To,
**The National Stock Exchange of India Limited**
Exchange Plaza,
Bandra - Kurla Complex,
Mumbai - 400 051

Date: 18.11.2024

**NSE Symbol: SHREEOSFM**

Dear Sir/Madam,

**Sub: Intimation of Transcript of the Earnings Conference Call for the quarter and half year ended 30th September 2024 held on Thursday, 14th November 2024.**

**Ref: Intimation of Earnings Conference Call Invite to discuss operational and financial performance of the Company for the half year ended 30th September 2024.**

Pursuant to Regulation 30 of the Listing Regulations, kindly find enclosed the copy of the transcript of the Earnings Conference Call held on Thursday, 14th November 2024 at 03:00 pm (IST) on the unaudited financial results for the half year ended 30th September 2024.

The aforesaid information shall also be disclosed on the website of the company

We would request you to take the above intimation on records.

For **SHREE OSFM E-MOBILITY LIMITED**

Nitin Bhagirath Shanbhag

Digitally signed by Nitin Bhagirath Shanbhag
Date: 2024.11.18 15:13:47 +05'30'

**Nitin Bhagirath Shanbhag**
**Chairman & Whole-time director**
**(DIN: 01879334)**

Encl: As above

# "Shree OSFM E-Mobility Limited

# Conference Call"

# November 14, 2024

**MANAGEMENT: MR. NITIN BHAGIRATH SHANBHAG– CHAIRMAN AND WHOLE-TIME DIRECTOR – SHREE OSFM E-MOBILITY LIMITED**

**Moderator:** Good afternoon, everyone and thank you on the behalf of Kirin Advisors. I welcome you all to the Conference Call of Shree OSFM E-Mobility Limited. From management team, we have Mr. Nitin Bhagirath Shanbhag, Chairman and Whole-Time Director. And now I hand over call to Mr. Nitin. Over to you, sir.

**Nitin Shanbhag:** Thank you, ma'am. Thank you. And welcome everybody on board to the first half of financial year 24-25. Thank you for taking time out on a Thursday afternoon to join us and honour and share the financial results and our growth journey post IPO. This is our second financial report that we are presenting to our investment community. And I'm sure it was uploaded yesterday, so most of you would have gone through it.

But however, if you see, we have performed better over our last year. If you compare our 23 first half and 24 first half. So we have performed better on all areas. Our top line has increased by about 23% over last year. Our EBITDA reached INR9.81 crores, which is a growth of 24.31%. EBITDA margin expanded slightly to 13.33%. Net profit rose substantially by 115% to INR4.78 crores.

Net profit margin has improved by 2.296 basis points to 6.94. Our EPS also grew by 55%, reaching to 3.29%. This is what we've done in the first half of the financial year 2024-2025. As most of you know, and have been probably associated with us since the IPO journey, our approach towards the business is conservative, consistent profit. And because we're in the service industry, take on what is delivered, which ensures continuity for the next couple of years.

Because we are in a pretty sensitive business in terms of service delivery, which is on a score of 1 to 10, 9 is the service delivery capability of a particular vendor for a client. Some of you who have gone, visited our website and you've seen that we have marquee clients like Accenture, Morgan Stanley, JP Morgan, Barclays, where their expectation of service delivery is very high. And we are lucky and thanks to our team performance, our processes, our systems that are in place, we are consistently delivering.

Each of the clients that I mentioned are more than 10 to 11 years in our client list. And with the post IPO, earlier we were doing a few geographies for them. And we've got an okay from our clients to serve them across India, which is going to have a substantial benefit in the sense of all aspects of the financials, right from top line to better EBITDA to higher profit margins. This is as far as the present business that we were doing for the last 22 years. Now there is a new angle in our business, which is the electric vehicles.

Now some people who came only with electric vehicles and had no service backgrounds failed miserably and are still not able to cope up. Our entry into the electric vehicle segment was very cautious and it was a wait and watch, understanding the entire thing, understanding the challenge of a new engineering product, understanding how the automobile companies are going to support us in future in terms of service requirements and things like that. So the last one, one and a half year, we have got a fairly good understanding of what the challenges and what the opportunities of the EVs are going to be like.

Now, if you see some of you may ask that we have not deployed the funds that we've generated, have not been deployed to the full extent. This is exactly the reason because we were on a wait and watch mode. Now we have a complete roadmap ready for the next 16 months, that is the next 6 months and the financial year 2025-2026.

On a very conservative note, I can confidently say that if we maintain our DNA of conservatism and bring in a little more dynamism, we are confident of overachieving what we had projected and what we look at delivering by 2026. To put it simply, we have a 16-month roadmap effective from December onwards, 4 months of financial year 2024-2025 and 12 months of 2025-2026. In the meanwhile, with the aggressive roadmap that we have, we are lucky enough to be able to attract talent into the organization.

We have started working towards the goal. The roadmaps are ready, the processes are ready, the target clients are ready and very soon my top team is going to start traveling across India to meet up and communicate with the clients about our readiness. So this is where we are. Are there any questions? Do you want to ask any questions?

**Moderator:** I request participants to raise their hands to ask the questions and also please note the call will be only for 45 minutes, so I request to restrict your questions. Thank you. Yes, Mr. Agastya, you can go ahead and ask the question.

**Agastya:** So congratulations, sir, on a fairly decent set of numbers. I won't call them extraordinarily good because I saw there was some, at least from my understanding, there was some sort of a mild disappointment on the EBITDA side. I don't want to lose sight of the bigger and larger picture and of the long term. But quarterly numbers, I mean, if there is a change in trend, we get to know from the quarterly numbers.

So I was just wondering, sir, if you would like to call out anything during the quarter which may have led to some pressure on EBITDA margins. And also your opening commentary was very, very nice. It answered a lot of other questions. So yes, best of luck, sir. But that was my only question.

**Nitin Shanbhag:** So, Mr. Agastya, I would have my finance team answer that. I understand your concern is the EBITDA area.

**Agastya:** Sir, I have absolutely no concern, sir. This is just a question. I won't call it a concern. I was just wondering, sir, if there were any headwinds with respect to costs or any headwinds otherwise during the quarter because a lot of the industries domestically are reporting disappointing numbers and they're calling out a slowdown.

So I was just wondering if you saw any sign of a temporary or a temporary slowdown because it looks from your opening commentary that there is absolutely no problem long term. But did you see anything extraordinary this quarter which you were not expecting?

**Nitin Shanbhag:** No, this quarter, see, the kind of business that I'm in, I take it for granted that, Agastya sir, you know our business. We are into the people mobility business. And if you see, there is a cyclical thing. Yes, sir. So let me explain for you and for others. I'm into the people mobility business for B2B, which means employee transportation.

So if you break up the entire financial into two, like 6 monthly, typically in the Indian scenario, the holiday travel starts from April onwards and continues till about June, July. Which means a lower attendance in the offices. A lower attendance in the offices translates into lower business for me.

As the holiday season gets over, another challenge comes in, which year on year is getting more and more complicated. That is the unpredictable rainy season throughout the 3 month, 4-month period. How it impacts is that on a given, for example, now let's talk about today. Today on an average, Pan India, every vehicle of mine would do, because conditions are normal, things are in place.

There is nothing unprecedented happening anywhere. So today my vehicles would do, an average vehicle would do 5 to 6 trips in a 12 to 14 hour of business hours. The same thing in the rainy season can be 3, can be 4, can be 2, or can be none. At the end of the day, it all translates into what my revenues are going to be.

Now the very fact that we have still maintained in that entire 6 months, we have still maintained, it shows our capability of anticipating. I keep telling my team, it will rain every year, there will be holidays every year. We are Indians, brother. Since I was born, it has been raining in these four months only. We as an organization have, you can say, have created a shield, but yes, as you rightly said, per vehicle, six trips versus a per vehicle average of 3.5 or 4 trips. The average gap of two…

**Agastya:** I understand, sir. That will lead to some sort of a pressure, artificial pressure on margins and revenue.

**Nitin Shanbhag:** Correct. Just to address that, if I increase my debt, if I need 100 vehicles and I push for 120 vehicles, I will have that pressure in the next 6 months.

**Agastya:** I get your position perfectly, sir. My second question was actually related to seasonality itself. So you kind of answered it just now. But if I look at then the H2, so H2 in terms of pure seasonality, should we expect like a similar ratio to last time? Because this is the first time I'm seeing the half yearly numbers. I understand YoY it will be much better. But if I look at the contribution of H2 of last year in last year's full financial year and the contribution that H2 will have for this year's full numbers, will the ratio be same?

**Nitin Shanbhag:** No, the ratios will improve. The reason is that last year, technically, if you see 2023, 2024, everybody was getting back on tracks. We moved from, say, 20% work from office to 50% work from office. Somewhere now it is stabilized to 65%, 70%. And our clients are talking about 100% work from office.

Which we have already started translating, but we are not waiting for that. We are adding, like electric vehicle was something which contributes higher top line as well as better margins.

Because clients understand that it's an expensive, it's not a low hanging fruit. It requires multiple things, investments and things like that. You have to be compensated with higher rates.

You know, the per car realization of EV across the board, right from the per vehicle unit economics to the entire thing that is associated with the unit economics, right up to the PAT level is much, much higher. My approach towards has been that pre-IPO, I had three concerns. I mean, I operated this business for three components of this business. One was my client, second was my employee and third was us.

Now in the us category, that is from a private limited to a limited company, you are my family, my investors are my family. And I use the same DNA, the same thought process that what I did for us, I will do it for everybody to the best of my ability.

**Agastya:** So we have full faith in you, sir. Thank you very much for answering the question, sir. And all the best, sir. I would once again request, sir, if possible, if we can move to quarterly reporting voluntarily, I would really appreciate it. Everyone would appreciate it, sir. 6 months is way too long a time, sir. I'm requesting this to each and every SME company that I interact with, that please, sir, do it voluntarily. It is very, very important. It will be very much appreciated by everyone in the market.

**Nitin Shanbhag:** I look at it a little differently. Why? One is I look at it as my responsibility. I look at it as your right. And third, trust me, I look at it as a checks and balances. See, when I have people, my investors like you who are going to ask me every month, it helps me to be on my toes every month.

Our target and my team's target is to be communicating with our clients on a monthly basis. Why 6 months? Why quarter? Why not monthly? The reason is that I am a running consultant. I run 365 days, 30 days a month. Right? So if I'm performing well or not performing well, why should I keep it under the carpet? If it is not, I'll come back and say, sir, this was my headwinds.

This is it. Please bear with me. This is the corrective steps that we are taking. You may come back and say, why don't you? Maybe not on a public forum. You could come back offline and say, let's look at this. I'm saying my commitment going forward is a monthly communication to my entire stakeholders.

**Agastya:** Thank you very much, sir. I really appreciate it, sir. All the best. And congratulations. Now I can confidently say congratulations on a good set of numbers. Thank you, sir.

**Moderator:** Thank you, Agastya. Yes. Mr. Yash, you can go ahead and ask the question.

**Yash:** Thank you for giving me the opportunity. So I have a few questions. Like we have short-term loans and advances of INR10 crores to INR11 crores. Can we know exactly to whom we have given that loans and advances?

**Nitin Shanbhag:** Yes, sir. Those loans and advances are a part and parcel of our business. These are loans and advances. See, when we operate, we are in an asset-light model. Okay. We support our vendor partners, that is our driver partners with fuel, which is recovered at the end of the billing cycle. So that INR10 crores to INR11 crores is a constant working capital requirement.

**Yash:** Okay, sir. And we also have like INR52 crores of cash. What are we planning to do with that? How will we utilize that?

**Nitin Shanbhag:** On a lighter note, we are planning to launch Kaun Banega Crorepati. No, honestly, Yash, we have, you know, thing is like, as Agastya sir asked me earlier and you are asking me, yes, we understand the INR52 crores. See, with this kind of a cash, we don't have to look back with working capital requirement or capex generation every now and then.

If you see, we accumulated this in a short span of from our IPO to the next fundraise that will happen. Because when you are in a service industry, once you contribute to clients, you cannot turn them down. Since post IPO, our clients, our investors expected robust growth from us on a year on year or a half yearly mode.

We wanted to be absolutely sure because honestly, when you run a company in a private limited and for 22 years, you understand the challenges of capital, raising the capital through normal means or through bank funding and things like that. And in my 22 years that I've had times when I had to go back to the client.

We have picked up big orders, big service level contracts. The client has not budged. They have said that our payment terms remains the same. But because of working capital crunch, we had to go back and slash the business. Earlier, we could afford to do that. But right now, I'm a limited company and we have to think long term. And the clients have put that kind of trust in us. So our thing was right now let's accumulate it. And then we don't have to keep going back every now and then.

So this is completely see 30%-35% will be utilized to grow our existing fuel-based cars and about 65% will be used to develop the EV ecosystem, which will be cars, buses, charging stations, and the other paraphernalia. So you'll see the disbursement happening. And as I've committed to the, to my investors on a month-on-month basis, we will give you an update as to what our progress is.

**Yash:** Yes, it is very much important. My next question is, what is our current fleet size and how much it will be at the end of the financial year?

**Nitin Shanbhag:** Current fleet size? It's about 2000-2100. See, there are, there are two ways to map this, you know, we follow the methodology of, there is in our industry, there is a process called inducted vehicles and on ground vehicles. Inducted vehicles is a pool of vehicles. That pool if you see would be around 3300 or 3400, because that is what matters.

We calculate it on the basis of what every vehicle every day generates. So on that basis, my pool is on any given day, Pan India we have 2100 to 2200 vehicles operating, which generate business for us, which serves our clients. So that is the benchmark. If you take that benchmark, it is 2100 vehicles. And by the way, we are just talking cumulatively. We will be about 2800 to 3000 vehicles. In the first half, it will be about 2400 or 2500. And by 2025 will be much larger. You can add about 30% to that.

**Yash:** Okay, thank you, sir. Thank you.

**Moderator:** Yes, Mr. Rahul, please go ahead and ask the question.

**Rahul:** Hi, sir. Good afternoon. Hi, good afternoon, Rahul. Hope all is well and thank you for doing this. Firstly, congratulations on your numbers. Amazing show. But I had a few questions related to this. So sir, the business is doing terrific and generating a lot of cash. Have you guys come up with a dividend policy?

**Nitin Shanbhag:** It is at the discussion level.

**Rahul:** Okay. And just to relate to this, you know, a little further, this was a few months back, if you remember, you know, a marquee investor in I had participated and where we raised money. What I fail to understand, why did we raise money? Because, our business is generating sufficient cash. At the same time, what's happened, as an existing shareholder, I am concerned that we have diluted in the sense, did we even require money when we're sitting with cash already post the IPO.

**Nitin Shanbhag:** Rahul, I am with you on that on a 50% basis. Rahul, you have to understand where we all come from. We all come from operating a service level industry where the need of working capital is constant and large as you grow versus a funding arrangement from traditional banks, which did not understand the business.

So, honestly, what has happened in the last 22 years is a deep relationship with the clients. My client doesn't hesitate to give me higher percentage of his business with the confidence that I'm able to deliver. Since you're a part of this conversation, Agatsya asked me a question and I told him, right? In that flow of conversation that I said, inherently, we have this fear of going big and being left high and dry without funds. So to address that part of it, we made this arrangement.

**Rahul:** Right. But just having seen, post the fundraise, obviously, our performance, where you guys have done an amazing job of the results, which are already showing and the market is seeing that what I'm getting at is, have you also considered giving a sort of either the money back to shareholders or deploying it in the form of an acquisition?

**Nitin Shanbhag:** Acquisition is a part of our strategy. We have already identified some decent size of companies, but then the negotiations are on. But I'm not banking on them because they would be doing an acquisition only if the price is right. One, and not only price right, the partner whom we will work with in the future should be having a similar long-term view that we have.

**Rahul:** Right. Okay. So just one last suggestion is since even though you and the promoters are all, as are also shareholders, that, to work on the different policy where even all of us can sort of benefit and from not just the business performance, but also something to be taken into account where probably 10% of the cash can be considered as a dividend. It's just a suggestion.

**Nitin Shanbhag:** I'll factor that in. And I think, I think we'll get back to you on that.

**Rahul:** Sure. Thank you so much.

**Moderator:** Thank you, Rahul. So we'll take the questions from Q&A session. Miss Tara Kaur is asking, what were the primary drivers behind the 23.08% increase in the revenue for H1 financial year '25 compared to H1 financial year '24?

**Nitin Shanbhag:** See, the thing was our hard work, one, and second was the clarity of the roadmap we had already prepared. With a successful IPO happening, we knew that we are going to be cash-ish.., working capital or capital is not going to be a challenge. So we went on to acquire more business, one. But as I said we couldn't execute it to the level that we expected because of the seasonal nature of the business, which will get reflected in the second half.

So this growth trajectory, if you see that it's a growth trajectory, yes, it is a muted growth trajectory, but it will be leaps and bound in the sense like much better than what it was earlier. Road drivers were this complete clarity. We know we are no longer in a tunnel vision. We are on the highway now. That is reflected here.

**Moderator:** Okay, sir. Yes, Mr. Siddharth, you can go ahead and ask the question.

**Siddharth:** So, sir, you were mentioning a 16th month roadmap from December onwards. If you're comfortable, can we get a peek inside like what the roadmap exactly is and what are we planning?

**Nitin Shanbhag:** See, the planning, as I said, you know, we are on the highway right now. I'm on a public platform, though we are a public limited company. And I'm sharing with my investors and I'm factoring in that you are all my well-wishers and my thing. As I said, let me put it across to you this way, Siddharth. Today, I have the necessary resources to be not to be conservative approach.

But at the same time, my 22 years of profit-making DNA will only speed up. Let me give you an example. Earlier, I was probably driving at the speed of 45. I have an option of driving at the speed of 110 and accidents, the chances of accidents are much, much higher at that level. I would rather go at 65-70. I hope I'm coming through with that. And I'm creating a team. I'm creating those shields that we can move from 45 to 75, which will get reflected.

**Siddharth:** Okay. I understand. And sir we were planning on some geographical expansion as well, so?

**Nitin Shanbhag:** We have. In fact, right now, after this, my travel is starting from tomorrow and I'm going to be traveling across with my team. And we're going to have a focused approach. We had not looked at tier 2 and tier 3 cities as of now, because you can't consider Bangalore and Hyderabad, as they are no longer tier 2.

You can call them main cities, but our clients are getting into Jaipur was also, I mean, if you compare to NCR and all, Jaipur has also become almost like a mainline city today, tier 1 city but our clients are going, in Maharashtra geography, they're going to Nagpur. They're going to Nashik. They're going to Aurangabad. In MP, they're going to Indore.

In Gujarat, they're going to Ahmedabad. They're going to Baroda. In West Bengal, they're seriously looking at getting into Siliguri. Bhubaneswar is coming up in a big way. So these are the geographies that we are setting up base, we are exploring and talking to our clients about the potential of this, because our clients know what their roadmap is.

**Siddharth:** Okay. So, if we expand our geographical location, so do we already have inducted few drivers there or will we have to start inducting drivers there? Or do we normally start with buying our own vehicle?

**Nitin Shanbhag:** See, what happens is that, we have not started inducting the drivers because for us, that is the easiest part of the whole game. Luckily for us, the outsourcing ecosystem has been developed across India. And for example, if I have to start Bhubaneswar, my team says, sir, within 7 days, we can induct 100 vehicles.

Because there are not many opportunities, today, you have people in Calcutta who are actually from Bhubaneswar and would like to go back to Bhubaneswar. Like in Pune, you have quite a few people who would want to go back to Nashik, but if we give them an opportunity in Nashik, they will go to Nashik.

**Siddharth:** And sir, I believe you were contemplating on whether to join hands with Ola and Uber for utilization of vehicles?

**Nitin Shanbhag:** Not at the moment. I want to create my own fleet of 10,000 vehicles and then I would like to sit on the table with a sizable strength. I have the ability to, I have the ability in the B2B space to go at least 6000-6500 on the next 2 years. I don't think so we should look at, that's not a part of our strategy at the moment.

**Siddharth:** Okay. Thank you, sir. Really appreciate it. And best of luck.

**Moderator:** Yes, Mr. Keshav, you can go ahead and ask the question.

**Keshav:** Hi, sir. Happy afternoon, sir. So happy to see you here. I had a question for you that we are right now having how many vehicles? I think we're having 4,000 vehicles on our books.

**Nitin Shanbhag:** Yes. No, 4,000 vehicles in the inducted. Keshav sir, we don't have vehicles on our books.

**Keshav:** No, no. Obviously, I'm saying we have an asset-light model, but we have inducted 4,000 driver vehicles. This is what I want to ask.

**Nitin Shanbhag:** Correct. I was telling someone, there are two ways to look at it. There's a point in me talking about anywhere between 3,500 to 3,600. But our industry has absenteeism, vehicle breakdowns and things like that. We prefer what we prefer to calculate, what we calculate with at OSFM is how much revenue each vehicle is generating.

That makes more sense. What is the point in me going and telling the world that I have 4,000 vehicles. How much did each vehicle earn? My entire team focuses to get that guy on the ground to do business. So that is our approach. Yes. From that perspective, like...

**Keshav:** Yes, sir. What I'm saying is, sir, our competitor which has just got listed, the name of the company is ECOS Mobility. The market cap as on date is INR2,130 crores. And they have a fleet of around 12,000 vehicles, means asset-light model at the same time. And we broadly have a fleet of around 3,500 to 3,600 vehicles.

And the market cap is only INR244 crores. So we are quoting at broadly 12% or 13% of the market cap of ECOS Mobility. And we are broadly one third the vehicle size of ECOS Mobility with a lot of inorganic growth planned for the future. So I just feel that we are extremely undervalued. What is your comment on this, sir? Sir, I fully agree.

**Nitin Shanbhag:** I fully agree. See, I was the first one, Keshav sir, I was the first one who jumped into the IPO market. So the guy who comes to bat first. I mean, in my time, we used to have Andy Roberts and without a helmet. So we came to the market without a helmet. So investors like you have valued us. Now you have to value us.

**Keshav:** No, no, I just feel that we are quoting a 12% of the market cap of ECOS Mobility. And this is just this is just very, very unfair looking at what we have and what is the growth going forward. Look the growth of ECOS is not giving us growth. The numbers are not good at all. And our numbers are at least a 50% jump and with a lot more going forward. So I think we are just very, very undervalued looking at the growth potential of the industry and of our company specifically.

**Nitin Shanbhag:** So Keshav sir, I am the good kid in the class. You people have to give me the marks.

**Keshav:** I got it, sir. So I was just wondering what's happening over here. I understand. Thank you so much, sir.

**Moderator:** Thank you. So we have next question from Babu George. Please explain growth drivers for revenues and net profits for H1 financial year 25. Are they sustainable going forward?

**Nitin Shanbhag:** And they're not only sustainable, they're going to be substantial growth in all the parameters of the financials. As I said, we have put our business on a fast growth mode. Yes, we will have some headwinds. EVs are going to be the headwinds because that market or that ecosystem is still under development.

It is not a full-fledged market. OK, so the thing is, like, so we will have those headwinds, but whether there are headwinds or otherwise, we will still have to forge ahead and we'll have to do it in a slightly bigger way rather than we can't have a very conservative approach on the EVs.

So I would request my shareholders to bear with us because, as I said, we were the pioneers. So we are not the pioneers in the EV growth. But if we have to maintain, if that is going to be the future, we cannot be left behind being a marginal player. We have to be a decent sized player to be able to play in that market.

**Moderator:** So the next question is from Chaitali Dev. Recently, which cities we have our presence and what are our plans for regional expansion?

**Nitin Shanbhag:** Our focus is, if you see, we are a traditionally a Bombay based company, we were with a presence Pan India. Now, with the resources, with the team that we have, our entire focus is across all major cities. If you see, we are already operating out of 8 locations, Mumbai, Delhi, Calcutta, Kolkata, Chennai, Pune, Bangalore and Hyderabad. Now, our second line of this, there are two lines of two strategies. One is focus on the growth in these geographies, take them to the next level.

And at the same time open, for example, now our focus is in the north, it is Jaipur. In Maharashtra, it is Nashik. In Gujarat, very soon we'll have Ahmedabad coming up. Down northeast, we will have Siliguri and Bhubaneswar. So these are our future expansion plans. We will have about 17. We'll be operating out of 17 cities or 18 cities in the next 16 months to 18 months.

**Moderator:** Okay. Next question is from Mr. Amit Chaudhary. What steps has the company taken to maintain fleet, reliability and minimize downtime?

**Nitin Shanbhag:** See, our strategy is to have a business partner whose vehicle is less than 3 years old, maximum up to 5 years old. Up to 3-year-old vehicles, we ensure that they get sufficient business. In terms of kilometres, they would clock in 4000 to 4500 kilometres or more. Or we also operate on a 24 by in wherever it is possible. We squeeze the asset to 18 hours to 24 hours with double drivers and things like that.

A less than 5-year-old vehicle, we know that there are engineering challenges. So we restrict the operation time of that vehicle to 10 hours to 12 hours and about 2500 to 3000 kilometres. See today technology. I mean, the most popular cars in our industry are Maruti Suzuki, Swift Desire, Ertiga. And in the higher end category, it is the Innova Crysta. And all these vehicles over a long period of 15 years, 20 years have proved their capability.

They are almost like, maintenance free. I mean, you do a regular maintenance of these vehicles. The downtime is absolutely next to negligible, of course, but maintenance. So on maintenance levels, we have tied up across. We have our own business network, our own mechanic. I mean, maintenance networks who are trustworthy, who are knowledgeable and ensure that a vehicle's downtime is the minimum.

**Moderator:** Next question is, what are your competitive advantages that distinguish yourself with your competitors?

**Nitin Shanbhag:** I can say that we have been awarded. Every company that we worked in have labelled us as the most significant value-added partner for their service delivery. That is one. We have got multiple awards also from our clients, which we will share shortly. Overall, from a competitor perspective, I think we are more focused.

Like Keshav sir mentioned, about one more company. We are more focused on the B2B delivery and are looking at growing into other territories where our expertise lies. The very fact that we have not lost any contract in the last 10 years, I think shows the trust that the clients have put in us. And you rightly said, what is it? See, our Pan India expansion has been on the request of our client.

It's a give and take. When we said that we would like to come and serve you in different geographies, they did not even think twice about inviting us to start operations there. Because we already had 10 years, 12 years, 14 years track record in Mumbai. Serving them, serving in multiple locations. That is exactly the strategy that we are going to use to expand our business in other geographies.

**Moderator:** Okay. Next question is from Mr. Vishal Wade. How many new clients have we added during financial year H125?

**Nitin Shanbhag:** Our total pipeline was for about 9 clients. We've added 3 as of now, and the rest 6 are large transitions. So, I think by next week, we should be closing 2. So, we'll have 5 and the rest, that's where the mix of EV versus this. That's a slightly tricky thing. But I think by the end of this year, we should be able to close 9. 9 new clients other than the 26 that we have.

**Moderator:** Okay. So, we'll take one last question from Mr. Siddharth.

**Siddharth:** Hi. Good afternoon. I apologize if my question is a bit repetitive as I joined the call a little later. I just wanted to know, earlier, we were targeting for a growth of about 35%-40% organically. And on top of that, we had sufficient cash balance and we were thinking of an acquisition, which would have brought in another 20%. So, can we say are we still on track on the organic growth? Because the numbers seem slightly muted on that front.

**Nitin Shanbhag:** As I said, definitely because of the seasonal nature of the business. In my 21 years as a company, 15%-17% has been a normal momentum. And if you see the addition of 13%-14% to make it an aggregate 30% will definitely be reflected in my next half. As far as the inorganic growth is concerned, you know how it goes.

When you go out as a buyer, it's become suddenly very expensive. And when you try and go as a seller, things become suddenly very cheap. So, Siddharth, the best and the worst form of a public and open forum is everybody knows how much money we have. So, everybody wants to have a bigger piece of that. So, something that costs INR10 becomes INR50. So, what should I do?

**Siddharth:** So, organically, is it safe to assume that the second half compared to last year, we'll be at a roughly 30%-35% growth trajectory? If we compare H2 to H2?

**Nitin Shanbhag:** Absolutely.

**Siddharth:** Okay. And one last question. In terms of our fleet, what is mentioned in the PPT, we have a same fleet size as compared to the ending of last year, FY24. So, when you mentioned that the average money that one car makes, is that higher now compared to last year? And given fleet additions, what is our status on that?

**Nitin Shanbhag:** As I said, Siddharth sir, my fleet currently there is an attrition. There is an attrition either from my driver partner or there is an attrition from our side, post-attrition, because of service level issues. I'm in a service business. My client wants me to serve him 30 days a month, 26 days a month. There are some driver partners who do not follow that.

They come only for 12 days, 15 days, 20 days. We give them a levy of 1 or 2 months and then when it becomes a little too much, we ask them to go. So, technically, if you see, our top line will always reflect what every vehicle. Because we don't give the attrition numbers nor do we give the addition numbers. We will start doing that. That's a good suggestion, Siddharth.

I think I should be able to do that. And yes, that this quarter, we not only did this business, we added this many business partners. That is one good way. Thank you. We'll do that.

**Siddharth:** Because we'll get a better picture as to how many drivers are staying, first of all. And second of all, because we are onboarding vendors as such. So, it should be easier for us to onboard higher vendors if we see growth in the pipeline.

**Nitin Shanbhag:** Not only that, see, we had a little humanitarian angle also. I mean during COVID, the business partners were affected the most. So, for a period of one year, we decided that whoever has managed to survive and hold on and has been with us through the difficult times, let's give them more business rather than adding more cars.

The guy who was making 55,000-60,000 a month, let's give an opportunity to make 70,000-75,000. Rather than adding a few more cars. Now, that thing is done. They have reached their peak. Now, for us, we need to add and we will add.

**Siddharth:** Yes, understood. So, we've sweat out as much as we could from our existing driver base. So, new vendors should be onboarded and additional cars you will have on your 10% of the fleet.

**Nitin Shanbhag:** Absolutely, yes.

**Siddharth:** Thank you so much. That'll be all from my side. Yes.

**Moderator:** Sir, I think we have covered majority of questions. Thank you everyone for your time. And thank you, Nitin sir.

**Nitin Shanbhag:** Ma'am, you can organize a recorded thing or if they want to have some direct interactions with us, you can share our email IDs and phone numbers and things like that. I have my entire top team here. I have my CFO, I have my finance team, my operations team along. So, we'll be more than happy to share.

**Moderator:** Yes sir, sure. Thank you so much.

**Nitin Shanbhag:** Thank you so much. Thank you for your time. Thank you everybody for joining.