PRATAAP SNACKS LIMITED

Q1 FY27 Earnings Presentation

2 August 2026

Contents

Company Overview

PSL At A Glance

Large, compounding market

INR 508 Bn market. Growing at 14% CAGR[1]

Significant revenue scale

FY26 Revenue of INR ~ 17.3 Bn
15-year revenue CAGR: 16% [2]

Nationwide manufacturing & distribution footprint

14 manufacturing facilities;
Presence across ~2.5 Mn retail outlets

Market leadership

Market Leader in Rings
Leading Player in Extruded Snacks
Top 5 in Western Savoury Snacks

Diverse product portfolio

Over 150 products + variants across Potato Chips, Extruded Snacks, Namkeen and Sweet Snacks

Experienced Leadership

Founder-led management team guided by an able Board

Source: Nielsen.
(1): For the period 2018-2024.
(2): Revenue CAGR from FY11 to FY26.

Evolution of Prataap Snacks

	2003	2026
Product	Single Product - **Potato Chips**	**Diverse Product Portfolio**
Presence	Single Market – **Mumbai**	**Pan-India Presence**
Facility	Single Facility - **Indore**	**14 Facilities -** 6 Owned and 8 Third Party Facilities

Strong Track Record of Growth

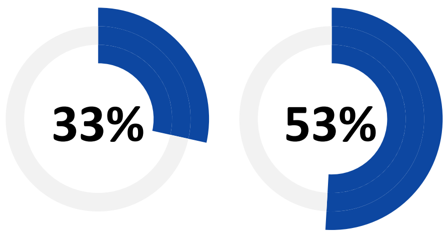
	2011	2026
Revenue	**Rs. 188 Cr**	**Rs. 1,725 Cr**
Products + Variants	**38+**	**150+**
Facilities	**2 Facilities**	**14 Facilities**

15 yr Revenue CAGR – 16% despite Covid impact

Diverse Product Portfolio

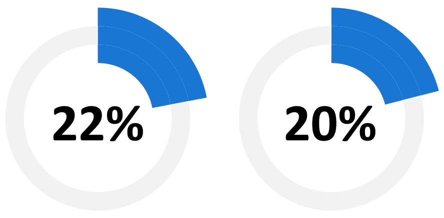
Appealing to consumers and trade partners

Extruded Snacks



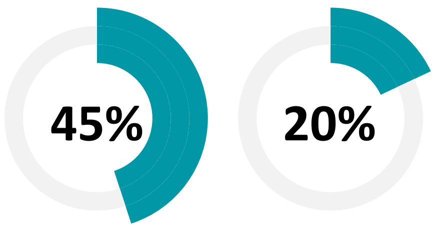
Industry PSL

Potato Chips



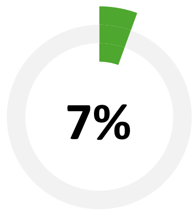
Industry PSL

Namkeen



Industry PSL

Others



PSL

MARKET LEADER IN RINGS I LEADING PLAYER IN EXTRUDED SNACKS I TOP 5 IN WESTERN SAVOURY SNACKS

Established Manufacturing Network

Reduced distribution costs; Improved time-to-market; Disciplined investment mindset

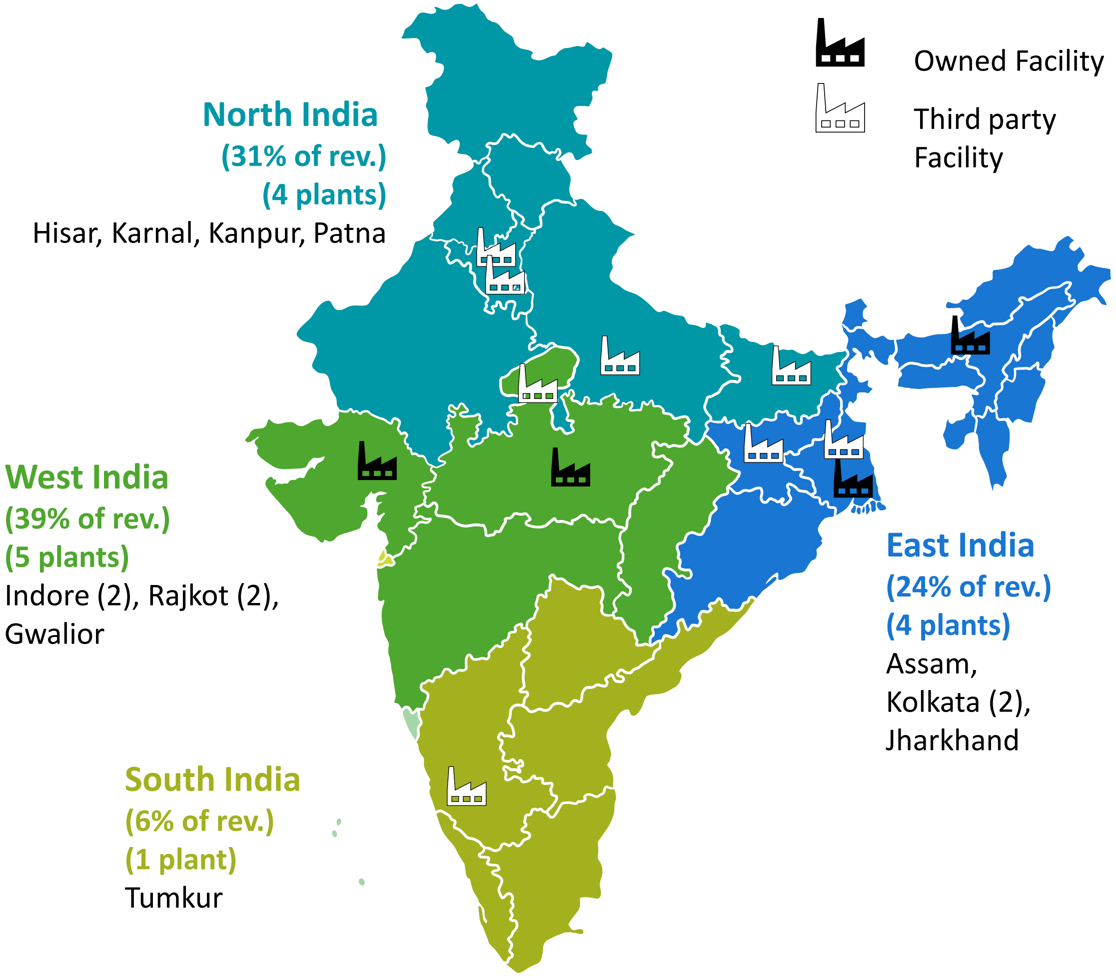
14 STRATEGICALLY LOCATED MFG. FACILITIES TO CATER TO THE REGIONAL DEMAND

Nationwide manufacturing footprint

- Optimised distribution cost
- Faster time-to-market

Leveraging mix of contracted and owned manufacturing

- 6 owned and 8 Third party facilities
- Disciplined investment approach: Scale-up after proving market viability



Notes: Revenue by geography based on FY26.

Strong 'Value-For-Money' Brand

Appealing to customers across socio-demographic profiles

CATEGORIES		CHILDREN	YOUTH	ADULTS/FAMILY
Extruded Snacks	Rings, Kurves, Puff, Stix	✓✓		
	Chulbule	✓✓	✓✓	
	Pellets	✓✓	✓✓	
Potato Chips	Potato Chips	✓✓	✓✓	✓✓
Namkeen	Namkeen		✓✓	✓✓
Others	Others	✓✓	✓✓	✓✓

Targeting value for money segment

Guided by an Accomplished Board

Managing Director and CEO

Amit Kumat

Over 29 years of experience in the snacks food industry

Executive Director (Operations)

Apoorva Kumat

Over 29 years of experience in the snacks food industry

Independent Director

V.T. Bharadwaj

Founder and General Partner at A91 Partners. Previously, he worked at Sequoia Capital and McKinsey & Co. Has over 24 years of experience in management consultancy and private equity investments

Independent Director

Chetan Kumar Mathur

Over 33 years of experience in the FMCG industry, and has worked with PepsiCo for 23 years

Independent Director

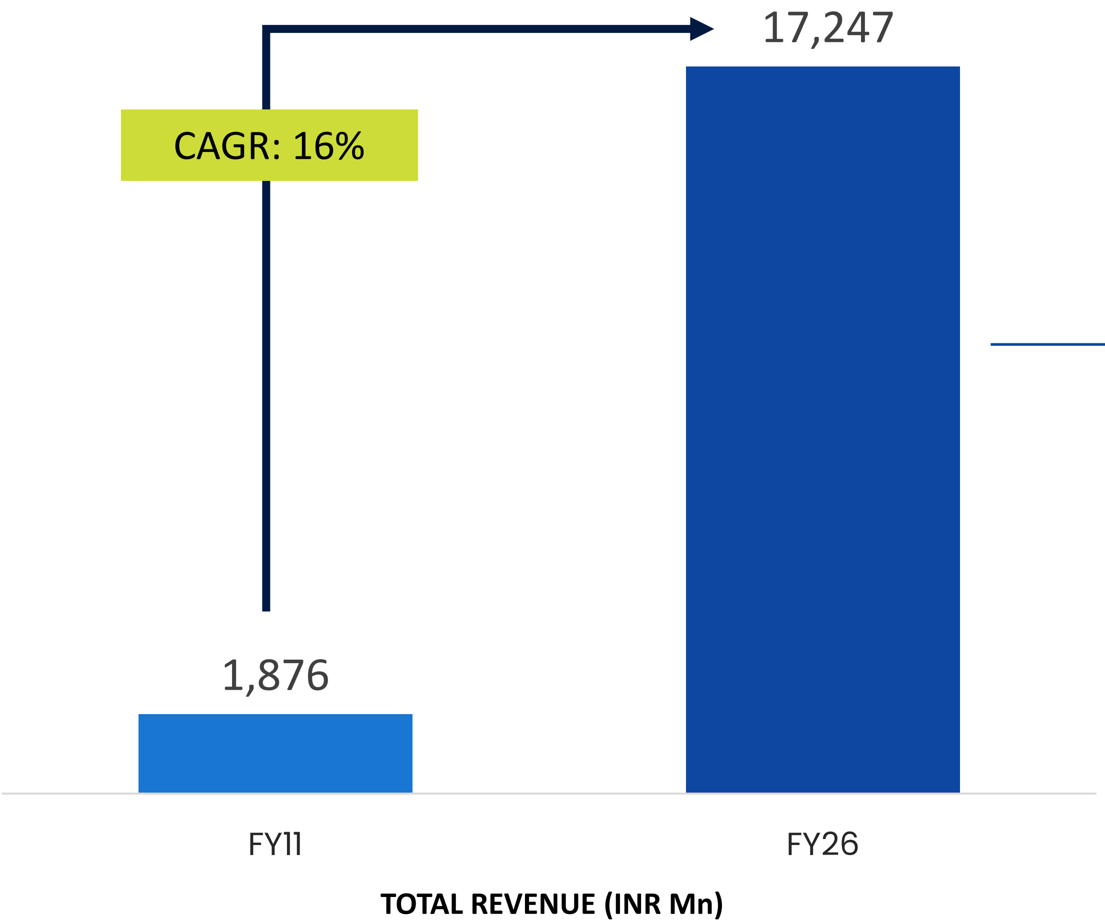
Venu Vashista

Heading Supply Chain Management at American Tower Corporation. Has over 28 years of experience in business management in supply chain strategies, processes, and cost management levers. She previously worked with Procter & Gamble and Kohler Corporation

PSL has high standards of Corporate Governance and sound internal control policies

Robust Revenue Growth

Consistent execution track record



- Over the past 5 years, the Company has navigated multiple headwinds for topline growth including fluctuating customer demand, sharp input cost inflation, intensifying competition and COVID-related disruptions
- Despite these challenges, the Company has delivered strong double digit revenue growth over last 15 years
- Going forward, the Company aims to accelerate revenue growth through the following strategic levers:
    - Expansion of the distribution network to deepen market penetration and enhance consumer reach.
    - Strong pipeline of new products and accretive portfolio expansion across categories.
    - Channel diversification through Quick Commerce and Modern Trade, enhancing reach while driving premium pack sales and improved mix.
    - Selective expansion into proximate international markets with a large Indian diaspora through exports.

Key Milestones

2003 - 12

- Company founded
- Set up a plant to manufacture Potato Chips in Indore
- Installed Chulbule plant in Indore
- Sequoia's invested in the Company and took a majority stake
- Launched Rings, Namkeen and Wheels
- Doubled the capacity of Potato Chips plant at Indore

2014 – 19

- Emerged as market leader in Rings category in India
- Commissioned Guwahati-1 plant for Rings, Chulbule and Pellets which was then followed by Guwahati-2
- Successful IPO – oversubscribed 47x; listed on NSE & BSE on Oct 5, 2017
- Forayed into Sweet Snacks and steadily expanded range through launch of Cup Cake, Tiffin Cake and Sandwich Cake
- Acquired Avadh Snacks – a leading regional player in Gujarat
- Commenced 3P Contract Manufacturing at Kolkata -2, Bengaluru-2 and Hisar

2020 – 24

- Emerged as market leader in Extruded Snacks category in India
- Completed restructuring of distribution pyramid
- Concluded merger with Avadh Snacks
- Converted 3P facility to owned in Bengaluru, Karnataka, Commenced 3P manufacturing at Kanpur
- Expanded Pellet Category Pan-India using Avadh's knowhow
- Commissioned facility in Kolkata and Jammu for Extruded Snacks as well as Rajkot - 2 Gujarat for Namkeen Snacks
- Consolidation of Manufacturing Units in Eastern Region. Shifted machinery from Guwahati-1 Unit to other units

2025 - 26

- Peak XV Partners (formerly Sequoia Capital) sold its 47% stake to Authum Investment & Infrastructure and Ms. Mahi Madhusudan Kela
- Expanded manufacturing footprint through third party facilities in Hazaribagh and Gwalior
- Streamlined manufacturing footprint by consolidating facilities in the southern market—established a third party facility in Tumkur (Karnataka) and closed facilities in Bengaluru and Hyderabad

Corporate development

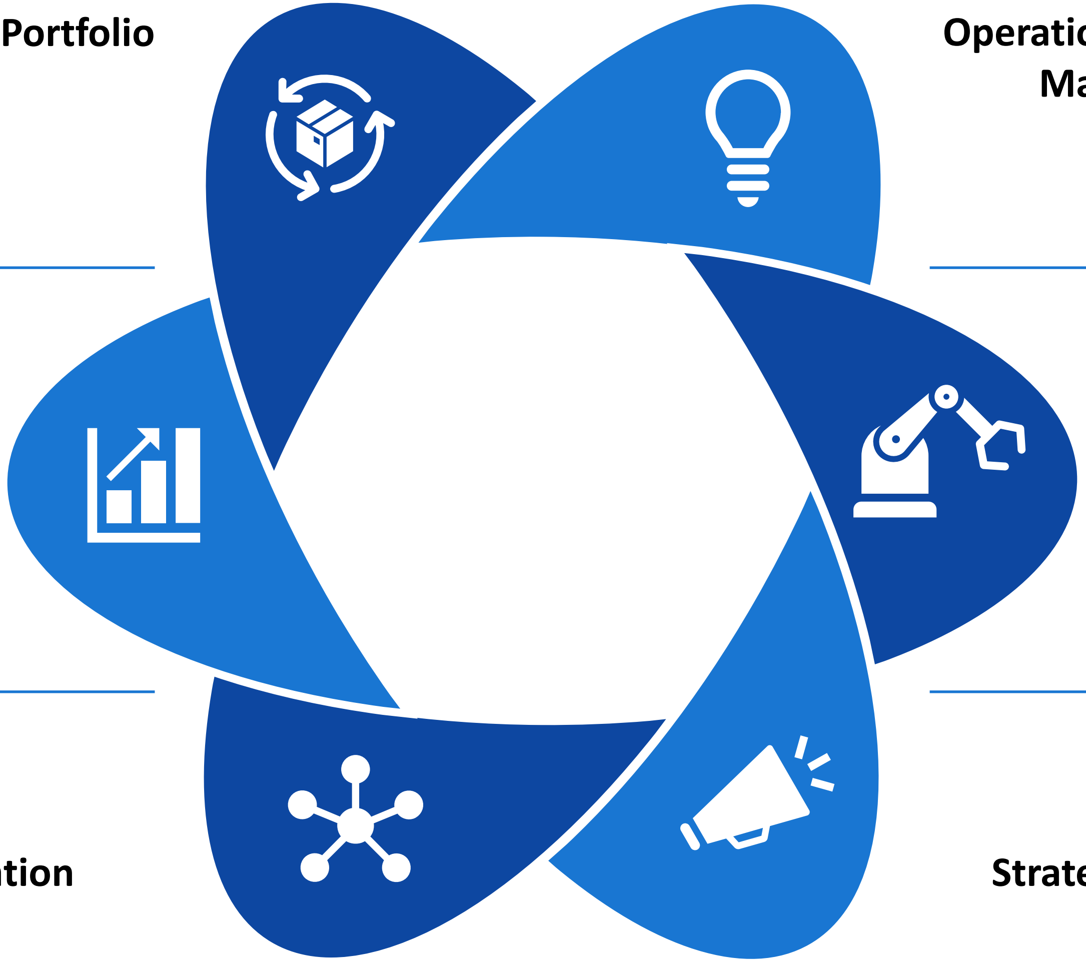
Category expansion

Geographical expansion / Facility Addition

Driving Business Transformation

Driving Business Transformation For Sustained Growth

A multi-pronged approach to unlock value, scale efficiently, and future proof operations



Revamped Product Portfolio Strategy

Operational Efficiency & Margin Focus

Region Specific Growth Playbooks

Tech Enabled Execution

Channel Diversification

Strategic Brand Building

Product Portfolio Strategy: Driving Growth Across Categories

ANCHOR Products
(Chips, Chulbule, Rings)

- Premiumisation
- Flavour led growth
- Reinforcing Leadership
- Increase Penetration in Weak Markets

GROWTH Products
(Pellets, Namkeen)

- Value-driven offerings
- Regional specific products
- Innovation led differentiation

NEXT Products
(Premium Flavours, Pop Corn)

- Premium Flavours / ‘Better for you’ positioning
- Channel specific play

Region Specific Growth Playbook

Strategic Market Segmentation to Drive Focused Investment and Scalable Growth

Command Regions

- High-margin region with a strong existing PSL presence and an established right to win
- Focus on deeper retail penetration, higher share of shelf, driving large packs, and investing aggressively for growth

Expand Regions

- Large markets where PSL has gained initial traction
- Focus on expanding distribution, deepening rural reach, building regional products, and strengthening wholesale presence

Maintain Regions

- Maintain market share while optimizing costs to improve margins and plug leakages

Channel Diversification Strategy

Scaling large packs via Q-Commerce, Modern Trade, Exports & Institutions backed by a dedicated team

Q-Commerce Channel

- Launched on multiple platforms
- Building dedicated team to drive QCom channel
- Improving supply chains for fill rate efficiency
- Commenced onboarding with additional QCom platforms
- Also widening the number of products, variants and SKUs which will be distributed through this channel

Exports

- Regular distribution in 7 countries
- Exciting locations in Pipeline, targeting cities and regions with large Indian diaspora

Modern Trade

- Listed in a leading chain
- Driving business through investment in sales promoters and merchandisers
- Developing channel exclusive large pack Namkeens

Target to grow emerging channels from less than 1% of revenue to more than 5% of revenue in three years

Accelerating Growth Through Quick Commerce

Leveraging emerging channels to drive incremental growth

Quick Commerce – Lever for growth

- Established and scalable channel catering to in-home Consumption
- Strong traction in key urban clusters
- Complements General Trade & Modern Trade
- Amenable to large packs

Execution Focus – Disciplined & Sustained

- **Following initial trial-and-error, the Company has refined its quick commerce playbook**
- **Stepping up focus on QCom as a growth lever – plan to scale on multiple platforms**
- **Undertook investment in H2FY26 towards alternate channels, notably QCom**
- **Investments front-loaded, with outcomes expected to materialise over coming quarters**

Quick commerce holds the potential to emerge as a significant contributor to topline growth

Increasing Operational Efficiency & Margin Focus

Seeking improvement of 2-3% in EBITDA Margin as outcome of these efforts

Cost Optimization Initiatives

- Optimizing factory and field costs through manpower benchmarking, automation, and regular SKU reviews
- Lowering power and logistics costs by adopting solar panels, optimizing loads/routes, and leveraging technology
- Rationalizing channel costs to align with industry standards and exploring backward integration for raw pellets

Plant Network Realignment

- Plan to consolidate seven smaller Indore units into a single state-of-the-art plant to drive significant cost efficiencies
- Exploring consolidation of facilities in North India with the objective of improving quality and margin by shifting from third-party to in-house capacity

Enhanced Visibility of Margin

- Securing forward contracts for key raw materials, wherever possible based on availability, to lock in margins and enable more predictable outcomes

Tech Enabled Execution

Leveraging technology for smarter, faster, and scalable operations

Backend digitisation for operational excellence

Operations

Implemented leading ERP system organization-wide for real-time data visibility and faster decisions in sales, procurement, production, and inventory

Procurement

Tech based procurement platform deployed to automate purchasing, streamline vendor management and enable e-auction price discovery

TMS

Advanced transport management system implemented to optimize fleet use, cut freight costs, and enable real-time delivery tracking

Sales Tech for Market Execution and Channel Growth

SFA

- SFA deployed across sales teams to track outlet KPIs, monitor beat performance, and drive data-backed decisions for improved productivity and engagement

DMS

- Pilot underway to track secondary sales; pan-India rollout planned based on outcome

Wholesaler Loyalty Program

- WS Loyalty program scaled via digital platform to boost channel stickiness and track incentives
- Large number of Wholesalers have been on boarded on the loyalty app

Strategic Brand Building

Brand seen to be energetic and vibrant

Brand Philosophy

Consumer oriented focus

Providing value in multiple ways – great taste, high quality ingredients, vibrant packaging, reasonable price

Brand tagline encapsulates the philosophy of delivering value to the customer

Past Associations / Brand Ambassadors

Current Associations / Brand Ambassadors

Our Long-term Target Operating Model

CONSISTENT GROWTH	**~15%** Revenue growth (faster than industry)
PROFITABILITY CENTRIC	**>10%** EBITDA margin
CAPITAL EFFICIENCY	**15-20%** ROCE

Q1 FY27 Performance Update

Operational Overview

Q1 FY27 revenue from operations grew 20% YoY to an all-time high of Rs. 492 cr

- Reported revenue growth of 20% YoY in Q1FY27 and recorded the highest-ever quarterly revenue from operations of Rs. 492 crore. This stellar performance is the outcome of initiatives undertaken over last few quarters.
- Performance was broad-based, led by sustained momentum in the Namkeen portfolio and potato chips, encouraging response to recently launched variants, and resilient consumer demand.
- Continued expansion in distribution and stronger execution across growth markets supported volume growth during the quarter.
- Technology-led initiatives, including Sales Force Automation and other digital interventions, are improving sales productivity, market responsiveness, and execution across the distribution network.
- The strategic initiatives undertaken over the past several quarters are beginning to translate into tangible and sustainable business outcomes, providing a strong foundation for future growth.

Operational efficiencies and calibrated pricing actions enabled us to protect margins from sharp inflation in inputs

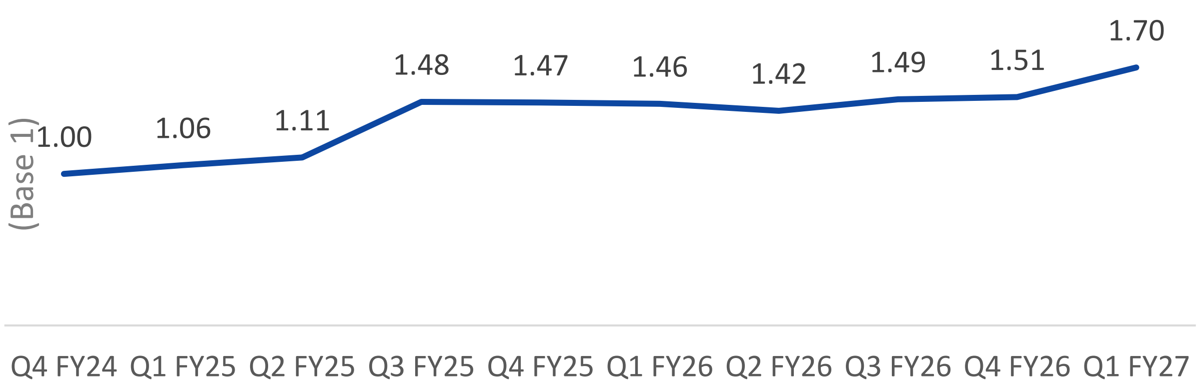
- Significant inflationary pressures were witnessed across key inputs, particularly palm oil and packaging laminate, along with higher freight and packaging costs during the quarter.
- The Company substantially mitigated the impact of higher input costs through calibrated grammage rationalisation, disciplined cost optimisation initiatives, and continued operational efficiencies.
- Gross margin remained resilient due to proactive interventions and quick response to the variation in input prices. Challenges were recognised in a timely way and responses rolled out proactively.
- Continued focus on operational excellence and procurement discipline helped protect the overall margin profile during the quarter.
- The Company remains vigilant on the input cost environment and will continue to leverage cost optimisation initiatives to sustain profitability.

Strategic growth initiatives continue to strengthen business fundamentals

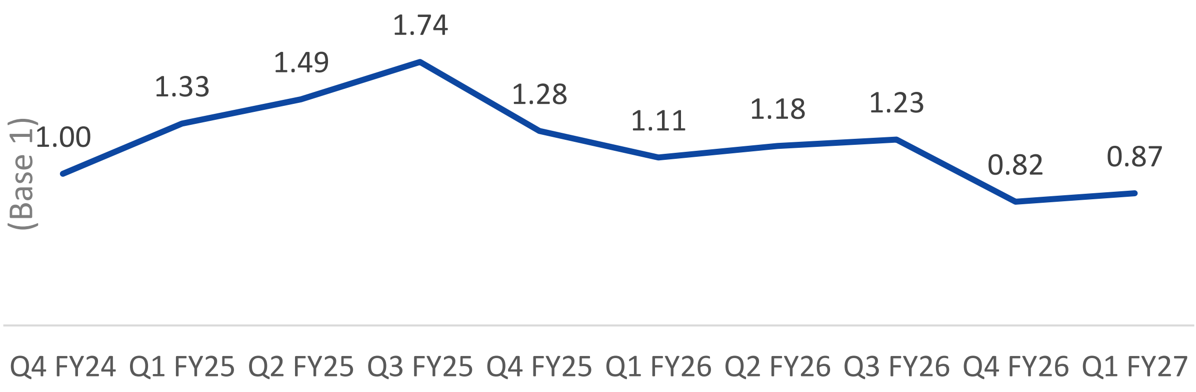
- The Company's quick commerce strategy continues to gain traction through expanding platform presence, a wider product assortment, and improving consumer adoption.
- Positive response to the pipeline of new products across the portfolio, alongside continued investments in distribution expansion and technology-led capabilities, remains a key driver of market competitiveness.
- Sales Force Automation and other digital initiatives are enhancing productivity, improving market responsiveness, and enabling sharper execution across the distribution network.
- The Company believes its strong brands, extensive distribution reach and disciplined execution position it well to benefit from the continued formalisation of the snacks industry and the evolution of consumer purchasing channels.
- Management remains confident of delivering double-digit revenue growth during FY27 while maintaining healthy margin levels through continued innovation, deeper market penetration and disciplined execution.

Raw Material Price Trends

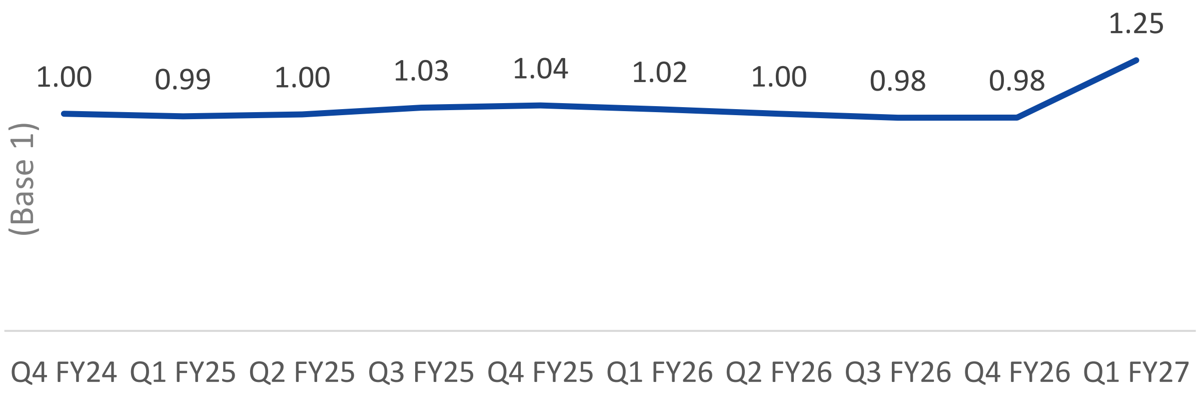
Palm Oil



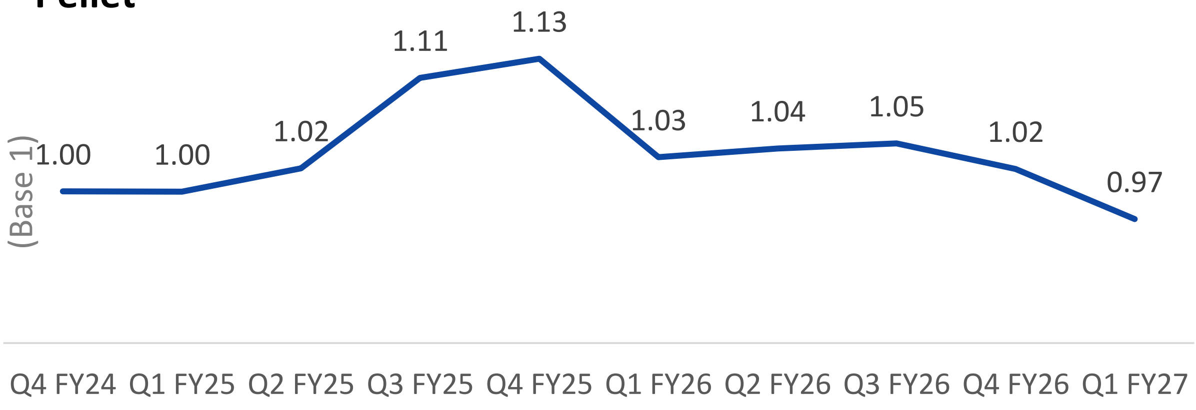
Potato



Laminate



Pellet



MD & CEO's Message

Commenting on Q1 FY27 performance, Mr. Amit Kumat Managing Director & CEO, Prataap Snacks Limited said:

"We are pleased to report a strong start to FY27, as we have delivered revenue growth of 20% yoy in Q1. Income from operations of Rs. 490 crore is the highest-ever quarterly number in our history, setting a new benchmark of performance and demonstrating the strength of our strategy, execution and consumer trust.

The quarter marks a return to our long-term growth trajectory and reflects the cumulative impact of the multiple strategic initiatives undertaken recently. Growth was broad-based, driven by improving consumption trends across our key markets, encouraging consumer response to recently launched products, continued momentum in our Namkeen and potato chips portfolio, deeper distribution expansion and growing traction across emerging channels, particularly quick commerce. These multiple growth levers are now translating into tangible and sustainable business outcomes.

We continue to strengthen our execution capabilities through technology-led initiatives, including Sales Force Automation and other digital interventions, which are enhancing productivity, improving market responsiveness and enabling sharper execution across our distribution network. We are also encouraged by the positive response to the pipeline of new products across our portfolio, while our quick commerce strategy continues to progress well through wider platform presence, expanding product assortment and improving consumer traction. We believe companies with strong brands, extensive distribution reach and disciplined execution are increasingly well positioned to benefit from the continued formalisation of the snacks industry and the evolution of consumer purchasing channels.

The ongoing Iran-USA War has caused significant inflationary pressures across key inputs, particularly palm oil and packaging laminate which have risen by around 20% YoY. In addition to core inputs, we witnessed higher freight and packaging costs. Through calibrated price and grammage interventions, disciplined cost optimisation, productivity improvements and continued operational efficiencies, we were able to substantially mitigate the impact of input cost inflation and protect our margins.

A major development this quarter has been the Board's Approval of the acquisition of RLOP Food Processing Pvt. Ltd. which will enable us to secure long-term leasehold rights over the land identified for our proposed manufacturing facility. Securing the land parcel means that we can now accelerate execution of our plans for a modernized and upgraded plant which will further strengthen our long-term growth platform and enrich our margin profile.

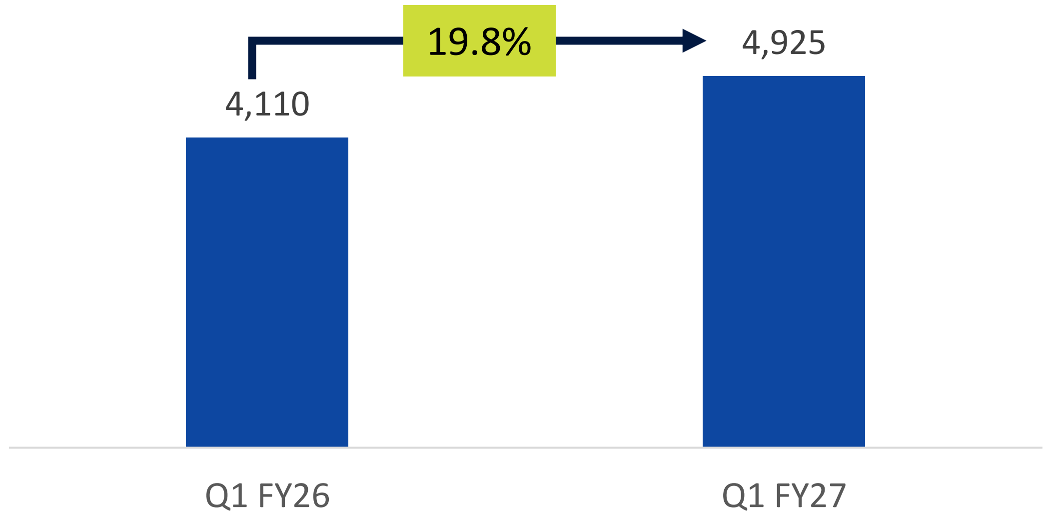
The demand environment continues to improve, our growth initiatives are gaining momentum, and our execution capabilities are stronger than ever. We remain confident of delivering double-digit revenue growth during FY27 while maintaining healthy margin levels through continued innovation, deeper market penetration, disciplined execution and sustained focus on operational excellence."

Abridged P&L Statement

(INR Mn)	Q1 FY’27	Q1 FY’26	Y-o-Y Change (%)
Sales/Income from operations	**4,904.3**	**4,089.4**	**19.9%**
Other operating Income	20.7	20.6	**0.5%**
Total Income from Operations	**4,925.0**	**4,110.0**	**19.8%**
Raw Material Cost	3,585.6	2,935.6	**22.1%**
Gross Profit	**1,339.4**	1,174.4	**14.1%**
Gross Margins	*27.2%*	*28.6%*	***-140 Bps***
EBITDA	**190.4**	**180.1**	**5.7%**
EBITDA margin	*3.9%*	*4.4%*	***-50 Bps***
Depreciation	163.3	171.5	**-4.8%**
Interest	9.9	22.4	**-55.8%**
Profit after tax	**24.7**	**6.9**	**258%**
Diluted EPS (Rs)	1.03	0.29	**257%**

Financials – Q1 FY27 Performance

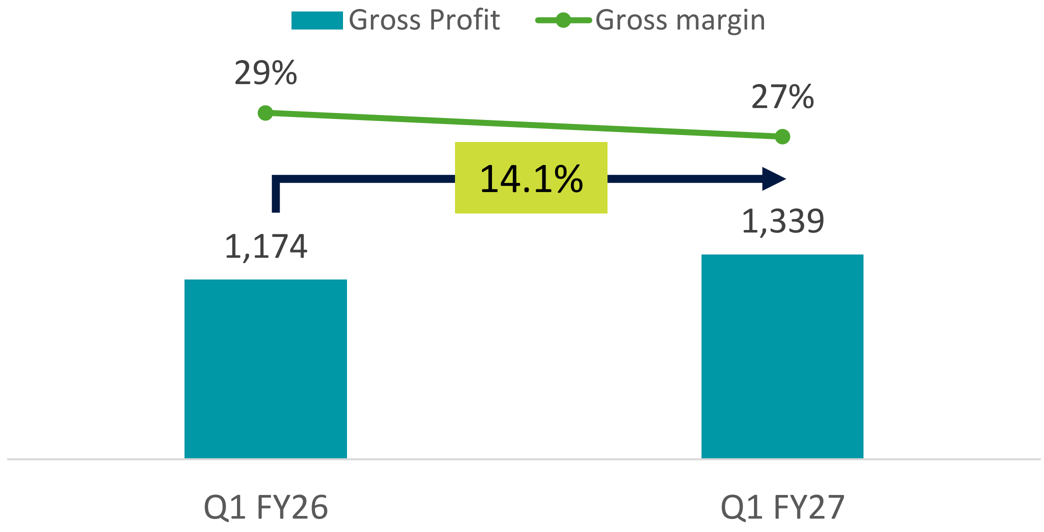
Revenue from Operations (INR Mn)



Delivered highest-ever quarterly revenue in the Company's history

- Revenue growth was driven by initiatives undertaken in the last few quarters such as deeper distribution expansion, growing traction across emerging channels, and stronger execution across growth markets.
- We have also witnessed encouraging consumer response to recently launched products, and continued momentum in the Namkeen portfolio and potato chips portfolio.
- Focused strategic initiatives undertaken over the past several quarters are now translating into tangible business outcomes, supporting sustained revenue growth.

Gross Profit (INR Mn)

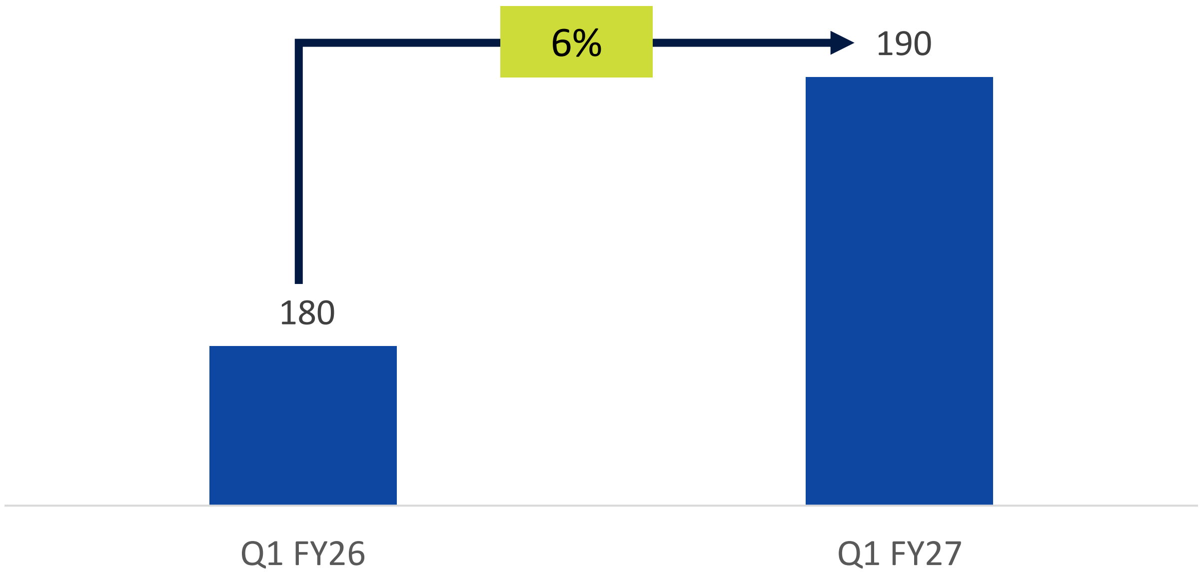


Margin profile remained resilient despite elevated input cost inflation

- Gross margins remained resilient despite significant inflationary pressures across key inputs, particularly palm oil and packaging laminate, along with higher freight and packaging costs during the quarter.
- Calibrated price and grammage interventions, disciplined cost optimisation, productivity improvements and continued operational efficiencies helped substantially mitigate the impact of input cost inflation.

Financials – Q1 FY27 Performance

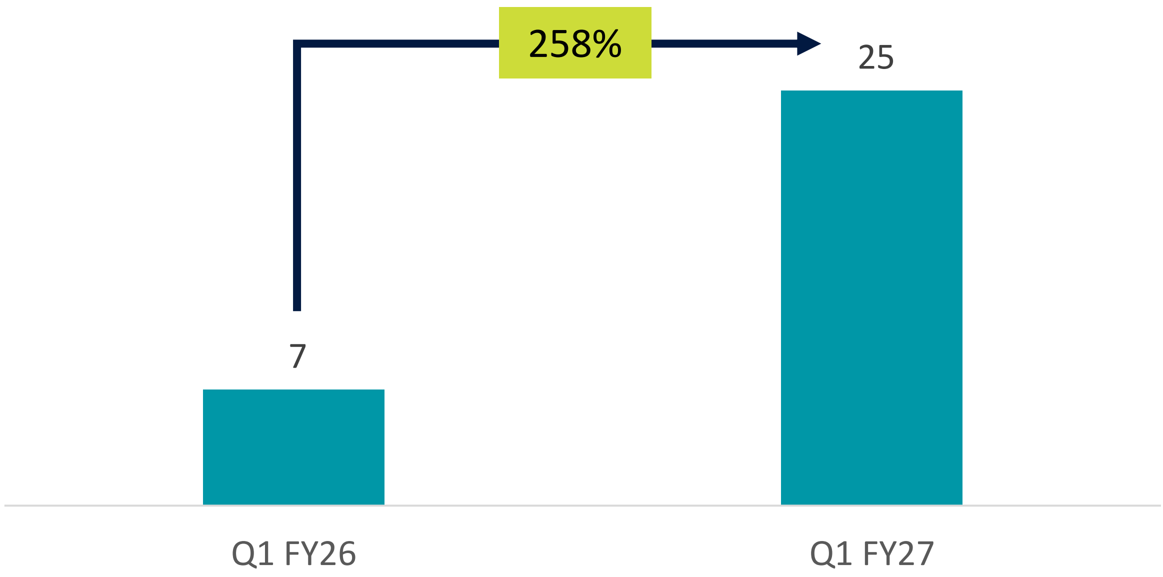
EBITDA (INR Mn)



Disciplined execution enabled EBITDA growth despite inflationary pressures

- EBITDA performance reflected the Company's ability to substantially offset elevated input cost inflation through calibrated grammage rationalisation and disciplined cost optimisation initiatives.
- Continued operational efficiencies and stronger execution across the value chain supported profitability despite higher raw material, freight and packaging costs.
- The Company remains focused on driving sustainable margin improvement through disciplined execution and operational excellence.

PAT (INR Mn)

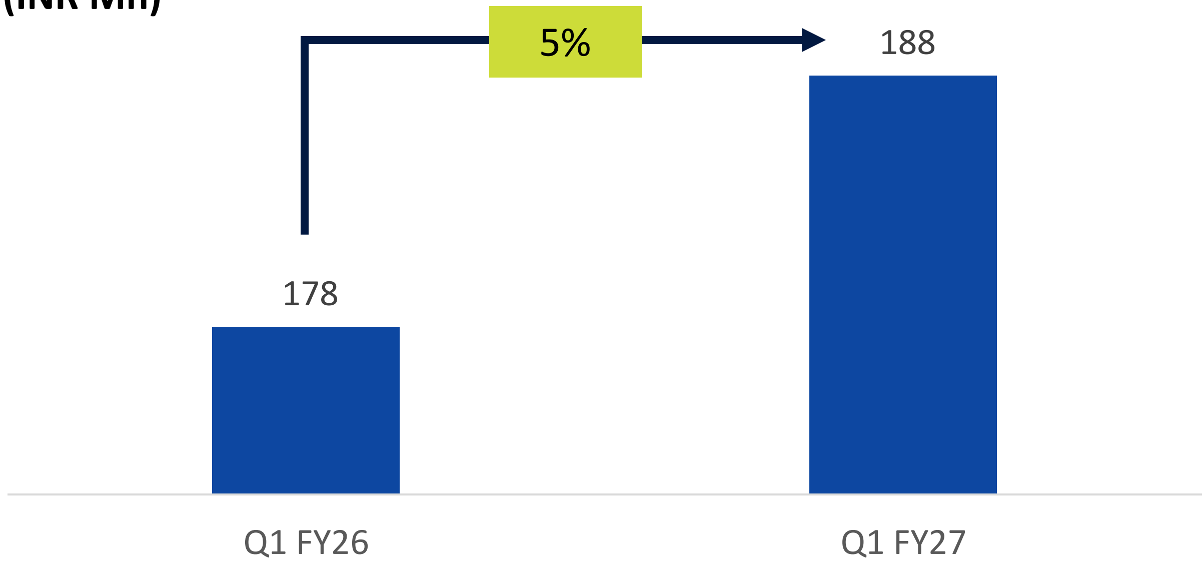


Delivered robust growth driven by improved operating performance

- PAT performance reflects resilient operating performance despite significant inflationary pressures across key raw material inputs.
- Sustained focus on cost discipline, operational efficiencies, and execution supported the Company's overall profitability during the quarter.
- Improving demand trends, strengthening execution capabilities, and multiple growth initiatives position the Company well to deliver sustainable and profitable growth.

Financials – Q1 FY27 Performance

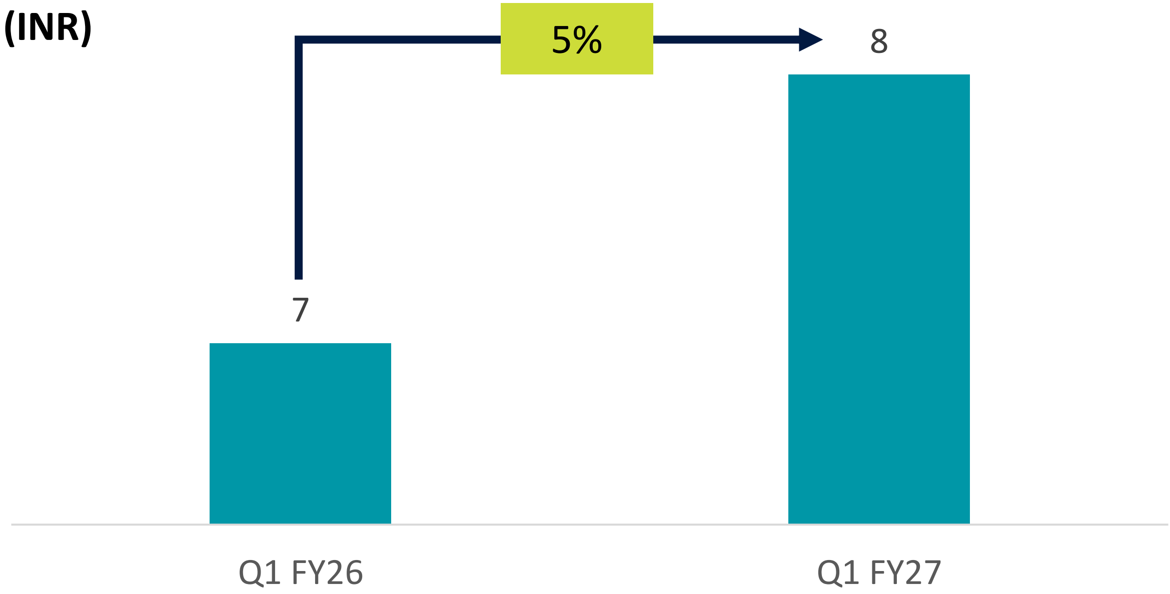
Cash profit (INR Mn)



Cash Profit increased in line with improved operating performance

- Growth in Cash Profit was driven by record quarterly revenues and healthy operating performance during the quarter.
- Improving demand trends, disciplined execution, and continued focus on productivity enhancements supported strong cash earnings generation.

Cash EPS (INR)



Cash EPS improved on the back of stronger earnings performance

- Improved Cash EPS reflects the Company's ability to translate strong operating performance into enhanced shareholder returns.
- Continued momentum across key growth initiatives and disciplined execution provide confidence in sustaining long-term earnings growth.

Notes:
- *Cash Profit = PAT + Depreciation*

DISCLAIMER

Certain statements in this document may be forward-looking statements. Such forward-looking statements are subject to certain risks and uncertainties, like regulatory changes, local political or economic developments, and many other factors that could cause our actual results to differ materially from those contemplated by the relevant forward-looking statements.

Prataap Snacks Limited (PSL) will not be in any way responsible for any action taken based on such statements and undertakes no obligation to publicly update these forward-looking statements to reflect subsequent events or circumstances.

THANK YOU

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