Ganesh Consumer Products Limited
[Formerly Known as Ganesh Grains Limited]
Trinity Tower, 83, Topsia Road (South), 3rd Floor
Kolkata - 700046, West Bengal, India
Phone: +91 334015 7900 / 6633 6633
Email : ggl@ganeshconsumer.com
Website: ganeshconsumer.com
CIN: L15311WB2000PLC091315

November 02, 2026

To
BSE Limited
Phiroze Jeejeebhoy Towers
Dalal Street
Mumbai -400001
Maharashtra, India
Scrip Code – 544528

To
National Stock Exchange of India Limited
Exchange Plaza, Plot No. C/1, G- Block
Bandra Kurla Complex, Bandra (East)
Mumbai- 400001
Maharastra, India
NSE Symbol- GANESHCP

SUBJECT: INVESTOR PRESENTATION FOR QUARTER ENDED SEPTEMBER 30 ,2026

Dear Sir/Madam,

Pursuant to Regulation 30 and other respective regulations of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we are enclosing herewith, the copy of Investor Presentation which covers the milestones achieved by the Company during the quarter ended September 30, 2026.

A copy of the same will also be uploaded on the Company's website ganeshconsumer.com

Kindly take the same on your record.

Thanking You

For Ganesh Consumer Products Limited

Narendra Mishra
Digitally signed by Narendra Mishra
Date: 2026.11.02 22:47:16 +05'30'

Narendra Mishra
Company Secretary and Compliance Officer
Membership No. A46018

Encl: As above

INVESTOR PRESENTATION
Six Months and Quarter ended 30 September 2026

Ganesh

Consumer Products Limited

Nourishing Everyday Moments with Quality and Trust

November 2026



Safe Harbour Statement

This presentation may contain certain “forward-looking statements” within the meaning of applicable securities laws and regulations, which may include those describing the Company’s strategies, strategic direction, objectives, future projects and/or prospects, estimates etc. Investors are cautioned that “forward looking statements” are based on certain assumptions of future events over which the Company exercises no control. Therefore, there can be no guarantee as to their accuracy and readers are advised not to place any undue reliance on these forward-looking statements. The Company undertakes no obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise. These statements involve a number of risks, uncertainties and other factors that could cause actual results or positions to differ materially from those that may be projected or implied by these forward-looking statements. Such risks and uncertainties include, but are not limited to; growth, competition, acquisitions, domestic and international economic conditions affecting demand, supply and price conditions in the various business's verticals in the Company’s portfolio, changes in Government regulations, laws, statutes, judicial pronouncement, tax regimes, and the ability to attract and retain high quality human resource.

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About Ganesh Consumer Products



Ganesh Consumer Products at a Glance

Pioneer of the Consumer Staple Market in East India

- A trusted East India staples brand, built over **9 decades** of heritage and listed since Sep'25
- **Market leader** in packaged staples across East India
- **Diversified portfolio** spanning **44** product categories and **273** SKUs across three segments; Carrier (wheat flours), Value-Added (sooji, maida, besan, sattu, dalia) and Emerging (spices, instant mixes, ethnic flours)
- **High household relevance** - embedded in daily meal preparation, driving consistent and recurring demand
- **Strong quality processing** and **standardization** enable the company to scale consumer trust and meet evolving needs

Operational Excellence

Cash & Carry Model In General Trade (GT) #	**53.6%** E-Commerce CAGR (FY23-FY26)
10 Million+ Household Reach*	**3.5 Lac+** GT Outlets in India*
31 C&F Agents	**1,000+** Distributors

Financial Metrics (H1 FY27)

(6.0%) Revenue growth (YoY)	**12.2%** EBITDA Margin**
7.5% PAT Margin	**32** WC Days^
21.9% ROCE^	**16.4%** ROE^

Comprehensive Portfolio

Whole Wheat Flour



Chakki Atta | Sharbati Atta | Multigrain Atta

Wheat and Gram based value added products



Sooji | Maida | Besan | Sattu | Dalia

Emerging Products



Powder Spices | Whole Spices | Blended Spices | Dhokla | Ethnic Flour

** Household counts and retail outlets counts in Other states are based on Management Estimate. Retail Outlet counts in West Bengal is from Nielsen Report.*
*# Spices portfolio has a credit period of 15 – 30 days; **EBITDA Margin (%) is calculated as EBITDA divided by Revenue from operations. ^ Annualised*

Our Journey

From Regional Heritage to Scalable Platform

1936 • BRAND INCEPTION

- Started as a **retail outlet** in Burrabazar, Kolkata under the **"Ganesh" brand**

2000-06 • INCORPORATION

- Company incorporated in **2000**
- Commissioned Jalan Complex Unit-I as an Atta Chakki plant

2008 *2010* *2014* *2015*

2006-15 • EXPANSION

- Commissioning of **4 new units** and expansion of manufacturing capacity through **2 acquisitions**, focusing on:
  - Gram-based value-added flour & ethnics flours
  - Wheat-based-value added flour products (maida, sooji and dalia)

2016-22 • SCALING UP

- Raised funds from **India Business Excellence Fund II & India Business Excellence Funds- IIA**
- Awarded Emerging Company of the Year by Zee Business
- Awarded Most Loved Brand by Blinkit

2022 *2023*

2022-23 • REPURPOSING

- Jalan Unit-I & Agra - **enhanced sooji yield**
- Jalan Unit-II - **whole, powder & blended spices**

2024 • NEW CATEGORIES

- **Blended Spices**: Garam & Biryani Masala
- **Whole & Powder**: Turmeric & Chilli


Garam Masala


Biryani Masala


Turmeric Powder


Chilli Powder

2025-26 •IPO & CAPACITY ADDITION

- Successfully completed Initial Public Offering in **September 2025**.
- Agra plant - Commissioned **Atta & Dalia** units
- Commissioned Amta unit - **Soya Chunks**

An Integrated Value Chain

From Grains to Greatness

Procurement
(Wheat, Gram and Spices)

Network of **70+ brokers** across **UP, Bihar, MP, Rajasthan, Haryana, Punjab and Maharashtra**

Long-established relationships ensuring grain quality and price discovery

Manufacturing

100% in-house manufacturing and processing capabilities* across **7 Strategic** Plants

1,166 MT per day Capacity

Warehousing Management System for visibility, optimized space, & real-time tracking



End Consumer

Household Brand of East India

10 Million+ Household Reach**

4.5/5 Q-Commerce and E-Commerce Customer Satisfaction Ratings

Sales & Distribution

31 C&F agents and **24** Super Stockists

1000+ distributors enabled through **Distribution Management System** with real-time visibility

GT - **3.5 Lac+** Outlets**

MT - **200+** Retail Touchpoints

Robust **Sales Force Automation** driving sales productivity

**Note - Snacks which were launched in FY25 and which form a very small fragment of the revenue are procured from a third-party manufacturer*
*** Retail outlet count in West Bengal is from Nielsen Report and in other states is based on management estimates*

Manufacturing Footprint

Backward integration powering efficiency and consistency

7 Operating Facilities | 1 Held for Sale

Agra + Varanasi (Uttar Pradesh)

Near to Farm – *optimizing raw material sourcing*

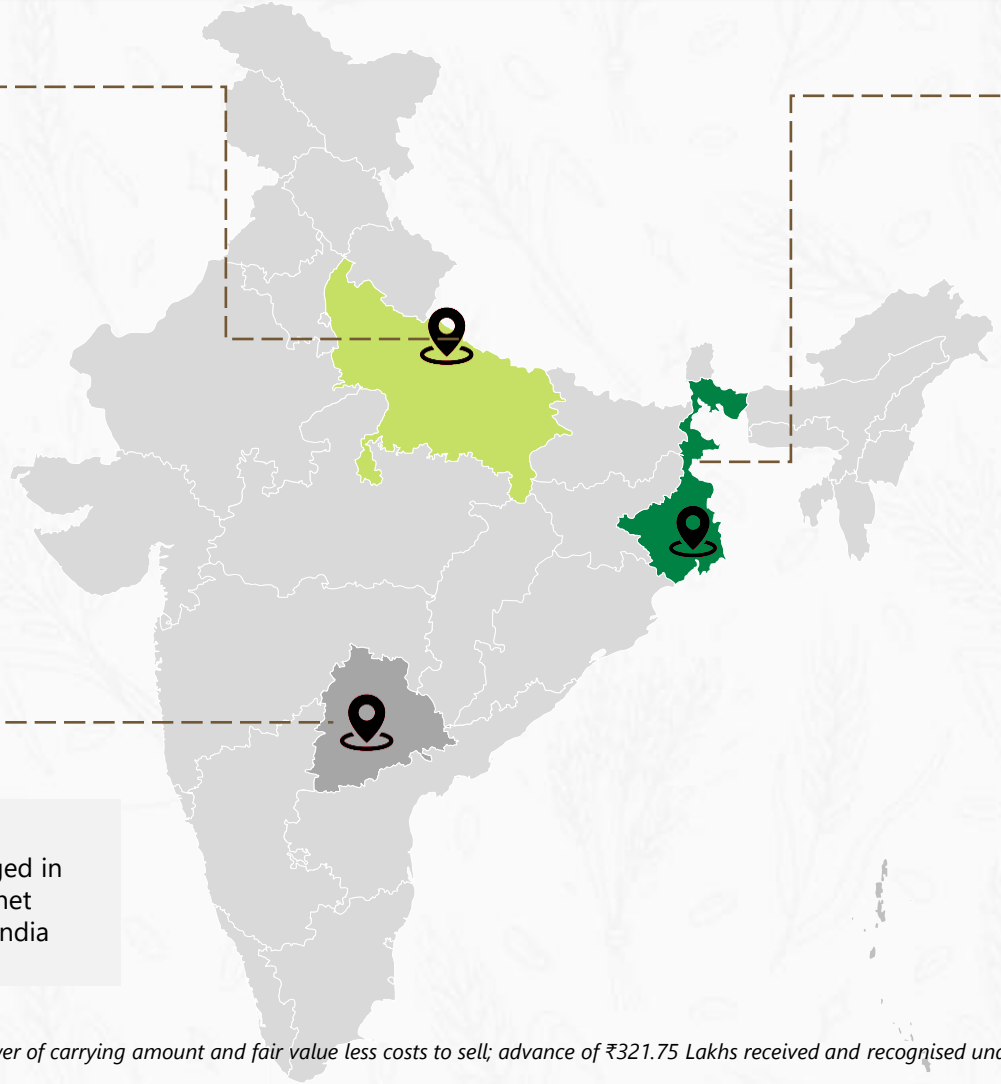
Varanasi Unit
186 tons per day

Agra Unit
304 tons per day

Hyderabad (Telangana)

Held for Sale# –
sale deed executed Oct 1, 2026

Hyderabad Unit
312 tons per day



KOLKATA West Bengal

Near to core market *- Enabling efficient logistics management*

Padmavati Unit
384 tons per day

Jalan Complex Unit I
150 tons per day

Jalan Complex Unit II
40 tons per day

Food Park Unit
90 tons per day

Amta Plant*
12 *tons per day*

Total Capacity

1,166 tons per day
Excl. Hyderabad unit (312 TPD)

Hyderabad exit: ₹32.50 Cr sale concluded

The non-core facility (~1.4% of FY26 revenue), engaged in job work for an FMCG player, was divested at ~2.7x net block. The proceeds will be deployed in the Eastern India markets.

**Note - Start of commercial production during Q1 FY27*
#Classified as "Assets held for sale" as at September 30, 2026, at the lower of carrying amount and fair value less costs to sell; advance of ₹321.75 Lakhs received and recognised under current liabilities

Quality at the Core

Committed to Quality, Safety & Sustainability

Backed by Quality Standards and Credibility

ISO 14001:2015

Environmental Management System ensuring sustainable and eco-friendly operations

FSSAI

Compliance with India's Food Safety and Standards regulations for safe and hygienic food products

FSSC 22000

Global benchmark for food safety management, integrating ISO standards with sector-specific controls

ISO 45001:2018

Occupational Health and Safety Management System ensuring a safe and efficient workplace

A fully equipped in-house **quality laboratory** and a **dedicated QA team** ensure that every batch meets stringent national and international benchmarks from raw material sourcing to final packaging.

Advanced Manufacturing Infrastructure

Seven facilities | Highly automated | Built for scale

STATE-OF-THE-ART CAPABILITIES

Buhler-Designed Plants

Jalan Complex I and Agra units use advanced Technology and Buhler make machinery boosting Sooji yield from typical 6-8% to 28-32%.

Automated Material Flow

Software applications automate, monitor and control material flow across the production line; consumption is logged in real time.

Grain-Level Quality Scanning

Advanced customized machinery scans every grain, rejecting immature, infected or discoloured material before grinding.

Direct Process Control

Technological infrastructure enables end-to-end control of the manufacturing process driving consistent product quality.

Management Commentary

Message from the Managing Director



Manish Mimani
Chairperson & Managing Director

"The second quarter of FY2027 saw a sequential recovery in a challenging environment for the category, driven by continued progress in our value-added portfolio. Revenue from operations grew 20.3% sequentially, though it declined 5.0% year-on-year, while Operating EBITDA grew 23.6% and profit after tax grew 68.7% year-on-year.

B2C revenue declined 2.5% YoY, with the pressure concentrated in Atta category, where volumes declined following changes in State Government policies. These changes led the local millers, who were previously engaged in job work for the State Government, to increase their distribution of Atta in the unorganised segment. Separately, as per NielsenIQ, the packaged Atta category in West Bengal declined 6.3% YoY during the quarter. We believe this is temporary and expect volumes to normalize in the medium term. Excluding Atta, B2C revenue grew 4.9% YoY and 26.0% sequentially. B2B revenue declined 13.8% YoY, mainly due to lower service income and softer co-product volumes.

Our value-added portfolio continued to grow resulting in increased share in B2C revenue. Our Sattu category delivered a strong growth, supported by our directed marketing campaign involving Ravindra Jadeja. We have now extended this approach to the spices category with new targeted campaigns. Spices revenue grew strongly, and margins improved significantly on the back of stronger realisations. We are also expanding our e-commerce presence in regional markets in Bihar and Assam.

Profitability for the quarter was supported by a better product mix and the phasing of our advertising spend, which is expected to step up over the rest of the year. Profit after tax also benefited from lower finance costs following our deleveraging. The Board has also declared an interim dividend of ₹3.7 per share.

We are also aligning our manufacturing footprint more closely with our markets. We have sold our Hyderabad plant, and the proceeds will be redeployed into eastern India, where our business is concentrated. Alongside this, we are working towards setting up plants in other eastern states to drive supply chain efficiencies.

Our priorities are unchanged: strengthening our core categories, scaling our value-added and emerging portfolio, and deepening our presence across eastern India profitably. We remain deeply grateful to our shareholders, partners, employees, and the entire Ganesh family for their continued trust and support."

Key Financial Highlights (1/2)

In INR Millions

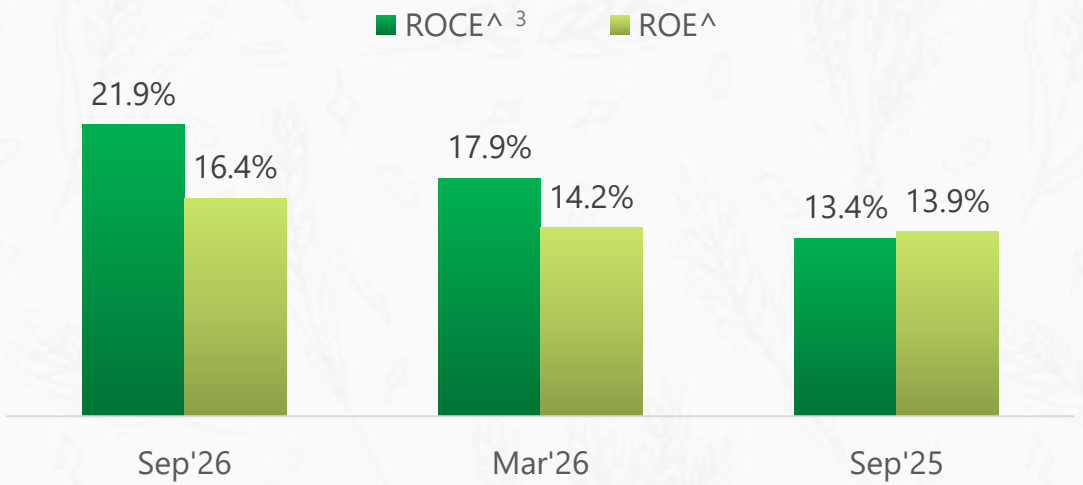
Particulars	Revenue from Operations	EBITDA*	Profit before Tax	Profit after Tax
Q2 FY27	**2,267**	**295**	**252**	**188**
Growth YoY	(5.0%)	23.6%	68.6%	68.7%
Margin (%)		*13.0%*	*11.1%*	*8.2%*
H1 FY27	**4,153**	**506**	**420**	**313**
Growth YoY	(6.0%)	11.9%	51.3%	51.5%
Margin (%)		*12.2%*	*10.1%*	*7.5%*
Diluted EPS (in ₹)				4.70

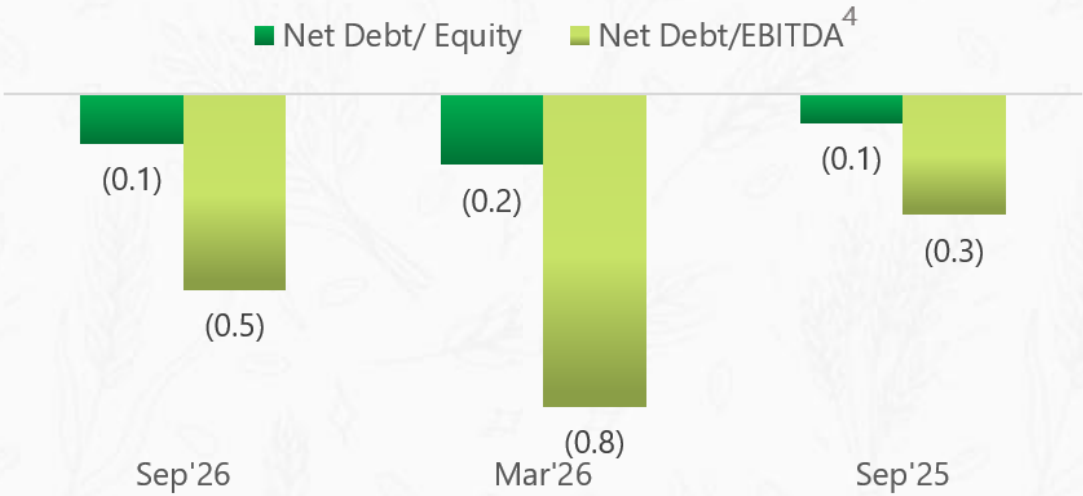
*Notes: *EBITDA is calculated as profit before exception item and tax for the period/ year plus finance cost and depreciation and amortization costs as reduced by other income and EBITDA Margin (%) is calculated as EBITDA divided by Revenue from operations.*

Key Financial Highlights (2/2)

In INR Millions

PARTICULARS	SEP'26	MAR'26	SEP'25
Total Equity	3,924	3,705	3,683
Total Borrowings	41	83	1,703
Cash & Cash Equivalents	502	725	1,965
Net Debt	(460)	(643)	(263)
Net Fixed Assets	1,849	1,918	1,983
Net Current Assets[1]	1,418	1,121	(148)
Total Assets	4,690	4,509	6,546
Net Fixed Asset Turnover Ratio^	4.4	4.8	4.8
Cash Conversion Cycle[2]	32	23	47





Notes: 1. Net Current Assets*: Current Assets - Current Liabilities – Cash & Cash Equivalents;* 2. Cash Conversion Cycle *based on annualised revenue from operations;* 3. Capital Employed *refers to the sum of Total Equity and Total Debt and reduced by Capital Reserve and Capital Redemption Reserve.; 4. EBITDA is calculated as annualised profit before exception item and tax for the period/ year plus finance cost and depreciation and amortization costs as reduced by other income. ^ Annualised*

Why Ganesh Consumer Products?



India's Branded Staples Opportunity

Commanding Market Leadership in East India

Diversifying Revenue Mix

Robust Distribution Network

Track Record of Consistent Financial Performance

Innovative & Consistent Brand Building

Pioneering Growth Backed by Proven Leadership

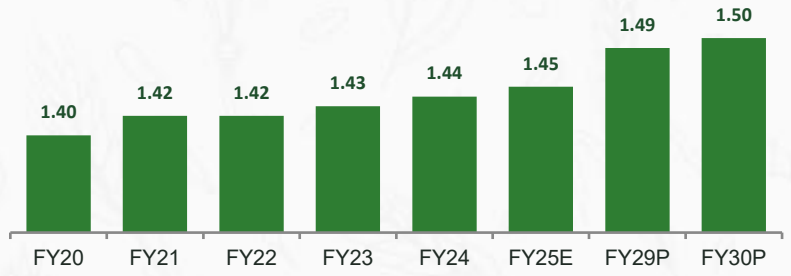


India's Branded Staples Opportunity (1/2)

Strong Demographic, Rising income, Expanding Consumption

Population of India

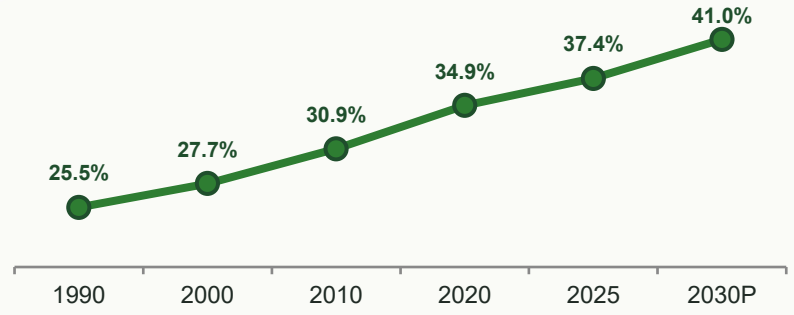
in Billion (Calendar Year)



→ India adds ~50M people by FY30

India's Rising Urbanization

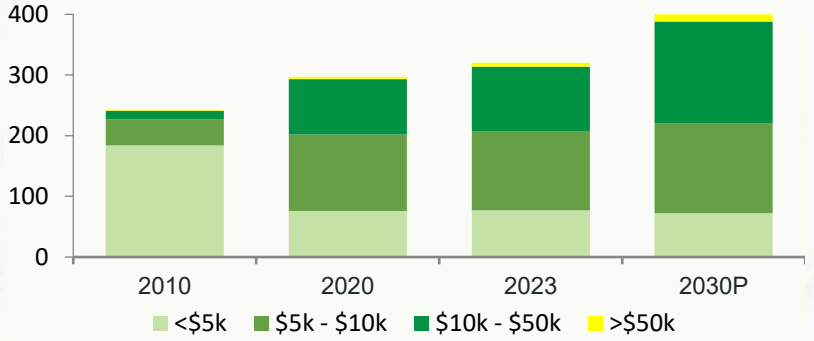
Urban population as % of total



→ Urban share to cross 40% by 2030

Household Annual Earnings

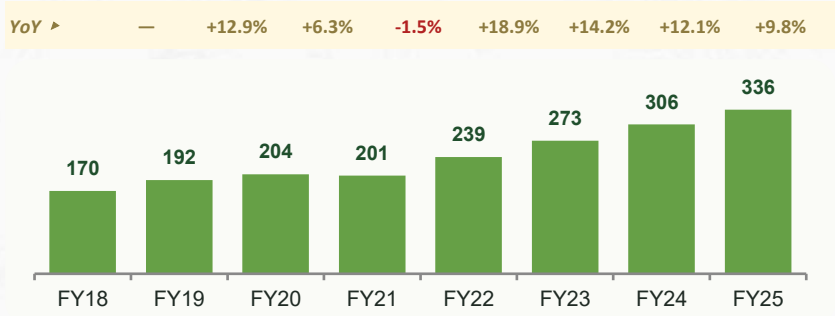
Households in millions, by USD income band



→ Affluent households (>$10k) to 12x by 2030

Per Capita GNI (₹ '000)

Per-capita Gross National Income, with YoY growth %



→ Income nearly doubled FY18 → FY25

KEY INSIGHTS

Large & Growing Population
India to reach ~1.5 Bn by FY30 with a vast, young consumption base.

Rising Urbanization
Urban share climbing steadily, lifting demand for branded, packaged staples.

Expanding Incomes
Sharp shift toward middle and higher-income households through 2030.

Stronger Purchasing Power
Per-capita GNI doubled in 7 years fueling disposable income growth.

Demographics, urbanization and rising incomes are converging into a structural tailwind for branded packaged staples, directly aligned with Ganesh's portfolio and East-India focus.

Source: Technopak Report

India's Branded Staples Opportunity (2/2)

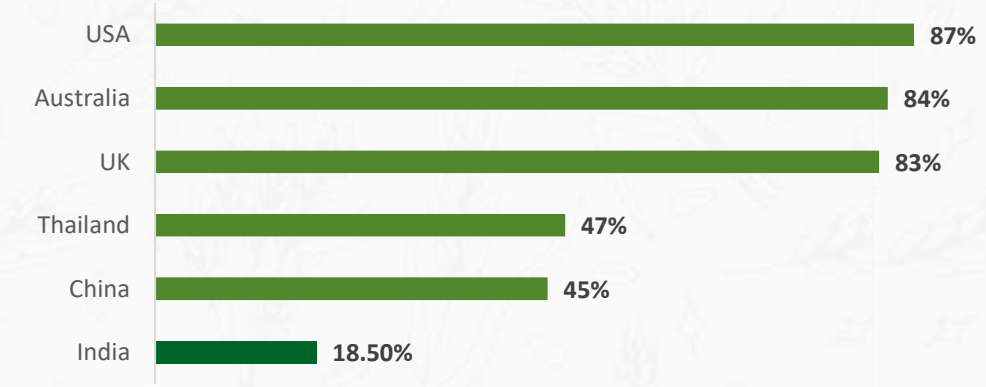
Converting India's loose staple market into a branded opportunity

	Total Addressable Market *(2025 - in Cr)*	Organized Market CAGR *(2025-2030P)*	Organized %
Wheat Flour & Wheat Derivatives	~1,85,000	15.9%	~18%-20%
Gram Flour & Gram Derivatives	~50,000	16.1%	~18%-20%
Spices	~1,40,000	13.5%	~18%

India's Consumption Headroom vs. Developed Markets

Organized Retail Penetration (CY23/FY24)

% of total retail market



India: 18.5% (FY24) → 22.9% (FY27P)

Substantial headroom vs developed peers at 80%+

Key Catalysts Driving the Shift to Branded Staples

Rising Female Workforce

23.3% → 37.0%

Female labour participation surged 13.7 pp between FY18-FY23, driving demand for convenience-led packaged foods and Ready-to-Cook/ Ready-to-eat food.

Modern Trade & Q-Commerce

18.5% → 24.2%

Modern trade penetration to widen FY24-FY28P; e-commerce growing fastest at 21.2% CAGR vs 8.4% for GT

Demand for high quality and health-oriented foods

The demand for high quality packaged food is rising as consumers become more health-conscious and environmentally aware

Nuclearization

5.3 → 3.9 Avg. Household Size (FY01-FY30P)

Smaller households drive demand for ready-to-eat meals, and branded products that deliver consistent quality and save preparation time.

Source: Technopak Report

Commanding Market Leadership in East India

Strong foothold across products

Presence in West Bengal*	***Presence in East India****
1 Largest player in Wheat-based products[1]	1 Largest player in Wheat-based derivative[3]
1 Player in Packaged Sattu	**Top 2** Player in Gram-based flour products[2]
Top 2 Player in Packaged Besan	3 Largest brand of Packaged Wheat Flour

**Source: Technopak Report Notes: 1. Wheat based products include wheat flour, maida, sooji and dalia, 2. Gram-based flour products include besan and sattu, 3. Wheat based derivative excludes wheat flour*

Market Dynamics & Distribution Performance *- Ganesh broadly held share and widened reach as the West Bengal packaged-atta market contracted*

↓ MARKET

(2.5%)

Category contracted QoQ

The West Bengal packaged wheat-based products (atta, maida and sooji) declined 2.5% QoQ.

↑ REACH

+1.2%

Weighted distribution improved QoQ

Reach expanded by 1.2%, reflecting growing availability and shelf presence.

Source: Nielsen, West Bengal
Notes: Weighted distribution = Percentage of category sales generated by stores where our products are present.

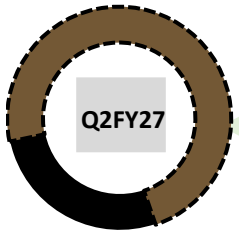
Diversifying Revenue Mix (1/2)

Strong in Core, Scaling Beyond

Geographic Expansion

State wise B2C Revenue Mix

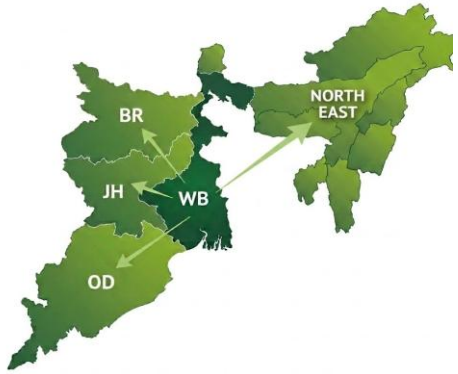
80% *B2C Sales*



West Bengal	92%
Jharkhand	3%
Odisha	2%
Rest of East	3%

Strategic Objectives:

- **Consolidate** West Bengal leadership by aggressively expanding B2C reach
- **Scale presence** in Jharkhand, Bihar, Odisha, and the North-East to capture a highly growing regional market.
- **Expanding operational footprint** to support future business growth and expansion

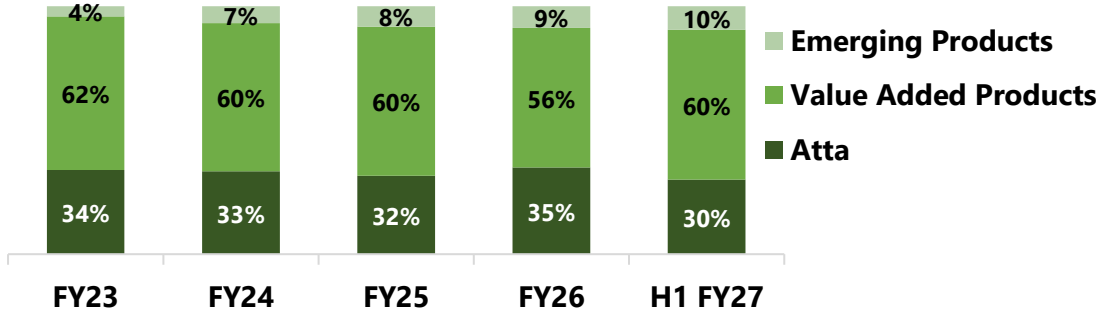


Building the Right Engines for Expansion

- Strengthening Regional Supply Chain
- Expanding Agent and Distributor Network
- Increasing People Strength
- Deeper Market Penetration

Product Mix Changes

Product Category wise B2C Revenue Mix



- Value Added Products includes Maida, Sooji, Sattu, Besan and Dalia
- Emerging Products includes Spices, Instant Mixes and Millet Flour

Strategic Objectives:

Build a portfolio designed to address evolving consumer needs while shifting toward higher-margin, branded products.

- Extend the core staples franchise into everyday kitchen adjacencies.
- Move up the value chain by focusing on branded, higher-margin formats.

Recent Product Launches

Whole Spices *Blended Spices* *CTC Spices* *Sabudana* *Soya Chunks*



Diversifying Revenue Mix (2/2)

From Morning to Midnight, Ganesh in every bite...

Breakfast

Power start of the Day



Lunch

Staples that sustain families



Evening Hunger

Fuel your evening the natural way



Dinner

Healthy dinner for the family



Fasting Food

Purity for Devotional Meals



For All Meals - Spices

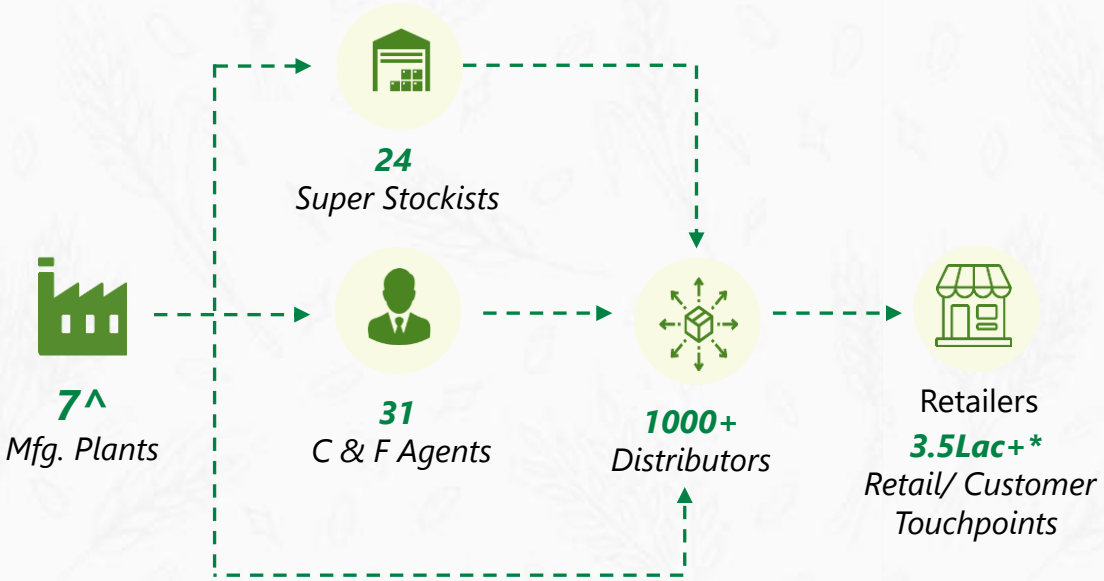
Fulfilling 100% of the Household needs



Robust Distribution Network

Well-established and Widespread

General Trade



E- Commerce

Third Party Online Marketplaces

Quick Commerce

Own Website

Modern Trade

Stores of Retail Players in East India

Regional Presence (East India)

200+

Stores

Revenue Split[1]	**78.7%**	**14.2%**	**7.1%**

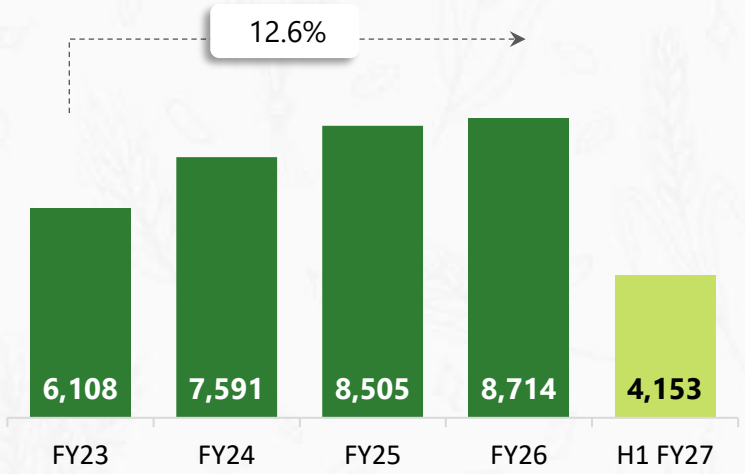
Note 1: Revenue Split as attributed to B2C operations for Q2 FY27
**Source: Nielsen Report for West Bengal and Management Estimate for other states*
^ Excluding plant held for sale

Track Record of Consistent Financial Performance (1/2)

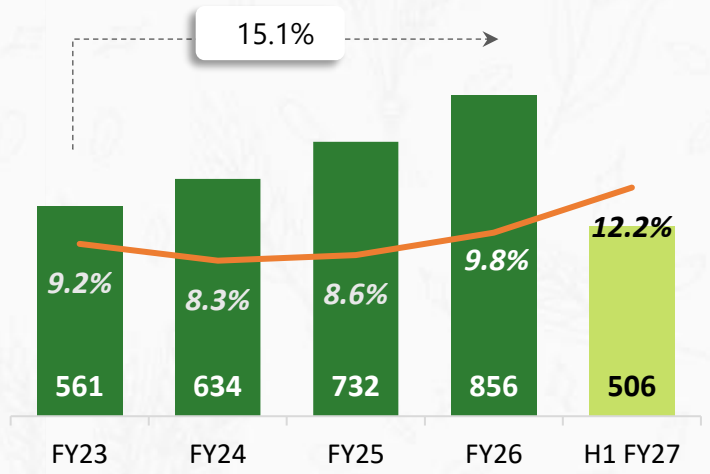
Robust Financials

In INR Millions

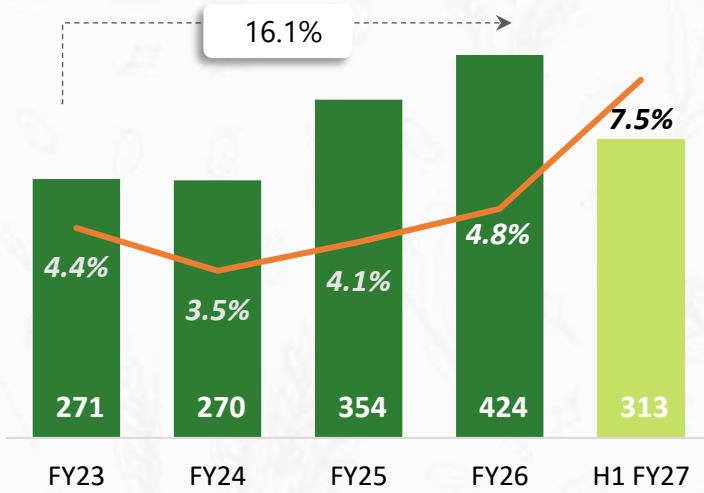
Revenue from Operations



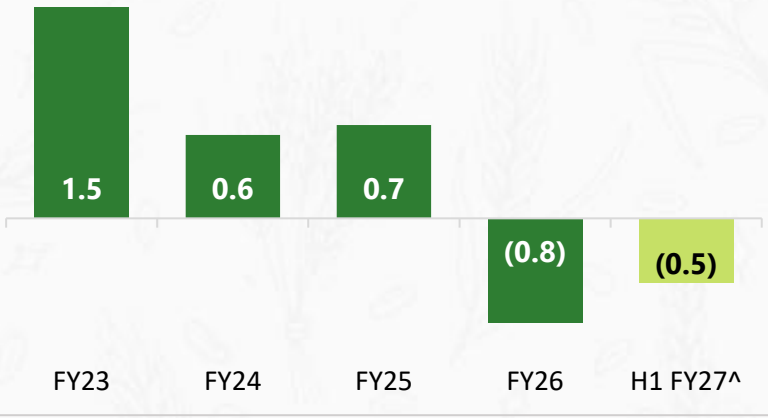
EBITDA & EBITDA Margin



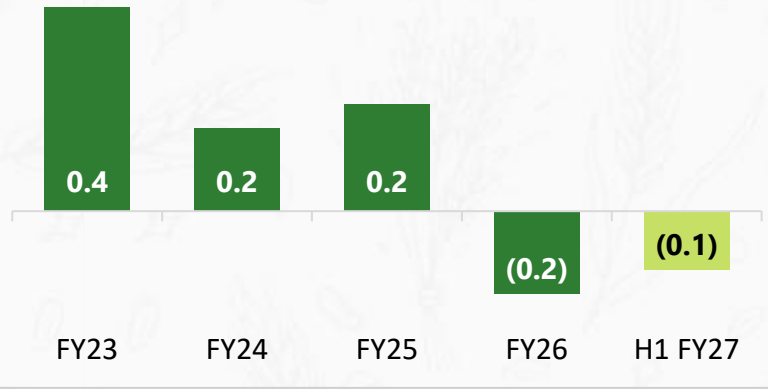
Profit After Tax & PAT Margin

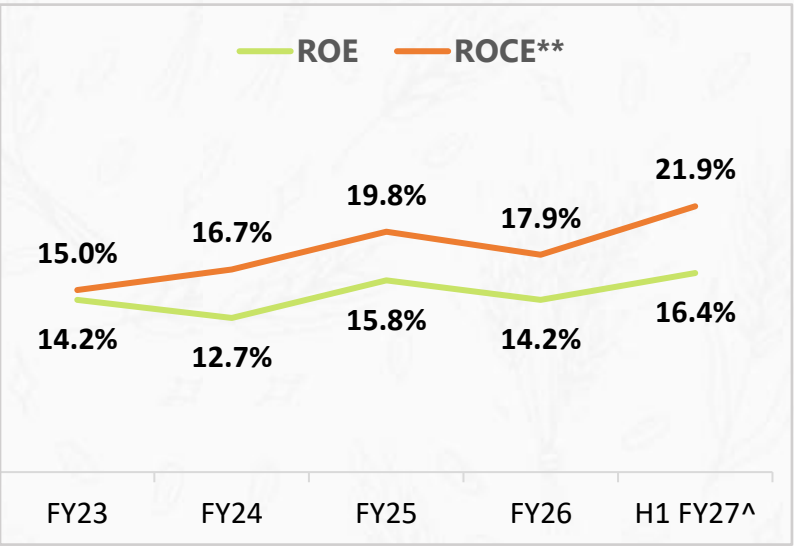


Net Debt/EBITDA*



Net Debt/Equity





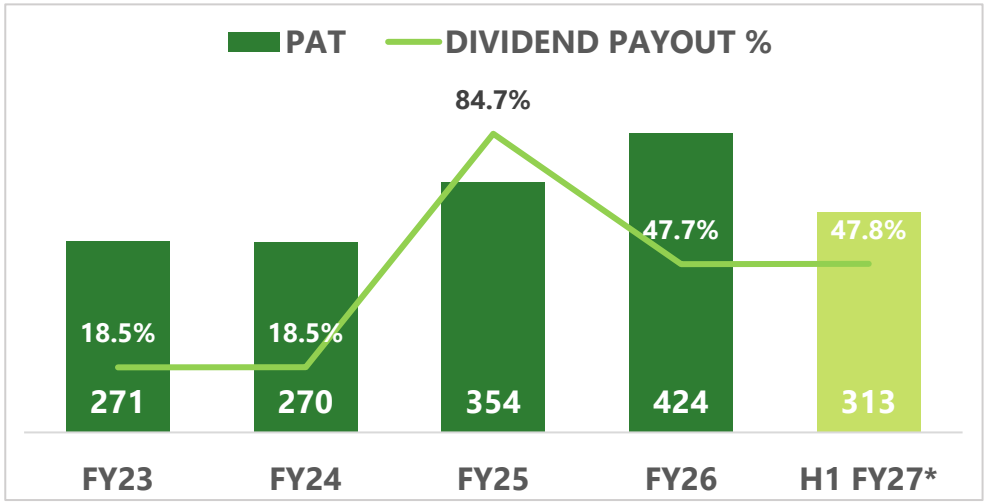
*Notes: *__EBITDA__ is calculated as profit before exception item and tax for the period/ year plus finance cost and depreciation and amortization costs as reduced by other income; **__Capital Employed__ refers to the sum of Total Equity and Total Debt and reduced by Capital Reserve and Capital Redemption Reserve; ^Annualised*

Track Record of Consistent Financial Performance (2/2)

Strong & Stable Cashflows

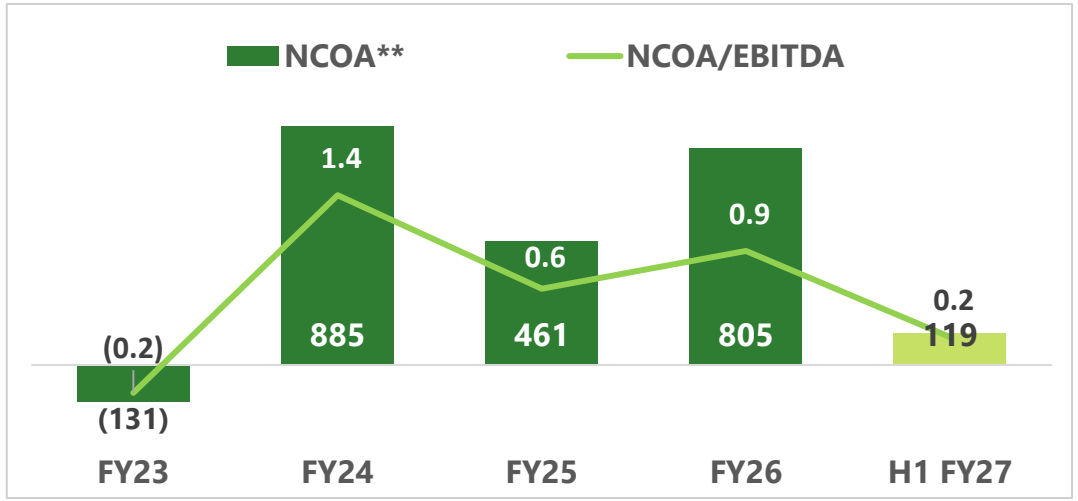
In INR Millions

Consistent Profitability with Rising Shareholder Returns



Steady PAT growth with progressive dividend payout reflects strong, cash-backed profitability.

Robust Operating Cash Flow Conversion



Strong EBITDA-to-cash conversion supported by efficient working capital management and cash & carry model.

KEY HIGHLIGHTS

Cash & Carry Distribution Model

Rapid cash realization and strengthened liquidity driven by a strict cash-and-carry distribution framework.

Low Working Capital Intensity

Optimized working capital intensity, backed by disciplined inventory turns and tight receivables management, driving a highly efficient cash conversion cycle of 32 days.

High Free Cash Flow Generation

Consistent cash generation supports growth investments while maintaining dividend payouts.

**Dividend payout ratio calculated based on an interim dividend of ₹3.70 per share.*
*** Net cash from operating activities*

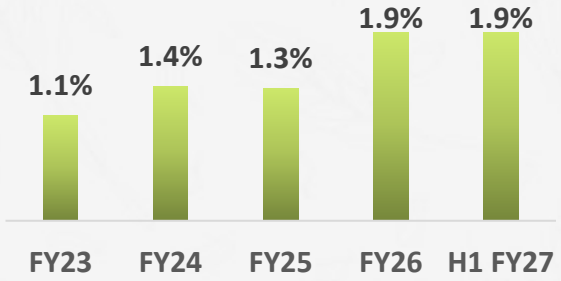
Innovative & Consistent Brand Building (1/3)

Smart Spend, Strong Leadership

Established brand awareness through frugal marketing investments

Disciplined, **high-ROI ad spend** focused on targeted, high-visibility marketing campaigns

Ad spend, % of revenue from operations



Directed marketing campaigns featuring **Ravindra Jadeja** (Ganesh Sattu) and newly onboarded ambassadors **Parambrata Chattopadhyay & Raima Sen** (Ganesh Spices)

Increasing spend across **digital channels** to strategically build brand awareness

Ability to competitively price its products

Price setter in value added flour categories by virtue of its status as a **pioneer** of these categories in India



Offering products at a **competitive price,** while **maintaining quality** at par with both PAN India and regional brands serving as a **testament** to consumers' trust in the quality of the products

Scaling the Portfolio Beyond Everyday Core Staples



Protein based Portfolio: Entered the protein-led staples category with the launch of Soya Chunks, strengthening the everyday kitchen essentials portfolio

Scaling the ethnic snacks portfolio: Following a successful soft launch, broader commercial rollout planned during Q3FY27

Expanding Portfolio: Launching the packaged sweets category by leveraging the existing Amta manufacturing unit

100% of General trade sales are on advance basis demonstrating trust in Ganesh's brand power (1)

Note 1: Spices Portfolio has a credit period of 15- 30 days

Innovative & Consistent Brand Building (2/3)

Category Focused Marketing Initiatives – Sattu & Spices





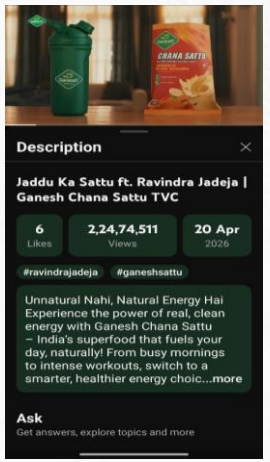
Print Advertisement

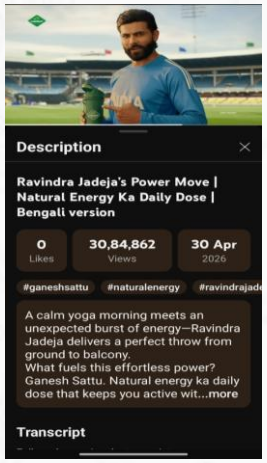






Digital Campaigns







Our partnership with cricket icon Ravindra Jadeja and popular Tollywood actors, Parambrata Chattopadhyay & Raima Sen as brand ambassadors has enhanced brand visibility and consumer engagement, leveraging their widespread appeal to strengthen market presence

Innovative & Consistent Brand Building (3/3)

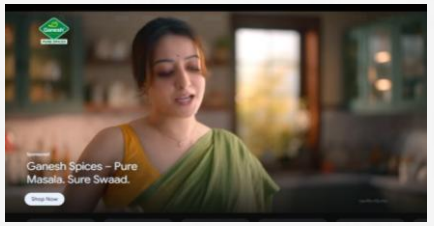
360° Marketing Efforts

Targeted TV Commercials









Digital Commercials

Disney+ hotstar · voot · YouTube · big basket · MXPLAYER · ZEE5 · Facebook · SONY liv · blinkit

Local Branding

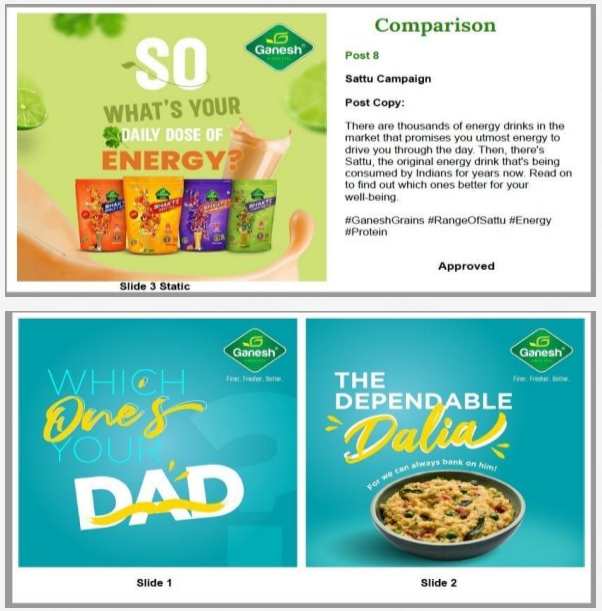




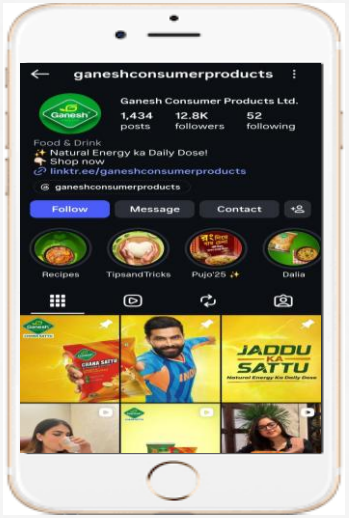




Digital Marketing and Quick Commerce







Print Advertisement







Pioneering Growth Backed by Proven Leadership (1/2)

Board of Directors: Experience that delivers results



Manish Mimani

Chairman and Managing Director

Joined M/s Ganesh Flour Mills in 1994 and incorporated the company in 2000, driving its growth and corporatisation. He also served on the boards of Backbone Sales, Srivaru Agro, and Srivaru Poly Packs Pvt. Ltd.



Madhu Mimani

Non-Executive Director

Associated with the company for over two decades, she joined the Board in 2000, was reappointed in 2016, and continues to guide treasury and strategic functions. She also serves on the boards of Backbone Sales, Srivaru Agro, and Srivaru Poly Packs Pvt. Ltd.



Devansh Mimani

Non-Executive Director

Graduate in Business and Economics from Brandeis University, plays a key role in expanding product categories and strengthening brand's presence in modern trade and across new geographies.



Rajiv Nitin Mehta

Independent Director

A seasoned business leader with over 20 years of experience spanning across consumer brands, retail, venture capital and corporate governance. He has worked with Puma South Asia and served as CEO of Arvind Sports and Fashion Brands Ltd.



Richa Manoj Goyal

Independent Director

Graduate in Commerce and Law from Gujarat University. A Fellow Member of the Institute of Company Secretaries of India and a certified trademarks agent, she heads her own firm, Richa Goyal & Associates.



Ganesh Shenoy Basavanagudi

Independent Director

A Chartered and Cost Accountant with a commerce degree from Bangalore University and over 25 years of experience in finance. He has worked with A.F. Ferguson & Co., Larsen & Toubro Ltd., and served as Director – Finance & IT at MTR Foods Pvt. Ltd.

Pioneering Growth Backed by Proven Leadership (2/2)

Core Management Team



Amit Tapadia

Chief Financial Officer

Been with the company since 2019 and oversees finance and accounts. A Chartered Accountant with a commerce degree from the University of Calcutta, he has 10 years of experience, including roles at Flipkart, Lifestyle International, & S.R. Batliboi & Associates LLP.



Narendra Mishra

Company Secretary & Compliance Officer

Joined in 2023. A Commerce and Law graduate and Associate Member of ICSI, he has 8 years of experience in secretarial and compliance roles with Karini Group and Mukesh Hyundai (Frostees Export India Pvt. Ltd.)



Abhishek Pareek

Chief Commercial Officer

Been with the company since 2018 and oversees finance, accounts, and commercial operations. A qualified Cost and Chartered Accountant with 13 years of experience, he previously worked with Asian Hotels (East) Ltd. in corporate finance and accounts



Sunil Chandak

Chief Manager (Operations)

Associated with the company since 2012. He oversees production and factory operations. With 14 years of experience, all spent with the company, he has grown through the ranks and played a key role in strengthening operational excellence



Indrani Mitra

Head of Human Resources

Been with the company since 2019, she oversees all HR functions and brings 19 years of HR management experience. She holds degrees from the University of Calcutta and Jadavpur University, and previously led HR operations at Kankei Relationship Marketing Services Pvt. Ltd.

Strategic Roadmap

Focused Growth Strategies

Geographic Expansion & Distribution network

- Strengthen B2C presence across existing markets by expanding into tier 2/3 cities and rural regions.
- Expand footprint beyond West Bengal by accelerating entry into adjacent markets Jharkhand, Odisha, Bihar and Assam.
- Scaling distribution by adding new distributors and C&F partners.

Product Diversification & Portfolio Enhancement

- Diversify into categories which are in sync with the existing ones
- Launches addressing health-conscious and convenience-focused consumers.
- Leverage consumer feedback to develop value packs and regional flavors to augment market share.

Brand Visibility and Marketing Campaigns

- Roll out integrated campaigns across TV, radio, print, digital, and outdoor channels to enhance brand visibility.
- Prioritize BTL activities for stronger advertising to maximize local impact.
- Back cultural events and regional festivals across East India to strengthen emotional connect and consumer engagement.

Operational Efficiency & Technology Adoption

- Target operational cost savings by installing solar power across four manufacturing units.
- Implement Warehouse Management System (WMS) to improve supply chain transparency and reduce stock-outs
- Strengthen use of Botree DMS, SFA apps, and SAP S/4 HANA Cloud to improve order-to-cash cycle efficiency

Ganesh®
SINCE 1936

Financial Summary



Summary of Profit & Loss Statement

Margin-Led Profit Growth

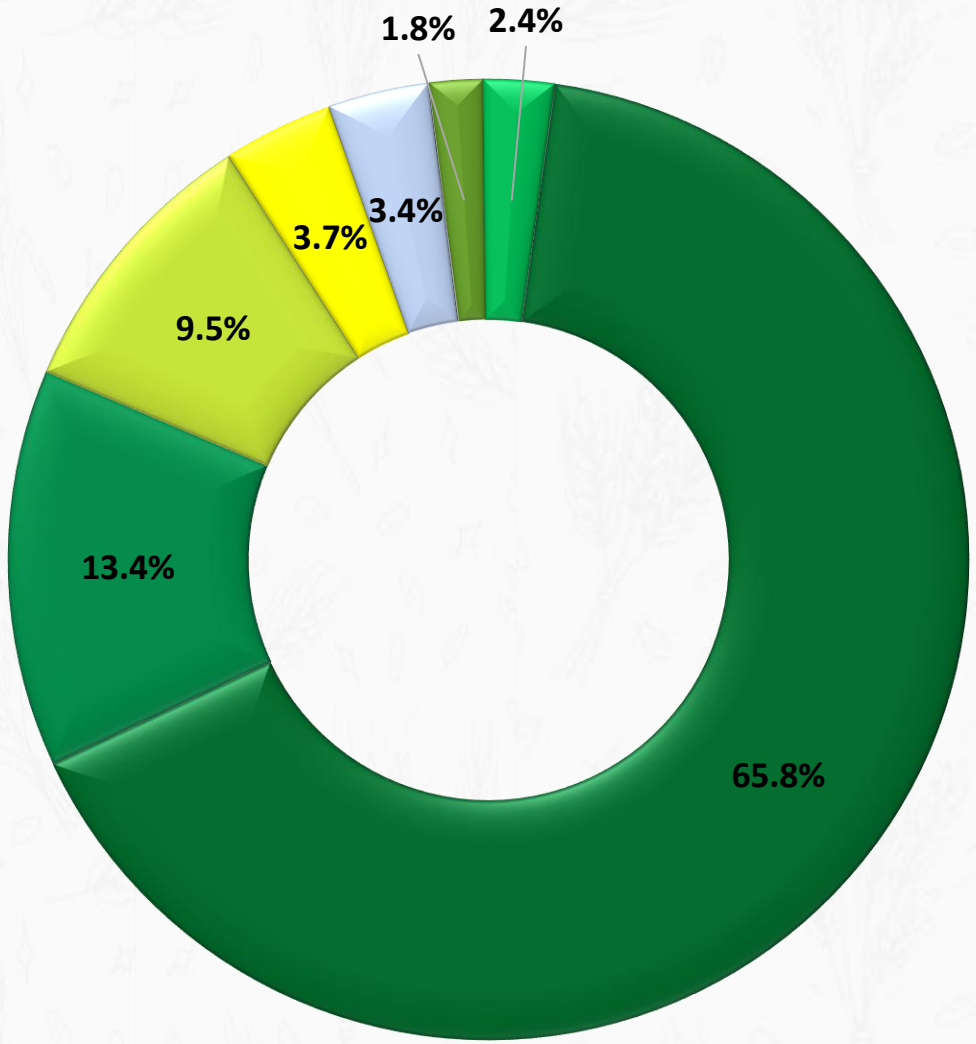
In INR Millions

Particulars	Q2 FY27	Q2 FY26	YoY (%)	Q1 FY27	QoQ (%)	H1 FY27	H1 FY26	YoY (%)	FY26
Revenue from Operations	**2,267**	2,387	*(5.0%)*	**1,885**	*20.3%*	*4,153*	*4,416*	*(6.0%)*	**8,714**
EBITDA[1]	**295**	239	*23.6%*	**210**	*40.5%*	*506*	*452*	*11.9%*	**856**
EBITDA Margins (%)[2]	***13.0%***	*10.0%*	*302 bps*	***11.2%***	*188 bps*	*12.2%*	*10.2%*	*194 bps*	***9.8%***
Depreciation	55	59	*(6.9%)*	55	*0.9%*	*110*	*117*	*(6.3%)*	237
Other Income	18	12	*41.0%*	18	*(3.0%)*	*36*	*24*	*47.1%*	55
Finance Cost	6	43	*(85.8%)*	6	*6.8%*	*12*	*81*	*(85.6%)*	105
Profit Before Tax	**252**	149	*68.6%*	**168**	*49.9%*	*420*	*277*	*51.3%*	**568**
Profit After Tax	**188**	111	*68.7%*	**125**	*49.9%*	*313*	*207*	*51.5%*	**424**
PAT Margins (%)	***8.2%***	*4.6%*	*358 bps*	***6.6%***	*164 bps*	*7.5%*	*4.7%*	*282 bps*	***4.8%***
Diluted EPS (in ₹)	**4.70**	3.04	*55.0%*	**3.14**	*49.9%*	*7.84*	*5.66*	*38.6%*	**11.04**

Notes: 1. EBITDA is calculated as profit before exception item and tax for the period/ year plus finance cost and depreciation and amortization costs as reduced by other income.
2. EBITDA Margin (%) is calculated as EBITDA divided by Revenue from operations.

Shareholding Pattern

As on 30th September 2026



THANK YOU



Company Contact

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Email: narendra.mishra@ganeshconsumer.com

Investor Relations Contact

Mr. Yash Kochar

Tel: +91-98366 17112
Email: ir@uirtus.in

Annexures



Cash Conversion Cycle

Particulars	H1 FY27^	FY26	FY25	FY24
Receivable days[1]	6	4	3	4
Inventory days[2]	43	34	31	39
Payable days[3]	17	15	13	12
Cash Conversion Cycle[4]	32	23	21	31

Notes : 1. Receivables days is calculated by multiplying the average accounts receivables by 365 and dividing the result by the revenue from operations for the year respectively. 2. Inventory days is calculated by multiplying the average inventory by 365 and dividing the result by the revenue from operations for the year respectively 3. Payables days is calculated by multiplying the average accounts payable by 365 and dividing the result by the revenue from operations for the year respectively 4. Cash conversion cycle is calculated by adding Receivables days to Inventory days reduced by Payables days respectively. ^ Annualised

Capacity Utilization

Particulars	H1 FY27	FY26	FY25
Installed Capacity (TPA)	371,954**	368,126	320,000
Capacity Utilization (%)	48.0%	57.4%	57.5%

***H1 FY27 capacity is shown on an annualized basis for comparability with FY25 & FY26.*

Key Performance Indicators

In INR Millions

Particulars	H1 FY27	FY26	FY25	FY24
Financial KPIs				
Revenue from operations (₹)	4,152.64	8,714.06	8,504.62	7,590.73
Revenue from operations (YoY) (%)	(5.97%)	2.46%	12.04%	24.29%
Gross Profit (₹)	1,138.76	2,218.53	1,890.62	1,622.65
Gross profit margin (%)	27.42%	25.46%	22.23%	21.38%
EBITDA (₹)	505.72	855.55	732.38	633.54
EBITDA margin (%)	12.18%	9.82%	8.61%	8.35%
PAT (₹)	312.85	423.86	354.32	269.92
PAT margin (%)[1]	7.53%	4.86%	4.17%	3.56%
ROE (%)^	16.41%	14.19%	15.81%	12.68%
ROCE (%)^	21.91%	17.91%	19.81%	16.73%
Adjusted ROCE (%)[2]^	27.88%	23.60%	23.49%	21.19%
Debt to Equity Ratio (in times)	0.01	0.02	0.22	0.17
Cash conversion cycle (in days)^	32	23	21	31
Operational KPIs				
Number of SKUs	273	254	232	176
Number of Manufacturing Facilities	7*	7	7	7
Number of Distributors	1,089	1,076	972	881

*Notes: 1. PAT Margin is calculated as profit for the year divided by revenue from operations; 2. Adjusted ROCE has been calculated by taking into account specific adjustments to capital employed. including removing loans given to related parties, subsidy receivable, CWIP, capital advances, cash & cash equivalents or other non-operating items that do not reflect the core operating efficiency of the business.; *Excluding plant held for sale; ^ Annualised*

IPO Funds Utilization

In INR Millions

OBJECTS OF THE ISSUE AS PER PROSPECTUS	AMOUNT AS PROPOSED IN THE OFFER DOCUMENT	AMOUNT UTILIZED AS ON 30.09.2026	AMOUNT UN-UTILIZED AS ON 30.09.2026
Prepayment and/or repayment of all or a portion of certain outstanding borrowings availed by Company	600.0	600	Nil
Funding capital expenditure for the setting up of a roasted gram flour and gram flour manufacturing unit in Darjeeling, West Bengal	450.0	24.6	425.4
General corporate purposes*	152.3	147.2	5.1

** Amount to be utilized for General corporate purposes as per the Prospectus is Rs. 1,420 Lakhs. The incremental amount of Rs 103.1 Lakhs is due to the revision in the estimated IPO expenses.*