



MBFSL/CS/2025-26

13th November, 2025

To,	To,
Department of Corporate Relations,	National Stock Exchange of India Ltd,
BSE Limited,	Exchange Plaza, C-1, Block G,
Phiroze Jeejeebhoy Towers,	Bandra Kurla Complex, Bandra (East),
Dalal Street, Mumbai – 400001	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 September 30, 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

CIN: L74899PB1995PLC033417, E: atul.sud@bectorfoods.com



Safe Harbor



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Supportive Macro Drivers

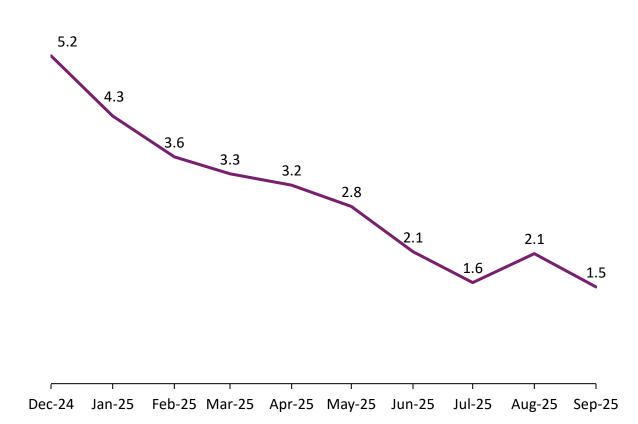


India's growth story continues amidst global slowdown. Inflation showing sings of moderation.

India's Real GDP Growth

CPI Inflation





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

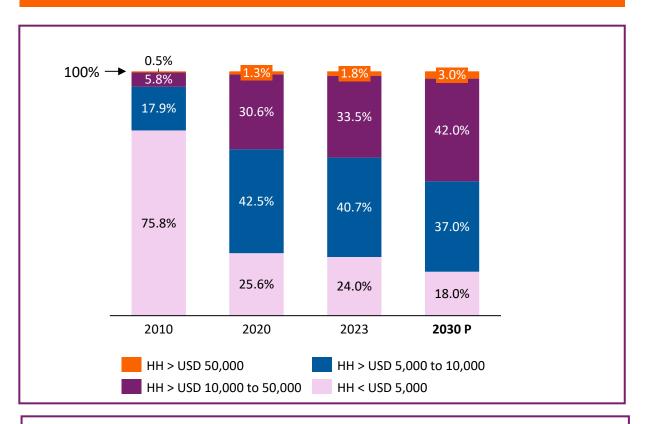




India's Growing Middle Class

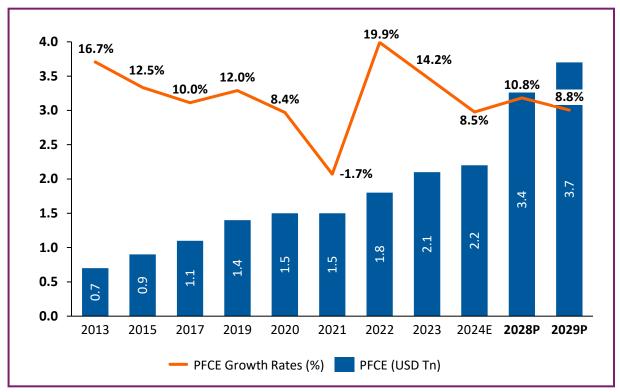


Household (HH) Annual Earning Details (FY)



- 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 Bector Foods: At a Glance







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 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 Organisation, Ludhiana in 2014 & 2009

'Outstanding Women Entrepreneur' by SIDBI 2010

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





Large & Diverse Portfolio







Domestic Range Of Cookies, Creams, Digestives, Marie And Crackers









Mrs. Bector's





Performance Update



Consolidated Performance Scorecard – Q2 FY26



Net Revenue	Gross Profit	EBITDA
₹ 551.4 Crs	₹ 243.6 Crs	₹ 69.30 Crs
Q2 FY26	Q2 FY26	Q2 FY26
+ 11.1 %	+3.7%	-1.7%
12 Months Growth	12 Months Growth	12 Months Growth
+33.0%	+25.8%	+7.2%
24 Months Growth	24 Months Growth	24 Months Growth

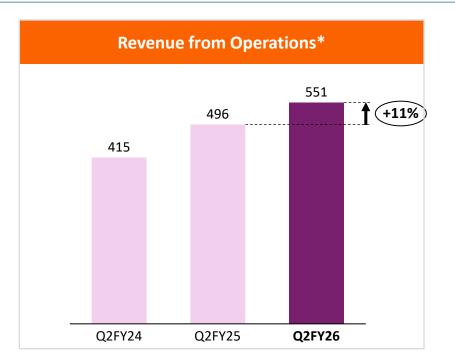
Consolidated Performance Scorecard – H1 FY26

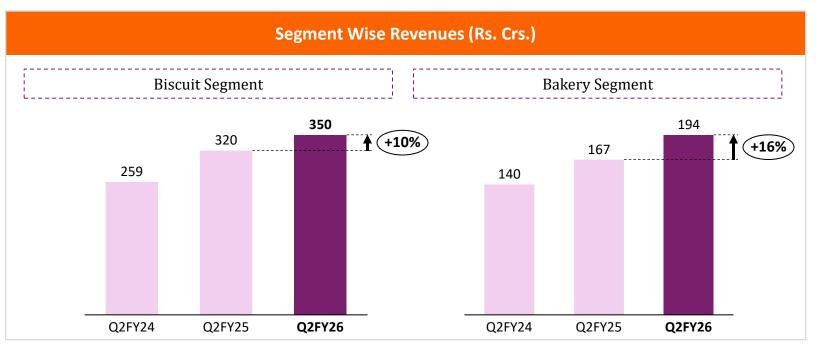


Net Revenue	Gross Profit	EBITDA
₹ 1024.4 Crs	₹ 459.4 Crs	₹ 127.5 Crs
H1 FY26	H1 FY26	H1 FY26
+9.5%	+3.1%	-5.2%
12 Months Growth	12 Months Growth	12 Months Growth
+29.9%	+24.4%	+4.0%
24 Months Growth	24 Months Growth	24 Months Growth

Consolidated Q2 FY26 Performance Highlights (YoY and 24 months comparison) Mrs. Bector's



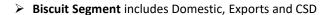






Biscuit segment revenue

In Q2 FY26 stood at Rs. 350 crores against Rs. 320 crores in Q2 FY25, registering a growth 10% compared to Q2 FY25 including domestic and export biscuits segment. The Biscuit segment has grown by 35% compared to Q2 FY24





Bakery segment revenue

In Q2 FY26 stood at Rs. 194 crores against Rs. 167 crores in Q2 FY25, registering a growth of 16% compared to Q2 FY25 including retail bakery and institutional segment. The Bakery segment has grown by 38% compared to Q2 FY24

Bakery Segment includes Retail and Institutional





Consolidated Profit & Loss Statement – Q2 & H1FY26



Profit & Loss Statement (Rs. Crs.)	Q2 FY26	Q2 FY25	Y-o-Y	Q1 FY26	Q-o-Q	H1 FY26	H1 FY25	Y-o-Y
Revenue from Operations	551.4	496.3	11.1%	473.0	16.6%	1,024.4	935.7	9.5%
Cost of Materials Consumed	296.0	262.6		258.8		554.8	497.9	
Purchase of stock-in-trade	12.4	8.8		10.8		23.2	18.0	
Changes in inventories of finished goods, stock-in-trade and work-in-progress	-0.6	-10.1		-12.4		-13.0	-26.0	
Gross Profit	243.6	234.9	3.7%	215.8	12.9%	459.4	445.8	3.1%
GP %	0.4	47.3%		45.6%		44.8%	47.6%	
Employee Benefits Expense	76.9	66.5		71.4		148.3	130.3	
Other Expenses	97.4	98.0		86.2		183.6	181.1	
EBITDA	69.3	70.5	-1.7%	58.2	19.0%	127.5	134.5	-5.2%
EBITDA %	12.6%	14.2%		12.3%		12.4%	14.4%	
Other Income	6.6	5.6		7.4		14.0	10.7	
Depreciation and Amortisation Expense	23.7	19.3		21.3		45.0	36.7	
EBIT	52.2	56.8		44.4		96.6	108.5	
Finance Costs	3.3	4.3		3.1		6.4	8.5	
Share of net profit/Loss of associate accounted for using the equity method	-0.0	0.0		0.0		-0.0	0.0	
РВТ	48.8	52.5		41.3		90.2	100.0	
Total Tax Expense	12.3	13.6		10.5		22.8	25.7	
Profit for the period	36.5	38.9	-6.2%	30.9	18.2%	67.4	74.4	-9.4%
PAT %	6.6%	7.8%		6.5%		6.6%	7.9%	





Consolidated Balance Sheet as on 30th Sep 2025



EQUITY AND LIABILITIES (Rs. Crs.)	30-Sep-25	31-Mar-25
Equity		
Equity share capital	61.3	61.3
Other equity	1,153.8	1,104.4
Total equity	1,215.2	1,165.8
Non-current liabilities		
Financial liabilities		
(i) Borrowings	67.4	60.9
(ii) Lease liabilities	57.3	48.8
Provisions	6.8	5.2
Deferred tax liabilities (net)	11.6	8.5
Other non-current liabilities	5.9	7.3
Total non-current liabilities	149.0	130.6
Current liabilities		
Financial liabilities		
(i) Borrowings	53.1	70.5
(ii) Lease liabilities	4.9	4.0
(iii) Trade payables		
(a) Total outstanding dues of micro enterprises & small enterprises	15.1	12.7
(b) Others	117.6	92.7
(iv) Other financial liabilities	88.7	64.2
Other current liabilities	19.3	19.3
Provisions	6.2	5.9
Current tax liabilities (net)	0.3	0.3
Total current liabilities	305.1	269.4
Total liabilities	454.1	400.1
Total Equity and Liabilities	1,669.3	1,565.9

ASSETS (Rs. Crs.)	30-Sep-25	31-Mar-25
Non-current assets	·	
Property, plant and equipment	691.9	550.4
Right-of-use assets	71.3	63.3
Capital work-in-progress	175.8	237.0
Goodwill	0.4	0.4
Other intangible assets	8.1	9.1
Intangible assets under development	1.1	0.9
Investments accounted for using the equity method	3.8	3.8
Financial assets		
(i) Investments	0.3	0.3
(ii) Loans	0.3	0.3
(iii) Other financial assets	48.2	14.9
Non-current tax assets (net)	7.3	4.2
Deferred tax asset (net)	0.7	0.4
Other non-current assets	56.7	62.3
Total non-current assets	1,065.9	947.1
Current assets		
Inventories	146.3	137.1
Financial assets		
(i) Investments	33.3	0.0
(ii) Trade receivables	155.0	135.0
(iii) Cash and cash equivalents	41.0	86.2
(iv) Bank balances other than cash and cash equivalents	162.3	202.0
(v) Loans	0.7	0.8
(vi) Other financial assets	28.7	15.9
Other current assets	36.2	41.8
Total current assets	603.4	618.8
Total Assets	1,669.3	1,565.9



Consolidated Cash Flow Statement



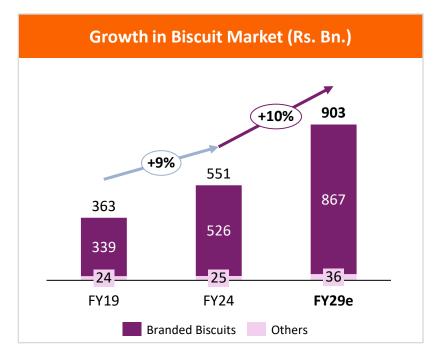
Cash Flow Statement (Rs. Crs.)	Sept-25	Sept-24
Cash Flow from Operating Activities		
Profit before Tax	90.2	100
Adjustment for Non- Operating Items	44.2	39.8
Operating Profit before Working Capital Changes	134.3	139.9
Movement in working capital:	-4.3	-50.7
Cash Generated from Operations	130.1	89.1
Income tax paid (net)	-23.1	-23.3
Net cash generated from operating activities	107.0	65.9
Cash Flow used in Investing Activities	-133.2	-138.6
Net cash (used in)/ generated from financing activities	-19.0	267.4
Net (decrease)/increase in Cash & Cash equivalents	-45.3	194.7
Effect of foreign exchange fluctuation gain on cash and cash equivalents	0.1	7.6
Cash and cash equivalents at beginning of the period	86.2	0.0
Cash and cash equivalents at the end of the period	41.0	202.3

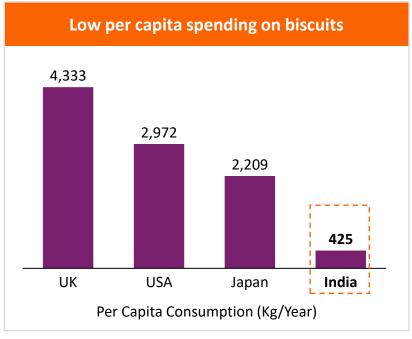




Immense Industry Potential in the Biscuit Market







"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"

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

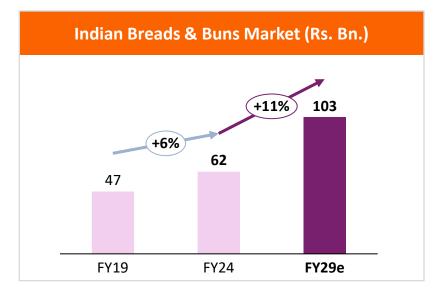
Source: Technopak Report

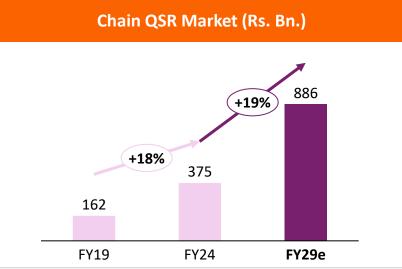


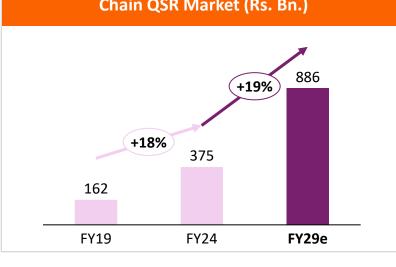


Growth Potential in Bread & Bakery Business

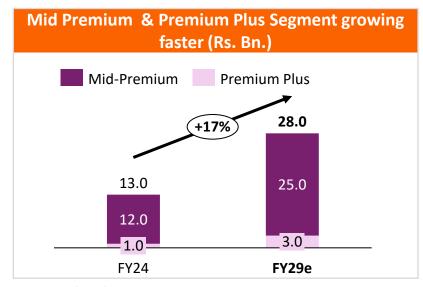


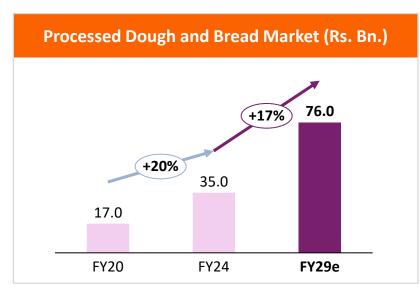






- o Indian breads and buns retail market in India was valued at INR 62 billion in FY 24, growing at a CAGR of 6% from INR 47 billion in FY 19
- o The market is further projected to grow at a CAGR of 11%, to reach a market size of INR 103 billion in FY 29
- Chain QSRs constituted 58% of the total QSR market in FY 24 and their share is projected to grow to 60% by FY 29 growing at a CAGR of 18.8%
- o 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





- o Mid-premium & premium plus segments are expected to grow at a CAGR of 16% and 20% respectively
- o 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
- o 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
- o The dough-based inputs market for QSRs in India is experiencing significant growth across segments

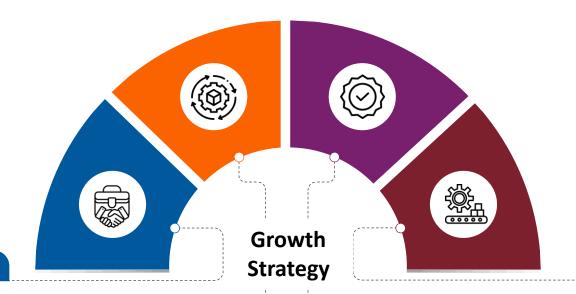
Source: Technopak Report





Our Approach





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

- 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

Robust Supply Chain & Manufacturing

• 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







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















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



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





Innovations ~ Health & Kids



Zero Maida Pav - Range Extension



Cremica Coconut "Zero Maida" "Teddies" `New Launch
Rs 20/- for 100gms "Alphabets & Numbers





Animal Shaped Cracker Biscuits MRP Rs 150/- for 283gms



Post Launch ~Sampling through Mygate



NaturBaked ~Extended to Mumbai and Bengaluru



No Maida, No Added Preservatives
No Added Colors, No Artificial Chemicals





Upgrading Consumer Experience - New Introductions/Scale Up



CREMICA

Cremica Shortbread MRP Rs 60/- for 102gms





Non Stop Mini Crackers
MRP Rs 60/- for Pack of 6



Baked Not Fried

New Launch ~ 1st of its kind

Sandwich Crackers - Peanut Butter & Cheese & Chive





MRP Rs 110/- for 156gms

ENGLISH OVEN

RTE Dessert Launch, Quick Commerce ~Delhi NCR



Starting from 149/- onwards

Marketing Activities



Influencer



Select Outdoor

New Launch~ Fruit Bread







Building the Core - Marketing Initiatives



Outdoor Campaign in Punjab







Enhancing Reach thru TV + Digital





Punjab Focussed







Collaboration with The Lallantop ~Leading Current Affairs Digital Channel







2.7Crs Views achieved across key markets of Delhi, UP, Punjab, Rajasthan





Building the Core - Marketing Initiatives



Digital Outreach for New Products













GST Benefit Communication







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





Expansion Projects





Additions in Rajpura (Punjab)

2 Biscuit lines have been commissioned in Rajpura in FY23-24

01

03

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

Biscuit Lines at Dhar (MP)

 Dhar plant has been commissioned in Q1 of FY25-26

Addition in Bakery Business

- Bhiwadi plant has been commissioned in FY23-24
- The company will be initiating production at a new bakery unit in Kolkata in FY25-26

New Bakery Plant in Khopoli (Maharashtra)

- The company has started construction of building in Khopoli, Mumbai
- o Plant will be commissioned in FY25-26



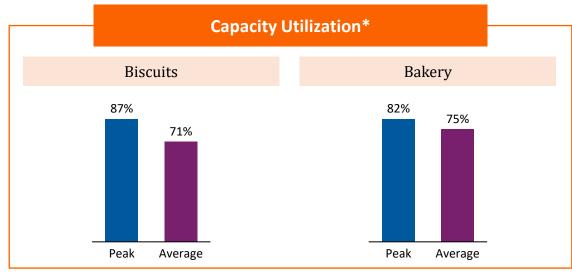


Future Ready Production | Capacity Utilization





	Biscuits (Metric Tonnes)	Bakery (Metric Tonnes)
Current Capacity	1,85,880	91,267
Additional Planned	0	24,741
Total	1,85,880	1,16,008



Updated FY25

*Capacity Utilization:- Updated FY25

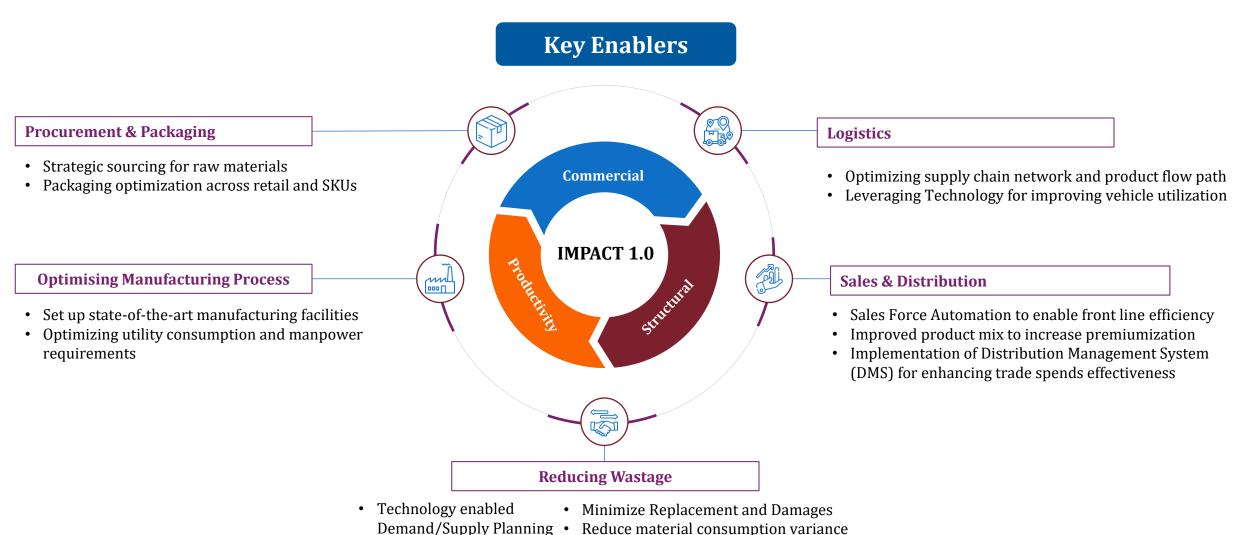




Project Impact 1.0 (Initiatives For Mrs. Bectors' Cost Transformation)



We have launched Project IMPACT 1.0, embarking on a cost transformation journey that began in Q1 FY25 and will continue







'Goodness Together' - Building Communities around us



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

















Mrs. Bector's



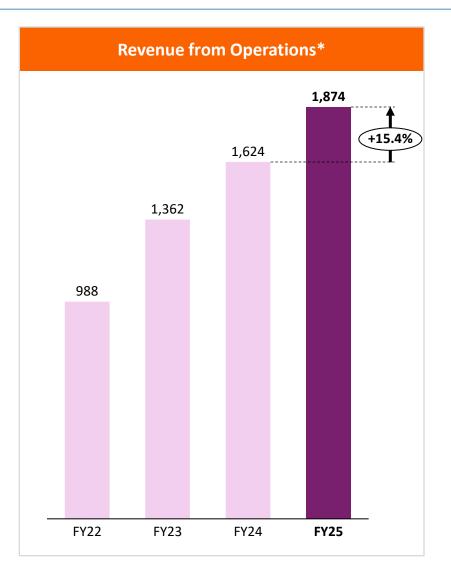


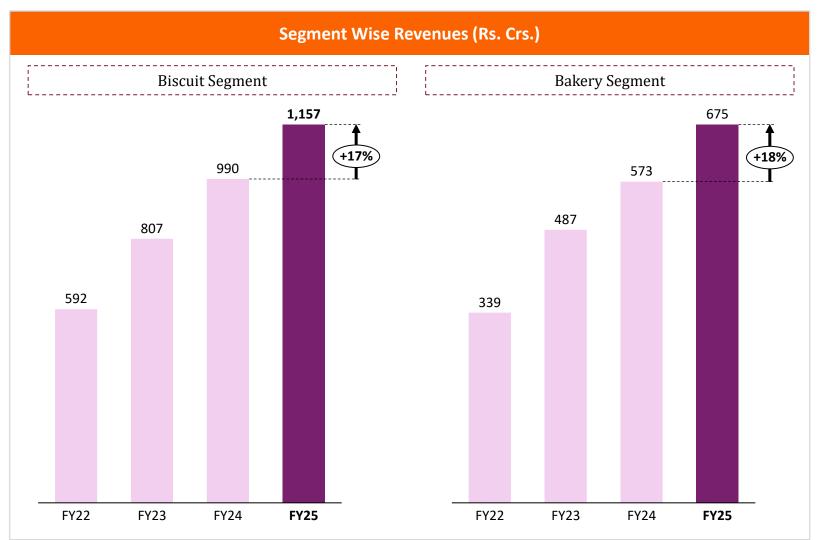
Historical Financials



Consolidated Segment Performance Highlights







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

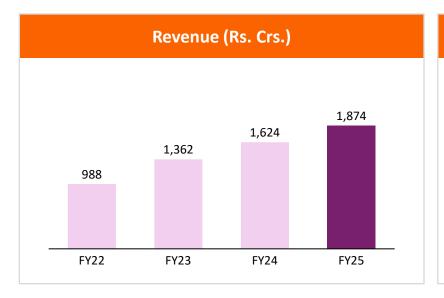
^{*} Total Revenue includes revenue from contract manufacturing and other operating revenues

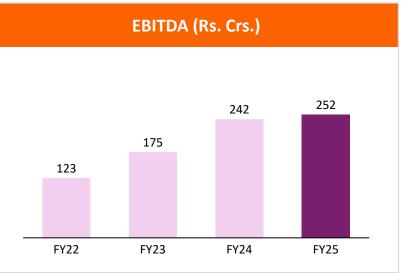


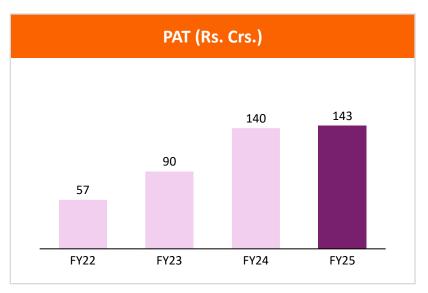


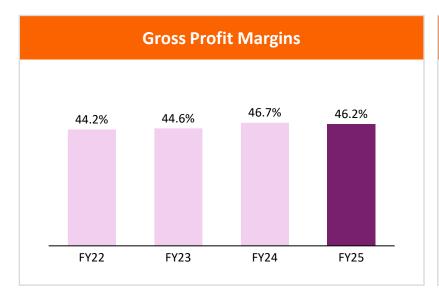
Consolidated Performance Highlights

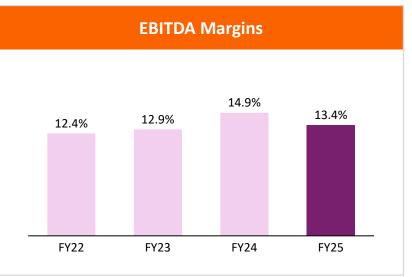


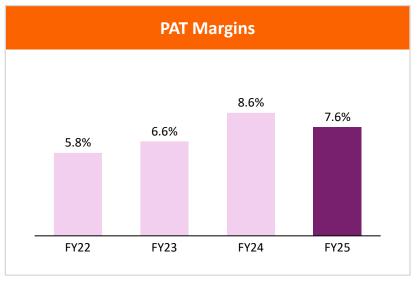










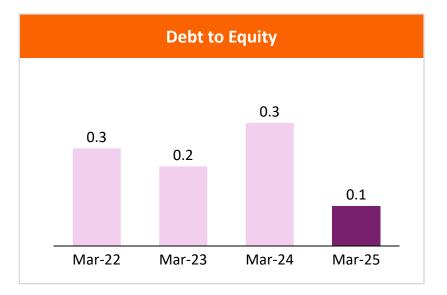


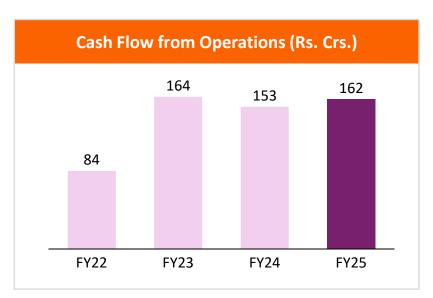


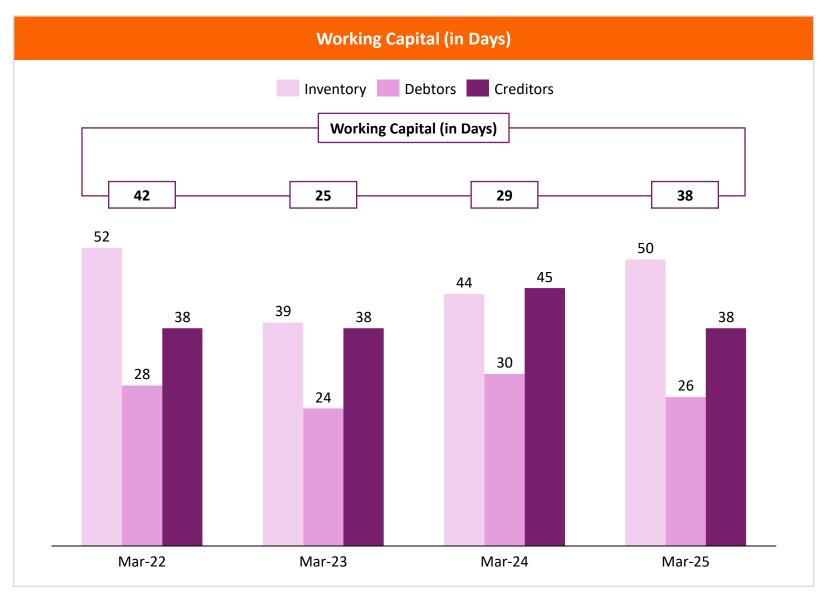


Consolidated Performance Highlights













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



Mar-25	Mar-24	Mar-23	Mar-22
191.8	188.3	120.7	75.7
72.8	61.4	61.3	46.5
264.6	249.7	182.0	122.2
-53.4	-47.2	11.8	-16.8
211.2	202.5	193.8	105.4
-49.8	-49.0	-29.8	-21.2
161.5	153.4	164.1	84.3
-331.4	-223.5	-151.0	-56.5
248.4	68.8	-36.6	-30.0
78.5	-1.4	-23.5	-2.3
7.6	9.0	32.5	34.7
86.1	7.6	9.0	32.5
	191.8 72.8 264.6 -53.4 211.2 -49.8 161.5 -331.4 248.4 78.5 7.6	191.8 188.3 72.8 61.4 264.6 249.7 -53.4 -47.2 211.2 202.5 -49.8 -49.0 161.5 153.4 -331.4 -223.5 248.4 68.8 78.5 -1.4 7.6 9.0	191.8 188.3 120.7 72.8 61.4 61.3 264.6 249.7 182.0 -53.4 -47.2 11.8 211.2 202.5 193.8 -49.8 -49.0 -29.8 161.5 153.4 164.1 -331.4 -223.5 -151.0 248.4 68.8 -36.6 78.5 -1.4 -23.5 7.6 9.0 32.5





Company

Mrs. Bector's





CIN: L74899PB1995PLC033417

Company



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Meeting Request Link

