian customers

Products

Meal accompaniments, pastes, sauces

Geographies

Sold and marketed primarily in Mumbai, India

Retail Channel

Available in Reliance Retail, Sahakari Bhandar & Haiko; and select online channels



Positioning

Non-GMO, all natural, vegan, vegetarian

Products

Meatless meatballs

Geographies

USA

Retail Channel

100% from mainstream/ modern trade stores



Frozen Organic Mexican Food

Organic, made with USDA certified organic ingredients

Hand rolled burritos

USA

100% from mainstream/ modern trade stores



Mughlai course - kebabs, curries, naans, pulao, along with acharis

Easy to cook frozen meals

In planning stage

In planning stage

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%

New Facility

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

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

**EXPORTER
OF THE
YEAR**

Best Overall exported 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.

Warehousing and Distribution Facilities



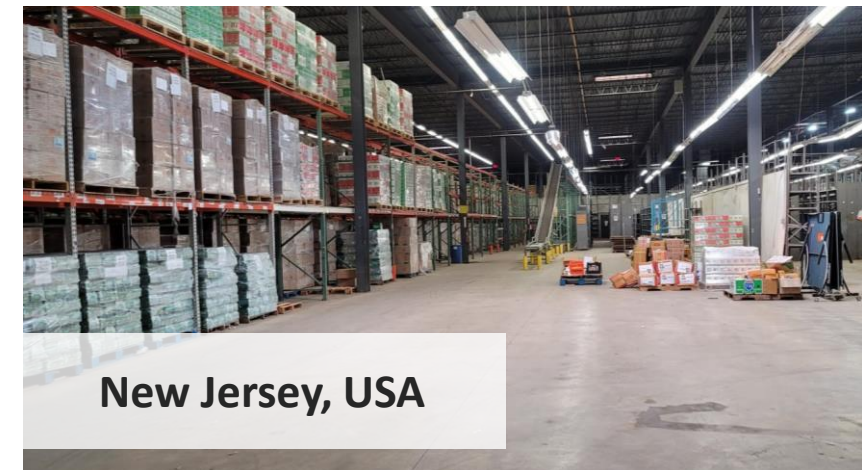
Atlanta, USA

New Jersey: 66,000 sq.ft.

Atlanta: 34,000 sq.ft.



Atlanta, USA



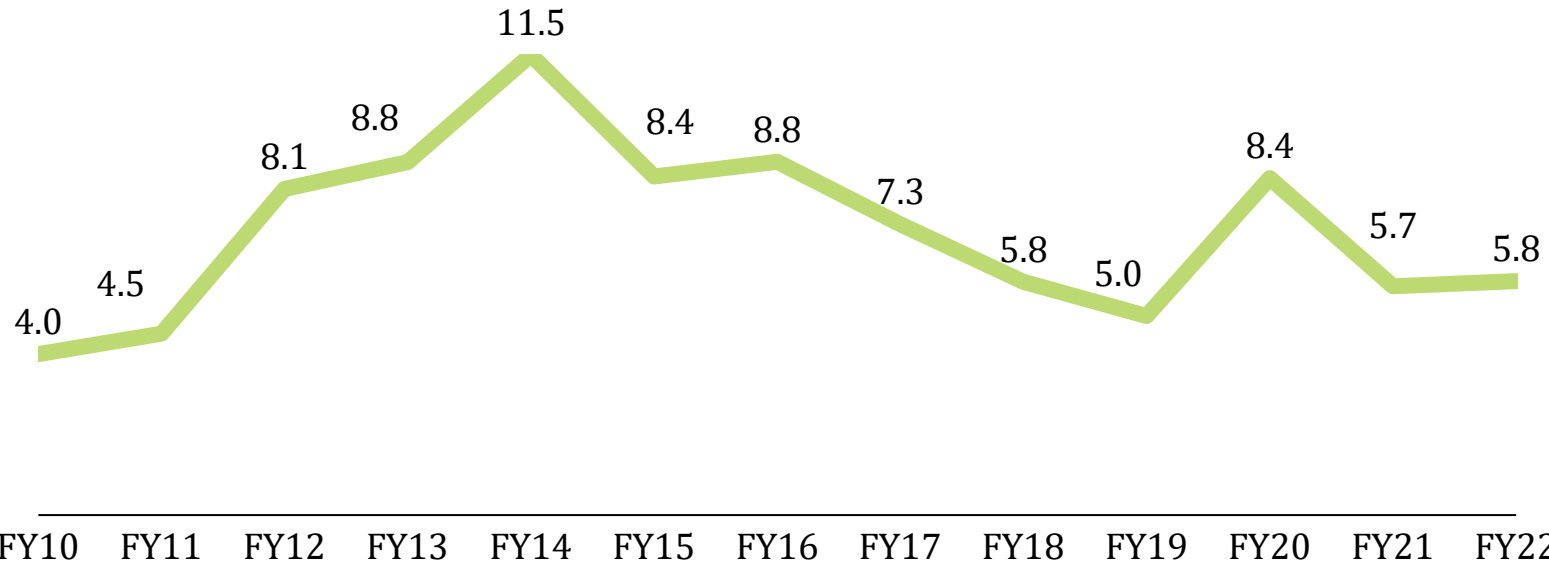
New Jersey, USA



New Jersey, USA

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 during the scheme tenure from FY'21-22 to FY'25-26
- This will help in augmenting export sales through increased branding expenditure



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

9

COUNTRY MANAGERS



STRENGTHENING DISTRIBUTION



- Positioning**
- Products**
- Geographies**
- Retail Channel**

- Unilever is a Fortune 500 FMCG company selling products like tea, coffee, beverages, etc. across the globe.
- Indian tea and coffee beverages, soups & wheat flour
- USA and UK
- Mainstream/ modern trade stores as well as ethnic stores

- Patanjali Ayurveda is a rapidly growing Indian multinational consumer goods company based in Uttarakhand, India
- Natural, herbal and ayurvedic packaged goods
- UK and Western Europe
- Mainstream/ modern trade stores as well as ethnic stores

INVESTMENT IN DISTRIBUTION





STRATEGY & OUTLOOK

VALUE PROPOSITION WITH GROWTH DRIVERS

Processed Foods

FY22 Revenue ₹ **335.3 Cr**

FY22 ROCE **33.8%***

Distribution

FY22 Revenue ₹ **85.9 Cr**

FY22 ROCE **19.6%***

Growth Strategies

- ◆ QSR / Cloud Kitchen
- ◆ India Business
- ◆ 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

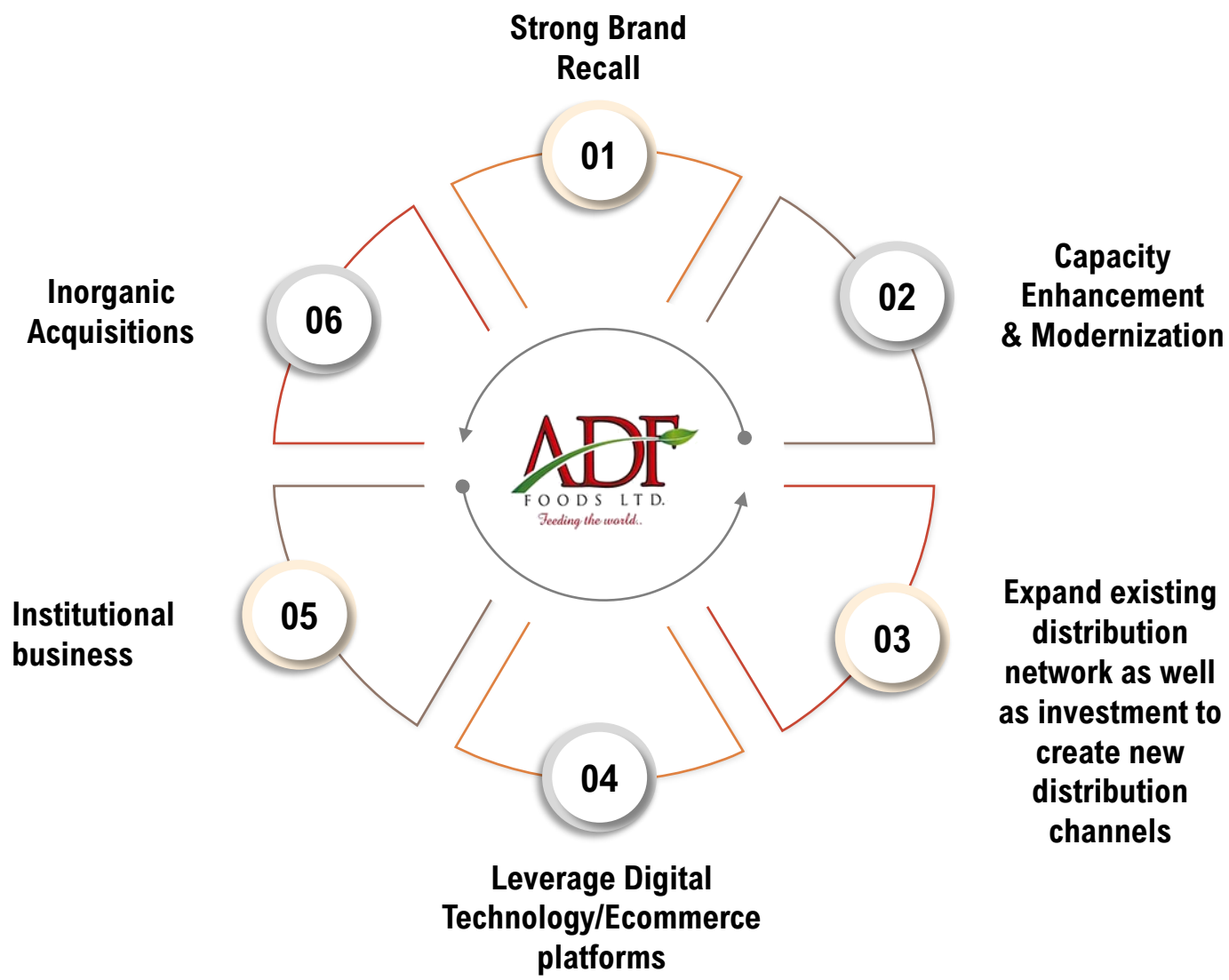
◆ Stronger position with retailers

◆ Cross Selling

◆ Loyal customer base

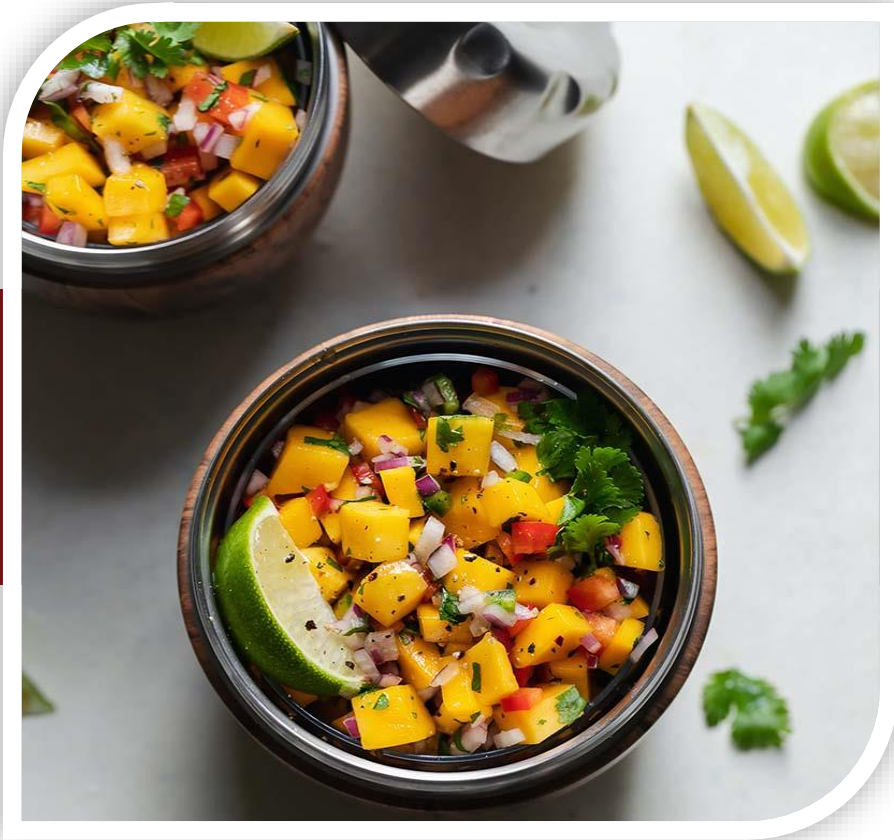
◆ Complimentary products

AT AN INFLECTION POINT



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

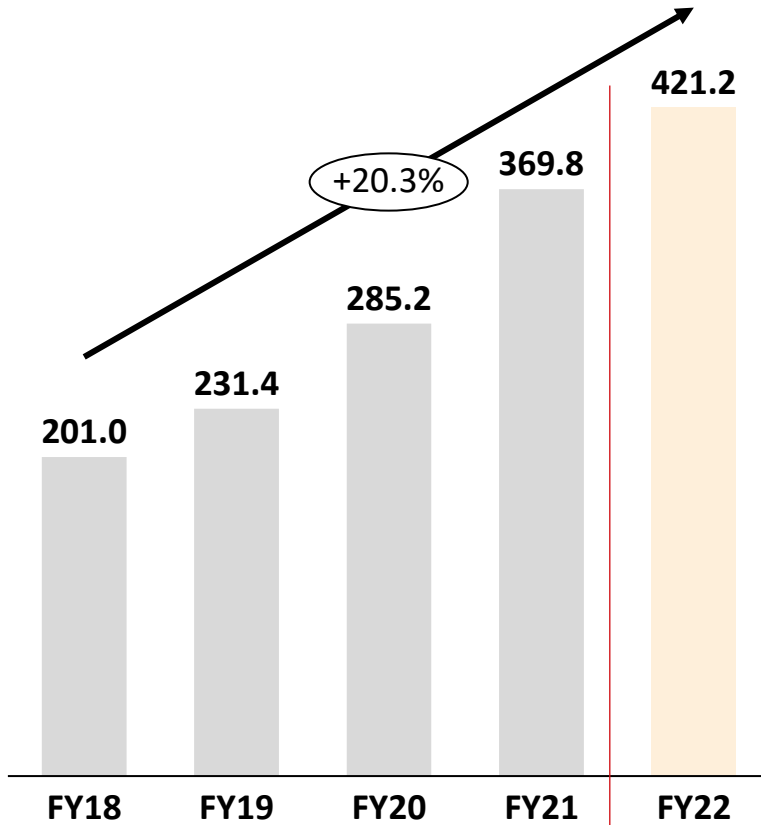




FINANCIAL PERFORMANCE

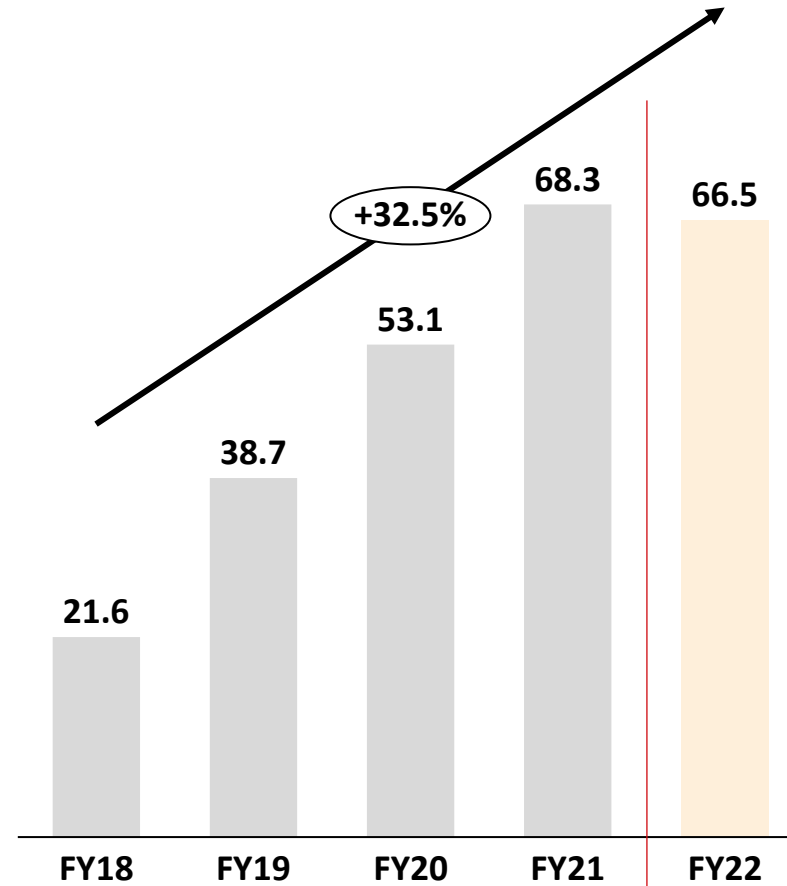
STRONG & SUSTAINABLE FINANCIAL PERFORMANCE

REVENUE (₹ Cr)



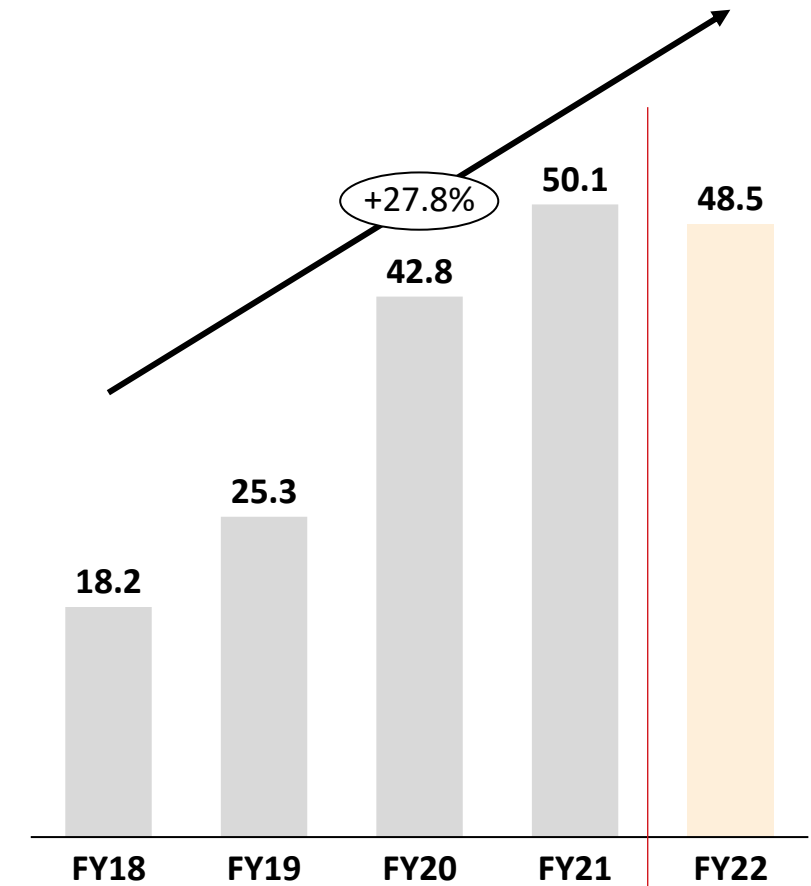
EBITDA (₹ Cr) & MARGIN (%)

10.7%	16.7%	18.6%	18.5%	15.8%
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PAT (₹ Cr) & MARGIN (%)

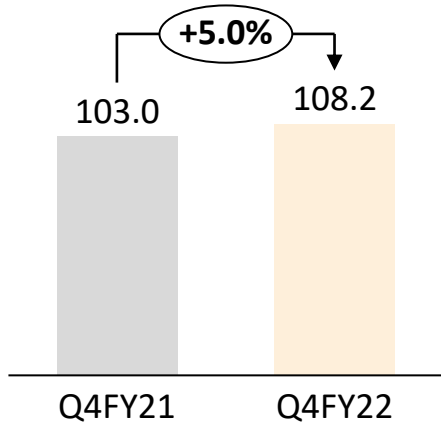
9.1%	10.9%	15.0%	13.5%	11.5%
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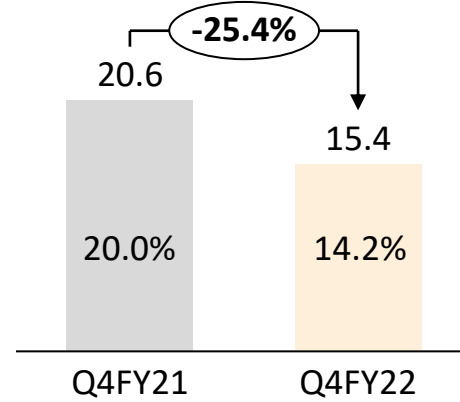
Q4 & FY22 CONSOLIDATED RESULT HIGHLIGHTS

REVENUE (₹ Cr)

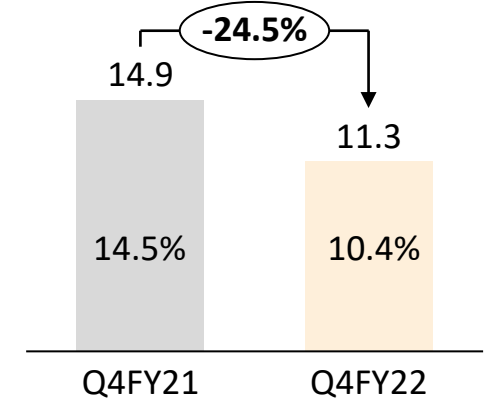
Quarter performance



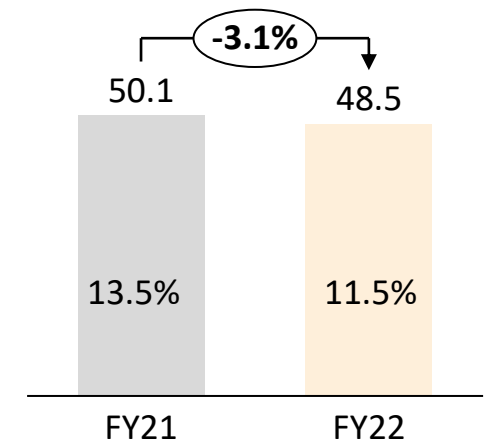
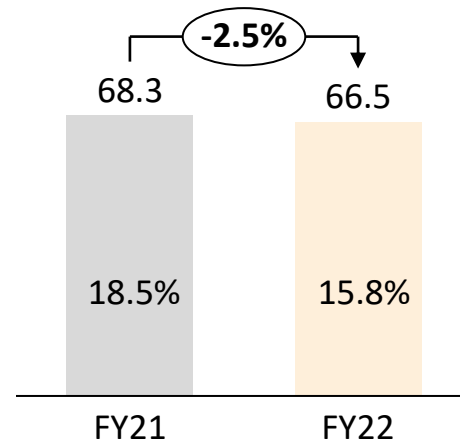
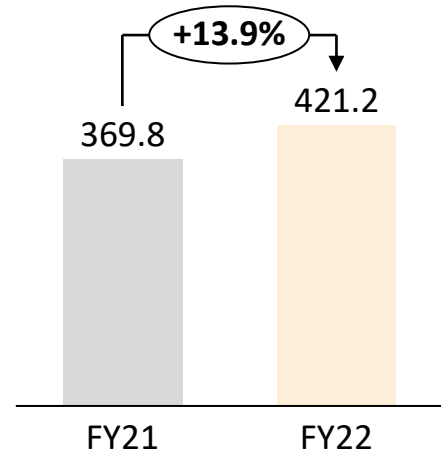
EBITDA (₹ Cr) & MARGIN



PAT (₹ Cr) & MARGIN



Annual performance



Q4 FY22 CONSOLIDATED PROFIT & LOSS

Particulate (₹ Cr)	Q4FY22	Q4FY21	Y-o-Y	Q3FY22	Q-o-Q	FY22	FY21	Y-o-Y
Revenue from Operations	108.2	103.0	5.0%	117.1	-7.6%	421.2	369.8	13.9%
Cost of Materials consumed	30.5	30.2		26.9		120.2	107.3	
Purchase of stock-in-trade	17.7	37.3		10.6		88.8	124.9	
Changes in Inventories	2.4	-10.5		16.5		0.7	-17.1	
Gross Profit	57.5	46.0	25.0%	63.1	-8.9%	211.5	154.7	36.7%
GP Margin	53.1%	44.6%		53.9%		50.2%	41.8%	
Employee Benefits Expense	6.3	5.3		6.5		23.6	17.6	
Other Expenses	35.8	20.1		36.8		121.5	68.8	
EBITDA	15.4	20.6	-25.4%	19.8	-22.4%	66.5	68.3	-2.5%
EBITDA %	14.2%	20.0%		16.9%		15.8%	18.5%	
Depreciation and Amortisation Expense	3.1	1.5		2.9		9.1	5.9	
Finance Costs	0.8	0.3		0.7		1.8	1.2	
Other Income	3.9	1.5		1.6		9.5	5.5	
PBT	15.3	20.4	-25.0%	17.9	-14.4%	65.1	66.7	-2.4%
PBT Margin	14.1%	19.8%		15.3%		15.5%	18.0%	
Tax Expenses	4.0	5.5		4.3		16.6	16.6	
PAT	11.3	14.9	-24.5%	13.6	-17.1%	48.5	50.1	-3.1%
PAT %	10.4%	14.5%		11.6%		11.5%	13.5%	

CONSOLIDATED PROFIT & LOSS



Particulate (₹ Cr)	FY22	FY21	FY20	FY19	FY18
Revenue from Operations	421.2	369.8	285.2	231.4	201.0
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
Gross Profit	211.5	154.7	136.1	111.1	87.2
GP Margin	50.2%	41.8%	47.7%	48.0%	43.4%
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
EBITDA	66.5	68.3	53.1	38.7	21.6
EBITDA %	15.8%	18.5%	18.6%	16.7%	10.7%
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
PBT	65.1	66.7	55.3	37.7	32.2
PBT Margin	15.5%	18.0%	19.4%	16.3%	16.0%
Exceptional Items			-0.3	0.0	0.0
Tax Expenses	16.6	16.6	12.2	12.4	14.0
PAT	48.5	50.1	42.8	25.3	18.2
PAT %	11.5%	13.5%	15.0%	10.9%	9.1%

CONSOLIDATED BALANCE SHEET

Equity & Liabilities (₹ Cr)	Mar'22	Mar'21
Equity		
(a) Equity Share Capital	21.3	20.4
(b) Other Equity	321.6	253.1
(b) Non-controlling interest	2.6	
Total Equity	345.6	273.5
Non-Current Liabilities		
(a) Financial Liabilities		
(i) Lease liabilities	49.5	0.1
(ii) Borrowings	10.7	
(iii) Other Financial Liabilities	-	-
(b) Provisions	0.9	0.8
(c) Deferred tax Liabilities (Net)	8.1	7.6
Total Non-Current Liabilities	69.2	8.4
Current Liabilities		
(a) Financial Liabilities		
(i) Borrowings	4.8	-
(ii) Lease Liabilities	4.9	0.6
(iii) Trade Payables	31.6	34.8
(iv) Other Financial Liabilities	11.6	7.2
Other non financial liabilities	1.5	2.0
Provisions	0.1	0.1
Income tax liabilities (net)	1.3	0.3
Total Current Liabilities	55.8	45.1
Total Equity & Liabilities	470.6	327.0

Assets (₹ Cr)	Mar'22	Mar'21
Non-Current Assets		
(a) Property, plant and equipment	115.6	55.9
(b) Capital Work-in-Progress	0.1	0.3
(c) Intangible Asset	21.4	21.3
(d) Goodwill	23.2	-
Financial Assets		
(a) Loans	0.1	0.3
(b) Other Financial Assets	2.3	1.6
Deferred tax assets	2.8	3.4
Income tax assets	5.0	5.0
Other Non Financial Assets	0.7	0.5
Total Non-Current Assets	171.2	88.3
Current Assets		
(a) Inventories	76.2	72.9
(b) Financial Assets		
(i) Investments	39.3	16.6
(ii) Trade Receivable	71.0	64.9
(iii) Cash and Cash Equivalents	54.2	39.8
(iv) Bank balances other than above	23.4	24.9
(iv) Loans	0.4	0.5
(iv) Other financial assets	20.7	10.3
(c) Other non financial assets	14.4	8.7
Total Current Assets	299.4	238.7
Total Assets	470.6	327.0

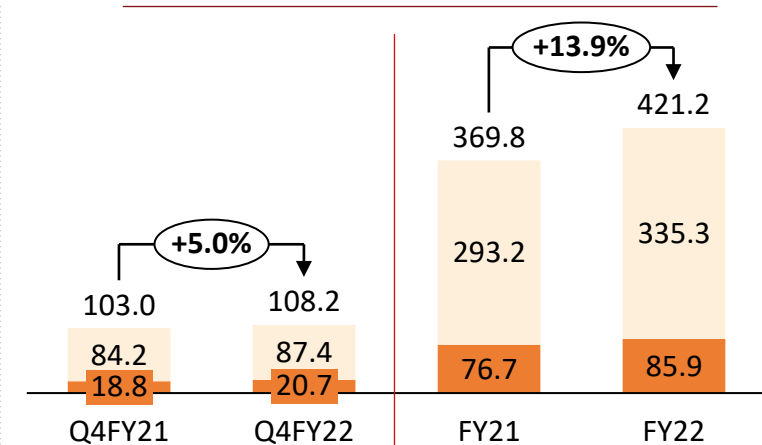
CONSOLIDATED CASH FLOW STATEMENT

Cash Flow Statement (₹ Cr)	Mar'22	Mar'21
Cash Flow from Operating Activities		
Profit before Tax	65.1	66.7
Adjustment for Non-Operating Items	6.5	4.4
Operating Profit before Working Capital Changes	71.6	71.2
Changes in Working Capital	-23.1	-22.4
Cash Generated from Operations	48.5	48.7
Less: Direct Taxes paid	-14.4	-13.2
Net Cash from Operating Activities	34.1	35.6
Cash Flow from Investing Activities	-53.8	-8.2
Cash Flow from Financing Activities	33.0	-7.4
Net increase/ (decrease) in Cash & Cash equivalent	13.3	20.0
Cash and cash equivalents at the beginning of the year	39.8	20.2
Unrealized Foreign exchange restatement in Cash & Cash equivalents	1.1	-0.3
Cash and cash equivalents at the end of the year	54.2	39.8

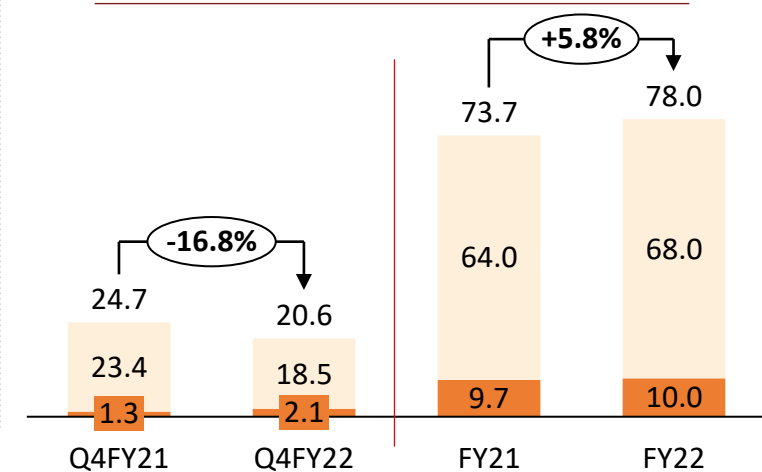
SEGMENT WISE RESULTS BREAK UP

Particulate (₹ Cr)	Q4FY22	Q4FY21	Y-o-Y	Q3FY22	Q-o-Q	FY22	FY21	Y-o-Y
Revenue								
Processed & Preserved Foods	87.4	84.2	3.9%	91.3	-4.3%	335.3	293.2	14.4%
Agency Distribution	20.7	18.8	10.1%	25.8	-19.6%	85.9	76.7	12.1%
Total	108.2	103.0		117.1		421.2	369.8	
Results								
Processed & Preserved Foods	18.5	23.4	-21.1%	18.4	0.5%	68.0	64.0	6.1%
Agency Distribution	2.1	1.3	61.3%	3.4	-38.5%	10.0	9.7	3.9%
Total	20.6	24.7		21.8		78.0	73.7	
Capital Employed								
Processed & Preserved Foods						218.9	182.8	
Agency Distribution						64.6	37.9	
Margin (%)								
Processed & Preserved Foods	21.2%	27.8%		20.2%		20.3%	21.8%	
Agency Distribution	10.0%	6.8%		13.1%		11.7%	12.6%	

REVENUE (₹ Cr)



EBIT (₹ Cr)



Processed Foods Distribution



GOVERNANCE FOCUSED

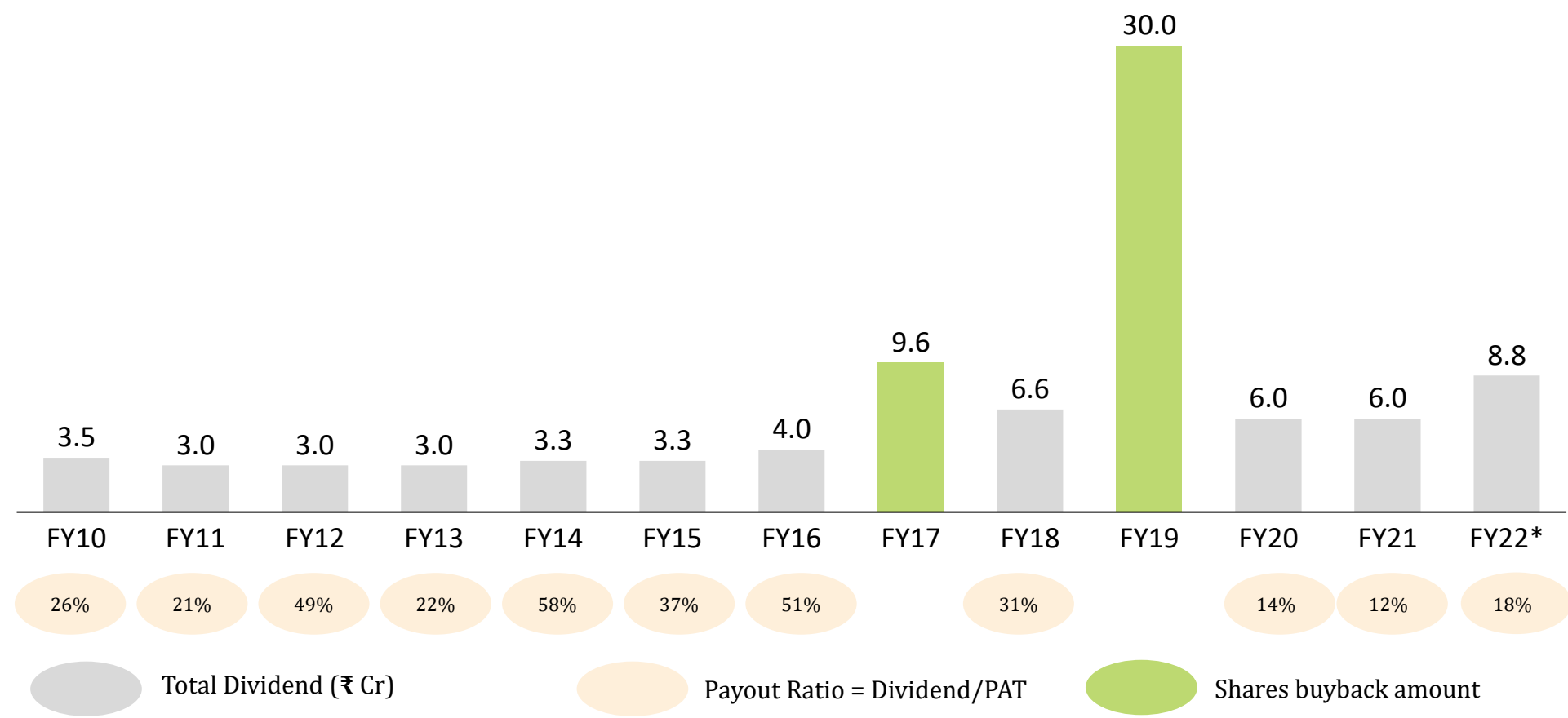
CONSISTENT SHAREHOLDER RETURNS

FY17 Rs 9.6 crore Buyback	FY18 Rs 5.5 crore Dividend Payout	FY19 Rs 30 crore Buyback	FY20 Rs 6 crore Dividend Payout	FY21 Rs 6 crore Dividend Payout	Rs 90.1 crores 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

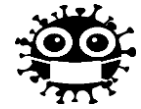


*For FY22, the Board has recommended a dividend of Rs. 4/equity share.

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



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



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.



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.



Jay Mehta
Non-Executive Director

- 35+ years of rich industrial experience
- Executive Vice Chairman of Gujarat Sidhee Cement Ltd and Saurashtra Cement 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 a management trainee from Switzerland and Germany.

**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

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