

### I. General Company Information

1. **What is Hindustan Foods Limited (HFL)?** Hindustan Foods Limited (HFL) is a prominent company in India's Fast-Moving Consumer Goods (FMCG) Contract Manufacturing industry. Operating since 1988, HFL has become a trusted partner for many brands. The company provides end-to-end contract manufacturing solutions across various categories.
2. **What is the main business of HFL?** HFL's main business is FMCG Contract Manufacturing. They offer comprehensive solutions including product innovation, manufacturing, quality testing, and distribution support. They cater to a wide range of clients, from emerging businesses to established FMCG brands.
3. **What year was HFL incorporated?** Hindustan Foods Limited was incorporated in the financial year 1983-1984. It was initially established as a joint venture between Glaxo India Ltd. and the Dempo Group. Its first facility was set up in Goa.
4. **What is HFL's vision?** HFL's vision is to become India's largest FMCG Contract Manufacturer. They aim to achieve this by diversifying across multiple product categories and geographical locations within India.
5. **What is HFL's mission?** HFL's mission is to provide world-class solutions for the FMCG industry. These solutions encompass areas like product innovation, efficient manufacturing, and effective distribution.
6. **What are HFL's core values?** HFL's core values are Integrity, Innovation, and Initiative. Integrity involves transparency in processes and dealings. Innovation focuses on challenging the status quo for improvement, while Initiative means going the extra mile for customer delight.
7. **Where is HFL's registered office located?** HFL's registered office is located at Office no. 3, Level 2, Centrium, Phoenix Market City, 15, Lal Bahadur Shastri Road, Kurla (W), Mumbai-400 070, India .
8. **How many years of experience does HFL have?** As of the 40th Annual Report for 2024-25, HFL has over 35 years of experience in the industry. The company commenced operations in 1988.
9. **How many manufacturing facilities does HFL operate?** HFL operates a network of 28 advanced manufacturing facilities (sites) across India. These facilities cater to diverse product categories.
10. **Approximately how many team members does HFL have?** HFL has a team of over 10,000 members. The integration of the footwear business alone added approximately 4,500 new employees.
11. **How many lives does HFL touch daily through its products?** HFL touches the lives of over 16 million people daily through the various products it manufactures for different brands. This includes products across categories like beverages, personal care, food, and home care .
12. **What is HFL's Corporate Identity Number (CIN)?** HFL's Corporate Identity Number (CIN) is L15139MH1984PLC316003.
13. **On which stock exchanges are HFL shares listed?** HFL's equity shares are listed on the BSE Limited (BSE) and the National Stock Exchange of India Limited (NSE). The company has paid the applicable listing fees for FY 2025-26.
14. **What are HFL's BSE Code and NSE Symbol?** HFL's BSE Code is 519126 and its NSE Symbol is HNDFDS.
15. **Who is the Managing Director of HFL?** The Managing Director of Hindustan Foods Limited is Mr. Sameer R Kothari. He also serves as a Key Managerial Personnel of the company.

### II. Annual Report Theme & Strategy

16. **What is the theme of the 40th Annual Report (2024-25)?** The theme of the 40th Annual Report is "Our Growth is a Promethean Act. Audacious, Agile & Ambitious". It draws inspiration from the mythological figure Prometheus, symbolizing HFL's bold and transformative approach to growth.

17. **Why was Prometheus chosen as the inspiration for this year's report?** Prometheus was chosen because he defied convention to bring fire (symbolizing knowledge, innovation, progress) to mankind, representing a bold, rebellious, and transformative act. HFL resonates with this spirit of challenging the known and stepping into unfamiliar territory with purpose to achieve meaningful growth.
18. **What does the "Promethean Act" symbolize for HFL's growth?** The "Promethean Act" symbolizes HFL's audacious, agile, and ambitious approach to growth in FY 2024-25. It represents the company's decision to move beyond familiar stability and pursue transformation by exploring new sectors and categories, much like Prometheus bringing fire. It signifies challenging limits, acting with foresight, and building lasting value.
19. **What critical choice did HFL face in the past year according to the report?** Amidst a tough macroeconomic environment where signs of stagnation emerged despite underlying stability, HFL faced a critical choice. The choice was whether to continue with familiar operations or step into new territory to pursue renewed momentum and growth. HFL chose to move forward into new areas.
20. **What new sectors did HFL explore as part of its "Promethean" strategy?** As part of its strategy, HFL explored and expanded into new categories such as shoes (footwear), OTC (Over-The-Counter) products, and ice cream. This diversification aimed to ignite the next phase of growth and reduce reliance on existing sectors.
21. **What challenges ("Promethean Punishments") did HFL face during the year?** HFL faced several challenges, referred to as "Promethean Punishments," resulting from its bold choices. These included integrating new businesses, stabilizing operations, managing complexity, dealing with regulatory hurdles (especially in OTC Pharma at Baddi), and operational resets. The integration of the footwear business, involving 4,500 employees, ERP systems, and numerous vendors, was particularly complex.
22. **What is HFL's diversification strategy aimed at achieving?** HFL's diversification strategy aims to reduce reliance on any single category, customer, or business model. The goal is to build a business that is resilient to external shifts, structured to protect margins, and flexible enough to sustain growth across multiple product lines. This strategy involves entering high-growth sectors like footwear, ice creams, beverages, and OTC pharma.
23. **How is HFL's business model evolving?** HFL's business model is deliberately evolving from being primarily rooted in dedicated manufacturing for large multinationals towards a more diversified and agile organization. This transformation involves embracing shared manufacturing models, engaging with new customers, and entering new product categories. This shift aims to reduce reliance on slowing traditional growth engines, improve capital productivity, and enhance profitability through better operating leverage.

### III. Financial Performance (FY 2024-25)

24. **What was HFL's Total Revenue for FY 2024-25?** Hindustan Foods Limited's Total Revenue for the Financial Year 2024-2025 was Rs. 3,579 crores, based on consolidated financial statements. This figure includes Revenue from Operations (Rs. 3,578.93 Crores) and Other Income.
25. **What was the year-on-year (YoY) growth in Total Revenue?** HFL achieved a 30% year-on-year growth in Total Revenue for FY 2024-25. Consolidated revenue increased from Rs. 2,761.88 Crores in FY 2023-24 to Rs. 3,578.93 Crores in FY 2024-25.
26. **What was HFL's EBITDA for FY 2024-25?** HFL's EBITDA (Earnings Before Interest, Taxes, Depreciation, and Amortization) for FY 2024-25 was Rs. 308 crores, based on consolidated figures. This reflects the company's operational profitability before accounting for financing and accounting decisions.
27. **What was the YoY growth in EBITDA?** HFL's EBITDA grew by 34% year-on-year in FY 2024-25. It increased from Rs. 228.89 Crores in the previous year to Rs. 307.70 Crores. This indicates improved operational performance.

28. **What was HFL's Profit After Tax (PAT) for FY 2024-25?** HFL's consolidated Profit After Tax (PAT) for FY 2024-25 was Rs. 110 crores. On a consolidated basis, the exact PAT was Rs. 109.64 Crores.
29. **What was the YoY growth in PAT?** HFL's consolidated Profit After Tax (PAT) increased by 18% year-on-year in FY 2024-25. PAT grew from Rs. 93.02 Crores in FY 2023-24 to Rs. 109.64 Crores in FY 2024-25.
30. **Did HFL's PAT exceed Rs. 100 Crores in FY 2024-25?** Yes, HFL achieved a significant milestone by surpassing Rs. 100 Crores in Profit After Tax (PAT) in FY 2024-25. The consolidated PAT for the year was Rs. 109.64 Crores.
31. **What was HFL's Gross Block as of March 31, 2025?** HFL's Gross Block, including Capital Work in Progress (CWIP) and Right of Use (ROU) assets, stood at Rs. 1,412 crores as of March 31, 2025. For acquired factories, this figure is considered at the net block level.
32. **What was HFL's Net Worth as of March 31, 2025?** HFL's Net Worth reached Rs. 891 crores as of March 31, 2025. This represents the total equity attributable to the shareholders of the company.
33. **What was HFL's Market Capitalisation as of March 31, 2025?** HFL's Market Capitalisation was Rs. 6,660.04 crores as of March 31, 2025. Market capitalization is calculated by multiplying the total number of outstanding shares by the current market price per share.
34. **What was the Debt-to-Equity ratio for FY 2024-25?** HFL's Debt-to-Equity ratio was 0.79x for FY 2024-25. This indicates the company's financial leverage, showing the proportion of debt used to finance its assets relative to the value of shareholders' equity.
35. **How did the financial performance in FY 2024-25 compare to the previous year (FY 2023-24)?** HFL showed strong growth in FY 2024-25 compared to FY 2023-24. Consolidated Revenue grew by 30% (Rs. 3,579 cr vs Rs. 2,762 cr), EBITDA grew by 34% (Rs. 308 cr vs Rs. 229 cr), and PAT grew by 18% (Rs. 110 cr vs Rs. 93 cr) .
36. **What were the Basic Earnings Per Share (EPS) for FY 2024-25 (Standalone)?** The Basic Earnings Per Share (EPS) for HFL on a standalone basis for FY 2024-25 was Rs. 8.96. This is calculated by dividing the profit attributable to equity shareholders by the weighted average number of equity shares outstanding during the year.
37. **Did HFL declare any dividend for FY 2024-25?** No, the Board of Directors did not recommend any dividend for the financial year 2024-25. This decision was made to conserve resources and strengthen the company's financials.

#### IV. Business Verticals & Diversification

38. **What are the main product categories HFL manufactures?** HFL manufactures products across several main categories: Personal Care, Home Care, Food and Beverages, Leather and Sports Shoes, Household Insecticides, Beauty and Makeup, Healthcare and Wellness, and Pet Care.
39. **What specific products fall under Personal Care?** HFL's Personal Care portfolio includes Hair Care (shampoo, oil, gel), Skin Care (lotions, creams, face wash, scrubs), Baby Care (creams, shampoo, oil), and Toiletries & Fragrances (talc, shaving cream, hand wash, Eau de Toilette, aftershave) .
40. **What products does HFL make in the Home Care category?** In Home Care, HFL manufactures Toilet Cleaner, Surface Cleaner, Glass Cleaner, and Liquid Dish Wash. Under Fabric Care, they produce Liquid Detergent, Powder Detergent, and Fabric Conditioner.
41. **What types of Food and Beverages does HFL manufacture?** HFL manufactures extruded cereals, snacks, breakfast cereals, baby food, instant mixes, soups, spices, sauces, jams, gravies, cookies, and bars . In beverages, they produce carbonated soft drinks, tea, coffee, malt-based foods, energy drink concentrates, and juices.
42. **What products are in the Healthcare and Wellness portfolio?** The Healthcare and Wellness portfolio includes Foot Care products, medicated/non-medicated plasters, vitamins, nutraceuticals,

nutrition superfoods, medicated lozenges, digestive remedies, gels, ointments, dusting powders, cosmeceuticals, oral liquids, and allopathic tablets .

43. **What types of Footwear does HFL manufacture?** HFL manufactures Leather Shoes (for women, men, juniors), Sports & Knitted Shoes, Slippers, Flip-flops, Uppers, and accessories. They produce sports shoes for activities like tennis, football, cricket, running, as well as casual footwear and sneakers.
44. **Why did HFL re-enter the footwear business?** HFL re-entered the footwear business due to a more favourable environment created by mandatory quality (BIS) norms, higher import duties, and a push for domestic manufacturing. This strategic return built upon their experience in the sector since 2016 and aligned with their manufacturing strengths. The move also aimed to de-risk their export business.
45. **Where are HFL's footwear manufacturing units located?** HFL has footwear units in North India (Kundli - 3 units, Paonta Sahib - 2 units) acquired as a going concern . They also operate facilities in the South, including Puducherry (4 units), Chennai, and Tindivanam (Tamil Nadu) for sports, leather, and casual shoes . A new facility is also planned in Karnataka.
46. **How much is HFL investing in its Ice Cream business expansion?** HFL is investing over Rs. 600 crores across three key ice cream facilities. This includes Rs. 250 crores deployed in Lucknow to add cone lines, investment in the Nashik facility, and a new greenfield plant planned for North India .
47. **Where are HFL's ice cream manufacturing facilities located?** HFL operates ice cream manufacturing facilities in Lucknow, Uttar Pradesh and Nashik, Maharashtra . A third greenfield plant is also underway in North India.
48. **What is the "anchor tenant model" used in the Nashik ice cream facility?** The anchor tenant model in the Nashik facility means HFL operates the plant with one or more primary ("anchor") clients who commit to a significant portion of the capacity, often through take-or-pay contracts. HFL has secured two clients for the Nashik facility, ensuring full capacity commitment and providing stability and predictable returns.
49. **How did HFL expand its Beverages business during the year?** HFL expanded its beverages business by investing Rs. 15 crores to increase capacity at the Mysuru facility by over 30%. They also introduced new packaging formats like DOY packs. Additionally, HFL acquired a beverage unit in Odisha, extending its geographic reach and capabilities.
50. **Where is HFL's main Beverages facility?** HFL's main beverages facility is located in Mysuru, Karnataka . This facility manufactures Carbonated Soft Drinks, Energy Drinks, Active Water, and Fruit Drinks. Capacity expansion was undertaken at this site during the year.
51. **What products does the Baddi facility manufacture (OTC Pharma)?** The Baddi facility manufactures Over-The-Counter (OTC), Pharma, and Healthcare products. This includes over 100 SKUs of Ayurveda, Personal Care & Allopathic items like topical creams, lozenges, liquids, powders, ointments, handwash, plasters, and tablets. The facility holds approvals like US FDA, MHRA, and exports to multiple countries.
52. **What challenges did HFL face in the OTC Pharmaceuticals business integration?** Integrating the OTC Pharma business at Baddi presented challenges due to regulatory complexity, operational resets, and integration hurdles. Navigating audits, aligning with diverse international standards, and upgrading systems to meet strict quality norms required sustained effort and coordination. Delays in obtaining key licenses, like for Russia, also impacted the full operationalization initially.

## **V. Operations & Manufacturing**

53. **How many manufacturing sites does HFL operate across India?** Hindustan Foods Limited operates 28 manufacturing sites across India as mentioned in the report. These sites cover a diverse range of product categories and geographies.
54. **Name some key locations where HFL has manufacturing facilities.** Key locations include Jammu, Baddi (HP), Kundli (Haryana), Paonta Sahib (HP), Lucknow (UP), Guwahati (Assam), Silvassa (DNHDD),

Nashik (Maharashtra), Mumbai (Maharashtra), Goa, Hyderabad (Telangana), Mysuru (Karnataka), Bhubaneswar (Odisha), Puducherry, Chennai (TN), Tindivanam (TN), and Coimbatore (TN) .

55. **What products are manufactured at the Jammu facility?** The Jammu facility manufactures Household Insecticides. This includes products like Aerosols, Liquid Vaporisers, and Coils. The facility was acquired from Reckitt in 2017.
56. **What types of products are made in the Silvassa facilities?** The Silvassa facilities manufacture Disinfectant Toilet Cleaning Liquid (Silvassa I), Disinfectant Floor & Surface Cleaning Liquid (Silvassa II), and Colour Cosmetics (including lipsticks, eye make-up, powders), Oral Care products, After Shave Lotions, and Eau de Toilette (Silvassa III) .
57. **What is manufactured at the Goa facility?** The Goa facility manufactures Breakfast Cereals, Baby Food, and Snacks. It utilizes twin-screw extruder technology for cereal-based food products. This was HFL's original facility established for manufacturing Farex.
58. **What products are made in the Hyderabad facilities?** The Hyderabad facilities manufacture Powder Detergents (Hyderabad I), Liquid Detergents, Fabric Conditioners, Liquid Soaps and Shampoos (Hyderabad II), and Bath Soaps & Detergent Bars (Hyderabad III) .
59. **What products are manufactured at the Coimbatore facilities?** The Coimbatore facilities are dedicated to processing, blending, and packing Tea & Coffee (Coimbatore II) and Malt-based Foods (Coimbatore I) for major brands. These are greenfield plants set up for specific clients.
60. **What is the aggregate capacity of the Ice Cream facility in Lucknow?** The aggregate capacity of the Ice Cream & Frozen Dessert facility in Lucknow is 3,23,00,000 Litres per year. The unit manufactures various formats like sticks, cones, cups, candies, family packs, and extruded bars.
61. **What certifications do HFL facilities hold (e.g., ISO, FSSC)?** HFL facilities hold various certifications reflecting quality and safety standards. Examples include ISO 9001 (QMS), ISO 14001 (Environment), ISO 45001/18001 (OHSAS), ISO 22716 (Cosmetics GMP), FSSC 22000 (Food Safety), US FDA, MHRA, Ayush GMP, UK & Russia GMP (Baddi), BIS, ISO 22000:2005 (Goa), and BRC GS .
62. **Explain HFL's Dedicated Manufacturing Facility business model.** In the Dedicated Manufacturing model, HFL builds and operates manufacturing facilities exclusively for a single principal client. HFL handles all investments and manufacturing expenses, customizing the facility's location, design, and capacity based on collaborative planning with the client. This allows the client to focus resources elsewhere.
63. **Explain the Anchor Tenant / Shared Manufacturing model.** The Anchor-Tenant or Shared Manufacturing model utilizes a single facility's capabilities for multiple companies, differing from the dedicated setup. Often, one "anchor" customer commits to a large portion of capacity, supplemented by a few smaller customers. This model offers cost savings and reduced overheads while maintaining strict confidentiality.
64. **Explain the Private Label Manufacturing model.** In the Private Label Manufacturing model, HFL takes responsibility for developing the product formula tailored exclusively for a client's private label brand. HFL provides comprehensive turnkey solutions, delivering customizable options at competitive rates based on thorough research and testing.

## **VI. Environment, Social, Governance (ESG)**

65. **What are some key environmental initiatives undertaken by HFL?** Key environmental initiatives include integrating solar power and rainwater harvesting, using briquette boilers instead of coal, adopting smart lighting and air-conditioning, collaborating with principals for eco-friendly packaging, and preserving trees around factories. HFL also transitioned to energy-efficient systems and aims to minimize paper usage.
66. **Why did HFL invest in the company 'Kabadiwala'?** HFL made a strategic investment of up to Rs. 5 crore in Kabadiwala, a platform focused on improving India's informal waste ecosystem. This aligns

with HFL's environmental vision, strengthens compliance with Extended Producer Responsibility (EPR) norms for plastic recycling, and supports the formalization of the vital informal waste sector.

67. **What is HFL's commitment regarding Extended Producer Responsibility (EPR)?** HFL is committed to complying with Extended Producer Responsibility (EPR) regulations, particularly concerning post-consumer plastic recycling. Their investment in Kabadiwala is a significant step to enhance their ability to meet EPR requirements through better waste management and traceability. HFL factories have also initiated EPR registration as Producers.
68. **What are HFL's focus areas for community initiatives (CSR)?** HFL's CSR initiatives span vital areas including education, health and sanitation, environmental sustainability, and the promotion of sports, art, and culture. Specific focus includes promoting education and healthcare for girls, improving learning environments in government schools, and supporting healthcare access for those in need.
69. **Give examples of HFL's community support activities.** HFL's community activities include supporting schools with resources like laptops, books, uniforms, and infrastructure like classrooms and toilets. They also support healthcare needs such as eye surgeries, cancer care initiatives, and providing prosthetic limbs and wheelchairs. Promoting the well-being of the 'Girl Child' through health, hygiene, and education is a key pledge.
70. **What is the male-to-female employee ratio at HFL?** The overall male-to-female employee ratio mentioned in the report is 71:29. However, the detailed breakdown for permanent employees shows a 90% male to 10% female ratio. Some facilities like footwear and colour cosmetics have a higher share of women workforce.
71. **Does HFL have a policy against sexual harassment at the workplace?** Yes, HFL has formulated an Internal Policy on Sexual Harassment at Workplace (Prevention, Prohibition and Redressal) in accordance with the relevant Act. The company is committed to maintaining a workplace free from fear of harassment, and has constituted Internal Complaints Committees (ICCs) to handle complaints.
72. **How many complaints under the Sexual Harassment Act were received in FY 2024-25?** During the financial year 2024-25, no complaints were received under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013. Consequently, no complaints were disposed of or pending.
73. **Who is the Chairperson of the HFL Board of Directors?** Mr. Shashi K Kalathil serves as the Chairperson of the HFL Board of Directors. He is an Independent, Non-Executive Director.
74. **How many Independent Directors are on the Board?** As of March 31, 2025, there were three Independent Directors on the HFL Board. They are Mr. Shashi K Kalathil (Chairman), Ms. Honey Vazirani, and Mr. Neeraj Chandra.
75. **Who chairs the Audit Committee?** The Audit Committee is chaired by Mr. Shashi K Kalathil, an Independent Director. The committee oversees financial reporting processes and internal controls.
76. **Who chairs the Nomination and Remuneration Committee?** The Nomination and Remuneration Committee is chaired by Ms. Honey Vazirani, an Independent Director. The committee deals with director appointments, remuneration, and performance evaluation criteria.
77. **Who chairs the Stakeholders Relationship Committee?** The Stakeholders Relationship Committee is chaired by Mr. Neeraj Chandra, an Independent Director. This committee addresses shareholder and investor grievances.
78. **Who chairs the CSR Committee?** The Corporate Social Responsibility (CSR) Committee is chaired by Mr. Sameer Kothari, the Managing Director. The committee formulates and monitors the company's CSR policy and activities.
79. **Does HFL have a Risk Management Committee? Who chairs it?** Yes, HFL has constituted a Risk Management Committee in line with regulations. The committee is chaired by Mr. Sameer Kothari, the Managing Director.

80. **Does HFL have a Whistle Blower Policy (Vigil Mechanism)?** Yes, HFL has established a Vigil Mechanism / Whistle Blower Policy. This policy allows directors and employees to report concerns about unethical behavior or fraud and provides safeguards against victimization. The policy is overseen by the Audit Committee.
81. **Where can the Business Responsibility & Sustainability Report (BRSR) be found?** The Business Responsibility and Sustainability Report (BRSR) for FY 2024-25 forms part of the Annual Report. It details the company's performance on Environmental, Social, and Governance (ESG) parameters.

## VII. Shareholder & Corporate Information

82. **What changes occurred in HFL's Share Capital during FY 2024-25?** During FY 2024-25, HFL's issued and paid-up equity share capital increased due to the conversion of 29,29,060 preferential warrants into equity shares. These warrants were part of an earlier preferential issue and were converted upon receipt of the balance 75% consideration. As of March 31, 2025, the equity capital stood at Rs. 23.50 Crores (face value).
83. **Were any warrants forfeited during the period mentioned?** The report mentions that post March 31, 2025 (after the reporting year ended), 5,32,009 warrants were forfeited as the holder did not exercise the conversion option. The upfront 25% amount received for these warrants (Rs. 7.50 Crores approx.) was forfeited by the company.
84. **Does HFL have an Employee Stock Option Scheme (ESOP)? When was it approved?** Yes, HFL introduced the "Hindustan Foods Limited Employee Stock Option Scheme 2025" (HFL ESOS 2025). The Board approved its introduction on March 6, 2025, and shareholders approved the scheme via Postal Ballot on April 10, 2025.
85. **Were any ESOPs granted during FY 2024-25?** No options were granted under the HFL ESOS 2025 scheme during the financial year ending March 31, 2025. Grants were made post the closure of the financial year, on July 28, 2025.
86. **What is the status of the proposed Scheme of Arrangement involving Avalon Cosmetics and Vanity Case India?** The Board approved a Scheme of Arrangement for the demerger of the Contract Manufacturing (Nashik) Business of Avalon Cosmetics Pvt Ltd (ACPL) into HFL and the amalgamation of Vanity Case India Pvt Ltd (VCIPL) with HFL. The scheme received no-objection letters from BSE and NSE, and an application was filed with the NCLT, Mumbai Bench on March 21, 2025. The scheme is subject to necessary statutory approvals, including NCLT.
87. **What percentage of HFL shares are held in dematerialized form?** As of March 31, 2025, 97.84% of HFL's listed paid-up equity capital was held in dematerialized (demat) form. This represents 11,49,65,298 equity shares.
88. **When is the 40th Annual General Meeting (AGM) scheduled?** The 40th Annual General Meeting (AGM) is scheduled to be held on Tuesday, September 23, 2025, at 11:30 a.m. IST.
89. **How will the AGM be conducted (mode)?** The AGM will be held through Video Conferencing (VC) or Other Audio Visual Means (OAVM) facility. The deemed venue is the company's registered office in Mumbai.
90. **Who is HFL's Registrar and Share Transfer Agent (RTA)?** HFL's Registrar and Share Transfer Agent (RTA) is MUFG Intime India Private Limited (formerly known as Link Intime India Private Limited). Their office is located in Vikhroli (West), Mumbai.
91. **Who are the Statutory Auditors of HFL?** The Statutory Auditors of HFL are M/s MSKA & Associates, Chartered Accountants (Firm Registration No. 105047W). They were appointed for a second term of five consecutive years starting from the 37th AGM in 2022.
92. **Who are the Cost Auditors for FY 2025-26?** The Board, on recommendation of the Audit Committee, appointed M/s Poddar & Co., Cost Accountants (Firm Registration No. 101734) as the Cost Auditors for the financial year 2025-26. Their remuneration is subject to ratification by members at the AGM.

93. **Who are the Secretarial Auditors for FY 2025-26 onwards?** The Board approved the appointment of Mr. Pankaj S Desai, Practicing Company Secretary, as the Secretarial Auditor for a term of five consecutive years, commencing from Financial Year 2025-26 up to FY 2029-30. This appointment is subject to approval by members at the AGM.
94. **Does HFL have a Dividend Distribution Policy?** Yes, in accordance with Regulation 43A of the SEBI Listing Regulations, HFL has formulated and adopted a Dividend Distribution Policy. The policy is available on the company's website.
95. **What is the credit rating assigned to HFL?** During the year under review, India Ratings and Research (Ind-Ra) reaffirmed HFL's Long-Term Issuer Rating as 'IND A+/Stable'. The outlook assigned is Positive.

#### **VIII. Industry & Market Context (MDA Section)**

96. **What was the overall performance of the Indian FMCG sector in FY 2024-25?** The Indian FMCG sector witnessed measured progress amidst a cautious consumption environment in FY 2024-25. Rural markets were the primary growth driver, while urban demand trailed due to subdued discretionary spending and persistent food inflation. Easing input costs towards year-end offered some relief.
97. **How did rural FMCG sales perform compared to urban sales?** Rural FMCG sales significantly outpaced urban markets in FY 2024-25. This resilience was supported by factors like a good monsoon, robust crop yields, increased Minimum Support Prices (MSP), and government welfare initiatives, which boosted rural incomes and purchasing power.
98. **What is the growth outlook for the FMCG sector in FY 2025-26?** The FMCG sector is poised for a moderate rebound in FY 2025-26, with revenue growth expected to improve to 6-8%, up from 5-6% estimated for FY 2024-25. This rebound is expected to be supported by improving urban sentiment and sustained rural resilience. Volume growth is anticipated in the range of 4-6%.
99. **What are the key growth drivers for the Indian Contract Manufacturing industry?** Key drivers include the trend of global enterprises seeking efficiency, scalability, and cost optimization by outsourcing. India offers cost-effective production, a skilled workforce, improving infrastructure, and a large domestic market. Favourable FDI policies, technical expertise, ability to ensure quality and regulatory compliance, reduced time-to-market, and strong local supply chains also contribute.
100. **What is the projected market size for the Indian Shoe wear industry by CY 2030?** The Indian Shoe wear market, valued at USD 26 Bn in CY 2024, is projected to grow significantly, reaching USD 90 Bn by CY 2030. This growth is driven by rising aspirations, brand orientation, and a consumer pivot towards non-leather segments like athleisure and casual wear.