



INVESTOR PRESENTATION

February 2021

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Our founder Mrs. Rajni Bector conferred with **Padma Shri**



Mrs. Rajni Bector
FOUNDER OF THE COMPANY

Mrs. Rajni Bector conferred with **Padma Shri** for her contribution to trade and industry



I feel blessed and express my gratitude to the central government for recognising my services. I am feeling honoured and want to thank my family, children, and staff. This is a very proud moment for me and for all at Bectors. I would like to dedicate this award to all who have worked that extra mile to make this possible. I would also like to thank our customers, who believed in us, supported us and continued relationships with us which motivated us to work harder to give them the best products in our category.



'Lifetime Achievement Award' and 'Pride of Punjab' by Global Achievers Forum in 2017

Felicitated by State Bank of India for her outstanding achievement as an entrepreneur and serving as a role model for the women fraternity in 2017

'Woman of Excellence' from FICCI Ladies Organisation, Ludhiana in 2014









'Outstanding Women Entrepreneur' by Small Industries Development Bank of India in 2010

'Hall of Fame 2010, The Premier League' by the Human Factor in 2010

'Award for Excellence' from FICCI Ladies Organisation, Ludhiana in 2009

Mrs. Bector's at glance



1	Biscuit - Domestic 	Pursuant to Brand separation agreement, "Mrs. Bector's Cremica" Brand is exclusive to Mrs. Bectors Food Specialities Limited for Biscuits	Digestives + Crackers + Cookies + Cream + Marie 
2	Biscuit - Exports  + Private Label		
3	Branded breads & bakery products 	Developed the brand "English Oven" for the Branded breads & bakery products business	
4	Institutional Bakery	Manufacturing for leading QSRs, Cloud Kitchens and Multiplexes	Buns + Frozen Products 
5	Contract Manufacturing	Contract Manufacturer for Biscuits like Oreo and Chocobakes for Mondelez	

Our business segments



	Biscuits		Breads & Bakery	
	Domestic	Exports	Breads & Bakery products	Institutional Bakery
Revenue Share*	42%	24%	21%	8%
Market Share^	4.5% of the premium and mid-premium biscuits market in North India, in FY20	~12% share of the total exports of biscuits from India in CY19	5% market share in the Branded Breads Segment in India	11% market share in semi processed and dough-based offerings, in FY20
Distribution	<p>Strong presence in North India</p> <ul style="list-style-type: none"> 737 Distributors 185 Super Stockists 557,000+ retail outlets 3,500+ preferred outlets Supplying to CSD through 33 locations 	<ul style="list-style-type: none"> Exports to 64 countries Supply to reputed retail chains, distributors and buying houses 	<ul style="list-style-type: none"> 210 distributors 17,000+ retail outlets Catering to Delhi NCR, Mumbai, Pune, Bengaluru 96 SKUs 	<ul style="list-style-type: none"> Sole and Preferred supplier having strong and long relationships with leading international QSRs, multiplex chains, and cloud kitchens for burger buns, muffins, garlic breads and other bakery products

* Revenue Share for 9M FY21

^Source: Technopak Report

Distinguished brand created over the years



Significant investments made over the last few years to establish and enhance capacities and premiumization of product portfolio

- 2006**
- Investment from Jade Dragon (Mauritius) Limited

- 2007**
- Commenced Khopoli, Facility
 - Capacity expansion at Greater Noida Facility

- 2010**
- Entered into an agreement with Cadbury India Limited for manufacturing Oreo biscuits
 - Acquisition of stake by IL&FS Trust Company Limited and India Business Excellence Fund-I

- 2013**
- **Brand Separation MOU** - “Mrs. Bector’s Cremica” brand for Biscuit’s business & “English Oven” for bakery business are exclusive to Mrs. Bectors Food Specialities Limited
 - Capacity expansion at Tahliwal, Himachal Pradesh with new imported line for manufacturing crackers biscuit

- 2014**
- Commenced Bengaluru Facility

- 2015**
- Acquisition of stake by Linus, Mabel, GW Confectionary and GW Crown
 - Installation of new imported line at Phillaur, Punjab by replacing Indian line for manufacturing biscuits

- 2017**
- Capacity expansion at Greater Noida Facility

- 2018**
- Green field investment made at Rajpura Facility and commissioned state of art facility for cookies and biscuits
 - Introduction of new bread line at Greater Noida Facility
 - Established new production line for breads at the Bengaluru Facility
 - Land acquired at Dhar, Madhya Pradesh for further expansion

- 2020**
- Proposed expansion of the Rajpura Manufacturing Facility
 - Proposed expansion at Noida Manufacturing Facility for Bakery products
 - IPO with listing on NSE and BSE with a valuation of ~Rs. 3,000 crores

Automated state of art manufacturing units



- Equipped with advanced modern technology and automated systems
- Invested Rs. 258 crores between FY18 to Sep 2020 to build capacities with superior capabilities
- Specifically, sourced best in class equipment from Denmark, Germany, US and Italy
- Plants are equipped with best of technology with capability to produce international quality products
- Focus on innovation -



Stringent Quality Controls



Introduced 'sub breads' branded as 'English Oven Sub'

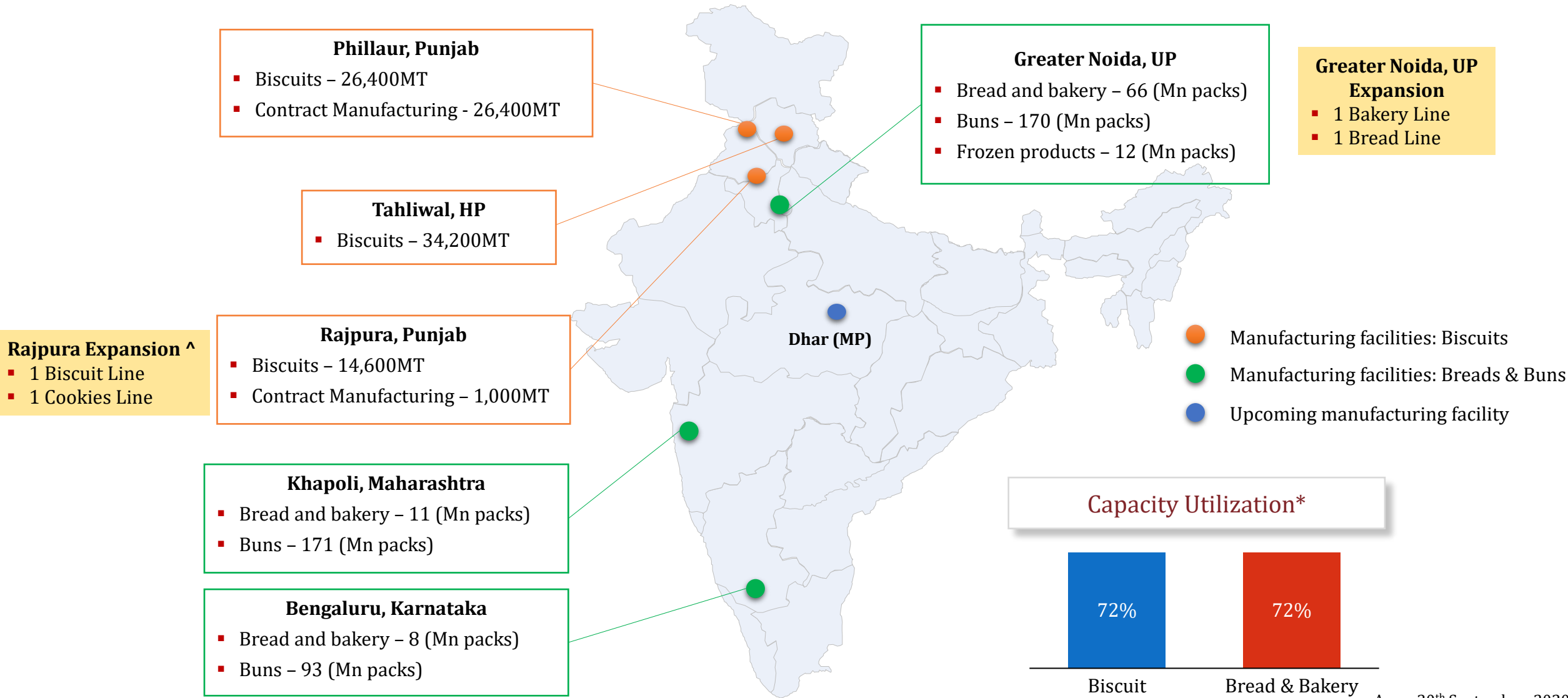
Introduced Jeera Biscuits, Ajwain Cracker for ethnic taste preferences

Commissioned a sheeting line capable of producing 'Focaccia Breads', 'Panini Breads', 'Ciabatta Breads'

State of the art quality assurance lab with 63 highly capable personnel aiding quality and innovation

...with strong focus on Quality Control

Strategically located for efficient distribution



Capacity is in terms of per annum

^ IPO Proceeds of Rs. 40.5 crores to finance the cost of Rajpura Expansion Project

* Own Capacities



BISCUIT DIVISION



One of the Leading Biscuit Brands in North India...



'Mrs. Bector's Cremica' is one of the leading biscuit brands in the premium and mid-premium segment in North India



Cookies



Creams



Crackers



Digestives




Danish Cookies


Company has a strong presence in North India which it intends to leverage to expand presence in the other regions of India


Launched new products such as 'Truffills', 'Premium Sugar and Classic Crackers', 'Pista Almond Cookies', etc.


... with a PAN India Distribution Network...


Strong Multi Channel Distribution Network*

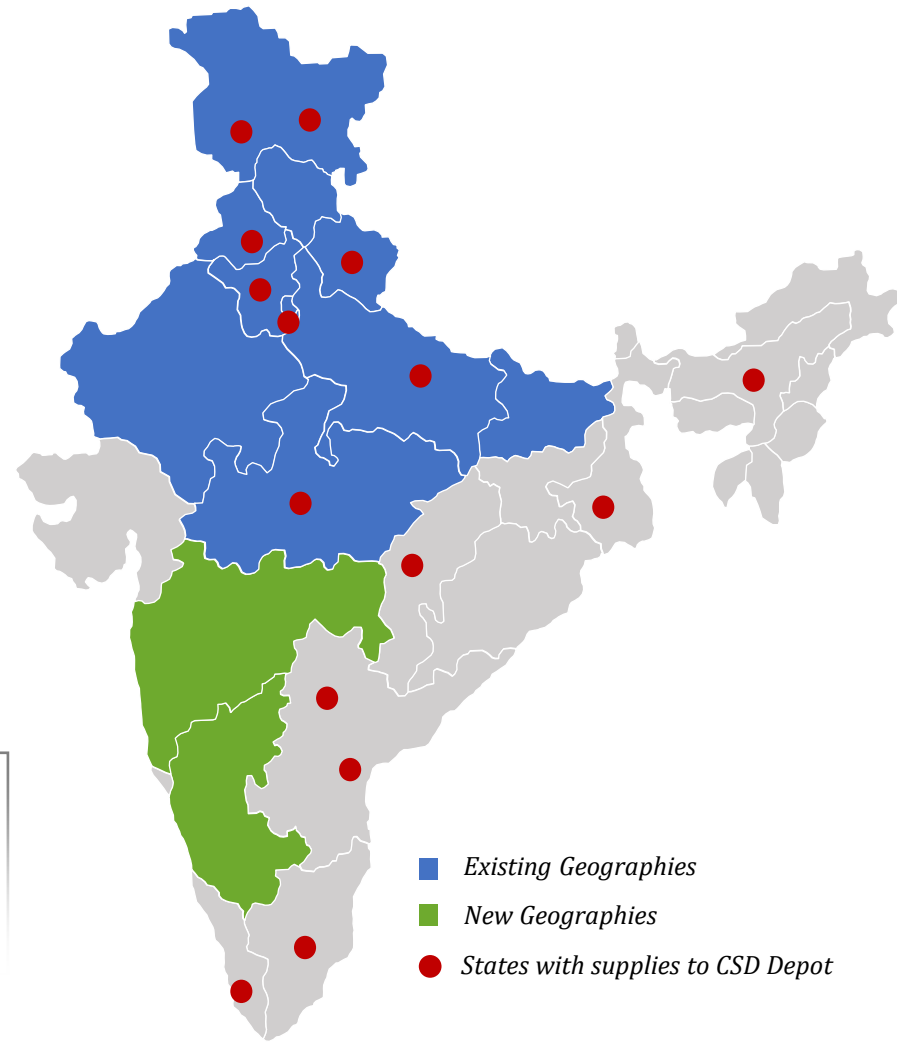

14 Depots


185 Super Stockists


3,500+ CPOs¹


737 Distributers


557k Retail outlets



Among Top 2 in the premium and mid premium biscuits segment in Punjab, HP, Ladakh and J&K

23 States PAN India Presence

Sales Automation tool to track distribution on real time

- Enables company to track the real time coverage, sales efficiencies & effectiveness, and working discipline of its distribution network
- Helped increase productivity of sales team by providing access to critical information of sales and products and strategic information about sales trends, on a real-time basis

General Trade (GT)

- Present at 557k retail outlets across India
- Company plans to increase Cremica Preferred Outlets (CPOs)

Modern Trade (MT)

- Expanded distribution in modern trade; presence in all national chains
- Introducing larger and mid-sized packs of existing high selling products based on buying patterns and regional preferences

E-Commerce

- Company has also started selling their products through various e-commerce platforms in India

CSD

- One of the largest suppliers of biscuits to the CSDs supplying in 33 locations across India

* As on 31st December 2020

Note - 1. CPOs – Cremica Preferred Outlet

Disclaimer : Map not to scale. All data, information and maps are provided "as is" without warranty or any representation of accuracy, timeliness or completeness

Export business – Long runway for growth

Rs. **168** crore

Revenues from Export
[FY20]

64

Exporting Countries

25%+

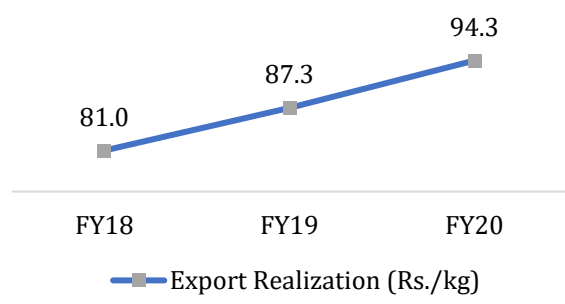
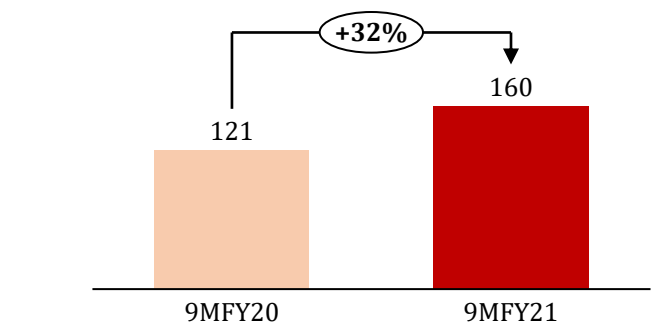
Share in the Indian
biscuit exports to
Canada [CY2019]*

32%

Growth in export segment
post realignment of export
strategy

Realignment of Exports Strategy –

In FY20, due to various reasons such as political unrest, worsening socio-economic conditions and foreign currency shortage in certain countries, Company reduced exporting its products to certain countries. Post the realignment, the Company has grown strongly and posted healthy numbers for the year till now.



Company has shifted focus to **developed and emerging markets** such as Asia, Australasia, Europe, MENA region and North America to cater various retailers by introducing a wide range of premium products focusing on generating higher margins

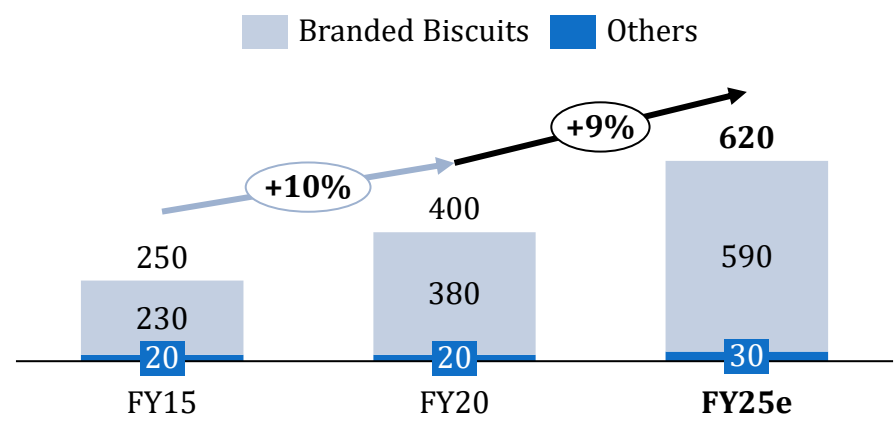
Strong International Portfolio



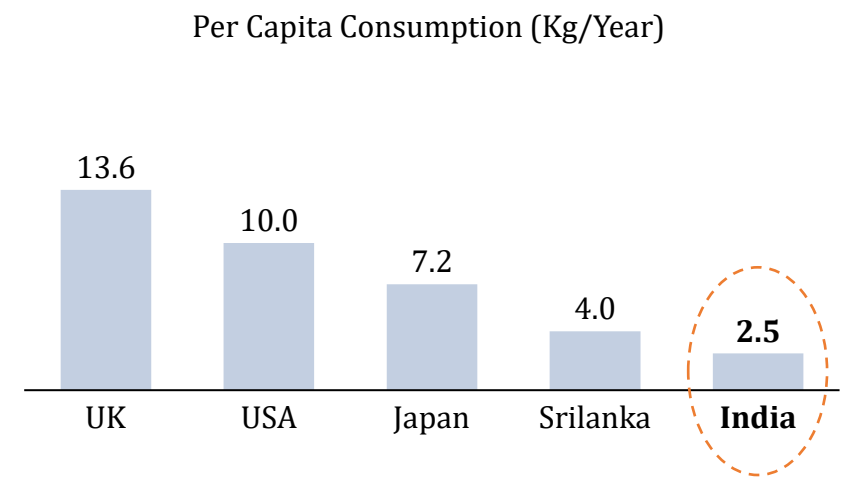
* Source: Technopak Report

Immense Industry Potential in the Biscuit Market

Growth in Biscuit Market (Rs. Bn.)



Low per capita spending on biscuits



Per capita consumption of biscuits in India has significantly increased in the last 5 years. However, it is far behind developed economies like the US, UK and other developing countries like China and Sri Lanka.

Key Growth Drivers

- Changing Lifestyles & Innovative Product Development
- Technological Advancements & Innovation in Ingredients

- Growth in Organized Retail
- Improved Packaging Solutions

Key Trends

- New products development and premiumisation
- Healthy Options



BREAD & BAKERY DIVISION



Fastest growing premium Bakery brand in India



White Bread



Brown Bread



Speciality Breads



Indian Breads



Western Bread



Sub Bread



Indulgence



Branded Breads business has grown at **CAGR of 36%** in the last 2 Financial Years

Manufactures and sells various types of premium bakery products in savory and sweets categories for retail customers such as breads, buns, and pizza bases, under the **'English Oven'** brand

Largest premium selling brand in **Delhi NCR, Mumbai, Bangalore**

Customer centric distribution network



- Sales of products sold under the brand name '**English Oven**' grew faster than industry between FY15 to FY20
- One of the few bakery companies in India that can handle **fresh, chilled and frozen** products which enables the Company to distribute its products across India
- Focus on quality and consistency
- Company aims to cater to wide variety of retail customers by introducing new niche product variants

Widespread Distribution



210 Distributers

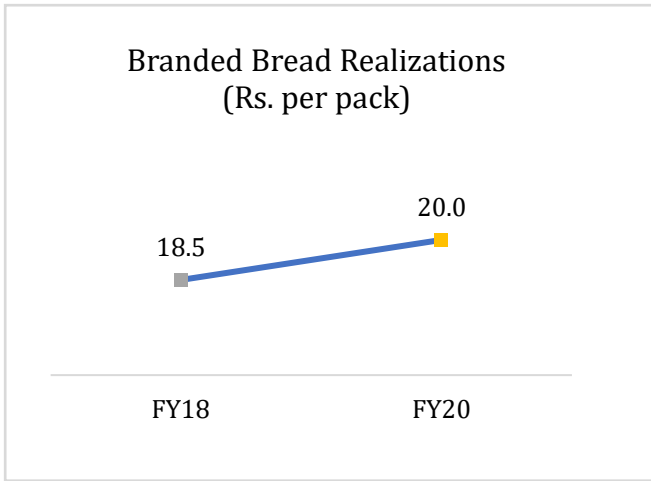
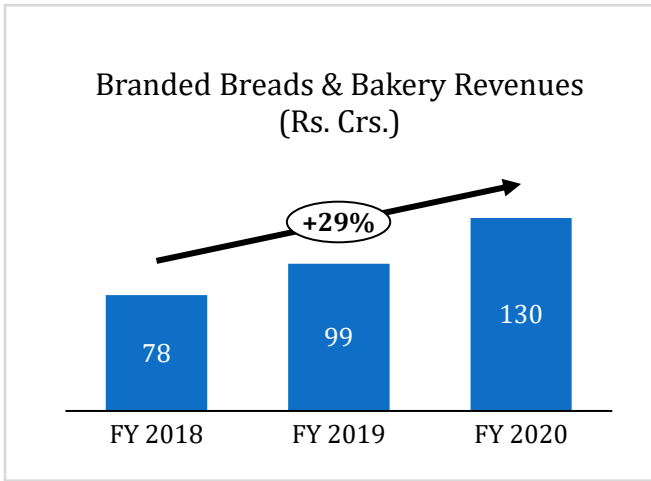


17,000+ Retail outlets



Avg of **2,35,000+** packs sold every day*

High growth with continuously increasing realizations



Focusing on expanding distribution network for increased penetration in **Tier 1 and Tier 2 cities**

Preferred Supplier to Largest QSR Franchises in India



Company is a leading player in the institutional bakery segment

Key Success Factors:



Stringent quality control and compliance with standards



Industry best practices such as use of premium quality raw materials



Dedicated lines for manufacturing buns to serve QSR customers

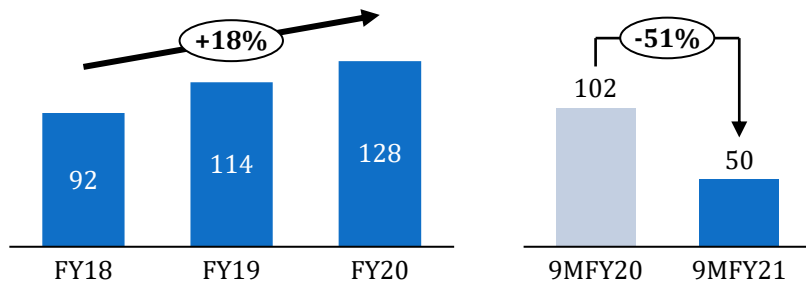


Buns Capacity of ~1.2 mn per day



Innovative lines for manufacturing Desserts, Pizzas, Garlic breads, Croissants

Institutional Bakery (Rs. Crs.)



Company's revenues to QSRs were impacted due to Covid-19

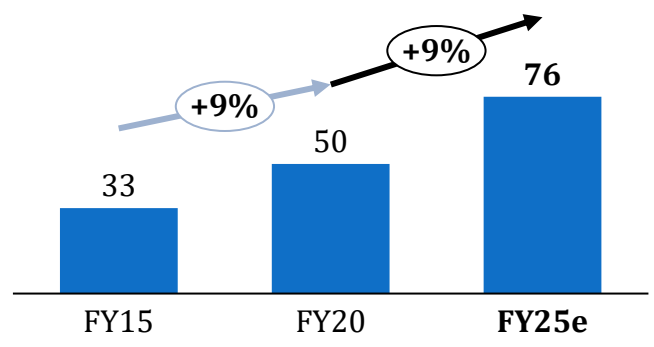
Strong relationship with leading QSRs, multiplex chains, and cloud kitchens

Chain / Company	Relationship	Long standing relationships
Leading Burger chain in North and East India	Sole supplier of burger buns and pan muffins	Over 25 years (supplying since 1995)
Leading Burger chain in South and West India	Preferred supplier of burger buns and pan muffins	Over 13 years
Leading Global Burger Company	Main supplier of burger buns	Over 6 years
Leading Restaurant Chain	Main supplier of burger buns	Over 7 years
Leading Theatre Chain	Leading supplier of products such as frozen burger buns, panini, garlic breads	Over 10 years
Leading Online Restaurant Company	Supply of bakery products	Over 5 years

- Company plans to introduce new category of products including 'frozen buns', 'dessert jars' and 'brownies' in the Indian retail business segment
- Company is **one of the two key vendors, in India**, working with institutions for the supply of processed and semi-processed dough-based offerings
- Company is **well positioned to capitalize on the growth opportunity** in the institutional bakery business by leveraging its **dedicated manufacturing facilities** and **long-standing relationships** with **key institutional customers**

Growth Potential in Bread & Bakery Business

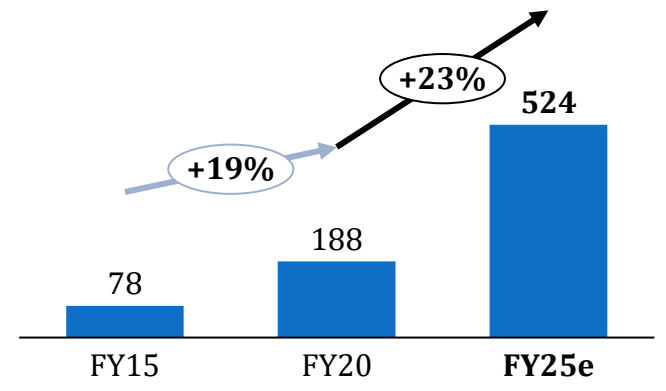
Indian Breads & Buns Market (Rs. Bn.)



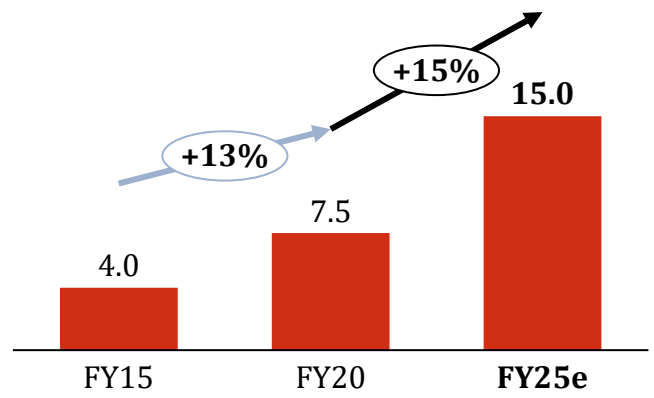
Indian Bread Market size was Rs. 50 bn in FY20 of which premium category currently has a share of ~16% and is projected to grow at a rate of 15% for the next 5 years

- QSR chain market in organized food services space is estimated at Rs. 188bn in FY20 and is expected to grow at a CAGR of 23% to reach Rs. 524bn by FY25e
- Dough based products industry is expected to grow at a CAGR of 23% to reach INR 31 bn in FY225

Chain QSR Market (Rs. Bn.)



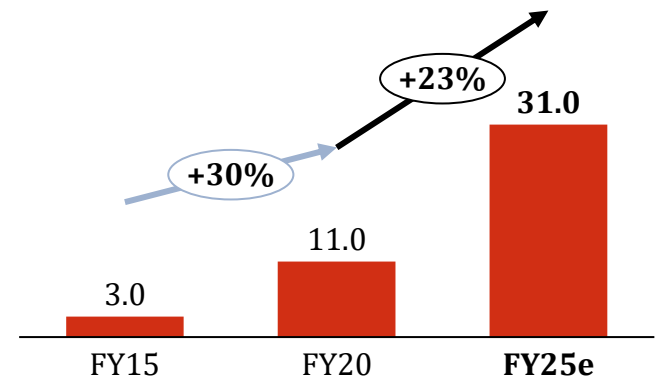
Premium Segment growing faster (Rs. Bn.)



- Introduction of new product variants
- Increased in-house consumption due to COVID-19
- Increasing per capita income
- Increasing per capita consumption

- High growth in premium and super premium segment
- Higher disposable income
 - Exposure to international cuisines
 - Availability of varied range of breads

Dough Based Products Market for Chain Segment (Rs. Bn.)



On ground brand building initiatives

Print Media



Outdoors



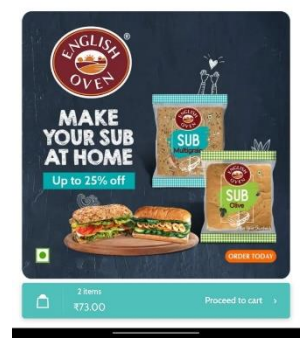
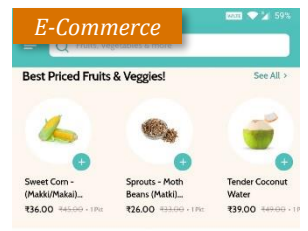
On-Shop Branding



Digital Marketing



In-Shop Branding & Merchandise



Well positioned to capture growth



Right Business Mix

- Competitively well positioned across 4 segments – Domestic Biscuits, Biscuits Exports, Branded Breads and Bakery & Institutional Bakery



Focus on Premiumization

- Significant increase in the price realization of Company's products across all business segments;
- Continued focus on increasing the share of premium products in both the Biscuits and Bakery segments



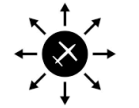
Focus on Innovation

- Company has been at the forefront of introducing new and innovative products across different categories;
- Strongly positioned to capitalize on the trend of shift in consumer tastes and preferences



Focus on Branding

- Advertising in print media, digital, television, radio and outdoor promotional campaigns, and sponsorship of prominent sporting and cultural events in India



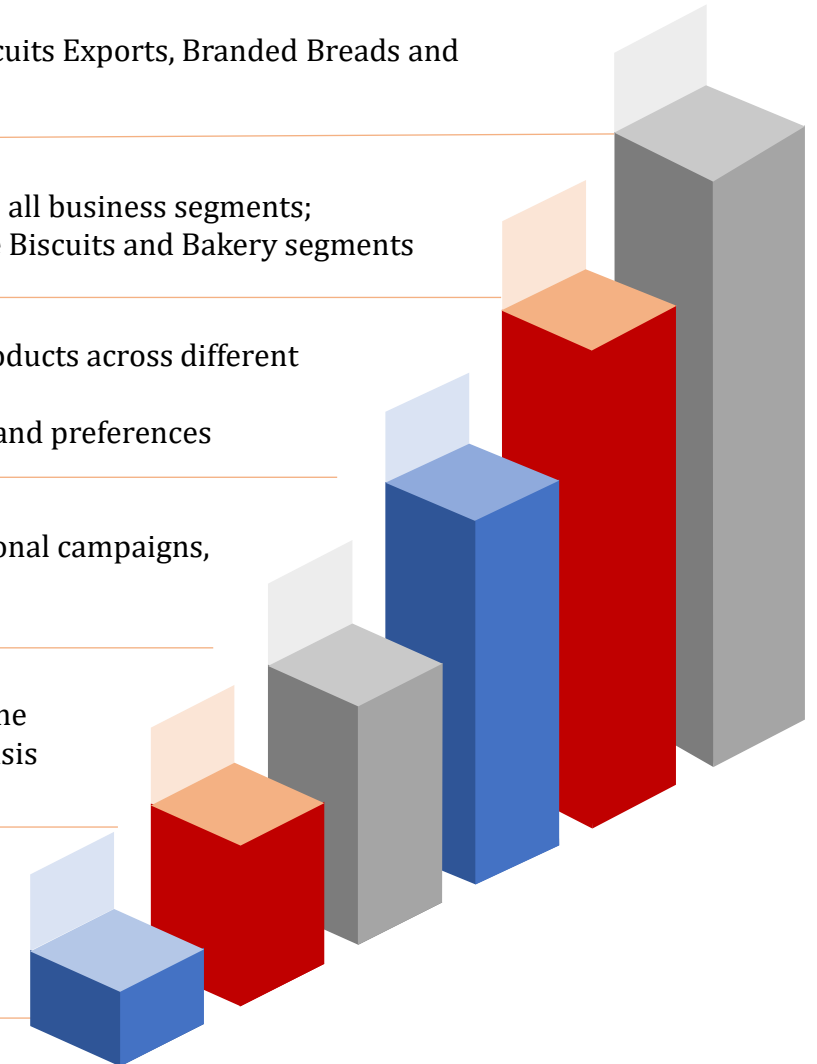
Focus on Distribution

- Investments made to developed in-house automation tool which allows the Company to track and monitor the distribution network on a real time basis



Capacity Expansion

- Significant investments made to set up new manufacturing facility and increase in existing capacities





December 2020

- Listing of Mrs. Bectors Food Specialities Limited
- Listing done on BSE & NSE
- IPO Price : Rs. 288 per share
- Listing Price: Rs. 501 per share
- Objects of the Issue:
 - **Proceeds of Rs. 40.5 crores** to finance the cost of Rajpura Expansion Project

Mrs. Bectors Food Specialities Listing done at Valuation of ~ **Rs. 2,943 Crs** on 24th December 2020

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rich taste and crunchiness
CREMICA



Q3 & 9M FY21 Financials

Strong Q3 FY21 Performance



Revenue from Operations

Rs. 226 crores

↑ +11%
growth

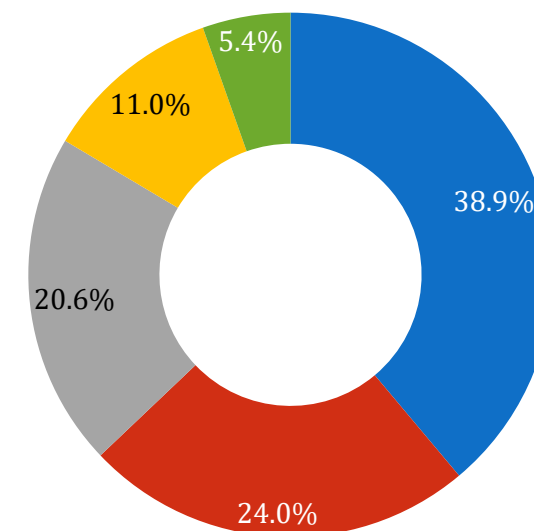
EBITDA

Rs. 40 crores

↑ +40%
growth

Margins
17.6%
+360 bps

Revenue Breakup



Profit Before Tax (PBT)

Rs. 28 crores

↑ +85%
growth

Profit After Tax (PAT)

Rs. 21 crores

↑ +86%
growth

Margins
9.2%
+370 bps

- Biscuits - Domestic
- Biscuits - Exports
- Breads & Bakery
- Institutional Bakery
- Others

Strong 9M FY21 Performance



Revenue from Operations

Rs. 657 crores

↑ +16%
growth

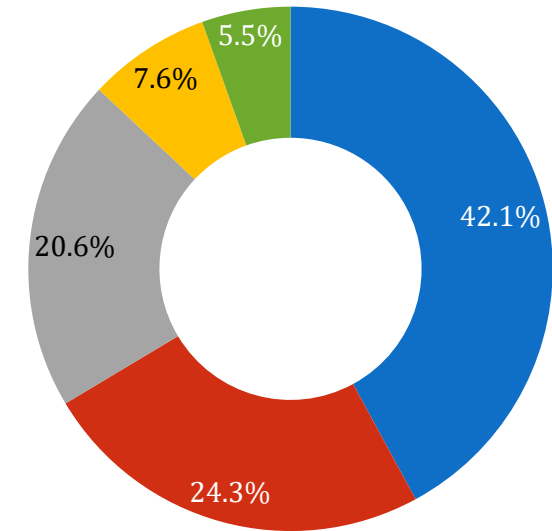
EBITDA

Rs. 112 crores

↑ +66%
growth

Margins
17.0%
+510 bps

Revenue Breakup



Profit Before Tax (PBT)

Rs. 80 crores

↑ +196%
growth

Profit After Tax (PAT)

Rs. 60 crores

↑ +180%
growth

Margins
9.1%
+540 bps

- Biscuits - Domestic
- Biscuits - Exports
- Breads & Bakery
- Institutional Bakery
- Others

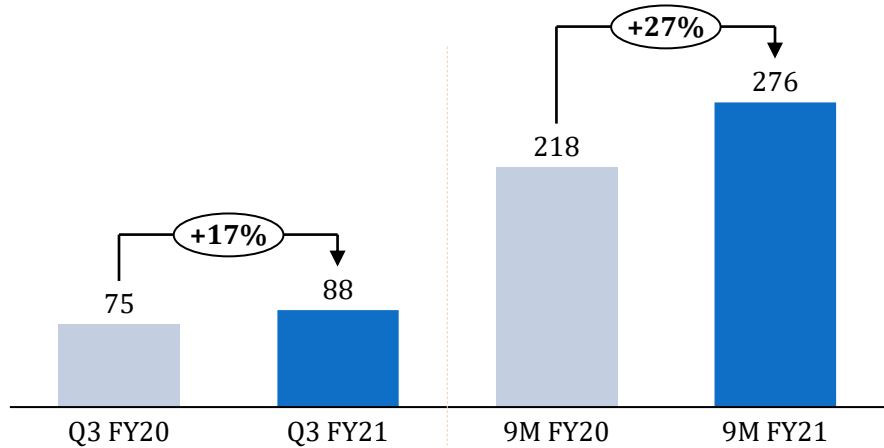
Segment wise revenue breakup



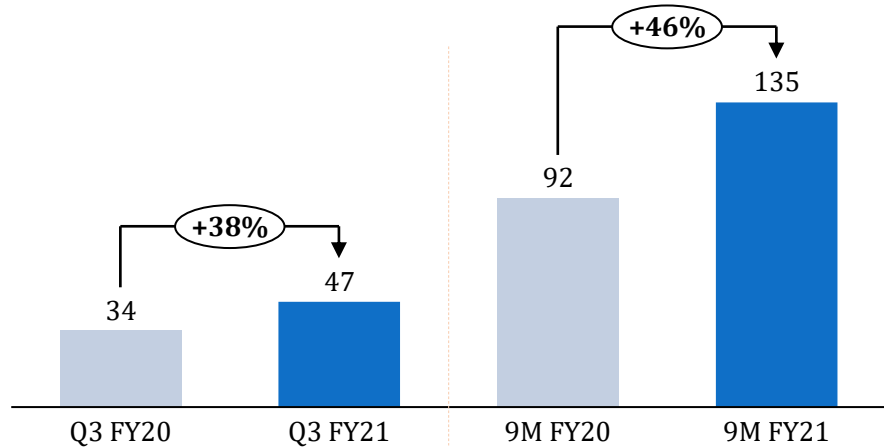
Biscuit Segment

Breads and Bakery Segment

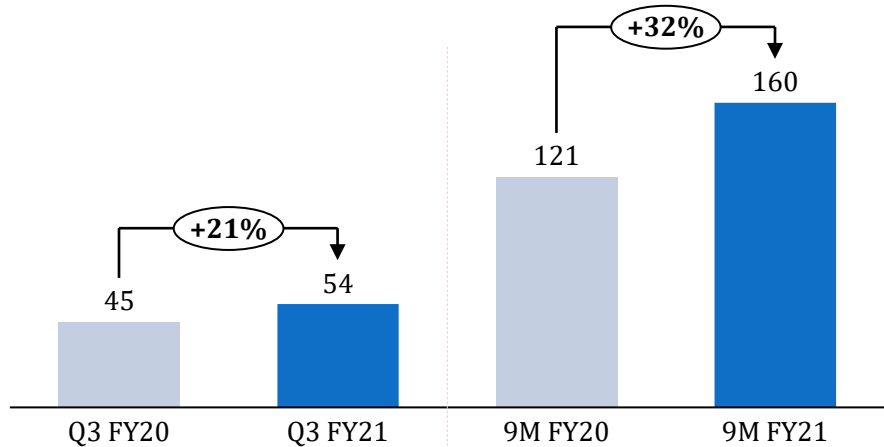
Domestic



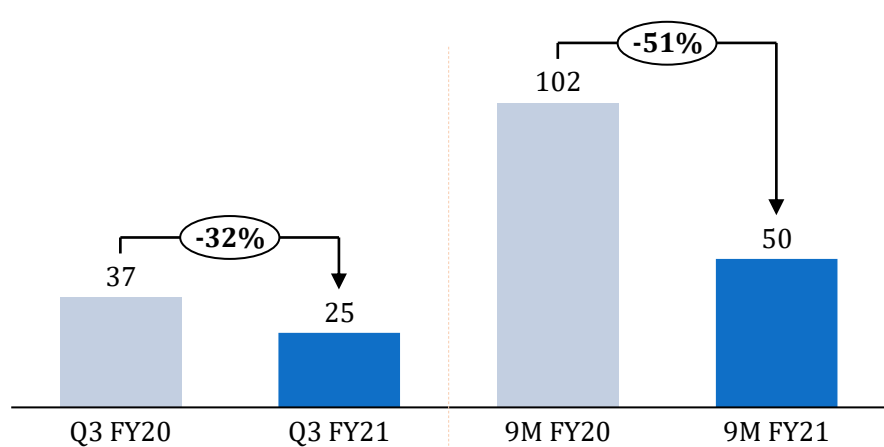
Retail Bakery



Exports



Inst. Bakery



Profit & Loss Statement – Q3 & 9M FY21



Profit & Loss Statement (Rs. Crs.)	Q3 FY21	Q3 FY20	Y-o-Y	9M FY21	9M FY20	Y-o-Y
Revenue from Operations	225.8	203.2	11%	656.7	567.8	16%
Cost of Materials Consumed	121.2	112.0		350.1	311.6	
Purchase of stock-in-trade	0.0	0.1		0.0	0.4	
Changes in Inventories of Finished Goods and Work in Progress	-6.7	-4.0		-10.8	-10.3	
Gross Profit	111.3	95.1	17%	317.4	266.1	19%
GP %	49.3%	46.8%		48.3%	46.9%	
Employee Benefits Expense	33.6	31.1		95.6	88.4	
Other Expenses	38.0	35.6		110.0	110.4	
EBITDA	39.7	28.4	40%	111.8	67.4	66%
EBITDA %	17.6%	14.0%		17.0%	11.9%	
Other Income	1.2	0.8		8.8*	2.4	
Depreciation and Amortisation Expense	11.3	10.5		33.5	31.3	
EBIT	29.6	18.7	59%	87.1	38.5	126%
Finance Costs	1.9	3.7		7.4	11.6	
Share of net profit of associate accounted for using the equity method	0.0	0.0		0.1	0.1	
PBT	27.7	15.0	85%	79.8	27.0	196%
Total Tax Expense	7.0	3.8		20.3	5.7	
Profit for the year	20.7	11.1	86%	59.5	21.3	180%
PAT %	9.2%	5.5%		9.1%	3.7%	

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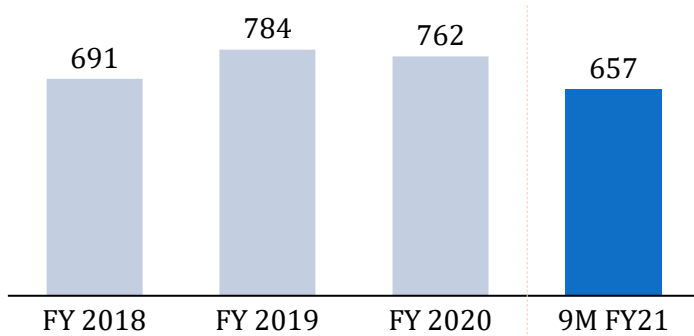


Historical Financials

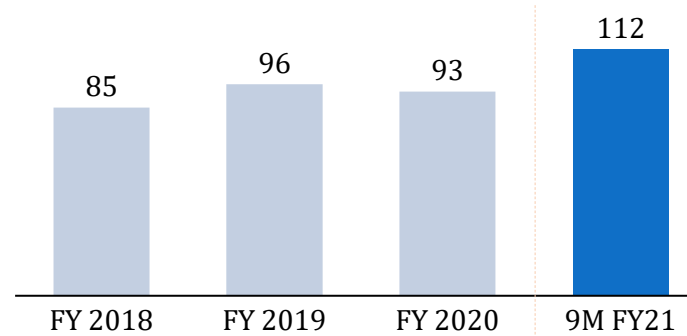
Historical Financials



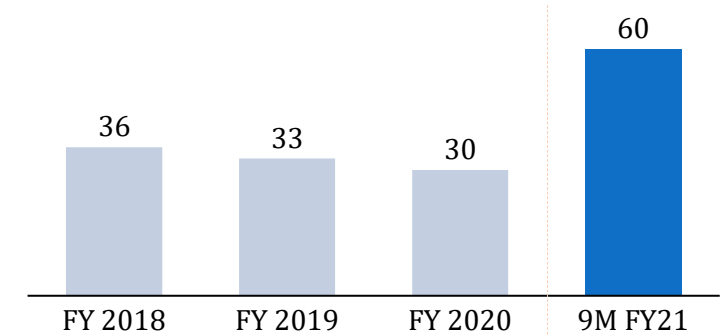
Revenues (Rs. Crs.)



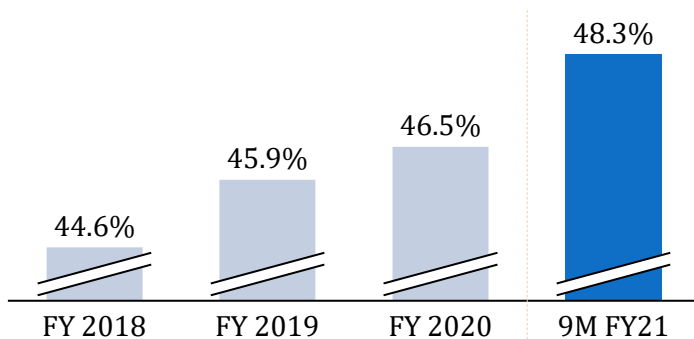
EBITDA (Rs. Crs.)



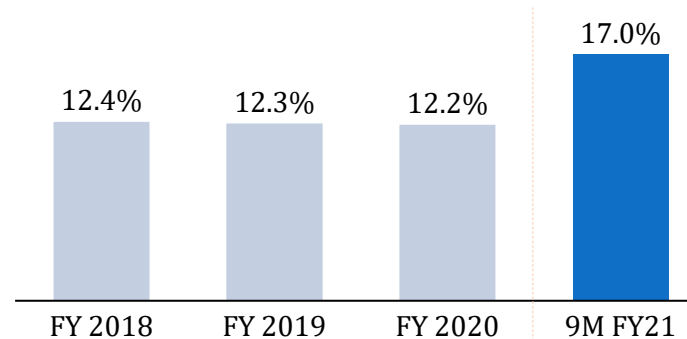
PAT (Rs. Crs.)



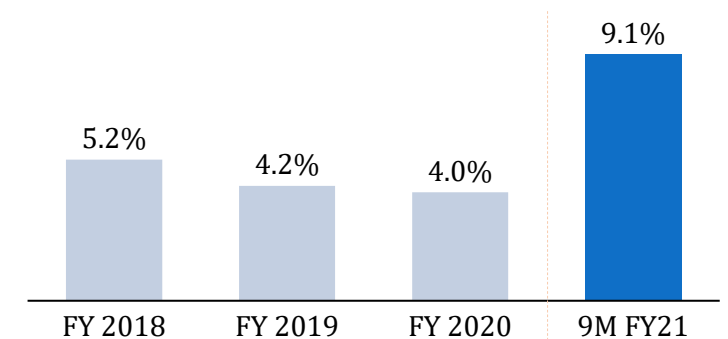
Gross Profit Margins



EBITDA Margins



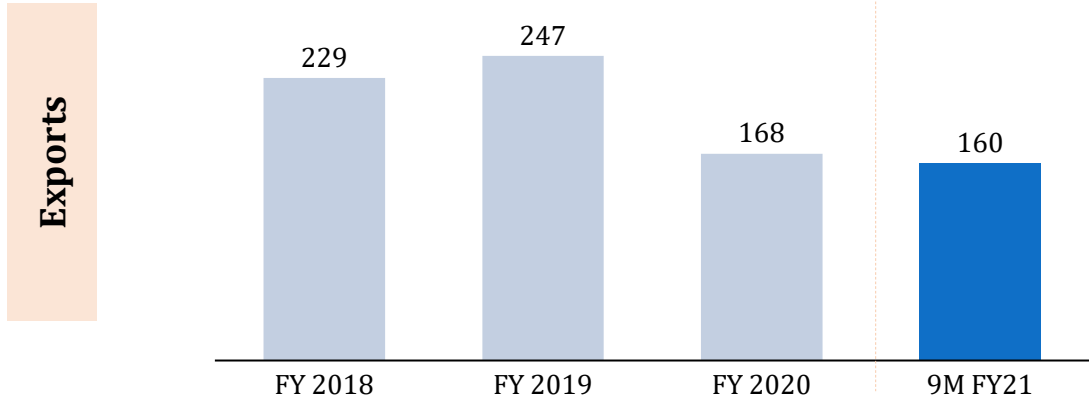
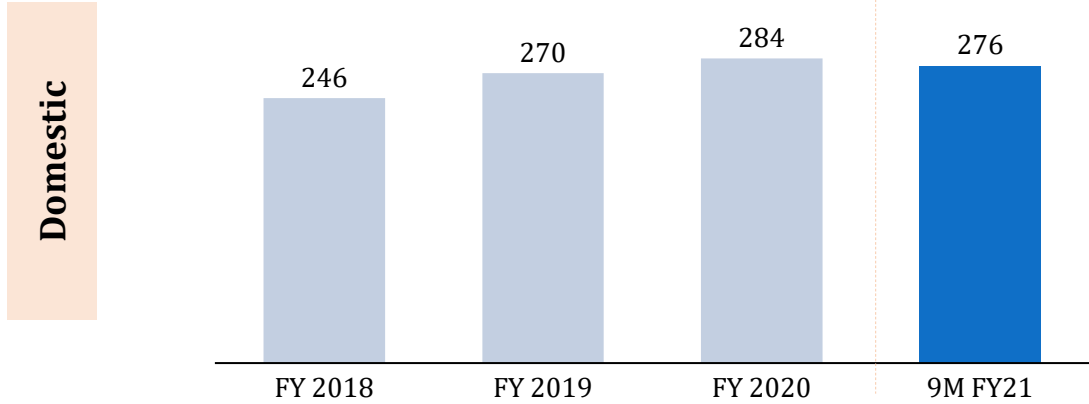
PAT Margins



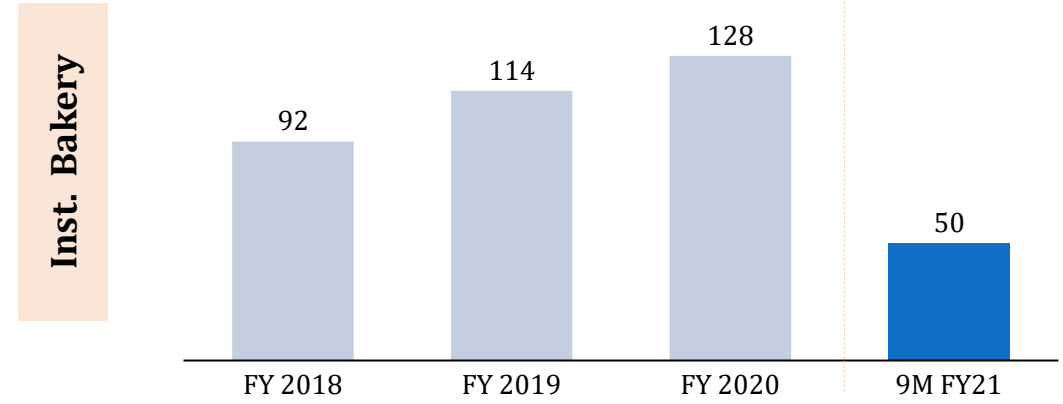
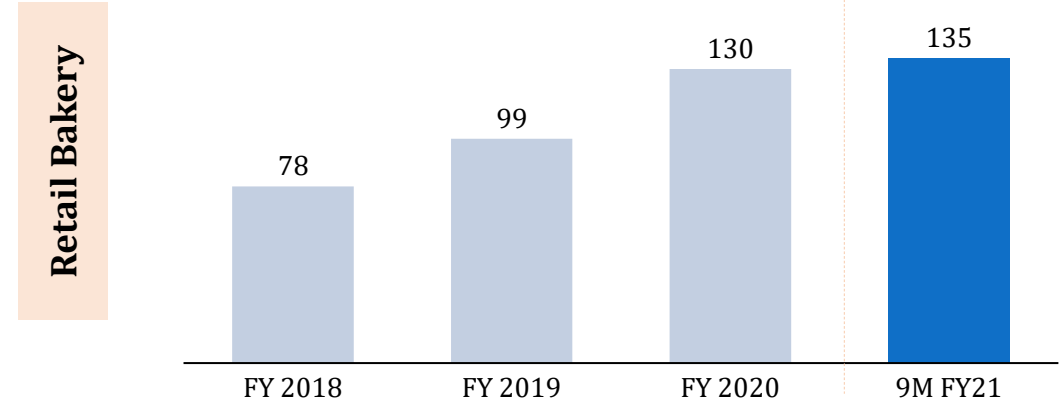
Segment wise revenue breakup



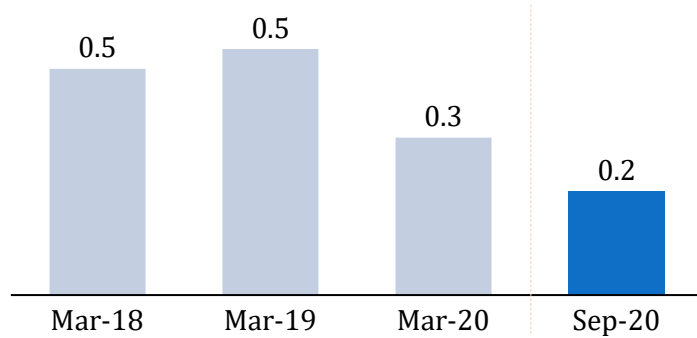
Biscuit Segment



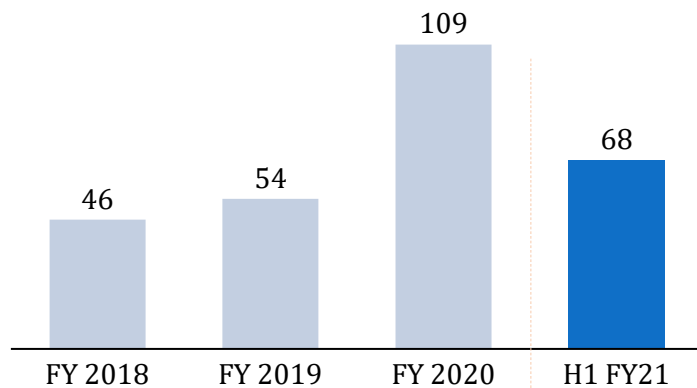
Breads and Bakery Segment



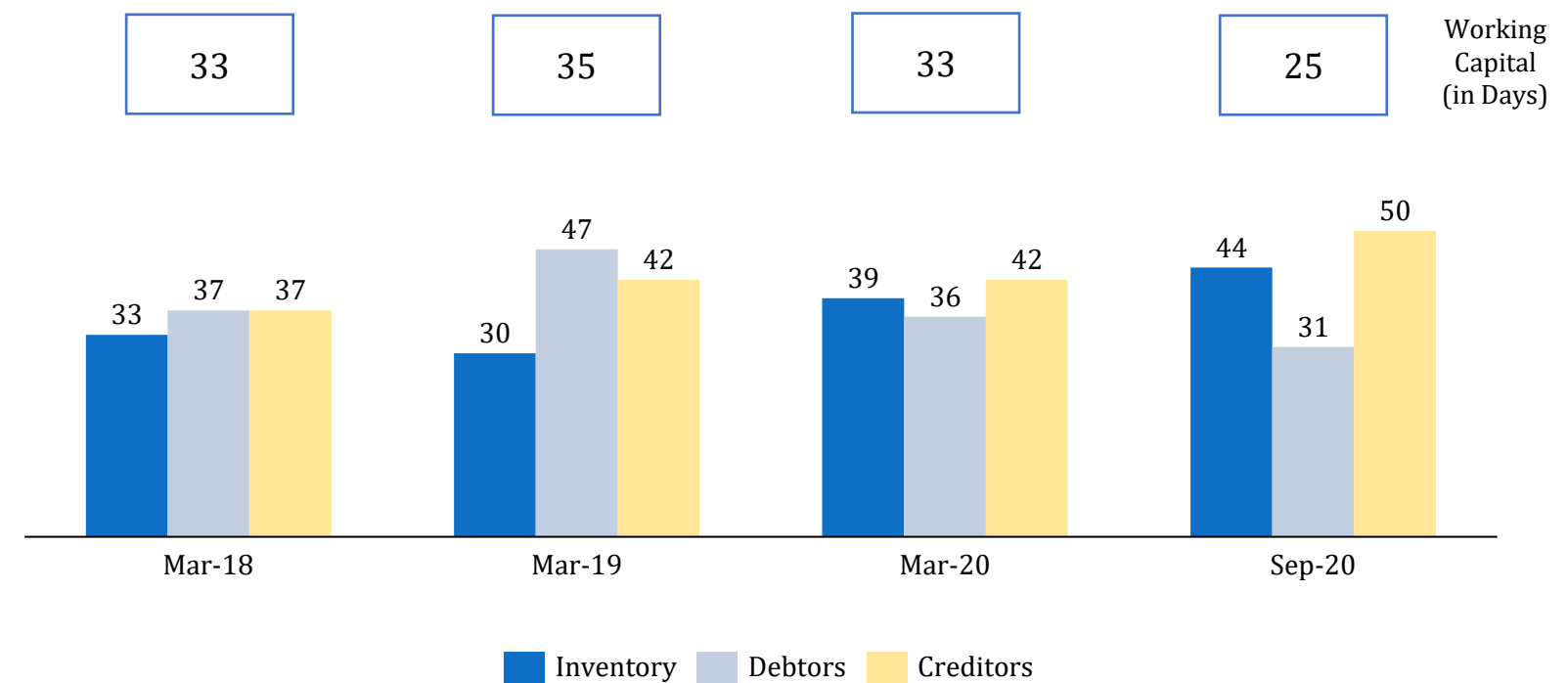
Net Debt to Equity



Cash Flow from Operations (Rs. Crs.)



Working Capital (in Days)



Historical Profit & Loss Statement



Profit & Loss Statement (Rs. Crs.)	9M FY21	Mar-20	Mar-19	Mar-18
Revenue from Operations	656.7	762.1	783.7	690.6
Cost of Materials Consumed	350.1	411.3	406.8	377.9
Purchase of stock-in-trade	0.0	0.4	13.4	12.0
Changes in Inventories of Finished Goods and Work in Progress	-10.8	-4.2	3.8	-7.1
Gross Profit	317.4	354.7	359.6	307.8
GP %	48.3%	46.5%	45.9%	44.6%
Employee Benefits Expense	95.6	117.9	109.7	91.3
Other Expenses	110.0	144.0	153.8	131.1
EBITDA	111.8	92.8	96.1	85.5
EBITDA %	17.0%	12.2%	12.3%	12.4%
Other Income	8.8*	2.9	2.4	1.8
Depreciation and Amortisation Expense	33.5	41.5	35.2	28.3
EBIT	87.1	54.2	63.3	58.9
Finance Costs	7.4	15.0	12.7	6.1
Share of net profit of associate accounted for using the equity method	0.1	0.0	0.1	0.0
PBT	79.8	39.2	50.7	52.8
Total Tax Expense	20.3	8.8	17.5	16.9
Profit for the year	59.5	30.4	33.2	35.9
PAT %	9.1%	4.0%	4.2%	5.2%

Historical Balance Sheet



EQUITY AND LIABILITIES (Rs. Crs.)	30-Sept-20	31-Mar-20	31-Mar-19	31-Mar-18
Equity				
Equity share capital	57.3	57.3	57.3	57.3
Other equity	300.5	262.0	237.5	209.3
Total equity	357.8	319.3	294.8	266.6
Non-current liabilities				
Financial liabilities				
(i) Borrowings	101.2	85.7	107.2	94.7
(ii) Lease liabilities	1.2	1.5	2.7	4.2
Provisions	7.5	6.1	4.2	3.3
Deferred tax liabilities (net)	8.8	7.9	12.2	6.5
Other non-current liabilities	11.7	13.1	14.9	13.7
Total non-current liabilities	130.4	114.3	141.2	122.4
Current liabilities				
Financial liabilities				
(i) Borrowings	0.0	18.1	32.7	26.3
(ii) Lease liabilities	0.7	1.1	1.5	1.4
(iii) Trade payables				
(a) Total outstanding dues of micro enterprises and small enterprises	0.0	5.9	6.7	0.0
(b) Others	61.6	41.1	42.1	39.0
(iv) Other financial liabilities	29.6	34.5	29.7	29.8
Other current liabilities	18.6	13.8	12.9	10.4
Provisions	3.9	15.7	14.2	12.7
Current tax liabilities (net)	6.2	1.9	1.3	2.6
Total current liabilities	120.6	132.1	141.1	122.0
Total liabilities	251.0	246.4	282.3	244.4
Total Equity and Liabilities	608.7	565.7	577.0	511.1

Historical Balance Sheet



ASSETS	30-Sept-20	31-Mar-20	31-Mar-19	31-Mar-18
Non-current assets				
Property, plant and equipment	327.0	337.6	344.3	240.6
Capital work-in-progress	28.9	6.7	15.6	92.1
Right-of-use assets	14.5	15.1	16.8	18.4
Goodwill	0.4	0.4	0.4	0.4
Other intangible assets	0.3	0.6	1.2	1.8
Equity accounted investment	3.9	3.8	3.8	3.9
Financial assets				
(i) Loans	3.5	3.5	3.7	3.4
(ii) Other financial assets	0.1	0.0	0.0	1.0
Income tax assets (net)	3.1	4.3	4.2	2.9
Other non-current assets	22.3	17.4	4.1	6.6
Total non-current assets	404.0	389.4	393.9	371.0
Current assets				
Inventories	54.4	43.4	35.3	35.3
Financial assets				
(i) Investment	0.0	0.0	0.0	0.0
(ii) Trade receivables	72.9	75.0	100.3	69.4
(iii) Cash and cash equivalents	17.2	20.7	5.5	5.9
(iv) Bank balances other than (iii) above	30.4	9.6	6.5	4.9
(v) Loans	0.0	0.4	0.0	0.0
(vi) Other financial assets	20.9	17.9	15.5	9.7
Other current assets	8.1	9.3	20.0	14.9
Assets classified under Sale	0.7	0.0	0.0	0.0
Total current assets	204.7	176.3	183.1	140.1
Total Assets	608.7	565.7	577.0	511.1

THANK YOU

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