

19<sup>th</sup> February 2024

Corporate Relationship Department  
**BSE Limited**  
P. J. Towers, Dalal Street, Fort,  
Mumbai - 400 001

**Scrip Code:** 519003

Dear Sir / Madam,

**Sub: Investor Presentation – February 2024**

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Thanking you !

Yours faithfully,  
for **MODI NATURALS LIMITED**

Ankit Agarwal  
Company Secretary  
M. No.-A23445

**Encl:** as above



Investor Presentation  
February 2024

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## *Q3 & 9MFY24 Result Highlights*



**Commenting on the performance, Mr. Akshay Modi, Joint Managing Director, of Modi Naturals, said,**

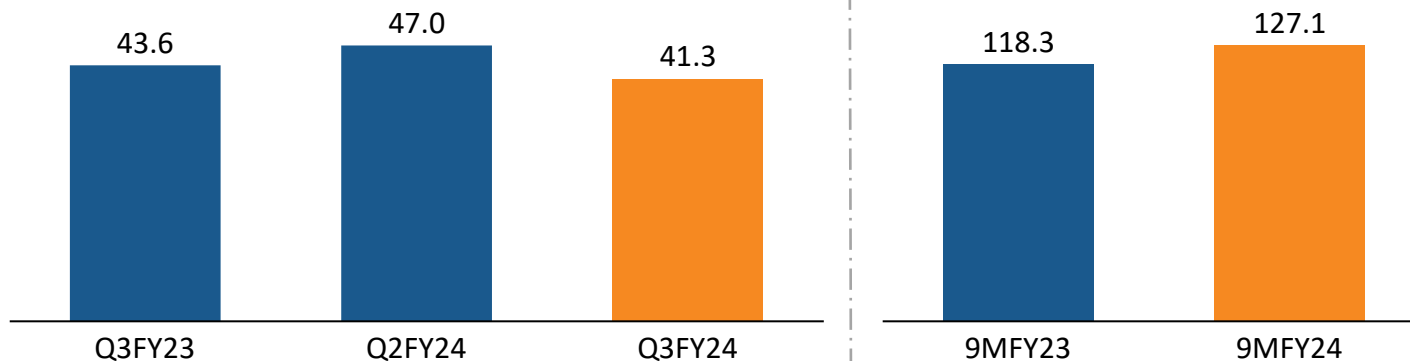
*“The ethanol division went live during the quarter; however, stabilisation of the plant is still a work in progress; consequently, operations are conducted at a reduced capacity utilisation.*

*Branded division continues to perform well as of 9MFY24, revenue grew by 7% to Rs 127.1 crores and EBITDA improved from Rs. 2.3 crores in 9MFY23 to Rs. 13.1 crores. Enhanced product offerings and increased distribution channels have supported the segment. Further, we are still committed to increasing product offerings in online and offline stores.*

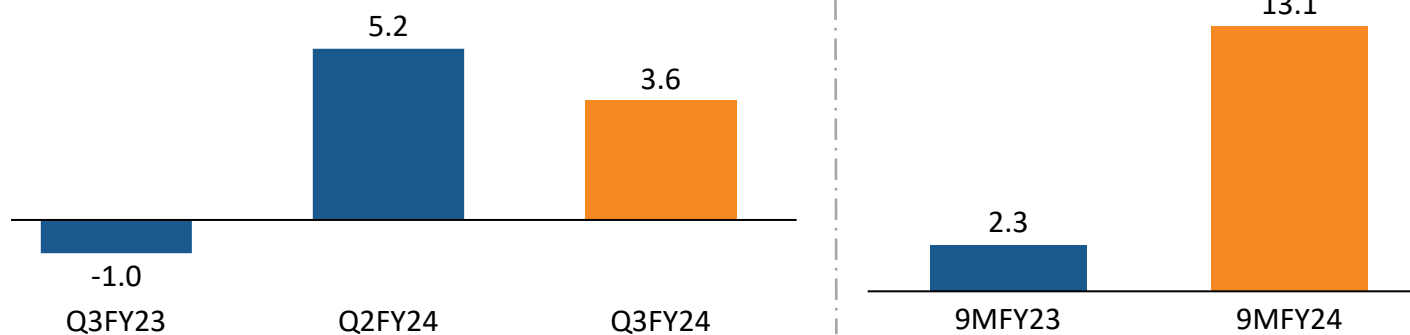
*Our bulk division is currently experiencing slight challenges due to the continuing reduction in oil prices. However, we have begun to see some relief in price stabilisation.”*

# Increasing Focus on Branded Division

Revenue



EBITDA



- **Branded Oil Business:**

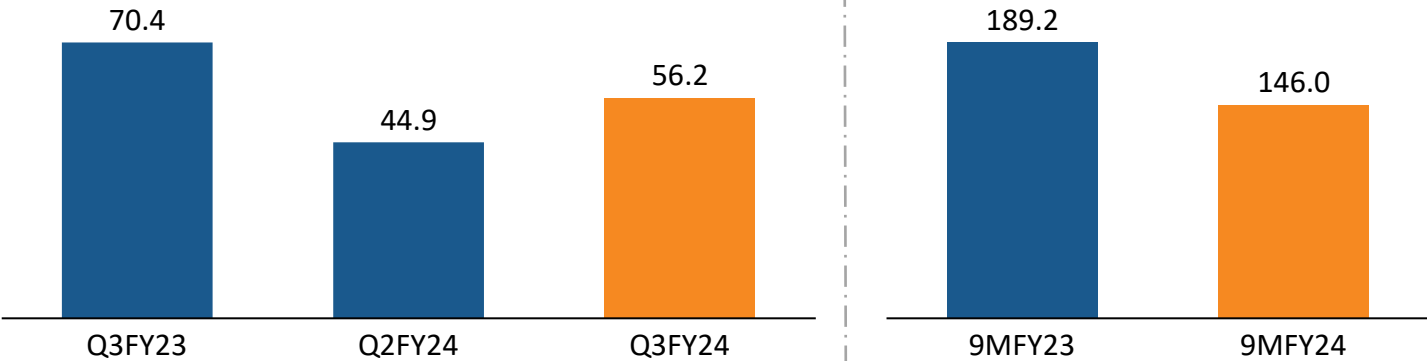
- During the quarter, we expanded our product offering across pan-India retailers and began receiving favourable responses

- **Food Business:**

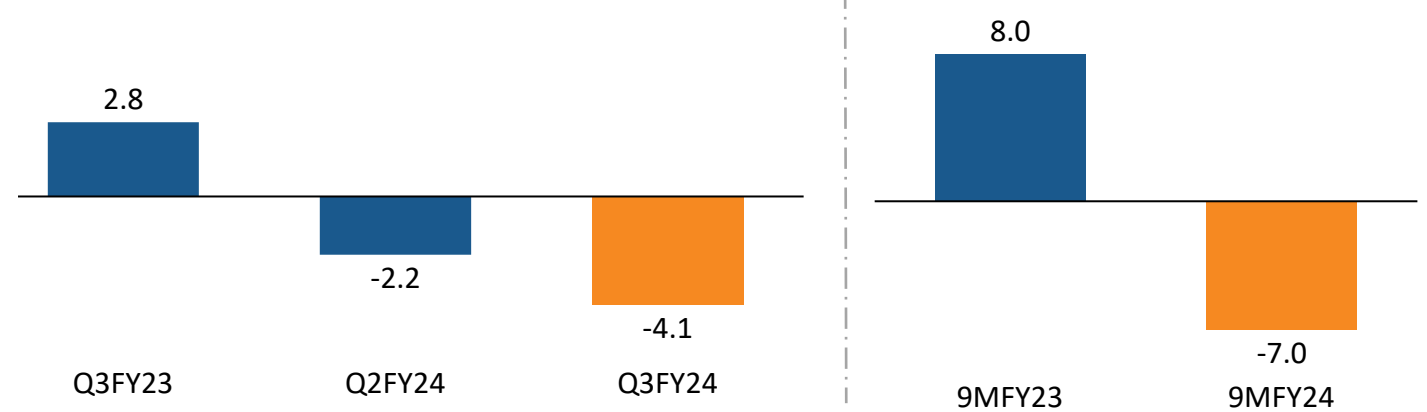
- Business is scaling up with distribution expansion
- Profitable at the operating level for all food segments

# Bulk Division Performance

Revenue



EBITDA

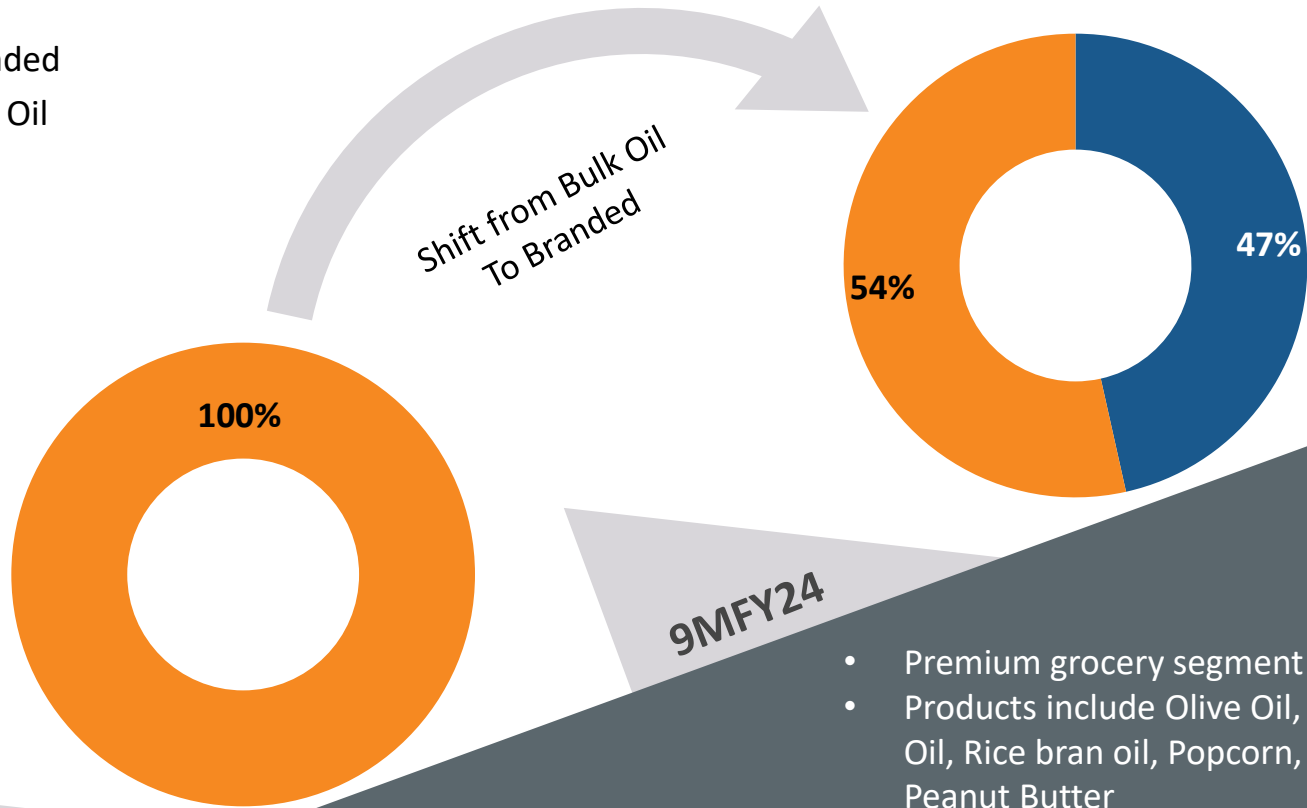


- Inventory loss due to reduction in Oil prices impacted the division
- The issues are temporary in nature and are optimistic about coming quarters

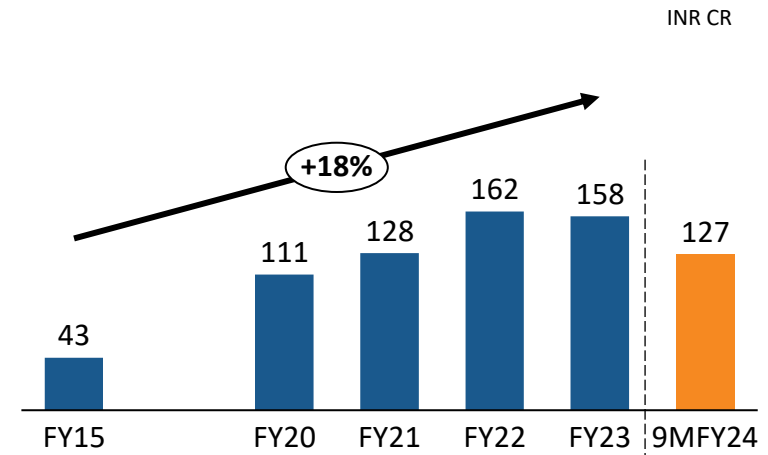
# Transforming Into A Multi Brand FMCG Company

## Segment Sales

■ Branded  
■ Bulk Oil



## Branded Sales



### Strategy Going Ahead

- Increase revenue from branded sales
- Increased focus on the food segment while expanding premium branded edible oil
- Develop new products in the fast-growing niche categories

- FY12**
- Traditional commodity business
  - Products include Rice Bran Oil, Rice Bran De-Oiled Cakes, Rice Bran Wax

- 9MFY24**
- Premium grocery segment
  - Products include Olive Oil, Canola Oil, Rice bran oil, Popcorn, Pasta, Peanut Butter



# Consolidated Profit & Loss Account

Profit and Loss (in Rs. Crs)	Q3FY24	Q3FY23	Q2FY24	9MFY24	9MFY23
<b>Revenue from Operations</b>	<b>104.5</b>	<b>114.1</b>	<b>91.9</b>	<b>280.0</b>	<b>307.5</b>
Cost of Goods Sold	81.8	85.3	66.9	211.8	239.2
<b>Gross Profit</b>	<b>22.6</b>	<b>28.8</b>	<b>25.0</b>	<b>68.2</b>	<b>68.4</b>
<b>Gross Profit Margin</b>	<b>21.7%</b>	<b>25.2%</b>	<b>27.2%</b>	<b>24.4%</b>	<b>22.2%</b>
Employee Cost	6.7	5.9	6.2	18.6	17.6
Other Expenses	17.2	22.0	16.6	46.2	43.4
<b>EBITDA</b>	<b>-1.3</b>	<b>0.9</b>	<b>2.3</b>	<b>3.5</b>	<b>7.4</b>
<b>EBITDA Margin</b>	<b>-1.2%</b>	<b>0.8%</b>	<b>2.5%</b>	<b>1.2%</b>	<b>2.4%</b>
Depreciation	1.7	0.4	0.4	2.5	1.1
Other Income	0.1	0.1	0.0	0.3	0.7
<b>EBIT</b>	<b>-2.9</b>	<b>0.6</b>	<b>1.9</b>	<b>1.3</b>	<b>6.9</b>
<b>EBIT Margin</b>	<b>-2.8%</b>	<b>0.5%</b>	<b>2.1%</b>	<b>0.5%</b>	<b>2.3%</b>
Finance Cost	2.0	0.6	1.0	4.3	2.4
<b>PBT</b>	<b>-4.9</b>	<b>0.0</b>	<b>0.9</b>	<b>-3.1</b>	<b>4.5</b>
<b>PBT Margin</b>	<b>-4.7%</b>	<b>0.0%</b>	<b>1.0%</b>	<b>-1.1%</b>	<b>1.5%</b>
Tax	-0.7	0.0	0.1	-0.4	1.1
<b>PAT</b>	<b>-4.2</b>	<b>0.0</b>	<b>0.8</b>	<b>-2.6</b>	<b>3.4</b>
<b>PAT Margin</b>	<b>-4.0%</b>	<b>0.0%</b>	<b>0.8%</b>	<b>-0.9%</b>	<b>1.1%</b>
EPS	-3.15	0.01	0.60	-1.98	2.66

- Overall revenue and profitability impacted on the back of continued reduction in oil prices in bulk division in 9MFY24
- Increase in finance cost owing to capital expenditure of Ethanol plant

*Our Business*



# Business Verticals

## Consumer Division

- **3<sup>rd</sup> Largest** Premium Edible Oil Brand
- Largest player in "***Goodness of olive oil***"
- **2<sup>nd</sup> Ranked** Super-Premium Refined Oil Brand on Large E-Commerce Platform

- Preference to Olive Oil with Consumer Shift to Healthy Products
- Expanding Presence in Food Products
- Leveraging Distribution Network for Expanding Food Product Distribution in Multiple Categories

## Bulk Business Division

- **One of the Largest** Rice Bran Oil Makers in India

- Mature Business Generating Stable Cash Flows
- A Value Addition Model within its Region
- A Geographical Advantage with Respect to Raw Material

## Ethanol Division

- **One of the First Greenfield** Grain based Ethanol Distilleries in **Chattisgarh**

- Prior Expertise in Sourcing Grain & By Products
- Promising to be a Scalable Profit Centre

# Modi Naturals - At A Glance



Position

*3<sup>rd</sup> Largest Super Premium Edible Oil Brand*

*Largest in the Goodness of Olive Oil Space*



Unique Proposition



Mfg. Units



Distributors



Direct Reach



Modern Retail

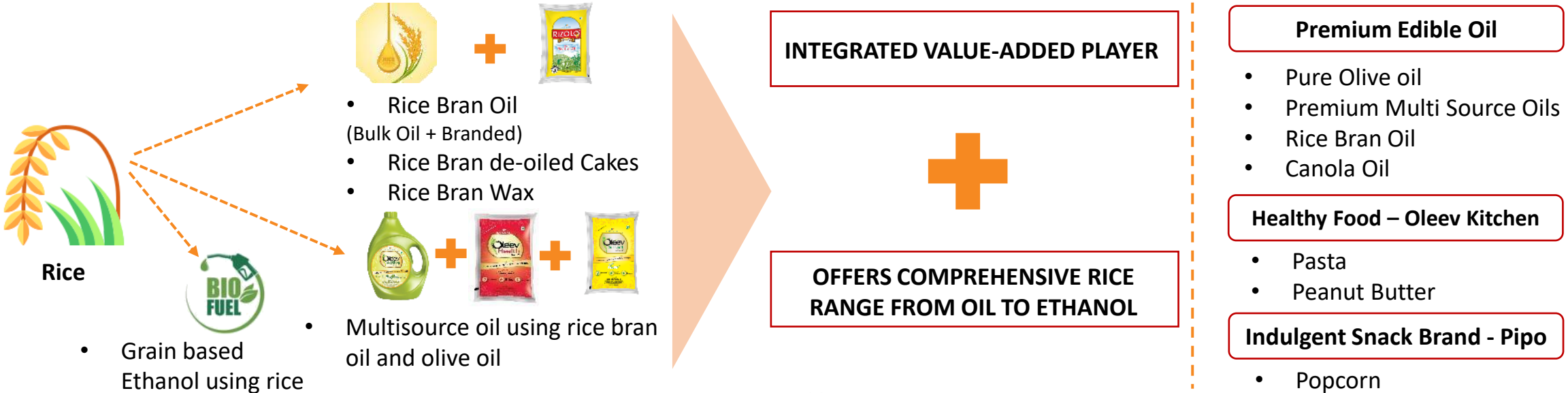
**Only Player Making Multi-Source Olive Oil**

**3**

**450+**

**50,000+** Retail Stores

**3,000+** outlets



# New Launches in the Food Business

## Pasta

We are extending our range of ready to cook pasta and adding new shapes i.e., macaroni and spaghetti

With our commitment to innovation in the food category, we are launching a one of its kind multi-grain pasta with the goodness of 4 grains, in the premium category

## Peanut Butter

In Peanut Butter we are creating a vertical segmentation, wherein we are launching a product specifically targeted for children in the age bracket of 4-13 years

Oleev Junior Peanut Butter will be available in chocolate flavour as well and is currently being piloted. We will scale up the distribution in subsequent quarters.

## Pipo Brand

Under PIPO, we are extending the portfolio and getting into RTE space with our range of flavoured roasted peanuts

These RTE peanuts will be available in 5 flavours such as peri-peri, BBQ, heeng-jeera etc and were piloted in Q4FY23

PIPO's sub-brand Taste bomb will separately launch instant masala/ seasoning category with six variants such as Magic masala, pasta masala, peri peri, Oregano, Italian herbs and Tandoori by June-July 2023

## Ready To Mix Beverages

New category of powdered ready-to-mix beverages marketed under new brand "Jynx" with the following flavours- mango, orange, ice tea-lemon and mojito has been soft launched this summer and the response is heartening. We hope to scale it up over the course of the next one year.

This will help us enter an exciting new category which is doing well with Gen-Z and will also offset some of the seasonality in oil demand in summer months

# Product Portfolio

## BRANDED

Edible Oil



Ready To Cook Segment



Ready To Eat Segment



## BULK OIL



Rice bran oil



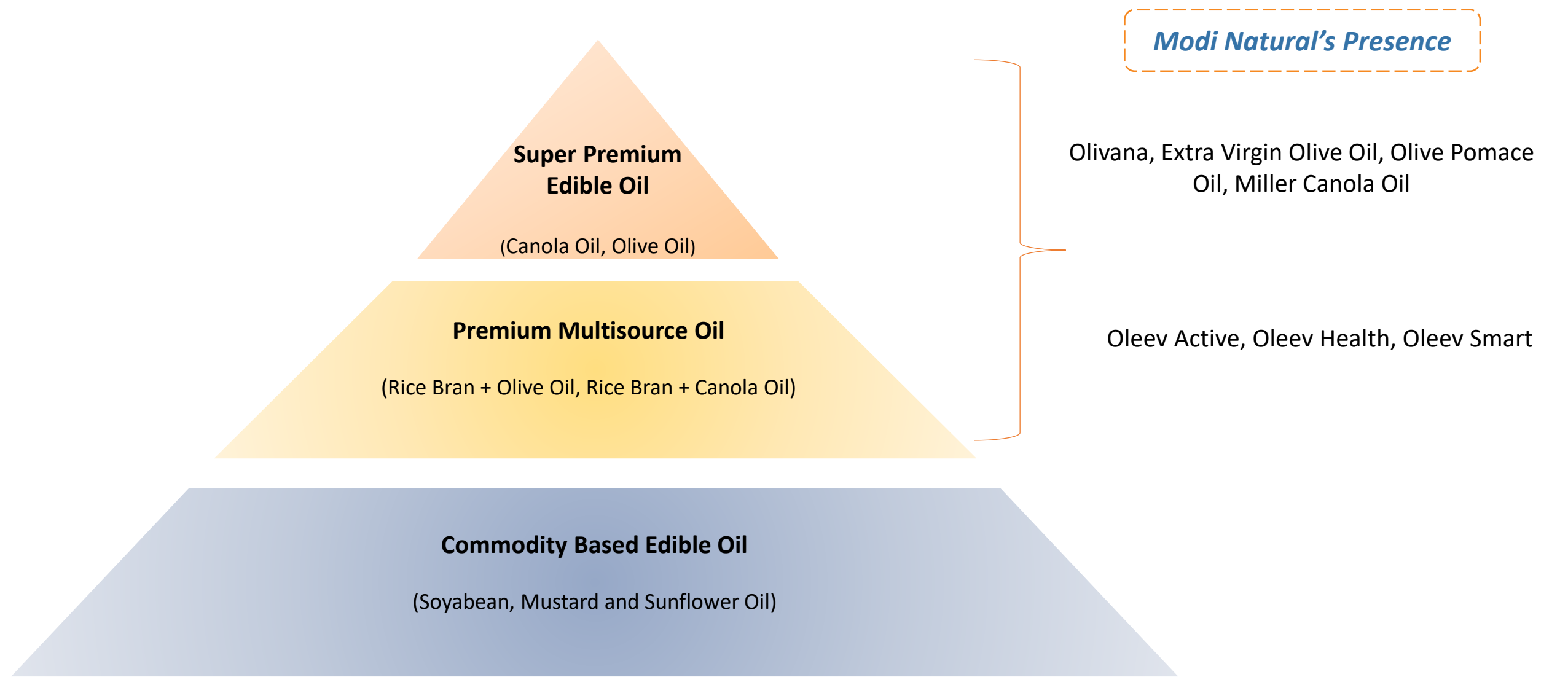
Rice bran de-oiled cakes



Rice bran wax

## ETHANOL





# Flagship Product – Oleev Active



## Health Benefits

### **Multisource Oil**

Multisource Healthy Oil with a unique blend of Olive Oil and Rice Bran Oil in 20:80 ratio

### **Immune Booster**

Rich in oryzanol that boost immunity and protects against many lifestyle diseases

### **Healthy Oil**

Polyphenols in Oleev Active helps to improve digestion and protect against Heart disease

### **Low Absorption**

Up to 20% less oil absorption making food healthier and less sticky

*Oleev Active Oil is a healthy olive oil and rice bran oil blend. Its energocules composition keeps you active and nourished all day*

### **High Smoke Point**

Oleev Active's high smoke point makes it suitable for frying. It prevents fatty acid degradation at high temperatures, making food healthier

### **Neutral Flavour**

Oleev Active maintains a neutral flavour, which makes it perfect for all types of cooking



# Sneak Peak Of The Oleev Brand

## Oleev Extra Virgin Oil



## Oleev Extra Light Oil



## Oleev Pomace Oil



## Oleev Health



## Oleev Smart



### ADVANTAGES

- Easily digested and helps with weight loss
- Rich source of Vitamin E and anti-oxidants

- Low on SFA that ensures a smooth blood flow and higher energy levels
- Rich in antioxidants that slow down the ageing process and provide stronger immunity

- Vitamin E in Oleev Pomace shields the body from infections and helps in faster healing
- Vitamin K in Oleev Pomace improves bone density and strength

- Contains Omega 3, 6, 9 along with goodness of MUFA & PUFA
- Rich in Vitamins E & K and reduces Skin Problems and Ageing

- Rich in vitamins A, D, E & K, which are vital for smooth functioning of the body
- Low in saturated fats and high in unsaturated fats that keeps you fit every day

### APPLICATION

Garnishing breads, salads, grilled food, steamed vegetables ,etc

Sauteing and preparation of baked foods, grilled vegetables, tandoori dishes

Frying, deep frying, roasting, Sauteing, grilling etc

Deep frying, roasting, grilling

Deep frying, roasting, grilling

# Other Brands

## Olivana Wellness



## Canola Oil



## Rizolo



## Oleev Kitchen - Pasta



## Peanut Butter



### ADVANTAGES

- Natural Olive Oil with Vitamin E & Pro vitamin A
- All purpose edible oil loaded with goodness of pure olives

- Omega 3 & 6 helps to improve the nutrition value of modern diet & lowers the risk of chronic disease.
- 0% Cholesterol

- Low absorption technology, up to 20% low fat intake
- High Smoke Point For Frying

- Rich in protein
- Source of fibre
- Untouched by hand
- Cooking time: 7-9 Mins
- 100% Vegan
- 0% Maida
- 100% Wheat Semolina

- 26gm protein per 100gm serving
- Source of Calcium, Potassium and Good Fats
- No artificial flavour & preservatives
- 100% Vegan
- Great taste and ultra-smooth texture

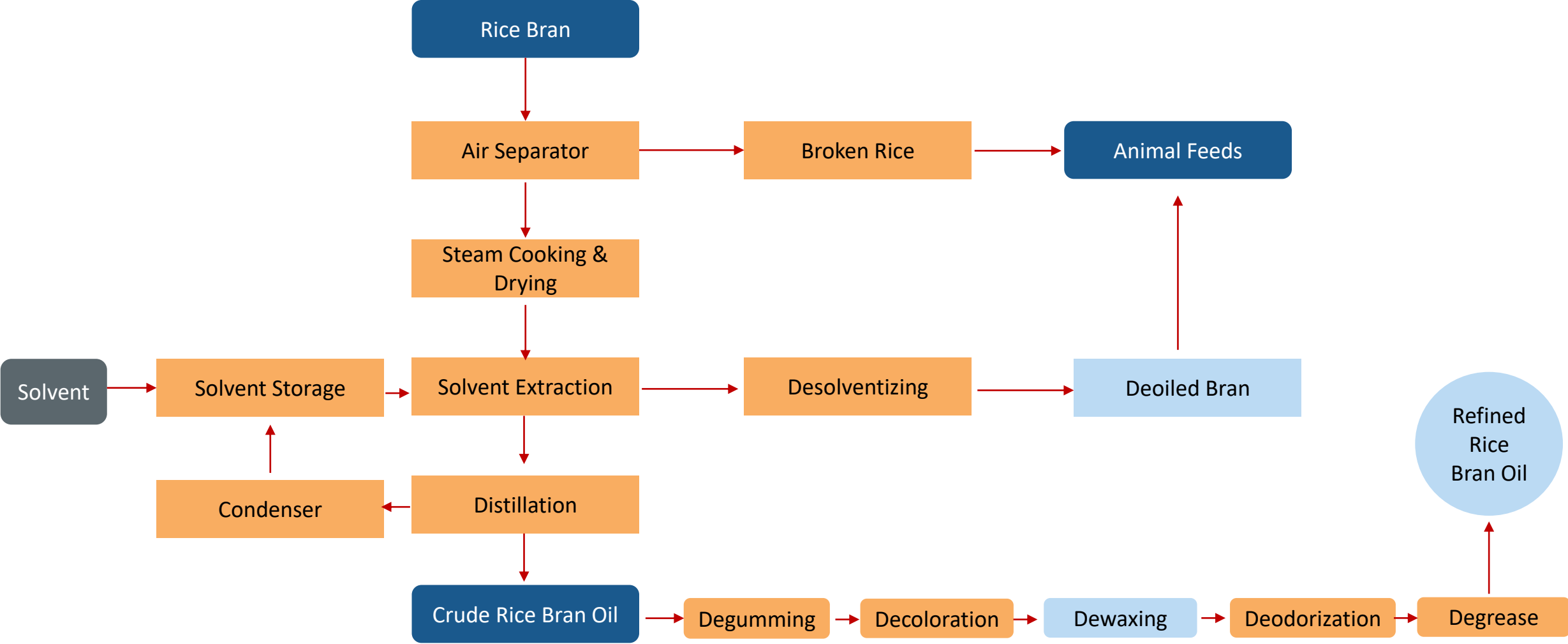
### APPLICATION

Good for body, hair & baby and suitable for all skin types

Healthy Cooking

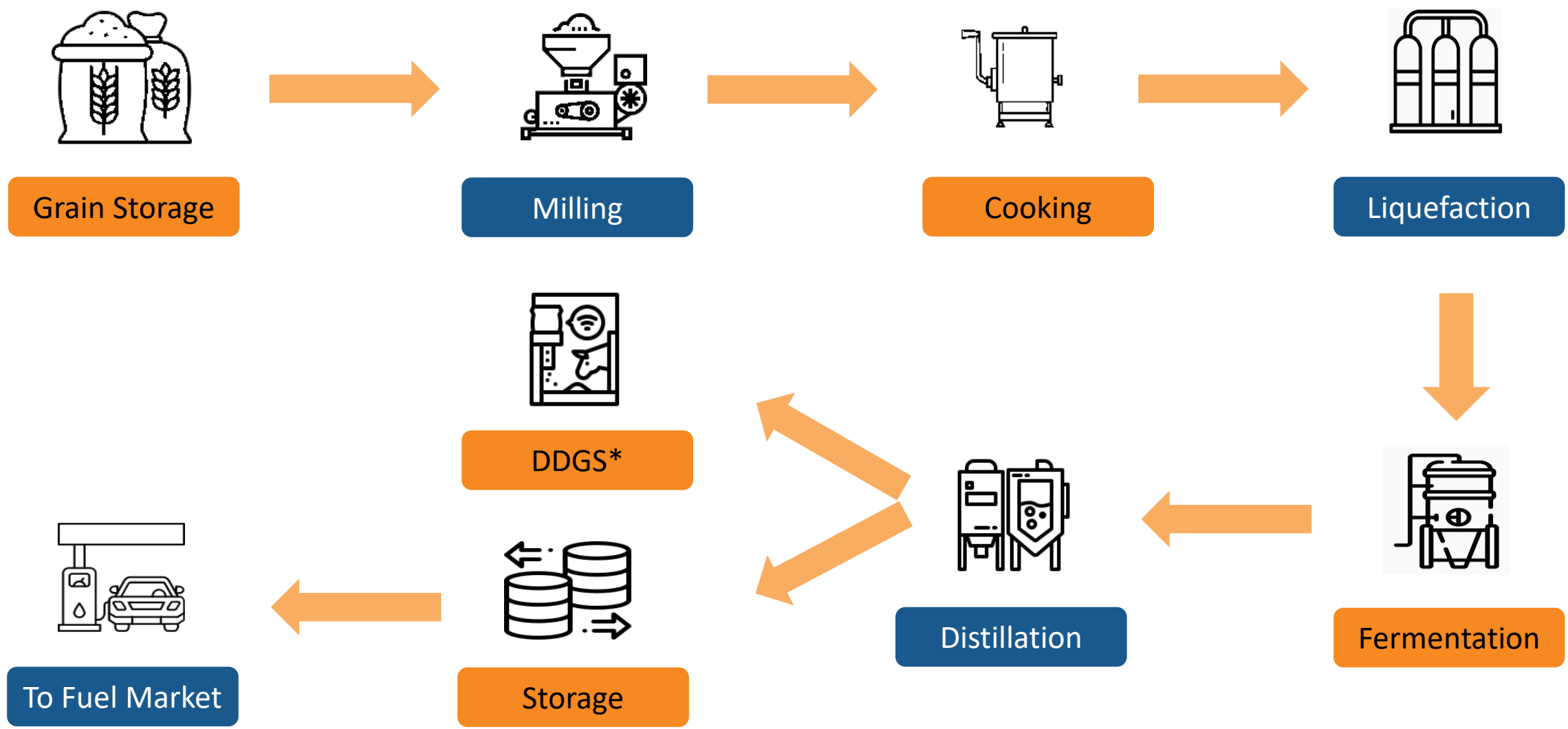
Healthy Cooking

# From Rice To Oil



Modi Naturals Product Basket

# From Rice To Ethanol



\*Dried Distillers Grains Used for Animal Feed

# De-coding the Ethanol Business

**Ethanol made from surplus and damaged food grain such as broken or surplus rice instead of molasses.** Rice as a product is best understood due to the traditional rice bran oil business

**Husk is used as a fuel for the plant,** saving power and fuel cost

Plant is located in Chhattisgarh **which is the only state that gets 3 crops in a year**

**Close proximity to procurement of raw materials** saves transport costs and enhances margins

- Received an approval for 210 KLD distillery
- The investment over the next 2 years is expected to be ~Rs 250 cr, with the 1<sup>st</sup> phase of 110 KLD being completed within a year with an investment of Rs 160 cr
- Section-wise trials have begun. Aim to start production in Q2FY24

## Key Advantages

High Margin Product

Large Demand Supply gap

Government Incentives

Proximity to Petroleum Depot

Low Cost of Production

Environment Friendly

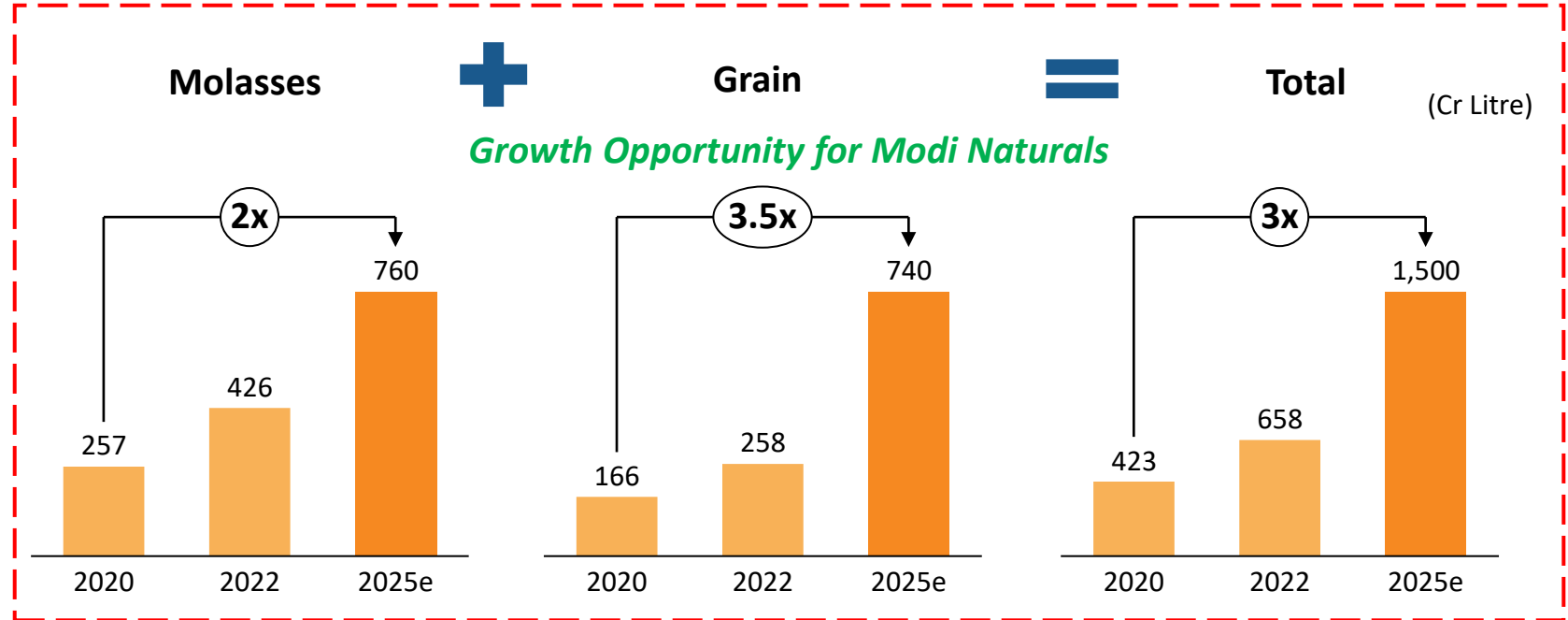
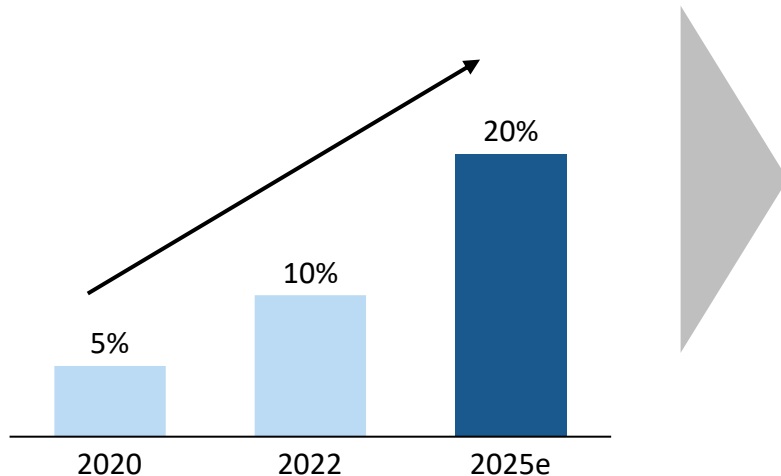


# Ethanol – a step Towards “Growth.....!”

Increasing Blending Rate

has led to

Increased Production Capacity



The above requires grain capacity to treble over the next 3 years as molasses-based ethanol is relatively limited without large scale diversion of sugar which will hamper food security

**ADVANTAGES**

- Environment Friendly
- Supports sugarcane, maize & rice farmers
- Cuts Oil Import Bills
- Increases investment & job creation in rural areas

# Commercialised the First Grain-Based Ethanol Distillery

**Production Capacity**  
**210 KLD**

**Operating Capacity**  
**130 KLD**  
(Phase 1)

**Power Plant**  
**5.5 MW**

**Capex Incurred**  
**Rs. 150 cr**



**Fermentation**



**Distillation**



**Silo**



**Powerhouse**

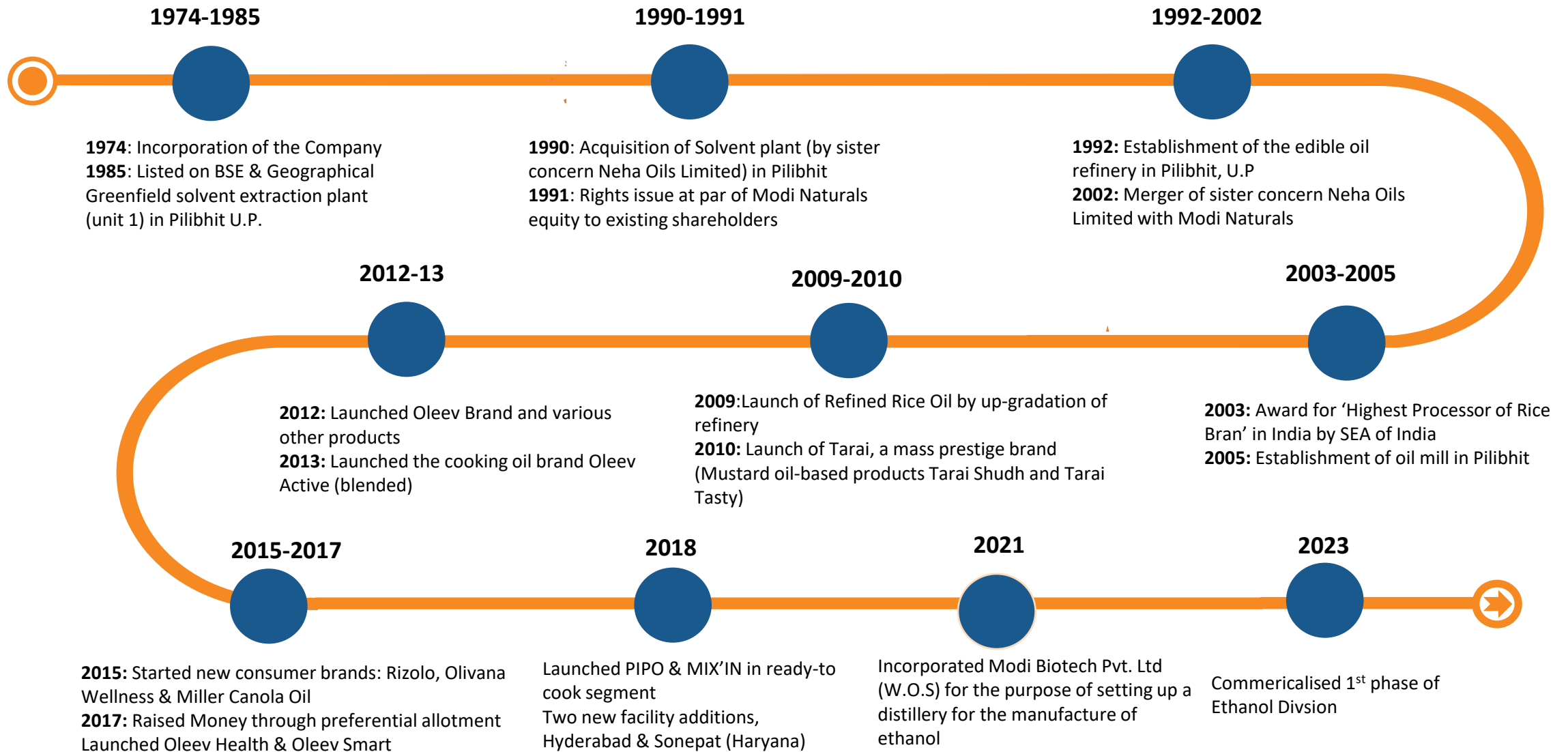


**Storage Tank**

**Commenting on the commercialisation of the plant, Mr. Akshay Modi, Managing Director of Modi Naturals Ltd., said,**

*“The commissioning of our Ethanol Plant represents an important moment in India's drive for sustainable biofuels. Modi Biotech is committed to influencing the nation's energy future. Biofuel is certainly the key to India's automotive sector. Our Ethanol facility demonstrates our commitment to sustainability, energy security, environmental responsibility, and increasing farm income simultaneously at the same time. Furthermore, it has enabled us to diversify our company portfolios and build a green-field unit with significant growth potential.”*

# Our Journey





# Manufacturing Units

## Pilibhit (Uttar Pradesh)

### Rice Bran Oil & Oil Packing Line



Solvent Extraction - **800 TPD**

Refinery - **100 TPD**

Packing Line - **50 TPD**

**Owned**

## Hyderabad

### Oil Packing Line



Packing Line - **25 TPD**

**Leased and thus Asset Light**

## Sonipat (Haryana)

### Popcorn Unit



Packing Line - **5 TPD**

**Leased and thus Asset Light**

*Pasta & Peanut Butter production gets outsourced*

*Marketing Strategy*



# The Modi Naturals Advantage

## Oleev Branded Products – Healthy Food Category

## Pipo Branded Products – Indulgent Snack Category

### Premium Edible Oils - Oleev

### Oleev Kitchen - Peanut Butter

### Popcorn



Only company in India refining olive oil & selling blended olive oil



Premium Grocery Product



Healthy offering under Oleev Brand



Ventured into Olive Oil related Products



High Margin Products



Gluten Free & High Protein



Market Size growing at 30% CAGR

### Oleev Kitchen - Pasta



0% Maida



Extension to Oleev Brand



Less Competition



Product Innovation



Modern Trade



Majority Buyers are Youth

# Distribution Channels

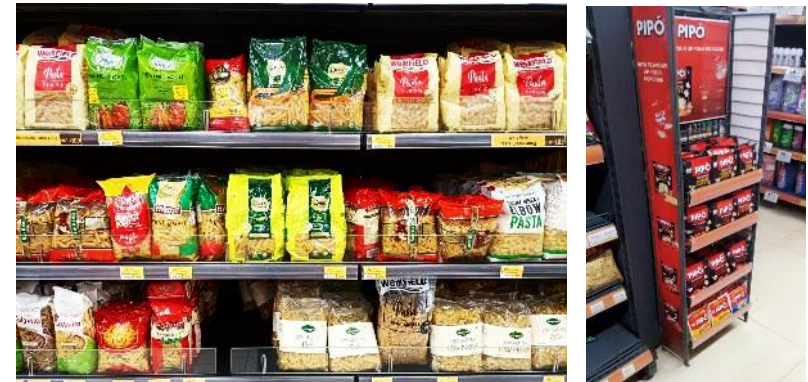
## E-Commerce Platforms



## Modern Trade Channels



## Retail Sales



## Canteen Source Department



Direct Reach

50,000+ outlets



Modern Retail Outlets

3,000+



Sales Depot

20+



Distributors

450+

# Lara Dutta- Brand Ambassador for Oleev Brand

- Oleev has appointed former Miss Universe and actor, Lara Dutta as the brand ambassador for their range of olive and multisource cooking oils
- In the latest brand campaign released in Dec 2021, campaign has featured Lara Dutta's proactive approach to a healthy lifestyle while portraying multiple roles
- She is shown juggling between her professional and personal responsibilities and playing the most pivotal role of maintaining her family's health by being mindful of her cooking choices
- This defines a new era for the brand and reflects the brand positioning statement ***'Behtar Kal Ki Shuruuat, Aaj Se'***





**Leverage Multi-Brand Distribution**

**Digital First Approach to brand building**

**In-house D2C Platform**

**Fitness Icon As Brand Ambassador**

**Focused Social Media & Content Strategy**

**Strong & Competitive Portfolio**

# Key Focus Areas



*Management Team*







**Mr. Anil Modi- Chairperson & Managing Director**

- Mr. Anil Modi, aged 63, is one of the founding members of Modi Naturals Limited
- He is on the Board of the Company since 1976
- He has over 3 decades of invaluable experience in the line of the business of the Company: experience that strengthens decision making process of the Company and its future plans



**Mr. Akshay Modi – Joint Managing Director**

**Engineer from the University of Leeds, U.K and an alumnus of The Doon School**

- He conceptualized the launch of Edible Oils in consumer packs under the brand names, 'Oleev', 'Tarai', 'Rizolo', 'Miller' and 'Olivana wellness'
- He joined Modi Naturals Limited (the Company) in 2008 and is the son of Mr. Anil Modi, the Founder Chairperson & Managing Director of the company
- He is on the Board of the Company as Joint Managing Director since November 13, 2018
- He has sound professional experience in the FMCG sector in various fields as well as in Government and Regulatory affairs relating to the FMCG Industry

# Board Of Directors



**Aditi Gupta**  
**Whole Time Director**

- Ms. Aditi Modi is a finance professional with over 12 years of experience as an investment banker
- She has worked in Equity Capital Markets and M&A with reputed investment banks such as Avendus Capital, Morgan Stanley, Grant Thornton and Credit Suisse
- She completed her BSc in Economics from University of Nottingham in 2008



**Alok Garg – Independent**  
**Non - Executive Director**

- Mr. Alok Garg, aged 48, is a Graduate in Commerce, known as a manufacturer and exporter of Heena in India and possesses a rich experience in Business Management, Finance etc.
- He is on the Board of the Company since 2008



**Sudhir Shankar Halwasiya**  
**Independent Director**

- Mr. S. S. Halwasiya, aged 59, is a graduate in Commerce (B. Com). He is a businessman of great repute and a respected social worker
- He is on the Board of Company since 1986
- He possesses a rich experience in Business Management, General Management, Legal, Management, Finance etc.



**Sulabh Singal-Independent**  
**Non - Executive Director**

- Mr. Sulabh Singhal has over 21 years of diverse international experience across varied industries and geographies
- He has strong leadership experience in key positions in sales, marketing strategy, team management, operations & consulting with some of the most reputed organizations in respective industries
- With rich entrepreneurship exposure & having founded two start-ups, he has been successfully managing all facets of business

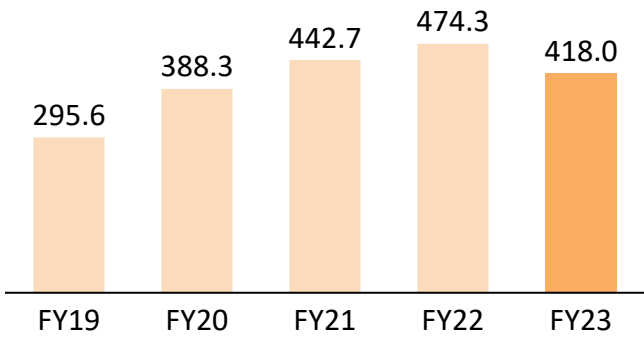
*Historical Financials*



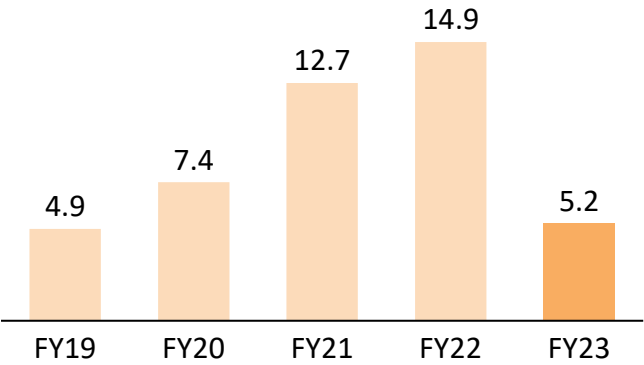
# Performance Highlights

## Revenue from Operation

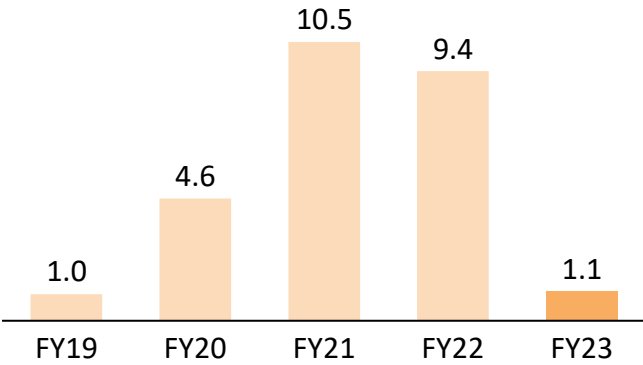
Rs in Crs



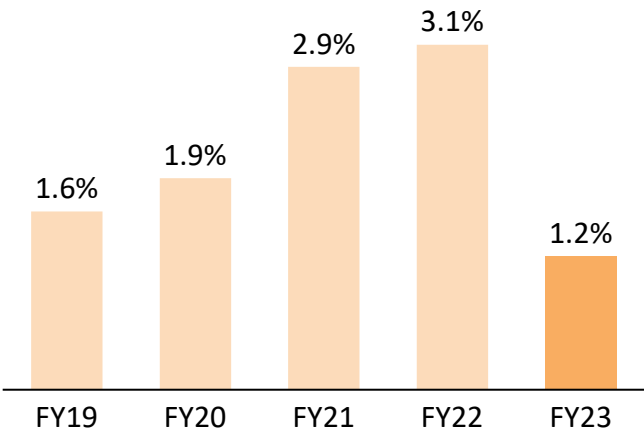
## EBITDA



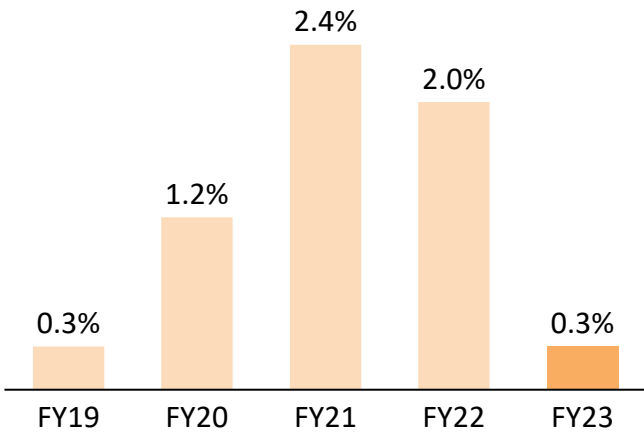
## PAT



## EBITDA %



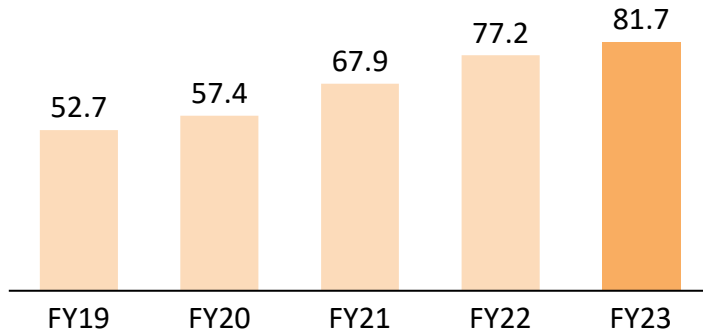
## PAT %



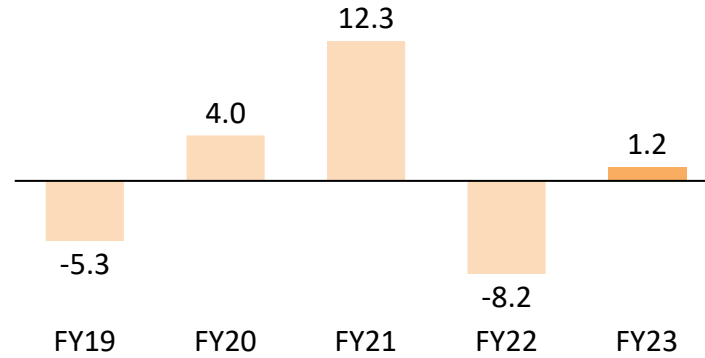
# Balance Sheet Highlights

## Net Worth

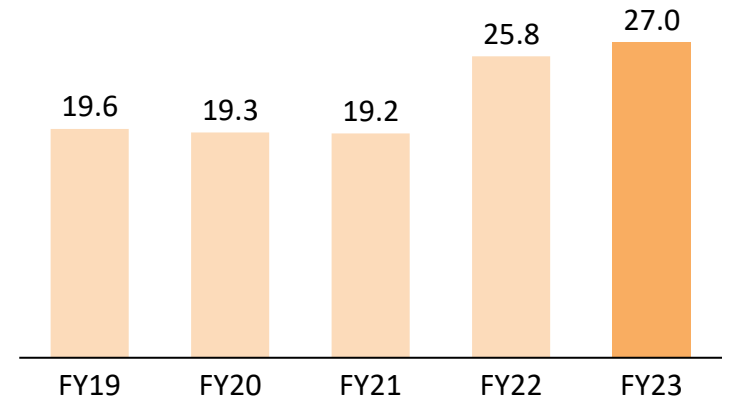
Rs in Crs



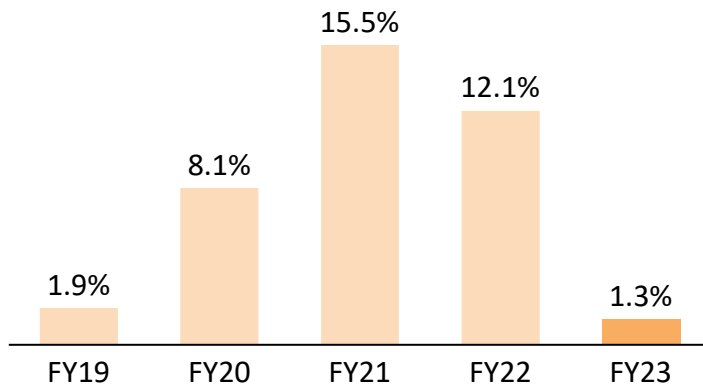
## Cash Flow From Operations



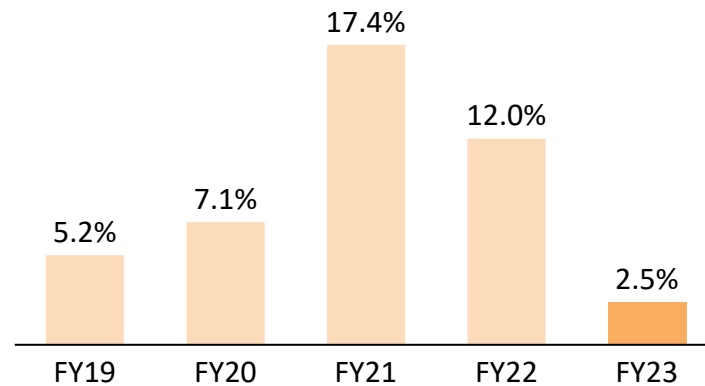
## Net Block



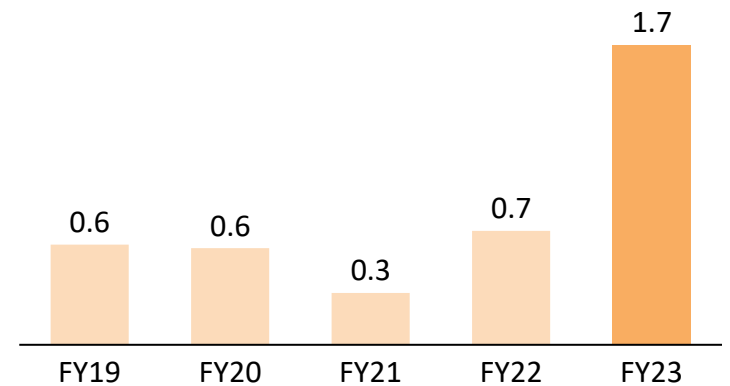
## Return on Equity (%)



## Return on Capital Employed (%)\*



## Debt/Equity (x)



\*ROCE = EBIT/(Net Debt + Equity)

# Profit And Loss

Profit and Loss (in Rs. Crs)	FY23	FY22	FY21	FY20	FY19
Revenue from Operations	418.0	474.3	442.7	388.3	295.6
Cost of Goods Sold	329.5	373.9	360.8	313.2	232.2
<b>Gross Profit</b>	<b>88.4</b>	<b>100.4</b>	<b>81.9</b>	<b>75.2</b>	<b>63.4</b>
<b>Gross Profit Margin</b>	<b>21.2%</b>	<b>21.2%</b>	<b>18.5%</b>	<b>19.4%</b>	<b>21.4%</b>
Employee Cost	23.3	22.4	21.3	19.6	17.6
Other Expenses	59.9	63.1	47.9	48.2	40.9
<b>EBITDA</b>	<b>5.2</b>	<b>14.9</b>	<b>12.7</b>	<b>7.4</b>	<b>4.9</b>
<b>EBITDA Margin</b>	<b>1.2%</b>	<b>3.1%</b>	<b>2.9%</b>	<b>1.9%</b>	<b>1.6%</b>
Depreciation	1.6	1.4	1.4	1.4	1.3
Other Income	1.7	1.3	3.9	0.3	0.7
<b>EBIT</b>	<b>5.4</b>	<b>14.8</b>	<b>15.3</b>	<b>6.3</b>	<b>4.3</b>
<b>EBIT Margin</b>	<b>1.3%</b>	<b>3.1%</b>	<b>3.4%</b>	<b>1.6%</b>	<b>1.4%</b>
Finance Cost	3.5	1.8	1.3	2.7	1.7
<b>PBT</b>	<b>1.9</b>	<b>13.0</b>	<b>14.0</b>	<b>3.6</b>	<b>2.6</b>
<b>PBT Margin</b>	<b>0.4%</b>	<b>2.7%</b>	<b>3.2%</b>	<b>0.9%</b>	<b>0.8%</b>
Tax	0.8	3.6	3.5	-1	1.6
<b>PAT</b>	<b>1.1</b>	<b>9.4</b>	<b>10.5</b>	<b>4.6</b>	<b>1.0</b>
<b>PAT Margin</b>	<b>0.3%</b>	<b>2.0%</b>	<b>2.4%</b>	<b>1.2%</b>	<b>0.3%</b>
EPS	0.9	7.4	8.3	3.6	0.7

# Balance Sheet

Assets (in Rs. Crs)	Mar-23	Mar-22	Mar-21	Mar-20	Mar-19
<b>Non - Current Assets</b>	<b>127.6</b>	<b>33.1</b>	<b>22.1</b>	<b>24.0</b>	<b>26.9</b>
Property Plant & Equipments	27.0	25.8	19.2	19.3	19.6
CWIP	91.4	-	-	-	-
Trade receivables	0.4	0.4	0.4	0.6	0.9
Loans	-	-	0.0	0.9	0.8
Other Non-Current Assets	8.8	7.0	2.6	3.2	5.6
<b>Current Assets</b>	<b>135.1</b>	<b>132.1</b>	<b>99.1</b>	<b>95.6</b>	<b>86.6</b>
Inventories	84.5	93.9	68.2	68.2	65.7
<b>Financial Assets</b>					
(i) Trade receivables	19.4	19.0	21.0	15.6	11.7
(ii) Cash and cash equivalents	2.3	4.4	0.4	1.0	0.2
(iii) Bank balances	1.8	0.4	0.3	0.5	0.4
(iv) Loans	-	-	-	2.5	0.8
Other Current Assets	27.1	14.4	9.2	7.8	7.8
<b>Total Assets</b>	<b>262.7</b>	<b>165.2</b>	<b>121.2</b>	<b>119.9</b>	<b>113.5</b>

Equity & Liabilities (in Rs. Crs)	Mar-23	Mar-22	Mar-21	Mar-20	Mar-19
<b>Total Equity</b>	<b>81.7</b>	<b>77.2</b>	<b>67.9</b>	<b>57.4</b>	<b>52.7</b>
Share Capital	12.7	12.7	12.7	12.7	12.7
Reserves & Surplus	65.7	64.5	55.2	44.7	40.0
Money received Against Convertible Warrants	3.4	-	-	-	-
<b>Non-Current Liabilities</b>	<b>92.6</b>	<b>5.2</b>	<b>5.3</b>	<b>5.4</b>	<b>7.6</b>
Financial Liabilities					
(i) Borrowings	87.8	0.4	0.1	0.2	1.0
(ii) Trade Payables	0.4	0.3	0.2	0.3	0.0
(iii) Other Financial Liabilities	0.6	0.6	0.8	0.0	0.0
Provisions	1.6	1.6	1.3	1.2	1.2
Deferred Tax Liabilities	2.2	2.3	2.9	3.7	5.4
<b>Current Liabilities</b>	<b>88.4</b>	<b>82.8</b>	<b>48</b>	<b>57.1</b>	<b>53.2</b>
Financial Liabilities					
(i) Borrowings	54.7	50.6	20.4	31.7	29.7
(ii) Trade Payables	18.0	12.2	7.8	7.2	6.8
(iii) Other Financial Liabilities	0.2	-	-	-	-
Other Current Liabilities	13.9	15.6	16.2	17	15.4
Current tax liabilities (net)	0.4	3.3	2.7	0.4	0.6
Provisions	1.1	1.1	0.9	0.8	0.7
<b>Total Equity &amp; Liabilities</b>	<b>262.7</b>	<b>165.2</b>	<b>121.2</b>	<b>119.9</b>	<b>113.5</b>

# Cash Flow

Particulars (Rs. Crs)	FY23	FY22	FY21	FY20	FY19
<b>Net Profit Before Tax</b>	<b>1.9</b>	<b>13.0</b>	<b>14.0</b>	<b>3.6</b>	<b>2.5</b>
Adjustments for: Non-Cash Items / Other Investment or Financial Items	6.0	4.3	1.7	7.1	2.4
<b>Operating profit before working capital changes</b>	<b>7.8</b>	<b>17.3</b>	<b>15.7</b>	<b>10.7</b>	<b>4.9</b>
Changes in working capital	-6.6	-25.5	-3.4	-6.7	-10.2
<b>Cash generated from/(used in) operations</b>	<b>1.2</b>	<b>-8.2</b>	<b>12.3</b>	<b>4.0</b>	<b>-5.3</b>
Interest paid	-3.1	-1.3	-1.1	-2.4	-1.6
Direct taxes paid (net of refund)	-3.8	-3.5	-2.0	-0.8	-0.4
<b>Net Cash from Operating Activities</b>	<b>-5.7</b>	<b>-13.0</b>	<b>9.3</b>	<b>0.8</b>	<b>-6.5</b>
<b>Net Cash from Investing Activities</b>	<b>-91.4</b>	<b>-13.4</b>	<b>2.2</b>	<b>-1.2</b>	<b>-2.0</b>
<b>Net Cash from Financing Activities</b>	<b>94.9</b>	<b>30.4</b>	<b>-12.1</b>	<b>1.2</b>	<b>8.4</b>
<b>Net Decrease in Cash and Cash equivalents</b>	<b>-2.2</b>	<b>4.0</b>	<b>-0.6</b>	<b>0.8</b>	<b>-0.1</b>
Add: Cash & Cash equivalents at the beginning of the period	4.4	0.4	1.0	0.2	0.3
<b>Cash &amp; Cash equivalents at the end of the period</b>	<b>2.3</b>	<b>4.4</b>	<b>0.4</b>	<b>1.0</b>	<b>0.2</b>



**For further information, please contact**



**SGA** Strategic Growth Advisors

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**Company :**

**Modi Naturals Limited**

CIN - L15142DL1974PLC007349

Mr. Ankit Agarwal

[cs.mnl@modinaturals.org](mailto:cs.mnl@modinaturals.org)

[www.modinaturals.com](http://www.modinaturals.com)

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**Investor Relations Advisors :**

**Strategic Growth Advisors Pvt. Ltd.**

CIN - U74140MH2010PTC204285

Mr. Mandar Chavan / Mr. Rahul Agarwal

[mandar.chavan@sgapl.net](mailto:mandar.chavan@sgapl.net) / [rahul.agarwal@sgapl.net](mailto:rahul.agarwal@sgapl.net)

+91-96993 82195 / +91 98214 38864

[www.sgapl.net](http://www.sgapl.net)