

November 19, 2022

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The Manager (Department of Corporate Services) **BSE Limited** P. J. Towers, Dalal Street, Fort, Mumbai - 400 001

**Scrip Code**: 519003

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#### **Sub: Investors Presentation – November 2022**

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Thanking you!

Yours faithfully, for MODI NATURALS LIMITED

**Ankit Agarwal**Company Secretary
A23445

Encl: A/a































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# H1FY23 Result Highlights

## Recent Developments





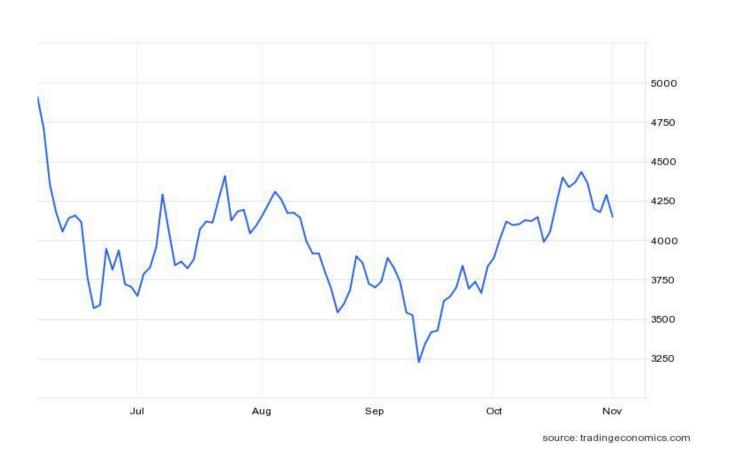
- Earlier this year, to cool the prices, the government, imposed stock limits for retailers and wholesalers due to extreme inflation in edible oil following the geopolitical situation
- This resulted in channel de-stocking which affected the top line for oil in both bulk and consumer division. This continued in Q2 as well
- · Finally, large retailers and wholesalers have been exempted from these limits starting November
- We should see the partial impact of this positive decision in Q3FY23 and full impact in Q4FY23



- Food business has grown by 82% YoY in H1FY23, 21% QoQ and it is still scaling up with distribution expansion every quarter
- Recently, started food business with a few more large retail players like Spencer's which will reflect in numbers in the coming quarters
- Profitable at the operating level for all food segments
- Extending the range of ready-to-cook pasta and introducing new shapes, such as macaroni and spaghetti
  - o With a commitment to food innovation, launching a one-of-its-kind multigrain pasta with the goodness of four grains in the premium category
- Under PIPO brand, we are extending our product portfolio and getting into the ready-to-eat space with our line of flavoured roasted peanuts
  - o These ready-to-eat peanuts will be available in five flavours, including periperi, BBQ, heeng-jeera, and others
- Taste bomb, PIPO's sub-brand, is being separately launched in the instant masala/seasoning category, with six varieties including Magic masala, pasta masala, peri peri, Oregano, Italian herbs, and Tandoori
- In Peanut Butter, we are creating a vertical segmentation wherein we are launching a product specifically targeted for children in the age bracket of 4-13 years
  - o Additionally, a peanut butter in chocolate flavour will be made available under the brand Oleev Junior

## Palm Oil Price Movement





Movement of Palm Oil prices were as follows:

- At the beginning of the quarter, the prices for palm oil were 4,957 Malaysian ringgit per ton. In the next two weeks they fell 25% to 3,692 ringgit per ton
- Subsequently, they fell further to a low of 3,000 ringgit per ton in September representing a fall of almost 40% from the peak
- In October-November prices have recovered to 4,000 ringgit a ton

## Recent Developments: Ethanol Business





- Construction of the distillery in full swing
  - Most of the plant and machinery has arrived on-site and erection work is in progress
- Commissioning pushed back to Q4 FY23 due to late monsoon rain
  - Expenditure at the end of Q2 on the project is Rs 55.3 cr

## Management Commentary





#### Commenting on the performance, Mr. Akshay Modi, Joint Managing Director, Modi Naturals, said,

"The performance for this quarter and half-year ended FY23 was relatively soft owing to several macroeconomic factors impacting level of operations, mainly attributable to the reduction of oil prices in our bulk oil business and the stock limits imposed by the government. However, the effect of these temporary disruptions is now waning with recent positive developments. Q1 and Q2 have historically been our weaker quarters owing to the seasonality in our business, but with a steady ramp up Q3 onwards, we are positive of a stronger second half of the year.

Additionally, the demand seems to be coming back to normal, with relaxations given to large retailers and wholesalers, which when coupled with the gradual but certain rise in prices, is a big and positive sign as we go forward. Construction of our distillery is also back on track and is expected to start contributing from the end of this financial year. On the food business, we continue to extend our offerings and stick to our commitment towards food innovation, which will yield results and create a robust product portfolio strengthening our brand"

## **Profit & Loss Account**



Profit and Loss (in Rs. Crs)	Q2FY23	Q2FY22	Y-o-Y	Q1FY23	Q-o-Q	H1FY23	H1FY22	Y-o-Y
<b>Revenue from Operations</b>	93.4	113.7	-17.9%	100.1	-6.7%	193.5	226.8	-14.7%
Cost of Goods Sold	74.6	90.5		79.3		153.9	179.6	
Gross Profit	18.8	23.3	-19.4%	20.8	-9.9%	39.6	47.2	-16.2%
Gross Profit Margin	20.1%	20.5%		20.8%		20.5%	20.8%	
Employee Cost	6.0	5.9		5.7		11.7	11.4	
Other Expenses	10.9	13.1		10.5		21.4	25.6	
EBITDA	1.9	4.3	-57.0%	4.6	-59.5%	6.5	10.2	-36.8%
EBITDA Margin	2.0%	3.8%		4.6%		3.3%	4.5%	
Depreciation	0.4	0.4		0.4		0.8	0.7	
Other Income	0.2	0.1		0.5		0.6	0.1	
EBIT	1.7	4.1	-59.3%	4.7	-64.5%	6.3	9.6	-34.1%
EBIT Margin	1.8%	3.6%		4.7%		3.3%	4.2%	
Finance Cost	0.6	0.1		1.2		1.8	0.7	
PBT	1.0	4.0	-74.6%	3.5	-70.9%	4.5	8.9	-49.6%
PBT Margin	1.1%	3.5%		3.5%		2.3%	3.9%	
Tax	0.3	1.0		0.9		1.1	2.3	
PAT	0.8	3.0	-74.2%	2.6	-70.7%	3.4	6.6	-49.1%
PAT Margin	0.8%	2.6%		2.6%		1.7%	2.9%	
EPS	0.60	2.35		2.06		2.66	5.25	

#### Revenue declined 14.7% yoy for H1FY23:

- Revenue reduced on account of seasonality and reduction in oil prices in the Q1 which got extended into Q2 in the bulk oil business leading to a soft performance for H1FY23
- Q1 & Q2 are typically lean quarters seasonally. This was coupled with the stock limits imposed by the government earlier this year to cool oil prices

#### Profitability declined 49.1% yoy for H1FY23

- Profitability was affected due to stock inventory valuation loss of Rs 1.96cr owing to the sudden reduction in oil prices in Q2 as Indonesia re-opened their export causing a temporary glut
- Prices have risen again to the earlier levels in Q3FY23, and this should be reflected positively going forward

## **Balance Sheet**



Assets (in Rs. Crs)	Sep-22	Mar-22
Non - Current Assets	70.0	33.2
Property Plant & Equipment	25.2	25.8
CWIP	28.5	0.0
Trade receivables	0.4	0.4
Other Non-Current Assets	15.9	7.0
Current Assets	108.5	132.1
Inventories	49.0	93.9
Financial Assets		
(i) Trade receivables	25.0	19.0
(ii) Cash and cash equivalents	17.0	4.4
(iii) Bank balances	1.3	0.4
Other Current Assets	16.3	14.4
Total Assets	178.5	165.2

Equity & Liabilities (in Rs. Crs)	Sep-22	Mar-22
Total Equity	83.9	77.2
Share Capital	12.7	12.7
Reserves & Surplus	67.9	64.5
Non-Controlling Interest	3.4	0.0
Non-Current Liabilities	39.2	5.2
Financial Liabilities		
(i) Borrowings	34.2	0.4
(ii) Trade Payables	0.4	0.3
(iii) Other Financial Liabilities	0.6	0.6
Provisions	1.8	1.6
Deferred Tax Liabilities	2.3	2.3
Current Liabilities	55.4	82.9
Financial Liabilities		
(i) Borrowings	31.7	50.6
(ii) Trade Payables	7.2	12.2
(iii) Other Financial Liabilities	0.1	0.0
Other Current Liabilities	10.7	15.6
Current tax liabilities (net)	1.1	3.3
Provisions	4.6	1.1
Total Equity & Liabilities	178.5	165.2

## **Cash Flow Statement**



Particulars (Rs. Crs)	Sep-22	Sep-21
Net Profit Before Tax	4.5	8.9
Adjustments for: Non-Cash Items / Other Investment or Financial Items	3.0	2.2
Operating profit before working capital changes	7.5	11.1
Changes in working capital	13.8	29.3
Cash generated from/(used in) operations	21.3	40.5
Interest paid	-1.5	-0.6
Direct taxes paid (net of refund)	3.4	3.0
Net Cash from Operating Activities	16.4	36.9
Net Cash from Investing Activities	-22.1	-1.4
Net Cash from Financing Activities	18.3	-18.1
Net Decrease in Cash and Cash equivalents	12.6	17.4
Add: Cash & Cash equivalents at the beginning of the period	4.4	0.4
Cash & Cash equivalents at the end of the period	17.0	17.8

# Our Business

## **Business Verticals**



#### **Consumer Division**

- 3<sup>rd</sup> Largest Premium Edible Oil Brand
- Largest player in "Goodness of olive oil"
- 2<sup>nd</sup> Ranked Super-Premium Refined
   Oil Brand on Large E-Commerce
   Platform
- Preference to Olive Oil with Consumer Shift to Healthy Products
- Expanding Presence in Food Products
- Leveraging Distribution Network for Expanding Food Product Distribution in Multiple Categories

#### **Bulk Business Division**

 One of the Largest Rice Bran Oil Makers in India

- Mature Business Generating Stable Cash Flows
- A Value Addition Model within its Region
- A Geographical Advantage with Respect to Raw Material

#### **Ethanol Division**

One of the First Greenfield Grain based Ethanol Distilleries in Chattisgarh

- Prior Expertise in Sourcing Grain & By Products
- Promising to be a Scalable Profit Centre

## Modi Naturals - At A Glance





**3**<sup>rd</sup> Largest Super Premium Edible Oil Brand

**Largest** in the Goodness of Olive Oil Space



Unique Proposition

Only Player Making
Multi-Source Olive Oil



Mfg. Units

3



**Distributors** 

450+



Direct Reach

50,000+ Retail Stores



Modern Retail

3,000+ Outlets







• Rice Bran Oil (Non-Branded + Branded)

- Rice Bran de-oiled Cakes
- Rice Bran Wax



Multisource oil using rice bran oil and olive oil

INTEGRATED VALUE-ADDED PLAYER



OFFERS COMPREHENSIVE RICE RANGE FROM OIL TO ETHANOL

#### **Premium Edible Oil**

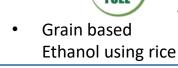
- Pure Olive oil
- Premium Multi Source Oils
- Rice Bran Oil
- Canola Oil

#### **Healthy Food – Oleev Kitchen**

- Pasta
- Peanut Butter

#### **Indulgent Snack Brand - Pipo**

Popcorn



Rice

13

## Product Portfolio



#### **BRANDED**

**Edible Oil** 



Ready To Cook Segment



Ready To Eat Segment





















#### **NON-BRANDED**



Rice bran oil



Rice bran de-oiled cakes



Rice bran wax

#### **ETHANOL**



## **Consumer Business**



## Super Premium Edible Oil

(Canola Oil, Olive Oil)

#### **Premium Multisource Oil**

(Rice Bran + Olive Oil, Rice Bran + Canola Oil)

#### **Modi Natural's Presence**

Olivana, Extra Virgin Olive Oil, Olive Pomace Oil, Miller Canola Oil

Oleev Active, Oleev Health, Oleev Smart

#### **Commodity Based Edible Oil**

(Soyabean, Mustard and Sunflower Oil)

## Flagship Product – Oleev Active







#### **Multisource Oil**

Multisource Healthy Oil with a unique blend of Olive Oil and Rice Bran Oil in 20:80 ratio

#### **Healthy Oil**

Polyphenols in Oleev Active helps to improve digestion and protect against Heart disease

#### **High Smoke Point**

Oleev Active's high smoke point makes it suitable for frying. It prevents fatty acid degradation at high temperatures, making food healthier

#### **Immune Booster**

Rich in oryzanol that boost immunity and protects against many lifestyle diseases

#### **Low Absorption**

Up to 20% less oil absorption making food healthier and less sticky

#### **Neutral Flavour**

Oleev Active maintains a neutral flavour, which makes it perfect for all types of cooking

and rice bran oil blend. Its energocules composition keeps you active and nourished all day

Oleev Active Oil is a healthy olive oil

## Sneak Peak Of The Oleev Brand



#### **Oleev Extra Virgin Oil**



#### **Oleev Extra Light Oil**



#### **Oleev Pomace Oil**



**ADVANTAGES** 

#### **Oleev Health**



#### **Oleev Smart**



#### Easily digested and helps with weight loss

- Rich source of Vitamin E and anti-oxidants
- Low on SFA that ensures a smooth blood flow and higher energy levels
- Rich in antioxidants that slow down the ageing process and provide stronger immunity
- Vitamin E in Oleev Pomace shields the body from infections and helps in faster healing
- Vitamin K in Oleev Pomace improves bone density and strength
- Contains Omega 3, 6, 9 along with goodness of MUFA & PUFA
- Rich in Vitamins E & K and reduces Skin Problems and Ageing
- Rich in vitamins A, D, E & K, which are vital for smooth functioning of the body
- Low in saturated fats and high in unsaturated fats that keeps you fit every day

#### **APPLICATION**

Garnishing breads, salads, grilled food, steamed vegetables ,etc

Sauteing and preparation of baked foods, grilled vegetables, tandoori dishes

Frying, deep frying, roasting, Sauteing, grilling etc

Deep frying, roasting, grilling

Deep frying, roasting, grilling

## **Other Brands**



#### **Olivana Wellness**



#### **Canola Oil**



#### **Rizolo**



#### **Oleev Kitchen - Pasta**



#### **Peanut Butter**



#### Natural Olive Oil with Vitamin E & Pro vitamin A

- All purpose edible oil loaded with goodness of pure olives
- Omega 3 & 6 helps to improve the nutrition value of modern diet & lowers the risk of chronic disease.
- 0% Cholesterol

 Low absorption technology, up to 20% low fat intake

**ADVANTAGES** 

- High Smoke Point For Frying
- Rich in protein
- Source of fibre
- Untouched by hand
- Cooking time: 7-9 Mins
- 100% Vegan
- 0% Maida
- 100% Wheat Semolina

- 26gm protein per 100gm serving
- Source of Calcium, Potassium and Good Fats
- No artificial flavour & preservatives
- 100% Vegan
- Great taste and ultra-smooth texture

#### **APPLICATION**

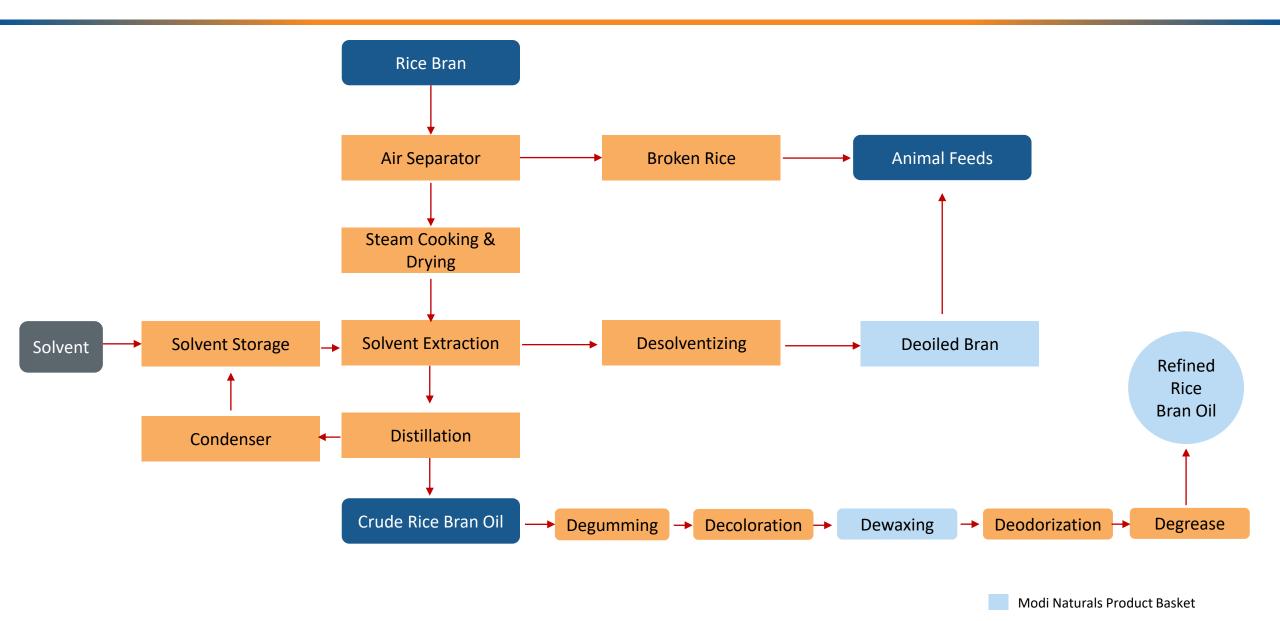
Good for body, hair & baby and suitable for all skin types

**Healthy Cooking** 

**Healthy Cooking** 

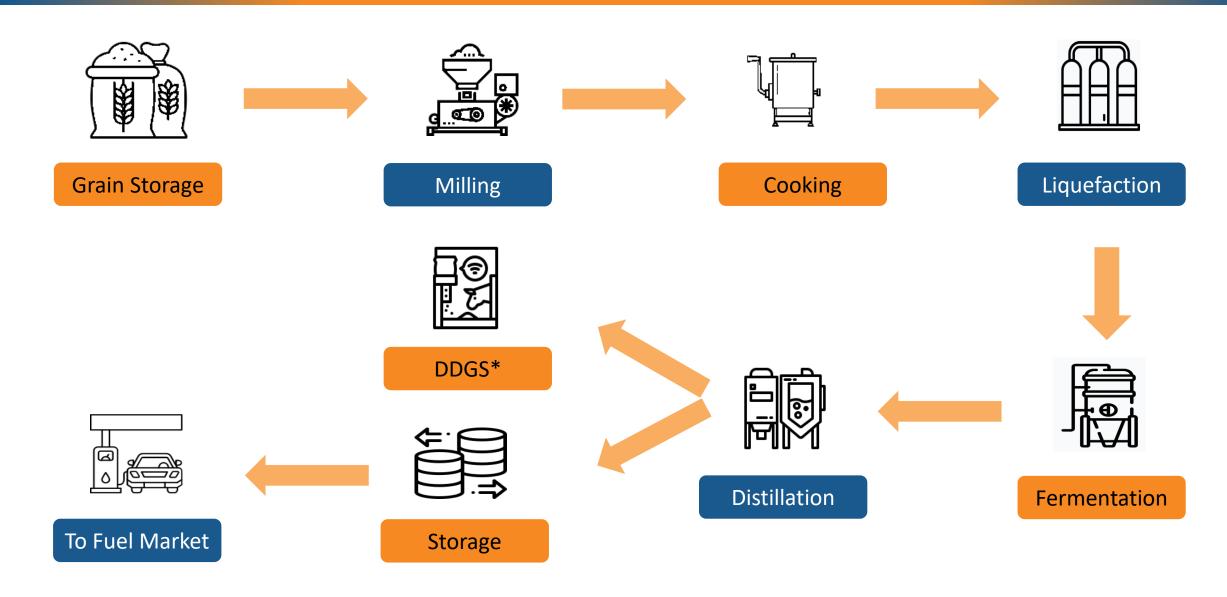
## From Rice To Oil





## From Rice To Ethanol





## De-coding the Ethanol Business



Ethanol made from surplus and damaged food grain such as broken or surplus rice instead of molasses. Rice as a product is best understood due to the traditional rice bran oil business

Husk is used as a fuel for the plant, saving power and fuel cost

Plant is located in Chhattisgarh which is the only state that gets 3 crops in a year

Close proximity to procurement of raw materials saves transport costs and enhances margins

- Received an approval for 210 KLD distillery
- The investment over the next 2 years is expected to be ~Rs 250 cr, with the 1<sup>st</sup> phase of 110 KLD being completed within a year with an investment of Rs 160 cr
- Aims to commission the plant by Q4FY23

# High Margin Product Government Incentives Low Cost of Production Key Advantages Large Demand Supply gap Proximity to Petroleum Depot Environment Friendly

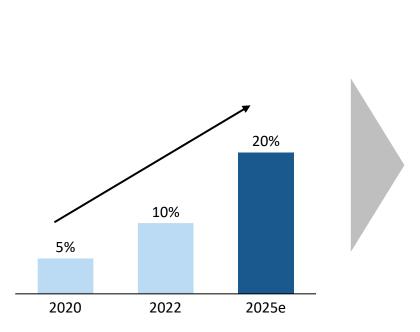
## Ethanol – a step Towards "Growth.....!"

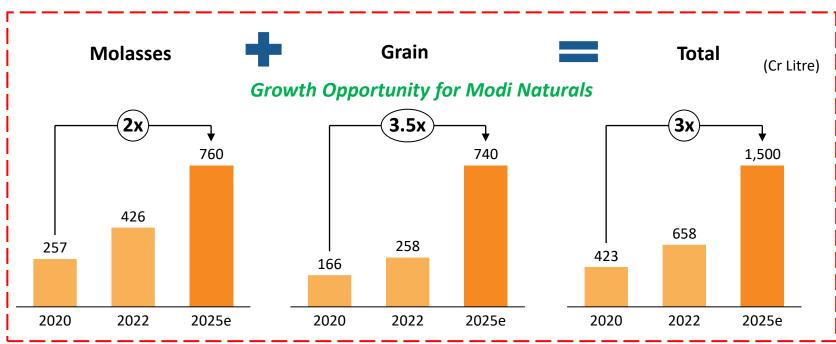




#### has led to

## **Increased Production Capacity**





The above requires grain capacity to treble over the next 3 years as molasses-based ethanol is relatively limited without large scale diversion of sugar which will hamper food security

**ADVANTAGES** 

Environment Friendly

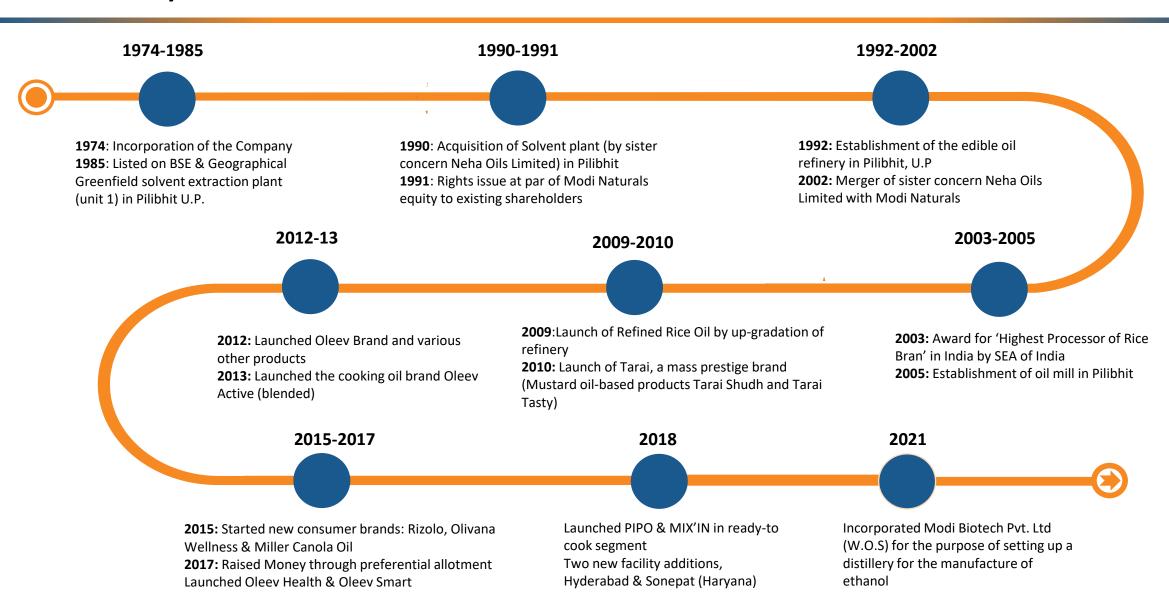
Supports sugarcane, maize & rice farmers

**Cuts Oil Import Bills** 

Increases investment & job creation in rural areas

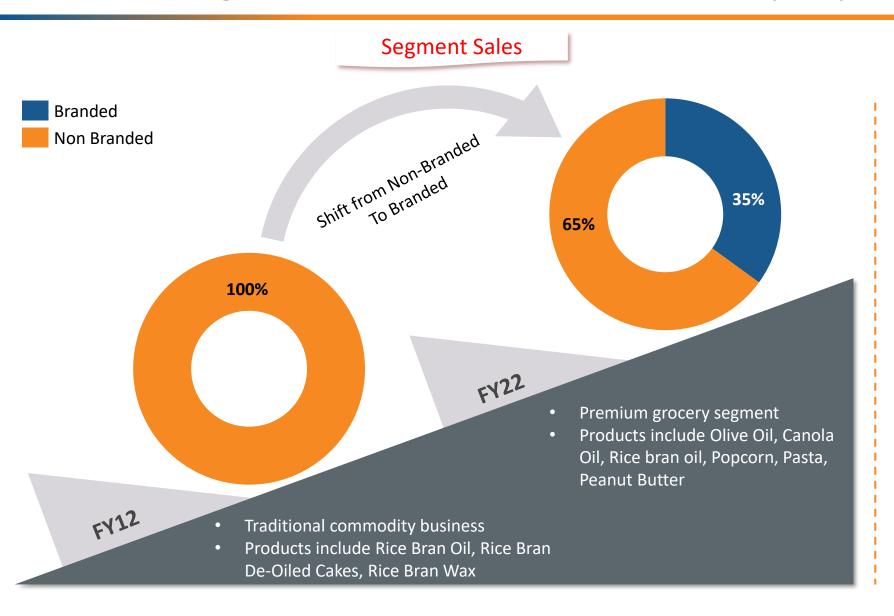
## **Our Journey**



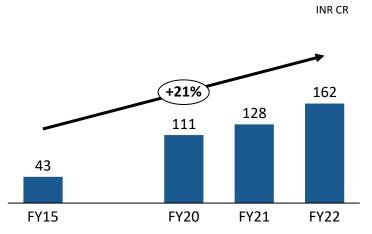


## Transforming Into A Multi Brand FMCG Company





#### **Branded Sales**



#### Increase revenue from branded sales

**Strategy Going Ahead** 

- Increased focus on food segment while expanding premium branded edible oil
- Develop new products in the fast growing niche categories

## Manufacturing Units



**Pilibhit (Uttar Pradesh)** 

Rice Bran Oil & Oil Packing Line



Solvent Extraction - 800 TPD

Refinery - 100 TPD

Packing Line - 50 TPD

**Owned** 

**Hyderabad** 

Oil Packing Line



Packing Line - 25 TPD

Leased and thus Asset Light

**Sonipat (Haryana)** 

**Popcorn Unit** 



Packing Line - 5 TPD

Leased and thus Asset Light

Pasta & Peanut Butter production gets outsourced

# Marketing Strategy

## The Modi Naturals Advantage



#### **Oleev Branded Products – Healthy Food Category**

#### , , ,

# Pipo Branded Products – Indulgent Snack Category

#### **Premium Edible Oils - Oleev**





Only company in India refining olive oil & selling blended olive oil



**Premium Grocery Product** 



**Healthy offering under Oleev Brand** 



Ventured into Olive Oil related Products



**High Margin Products** 

#### **Oleev Kitchen - Peanut Butter**





**Gluten Free & High Protein** 



Market Size growing at 30% CAGR

#### **Oleev Kitchen - Pasta**





0% Maida

**Extension to Oleev Brand** 

#### Popcorn





**Less Competition** 



**Product Innovation** 



**Modern Trade** 



Majority Buyers are Youth

## **Distribution Channels**



#### **E-Commerce Platforms**

























#### **Modern Trade Channels**



**Retail Sales** 



**Canteen Source Department** 



**Direct Reach** 

50,000+ outlets



**Modern Retail Outlets** 

3,000+



**Sales Depot** 

**20**+



**Distributors** 

450+

## Lara Dutta- Brand Ambassador for Oleev Brand



- Oleev has appointed former Miss Universe and actor, Lara
   Dutta as the brand ambassador for their range of olive and
   multisource cooking oils
- In the latest brand campaign released in Dec 2021, campaign has featured Lara Dutta's proactive approach to a healthy lifestyle while portraying multiple roles
- She is shown juggling between her professional and personal responsibilities and playing the most pivotal role of maintaining her family's health by being mindful of her cooking choices
- This defines a new era for the brand and reflects the brand positioning statement 'Behtar Kal Ki Shuruaat, Aaj Se'



## **Strategy Building**





**Leverage Multi-Brand Distribution** 

Digital First Approach to brand building

In-house D2C Platform

**Fitness Icon As Brand Ambassador** 

Focused Social Media & Content Strategy

Strong & Competitive Portfolio

## Key Focus Areas





# Management Team

## Visionaries Driving The Business





#### Mr. Anil Modi- Chairperson & Managing Director

- Mr. Anil Modi, aged 63, is one of the founding members of Modi Naturals Limited
- He is on the Board of the Company since 1976
- He has over 3 decades of invaluable experience in the line of the business of the Company: experience that strengthens decision making process of the Company and its future plans



Mr. Akshay Modi – Joint Managing Director

## Engineer from the University of Leeds, U.K and an alumnus of The Doon School

- He conceptualized the launch of Edible Oils in consumer packs under the brand names, 'Oleev', 'Tarai', 'Rizolo', 'Miller' and 'Olivana wellness"
- He joined Modi Naturals Limited (the Company) in 2008 and is the son of Mr. Anil Modi, the Founder Chairperson & Managing Director of the company
- He is on the Board of the Company as Joint Managing Director since November 13, 2018
- He has sound professional experience in the FMCG sector in various fields as well as in Government and Regulatory affairs relating to the FMCG Industry

## **Board Of Directors**





## Aditi Gupta Whole Time Director

- Ms. Aditi Modi is a finance professional with over 12 years of experience as an investment banker
- She has worked in Equity Capital Markets and M&A with reputed investment banks such as Avendus Capital, Morgan Stanley, Grant Thornton and Credit Suisse
- She completed her BSc in Economics from University of Nottingham in 2008



Alok Garg – Independent Non - Executive Director

- Mr. Alok Garg, aged 48, is a Graduate in Commerce, known as a manufacturer and exporter of Heena in India and possesses a rich experience in Business Management, Finance etc.
- He is on the Board of the Company since 2008



## Sudhir Shankar Halwasiya Independant Director

- Mr. S. S. Halwasiya, aged 59, is a graduate in Commerce (B. Com).
   He is a businessman of great repute and a respected social worker
- He is on the Board of Company since 1986
- He possesses a rich experience in Business Management, General Management, Legal, Management, Finance etc.



#### Sulabh Singal-Independent Non - Executive Director

- Mr. Sulabh Singhal has over 21 years of diverse international experience across varied industries and geographies
- He has strong leadership experience in key positions in sales, marketing strategy, team management, operations & consulting with some of the most reputed organizations in respective industries
- With rich entrepreneurship exposure & having founded two start-ups, he has been successfully managing all facets of business

# Historical Financials

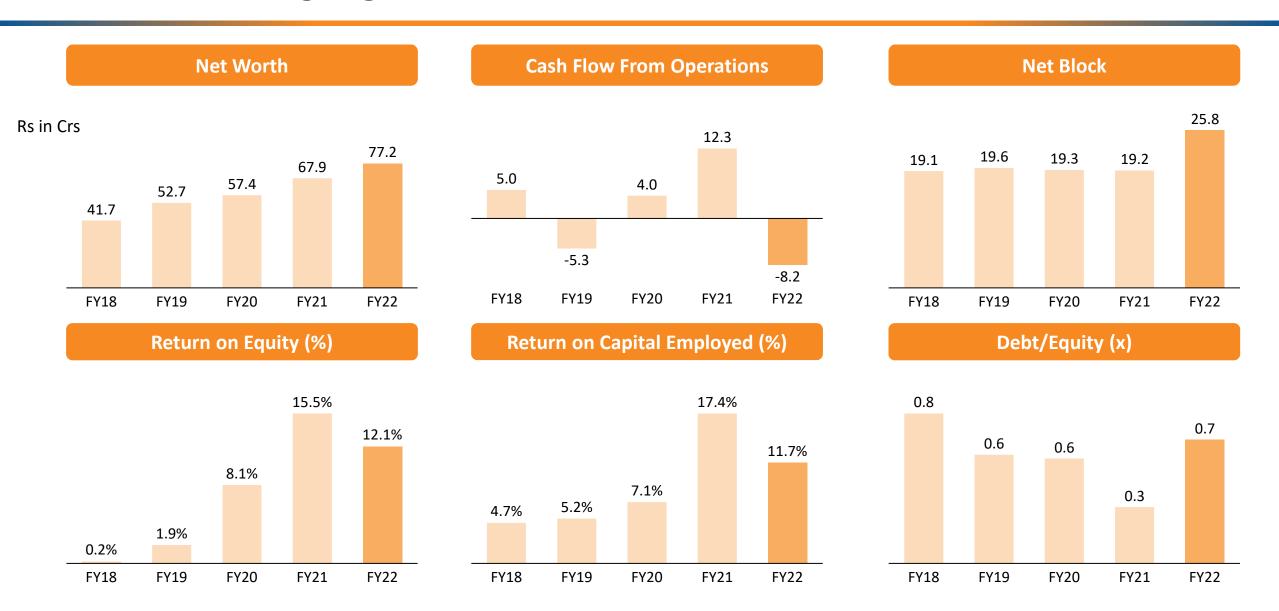
## Performance Highlights





## **Balance Sheet Highlights**





## **Profit And Loss**



Profit and Loss (in Rs. Crs)	FY22	FY21	FY20	FY19	FY18
Revenue from Operations	474.3	442.7	388.3	295.6	278.6
Cost of Goods Solds	373.9	360.8	313.2	232.2	219.3
Gross Profit	100.4	81.9	75.2	63.4	59.3
Gross Profit Margin	21.2%	18.5%	19.4%	21.4%	21.3%
Employee Cost	22.4	21.3	19.6	17.6	16.6
Other Expenses	63.1	47.9	48.2	40.9	38.4
EBITDA	14.9	12.7	7.4	4.9	4.3
EBITDA Margin	3.1%	2.9%	1.9%	1.6%	1.5%
Depreciation	1.4	1.4	1.4	1.3	1.3
Other Income	1.3	3.9	0.3	0.7	0.0
EBIT	14.8	15.3	6.3	4.3	3.0
EBIT Margin	3.1%	3.4%	1.6%	1.4%	1.1%
Finance Cost	1.8	1.3	2.7	1.7	2.8
PBT	13.0	14.0	3.6	2.6	0.2
PBT Margin	2.7%	3.2%	0.9%	0.8%	0.0%
Tax	3.6	3.5	-1	1.6	0.1
PAT	9.4	10.5	4.6	1.0	-0.1
PAT Margin	2.0%	2.4%	1.2%	0.3%	0.0%
EPS	7.4	8.3	3.6	0.7	0.0

## **Balance Sheet**



Assets (in Rs. Crs)	Mar-22	Mar-21	Mar-20	Mar-19	Mar-18
Non - Current Assets	33.1	22.1	24.0	26.9	25.5
Property Plant & Equipments	25.8	19.2	19.3	19.6	18.7
CWIP	-	-	-	-	0.4
Trade receivables	0.4	0.4	0.6	0.9	0.6
Loans	-	0.0	0.9	0.8	0.8
Other Non-Current Assets	7.0	2.6	3.2	5.6	5.0
Current Assets	132.1	99.1	95.6	86.6	71.8
Inventories	93.9	68.2	68.2	65.7	56.9
Financial Assets					
(i) Trade receivables	19.0	21.0	15.6	11.7	7.8
(ii) Cash and cash equivalents	4.4	0.4	1.0	0.2	0.3
(iii) Bank balances	0.4	0.3	0.5	0.4	0.2
(iv) Loans	-	-	2.5	0.8	1.2
Other Current Assets	14.4	9.2	7.8	7.8	5.3
Total Assets	165.2	121.2	119.9	113.5	97.3

Equity & Liabilities (in Rs. Crs)	Mar-22	Mar-21	Mar-20	Mar-19	Mar-18
Total Equity	77.2	67.9	57.4	52.7	41.7
Share Capital	12.7	12.7	12.7	12.7	11.1
Reserves & Surplus	64.5	55.2	44.7	40.0	20.5
Money received Against Convertible Warrants	-	-	-	-	10.0
Non-Current Liabilities	5.2	5.3	5.4	7.6	6.8
Financial Liabilities					
(i) Borrowings	0.4	0.1	0.2	1.0	1.3
(ii) Trade Payables	0.3	0.2	0.3	0.0	0.0
(iii) Other Financial Liabilities	0.6	0.8	0.0	0.0	0.0
Provisions	1.6	1.3	1.2	1.2	1.1
Deferred Tax Liabilities	2.3	2.9	3.7	5.4	4.3
Current Liabilities	82.8	48	57.1	53.2	48.9
Financial Liabilities					
(i) Borrowings	50.6	20.4	31.7	29.7	31.1
(ii) Trade Payables	12.2	7.8	7.2	6.8	3.9
Other Current Liabilities	15.6	16.2	17	15.4	13.3
Current tax liabilities (net)	3.3	2.7	0.4	0.6	0.0
Provisions	1.1	0.9	0.8	0.7	0.6
Total Equity & Liabilities	165.2	121.2	119.9	113.5	97.3

## Cash Flow



Particulars (Rs. Crs)	FY22	FY21	FY20	FY19	FY18
Net Profit Before Tax	13.0	14.0	3.6	2.5	0.2
Adjustments for: Non-Cash Items / Other Investment or Financial Items	4.3	1.7	7.1	2.4	2.8
Operating profit before working capital changes	17.3	15.7	10.7	4.9	3.0
Changes in working capital	-25.5	-3.4	-6.7	-10.2	-0.7
Cash generated from/(used in) operations	-8.2	12.3	4.0	-5.3	5.0
Interest paid	-1.3	-1.1	-2.4	-1.6	-2.7
Direct taxes paid (net of refund)	-3.5	-2.0	-0.8	-0.4	0.0
Net Cash from Operating Activities	-13.0	9.3	0.8	-6.5	2.3
Net Cash from Investing Activities	-13.4	2.2	-1.2	-2.0	-0.8
Net Cash from Financing Activities	30.4	-12.1	1.2	8.4	-2.8
Net Decrease in Cash and Cash equivalents	4.0	-0.6	0.8	-0.1	-1.3
Add: Cash & Cash equivalents at the beginning of the period	0.4	1.0	0.2	0.3	1.8
Cash & Cash equivalents at the end of the period	4.4	0.4	1.0	0.2	0.5



### For further information, please contact



## SGA Strategic Growth Advisors

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