The moment food went online, *hospitality* disappeared.

Nuri brings it back — at scale.

Nuri is the hospitality intelligence layer for food delivery.
Built on 18 years of craft and 7 years of operating proof.

When was the last time a food app understood what you wanted before taking your order?

Every food delivery platform optimised for transactions.
Nobody optimised for the guest.

No guidance	**No memory**	**No trust**	**No relationship**

THE HOSPITALITY GAP

The restaurant captain was the most valuable person in hospitality.

WHAT A GREAT CAPTAIN DOES

- Understands the guest instantly
- Guides without overwhelming
- Remembers preferences
- Builds trust over time

WHAT REPLACED IT

- Endless choices, no guidance
- Transactions, not relationships
- No memory between orders
- Discounts instead of trust

Technology scaled access. It killed guidance.

THE SOLUTION

Nuri is the restaurant captain, rebuilt for the internet.

The hospitality layer behind every order.

UNDERSTANDS

Reads Intent in seconds – not after scrolling 40 items

Knows what you want in seconds — not after scrolling 40 items.

CURATES

Builds the Right Order for this guest, right now

Not what's trending. What's right for this guest, right now.

COMPOUNDS

Gets Smarter Every Order

Every interaction improves the next recommendation. Hospitality that scales.

We've been doing this manually for 7 years. Nuri scales it.

We start where guidance matters most.

S U S H I

Where Nuri learns first

- High-intent category — guests need guidance
- Premium willingness to pay
- Unfamiliar enough to need a captain
- 18 years of craft already built

N U R I

The system that scales

- Learns from every interaction
- Standardises hospitality across brands
- Plugs into any new kitchen or cuisine
- No reinvention. Just replication.

Sushi is Nuri learns. It is not what Nuri is.

Sushi in India today is where pizza was in 2003.

P I Z Z A

**Started premium.
Domino's made it everyday.**

Today: ₹15,000+ Cr category. Daily consumption. Both premium and everyday scaled simultaneously.

T H E O P P O R T U N I T Y

₹2,000 Cr+

Projected market by 2027

28% YoY

Category growth

Zero

National brand today

The next 3 years decide the category leader.

WHY WE WIN

Sushi takes a decade to build. We already did.

₹2.5 Cr+

Organic revenue
zero paid marketing

₹2,243

Average order value
across 7 years

21.2%

Repeat rate
no discounts

10.6×

LTV:CAC ratio
proven, not projected

CRAFT

18 years in the kitchen. Chef-led, not outsourced. Built supply chain, quality, and consistency that competitors cannot shortcut.

SYSTEM

7 years without aggregators. No Zomato. No Swiggy. No paid marketing. ₹2.5 Cr built entirely direct. Built on hospitality, not discounts.

TRUST

3,200 direct guests. 21% repeat rate. Relationships not transactions. Guests come back to ask what to order — this is how Nuri learns.

This is how Nuri serves a guest.

Guest:

Long day. Don't want something heavy.

Nuri:

Understood. Something light, but still satisfying.
Do you want something warm and comforting, or fresh and clean?

Guest:

Warm.

Nuri:

Then let's keep it simple.
A salmon bowl. Light soy. No overload. Warm rice, balanced, easy to finish.
I'll add a light miso on the side.

This is what ordering should feel like.

T H E   P O R T F O L I O

SushiMen and ZushiGo cover the market end-to-end. Nuri powers the system behind both.

S U S H I M E N

The brand that teaches India what real sushi tastes like.

Premium · High AOV · Proves the craft

Builds category trust and repeat behaviour

The emotional anchor of the portfolio

M17 Target: ₹16–17L / month

Z U S H I G O

The brand that makes sushi an everyday meal.

Accessible · High volume · Scalable economics

Introduces the category to new customers

The volume engine that funds expansion

M17 Target: ₹23–24L / month

Same kitchen. Same team. Same supply chain. The same infrastructure scales from ₹320 to ₹2,250 orders.

PROOF OF THE SYSTEM

This already works — without capital. Without aggregators. Without paid marketing.

₹2.5 Cr+	₹2,243	21.2%	12,000+
Organic revenue	Average order value	Repeat rate	Orders delivered

No discounts. No ads. Just hospitality.

10.6× LTV:CAC — Proven. Not projected.

UNIT ECONOMICS

₹65 contribution — built into every order. No aggregator. Designed in, not extracted.

REVENUE	CONTRIBUTION	EFFICIENCY
Revenue per order	**Contribution per order**	**Customer economics**
₹2,250 SushiMen **₹320 ZushiGo**	**₹65** **Protected by design**	**10.6× LTV:CAC** **Direct channel ordering**

Contribution exists from day one – not after scale.
Aggregators extract margin. Nuri preserves it.

MARKET POSITION

Food-tech owns the transaction. Nuri owns the relationship.

SWIGGY / ZOMATO	THE GAP	NURI
Transaction-first	No digital captain exists	Relationship-first
30% commission per order	No memory between orders	Direct channel — zero commission
Discount-driven retention	No relationship ownership	Guidance drives retention
No guest memory	This layer is missing in today's stack	Remembers every guest
Platform owns the customer		We own the customer layer.

We don't compete for orders. We own the customer layer.

ROADMAP

Validate in Bangalore. Scale across India.

7 years of R&D complete. Unit economics proven. This capital scales what works — not discovery.

PROVE

M1–M6

SushiMen + ZushiGo live in Bangalore

Nuri learns from real orders

Unit economics proven at kitchen level

STANDARDIZE

M7–M12

Nuri becomes the full operating layer

Playbook locked: menu, ops, experience

Repeatable 2-kitchen model established

REPLICATE

M13–M18

Launch new brands within the same system

No new infrastructure, no reinvention

Faster ramp, higher predictability

Every new brand plugs into Nuri. No reinvention. Just replication.

FINANCIAL PROJECTIONS

Profitable at base case. Downside clearly defined.

Profitability requires ~70% of projected volume. Above this, model is self-sustaining.

BASE CASE	CONSERVATIVE CASE	UNIT ECONOMICS HOLD
M12 ➔ EBITDA Positive	**EBITDA Remains Negative** (18 months)	**₹65 Contribution per order**
M17 ➔ ₹48.8L / month	**M17 ➔ ₹36.6L / month**	**10.6x LTV:CAC**
Cash secure throughout (₹85L minimum balance)	Cash dips negative(~ ₹7L) Requires course correction below threshold	No aggregator dependency

REVENUE RAMP (₹L / month)

	M1	M3	M6	M9	M12	M14	M17
Base Case	2.6L	6.5L	16.0L	38.0L	47.0L EBITDA +	48.0L	48.9L
Conservative Case	2.0L	5.0L	12.0L	22.0L	35.0L	36.0L	36.6L EBITDA –

THE TEAM

Three disciplines. One operating system.

Operator-led. Tech-enabled. Financially controlled.

Chef Abhijeeth Urs

FOUNDER & OPERATOR

Founder equity

Umaami In Hospitality Pvt. Ltd.

18 years in craft

Built SushiMen → ₹2.5 Cr organic revenue

Built ops, supply chain, team from scratch

Owns product, supply chain, and guest experience end-to-end

Preetish Poonja

TECH PARTNER & PLATFORM ARCHITECT

10% equity (vesting)

Webtrip.in

Built SushiMen technical backbone (7 years)

Owns Nuri platform build

Equity-aligned founding partner

Rakshit

FINANCIAL ARCHITECT

3% equity (vested)

Equity-Aligned Financial Partner

Owns financial architecture and discipline

Ensures unit economics hold at scale

Capital governance and investor reporting

THE THESIS

Three forces are converging. This window won't stay open.

01

The Category Is Arriving

Sushi is entering breakout. ₹2,000 Cr+ market by 2027. No national leader. The winner in the next 3 years becomes the default.

02

The Aggregator Model Is Breaking

High commissions. Low loyalty. No ownership. New players are emerging. The gap is real — and growing.

03

We Are the Only Team With Both Pieces

18 years of craft. 7 years of operating proof. Proven unit economics. Real customer behaviour. This is built — not assembled.

This is already working. Now it scales.

THE ASK

₹3 CRORE

RAISE AMOUNT

15%

EQUITY OFFERED

₹20 Cr pre-money · Anchored in ₹2.5 Cr proven revenue · 10.6× LTV:CAC · 18 years irreplaceable craft

WHAT THIS CAPITAL BUYS

2 Cloud Kitchens + 1 Backend Hub

Kitchen buildout, equipment, setup

Nuri V1 Platform Build

WhatsApp-first hospitality layer

18-Month Runway

Team, ops, ₹1.35 Cr buffer

EBITDA by M12

Cash-flow positive before next raise

This round takes us to city level dominance.

CAPITAL DEPLOYMENT

Specific. Sequenced. Accountable.

Capital tied to kitchen rollout and revenue generation.

DEPLOYMENT	AMOUNT (₹)	TIMELINE
Kitchen 1 — Setup & Equipment	**₹22.50L**	M1
Kitchen 2 — Setup & Equipment	**₹22.50L**	M5
Backend Production Hub — Setup	**₹70.00L**	M1
Nuri V1 (WhatsApp-first)	**₹15.00L**	M1–6
New Brands Validation	**₹21.00L**	M1–18
Brand Marketing (Launch + Retention)	**₹65.00L**	M1–18
Working Capital & Cash Buffer	**₹84.00L**	Ongoing
TOTAL	**₹3 Crore**	

HOW THE INVESTOR WINS

Early entry.
Proven system.
Predictable return.

Early entry. No late premium.

Investing after validation, before scale.

Capital scales a working system.

Unit economics are proven.

Predictable expansion.

Each kitchen follows the same playbook.

THE RETURN

Entry at ₹20 Cr → Series A (~3 years, execution dependent)

SCENARIO	SERIES A	YOUR RETURN
Conservative 5 kitchens · 3 yrs	**₹103 Cr valuation** (3.5× revenue)	5×
Base Case 8 kitchens · 3 yrs	**₹184 Cr** (4× revenue)	9×

₹50L → ₹2.2–4.0 Cr
4.5×–8× in 3 years

Returns driven by unit-level profitability and repeatable expansion.

Built at unit level. Scaled through replication. Returns anchored in proven economics.

The system is built. Now it scales.

The category is here.

₹2,000 Cr by 2027. 25%+ growth.
No national leader. Window is closing.

The moat is built.

7 years built. ₹2.5 Cr organic revenue. ₹2,243 AOV.
No aggregator. No paid marketing.

The system is proven to scale.

Bangalore validates in 17 months.
₹96.1L monthly revenue. EBITDA positive from M14.
Sushi is where Nuri learns. It is not what Nuri is.

From here, scale compounds.

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