

CREDO BRANDS MARKETING LIMITED (fka Credo Brands Marketing Private Limited) Plot No. B, 8, MIDC Central Road, Marol MIDC, Andheri (E), Mumbai - 400093. INDIA

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Website: Corporate: www.credobrands.in Ecommerce: www.muftijeans.in CIN: L18101MH1999PLC119669

May 30, 2024

To **BSE Limited** Phiroze Jeejeebhoy Towers Dalal Street, Mumbai - 400 001 To National Stock Exchange of India Limited Exchange Plaza, C-1, Block G Bandra Kurla Complex Bandra (E), Mumbai - 400 051

Scrip Code: 544058 Scrip Symbol: MUFTI

Dear Sir/Madam,

Presentation on Audited Financial Results for the quarter and year ended March 31, 2024

Pursuant to Regulation 30(6) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find attached the presentation on Audited Financial Results for the quarter and year ended March 31, 2024.

This is for your information and records.

Yours faithfully, For Credo Brands Marketing Limited

Sanjay Kumar Mutha **Company Secretary and Compliance Officer**

Encl. As above









Safe Harbor



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MD's Comments



Commenting on the Result, Mr. Kamal Khushlani, Chairman & MD, Credo Brands Marketing Limited said

"In FY24, the apparel market in India moderated after an expansion during FY23, however, at MUFTI, Revenues grew by 14% to Rs. 567 crores with Gross Margins remaining stable at 57.5% for FY24. Revenues for Q4 FY24 have remained flat YoY to Rs. 133 crores, with Gross Margins at 55.9%. In a subdued market, Gross Profit Margins remained stable despite the challenges faced in the current Market scenario. This underscores the resilience and appeal of the brand amidst challenging market conditions

The market for Premium and Mid-Premium branded Apparel continued to experience softened demand, due to consumer behaviour influenced by an inflationary environment that curtailed discretionary expenditures while concurrently witnessing a surge in consumer spends towards travel and other essential purchases. Furthermore, the onset of peak winter was delayed across India (leading to a shorter Fresh period) and that had a notable impact on winter season sales for Premium and Mid-Premium Brands during Q4 FY24. This led to excess returned stock from channel partners, on account of sluggish demand.

During the quarter and the year gone by, there have been an increase in certain expenses. There has been an increase in advertisement expenses related to brand building and store openings and these upfront investments will strengthen the Brand in coming years. Also, there are increased manpower costs associated with the opening of a larger warehouse in Bangalore and sales staff at MBOs to meet growth objectives. During the quarter gone by, there has been higher return freight costs on account of excess returned stock. This stock was returned to make room for fresh season stock at all retail locations as we have always managed to liquidate leftover stock profitably.

To enhance brand awareness and strengthen brand recall for our brand, we utilize targeted marketing campaigns, through digital and social media, billboards, multiplex cinemas, and live events. In keeping with the above, we have released our ad-films across cinemas in the country, driving a strong brand recall with our consumers. We have developed a strong brand identity through effective brand advertising and multiple marketing campaigns for our brand.

Looking ahead, for FY25 the Company aspires to achieve mid-teens revenue growth backed by new store openings in new and existing geographies and subject to recovery in overall industry demand for Premium and Mid-Premium Brands. The Company is also targeting to improve profitability through implementation of various cost efficiency measures.

We plan to expand our store network in existing and new cities. We have identified several markets as having potential for opening further EBOs. This offers the potential for market share gains, increased brand recognition and economies of scale. We are also looking to capitalize on the increasing e-commerce demand in Indian retail and grow our share of sales from own website and e-commerce partners.

We want to leverage technology to improve supply chain management and enhance customer experience. We intend to further invest in IT infrastructure to improve productivity and increase operating efficiency and customize buying experience of customers, both in-store as well as online.

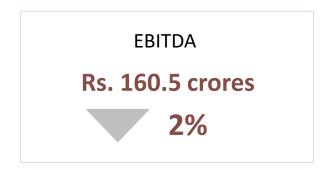
With our adeptness in responding to evolving market dynamics and our commitments to technological advancements and product innovations, we intend to evolve Brand MUFTI to cater to the rising aspirations of the Indian consumer and continue to grow profitably."

FY24 Operational & Financial Performance

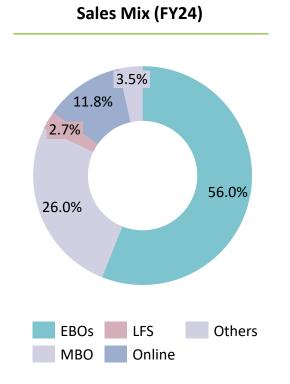










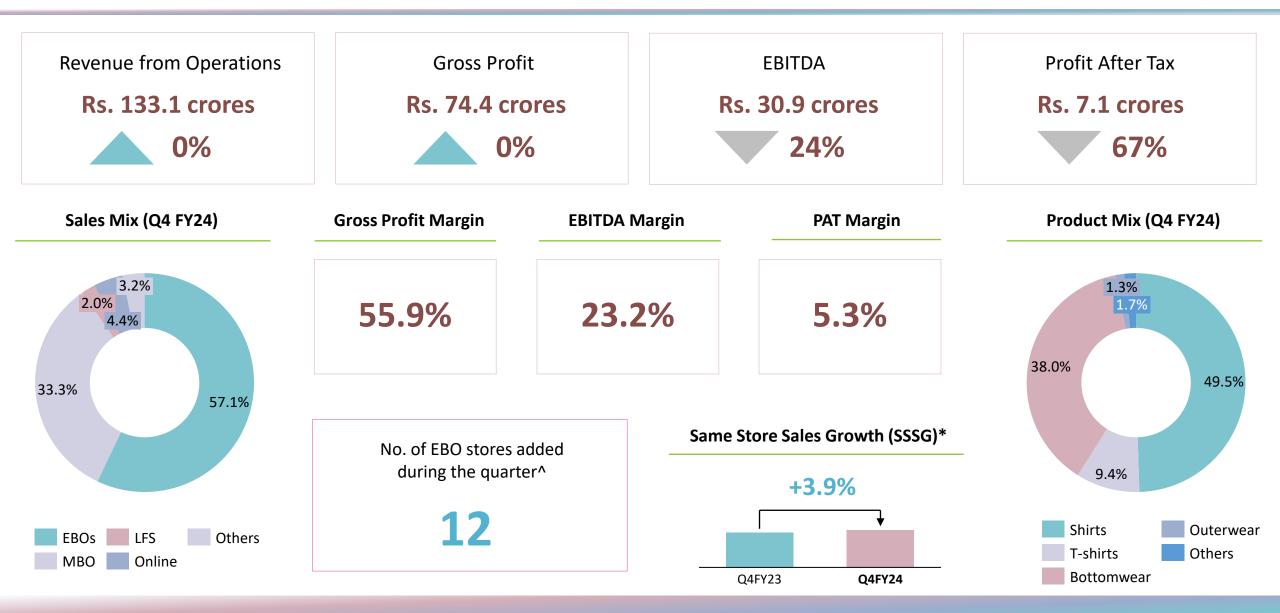






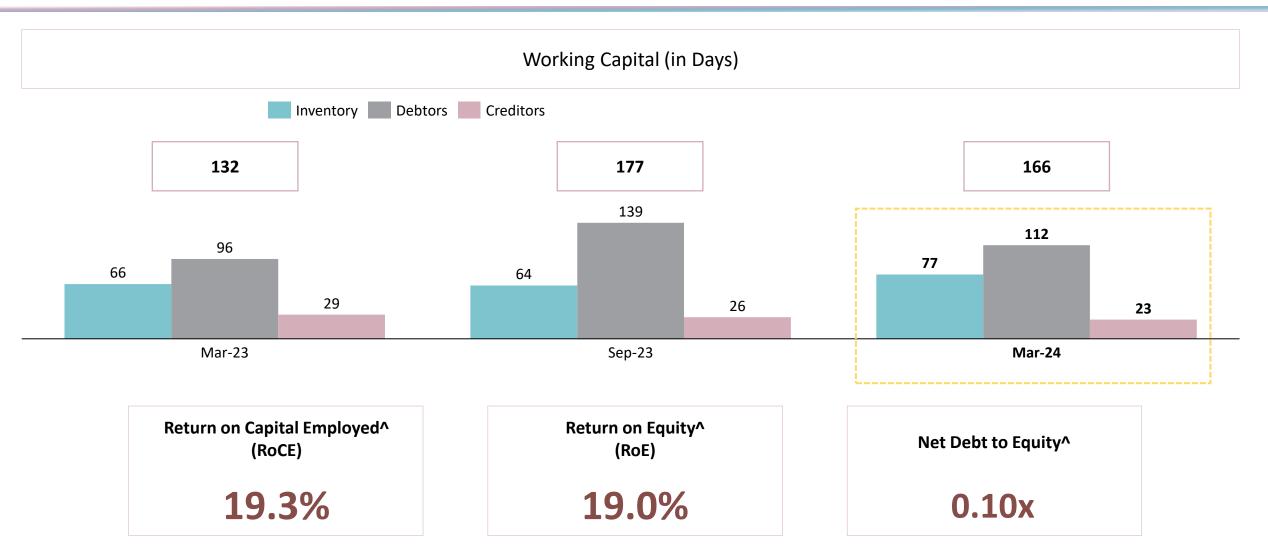
Q4 FY24 Operational & Financial Performance





Cash Flow & Balance Sheet





RoCE = EBIT / Average Capital Employed. (Capital Employed = Total Equity + Long Term Debt + Short Term Debt)
RoE = PAT / Average Equity

Consolidated Profit & Loss Statement



Profit & Loss (in Rs. Crore)	Q4 FY24	Q4 FY23	YoY	FY24	FY23	YoY
Total Revenue	133.1	132.8	0%	567.3	498.2	14%
Cost of Materials Consumed	58.7	58.4		241.3	211.9	
Gross Profit	74.4	74.4	0%	326.1	286.2	14%
Gross Margin	55.9%	56.0%		57.5%	57.5%	
Employee Cost	7.6	7.1		31.5	26.8	
Other Expenses	35.8	26.6		134.0	95.6	
EBITDA	30.9	40.6	-24%	160.5	163.9	-2%
EBITDA Margin	23.2%	30.6%		28.3%	32.9%	
Other Income	1.5	7.6		4.6	11.1	
Depreciation	16.1	14.4		62.2	53.4	
EBIT	16.3	33.8	-52%	102.9	121.6	-15%
Finance Cost	6.4	4.8		24.1	17.7	
Profit before Tax	9.9	29.1	-66%	78.9	103.8	-24%
Tax	2.8	7.4		19.7	26.3	
PAT	7.1	21.7	-67%	59.2	77.5	-24%
PAT Margin	5.3%	16.3%		10.4%	15.6%	
EPS (in Rs.)	1.10	3.37		9.20	12.06	

Under IND-AS, the Company has to provide for Expected Goods Returned. In Q4 FY23 this provision was at 14.4% of sales whereas in Q4 FY24 it is 25% considering increased returns due to the current market scenario. This has led to an excess provision of ~Rs. 21 crores which has a ~Rs. 11.8 crore impact on Gross Profit, EBITDA and PBT and an impact of Rs. 9 crores on PAT

Since the Company turned 25 this year, there has been a one-time ex-gratia payment to employees to the tune of Rs. 1.7 crores

In FY24, Branding & Advertising spends have increased to Rs. 26.0 crores as compared to Rs. 14.9 crores in FY23

In FY24, Sales Promotion have increased to Rs. 5.0 crores as compared to Rs. 2.4 crores in FY23

Outsourced Manpower costs have increased by Rs. 2.4 crores in Q4 FY24 & by Rs. 9.6 crores in FY24 on account of additional staff for the larger warehouse at Bangalore and sales staff at MBOs

Consolidated Balance Sheet



EQUITY AND LIABILITIES (in Rs. Crore)	31-Mar-24	31-Mar-23
Equity		
Share Capital	12.9	3.2
Other Equity	328.8	278.1
Total Equity	341.7	281.4
Non Current Liabilities		
Borrowings	4.8	6.8
Lease liabilities	181.4	151.2
Financial Liabilities	39.9	35.5
Provision	4.0	3.8
Total Non Current Liabilities	230.2	197.3
Liabilities		
Borrowings	32.7	3.3
Lease liabilities	34.2	30.6
Trade payables	29.7	42.5
Other financial liabilities	2.4	2.3
Current tax liabilities (net)	4.9	-
Other current liabilities	0.5	14.5
Provisions	33.7	2.6
Total Current Liabilities	138.1	95.8
TOTAL EQUITY & LIABILITIES	709.9	574.5

ASSETS (in Rs. Crore)	31-Mar-24	31-Mar-23
Non Current Assets		
Property, plant and equipment	77.2	61.5
Capital work-in-progress	0.8	0.2
Intangible assets	201.5	0.4
Right-of-use assets	1.6	173.1
Investment Property	0.2	1.7
Financial asset	15.8	12.7
Deferred tax assets (net)	26.7	20.3
Non Current Tax Assets	0.5	1.5
Other non-current assets	18.8	15.5
Total Non-Current Assets	343.2	286.8
Current Assets		
Inventories	124.9	113.4
Financial Assets		
Trade receivables	212.2	137.3
Cash and cash equivalents	1.7	8.1
Bank balances	0.8	0.8
Other financial assets	8.6	8.0
Other current assets	18.4	20.0
Total Current Assets	366.7	287.6
TOTAL ASSETS	709.9	574.5

Consolidated Cash Flow Statement



Cash Flow Statement (in Rs. Crore)	FY24	FY23
Net Profit Before Tax	78.9	103.8
Adjustments for: Non - Cash Items / Other Investment or Financial Items	83.1	64.0
Operating profit before working capital changes	162.0	167.8
Changes in working capital	-81.2	-64.6
Cash generated from Operations	80.9	103.2
Direct taxes paid (net of refund)	-24.6	-30.8
Net Cash from Operating Activities	56.3	72.4
Net Cash from Investing Activities	-34.6	-19.1
Net Cash from Financing Activities	-27.8	-81.9
Net Decrease in Cash and Cash equivalents	-6.1	-28.6
Add: Cash & Cash equivalents at the beginning of the period	7.7	36.3
Cash & Cash equivalents at the end of the period	1.6	7.7

'Mufti' - Redefining Menswear



Creative, Bold and Expressive Clothing for the Contemporary Indian Man



Focus on expressiveness and boldness in our designs differentiates us from competition



1,834 touchpoints with 425 EBOs in 237 towns & cities in India

Presence in 599 cities in India^



Diverse products range under the midpremium to premium price range of clothing in India



Comprehensively focus on the design and outsource manufacturing



Strong brand recall amongst customers with a database of over **2 million customers** on "Muftisphere"



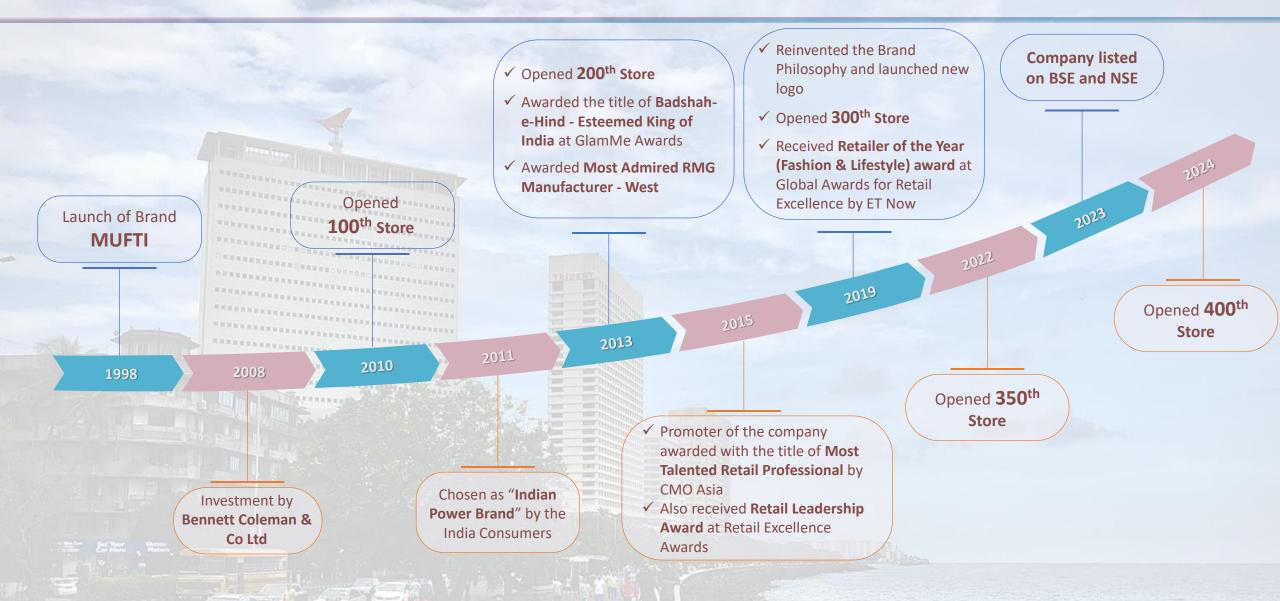
Network of **48 fabric and accessories suppliers** and **48+ manufacturing partners**

Providing a meaningful wardrobe solution for multiple occasions in a customer's life

^As of December 31,2023

Our Journey





Reinvented Brand Identity



THE STORY OF OUR LOGO











Signifying and reiterating our status as a home-grown brand of Indian origin



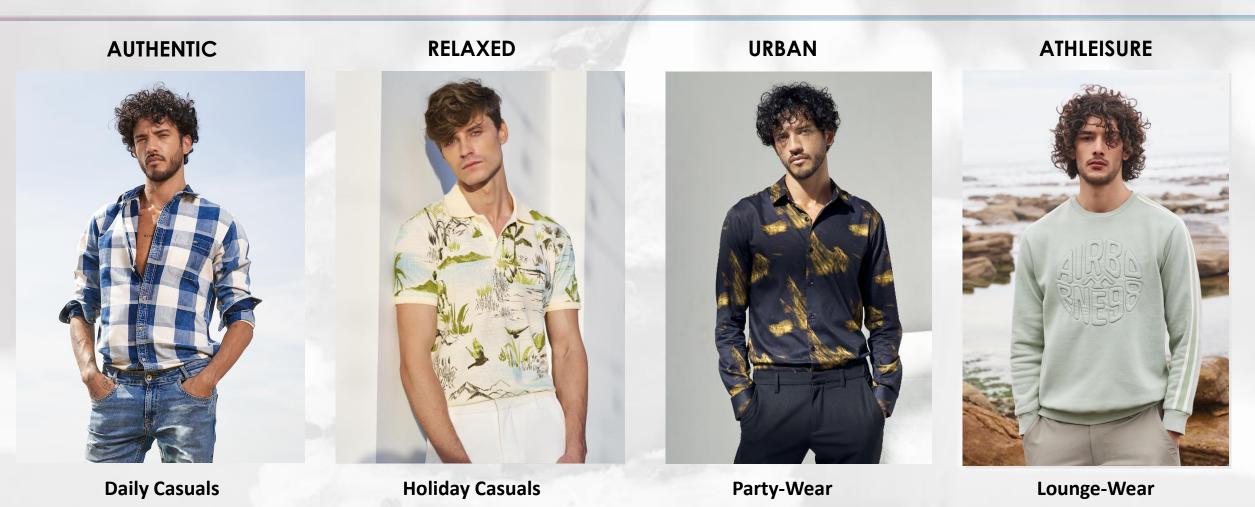




Coherent merchandise display at stores to communicate our lifestyle thought to the end consumer

Reinvented Merchandise Architecture





Increasing our share of customer's wallet by providing designs suited for specific occasions in our customer's life

Reinvented Retail Identity













COMPANY DIFFERENTIATORS

Company Differentiators



1

Wide Range of Products for Multiple
Occasions

2

Strong Brand Equity with Presence
Across Categories

3

Multi-channel, Pan-India Distribution
Extending from Major Metros to Tier3 Cities

4

EBOs Prime Distribution
Channel Offering Holistic In-Store
Brand Experience and Enhancing
Brand Visibility

5

Scalable and Asset Light
Business Model

6

Driven Through Longstanding
Relationships with Partners from the
Back-End to Front-End

7

Systems Driven Processes and Analytical Capabilities Enable Data Based Decision Making

8

Financially Stable Business Model
With Demonstrated History of
Profitable Growth

9

Experienced Board of Directors with a Proficient Team Committed to the Brand's Philosophy

1. Wide Range of Products for Multiple Occasions



Focus on creativity, expressiveness and boldness in designs to provide a youthful appearance



Among brands offering the most balanced mix of products across Topwear, Bottomwear and Outerwear*

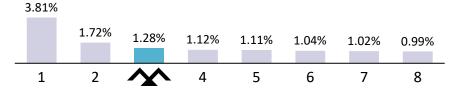
Note: (1) Shirts and T-shirts together constitute Topwear

2. Strong Brand Equity with Presence Across Categories

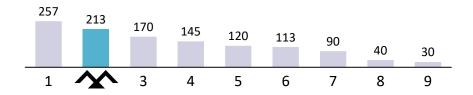


Recognized brand with 25 years of presence in India

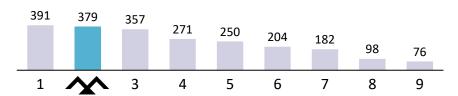
Share of Men's Casual Led Western Wear Players in the Mid Price+ Branded Market – FY2022



Cities Presence - Key Players in Men's Western Wear Market

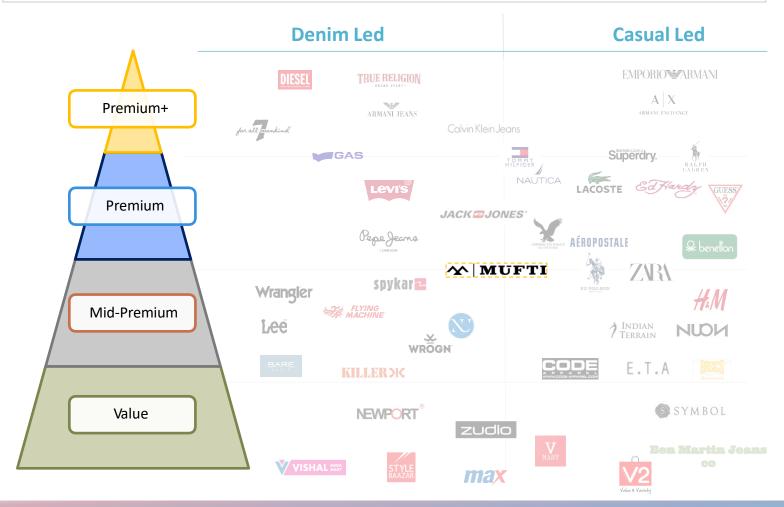


Number of stores – Key Players in Men's Western Wear Market



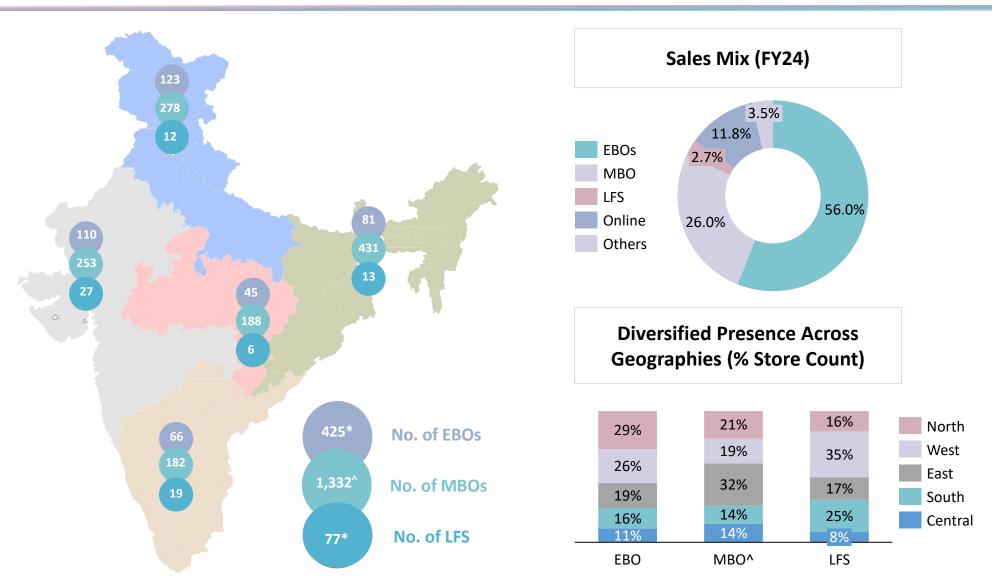
Number Series represents competitor in the series

Prominent focus on casual wear in the mid-premium to premium price range



3. Multi-channel having Pan-India Distribution





Retail Touchpoints

1,834

Cities Present

599

EBO – Cities Present

237

High Streets, Malls & Airports

Top 8 cities & Tier I

~40% of stores

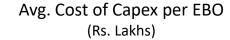
Tier II & III

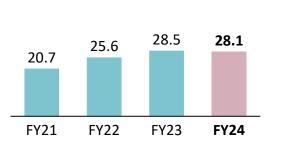
~60% of stores

Note: Maps not to scale. All data, information, and maps are provided "as is" without warranty or any representation of accuracy

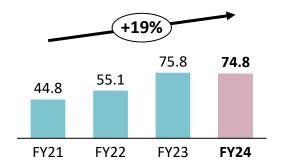
4. EBOs Offering Holistic In-Store Brand Experience and Enhancing Brand Visibility...





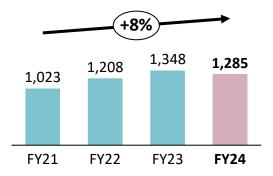


Avg. Revenue per EBO (Rs. Lakhs)

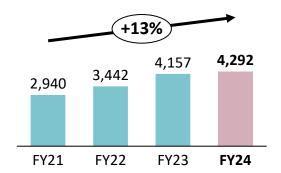




Avg. Revenue per product sold (Rs.)



Avg. ticket value per bill for EBOs (Rs.)



EBOs central to our growth strategy

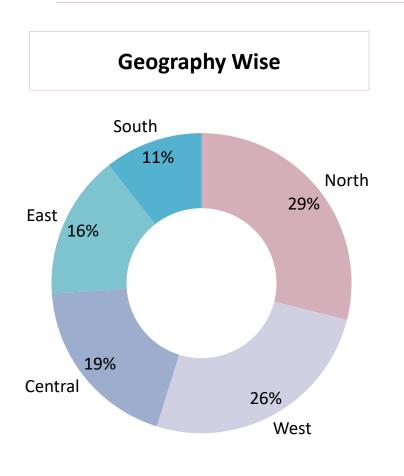
- ✓ Store locations identified to reach out to maximum number of target consumers
- ✓ In-store communications and visuals, store facades and store shutters utilized for advertising
- ✓ Identifiable and standardized colors and typography across packaging materials

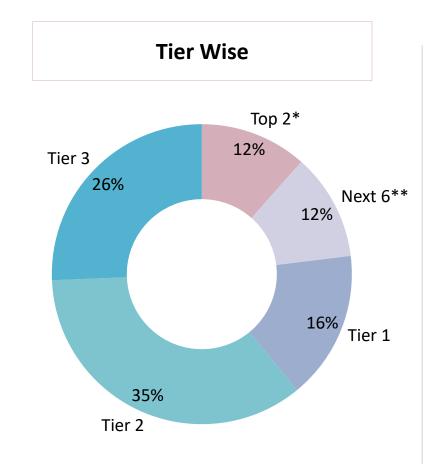
- ✓ Deliver high quality standardized
- ✓ Enhance brand visibility
- Increase awareness within each

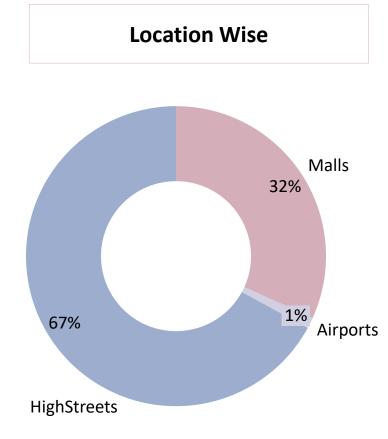
... with an evenly spread PAN-India network



425 EBO's in 237 cities; evenly spread pan-India EBO network





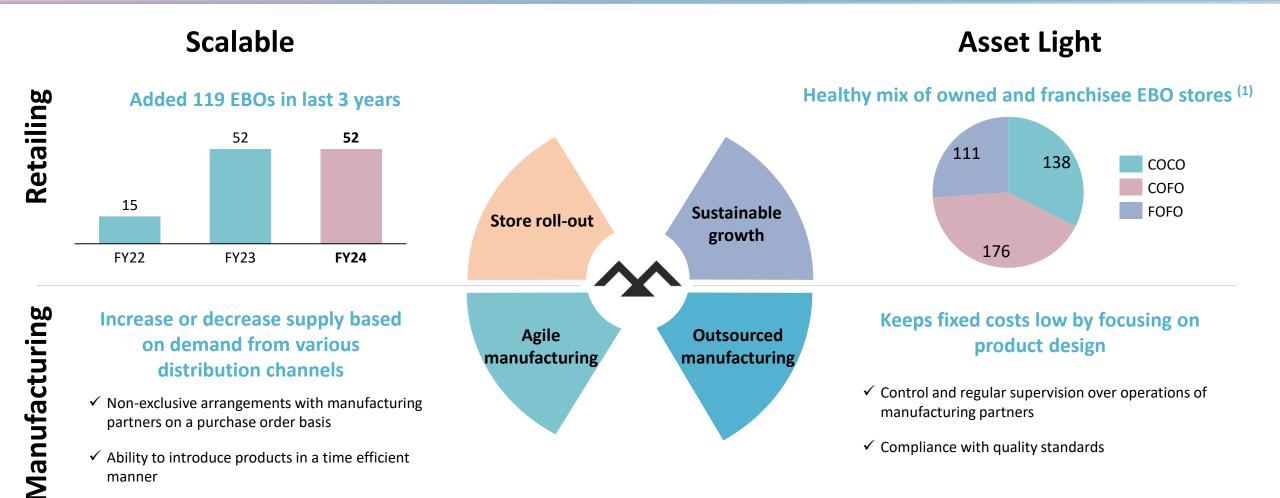


As of December 31, 2023

^{*}Includes Greater Mumbai, Maharashtra (consisting of Bhiwandi, Mumbai, Navi Mumbai, Thane and Vasai) and Delhi NCR (consisting of Faridabad, Ghaziabad, Gurgaon, New Delhi and Noida)

5. Scalable and Asset Light Business Model





Enables optimization, from procurement to distribution and employee costs, leading to sustained profitability

6. Driven Through Longstanding Relationships with Partners





Sourcing Partners

48

Fabric and accessories suppliers

8 years

Average association of Top-5 suppliers

Arvind Limited, NSL Textiles Limited, RSWM Limited and Birla Century

Centralized ordering to meet timelines for each stage of production



Manufacturing Partners

Over **48**

Manufacturing Partners

8 years

Average association of Top-5 suppliers

Distributed manufacturing to optimize procurement costs



Franchisee Partners

52%

of franchisees associated with Mufti for over 5 years

Over **10** years
Association of some franchisee partners

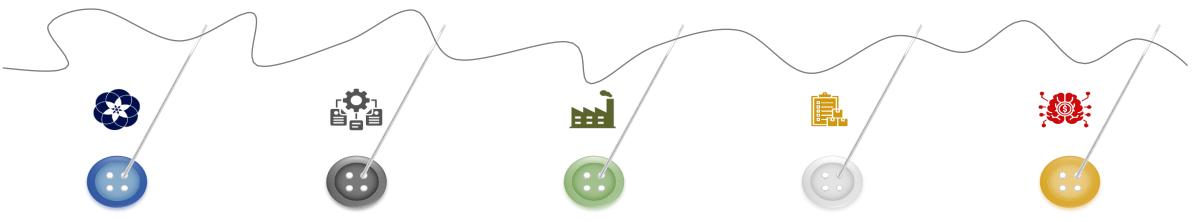
Delivering a coordinated look and feel in stores



7. Systems Driven Processes and Analytical Capabilities Enable Data Based Decision-making



Strong In-house Design Competencies To Deliver Innovative And High-quality Products



Product Design

- ✓ Experienced in-house 17 member design team with 202 years cumulative experience.
- ✓ Track global trends to create a design album 682 designs created and produced during the six months period ended September 30, 2023.

Procurement

- ✓ Centralized sourcing of fabrics & accessories ensuring supply to manufacturing partners are cost- efficient, timely and of consistent quality
- ✓ Multiple levels of quality checks to ensure the right fabric quality

Manufacturing

- Ensures timely deliveries to deliver a coordinated look in stores.
- ✓ Various inline quality assurance systems in place to ensure garment conversion of desired quality

Tech-enabled Inventory Management System

- ✓ Ensures optimum inventory at stores as well as at the 142,700 sq. feet mother warehouse in Bengaluru, Karnataka
- Moving inventory across geographies based on real time analysis of sales

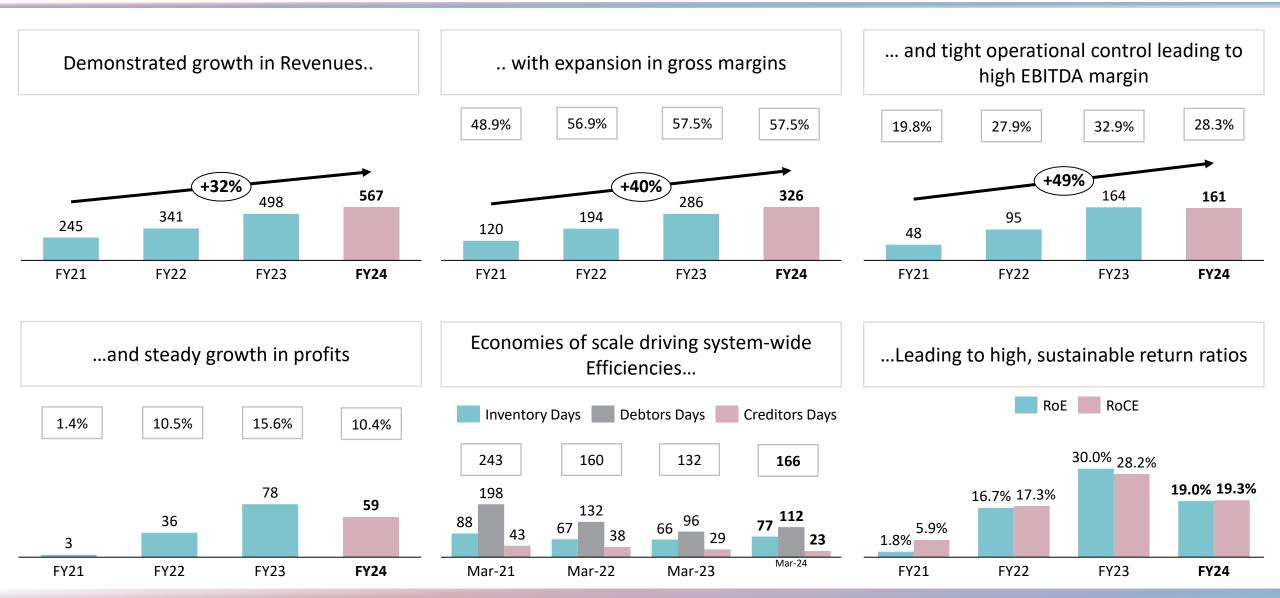
Business Intelligence Tool

- ✓ QlikView for data analytics and management reporting
- ✓ In process of evaluating and implementing artificial intelligence and machine learning based software across EBO stores

Entirety of supply chain managed end-to-end on ERP Ginesys

8. Financially Stable Business Model With Demonstrated History of Profitable Growth





9. Experienced Board of Directors...





Mr. Kamal Khushlani PROMOTER, CHAIRMAN AND MANAGING DIRECTOR

- 1st generation entrepreneur
- >30 years experience in apparel retail
- B.Com degree (University of Mumbai)



Mrs. Poonam Khushlani PROMOTER AND WHOLE TIME DIRECTOR

- Co-founder
- >25 years experience in apparel retail



Dr. Manoj Nakra

- Undergraduate degree in mechanical engineering (IIT Delhi), PGDM (IIM Bangalore), Executive Doctor of Management (Case Western Reserve University)
- Co-founder of SCIP Services and Solutions Private Limited, a SaaS platform company
- Independent director in Arvind Fashions Limited, previously associated with Apparel Group, UAE as Director, Strategy



Mr. Amer Jaleel INDEPENDENT DIRECTOR

- B.Com degree (Smt. Mithibai Motiram Kundnani College of Commerce and Economics, University of Bombay)
- Former Group Chairman and Chief Creative Officer of MullenLowe Lintas Group
- Co-founder of 'Curativity'



Mr. Paresh
Bambolkar
INDEPENDENT DIRECTOR

- Fellow member at the ICAI
- Ex-proprietor of M/s. P V Bambolkar & Co. Chartered Accountants
- Currently director at Desire 4 India Private Limited



Mrs. Ramona
Jogeshwar
INDEPENDENT DIRECTOR

- Masters degree in management studies (Somaiya Institute of Management Studies and Research, University of Mumbai)
- Partner at M/s. Konark Engineers
- Previously associated with Kangaroo Kids Education Limited

...with a Proficient Team Committed to the Brand's Philosophy



Mr. Kamal Khushlani

Promoter, Chairman & Managing Director

Right from Company Inception Experience > 30 years

Mrs. Poonam Khushlani

Promoter & Whole Time Director

Right from Company Inception Experience > 25 years

Mr. Rasik Mittal

Chief Financial Officer (CFO)

With the Company since 2019 (4+ years) Experience > 34 years

Mr. Sanjay Kumar Mutha

Company Secretary & Compliance Officer

With the Company since 2023 (1+ years) Experience > 21 years

Mr. R.V. Subramaniam

Vice President
Creatives & Design Team

With the Company since 2019 (4+ years) Experience > 22 years

Mr. Biswajeet Ghosal

Vice PresidentRetail & Business Development

With the Company since 2019 (4+ years)
Experience > 30 years

Mr. Mohit Bhagnari

Vice PresidentPartner, Retail

With the Company since 2012 (11+ years) Experience > 28 years

Mr. Haresh M.

Vice President
Sourcing & Vendor Development

With the Company since 2011 (12+ years)
Experience > 37 years

Mr. Samar Patel

Vice President
Planning, Monitoring & Merchandising

With the Company since 2008 (15+ years)
Experience > 16 years

Mr. Alpesh Mehta

HeadDistributor Partner Relationship

With the Company since 2020 (3+ years)
Experience > 29 years

Mr. Pravin Gandhi

Vice President
Operations & Procurement

With the Company since 2010 (13+ years)

Experience > 23 years

Prestigious Awards Received by the Company







GROWTH DRIVERS

Growth Drivers





Expand domestic store network in existing and new cities

- ✓ Identified several markets as having potential for opening further EBOs
- ✓ Leverage existing store network and knowledge to tap this growth opportunity
- ✓ Offers the potential for market share gains, increased brand recognition and economies of scale

2

Enhancement of brand appeal through focused marketing initiatives

- ✓ Project a brand image based on our style / vision / philosophy
- ✓ Targeted marketing initiatives



Deeper penetration to grow sales through online channels

- ✓ Capitalizing on the increasing e-commerce demand in Indian retail
- ✓ Grow share of sales from own website and ecommerce partners
- ✓ Invest in growing social media presence
- ✓ Acquire new customers assisted by a team dedicated on driving ecommerce



Focused expansion of product portfolio to become a men's lifestyle brand

- ✓ Evolve brand Mufti as a 360°men's lifestyle brand
- Design team currently considering designing a line of shoes, caps and socks



Leverage technology to improve supplychain management and enhance customer experience

- ✓ Invest further in IT infrastructure to improve productivity and increase operating efficiency
- ✓ Customize buying experience of customers, both in-store as well as online
- ✓ Tailor outreach programmes and marketing to suit specific customer behaviour patterns



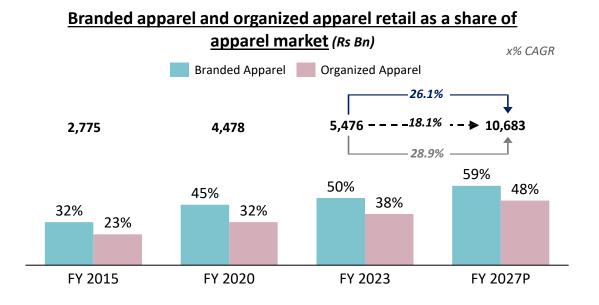
INDUSTRY OVERVIEW

Organized Market Share to Reach ~60% by FY'27 for Men's Apparel

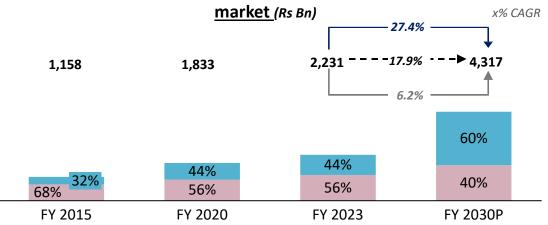
Growth

Drivers

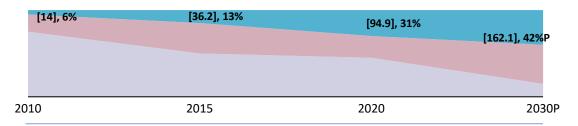




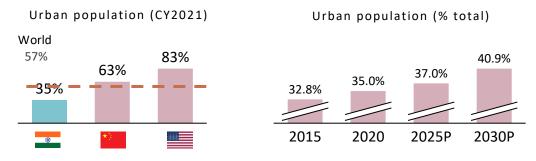




Growing middle class



Increasing urbanization in India





x% CAGR



Source: Technopak Report.

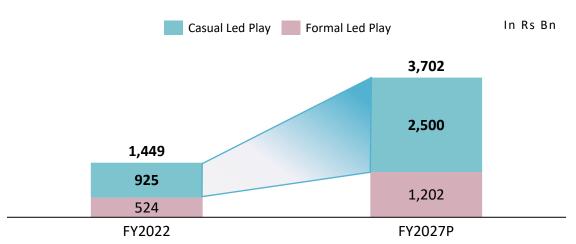
India's Predisposition Towards Casual Wear has Grown Exponentially

Growth

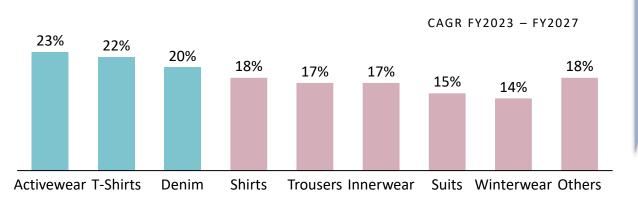
Drivers



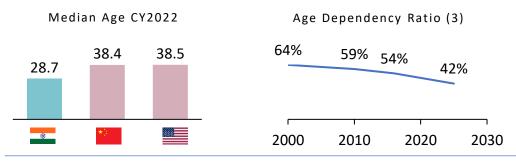
Causal (1) and formal led play in total men's western wear market



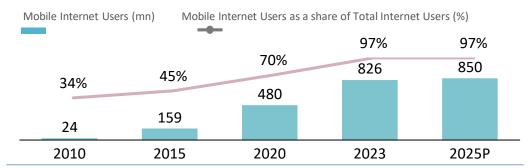
Men's western wear market by product (2)



One of the youngest populations globally



Growth of digital penetration in India



Evolving corporate dress code



Ready-to-stitch



Formal wear



Friday dressing



HISTORICAL FINANCIALS

Consolidated Profit & Loss Statement



Profit & Loss (Rs. In crore)	FY24	FY23	FY22	FY21
Revenue from Operations	567.3	498.2	341.2	244.8
Raw Material Cost	241.3	211.9	147.1	125.0
Gross Profit	326.1	286.2	194.1	119.8
Gross Profit Margin	57.5%	57.5%	56.9%	48.9%
Employee Cost	31.5	26.8	29.2	21.8
Other Expenses	134.0	95.6	69.8	49.5
EBITDA	160.5	163.9	95.1	48.5
EBITDA Margin	28.3%	32.9%	27.9%	19.8%
Other Income	4.6	11.1	13.7	16.3
Depreciation	62.2	53.4	45.9	44.1
EBIT	102.9	121.6	62.9	20.7
Finance Cost	24.1	17.8	15.0	16.7
Profit Before Tax	78.9	103.8	47.8	4.0
Tax	19.7	26.3	12.1	0.6
Profit After Tax	59.2	77.5	35.7	3.4
Profit After Tax Margin	10.4%	15.6%	10.5%	1.4%
EPS	9.20	12.06	5.60	0.54

Consolidated Balance Sheet



Assets (Rs. In crore)	FY24	FY23	FY22	FY21
Property Plant & Equipment	77.2	61.5	40.3	38.7
Capital Work in Progress	0.8	0.2	0.6	0.4
Right of Use Asset	201.5	173.1	137.1	126.5
Investment Property	1.6	1.7	1.7	1.7
Intangible assets	0.2	0.4	0.1	0.2
Financial Assets	15.8	12.7	15.1	15.9
Deferred Tax Asset (Net)	26.7	20.3	15.8	12.0
Non - Current Tax Assets	0.5	1.5	1.9	0.1
Other Non - Current Assets	18.8	15.5	11.7	8.5
Non - Current Assets	343.2	286.8	224.3	204.1
Inventories	124.9	113.4	65.7	58.6
Financial Assets				
(i) Trade receivables	212.2	137.3	123.6	122.4
(ii) Cash and cash equivalents	1.7	8.1	50.7	25.3
(iii) Bank Balance & Other than above	0.8	0.8	0.8	0.7
(iv) Other Financial Assets	8.6	8.0	3.5	1.1
Other Current Assets	18.4	20.0	7.6	4.8
Current Assets	366.7	287.7	251.8	212.9
Total Assets	709.9	574.5	476.1	417.0

Equity & Liabilities (Rs. in crore)	FY24	FY23	FY22	FY21
Share Capital	12.9	3.2	3.2	3.2
Other Equity	328.8	278.1	232.5	189.1
Total Equity	341.7	281.4	235.7	192.3
Financial Liabilities				
(i) Borrowings	4.8	6.8	10.1	13.4
(ii) Lease Liabilities	181.4	151.2	111.1	104.6
(iii) Other Financial Liabilities	39.9	35.5	31.7	28.2
Provisions	4.0	3.8	3.5	4.2
Non-Current Liabilities	230.2	197.4	156.4	150.4
Financial Liabilities				
(i) Borrowings	32.7	3.3	3.4	1.8
(ii) Lease Liabilities	34.2	30.6	29.7	24.3
(iii) Trade Payables	29.7	42.5	36.7	34.7
(iv) Other Financial Liabilities	2.4	2.3	1.1	1.0
Provisions	4.9	2.6	1.8	2.4
Current tax liabilities (net)	0.5	-	-	2.8
Other current liabilities	33.7	14.5	11.4	7.2
Current Liabilities	138.1	95.8	84.0	74.3
Total Equity & Liabilities	709.9	574.5	476.1	417.0

Consolidated Cash Flow Statement



Particulars (Rs. in crore)	FY24	FY23	FY22	FY21
Net Profit Before Tax	78.9	103.8	47.8	4.0
Adjustments for: Non-Cash Items / Other Investment or Financial Items	83.1	64.0	60.8	46.4
Operating profit before working capital changes	162.0	167.8	108.7	50.4
Changes in working capital	-81.2	-64.6	-10.6	45.4
Cash generated from Operations	80.9	103.2	98.1	95.8
Direct taxes paid (net of refund)	-24.6	-30.8	-19.7	-0.2
Net Cash from Operating Activities	56.3	72.4	78.4	95.6
Net Cash from Investing Activities	-34.6	-19.1	-28.0	-5.9
Net Cash from Financing Activities	-27.8	-81.9	-39.0	-66.1
Net Change in Cash and Cash equivalents	-6.1	-28.6	11.4	23.6
Add: Cash & Cash equivalents at the beginning of the period	7.7	36.3	24.9	1.2
Cash & Cash equivalents at the end of the period	1.6	7.7	36.3	24.9



THANK YOU!

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