



BRITANNIA INDUSTRIES LIMITED

COMPANY PROFILE

Britannia Industries is one of India's leading food companies with a 100 year legacy and annual revenues in excess of Rs. 9000 Cr. Britannia is among the most trusted food brands, and manufactures India's favourite brands like Good Day, Tiger, NutriChoice, Milk Bikis and Marie Gold which are household names in India. Britannia's product portfolio includes Biscuits, Bread, Cakes, Rusk, and Dairy products including Cheese, Beverages, Milk and Yoghurt. Britannia is a brand which many generations of Indians have grown up with and are cherished and loved in India and the world over. Britannia products are available across the country in close to 5 million retail outlets and reach over 50% of Indian homes.

The company's Dairy business contributes close to 5 per cent of revenue and Britannia dairy products directly reach 100,000 outlets.

Britannia Bread is the largest brand in the organized bread market with an annual turnover of over 1 lac tons in volume and Rs.450 crores in value. The business operates with 13 factories and 4 franchisees selling close to 1 million loaves daily across more than 100 cities and towns of India.

They have a presence in more than 60 countries across the globe. Their international footprints includes presence in Middle East through local manufacturing in UAE and Oman, are the No 2 biscuit player in UAE with a strong contention to leadership and have a similarly strong market position in the other GCC countries. They are also the market leaders in Nepal and are in the process of investing a manufacturing facility in the country.

Their foot print spreads across North America, Europe, Africa and South East Asia through exports and they are investing in a state- of- the- art facility in Mundra SEZ, Gujarat, to service the exports markets.

Their strategic expansion plan is based on the principle of 'One new market a year'. They plan to expand through local operations in Africa and South East Asia in the coming years.

Britannia takes pride in having stayed true to its credo, 'Eat Healthy, Think Better'. Having removed over 8500 tonnes of Trans Fats from products, Britannia became India's first Zero Trans Fat Company. Over 50% of the Company's portfolio is enriched with essential micro-nutrients which nourish the body.





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The company set up the Britannia Nutrition Foundation in 2009, and began working on public private partnership to address malnutrition amongst under-privileged children and women.

Formal Name:	Britannia Biscuit Company Limited
Type:	Public
Traded As:	BSE: 500825 NSE: BRITANNIA NSE NIFTY 50 Constituent
ISIN:	INE216A01030
Industry:	Food Processing
Founded:	1892; 130 years ago in Calcutta 1918; 104 years ago as Britannia Biscuit Company Limited
Headquarters:	Kolkata, West Bengal, India
Area Served:	Worldwide
Key People:	Nusil Wadia (Chairman) Varun Berry (Managing Director)
Products:	Bakery products including biscuits, bread, cakes and rusk. Dairy products including milk, butter, cheese, ghee and curd.
Revenue:	▲ ₹11,878.95 crore (US \$1.5 billion) (2020)
Operating Income:	▲ ₹1,860.87 crore (US \$230 billion) (2020)
Net Income:	▲ ₹1,402.63 crore (US \$180 billion) (2020)
Total Assets:	▲ ₹7,253.34 crore (US \$910 billion) (2020)
Parent:	Wadia Group
Subsidiaries:	Manna Foods Private Limited International Bakery Products Limited





BRITANNIA INDUSTRIES LIMITED

VISION AND MISSION STATEMENT

Vision:

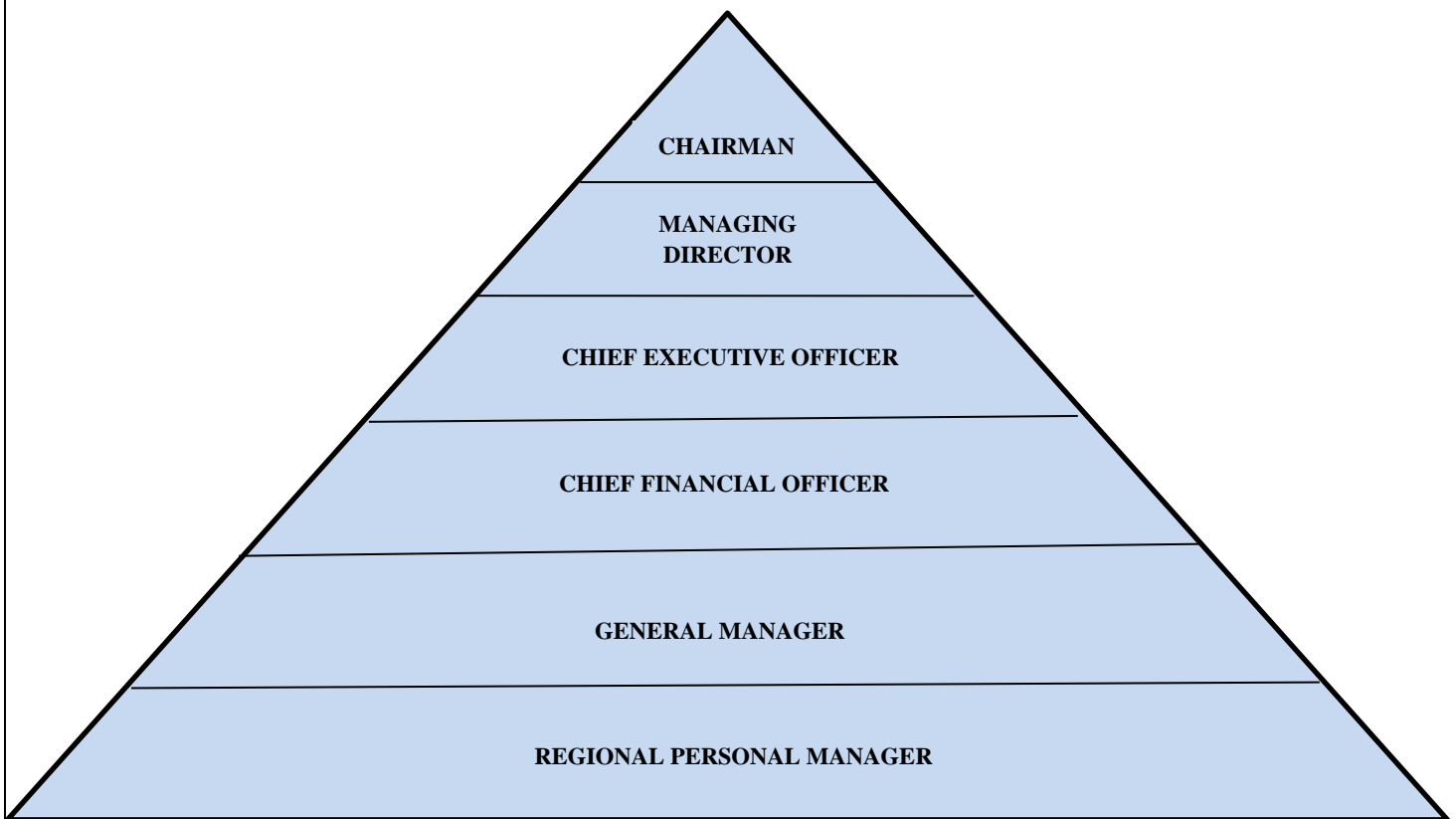
To dominate the food and beverage market in India with a distinctive range of “Tasty Yet Healthy” Britannia brands.

Mission:

To dominate the food and beverage market in India through a profitable range of “Tasty Yet Healthy” products by making every Indian a Britannia consumer. “We want to be part of our consumer – at home, out of home, a natural part of his life”.

Total food company and Global company.*

ORGANISATIONAL STRUCTURE





BRITANNIA INDUSTRIES LIMITED

Management Team:

Board Of Directors	
Name:	Designation:
Mr. Nusil N Wadia	Chairman
Mr. Keki Dadiseth	Director
Mr. Avijit Deb	Director
Dr. Ajai Puri	Director
Mr. Ness N Wadia	Director
Dr. Ajay Shah	Director
Dr. Y S P Thorat	Director
Mr. Keki Elavia	Director
Mrs. Tanya Dubash	Director
Mr. N Venkataraman	Executive Director & CFO
Mr. Varun Berry	Managing Director
Key Executives	
Mr. Badri Beriwal	Chief Business Officer
Mr. Abhishek Sinha	Chief Business Officer
Mr. Yudhishek Shringi	Chief Business Officer
Mr. Sudhir Nema	Chief Development & Quality Officer
Mr. Amit Dosi	Chief Marketing Officer
Mr. Manoj Balgi	Chief Procurement Officer
Mr. T V Thulsidass	Company Secretary & Compl. Officer
Mr. Manjunath Desai	Vice President
Mr. Ritesh Rana	Vice President – Human Resources
Mr. Annu Gupta	Vice President – International Business
Mr. Vinay Singh Kush Waha	Vice President – Supply Chain





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PRODUCTS AND PROCESS



Products:

BISCUITS		
<i>GOOD DAY</i>		
		
Good Day Cashew	Good Day Butter	Good Day Nuts Cookie
Good Day Pista Badam	Choco Chunkies	Good Day Choco-Chip
Good Day Choco-Nut	Wonderfulls Choco-Nuts	Wonderfulls Berries & Nuts
<i>CRACKERS</i>		
		
5050 Sweet & Salty	5050 Maska Chaska	5050 Time Pass
	5050 Top	
<i>NUTRICHoice</i>		
		
Oat Cookies	Digestive Wholesome Wheat	Digestive 5 Grains
Cracker Simply Lite	Cracker Nature Spice	Thin Arrowroot
Essentials	Digestive Zero	Oats Chocolate and Almond
<i>MARIE GOLD</i>		
		
Marie Gold	Vita Marie Gold	Whole Wheat Vita Marie Gold








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<i>TIGER</i>		
		
Tiger Glucose	Tiger Krunch Choco Chip	Tiger Kreemz Chocolate
Tiger Kreemz Choco Vanilla	Tiger Kreemz Elaichi	Tiger Kreemz Orange
<i>MILK BIKIS</i>		
		
Milk Bikis		Milk Bikis Cream
<i>JIM JAM + TREAT</i>		
		
Jim Jam Vanilla	Treat Chocolate	Treat Orange
Treat Strawberry		Treat Pineapple
<i>BOURBON</i>		
		
<i>PURE MAGIC</i>		
		
Vanilla Crème	The Perfect Match – Milk Choco	The Perfect Match – White Choco
<i>NICE TIME</i>		
		





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BREADS		
<i>WHOLE WHEAT BREADS</i>		
		
Atta Kulcha	Multi-Grain Bread	100% Whole Wheat Bread
Honey Oats Bread	Multi Fiber Bread	Atta
<i>WHITE SANDWICH BREAD</i>		
		
Vitamin Enriched Bread	Healthy Slice Bread	Popular
<i>BREAD ASSORTMENT</i>		
		
Kulcha	Fruit Bread	Fruit Bun
Burger Bun		Pav

CROISSANT		
<i>TREAT CROISSANT</i>		
		
Cocoa Crème Roll		Vanilla Crème Roll





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DIARY		
CHEESE		
		
Cheese Slices	Slimz Cheesy Slices	Cheese Cubes
Cheese Block	Cheezza	Classic Spreadz
Asli Pepper Spreadz	Mexican Chilli Spreadz	Roasted Garlic Spreadz
Peppy Pizza Spreadz	Four Pepper Tango Spreadz	Cream Cheese
MILK BASED BEVERAGES		
		
Winkin' Cow		
Vanilla Thick Shake - Tetra pack	Strawberry Thick Shake - Tetra pack	Mango Thick Shake – Tetra pack
Badam Thick Shake	Choco Thick Shake	Mango Thick Shake
FRESH DIARY		
		
Dahi	Flavoured Yoghurt Mango	Flavoured Yoghurt Strawberry
	Flavoured Yoghurt Vanilla	
EVERYDAY GOODNESS		





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Dairy Whitener	UHT Milk	Butter
Cow Ghee	Danedar Ghee	High Aroma Ghee
	Gawa Ghee	

CAKES & RUSKS

GOBBLES



Fruit Gobbles	Chocolate Gobbles	Butter Gobbles
Pineapple Gobbles	Milk Gobbles	Orange Gobbles

TIFFIN FUN



NUT & RAISIN



MUFFILLS



Choco Muffills	Double Muffills	Strawberry Muffills
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LAYERZ





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<i>ROLL YO</i>		
		
Roll Yo Chocolate		Roll Yo Strawberry
<i>FUDGE IT</i>		
		
<i>TOASTEAS</i>		
		
Premium Bake Rusk	Multigrain Rusk	Milk Rusk

CRÈME WAFFERS		
<i>TREAT CRÈME WAFER</i>		
		
Chocolate	Vanilla	Strawberry
	Orange	





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SNACKS		
<i>LITTLE HEARTS</i>		
		
<i>TIME PASS</i>		
		
Groovy Chips		Fun Sticks

These are the variety of products produced by “Britannia Industries Limited”. The speciality of ‘Time Pass’ chips are that, they are baked and not fried. Also the biscuits are manufacturing using high quality raw materials.

Process:

A) Factory background:

- The Bengaluru factory was earlier a textile factory and it was acquired by Britannia Industries Limited in 2011.
- The 15.5-acre land (plant and R&D centre) was acquired for Rs470mn, civil costs – Rs.210mn, plant and machinery- Rs752mn and hence total costs incurred were Rs1.43bn.
- Factory has four manufacturing lines with one line (cream biscuit) being imported.
- This factory will manufacture biscuit brands like Good Day, Marie, Nutri Choice and cream biscuits.
- 6 % of Good Day biscuits manufactured by Britannia Industries Limited are produced at this plant.





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B) Technology:

Britannia Industries Limited has the latest technology at this facility like:-

- Automated cream aeration system.
- Continuous mixer.
- One-touch process control in ovens.
- Auto feeding for high-speed packaging.
- Cookie-capped machine.
- Ergonomic layout.
- PU (polyurethane) floor for food safety.

C) Manufacturing Line:

	<i>Short dough (Line 1)</i>	<i>Short Dough (Line 2)</i>	<i>Hard Dough (Line 3)</i>	<i>Cream (Line 4)</i>
<i>Tray Size</i>	1.5 metres * 300 feet	1.5 meters * 150 feet	1.5 meters * 300 feet	1.5 meters * 175 feet
<i>Capacity</i>	24,000 tons per annum	10,200 tons per annum	14,400 tons per annum	10,200 tons per annum
<i>Employees required</i>	300	200	240	300
<i>Products Manufactured</i>	Good Day – Butter & Cashew varieties	Good Day, Chocochip, Coconut and NutriChoice biscuits	Marie Biscuit	Bourbon

Out of these 4 lines, 2 lines will be off for maintenance on Sundays and 1 line will be off for maintenance on Tuesdays and Fridays.





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D) Biscuit manufacturing process:

1. Short dough (small bites)

- i. Flour-----metal detectors -----> dough making*
- ii. Mixing
- iii. Sieving and intermediate preparation
- iv. Store (sugar, flour, fats, etc.)
- v. Incoming material checking

*After dough-making process is over, the following is done:

- Moulding.
- Sprinkling.
- Panning.
- Baking.
- Cooling and stacking (cooling conveyors).
- Packing.

2. Hard dough

Initial process remains the same till dough making and then there is a differentiating process:

- Dough hopper.
- Laminator.
- Pre-sheeter.
- Gauge rollers.
- Rotary.
- Web-cutting.
- Baking.
- Cooling.
- Packing.

Explanation of the process:





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i. Raw material screening: Quality control tests are done to check incoming raw materials. SOP (standard operating process) is followed and also COA (Certificate of authorisation) is taken from the supplier. Metal detectors are used here.

ii. Dough-making: Maida is separated while all other ingredients are mixed in a mixer - all these are pre-mix materials. Dough-making facility also has metal detectors.

iii. Moulding: The dough moves on to conveyor belt and then is shaped and cut by moulding rollers.

iv. Baking: The moulded dough or unbaked biscuits then move into the oven. Baking time and temperature varies as per the product. Good Day biscuits take six minutes for baking. Biscuits with defects slip down from the conveyor.

Steps: 1. Moisture is reduced (2% moisture is maintained).

2. Size is increased.

3. Colour is improved.

v. Cooling: Once biscuits are baked, they move on cooling conveyor where they are cooled. Cooling time is 1.5x the baking time. Good Day biscuits need cooling time of 9 minutes. Defective and Broken biscuits slip down from the conveyor.

vi. Quality check: Quality checks are done every half-an-hour to ensure that the biscuits meet all specifications In respect of colour, size, shape, etc.

vii. Packaging: After the biscuits are cooled, they move to packing conveyor where they are lined and packed in their wrapping material in the desired weight of the pack. These packs then move to cardboard bulk boxes which travel from the overhead conveyor and finally sealed and stored for packaging tests. They are then shipped in trucks to move to the distribution channel.

E) Time Pass Chips manufacturing process:

- Moulding.
- Sprinkling.
- Panning.
- Baking (300 degree Celsius).
- Adding Flavours.
- Cooling & Stacking.
- Packing.





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Only 'Good Day'; 'Marie'; 'Nutri Choice'; 'Bourbon' Biscuits and 'Time Pass – Groovy Chips'; 'Time Pass – Fun Sticks' are manufactured in the plant we visited i.e., Bidadi.

In this plant, 220 tons of biscuits are produced in a day and around 5000 – 6000 biscuits in a month.

BEST PRACTICES

I. Britannia's Product Strategy:

Britannia produces a wide range of biscuits and dairy items. Britannia's product strategy comprises mostly cakes, dairy, biscuits, bread, and rusk in its marketing mix.

Britannia Marie Gold, Britannia Nutrigo, Britannia Little Hearts, Britannia Pure Magic, and more famous brands are among them. The most well-known product is Britannia Tiger biscuits. Tiger cookies are also sold in countries such as Australia, Malaysia, and Indonesia. Thanks to cooperative agreements with dairy firms, Britannia can now make and sell butter, ghee, curd, and cheese. Its products are primarily aimed towards India's middle class, which makes up most of the population.

II. Britannia's Pricing Strategy:

Food production is a highly competitive sector. Competition is at the heart of Britannia's marketing mix price strategy. Also, because the significant sector is price-sensitive middle-class individuals, Britannia is forced to compete on price. Costing is the main challenge. Britannia strives to bundle its products, which lowers the cost of its products. This is notably evident in their items made for family packs. Their price discrimination method allows businesses to make more money from customers who are prepared to pay more for healthier products and perks. Britannia's prices are comparable to those of its competitors, mainly Parle's, and they are practically identical.

III. Britannia's Outsourcing Strategy:

Britannia usually outsources their manufacturing plants rather than having their own plant. Presently, 70% of Britannia's manufacturing plants are outsourced and only 30% of its plants are owned. But the raw materials are maintained as per Britannia's standards in all the outsourced plants. Now they have planned to change the strategy to own more plants as the government is

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giving tax benefits but still currently the outsourced plants are more. This becomes more advantageous as there would be no statutory compliance, requires less investment, reduced risks and no risk of labour.

IV. Britannia's Export to Manufacture Strategy:

Britannia has planned to manufacture their products in foreign countries rather than exporting them and has already started manufacturing in Nepal & Dubai and has also planned to manufacture in European countries in the near future. This provides tax benefits, reduced transportation cost, no risk of damage or loss of the products and gets a better recognition in foreign countries making it much more popular as a 'Global Brand'.

V. Britannia's Innovation Strategy:

Britannia has sustained for almost 104 years till date due to its innovation at all times. It manufactures quality products suitable for every age group and also as per taste and health preferences of its consumers. It aims to become a total food company and a global company and already manufactures varieties of biscuits, cakes, rusks, dairy products, croissant, wafers and dairy products. Currently also started with the manufacturing of snacks such as Time Pass chips and has planned for more than 20 varieties.

VI. Britannia's 24/7 Operation Strategy:

Britannia operates 24/7 which shows its hard work and dedication. It never shut down its operations even during COVID. This helps to manufacture more and it recorded highest manufacture during COVID in the month of June 2020. This makes it one of the top biscuit brands in India as well as foreign countries.

VII. Britannia's Waste Management Strategy:

Britannia segregates its wastes in 7 forms – Transportation, Over Production, Over Processing, Inventory, Defects, Awaiting and Motion. The wastes are re-cycled and few wastes which cannot be re-cycled are disposed safely.

VIII. Britannia's 5 'S' to Success:

S – Sort; **S** – Set; **S** – Shine; **S** – Standard; **S** – Sustain.





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IX. Britannia's CSR activities:

At Britannia, the CSR projects and programs are undertaken after identifying the communities that require development. The Company also interacts with the stakeholders to ensure that its projects are being implemented effectively. The Company supports various bodies in carrying out activities in the areas of rural development, education, health care, general semantics etc.

The company, during the year 2019-20, has spent 2 per cent of the average net profit for the last 3 years on CSR expenses.

CSR expense stood at Rs 28.43 Crores as the average net profit of the Company for last three financial years stood at Rs. 1,421.71 Crores for the reviewed year.

For the year 2019-20, the areas for CSR activities of the Britannia are eradication of hunger and malnutrition, promoting education, art and culture, healthcare, destitute care and rehabilitation, environment sustainability, disaster relief and rural development projects.

RECRUITMENT PROCESS

➤ LATERAL ENTRANTS:

Britannians are known to MAKE THINGS HAPPEN! Britannia's Recognition program "The Big Ting Awards" is a reflection of the various THINGS achieved by Britannians, made possible through the following tenets of the way of life at Britannia:

Their culture is inclusive towards diverse ideas and offers a home like environment.

Britannians are encouraged to always think beyond the confines of their roles and foster innovation and resourcefulness.

Potential is bet on and Britannians enjoy an enriched learning experience they get on the job, early on in their careers.

We value the environment and the community around us and provide platforms to partner in our sustainability agenda and Do the right THING.

Britannia's employer brand is "MAKE THINGS HAPPEN" because it is the Britannians who have been making things happen through the 100 year journey.





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The corporate values of Britannia are:



<p>The work environment exudes warm professionalism and is accepting of diverse ideas and thoughts while empowering employees as owners.</p>	<p>Employees are encouraged to do more with less and strive for excellence in their jobs.</p>		<p>Britannians have always prided themselves in the quality of work and Enriched Learning on the job that one gets at an early stage as potential is valued and bet on.</p>	<p>Britannia is a socially responsible organisation with a strong sustainability agenda & provides platforms to employees to add purpose to their contribution.</p>
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➤ **CAMPUS OUTREACH:**

Summer Internships at Britannia last for about 8 weeks. Interns are selected from the best B Schools around the country and are given the opportunity to work on Live Projects in their different functions. At the end of the internship, project plans and recommendations are made to the company’s Management Committee and the best Summer Interns are offered a Pre-Placement Interview or a Pre-placement Offer. There is also a ‘Best Summer Project’ award that is given to one deserving intern, along with a sizeable cash award.

Management Trainee Recruitment – this takes place on the basis of actual vacancies in the organisation. Management trainees are recruited either through pre-placement offers made to exceptional summer trainees or through direct campus recruitment.





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Summer Internship Program 2016



Types of institutes they visit:

- Business Schools.
- Engineering Colleges.
- Food Technology Institutes.
- ICAI.

Selection process:

- Short-listing of profiles happens on the basis of academic & extra curriculum performance.
- Group Discussion/Case Study.
- Personal Interview.





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SWOT ANALYSIS



1. Strengths of Britannia:

An organization’s capabilities of acquiring more market share, getting more and more customers, and maximizing profits are noted as its strengths. Following are Britannia’s strengths:

Brand portfolio: Britannia is the only company in India that offers bakery products for all income groups which helps them to acquire larger sectors of consumers. Britannia covers up to 30% of the market share in the biscuit production of India.

Excessive brand recall: As the brand deals with a variety of products like biscuits, dairy products, cakes, rusk etc they have high shelf visibility. Also due to aggressive marketing and advertising, resulted in the brand establishment.

Benefiting Indian markets for the last 130 years: it is one of the most trusted brands in India. An intrepid baker made a bunch of yummy golden brown biscuits 130 years ago in Calcutta. These biscuits were specially baked for officers of the British Raj who were used to the standard of English tea time snacking. Over a few decades, this company served a large range of Indian houses with biscuits, dairy products etc. and also some nutritious food. Today it is one of the leading companies in India with 3.5 million retail outlets.





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Penetration into the market and distribution: The company has large market network coverage with large SKU's and making it available through its vast distribution system, Britannia has entered almost every remote corner of this world.

Market leader in the bakery sector: Britannia Industries Limited is a major competitor in the Indian Food market gaining leadership in the bakery and holding 30% of the market share. It manufactures both tasty and healthy varieties in biscuits, bread, cake, rusk and dairy products.

2. Weaknesses of Britannia:

A company can never be overall perfect in all areas, it does have some weak areas where there is a need to put some extra effort. Britannia's major flaws are:

Overdependence on biscuit business: 75% of the revenue of Britannia comes from the biscuit business. Although they hold a larger share in the market in terms of biscuits, they are over-dependent on that sector which may affect the company in the longer run.

Indistinguishable products: As many companies produce similar products like Britannia for example bourbon biscuit is manufactured by both Parle and Britannia and many local brands, it creates confusion in the minds of the customer which results in the loss of the company.

No overseas presence: Britannia has its existence only in Oman and Dubai apart from India that too from subsidiaries so the overall export of the commodity is very low.

Dairy business struggles: Dairy products add only 5% to the total revenue of the company.

3. Opportunities for Britannia:

Opportunities are the area where the company needs to focus and improve their result, sales and also profit.

Upcoming Dairy products: With the emerging organoleptic features in the dairy sector, improving the dairy products can help the company to gain its market share and also position itself into the dairy market.





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Demanding healthier products and changing lifestyle: Increasing income, internet accessibility, education and changing lifestyle are carving more demand for healthy food products.

Enter into foreign markets: Penetrating the foreign markets and expanding over there can help the company to recognize itself globally.

E-commerce: There has been an increase in the E-Commerce industry's sales. This has led to many people now making purchases online. Britannia can generate revenue by opening online stores and operating through them.

4. Threats for Britannia:

Threats are external that can cause hindrance to the company's growth. Here are some of Britannia's threats:

Increasing competition: Due to increasing numbers of brands (local brands such as Anmol, Priya gold etc.) the company is not able to differentiate its products from other brands. This can spoil the brand image of the company in the market.

Increasing Price of the raw materials: Increase in the price of the raw material will eventually increase the price of the product. Further, it will lead to a decline in the profit margin and reduced consumption as well.

Buyer's power increasing: Due to the variety of brands in the market that claim different Benefits to the consumer, it is becoming difficult for the consumers to stick to a particular brand. Thus, there is a brand switching by the consumer and they are getting the power to select the brand based on its preference, price etc.





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ACHIEVEMENTS, AWARDS AND RECOGNITION

✚ AWARDS AND RECOGNITION:

Britannia’s constant and persistent efforts to provide India with the tastiest and healthiest food have, over the years, won these accolades. Their commitment to deliver better products to the consumers has only been boosted by these laurels, pushing them to strive for higher degrees of excellence.

➤ **2010 – 2011:**

- ✓ 5th Most Trusted Brand in Economic Times Brand Equity Trusted Brands Survey.
- ✓ Business World Most Respected Company Award 2011.
- ✓ The Master Brand 2010 Award by CMO Council of India.

➤ **2011 – 2012:**

- ✓ 7th Most Trusted Brand Economic Times Brand Equity Trusted Brands Survey.
- ✓ Creative HR Practices Award by Employer Branding Institute, India.
- ✓ Manufacturing Performance Excellence Trophy by IMCRBNQA (Indian Merchant Chambers Ramakrishna Bajaj National Quality Award).
- ✓ CII Quality Award for Outstanding Performance in Food Safety Excellence in the category of ‘Large Food Businesses - Manufacturing’.

➤ **2012 – 2013:**

National Quality Award 	Global & Quality Excellence Award 	Manufacturing Supply Chain Awards 
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<p>APQO best in class Large Manufacturing Organisation</p> 	<p>Golden Peacock National Quality Award</p> 	<p>Global Performance & Excellence Award</p> 
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➤ **2013 – 2014:**

<p>Bronze award winner for Best Brand Campaign (Britannia Tiger) at times of India, Big Bang awards 2013</p> 	<p>The Platinum Award (Packaged Foods Category) in the Reader's Digest Trusted Brand Awards 2014</p> 
<p>Britannia features in the Top 10 of the Et Brand Equity – India's Most trusted Brands/Most trusted Food Brands consistently since 2003</p> 	<p>The Most Attractive Brand 2013 (F & B – Diversified Category) in the TRA – India's Most Attractive Brands Survey 2013</p> 





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India's 2nd Most Meaningful Brand 2013



➤ **2016 – 2017:**

The esteemed jury from Renewable Energy India Awards 2016 selected Britannia for a special recognition under the Leading RE Investor category.



➤ **2018 – 2019:**

Britannia was one of the best employers in the Country as per the Aon Best Employer Study, 2019. A feat that reflects our culture, employee practices and leadership inspiration.





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➤ **2019 – 2020:**

The Economic Times Brand Equity 'Most Trusted Brand Survey'.



➤ **2020 – 2021:**

Britannia revalidated its status as a Best Employer through the Best Employers, 2020, India recognition in partnership with Kincentric. A recognition dedicated to all Britanniens and reflects their employee experience practices through the unpredictable year – 2020.





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✚ ACHIEVEMENTS / MILESTONES:

- **1892** – Established in Kolkata with an investment of just Rs. 295.
- **1918** – The Company was incorporated on 21st March, as a Public Limited Company under the Indian Companies Act, VII of 1913. The company manufactured bakery and soya bean products and exported cashew kernels and sea food products.
- **1921** – The Company obtained a priority of Certificate and imported new machinery thereby becoming the first biscuit company in India to install and run a gas oven plant.
- **1924** – A new factory was established at Kasara Pier Road in Mumbai. In the same year, the Company became a subsidiary of Peek, Frean & Co.Ltd., U.K., a leading biscuit manufacturing company, and further strengthened its position by expanding the factories at Calcutta.
- **1939-45** – A large part of the Company's production was diverted to war effort on account of World War II and at times as much as 95% of the total capacity was booked for the production of Service Biscuit.
- **1952** – The Calcutta Factory was shifted from Dum Dum to spacious grounds at Taratola Road in the suburbs of Calcutta. During the same year automatic plants were installed there and later in Mumbai in 1954.
- **1954** – The development of high quality sliced and wrapped bread in India was pioneered by the Company and was first manufactured at Delhi.
- **1955** – Britannia launches the delicious Bourbon biscuit in India.
- **1963** – Britannia Cakes hit the markets.
- **1975** – Britannia takes over biscuit distribution from Parry's.
- **1976** – Britannia Bread is introduced in Calcutta and Chennai.
- **1978** – The Indian shareholding in the company crosses 60%.
- **1979** – With effect from 3rd October, the name of the Company was changed from the Britannia Biscuit Co., Ltd., to Britannia Industries Ltd.
- **1980** – The Company signed a 10 year technical collaboration agreement with Nebico Pvt. Ltd., Nepal, for the supply of know-how relating to manufacturing, packaging and marketing of biscuits and selection of plant and machinery.
- **1983** – Sales cross Rs. 100 crores.





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- **1986** – The turnover increased by 19.4% over the previous year to Rs 192.15 crores. Good Day, a new biscuit launched during the year met with good response.
- **1987** – In (16 months), the total sales turnover increased on an annualised basis by 38.7% over the previous year. Increase in sales of bakery and soya products divisions and higher cashew exports helped to realise higher sales. With the introduction of some more brands during the year, the total biscuit brands of the bakery division reached 27. The soya products division introduced a range of extruded products under the brand name VITAL FEAST.
- **1989** – The Company launched new brand of biscuit, namely, CIRCUT'. Another brand PURE MAGIC was extended nationally and pista badam was added to GOOD DAY range of biscuits. The Executive Office of the company moves to Bangalore.
- **1990** – Two new brands of biscuits, Elaichi Cream and Petit Beurre are launched. A new Cashew Badam variant of the brand Milk Bikis and Pure Magic biscuit vanilla flavour is launched.
- **1992** – Britannia celebrates its Platinum Jubilee!
- **1993** – The Wadia Group acquires a claim in the company and becomes an equal partner with Group Danone. Britannia also launches Little Hearts and 50-50 biscuits.
- **1994** – Annual volume produced crosses 1 lakh tonne of biscuits. This year Britannia launches Baker's Choice and Thinlite - aimed at the health conscious consumer.
- **1995** – Britannia identifies a new mission - to make every 3rd Indian a Britannia consumer. It also changes its corporate identity to "Eat Healthy, Think Better"
- **1996** – Britannia Marie Gold and Milk Bikis Milk Cream perform exceptionally well in the market and the company's profits improve despite the slowdown in the economy.
- **1997** – Britannia launches its Dairy products. Britannia also launches Tiger biscuits, Chekkers and Jim Jams.
- **1998** –The company launches Half/Half, a soft cake filled with cream in two variants, chocolate-vanilla and vanilla-orange.
- **1999** –Britannia launches its brand of flavoured milk and the famous Britannia Encyclopaedias.
- **2000** – Britannia Industries launches the hugely successful campaign `Britannia Khao, Cricketer Ban Jao'. It also launches the product Vita Marie gold in this





BRITANNIA INDUSTRIES LIMITED

year. Britannia also launches Milkman Lassi and Milkman Cold Coffee. Britannia was voted in Top 300 small companies by Forbes Global.

- **2001** – Britannia Industries launches Britannia Milkman Milk in Delhi. Britannia is acknowledged as No.1 food brand of India by Economic Times Brand Equity survey.
- **2002** – Britannia Industries Ltd announced on March 26, 2002 that it has entered into a joint venture with the Fonterra Cooperative Group, New Zealand's biggest company and one of the leading dairy co-operative groups in the world. Britannia's new COO is Nikhil Sen.
- **2004** – Britannia was accorded the status of being a 'Super brand'. Volumes crosses 3, 00,000 tonnes of biscuits. Good Day adds Choconut to its range.
- **2005** – Re-launches the brand Tiger, with the highly successful slogan - 'Swasth Khao, Tiger Ban Jao' and also launches 50-50 Pepper Chakkar.
- **2007** – Britannia industries formed a joint venture with the Khimji Ramdas Group and acquired a 70 percent beneficial state in the Dubai-based Strategic Foods International Co. LLC and 65.4% in the Oman-based Al Sallan Food Industries Co. SAOG. Britannia launches NutriChoice - the first of its kind of biscuits in India - with no added sugar.
- **2009** – Britannia takes full control of Daily Bread. Britannia New Zealand Food (BNZF) became a BIL subsidiary after BIL bought out New Zealand's Fonterra from the existing joint venture. BNZF was renamed Britannia Dairy Pvt. Ltd. (BDPL). Britannia became the first Bakery brand in India to remove trans-fats from 99.9% of its products. Wadia Group became the largest shareholder in BIL after acquiring stake holdings from Group Danone.
- **2010** – Britannia Industries Ltd has appointed Dr. Vijay L. Kelkar as an additional Director on the Board of the Company with effect from May 28, 2010.
- **2011** – Britannia received the Most Respected Company Award 2011 from Business world. Bourbon received the Most Popular Confectionery Product Preferred by Youth (Biscuit) Award.

Britannia Bread launched its new range of Health Breads in Delhi in November. The range consists of Honey & Oats Bread, Multi-Grain Bread, and 100% Whole Wheat Bread and Multi-Fiber Bread.

Britannia was honoured with 'Creative HR Practices Award' by Employer Branding Institute, India.

IMC Ramakrishna Bajaj National Quality Award 2011 was awarded to Britannia Industries Limited.





BRITANNIA INDUSTRIES LIMITED

The Modern Trade team of Britannia was honoured with Winner-BEST BAKERY SUPPLIER award for the year 2011-12, at the 1st SPENCER'S Best Supplier Awards 2012 on 22nd June.

- **2012** – Britannia was awarded the Global Performance Excellence Award (GPEA) by Asia Pacific Quality Organization (APQO).
- **2013** – '**Experience of Health**' with Nutrichoice | Britannia brings home the goodness of golden, sun-kissed wheat with its all new NutriChoice Crackers Range.
- **2014** – **Chunkies Tie-up with Amazon** | An exclusive tie-up with Amazon for the launch of its latest product Good Day Chunkies, a super-premium chocolate chip cookie.
- **2015** – **Britannia Bourbon turns 60** | Britannia Bourbon, India's first premium chocolate biscuit completes 60 glorious years.
- **2016** – **Cake Biscotti** | Britannia launches Cake Biscotti, India's first ever classic 'Bridge' product combining the best of the world of a cake and that of a cookie.
Cutting - edge technology | Britannia launched its state of the art R&D Centre facility in Bidadi, Karnataka.
- **2017** – **Enriching our portfolio - Britannia-Chipita JV** | Entered into a joint venture agreement with Chipita S.A., a Greek company, for the manufacture and sale of ready to-eat delicious croissants.





BRITANNIA INDUSTRIES LIMITED

FINANCIAL STATEMENTS

CONSOLIDATED STATEMENT OF PROFIT AND LOSS

₹ in Crores

<u>For the year ended</u>	<u>31/03/2022</u>	<u>31/03/2021</u>
I) Revenue from operations:		
Sale of goods / Income from operations	13,944.67	12,883.04
Other operating revenues	191.59	253.10
	14,136.26	13,136.14
II) Other income	222.83	312.87
III) Total income (I+II)	14,359.09	13,449.01
IV) Expenses:		
Cost of materials consumed	7,473.97	6,502.33
Purchases of stock-in-trade	1,361.59	1,160.89
Changes in inventories of finished goods, work-in-progress and stock-in-trade	(75.26)	(37.12)
Employee benefits expense	542.26	527.38
Finance costs	144.29	110.90
Depreciation and amortisation expense	200.54	197.85
Other expenses	2,632.19	2,473.37
Total expenses	12,279.58	10,935.60
V) Profit before share of profits / (loss) of associates (III-IV)	2,079.51	2,513.41
VI) Share of profit / (loss) of associates	(0.20)	0.81
VII) Profit before exceptional items and tax (V+VI)	2,079.31	2,514.22
VIII) Exceptional items	0.98	0.61
IX) Profit before tax (VII-VIII)	2,078.33	2,513.61
X) Tax expense:		
(i) Current tax	612.24	657.12
(ii) Deferred tax	(49.89)	5.90
	562.35	663.02
XI) Profit for the year (IX-X)	1,515.98	1,850.59
XII) Other comprehensive income:		
<i>Items that will not be reclassified subsequently to statement of profit or loss</i>		
Remeasurements of the net defined benefit (liability) / asset	0.17	3.50





BRITANNIA INDUSTRIES LIMITED

Income-tax relating to items not to be reclassified subsequently to statement of profit or loss	(0.05)	(0.92)
<i>Items that will be reclassified subsequently to statement of profit or loss</i>		
Foreign currency translation reserve	6.17	(4.08)
<i>Other comprehensive income/ (loss), net of tax</i>	6.29	(1.50)
XIII)Total Comprehensive income for the year (XI+XII)	1,522.27	1,849.09
<i>Profit attributable to:</i>		
Owners of the Company	1,524.82	1,863.90
Non-controlling interests	(8.84)	(13.31)
<i>Profit for the year</i>	1,515.98	1,850.59
<i>Other comprehensive income attributable to:</i>		
Owners of the Company	6.29	(1.50)
Non-controlling interests		
<i>Other comprehensive income for the year</i>	6.29	(1.50)
Total comprehensive income attributable to:		
Owners of the Company	1,531.11	1,862.40
Non-controlling interests	(8.84)	(13.31)
Total comprehensive income for the year	1,522.27	1,849.09
<i>Earnings per share (face value of ₹1 each)</i>		
Basic [in ₹]	63.31	77.43
Diluted [in ₹]	63.31	77.40
Weighted average number of equity shares used in computing earnings per share:		
- Basic	24,08,68,296	24,07,16,747
- Diluted	24,08,68,296	24,08,00,190





BRITANNIA INDUSTRIES LIMITED

CONSOLIDATED BALANCE SHEET

₹ in Crores

As on	31/03/2022	31/03/2022
I) Assets:		
(1) Non-current assets		
(a) Property, plant and equipment	1,584.05	1,634.30
(b) Capital work-in-progress	535.68	116.52
(c) Investment property	13.95	14.21
(d) Goodwill	139.61	135.90
(e) Other intangible assets	15.60	8.54
(f) Investment in associates	2.09	2.29
(g) Financial assets -		
(i) Investments	926.55	1,385.37
(ii) Loans receivable	100.00	58.00
(iii) Other financial assets	31.80	46.71
(h) Deferred tax assets (net)	51.67	9.66
(i) Tax assets (net)	44.93	71.84
(j) Other non-current assets	99.18	105.98
Total non-current assets	3,545.11	3,589.32
(2) Current assets		
(a) Inventories	1,367.49	1,091.49
(b) Financial assets		
(i) Investments	833.73	1,393.25
(ii) Trade receivables	331.93	257.27
(iii) Cash and cash equivalents	117.99	142.74
(iv) Bank balances other than (iii) above	66.91	68.60
(v) Loans receivable	698.00	941.50
(vi) Other financial assets	428.03	402.82
(c) Other current assets	126.34	121.79
Total current assets	3,970.42	4,419.46
Total assets	7,515.53	8,008.78
II) Equity and liabilities:		
(1) Equity		
(a) Equity share capital	24.09	24.09
(b) Other equity	2,534.01	3,523.57
Equity attributable to equity holders of the parent	2,558.10	3,547.66
Non-controlling interests	27.50	36.34





BRITANNIA INDUSTRIES LIMITED

Total equity	2,585.60	3,584.00
(2) Liabilities		
(A) Non-current liabilities		
(a) Financial liabilities		
(i) Borrowings	706.99	747.15
(ii) Lease Liabilities	13.76	15.17
(iii) Other financial liabilities	52.64	44.87
(b) Deferred tax liabilities (net)	0.81	8.69
Total non-current liabilities	774.20	815.88
(B) Current liabilities		
(a) Financial liabilities		
(i) Borrowings	1,758.55	1,357.15
(ii) Lease Liabilities	1.90	2.04
(iii) Trade payables		
(a) total outstanding dues of micro enterprises and small enterprises	62.76	26.40
(b) total outstanding dues of creditors other than micro enterprises and small enterprises	1,222.46	1,286.79
(iv) Other financial liabilities	423.69	332.43
(b) Other current liabilities	126.71	140.54
(c) Provisions	485.11	387.47
(d) Tax liabilities (net)	74.55	76.08
Total current liabilities	4,155.73	3,608.90
Total liabilities	4,929.93	4,424.78
Total equity and liabilities	7,515.53	8,008.78





BRITANNIA INDUSTRIES LIMITED

DEPARTMENT DETAILS

Mr. Prashanth Shetty is the cluster manager of the HR department of Britannia Industries Limited, Bidadi. Arindam Chakraborty – Corporate HR Head at Britannia Industries Limited.

EMPLOYEE PERFORMANCE APPRAISAL ACTIVITIES:

Employees are expected to be actively involved in the achievement of corporate objectives by forwarding their own ideas. Employees are expected to be flexible and to have a broad range of experiences to adapt to technology changes, lean structures, flat hierarchies and continuous improvement of the company. The basis for the employee's development regarding support and supervision is laid out in structured discussions and in setting long-term development objectives.

The Performance Review Discussion (PRED/MAG) –

The performance and review discussion is an open dialogue between the employee and his or her supervisor. The discussion is done once a year. In the review, goal achievements in assignments and projects over the past twelve months are discussed. The specialist and personal development potential of the employee plays a part in this dialogue, and the employee is also expected to show initiative and involvement. The two parties agree on goals for the coming year and define measures designed to support the employee in achieving the goals and enhance the employee's performance. If these goals change before the year is over, the MAG can be repeated as often as necessary.

The Individual Development Discussion (MEG) –

The individual development discussion is only done upon request of the employee, a supervisor, or the HR department. The MEG can be held every two to three years. This discussion is devoted to the professional development goals of the employee. In that discussion the employee has the possibility to present his personal career goals over the next three to five years and discuss them with the other participants.

There, they find out how and when the goals can be achieved. If possible, this discussion aims at putting the employee's self-assessment and the evaluations of the supervisor and HR department on common ground. From this analysis of the employee's goals, strengths, and growth potential,

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BRITANNIA INDUSTRIES LIMITED

participants have the chance to build up further development objectives. Together with recommended development activities, these objectives are recorded. These activities can be the transfer to a new functional group or department, acquiring a new task, career growth or identifying long-term development needs.

The Management Potential Review (MED) –

Once a year, supervisors of a given operating unit and the HR departments are meeting for the management potential review. In that meeting, the participants focus on the assessment of personal and specialist potential across the departments of the operating unit. They are coordinating development goals and measures and recommend admissions to the Manager Development Plan. The results of MAG and MEG discussions between employees and supervisors provide the basis for the MED consultations.

The participants identify individuals capable of taking on more demanding positions and advancing their careers. This ensures that qualified specialists and managers are promoted within the company. Through these methods they can make sure that they have the right people in the right place at the right time.

STUDENT OPINION

Industrial visit to Britannia Industries Limited, Bidadi was a great experience. The interactive session with Mr.Prashanth Shetty, Cluster Manager – South, Britannia Industries Limited was really informative and useful. It was a great way to practical learning through visually experiencing the manufacturing process various biscuits and snacks from the scratch.

This report making has helped me enhance my knowledge practically and also gain plenty of information regarding various aspects of the Britannia Company and also mould myself with new learning and experiences.

Through this report it is understood that Britannia is a very good brand and its products are of best quality, affordable and healthier compared to others. Its SWOT analysis revealed that the organisation is trustworthy and has great brand recognition. But the primary issue is that it is facing rising market competition and has to improve its R & D department.



Practical Record

An Industrial Visit report submitted to Bengaluru City University in partial fulfillment

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Bachelor of commerce



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PRACTICAL RECORD

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An Industrial Visit report submitted to Bengaluru City University in partial fulfilment of
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UNIBIC COOKIES

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