

Ref No: AWL/SECT/2023-2024/51

17<sup>th</sup> August 2023

**BSE Limited** Floor 25, P J Towers,

Dalal Street, Mumbai – 400 001

**Scrip Code: 543458** 

National Stock Exchange of India Limited

Exchange Plaza, Bandra Kurla Complex,

Bandra (E), Mumbai – 400 051

Scrip Code: AWL

Sub: Disclosure under Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 - Investor Presentation

Pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and in continuation of our letters dated 14<sup>th</sup> August, 2023, please find attached herewith presentation to be made to the Analysts/Investors at the said meetings.

You are requested to take the same on your records.

Thanking you,

Yours faithfully, For Adani Wilmar Limited

Darshil Lakhia Company Secretary Memb No: A20217

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# Adani Wilmar Limited: Investor Presentation

August, 2023

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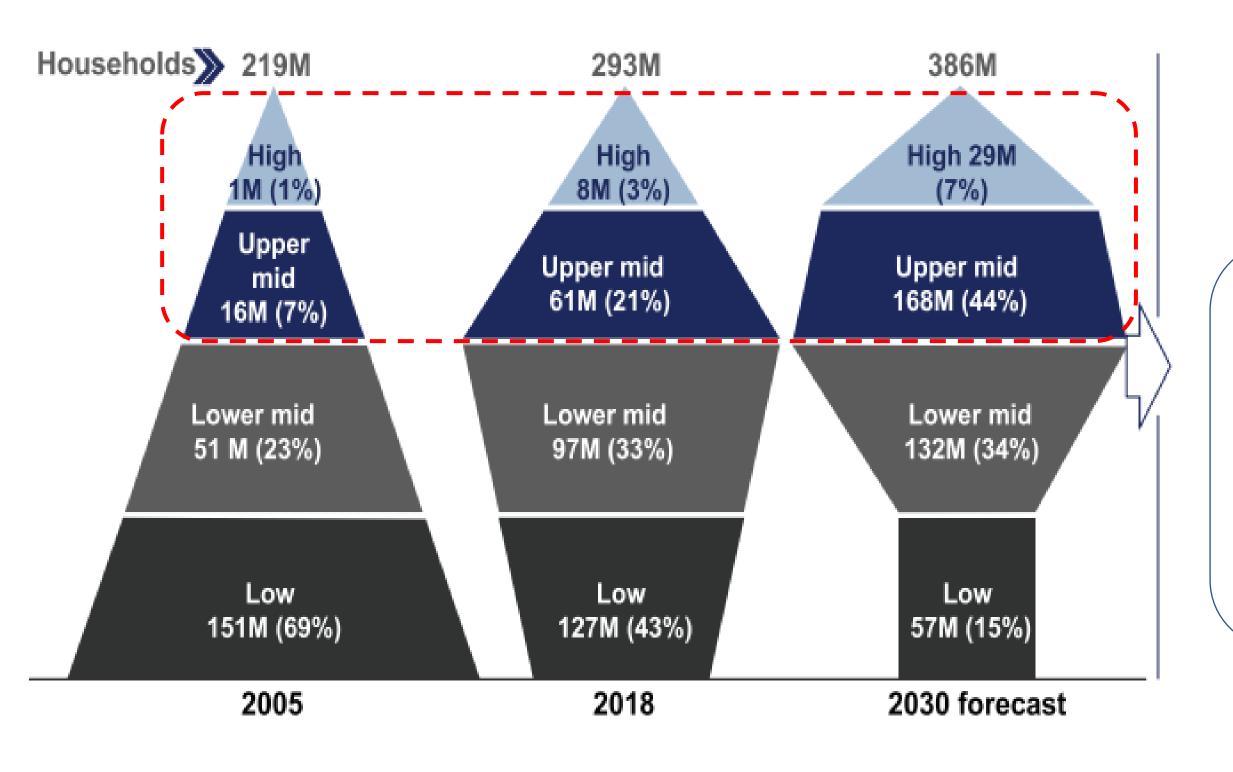
# Opportunity overview





## Analysis on Key Forces Driving Consumption in India

#### 1st Force: Income growth





Upper-mid income and high-income Segment

- ➤ 1 in 4 household today
- ➤ 1 in 2 household by 2030
- ➤ There is increase of around 128 Million households in upper-mid income and high-income segment by 2030

Note: Basis Income Per Household

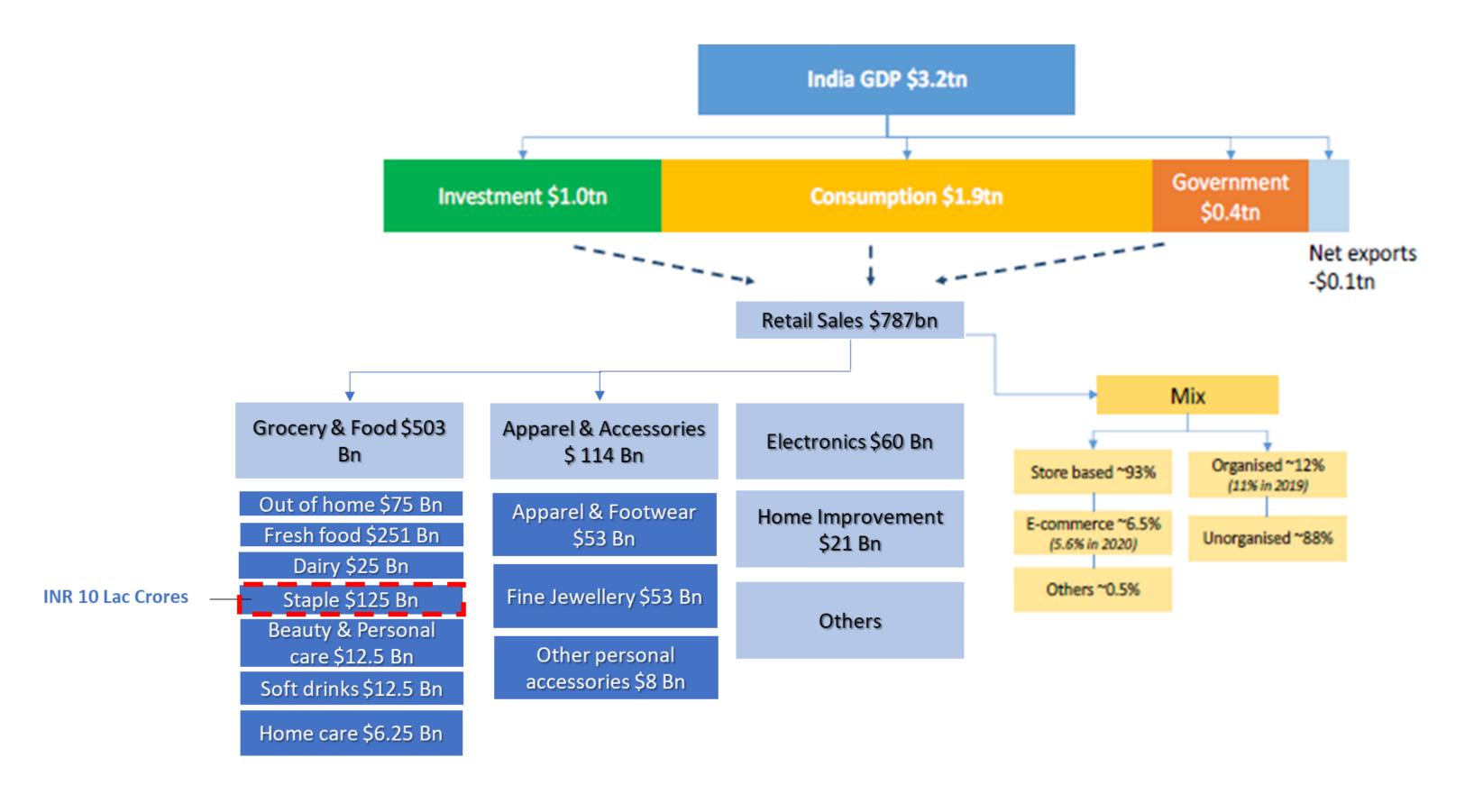
Low Income: <US\$ 4,000 (<INR 2.5 lakhs) Lower-mid: US\$ 4,000-8,500 (INR 2.5 – 5.5 lakhs) Upper-mid: US\$ 8,500-40,000 (INR 5.5 – 27.5 lakhs)

High Income: >US\$ 40,000 (>INR 27.5 lakhs)

Source: World Economic Forum

## Understanding Indian Consumption

### Consumption of Staple Foods in India is ~ US\$ 125 Bn (~INR 10 Lac Crores)



## Focus on Center of the Plate Categories

### Edible oils & staples together form 60-70% of the Indian kitchen / grocery spends



Category	TAM (in Lakh Cr.)	Branded %
<b>Edible Oils</b>	2.0	75%
Wheat	1.5	12%
Rice	2.1	11%
Pulses & Besan	1.2	5%
Sugar	0.6	6%
Spices	1.4	18%
Total	8.8	

#### Why the potential?



India has largest population



India is 2<sup>nd</sup> largest producer of Wheat & Rice (major food staples)



Fast growing per capita income



Huge addressable market



Quality assurance



Convenience



Price competitive with un-packed



Few pan-India players



Regional preferences

## Why staple food category is attractive for AWL?

Large Category

+

High Growth Potential



Strong Capabilities

Center of the plate

Highly unorganized

Integrated business model from Sourcing to Sales

**Huge TAM** 

Branded Staples growing faster

Risk Management in agri-commodities

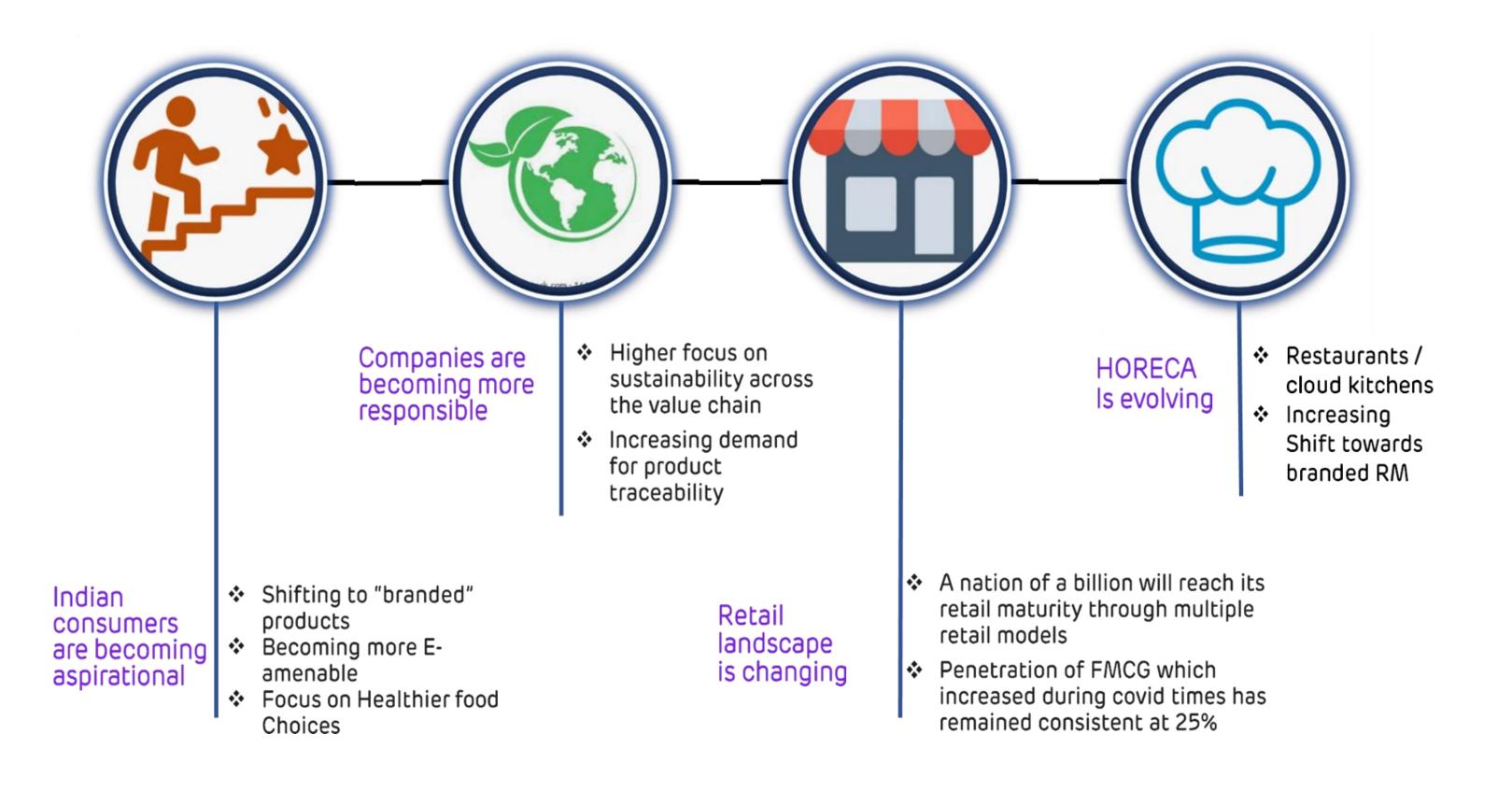
India is the largest exporter of rice

Few pan-India players

Wilmar Group leverage for exports

24+ years expertise

## Mega Trends in Staple Space



# Our Businesses



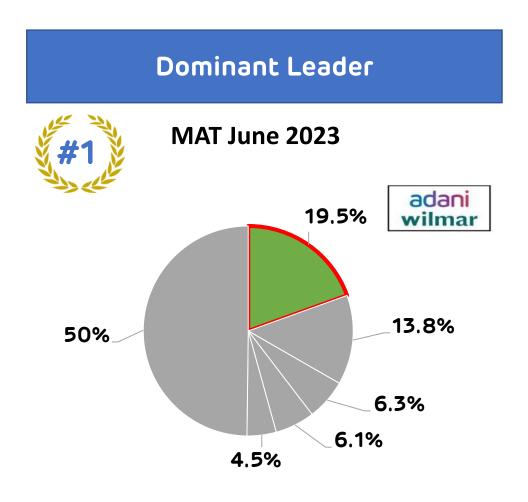




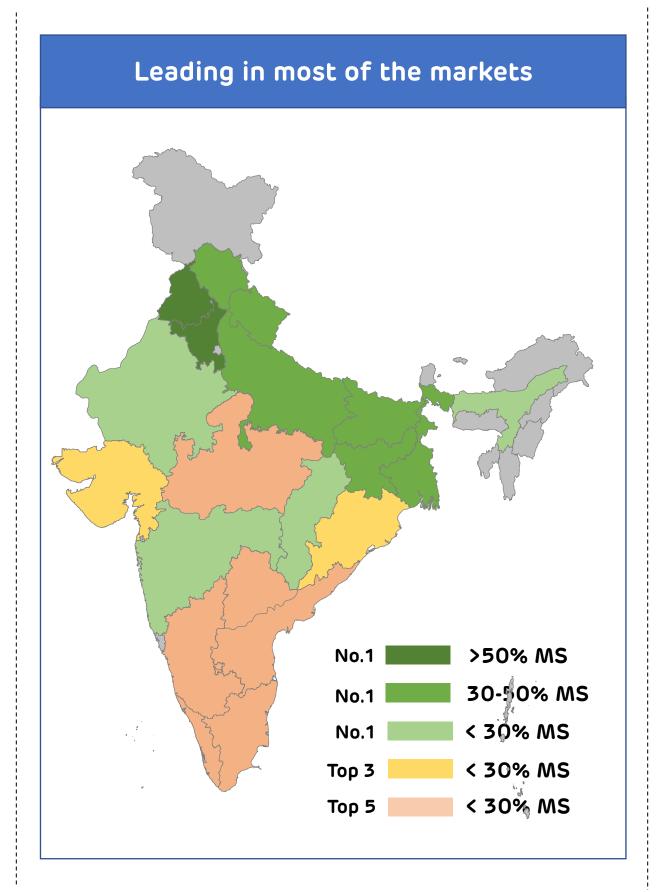


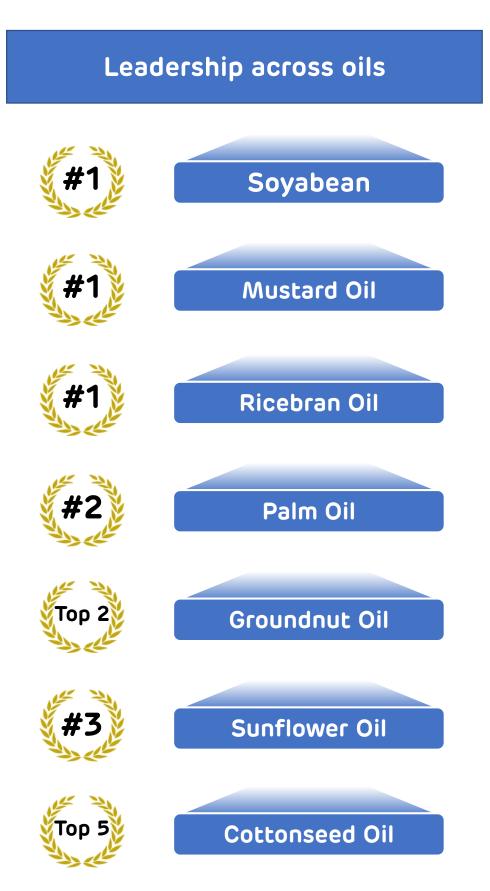
## Dominant leadership in Edible Oils

## Leadership in most markets and key edible oil categories



- Market share ~1.5x of the next competitor
- Potential to consolidate market share, since ~50% share is held by regional brands

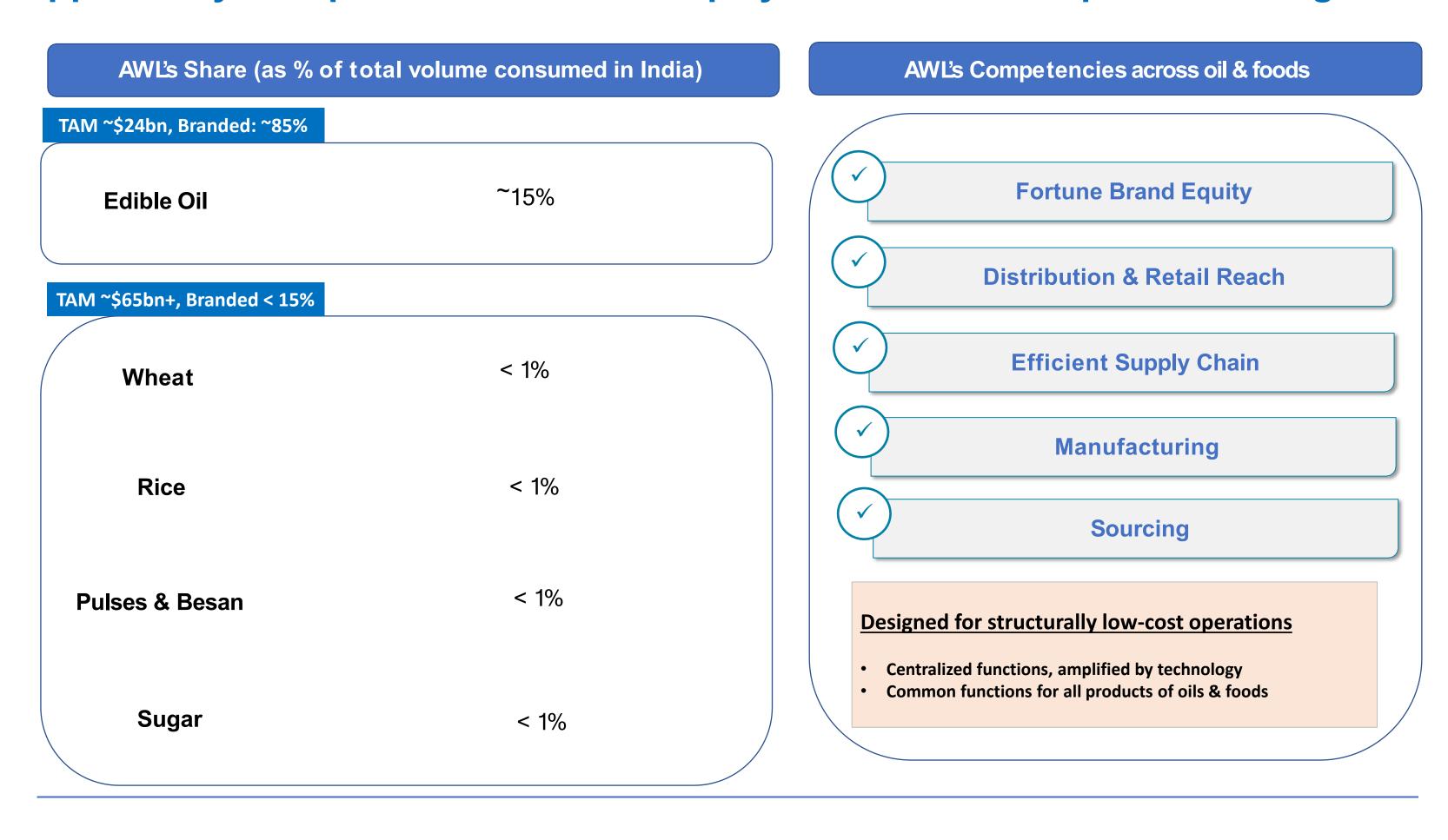




Source: Nielsen ROCP, IMRB

## Large Opportunity in Foods Products

## Opportunity to replicate the Edible Oil playbook in other staple food categories



#### Fortune: A household name in India

# **Fortune**

'Edible Oil' brand



















## 'Packaged Foods' brand















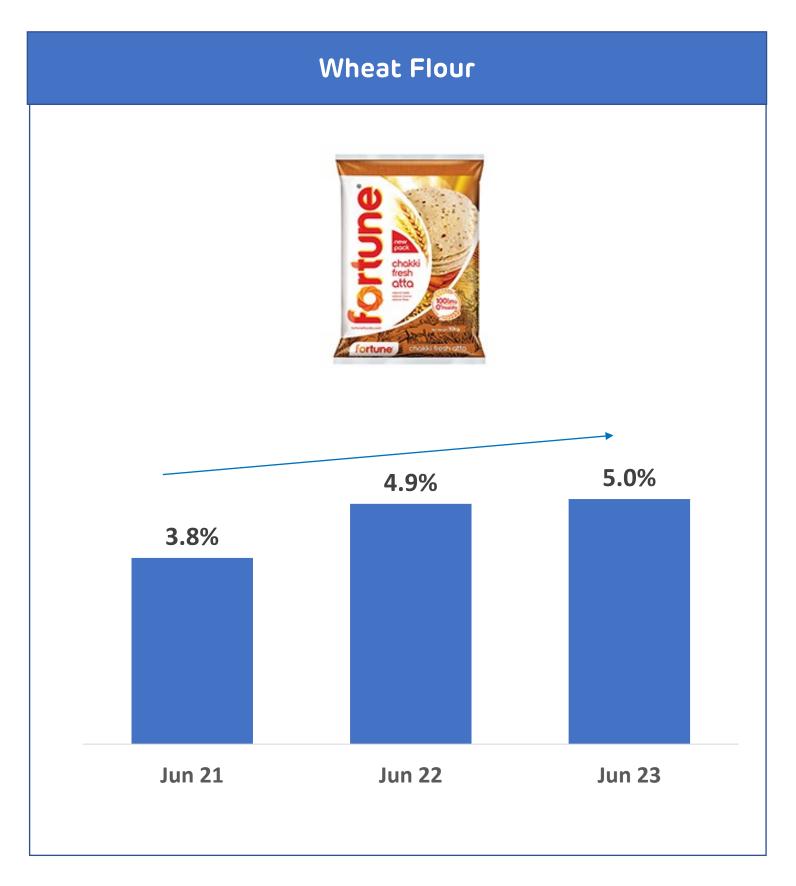


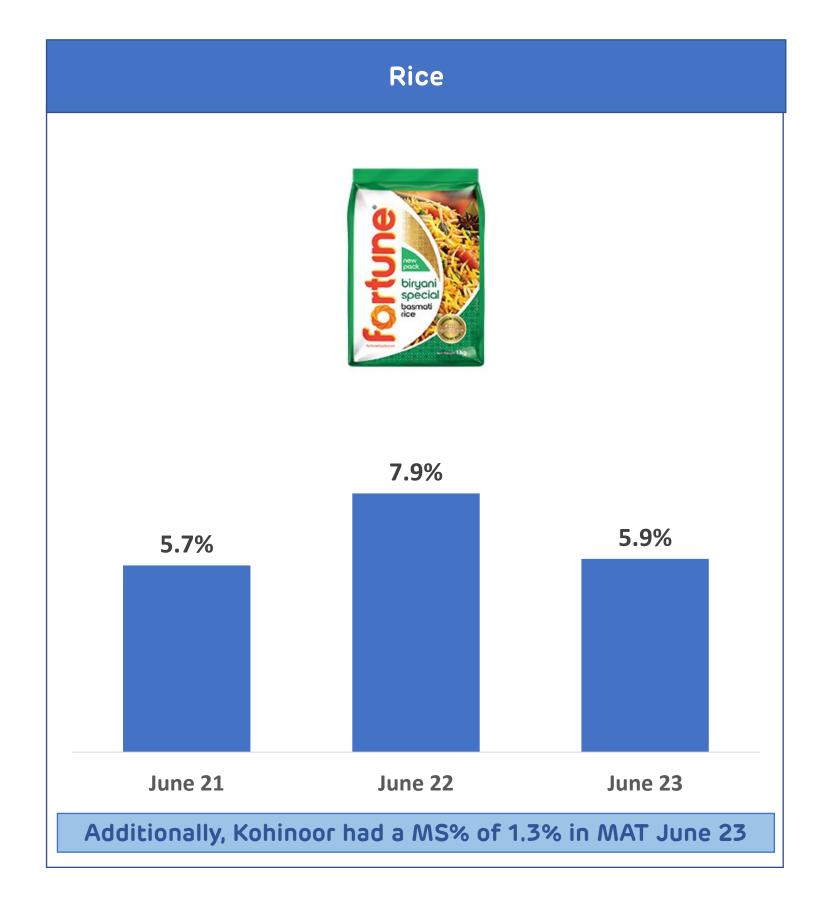


'Fortune' brand size is INR 20,000+ Crores

## Gaining Market Share in Foods business

### 'Fortune' brand has gained consumer acceptance in Food categories





**Source:** Nielsen, MAT June of respective years

## Depth in each of our Product Categories

## Wide range of Products produced from each agri-commodity

**Wheat Products** 

#### Whole Wheat



#### Wheat Flour



#### **Refined Wheat Flour**



Suji (Semolina)



Rawa (Semolina)



Rice

#### Basmati Rice



Fortune Basmati Rice



Fortune Mogra Basmati Rice



Kohinoor Basmati Rice

#### Non - Basmati Rice



#### Biryani Kit (RTC)



## Building Health & convenience focused food product portfolio

### Increasing focus on value added products

#### **Health-focused Edible Oils**





#### Health & Convenience Foods













· Almost all value-add products are forward-integration of our existing products and leverages our existing distribution network

# Forward-integration of our oleo-chemical business



For Retail consumers



For HoReCa clients

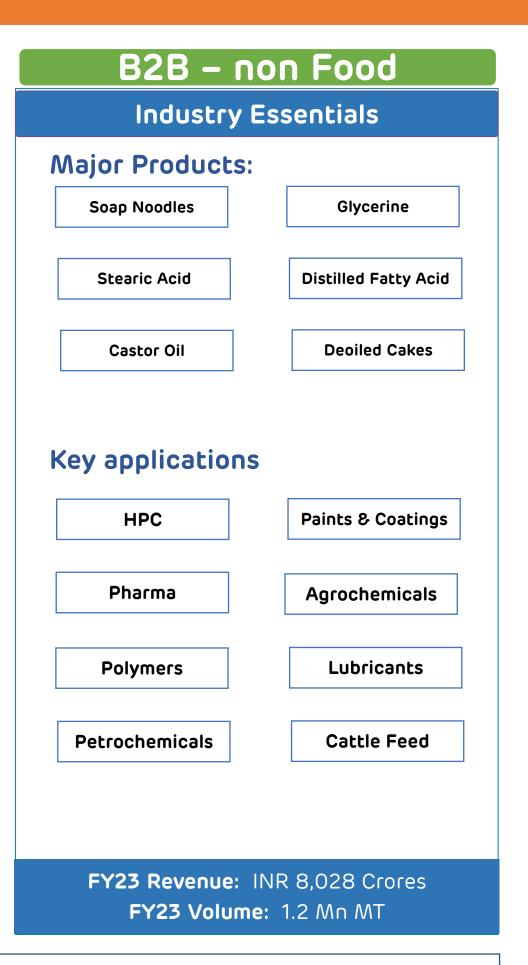
For Surface and Utensils Cleaning

## **AWL's Business Segments**

#### Edible Oil & Foods business

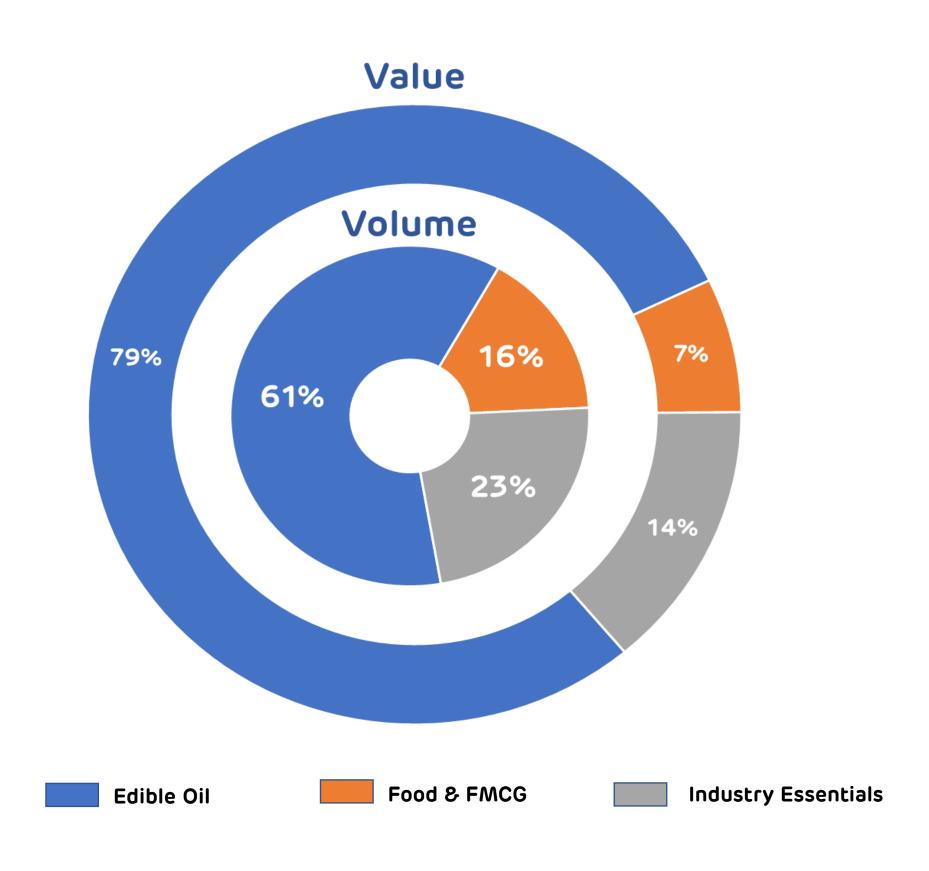






**Key Value Drivers** 

- Leveraging the existing setup of edible oil business to scale up Food & FMCG
- Plan for forward integration into value-added downstream products in oleochemical & castor



# Customers







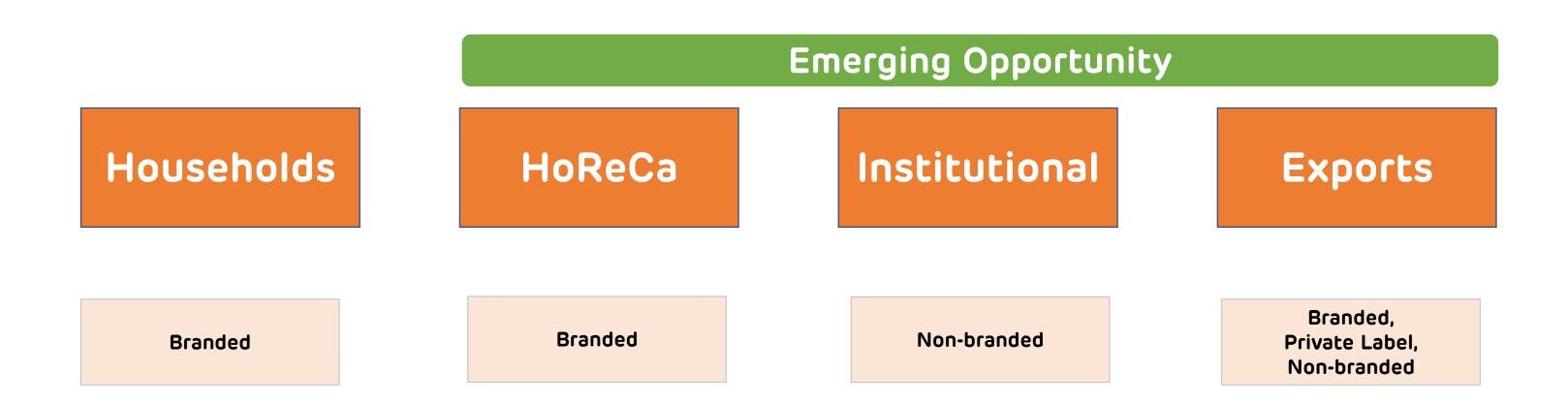






## Seizing opportunity in all key Customer Segments in oil & foods

#### 75%+ of sales is from branded products in FY'23\*



#### **Key benefits of presence in multiple segments:**

- ➤ Significantly increase in the TAM all of these segments have large TAM
- Higher diversification, reducing demand volatility
- Provides scale enabling better utilization of manufacturing, logistics, fixed overheads

<sup>\*</sup> Branded mix is only for the oils & foods portfolio (excluding Industry essential business which is 100% B2B)

# Brands







## Presence across the price spectrum



A healthy mix of premium and popular brands

## Portfolio of scaled up brands

#### Strong brands built on basis of trust and quality over last 2 decades

Value	Brands	Segment
INR 20,000 Cr +	<b>fortune</b> ° edible oils and foods	Edible Oil & fats - Food & FMCG
INR 4,000 Cr +	Rofined SOYABEAN OIL	Edible Oil & fats
~INR 1,000 Cr +	*	Edible Oil Food & FMCG
INR 500+	JUBILEE FITYOLS Masterchef	Edible Oil & fats
INR 100 Cr +	Addhaar Refined Sunflower Oil  AVSAT  BULLET  Alpha  First Choice Wheat Flour (Atta)  AVSAT  BULLET	Edible Oil Food & FMCG

#### Branded portfolio growing steadily

Note: Additionally, AWL also has branded sales of INR 1,000 Crores of bakery fats sold under various brands of Wilmar International

<sup>\*</sup> Rupchanda is a brand under BEOL (100% subsidiary of AWL in Bangladesh)

# Marketing





## Celebrity-led advertising on mass media

Soyabean Oil Campaign



Soyabean Oil Campaign



Sunflower Oil Campaign



Fortune Atta Campaign



King's Mustard Oil Campaign



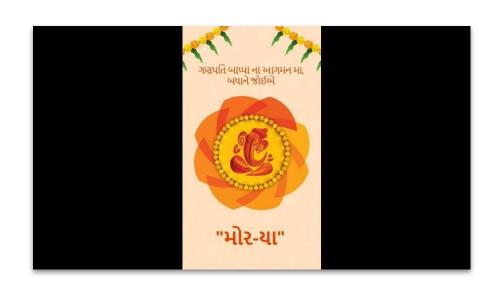
## Frequent campaigns on social media - focus on region, occasion specific



















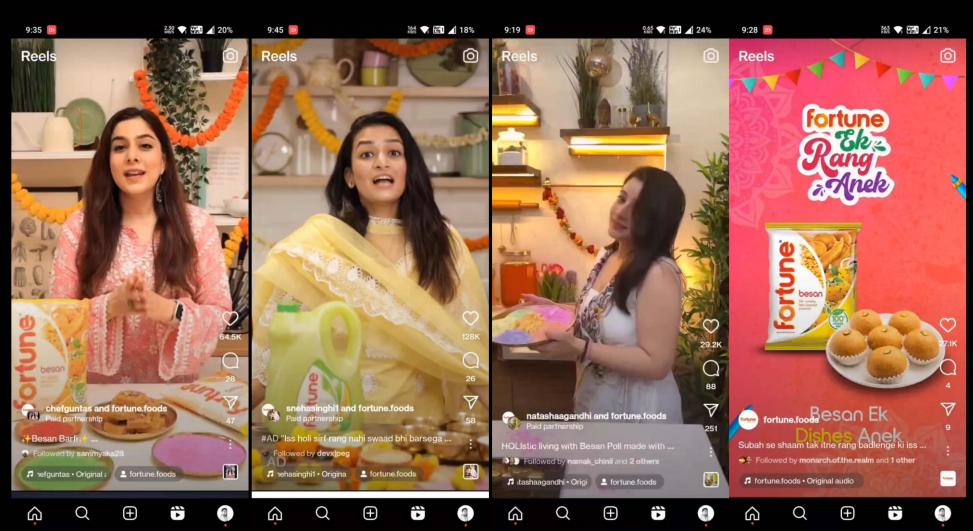
# Engaging consumers on social media through many Influencers

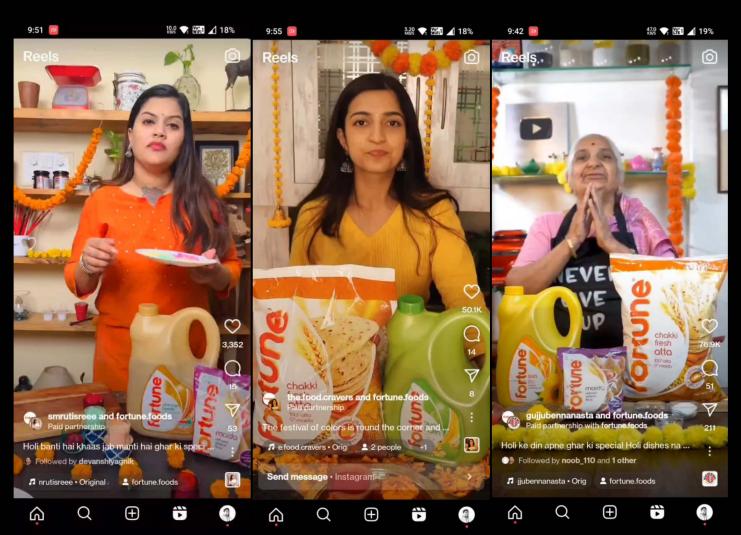












# Branding Activities by sponsorships of relevant events



was a key sponsor on Season 7 of



#### **Masterchef India**









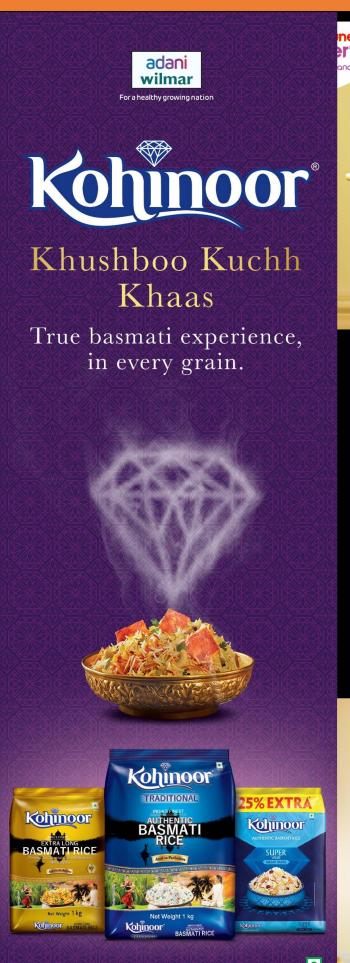
#### **Women's Premier League**





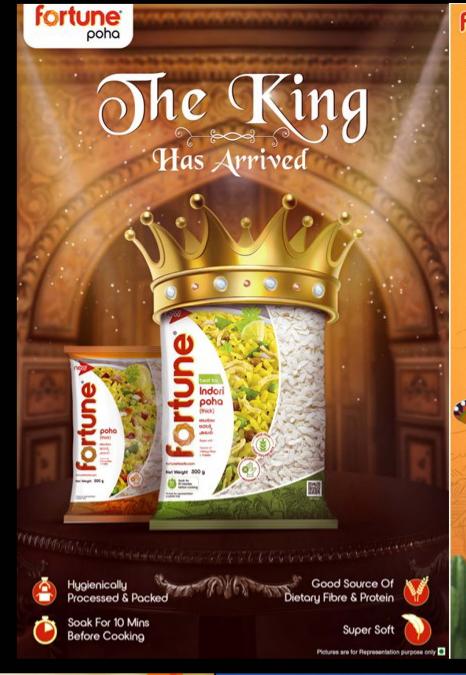


## Product campaigns















## Product campaigns





## Product campaigns



Made from carefully selected basmati grains, Fortune Biryani Special's non-sticky and long grain rice makes your biryani delicious.





Inhe Khilne Do





# Investing in the premium Kohinoor brand



# Sales & Distribution





## Expanding town coverage and retail outlets

**Direct Reach** 

> 6 Lac+ Outlets

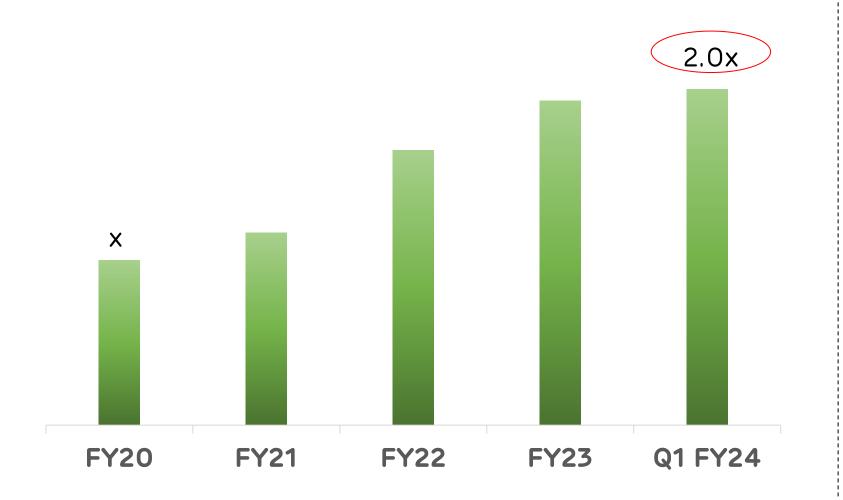
Coverage: Rural Towns

21,700+ rural towns

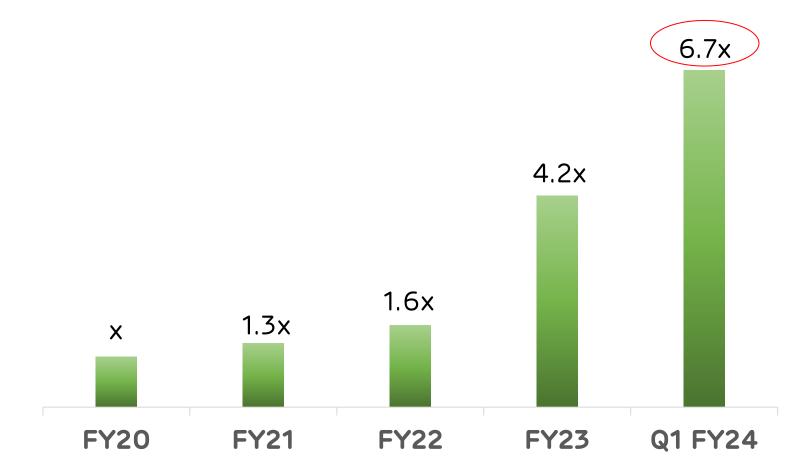
**Rural Saliency** 

~31% (Volumes)





## Coverage: Rural Towns



Focus to continue increasing the rural town coverage

## Enhancing GTM capabilities to capture demand



### Everyday great execution

- Improving daily visit calls
- Improving productivity of calls
- Increase DSM effective coverage
- Improved penetration in urban towns



#### **RURAL Sales Force Automation**

- Geo-tagging of Outlets in all categories
- Visibility of Rural Coverage: Orders addressed from SFA



- Classification of existing distributors based on their buying patterns and financial parameters
- Identify distributors at risk and take corrective actions to retain them



### Rural Activation & Coverage Expansion

- Rural town expansion
- Improved quality of Town Coverage in Rural



#### **Route optimization**

- Using tech to determine sales beat, optimizing the daily market route
- Pilots have demonstrated significant reduction in distance travelled, improving salesman productivity



### **Outlet Level Insights**

• Identification of similar potential outlets based on purchase patterns

# Supply Chain & Production Planning





# Efficient supply chain to lower cost and capture demand



# Manufacturing network designed for logistics efficiency

- Port-based refineries for imported edible oil
- 55%+ of dispatches directly sent to customers



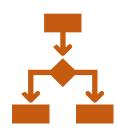
#### Digitization

Most of the supply chain workflow has been digitized, resulting in paper-less processes, availability of data, visibility of truck movement, faster payments to vendors



#### **Reverse Auction**

All truck hiring is done through online reverse auction to secure best rates and ensure process integrity



# Least Cost Optimization

Dispatch planning to optimize on various parameters like raw-material prices, logistic costs, plant utilization etc.



## Centralized control

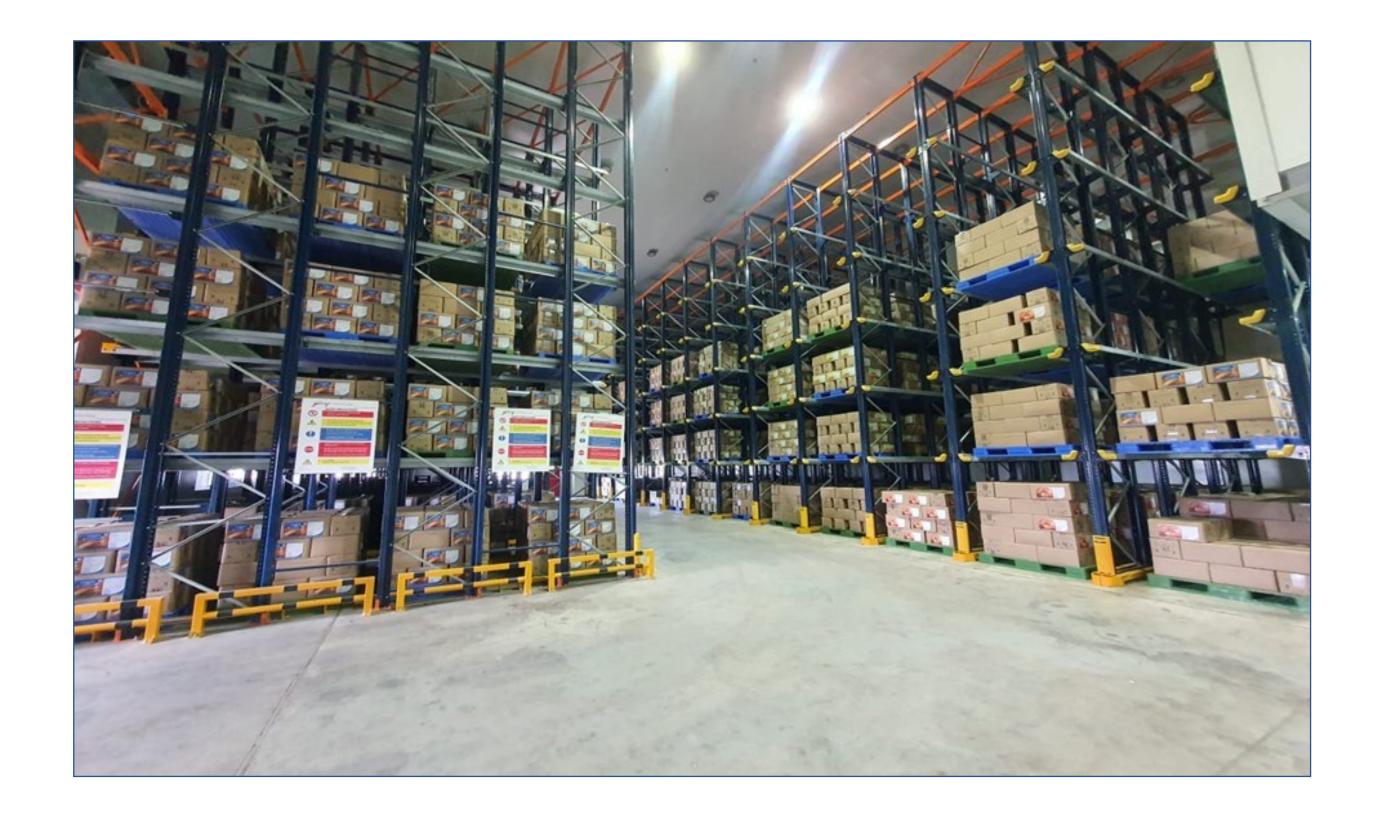
Digitalization enabled centralized control to drive further data driven efficiency, better monitoring & compliance, benefit of scale in procurement, process improvement, lesser manpower



### Promoting clean energy

- ~18% of dispatches are multi-modal
- ~5% of dispatches through green fuel

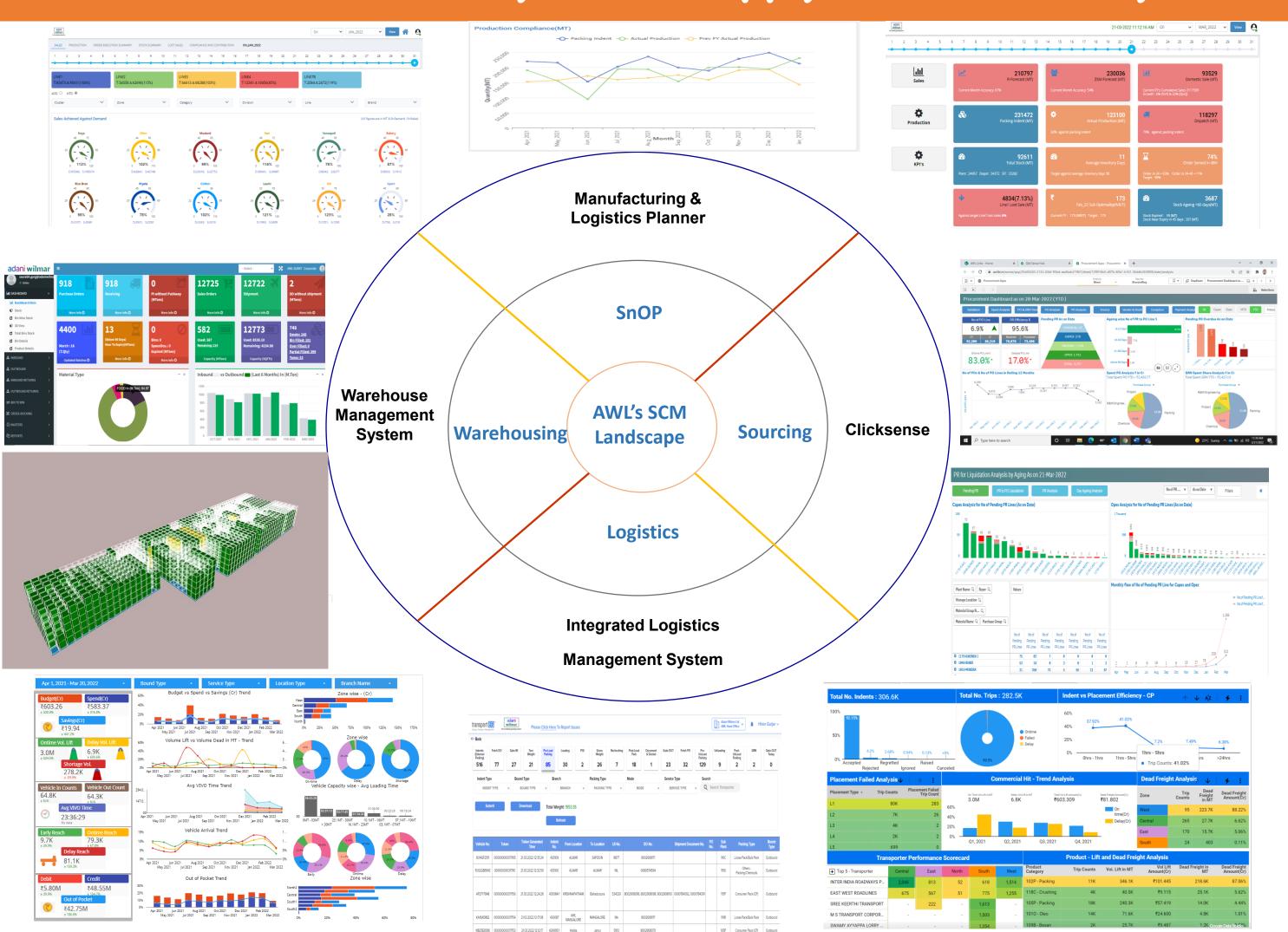
# Proximity to markets: A depot at every 250 KM



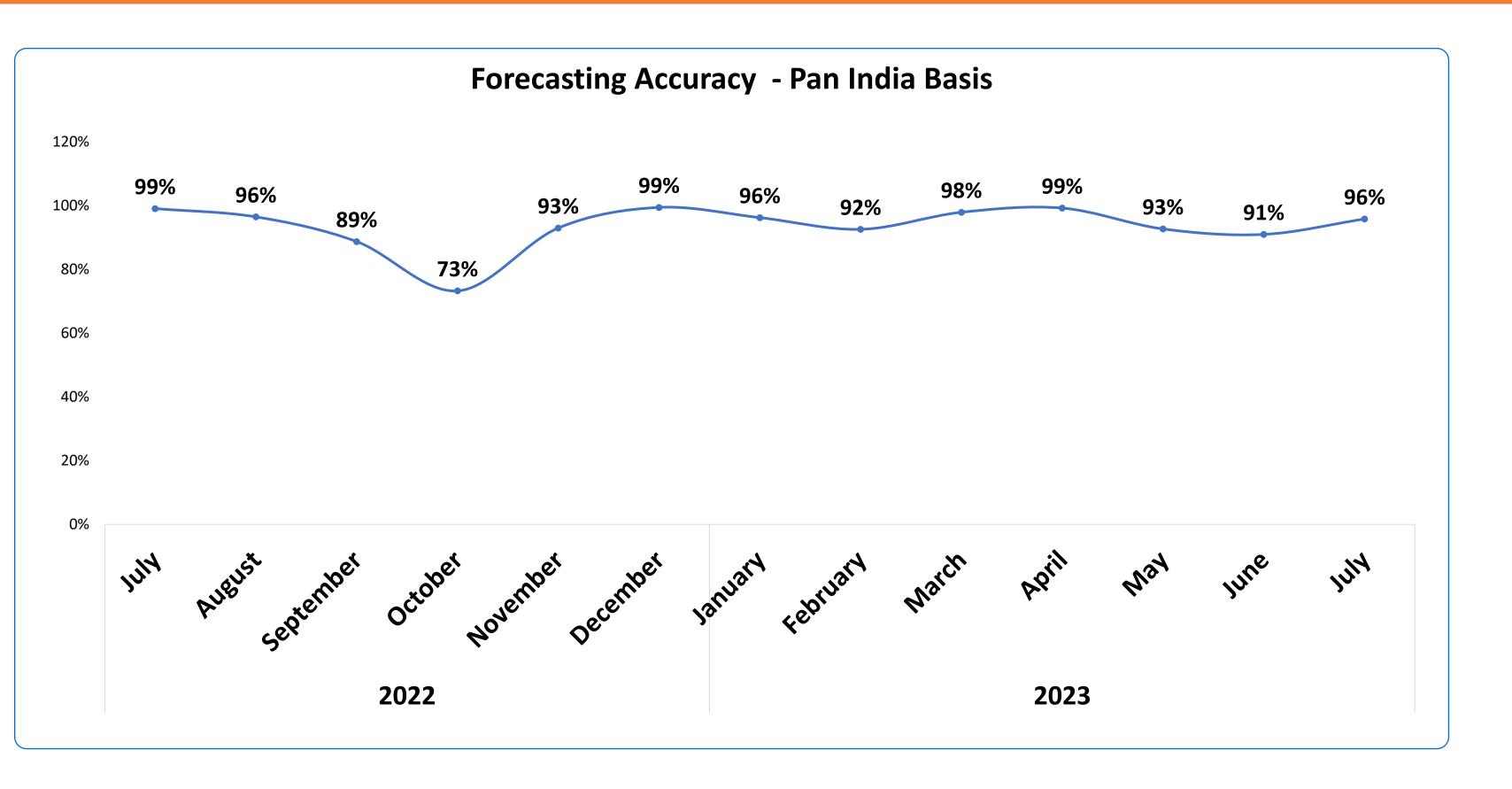
90 Depots

~2 Million Sq. Ft.
(Depot Storage Space)

# Extensive use of data & analytics for supply chain efficiency



# Developed reliable systems to tackle supply chain complexities



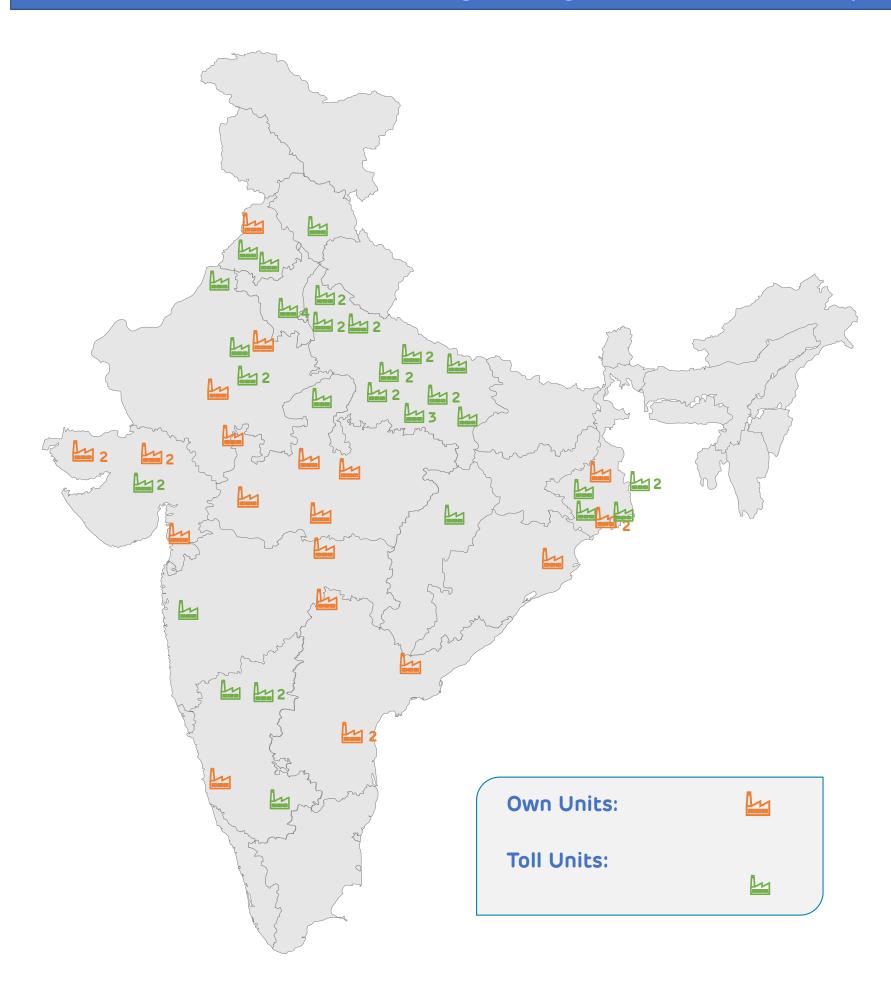
# Manufacturing





# Large & Integrated manufacturing facilities spread across the country

## Processing & logistics efficiency, along with quality controls







- Third-party units are primarily on exclusive basis for quality controls
- Company is building new capacities to increase in-house manufacturing
- AWL focus is on building integrated plants that can process multiple products in same facility, utilizing shared resources

# Integrated business model for cost efficiency

#### Focus on building integrated plants and adding new units in existing locations





### End-to-end integrated plant

- ■Crushing units and refineries
- ■Integrated to produce Vanaspati, margarine, oleo chemicals and soap bars with raw materials from refining
- Derive de-oiled cakes from crushing and oleochemicals from palm stearin derived from palm oil refining

#### Integrated plant for soya

Covers entire value chain of soya-crushing, producing soya value-added products such as soya nuggets, soya flour, soya flaks and refined soya oil

# **ESG**









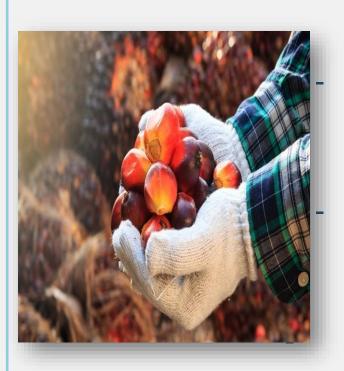
## **Environment, Social & Governance**



#### **Green Energy**

- Successful solar power implementation at 8 plants out of 23 own units.
- Plan to continue such installation across all plants over the years

Promoting alternative source of power



#### Sustainable Palm Oil

Adani Wilmar is amongst the early adopters of Sustainable Palm Oil

**Traceability:** Over 90% of palm oil Traceable upto Mills of December 2022

RSPO Certified: All plants are RSPO certified

Spearheading sustainability in Edible oils in India



#### **Water Conservation**

- Zero Liquid Discharge installed at 9 major plants (2900 KL per day)
- ZLD ensures recovery & reuse of water

Efforts towards reducing water waste



#### **Recyclable Packaging**

- First Edible Oil Company to introduce recyclable packaging
- 98% of packaging is recyclable

Committed to environmental sustainability

# Fortune SuPoshan: A Mission Against Malnutrition & Anemia





#### Fortune SuPoshan touches life of three Target Groups



0-5 yrs age children



**Adolescent Girls** 



**Women in Reproductive Age** 

#### Fortune SuPoshan touches four core areas



Health



**Education** 



Women Empowerment



Sustainable Livelihood







Our commitment towards a "Healthy growing nation"

# Current Footprint (April 2022 - March 2023)

14

13

20

129

1200

Sites

States

**Districts** 

Slums

Villages

**550**Sanginis

1,08,132

3,06,409

children Women & girls

Touched more
than 3 lakh
beneficiaries in
last one year
through various
community
engagement
activities

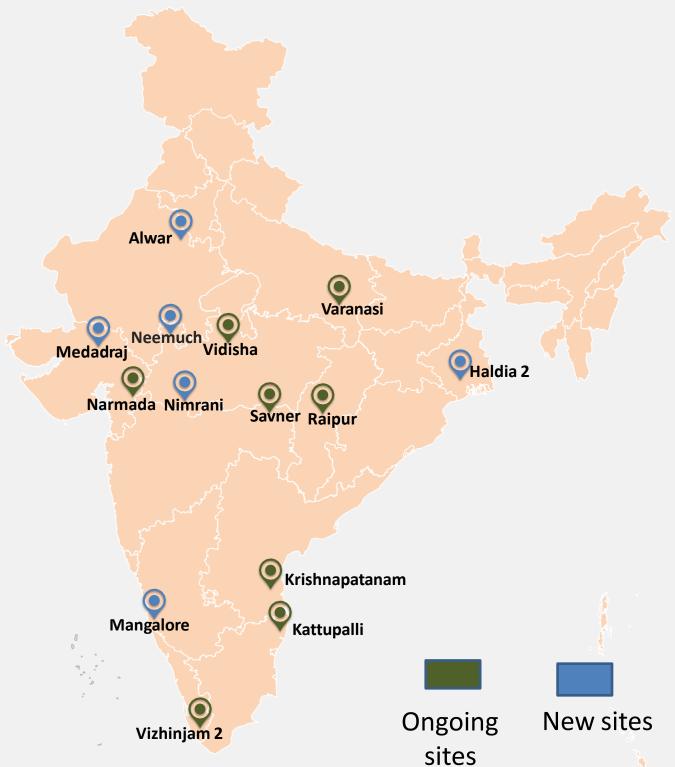
The prevalence of Wasting and SAM have found to be reduced across sites which is align with NFHS 5 survey findings

The SuPoshan project expansion at 6 new sites and exit from 6 sites by March 23





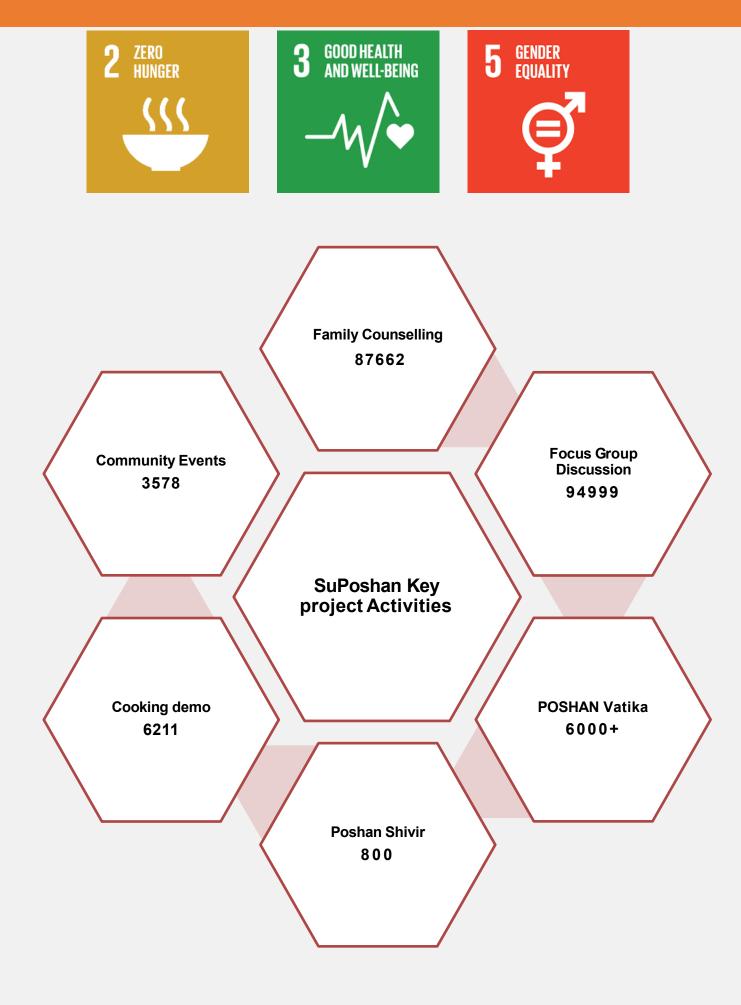




# Progress (April 2022 - March 2023)

Sr No	Dantianian	Achievement	
	Particulars	FY 2022- 23	
1	Total under five children screened	1,00,000+	
2	Total complicated SAM children referred to NRC	1204	
3	Total children shifted from SAM to MAM	12245	
4	Total children converted from Acute Malnutrition to Healthy	27181	

Received CSR Project of the Year 2022 in India CSR Summit organized by CSR Box and Dalmia Foundation in Nov 2022



# **Poshan Shivir** *Beetroot paratha with sprouted moong*& chana





















# **Key Metrics**







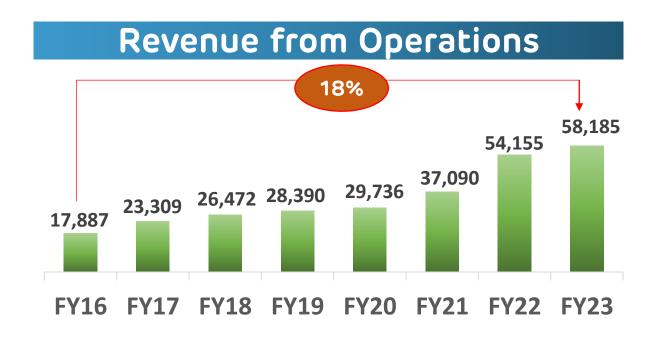


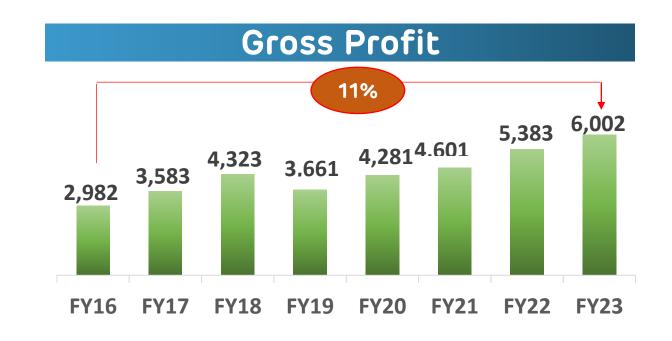


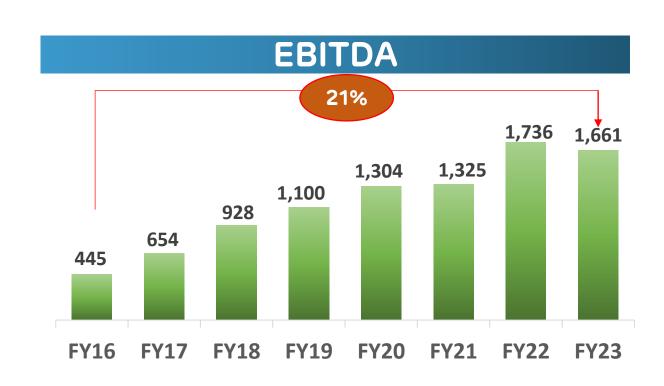


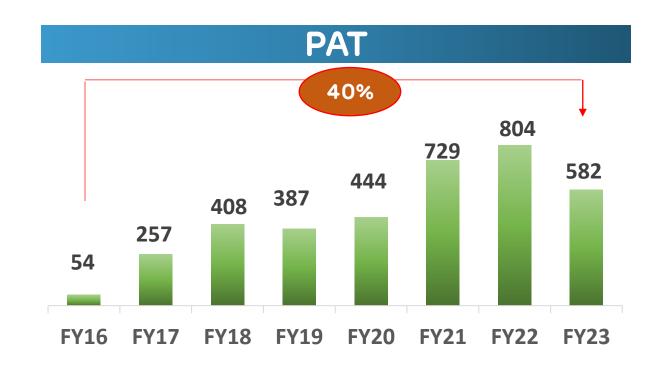
## P&L: Performance

#### **In INR Crores**





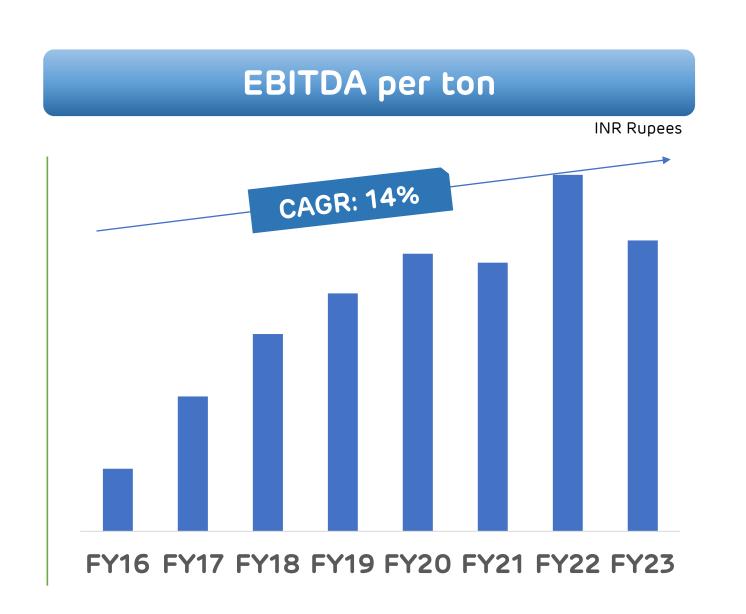






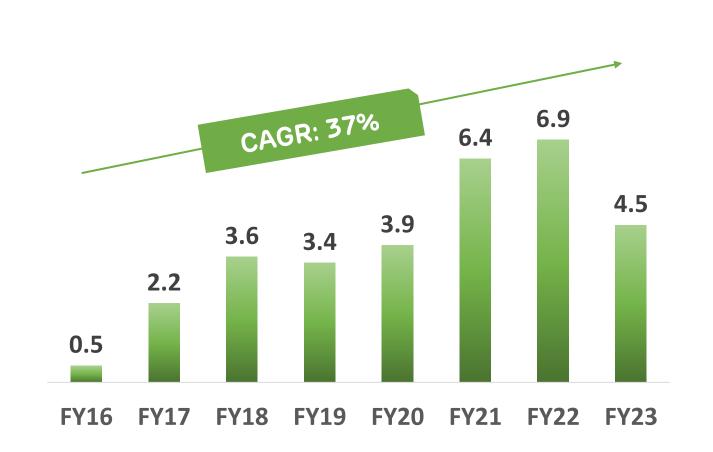
EBITDA has been growing well, with 21% CAGR in last 7 years

# Healthy Margin Profile





**INR Rupees** 



# **Key Takeaways**





# Adani Wilmar Limited as of Today

# One of the youngest and largest Food FMCG company in India





#### Over 2 decades of trust Food & FMCG player offering kitchen essentials across India





- No. #1 Edible Oil brand
- No. #2 wheat flour brand
- No. #3 Basmati brand





1.7 Million Retail Reach



60+ Manufacturing units\*

# Leadership Position in our Key Products

#### **Edible Oil**

#1 Edible oil brand in India

#1 Soyabean oil, Mustard & Ricebran oil

#2 in Palm oil

#1 in North, East, West & Central markets

Amongst top 5 in South India

#1 in Urban & Rural markets

#### Food & FMCG

#2 in Wheat Flour (atta)

#3 in Basmati Rice

#2 in Soya Nuggets

Amongst top 2 players in Besan

#### **Industry Essentials**

#1 Player in Stearic Acid, Glycerine & Soap Noodles

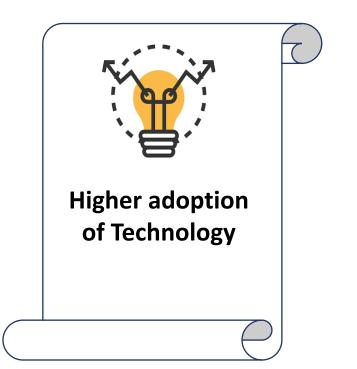
#1 Castor exporter from India

Consistently gaining market share across key categories

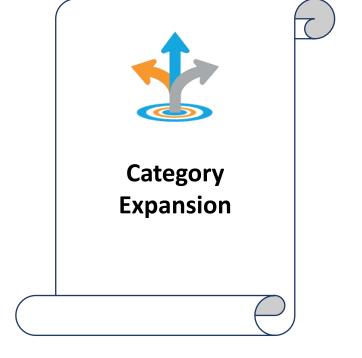
# Key Business priorities

















## AWL's advantage

Fast-paced growth at scale

**Proven Track record** 

(leadership position or amongst Top-3 in multiple categories)

Large addressable market

Potential for margin improvement

Large distribution network

Leverage existing setup to scale up new categories

Support of 2 strong promoter groups

Strong Manufacturing setup

Few competitors at national level

**Strong Brand Portfolio** 

HoReCa & Exports opportunity

Frugal operations



# Annexure: Detailed Financials







# Financial Performance: Consolidated

INR in Crores	Q1FY24	Q4FY23	Q1FY23	QoQ %	YoY %
Volume (in LMT)	14.9	14.9	11.9	0%	25%
Revenue	12,928	13,873	14,724	-7%	-12%
COGS	11,750	12,433	13,232	-5%	-11%
Gross Profit	1,178	1,439	1,492	-18%	-21%
Emp expense	104	107	113	-3%	-8%
Other expense	943	973	936	-3%	1%
Total Expense	1,048	1,081	1,049	-3%	0%
EBITDA	130	359	443	-64%	-71%
D&A	94	92	86	2%	9%
Operating Profit	37	267	358	-86%	-90%
Other Income	66	72	52	-9%	26%
Interest expense	171	210	150	-19%	14%
PBT	(68)	129	260	N.A	N.A
Tax	(8)	37	62	N.A	N.A
PAT before JV Share	(60)	92	198	N.A	N.A
Share of JV / Associates	(19)	1	(4)	N.A	N.A
PAT - Consolidated	(79)	94	194	N.A	N.A

FY23	FY22	FY21	YoY %
54.7	48.0	44.8	14%
			! ! ! !
58,185	54,155	37,090	7%
52,183	48,771	32,490	7%
6,002	5,383	4,601	11%
394	392	322	0%
3,947	3,255	2,954	21%
4,341	3,647	3,275	19%
1,661	1,736	1,325	-4%
358	309	268	16%
1,302	1,427	1,058	-9%
261	172	104	52%
775	541	407	43%
789	1,059	755	-25%
235	284	103	-17%
554	774	652	-29%
29	29	77	-3%
582	804	729	-28%

Profitability impacted on account of high-cost inventory

# Financial Performance: Standalone

INR in Crores	Q1FY24	Q4FY23	Q1FY23	QoQ %	YoY %
Volume (in LMT)	14.4	14.3	11.4	1%	26%
Revenue	12,379	13,122	14,017	-6%	-12%
cogs	11,265	11,767	12,629	-4%	-11%
Gross Profit	1,113	1,355	1,388	-18%	-20%
Emp expense	92	94	97	-3%	-6%
Other expense	900	922	895	-2%	1%
Total Expense	992	1,016	992	-2%	0%
EBITDA	122	339	396	-64%	-69%
D&A	83	81	77	2%	7%
Operating Profit	39	258	319	-85%	-88%
Other Income	65	71	51	-9%	27%
Interest expense	153	197	144	-22%	6%
PBT	(49)	132	227	N.M	N.M
Tax	(11)	35	56	N.M	N.M
PAT	(38)	98	170	N.M	N.M

FY23	FY22	FY21	YoY %
52.3	46.1	44.6	13%
55,262	52,302	37,090	6%
49,543	47,091	32,490	<i>5</i> %
5,720	5,212	4,601	10%
343	358	321	-4%
3,760	3,129	2,952	20%
4,104	3,486	3,273	18%
1,616	1,725	1,327	-6%
319	285	268	12%
1,297	1,441	1,060	-10%
257	169	104	52%
729	525	407	39%
825	1,084	757	-24%
217	276	103	-21%
607	808	655	-25%

Standalone PAT was better than consolidated, as Consol was impacted by losses in BEOL (subsidiary) and JV

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