



INVESTOR PRESENTATION

August 2021

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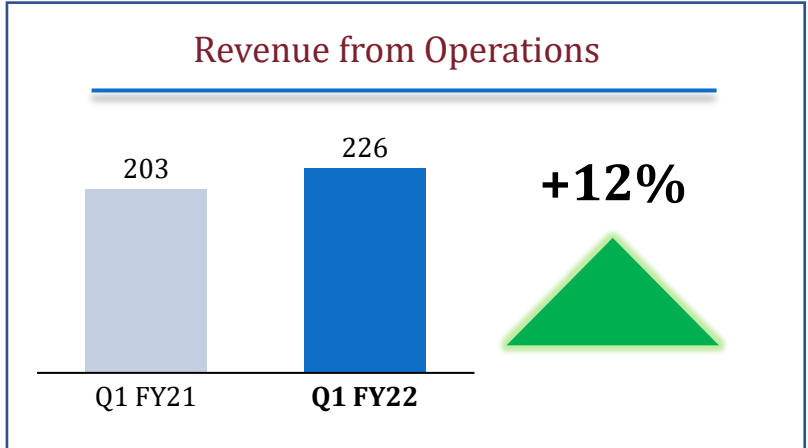
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ONE STOP DESTINATION FOR
rich taste and crunchiness
CREMICA

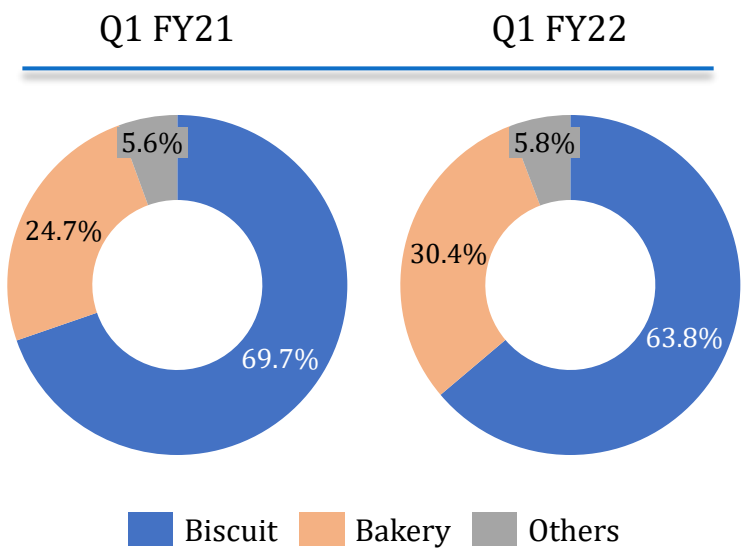
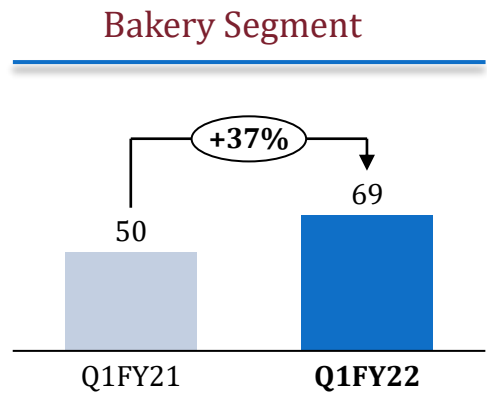
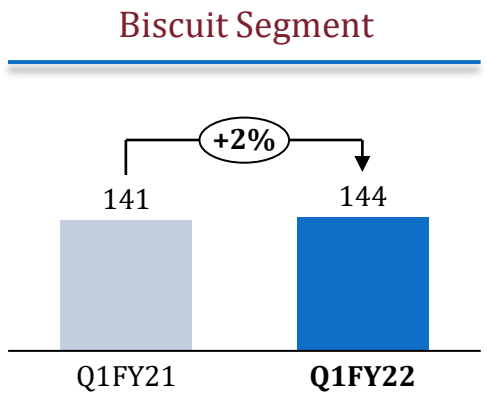


Q1 FY22 Financials

Q1 FY22 Performance Highlights



Segment Wise Revenues (Rs. Crs.)



Biscuit segment reported a growth of 2% over higher base of Q1FY21 (Due to pantry filling and limited availability of other food products)

Q1FY22 revenues were impacted due to 2nd CoVID wave and subsequent lockdown announced in 2nd phase. Many General Trade and Modern retail stores were closed in April and May, thereby adversely impacting distribution and revenues.

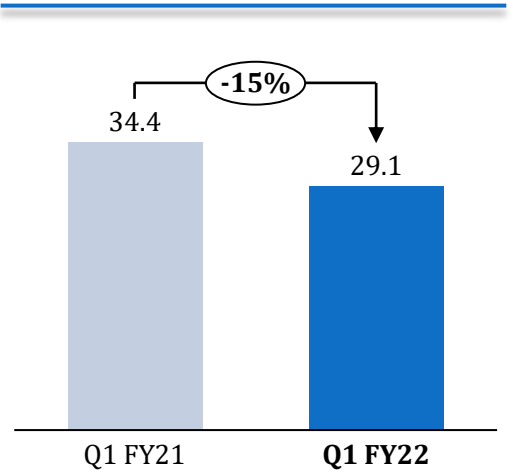
Institutional Bakery Business grew at a faster rate with a low base in Q1 FY21

Retail Bakery has also grown in double digit with our continuous focus on increasing distribution and premiumization of our products

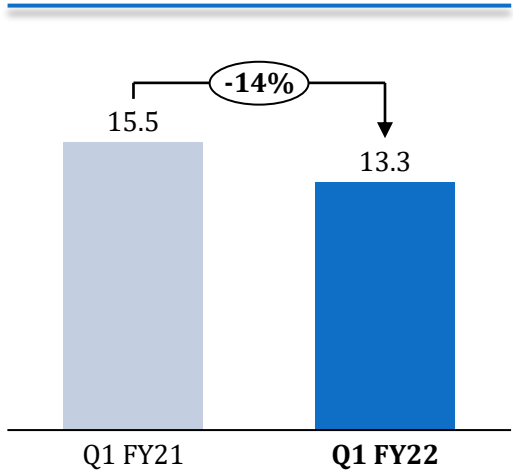
Q1 FY22 Performance Highlights



EBITDA

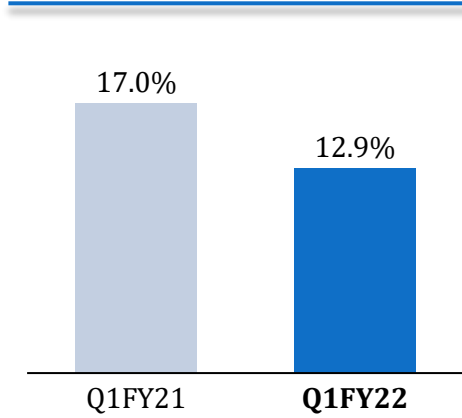


Profit After Tax

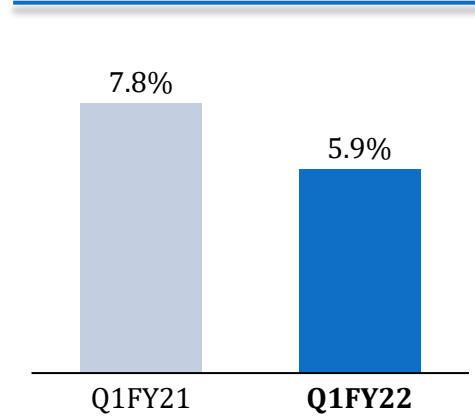


Margin Profile

EBITDA Margins



PAT Margins



Due to increased Raw Material, packaging and logistic prices and lower revenues on account of COVID-19, EBITDA Margins have reduced

Price increase of 4% already taken in Q1 FY22 and further price rise in coming quarters will help us achieve our EBITDA Margin guidance of 14% - 15% in FY22

Profit & Loss Statement – Q1 FY22



Profit & Loss Statement (Rs. Crs.)	Q1 FY22	Q1 FY21	Y-o-Y	Q4 FY21	Q-o-Q
Revenue from Operations	226.4	202.8	12%	224.0	1%
Cost of Materials Consumed	125.5	106.0		117.7	
Purchase of stock-in-trade	2.7	0.0		0.6	
Changes in Inventories of Finished Goods and Work in Progress	-1.3	-0.4		4.0	
Gross Profit	99.6	97.2	2%	101.6	-2%
GP %	44.0%	47.9%		45.4%	
Employee Benefits Expense	32.4	29.7		31.2	
Other Expenses	38.0	33.1		41.2	
EBITDA	29.1	34.4	-15%	29.2	0%
EBITDA %	12.9%	17.0%		13.1%	
Other Income	1.5	0.9		1.3	
Depreciation and Amortisation Expense	11.1	11.1		11.2	
EBIT	19.6	24.2	-19%	19.4	1%
Finance Costs	1.7	3.1		2.1	
Share of net profit of associate accounted for using the equity method	0.0	0.1		0.0	
PBT	17.9	21.3	-16%	17.3	4%
Total Tax Expense	4.6	5.4		4.5	
Profit for the year	13.3	15.8	-16%	12.8	4%
PAT %	5.9%	7.8%		5.7%	

Launch of Roasted Garlic SUB Footlong



- **Café Like Experience at Home** : “Roasted Garlic SUB Footlong” is an addition to our range of Footlong breads offering Café like SUB sandwich at home.
- **Exotic Flavour** : Garlic is a tempting flavour which is popular among the consumers, our new variant is infused with exotic flavour of roasted garlic which comes from garlic chunks added to it.
- **Rich herb topping** : To add on to flavour, this variant is sprinkled with exotic herbs & cheese seasoning for delicious & aromatic experience.
- **Thick & Dense** : Like our existing Footlong range, it can hold veggies & sauces without getting soggy.
- **Different consumption pattern** : This footlong can be used to make delicious SUB sandwich or sliced for a rich garlic toast at the comfort of your home.



MRP	Weight
Rs. 50	150g

Your perfect, anytime snack

Thin and crispy, with a hint of spicy masala – it tastes so great you can't stop at one!

And the best part - it's **baked, not fried** – so you can munch on and on....

KEY MESSAGE :

“SUPER THIN SUPER CRUNCH AB KHAO NON- STOP”

- Establish new product, building on credibility and trust of Cremica
- Highlight Thin format of the biscuit with strong visual mnemonics that generate interest
- Focused on the health benefit of the brand – Baked, Not fried

When life is Non-Stop, the fun doesn't stop!



MRP	Weight
Rs. 20	75g



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



1

Biscuits



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

Branded breads & bakery products



Developed the brand "English Oven" for the Branded breads & bakery products business



Buns + Frozen Products

Manufacturing for leading QSRs, Cloud Kitchens and Multiplexes



3

Contract Manufacturing

Contract Manufacturer for Biscuits like Oreo and Chocobakes for Mondelez



Our business segments



Biscuits		Bakery Products		
	Domestic	Exports	Consumer Bakery	Institutional Bakery
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"> 900+ Distributors 250+ Super Stockists 550,000+ retail outlets 5,000+ 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 18,000+ retail outlets Catering to Delhi NCR, Mumbai, Pune, Bengaluru 96 SKUs 	<p>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</p>

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
- 2021**
 - Capacity expansion for Cookies at Rajpura Facility completed with a capacity of 300 metric tonnes per month

Automated state of art manufacturing units



- Equipped with advanced modern technology and automated systems
- Invested Rs. 320 crores between FY18 to FY21 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 -



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'

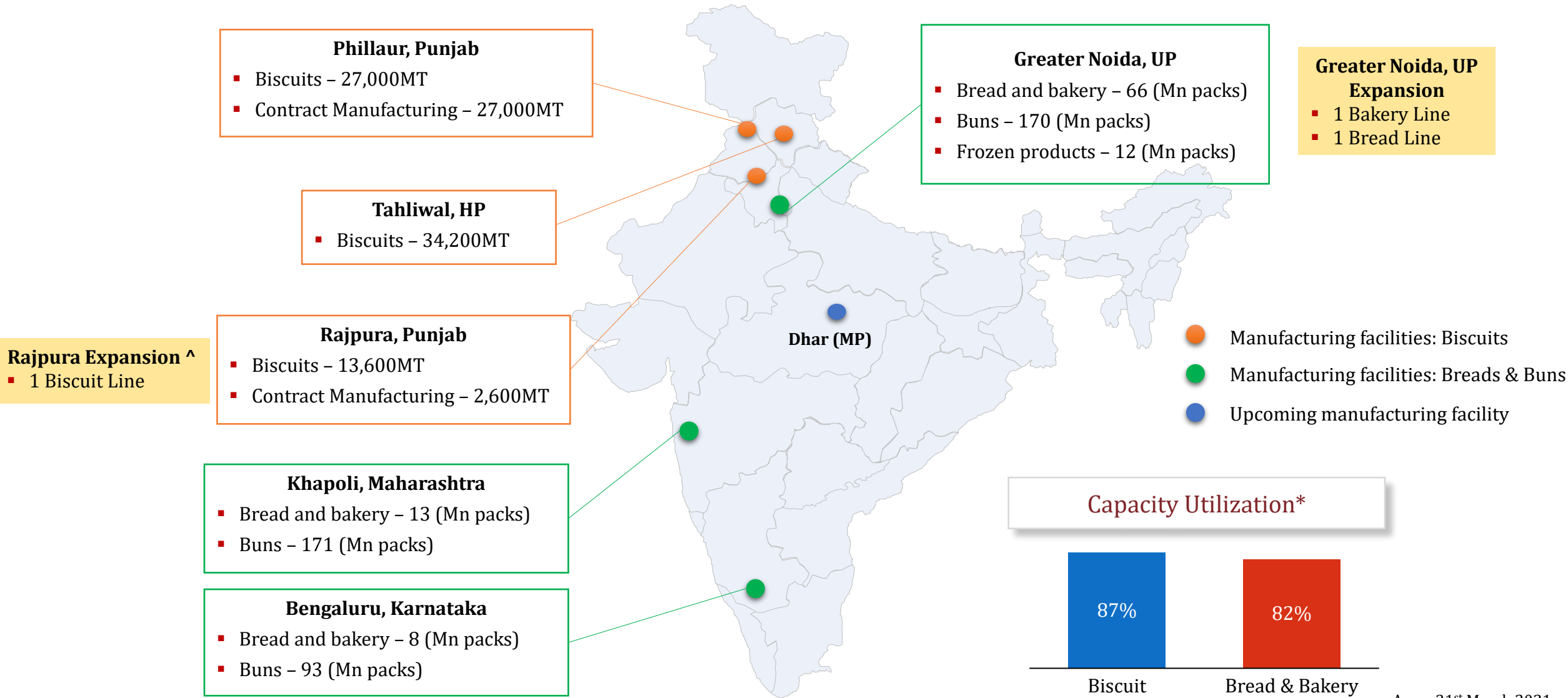
Stringent Quality Controls



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



As on 31st March 2021

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*




15 Depots




250+ Super Stockists



5,000+ CPOs¹

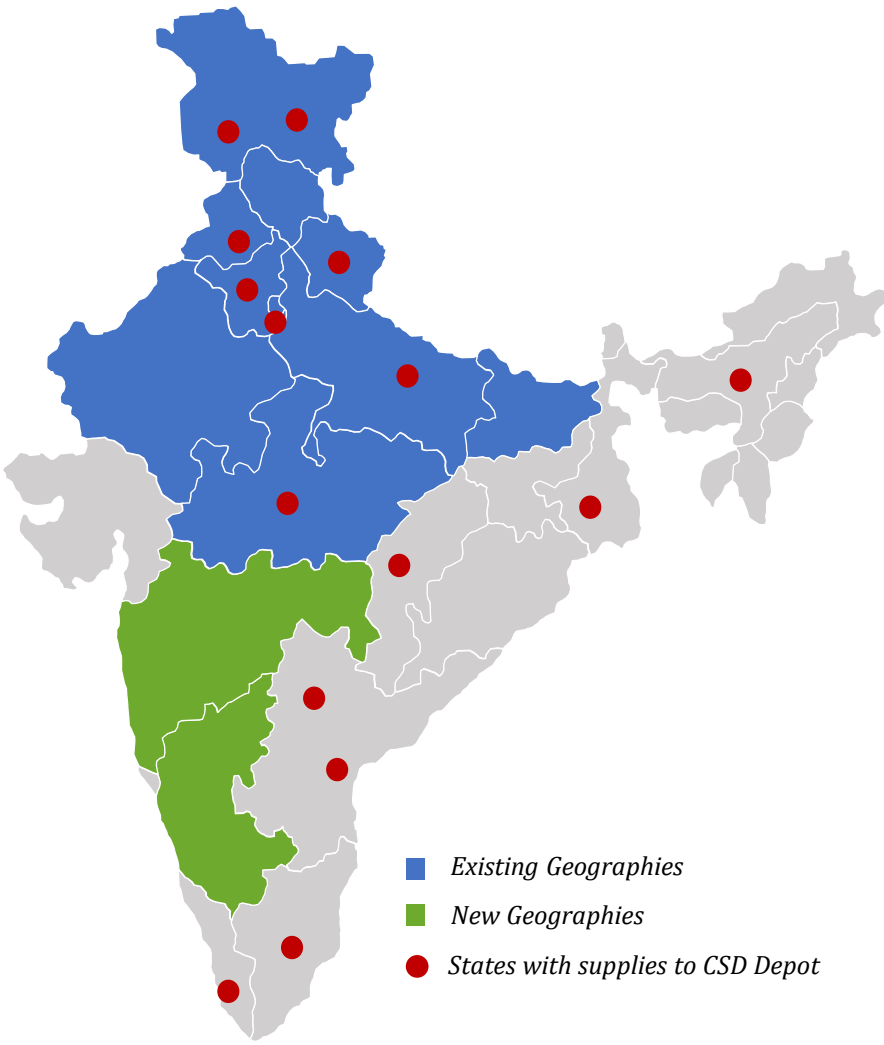


900+ Distributers



550k+ Retail outlets

200k+ Direct Reach



- Existing Geographies
- New Geographies
- States with supplies to CSD Depot

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 550k+ 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 March 2021

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

<p>64+</p> <p>Exporting Countries</p>	<p>25% +</p> <p>Share in the Indian biscuit exports to Canada [CY2019]*</p>	<p>~50%</p> <p>Export under own brand</p>	<p>Increase penetration in select export markets - South, Central and North America, the MENA region and Australasia</p>	<p>In process of setting up subsidiary in UAE to cater MENA and African markets</p>	<p>Focus is on increasing premiumization in export market</p>
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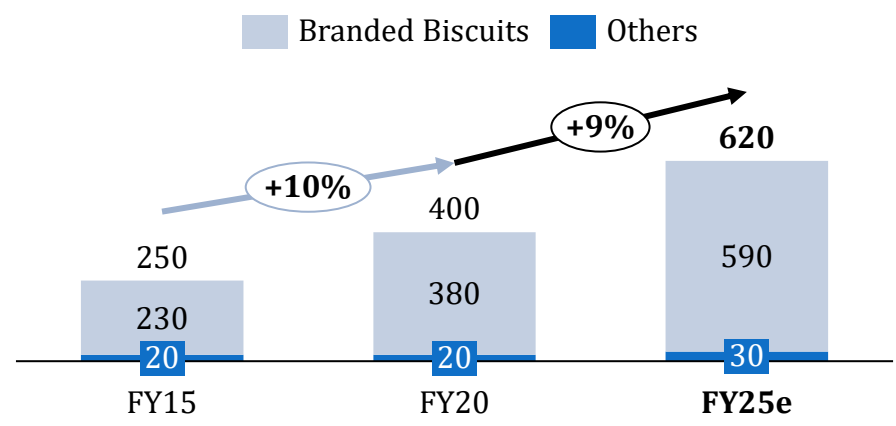
Strong International Portfolio



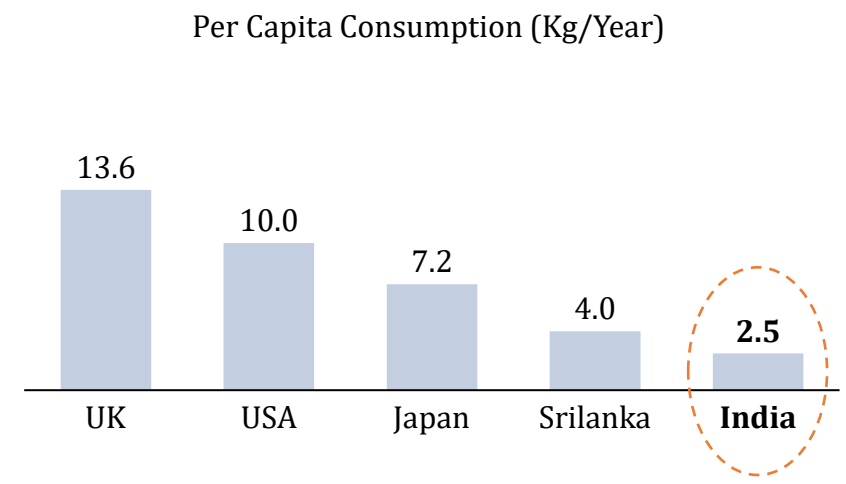
* Source: Technopak Report

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



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

Widespread Distribution



210+ Distributers



18,000+ Retail outlets



Avg of **2,30,000+** packs sold every day in FY21

Branded Breads business has grown at **CAGR of 33%** in the last 3 years

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

Company is a leading player in the institutional bakery segment

Key Success Factors:



Stringent quality control and compliance with standards



Dedicated lines for manufacturing buns to serve QSR customers



Industry best practices such as use of premium quality raw materials



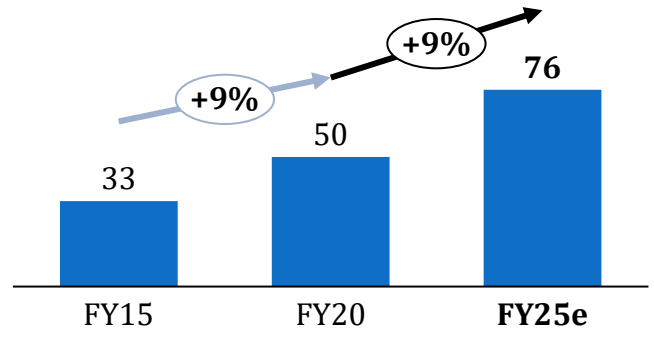
Innovative lines for manufacturing Desserts, Pizzas, Garlic breads, Croissants

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

- 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

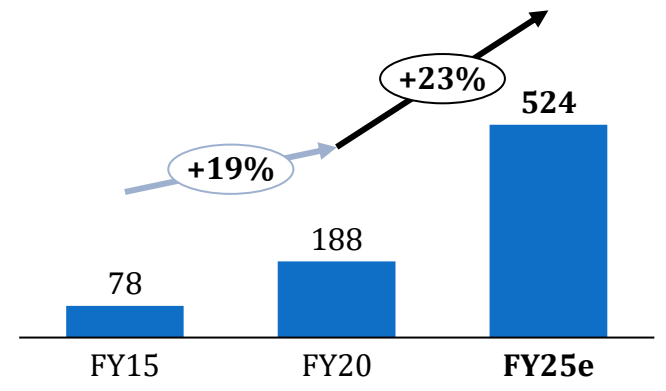
Indian Breads & Buns Market (Rs. Bn.)



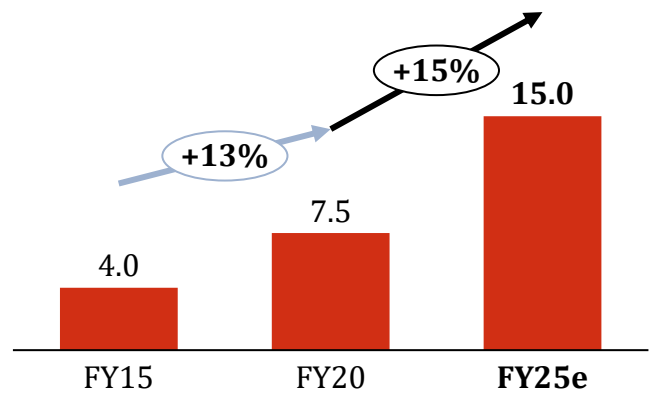
Indian Bread Market size was Rs. 50 bn in FY20 of which premium category currently has a share of ~16% and is projected to grow at a rate of 15% for the next 5 years

- 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.)



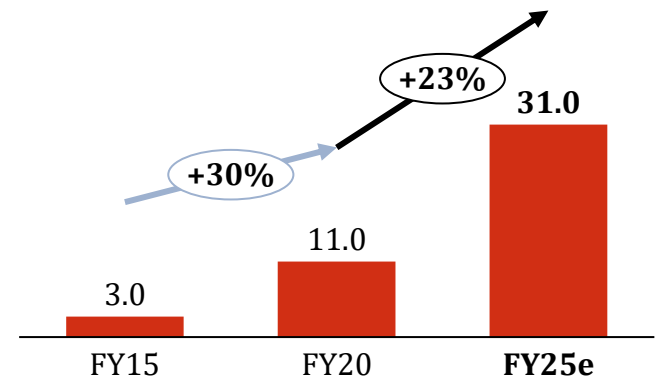
Premium Segment growing faster (Rs. Bn.)



- 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.)



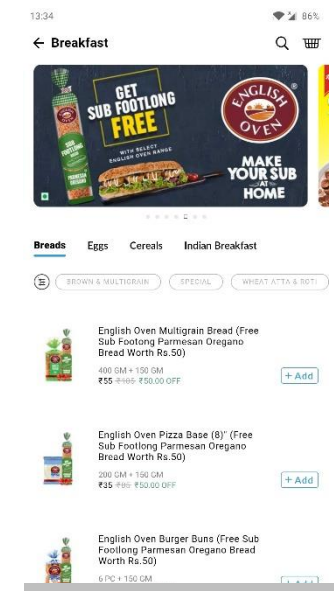
On ground brand building initiatives



Branding Activities



Digital Marketing



Sampling on Milkbasket



Merchandising



In-Shop



Well positioned to capture growth



Right Business Mix

- Competitively well positioned across both segments – Biscuits & Breads and Bakery segment



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



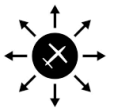
Focus on Innovation

- 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



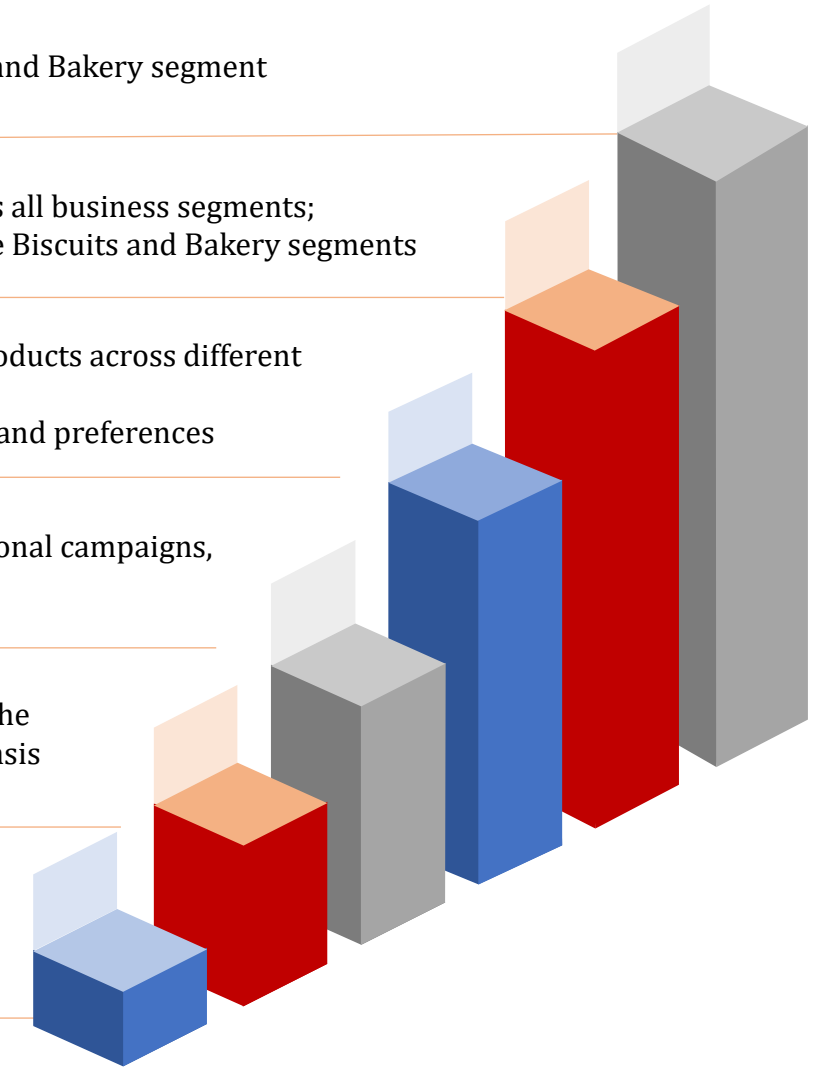
Focus on Distribution

- 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



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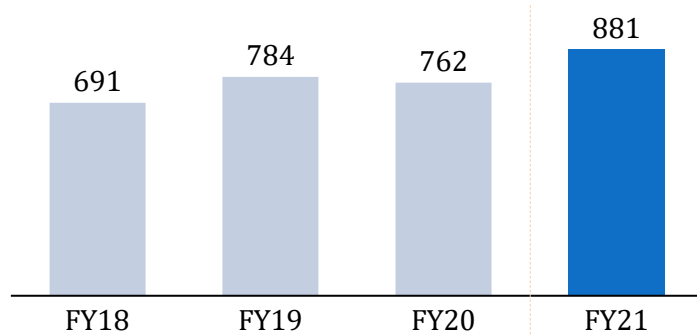


Historical Financials

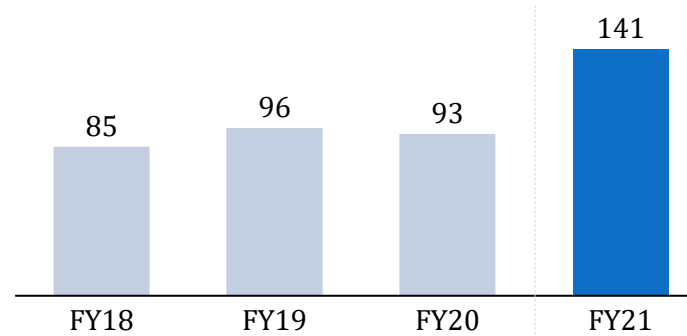
Historical Financials



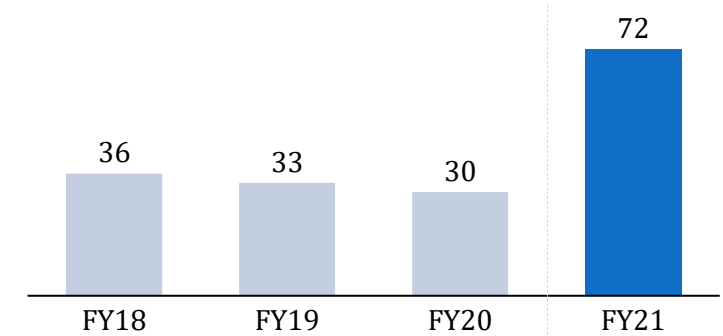
Revenues (Rs. Crs.)



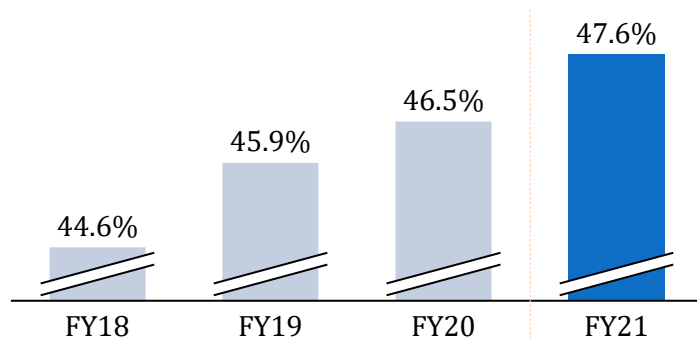
EBITDA (Rs. Crs.)



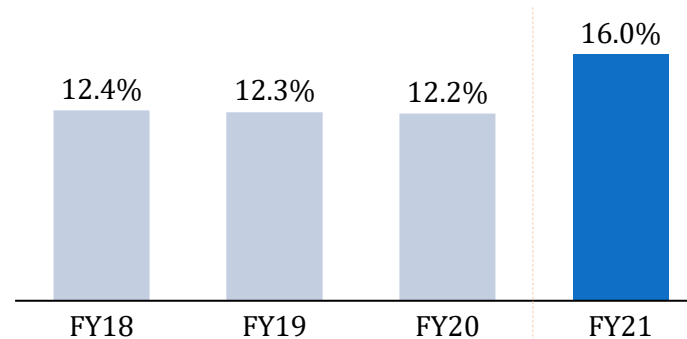
PAT (Rs. Crs.)



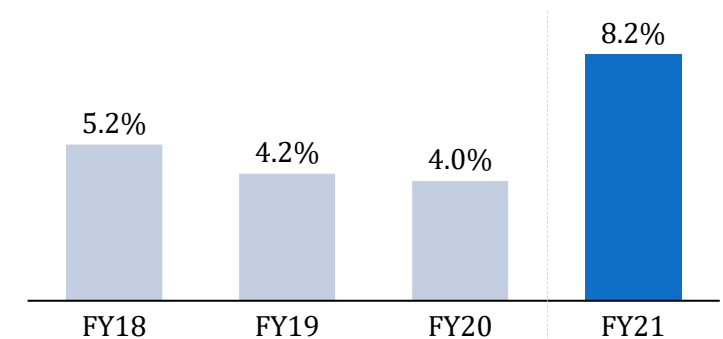
Gross Profit Margins



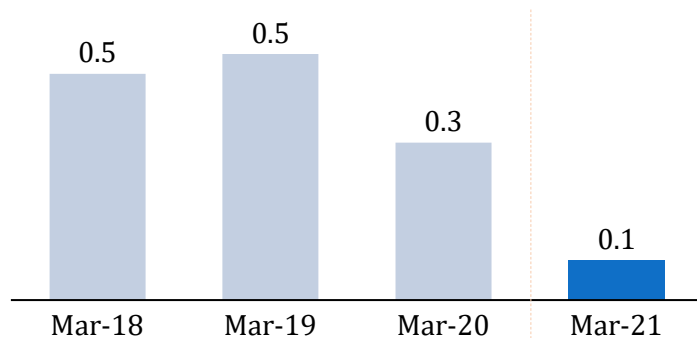
EBITDA Margins



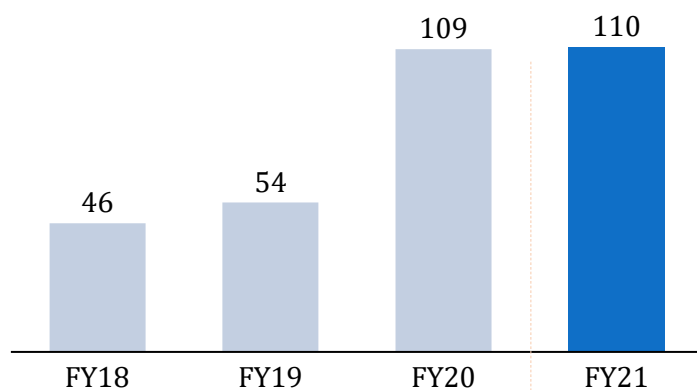
PAT Margins



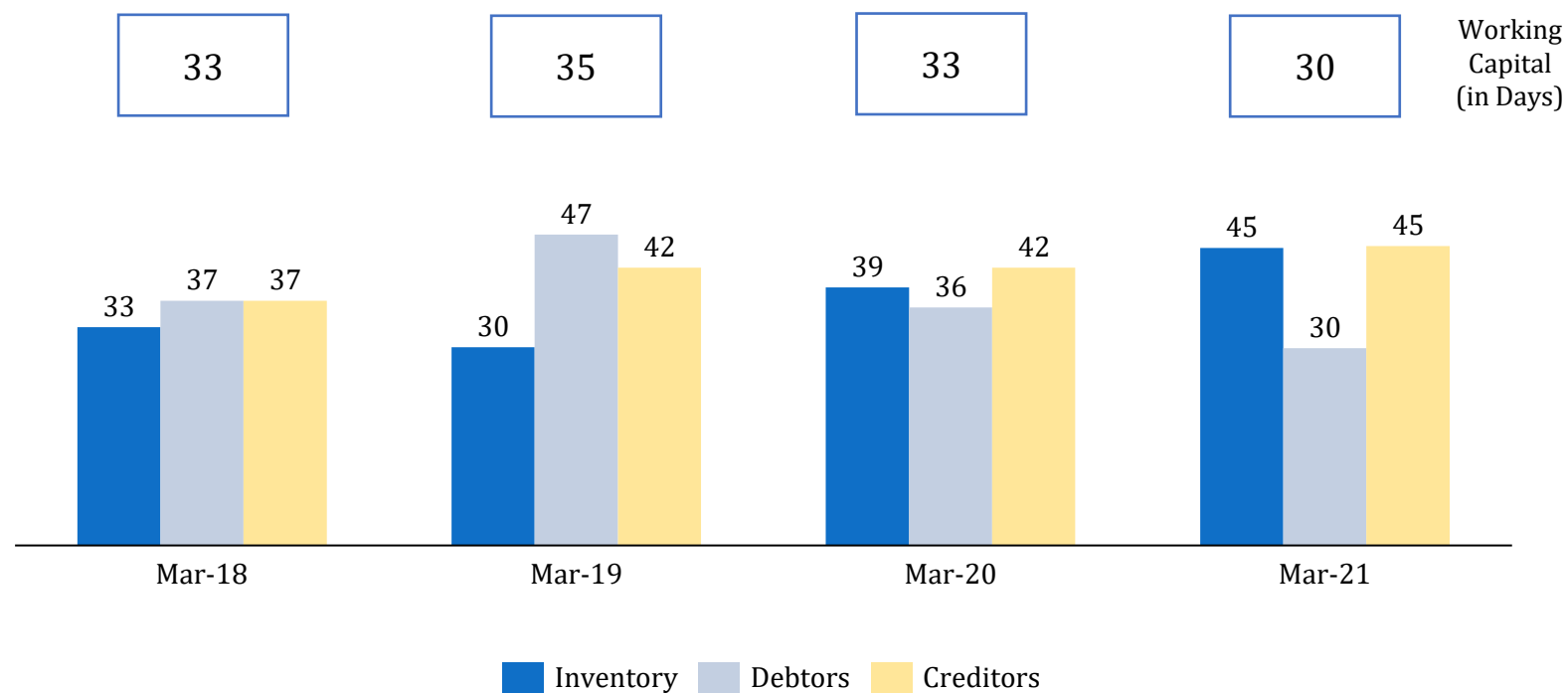
Net Debt to Equity



Cash Flow from Operations (Rs. Crs.)



Working Capital (in Days)



Historical Profit & Loss Statement



Profit & Loss Statement (Rs. Crs.)	FY21	Mar-20	Mar-19	Mar-18
Revenue from Operations	880.7	762.1	783.7	690.6
Cost of Materials Consumed	467.8	411.3	406.8	377.9
Purchase of stock-in-trade	0.6	0.4	13.4	12.0
Changes in Inventories of Finished Goods and Work in Progress	-6.8	-4.2	3.8	-7.1
Gross Profit	419.1	354.7	359.6	307.8
GP %	47.6%	46.5%	45.9%	44.6%
Employee Benefits Expense	126.9	117.9	109.7	91.3
Other Expenses	151.2	144.0	153.8	131.1
EBITDA	141.1	92.8	96.1	85.5
EBITDA %	16.0%	12.2%	12.3%	12.4%
Other Income	10.1*	2.9	2.4	1.8
Depreciation and Amortisation Expense	44.7	41.5	35.2	28.3
EBIT	106.5	54.2	63.3	58.9
Finance Costs	9.5	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	97.1	39.2	50.7	52.8
Total Tax Expense	24.8	8.8	17.5	16.9
Profit for the year	72.3	30.4	33.2	35.9
PAT %	8.2%	4.0%	4.2%	5.2%

Historical Balance Sheet



EQUITY AND LIABILITIES (Rs. Crs.)	31-Mar-21	31-Mar-20	31-Mar-19	31-Mar-18
Equity				
Equity share capital	58.7	57.3	57.3	57.3
Other equity	372.5	262.2	237.5	209.3
Total equity	431.2	319.4	294.8	266.6
Non-current liabilities				
Financial liabilities				
(i) Borrowings	114.8	85.7	107.2	94.7
(ii) Lease liabilities	1.0	1.5	2.7	4.2
Provisions	7.4	6.1	4.2	3.3
Deferred tax liabilities (net)	9.5	7.9	12.2	6.5
Other non-current liabilities	10.4	13.1	14.9	13.7
Total non-current liabilities	143.1	114.4	141.2	122.4
Current liabilities				
Financial liabilities				
(i) Borrowings	3.3	18.1	32.7	26.3
(ii) Lease liabilities	0.6	1.1	1.5	1.4
(iii) Trade payables				
(a) Total outstanding dues of micro enterprises and small enterprises	5.3	5.9	6.7	0.0
(b) Others	52.0	41.1	42.1	39.0
(iv) Other financial liabilities	22.3	34.5	29.7	29.8
Other current liabilities	18.9	13.8	12.9	10.4
Provisions	3.0	15.7	14.2	12.7
Current tax liabilities (net)	1.5	1.9	1.3	2.6
Total current liabilities	106.8	132.1	141.1	122.0
Total liabilities	249.9	246.5	282.3	244.4
Total Equity and Liabilities	681.2	565.9	577.0	511.1

Historical Balance Sheet



ASSETS (Rs. Crs.)	31-Mar-21	31-Mar-20	31-Mar-19	31-Mar-18
Non-current assets				
Property, plant and equipment	339.7	337.6	344.3	240.6
Capital work-in-progress	55.3	6.7	15.6	92.1
Right-of-use assets	14.2	15.3	16.8	18.4
Goodwill	0.4	0.4	0.4	0.4
Other intangible assets	0.0	0.6	1.2	1.8
Equity accounted investment	3.9	3.8	3.8	3.9
Financial assets				
(i) Loans	3.6	3.5	3.7	3.4
(ii) Other financial assets	0.0	0.0	0.0	1.0
Income tax assets (net)	2.9	4.3	4.2	2.9
Other non-current assets	7.0	17.4	4.1	6.6
Total non-current assets	427.0	389.6	393.9	371.0
Current assets				
Inventories	56.9	43.4	35.3	35.3
Financial assets				
(i) Investment	6.2	0.0	0.0	0.0
(ii) Trade receivables	72.0	75.0	100.3	69.4
(iii) Cash and cash equivalents	34.7	20.7	5.5	5.9
(iv) Bank balances other than (iii) above	50.0	9.6	6.5	4.9
(v) Loans	2.7	0.4	0.0	0.0
(vi) Other financial assets	22.7	17.9	15.5	9.7
Other current assets	9.0	9.3	20.0	14.9
Total current assets	254.2	176.3	183.1	140.1
Total Assets	681.2	565.9	577.0	511.1

THANK YOU

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