November 13, 2025

To,

The Manager - Listing Department
National Stock Exchange of India Limited
'Exchange Plaza', C-1, Block G,
Bandra-Kurla Complex
Bandra (East), Mumbai 400051

Scrip Symbol: SSEGL

Subject: Submission of Transcript of the Earnings Conference call held on Tuesday, November 11, 2025 at 11:00AM.

Dear Sir /Madam,

In continuation of our earlier letter dated November 11, 2025 informing about the audio link of the Earnings Conference Call and Pursuant to Regulation 30 of Securities Exchange Board of India (Listing Obligations and Disclosures Requirements) Regulations, 2015, the Company is hereby submitting transcripts of Earnings Conference call of the analyst/investor conference call which was held on Tuesday, November 11, 2025 at 11:00 A.M. to discussed the Un-Audited Standalone Financial Results of the Company for the Half Year ended 30th September, 2025. Kindly acknowledge and take the same on records.

Thanking you,

Yours faithfully,
For **Sathlokhar Synergys E&C Global Limited**

ANIL PRASAD SAHOO
Digitally signed by ANIL PRASAD SAHOO
Date: 2025.11.13 20:54:47 +05'30'

Anil Prasad Sahoo
Company Secretary and Compliance Officer

"Sathlokhar Synergys E&C Global Limited
H1 FY26 Earnings Conference Call"
November 11, 2025

MANAGEMENT: **MR. G THIYAGU – PROMOTER, CHAIRMAN, MANAGING DIRECTOR AND CHIEF EXECUTIVE OFFICER – SATHLOKHAR SYNERGYS E&C GLOBAL LIMITED**
MR. VIGNESHWARAN – INDEPENDENT DIRECTOR – SATHLOKHAR SYNERGYS E&C GLOBAL LIMITED
MR. HITESH – STATUTORY AUDITOR – SATHLOKHAR SYNERGYS E&C GLOBAL LIMITED

MODERATOR: **MR. PARTH – KIRIN ADVISORS**

Moderator: Ladies and gentlemen, good day and welcome to Sathlokhar Synergys E&C Global Limited H1 FY 2026 Earnings Conference Call, hosted by Kirin Advisors Private Limited. As a reminder, all participants' lines will be in listen-only mode, and there will be an opportunity for you to ask questions after the presentation concludes. Should you need assistance during the conference call, please signal an operator by pressing star then zero on your touchtone phone. Please note that this conference is being recorded.

I now hand the conference over to Mr. Parth. Thank you and over to you, sir. Thank you.

Parth: On behalf of Kirin Advisors, I welcome you all to the conference call of Sathlokhar Synergys E&C Global Limited. From the management team, we have Mr. G. Thiyagu, Promoter, Chairman, Managing Director, and CEO.

With that, now I hand over the call to Mr. G. Thiyagu. Over to you, sir.

G. Thiyagu: Happy morning, everyone, and thank you for joining our H1 FY 2026 conference call. I am G. Thiyagu, Chairman, MD, and CEO of Sathlokhar Synergys E&C Global Limited. Let me begin with a brief introduction. We are a Chennai-based EPC turnkey construction company established in the year 2013. From design and civil works to PV structures, MEP systems, solar installations, interior sit-outs, we cover a full life cycle in industrial, commercial, institutional, warehousing, integrated building management systems, utilities, solar, and healthcare sectors.

Our in-house design team and Pan India delivery capabilities enabled us to take large-scale projects with speed, quality, and precision. In H1 FY 2026, we delivered revenue of INR250.21 crores, recorded EBITDA of INR38.99 crores, and PAT of INR27.98 crores.

Earnings per share stood at INR11.59. Our EBITDA margin was 15.58%, and PAT margin was 11.18%. On a year-on-year basis, revenue rose by 75.58%, and EBITDA rose by 75.13%. Importantly, we entered H2 with a heavier business growth than H1, offering strong revenue visibility and execution momentum.

Turning into industry trends, the industrial and warehousing leasing market in India surged ahead in H1 2025 with approximately 32.1 million square foot of new commitment supporting fast-track PV work.

Battery energy storage systems are gaining traction with the government-raising targets to 13,200 megawatts under viability gap funding and actions revealing more competitive tariff signaling faster rollout.

Data center construction momentum remains robust driven by cloud. AI and hyperscale demand, all of which align well with our 20 fast-track construction model. Private sector capital expenditure intentions have improved, with commentary from the Reserve Bank of India suggesting a potential rise near 21.5% in FY 2026, providing a strong backdrop for our offerings.

On the order front, we continue to build momentum. We booked about INR830 crores of contracts. Some of the important orders secured in H1 FY 2026 include INR338.33 crores civil and PEB works order for a beverage manufacturing facility in Andhra Pradesh.

From Reliance Consumer Products Limited, INR219.22 assignments for civil, PEB, MEP, and solar works in Karnataka from Reliance Consumer Products Limited and INR174.45 crores multi-building program in Tamil Nadu for High Glory Footwear India Private Limited of the Pou Chen Group, Taiwan-based group of companies.

Apart from this, we own a further number of orders totaling approximately INR97.87 crores from clients in sectors such as chemicals, auto components, and other various manufacturing industries. From a credit and capital standpoint, we were pleased to see an upgrade from India ratings and results in July 2025, when our large-term rating moved to IND in tripling with a stable outlook and our short-term rating into IND A2.

In September 2025, the board approved the preferential issue of INR114 crores, including INR95.53 crores via equity shares and INR18.08 crores via fully convertible warrants both at INR4.80 per share. This enhances our liquidity and supports working capital and scaling requirements.

As of now, we are executing 34 projects and our current order book stands at INR1,367.71 crores, giving us roughly 5 months to 9 months of execution visibility. Our bid pipeline remains strong at about INR13,637 crores, supported by opportunities across industrial, commercial, and infrastructure segments.

Over the past few years, our bid-to-bid order conversion data averaged between 12% to 15%, reflecting the competitive strength of our proposals and the confidence clients placed in our delivery capabilities.

Together, these factors provide a healthy visibility for growth in the coming quarters. We have started S2 on a strong note, securing approximately INR190 crores of new orders in October. This includes our first international order of INR35.59 crores from Ceylon Beverage International Private Limited, located in Sri Lanka, in conjunction with Ceylon Beverage Can Private Limited.

This milestone marks a progressive emergence into the international market and further strengthens our partnership with Ceylon Beverage Can Private Limited, from whom we have already executed 20 factory projects in Mysore and Pune.

Looking ahead, we remain focused on deepening our presence across southern and western India by scaling up our work in industrial, commercial, industrial, and healthcare infrastructure. We are expanding our solar efficiency and energy efficiency design capabilities and investing in digital tools and site automation to deliver quality, speed, and cost efficiency.

On the Manufacturing side, we are planning to establish a dedicated PEB production facility aimed at significantly enhancing our monthly capability and capacity and strengthening and shortening delivery times and strengthening our business and aligning with our order pipeline on growth and outlook.

It has been a transformative first half of FY 2026 from Satyaloka Synergy. The period was marked by strong orders inflows, market client addition, improved credit standing, and a milestone of being one year listed. With solid execution discipline, a diverse skill set, and a committed team, we are well placed to deliver sustainable growth by maintaining operational excellence.

I would like to extend my sincere appreciation to our all stakeholders, clients, partners, and employees for the continued trust, prayers, wishes, and support. Thank you for taking the time to join us today. I now invite your questions.

Parth: Sir, happy day.

Moderator: Just a moment, sir. Thank you very much. We will now begin the question-and-answer session. The first question is from the line of Sudheer Bheda from Bheda Family Office. Please go ahead.

Sudheer Bheda: Sir my question is sir…

G. Thiyagu: Yes.

Sudheer Bheda: What would be the breakup of turnover in H1 and H2? I believe H2 is much better than H1.

G. Thiyagu: Yes.

Sudheer Bheda: So can you provide the guidance of how H2 is panning out? In general, what can be the breakup of H1 and H2 in total turnover?

G. Thiyagu: Our guidance in the past also, like when we look at the third quarter, I mean, fourth quarter of every year would be around 55% and the overall first quarter, first half and third quarter would be 45%. That model, our business model is such a way that we are expected apart from H1, our guidance would be around 1050. So, put together by 31st March 2022, our guidance would be around 1000 per quarter.

Sudheer Bheda: Thousand and?

G. Thiyagu: Thousand plus.

Sudheer Bheda: Thousand plus for the entire FY 2026?

G. Thiyagu: For the whole financial year, yes, FY 2026.

Sudheer Bheda: And if you can throw some light on the margin?

G. Thiyagu: As of now, we are trying to sustain, we are working towards to sustain 11% we are working towards that.

Sudheer Bheda: 11% PAT margin or EBITDA margin?

G. Thiyagu: PAT margin.

Sudheer Bheda: Oh, great. And, sir, what do you do to diversify your client base? What are the strategies which are in place or you will put in the place, diversify the client base in geographically also and in the segments also?

G. Thiyagu: As of now, apart from Sri Lanka, the other countries, at this juncture, 40% of the orders will come from Tamil Nadu, 40% from Andhra and 20% from Maharashtra. But we are also trying to work with other states and based on our advertisement, good, solid line of projects are there.

And as we have already bidded INR13,000-plus crores worth of various offers submitted to various states. So, we are pretty strong in expanding our business across India. And also, since we have already stepped into Sri Lanka market, I am sure we are pretty confident that we will grow further.

Sudheer Bheda: And what is the order book as of now?

G. Thiyagu: In total, INR1,300 exactly.

Sudheer Bheda: And pipeline, order pipeline?

G. Thiyagu: So the total order book for the whole financial year, INR1,367.61 crores overall to complete, and our bidded offers are INR13,637 crores.

Sudheer Bheda: Great, great, sir. Great. Thank you very much, and again, congratulations to entire team of Sathlokhar and all the best.

G. Thiyagu: Thanks a lot, sir. Thank you so much.

Moderator: Thank you. The next question is from the line of Suman Kumar, an individual investor. Please go ahead.

Suman Kumar: Hi, Mr. Thiyagu. Very good morning to you.

G. Thiyagu: Happy morning, sir. Happy morning, sir. Yes.

Suman Kumar: Yes, sir. Congratulations on a great set of numbers.

G. Thiyagu: Thank you, sir.

Suman Kumar: There is something that I was looking at the balance sheet. So, I see there is a current asset, which is around INR106 crores. And in the footnote what you have written is, it is unbilled revenue.

G. Thiyagu: Yes.

Suman Kumar: Right. There is already another entry which is inventory at around INR86 crores, INR87 crores, right? So, how are the two different, the inventory and -- what do you mean by unbilled revenue when you say that?

G. Thiyagu: Yes. Yes.

Hitesh: Good morning, sir.

G. Thiyagu: Our auditor is with us, yes.

Hitesh: Hi. I am Hitesh from the Statutory Auditor team.

Suman Kumar: Hi, Hitesh.

Hitesh: Yes, sir. The company is currently in the process of completing this preferential allotment, sir, in the forthcoming quarter. So, the paid-up capital is exceeding the threshold limit and the company is bound to do the main board compliance.

So, the company is -- in the forthcoming quarter, the India's convergence will happen. So, based on that, this first half H1, the revenue recognition is made in accordance with India's 115. So, wherever the contract obligations have been delivered and money invoice - the sending of invoices pending, so that portion has been recognized as unbilled revenue for this H1.

Suman Kumar: No, I didn't clearly understand. So, maybe because your voice is not very clear. So, are you saying that these projects have already been delivered and you have not raised the bill for that?

G. Thiyagu: Sir, the contract obligations are there.

Hitesh: So, after reporting date, whatever contract obligations are there that are delivered to the client and the raising of invoice alone is pending. So, to that extent, the unbilled revenue is recognized for this H1.

Suman Kumar: So, are you saying that this INR106 crores, in a way, it is already a work which has already happened and you are just

Hitesh: Yes, yes.

Suman Kumar: So it would immediately, hypothetically, the bill will -- by now, the bill would have already been raised. Is that what you are saying?

Hitesh: Yes. They are in the process of raising the invoice. There are already some portions of the invoice have been raised. In another couple of weeks, the other invoices will also be raised.

Suman Kumar: Fair enough. And how is it different from your work in progress or inventory that you are already showing the balance sheet on cash flow?

Hitesh: If you see, there will not be any impact on the cash flows, because it is an unbilled revenue. So, there will not be any impact on the cash flows. And with regard to work-in-progress, work-in-progress is where you would have not completed any milestone. But here, the difference is you have completed the milestone. So, only when we complete the contract milestone as per the reporting date, we will be eligible to recognize that unbilled revenue.

G. Thiyagu: Just to give you a brief example, I would like to take one particular case study to explain to you in a better way. Like example, we started the Kurnool project. The total value of the project is around INR360 crores before GST.

Suman Kumar: Yes, sir.

G. Thiyagu: Okay. Once, it is -- one of the Asia's second largest beverage industries in India, that is under construction by Sathlokhar at Kurnool, Andhra Pradesh now. And that particular project, the INR360 crores worth of project, until we come to up to print beam level, meaning, say 10% of INR360 crores is statistics, 20% is, under INR70 crores. 30% is Andhra 20%.

So, unless we attain the milestone, the project -- our investment has been already done, work is done. All the -- everything is taken into a liability. And only thing is that we have to write a certification in process and we have to move forward with the receipt of payment. So that's the kind of thing we are proceeding about paid exceeding INR25 crores, and we are now in the process of preferential develop, we'll be entering into board compliances. That's the reason we have mentioned.

Suman Kumar: Okay. Fair enough, sir. And great work on improving the cash flow from operations. I think that is what you have been talking about in the past. And I see a great improvement on that. So wonderful work. I think if we are able to sustain the momentum and deliver on INR1,000 crores plus kind of revenue plan that you are giving, I think we are very good to go.

G. Thiyagu: Yes, sir. Yes, sir. Thank you. Thank you so much.

Suman Kumar: Thank you, Mr. Thiyagu.

G. Thiyagu: Thank you.

Moderator: Thank you. The next question is from the line of Dixit Doshi from Whitestone Financial Advisors Private Limited. Please go ahead.

Dixit Doshi: Yes. Thanks for the opportunity. So thanks for the clarity on trade receivables and revenue from unbilled revenue. There is one more line item of short-term loans and advances, which was hardly INR6 crores and moved to INR40 crores. If you can elaborate what this contains?

G. Thiyagu: Sir, can you again repeat your voice is cracking. If you don't mind, can you repeat it?

Dixit Doshi: So under the head current asset, there is one more item, short-term loans and advances. This was around INR6.6 crores. This has moved to INR40 crores. So which is the main item under this?

Dixit Doshi: GST? Can you explain? Yes.

Dixit Doshi: Yes.

Dixit Doshi: Over to Mr. Vignesh.

Vigneshwaran: Sir, the short-term loans and advances consist of two major items. One is the GST input tax credit, which is available. And the second major factor is the advances, which is paid to our suppliers. So, these two are the major components as far as the short-term loans and advances are concerned.

Dixit Doshi: Okay. Okay. So if I see your -- so obviously, your revenue is around INR250 crores this quarter, this H1. Now INR80 crores is the receivable. And let's say, if I include the INR106 crores of bill yet to be received, then all put together, the receivable is almost like INR185 crores, INR186 crores. So since INR106 crores is not yet billed, does this mean that most of the revenue has happened at the later half of the H1?

Vigneshwaran: Right, sir. Right. It is actually in the second -- I mean, in the later half of the H1. And the receivables are also received to the tune of INR30 crores plus. So the current receivable would be around INR50-plus crores, inclusive of retention value.

Dixit Doshi: So current receivable would be INR50 crores. And how much would be the retention money?

Vigneshwaran: Retention money would be somewhere around INR35 crores, sir.

Dixit Doshi: 30 crores. Okay.

Vigneshwaran: Yes.

Dixit Doshi: Okay. And one more question. This quarter, our -- I mean, this H1, our short-term borrowing has gone up to INR36 crores, INR37 crores. Now we have received the fund from fundraise as well. So this loan will remain? Or do you feel that this will again come back to more or less zero debt?

Vigneshwaran: Okay. So the short-term borrowing is -- I mean, it's mostly the bank funding, which we have availed in the past. So as you said crores -- so that is -- the major part of it is the bank funding, which we have.

Dixit Doshi: Yes, I understood that. But what I'm asking is now we have already done INR115 crores of fundraising as well. So will this debt again come back to zero or the debt will also remain?

G. Thiyagu: It will come back to zero, hopefully.

Dixit Doshi: Okay. Okay. And my last question is regarding the order book. So it was very healthy order win in the H1 of INR830 crores. But just wanted to understand one thing that most of these orders -- major part of this INR830 crores order was received in April, May itself. Of lately, last three, four months, we haven't received any major orders. Most of the order wins recently are INR15 crores, INR20 crores, INR30 crores.

So how do you see the major order wins in the H1? And also, if you can just help us understand this INR13,000 crores of bid pipeline is basically where you have done the bidding. So over let's say, every month out of this INR13,000 crores, how much of the tenders are going to get opened? If you can help understand that.

G. Thiyagu: Sir, just to give you a brief, like, as of now, the order book is 1,367 and we already submitted 13,637 crores. The biggest challenge now whoever is coming to award, the clients are expecting us to complete the project within six to seven months. So we have to be a little careful when we commit to book the new order. So the plan is as of now, the order book has to be ensure before 31st March to honor our commitments to all stakeholders. And also to book, including our clients to hand over the bidding contract.

And we are proactively, as well as planning to book the orders in such a way that it has to meet out domestic business cycle. That's the reason we are very carefully working and choosing and also negotiating with the clients. Instead of saying no, we are careful to handle our plans based on the commitment because of the people.

All the clients are expecting us to complete the project within six to seven months. And including now that Reliance, or even Mr. Muthiah Muralidharan, or even Vishnu Chemicals, everybody wanted to construct the buildings in six to seven months. Not even giving time to up to one year.

So as of now, the entire India manufacturing sectors are pretty fast in action. And they order the machine and then they start the commencement of constructions. So we have to scale up and meet out their expected targets. So we are carefully working with our clients in order to meet the next year commitments. And we are working towards that, sir. Absolutely fine to book the next year commitment.

In case if I book another thousand plus crores worth of orders, I have to deliver it at least within six months, seven months. Wherein the current ongoing projects are to be honored and we should look at in such a way that we have to book the next year commitment orders in an appropriate time.

Dixit Doshi: Okay. And just to understand, let's say currently our order book is INR1367 crores. Now, as per what you are targeting INR1000 crores top line this year, means H2 revenue should be upwards of INR750 crores. So if we execute INR750 crores out of this INR1350 crores, we will remain with INR600 crores of orders still pending. And whatever fresh order wins, we will receive in H2. So at the end of FY ’26, what kind of outstanding order book we are targeting, which will be executed…

G. Thiyagu: Sir, to give you clarity, on 31st March, 2025 and 1st April, 2025, our carry forward order was INR500 plus crores are there when we begin with the financial year. From there we have proceeded with the blessing of God. Now we have achieved INR250 plus crores in H1. And the balance INR250 plus newly ordered book of INR800 plus will carry forward now. In totality, out of INR1367, already H1 is completed INR250. The balance is around INR1000.

Out of INR1000, around INR750 is expected to be built in H2 in totality. So before 31st March, our guidance will be INR1000 plus and hopefully around INR300 plus will be or INR250 or we don't know exactly INR150 crores to INR200 crores worth of order will be carried forward to next financial year.

Dixit Doshi: Okay. So I am just asking you just to understand, let's say, this year if we do INR1000 crores top line, what kind of growth we can do next year? Because there the clarity is right now not too much since we did have a bid pipeline, but orders are not in hand right now.

G. Thiyagu: No, no, sir. Actually on 1st April, the way in which we had been executed for INR500 plus crores worth of orders on 1st April, 2025 and H1 was completed with 50% of the commitment from 1st April, 2025. Out of INR500, we achieved INR250.

Similarly, on 31st March, 2026, we will be having at least INR750 to INR1000 minimum in hand carry forward. So with that we have to proceed for the next year commitment of INR1000. Our guidance will be around INR1007 or 27, our guidance for the next financial year 2026-2027, sir.

Dixit Doshi: Okay. Okay. That's it from my end. Thank you.

Moderator: Thank you. The next question is from the line of Atharva from Indigrid. Please go ahead.

Atharva: Just a couple of questions, sir. One, we saw recently that you have done a fundraising of around INR115 crores. Can you help us broadly understand what is the rationale for usage of funds and is there any merit in evaluating having some leverage on the company that can help improve return matrices for the company rather than raising equity?

G. Thiyagu: Just to give you a brief, in our business model, every INR100 crores revenue, we need to have a working capital of INR20 crores to INR25 crores minimum to cater the INR100 crores revenue of the business. In our business model, EPC, industrial or manufacturing sector construction, with that, when we are aiming to achieve our guidance of INR1000 crores, we need to have at least INR200 crores working capital to ensure the revenue of planned INR1000 crores, sir.

Atharva: Okay. Understood, sir. And on customer concentration mix, sir, do we have any path forward? Because we see that top one or two customer order wins and revenues are contributing significantly to the overall revenue.

G. Thiyagu: I'm sorry?

Atharva: I was asking, sir, basically, your top one or two customers, basically Reliance and Ceylon Beverages, they contribute significantly to your recent order wins. So how do we plan to diversify in terms of customer mix?

G. Thiyagu: Actually, just to give you a brief, as of now, as a company, we have executed three international companies in India, and we are now sitting with all the big group of companies, including Toyota and all the other multinational companies. As you mentioned, Humsu, Taiwan-based company, then Pouch another Taiwan-based company, Dean Shoes another Taiwan-based company, even Win-Pass now they are going for a phase two.

And as of now, our in total books of clients, including the ongoing 100 plus is there, and we are working to, before 2027, we are aiming to have 300 clients in our books of profiles. So, in this business model, and we do have direct contact with all the various advertisement channels where we give advertisement to airports of, I mean, entire Tamil Nadu, all the airports and also to Pune and now pitching to Odisha and all the other states also. So, we are pretty confident in taking our business across India and also outside India now.

Atharva: Understood, sir. Just one last question.

G. Thiyagu: To sum up, we are the executive guard range and our list of clients are, as we have mentioned in one of other investors meeting that apart from multinational company we have executed all the reputed company's in India, namely Godrej. There are two verticals, one is multimodal logistics, they do large warehousing for across India. One of the largest, biggest warehouse business in Chennai, Mappedu, they are now executing 200 plus acres of land and similarly they do have plants across India in 6 to 7 locations.

Same way, even Campacola, as I mentioned, one of the investments they do, they have plants around 60 manufacturing factories across India. As of now, I think we are now working with Campacola facility in Kurnool and prior to that, we had successfully completed Mysore in 8 months tenure and Varanasi plant one in 135 days and plant two in 125 days.

Now that again they are coming up with another place to manage and across India, Campacola is also now flourishing. Prior to that, in 2019, we have successfully completed PepsiCo project. The point here is that as a company, as we have well demonstrated and established in terms of design, compliance, all the approvals in place and then executing 10-key project which includes Civil PEB, MEP Equality, Interior and turnkey project completion to honor on time for their facility to up and run.

That's what the sense of the company is we have successfully booked. To answer the question, we are not restricted to our limited to only Reliance, and we are Reliance and all now last two years, and previous we have been executing various compact companies across India.

Atharva: Understood, sir. Just one last question. Are we seeing any pressure on margins or any commodity-related costs in inflation? Or do we expect that the recent order wins and going forward, we'll be able to maintain the 15% EBITDA and 11% tax margin?

G. Thiyagu: Yes, sir. As we have planned to the preferential when we proceeded we had a plan. We have decided to have a four-line PEB manufacturing facility on Sathlokhar Synergies Enc Global Limited, Anul. At this instance, even as I mentioned, Campa Cola project, 13.75 lakh square feet from September -- August, we have signed up. From September to March, when we are going to complete that project, according to me, 13.75 lakh square feet built up for a manufacturing facility within 180 days. It's going to be a seamless record if you really achieve it before 31st March 2022. We are going to be aware of that in the space of completing and achieving the target set by Reliance Campa Cola Group. With that, the point here is that, especially in Campa Cola, a particular project is 12,000 metric and PEB variant.

We have outsourced all the top-notch companies now back-to-back with materials and labor, and some of them with materials. Now, almost five factories are working to honor our commitment. The point here is that when we have our own manufacturing facility, our bottom-line will go up.

In our business model, for example, INR1,000 total 35% portion of project comes from PEB. If we have our own PEB facility, our bottom-line may scale up from 1% to 1.5% on the bottom-line furthermore, in the net traffic, sir.

Atharva: Understood, sir. Thank you so much.

Moderator: Thank you. The next question is from the line of Guru from Mitigata. Please go ahead.

Guru: Okay. Yes. Thank you so much. It's a wonderful result. I have one question. I hope you all have seen the news, the Google AI data center investment. Are we planning or are we bidding any plan for data centers also in the upcoming?

G. Thiyagu: At this instance, we are working with the government of Tamil Nadu to construct a higher-up facility at Oragadam. As of now, we are constructing a data center building under construction by Sathlokhar at Chennai, Oragadam.

Guru: Okay. Good. With respect to the Google investment and what Adani is up to, any plan -- with like -- or even the Ambani -- like Reliance also planning for the data centers across multiple locations in Gujarat? Are you planning or any plan?

G. Thiyagu: Yes, we are in touch with Adani Group of Companies, and we are also in touch with all the Reliance Group of Construction segments, not only restricted to only beverage and multi-model, but we are -- contract team is in touch with us. So, we'll be getting the bidding opportunity for all the other verticals also sir. That's a construction company. At ATTC construction company, we do have eligibility, and we have pre-qualifications to bid, and then we'll be successful, sir.

Guru: Thank you so much. One last question. The one building you are constructing in Chamarajanagar, it is just two kilometers away from my native. I used to visit every time, like, when I get time, when I go to my native. It's good.

G. Thiyagu: Thank you.

Guru: Thank you.

G. Thiyagu: Thank you so much. In fact, one of the interviews Mr. Muthiah Muralidaran has given a video note stating that it's a world-class facility. As an owner, as a promoter of Mr. Chairman of Ceylon Beverage Group, he mentioned in the video, he himself vouched that it's a world-class facility built by Sathlokhar.

Guru: Yes. And my brother also.

G. Thiyagu: Yes, and he was happy that -- yes, yes. Thank you so much, sir.

Moderator: Thank you. The next question is from the line of Tejash, an individual investor. Please go ahead.

Tejash: Hello, Mr. Thiyagu. How are you?

G. Thiyagu: I'm fine. How about you?

Tejash: I'm good, sir. Good to talk to you again. I think your business details, everything you've already disclosed. So, my questions are not related to business so much. Just to take from the previous conversation that you mentioned, you said that 35% of business is looking at PEB -- from the PEB part. So, sir, in that case, so any reason that why we have not incorporated that PEB directly under the subsidiary and we've let the promoters are having a separate company for the PEB? Because that doesn't...

G. Thiyagu: Yes, yes. I appreciate your question. To answer your question, at this juncture, the facility of Sathlokhar land parcel itself just one acre. With that one acre, 18,000 built up area, we are now concentrating and delivering only 300 metric tons to cater Sathlokhar synergies requirement, predominantly as a job order.

So, with one acre of Sathlokhar industries, we can't do anything, sir. Similarly, what we have done -- now we have signed up with six, seven factories where we lease out the buildings and then we are working with them as a job order business management. Instead of that, we wanted to have a one big four line factory where we can produce at least 3,000 metric tons per month. That's the plan.

Tejash: But, sir, will that production facility be again privately owned by the promoters or will it be coming under Sathlokhar?

G. Thiyagu: No, no, no, sir. We are pursuing Sathlokhar synergies, sir. Listed company.

Tejash: Because – Yes – Because currently, sir, it is under private limited, right, which is owned by the promoters, if I'm not wrong.

G. Thiyagu: The other promoter company, the small building, land parcel is one acre, built up is 80,000 square foot. So, we are only producing 300 metric tons per month, that's also for Sathlokhar. So, the plan is to have a bigger facility for Sathlokhar listed companies, sir.

Tejash: And that will be a part of the listed company itself and not a promoter company, is that correct?

G. Thiyagu: Yes, sir. Yes, yes, you are right.

Tejash: Okay, sir. And you mentioned the advance given to the suppliers. You said that out of the INR80 crores, INR40 crores, a part of it was given to suppliers.Can you do a break-up with your top two suppliers? Any of those are part of the promoter company?

G. Thiyagu: Sir, I would like to say Paramount. It's a PEB company where they are producing now. It's a Hyderabad based company. They are doing 3,000 metric tons per month. That's because we are now executing a project at Kurnool to have a transport cost minimized. So, we have given the job to them and they are now working with us. Paramount, PEB manufacturing company in Hyderabad.

Tejash: Okay, sir. Sir, and one more question.

G. Thiyagu: And another company is EPACK, EPACK Prefab Technologies, which all the investors are aware of -- that's a PEB company. They are also working with us. They are given some portion of PEB. Others are to EPACK Prefab.

Tejash: Okay. Sir, one more query was said in one of the conferences last -- previously, three months ago, you had mentioned that usually you are trying to get advances from your clients for 60% to 70% to ensure that working capital is getting managed. But if you see the balance sheet, we aren't seeing any advances from the customers. So, now, is that plan still on or are we getting any advances from our customers, as you had mentioned previously, or we are not getting any advances?

G. Thiyagu: Sir, prior to 2023-2024, yes, we were executing the project with the client's money. And post IPO, almost all the manufacturing companies are asking us to give PEB performance bank guarantee and bank guarantee in place to get any advance from the manufacturing companies strictly nowadays. So, because of this, all the big companies are now pitching in.

So, as of now, we have received just INR15 crores only from the advance, because we don't want to give performance bank guarantee and bank guarantee to get the money. As you know that we have to give margin money and then collateral lot of cash credit. So, we wanted to proceed with our materials and then raise the bill and get the payment.That's the kind of formula we are now operating, sir.

Tejash: Okay. So, the advance, getting it on a client, which you had mentioned in September, we should not take that into account right now. Is that a fair assessment, then sir?

G. Thiyagu: Yes, sir.

Tejash: Okay. Sir, my last question is, you had mentioned that you also have an in-house design, Archivo Infra from where you are getting your designing done, which is again a related party.

G. Thiyagu: It's a proprietary company, yes.

Tejash: Sorry, sir.

G. Thiyagu: It's a proprietary company, yes. There are 18 architects are working with that company. Yes.

Tejash: Yes, but I believe it is a part of the promoter group, sir, if I'm not wrong.

G. Thiyagu: Yes, yes. 100% promoter group, sir.

Tejash: So, sir, since you have done a lot of designing work, but we haven't seen any transaction on your balance sheet with that. So, no payment has been made for it. So, is it because the design services are not charged, or is it because they are capitalized, or why is there no monetary transaction between them, sir, if you can help me understand that?

G. Thiyagu: No, no, sir. Actually, Archivo Infra is supporting, facilitating the Sathlokhar Synergys order booking right from design, and definitely Sathlokhar Synergys is paying architectural fees to Archivo Infra Inc, sir. There is a proper transaction, sir.

The reason why we have split it into the architectural firms separately, because engineers and architects may not be considered as equal, and there is a little challenges when we handle their in-time, out-time, all this. So, we have kept the company right from day one, it's a separate entity as the architectural firm is a little – people are highly qualified. They are into a white-collar job, wherein, they execute projects from home. And we come to site work, and we can't keep the people as work from home for engineers.

So, that's the reason, right from day one, we split these operations and business models, different company separately to execute, as well as even project management also from the Archivo Infra, and job order executed from Sathlokhar Industries, where we execute only max-max 310 per month from that facility. And Sathlokhar Synergys is a big artisan, wherein, it has been supported by the other two small companies, sir.

Tejash: I get the working dynamics, sir. All I'm seeing in your annual reports, sir, nowhere it is – there is no amount disclosed what you are paying Archivo Infra sir for the services. That was the only submission, sir.

G. Thiyagu: No, no, I think it has been mentioned, sir, Archivo Infra. No, no, I think our company said that they already disclosed.

Management: Sir, good afternoon. Sir, we have shown INR3.1 crores for Archivo.

G. Thiyagu: Archivo Infra Inc., yes.

Management: For these six months, from April to September.

Tejash: Yes, these six months, right? So, I was only looking at the annual report, because that is where we had the last clarification. So, if you're giving this year, then okay, maybe it will be showing going forward then.

G. Thiyagu: You are asking for May, previous financial year?

Tejash: I'm asking FY 2025, sir. Yes, that's correct, FY 2025.

G. Thiyagu: It is there, sir. It has been in March 2025. So, you're asking March 2025 or September 2025, sir?

Tejash: No, sir, March 2025, where the – where you – because that is the annual report that we have.

G. Thiyagu: No, no, sir, maybe they would have, I mean, the jobs are executed and bill raised only post tenure, yes.

Tejash: Okay, fair enough. Sir, I have one last request. When you change your order book, if you can start deducting your amount that has already been billed, it will be helpful, sir, on the order book.

G. Thiyagu: Yes, 1,367 less.

Tejash: I know, sir, that is 1,117 is your order book right now, as of now. But I'm just saying that when you – since you are giving such detailed order book, submission will be better if you can remove the one, which has already been done. So, this helps us, little more clarity, sir, that's all. And, sir, congratulations to you and your team for the performance.

G. Thiyagu: Thanks a lot sir.

Moderator: Thank you. A reminder to all the participants, that please restrict yourself to two questions. The next question is from the line of Abhishak, an Individual Investor, please go ahead.

Abhishak: First of all, congratulations and best wishes for deals in the upcoming financial year.

G. Thiyagu: Thank you, sir.

Abhishak: So, I just have two questions, sir. So, I see that you have a lot of order book and the bids in the pipeline. So, are you coming to say that there will be around INR1,000 crores of turnover for the financial year 22026, and around INR1,700 crores of turnover for the financial year 2027, if I'm right?

G. Thiyagu: You are right, sir. Correct.

Abhishak: Okay. I just want to know this expectation is on a conservative basis or this is the maximum amount of turnover, which we are expecting in this financial year, sir?

G. Thiyagu: Sir, we would like to say that conservatively INR1,000 crores for this financial year, sir.

Abhishak: Okay. Okay. So, this is what we are expecting, but there is also a possibility that it can exceed, or we can meet the target as which you have told in this con call.

G. Thiyagu: Our guidance is INR1,000 crores, sir. We would like to stand on that sir.

Abhishak: Okay, sir. Okay. Understood, understood. Thank you, sir. And I have one more question and that we are doing the preferential allotment right now. So, and how about the future prospects of the companies, sir? Are we going to move into the mainboard category, or how is it being planned, sir?

G. Thiyagu: Sir, right now itself we are in the process, sir. Like, since we are now exceeding INR25 crores paid-up capital, the moment we are proceeding with preferential, we become mainboard companies.

Abhishak: Okay. okay. Understood, sir. I think other part of my questions were very well-answered by you in the earlier questions raised by other shareholders. So, thank you, sir. Thank you, sir. We are wishing you the best looking forward to the other things. Okay.

G. Thiyagu: Thanks a lot, sir

Abhishak: Thank you. Thank you so much.

Moderator: Thank you. The next question is from the line of S. Akhilesh, an individual investor. Please go ahead.

S. Akhilesh: Hi, sir. I want to understand the full process from the receiving a customer order to delivering the material. And how does the company manage this, et cetera, like that?

G. Thiyagu: There are two ways. In our business model, we book tender-based and the other one is EPC-based. EPC is when we get a call from the client, we will be pitching in to understand the land parcel and then project requirement. And based on that, our design team, our Q&A team will prepare the complete set of all the design-based requirements, architectural plan, and then conceiving the entire requirement of proposed factory building or whatever, whether it be institutional or a hotel, hospital, anything and everything.

Our design team will prepare the complete set of drawings and then 2D, 3D view, everything will be given. And then upon confirmation from the client, we will hand over the entire designs to contract department to prepare the complete techno-commercial data, which includes specification, makes of components, costing, and then project schedule with the payment terms.

So based on that, we submit to the client. Upon submitting, the client will take one or two quotations or some of them even with one quotation, they will have the confidence and they'll negotiate the order. Upon receipt of the order, we will be proceeding for the first three months to prepare the complete detailed good for construction drawings.

Apparently, we get all the approvals in place, which includes environmental clearance approvals, pollution control approval, building plan approval, fire approval, all the NOCs and approvals in place, where we start the commencement of construction on fourth month. From fourth month up to ninth month, the entire building will be completed.

To sum up, our design and build models, including approvals, will take three plus nine months, meaning for the first three months for complete detailed drawings and approvals, and nine months to execute including the machines part time to run to put with the electrical power, all the approval and state run for the commencement of construction, commencement of operation. This is the EPC model of Sataloger business proposal. The other one is tender based. For example, Godrej has given opportunity to execute a tender based.

Godrej itself, there is a business policy that they don't want to give the entire package, entire turnkey to one contractor, meaning they would like to split CVs separately, PEVs separately, MEPs separately. But they will not give all the opportunities to one contractor. One of the clients, they want to do one bucket, one stop solution for the entire project.

The other companies have different policies that they don't want to give everything to one contractor. So with that model, we bid the business and we get the opportunity. The moment the project is awarded, we'll be performing an auspicious day, commencement of Bhoja with the groundbreaking from there.

First 45 days to execute up to plinth beam level, and exactly 60 to 75th day onwards, the PEV erection starts. The first portion of building would be happening 15% up to plinth beam level, and then 15% plus 30% would be built upon construction of PEV assembled at the site. From there, another 15% would be built upon roof completion, and balance 15% would be completed upon floor completion.

Then the rest of the first phase would be completed when we complete the entire extra work, which includes drainage, roads, all the utilities, including facilitating electrical transformer, generator, boiler, all the packages have to be furnished because as a civil contractor, the fate of civil contractor, first thing is lost out. That's how any civil contracting company, when we begin with the business.

S. Akhilesh: Yes, sir, I understand clearly. And are you seeing any competition from the big players like this?

G. Thiyagu: Yes, yes, we do have, sir, as I mentioned. Client to client, there are two differences. Some of the times they have business policy. Even our company also, when we place any CO to any vendor, we will be getting three quotations from a typical supplier. So then they negotiate. Similarly, all the clients are also taking our specification, our codes.

They will be tendering without cost. They will be getting the quotations. Then we may get the opportunity to become successful because price is always political. So when it comes to business, they will give weightage to the design company where our own team have been involved in conceiving the conceptual plans and then detail drawing. Everything is being supported, rendered by Sathlokhar. That's an added advantage for any clients when they come to Sathlokhar.

S. Akhilesh: Yes, sir. And what is the current workforce and what are you targeting in the financial '27 to increase the workforce?

G. Thiyagu: Yea, sir, prior to IPO, our total center of the company, company-owned the employs around 137 was there. And from there, now we have 580 plus own employees. Within 15 months, we scaled up from 150 plus to almost before 600, I mean close to around 600 now.

But when it comes to labor, 1,350 labors are there before IPO. Now that almost 4,000 labors are working with all the sites. So it's easy for us to scale up because myself, I have 30 years of construction -- I mean construction experience since 1995, and 14 plus years of experience as an employee with various corporate companies.

As I mentioned, I was only working -- prior to my business, our business, I was only working for a company, a group of companies called Hyatt. Plus, I was a general manager at Hyatt, and Volta Tata Group of employees, and a Kemin U.S. based company employee, and a Bannari Amman Group of employees, and Volta -- Softgel gelatin Tablets, Agra Leather Board Private Limited, various corporate, Intimate Fashions, MAS Holdings Group of companies, Sri Lanka. So we served various. So the message here is that, as promoted by myself and my wife, and all the employees are having 30 plus years of rich experience in construction.

So with that, with our experience, with our contacts, all the peers, employees, and sub-peers, and seniors, all our company employees today, to look after all the verticals starting from administration, HR, procurement, contract department, even accounts, and execution, operation, electricals, solar, PEB, all the verticals, etcetera.

Most of the employees are my ex-employees, my wife's ex-employees, and our other senior colleagues, promoted, our key employees, ex-employees are working with our company. That's the reason we are officially running the business, with the confidence level that sites have been taken care of with a solid capability to look after a business, to complete a project on time.

S. Akhilesh: Thank you, sir. Are you seeing any workers or shortage like that? Because competition is increasing in the industry. Workers are shortage in this industry.

G. Thiyagu: Sir, in our business model, we are not executing multi-storey building, wherein each building itself we should deploy thousands plus of labor. In our business model, 30% civil, 35% PEB, and balance 35% other disciplines, like address like, electricals, mechanical, plumbing, fire fighting, data, boiler, air conditioning, all are trade, wearing minimum qualification diploma, minimum ITI diploma, BE and ME, all the players are required for 35%. When it comes to PEB, complete mechanical and wearing structural, the 30% comes under civil.

So, with the blessings of God, as I mentioned, 30 years of rich experience, almost we are able to capable of increasing even 15,000 labors within maximum 30 to 45 days, because we stayed up, and we do have a context, and almost, as I mentioned, 30 years including ex-employees' experience and the employees' experience and our own business experience, we have got good contacts across India.

And in our business model, we don't see any challenge, because we are not dependent on fully labor-related multi-storey building. We are working with the manufacturing sector, where in the manufacturing sector is not only restricted to beverage or auto components or car manufacturers, they have built and beverage consumers.

So, name it, any sector, manufacturing sector, we are pretty strong in construction of design and build. Manufacturing sector, building construction, as I mentioned, solutions are available. Not only restricted to any -- it's such manufacturing building is a broad, open, varying. It can be auto or poly or even PVC or anything and everything, length, breadth, width, that's what the requirement of any manufacturing construction.

We are pretty strong in those activities, and predominantly our job role is to have starting from soil test subjects, then foundation footings and columns and PEB erection. And PEB assembly is as equal to a computer table assembly at your home and we purchase in older days. Same way, we brought the entire PEB has been fabricated outside and just brought to site. Assembly is in 30 to 45 day's time. The entire calculation is up and run.

S. Akhilesh: Okay, thank you, sir. Thank you for your detailed answer. This is my last question. Thank you.

G. Thiyagu: Thank you, sir.

Moderator: Thank you. A reminder to all the participants, please restrict yourself to two questions. The next question is from the line of Sunil Kateshiya from Tanush Investments. Please go ahead.

G. Thiyagu: Happy morning, sir.

Sunil Kateshiya: Sir, happy morning, sir. Sir, congratulations for a great set of numbers. Really, you have achieved what you have committed last call. Thank you.

G. Thiyagu: Thank you, sir. Thank you.

Sunil Kateshiya: Sir, I have one question. Just to understand. See, we are outsourcing PEB manufacturing work right now, because we don't have that facility in a larger scale, right?

G. Thiyagu: Yes, sir.

Sunil Kateshiya: So, as you mentioned that we are going to have the PEB manufacturing facility in future. So, two, three questions related to the same. What is the percentage of our contract we are outsourcing to PEB companies? Number one. What will be the time when we will have a PEB manufacturing facility at our in-house? I mean, what period we will have in? And what will be the capacity of that?

G. Thiyagu: Sir, very good question. At this juncture, I would like to take one particular site as an example.

Sunil Kateshiya: Okay.

G. Thiyagu: Permanent project remains Campa Cola around, as I mentioned, 12,000 metric ton PEB is there. Out of 12,000, only 2,000 we are producing from Chennai and the rest of the great source we are taking is from Andhra itself, from various other PEB partners. Namely, Paramount, as I mentioned.

The other Pima or PEB companies and other group of companies are supported. The point is that at this juncture, we have got one particular concern. One particular concern is having capability of 300 metric ton alone per month we can maximize. So, we depend on 90% from other customers' sir, other PEB manufacturers' sir.

Sunil Kateshiya: Sir, my question was not that how much we are outsourcing. I am saying is that out of the total contract which we receive from the client, what is the percentage of the value we have to outsource? Percentage of value, for example, we got INR100 crores business from X-Company. Then how much percentage we are outsourcing for PEB Company? That's what the question.

G. Thiyagu: Sir, around INR450 crores worth of PEB. As I mentioned, I think I already answered one of the other questions, 35% of the business from PEB.

Sunil Kateshiya: Okay, understood.

G. Thiyagu: And the INR450 crores. Yes.

Sunil Kateshiya: Okay, sir. And the new facility, when is going to start and what will be the capacity there?

G. Thiyagu: Sir, we have planned in a phased manner to have a four line manufacturing facility. Hopefully, if everything goes well, when we get the preferential funds, by 31st August, we will be inaugurating at least one or two lines to begin. And then subsequently, before the end of 26th, eventually we will have an entire four line manufacturing facility with us.

Sunil Kateshiya: Okay, that's great. And last question is that after having this PEB facility at in-house, will there be a margin growth in EBITDA?

G. Thiyagu: Yes, sir. As I mentioned again, 1% to 1.5%, expected margin will go up from the bottom-line.

Sunil Kateshiya: Okay, that's all from my end, sir. Thank you very much and congratulations. And best of luck.

G. Thiyagu: Okay. Thank you so much. Yes.

Moderator: Thank you. The next question is from the line of Preet Shah, an Individual Investor. Please go ahead.

Preet Shah: Sir, first of all, sorry if I'm asking this question. I have joined late, so the question is, sir, what is the current order book and what are you expecting by H2? Means, what will be the order book of our company by H2?

G. Thiyagu: Sir, the total order book value is INR1,367.61 crores. Out of the INR1,250 crores already completed in H1 and balance INR1,117.5 crores balance is there and H2 is expected 750. So our guidance for the financial is around INR1000 crores plus.

Preet Shah: No, no, no, sir. My question was what are you expecting the order book by the end of H2?

G. Thiyagu: Order book?

Preet Shah: Order you are expecting.

G. Thiyagu: Yes. Sir, to characterize H1 of 2026, 2027, I expect INR1000 crores plus, yes.

Preet Shah: Okay, sir.

Moderator: Thank you. The next question is from the line of Axay Shah from Toro Wealth Managers, LLP. Please go ahead.

Axay Shah: Thank you so much for the opportunity and congratulations for good set of numbers, sir. Sir, I am…

G. Thiyagu: Thank you sir.

Axay Shah: Yes, I am looking at page 25 on investor presentation, where you have mentioned order book and you have mentioned that 84% of order book is from Tamil Nadu. While you are mentioning that currently 40% order is from Tamil Nadu and 40% is Karnataka. So can you explain me this part?

G. Thiyagu: Sir, to which pages that I need to check. I'll come back to you. Sir, at this juncture, honestly speaking, Andhra, Kurnool itself around INR360-plus crores and Vishnu Chemicals, Andhra and Apurva Tyres, Andhra, put together the total order value of these three projects itself.

Axay Shah: It is not a percentage. It is actually value.

G. Thiyagu: Sir, it is not a percentage. It is a value, sir.

Hitesh: In the presentation.

G. Thiyagu: In the presentation.

Hitesh: 87.

G. Thiyagu: I think.

Management: You are referring to page 43.

Axay Shah: What? On page 25. It is not value.

G. Thiyagu: Just a minute, sir. Hold on. Hold on, sir. We'll just run through it. Hello. Yes.

Axay Shah: What is the un-executed order book as of now, as of 13th September?

G. Thiyagu: Sorry, sir?

Axay Shah: What is un-executed order book as of 13th September? It is around…

G. Thiyagu: INR1117.5 crores.

Axay Shah: This is meaning order book containing the order which is already executed meaning in current execution. But what is un-executed order book?

G. Thiyagu: Sir, the total order book is INR1367.71 crores. Out of that INR250.21 build and then balance is INR1117.5 crores.

Axay Shah: Okay, sir.

G. Thiyagu: INR1117.5 crores balance is there.

Axay Shah: Okay. And, sir, as we scale up, when will we be able to generate positive cash flow, because if we want to grow in next year at INR1,700 crores then we will again need a fund, or we will be able to generate state internal flows?

G. Thiyagu: Sir, once we receive these preferential funds with the internal flows, we will be proceeding for next financial requirement, sir.

Axay Shah: Okay, sir. Thank you so much. Thank you, sir.

Moderator: Thank you. The next question is from the line of Dinesh from Finsight. Please go ahead.

Dinesh: Yes. Happy day to you. And really nice, a great set of numbers. And we expect you to continue on the same path. My question was slightly in the longer term, sir. It's great to know that we'll be growing at INR1,000 crores for this financial year. And, INR1,700 crores is something like your target for next financial year. But do you think really this kind of an exponential growth, how long do you think this will last? Or it's just for the next, say, two, three years, four years, and you'd see a very moderate set of growth henceforth? That's my first question.

And the second question, which is related to this, like, how much capex we need to do across our facilities to in terms of amount for the next few years to see this kind of a growth? Yes, this is my related question. Yes.

G. Thiyagu: Sir, actually, I hope you are aware of across India, almost all the states and agencies of all the states are now scaled up in order to have complete industrial segment growth in highways, roads, bridges, everywhere. There is a big growth that's happening across India. I'm pretty confident that in Tamil Nadu itself, another 60% to 70% vacant lands are there.

So, I'll just give an example. The point here is that everybody is talking about they are beginning 30 years from China. So I am sure next 15-plus years, for sure, India is growing in a different vertical, where in almost all the investors from globally are interested to be in India, specifically some of them from neighboring state of Tamil Nadu, majority from Tamil Nadu, and some of them from Pune, so across India.

Now, as a company, as Sathlokhar, we have already been witnessed and demonstrated out of Tamil Nadu, and we have been getting lots of tender opportunity to participate across India. So I don't see any challenges for next one decade, even 15 years of all the minimum, I'm talking about.

As of now, my age is 48. According to me, up to 75 years, I'm sure I have a long visibility in order to have a big scaled-up manufacturing. I don't think that we'll ever be, I mean, we'll touch China growth, but however, we have to at least close to China growth. So it's not that big dreams by all our political parties, and I'm sure India is going to grow in a bigger way, sir.

Dinesh: Okay, sir. And what about capex? Like what, kind of, a capital expenditure do you expect, either from the preferential issue or like for our growth?

G. Thiyagu: 115 sir. We have mentioned about including warrants put together. We have planned only INR25 crores for the land cost, rest of them for working capital.

Dinesh: Okay. Thanks. That's fair enough. Sir, something related to defense. Sir as you mentioned, there is a huge potential of growth and new orders are coming up. I want to understand your strategy or philosophy; how do you acquire this project? Is there any minimum internal IRR or some margins, percentages, which you look for beyond or below this, a number will not take projects or what's your strategy in terms of acquiring new orders?

G. Thiyagu: Sir, as a company, we have certain limits wherein we'll have, see some of the inputs we are unable to share because it's a basic fundamental business matter. And the point here is that we will be carefully booking. That's the reason we are very choosy in working with our clients, and as a company having 100 plus various clients in our company's profile, and we have been well-treated and respected by all the investors and even the clients.

And we are now at par with any other reputed construction company. We have been well-treated by the investors and the promoters and I'm sure we are very choosy in working with our clients sir. And we will not take all the orders. We will take what is important, what really needs to be fast track.

And we don't bid any projects beyond 12-month commitments sir, because as a company, that's the reason we have strictly stopped taking the residential segments or greater community projects or multi-story residential projects. Those things are taking time, long lead, at least two plus, three plus years.

As a company, we have a well-disciplined way wherein we pick up the projects max-max 12 months and beyond 15 months that too, clients are insisting because when they are looking for 400 plus acres and they have plans to construct 15 boxes of factories, wherein, they have sales plans, wherein, we'll be supporting them, those projects. But as a company, in all our submissions, in all our proceedings, we've never ever been signed off any projects beyond 12-month commitments.

Dinesh: That sounds great, sir. On something related to the same thing, my only question, last thing is, so we can expect the current EBITDA margins to remain in this level, or you think we could see a slight 50 to 100 bps improvement going forward? Is that possible?

G. Thiyagu: Sir, according to me, when we take a large size, or when we have our own manufacturing facility, definitely our EBITDA and profit part would be furthermore scaled up.

Dinesh: Okay. That really sounds great, sir. Thank you and all the very best to you.

G. Thiyagu: Thank you, sir.

Moderator: Thank you. Ladies and gentlemen, that was the last question for today. We have reached the end of the question-answer session. I would now like to hand the conference over to Mr. Parth for closing remarks.

Parth: Thank you, everyone for joining the conference call of Sathlokhar Synergys E&C Global Limited. If you have any further queries, you can write us at research@kirinadvisors.com. Once again, thank you, everyone, for joining the call.

G. Thiyagu: Thanks a lot, sir. Thank you so much.

Moderator: On behalf of Kirin Advisors Private Limited, that concludes this conference. Thank you for joining us. You may now disconnect your lines.

G. Thiyagu: Thanks a lot, sir. Happy day.