

June 15, 2026

**The Manager (Listing),
National Stock Exchange of India Limited,**
Exchange Plaza, Plot No. C/1, G Block,
Bandra-Kurla Complex, Bandra (East),
Mumbai – 400 051;

Symbol: YAAP

ISIN: INE0U0J01015

Sub: Intimation under Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (“SEBI Listing Regulations”) – Transcript of Earning Conference Call

Dear Sir/Madam,

Pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find attached the Transcript in connection with Earnings Conference Call for investors held on June 08, 2026, at 12:00 Noon (IST).

Link: <https://www.yaap.in/investors.html>

Kindly take the same on records.

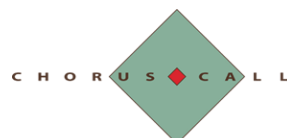
Thanking You,

**Yours faithfully,
For Yaap Digital Limited
(Formerly known as Yaap Digital Private Limited)**

**Shivani Shivshankar Tiwari
Company Secretary & Compliance officer
Membership No.: A54854**



“Yaap Digital Limited
H2 FY26 Results Conference Call”
June 08, 2026



MANAGEMENT: **MR. ATUL HEGDE – CHAIRMAN AND MANAGING
DIRECTOR – YAAP DIGITAL LIMITED**
**MR. SHYAMAL MADHVI – CHIEF FINANCIAL OFFICER
– YAAP DIGITAL LIMITED**
**MR. MANAN KAPUR – SENIOR PARTNER – YAAP
DIGITAL LIMITED**
**MR. SURAJ NEDUNGADI – ASSOCIATE VICE
PRESIDENT, STRATEGY – YAAP DIGITAL LIMITED**
**Ms. SHIVANI TIWARI – COMPLIANCE OFFICER AND
COMPANY SECRETARY – YAAP DIGITAL LIMITED**

MODERATOR **Ms. SAKHI PANJIYARA – KIRIN ADVISORS**

Moderator: Ladies and gentlemen, good day and welcome to the H2 FY26 Results Conference Call of Yaap Digital Limited. As a reminder, all participant lines will be in the 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.

This conference call may contain forward-looking statements about the company, which are based on the beliefs, opinions, and expectation of the company has on date of this call. These statements are not guarantees of future performance and involve risk and uncertainties that are difficult to predict. Please note that this conference is being recorded.

I now hand the conference over to Ms. Sakhi Panjiyara from Kirin Advisors. Thank you and over to you.

Sakhi Panjiyara: Good day. On behalf of Kirin Advisors, I welcome you all to the H2 FY26 conference call of Yaap Digital Limited. From management team, we have Mr. Atul Hegde, Chairman and Managing Director; Mr. Shyamal Madhvi, Chief Financial Officer; Mr. Manan Kapur, Senior Partner; Mr. Suraj Nedungadi, Associate Vice President, Strategy; Ms. Shivani Tiwari, Compliance Officer and Company Secretary.

Now I hand over the call to Mr. Atul Hegde for opening remarks. Over to you, sir.

Atul Hegde: Thank you. Good afternoon, everyone. On behalf of the entire Yaap Digital team, I would like to extend a warm welcome to all our investors, analysts, shareholders, and participants joining us today for our H2 FY26 earnings call. This is indeed a special occasion for us as it marks our maiden earnings conference call as a listed company.

FY26 has been a defining year in our journey. The successful listing of Yaap on NSE Emerge on 5th March 2026 marked the beginning of a new chapter for the company, strengthening our foundation for long-term growth and value creation. At the outset, I would like to express my sincere gratitude to our shareholders, clients, partners, and employees for their continued trust, confidence, and support throughout this journey.

For those of you who may be interacting with Yaap for the first time, let me take this opportunity to briefly explain what we do and what we are building. Yaap is a new-age digital marketing content and technology services company operating at the intersection of digital media, creator economy, data, and AI-powered technology.

From day one, our North Star has been very clear: to build India's first truly homegrown independent digital marketing network. Unlike traditional agencies that operate in silos, Yaap brings together data, content, and technology through our 3D philosophy of Design, Discovery, and Distribution.

Through Design, we help brands build identities, create impactful content, and deliver engaging consumer experiences. Through Discovery, we leverage influencer marketing, creator intelligence, content ecosystems, and online reputation management capabilities to help brands connect better with the right audiences. Through Distribution, we deploy performance

marketing, online media buying, programmatic media, adtech, and analytics solutions that drive measurable business outcomes.

What differentiates Yaap is our ability to combine creativity, technology, and data into one integrated platform. We are not simply executing campaigns; we are helping brands navigate a rapidly evolving digital landscape where consumer behavior, content consumption, and tech are constantly changing. Today, we work with global multinational companies, regional enterprises, local brands, and creator-led businesses across India, the UAE, and Singapore.

Coming to our H2 FY26 financial performance, we delivered strong growth across all key metrics. Total income grew by 29.4% year-on-year to INR138.56 crores. EBITDA increased by 132.18% to INR27.25 crores, while net profit grew by another 129.15% to INR19 crores. If you look at the full year, FY26 was one of the most significant years in YAAP's history. We delivered record financial performance while simultaneously executing several strategic initiatives that will shape our future growth trajectory.

For FY26, total income stood at INR183.73 crores, representing year-on-year growth of 22.23%. EBITDA increased by 89.11% to INR31.74 crores, while net profit grew by 97.95% to INR22 crores. Beyond our financial performance, FY26 was also a year of significant strategic progress.

During this year, we added more than 100 new client relationships across sectors, including BFSI, media and agencies, technology, healthcare, travel and tourism, FMCG, and lifestyle, further strengthening our market presence and client diversification.

A major milestone was the strategic acquisition of Gozoop, one of India's most respected digital marketing companies, which significantly enhanced our capabilities across creative services, brand strategy, digital solutions, and customer experience.

The acquisition also brought the HAWK online reputation management platform into the YAAP ecosystem, adding an extremely valuable technology layer and creating new opportunities for scalable productized services across our client base and beyond.

The industry opportunity ahead remains compelling. Brands are increasingly shifting marketing budgets towards integrated outcome-driven digital solutions, while the creator economy continues to unlock new avenues for engagement, commerce, and brand building.

At the same time, artificial intelligence is transforming how content is created, distributed, measured, and optimized, creating significant opportunities for agile technology-enabled marketing partners. As we look ahead, our focus remains on building the agency of the future, one that combines technology, creative, and data-driven decision-making.

Our growth strategy is centered on four priorities; deeper AI integration across our service offerings, development of proprietary technology platforms, strategic acquisitions within the creator technology ecosystem, and continued geographic expansion alongside strengthening our media buying and distribution capabilities.

This is really the time for Indian independent companies like ours in a sector that is dominated by foreign players. The Indian advertising sector is very unique where almost 90% of the entire sector is dominated by foreign players. This is a great opportunity for a company like YAAP, and we have demonstrated that an independent Indian agency network can successfully compete at scale. Going forward, we will continue investing in technology, talent, innovation, and strategic expansion to create sustainable long-term value for our clients, employees, and shareholders.

Before I conclude, I would like to sincerely thank all the employees for their dedication, our clients for their trust, and our partners for their support, and of course, our shareholders for their confidence in our vision. With that, I would now like to open the door for questions and discussions. Thank you once again for joining us today.

Moderator: Thank you, sir. We will now begin the question-and-answer session. The first question comes from the line of Disha with Sapphire Capital. Please go ahead.

Disha: Yes, thank you so much, sir, for this opportunity. Couple of questions. Firstly, on the overall seasonality. So if I look at the past 2 years, I see H2 is almost contributing to 70% of our revenues. So could you describe a bit more on how do you see the H1, H2 mix going ahead?

Atul Hegde: Hi, Disha. Yes, you're absolutely right. H2 is primarily the advertising season in the country. If you look at how the advertising market works, it peaks with -- it starts with festival and it peaks with IPL. So pretty much H2 defines the category. Almost 60% to 65% spends in the category happen in H2.

Also, if you look at YAAP, BFSI is one very strong client sector for us, and all BFSI spends are skewed in H2. Almost 75% of all their spends happen in H2. Going ahead, we feel that this percentage will be more balanced. We will get a sense when we close this coming year with the acquisition of Gozoop, where the business is spread across the 12 months because most of them is retainer-led. But primarily, Indian advertising is skewed towards H2.

Disha: So any sort of mix that way? So for this year, what sort of mix in terms of H1 and H2? Could you give some color on that?

Atul Hegde: I think you will see -- you'll not see it as skewed as last year. Our sense is in the first quarter that we've seen so far, I think it will be about 35% to 40% in H1. But again, this is just an estimate at this stage. It has lots of factors, but primarily for us, H2 is really the season for advertising.

Disha: Correct, correct. And sir, for this second half, we've also seen a very sharp improvement in margins. So what has led to that and what sort of margins can we expect going ahead?

Atul Hegde: Yes, so basically, if you see in our business, the margins are primarily defined by the non-media business, which is the third D, which is distribution in our bit. So it really depends on a function. If you see in H2, the contribution of non-media business has been higher than the media businesses, which is the other two Ds where the margin percentages are much more. But going ahead, we would pretty much be maintaining these margins.

- Disha:** So this 18% EBITDA that we've done in H2, that is sustainable?
- Atul Hegde:** Sorry, I missed your question.
- Disha:** Yes, so the 18% EBITDA that we've done in H2, that is sustainable going ahead?
- Atul Hegde:** Pretty much, pretty much sustainable, give or take a 1% or 2%. As I said, it is a function of the third D in our business, which is primarily media.
- Disha:** So the-- I think there was some disturbance in your audio. So the media business has higher margin, that is what you said? The non-media business?
- Atul Hegde:** No, the non-media business has higher margin. So it becomes a function of the client mix, right? If a set of clients are investing more in content creation and influencer marketing, the margins are higher. If the investments are more in the third D, then the margins are lower.
- Disha:** Okay, okay. That is very clear, sir. And then thirdly, sir, wanted to understand the overall customer stickiness in our business. What sort of propositions do we add that makes it difficult for customers to switch and how do you see that overall scenario, sir, if you could just elaborate a bit more on that?
- Atul Hegde:** Yes, so if you see, our customer retention has been fairly high compared to industry standards. And primarily, it is because, we have three services, the three Ds, and majority of our customers buy more than -- more than one service. So they're typically buying two or three of services from us.
- And that gives us much larger stickiness with them. It's not engagement over just one of the three services. So historically, we've seen that whenever a client engages and buys more than one service with us, typically their life cycle with us is much higher.
- Disha:** Okay, okay. That is very clear, sir. Next, sir, the next question will be on the overall growth that you're targeting, sir, for FY27 and going ahead. How should we look at the overall revenue growth given the acquisition as well?
- Atul Hegde:** So in terms of -- yes, can you hear me?
- Disha:** Yes, yes.
- Atul Hegde:** We have given ourselves a goal for the next 3 years. We want to be at least about 2% of the overall addressable market. Right? So that's really what we are building here at YAAP along with our acquisitions. Our growth has been pretty robust in the last three years. So that growth trajectory pretty much would be similar.
- But for us, it's really about what we're building for the next three years where we want to be a significant Indian player in this mix, which is dominated by foreign players, right? So internally for us, 2% market share of the addressable market, which is the agency business in India, is what we're gunning for three years from now.

- Disha:** So this 25% to 30% growth we can expect year-on-year?
- Atul Hegde:** Yes.
- Disha:** Okay, okay. That is very clear, sir. And sir, in the second half, we've also seen a very sharp increase in other income. So what has led to that and how do we see the overall run rate for FY27?
- Atul Hegde:** I think that's primarily because of the investments of the cash generated. Right? So that's pretty much going to be similar.
- Disha:** Okay, so it'll be -- this will be similar.
- Atul Hegde:** Yes, it's a function of how we deploy it, right?
- Disha:** And just on the acquisition side, you mentioned that there are a couple more acquisitions that we are currently evaluating. Any sort of color on when do we -- what sort of space that we're targeting, any sort of asset size, if you could just elaborate a bit more on that?
- Atul Hegde:** Yes, so we are actively looking to up our game in the AI space. So anything which is in the AI content creator economy is of interest to us.
- Disha:** Anything in the advanced stages, sir?
- Atul Hegde:** I wouldn't say advanced. We have multiple conversations happening currently, both in India and the Middle East. You know, and typically we've seen for us to close an acquisition is anywhere between six to nine months. So currently, we have multiple conversations going on, but nothing that I would term as, you know, something that would be in advanced stage.
- Disha:** Okay, okay. That is very clear, sir. I'll get back in the queue. Thank you so much.
- Atul Hegde:** Thank you.
- Moderator:** Thank you. The next question comes from the line of Vinod with VS Venture. Please go ahead.
- Vinod:** Hello? Am I audible?
- Moderator:** Yes, sir, please proceed.
- Vinod:** Yes, sir, I just have a couple of questions. So what was the acquisition cost of Gozoop? Hello.
- Moderator:** Mr. Vinod, there is a lot of background disturbance from your end. If you can repeat your question.
- Vinod:** Yes, sir. I was asking what was the acquisition cost of Gozoop? Hello.
- Atul Hegde:** Hello, can you hear me?
- Moderator:** Yes, sir, Atul sir, we can hear you.

- Atul Hegde:** Yes, so the Gozoop acquisition is structured across three years. It was done at a 8x multiple of EBITDA. It's a 80% cash, 20% equity in the first tranche where we acquired 60.1% or 60.2% -- basically 60% plus. The overall outflow was to the tune of about INR35-odd crores. The exact amount we'll share with you. In terms of the cash component and plus 20% of the overall deal structure in equity.
- Vinod:** And sir, like what's the strategic rationale behind this and what are the financial benefits you expect from this deal?
- Atul Hegde:** So, as I said, our goal is to really build India's first homegrown digital marketing network, right? So Gozoop gives us muscle. It gives us addition to about 100-and-odd clients, which is part of the Gozoop portfolio. It gives us a very, very strong base in Mumbai. While YAAP is across seven locations, Gozoop is concentrated in Mumbai.
- Gozoop -- also 50% of Gozoop's revenues comes from HAWK, which is a state-of-the-art online reputation management platform that they have had. We feel that HAWK is something that every Indian large -- Indian or multinational working in India will need those services because today brand reputation online is extremely, extremely important.
- So it adds a very, very important layer to us, which is both tech plus service. So that's really this. And more importantly, the quality of people, client retention, across the kind of marquee clients that they work for. So overall, that's really been this. It takes us, strengthens us, adds muscle to us, takes us deeper across our three services. And with HAWK, it adds an extremely sticky layer to our overall offerings.
- Vinod:** Okay. And sir, any specific categories that you are looking to acquire in next 12 to 14 months?
- Atul Hegde:** Yes, we are looking for anything that is AI tech-led in the creator economy space. This is something of, you know it's the fastest growing segment in digital marketing today. So this is something that we're actively looking for.
- Vinod:** Okay. So like, is there any timeline, like how much? Do you have any target?
- Atul Hegde:** No, there's no immediate timeline, but we would definitely look at one acquisition in this financial year at least. But for us, important to get the right fit, right company, than a timeline-led approach, you know, where we are forced to acquire because of timeline.
- Vinod:** Okay, okay, sir. Thank you. I will join back the queue.
- Moderator:** Thank you. The next question comes from the line of Yash Rathore with Unique Solutions. Please go ahead.
- Yash Rathore:** Yes, hi. Can you hear me? Hello?
- Moderator:** Yes, sir, please proceed.

Yash Rathore: Yes, yes. Thank you for the opportunity. So I was wanting to know, like given the fragmented nature of digital marketing industry, so like what prevents clients from moving work in-house or switching agencies frequently?

Atul Hegde: I think the large serious clients don't do that, because continuity is extremely important for any business, and that also applies to a strong digital marketing partner. And we've seen that with our own experience, you know, when large clients want to consolidate, they'd rather consolidate, you know, with one partner they've been working with.

Which is why I keep on saying that this is the only category where 90% of the business is concentrated with international giants, and that's because clients are looking to consolidate with agencies that can build scale and with agencies that have worked with them over a period of time.

So the biggest stickiness in our business comes over a period of time. Between YAAP being around for almost a decade, Gozoop being around for almost 15-plus years, it's a great foundation for us to build stickiness and increase our client portfolio.

Yash Rathore: Okay. Okay. And many of the agencies globally have struggled to monetize AI despite significant investment. So what gives you confidence that YAAP's AI initiative will generate meaningful returns?

Atul Hegde: So there are two ways to look at AI, right? Most of the global networks are actually investing for the next decade or so. For us at YAAP, AI is integral part of what our services are. So we are integrating AI into our three Ds and into HAWK. Right? So we are integrating it into existing businesses. So for us, AI gives us the ability to scale without increasing our headcount. AI gives us the ability to go deeper into analytics, and that is really the core of any marketing. So for us, the AI lens is really that.

Yash Rathore: Okay. And do you also expect the pace of 100-plus new clients addition to continue annually or will the focus shift towards increasing wallet share from existing clients?

Atul Hegde: It's going to be a mix of both. Right? We want to go deeper into existing clients because now with Gozoop acquisition, we have a very large internal base. So the pace of new number of clients might be lesser, but the overall volume will increase significantly.

Yash Rathore: Okay. Okay. Got it. Got it. Thank you for answering.

Moderator: The next question comes from the line of Ashish Kumar with SKP Securities. Please go ahead.

Ashish Kumar: Hello, sir. Am I audible?

Moderator: Yes, sir, please proceed.

Ashish Kumar: Yes. First of all, thank you for the opportunity. So, I just wanted to ask how much of your business is project-based versus like recurring-based?

Atul Hegde: 70% of all business is recurring.

- Ashish Kumar:** Sorry, sir?
- Atul Hegde:** 70% of the business is recurring.
- Ashish Kumar:** Okay, okay. And all the other are project-based, right?
- Atul Hegde:** That's right.
- Ashish Kumar:** Yes, okay. So, you added more than 100 new clients in FY26, right? So how many of these are like meaningful revenue-generating clients versus like smaller engagement clients?
- Atul Hegde:** So, for us, every client is meaningful, right? Because you never know, because you are building a base, you're building something where you really want to, you know, have a client for the next four, five, ten years. So, every entry that we get is extremely meaningful for us. If you're asking me how many of them are regular and how many of them would be projects, I think it will be a 50-50 split.
- Ashish Kumar:** Okay, okay. So, the maximum revenue is generated by 50% of your client, like 50 clients?
- Atul Hegde:** Not necessarily, not necessarily. You can have a project which is extremely fee-intensive. So, it could be a three-four months project that could give you the same revenue as a retainer for the entire year. So it really depends on the nature of projects that we would pick up. And so, it's a mixed bag.
- Ashish Kumar:** Okay, okay. Understood. So, can you share your top 10 clients contribution to revenue and whether the client concentration is increasing or decreasing?
- Atul Hegde:** Sorry, can you just repeat that?
- Ashish Kumar:** Yes, so can you share your top 10 clients' contribution to revenue? So, like and whether the client concentration is like increasing or decreasing?
- Atul Hegde:** So, our top 10 clients would contribute to about, say, 40%-odd and this is decreasing rapidly.
- Ashish Kumar:** Okay, okay. So, like what was the contribution of the new clients versus the existing clients in FY26?
- Atul Hegde:** New clients overall would be less than 25% because new clients are not -- all of them do not come at the beginning of the financial year. Some of them would have come with three months left, four months left. So, if I had to average out, all of that would be about 20% to 25%.
- Ashish Kumar:** Okay, okay. Okay, that's all from my side. Thank you for the opportunity once again.
- Moderator:** Thank you. The next question comes from the line of Riya Jain with Orient Capital. Please go ahead.
- Riya Jain:** Hello?
- Moderator:** Yes, ma'am, you're audible. Please go ahead.

- Riya Jain:** Okay. So sir, nearly a quarter of revenue now comes from markets outside India. What are your plans for scaling the UAE and Singapore business further?
- Atul Hegde:** Sorry, I couldn't hear the question.
- Riya Jain:** Sir, a quarter of revenue now comes from markets outside India. So, what are your plans for scaling the UAE and Singapore business further?
- Atul Hegde:** For us, the entire GCC is a market of interest for us. We feel that there's a great opportunity in newer markets like Saudi Arabia. Also, we have been looking for acquisitions in that market. We've now gone slow because of the current environment there, but we also believe that is a region that has always shown that it bounces back the fastest compared to any region after the crisis. And what it'll also do is it might give us some extremely attractive acquisition opportunities in that region. So yes, we are actively looking for growth via acquisitions in the GCC.
- Riya Jain:** Okay. And which geography do you believe offers the largest growth opportunity over the next three years?
- Atul Hegde:** Sorry, again your voice is muffled.
- Riya Jain:** Sir, which geography do you believe offers the largest growth opportunity over the next three years?
- Atul Hegde:** India. I think the way digital marketing is exploding in India, we're already looking at, an overall advertising pie reaching INR2,00,000 crores, out of which digital is the number one category with almost 57%, 58% market share. So, for us, the focus in terms of larger growth will continue to be in India. We'll continue to invest across markets here. We will also be looking at presence in some of the non-metro cities in India in the next three years.
- Riya Jain:** Okay. Got it. Thank you.
- Moderator:** Thank you. The next question comes from the line of Vinod with VS Venture. Please go ahead.
- Vinod:** Yes, hi. Sir, am I audible? Hello?
- Moderator:** Yes, sir, you're audible. Please go ahead.
- Vinod:** Yes, okay. So, our PAT has grown significantly, but the operating cash flow over the same period has been negative. So, what explains this gap? So, can you share some insights on that?
- Atul Hegde:** Sorry, I'm still -- can you just repeat? Your voice is muffled.
- Vinod:** Yes, is it better?
- Atul Hegde:** Yes.

- Vinod:** Yes, so I was saying your PAT has grown significantly, but your operating cash flows have like not grown at the same -- at the same growth. So, what explains this gap between the two? It's been negative.
- Atul Hegde:** I think one of the biggest reason has been some of our larger clients, you know, we've been giving them larger credit terms, but the so also with some of our larger vendors, we manage better credit terms. All of the growth, if you see, we are at H2 company in terms of our -- majority of our business happens in H2. So, I see the operating cash flow increasing significantly in this current financial year.
- Vinod:** Okay. And sir, what is the typical working cycle of the business?
- Atul Hegde:** Anywhere between 80 to 110 days.
- Vinod:** Okay. And over the period, like last two-three years, how is it evolving and where do you see it's going forward?
- Atul Hegde:** It's pretty much been the same, maybe 5%, 10% up and down depending on very specific client base. Also, since overall our base is still relatively small, right, a couple of large clients can swing the overall data. So, we feel that by the end of this coming financial year, we'll have much more robust data that is spread across clients.
- Vinod:** And sir, what percentage of EBITDA is typically converted -- do you expect to be converted into operating cash flow? Like what is your target next year?
- Atul Hegde:** I think it should be anywhere between 60% to 70% going ahead.
- Vinod:** Okay, okay, sir. And sir, one last question. Like how much of working capital would be required if we want to do a incremental revenue of INR100 crores, INR100 crore, INR200 crores? So how much working capital we will require for that?
- Atul Hegde:** It really depends on what of the 3Ds that we pick up, right? We have businesses are across 3Ds. If it is primarily media business, which is the distribution part of it, then you would need working capital which is almost about 40%-50% of the overall numbers that you would bill. So, it's really a function of where the new INR100 crores is coming from.
- Vinod:** Okay, sir. Thank you. I'll join back the queue.
- Moderator:** Thank you. The next question comes from the line of Parag Dave with Dave Consultancy. Please go ahead.
- Parag Dave:** Yes, hello, sir. Good afternoon. What is the average tenure of your client relationships and how has client retention trended over the last few years?
- Atul Hegde:** So average client relationship is about three years plus, and we operate pretty much on about 60%-odd of retention in the last three to four years.

Parag Dave: Okay. And H2 EBITDA grew over 130% while revenue also grew around 29%. What are the key drivers behind such significant operating leverage?

Atul Hegde: So, the key drivers is the nature of business. We operate in the three Ds, right, where we have Design, Distribution, and -- sorry, Design, Discovery, and Distribution. Distribution is our media businesses, right? Our key drivers in terms of EBITDA growth are the first two buckets, which is Discovery and Design. So, it's really a function of what kind of projects you pick up in that period of time.

Parag Dave: Okay. And are the H2 margins sustainable or should investors view them as unusually strong due to one-time factors?

Atul Hegde: I think overall financial year margins are sustainable. H2 margins will typically reflect that kind of margins in H2, right, because we are primarily 60%-70% of our business comes from H2, which is also the advertising cycle for India, as I said earlier, it's really from the festival season to IPL. So H2 on its own margins are sustainable, give or take 1% or 2%, but overall margin guidelines, the entire year is the better picture.

Parag Dave: Okay, okay. Yes, that's all from my side, sir. Yes, thank you.

Moderator: The next question comes from the line of Priyank Kothri, an Individual Investor. Please go ahead.

Priyank Kothri: Good afternoon, sir. Thank you for the opportunity. So, sir, in FY26, we reported a margin of approximately 17%. So, in terms of margin expansion, is there any scope, and what is the management's aspiration in terms of margin expansion, and what do you expect going forward?

Atul Hegde: So going forward, I think, in a three-year period, there's definitely scope for increase of margin. But our focus really, especially for this year, is to consolidate the business, look at a much larger market share because it's a great opportunity for an Indian company to build a large Indian network, especially in the digital marketing space. But yes, in a three-year horizon, with the kind of investments we are doing and the acquisitions we are doing in AI-led, in the content creator's economy, there is scope for margin expansion.

Priyank Kothri: Also, sir, what is a typical cost of acquisition of a customer for us? How do we track that metric?

Atul Hegde: So, we don't track cost of acquisition of a customer, right, because most of our customer acquisition is either through an inbound call or is through a referral. So, there is really no this. But what we really look at once we acquire a customer, for us the benchmark is how quickly are we able to cross-sell across all our services. So typically, if a customer comes in and buys one service, for us internally we have a benchmark that in the first six months, can we actually upgrade them where they're buying more than one services for us. That's one benchmark for us.

Second is year-on-year growth, right? How do we ensure that typically a customer grows by 15% to 20% with us every year? And third is retention, right? An average retention of three years plus. So, for us, the focus on new business, new customers are really these three metrics.

- Priyank Kothri:** Also, sir, one bookkeeping question. Debtors' days have almost doubled year-on-year. So, any light on that, any reasons for the same, if you'd like to share?
- Atul Hegde:** Sorry, can you repeat? Your voice is muffled.
- Priyank Kothri:** Can you hear me now?
- Atul Hegde:** Yes, I can.
- Priyank Kothri:** Yes, so I just wanted to ask, the debtors' days have ideally almost doubled year-on-year. So currently we are standing at around 150 days of debtor days. So, any reasons for that, and how do we plan to reduce that in future?
- Atul Hegde:** So, I think -- to actually the right picture to look at is on both sides, since typically, we would get credit from our vendors and then we pass it on to clients. So, the ideal way to look at is what is the net difference, and that is something that we've pretty much maintained across. As business grows and large businesses grow, I see this number pretty much being at that range of maybe 10% down.
- Priyank Kothri:** Okay. And sir, in terms of growth aspirations, next two-three years, at what rate revenue we can grow? You've outlined...
- Atul Hegde:** See, we are looking -- one of the things that we have given ourselves is that, in three years' time, we need to be 20% market share of a very large addressable market. And that's what we are really -- that's what we are really looking at.
- So, for us, it's really about how we are able to have a much longer strategic growth, rather than looking at one particular year because a growth can be skewed by two-three acquisitions that come in that year. So, for us, it's really about how we are able to consolidate year-on-year to reach that goal of 2% market share.
- Priyank Kothri:** So, what is the TAM of the 2% that you are targeting, sir?
- Atul Hegde:** See, the overall -- if you look at today, if I project at today's growth, the overall market, the advertising market is about INR2 lakh crores. Out of that INR2 lakh crores, about 60% would be Digital. Out of that 60%, about 50% of that is an addressable market for us.
- Priyank Kothri:** Okay. So 2% of that 50% is a fair estimate?
- Atul Hegde:** Yes, is what is what we are gunning for, yes.
- Priyank Kothri:** Okay. So, in terms of peer, sir, do we have a comparable listed peer, sir?
- Atul Hegde:** No, we don't. We are the first digital marketing company in India to get listed. There're absolutely no peers that we currently have. But the way I see it is, we will have at least about seven-eight similar companies like YAAP listing in the next 12 months.

- Priyank Kothri:** Okay, okay. Yes, because I guess Bright Advertising and Simca, those are OTT, right? Outdoor advertising?
- Atul Hegde:** Yes, those are outdoor companies.
- Priyank Kothri:** And we are not anywhere related to outdoor advertising, right? We don't do that.
- Atul Hegde:** No, we don't. I mean, we don't do it. If a client insists, and it's a very large client, then we would do it through a partner.
- Priyank Kothri:** Okay, fine. Thank you. Thank you for answering all my queries.
- Moderator:** As there are no further questions from the participants, I now hand the conference over to Ms. Sakhi for closing remarks.
- Sakhi Panjiyara:** Thank you, everyone, for joining the conference call of YAAP Digital Limited. If you have any queries, you can write to us at research@kirinadvisors.com. Once again, thank you, everyone, for joining the conference.
- Moderator:** On behalf of Kirin Advisors, that concludes this conference. Thank you for joining us, and you may now disconnect your lines. Thank you.