

Date: November 16, 2024

To,
The Listing Compliance Department
BSE Limited
P. J. Tower, Dalal Street
Mumbai – 400001

To, The Secretary Calcutta Stock Exchange Limited 7, Lyons Range, Kolkata 700001

Scrip Code: 541741

**Subject**: **INVESTOR AND EARNINGS PRESENTATION** 

Dear Sir/ Madam,

Pursuant to Regulation 30 read with Schedule III of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations 2015, and in continuation to our letter dated November 12, 2024, please find enclosed Investor & Earnings Presentation of the Fratelli Vineyards Limited [earlier known as Tinna Trade Limited] ("the Company") on the financial results and operational performance for the second quarter and half year ended on September 30, 2024 (2QFY25).

This is for your information and records.

Thanking You,

Yours Faithfully, For FRATELLI VINEYARDS LIMITED [formerly known as Tinna Trade Limited]

Mohit Kumar Company Secretary ACS 38142

#### FRATELLI VINEYARDS LIMITED

[Formerly known as TINNA TRADE LIMITED]
CIN: L11020DL2009PLC186397

Regd. Off: NO.6, Sultanpur, Mandi Road, Mehrauli, New Delhi-110030 Tel NO.- +91-11-49518530, Fax: +91-11-26804883

E mail: ttl.del@tinna.in Website: www.tinnatrade.in





# FRATELLI • VINEYARDS•

H1 FY25, Results Presentation November 13<sup>th</sup>, 2024

#### **DISCLAIMER**



This presentation includes forward-looking statements regarding the business, financial performance, strategy, and outcomes of Fratelli Vineyards, as well as the industry it operates in. These statements are subject to risks, uncertainties, and assumptions, which may cause actual results to differ from those expressed or implied. Factors such as changes in economic, political, regulatory, or market conditions could affect the accuracy of these statements. Fratelli Vineyards, its affiliates, advisors, representatives, subsidiary undertakings, officers, or employees do not guarantee the accuracy of the assumptions underlying these forward-looking statements, nor do they guarantee the future accuracy of the statements or the occurrence of forecasted developments. The company assumes no obligation to publicly amend, modify, or revise any forward-looking statements based on subsequent developments, information, or events. Given these uncertainties, viewers are advised not to overly rely on these forwardlooking statements.

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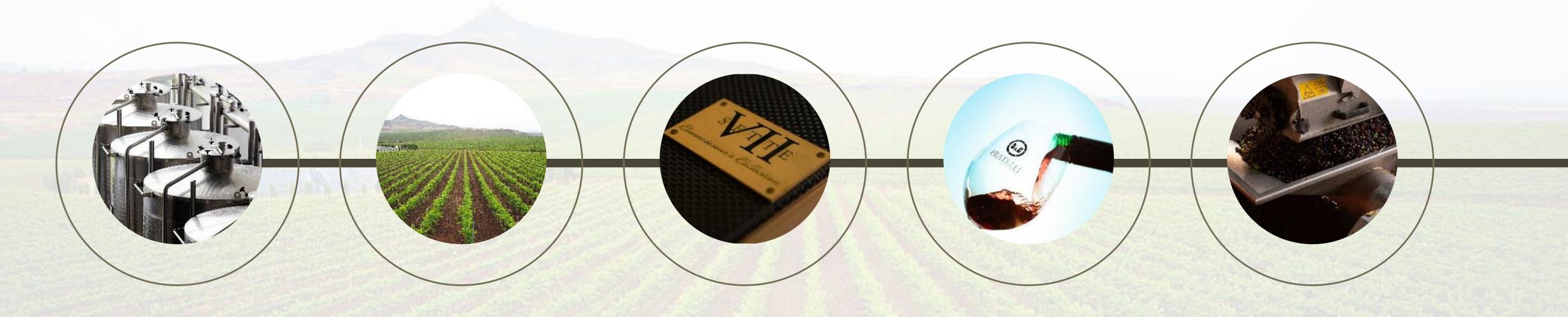
- Introduction to India's finest winemaker
- Our complete portfolio
- Growth strategy- ready to scale
- Half Year review, H1 FY25
- Journey of growth





## INTRODUCING INDIA'S FINEST WINE COMPANY





Ownership of 'grapes-to-bottle' value chain

Best wines get
made at family run
vineyards

Where premium is standard

Building a wine consumption lifestyle

Family driven,
but professionally
managed



## RAISING A GLASS TO THE JOURNEY SO FAR – BUILT BRICK BY

BRICK, OVER THE LAST 16 YEARS...

• **Sette** – India's **#1 luxury wine** was launched • Launch of **India's first** 

**Chardonnay &** 

Sangiovese

Launch of M/S range - crafted by wine maestros, Piero Masi and Steven Spurrier

2016

• Launch of **J'NOON** in collaboration with Jean Charles Boisset.

2018

• Launch of **TiLT** - Wine in a can

• Noi spritzer – India's first spritzer in a can

2020

Added 100 acres under

active farming in Jambhali,

Maharashtra

Added additional capacity of

1 Mn litres 2024 2023

Became

Setup of winery at Motewadi, Maharashtra



2009

2010

2011

2014

Launch of India's

first and only **Zero** 

**Dosage** Sparkling

Grand Cuvée Brut



2017

Launch of **Noi Sparkling** 



2019

Achieved overall capacity of 2.65 Mn litres



2022

as Fratelli Vineyards Launch of

 Embarked on capacity expansion

a publicly trading

company via share

Assumed new identity

swap with Tinna Trade

Collaboration with Blue Tokai, India's first experiential wine & coffee bar

Fratelli's inception was the vision of Kapil Sekhri

2007

**FRATELLI** 



240 acres of vineyard setup at Akluj, Maharashtra

- Launch of Fratelli's first varietal wines
- Cabernet Sauvignon
- Sauvignon Blanc
- Chenin Blanc



**Noi Rose Sparkling** 

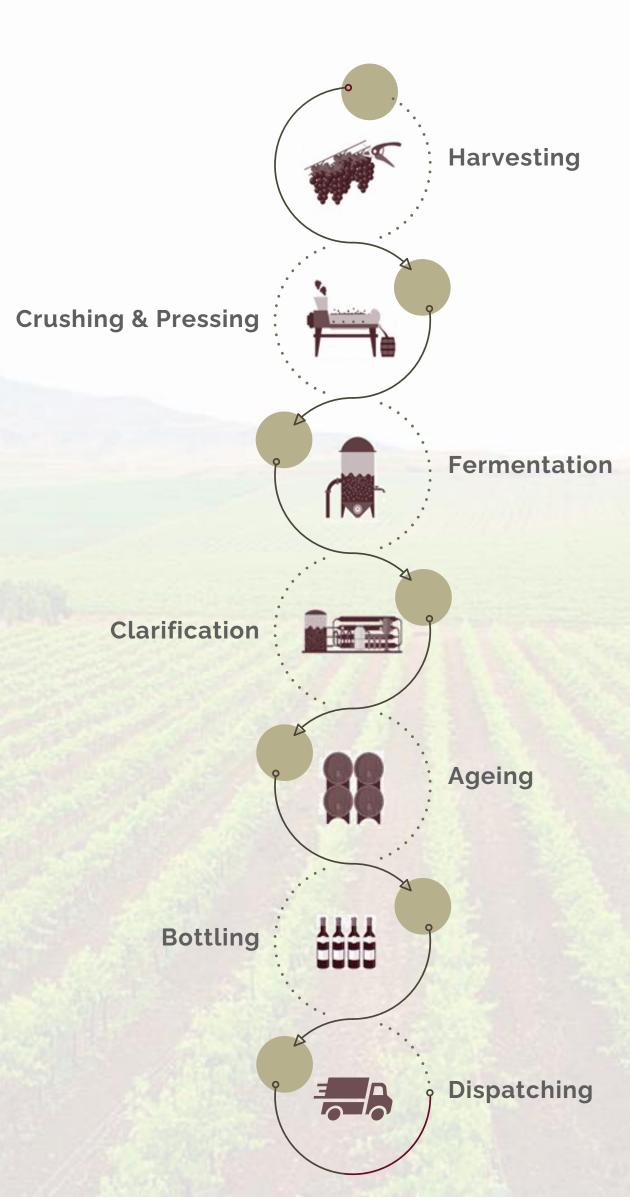
## ATTRIBUTES OF A BEST-IN-CLASS WINE-MAKING BUSINESS



#### **Facets of industry**

- Vineyard development associated with significant capital and time investment; select brands matured over 2 years
- Wine-making demands expertise in soil and grape selection, manufacturing, and marketing

- Business has to afford high inventories in line with size of harvest
- Alcohol policies for procurement, pricing, distribution, and usage restrictions, vary state to state



#### Moats created by Fratelli Wines

- 15 years of innovation in viticulture and oenology.

  Adapting best imported varietals to Indian terroir.

  Backed by Indo-Italian heritage with 2<sup>nd</sup> generation engaged in the business
- Complete control over grapes-to-wine value chain including active farming across 400 acres and beyond and ~5.3 mn litres winery
- Ability to develop powerful brands that are market leaders, of which several in premium/luxury segment have received international awards. Continues to create categories of leadership, like India's first wine-in-a-can
- Deep relationships with HoReCa, distributor trade/channel partners. Key operations driven by long-standing employee force
  - Available across ~22,000 points of sale. Pole position in CSD/Army Canteen and in states like Delhi. Odisha, Andhra Pradesh and Kerala. Leadership in select markets in HoReCa. Present internationally in Italy, Japan, U.K., U.S., Dubai and Australia

### **BACKED BY A STRONG BOARD**





## Gaurav Sekhri, Chairman and Managing Director

BBA from Richmond College, London (UK). Has experience of over 2 decades in trading business. He has chaired 'Sunflower Seed Promotion Council of Solvent Extractors Association of India' & 'SEA Bio Diesel Promotion Council'. He has been member of various reputed associations including, 'The Soybean Processors Association of India' and 'CII & National Committee on Agriculture'



#### Aditya Brij Sekhri, Director

Graduated from George Washington
University, where he completed his
Bachelors in Business Administration, with
a Concentration in Marketing and a Minor
in International Affairs. Has recent
experience in Management Consulting as
an analyst at KPMG India



#### Puja Sekhri, Director

Key driver for formulation of marketing strategies to promote Fratelli as a leading brand in the premium wine category. Focused on driving revenue growth, building brand awareness and strategic tie-ups for strengthening the brand positioning. Keen oversight on front-end functions for aligning marketing efforts with business goals and objectives

#### BACKED BY A STRONG BOARD





Sanjit Singh Randhawa, Independent Director

Sanjit Singh Randhawa, with 43 years of experience including 34 years in the spirits industry, has held transformative leadership roles, including Managing Director for multiple Bacardi regions and Director of External Affairs for Asia, Middle East, Africa, and GTR. A seasoned expert in emerging markets and business growth, he has led strategy, P&L management, and new business development across diverse geographies. An accomplished professional and Chartered Accountant, Sanjit is an alumnus of Harvard Business School and Punjab University



Adhiraj Sarin, Independent Director

B. Tech, Electrical and Electronics Engineering from IIT Kanpur. He has vast experience in commodity business. He has been Managing Director at 'Bunge India', Specialty Engineering Company 'Tube Investments Of India', 'Bombay Dyeing Textiles' & 'Hindustan Lever Limited'. He was CEO of Louis Dreyfus Commodities India. He is currently working as Corporate advisor with 'Master & Little'



#### Nakul Nitin Zaveri, Independent Director

Nakul Nitin Zaveri is a Partner at LeapFrog Investments, co-leading the firm's climate investment strategy to enable sustainable pathways for emerging markets. With over 20 years of experience in entrepreneurial, operational, and investment roles, he specializes in driving impactful investments across renewables, climate tech, and efficiency-focused value chains. An Oxford MBA graduate, Nakul is committed to fostering growth in sustainable technologies and aligning climate initiatives with consumer priorities



Rahul Narang, Independent Director

Graduate of Babson College in Entrepreneurship and a participant in Harvard Business School's Owners President Management Program, has led The Narang Group to become a leading premium food & beverage company in India. The group, founded in 1999, initially launched Red Bull in the country and has since introduced top brands like Evian, Perrier, and Lindt. The Narang Group now owns Ocean Beverages, the top brand in the fruit water and premium mixer segment, and Qua, the leading premium natural mineral water in India







Distinctive brands for special occasions

J'NOON is a luxury wine launched in collaboration with Jean Charles Boisset; Only Indian winery to attract international partnerships

Sette is the flagship of Fratelli which is a result of barrel-aged wine nurtured with meticulous care and special attention in the cellar. First Indian luxury wine brand that was introduced

These ranges have been winning double gold and gold at international awards, reiterating quality and commitment to craft





**JCB 47** 

NOON



J'NOON White



SETTE



**Gran Cuvée Brut** 



**Master selection** White



**Master selection** Red



Rosé



**Master selection Late Harvest** 

# SUPER PREMIUM

Master Selection is inspired by the Hariyal, the state bird of Maharashtra

Approachable blends curated by international experts which showcase the finesse of Fratelli's winemaking capability. Approachable complexity makes it well suited for enthusiasts and experts

Gran Cuvée Brut, inspired by the night sky in Akluj, is the only Zero dosage sparkling wine from India. Made in the méthode traditionnelle of making champagne









Shiraz



Sangiovese



**Pinot Noir** 



Merlot



**Cabernet Sauvignon** 



Unique Single varietals made from the finest clones of grapes from France and Italy

Wide range of 11 offerings across red, white and rosé wines

The label is inspired from the seven brothers of Fratelli

Renovated in 2021 to make it relevant to changing audience preferences



**Chenin Blanc** 



Chardonnay



Sangiovese Bianco





Shiraz Rosé







noi Rosé







**Classic Chenin** 

# PREMIUM

noi is an easy and approachable sparkling wine which is fruity, vibrant and bubbly

Especially created to suit the Indian palette

Classic range of wines is the entry range of wines into the world of Fratelli

Easy and well suited for everyday consumption





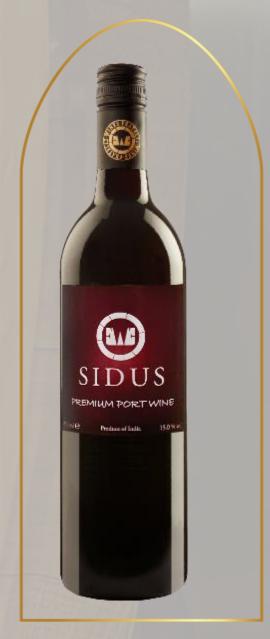
Ziva range



**Kyra Reserve** 



**Mosso Peach Wine** 



**Sidus Port** 

# VALUE

Pocket friendly wines creating category difference in various markets

Ziva offers a full range of red, white and rosé

Strong penetration in interior & T2 markets

Mosso – peach wine, launched to cater to specific geographies





WHITE

250ml 11% V/V



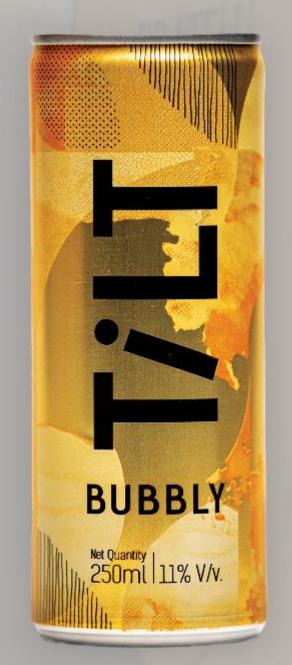
CHEBRATE LIFE CELEBRATE TOGETICAL
SPRITZER

Net Quantity
250ml CLASSICO

Noi Spritzer Classico



TiLT Red





# CANS

Market leader in the wine in a can segment

India's only Vegan & Gluten Free wine

Specially targeted to early drinkers, enabling the expansion of wine category TAM

Embodies the spirit of fun and spontaneity – made for anyone, anywhere, anytime

Awarded on the international canned wine championship

TiLT Bubbly Rosé T

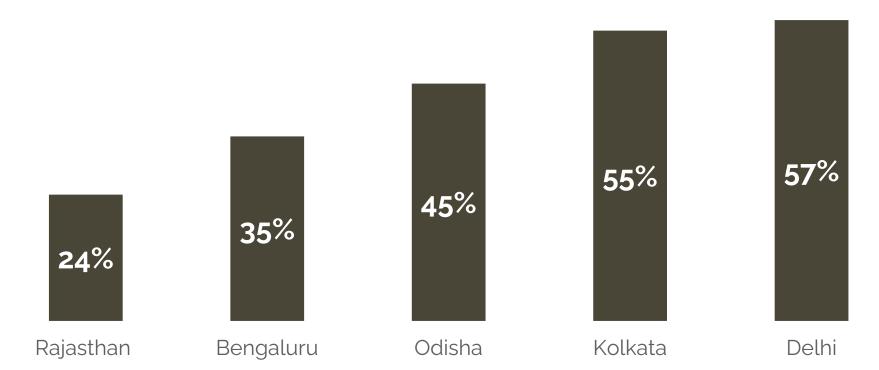
TiLT Bubbly

#### STRONG PRESENCE IN HORECA



#### Market share in key HoReCa markets\*

YTD, September 2024



#### HoReCa market share YoY\*



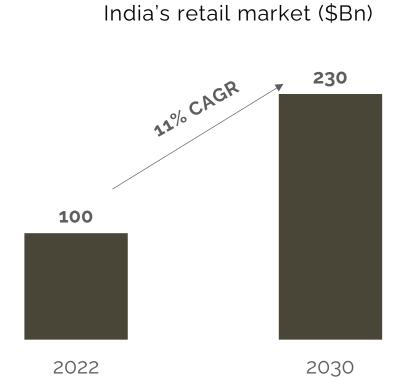
#### Prestigious listings across HoReCa

ITC HOTELS	HYATT REGENCY	TAJ	THE RITZ-CARLTON*	MARRIOTT	FOUR SEASONS
CINCIN	<b>133</b>	ST. JAMES COURT	Bombay Palace	THE QUORUM	Oberoi HOTELS&RESORTS
LIVING LIQUIDZ	唐 茶 苑 YAUATCHA	Jamavar	ACCOR HOTELS	indian@accent	ONC S
Lite Bite Foods	JCB	∰ pullmaη	THE CLALIT	SHANGRI-LA BOTELS AND RESORTS	Le MERIDIEN
BENARES	ST. JAMES COURT	NOVOTEL	ENCALM LOUNGE	السوق الحرة مسقط MUSCAT DUTY FREE	olive
ILDONISM WINES	Travel Food Services	DIE DUTY CO	Radisson	THE LEELA PALACES HOTELS RESORTS	

<sup>\*</sup>Based on market share in markets where excise data is available

# GROWTH IN MODERN RETAIL & HOSPITALITY TO ACCELERATE PENETRATION

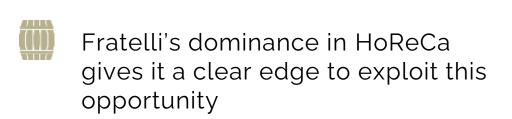
Increase in modern retail outlets will lead to more points of sale\*



- Growth in modern retail in India to strongly enhance touch points for wine retail
- For example, Reliance Retail plans to open 2,500-3,000 stores annually and has also applied for select liquor licenses
- Regulations for wine expected to turn more favourable for instance, Maharashtra has allowed sale of wine in supermarkets

#### Growth in HoReCa to be driven by tailwinds in hospitality\*

Growth in wine category is strongly co-related with that in hospitality, which is expected to grow 28%\* with a clear focus on Tier 2 & 3 cities





**WYNDHAM** 

HOTEL GROUP

Hilton







In next 5 years

240

79

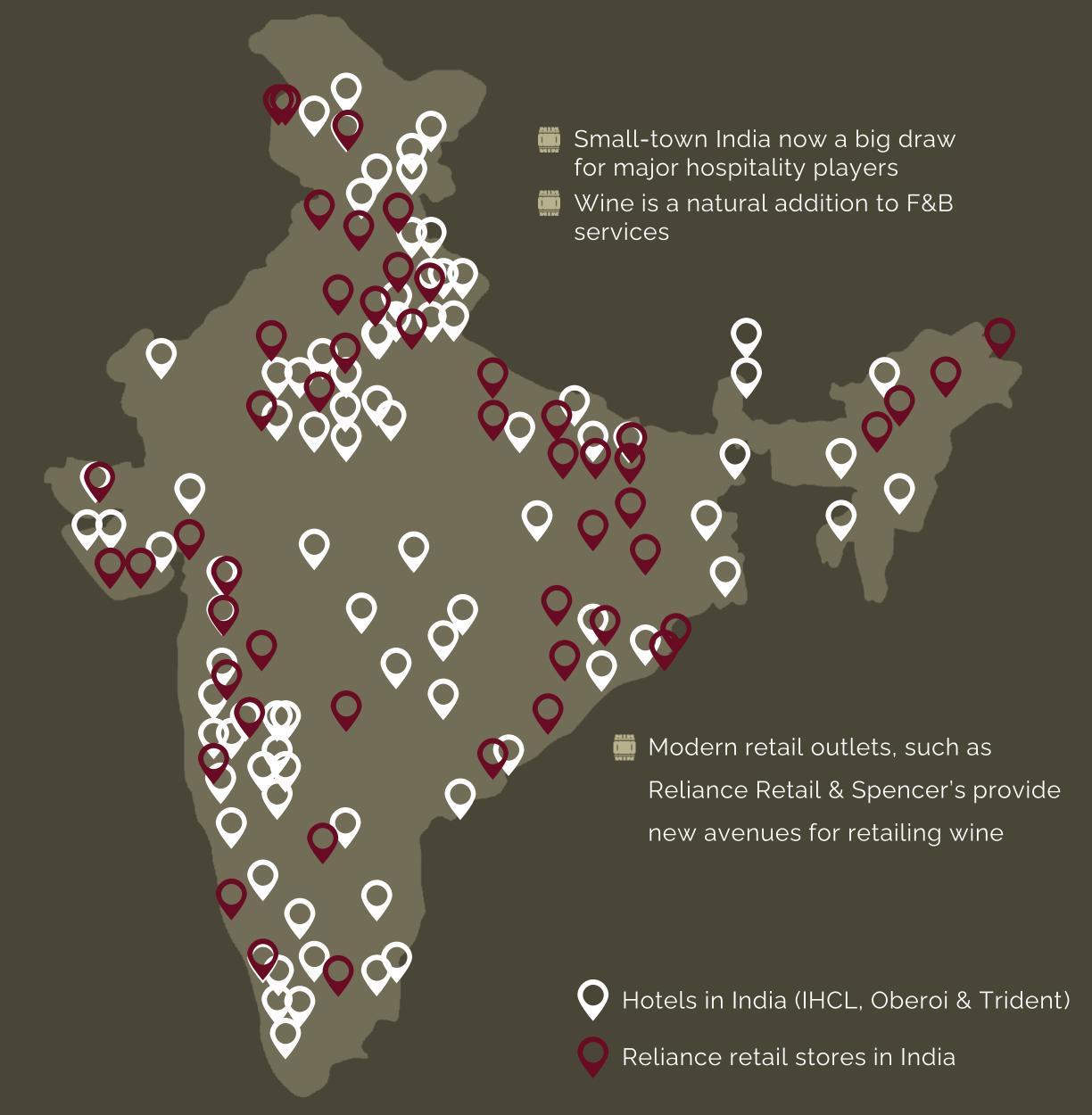




75

Penetration in Tier 2 & 3 towns set to increase dramatically

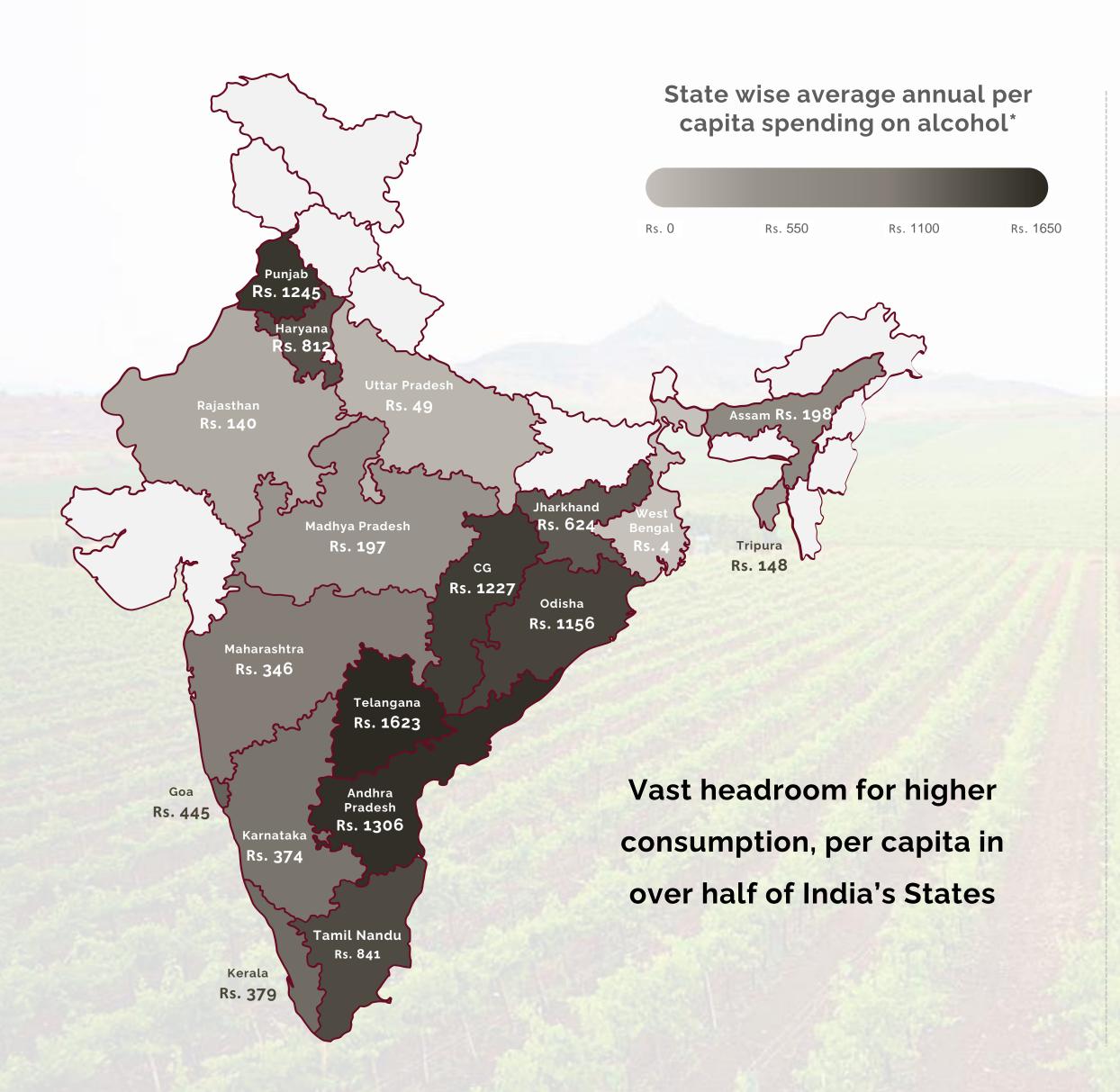




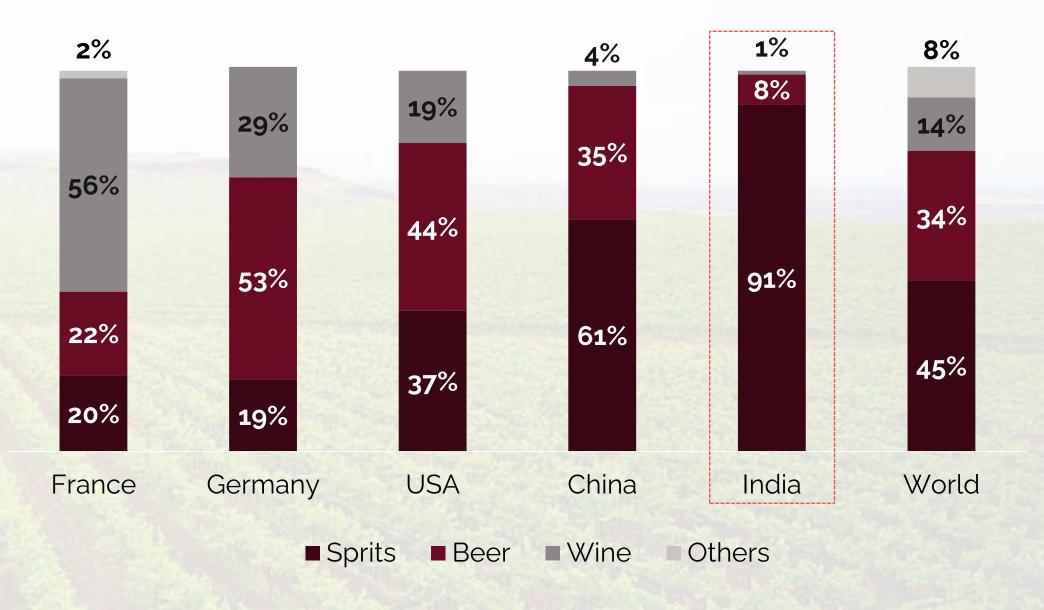
\*Industry data

#### DYNAMICS OF ALCOBEV CONSUMPTION IN INDIA





#### Contribution of alcoholic beverages in 100% alcohol CY 2021

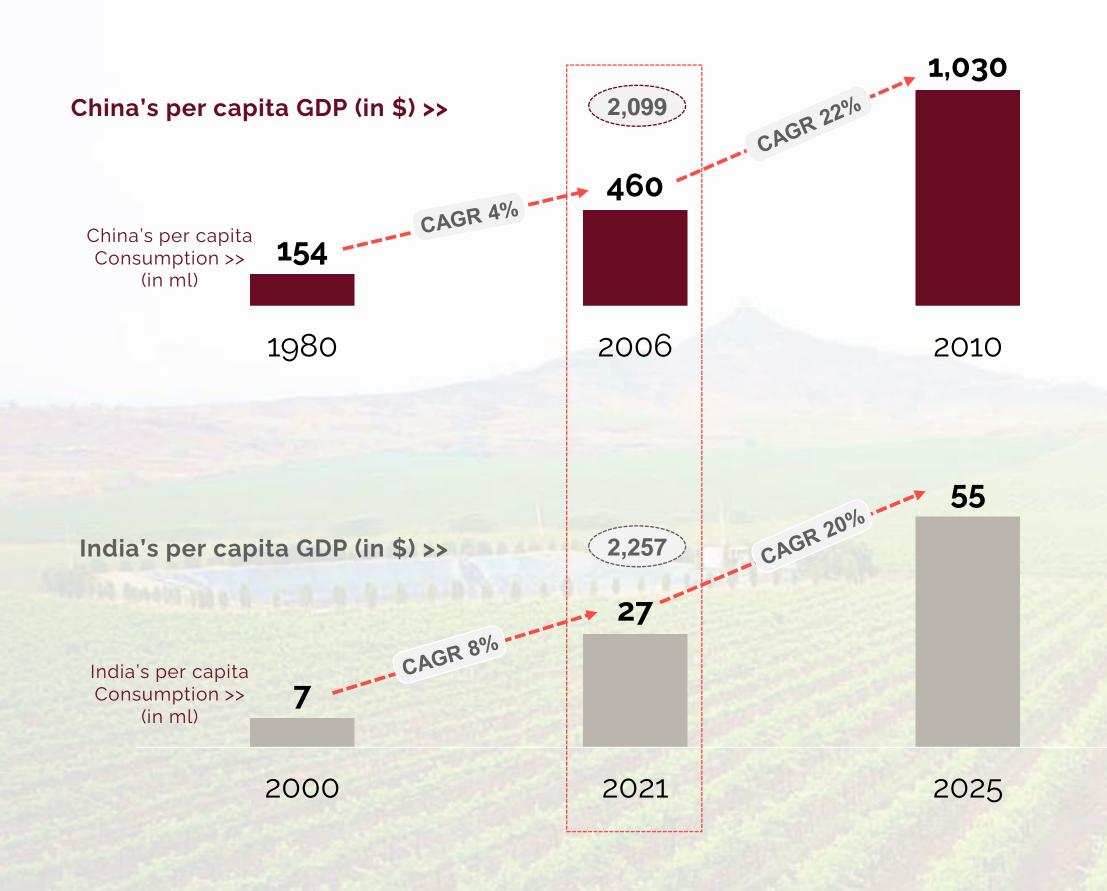


With consumption currently at ~1%, the Indian wine market holds immense potential for exponential growth

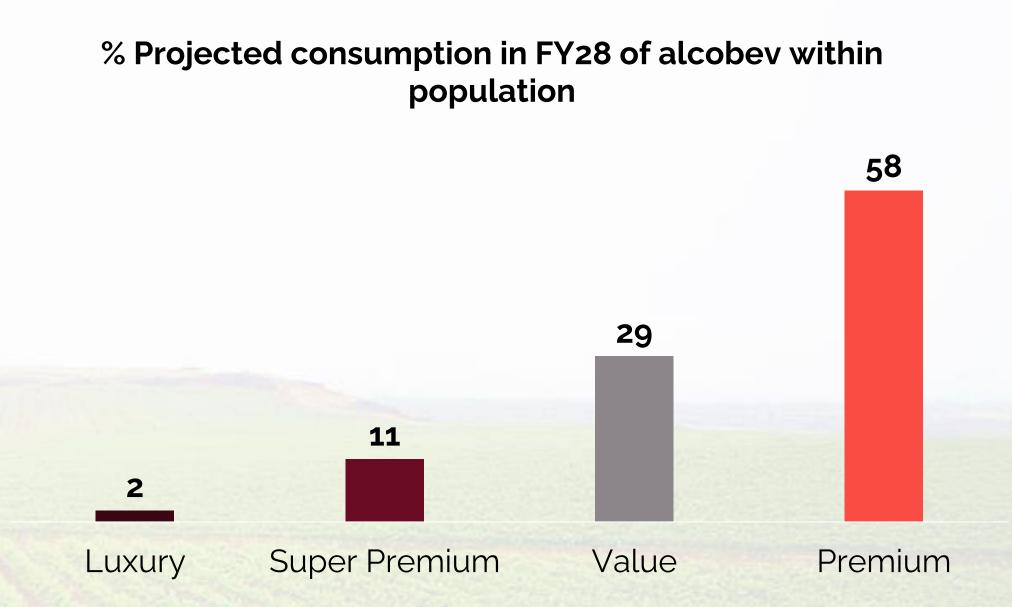
\*FY23 data compiled by CMIE

#### DYNAMICS OF ALCOBEV CONSUMPTION IN INDIA





India is approaching the same point on per capita GDP, where China was when its wine market soared\*



Premium wines constitute more than half the market & this is expected to remain unchanged. Fratelli's strength in consistently creating successful luxury & super premium wines is a key moat

Fratelli Wines has consistently outpaced industry's growth and achieved higher share of premium super-premium and luxury wines, which stand at >70% sales consistently

\*Company & industry data

### DRIVERS OF CONSUMPTION TRENDS IN INDIA\*





Rising affluence

Rural take off

Alcohol consumption trends in Tier 2 & beyond

Youth demographics

Urban population
to increase by ~100
million, raising
urbanization from
35% to 40%

Growing middleclass fuels demand
for premium
products like wine
and high-end
spirits, with fine
wine sales at 22.8%
CAGR

Rural per capita consumption to rise 4.3x, outpacing urban growth at 3.5x Tier 2 cities (e.g.,
Kochi, Indore)
seeing notable
growth. Improved
retail experiences
can further boost
market potential

Workforce-aged
population (15-59)
to reach 950
million, boosting
economic activity

\*Industry data 23

## **BUILDING VINEYARD TOURISM**















01

Building brand salience

Experience centre & museum for high brand connect

02

Direct-to-consumer sales

Extending presence to last mile of value chain

03 4

Margin multiplier

Elimination of distribution/ sales costs Business mix diversification

Builds new revenue stream from hospitality





01

Expanding vineyard
acreage and cultivation
of exquisite, imported
grape varietals. Added 6
new imported varietals in
this FY

02

Augmenting winery

capacity to ramp up

production across premium &

above ranges

Phase I of 50k sft by

H2 FY25

03

Investing in technology & automation (Salesforce & Tableau) across value-chain to track/optimize business parameters in real time

04

Developing luxury
vineyard tourism at Akluj

Work on the one=of-a-kind, ultra-luxury property to commence in H2 FY25 05

Introducing new brands

of wines in premium & above range

Sustain leadership in nontraditional offerings like **Winein-a-Can** 

## VINEYARD DEVELOPMENT – JAMBHALI





Expanding our current net area by 100 acres, aimed towards increasing our footprint outside Solapur. Phase I of 40 acres to be completed by H2 FY25

#### CONTINUE WINNING AWARDS IN Q2







- Super premium and luxury portfolio continues to win accolades in global platform
- For the first time an Indian wine has won double gold award
- Apart from Gilbert & Gaillard and Mundus Vini awards, the Company's wines have won awards in Gobal Masters of Chenin, Syrah and Sangiovese
- Fratelli has also had great success in the India Wine awards and Spiritz Selection awards which are conducted nationally

#### FRATELLI AT VINEXPO



- Participated in Vinexpo 2024 in Mumbai with the largest booth, sampling Fratelli's wine portfolio to trade, media, and visitors
- Showcased signature wines, including Sette, Jnoon,
   Master Selection, and the varietal range
- Paired wines with artisanal, vineyard-inspired cheeses for an immersive tasting experience
- Offered a virtual vineyard tour through an interactive pop-up, enhancing visitor engagement
- Presented a unique collaboration with Blue Tokai by introducing barrel-aged coffee, created by aging coffee in wine barrels, which received strong visitor appreciation
- Engaged with a global audience, building connections with distributors, sommeliers, and wine enthusiasts



## SETTE VERTICAL DINNER WITH CHAÎNE DES RÔTISSEURS INDIA



- Hosted at JW Marriott Bengaluru,
   bringing together the top F&B
   community in Bengaluru
- Offered an exclusive experience of
  Sette's evolution and journey through
  a vertical flight where guests got to
  taste the oldest vintages of Sette
- Sette is the only Indian wine that has

   a library of back-vintages and can be
   presented for a vertical tasting. This is
   a testament to the Company's
   commitment to craft and wine
   making
- Also introduced Sette Double
   Magnum bottle, for the first time in
   India





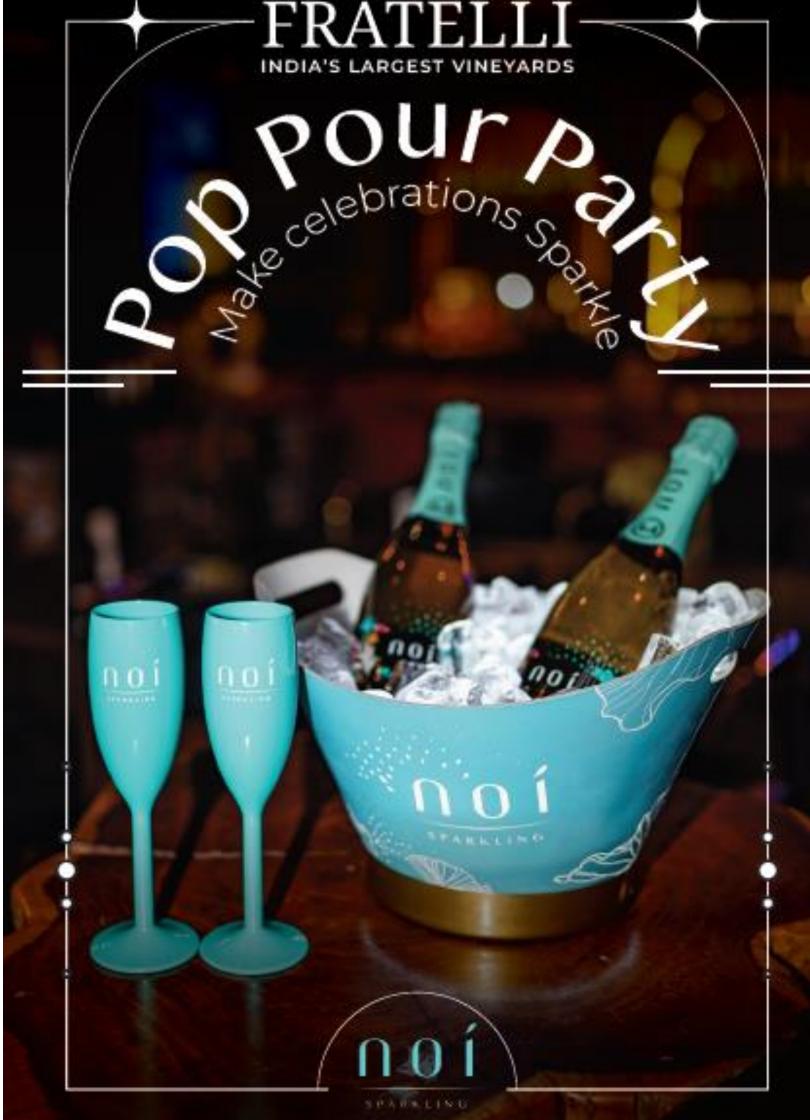
## NOI NIGHTS CAMPAIGN, SPARKLING UP THE NIGHTLIFE



- Rolled out the noi nights campaign across key nightclubs in India
- Building on the strength of the brand in North, the campaign activated other key markets in India
- noi arguably remains a drink of choice for high energy celebrations
- Created memorable experiences that reinforce noi
  as the choice for dynamic, festive occasions
- Engaged with a young, lively audience to boost brand visibility and appeal within the nightlife scene

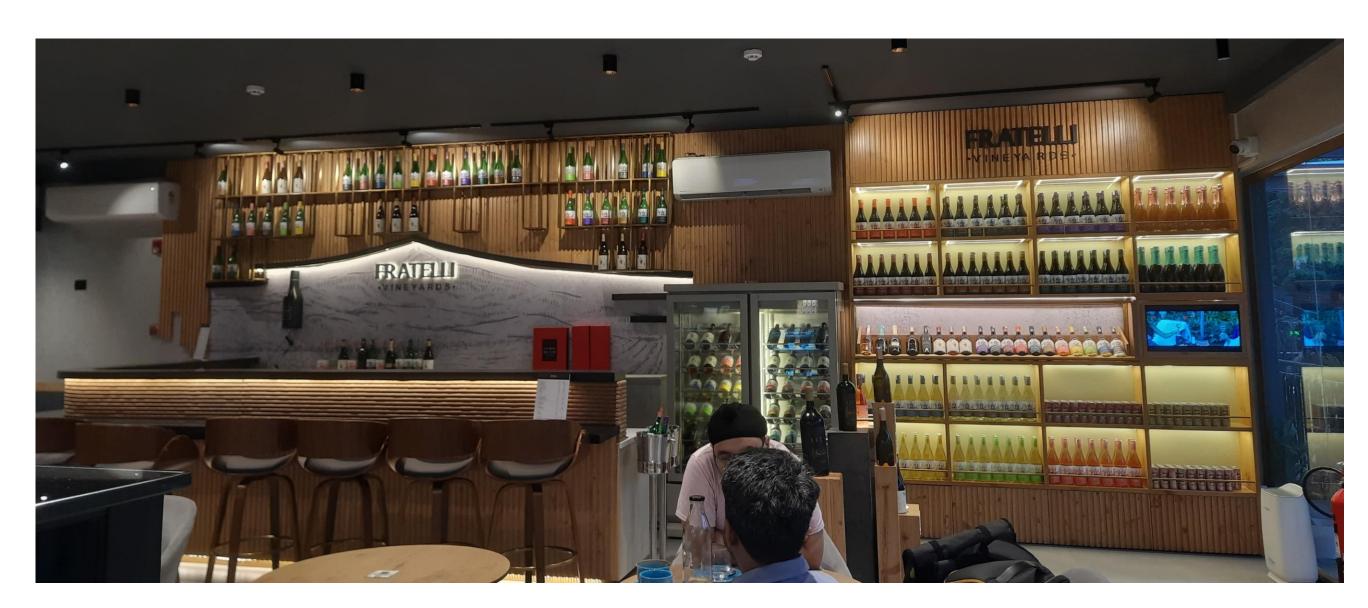


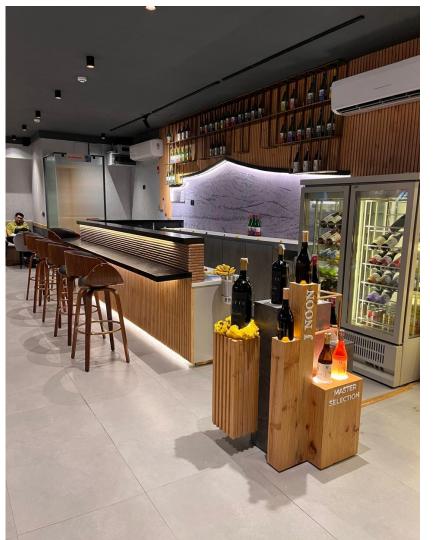


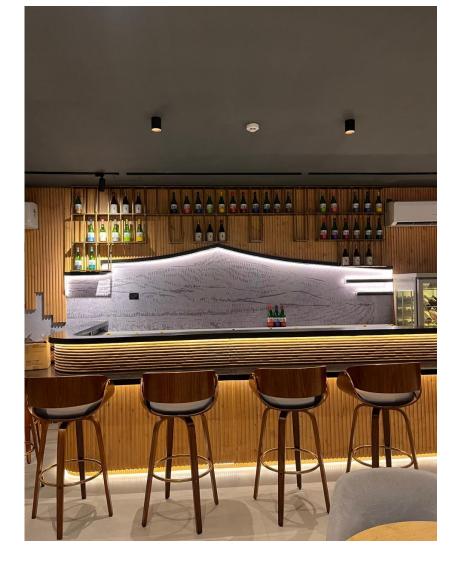


### INDIA'S MAIDEN EXPERIENTIAL WINE & COFFEE BAR











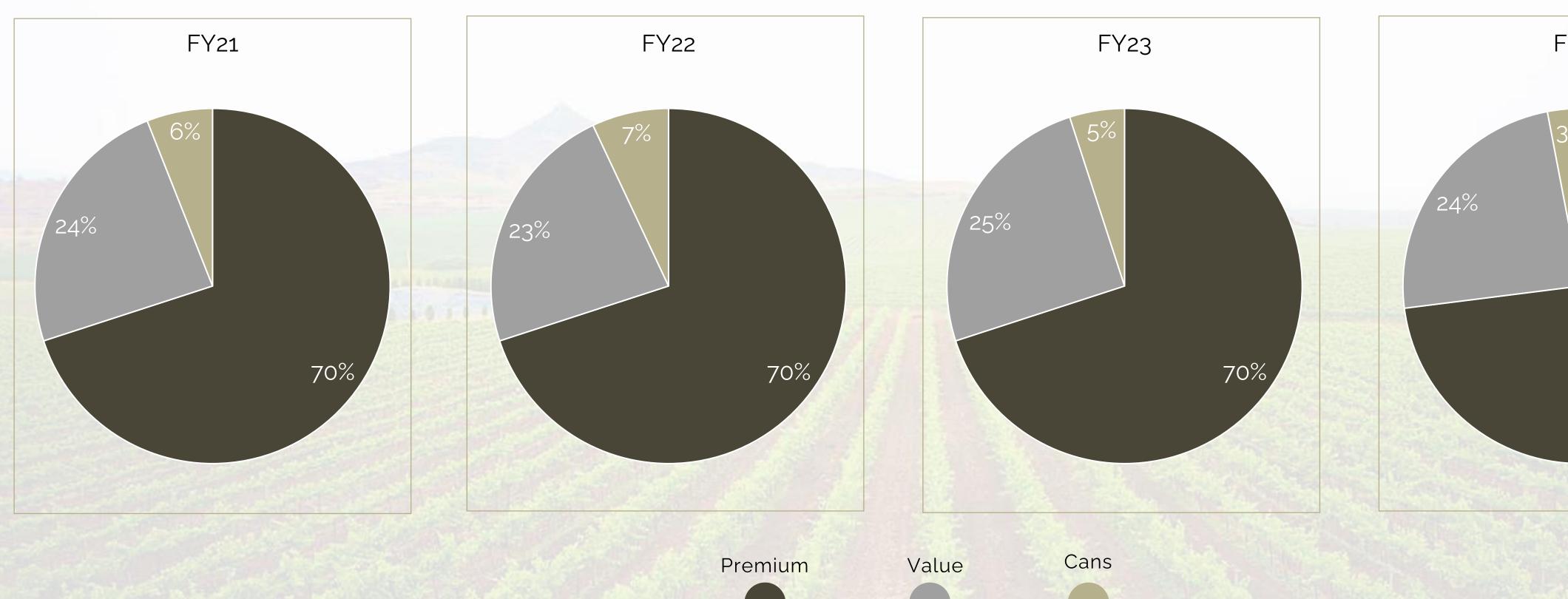
- Fratelli Vineyards has soft launched India's first wine and coffee bar at Koramangala, Bengaluru
- Collaboration with Blue Tokai brings together 2 of India's well-loved & homegrown brands to drive experiences
- Patrons would get to sample Fratelli wines in an experiential setting and curated pop-ups to further enhance brand connect. Expands the cohort of wine consumers
- Specialty coffee beans that have been aged in wine barrels to be a signature offering
- Outlet includes direct-to-consumer sales of premium and luxury brands of Fratelli

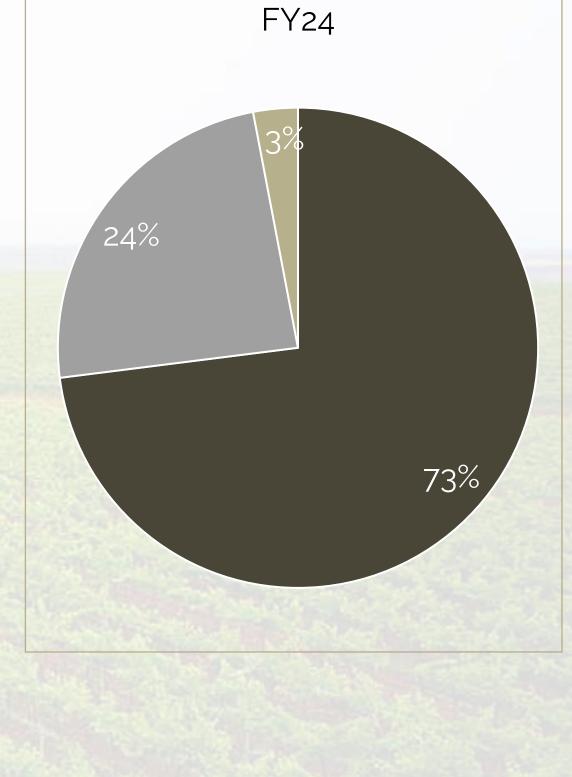


### HISTORY OF PERFORMANCE



#### Segment wise contribution to sales (by revenue)





Delivering consistently superior growth with high contribution to revenues from premium & above

- · Consistency in contribution from premium & above segment at 70% and higher, backed by continual development of key brands/new brands
- Striving to remove intra- period volatility, where performance typically peaks in Q2 & Q3

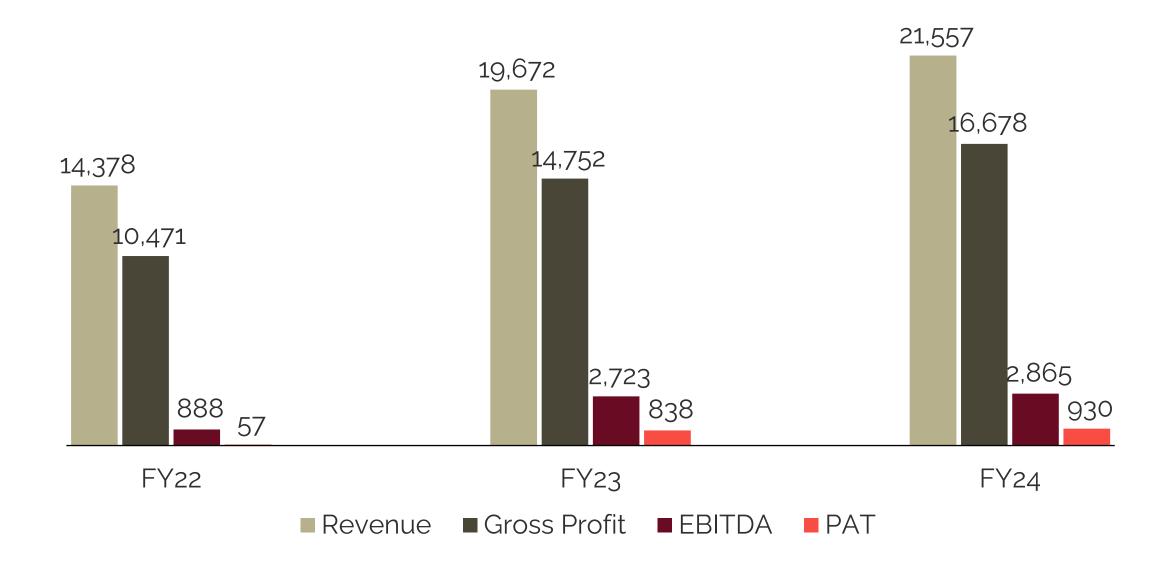
#### HIGHLIGHTS OF PERFORMANCE, 3-YEAR TREND & H1 FY25 REVIEW

Topline performance saw impact of higher dry days, Delhi excise portal interruption and changeover to revamped excise policies in Karnataka and AP. Growth investments continue

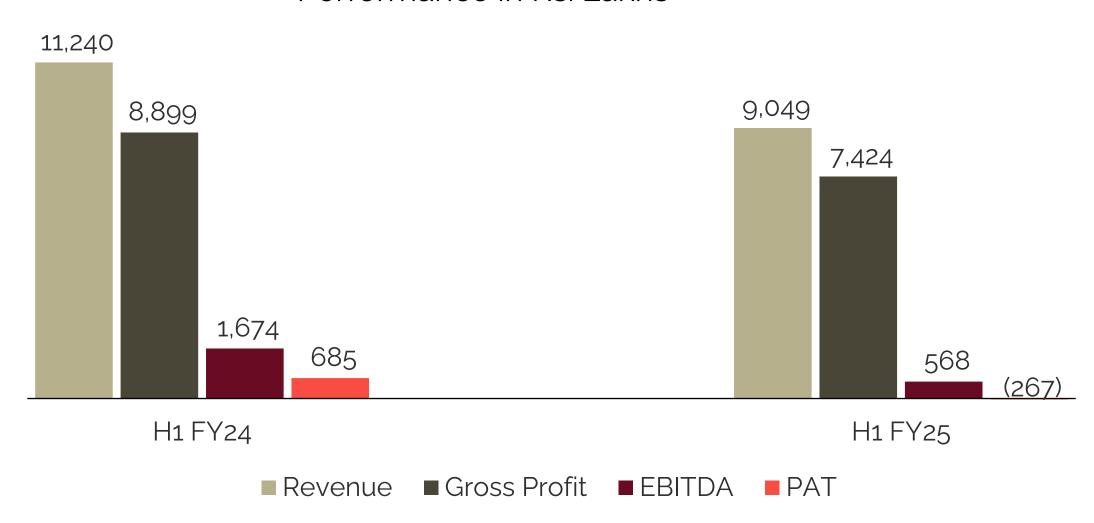
- Sales in select key markets temporarily impacted due to one-off factors, industry wide. Witnessed robust growth in premium category in institutional segment
- Gross margins showed improvement YoY by 300 bps,
   in H1 FY25
- EBITDA margins include stepped-up expenditure on long-term initiatives like category development, infrastructure and brand salience, as per plan
- Winery and vineyard expansion projects to see commissioning in H2. Capacity augmentation to contribute towards performance growth



#### Performance in Rs. Lakhs\*



#### Performance in Rs. Lakhs\*



\*Frartelli Wines -standalone results

## KEY HIGHLIGHTS OF H1 FY25



- Cans category sees 20% YoY improvement in volume terms and 18% in value terms, as the Company invests in expanding the wine category

- Consistent growth in key States seen during H1, backed by sustained focus on business development and brand development
- Top performing States were Telangana, Andhra Pradesh, Kerala, Uttarakhand and Madhya Pradesh

Consistency in market-share



Launch of new products; Pinot Noir & Master Selection Late Harvest and Sette Double Magnum



## YTD FINANCIAL TABLE

Fratelli Wines -standalone results

In Rs. Lakhs	H1 FY25	H1 FY24
Net revenue from operations	9,049	11,240
COGS	1,625	2,340
Gross Profit	7,424	8,899
Gross margin	82%	79%
EBIDTA	568	1,674
EBIDTA margin	6%	15%
Depreciation	369	309
Finance cost	554	438
PBT	(355)	927
TAX	(89)	242
Profit after tax	(267)	685

#### INVESTING FOR THE FUTURE



Enhancing Visibility - Boosting brand presence in retail and events

Facilitating Consumer Engagement - Attractive POS collaterals and promotions

- Brand Activation For Trade Tastings and samplings
- **Lifestyle Events –** Collaborated with leading brands such as Forest Essentials, Nimany Studio, PN Rao, Irish Embassy etc., to build lifestyle associations
  - Trade Shows Providing event associated infrastructure

### LISTING TIMELINE





As the Holdco, Tinna
Trade commences
process to wind down
trading in agri and nonagri products

Fratelli Vineyards' is now engaged in the wine business. Wind-down of trading operations nearly complete, employees associated with trading have exited













Tinna Trade issues
shares to Fratelli Wines,
consolidating its
operations into Tinna
Trade

Tinna Trade's name change to Fratelli
Vineyards approved by
RoC, NCT of Delhi and
Haryana on July 26, 2024

Required name change from Tinna Trade to Fratelli Vineyards approved by BSE w.e.f. September 13, 2024



# FOSTERING NATURAL MOATS IN BUSINESS



Imported 12 grape
varietals from the best
regions of France
& Italy



These varietals were then grafted on Indian root stock to develop indigenous clones

Fine-tuned approach to bottling success



These are completely suited to Indian climatic & soil conditions to give superior quality wines



Can be used to produce
exquisite wines that
cannot be replicated over
the next several years



Commanding 30% market share in a market where entry barrier of time is a very strong moat

01

400 acres under active farming 02

~1,000 acres
supported by long
term contract farmers

03

12 varietal imported from France

04

15 years
of agronomical
experience

05

Virgin, high minerality soil allows concentrated taste & flavour

06

13-30°C temperature perfect for cultivation of grapes

Fratelli owned clones

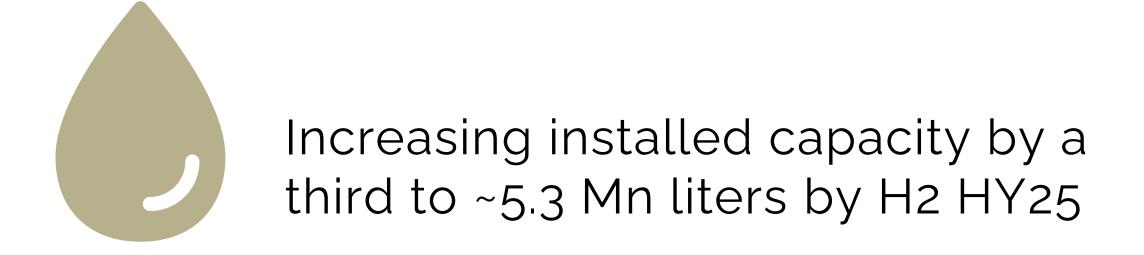
Sangiovese Grosso Chardonnay Cabernet Franc Merlot Sauvignon Blanc Cabernet Sauvignon

Vast lead in size of business over the next in line. Positioned to scale up significantly, backed by unique business approach

### **GETTING FUTURE READY**

Fratelli's facilities in Maharashtra & Karnataka Within 100 km radius

Key enabler in producing quality wines



Canning facilities at Akluj, Maharashtra & Bijapur, Karnataka



### TRANSLATING PRINCIPLES INTO ACTION







#### Local employment

Deep farmer connect at the heart of end-to-end presence in value chain



#### **Resources conservation**

Invested in water security and holistic waste management



#### Mitigating logistics

95% of packaging material domestically procured



#### Responsible marketing

Building world class brands with sensitivity



300+ rural families
employed after conversion of
barren land into fertile
vineyard



**700+** employees from families employed at Fratelli



Safe and clean drinking water made available to 2K+ people in Garwad village via water ATM

### SUSTAINABILITY ACROSS ALL SPHERES



- Fratelli Vineyards has adopted Zilha Parishad School, Shipaiwasti (Khudus) near its winery in Akluj, underscoring a strong commitment to the local community
- Implemented a 'WATER ATM' system, providing safe, clean drinking water in Garwad village









PARTICULARS	FW (FY21 to FY24) CAGR	GROWTH DRIVERS
Net Revenue	24%	Volume growth backed by higher capacity and better product mix
Gross Profit	26%	Higher share of premium & above in sales
EBITDA	100%	Operating leverage at work. Increasing A&P spends to temper margins
PAT*	304%	Better operating performance

\*Between FY22 to FY24

#### **GEARED FOR PROGRESS**



- Ol Robust operating model underlining consistent financial performance
- Family driven and professionally managed, vineyard to bottling operation
- Successfully adapted finest grape varietals to Indian terroir
- Portfolio of luxury & premium wines

- O2 Exercising levers to sustain growth momentum
  - Expanding business through enhanced capacities and distribution
  - Augmenting wine portfolio with premium brands/via premier partnerships
  - Enhancing category accessibility via Wine- in- a -Can

- O3 Laying the foundation of the next tier of performance
  - Grow vineyard tourism business through hospitality offering/partnerships
  - Expanding winery capacity by a third
  - Enhancing penetration in Tier II & III towns by augmenting distribution and marketing initiatives

## FOCUS OF STRATEGY



Premiumization through brand building

2

Expanding the total addressable market and wine culture in India

3

Building further capability in research to improve viticulture

4

Developing first of its kind, luxury vineyard tourism & hospitality business

5

Accent on strong corporate governance

Growing profitably with consistency

estin

Investing in strategic assets to strengthen business moats

