

MBFSL/CS/2025-26

13th February, 2026

| | |
|---|---|
| To, Department of Corporate Relations, BSE Limited, Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai – 400001 | To, National Stock Exchange of India Ltd, Exchange Plaza, C- 1, Block G, Bandra Kurla Complex, Bandra (East), Mumbai– 400051 |
| Scrip Code : 543253 | Scrip Symbol : BECTORFOOD |

Dear Sir/Ma'am,

Subject: Investor's Presentation

In terms of Regulation 30 and other applicable provisions of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find attached herewith copy of Investors' Presentation with respect to the performance of the Company for the Quarter ended December 31, 2025.

The same is also available on the website of the Company i.e. www.bectorfoods.com

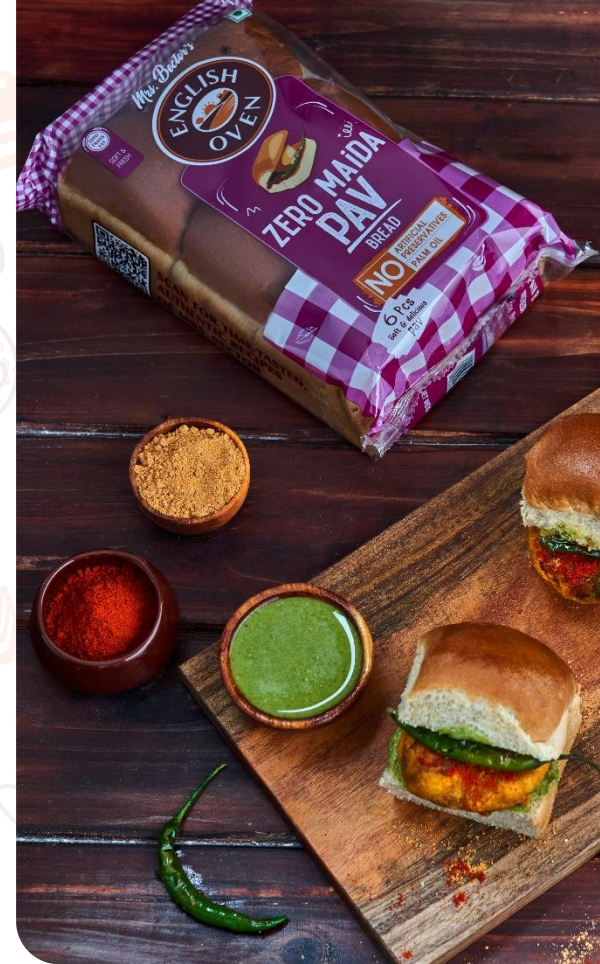
Thanking You,

Yours faithfully,

For **Mrs. Bectors Food Specialities Limited**

Atul Sud
Company Secretary and Compliance Officer
M.No. F10412

Encl: as above



Mrs. Bector's



THE MAGIC OF BAKING

INVESTOR PRESENTATION | Q3FY26



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Industry Overview



Marketing & New Launches



Historical Financials



Performance Update

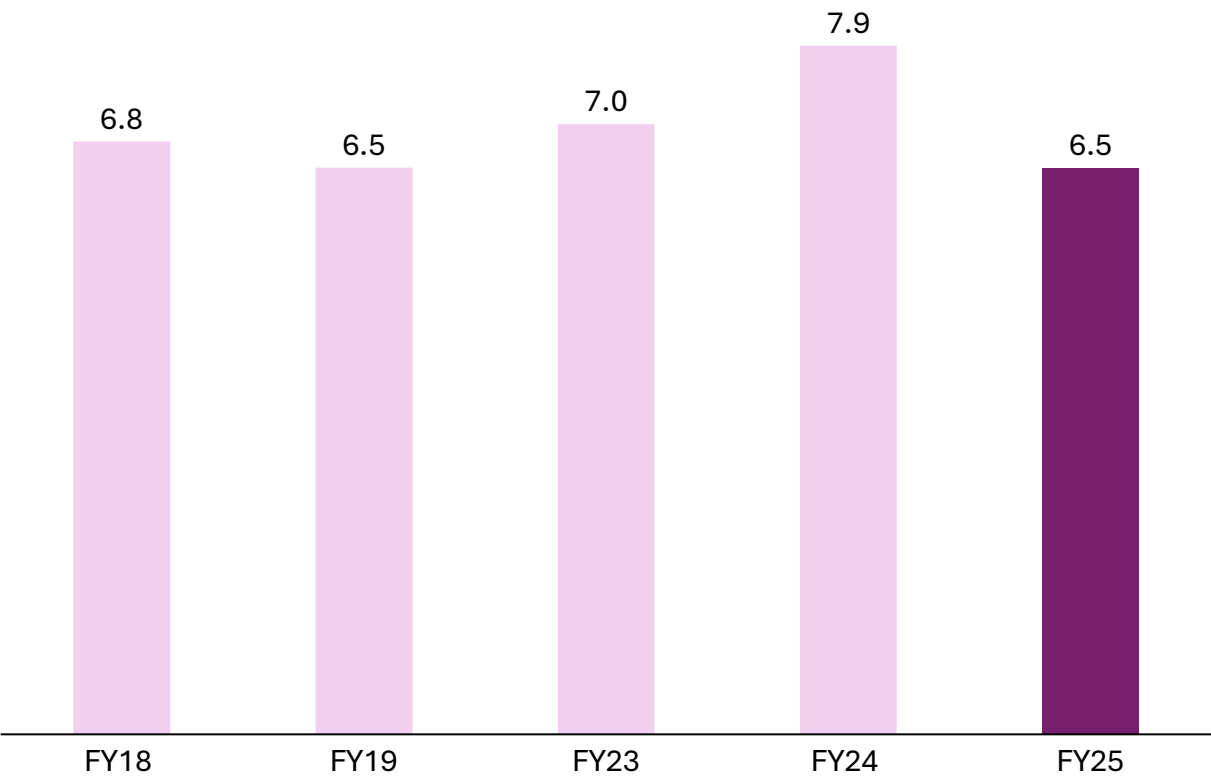


Outlook & Approach



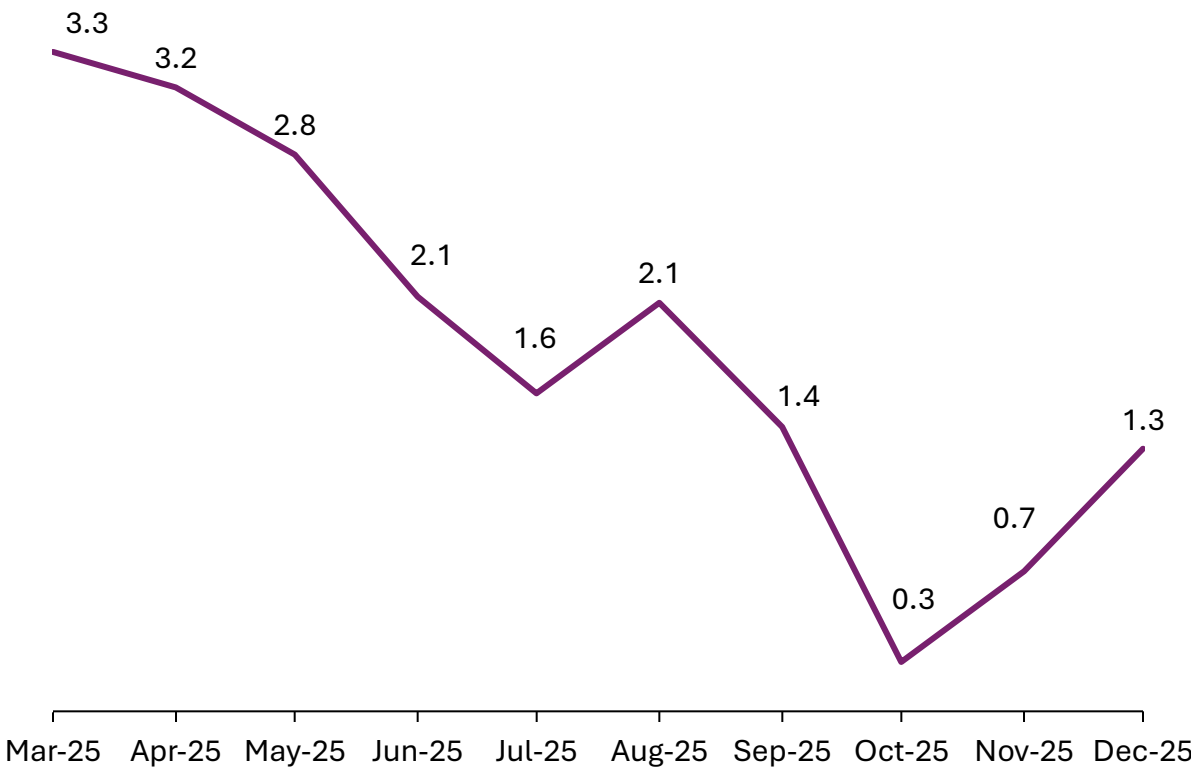
India's growth story continues amidst global slowdown. Inflation showing signs of moderation.

India's Real GDP Growth

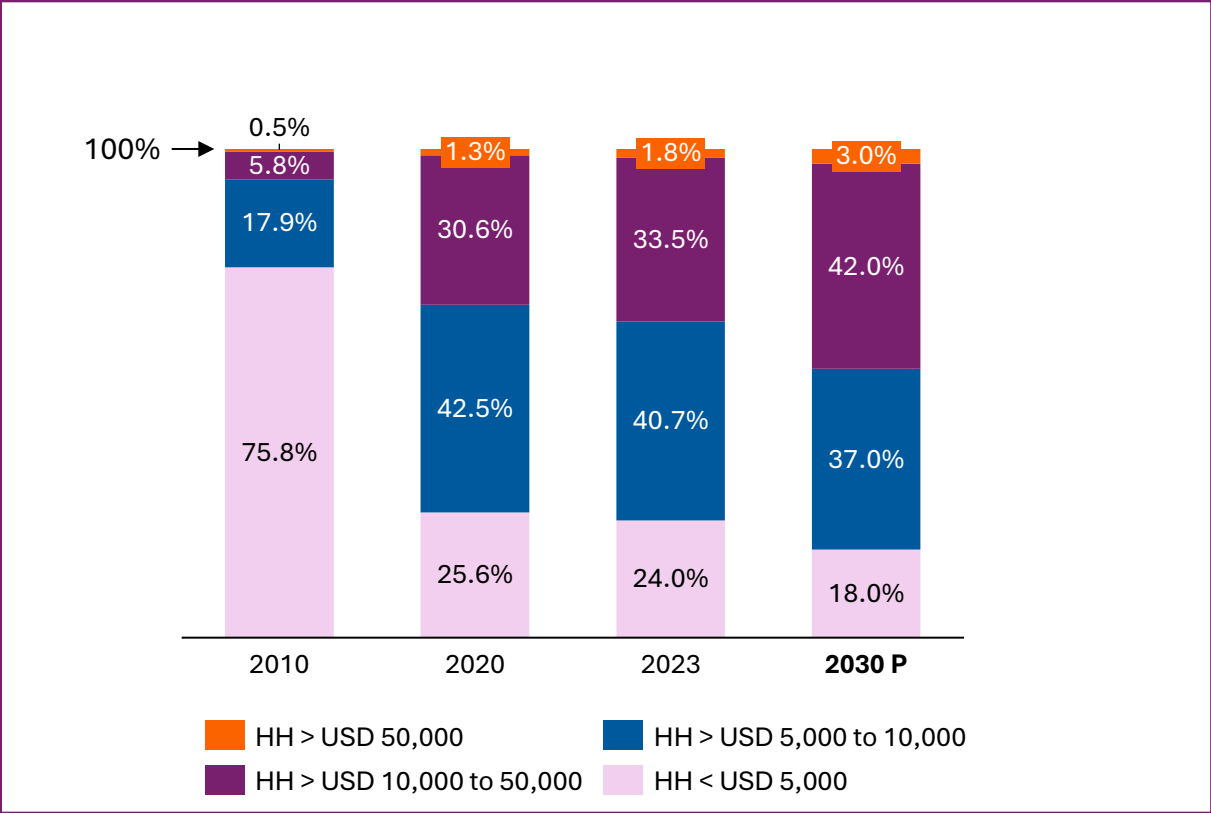


Source: Annual GDP, Ministry of Statistics & Programme Implementation (MOSPI)
Source: CPI, Ministry of Statistics & Programme Implementation (MOSPI)

CPI Inflation

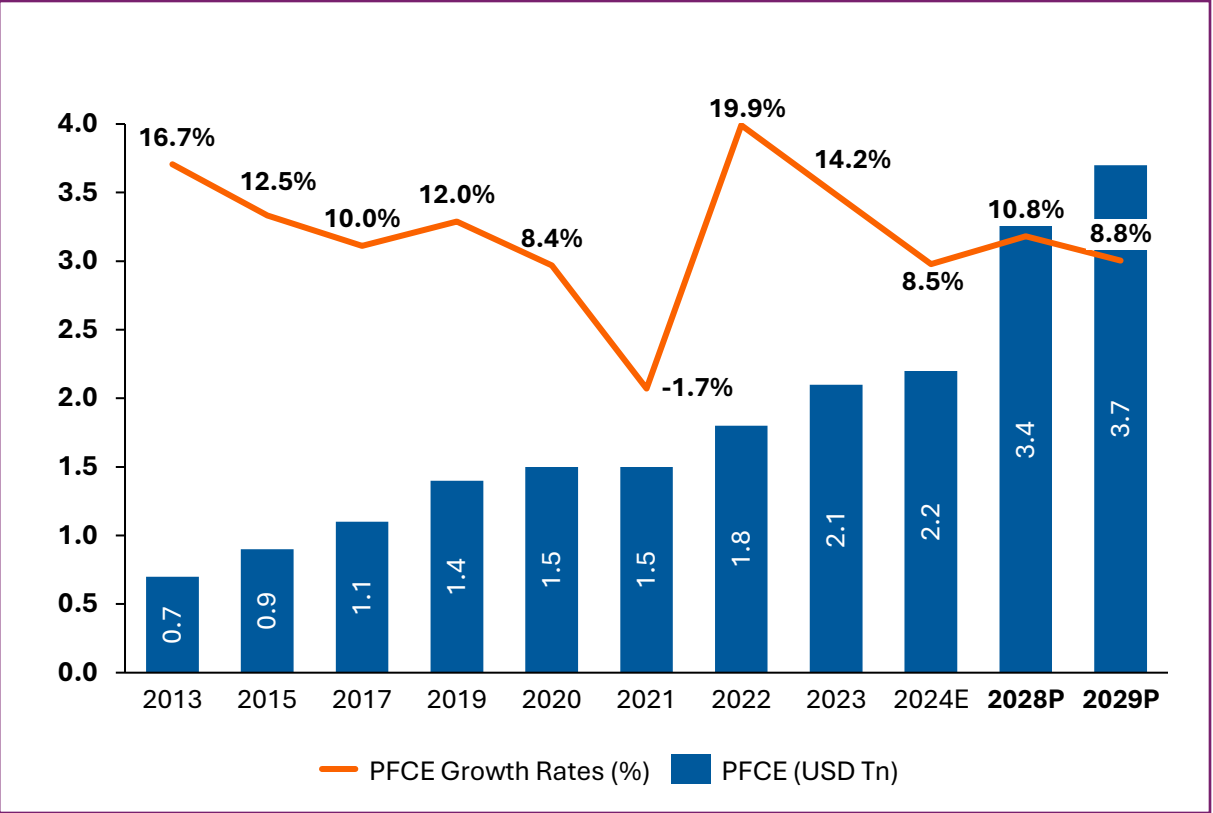


Household (HH) Annual Earning Details (FY)



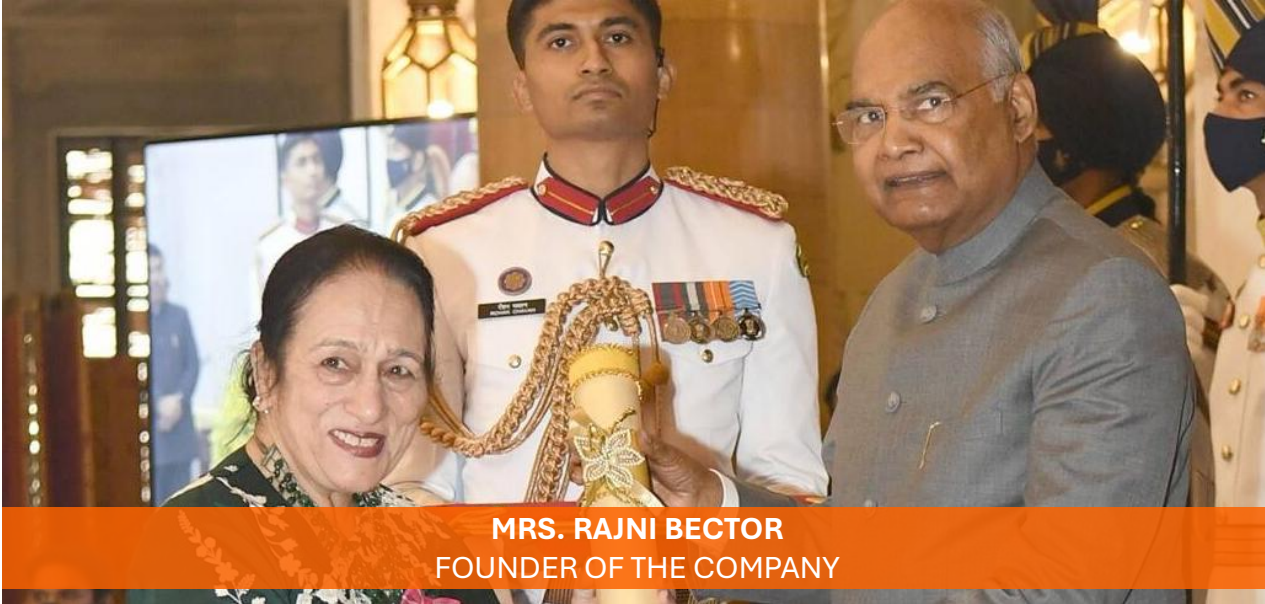
- The increase in number of households with annual earnings ranging from USD 10,000 to USD 50,000 is poised to drive the Indian economy by fostering demand across wide array of sectors
- The expanding middle-class sector in India is accompanied by a growing appetite for premiumization across various sectors

India's Private Final Consumption Expenditure (In USD trillion) (FY)



- GDP growth in India is expected to be driven by rising Private Final Consumption Expenditure (PFCE)
- With the rapidly growing GDP and PFCE, India is poised to become one of the top consumer markets globally

Source: EIU, Technopak Estimates
RBI, Ministry of Statistics and Program Implementation, Technopak Analysis, Note: 1 USD = INR 80



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 recognizing my services. I am feeling honored 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 SBI 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 Organization, Ludhiana in 2014 & 2009

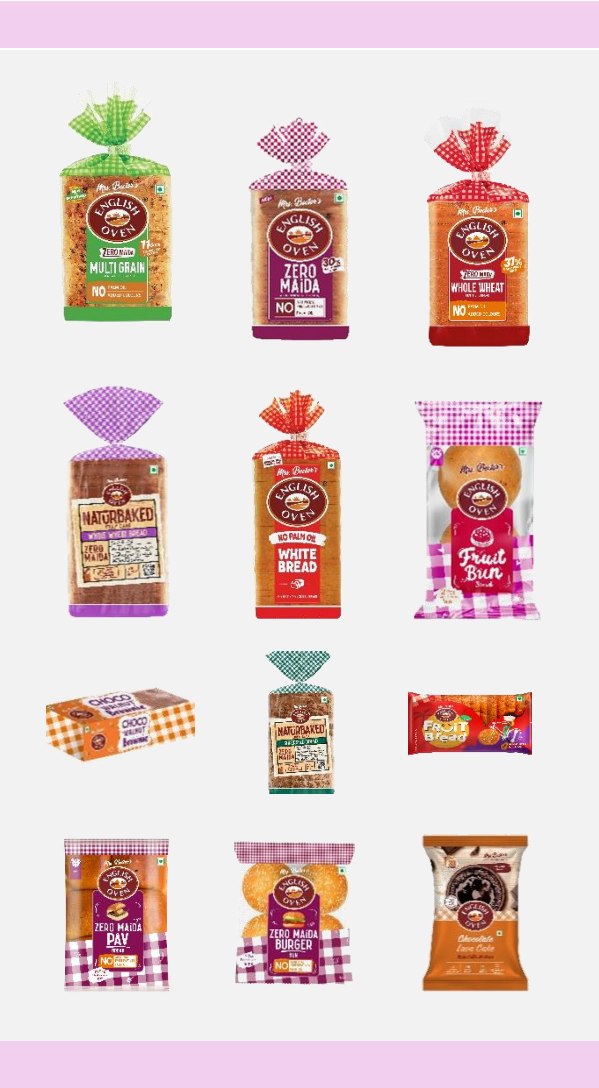
Outstanding Women Entrepreneur’ by SIDBI 2010

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

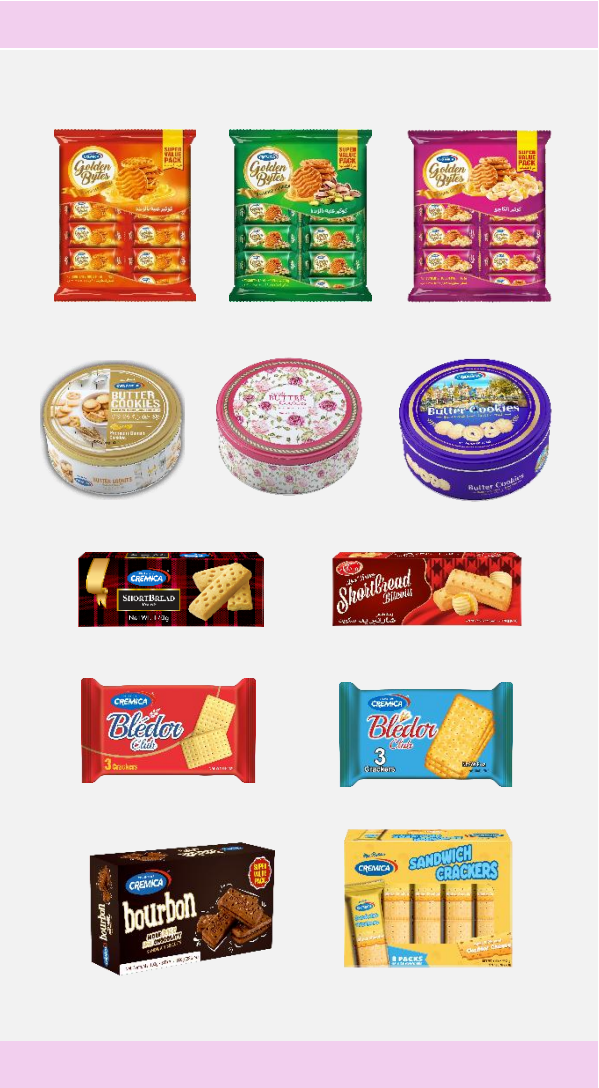
DOMESTIC BISCUITS



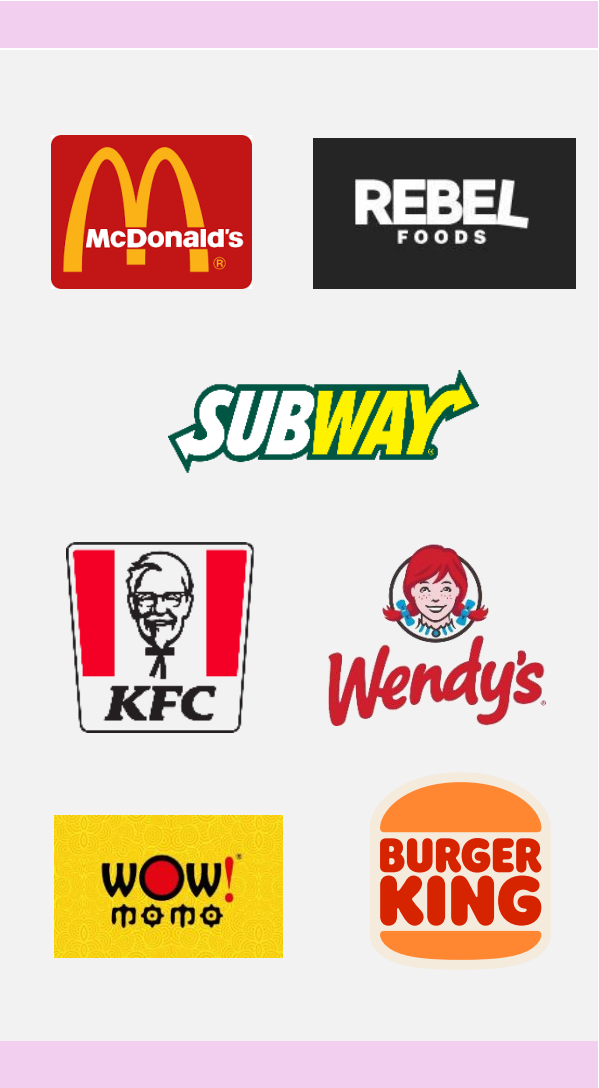
ENGLISH OVEN



EXPORT



QSR



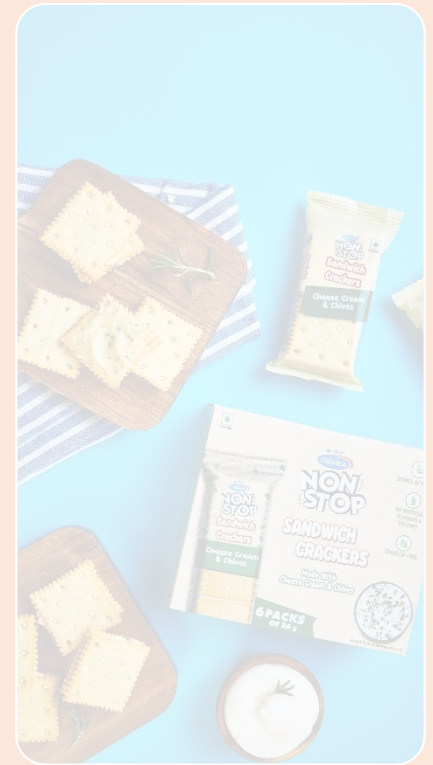
Industry Overview



Marketing & New Launches



Historical Financials



Performance Update



Outlook & Approach





Net Revenue



Gross Profit



EBITDA

Q3 FY26

₹ 533.3 Crs

₹ 240.1 Crs

₹ 68.4 Crs

12 Months
Growth

+ 8.4 %

+8.2%

+11.4%

24 Months
Growth

+24.4%

+23.4%

+11.8%



Net Revenue



Gross Profit



EBITDA

9M FY26

₹ 1557.7 Crs

₹ 699.5 Crs

₹ 195.9 Crs

12 Months
Growth

+9.1%

+4.8%

0.0%

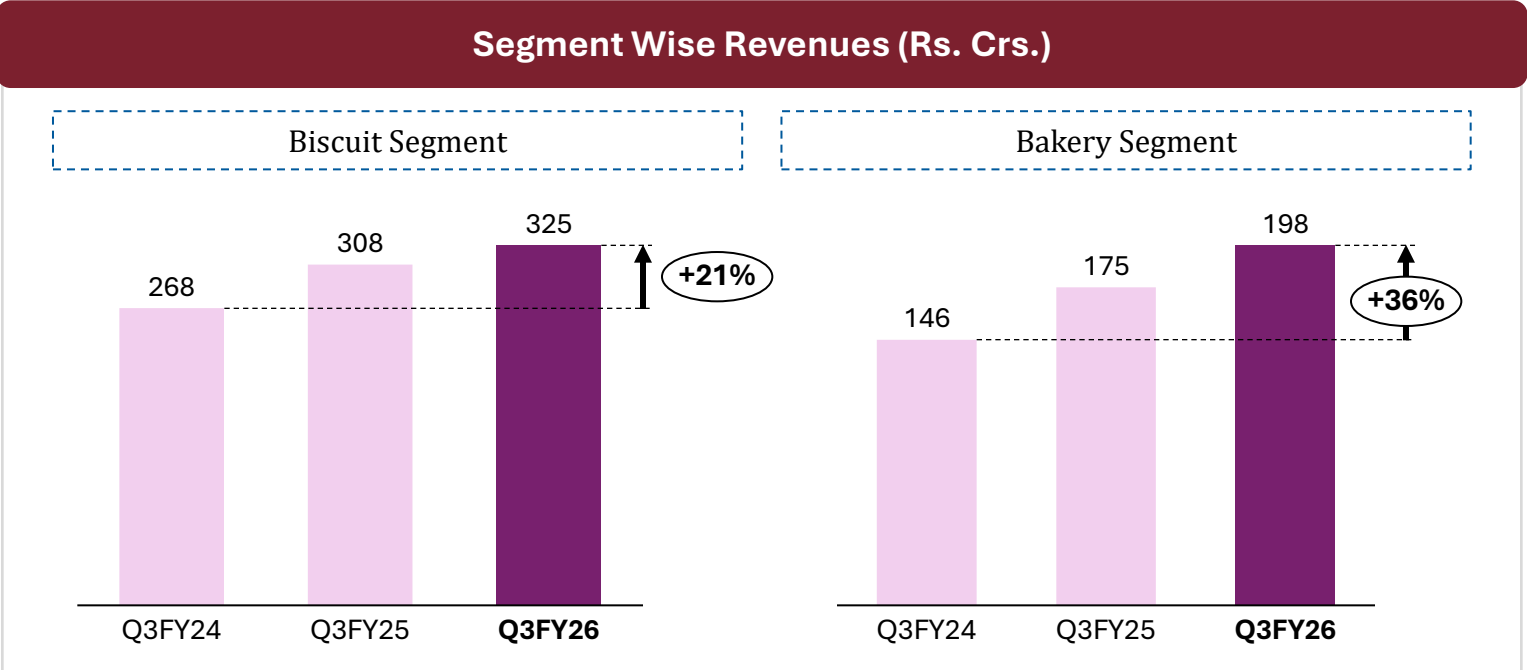
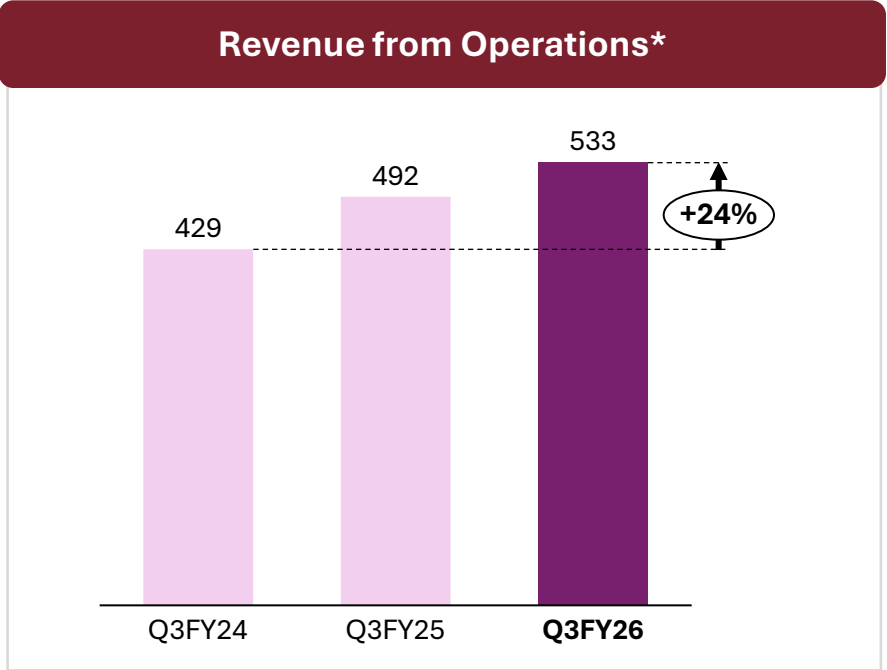
24 Months
Growth

+27.9%

+24.1%

+6.6%

Consolidated Q3 FY26 Performance Highlights (YoY and 24 months comparison)



Biscuit segment revenue

In **Q3 FY26** stood at Rs. 325 crores against Rs. 308 crores in Q3 FY25, registering a growth 6% compared to Q3 FY25 including domestic and export biscuits segment. The Biscuit segment has grown by 21% compared to Q3 FY24.

Biscuit Segment: includes Domestic, Exports and CSD

Bakery segment revenue

In **Q3 FY26** stood at Rs. 198 crores against Rs. 175 crores in Q3 FY25, registering a growth of 13% compared to Q3 FY25 including retail bakery and institutional segment. The Bakery segment has grown by 36% compared to Q3 FY24.

Bakery Segment: includes Retail and Institutional

* Total Revenue includes revenue from contract manufacturing

Consolidated Profit & Loss Statement – Q3 & 9MFY26

| Profit & Loss Statement (Rs. Crs.) | Q3 FY26 | Q3 FY25 | Y-o-Y | Q2 FY26 | Q-o-Q | 9M FY26 | 9M FY25 | Y-o-Y |
|--|--------------|--------------|--------------|--------------|--------------|----------------|----------------|--------------|
| Revenue from Operations | 533.3 | 492.1 | 8.4% | 551.4 | -3.3% | 1,557.7 | 1,427.8 | 9.1% |
| Cost of Materials Consumed | 268.6 | 240.3 | | 296.0 | | 823.4 | 738.1 | |
| Purchase of stock-in-trade | 13.9 | 9.3 | | 12.4 | | 37.1 | 27.3 | |
| Changes in inventories of finished goods, stock-in- trade and work-in-progress | 10.8 | 20.7 | | -0.6 | | -2.3 | -5.2 | |
| Gross Profit | 240.1 | 221.8 | 8.2% | 243.6 | -1.5% | 699.5 | 667.7 | 4.8% |
| GP % | 45.0% | 45.1% | | 0.4 | | 44.9% | 46.8% | |
| Employee Benefits Expense | 75.2 | 68.7 | | 76.9 | | 223.5 | 199.0 | |
| Other Expenses | 96.5 | 91.7 | | 97.4 | | 280.1 | 272.8 | |
| EBITDA | 68.4 | 61.4 | 11.4% | 69.3 | -1.3% | 195.9 | 195.9 | 0.0% |
| EBITDA % | 12.8% | 12.5% | | 12.6% | | 12.6% | 13.7% | |
| Other Income | 6.9 | 7.0 | | 6.6 | | 21.0 | 17.6 | |
| Depreciation and Amortisation Expense | 22.6 | 19.4 | | 23.7 | | 67.6 | 56.1 | |
| EBIT | 52.8 | 49.0 | | 52.2 | | 149.4 | 157.4 | |
| Finance Costs | 2.3 | 2.5 | | 3.3 | | 8.7 | 11.0 | |
| Share of net profit/Loss of associate accounted for using the equity method | 0.0 | 0.0 | | 0.0 | | 0.0 | 0.1 | |
| PBT | 50.5 | 46.5 | | 48.8 | | 140.7 | 146.5 | |
| Total Tax Expense | 12.4 | 11.9 | | 12.3 | | 35.2 | 37.6 | |
| Profit for the period | 38.1 | 34.6 | 10.1% | 36.5 | 4.4% | 105.5 | 109.0 | -3.2% |
| PAT % | 7.1% | 7.0% | | 6.6% | | 6.8% | 7.6% | |

Industry Overview



Marketing & New Launches



Performance Update



Outlook & Approach



Historical Financials



Cremica: Post GST 2.0, gaining strong momentum

Diwali Gifting



Christmas & New Year



Communicating GST Benefit



Impact Properties ~India vs NZ in Stadium



Scaling up Golden Bites



Collaboration with Blinkit on Tins

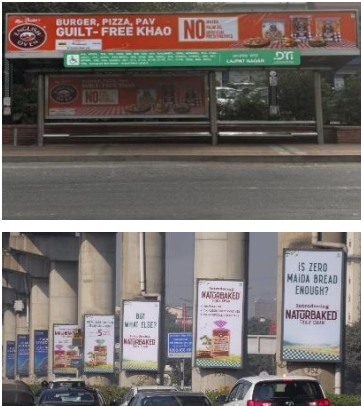


Launch of Zero Maida Bakery Range

No Artificial Preservatives No Palm Oil



Outdoor Campaign



Building Health in Everyday Products

No Palm Oil



Print Campaign



Launch of Zero Maida Bakery Range



Truly Clean
NaturBaked ~New Look

- Italian Sourdough for Gut Health
- No Palm Oil
- No Artificial Preservatives
- Zero Maida

Expansion of Frozen Portfolio

Occasion

Christmas & New Year Campaign

Educate

Influencers

Awareness

Digital

Impact ~ Innovative Outdoor

New Launch

Industry Overview



Performance Update

Marketing & New Launches

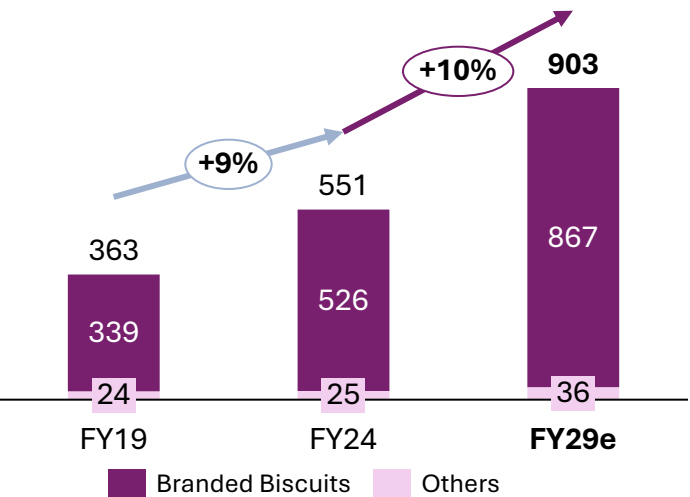


Outlook & Approach

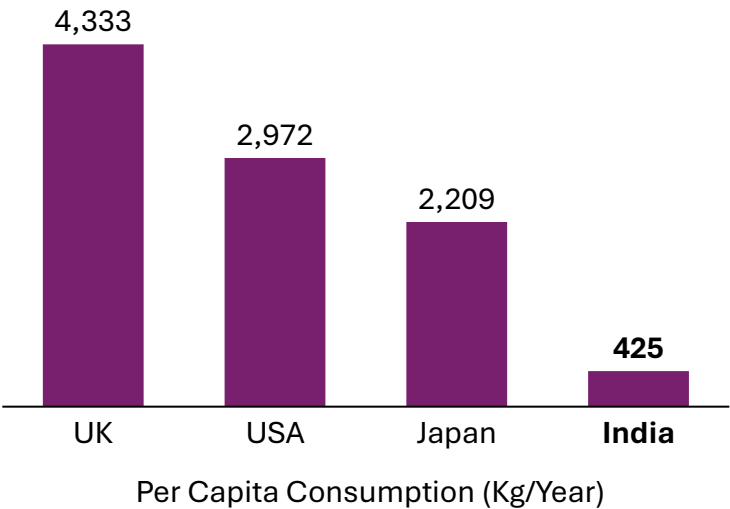
Historical Financials



Growth in Biscuit Market (Rs. Bn.)



Low per capita spending on biscuits



“Per capita consumption of biscuits in India is low as compared to the key developed economies

However, factors like increasing disposable income, product innovations, demand for various product types, and favorable consumer perception, presents a strong case for room and growth for the industry”

Source: Technopak Report

Key Growth Drivers



Changing Lifestyles & Innovative Product Development



Growth in Organized Retail



Technological Advancements & Innovation in Ingredients



Improved Packaging Solutions

Key Trends



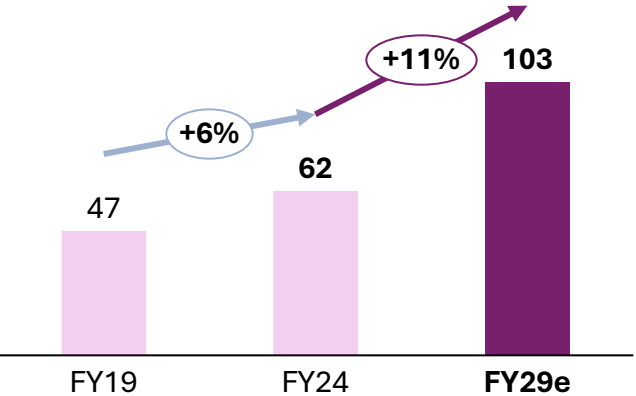
New Products Development and Premiumization



Healthy Options

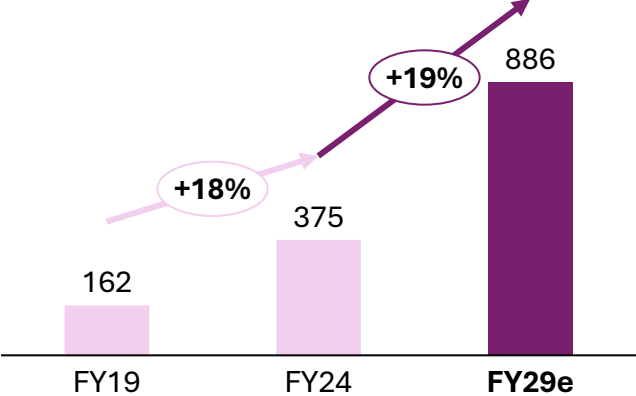
Growth Potential in Bread & Bakery Business

Indian Breads & Buns Market (Rs. Bn.)



Source: Technopak Report

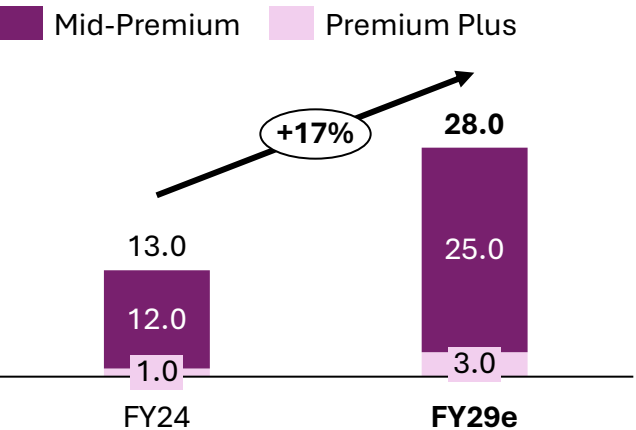
Chain QSR Market (Rs. Bn.)



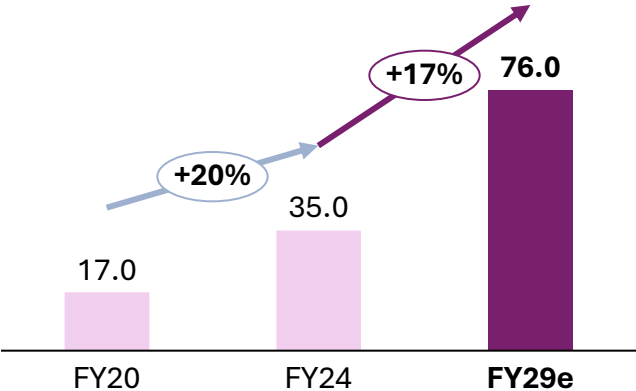
- Indian breads and buns retail market in India was valued at INR 62 billion in FY 24, growing at a CAGR of 6% from INR 47 billion in FY 19
- The market is further projected to grow at a CAGR of 11%, to reach a market size of INR 103 billion in FY 29

- Chain QSRs constituted 58% of the total QSR market in FY 24 and their share is projected to grow to 60% by FY 29 growing at a CAGR of 18.8%
- Driven by centralized operating model & supported by processed food vendors with robust supply chain will help in attaining deeper penetration in Tier 2 & 3 cities

Mid Premium & Premium Plus Segment growing faster (Rs. Bn.)



Processed Dough and Bread Market (Rs. Bn.)



- Mid-premium & premium plus segments are expected to grow at a CAGR of 16% and 20% respectively
- It is expected to grow faster than the overall market due to factors like shift in customer preference for healthier & speciality options, higher disposable income, & propensity to spend

- Share of processed dough-based inputs for the organised QSR segment was valued at INR 35 bn in FY24 and is projected to grow at CAGR of 17% to reach INR 76 bn by FY 29
- The dough-based inputs market for QSRs in India is experiencing significant growth across segments

Augmenting Distribution (B2C and B2B)

- **Omni Channel Approach** – Available on all touch points – Retail, MT, Ecommerce
- **Cremica Preferred Outlets** – Retail loyalty to drive share in large outlets
- **Calibrated Expansion Plans** – Increase in “Feet on Street”
- **South and West** – Long-term vision of being a pan-India player



Building Portfolio of Offerings

- Participate in all key segments, all Key Price Points
- **Build “Cremica”** as a preferred Brand in all key geographies
- **New Product** Development to cater to growing consumer need categories – Health, Price/value gap, New Age Product segments such as Sourdough, Millets etc

Robust Supply Chain & Manufacturing

- Automation from front-end to back-end to enable real time analysis and decision making
- Leveraging technology for building Business Continuity measures and improving efficiency
- Continuous investment behind capacity addition as well as New Product Development

Winning thru Quality

- **Recognized Certifications** across all plants
- **Association with McDonald’s and Walmart** is a testament of world class quality standards



Cremica Brand footprint in 70+ Countries



Association with Walmart - Part of Walmart's commitment to source \$10 bn in goods from India



TRUST



QUALITY



COMMITMENT

70+

Overall number of countries catered

Dedicated subsidiary setup in the UAE to cater to MENA and African markets; plans to expand footprint in **FY25-26**

America

Africa

Europe

Middle East

Bouquet of unique international offerings



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

Pioneering new innovative products like, ‘**dessert jars**’ and ‘**brownies**’ in the Indian retail business segment

One of the two key vendors, in India, working with institutions for the supply of processed and semi- processed dough-based offerings

Well-positioned to capitalize on growth opportunities in the institutional bakery business by leveraging **dedicated manufacturing facilities** and **long-standing relationships** with **key institutional customers**

Automated state of art manufacturing units



Equipped with advanced modern technology and automated systems

Invested Rs. 716+ crores between FY21 to FY25 to build capacities with superior capabilities

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'

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

Stringent Quality Controls



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

01

Additions in Rajpura (Punjab)

- 2 Biscuit lines have been commissioned in Rajpura in FY23-24
- 2 more lines have been commissioned in Rajpura in H1'24-25

02

Addition in Bakery Business

- Bhiwadi plant has been commissioned in FY23-24

03

Biscuit Lines at Dhar (MP)

- Dhar plant had been commissioned in Q1 of FY25-26

04

Bakery Plant at Kolkata (West Bengal)

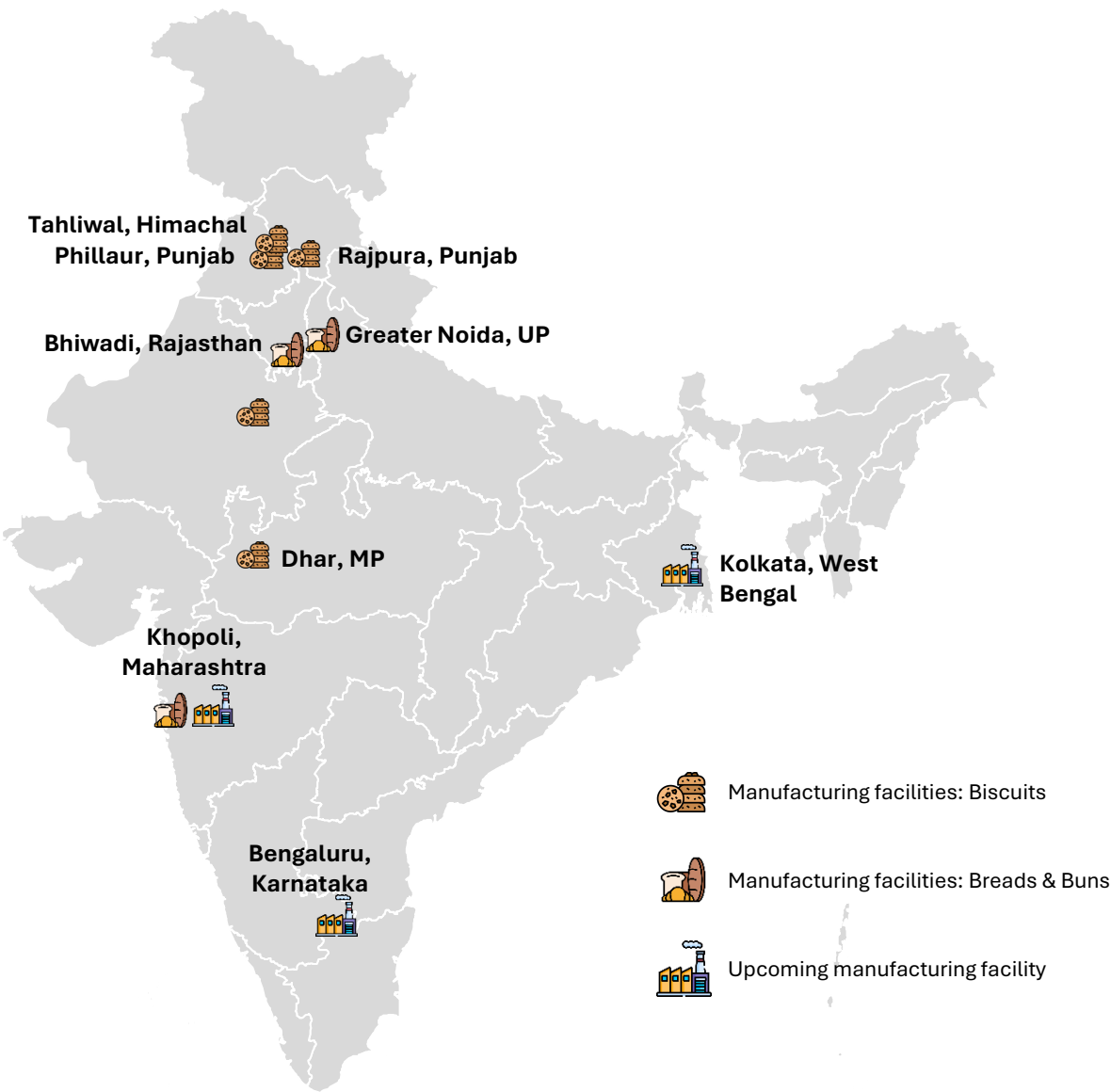
- The company has commissioned new bakery unit in Kolkata in Q4FY26

05

New Bakery Plant in Khopoli (Maharashtra)

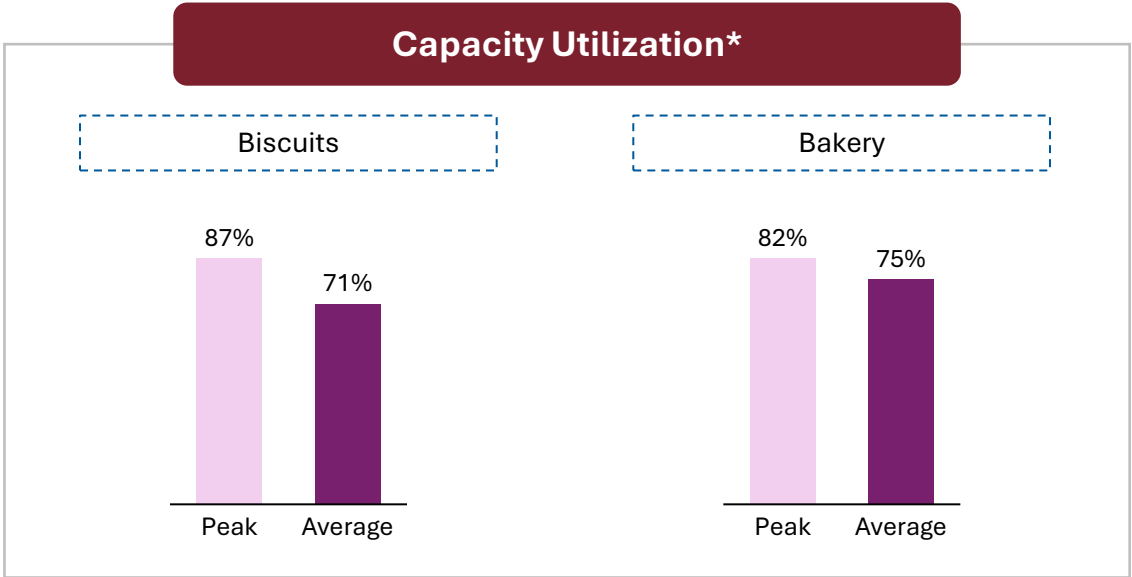
- The company has made progress on the construction of building in Khopoli, Mumbai and will be commissioned in the subsequent months





Dhar, Madhya Pradesh commenced operation in Q1 FY26

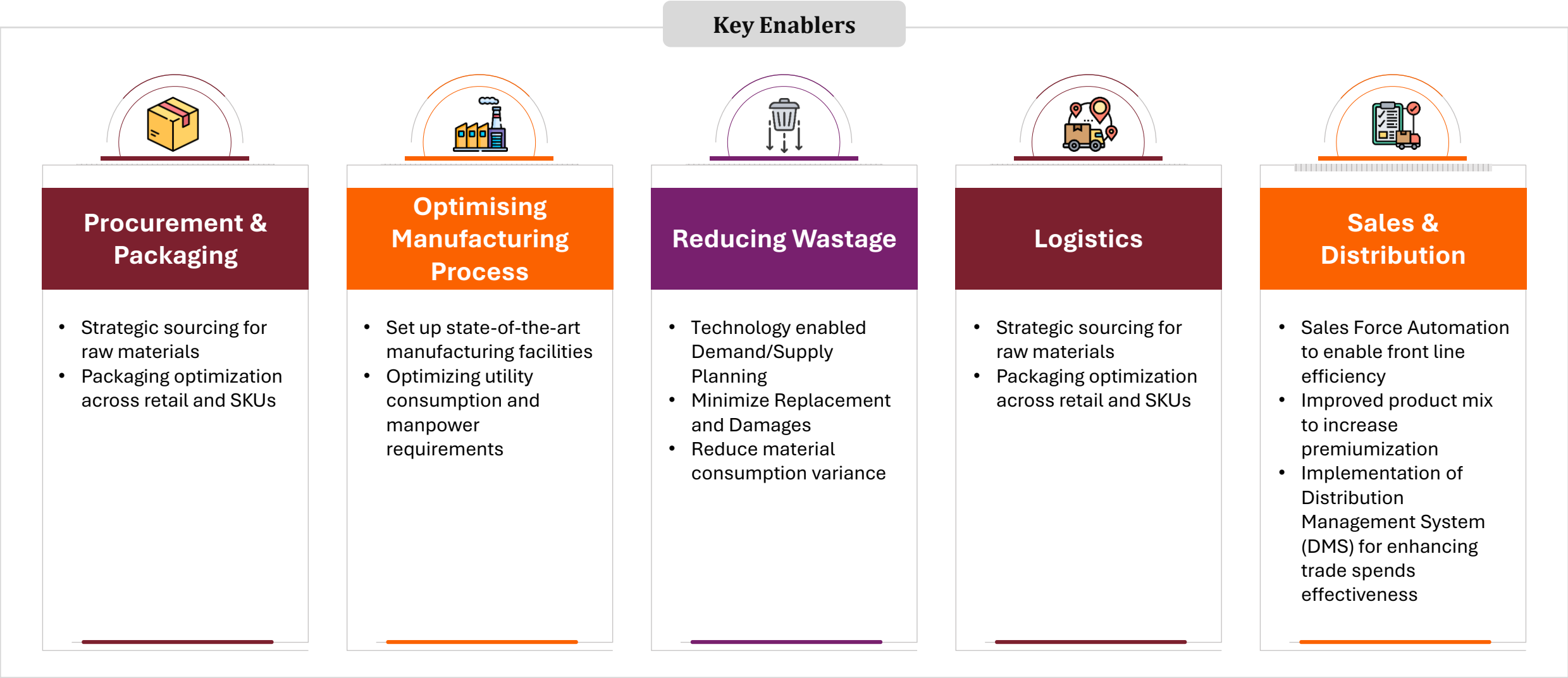
| | Biscuits (Metric Tonnes) | Bakery (Metric Tonnes) |
|--------------------|-----------------------------|---------------------------|
| Current Capacity | 1,85,880 | 91,267 |
| Additional Planned | - | 24,741 |
| Total | 1,85,880 | 1,16,008 |



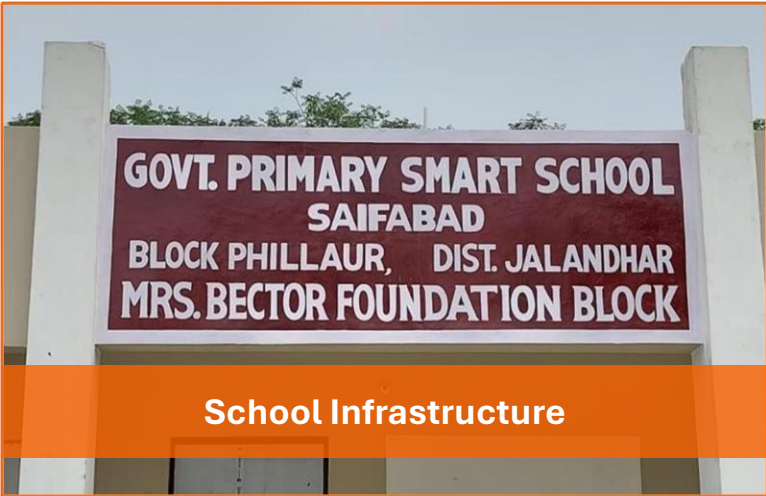
*Capacity Utilization:- Updated FY25

Updated FY25

We had launched Project IMPACT 1.0, and have started to witness the accrual of benefits and its contribution to the bottom-line



Under “Goodness Together”, we continuously look for every opportunity to develop the community around us



School Infrastructure



90+ Mobile Health Camps



Hospital Infra Development



Women's Health & Hygiene



Facility for Technical Skills Development



Ponds & Water Body Conservation

Industry Overview



Marketing & New Launches



Historical Financials



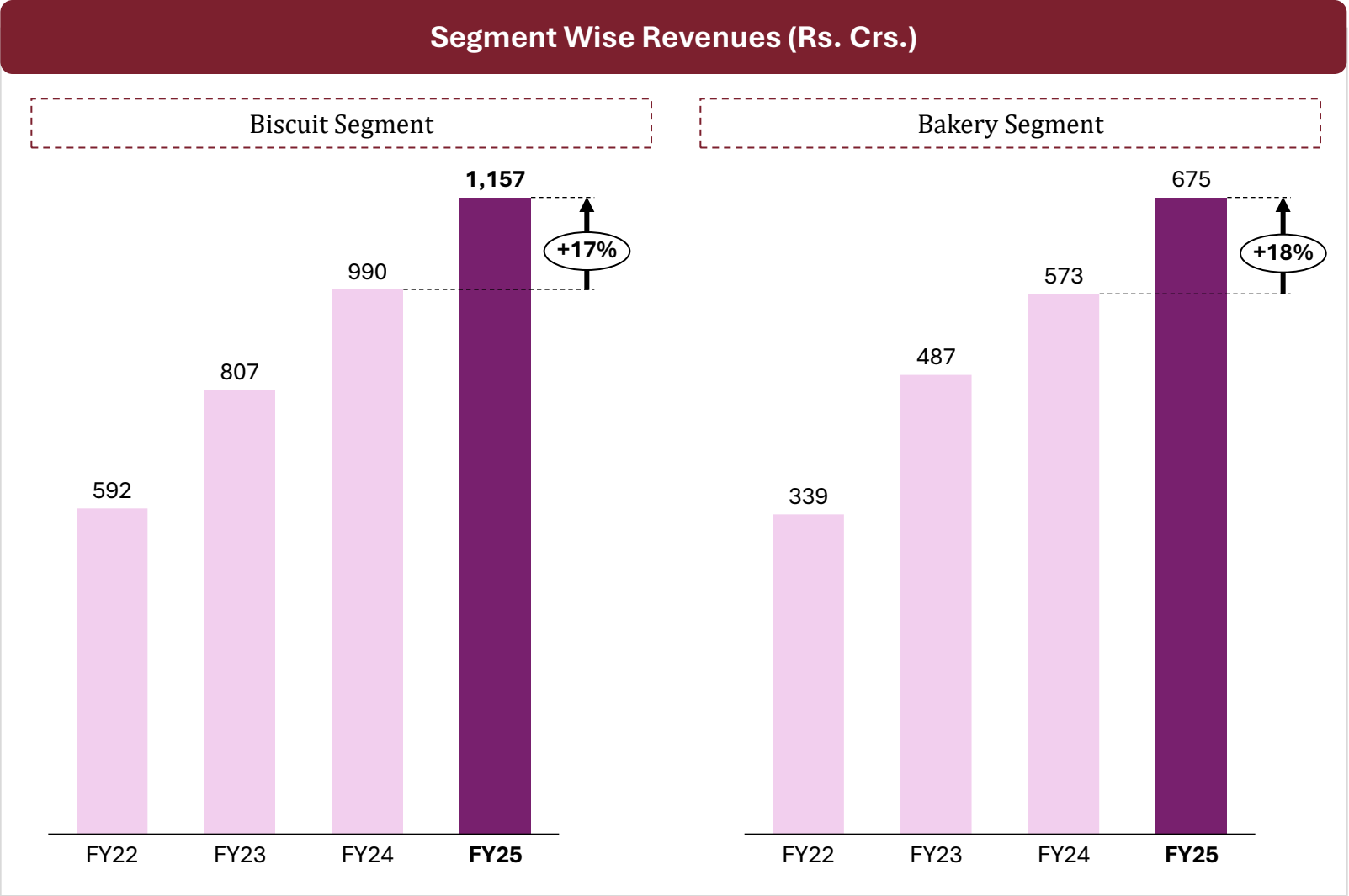
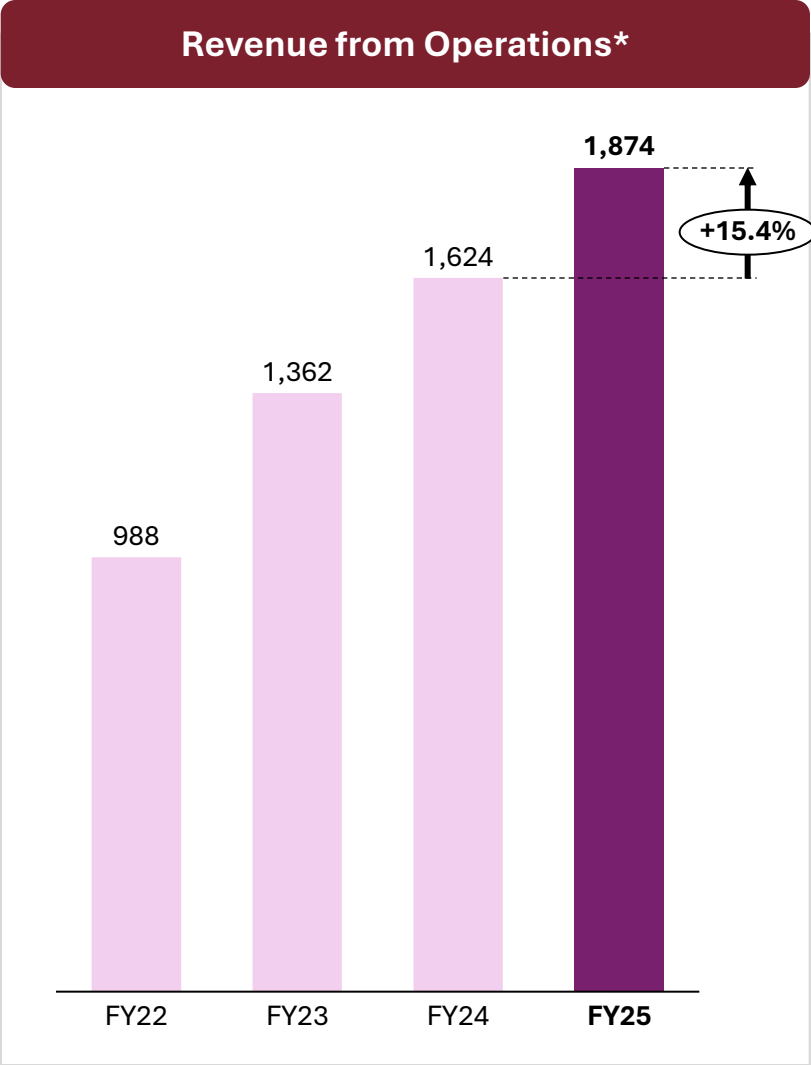
Performance Update



Outlook & Approach



Consolidated Segment Performance Highlights

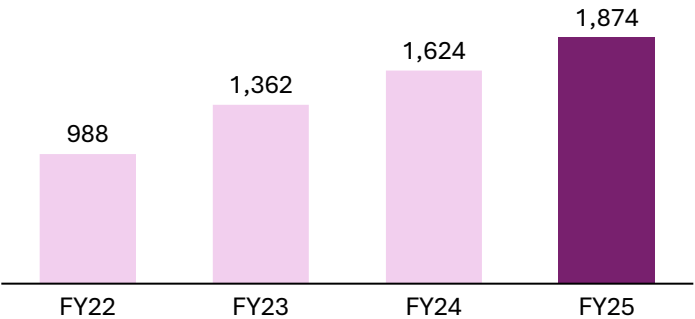


* Total Revenue includes revenue from contract manufacturing and other operating revenues

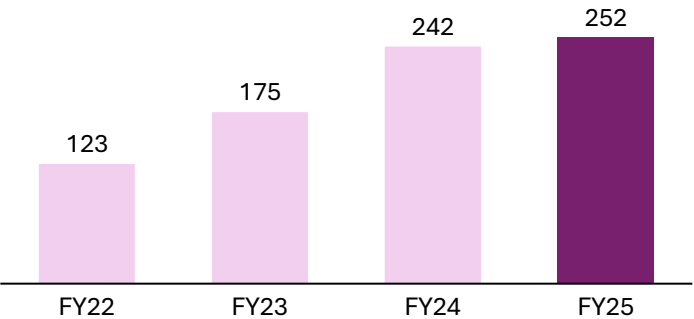
Biscuit Segment includes Domestic, Exports and CSD ; Bakery Segment includes Retail and Institutional

Consolidated Performance Highlights

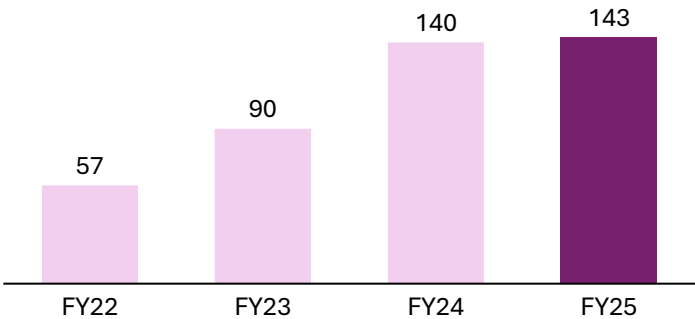
Revenue (Rs. Crs.)



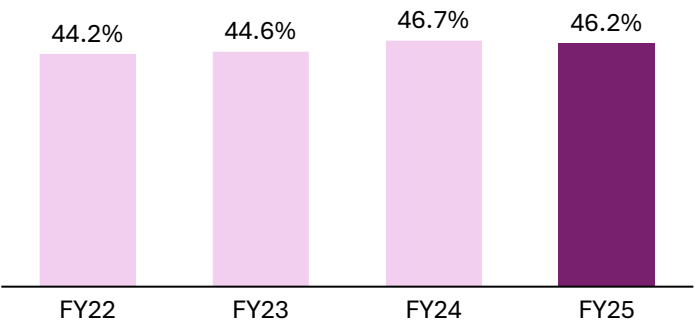
EBITDA (Rs. Crs.)



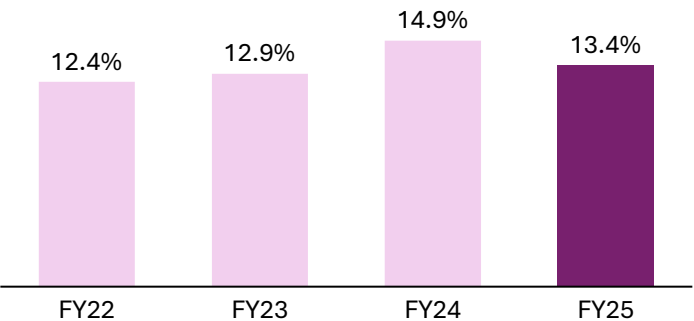
PAT (Rs. Crs.)



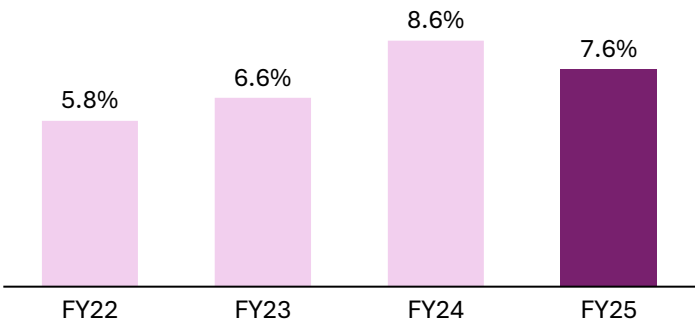
Gross Profit Margins



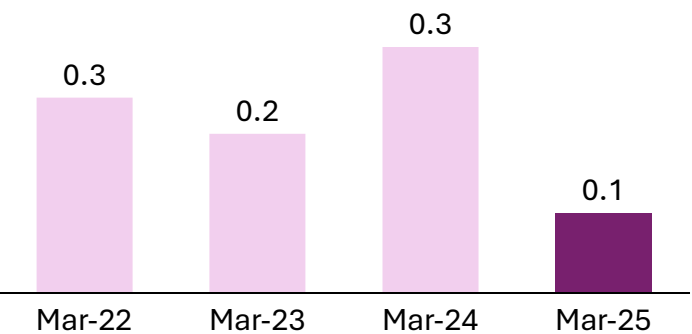
EBITDA Margins



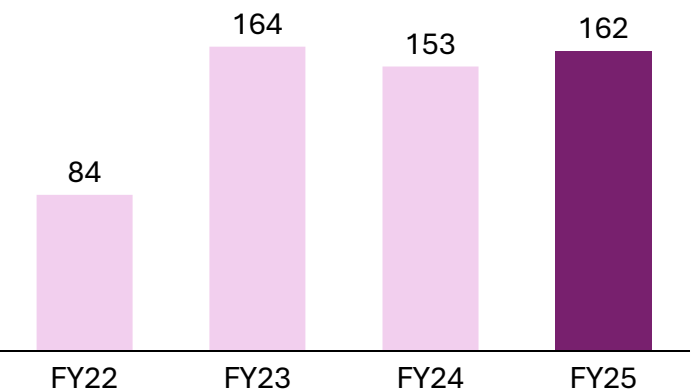
PAT Margins



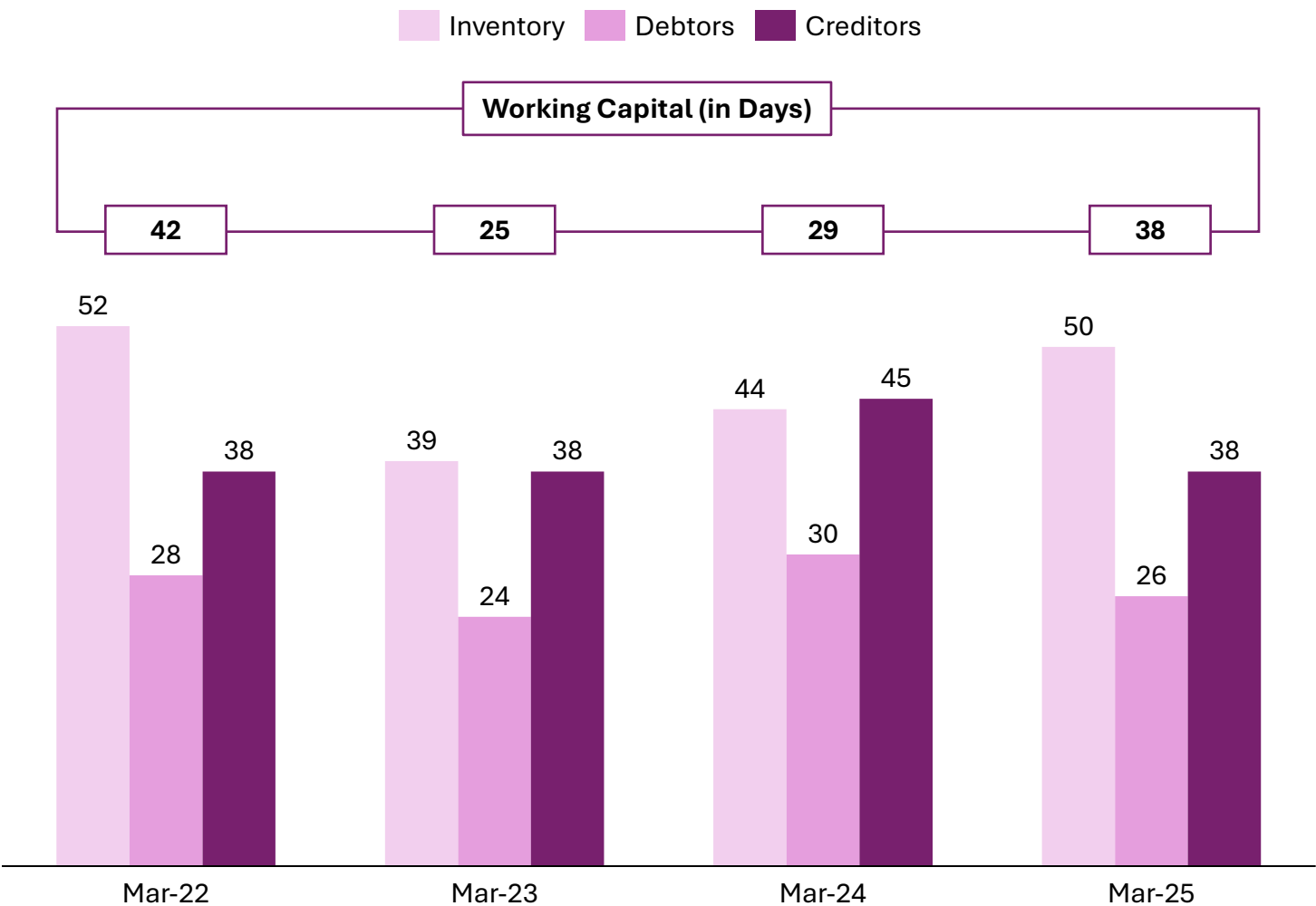
Debt to Equity



Cash Flow from Operations (Rs. Crs.)



Working Capital (in Days)



Consolidated Profit & Loss Statement

| Profit & Loss Statement (Rs. Crs.) | FY25 | FY24 | FY23 | FY22 |
|--|---------|---------|---------|-------|
| Revenue from Operations | 1,873.9 | 1,623.9 | 1,362.1 | 988.2 |
| Cost of Materials Consumed | 982.9 | 833.6 | 737.7 | 536.0 |
| Purchase of stock-in-trade | 38.9 | 40.6 | 23.8 | 15.6 |
| Changes in Inventories of Finished Goods and Work in Progress | -13.2 | -8.1 | -7.4 | -0.5 |
| Gross Profit | 865.3 | 757.8 | 608.1 | 437.1 |
| GP % | 46.2% | 46.7% | 44.6% | 44.2% |
| Employee Benefits Expense | 258.8 | 218.2 | 163.0 | 137.8 |
| Other Expenses | 355.0 | 297.2 | 269.9 | 176.8 |
| EBITDA | 251.5 | 242.4 | 175.2 | 122.5 |
| EBITDA % | 13.4% | 14.9% | 12.9% | 12.4% |
| Other Income | 29.0 | 19.0 | 12.0 | 6.3 |
| Depreciation and Amortisation Expense | 75.9 | 61.4 | 53.3 | 46.0 |
| EBIT | 204.6 | 200.1 | 134.0 | 82.8 |
| Finance Costs | 12.9 | 11.8 | 12.9 | 7.1 |
| Share of net profit of associate accounted for using the equity method | 0.1 | 0.1 | -0.3 | 0.0 |
| PBT | 191.8 | 188.3 | 120.7 | 75.7 |
| Total Tax Expense | 48.5 | 47.9 | 30.6 | 18.6 |
| Profit for the year | 143.2 | 140.4 | 90.1 | 57.1 |
| PAT % | 7.6% | 8.6% | 6.6% | 5.8% |

Consolidated Historical Balance Sheet

| EQUITY AND LIABILITIES (Rs. Crs.) | 31-Mar-25 | 31-Mar-24 | 31-Mar-23 | 31-Mar-22 |
|---|----------------|----------------|--------------|--------------|
| Equity | | | | |
| Equity share capital | 61.3 | 58.8 | 58.8 | 58.8 |
| Other equity | 1,104.4 | 604.1 | 485.5 | 410.2 |
| Total equity | 1,165.8 | 662.9 | 544.3 | 469.0 |
| Non-current liabilities | | | | |
| Financial liabilities | | | | |
| (i) Borrowings | 60.9 | 149.0 | 94.0 | 88.0 |
| (ii) Lease liabilities | 48.8 | 18.3 | 5.1 | 5.9 |
| Provisions | 5.2 | 5.8 | 5.3 | 6.5 |
| Deferred tax liabilities (net) | 8.5 | 9.5 | 9.8 | 9.9 |
| Other non-current liabilities | 7.3 | 10.1 | 8.1 | 8.5 |
| Total non-current liabilities | 130.6 | 192.6 | 122.4 | 118.9 |
| Current liabilities | | | | |
| Financial liabilities | | | | |
| (i) Borrowings | 70.5 | 75.6 | 26.7 | 40.5 |
| (ii) Lease liabilities | 4.0 | 2.0 | 1.2 | 1.1 |
| (iii) Trade payables | | | | |
| (a) Total outstanding dues of micro enterprises and small enterprises | 12.7 | 9.3 | 10.4 | 9.0 |
| (b) Others | 92.7 | 97.4 | 67.1 | 48.7 |
| (iv) Other financial liabilities | 64.2 | 40.1 | 12.2 | 8.2 |
| Other current liabilities | 19.3 | 15.3 | 40.3 | 22.9 |
| Provisions | 5.9 | 5.0 | 6.0 | 3.8 |
| Current tax liabilities (net) | 0.3 | 0.0 | 0.9 | 0.1 |
| Total current liabilities | 269.4 | 244.8 | 164.7 | 134.3 |
| Total liabilities | 400.1 | 437.4 | 287.0 | 253.2 |
| Total Equity and Liabilities | 1,565.9 | 1,100.3 | 831.4 | 722.2 |

Consolidated Historical Balance Sheet

| ASSETS (Rs. Crs.) | 31-Mar-25 | 31-Mar-24 | 31-Mar-23 | 31-Mar-22 |
|--|----------------|----------------|--------------|--------------|
| Non-current assets | | | | |
| Property, plant and equipment | 550.4 | 491.6 | 407.6 | 391.4 |
| Right-of-use assets | 63.3 | 31.9 | 18.2 | 19.2 |
| Capital work-in-progress | 237.0 | 94.4 | 48.7 | 11.9 |
| Goodwill | 0.4 | 0.4 | 0.4 | 0.4 |
| Other intangible assets | 9.1 | 0.1 | 0.1 | 0.2 |
| Intangible asset under Development | 0.9 | 0.0 | 0.0 | 0.0 |
| Investments accounted for using the equity method | 3.8 | 3.7 | 3.6 | 4.0 |
| Financial assets | | | | |
| (i) Investments | 0.3 | 0.4 | 0.5 | 0.3 |
| (ii) Loans | 0.3 | 0.3 | 0.0 | 0.0 |
| (iii) Other financial assets | 14.9 | 8.1 | 35.9 | 3.9 |
| Non-current tax assets (net) | 4.2 | 4.1 | 4.1 | 4.1 |
| Deferred tax assets (net) | 0.4 | 0.0 | 0.0 | 0.0 |
| Other non-current assets | 62.3 | 56.1 | 18.2 | 10.9 |
| Total non-current assets | 947.1 | 691.0 | 537.3 | 446.3 |
| Current assets | | | | |
| Inventories | 137.1 | 103.7 | 81.4 | 78.7 |
| Financial assets | | | | |
| (i) Trade receivables | 135.0 | 133.1 | 90.3 | 75.0 |
| (ii) Cash and cash equivalents | 86.2 | 7.6 | 9.0 | 32.5 |
| (iii) Bank balances other than cash and cash equivalents | 202.0 | 119.5 | 65.9 | 50.6 |
| (iv) Loans | 0.8 | 0.6 | 0.5 | 0.5 |
| (v) Other financial assets | 15.9 | 25.4 | 14.1 | 17.8 |
| Other current assets | 41.8 | 19.4 | 26.0 | 14.4 |
| Total current assets | 618.8 | 409.3 | 294.1 | 275.9 |
| Total Assets | 1,565.9 | 1,100.3 | 831.4 | 722.2 |

Consolidated Cash Flow Statement

| Cash Flow Statement (Rs. Crs.) | Mar-25 | Mar-24 | Mar-23 | Mar-22 |
|--|---------------|---------------|---------------|--------------|
| Cash Flow from Operating Activities | | | | |
| Profit before Tax | 191.8 | 188.3 | 120.7 | 75.7 |
| Adjustment for non-operating items | 72.8 | 61.4 | 61.3 | 46.5 |
| Operating Profit before Working Capital Changes | 264.6 | 249.7 | 182.0 | 122.2 |
| Changes in Working Capital | -53.4 | -47.2 | 11.8 | -16.8 |
| Cash Generated from Operations | 211.2 | 202.5 | 193.8 | 105.4 |
| Income tax paid (net) | -49.8 | -49.0 | -29.8 | -21.2 |
| Net Cash generated from operating activities | 161.5 | 153.4 | 164.1 | 84.3 |
| Cash Flow used in Investing Activities | -331.4 | -223.5 | -151.0 | -56.5 |
| Net Cash generated from financing activities | 248.4 | 68.8 | -36.6 | -30.0 |
| Net increase/ (decrease) in Cash & Cash equivalents | 78.5 | -1.4 | -23.5 | -2.3 |
| Cash and cash equivalents at beginning of the year | 7.6 | 9.0 | 32.5 | 34.7 |
| Cash and cash equivalents at the end of the year | 86.1 | 7.6 | 9.0 | 32.5 |



Thank You

Company:

Mrs. Bector's



CIN: L74899PB1995PLC033417

Investor Relations Advisors:



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Meeting Request

Link

