MILKY MIST DAIRY FOOD LIMITED

IPO NOTE

Aug 2026

ISSUE HIGHLIGHTS

- **Milky Mist** is the fastest-growing packaged food company in India among companies with revenues above ₹1,500 crore, with a revenue CAGR of 31.26% from Fiscal 2024 to Fiscal 2026. The Company is a leading value-added dairy brand, focusing on premium processed dairy products rather than liquid milk. Its product portfolio includes paneer, cheese, yogurt, curd, butter, ghee, ice cream, milkshakes and packaged foods. By avoiding liquid milk, the Company benefits from higher margins, premium pricing and an FMCG-oriented business model.
- The company's significant market share in certain of their product categories:
  - **Paneer:** The Company is the largest private packaged paneer brand in India's organised market, with a **~19% market share by value** in the organised packaged paneer market in Fiscal 2026.
  - **Cheese:** The Company is the largest private packaged cheese brand in South India, with a **~12% market share by value** in the organised cheese segment in Fiscal 2026.
  - **Cheese:** The Company is ranked **third among private players nationally**, with a **~5% market share by value** in the organised packaged cheese market in Fiscal 2026.
  - **Curd:** The Company held a **~7% market share by value** in the organised curd market in Southern India in Fiscal 2026.
  - **Yogurt:** The Company is among the **top two largest private packaged yogurt brands in India**, with a **~13% market share by value** in the organised yogurt market in Fiscal 2026.
  - **Greek Yogurt:** The Company held a **~35%-40% market share by value** in the organised Greek yogurt market in India in Fiscal 2026.
- Milky Mist operates one manufacturing facility located in Perundurai, Tamil Nadu. The Perundurai facility specializes in value-added dairy products and benefits from strong raw milk availability within a 400-km radius.
- The Company operates in a competitive market with peers including HAP, Parag, Dodla, Amul and Nandini.
- Milky Mist was among the early adopters of **visi-coolers** in India, enhancing cold-chain reach and retail visibility.
- ESG initiatives focus on energy and water neutrality, including a 2.15 million litres per day water treatment plant and extensive renewable energy usage. Advanced, fully automated manufacturing with robotics enables high efficiency, hygiene, traceability and consistent product quality.

BRIEF FINANCIAL DETAILS*

(₹ In Cr)

Particular	As of Mar' 31, 2026	2025	2024
Equity Share Capital	128.46	126.00	3.50
Instruments entirely equity in nature	-	2.46	0.07
Reserves#	249.54	114.32	193.48
Net Worth	377.99	242.77	197.05
Total Borrowings	1,671.85	1,376.38	1,036.72
Revenue from operations	3,138.36	2,349.50	1,821.61
Revenue Growth (%)	33.58%	28.98%	30.66%
EBITDA	435.22	310.35	222.33
EBITDA Margin (%)	13.87%	13.21%	12.21%
Net Profit/(Loss) for the period/year	127.01	46.07	19.44
Net Profit/(Loss) Margin (%)	4.05%	1.96%	1.07%
EPS – Basic & Diluted (₹)	1.98	0.72	0.30
ROE (%)	32.12%	15.11%	7.14%
ROCE (%)	11.73%	9.54%	8.14%
NAV - (₹)	5.87	3.78	3.07
Cash flow from operating activities	301.79	314.86	140.29
Cash flow from investing activities	(469.69)	(545.33)	(289.97)
Cash flow from financing activities	164.48	233.13	151.98

*Source: RHP, *Restated Consolidated, , #Reserve excluding ₹85.02 Cr pertaining to fair valuation of land*

Issue Details

Fresh Issue of Equity Shares aggregating upto ₹1,428 Cr and Offer for Sale of Equity Shares aggregating upto ₹ 125 Cr

Issue size: ₹ 1,553 Cr
Face value: ₹ 2/-

Price band: ₹ 133 – 140
Bid Lot :107 Shares and in multiples
Employee Reservation : Upto ₹ 2 Cr
Employee Discount : ₹ 13 per Share

Post Issue Implied Market Cap:
₹ 10,310 Cr - ₹ 10,778 Cr

BRLMs: Axis Capital, JM Financial, IIFL Capital
Registrar: KFin Technologies Ltd

Issue opens on: Tuesday, August 11th, 2026
Issue closes on: Thursday, August 13th, 2026

Indicative Timetable

Activity	On or about
Finalisation of Basis of Allotment	14-08-2026
Refunds/Unblocking ASBA Fund	17-08-2026
Credit of equity shares to DP A/c	17-08-2026
Trading commences	18-08-2026

Issue Break-up

	No. of Shares @Lower	@Upper	₹ In Cr	% of Issue
QIB	5,83,08,270	5,53,92,857	775.50	**50%**
NIB	1,74,92,481	1,66,17,856	232.65	**15%**
-NIB2	*1,16,61,654*	*1,10,78,571*	155.10	-
-NIB1	*58,30,827*	*55,39,285*	77.55	-
RET	4,08,15,789	3,87,74,998	542.85	**35%**
EMP	1,66,666	1,57,480	2.00	
Total	**11,67,83,206**	**11,09,43,193**	**1,553.00**	**100%**

NIB-2 =NII Bid Above ₹ 10 Lakhs
NIB-1=NII Bid between ₹ 2 to 10 Lakhs

Category	Retail Category	NII-Bid between ₹ 2 - 10 Lakhs	NII - Bid Above ₹ 10 Lakhs
Minimum Bid Lot (Shares)	107 Shares	1,498 Shares	7,169 Shares
Minimum Bid Lot Amount (₹)	₹ 14,980^	₹ 2,09,720^	₹ 10,03,660^
Appl for 1x	3,62,383 Applications	3,698 Applications	7,396 Applications

Listing: BSE & NSE

Shareholding (No. of Shares)

Pre-issue	Post-issue~	Post-issue^
66,78,28,789	77,52,13,500	76,98,43,412

~@Lower price Band ^@ Upper Price Band

Shareholding (%)

	Pre-Issue	Post-Issue
Promoters	88.86%	75.93%
Promoter Group	4.13%	3.59%
Public	7.00%	20.49%
Total	**100.00%**	**100.00%**

Background

The company was initially formed as a partnership firm as "M.M.D. Dairy" at Erode, Tamil Nadu on November 30, 1998. Sathishkumar T and Anitha S are the Promoters of the company. Currently, the promoters hold 593,441,307 Equity Shares of face value of ₹2 each, representing 88.86% of the pre-Offer issued, subscribed, and paid-up Equity Share capital of the company.

Brief Biographies of Directors and Senior Management Personnel

Sathishkumar T is the Promoter, Chairman and Managing Director of the Company and has been associated with the Company since incorporation. Prior to this, he was associated as a partner with M.M.D Dairy. He has over 26 years of experience in the dairy and food industry.

Anitha S is the Promoter and Whole-time Director of the Company and has been associated with the Company since incorporation. Earlier, she was associated as a partner with M.M.D Dairy. She has over 23 years of experience in the dairy and food industry.

Dr. K Rathnam is the Whole-time Director and Chief Executive Officer of the Company and has been associated with the Company since August 5, 2019. His experience includes associations with S. M. Patel College of Home Science, Sardar Patel University, Heinz India Pvt Ltd, and Kaira District Co-operative Milk Producers' Union Ltd. He has over 33 years of experience in the dairy, food, and education sectors.

Radha Venkatakrishnan is an Independent Director of the Company. She was previously associated with Indian Overseas Bank. She has over 35 years of experience in banking and financial management.

Mallika Janakiraman is an Independent Director of the Company. Her experience includes associations with Institute of Hotel Management Catering Technology and Applied Nutrition, Hyderabad, Nestlé India Ltd, and Kellogg India Pvt Ltd. She has over 30 years of experience in the nutrition and wellness industry.

S.V. Arumugam is an Independent Director of the Company. He is currently associated with Bannari Amman Spinning Mills Ltd as Promoter & MD, Bannari Amman Flour Mill Pvt. Ltd. as Promoter & Director, and Anamallais Motors Pvt. Ltd. as Promoter & Director. He has over 44 years of experience in the textile, automobile and food manufacturing industries.

Biswajit Mishra is the Chief Financial Officer of the Company and has been associated with the Company since February 1, 2025. His experience includes associations with Creamline Dairy Products Ltd, Cholamandalam DBS Finance Ltd, Madura Coats Pvt Ltd, Oswal Die Casters Pvt Ltd, Parag Milk Foods Ltd, Aussee Oats Milling Pvt Ltd, and Milk Mantra Dairy Pvt Ltd. He has over 22 years of experience in the finance and audit sector.

S Prakash is the Company Secretary and Compliance Officer of the Company. He joined the Company on October 16, 2024. He has over 16 years of experience in secretarial and compliance roles.

Objects of the Issue

Objects	Amount (₹ Cr)
• Repayment/ prepayment, in full or in part, of certain outstanding borrowings availed by the Company	496.86
• Financing the capital expenditure requirements in relation to the expansion and modernisation of the Perundurai Manufacturing Facility	469.24
• Deployment of visi coolers, ice cream freezers and chocolate coolers	155.31
• General Corporate Purposes	[•]
Total	[•]

Offer Details

Particulars	Amount	No. of Shares	WACA per Equity Share (₹)
Fresh Issue	(₹ 1,428Cr)	Upto 10,20,14,623 ^ Equity Shares	-
Offer for Sale	**(₹ 125 Cr)**	**Up to 89,28,570 ^ Equity Shares**	**WACA per Equity Share (₹)**
The Promoter Selling Shareholders:			
Sathishkumar T	(₹ 75 Cr)	Upto 53,57,142 ^ Equity Shares	0.06
Anitha S	(₹ 50 Cr)	Upto 35,71,428 ^ Equity Shares	0.06

(^at upper price band); WACA=Weighted Average Cost of Acquisition

SHAREHOLDING PATTERN

Shareholders	Pre-offer		Fresh Issue and Offer for Sale of Equity shares^	Post-offer	
	Number of Equity Shares	% of Total Equity Share Capital		Number of Equity Shares	% of Total Equity Share Capital
Promoter and Promoters Group					
Promoter	*59,34,41,307*	*88.86%*	*89,28,570*	*58,45,12,737*	*75.93%*
Promoters Group	*2,76,14,610*	*4.13%*	*0*	*2,76,14,610*	*3.59%*
Total for Promoter and Promoter Group	**62,10,55,917**	***93.00%***	**89,28,570**	***61,21,27,347***	***79.51%***
Public	4,67,72,872	*7.00%*	*10,20,14,623*	*15,77,16,065*	*20.49%*
Total for Public Shareholder	**4,67,72,872**	***7.00%***	**10,20,14,623**	**15,77,16,065**	***20.49%***
Total Equity Share Capital	**66,78,28,789**	**100.00%**	**11,09,43,193**	**76,98,43,412**	***100.0%***

Source: RHP; ^Shares at upper price band

BUSINESS OVERVIEW

Milky Mist Dairy Food Ltd is the fastest-growing packaged food company in India among companies with revenues exceeding **₹1,500 crore**, having recorded a revenue CAGR of **31.26%** from Fiscal 2024 to Fiscal 2026. The Company is exclusively focused on premium, value-added dairy products and follows a product-led strategy to cater to consumer needs across all meal occasions, from breakfast to dinner.

The Company has built a diversified portfolio of value-added dairy and food products, including cheese, paneer, butter, curd, ghee, yogurt, ice cream, UHT long-shelf-life products, chocolates, frozen foods, ready-to-eat and ready-to-cook products. These offerings are marketed under the umbrella brand **Milky Mist**, along with sub-brands **SmartChef**, **Capella** and **Misty Lite**, and recently acquired brands **Briyas** and **Asal**. Milky Mist was among the first private companies to launch branded packaged paneer in India and has since expanded across multiple dairy categories.

The company's significant market share in certain of their product categories:

Product Category	Market Share
Paneer	Largest private packaged paneer brand in the organized market with a market share of approximately 19.0% in terms of the organised packaged paneer market value in Fiscal 2026.
Cheese	• Largest private packaged cheese brand in South India with a market share of approximately 12% in terms of market value in the Southern region's organised cheese segment in Fiscal 2026; • Nationally ranked third among private players with a market share of approximately 5% in terms of market value in the organised packaged cheese market in Fiscal 2026 in India.
Curd	Held an approximately 7% of the market share in terms of market value in the organised curd market in Southern India in Fiscal 2026.
Yogurt	• Among the top two largest private packaged yogurt brands, with a market share of approximately 13% in terms of market value in the organized yogurt market in India in Fiscal 2026. • Held an approximately 35% to 40% of the market share in terms of market value in the organised Greek yogurt market in India in Fiscal 2026

The Company commands premium pricing, with paneer and curd prices typically **10% to 30% higher** than the average market price of Indian brands. This premium positioning has resulted in the highest realisation per litre of milk procured among listed peers, at ~**₹77.79 per litre** in Fiscal 2026. The Company's focus on value-added dairy products aligns its operating profile more closely with FMCG companies in terms of margins, distribution model and pricing.

Milky Mist operates an integrated farm-to-retail model and sources most of its raw milk directly from farmers. As of March 31, 2026, the Company sourced milk from **74,654 farmers** across **25 districts** in Tamil Nadu, Andhra Pradesh and Karnataka, all located within a **400-kilometre radius** of its Perundurai manufacturing facility. Direct procurement accounted for **74.34 %** of total milk procurement in Fiscal 2026, supported by timely payments and long-term farmer engagement initiatives.

The Company supports farmers through training, veterinary services, vaccinations, artificial insemination, fodder supply, clean milk programs and assistance in cattle financing, enabling consistent procurement of high-quality milk. Milk procurement follows a three-tier quality assurance process involving automated milk collection units, chilling centres and final testing at the manufacturing facility. As of March 31, 2026, the Company operated **3,907 AMCUs** and **29 chilling centres**.

The Company operates one manufacturing facility: the **Perundurai Manufacturing Facility** in Tamil Nadu for value-added dairy products. As of March 31, 2026, the installed paneer capacity stood at **192 metric tons per day**, the largest among organised private peers. The Perundurai facility is **U.S. FDA approved** and equipped with advanced, fully automated machinery to ensure efficiency, hygiene and consistent product quality.

The Company effectively manages seasonal fluctuations in milk supply through a milk-balancing strategy. During surplus seasons, milk is converted into long-shelf-life products such as cheese, UHT products and powder, while high-demand fresh products are prioritised during lean supply periods, ensuring optimal utilisation with minimal wastage.

Milky Mist manages its own tech-enabled logistics network to maintain product quality across chilled, frozen and ambient categories. As of March 31, 2026, its fleet comprised **63 milk vans**, **282 refrigerated trucks** and **34 ambient trucks**. Load optimisation, return freight utilisation and IoT-based fleet monitoring have helped the Company achieve one of the **lowest transportation costs as a percentage of revenue** among its peers.

The Company has demonstrated strong capabilities in expanding its geographic footprint and achieving leadership positions in select product categories. Over the years, it has scaled its presence through a diversified multi-channel sales approach, enabling deeper market penetration across regions.

The Company's sales channels include general trade, modern trade, HoReCa, online platforms (including e-commerce and quick-commerce platforms) and Milky Mist exclusive parlours. This diversified channel presence has enabled the Company to distribute its products across **22 states and 5 union territories** in India as of March 31, 2026.

As of March 31, 2026, the Company operated through **4,001 distributors**, reaching over **375,000 retail touchpoints** across India, ensuring widespread product availability. The distribution network is further supported by **57 clearing and forwarding depots** across **15 states**, which facilitate efficient logistics and inventory management.

In addition to domestic operations, the Company has an established export presence. Between April 1, 2022, and March 31, 2026, its products were exported to more than **15 countries**, including Singapore, the United States of America, Middle Eastern countries and Australia.

Currently, the Company operates **144 Milky Mist exclusive parlours** across **eight states and 1 union territory**, including Tamil Nadu, Andhra Pradesh and Kerala. Of these, **six parlours are company-operated**, while the remaining are operated through franchise arrangements, enhancing consumer engagement and brand visibility.

The Company was among the first food products companies in India to deploy visi coolers at retail outlets (Source: 1Lattice Report). As of March 31, 2026, it had deployed **15,062 visi coolers**, along with **25,824 ice cream freezers** and **573 chocolate coolers**, supporting product freshness, visibility and new category expansion.

As of March 31, 2026, March 31, 2025, and March 31, 2024, the Company's visi coolers, ice cream freezers and chocolate coolers were deployed across **4 13,211, 4,065 and 10,503 retail outlets**, respectively, in states including Tamil Nadu, Karnataka, Kerala and Telangana, strengthening on-ground presence and retail traction.

These operations are supported by a dedicated **sales, distribution and marketing team of 512 employees** as of March 31, 2026, enabling effective execution of the Company's go-to-market strategy.

The Company is led by an experienced Promoter group and a professional management team with deep domain expertise in the dairy and food products industry. The leadership team brings extensive operational, strategic and quality-focused experience, positioning the Company to drive sustained growth and operational excellence. **Sathishkumar T**, Promoter, Chairman and Managing Director, has over **27 years of experience** in the dairy and food industry. **Anitha S**, Promoter and Whole-time Director, has over **24 years of experience** in the same industry. Together, the Promoters have played a key role in establishing and scaling the Company's value-added dairy focused business model.

The Company's operations are further supported by **Dr. K Rathnam**, Whole-time Director and Chief Executive Officer, who has over **34 years of experience** in the food products sector. His previous roles include serving as Senior Manager (Quality Assurance) at Heinz India Private Limited and Managing Director at Kaira District Co-operative Milk Producers' Union Limited, bringing strong expertise in large-scale food operations and quality management.

The Company believes that the collective experience, leadership depth and industry knowledge of its Board and management team provide a strong foundation to capitalise on future growth opportunities and deliver long-term value to stakeholders.

The Company's financial performance has been driven by diversified product categories, multi-channel sales presence, expanding geographic reach, continuous product development and end-to-end control over the supply chain. As a result, revenue from operations increased at a **CAGR of 31.26%** from Fiscal 2024 to Fiscal 2026.

Currently, they have 62 registered trademarks registered in the name of the company, including their new logo. Further, they have 16 pending trademark applications in India, and 2 pending trademark application outside India.

COMPANY PRODUCTS

Brand Name	Logo	Products
Milky Mist	MilkyMist	Value-added dairy products
SmartChef	SMART CHEF	RTC products
Capella	capella	Chocolates
Misty Lite	Misty Lite	Fat spread
Briyas	Briyas	Tofu
Asal	Asal The Sign of Good Taste	Fresh RTC and RTE products

Paneer: Paneer production commenced in 1998, and capacity has been expanded over the years, with a fully automated manufacturing plant established in 2018. The product range includes fresh paneer, frozen paneer cubes with extended shelf life, and a high-protein, low-fat variant offering 50 grams of protein per pack. Paneer is offered in 200 grams and 500 grams packs, with a total of 17 SKUs as of March 31, 2026.

Cheese: Commercial production of mozzarella cheese commenced in 2011, followed by cheddar cheese in 2012. The Company offers mozzarella, cheddar and cream cheese in multiple formats such as slices, blocks, cubes and spreads, with a portfolio of 48 SKUs as of March 31, 2026. The entire production process is supported by advanced automation and robotics to ensure consistency and operational efficiency.

Curd: Commercial production of curd commenced in 2010. The product portfolio includes set curd, probiotic curd, pouch curd, and bucket curd offered across multiple pack sizes, with a total of 18 SKUs as of March 31, 2026. Curd is manufactured through a fully automated process involving milk standardization, culture inoculation, incubation, blast cooling, and storage. Advanced automated packaging lines enable high-capacity, precise filling while ensuring hygiene and product consistency.

Butter: Commercial butter production commenced in 2009. The product portfolio includes salted and unsalted butter variants offered across multiple pack sizes, with 20 SKUs as of March 31, 2026. Butter is manufactured through a fully automated process involving cream separation, controlled ageing, continuous butter making, and packing. The automated system ensures consistent quality, hygiene, and operational efficiency.

Ghee: Commercial ghee production commenced in 2009. The Company offers multiple ghee variants, including pet jars, pillow pouches, pouches, sachets, and tins, across various pack sizes, with a portfolio of 23 SKUs as of March 31, 2026. Ghee is produced through a fully automated process involving controlled melting and boiling of butter to remove moisture and residues, followed by temperature-controlled stratification to form granules and packing. The automated system ensures consistent quality, hygiene, and operational efficiency.

Yogurt: Yogurt manufacturing commenced in 2013 using fully automated in-line fruit preparation and dosing systems. The product portfolio includes fruit yogurt in flavours such as strawberry, mango, peach, and blueberry, and premium Greek yogurt launched in 2021, comprising plain Greek yogurt, Greek yogurt with cereals, Skyr yogurt, and Greek yogurt with honey and fig. Yogurt is produced through an automated process involving fermentation of standardized milk with specific cultures, followed by stirring and fruit blending. Greek yogurt and Skyr are manufactured using membrane filtration to naturally concentrate milk proteins. As of March 31, 2026, the Company offered 22 yogurt SKUs across various pack sizes.

Ice-cream: In 2023, the Company commissioned a high-capacity ice-cream manufacturing plant. The product portfolio includes a wide range of offerings such as cones, bars, duets, cassata slices, kulfi, sundaes, sorbets, family packs, and specialty desserts, including reduced-sugar and sugar-free variants. Ice-creams are offered in multiple pack formats ranging from cups to mega party packs, with a total of 261 SKUs as of March 31, 2026. The fully automated production process covers mix preparation, ageing, flavour incorporation, continuous freezing, blast freezing, and packing to ensure consistent quality and efficiency.

UHT Products: In 2023, the Company commissioned a fully automated UHT plant designed to deliver consumer-convenient, cap-equipped packs with advanced inline inclusion technology. The UHT product portfolio includes toned milk, double toned milk, skimmed milk powder, lactose-free milk, fresh cream, milkshakes, lassi, and buttermilk, with 35 SKUs as of March 31, 2026. UHT products are manufactured through controlled high-temperature treatment and aseptic packing, while milkshakes and lassi involve ingredient blending or fermentation prior to heat treatment.

RTE and RTC products: The Company offers a range of ready-to-eat and ready-to-cook products, including pizza, paneer finger, dahi tikki, cheese balls, wheat chapati, Malabar and coin parotta, ragi, idly and dosa batter, and payasam mixes. As of March 31, 2026, the RTE and RTC portfolio comprised 51 SKUs. RTC products such as idly and dosa batter and parotta, introduced in 2020, are manufactured through automated, hygiene-controlled processes involving ingredient preparation, fermentation or partial cooking, cooling, and packing to preserve freshness and texture. RTE peanut bars, launched in 2020, are produced through controlled cooking of jaggery, blending with peanuts, shaping, cooling, and packing with weight checks, ensuring consistent quality and shelf stability during ambient storage.

Other products: The Company's other products category includes chocolates, khova, condensed milk, and fresh cream. As of March 31, 2026, this category comprised 12 products with an aggregate portfolio of 87 SKUs. Sweetened condensed milk is manufactured through a controlled process. Chocolate manufacturing involves controlled melting, blending, refining, and conching, followed by tempering, moulding or enrobing, cooling, and packing.

MARKET OPPORTUNITIES

The Indian traditional value-added dairy products ("TVADPs") market was valued at ~₹5.60 trillion in Fiscal 2026 and is projected to reach around ₹ 10 trillion by Fiscal 2031, growing at an estimated 12.1% CAGR during Fiscal 2026 to Fiscal 2031. The broader Indian value-added dairy products market, which includes curd, lassi, butter, ghee, paneer, cheese, yogurt, milkshakes and ice cream, has witnessed strong growth driven by rising disposable incomes, increasing health awareness, demand for premium and innovative offerings, convenience, and preference for products with enhanced taste and nutritional benefits, including high protein content.

Paneer is a key segment within the TVADP market, contributing ~17.3% in Fiscal 2025 and expected to increase its share to around 21.4% by Fiscal 2031. It is the fastest-growing TVADP segment, supported by rising protein consumption. The paneer market size stood at ~₹1 trillion in Fiscal 2026 and is expected to reach about ₹2.1 trillion by Fiscal 2031, underscoring its growing importance in the Indian dairy consumption basket.

Within paneer, the organised segment is expected to witness accelerated growth. Organised paneer market value is projected to increase from ~₹4,850 crore in Fiscal 2026 to around ₹12,180 crore by Fiscal 2031, reflecting a robust CAGR of about 20.2%. In addition, emerging value-added dairy products ("EVADPs") such as cheese, yogurt, whey and whey-based products continue to gain traction. This segment is expected to grow from ~₹50,000 crore in Fiscal 2026 to around ₹ 1 trillion by Fiscal 2031, registering an estimated 15.3% CAGR over the same period.

The Company's commitment to environmental sustainability is reflected through initiatives such as renewable energy generation from solar and wind power, wastewater recycling through effluent treatment plants, and the use of electric vehicles for transportation. The Company also undertakes tree plantation, desilting activities and animal welfare initiatives to support environmental and community well-being. Further, in alignment with its sustainability goals, all boiler operations are conducted exclusively using certified biofuels.

MANUFACTURING FACILITIES

The Company operates one manufacturing facilities: the Perundurai Manufacturing Facility in Tamil Nadu, focused on value-added dairy products. The Perundurai facility is strategically located in a high milk-producing region, ensuring consistent access to quality raw milk.

As of March 31, 2026, the installed paneer production capacity at the Perundurai facility stood at 192 MT, the largest among organised private peers in India. The manufacturing facility is equipped with advanced imported machinery and fully automated systems, enabling higher throughput, consistent quality, improved hygiene, and efficient space utilisation.

The Company follows technology-driven manufacturing processes, including automated and robotic paneer production, online fruit mixing for yogurt, and aseptic UHT packaging. European cheese-making technology has been adapted for paneer production, while advanced techniques such as bactofugation help extend shelf life and reduce wastage.

Strong quality control systems support manufacturing operations. The Perundurai facility is approved by the USFDA and certified under ISO 22000:2018 and FSSC 22000, with an in-house laboratory for quality testing and product development. The Company has consistently invested in capacity expansion, with additions to property, plant and equipment of ₹448.66 crore in Fiscal 2026, ₹326.64 crore in Fiscal 2025, and ₹340.46 crore in Fiscal 2024, alongside ongoing expansions across dairy and food categories.

The installed capacities, available capacities, actual production and capacity utilisation of the product categories:

Particulars	Installed Capacity as on 31-03-2026	As of/ For the year ended March 31,								
		2026			2025			2024		
		Available Capacity	Actual Production	Capacity utilization (%)	Available Capacity	Actual Production	Capacity utilization (%)	Available Capacity	Actual Production	Capacity utilization (%)
Paneer (MT)	70,080	47,520	24,920	52.44%	17,820	19,689	110.49%@	17,820	15,944	89.47%
Pouch Curd (MT)	87,600	55,800	23,568	42.27%	55,800	23,502	42.12%	27,900	20,512	73.52%
Set Curd (MT)	1,75,200	1,11,600	25,946	23.25%	1,11,600	21,479	19.25%	55,800	16,922	30.33%
Ghee (MT)	17,520	11,160	5,441	48.75%	5,580	4,004	71.76%	5,580	3,171	56.83%
Butter (MT)	21,900	13,950	5,373	38.51%	13,950	3,271	23.45%	13,950	2,975	21.32%
Cheddar Cheese (MT)	5,694	3,627	4,149	114.40%@	3,627	3,232	89.10%	3,627	3,848	106.09%@
Mozzarella Cheese (MT)	17,520	11,160	6,574	58.91%	11,160	5,238	46.93%	11,160	4,050	36.29%
Processed Cheese (MT)	15,768	10,044	5,171	51.48%	10,044	4,272	42.53%	10,044	3,903	38.86%
Yoghurt (MT)	8,760	5,580	3,447	61.78%	5,580	3,064	54.91%	5,580	2,107	37.77%
Cream Cheese, Greek Yogurt & Skyr (MT)	13,140	6,696	3,771	56.31%	6,696	1,414	21.12%	6,696	465	6.94%
Shrikhand (MT)	2,190	1,395	582	41.73%	1,395	511	36.63%	1,395	313	22.43%
Khoa (MT)	3,504	2,232	1,560	69.90%	2,232	1,270	56.90%	2,232	1,120	50.18%
Ice Cream (KL)	65,700	41,850	12,304	29.40%	41,850	8,020	19.16%	41,850	2,438	5.83%
Sweet & Condensed Milk (MT)	17,520	11,160	1,312	11.76%	11,160	518	4.64%	11,160	235	2.10%
Chocolate (MT)	6,307	4,018	178	4.43%	4,018	383	9.52%	4,018	137	3.40%
Whey Powder (MT)	37,843	25,661	12,555	48.93%	25,661	9,107	35.49%	8,910	7,513	84.32%
Batter (MT)	14,600	9,950	2,236	22.48%	4,455	4,195	94.16%	4,455	3,136	70.38%
Parotta (MT)	3,650	2,475	1,043	42.15%	1,485	1,282	86.35%	1,485	1,117	75.24%
Chapati (MT)	1,040	705	413	58.48%	594	472	79.45%	495	327	66.16%
Peanut Bar (MT)	-	-	-	-	134	117	87.68%	134	102	76.54%
Tofu (MT)	2,190	1,238	602	48.63%	-	-	-	-	-	-

@ Optimization of the standard capacity CIP hours to less than four (4) hours and improving the efficiency ratio of the production lines above 90% resulted in more capacity utilization (more than 100%) than the available capacity

REVENUE FROM OPERATIONS

(₹ in Cr)

Particulars	As of and for the financial year ended March 31,		
	2026	2025	2024
Sale of Products	**3,120.44**	**2,332.85**	**1,808.08**
- Sale of manufactured goods	*3,061.47*	*2,275.60*	*1,755.42*
- Sale of traded goods	*58.97*	*57.25*	*52.66*
Other operating revenue	**17.93**	**16.65**	**13.53**
- Freight recovery	*17.21*	*16.25*	*13.27*
- Export incentive	*0.72*	*0.40*	*0.26*
Revenue from operations	**3,138.36**	**2,349.50**	**1,821.61**

Product-wise Revenue from operations:

Product Category	Fiscal					
	2026		2025		2024	
	Amount (₹ Cr)	% of Revenue from operation	Amount (₹ Cr)	% of Revenue from operation	Amount (₹ Cr)	% of Revenue from operation
Paneer	923.17	29.42%	693.61	29.52%	558.89	30.68%
Cheese	513.67	16.37%	407.83	17.36%	347.26	19.06%
Curd	416.14	13.26%	370.1	15.75%	299.1	16.42%
Ice-cream	211.09	6.73%	137.68	5.86%	34.52	1.89%
Ghee	308.18	9.82%	217.47	9.26%	163.66	8.98%
Butter	190.87	6.08%	157.3	6.70%	134.65	7.39%
UHT long-shelf-life products	90.82	2.89%	115.11	4.90%	99.97	5.49%
Yoghurt	194.49	6.20%	96.7	4.12%	49.64	2.73%
Powder	167.57	5.34%	84.25	3.59%	86.94	4.77%
Khova	43.59	1.39%	34.39	1.46%	30.35	1.67%
Other product categories*	78.78	2.50%	35.06	1.48%	16.63	0.91%
Revenue from operations	**3,138.36**	**100.00%**	**2,349.50**	**100.00%**	**1,821.61**	**100.00%**

** Other product categories include chocolate, condensed milk, butter milk and desserts.*

Disaggregation of Revenue

(₹ in Cr)

Particulars	CAGR Growth (FY2024-FY2026)	Fiscal					
		2026		2025		2024	
		Amount (₹ Cr)	% of Revenue from operation	Amount (₹ Cr)	% of Revenue from operation	Amount (₹ Cr)	% of Revenue from operation
Revenue from the sale of products in Southern region	27.23%	2,172.72	69.23%	1,668.07	71.00%	1,342.14	73.68%
Revenue from the sale of products in the rest of India	40.88%	833.44	26.56%	592.83	25.23%	419.94	23.05%
Revenue from Export*	49.02%	132.2	4.21%	88.61	3.77%	59.53	3.27%
Revenue from operations	**31.26%**	**3,138.36**	**100.00%**	**2,349.50**	**100.00%**	**1,821.61**	**100.00%**

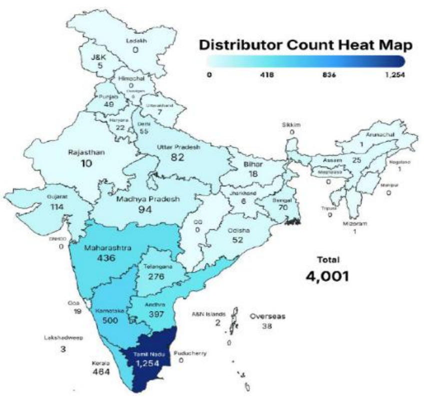
**Includes freight, incentive and merchant exports*

The revenue from operations from the Top-3, Top-5 and Top-10 stock keeping units ("SKUs")

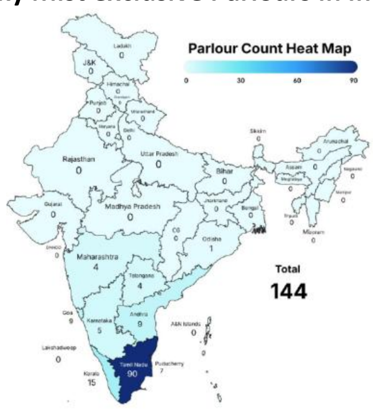
Particulars	Fiscal					
	2026		2025		2024	
	Amount (₹ Cr)	% of Revenue from operation	Amount (₹ Cr)	% of Revenue from operation	Amount (₹ Cr)	% of Revenue from operation
Top 3 SKUs	786.37	25.06%	643.63	27.39%	530.89	29.14%
Top 5 SKUs	1,010.39	32.19%	819.89	34.90%	666.85	36.61%
Top 10 SKUs	1,433.28	45.67%	1,116.65	47.53%	919.28	50.47%

DISTRIBUTION NETWORK

Milky Mist – No. of Distributors in India*



Milky Mist exclusive Parlours in India*



** as of March 31, 2026*

Between April 1, 2022, and March 31, 2026, the Company exported its products to over 15 countries, including Singapore, the United States, Middle Eastern countries, and Australia, strengthening its international presence.

Milky Mist Exclusive Parlours

Visi Coolers

The Company was among the first food product companies in India to deploy visi coolers at retail outlets. As of March 31, 2026, 15,062 visi coolers had been installed, helping enhance product visibility across value-added dairy, RTE and RTC categories. Further, the Company operated 144 Milky Mist exclusive parlours across eight states, improving direct consumer engagement and brand visibility.

The Company manages end-to-end in-house logistics, ensuring product quality from procurement to point of sale. As of March 31, 2026, the logistics fleet comprised 63 milk tankers, 282 refrigerated trucks, and 34 ambient trucks. It is the only dairy-focused company among peers with fully integrated in-house manufacturing and logistics, enabling faster delivery turnaround and effective temperature control across the supply chain.

Logistics efficiency is enhanced through load optimization, return-load utilization, and full truckload movements, helping reduce transportation costs. In Fiscal 2026, transportation costs as a percentage of revenue were among the lowest in the peer set. The Company's technology-enabled logistics system supports real-time fleet tracking, route optimization, and delivery management, while branded vehicles further enhance visibility.

As of March 31, 2026, the sales, distribution, and marketing team comprised 512 employees supporting channel development and market execution. Brand visibility is supported through traditional media, social media, and digital advertising. Advertisement and business promotion expenses amounted to ₹79.61 crore in Fiscal 2026, ₹71.13 crore in Fiscal 2025, and ₹20.56 crore in Fiscal 2024, representing 2.54%, 3.03%, and 1.13% of revenue from operations, respectively.

COMPETITIVE STRENGTHS

- ***Fastest growing packaged food company in India with established brand equity and leadership across product categories***

The Company is the fastest-growing packaged food company in India among companies with revenues exceeding ₹1,500 crore, having recorded a revenue CAGR of 31.26% from Fiscal 2024 to Fiscal 2026. It is exclusively focused on premium, value-added dairy products, distinguishing itself from traditional dairy companies that primarily operate in the lower-margin liquid milk segment.

The Company's product portfolio includes paneer, cheese, curd, butter, ghee, yogurt, ice cream, UHT long-shelf-life products, along with frozen foods, ready-to-eat, ready-to-cook products, and chocolates. It has been instrumental in developing branded value-added dairy products in traditionally unorganised segments such as paneer and curd. As of Fiscal 2026, the Company is among the very few organised value-added dairy players with revenues exceeding ₹3,000 crore.

Given its exclusive focus on value-added dairy offerings, the Company operates with an FMCG-like business model, featuring higher gross margins, wider distribution reach, and premium pricing, compared to conventional dairy businesses. Strong product quality and brand recognition allow it to command premium pricing, with paneer and curd products priced 10%–30% higher than the average of large Indian brands as of March 31, 2026.

This premium positioning has enabled the Company to achieve the highest realisation per litre of milk procured, at ~₹77.79 in Fiscal 2026, compared to listed peers. Its portfolio also includes high-margin categories such as cheese, cream, yogurt, curd, and ice cream, along with specialised offerings like protein-enriched, lactose-free, reduced-salt, and sugar-reduced products, supporting superior and sustained profitability.

- ***Diversified and expanding product categories focused on emerging consumer needs***

Over the years, the Company has diversified into a wide range of premium, value-added dairy products, including paneer, cheese, curd, butter, ghee, yogurt, ice cream, UHT long-shelf-life products, frozen foods, RTE, RTC products, and chocolates, offered under the Milky Mist brand and its sub-brands. As of March 31, 2026, it operated across 22 product categories with 640 SKUs, enabling broad consumer coverage and increased shelf presence.

Between April 1, 2022, and March 31, 2026, the Company launched 5 new product categories and 538 new SKUs, strengthening all-day consumption presence and reducing dependence on any single product. These new launches contributed ₹ 883.67 crore, accounting for 28.16% of revenue in Fiscal 2026.

The Company focuses on continuous innovation, introducing protein-enriched, lactose-free, reduced-salt, and sugar-reduced products, supporting premium positioning. In Fiscal 2026, around 85% of revenue was derived from daily consumption products such as paneer, curd, yogurt, ghee, and butter, reflecting strong repeat demand.

- ***Advanced manufacturing capabilities enhanced by automation and technology-driven processes***

The company operates a manufacturing facility in Perundurai, Erode district, Tamil Nadu. The facility is equipped with advanced machinery, including an automated paneer manufacturing line with robotic operations, automatic cheese-making machines with end-to-end automation, automated UHT lines, a spray-drying unit for whey powder production, and automated ice cream and set curd manufacturing and packing lines. These capabilities support consistent product quality and operational efficiency. For instance, the cheese slice packing line can produce up to 1,000 slices per minute, supporting higher capacity and efficiency.

- ***Direct sourcing and focussed engagement with farmers***

The Company sources raw milk directly from farmers, eliminating intermediaries. As of March 31, 2026, it procured milk from 74,654 farmers, including 33,126 women farmers, across 25 districts in Tamil Nadu, Andhra Pradesh, and Karnataka. Direct sourcing enables higher realizations for farmers, transparent procurement, timely payments every 7–10 days, and the development of long-term relationships. The Company supports farmer welfare through training on cattle nutrition, clean milk production, silage preparation, veterinary services, artificial insemination, fodder seed supply, and assistance in availing cattle purchase loans.

Raw milk quality is ensured through a three-tier procurement and testing process. Milk is first collected at Automated Milk Collection Units (AMCUs), where it is tested on key parameters. It is then chilled at nearby chilling centres and tested further before being transported to the Perundurai manufacturing facility for comprehensive quality checks prior to automated processing. This multi-stage process ensures consistent milk quality and safety.

The farmer network has expanded steadily, with milk procured from 67,807 farmers in Fiscal 2024, 67,615 farmers in Fiscal 2025, and 74,654 farmers in Fiscal 2026. During Fiscal 2026, 2025 and 2024, the Company procured 396.15 million litres, 307.20 million litres and 272.80 million litres of raw milk, respectively, of which 294.48 million litres, 261.59 million litres and 263.55 million litres were procured directly from farmers. The number of AMCUs increased from 3,448 as of March 31, 2024, to 3,460 as of March 31, 2025, and to 3,907 as of March 31, 2026, supported by 29 chilling centres as of the date of the Red Herring Prospectus. In Fiscal 2026, the Company had one of the highest proportions of direct milk procurement among organised private dairy players.

Upon milk deposit, farmers receive instant SMS updates detailing quantity, quality, and payment amount, with data automatically recorded into the Company's systems. Payments are made directly to farmers' bank accounts, enhancing transparency, efficiency, and trust in the procurement ecosystem.

- ***Multi-channel sales with own logistics infrastructure***

Over the years, the Company has expanded its presence through a multi-channel sales strategy, comprising general trade, modern trade, HoReCa, online platforms (including its own platform, e-commerce and quick commerce platforms), and Milky Mist exclusive parlours. This diversified channel mix has enabled the Company to distribute its products across 22 states and 5 union territories in India as of March 31, 2025, supported by its own logistics capabilities, allowing expansion beyond South India.

The details of sales channel-wise breakdown of the revenue from operations:

	Fiscal					
	2026		2025		2024	
Sales Channels	Amount (₹ Cr)	% of Revenue from operation	Amount (₹ Cr)	% of Revenue from operation	Amount (₹ Cr)	% of Revenue from operation
General trade^	1,182.70	37.69%	1,019.16	43.38%	811.24	44.53%
Modern trade	724.02	23.07%	559.93	23.83%	391.1	21.47%
HoReCA	524.16	16.70%	386.86	16.47%	326.08	17.90%
E-commerce platform	429.96	13.70%	224.7	9.56%	136.85	7.51%
B2B sales	253.32	8.07%	144.58	6.15%	148.59	8.16%
B2C sales*	24.22	0.77%	14.27	0.61%	7.75	0.43%
Revenue from operations	**3,138.36**	**100.00%**	**2,349.50**	**100.00%**	**1,821.61**	**100.00%**

** includes sales from the online platform., ^ includes sales from quick commerce platforms and export sales.*

The Company has a strong presence in Southern India, particularly in paneer, curd, and cheese, while leveraging brand strength to expand into other regions. Revenue from operations from regions outside South India increased from ₹419.94 crore (23.05% of revenue from operations) in Fiscal 2024 to ₹592.83 crore (25.23% of revenue from operations) in Fiscal 2025, and further to ₹833.44 crore (26.56% of revenue from operations) in Fiscal 2026, reflecting increasing geographic diversification. The distribution network expanded from 2,558 distributors as of March 31, 2024, to 4,001 distributors as of March 31, 2026, supporting wider product availability across markets.

- ***Focus on sustainability***

The Company is committed to strong environmental, social and governance (ESG) practices through focused sustainability initiatives. It generates 31 MW of renewable energy, comprising 29 MW from solar plants and 2 MW from a wind plant in Tamil Nadu, meeting approximately 75% of its total energy requirements from renewable sources. Further, the Arasanur solar facility is being expanded by an additional 10 MW.

Water conservation is supported through advanced wastewater treatment technologies. Process wastewater from milk handling is converted into reusable water through a water-upcycling plant commissioned in 2020 with a capacity of 1.25 million litres per day, which was expanded to 2.15 million litres per day in 2024. The effluent treatment process converts methane gas into energy used to power the effluent treatment plant at the Perundurai manufacturing facility.

The Company also undertakes tree plantation and desilting initiatives, supporting biodiversity and improving soil quality for farmers, and provides veterinary services to support livestock health and sustainable dairy farming. To reduce its carbon footprint, electric vehicles are used within manufacturing facilities and across the distribution network. As of March 31, 2026, 26 electric vehicles formed part of the Company's owned fleet.

- ***Experienced management team delivering financial growth***

The Company benefits from a highly experienced management team with deep expertise in the dairy and food industry, spanning operations, quality, and business development. The Promoter, Chairman and Managing Director has over 27 years of industry experience, while the Promoter and Whole-time Director has over 24 years of experience in the dairy and food sector. The Whole-time Director and Chief Executive Officer bring over 34 years of experience in the food products industry, including senior leadership roles at established dairy and food organizations. Oversight from Independent Directors further strengthens governance and strategic decision-making.

The senior management team plays a key role in strategic planning, product development, and business growth, and has been instrumental in scaling operations and driving revenue growth. The experience and strength of the Board and management have enabled the company to successfully conceive, develop, and launch products, positioning it to capitalize on future growth.The Company's diversified product portfolio, multi-channel sales strategy, and geographical expansion have collectively contributed to its sustained financial growth.

KEY BUSINESS STRATEGIES

- ***Strengthen the position in the Southern region of India and establish a stronger presence in other regions***

The Company intends to strengthen its market share in Southern India while selectively expanding into other regions to drive higher sales and revenues. Growth beyond the South will be supported through e-commerce, quick commerce, modern trade, onboarding new distributors, and focused brand-building initiatives to enhance market reach and penetration.

To improve point-of-sale visibility and consumer engagement, the Company plans to scale up deployment of visi coolers, ice cream freezers, and chocolate coolers, while expanding its Milky Mist exclusive parlour network in select high-potential states. In addition, the Company aims to deepen exports in select overseas markets and strengthen logistics infrastructure through fleet additions, supporting wider distribution, faster deliveries, and consistent product quality.

- ***Expand the production capacity and augment the procurement capabilities***

The company has consistently invested in capacity expansion, technology upgradation and new product development across its manufacturing facilities. Recent investments include the commencement of sweetened condensed milk production in July 2023 and chocolate production in November 2023, along with machinery for ghee production, whey drying operations, UHT long-shelf-life products, ice cream, Greek yogurt and high-protein yogurt. Investments also include mozzarella cheese packing lines, microfiltration systems, bacteria-removal technology for raw milk processing, and automation solutions across paneer, sweetened condensed milk and cheese-cutting lines to enhance product quality and operational efficiency.

The company intends to further expand production capacity at its Perundurai Manufacturing Facility through the installation of a whey protein concentrate and lactose manufacturing plant, a yogurt manufacturing plant with packing line, fresh cheese manufacturing facilities, and additional processed cheese capacity through continuous cooker and chiplet packing lines.

To strengthen its milk procurement network, the company plans to deepen existing relationships with farmers through milk quality- and quantity-linked incentives, cattle feed support, veterinary healthcare services, vaccination programmes, artificial insemination assistance and facilitation of cattle purchase financing. It also intends to expand its procurement footprint through additional technology-enabled automated milk collection units.

(₹ Cr)

Particulars	As of and for the financial year ended March 31,		
	2026	2025	2024
Capital expenditure* towards Property, plant and equipment	448.66	326.64	340.46
Increase/(Decrease) in Capital work in progress^	128.52	147.65	(52.21)
Total Capital Expenditure	**577.18**	**474.28**	**288.26**
Total Capital expenditure as a % of revenue from operations	18.39%	20.19%	15.82%

**Capital expenditure pertains to additions to freehold land, Leasehold Improvements, Buildings, Plant and Machinery, Office Equipment, Furniture & Fittings, Vehicles, Computers and Electrical Installations & Fittings during the relevant Fiscal. ^ Increase/(Decrease) in capital work in progress is calculated as the closing balance less the opening balance of capital work in progress for the relevant Fiscal.*

- ***Further strengthen the brand visibility and brand equity***

The Company markets its products under the Milky Mist umbrella brand and sub-brands such as Briyas, Asal, SmartChef, Capella, and Misty Lite. It intends to strengthen brand equity through increased advertising across traditional media, social media, and digital platforms, supported by brand ambassadors and strategic sponsorships to enhance visibility and recall.

Further, the Company plans to implement targeted marketing initiatives, including influencer engagement, events, and performance-driven digital marketing such as pay-per-click advertising and search engine optimization. These initiatives are expected to improve online visibility, support new product launches, and enhance consumer awareness across key markets.

- ***Grow inorganically through strategic acquisitions***

The Company intends to pursue selective acquisitions that are aligned with its growth strategy and create operational and product synergies. In line with this approach, it has entered arrangements during Fiscal 2025 to acquire assets related to tofu manufacturing from Briyas Foods Pvt Ltd and to acquire 100% shareholding of Asal Food Products Pvt Ltd, enabling expansion into frozen foods, RTE and RTC product categories.

Going forward, the Company plans to evaluate acquisition opportunities that provide access to new end-markets, geographies, customers, and products. It intends to follow a disciplined acquisition approach, assessing factors such as management capabilities, scale of operations, technology, product portfolio, customer base, end-market exposure, valuation, cost structure, and cultural fit. Currently, no additional acquisition targets have been identified, and no binding agreements have been entered into.

- ***Leveraging technology to improve operational and cost efficiency***

The Company intends to enhance operational and cost efficiencies to strengthen its competitive position. In the past, it has undertaken initiatives such as end-of-line automation, commissioning of power generation turbines on steam lines, and conducting energy audits to improve efficiency. It leverages IoT and advanced software for real-time fleet tracking, route optimization, delivery management, order processing, logistics automation, and integrated monitoring of utility consumption through its ERP system, supporting effective operational control.

Going forward, the Company plans to further increase automation in manufacturing, reduce energy and water consumption by installing energy meters, expand the Arasanur solar power plant by 10 MW, and establish a sludge digestion plant to produce natural gas. In addition, the Company intends to leverage data analytics and advanced analytical tools, supported by periodic third-party consumer surveys, to gain deeper insights into customer preferences, improve sales performance, and enable data-driven decision-making for scalable growth.

COMPETITION

The value-added dairy products industry in India is competitive, and they compete with large multinational companies, as well as regional and local companies in each of the regions that they operate. Some of their listed peers include **Nestle India, Britannia Industries, Tata Consumer Products, Hatsun Agro Products, Parag Milk Foods, Dodla Dairy** and **Bikaji Foods**.

KEY CHALLENGES FACED BY THE COMPANY

- **Climate change & rising temperatures**: Increasing heat stress on cattle leads to lower milk yields, affecting overall dairy production. Water scarcity and erratic monsoon patterns can reduce fodder availability, raising production costs. Additionally, extreme weather events like droughts and floods disrupt dairy farming and supply chains.

- **Increasing competition**: Global & Indian dairy corporations are introducing new and premium products, with competitive pricing strategies.
- **Supply chain distress**: Supply chain disruptions like transport delays, packaging shortages and lack of cold storage result in milk spoilage, increased operational costs and difficulties in delivering fresh products to markets.
- **Regulatory and environmental compliance**: Stringent regulations on food safety, animal welfare, waste management, and emissions require continuous monitoring and investment. Meeting standards set by agencies like FSSAI, and pollution control boards can be expensive and complex, leading to operational hurdles, penalties, or shutdowns if not followed.
- **Rising input costs:** The dairy industry is facing rising costs of key inputs such as cattle feed, fuel, packaging, electricity, and labour. Feed prices have become more volatile due to climate-related and supply challenges. With rising competition there would be limited ability to pass on higher costs due to regulated pricing and price sensitive consumers, dairy companies are seeing pressure on margins and reduced capacity to invest in operations.
- **Safety & quality concerns**: The dairy industry faces safety & quality concerns due to milk adulteration, contamination from pesticides, mycotoxins, heavy metals & veterinary drugs, impacting consumer health and trust. Strengthening regulations, enforcement & quality control mechanisms is essential to ensure hygienic dairy products. Addressing water contamination, feed quality & proper cold chain management will be crucial for maintaining industry standards.
- **Slow adoption of technology & disruptions**: The rising adoption of modern infrastructure and advanced technologies in dairy industry supply chain to enhance milk production and efficiency. The slow adoption of AI, IoT and blockchain technology poses challenges to productivity and traceability, necessitating targeted training and financial support.
- **Cyber-attacks**: With increasing digitalization, the dairy industry in India may face risks of cyber-attacks that can disrupt supply chains, compromise data, and halt systems like automated milk collection and cold chain monitoring. These disruptions can cause financial losses.

Comparison with Listed Industry Peers

Name of the Company	Revenue from Operations (₹ Cr)	Face Value (₹)	CMP on July 20, 2026 (₹)	P/E Ratio (x)	EPS Basic (₹)	EPS Diluted (₹)	RoNW (%)	Net Worth (₹ Cr)	NAV per Share (₹)
Milky Mist Dairy Foods	**3,138.36**	**2.00**	**[●]**	**[●]**	**1.98***	**1.97***	**33.60%**	**377.99**	**5.87**
Bikaji Foods International Ltd	2,993.86	1.00	642.05	62.33	10.31	10.3	16.07%	1,606.99	64.03
Britannia Industries Ltd	19,151.59	1.00	5,467.70	51.98	105.18	105.18	49.61%	5,106.56	212.01
Dodla Dairy Ltd	4,125.20	10.00	1,073.65	24.26	44.26	44.26	15.95%	1,674.08	277.5
Hatsun Agro Product Ltd	9,959.22	1.00	930.65	58.2	15.99	15.99	18.32%	1,944.52	87.3
Nestle India Ltd	23,154.60	1.00	1,447.70	79.76	18.15	18.15	67.85%	5,156.97	26.74
Parag Milk Foods Ltd	3,817.50	10.00	224.9	21.28	11.06	10.57	10.73%	1,258.56	93.44
Tata Consumer Products Ltd	20,290.43	1.00	1,091.80	70.08	15.59	15.58	7.08%	21,787.53	220.02
Average of Listed Peers				**52.56**					

Source: RHP; P/E Ratio for the listed industry peer has been computed based on the closing market price of equity shares, on BSE as on July 20, 2026

Peer Benchmarking

Particulars	CAGR (FY24-FY26)	Revenue from Operations (₹Cr)			EBITDA (₹ Cr)			EBITDA Margins (%)		
		FY26	FY25	FY24	FY26	FY25	FY24	FY26	FY25	FY24
Milky Mist	31.26%	3,138.36	2,349.50	1,821.61	435.22	310.35	222.33	13.87%	13.21%	12.21%
Nestlé India	8.79%	23,154.60	20,201.56	19,563.37	5,306.06	4,769.58	NA	22.92%	23.61%	NA
Britannia Industries	6.87%	19,151.59	17,942.67	16,769.27	NA	NA	NA	NA	NA	NA
Tata Consumer Products	15.52%	20,290.43	17,618.30	15,205.85	2,815.00	2,502.00	2,323.00	13.90%	14.20%	15.30%
Hatsun Agro Products	11.64%	9,959.22	8,699.76	7,990.40	NA	1,029.67	921.56	NA	11.84%	11.53%
Parag Milk Foods	10.28%	3,817.50	3,432.21	3,138.70	310	293	226	8.12%	8.50%	7.20%
Dodla Dairy	14.89%	4,125.20	3,720.07	3,125.47	308.5	380.8	288.8	7.48%	10.24%	9.24%
Bikaji Foods	13.37%	2,993.86	2,621.85	2,329.34	410.6	328.3	391.3	13.71%	12.52%	16.80%

Particulars	Profit for the Year (₹ Cr)			PAT Margin (%)			Return on Equity (%)			Return on Capital Employed (%)		
	FY26	FY25	FY24	FY26	FY25	FY24	FY26	FY25	FY24	FY26	FY25	FY24
Milky Mist	127.01	46.07	19.44	4.05%	1.96%	1.07%	32.12%	15.11%	7.14%	11.73%	9.54%	8.14%
Nestlé India	3,499.08	3,207.59	3,196.21	15.11%	15.88%	16.34%	76.30%	87.30%	108.50%	80.50%	81.30%	116.90%
Britannia Industries	2,537.01	2,177.86	2,134.22	13.25%	12.14%	12.73%	NA	NA	NA	NA	NA	NA
Tata Consumer Products	1,546.80	1,287.10	1,215.40	7.62%	7.31%	7.99%	6.90%	6.63%	7.03%	42.00%	37.54%	43.25%

Particulars	Profit for the Year (₹ Cr)			PAT Margin (%)			Return on Equity (%)			Return on Capital Employed (%)		
	FY26	FY25	FY24	FY26	FY25	FY24	FY26	FY25	FY24	FY26	FY25	FY24
Hatsun Agro Products	356.2	278.81	267.29	3.58%	3.20%	3.35%	NA	16.95%	17.74%	NA	NA	13.32%
Parag Milk Foods	135.05	118.79	90.58	3.54%	3.46%	2.89%	11.80%	12.30%	10.50%	13.90%	14.30%	11.10%
Dodla Dairy	267	259.93	166.74	6.47%	6.99%	5.33%	17.30%	20.40%	15.80%	16.00%	24.40%	20.40%
Bikaji Foods	254.41	194.35	263.46	8.50%	7.41%	11.31%	NA	14.50%	21.80%	NA	18.51%	31.38%

Key Performance Indicators ("KPIs")

KPIs	Year ended March 31,		
	2026	2025	2024
Revenue from Operations (₹ Cr)	3,138.36	2,349.50	1,821.61
Growth of Revenue from Operations (%)	33.58%	28.98%	30.66%
Gross Profit (₹ Cr)	1,034.72	796.19	568.50
Gross Profit Margin (%)	32.97%	33.89%	31.21%
EBITDA (₹ Cr)	435.22	310.35	222.33
EBITDA Margin (%)	13.87%	13.21%	12.21%
Profit for the Year ("PAT") (₹ Cr)	127.01	46.07	19.44
PAT Margin (%)	4.05%	1.96%	1.07%
Return on Capital Employed ("RoCE") (%)	11.73%	9.54%	8.14%
Return on Equity ("RoE") (%)	32.12%	15.11%	7.14%
Working Capital Days (Days)	48	42	49
Fixed Asset Turnover Ratio (No. of times)	2.14	1.91	1.79
Total Borrowings or Total Debt (₹ Cr)	1,671.85	1,376.38	1,036.72
Debt to Equity Ratio (No. of times)	3.61	4.20	3.68
Net Debt to EBITDA Ratio (No. of times)	3.81	4.37	4.59
Number of Distributors/Dealers No.	4,001	3,062	2,558
Total Milk Procured Litres in mn	396.15	307.20	272.80
Realisation per Litre of Milk ₹	77.79	74.16	65.93
Revenue from Offline Channels (₹ Cr)	2,708.41	2,124.80	1,684.76
Revenue from Offline Channels as a % of Revenue from operations (%)	86.30%	90.44%	92.49%
Revenue from Online Channels (₹ Cr)	429.96	224.70	136.85
Revenue from Online Channels as a % of Revenue from operations (%)	13.70%	9.56%	7.51%

Restated Consolidated statement of assets and liabilities

(₹ Cr)

Particulars	Year ended March 31,		
	2026	2025	2024
ASSETS			
Non-current assets			
Property, plant and equipment	1,605.69	1,325.94	1,135.12
Capital work-in-progress	371.31	242.79	95.14
Investment property	1.57	1.58	1.59
Right of use assets	54.22	5.46	4.69
Goodwill	1.30	1.30	-
Other Intangible assets	9.98	0.72	0.82
Other financial assets	13.84	10.65	9.74
Non-current tax assets	-	0.08	0.20
Other non-current assets	26.30	143.24	23.82
Total non-current assets	**2,084.20**	**1,731.75**	**1,271.11**
Current assets			
Inventories	344.18	262.12	208.69
Trade receivables	176.51	102.23	81.84
Cash and cash equivalents	10.54	13.97	11.31
Bank balances other than above	3.05	6.92	4.81
Other financial assets	1.61	0.85	0.31
Other current assets	56.37	32.76	28.20
Total current assets	**592.26**	**418.84**	**335.15**

Particulars	Year ended March 31,		
	2026	2025	2024
TOTAL ASSETS	**2,676.46**	**2,150.59**	**1,606.26**
EQUITY AND LIABILITIES			
EQUITY			
Equity share capital	128.46	126.00	3.50
Instruments entirely equity in nature	-	2.46	0.07
Other equity	334.56	199.34	278.50
Total equity	**463.02**	**327.79**	**282.07**
LIABILITIES			
Non-current liabilities			
Borrowings	1,240.67	1,032.06	719.82
Lease liability	3.70	3.93	3.29
Other financial liabilities	17.72	12.42	14.52
Provisions	7.08	4.10	3.35
Deferred tax liabilities (net)	121.40	118.08	92.99
Other non-current liabilities	2.01	2.13	1.04
Total non-current liabilities	**1,392.58**	**1,172.70**	**835.01**
Current liabilities			
Borrowings	431.18	344.32	316.90
Lease liability	1.17	1.69	1.64
Trade payables	109.71	94.41	45.06
Other financial liabilities	255.46	196.77	116.11
Other current liabilities	15.36	6.30	7.82
Provisions	2.22	2.19	1.66
Current Tax Liabilities (Net)	5.77	4.42	-
Total current liabilities	**820.87**	**650.09**	**489.19**
Total liabilities	**2,213.45**	**1,822.80**	**1,324.19**
TOTAL EQUITY AND LIABILITIES	**2,676.46**	**2,150.59**	**1,606.26**

Restated Consolidated statement of profit and loss

(₹ Cr)

Particulars	Year ended March 31,		
	2026	2025	2024
Revenue from operations	3,138.36	2,349.50	1,821.61
Other income	6.65	5.29	5.25
Total income	**3,145.01**	**2,354.79**	**1,826.86**
EXPENSES	-	-	-
Cost of materials consumed	2,102.92	1,544.46	1,280.24
Purchase of stock-in-trade	53.17	51.02	49.03
Changes in inventories	-52.45	-42.16	-76.17
Employee benefits expense	189.49	144.79	115.77
Finance costs	106.27	86.34	72.22
Depreciation and amortisation expenses	170.46	136.46	107.42
Other expenses	416.66	346.34	235.65
Total expenses	**2,986.52**	**2,267.25**	**1,784.17**
Profit before tax	**158.49**	**87.55**	**42.69**
Total tax expense	31.48	41.47	23.24
Profit for the year	**127.01**	**46.07**	**19.44**
Other Comprehensive Income	0.90	-0.35	0.23
Total comprehensive income for the year	**127.91**	**45.73**	**19.67**
Earnings per share (₹) (Basic & Diluted)	**1.98**	**0.72**	**0.30**

Restated Consolidated Statement of Cash Flows

(₹ Cr)

Particulars	Year ended March 31,		
	2026	2025	2024
Net profit before taxation	**158.49**	**87.55**	**42.69**
Adjustments Related to Non-Cash & Non-Operating Items	308.59	243.21	192.29
Operating Profits before Working Capital Changes	**467.08**	**330.76**	**234.97**
Adjustments for Changes in Working Capital	(136.73)	0.18	(87.29)
Cash generated from operations	**330.35**	**330.93**	**147.69**

Particulars	Year ended March 31,		
	2026	2025	2024
Income tax (paid)/Refund, (net)	(28.55)	(16.08)	(7.40)
Net cash from operating activities	301.79	314.86	140.29
Net cash used in investing activities	**(469.69)**	**(545.33)**	**(289.97)**
Net cash from financing activities	**164.48**	**233.13**	**151.98**
Net increase in cash and cash equivalents	**(3.42)**	**2.66**	**2.29**
Cash and bank balances at the beginning of the year	13.97	11.31	9.02
Cash and bank balances at the end of the year	**10.54**	**13.97**	**11.31**