FOOD & LINK
as exclusive as you

FOODLINK F&B HOLDINGS (INDIA) LIMITED
Corporate Identity Number: U74120MH2015PLC269627

REGISTERED AND CORPORATE OFFICE	CONTACT PERSON	TELEPHONE AND EMAIL	WEBSITE
301, Safal Pride, Opp. Saras Baug, Sion Trombay Road, Deonar, Mumbai– 400088, Maharashtra, India	Shivangi Drolia, Company Secretary and Compliance Officer	**Tel:** (+91) 22 6118 9999 **Email:** secretarial@foodlink.in	www.foodlink.global

OUR PROMOTER: SANJAY MANOHAR VAZIRANI

DETAILS OF THE OFFER

Type	Fresh Issue size	Offer for Sale size	Total Offer size	Eligibility and Reservations
Fresh Issue and Offer for Sale	Up to [●] Equity Shares of face value ₹ 2 each aggregating up to ₹ 1,920.00 million	Up to 8,835,382 Equity Shares of face value ₹ 2 each aggregating up to ₹ [●] million	Up to [●] Equity Shares of face value ₹ 2 each aggregating up to ₹ [●] million	The Offer is being made pursuant to Regulation 6(2) of the Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018, as amended ("**SEBI ICDR Regulations**") as our Company does not fulfil the requirements under Regulation 6(1)(b) of the SEBI ICDR Regulations. For further details, see "*Other Regulatory and Statutory Disclosures – Eligibility for the Offer*" on page 423. For details in relation to share reservation among QIBs, NIIs, and RIBs, see "*Offer Structure*" on page 442.

DETAILS OF THE TOP 10 SELLING SHAREHOLDERS

Name of the Selling Shareholder	Type	Number of Equity Shares Offered	Weighted Average Cost of Acquisition per Equity Share (in ₹)*
Sanjay Manohar Vazirani	Promoter Selling Shareholder	Up to 2,286,446 Equity Shares of face value ₹ 2 each aggregating up to ₹ [●] million	0.19
Arpit Khandelwal	Investor Selling Shareholder	Up to 1,832,241 Equity Shares of face value ₹ 2 each aggregating up to ₹ [●] million	102.93
V'Ocean Investments Limited	Investor Selling Shareholder	Up to 1,686,808 Equity Shares of face value ₹ 2 each aggregating up to ₹ [●] million	75.54
Trans Global Hotels LLP	Promoter Group Selling Shareholder	Up to 703,265 Equity Shares of face value ₹ 2 each aggregating up to ₹ [●] million	0.24
Ankita Chugh	Promoter Group Selling Shareholder	Up to 413,430 Equity Shares of face value ₹ 2 each aggregating up to ₹ [●] million	Negligible
Aarkay Investments Private Limited	Investor Selling Shareholder	Up to 204,644 Equity Shares of face value ₹ 2 each aggregating up to ₹ [●] million	75.54
Oaks Asset Management Private Limited	Investor Selling Shareholder	Up to 180,640 Equity Shares of face value ₹ 2 each aggregating up to ₹ [●] million	75.54
Welspun Group Master Trust through its trustee Balkrishan Goenka	Investor Selling Shareholder	Up to 167,440 Equity Shares of face value ₹ 2 each aggregating up to ₹ [●] million	75.54
Aarin Capital Partners through its partners T. V. Mohandas Pai and Ranjan Ramdas Pai	Investor Selling Shareholder	Up to 111,626 Equity Shares of face value ₹ 2 each aggregating up to ₹ [●] million	75.54
Bona Terra Greenhouses LLP	Investor Selling Shareholder	Up to 74,434 Equity Shares of face value ₹ 2 each aggregating up to ₹ [●] million	75.54

**As certified by S M A R T S & Co, by way of their certificate dated November 19, 2026 (UDIN: 26630587GULSFP6104).*
For the complete list of Selling Shareholders, please see "The Offer" on page 84.

RISKS IN RELATION TO THE FIRST OFFER

This being the first public issue of our Company, there has been no formal market for the Equity Shares of our Company. The face value of our Equity Shares is ₹ 2 each. The Floor Price, Cap Price, and the Offer Price (as determined and justified by our Company, in consultation with the BRLMs by way of the Book Building Process, in accordance with SEBI ICDR Regulations, and as stated in "*Basis for Offer Price*" on page 175) should not be taken to be indicative of the market price of the Equity Shares after the Equity Shares are listed. No assurance can be given regarding an active and/ or sustained trading in the Equity Shares or regarding the price at which the Equity Shares will be traded after listing.

GENERAL RISK

Investments in equity and equity-related securities involve a degree of risk and investors should not invest any funds in the Offer unless they can afford to take the risk of losing their entire investment. Investors are advised to read the risk factors carefully before taking an investment decision in the Offer. For taking an investment decision, investors must rely on their own examination of our Company and the Offer, including the risks involved. The Equity Shares offered in the Offer have not been recommended or approved by the Securities and Exchange Board of India ("**SEBI**"), nor does the SEBI guarantee the accuracy or adequacy of the contents of the Red Herring Prospectus. Specific attention of the investors is invited to "*Risk Factors*" on page 22.

ISSUER'S AND SELLING SHAREHOLDERS' ABSOLUTE RESPONSIBILITY

Our Company, having made all reasonable inquiries, accepts responsibility for and confirms that the Red Herring Prospectus contains all information with regard to our Company and the Offer, which is material in the context of the Offer, that the information contained in the Red Herring Prospectus is true and correct in all material aspects and is not misleading in any material respect, that the opinions and intentions expressed herein are honestly held and that there are no other facts, the omission of which makes the Red Herring Prospectus as a whole or any of such information or the expression of any such opinions or intentions misleading in any material respect. Further, each of the Selling Shareholders, severally and not jointly, accept responsibility for and confirms the statements made by such Selling Shareholder in the Red Herring Prospectus to the extent of information specifically pertaining to it and/or its respective portion of the Offered Shares and assumes responsibility that such statements are true and correct in all material respects and are not misleading in any material respect. Each of the Selling Shareholders assumes no responsibility for any other statement in the Red Herring Prospectus, including, *inter alia*, any of the statements made by or relating to our Company or our Company's business or any other Selling Shareholders.

LISTING

The Equity Shares to be offered through the Red Herring Prospectus are proposed to be listed on the Stock Exchanges being BSE Limited ("**BSE**") and National Stock Exchange of India Limited ("**NSE**" together with BSE, the "**Stock Exchanges**"). For the purposes of the Offer, BSE is the Designated Stock Exchange.

BOOK RUNNING LEAD MANAGERS

Logo of Book Running Lead Manager	Name of Book Running Lead Manager	Contact Person	Email and Telephone
equirus	Equirus Capital Limited *(formerly known as Equirus Capital Private Limited)*	Jenny Bagrecha / Jamila Vadgamwala	**Email:** foodlink.ipo@equirus.com **Tel:** +91 22 4332 0724
JM Financial	JM Financial Limited	Prachee Dhuri	**Email:** foodlink.ipo@jmfl.com **Tel:** +91 22 6630 3030

REGISTRAR TO THE OFFER

Logo of the Registrar	Name of Registrar	Contact Person	Email and Telephone
MUFG MUFG Intime	**MUFG Intime India Private Limited (*Formerly Link Intime India Private Limited*)**	Shanti Gopalkrishanan	**Email:** foodlink.ipo@in.mpms.mufg.com **Tel:** +91 81081 14949

BID/ OFFER PROGRAMME

ANCHOR INVESTOR BID/ OFFER PERIOD	**[●]***	**BID/OFFER OPENS ON**	**[●]**	**BID/OFFER CLOSES ON****	**[●]^**

* *The Anchor Investor Bidding Date shall be one Working Day prior to the Bid/ Offer Opening Date.*

^ *UPI mandate end time and date shall be at 5:00 pm on the Bid/Offer Closing Date.*

IN THE NATURE OF ABRIDGED PROSPECTUS - MEMORANDUM CONTAINING SALIENT FEATURES OF THE RED HERRING PROSPECTUS

(*Please scan this QR code to view the Red Herring Prospectus and this Abridged Prospectus*)	The following is a general summary of certain disclosures in the red herring prospectus dated November 19, 2026 filed with the Registrar of Companies, Mumbai–I at Mumbai (the "**RHP**" or "**Red Herring Prospectus**") and the terms of the Offer and is not exhaustive, nor does it purport to contain a summary of all the disclosures in the Red Herring Prospectus or all details relevant to prospective investors. This summary should be read in conjunction with, and is qualified in its entirety by, the more detailed information appearing elsewhere in the Red Herring Prospectus, which is available at the websites of SEBI at www.sebi.gov.in, National Stock Exchange of India Limited and BSE Limited at www.nseindia.com and www.bseindia.com respectively, the Company at www.foodlink.global and the BRLMs at, www.equirus.com, and www.jmfl.com. Potential investors should not rely on this Abridged Prospectus and should refer to the Red Herring Prospectus in making any investment decision. References below to page numbers are to page numbers of the Red Herring Prospectus. Unless otherwise specified all capitalised terms used herein and not specifically defined bear the same meaning as ascribed to them in the Red Herring Prospectus.

1. Summary of the primary business

a. Business Overview – Products and Services

We are a global luxury food services business focused on providing curated culinary experiences. Our integrated business model comprises of (i) Events Catering business - through which we provide luxury and tailored catering services to weddings, sports, social and corporate events; (ii) Casual Dining Restaurants & Cloud Kitchens business - which we operate in key metropolitan areas across India and UAE; and (iii) Banquets and Integrated F&B Services business - which we operate through Jade Banquets in Mumbai, Ahmedabad and New Delhi and our integrated F&B services. In order to support our business operations, we have six centralized kitchens in India and one centralized kitchen in Dubai. Details of certain key financial and operational metrics of our business for the six months ended September 30, 2026, and Fiscal 2026, Fiscal 2025 and Fiscal 2024 are provided below.

Particulars	Units	Six months period ended September 30, 2026[#]	Fiscal 2026	Fiscal 2025	Fiscal 2024
Revenue from Operations (From India)[(1)]	₹ in million	1,620.87	4,184.26	3,135.68	2,910.56
Revenue from Operations (From Outside India)[(2)]	₹ in million	577.38	1,490.73	1,372.93	861.37
Events Catering business as % of Revenue from Operations[(3)]	in %	44.15%	52.89%	54.26%	59.42%
Casual Dining Restaurants & Cloud Kitchens business as % of Revenue from Operations[(4)]	in %	30.25%	24.17%	22.92%	28.49%
Banquets and Integrated F&B Services business as % of Revenue from Operations[(5)]	in %	25.41%	22.51%	21.99%	11.35%
Total number of events catered in Events Catering Business[(6)]	In number	402	1,092	1,012	911
Total number of Operating Banquets and Integrated F&B Venues[(7)]	In number	6	6	3	3
Total number of events catered in banquets and Integrated F&B services business[(8)]	In number	595	1,089	1,020	658

Particulars	Units	Six months period ended September 30, 2026#	Fiscal 2026	Fiscal 2025	Fiscal 2024
Number of Casual Dining Restaurant(9)	In number	17	21	18	20
Number of Cloud Kitchen(9)	In number	11	13	10	14
Total Number of Centralized Kitchen(10)	In number	7	6	6	6

**As certified by S M A R T S & Co, through their certificate dated November 19, 2026, 2026. (UDIN: 26630587OMRWWO8284).*
 # Not annualised

Notes:

1. *Revenue from Operations (From India) is defined as the revenue from operations derived from inside India basis the delivery and service location*
2. *Revenue from Operation (from outside India) is defined as the revenue from operations derived from outside India basis the delivery and service location.*
3. *Events Catering business as % of Revenue from Operations is defined as the Revenue from Events Catering business as a percentage of Revenue from Operations. Revenue from Events Catering Business is defined as the revenue generated from the catering related services provided and this excludes the services which is provided at the Banquets and Integrated F&B Business.*
4. *Casual Dining Restaurants & Cloud Kitchens business as % of Revenue from Operations is defined as the Revenue from Casual Dining Restaurants & Cloud Kitchens business as a percentage of Revenue from Operations. Revenue from Casual Dining Restaurants & Cloud Kitchens business is defined as Revenue from Casual Dining Restaurant Chain as per the Restated Consolidated Financial Information*
5. *Banquets and Integrated F&B Services business as % of Revenue from Operations is defined as the Revenue from Banquets and Integrated F&B Services business as a percentage of Revenue from Operations. Revenue from Banquets and Integrated F&B Services business is defined as the revenue generated from the services provided related to the locations of banquet and Integrated F&B locations.*
6. *Total number of events catered in the events catering business is defined as the number of events catered during the period except for the events catered in the company's operated banquets and exclusive Integrated F&B venues during the Fiscal/period.*
7. *Total number of operating banquets and Integrated F&B venues is defined as the number of operating banquet venues and exclusive integrated F&B venues at the end of the Fiscal/period.*
8. *Total number of events catered in banquets and Integrated F&B services business is defined as the number of events catered in company operated banquets and Integrated F&B venues during the Fiscal/period.*
9. *Number of Casual Dining Restaurant and Cloud Kitchen is defined as the number of operating casual dining restaurant and cloud kitchen at the end of Fiscal/period.*
10. *Total Number of centralized kitchens is defined as the number of operating centralized kitchens at the end of the Fiscal/period.*

b. Industries Served and Typical Customers

We operate in the luxury food service business and provide premium, high-quality and customized culinary services for luxury and ultra-luxury events. Through our Events Catering business, we provide luxury and tailored catering services to weddings, sports, social and corporate events domestically and internationally. Our key customers in the Events Catering business include various film actors, cricketers' families, high net worth individuals ("**HNIs**"), large corporates and certain government entities, amongst others. We operate three banquets (Jade Banquets) in India located at Mumbai, Ahmedabad and New Delhi. We have been granted the exclusive mandates for providing F&B services at a large-scale convention and exhibition facility located in Delhi, at a premier waterfront convention and exhibition venue located in Penang, Malaysia, and at a contemporary event venue within a luxury event complex in Gurugram. We operate our Casual Dining Restaurants & Cloud Kitchens business in key metropolitan areas and cities across India and United Arab Emirates.

c. Segment Reporting and Revenue Contribution

We operate in a single business segment and there are no reportable segments to be disclosed under Ind As 108 – "Segment reporting".

Our integrated business model comprises three distinct yet complementary businesses of (i) Events Catering, (ii) Casual Dining Restaurants & Cloud Kitchens, and (iii) Banquets and Integrated F&B Services.

Details of revenue generated from these businesses for the six months ended September 30, 2026, and Fiscal 2026, Fiscal 2025 and Fiscal 2024, including as a percentage of revenue from operations are set out below:

Particulars	Six months ended September 30, 2026		Fiscal 2026		Fiscal 2025		Fiscal 2024	
	Revenue (in ₹ million)	As a percentage of Revenue from Operations (in %)	Revenue (*in ₹ million*)	As a percentage of Revenue from Operations *(in %)*	Revenue (*in ₹ million*)	As a percentage of Revenue from Operations *(in %)*	Revenue (*in ₹ million*)	As a percentage of Revenue from Operations *(in %)*
Events Catering business	970.56	44.15%	3,001.28	52.89%	2,446.15	54.26%	2,241.15	59.42%
Casual Dining Restaurants & Cloud Kitchens business	664.93	30.25%	1,371.52	24.17%	1,033.58	22.92%	1,074.74	28.49%
Banquets and Integrated F&B Services business	558.55	25.41%	1,277.57	22.51%	991.49	21.99%	428.05	11.35%
Total (A)	2,194.03	99.81%	5,650.37	99.57%	4,471.22	99.17%	3,743.94	99.26%
Others[*] (B)	4.22	0.19%	24.62	0.43%	37.39	0.83%	27.99	0.74%
Total (A+B)	**2,198.25**	**100.00 %**	**5,674.99**	**100.00 %**	**4,508.61**	**100.00%**	**3,771.93**	**100.00%**

[*]*Others include revenue from sale of traded goods and revenue from other operating revenues*

d. Key Geographies

As of September 30, 2026, we have operations in India, the United Arab Emirates, the United Kingdom and Malaysia, and have catered for events in countries including Switzerland, Turkey, Italy, Spain, the United Arab Emirates, France, Oman, Qatar, Egypt, Jordan, Maldives, Thailand, Nigeria, the United Kingdom and Malaysia.

e. Revenue Concentration Among Top 5 Customers

Not applicable.

f. Key Facilities/ Properties

As on date of the Red Herring Prospectus, we operate 28 Casual Dining Restaurants and Cloud Kitchens, with 15 Casual Dining Restaurants and Cloud Kitchens in India, and 13 Casual Dining Restaurants and Cloud Kitchens in United Arab Emirates. We operate three banquets (Jade Banquets) in India located at Mumbai, Ahmedabad and New Delhi. To support all our businesses, we have six centralized kitchens in India at Mumbai, Ahmedabad, Mohali, Hyderabad, Jaipur, and New Delhi, and one centralized kitchen in Dubai. We also have three storage facilities in Mumbai and three storage facilities in Dubai for our Events Catering business. Our Company's properties are located on leasehold premises.

g. Business Strengths and Strategies

Our Strengths

1. India's largest player by revenue in Fiscal 2025[*] amongst our peers in terms of organized, ultra-luxury and luxury catering (weddings, meetings, incentives, conferences, and exhibitions ("**MICE**"), sports, personal celebration catering and banquets).

   [*]*Information provided for Fiscal 2025, as revenue details for certain unlisted peer companies for Fiscal 2026 are not available as on the date of this Red Herring Prospectus.*

2. Ability to deliver innovative and quality experiences leading to diversified portfolio of marquee customers.

3. Strategically located centralized kitchens with streamlined supply chain and well-established processes.

4. Diversified geographical presence.

5. Experienced promoter and professional management team with domain knowledge.

Our Strategies

1. Expand our Events Catering business to newer geographies and focus on segments such as sports and corporate events.

2. Expand our Casual Dining Restaurants & Cloud Kitchens business on an asset light model.

3. Expand the geographical presence of our Banquets and Integrated F&B Services business

For further and complete information, see "*Our Business*" on page 230 of the Red Herring Prospectus.

2. Summary of the Industry (*Source: F&S Report*)

As per the F&S Report, the Indian foodservices market is projected to grow from ₹8,314.30 billion in Fiscal 2026 to ₹12,887.30 billion in Fiscal 2030. While the sector comprises both organized and unorganized players, there is a clear shift toward organized formats, with the unorganized share reducing from 42.9% in Fiscal 2026 to 39.8% in Fiscal 2030. In Fiscal 2026, total catering market is estimated to be ₹2,626.3 billion, Within this, organized catering is estimated at ₹1,602.00 billion. The organized catering segment - driven by weddings, MICE, corporate, sports, and personal celebrations - is expected to grow to ₹2,835.20 billion by Fiscal 2030, reflecting a 15% CAGR. Growth is underpinned by rising demand for premium service and structured catering experiences.

For further and complete information, see "*Industry Overview*" on page 190 of the Red Herring Prospectus.

3. Promoter

The Promoter of our Company is Sanjay Manohar Vazirani.

Sanjay Manohar Vazirani is a Promoter, and is also the Chairman and Managing Director of our Company. He has completed a diploma course in hotel management and catering technology from Institute of Hotel Management, Catering Technology & Applied Nutrition, Bombay and a has completed a professional development program in financial management for nonfinancial managers from the Cornell-Nanyang Institute of Hospitality Management, Cornell University, Singapore. He has over three decades of experience in conceptualizing, executing, developing and expanding luxury catering, food and beverages business in India and UAE. He is the founder of our Company and is currently leading our Company's overall functioning and is a part of the core management team. He was awarded the 'Times Nightlife Awards' in the category of 'Best Caterer' from the Times of India in 2016. He was awarded the 'Restaurant owner of the year' at the Hospitality Leader's Industry Choice Awards, Hotelier's Summit in 2017. He has been awarded the Times Hospitality Icon in 2019, the Marketing Meister award at Goalfest Conclave 2022 and the 'Man of the year' in the 'luxury catering segment' at the Gourmet Luxe Awards, and the 'Rotary Club of Bombay Central Vocational Excellence Award' in 2023. The Achiever's Award from Institute of Hotel Management, Mumbai in 2024. He is the founding member of our Company since October 28, 2015. He was previously associated with Holiday Inn as a management trainee and promoted to maitre'd hotel, Peninsula Restaurant as a manager (administration and general), The Basement as a supervisor. He was also the proprietor of Hotel Aid.

He is a resident of Flat no 1702 1802, Supreme Signature Chs Ltd Union Park, V N Purav Marg, Chembur, Opp Maitri Park, Mumbai, Maharashtra, 400071.

For further information, see "*Our Management*" and "*Our Promoter and Promoter Group*" on pages 275 and 295 of the Red Herring Prospectus.

4. Objects of the Offer

Our Company proposes to utilize the Net Proceeds towards the following objects:

Sr. No.	Particulars	Estimated amount (₹ million)
1.	Funding of capital expenditure towards setting up one Proposed Centralized Kitchen by our Company	213.98
2.	Funding of capital expenditure towards setting up two Proposed Banquets by our Company	415.03
3.	Investment in FGRCS, our Material Subsidiary, for funding of capital expenditure towards setting up four Proposed Casual Dining Restaurants	508.07
4.	Repayment or prepayment, in full or in part, of all or a portion of certain outstanding borrowings availed by our Company and FGRCS	210.00
5.	General Corporate Purposes[(1)]	[●]
	Net Proceeds[(1)]	[●]

(1) The amount utilised for general corporate purposes shall not exceed 25% of the Gross Proceeds of the Fresh Issue. To be determined upon finalisation of the Offer Price and updated in the Prospectus prior to filing with the RoC.

For further information, see "*Objects of the Offer*" on page 150 of the Red Herring Prospectus.

5. Pre-Offer and Post-Offer shareholding of our Promoter, members of the Promoter Group, the Selling Shareholders, top 10 Shareholders (other than the Promoter and members of the Promoter Group) and other public shareholders

The aggregate pre-Offer shareholding of our Promoter, members of our Promoter Group, Selling Shareholders, top 10 Shareholders (other than the Promoter and members of the Promoter Group) and other public shareholders of the Company is set forth below:

S.No	Pre-Offer shareholding as at the date of RHP**			Post-Offer shareholding as at Allotment			
	Shareholders	Number of Equity Shares held as on the date of the RHP	Percentage of the pre-Offer Equity Share capital (%)	At the lower end of the price band (₹[●])		At the upper end of the price band (₹[●])	
				Number of Equity Shares [(1)]	Shareholding (in %)[(1)]	Number of Equity Shares[(1)]	Shareholding (in %)[(1)]
Promoter (also the Promoter Selling Shareholder)							
1.	Sanjay Manohar Vazirani	25,885,740	49.50	[●]	[●]	[●]	[●]
Promoter Group							
1.	Ankita Chugh (*also the Promoter Group Selling Shareholder*)	2,480,580	4.74	[●]	[●]	[●]	[●]
2.	Trans Global Hotels LLP (*also the Promoter Group Selling Shareholder*)	4,219,590	8.07	[●]	[●]	[●]	[●]
3.	Shlok Vazirani	570,075	1.09	[●]	[●]	[●]	[●]
Investor Selling Shareholders							
1.	Arpit Khandelwal	5,829,030	11.15	[●]	[●]	[●]	[●]
2.	Aarkay Investments Private Limited	496,200	0.95	[●]	[●]	[●]	[●]
3.	V'Ocean Investments Limited	3,672,510	7.02	[●]	[●]	[●]	[●]
4.	Oaks Asset Management Private Limited	438,000	0.84	[●]	[●]	[●]	[●]
5.	Hina Sushil Jhaveri	22,560	0.04	[●]	[●]	[●]	[●]
6.	Sumeet Chopra	90,210	0.17	[●]	[●]	[●]	[●]

S.No	Pre-Offer shareholding as at the date of RHP**			Post-Offer shareholding as at Allotment			
	Shareholders	Number of Equity Shares held as on the date of the RHP	Percentage of the pre-Offer Equity Share capital (%)	At the lower end of the price band (₹[●])		At the upper end of the price band (₹[●])	
				Number of Equity Shares [(1)]	Shareholding (in %)[(1)]	Number of Equity Shares[(1)]	Shareholding (in %)[(1)]
7.	Dipam Kanubhai Patel	9,060	0.02	[●]	[●]	[●]	[●]
8.	Darshankumar Naranbhai Patel	49,620	0.09	[●]	[●]	[●]	[●]
9.	Dignesh Pramukhbhai Patel	49,620	0.09	[●]	[●]	[●]	[●]
10.	Manan Arati Patel	36,090	0.07	[●]	[●]	[●]	[●]
11.	Janki Darshanbhai Patel	45,120	0.09	[●]	[●]	[●]	[●]
12.	Amin Gopalani jointly with Suneeta Gopalani	18,060	0.03	[●]	[●]	[●]	[●]
13.	RSH Global Private Limited	135,360	0.26	[●]	[●]	[●]	[●]
14.	Apoorva Ashokkumar Patni	45,090	0.09	[●]	[●]	[●]	[●]
15.	Arihant Patni	45,090	0.09	[●]	[●]	[●]	[●]
16.	Aditya Premal Kapadia jointly with Seema Kapadia	4,560	0.01	[●]	[●]	[●]	[●]
17.	Balkrishan Gopiram Goenka	45,090	0.09	[●]	[●]	[●]	[●]
18.	Vivek Hinduja	45,120	0.09	[●]	[●]	[●]	[●]
19.	Shefali Narendra Kapadia	45,120	0.09	[●]	[●]	[●]	[●]
20.	Bona Terra Greenhouses LLP	180,480	0.35	[●]	[●]	[●]	[●]
21.	UBR Capital Private Limited	90,240	0.17	[●]	[●]	[●]	[●]
22.	Bharat Ajay Kapadia	4,560	0.01	[●]	[●]	[●]	[●]
23.	Vikram Tannan	135,330	0.26	[●]	[●]	[●]	[●]
24.	Prashant S Pratap	90,210	0.17	[●]	[●]	[●]	[●]
25.	Aslam Zackria Sait	31,560	0.06	[●]	[●]	[●]	[●]
26.	Save Power LLP	90,240	0.17	[●]	[●]	[●]	[●]
27.	Dalal and Broacha Stock Broking Private Limited	45,120	0.09	[●]	[●]	[●]	[●]
28.	Pink Ginger Arts LLP	90,240	0.17	[●]	[●]	[●]	[●]
29.	Universal Medicare Private Limited	45,090	0.09	[●]	[●]	[●]	[●]
30.	Arati Babubhai Patel	45,120	0.09	[●]	[●]	[●]	[●]
31.	Cotha Ganesh Narayan HUF	45,090	0.09	[●]	[●]	[●]	[●]
32.	Adventz Finance Private Limited	45,090	0.09	[●]	[●]	[●]	[●]
33.	Pi Ventures LLP	90,240	0.17	[●]	[●]	[●]	[●]
34.	Suresh Bhatia *(HUF)*	22,560	0.04	[●]	[●]	[●]	[●]
35.	Vinay Yadalam Madhusudan	22,560	0.04	[●]	[●]	[●]	[●]

S.No	Pre-Offer shareholding as at the date of RHP**			Post-Offer shareholding as at Allotment			
	Shareholders	Number of Equity Shares held as on the date of the RHP	Percentage of the pre-Offer Equity Share capital (%)	At the lower end of the price band (₹[●])		At the upper end of the price band (₹[●])	
				Number of Equity Shares [(1)]	Shareholding (in %)[(1)]	Number of Equity Shares[(1)]	Shareholding (in %)[(1)]
36.	Sonal G Shah Jointly with Gautam Chandrakumar Shah	45,090	0.09	[●]	[●]	[●]	[●]
37.	Vikram Dwarkanath Yadalam	22,560	0.04	[●]	[●]	[●]	[●]
38.	Protos Engineering Co Private Limited	9,060	0.02	[●]	[●]	[●]	[●]
39.	Silver Cross Marketing Private Limited	180,420	0.34	[●]	[●]	[●]	[●]
40.	MLC Estates LLP	45,090	0.09	[●]	[●]	[●]	[●]
41.	Govind Corporation through its partners Tarun N Seksaria and Harshkumar N Seksaria	45,120	0.09	[●]	[●]	[●]	[●]
42.	Darshan Mekani	15,810	0.03	[●]	[●]	[●]	[●]
43.	Padam Kumar Agarwala	45,090	0.09	[●]	[●]	[●]	[●]
44.	DSS Investments through its partners Sanjay Shyam Wadhwa and Sandeep Ram Wadhwa	45,090	0.09	[●]	[●]	[●]	[●]
45.	Veda Commercial Private Limited	15,810	0.03	[●]	[●]	[●]	[●]
46.	Sanjay Kalra jointly with Jyotika Kapoor	135,360	0.26	[●]	[●]	[●]	[●]
47.	Falcon Marine Exports Limited	45,090	0.09	[●]	[●]	[●]	[●]
48.	Trinity Infratech Private Limited	45,090	0.09	[●]	[●]	[●]	[●]
49.	Dalmia Enterprise Holdings through its partner Gaurav Dalmia	58,650	0.11	[●]	[●]	[●]	[●]
50.	Ruchika Batra Ootam	14,040	0.03	[●]	[●]	[●]	[●]
51.	Chhatisgarh Investments Limited	45,090	0.09	[●]	[●]	[●]	[●]
52.	Kapasi Investments and Trading Company through its partners Ketan Dhiraj Kapasi and Vimal Arvind Kapasi	45,090	0.09	[●]	[●]	[●]	[●]
53.	Welspun Group Master Trust through its trustee Balkrishan Goenka	405,990	0.78	[●]	[●]	[●]	[●]

S.No	Pre-Offer shareholding as at the date of RHP**			Post-Offer shareholding as at Allotment			
	Shareholders	Number of Equity Shares held as on the date of the RHP	Percentage of the pre-Offer Equity Share capital (%)	At the lower end of the price band (₹[●])		At the upper end of the price band (₹[●])	
				Number of Equity Shares [(1)]	Shareholding (in %)[(1)]	Number of Equity Shares[(1)]	Shareholding (in %)[(1)]
54.	Aayush Madhusudan Agrawal	22,380	0.04	[●]	[●]	[●]	[●]
55.	Parth Dinubhai Amin	23,460	0.04	[●]	[●]	[●]	[●]
56.	Max Medisupport LLP	45,090	0.09	[●]	[●]	[●]	[●]
57.	Duane Park Private Limited	18,030	0.03	[●]	[●]	[●]	[●]
58.	Amin Holdings Private Limited (Formerly SLK Software Private Limited)	90,240	0.17	[●]	[●]	[●]	[●]
59.	Sapthagiri S Boggaram	11,220	0.02	[●]	[●]	[●]	[●]
60.	Vandana S Boggaram	11,220	0.02	[●]	[●]	[●]	[●]
61.	B S Nagarathna	11,220	0.02	[●]	[●]	[●]	[●]
62.	Boggaram Naranaiah Krishnaiah Sarathi	11,220	0.02	[●]	[●]	[●]	[●]
63.	Govindaswamy Naidu Ramaswamy	44,760	0.09	[●]	[●]	[●]	[●]
64.	Aarin Capital Partners through its partners T. V Mohandas Pai and Ranjan Ramdas Pai	270,660	0.52	[●]	[●]	[●]	[●]
65.	Badulipar Limited	45,090	0.09	[●]	[●]	[●]	[●]
66.	Jyoti Bhatia	22,560	0.04	[●]	[●]	[●]	[●]
67.	Suraj Developers through its partners Suresh Lakshmikanta Setty and Sachin Suresh	45,120	0.09	[●]	[●]	[●]	[●]
68.	Ashish Haresh Jagtiani	18,060	0.03	[●]	[●]	[●]	[●]
69.	Hazel Jayesh Mehta	45,120	0.09	[●]	[●]	[●]	[●]
Additional top 10 shareholders							
1.	Granth Vazirani	570,075	1.09	[●]	[●]	[●]	[●]
2.	Manohar Lal Agarwal and Madhu Sudan Agarwal, partners of ARK Investments	495,867	0.95	[●]	[●]	[●]	[●]
3.	Rajendrakumar Shivkishan Agarwal, trustee of Malakshmi Trust	495,867	0.95	[●]	[●]	[●]	[●]
4.	Sanjeevkumar Taparia	317,160	0.61	[●]	[●]	[●]	[●]

S.No	Pre-Offer shareholding as at the date of RHP**			Post-Offer shareholding as at Allotment			
	Shareholders	Number of Equity Shares held as on the date of the RHP	Percentage of the pre-Offer Equity Share capital (%)	At the lower end of the price band (₹[●])		At the upper end of the price band (₹[●])	
				Number of Equity Shares (1)	Shareholding (in %)(1)	Number of Equity Shares(1)	Shareholding (in %)(1)
5.	Pace Commodity Brokers Private Limited	316,804	0.61	[●]	[●]	[●]	[●]
6.	Anjali Ashutosh Taparia	316,230	0.60	[●]	[●]	[●]	[●]
7.	Urmila Devi Taparia	316,230	0.60	[●]	[●]	[●]	[●]
8.	Hemendra Mathradas Kothari	275,482	0.53	[●]	[●]	[●]	[●]
9.	Kiran Vyapar Limited	225,540	0.43	[●]	[●]	[●]	[●]
10.	Lalit Goyal	157,890	0.30	[●]	[●]	[●]	[●]
Other public shareholders							
11.	Other public shareholders	1,461,240	2.79	[●]	[●]	[●]	[●]
Total		**52,298,600**	**100.00**	**[●]**	**[●]**	**[●]**	**[●]**

** *Based on beneficiary statement dated November 13, 2026.*

(1) To be updated at prospectus stage.

For further details, see "*Capital Structure*" on page 108 of the Red Herring Prospectus.

6. Summary of Restated Consolidated Financial Information

The following details of selected financial information are derived from the Restated Consolidated Financial Information as at September 30, 2026 and as at and for the Financial Years ended March 31, 2026, March 31, 2025 and March 31, 2024:

(in ₹ million, unless otherwise stated)

Particulars	September 30, 2026*	As at/for the Fiscals ended March 31,		
		2026	2025	2024
Equity Share capital	104.60	104.60	99.65	16.52
Net worth(1)	2,160.14	2,293.54	1,062.20	795.90
Revenue from Operations	2,198.25	5,674.99	4,508.61	3,771.93
Profit/(loss) for the year/period	(161.50)	291.07	142.61	(153.52)
Earnings per share (in ₹/share)				
- Basic(2)	(3.09)	5.58	2.88	(3.10)
- Diluted(3)	(3.09)	5.48	2.83	(3.10)
Net asset value per share (in ₹/share) (4)	41.30	44.00	21.43	16.06
Total borrowings(5)	223.81	242.88	358.75	352.99
Profit/ Loss After Tax Margin (%)(6)	(7.27%)	5.09%	3.13%	(4.04%)
EBITDA Margin (%)(7)	7.35%	13.82%	13.63%	8.12%
EBITDA(8)	161.54	784.33	614.49	306.30
Net cash Generated from / (used in) operating activities	441.58	299.07	439.94	233.52
Net cash Generated from / (used in) investing activities	(240.84)	(594.26)	(323.09)	(243.06)
Net cash generated from/ (used in) financing activities	(197.81)	472.07	(163.72)	(33.21)

** Not annualised*

Notes:

1) Net worth has been defined as the aggregate value of the paid-up share capital and other equity.

2) *Basic EPS (₹) = Basic earnings per share are calculated by dividing the net restated profit/(loss) for the period/year attributable to equity shareholders by the weighted average number of Equity Shares outstanding during the period/year.*
3) *Diluted EPS (₹) = Diluted earnings per share are calculated by dividing the net restated profit/(loss) for the period/year attributable to equity shareholders by the weighted average number of Equity Shares outstanding during the period/year as adjusted for the effects of all dilutive potential Equity Shares during the period/year.*
4) *Net Asset Value Per Equity Share of face value ₹2 each is computed as Net Worth at the end of the period/year divided by weighted-average number of equity shares.*
5) *Total borrowings include both current and non-current borrowings and interest accrued but not due as of the relevant period/year.*
6) *Profit/ (Loss) after Tax Margin is defined as Profit/ (Loss) After Tax as a percentage of Total Income.*
7) *EBITDA Margin is defined as EBITDA as a percentage of Revenue from Operations.*
8) *EBITDA is defined as Restated profit before tax plus Finance Cost plus Depreciation and Amortisation expense and less Other income.*

For further details, see "*Basis for Offer Price*", "*Restated Consolidated Financial Information*" and "*Management's Discussion and Analysis of Financial Condition and Results of Operations*" on pages 175, 299 and 368 of the Red Herring Prospectus, respectively.

7. Summary of Key Performance Indicators

Details of our KPIs for the six months ended September 30, 2026, and Financial Years ended March 31, 2026, 2025 and 2024:

Particulars	Units	Six months period ended September 30, 2026#	Fiscal 2026	Fiscal 2025	Fiscal 2024
Financial KPIs					
Revenue from Operations	*₹ in million*	2,198.25	5,674.99	4,508.61	3,771.93
EBITDA[(1)]	*₹ in million*	161.54	784.33	614.49	306.30
EBITDA Margin[(2)]	in %	7.35%	13.82%	13.63%	8.12%
Profit/ (Loss) After Tax[(3)]	*₹ in million*	(161.50)	291.07	142.61	(153.52)
Profit/ (Loss) After Tax Margin[(4)]	In %	(7.27%)	5.09%	3.13%	(4.04%)
Operational KPIs					
Revenue from Operations (From India) [(5)]	*₹ in million*	1,620.87	4,184.26	3,135.68	2,910.56
Revenue from Operations (From Outside India) [(6)]	*₹ in million*	577.38	1,490.73	1,372.93	861.37
Events Catering business as % of Revenue from Operations[(7)]	in %	44.15%	52.89%	54.26%	59.42%
Casual Dining Restaurants & Cloud Kitchens business as % of Revenue from Operations[(8)]	in %	30.25%	24.17%	22.92%	28.49%
Banquets and Integrated F&B Services business as % of Revenue from Operations[(9)]	in %	25.41%	22.51%	21.99%	11.35%
Total number of events catered in Events Catering Business[(10)]	In number	402	1,092	1,012	911
Total number of Operating Banquets and Integrated F&B Venues[(11)]	In number	6	6	3	3
Total number of events catered in banquets and Integrated F&B services business[(12)]	In number	595	1,089	1,020	658
Number of Casual Dining Restaurant [(13)]	In number	17	21	18	20
Number of Cloud Kitchen[(13)]	In number	11	13	10	14
Total Number of Centralized Kitchen[(14)]	In number	7	6	6	6

* *As certified by S M A R T S & Co, by way of their certificate dated November 19, 2026 (UDIN: 26630587OMRWWO8284).*
 # Not annualised

Notes:

1. *EBITDA is defined as Restated profit before tax plus Finance Cost plus Depreciation and Amortisation expense and less Other income.*
2. *EBITDA Margin is defined as EBITDA as a percentage of Revenue from Operations.*
3. *Profit/ (Loss) after tax is as disclosed in Restated Consolidated Financial Information as Profit/(loss) for the period/year.*
4. *Profit/ (Loss) after Tax Margin is defined as Profit/ (Loss) After Tax as a percentage of Total Income.*
5. *Revenue from Operations (From India) is defined as the revenue from operations derived from inside India basis the delivery and service location*
6. *Revenue from Operation (from outside India) is defined as the revenue from operations derived from outside India basis the delivery and service location.*
7. *Events Catering business as % of Revenue from Operations is defined as the Revenue from Events Catering business as a percentage of Revenue from Operations. Revenue from Events Catering Business is defined as the revenue generated from the catering related services provided and this excludes the services which is provided at the Banquets and Integrated F&B Business.*
8. *Casual Dining Restaurants & Cloud Kitchens business as % of Revenue from Operations is defined as the Revenue from Casual Dining Restaurants & Cloud Kitchens business as a percentage of Revenue from Operations. Revenue from Casual Dining Restaurants & Cloud Kitchens business is defined as Revenue from Casual Dining Restaurant Chain as per the Restated Consolidated Financial Information*
9. *Banquets and Integrated F&B Services business as % of Revenue from Operations is defined as the Revenue from Banquets and Integrated F&B Services business as a percentage of Revenue from Operations. Revenue from Banquets and Integrated F&B Services business is defined as the revenue generated from the services provided related to the locations of banquet and Integrated F&B locations.*
10. *Total number of events catered in the events catering business is defined as the number of events catered during the period except for the events catered in the company's operated banquets and exclusive Integrated F&B venues during the Fiscal/period.*
11. *Total number of operating banquets and Integrated F&B venues is defined as the number of operating banquet venues and exclusive integrated F&B venues at the end of the Fiscal/period.*
12. *Total number of events catered in banquets and Integrated F&B services business is defined as the number of events catered in company operated banquets and Integrated F&B venues during the Fiscal/period.*
13. *Number of Casual Dining Restaurant and Cloud Kitchen is defined as the number of operating casual dining restaurant and cloud kitchen at the end of Fiscal/period.*
14. *Total Number of centralized kitchens is defined as the number of operating centralized kitchens at the end of the Fiscal/period.*

For definitions of the above KPIs, see "*Definitions and Abbreviations – KPI Definitions*" on page 13 of the Red Herring Prospectus. Further, for details see *"Basis for Offer Price"* on page 175 of the Red Herring Prospectus.

8. Risk Factors

The following are the top 10 internal risk factors as disclosed in the Red Herring Prospectus:

1. We have not yet identified any location for opening the Proposed Centralized Kitchen, the Proposed Banquets, and the Proposed Casual Dining Restaurants for which Net Proceeds are being raised. If we are unable to identify and obtain suitable locations for opening the Proposed Centralized Kitchen, the Proposed Banquets by our Company and the Proposed Casual Dining Restaurants by our Material Subsidiary, Foodlink Global Restaurants & Catering Services LLC, or if there is any delay in identifying such properties, it may delay our ability to obtain the material statutory approvals required to commence operations, and lead to lower footfalls and table turns rates which would adversely affect our anticipated growth in our businesses and may result in an inability to undertake the Objects of the Offer.

2. We have not yet placed orders in relation to the capital expenditure for setting up the Proposed Centralized Kitchen, the Proposed Banquets by our Company and the Proposed Casual Dining Restaurants by our Material Subsidiary, Foodlink Global Restaurants & Catering Services LLC. In the event of any delay in placing the orders, or in the event the vendor is not able to provide the equipment, fit out, civil, electrical or plumbing works, etc. in a timely manner, or at all, it may result in time and cost overruns and our business, prospects and results of operations may be adversely affected.

3. Our Company and certain of our Subsidiaries have incurred losses in the past, and we may not be able to achieve or maintain profitability in the future. Failure to achieve or maintain profitability may restrict our cash flows and impair our ability to raise capital and expand our business.

4. We have in the past shut down certain of our Casual Dining Restaurants & Cloud Kitchens. While we propose to utilize a portion of the Net Proceeds to set up new Casual Dining Restaurants, there can be no assurance that Casual Dining Restaurants business will be profitable or successful in the future.

5. We have shut down 11 Casual Dining Restaurants and 10 Cloud Kitchens from April 1, 2023 until the date of this Red Herring Prospectus. Revenue generated from Casual Dining Restaurants & Cloud Kitchen business amounted to ₹ 664.93 million, ₹1,371.52 million, ₹1,033.58 million and ₹1,074.74 million in the six months ended September 30, 2026, and Fiscal 2026, Fiscal 2025 and Fiscal 2024, respectively (representing 30.25%, 24.17%, 22.92% and 28.49% of our revenue from operations in the six months ended September 30, 2026, and Fiscal 2026, Fiscal 2025 and Fiscal 2024, respectively). Closure of a large number of Casual Dining Restaurants or Cloud Kitchens simultaneously could adversely affect our business, financial condition, results of operations and prospects.

6. We derive a significant portion of our revenue from our Events Catering business (44.15%, 52.89%, 54.26% and 59.42% of our revenue from operations during the six months ended September 30, 2026, and Fiscal 2026, Fiscal 2025, and Fiscal 2024 respectively). Loss or decline in the demand for catering for events may result in an adverse effect on our business, revenue from operations and financial condition.

7. We propose to utilize a portion of the Net Proceeds towards funding the capital expenditure requirements for setting up the Proposed Centralized Kitchen, the Proposed Banquets by our Company and the Proposed Casual Dining Restaurants by our Material Subsidiary, Foodlink Global Restaurants & Catering Services LLC. Such proposed capital expenditure may not result in an increase in revenue from operations for our Company.

8. We are required to comply with various government regulations, including obtaining licenses, permits, approvals and consents, which are critical for our operations. If we fail to obtain, maintain or renew our statutory and regulatory licenses, permits and approvals required to operate our business, results of operations and cash flows may be adversely affected.

9. Certain of our Subsidiaries have not generated revenue in the six months ended September 30, 2026, and in Fiscals 2026, 2025 and 2024, and may not be able to generate revenue in the future. Failure to generate revenue may restrict our cash flows and impair our ability to raise capital and expand our business.

10. A significant portion of our revenue is derived from our Events Catering business, contributing to 44.15% and 52.89% of our revenue from operations in the six months ended September 30, 2026, and in Fiscal 2026 respectively, undertaken at specific locations in India, and any adverse developments or changes to demographic patterns in these locations may result in potentially lead to reduced sales, thereby adversely affecting our business, financial condition, and results of operations.

For further details of the risks applicable to us, see "*Risk Factors*" on page 22 of the Red Herring Prospectus. Investors are advised to read the risk factors carefully before making an investment decision in the Offer.

9. Weighted average cost of acquisition of specified securities held of our Promoter and the Selling Shareholders as on the date of the Red Herring Prospectus and for Equity Shares acquired in 1 year prior to the Red Herring Prospectus

The weighted average cost of acquisition at which the Equity Shares were acquired by our Promoter and Selling Shareholders, as on date of the Red Herring Prospectus, within one year preceding the date of the Red Herring Prospectus, is as follows:

S. No.	Name	Number of Equity Shares of face value of ₹2 each held	Weighted average cost of acquisition of Equity Shares of face value of ₹2 each as of the date of the Red Herring Prospectus* (in ₹)	Number of Equity Shares of face value of ₹2 each acquired in last one year	Weighted average cost of acquisition of Equity Shares of face value of ₹2 each (in ₹) acquired in last one year*
Promoter (also the Promoter Selling Shareholder)					
1.	Sanjay Manohar Vazirani	25,885,740	0.19	Nil	N.A.
Selling Shareholders (excluding the Promoter Selling Shareholder)					
	Ankita Chugh	2,480,580	Negligible	Nil	N.A.

S. No.	Name	Number of Equity Shares of face value of ₹2 each held	Weighted average cost of acquisition of Equity Shares of face value of ₹2 each as of the date of the Red Herring Prospectus* (in ₹)	Number of Equity Shares of face value of ₹2 each acquired in last one year	Weighted average cost of acquisition of Equity Shares of face value of ₹2 each (in ₹) acquired in last one year*
1.	Trans Global Hotels LLP	4,219,590	0.24	Nil	N.A.
2.	Arpit Khandelwal	5,829,030	102.93	Nil	N.A.
3.	V'Ocean Investments Limited	3,672,510	75.54	Nil	N.A.
4.	Oaks Asset Management Private Limited	438,000	75.54	Nil	N.A.
5.	Hina Sushil Jhaveri	22,560	75.55	Nil	N.A.
6.	Sumeet Chopra	90,210	75.55	Nil	N.A.
7.	Dipam Kanubhai Patel	9,060	75.31	Nil	N.A.
8.	Darshankumar Naranbhai Patel	49,620	75.55	Nil	N.A.
9.	Dignesh Pramukhbhai Patel	49,620	75.55	Nil	N.A.
10.	Manan Arati Patel	36,090	75.55	Nil	N.A.
11.	Janki Darshanbhai Patel	45,120	75.55	Nil	N.A.
12.	Amin Gopalani jointly with Suneeta Gopalani	18,060	75.56	Nil	N.A.
13.	RSH Global Private Limited	135,360	75.54	Nil	N.A.
14.	Apoorva Ashokkumar Patni	45,090	75.55	Nil	N.A.
15.	Arihant Patni	45,090	75.55	Nil	N.A.
16.	Aditya Premal Kapadia jointly with Seema Kapadia	4,560	75.06	Nil	N.A.
17.	Balkrishan Gopiram Goenka	45,090	75.55	Nil	N.A.
18.	Vivek Hinduja	45,120	75.55	Nil	N.A.
19.	Shefali Narendra Kapadia	45,120	75.55	Nil	N.A.
20.	Bona Terra Greenhouses LLP	180,480	75.54	Nil	N.A.
21.	UBR Capital Private Limited	90,240	75.53	Nil	N.A.
22.	Bharat Ajay Kapadia	4,560	75.06	Nil	N.A.
23.	Vikram Tannan	135,330	75.54	Nil	N.A.
24.	Prashant S Pratap	90,210	75.53	Nil	N.A.

S. No.	Name	Number of Equity Shares of face value of ₹2 each held	Weighted average cost of acquisition of Equity Shares of face value of ₹2 each as of the date of the Red Herring Prospectus* (in ₹)	Number of Equity Shares of face value of ₹2 each acquired in last one year	Weighted average cost of acquisition of Equity Shares of face value of ₹2 each (in ₹) acquired in last one year*
25.	Aslam Zackria Sait	31,560	75.55	Nil	N.A.
26.	Save Power LLP	90,240	75.53	Nil	N.A.
27.	Dalal and Broacha Stock Broking Private Limited	45,120	75.55	Nil	N.A.
28.	Pink Ginger Arts LLP	90,240	75.53	Nil	N.A.
29.	Universal Medicare Private Limited	45,090	75.55	Nil	N.A.
30.	Arati Babubhai Patel	45,120	75.55	Nil	N.A.
31.	Cotha Ganesh Narayan HUF	45,090	75.55	Nil	N.A.
32.	Adventz Finance Private Limited	45,090	75.55	Nil	N.A.
33.	Pi Ventures LLP	90,240	75.53	Nil	N.A.
34.	Suresh Bhatia *(HUF)*	22,560	75.55	Nil	N.A.
35.	Vinay Yadalam Madhusudan	22,560	75.55	Nil	N.A.
36.	Sonal G Shah jointly with Gautam Chandrakumar Shah	45,090	75.55	Nil	N.A.
37.	Vikram Dwarkanath Yadalam	22,560	75.55	Nil	N.A.
38.	Protos Engineering Company Private Limited	9,060	75.31	Nil	N.A.
39.	Silver Cross Marketing Private Limited	180,420	75.54	Nil	N.A.
40.	MLC Estates LLP	45,090	75.55	Nil	N.A.
41.	Govind Corporation through its partners Tarun N Seksaria and Harshkumar N Seksaria	45,120	75.55	Nil	N.A.
42.	Darshan Mekani	15,810	75.48	Nil	N.A.
43.	Padam Kumar Agarwala	45,090	75.55	Nil	N.A.
44.	DSS Investments through its partners Sanjay Shyam Wadhwa	45,090	75.55	Nil	N.A.

S. No.	Name	Number of Equity Shares of face value of ₹2 each held	Weighted average cost of acquisition of Equity Shares of face value of ₹2 each as of the date of the Red Herring Prospectus* (in ₹)	Number of Equity Shares of face value of ₹2 each acquired in last one year	Weighted average cost of acquisition of Equity Shares of face value of ₹2 each (in ₹) acquired in last one year*
	and Sandeep Ram Wadhwa				
45.	Veda Commercial Private Limited	15,810	75.48	Nil	N.A.
46.	Sanjay Kalra jointly with Jyotika Kapoor	135,360	75.54	Nil	N.A.
47.	Falcon Marine Exports Limited	45,090	75.55	Nil	N.A.
48.	Aarkay Investments Private Limited	496,200	75.54	Nil	N.A.
49.	Trinity Infratech Private Limited	45,090	75.55	Nil	N.A.
50.	Dalmia Enterprise Holdings through its partner Gaurav Dalmia	58,650	75.55	Nil	N.A.
51.	Ruchika Batra Ootam	14,040	75.41	Nil	N.A.
52.	Chhatisgarh Investments Limited	45,090	75.55	Nil	N.A.
53.	Kapasi Investments and Trading Company through its partners Ketan Dhiraj Kapasi and Vimal Arvind Kapasi	45,090	75.55	Nil	N.A.
54.	Welspun Group Master Trust through its trustee Balkrishan Goenka	405,990	75.54	Nil	N.A.
55.	Aayush Madhusudan Agrawal	22,380	75.55	Nil	N.A.
56.	Parth Dinubhai Amin	23,460	75.57	Nil	N.A.
57.	Max Medisupport LLP	45,090	75.55	Nil	N.A.
58.	Duane Park Private Limited	18,030	75.55	Nil	N.A.
59.	Amin Holdings Private Limited (Formerly SLK	90,240	75.53	Nil	N.A.

S. No.	Name	Number of Equity Shares of face value of ₹2 each held	Weighted average cost of acquisition of Equity Shares of face value of ₹2 each as of the date of the Red Herring Prospectus* (in ₹)	Number of Equity Shares of face value of ₹2 each acquired in last one year	Weighted average cost of acquisition of Equity Shares of face value of ₹2 each (in ₹) acquired in last one year*
	Software Private Limited)				
60.	Sapthagiri S Boggaram	11,220	75.25	Nil	N.A.
61.	Vandana S Boggaram	11,220	75.25	Nil	N.A.
62.	B S Nagarathna	11,220	75.25	Nil	N.A.
63.	Boggaram Naranaiah Krishnaiah Sarathi	11,220	75.25	Nil	N.A.
64.	Govindaswamy Naidu Ramaswamy	44,760	75.55	Nil	N.A.
65.	Aarin Capital Partners through its partners T. V Mohandas Pai and Ranjan Ramdas Pai	270,660	75.54	Nil	N.A.
66.	Badulipar Limited	45,090	75.55	Nil	N.A.
67.	Jyoti Bhatia	22,560	75.55	Nil	N.A.
68.	Suraj Developers through its partners Suresh Lakshmikanta Setty and Sachin Suresh	45,120	75.55	Nil	N.A.
69.	Ashish Haresh Jagtiani	18,060	75.56	Nil	N.A.
70.	Hazel Jayesh Mehta	45,120	75.55	Nil	N.A.

* *As certified by S M A R T S & Co, by way of their certificate dated November 19, 2026 (UDIN: 26630587GULSFP6104).*

The weighted average cost of acquisition for all Equity Shares acquired in one year and three years preceding the date of the Red Herring Prospectus is mentioned below:

Period	Weighted average cost of acquisition (in ₹)*	Upper end of the price band (₹[●]) is 'X' times the weighted average cost of acquisition**	Range of acquisition price: Lowest price^ – Highest price (in ₹)
Last one year preceding the date of the Red Herring Prospectus	Nil	[●]	Nil
Last three years preceding the date of the Red Herring Prospectus	Nil	[●]	Nil

* *As certified by S M A R T S & Co, by way of their certificate dated November 19, 2026 (UDIN: 26630587MUUTQX3828).*

** *Information to be included in the Prospectus.*

^ *The price has been considered NIL pursuant to issue of bonus shares allotted on February 26, 2025 to the shareholders of the Company.*

For further details, see "*Capital Structure*" on page 108 of the Red Herring Prospectus.

10. Board of Directors and Key Managerial Personnel

The names and designations of members of the Board of Directors and Key Managerial Personnel are set forth below:

S. No.	Name	Designation
Board of Directors		
1.	Sanjay Manohar Vazirani	Chairman and Managing Director
2.	Priya Gogte	Whole-time Director
3.	Kenneth Serrao	Non-Executive Nominee Director[(1)]
4.	Dhananjay Mungale	Independent Director
5.	Farhat Jamal	Independent Director
6.	Shalu Bhandari	Independent Director
Key Managerial Personnel[(2)]		
1.	Shashikant Dalmia	Chief Financial Officer
2.	Shivangi Drolia	Company Secretary and Compliance Officer

(1) Nominee of Oaks Asset Management Private Limited

(2) In addition to Sanjay Manohar Vazirani, our Chairman and Managing Director, and Priya Gogte, our Whole-time Director.

For further details, see "*Our Management*" on page 275 of the Red Herring Prospectus.

11. Auditor Qualifications

There are no qualifications by the Statutory Auditors which have not been given effect to in the Restated Consolidated Financial Information.

There are certain CARO and audit trail matters which do not require any adjustment in Restated Consolidated Financial Information. For details, see "*Risk Factors - Our Statutory Auditors have included certain emphasis of matters and other matters in their audit report for the audited financial statements for the six months ended September 30, 2026, Fiscals 2026, 2025 and 2024.*" on page 35 of the Red Herring Prospectus.

12. Summary table of outstanding litigations

A summary of outstanding litigation proceedings involving our Company, our Subsidiaries, our Directors, Promoter, Key Managerial Personnel and Senior Management as on the date of the Red Herring Prospectus in terms of the SEBI ICDR Regulations is provided below:

Name of Entity	Criminal Proceedings	Tax Proceedings	Statutory or Regulatory Proceedings	Disciplinary Actions by the SEBI or the stock exchanges against our Promoter in the last five Fiscals	Material Civil Litigations	Aggregate amount involved (in ₹ million)*
Company						
Against our Company	Nil	11[^]	1	Not applicable	2	154.78[$^]
By our Company	1	Nil	Nil	Not applicable	1	23.50
Directors[#]						
Against our Directors	4	Nil	Nil	Not applicable	Nil	30.00
By our Directors	1	Nil	Nil	Not applicable	Nil	Not quantifiable
Promoter						
Against our Promoter	Nil	2	1	Nil	Nil	13.25
By our Promoter	1	Nil	Nil	Not applicable	Nil	11.38
Subsidiaries						

Name of Entity	Criminal Proceedings	Tax Proceedings	Statutory or Regulatory Proceedings	Disciplinary Actions by the SEBI or the stock exchanges against our Promoter in the last five Fiscals	Material Civil Litigations	Aggregate amount involved (in ₹ million)*
Against our Subsidiaries	Nil	Nil	Nil	Not applicable	Nil	Nil
By our Subsidiaries	Nil	Nil	Nil	Not applicable	Nil	Nil
KMPs[#]						
By the KMPs	Nil	Not applicable	Nil	Not applicable	Not applicable	Nil
Against the KMPs	Nil	Not applicable	Nil	Not applicable	Not applicable	Nil
SMPs[**]						
By the SMPs	Nil	Not applicable	Nil	Not applicable	Not applicable	Nil
Against the SMPs	Nil	Not applicable	Nil	Not applicable	Not applicable	Nil

* *To the extent quantifiable*

[#] *Excluding the matters involving our Promoter*

[**] *Excluding the matters involving our KMPs*

[$] *Aggregate amount involved includes the monetary liability of the matter initiated by the Regional Office, Employee's State Insurance Corporation, Telangana, against our Company and our Promoter.*

^ *These matters include the matters amounting to ₹109.67 million which are decided in favour of Company by the CIT(A) and upheld by the ITAT, in respect of which the department has preferred an appeal before the Hon'ble High Court. Amounts disclosed represent demands disputed, and do not correspond to contingent liabilities recognised in the Restated Consolidated Financial Information.*

As on the date of the Red Herring Prospectus, there is no litigation pending against our Group Companies which may have a material impact on our Company.

For further details of the outstanding litigation proceedings, see "*Outstanding Litigation and Material Developments*" on page 395 of the Red Herring Prospectus.

The Equity Shares offered in the Offer have not been and will not be registered, listed or otherwise qualified in any jurisdiction except India and may not be offered or sold to persons outside of India except in compliance with the applicable laws of each such jurisdiction. In particular, the Equity Shares offered in the Offer have not been and will not be registered under the U.S. Securities Act of 1933, as amended (the "U.S. Securities Act"), or the securities laws of any state of the United States and may not be offered or sold in the United States, except pursuant to an exemption from, or in a transaction not subject to, the registration requirements of the U.S. Securities Act and applicable state securities laws. The Equity Shares offered in the Offer are being offered and sold only outside the United States in "offshore transactions" as defined in and in reliance on Regulation S under the U.S. Securities Act ("Regulation S").

No person outside India is eligible to Bid for Equity Shares offered in the Offer unless that person has received the preliminary offering memorandum for the Offer, which contains the selling restrictions for the Offer outside India.

The above information is given for the benefit of the Bidders. Our Company, each of the Selling Shareholders and the BRLMs are not liable for any amendments or modification or changes in applicable laws or regulations, which may occur after the date of the Abridged Prospectus. Bidders are advised to make their independent investigations and ensure that the number of Equity Shares Bid for do not exceed the applicable limits under laws or regulations.