Built for Today. Scaled for Tomorrow.

ICE MAKE
Trusted Cooling Partner



Investor Presentation 2025-26

SAFE HARBOR **STATEMENT**

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COMPANY
OVERVIEW



CHAIRMAN'S MESSAGE



> We will meet today's opportunities while scaling confidently for the future.

Chandrakant P. Patel
Chairman and Managing Director

India's cold-chain ecosystem is poised for significant growth, supported by a resilient economy and increasing investments across logistics, organized retail, food processing, pharmaceuticals, agriculture and warehousing. These sectors are driving strong demand for advanced cold-chain infrastructure and services. At the same time, the adoption of technology-enabled monitoring systems, automation and energy-efficient refrigeration solutions is transforming industry standards, enhancing operational efficiency, product integrity and sustainability across the value chain.

At Ice Make, we are strategically strengthening our capabilities to capitalize on the significant opportunities emerging across the refrigeration and cold-chain industry. We also enhanced our manufacturing and technological capabilities in Continuous PUR/PIR Sandwich Panels, Chest Freezers and Visi Coolers, reinforcing our ability to serve diverse customer requirements. Our five state-of-the-art manufacturing facilities provide increased production capacity, operational synergies and deeper product integration. Supported by an expanding distribution network and growing market reach, we continue to strengthen our presence across domestic and international markets with greater confidence and resilience.

We are strategically positioned to capitalize on emerging opportunities across quick commerce, dark stores, food processing, cold-chain, pharmaceuticals, Hotels, Restaurants and Cafes and industrial refrigeration. During the year, we achieved Revenue of ₹ 668.41 Crores while continuing to invest in technology, talent, brand building and manufacturing infrastructure. These investments are strengthening our integrated platform, enhancing operational capabilities and creating a strong foundation for sustainable long-term growth.

Looking Ahead

Our strategic priorities remain focused on enhancing capacity utilization, strengthening our integrated manufacturing ecosystem and expanding our product portfolio. By driving operational efficiencies across the value chain, we aim to improve scalability, strengthen resilience and build a sustainable platform for long-term value creation.

A YEAR OF SCALE, DIVERSIFICATION AND EXPANDING REACH

Financial Strength | Standalone Numbers

₹ 668.41 Crores
Revenue

6.54%
EBITDA Margin

1.63%
PAT Margin

₹ 43.73 Crores
EBITDA

₹ 10.89 Crores
PAT

₹ 6.90
EPS

Customer and Market Reach

26,000+
Customers Served

21+
Countries

65+
Business Associates

Operational Excellence

5
Manufacturing Plants

50+
Products

8
Business Segments

People and Responsibility

1,249+
Workforce

₹ 1.24 Crores
R&D Investment

₹ 1.00 Crores
CSR Spend

ABOUT THE COMPANY

Established in 1993, Ice Make Refrigeration Limited (also referred to as 'Ice Make' or 'the Company') has evolved from its refrigeration roots into a diversified provider of high-quality, energy-efficient and customized cooling solutions. Headquartered in Ahmedabad, the Company serves diverse temperature-controlled applications across domestic and international markets, supported by deep industry expertise and an expanding product portfolio.

Today, Ice Make combines advanced technology, a robust manufacturing ecosystem and strong R&D capabilities to deliver solutions spanning eight strategic verticals. With five manufacturing facilities and a customer-centric approach, the Company is well positioned to address evolving market needs, strengthen operational excellence, expand its reach and create sustainable value across the cold-chain ecosystem.

Mission

- Dedicatedly produce high-quality end-to-end customized cooling solutions for a diverse set of customers across industries
- Consistently exceed customers' expectations through quality, on-time delivery and after-sales service
- Constantly remain agile and adaptable to change and challenges
- Persistently achieve sustainable business growth by value creation through hard work
- Continually maintain trust and respect of clients and stakeholders

8
Business Segments

5
Manufacturing Units across the Nation

Vision

Create the Ice Make brand an industry leader in offering total cold chain and food processing solutions with energy-saving and eco-friendly products and excellent after-sales service.


Cold Rooms

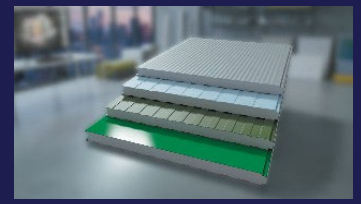

Commercial Refrigeration



Ammonia Refrigeration


Industrial Refrigeration


Transport Refrigeration


Continuous PUR/PIR Sandwich Panels


Chest Freezers


Visi Coolers

REVENUE CONTRIBUTION BY **BUSINESS VERTICALS**

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42%
Cold Rooms



9%
Ammonia Refrigeration and Projects



6%
Transport Refrigeration

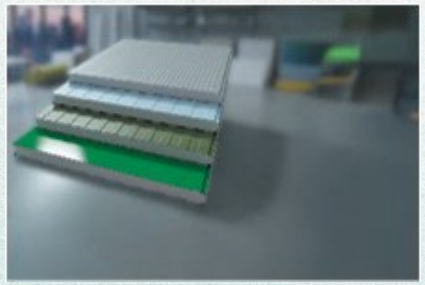


14%
Commercial Refrigeration





3%
Industrial Refrigeration



14%
Continuous PUR/PIR Sandwich Panels

12%
Commercial Freezers

INDUSTRY-WISE **REVENUE**

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Industries Served

- Dairy
- Hospitality
- Food Processing
- Cold Chain
- Ice Cream
- Pharmaceuticals
- Agriculture
- Hospitals
- Retail
- Logistics

Industry-Wise Share

30-40%
Dairy and Ice Cream

15-20%
Food Processing and Hospitality

15-20%
Pharma and Chemicals

5-7%
E-Commerce

3-5%
Logistics

MILESTONES THAT **BUILT OUR FOUNDATION**

1989-2011

1989

- Began operations in a small workshop, specializing in refrigeration equipment for retail stores

1993

- Established as a proprietorship under the names Ice Make Refrigeration and Hi Make Engineers (later renamed to Colpan Poly Panel Industries)

2009

- Incorporated as a private limited company, taking over the operations of Ice Make Refrigeration and Colpan Poly Panel Industries
- Achieved ISO 9001:2008 certification for its management systems

2011

- Honored with the 'Indian Leadership Award for Industrial Development' by the All India Achievers Foundation

2013-2016

2013

- Secured BS OHSAS 18001:2007 certification from Bureau Veritas for management systems

2014

- Awarded 'Best Medium Enterprise (Manufacturing) Award' by Canara Bank
- Received the 'Skoch Achiever Award - 2014' by Skoch
- Certified with ISO 14001:2015 for the order of the Company's merit management system.

2015

- Changed the name from 'Ic Ice Make Refrigeration Private Limited' to 'Ice Make Refrigeration Private Limited'

2016

- Acquired Bharat Refrigerations Private Limited and upgraded Management System certification to ISO 9001:2015

2017-2019

2017

- Secured MSE 1 ratings by CRISIL
- Converted into a public limited company and completed the listing of equity shares on NSE Emerge

2018

- Improved the credit rating to CARE BBB+
- Unveiled a solar cold room focused on the agricultural sector
- Ventured into the Ammonia Refrigeration segment
- Earned recognition for the 2017-18 Annual Report at the LACP 2017-18 Vision Awards, securing 27th rank among the Top 100 Global Reports and a 'Gold' Award for excellence in investor communication

2019

- Introduced a low-temperature, low-humidity dryer for the farm and food processing sector
- Enhanced manufacturing capabilities with advanced technology to improve operational efficiency
- Upgraded Health and Safety certification to ISO 45001:2018 and CE certification

2020-2023

2020

- Launched a tailored freeze dryer for the farm and food processing sector
- Entered the Dairy Processing segment
- Received the 'FGI Awards for Excellence' in the Outstanding Business Leader category
- Migrated to the main board of NSE

2021

- Expanded the Transport Refrigeration manufacturing facility at Vamaj, Kadi, Mehsana, Gujarat

2022

- Launched a solar cold room brand under the name 'Soloperifresh'

2023

- Expanded manufacturing facility for PUF panels at the Company's subsidiary, Icebest Private Limited at Howrah, Kolkata, West Bengal

2024-2026

2024

- Unveiled a new facility in Bavla, Ahmedabad, Gujarat, for Continuous PUR/PIR Sandwich Panels, Chest Freezers and Visi Coolers

2025

- Commenced manufacturing of Continuous PUR/PIR Sandwich Panels, Chest Freezers and Visi Coolers at the Bavla facility in Ahmedabad, Gujarat
- Improved the credit rating to CARE A-; Stable

2026

- Relocated Bharat Refrigerations Private Limited to its new facility at Vayalur, Chennai
- Certified with UL-US-2565491-0 For Condensing Unit Ich/M 20/17 A, Condensing Unit Ich/ M38/30 A, Condensing Unit Ich/M48/38 A, Condensing Unit Ich/M70/55 A
- Entered into and executed a Share Subscription Agreement (SSA), Shareholders' Agreement (SHA) and Joint Venture Agreement (JVA) with Galilei Holdings Co. Limited (formerly known as Galilei Co. Limited)

PRESENCE ACROSS THE NATION AND BEYOND BORDERS



Disclaimer

This map is a generalized illustration for ease of understanding and not to be considered to scale or for reference. Boundaries and geographical names may not reflect actual positions. The Company accepts no responsibility for its use or accuracy.

Branch Offices in India

- Delhi
- Jaipur
- Indore
- Surat
- Mumbai

Company Representatives

- Rajkot
- Vadodara
- Udaipur
- Patna
- Kolkata
- Raipur
- Hyderabad
- Bengaluru
- Bhubaneswar
- Sonipat

Dealers, Associates and OEMs

- Jammu
- Bikaner
- Jodhpur
- Lucknow
- Pune
- Kolhapur
- Goa
- Hubballi
- Kochi
- Thiruvananthapuram
- Puducherry
- Guwahati
- Cuttack
- Nagpur
- Nashik
- Ghaziabad

Facility Footprint

Plant 1: Dantali, Gandhinagar, Gujarat
Plant 2: Vamaj, Kadi, Mehsana, Gujarat
Plant 3: Bavla (Ahmedabad), Gujarat
Plant 4: Vayalur (Chennai), Tamil Nadu
Plant 5: Kolkata, West Bengal

PRESENCE ACROSS THE NATION AND BEYOND BORDERS



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Global Presence across 21 Countries

- USA
- Japan
- Canada
- Australia
- Algeria
- Sierra Leone
- Nigeria
- Republic of the Congo
- Zambia
- Uganda
- Kenya
- Tanzania
- Madagascar
- Bahrain
- UAE
- Maldives
- Seychelles
- Mauritius
- Nepal
- Bhutan
- Sri Lanka

Presence of Dealers, Associates and OEMs Outside India

- USA
- Qatar
- Nepal

STRENGTHENING SCALE THROUGH **FINANCIAL GROWTH**

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Standalone

Revenue (₹ lakhs)

66,840.73

2025-26	66,840.73
2024-25	47,322.24
2023-24	37,057.95
2022-23	30,423.50
2021-22	20,119.23

EBITDA Margin (%)

6.54

2025-26	6.54
2024-25	9.11
2023-24	11.12
2022-23	10.80
2021-22	7.69

Net Worth (₹ lakhs)

13,605.47

2025-26	13,605.47
2024-25	12,839.58
2023-24	10,844.51
2022-23	8,501.23
2021-22	6,532.11

EPS (₹)

6.90

2025-26	6.90
2024-25	14.72
2023-24	16.87
2022-23	13.35
2021-22	5.16

EBITDA (₹ lakhs)

4,372.97

2025-26	4,372.97
2024-25	4,313.15
2023-24	4,120.55
2022-23	3,285.99
2021-22	1,546.38

PAT (₹ lakhs)

1,089.42

2025-26	1,089.42
2024-25	2,322.41
2023-24	2,661.72
2022-23	2,105
2021-22	809.99

PAT Margin (%)

1.63

2025-26	1.63
2024-25	4.91
2023-24	7.18
2022-23	6.92
2021-22	4.03

ROE (%)

8.24

2025-26	8.24
2024-25	19.60
2023-24	27.52
2022-23	28.00
2021-22	13.00



Debt-to-Equity Ratio (Times)

2.68

2025-26	2.68
2024-25	1.84
2023-24	0.93
2022-23	0.86
2021-22	0.88

CONSOLIDATED **NUMBERS FOR Q4**

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Revenue (₹ lakhs)

25,584.64

Q4 March 31, 2026	25,584.64
Q4 March 31, 2025	18,035.49

EBITDA Margin (%)

8.50

Q4 March 31, 2026	8.50
Q4 March 31, 2025	12.08

EBITDA (₹ lakhs)

2,176.91

Q4 March 31, 2026	2,176.91
Q4 March 31, 2025	2,184.99

PAT Margin (%)

3.95

Q4 March 31, 2026	3.95
Q4 March 31, 2025	6.45

Profit After Tax (₹ lakhs)

1,012.35

Q4 March 31, 2026	1,012.35
Q4 March 31, 2025	1,166.39



ENABLING BUSINESSES ACROSS **DIVERSE SECTORS**

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CREATING **INCREMENTAL VALUE**

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Expanding into Quick Commerce and City-Based Fulfilment

Growing quick commerce and modern food distribution are driving demand for compact, reliable cold-chain solutions.

Strengthening Presence across Organized Retail and Foodservice

Modular cold rooms and plug-and-play refrigeration solutions support retailers, delivery hubs, institutional kitchens and foodservice networks, enabling wider market adoption.

Improving Cost Efficiency and Execution Readiness

Selective backward integration and automated panel manufacturing strengthen cost control while enabling faster execution of high-volume projects.

Developing Energy-Efficient and Solar-Based Solutions

Solar-powered cold rooms and improved insulation technologies support the growing demand for energy-efficient and decentralized cooling solutions.

Extending Service-Led Value Creation

Digital monitoring enables predictive maintenance, reduces downtime and strengthens post-installation service capabilities.

Building a More Balanced Customer Mix

Expanding across organized retail, e-grocery platforms and foodservice customers supports revenue diversification and reduces dependence on individual markets.

SOLUTIONS DESIGNED FOR **EVOLVING MARKET NEEDS**

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Customized Chest Freezers for Quick Commerce and Dark Stores

The rapid expansion of quick commerce and modern food distribution is driving demand for compact cold-storage solutions. To address this need, Ice Make has developed customized chest freezers to provide temperature-controlled storage at last-mile fulfilment locations.



Key Features

1. **Plug-and-Play Design**
   Enables ready-to-use solutions adaptable across food categories with precise cooling.
2. **Robust and Compact Build**
   Combines durable construction, multi-door options and a compact footprint for space-efficient operations.
3. **Optimized Order Fulfilment**
   Supports rapid order fulfilment and inventory freshness without requiring walk-in access.
4. **Reliable Temperature Control**
   Provides consistent, dependable cooling for temperature-controlled storage.
5. **Energy-Efficient Operation**
   Improves energy efficiency while maintaining product integrity.
6. **Built for Quick Commerce**
   Bridges the critical gap between last-mile logistics and product-quality requirements in the fast-growing quick-commerce space.

SOLUTIONS DESIGNED FOR EVOLVING MARKET NEEDS

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Visi Coolers

Ice Make's IMVC series of Visi Coolers combines efficient storage with product visibility, supporting the merchandising of beverages, bakery products and dairy across retail and commercial applications.



Key Features

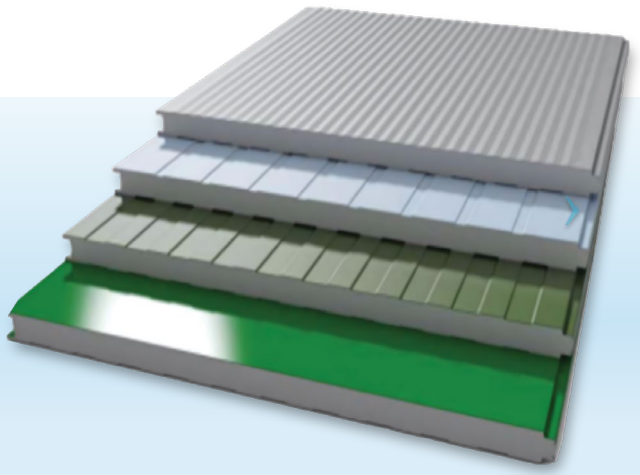
1. **Wide Model Range**
   Available across the IMVC-300 to IMVC-1100 range to suit diverse storage requirements.
2. **Precise Temperature Control**
   Maintains temperatures between 2°C and 8°C for consistent product storage.
3. **40 mm PUF Insulation**
   Features 40 mm PUF insulation for optimal temperature control and improved cooling efficiency.
4. **GIPP Construction**
   Uses GIPP material for inner and outer construction, supporting durability and long-term performance.
5. **Reliable Cooling System**
   Uses hermetic compressors for dependable and efficient cooling.
6. **Enhanced Product Visibility**
   Combines controlled cooling with effective product display to support better merchandising in retail environments.

SOLUTIONS DESIGNED FOR **EVOLVING MARKET NEEDS**

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Continuous PUR/PIR Sandwich Panels

Ice Make manufactures Continuous PUR/PIR Sandwich Panels using pre-painted steel, stainless steel and aluminum, with PUR/PIR/Rockwool cores. Designed to meet diverse infrastructure requirements, these panels combine insulation, structural strength and operational efficiency.



Key Features

1. **Superior Thermal Insulation**
   Provides excellent thermal insulation with weather-tight sealing for controlled environments.
2. **Multiple Material and Finish Options**
   Offers pre-painted steel, stainless steel and aluminum surfaces, with a wide range of colors and cut-to-length options.
3. **Ready-to-Install Solutions**
   Supports faster, more efficient project execution with ready-to-install solutions.
4. **Lightweight yet Structurally Strong**
   Combines low weight with structural strength for diverse infrastructure requirements.
5. **Versatile Applications**
   Serves cold storages, cleanrooms, agricultural buildings, retrofits and new construction.
6. **Energy-Efficient Performance**
   Delivers energy efficiency and long-lasting performance while balancing form and function.

ONE PLATFORM.

DIVERSE COOLING CAPABILITIES.



1993 | Year of Commencement

Commercial Refrigeration

Primary Purpose	Maintains product freshness and cold conditions through standardized temperature control
Temperature Range	Operates within a standard controlled temperature range
Key Features	Enables direct expansion cooling with a compact design
Materials Used	Uses PUF-insulated materials
Industry Applications	Hospitality, Dairy, Frozen Foods



2002 | Year of Commencement

Cold Rooms and Storage

Primary Purpose	Keeps perishable products chilled or frozen to prevent product degradation
Temperature Range	Operates across a temperature range of 15°C to -40°C
Key Features	Offers modular and custom-built solutions
Materials Used	Uses insulated panels made with steel, aluminum and metal sheets
Industry Applications	Hospitality, Dairy, Frozen Foods, Pharmaceuticals



2003 | Year of Commencement

Industrial Refrigeration

Primary Purpose	Supports large-scale controlled storage and temperature management
Temperature Range	Operates within a standard controlled temperature range
Key Features	Enables ice-water cooling with energy-efficient operation
Materials Used	Uses coolants, compressors and conductors
Industry Applications	Beverages, Pharmaceuticals, Industrial Applications



ONE PLATFORM. DIVERSE COOLING CAPABILITIES.

ICE MAKE
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2012 | Year of Commencement

Transport Refrigeration

Primary Purpose	Maintains temperature control during transportation
Temperature Range	Operates across a temperature range of 15°C to -25°C
Key Features	Enables low-maintenance and energy-saving operation
Materials Used	Uses insulated materials and refrigeration systems
Industry Applications	Pharmaceuticals, Dairy, Frozen Foods, Bakery



2018 | Year of Commencement

Solar Cold Rooms

Primary Purpose	Enables cold storage powered by renewable energy
Temperature Range	Operates at a temperature of 4°C and higher
Key Features	Enables solar-powered operation with backup support
Materials Used	Uses thermal energy battery and IoT-enabled technology
Industry Applications	Agriculture, Horticulture



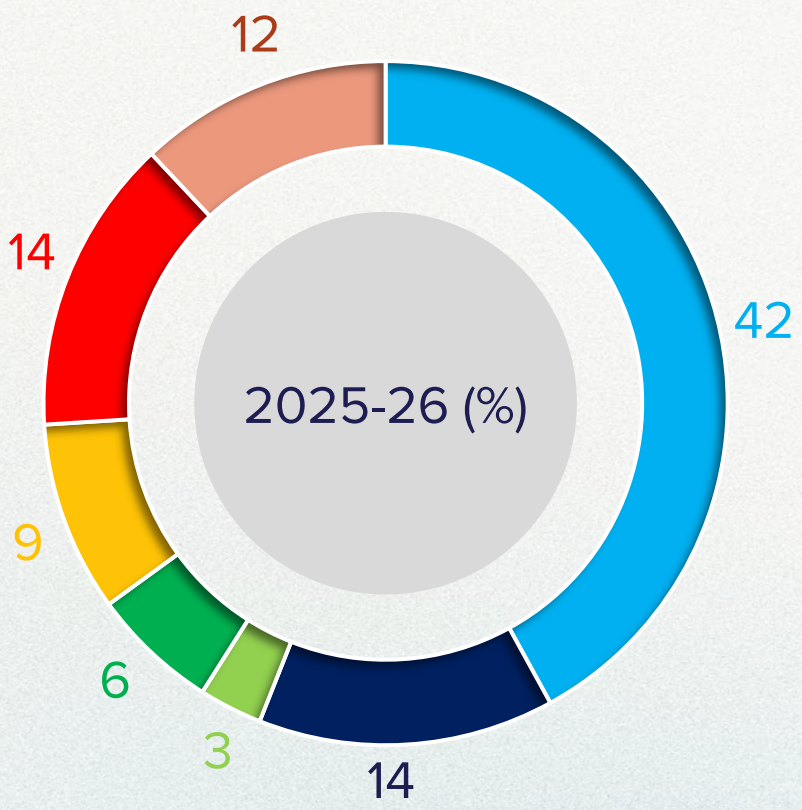
2018 | Year of Commencement

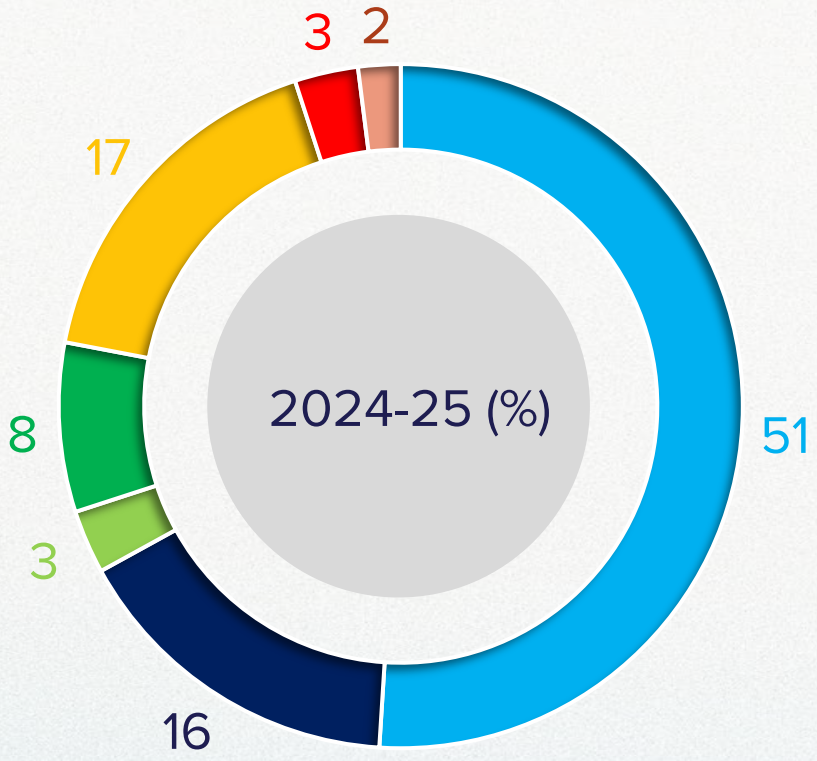
Ammonia Refrigeration

Primary Purpose	Serves cooling applications across food, dairy, ice cream and beverage industries
Temperature Range	Operates across a temperature range of 10°C to -22°C
Key Features	Delivers cost-efficient operation with lower power consumption
Materials Used	Uses ammonia-based refrigeration systems
Industry Applications	Ice Cream, Dairy, Breweries, Hospitality



VERTICAL-WISE **SALES**





Cold Rooms

Commercial Refrigeration

Industrial Refrigeration

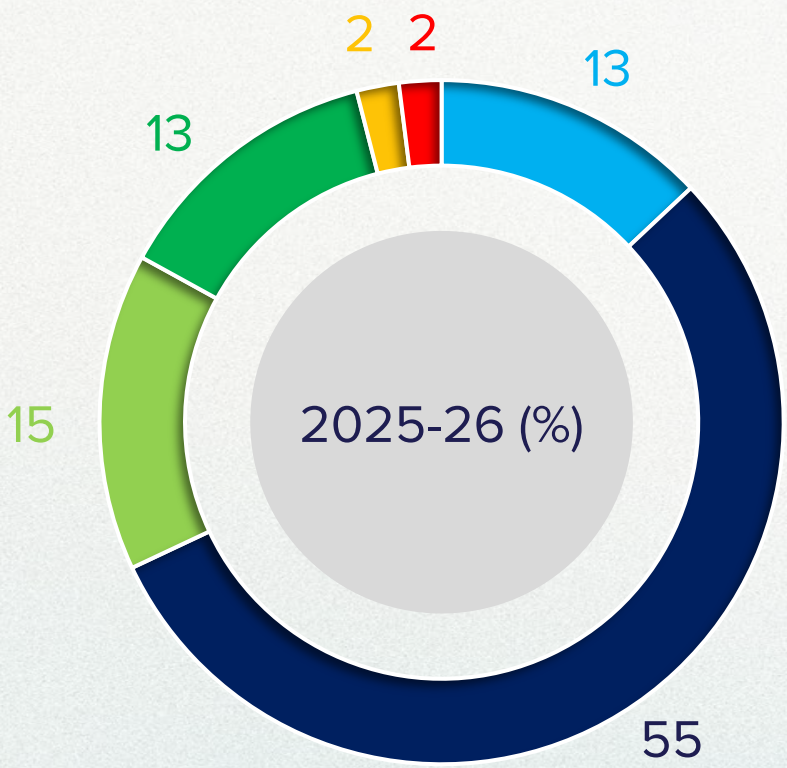
Transport Refrigeration

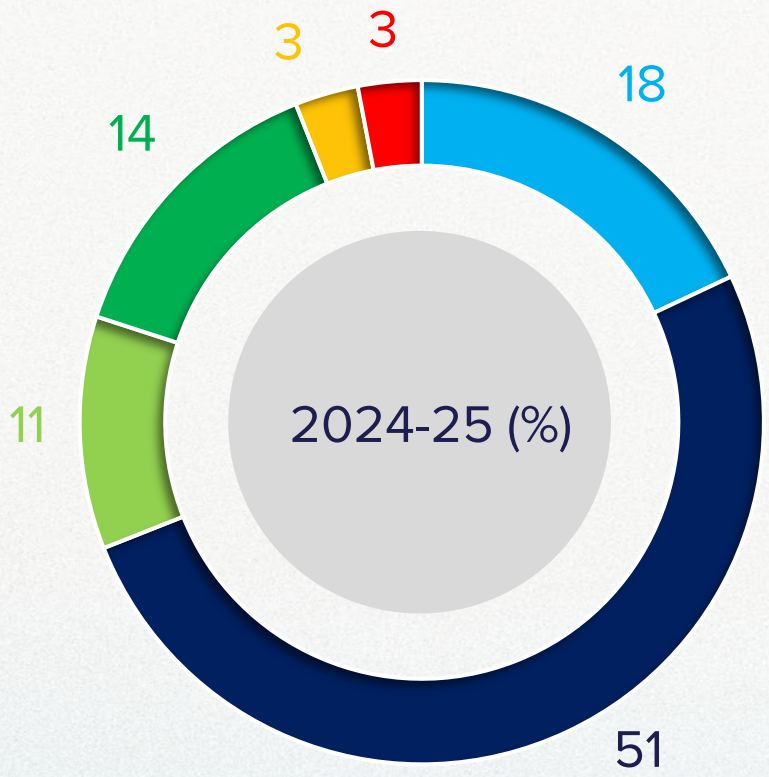
Ammonia Refrigeration and Projects

Continuous PUR/PIR Sandwich Panels

Commercial Freezers

ZONE-WISE **SALES**





East | West | North | South | National Dealers | Export

AWARDS

Awards and Accolades

01 **Indian Leadership Award for Industrial Development**
All India Achievers Foundation, 2011

02 **Best Medium Enterprise (Manufacturing)**
Canara Bank, 2014

03 **Skoch Achiever Award**
Skoch Group, 2014

04 **'India 100 SME' Award**
India SME Forum, 2017

05 Recognition for the 2017-18 Annual Report, at the **LACP 2017-18 Vision Awards,** ranking 27th among the top 100 global reports and the **'Gold'** award forexcellence in investor communication 2018

06 **FGI Awards for Excellence in the Category of 'Outstanding Business Leader'** in 2020



ESG INITIATIVES

ENVIRONMENT

Ice Make continues to strengthen environmental stewardship through efficient operations and responsible resource utilization.

Solar Power: Installing a 50 kW Solar PV System at the iMGreen Plant, reducing dependence on conventional power and supporting electricity cost savings of up to 30% per month

Water Conservation: Implementing rainwater harvesting across operations

Environmental Management: Maintaining ISO 14001-certified environmental management practices across manufacturing facilities

Emissions Reduction: Focusing on reducing environmental footprint, with a long-term goal of achieving Net Zero emissions by 2050

SOCIAL

Ice Make's social responsibility initiatives focus on community development, employee well-being and skill enhancement.

Community Development: Implementing CSR initiatives across education, healthcare, environmental conservation and poverty alleviation

Community Engagement: Conducting blood donation drives, tree plantation activities and support for local schools and students

Employee Well-Being: Implementing programs focused on well-being, skill enhancement and a positive workplace environment

Social Impact: Strengthening community development while supporting growth, well-being and empowerment

GOVERNANCE

Strong governance practices underpin Ice Make's long-term growth, stakeholder confidence and responsible leadership.

Ethics and Compliance: Upholding ethics, transparency and compliance through a proactive governance framework

Board Oversight: Supporting effective decision-making, risk management and sustainable growth

Accountability and Leadership: Focusing on responsible leadership and long-term value creation

Stakeholder Trust: Strengthening stakeholder confidence and the institutional framework supporting the business

BOARD OF DIRECTORS



Mr. Chandrakant P. Patel
Chairman and Managing Director

Age: 58 Years

Co-Founder and Promoter Director

- Holds over 35 years of experience in the refrigeration industry
- Heads sales and service, marketing, finance, legal, research and development



Mr. Rajendra P. Patel
Joint Managing Director

Age: 56 Years

Co-Founder and Promoter Director

- Possesses over 28 years of experience in the refrigeration industry
- Heads the production of cold room panels and refrigerated containers, along with quality control, design and dispatch



Mr. Vipul I. Patel
Joint Managing Director

Age: 51 Years

Co-Founder and Promoter Director

- Brings over 28 years of experience in the refrigeration industry
- Heads the purchase, accounts, production of refrigeration, quality control, HR and IT



Ms. Darsha R. Kikani
Independent Director

Age: 69 Years

Qualified Company Secretary and Management Professional

- Possesses over 35 years of diverse work experience across varied industrial segments
- Member of the Institute of Company Secretaries of India and the UK
- Holds an MBA degree from Gujarat University and IIM Ahmedabad



Mr. Harshadrai P. Pandya
Independent Director

Age: 76 Years

Engineer/Technical Expert

- Brings over 50 years of experience in ammonia, fertilizer and petrochemical plants
- Works as a freelance consultant specializing in technology, energy conservation and HR practices



Mr. Krishnakant L. Patel
Independent Director

Age: 68 Years

Businessman

- Possesses over 18 years of experience in successfully running business in India, with expertise in the real estate industry
- Serves as a Director of Cerebros Neurosciences Private Limited and as a partner in Suryam Realty and SM Developers

NEXT GENERATION LEADERS



Mr. Ketul Vipulbhai Patel

Divisional Head - Transport Refrigeration and Cold Room

Age: 27 Years

- Holds a B.E. in Information Technology from Gujarat Technological University
- Serves as the Divisional Head of the Transport Refrigeration and Cold Room division of the Company



Mr. Deep Rajendrabhai Patel

Product Head - Continuous PUR/PIR Sandwich Panels

Age: 27 Years

- Holds an M.Sc. in Industrial Engineering and Operations Management from the University of Nottingham and a B.Tech. in Mechanical Engineering from Pandit Deendayal Petroleum University
- Serves as the Product Head of the Continuous PUR/PIR Sandwich Panels division of the Company



Mr. Devarsh Chandrakantbhai Patel

Divisional Head - Commercial Refrigeration

Age: 26 Years

- Holds an M.Sc. in Engineering Management from the University of York and a B.Tech. in Mechanical Engineering from Pandit Deendayal Petroleum University
- Serves as the Divisional Head of the Commercial Refrigeration division of the Company

ICE MAKE REFRIGERATION LIMITED

226, Dantali Industrial Estate, on Gota Vadasar Road, near Ahmedabad City,
Dantali, Kalol,
Dist.: Gandhinagar - 382 721, Gujarat, India
CIN: L29220GJ2009PLC056482

Website: www.icemakeindia.com
Phone: +91-98 7910 7881 (Ext: 220/221)

Email: investor@icemakeindia.com
cs@icemakeindia.com
info@icemakeindia.com