



WORLD'S LARGEST RICE MILLERS  
& BASMATI RICE EXPORTERS

Ingraining a **Healthy Future**

# INVESTOR PRESENTATION

## Q2 & H1 FY22



# THOUGHTS FROM THE MANAGEMENT

**Commenting on the performance for Q2 FY22, Mr. Anil Kumar Mittal – Chairman and Managing Director, KRBL Limited said,**

*"Our Q2 performance continued with emphasis on driving branded volumes, while leveraging profitable opportunities in the unbranded segment. Share of domestic segment increased in the revenue mix, on the back of strong growth in both bulk pack segment and consumer pack segments. Demand trend remains attractive for India Gate and our other brands, as the economy gathers pace and consumer preference for quality and hygiene sustains. Freight cost and container availability continue to pose as impediments to seamless exports but are expected to improve gradually.*

*Our market position across the modern trade and e-comm. Channels continues to strengthen. We have further expanded our share at the premium end of the market in modern trade. In the popular range, we have delivered highest growth amongst comparable in the market. Unity continues to make big inroads in terms of market share with larger array of SKUs across more accessible pricing. Concurrently, Q-o-Q we have been tracking a sharp inflection in bulk pack sales in line with the opening up of the dining and banquets industry.*

*In line with our philosophy to maintain high-levels of self-sufficiency on capital, we continued with strong cash generation and negative borrowings during the quarter. Our established brand line-up, entrenched presence in markets that matter and un-remitting focus on margins has served to augment our balance sheet. Consequently KRBL is in a position to enlarge its procurement of paddy in line with its requirement benefitting from dynamics of harvest/market.*

*As we witness continued growth from our branded Basmati business we keen to pursue opportunities in other premium varieties of rice. Our foray here will be supported by a world-class procurement, processing and storage infrastructure and a strong brand play. Our line-up in health foods has yet again demonstrated attractive growth and we see additional scope for scale up. The emphasis on automation and smart processes at the manufacturing stage gives us advantage in the shape of better business efficiencies. Given the evolving nature of distribution and consumption behavior we stand at the forefront through our brands and close engagement with our dedicated customer base."*



# VISION FOR GROWTH

## Shift to organized trade

KRBL will be most benefited from the shift from unorganized to organized trade in the domestic market

## Profitability comes first

Every growth initiative is backed by strong focus on quality and margins. Brands to be key drivers



## Growth from multiple platforms

Core premium Basmati segment to deliver growth in mid-teens; regional varieties of premium, fragrant rice and health foods to tap new high-potential segments

## Well-oiled for expansion

Robust balance sheet and net worth, low gearing, integrated operations with owned storage and processing infrastructure



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- A heritage of achievement

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## Benefiting key stakeholders

- Doing good for investors and customers







Serving the finest  
Basmati from India  
-A heritage of achievement



*India ki Puraani Aadat*



# CREATING BENCHMARKS FOR SUCCESS

#1

India's largest exporter of branded basmati rice



#1

KRBL has world's largest rice milling plant in Punjab, India spread across 200 acres



#1

India Gate, renowned and well established brand in India



#1

KRBL has largest contact farming network coverage for rice



500+

Dealer and Distributors across India



90

Countries across six continents, where rice is exported



~3-7

Days in which direct payment made against procurement to farmers



15

Number of rice brands sold under KRBL banner



195

MT/hr paddy milling capacity



176

MT/hr Rice Processing/Packaging capacity



147

MW energy assets incl biomass, wind and solar



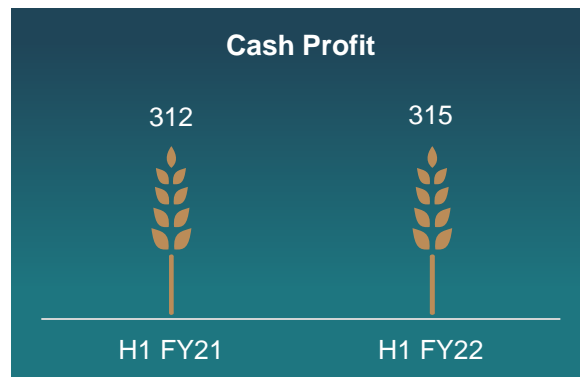
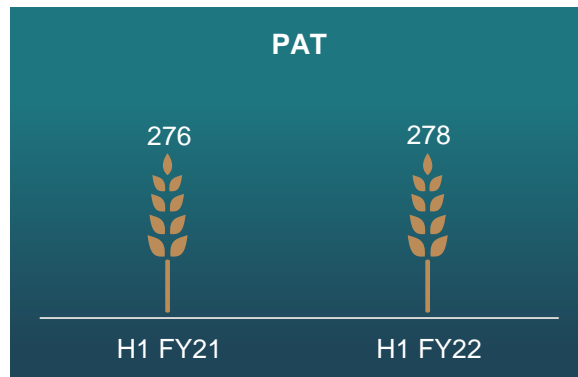
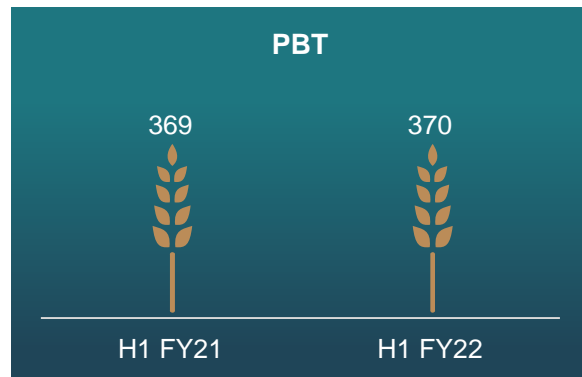
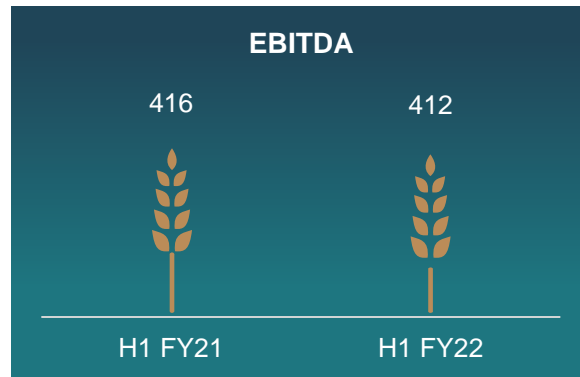
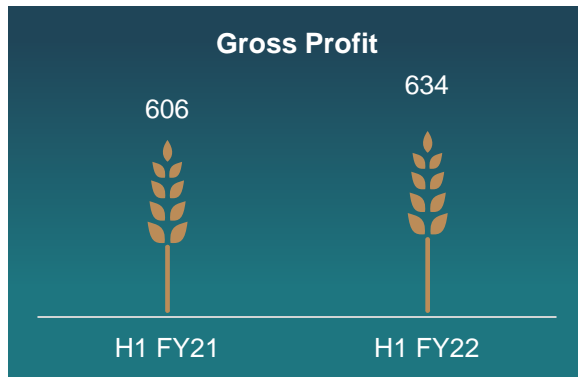
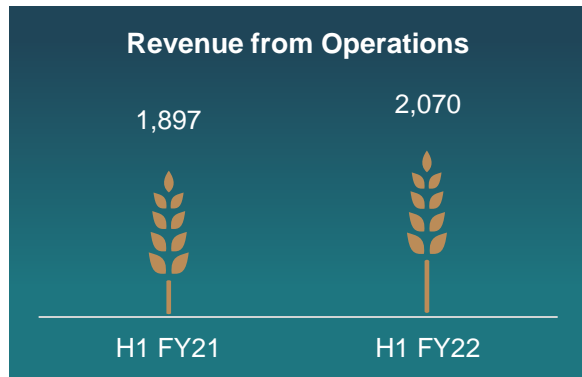
>1

million MT storage capacity across rice and paddy



# HALF YEARLY PERFORMANCE – YOY BASIS

(Rs. Cr.)

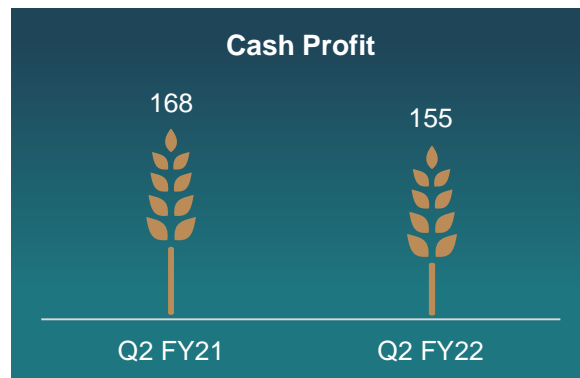
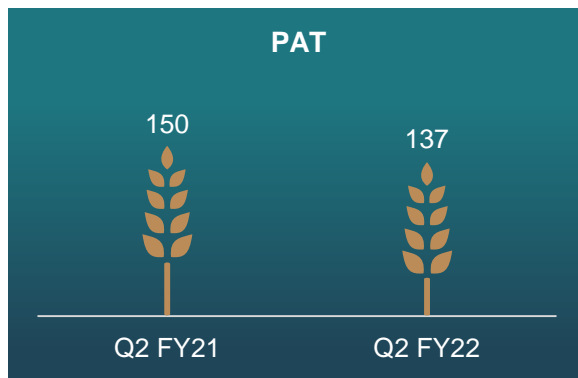
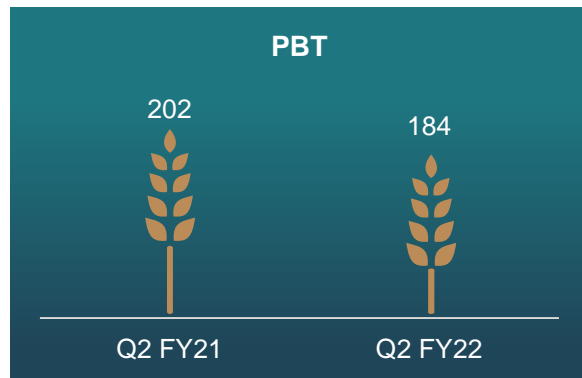
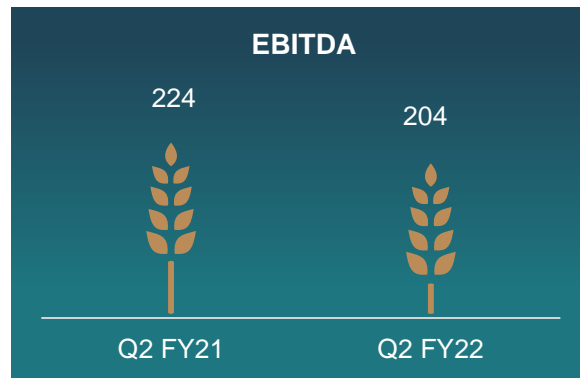
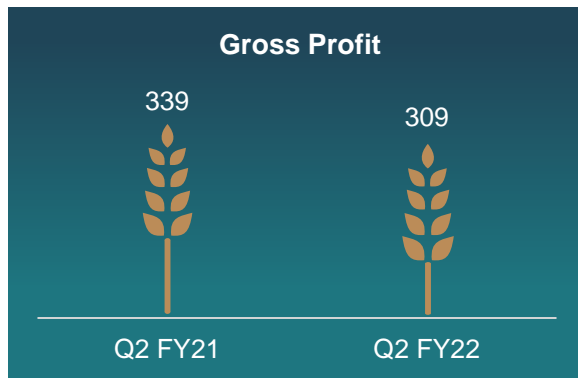
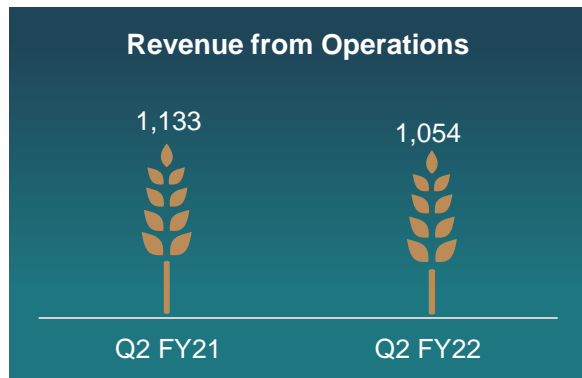


Source: KRBL H1FY2022 Standalone Results



# QUARTERLY PERFORMANCE

(Rs. Cr.)



Source: KRBL Q2FY2022 Standalone Results





# QUARTERLY PERFORMANCE

## Current Ratio

6.73



Q2 FY21

6.77



Q2 FY22

## Interest Coverage Ratio

65.42



Q2 FY21

109.61



Q2 FY22

## Net Debt to EBITDA

-1.01



Q2 FY21

-4.00



Q2 FY22

## Net Debt to Equity

-0.07



Q2 FY21

-0.21



Q2 FY22

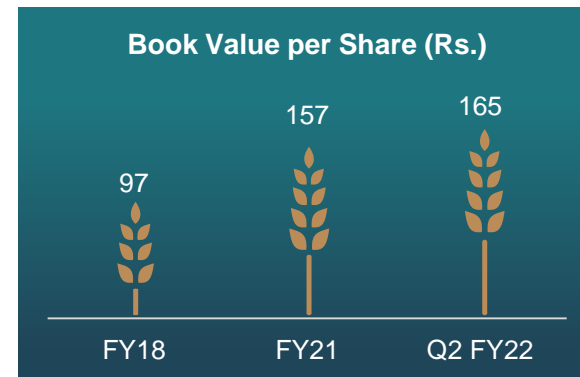
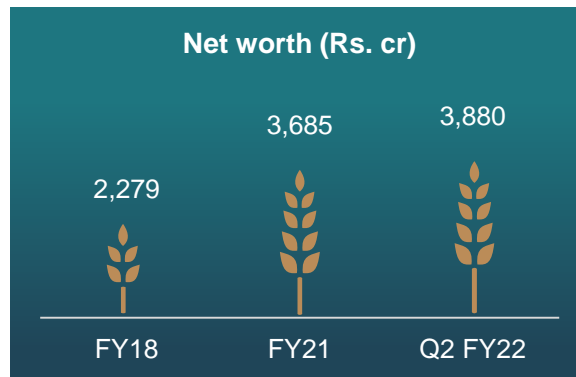
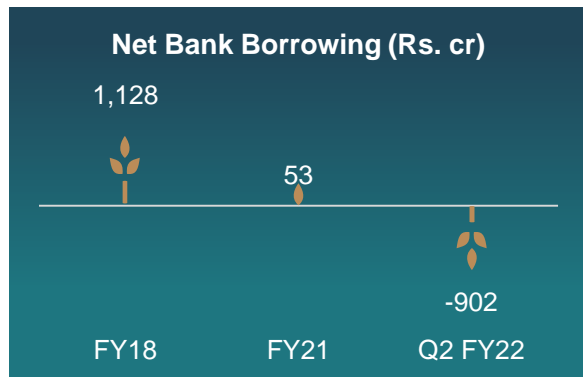
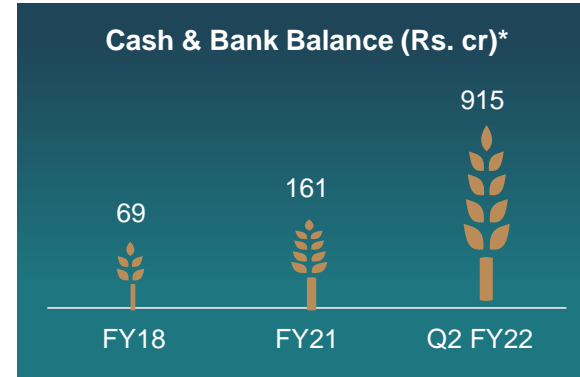
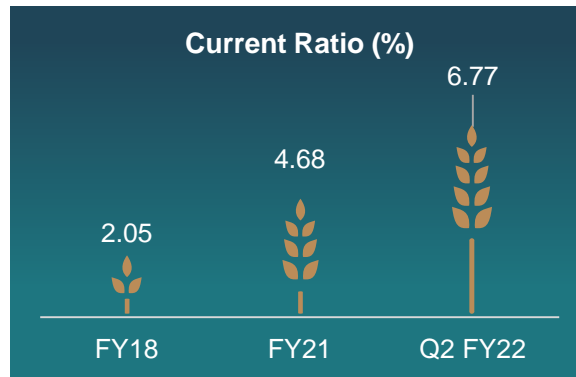
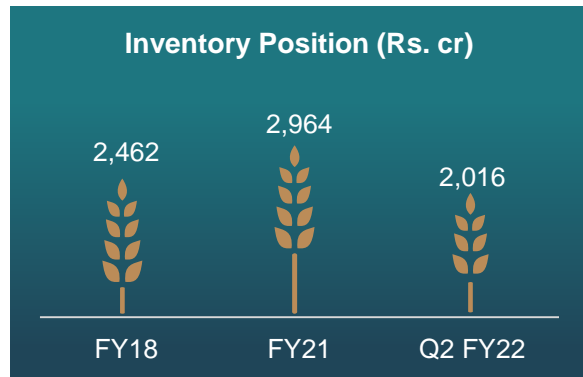
Source: KRBL Q2FY2022 Standalone Results



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# CONSISTENT PERFORMANCE OVER A PERIOD OF TIME

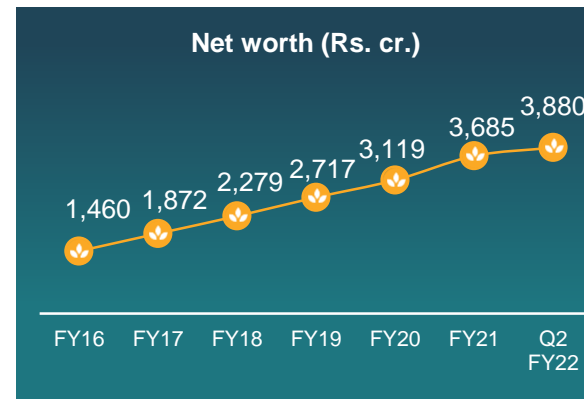
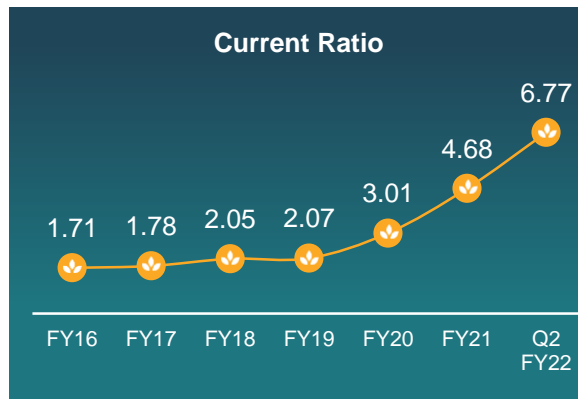
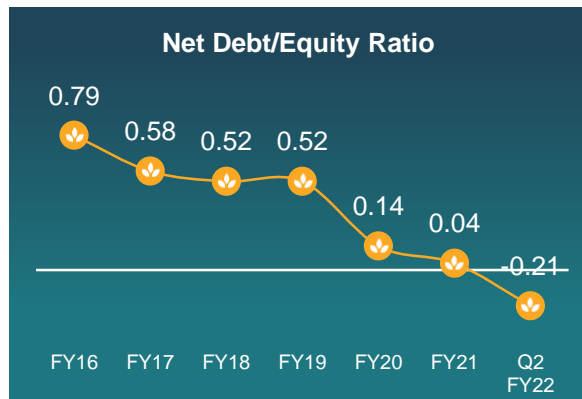


Source: KRBL Q2FY2022 Standalone Results

Note : \* includes investments in mutual funds



# BEST-IN-CLASS FINANCIAL MANAGEMENT



Source: KRBL Q2FY2022 Standalone Results



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# INDEPENDENT BOARD DIRECTORS – BRIEF PROFILE



**Vinod  
Ahuja**

Mr. Ahuja is a B.Sc. Engg. (Mech.) Hons from Punjab Engineering College, Chandigarh. An integral part of the overall functioning of the company, he not only adds significant direction to the agro arm of the company, but also provides direction to the agri services division.



**Shyam  
Arora**

Mr. Arora pursued his education in UK and did his M. Tech in Electronic Instrumentation and Controls from Loughborough University of Technology.



**Ashwani  
Dua**

Mr. Dua graduated from Delhi University and has seventeen years of experience in the Rice business. With his wealth of knowledge, Mr. Dua adds immense value to the company.



**Devendra  
Kumar  
Agarwal**

Mr. Agarwal has vast experience of over 35 years in the area of financial management, management consultancy, business advisory, corporate taxation, auditing etc. Currently, he is a practicing Chartered Accountant.



**Priyanka  
Sardana**

Ms. Sardana is a renowned lawyer and practicing since 28 years. She holds PG Diploma in IPR & Human Rights Law & also did M.Phil. She has a vast domestic & international experience of civil, criminal & service matters.



# MANAGEMENT TEAM



**Anil Kumar Mittal**

Chairman and Managing Director

Visionary of the company.  
Strategic direction to all aspects of  
business



**Arun Kumar Gupta**

Joint Managing Director

Expert on Basmati paddy supply  
chain management & paddy  
milling technology



**Anoop Kumar Gupta**

Joint Managing Director

Oversees strategy and financial  
operations



**Priyanka Mittal**

Whole Time Director

International sales & marketing of  
branded business



**Ashish Jain**

Chief Financial Officer

Over 20 years of experience in  
finance in world class companies

## Next Generation of Leaders



**Ashish Mittal**

Head – Paddy  
procurement &  
Gautam Buddh  
Nagar Unit

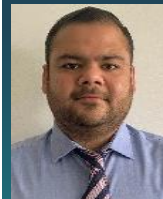
Has immense  
domain knowledge  
and 15 fruitful years  
of business  
experience. His  
valuable skills and  
expertise has brought  
a lot of change in the  
field of factory  
operations and  
technology



**Kunal Gupta**

Head-Rice  
Procurement and  
Dhuri Unit

Has a passion for  
rice and milling. He  
has continued the  
family tradition by  
undertaking an  
integrated approach  
to optimize  
operations and  
utilization of  
production plants  
within KRBL Ltd.



**Akshay  
Gupta** Head-  
Bulk Exports

Has unparalleled  
experience in  
procurement,  
shipping logistics and  
sales. He is  
responsible for  
developing new  
markets for the  
company for both  
Basmati and Non-  
Basmati rice  
products.



**Ayush Gupta**  
Head- Domestic  
Division

Has experience in  
the field of retail and  
distribution. He has  
an inherent passion  
to understand  
consumer behavior  
and their decision  
making.



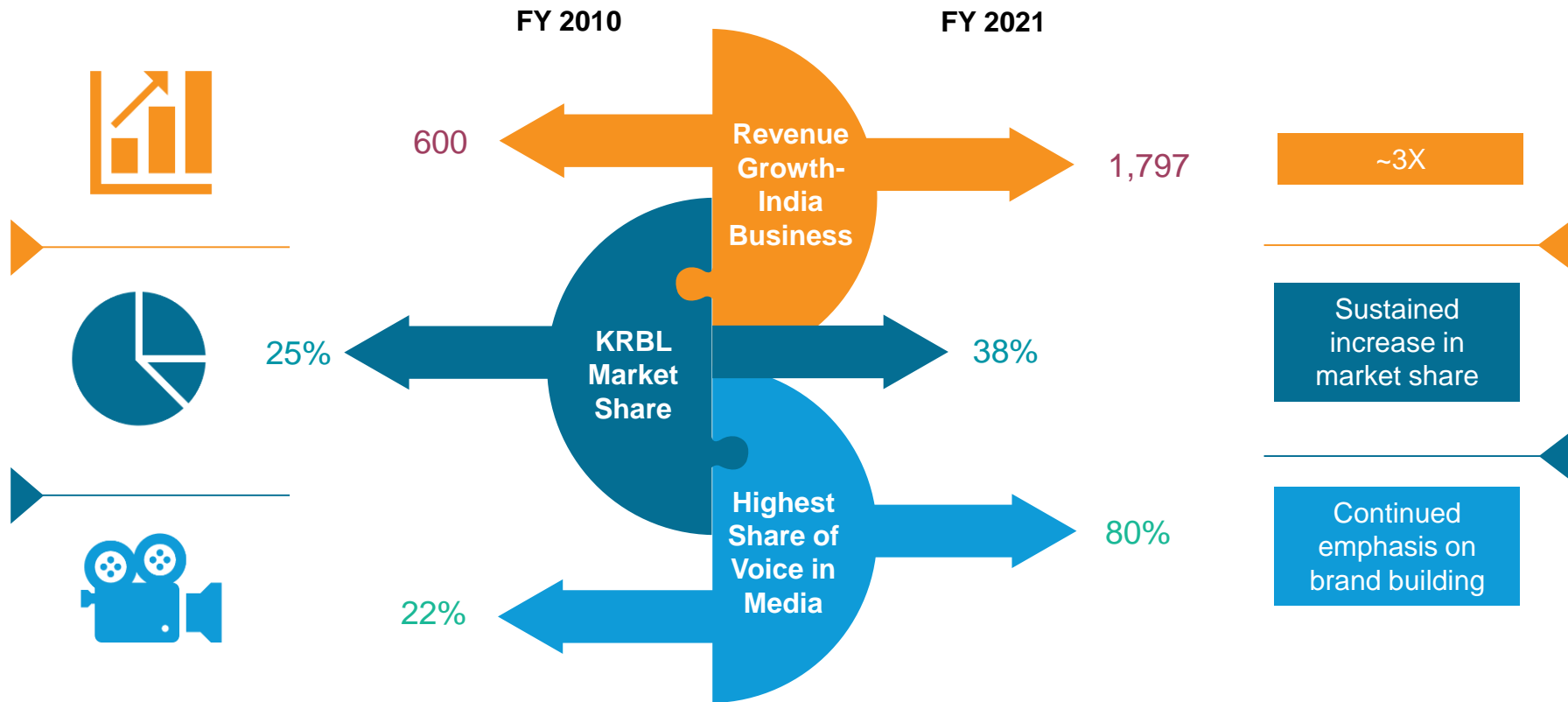




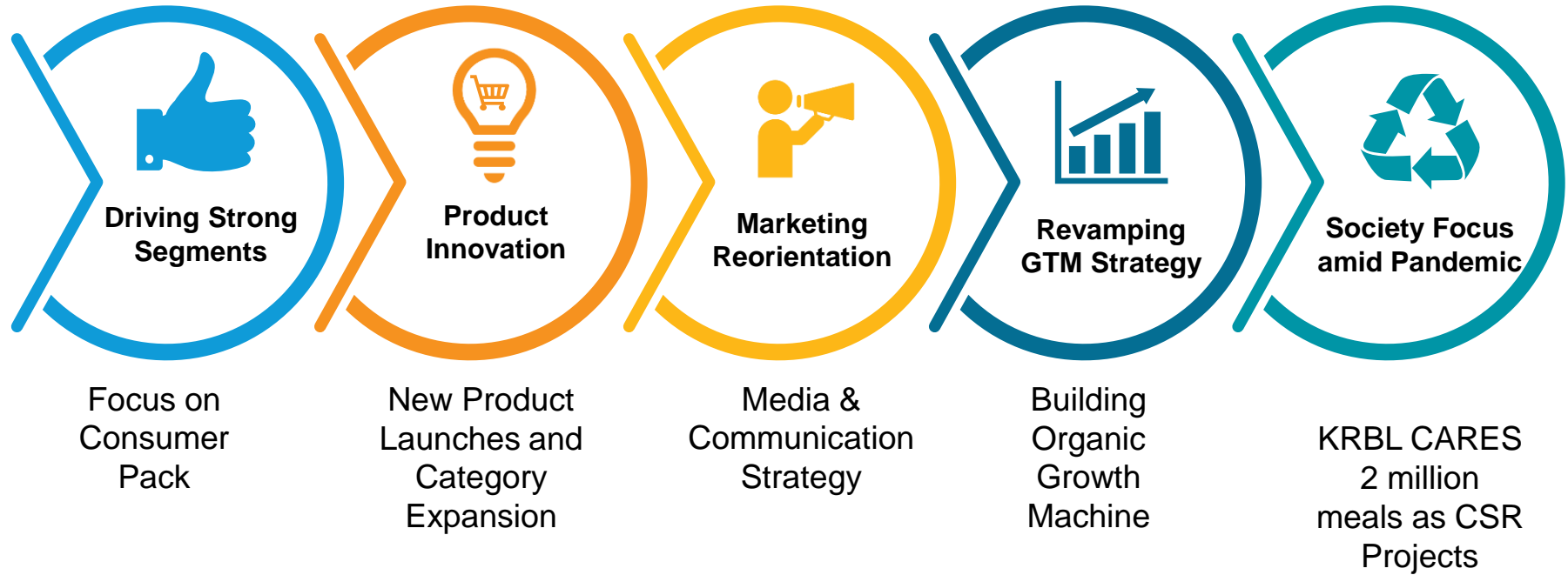
## India Business - Updates & road ahead



# A DECADE OF MARKET DOMINANCE



# GROWTH INITIATIVES – FY22





## Driving strong segments & product innovation

Focus on consumer pack, new launches and Category Expansion



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# SEGMENT WISE PERFORMANCE



Source : MIS

Witnessed sustained improvement in Bulk pack volumes over last year, in-line with opening-up of the economy, indicating better consumer demand.

Greater focus on hygiene has led to buyers moving from loose to branded products thereby strengthening the brand play and offering value to customers.



Source : MIS

Increased home consumption with more emphasis on quality and hygiene is expected to continue, thereby driving growth in Consumer pack.

Expansion of organised retail chains across the country will further increase brand awareness and accelerate the momentum.





# THE WINNING FORMULA

## Visible Volume Growth Across Segments

### General Trade

Driven By Strong Bulk pack performance



Q2 FY21



Q2 FY22

### Modern Trade

Driven By phenomenal Ecommerce performance



Q2 FY21



Q2 FY22



Increased **Home Cooked** Food Consumption



Increase in **Online** Grocery Shopping



**Packaged & Hygienic** preferred over loose



Trust on established brands for **Quality**



# POSITIONING SEGMENTS - DRIVING GROWTH

## Premium Range



Reinforcing **Occasion Special** positioning of India Gate Classic during festivals

Extending the promotion through heavy digital and influencer activities

Support with aggressive trade schemes to distributors & retailers

## Daily Range



India's No. 1 daily Basmati rice in high home consumption during Covid.

Connecting with millennials through e-commerce platforms and digital

Strengthening retailer pull through special price schemes in trade

## Health Range



**Health portfolio** continues to receive encouraging response from customers

Recently launched products – Flax and Chia Seeds expected to be key drivers of growth in Health Segment

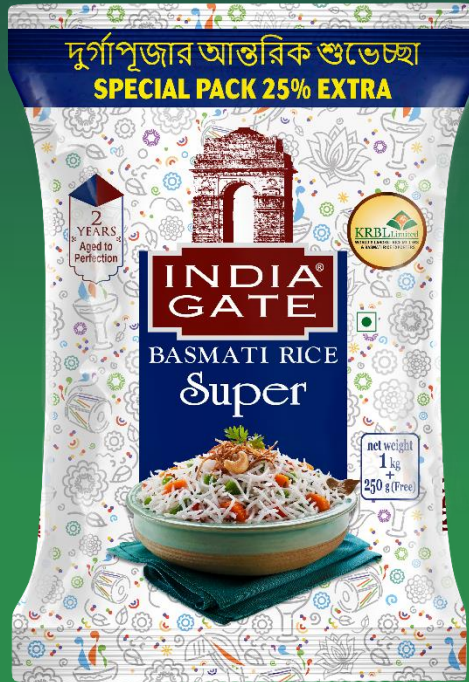
Extending usage through modern and convenient formats and online platforms



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# CONSUMER ENGAGEMENT



Special Durga Pooja  
Pack of INDIA GATE  
SUPER launched in  
Bengal

Tapping local language nuance

Establishing IG Super as the  
favourite basmati rice brand of  
Bengal

Local promotions and TV  
Campaign

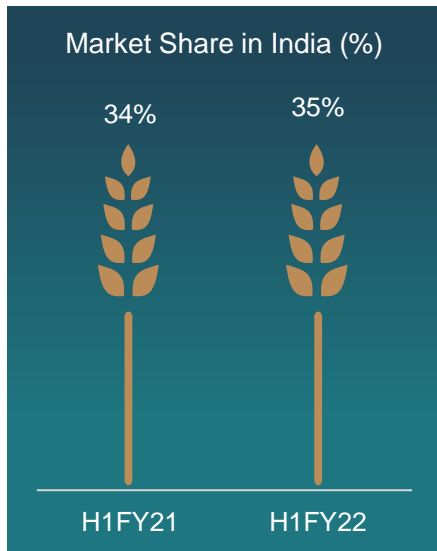


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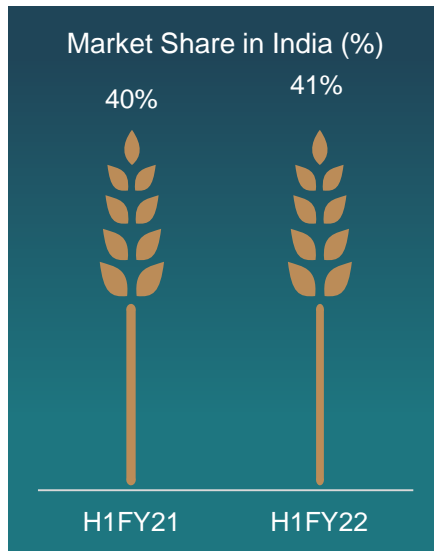
# CONSISTENT GAINS ACROSS DISTRIBUTION CHANNELS

Market Share In  
volume (offline) –  
Modern Trade



Source : AC Nielsen scan track (Modern Trade - offline)

Market Share In  
volume (online) –  
Modern Trade



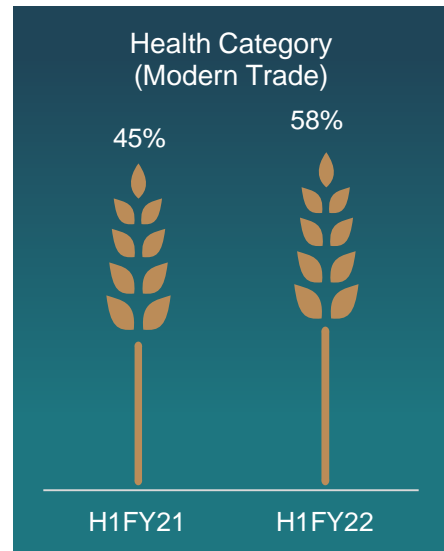
Source : Market place inputs

Highest Market share in  
India



Source : AC Nielsen scan track (Modern Trade - offline)

Leadership Market  
share



Source : AC Nielsen scan track (Modern Trade - offline)



# EXPANDING CATEGORY – UNITY CONSUMER PACKS

## Indian Basmati Rice Market- 2.5 Million metric tonnes



**Share**  
**0.4 Mn MT.**

Branded  
Basmati rice  
1 Mn MT

Un-Branded  
Basmati rice  
1.5 Mn MT.

**Opportunity**  
Un-Tapped Basmati Rice  
Market

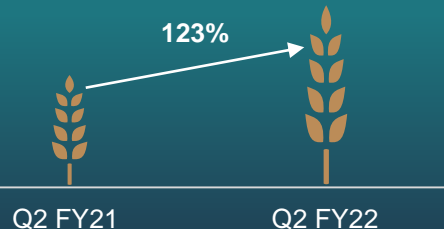
**Unity**  
BASMATI

POSITIONING **UNITY** as the **BRAND**  
**OF CHOICE** to these customers

Unity brand **very well accepted** in the market; to **significantly expand KRBL's market share** in untapped basmati rice market

Banking on strong quality standards and popularity, Unity is now a **Rs. 400 crore+** Brand in KRBL Portfolio

### Healthy Volume Growth (Y-o-Y)



Price conscious  
Customers

Introducing an  
affordable  
basmati rice  
range



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## Marketing re-orientation

Media communication & strategy



# ENGAGING CUSTOMERS WITH THEIR OWN RECIPES

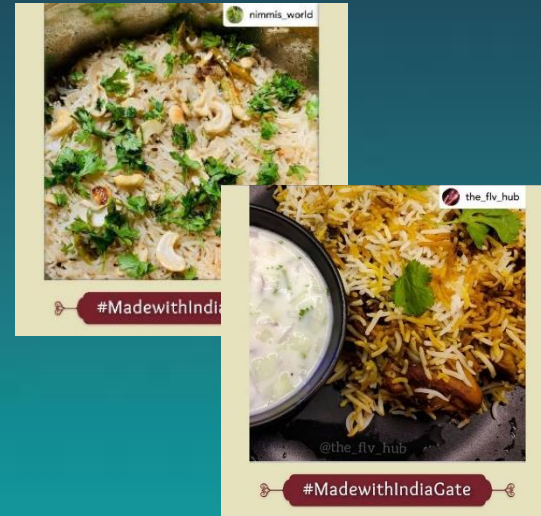
## #MadewithIndiaGate

User Generated Content

Building customer loyalty  
and affinity



Featuring them on India Gate Social  
Media Pages



Engaging with Influencers and Chefs  
creating new Brand Evangelists



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# EID- 2021

## Positioning Classis as the Festival Special Pack

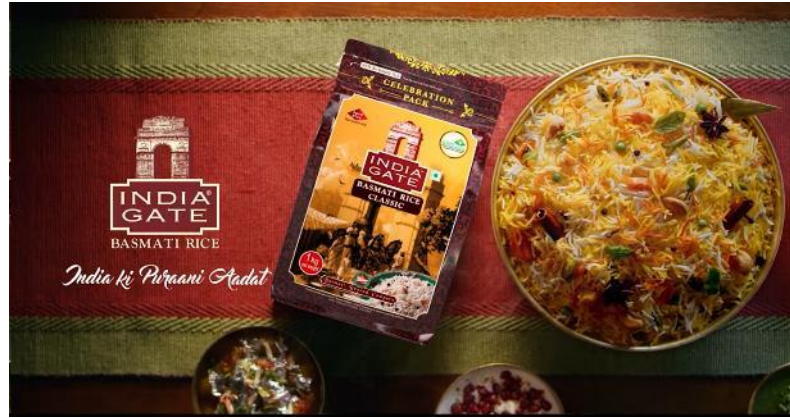


**Views**

2.8 Cr

**Reach**

7 Cr +



**Spots**

5000+

**Channels**

26

TV & Digital Media  
Campaign

Trade Schemes to  
promote Classic

Utilizing opportunity to  
push premium pack  
sales during festive



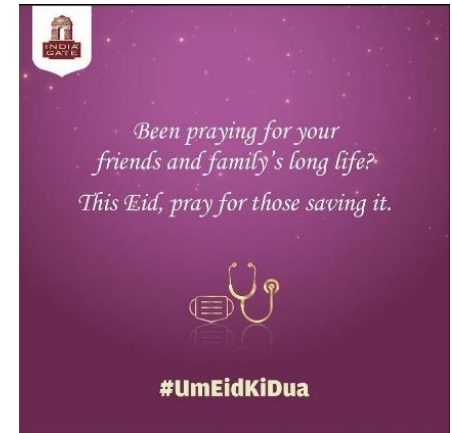
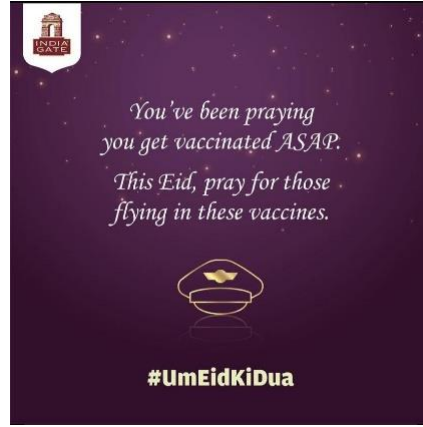
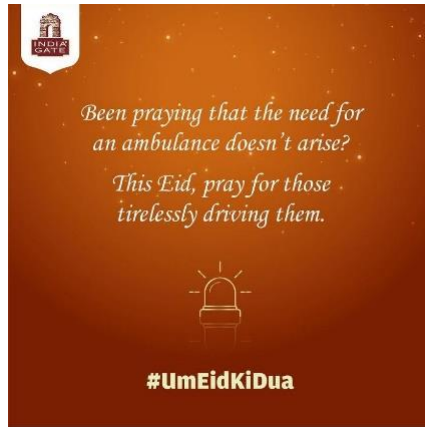
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# EID- 2021

## Social Media Campaign - #UmeidKiDua

Building emotional connect with a promise of **“Brand with a Heart”**



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# BIG TICKET ASSOCIATIONS

## Cooku with Kiriku Celebrity Chef Show in Karnataka



## Big Boss Kannada



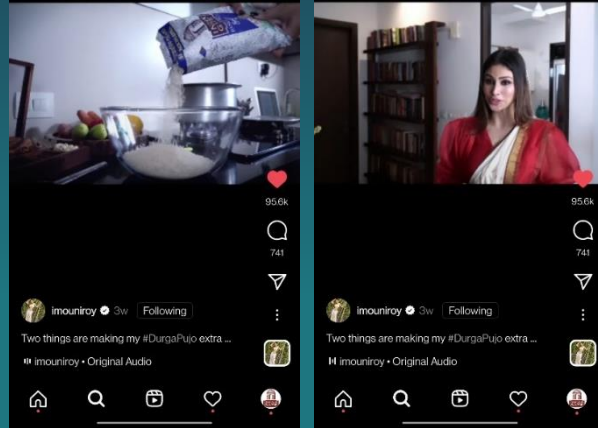
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# Durga Puja Campaign

Influencer Activity with Actress Mouni Roy  
For Launching the **New Durga Pooja Special Pack of India Gate Super**



**5 Million+ Video views**  
**13.5 million+ reach**  
**8k+ engagement**

First time ever, a special TV campaign on Durga Pooja in Bengal with a fresh new TVC



**High Decible Campaign in Top Bangla Channels**  
Star Jalsha | Zee Bangla | ABP Ananada



# Independence Day Campaign on Digital



3 Million +  
Video  
Views

12  
Million+  
people  
reached

One of its  
kind  
concept



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## Recipes on Festival – A video Series With Epic Channel



*To create buzz around the festive season, this is a campaign with epic channel purely dedicated to #TyohaarKiTaiyari*

*Each video not just teaches one - what to cook, when to cook and how to cook, it also have a story to tell which makes it more interesting.*

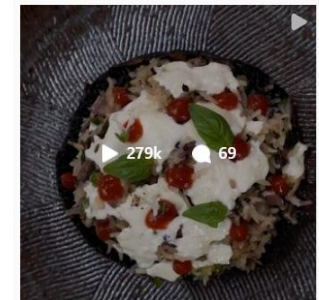
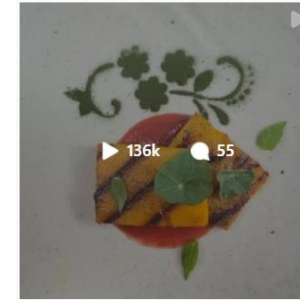
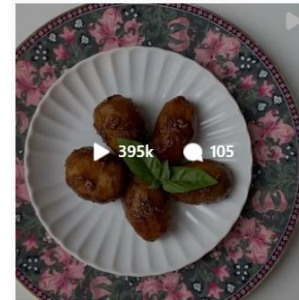


# #Festivekitchens

With **Celebrity Chef Vikas Khanna**



*Quick and Innovative 1 minute recipe videos straight from the kitchen of **Vikas Khanna***





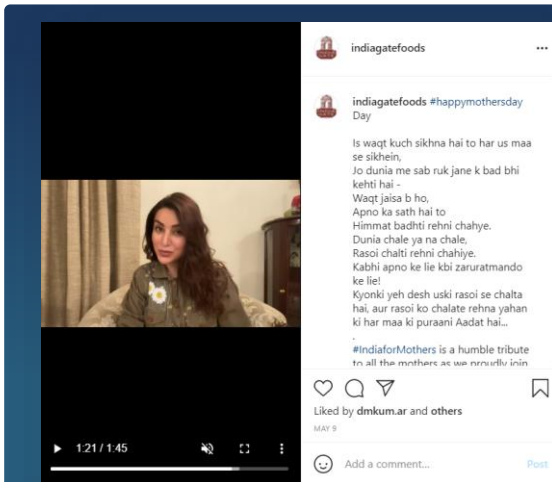


## Society focus amid pandemic KRBL CARES

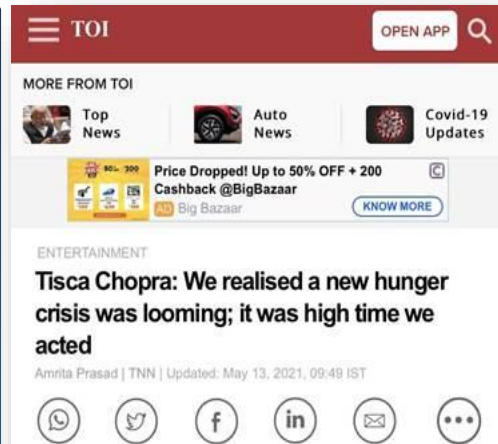
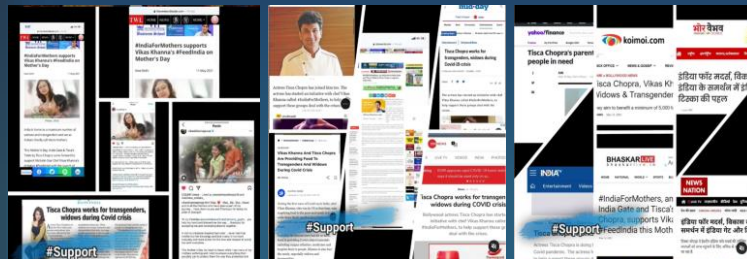


# #INDIAFORMOTHERS – A CSR INITIATIVE ON MOTHER'S DAY

An initiative to help the vulnerable community - widow mothers and transgender of India.



In association with Actress **Tisca Chopra** and **Vikas Khanna Group's #FeedIndia**



Distribution drives across 4 states in India

PR coverage in national and regional channels

More than 2 Lakh Meals & Dry Ration distributed

More than 10 lakh worth of PR and promotion value generated through the activity



Along with struggling to overcome the shortage



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## Championing Basmati abroad

- Growing ahead by staying  
ahead of global trends



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# POSITIONED FOR GROWTH – KING IN THE KING OF MARKETS

Presence in more than 90 countries

- Largest consuming market for Basmati exports for India, and for KRBL
- KRBL occupies dominant position within most premium end Basmati
- Palette preference for India Gate. Reigning upon a vast multi-year opportunity

**ME**  
Traditionally KRBL grows faster than industry

**Europe**  
KRBL leads the industry on growth and premium

- Favors local value-capture, ~95% sales to EU are of Brown Rice
- Compliance with regulation on pesticide residues is the key to growth
- Population mix holds potential for robust growth

- Popular amongst diaspora, budding local popularity
- Present in the dominant channels of trade
- Long runway to build profitable penetration for category with premium positioning

**Americas**  
KRBL consistently earns substantial premium on realisations

**RoW**  
KRBL poised to make strong mark

- Leadership in Australasia & Africa
- Seeding brand in SE Asia
- Development of markets with premium positioning



# KRBL's SHARE OF VOICE IN INTERNATIONAL MARKETS



Focused on growing in-shop displays, to target customer group

Adopted an engaging narrative to show creative options of usage and highlighted benefits to all relevant demographic/ age groups, lifestyles, socio cultural sensibilities

Collaborated with celebrity chefs, bloggers and nutrition/ diet experts to co-create recipes and discover new use of KRBL products

Regularly collaborated with well-known recipe chefs, ensuring reach to target audience

Focused on webinars that are related to the food industry and are backed by renowned food bloggers, chefs and restaurateurs

One such instance: Organized webinars with Dubai Ladies Club in collaboration with the renowned dietician and India Gate's local nutritionist Dr. Dana Al Hamwi

Ensured strategic engagement with influencers and leaders in Gulf region to effectively engage with wider range of consumer demography

Focused on a sharp message led campaign through key multi-media publications to raise product awareness, product range and versatility, product safety and nutrition quotient

Reinforced the leadership team's image in reiteration of KRBL's values and intrinsic strength

Focused on engaging with customers through different community help initiatives

6.2  
MILLION AED

This advertisement is created by the different media relations executives in the Company in the Gulf region



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# BECOMING THE WORLD'S MOST LOVED BASMATI RICE BRAND

Drive brand leadership through a combination of ATL, BTL and TTL initiatives and position our products in the premium segment

Working on developing a best-in-class omni-channel distribution network for quick delivery of products

Strategically grow our presence across the different trade channels such as Modern Trade, GT and focus on e-commerce particularly in the West countries

Improve brand availability by focusing on Modern Trade and corner groceries referred to as traditional trade

Strengthen the brand connect and trust with our existing and target customers by strategically curating both the traditional and modern communication channels

By acquiring strategic market depth and growing our presence in key markets such as Middle East, Australia and Canada

Increase our penetration in the mid segment to grow our market share

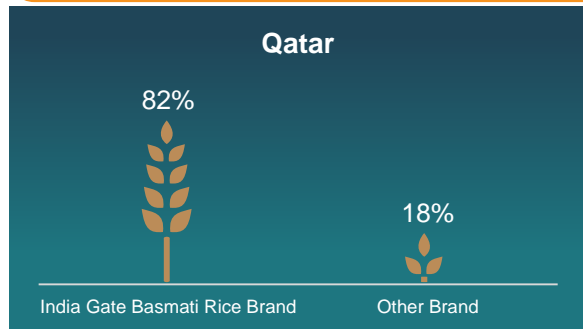
Focus on attracting new customers within and outside Indian diaspora in the International Markets by introducing new products in the Regional Rice segment and 'healthy' food segment

In the regions such as Middle-East and GCC countries focus on increasing our Indian client base by marketing our product in the right medium and at the right time

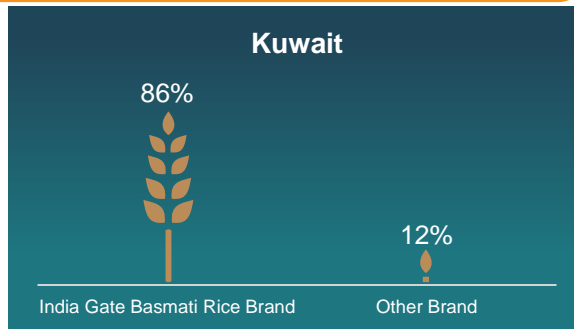


# INDIA GATE'S DOMINATING PRESENCE IN THE KEY GCC MARKETS

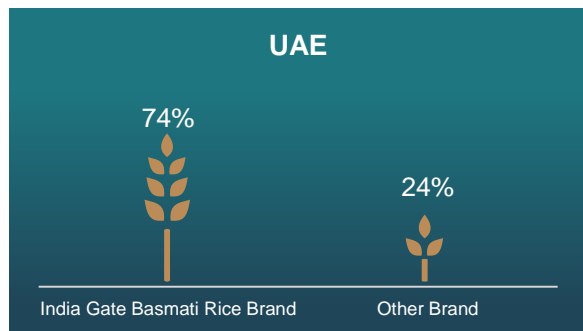
## Market Share (%) in Premium Basmati Rice Segment in Middle-East Countries



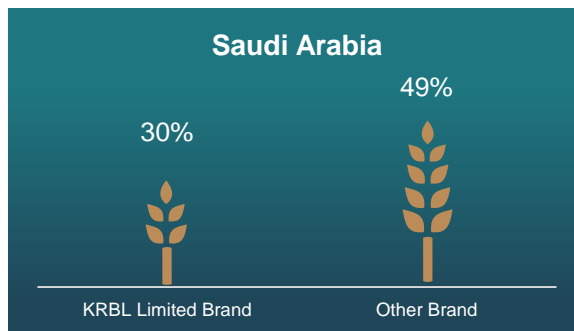
In value terms, India Gate Basmati Rice is the only dominant premium segment brand in Qatar Basmati Rice market with 82% market share.



In value terms, India Gate Basmati Rice is the only dominant premium segment brand in Kuwait Basmati Rice market with 86% market share.

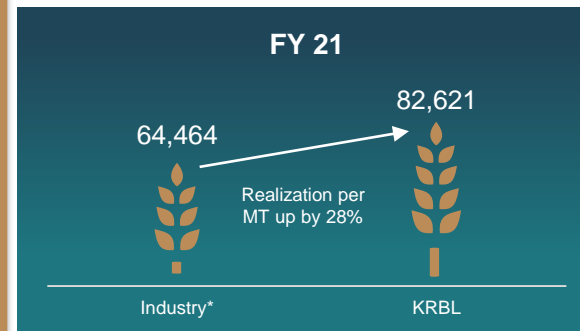
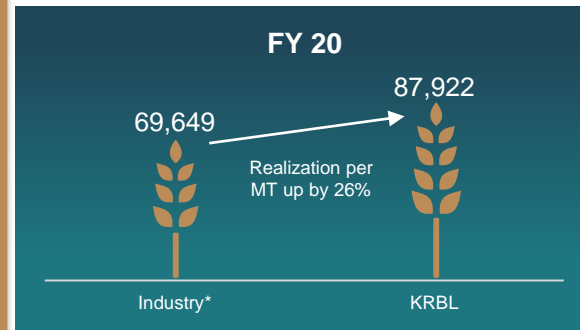


In value terms, India Gate Basmati Rice is the only dominant premium segment brand in the UAE Basmati Rice market with 74% market share.



KRBL Limited Brand fetches the highest premium in Saudi Market and has the 2nd biggest share in value terms of in the Premium White Rice market.

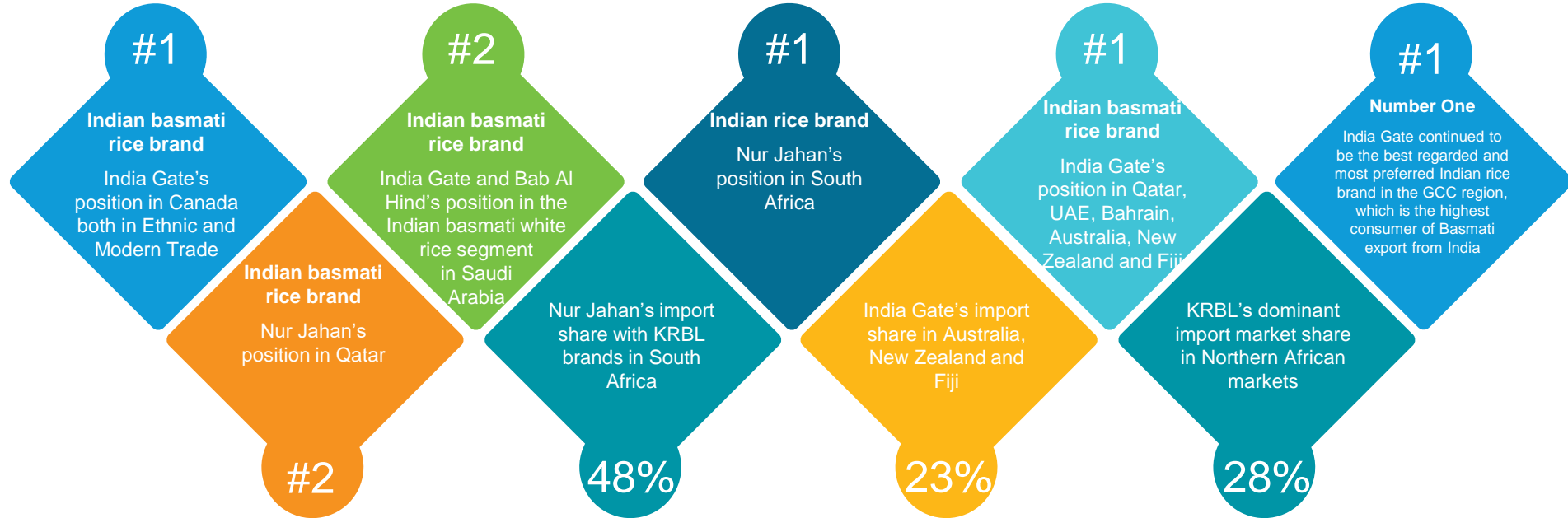
## KRBL'S GROWING EXPORT REALIZATION (In Rs.)



\*APEDA



# QUICK FACTS THAT DEFINE KRBL'S POSITION IN THE INTERNATIONAL MARKETS



\*Note : AC Nielsen/APEDA data



# QUICK FACTS THAT DEFINE KRBL'S POSITION IN THE INTERNATIONAL MARKETS

100%

## Brand Focus

Across our key markets, we strategically focused on exporting branded rice products only. India Gate emerged as the most dominant leader with a higher market share in terms of value.

## Make in India

KRBL is the only Indian player to export packaged Basmati and Non-Basmati. KRBL's export products are manufactured and packaged in India, truly resonating with Government's 'vocal for local' and 'Make in India'.

86%

India Gate's market share in Kuwait's and KSA's Premium Rice market.

82%

India Gate's market share in Qatar's Premium Rice market.

## HIGHEST SELLING BRAND

KRBL's legacy brand India Gate is the highest selling brand in the mainstream as well as the ethnic New Zealand market.

KRBL and its product has been enjoying a 15-year leadership in the Australasian market.

15  
Years

Over the years, we have been successful in creating a strong sense of trust amongst customers. Our focus on quality and ability to address the changing needs has been key. When people preferred branded and quality products, India Gate and Nur Jahan dominated the consumer choice.

## Trust

India Gate emerged as the most preferred brand in the American Rice market.

India  
Gate

India Gate's market share in UAE's Premium Rice market.

74%

\*Note : AC Nielsen/APEDA data



India ki Puraani Aadat





# STRATEGY TO MAINTAIN LEADERSHIP IN EXPORTS



Be more  
relevant to  
customers



Expand  
presence in  
newer  
geographies  
with the  
relevant  
products



Building  
leadership  
position in the  
existing as  
well as new  
geographies



Focused go-  
to-market  
approach



Diversify  
channel play  
across MT,  
GT and e-  
comm



Communicate  
effectively and  
widen  
customer  
base



# KEY BRAND LINE UP IN INTERNATIONAL BUSINESS



International  
Health Brands

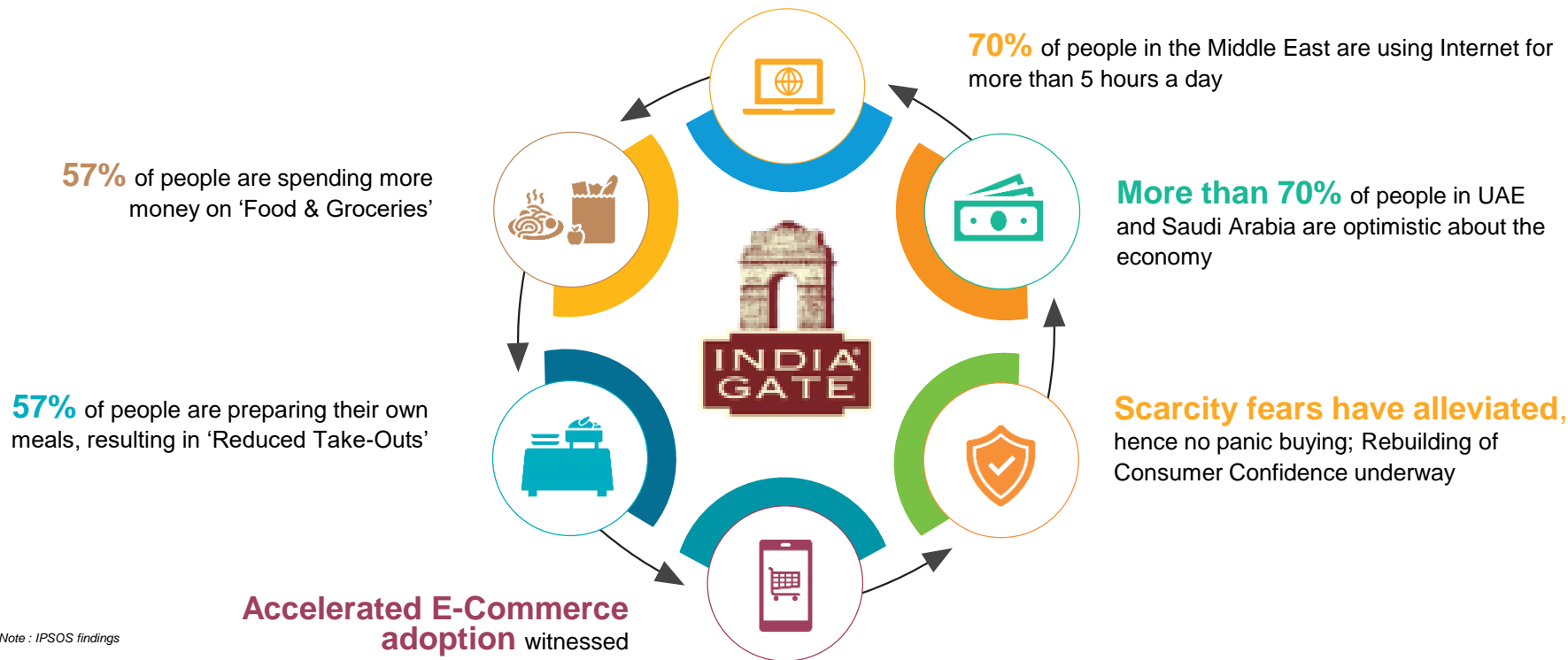


India ki Puraani Aadat



# KEY TRENDS IN CONSUMER BEHAVIOR DURING PANDEMIC

**KRBL's brand connect with consumers remains key to benefitting from these trends**



Note : IPSOS findings



# CREATING VISIBILITY FOR BASMATI OVERSEAS – BRAND OUTREACH

## 3<sup>RD</sup> PARTY VALIDATION THROUGH EDUCATION EVENTS



On trust and taste, KRBL's  
brands are widely preferred  
across key export markets.

Primary emphasis on  
building availability,  
visibility and accessibility  
through  
premium offerings

## COLLABORATIONS WITH BLOGGERS AND UGC



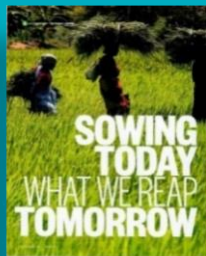
## COLLABORATIONS WITH CHEFS ON VARIOUS RECIPES



## IN SHOP DISPLAYS DEDICATED UNIT FOR INDIA GATE



# KRBL IN NEWS - MEDIA INITIATIVES



CEO ME



Gulf



Hia Magazine



Gulf News – Better Health



CSR Initiative



Webinar with Dubai Ladies Club



Al Bayan



Haya Magazine

**Featured in Tier 1 business titles** such as Gulf News, CEO ME, Al Bayan Newspaper, etc. within Opinion /Thought Leadership section

**Featured in Tier 1 lifestyle publications** such as Better Health (Gulf News), Baby & Child, Emarat Al Youm, etc. within Lifestyle section

**Interview on industry stories featuring Ms. Priyanka Mittal;** featured on Dubai Eye Business Breakfast, Khaleej Times

**Interview on Lifestyle featuring Dr. Dana;** featured on Haya Magazine, Hia Magazine

**Giving back to the society – India Gate** contributed towards UAE's 10 million meals initiative



India ki Puraani Aadat







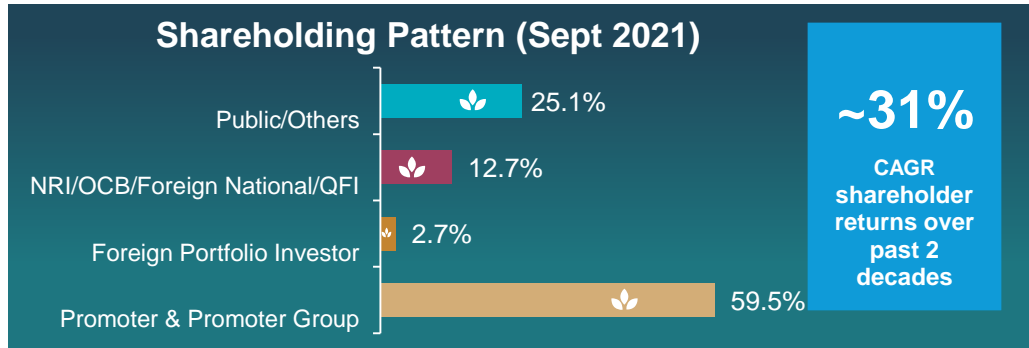
## Benefiting key stakeholders

- Doing good for investors and customers

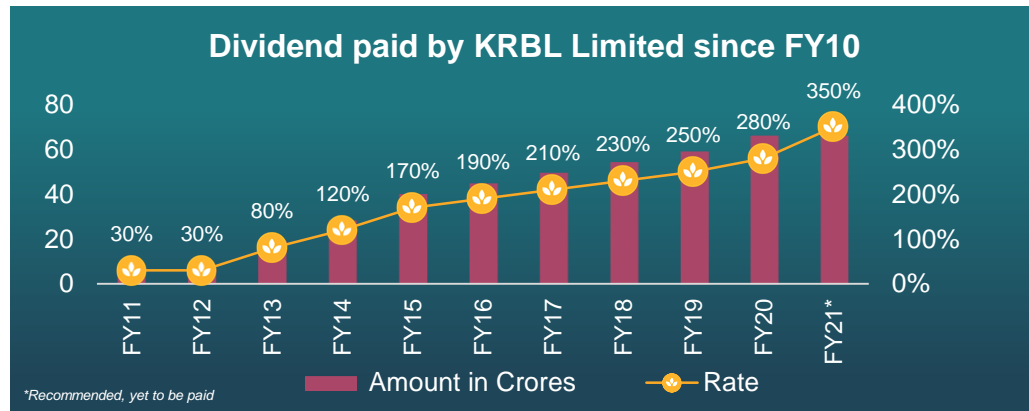




# ESTABLISHING STRONG TIES, WHILE BOOSTING SHAREHOLDERS VALUE



Key Institutional Shareholders
Vanguard
Emerging Markets Core Equity Portfolio of DFA INV
Premier Investment Fund Limited
Government Pension Fund Global
State Street Emerging Markets



Stock Data as on 30th Sept, 2021	
BSE/ NSE/ Bloomberg Ticker	KRBL/ KRBL/ KRB:IN
Market Capitalisation (Rs. in cr.)	7,444.2
No. of shares outstanding (Rs. in cr.)	23.5
52-week High/ Low (Rs.)	173.45/ 331.0



# THANK YOU

## Safe Harbor

This presentation contains statements that contain “forward looking statements” including, but without limitation, statements relating to the implementation of strategic initiatives, and other statements relating to KRBL Limited and its affiliated companies (“KRBL”) future business developments and economic performance.

While these forward looking statements indicate our assessment and future expectations concerning the development of our business, a number of risks, uncertainties and other unknown factors could cause actual developments and results to differ materially from our expectations.

These factors include, but are not limited to, general market, macro-economic, governmental and regulatory trends, movements in currency exchange and interest rates, competitive pressures, technological developments, changes in the financial conditions of third parties dealing with us, legislative developments, and other key factors that could affect our business and financial performance.

KRBL undertakes no obligation to periodically revise any forward looking statements to reflect future/ likely events or circumstances.

## For further information, please contact:



### Investor Relations Desk



KRBL Ltd.



Tel: +91-120- 4060 300



Email: [investor@krblindia.com](mailto:investor@krblindia.com)



### Siddharth Rangnekar / Nishid Solanki



CDR India



Tel: +91 22 6645 1209 / +91 22 6645 1221



Email: [siddharth@cdr-india.com](mailto:siddharth@cdr-india.com)  
[nishid@cdr-india.com](mailto:nishid@cdr-india.com)

