



Ref: SECT: STOC: 47-26

May 12, 2026

To
The Secretary
BSE Limited
Phiroze Jeejeebhoy Towers,
Dalal Street,
Mumbai - 400 001

To
The Manager,
Listing Department,
National Stock Exchange of India Limited
Exchange Plaza, C-1, G Block, Bandra-Kurla
Complex, Bandra (East), Mumbai – 400 051

Scrip Code: 519552

Scrip Code: HERITGFOOD

Sub: Investor Presentation - reg

Dear Sir/Madam,

Pursuant to Regulation 30 and other respective regulations of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we are herewith enclosing the copy of Investor Presentation which covers the milestones achieved by the Company during the quarter and year ended March 31, 2026, apart from that there are certain other information which is required to be known by our existing shareholders as well as prospective investors of the Company.

The copy of the same also available in the website of the Company i.e. www.heritagefoods.in

Kindly take the same on record and display the same on the website of your exchange.

Thanks & Regards

For **HERITAGE FOODS LIMITED**

UMAKANTA BARIK

Company Secretary & Compliance Officer
M. No: FCS-6317

Encl: a/a

HERITAGE FOODS LIMITED

CIN : L15209TG1992PLC014332

AN ISO: 22000 CERTIFIED COMPANY

Regd. Off : H.No. 8-2-293/82/A/1286 , Plot No. 1286, Road No. 1 & 65, Jubilee Hills, Hyderabad - 500033, Telangana, INDIA.
Tel. : +91-40-23391221, 23391222, Fax: 23326789, 23318090 Email : hfl@heritagefoods.in, Website : www.heritagefoods.in



The Promise of Health and Happiness

Quality From Farm To Table



Corporate Presentation
Q4 & FY26



Heritage

*A Glass of Pure
Heritage Milk Makes
All the Difference*



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Q4 & FY26 Highlights

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Q4 & FY26

Financial Highlights



Q4 & FY26: Overview



Mr. A V Girija Kumar
Chairperson
HERITAGE FOODS LIMITED



FY26 witnessed one of the toughest operating environments for the dairy industry in recent years, marked by severe milk shortages, elevated procurement inflation and weak flush season. Despite these challenges, Heritage Foods delivered **resilient revenue growth** of 9% YoY to **₹45,260 million in FY26**, with quarterly revenues consistently sustaining above the ₹11,000 million mark, reflecting the strength of our consumer patronage and execution capabilities.

Our consumer business continued to deliver healthy momentum led by strong growth across Value-added Products, premium categories and emerging channels. Categories such as curd, paneer, consumer fats and ice-creams recorded strong traction, while Q-commerce and Fresh Distribution scaled rapidly, strengthening market penetration and consumer engagement across key regions. Calibrated pricing actions and improving product mix also supported realisation growth during the year.

We remained focused on strengthening procurement infrastructure, expanding distribution reach and scaling high-growth categories. With continued investments in premiumisation, new capacities and Value-added Products, we remain well positioned to drive sustainable long-term growth as industry conditions gradually normalise.



Q4 FY26 Procurement volumes dropped marginally to **1.64 MLPD (7% lower YoY)** and Procurement prices increased to **Rs 46.67/L (8% higher YoY)**.

Q4 FY26 Milk Sales volumes peaked to **1.17 million liters per day (MLPD) up 1.2% YoY**, The average selling price increased to **₹57.80/L from ₹55.6/L** last year, reflecting stable market positioning and pricing strength.

Value-Added Products (VAP) segment, achieving a **18% increase in revenues**, reaching **Rs. 3,957 million** in Q4FY26. Contribution of VAP to total revenue improved by **3% YoY to 35.51% from 32.49% in Q4FY26**

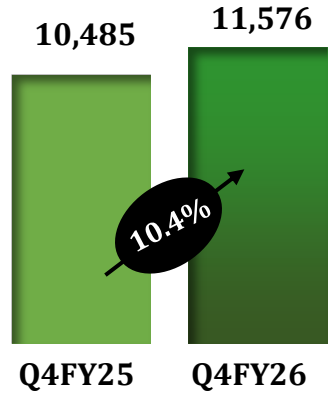
When including consumer packs of Ghee and Butter, VAP revenue reached **Rs. 4,668 million, up 22.5% YoY** in Q4 FY26. This segment is up **5.1% YOY** to reach **41.9% to total revenue** compared to **36.8% in Q4 FY25**.

Q4 & FY26 Consolidated Financial Performance

Q4FY26

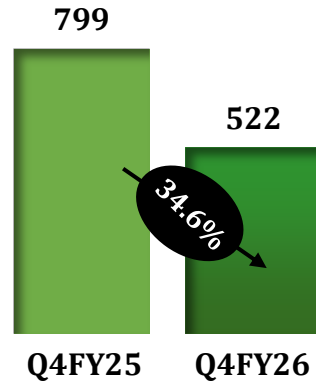
Revenue

Margins



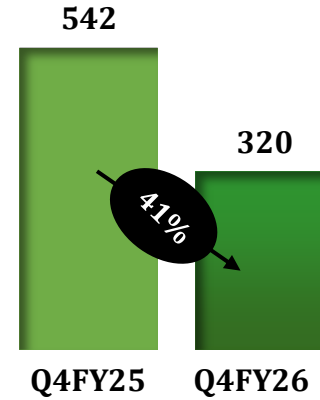
EBITDA

7.6% 4.5%



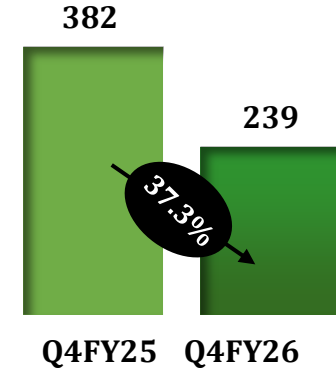
PBT

5.2% 2.8%



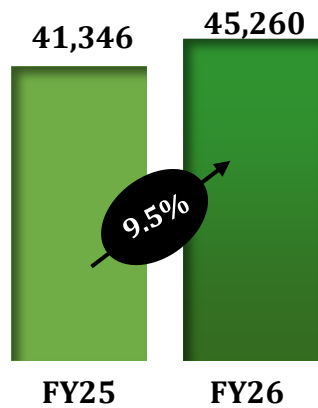
PAT

3.6% 2.1%



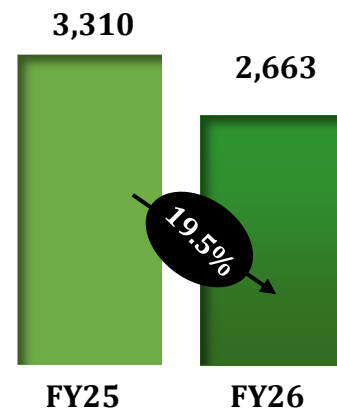
Revenue

Margins



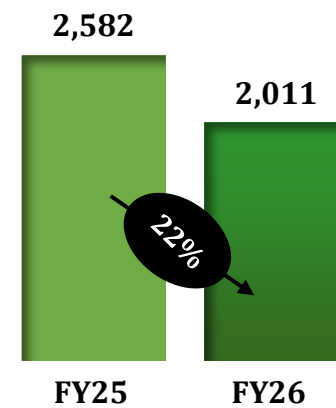
EBITDA

8.0% 5.9%



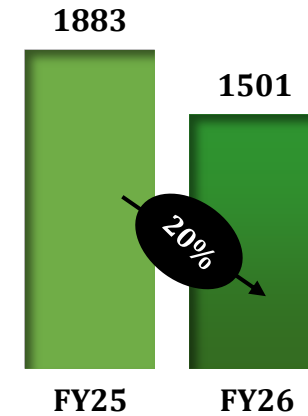
PBT

6.2% 4.0%



PAT

4.6% 2.9%

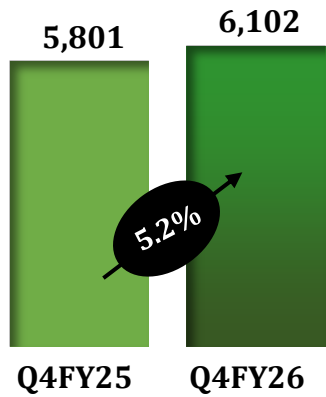


FY26

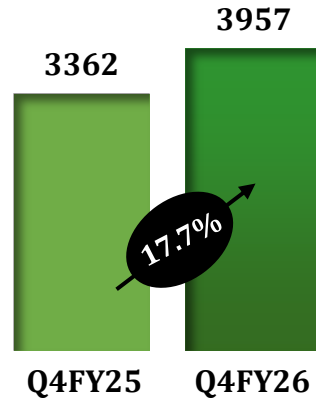
Q4 & FY26 Consolidated Financial Performance

Q4FY26

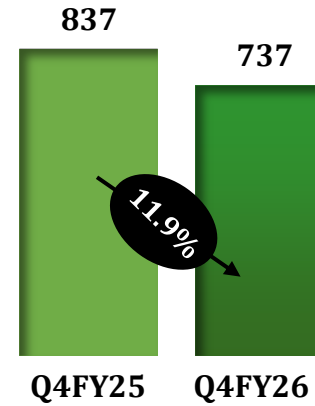
Milk Revenue



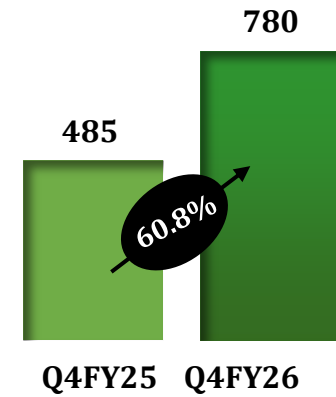
VAP Revenue



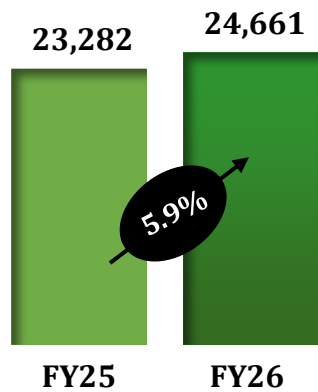
Fat Products



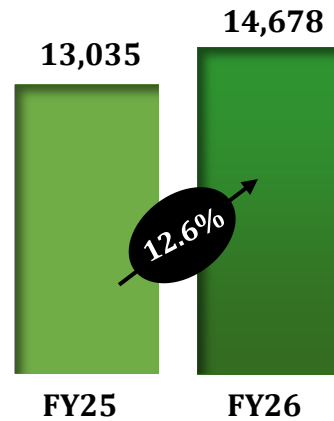
Others



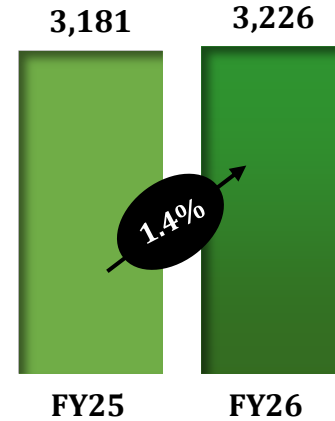
Milk Revenue



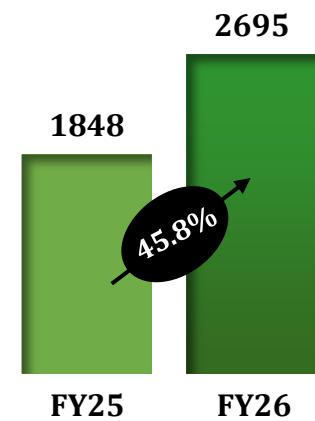
VAP Revenue



Fat Products



Others



FY26

Heritage Nutrivet Limited – Wholly owned subsidiary



Dr. Brij Mohan was appointed as **Chief Executive Officer** of Heritage Nutrivet Limited.



FY26 Feed volumes grew **40% YoY**, with **Revenues up 32% YoY**, reflecting sustained demand and strong execution.



Enhances **livestock health** and longevity, boosts **milk yield**, prevents **energy deficiencies**, and promotes sustainable, **innovation-driven nutrition**.



Leading livestock feed producer & distributor in 9 States across India with strong **farmer connect**.

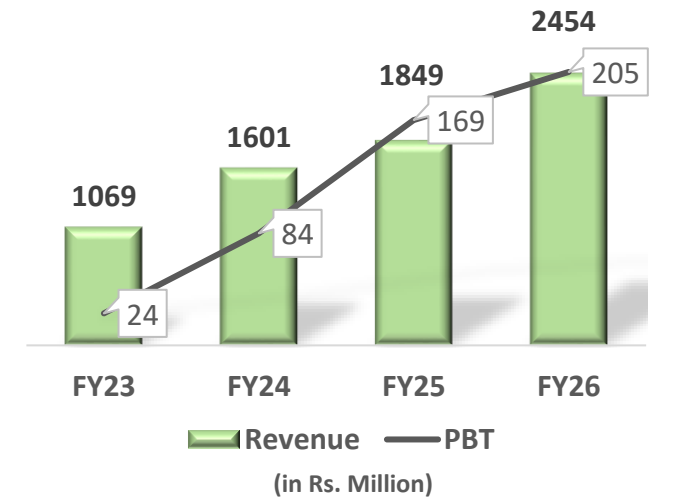
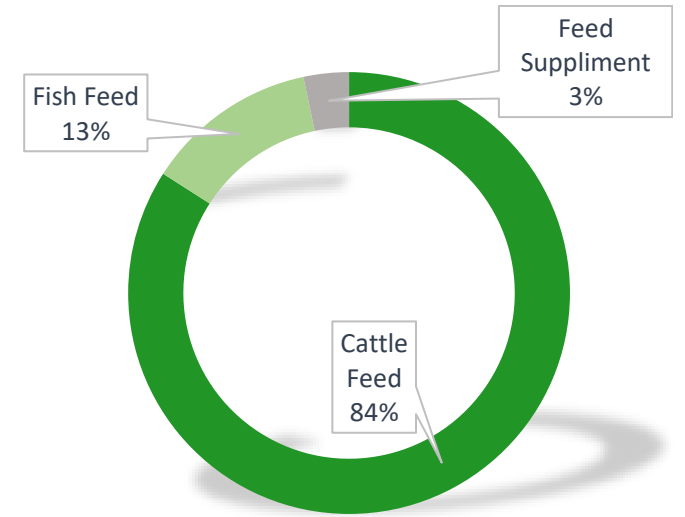


Strengthening mission of **Healthy Animal, Happy Farmer!**

30+
Products



Product Portfolio

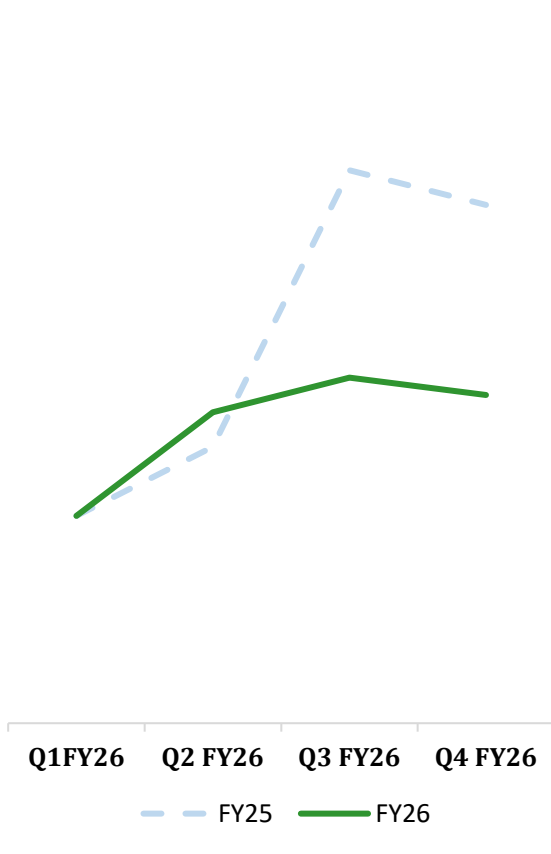


Industry-Wide Supply Tightness and Commodity Inflation Pressured Margins



Weak Flush Season and Lower Milk Availability Impacted Industry Procurement

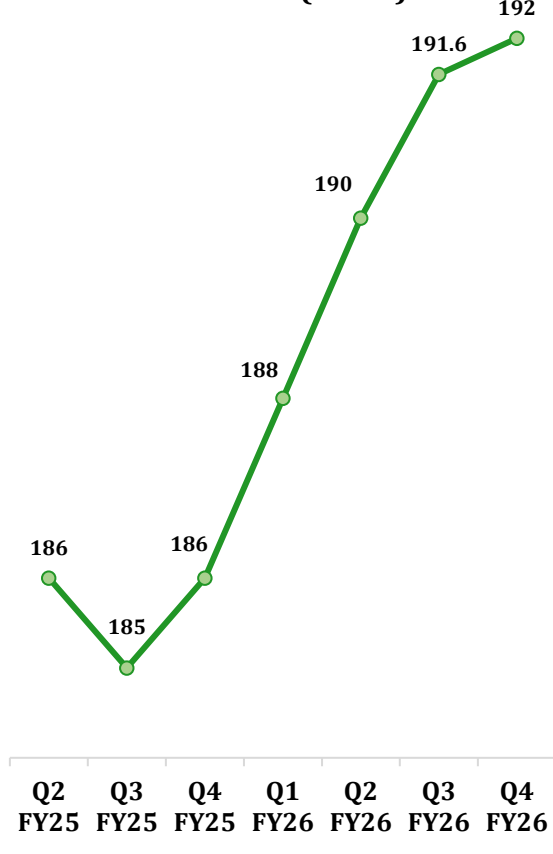
India Milk Production (Mn. Tonnes)



Source: Industry Reports

Raw Milk Inflation Accelerated Sharply Across FY26

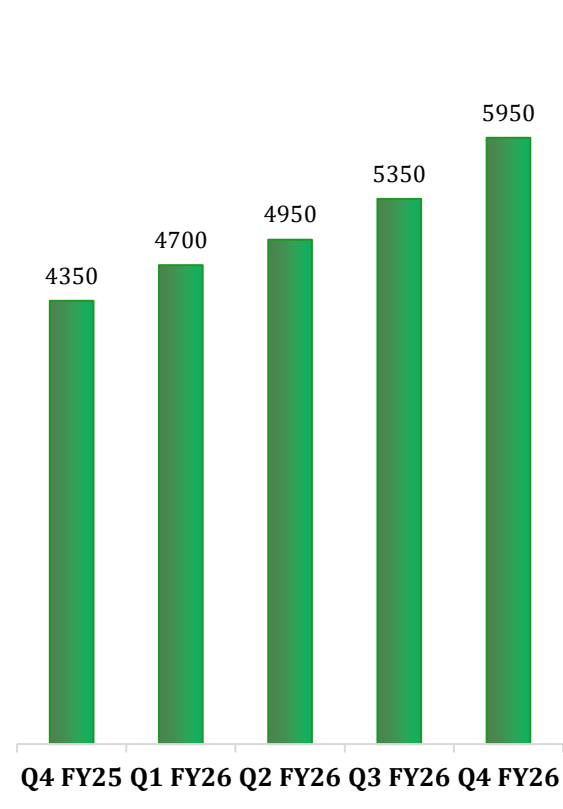
Milk WPI (Index)



Source: EAI

Elevated Global Butter Prices Tightened Domestic Supply Dynamics

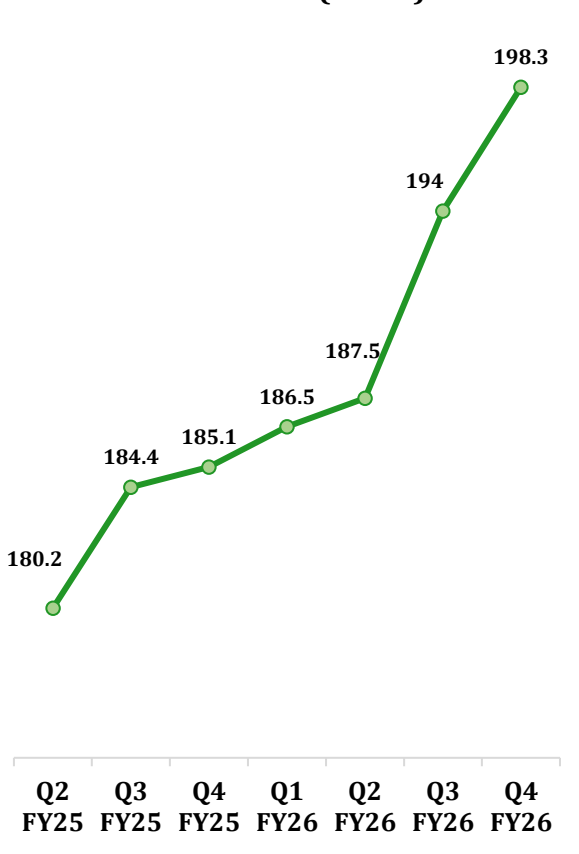
Global Butter Price Trend (USD/MT)



Source: Industry Reports

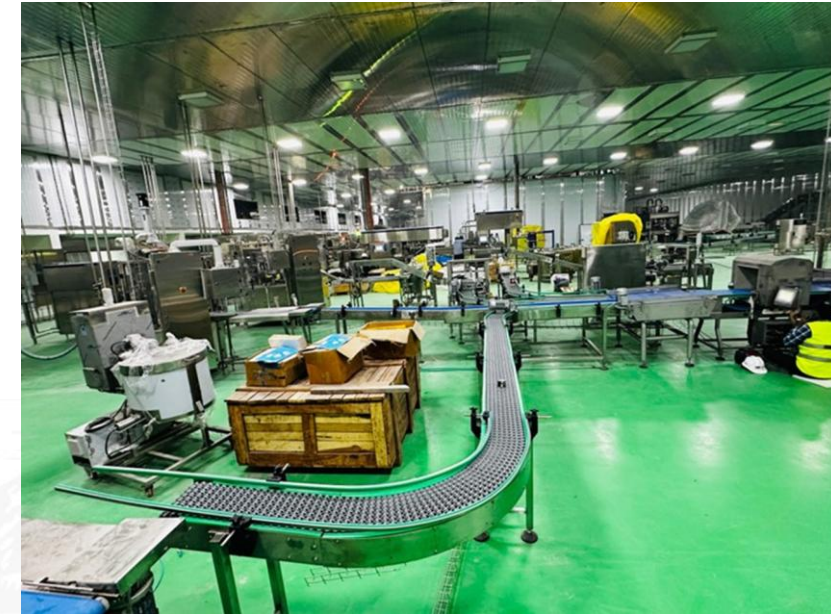
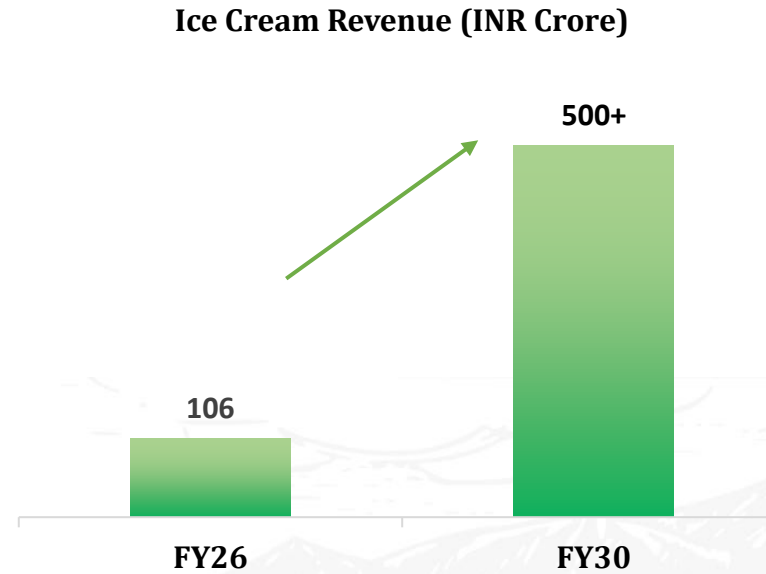
Higher Domestic Butter Costs and Bulk Procurement Pressured Margins

Butter WPI (Index)



Source: EAI

Crafting cold delights: Ice Cream Plant Taking shape at Shamirpet, Hyderabad



State of the Art Manufacturing Facility



Commercial production started



24 million litres annual capacity



Highest Standards of Quality, Safety & Hygiene

Consolidated Financial Performance



Particulars (INR Mn)	Q4FY26	Q3FY26	Q4FY25	Y-o-Y (%)	FY26	FY25	Y-o-Y (%)
Revenue from Operations	11,576	11,192	10,485	10.4%	45,260	41,346	9.5%
Expenses	11,053	10,562	9,686	14.1%	42,598	38,036	12.0%
EBITDA	522	629	799	(34.6) %	2,663	3,310	(19.5) %
EBITDA Margins (%)	4.5%	5.6%	7.6%	(311) Bps	5.9%	8.0%	(210) Bps
Depreciation	218	204	178	22.1%	810	696	16.4%
Finance Cost	53	39	42	27.1%	172	154	11.6%
Other Income	60	78	65	(7.5) %	242	279	(13.1) %
Share of Profit/(Loss) of an associate & Joint Venture	-	-	(15)		(13)	(69)	
Exceptional Item	8	-	87		101	87	
Profit Before Tax	320	464	542	(41.0) %	2,011	2,582	(30.0) %
Tax	80	118	160	(49.9) %	510	700	(27.1) %
Profit After Tax	239	346	382	(37.3) %	1,501	1,883	(31.0) %
PAT Margins (%)	2.1%	3.1%	3.6%	(157) Bps	3.3%	4.6%	(170) Bps
Other Comprehensive Income	7	1	(5)		2	(13)	
Total Comprehensive Income	247	347	377	(34.6) %	1,504	1,870	(30.4) %
EPS Diluted (INR)	2.6	3.7	4.1	(36.5) %	16.2	20.3	(20.1) %

Scaling Brand Visibility Through Targeted Consumer Engagement Initiatives



Driving awareness, engagement and consumption through building the right attributes & associations via targeted and impactful campaigns that connect with consumers and inspire action.

'Every day Yummy with Heritage Paneer' Campaign reached 3.5 Mn viewers & attracted 1000+ Recipes

BIGG BOSS Kannada 'Sankranti Integration' delivered massive reach

LIVO 'Energy Ka Lamba Dose' corporate activation: 5K+ consumer connects



Organic Cow milk launch in Bengaluru



New Organic cow milk proposition further strengthens & reinforces the Pure Milk credentials of Heritage Milk

Certified Organic Milk – Bringing Goodness of the Past for Your Family’s Wellness Today!



Business Overview



Heritage: Delivering across the Dairy Value Chain

Operating as a large FMCG company



Winning Model

Deep relation with **300,000+** farmers, built on immutable principles.

Unique, federated supply chain model that gives a strong advantage of 'freshness'.

Top brand in Southern metro cities, on brand recall and loyalty*

Strong professional leadership that thrive in this 'Great Place to work'.

**Brand Health Track – internal study*



Operational Excellence

3 Decades of Operations

2.6 MLPD Chilling capacity

2.95 MLPD Processing Capacity

18 Plants closer to the consumer

10 Mn consumers serviced daily



Business Metrics

Revenue CAGR 14% (FY22-FY26)

23.4% Gross margin

5.9% EBITDA Margin

0.33 Net Debt/Equity

13.95% ROCE

**As of FY26*



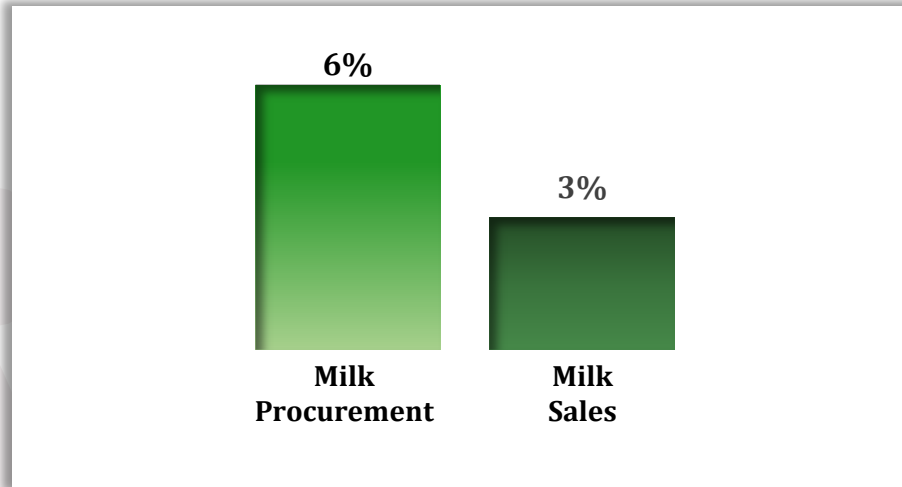
Balanced Full Stack Portfolio



Strong Volume Led Growth in Dairy

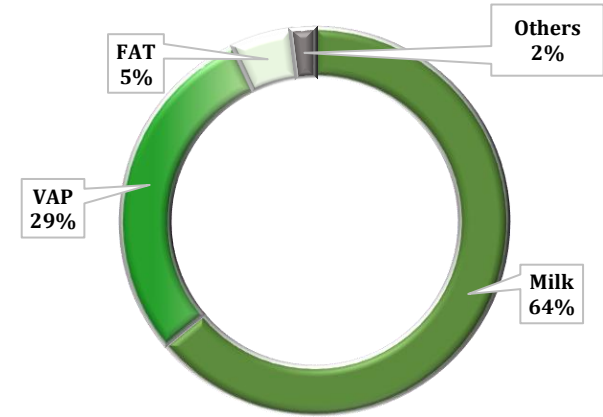
3 Year CAGR (FY23-FY26)

Proven Expertise in Scaling Milk Procurement to Match Sales Growth

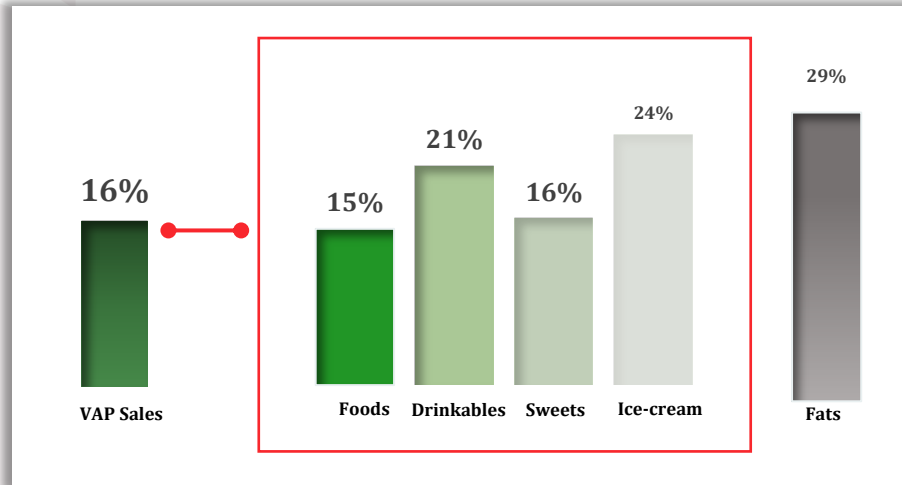


Product Mix

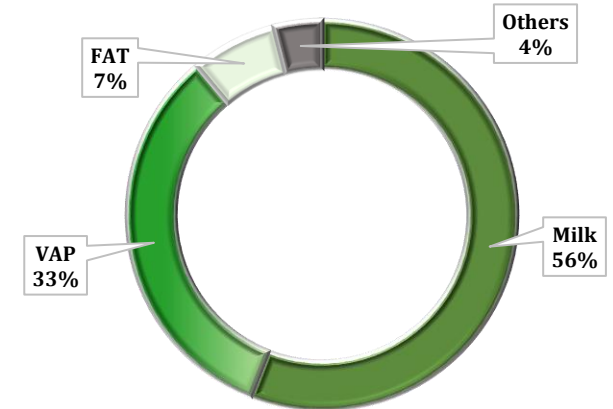
FY23



Driving balanced growth across portfolio



FY26



From Dairy to Your Door: *The Journey of Milk*



Milk Procurement

300,000+
Farmers across 9 states

1.7 Mn Litres
Procurement per day

Zero
Milk Holiday



Chilling Centers

190
Chilling Centres /
Bulk Coolers

2.6 MLPD
Chilling Capacity



Processing Plants

18
State of the art
Processing Plants

Digitally Enabled



Distribution Network

2160+
Vehicles

7500+
Distributors

225,000+
Retail Outlets



Mrs. Nara Bhuvaneshwari,
Vice - Chairperson & Managing Director

At HFL, we drive sustainable shareholder value through innovation, operational efficiency, and environmental stewardship, ensuring long-term growth, market leadership, and prosperity for all stakeholders.



Business Model Built on Multiple USPs



01 Strong relationship with farmers

R&D and Marketing Capabilities **05**

02 Federated Supply Chain

Strategic Working Capital Management **06**

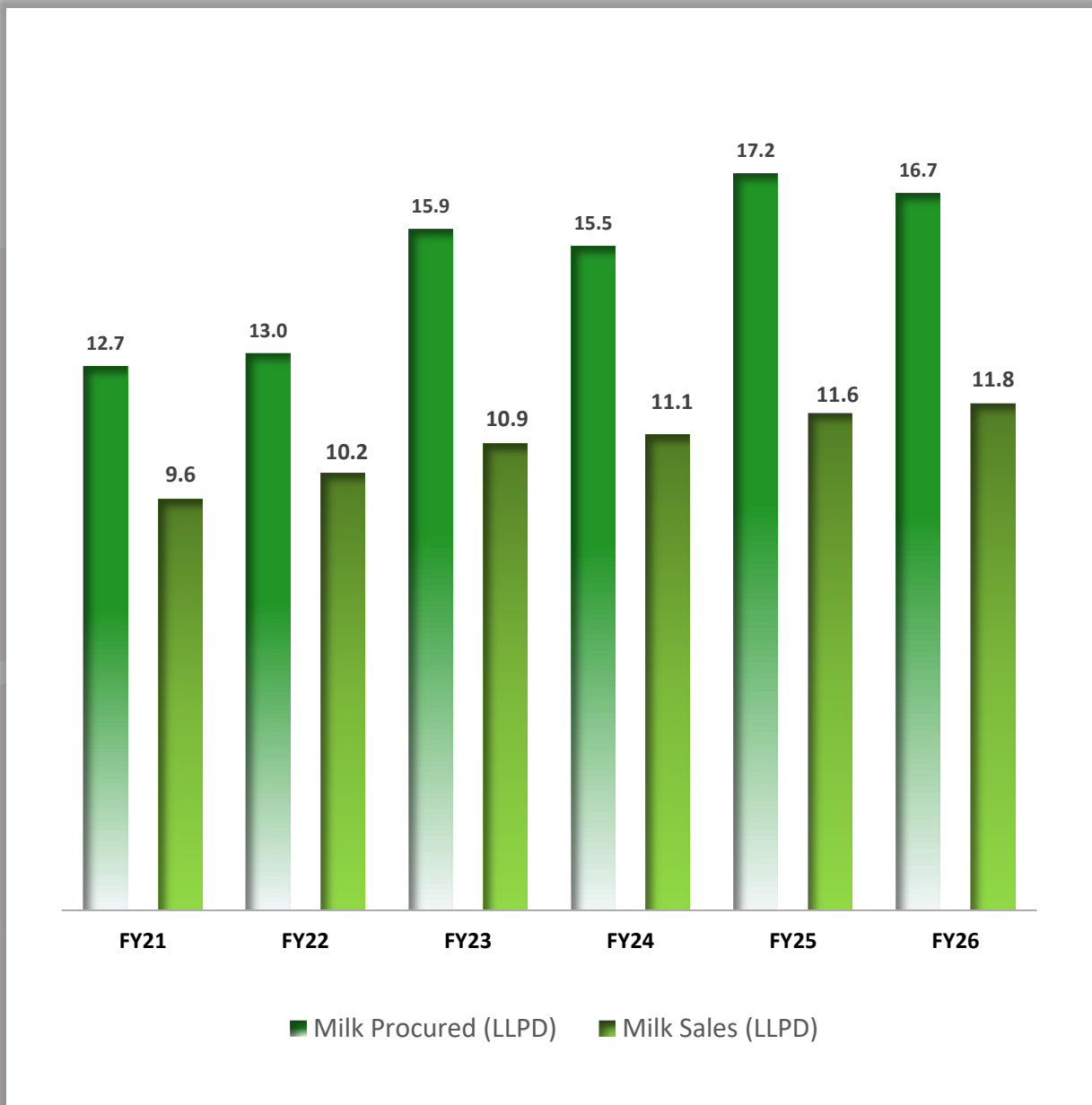
03 Integrated Distribution Network

Focus on Logistic Efficiencies **07**

04 Collaborative Business Planning



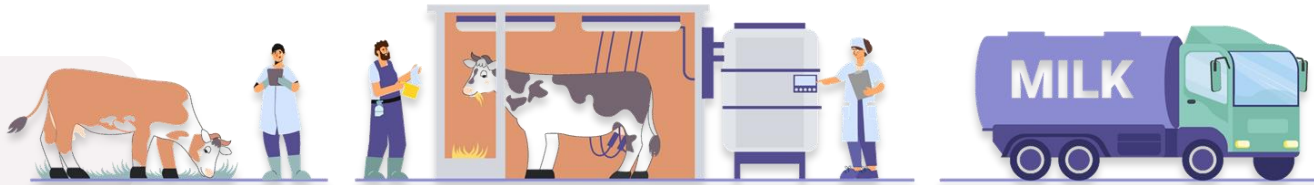
Strong relationship with farmers - Milk Procurement: Preferred Buyer



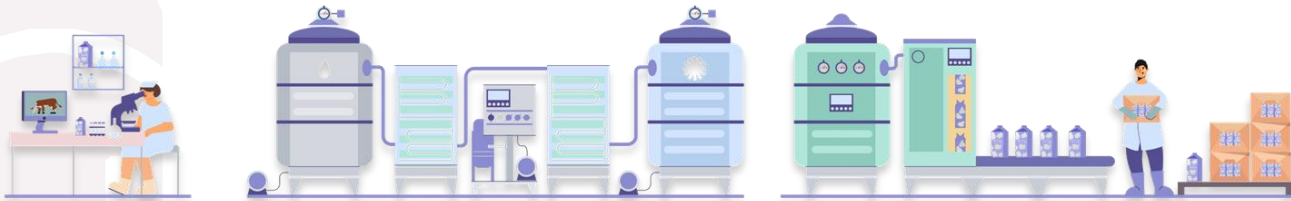
- Transparency and accurate measurement
- Fair pricing based on measurement of solids (fat and SNF) delivered
- Faster and guaranteed cashflow to farmers - Thrice a month payment
- No Milk holiday since inception

Federated Supply Chain - *Operating as a large FMCG company*

➔ Procurement - (25 kms radius)



Chilling - 190 centres & Processing - 18 Plants (100 kms to market)



Distribution - 50-60 kms radius



This reduces distance traveled by milk and maintains freshness

Integrated Distribution Network



Fostering Strategic Partnerships Through Collaborative Business Planning

Brick and Mortar



Ecommerce



- Annual Strategic Business Planning with Channel Partners
- Fostering Long-Term Partnerships and Unmatched Customer Loyalty

Innovation, Brand Building and Industry Recognition



New Product Launches



- Mrs. N. Bhuvanewari, VC&MD was honoured with the “Outstanding Dairy Professional Award 2025 (Andhra Pradesh)”
- Mrs. N Brahmani, Executive Director, at Business Today – Most Powerful Women in Business Awards 2025
- Golden Peacock Award for Excellence in Corporate Governance’ for the year 2025
- Mrs. N. Bhuvanewari, VC&MD has been bestowed with the IOD Distinguished Fellowship Award 2025
- ABECA 2025 (AmbitionBox Employee Choice Award) by the Naukri team, ranking among India’s Top Rated FMCG Companies
- Certificate of Appreciation from Govt. of Telangana for groundwater management at Shamirpet Plant
- Bronze Medal at the 6th CII-FACE Kaizen Awards 2024 for food safety and quality at Bayyavaram Plant
- Gold at E4M IMA South 2024 for New Product Launch – FMCG
- Silver at E4M IMA South 2024 for Integrated Marketing – Heritage Paneer Campaign
- Silver at E4M IMA South 2024 for Branded Content – Heritage Buffalo Milk
- Bronze at E4M IMA South 2024 for Digital Marketing – Heritage Howzzatt Campaign
- Bronze at E4M IMA South 2024 for Omni Channel Marketing – Heritage Buffalo Milk





Mrs. Nara Brahmani
Executive Director

We create value by staying flexible, introducing innovative products, and expanding into high-growth markets to meet consumer needs and drive sustainable growth.



Clear Strategic Priorities to Drive Future Growth



**Geographical
Footprint**



**Margin
Expansion**



**Brand
Building**



**Highly Tech
Enabled**

Geographical Footprint

Maharashtra



Sangvi

Tamil Nadu



Vadamadurai

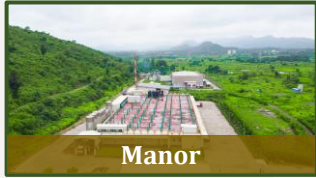
Andhra Pradesh



Pammaru

INDICATORS :

- Milk and Milk Products Sales - 13 States
- Milk Procurement - 9 States



Manor

Telangana



Kalluru

Karnataka



Yadavanahalli



Bayyavaram



Bobbili



Sindhanur



Narket pally



B. Kothakota

Haryana



Rai



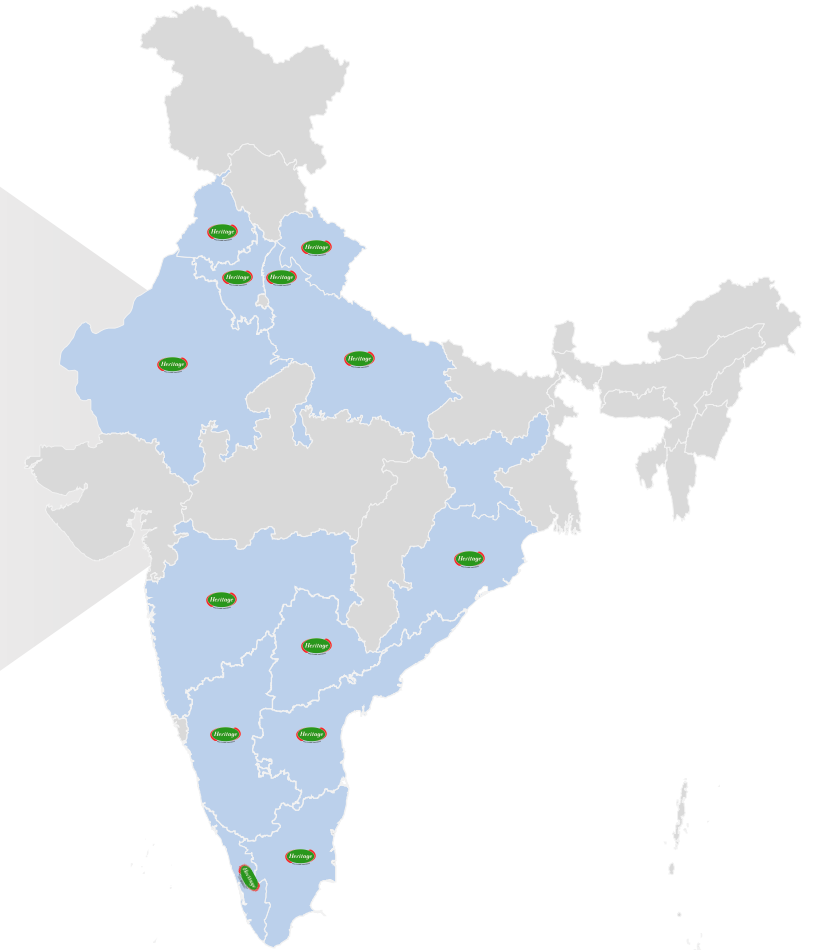
Shamirpet



Gokul



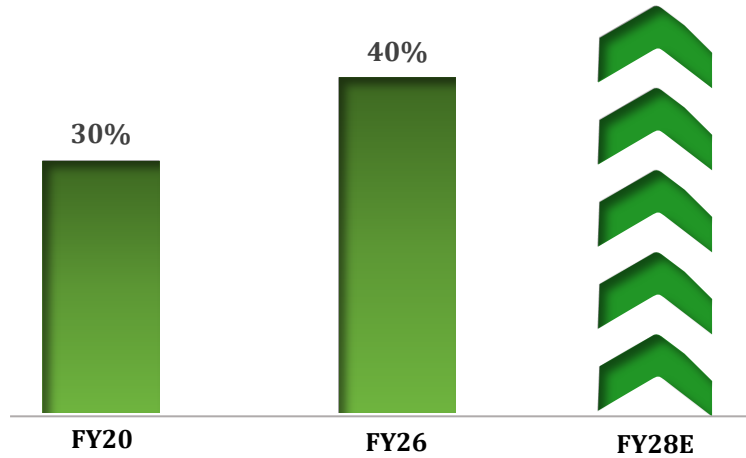
Uppal



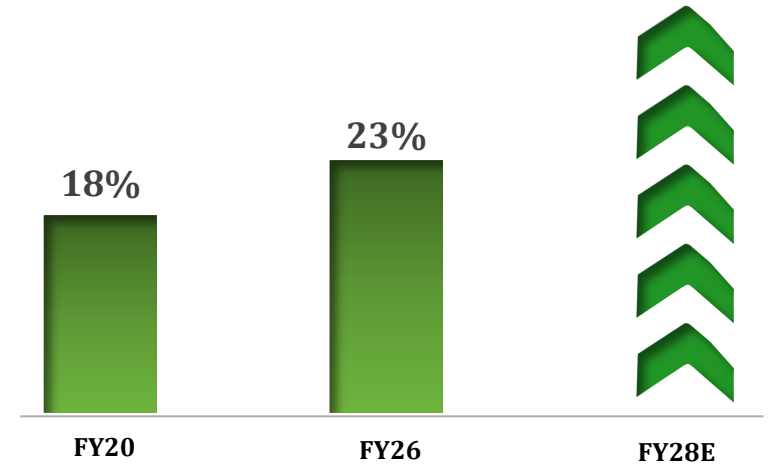
VAP portfolio to Improve Margins



Higher Contribution of VAP Incl. Consumer Fats to Revenue



Higher Gross Margins (Consolidated)



Factors Driving VAP growth :

- Urbanisation
- Unorganised to Organised shift in the sector
- Higher disposable income

Industry Growth potential (By Category) :

Category	Organised Market Share	CAGR (next 7 years)
ICE CREAM	40%	18-20%
CURD	14%	21-23%
PANEER	4%	23-25%
GHEE	18-19%	9-12%

From Commoditized to Customized - *Shaping unique experiences in a world of sameness*



Truly Good Sweets

Bring home the taste of tradition, every time



Livo Drinkables – Sip Pure. Live More.



SARVAGUNA

Milk - the all - rounder
your kitchen can count on.



Truly Good Gawa ghee –
Bengal's own rich,
aromatic brown ghee.



Total Curd – Full of
Goodness,
Packed with Taste.



Digitally Enabled Operations



Customer Live Application helps streamline sales and costs attributable while creating a responsible and accountable support environment at Heritage DIGIT Centre

DMS

Distributor Management System helps streamlining the primary and secondary sales process from Agent level up to the counter sales level in an authentic manner



Heritage VET+ is a one-stop solution for milch animal management. It provides virtual primary veterinary care, nutrition and best practices in dairy management





Dr. M. Sambasiva Rao
Whole Time Director

We prioritize the highest standards of quality in every product we produce, ensuring that our consumers receive only the best, fresh, and nutritious dairy options.

Diversified and Growing Product Portfolio



TOTAL SKU'S :
400+

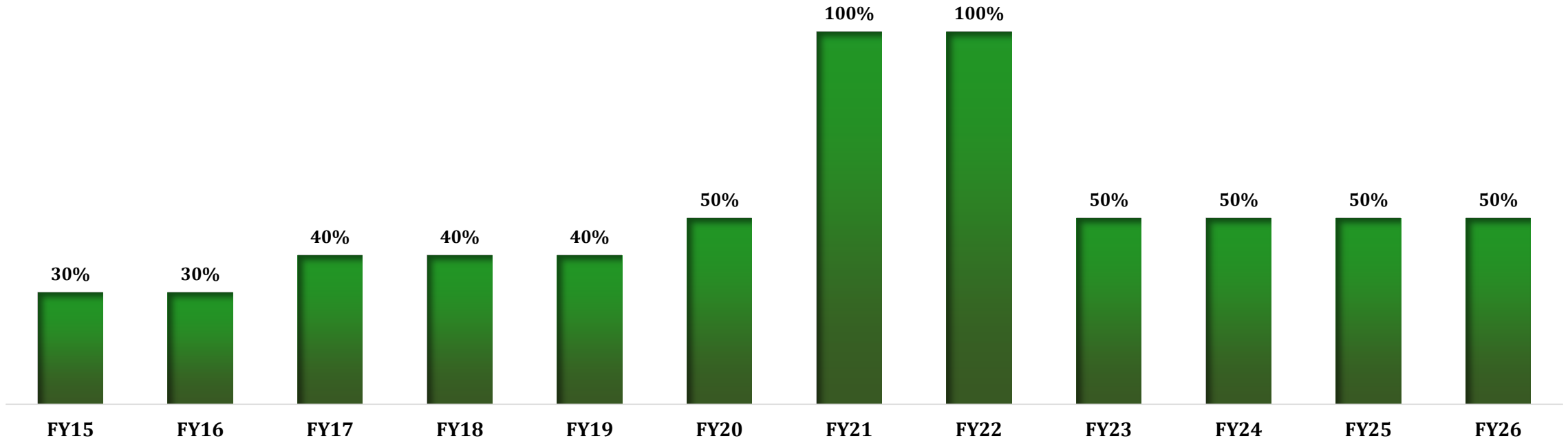


Focused on Shareholder Value Creation - *Consistently Paying Dividend*



The company maintained its commitment to shareholders by continuing to pay dividends.

PERCENTAGE OF DIVIDEND OF FACE VALUE





Srideep Kesavan CEO

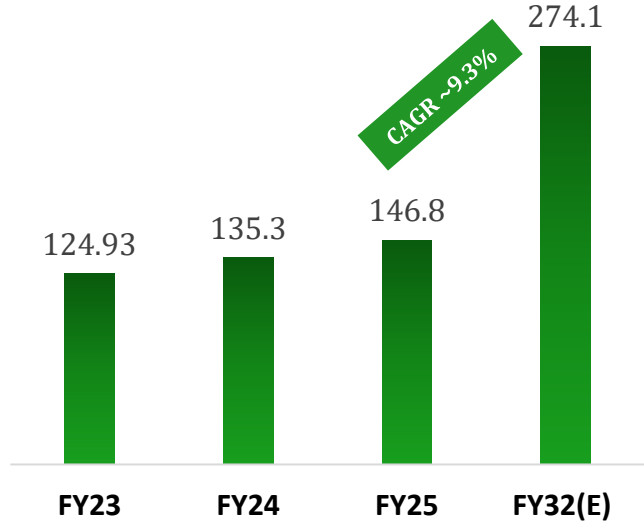
At Heritage, we transcend the identity of a dairy company, embodying the essence of a progressive FMCG brand. Rooted in tradition yet driven by innovation, we craft products that enrich lives, inspire trust, and uphold uncompromising quality.



India's Dairy Industry: Poised for Significant Growth

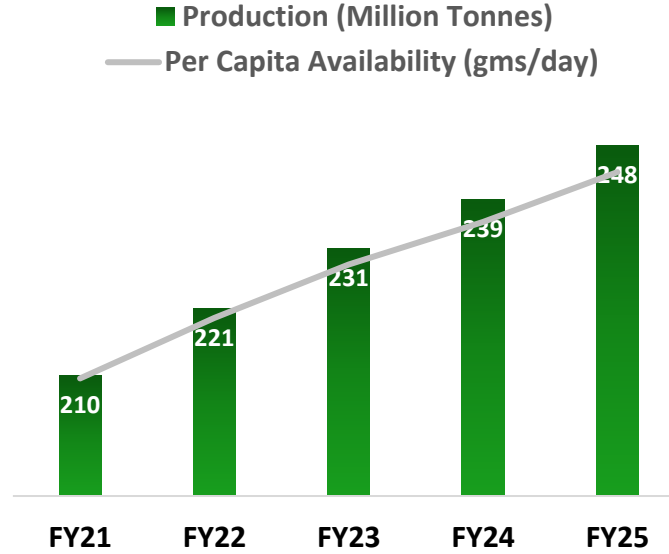


Indian Dairy market size (in Bn dollars)



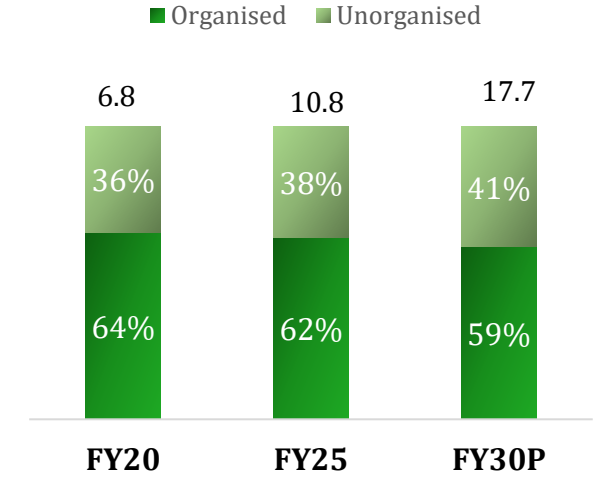
Source: [Fortune Business Insights](#)

Steady growth in milk production & Per capita availability



Source: [National Dairy Development Board](#)

Unorganised to Organised shift (INR Tn)



Source: [Ilattice Analysis](#)

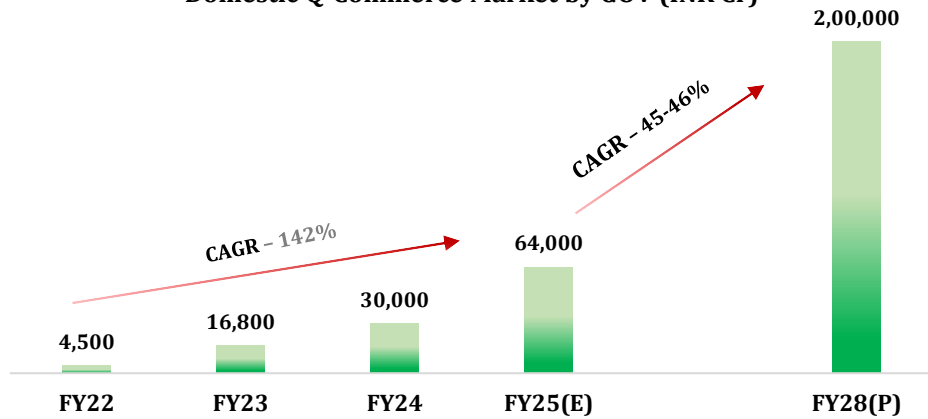
- India the largest milk producer by contributing 23% of global milk production
- Huge availability of milk in the country boosts the production of value-added and processed products.
- Government impetus - National Action Plan for Dairy Development (NAPD), National Programme for Dairy Development (NPDD), Interest Subvention on Working Capital Loans for Dairy Sector.

- ~40% of milk sales are handled by the organized sector, while 60% is managed by the unorganized sector.
- In contrast, developed nations process around 90% of surplus milk through the organized sector.

Macro Tailwinds Fueling Dairy Demand and Value-Added Product Potential

Q-commerce adoption set to accelerate FMCG growth

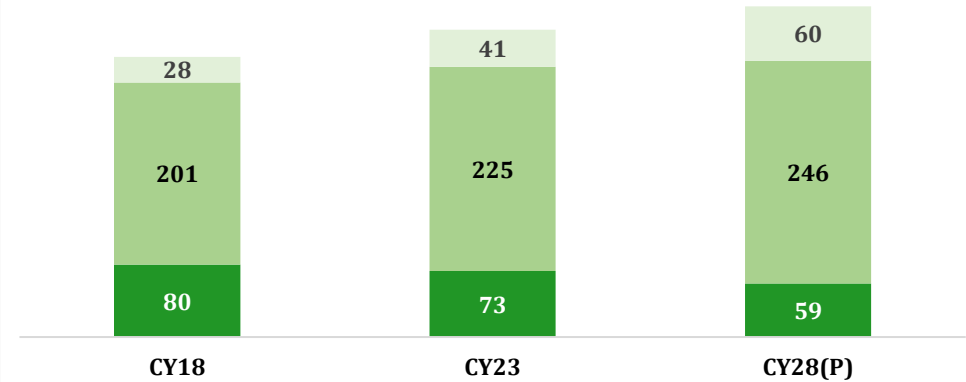
Domestic Q-Commerce Market by GOV (INR Cr)



Source: CareEdge Research

Value Creation: India's Middle Class Expands (mn)

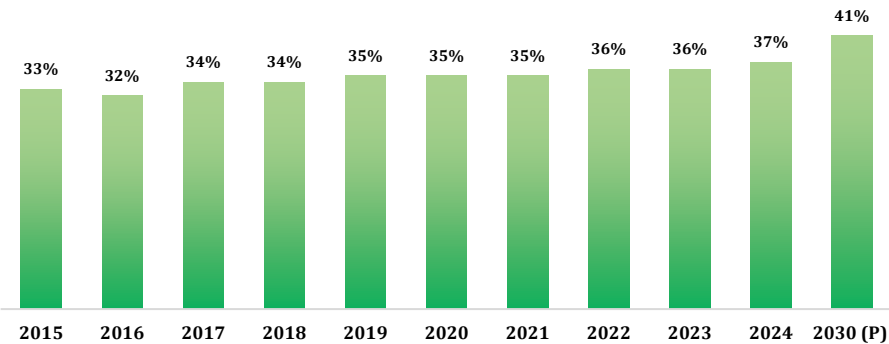
Low Income Middle Income High Income



Source: Redseer, Broker Reports

Urban Consumption Surge: The Dairy Demand Igniter

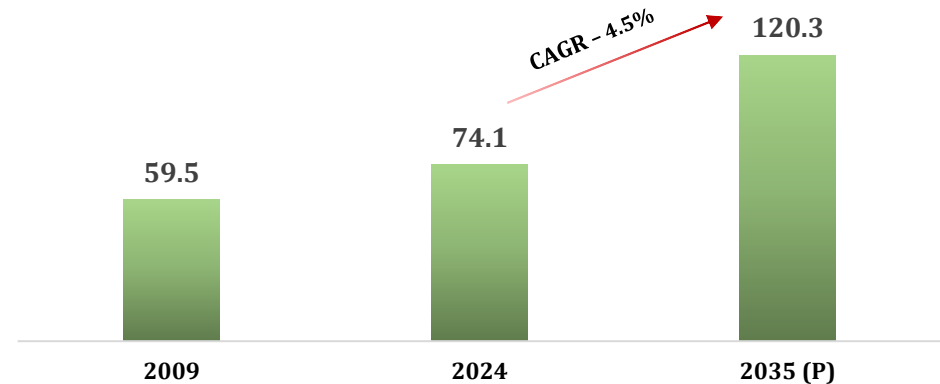
Urban Population (% of total population)



Source: Technopak Report

Booming Healthy food Revolution

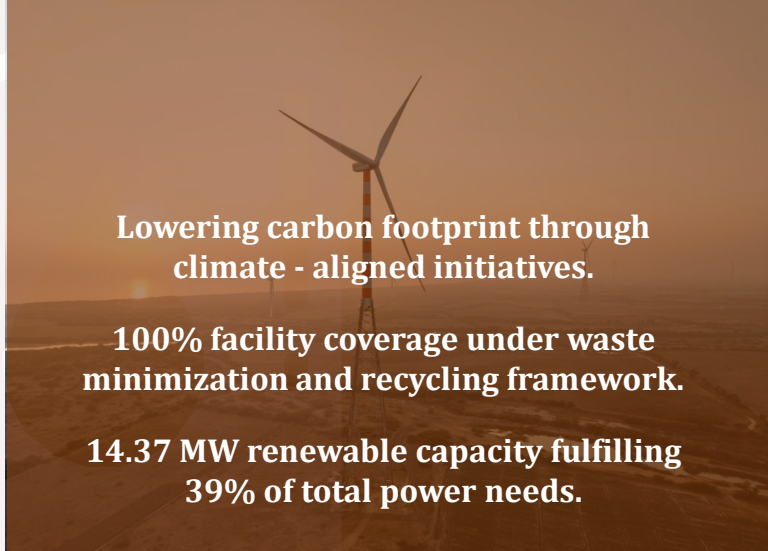
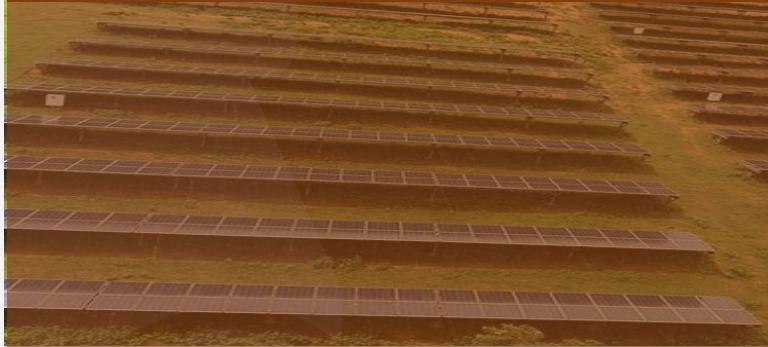
Domestic Healthy Food Market (USD Bn)



Source: [Market Research Future](#)

Enviornmental

8.07 MW
solar capacity
6.30 MW
wind capacity



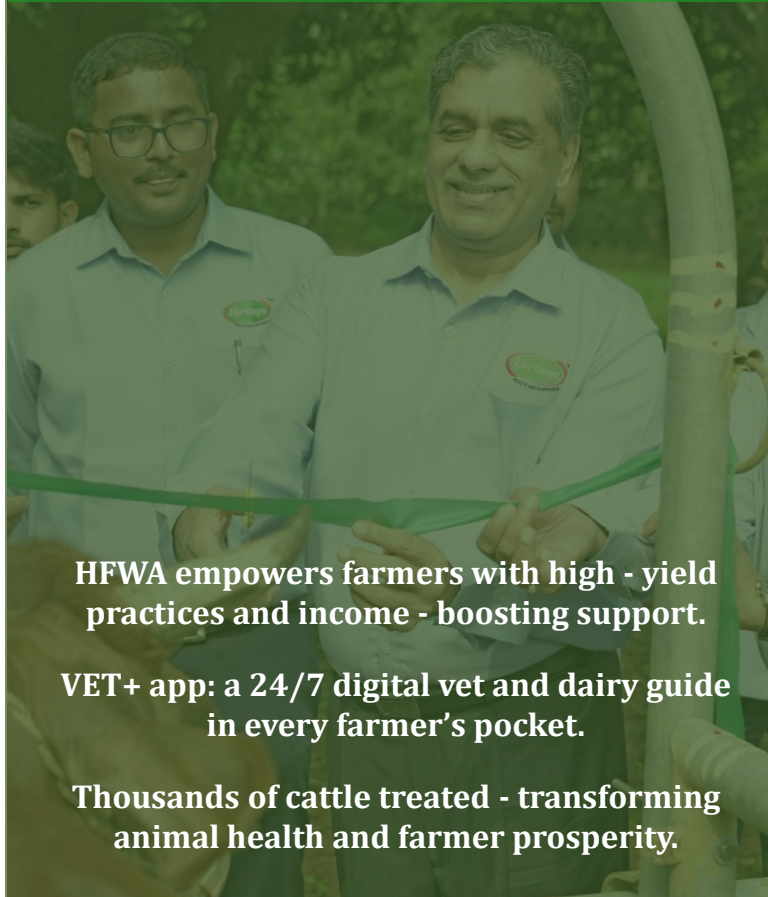
Lowering carbon footprint through climate - aligned initiatives.

100% facility coverage under waste minimization and recycling framework.

14.37 MW renewable capacity fulfilling 39% of total power needs.

Social

4,209
Cattle Health Camps Conducted
95,498
Cattle Treated



HFWA empowers farmers with high - yield practices and income - boosting support.

VET+ app: a 24/7 digital vet and dairy guide in every farmer's pocket.

Thousands of cattle treated - transforming animal health and farmer prosperity.

Governance

Total Board Size : 6 Directors

3 Whole Time Directors, 3 Independent Directors, with diversified and extensive experience across various sectors



Governed with integrity and transparency, rooted in the Group's legacy of ethical leadership.

Experienced board driving strategic, cross - sector decision - making.

Balanced and independent oversight focused on long - term stakeholder value creation.

APPENDIX



Board of Directors



Mr. Angara Venkata Girija Kumar
Chairperson, Non-Executive Independent Director

Commerce graduate, MBA, AIII, and Member of FSIB, Ministry of Finance. Former CMD of Oriental Insurance with 40+ years of global insurance experience; also served as Independent Director in top conglomerates.



Mrs. Bhuvaneshwari Nara
Vice Chairperson/Managing Director

Bachelor of Arts with rich business experience, leading Heritage Foods since 1994. Key driver of growth, overseeing operations with a focus on innovation and excellence in the dairy industry.



Mrs. Aparna Surabhi
Non-Executive Independent Women Director

FCA with B.Com and LL.B. from Bombay University, practicing since 1991. Brings 33+ years of audit and start-up consulting experience. Currently CFO & CHRO at Caliber Technologies Pvt. Ltd.



Mrs. Brahmani Nara
Executive Director

A graduate in Electrical Engineering from Santa Clara University, MBA from Stanford, and Communication Engineering degree from CBIT, Hyderabad. Since 2014, she has driven innovation and growth at Heritage Foods with her strong technical and strategic expertise.



Mr. M P Vijay Kumar
Non-Executive Independent Director

Fellow Member of ICAI, ICMA, and ICSI with 30+ years of experience. Member of IFRS Interpretation Committee and Advisory Council. Former ICAI Council Member, ASB Chairman, and NFRA Ex-Officio Member. Named BW CFO of the Year 2021 and among CIMA's 100 most influential CFOs in India.



Dr. M Sambasiva Rao
Whole Time Director

A Doctorate in Zoology and about 20 years in the IAS, including as Joint Secretary in the Ministry of Commerce, now drives growth at Heritage Foods with his governance and commerce expertise.

Experienced Leadership Team with Proven Expertise



Mr. Srideep Kesavan
CEO

He brings over 28 years of experience, with two decades in the packaged food industry as a seasoned marketer and business leader. He has held leadership roles at Coca-Cola India and Olam International Singapore. He is an alumnus of XLRI and CET Trivandrum.



CA A. Prabhakara Naidu
CFO

A Fellow Member of the Institute of Chartered Accountants of India, he graduated with a university rank in Science from Sri Venkateswara University. With over 36 years of experience in finance and accounts, he has been an integral part of Heritage Foods since its inception, contributing significantly to its growth and financial management.



Mr. J Samba Murty
COO

He holds an MBA in Marketing and a Bachelor's in Science. As the COO of Heritage Foods since 2007, he brings extensive experience in Sales & Marketing. He has previously held leadership roles at APDDCF Limited, Visakha Dairy, NDDDB, and Reliance, focusing strongly on the dairy and agribusiness sectors.



Mr. Umakanta Barik
Company Secretary

He holds a Master's in Economics, LLB, FCS, and LIII. A Fellow Member of the Institute of Company Secretaries of India, New Delhi, and a licentiate from the Insurance Institute of India, Mumbai, he has over 25 years of experience in Secretarial, Legal, Insurance, and Intellectual Property Rights domains.

Historical Consolidated Income Statement



Particulars (INR Mn)	FY24	FY25	FY26
Operating Income	37,939	41,346	45,260
Expenses	35,844	38,036	42,598
EBITDA	2,095	3,310	2,663
EBITDA Margins (%)	5.5%	8.0%	5.9%
Depreciation	608	696	810
Finance Cost	91	154	172
Other Income	120	279	242
Share of Profit/(Loss) of an associate & Joint Venture	(65)	(69)	(13)
Exceptional Item	-	87	101
Profit Before Tax	1,451	2,582	1,808
Tax	385	700	510
Profit After Tax	1,065	1,883	1,299
PAT Margins (%)	2.8%	4.6%	2.9%
Other Comprehensive Income	(11)	(13)	2
Total Comprehensive Income	1,055	1,870	1,301
EPS Diluted (INR)	11.48	20.29	16.22

Historical Consolidated Balance Sheet

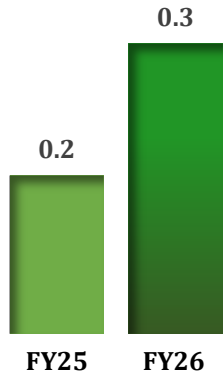


Particulars (INR Mn)	FY24	FY25	FY26
Equity And Liability			
Equity Share Capital	464	464	464
Reserve and Surplus	7,618	9,256	10,569
Shareholders Fund	8,082	9,720	11,033
Minority Interest	0	0	48
Total Equity	8,082	9,720	11,081
Non-Current Liabilities			
Long-term Borrowings	1,095	1,461	2,543
Deferred tax liabilities (net)	261	287	417
Other long-term liabilities and provisions	302	350	519
Total non-current liabilities	1,658	2,098	3,479
Current Liabilities			
Short-term Borrowings	226	283	1,072
Trade payables	1,450	1,715	2,043
Short Term Provisions	108	136	103
Other current liabilities	1,287	1,631	1,720
Total current liabilities	3,071	3,766	4,938
Total Equity and Liability	12,811	15,583	19,498

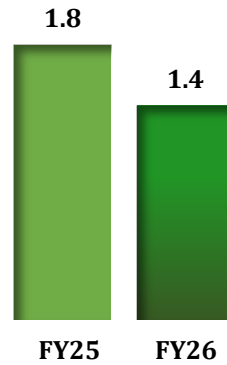
Particulars (INR Mn)	FY24	FY25	FY26
Assets			
Non-Current Assets			
Property, Plant and Equipment	6,968	7,411	11,395
Capital WIP	201	680	466
Intangible assets & investment property	76	65	280
Investment in Associate & Joint Venture	177	96	-
Financial assets	115	160	200
Other non-current assets	25	320	221
Total non-current assets	7,561	8,732	12,562
Current Assets			
Inventories	2,619	3,552	3,183
Investments	1,222	1,862	1,855
Trade Receivables	287	380	712
Cash & Bank Balances	838	697	703
Loans	0	0	0
Other Current Assets	283	360	484
Total Current Assets	5,250	6,851	6,936
Total Assets	12,811	15,583	19,498

Strengthening Financial Health: Key Balance Sheet Ratios

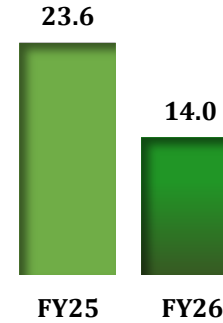
Debt/Equity



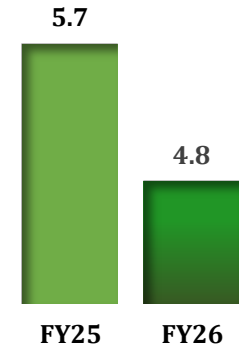
Current Ratio



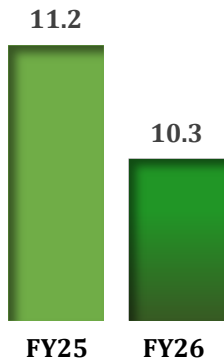
ROCE



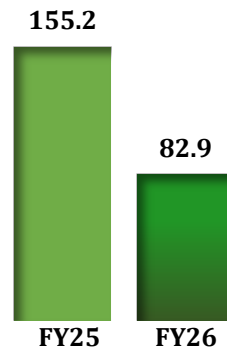
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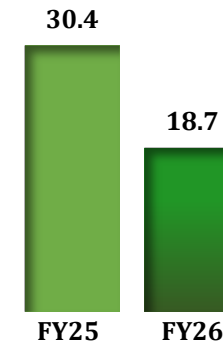
Inventory Turnover ratio



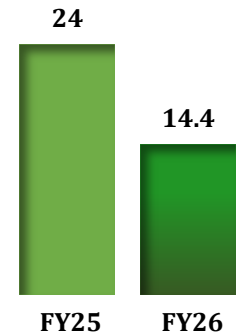
Receivables Turnover ratio



Payables Turnover ratio



Net Capital Turnover ratio



THANK YOU

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