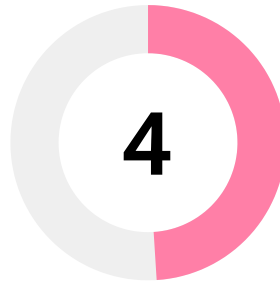


Britannia Industries ^{i 1}

Product Profile Categories

Baked Goods; Dairy; Savoury Snacks;
Sweet Biscuits, Snack Bars and Fruit
Snacks



↑ Rank 4 / Score 4.9

Rank 6 (2016)



Product Profile

Rank 7 / Score 5.5

Headquarters

India

Retail sales (INR – millions)

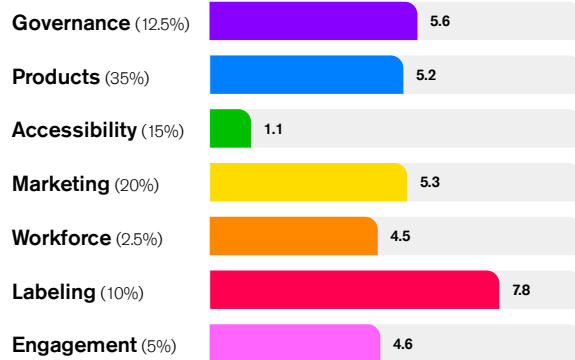
^{i 2}
109730

Number of employees

2077

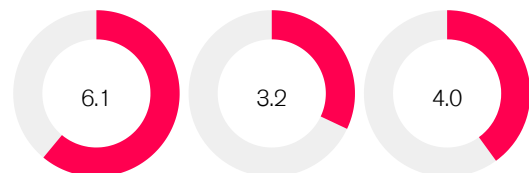
Company Profile

Rank 4 Score 4.9



(%) Figure in brackets is the weighting of the category. All category, commitment, performance and disclosure scores are out of 10

Commitment Performance Disclosure



The bar graph to the left shows company performance across the seven Index categories, which are key topic areas of assessment, and scores are shown for each category. The circles above provide an alternate view on the company's overall results, showing the score per indicator type.

Main areas of strength

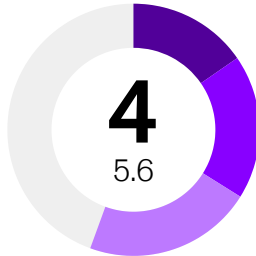
- Britannia Industries ranks fourth out of 16 companies in the India Index 2020 with a score of 4.9 out of 10. It remains the highest-scoring Indian-headquartered company and has made improvements across all Index categories. Based partly on its newly implemented Britannia Nutrition Policy, the company has achieved the largest increase when compared to the other nine companies that were also assessed in the India Index 2016.
- The company focuses on addressing undernutrition and micronutrient deficiencies in India. It is one of two companies that voluntarily fortifies all relevant products in its portfolio according to the Food Safety and Standards Authority of India (FSSAI)'s Food Safety and Standards (Fortification of Foods) Regulation, 2018. For other products, it follows the guidance of international and national bodies, including Codex Alimentarius and the National Institute of Nutrition.
- Britannia Industries has pledged its support to FSSAI's Eat Right Movement and has set new targets to reduce the salt and sugar content of its snack products by 5% for over the next three years. The company has also shown leadership in the food sector by removing industrially-produced trans fat from its products since 2007.
- In 2016, Britannia Industries indicated that it was developing a nutrient profiling system (NPS) and since then, has set specific nutrition criteria within its newly implemented system. The NPS has been shared confidentially with ATNI.
- The company has broadened the scope of its responsible marketing policy to restrict its marketing to children to some degree. Britannia Industries commits to only selectively market products to children which meet the company's own nutrition criteria.
- The company has implemented its Britannia Cares program, among others, to offer fitness activities at work and supports active, healthy lifestyles among all employees.
- Britannia Industries has strengthened its commitment to providing nutritional information on-pack by incorporating this element in its publicly available Britannia Nutrition Policy.
- Through the company's Britannia Nutrition Foundation, and in partnership with the Government of Karnataka, Britannia Industries provides iron-fortified 'Tiger' glucose biscuits to anganwadis (childcare centers) in the Uttar Kannada district of Karnataka.

Priority areas for improvement

- Britannia Industries could further improve its performance regarding nutrition and governance by undertaking regular internal audits and management reviews of the delivery of its commercial nutrition strategy. The company is also encouraged to extend its strategy to comprehensively address priorities set out in the vision of India 2022 National Nutrition Strategy – Kuposhan Mukht Bharat (free from malnutrition, across the lifecycle), including addressing obesity.
- The company ranks seventh in the Product Profile with a score of 5.5 out of 10. Its products scored relatively well against those of its competitors within the same product category, e.g. for Sweet Biscuits, Fruit Snacks and Snack Bars – its major product category — Britannia Industries ranks second. The company is estimated to have derived 13% of its 2018 sales from products achieving a Health Star Rating (HSR) of 3.5 or more out of 5, i.e. the 'healthy' threshold. The company should therefore accelerate efforts to improve the overall nutrition quality of its product portfolio, and shift marketing efforts towards healthier products.
- Britannia Industries is encouraged to further develop its NPS by ensuring the system covers all products and categories, is benchmarked against internationally recognized systems, and is published fully.
- No evidence of a commercial policy or strategy to address the affordability or physical accessibility of Britannia Industries' healthy products was found. The company is encouraged to adopt such a strategy, ideally articulating how it intends to address the needs of groups at high risk of malnutrition, with specific attention to aspirational districts.
- Britannia Industries could further improve its marketing approach by committing to market products to children that meet the World Health Organization's (WHO) South-East Asia Region (SEAR) regional standard. The Product Profile found that 6% of Britannia Industries' products currently meet this standard. The company should also commission independent annual audits of compliance with its marketing policy and report publicly on the findings.
- Britannia Industries is encouraged to implement an interpretive front-of-pack labeling system as soon as possible that aligns with other companies or industry associations, and is developed in partnership with the Government and other relevant stakeholders.

Category Analysis

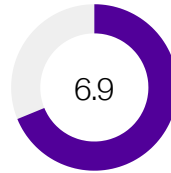
Governance



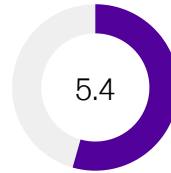
- A1** Nutrition strategy
- A2** Nutrition management
- A3** Reporting quality

All category, criteria, commitment, performance and disclosure scores are out of 10

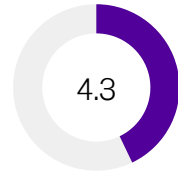
Commitment



Performance



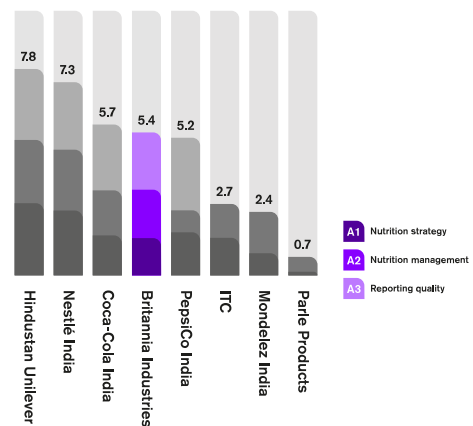
Disclosure



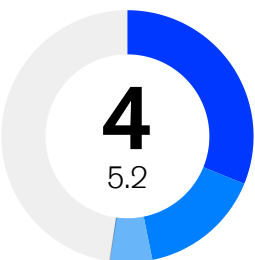
The circle on the left represents the company result for this Index category, showing the rank out of 16 and the score below it. The colored segments represent the respective criteria contributions to the overall category score. The above circles indicate how the company performs on the three types of indicators within this category.

Peer Comparison

Companies are grouped into three different industry segments in this Index based on the type of products they predominantly sell (i.e. contributing 80% or more to their total food and beverage sales) – dairy, edible oil or mixed portfolio. The graph on the right shows how the company's result within this Index category compares to that of its peers within the same industry segment.

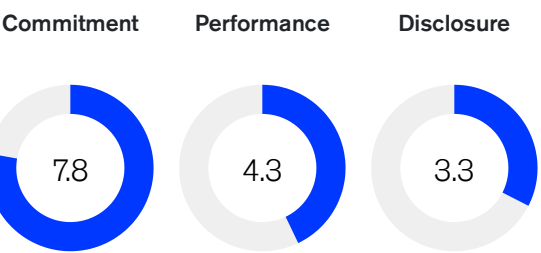


Products



- B1** Product Profile
- B2** Product formulation
- B3** Defining healthy products

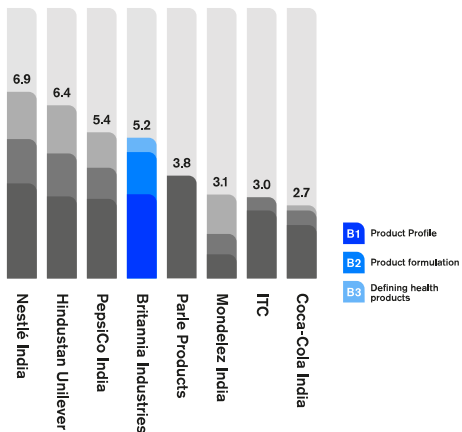
All category, criteria, commitment, performance and disclosure scores are out of 10



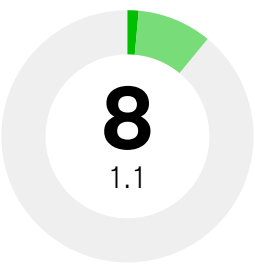
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Peer Comparison

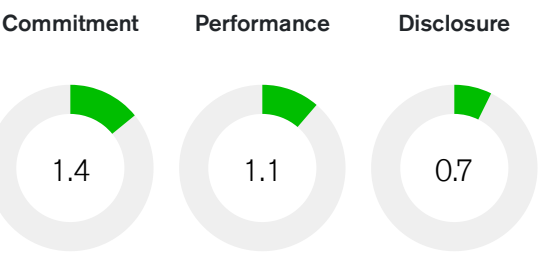


Accessibility



- C1 Product pricing
- C2 Product distribution

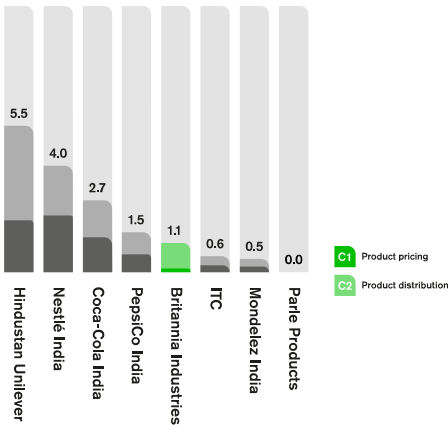
All category, criteria, commitment, performance and disclosure scores are out of 10



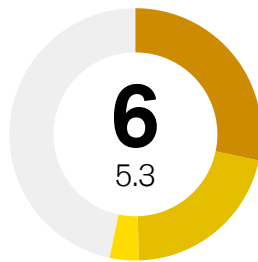
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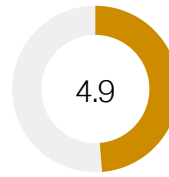
Marketing



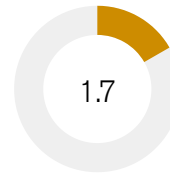
- D1** Marketing policy
- D2** Marketing to children
- D3** Auditing and compliance

All category, criteria, commitment, performance and disclosure scores are out of 10

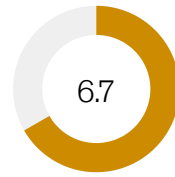
Commitment



Performance



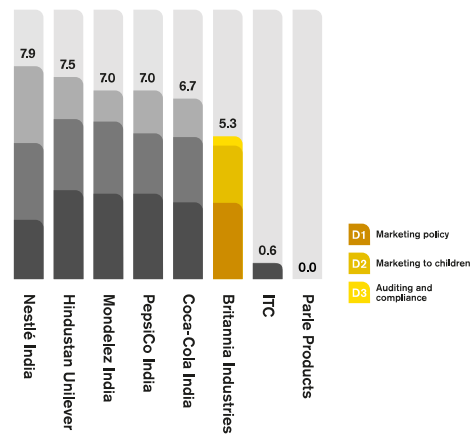
Disclosure



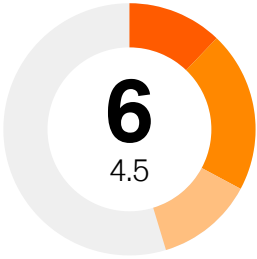
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Peer Comparison

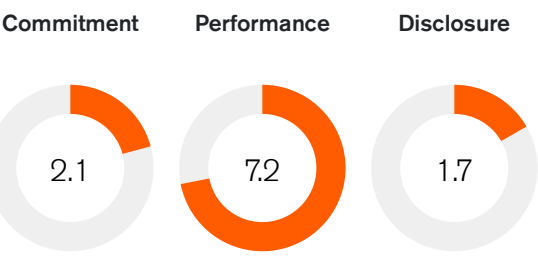


Workforce



- E1 Employee health
- E2 Breastfeeding support
- E3 Consumer health

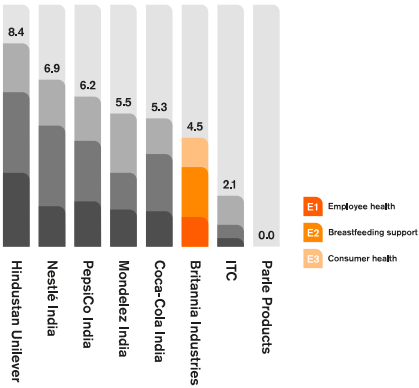
All category, criteria, commitment, performance and disclosure scores are out of 10



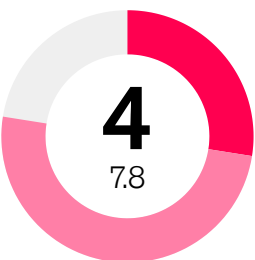
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Peer Comparison

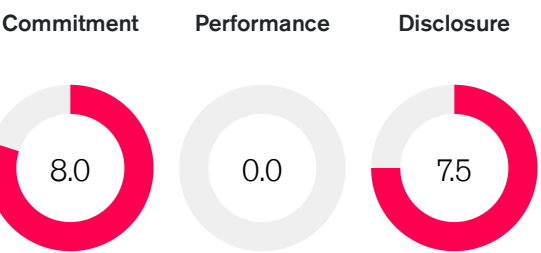


Labeling



- F1 Product labeling
- F2 Claims

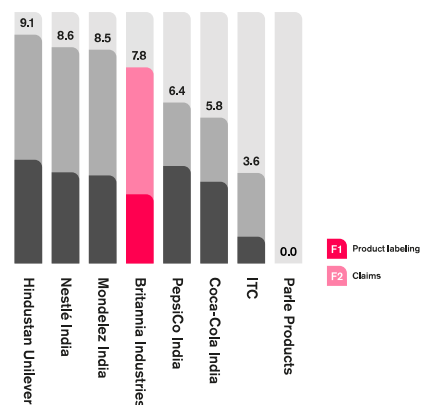
All category, criteria, commitment, performance and disclosure scores are out of 10



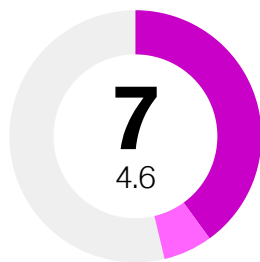
For this category performance indicators were not included. The circle on the left represents the company result for this Index category, showing the rank out of 16 and the score below it. The colored segments represent the respective criteria contributions to the overall category score. The above circles indicate how the company performs on the three types of indicators within this category.

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Engagement



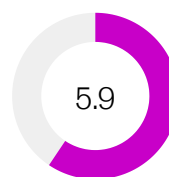
G1 Influencing policymakers
G2 Stakeholder engagement

All category, criteria, commitment, performance and disclosure scores are out of 10

Commitment

Performance

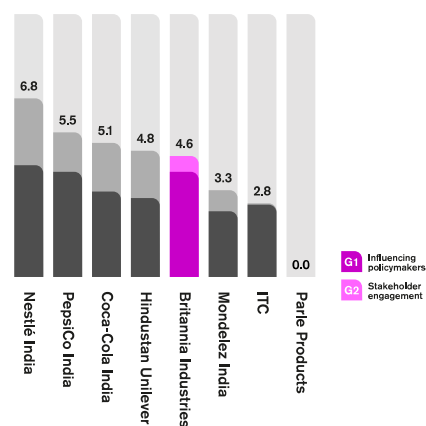
Disclosure



The circle on the left represents the company result for this Index category, showing the rank out of 16 and the score below it. The colored segments represent the respective criteria contributions to the overall category score. The above circles indicate how the company performs on the three types of indicators within this category.

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Product Profile



7

Rank 7 / Score 5.5

Portfolio-level Results

Average HSR score products (sales-weighted)	Healthy products (HSR)			Products suitable to market to children (WHO SEAR)			Range of total India F&B sales included
	% products healthy	% sales healthy	No. products assessed	% products suitable	% sales suitable	No. products assessed	
1.8	17%	13%	136	6%	3%	136	90-100%

- A total of 136 products from across four categories, representing 90-100% of Britannia Industries' estimated 2018 sales, were included in the Product Profile. Twenty-three products (17%) were found to meet the HSR healthy threshold and the company is estimated to have derived more than one tenth (13%) of its 2018 sales from healthy products.
- The company achieves a mean HSR of 2.0 out of 5. After sales-weighting the company's mean HSR slightly declines to 1.8 out of 5, resulting in a mean healthiness score of 3.6 out of 10.
- A total of 136 products were assessed to determine their suitability to be marketed to children according to the WHO SEAR nutrient profile model. Eight products, estimated to represent 3% of 2018 sales, were found to meet these criteria, which were identified in the Baked Goods and Dairy categories.

Product Category Results

Category	Baked Goods	Dairy	Savoury Snacks	Sweet Biscuits, Snack Bars and Fruit Snacks
Mean HSR	2.9	2.2	2.2	1.4
% products healthy	62	12	13	0
% products suitable to market to children	17	9	0	0

- The best performing category for Britannia Industries is Baked Goods, for which it achieves a mean HSR of 2.9 out of 5. Eighteen (62%) out of the 29 products assessed in this category were found to meet the healthy threshold.
- In contrast, few of the company's products in the Dairy and Savory Snack categories were found to meet the HSR healthy threshold, and none of the company's products in the Sweet Biscuits, Snack Bars and Fruit Snacks category were found to meet the HSR healthy threshold.

Relative nutritional quality of Britannia Industries' products by category compared to competitors

Mean HSR	Baked Goods	Dairy	Savoury Snacks	Sweet Biscuits, Snack Bars and Fruit Snacks
Britannia Industries	2.9	2.2	2.2	1.4
Aavin TCMPF		2.3		
Amul GCMMF		2.4		
Arla		3.2		
BRF		2.7		
Campbell	3.2		2.5	
Coca-Cola		3.6		
Coca-Cola India		3.5		
Conagra			2.5	
Danone		3.5		
Ferrero	1.1	0.7		1.2
FrieslandCampina		3.4		
General Mills	1.5	3.5		2.4
Grupo Bimbo	3		2.1	1.5
Hatsun Agro Product		2.7		
ITC			1.8	1.3
KMF Nandini		2.2		
Kellogg	2.9		1.7	2.3
Kraft Heinz	2.6	2.7	3.5	
Lactalis		3.1		
Mars		2.8		
Meiji		3.2		0.8
Mengniu		3		
Mondelēz	1.2	2.4	2.2	1.4
Mondelēz India				0.9
Mother Dairy		3.0		
Nestlé		2.4		2.3
Nestlé India		3.0		
Parle Products			2.3	1.5
PepsiCo		3.1		2.3
PepsiCo India			1.7	
Suntory	0.5	3		
Tingyi		2.7		
Unilever	1.8			
Yili		3.1		

- When compared with the other companies that sell products in the same categories (as part of their top-selling categories), Britannia Industries ranks second out of four companies for both the Sweet Biscuits, Snack Bars and Fruit Snacks category (mean HSR of 1.4 out of 5), and the Savory Snacks category (mean HSR of 2.2 out of 5).
- In the Dairy category, the company's products achieve the lowest mean HSR (2.2 out of 5), ranking them joint last (seventh) in this category.
- Competing with other companies in three categories, Britannia Industries achieves a relative category score of 7.3 out of 10 based on its ranking within these categories.

Conclusion

- Britannia Industries' mean healthiness score of 3.6 and relative category score of 7.3 result in an overall Product Profile score of 5.5 out of 10, which means the company ranks seventh in this assessment.
- The company's Product Profile score is largely driven by its relative performance when compared against other companies that sell products in the same categories (its relative category score). Britannia Industries is encouraged to continue and accelerate its innovation and reformulation activities to increase the healthiness of its product portfolio and to shift sales towards these healthier products.

Disclaimer

India Spotlight

Index 2020

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Footnotes

1. The company is assessed as part of the mixed portfolio industry segment.
2. Source: Derived from Euromonitor International's 2018 industry publications of: Packaged Food, Hot Drinks and Soft Drinks.

