



**NEWJAISA TECHNOLOGIES LIMITED**

**CIN: U32106KA2020PLC134935**

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Date: 10<sup>th</sup> July 2025

To,  
National Stock Exchange of India Limited ("NSE Emerge").  
Exchange Plaza, Plot No. C/1, G- Block,  
Bandra –Kurla Complex, Bandra (East),  
Mumbai-400051

**Scrip Code:** NEWJAISA

**Sub:** Transcript of the Post Earnings Conference Call held on 5<sup>th</sup> July 2025.

Dear Sir/Madam,

Pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we would like to submit herewith the Transcript of Post Earnings Conference Call conducted on 5<sup>th</sup> July 2025 to discuss the Company's performance for the half year and year ended 31<sup>st</sup> March 2025.

Further, we wish to inform you that audio and video recording of Post Earnings Conference Call conducted on 5<sup>th</sup> July 2025 are available on website of the Company and can be accessed via below link:

**Link for Audio Recording:**

[Newjaisa\\_H2\\_FY\\_2024\\_25\\_POST\\_EARNINGS\\_CALL-AUDIO](#)

**Link for Video Recording:**

[Newjaisa\\_H2\\_FY\\_2024\\_25\\_POST EARNINGS CALL-VIDEO](#)

The above-mentioned Transcript is also available on the Company's website.

Thanking you.

**For Newjaisa Technologies Limited**

**Vishesh Handa**  
**Managing Director**  
**DIN: 07842847**



# **NEWJAISA TECHNOLOGIES LIMITED**

**H2 FY 2024-25**

**POST EARNINGS CONFERENCE CALL**

July 05, 2025 2:30 PM IST

## **Management Team**

**Mr. Vishesh Handa** – Managing Director/Co-Founder/ CEO

**Mr. Ashish Nirmal:** - CFO

## Presentation

**Ashish Nirmal** Good afternoon, everyone. Ah! My name is Ashish Nirmal, so I am the CFO at Newjaisa Technologies Limited, and I would like to welcome you all to our post earning calls, which is H2 FY 2024-25.

Before we begin, I would like to thank you, for joining us today and for your continued interest and support in our journey. FY 2025 has been a year of transition and strategic calibration. Recalibration for us with Amazon discontinuing its operation in India.

We moved swiftly to restructure our channel mix drive customer, segment, and reduce platform dependency. Okay. We have taken deliberate steps to invest more in brand building, diversify our revenue channels, and improve our overall operational efficiency. This includes expanding our B2B and retail business.

Securing financial financing partnerships and implementing automation across key workflows to optimize human capital fixed cost. Despite the external disruption, our focus remains on building a scalable, resilient, and profitable platform and we believe the groundwork laid this year positions us strongly for the future.

Now I will hand over the call to Vishesh, our founder, and CEO, who will walk you through the Broader business highlights, strategic directions, and key milestones for the second half and for the full year, over to you Vishesh.

**Vishesh Handa** Thank you. Ashish. Hi, all. Thank you for joining our earnings call.

I hope. I am audible to all of you, and I hope you can see the presentation on your screen. Sorry for the disruption. Just give me a minute. Sorry for the disruption. I think I had the wrong presentation. I hope you can see the screen.

So, to start off just for the uninitiated Newjaisa is a full stack. PC. Refurbishing Company, catering the Indian market. Fy 24-25, we saw a revenue growth of 5% in EBITDA and the EBITDA ending at Rupees 65 lakhs. We will look at the salient features what led to this. As Ashish also mentioned this 2024 -25 has been a mixed year for us also, we faced challenges as our primary revenue driver, Amazon as a marketplace, took a decision to not sell any refurbished products across any categories from February-March 2025. And as Amazon was contributing almost 60% of our revenues, it had a significant impact on our revenue and profitability. We want to also call out the first 10 months before Amazon's decision, we were able to show reasonable growth at a 25% on year-on-year basis.

In this year, we also added one more facility for our desktop refurbishment in Bangalore itself. And also, we received eBay certificate that allows us to directly procure e-waste material from Indian corporates. Our R2 certificate, which is an international certificate- we have also received that on provisional basis. Pending certain payment, we should receive it very shortly.

We will be discussing about other significant achievements for this year. Just to call at the last point, we continue to invest on technology and diversification of the sales and we will talk about it as we continue with the presentation. So,

looking at the numbers- these numbers must be available with all of us. Key things to call out here is we were expecting to almost end the year if we would have been able to continue with the growth Trajectory, which we had at approximately 73 to 74 Cr. given our January trajectory.

However, because of the February and March sales losses overall growth has been at 5% as such. In terms of overall units sold, we approximately sold 50,000 units in this year, as compared to 54,000 units that the last year. This is also driven by a better product mix for us as we sold slightly more laptops as compared to the last year in terms of overall numbers, as you can see, the revenue.

In terms of employee cost, because we continue to build the momentum overall employee cost increased by around 30% for us. However, we were able to control the other expenses. Overall, like our EBITDA, came down significantly largely because of the events that happened in the last 2 months.

This is just to share with the group some key insights in December, January, February, and March, and how it impacted our business. First key point that we want to call out is that as you can see in December and January, the blue bar is our revenue, or the gross margin and the next bar is in adjacent to it are our cost drivers as such. As you can see from December to January, we were on a reasonably good growth traction, however, because of the decision that was taken by Amazon, we saw a very steep Dip in overall top line in February and March.

Third point that we want to call out that as this event happened in this financial year, another key aspect that impacted our Profitability is almost 90 lakhs of goods to be received from Amazon were under dispute, as have been like under dispute for being stolen by their third-party logistic partner. The case is under arbitration but following conservative financial practices as of now, we have taken it as a markdown on our books that has impacted. So that shows in the point Three, which is the inventory rationalization that we see.

At the same time, we had a very critical look at the inventory which we have with us and also mark down on the excess spheres, aging spheres, and some major aging inventory that we are holding. So, the purple colour like the bar that you see on the cost structure are kind of a 1 of markdowns that we are building in our financial statement assuming contingent liability of and almost 2.5 Cr. of an inventory markdown because of assumed depreciation and aging. At the same time as you can see from January, February, and March though the revenue came down pretty significantly, largely because of the Amazon.

In terms of our cost structure both the employee cost and the fixed cost. We immediately had you know, the management leadership meeting. We have already drawn on a plan in terms of cost rationalization that helps our business to sustain and build on that. Having said that doing rationalization do take time because of the labor laws and other activities. And that is the reason if you see though our revenue came down, our fixed cost, and our employee cost continued like the similar trend. These are the reasons we had to incur significant losses in month of February and March that along with the inventory markdowns because of the conservative approach that we have taken and that's what we have highlighted in the results that we have shown this time.

Just to keep the group updated with, how does the plan or the road ahead looks like. Many of you definitely joined the call which we had once when the Amazon event happened, and if we recall, we talked about our 4 pillars of growth, and we also alluded on that, though there will be a short to medium term pain. But it Potentially can open an opportunity for us to fill that wide space. So, we had a 4-pillar strategy in terms of sales growth.

First was, grow your own online business to cover the wide space that has been created in the online business with Amazon going away. Develop and focus on the enterprise and SME segment, focus on the education sector, leverage, offline distribution, modern trade, and franchise model. As we go along, I would like to update the group on the progress that has been made on this before we open the call for Q&A.

Again, the blue chart, or the bars that you see are the revenues or I would say, are more of a trend line of the revenues, as you can see, moving on a month-on-month basis. The other column that you see parallel to that is our cost structure, which stands as of now. We have already discussed about December, January, February, and March, and how you know our revenue from profitability in January dive to losses in January, February, and March. In April, May, and June we will be able to grow channels by almost 100%, looking at like the bottom in April, to where we stand as of now in June, so as you can see that the revenue has been strongly going up. Followed that in terms of fixed cost, it continues to be on highest so largely because of the plant. Actually, could have been double to where we as of now stand, so that continues to the employee cost and the fixed ancillary expenses continue to impact our bottom line, but, as you can see, we continue to strongly bridge the gap between the two.

You can also see that the decisions in terms of employee count we have, like reduced by almost 25% now. The decisions were taken in March. The actual impact to call out that as a company will continue to pivot because we look at it as an opportunity to fill the wide space and grow the market, and we continue to be committed towards spending on marketing, bringing in more awareness about these products. So, we will continue to over leverage on ATL and BTL, though we will try to be as realistic when it comes to the cost structure.

Taking group, a bit more address, so as you can see from March, April onwards, the blue is our website. Website, we have seen almost a hundred percent growth starting from March to June or 60% growth. We have seen very strong traction on our other channels, which literally did not exist in March, which includes our B2B or the enterprise segment, education segment, and the retail. As of now, it has from 1% Percent- its contribution Motion is already increased to 40% of the overall revenue.

These are some of the key metrics of the key drivers for helping us drive the revenue. So, we continue to be online first, our strategy continues to be online presence using the social media, first our website has grown almost 3 folds, our social media has grown 3-4 folds now also want to call out that in terms of PIN code service, well from our website, we have expanded it from 5k to 20k which is pretty much as now with Amazon, our sales team we have increased from 15 associates to now 5x time very strong.

**Rahul Dhruv** Hi Ashish!

We can't hear anything. Can somebody please check the line?

**Vishesh Handa** One Minutes, I'm checking the line.

**Rahul Dhruv** In fact, we missed everything about the last 2 slides, so we didn't get most of it. We couldn't hear anything.

**Vishesh Handa** Yeah, give me a minute. Is it better now?

**Devvrat Himatsingka** Yeah, much better.

**Rahul Dhruv** Yeah, can you go back to the previous slide and start again because we couldn't hear anything earlier.

**Devvrat Himatsingka** No, Vishesh, I believe your voice is still breaking up. I think there is some issue with the network.

**Vishesh Handa** Give me a minute.

**Vishesh Handa** Yeah. So, I'll start from here.

**Devvrat Himatsingka** Yeah, yeah.

**Vishesh Handa** Is it better?

**Rahul Dhruv** Yeah, we can hear you.

**Vishesh Handa** Alright great. So, I will just recap quickly this slide. So this is just to show our growth starting from March this year, as you can see that our own channel has grown by almost 100%. All the 4 pillars of success that we discussed about including website has grown by almost 60% now and the other channels which include B2B education sector and retail, they're now almost contributing 40% of the overall revenue as such. We will deep dive into like each of those channels, in terms of driving traffic, or like our own website, as you can see that there is a 5-fold increase in terms of visitors to our website. Largely this is driven by 2 or 3 fold strategy by us.

We are over definitely leveraging on social media. Our social followers are increasing on a quarter-on-quarter basis have increased by 3 x on Instagram Facebook as such. We have tied up with a media partner who are helping us in terms of performance marketing. So, the strategy is both two-fold, like BTL and ATL. We strongly believe that we will continue to select spend on ATL, because to create awareness or the do the brand marketing as such as you can see here, other significant factors is that definitely in terms of our like coverage and the service offering to the end customers we have definitely, filled all the gaps that we can identify between our website and Amazon, for example, now we are able to serve 20k PIN codes. We have already introduced COD which was not available in all the PIN codes earlier. We have tied up with an EMI option. We

have tied up with Bajaj finance, so that as in terms of providing the features to the end customer, we can now say that we are at par with any of the marketplaces as such. In terms of team size, we have increased from 15 to 30 now and definitely that's helping us to grow our sales on the website.

We remain pretty confident that as we continue to invest on this as a channel, this will continue to show strong results for us.

Another key aspect that I want to call out to the group, is that our increase in the in-store sales. So, if you look at the third graph here, now 5 units a day from less than one unit a day. We are running around 5 units a day, kind of as a run rate on our own in store in Bangalore, which is significant, like a 5x increase. More importantly, this is kind of a pilot for us that if you can drive this kind of in store scale from one or 2 pilots that we are doing, we will be able to scale this particular model across Pan India, and in a profitable manner. So, this was one of the pilots that we were driving, and we are very happy the way results have come out.

These are some of the snapshots of the things we are doing. So, you know, like collaborating with the tech influencers some of the well-known names as such, and driving those we have been driving lot of offline influencing, or the ATL stuff, be it in some of the busiest places in Bangalore.

For example, last product review, which you see, we did a blind test between our product and a new product on street, and got like very good leverage and uplift in terms of traction on the website, because, like, people were dazzled to know that, you can get the same kind of product for which, at half the price kind of thing. So, moving on enterprise and SME sales so as we as we discuss about, like the 4 pillars of success, this is the second pillar of success which we are like, where we strongly believe, that has shown very strong traction to us, and we continue to over invest on that.

We have just in span of a quarter signed more than 88 new clients now, out of that, 4 are very large deals with each deal more than 1 Cr. One of which is the one of the largest NBFCs in India. Another is a large media house, both on the FM space and another multimedia space and these are like pan India, multi city deals and, we strongly believe that, Newjaisa being a corporate that is able to provide refurbished products with quality service pan India makes us stand apart as compared to any other alternatives when people are in the enterprise segment looking for such solutions. So, if you look at those 4 deals, I think that really makes us stand out because probably we were the only player who had the capability to provide AMC pan India and, the players who are looking for their multi location support as such prefer to go with us in spite of a price differential as such. We have already strongly started the B2B campaigns that showing a strong traction to us.

So, as you can see, I think good thing is a we have been able to have a good qualified lead and our closure. Our pipeline looks very, very strong. We Pretty much can say that we started May, with this, and it's showing like pretty good traction for us as such. Needless to say, June has been like a pretty significant month where I think, like 40% - 45% of sale has just come from the enterprise segment, and it's showing like a good traction for us. On the distribution front, I

think, very honestly, we have just started. There is a lot more to be done here- we discuss about like poorvika. So, this is just one of the snapshots there.

We are already in 35 plus large format stores for them. We assigned distributions in Maharashtra, Gujarat, Telangana, but many of them have been done in just the last month. So, this will still show- it will take time for this to start, like, you know, converting into real sales and showing the numbers as such. Also, we have signed up with one of the large multi chain in Karnataka, so that we can do a good offline pilot in Karnataka, and then scale it from here.

So, this channel, I think we have made strong progress, but in terms of translating to sale we believe from July we should start seeing the numbers coming in as such. In terms of education sale, we on boarded like one person dedicatedly focusing on this. We have already closed 2 large deals with engineering colleges and 5 with schools just in around Karnataka as such.

We have built a strong pipeline in that regard so again, I think this channel also, is looking very, very promising to us with a strong lead like a strong pipeline that we have been able to build so far. These are the overall numbers from H2. I will just finish with this have a closing comment, and then we will open for Q&A. So on an H2 to H2, basis. Yeah, we saw a dip in the gross margin. This is all largely driven because of the kind of the conservative approach in the Amazon, like Stock that we have taken on arbitration and have kind of return of as such along with that, because our employee cost, we were on the growth path continue to remain like on a higher side overall. We ended up with a negative EBITDA margin.

In terms of closing comment, I want to call out a couple of things like

(A) As we showcase from March to now, we have seen already seen 100% growth on our own channels.

(B) Though we had 4 pillars, the third pillar which has started now driving, which is a distribution- modern trade. The results of that have to still start contributing. So, we are very hopeful that this positive momentum should only continue to build more

(C) Third point, by that I want to call out is that, we are in a manufacturing business. Some of our costs continue to be fixed so there is a minimum, a bare minimum scale that we need to reach. When the contribution margin on the per unit basis starts covering of that cost. We have rationalized the cost when it comes to the employee base as such but we have been prudent, and I think the bias strongly is more towards growth, and not just to go in a conservation mode as such.

(D) Fourth point, which I want to call out is that as a company, we want to focus on growth in this year, though this year is going to be in a year of consolidation. So, we will continue to over leverage, overspend on brand and marketing. So that is to share with you how last year, and what we have been like focusing on in the last 3 months. With that I will hand it over to Ashish.



**Ashish Nirmal** Yeah, thank you so much, Vishesh. We will now open the floor for the Q&A session. I request everyone to please use a raise hand option if you like to ask a question. We will take questions one by one, and Vishesh will be happy to address them directly. Given the limited time, I kindly request you to keep your questions brief and to the point, so we can ensure a maximum participation. Yeah, over to you. Vishesh. Thank you.

**Ashish Nirmal** First question is from P N Krishnan.

**P N Krishnan** Hi! Everyone! Hi vishesh! Thanks for a nice presentation glad to know the various initiatives, especially on the B2B segment that we are doing and also in terms of Increasing your Visibility through the social platforms. And we all hope that it translates into better performance in the coming quarters or the coming years.

**Vishesh Handa** Thank you, sir.

**P N Krishnan** Having said that couple of things I wanted to have a clarification on. You were mentioning about Amazon having discontinued the sale of refurbished laptops. But even today, when I go on Amazon platform, I see products are being offered.

**Vishesh Handa** Sure! Well.

**P N Krishnan** Um. So that is one. The second question is, there is a huge inventory Sitting in the balance sheet so you know, just want to understand.

**Vishesh Handa** Yeah, what's the plan? Right?

Sure, so I'll take both the questions. So, to answer the first question, sir, that as per Amazon Communication They have stopped a sale of any- what basically they are selling now is what is called an unboxed inventory. These are like very low in quantity.

How it works is, let's say, if I sell a new product on Amazon and it is returned by the customer within 14 days. Amazon continues to run a program called Resell program, where their team re- does the QC and relist it. (A) In terms of revenue contribution when we are running there, like as compared to the inventory that we used to sell, which largely used to be used and refurbish inventory versus this open box inventory. This is around 5 to 10% at best of the overall Refurbished revenue which they used to drive. And that's the reason you still see the inventory there.

Coming to your second question, sir. Yes, as you rightly mentioned. We did have a high inventory level on our books. I just want to call out on couple of aspects with respect to that, as we showcased by January, we were on a reasonably healthy run rate. So, we were around like 6.5 plus kind of a run rate and keeping that in view, the inventory build-up was there definitely from even from that aspect it was slightly on a higher side.

Having said that in the last 3 to 4 months, there has been hardly, for obvious reasons, we have not bought any inventory and those inventory levels have come down in the last 3 months. But at the same time, yes, we had high inventory levels.

That is the reason we also took a conservative approach in terms of looking at aging inventory and depreciating the or revaluing them, and which is showcase on our books also.

**P N Krishnan** One question finally, is about the license that you procured. As a licensed refurbisher, now what is the traction in terms of the business opportunity coming out of that?

**Vishesh Handa** Sure. So, I think we have already, from the time we got the EVS licenses we have already closed 4 deals directly with the corporates, unfortunately, because as we all know we were anyway sitting on a high Inventory and largely for the last 3- 4 months. There had not been much procurement because we already had the inventory but this definitely puts us - we have a good lead source base and relationships now in place. And as we start to procure as we further limit our inventory, this should help us in future.

We will go to the next.

**Ashish Nirmal** Yeah, alright. So

**Vishesh Handa** Because in interest of time, so, yeah, Mr. Sumanta.

**Ashish Nirmal** Yes.

**Vishesh Handa** Yes.

**Ashish Nirmal** Yes, Sorry! So, the next question is from Mr. Anshul Jain.

So, Anshul, kindly introduce yourself, and you can proceed with your questions.

**Anshul Jain** I thank you for the opportunity, Vishesh. We were looking really looking forward for this. So, thank you for the presentation, but just wanted to understand on couple of things. Vishesh, firstly, that if you can help us understand on the unit economics of the website sales what are your Get? What is your, what is the split between organic and non-organic traffic on the website, currently and parallel question on what gives you confidence that a customer will buy a 25000-30000 product from your website, because currently, you are not doing any brand marketing stuff.

**Vishesh Handa** Right.

**Anshul Jain** You know this.

**Vishesh Handa** Yeah, we have already started a little bit. Yeah, so good question. So, I will quickly cover on that. So, as you saw, our website traffic is increased by almost 5x between you know, like the organic and inorganic. Definitely, the organic has grown by almost 2.5x. But yes, I mean, we are over pivoting on performance marketing on one end. So yes, I mean, performance marketing is driving the remaining 3x of the growth that you see, the split will be approximately 65 to 35

right now, where 65 would be more of like ad spend basis versus 35, which is more natural in nature.

Also, I want to call out the fact that we also have a dweller. So, to answer your other question like I think that's the biggest question that we even wanted to answer when we put a bet back in March that will customer buy from us? I think the one of the answers that we have been able to get in the last 3 months, as you can see that we have almost grown by 100 percent just on the website front. So that does do validation that yes, I mean, of course, we may not have the brand value which Amazon has, but it is a very strongly growing channel for us. Customers are buying. What we have seen is helping to contribute into that are like 3 or 4 major factors (a) we have a dual mode sale. So, we have assisted, and an answer assisted sale. So, you can come to our website and you know, like you can do a live video call and one of the assisted guys will help you. So that helps build confidence, and trust. You can see the product live as such. We have been very particular in terms of driving customer satisfaction and reviews. We have more than 3,200 reviews with 4.3 ratings. So, these are like some of the facets that are helping. Second on the influential or social media marketing. I think that we have seen is giving us like strong results. In particular with respect to localized influence marketing, for example, in our, right now, as we talk, just, Bangalore is contributing almost 20% to 22% of our revenue. Largely because of our social media marketing as such in terms of you asked about how does the margins look like our contribution?

**Anshul Jain** Yeah.

**Vishesh Handa** So, I want to call that out that as I told earlier, we are over leveraging. So, for example, Amazon overall used to cost it, including logistics, advertising on Amazon, Amazon commissions and returns around 12% around 11%. Currently just on performance marketing, our spend levels, including performance marketing, our tele sales team, returns and logistics- We are around 13% to 14%.

**Anshul Jain** Okay.

**Vishesh Handa** That's our BTL. I want to also call out that we are now spending 4% to 5% of our top line on ATL that includes social media marketing and other branding activities that some of which you saw, including society education college reach out and those like engagement. So, the whole story, I think to summarize is that yes, on BTL basis, currently, we are over leverage at 2% to 3% as compared to Amazon, and of course, ATL is additional 4%. But we strongly believe that these are the spends which on a unit economic basis later on, will help us to, you know, bring it down significantly. When it comes to our education sector again, we are spending on ATL. That includes exhibition events and also LinkedIn and other platforms and we continue to spend 4% on that- though on short term it will impact our margins or rather may cause burn, but we are pretty sure that it will help us to build traction. So good thing is we are able to see traction. So, our conversion rates are pretty strong when it comes to B2B, and even on the website, the conversion rates are reasonably strong as such.

**Anshul Jain** But I checked the similar web data - a similar web is a platform which actually compiles data for from for all the platform in terms of Paid and not non paid

traffic. It gets a lot of data from open sources. So, their data was showing slightly differently than what you said. Probably obviously.

**Vishesh Handa** Hmm

**Anshul Jain** It has its own limitation. So, I will go with that. If I can ask my second question.

**Vishesh Handa** We will come back to you quickly.

**Anshul Jain** So just I will complete in 30 Seconds- not more than that.

**Vishesh Handa** Sure. Please. Go ahead.

**Anshul Jain** Yeah. So just wanted to check on the delay in the publishing of this result declaration. See, going by the remuneration which we are - which you are paying to the finance team, I mean at least the CFO. It is there, I mean, you seem to have a capable finance team to close the books within the prescribed time. You know, I mean, this was disappointing that result was not. To put it in perspective you know, 99% of the companies of your size would not have you know a dedicated CFO.

**Vishesh Handa** Cool.

**Anshul Jain** Forget about you know, the remuneration per se parts. So just wanted to understand on that front that what actually happened there.

**Vishesh Handa** Sure. Yeah, I mean, there was a technical glitch on the ERP, because of which, the valuation took us a lot of time.

**Anshul Jain** Alright!

**Vishesh Handa** Because we have to look at the overall inventory valuations and that really put back our tech timelines. So, we really like apologize for that. But we'll make sure this will not happen from the next time. So, we understand this should not have happened at any cost, especially given this year, but over there was some glitch because of the valuations were not like currently.

**Anshul Jain** Got it. Okay.

And which ERP you are using currently for accounting daily usage. I think.

**Vishesh Handa** Yeah, yeah, we are using ERP Next- It is an open-source ERP.

**Anshul Jain** Yeah.

**Vishesh Handa** Right. So, because I think.

**Anshul Jain** Okay. And for OMS WMS, are you using any tool? Or it is on excel or for order, management, system, or warehousing management.

**Vishesh Handa** Yeah, so it's an integrated ERP next is actually, integrated manufacturing plus like invoicing, financing- everything is in built right. So, yeah, so we use the same

system for pretty much everything and so. One of the challenges is like, I mean, I'm not giving an excuse, but just because of the refurbishing- kind of the refurbishing right. So the valuation is not like a plus. So sometimes the pricing, there was a bug which, basically led to couple of the spare parts, pricing go haywire, and then you know it like was overall valuation as well. But having said that, I mean, I don't want to use like. Point well accepted, and we have put the sufficient guardrails in place to make sure it should not happen again.

**Anshul Jain** Okay, thank you. Thank you. Vishesh.

**Ashish Nirmal** Yeah. So, the next question is from Shruti Malpani.

**Shruti Malpani** Hello! Am I audible?

**Vishesh Handa** Yes, you are shruti. Hi!

**Shruti Malpani** Yeah. Hi, thank you so much for the detailed presentation. My first question is that, when I am expecting to reach, you know, Amazon levels in terms of PAT and PAT margin and like, you know, in terms of months, maybe. And then when do we expect crossing those as well.

**Vishesh Handa** So we have taken this year as a year of consolidation, as you saw, like the numbers. So from the peak, I would say we, our other Channel revenue was around 35%, which has already grown by almost like 100% now, but this is the year we are looking at as a year of consolidation and we are strongly striving towards making sure that by the end of the year we are already at the revenue run rate which was the peak last year.

So yes, but because of fixed cost till we reach there will be some level of burn, which will continue so PAT will definitely follow later on. So, first focus is to reach this. The initial signals are pretty strong, and we are very hopeful that in this year itself we should be able to reach those numbers. At least in terms of monthly run rate. I'm not talking about annualized. Yeah

**Shruti Malpani** So, for monthly run rate, probably Q4, and PAT levels, probably FY 27.

**Vishesh Handa** Yes.

**Shruti Malpani** Okay. Um. Then my next question is, so the R2 license. It's pending for the payment right now. And that is because we are um expecting to clear the existing inventory first and then take on.

**Vishesh Handa** No, no, this is just like, I say, international payment. So it's just with registration stake. It's not a big amount. We will just clear it off. It's more of a bureaucratic delay than anything else.

**Shruti Malpani** Okay? So, it is not because of the inventory levels that we currently have.

**Vishesh Handa** No, no, it's like, yeah. So, we should have it in like 15 days- the license.

**Shruti Malpani** Okay. Okay. Okay. Thank you.

**Vishesh Handa** Like the interest of time to make sure everyone has an opportunity.

**Ashish Nirmal** Yeah. Yeah. So, the next.

**Vishesh Handa** So, the next question.

**Ashish Nirmal** Next question is from Singhanna Mithu.

**Shrinjana Mittal** Yeah. Hi, thank you for the opportunity. Just a couple of bookkeeping questions. So, for this year, if you can provide me the split for the full year FY 2025.

The channel wise split- how much was the offline sales, and how much was the corporate sales, and how much was the Amazon sales for this year, and also, if you can also help me with just the last 2 months. What was the channel mix like.

**Vishesh Handa** This here, let me check. So, for the last year channel mix, wise Amazon was contributing almost 60% of the revenue, offline was not that high and remaining largely 30% was or yeah around 20% to 30% was coming from our website, remaining 5% to 6% was education and other channels. Now, as I mentioned, like last 2 months we are looking at a 60-40 split, where our online channel is contributing 60% and the B2B, which is the enterprise segment and education is already contributing around 40% - that is the latest trend that we are seeing right now.

**Shrinjana Mittal** So currently, 40% is the B2B, the corporate sales, right? And the 60% is the online sales from the website.

**Vishesh Handa** Yes, yes.

**Shrinjana Mittal** Okay, got it. Yeah. Thanks. I will come back in the queue

**Vishesh Handa** Sure.

**Ashish Nirmal** Yeah. So, the next question is from Mr. Pavan Kaul.

**Pawan Kaul** Hello! Can you hear me?

**Vishesh Handa** Yes, sir, Hi.

**Pawan Kaul** Hi! Just wanted to check what would be our goal levels for this year. And I saw that we have cash about 18 so should we be okay in terms of cash savings.

**Vishesh Handa** So, the first question is inventory?

**Pawan Kaul** How much, how much burn levels will we have for this year?

**Vishesh Handa** So

**Pawan Kaul** Like, how much? Yeah.

**Vishesh Handa** Yeah. So as of now, definitely like, initially with, though, as I showed in the slide, the burn levels have come down. But still, we are looking at around. 15 percent in terms of top line that we are currently down with. In terms of cash position, I would say that as you rightly mentioned we're fortunate to have, the raise so we have cash balance which is supporting. We are Controlling the cost, but investing on the growth in the marketing. So, we have around 8-8 and a half Cr of cash balance. We have an OD limit of 15 Cr, which we are not using right now. So, yeah. So, we have a room there over. But yes, I mean, there is a burn, because honestly on a contribution margin I think our break in point is at least still 30% to 40% away from the top line in terms of fixed expenses as such, but like, we are very strongly going towards that so hopefully in H2 we should be like there and then from there build upon that. So that yes, I mean, this year, the burn is going to be. This is going to be a year of consolidation.

But as of now and the other thing I just want to call out is that right now, I would say that our approach has been we have 4 pillars. We are piloting each of them and like education, modern trade, distribution, and enterprise. And we have proven 3 of them, 2 of them are still work in progress. Once we have proven approaches that probably we will go more aggressive in terms of scaling them. It may mean that we'll have to spend more, but I think as a management right now, that's what our view is. That once we have proven the mode, proven the unique economics, and that it works right. For example. Our own Bangalore store is very much on a unit economic basis, very profitable, like already profitable. So, we know we can replicate this model.

So that would also mean that we might see more ATL spends in the later part of the year. Right, but I think. So, I think in one line, if I had to say, the focus is to deliver a good top line back again and show that we are back in action. It may lead to a bottom line impact. But I think in a long run we will be able to like. That is something as long as we have got our unique economics and the pieces in place, we will be able to make up for that. We have headroom. Um! That does not mean that we actively are not looking for a fund raise, but as, and when we are ready for scale, we may evaluate those options as such.

**Pawan Kaul** No, sir, thank you. Best of luck.

**Ashish Nirmal** Yeah. So, the next question is from Mr. Rahul Dhruv.

**Vishesh Handa** Okay.

**Rahul Dhruv** Yeah, Hi. I wanted to check one thing, and you know I was looking at the gross margins for the for the second half, which is around 25% Compared to 45%, and you know, if I take the 2 and a half Crore Inventory loss that you mentioned, or one and a half Crore. I don't remember the number.

**Vishesh Handa** Yeah.

- Rahul Dhruv** Then we are basically still significantly lower than what we used to be. So do you think that there is anything else in there that we should know in terms of cross margin reduction.
- Vishesh Handa** Yeah, Hi Rahul. So, I think 2 aspects around, like, if I include the Amazon arbitration and the inventory reclassification. That is like almost adding up for us around 3.5 to 3.7 as such, besides, and beyond that. There was one last transaction. It was more kind of a trading transaction, almost a 1.5 Cr. which we did at a low margin asset. So, there was only 5%-6% kind of a margin. So yeah, so that basically does impact - show as a lower margin, but on the base business basis if we remove these, I think we are around 37% to 40% is the sweet spot that we are still like seeing. But yes, I mean around 3.6 to 3.7 Cr. of arbitration like, which is still in arbitration. So, we don't know what will happen. That plus like this 1-1.5 Cr of, you know, at a very low margin trading, because it was more of a back-to-back, which we did because we had the inventory. But then this happened. We said, Okay. That's liquidated off kind of a thing, right? So, we just sold that off at a lower margin as such.
- Rahul Dhruv** Okay. So I just, also wanted to know the 4 pillars that you mentioned.
- Vishesh Handa** Yes.
- Rahul Dhruv** Across the 4 pillars. What are margins like compared to say Amazon.
- Vishesh Handa** So, looking at the website Rahul, I'll break it in 2 parts, right? One is your BTL, which is like you spend that. And that should be part of the unit economics. Right? So, on a website, I would say that we are like right now, including BTL around 1% to 2% lower than Amazon. If you include ATL, also, we are 3% to 4% lower. On a BSB basis, we are at par, or probably like 1%- 2% better, okay. Having said that, as I said, this also includes your ATL, which is for more of a brand building. And it will give us like dividends on a at a later point of like time. So, But on a unit economic basis, I would say, the website is still 1%- 2% underperforming as compared to Website, right now than we do here.
- Rahul Dhruv** So sorry. So basically, we should be looking at structurally lower gross margin in the future also, right?
- Vishesh Handa** At least for a year. Yes.
- Rahul Dhruv** No, no, I am talking about. Let the removing the one offs. If we, should we be looking at 40%? Should we be looking at 38%.
- Vishesh Handa** Yeah, I would say 37% - 38% is the right number.
- Rahul Dhruv** Okay. Alright, great. Um, thanks. I have one more question, but I will come back in the queue.
- Vishesh Handa** Sure, absolutely. Thank you. Rahul.
- Ashish Nirmal** So, the next question is from Mr. Rohan Advant.
- Rohan Advant** Yeah, thanks, I just wanted to understand now that Amazon as a channel for online refurbished does not exist. It must have been a large channel. So where is that demand Gone? Is there any competitor that is trying to take advantage of that



where we could tie up and benefit from, or that demand is just gone out of the market and gone offline. So, any understanding of what has happened to that set of buyers who used to buy from Amazon.

**Vishesh Handa** Yeah, so in terms of, any major competitor eating away on the share, because I think, like none of the major ones are in refurbish right now be Flipkart or Jio as such. So, I don't think in terms of a large player to large player, like a shift of the market, has happened as such. My sense is yes, I mean, definitely, 50% of the sale might have transitioned back to new or the low value news as such.

In terms of like- whatever the markets that we have seen, I think we have seen, like 3-4 patterns, like one the moment this happened. Besides us, there are a couple of other players now. They have ironed out from the market. Which try to capture that particular market who are also on like Amazon. We have grown almost 100%. Cashify is definitely, you know, have started very vigorously focusing on laptops and PC as a category.

I am not really sure what is their overall growth, but I think that is what my sense is unfortunately, yes, I mean like lot of this might have, gone or gravitated towards new, or the low value, or the like. The Not low value, but like the low, in terms of like rupees new as such, and we have grown by 50 probably Cashify has taken a few. So that is what like the pattern we are seeing

**Rohan Advant** Understood, and, secondly, on the sourcing side.

**Vishesh Handa** Yeah.

**Rohan Advant** How are you thinking about that now? When you get large deals? Would you be comfortable and confident to source because you might not have good visibility on your ability to sell in the near future in terms of volume. So how do you think about - you know how much to source in this time.

**Vishesh Handa** I think I mean, see, usually, you know, like the biggest-to-biggest sourcing ticket size, or you know, the lot size would be best to us like 1,400 1,500 units. So even at our current scale, that is like probably 10 to 15 days of inventory. Though we have come half it is usually those are like the typical ticket size in terms of sourcing. It is just that the number of transactions have reduced very significantly, because, of course, we are sitting on a large inventory any which way, but yes, I mean Usually we have not done like, you know, like a very large 8,000-10,000 units kind of a transaction which we may make us think that- okay, it will take us 2 months to liquidate. So, I mean, given the average tickets. I think we are like comfortable to be able to still execute right, so that should not like impact us much.

**Rohan Advant** Understood. I am a happy user of your product, and I wish you all the best in terms of going through these difficult times. Thank you.

**Vishesh Handa** Okay. Thank you so much. Thank you. Can we have.

**Ashish Nirmal** So, the next question is from Mr. Anshul Jain again.

**Anshul Jain** Yeah, thank you again. Just wanted to check any sense on what cashify in terms of volume, would be doing today and also related question. I mean, cashify seems to be doing very aggressive on at least keyword protection which-

**Vishesh Handa** Hmm

- Anshul Jain** You are not doing. Obviously, they are a company in private space, with large amount of fund raise already done. So, I mean, it looks like this is your largest competition in terms of this, and OLX is your largest competition. So! what's your if you can just highlight on those aspects, please.
- Vishesh Handa** So sorry. Can you repeat the first question.
- Anshul Jain** Yeah. So, I mean, what is the volume of cashify today, in terms of refurbish laptop?
- Vishesh Handa** I mean, honestly, it will be my guesstimate. But I think my guesstimate is that they are just started. So, it is not that significant. Because they are primarily mobile one. But yes, they have started focusing on that. They definitely also looked at this as a white space, and providing it as a market space or an aggregator for, the other sellers and stuff like that.
- I will probably not, you know, take a wild guess how much. But it is definitely, I would say that it's significantly lower as compared to ours in terms of volume share right. Second, I think you're talking about the keyword protection online search.
- Anshul Jain** Well on Google. I was asking keyword protection. If I let's just search refurbished laptop, this would the first would be-
- Vishesh Handa** Hmm
- Anshul Jain** cashify then second would be OLX and third would be You.
- Vishesh Handa** Yeah, I think those spend levels patterns will continue to differ, depending on the deep pockets and the strategy that we take right. I think. we historically had been bootstrapped. That is the reason why we went for the listing and stuff like that. So probably being conservative is like in our nature. Having said that we are spending- So we are spending on performance marketing and, we are well aware which segment demography delivers it for us. So, and we closely monitor in terms of the impression shares and market shares and I think we are very comfortably like placed, and whenever we have the right inventory, we are able to get the right audience to us.
- Anshul Jain** Sure. Thank you. If I can squeeze in one more question, if you allow.
- Vishesh Handa** Yes, Sure
- Anshul Jain** So just wanted to understand. What is your, I mean, what is your Target on brand marketing for this year. How much you want to spend as a percentage to NSU, or what kind of budget you have allocated to brand marketing.
- Vishesh Handa** So, as I said, I think we are like definitely targeting at least 5% of our top line. So, yes, I mean that's an over leveraging which we are going to do and continue to spend on the brand side. A lot of this will like also start kicking in now, because right now we were more on a pilot phase in terms of proving the models, be it offline online , and once those are done, I think we will definitely go a bit more aggressive it in terms of franchises distribution, or you know, like the online models like it's a mixed blend of a multi-channel strategy right? So that I think we will spend at least 4% to 5% of our top line on that.
- Anshul Jain** Got it. Thank you. Thank you so much. Vishesh.

**Vishesh Handa** Okay, Thank you

**Ashish Nirmal** So, the last question for the day is for Mr. Rahul Dhruv- we will make a hard stop after that, so over to you, sir.

**Rahul Dhruv** Yeah. Hi, Vishesh, thank you. Vishesh! What I wanted to know is, you know, we have discussed a lot of changes that we are going through right now, and fantastic. I mean, I think it is I mean I would say that, to have taken something so big into your stride is fantastic. But what I wanted to know is that if you look at all these changes, whether it is the 4 pillars Whether it is the marketing spend going up, whether it is the contribution margin being slightly lower.

**Vishesh Handa** Hmm.

**Rahul Dhruv** If we add all of that up, and the reduction in employee cost. That you have kind of factored in what kind of a break-even level of sales would you be looking at on a monthly basis.

**Vishesh Handa** I think if we reach back to you know, like 5 plus number, we should be at a break-even level as per our internal like measures that we are taking right.

**Ashish Nirmal** 5

**Vishesh Handa** 5 to 5.25 top line- we should be at a break-even level as such. So, we expect that to come in the later part of this year, and then build from there.

**Rahul Dhruv** And what is your current run rate

**Vishesh Handa** So right now, we are around like 3 point something. So, 3 to 3.5 is what we are running it at.

**Rahul Dhruv** Okay, great. Thank you so much.

**Vishesh Handa** Thank you all. Thank you all for joining in and for your questions, and your faith on the company.

With that we will like to end this call. Thank you.

**Ashish Nirmal** Thank you. Yeah, alright. Thank you so much.

*\*Note: This is a transcription and may contain transcription errors. The transcript has been edited for clarity. The Company takes no responsibility for such errors, although an effort has been made to ensure a high level of accuracy.*