



ORKLA INDIA LIMITED

IPO NOTE

October 2025

ISSUE HIGHLIGHTS

- ❑ The company was originally incorporated as **MTR Foods Ltd** as a public company in August 1996, at Bengaluru. The name was changed to MTR Foods Private Limited on conversion to a private limited company in August 2008. Further, the name was changed to **Orkla India Private Limited** in January 2024. Subsequently, on conversion to a public limited company in April 2025, the name was changed to **Orkla India Limited**.
- ❑ Orkla India Ltd is a **multi-category Indian food company** that offers a diverse range of products for every meal occasion, including breakfast, lunch, snacks, dinner, beverages, and desserts.
- ❑ The company's key product categories are Spices (including blended and pure spices) and Convenience Foods (including ready-to-cook ("RTC"), ready-to-eat ("RTE") foods, and **Vermicelli, among others**).
- ❑ As of June 30, 2025, the company's portfolio comprises 400 products across categories, and it sold ~2.3 million units on average every day.
- ❑ The company has a Pan India market share of 18.6% in the (ready-to-eat /ready-to-cook) convenience foods category.
- ❑ The company is the **market leader in the packaged spices market in Karnataka and Kerala, with market shares of 31.2% and 41.8% in FY2024. It is also the second largest player in Andhra Pradesh and Telangana, with a 15.2% market share in packaged spices.**
- ❑ The company's Eastern brand has maintained its position as **India's largest exporter of branded spices for 24 consecutive years.**
- ❑ The company has **2 Cuisine Centres of Excellence, 1 in Bengaluru and another in Kochi**, to focus on product innovation. **From FY 2023 to June 30, 2025**, the company has **added 15 products in the Spices category and 27 products in the Convenience Foods category.**
- ❑ The company owns and operates **9 manufacturing facilities in 4 states in South India, with a total installed capacity of 182,270 TPA. It also has arrangements with 21 contract manufacturing facilities.**
- ❑ The company has an extensive pan-India distribution network with **834 distributors and 1,888 sub-distributors across 28 states and 6 union territories, 42 modern trade partners and 6 e-commerce and quick commerce partners.**

BRIEF FINANCIAL DETAILS*

(₹ IN Cr)

Particular	3 months ended June 30		As at Mar' 31,		
	2025	2024	2025	2024	2023
Equity Share Capital	13.70	13.40	13.70	13.40	12.33
Instruments equity in nature	-	0.30	-	0.30	-
Reserves#	1,917.42	2,260.50	1,839.77	2,187.78	2,225.36
Net Worth	1,931.13	2,274.20	1,853.47	2,201.48	2,237.69
Total Borrowings	2.33	3.77	-	3.77	34.99
Revenue from Operations	597.00	563.50	2,394.71	2,356.01	2,172.48
Revenue Growth (%)	5.90	NA	1.60	8.40	18.20
EBITDA	120.13	114.05	423.33	375.59	339.40
PAT for the year/period	78.92	71.89	255.69	226.33	339.13
PAT Margin (%)	13.20	12.80	10.70	9.60	15.60
EPS – Basic & Diluted (₹)	5.80^	5.20^	18.70	16.90	26.20
RONW (%)	4.10	3.20	13.80	10.30	15.20
NAV – (₹)	141.00	166.00	135.30	160.70	181.50

Source: RHP, *Restated Statement, ^ not annualised; #Reserves excluding Capital reserve, Contribution from Parent, Legal reserve

Issue Details

Offer for Sale of 22,843,004 Equity Shares

Issue size: ₹ 1,587 - 1,667 Cr

Face value: ₹ 1/-

Employee Reservation: Up to 30,000 Shares

Price band: ₹ 695 - 730

Bid Lot: 20 Shares and multiples thereof

Employee Discount : ₹ 69/- per share

Post Issue Implied Market Cap:

₹ 9,521 Cr - ₹ 10,000 Cr

BRLMs: ICICI Securities, Citigroup Global Markets India, J.P. Morgan India, Kotak Mahindra Capital

Registrar: KFin Technologies Ltd

Issue opens on: Wednesday, Oct 29, 2025

Issue closes on: Friday, October 31, 2025

Indicative Timetable

Activity	On or about
Finalisation of Basis of Allotment	03-11-2025
Refunds/Unblocking ASBA Fund	04-11-2025
Credit of equity shares to DP A/c	04-11-2025
Trading commences	06-11-2025

Issue Break-up

	No. of Shares	₹ In Cr		% of Issue
		@Lower	@Upper	
QIB	1,14,06,501	792.75	832.67	50%
NIB	34,21,951	237.83	249.80	15%
-NIB2	22,81,301	158.55	166.53	-
-NIB1	11,40,650	79.28	83.27	-
RET	79,84,552	554.93	582.87	35%
EMP	30,000	1.88	1.98	-
Total	2,28,43,004	1,587.38	1,667.33	100%

NIB-2 = NII Bid Above ₹ 10 Lakhs

NIB-1 = NII Bid between ₹ 2 to 10 Lakhs

Category	Retail Category	NII-Bid between ₹ 2 - 10 Lakhs	NII - Bid Above ₹ 10 Lakhs
Minimum Bid Lot (Shares)	20 Shares	280 Shares	1,380 Shares
Minimum Bid Lot Amount (₹)	₹ 14,600^	₹ 2,04,400^	₹ 10,07,400^
Appl for 1x	3,99,228 Applications	4,074 Applications	8,148 Applications

Listing: BSE & NSE

Shareholding (No. of Shares)

Pre-issue and Post-Issue Shares
13,69,89,230

~@Lower price Band ^@ Upper Price Band

Shareholding (%)#

	Pre-Issue	Post-Issue
Promoters	90.01%	75.00%
Public	9.99%	25.00%
Total	100.00%	100.00%

BACKGROUND

The company was originally incorporated as **MTR Foods Ltd** as a public company in August, xxxx, at Bengaluru. On conversion to a private limited company in August 2008, the name was changed to MTR Foods Private Limited. Further, the name was changed to Orkla India Private Limited in January 2024. Subsequently, on conversion to a public limited company in April 2025, the name was changed to **Orkla India Limited**.

Orkla India Ltd is a multi-category Indian food company which provides a diverse range of products that cater to every meal occasion, including breakfast, lunch, snacks, dinner, beverages, and desserts. The key product categories it offers are Spices and Convenience Foods. The products, under its brands MTR and Eastern, are crafted with authenticity and tradition and are deeply rooted in the South Indian culinary heritage.

Brief Biographies of Directors and Senior Management Personnel

Atle Vidar Nagel Johansen is the Chairman and Non-executive Director of the company. He was elected as Chairman in 2015. He has been associated with the Orkla group since 1993. He has undertaken various roles and responsibilities in executive capacities across multiple entities within the Orkla Group, including Orkla AS, Saetre AS, Orkla Foods AS, Orkla Foods International, Orkla ASA and Orkla Care. He has over 31 years of experience in finance, marketing and the FMCG sectors. He was previously associated with Tandberg Data ASA, Jøtun Funds Ltd and Carl Klerulf & Co Ltd.

Sanjay Sharma is the company's Managing Director and Chief Executive Officer. He has over 34 years of experience in the marketing and FMCG sectors. Before joining the Company in 2009, he was associated with IFFCO group, Dabur India Ltd, Colgate-Palmolive (India) Ltd, Hindustan Ciba-Geigy Ltd, Voltas Foods and Beverages Ltd, and Voltas Ltd.

Maria Syse-Nybraaten is a Non-executive Director of the company. She has over 15 years of experience in the investment and FMCG sectors. She was previously associated with Ferd AS and SEB AB (publ) Oslofilialen.

Per Haavard Skiaker Maelen is a Non-executive Director of the company. He has over 21 years of experience in the FMCG and investment banking. Previously, he was associated with Dresdner Kleinwort Wasserstein Ltd and UBS. Since 2011, he has been associated with Orkla ASA in various roles, including head of mergers and acquisitions and business development. He currently holds the position of senior vice president and investment director in Orkla ASA.

Rashmi Satish Joshi is an Independent Director of the company. She has around 24 years of experience in the financial sector. She was previously associated with Veedol Corporation Ltd, Carrier Aircon Ltd, BP India Private Ltd, Nicholas Piramal India Ltd, and Godrej Consumer Products Ltd.

Amit Jain is an Independent Director of the company. He currently serves as the chairman of Sanofi Consumer Health Care India, Collective Newsroom Pvt. Ltd and Modern Marketing Association. He is also a director on the board of Jubilant Foodworks Ltd. He has ~30 years of experience working in various Asian and European sectors. Previously, he was associated with L'Oréal India Pvt. Ltd as MD, Akzo Nobel India Ltd, Akzo Nobel Decorative Coatings B.V, MTV Networks India Pvt. Ltd and ICI India Ltd. He has also served as vice president of Coca-Cola India.

Shantanu Maharaj Khosla is an Independent Director of the company. He has over four decades of experience in the FMCG sector. Previously, he was associated with Crompton Greaves Consumer Electricals Ltd and Procter & Gamble Hygiene and Health Care Ltd.

Meena Ganesh is an Independent Director of the company with around 35 years of experience. Previously, she was associated with Pearson India Education Services Pvt. Ltd, TESCO Bengaluru Private Ltd, Microsoft Corporation (India) Pvt. Ltd., Price Waterhouse & Co., and NIIT Ltd. She has also served as MD and CEO of Portea Medical.

OFFER DETAILS

The Offer for Sale by:		WACA per Equity Share (₹)
Orkla Asia Pacific Pte. Ltd	Up to 20,560,768 Equity Shares	111.0
Navas Meeran	Up to 1,141,118 Equity Shares	458.7
Feroz Meeran	Up to 1,141,118 Equity Shares	458.7

WACA=Weighted Average Cost of Acquisition

SHAREHOLDING PATTERN

Shareholders	Pre-offer		Offer for sale shares	Post-offer	
	Number of Equity Shares	% of Total Equity Share Capital		Number of Equity Shares	% of Total Equity Share Capital
Promoter and Promoters Group					
Promoter	12,33,02,690	90.01%	2,05,60,768	10,27,41,922	75.00%
Promoters Group	-	-	-	-	-
Total for Promoter and Promoter Group	12,33,02,690	90.01%	2,05,60,768	10,27,41,922	75.00%
Other Selling Shareholders	1,36,86,540	9.99%	22,82,236	1,14,04,304	8.32%
Public - Other	0	0.00%	-	2,28,43,004	16.68%
Total for Public Shareholder	1,36,86,540	9.99%	22,82,236	3,42,47,308	25.00%
Total Equity Share Capital	13,69,89,230	100.00%	2,28,43,004	13,69,89,230	100.0%

Source: RHP

BUSINESS OVERVIEW

Orkla India Ltd is a multi-category Indian food company with operations spanning several decades. It offers a diverse range of products that cater to every meal occasion, from breakfast and lunch to dinner, snacks, beverages, and desserts. As per Technopak's report, the company was one of the top four companies in terms of revenue from operations among select leading spices and convenience food peers in FY2024.

The key product categories the company offers are Spices (comprising blended and pure spices), and Convenience Foods (comprising ready-to-cook ("RTC"), ready-to-eat ("RTE") foods and Vermicelli, among others). In Spices, the company's key products include: (a) Sambar Masala, Chicken Masala, Puliogare Masala, Rasam Masala and Meat Masala, among others, in blended spices; and (b) Chilli, Kashmiri Chilli, Turmeric, Coriander and Cumin, among others, in pure spices.

The company's Convenience Foods products simplify the cooking process and enable quick meal preparation through products such as Gulab Jamun mix, Rava Idli mix, 3-Minute Poha, and Dosa mix. As of June 30, 2025, the company's portfolio comprised ~400 products across these categories, and it sold ~2.3 million units on average every day.

The company, through its brands, MTR and Eastern, has a deep understanding of local flavours and a strong commitment to quality that has resulted in its current scale, particularly in the core markets of Karnataka, Kerala, Andhra Pradesh, and Telangana. The company has a Pan India market share of 18.6% in the (ready-to-eat /ready-to-cook) convenience foods category.

The MTR brand was initially established in 1924 and has been one of the key brands of the Company since its incorporation in 1996. In 2007, as a precondition to the acquisition of the Company by Orkla, pursuant to an internal reorganisation amongst the erstwhile shareholders of the Company, the exclusive rights to the MTR brand (for processed packaged foods and beverages) were formally acquired by the Company. The brand ethos of MTR revolves around providing local, quality food products, specialising in vegetarian food. The company's product portfolio under the MTR brand includes a wide range of offerings such as spices, RTC foods, RTE foods, spices, RTC foods, and vermicelli, among others.

The Eastern brand was founded in 1983 and has expanded its product range to include a portfolio of Spices and Convenience Foods over the past four decades. The brand ethos is centred on providing local and quality food products, with a special emphasis on Kerala cuisine. The company acquired Eastern Condiments in March 2021.

International markets are a key part of the company's business, as it caters to the Indian diaspora across the globe, who seek authentic South Indian flavours. In the three Months ended June 30, 2025. In FYI 2025, the company's revenues from customers outside India contributed ₹ 119.69 Cr and ₹ 486.17 Cr, representing 20.4% and 20.6%, respectively, of its total revenue from product sales, which was ₹ 588.08 Cr and ₹ 2,358.32 Cr, respectively.

As of June 30, 2025, the company exported its products to 45 countries (including through deemed exports), with a focus on geographies such as the Gulf Cooperation Council ("GCC") countries, the US, and Canada, which have a high density of Indian diaspora.

Over several decades of operation, the company has cultivated an understanding of the local South Indian taste palate. To cater to the consumers' diverse taste preferences, the company has built a repository of over 4,000 recipes through collaboration and engagement with local communities, food historians, and chefs.

As of June 30, 2025, the company's distribution network comprised 834 distributors and 1,888 sub-distributors across 28 states and 6 union territories. The company also has a strong presence across emerging channels, with associations with 42 modern trade retail chains and 6 e-commerce and quick commerce channels.

The company's multi-category product portfolio is manufactured across its owned manufacturing facilities in India as well as contract manufacturing facilities in India, the UAE, Thailand, and Malaysia. The manufacturing facilities in India are near key raw material sourcing areas, ensuring reduced lead times and inbound transportation costs.

As of June 30, 2025, the company operated 9 owned manufacturing facilities in India, with a total installed capacity of 182,270 TPA. The company's manufacturing operations utilise automation, which enables the company to enhance efficiency, consistency in product quality, and scalability. The manufacturing facilities have quality certifications such as BRCGS and ISO 22000. In addition to the company's owned manufacturing facilities, it has partnered with 18 contract manufacturers in India and 3 contract manufacturers outside India (in the UAE, Thailand and Malaysia) as of June 30, 2025, ensuring sufficient contracted capacity to meet the increasing demand for its products in a capital-efficient manner.

The Company is a subsidiary of Orkla ASA, a Norway-listed industrial, long-term investment company focused on brands and consumer-oriented companies, with a legacy spanning over 370 years. The portfolio of companies owned by Orkla ASA is present in over 100 countries, and these own a multitude of leading brands, such as Jordan, Jotun, Felix, Bubs, Abba, Grandiosa and Toro. It has a portfolio of ten companies and employs more than 19,000 employees globally. Under Orkla ASA's parentage, the company have been able to enhance its corporate governance practices, particularly with regard to ensuring the implementation of operational and governance standards, accountability, food safety and quality, risk management, and information technology, such as through their centres of excellence in domains such as sustainability, marketing and innovation, information technology, sales, procurement.

CHANNEL-WISE REVENUE CONTRIBUTION

Particulars	3 Months ended Jun'30				As at Mar' 31,					
	2025 (3)		2024 (3)		2025 (12)		2024 (12)		2023 (12)	
	Amt (₹ Cr)	%	Amt (₹ Cr)	%	Amt (₹ Cr)	%	Amt (₹ Cr)	%	Amt (₹ Cr)	%
General trade	361.28	77.10%	359.75	80.40%	1,483.98	79.30%	1,558.52	82.90%	1,499.52	84.80%
Modern trade	66.98	14.30%	57.97	13.00%	247.90	13.20%	225.03	12.00%	198.20	11.20%
E-Commerce & quick commerce	40.13	8.60%	29.47	6.60%	140.27	7.50%	95.73	5.10%	70.00	4.00%

% = % contribution to total domestic sales

REVENUE FROM OPERATIONS

Particulars	(₹ Cr)				
	For the 3 months ended June 30,		For the year ended March 31,		
	2025	2024	2025	2024	2023
Revenue from operations	597.00	563.50	2,394.71	2,356.01	2,172.48
Revenue from operations growth (Y-o-Y) (%)	5.90	NA	1.60	8.40	18.20
Consolidated volume growth (only tonnage)(%)	8.50	NA	3.50	1.50	1.80
Revenue by product categories					
- Spices	389.91	380.41	1,571.25	1,591.29	1,438.81
- Convenience foods	198.18	175.64	787.07	731.10	698.92
Revenue – Domestic & Exports					
- India (%)	79.60	80.40	79.40	80.90	82.70
- Export (%)	20.40	19.60	20.60	19.10	17.30
Adjusted EBITDA	111.75	102.35	396.44	343.61	312.43
Adjusted EBITDA margin (%)	18.70	18.20	16.60	14.60	14.40
Adjusted EBIT	99.38	87.21	334.71	281.49	257.03
Adjusted EBIT margin (%)	16.60	15.50	14.00	11.90	11.80
PAT	78.92	71.89	255.69	226.33	339.13
PAT margin (%)	13.20	12.80	10.70	9.60	15.60
Retail touch points (absolute)	6,73,379	NA	6,86,729	NA	NA
Trade working capital days	22.00	31.10	21.40	30.70	36.30
ROCE (%)	8.90	6.10	32.70	20.70	32.10
Cash conversion (%)	-37.10	62.30	124.80	109.90	85.00

DESCRIPTION OF BUSINESS

Product Portfolio.



The company's product portfolio comprises 2 key product categories, Spices and Convenience Foods, the latter including RTC foods, RTE foods, vermicelli and others. The company's products cater to every meal occasion, from breakfast and lunch to dinner, snacks, desserts and beverages. Details of the product categories are set out below:

Spices primarily comprise

- Blended spices (Sambar Masala, Chicken Masala, Puliogare Masala, Rasam Masala and Meat Masala, among others)
- Pure spices (such as Chilli, Kashmiri Chilli, Turmeric, Coriander and Cumin, among others);

Convenience Foods primarily comprise:

- **RTC foods**, which include a variety of products that simplify the cooking process and enable quick meal preparation, such as Breakfast Mixes, Sweet Mixes and Badam Milk beverage mixes;
- **RTE foods** are pre-prepared and packaged food products that require minimal to no further cooking or preparation before consumption. These foods are designed for convenience, allowing consumers to enjoy a meal quickly and easily, often by heating the product on a microwave or stovetop. The company's RTE range includes traditional Indian dishes such as Paneer Butter Masala, Dal Makhani and Chana Masala, as well as a variety of rice dishes such as Veg Pulao and Tomato Rice;
- **Vermicelli**, which comprises various preparations of Vermicelli and Macaroni;
- **Others**, including beverages (such as Badam Drink and Coffee), Pickles, Ginger Garlic Paste, Malabar Parotas, Cooking Aids, Pulses, Rice and Coconut Milk, Confectionery, among others.

As of June 30, 2025, the company's portfolio comprises approximately 400 products across the spices and convenience food categories under various brands.

Spices: The Company, through its brands, MTR and Eastern, has a deep understanding of local flavours and a strong commitment to quality that has resulted in its current scale, particularly in the core markets of Karnataka, Kerala, Andhra Pradesh, and Telangana.

- **Karnataka:** The company is the market leader in the Karnataka packaged spices market with a 31.2% share as of FY 2024. Additionally, the company holds ~41% of the blended packaged spices market and 19% of Karnataka's pure packaged spices market.
- **Kerala:** The company leads the Kerala packaged spices market with a market share of 41.8% as of FY 2024. Further, as of FY 2024, the company holds ~ 44% of the blended packaged spices market and 40% of the pure packaged spices market in Kerala.
- **Andhra Pradesh and Telangana:** The company has a 15.2% in 15.2% market share in the Andhra Pradesh and Telangana packaged spices market, owing to its deep understanding of local flavours. This makes it the second-largest player in the region.

Further, Eastern has maintained its position as India's largest exporter of branded spices for 24 consecutive years.



The company's current spices include:

Sub-category	Products	Brands
Blended spices	Sambar Masala, Puliogare Masala, Rasam Masala, Chicken Masala, Meat Masala, Chinese Hakka Noodle Masala, among others	MTR, Eastern, Wok N Roll
Pure spices	Chilli, Kashmiri Chilli, Turmeric, Coriander and Cumin, among others	MTR, Eastern

Convenience Foods

- **RTC Foods:** RTC Foods include a variety of products that simplify the cooking process and enable quick meal preparations



The company's current portfolio of RTC Foods includes:

Products	Brands
Gulab Jamun Mix, Rava Idli Mix, 3-Minute Poha, 3- 3-Minute Upma, Dosa Mix, Bisibele Bhath, Kesari Halwa, Dhokla Mix, Bhajji Bonda Mix, Paneer Makhanwala, Chinese Honey Chilli Cooking Paste, among others	MTR, Eastern, Rasoi Magic, Wok N Roll

- **Ready-to-eat foods:** The company's ready-to-eat food ("RTE") product portfolio comprises products such as ready-to-eat meals and curries



The company's current portfolio of RTE includes:

Products	Brands
Paneer Butter Masala, Dal Makhani, Chana Masala, Vegetable Pulao, Sambar Rice, Tomato Rice, etc	MTR

- **Vermicelli:** The company's vermicelli product portfolio comprises several variants of Vermicelli as well as Macaroni preparations, which cater to the Indian palate



The company's current portfolio of vermicelli includes:

Products	Brands
Seviyan Vermicelli, Rice Seviyan, Roasted Vermicelli, Macaroni, etc.	MTR, Eastern

- **Others:** The company's other products include beverages (such as Badam Drink and Coffee), Pickles, Ginger Garlic Paste, Malabar Parotas, Cooking Aids, Pulses, Rice, Coconut Milk and Confectionery



Details of other products

Products	Brands
Beverages (such as Badam Drink and Coffee), Pickles, Ginger Garlic Paste, Malabar Parotas, Cooking Aids, Pulses, Rice, Coconut Milk, Confectionery, etc.	MTR, Eastern, Laban

MANUFACTURING FACILITIES



Note: Map not to scale

As of June 30, 2025, the company owned and operated 9 manufacturing facilities across 4 states, primarily in South India. Further, as of June 30, 2025, the company had arrangements with 21 contract manufacturing facilities, of which 18 are located across 7 states in India, 3 are located outside India, and each is operated by third parties.

Location/name of facility	State	Key Product Category
Bommasandra, Bengaluru	Karnataka	Spices, Convenience Foods
Kothamangalam	Kerala	Spices
Guntur	Andhra Pradesh	Spices
Adimali I	Kerala	Spices and Convenience Foods
Adimali II	Kerala	Spices
Ramganjmandi	Rajasthan	Spices
Hennagara, Bengaluru	Karnataka	Convenience Foods
Vannapuram*	Kerala	Convenience Foods
Tumkur	Karnataka	Convenience Foods

*The vannapuram facility has ceased operations & been shut own after June30,2025.

Products produced at different manufacturing facilities as of June 30, 2025

Manufacturing Facility	Product Manufactured
Tumkur	Sweets
Hennagara	Batter, Parottas, Akki Rotis
Guntur	Chilli Powder, Masala Line, Rasoi Magic Masala
Ramganjmandi	Coriander powder
Bommasandra	Badam Milk, RTE Sweet, Rice Masala, Masala Line, Breakfast Mix, Gulab Jamun Mix, RTE Curry, Vermicelli, Laban,
Adimali -2	Masala Line
Adimali -1	Breakfast Mix, Pickle and Paste, Coffee, Chukku Kappi, Chuttny Powder, Masala Line
Vannapuram	Tamarind & Combodge Packing
Kothamangalam	Masala Line

The Installed Capacity and capacity utilisation of manufacturing facilities:

Particulars	3 Months ended Jun'30 [#]		As at March 31 st ,		
	2025	2024	2025	2024	2023
Installed Capacity (TPA)	182,270	182,270	182,270	161,345	155,950
Actual Production (TPA)	20,975	20,743	83,596	77,012	75,896
Capacity Utilization (%)	46.0%	45.5%	45.9%	47.7%	48.7%

Installed capacity (in TPA) is based on the available capacity as on that period (i.e. capacity for three months) and extended it to mention the full year capacity. Actual production for June 30, 2025 and June 30, 2024 is based on three months production data.

Bifurcation of production through in-house manufacturing facilities and contract manufacturing facilities:

Particulars	3 Months ended Jun'30				As at Mar' 31,					
	2025		2024		2025		2024		2023	
	Volume (MT)	%	Volume (MT)	%	Volume (MT)	%	Volume (MT)	%	Volume (MT)	%
Own Manufacturing	20,975	82.60%	20,743	89.40%	83,596	86.60%	77,012	88.40%	75,896	87.40%
Contract Manufacturing	4,412	17.40%	2,421	10.60%	12,870	13.30%	10,145	11.60%	10,905	12.60%
Total	25,387	100.00%	22,894	100%	96,466	100.00%	87,157	100.00%	86,801	100.00%

COMPETITIVE STRENGTHS

- Category market leader with the ability to build and scale household food brands through an in-depth understanding of local consumer tastes**

The company's market position is further built on its deep understanding of local tastes and products tailored to regional preferences. The company's product portfolio caters to local tastes by offering a range of local dishes within its core markets. The spice blends offered under the MTR brand are designed for vegetarian cuisine, while Eastern's blends are crafted predominantly for non-vegetarian cuisines.

As per Technopak Report, the Company, through its brands, MTR and Eastern, has a deep understanding of local flavours and a strong commitment to quality that has resulted in its current scale, particularly in the core markets of Karnataka, Kerala, Andhra Pradesh, and Telangana.

The company is the market leader in the packaged spices market in Karnataka and Kerala, with market shares of 31.2% and 41.8% in FY2024. Further, the company is the second largest player in Andhra Pradesh and Telangana, with a 15.2% market share in packaged spices.

The company's market share in blended packaged spices in Karnataka and Kerala was ~41% and 44% respectively, while its market share in pure packaged spices in Karnataka and Kerala was 19% and 40% respectively. Moreover, the company's Eastern brand has maintained its position as India's largest exporter of branded spices for 24 consecutive years.

- Multi-category food company with a focus on product innovation**

The company continuously innovates around its offerings to meet evolving customer needs. The company launched (a) MTR Minute Fresh batters, as a more convenient addition to its existing range of Dry Mixes; (b) Ready-to-Eat range of sweets as an extension of its existing range of Sweet Mixes; and (c) 3-Minute Breakfast range as an expansion of convenience offerings to its existing breakfast range. The company has also ventured into new cuisine spaces such as Pan-Asian cuisine, with a range of blended spices and cooking pastes under its new brand "Wok N Roll", launched in January 2025.

The company's diverse product portfolio curated for local tastes is achieved through its systematic knowledge building of cuisines, facilitated by its Cuisine Centres of Excellence ("Cuisine CoEs"). The company has two Cuisine CoEs, one in Bengaluru and another in Kochi.

The company has a team of seven chefs, which helps enrich its repository of over 4,000 recipes. As of June 30, 2025, the company had a dedicated product development team comprising 37 on-roll members driving its ongoing product development efforts. From FY 2023 to June 30, 2025, the company has added 15 products in the Spices category and 27 in the Convenience Foods category.

The company's efforts in product development are underpinned by its focus on cost efficiency and return on capital. One primary way to limit capital expenditure is through contract manufacturing facilities and existing flexible production lines for new products. In the past, the company has launched new powder-based recipes using the existing production lines, limiting the need for new capital expenditure.

- ***Extensive distribution infrastructure with deep regional network and wide global reach***

The company has an extensive pan-India distribution network with 834 distributors and 1,888 sub-distributors across 28 states and 6 union territories, 42 modern trade partners and 6 e-commerce and quick commerce partners. Out of ~300,000 retail outlets selling blended spices in Karnataka and ~74,500 in Kerala, the company's brands have a presence in 67.5% and 70.4% of the outlets, respectively, versus an industry average of 30-40%. MTR and Eastern have reached 9 out of 10 households through at least one of their products in Karnataka and Kerala, respectively (for January 2024-December 2024, based on the share of households consuming at least one of the company's products at least once a year).

The company is also present in leading e-commerce and quick-commerce platforms, ensuring its products are readily available to consumers.

Further, as of June 30, 2025, the company exported its products to 45 countries (including through deemed exports) through its international distribution network. The company has arrangements with modern trade chains across the GCC, the US, Canada, Australia, and New Zealand, which ensures its brands are present not only in local Indian markets but also in modern trade stores globally.

- ***Efficient, large-scale manufacturing with stringent quality control and a robust supply chain***

As of June 30, 2025, the company operated 9 manufacturing units in India, with a total installed capacity of 182,270 TPA. The company's manufacturing facilities are designed for production flexibility, allowing it to manufacture a range of products on the same production line. By leveraging this flexible setup, the company can swiftly adjust its manufacturing operations to respond to shifts in consumer demand at minimal cost.

The company has robust quality control mechanisms at its manufacturing facilities and contract manufacturers. It also has certifications for food product manufacturing, such as BRCGS and ISO 22000, which are globally accepted certifications that ensure the company's products meet global standards of quality and safety.

As of June 30, 2025, the company had 2 central distribution centres and 20 regional/local warehouses covering 348,640 square feet. The central and regional/local warehouses are located near key suppliers, manufacturing facilities, and major demand areas, enabling its products to move seamlessly from manufacturing facilities to retail outlets. The company operates a capital-light model by primarily utilising leased warehouse facilities.

- ***Experienced and tenured management team supported by strong global parentage***

The company has an experienced and tenured management team, leading a dedicated workforce of 2,586 employees, as of June 30, 2025. The company's business and operations are led by a qualified, experienced, and capable management team. They come from diverse backgrounds and various fields of expertise, such as finance, marketing, investment, and fast-moving consumer goods. The company's Managing Director and CEO have over 32 years of experience in the marketing and fast-moving consumer goods sectors. The company's Board of Directors comprises individuals with diverse industry backgrounds, bringing a broad spectrum of knowledge and insights to the Company.

As a subsidiary of Orkla ASA (OSL: ORK), a Norway-listed industrial investment company, the company benefits from its governance and operational support. Orkla ASA's parentage has also provided the company with on-demand access to its Global Centres of Excellence, including in domains such as food safety and quality, sustainability, marketing and innovation, information technology, sales, and procurement.

- **Capital-efficient business model with a track record of delivering profitable growth**

As per the Technopak report, in FY2024, the company registered revenue from operations of ₹ 2,356 Cr, one of the top-4 among select leading spices and convenience food peers. The company was the 2nd fastest growing company in terms of EBITDA out of select leading spices and convenience food peers between FY 2022 and FY 2024, with a CAGR of 20.3%. The company was also the 2nd fastest growing company in terms of PAT out of select leading spices and convenience food peers between FY 2022 and FY 2024, with a CAGR of 39.0%.

The company is focused on optimising its net working capital cycle, which is an essential contributor to liquidity and operational efficiency. Its working capital management enables it to sustain its growth while minimising capital use. Overall, the company's financial performance is characterised by expanding margins, prudent working capital management, efficient cash conversion, and robust returns.

KEY BUSINESS STRATEGIES

- **Drive household penetration and usage of its products in core markets**

The company is determined to drive growth in its core markets of Karnataka, Kerala, Andhra Pradesh, and Telangana by leveraging favourable market conditions. It also intends to grow revenues and solidify its leadership by increasing household penetration and purchasing frequency, capturing market share from the domestic unorganised sector.

The company plans to undertake tailored regional brand-building initiatives for local consumers and strengthen its brand awareness to increase usage of the company's products. The company also plans to enhance its product range presence in the retail outlets in the markets it currently serves. Further, the company plans to expand its distribution network, onboard new distributors within existing geographies, and extend its presence into new towns and villages. Moreover, the company intends to increase its focus on channels that are gaining traction, such as modern trade, e-commerce, and quick commerce.

- **Expand presence in international markets through a robust growth strategy**

As part of its ongoing strategy to drive international growth, the company is focused on strengthening its footprint in key global markets with significant demand for authentic South Indian flavours. For instance, the company intends to expand its presence in GCC countries.

Further, the US and Canada are key focus markets for the company, and over the past few years, the company has significantly expanded its network of distributors in these regions, growing its distributor base from 12 distributors in FY 2023 to 19 distributors on June 30, 2025.

Additionally, it intends to enhance their market presence by expanding product offerings to appeal to non-Indian consumers outside India. For example, the company introduced an Arabic masala range specifically tailored to local tastes and preferences in the GCC region in February 2021.

The company focused on growing its presence in key emerging markets with growing Indian populations, such as Australia, New Zealand, Singapore, and Malaysia.

- **Selectively expand product portfolio to strengthen and extend the core offerings**

The company intends to continue expanding and enhancing its product portfolio, emphasising developing and launching new innovative offerings. The company is focused on increasing the penetration of convenience food products to capitalise on the rising demand for convenient meals driven by changing consumer lifestyles and preferences. The company also intends to focus on short shelf-life products that provide a more natural eating experience, such as Fresh Idli, Dosa Batters, Malabar Parotas, and Akki Rottis to ensure freshness and superior taste.

Additionally, the company plan to expand its portfolio of blended spices. For instance, in 2023, the company introduced a Kerala Street food range under the Eastern brand and developed new variants of blended spices. By broadening its category of blended spices, the company aims to cater to a greater diversity of local consumers.

The company is also focused on developing new ranges within its product categories to further strengthen its product portfolio. This includes the launch of an Asian range under a new brand, "Wok N Roll" in January 2025 and the addition of Flavours of Arabia under the company's Eastern brand, in November 2024.

- **Drive operational efficiencies to improve margins and cash conversion**

The company constantly works to optimise its value chain to improve operational efficiencies and enhance margins. As one of the initiatives, the company is focused on driving a product mix change towards more value-added product categories. By expanding its sales in the value-added categories of blended spices, RTC and RTE foods, the company aims to improve its overall profitability.

The company intends to continue focusing on its local sourcing strategy and primarily engage suppliers in proximity to its manufacturing facilities. Additionally, by selectively rationalising its manufacturing footprint and outsourcing lower value-added categories, the company intends to further reduce fixed costs and enhance overall cost efficiency.

Additionally, the company has implemented IoT-enabled manufacturing in its key facilities in Bommasandra, Bengaluru, integrating IoT sensors with critical machinery and enabling online tracking of production data. The company intends to continue exploring and implementing advanced technologies across its operations.

- **Continue to enhance capital efficiency**

The company plans to rationalise its manufacturing footprint and continue to outsource low-value-added product categories. This approach optimises the company's use of capital and contributes to reducing inventory days by streamlining production and inventory management. Additionally, the company aims to accelerate its operations' digitisation and implement advanced technologies for demand and supply planning. These initiatives help the company optimise inventory levels and enhance overall operational efficiency. Furthermore, the company intends to continue offering suppliers financing arrangements in collaboration with selected banks. This initiative strengthens the company's supply chain by providing its suppliers with improved access to financing, thereby ensuring stability and reliability while deepening its supplier relationships.

- **Strategically acquire leading brands and businesses**

The company will continue to explore opportunities for inorganic growth to expand into new geographies and adjacent product categories and strengthen its current market position. As part of the growth strategy, the company is evaluating acquisitions of companies with established brands and a loyal consumer base to expand into new markets or strengthen its position in existing regions.

COMPARISON WITH LISTED INDUSTRY PEERS

Company Name	Face Value (₹)	Total Income (₹ Cr)	Closing Price (₹) as on 20.10.25	EPS		P/E (x)	RoNW (%)	NAV (₹)
				Basic	Diluted			
Orkla India	1.00	2,455.24	[•]	18.70	18.70	[•]	13.80%	135.30
Tata Consumer Products	1.00	17,811.55	1,176.40	13.10	13.10	90.10	6.40%	202.10

Source: RHP; P/E has been computed based on the CMP on NSE as of October 20, 2025.

Restated statement of assets and liabilities

Particulars	As at June 30th,		As at Mar' 31,		
	2025	2024	2025	2024	2023
Assets					
Non-current assets					
Property, plant and equipment	340.18	398.38	348.51	406.09	361.81
Capital work-in-progress	11.71	3.78	7.78	3.62	73.89
Right-of-use assets	51.25	42.78	39.46	44.96	46.20
Goodwill	1,011.61	1,011.86	1,011.61	1,011.86	1,011.86
Other intangible assets	580.27	588.97	581.03	592.08	592.96
Investments accounted for using the equity method	27.82	28.48	27.81	27.89	20.47
Loans	0.52	0.61	0.46	0.61	5.67
Other financial assets	8.02	7.11	7.67	6.98	8.57
Other non-current assets	8.02	8.28	3.58	9.32	7.29
Income tax assets (net)	112.12	97.77	114.88	102.35	80.76
Deferred tax assets (net)	-	-	-	0.19	0.16
Current assets					
Inventories	309.30	299.81	308.75	296.94	350.11
Investments	184.48	418.72	147.43	297.15	234.58
Trade receivables	179.56	161.96	162.62	168.58	116.02
Cash and cash equivalents	13.41	30.17	81.28	39.58	24.61

Particulars	As at June 30th,		As at Mar' 31,		
	2025	2024	2025	2024	2023
Bank balances other than cash and cash equivalents	111.40	94.56	109.43	75.00	50.00
Loans	2.32	7.75	2.44	7.79	2.27
Other financial assets	89.67	124.11	99.94	198.84	52.83
Other current assets	87.48	80.62	87.56	85.36	61.90
Assets held for sale	29.06	-	29.06	-	-
Total Assets	3,158.20	3,405.72	3,171.30	3,375.19	3,101.96
Equity					
Equity share capital	13.70	13.40	13.70	13.40	12.33
Instruments entirely equity in nature	-	0.30	-	0.30	-
Other equity	2,523.56	2,866.15	2,445.80	2,793.35	2,227.28
Total equity	2,537.26	2,879.85	2,459.50	2,807.05	2,239.61
Non-current liabilities					
Borrowings	-	3.77	-	3.77	3.77
Lease liabilities	57.77	48.90	45.22	51.48	52.53
Other financial liabilities	8.59	8.11	14.02	7.90	5.82
Government grants	-	-	-	1.07	1.07
Deferred tax liabilities (net)	106.22	94.29	103.56	90.60	72.20
Provisions	-	-	-	-	0.24
Other non-current liabilities	-	-	-	1.32	1.12
Current liabilities					
Borrowings	2.33	-	-	-	31.22
Lease liabilities	8.11	8.50	9.18	8.00	7.36
Trade payables	220.14	201.63	269.83	231.62	182.01
Other financial liabilities	159.08	102.12	166.25	130.59	464.62
Government Grants	-	1.07	-	-	-
Other current liabilities	20.39	33.50	75.90	17.70	15.78
Provisions	31.24	18.87	27.67	19.30	24.61
Current tax liabilities (net)	7.07	5.11	0.17	4.79	-
Total liabilities	620.94	525.87	711.80	568.14	862.35
Total equity and liabilities	3,158.20	3,405.72	3,171.30	3,375.19	3,101.96

Source: RHP

Restated Consolidated statement of profit and loss

(₹ Cr)

Particulars	As at June 30th,		As at Mar' 31,		
	2025	2024	2025	2024	2023
Income:					
Revenue from operations	597.00	563.50	2,394.71	2,356.01	2,172.48
Other income	8.38	11.70	60.53	31.98	28.96
Total Income	605.38	575.20	2,455.24	2,387.99	2,201.44
Expenses					
Cost of raw materials	264.69	295.02	1,174.13	1,310.05	1,194.01
Purchase of stock-in-trade	55.75	14.18	143.97	68.05	59.28
(Increase)/decrease in inventories	4.03	-6.21	2.74	-14.36	14.52
Employee benefits expense	62.74	60.81	246.19	232.35	223.96
Finance costs	1.70	1.77	6.55	6.64	27.08
Depreciation and amortisation expense	12.37	15.14	61.73	62.12	55.41
Other expenses	98.02	97.96	430.84	418.52	369.46
Total Expenses	499.30	478.67	2,066.15	2,083.37	1,943.72
Restated Profit before share of assoc. JV, exceptional items & tax	106.08	96.53	389.09	304.62	257.72
Exceptional items (net)	-	-	-33.64	-	-2.00
Restated profit before tax, share of associate & JV	106.08	96.53	355.45	304.62	255.72
Share of profit/(loss) from associate and JV	-0.02	0.61	-0.40	2.21	1.19
Restated profit before tax	106.06	97.14	355.05	306.83	256.91
Total tax expense	27.14	25.25	99.36	80.50	-82.22
Restated Profit/(Loss) for the period/year	78.92	71.89	255.69	226.33	339.13
Restated Other comprehensive income for the period/year	-1.20	0.83	-3.56	6.73	-1.47
Total comprehensive income for the year	77.72	72.72	252.13	233.06	337.66

Restated Consolidated Statement of Cash Flows

(₹ Cr)

	As at June 30th,		As at Mar' 31,		
	2025	2024	2025	2024	2023
Profit before tax	106.06	97.14	355.05	306.83	256.91
Adjustments Related to Non-Cash & Non-Operating Items	8.10	1.77	48.96	40.96	65.60
Operating Profits before Working Capital Changes	114.16	98.91	404.01	347.79	322.51
Adjustments for Changes in Working Capital	-155.52	-35.10	90.59	29.76	-56.80
Net cash generated from operations before tax	-41.36	63.81	494.60	377.55	265.71
Income tax paid (net)	-14.40	-16.79	-102.93	-81.17	-75.29
Net cash generated from operating activities	-55.76	47.02	391.67	296.38	190.42
Net cash used in investing activities	-11.26	-53.25	262.94	-236.53	-165.07
Net cash used in financing activities	-3.18	-3.18	-612.91	-44.88	-15.14
Net (decrease)/ increase in cash & cash equivalents during the period	-70.20	-9.41	41.70	14.97	10.21
Add: Cash and cash equivalents as at the beginning of the period	81.28	39.58	39.58	24.61	14.40
Cash and cash equivalents as at the end of the period	11.08	30.17	81.28	39.58	24.61

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