



Industry Report on Packaged Food Market in India

October 2025



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INDUSTRY OVERVIEW

1. MACROECONOMIC OVERVIEW OF THE INDIAN ECONOMY

1.1 India's Economy: A Major Growth Powerhouse in The Global Economy

India, currently the fifth-largest economy globally (USD 3.9 trillion in CY2024), is one of the world's fastest growing economies, projected to grow at a CAGR of 11.1% to become the third largest by CY2029 (USD 6.6 trillion), surpassing Germany and Japan.

The GDP expansion is expected to be driven by increased consumer spending, especially in rural India, and favourable demographic dividends (a young population, a rising middle class and increasing female workforce participation).

There are multiple structural drivers that uniquely position India to sustain its high economic growth well into the next decade, including:

- **Demographic dividend:** India's demographic dividend, driven by its young population with a median age of 29.8 years in CY2024 and 68% of its population in the working-age group, fuels economic growth.
- **Rising middle class:** The share of households earning between USD 10,000 and USD 50,000 annually has increased from 5.8% in Fiscal 2010 to 34.5% in Fiscal 2023 and is expected to reach 42.0% by Fiscal 2030. This expanding middle-income segment is driving higher consumption across various sectors, including housing, automobiles, and consumer goods.
- **Digital expansion:** India's robust digital infrastructure — fuelled by affordable connectivity, government initiatives, digital payments, and 5G rollout — is driving growth in digital commerce and financial access.
- **India's growing infrastructure – renewables,** such as investments in renewable energy, ports, airports, and roads, underpins its economic growth.

In addition, several macroeconomic factors support India's growth:

- A favourable inflation environment, easing from 8.7% in CY2022 to 5.7% in CY2024, boosting consumer confidence and supporting spending power.
- Stable interest rates and moderating inflation have created a supportive monetary environment. The Reserve Bank of India has undertaken cumulative repo rate cuts totalling 100 basis points so far in CY2025, including a 50bps cut in June, bringing the policy rate down to 5.50%. This has been complemented by a phased 100bps reduction in the Cash Reserve Ratio (CRR). Together, these measures are aimed at easing liquidity, lowering borrowing costs, and driving consumption and private sector investment.
- A consumption-led economic model, with Private Final Consumption Expenditure (PFCE) in CY2023 at 60.2% and 61.4% in CY2024 of India's GDP, compared to for example Germany at 49.9% and China at 39.1% in CY2023. In addition, income tax cuts and higher threshold for tax-exempt income introduced in the Union Budget 2025–26 along with the recent notification on GST rates reduction to be effective from 22nd September 2025 is expected to further bolster spending and drive PFCE growth.

(Note: PFCE includes household and non-profit institution expenditures on goods and services for consumption, such as food, housing, healthcare, and transportation).

Key Growth Drivers of the Indian Consumption Story

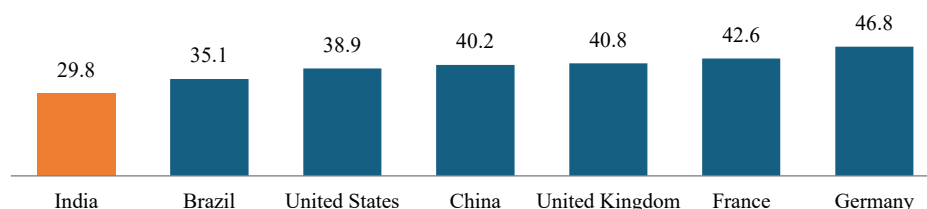
1. Favourable Demographic Factors

India's young and rapidly growing population is a key enabler of economic expansion. The country's median age was 29.8 years in CY2024, well-below the US at 38.9 years and China at 40.2 years. India's population growth in CY2024 (at 0.9%) was more than double that of other key economies such as Brazil (0.4%). Amongst key economies, India's working age population at 68% of total population trails only China at 69%. This combination of a young, working age population sets India up for a unique demographic dividend and long-term economic

potential among large economies. Moreover, India's youthful workforce is shaping consumer spending preferences towards convenience and modern retail.

A large economy is a nation or region with substantial economic influence, characterised by strong GDP, trade networks, industrial output, and financial markets, shaping global or regional economic trends, policies, and investments.

Exhibit 1.1: Median Age of Key Economies (CY2024) (Years)



Source: The World Factbook

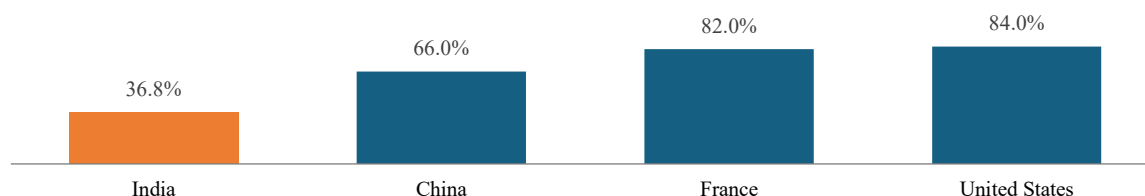
Sources: GDP – IMF Projections, RBI; Inflation – World Bank Projections; PFCE – Ministry of Statistics and Implementation, Secondary Research; Median Age of Different Economies – World Population Review, World Bank. The working-age population refers to individuals between the ages of 15 and 64 who are most likely to be economically active.

2. Accelerating Urbanisation and Nuclearisation

India's accelerating urbanisation is transforming consumer spending patterns and modernising retail channels. In CY2024, approximately 535 million people lived in urban areas. This represented 36.8% of the total population, a share that is projected to rise to 40.9% by CY2030, with urban centres expected to contribute 75% of the GDP.

Compared to China (66.0%) and the U.S (84.0%), India's urbanisation is still at a nascent stage, indicating significant long-term potential. India's urbanisation is driving smaller households (4.1 persons in CY2024 vs. 4.9 in CY2011), boosting demand for convenient, aspirational goods like packaged foods.

Exhibit 1.2: Urban Population as a % of Total Population for Key Economies (CY2024) (%)

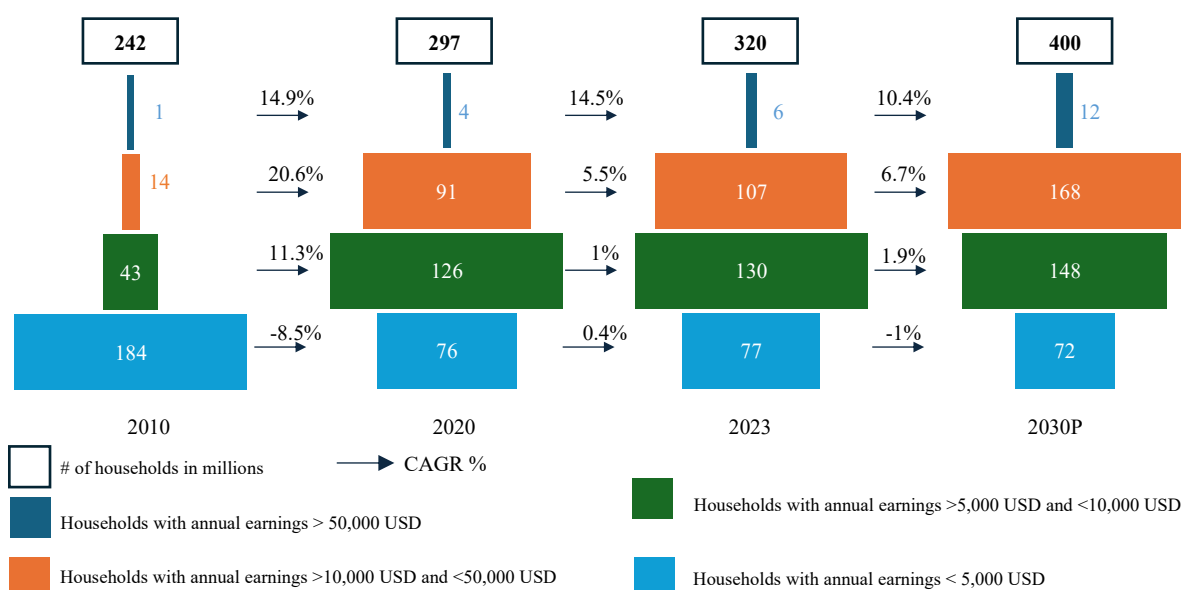


Source: World Bank

3. India's Income Pyramid is Inverting

India's income distribution is shifting in favour of higher-earning households, leading to increased discretionary spending. The proportion of households earning between USD 10,000 and USD 50,000 annually has grown from 5.8% in Fiscal 2010 to 34.5% in Fiscal 2023 and is projected to reach 42% by Fiscal 2030. This expanding middle-class and upper-middle-class segment is expected to fuel consumption of premium products across sectors, including the shift from loose to packaged food.

Exhibit 1.3: Household Annual Earning Details (Fiscal) (Households in millions)



Source: EIU, Technopak Estimates; Note: 1 USD= INR 85

4. Increasing female workforce participation

India has witnessed a significant socioeconomic shift, with female workforce participation rising from 23.3% in June 2018 to 41.7% in June 2024, according to the Periodic Labour Force Survey. This trend is expected to continue, with female workforce participation projected to reach 70% by Fiscal 2048. This increase is driven by higher literacy rates, better education access, and changing cultural norms. Rising female workforce participation is boosting household incomes and driving discretionary spending on convenience focused products.

5. GST Rate Rationalisation as a Growth Catalyst

The recent GST reform by the Government of India to simplify the four-tier structure into two slabs (5% and 18%) could potentially shift many processed and packaged goods from the 12% and 18% slabs to the lower 5%. This change is expected to enhance affordability, boost consumer demand, and drive volume growth in the packaged food and other convenience focused products.

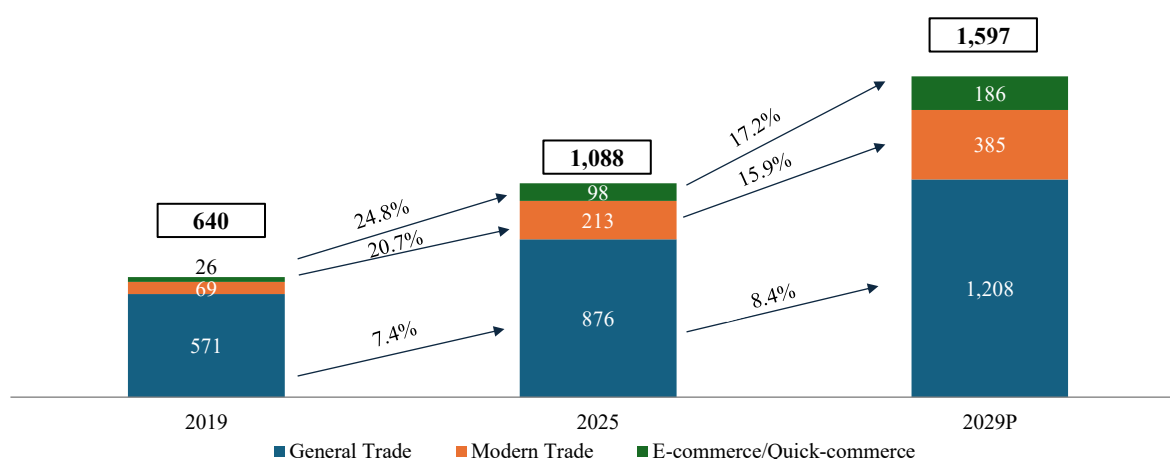
1.2 Evolving Retail Landscape of India

India's retail sector is undergoing a structural transformation, driven by rising disposable incomes, shifting consumer preferences, and rapid digitalisation.

India's retail market reached USD 1,088 billion in Fiscal 2025, growing at a 9.2% CAGR over the past six years. Modern trade expanded at a 20.7% CAGR (Fiscal 2019 -25), while e-commerce and quick-commerce grew at 24.8% CAGR (Fiscal 2019-25), reflecting shifting consumer purchasing habits.

By Fiscal 2029, the total retail market is projected to grow at a 10.1% CAGR to USD 1,597 billion. Modern trade is expected to expand at a 15.9% CAGR, reaching USD 385 billion and accounting for 24.5% of the market (up from 19.6% currently), while e-commerce/quick-commerce is expected to account for 12.0% of the market (up from 9.0% currently, with a CAGR of 17.2%). This transformation is fuelling higher penetration of convenience-driven consumption products.

Exhibit 1.4: Overall Retail Market (in USD Billion) (Fiscal); CAGR (%)



Source: Technopak Research

Retail Market includes the following merchandise - Food and Grocery, Apparel, Accessories, Watches, Jewellery, Consumer Electronics, Home and Living, Pharmacy and Wellness, Footwear, Books and Stationery, Toys, Eyewear, Sports Goods, Alcoholic Beverages and Tobacco

General trade refers to traditional retail formats, including local kirana stores, mom-and-pop shops, and unorganised marketplaces that operate with minimal technological integration

Modern trade encompasses organised retail formats (both Brick & Mortar and E-commerce) such as supermarkets, hypermarkets, and convenience stores, characterised by standardised operations, technology adoption, and streamlined supply chains and online platforms, websites etc.

E-commerce refers to the online buying and selling of goods and services, while Quick-commerce is a faster variant that delivers products within minutes or hours through hyper-local fulfilment networks.

Note: 1 USD = INR 85

1.3 Key Risks and Challenges for the Indian Economy

The Indian economy is subject to rising input and labour costs, climate risks, and geopolitical and economic volatility. These factors may affect trade, investment, and inflation dynamics in the near to medium term.

Rising input costs and inflation risks: Higher commodity prices, raw material costs, and energy price volatility may lead to higher production costs and reduced economic activity. Oil prices pose an additional risk of pushing inflation higher, as they impact logistics, packaging, and overall input costs. The market situation in India in Fiscal 2025 was challenging not only in urban centres, but also in rural areas and semi-urban towns. High prices for basic goods placed pressure on demand, leading to subdued rural and semi-urban demand in the food/packaged food industry in Fiscal 2025.

Rising labour costs due to higher education and skill levels: As education and skill levels improve, labour costs are expected to rise, increasing operational expenses for businesses. This may impact price competitiveness, particularly in labour-intensive sectors, and contribute to broader inflationary pressures.

Climate vulnerabilities: Increasing frequency of erratic monsoons, rising temperatures, and extreme weather events pose significant risks to agricultural output, potentially leading to food inflation and declining rural and urban demand.

Economic stability risks: Higher crude oil prices, and a weak rupee pose challenges for India, as they can contribute to rising inflation, could increase costs for imports and foreign-denominated liabilities and impact overall economic stability.

Muted market sentiments: India's consumer demand remained subdued in Fiscal 2025 due to relatively weak private consumption, lower government spending, and global uncertainties. However, this slowdown is expected to be temporary, with a gradual recovery anticipated as economic conditions stabilise and consumer sentiment improves. A revival in consumption is likely, supported by initiatives to boost spending such as lower interest rates by the RBI, recent notification on GST rates reduction to be effective from 22nd September 2025, and tax relief measures by the Finance Ministry. For instance, RBI undertook repo rate cuts by 25bps each in February

2025 and April 2025. Similarly, the Union Budget 2025 announced zero tax liability for individuals earning up to ₹1.2 million per annum.

Geopolitical & external shocks, trade barriers and tariffs: Global uncertainties and regional instability may increase economic volatility and strain trade relations. Escalating tensions with neighbouring countries, such as the recent political situation with Pakistan over Kashmir in May 2025, could heighten geopolitical risks, disrupt cross-border trade, and divert policy focus and resources. Additionally, shifting trade policies and rising protectionism in key export markets could further undermine India's trade dynamics and create challenges for exporters.

Policy uncertainty and regulatory risks: Frequent policy shifts or lack of clarity in regulations can deter investments, especially in sectors like infrastructure, manufacturing, and digital economy.

Corporate Tax & Labor Code Changes: Changes to India's tax structure, wage codes, and employee benefit regulations may increase operating costs and compliance burdens for businesses.

Financial market volatility: India's financial markets are influenced by external shocks, geopolitical tensions, and global interest rate movements, which could increase cost of capital and capital outflows.

2. Packaged Food Market in India

2.1 Diverse Food Landscape in India

Regional diversity shapes India's evolving food preferences



India is a culturally rich and diverse nation, characterised by multiple languages, traditions, and culinary practices. Its diversity is reflected in its culinary landscape, with each state and union territory offering unique food traditions shaped by geography, history, and locally available ingredients. Regional preferences are not only cultural but are also closely tied to agriculture and seasonal produce, influencing local consumption habits. As a result, the Indian food market is highly diverse and dynamic, with varying demand patterns across geographies.

Northern India is characterised by its preference for wheat-based dishes and rich, creamy gravies, while the southern states are known for their rice-centric, spicy meals, often served with sambar and coconut-based chutneys. The east favours mustard oil, seafood, and sweets, while the west showcases a balance of sweet, tangy, and spicy flavours, ranging from Gujarat's vegetarian thalis to Goa's coastal meat and seafood dishes. Even within states, significant regional variations in cuisines reflect the diversity of communities and lifestyles.

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Additionally, the cuisines of certain regions have also been influenced by migrant communities from other countries, adding another layer of diversity. Kerala, for example, is home to multiple cuisines, including Malabar Mappila, Syrian Christian, and Palakkadan Brahmin.

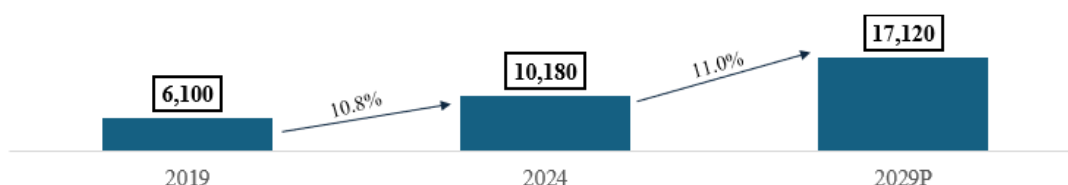
There is no single "Indian consumer taste" and to succeed in this complex landscape, brands must develop a deep understanding of micro-markets. Many Indian and global food companies are increasingly recognising the need to localise their offerings to cater to these regional nuances. This diversity is an opportunity, offering immense potential for product innovation, regional customisation, and targeted marketing strategies. A prime example is the Indian spices market, shaped by centuries of localised culinary traditions. Each region has developed its own signature spice blends over generations, carefully balanced to suit local taste preferences and cooking styles. For instance, sambar masala recipes used across the four southern Indian states (Tamil Nadu, Kerala, Karnataka, and Andhra Pradesh/Telangana) differ significantly from one another.

2.2 Indian Packaged Food Market: Well-poised for Growth

India's packaged food market is projected to grow at a CAGR of 11.0% to reach INR 17,120 billion by Fiscal 2029

The Indian packaged food market was estimated at INR 10,180 billion in Fiscal 2024, reflecting a CAGR of 10.8% vs. Fiscal 2019. The high growth is driven by rising disposable incomes, urbanisation, lifestyle changes, nuclearisation, and a growing workforce, particularly among women. The packaged food market remains stable throughout the year, as demand is primarily driven by regular consumption rather than seasonal fluctuations.

Exhibit 2.1: Indian Packaged Food Market (in INR billion) (Fiscal); CAGR (%)



Source: Secondary research, Technopak analysis

Note: Packaged Food market size includes Packages Staples, Other Packaged Food, Packaged Dairy (Fresh), Packaged Beverages, Packaged Meat; it does not include food products sold in loose form

The market size is based on retail sales and is same for all market sizing throughout the chapter

2.2.1 Category Segmentation

The packaged food segments are typically divided into packaged staples, other packaged food, packaged dairy (fresh), packaged beverages, and packaged meat.

- **Packaged staples** primarily include edible oils, flour, rice, wheat and wheat derivatives, pulses, sugar, and spices
- **Other packaged food** includes baked goods such as biscuits and breads, convenience food, confectionery, snacks and savoury, and other categories
- **Packaged dairy (fresh)** is packaged milk/curd/yoghurt/paneer etc. with a shelf life of 2-3 days for fresh milk, and 7-14 days for packaged curd and paneer
- **Packaged beverages** include packaged water, aerated beverages, juices, sports drinks, energy drinks, non-alcoholic beverages and concentrates
- **Packaged meat** comprises of branded livestock-based products such as eggs, frozen and chilled meat products, and other packaged cold cuts

Exhibit 2.2: Indian Packaged Food Market Segments (in INR billion) (Fiscal)

Category	2019	Share 2019	2024	Share 2024	2029 P	Share 2029 P	CAGR 2019-2024	CAGR 2024-2029
Packaged Staples	2,250	36.9%	3,755	36.9%	6,080	35.5%	10.9%	10.2%
Other Packaged Food	2,220	36.4%	3,605	35.4%	6,245	36.5%	10.2%	11.6%
Packaged Dairy (Fresh)	1,100	18.0%	2,005	19.7%	3,380	19.7%	12.8%	11.0%
Packaged Beverages	390	6.4%	620	6.1%	1,100	6.4%	9.7%	12.2%

Category	2019	Share 2019	2024	Share 2024	2029 P	Share 2029 P	CAGR 2019-2024	CAGR 2024-2029
Packaged Meat	140	2.3%	195	1.9%	315	1.8%	6.9%	10.1%
Total Packaged Food	6,100		10,180		17,120		10.8%	11.0%

Source: Secondary research, Companies annual reports, Technopak Analysis

Note: Other Packaged Foods includes bakery & breads, confectionary, snacks, dressings and sauces, pasta- noodles, Ice-cream/frozen dessert, baby food, convenience food products, packaged sweets, value added dairy, tea/coffee, breakfast cereals and packaged dry fruits

Source: Secondary research, Technopak analysis

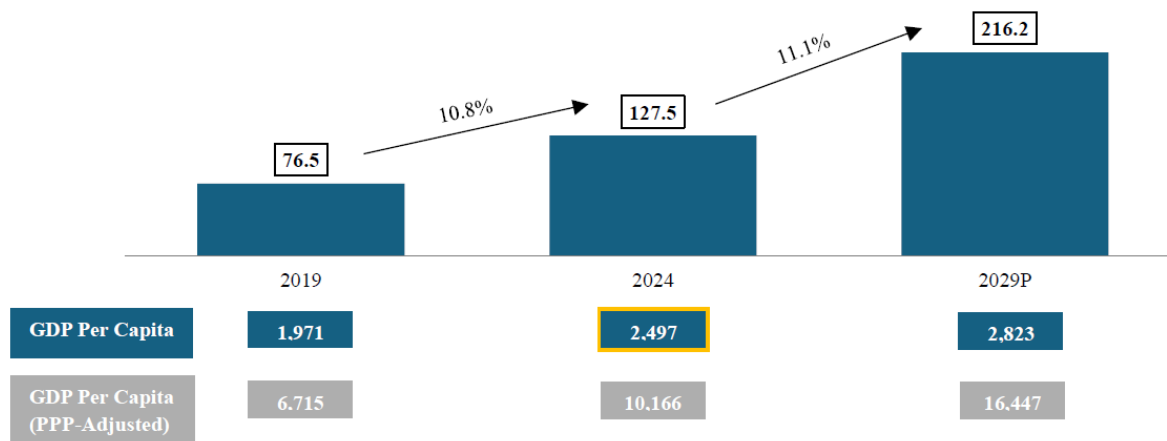
As of Fiscal 2024, the Total Addressable Market (TAM) in the packaged food category for companies like Orkla India was ~ INR 424 billion. This TAM includes packaged spices (INR 345 billion) and convenience food (INR 79 billion).

Packaged food in India, a growing opportunity indicated by rising per capita spend Annual per capita spend on all categories of packaged food was ~INR 7,000 in India in Fiscal 2024. In Fiscal 2020, this was INR 4,650, which was significantly lower than China at ~INR 16,000 and the USA at ~INR 1,12,500, indicating substantial growth potential for the packaged food industry as the Indian market matures.

India's packaged food market entered a high-growth phase between Fiscal 2019-24, mirroring China's high growth trajectory

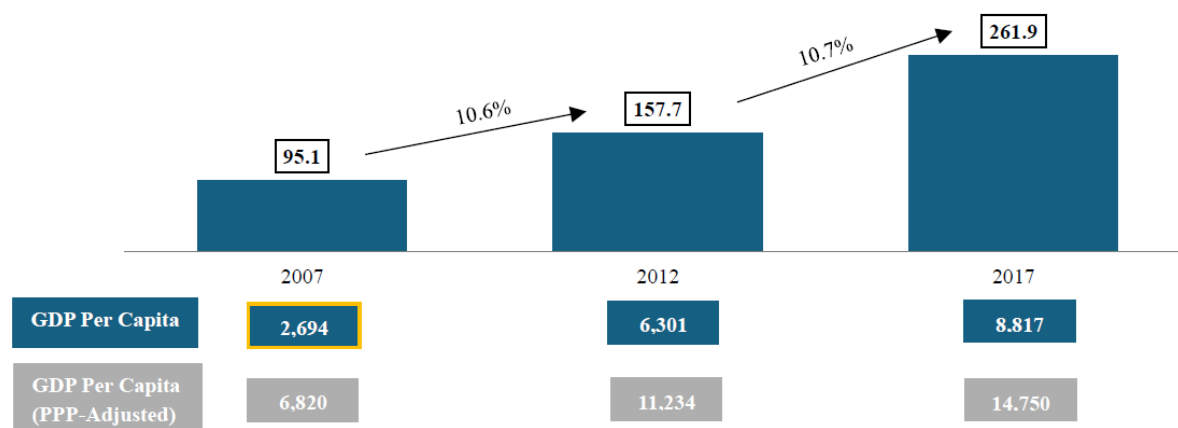
India's and China's economies share similar key growth drivers for the packaged food market, including rapid economic growth, urbanisation, an expanding middle class, and increasing female workforce participation. China's packaged food market entered a high growth phase when it crossed a per capita GDP of USD 2,694 in CY2007. Correspondingly, it had a PPP-adjusted GDP per capita of USD 6,820. India's packaged food market entered a high growth phase in Fiscal 2019, growing at a CAGR of 10.8%, and is expected to continue expanding rapidly, following a similar trajectory to that experienced by China, albeit with a time gap of roughly a decade, reflective of differences in economic maturity between the two nations.

Exhibit 2.3: Packaged Food Market Size in India (in USD billion);GDP per Capita, and PPP Adjusted GDP Per Capita (current international USD) (Fiscal) ; CAGR (%)



Source: Secondary Research, Technopak Analysis

Exhibit 2.4: Packaged Food Market Size in China (in USD billion), GDP per Capita, and PPP Adjusted GDP Per Capita (current international USD) (CY); CAGR (%)



Source: Secondary Research, Technopak Analysis

2.2.2 Geographical Segmentation

South India: A high-potential region with strong income levels and rapid growth.

The South India market is an attractive region given its higher income levels and strong consumer demand.

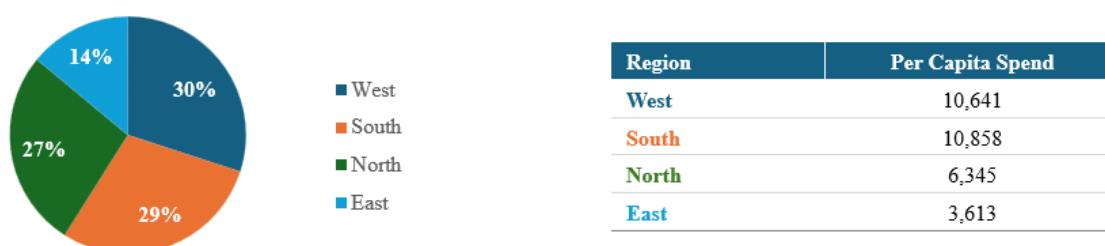
In Fiscal 2024, Karnataka (~68 million), Kerala (~36 million), Andhra Pradesh (~53 million), Telangana (~38 million), and Tamil Nadu (~77 million) together accounted for approximately 30% of India's GDP and a combined population of ~272 million.

The per capita income in the South*, measured by net domestic product, was approximately 121% of the national average, outperforming other regions such as the West (117%), North (111%), and East (78%). Notably, in Fiscal 2024, each of the individual southern states had a per capita income higher than the national average of INR 1,90,383. Telangana's per capita income, for instance, was approximately 187% of the national average, while Karnataka, Tamil Nadu, Kerala, and Andhra Pradesh had per capita incomes of approximately 175%, 166%, 148%, and 127% of the national average, respectively.

Additionally, in Fiscal 2024, Southern India was the second-largest packaged food market in India, closely after Western India, with 29% of the market, just behind the West's 30%. South India also had the highest per capita spend on packaged food, with INR 10,858, making it the leading Indian region in terms of per capita packaged food expenditure.

*As of Fiscal 2023

Exhibit 2.5: Packaged Food Geographical Segmentation; Region-wise Per Capita Spend on Packaged Food (INR) (Fiscal 2024)



Source: Technopak analysis

Notes: States included in each region are as follows-

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North: Delhi, Punjab, Haryana, Uttar Pradesh, Himachal Pradesh, Chandigarh, Jammu & Kashmir, Uttarakhand, Rajasthan
 South: Telangana, Tamil Nadu, Karnataka, Andhra Pradesh, Kerala
 West: Maharashtra, Gujarat, Madhya Pradesh, Goa/UT
 East: Bihar, Chhattisgarh, Jharkhand, Orissa, West Bengal, Sikkim, Assam, Manipur, Meghalaya, Mizoram, Nagaland, Tripura, Arunachal Pradesh

2.2.3 Urban vs. Rural Split

Urban-led growth continues, with rural markets gaining momentum.

While urban areas account for 65–70% of packaged food demand in India, rural markets are gaining traction due to rising incomes, improved infrastructure, and greater media penetration. Additionally, various brands are making efforts to extend their distribution reach in rural markets and making efforts to improve product availability, which increases household penetration.

2.2.4 Sales Channel Split

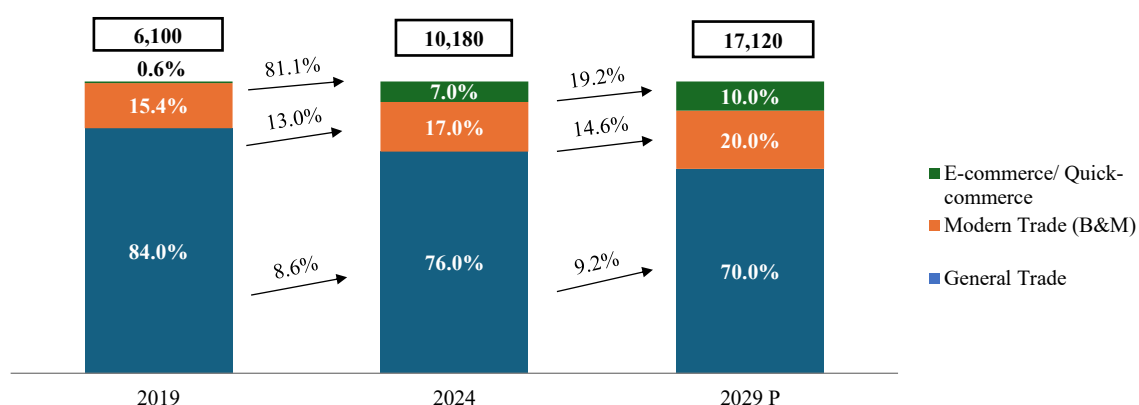
General Trade dominates packaged food retail, while e-commerce/quick-commerce and modern trade are gaining traction.

General trade remains the dominant sales channel in the packaged food market in India, accounting for ~76% sales in Fiscal 2024. However, its share is gradually declining as modern trade and e-commerce/quick-commerce gain ground. Modern trade has grown from 15.4% in 2019 to 17.0% in Fiscal 2024 and is projected to capture 20.0% of the market by Fiscal 2029. This increase is driven by wider product assortments, better shopping experiences, and the expansion of supermarket chains.

E-commerce/quick-commerce, the fastest-growing channels, have increased from 0.6% in 2019 to 7.0% in Fiscal 2024, and are expected to capture 10.0% of the market by Fiscal 2029, reflecting a CAGR of 19.2%. This growth is fuelled by increasing internet penetration, smartphone adoption, improved digital payment infrastructure, and rise in demand for convenience.

As modern trade and e-commerce/quick-commerce grow, packaged foods are becoming more accessible through detailed product information, customer reviews, subscription options, and personalised recommendations, enhancing convenience and choice for consumers

Exhibit 2.6: Packaged Food Sales Channel Split (Fiscal, INR billion); CAGR (%)



Source: Technopak analysis

2.3 Key Economic Reforms Impacting the Indian Packaged Food Market

Transformative policy reforms, including PMKSY, PMFME, FDI liberalisation, and PLISFPI, are driving infrastructure development, formalisation, and global competitiveness in India's packaged food market.

Pradhan Mantri Kisan SAMPADA Yojana (PMKSY): PMKSY is a comprehensive initiative by the Ministry of Food Processing Industries (MoFPI) aimed at creating modern infrastructure and streamlining the supply chain, developing food processing and preservation capacities to maintain quality and reduce wastage. Additionally, the

scheme supports infrastructure for primary processing activities, such as cleaning, sorting, grading, and basic packaging, particularly through cold chain and backward linkage components. These are relevant in the case of packaged staples and perishables, where primary processing plays an integral role. Such interventions help strengthen the base of India's packaged food ecosystem by improving standardisation, hygiene, and market readiness. As on June 30, 2024, the ministry had approved 41 Mega Food Parks, 399 Cold Chain projects, 76 Agro-processing Clusters, 588 Food Processing Units, 61 Creation of Backward & Forward Linkages Projects & 52 Operation Green projects under corresponding component schemes of PMKSY.

PM Formalisation of Micro Food Processing Enterprises (PMFME): As part of Atmanirbhar Bharat Abhiyan, MoFPI is also implementing a centrally sponsored PMFME scheme for providing financial, technical and business support for setting up/ upgradation of micro-food processing enterprises in the country. The scheme is implemented in all the 36 states/UTs for five years from Fiscal 2021 to Fiscal 2025 with an outlay of INR 100 billion, aiming to enhance the competitiveness of existing individual micro-enterprises in the unorganised segment of the food processing industry and promote formalisation of the sector.

As of January 31, 2024, following progress made under various components of PMFME Scheme:

- 72,556 loans sanctioned for the benefit of credit linked subsidy
- INR 7,711 million released as seed capital for 236704 Self HELP Groups (SHG) engaged in food processing activities
- 62,140 beneficiaries trained in Food Processing Entrepreneurship Development Program
- 14 One District One Product (ODOP) brands and 166 products successfully launched so far

Foreign Direct Investment (FDI) in Food Processing Sector: The Indian government allows 100% FDI under the automatic route in the food processing sector, allowing foreign investors to invest without prior government approval in food businesses such as manufacturing, processing, packaging, and storage of food products. Additionally, 100% FDI is allowed under the government approval route for trading, including e-commerce, of food products made in India. This policy aims to encourage local sourcing and strengthen the domestic food processing industry. The government also offers various incentives for FDI in the food processing sector, including tax exemptions, subsidies, and infrastructure support. These incentives are part of the government's broader goal to promote "Make in India" and increase food processing levels in the country. In Fiscal 2024, FDI in the Food Processing Sector stood at INR 50.4 billion.

Production Linked Incentive Scheme (PLIS): MoFPI launched the Production Linked Incentive scheme (PLIS) for Fiscal 2022 to Fiscal 2027 with a budget of INR 109 billion to foster the development of global food manufacturing champions and promote Indian food brands in international markets. The scheme has significantly contributed to the country's overall growth and development by scaling up domestic manufacturing, enhancing value addition, boosting the domestic production of raw materials, and creating employment opportunities. According to data reported by the scheme's beneficiaries, an investment of INR 89.1 billion was made across 213 locations. As of October 31, 2024, the scheme has reportedly generated employment of over 0.29 million.

Key Components of PLIS for Food Processing Industry:

- **Incentivising Key Food Product Segments (Category-I):** This includes promoting the manufacture of Ready-to-Cook/Ready-to-Eat (RTC/RTE) foods, processed fruits and vegetables (including packaged mixed spices, mixed condiments and seasoning) marine products, and mozzarella cheese.
- **Supporting Innovative/Organic Products (Category-II):** Focused on small and medium enterprises (SMEs), encourages the production of innovative and organic food products.
- **Branding and Marketing Support (Category-III):** Aims to strengthen Indian brands globally by providing incentives for in-store branding, shelf space renting, and marketing.

2.4 Key Trends of the Indian Packaged Food Market

India's packaged food market is evolving with a shift towards branded products, rising demand for convenience and health-focused options, expansion of modern and online retail, strong preference for regional flavours, and increasing consumer experimentation with new brands and global tastes.

Shift towards packaged products

Consumer perceptions of branded, packaged food are evolving, driven by greater access to information through social and print media. As concerns around food safety and quality grow, packaged options are seen as a more consistent and hygienic alternative to loose food. This shift is gaining momentum, even in tier 2 and tier 3 cities, where rising disposable incomes, better accessibility, and heightened awareness of food safety are influencing purchase decisions. To cater to price-sensitive consumers and expand reach in local markets, brands have a plethora of price points catering to different consumer segments with targeted marketing and efficient distribution strategies increasing demand.

Increasing focus on convenience amid evolving lifestyles

Urbanisation and increasing female participation in the workforce are fuelling the demand for convenient food products. In Fiscal 2024, convenience food accounted for approximately 0.9% of the packaged food category, a share projected to grow to 1.3% by Fiscal 2029, reflecting a CAGR of 18.2%. Products like ready-to-mix dosa and idli batters and ready-to-eat meals from brands like MTR and Haldiram (e.g., paneer butter masala and dal makhani) save consumers time and effort and tap into this trend.

Rising health consciousness among consumers

Rising health consciousness is driving the demand for high-quality packaged food. Consumers are increasingly opting for products free from pesticides, chemicals, and artificial additives, such as organic wheat flour, pesticide-free rice and pulses, and organic spices. Packaged spices are gaining popularity due to their consistent quality, standardised processing, and hygiene assurances, which help alleviate concerns about contamination or adulteration.

Rise of modern retail and e-commerce/quick-commerce

The Indian packaged food retail market continues to be dominated by general trade, given its deep-rooted presence, extensive reach, and strong consumer trust. However, brick-and-mortar modern trade is growing on the back of increasing demand for organised retail experiences, wider product assortments, and promotional offers. Similarly, e-commerce and quick-commerce penetration is expected to increase as platforms such as Swiggy Instamart, Blinkit, and Zepto, rapidly expand as digital adoption increases, offering the convenience of doorstep delivery, wider product range and quick delivery. The growing trend of online shopping presents an attractive opportunity for companies to reach consumers who prefer the convenience of digital platforms.

Importance of regional and authentic flavours

Indian cuisine is deeply tied to local traditions, geography, and seasonal influences. Every region has its distinct culinary identity, influenced by locally available ingredients, historical trade routes, and community preferences. This connection to regional flavours drives consumer preferences across spices, oils, and other packaged food categories, making localised offerings a key driver of consumer preferences. Regional players' proximity to local markets and nuanced understanding of local consumer preferences allows them to swiftly adapt to shifting consumer demands, introduce region-specific flavours or product variants, and build stronger brand connections within their target communities.

Growing demand for local Indian flavours in international markets

As of CY2024, an estimated 32-35 million Indians (NRIs and PIOs) live abroad, with 2-2.5 million Indians migrating overseas every year, primarily seeking employment opportunities. The Indian diaspora actively seeks products that reflect their regional culinary traditions, driving demand for authentic Indian flavours in the form of traditional snacks, spice blends, and ready-to-eat meals that replicate homemade preparations. As a result, brands are focusing on maintaining authenticity to meet the expectations of diaspora consumers across countries who desire local Indian tastes abroad.

Experimentation with the latest brands and tastes

Exposure to global cuisines through travel and digital platforms has significantly influenced consumers, fostering a willingness to explore new flavours and experiment with food. This novelty has prompted brands to introduce innovative products such as desi Chinese, gourmet rice, and fusion spice blends, which offer a modern adaptation to traditional tastes while "Indianising" global flavours to suit local preferences. Additionally, digital platforms have simplified the discovery and accessibility of these emerging brands and unique products.

2.5 Sector Consolidation in the Indian Packaged Food Market

There has been a notable trend of consolidation in the India packaged food market, as larger players strategically acquire brands to expand their product portfolio and enhance their market presence.

In addition to witnessing strong organic growth, there has been a notable trend of consolidation in the India packaged food segment, as larger players strategically acquire brands to expand their product portfolio and enhance their market presence. For instance, Patanjali acquired Ruchi Soya Industries (Fiscal 2020), ITC acquired Sunrise Foods (Fiscal 2021), Orkla India acquired Eastern (Fiscal 2021), Tata Consumer Products acquired Capital Foods (Fiscal 2024) and Organic India (Fiscal 2024), and Wipro Consumer Care and Lighting acquired the Kerala-based packaged food brand Brahmins (Fiscal 2024). Beyond expansion in portfolio and geographical presence, a key driver for the consolidation is the opportunity for larger companies to leverage their distribution and sourcing networks to drive growth and margin improvement in their acquisitions, creating strong synergies that enhance operational efficiency and market reach.

3. SPICES INDUSTRY IN INDIA

3.1 India's Spice Industry: World's largest Producer, Consumer, and Exporter

India, often referred to as the "Land of Spices", is the world's largest producer, consumer, and exporter of spices. It contributes nearly 70% of global spice production by volume and accounts for approximately 43% of global spice exports by value as of Fiscal 2024. With diverse agro-climatic conditions and strong domestic and international demand, the country cultivates approximately 75 of the 109 spice varieties listed by the International Organization for Standardization (ISO). These include, but are not limited to, chilli, turmeric, coriander, black pepper, cardamom, and cumin. In addition, India exports spices to over 180 countries. States such as Karnataka, Rajasthan, Andhra Pradesh, Telangana, Madhya Pradesh and Gujarat are key contributors with approximately 80% of India's total spice production by volume in Fiscal 2024.

India is also home to several Geographical Indication (GI) tagged spices that showcase their unique regional heritage and quality. For example, Kerala's Malabar Black Pepper is known for its bold aroma, while Karnataka's Coorg Green Cardamom and Byadagi Chilli stand out for their distinct flavour and deep red colour respectively. The GI tags help preserve the authenticity and traditional cultivation practices of India's diverse spice varieties.

The Spices Board of India plays a pivotal role in boosting exports by ensuring quality control, providing market linkages and supporting farmers through training and infrastructure development. It has also established spice parks, which serve as dedicated hubs for advanced spice processing, quality control, and packaging facilities, ensuring adherence to international standards.

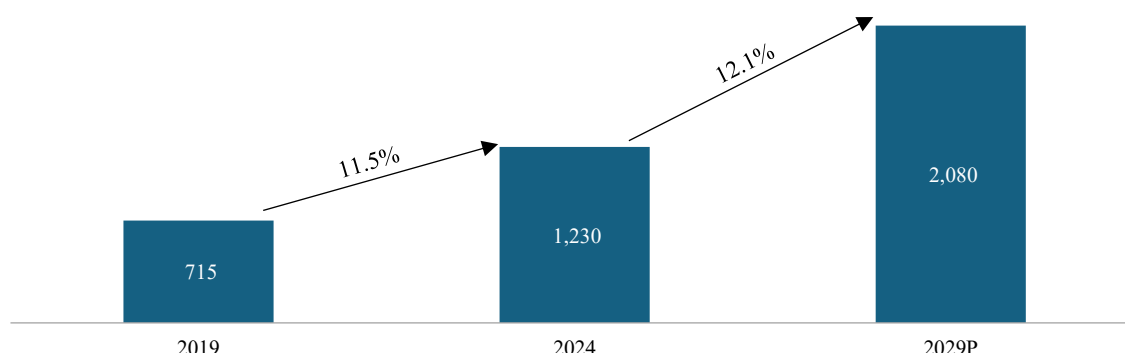
3.2 India's Spices Market: Consistently Showcasing Double-Digit Growth

The Indian spices market has grown at a 11.5% CAGR approximately to ₹1,230 billion in Fiscal 2024 vs Fiscal 2019 and is expected to grow to ₹2,080 billion in Fiscal 2029. The projected high growth rate of the spices market can be attributed to various growth drivers, including increasing population, rising disposable income, increasing urbanisation, rapidly growing e-commerce/quick-commerce platforms, need for convenience and the growing trend of spices being used for their medicinal properties and as functional foods.



Arvind K. Singhal
Managing Director





Source: Technopak Analysis

Note: Market size is for overall spices market in India, comprising of both packaged and loose spices market. For the domestic market, market size is at consumer price level, which includes the mark-up of retailers.

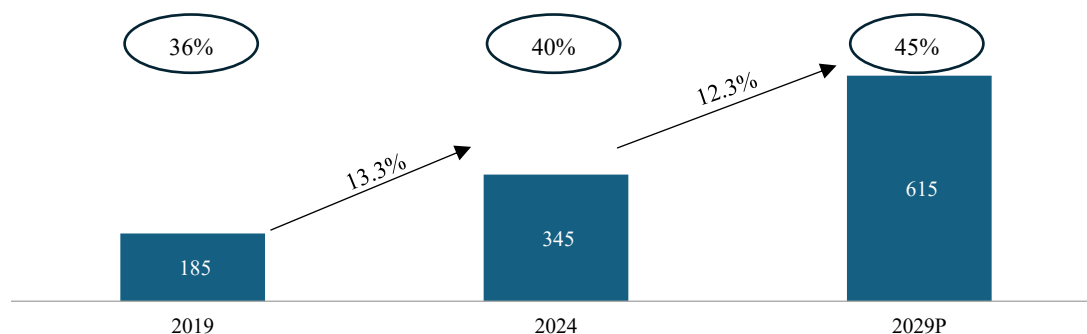
As of Fiscal 2024, Indian domestic spices market is valued at ₹860 billion, which is 70% of the overall spices market comprising of domestic and export production. In India, spices are available in both loose and packaged forms, catering to different consumer preferences and purchasing habits. Loose spices are sold in local markets, while packaged spices are sold across all retail channels, including general trade, modern trade, and e-commerce/quick commerce. Loose and packaged spices constituted approximately 60% (₹515 billion) and 40% (₹345 billion) respectively of the Indian domestic spices market as of Fiscal 2024.

3.3 Domestic Packaged Spices Market: Growing at a Faster Pace Than the Overall Spices Market

The packaged spices market constitutes a 40% share of the domestic spices market and was valued at ₹345 billion in Fiscal 2024. This market has grown at a CAGR of approximately 13.3% since Fiscal 2019 and is projected to reach ₹615 billion by Fiscal 2029, representing a 45% share. The slightly lower growth rate of 12.3% between Fiscal 2024 and Fiscal 2029 can be attributed to the current deflationary trend in the pure spices segment, and negligible price growth in the blended spices category. The shift towards the packaged market is influenced by factors on both the demand and supply sides.

- Demand Side Factors:** The packaged spices market is evolving rapidly, driven by changing consumer preferences and demographics. Owing to rising disposable income and urbanisation, consumers are increasingly opting for packaged spice products. Rising awareness of food safety and hygiene is further boosting its demand, as loose spices are prone to adulteration and can pose serious health risks. Additionally, younger consumers with limited culinary experience are seeking dish-specific blends that simplify cooking while ensuring authentic taste. This has led to a rise in blended spices/pre-mix spices. Overall, a strong consumer demand for authentic, culturally rooted flavours made with high-quality, traditional ingredients, is driving the packaged spices market in India.
- Supply side Factors:** Brands are capturing the right local flavour by tailoring spice blends to reflect regional taste preferences and culinary traditions, thereby driving greater consumer adoption of packaged spices. Leading brands are leveraging their strong distribution network and extensive retail footprint to ensure widespread accessibility, catering to a broad segment of customers, across metro and mini-metro cities, tier III and beyond cities, as well as rural areas. Additionally, brands are strengthening their presence in modern trade and e-commerce channels, which enables them to maximise market reach and customer engagement. These supply side factors have collectively accelerated the growth of the packaged spices market in India.

Exhibit 3.2: Indian Domestic Packaged Spices Market- By Value (in ₹ billion) (Fiscal) ; CAGR Bubbles indicate Domestic Packaged Spices Market as % share of Total Domestic Spices Market



Source: Technopak Analysis

The packaged spices market in India consists of leading brands, private labels and trade labels. Leading players include Orkla India (MTR and Eastern), Everest, MDH, Aachi Masala, among others, with the top eight players collectively representing approximately 57% of the overall packaged spices market by value. Private labels include brands by retailers such as Reliance Retail and Big Basket.

3.4 Key Sub-categories of Packaged Spices

3.4.1 By Product Type

The packaged spices market can be segmented into

- **Pure Spices:** Spices that are in their natural form, available in whole, ground, or powdered forms
- **Blended Spices:** Combinations of two or more pure spices or other ingredients mixed for specific dishes

As of Fiscal 2024, pure spices accounted for 66% (₹230 billion) of the packaged spices market in India by value and are projected to grow at a CAGR of approximately 10.6% to reach ₹380 billion by Fiscal 2029. Conversely, blended spices, currently accounting for 34% (₹115 billion), are expected to grow at a CAGR of 15.4% to reach 38% (₹235 billion) of the market by Fiscal 2029.

Exhibit 3.3: Breakdown of Domestic Packaged Spices Market in India based on Product Type- By Value (Fiscal 2024)



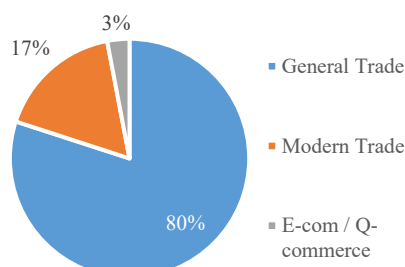
Source: Technopak Analysis

3.4.2 By Distribution Channel

- The retail sales channel remains dominant due to the strong presence of kirana stores, supermarkets, and hypermarkets, catering to consumers who prefer trusted brands and immediate purchases

- However, e-commerce / quick commerce is rapidly growing, driven by rising digital adoption, the convenience of doorstep delivery, and increasing demand for specialty, organic, and premium spice blends

Exhibit 3.4: Break down of Packaged Spices Market in India based on Distribution Channel- By Value (Fiscal 2024)



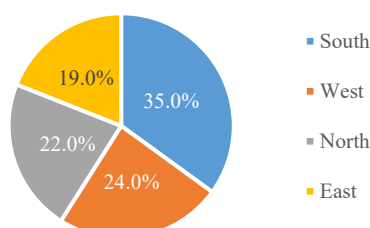
Source: Technopak Analysis

3.4.3 By Geography

Owing to diverse culinary traditions and spice consumption patterns, each of the four regions of India has its own unique flavours and preferences

- **North:** Products like garam masala and chole masala dominate kitchens, reflecting the region's preference for bold flavours. Key players include MDH & Goldicee.
- **South:** This region favours robust spice mixes like sambar powder and rasam powder, which complement the area's tropical cuisine. Orkla India (MTR and Eastern) and Aachi Masala are the key players.
- **East:** Mustard-based and sharp flavour spices. Sunrise and JK spices are key players in the region.
- **West:** Leans towards flavourful yet not overly pungent spice mixes. Everest and Suhana are among major players.

Exhibit 3.5: Breakdown of Packaged Spices Market in India based on Geography- By Value (Fiscal 2024)



Source: Technopak Analysis

South India includes states of Andhra Pradesh, Telangana, Karnataka, Kerala, and Tamil Nadu

West India includes states of Gujarat, Goa, Maharashtra, and Madhya Pradesh

North India includes states of Himachal Pradesh, Punjab, Uttarakhand, Uttar Pradesh, Rajasthan, Haryana

East India includes states of Bihar, Odisha, Jharkhand, Chhattisgarh, West Bengal and 8 north eastern states

3.5 Domestic Packaged Spices Market in South India: Leading the Domestic Landscape, Driven by Key Regional Players

The packaged spices market in South India was estimated at ₹121 billion in Fiscal 2024, accounting for approximately 35% of the total domestic packaged spices market. It is expected to grow at a CAGR of

approximately 11.7% to reach ₹210 billion by Fiscal 2029. The South Indian packaged spices market is set for rapid growth, driven by the region's rich culinary heritage, which heavily depends on complex spice blends. Traditionally, South India has excelled in creating spice blends even at the household level. However, as consumer preferences evolve, there is a growing shift from homemade blends to packaged options, fuelled by the demand for convenience. This transition presents a significant growth opportunity for the packaged spice industry in the region. South India's strong food processing infrastructure, coupled with its proximity to key spice-growing regions like Karnataka, Kerala and Andhra Pradesh, offers logistical and quality advantages to the spice manufacturers. Leading brands such as Orkla India (MTR and Eastern) and Aachi Masala have built significant market shares in the packaged spices market of South India, highlighting their strong brand equity. Orkla India through its brands MTR and Eastern have a deep understanding of local flavours and a strong commitment to quality that have resulted in the current scale, particularly in the core markets of Karnataka, Kerala, Andhra Pradesh and Telangana.

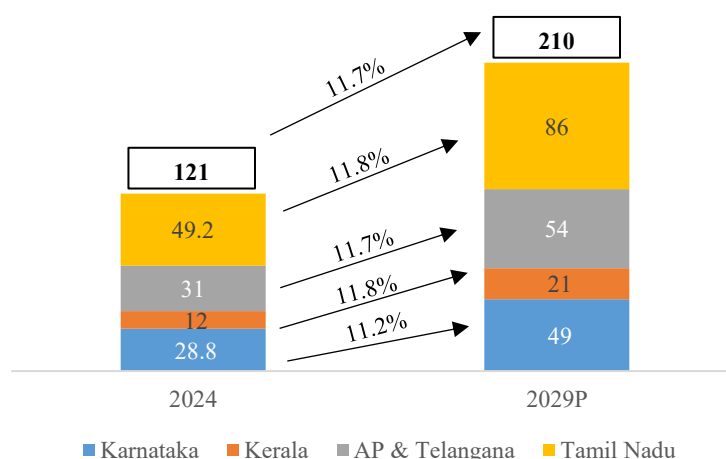
- Karnataka:** In Fiscal 2024, Karnataka accounted for approximately 23.8% of the total packaged spices South India market, valued at ₹28.8 billion. Orkla India through its brands MTR and Eastern is the market leader in the Karnataka packaged spices market with a 31.2% share as of Fiscal 2024, followed by Teju Masala and Aachi Masala. The packaged spices market in Karnataka can be further segmented into blended and pure spices, accounting for approximately 55% (₹15.8 billion) and 45% (₹13.0 billion) of the market, respectively. As of Fiscal 2024, Orkla India through its brands MTR and Eastern holds approximately 41% of the blended packaged spices market and 19% of the pure packaged spices market in Karnataka.
- Kerala:** The state accounted for approximately 9.9% of South India's packaged spices market in Fiscal 2024, amounting to ₹12 billion. Orkla India (Eastern and MTR), Kitchen Treasures, Brahmins and Devon are some of the leading brands in Kerala, catering to the state's cuisine, which is rich in coconut, curry leaves, black pepper, and cardamom. Orkla India through its brands Eastern and MTR leads the Kerala packaged spices market with a market share of 41.8% as of Fiscal 2024. The packaged spices market in Kerala can be further segmented into blended and pure spices, accounting for approximately 43% (₹5.2 billion) and 57% (₹6.8 billion) of the market, respectively. As of Fiscal 2024, Orkla India, through its brands Eastern and MTR holds approximately 44% of the blended packaged spices market and 40% of the pure packaged spices market in Kerala.
- Andhra Pradesh (AP) & Telangana:** These states collectively accounted for approximately 25.6% of South India's packaged spices market in Fiscal 2024, valued at ₹31 billion. Orkla India (Eastern and MTR), Everest and Aachi Masala are the market leaders, serving a cuisine known for its fiery and spicy flavours. Orkla India through its brands MTR and Eastern garners a market share of approximately 15.2% in AP & Telangana packaged spices market, owing to the brand's deep understanding of local flavours. It makes Orkla India (Eastern and MTR) the 2nd largest player in the region.
- Tamil Nadu:** The state accounted for approximately 40.7% of South India's packaged spices market in Fiscal 2024, amounting to ₹49.2 billion. Aachi Masala and Sakthi Masala are the market leaders, together capturing 70-80% of the market.



Arvind K. Singhal
Managing Director



Exhibit 3.6: Packaged Spices South India Market (in ₹ billion) (Fiscal) ; CAGR



Source: Technopak Analysis

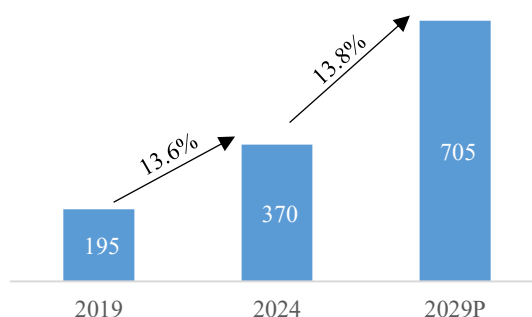
3.6 Exports in Spices: Contributing 30% to the Total Spices Industry in India

The Indian spices market has exported products valued at ₹370 billion in Fiscal 2024, growing at a CAGR of approximately 13.6%, from ₹195 billion in Fiscal 2019. The exports market is projected to grow at a CAGR of approximately 13.8% to reach a market value of ₹705 billion by Fiscal 2029. The high growth rate of India's spice exports market can be attributed to several factors:

- Rising global demand for Indian spices, because of their quality and authenticity
- Increasing Indian diaspora across the world, including many South Indians, who migrate across the world for professional opportunities related to IT and other fields
- Various initiatives and trade agreements, which is being undertaken by GoI
- Increasing popularity of Indian cuisine on a global scale

The Indian spices exports market comprises of private label / B2B exports as well as packaged spices. A majority of the exports are in bulk or loose form, catering to B2B buyers, food processors, or international brands that repackage and label them for local markets.

Exhibit 3.7: Export of Spices (in ₹ billion) (Fiscal) ; CAGR



Source: Technopak Analysis

3.6.1 Packaged Spices Exports Market

The branded packaged spices exports market was valued at ₹23 billion, accounting for approximately 6% of total spices exports. It is led by major players such as Orkla India (Eastern and MTR), Everest, MDH, Aachi Masala,

among others. Orkla India through its brands, Eastern and MTR, holds approximately 22.2% market share in the Indian branded spices exports segment, as of Fiscal 2024. Geographically, Asia constitutes the largest share, accounting for approximately 80% of total branded spices exports from India.

Exhibit 3.8: Breakdown of branded packaged spices exports market by geography (Fiscal 2024)



Source – Technopak Analysis

The exports market size is at the consumer price level, which includes distributor and retailer margins.

The expansion by Indian spice brands outside of India is primarily to meet the demands of the Indian diaspora abroad who have similar product preferences as Indian consumers. Therefore, the sale of spice products by Indian spice manufacturers internationally is largely viewed as an extension of their domestic businesses.

Indian Diaspora in Key Export Markets

GCC Region, USA and Canada

The Gulf Cooperation Council (“GCC”) region, comprising United Arab Emirates, Saudi Arabia, Kuwait, Qatar, Oman and Bahrain, hosts approximately 8.9 million overseas Indians, accounting for 15.3% of the region’s total population and representing a high density of Indian diaspora. Indian spice brands such as Orkla India (Eastern and MTR), Nellara and Kitchen Treasures are well-established in the GCC region, by catering to the large number of consumers of Indian origin who seek authentic Indian flavours. Similarly, the USA and Canada are home to approximately 5.4 million and 2.9 million overseas Indians respectively, representing a high density of Indian diaspora. Leading brands like Orkla India (Eastern and MTR), MDH and Everest have established themselves in USA and Canada, resulting in an increase in their market share in these regions. In addition to domestic revenue, these brands generate substantial international sales by effectively catering to the Indian diaspora.

Exhibit 3.9: Indian diaspora numbers in GCC (2024)

GCC Countries	UAE	Saudi Arabia	Kuwait	Qatar	Oman	Bahrain
Indian diaspora numbers	35,68,848	24,63,509	9,95,528	8,36,784	6,86,635	3,27,807

Source: Secondary research

Exhibit 3.10: Indian diaspora numbers in USA and Canada (2024)

	USA	Canada
Indian diaspora numbers	54,09,062	28,75,954

Source: Secondary research

Other Key Export Markets

Beyond the GCC and North America, countries such as Malaysia, United Kingdom (UK), Australia, Singapore and New Zealand are emerging as high-potential export markets for Indian spices, collectively hosting around 6.7 million overseas Indians. Leading brands such as Orkla India (Eastern and MTR) are actively enhancing their presence in these key emerging markets.

Exhibit 3.11: Indian diaspora numbers in other key exports market (2024)

Countries	Malaysia	UK	Australia	Singapore	New Zealand
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Indian diaspora numbers	29,14,127	18,64,318	9,76,000	6,50,000	2,70,000
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Source: Secondary research

3.7 Packaged Spices: A High-Growth, High-Margin Category in the Packaged Food Landscape

In comparison to other packaged food categories such as biscuits, breads and buns, pasta and noodles, and savoury snacks, packaged spices form one of the most attractive categories. This is owing to the large market size of ₹345 billion as of Fiscal 2024 and expected high growth rate of 12.3% between Fiscal 2024 to Fiscal 2029, fuelled by the shift from unbranded to branded products. Spices are also a high margin category, where the Material margin can go as high as 45-60% in the case of blended spices. Unlike other packaged food categories, which are often impulse-driven, seasonal, or limited to a single meal occasion, spices hold a unique position at the "centre of the plate," being an essential ingredient in at least two main meals of the day (lunch and dinner).

Exhibit 3.12: Category Size (in ₹ billion) and Growth Rate (%) of key packaged food categories (Fiscal)

Category	Market Size (2024)	CAGR (2024-29)
Spices	345	12.3%
Biscuit	551	10.4%
Breads and Buns	62	10.7%
Pasta and noodles	114	9.1%
Savoury snacks	748	13.0%
Confectionary	381	7.0%
Convenience Meal Kits	80	18.2%
Packaged Sweets	75	20.0%

Source: Secondary research

3.8 Key growth drivers and trends of Indian Packaged Spices Market

Key Growth Drivers

In addition to rising disposable incomes, nuclearisation and rise of e-commerce / quick commerce which are driving the Indian packaged food market, there are certain sector specific growth drivers driving the packaged spices market.

Hygiene and Purity Concerns

Rising consumer awareness about food safety and hygiene is driving the demand for packaged spices in India as loose spices are highly susceptible to adulteration and can lead to various health problems. Moreover, branded spices offer consistency in quality, further enhancing their appeal to consumers. Additionally, various certifications adhered to by branded spice manufacturers ensure the quality and purity of their products, thereby building consumer trust.

Convenience

Owing to urbanisation and changing lifestyle, consumers prefer blended spices/pre-mixed spices for faster cooking with common Indian staples. Sambar masala, Chicken masala, Pav Bhaji Masala, and Biryani Masala are examples of blended/pre-mixed spices.

Diminishing Cooking Skills & Demand for Authentic Taste

Younger consumers, especially millennials and Gen Z, often lack traditional cooking skills but still crave authentic home-cooked flavours. Packaged spices, particularly blended spice mixes, help bridge this gap by offering ready-to-use solutions that ensure consistency in taste with minimal effort. This trend is a key growth driver for the packaged spices market.

Key Trends

Rise of local flavours/Localisation

The Indian spices market is driven by the diverse culinary preferences that have existed across different regions for ages. Each area has its unique blend of spices tailored to local tastes, leading to a high demand for region-

specific spice mixes. This has resulted in the dominance of regional brands that understand and cater to these regional preferences, making it challenging for non-regional players to penetrate the market.

Rising adoption of blends

The rising adoption of blended spices is a key trend in the packaged spices market, driven by convenience, diminishing cooking skills, and the demand for authentic flavours. Consumers increasingly prefer ready-to-use spice blends for consistency and ease of cooking.

Customer loyalty and Brand Stickiness

Customer loyalty and category stickiness in the Indian packaged spices market is primarily driven by regional taste preferences and consistency in flavour.

- **Regional Taste Preferences:** As a result of diverse culinary traditions in India, consumers have deep attachment to local taste and preferences. Brands offering authentic local flavours become successful in maintaining strong customer loyalty. For example, Orkla India (Eastern and MTR) are preferred brands in South India, while MDH and Goldiee are leading brands in North India.
- **Heritage and Legacy of Brands:** Heritage and legacy also play a crucial role, as many regional market-leading spice brands have been around for decades, enjoying a loyal customer base that spans generations. This long-standing presence further strengthens their market position and consumer trust.
- **Sourcing of Raw Material:** Leading spice brands strategically source raw materials from the right geographies to ensure quality, freshness, and authenticity coupled with stringent quality control processes. Together, these measures enable the consistent delivery of high-quality products, reduce damages and returns, and ultimately help build consumer trust and long-term brand loyalty.

Premiumisation

Rising disposable incomes are fuelling demand for premium spices offering superior freshness, aroma, and flavour. Brands like Orkla India (Eastern and MTR), 24 Mantra Organic etc. are well-positioned to capitalise on this trend, by offering unique and region-specific spice blends that cater to both domestic and international consumers.

Product innovation

Owing to the consumers' need for convenience and consistency, leading brands in the Indian spices market have been driving product innovation through the introduction of convenient packaging formats like single-use sachets, premixed blends, and recipe-specific masalas. The shift towards branded spice products has been further accelerated by innovative packaging solutions including zip-lock pouches, sprinkler containers, and portion-controlled sachets that maintain freshness while offering convenience.

Growing Export Demand

Indian packaged spices are witnessing rising global demand, driven by the growing Indian diaspora and increasing international interest in Indian cuisine. Leading brands are leveraging such opportunities by exporting to markets with a high concentration of the Indian origin consumers, who seek authentic, home-style flavours, that closely reflect domestic preferences.

3.9 Sector consolidation in the Packaged Spices Market: Strategic Acquisitions Key to Long-Term Growth

The Indian packaged spices market remains highly fragmented, with a large number of regional players, resulting in low market concentration. This presents ample opportunities for consolidation as large companies (including MNCs) such as ITC, Dabur, Orkla India, Wipro consumer etc. are strategically acquiring brands to expand their product portfolio and strengthen their market position by capturing the growing demand in the sector. Regional penetration, product portfolio diversification, premiumisation, strengthening distribution and international presence are some of the key focus areas of these consolidation strategies. Spice brands such as Pushp, Kitchen Treasures, Zoff, and Keya have secured funding from private equity/ venture capital firms, highlighting the strong interest of financial investors in the sector.

SI No.	Year (CY)	Sector Consolidation	Strategic Area
1	2020	ITC acquired Sunrise Foods	Regional Penetration (Strengthened ITC's footprint in eastern India's packaged spices market)
2	2021	Orkla India acquired Eastern	Strengthening distribution network in South India and international presence (leveraging Eastern's export capabilities)
3	2022	Dabur acquired Badshah Masala	Product portfolio expansion (Dabur entered the spices market)
4	2022	Wipro Consumer Care acquired Nirapara	Strengthen presence in the Kerala market & expand spice portfolio
5	2024	Wipro Consumer Care acquired Brahmins	Enhance regional spice offerings & distribution network

Source – Secondary research and Technopak Analysis

3.10 Key Risks in the Packaged Spices Market in India

Operational Risk

The operational costs in the Indian spices market are influenced by several key factors, including raw material procurement, processing, storage, logistics, and compliance with regulatory requirements. These costs can fluctuate due to market dynamics, supply chain disruptions, and economic factors.

- **Raw Material Costs:** The prices of key raw materials such as chilli, coriander, cumin, turmeric, cardamom etc. can be volatile and difficult to forecast due to climatic changes (drought or extreme weather conditions), crop failure and supply chain disruptions. The risk of raw material price increase presents a key challenge as it may be passed down to consumers to maintain margins, leading to a reduction in sales volume. Based on overall industry dynamics and macroeconomic factors, the revenue (price*volume) and profitability of players may be impacted.
- **Processing Costs:** Rising utility costs (electricity, water, and fuel) impact grinding, roasting, and blending operations. Additionally, machinery maintenance and technological upgrades further add to capital expenditure.
- **Storage and Warehousing Costs:** Certain raw materials, like chilli, require cold storage, leading to increase in warehousing costs.
- **Logistics and Distribution Costs:** Rising fuel prices directly impact transportation costs. Delays in shipping can lead to additional costs in inventory management and cause supply chain disruptions.
- **Regulatory Compliance Costs:** Compliance with FSSAI regulations requires regular testing and certification. Additionally, exporters must meet stringent international food safety standards, which further increase expenses.

To mitigate these risks, manufacturers implement efficiency programmes such as process automation and supply chain optimisation. Strategic long-term contracts with suppliers can help stabilise input costs, while pricing power as leading brands allows companies to pass on some cost increases to consumers without significantly impacting demand.

Regulatory risk

The regulatory risks in the Indian packaged spices market are significant and multifaceted, primarily concerning food safety, export barriers, and supply chain transparency.

- **Food Safety and Quality Concerns:** Spices, as minor crops, are particularly vulnerable to pesticide misuse and contamination by heavy metals or toxins, which can occur during cultivation, storage, or handling stage. Spices are prone to receiving pesticides that are not approved for their specific use, posing a risk to consumers (off-label usage). Additionally, contamination from heavy metals like lead, arsenic etc., or toxins such as aflatoxins, can arise from soil or water exposure during cultivation. Poor storage conditions can further aggravate these risks.

To address these concerns, authorities such as the Food Safety and Standards Authority of India (FSSAI) have set stringent food safety standards, regulating pesticide residues, heavy metals, toxins, and

microbial contamination. These regulations aim to ensure consumer safety, non-compliance could lead to penalties and loss of consumer trust.

- **Export Barriers:** Different countries enforce varying and often stringent food safety regulations, particularly concerning pesticide residues, heavy metals, and microbial contamination. The inconsistency in global standards presents a challenge for Indian exporters. Compliance with these international regulations often incurs additional costs, including modifications to manufacturing processes, mandatory testing, and certification requirements. These expenses can be a major barrier for smaller exporters lacking the necessary infrastructure.
- **Supply Chain Transparency Mandates:** The demand for greater transparency, both from consumers and regulatory bodies, is increasing within the spice industry. Companies are now expected to provide clear information about the sourcing, processing, and packaging of spices.

Many countries, including India, the EU, and the USA, have implemented traceability regulations requiring detailed records that track the movement of spices from procurement till dispatches. These regulations help ensure food safety at every stage. Additionally, certifications such as Organic and Good Agricultural Practices (GAP) are gaining importance in global markets. These certifications not only help meet food safety standards but also assure consumers of ethical and sustainable sourcing practices. As consumers become more aware of food safety and ethical sourcing, they expect greater transparency about where and how their spices are produced.

The Indian packaged spices market faces substantial regulatory risks, particularly in food safety, export challenges, and supply chain transparency. Companies that fail to comply with these regulations may face consumer distrust, legal consequences, and financial penalties. To mitigate these risks, businesses must invest in quality control, compliance infrastructure, and supply chain transparency to maintain a competitive edge and ensure consumer safety.

Rising Food Inflation

Food inflation remains a concern for spice brands as it leads to increased input costs across the value chain, from raw spice procurement to packaging and logistics. This puts pressure on brands to raise prices. Higher prices not only challenge affordability but also increase the risk of consumers shifting to unregulated sellers offering cheaper, loose spice products, further intensifying competition for brands. Additionally, inflation in essential food categories such as grains, pulses and vegetables can indirectly impact spice consumption. Since spices are used as a flavour enhancer to these core ingredients, reduced household consumption of such staples due to rising prices can lead to a corresponding decline in spice usage, thereby further slowing down the demand for packaged spices.

Pricing in International markets

Pricing in international markets acts as a key export barrier for Indian packaged spice brands as they face competition from private labels and other low-cost exporters. As a result, brands face the pressure to offer competitive pricing, thereby resulting in compressed margins, especially amid fluctuating input costs and currency volatility. This makes sustaining profitability in key export geographies increasingly challenging.

4. ASSESSMENT OF THE CONVENIENCE FOOD MARKET IN INDIA

4.1 Convenience Food: Sustained Growth and Expanding TAM

India's convenience food market is expected to grow to ₹166 billion by Fiscal 2029, driven by changing consumer lifestyles, urbanisation, and rising demand for time-saving, healthier meal options.

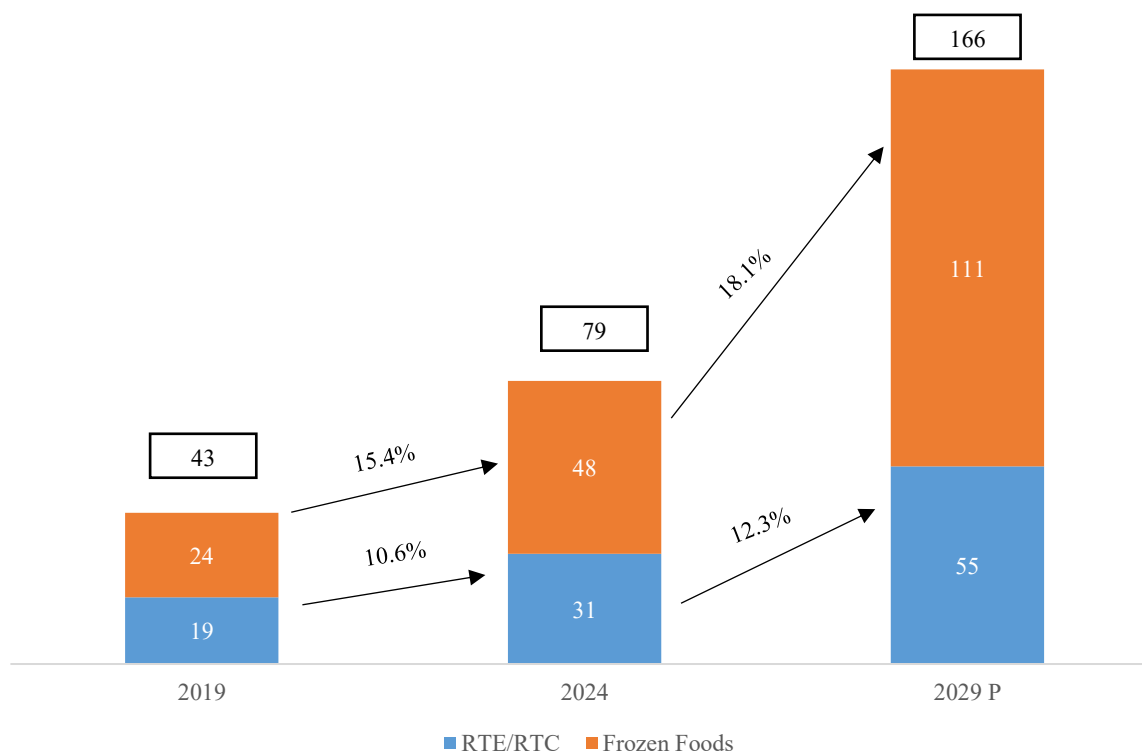
The convenience food market in India is valued at ₹79 billion as of Fiscal 2024 and is projected to reach ₹166 billion by Fiscal 2029, growing at a CAGR of 16%. The market is driven by evolving consumer lifestyles, rising urbanisation, increasing participation of women in the workforce and increasing demand for convenience. With a shift toward time-saving meal solutions, the sector is witnessing innovation in product offerings, including healthier alternatives, and premiumisation.

India's convenience food market is divided into two major categories: RTE/RTC (Ready-to-Eat/Ready-to-Cook) and Frozen Foods. Between 2024 and 2029P, RTE/RTC is projected to grow at a CAGR of 12.3%, while Frozen Foods are expected to grow at a rate of 18.1%. The surge in Frozen Foods is driven by better cold-chain infrastructure, and rising demand for longer shelf-life products among young working consumers.

As of Fiscal 2024, the key players in the RTE/RTC category account for 41.7% of the market, with Orkla India holding an 18.6% share. The remaining 58.3% is comprised of a long tail of smaller players.

In the frozen foods segment, the key players account for 32.2% of the market, as of Fiscal 2024.

Exhibit 4.1: Market Size of Convenience Food Industry in India (Fiscal) (₹ Billion); CAGR (%)



Source: Technopak Analysis

India's convenience food market is primarily dominated by traditional/local foods, reflecting strong consumer preference for traditional flavours, while international options are steadily gaining traction with evolving tastes.

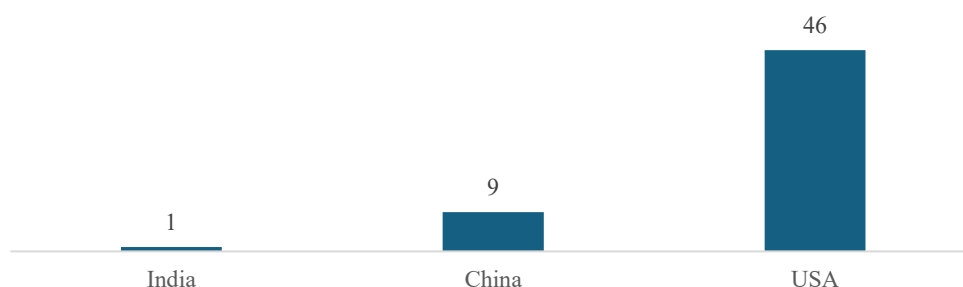
- Traditional/Local Convenience Foods:** This segment accounts for approximately 90% of the market, valued at ₹71 billion as of Fiscal 2024. It is projected to grow at a CAGR of 16.8% to reach ₹154 billion by Fiscal 2029. These are ready-to-eat or ready-to-cook products that reflect traditional Indian culinary practices. India's convenience food market is shaped by regional taste preferences, which vary significantly across geographies. Northern consumers prefer wheat and creamy gravies like rajma and dal makhani, while southern markets favour rice and tamarind-based dishes like idli, sambhar, and puliogare. In West India, items such as poha have strong regional appeal and are commonly favoured in ready-to-eat formats. Among the Indian diaspora, higher affluence and demand for easy, familiar meals drive convenience food consumption. Brands tailor products to local tastes to boost adoption and repeat purchases.
- International Convenience Foods:** The market is valued at ₹8 billion as of Fiscal 2024. It is expected to reach ₹12 billion by Fiscal 2029, growing at a CAGR of 8%. These encompass foods from non-Indian cuisines, such as Asian, Italian, Mexican etc. adapted for convenience. The Asian range, which includes cuisines such as Korean and Thai is gaining traction in the Indian market as consumer seek new flavours and experiences.

4.2 India's Nascent Convenience Food Market vs. Other Major Economies

India's convenience food market is at a nascent stage compared to other major global economies, presenting a major growth opportunity as consumer acceptance and infrastructure mature.

In economies such as the United States and China, high consumer acceptance, well-established supply chains, and mature retail distribution networks have driven the mass adoption of convenience foods.

Exhibit 4.2: Convenience Food Industries of Different Countries (CY2023) (USD Billion)



Source: Technopak Analysis. CY2023 in India refers to Fiscal 2024

In contrast, India's food culture is currently rooted in traditional cooking practices, where home-cooked meals are preferred, and fresh ingredients are widely used. Lifestyle shifts—busy schedules, long commutes, less cooking know-how, and more working women—are fuelling demand for quick, nutritious meals, driving growth in ready-meal solutions.

Players such as Orkla India are increasing penetration of convenience food to cater to changing consumer trends and capitalise on the rising demand for convenient meals, driven by changing consumer lifestyles and preferences.

4.3 Different Sub-segments in the Indian Convenience Food Industry

The convenience food industry in India consists of Ready to Eat, Ready to Cook and Frozen Foods segments.

Exhibit 4.3: Segments of the Indian Convenience Food Industry

Segment (% share in the convenience food market as of Fiscal 24)	Definition	Key Offerings	Key Offerings' Definition
Ready to Eat (11%)	Meal solutions that require only heating or mixing before consumption	Meal Curries	Pre-cooked meal options / curries requiring only heating before consumption
		Beverage Mixes	Pre-blended formulations for preparing flavoured drinks like badam milk, lassi mix, turmeric mix, thandai mix
Ready to Cook (28%)	Pre-portioned, pre-mixed, and ready-to-use ingredients that require minimal processing and cooking	Cooking Mixes	Pre-mixed ingredients / pre-blended spices for quick preparation of breakfast dishes or full meals such as poha, upma
		Chilled Batter	Fresh, ready-to-use batters for idli dosa mixes or similar dishes
		Dessert Mixes	Pre-mixed ingredients for making traditional desserts with minimal effort
Frozen Foods (61%)	Pre-fried, pre-cooked, or marinated products that require minimal preparation	Fry-Ready Snacks	Pre-fried or par-cooked snacks that require frying or baking before serving
		Marinated Items	Pre-seasoned meats or vegetables, ready for cooking or grilling

Source: Technopak Analysis

Select Offerings of Indian Convenience Food Industry

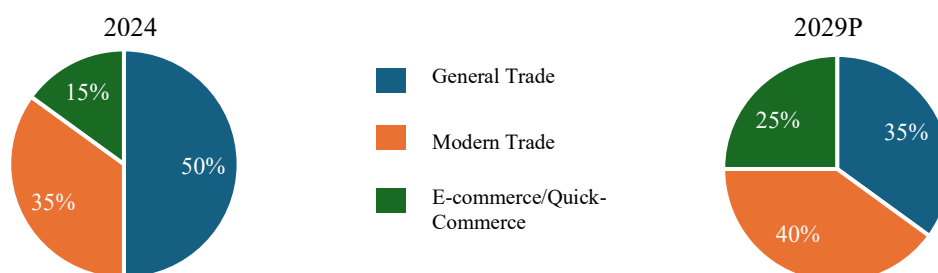
	Ready to Eat	Ready to Cook	Frozen Foods
Select Offerings	 	 	 

4.4 Growth of E-Commerce, Quick-Commerce, and the Modern Trade Transformation in Retail Channels

India's convenience food distribution is shifting from general trade to modern trade and e-commerce, due to rising consumer preference for convenience and digital channels.

The distribution landscape for convenience food is undergoing a significant transformation, driven by changing consumer preferences and advancements in retail infrastructure. In 2024, general trade accounted for 50% of sales, with modern trade at 35% and e-commerce/quick commerce at 15%. By 2029, this split is expected to shift, with general trade declining to 35%, modern trade growing to 40%, and e-commerce/quick commerce expanding to 25%. This shift reflects the increasing consumer preference for modern retail formats and online channels, which offer higher convenience, wider product availability, and faster delivery. E-commerce and quick commerce are rising, driven by better logistics, digital adoption, and demand for on-the-go food. At the same time, traditional general trade is losing share as organised retail and digital platforms gain traction.

Exhibit 4.4: Split of Convenience Food Across Different Retail Channels (Fiscal)



Source: Technopak Analysis

Exhibit 4.5: Growth Rate of Different Retail Channels in Convenience Food (Fiscal)

Channel Type	CAGR (2024-2029P)
General Trade	8.0%
Modern Trade	19.2%
E-commerce/Quick-commerce	28.5%

Source: Technopak Analysis

4.5 Key Growth Drivers in the Indian Convenience Food Industry

Evolving lifestyles, rising female workforce participation, and growing demand for health, variety, and convenience are driving strong growth and exports in India's convenience food market.

Time Crunch and the Rise of Convenience

With busier lifestyles, consumers are facing severe time constraints, reducing the time available for elaborate cooking coupled with lower skill and will to cook. Consumers want convenient, authentic food, leading brands to offer region-specific products like idli-dosa batters in the South and paratha-curry mixes in the North. Additionally, these products offer healthier and more affordable alternatives to eating out – for people in India or abroad.

Increasing Female Workforce Participation

The rise in dual-income households and higher workforce participation among women has increased the demand for quick meal solutions. Due to hectic schedules of working professionals, the preference for nutritious, ready-to-consume options has surged, benefiting the convenience food market.

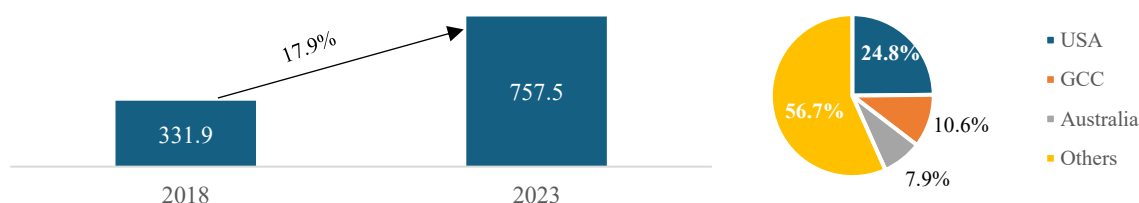
Rise of Culinary Exploration and Experimentation

The Indian convenience meal products industry is also driven by consumers' growing desire to experiment with diverse tastes and flavours. These products provide an easy way to explore India's rich culinary heritage, from regional specialties like South Indian dosa mixes to North Indian curries, as well as global fusion options catering to various palates.

Surging Demand Among Indian Expatriates

The growing Indian diaspora across the world, has increased demand for authentic, home-style convenience food. With limited access to freshly prepared Indian meals abroad, Indians abroad increasingly rely on heat-and-eat curries and ready to cook mixes for traditional flavours. The exports of Indian convenience food in CY2023 stood at USD 757.5 million (in addition to the domestic market of ₹80 billion), with the USA, UAE, and Australia being the key export markets.

Exhibit 4.6: Exports of Indian Convenience Food (CY) (in USD Million); CAGR; and Split across Key Regions (2023)



Source: ITC Trademap, HSN Codes: 210390, 210690

Fading Culinary Skills Among Millennials & Gen Z

The younger generation's limited focus on cooking is a key driver for the growth of convenience food. With busy lifestyles and a lack of traditional culinary knowledge, many prefer convenient, ready-made meals over time-consuming cooking.

Stronger Cold Chains and Wider Retail Reach

The expansion of cold chain infrastructure and enhanced retail penetration have played a critical role in the frozen food supply chain in India. Enhanced storage facilities, advanced refrigeration technologies, and streamlined transportation networks have reduced spoilage.

Untapped Growth Potential in Rural Markets

The convenience food category is currently predominantly concentrated in urban towns and cities. Rural India presents strong growth potential as incomes and exposure to urban food trends increase. The expansion of organised retail, and last-mile cold chain infrastructure is making convenience food more accessible. Open batter products (pre-mixed, ready-to-use batters - dishes like dosa, idli, and vada) are gaining popularity in rural areas

due to their longer shelf life, and ease of storage. Affordable small-pack convenience foods are expected to drive adoption among price-sensitive rural consumers.

Focus on Healthy Eating

Health and wellness trends in urban areas are shaping consumer preferences, driven by demand for nutritious ingredients like jowar and bajra, lower salt and fat intake, clean-label products with minimal processing, and organic foods free from pesticides.

5. OPERATIONAL BENCHMARKING

5.1 Key Players Business Overview

India's packaged food market is evolving by blending tradition with convenience, driven by regional flavours and shaped by both established players and emerging brands.

Exhibit 5.1: Key Players Profile Overview

Player Name	Brand Names	Inception Year	Headquarter	State focus	International Presence, Export Markets
Players Present in Spices and Convenience Food Categories					
Orkla India Ltd	MTR and Eastern	1924 & 1983	Bengaluru, Karnataka	Karnataka, Andhra Pradesh, Telangana and Kerala	40+ countries, including GCC, US, Canada, Australia, New Zealand, Singapore, Malaysia & UK
TATA Consumer Products Ltd	TATA Sampann and TATA Yumside	1964	Mumbai, Maharashtra	Across India	50+ countries including US, Canada, UK, and Australia
Aachi Masala Foods Pvt. Ltd	Aachi	1995	Chennai, Tamil Nadu	Tamil Nadu	65+ countries, including USA, Canada, UK, and France
Shubham Goldiee Masale Pvt. Ltd	Goldiee	1980	Kanpur, Uttar Pradesh	Uttar Pradesh	Mainly across Russia, Canada, and the Middle East
GRB Dairy Foods Pvt. Ltd	GRB	1984	Hosur, Tamil Nadu	Karnataka, Tamil Nadu	14 countries, including USA, Canada, UAE, Oman, and Singapore
Manjilas Food Tech Pvt. Ltd	Double Horse	1959	Thrissur, Kerala	Kerala	32 countries mainly in South Asia and Middle East
Swastiks Masalas, Pickles and Food Products Pvt. Ltd	Swastiks	1973	Bengaluru, Karnataka	Karnataka, Andhra Pradesh	Countries including USA and Canada
Intergrow Brands Pvt. Ltd	Kitchen Treasures	2013	Ernakulam, Kerala	Kerala	12+ countries, including GCC, US, UK, Australia, and Singapore
Pravin Masalewale Pvt. Ltd	Suhana	1962	Pune, Maharashtra	Maharashtra	60+ countries, including USA, Canada, UK, UAE, and Oman
Players Present in Spices Category					
Everest Food Products Pvt. Ltd	Everest	1967	Mumbai, Maharashtra	Maharashtra	80+ countries, including USA, UK, Africa, UAE, Singapore, and Australia
Mahashian Di Hatti Pvt. Ltd	MDH	1919	New Delhi	Delhi NCR, Rajasthan	180+ countries, including USA, Canada, UK, Europe, UAE, and Saudi Arabia
Sakthi Masala Pvt. Ltd	Sakthi	1997	Erode, Tamil Nadu	Tamil Nadu	Countries including USA, Canada, UK, Singapore, Kuwait, and Australia
JK Spices and Food Products	JK Masale	1957	Kolkata, West Bengal	West Bengal, Bihar	9+ countries including Thailand, Indonesia, Vietnam, UK, and Bhutan
Players Present in Convenience Food Category					

Player Name	Brand Names	Inception Year	Headquarter	State focus	International Presence, Export Markets
Halidram Snacks Pvt. Ltd	Haldiram	1937	Noida, Uttar Pradesh	Metro and mini metro cities in North and West	Countries including USA, Australia and Middle East
Gits Food Products Pvt. Ltd	Gits	1963	Mumbai, Maharashtra	Metro and mini metro cities in West	40+ countries including USA, Canada, UK, Australia and Middle East

Source: Company Websites, Secondary Research, Technopak Analysis

Note: Players have been considered above a certain revenue threshold (₹10,000 million for larger groups and ₹2,000 million for specialists), and comparable product portfolios

Metro and Mini metros include- Delhi for North; Bombay, Pune, and Ahmedabad for West; Bangalore, Chennai, and Hyderabad for South; Kolkata for East

5.2 Key Players Product Portfolio Overview

India's packaged food market spans diverse categories, including packaged staples such as spices and masalas, as well as convenience food, which are the key categories focused upon here.

Orkla India's product portfolio, through its brands MTR and Eastern, includes a wide range of offerings across various product categories. Orkla India is the only food company among select leading spices and convenience food peers with a quality offering spanning breakfast mix, pure and blended spices, ready to eat meal offerings, beverage mixes, sweets, and sweet mixes. As per Kantar India's Research, Orkla India's brands MTR and Eastern, are household names, particularly in Karnataka and Kerala, where these brands enjoy strong consumer loyalty and trust.

Exhibit 5.2: Key Players Product Portfolio Overview

Player Name	Spices	Convenience Food	Other Adjacent Categories			
			Packaged Sweets*	Vermicelli and Pasta	Pickles	Others*
Players Present in Spices and Convenience Food Categories						
Orkla India Ltd	✓	✓	✓	✓	✓	✓
TATA Consumer Products Ltd	✓	✓	-	✓	-	✓
Aachi Masala Foods Pvt. Ltd	✓	✓	-	✓	✓	✓
Shubham Goldiee Masale Pvt. Ltd	✓	✓	-	✓	✓	✓
GRB Dairy Food Pvt. Ltd	✓	✓	✓	-	-	✓
Manjilas Food Tech Pvt. Ltd	✓	✓	-	✓	✓	✓
Swastiks Masalas, Pickles and Food Products Pvt. Ltd	✓	✓	-	✓	✓	✓
Intergrow Brands Pvt. Ltd	✓	✓	-	-	✓	✓
Pravin Masalewale Pvt. Ltd	✓	✓	-	-	✓	✓
Players Present in Spices Category						
Everest Food Products Pvt. Ltd	✓	-	-	-	-	-
Mahashian Di Hatti Pvt. Ltd	✓	-	-	-	-	-
Sakthi Masala Pvt. Ltd	✓	-	-	-	✓	✓
JK Spices and Food Products	✓	-	-	-	-	✓
Players Present in Convenience Food Category						
Halidram Snacks Pvt. Ltd	-	✓	✓	-	-	✓
Gits Food Products Pvt. Ltd	-	✓	✓	✓	-	✓

Source: Company websites, Secondary Research, Technopak Analysis

*Packaged sweets include ready-made sweets, mixes/ products like gulab jamun mix included in convenience food products; Others include staples- wheat, flours, pulses, rice etc; snacks and savouries- bhujia, chips, nuts, salted almonds etc; confectionary, breakfast cereals, beverages, sauces etc

Companies in the spice market offer a mix of pure and blended spices, catering to different consumer preferences. Among its peers, Orkla India, through its brands MTR and Eastern, provides the most extensive range of spices, with a focus on South Indian flavours and cooking styles. Its diverse portfolio includes blends like puliogare masala, rasam masala, vangibath masala, sambar powder, and chicken porichathu. Their broad product range gives the company a competitive edge in the market.

Exhibit 5.3: Key Players Products Portfolio Overview- Spices

Player Name	Spices	
	Pure Spices	Blended Spices
Players Present in Spices and Convenience Food Categories		
Orkla India Ltd	✓✓✓	✓✓✓
TATA Consumer Products Ltd	✓	✓✓
Aachi Masala Foods Pvt. Ltd	✓✓	✓✓✓
Shubham Goldice Masale Pvt. Ltd	✓	✓✓
GRB Dairy Food Pvt. Ltd	✓	✓
Manjilas Food Tech Pvt. Ltd	✓	✓
Swastiks Masalas, Pickles and Food Products Pvt. Ltd	✓	✓✓
Intergrow Brands Pvt. Ltd	✓✓	✓✓✓
Pravin Masalewale Pvt. Ltd	✓	✓✓✓
Players Present in Spices Category		
Everest Food Products Pvt. Ltd	✓✓	✓✓✓
Mahashian Di Hatti Pvt. Ltd	✓✓	✓✓
Sakthi Masala Pvt. Ltd	✓	✓✓✓
JK Spices and Food Products	✓✓✓	✓✓

Source: Company websites, Secondary Research, Technopak Analysis

Note: For pure spices: ✓ denotes less than 10 Stock Keeping Units (SKUs) based on variety, ✓✓ denotes 10-20 SKUs based on variety, and ✓✓✓ denotes more than 20 SKUs based on variety

For blended spices, ✓ denotes less than 15 SKUs based on variety, ✓✓ denotes 15-30 SKUs based on variety, and ✓✓✓ denotes more than 30 SKUs based on variety

While most players are present in the dessert mixes category, many also have an established presence in cooking mixes, indicating sustained consumer demand and the segment's growing relevance across portfolios. Companies like Orkla India have a strong presence across all major categories within the ready-to-eat and ready-to-cook segments. Additionally, this segment has also witnessed a lot of innovation, with continuous product development in terms of flavours, formats, and healthier alternatives. For instance, Orkla India was the first company in India to introduce products such as Rava Idli, 3-minute Range, the madhuram range and chicken porichathu.

Exhibit 5.4: Key Players Product Portfolio Overview-Convenience Food

Player Name	Ready to Eat		Ready to Cook			Frozen Foods
	Meal Curries	Beverage Mixes	Cooking Mixes	Chilled Batter	Dessert Mixes	Fry-Ready Snacks
Players Present in Spices and Convenience Food Categories						
Orkla India Ltd	✓	✓	✓	✓	✓	-
TATA Consumer Products Ltd*	✓	-	✓	-	✓	-
Aachi Masala Foods Pvt. Ltd	✓	✓	-	-	✓	✓
Shubham Goldice Masale Pvt. Ltd	-	✓	-	-	✓	-
GRB Dairy Food	-	✓	✓	-	✓	-
Manjilas Food Tech Pvt. Ltd	-	✓	✓	-	✓	-
Swastiks Masalas, Pickles and Food Products Pvt. Ltd	-	-	✓	-	✓	-
Intergrow Brands Pvt. Ltd	-	-	✓	-	✓	-
Pravin Masalewale	✓	-	-	-	-	-
Players Present in Convenience Food Category						
Halidram Snacks Pvt. Ltd	✓	-	✓	-	-	-
Gits Food Products Pvt. Ltd	✓	-	✓	-	✓	-

Source: Company websites, Secondary Research, Technopak Analysis

While some companies focus on select product lines, others maintain a more extensive portfolio across various categories. Orkla India's household penetration reflects the widespread acceptance and popularity of their brands. The trust in their brands is reflected in their ability to offer products at a price premium across spices and convenience food categories.

Exhibit 5.5: Key Players Product-Pricing Overview

Player Name	Chilli Powder	Kashmiri Chilli Powder	Sambar Masala	Puliogare Powder	Chicken Masala	Meat Masala	Rava Idli Mix	Gulab Jamun Mix
Orkla India Ltd	70	110	76	70	63	62	150	73
TATA Consumer Products Ltd	58	-	85	75	97	97	140	73
Aachi Masala Foods Pvt. Ltd	40	100	46	70	64	94	NA	73
GRB Dairy Foods Pvt. Ltd	NA	-	70	70	-	-	140	70
Manjilas Food Tech Pvt. Ltd	57	NA	59	-	59	49	55	-
Swastiks Masalas, Pickles and Food Products Pvt. Ltd	35	NA	75	70	70	NA	145	70
Intergrow Brands Pvt. Ltd	40	50	49	-	49	49	-	-
Nirapara	70	83	47	-	65	62	-	-
Brahmins	50	55	74	-	-	-	-	-
Teju Masala	55	-	65	-	70	-	-	85

Source: Company websites, E commerce/ Quick Commerce sites such as Amazon, Big Basket, Zepto etc., for Bangalore/Kerala locations

Note: MRP prices have been considered, as of September 2025. For those where the latest prices are not available, prices as of February 2025 have been considered.

Note: Premium segments have been considered as follows: > ₹60 for all spices- chilli powder, kashmiri chilli powder, sambar powder, puliogare powder, chicken masala, meat masala and >₹ 70 for gulab jamun mix, and >₹145 for rava idli mix

Note: Gray represents premium segment while blue represents economy segment

Note: Packet size of 100gm considered for all categories, except Rava Idli Mix and Gulab Jamun Mix which have been considered for 500gm and 175gm respectively

Note: For Orkla India, both MTR and Eastern have been considered, with the higher price being selected

Note: NA refers to prices not available and '-' signifies absence in the product category

5.3 Manufacturing Capabilities and Certifications

Packaged food companies are strategically expanding their manufacturing footprint across multiple states to ensure efficiency and reach. A balanced approach between in-house and contract manufacturing often proves to be the most effective strategy. By leveraging both models, companies can maintain control over key aspects of production quality and innovation while benefiting from the cost efficiency of outsourcing. This hybrid approach, employed by companies like Orkla India, is evident in its 9 in-house factories and 21 outsourced units (as of June 30, 2025) spread across Karnataka, Kerala, Andhra Pradesh, Maharashtra, Rajasthan, Gujarat and outside India, with a total in-house production capacity of 182,270 tons per annum as of June 30, 2025. Orkla India's manufacturing facilities, both in-house and outsourced, are strategically located near demand and sourcing centres, allowing for greater flexibility in responding to dynamic market conditions. Other players like ITC, Tata Consumer Products, Adani Wilmar, and Patanjali also combine in-house production with contract manufacturing to increase operational efficiency and expand their product offerings. This model enhances cost efficiency, improves agility in demand management and launch of new products, and supports an asset-light approach for optimised operations.

Exhibit 5.6: Key Players Manufacturing Facilities and Capacity

Player Name	Number of Manufacturing Facilities/Units	Manufacturing Facility/Units Location	Capacity per Annum (Tons)
Players Present in Spices and Convenience Food Categories			
Orkla India Ltd	30	Karnataka, Kerala, Andhra Pradesh, Maharashtra, Rajasthan, and Gujarat	182,270*
TATA Consumer Products Ltd	108	Across India, England, Kenya, East Africa, Poland, UK, Bangladesh, Vietnam, USA, and South Africa	NA
Aachi Masala Foods Pvt. Ltd	2	Keel Ayyanambakkam, Chennai and	60,000

Player Name	Number of Manufacturing Facilities/Units	Manufacturing Facility/Units Location	Capacity per Annum (Tons)
		Gummidipoondi, Red Hills, Alamathi	
Shubham Goldice Masale Pvt. Ltd	1	Kanpur, Uttar Pradesh	21,900
GRB Dairy Food Pvt. Ltd	5	Hosur, Tamil Nadu	NA
Manjilas Food Tech Pvt. Ltd	4	Kuttoo, Cheramangalam, Kottekad, and Pollachi	438,000 (Pollachi factory)
Swastiks Masalas, Pickles and Food Products Pvt. Ltd	NA	NA	NA
Intergrow Brands Pvt. Ltd	NA	Ernakulam District, Kerala	18,000
Pravin Masalewale Pvt. Ltd	NA	NA	49,700
Players Present in Spices Category			
Everest Food Products Pvt. Ltd	4	Maharashtra and Gujarat	146,000 (Umbergaon Gujarat)
Mahashian Di Hatti Pvt. Ltd	NA	NA	NA
Sakthi Masala Pvt. Ltd	NA	Erode, Tamil Nadu	NA
JK Spices and Food Products	4	Gujarat, Kolkata, and Jaipur	NA
Players Present in Convenience Food Category			
Halidram Snacks Pvt. Ltd	7	Delhi NCR, Mahatrashtra, West Bengal, Rajasthan, and Madhya Pradesh	730,000
Gits Food Products Pvt. Ltd	1	Pune, Maharashtra	NA

Source: Company websites, Secondary Research, Technopak Analysis, NA: means data not available

* Capacity per annum for Orkla India represents its in-house production capacity. In-house vs. outsourced production capacity for the remaining players is not available in the public domain.

In addition to increasing their capacity, companies across the sector are realising the potential to become responsible corporates by acknowledging sustainability led initiatives. For instance, Orkla integrated 67% renewable energy in its operations during Fiscal 2025 and 66% during the period from April to June 2025. Similarly, Aachi Masala Foods has embedded sustainability into its operating framework through the sustainable sourcing of raw materials, waste reduction and recycling practices, and investments in energy-efficient technologies aimed at lowering its carbon footprint. Other players, including Tata Consumer Products, Pravin Masalewale, and Haldiram, have also undertaken initiatives in areas such as renewable energy, packaging efficiency, and broader CSR programmes. This alignment of manufacturing excellence with sustainable practices reflects the industry's growing focus on sustainability and responsible operations.

Certifications

Certifications such as HACCP (Hazard Analysis and Critical Control Points), ISO (International Organisation for Standardisation), and GMP (Good Manufacturing Practices) underscore packaged food companies' commitment to maintaining stringent food safety and hygiene standards. Additionally, certifications like Halal, Kosher, and FSSAI highlight adherence to specific dietary regulations and government compliance. Global certifications such as BRC (British Retail Consortium) Global Standard for Food and Safety further demonstrate compliance with international food safety and quality standards, enhancing market access and consumer trust worldwide. Orkla India is one of the few companies in India to hold this certification.

Exhibit 5.7: Key Players Certifications

Player Name	Certifications
Players Present in Spices and Convenience Food Categories	
Orkla India Ltd	HACCP Compliant, BRC and ISO 22000 Certified, Registered as Exporter of Spices with the Spices Board of India, U.S. FDA Food Facility Registered, APEDA Registered, EIA Approved, and FSSAI Licensed
TATA Consumer Products Ltd	ISO 45001:2018 and 14001:2015 Certified, Trustea and Rainforest Alliance SA8000 Certified, BRC Certified, FSSAI Licensed and APEDA Registered
Aachi Masala Foods Pvt. Ltd	HACCP Complaint and GMP, HALAL, FSMS/ISO 22000:2005 Certified, APEDA Registered, and FSSAI Licensed

Player Name	Certifications
Shubham Goldice Masale Pvt. Ltd	GMP Certified, FSSAI Licensed and APEDA Registered
GRB Dairy Food Pvt. Ltd	HACCP Complaint, ISO 22000:2018, FSSAI Licensed and APEDA Registered
Manjilas Food Tech Pvt. Ltd	ISO 9001:2000 Certified, FSSAI Licensed and APEDA Registered
Swastiks Masalas, Pickles and Food Products Pvt. Ltd	ISO 22000:2018 Certified, HACCP Compliant, FSSAI Licensed and APEDA Registered
Intergrow Brands Pvt. Ltd	HACCP Compliant, ISO BRC Certified, FSSAI Licensed and APEDA Registered
Pravin Masalewale Pvt. Ltd	Adhering to GMP standards, HACCP Compliant, ISO Certified, FSSAI Licensed and APEDA Registered
Players Present in Spices Category	
Everest Food Products Pvt. Ltd	FSSAI Licensed, APEDA Registered
Mahashian Di Hatti Pvt. Ltd	FSSAI Licensed, APEDA Registered
Sakthi Masala Pvt. Ltd	FSSAI Licensed, APEDA Registered
JK Spices and Food Products	ISO 9001:2000 Certified, HALAL and Certified by Spices Board of India, APEDA Registered, FDA, TPCI, FSSAI Licensed, and India Trade Promotion Organisation
Players Present in Convenience Food Category	
Halidram Snacks Pvt. Ltd	FSSAI Licensed
Gits Food Products Pvt. Ltd	HACCP Complaint and ISO 9001-2008 (Quality Standard) ISO 22000 (Food safety) Certified, FSSAI Licensed

Source: Company websites, Secondary Research, Technopak Analysis, NA: means data not available

Note: FSSAI (Food Safety and Standards Authority of India) (mandatory for all food businesses in India as issued under the Food Safety and Standards Act 2006), ISO (International Standards Organisation), HACCP (Hazard Analysis Critical Control Point), GMP Standards (Good Manufacturing Practices), FDA (Food and Drug Administration), FSMS (Food Safety Management System), BRC (British Retail Consortium), ITPO (India Trade Promotion Organisation), TPCI (Trade Promotion Council of India), NPOP (National Programme for Organic Production), USDA (United States Department of Agriculture), FDA (Food Drug and Administration), APEDA (Agricultural and Processed Food Products Export Development Authority) (mandatory for any company that exports products under APEDA's notified categories (spices, pickles, dairy products, snacks, packaged foods, etc.)), EIA/KOC (Export Inspection Agency-Kochi) (for processing and packing of milk & milk products for export as required under the Export of Milk and Milk Products (Quality Control, Inspection, and Monitoring) Rules 2020)

5.4 Distribution Channels and Retail Network

The packaged food industry is distribution-led, with an extensive and efficient distribution network being key for driving market penetration. However, modern trade and e-commerce/quick commerce are reshaping the packaged food market and reducing the share of general trade. To achieve deeper market penetration and build resilience against changing consumer trends and competitive pressures, it is essential to balance sales across general trade, modern trade, and e-commerce/quick commerce, while also aligning strategies with regional dynamics. Companies like Orkla India illustrate this balance well, with presence across all retail channels. Orkla India's distribution network, as of June 30, 2025, includes 834 distributors, 1,888 sub-distributors, 42 modern trade partners and 6 e-commerce and quick commerce partners, ensuring their products are readily available to a wide range of consumers across India.

Additionally, Orkla India's brands MTR and Eastern are the most widely distributed brands in Karnataka and Kerala for spices. Out of the universe of approximately 300,000 retail outlets selling blended spices in Karnataka and 74,500 in Kerala, the brands have a presence in 67.5% and 70.4% of the outlets respectively versus an industry average of 30-40%. In combination with significant marketing investments over the years and extensive distribution, Orkla India's brands MTR and Eastern are reaching 9 out of 10 households* through at least one of their products in Karnataka and Kerala respectively (for January 2024-December 2024), as per Kantar, Worldpanel Division, India (Household Purchase Panel). Post acquisition of Eastern by Orkla India in Fiscal 2021, Eastern's household reach* in blended spices has increased in (a) Karnataka from 8.8% in December 2021 to 19.9% in December 2024 (b) Andhra Pradesh from 3.1% in December 2021 to 17.7% in December 2024, (c) Telangana from 1.5% in December 2021 to 12.7% in December 2024, as per Kantar India Research.*

*Based on the share of households consuming at least one of Orkla India's products at least once a year

5.5 Share of Business from Exports

Exports enable companies to access global markets, increase and diversify revenue, and boost brand visibility, but they also come with challenges such as stringent regulatory requirements and compliance with rigorous

international food safety standards. Indian packaged food companies have successfully expanded into key markets inter alia such as the Middle East, North America, and Southeast Asia. This growth is fuelled by rising demand from the Indian diaspora and a broader global shift toward ethnic and convenience foods.

In addition to Orkla India's presence domestically, the company has a strong presence in international markets catering mainly to the Indian diaspora. In Fiscal 2024, the company's export share of revenue was 18.8%, representing ₹4,418.9 million. As of June 30, 2025, Orkla India was selling to over 45 countries, with GCC countries, USA and Canada as the more important markets. This geographic focus allows Orkla India to tap into markets with a high concentration of the Indian expatriates who seek authentic Indian flavours and spices.

Exhibit 5.8: Revenue Contribution from Exports (in ₹ million) (Fiscal)

Player Name	2022		2023		2024	
	Exports	%	Exports	%	Exports	%
Players Present in Spices and Convenience Food Categories						
Orkla India Ltd	3,162	17.2%	3,625	16.7%	4,419	18.8%
TATA Consumer Products Ltd	2,658	3.4%	7,776	8.6%	8,293	8.3%
Aachi Masala Foods Pvt. Ltd	378	2.3%	370	1.8%	328	1.4%
Shubham Goldiee Masale Pvt. Ltd	0	0.0%	0	0.0%	0.0	0.0%
GRB Dairy Food Pvt. Ltd	0	0.0%	0	0.0%	0.0	0.0%
Manjilas Food Tech Pvt. Ltd	786	31.6%	736	24.9%	834	26.7%
Swastiks Masalas, Pickles and Food Products Pvt. Ltd	51	2.6%	78	3.3%	NA	NA
Intergrow Brands Pvt. Ltd	252	13.8%	192	8.3%	203	8.6%
Pravin Masalewale Pvt. Ltd	NA	NA	NA	NA	NA	NA
Players Present in Spices Category						
Everest Food Products Pvt. Ltd	227	0.9%	259	0.8%	430	1.2%
Mahashian Di Hatti Pvt. Ltd	0.0	0.0%	453	2.1%	NA	NA
Sakthi Masala Pvt. Ltd	15	0.1%	28	0.1%	31.1	0.1%
JK Spices and Food Products	NA	NA	NA	NA	NA	NA
Players Present in Convenience Food Category						
Halidram Snacks Pvt. Ltd	5,156	9.9%	6,898	10.8%	NA	NA
Gits Food Products Pvt. Ltd	595	25.6%	585	22.0%	619	21.9%

Source: Company Reports, Secondary Research, Technopak Analysis

Note: Exports share expressed as a percentage of revenue from operations; NA: means data not available

Revenue from operations is sum of sale of goods, services, and other operating revenue

Consolidated statements considered for Orkla India Pvt. Ltd. Aachi Masala Foods Private Limited, and Haldiram Snacks Pvt Ltd. Other players are standalone due to non-availability of consolidated figures.

6. FINANCIAL BENCHMARKING

6.1 Key Financial Metrics Overview (Fiscal 2024)

Player Name	Key Financial Metrics (Fiscal 2024)							
	Revenue from Operations (INR million)	Revenue CAGR 2022-24	EBITDA Margin	EBITDA CAGR 2022-24	PAT Margin	PAT CAGR 2022-24	ROCE	Working Capital Days
Players Present in Spices and Convenience Food Categories								
Orkla India Ltd	23,560	13.2%	14.6%	20.3%	9.6%	39.0%	20.7%	31
TATA Consumer Products Ltd.	1,52,059	10.6%	14.5%	15.3%	8.0%	6.1%	30.2%	26
Aachi Masala Foods Pvt. Ltd	22,853	18.3%	3.8%	21.5%	1.1%	71.5%	8.4%	55
Shubham Goldiee Masale Pvt. Ltd	13,242	16.8%	12.6%	5.1%	18.1%	2.7%	11.8%	11
GRB Dairy Food Pvt. Ltd	10,093	26.1%	11.8%	14.9%	7.1%	9.6%	25.0%	60
Manjilas Food Tech Pvt. Ltd	3,129	12.2%	0.9%	-54.5%	0.3%	-65.2%	NM	45
Swastiks Masalas, Pickles and Food Products Pvt. Ltd**	2,376	NA	NA	NA	NA	NA	NA	NA
Players Present in Spices Category								

Player Name		Key Financial Metrics (Fiscal 2024)							
		Revenue from Operations (INR million)	Revenue CAGR 2022-24	EBITDA Margin	EBITDA CAGR 2022-24	PAT Margin	PAT CAGR 2022-24	ROCE	Working Capital Days
Everest Food Products Pvt. Ltd		35,192	18.5%	21.5%	-0.7%	17.5%	4.8%	29.1%	31
Mahashian Di Hatti Pvt. Ltd**		21,721*	NA	NA	NA	NA	NA	NA	NA
Sakthi Masala Pvt. Ltd		20,878	18.4%	4.9%	-24.0%	5.0%	-14.7%	5.2%	57
Players Present in Convenience Food Category									
Haldiram Snacks Pvt. Ltd**		63,746	NA	NA	NA	NA	NA	NA	NA
Gits Food Products Pvt. Ltd		2,823	10.1%	8.7%	-0.4%	4.8%	6.0%	10.1%	78

Source: Annual Reports, Secondary Research, Technopak Analysis, MCA reports
Consolidated statements considered for Orkla India Ltd. TATA Consumer Products Ltd., Aachi Masala Foods Private Limited, and Haldiram Snacks Pvt Ltd. Other players are standalone due to non-availability of consolidated figures.

EBITDA = (Finance Cost + Depreciation & Amortisation + Profit before Tax - Exceptional Items + Share of net profit/(loss) in associates and JV using equity method) - Other Income

EBITDA Margin = EBITDA / Revenue from Operations

PAT = Profit before Tax - Tax

PAT Margin = PAT / (Revenue from Operations)

Return on Capital Employed = EBIT (Profit Before Tax + Finance Cost - Exceptional Items + Share of net profit/(loss) in associates and JV using equity method - Other Income) / Capital Employed (Total debt + Total equity + Net deferred tax liabilities - Intangible assets)

Working Capital Cycle = (Average Inventory Days + Average Receivable Days - Average Payable Days) / Revenue from Sale of Products

*365

Notes:

NA: Not Available, NM: cannot be calculated due to one of the figures being 0, unavailability, negative numerator, denominator or both.

** Pertain to Fiscal 2023 figures for these companies as Fiscal 2024 NA

6.1.1 Industry Trends

- The overall packaged food industry has grown at a CAGR of 10.8% from Fiscal 2019 to Fiscal 2024, driven by both domestic and international demand.
- Most leading players in the industry have achieved double digit growth over Fiscal 2022-24, surpassing the industry average.
- Domestic demand is fuelled by rising urbanisation, nuclearisation, and higher disposable incomes while international demand is being driven by the Indian diaspora and increasing consumer preference for ethnic and convenience foods.
- The industry remains largely profitable, with most companies maintaining strong operational and net profit margins.

6.1.2 Orkla India

- In Fiscal 2024, Orkla India registered revenue from operations of INR 23,560 million, which was fourth highest among select leading spices and convenience food peers.
- Orkla India was the second fastest growing company in terms of EBITDA out of select leading spices and convenience food peers for the period of Fiscal 2022-24, with a CAGR of 20.3%.
- Orkla India was the second fastest growing company in terms of PAT out of select leading spices and convenience food peers for the period of Fiscal 2022-24, with a CAGR of 39.0%.
- Orkla India had the fourth highest ROCE of 20.7% among select leading spices and convenience food peers for the period of Fiscal 2022-2024.

6.2 Key Financial Metrics Overview (Fiscal 2025)

Player Name		Key Financial Metrics (Fiscal 2025)							
		Revenue from Operations (INR million)	Revenue CAGR 2022-25	EBITDA Margin	EBITDA CAGR 2022-25	PAT Margin	PAT CAGR 2022-25	ROCE	Working Capital Days
Players Present in Spices and Convenience Food Categories									
Orkla Ltd	India	23,947	9.2%	16.6%	18.6%	10.7%	29.7%	32.7%	21
TATA Consumer Products Ltd		176,183	12.3%	13.5%	13.0%	7.3%	6.1%	24.6%	21

Source: Annual Reports, Secondary Research, Technopak Analysis, MCA reports

Consolidated statements considered for Orkla India Ltd. TATA Consumer Products Ltd., For remaining peers, Fiscal 2025 financials are not available

EBITDA= (Finance Cost + Depreciation & Amortisation + Profit before Tax- Exceptional Items+ Share of net profit/(loss) in associates and JV using equity method) – Other Income

EBITDA Margin = EBITDA /Revenue from Operations

PAT= Profit before Tax – Tax

PAT Margin= PAT/ (Revenue from Operations)

Return on Capital Employed= EBIT (PBT + Finance Cost- Exceptional Items - Other Income + Share of net profit/(loss) in associates and JV using equity method) / Capital Employed (Total debt + Total equity + Net deferred tax liabilities - Intangible assets)

Working Capital Cycle =((Average Inventory Days+ Average Receivable Days – Average Payable Days)/Revenue from Sale of Products) *365

6.3 Key Financial Metrics Overview (Q1 Fiscal 2026)

Player Name		Key Financial Metrics (Q1 Fiscal 2026)		
		Revenue from Operations (INR million)	EBITDA Margin	PAT Margin
Orkla India Ltd		5,970	18.7%	13.2%
TATA Consumer Products Ltd		47,789	12.4%	6.9%

Source: Annual Reports, Secondary Research, Technopak Analysis, MCA reports

Unaudited consolidated statements are considered for TATA Consumer Products Ltd., For remaining peers, Q1 Fiscal 2026 financials are not available

EBITDA= (Finance Cost + Depreciation & Amortisation + Profit before Tax- Exceptional Items+ Share of net profit/(loss) in associates and JV using equity method) – Other Income

EBITDA Margin = EBITDA /Revenue from Operations

PAT= Profit before Tax – Tax

PAT Margin= PAT/ (Revenue from Operations)

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SCHEDULE OF PAYMENT & AUTHORISATION

Technopak Advisors Pvt. Ltd.

Management Consultants

Mailing Address for the purpose of Billing: No.1, 2nd & 3rd Floor, 100 Feet Inner Ring Road, Ejipura, Ashwini Layout, Vivek Nagar Bangalore, Karnataka - 560 047

The Client: Orkla India Private Limited

Office Address: No.1, 2nd & 3rd Floor, 100 Feet Inner Ring Road, Ejipura, Ashwini Layout, Vivek Nagar Bangalore, Karnataka - 560 047

Email: siddharth.borkar@orkla.com

Description of the Assignment (in brief):

"Preparation of Industry Report on Packaged Food Market in India" as per Technopak's proposal attached (Annexure-B).

Timelines:

- 8 weeks from the date of signing of the Letter of Authorization

Payment Schedule:

- On project authorization at the start of the assignment: Rs.13.50 Lakh + GST
- On completion and submission of the 1st draft of the report: Rs.15.75 Lakh + GST
- On submission of the final report: Rs.13.50 Lakh + GST
- On approval of DRHP: Rs.2.25 Lakh + GST

Fees:

Consulting Fees: INR. 45,00,000 (Indian Rupees Forty Five Lakh only) inclusive of trade research

+

Expenses: In addition to the above fees, all out of pocket expense reimbursement towards travel will need prior approval of the Client/ Orkla India and will be in line with Orkla India's travel policies.

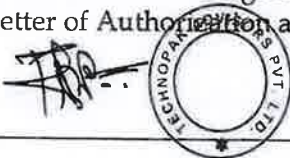
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Goods and Service tax (GST): The fee and expenses are subject to GST as applicable on the date of invoicing / debit note (current tax rate is 18%)

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Agrees to perform and the client agrees to pay for the Assignment on the terms and conditions hereinafter set out in the Letter of Authorization annexed here as Annexure A.

Signed by _____



for and on behalf of
Technopak Advisors Pvt. Ltd.

Print Name : Ankur Bisen

Print Title : Senior Partner

Date : 9th December 2024

Signed by _____

for and on behalf of **Orkla India Private Limited**
Please affix rubber stamp of the company

Print Name :

SUNIANA CALAPPA

Print Title :

DIRECTOR - FINANCE & IT

Date :

10/12/2024

Technopak Advisors Pvt. Ltd.
www.technopak.com

5th Floor, Block A, Lemon Tree Corporate Park, Sector 60, Gurgaon-122011
Tel: +91 124 5080100 Fax: +91 124 5080199
Regd. Office: 202, Sona Apartment 3, Kaushalya Park, Hauz Khas, New Delhi - 110 016
CIN: U74140DL1994PTC061818 E-mail: info@technopak.com

t e c h n o p a k

Annexure A

LETTER OF AUTHORISATION

This Letter of Authorization is made this 9th day of December 2024.

BETWEEN:

Technopak Advisors Pvt. Ltd. a company incorporated in India, having its principal office at **5th Floor, Block A, Lemon Tree Corporate Park, Sector 60, Gurgaon 122 011 Haryana** hereinafter called "**Technopak**" which expression unless repugnant to the context includes its successors in business and interest on the one Part.

AND

Orkla India Private Limited, a company incorporated in India, having its principal/corporate office at **No.1, 2nd & 3rd Floor, 100 Feet Inner Ring Road, Ejipura, Ashwini Layout, Vivek Nagar, Bangalore, Karnataka, India, 560 047** hereinafter called "**Client**" which expression unless repugnant to the context includes its successors in business and interest on the other Part.

Technopak and the Client individually shall be called as "Party" and collectively called as "Parties"

WHEREAS the Parties have mutually agreed to proceed with the business relationship in accordance with this letter of Authorization (hereinafter referred to as "Agreement"), which for the avoidance of doubt shall include the Proposal of Support attached as Schedule 1 hereto;

WHEREAS, the Parties each represents that they are fully authorized to deal generally with and to make this Agreement respecting the subject matter hereof;

NOW, THEREFORE in consideration of the premises and the mutual rights and obligations herein set forth, the Parties hereto agree as follows:

1. DEFINITIONS

For the purpose of this Agreement and subject to the context or as otherwise specified, the following terms and expressions shall be deemed to have the following meaning:

- 1.1 The 'Assignment' shall mean the services to be performed by Technopak as set out in this Agreement.
- 1.2 An 'Associate' shall mean any person temporarily employed by Technopak to provide specialized input to the Agreement.
- 1.3 A 'Consultant' shall, except as otherwise provided, mean any Staff Consultant or Principal employed by Technopak who is working on or supervising the work involved in the Assignment.
- 1.4 An 'Employee' shall mean any consultant or support staff or other person employed by Technopak.



Technopak Advisors Pvt. Ltd.
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Tel: +91 124 5080100 Fax: +91 124 5080199

Regd. Office: 202, Sona Apartment 3, Kaushalya Park, Hauz Khas, New Delhi - 110 016
CIN: U74140DL1994PTC061818 E-mail: info@technopak.com

2. Payment Terms and Conditions:

The client shall agree to pay to Technopak the sum as agreed upon between the parties and documented in the Schedule of Payment / proposal. All payments by the clients for fee, costs and expenses shall be received in full. In case any tax is levied by the Government, the client shall bear such expenses. An interest of 1.5% per month will be charged on balances not paid within 7 days of the invoice or/and debit note. Non-payment of dues shall attract legal action for the recovery of the amount due; and shall constitute a termination event as per Clause 6 given below.

3. Confidential information:

Both parties shall treat as confidential (i) all proprietary information shared by the two parties (ii) all proprietary information acquired by the other party in the course to performance of the assignment including but not limited to information regarding equipment, special process of products or data concerning financial condition, wages, price lists, discount and similar matter; provided that Technopak shall not be obligated to treat as confidential, information that has become generally known to public or known to or in the possession of Technopak prior to its entering this Agreement.

The obligations of each party hereunder will continue and be binding during the term of this Agreement and for a further period of two (2) years after termination / expiry of the Agreement.

4. Jurisdiction:

The Agreement between Technopak and the Client shall be governed by the laws of India. All disputes are subject to Bangalore (India) Jurisdiction.

5. Non - Compete Clause:

Technopak will not work with another player till 31st December 2025:

- whose primary business is spices and masalas
- for developing their industry report for public listing

Technopak can work with any player in the spices & masala business for other types of projects like strategy, implementation, due diligence etc.

Technopak can develop industry report for public listing for players in the industry with spices & masala products being their secondary business (<50% of revenue from spices & masala products).

6. Force Majeure :

If either Party is unable to perform its obligation under this Agreement due to the occurrence of an event beyond its control such as acts of God, war, riots, labour disputes, strikes or lockouts, fire and other natural calamities, that Party will not be deemed to have defaulted under this Agreement. Both the Parties shall inform each other in the mode as mentioned in clause No. 8 under "Notice".

Each Party agrees to use all reasonable efforts at their own cost to facilitate and enable performance under this Agreement to continue. Payments shall become due in accordance with work carried out during such period.



A handwritten signature in blue ink, consisting of stylized initials, is located in the bottom right corner of the page.

7. Termination:

Either Party shall be entitled to terminate this Agreement forthwith any time by giving 30 days notice to the other Party in the event of (i) upon liquidation of other Party or if such other Party ceases business or makes any composition or arrangements with its creditors or (ii) breach by the other Party of any of the provisions of the Agreement. Both Parties undertake to facilitate to a reasonable extent the termination and handover of semi-finished deliverables and proprietary information and documents etc.

The Client shall be entitled to terminate this Agreement without cause by giving 30 days notice to TechnoPak. The Client shall pay for the services provided up until the time of termination.

It is understood however, that both Parties shall be bound by the terms and conditions of this Agreement in case either Party does not exercise its right as referred to above. No express waiver or assent by any party hereto of any breach or default in any terms and conditions laid herein shall constitute a waiver or an assent to any succeeding breach in the same or any other terms or conditions made herein.

8. Non-Solicitation:

During the term of this Assignment and for one year after the conclusion of the same, neither party shall, directly or indirectly, either for its own account or as a partner, officer, employee, agent or otherwise solicit for business or employ any employee and/or subcontractor of the other, or any candidate, presented by one party to the other party.

9. Notice:

Any notice or request shall be made by letter, fax, e-mail as the party may from time to time notify provided communication received by fax, e-mail, telex are confirmed by the recipient.

10. Entire Agreement:

This Agreement supercedes all prior discussions and agreements between the said parties with respect to the subject matter hereof and this Agreement contains the entire agreement between the parties with respect to the matters covered under the proposal. Agreement shall not be modified or amended except by an instrument signed by or on behalf of the parties hereto; a copy of the final proposal is attached with this Agreement, which will provide all information regarding the technical and commercial terms of the Assignment.

IN WITNESS WHEREOF, the authorized representatives of the parties have executed this Agreement as of date of the later signature below

for Technopak Advisors Pvt. Ltd

By :



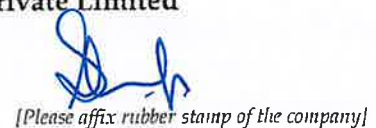
Print Name : Ankur Bisen

Print Title : Senior Partner

Date : 9th December 2024

for Orkla India Private Limited

By :



[Please affix rubber stamp of the company]

Print Name :

SUNIANA GALAPA

Print Title :

DIRECTOR - FINANCE & IT

Date :

10 / 12 / 2024

Proposal of Support for Preparation of Industry Report for Public Listing

Industry Report on Packaged Food Market in India

During the course of our engagement we may finetune the below in agreement with the Client.

	Section	Details
I	Macroeconomic Overview of the Indian Economy	• Key factors of economic growth: ○ GDP, GDP Growth, inflation, per capita income, interest rates, disposable income, private consumption (5 years historical and 5 years projected) across categories including larger share of F&B ○ Economic reforms established in last 3 years impacting manufacturing, supply chain, domestic consumption and exports (e.g. Make in India, Atmanirbhar Bharat etc.) • Benchmarking with other key economies on metrics like- ○ GDP, GDP growth, inflation, per capita income, disposable income, working age population and consumption growth (5 years historical and 5 years projected) ○ Per capita consumption of packaged foods / ready-to-eat vs China and Western markets (current) ○ Rising digital and e-commerce penetration compared to global benchmarking (5 years historical) including Internet users, smartphone users etc. • Key emerging trends impacting the Indian packaged foods including snacks & sweets, ready-to-eat and spices market, like- ○ Growing young, working-age population and middle-class population ○ Rise of nuclear families and Increasing female workforce participation with dual income households ○ Rising disposable income resulting in higher consumption ○ Increasing need convenience as a global trend ○ Evolution from loose to packaged foods driving increased packaged food consumption per capita ○ Digitalization and e-commerce growth, etc.
II	Packaged Foods Industry in India	• Overview of the Packaged food industry – ○ Total market size, past and expected growth trajectory (5 years historical and 5 years projected) ○ Split of market size by- Organized/ unorganized, Category wise, Channel wise, Domestic vs export ○ Growth of household penetration for packaged foods, and Urban vs. rural packaged food consumption growth • Competitive landscape- key players across sub-categories – revenue and growth • Key trends shaping the industry like- ○ Focus on Quality and Branded products highlighting purchase choices of urban professionals ○ Importance of regional and authentic flavours ○ Shift from unbranded to branded packaged goods with focus on non-metros, South India, Tier 2 and Tier 3 cities. Also split of branded vs. unbranded in key sub-categories ○ Rise of modern retail stores (convenience, discounters, quick-commerce) ○ Experimentation with new brands & taste • Key risks impacting the Packaged food industry like- ○ Regulatory / other considerations like changes in quality control aspects (India and export markets), Import / export restrictions ○ Supply chain and sourcing risks showcasing raw material cost volatility and logistical challenges (e.g. freight delays, transportation costs, etc.)



III	Assessment of the RTE / RTC Industry in India	• Ready-to-Eat (RTE) and Ready-to-Cook (RTC) mixes – ○ Market size and growth (5 years historical and 5 years projected) ○ Sub-split of market size basis Product type – F&B, Sweet Mixes and Desserts, and other adjacent categories ○ Growth in Indian diaspora across continents (specific focus on South Indians in the Middle East) and market size opportunity ○ Key market drivers / trends including Increasing female workforce participation, Rising demand from India expats, Time spent on daily cooking in urban households, Time poverty / increasing preference for convenient options, RTE penetration in urban vs. rural areas and respective growth trajectories, Benchmarking vs other emerging markets showcasing growth potential • F&B Mixes ○ Overall market size and growth (5 years historical and 5 years projected) ○ Key drivers / trends across each of the sub-categories- Breakfast, Meals, Curries ○ Competitive landscape -key players across sub-categories- revenue and growth • Sweet mixes – ○ Ready-to-cook / mix-and-make sweet mixes ○ Key offerings and Segmentation, including gulab jamun / jalebi / laddu / kesari / other ○ Younger population and urbanization driving growth in western-style mixes like brownie / cookie mixes- importance of local / authentic vs. western mixes ○ Consumption frequency split i.e. daily cooking / special occasions / festivals • Desserts – ○ Packaged desserts share of total desserts market (focus on Indian desserts) ○ Urban vs. rural split ○ Growth in demand for fusion desserts (rasgulla cheesecake, kulfi ice cream, etc.) appealing to younger and urbanized demographic / playing into regional & authenticity trends ○ Demand for standardized products ○ Growth of premium and artisanal desserts- Segment split and growth trajectory
IV	Assessment of the Spices & Condiments Industry in India	• Total market value of Indian spices and growth trajectory (5 years historical and 5 years projected) • Split by spice type (blended vs. straight, natural, etc.) • Channel wise segmentation, organised vs unorganised market, branded vs. unbranded market share • Domestic and exports market, and India's share in global spice exports highlighting growth in Indian diaspora across continents (e.g. South Indians in the Middle East) and the market opportunity • Regional split with key states called out, and factors like higher growth in regional brands vs. pan-Indian brands driven by local knowledge, ability to understand regional taste preference, sourcing advantage, etc. • Sector consolidation and key area of focus for corporates given growth trajectory (e.g. ITC / Sunrise, Dabur / Badshah, TATA / Capital Foods, MTR / Eastern) • Demand drivers for branded and packaged spices like Hygiene and purity concerns, Convenience (blended spices and ready-to-use masalas - market evolution and % share of pre-mixed spices) • Customer loyalty and category stickiness driven by regional taste preferences, and other industry trends i. e.g. Sourcing of RM and own manufacturing for a superior control on products • Competitive landscape and key players – ○ Revenue ○ Domestic sales vs exports ○ Blended vs pure spices ○ To highlight regional leadership ○ Margin profile- Gross & operating margins • Risks Facing the Industry like- ○ Raw material and sourcing risks- Price volatility (seasonal availability, changes in supply dynamics, etc.); Climate risks (climate changes factors e.g. droughts,



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		- extreme weather, disease) ○ Regulatory risks -Quality control (pesticide usage, metal content) and respective rise in compliance costs; Export barriers (export policies, tariffs); Supply chain transparency mandates ○ Impact on Operational costs, like fluctuation in processing and storage costs; changes in labour and logistics costs
V	Operational Benchmarking	• Benchmarking with peers on operational metrics like- ○ Product Portfolio ○ Manufacturing capacity / facilities ○ Geographical presence ○ Key Distribution channels – Direct, GT, MT, e-commerce / quick-commerce - sales mix and challenges etc. ○ Cover reach / retail touch points ○ Patents (for recipes) if any ○ Any Other (basis discussion with Company and BRLMs)
	Financial Benchmarking	• Benchmarking with peers on financial metrics like- ○ Revenue and growth ○ EBITDA margin and growth ○ Operating profit / EBIT, margin and growth ○ Net profit margins and growth ○ Return of capital employed (ROCE) and Return on Equity (ROE) ○ NWC days, inventory days, asset turnover ○ Any Other (basis discussion with Company and BRLMs)

To also include Positioning for Orkla which can be validated with data available in public domain/ estimated through primary interviews- (to be included at relevant places in the report).

- Leading spice brand (both straight and blended spices) in Karnataka & Kerala
- Leading food brand in Karnataka and Andhra Pradesh
- Largest spice exporter
- Network strength – efficiency of synergised network, specifically in general trade channels, and use of own vehicles in Kerala for distribution
- Other key comparatives in line with the company's narrative

We will also support in responding to queries/observations from regulator pertaining to our report.

Timelines – 8 weeks from the date of signing of this agreement or any other date mutually agreed with the Client

Methodology - The report will be completed using a mix of:

- Secondary research including annual reports, website, analyst presentations, articles etc.
- Internal Body of Knowledge of the industry based on assignments done in the sector in the past
- Primary Research
- Trade Research by the consultants and Interviews with stakeholders in the value chain including Company

Consulting fee of INR 45 lakhs + GST

- 30% due on authorization at the start of the assignment
- 35% due on the completion & submission of the 1st draft of the report
- 30% due on finalisation of the report
- 5% due on DRHP approval

The fee includes all costs to be incurred towards trade research.

All out of pocket expense reimbursement towards travel will need prior approval of the Client and will be in line with Orkla India's travel policies.



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