

**Date:** 02<sup>nd</sup> February, 2024

| То,                               | То,                                      |
|-----------------------------------|--|
| BSE Limited                       | National Stock Exchange of India Limited |
| The General Manager,              | Exchange Plaza, 5 <sup>th</sup> Floor,   |
| Department of Corporate Services, | Plot No. C/1, G Block,                   |
| P.J. Towers, Dalal Street,        | Bandra Kurla Complex,                    |
| Mumbai – 400 001                  | Bandra (East), Mumbai – 400 051          |
|                                   |  |
| Scrip Code: 507552                | Symbol: FOODSIN                          |

Dear Sir/ Madam,

#### **Sub.: Investor Presentation**

In terms of Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended, we wish to submit the Investors presentation.

Request you to take the same on record.

Yours faithfully,

For FOODS AND INNS LIMITED

Ameya T. Masurkar Company Secretary and Compliance Officer



Foods & Inns

## Investor Presentation – Feb'24



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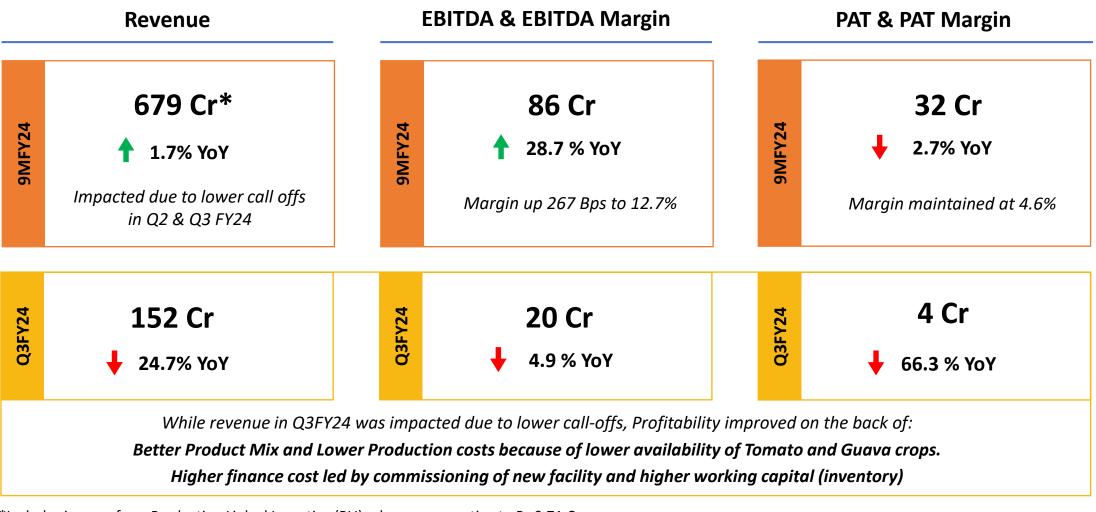




Q3FY24 Highlights

## **Financial Updates**





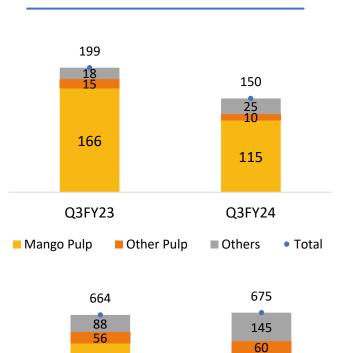
\*Includes income from Production Linked Incentive (PLI) scheme, amounting to Rs 9.71 Cr

### **Operational Updates**

**Revenue Mix (In Cr)** 



6



470

9MFY24

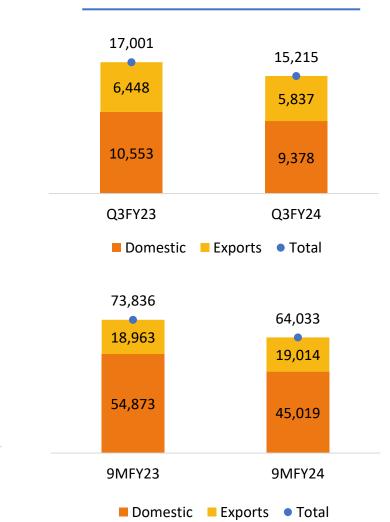
Others • Total

520

9MFY23

Other Pulp

Mango Pulp



Total Sales (MT)

#### Sales Volume (MT) Commentary

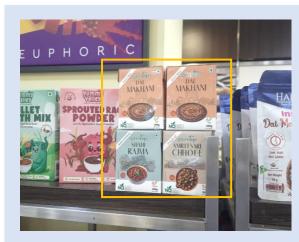
- Pulping volumes impacted in Q3FY24 on account of lower call-offs till Dec'23 for Mango Pulp.
- We remain confident of the stock being absorbed, within the contract period of 15 months, as witnessed in the past.
- In Q4FY24, already witnessing a higher run rate of call-offs.

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### **Other Business Updates**



- Fruits And Vegetable Pulping: Processed lower quantities of Guava and Tomato in Q3FY24 due to lower crops in Nashik and Latur region. Unseasonal rain damaged some of the vegetable crops which we were processing for export markets.
- Spray Dried Powders: Onboarded new clients this quarter post successful audit of our New Facility
- Frozen Food: Significant demand from export markets for Frozen Snacks. Launching "Greentop" in the Gulf region from February 2024
- Kusum Spices: Our efforts are showing results Robust revenue growth of 36% YoY to Rs 5.81 Cr in Q3FY24 and 20% YoY to Rs 18 Cr in 9MFY24. Launching "Kusum Spices" in the North India in Q4FY24
- Tetra Recart: Launched 'Madhu' and 'Greentop' in Tetra Recart packaging in Nature's Basket and a few regional Emerging Modern Trade outlets as well as in General Trade. We remain confident that this division will contribute to our revenues in FY25





Nature's Basket (RTE) & Aamras– Goregaon



Ratna Supermarket - Mulund

Mataji General Store - Thane

## **Profit & Loss Highlights**



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| Consolidated (Rs Cr)     | Q3FY24 | Q3FY23 | ΥοΥ     | Q2FY24 | QoQ     | 9MFY24 | 9MFY23 | ΥοΥ    |
|--------------------------|--------|--------|---------|--------|---------|--------|--------|--------|
| Revenue from Operations  | 150    | 199    |         | 237    |         | 675*   | 664    |        |
| Other Income             | 2      | 2      |         | 0      |         | 4      | 4      |        |
| Total Income             | 152    | 201    | -24.72% | 237    | -36.03% | 679    | 668    | 1.66%  |
| Raw Material Costs       | 58     | 96     |         | 142    |         | 613    | 639    |        |
| Changes in inventories   | 38     | 42     |         | 19     |         | -156   | -194   |        |
| Employee Expenses        | 8      | 9      |         | 10     |         | 28     | 29     |        |
| Other Operating Expenses | 28     | 34     |         | 33     |         | 107    | 126    |        |
| EBITDA                   | 20     | 21     | -4.92%  | 33     | -40.72% | 86     | 67     | 28.67% |
| EBITDA Margin (%)        | 12.90% | 10.21% |         | 13.92% |         | 12.73% | 10.06% |        |
| Depreciation             | 4      | 4      |         | 4      |         | 12     | 11     |        |
| Finance Cost             | 10     | 7      |         | 10     |         | 30     | 19     |        |
| Exceptional Item         | 0      | 5      |         | 0      |         | 0      | 5      |        |
| Profit Before Tax        | 5      | 15     |         | 19     |         | 44     | 43     |        |
| Tax Expenses             | 1      | 4      |         | 5      |         | 13     | 10     |        |
| Profit After Tax         | 4      | 11     | -66.32% | 13     | -71.83% | 32     | 32     | -2.65% |
| PAT Margin (%)           | 2.50%  | 5.59%  |         | 5.68%  |         | 4.64%  | 4.85%  |        |
|                          |        |        |         |        |         | i      | 1      |        |

\*Includes income from Production Linked Incentive (PLI) scheme, amounting to Rs 9.71 Cr

### **Key Focus Area For Growth**



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B<sub>2</sub>B

- Continued focus on capitalizing on the growing demand for existing products – Mango Pulp.
- Improve Asset utilization during Mango off-season by adding Other Pulpy Products.



### Restructured Brand Portfolio

- Focus on growing brand sales in each of the segments, with innovative packaging (Tetra Recart).
- Pulp & Paste: 'Madhu'
- Frozen Foods: 'Green Top'
- Spices: 'Kusum'



### Market Expansion

 Continuously adding newer geographies, newer value-added products and general product offering

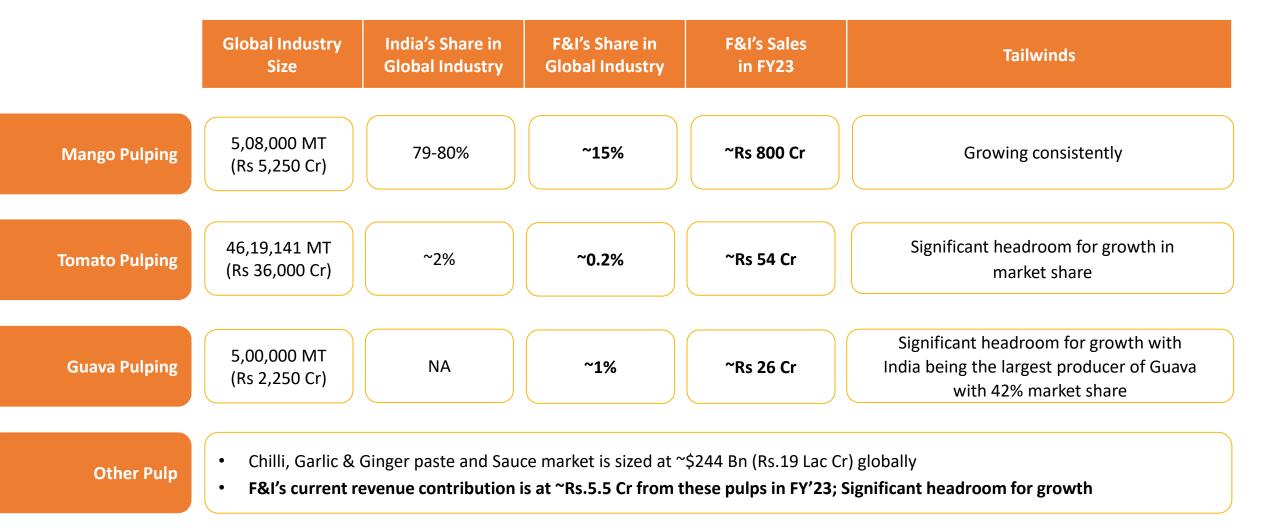


**Sustainability** 

- The Pectin Project: Invested and set up a JV to convert fruit waste generated during pulping into Pectin, Oils and Butter.
- Wide usage in industries like F&B, Pharma, Personal Care & Cosmetics.

### Foods & Inns Positioning in its Business Segment (1/2)





## Foods & Inns Positioning in its Business Segment (2/2)



| Spray Drying                  | <ul> <li>Growth opportunity for India due to the energy crisis led production disruption in Europe which has ~25% share globally.</li> <li>F&amp;I has doubled its capacity in Mar-23 to 1,100 MT; It is a High Margin and High RoCE business making it a lucrative investment.</li> </ul>                         |
|-------------------------------|--|
| Frozen Food                   | <ul> <li>Fast growing market led by increasing number of Nuclear Households, busier Work Schedules, and shift in contract manufacturing from China to India.</li> <li>F&amp;I's revenue stood at ~Rs 30 Cr in FY23, as compared to Global Industry size of ~Rs 20 Lac Cr; Huge Growth Potential Exists.</li> </ul> |
| Spices & Masala               | <ul> <li>Consolidation happening in the industry which could lead to market share gain for Organized Players (currently ~36%).</li> <li>F&amp;I acquired "Kusum" Spices in FY19 – a well established brand with a legacy of 50-year, offering significant potential for growth.</li> </ul>                         |
| Tetra Recart                  | <ul> <li>Indian canned food market is sized at ~Rs 10,500 Cr.</li> <li>F&amp;I's has set-up capacity of 6000 packs per hour or 3tph (expandable further), with a revenue potential of Rs 90 to 100 Cr.</li> </ul>  |
| Pectin<br>(Wealth from Waste) | <ul> <li>India's Pectin market is sized at ~Rs 300 Cr (2500 MT), with 95% of it being imported from Brazil, China and Mexico.</li> <li>F&amp;I has set-up capacity of 150 MT, with a revenue potential of ~Rs 15 Cr (in Joint Venture).</li> </ul>   |

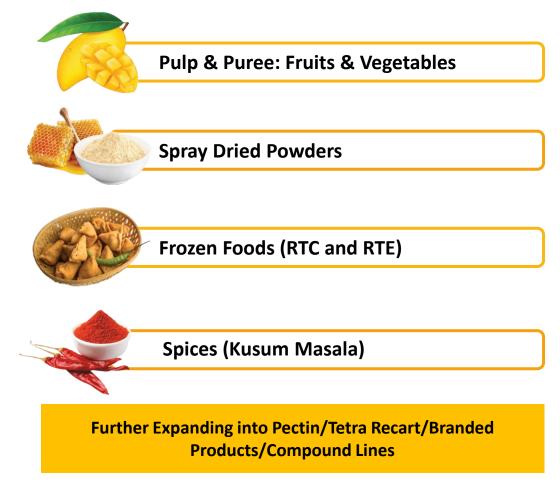
# **Company Overview**

## **Pioneer In High-quality Food Processing**



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Foods and Inns is recognized as one of India's largest processor and exporter of processed fruit & vegetable products. We primarily manufacture and sell a variety of processed tropical Fruit & Vegetable Pulps, Purees, Spices, Spray Dried Powders, Frozen Food, and other value-additive foods to some of the best food & beverage brands worldwide.



50+ Years

of Rich Experience & Expertise

## **50+ Countries**

Served

## **30+ Variety of Products**

Processed

# **7 Processing Units**

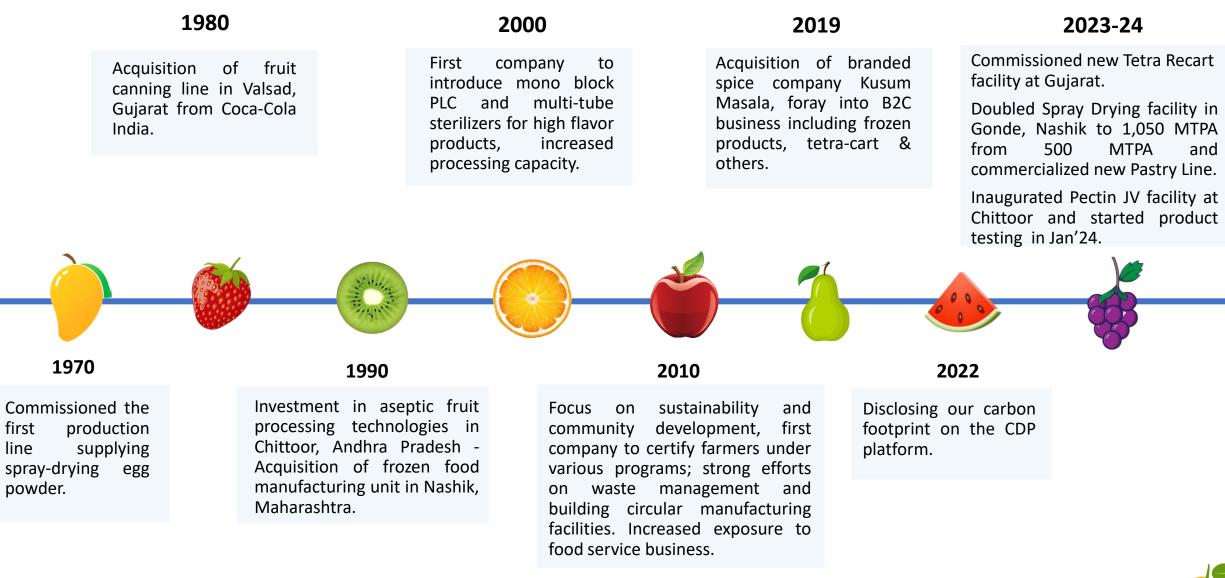
& Two Logistics Centers

### **500+ Full-time Employees**

Strength

### **Our Growth Story**





### 7 State-of-the-Art Self Owned Facilities

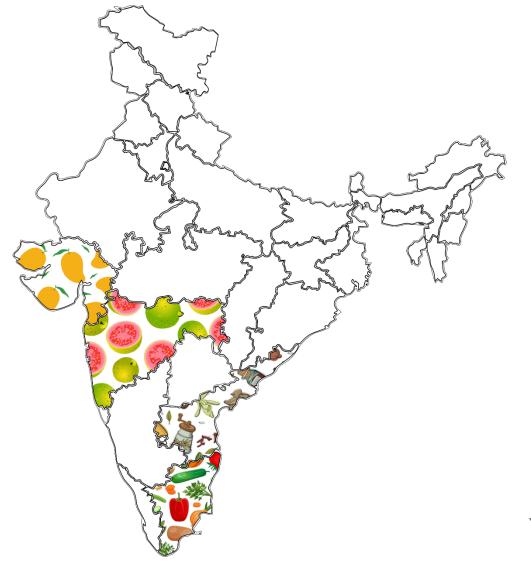


| State                            | District/City       | Product Line                            |  |
|----------------------------------|---------------------|---|--|
| Maharashtra                      | Gonde, Nashik*      | Aseptic<br>Spray Drying<br>Spices       |  |
| (2 owned + 1 leased)             | Sinnar, Nashik      | Frozen Foods                            |  |
|                                  | Ahmednagar (leased) | Aseptic<br>Concentrate                  |  |
| Cuieret                          | Valsad              | Aseptic<br>Canning                      |  |
| Gujarat<br>(2 owned units)       | Vankal              | Aseptic<br>Tetra Recart<br>Frozen Foods |  |
| Andra Pradesh<br>(3 owned units) | Chittoor            | Aseptic<br>Canning                      |  |

2 Logistics Centres in Mumbai & Chennai

Greenfield Project; Tetra Recart facility commissioned in Mar-23

\* Installed Solar Panels which generated 6.39 lacs units of electricity in FY23, resultant saving of Rs 5.16 Mn in power cost



### **Product-wise Capacity Details**



| State                    | Location                  | Product Line      | Capacity (MT/Hr) |
|--------------------------|---------------------------|-------------------|------------------|
|                          |                           | Aseptic           | 8                |
|                          |                           | Spray Drying      | 0.25             |
|                          | Nashik - Gonde            | Spice Plant:      |                  |
|                          | Nashik - Gonde            | Blending          | 1.50             |
|                          |                           | Grinding          | 1.00             |
| Maharashtra              |                           | ETO               | 0.50             |
| wanarashtra              | Nashik - Sinnar           | Frozen Vegetables | 0.7              |
|                          |                           | Frozen Snacks     | 0.5              |
|                          |                           | Frozen Breads     | 0.25             |
|                          |                           | Frozen Puree      | 2                |
|                          | Ahmednagar (Leased plant) | Aseptic           | 4                |
|                          |                           | Concentrate       | 2                |
|                          | Valsad                    | Aseptic           | 4                |
|                          |                           | Canning           | 5                |
| Gujarat                  |                           | Aseptic           | 6                |
|                          |                           | Tetra Recart      | 3                |
|                          | Vankal                    | IQF               | 0.8              |
|                          |                           | Plate Freezer     | 2                |
|                          |                           | Blast Freezer     | 1.3              |
| Andhua Duadach, Chittacu | APP                       | Aseptic           | 5                |
|                          | FPP1                      | Aseptic           | 18               |
| Andhra Pradesh, Chittoor | FPP2                      | Aseptic           | 4                |
|                          | FPP2                      | Canning           | 2                |

Greenfield Project; Tetra Recart facility commissioned in Mar-23

Brownfield expansion; All greenfield and brownfield are part of the PLI Scheme

### Inaugurated New Facility to Manufacture Pectin – Beyond Mango



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**The Pectin Project** *Creating Wealth from Waste:* 

- We have set up a manufacturing unit to process fruit waste including mango waste and manufacture Pectin, Oils and Butter. The total cost is at ~ Rs 10 Cr
- 1st Phase launched with a Capacity of 150 MTPA and started with product testing in Q4FY24. Commercial production likely to start in Q1FY25.



- Pectin is an excellent thickener and gelling agent used in a variety of industries like food & beverages, Pharmaceutical and Personal Care & Cosmetics.
- Currently 95% of India's Pectin requirement is imported from Brazil, China and Mexico. Huge potential in India since they are plant and fruit based i.e. making them vegetarian as compared to Gelatin which is a similar product made from animal fat.
- Safe and harmless to human bodies and has been approved by the WHO. Pectin is considered one of the safest and most harmless food additives.

Indian market for Pectin is around 2500 MT or ~ 300crs. The global size of the pectin market is expected to reach around Rs.7500 by 2027. Source: <a href="https://www.industryarc.com/Report/15977/pectin-market.html">https://www.industryarc.com/Report/15977/pectin-market.html</a>

## **Quality Control Certifications And Processes Act As Entry Barriers**

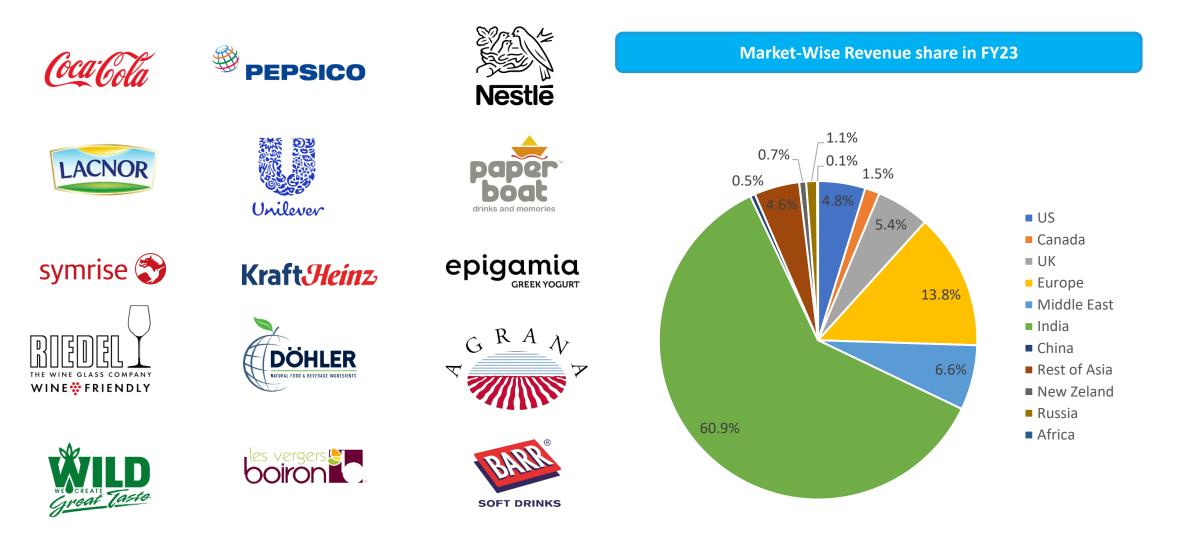




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## Marquee Customers and Well-Diversified Market Presence





### **Experience Management With Oversight By Strong Board**











#### Mr. Bhupendra Dalal

Chairman Non-Executive, Non-Independent Director

Holds a degree of B.Com & L.L.B. worked towards acquisition of fruit canning plan at Valsad built by Coca-Cola Corporation. F&I changed its course to become a major force in fruit processing.

#### Mr. Milan Dalal

#### Promoter and Managing Director

Holds a degree of B.Com. His experience in entrepreneurship sprawls across sectors of Agricultural commodities processing, printing, retail, broking and real estate.

### Mr. Moloy Saha

#### **Chief Executive Officer**

Cost Accountant by qualification and a seasoned Finance & Operations professional. Has extensive expertise across the Food & Beverages Sector since 2003.

### Mr. Anand Krishnan Chief Financial Officer

Chartered Accountant with 10+ yrs of work experience. Expertise lies in Corporate Finance, Accountancy, Management, Business Strategy, Treasury, Valuations, Acquisitions as well as IR.



Mr. Raymond Simkins Non-Executive Director Non-Independent Director



Mr. Maneck Davar Non-Executive, Independent Director



Karishma Bhalla Independent Director



Mr. Hormazdiyaar Vakil Non-Executive, Independent Director



A. V. Seshadrinathan Independent Director



Sanjay Naik Non-Executive, Independent Director

### **Sustainability Agricultural Initiative**



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Sustainable agriculture entails environmental protection, responsible farm management and human and workplace rights. We have run programs with the IDH (Sustainable Trade Initiative) of the Netherlands to help smallholder mango farmers produce more sustainably and to drive responsible mango sourcing in the region of Ratnagiri and Konkan for ~10 villages. The project addresses environmental issues such as climate impact, pesticide management, and crop traceability as well as social aspects, and will run over the course of two years.

F&I completed a number of projects including sustainable sourcing with our EU clients. We were able to locate specialty produce for one of the largest FMCG businesses with the assistance of many smallholder farmers.

Controlling or limiting the farmers' use of harmful pesticides

Key Objectives



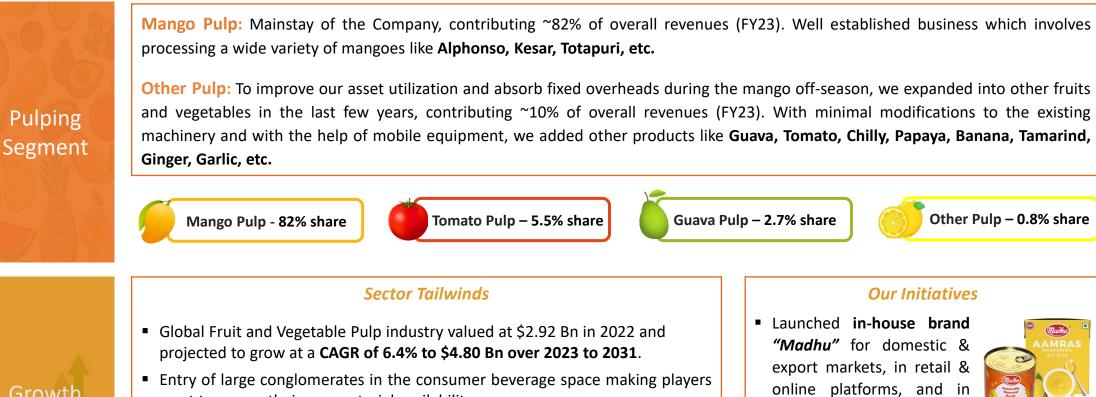
Soil and water conservation are also essential aspects of the program.



Bettering the environment via IPM, soil management, water conservation and monitoring carbon emissions

# **Business Verticals**





Growth Drivers

- want to secure their raw material availability.
- Our biggest client, Coca-Cola is investing around ~\$1 bn to expand its capacity by up to 40% and expand its addressable market in the country by targeting occasions, innovation & culture and is increasing spending to sustain the growth momentum in the non-summer months in India.
- Rural electrification helping penetration of soft drinks.

- canned & Tetra Recart packaging.
- Focusing on Tomato Pulp, which is a huge untapped opportunity, and we are gaining traction.



# **Spray Drying**



• Food Preservation Technique: Converts fruits & vegetables from Liquid form to high-quality Powder form, having low moisture content. The process involves breaking up a liquid or slurry food ingredient into small droplets using a spray nozzle and bringing it into contact with hot drying gas to instantly evaporate moisture and yield a dried powder like **powdered milk, cheese, soups, etc.** Spray Advantage: Enhances shelf-life to ~24 months and allows otherwise perishable foods to be transported and stored at room temperature while maintaining consistent product quality and taste. Drying Segment Dairy Fruit Natural Vegetable Specialty Color **Powders Powders Powders Powders** 

#### Sector Tailwinds

- Global Spray-dried Food market valued at \$54 Bn in 2022 and projected to grow at a CAGR of 7.7% to \$113 Bn over 2023 to 2032. North America holds the largest market share at 27.8%, followed by Europe at 24.5%. Asia-Pacific is also emerging due to rising incomes and changing lifestyles.
- Key growth factors include rising demand for food product diversification, longer shelf life, convenience food products, and most importantly food preservation and product development going forward. There is a strong demand from bakery and confectionary segments.

#### **Our Initiatives**

- Doubled Capacity in Mar-2023 (2<sup>nd</sup> unit) to 1,100 MT to cater to the growing demand.
- Added value-added products like Honey Powder, Cheese Power, etc.



Drivers

### **Frozen Food**





• E-commerce becoming a preferred distribution channel, enabling easy access.

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## Spices & Masala



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Growth

Drivers

- Kusum Spices: In FY19, we acquired Kusum Spices to gain a foothold in India's large and growing Spices Market. The Company has
  a legacy of over 50 years of selling Indian Spices in domestic and export of USFDA approved products to 12 countries including the
  US, UK, Oman, and UAE
- Kusum Masala: Sold in three categories. Ground; Blended and Whole spices



#### Sector Tailwinds

- Being the largest producer, consumer and exporter, India is the undisputed global leader in the Spice and Masala segment, with a market size of Rs 500 Bn by 2023.
- A shift from unorganized to branded play is being witnessed domestically with many large retail brands acquiring spice & masala companies.
- Massive growth globally because of newer cuisines using spices introduced to people of different ethnicities.

#### **Our Initiatives**

- Renewed packaging and expanded retail footprint.
- Sourcing from pesticide-compliant certified farmers to meet international standards.



### **B2C: Via Restructured Brands**

 Consolidated our strategy and will market our consumer division products under the brand Greentop, Kusum, and Madhu to house an interesting range of products in the vertical of frozen food, plant-based high-protein foods, fruit and vegetable pulps, and ready-to-eat meal combos.

### **Tetra Recart: Reimagining Packaging**

- Tetra Recart is a sustainable carton packaging offering an alternative to canning. It is environment-friendly and helps maximize the products' potential while generating new business opportunities. Tetra Recart has lower carbon emissions than steel cans and juice jars. It is ~25% more efficient to store and transfer than cans.
- The capex incurred under this division is also a part of the committed capex under PLI.

### Pectin Project: Sustainable Waste Management

- Pectin is a vegetarian alternative to gelatin with 95% of India's requirement of Pectin being imported from Brazil, China, and the US. Used as a thickening agent and widely used in jams, jellies, frozen foods, and more recently as a fat/sugar replacer.
- We have set up a Pectin manufacturing facility in Chittoor, Andhra Pradesh, which is the largest Mango Pulping belt in India. The lab test results of the Pectin produced by our Company has already been approved by some large MNCs and Indian companies.
- When pulped, ~50% of a mango gets wasted and has to be disposed off in the form of skins and kernels. Managing waste comes with a cost. With this initiative, we have created a significant value-added segment that will help us manage our waste and ensure sustainability



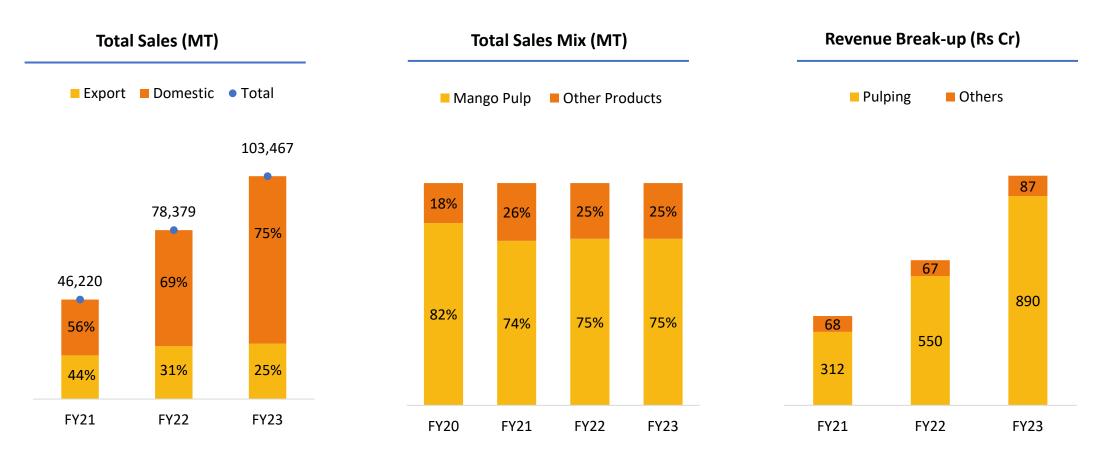




# **Annual Financials**

## **Operational Highlights**



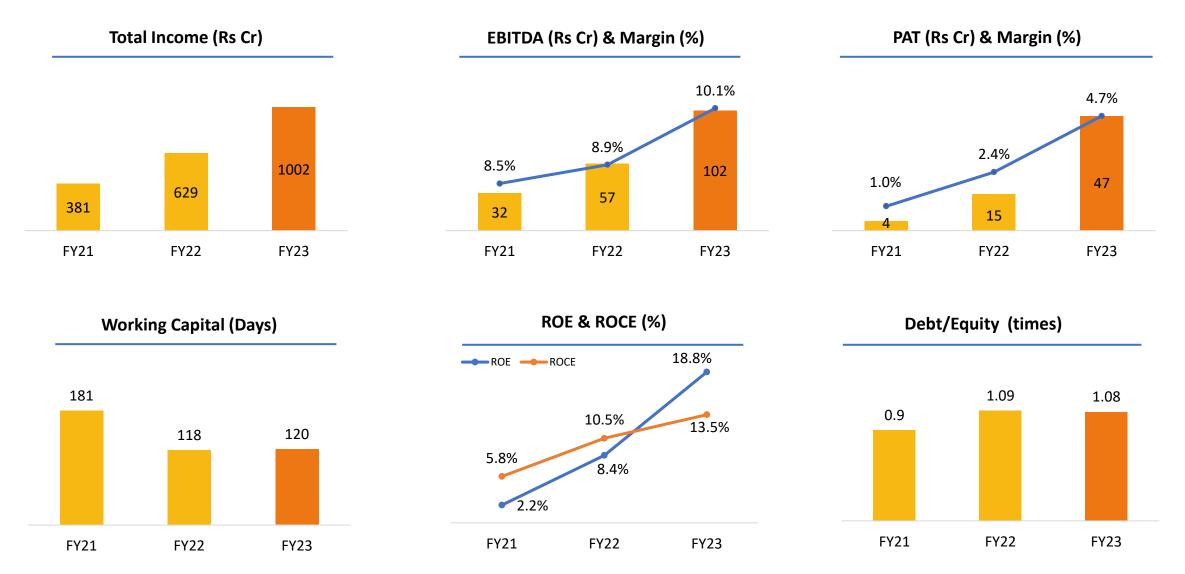


Robust growth in the core and well-established Pulping Business, along with consistently growing Other Products which includes in-house Brand Sales

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### **Consistent Growth In Revenue And Profitability**





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# **Profit & Loss Highlights**



| Consolidated (Rs Cr)                         | FY21  | FY22  | FY23   | 2 YR CAGR (%) |
|--|-------|-------|--------|---------------|
| Revenue from Operations                      | 371   | 632   | 996    |               |
| Other Income                                 | 11    | 6     | 6      |               |
| Total Income                                 | 381   | 639   | 1,002  | 62%           |
| Raw Material Costs                           | 227   | 481   | 791    |               |
| Changes in inventories                       | 16    | -69   | -90    |               |
| Purchases of Stock-in-Trade                  | 1     | 0     | 0      |               |
| Employee Expenses                            | 23    | 31    | 40     |               |
| Other Operating Expenses                     | 81    | 139   | 159    |               |
| EBITDA                                       | 32    | 57    | 102    | 77%           |
| EBITDA Margin (%)                            | 8.50% | 8.87% | 10.15% |               |
| Depreciation                                 | 12    | 13    | 14     |               |
| Finance Cost                                 | 14    | 19    | 28     |               |
| Share of Profit of Joint Venture & Associate | 0     | -1    | -1     |               |
| Exceptional Item                             | 0     | 0     | 5      |               |
| Profit Before Tax                            | 5     | 24    | 65     | 243%          |
| Tax Expenses                                 | 2     | 8     | 17     |               |
| Profit After Tax                             | 4     | 15    | 48     | 247%          |
| PAT Margin (%)                               | 1.03% | 2.40% | 4.74%  |               |

# **Balance Sheet Highlights**



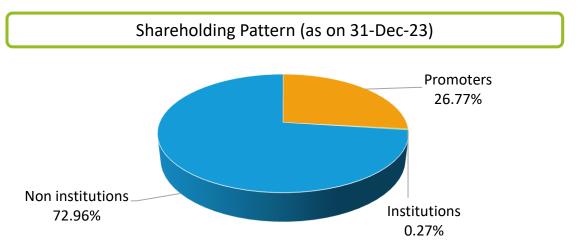
| Liabilities (Rs Cr)         | Mar-21 | Mar-22 | Mar-23 | Sep-23 |
|-----------------------------|--------|--------|--------|--------|
| Total Equity                | 182    | 197    | 312    | 357    |
| Share Capital               | 5      | 5      | 5      | 5      |
| Other Equity                | 177    | 192    | 307    | 351    |
| Non-Current Liabilities     | 13     | 51     | 59     | 74     |
| Borrowings                  | 13     | 51     | 57     | 65     |
| Provisions                  | 0      | 1      | 1      | 1      |
| Deferred tax liabilities    | 0      | 0      | 2      | 7      |
| Current Liabilities         | 232    | 326    | 440    | 621    |
| Borrowings                  | 151    | 171    | 282    | 358    |
| Lease Liability             | 0      | 1      | 4      | 2      |
| Trade Payables              | 63     | 130    | 124    | 216    |
| Provisions                  | 1      | 1      | 2      | 2      |
| Other Financial Liabilities | 6      | 9      | 23     | 20     |
| Current tax liabilities     | 0      | 4      | 1      | 0      |
| Other Current Liabilities   | 10     | 9      | 4      | 23     |
| Total Liabilities           | 427    | 574    | 811    | 1052   |

| Assets (Rs Cr)                 | Mar-21 | Mar-22 | Mar-23 | Sep-23 |
|--------------------------------|--------|--------|--------|--------|
| Non-Current Assets             | 160    | 211    | 256    | 274    |
| Plant, Property &<br>Equipment | 113    | 111    | 156    | 162    |
| Right of use of Assets         | 0      | 8      | 5      | 3      |
| Capital WIP                    | 18     | 55     | 61     | 75     |
| Intangible Assets              | 13     | 13     | 13     | 13     |
| Financial Assets               | 5      | 8      | 14     | 15     |
| Deffered Tax Assets            | 9      | 10     | 0      | 0      |
| Other Non-Current<br>Assets    | 2      | 5      | 8      | 7      |
| Current Assets                 | 267    | 363    | 555    | 778    |
| Inventories                    | 133    | 209    | 333    | 521    |
| Financial Assets               | 111    | 120    | 187    | 131    |
| Current Tax Assets             | 4      | 4      | 9      | 9      |
| Other Current Assets           | 19     | 30     | 27     | 116    |
| Total Assets                   | 427    | 574    | 811    | 1052   |

### **Share Price Information**







Capital Market Information (as on 1-Feb-24)

| BSE/NSE Code       | 507552   INE976E01023 |
|--------------------|-----------------------|
| CMP (Rs)           | 141.85                |
| Market Cap (Rs Cr) | 793                   |
| Shares (#)         | 5,37,01,913           |
| Face Value (Rs)    | 1.00                  |

### Let's Connect





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