



## PRIME FRESH LIMITED

Date: 24.09.2025

To,  
BSE Limited  
Phiroze Jeejeebhoy Towers,  
Dalal Street,  
Mumbai- 400001

**SCRIP CODE: 540404**

Dear Sir/Madam,

**Sub: Investors Presentation September 2025**

With reference to the above-mentioned subject, kindly find enclosed updated Investor Presentation for Prime Fresh Limited.

Investor Presentation is brief profile of Prime Fresh Limited and the sector in which Company operates. It is firmly aligned with the country's vision— AATMA NITBHAR BHARAT!

It includes history of prime fresh, India's horticulture, Business models and strategies, Management profile, financial statement Prime Fresh Limited.

Kindly take the same on your record and oblige.

Thanking you,

Yours Truly,

**For Prime Fresh Limited**

**Jasmin Doshi**  
Company Secretary,

# PRIME FRESH LTD

**PRIME**<sup>TM</sup>  
**Fresh**  
*We deliver fresh*



## INVESTOR PRESENTATION

**FIRMLY ALIGNED WITH THE COUNTRY'S VISION— AATMA  
NITBHAR BHARAT!**

**GROWING ALONGSIDE THE BACKBONE OF THE NATION**



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# OUR VISION, MISSION AND GOAL

## VISION

Build a respectable Indian Global Agri Institution (IGAI) which is scalable, sustainable, fair and equal to create value for all stakeholders in a globalized Agri eco system.

## MISSION

Empowering communities at large for better health, cleaner environment and fostering decentralized approach that builds self reliant Eco System.

## GOAL

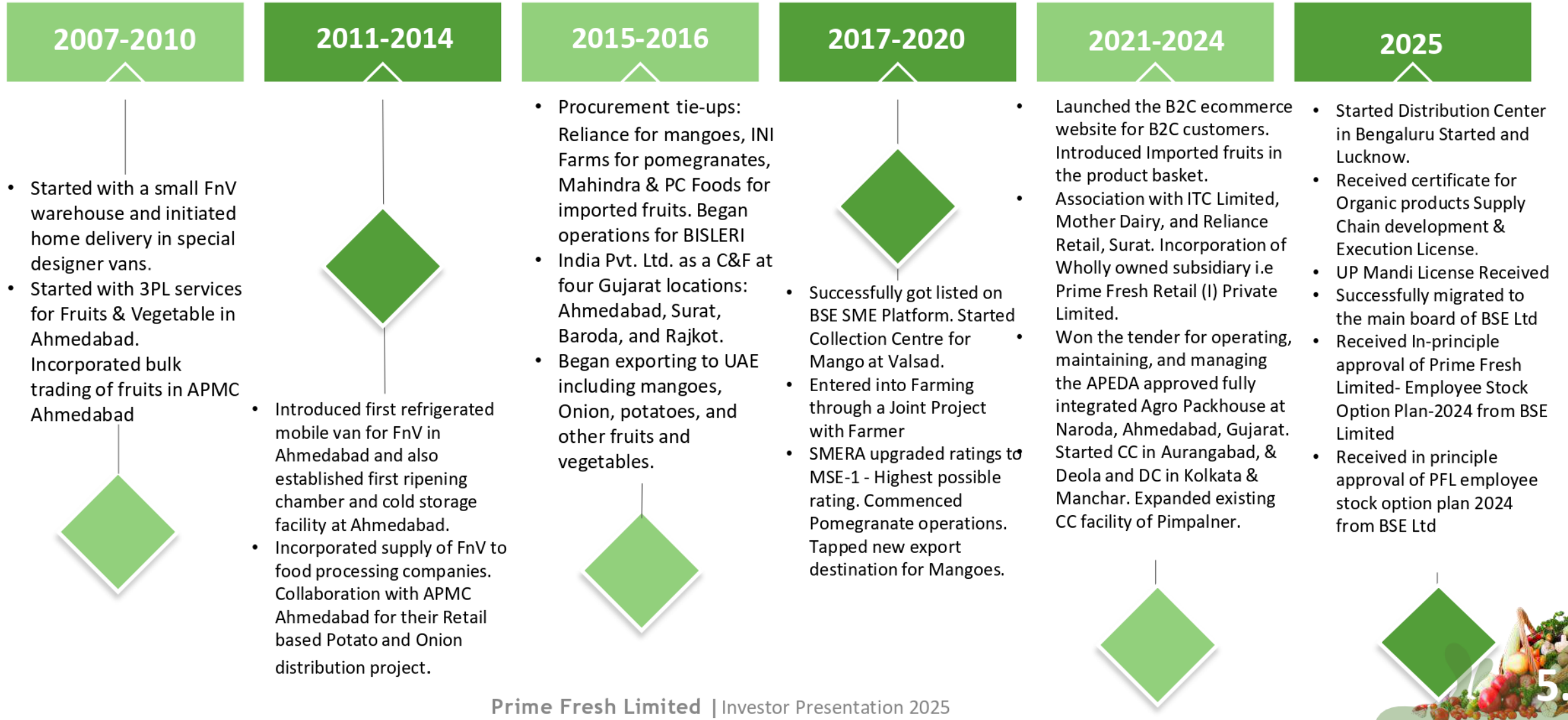
- Equality of growth across all stakeholders
- Sustainable Development through backward Integration
- Create Equal Opportunity for all
- Building a dependable and reliable Agriculture products distribution ecosystem



# CORE VALUES



# MAPPING OUR PROGRESS OVER THE YEARS





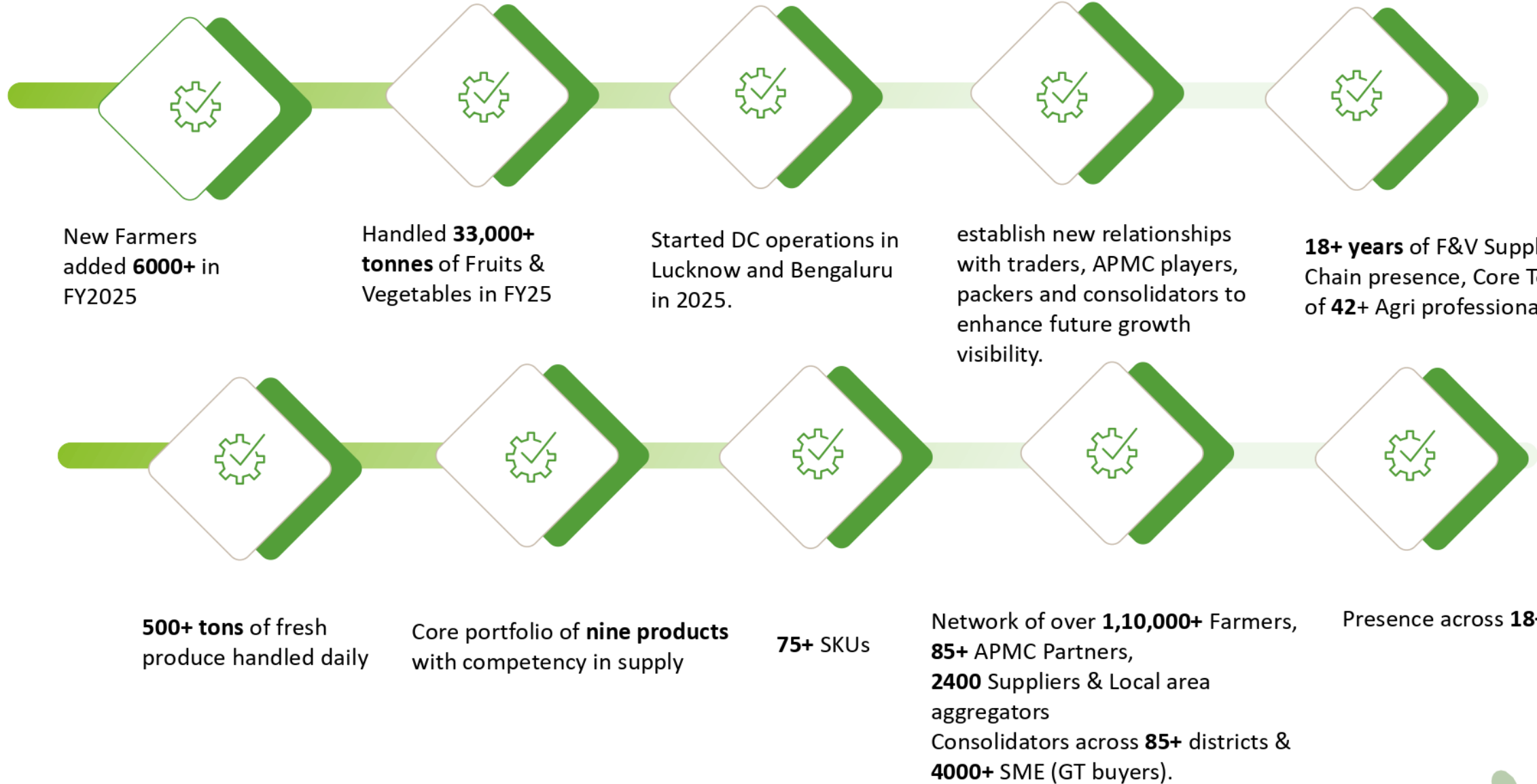
# CERTIFICATIONS

APEDA and FSSAI certified, with ISO 9001:2015 accreditation — **validating** our commitment to **safe, high-quality, and globally compliant agri-supply chain operations.**

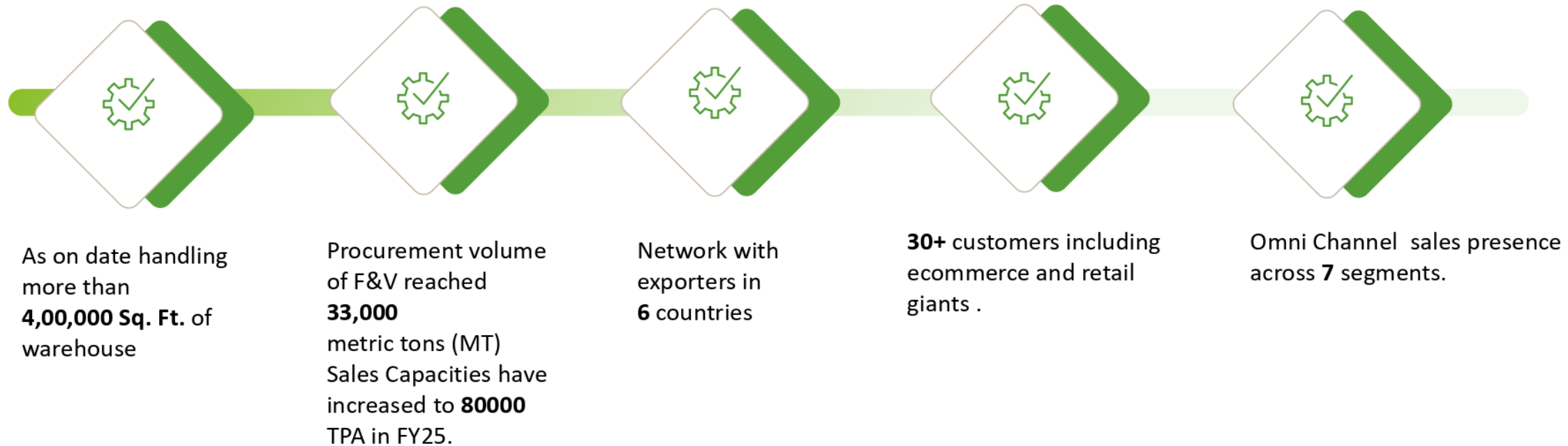




# THE BIG PICTURE – CURRENT OPERATIONS



# THE BIG PICTURE – CURRENT OPERATIONS



# KEY FINANCIAL HIGHLIGHTS





# Q1FY26 KEY ACHIEVEMENTS



- In a significant achievement, we successfully migrated from the BSE SME platform to the Mainboard of BSE Limited (BSE).



- Entering the organic food market enables us to align with growing consumer demand for health, sustainability, and transparency—opening up premium pricing opportunities, strengthening brand trust, and positioning the company for long-term, responsible growth.



- We successfully commenced operations at our new Distribution Centre (DC) in Lucknow, marking a significant step in expanding our North India presence.



- We launched UP Mangoes operations, building deeper backward integration in the mango portfolio right from the farm level.



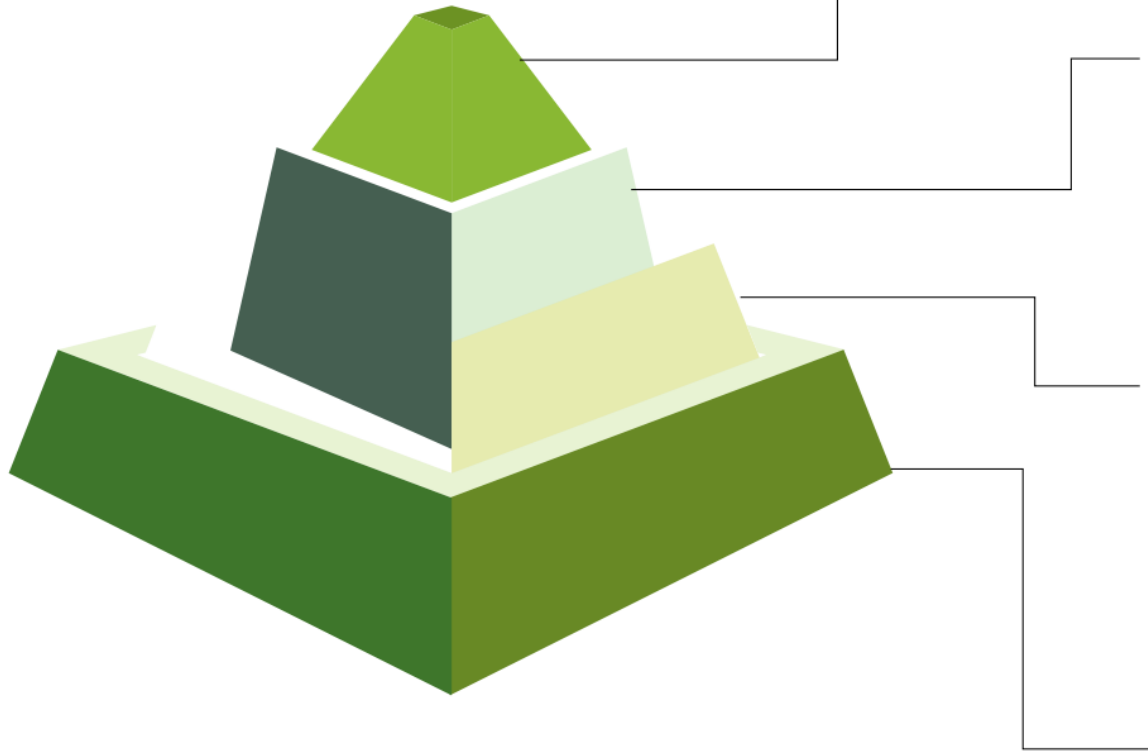
- Received a certificate for Organic Products Supply Chain development & Execution License. Received UP Mandi License.



- Entry into the Banana category, with operations started in Maharashtra. Sales network expansion in Delhi, Haryana, and Punjab through the Banana category, enabling better market penetration and category diversification.



# Q1FY26 SNAPSHOT



PAT risen by 48% QoQ to INR 28.6 millions from INR 19.3 millions in Q4FY25

PBT increased by 24% QoQ to INR 38.2 millions from INR 30.7 millions in Q4FY25

EBITDA (ex OI) risen by 29% QoQ to INR 39.7 millions from INR 30.9 millions in Q4FY25

Revenue increased by 0.12% QoQ to INR 533.4 millions from INR 532.8 millions in Q4FY25



FROM SME TO SPOTLIGHT: MIGRATED TO MAINBOARD OF BSE LTD (wef 6<sup>th</sup> June 2025)





# BUSINESS OVERVIEW



# WE ARE THE BRIDGE- FROM ROOTS TO EVERY ROUTE

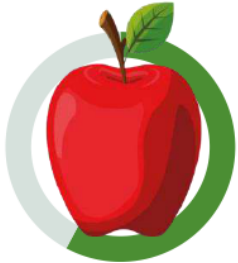
In 2007, Prime Fresh Limited began with a single mission: **To redefine how India handles its harvest.**

Today, we are proud to be one of the country's leading names in integrated post-harvest management—operating from our headquarters in **Ahmedabad** and reaching deep into **85+ districts**, where we work directly with over **110,000 farmers**. Our strength lies in building **efficient, transparent, and scalable supply chains**—delivering fruits and vegetables from the farm to the shelf with care, speed, and reliability. From sourcing to logistics, every process is streamlined to protect freshness, reduce waste, and support India's growing food ecosystem from farmer connect, farmer development to value added rural agricultural ecosystem.

## What We Do — End to End

We offer a **complete ecosystem of services** that support fresh produce through every stage:

- **Direct Procurement**  
From farmers, aggregators, APMCs, and contract farming partners—ensuring traceability and quality at source.
- **Post-Harvest Handling**  
Cleaning, sorting, grading, ripening, and hygienic packaging—handled with precision.
- **Cold Chain Infrastructure**  
A connected network of cold storages, ripening chambers, and regional hubs that preserve quality and extend shelf life. Network across 35+ pack houses and cold storage facilities in Gujarat, Maharashtra & Rajasthan providing Post-harvest supply chain service
- **Logistics & Distribution**  
An agile, pan-India delivery network that ensures your products move efficiently—wherever they're needed. **Deeper penetration through full time and seasonal Collection & Distribution Centres at 16+ locations**
- **Warehousing & Services**  
From 3PL solutions to manpower and facility management, we support FMCG, pharma, and agri-product distribution **with accuracy** and scale. **6.5 Lacs TPA of Warehousing & Packaging Capability**



## Key Activities

We are engaged in

- service business (21 services) and
- supply chain business in fruits and vegetables (Procurement, processing and distribution)



## Key Resource

- Skilled Team
- Farmer Network
- Cold Chain Infrastructure
- Strategically located Distribution and collection centres.



## Cost Structure

Our cost structure is built on a proprietary backward-integration model that calculates the price offered to farmers by reverse-engineering from the last-mile value



## Value Proposition

For Retailers/Wholesalers: Reliable, year-round access to premium fruits and vegetables — sourced directly from farms, delivered fresh and on time, every time.

**For Farmers/Producers:**

We give your harvest a wider reach — connecting you to new markets with fair pricing, fast procurement, and trusted distribution

**For End Consumers or Food Businesses:**

“Fresh produce you can trust — expertly selected, ethically sourced, and delivered at peak freshness through our efficient farm-to-fork network.”



## Customer Segments

We serve a diverse customer base including B2B clients, B2C consumers, as well as both domestic and export markets



## Revenue Stream

Cost-plus pricing model, where revenue is generated by adding a predefined margin over total procurement and operational costs



## Customer Relationship

Our customer base is composed primarily of long-term partners, cultivated over years through consistent quality, reliable delivery, and transparent operations.



## Key Partners

- Dedicated team,
- trusted farmer partners, strategically located
- Logistic and Transport Fleet Network.



## Channels

We supply fresh produce through multiple channels including HORECA (Hotels, Restaurants & Catering),-catering to culinary and hospitality needs; General Trade (GT)-serving traditional retailers, kirana stores, local vendors, exporters and APMC (Agricultural Produce Market Committees) engaging with government-regulated wholesale markets.



# YOUR TRUSTED CONNECTION FROM FARMS TO CONSUMERS

## FROM PROCUREMENT TO DELIVERY

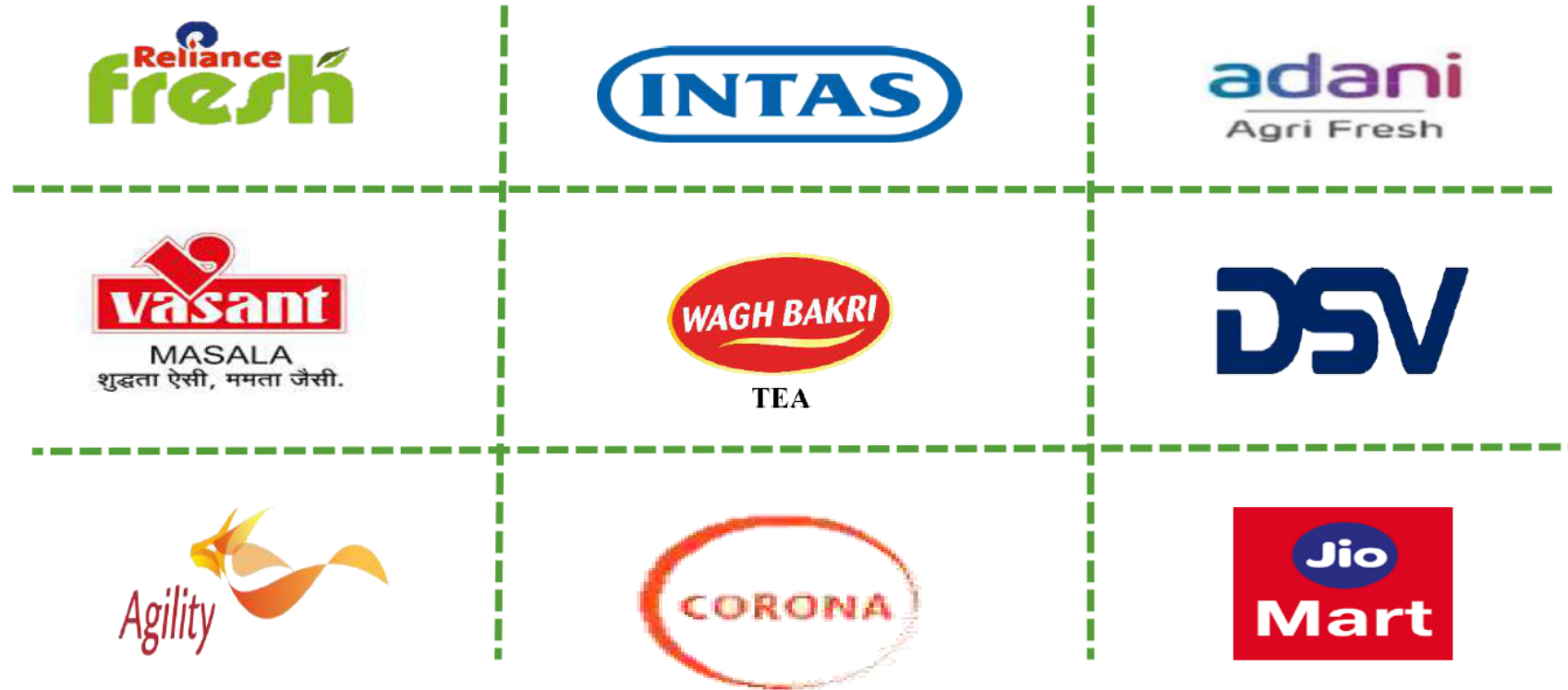


# OUR KEY SUPPLY CHAIN PARTNERS FOR FRUITS AND VEGETABLES






# OUR KEY SUPPLY CHAIN PARTNERS FOR OTHER SOLUTIONS AND SERVICES



and many more

# CORE PRODUCTS PORTFOLIO



Onions



Pomegranates



Oranges



Bananas



Sweet Limes



Grapes



Potatoes



Apples



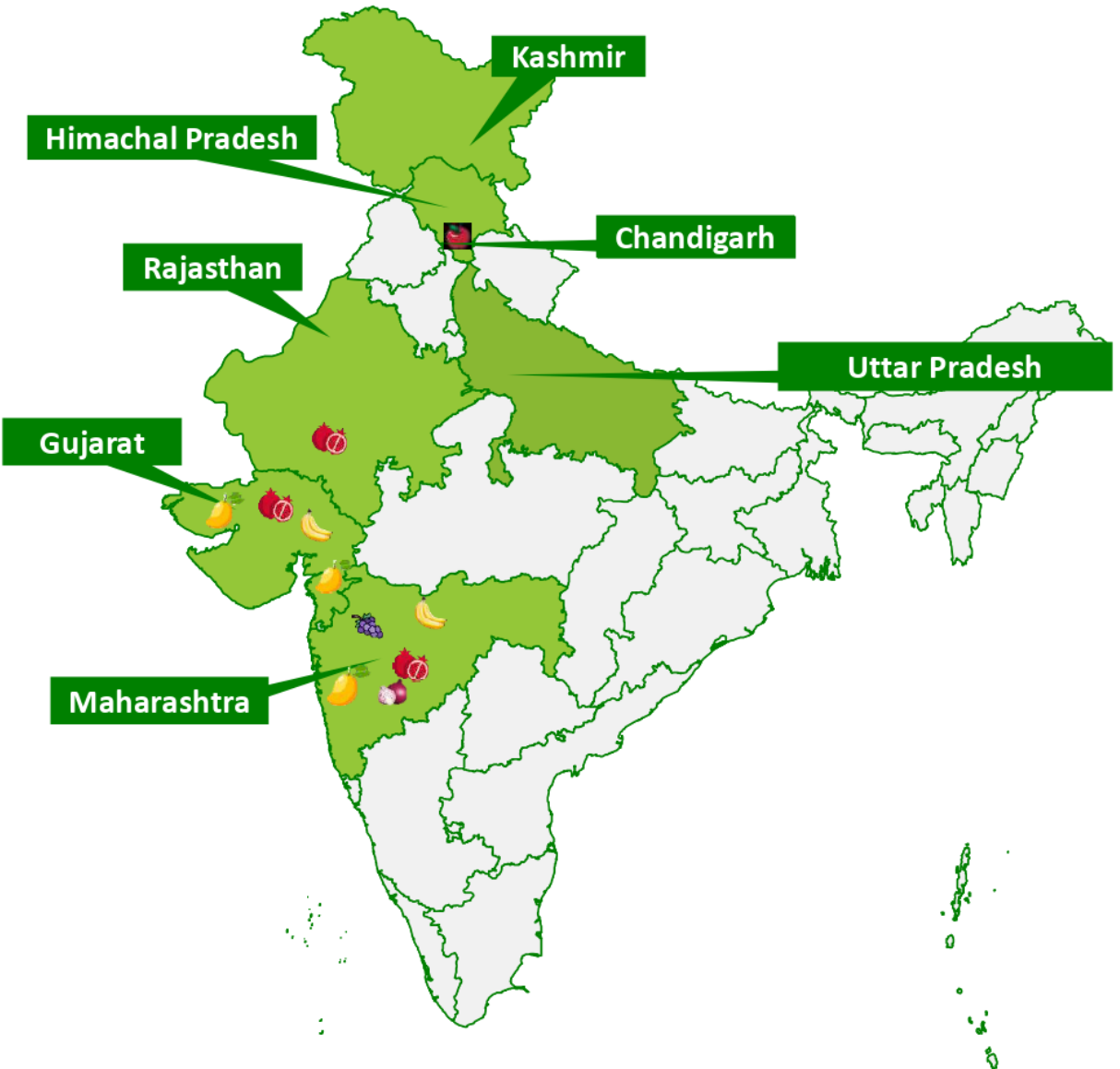
Mangoes










and many more



# PROCUREMENT THAT SUPPORTS FARMERS AND FEEDS MARKETS

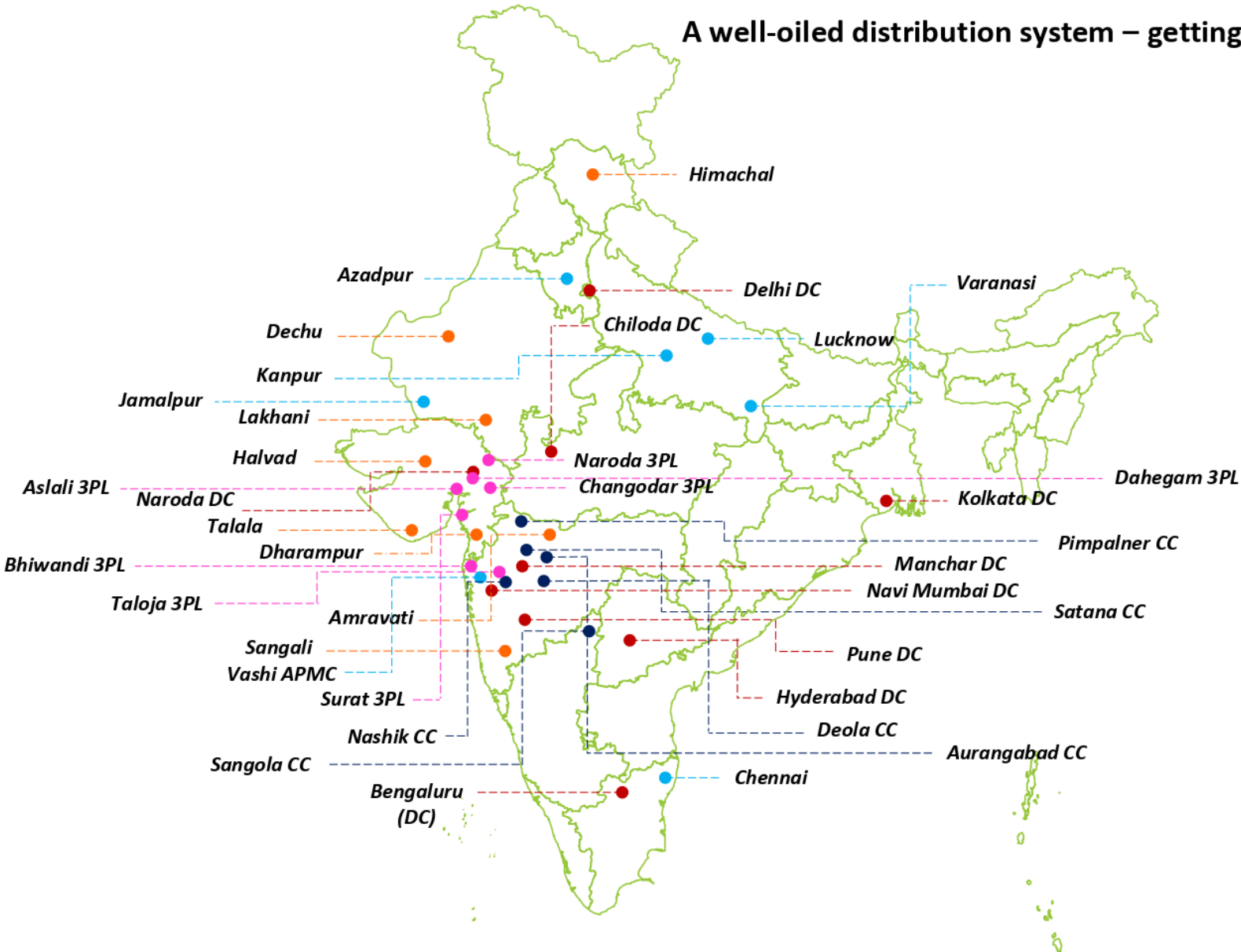
- Long term association with suppliers
- Strong Procurement Team with robust farmer connects
- Well Defined processes with responsible sourcing and practices
- Multi product and multi location sourcing strategy
- Procuring from **verified and reliable sources** ensures the company consistently supplies high-quality and fresh produce.



	Pomegranate
	Bananas
	Grapes
	Onion
	Mangoes
	Apples
	Orange
	Tomato
	Potato

# EXPANDING REACH BUILT BY WIDESPREAD DISTRIBUTION NETWORK

A well-oiled distribution system – getting fresh produce where it matters, when it matters.



# AN INSIDE LOOK AT OUR COLLECTION AND DISTRIBUTION CENTRE

Extensive collection & distribution hubs — ensuring every harvest finds its buyer.





# INDUSTRY OVERVIEW

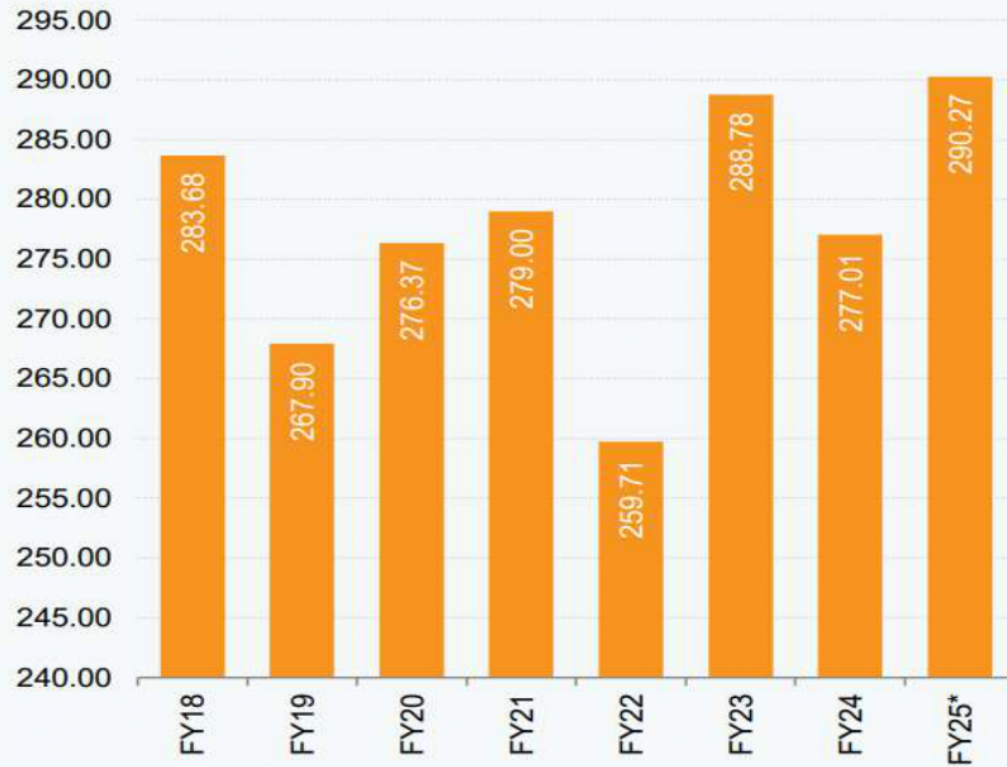


- India is the world's second largest producer of food grains, fruits and vegetables.
- India has access to several natural resources that provides it a competitive advantage in the food processing sector. Due to its diverse agro-climatic conditions, it has a wide-ranging and large raw material base suitable for food processing industries. In India, agriculture is the primary source of livelihood for ~55% of the population.
- India's agricultural sector could potentially **grow to \$1 trillion to \$1.4 trillion by 2035 and to \$ 1.8 trillion to \$ 3.1 trillion by 2047** as per **McKinsey Report 2025. India's \$580 billion to \$650 billion agriculture sector is one of the largest and fastest-growing in the world:** Over the past six years, it has grown at 5 percent per annum, driven by structural reforms and increased formalization. The demand for organic products in the Indian market is growing and is anticipated to rise with a CAGR of 25.25% between 2022-27. The Indian food processing industry accounts for 32% of the country's total food market, one of the largest industries in India and is ranked fifth in terms of production, consumption, export and expected growth.
- India's fruit exports have surged by 47.5% over the past five years. India currently exports fresh fruits to over 85 countries. In the period from FY20 to FY24, the value of India's fresh fruit exports grew by 47% from Rs. 5,716 crore (US\$ 669 million) to Rs. 8,431 crore (US\$ 986 million), and the quantity increased by 69% from 7.55 lakh metric ton (MT) to 12.76 lakh MT.
- Going forward, the adoption of food safety and quality assurance mechanisms such as Total Quality Management (TQM) including ISO 9000, ISO 22000, Hazard Analysis and Critical Control Points (HACCP), Good Manufacturing Practices (GMP), and Good Hygienic Practices (GHP) by the food processing industry will offer several benefits.

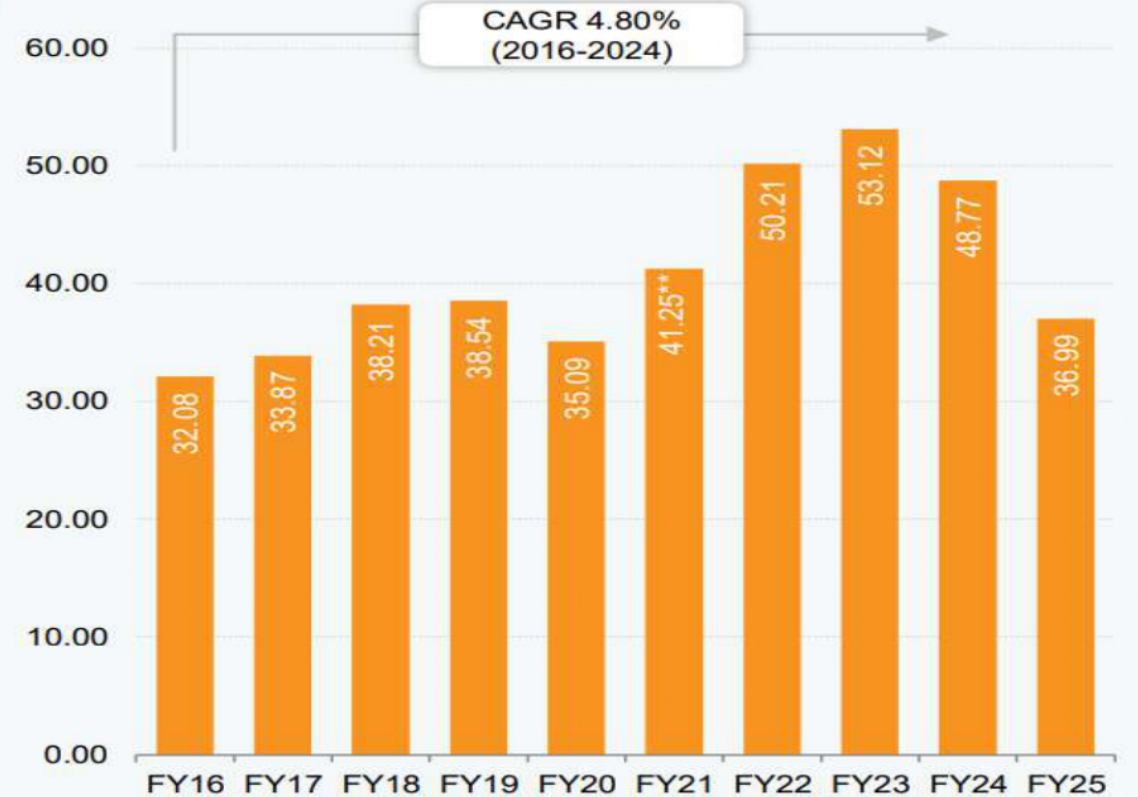


# IMPROVED AGRICULTURAL PROSPECTS IN FY26 (2/2)

**Gross Value Added by Agriculture and Allied sectors  
(US\$ billion) (at constant 2011-12 prices)**



**Agricultural Exports from India (US\$ billion)**







## **BUILDING COMMUNITY VIA COLLABORATION AND RELATIONSHIPS**

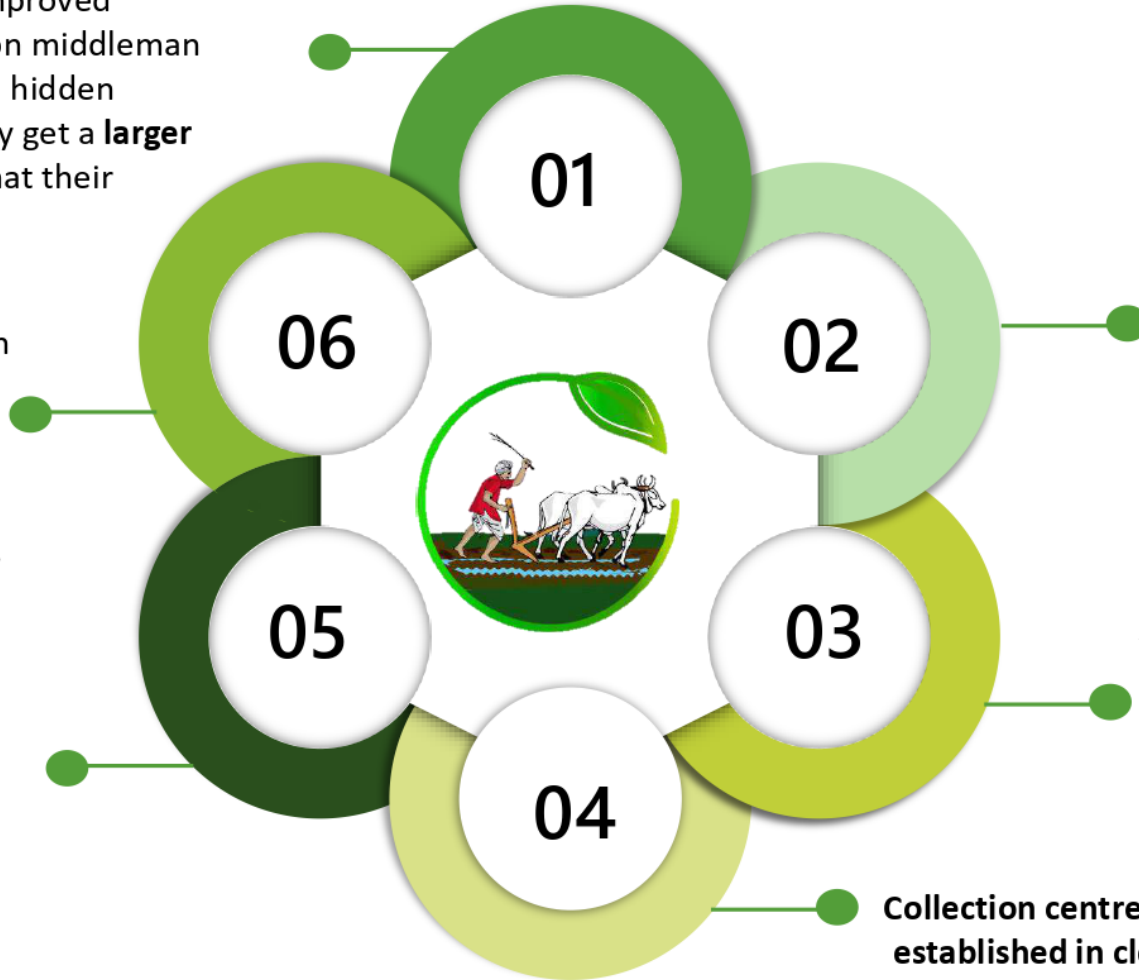


# WITH FARMERS. EVERY STEP. EVERY SEASON.

**Better prices** for their produce through improved market access and reduced dependence on middleman . By cutting out middlemen, farmers avoid hidden commissions and price manipulation. They get a **larger share of the final sale price** — earning what their produce is truly worth.

**Built trust with farmers over 18 years.** An 18-year legacy where we have stood the test of time, market changes, and agricultural challenges. Trust isn't built overnight. It comes from **consistent fair dealings, timely payments, and fulfilling promises** year after year — giving farmers a dependable ally.

**Guarantee Market Access** Farmers often face uncertainty about whether they'll be able to sell all their produce. We commit to buying everything, farmers no longer worry about unsold crops rotting or being dumped at a loss.



## Improved Cash Flow

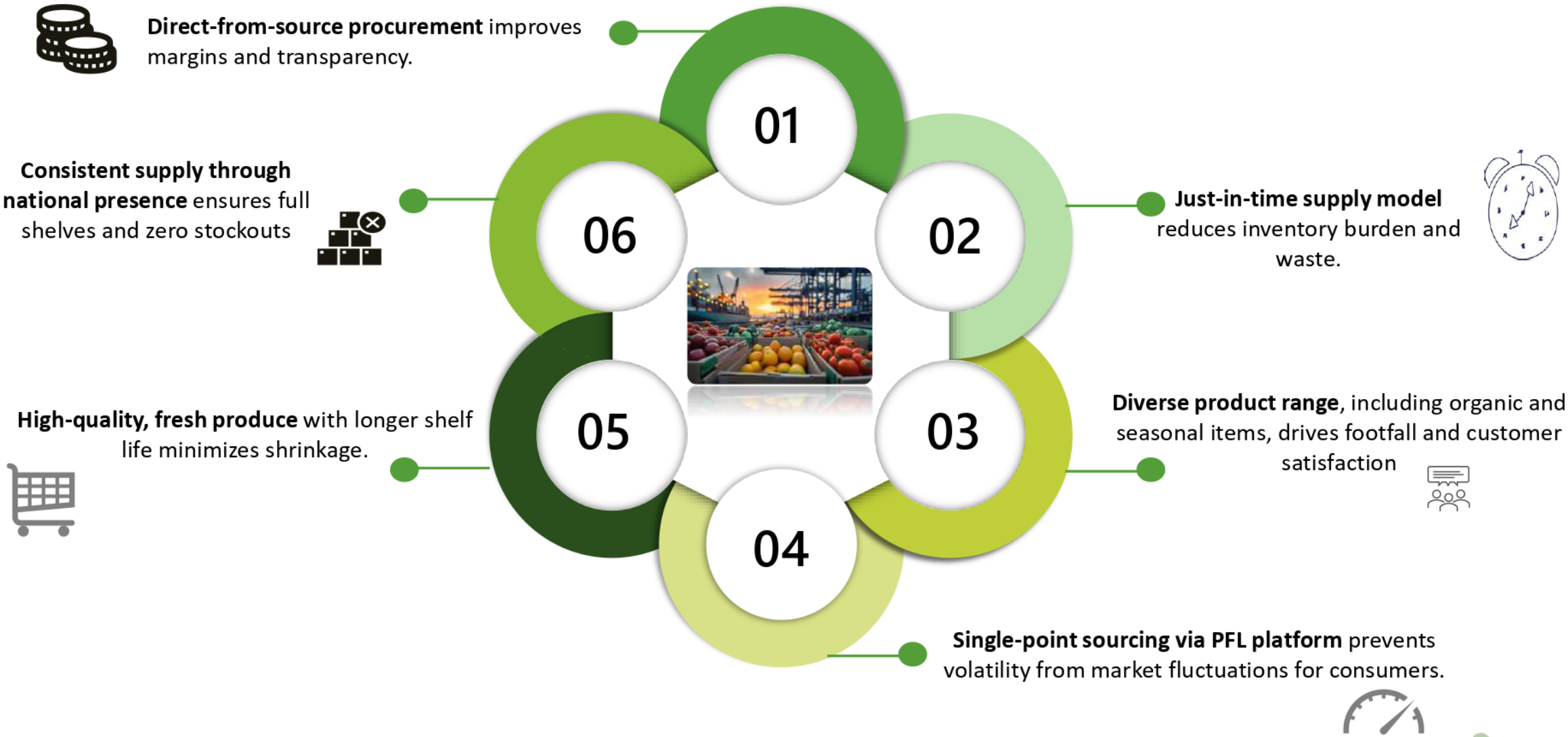
Farming involves upfront costs for seeds, fertilizers, labor, and equipment. If payments are delayed, the farmer may struggle to cover these costs for the next cycle. Getting paid quickly means they can reinvest in their operations without borrowing money or taking loans.

We educate farmers on pre- and post-harvest practices, fair pricing, and market insights

**Collection centres are being strategically established in close proximity to farms,** significantly reducing the time and transportation costs for farmers.

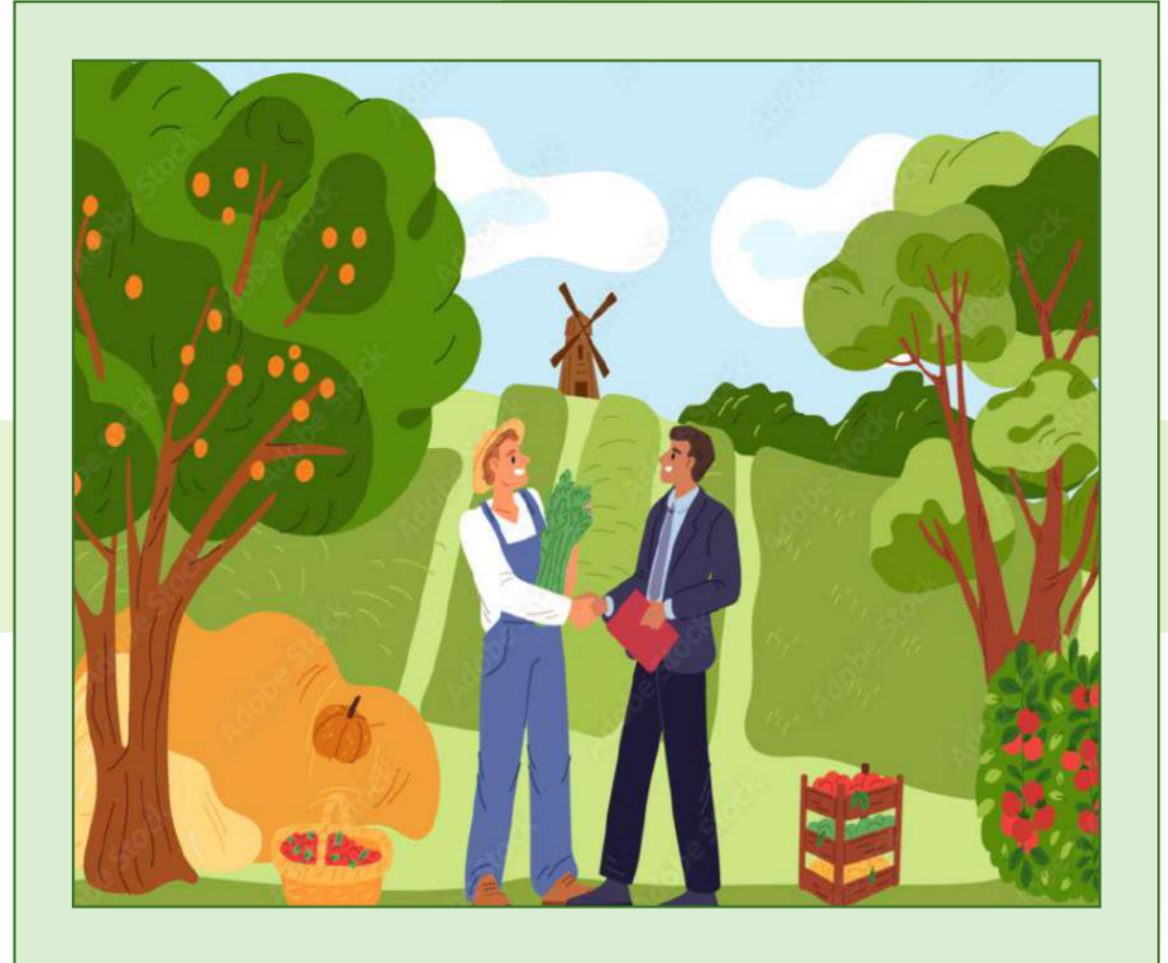


# SUSTAINED ENGAGEMENT WITH THE COMMUNITY





## OUR UNIQUE APPROACH





## Competitive positioning in a tough sector: Wining Strategy

### Reducing State Concentration-

- By targeting known crop belts like: **Nashik for onions, Ratnagiri for mangoes, Pomegranates from Maharashtra, Gujarat and Rajasthan** it ensures that sourcing is aligned with areas of **high, reliable production**, minimizing dependence on scattered or unpredictable regions.
- We source fruits and vegetables from multiple agro-climatic zones, based on seasonality and the natural farming cycle.

### Risk Mitigation



By analyzing and predicting the produce, anticipating risk levels and accordingly adjusting procurement & distribution plans to accommodate and mitigate risk



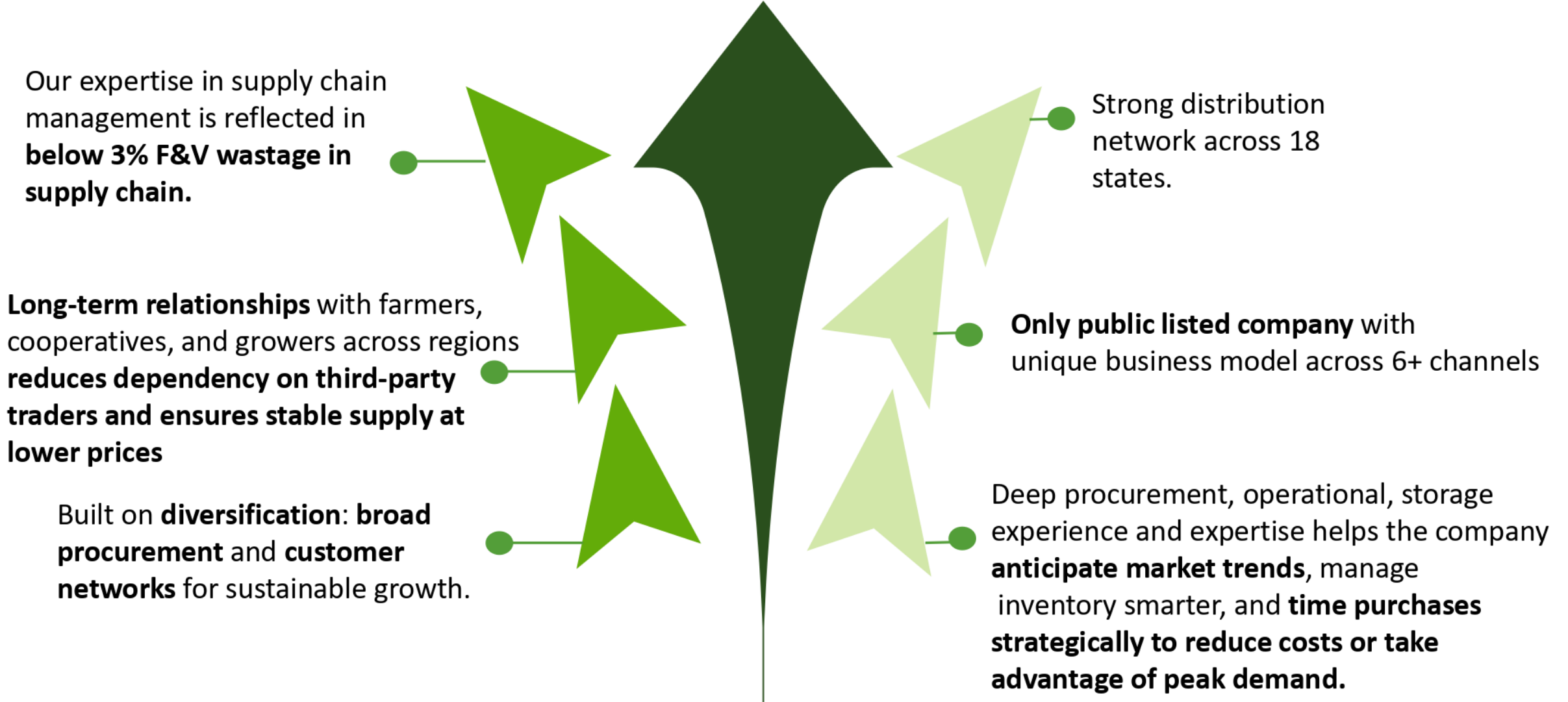
Quicker adaptation to seasonal changes, demand fluctuations, and market trends—keeping the supply chain agile

## OUR CIRCLE OF COMPETENCE

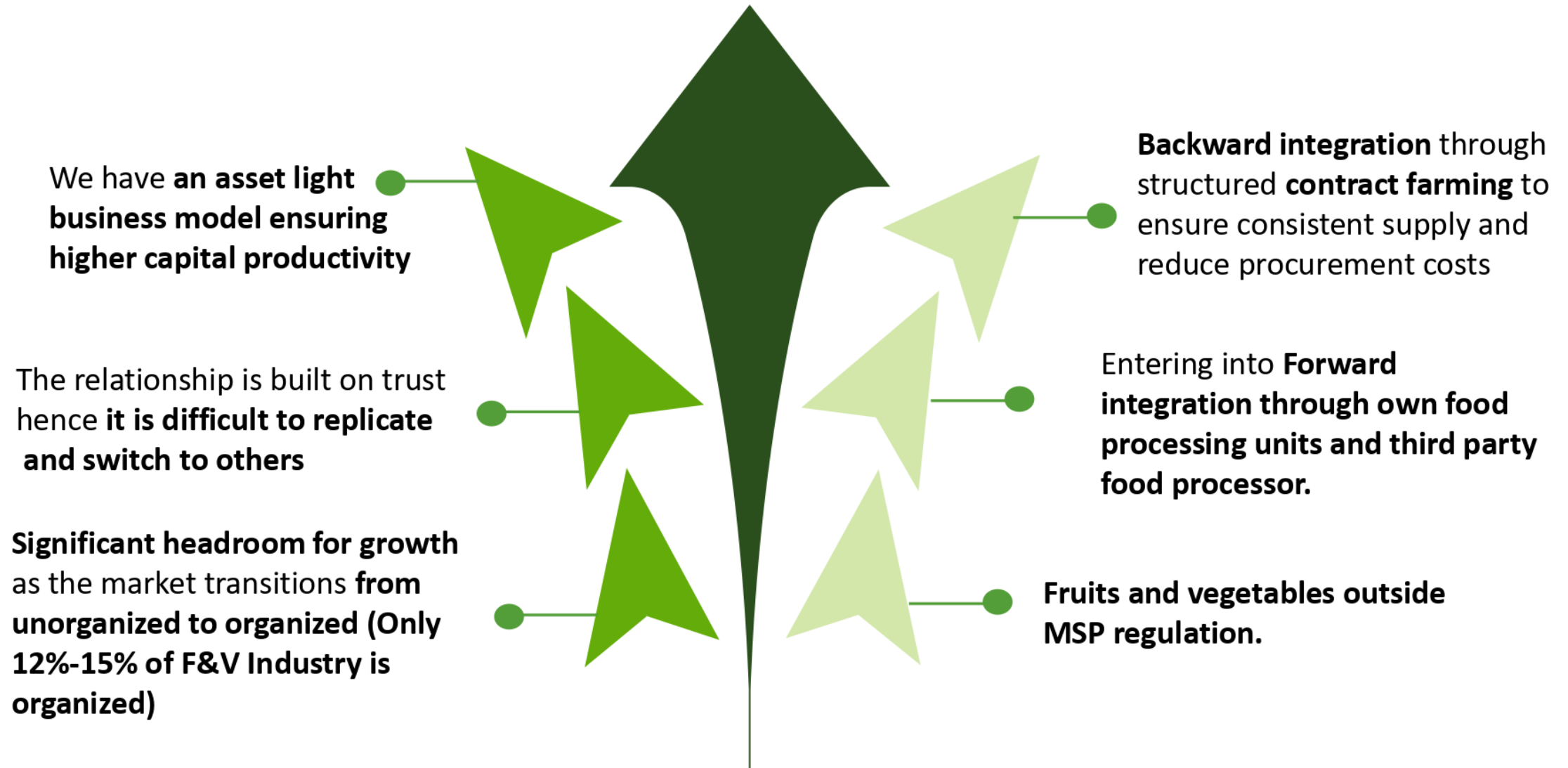




# WHERE WE CREATE DISPROPORTIONATE IMPACT (1/3)



# WHERE WE CREATE DISPROPORTIONATE IMPACT (2/3)



# OPTIMIZED PROCUREMENT FOR MAXIMUM SUPPLY CHAIN IMPACT (3/3)

**High procurement volumes** give us **negotiation power** with suppliers

On-ground procurement team working directly at source points. **Reduces logistics costs, spoilage, and increases speed-to-market.**

**Enhancing brand reputation-** Through reliable procurement means we consistently deliver fresh, quality products faster and more efficiently than others by better branding and packaging material practices

Loyalty programs and fair-pricing policies lead to **exclusive or first-preference supply** from farmers. Difficult for new entrants to break these relationships.

**End-to-end tracking from farm to shelf** Ensures food safety and compliance.

**Procurement efficiency directly improves margins in a traditionally low-margin business.** Provides room for competitive pricing and still ensures profitability.



# FINANCIAL RESILIENCE REINFORCING MOMENTUM

Our bottom line has expanded at a faster pace than our topline, with a 41% CAGR vs. 33% over FY20–FY25 respectively.

Near-zero debt (D/E 0.06). Long Term Borrowings is NIL in FY25.

Our working capital cycle remained stable over the last two years, with working capital days at 111 in FY24 and 112 in FY25, reflecting consistent operational efficiency and liquidity management.

ROE stood at 13% in FY25. ROCE stood at 16% in FY25.

CRISIL has reaffirmed BBB/ Stable on Long Term Borrowings of INR 100 crores.

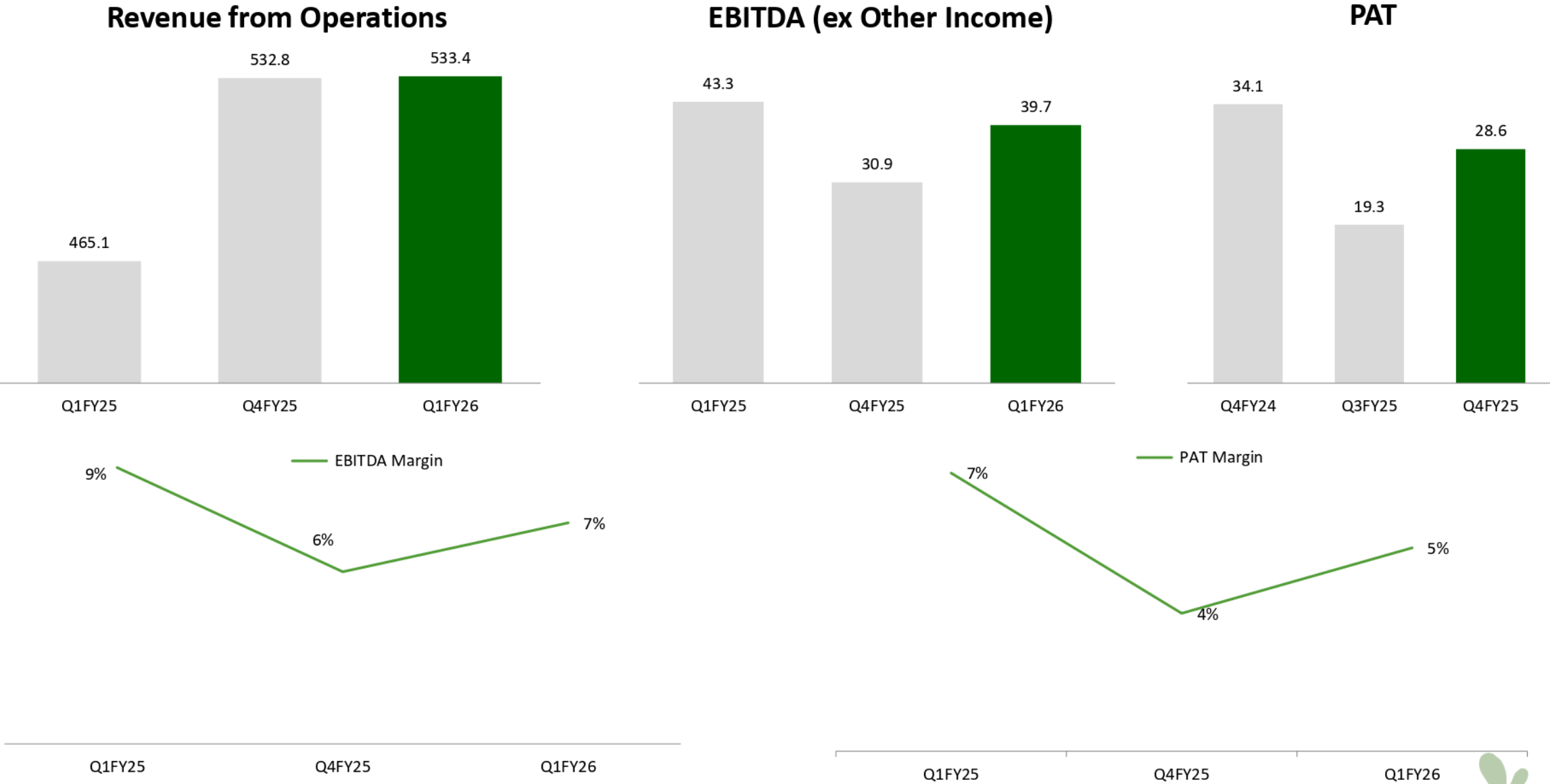


# FINANCIAL PERFORMANCE



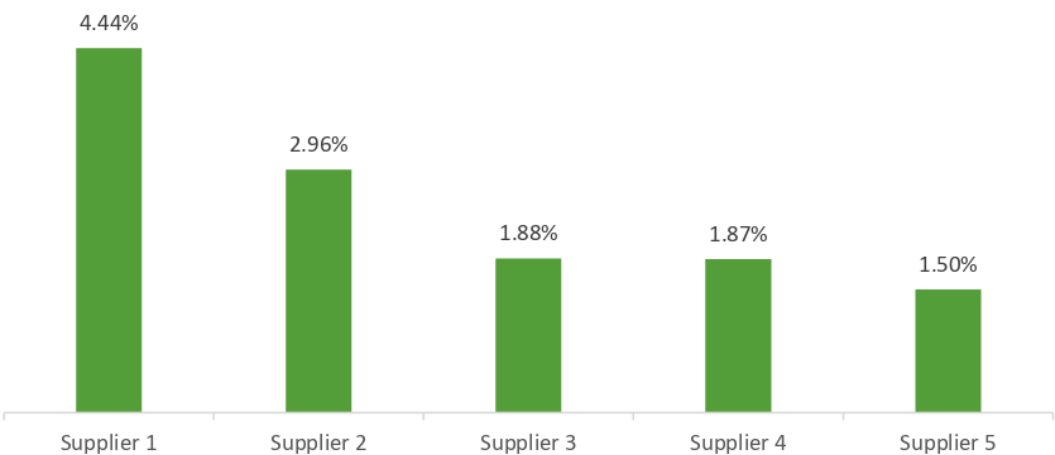
# FINANCIAL HIGHLIGHTS- Q1FY26 (CONSOLIDATED FIGURES)

All figures in Millions

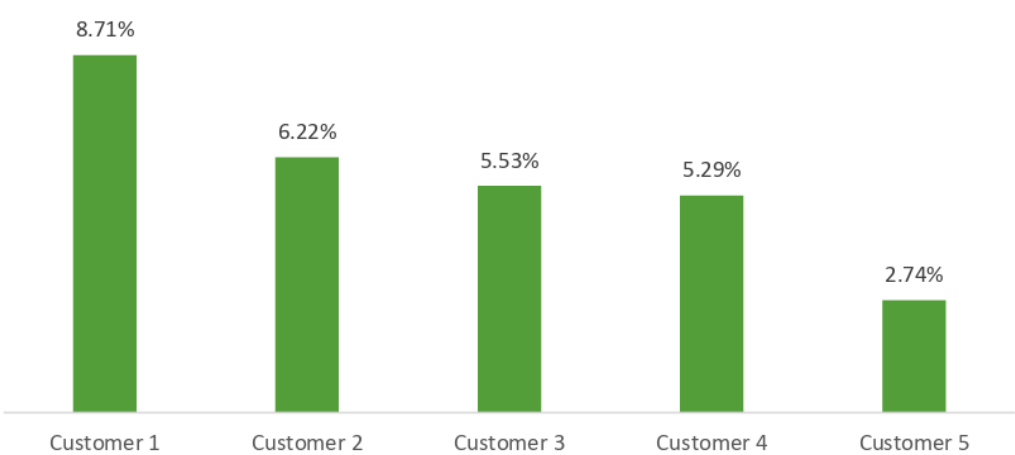




Top 5 Supplier Contribution in Total Procurement



Top 5 Customers Contribution in Total Sales

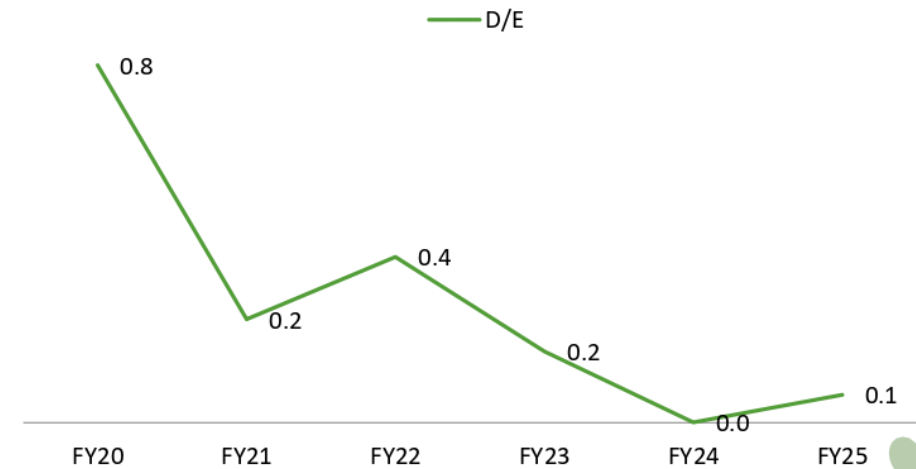
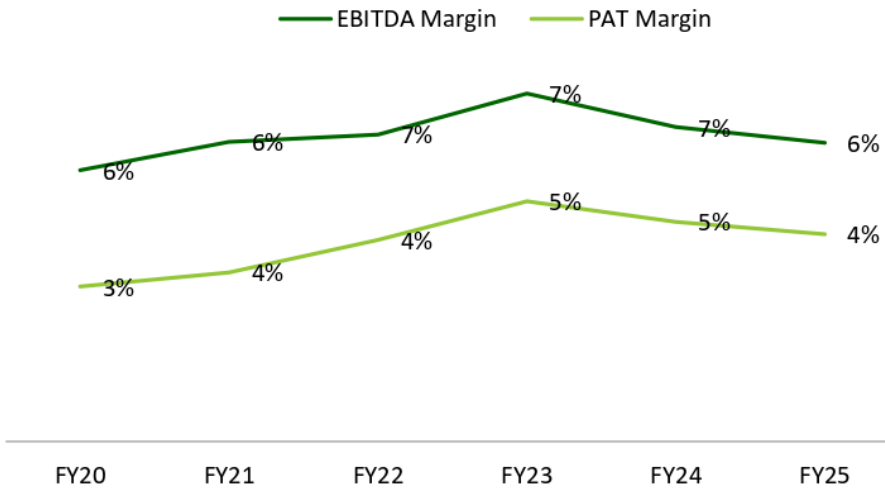
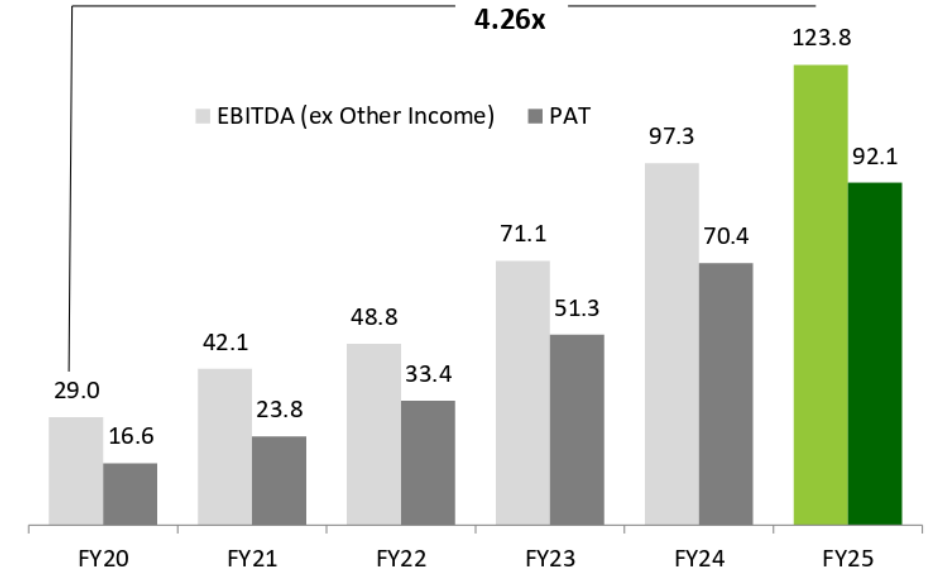
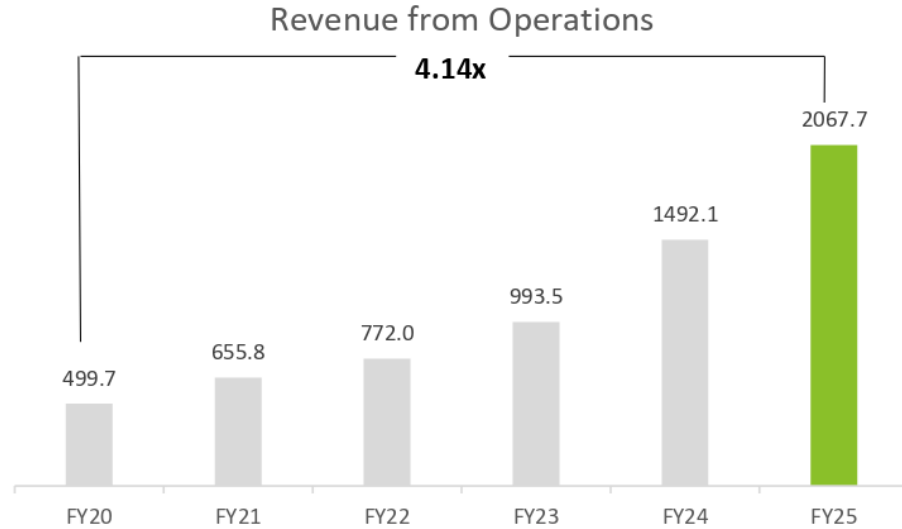


We are actively working to reduce customer concentration as part of our strategic growth initiatives

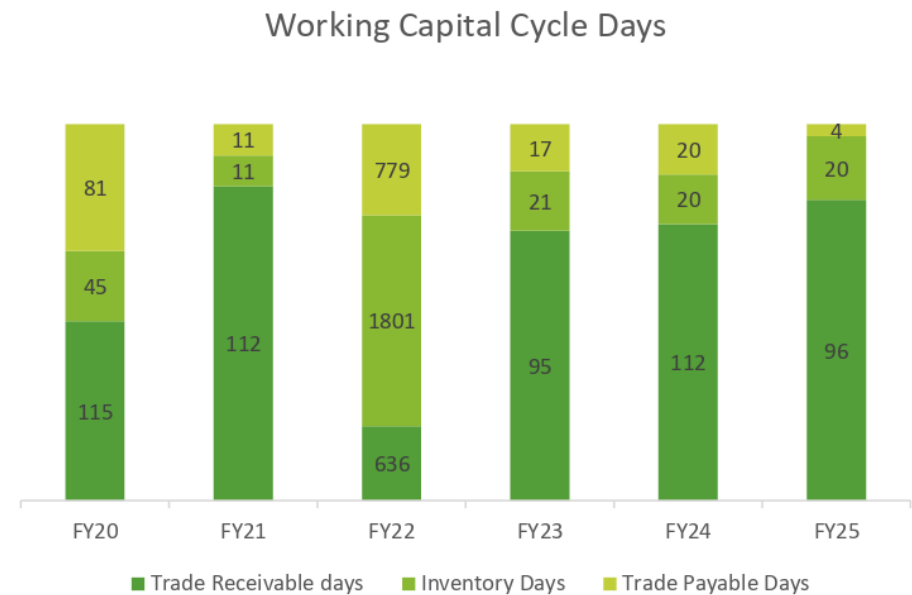
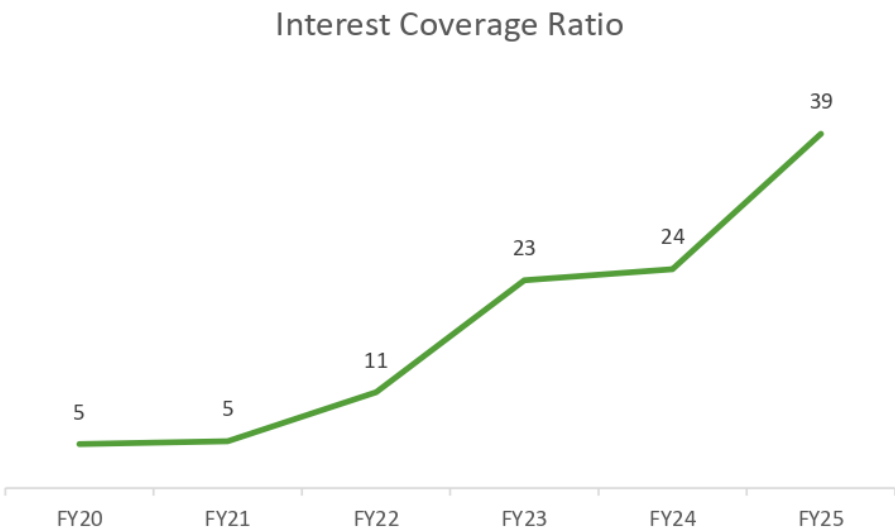
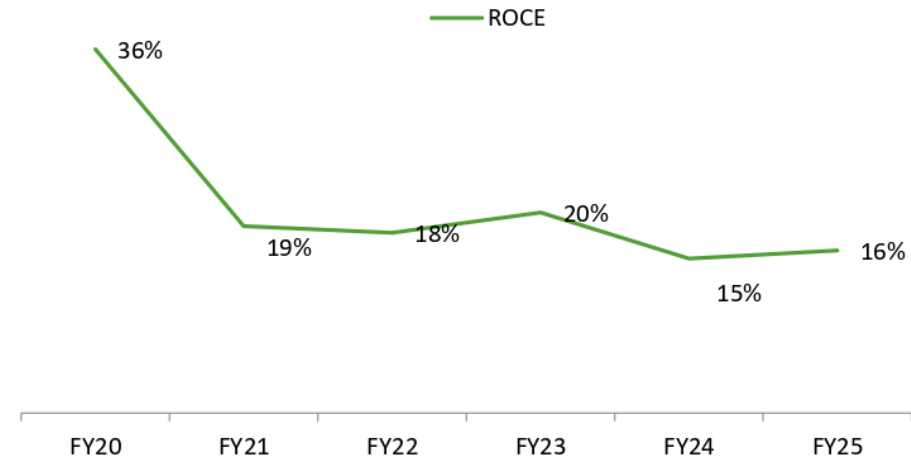
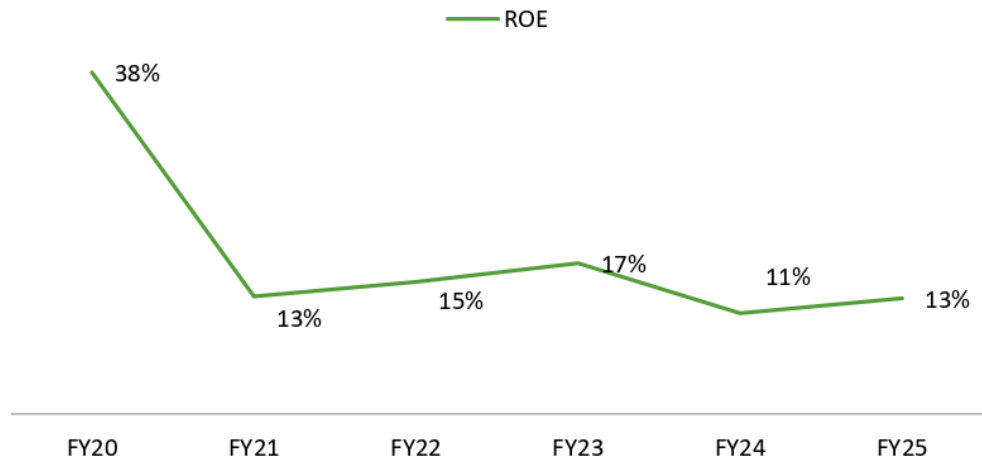


# FINANCIAL HIGHLIGHTS- HISTORICAL (CONSOLIDATED FIGURES)

All figures in Millions



# FINANCIAL HIGHLIGHTS- HISTORICAL (CONSOLIDATED FIGURES)





# PROFIT AND LOSS STATEMENT (CONSOLIDATED)- Q1FY26

All figures in Millions



Particulars (Rs in Mn)	Q1FY26	Q4FY25	QoQ	Q1FY25	YoY
Revenue from Operations	533.4	532.8	0.12%	465.1	15%
Other Income	0.4	1.8		2.9	
<b>Total Revenue</b>	<b>533.9</b>	<b>534.6</b>	<b>-0.14%</b>	<b>468.0</b>	<b>14%</b>
Total Expenses except Depreciation, Amortization and Finance Cost	493.7	501.9		421.8	
<b>EBITDA (ex Other Income)</b>	<b>39.7</b>	<b>30.9</b>	<b>29%</b>	<b>43.3</b>	<b>-8%</b>
EBITDA Margin	7%	6%	28%	9%	-20%
Finance Cost	1.5	1.5		0.3	
Depreciation	0.5	0.5		0.4	
<b>PBT</b>	<b>38.2</b>	<b>30.7</b>	<b>24%</b>	<b>45.6</b>	<b>-16%</b>
Tax	9.7	11.4		11.5	
<b>PAT</b>	<b>28.6</b>	<b>19.3</b>	<b>48%</b>	<b>34.1</b>	<b>-16%</b>
PAT Margin	5%	4%	47%	7%	-27%
Diluted EPS	2.0	1.41		2.52	



# PROFIT AND LOSS STATEMENT (CONSOLIDATED)- HISTORICAL

All figures in Millions

Particulars (Rs in Mn)	FY20	FY21	FY22	FY23	FY24	FY25
Revenue from Operations	499.7	655.8	772.0	993.5	1492.1	2067.7
Other Income	0.1	0.2	2.2	3.5	3.7	9.4
<b>Total Revenue</b>	<b>499.8</b>	<b>656.0</b>	<b>774.3</b>	<b>996.9</b>	<b>1495.8</b>	<b>2077.1</b>
Total Expenses except Depreciation, Amortization and Finance Cost	470.6	613.8	723.2	922.4	1394.7	1943.9
<b>EBITDA (ex Other Income)</b>	<b>29.0</b>	<b>42.1</b>	<b>48.8</b>	<b>71.1</b>	<b>97.3</b>	<b>123.8</b>
EBITDA Margin	6%	6%	6%	7%	7%	6%
Finance Cost	5.8	8.0	4.6	3.1	4.0	3.1
Depreciation	1.1	0.9	0.8	1.2	1.6	2.0
<b>PBT</b>	<b>22.3</b>	<b>33.4</b>	<b>45.7</b>	<b>70.3</b>	<b>95.5</b>	<b>128.1</b>
Tax	5.6	9.5	12.2	19.0	25.0	36.0
<b>PAT</b>	<b>16.6</b>	<b>23.8</b>	<b>33.4</b>	<b>51.3</b>	<b>70.4</b>	<b>92.1</b>
PAT Margin	3%	4%	4%	5%	5%	4%
Diluted EPS	4.2	6.0	2.7	4.1	5.1	6.7

# BALANCE SHEET (CONSOLIDATED)- HISTORICAL

All figures in Millions

Key Balance Sheet Items(Rs in Mn)	FY20	FY21	FY22	FY23	FY24	FY25
Equity Share Capital	34.9	39.4	118.3	125.2	136.5	136.5
Reserves	8.6	141.4	107.7	178.6	487.9	575.2
Borrowings	33.9	40.8	41.9	47.2	0.4	43.5
Other Liabilities	11.8	14.4	3.1	3.5	16.6	18.3
Trade Payables	87.1	15.5	26.3	32.4	62.8	16.7
<b>Total Liabilities</b>	<b>257.8</b>	<b>263.8</b>	<b>305.6</b>	<b>402.3</b>	<b>708.1</b>	<b>813.4</b>

Net Block	4.5	3.7	3.3	7.8	7.1	10.6
Capital Work In Progress	0.1		3.1	0.5	1.2	
Trade Receivables	159.3	203.5	195.3	262.4	463.0	549.0
Inventory	48.1	15.0	31.4	40.9	62.4	88.6
Cash and Cash Equivalents	3.6	8.0	11.8	28.4	49.1	47.7
<b>Total Assets</b>	<b>257.8</b>	<b>263.8</b>	<b>305.6</b>	<b>402.3</b>	<b>708.1</b>	<b>813.4</b>



# CASH FLOW STATEMENT (CONSOLIDATED)- HISTORICAL

All figures in Millions

Particulars (Rs in Mn)	FY20	FY21	FY22	FY23	FY24	FY25
Cash Flow From Operating Activities	-31.0	-19.3	-0.3	-12.3	-109.1	-107.8
Cash Flow From Investing Activities	-0.1	-0.1	-4.1	-2.8	-66.8	71.4
Cash Flow From Financing Activities	27.4	23.8	8.2	31.7	196.4	35.1
Net Change in Cash and Cash Equivalents	-3.7	4.4	3.8	16.6	20.6	-1.3

## Mr Hiren Ghelani, Founder and Whole Time Director, said

I am pleased to share that Prime Fresh Ltd has begun FY26 on a stable note, underscoring the strength of our strategic direction, robust operational execution, and the unwavering commitment of our team.

Our performance in **Q1 FY26** reflects a resilient start to the fiscal year, with **revenue holding firm at ₹533.4 Mn**, a testament to the enduring strength of our core business amidst a dynamic market landscape. We delivered a strong improvement in profitability. **EBITDA (excluding Other Income) rose by 29% QoQ to ₹39.7 Mn in Q1FY26 from ₹30.9 Mn in Q4FY25**, with the **EBITDA margin expanding by 100 basis points to 7%, up from 6% QoQ**. This margin improvement highlights our operational leverage and continued focus on driving efficiencies across the value chain. This positive momentum extended to the bottom line as well, with **Profit After Tax (PAT) growing by 48% QoQ to ₹28.6 Mn in Q1FY26, compared to ₹19.3 Mn in Q4FY25**. Our **PAT margin improved by 100 basis points, reaching 5% in Q1 FY26 from 4% in Q4FY25**.

We are also excited to share key strategic developments during the quarter:

- We successfully **commenced operations at our new Distribution Centre (DC) in Lucknow**, marking a significant step in expanding our North India presence.
- We launched **UP Mangoes operations**, building **deeper backward integration** in the mango portfolio right from the farm level.
- Our **tomato operations have also been launched** across **Madhya Pradesh, Uttar Pradesh, Karnataka, and Himachal Pradesh**, reinforcing our **long-term strategic focus on regional sourcing and product diversification**.
- **Entry into the Banana category, with operations started in Maharashtra** — a small but significant step toward building a new future growth driver. Sales network expansion in Delhi, Haryana, and Punjab through the Banana category, enabling better market penetration and category diversification.
- **Revival of Siliguri operations in the North East**, supported by a diversified fruit portfolio including UP Mangoes, Maharashtra Pomegranates, Guavas, Bananas, and Grapes, further solidifying our pan-India presence.

**Going forward, we anticipate higher growth to be driven by strong performance in key product categories, particularly Pomegranates, Guavas, Bananas, and Tomatoes.** These crops continue to show robust demand dynamics and strategic alignment with our market expansion initiatives. We remain confident in our ability to sustain this growth trajectory. Our integrated model, strong execution, and continued focus on value creation position us well to capitalize on the opportunities ahead in FY26 and beyond.”



**Mr. Jinen Ghelani**  
(Managing Director)

Mr. Jinen Ghelani is a commerce graduate and has 29 years of experience in retail, FMCG and horticulture industries. He has a pivotal role in existing key locations F&V portfolio and 3PL Business. His rich experience includes procurement, operations, sales and product knowledge aiding the company's operations in tough business conditions. He is focused on increasing the scale of operations and building a stronger network of farmers in Gujarat, Rajasthan, Kashmir and Himachal Pradesh.



**Mr. Hiren Ghelani**  
(Whole Time Director)

Mr. Hiren Ghelani is a commerce post grad and has 27 years of experience in financial markets, networking, resource allocation, team building and identifying new business opportunities. Being a key member, he is involved in formulating and implementing strategies that add value to the business, sales, Business analytics, networking, resource allocation and enhance the overall stakeholders value. He is actively pursuing further backward and forward integration projects, geographical expansion along with new product development.





**Mr. Ravi Menon**  
(Independent Director)

Mr. Ravi has completed Bachelor of Arts and Master of Art from University of Calicut. He possess significant experience working with senior management in diverse business activities in manufacturing units, mutual funds service and other banking/ financial industry.



**Mr. Shekhar Mennon**  
(Independent Director)

Mr. Shekhar Media & IP (Intellectual Property) Lawyer, having experience of not less than three decades with comprehensive exposure in legal, business, and strategic functions in Technology, Media and Telecommunication Industries, Copyright Societies , Media & Entertainment Associations and Broadcasting organizations , addressing the value gap implementation on Block chain compliances, Artificial Intelligence / data analytics on virtual reality with utility tokens and collectibles (NFTs) for digital economy / initiating innovative new markets for navigating changes to intellectual property legislations.

# MEET THE TEAM THE FORCE BEHIND THE FORWARD



**Mr.  
Vaidyanathan**

(VP Commercials)



**Mr. Sudhansu  
Singh**

(Senior Manager– Sales  
& Business Development  
All India)



**Ms. Sangeeta  
Mudegol**

(Asst. Manager – Business  
Development &  
Operations)



**Mr. Malav  
Patel**

(Senior Manager–  
Banking &  
Accounts)



**Mr. Sandeep  
Yadav**

(Assistant Manager – IT  
& Digital Support)



**Ms. Jasmin  
Doshi**

(Company Secretary  
& Compliance Officer)



# THANKYOU

*For further information; please visit:*  
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