



Indian Emulsifiers Limited

PERFORMANCE | SUSTAINABILITY | INNOVATION | CHEMISTRY

June 06, 2026

To,
The Manager,
National Stock Exchange of India Ltd.
Exchange Plaza, Plot no. C/1, G Block,
Bandra-Kurla Complex, Bandra (E) Mumbai - 400 051

Symbol: IEML **ISIN:** INE0RRU01016

Sub: Transcript of Earnings Conference Call

Dear Sir/Ma'am,

Pursuant to Regulation 30 read with Para A of Part A of Schedule III of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find attached herewith the transcript of earnings conference call held on Tuesday, June 02, 2026.

Please take the above information on record.

Thanking You.

For **Indian Emulsifiers Limited**

Joshna Olivera
Company Secretary

Indian Emulsifiers Ltd FY26 Earning Call

****Moderator:**** Ladies and gentlemen, good evening and welcome to Indian Emulsifiers Limited H2 and FY26 conference call hosted by Confide Leap Partners. As a reminder, all the participants' lines will be in listen-only mode, and there will be an opportunity for you to ask questions after the presentation concludes. Please note that this conference is being recorded. Before we begin, I would like to point out that this conference may contain forward-looking statements about the company, which are based upon the belief, opinion, and expectation of the company as of the date of the call. These statements do not guarantee the future performance of the company and it may involve risks and uncertainties that are difficult to predict. At Confide Leap, we represent the investor relations for Indian Emulsifiers Limited. The company is represented by Mr. Yash Tikekar, who is the Managing Director. I would like now to hand over the call to Mr. Yash for his opening remarks. Thank you and over to you, Yash sir.

****Yash Tikekar:**** Thank you. Good afternoon, everyone. Thank you for joining the earning call of Indian Emulsifiers for the financial year ending 31st March 2026. I am joined with our relations team and we look forward to your questions after my remarks. For the financial year 26 was a strong year for growth for the company and the company achieved a substantial growth despite the challenging global environment. Revenue grew 57% year-on-year to 159.87 crores. EBITDA increased 24.22% to ₹26.15 crores. Profit after tax rose 21.83% to 16.20 crores. This performance reflects the resilience of our business model, the success of our market expansion, and commitment of our teams in executing our growth strategy. Let me address the margins directly, since I expect it will be on your minds. Our EBITDA margins moderated during the year. This was an outcome of choices we had made to prioritize volume growth to expand geographically and to deepen engagement with our customers. As these relationships mature, our procurement scales will improve, we expect scale-driven efficiencies and stronger supplier terms to support margin improvement over time. The quality of our underlying earnings remained intact with operating profit before working capital changes rising 19.12% to 25.94 crores. On working capital, our deployment increased to ₹50.73 crores from 36.31 crores in line with higher volumes, broader customer base and increased procurement. Debtor days rose from approximately 110 to 131 days, reflecting our move into relationship with larger customer base markets, where longer credit cycles exist as a standard. These decisions are guided by disciplined credit assessment. Importantly, creditors' days improved meaningfully as our procurement leverage strengthened. So our cash conversion cycle remained broadly stable even as the business scaled rapidly. On inventory side, we made a strategic build-up during the end of the year in response to Middle East supply crisis and expected disruptions and raw material price volatility. Since April 2026, supply conditions have improved and cost increases have been passed on to customers. We therefore expect inventory efficiency to improve as volumes grow and as supply chain processes are optimized. The results sit alongside meaningful investment in our future. Long-term debt increased to ₹25.95 crores deployment primarily towards a new quality control and R&D facility, infrastructure for our upcoming certified food-grade emulsifier range and an additional equipment. In parallel, construction of our Greenfield manufacturing facility at C3 is progressing as planned and is expected to be operational by the end of FY27. This will substantially expand our capacity and product

capabilities. We are also building international depth for our growth through our subsidiaries in Australia, USA, and India. Together, these platforms will diversify our revenue base and position us closer to the end customers in high-value markets. In summary, FY26 was a year of decisive investment in our growth capacity in geographies and a move up the value chain. We made the choices that we believe setup the next sustainable expansion phase for the company. I would like to take a moment to address something that we feel warrants direct and transparent communication as well. Over the past several weeks, we have observed a concerning pattern of unsubstantiated claims and misleading narratives circulating across social media and various platforms. Content that there's no factual basis has not been sourced from the company, hasn't been verified through credible channels. Rather narratives have been deliberately crafted using modified company information in public domain with the intent to create unease among our shareholders and to influence market perception in a manner that is neither fair nor founded in fact. The company, its management and Board of Directors remains deeply committed to their fiduciary responsibilities towards all stakeholders. Every decision taken whether relating to operations, growth, expansion, capacity enhancement or broader strategic direction is made with a singular focus on long-term interest of the company and the value it creates for stakeholders. It is important to note however that when selective information is extracted from its broader context and used to construct narratives that are incomplete or misleading, the company's ability to respond is inherently constrained. Regulatory obligations and principles of fair disclosure limit what additional information can be shared outside prescribed channels and timelines, and it would be neither appropriate nor responsible for the company to engage in a point-to-point rebuttal of every unverified claim in circulation. We therefore urge our stakeholders to exercise sound judgment, await official communication and refrain from acting on information that has not been sanctioned or issued by the company. We want to be unequivocal: the company does not take such matters lightly. Misinformation of this nature, regardless of the platform through which it has spread, has real consequences and we are committed to ensuring that our stakeholders are protected from its effects. To that end, the company has currently engaged with legal counsel to explore all available remedies under applicable law. We intend to pursue this matter with full seriousness it deserves. In the meantime, we urge our shareholders and market participants to rely solely on official communication issued by the company through regulated and authorized disclosure channels. Any clarification or material update that may be required by stakeholders should be addressed to the company through official channels and the company will provide the same as per applicable regulations. We appreciate your continued trust and confidence in the company and we remain steadfast in our commitment towards our stakeholders. Further, on market fluctuations and long-term value: the company acknowledges that the market prices are subject to daily fluctuations driven by a wide range of factors, which are entirely beyond the control of any user including broader market sentiments, macroeconomic conditions and the actions of individual market participants. It is neither within the company's remit nor its power to manage or influence day-to-day price movements. What the company can and will continue to focus on is the fundamental task of building long-term sustainable value through disciplined execution of its business strategy. We remain confident that over time operation performance and sound governance will appropriately reflect in the company's market standing. On the rights issue and investor concerns, we understand and acknowledge the concerns of shareholders, particularly

those who have invested in our company since IPO, regarding the pricing of rights offering. It is important to place these decisions in proper context. Rights issue are well-established mechanism for raising growth capital while offering extensive shareholders the first right to participate and protect their shareholding. The pricing of the rights issue is determined with reference to prevailing market conditions at the time and cannot be a guarantee of future market prices. Shareholders who participate in the rights have been offered an opportunity to average their cost of acquisition meaningfully and the company believes this reflects the intent behind offering a rights as a preferential avenue to existing investors. On the question why the company has not pursued debt or preference instrument as an alternative, it is important for shareholders to appreciate the realities faced by a growing SME in today's financing environment. Debt financing whether through banking or unbanking channels remains the company's first and preferred choice for capital requirements and we continue to actively prioritize it. However, access to debt for an SME of current scale is inherently constrained. Lenders require collateral coverages that given the company's stage of growth, limitations to quantum of debt and to be able to raise it responsibly. Beyond availability, the cost of such borrowings driven by limited collateral and the risk premiums applied to smaller enterprise also places disproportionate burden on the company's financial to impede the very growth it is intended to fund. It is therefore not a matter of preference, but of prudent financial management that the company supplements its debt capacity with equity rates through offerings extended to its existing shareholders. As the company's asset base and operational scale grow, we expect our access to and terms on debt financing to improve drastically and we remain committed to optimizing our capital structure in the best long-term interest of all stakeholders. With this, I'll hand it back to the moderator to begin the Q&A session for today. Thank you.

****Moderator:**** Thank you, sir. Participants are now requested to raise their hands for their questions. Also, one can request their questions in the question box. We shall wait for two minutes for the queue to form. First, we have Mr. Mitesh Vora. Sir, you may introduce yourself and kindly mention whether you are an existing shareholder.

****Mitesh Vora:**** Hello. Hello?

****Yash Tikekar:**** Hello.

****Mitesh Vora:**** Am I audible?

****Yash Tikekar:**** Yes.

****Mitesh Vora:**** Yeah, see I am an individual investor and I am invested in the company since the day of the IPO and have also participated in the rights issue after that. Now sir, I have two questions. Actually, one is regarding the rights issue. The rights issue has happened just six months back and in the intervening period what has suddenly transpired that the company could not foresee earlier and company intends to do another rights issue. Because the average pricing also if you see, I believe would be around about the same price or lower. So then it leads

to further dilution and will the objective be completely achieved? If you can give me answer for this, then I'll go for the next one.

****Yash Tikekar:**** Yes, yes. Sir, basically the rights issue that was done in November, primarily that was with a fixed object that was decided in prior time to that because as you know the process, once a company decides to do also a rights issue there is a time-time scale that is involved and it was for a particular allocation of funds with the focus primarily being on additional capacity built-up that was envisioned that the company would be requiring by next year. So that was the main focus and the rights allocation and all the material details of it were in the offer document that was given. Progressively what has happened is that with time there have been certain additional requirements on an operational fund that the company has come across and evaluating the different basically options with respect to the kind of fundraise that would be required with respect to the growth potential that those opportunities would present and from a long-term perspective of the next one to two years, basically the company has decided in-principle to raise funds. See as of today, we have only applied to the exchange for an in-principle approval. So the entire details of the fundraise would only start once there is an approval from the exchange. So right now initial stages where the company has decided that it needs to raise the funds towards the mentioned objects that we had put in our press release also a couple of days ago. So primarily it is towards those three particular requirements and those are very different from what was there in the last rights. So ideally it is not that the rights, basically each fundraise has been for a particular application and it is see we are in a growth stage right now. So from the company's perspective what is there is that we are only trying to ensure three things: that one, company is foundationally strong, secondly, we have the appropriate capacity available at the right time because there is a large lag that is there from the time you decide to have capacity and from the time it comes online, and thirdly what is there is in order to be able to grow and grow to a certain level. Because see growth also itself is dependent on various factors whether it is market, whether it is geography, whether it is number of products. So everywhere there is only a limitation to the level of growth that can be scaled. So when there is a certain momentum or there is an access to a certain market that is available, what we foresee is that to be able to target that and enter that in a timely fashion and with the required capital expenditure for it is the only way that we can capitalize on it because it is this that will bring the growth for the following year, the year after that. So there are a lot of factors which are operationally dynamic. So on a broad sense, so right now also with the fundraise, the company has in-principle only decided that it would require to do a fundraise for these objects. Now the entire process of the exchange, the exchange approval, the exchange feedback, there are many steps in the process to be able to arrive at the final, you know the final document and the final objects and the locked structure of the entire thing. So we have in-principle created the structure what we are proposing and we have applied to the exchange. Now obviously it will require its due diligence, its set of everything at the exchange end.

****Mitesh Vora:**** Okay. So what is the timeline you are looking for: one is this fundraise and secondly actually...

****Moderator:**** Request you to join back the queue, please. We have a lot of members.

****Mitesh Vora:**** Actually only asked one question. So ya, I'll join back in the queue.

****Moderator:**** Next, we have Mr. Shashank Jha. Sir, please introduce yourself.

****Shashank Jha:**** Yes sir, my question is also regarding the same. First of all you did a rights issue and then there is no improvement in the revenue. I know there are some external factors also. So basically what I'm trying to say is ki agar aapka thoda sa revenue upar ho jaata, share price mein thoda adjustment ho jaata tab rights issue dobara laane ka baat karne ka sense samajh mein aata hai. Lekin aapka kahin revenue visibility nahi dikh raha hai matlab at least paper pe toh nahi dikh raha hai jo aap result laa rahe ho. Toh rights issue laane ka zaroorat kya tha abhi? Kya woh share ko 80 se tod ke leke aa gaya hai 40 pe abhi?

****Yash Tikekar:**** Nahi sir, isme teen alag alag factors hai toh ek ek karke address kar lete hain. Ek toh with respect to company's growth, company ka growth approximately from 101 to 159 crores ho gaya hai in one financial year.

****Shashank Jha:**** Sir aapne yeh project nahi kiya tha. Aapne last call, mujhe yaad hai achhe se, last call mein bhi attend kiya tha.

****Yash Tikekar:**** Sir last call mein company was expecting close to 100% growth. Yes. Hello?.

****Shashank Jha:**** Yes.

****Yash Tikekar:**** Ya toh company ne against 100% expected growth, company achieved close to 60% growth. Aur this change also ki in the last five to six months there have been lot of other macro level geopolitical factors that have come into play. And sir, secondly coming to the point of the rights jo aapne bataya ki rights raise kiya tha last time, woh rights ka object was particular for a certain set of things. Aaj jo bhi woh object of the rights tha, those particular fund utilization has been done and it is there for that. And thirdly sir kya hai ki in terms of the market rate correction, the misinformation that is in the market, jo opening statement mein bhi maine address kiya hai ki there are lot of facts which have also impacted our share price which is due to misleading information that has been going on since the last two to three weeks for which we are even right now engaged a legal firm to try and find a solution how to take action on this because bahut saara misleading information hai which has nothing to do with the company. Sir company ne abhi tak jo bhi diya hai...

****Shashank Jha:**** Sir in that case, don't you think ki aap quarterly agar shareholders ke saath connect karo toh it will be very very helpful kyunki 6 mahine ke baad ek update aata hai achanak se toh as a shareholders humara bhi confidence toot-ta hai na in aise cases mein?

****Yash Tikekar:**** Nahi sir definitely we will take this point and we will start doing the calls on a quarterly basis. Sir abhi tak kya tha ki because humare ko applicable har six monthly tha toh uski wajah se ho raha tha, but definitely if yeh gap aa rahi hai with our shareholders we will

definitely immediately take it into this thing and from this quarter itself we will start it on a quarterly basis.

****Shashank Jha:**** Okay. One last thing sir, yeh jo hai na aapka market cap 75 crore hai, 51 crore utha rahe ho, toh seedha humara share toh aadha dilute ho gaya. Toh is price pe toh mujhe samajh mein nahi aa raha hai ki rights issue karke aapko kya fayda hoga company ko.

****Yash Tikekar:**** Nahi nahi sir jo maine pehle bhi discuss kiya tha ki aaj ke point mein we have only in-principle decide kiya hai board ne ki we will raise funds. Abhi tak we have only applied to the exchange, exchange will review, exchange approval, entire process hai which will take its own course of time. Toh aaj ke din mein kya pricing pe hoga, kya market cap pe hoga, everything is subject to a large process from the exchange end which is still ongoing.

****Shashank Jha:**** Sir itna mere samajh hai aapka share price matlab just talk about share price point of view toh yeh toh jab tak rights issue pe clarity nahi hoga isko toh badhne dega nahi market mere hisaab se. Toh yeh sense mujhe bilkul samajh mein nahi aaya ki is price point pe aapka revenue agar jump ho raha hota tab aap leke aa rahe hote, mahaul achha hota, tab sense samajh mein aata hai. Is price point pe toh bilkul sense nahi laga sir mujhe toh. Ek rights issue already aap kar rahe ho, kar chuke ho...

****Yash Tikekar:**** Nahi nahi sir basically company ka growth tha, company ne...

****Shashank Jha:**** Aap debt route chale jaate na sir. Debt wagaira le lete, aap dusra bhi toh maadhyam hai na, preferential le lete, QIP kar lete, debt le lete. Yeh itna kharab mahaul mein, itna share price toota hua hai tab rights issue ka samajh mein hi nahi aaya kyun karna hai yeh cheez. Ek toh matlab basically main bolne ka baat tha ki aapka revenue jump thoda ho jaata uske baad agar aap laate mahaul achha hota bull market ke beech mein laate toh people would have supported. Abhi kya hua share price ko aadha tod diya hai, theek hai? Aur jab tak rights issue aapka complete nahi hoga, they would not reward you, theek hai? Aur second cheez kya hai ki jab tak aur aapka jo is valuation pe agar aap karoge toh aapka seedha share aadha dilute ho jayega sir.

****Yash Tikekar:**** Nahi nahi sir I completely understand aapka jo concern hai. Jab company ne decision liya tha ki fundraise karna hai, tabhi also the market situation was different. I agree ki macro level there have been factors ki market ka mahaul aaj nahi bahut mahino se hai ki there has been drastic correction across lot of equity. Sir see company ka jo operation hai and functioning hai are from two perspective. Ek company has to ensure ki operationally company remains focused on its growth. See aaj sir jab hum log koi decision le rahe hain woh company ke benefit se hai from the perspective of next three to five years. Aaj definitely macroeconomic factors, market factors yeh vary hote rahenge. But aaj jab company decision leti hai yeh purely on the basis nahi hai ki aaj from perspective of ki aaj yeh itne mahino baad hoyega toh aaj utne mahino baad agar hoyega toh automatically jo operational reasons ke liye company kar rahi hai uspe impact aayega. Ab aap kaise bol rahe ho ki aur zara growth ho jaati. So from kaise company is working on growth, how will continual growth come without required support, without

required investment? Aur aaj sir jo debt hai, wherever possible ki aaj aapko maine start mein bhi jo explain kiya tha ki aaj QC R&D facility hum log setup kar rahe hain, hum log ek food-grade ke liye setup naya kar rahe hain for food-grade emulsifier. That we are doing it through debt. So there is a combination of...

****Shashank Jha:**** Sir toh matlab 47 crore tab kahan gaya? Woh 47 pehle toh aapko yeh dekhna chahiye tha thoda growth woh 47 crore jo aapne uthaya tha pehle usko leke thoda growth dikhana chahiye tha uske baad aap leke aate toh investor ka confidence bhi aata yahan pe.

****Yash Tikekar:**** Nahi nahi but sir aaj that's what I am saying jo aap fund last rights issue ke baare mein baat kar rahe hain, usme there were clear defined objects uske liye utilization hai, usme capital expenditure hai abhi jo capacity next year mein aane wali hai. Aaj next year mein growth ke liye capacity aayegi toh uske liye woh fundraise tha na majority percentage ki aaj next year mein additional capacity aane ke liye aaj investment karenge toh kal aake woh required growth aayegi. Aaj growth aane ke liye required support chahiye facility ka. Sir I completely agree with you ki the market impact that has been there, usme bhi jo maine pehle bhi address kiya ki we are taking possible legal action because bahut saara miscommunication aur misinformation...

****Shashank Jha:**** Sir woh sab se nahi hoga sir dekho mere ko bhi market ka samajh hai, jaise hi aapne 80 ke price pe bataya...

****Moderator:**** Mr. Shashank, I request you to join back the queue, please. Just a reminder: if you have a question, please raise your hand using the reactions tab. Also, one can request their questions in the question box. Next, we have Mr. Damodar. Sir, please unmute and introduce yourself.

****Damodar Baliga:**** Hi, good afternoon. This is Damodar Baliga. I am an existing shareholder. I have three questions, so I will bundle and ask all of them together. You can answer it accordingly. One is regarding: has the company received any orders from Australia until now? If so, is there any contribution in FY26 sales? So that is the one question. The second is regarding the CAPEX. So we, you had mentioned in the last call, additional capacity of 500 metric ton per month had commissioned. So as on date, could you able to run it at full capacity utilization or not? And this new Greenfield: what is the CAPEX capacity that you're intend to come up? And you were to buy another adjoining site or land so that you would have a provision to double the capacity. So whether you could do that? And my last question is the growth targets for FY27. And like this year, will the profitability growth would be lesser than the revenue growth or do you take any - intend to take any actions to improve the growth of profitability? These are my questions, sir. Thank you.

****Yash Tikekar:**** Okay. Sir, we'll just take the questions one by one. So ideally from the perspective of capacity that is there, which we had put across a couple of months ago, so currently our capacity stands at 1000 metric tons per month, which is 12,000 metric tons per

month theoretical capacity, where obviously depending on the product basket, there is a slight variation that happens in the theoretical capacity. Secondly, from the rights fund that, we had raised, we had deployed a large portion towards capital expenditure, which was towards this upcoming Greenfield project that I had spoken about in the introduction, which is on plot number C3. So that is on coming and which we expect that capacity to come online by the end of FY27. So primarily in FY28, that is when we assume that we would be requiring that additional capacity and we are maxing out on our existing capacity and by that time that facility will come online, the trials will happen, and in our case, when I say coming online by the end of FY27, that would be the entire facility. So in certain phases, a few weeks, months before that also, some part of the capacity would start trials. So ideally when I say we are reaching that, so that is pretty much operability of the entire capacity. Now with respect to the adjoining plot, we purchased the adjoining plot in the month of February. So we had been trying for a very long time, but we finally managed to crack the deal and get the plot. In that plot, what we are doing is we are doing two kinds of expansion, which for which there is certain debt that I had mentioned in the start that we have taken. So that was basically what has happened is that we have space constraint with respect to our QC and R&D, as well as for development of newer products and all we require certain new machinery and things like that. So from that perspective, we are tripling our existing QC and R&D space with a new structure in the adjoining plot, and since it is adjoining, it is operationally gets integrated. And additionally in that plot, what we are doing is we have certain set of emulsifiers which currently we are supplying to other industries, but we are unable to supply it to the food industry. So even though we have food products in our range that are earmarked for food, because of facility restrictions, we cannot sell them in the food industry because we don't have the applicable certification. See our facility on a broad basis given the kind of industries that we are supplying to are purely on an industrial application, if you see broadly the industries that are there. So for food what is there is the regulation is very specific. So for those particular set of certification, we are building additional shed in that particular adjoining plot. So what will happen is it will easily integrate with our existing capacity as well and we will be able to add those products to our basket of products in the coming months. So once that entire thing becomes operational, which we expect by the end of FY27, early 28, because we've just like started off in March. So within a year we expect that also to come online. So that will offer two things: a little more capacity and an additional set of products for the food industry which today, even though we have the product and technology, we cannot sell because of the lack of the certification.

****Damodar Baliga:**** Got it, sir. Sir, before getting to other two things, what you missed out is this: what is the current utilization of this 12,000 metric ton per annum? Then what is the capacity you are put up for this Greenfield? And after buying out this adjoining land also, now you said you have invested in QC, R&D, buildings and all that, which is very good. You are starting that. So will there be any space left for future expansion?

****Yash Tikekar:**** Sir, one by one I'll just tackle the point. So basically what is there is the capacity that we currently have. If you see we've done a revenue of approximately 160 crores the year that we closed. So from the theoretical basket that we have of products and the available capacity that we have, the range based on the product basket and the volumes that

will grow, on a revenue level, that capacity is equivalent to anything between 230 to about 260 crore range. This is an approximate, I'm being very approximate because for a detailed figure it will vary. Because see what happens in capacity utilization also there are two metrics that we have. See one is what ki capacity utilization on the finished product. But in our case what happens is lot of products and most of them are at least two stage and in some cases a lot of finished products are formulated as well. And in which case, the intermediate products also we manufacture. So on a finished product basis, the capacity utilization comes down, but when you factor in the intermediates and the formulating, there are lot of reactors where we are working more than maximum. But on a broad basis, currently based on our production team and how they are lining up, so currently if you see this has a slight impact on the inventory days also so as the churning increases, the inventory days will also improve but currently in the mix that is going on, this is the best efficiency that they have managed to achieve. Obviously, there is definitely room for improvement and which is always there. With the upcoming facility that is there right now based on the products that we are doing and we are looking at certain water treatment intermediate products over there. So we have a theoretical expected capacity of 400 to 500 metric tons, but in that facility, we will have space provision for at least another additional anything between 300 to 500 tons if required at a later stage, which is not in plan today. But there will be space. And this adjoining QC R&D and the food setup that we are doing, so the food primarily what is there is it would give in terms of actual sellable capacity would be lesser. I'm assuming see right now it is only at the initial stage since it has been only March. So the exact fine-tuning of the theoretical capacity will get locked, but we are looking at anything between 200 to 250 tons is what we're expecting, but on the fine-tuning of the certification requirements and everything, there may be a variation in that that is expected. So ideally in terms of space and infrastructure, with whatever possibility in the C3 of additional capacity, we assume that space-wise we should be covered for at least the next two years, but subject to like see for example right now also in terms of storage, we have three warehouses in the same MIDC as well. So right now our entire like a large chunk of the storage other than storage tanks, the drums and all that happens outside in leased warehouses because that space constraint is there. So at the end of the day, there is always space constraint, but in terms of manageability, this is what we see today.

****Damodar Baliga:**** Okay. Sir, just since you had said so many figures, I'll repeat so that we get, you know we are on the same page. One existing capacity is 1000, the new capacity that is expected by the end of FY27 is 400 to 500. And the same land has additional space which you can do it subsequently as and when you decide for or up to 300 to 500 metric ton per month. And this new land which you have taken for QC R&D, there you are coming up with for the food 200 to 250.

****Yash Tikekar:**** Yes, again there because of the certification it may vary but that is a broad range, broad picture, broad numbers.

****Damodar Baliga:**** And with this, you know whatever the space and all this, you know finally is there, you are saying you can take care of the demand for the next two years.

****Yash Tikekar:**** Yes, yes.

Sir, that is understood. If you could just dwell on the Australia thing and the growth targets, that would be...

****Yash Tikekar:**** Sir, basically what is there is in Australia we have done shipment of only three containers in the last quarter of the year. That was because one customer became live. That is already factored in the existing sales. Now we expect this year for the other two customers that we were targeting to come online and that business to have the uptake. Unfortunately what happened is in the month of January, there were severe floods in Australia. In because of that, there was a little slowdown in mining activity and followed by March when there was a fuel shortage and crisis. So there was a lot of fuel problems also across mining sites. But right now since April again things are streamlined, which is broader thing that happened across all markets including India. So that normalcy is starting in terms of supply improvement and everything, so things will normalize and that uptake that we expect. See last year what we had projected for Australia was about 75 crores revenue in three years, which ideally we still feel is achievable and manageable and this year and the following year that target we should be able to reach. Obviously it is a target, there would be minor variations, but we definitely expect that to be on track.

****Damodar Baliga:**** Sir, one minute, 75 crore is cumulative or is it...

****Yash Tikekar:**** No, no, sir, it is a cumulative of three years which we had given last June.

****Damodar Baliga:**** So that is for 26, 27, 28, cumulative of that is what sir. Okay, got it, got it.

****Damodar Baliga:**** Sir, you were saying something.

****Yash Tikekar:**** Yes, and with respect to the American subsidiary that we have recently set up, there we are expecting for certain customers in oil and gas and certain other industries, we are expecting an uptake this year and the next basically this year onwards. So these basically we set up the subsidiary late, but our approvals and process had started last year. So there also we see contribution coming in from this year itself. I mean it's already started. So on a month-to-month basis, that scaling up also we expect to have a good contribution in FY27 as well, and that is contribution in the sense it is additional contribution that we expect would be coming in from there.

****Damodar Baliga:**** So that's a very good news. If you could just dwell on what is the target that you have for FY2...

****Moderator:**** Sir, I request you to...

****Damodar Baliga:**** Sir, last question. I am done, I am done. Last question.

****Yash Tikekar:**** Sir, ideally the American context, now since we would be doing quarterly calls, in our next quarterly call, I would be in a better position to give you the projections because in this quarter we are getting the final allocations and working that is there. So based on that, I would be in a better position to give you that information in the next call.

****Moderator:**** Thank you. Next in line we have Miss Sanchita Sood. Ma'am, you may unmute and kindly introduce yourself.

****Sanchita Sood:**** Hi, thank you for the opportunity. So sir, my question was regarding the margins. So what kind of margins can we see in FY27 and 28? Because you mentioned that we are pursuing aggressive volume expansion, so will this impact continue this year as well or can we see some improvement?

****Yash Tikekar:**** See ma'am, basically the margin changes that have happened with the volume increase, primarily it is restricted to the range, this is what we foresee is, it is restricted to the range that we have seen right now. Henceforth, other than any broader macroeconomic issues, we expect there to be gradual improvement in it because we foresee that in terms of our procurement also, we would have certain improvements in pricing. So only thing is this would take, slowly-slowly quarter-to-quarter improvement that would happen. But on a broad sense, this is the correction that we see or we were also anticipated with increased volume allocation across customer bases. So this would be the range that it has happened in. And now we do expect that with procurement improvements and overall broader the macroeconomic for this year if things stabilize and the price fluctuation because of the conflict fall into place, there would definitely be improvement in the bottom line.

****Sanchita Sood:**** Okay. I believe in the earlier calls you'd mentioned sustainable margin levels to be in the 19 to 20% range. So would that be a fair number or would that be a task?

****Yash Tikekar:**** See on EBITDA level, we have seen those. See basically if you see from the last four to five years, the broad range there has been a range. So even the percentage that I had said earlier was the broad range that we had seen. But with newer products, newer product baskets or increase in existing volumes, what happens is there is certain changes that do happen. So we do expect anticipation of movement in a range. See right now we're a growing enterprise, we've not reached a mature stage across any of the industries that we're you know doing business in. So because of that what is there is there is a movement in the range, but ideally on a broad level, it would get restricted or maintained within a particular range.

****Sanchita Sood:**** Okay. Okay. And so my next question is that you mentioned on our current capacity we can do roughly 230 to 260 crores of revenue.

****Yash Tikekar:**** That's a broad sense of what I'm putting, but if that is something that needs to be there, we can work out and give you the more accurate also in our next, by the next call. But that would be a broad range is what we see on a theoretical basis.

Sanchita Sood: Okay. Yeah, definitely sir. But I just want to know that when this new capacity that which will get added by FY27 end, when that gets added, then what would this range look like once the new capacity is added?

Yash Tikekar: See ma'am, once that capacity comes online, in that what is there is we have certain other products also that we are looking at from an upcoming business perspective. So the theoretical capacity of existing products that will get added there and the newer products and how they commercialize. So that's why that range of 400 to 500 is currently based on what we have put in theoretically but once we reach that point wherein those newer products also start commercializing given the volume, because they have a little longer batch cycles and timings that are there. So that would pretty much fall into place like you know to have a better understanding of the theoretical capacity there other than what I've just said, would only be able to tell you once everything comes online.

Sanchita Sood: Okay. All right. And sir last question from my end, would there be any...

Moderator: Request you to join back the queue, please. Just a quick reminder to everyone: if you have a question, please raise your hand using the reactions tab or one can request their questions in the question box. Next, we have Mr. Krishna. Sir, you may unmute and introduce yourself.

Krishna: Yeah, hi. Am I audible?

Yash Tikekar: Yes sir.

Krishna: Yeah, so my question actually after listening to you guys, so you raised the funds through right issue in desperate need of fund, the company is in desperate need of fund, you raised the fund through rights issue and you have diverted that fund to buy the unlisted company of the promoter of 10% at the value of 50-60 crores of value. So what is the urgency to shift the fund to the sister company when you're already having these many plans and again you're planning to come up to rights issue, again you're diluting? So why can't you take a pause and grow step-by-step? Being an SME, we are all investors, so you should have some concerns about the investors as well. You grow, but in a certain form, not putting everything in a one basket and immediately you're increasing the debt, you're diluting the stake, and you're diverting the fund into the promoter's other company. How ethical it is the process? And also in the last call itself you have mentioned to one of the investor's question, the promoter don't have any intent immediately to buy the stake of that sister company, the right brothers... sorry, the Chemical Brothers or maybe YT some other company. So then why, what is the urgency to do all these things? You can grow step-by-step, right?

Yash Tikekar: No, no. Sir, I'll just give you a little context, coming back to the misinformation part that I had spoken about earlier. So number one thing is the proposed fundraise that we had spoken about, there are three objects to it and the Chemical Brothers is a part of the object. We have not put forward any details of the object because we have only applied to the exchange.

So that amount is locked in the sense of the object that we were looking at. Now with respect to Chemical Brothers, the company has been there, I started my business with that company. It has a vintage of more than a decade. There are lot of large export customers, there are lot of key domestic customers that are there, and you must have seen our RPT filing not today, since the time all our data has come into the public domain, we have always mentioned our RPT transactions with Chemical Brothers. So Chemical Brothers has a lot of customers wherein it is buying certain products from Indian Emulsifiers and selling to its customers which earlier before Indian Emulsifiers came into existence in 2020, it was doing from other manufacturers. So Chemical Brothers is bringing something to Indian Emulsifiers, it is not the other way around, that is point number one to start with. Secondly, we as a company, as a promoter or as a management are focused on deriving maximum benefit to our shareholders in Indian Emulsifiers because this is our focus. So personally or as a management we feel that Chemical Brothers is a trading company where a part of the business that it is catering to its customers is being manufactured by Indian Emulsifiers, so those customers should be in Indian Emulsifiers, number one thing. Secondly, there is certain business in Chemical Brothers which it is buying from elsewhere which if Indian Emulsifiers can produce that set of products and there are a few products that it can, that will bring additional manufacturing business and customer access to Indian Emulsifiers. So that has nothing to do with promoter, promoter money, promoter me, it is the other way around that Chemical Brothers should be coming all the business should be coming into Indian Emulsifiers is what the promoter wants. Because our focus is that Indian Emulsifiers has to benefit. Shareholders have to be benefiting. Shareholders should not feel that there is a related party that Indian Emulsifiers is selling to. And that company has a value, vintage, which there are lot of misleading information that was going on in that also sense. So without asking the company, promoter, any clarification, there are lot of people who have jumped to conclusions. See there is an operational fund that is there, there is a beneficial customer base, there is an operational fund benefit to Indian Emulsifiers. So we are not putting a price tag on it or the promoter is not getting any money, nothing. This is just as a stage one towards consolidation. Simultaneously whether the companies can be merged, whether there can be a share swap, whether it can become a subsidiary, we have already engaged different firms whether it's legal, whether it's compliance, whether it's tax perspective, whether it's on a merchant banking level. So our aim is that there should not be any other entity where the promoter's attention is diverted and if the promoter has any other entity which can benefit Indian Emulsifiers and its shareholders, the business should come here. So the entire understanding of what that is there was taken pretty much out of context without knowing what the base was. And it's very unfortunate that the board only decided to take one step towards consolidation but within a day without anyone asking any fair question, there was lot of miscommunication and misleading information that was put across, lot of information that we have come access to, which has nothing to do with either of the companies or them not understanding the operational part of it. See today in our industry, customer approvals take months and years. No customer is changing, it takes a lot of time and effort. Today because of Chemical Brothers, I can't name the customer, it's a big customer, because I don't have a no-objection from them, but that customer has visited Indian Emulsifiers last month because of Chemical Brothers' relationship with that customer in the last 10 years, that customer is going to give a business of a crore, crore and a half to Indian Emulsifiers within the next couple of months, only purely because that company is

associated and the promoter is common. So the context of the there is nothing that we are looking at. See today this is my bread and butter and I want this company to grow. So it is not about whether I hold 90% of the company, 75% company or tomorrow 25% or 1% of the company. This is my bread and butter, this is my child. So I'm going to ensure that my resources, the best of my ability, to the best of operational sense that the promoter can do and however it can grow, I have to put everything here. That is the basic aim of the step one of the consolidation. And step two also of the consolidation we are looking into, step three also, but everything else takes time. Today I cannot approach a customer and say okay please shift your business here because the promoter holds equity here also holds there. That's not how big companies function. So there has to be a level of association, there has to be a starting of consolidation. That's the only way. And that is an operational part of it which cannot be determined because no one has asked us. And unfortunately what happened is till we could explain, we have even explained it within a day's time but lot of people do not read, do not try to put context. And unfortunately like as one sir before in the start said ki company needs to do quarterly calls and we will definitely start doing them. Because wherever we can improve our communication with our shareholders, we want to focus on it.

****Krishna:**** See, I understand your thesis behind buying the stake from that the other company, but why I'm asking because being a shareholder in your company, I want the promoter stake should be high in the listed company. You had 48%... you had 48%. After the rights issue, it came to 32%. So now whatever the fundraise, that is actually shifted to the unlisted company and now you're coming up with the another rights issue, again the promoter share is going to dilute. So being an SME, generally you should have at least above 50%, but try to...

****Yash Tikekar:**** Sir sir coming to one question: no fund from Indian Emulsifiers has gone to Chemical Brothers.

****Krishna:**** I mean surely whatever the... yeah.

****Yash Tikekar:**** That is step one, there is nothing that has been done. Second thing is it is a proposed 10%... so it is a proposed fundraise to invest 10%. So there is no money that has been invested, there is no money that has been raised to invest yet. It is only proposed. So that is step it is just proposed and sir it is proposed from a business perspective because of certain customers that we need to get here. So today there is a business of 12 to 15 crores in Indian Emulsifiers that is going to start this year based on that proposed. So there are operational factors. So there's no money that is going anywhere which has gone everywhere. And it is not even buying a stake from the promoter, promoter is not getting any money. It is a fresh issue of shares which is also proposed. Secondly sir ki from any promoter's perspective, losing any percentage of equity, from a shareholder investor it may seem like 1%, from a promoter that 1% equity is very large. But what another angle that a shareholder or an investor needs to understand is that promoters in an SME space or a SME company or a new company come from limited resources. Today I would definitely not want to part with even 1% of my equity. But there are growth focus that needs to be on the company. Today for example if I had the resources, I wouldn't even be listed today, I would have got listed after 10 years when my

valuation would have been 2000 and 3000 crores. So that's the last thing I would do, but the only reason we came to SME space because promoter comes from limited resources. But there is a growth potential, there is an ability to grow, there is a possibility of business, hence we are trying to do it. So any fundraise, it is not to you know dilute and every promoter thinks about everything. Aaj that's the last thing that a promoter wants to do. But today if a growth opportunity goes after two years, the same shareholders or investors will question ki aap soye kyun thhe. Agar opportunity aayi thhi toh aapne fundraise kyun nahi kiya.

****Krishna:**** Ya so my...

****Moderator:**** I request you to join back the queue, Krishna sir. Next in line we have Mr. Abhishek Shah. Sir, you may unmute and kindly introduce yourself.

****Abhishek Shah:**** Hi hi, am I audible?

****Yash Tikekar:**** Yes sir.

****Abhishek Shah:**** Hi Yash sir, congratulations on good set of numbers. Sir I wanted to understand on so on the revenue and the PAT of Chemical Brothers for this FY26.

****Yash Tikekar:**** Yes sir.

****Abhishek Shah:**** So what is the revenue and the PAT?

****Yash Tikekar:**** Sir basically that company right now the audit has not been completed, the financial provisionals have not been made. So definitely once it is done, it would be put up in the appropriate forum.

****Abhishek Shah:**** And okay. And one thing I wanted to confirm is for FY25, the PAT was 27 lakhs, correct?

****Yash Tikekar:**** Yes sir, it's whatever has been put up. The exact figures are already been put up.

****Abhishek Shah:**** No, the PAT was not put up if you're talking about the announcement only the revenue was there. PAT I got it from MCA portal, so I'm just...

****Yash Tikekar:**** Okay, so sir if it there on the MCA, that is the figure then.

****Abhishek Shah:**** Okay, so on 27 lakhs, the valuation is coming and the valuation currently the company is getting is around 55 Cr, correct?

****Yash Tikekar:**** Yes sir, so whatever the valuation is there, the 50 crore range is there for that valuation.

****Abhishek Shah:**** So don't you think the valuation is quite high for the PAT...

****Yash Tikekar:**** No sir, sir let's come to first the question of what the company is and what the company does. Sir if purely every single business, if it's a trading business, it is going to have intangible assets that are of value. Today if every business is only basically purely valued on the basis of PAT, it would not be intrinsic in terms of valuation. So that's the only reason valuation is always done on multiple folds is primarily because of what other factors of the business that you are valuing. So for example sir today if we take Indian Emulsifiers' value, intrinsically our company valuation that I would put our company value is much much much higher than what today a market cap may reflect. So just because the market cap may not reflect the value today doesn't mean that our company does not hold that value. So I definitely agree with where you are coming from by looking at only a PAT multiplier. But today what is there is and that like I said, the 10% acquisition is only a proposed first stage. In the long run, it has to be that Chemical Brothers has to come into Indian Emulsifiers whichever best method of doing that is there from a regulatory, compliance, taxation, all the various factors. But what the company is bringing here is intangible in terms of customer base, customer business and what Indian Emulsifiers can do with it. Like I gave you an example right now ki there is a customer who's going to give 12 to 15 crores business this year only purely because he knows Chemical Brothers since 10 years and has never faced a problem. And this is anyways I would have done this business in Chemical Brothers if I wanted to. But that's not what we want to do. We want to focus on Indian Emulsifiers and get everything here. So what you are looking at is from a very different perspective of ki promoter ki company hai, promoter is valuing it's the other way around, promoter has got a third party to value whatever fair valuation is there. Aaj woh 40 aaye, 50 aaye, 70 aaye, 100 aaye ya 25 aaye. My focus is on getting that business here and what Indian Emulsifiers can benefit and do out of that business. Because that is going to give me certain access which today will save me a lot of months, may even save me a lot of longer period of time. So that is what that is bringing. It's I'll give you an other example: if there was another company of a similar vintage in the industry that I am getting and with a certain customer access and potential to grow the business, what I would value it and what I would pay for it, I would definitely pay for it. And it's not just me, it is anyone else also in any other industry. When you have a certain customer base, a certain set of business that is coming, it always has a value.

****Abhishek Shah:**** So basically you're trying to say that we will be getting customer access through Chemical Brothers, correct?

****Yash Tikekar:**** No, customer access, it is going to get more business opportunities also because of that customer access because it is there in the system. Today Indian Emulsifiers starting an approval process will take much longer. And as a promoter I'm not comfortable anyways having a another company with RPT happening where everyone is going to say ki aarey RPT chal raha hai. RPT nahi chal raha hai, woh company purani thhi, uska business Indian Emulsifiers ko aaya, rather Indian Emulsifiers benefited in four years. So even when Indian

Emulsifiers started its operation in January of 21, the first three customers that Indian Emulsifiers got were Chemical Brothers customers that were transferred to Indian Emulsifiers.

****Abhishek Shah:**** Okay.

****Yash Tikekar:**** So it's not that something has come out of the blue. I agree maybe people are not aware of it and it was outside the scope of Indian Emulsifiers so it never came up for conversation.

****Abhishek Shah:**** Okay and one more thing I just want to confirm is the debt. So it is like we have on the Chemical Brothers' balance sheet there is at least that what I saw on MCA portal it was like 21 Cr of debt. So is that...

****Yash Tikekar:**** No sir, the company has working capital limits so there would be short-term working capital debt.

****Abhishek Shah:**** Okay. And last thing, you did some buying in the month of December, so can we see more promoter buying because your stake is quite low in Indian Emulsifiers and the valuations are also quite low, so can we see more promoter buying?

****Yash Tikekar:**** Sir basically for whatever best I can from my resources, definitely I would be doing that. But like I explained earlier also ki there are limitations to me as a promoter in terms of resources. That's the reason the access to public markets everything has happened because there is growth potential, there is capital requirement and promoter has limited resources.

****Moderator:**** Thank you. We would now like participants to limit themselves to one question due to time constraints. Next we have Mr. Sanyam Jain. Sir, you may unmute and introduce yourself.

****Sanyam Jain:**** Hello?

****Yash Tikekar:**** Hello, yes sir.

****Sanyam Jain:**** Ya, Yash ji, first of all I must appreciate that you know in these hard times when the price is down and the market is not supporting, you are very patiently answering every question, I really appreciate that. Secondly, my question is that when we look at you know all this setup that you want to you know take benefit of the Chemical Brothers' heritage and the legacy which you have created in the last 10 years and you want to utilize it for the Indian Emulsifier shareholders and all your thesis which you are saying, after the you know you acquire 10% stake or you know it's a first step towards consolidation and you go for either a merger or a reverse merger or a swap or anything like that, any corporate action, what is the target promoter equity you are targeting at a group level? Like let's say every company is merged into Indian Emulsifiers at one point of time, let's say after one year or two years, and then there is also rights issue and I hope you are not and I assume that you are not putting in

money in rights issue, only the shareholders will give the money so you will again get diluted. So what is the consolidated target promoter equity stake of you and your family you are targeting in Corporate Indian Emulsifiers at a consolidated stage? Will be about 25%, 30%, 50%? What is your target promoter holding in that purpose? That is my question.

****Yash Tikekar:**** Okay. Sir, first let's start with one-one step. With respect to the consolidation or target, sir there is no target working in terms of shareholding or anything that a promoter would do. It is basically whatever a particular valuation is there, whatever at that time a valuation is there, whatever the method of consolidation is there, they're all external agencies that would decide. So it is not a promoter plan or a promoter decision in terms of what valuation would be there, what percentage would increase or what would be the final outcome. It is only thing that a promoter can do is propose ki this is beneficial. There are lot of other stakeholders, lot of other decision makers, and there are lot of external agencies who would decide structure, everything outside the scope of the promoter. So what the end result would be is something that I cannot propose, decide or look into. That is one part of it. Secondly sir, coming back to your part of the promoter participation and the rights and your assumption of promoter will not participate, I reiterate again that the promoter did participate in the last rights also to the ability of his resources. So today the same thing applies to if, for example, the fundraise that we are planning, it gets an approval and it proceeds forward and those factors, because that question may arise again. So a promoter is definitely going to apply to the basis of his available resources at that particular time. If today the promoter had a lot of resources, I would have only kept doing preference around to the promoter itself, which in itself is also not right to the existing investors and shareholders of the company, and secondly the promoter itself comes from limited resources. That's why he's in SME space and he has gone ahead to the capital markets at a nascent stage of the company. So there are two ways of looking at it. Today shareholders and investors have got access to a company at an initial stage of its growth and they are going to grow with the company and the promoter's stake may come down and is coming down primarily because he has limited resources. So he is going to be working more for his shareholders and investors throughout his life, but the more the company grows, the more whatever percentage he has left will have greater value. Second way of looking at it is if the promoter would have had resources, he would have come to the market in 10 years and would have raised money at a valuation may have been five or 10 times of what he did today. So the same shareholders if they were interested in the segment or the industry or the company, they would have invested at much much much higher price then. So this is what I feel with respect to the questions that you had asked and it is broadly what is the fact.

****Sanyam Jain:**** Got it, got it. Completely I completely agree, Mr. Yash. We have been backing you from the time of pre-IPO and we are long-term shareholders. So I hope all these plans will you know will actually be executable and one day we'll see that the value is the market is also giving the value. So all the best for that and I wish you luck. Thank you.

****Yash Tikekar:**** Thank you, sir.

Moderator: Thank you. Next in line we have Mr. Darshan Chandra. Sir, you may unmute and introduce yourself.

Darshan Chandra: Yeah, I'm audible?

Yash Tikekar: Yes sir.

Darshan Chandra: Yash ji, main thoda Hindi mein bolunga, chalega?

Yash Tikekar: Haan boliye, boliye sir.

Darshan Chandra: Sir aapne bola Indian Emulsifiers aaj ki date mein aapka child hai, aap isko hi grow karna chahoge. Toh yeh price jo neechे aaya hai uska do reason hai hum bhi market mein 20 saal se hain. Pehle toh aapne jo guidance diya tha 100 to 125% growth hoga woh aapne 60% dikhaya hai. Phir aapne bola tha 19 to 22% growth hoga woh aapne yeh H2 mein aaya 13%. So why are you giving rosy pictures to investors to invest in the rights issue? I invested in the rights issue and rights also at ₹90, now your price is at 45. And in the rights issue also you said to investors that I will be subscribing my portion. You have not subscribed to that portion and you are saying some unethical social media has come and that share price has come down. No, share price has come down due to the market understand what are you doing. Aap jo kar rahe ho because of that only share price has come down. And one more thing, one more thing ek minute share mere ko aap bolne de do phir aapko jo bolna hai bolo. Mere friend ne aap mein 380 mein invest kiya tha, maine 80-90 mein invest kiya hai. Toh 90% share has been reduced, 90% investor wealth has been destroyed by your company and by you. And still you are saying that Indian Emulsifiers will do good and do this. It is not yaar, market jo market jo price value karta hai that is the value. And in the Chemical Brothers also, aapka market cap 75 crores hai abhi aaj ke din mein, and you are giving Chemical Brothers valuation of 60 crores at a PAT of hardly one or two crore. Definitely market and who will participate in the rights issue again? Are the investor mad to give you money again and again, again and again? You understand we have we have very hard earning small earning, we invest in you as a shareholder as a partner that you will grow our money. But within the rights issue after 80 the rights issue has come down to 40 within four months. Is this good? You are killing your child only. You are saying that this is your child, you're killing it.

Yash Tikekar: Sir, basically abhi ek ek point main discuss kar leta hoon aapke saath. Ek toh sir jo last earning call ka guidance tha woh expected 100% growth tha, this was jab last earning call hua tha October-November ke period mein. Uske against company has delivered 60% growth. Aur this change also ki in the last five-six mahine mein there have been lot of other macro level geopolitical factors that have come into play.

Darshan Chandra: Aur ek cheez jo ₹80 wala rights issue aaya hai uske baad abhi tak aisa koi company nahi dekha ki char mahine mein woh ₹80 ke neechे rights issue layega. Aisa kabhi hua nahi hai. Haan, theek hai, growth aa gaya hai 80 wala 100 mein aap rights issue laoge shareholder will be happy, rewarding, it will give a good this-this company has given the

investor wealth or something this and that. Bhai aapka aapka 32% stake hai, humara toh .1% bhi stake nahi rahega. Aap aapke liye wealth banao toh humara wealth banega sir. Now you can go on please.

****Yash Tikekar:**** Sir ek toh jo last earning call ka guidance tha woh expected 100% growth tha, this was jab last earning call hua tha October-November ke period mein. Uske against company has delivered 60% growth. There have been lot of global factors jo huye paanch-chh mahine mein uski wajah se aur specially jo February-March ka period hai jahan pe suddenly panic ho gaya tha. Whether February-March ka impact jo hai, that we know ki there has been impact on our top line because of that February-March panic jo February bhale end mein war chalu ho gaya tha, early February se already everyone knew kuch ho raha hai. Toh automatically kya hota hai humari industry mein bhi do ki people get little price sensitive, volume reduce kar lete hain in terms of intake to wait and watch ki chalo 15 din, 20 din baad order execution karo ya order diya hai toh call up delay karte hain. Toh iski wajah se jo impact aata hai woh aaya hai toh company ne broadly there was no wrong in terms of guidance, guidance was impacted by a very different situation jo aap aur main October ya November mein baith ke ki February ya March mein aisa kuch suddenly hone wala hai was very unexpected. Uska impact aaya still aisa nahi aaya ki company ne 100 taka bola hai aur 20 taka hi growth di aur 10 taka ki growth di. Aaj nahi sir agar aap last teen saal se whoever I've interacted with, kabhi bhi kuch bhi diya hai maine koi aise off-target kabhi kuch guidance kuch bhi nahi diya hai. Jo bhi fair expected hai we have always given that and we are not giving something out of the blue. Second sir jo aaj market ki point hai, see aaj as a promoter as a company hum log company ke baare mein aapko sab feedback de sakte hain, sab guidance de sakte hain, kya kar rahe hain woh bata sakte hain. But from a market price perspective aaj jo aapne bataya aapke kisi dost ne 380 mein khareeda tha, sir at that point of time market, market boom, see today I am not a investor in the stock market, I personally do not understand the stock market which is because it is not my forte. But itna mujhe pata hai ki do saal pehle jo boom stock market mein tha, aaj sirf Indian Emulsifiers nahi across the board all companies have had a correction because woh jo boom tha woh maybe last 10 saal mein SME space ne kisi ne dekha nahi hai jo bhi woh woh time ko hua tha. Secondly sir aap jo profit ke baare mein baat kar rahe the jo guidance earning call ka jo 18-19% tha that was sir EBITDA guidance which was there. Agar aap chahiye toh aap woh cross-check kar de, woh EBITDA guidance tha, PAT guidance was the range jo humari tabhi bhi chal rahi thi. And jo PAT ka bhi...

****Darshan Chandra:**** Lekin abhi EBITDA bhi 13% aa gaya hai H2 mein.

****Yash Tikekar:**** Sir H2 mein aaya hai na because there was an impact.

****Darshan Chandra:**** Toh overall EBITDA has been come down from 19 to 25% of a guidance to 16 to 17%.

****Yash Tikekar:**** So sir aaj aap broadly saal ka guidance dekhenge toh woh ek-dedh take ka difference aaya na on EBITDA.

****Darshan Chandra:**** Ek-do haan theek hai 3% ka aaya hai average pakadte hain na.

****Yash Tikekar:**** Sir aaj aaj agar sir aap kisi ko evaluate kar rahe hain...

****Darshan Chandra:**** Sir humara kehna hai...

****Moderator:**** Next we have in line Mr. Parth Sarthy Kanchi. Sir, you may unmute and introduce yourself.

****Parth Sarthy Kanchi:**** I am Parth Sarthy. If everything goes as per your plan regarding second rights issue, when is the probable time of your rights issue timeline? And also having eroded shareholder wealth hugely as other participant has pointed out, why not go in a phased manner, a steady growth instead of further diluting and eroding shareholder wealth?

****Yash Tikekar:**** Sir, basically as of now like I said earlier we had only in-principle the board had approved a fundraise. We have applied to the exchange. The entire exchange process, approval, everything takes a time period, so unfortunately today we don't know when an approval will come. In terms of pricing, market situation, it is fluid as we have seen in the last two weeks also. There have been certain changes, drastic corrections with due to multiple factors with respect to our stock. And so with respect to when the approval comes, the company would be in a better position to decide what would be the timeline, what would be the pricing, what would be the market condition. So definitely sir as a company we would always factor in the broader market, customers, investors, our benefactors that are there, as well as take a combination with the operational side of it and the value creation over a period of three to five years that we are looking into and together a decision would be made. It would not purely be made on any rush or any knee-jerk sort of an action. Definitely there we have faced issues on the market front with correction that have happened and some of it have been due to misunderstanding, miscommunication, wrong information circulating. And as we can see in today's call also there have been certain questions which have been associated to certain bases that haven't been appropriate. So due to this we would definitely not take any decision that is intentionally looking at erosion of any shareholder value or interest, rather definitely it would purely be only from the perspective of making the company a little stronger and delivering results in the next three to five years which would definitely have a very large value creation.

****Parth Sarthy Kanchi:**** What is the impact of rise in crude oil price and are you able to pass on the rise to your customers?

****Yash Tikekar:**** Yes sir. Ya, see a large portion of our raw material like in terms of all our raw materials, they come from three sources. One is petroleum, a downstream product, second is agro, and third is synthetic. So from the petroleum downstream products, in the month of March and April, there was a sharp increase in prices, but which by the end of April when things had started to soften overall supplies were starting to come under control, there was a correction in the pricing that happened. So if I give you a hypothetical example like say one product was at ₹90 in January or February, in March early April it went all the way till 170 and the new normal is

at about 115 to 120 range. But with this new normal, the new pricing structure that is there since no one expects any very fast broader some differential resolution in the situation that is there, customers have also started accepting the newer prices and they also know that this is the new price that would exist for some time that is there. So that new price that is there today is getting accepted by customers and is getting passed on to customers.

****Parth Sarthy Kanchi:**** What kind of margin you can achieve with this crude oil regime?

****Yash Tikekar:**** Sir see basically what is there is unless and until like the new normal that is there, as long as it continues, we definitely see that we could have a better bottom line compared to what it was in FY26 as we expect certain improvement in procurement as well. So as long as the new normal continues and macroeconomic there is no sudden drastic changes, overall we definitely feel that the existing margins would be maintained and there is substantial scope for improvement as well on the procurement side, which would indirectly result with some improvements on the bottom line.

****Parth Sarthy Kanchi:**** Hope this rights issue will not be done in knee-jerk or haphazard manner considering the shareholders' wealth. You'll take appropriate action to protect the shareholder health because we are all in a huge losses.

****Yash Tikekar:**** Yes sir.

****Moderator:**** Thank you. Keeping in mind the time constraints, we would now like to hand over the stage to Mr. Yash for concluding remarks. Over to you, sir.

****Yash Tikekar:**** Thank you once again for your time and questions today. We remain confident in the direction we have set scaling capacity, deepening our footprint and improving operational efficiency and our investment in our future. We look forward to keeping you updated on our progress. Please do reach out to our investor relations team for any further information. Thank you for attending the call today.