

May 19, 2026

BSE Limited,
Phiroze Jeejeebhoy Towers,
Dalal Street,
Mumbai – 400 001

National Stock Exchange of India Limited,
Exchange Plaza, C-1, Block G,
Bandra Kurla Complex, Bandra (E),
Mumbai – 400 051

Scrip Code: 544595

Scrip Symbol: ORKLAINDIA

Subject: Investors /Analysts’ Presentation on Audited Financial Results for the quarter ended March 31, 2026

Pursuant to Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (“SEBI Listing Regulations”), we are enclosing herewith a copy of the presentation to be made during the conference call with Analysts / Investors as scheduled today i.e., May 19, 2026 with respect to the Audited Financial Results for the quarter ended March 31, 2026.

The same is also being made available on the website of the Company at <https://www.orklaindia.com/governance/stock-exchange-intimations/earnings-call-updates/fy-2025-26/>

We request you to take this on record and treat the same as compliance with the applicable provisions of the SEBI Listing Regulations.

Thanking you.

For Orkla India Limited
(Formerly known as Orkla India Private Limited)

Kaushik Seshadri
Company Secretary and Compliance Officer

Encl.: as above

ORKLA INDIA LIMITED

(Formerly known as “Orkla India Private Limited”)

Registered Office: No. 1, 2nd & 3rd Floor, 100 Feet Inner Ring Road, Ejipura, Ashwini Layout, Viveknagar, Bengaluru - 560 047, India

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19 May 2026

Investor presentation
for the quarter ended
31 March 2026



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Agenda

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Orkla India introduction

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01

Orkla India introduction

Orkla India: Trust, authenticity and taste for decades

Multi-category Indian food company
Spices & Convenience foods

Deeply rooted in **South Indian culinary heritage**

Catering to every meal occasion



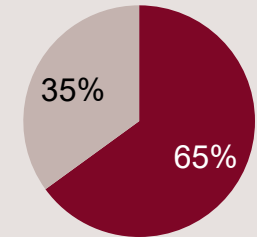
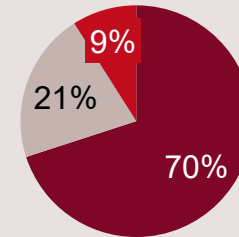
#1 in Karnataka
Packaged spices

#1 in Kerala
Packaged spices

Largest branded spices exporter
for 24 years

FY'26 Revenue-mix

■ South India ■ Rest of India ■ Spices
■ International ■ Convenience foods



Retail touchpoints¹

~679k

Present across India with focus on South India



Strategically located factories²

8

In-house

22

Outsourced

Operating in affluent South Indian market³

INR 12,100cr

Highest share of packaged spices in India

INR 10,858

Highest annual per capita spend on packaged food

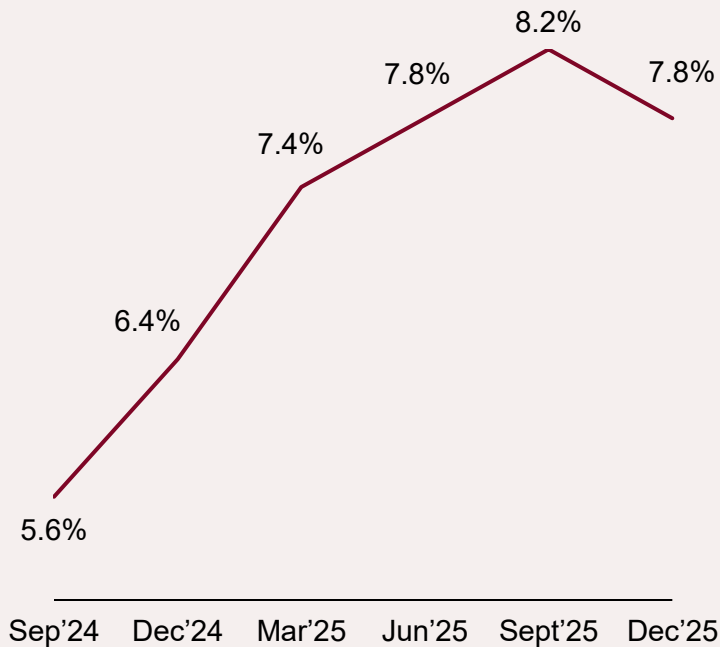


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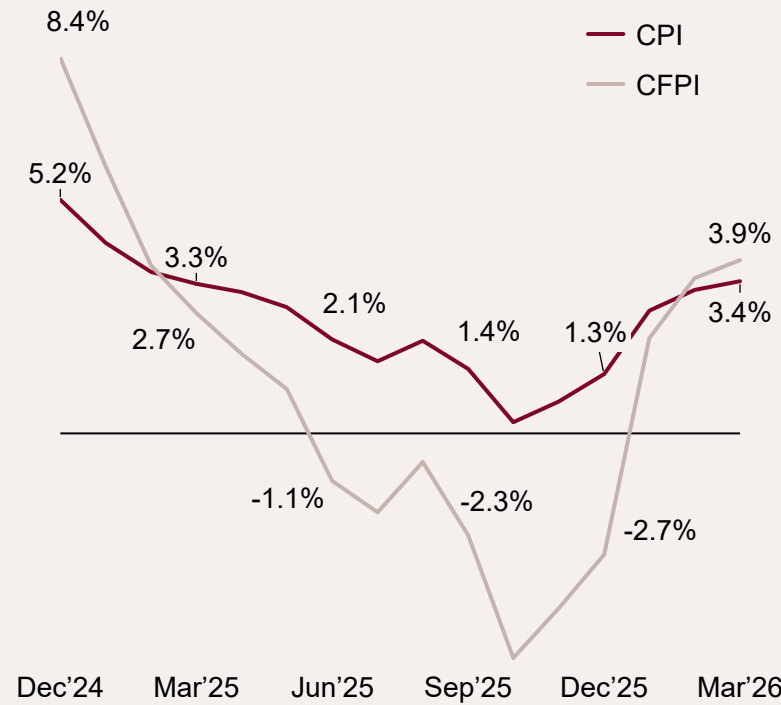
Macro-environment

Macro-environment

Real GDP growth (yoy %)



CPI¹ and CFPI¹ (yoy %)



Macro tailwinds



GST rate cut and slab simplification



Monetary and fiscal policy support

West Asia conflict impact

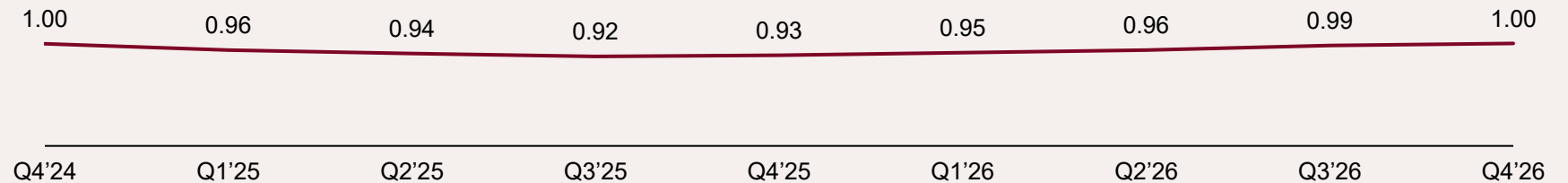
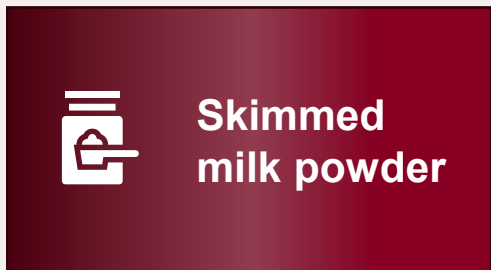
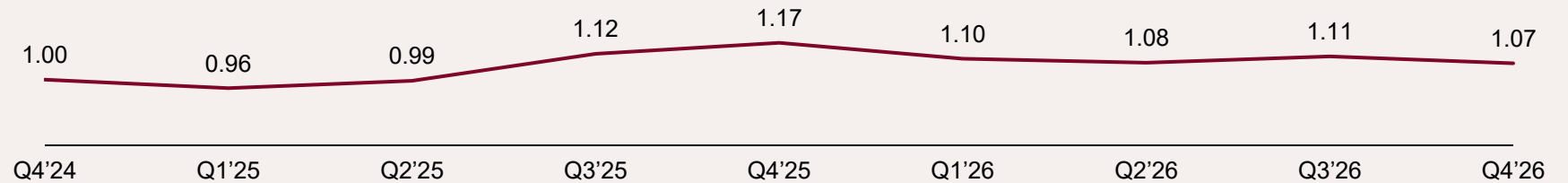
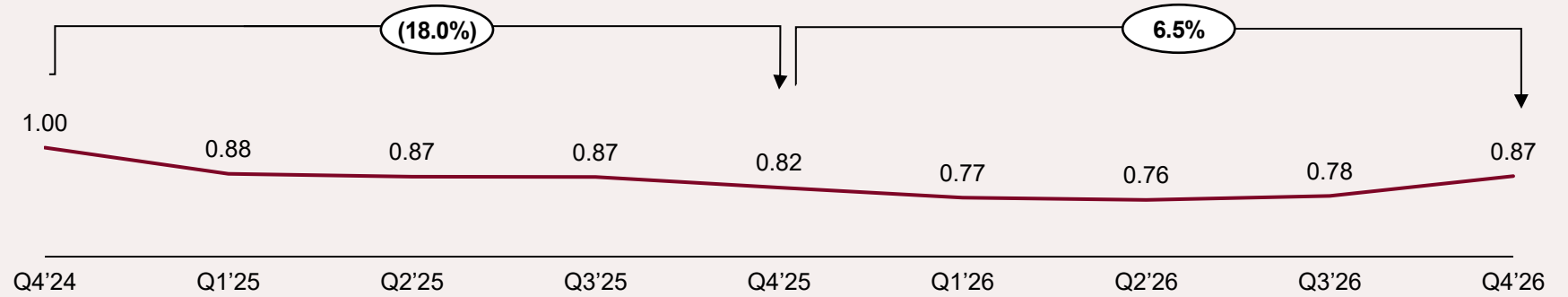


Input cost escalation



Supply chain disruption

Key commodities' price trend based on consumption





03

Key business highlights

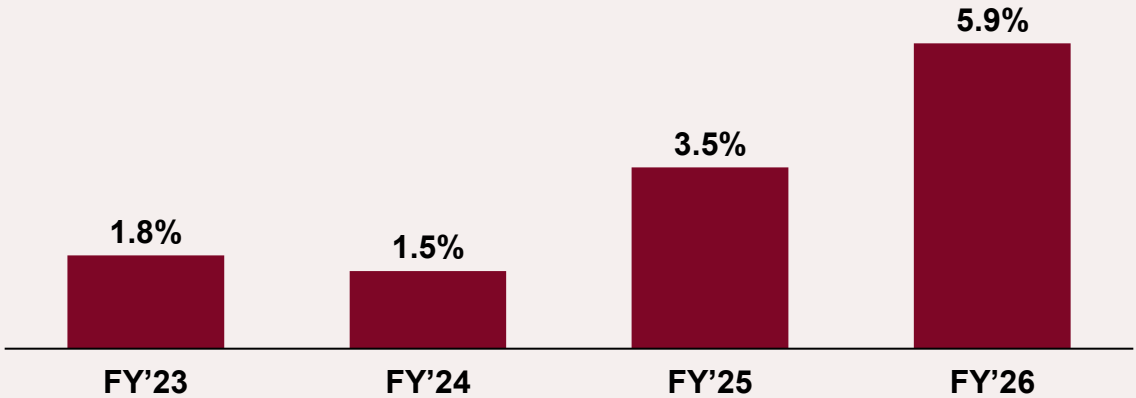
Consolidated FY'26 performance

Revenue from sale of products[^]

INR 2,493 cr

(+5.7% yoy)

Volume growth (tonnage)



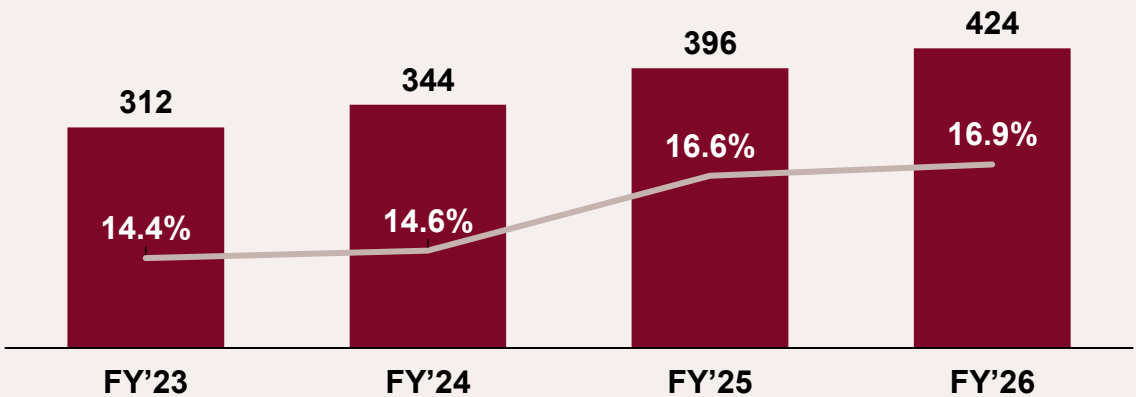
EBITDA[#]

INR 424 cr

(+7.0% yoy)

(+12.4% ex. PLI)

EBITDA[#] (INR cr) & EBITDA margin



Q4'FY26 performance

Q4'FY26 performance

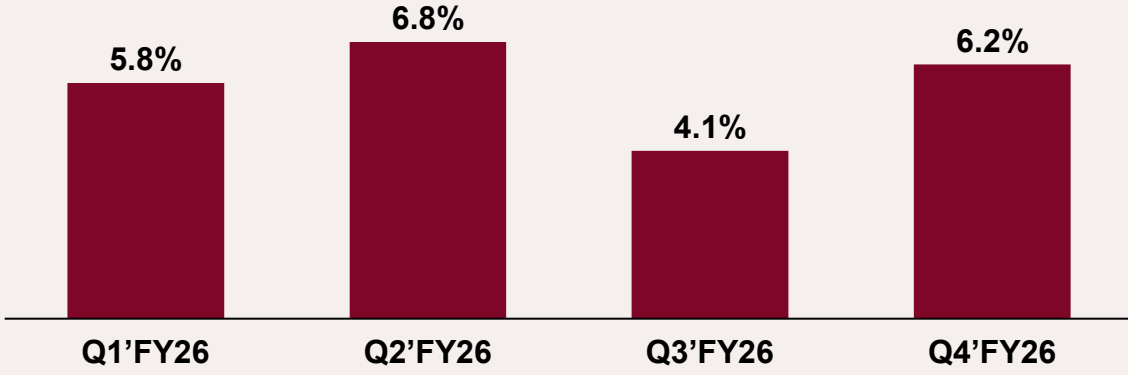
Revenue from sale of products[^]

INR 623 cr

(+6.2% yoy)

Revenue from sale of products[^]

growth yoy



EBITDA[#]

INR 100 cr

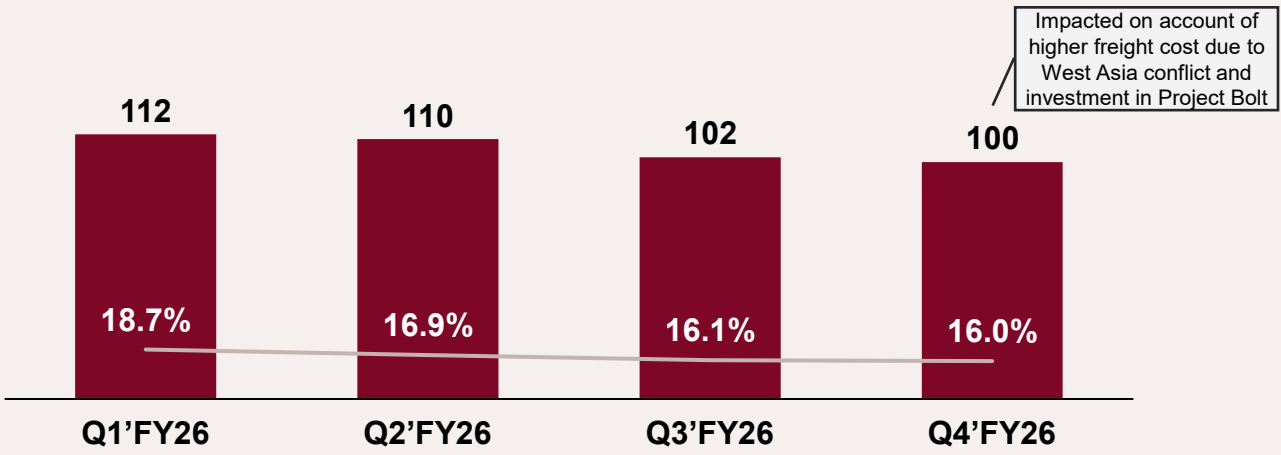
(+7.0% yoy)

(+14.3% ex. PLI)

EBITDA[#] (INR cr)

&

EBITDA margin



Spices: broad-based growth across regions except Kerala

6.1%
yoy

Revenue growth
in spices



Driving rural market penetration through targeted consumer activation



Innovation and renovation



MTR Karam Gold chilli powder



MTR Masala Karam

Building a future-ready distribution engine for in Kerala

Where are we today



Legacy route-to-market with fragmented execution



Sub-optimal market and outlet coverage



Absence of a unified customer focus



Ineffective call planning and execution efficiency



Eastern

What we want to achieve



Enhance spices coverage



Build convenience foods



Strengthen market share in standalone modern trade

Convenience foods: sweets and meals continued strong growth

6.4%
yoy

Revenue growth
in convenience
foods

Double digit
growth

In sweets and
meals



Breakfast



Meals



Sweets



International business: resilient GCC business despite geopolitical disruption

11.8% GCC¹ revenue growth yoy



Calibrated and timely interventions have kept the business robust



West Asia conflict has led to heightened freight costs and supply chain challenges



Business has stayed resilient



Elevated freight costs



Teams are safe & secure



Port closures



Shelves well-stocked, supply chain secured and intact



Significantly increased transit times



Higher costs to be managed through:

- measured price increases
- effective spend management
- cost sharing programs with business partners

Digital commerce: 23% growth yoy in Q4'FY26

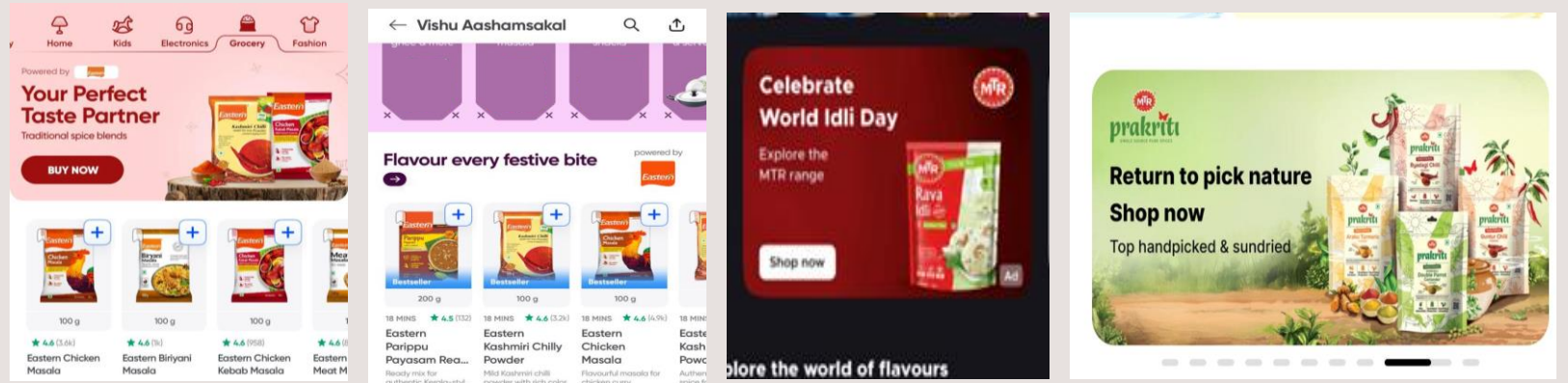
38%
FY'26 yoy
Digital commerce revenue growth

Social media and digital-commerce activations



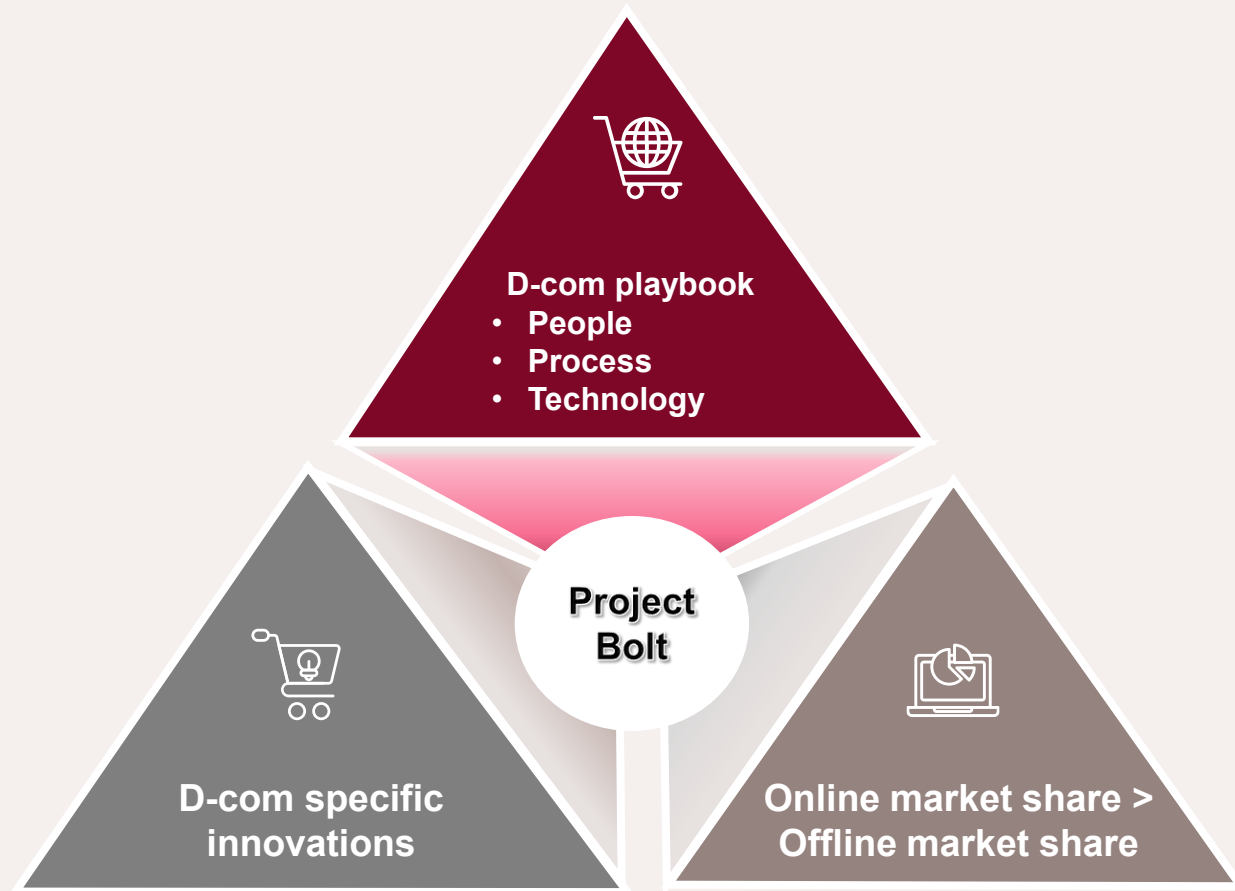
Campaigns on social media

6.6% FY'25
8.7% FY'26
Revenue contribution from digital commerce in domestic markets

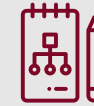


Activations on digital commerce

Project Bolt: Build digital commerce as our growth engine for existing as well as new markets



Strengthen Orkla India D-com capability



Organisation design & structure



Capability building across teams



Integrating external insights, internal learning, and best practices into playbook



Technology enabled tools and dashboards for speed and precision in decision-making



04

Financial performance

Consolidated FY'26 performance

Revenue from operations*

INR 2,509 cr

(+4.8% yoy)

Volume (tonnage)

+5.9% yoy

EBITDA#

INR 424 cr

(+7.0% yoy)

(+12.4% ex. PLI)

EBITDA margin

16.9%

PAT (bei^)

INR 298 cr

(+3.0% yoy)

PAT margin

11.9%

Reported PAT INR 286 cr grew by 11.7%

Consolidated Q4'FY26 financial highlights

Revenue from operations[^]

INR 626 cr
(+5.0% yoy)

EBITDA[#]

INR 100 cr
(+7.0% yoy)
(+14.3% ex. PLI)

PAT (bei*)

INR 74 cr
(+7.5% yoy)

Volume (Tonnage)

+2.2 % yoy

EBITDA[#] margin

16.0%

PAT (bei*) margin

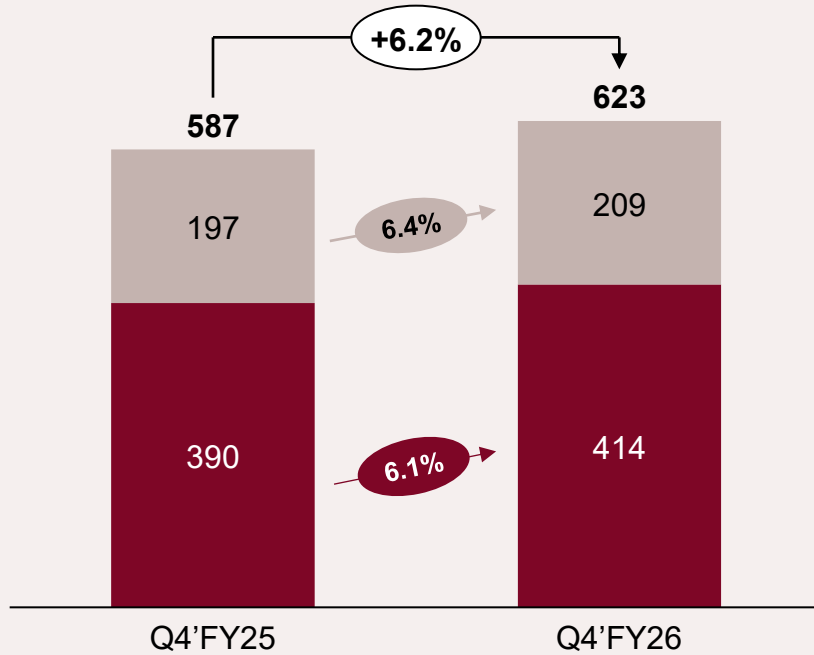
11.8%



Consolidated Q4'FY26 revenue breakdown

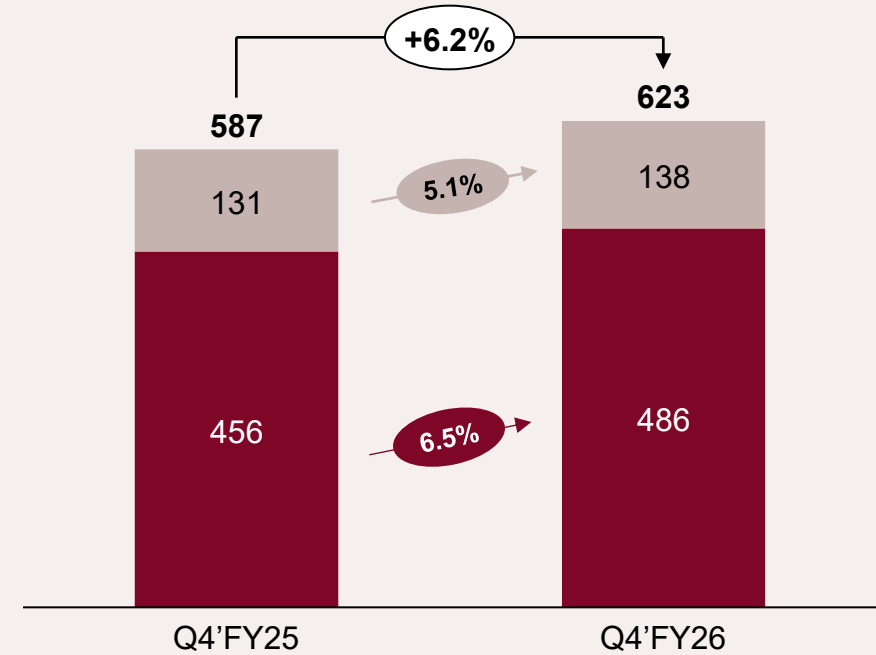
Revenue by category (INRcr)

Spices Convenience Foods



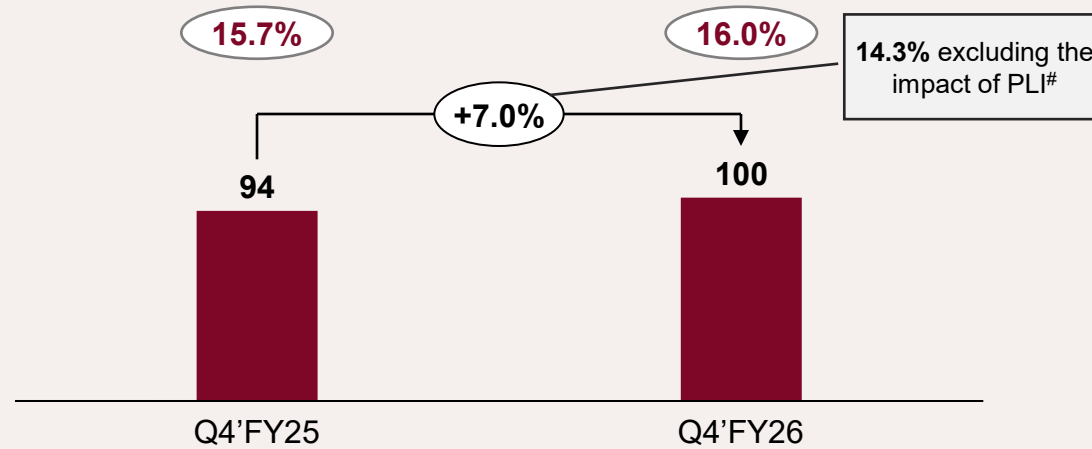
Revenue by geography (INRcr)

Domestic International



Consolidated Q4'FY26 profitability breakdown

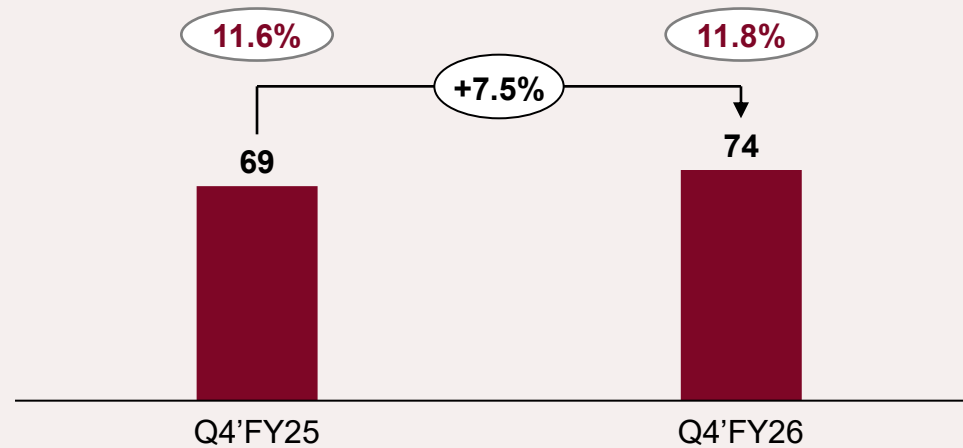
**EBITDA
(INRcr) yoy**



Commentary

- EBITDA growth from price management and operating efficiencies, partly offset by freight increase and investments in Project Bolt

**PAT (bei*)
(INRcr) yoy**

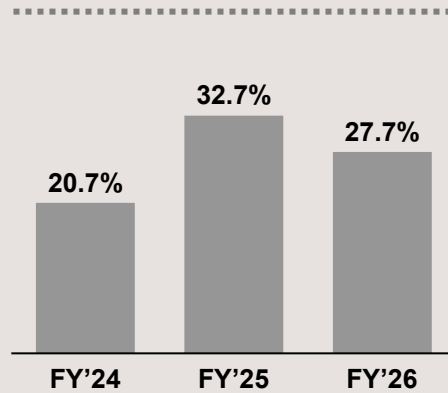


Commentary

- PAT growth from higher gross margin, operating efficiencies and lower depreciation

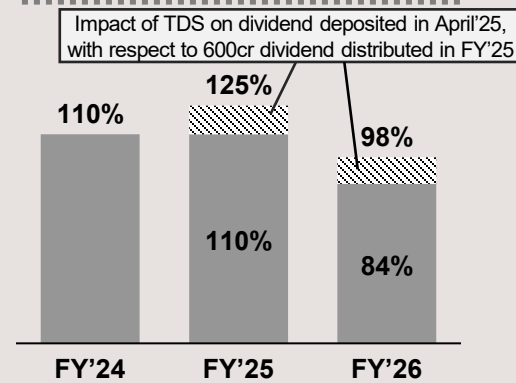
Key balance sheet ratios

ROCE[^]



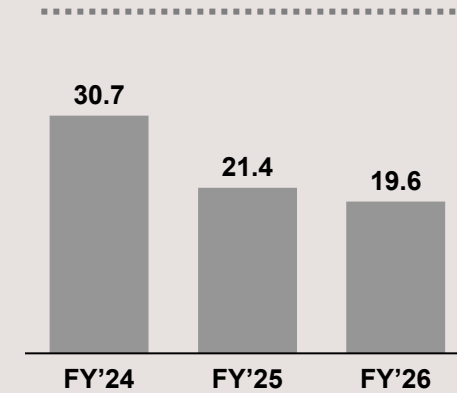
FY'26 ROCE dilution driven by ~₹600 Cr surplus cash

Cash conversion[#]



Cash conversion in FY'26 impacted by TDS on dividend paid in April 2025, excluding this cash conversion at 98%

Trade working capital* (days)



Trade working capital improvement in FY'26 driven by tighter inventory control

Closing remarks



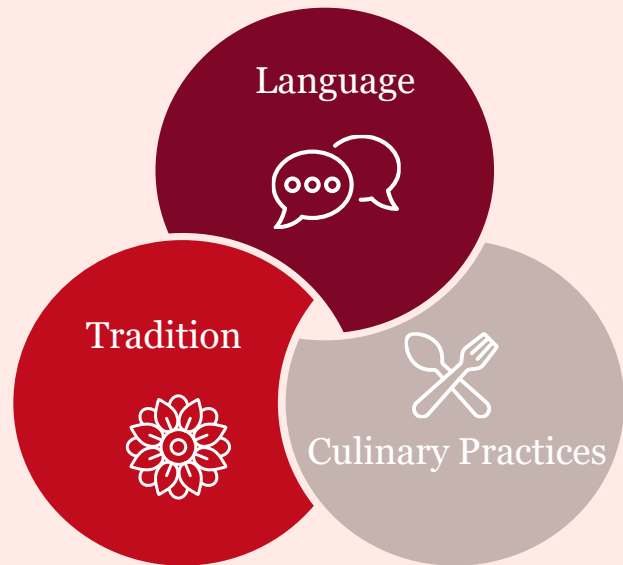
05

Additional information

India: Food is local / regional

India

A culturally rich & diverse nation



Regional preferences are cultural and closely tied to agriculture & seasonal produce, further influencing local consumption habits

North

Wheat-based dishes and rich, creamy gravies

South

Rice-centric, spicy meals, sambar & coconut-based chutneys

West

Sweet, tangy and spicy flavours

East

Mustard oil, seafood, and sweets

Indian spices - **centuries of localised culinary traditions** e.g. Different sambar masala across 4 Southern states

Focused on South India, Orkla India operates in a large market well-poised for growth

South India is well placed



30%
of India's GDP



121%
South India's per capita income (as % of India's per capita income)



INR 10,858
Highest annual per capita spend on packaged food

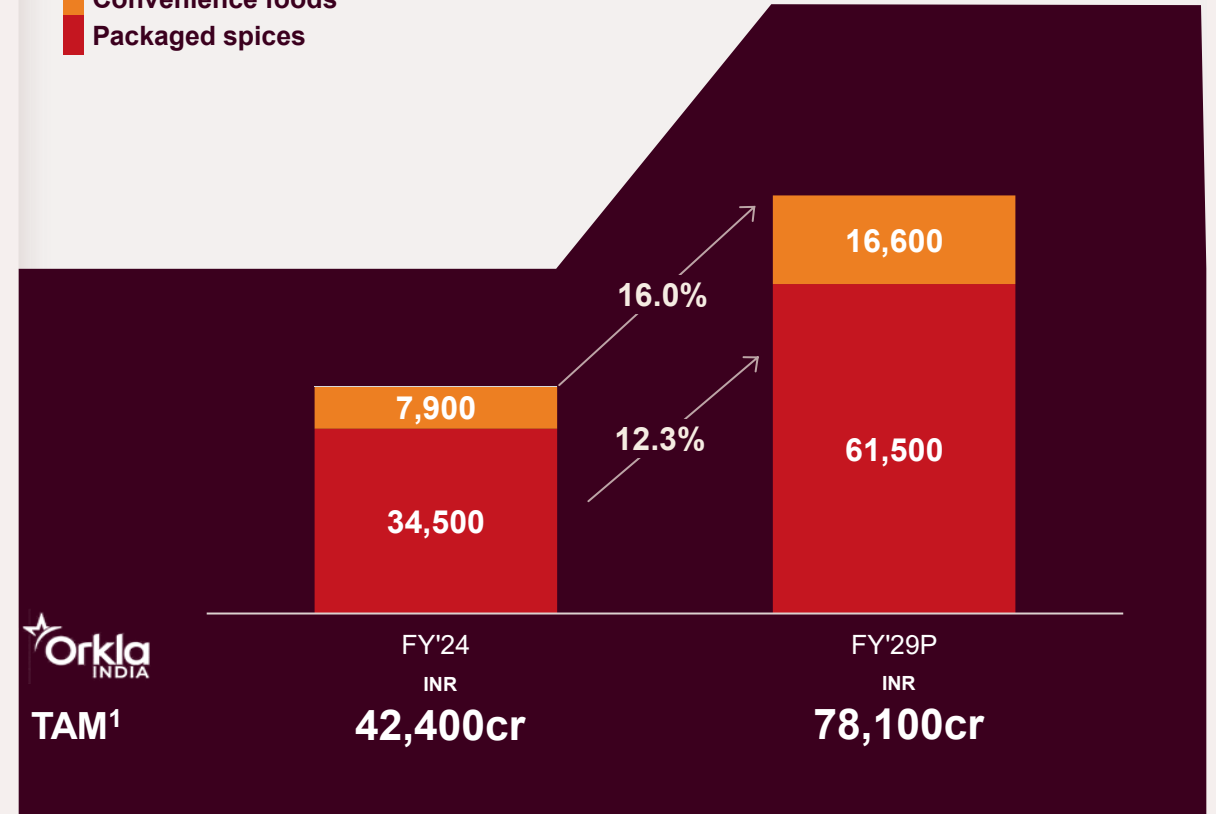


35%
INR 12,100cr
Share of packaged spices

Core categories to demonstrate high growth

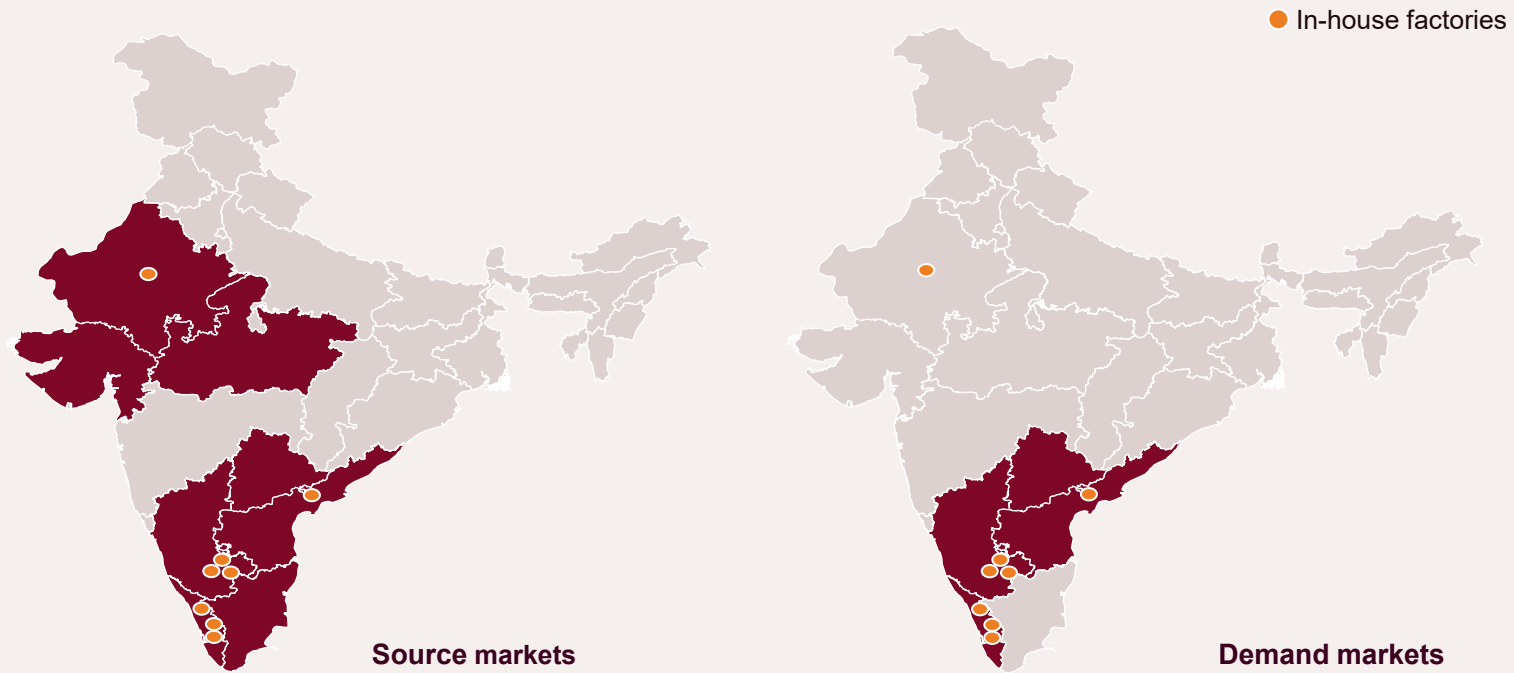
In INR cr

- Convenience foods
- Packaged spices



Robust supply chain

Strategically located facilities with proximity to key sourcing regions and demand markets



Hybrid approach - 8/22

In-house factories / Outsourced units¹

Multi-category food company with a focus on product innovation

Ongoing product development curated for local tastes...



37

Product development team¹



7

Chefs¹



Marketing team

Research into latest food trends



Emphasis on innovation

4,000+ recipes

Enhancing recipes, creating product formats, novel preparation



Cuisine centres of excellence

Systematic knowledge building of cuisines



Cost-efficient strategy

Utilisation of contract manufacturing and existing production lines to limit capex

...Resulting in notable product launches and the firsts in India

Multiple product launched in last year

Spices #

11

Convenience food #

10

First to introduce:



Rava Idli



3-minute



Chicken Porichathu



5 minute

Category extensions

Pan-Asian cuisine



New recipes

Thani Nadan sambhar



Multiple formats



Experienced and tenured management team



Sanjay Sharma

Managing Director and CEO

IFFCO Group Dabur India Colgate Palmolive Voltas Foods & beverages



Sunay Bhasin

CEO, MTR Foods Business Unit

Britannia Industries Yum Brands



Ashvin Subramanyam

CEO, International Business Unit

Dole Asia Holdings Mondelez International



Girish Kumar Nair

CEO, Eastern Business Unit

Wipro Limited Dabur India Olam Global Agri Britannia Industries



Suniana Calapa

CFO

Metro Cash and Carry J.P. Morgan Patni Computer Systems Kshema Technologies



Ankur Kumar Bhaumik

Director, Operations

Reliance Supply Chain Solution Dabur India J.K. Industries



Milan Chattaraj

Director, HR & Admin

Times of India Group Reliance Communication Vodafone India Indian Hotel Company



Niklas Darre Stoltz

Director, Strategy & Transformation

Orkla House Care Orkla Foods International Orkla Foods Orkla ASA



Dedicated workforce of 2,225¹ employees fostering a culture of **growth and inclusion**

Home to Grow

Employer value proposition

Galaxy of Stars

Recognition program

Supported by strong global parentage with diverse leadership



Orkla ASA

Norway-listed industrial, long-term investment company

Focus on branded consumer goods businesses

100+ Countries

~\$12bn

Market capitalisation¹

~\$7bn

Group revenue²

~20,000

Number of employees²

370+ yrs

Legacy

10

Portfolio companies

Brands



High-quality standards & operational framework



On-demand access to Orkla ASA's Global Centres of Excellence



Alignment with Orkla ASA's commitment to food safety & sustainability values



Governance and operational support

Board of Directors



Atle Vidar Nagel Johansen

Chairman and Non-executive Director



Sanjay Sharma

Managing Director and CEO



Maria Syse-Nybraaten

Non-executive Director



Per Haavard Skiaker Maelen

Non-executive Director



Rashmi Satish Joshi

Independent Director



Amit Jain

Independent Director



Shantanu Maharaj Khosla

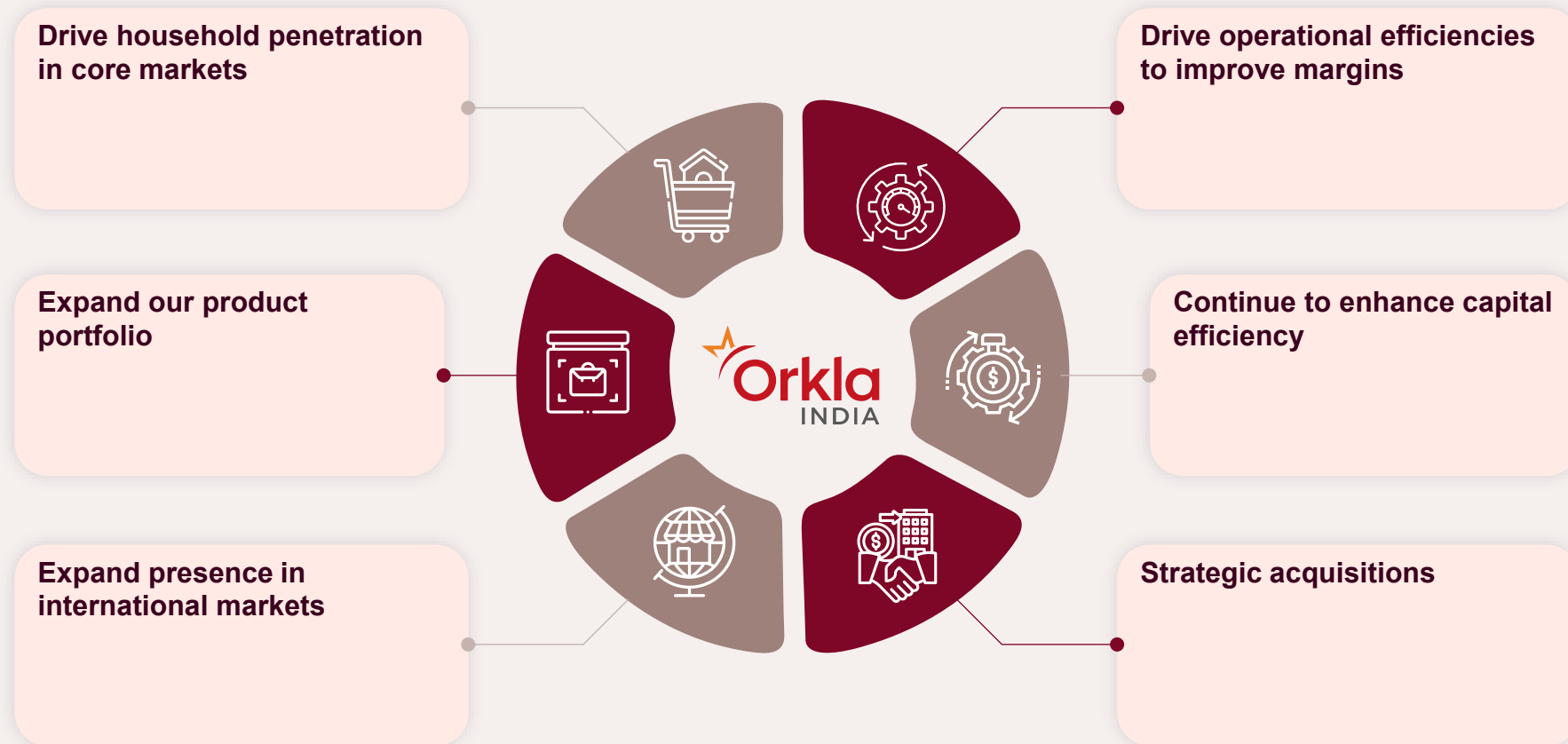
Independent Director



Meena Ganesh

Independent Director

Key strategies to drive growth



Consolidated financial summary

	Units	Q4'FY26	Q4'FY25	FY'26	FY'25
Revenue from operations	₹ cr	626	596	2,509	2,395
Revenue from operations YoY growth	%	5.0	N/A	4.8	1.6
Consolidated volume growth (only tonnage)	%	2.2	N/A	5.9	3.5
Revenue by product categories					
Spices	₹ cr	414	390	1,617	1,571
Convenience food	₹ cr	209	197	876	787
Revenue					
Domestic	%	77.9	77.7	79.0	79.4
International	%	22.1	22.3	21.0	20.6
Adjusted EBITDA	₹ cr	100	94	424	396
Adjusted EBITDA margin	%	16.0	15.7	16.9	16.6
Adjusted EBIT	₹ cr	88	79	370	335
Adjusted EBIT margin	%	14.1	13.3	14.7	14.0
PAT	₹ cr	73	35	286	256
PAT margin	%	11.7	5.9	11.4	10.7
PAT (before exceptional item)	₹ cr	74	69	298	289
PAT (before exceptional item) Margin	%	11.8	11.6	11.9	12.1
Retail touchpoints	No.	N/A	N/A	679,043	686,729
Trade working capital days	Days	N/A	N/A	19.6	21.4
ROCE	%	N/A	N/A	27.7	32.7
Cash conversion	%	N/A	N/A	83.8	124.8

Thank you

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